

PARKS & FACILITIES MASTER PLAN

2021 - 2026

CITY OF CHINO
COMMUNITY
SERVICES
DEPARTMENT





This Page Intentionally Left Blank

ACKNOWLEDGEMENTS

THANK YOU TO MEMBERS OF THE COMMUNITY FOR CONTRIBUTING INPUT THROUGHOUT
THE DEVELOPMENT OF THIS MASTER PLAN

CITY COUNCIL

Eunice M. Ulloa, Mayor

Marc Lucio, Mayor Pro-Tem

Karen C. Comstock, Council Member

Christopher Flores, Council Member

Walt Pocock, Council Member

STAFF

Linda Reich, Director

Carolyn Baltzer, Projects Manager

Ted Bistarkey, Community Services Manager

Silvia Avalos, Community Services Manager

Keith Martinez, Assistant Project Coordinator

Griselda Lara, Management Assistant

Marsha Ariyasu, Administrative Secretary

CONSULTANT TEAM

Neelay Bhatt, Vice President and Principal Consultant, PROS Consulting, Inc.

Phil Parnin, Associate Principal, PROS Consulting, Inc.

Doug Grove, President, RHA Landscape Architects-Planners, Inc.

Jason Morado, Statistically-Valid Survey, ETC Institute





TABLE OF CONTENTS

Chapter One - Executive Summary	5
1.1 Introduction	5
1.2 Project Process	6
1.3 Recommendations	6
1.4 Conclusion	8
Chapter Two - Community Profile	9
2.1 Introduction	9
2.2 Demographic Analysis	9
2.3 National Sport and Fitness Participatory Trends	18
2.4 National and Regional Programming Trends.....	28
2.5 Local Sport and Leisure Market Potential.....	31
2.6 Benchmark Analysis	35
Chapter Three - Public Engagement	46
3.1 Stakeholder and Focus Group Summary	46
3.2 Community Workshops.....	53
3.3 Live Polling Exercise	54
3.4 Statistically-Valid Community Survey	59
3.5 Online Community Survey	71
3.6 Project Website.....	72
Chapter Four - Parks and Facilities Assessment.....	73
4.1 Facilities Assessment.....	73
4.2 Parks Assessment	74
Chapter Five - Land Analysis and Mapping	76
5.1 Level Of Service Analysis	76
5.2 Equity Mapping.....	80
Chapter Six - Maintenance and Operations Analysis.....	99
6.1 Introduction	99
6.2 Approach	100
6.3 Department Overview.....	101
6.4 Operational Analysis	105
6.5 Needs Assessment	111

PARKS & FACILITIES MASTER PLAN

6.6 Maintenance Levels 112

6.7 Maintenance Standards 112

6.8 How to Determine Maintenance Costs..... 128

6.9 Funding Strategies to Support Operations 129

6.10 Maintenance and Operational Summary 129

Chapter Seven - Community Services/Program Assessment..... 132

7.1 Overview 132

7.2 Core Program Areas 133

7.3 Program Strategy Analysis..... 138

7.4 Marketing, Volunteers, and Partnerships 148

7.5 Ancillary Services 156

7.6 Program Assessment Observations 159

Chapter Eight - Funding Strategies 161

8.1 Introduction 161

Chapter Nine - Visioning Strategy & Action Plan 167

9.1 Mission & Vision Statements 168

9.2 Citywide Values 168

9.3 Strategic Action Plan..... 169

Chapter Ten - Conclusion 170

Appendix A: Core vs. Casual Participation Trends 171

Appendix B: Community Workshop Detail 177

Appendix C: Online Community Survey 181

Appendix D: Volunteer and Partnership Best Practices 209

Appendix E: Facilities Assessment..... 214

Appendix F: Parks Assessment 224



CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The City Council of the City of Chino (“City”) selected PROS Consulting, Inc. to assist in developing a Parks and Facilities Master Plan (“Plan”). The Plan’s purpose is to create a clear vision, action plan, and financial strategy for the community. This document intends to be dynamic and forward-thinking to strengthen existing programs, facilities, and amenities to serve as a road map for the future.



The following goals were identified as a key outcome of this planning process:

1. Engage the diverse Chino community, leadership, and stakeholders through an innovative, public outreach process to build a shared vision for parks, recreation, and facilities.
2. Utilize a wide variety of data sources and best practices including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the City of Chino.
3. Determine unique Level of Service Standards, validated by local data, to develop appropriate actions regarding parks, recreation, and facilities that reflects the City’s strong commitment in providing high quality services and amenities for the community.
4. Shape financial and operational preparedness through innovation and “next” practices for the City to achieve the strategic objectives and recommended actions, goals, objectives, and implementation strategies outlined in the plan.
5. Develop a dynamic and realistic strategic action plan that is clear, concise and adaptable to ensure long-term success and financial sustainability for the City’s parks, recreation, and facilities, as well as action steps to support the family-oriented community and businesses that call Chino home.

1.2 PROJECT PROCESS

The analysis describes the population within the City. This assessment is reflective of the 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.



1.3 RECOMMENDATIONS

Based on an iterative visioning process with staff combined with the community input, demographics and trends, and an analysis of the Department’s programs, maintenance and operations with levels of service, the following Core Values, Vision and Mission Statement, and Big Moves were identified by the staff.

1.3.1 CORE VALUES

The six core values that will guide the Department’s actions in the future are:

1. Commitment to our Community
2. Integrity & Accountability
3. Fiscal Responsibility
4. Partnerships & Teamwork
5. Innovation
6. Communication & Engagement

1.3.2 VISION

The Department’s Vision is adopted from the City’s overall vision:

“Chino is a vibrant City. It is a great community in which to live, work, and play, that is recognized for integrity and dedication to public service.”

1.3.3 MISSION

The City-wide Mission is:

“Together we take pride in providing quality, caring service to our community.”

The Department’s Mission is:

“To impact lives and build a connected community.”



1.3.4 BIG MOVES

The following are the Big Moves that will shape the Plan's Roadmap. These are the signature action items, both internal and external focused, that will help the Department stay true to its Core Values and realize its Vision and Mission as they serve the Chino community.

1. **Dedicated marketing/branding support (including staff position) to assist with increasing awareness, branding campaign, tracking return on investment (ROI), etc.**
 - a. Hiring additional dedicated staff to support the team
2. **Focus on long-term financial sustainability**
 - a. Add a revenue generating position (E.g., a grant writer)
 - b. Create true Community Services Department budget
 - i. Department currently operates as a fund rather than a standalone budget; revenue generated and cost recovery/General Fund support are not clearly visible
 - c. Ensure fees and charges are established by staff based on market rates and cost recovery goals
3. **Partner with the City to reenergize the downtown area (E.g., Civic Center, more walkways/connection, new Special Events, a Farmers' Market)**
4. **Prioritize trail connectivity and increase equity of access to park land City-wide**
 - a. Deficit of 7 miles of paved walking trails and 11 miles of unpaved trails to be met in the next 5 years
 - b. Deficit of 25 acres of Neighborhood Park acreage to be met in the next 5 years in an equitable manner
5. **Upgrade existing facilities/amenities and explore new amenities to enhance the user experience**
 - a. E.g., Upgrade restrooms and shade structures, etc. to meet amenity needs
 - b. Projected deficit of 67,000 sq. ft. of indoor recreation space in the next five years can be met with a large multigenerational, multifunctional Community Center

1.4 CONCLUSION

This Plan is meant to be a strategic roadmap that can adapt as times and circumstances change. This is even more timely as the City continues to plan its future in a post COVID-19 world. The growing population numbers will require a higher level of service for indoor and outdoor offerings, but how the City delivers the service will evolve, for example, to address greater (maybe temporary) social distancing guidelines and (long-term) hygiene/sanitation requirements.

In addition, the financial realities of Governments and public agencies nationwide have changed with reduced revenues and the Department will need to have an even greater emphasis on cost recovery to ensure long-term financial sustainability.

Amidst these uncertain times, it is comforting to know that the Department’s staff is a group of experienced professionals dedicated to the community’s well-being and the organizational culture centers on teamwork and forward-looking focus, elements that are critical to the success of a plan’s implementation. The Consulting Team has no doubt that the Department staff in conjunction with the City’s leadership will leave no stone unturned to ensure this plan continues to meet and exceed the parks, recreation, trails, culture, and open space needs of the Chino community now and in the years to come.





CHAPTER TWO - COMMUNITY PROFILE

2.1 INTRODUCTION

An integral part of the Plan is the Demographic and Trends Analysis (“Analysis”), which provides insight into the general makeup of the population served and market trends in recreation. This analysis helps quantify the market for recreation in the City and identify the types of parks, facilities, and programs/services most appropriate to satisfy the needs of City residents.

This analysis is two-fold and aims to answer the *who* and the *what*. First, it assesses the demographic characteristics and population projections of City residents to understand *who* the Department serves. Then, 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 recreational needs of the community.

2.2 DEMOGRAPHIC ANALYSIS

The analysis describes the population within the City and is reflective of the 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 could have a significant bearing on the validity of the projected figures.

2.2.1 CITY DEMOGRAPHIC OVERVIEW

Population:

- 92,836 people live in Chino, CA
- The City is expected to grow to an estimated 117,023 residents by 2034

Race & Ethnicity:

- 52% of the population is White Alone
- 23% of the population is Some Other Race
- 57% of the population’s ethnicity is of Hispanic/Latino origin



Age:

- Median age: 33.3 years old
- By 2034, the 35-54 age segment will grow the most with ages 34 and under declining from 51% to 46% of the population

Income:

- Median household income: \$80,239
- Median household income is higher than the state and national average
- Per capita income is \$26,679 below both state and national average

2.2.2 METHODOLOGY

Demographic data used for the analysis was obtained from the U.S. Census Bureau and 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 February 2020, and reflects actual numbers as reported in the 2010 Census as well as estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for 2029 and 2034 projections. The City boundaries shown below were utilized for the demographic analysis (See Figure 1).

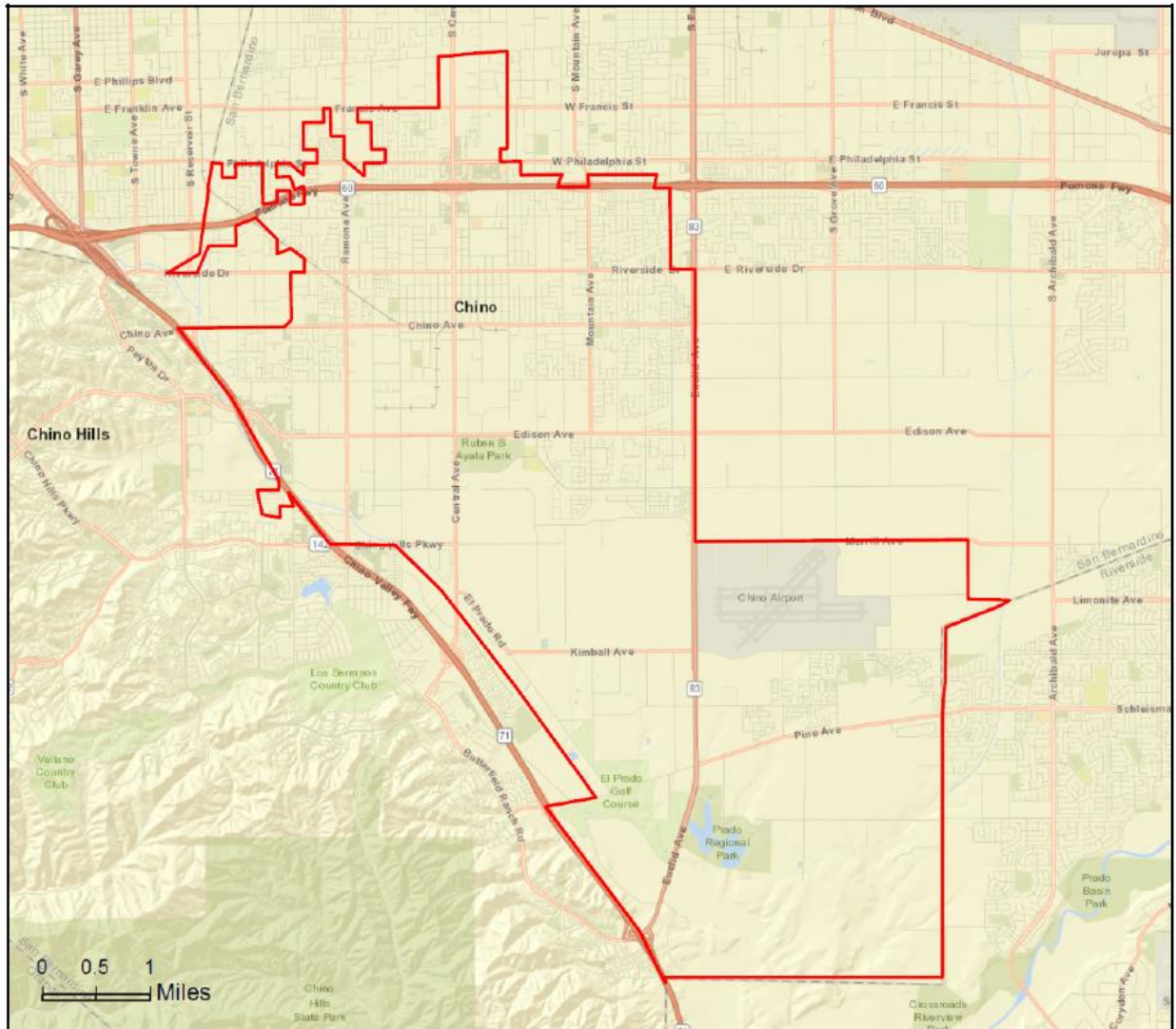


Figure 1: City Boundaries



2.2.3 CITY POPULACE

POPULATION

The City's population had an increase of 2.09% per year from 2010 to 2019, which is more than twice the national 0.85% (from 2010-2019) and state 0.76% (from 2010-2019) annual growth rate. The total number of households increased at a similar rate in recent years (2.25% annually since 2010), which is also well above the national (0.80%) and state (0.67%) annual growth rates and certainly adds pressure on the City to provide an additional level of service for parks, programs, and facility offerings.

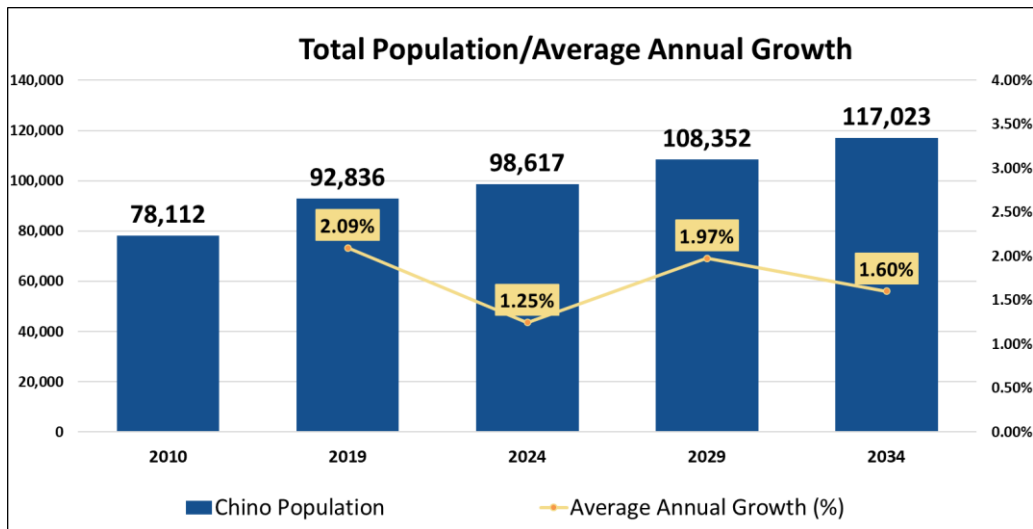


Figure 2: Chino Population Projections

Currently, the population is estimated at 92,836 individuals living within 25,028 households. Projections indicate the total population and number of households are expected to continue a growth trend over the next 15 years, with a total of 117,023 residents living within 31,930 households by 2034 (See Figure 2 & Figure 3).

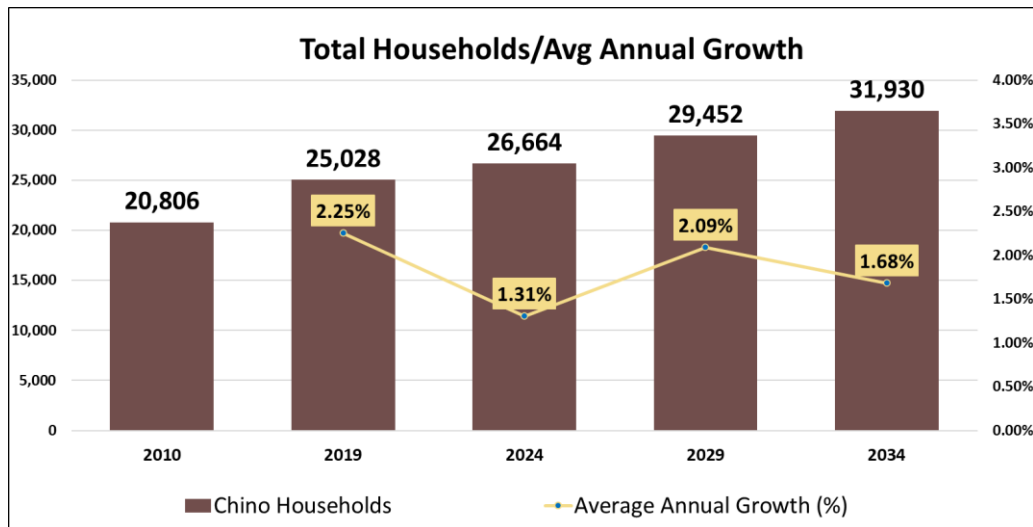


Figure 3: Chino Household Projections

AGE SEGMENT

Evaluating age segments, the City has a young population with high representation in the 35-54 (29%) age segment and above average percentage in all age segments except 55+ (21%). The service area has a median age of 33.3 years, which is much younger than the U.S. median age of 38.5 years. This lower than median age will contribute to the slower growth rate of ages 55+ within the City and also ensure a continued need for youth and young family focused programs in Chino for the foreseeable future. The City is expected to have one out of four (23%) individuals in the 55+ population by 2034, which is much lower than projected nationwide numbers of almost one out of three individuals falling in that age segment (See Figure 4).

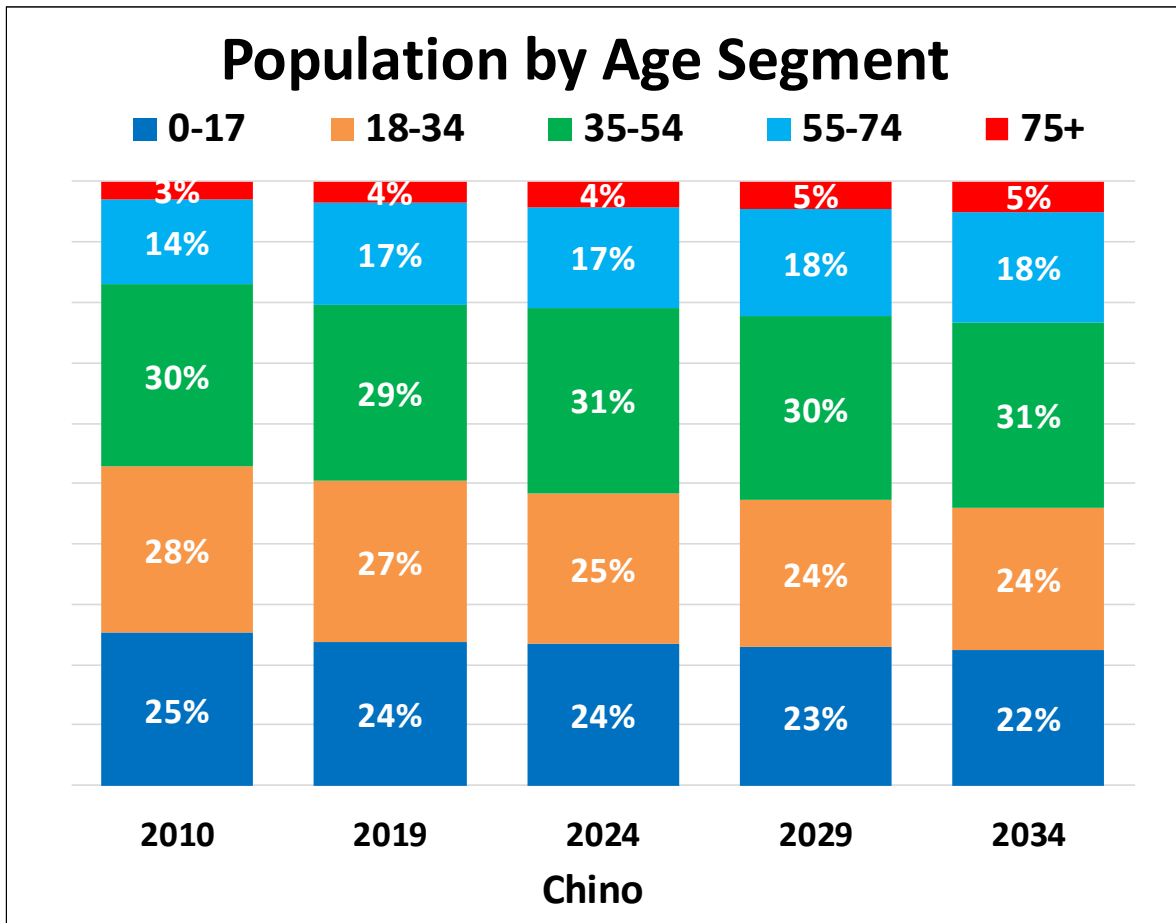


Figure 4: Chino Population by Age Segment



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 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest (Census 2010) 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), or 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, or Vietnam.
- **Black** - 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** - 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 Alaska Native, Native Hawaiian and 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

The current population within the City is extremely diverse with 52% White Alone, 7% Black Alone, 12% Asian, 23% Some Other Race, and 5% Two or More Races in comparison to the national average, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The Some Other Race population represents the second largest race (21%). The prediction for 2034 anticipates the City’s population to decline in White Alone, while Two or More Races stay the same with all other segments increasing in population (See Figure 5).

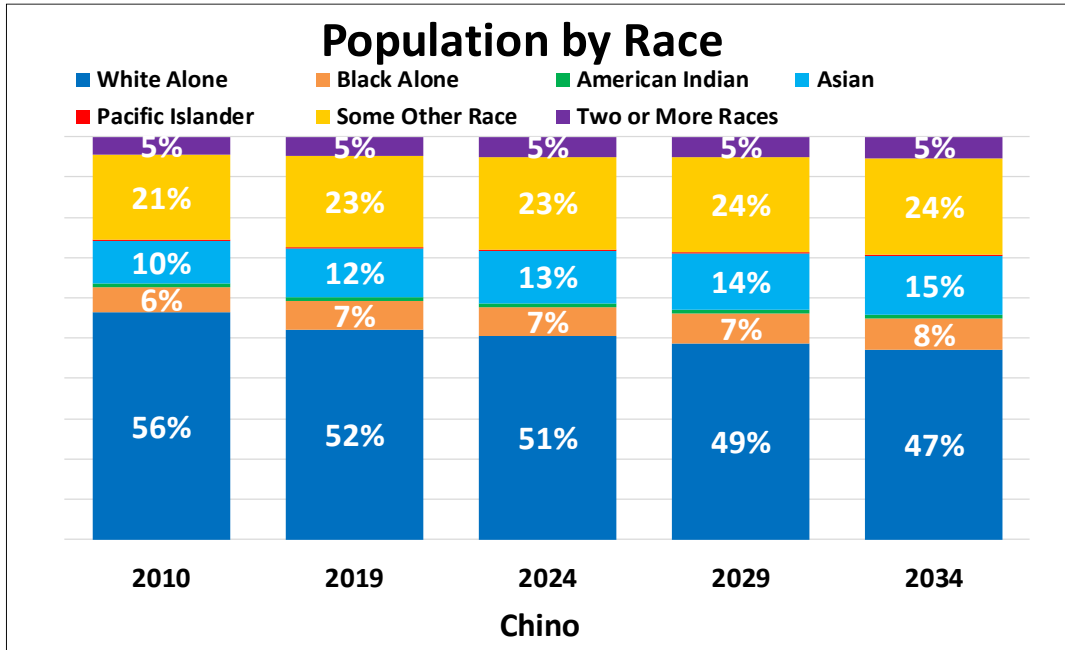


Figure 5: Chino Population by Race

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 individuals who are Hispanic/Latino can also identify with any of the racial categories from above, which is contributing to the higher level of Some Other Race. Based on the current estimate for 2019, those of Hispanic/Latino origin represent 57% of the population. The Hispanic/Latino population is expected to increase over the next 15 years, representing 63% of the City’s total population by 2034 (See Figure 6).

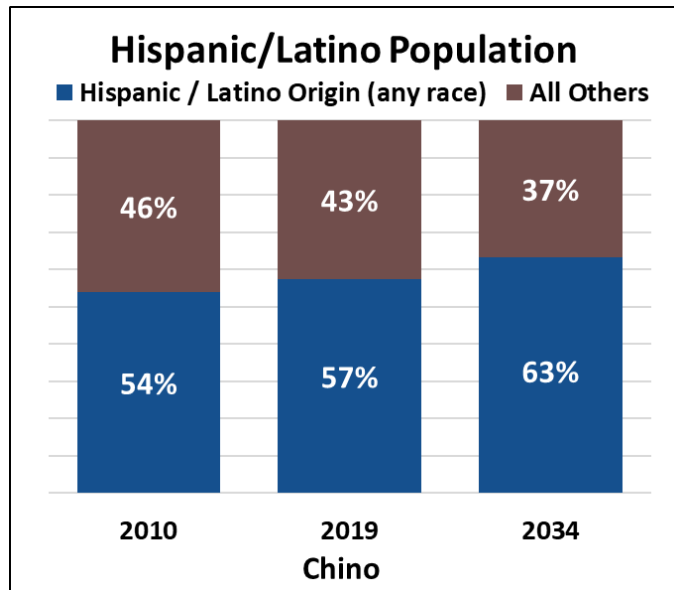


Figure 6: Chino Hispanic/Latino Population



HOUSEHOLD INCOME

Median household income (\$80,239) for the City is slightly higher than the state (\$74,520) and national (\$60,548) averages while per capita income (\$26,679) among residents is lower than the state (\$35,730) and national (\$33,028) averages. An above average household income coupled with a below average per capita income is likely due to the higher-than-average household sizes that result in more wage-earning people living under the same roof. The City's average household size 3.44 people per household, which is significantly higher than national averages of approximately 2.59 individuals per household.

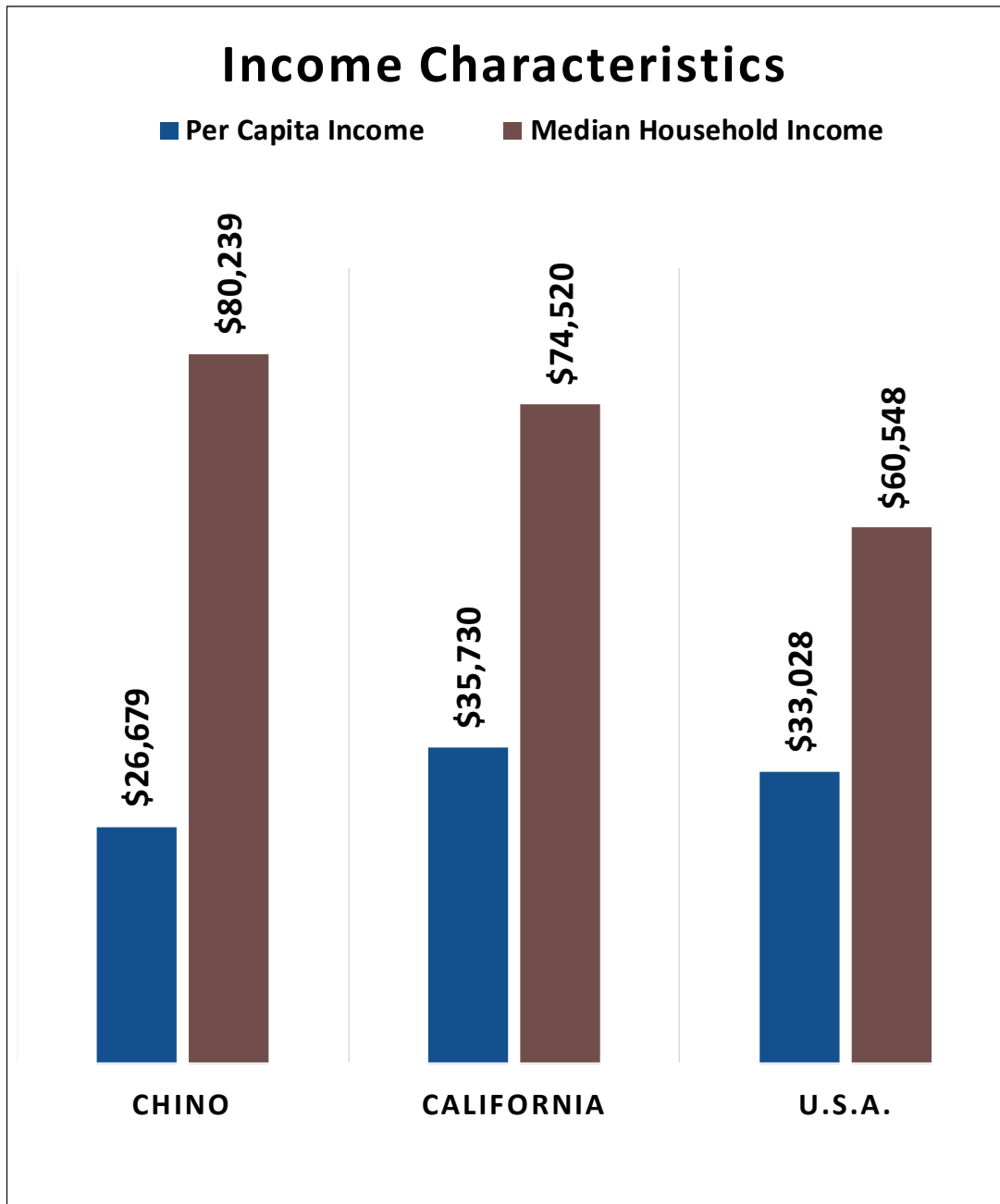


Figure 7: Chino Income Characteristics

CITY DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City’s demographic figures, which are then compared to the state and U.S. populations to provide a regional and national comparison. The highlighted cells represent key takeaways from the comparison between the City and the national population.

- = Significantly higher than the National Average
- = Significantly lower than the National Average

2019 Demographic Comparison		Chino	California	U.S.A.
Population	Annual Growth Rate (2010-2019)	2.09%	0.76%	0.85%
	Projected Annual Growth Rate (2019-2034)	1.74%	0.79%	0.90%
Households	Annual Growth Rate (2010-2019)	2.25%	0.67%	0.80%
	Average Household Size	3.43	2.92	2.59
Age Segment Distribution	Ages 0-17	24%	23%	22%
	Ages 18-34	27%	25%	23%
	Ages 35-54	29%	25%	25%
	Ages 55-74	17%	21%	23%
	Ages 75+	4%	6%	7%
Race Distribution	White Alone	52.1%	54.6%	69.6%
	Black Alone	7.0%	5.9%	12.9%
	American Indian	1.1%	0.9%	1.0%
	Asian	12.1%	14.9%	5.8%
	Pacific Islander	0.2%	0.4%	0.2%
	Some other Race	22.6%	17.9%	7.0%
Hispanic/Latino Population	Hispanic/Latino Origin (any race)	57.4%	39.7%	18.6%
	All Others	42.6%	60.3%	81.4%
Income Characteristics	Per Capita Income	\$26,679	\$35,730	\$33,028
	Median Household Income	\$80,239	\$74,520	\$60,548



2.2.4 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. 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 (ESRI). *It is important to note that the trends data is reflective of a pre-pandemic time and trends will change as we emerge on the other side of this pandemic and settle into a new normal.*

2.2.5 METHODOLOGY

The SFIA *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2019 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 5% has a confidence interval of plus or minus 0.32% points at a 95% confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages 6 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 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

2.2.6 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 a given 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 casual 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.

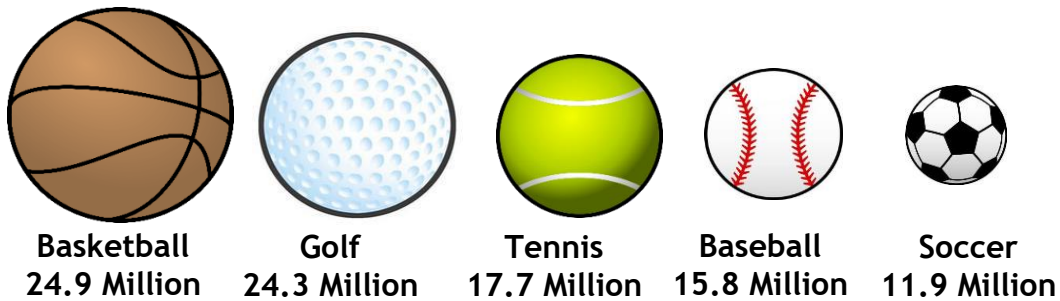
2.3 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

2.3.1 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports with the most participation in the United States were Basketball (24.9 million) and Golf (24.3 million in 2019), which have participation figures well in excess of the other activities within the general sports category; followed by Tennis (17.7 million), Baseball (15.8 million), and Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball’s 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 the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last five years, it still 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 (e.g., Top Golf) have increased drastically (84.7%) as a five-year trend. The emergence of Golf Entertainment, such as Top Golf, has helped increase participation for golf as an activity outside of traditional golf course environments.



FIVE-YEAR TREND

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five years, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the five-year trend, the most rapidly declining sports include Ultimate Frisbee (-49.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends. There are unique sports with a greater one-year change: Boxing for Competition (8.2%), Pickleball (4.8%), Outdoor Soccer (4.5%), and Martial Arts (4.2%). However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, Rugby (-10.8%), Cheerleading (-2.3%), and Baseball (-0.5%).



CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated sports, such as Basketball, Baseball, and Slow Pitch Softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey (13+ participation) and Softball-Fast Pitch (26+ participation) has increased core participation. While less mainstream sports including: Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports. *Please see Appendix A (Pg. 171) for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%

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%)
----------------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------

2.3.2 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. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).



Fitness Walking
111.4 Million



Treadmill
56.8 Million



Dumbbell Free Weights
51.4 Million



Running/Jogging
49.5 Million



Stationary Cycling
37.1 Million

FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Cycling (Group) (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).



CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities area either balances core vs. casual users or core users (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training. All of the top trending fitness activities, for the one-year and five-year trend, are increasing in casual users. There is a slow shift with an increase of balances and core users since last year's report. This is significant, fewer casual users are switching to alternative activities. *Please see Appendix A (Pg. 171) for Full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%

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%)
----------------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------

2.3.3 NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure Recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



Hiking
(Day)
49.7 Million



Bicycling
(Road)
39.4 Million



Fishing
(Freshwater)
39.2 Million



Camping
(<¼mi. of Car/Home)
28.2 Million



Camping
(Recreational Vehicle)
15.4 Million

FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Backpacking Overnight (7.2%) have undergone the largest increases in participation.

The five-year trend also shows activities, such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping Recreational Vehicle (-3.5%).



CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Outdoor recreation is split between participations increasing or decreasing. Adventure racing that has a greater percentage in core supporters has an overall decrease in causal participation of (-45.3%), whereas In-Line Roller Skating is decreasing across both participation types. Outside of Adventure Racing, Inline Roller Skating, and Archery casual participation has increased across the board. Casual participation in the one-year trend only noted a decrease in Freshwater Fishing and Camping (Recreation Vehicle) different from the overarching five-year trend. *Please see Appendix A (Pg. 171) for Full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
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%)	

2.3.4 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 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity’s great therapeutic benefit, followed by Fitness Swimming (11.5%), and Competitive Swimming (4.1%).

ONE-YEAR TREND

Only one activity declined in participation in the one-year trend, Competitive Swimming (-7.3%). Aquatic Exercise (6.4%) had the largest increase in 2018, while Fitness Swimming increased (2.3%).

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014-2019, casual participants of Competitive Swimming increased by 22.7%, Aquatic Exercise by 35.7%, and Fitness Swimming by 18.4%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five years. *Please see Appendix A (Pg. 171) for Full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
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%)	



2.3.5 NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports/activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 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 long winter seasons 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
11.4 Million



Canoeing
8.9 Million



Snorkeling
7.7 Million



Jet Skiing
5.1 Million



Sailing
3.6 Million

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Kayaking (recreational) (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%), and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

ONE-YEAR TREND

Recreational Kayaking (3.3%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sports 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 casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix A (Pg. 171) for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%

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%)	
----------------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------	--



2.3.6 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.

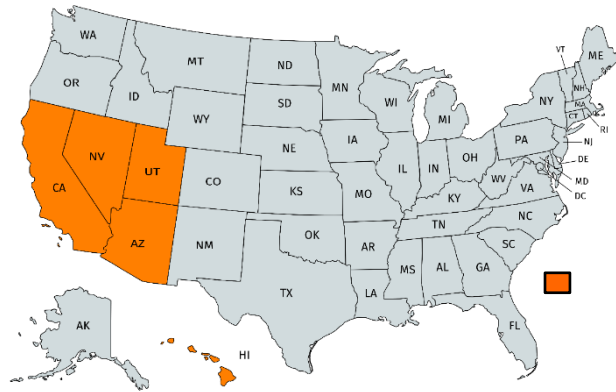
Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of these are deemed as low-impact activities, making them accessible for any age segment to enjoy.



2.4 NATIONAL AND REGIONAL PROGRAMMING TRENDS

2.4.1 PROGRAMS OFFERED BY PARKS AND RECREATION AGENCIES (PACIFIC SOUTHWEST REGION)

National Recreation and Park Association’s (NRPA) *Agency Performance Review 2019* summarizes key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of parks and recreation agencies. The report contains data from 1,075 parks and recreation agencies across the U.S. as reported between 2016 and 2018.



Based on this year’s report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by parks and recreation agencies, both in the U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found in **Figure 8**.

When comparing the Pacific Southwest Region agencies to the U.S. average, themed special events, social recreation events, team sports, health & wellness education, and fitness enhancement classes were all identified as the top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Pacific Southwest (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> Team Sports (88%) 	<ul style="list-style-type: none"> Themed Special Events (87%)
<ul style="list-style-type: none"> Themed Special Events (87%) 	<ul style="list-style-type: none"> Team Sports (87%)
<ul style="list-style-type: none"> Social Recreation Events (82%) 	<ul style="list-style-type: none"> Social Recreation Events (86%)
<ul style="list-style-type: none"> Fitness Enhancement Classes (82%) 	<ul style="list-style-type: none"> Health & Wellness Education (79%)
<ul style="list-style-type: none"> Health & Wellness Education (80%) 	<ul style="list-style-type: none"> Fitness Enhancement Classes (77%)

Figure 8: Top 5 Most Offered Core Program Areas



Overall, Pacific Southwest Region agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Pacific Southwest agencies are currently offering Martial Arts and Performing Arts at a higher rate than the national average, while Individual Sports and Natural & Cultural History Activities are offered at a lower rate regionally.

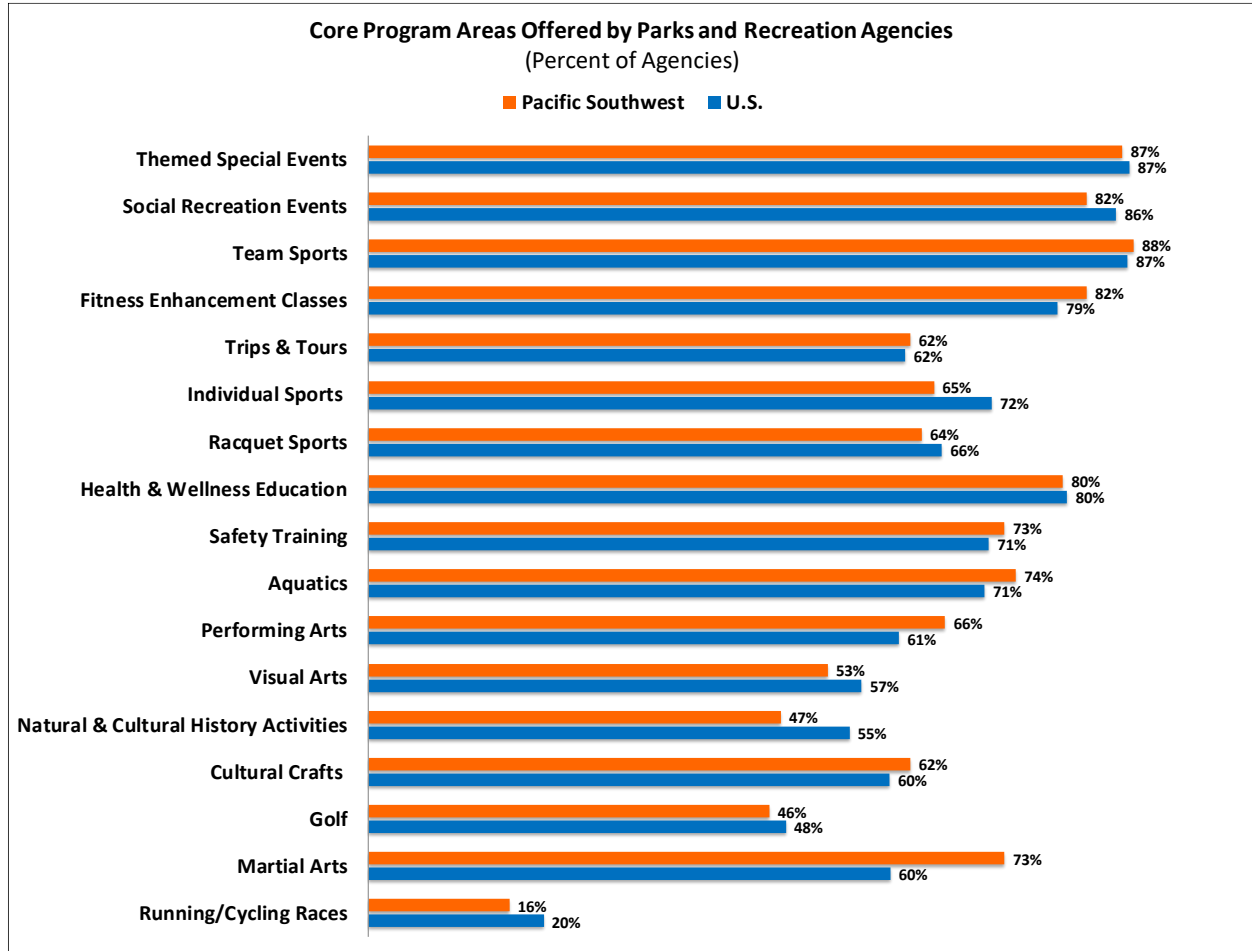


Figure 9: Core Program Areas Offered by Parks and Recreation Agencies

2.4.2 TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by parks and recreation agencies, nationally and regionally, are described in the table below (Figure 10). A complete comparison of regional and national targeted program offerings can be found in Figure 11.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Pacific Southwest (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> Summer Camp (88%) 	<ul style="list-style-type: none"> Summer Camp (82%)
<ul style="list-style-type: none"> Senior Programs (82%) 	<ul style="list-style-type: none"> Senior Programs (78%)
<ul style="list-style-type: none"> Teen Programs (80%) 	<ul style="list-style-type: none"> After School Programs (77%)

Figure 10: Top 3 Most Offered Core Program Areas

Agencies in the Pacific Southwest Region tend to offer targeted programs at a much higher rate than the national average. Pacific Southwest agencies are currently offering Preschool, Teen Programs, and Summer Camp at a significantly higher rate than the national average.

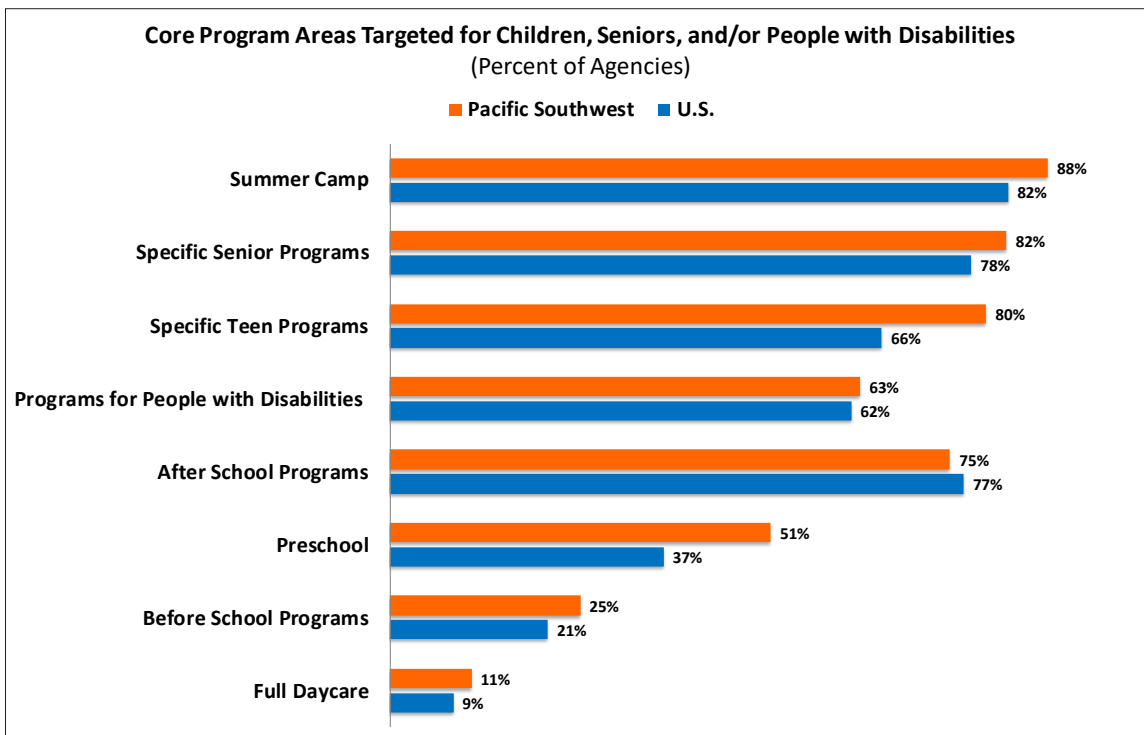


Figure 11: Core Program Areas Targeted for Children, Seniors, and/or People with Disabilities



2.5 LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sports and leisure market potential data for City residents as provided by ESRI. The Market Potential Index (MPI) measures the probable demand for a product or service within the City. The MPI shows the likelihood that an adult resident of the City will participate in certain activities when compared to the national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories: General Sports, Fitness, Outdoor Activity, and Commercial Recreation.

For each category, activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the City. Vice versa, below average MPI scores signal lower levels of participation for a given activity and may suggest where there is a need for certain recreational spaces, amenities, and/or programs.

2.5.1 GENERAL SPORTS MARKET POTENTIAL

Soccer (131) has the highest MPI of all general sports, followed by Baseball (124), Tennis (116), Softball (110), Basketball (105), Golf (104), and Volleyball (103) also have MPIs at or above the national average. Football (95) had the lowest MPI scores for City residents. One can see this bear out by the packed fields and high participation rates in various sports, such as soccer at Ruben S. Ayala Park at all times including the weekends (See Figure 12).

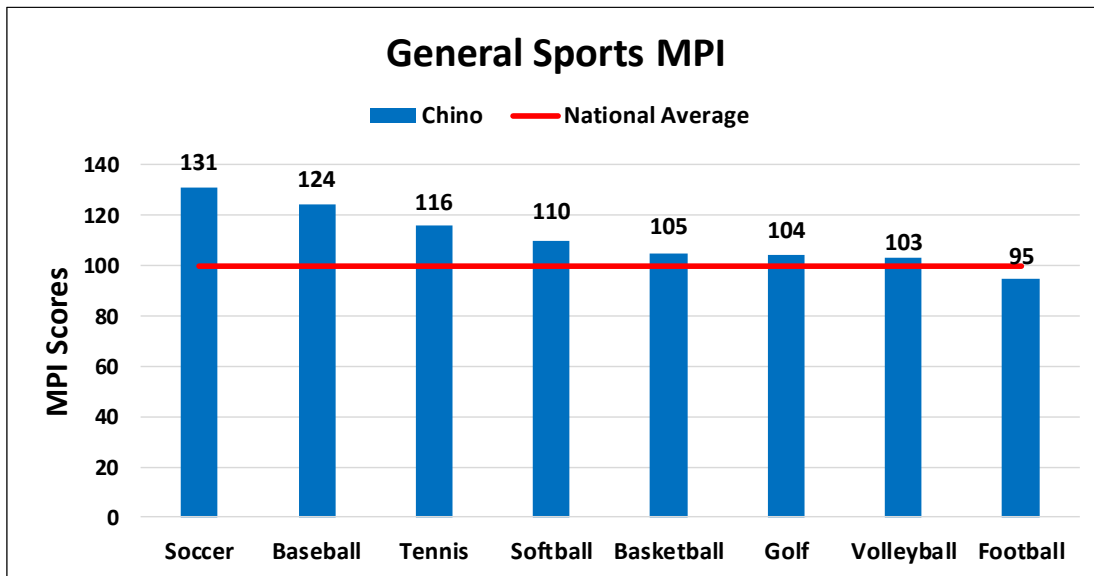


Figure 12: Chino General Sports MPI

2.5.2 FITNESS MARKET POTENTIAL

The fitness MPI chart shows strong interest in all fitness activities, compared to the national average, among residents the top three activities were Pilates (121), Weight Lifting (120), and Jogging/Running (119). The City is above national averages for fitness activities and point to a need for the Department to prioritize these offerings in its existing and potential future facility developments (See Figure 13).

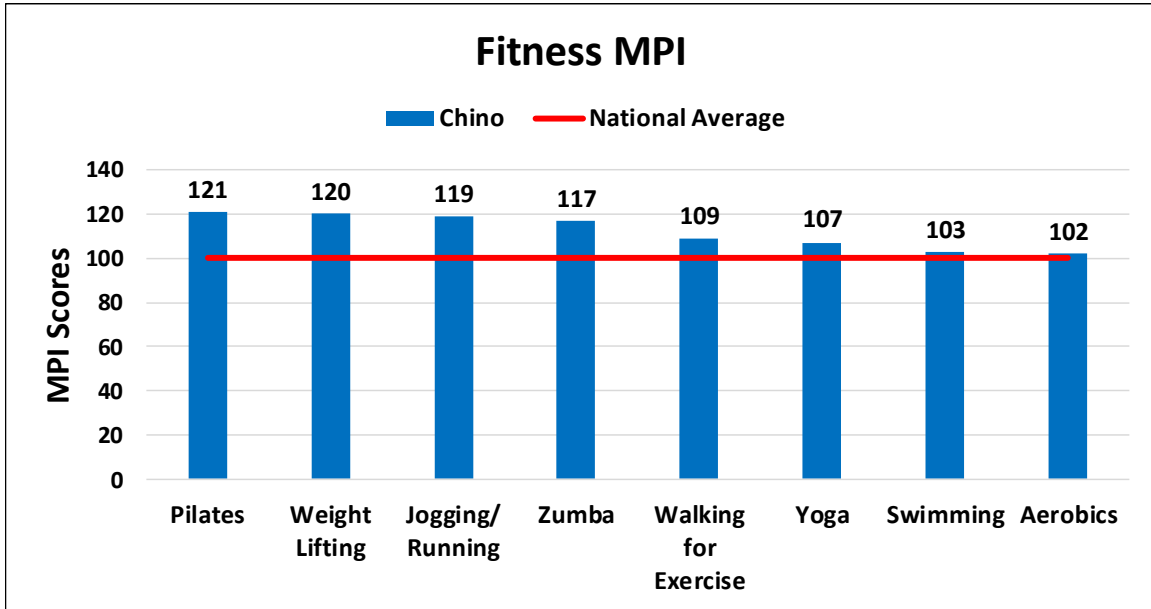


Figure 13: Chino Fitness MPI

2.5.3 OUTDOOR ACTIVITY MARKET POTENTIAL

MPI for outdoor activities had three activities above the national average: Road Bicycling (108), Hiking (107), and Mountain Bicycling (105). Fresh Water Fishing (70), Horseback Riding (74), and Canoeing/Kayaking (79) are the three lowest MPI scores (See Figure 14).

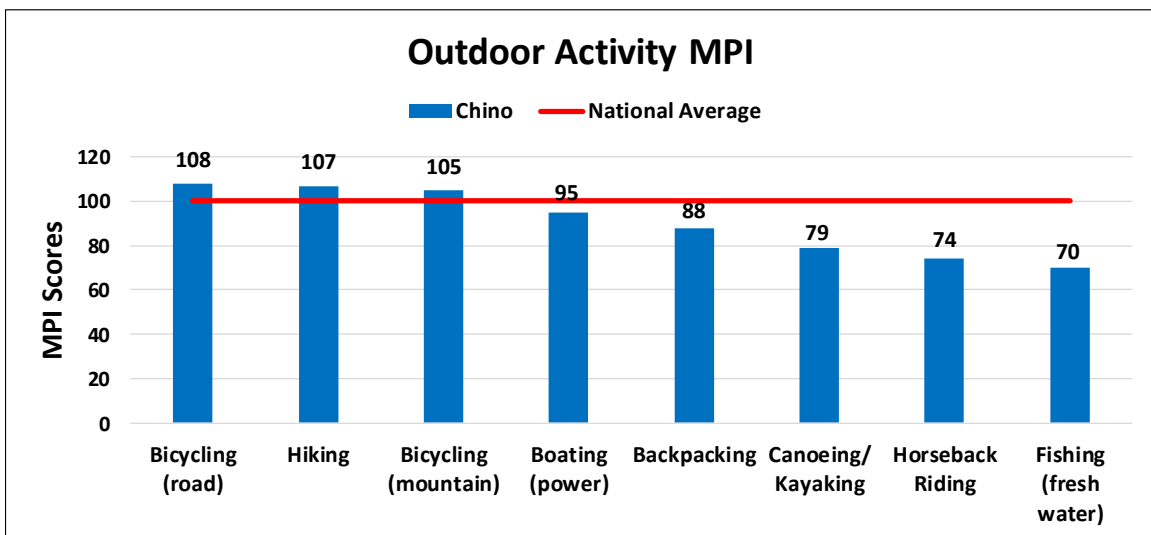


Figure 14: Chino Outdoor Activity MPI



2.5.4 COMMERCIAL RECREATION MARKET POTENTIAL

Visited a theme park in last 12 months (140), visited an indoor water park in the last 12 months (118), went to a museum (116), and went to live theater (112) are the top four MPIs for the category. All other commercial activities ranked above or near the national average of 100 MPI (See Figure 15).

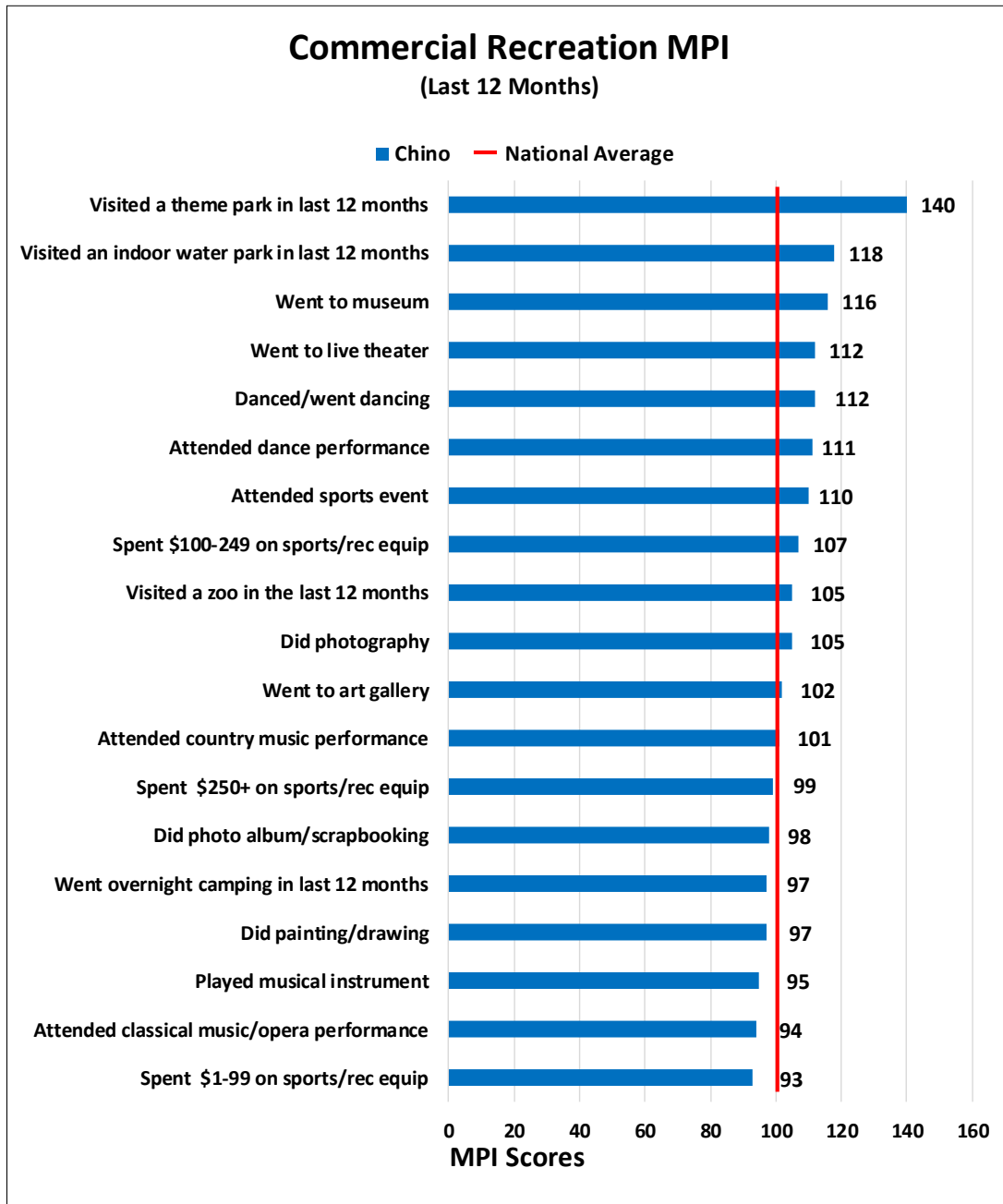


Figure 15: Chino Commercial Recreation MPI

2.5.5 KEY FINDINGS

Based on the information presented in the Analysis, the following are the key findings that are of particular interest and/or have significant implications for the City:

- The population is projected to have 117,023 residents living within 31,930 households in 2034.
- The current age distribution would be considered young when compared to the national average with the lowest number of the population in 55+. This trend is projected to continue.
- The local populace is more diverse in the national representation. The distribution of White Alone will decrease slightly, Two of More Races will stay the same, while other races in Figure 5 will increase by 2034.
- The City's percentage of Hispanic/Latino Population (57%) is much greater than the national average (18.6%).
- Household income (\$80,239) is higher than both the state (\$74,520) and national averages (\$60,548). However, the City's per capita income (\$26,679) is lower than both the state and national averages (\$35,730 & \$33,028).
- National participatory trends indicate near or above the national averages in many activities in General Sports and in Fitness MPI.

2.5.6 DEMOGRAPHIC IMPLICATIONS

It is important to understand the demographics of residents within the City's jurisdiction. It is equally important to avoid generalizing recreation needs and priorities based solely on demographics. The analysis identifies some potential implications for the City.

Population: The population is expecting significant growth above the national average for the foreseeable future. It is suggested that the City continue the upkeep of existing facilities in addition to planning to expand facility space and program offerings in order to accommodate the growing population at the current level of service. Rather than eliminating services or facilities that are deemed outdated or currently underutilized, consider repurposing these spaces to meet the needs of its users.

Minimal Aging Trend: The City's aging trend is much lower compared to national averages and may indicate the need to balance offerings between the growing middle age and senior population along with kids and young families.

Income Characteristics: While the City's median household income is higher than the state and country, the Department should be mindful of the below average per capita income level when pricing programs and services to ensure equity of access.

The City continues to demonstrate its commitment to inclusion with its hiring of a dedicated Accessibility Coordinator. The Department should continue its efforts in the same vein by ensuring its marketing and communications outreach, staff composition, and program and event offerings continue to reflect the community's rich history and multicultural heritage.



2.6 BENCHMARK ANALYSIS

The consulting team and the Chino Community Services Department (“Department”) identified operating metrics to benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how the Department is positioned among peer agencies, as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories based on peer responses to targeted questions that lend an encompassing view of each system’s operating metrics in comparison to the Department. The information sought allows for a comparison of key performance factors such as inventory of assets, budgets, staffing levels, programming, capital investment, marketing, maintenance, and operational philosophies.

Information used in this analysis was obtained directly from each participating benchmark agency, where possible, and supplemental data was collected from agency websites, Comprehensive Annual Financial Reports (CAFR), and the National Recreation and Park Association’s (NRPA) Park Metrics Database. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of May 2021. It is possible that information in this report may have changed since the original collection date, and in some instances, the information was not tracked or not available.

The table below lists each benchmark agency in the study and reveals key characteristics, including location, jurisdiction type, population size, land area, density, and whether peers have won the NRPA Gold Medal Award and/or achieved CAPRA Accreditation. Peer agencies selected are all located in California and the majority are managed as a Local Government Agency or City. This study also includes a wide range of populations served from 83,000 residents in Chino Hills to 214,000 in Moreno Valley. The City of Chino’s population (92,836) is much smaller than the benchmark study median and it also has the smallest jurisdiction size (29.68 sq. mi.), which results in a much lower population density (3,086 residents per sq. mi.) relative to its peers.

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal Winner (Year)	CAPRA Accredited (Origin Year)
Chino Community Services	CA	Local Government Agency	92,836	29.68	3,128	No	No
Chino Hills Community Services	CA	Local Government Agency	83,447	44.71	1,866	No	No
Corona Library & Recreation Services	CA	Local Government Agency	169,000	39.20	4,311	No	No
Fontana Community Services	CA	General Law	213,000	42.40	5,024	No	No
Moreno Valley Parks & Community Services	CA	Park District	214,000	51.51	4,155	No	No
Rancho Cucamonga Community Services	CA	Local Government Agency	176,379	40.12	4,396	No	No
Roseville Parks, Recreation & Libraries	CA	Local Government Agency	143,921	42.26	3,406	Winner 1972	No

2.6.1 BENCHMARK COMPARISON

PARK ACRES

The following table provides a general overview of each system’s park acreage and reveals the key performance metric of total acres per 1,000 residents. The Department is just below the benchmark median for total park sites (38), but has the lowest total acres owned or managed (303). Further dissecting park acreage, the majority of the Department’s inventory is developed acreage (92%), which is the second highest percentage of developed parkland in the study.

Assessing the key performance indicator (KPI) of level of service for park acres, the Department is just below the benchmark median with 3.26 acres of parkland for every 1,000 residents. The Department is also well below the NRPA median for park systems serving less than 50K-99K residents (7.7 acres of parkland per 1,000 residents).

Agency	Population	Total Park Sites	Total Acres Owned or Managed	Total Developed Acres	Developed Acres as % of Total	Total Acres per 1,000 Residents
Roseville Parks, Recreation & Libraries	143,921	77	4,339	761	18%	30.15
Rancho Cucamonga Community Services	176,379	30	1,405	975	69%	7.97
Chino Hills Community Services	83,447	44	330	n/a	n/a	3.95
Chino Community Services	92,836	38	303	279	92%	3.26
Moreno Valley Parks & Community Services	214,000	33	528	399	76%	2.47
Corona Library & Recreation Services	169,000	42	376	376	100%	2.22
<i>NRPA Median for Agencies Serving 50K-99K Residents = 7.7 Acres per 1,000 Residents</i>						

NOTE: Acreage for Fontana Community Services was not available.

TRAIL MILES

The information below shows the service levels for trails within each system and delineates mileage by type of trail. By dividing total trail mileage by the population of each service area, the level of service provided to the community can be determined as trail miles for every 1,000 residents. The Department has the third lowest total miles of trail (10.2) in the benchmark study, but it does provide a perfect balance between soft (5.1 miles) and paved trails (5.1).

The Department is just below the median for trail mileage per capita among benchmark agencies, with 0.11 miles per 1,000 residents. This level of service for trail mileage also falls below the best practice range of 0.25-0.50 of trail miles per 1,000 residents.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Chino Hills Community Services	83,447	39.1	8.9	48.0	0.58
Rancho Cucamonga Community Services	176,379	39.7	46.5	86.2	0.49
Roseville Parks, Recreation & Libraries	143,921	-	36.0	36.0	0.25
Chino Community Services	92,836	5.1	5.1	10.2	0.11
Moreno Valley Parks & Community Services	214,000	8.0	3.0	11.0	0.05
Fontana Community Services	213,000	-	9.0	9.0	0.04
<i>Best practice: 0.25-0.5 trail miles per 1,000 residents</i>					

NOTE: Trail mileage for Corona Library & Recreation was not available.



STAFFING

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to the total population served. Total FTEs per 10,000 residents is a key performance metric that assesses how well each system is equipped, in terms of human resources, to provide recreational services. The Department ranks second among agencies reporting data with 12.39 FTEs per 10,000 residents. This is also well above the NRPA median for similar-sized systems (9.3 FTEs per 10,000 residents).

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Roseville Parks, Recreation & Libraries	143,921	296	20.53
Chino Community Services	92,836	115	12.39
Moreno Valley Parks & Community Services	214,000	81	3.79
Chino Hills Community Services	83,447	26	3.13
Rancho Cucamonga Community Services	176,379	55	3.11
<i>NRPA Median for Agencies Serving 50K-99K Residents = 9.3 FTEs per 10,000 Residents</i>			

Note: Total FTEs for Corona and Fontana were not available.

VOLUNTEERS

Volunteers are critical for a sustainable park and recreation system because they help supplement the workforce and significantly reduce operating costs. The table below measures the total bodies and hours contributed by volunteers, then provides the average hours worked per volunteer and equates volunteer hours to Full-Time Equivalents (FTEs).

The Department ranks just below the benchmark median for volunteer engagement, in terms of average hours contributed per volunteer (27.7) and volunteer FTEs (8.81), while the Department is just above the median with the third largest volunteer pool (662) among peer agencies.

Agency	Total Volunteers	Total Hours Contributed	Avg Hours Contributed per Volunteer	Volunteer Hours Converted to FTEs
Rancho Cucamonga Community Services	651	37,030	56.9	17.80
Corona Library & Recreation Services	417	23,344	56.0	11.22
Fontana Community Services	1,358	20,224	14.9	9.72
Chino Community Services	662	18,324	27.7	8.81
Roseville Parks, Recreation & Libraries	842	10,511	12.5	5.05
Chino Hills Community Services	180	6,500	36.1	3.13

Note: Volunteer hours for Moreno Valley Parks & Community Services were not available.

PARKS & FACILITIES MASTER PLAN

OPERATING EXPENSE PER CAPITA

The table below expresses total operating expenditures for each agency and compares it to the population served. Dividing the annual operational budget by each service area’s population allows for a comparison of how much each agency is spending per resident. The Department ranks just above the benchmark median for total operating expenditures (\$13.4 million), and it ranks second among peers with \$144.59 spent on operations per resident. This level of spending is much higher than NRPA median for agencies serving 50K-99K residents (\$88.53 operating expense per resident).

Agency	Population	Total Operating Expense	Operating Expense per Resident
Roseville Parks, Recreation & Libraries	143,921	\$ 32,655,310	\$ 226.90
Chino Community Services	92,836	\$ 13,423,247	\$ 144.59
Moreno Valley Parks & Community Services	214,000	\$ 19,295,641	\$ 90.17
Chino Hills Community Services	83,447	\$ 7,112,958	\$ 85.24
Rancho Cucamonga Community Services	176,379	\$ 8,563,396	\$ 48.55
Corona Library & Recreation Services	169,000	\$ 5,500,000	\$ 32.54
<i>NRPA Median for Agencies Serving less 50K-99K Residents = \$88.53 Operating Expense per Resident</i>			

NOTE: Operating Expenditures for Fontana Community Services were not available.

DISTRIBUTION OF EXPENDITURES

Diving deeper into the operating budget, the benchmark study also analyzed the designation of operating expenses. This includes allocation of funds towards personnel, operations, capital expenses not included in CIP, and other expenses. As shown below, the Department is unique from benchmark peers in how it allocates expenditures and its distribution is the most consistent among peers with the national average set forth by the NRPA.

Agency	Personnel	Operations	Capital Expense not in CIP	Other
Chino Community Services	54%	43%	3%	0%
Chino Hills Community Services	48%	16%	0%	36%
Corona Library & Recreation Services	82%	18%	0%	0%
Fontana Community Services	0%	0%	0%	0%
Moreno Valley Parks & Community Services	30%	56%	0%	14%
Rancho Cucamonga Community Services	77%	21%	1%	2%
Roseville Parks, Recreation & Libraries	46%	46%	0%	8%
<i>NRPA agencies serving 50K-99K residents</i>	<i>56%</i>	<i>37%</i>	<i>5%</i>	<i>2%</i>



REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. There is a contrast among peer agencies where the top benchmark agencies are generating significant levels of revenue, while the bottom half of agencies report below average revenue per resident. Compared to the population served, the Department is above the benchmark median with revenue per resident of \$45.28. This rate of revenue generation is more than double the national median for agencies serving 50K-99K residents (\$21.97 per resident).

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Roseville Parks, Recreation & Libraries	143,921	\$ 10,851,803	\$ 75.40
Moreno Valley Parks & Community Services	214,000	\$ 10,844,133	\$ 50.67
Chino Community Services	92,836	\$ 4,203,479	\$ 45.28
Rancho Cucamonga Community Services	176,379	\$ 2,889,319	\$ 16.38
Corona Library & Recreation Services	169,000	\$ 2,119,158	\$ 12.54
Fontana Community Services	213,000	\$ 2,184,240	\$ 10.25
Chino Hills Community Services	83,447	\$ 792,195	\$ 9.49
<i>NRPA Median for Agencies Serving 50K-99K Residents = \$21.97 Revenue per Resident</i>			

REVENUE TREND

In order to better depict agency's revenue generation over time, figures for the last three years were captured to show the recent trend. Due to the impact of the COVID-19 pandemic, two growth trend periods were assessed - the one-year trend from 2018-2019 and the two-year trend from 2018-2020. Assessing growth including the pandemic, all but one agency experienced a decline in revenue from the 2018 level, and the Department ranked second among peer agencies with a 12% loss of revenue. Removing the impact of the pandemic, the Department had the largest percentage increase (up 16%) to revenues from 2018 to 2019 among all peer agencies.

Agency	2018 Revenues	2019 Revenues	Growth % 2018-2019	2020 Revenues*	Growth % 2018-2020
Moreno Valley Parks & Community Services	\$ 10,311,510	\$ 10,718,251	4%	\$ 10,844,133	5%
Chino Community Services	\$ 4,774,219	\$ 5,559,407	16%	\$ 4,203,479	-12%
Roseville Parks, Recreation & Libraries	\$ 13,153,295	\$ 13,833,292	5%	\$ 10,851,803	-17%
Corona Library & Recreation Services	\$ 2,689,036	\$ 3,037,641	13%	\$ 2,119,158	-21%
Rancho Cucamonga Community Services	\$ 4,504,398	\$ 4,616,269	2%	\$ 2,889,319	-36%
Fontana Community Services	\$ 3,522,740	\$ 3,819,329	8%	\$ 2,184,240	-38%
Chino Hills Community Services	\$ 1,431,530	\$ 1,541,334	8%	\$ 792,195	-45%

*Revenue figures for 2020 were impacted by the COVID-19 pandemic.

OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, arrived at by dividing total non-tax revenue by total operating expense. This measures how well each agency’s revenue generation covers the total cost of operations. Overall, agencies participating in the benchmark study exhibit very strong cost recovery rates, as all, but one, peers are achieving better than the NRPA median and multiple agencies are exceeding industry best practice for operational cost recovery (~50%).

Although it has the second lowest cost recovery rate among peer agencies, the Department’s 31% operational cost recovery is above the NRPA median for agencies serving 50K-90K residents (28%). All agencies except for two currently have a cost recovery policy in place or in progress, which is a best practice that Chino uses for decision making.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery	Cost Recovery Policy?
Moreno Valley Parks & Community Services	\$ 10,844,133	\$ 19,295,641	56%	no
Corona Library & Recreation Services	\$ 2,119,158	\$ 5,500,000	39%	yes
Rancho Cucamonga Community Services	\$ 2,889,319	\$ 8,563,396	34%	in progress
Roseville Parks, Recreation & Libraries	\$ 10,851,803	\$ 32,655,310	33%	yes
Chino Community Services	\$ 4,203,479	\$ 13,423,247	31%	yes
Chino Hills Community Services	\$ 792,195	\$ 7,112,958	11%	no
<i>NRPA Median for Agencies Serving 50K-99K Residents = 28% Cost Recovery</i>				

NOTE: Operating Expenditures and Cost Recovery for Fontana Community Services were not available.

CIP SUMMARY

Due to the volatility of Capital Improvement Plan (CIP) budgets and availability of funding from year to year, the table below reveals the last four years of actual investment and the budgeted CIP for 2021. These figures are then utilized to show the average annual capital investment for each agency.

Compared to peer agencies, the Department ranks second for average CIP, with around \$2.2 million of investment annually. The current average for the Department is approximately one-fourth of the national median for CIP investment among agencies serving 50K-99K residents (\$8.76 million).

Agency	CIP Expense 2017	CIP Expense 2018	CIP Expense 2019	CIP Expense 2020	CIP Budget 2021	Avg Annual CIP
Moreno Valley Parks & Community Services	\$ 2,265,806	\$ 2,351,430	\$ 4,373,518	\$ 7,045,047	\$ 9,219,299	\$ 5,051,020
Chino Community Services	\$ 2,245,565	\$ 140,800	\$ 4,679,938	\$ 949,480	\$ 2,868,576	\$ 2,176,872
Roseville Parks, Recreation & Libraries	\$ 500,000	\$ 750,000	\$ 6,530,125	\$ 1,751,200	\$ 371,000	\$ 1,980,465
Rancho Cucamonga Community Services	\$ 930,000	\$ 1,093,890	\$ 1,110,000	\$ 2,494,100	n/a	\$ 1,406,998
Chino Hills Community Services	\$ 8,000	\$ 9,000	\$ 83,420	\$ 15,000	\$ 11,000	\$ 25,284
<i>NRPA Median for Agencies Serving 50K-99K Residents = \$8.76M CIP Budget</i>						

NOTE: CIP for Corona and Fontana were not available.



CIP USE

The table below describes the designated uses for capital investments among benchmark agencies. Only four agencies reported figures, but most that did are primarily focused on investing in development. The Department is fairly split between investing in renovation (48%) and development (51%), with a slight lean towards the latter. In comparison the investment targets based on NRPA data for agencies serving 50K-99K residents, the Department is above average on development while below the national levels for renovation, acquisition, and other.

Agency	Renovation	Development	Acquisition	Other
Chino Community Services	48%	51%	0%	1%
Chino Hills Community Services	0%	0%	0%	100%
Moreno Valley Parks & Community Services	12%	88%	0%	0%
Roseville Parks, Recreation & Libraries	22%	78%	0%	0%
<i>NRPA agencies serving 50K-99K residents</i>	<i>54.0%</i>	<i>33.0%</i>	<i>7.0%</i>	<i>6.0%</i>

NOTE: CIP Distribution was not available for Corona, Fontana, and Rancho Cucamonga.

MARKETING SPEND PER RESIDENT

Marketing budgets for parks and recreation agencies are typically much less than the private sector, but the industry is beginning to realize the value of investing in marketing and the potential return on investment that can be achieved. The table below compares the current marketing budgets for each agency. Then the current budget is divided by the total population served to arrive at the anticipated marketing spend per resident.

The Department's current marketing budget (\$142,800) is just above the benchmark median. Relative to the population served, the Department ranks first among benchmark peers for anticipated marketing spend per resident (\$1.54).

Agency	Population	Current Marketing Budget (2021)	Marketing Spend per Resident (2021)
Chino Community Services	92,836	\$ 142,800	\$ 1.54
Fontana Community Services	213,000	\$ 274,981	\$ 1.29
Roseville Parks, Recreation & Libraries	143,921	\$ 145,000	\$ 1.01
Corona Library & Recreation Services	169,000	\$ 86,000	\$ 0.51
Rancho Cucamonga Community Services	176,379	\$ 21,000	\$ 0.12
Moreno Valley Parks & Community Services	214,000	\$ 5,725	\$ 0.03

NOTE: Figures for Chino Hills were not available.

PARKS & FACILITIES MASTER PLAN

MARKETING AS PERCENTAGE OF OPERATIONS

The table below shows the marketing expense incurred by each agency in the most recent fiscal year, then compares it to total expenditures for 2020 to show what percentage of the operating expenses are dedicated to marketing. Compared to peer agencies, the Department has the second lowest marketing expense for 2020 (\$67,494), but its marketing percentage of operations (0.5%) represents the benchmark median.

Agency	Marketing Expense 2020	Operational Expense 2020	Marketing as % of Operations
Rancho Cucamonga Community Services	\$ 135,429	\$ 8,563,396	1.6%
Corona Library & Recreation Services	\$ 75,863	\$ 5,500,000	1.4%
Chino Community Services	\$ 67,494	\$ 13,423,247	0.5%
Roseville Parks, Recreation & Libraries	\$ 140,000	\$ 32,655,310	0.4%
Moreno Valley Parks & Community Services	\$ 2,453	\$ 19,295,641	0.0%

NOTE: Figures for Chino Hills and Fontana were not available.

SOCIAL MEDIA

Social media has increasingly become an integral part of marketing for parks and recreation agencies. The table below reveals the total staff hours that are dedicated to social media each year and provides a snapshot of how many followers/subscribers each agency has across multiple platforms. The Department ranks near the middle for staff hours contributed to social media, while its follower/subscriber counts are lower across most platforms.

However, considering it has the second smallest population served, the Department has a relatively strong follower base. Also, the Department utilizes the NextDoor platform at a high level, as it has a larger following than some of the more traditional outlets, like Facebook or Twitter.

Agency	Annual Staff Hours Managing Social Media	Followers/Subscribers by Social Media Platform					
		Facebook	Twitter	Instagram	YouTube	LinkedIn	NextDoor
Corona Library & Recreation Services	2,000	27,000	10,500	13,100	600	3,400	-
Roseville Parks, Recreation & Libraries	1,040	25,019	3,913	4,761	1,480	4,853	-
Fontana Community Services	3,000	17,652	5,222	14,700	1,470	-	-
Moreno Valley Parks & Community Services	520	14,800	2,400	6,700	13,100	1,000	-
Chino Community Services	1,861	7,908	3,075	6,571	362	667	10,861
Rancho Cucamonga Community Services	1,170	2,219	9,330	14,900	80	-	-

NOTE: Figures for Chino Hills were not available.



PROGRAM PARTICIPATION

This portion assesses program participation for each agency by comparing total registered program participations to the population of each service area to determine the average participation rate per resident. Program activity is measured in participations (versus participants), which accounts for each time a resident participates in a program and allows for multiple participations per individual. The Department is doing an excellent job of engaging the community in programs with the second highest participation rate (5.23 per resident) among peer agencies.

Agency	Population	Total Program Participations	Participations per Resident
Roseville Parks, Recreation & Libraries	143,921	1,393,942	9.69
Chino Community Services	92,836	485,205	5.23
Fontana Community Services	213,000	785,028	3.69
Rancho Cucamonga Community Services	176,379	193,733	1.10
Corona Library & Recreation Services	169,000	130,000	0.77
Chino Hills Community Services	83,447	47,754	0.57
Moreno Valley Parks & Community Services	214,000	69,430	0.32

PROGRAM REVENUES

As an additional indicator of revenue-generating capabilities of benchmark agencies, the program revenue of each department was compared to total residents within each jurisdiction. Chino ranks second among benchmark agencies and demonstrates strong earnings from programming by generating an average of \$30.59 in program revenue per resident.

Agency	Population	Total Program Revenue	Program Revenue per Resident
Roseville Parks, Recreation & Libraries	143,921	\$ 6,103,955	\$ 42.41
Chino Community Services	92,836	\$ 2,839,691	\$ 30.59
Corona Library & Recreation Services	169,000	\$ 2,900,000	\$ 17.16
Fontana Community Services	213,000	\$ 2,184,240	\$ 10.25
Chino Hills Community Services	83,447	\$ 698,255	\$ 8.37
Rancho Cucamonga Community Services	176,379	\$ 1,326,400	\$ 7.52
Moreno Valley Parks & Community Services	214,000	\$ 684,166	\$ 3.20

PROGRAM COST RECOVERY

Similar to the overall cost recovery, each agency’s recovery levels for programs were assessed by dividing total program revenues by the direct cost to provide them. The Department recovers 55% of direct program expenses via revenue from programs, which is second lowest among peer agencies that reported data.

Agency	Total Program Revenue	Total Operating Expense for Programs	Cost Recovery for Programs
Rancho Cucamonga Community Services	\$ 1,326,400	\$ 999,708	133%
Chino Hills Community Services	\$ 698,255	\$ 684,837	102%
Roseville Parks, Recreation & Libraries	\$ 6,103,955	\$ 8,415,394	73%
Corona Library & Recreation Services	\$ 2,900,000	\$ 5,000,000	58%
Chino Community Services	\$ 2,839,691	\$ 5,124,256	55%
Moreno Valley Parks & Community Services	\$ 684,166	\$ 12,175,258	6%

NOTE: Figures for Fontana were not available.

INDOOR RECREATION SPACE

By dividing the existing square footage by the total population, the average indoor space available per resident can be determined. Assessing the available indoor recreation space among benchmark agencies, Chino ranks second among peers with 0.79 sf per resident; however, this is much lower than the national best practice of 1.5-2.0 sq. ft. of indoor space per resident.

Agency	Population	Total Indoor Recreation Facilities	Total Sq. Ft. Indoor Rec Facilities	Sq. Ft. per Resident
Rancho Cucamonga Community Services	176,379	6	256,784	1.46
Chino Community Services	92,836	8	73,662	0.79
Corona Library & Recreation Services	169,000	7	130,000	0.77
Fontana Community Services	213,000	12	141,602	0.66
Moreno Valley Parks & Community Services	214,000	5	78,121	0.37
Chino Hills Community Services	83,447	6	25,434	0.30
<i>National Best Practice = 1.5-2.0 Square Feet of Indoor Space per Resident</i>				

NOTE: Figures for Roseville were not available.



2.6.2 SUMMARY OF BENCHMARK FINDINGS

The Benchmark Analysis included top performing agencies from California. Continuing to benchmark against peer agencies is beneficial for the Department to better understand how its performance stacks up to industry best practices. The following is a summary of the key findings from the benchmark comparison.

- **Parkland:** The Department has limited parkland inventory relative to peer agencies and national best practices. Based on the current level of service, the Department has below average levels for park acres per 1,000 residents and trail miles per 1,000 residents.
- **Staffing:** From a staff standpoint, the Department is above the benchmark median for staff per capita and is also above the NRPA national median for similar sized agencies. There is an opportunity to help supplement staff and keep operating costs lower by enhancing the volunteer program, as the Department ranks last among peers for average hours per volunteer and volunteers converted to FTEs.
- **Spending:** As a whole, benchmark peers are spending a significant amount on operations and most benchmark agencies are spending significantly more on operations than the national median. The Department has the second highest spending per resident among all benchmark agencies at nearly twice the NRPA median for operating expense per resident. The distribution of operating expenditures (i.e., personnel, operations, capital, and other) for the Department are very consistent with national averages.
- **Revenue:** Similar to operating expenses, many peer agencies generate significant revenue on a per resident basis. The Department ranks just above the median for revenue per capita and is generating revenue at double the national median rate. Prior to the pandemic, the Department was also growing revenue more rapidly than all other peer agencies.
- **Cost Recovery:** Assessing operational cost recovery (i.e., what level non-tax revenues recoup operational costs), benchmark agencies are performing at a high level, as only one agency has a cost recovery level falls below the national median for similar-sized agencies. Although the Department is ranked next to last among benchmark peers, with 31% of operations supported by earned income, its cost recovery level is still above the national median set forth by NRPA.
- **Marketing:** The marketing efforts of the Department are strong, relative to peer agencies. The percentage of operations dedicated to marketing and the marketing spend per resident are both above benchmark averages. One area of opportunity related to marketing is to improve outreach via social media, as the Department ranks near the middle for staff time dedicated to managing social media and total followers/subscribers tend to be lower than peers for most platforms.
- **Programming:** Comparing metrics related to programming, the Department ranks near the top among its peers for program participation and program revenue generation per resident. However, the Department is only recovering approximately half of its direct program costs through program revenues and should look to improve its cost recovery level for programs in the future.
- **Indoor Recreation:** Based on level of service for indoor recreation space, the Department ranks second among peers for both total number of facilities and square feet per resident of indoor space. However, the current service level is well below the recommended best practice level, which may signal a need for additional indoor space to meet unmet community needs.

CHAPTER THREE - PUBLIC ENGAGEMENT

As part of the process for the Parks and Facilities Master Plan (“Plan”), the PROS Consulting Team conducted a combination of key stakeholder interviews and focus group discussions, as well as two community workshops, a statistically-valid survey, an electronic survey, and the crowd-sourcing website www.chinocreatescommunity.com. The following sections summarize and highlight the key findings from each stage of the extensive public input process.

These mediums helped engaged 120+ participants representing various groups in the City of Chino (“City”). These included representatives from:

Representative Groups	
Chino Community Theater	City of Chino Council Members
Chino Cultural Foundation Board	City of Chino Employees
Chino Valley Historical Society Board	City of Chino Planning Commission
Chino Valley Unified School District	City of Chino Residents
Chino Youth Museum Board	City of Chino Teen Advisory Committee
Chino Youth Sports Organizations	Chino Valley YMCA Board
City of Chino Community Services Commission	

3.1 STAKEHOLDER AND FOCUS GROUP SUMMARY

The stakeholder and focus group interviews are an important component of community involvement that helps establish priorities for the future direction, enhancements, management, and planning for the City offerings. The focus groups, stakeholder interviews, and community forum enable the Department to learn what users of the system value, are concerned about, and feel are unmet needs that the Department could be providing.

Three primary questions were asked across all groups to spark conversations and gather information:

1. What are the strengths of the City’s Parks, Recreation, and Community Services System?
2. What are the opportunities for improvement?
3. What is the top priority that should be addressed through this planning process?



3.1.1 STRENGTHS

Based on feedback from key stakeholder interviews, common themes arose in many conversations. These themes included well maintained parks, wide variety of programming, unique facilities serving age segments, and staff are very collaborative and responsive in delivery of services to the community.

PARKS AND AMENITIES

Many stakeholders communicated that the Community Services Department (“Department”) provides clean and safe parks, and a variety of offerings, including sports programs at the parks. Nature offerings provide residents with an opportunity to connect to nature in a meaningful way. Stakeholders agree that the distribution of parks across the City is a great strength of the system. Comments regarding the parks included:

- Access to restrooms in the parks
- Department is proactive on issues of accessibility
- Good distribution of parks that are located throughout the community
- Number and variety of parks across the City are great
- Overall feel safe and the parks are well maintained - which keep it safe
- Parks are clean and well maintained 7 days/week
- Skate Park is a good asset
- The athletic fields are well maintained and allow a large number of people to participate in a variety of sports

RECREATION PROGRAMMING

The Department provides a wide variety of quality programs and events in the parks with an inclusive and welcoming culture. Event offerings cater to the whole family, creating a great opportunity for a wide variety of users. From sports to classes to Special Events, the variety of programming is a great benefit.

Facilities such as the Teen Center, Youth Museum, and Senior Center also provide many community services like life skill classes, access to computers, and after school care to help meet resident’s needs. Highlights of their comments regarding the strengths of programming include:

- Counseling programs particularly for the students have been a great benefit for the community
- Cultural events that are very well attended
- Encourage kids to perform in the parade and the offerings as well
- Family and community-oriented City and programming reflect the community culture
- Love the Special Events e.g., Halloween Spooktacular, Teen Nights, Movie Nights, etc.
- Opportunities for kids to socialize through the programs
- Partner with local businesses to provide offerings for the community
 - Lots of Special Events
- Staff is very good at programming and maximizing use
- Wide variety of program offerings that are very diverse and offer something for everyone
- Young Chefs programs are very popular

FACILITIES

The Department offers several recreation facilities with programming for youth, teens, adults, and seniors. Users currently enjoy a variety of amenities at facilities across the City. Many see these facilities as major contributors to what makes the City a great place to live. Stakeholders are very supportive of facilities and offered the following comments about what makes the facilities unique:

- Continuing support from the City
- Great offerings and facilities
- Large number of facilities that provide great opportunities for the community
- Lots of facilities for different age groups, e.g., Children’s Museum, Senior Center, etc.
- Theater is a big part of what makes the City unique and desirable to people
- Very affordable use of the Theater and access to offerings
- Very happy with the Senior Center

ADMINISTRATION AND STAFF

Stakeholders noted that the expertise, collaborative approach, and responsiveness of Community Services (CS) staff as the reason the Department delivers an exceptional experience for visitors. CS staff are very approachable, solution-minded and innovative, and respondents appreciated their customer focused approach. Stakeholders identified the resourcefulness of staff and administration to hiring and retaining the right people for open positions. Many stated, quality leadership played a key role in culture of the Department and retaining staff. Perceptions shared regarding the strengths of CS administration and staff include:

- Department has a knack for hiring the right people
- Internal culture is very good, people like working with each other
- Lots of staff training provided through Community Services to help staff learn and grow
- Outreach to the business community and sense of partnership is a strength
- Small town feel of the City is very well appreciated
- Staff focuses on being innovators and aren’t content with status quo - very resourceful
- Staff is very approachable and has a good reputation for being customer friendly
- Staff is very collaborative, responsive, and communication has improved
- Team mentality and every one works well together





3.1.2 OPPORTUNITIES

A primary goal for the Department is to create community and build connections in an effort to have a sustainable and accessible system of facilities and programs. Suggestions for opportunities to improve the Parks, Recreation, and Community Services of the City, include infrastructure improvements, unique programming, enhanced marketing, administration, and funding.

PARKS AND AMENITIES

Stakeholders shared a number of perspectives for the future including many stakeholders voicing concerns with the age of facilities and infrastructure in the system. Equally notable is the need to expand Parks, Recreation, and Community Services to underserved areas of the City.

- A Parks Master Plan, such as the one being developed, would enhance the planning team's ability to effectively negotiate and plan for amenities/acreage in new developments
- A Splash Pad is needed, particularly on the south side
- Acquire future park land and development as new unincorporated areas are acquired
- Add fitness equipment in the parks
- Address homeless population
- Aging infrastructure - haven't changed with the needs and need to modernize the parks
- An inclusive, universally accessible/all abilities playground
- Build more Smart Parks - incorporate technology to help promote safety
- Dog Parks are needed in the community
- Explore rebuilding the historic handball courts
- Focus on placemaking
- Improve trail connections - currently a fragmented trail network within the City
- More space for sports fields
- More sports fields could assist in limiting overuse and conditions during league season
- Need more safety lighting at parks
- Need parks in the north area of the City - need to identify some land there
- Richer downtown experience is greatly desired
- Some more shade structures would be helpful
- Trails need to be a priority for the elected officials
- Wayfinding signs at the park to know where someone is going to in the park (e.g., Ayala Park)

RECREATION PROGRAMMING

Quality programs and events were consistently identified as a strength of the City. However, stakeholders believe opportunities exist in the growth of new Recreation program trends. Many believe new ideas can focus on opportunities in non-athletic programs, youth and seniors, to better serve the community. There was a call for more events to bring the community together. The Department should also develop adequate spaces to provide these Recreation programs. Suggestions to enhance and improve the Recreation programming included:

- Community outreach for all kinds of programs is important and must be continued
- Evaluate a 2-3-day special events festival - something that highlights a theme and uniqueness of the City
- Focus on more inclusive, more educational programs
- Growing secondary sports offerings (e.g., boxing, wrestling, etc.) that are growing in the City
- Increase youth and teen opportunities to do things when school is out
- Integrate technology in the offerings for kids
- More concerts in the parks
- More creative activities for teens to do at the Special Events
- More senior programming as the population is aging
- Need to broaden more offerings beyond sports
- Provide more opportunities to help bring the community together

FACILITIES

The general consensus among stakeholders is that the Department needs to improve spaces for Recreation Centers, Cultural Arts, Aquatics, historical preservation, and Children's Theater. Improvements to existing facilities would center around size of the available space and multi-functional uses to accommodate emerging trends in Recreation. New spaces should include exploring more shared use agreements and developing synergy incorporated into a more vibrant downtown. The following ideas to improve the Department's parks and facility resources were offered during the Community Workshops:

- An amphitheater and a Cultural Arts Center for multi-purpose programming and offerings
- Better facilities for events
- Build a water park or dedicated Aquatics facility to bring in people regionally and generate additional revenue
- Children's Theater needs more space
- City explore more mutual use facilities
- Communication and collaboration from all facilities would be great
- Continue to focus on historical preservation to preserve the culture of the City
- Create synergy Downtown with new facility and events
- Develop a Cultural Center - larger theater to better meet demand
- Develop spaces for combining artisans, cultural heritage programs, and exhibit space
- Develop a Community Theater Master Plan
- Esports - PlayStation/lounge space/lobby for gaming
- Fitness Center to help people exercise and reduce stress
- Improve inadequate (older design) facility space for emerging program trends
- New Community Center 20,000 sq. ft.
- New Teen Center - with open concept and new technology
- New sports facility for the City indoor sports and multi-purpose sports arena
- Preserving the Yorba-Slaughter Adobe and generating more interest on the historical structure
- The Senior Center needs to be upgraded



OPERATIONS

The Department's staff are highly praised for their expertise and approach to operations in the strengths. It was identified that these strengths have helped the Department overcome challenges and build a brand that is valued in the community. While the Department is a strength, there are areas where the public could see improvements to operations that could improve the outcomes for the community. Many concerns centered around support for additional services, streamlining processes for more efficiency, and improved marketing and communications to increase awareness:

- Balance the prioritization of planning and financial resources
- City could enhance marketing and communications - people are not aware of a lot that is being done
- Department needs to coordinate with Police Department to increase community outreach to youth
- Design and build things that may have a "wow" factor and create a destination
- Enhance social media presence to entice youth to participate
- Explore the opportunity for public/private partnerships to create synergy and keep people in the City
- Park maintenance standards need to be documented in a maintenance plan
- When the City undertakes a project, ensure true inclusion beyond ADA accessibility
- More data sophistication and software systems/technology/GIS-Asset Mapping

FINANCE

Financing input from participants focused on investing in a sound strategic and fiscal plan to address staffing, infrastructure improvements, and more efficient operations. Stakeholders agree that ongoing financial sustainability is important to implement the Plan and many are interested in identifying funding resources, i.e., bonds, grants, private funding that could help offset infrastructure needs, lifecycle replacements, and new emerging trends programming. Some common funding opportunities identified by stakeholders:

- Annually review fee structure - explore revenue generation options
- Explore funding and earned income opportunities through Sales Tax Measures, a dedicated grant writer, and other avenues including naming rights/sponsorship
- Don't have a capital replacement schedule/plan in place
- Program offerings are fairly well priced, but significantly lower than comparable agencies and could have some opportunity to grow
- Explore bonding for the future parks and facilities, Downtown Master Plan, and Sphere of Influence

3.1.3 TOP PRIORITY

Stakeholders were asked to pick their top priority to enhance the Department's Parks and Recreation system. The future growth of the Department is contingent upon identifying a funding source(s) to address aging infrastructure, improved visibility, and emerging trend programming. The following represent the reoccurring themes that emerged as the top priorities for this Plan:

UPDATE PARKS & AMENITIES

- Smart Parks with Crime Prevention Through Environmental Design (CPTED) and security cameras
- Grow parks system commensurate with the City population to maintain level of service
- Equity of access in newly developed areas of the City
- Connectivity across the City
- Preservation

EXPAND RECREATION PROGRAMMING

- More modern approach in what is being offered to keep up with the times and trends
- Help bring the community together through programs and Special Events
- Programming and facility use in areas of new emerging trends
- Youth programming when out of school
- Partnering with groups for programming, such as YMCA/Boys and Girls Clubs, etc.

ADD NEW/RENOVATE FACILITIES

- Cultural Arts Center - Cultural Arts are alive, but there isn't enough space
- An amphitheater
- Renovate the downtown to have more people stay in the City and not go elsewhere
- Design a trendy place that is unique to the City
- Joint Use Agreement: Need School District partnership to provide access - use the MP to open up conversations

SUSTAIN OPERATIONS & SEEK FUNDING SOURCES

- Preserve the history of the City and create a welcoming culture for new residents - Equity in access
- Explore funding opportunities to acquire dedicated funding source
- Focus on financial sustainability/ensure financially feasible
- Focus on preservation of open space and maintenance of what exists
- Department's Brand - create a brand that is quickly identified and builds awareness



3.2 COMMUNITY WORKSHOPS



Create Community!
 Plan, Grow, and Play Together in Chino. **pros consulting**
 #ChinoCreatesCommunity

Community Workshop

The City of Chino is seeking public input to plan for future parks, trails, recreation offerings, and facilities. Join the City to help shape the future of YOUR community. Please attend a community workshop to learn more and to share your thoughts and vision.

Tuesday, February 11	Wednesday, February 12
6:00-7:30 p.m.	6:30-8:00 p.m.
Chino Senior Center	Chaffey College Chino Community Center
13170 Central Avenue	5890 College Park Avenue

*For more information, please call 909.334.3256.
www.chinocreatescommunity.com*

Figure 16: Chino Community Workshop Promotional Material

3.2.1 COMMUNITY WORKSHOP SUMMARY

In conjunction with the key leader, stakeholder, and focus group interviews, the project team also conducted two open public meetings on Tuesday, February 11, 2020; and Wednesday, February 12, 2020; at the Chino Senior Center and Chaffey College Chino Community Center, respectively. These meetings were designed to share with the community the Plan process and obtain input for the future of the Parks and Recreation system in the City.

Following the presentation, attendees were able to ask questions and to identify the strengths, opportunities, and the top priority they see and envision for the Department. Close to 30 participants, representing a variety of interests, were present at the Community Workshops. The workshops are combined and summarized in the following sections that include the combined results of live polling exercise and open public input.

3.3 LIVE POLLING EXERCISE

One key approach for soliciting feedback from attendees of the Community Workshop was through live polling of the audience. Using the responses to focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of community needs.

Attendees were able to respond to these questions and view responses in real time using a polling device (i.e., "clicker") to answer a series of questions related to usage and need for parks, trails, facilities, and programs.

3.3.1 LIVE POLLING RESULTS

The following charts share the survey results from the live polling portion of the public forum meeting:

QUESTION 1: LIST THE TOP 3 EXISTING FACILITIES/AMENITIES YOU WANT THE CITY TO PROVIDE MORE OF.

The top three combined responses for existing facilities and amenities that attendees want the City to provide more of are Community Recreation Center (28%), Outdoor Sports Courts (14%), and Sports Fields (13%).





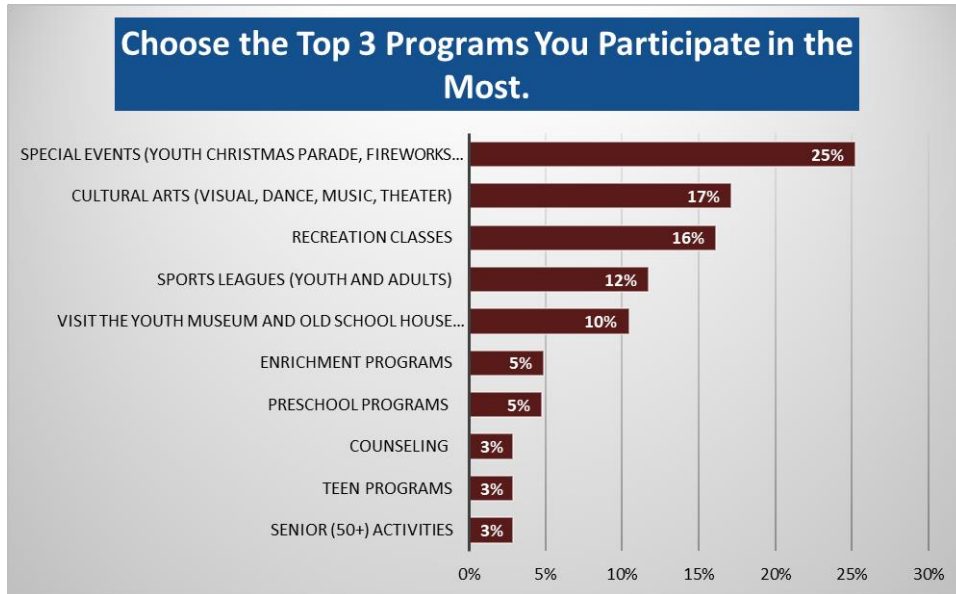
QUESTION 2: LIST THE TOP 3 NEW FACILITIES/AMENITIES YOU WANT THE CITY TO PROVIDE.

The top new three facilities and amenities that attendees want the City to provide are Performing Arts Theater (23%), Community Recreation Center (18%), and Outdoor Amphitheater (15%).



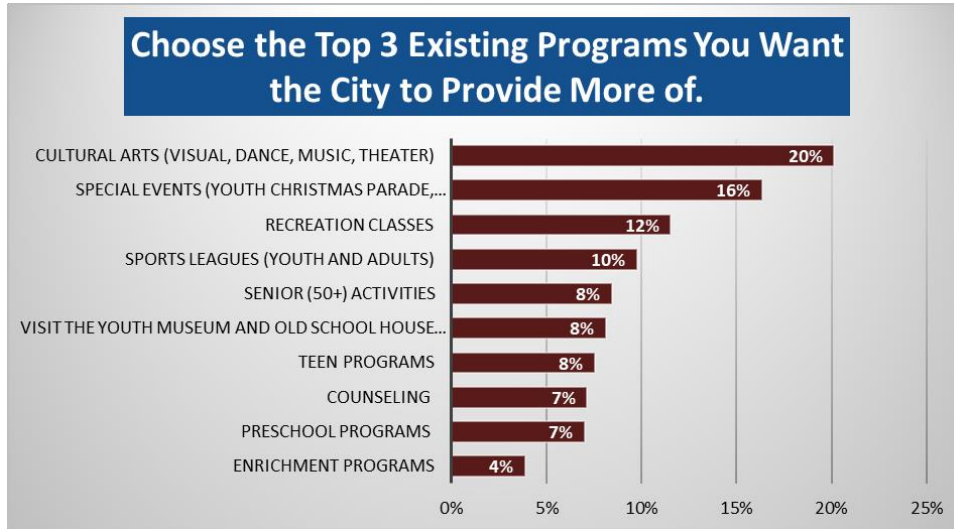
QUESTION 3: LIST THE TOP 3 PROGRAMS YOU PARTICIPATE IN THE MOST.

The top three current program areas that attendees participate in the most are Special Events (25%), Cultural Arts (17%), and Recreation Classes (16%).



QUESTION 4: LIST THE TOP 3 EXISTING PROGRAMS YOU WANT THE CITY TO PROVIDE MORE OF.

The top three new program areas that attendees want the City to provide are Cultural Arts (20%), Special Events (16%), and Recreation Classes (12%).



QUESTION 5: CHOOSE YOUR TOP 3 PREFERRED MEANS OF COMMUNICATION FROM THE CITY.

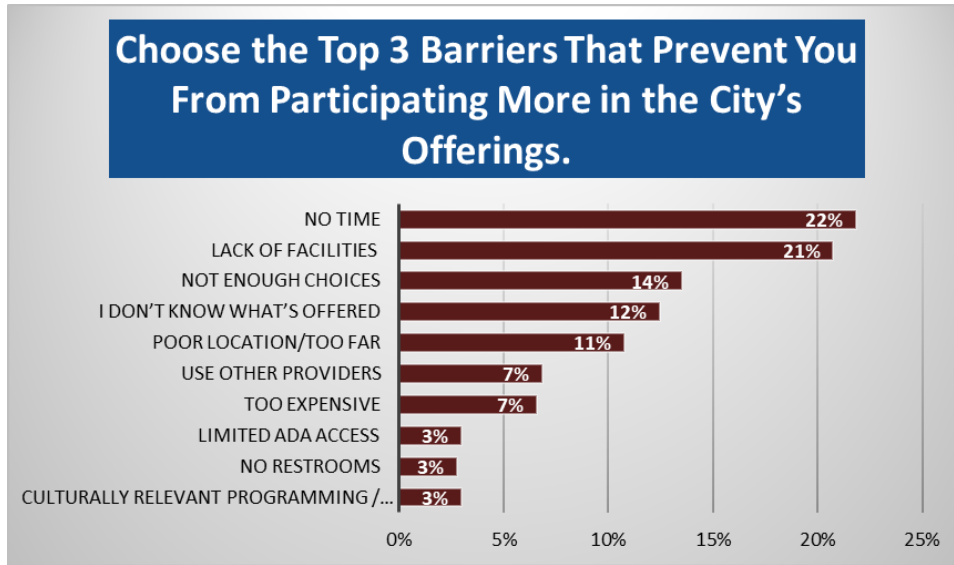
The top three preferred means of communication from the City that attendees identified are Social Media (23%), Email (17%), and City of Chino Website (14%).





QUESTION 6: CHOOSE THE TOP 3 BARRIERS THAT PREVENT YOU FROM PARTICIPATING MORE IN THE CITY'S OFFERINGS.

The top three barriers that prevent participant residents from participating more in the City's offerings are No Time (22%), Lack of Facilities (21%), and Not Enough Choices (14%).



3.3.2 COMMUNITY WORKSHOP OPEN DISCUSSION

The open discussion that followed the live polling, centered around the strengths, opportunities, and priorities of the system as seen by participants of the public forum. The following notes were taken during the discussion to capture the audience’s input.

STRENGTHS

- 7th Street Theater
- Clean portable toilets for events
- Community Services staff
- Counseling program
- Outdoor options
- Park and Facility maintenance
- Pre-school program
- Special Events
- Sports program
- Supportive City Council and City staff
- Very responsive City staff
- Youth Sports support

OPPORTUNITIES

- Control homeless in public areas
- Equitable park upgrades
- Indoor/covered pool
- Lights on when practicing
- More counseling services
- More indoor space for performing arts and classes
- More staffing at parks
- Parking for Special Events (specifically the Halloween event)
- Parking in smaller neighborhood parks
- Path lighting at Ayala and other parks
- Performing Arts Center
- Shade structures at parks
- Snack bars
- Update sports fields
- Upgrade amenities/equipment at parks

TOP PRIORITY

- Performing Arts/Cultural Center - Larger/New Theater
- Better quality parks, facilities, and amenities - Wow factor in parks
 - Inclusive play areas
 - Multi-use facilities and spaces



3.4 STATISTICALLY-VALID COMMUNITY SURVEY

ETC Institute administered a parks and recreation needs assessment in the winter of 2020 for the City of Chino. This assessment was administered as part of the City's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the City of Chino.

3.4.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Chino. 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 www.ChinoSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails 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 the city 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 counted.

The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 475 residents completing the survey. The overall results for the sample of 475 households have a precision of at least +/-4.5% at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs

The major findings of the survey are summarized in the following passages. The full survey report will be in the Appendix.

3.4.2 PROGRAM PARTICIPATION AND RATINGS

Participation. Thirty-eight percent (38%) of respondents indicated they or members of their household have participated in City recreation programs in the past 12 months. These responding households (38%) were asked how many different programs their respective household participated in over the past 12 months.

- 35% of the respondents participated in 1 program
- 48% of the respondents participated in 2 to 3 programs
- 12% of the respondents participated in 4 to 6 programs
- 5% of the respondents participated in 7+ programs

Barriers to Participation in Programs. Respondents that indicated they had not participated in City programs (62%) were asked what reasons they had to not participating. The top three reasons were: too busy/not interested (40%), I do not know what is offered (32%), and program times are not convenient (13%).

Ratings. Of the respondents that indicated they have participated in recreation programs in the past 12 months (38%); 35% rated the overall quality of programs as excellent, 58% rated the overall quality of programs as good, 6% rated the overall quality as fair, and 1% rated the overall quality of programs as poor.

3.4.3 PARK/FACILITY USE AND RATINGS

Use. Eighty-six percent (86%) of respondents visited City parks and recreation facilities during the past 12 months. The respondents that have visited City parks and recreation facilities were asked how often they had visited these places during the past 12 months.

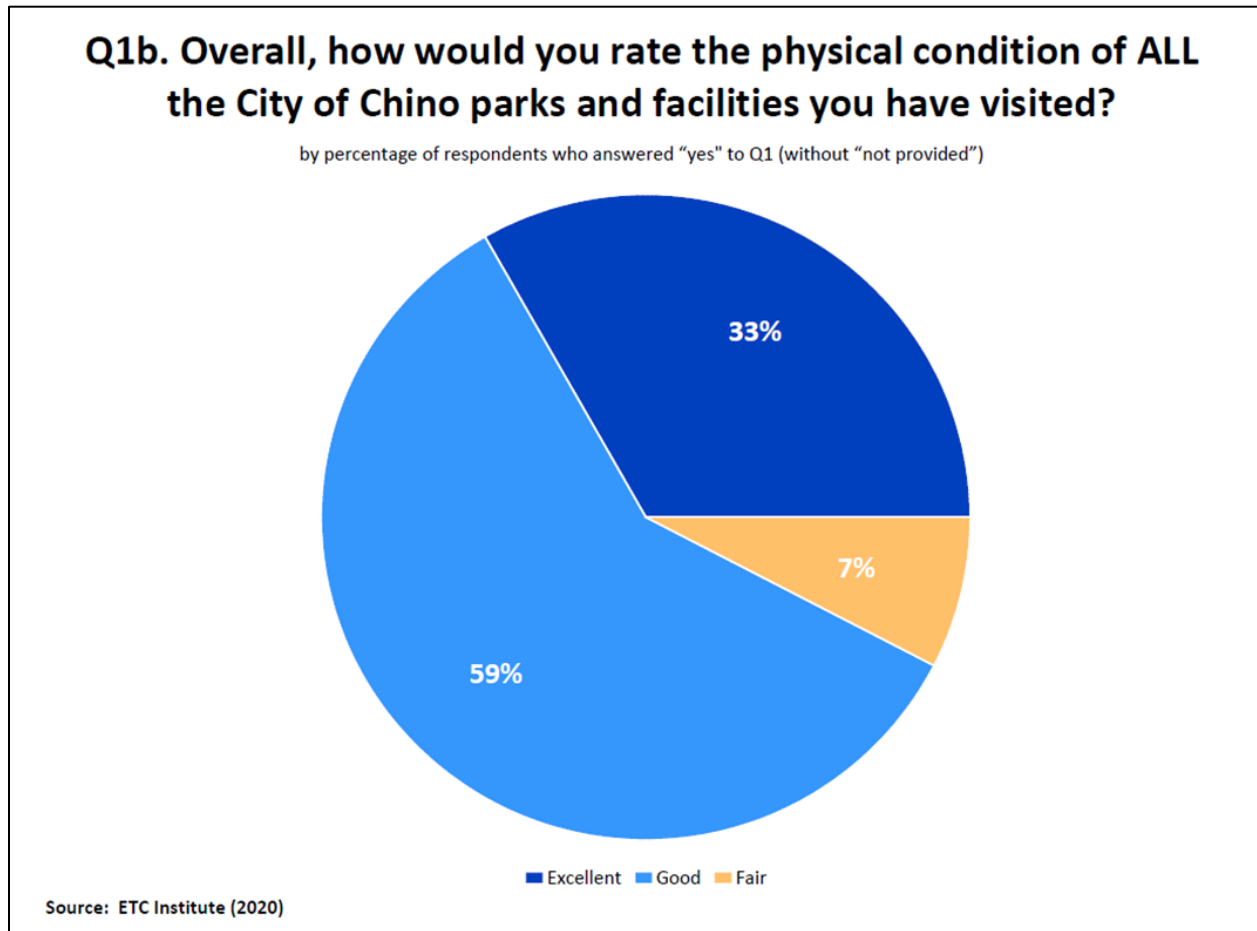
- 8% of the respondents visited parks and/or facilities 5 or more times a week
- 30% of the respondents visited parks and/or facilities 2 to 4 times a week
- 17% of the respondents visited parks and/or facilities once a week
- 23% of the respondents visited parks and/or facilities 1 to 3 times a month
- 22% of the respondents visited parks and/or facilities less than once a month

Barriers to Use of Parks/Facilities. Of the respondents that did not visit any City parks/facilities during the past 12 months (14%), 21% indicated they did not use any of the parks/facilities because of the lack of features their household wanted to use and 10% were not aware of parks' or facilities' locations.

Organizations Used for Recreation/Sports Activities. Respondents were asked to indicate which parks/facilities they or members of their household have used recreation and sports activities during the past 12 months. The top four organizations used were: places of worship (30%), private workout facilities (27%), public schools (27%), and the City of Chino Community Services Department (27%).



Ratings. Ninety-two percent (92%) of respondents rated the physical condition of all the City parks/facilities they visited as “excellent” (33%) or “good” (59%).



3.4.4 FACILITY NEEDS AND PRIORITIES

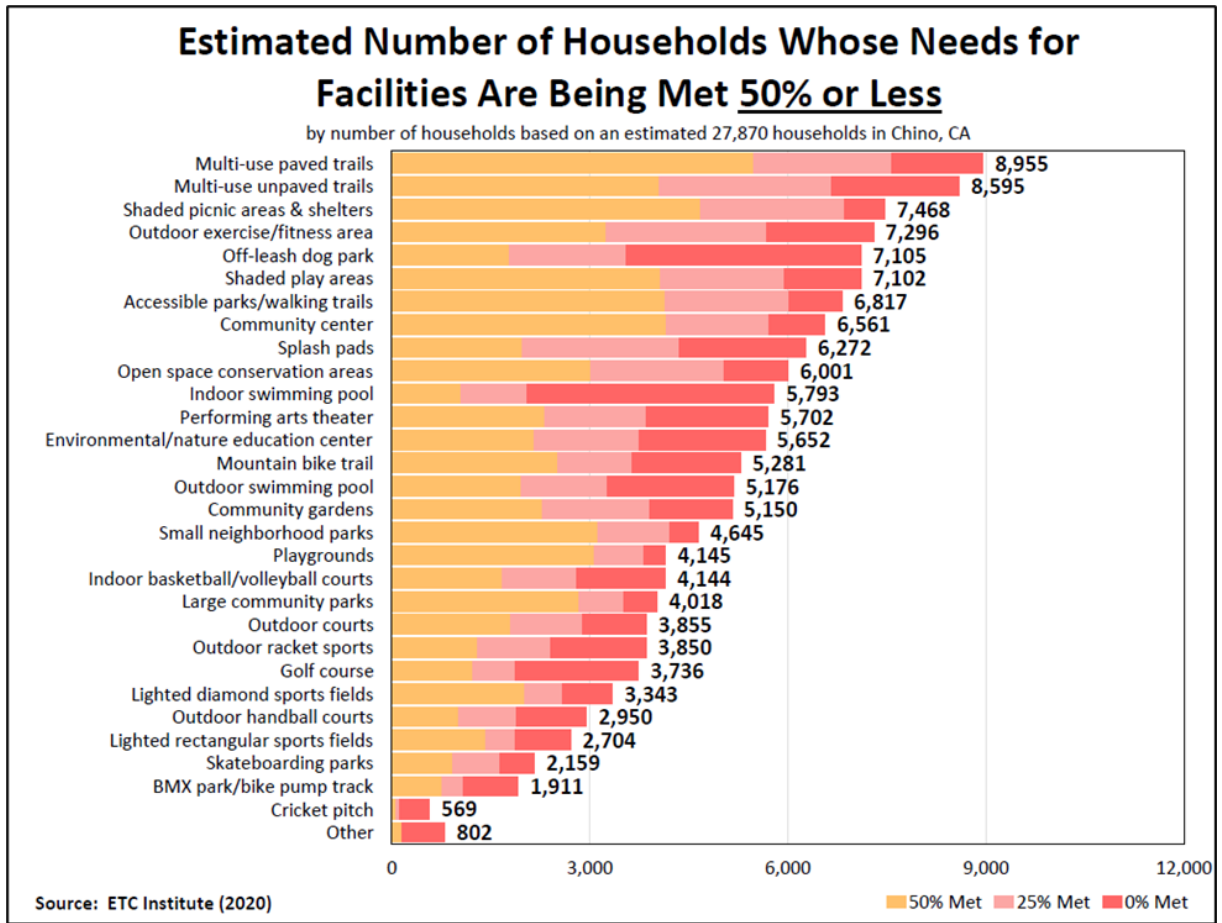
Facility Needs. Respondents were asked to identify if their household had a need for 29 facilities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The four facilities with the highest percentage of households that have an unmet need were:

1. Multi-use paved trails-8,955 households (or 32%),
2. Multi-use unpaved trails-8,595 households (or 31%),
3. Shaded picnic areas and shelters-7,468 households (or 27%), and
4. Outdoor exercise/fitness area-7,296 households (or 26%).

PARKS & FACILITIES MASTER PLAN

Below is the estimated number of households that have unmet needs for each of the 29 facilities/amenities that were assessed.

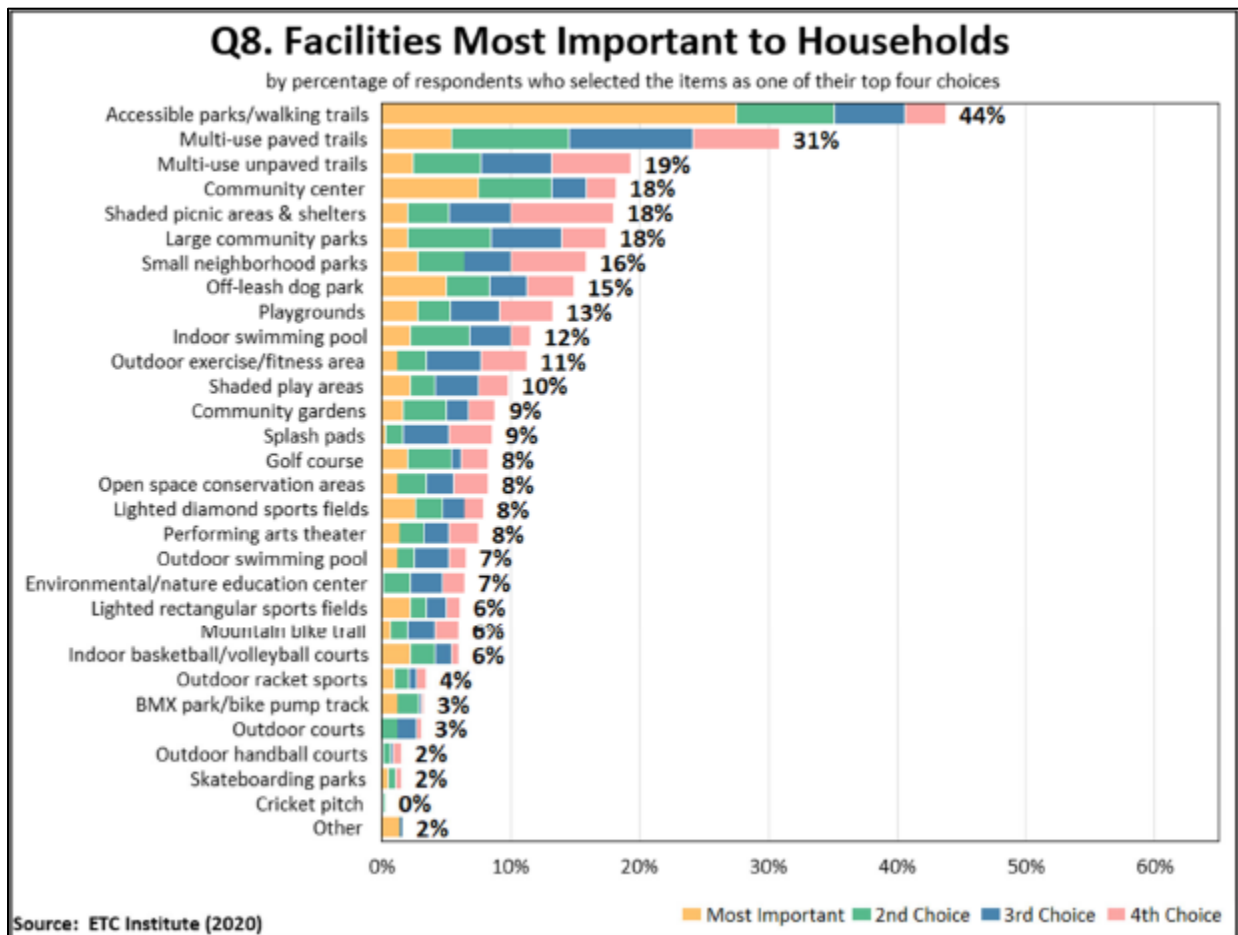




Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the four most important facilities to residents were:

1. Accessible parks/walking trails (44%),
2. Multi-use paved trails (31%),
3. Multi-use unpaved trails (19%), and
4. Community center (18%).

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

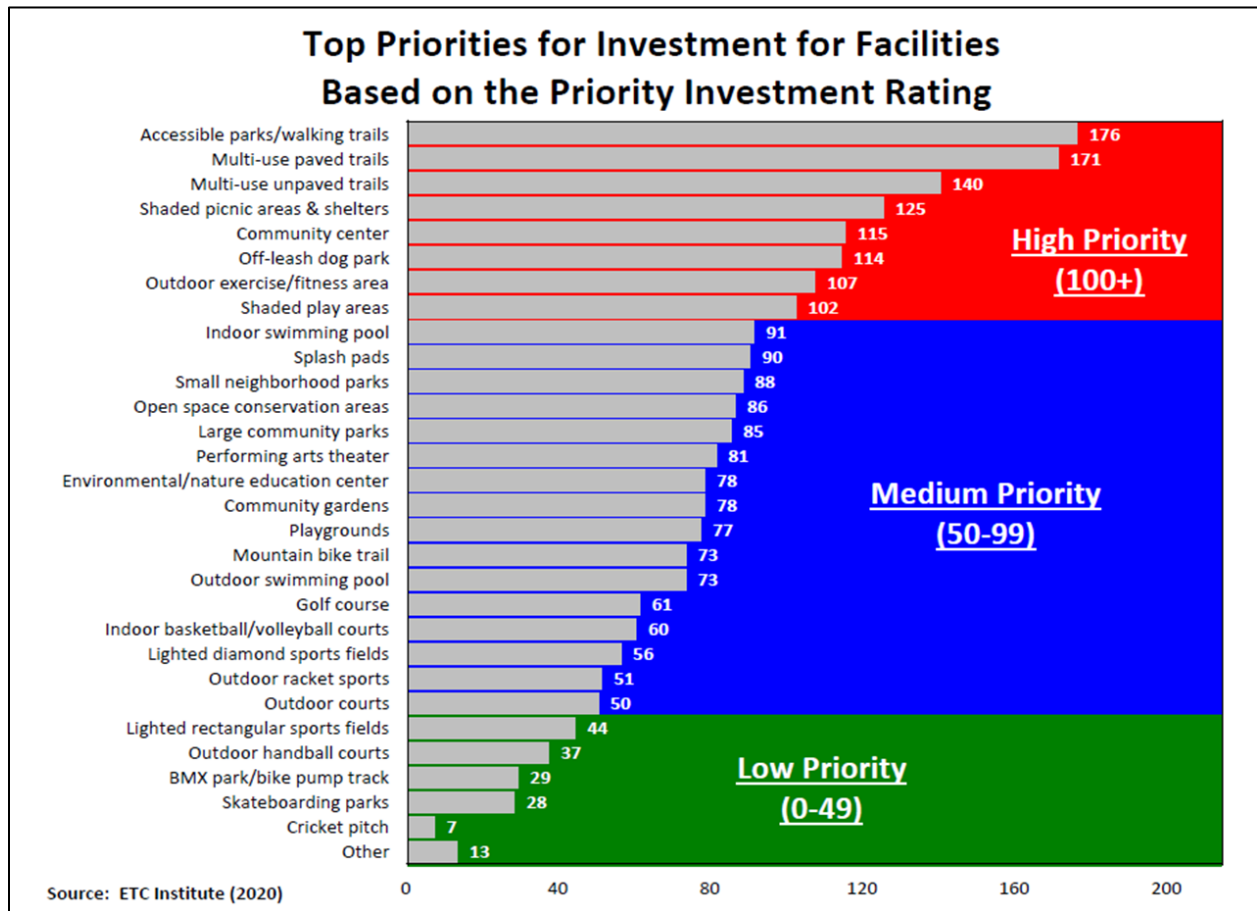


Priorities for Facility/Amenity Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on amenity/program and (2) how many residents have unmet needs for the amenity/program.

Based on the Priority Investment Rating (PIR), the following eight (8) facilities/amenities were rated as high priorities for investment:

- Accessible parks/walking trails (PIR=176)
- Multi-use paved trails (PIR=171)
- Multi-use unpaved trails (PIR=140)
- Shaded picnic areas and shelters (PIR=125)
- Community center (PIR=115)
- Off-leash dog park (PIR=114)
- Outdoor exercise/fitness area (PIR=107)
- Shaded play areas (PIR=102)

The chart below shows the Priority Investment Rating for each of the 29 facilities/amenities that were rated.





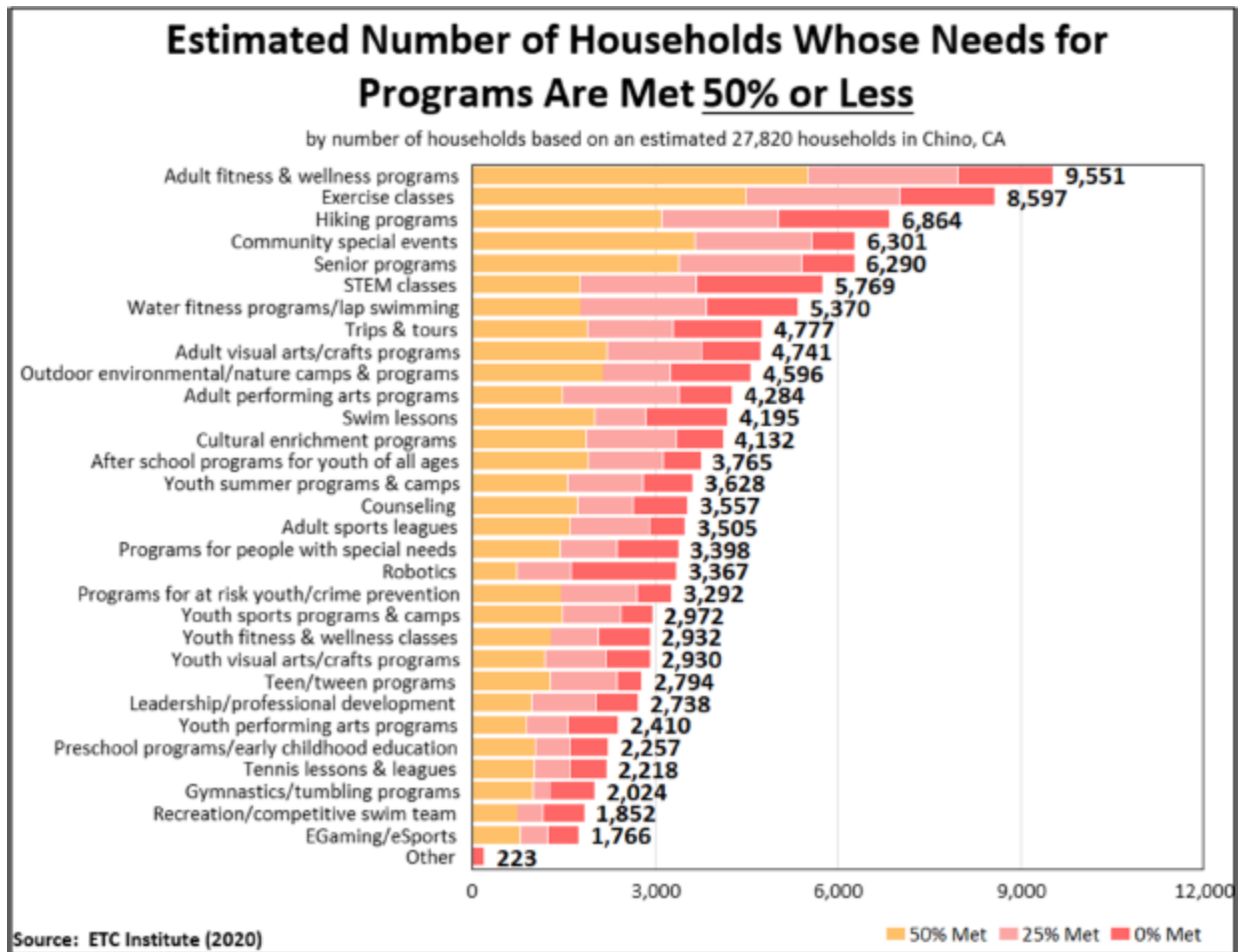
3.4.5 PROGRAM NEEDS AND PRIORITIES

Program Needs. Respondents were also asked to identify if their household had a need for 31 programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The four recreation programs with the highest percentage of households that have an unmet need were:

1. Adult fitness and wellness programs - 9,551 households (or 34%),
2. Exercise classes - 8,597 households (31%),
3. Hiking programs - 6,864 households (25%), and
4. Community special events - 6,301 households (23%).

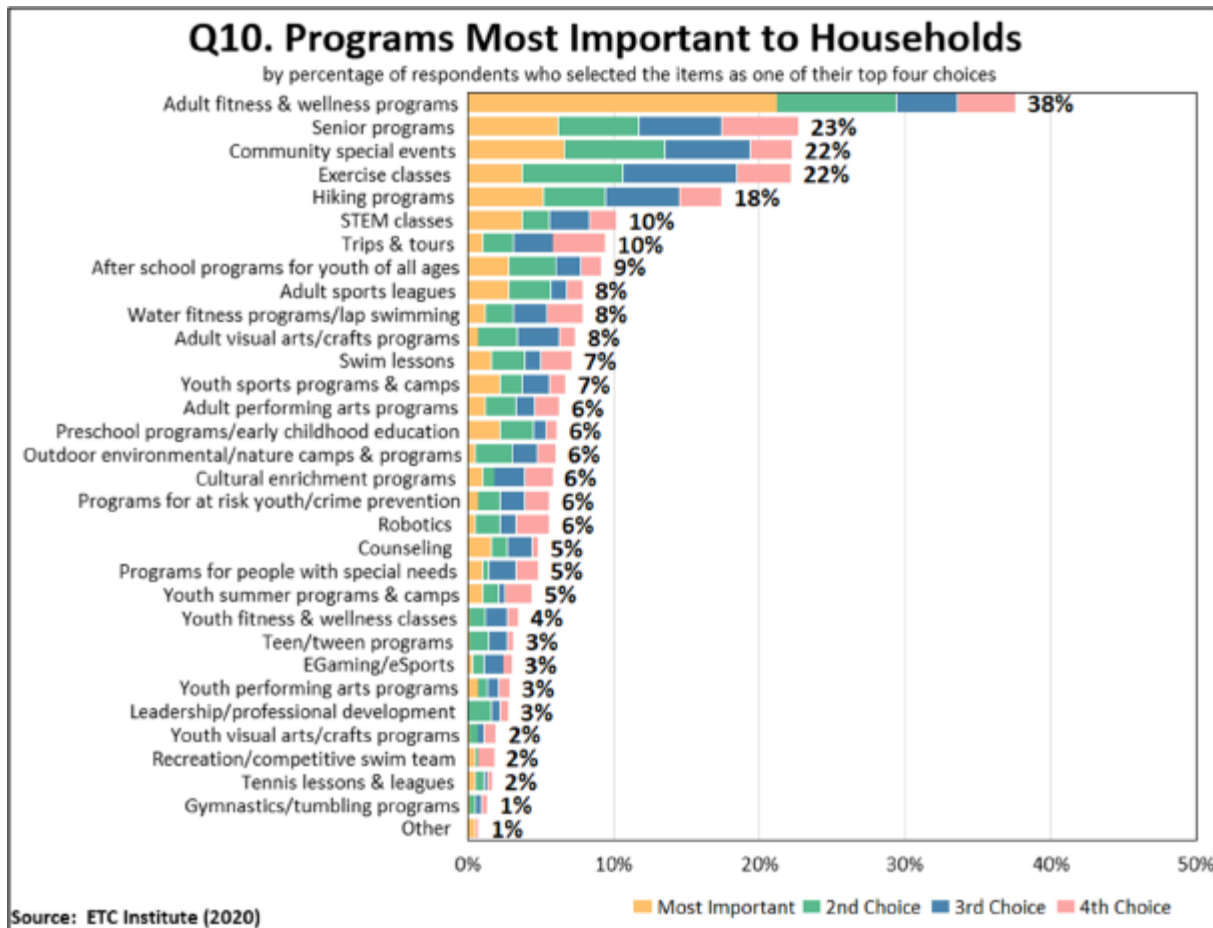
The estimated number of households that have unmet needs for each of the 31 programs that were assessed is shown in the graph below.



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

1. Adult fitness and wellness programs (38%),
2. Senior programs (23%),
3. Community special events (22%), and
4. Exercise classes (22%).

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

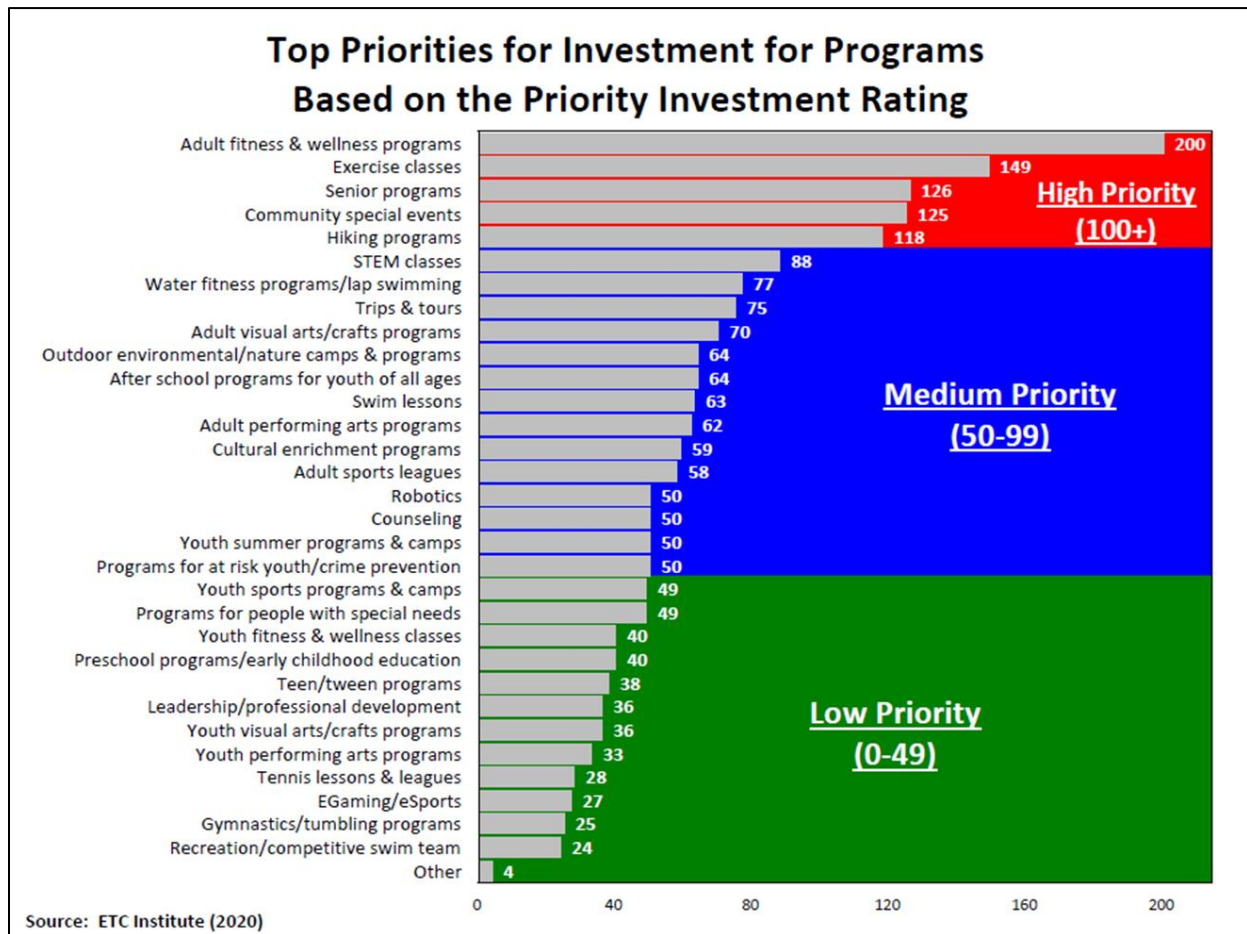




Priorities for Program Investments. Based on the priority investment rating (PIR), the following five (5) programs were rated as “high priorities” for investment:

- Adult fitness and wellness programs (PIR=200)
- Exercise classes (PIR=149)
- Senior programs (PIR=126)
- Community special events (PIR=125)
- Hiking programs (PIR=118)

The graph below shows the Priority Investment Rating (PIR) for each of the 31 programs that were rated.



3.4.6 ADDITIONAL FINDINGS

Overall Level of Satisfaction. Respondents were asked to rate their satisfaction with the overall value they and their household receives from the City Community Services Department.

- 19% are very satisfied with the overall value of services received
- 46% are somewhat satisfied with the overall value of services received
- 31% are neutral with the overall value of services received
- 4% are somewhat dissatisfied with the overall value of services received
- 1% are very dissatisfied with the overall value of services received

Potential Benefits of City Facilities and Programs. The items with the highest levels of agreement of potential benefits of City parks, facilities, and recreation programs/services, based on the sum of “strongly agree” and “agree” responses among residents who had an opinion, were: makes Chino a more desirable place to live (93%), preserves open space and protects environment (88%), and improves physical health and fitness (83%).

Special Events. Respondent households were asked what single or multi-day event concepts they or members of their household would be most interested in, the highest rated choices were, food events (70%), entertainment (53%), and holiday celebrations (40%). Sixty-five percent (65%) of respondents think the City should offer a multi-day (2 to 3 day) special event.

Multi-use Community Center. The multi-use community features rated the highest in frequency of use, based on the sum of “several times per week” and “a few times per month” responses among residents who had an opinion, were: indoor running/walking track (53%), aerobics/fitness/gymnastics space (51%), and weight room/cardiovascular equipment area (45%). The top three features that respondent households indicated they and their household would most likely use if they were included in a community center, based on the sum of respondents’ top four choices, were: indoor running/walking track (39%), aerobics/fitness/gymnastics space (39%), and weight room/cardiovascular equipment area (30%).

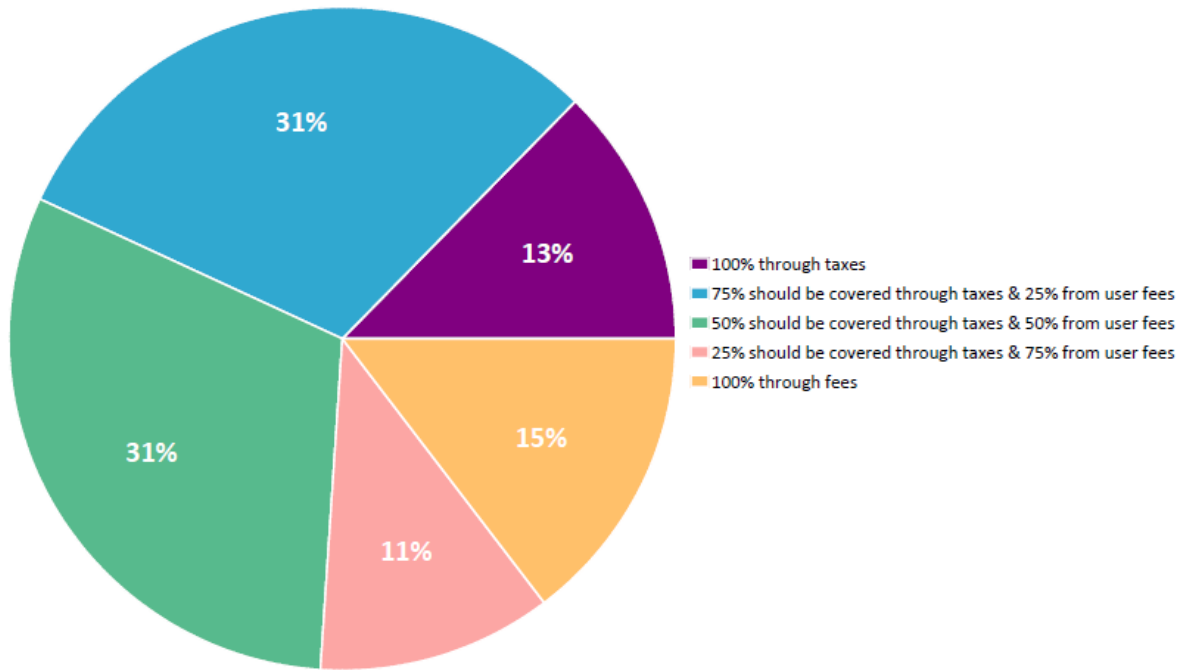
Funding. From a list of statements, regarding the cost of operating a new community center, respondents were asked which statement best represented how they feel the cost of operating a new multi-use community center should be paid. Respondents were asked their opinion on how a new multigenerational community center should be paid.

- 13% feel operations should be paid 100% through taxes
- 31% feel operations should be paid 75% through taxes and 25% from user fees
- 31% feel operations should be paid 50% through taxes and 50% from user fees
- 11% feel operations should be paid 25% through taxes and 75% from user fees
- 15% feel operations should be paid 100% through user fees



Q15. Which ONE of the following statements best represents how you feel the cost for operating a new multi-use community center should be paid?

by percentage of respondents (without "don't know")



Source: ETC Institute (2020)

Improvements. The improvements with the highest levels of support for parks, facilities, and recreation services improvements, based on the sum of “very supportive” and “somewhat supportive” responses among residents who had an opinion, were: develop new walking trails (78%), improve existing park restrooms (73%), and improve existing parks (72%). The potential improvements that responding households would be most willing to fund, based on the sum of respondents’ top four choices, were: develop new walking trails (33%), improve existing parks (22%), and improve existing park restrooms (20%).

Method of Information. The top three methods respondents have used to learn about recreation programs and services are the City’s recreation guide/Chino Connection (59%), newspaper (54%), and word of mouth (41%). Respondents were asked what methods they preferred to learn about Community Services programs and services.

- 47% prefers the City using the recreation guide/Chino Connection
- 40% prefers the City using the newspaper
- 38% prefers the City using the City’s website
- 29% prefers the City sending e-mails to communicate
- 28% prefers the City using social media to communicate

3.4.7 CONCLUSIONS

To ensure that the City of Chino continues to meet the needs and expectations of the community, ETC Institute recommends that the Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The activities/programs and amenities with the highest PIR ratings are listed below:

FACILITY PRIORITIES

- Accessible parks/walking trails (PIR=176)
- Multi-use paved trails (PIR=171)
- Multi-use unpaved trails (PIR=140)
- Shaded picnic areas and shelters (PIR=125)
- Community center (PIR=115)
- Off-leash dog park (PIR=114)
- Outdoor exercise/fitness area (PIR=107)
- Shaded play areas (PIR=102)

PROGRAM PRIORITIES

- Adult fitness and wellness programs (PIR=200)
- Exercise classes (PIR=149)
- Senior programs (PIR=126)
- Community special events (PIR=125)
- Hiking programs (PIR=118)





3.5 ONLINE COMMUNITY SURVEY

In addition to the statistically-valid community survey, an online survey (powered by SurveyMonkey) was conducted to better understand the characteristics, preferences, and satisfaction levels of residents. The online survey mirrored questions from the statistically-valid survey distributed by ETC. This allowed residents that were not randomly selected for the ETC survey the opportunity to be part of the community input process. The survey was available from April 16 through May 15, 2020, and received a total of 370 responses. The following is a summary of the findings, and detailed responses to questions can be found in the **Appendix C** (Pg. 181).



3.5.1 SUMMARY OF FINDINGS

The consulting team recognized City of Chino Input Survey was completed by individuals who used the parks/facilities (96%) in varying age segment representation. Of the respondents, (76%) were white alone and 79% were female. The following represents key takeaways based on the electronic survey results:

PARKS AND FACILITIES/AMENITIES

- Combining Excellent and Good ratings, most respondents are satisfied with park conditions (77%).
- Only six respondents commented on barriers that reduce park use. These barriers included lack of features we want to use (33%, 2 responses) and (17%, on response for Allergies, lack of trust in government, do not feel safe using parks/facilities, too far from your home and use parks/facilities in other cities.
- The top three other organizations used by respondents include public schools (49%), neighboring cities (43%), and private and nonprofit youth sports (38%).
- The top four facility/amenity needs include large community parks (91%), multi-use paved trails (83%), shaded picnic areas and shelters (82%), and small neighborhood parks (81%). Reflecting on the most important facilities/amenities selected, accessible parks/walking trails (32%), multi-use paved trails (27%), playgrounds (23%), and performing arts theater (22%).

PROGRAMS

- In the past 12 months, 53% respondents have participated in programs. Of those, 25% participate once per year, 63% participate 2-3 times per year, 7% participate in 4-6 times per year and 4% participate in 7 or more times per year.
- Combining Excellent and Good ratings, respondents are very satisfied with program quality (88%).
- Top three barriers for program participation, include I don't know what is being offered (53%), too busy, not interested (27%), and programs times are not convenient (18%).
- The top four program needs include community special events (75%), exercise classes (60%), adult fitness and wellness programs (58%), and swim lessons (52%). Reflecting on the most important programs selected, youth performing arts programs (27%), community special events (27%), adult fitness and wellness programs (21%), and swim lessons (19%).

COMMUNITY CENTER FEATURES

- The top four features most likely used in a community center, by percent selected, would include indoor all-inclusive playgrounds (40%), indoor lap lanes (38%), aerobic/fitness/gymnastics space (38%), and indoor running/walking track (36%).

FUNDING

- Respondents support community center operations with 75% covered through taxes and 25% from user fees (29%) and 50% should be covered by taxes and 50% from user fees (27%).

3.6 PROJECT WEBSITE

The Consulting Team also developed an ADA accessible, multi-lingual and mobile friendly website for the project to maximize community engagement throughout the process. This was particularly helpful to continue receiving ongoing input through online mediums (including the Survey Monkey survey shared earlier) during the pandemic. The website had 1,500+ page views in the course of the planning process resulting in a more meaningful and inclusive input approach.

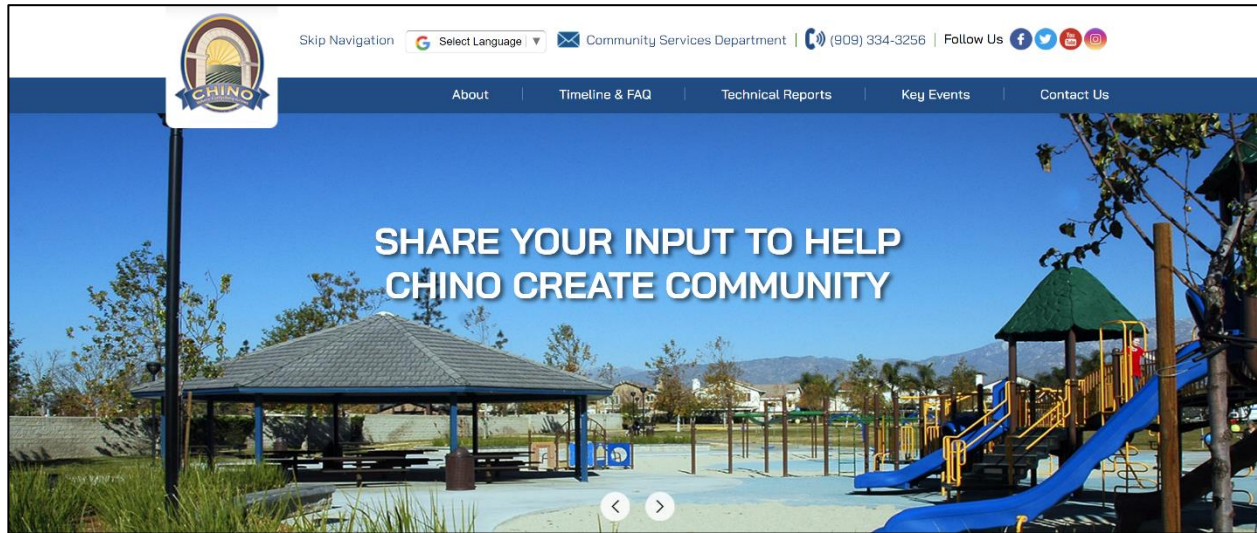


Figure 17: Landing Page for Project Website



CHAPTER FOUR - PARKS AND FACILITIES ASSESSMENT

4.1 FACILITIES ASSESSMENT

As a part of the planning process, the Consulting Team assessed the recreation facilities owned and maintained by the City. These included the following and detailed visuals are all in the **Appendix**:

1. Ayala Park Operations Center
2. Carolyn Owens Community Center
3. Chino Senior Center
4. Community Building
5. Liberty Park Recreation Center
6. Monte Vista Park Recreation Center
7. Neighborhood Activity Center
8. Old Schoolhouse Museum
9. Seventh Street Community Theater Addition
10. Chino Youth Museum

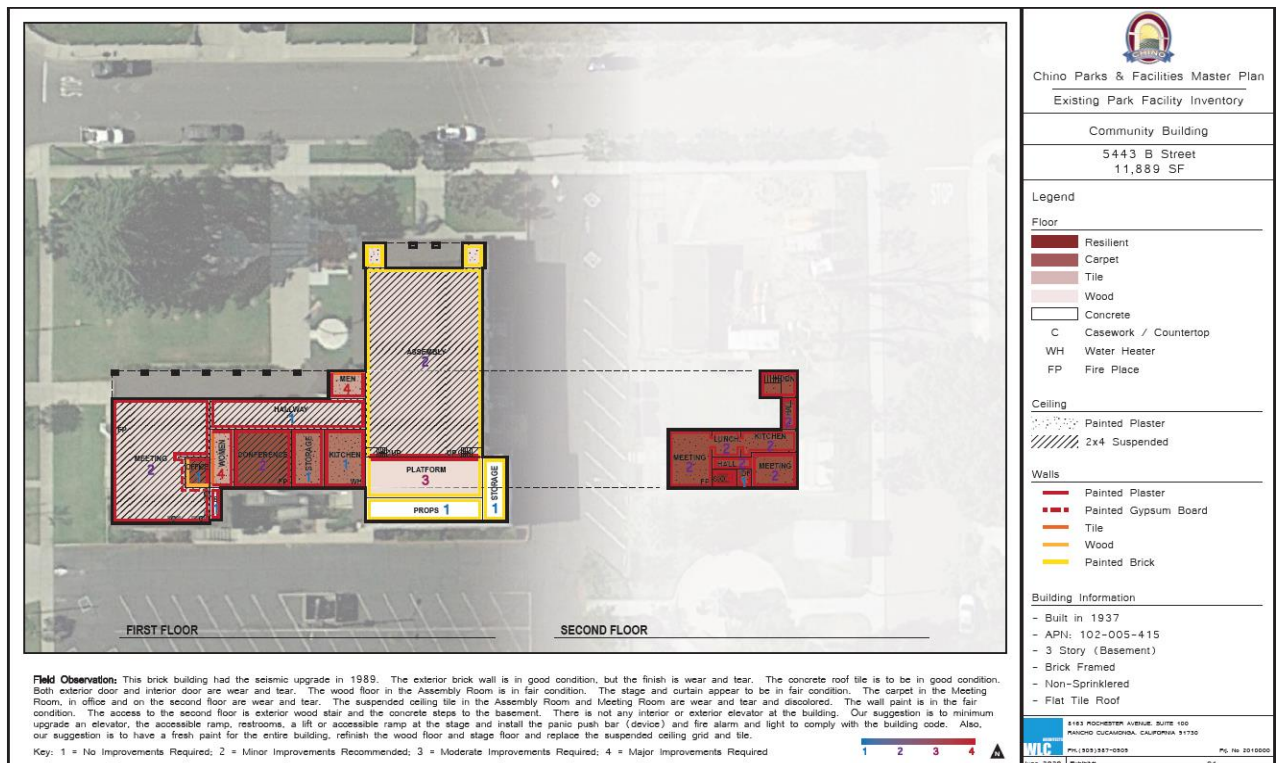


Figure 18: Assessment Example

Community Building: Below is a sample of the assessment from the Community Building performed by WLC Architects in conjunction with Department staff. As noted below, the buildings are assessed on a variety of conditions based on 1 - No Improvements to 4 - Major Improvements Needed and the various amenities within the site are assessed individually. Some key recommendations from this are:

- Exterior brick wall and concrete roof tile is in good condition
- Suspended ceiling tile in Assembly Room and Meeting Room have wear and tear and are discolored
- No interior or exterior elevator in the building
- Suggested additions: Upgrade an elevator, accessible ramp, restrooms, lift or accessible ramp at the stage, panic push bar (device) and fire alarm and light to comply with building code

4.2 PARKS ASSESSMENT

The City of Chino has twenty-eight (28) City park sites ranging from 0.10 to 140 acres for a total of 254.75 acres. There are also thirteen (13) HOA park sites ranging from 0.30 to 2.94 acres for a total of 6.60 acres. Total Park acreage is 261.35. The team was tasked with reviewing all park sites in the system and developing a rating system to evaluate the condition of the park and site amenities at each site. The following rating criteria were used for evaluating assets in the parks.

EXCELLENT

Park/amenities are in excellent condition with little or no maintenance problems noted. Park/amenities do not feature any major design issues that contribute to diminished use or maintenance.

GOOD

Park/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and/or heavy use. Park amenities may only feature minor design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).

FAIR

Park/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.

POOR

Park/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these park/amenities are the result of age and heavy use, and generally are compounded over time due to deferred maintenance as a result of budget and/or resource limitations. Park/amenities may feature major design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).

The team developed site plans for each park utilizing Google Earth and visited each site over the course of several months from January 2020 thru July 2020 to review the condition of the parks and site amenities.



Figure 19: Assessment Example 2

Chino Amenities' assessments showed that they are, mostly, in great condition with 67% of amenities such as benches, shade sails, bleachers, trash receptacles, etc. rated as Excellent, 29% rated as Good, 3% rated as Fair, and only 1% rated as Poor.

Fields, Courts, and Playgrounds Assessments also had positive results with 73% rated as Excellent, 26% rated as Good, 1% rate as Fair, and none rate as Poor.

All of this information is documented with GIS (Geographical Information System) data that can be exported to Excel files. The data can be updated by City staff as replacements and/or new improvements are added to the park system.

FI	Location	Amenity	Condition
0	Aguiar_Square	Shade Sail	Excellent
1	Aguiar_Square	Shade Sail	Excellent
2	Aguiar_Square	Shade Sail	Excellent
3	Aguiar_Square	Shade Sail	Excellent
4	Aguiar_Square	Table - Game Inlay	Excellent
5	Aguiar_Square	Table - Game Inlay	Excellent
6	Aguiar_Square	Table - Game Inlay	Excellent
7	Aguiar_Square	Pergola	Excellent
8	Aguiar_Square	Pergola	Excellent
9	Ayala_Park	Barbeque	Good
10	Ayala_Park	Barbeque	Good
11	Ayala_Park	Barbeque	Good
12	Ayala_Park	Barbeque	Good
13	Ayala_Park	Table	Good
14	Ayala_Park	Table	Fair
15	Ayala_Park	Table	Fair
16	Ayala_Park	Table	Good
17	Ayala_Park	Receptacle - Trash	Good
18	Ayala_Park	Receptacle - Trash	Fair

Figure 20: Example of GIS Data Export

CHAPTER FIVE - LAND ANALYSIS AND MAPPING

5.1 LEVEL OF SERVICE ANALYSIS

Level of Service (LOS) standards matrix on the following page displays current and anticipated inventory for Chino, Home Owner's Association (HOA) maintained, and other providers, e.g., Prado Regional Park.

Applying Chino's population to the total inventory establishes the current level of service, while also projecting future needs based on changes in the population and planned additions to the parks system. The LOS is an effective planning measure that can be used to support capital investment decisions related to parks, facilities, and amenities.

In collaboration with Chino staff, the planning team developed the appropriate standard service level for a variety of parks, facilities, and amenities. The level of service standards were applied to the current population, as well as projections over the next five years to anticipate additional inventory that will be necessary to meet needs for a growing population.

These standards should be viewed as a guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the service area, gaps and surpluses in park and facility/amenity types are identified. The future projections also include parks and amenities that are currently under development and will be available to the community within the next five years.

Based on this methodology, it is recommended that Chino will need to add (in addition to what is currently under development) the following park acres, trail miles, and amenities in the next five years:

- 29 acres of Neighborhood Parks
- 7 miles of Paved Trail
- 11 miles of Unpaved Trail
- 1 Amphitheater
- 1 Splash Pad
- 67,863 sq. ft. of Indoor Community Recreation Space
- 24,654 sq. ft. of Indoor Aquatic Space



(Page Intentionally Left Blank)

5.1.1 LEVEL OF SERVICE MATRIX

It should be noted that the LOS can and will change over time as program lifecycles change, recreational trends shift, and demographics of a community evolve. The following table details the LOS standards and projected needs for Chino based on population figures for 2019 and 2024.

Inventory:	2020 Inventory - Developed Facilities										Current Facility Needs				Forecasted Five-Year Facility Needs					
	Chino	HOA Parks (College & Preserve)	Other Provider (County etc.)	Total Inventory	Current Service Level based upon population			Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Adding Inventory Chino	Adding Inventory HOA/Preserve	Adding Inventory Other Providers	Total 2018-2023	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		
PARKS:																				
Mini Parks (less than 2 acres)	4.20	6.60	-	10.80	0.12	acres per	1,000	0.10	acres per	1,000	Meets Standard	-	Acre(s)	-	-	-	-	Meets Standard	-	Acre(s)
Neighborhood Parks (2 - 10 acres)	110.55	-	-	110.55	1.19	acres per	1,000	1.50	acres per	1,000	Need Exists	29	Acre(s)	6.18	6.64	12.82	Need Exists	25	Acre(s)	
Community Parks (10 - 50 acres)	-	-	-	-	-	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	-	-	-	-	Meets Standard	-	Acre(s)
Regional Parks (more than 50 acres)	140.00	-	2,000.00	2,140.00	23.05	acres per	1,000	15.00	acres per	1,000	Meets Standard	-	Acre(s)	-	-	125.00	125.00	Meets Standard	-	Acre(s)
Total Developed Park Acres	254.75	6.60	2,000.00	2,261.35	24.36	acres per	1,000	16.60	acres per	1,000	Meets Standard	-	Acre(s)			-	-	Meets Standard	-	Acre(s)
Undeveloped Open Space		36.00		36.00	0.39	acres per	1,000		acres per	1,000	Meets Standard	-	Acre(s)	18.60	65.10	83.70	Meets Standard	-	Acre(s)	
Anticipated - HOA		6.64		6.64	0.07	acres per	1,000		acres per	1,000	Meets Standard	-	Acre(s)			-	-	Meets Standard	-	Acre(s)
Total Park Acres	254.75	49.24	2,000.00	2,303.99	24.75	acres per	1,000	16.60	acres per	1,000	Meets Standard	-	Acre(s)	24.78	71.74	125.00	221.52	Meets Standard	-	Acre(s)
TRAILS:																				
Paved Walking Trails	6.88	6.29		13.17	0.14	miles per	1,000	0.20	miles per	1,000	Need Exists	5	Mile(s)					Need Exists	7	Mile(s)
Unpaved Trails	-	-	9.00	9.00	0.10	miles per	1,000	0.20	miles per	1,000	Need Exists	10	Mile(s)					Need Exists	11	Mile(s)
OUTDOOR AMENITIES:																				
Picnic Pavilion	21	1	5	27	1.00	site per	3,438	1.00	site per	3,000	Need Exists	4	Sites(s)	1	2	8	11	Meets Standard	-	Sites(s)
Amphitheatre	1	2	-	3	1.00	site per	30,945	1.00	site per	25,000	Need Exists	1	Sites(s)	-	-	-	-	Need Exists	1	Sites(s)
Sports Field - Baseball	8	-	-	8	1.00	field per	11,605	1.00	field per	12,500	Meets Standard	-	Field(s)	-	-	-	-	Meets Standard	-	Field(s)
Sports Field - Softball	6	-	-	6	1.00	field per	15,473	1.00	field per	20,000	Meets Standard	-	Field(s)	-	-	-	-	Meets Standard	-	Field(s)
Sports Field - Soccer/MultiUse	10	-	-	10	1.00	field per	9,284	1.00	field per	7,500	Need Exists	2	Field(s)	3	1	-	4	Meets Standard	-	Field(s)
Courts - Outdoor Basketball	19	-	-	19	1.00	court per	4,886	1.00	court per	5,000	Meets Standard	-	Court(s)	-	3	-	3	Meets Standard	-	Court(s)
Courts - Tennis	6	-	-	6	1.00	court per	15,473	1.00	court per	16,000	Meets Standard	-	Court(s)	-	2	-	2	Meets Standard	-	Court(s)
Playground	22	-	1	23	1.00	site per	4,036	1.00	site per	4,500	Meets Standard	-	Site(s)	1	2	1	4	Meets Standard	-	Site(s)
Dog Park	-	-	1	1	1.00	site per	92,836	1.00	site per	40,000	Need Exists	1	Site(s)	-	1	-	1	Need Exists	0	Site(s)
Skatepark	1	-	-	1	1.00	site per	92,836	1.00	site per	50,000	Need Exists	1	Site(s)	-	-	1	1	Meets Standard	-	Site(s)
Splashpad	1	-	1	2	1.00	site per	46,418	1.00	site per	20,000	Need Exists	3	Site(s)	-	1	1	2	Need Exists	1	Site(s)
RECREATION SPACE:																				
Indoor Community Recreation Space	80,063.00			80,063.00	0.86	SF per person		1.50	SF per person		Need Exists	59,191	Square Feet					Need Exists	67,863	Square Feet
Indoor Aquatic Space	-			-	-	SF per person		0.25	SF per person		Need Exists	23,209	Square Feet					Need Exists	24,654	Square Feet

2019 Estimated Population	92,836
2024 Estimated Population	98,617



(Page Intentionally Left Blank)

5.2 EQUITY MAPPING

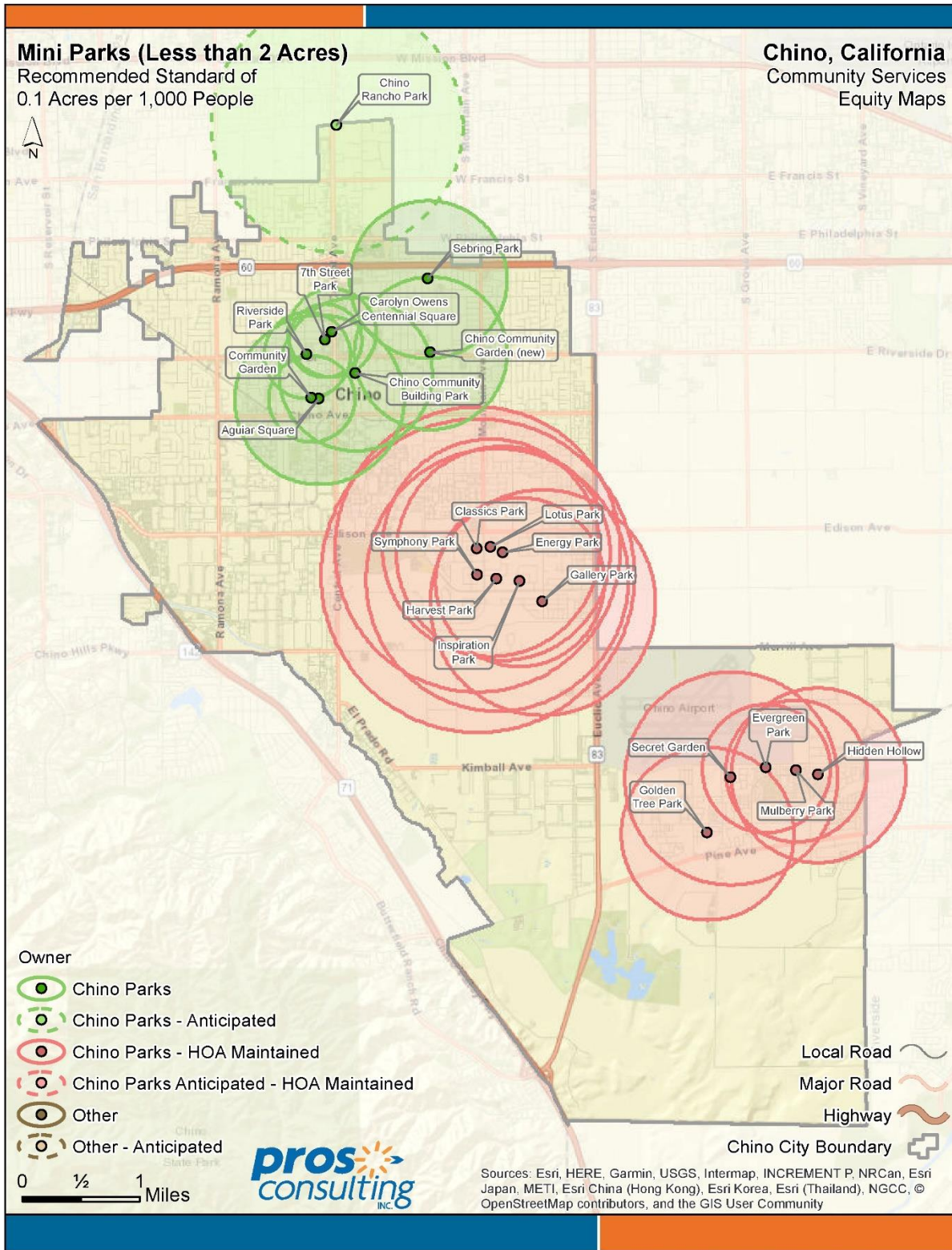
Equity Maps utilize level of service standards to assist City leadership and staff in assessing where services are offered and determining equitable service distribution and delivery across the service area. These maps provide a visual depiction of the effectiveness of the service as it pertains to the demographic density. In addition, Equity Maps allow the Department to identify gaps and overlap in services with respect to a specific park, trail, facility, or amenity. This assessment allows the Department to make appropriate capital improvement and development decisions based on the population needs and the Equity Maps allow a quick visualization of geographical areas that may be under/overserved. Equity Maps were developed for each of the following major assets:

- Mini Parks
- Neighborhood Parks
- Regional Parks
- Paved Trails
- Natural Trails
- Amphitheatre
- Picnic Pavilions
- Playgrounds
- Baseball Fields
- Softball Fields
- Multi-Purpose Fields
- Outdoor Basketball Courts
- Tennis Courts
- Dog Parks
- Skateparks
- Splash Pads
- Indoor Recreation Space
- Indoor Aquatic Space

The shaded rings in the Equity Maps indicate the service level (i.e., the population being served by a specific park type/facility/amenity) as outlined in the level of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity. The ring extends out from the central point based on the service reach of a particular park, facility, or amenity when compared to the population nearby. Equity Maps are based on the size of a park/facility or the number of amenities at a location, the established level of service standards, and the density of the surrounding population.

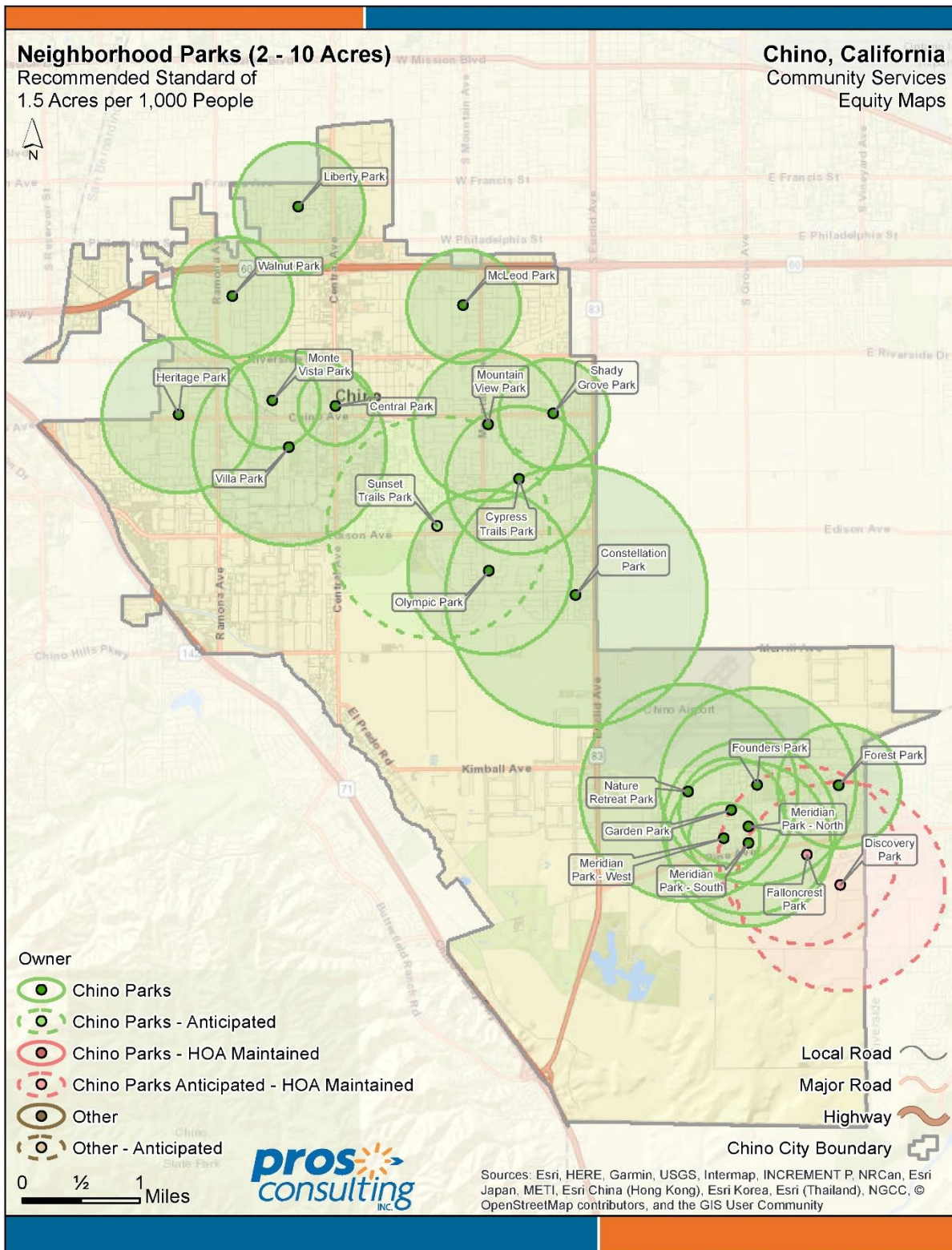


5.2.1 MINI PARKS



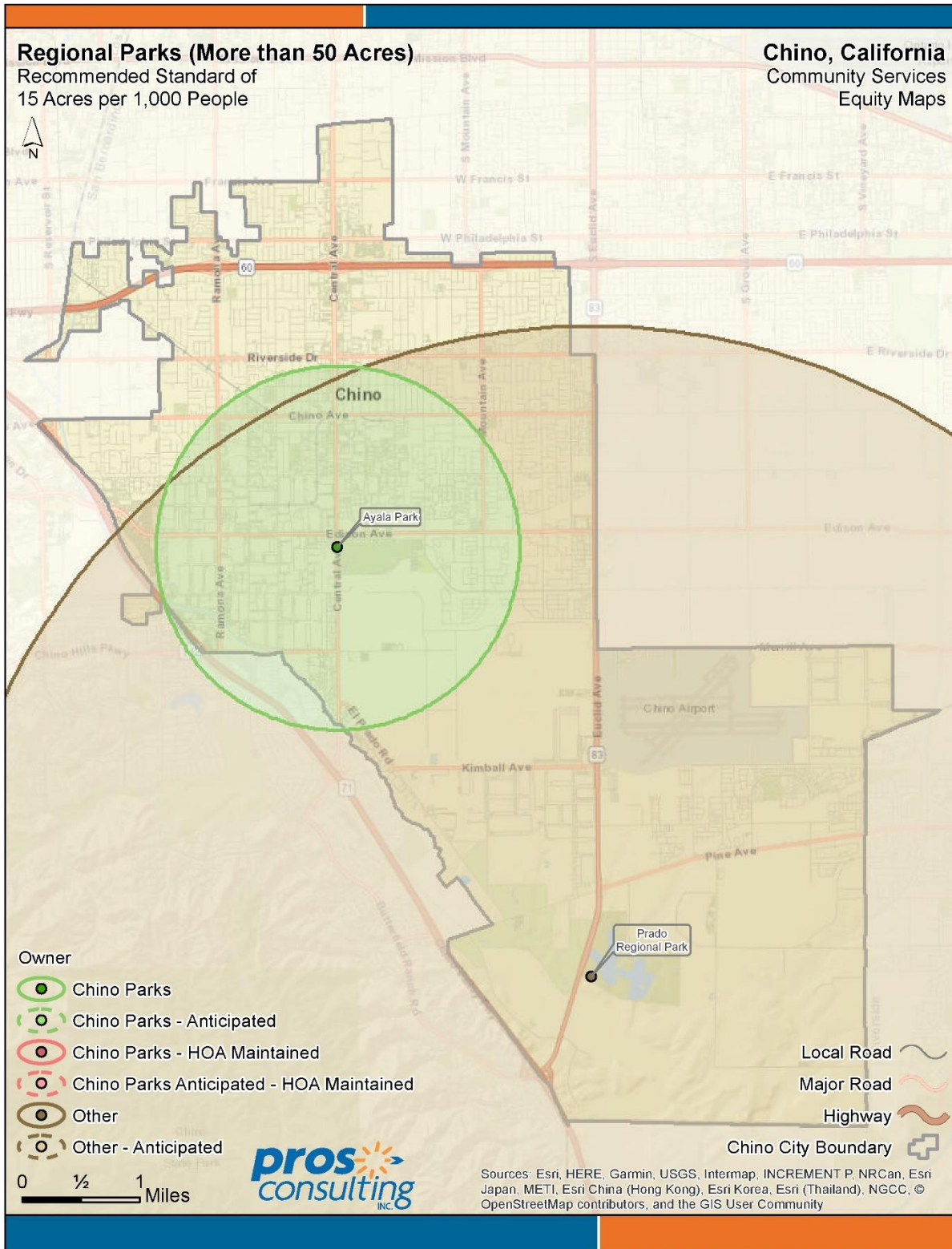
PARKS & FACILITIES MASTER PLAN

5.2.2 NEIGHBORHOOD PARKS



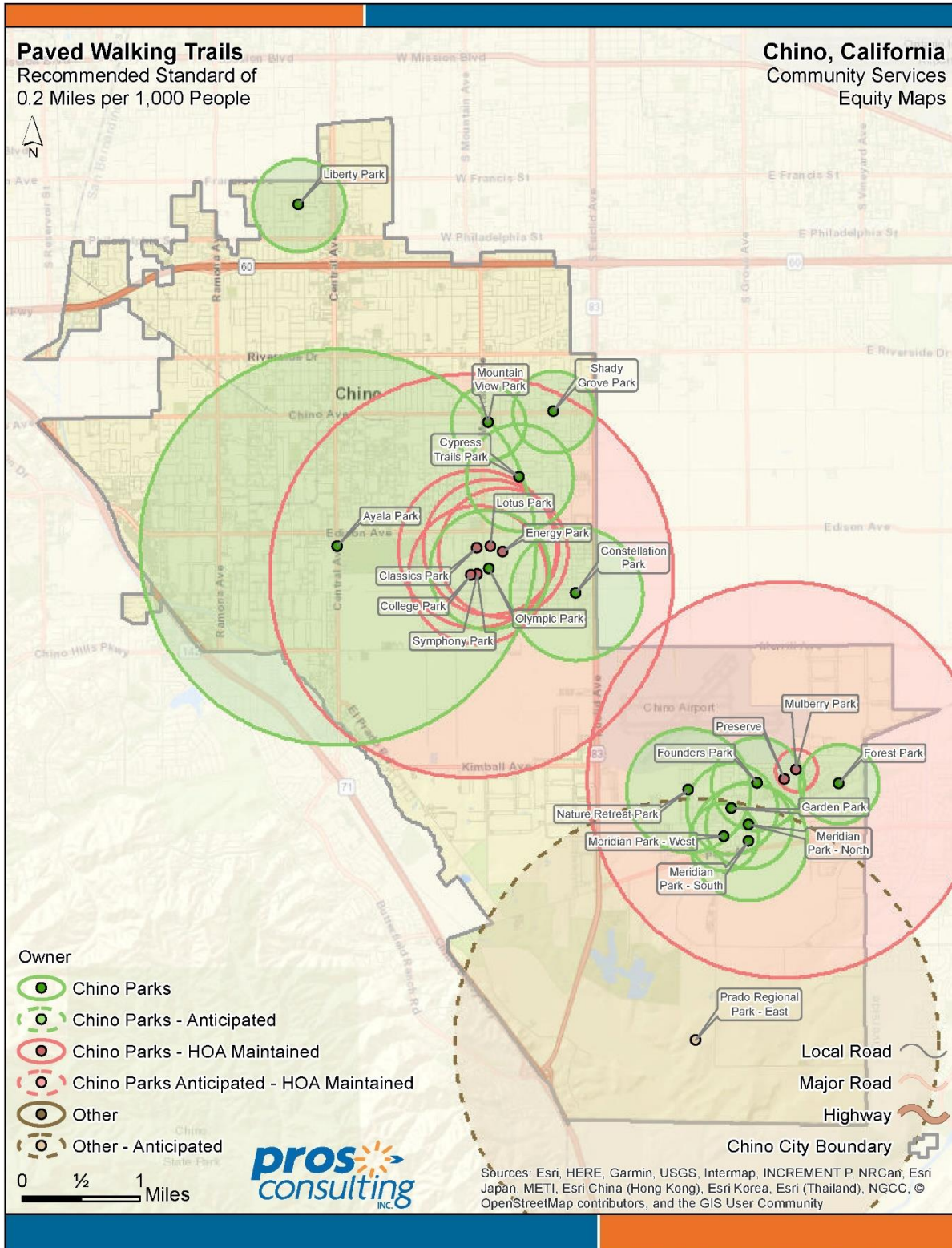


5.2.3 REGIONAL PARKS



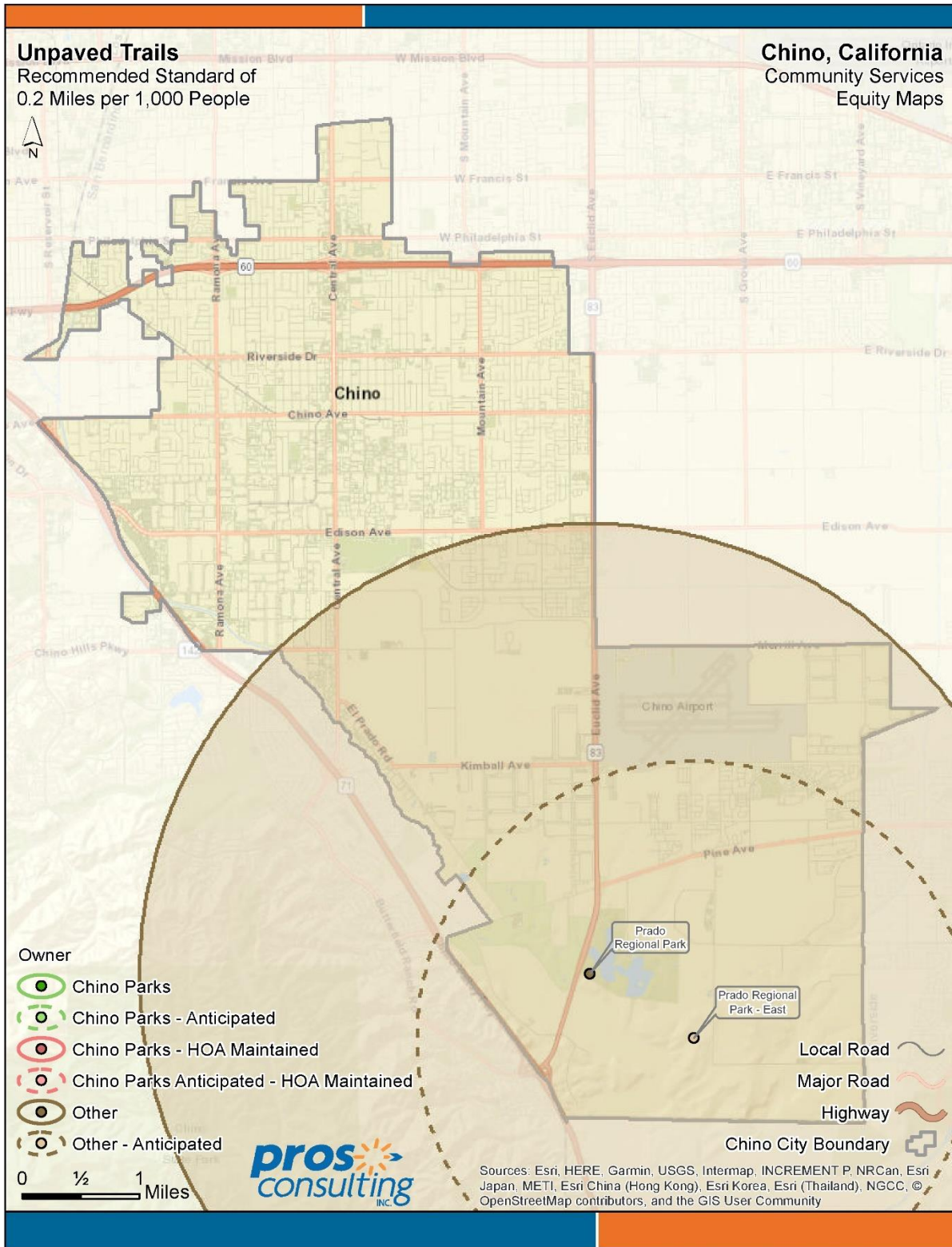
PARKS & FACILITIES MASTER PLAN

5.2.4 PAVED TRAILS



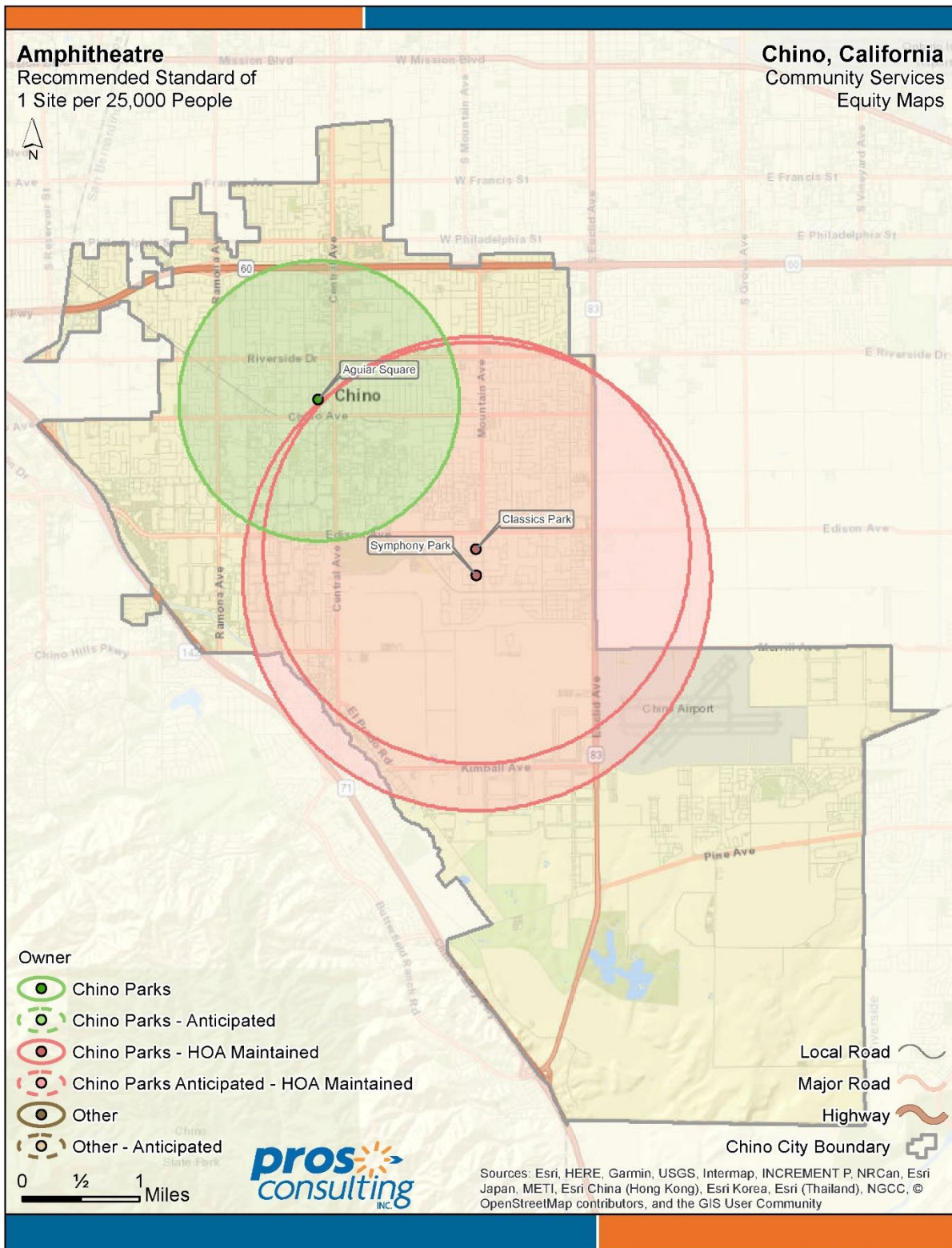


5.2.5 UNPAVED TRAILS



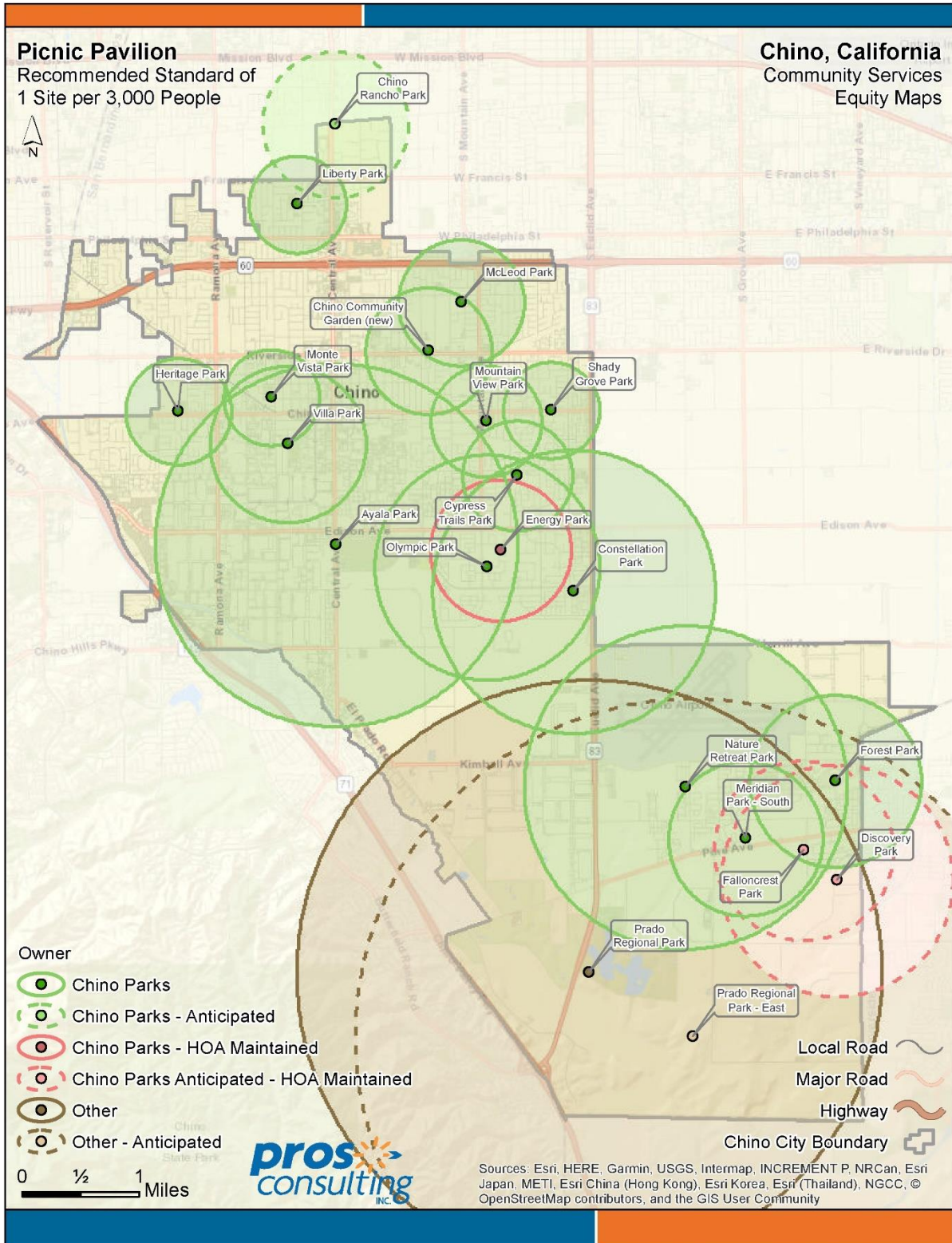
PARKS & FACILITIES MASTER PLAN

5.2.6 AMPHITHEATRE



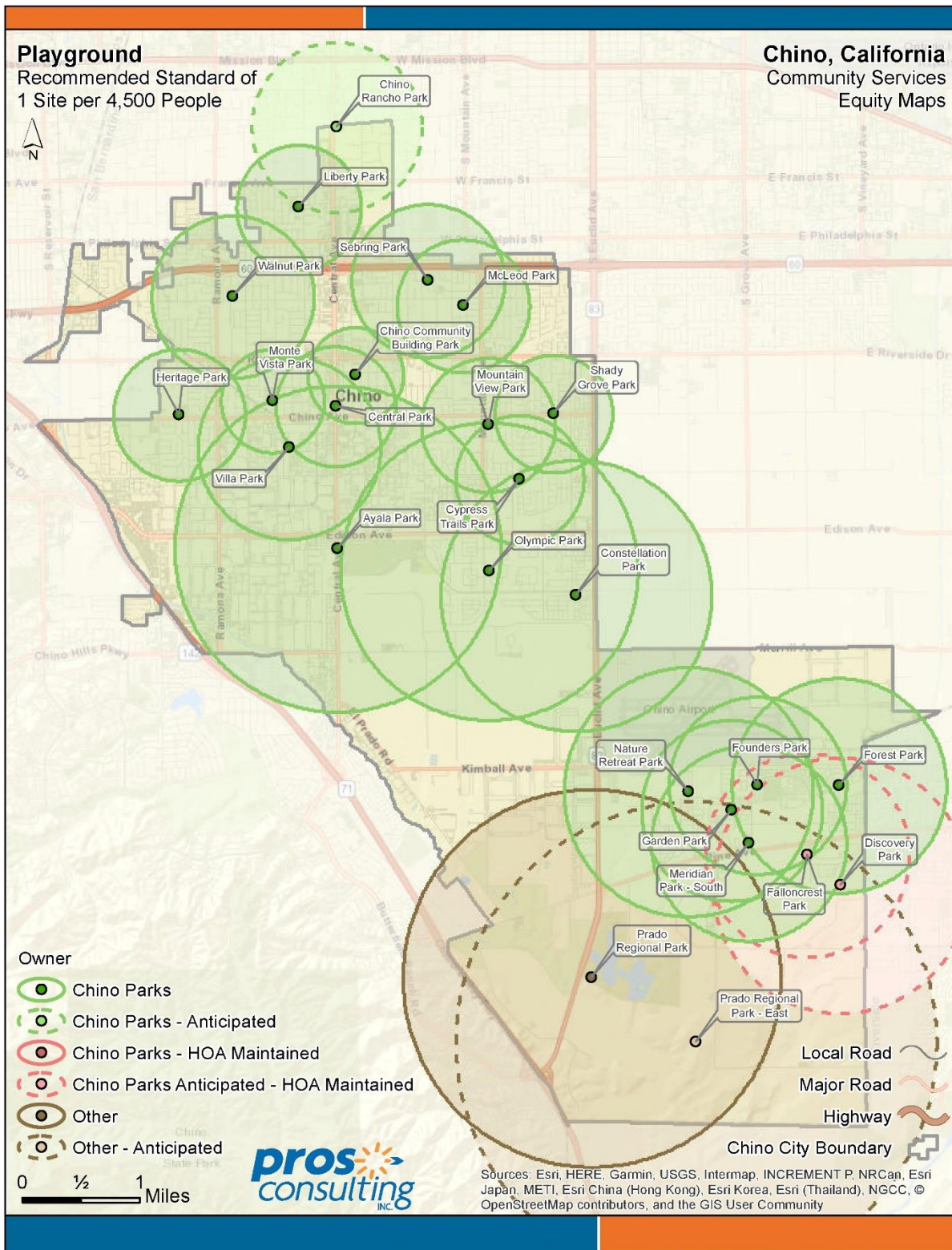


5.2.7 PICNIC PAVILIONS



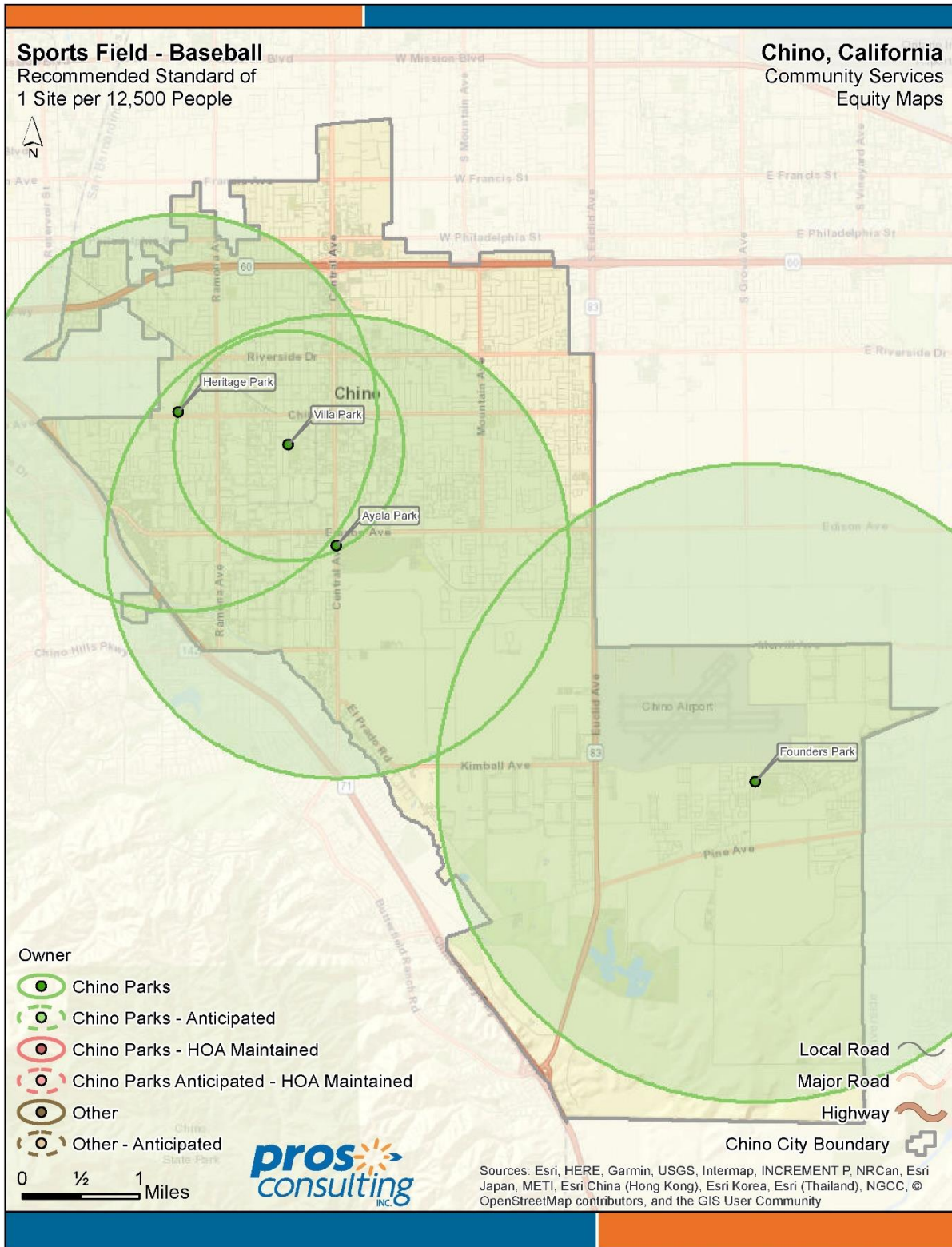
PARKS & FACILITIES MASTER PLAN

5.2.8 PLAYGROUNDS



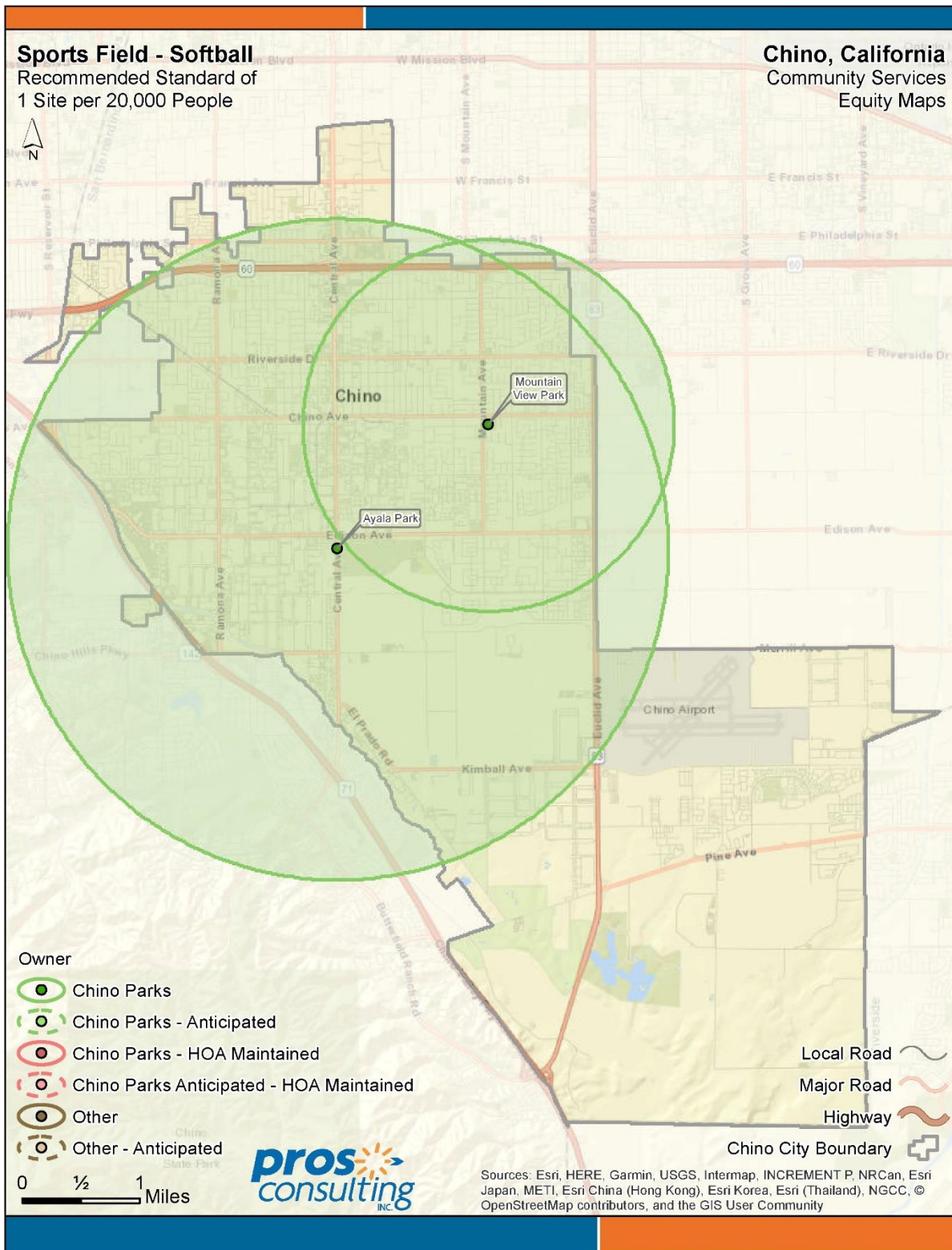


5.2.9 BASEBALL FIELDS



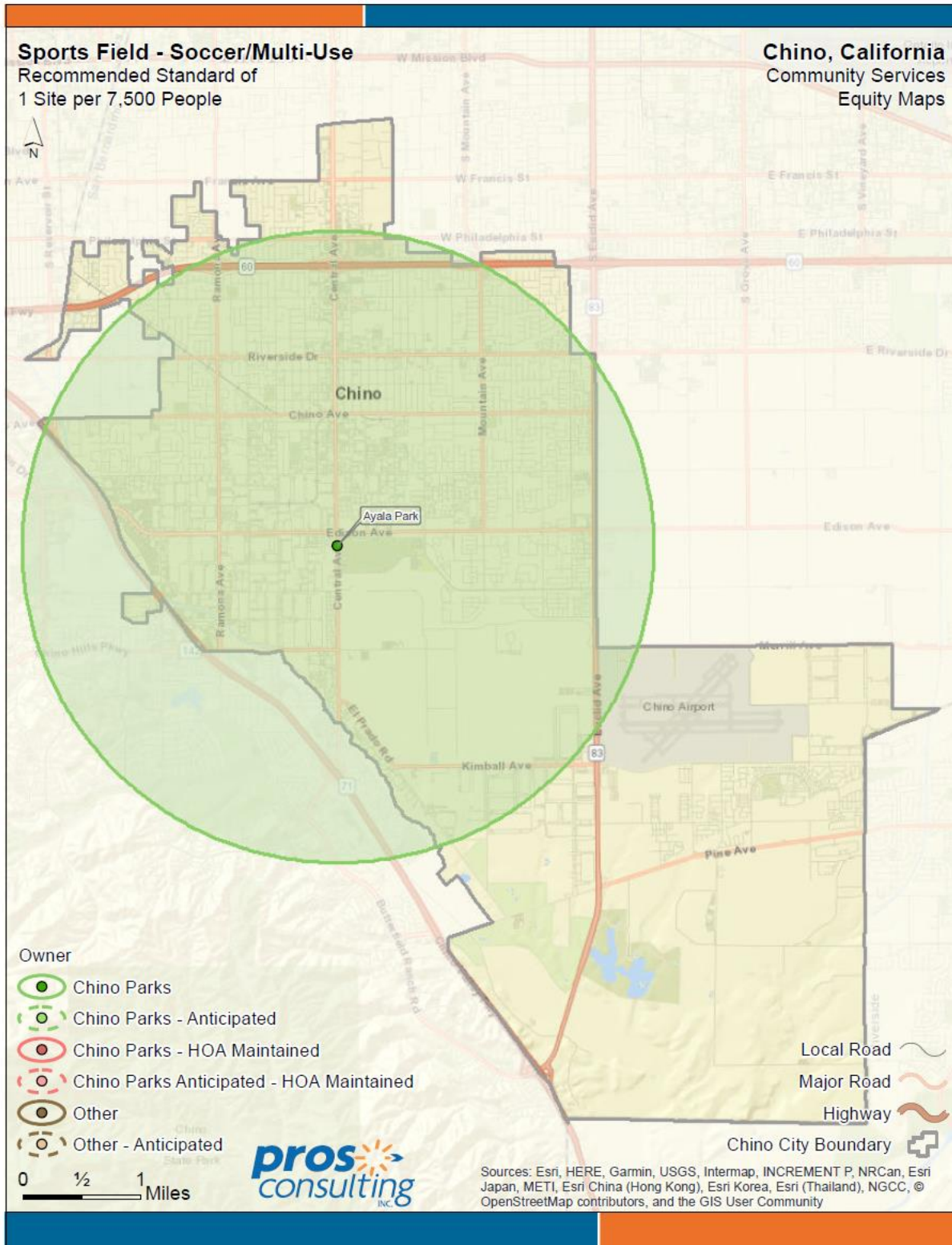
PARKS & FACILITIES MASTER PLAN

5.2.10 SOFTBALL FIELDS



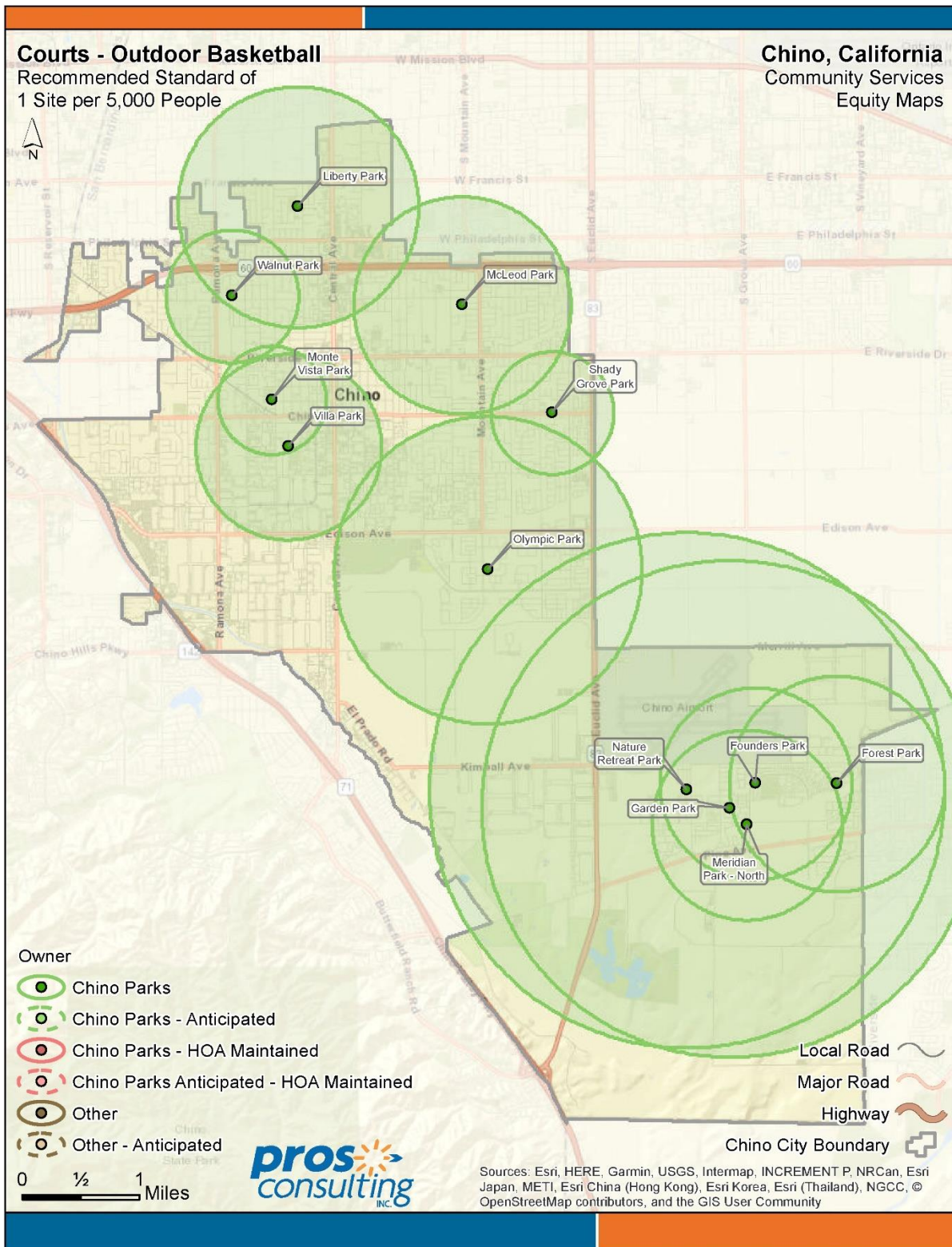


5.2.11 MULTI-PURPOSE FIELDS



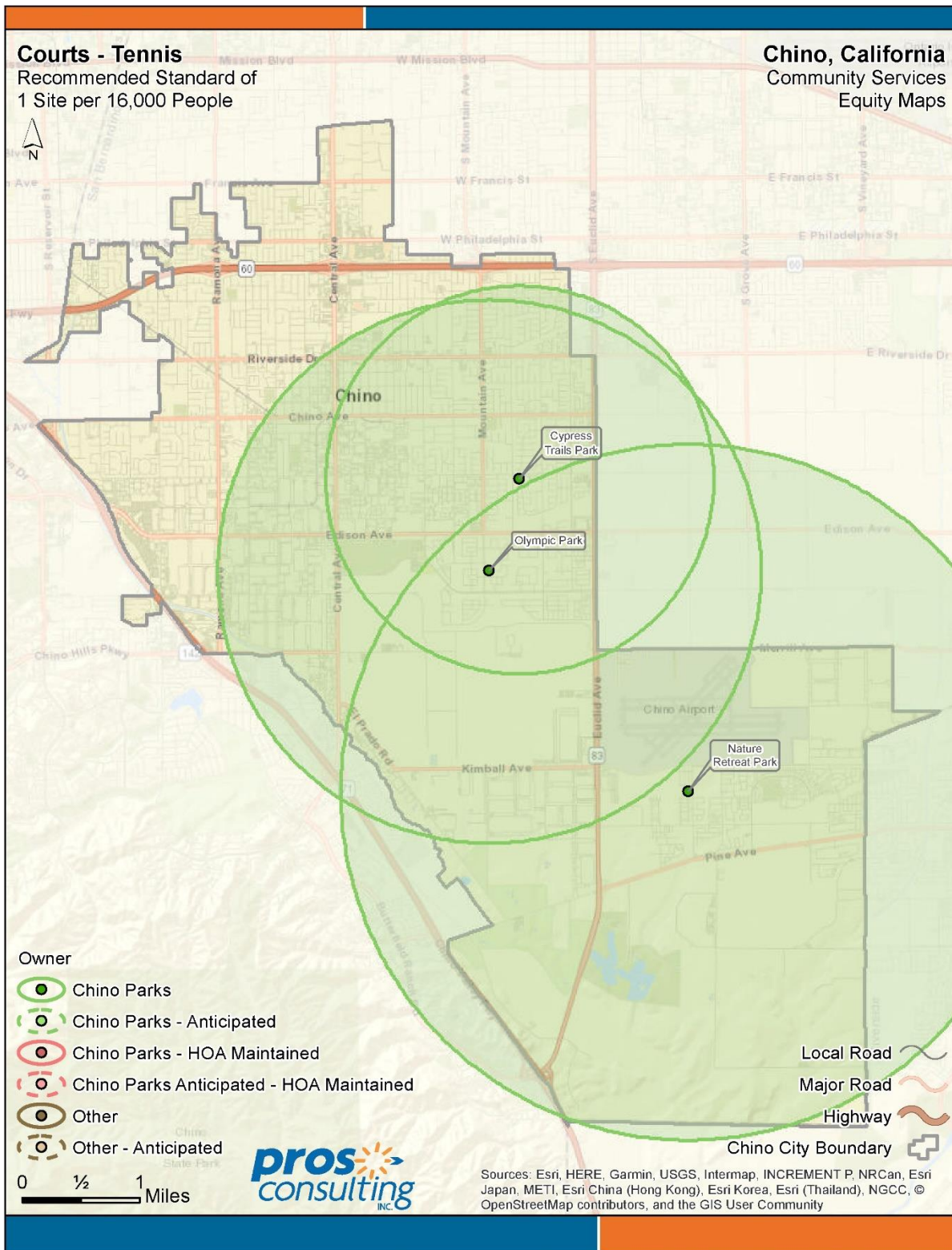
PARKS & FACILITIES MASTER PLAN

5.2.12 OUTDOOR BASKETBALL COURTS



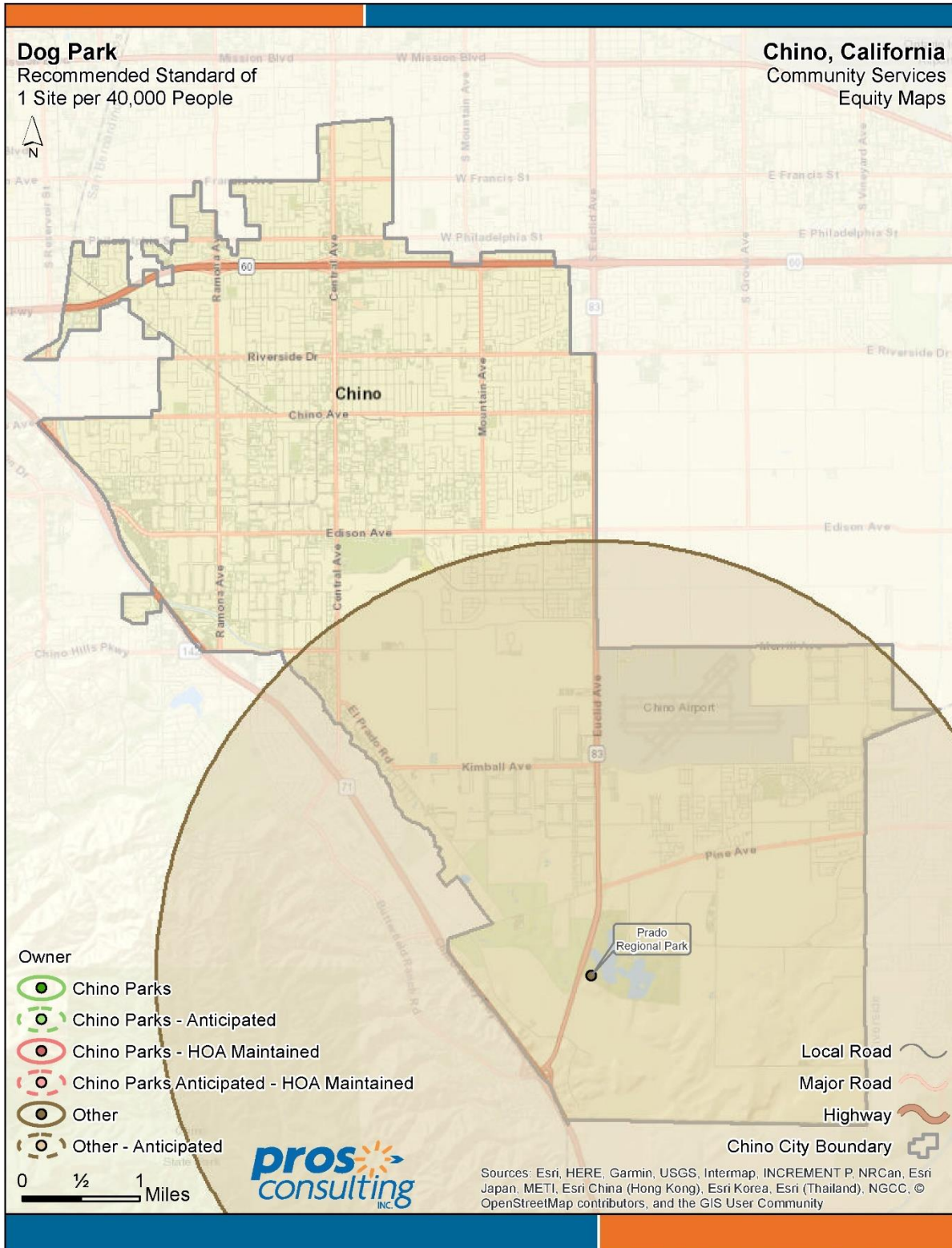


5.2.13 TENNIS COURTS



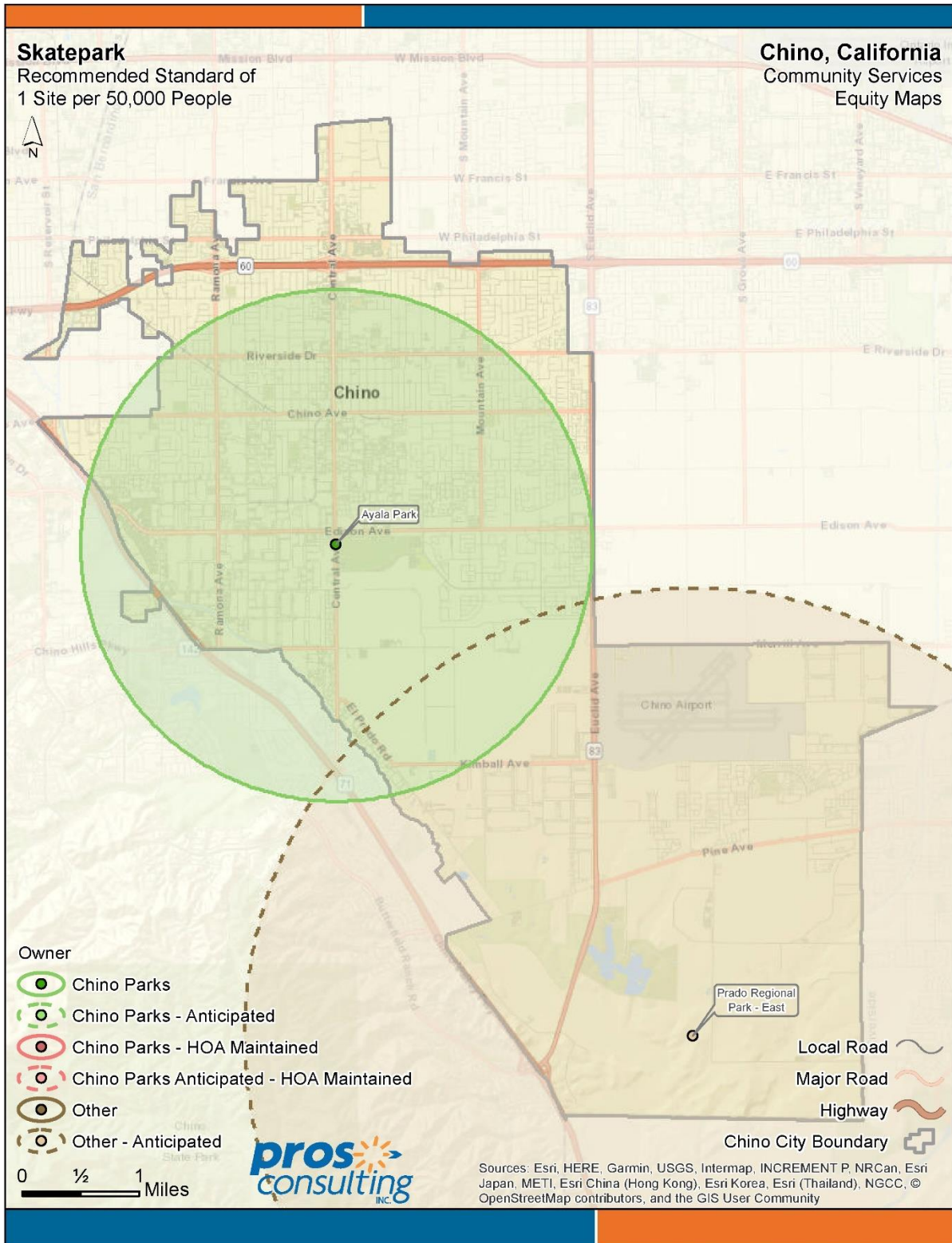
PARKS & FACILITIES MASTER PLAN

5.2.14 DOG PARKS



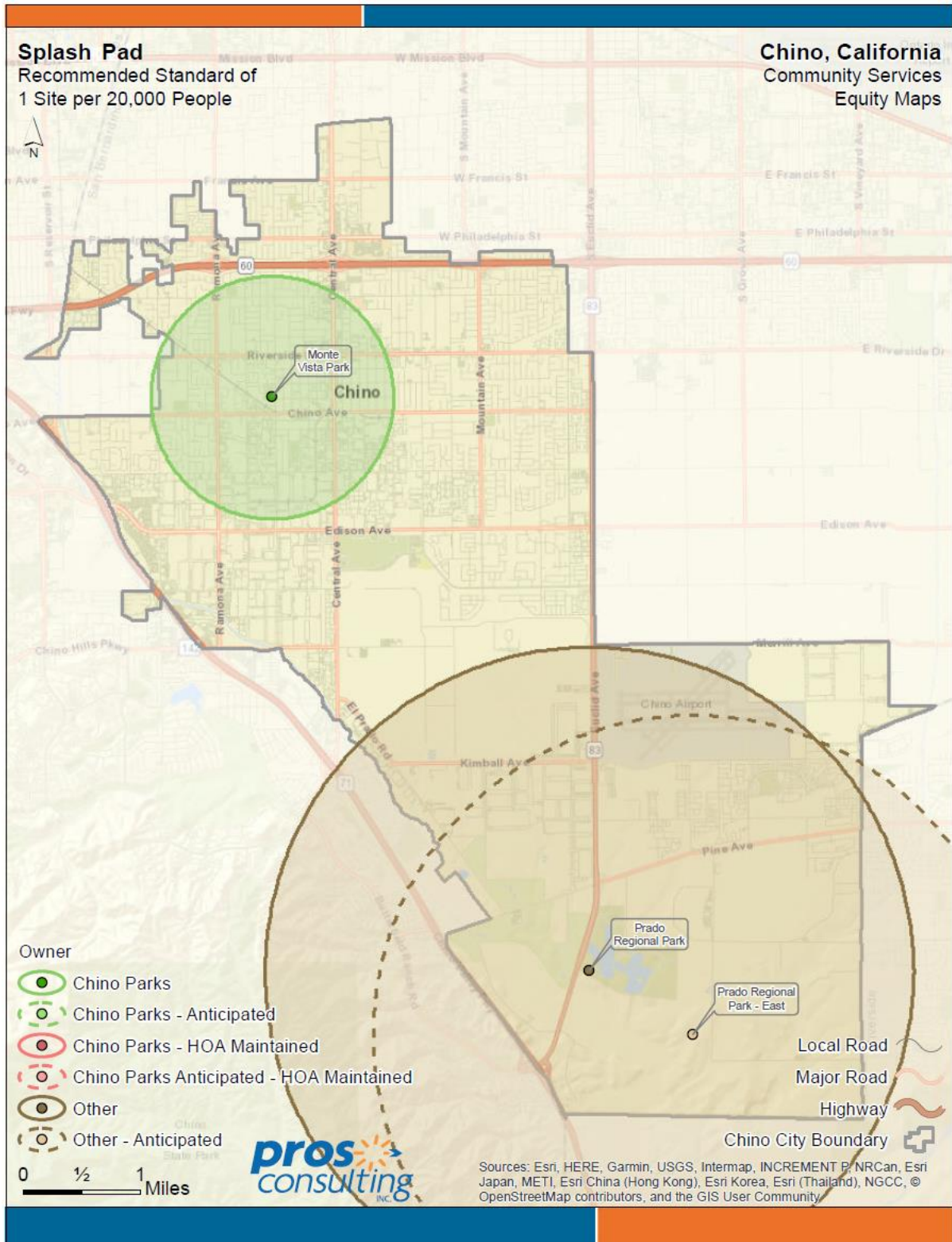


5.2.15 SKATEPARKS



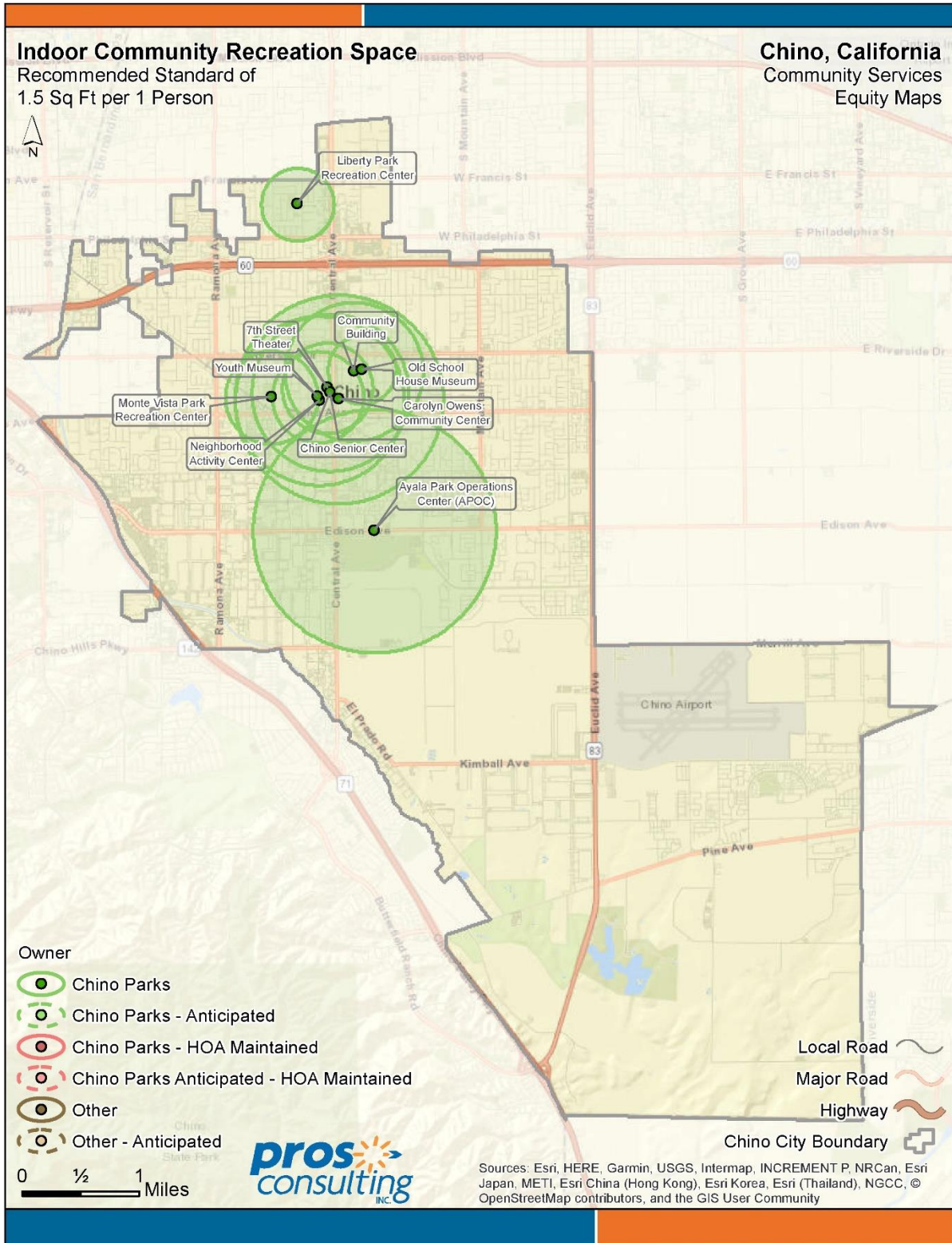
PARKS & FACILITIES MASTER PLAN

5.2.16 SPLASH PADS



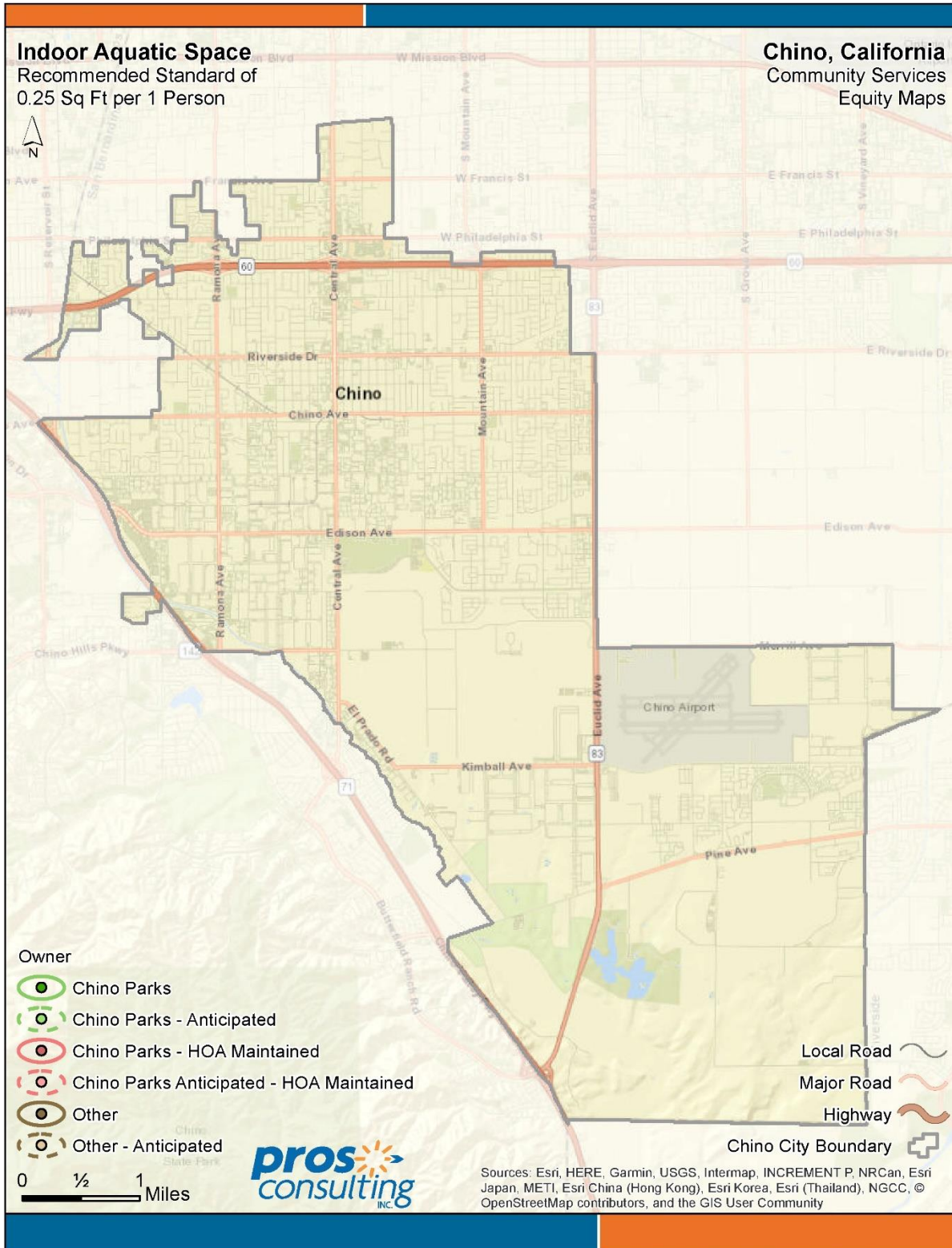


5.2.17 INDOOR RECREATION SPACE



PARKS & FACILITIES MASTER PLAN

5.2.18 INDOOR AQUATIC SPACE





CHAPTER SIX – MAINTENANCE AND OPERATIONS ANALYSIS

6.1 INTRODUCTION

The Consulting Team conducted a workshop with maintenance staff to establish context for the maintenance management plan from the employees' perspective. Staff members from various divisions and levels participated in a focus group setting and were interviewed on the operations, operational strengths, operational challenges, operational priorities, as well as some more pointed questions related to the maintenance management software, management of inventory, and staffing challenges.

The following graphic shows the divisions and service areas involved totaling 27 City staff in 7 focus groups and interviews. It is important to note that the Department of Public Works was included in the assessment since they are responsible for maintaining the parks, with the main focus being the Community Services Department.



Figure 21: Maintenance & Operations Department/Division Involvement

6.2 APPROACH

The approach was to focus on maintenance and operations for the review. The following structure was used:

- Maintenance includes the areas of Custodial Services, Facility Maintenance, Parks Maintenance, Projects, and the Public Works Department (City parks are currently maintained by the Public Works Department)
- Operations include the areas of Social Services, Human Services (Counseling), and Recreation (plus facility operations for public participation)

Four primary questions guided the workshop with five operational themes. The review was centered on sustainability, efficiency, and organizational alignment. This analysis is a high-level review that focuses on internal operations as they relate to five areas important to efficient and effective operations. Four initial questions were asked in each of the focus groups to help understand current operations, strengths to build on, challenges each division faces, and top priorities. The following questions were asked:

1. How does your Agency currently operate?
2. What are the strengths of your operations that we need to build upon as part of this Plan?
3. What are the challenges you’re facing in operations?
4. What is your thought on the top 2-3 priorities that would constitute success to you in your operations?

Staff received the questions and the five operational themes that help to increase capacity through efficiency and effectiveness. The operational themes are:

<u>Processes</u>	<u>Management</u>	<u>Resources</u>	<u>Technology</u>	<u>Communications</u>
A series of actions or steps taken in order to achieve outcomes identified through approved plans, policies, and standards for parks and recreation services.	The organization, coordination, and supervision of all business activities in a parks and recreation agency to achieve defined outcomes.	A stock or supply of money, inventory, staff, information, and other assets in a parks and recreation agency that can be utilized in order to function effectively.	The application of software, devices, tools and equipment for practical parks and recreation purposes, especially to increase efficiency.	The internal and external exchange of information regarding parks and recreation operations, promoting services and capital projects.

Figure 22: Five Operational Themes

Sections of this chapter may not align with the City’s General Plan. The Department will conduct a review of the General Plan in comparison to this Plan to ensure each plan is in concert with the other, matching standards.



6.3 DEPARTMENT OVERVIEW

6.3.1 MISSION

“To impact lives and build a connected community”

6.3.2 CORE VALUES

- Commitment to Our Community
- Integrity and Accountability
- Fiscal Responsibility
- Partnerships and Teamwork
- Innovation
- Communication and Engagement



PARKS & FACILITIES MASTER PLAN

6.3.3 DEPARTMENT ORGANIZATIONAL CHART

The Department has a uniquely inverted organizational chart with a focus on the community as the top priority. The approach to develop solutions involves input from the most important employees, the frontline staff. The value placed on the residents and customers is supported by the involvement of staff at various levels in planning, implementing, and evaluating services. As an example, the Department pivoted to virtual programming and identified how other services could still continue for residents who depend on them.

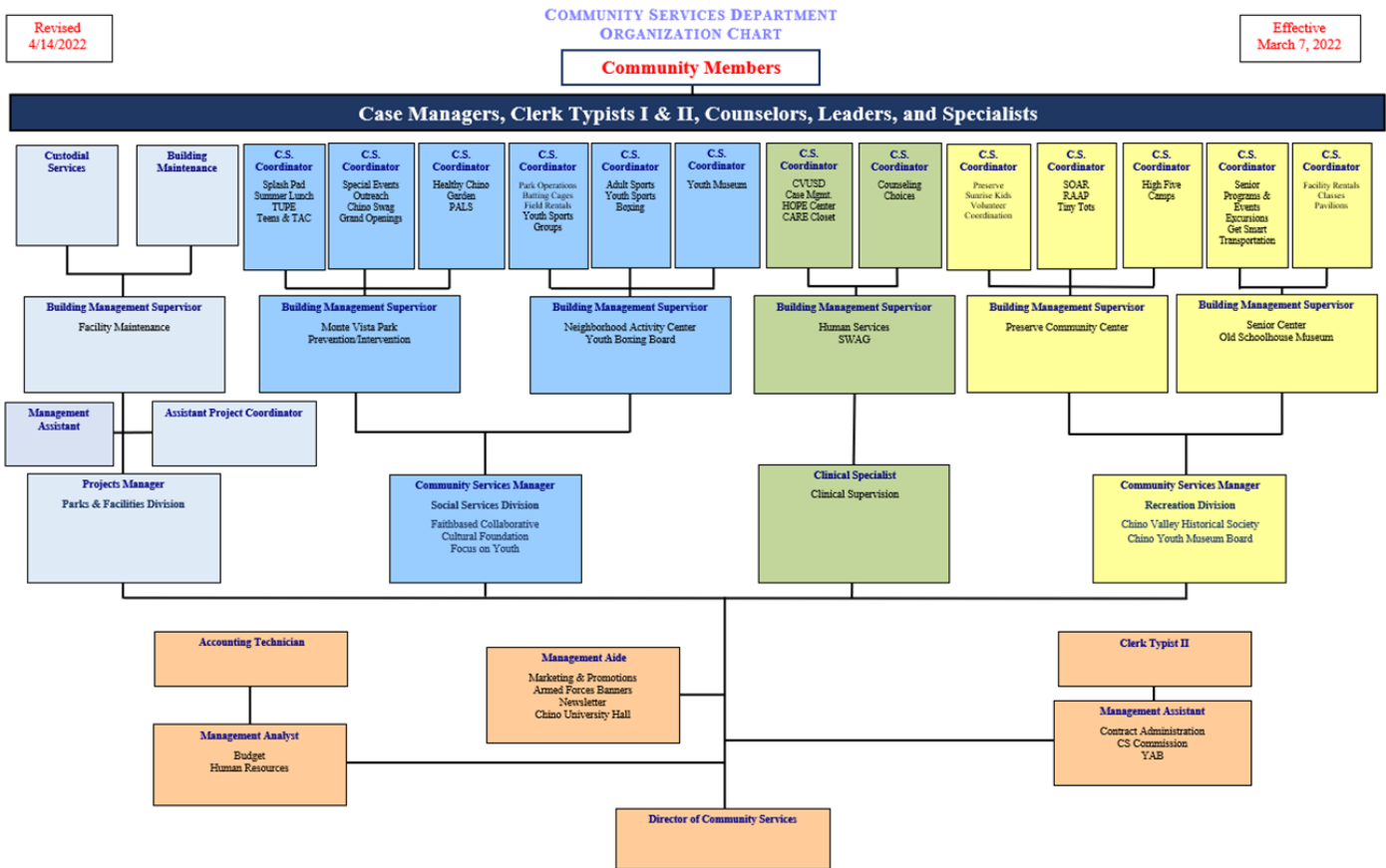


Figure 23: Department Organizational Chart



6.3.4 COMMUNITY SERVICES FUNCTIONS/SERVICES

identifies the major functions/services provided by the Department. Social Services is the only Division which is subdivided into Neighborhood Services, Human Services, Community Events, and Senior Programs.

Community Services Department Functions			
Administration	Parks & Facilities	Recreation	Social Services
Armed Forces Banners	Park Development	Community Facility Operation	NEIGHBORHOOD SERVICES
Budget Management	Facility Development	Parks Program Operations	Chino Youth Museum
Contract Administration	Custodial Services	Educational Programs	Summer Lunch
Fireworks Marketing & Facilitation	Building Maintenance	Sports	Monte Vista Park
Grants		Youth Services	NAC Programs
Marketing & Social Media			Community Outreach
Sponsorships			Old Schoolhouse Museum
			HUMAN SERVICES
			Prevention Programs
			Primary Intervention Programs
			Counseling
			YAB
			COMMUNITY EVENTS
			SENIOR PROGRAMS

6.3.5 PARK SYSTEM ASSETS & SERVICES

Figure 21 provides a snapshot of the amount of assets and services offered by the Department. The categories of Facilities, Parks and Trails, Recreation Amenities, Special Use, and Programs & Events account for hundreds of millions of dollars in assets.

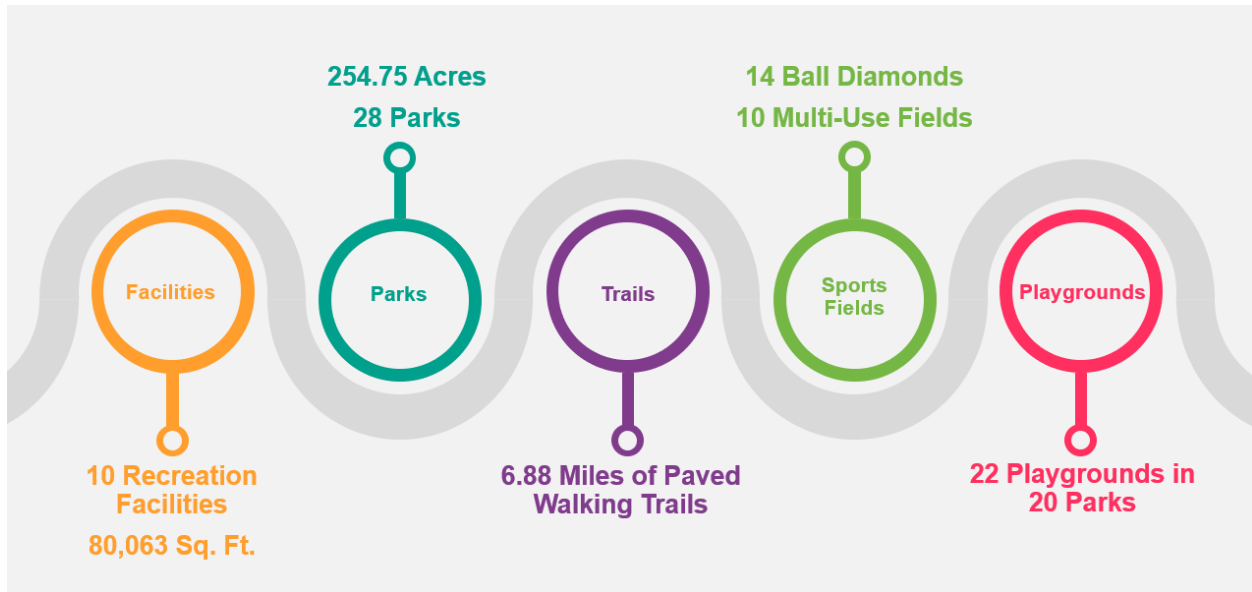


Figure 24: Park System Overview

PARKS & FACILITIES MASTER PLAN

Operations require a proactive and responsive combined approach to managing as many properties, facilities and amenities and include the following:

- Administrative management
- Capital project management
- Communications management
- Concession management
- Contract management
- Document management
- Land use management
- Facility management
- Emergency management
- Environmental management
- Equipment management
- Event management
- Financial management
- Human resource management
- Information technology management
- Maintenance management
- Marketing & brand management
- Operations management
- Partnership management
- Planning management
- Project management
- Recreation program management
- Resource management
- Risk management
- Stakeholder management





6.4 OPERATIONAL ANALYSIS

The operational analysis provides a snapshot of the organization in time by identifying strengths, challenges and priorities. Strengths and challenges lend perspective internally as to what is working well and what areas need solutions focused on opportunities for improvement. The Department continued to evolve during this analysis conducted to meet the community's evolving needs during the pandemic. The following is a summary of the key themes identified by staff participating in the focus groups.

Currently, the City parks are maintained by the Public Works Department. While they have a good working relationship, best practice for effective and efficient operation of all parks and recreation services along with quality assurance is under the purview of the Community Services Department. The benefit to this is consistent communication and flexibility to handle unexpected immediate needs. Most activity in parks begins mid to late afternoon and on weekends. Where most public works department have set schedules and defined standards for handling unexpected immediate needs. Since parks and recreation agencies are one of few services within a municipality where people choose to spend their disposable income, it stands to reason the public has a higher expectation for response. Moving park maintenance responsibilities under the purview of the Department will help responsiveness to customer concerns, Department needs, and coordination of immediate needs that arise.

When transitioning the park maintenance to the Department, it is important to incorporate policies, procedures, and standards for maintenance into the manual and onboarding process. Proposed standards can be found in Section 6.6.

6.4.1 PROCESSES

Processes are a series of actions or steps taken in order to achieve outcomes identified through approved plans, policies, and standards for parks and recreation services. Community Services operates well and provides a variety of exceptional services through established processes. The system is currently managed to identified outcomes of the City and Department. The staff are passionate, dedicated, and determined to have a positive impact on the community. The following plans, policies, and procedures were identified in place.

PARKS & FACILITIES MASTER PLAN

Current Plans, Policies & Procedures			
Plans	Yes	No	Notes
Emergency Action Plan	X		Emergency Services
Policies	Yes	No	Notes
Park Rules & Regulations ordinance and enforcement Policy	X		
Land Management Policy	X		Development Services
Purchasing Policy	X		
Refund Policy	X		
Cost Recovery Policy	X		City Council approved subsidy requirements.
Facility Use Policy	X		For Rentals only.
Partnership Policy	X		Memorandum of Understanding (MOU) with City partners such as the Boxing Board, School Board, Library, etc.
Volunteer Policy	X		
Special Event Policy (outside orgs.)	X		Business License Application form.
Communications Policy (social media, lead time, methods, review/approval of materials)	X		One exists for Social Media.
Other - Park & Facility Naming Policy	X		
Standards/Procedures	Yes	No	Notes
Parks and Recreation Employee Handbook / Manual (Fulltime, Pt, Seasonal)	X		Currently being updated.
Performance Evaluation Procedure	X		
Onboarding Procedure	X		
Training Standards (annual calendar, inhouse, specialty)	X		Community Services All Staff Training - Annual. HR conducts OSHA required training.
Customer Print Materials	X		Chino Connection, flyers, Active Net

Figure 25: Current Plans, Policies and Procedures

Additional comments regarding processes are identified within the following three subsections: Strengths, Challenges, and Priorities.

PROCESS STRENGTHS

- Existing plans, policies, and procedures is a strength of the Department. Staff regularly review these documents and contracts from outsourcing and partnerships. The terms of contracts have been reviewed and are following best practices.
- Public Works and Recreation Division coordinate scheduling of fields to ensure when work needs done.
- Standards have been developed for roofing materials, paint codes, and certain products used for repairs.
- Training required for operational safety and small equipment.

PROCESS CHALLENGES

- Lack of operational plans to capture institutional knowledge and train new staff during onboarding.
- Lack of park maintenance, facility maintenance, and programming standards should exist to help with consistency.
- Lack of consistency in staff training, the onboarding process, and regularly testing of services.

PROCESS PRIORITIES

- Develop plans to support improved operations capturing institutional knowledge, while developing a maintenance plan, recreation plan, and business plans for revenue generating facilities, and trails and greenways plan.
- Develop Standards for park maintenance, facility maintenance, and recreation.



6.4.2 MANAGEMENT

Management covers the organization, coordination, and supervision of all business activities/services within a parks and recreation agency to achieve defined outcomes. The biggest management theme identified managing issues and the approach to tackling challenges with all the right people present to develop solutions. The Department is proactive in anticipating problems and having options as the situation evolves. Focused on avoiding unintended consequences. The buy-in from staff at all levels helped the Department increase cohesiveness even under the weight of the Pandemic. Additional comments regarding management are identified within the following three subsections.

MANAGEMENT STRENGTHS

- Continuously researching efficient processes and implementing to build capacity, such as scheduling of staff with an app to reach them where they are.
- During the Pandemic, the public has increased participation in human services. This includes wrap-around services, such as case management, homeless, and partnering with social action groups.
- Public Works, Facilities and Custodial assist with Special Events; helping set up, signage for street/sidewalk closures, clean up to everyday assistance.
- The Public Works Department collaborates on kick-off meetings and review of submitted plans, including construction progress meetings and final inspection. The intent is to obtain a well-rounded perspective to help minimize maintenance costs. This helps to create long-term savings and sustainability.
- The Department conducts retreats with staff to develop the next year's activities and goals. Evaluations are completed for each area of operations and improvements identified and discussed. This continues to support the level of staff buy-in to achieve outcomes.

MANAGEMENT CHALLENGES

- Custodial contracts - managing inconsistency in contractor delivery of service. Contractor quality can be challenging with staffing levels. Some contractors are not as good as others and the contractors are experiencing turnover as well.
- Fresh supply of new programming is not as consistent as it could be for greater customer retention.
- Having enough available infrastructure for practice space, competition space, and the City growth leaves worry about meeting the needs of a larger population.
- Preventative maintenance consists of some tasks being done in-house and some done through service contracts. There are few standards and procedures that are documented.
- For Recreation, the impact of minimum wage to cost recovery will reach \$15/hour in 2022, and there is concern about passes on increased costs to the public. It is important to note that this was mandated to increase prior to the Pandemic and inflation increasing all product costs.

MANAGEMENT PRIORITIES

- A form or matrix developed to evaluate the programs to avoid holding on to declining programs and over-allocating scarce resources. An evaluation tool/process with lifecycles included would help.
- Fee Assessment - an increase will need to be evaluated with possible adjustments for minimum wage and increased cost of products for operations. The Department will most likely need to increase fees, but do not want to decrease participation due to fee increases.
- Program development process with new annual programming goals increasing the percentage of introductory programming.

6.4.3 RESOURCES

Resources are a stock or supply of money, inventory, staff, information, and other assets in a parks and recreation agency that can be utilized in order to function effectively. The emerging themes within resources are attracting; hiring and retaining staff, concern for funding to sustain the existing services with mandates regarding State legislation AB5 (independent contractors) and the increase in minimum wage, and the potential need to increase fees and charges.

These three emerging themes can impact the quality of services for participants and the Department would hate to have less than a positive impact on access and participation. Additional comments regarding resources are identified within the following three subsections.

RESOURCE STRENGTHS

- **Collaboration and Partnerships:** The Department looks for partnerships at every opportunity to avoid all costs and impact to resources being provided by the City alone. The Department collaborates with community members and school district to provide services, including low-cost and free human services. In addition, there is a partnership with the City of Chino Hills to provide counseling services to their students and residents as well. In order to meet the needs, Human Services collaborates with graduate schools in universities. Students with a bachelor's degree assist case managers and the process to prepare for destruction of hardcopy/print files. Best Practice is in place for partnerships in reporting to each partner and presenting to their boards.
- **Fiscal Responsibility:** Work to identify where there are opportunities to invest in quality and not overinvest in areas where quality goes unrecognized.
- **Rental and utility assistance,** case management takes care of counseling documentation and payments.
- **Standardized equipment and materials** for use in the parks. Example irrigation, site furnishings, playground equipment.
- **To offset costs,** the Department utilizes volunteers as part of a City-wide program. It will be necessary to return to pre-COVID volunteer numbers and hours to help offset the increased cost of doing business. Another countermeasure to increasing costs, the hours of operations are staggered for longer coverage to include the times when most people utilize the parks. Projects are completed in-house and outsourced depending upon skill sets and costs.
- **Department uses three years of past actual costs** to forecast future needs and account for new services and increased costs.



RESOURCE CHALLENGES

- Aging infrastructure is a challenge including historical buildings which limit renovations and upgrades to provide space for new trends in recreation.
- Preventative maintenance is a challenge without a perpetual calendar that informs staff of when asset preservation tasks need to be completed.
- Budget is not always efficient as there are competing priorities and the budget process comes at a time when the Department is taking paid time off (PTO) after peak season. Department is working to be more proactive in scheduling meetings and planning for this challenge.
- Staff Retention: Turnover now that parks and recreation is not the premier industry. Retention of part-time staff and leaders is a bigger challenge. No full-time paid positions for part-time employees to move up, so this contributes to the turnover. It is disappointing to not be able to retain the high-performing staff Marriage Family Therapists (MFTs).
- Storage is limiting across the Department. Without a maintenance building at each park site, satellite storage sites need to be developed across City to help curb windshield time and inefficiencies.
- Understanding the importance of staffing for maintenance to have the system and infrastructure last. Knowing what resources it takes to maintain the system is sometimes not fully understood. Since these deficiencies are not always seen, Leadership thinks there are not additional needs for this area of operation. Building in automation would be of assistance in workload and responsiveness as the system grows. Future capacity needs are being anticipated now.

RESOURCE PRIORITIES

- Adequate space and number of spaces to provide all the existing activities that Chino supports and implement new programming trends. Look at existing capacity for all spaces to maximize facility usage.
- Attracting, hiring, and retention of staff.
- Look at having program for infrastructure and recreational equipment replacement program. The ages of the facilities are driving the need to make this a priority.
- Providing the justification for resources through data collection in the computerized maintenance management software.
- Volunteer retention and intentional development of more opportunities.

6.4.4 TECHNOLOGY

Technology is the application of software, devices, tools, and equipment for practical parks and recreation purposes, especially to increase efficiency. In the last five years, the Department has increased technology and placed more services online, increasing e-commerce. The Active Network, a web-based registration and reservation software, allowed all services to go online. The software also has the capabilities to print summary reports in a few clicks to see online purchases. The implementation of the computerized maintenance management software is underway and will help maintenance identify cost of service, build in automation, and increase efficiencies. Additional comments from staff regarding technology are identified within the following three subsections:

TECHNOLOGY STRENGTHS

- Computerized Maintenance Management Software - work order system.
- GIS for trees, lights, parks, check on Right-of-Ways.
- Project Management Software. Public works is purchasing a system.

TECHNOLOGY CHALLENGES

- Email or call when residents reach Recreation Services to let them know something is needing attention.
- Increase mobility technology to cut down on windshield time.
- Work order efficiency - maximize the software to build and analyze Department data.

TECHNOLOGY PRIORITIES

- A counseling software/database for Community Services, to go more paperless and decrease time to prepare files for shredding.
- Full utilization of the computerized maintenance management software, data entry, and tracking.
- Mobile app for services and collecting feedback from the public.
- Need an Active.net guru for inhouse training, onboarding, refreshers, and to be the Department representative.
- New branding and marketing approach to the website with staff to manage. Ease of access and navigation on website to be more user friendly. All facilities should be user friendly as well, so the brand recognition is the same at all facilities. The Department did not wait until the completion of this plan to begin and the new website is launching in the first quarter of 2022.

6.4.5 COMMUNICATIONS

Communications would be the internal and external exchange of information regarding parks and recreation operations, promoting services, and capital projects. The greatest emerging theme within communications is the Department's philosophy on intentional communication and involvement to build teamwork and minimize challenges. Planning meetings and regular communication within divisions are the foundation that leads to effective communication across divisions and with other City departments. While strong, there are still challenges to continued refinement of communications. Additional comments regarding communications are identified within the following three subsections:

COMMUNICATION STRENGTHS

- Close connection with other departments in the City helps coordination of larger events through committee meetings and assignments. The teamwork is great and the committee increases communication leading up to events.
- Cross communication between Public Works and Community Services takes a committed approach to avoid conflicts of use. Both teams are regularly communicating since both do their work in the same place. Meetings are taking place to coordinate between the services.
- Internal and external communication includes outsourcing contracts.



COMMUNICATION CHALLENGES

- Lack of awareness by residents is a concern. Staff use proven methods to increase communication efforts with the community.
- Marketing changes in schedule and new offerings during COVID and having to rely heavily on the social media team.
- Work-orders or service requests communication is not always completed including a follow up. The communication is rather antiquated without real-time updates.

COMMUNICATION PRIORITIES

- Develop a marketing plan including the appropriate process for all staff to follow for content development and distribution.
- Develop a marketing strategy selecting the most appropriate methods for each core program area to reach identified targets.
- Maximize the computerized maintenance management software.

6.5 NEEDS ASSESSMENT

As part of the Parks and Facilities Master Plan process, a needs assessment was completed. The analysis allows the Department to gain additional perspectives on the public’s perception of park maintenance. Insights can be learned and key performance indicators created based on responses from the survey.

6.5.1 NEEDS ASSESSMENT FINDINGS

The community participated in the needs assessment by completing a statistically-valid survey. The public was asked a multitude of questions. The table below summarizes specific questions and what the City should focus on moving forward.

Survey Responses Related to Maintenance & Operations	
How would you rate the physical condition of the parks and facilities they have visited?	
Excellent 33%	The Department has a high combined "excellent" and "good". Moving forward, staff should be intentional in decreasing good and increasing the percentage of excellent.
Good 59%	
Fair 7%	
If you have not visited parks/facilities, please check all of the reasons you have not.	
Lack of Features 21%	The Department should improve features to include new recreational trends. What is most notable is that the parks are not well-maintained is one of the lowest ranked responses, supporting the percentage of respondents that rated the conditions of parks as good to excellent.
Not aware of parks/facilities location 10%	
Do not feel safe at parks/facilities 7%	
Lack of parking 6%	
Parks & facilities are not well-maintained 4%	
Which actions would you be most willing to fund?	
Developing new walking trails 33%	Overall, the majority of top responses include improving existing assets within the park system, increasing the length of visits, and connectivity.
Improve existing parks 22%	
Improve existing park restrooms 20%	
Develop a new outdoor exercise/fitness area 19%	
Improve existing trail system 18%	

Figure 26: Survey Response Related to Maintenance and Operations

6.6 MAINTENANCE LEVELS

Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by ability. Maintenance Standards have these general characteristics.

- **Level 1 Maintenance** - High profile areas where the entire area is visible to foot traffic, such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.
- **Level 2 Maintenance** - Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.
- **Level 3 Maintenance** - Typical for low usage parks or when funding is limited. Example maintenance activities include: Mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability. Another impact to the level of maintenance applied will be the ongoing drought situation in California. Most recently, California experienced the second driest record on season according to the state website drought.ca.gov. This has all 58 counties under a drought emergency proclamation. The City of Chino consists of two drought intensity ratings dissecting the City. The northwest region of the City is D1 (Moderate Drought) and the southeast is D2 (Severe Drought). The Department will periodically adjust maintenance levels based on these factors.

6.7 MAINTENANCE STANDARDS

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the level of service and both qualitative and quantitative maintenance standards as proposed for the park in the system.

Maintenance standards are organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

Not included in the maintenance standards are contracts. The Department has multiple contracts for services and staff need to routinely check on these contractors to ensure terms are met in a satisfactory manner.



6.7.1 LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

Level one maintenance is the highest level and is intended for highly visible areas and high use areas. The maintenance level addresses turf, amenities, litter control, pest control, landscaping, buildings and special use amenities, such as dog parks. The frequency in which level one tasks are performed is more than that in levels two and three. The following are recommended level one maintenance standards:

TURF MAINTENANCE

High profile areas (small areas, entire area visible to foot traffic)

- Mowing will occur 1 time/week
- Mowing heights
 - 3” during warm season (day time highs consistently above 75 degrees)
 - 3 ½” during winter season
- Edging of all turf perimeters will occur 1 time/week
- 95% turf coverage
- 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
- 2% bare area
- Remove grass clippings if visible
- Aerate 1 time/year (additionally if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize 2 times per year
- Top dress/over seed once a year

TREE AND SHRUB MAINTENANCE

- Inspect, prune/trim trees and shrubs as dictated by species twice annually during spring and fall
- Remove sucker growth annually
- Test soil annually to ensure application of appropriate nutrients as needed
- Apply fertilizer to plant species according to their optimum requirements as needed or yearly
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 3” of organic mulch around each tree within a minimum 18” ring, away from trunk
- Place 3” of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material immediately unless located within an environmental area
- Remove or treat invasive plants within 5 days of discovery
- Flower bed maintenance done yearly
- Fertilize once a year
- Invasive plant removal annually

STORM CLEANUP

- Inspect drain covers at least twice monthly, before rain and immediately after flooding
- Remove debris and organic materials from drain covers immediately
- Maintain water inlet height at 100% of design standard

IRRIGATION SYSTEMS

- Inspect irrigation systems at least once per month or computer monitors as necessary
- Initiate repairs to non-functioning systems within 24 hours of discovery
- Back flow testing done annually

LITTER CONTROL

- Pick up litter and empty containers at least once daily or as needed
- Remove leaves and organic debris once a week or as necessary



PLAYGROUND MAINTENANCE

- Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
- Complete high-frequency inspections at least weekly
- Grooming surface three times weekly, nine months a year

HARD SURFACE MAINTENANCE (INCLUDES HARDCOURT SPORTS)

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walkways and hard-court surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs annually
- Blow grass clippings after mowing around hard surfaces
- Remove grass growing in cracks as needed

OUTDOOR COURT MAINTENANCE

- Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
- Repaint lines at least once each year (Not needed for slip sheeting)
- Replace basketball nets when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications

TRAIL MAINTENANCE

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once weekly
- Remove organic debris from soft surfaces at least once weekly
- Maintain a uniform 3-4” depth of compacted material on soft surface trails at all times
- Graffiti removed weekly
- Remove overhanging branches within 12’ of the trail surface at least twice annually
- Mechanically or chemically control growth 24” on either side of the trails
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Inspect and make necessary repairs to lighting systems at least once monthly
- Repair/replace bulbs to maintain lighting levels to design specifications at all times

SITE AMENITY MAINTENANCE

- Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery or close off amenity if repair will be delayed
- Cleaning, scrub and power wash of amenities twice yearly
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

ATHLETIC FIELDS GROUNDS MAINTENANCE

- Fields that are dedicated to athletic programs only, not backstops.
- Mowing will occur twice weekly
- Mowing heights
 - 3” during cool season (day time highs consistently below 75 degrees)
- Edging of field perimeters will occur twice monthly
- 95% turf coverage at the start of every season
- 80% turf coverage after play begins
- 5% weed infestation
- 0% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins
- Apply pre-germinated seed to heavily worn areas after every tournament
- Remove grass clippings if visible
- Aerate 3 times annually
- Spot aerate high use areas as needed
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly



ATHLETIC FIELD - SYNTHETIC TURF MAINTENANCE

- Compaction, fiber wear, depth and consistency of infill, printed markings (paint) debris and seams - Daily
- Return integrity to the fibers and remove any debris - Weekly
- Level infill (decompaction or infill added) - Monthly
- Disinfection spray - Monthly
- When in use, brush and spot clean any stain-causing material - Daily
- Repair immediately worn or separated seams (within 48 hours, if repairs impact play)
- Annually repaint field turf prints due to fading - Annually
- Log synthetic turf routine maintenance and repairs - Weekly

FENCE AND GATE MAINTENANCE

- Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs, which may be a temporary fix, immediately. Complete other repairs within 48 hours of discovery
- Annually free fence of debris

SIGN MAINTENANCE

- Inspect sign lettering, surfaces, and posts at least once monthly
- Repair/replace signs to maintain design and safety standards within 24 hours of discovery, which may be a temporary fix
- Clean signs twice a year
- Cut back plant material annually or more if needed

PEST CONTROL

- In accordance with the City of Chino pest management policy, problem areas are inspected monthly and remedied immediately upon discovery

VANDALISM AND GRAFFITI REMOVAL

- Initiate repairs immediately upon discovery. Document and photograph damage as necessary

PICNIC PAVILIONS

- Reserved units cleaned and litter removed prior to and after each reservation
- Minor repairs are made immediately upon discovery
- Non-reserved units are cleaned weekly by power washing, or as necessary

LIGHTING SECURITY/AREA

- Lumen levels will be maintained to preserve original design
- Inspect once monthly
- Repairs/bulb replacement will be completed within 24 hours of discovery or close off area/amenity if repair will be delayed

SPLASH PAD STANDARDS

- Inspect facility and associated equipment daily
- Clean pad and gathering spaces areas daily
- Manually check water daily in the morning
- Check water electronically on a regular basis
- Water checked for temperature, chlorine, and pH
- Check flow rates regularly during hours of operation
- Pressure wash concrete area bi-weekly
- Maintain all equipment per manufacturer's suggestions
- Inspect sand filter annually

BROKEN EQUIPMENT STANDARD

- Broken equipment shall be repaired immediately, as staff is capable and parts are available when noticed or reported
- If staff is not able to repair, the broken equipment will be signed and caution-taped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired

LIFECYCLE REPLACEMENT

- The City has developed a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications

CONCESSION STANDARDS (OUTDOOR)

- Concession facilities cleaned, wiped down, and sanitized before opening
- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily



CLOSING CONCESSION STANDARDS (OUTDOOR)

- Equipment cleaned thoroughly
- Supplies removed and discarded
- Electricity should be turned off
- Refrigerators and cables turned off and sealed
- Facility floors, sinks, and counters cleaned thoroughly
- Hoses cleaned and drained
- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly

RESTROOMS

- Restrooms cleaned twice per day unless contracted
- Restrooms inspected hourly
- Restrooms locked/unlocked daily
- Replace waterless urinal cartridges monthly
- Leaks dealt with immediately and repaired within 24 hours of discovery

BUILDINGS - CONTRACTED

- Empty Garbage Cans - Trash cans shall be emptied daily or more often if needed.
- Dust - Facility shall be dusted twice per month or more if needed.
- Clean Windows - All windows shall be cleaned once per month.
- Vacuum/Sweeping - Buildings shall be vacuumed/swept daily or more often if needed.
- Other Custodial Services - All other custodial services shall be completed as needed.
- Service Air Conditioners and Heaters - Air conditioners and heaters shall be serviced one time per year. Replace system filters four times per year or more frequently if needed.
- Replace Light Bulbs/Lamps - Light bulbs and/or lamps shall be replaced immediately as needed.
- Service Fire Sprinklers and Extinguishers - Fire sprinkler systems and fire extinguishers shall be tested/serviced annually.
- Touch-up Paint - Paint touch-up shall be accomplished as needed.
- Clean Roofs, Roof Drains, and Gutters - Building roofs, drains, and gutters shall be cleaned once or twice per year and as needed.
- Concession Area - Stoves, hoods, vents, fire sprinklers, refrigerators, freezers shall be serviced/tested annually. Ice machines, grease traps, and floor drains shall be serviced a minimum of four times per year and as needed. Maintain in a clean and sanitary condition at all times.
- Pest Control - Pest control measures shall be taken four times per year and in accordance with City policy and practices.

OPEN SPACE STANDARD

- Maintain natural appearance to open space areas
- Maintain and abate fire breaks and weed abatement
- Remove trees and branches that pose a hazard to the users of the area
- Respond to disease, rodent and insect outbreaks within 24 hours of identification
- Inspect areas monthly
- Remove and clean illegal dumping within 48 hours of identification
- Post and maintain appropriate signage for each individual area
- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters





6.7.2 LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is predominantly the frequency rate.

TURF MAINTENANCE

- Mowing will occur once weekly
- Mowing heights
 - 3" during warm season (day time highs consistently above 75 degrees)
 - 3 ½" during cool season (day time highs consistently below 75 degrees)
- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 88% turf coverage
- 8% weed infestation
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

TREE AND SHRUB MAINTENANCE

- Inspect, prune/trim trees and shrubs as dictated by species at least once annually
- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 3” of organic mulch around each tree within a minimum 18” ring away from trunk
- Place 3” of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery
- Remove or treat invasive plants yearly

STORM CLEANUP

- Inspect drain covers at least once monthly and immediately after flooding occurs
- Remove debris and organic materials from drain covers within every other month
- Inspect and clean drains before forecasted storms begin
- Maintain water inlet height at 100% of design standard
- Invasive plant removal once a year or as needed
- Drain system maintenance done once a year

IRRIGATION SYSTEMS

- Inspect irrigation systems a minimum of once per month and as necessary
- Initiate repairs to non-functioning systems within 48 hours of discovery
- Annual back flow inspection done yearly

LITTER CONTROL

- Pick up litter and empty containers at least every other day or as needed
- Remove leaves and organic debris once a week

PLAYGROUND MAINTENANCE

- Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
- Complete high-frequency inspections at least weekly
- Grooming surface two times weekly



HARD SURFACE MAINTENANCE (INCLUDES HARDCOURT SPORTS)

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walkways, lots, and hard surfaces every 30 days
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs every other year
- Remove grass in the cracks monthly

OUTDOOR COURT MAINTENANCE

- Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
- Repaint lines at least once every 2 years
- Replace basketball nets within 10 days when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery

TRAIL MAINTENANCE

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once monthly
- Remove organic debris from soft surfaces at least once monthly
- Maintain a uniform 2-4" depth of compacted material on soft surface trails
- Mechanically or chemically control growth 24" on either side of the trails
- Remove overhanging branches within 12' of the trail surface at least once annually
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery

SITE AMENITY MAINTENANCE

- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
- Cleaning and washing annually
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

ATHLETIC FIELD GROUNDS MAINTENANCE

- Fields that are dedicated to athletic programs only
- Mowing will occur twice weekly
- Mowing heights
 - 3" during cool season (day time highs consistently below 75 degrees)
 - 3" during warm season (daytime highs consistently above 75 degrees)
- Edging of all field perimeters will occur once monthly
- 80% turf coverage at the start of every season
- 65% turf coverage after play begins
- 20% weed infestation
- 5% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours

FENCE AND GATE MAINTENANCE

- Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
- Clean debris annually

SIGN MAINTENANCE

- Inspect sign lettering, surfaces, and posts at least once every 3 months
- Repair/replace signs to maintain design and safety standards within 5 days of discovery
- Clean sign once a year

PEST CONTROL

- In accordance with the City of Chino pest management policy, problem areas are inspected monthly and remedied immediately upon discovery



VANDALISM AND GRAFFITI REMOVAL

- Initiate repairs immediately upon discovery. Document/photograph damage as necessary

PICNIC PAVILIONS

- Reserved units cleaned and litter removed prior to and after each reservation
- Minor repairs are made immediately upon discovery
- Non-reserved units are cleaned bi-weekly, or as necessary

LIGHTING SECURITY/AREA

- Inspect quarterly
- Repairs/bulb replacement will be completed within 72 hours of discovery

RESTROOMS

- Restrooms cleaned daily unless contracted
- Restrooms inspected every three hours
- Restrooms locked/unlocked daily
- Replace waterless urinal cartridges monthly
- Leaks dealt with immediately and repaired within 24 hours of discovery

BUILDINGS

- Empty Garbage Cans - Trash cans shall be emptied daily.
- Dust - Facility shall be dusted once to twice per month.
- Clean Windows - All windows shall be cleaned once per month.
- Vacuum/Sweeping - Buildings shall be vacuumed/swept daily or more often if needed.
- Other Custodial Services - All other custodial services shall be completed as needed.
- Service Air Conditioners and Heaters - Air conditioners and heaters shall be serviced one time per year. Replace system filters four times per year or more frequently if needed.
- Replace Light Bulbs/Lamps - Light bulbs and/or lamps shall be replaced immediately as needed.
- Service Fire Sprinklers and Extinguishers - Fire sprinkler systems and fire extinguishers shall be tested/serviced annually.
- Touch-up Paint - Paint touch-up shall be accomplished as needed.
- Clean Roofs, Roof Drains, and Gutters - Building roofs, drains, and gutters shall be cleaned once or twice per year and as needed.
- Concession Area - Stoves, hoods, vents, fire sprinklers, refrigerators, and freezers shall be serviced/tested annually. Ice machines, grease traps, and floor drains shall be serviced a minimum of four times per year and as needed. Maintain in a clean and sanitary condition at all times.
- Pest Control - Pest control measures shall be taken four times per year and in accordance with City policy and practices.

6.7.3 LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

The only difference from Maintenance level two to level three is in turf maintenance. Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

TURF MAINTENANCE

- Mowing will occur once every 10 days
 - Mowing heights - 3” during cool season (day time highs consistently below 75 degrees)
- 50% turf coverage, up to 50% weed coverage for existing
- Up to 20% bare area
- Safety of hazard only action

6.7.4 DOG PARK MAINTENANCE

- Mow the park at least once a week at 3 inches
- Pick up trash daily in parking lots and empty receptacles
- Clean fountains as needed. At least once a week, clean drinking fountains with diluted bleach solution
- Inspect fixtures, structures, and signage on how to use the park properly
- Move dog areas every two weeks to keep areas from getting beat down
- Inspect fencing on a weekly basis
- Inspect safety lighting on a weekly basis
- Eliminate any puddles or standing water
- Blow off pathways and park seating areas as needed
- Fill holes as needed
- Maintain/Trim trees, shrubs, and landscape as needed
- Close the dog park for steam cleaning, disinfecting with diluted water and bleach solution quarterly



6.7.5 SKATE PARK MAINTENANCE

- Pick up trash daily in parking lots and empty receptacles
- Clean fountains as needed. At least once a week, clean drinking fountains with diluted bleach solution
- Inspect fixtures, structures, and signage on how to use the park properly
- Inspect for vandalism daily
- Inspect safety lighting on a weekly basis
- Blow off skating area, pathways, and park seating areas as needed

6.7.6 PUBLIC ART AND EXHIBIT MAINTENANCE

Public art and exhibits (museum) are not types of assets where standards can be easily created that outline each specific task and timeframe in which it needs to be completed. This is due to the variety of materials used, the level of detail within the artwork/exhibit and the environmental conditions in which artwork is displayed.

All artwork, either leased or purchased, should come with a digital file and hardcopy of the maintenance plan. This artwork maintenance plan should be created by the artist. The document should include the supplies needed, chemicals to be used, chemicals to avoid using, specific maintenance tasks defined, and the frequency in which the maintenance should be completed.

Exhibits currently exist within Department operations and should have current exhibit maintenance practices documented as part of the maintenance standards.

6.8 HOW TO DETERMINE MAINTENANCE COSTS

Best practice to determining costs is to fully utilize the CMMS. The Department will be empowered using data collected for specific tasks, amenities, and projects. Tracking maintenance staff time, staff costs, materials, and supplies will have actual data at leadership’s fingertips. Full utilization of CMMS includes:

- Building the backside of the software with foundational details of the park system, staffing, hourly rates, and facilities into the CMMS.
- Build tasks for asset preservation, routine maintenance, and projects. Incorporate a rating scale to monitor for when infrastructure becomes critical.
- Capture operational data shortly after completion. Operational data includes task, equipment used, PPEs, staff completing work, hourly rate, and time to complete task.
- Set up reports that include key performance indicators (KPI) to establish performance measures and goals.

The outcomes from data collection and monitoring include:

- Ability to forecast needed resources, such as funding, right-sizing staff, and lifecycle replacement costs to provide a total cost of ownership for new assets
- Cost to maintain an acre of parkland
- Staff hours per acre
- Total cost of specific asset maintenance by amenity type

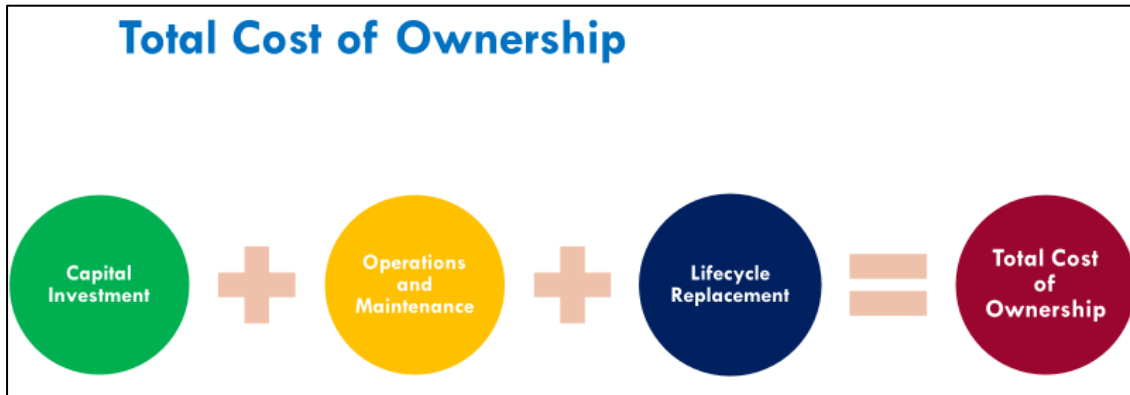


Figure 27: Total Cost of Ownership Model



6.9 FUNDING STRATEGIES TO SUPPORT OPERATIONS

A full list of funding strategies can be found in Chapter eight of this Plan. The first thing that comes to mind when thinking funding strategies is money for capital improvements. While this is a significant need for funding strategies that incorporate multiple sources to achieve the outcome, there is a growing need to consider funding strategies to support operations. There are limited options for funding operations, several are cost containment or reimbursement. The following cost containment measures can be implemented for operations:

- Full utilization of the CMMS
- Volunteerism
- Partnerships with user groups
- Adopt a park/amenity/trail
- Track vandalism clean-up

Revenue generation and cost recovery goals are not typically established for maintenance operations. However, where revenues are part of maintenance operations funding strategies, it includes park admissions, reservations, program facility use, facility reservations, park event permits, and cost allocation. Cost allocation refers to recreation service fees; meaning recreation is creating the need for maintenance. This is known as a recreation service fee. This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government.

6.10 MAINTENANCE AND OPERATIONAL SUMMARY

In summary, the City has strong parks maintenance, facility maintenance, and custodial outcomes as demonstrated from the survey results. Staff work diligently to minimize impacts to the public despite capacity challenges to keep the quality of the system safe, clean, and as well-maintained as possible. To better position the maintenance and operations for success moving forward, the Department should consider the following:

Processes:

- Address capacity issues:
 - Work to increase capacities within divisions through maximizing the use of all software, especially the computer maintenance management software.
 - Increase mobile technology to limit windshield time.
 - Invest in professional development to expand skill sets.
- Develop guidance for staff while capturing institutional knowledge through documentation of maintenance, facility, and program standards.
- Develop best practice plans to direct and measure operations - capturing institutional knowledge in developing a maintenance management plan, recreation program plan, business plans for revenue generating facilities, and core program areas, and trails and greenways plan.
- Review policies and procedures, identify areas where processes could be streamlined, and amend documents accordingly.

PARKS & FACILITIES MASTER PLAN

Management:

- Conduct a fee structure assessment - an increase may be warranted for minimum wage increase and increased cost of products for operations.
- Recreation: Develop an action matrix to evaluate the programs.
- Recreation: Document a program development process within the recreation program plan.
- Recreation: Establish an annual new programming percentage goal to inject a fresh set of programs/events into Recreation Services.

Resources:

- Facilities: Conduct a capacity study of all indoor recreational spaces to identify availability. Consider transitioning underutilized spaces into much-needed storage space.
- Improve job postings to include organizational culture, professional development/training, and the benefits of being a City employee in an effort to attract, hire and retain high-performing staff.
- Look at having an infrastructure and recreational equipment replacement program. The ages of the facilities are driving the need to make this a priority. **Figure 28** provides an example.

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
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 (Not - Lighted)	EA	20	30	\$60,000	\$75,000	
Basketball - Outdoor Court (Lighted)	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	EA	10	20	\$1,000	\$2,000	Cost is per hole
Dog Parks (Lighted)	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	EA	20	30	\$2,500	\$25,000	Highly dependent upon complexity and size of fountain
Gardens	SF	20	30	\$5.00	\$10.00	Dependent upon type of garden
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 (Not - Lighted)	EA	20	30	\$20,000	\$40,000	
In-Line Hockey (Lighted)	EA	20	30	\$100,000	\$150,000	
Lake	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 (Not - Lighted)	EA	20	30	\$100,000	\$150,000	Assume 4 courts (equivalent of one tennis court)
Pickleball Court (Lighted)	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	
Tennis Court (Not - Lighted)	EA	20	30	\$100,000	\$150,000	
Tennis Court (Lighted)	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
Trash (Receptacle)	EA	10	15	\$1,000	\$2,500	
Volleyball Court (Sand Not-Lighted)	EA	20	30	\$15,000	\$25,000	
Volleyball Court (Sand Lighted)	EA	20	30	\$50,000	\$75,000	
Walkway	LF	20	30	\$15	\$35	Assume concrete

Figure 28: Sample Equipment Replacement Program Database



- Renovate indoor recreation spaces to continue all existing activities and implement new programming trends based on data.
- Volunteer retention and intentional development of more opportunities.

Technology:

- Social Services: A counseling software/database to go more paperless and decrease time to prepare files for shredding.
- Develop a mobile app for services and collecting feedback.
- Maintenance: Full utilization and collection of data within the computerized maintenance management software. An example would be Facility Dude, which is used by school corporations and parks departments with buildings and outdoor assets. Another is Cartegraph, which is used by the City of Miami and has the capabilities to get specific about needed repairs by GIS location.
- Identify staff to become a guru of specific software/technology for in-house training, onboarding, and refresher trainings.

Communications:

- Continue to make communications a priority to achieve operational outcomes through the computerized maintenance management software, weekly priority meetings, and weekly marketing content meetings.
- Develop a marketing plan including the appropriate process for all staff to follow for promotions, including content development and distribution.
- Develop a marketing strategy selecting the most appropriate methods for each core program area to reach identified targets.



CHAPTER SEVEN - COMMUNITY SERVICES/PROGRAM ASSESSMENT

7.1 OVERVIEW

As part of the Parks and Facilities, the Consulting Team conducted a Recreation Program Assessment of the services offered by the City of Chino's Community Services Department ("Department"). This assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, ancillary services, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The Consulting Team based these program findings and comments from a review of information provided by the Department, including program descriptions, financial data, website content, and discussions with staff. This report addresses the entire portfolio of programs offered through the Department.

7.1.1 FRAMEWORK

The Department provides a variety of educational and recreation programs and services, neighborhood and community parks, community facilities and museums, social service programs, and Special Events throughout the year. It strives to create community through people, parks, and programs.

The variety of offerings range from 28 City-maintained parks with picnic areas, playgrounds, and sports fields or facilities to various programs and services for individuals, families, youth, and seniors (50+). Offerings include healthy lifestyle options, recreational and educational classes, counseling and prevention education, trips and tours, youth and adult sports, and more.






7.2 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. In the current pandemic and uncertain financial situation, as the Department looks to prioritize the community’s needs and its spending, it is even more important to identify and focus on Core Programs. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to 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 program 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.

7.2.1 EXISTING CORE PROGRAM AREAS

In consultation with the Department staff, the planning team identified thirteen (13) Core Program Areas that are currently offered. These Core Program Areas serve as a framework for assessing the current program offerings of the Department.



CORE PROGRAM AREAS

Adult Family Excursions	Adult Sports	Contract Recreation Classes	Healthy Chino	Neighborhood Activity Center
Out of School Programs	Preserve Community Center	Senior Center	Special Events	Teen Center
	Tiny Tots	Virtual Recreation	Youth Sports	

Adult & Family
Excursions



Description: The Trips & Tours program offers a wide variety of one-day and extended trips, tours, and excursions for all ages.

Goals: Provide day trips and excursions for adults and families to provide an opportunity to visit local and surrounding cities landmarks, historical places, and beaches on a City shuttle. Achieve 100% cost recovery.

- Casinos
- Museums
- Entertainment
- Flea Markets
- Excursions

Adult Sports



Description: Adult Sports programs provide an opportunity for adults to take part in an organized and structured athletic program that will facilitate its participants to achieve a sense of personal enjoyment and physical growth and improvement in a safe and enjoyable environment.

Goals: Provides an opportunity for organized athletic competition and promote health and wellness. Achieve 100% cost recovery and increase adult basketball teams by two each season.

- Women’s Soccer
- Softball League
- Men’s Basketball
- Women’s Basketball
- Drop-In Volleyball

Contract Recreation Classes



Description: Recreation Classes promote active living, physical and mental health, special interests, enrichments, and educational alternatives. Recreational Classes are for participants of all ages.

Goals: Provide interest/specialized classes for all age segments at our local community centers and local businesses to enhance community offering. Participants can learn a new sport (non-competitive), hobby, children and adults have an opportunity to socialize, and promote physical and mental health. Achieve 80% cost recovery.

- Visual Arts
- Dance
- STEM
- Language
- Performing Arts
- Youth Sports
- Karate
- Gymnastics
- Enrichment

Healthy Chino



Description: The Healthy Chino initiative was created in 2004 to improve the lives and well-being of the community through a combination of nutrition, active living, physical and mental health, environmental health, and smart growth practices. Healthy Chino offers a variety of health and wellness programs that promote healthy lifestyles for all ages.

Goals: Provide programs and a facility (garden) for all age segments to have a positive impact on physical and mental health for the community. Provide a safe and fun environment for those in attendance. Provide entry level programs for low or no cost and establish partnerships for support through donations, sponsorships, or resources.

- Hike the Valley
- Summer Grilling
- Community Garden
- Healthy Family Day
- Workshops
- Bark Around Ayala Park
- Bike Day
- Story Time @ the Garden



Neighborhood Activity Center



Description: The NAC offers a wide variety of sports, programs, activities, services, and rental space to the community.

Goals: To provide a variety of recreation programs within the facility for all ages. The Center intends to provide centralized recreation and programs for the Chino community. Provide programs at low cost.

- Aerobics
- Open Gym
- Youth Enrichment
- Self Defense

Out of School Programs



Description: Offer before school care only at Preserve Community Center for students that attend Cal Aero Academy. Offer 5 Grant Funded after school programs at Title 1 Elementary Schools and 1 Grant Funded after school program at Title 1 Jr. High School. School District contracts with City to provide the services at the designated school sites. City offers 3 Fee-Based After School programs.

Goals: To provide a safe space for children to participate in before and after school programs.

- Sunrise Kids
- High Five
- SOAR/RAAP
- Seasonal Camps
- Summer Lunch

Preserve Community Center



Description: Preserve Community Center is a joint use facility with the Chino Valley Unified School District and San Bernardino County Library that provides an array of recreation opportunities for residents.

Goals: Offer a variety of programs, activities, and rental space to the community. Maintain open communication with the District and Library as it relates to program delivery.

- Open Gym
- Food Events
- Youth Enrichment
- Camps

Senior Center



Description: Active Center for adults 50+ years old (seniors). The Center is open 7 days a week and provides seniors with access to multiple services in one place. Offer a variety of free and/or low-cost services and programs to stay healthy, independent, and engaged in the community. Services and programs include: social services, fitness and wellness classes, enrichment classes, engaging activities, meal and nutrition programs, transportation services, Special Events, computer lab, fitness room, and billiards room.

Goals: To provide a friendly Center where Seniors feel safe and motivated to stay active, engage, and enhance their overall well-being and continue to be independent older adults.

- Special Events
- Luncheons
- Fitness
- Arts
- Dance
- Sewing/Knitting
- Bingo/Games
- Technology
- Life Skills

Special Events



Description: The City of Chino offers a variety of Special Events throughout the year to celebrate holidays, cultures, team building, or just bringing the community together.

Goals: Provide a safe and fun environment for participants. Create a “wow” factor and set attendance goals for each event. Be fiscally responsible with equipment and supplies. Create partnerships for support via donations, sponsorships, or resources.

- Cultural Palooza
- Fireworks
- Holidays
- Parades
- Corporate Challenge
- Summer Nights
- Halloween Spooktacular

Teen Center



Description: The Teen Center provides community resources to increase access to post-secondary education, onsite workshops, clubs, activities, homework assistance, shuttle service, volunteer opportunities, and a college and career resource center.

Goals: Provide teens the ability to participate in supervised programs and activities with their peers, in a safe, fun, and positive environment. Provide a variety of workshops for students, such as college planning, internet safety, bullying, and other teen-related issues. Create partnerships to offer free workshops for teens.

- Teen Center /Shuttle
- Teen Opportunity Program
- Teen Advisory Committee
- Cooking Classes
- Trips/Tours
- Social Events
- Resource Center

Tiny Tots



Description: Introduces participants to a classroom-style environment to sharing, choice making, and creative play. The Junior Level participants will learn social and motor skills in a classroom atmosphere through arts, singing, integrative literacy, and other activities. Plus Level participates in daily activities that prepare children for school by introducing handwriting, ABCs, and homework assignments. This stimulating learning environment leads to letter and number recognition as children prepare to enter school. Little Elves provides participants an opportunity to work on holiday themed activities twice a week for a week.

Goals: Prepare participants to enter kindergarten. Provide program introduction to participants in a classroom-style environment where children will be introduced to sharing, choice making, and following directions through a creative play environment. Program alignment with Community Services Department values. Maximize registration to full capacity every section each season. Achieve full cost recovery for all sections of Tiny Tots program.

- Junior Level
- Plus Level
- Little Elves



Virtual Recreation



Description: Chino’s Virtual Recreation provides suggestions and resources to keep the entire family entertained, active, healthy, and informed in the wake of the COVID-19 pandemic. Patrons have the ability to visit the page often for updates and try new themed ideas to keep everyone entertained and informed.

Goals: Deliver programs and activities to encourage community engagement and offer recreational opportunities in a virtual capacity. Ensure that the community has helpful resources to maintain a healthy lifestyle and stay engaged from home.

- Arts & Crafts
- Family Projects
- Exercise Videos
- Sports Drills
- Virtual Trips & Tours
- Virtual Challenges

Youth Sports



Description: Youth sports provides a multitude of sports programs throughout the year, such as basketball, volleyball, baseball, and soccer.

Goals: Sports programs strive to provide participants with a positive environment for youth to participate in sports activities, where skill development and good sportsmanship is encouraged and implemented. Process a sufficient amount of volunteer coaches to limit the expense of staff coaching teams. Programs such as Pee Wee Sports, clinics, and track and field meet are expected to achieve full cost recovery.

- Baseball
- Basketball
- Track & Field
- Soccer
- Fitness
- Flag Football
- Boxing

7.2.2 CORE PROGRAM AREA RECOMMENDATIONS

The existing Core Program Areas provide a well-rounded and diverse array of program opportunities for residents. It will be important to reassess all offerings on a regular basis to ensure they are effectively engaging the community and that programming is aligned with the mission and vision of the Department. It may be necessary to adjust the Core Program Areas or introduce new ones as the interests, needs, and demographics of the community evolve over time.

One potential adjustment that could help streamline the Core Program lineup is to combine Out of School Activities with Tiny Tots. As explained in further detail later in this assessment, these areas serve narrow age segments and have similar cost recovery goals. This combination would provide a broader, but still homogeneous (i.e., youth), target audience with similar performance goals that designates a more robust and cohesive Core Program Area.

An emerging area of programming that the Department could capitalize and expand upon is Virtual Recreation. In the midst of the pandemic, the Department launched this as a new Core Program Area to meet the pent-up demand for recreation at home through virtual programming. It will be important in the near term to continue to develop and formalize this as a Core Program and explore ways to grow and innovate these offerings. Recreation trends nationally suggest Esports may be a potential market for the Department to bolster its virtual offerings. Esports presents an opportunity for remote programming that can generate revenue and engage an untapped regional audience interested in gaming.

It is recommended that all Core Program Areas are reevaluated at least once a year for their effectiveness in serving the Chino community and to keep up with recreational trends and best practices. The remainder of this assessment provides a variety of techniques and tools for evaluating the management and delivery of key programs and services offered through the Department.

7.3 PROGRAM STRATEGY ANALYSIS

7.3.1 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments served. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified.

AGES SERVED						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18-49)	Senior (50+)	All Ages Programs
Adult & Family Excursions				S	P	
Adult Sports				P		
Contract Recreation Classes	S	P	P	S		
Healthy Chino						P
Neighborhood Activity Center		P	S	P	S	
Out of School Programs		P	S			
Preserve Community Center		P	S	P		
Senior Center					P	
Special Events						P
Teen Center			P			
Tiny Tots	P					
Virtual Recreation						P
Youth Sports	P	P	S			

The age segment analysis by Core Program Area shows the segments served to identify any gaps in service. Based on the analysis, current programs seem to be fairly well-aligned with the community’s age profile, which skews younger and has a strong family presence. The Department is effective in meeting specific needs of each age segment by designating specialized facilities, such as the Senior Center and Teen Center.

As mentioned in the Core Program recommendations, combining efforts of the Tiny Tots and Out of School Programs will create a Core Program Area that serves all three youth segments and is centered around a school focus. Another opportunity may exist for the Department to develop programs to convert adults and seniors to primary users of contract recreation programs, which tend to be more sustainable, value-added offerings.

Staff should continue to monitor demographic shifts along with program offerings to ensure that the needs of each age group are being met. It is recommended to utilize age segments as part of a marketing plan to identify which age segments to target, select appropriate marketing method(s), define the message, and establish measures for success for each Core Program Area.



7.3.2 PROGRAM LIFECYCLE

The program lifecycle analysis involves reviewing each individual program offered by the Department to determine its stage of growth (or decline). This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued.

This analysis is not based strictly on quantitative data, it also relies on staff members’ knowledge of program areas and individual offerings. The following table shows the percentage distribution of the various lifecycle categories for the Department’s programs. Percentages were obtained by comparing the number of programs in each lifecycle stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution	Recommended Distribution	
Introduction	New program; modest participation	2%	50-60% total	
Take-Off	Rapid participation growth	12%		
Growth	Moderate, but consistent population growth	41%		
Mature	Slow participation growth	19%	19%	40% total
Saturation	Minimal to no participation growth; extreme competition	9%	26%	0-10% total
Decline	Decline participation; no go	17%		

The Program Lifecycle distribution demonstrates optimal levels of programs that are in the early lifecycle stages, but the current mix is light on introductory and mature programs and heavy on programs at the very end of their lifecycle. This is based on 55% of programs belonging to the Introduction, Take-Off, and Growth lifecycle stages, 19% of programs as Mature, and 26% in the Saturation or Decline phase.

With only 2% of programs identified in the Introduction stage, it will be important to refresh the programming mix with new, or revised, programs that backfill the beginning lifecycle stages, while reducing the percentage of programs at the end of their lifecycle. The Introduction Stage is important as it provides the Department with an avenue to energize its program offerings and experiment to see what works and what doesn’t.

According to staff, only 19% of all program offerings fell into the Mature Stage. This stage anchors the program portfolio, and it is recommended to have roughly 40% of programs within the Mature category in order to achieve a stable foundation. The high percentage of programs in the Growth Stage should feed the Mature Stage naturally over the next few years and balance out the distribution.

The current program mix has more than twice the recommended level of programs in Saturation and Decline. A particular concern is that 17% of program offerings were identified in the Decline Stage. As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle in the Introductory Stage or retire the offering and develop entirely new programs based upon community needs and trends.

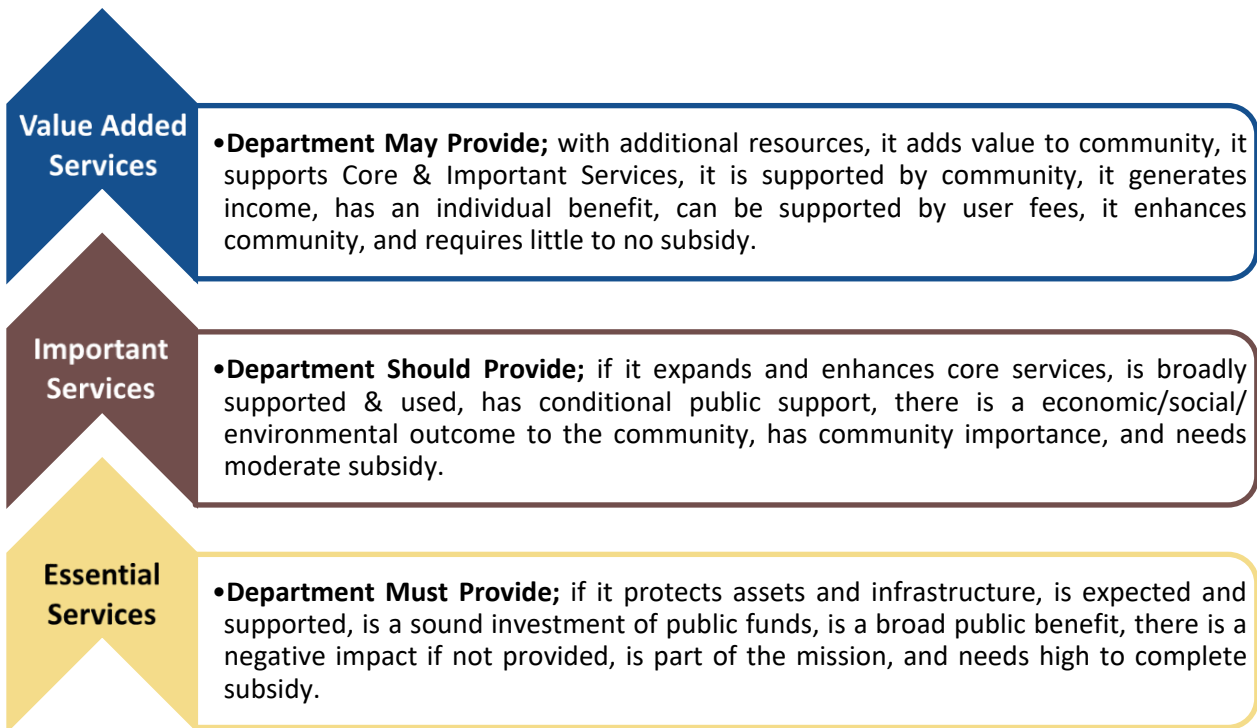
Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community needs and interests.

7.3.3 CLASSIFICATION OF SERVICES

A Classification of Services Analysis informs how each program serves the overall organizational mission, if it aligns with the goals and objectives of each Core Program Area, and how the program should be funded with regard to tax dollars and/or user fees and charges. Understanding a program’s classification can be useful in determining the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the individual user receiving exclusive benefit above what a general taxpayer receives for their personal benefit. The level of benefit is also generally associated with the intended level of subsidy - programs that heavily benefit the public are largely supported by taxes, while those that heavily benefit the individual are primarily supported by user fees.

For this exercise, the Department used a classification method based on three levels: Essential Services, Important Services, and Value-Added Services. How a program or service is classified depends on the alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and accessibility. The following graphic describes each of the three program classifications:



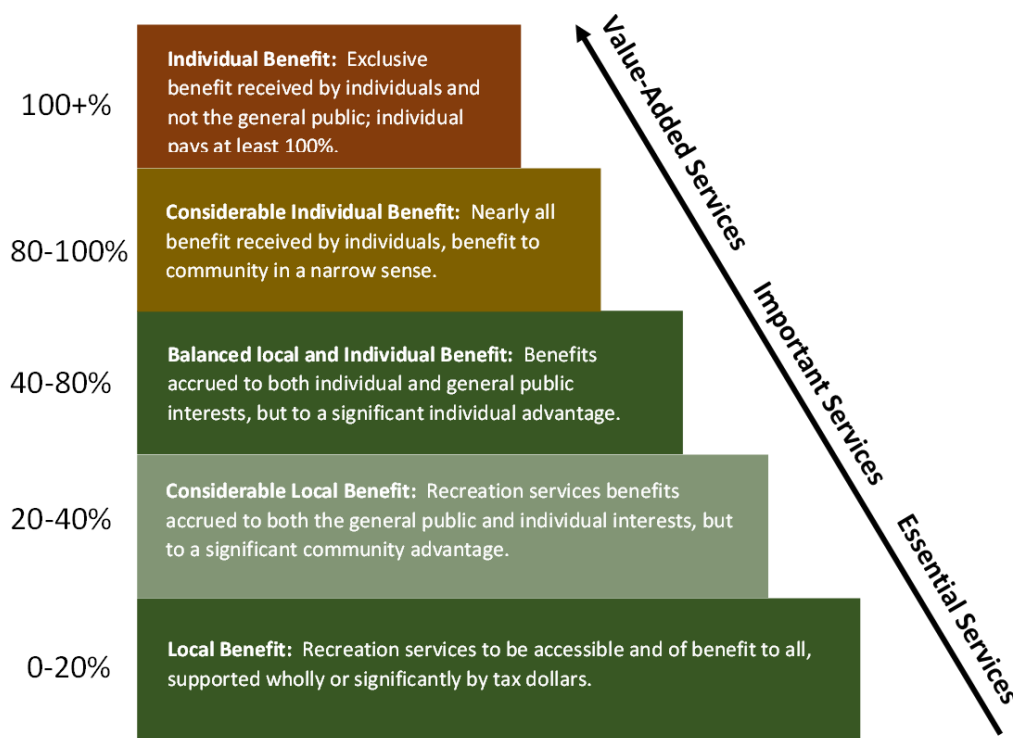


With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results in the following table represent the current classification of recreation program services. The distribution reveals that the majority (61%) of the current programming mix consists of Value-Added services. These are the most sustainable offerings because they are supported by user fees; however, these programs primarily benefit the individual user. In addition to recreation, the Department offers many Ancillary Services at little to no cost for users, which supplements the fact that only 27% of recreation programs are Essential services.

Department Program Classification Distribution		
Essential	Important	Value-Added
27%	12%	61%

As the Department continues to evolve to better meet the community’s needs, there could be an added benefit to managing the services if they were classified according to the Cost Recovery Model for Sustainable Services depicted below. The Department should continue to assess its program classifications and ensure it aligns with the needs of the community, and it should strive to fill gaps in Essential services wherever they may exist in the City.

Given the broad range of cost recovery goals (i.e., 0% to 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs within sub-ranges of cost recovery as depicted below. This will allow for programs to fall within an overall service classification tier, while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program’s goals (e.g., pure community services versus mostly community services).



Cost Recovery Model for Sustainable Services

7.3.4 COST OF SERVICE & COST RECOVERY

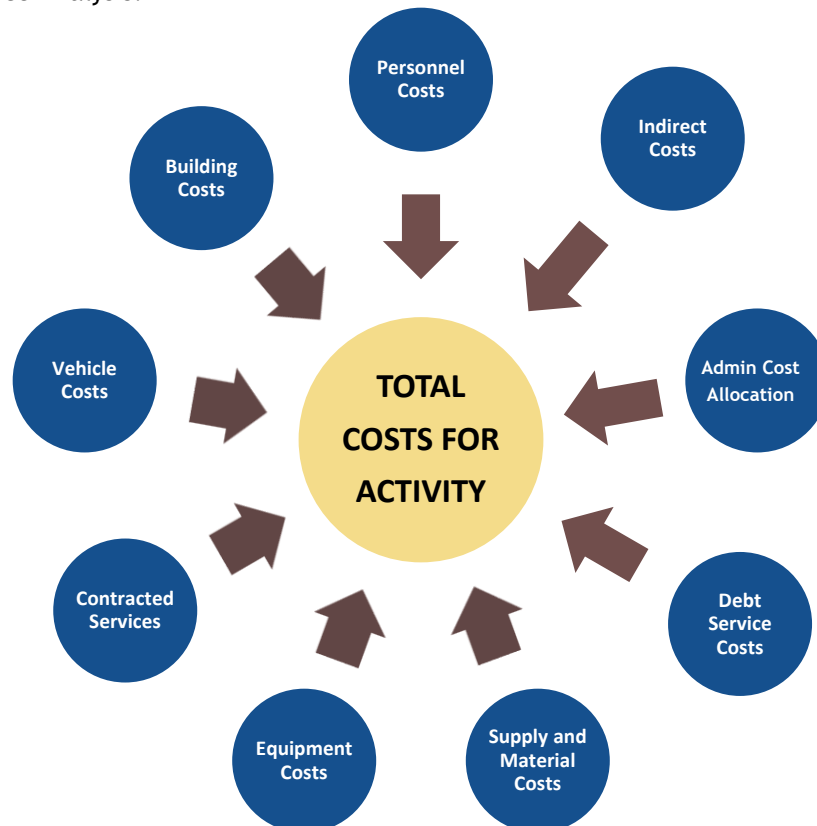
Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events, where possible. Core Program Areas serve as an effective breakdown for tracking cost recovery metrics, including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet desired outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created for each program to accurately capture all direct and indirect costs. Cost recovery goals can be established once these numbers are understood, and the Department’s program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific equipment, supplies, and staffing costs) and indirect (i.e., overhead including administrative) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that is necessary to effectively price programs to meet cost recovery goals. The diagram below illustrates the common types of costs included 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 Analysis 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 the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and update figures on a regular basis.

CURRENT COST RECOVERY

Staff should also utilize an internal budget worksheet for each program. This tool is useful to review quarterly, seasonally, or annually, depending on set goals for each core area. The following table provides the existing cost recovery goals and, when available, the actual cost recovery level achieved by each Core Program Area. Cost recovery goals have been established for the majority of Core Program Areas; however, there is a need for better tracking of actual cost recovery performance for the Neighborhood Activity Center and Preserve Community Center. Adult & Family Excursions is the only Core Program that did not meet its cost recovery goal, and it should be monitored to ensure pricing is sufficient. Moving forward, staff should track direct and indirect costs in more detail, down to the individual programs to better assess whether the Department is meeting established goals.

Cost Recovery Goals by Core Program Area		
Core Program Area	Current Cost Recovery Goal Percentage	Actual Cost Recovery Achieved
Adult & Family Excursions	100%	70%
Adult Sports	100%	160% (FY19/20)
Contract Recreation Classes	80%	98%
Healthy Chino	5%	11% (FY18/19)
Neighborhood Activity Center	0%	n/a
Out of School Programs	After School 70% Before Care 100%	After School 113% Before Care 140% (FY18/19)
Preserve Community Center	0%	n/a
Senior Center	20%	40%
Special Events	n/a	n/a
Teen Center	10%	19% (FY19/20)
Tiny Tots	100%	100% (FY19/20)
Virtual Recreation	n/a	n/a
Youth Sports	56%	70% (FY19/20)

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the Consulting Team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs** category is critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Essential programs typically recover anywhere from 0%-40% of its direct costs.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
 - **Important** programs contribute to the organizational mission, but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 40%-80% overall).
 - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.





7.3.5 PRICING STRATEGIES

Pricing is one mechanism agencies can use to influence cost recovery. The table below highlights pricing strategies used by each of the Core Program Areas in an effort to identify untapped pricing strategies. These are all considered useful pricing tactics to help solidify usage patterns, effectively market programs, and help achieve cost recovery goals.

Pricing strategies are varied across the different Program Areas. The most frequently used approaches for differential pricing are based on residency, age segments, and customer’s ability to pay. From a business perspective, it’s promising that the majority of core programs are priced according to market rates and/or cost recovery goals. These are good practices and must be continued, but there are potential opportunities to incorporate pricing strategies for families based on household size, prime versus non-prime time rates, or group discounts.

PRICING STRATEGIES										
Core Program Area	Age Segment	Family/Household Status	Residency	Weekday/Weekend	Prime/Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Adult & Family Excursions			X						X	
Adult Sports			X					X	X	
Contract Recreation Classes			X					X	X	
Healthy Chino			X						X	
Neighborhood Activity Center	X		X					X		X
Out of School Programs								X	X	X
Preserve Community Center	X		X					X		X
Senior Center			X						X	
Special Events									X	
Teen Center			X					X	X	X
Tiny Tots	X		X					X	X	
Virtual Recreation										
Youth Sports	X		X					X	X	X

7.3.6 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should adhere to a cyclical process for evaluating programs on both individual merits, as well as the entire program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is evaluated at least once per year. The following tools and strategies can help facilitate this evaluation process.

MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. Community input can help staff focus on specific core program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

A simple, easy-to-use tool, like the examples below, will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the template below.

Marketing & Promotion Methods			
Program Idea (Name or Concept): _____			
Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

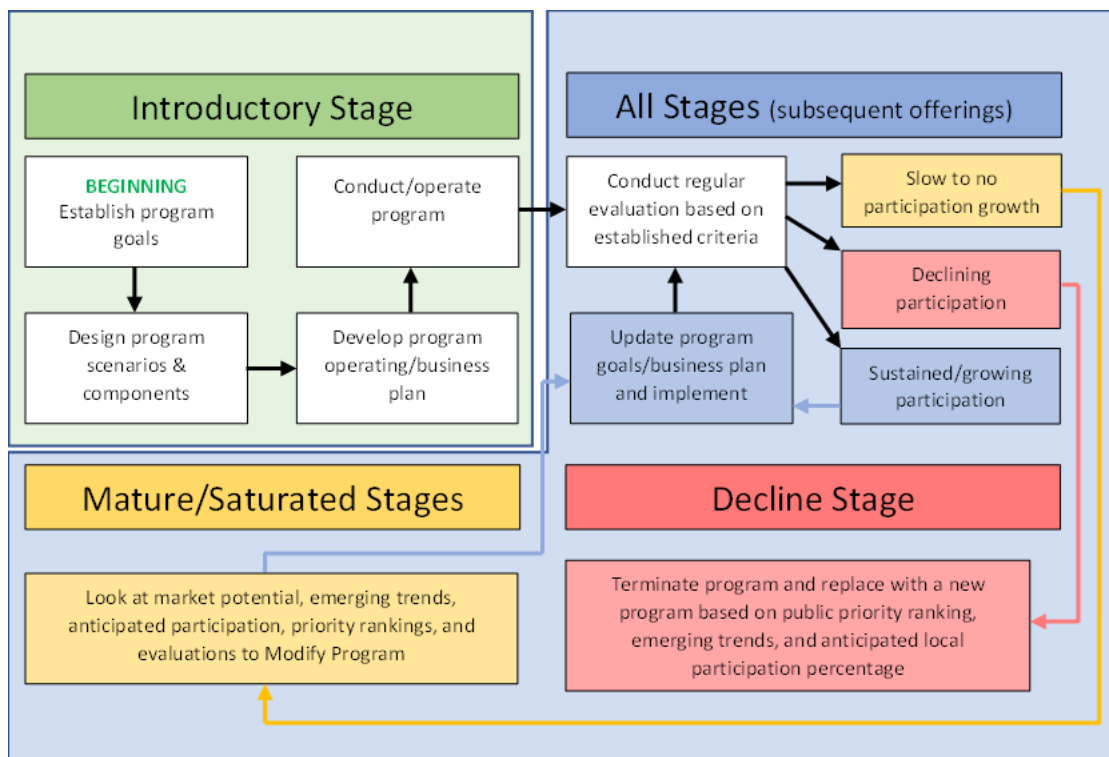
Internal Factors			
Priority Ranking:	High	Medium	Low
Program Area:	Core	Non-core	
Classification	Essential	Important	Discretionary
Cost Recovery Range	0-40%	60-80%	80+%
Age Segment	Primary	Secondary	
Sponsorship/Partnership			
Potential Partnerships	Monetary	Volunteers	Partner Skill Location/Space
Potential Sponsors	Monetary	Volunteers	Sponsor Skill Location/Space
Market Competition			
Number of Competitors	_____		
Competitiveness	High	Medium	Low
Growth Potential	High	Low	



PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine the appropriate program mix. This can be incorporated into the program evaluation process in order to determine the relevancy of programs and better understand participation levels for offerings.

A diagram of the program evaluation cycle and program lifecycle is found below. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

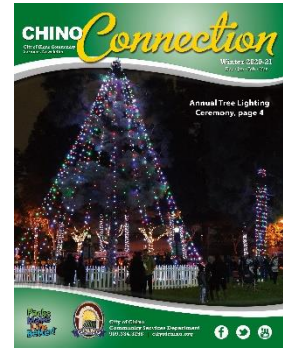


If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

7.4 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

7.4.1 MARKETING AND COMMUNICATIONS

The Department communicates through a wide variety of marketing methods when promoting programs and services, including printed and online program guides, the Department’s website, apps, direct email and blasts, PSAs and TV ads, newsletters, social media, and QR codes. The Department would benefit from determining the Return on Investment (ROI) for all marketing initiatives to identify which methods are most effective and discontinue those that aren’t.



Effective communication strategies require striking an appropriate balance between the content and the volume of messaging while utilizing the “right” methods of delivery. Although the Department has a broad range of delivery methods for promoting programs, it is imperative to update the Marketing Plan annually to adjust to evolving community needs, demographic shifts, and recreation trends.

WEBSITE

It is strongly recommended that the City invest in updating the website to be mobile friendly to increase the reach of marketing efforts.

Currently, the Department does not have its own standalone website and it functions under the umbrella of the City’s page. The website’s layout is somewhat dated with limited functionality, but it does contain the most important information about the Department and its offerings. The backdrop of the webpage lacks some visual appeal and there is a lot of white space with muted images (e.g., banner picture has filter to darken contrast). In addition, some of the fonts on the main menu at the top of the webpage blend in with the picture behind it making it hard to read the navigation prompts. Perhaps the biggest weakness of the website is that it is not currently mobile friendly.

The Recreation page is by far one of the most colorful landing spots on the City’s website, as there is great imagery to support the programmatic information on the page. The Department’s identity is somewhat disjointed on the website, as Recreation has its own subpage and so does Community Services, with both being accessed through different paths (i.e., Community Services is listed under Departments, while Recreation is under Residents). This may cause confusion for users on the website in understanding which is the overarching entity and deciphering between the overlap in programs. The Department’s brand would greatly benefit from having a dedicated website that is more vibrant and user friendly.





7.4.2 SOCIAL MEDIA

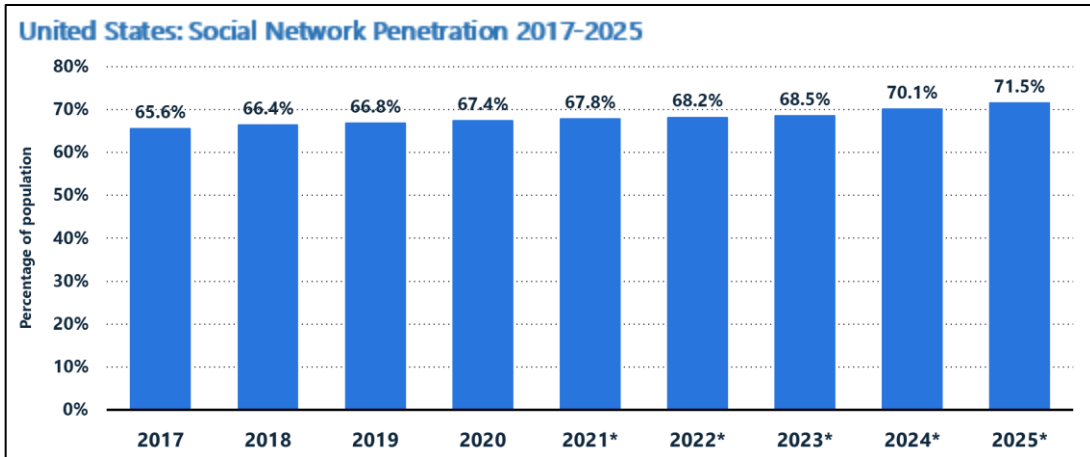
The Department uses Web 2.0 technology through the City's platforms, which include Facebook, Instagram, and YouTube. The City's Facebook page currently has 9,435 followers, Instagram has 7,411 followers, Twitter with 3,374 followers, and YouTube has 432 subscribers. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement.



Figure 29: Chino Facebook Page

SOCIAL MEDIA PENETRATION

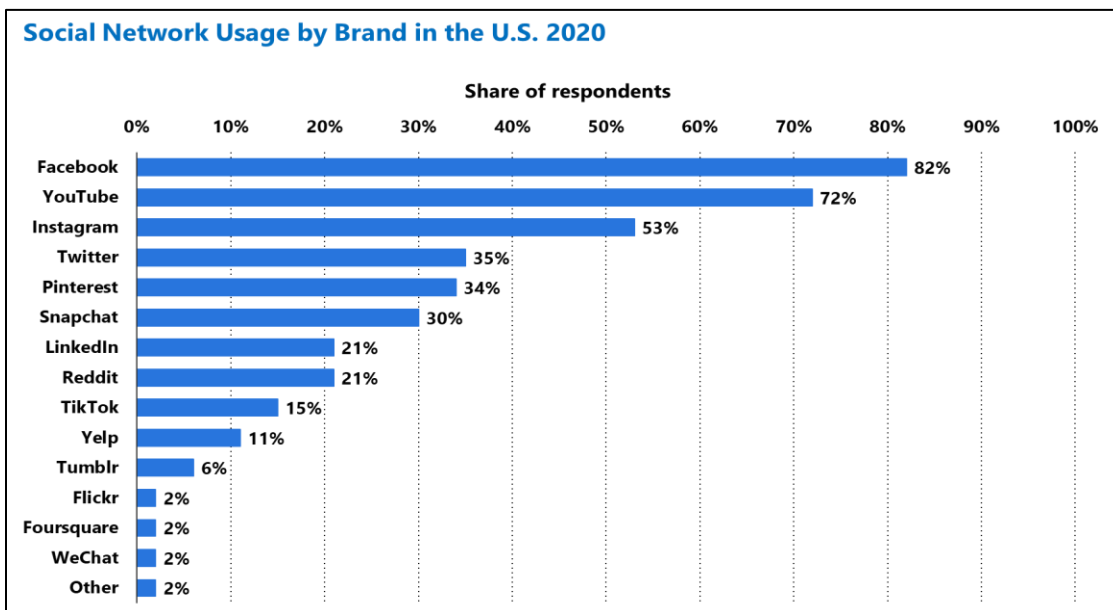
Over the last decade, social media has become one of the Country’s fastest growing trends. The figure below shows the social network penetration grew to 65.6% in 2017, and has continued to increase to 67.4% in 2020. With the market penetration percentage of the population using these online media platforms in their daily lives expected to continue increasing to 71.5% by 2025, it is essential for the Department to take advantage of these marketing opportunities.



Source(s): Statistica Study ID 40227, social media usage in the United States (003)

SOCIAL MEDIA NETWORKS

Social media can be a useful and affordable tool to reach current and potentially new system users. The figure below shows the most popular social networks by usage. Such platforms as Facebook (82%), YouTube (72%), Instagram (53%), Twitter (35%), Pinterest (34%), Snapchat (30%), or LinkedIn (21%) are the most popular social networks among residents in the United States.

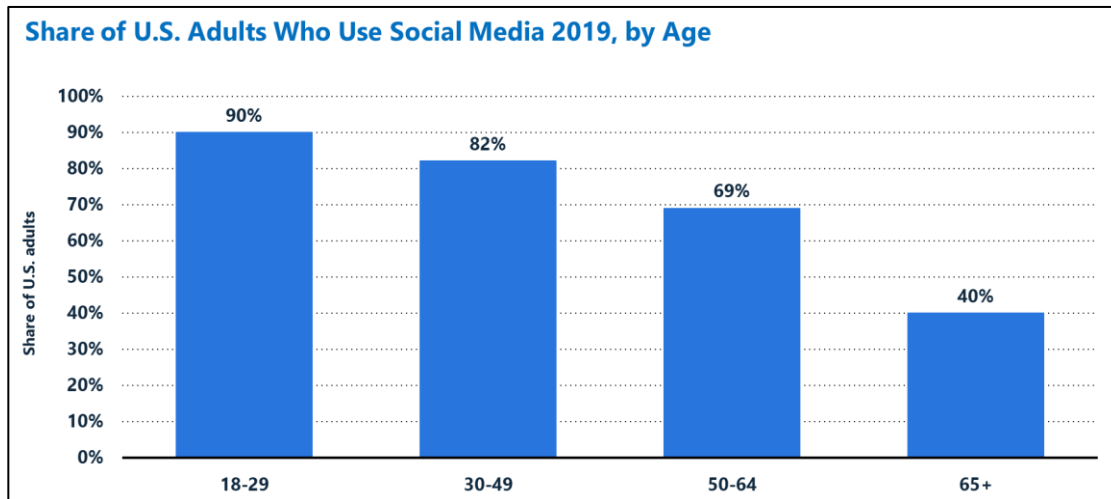


Source(s): Statistica Study ID 40227, social media usage in the United States (003)



SOCIAL NETWORK USER AGE SEGMENTS

The most recent data available for age segments that use social media is the end of 2019. This shows that social networks are popular with not only today's young adults (90%), but also middle-aged adults (82%), and older age group usage including ages 50-64 (69%), and seniors (40%). Figure 15 helps to identify which age segments are most reachable via social networks. This data can be used to develop social network marketing strategies by age segment.



Source(s): Statistica Study ID 40227, social media usage in the United States (003)

7.4.3 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- The Department would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives to determine which methods are most effective and discontinue those that aren't. It is strongly recommended that the City invest in updating the website to be mobile friendly to increase the reach of marketing efforts.
- An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organizational priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple mediums used for communication.
- Ensure the marketing plan includes the components and strategies identified in this section.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys, as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Evaluate and consider redesign of the webpage to enhance visual appeal, better connect with users, and align program offerings with the Core Program Areas established in this plan.
- Energize the Department's social media presence by establishing dedicated pages (i.e., not the City's) across a variety of platforms and maintain a consistent stream of relevant content.

7.4.4 VOLUNTEER AND PARTNERSHIP MANAGEMENT


Today’s realities require most public recreation and park agencies to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency’s mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

CURRENT VOLUNTEER MANAGEMENT

The City recognizes the importance of community service that involves residents. The Volunteer Corps. is the City’s formal volunteer program. They work with civic organizations, religious organizations, neighborhood organizations, individuals, and businesses. Managed with respect and used strategically, volunteers serve as support for the Department and its services. The City has best practices in place for screening volunteers with an application process and background check.

By implementing systems to track volunteer hours, the Department can demonstrate in budget discussions how it is able to leverage limited resources. Additional best practices for volunteer management can be found in the Appendix.

Currently, the Department participates in the City’s well-established volunteer program. The Department tracks the number of individual volunteers and the number of volunteer hours donated on an annual basis. Volunteer hours have increased (21%) over the three-year period, while the number of volunteers has decreased (-17%). This means less volunteers donating more hours. The City should monitor this to see if this trend continues. The City has a recognition program for those who volunteer.



Chino Senior Center

- General Assignment
 - Donation Drive & Care Package Packing

Partner Agency Volunteer Opportunities

- Volunteer Services
 - Food Distribution
 - Letters of Encouragement

Recreation Services - Volunteer Corps. Three-Year Production				
Volunteer Corps. Service	FY 17/18	FY 18/19	FY 19/20	Percentage Difference
Volunteers	776	765	662	-17%
Volunteer Hours	5,093	5,382	6,470	21%





7.4.5 RECREATION PARTNERSHIPS

The Department currently works with several different types of partners throughout the community. These partnerships support the Department through sponsorships and implementation of community events and programs. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff are able to leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The Consulting Team was asked to evaluate a few partnership agreements provided by the Department.

The current agreements that were reviewed as a part of this process are with Family Service Association, City of Chino Hills, Chino Valley Unified School District, and Chino Youth Museum.

CHINO VALLEY UNIFIED SCHOOL DISTRICT:

This is actually six individual agreements for delivering the services of the City of Chino Community Services Department, more specifically the Human Services Division. These much-needed services continued during the Pandemic in an adapted format to include COVID-19 protocols. The agreement includes the City of Chino providing;

- TUPE - Tobacco Use Prevention and Education
- McKinney-Vento Case Management/support services for homeless students/families
- Nurturing, parenting classes, and case management support
- School-based counseling for elementary and high school students
- Counseling services for homeless students and unaccompanied youth for the CARE program
- Staffing for six (6) grant-funded after school programs

CHINO YOUTH MUSEUM:

This agreement is for setting up and operating the Chino Youth Museum. This includes the City working with the Chino Youth Museum Board, a non-profit organization, to coordinate, plan and supervise all operational activities. This includes utilities, custodial, staffing, HR services, programs, and events.

CITY OF CHINO HILLS:

This agreement is for delivering the services of the Human Services Division to the residents of Chino Hills, California. These much-needed services also continued during the Pandemic in an adapted format to include COVID-19 protocols. This includes; TUPE - Tobacco Use Prevention and Education, HOPE Family Resource Center, Teen Counseling, Youth Counseling, McKinney-Vento, and C.A.R.E.

FAMILY SERVICE ASSOCIATION AGREEMENT:

This agreement is for delivering the services of the Senior Nutrition Program. This includes; Meal service to homebound seniors, meal prep, equipment and human surfaces cleaning, staffing, delivery, maintenance, and reporting on outcomes.

The findings from reviewing the above partnership agreements concluded the following:

- Many best practices are in place with the City’s agreements reviewed. Behind the scenes, staff go above and beyond the terms of the agreement to ensure the outcomes are achieved and the public does not notice a difference in service delivery.
- All agreements do state the purpose of the partnership and what is the agreement providing by both parties in a recital which is at the start of each agreement.
- The agreement with the City of Chino Hills has the purpose, just not as easily identifiable in a recital section.
- The agreements do spell out what is expected of each partner in the terms.
- The agreements do not outline the true cost of what the City is providing in cost. These costs should include both direct and indirect costs.
- Operational details vary between agreements. Some details are complete in agreements as to what will be provided and how it will be provided.
- The agreements do outline the timeframe of the terms.
- Agreements do outline steps necessary for renewal and termination.
- The point of contact for both parties is outlined but no detail like phone numbers or email addresses are included.
- The agreements address attorney’s fees, in the event of any breach of contract, but does not outline the steps to mitigate a breach or for conflict resolution to avoid legal action. These should be outlined as to who from each party will discuss and negotiate a resolution and board/commission/committee action, if necessary.
- Staff are tracking information from the delivery of service for reporting and analyzing the outcomes. Staff have regular communication with partners and continued discussions towards improvement. However, the agreements do not outline any key performance indicators regarding the partnership or how to measure success.
- Agreements, where applicable, do address the need to revisit payment terms if circumstances warrant it.
- Where applicable, the agreements include indemnification language for one or both parties.
- The agreements do not outline the roles and responsibilities of boards/commissions/committees. Consideration should be given to define these and could include areas, such as communication to and about partnering organizations, conflict resolution, participation in delivery of service and an orientation. This is especially beneficial in long-term agreements or yearly renewal agreements where there is great potential for an agreement to become long-term.

The City’s agreements with public and non-profit organizations are all encompassing. Additional best practices for public/private partnerships, including identifying potential new sponsorships, can be found in the appendix.



7.4.6 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

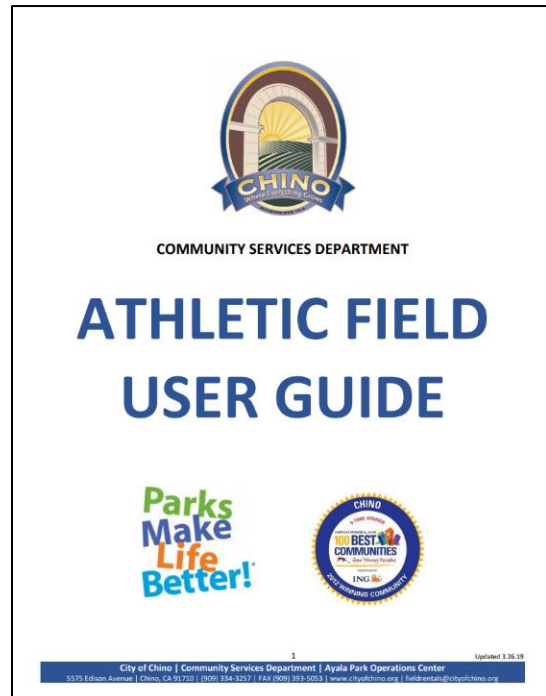
- Establish formal volunteer and partnership policies and agreements.
- Further develop and celebrate volunteerism within the community. A recognition program could include partners and volunteer accomplishments, annually.
- Continue to monitor and update the established partnership agreements and MOUs.
- Review each existing partnership agreement to ensure that the relationship produces measurable results, is equitable and fair. Spell out the behind-the-scenes data tracking and performance measures.
- Consider additional best practice terms in partnership agreements, where needed.
 - Define the governing bodies and the role of members in the partnership. An active Board/Commission/Committee is proven to contribute to accomplishing the outcomes defined. This includes promoting the partnership benefits and results through interactions in the community. Conducting Board Orientation and developing active boards is proven to increase the outcomes. Board members are appropriate to help promote the partnership benefits and outcomes through their networks and volunteering for events and fundraisers.
 - Define the process and representatives to resolve issues (conflict resolution), if the need arises.

7.5 ANCILLARY SERVICES

It is important to know that recreation services are more than just programs and events. The Department’s responsibility also includes Ancillary Services. These services are necessary support to a primary activity (i.e., Core Programs) or operation. For example, the Batting Cages are a support service to the primary service of athletics and facility rentals support facility use. These services add value and help increase revenues and sustainability, when appropriately planned and managed.

Ancillary services are used by the Department to fill gaps in service, maximize capacity, and increase revenues. The following facilities help to support park, facility, and program use:

- Ayala Park - Stadium
- Ayala Park - Fields 1-15
- Batting Cages
- Carolyn Owens Community Center - Multi-Purpose Rooms 1 & 2, Physical Activity Room
- Chaffey Downtown
- Chaffey College Chino Community Center - Room 208
- Chino University Hall - Rooms 201, 203, 204, 207
- Community Building - Auditorium, Double Room, Conference Room, Second Floor, Kitchen
- Founders Park - Fields 1 & 2
- Heritage Park - Fields 1-3
- Liberty Park - Multi-Purpose Room
- Monte Vista Park - Multi-Purpose Room
- Mountain View Park - Fields 1 & 2
- Neighborhood Activity Center-Multi-Purpose Room 1 & 2, Gym
- Preserve Community Center - Youth Activity Room, Physical Activity Room
- Senior Center - Auditorium, MPR II, Kitchen
- Skate Park
- Villa Park-Field 1



In order to assess their impact and effectiveness, the Consulting Team evaluated program participation and facility utilization related to ancillary services that are currently managed by the Department. This assessment was based on actual figures provided by the Department for the two most recent years data was available (FY18/19 and FY19/20), which reveals participation levels based on user contacts and facility usage via rentals. Data was analyzed to determine recent trends in program usage and facility rentals for these services that supplement the Department’s Core Program Areas. Furthermore, due to the COVID-19 pandemic, data was also evaluated with and without the months from March-June to account for the months in FY19/20 that were impacted by closures to provide a more objective, “apples-to-apples” comparison.



7.5.1 PARTICIPATION DATA

The tables below reveal participation data based on total contacts for Human Services programming and Recreation facilities. As mentioned previously, the data sets were evaluated for growth/decline rates over the last year of data, with and without figures included in the months impacted by the pandemic.

HUMAN SERVICES CONTACTS

The table below describes the total number of contacts for Human Services programs and the percentage change from FY18/19 to FY19/20. For the entire data set without removing months impacted by COVID-19, the most recent year shows more than 57,000 contacts associated with Human Services, which represents a 7% decrease from the previous year. However, once the months of March-June are removed, contacts for Human Services actually experienced a small increase of 3%, which was led by increases to SWAG, TYKES, and TUPE programs. Interestingly, the HOPE Family Resource Center was the only program that experienced stronger growth when data impacted by the pandemic was included, which makes sense because of the need for additional family resources during the COVID-19 crisis. It should also be noted that SWAG was a new program in FY18/19 and PALS was introduced in FY19/20.

Human Services Contacts	Including months impacted by COVID-19			Excluding months impacted by COVID-19		
	Total Contacts FY18/19	Total Contacts FY19/20	% Change	Total Contacts July/18-Feb/19*	Total Contacts July/19-Feb/20*	% Change
Social Work Action Group (SWAG)	348	1,320	279%	47	712	1415%
TYKES	2,865	3,283	15%	2,038	2,361	16%
Tobacco Use Prevention Education (TUPE)	34,962	27,912	-20%	24,454	25,301	3%
Counseling Programs	14,938	12,372	-17%	9,916	9,151	-8%
HOPE Family Resource Center	8,574	10,994	28%	6,199	5,462	-12%
Positive Action for Life Success (PALS)	n/a	1,339	n/a	n/a	1,134	n/a
Total	61,687	57,220	-7%	42,654	44,121	3%

*Select data was also compared for the months July-February to remove the impact of the COVID-19 pandemic during FY19/20.

Note: Social Work Action Group (SWAG) was a new program in FY18/19 and Positive Action for Life Success (PALS) was introduced in FY19/20.

FACILITY CONTACTS

Assessing participation for key recreational facilities in Chino shows more than 160,000 total contacts in FY19/20, which is down by 25% from the total in FY18/19. Again, this trend is reversed once months impacted by the pandemic are removed and there is a small 2% increase in contacts. In fact, every single facility experienced a decline for the entire fiscal year, while three facilities actually report participation growth when assessing the data without being impacted by COVID-19.

Facility Contacts	Including months impacted by COVID-19			Excluding months impacted by COVID-19		
	Total Contacts FY18/19	Total Contacts FY19/20	% Change	Total Contacts July/18-Feb/19*	Total Contacts July/19-Feb/20*	% Change
Neighborhood Activity Center (NAC)	4,843	4,568	-6%	2,642	4,118	56%
Batting Cages (units sold)	35,722	26,438	-26%	19,691	24,816	26%
Pavilion Rentals	22,817	13,659	-40%	12,087	13,054	8%
Preserve Community Center (PCC)	2,762	1,765	-36%	1,771	1,765	0%
Senior Center	90,818	78,070	-14%	59,704	59,388	-1%
Chino Boxing Club	10,194	7,037	-31%	6,802	6,659	-2%
Chino Youth Museum	23,371	14,944	-36%	15,012	14,461	-4%
Monte Vista Park	5,079	3,873	-24%	4,126	3,181	-23%
Chino Experience Teen Center	17,631	10,443	-41%	12,565	9,649	-23%
Old Schoolhouse Museum	684	274	-60%	386	268	-31%
Total	213,921	161,071	-25%	134,786	137,359	2%

*Select data was also compared for the months July-February to remove the impact of the COVID-19 pandemic during FY19/20.

7.5.2 FACILITY USAGE

This section assesses facility usage based on rental hours for athletic fields, and other key recreational facilities managed by the Department. Again, the data was evaluated for growth/decline rates over the last year of data, both with and without figures for the months impacted by the pandemic.

ATHLETIC FIELD RENTAL HOURS

As seen below, there were more than 16,000 hours of athletic field rentals completed in FY19/20, which represents a decrease of one-third from total rental hours in FY18/19. The rate of decline is significantly lower once months impacted by the pandemic were removed, as total rental hours only decreased by 3%. Excluding the pandemic months shows small growth in rental hours for both Villa Park and Mountain View Park athletic fields. Founders Park is an anomaly, as it is the only site in the study that experienced very strong growth (up 70%) in rental hours including pandemic months, while reporting a 19% decrease in rental hours when COVID-19 months were excluded.

Athletic Field Rental Hours	Including months impacted by COVID-19			Excluding months impacted by COVID-19		
	Total Rental Hours FY18/19	Total Rental Hours FY19/20	% Change	Total Rental Hours July/18-Feb/19*	Total Rental Hours July/19-Feb/20*	% Change
Villa Park	1,630	1,173	-28%	1,021	1,073	5%
Mountain View Park	1,072	553	-48%	464	471	2%
Ayala Park	19,582	13,557	-31%	12,138	12,073	-1%
Founders Park	148	252	70%	148	120	-19%
Heritage Park	2,186	849	-61%	831	464	-44%
Total	24,617	16,384	-33%	14,602	14,201	-3%

*Select data was also compared for the months July-February to remove the impact of the COVID-19 pandemic during FY19/20.

FACILITY RENTAL HOURS

The table below shows the total rental hours and one-year growth/decline for major recreational facilities managed by the Department. This is a promising category, as the most recent year (FY19/20) had more than 9,000 rental hours, which represents a 15% increase over the previous year. The increase in total rental hours was largely driven by the significant, triple-digit growth of the NAC and Carolyn Owens facilities. When analyzing data on rental hours excluding months impacted by the pandemic, every facility assessed experienced growth over the most recent year, which is again led by substantial increases in rentals for the NAC and Carolyn Owens. Excluding COVID-19 months, the total rental hours for all facilities was up 61% overall.

Facility Rental Hours	Including months impacted by COVID-19			Excluding months impacted by COVID-19		
	Total Rental Hours FY18/19	Total Rental Hours FY19/20	% Change	Total Rental Hours July/18-Feb/19*	Total Rental Hours July/19-Feb/20*	% Change
Neighborhood Activity Center (NAC)	939	2,056	119%	588	1,996	240%
Carolyn Owens Community Center	508	1,075	112%	326	1,016	212%
Preserve Community Center (PCC)	745	586	-21%	340	510	50%
Senior Center	1,234	1,067	-14%	696	999	43%
Chaffey College	293	191	-35%	125	172	38%
University Hall	1,516	1,761	16%	1,000	1,267	27%
Community Building	2,616	2,290	-12%	1,938	2,115	9%
Total	7,851	9,026	15%	5,012	8,074	61%

*Select data was also compared for the months July-February to remove the impact of the COVID-19 pandemic during FY19/20.



7.6 PROGRAM ASSESSMENT OBSERVATIONS

Below are some overall observations that stood out while analyzing the program data provided by staff:

A total of **13 Core Program Areas** were established for the Department, as well as a variety of ancillary services outside of traditional recreation programs. Overall, the program descriptions effectively communicate the key benefits and goals of each Core Program Area. The Department is focused on data collection and analysis to help make appropriate decisions regarding programs and services. The Department currently offers a great variety of offerings that meet a wide range of needs and interests and serve broad segments of the community.

Age segment distribution is well balanced across the Core Program Areas, with offerings skewed slightly towards youth. This needs to be annually monitored to ensure program distribution aligns with community demographics. Based on the current demographics, the Department's target audience has a strong family presence and a much younger than average population, but the City is expected to undergo a gradual aging trend over the next 15 years.

The **Classification of Programs** analysis reveals that the majority (61%) of the current programming mix consists of value-added services. These are the most sustainable offerings because they are supported by user fees; however, these programs primarily benefit the individual user. In addition to recreation, the Department offers many Ancillary Services at little to no cost for users, which supplements the fact that only 27% of recreation programs are Essential services. The Department should continue to assess its program classifications and ensure it aligns with the needs of the community, and it should strive to fill gaps in Essential services wherever they may exist in the City.

The **Program Lifecycle** distribution demonstrates optimal levels of programs that are in the early lifecycle stages, but the current mix is low on mature programs and a little heavy on programs at the very end of their lifecycle. This is based on 55% of programs belonging to the Introduction, Take-Off, and Growth lifecycle stages, 19% of programs as Mature, and 26% in the Saturation or Decline phase. With only 2% of programs identified in the Introduction stage, it will be important to refresh the programming mix with new, or revised, programs that backfill the beginning lifecycle stages, while reducing the percentage of programs at the end of their lifecycle.

The **volunteer program** allows residents and organizations to easily get involved and give back to the community through various opportunities. The Department has a formal volunteer policy and is currently tracking key performance data, such as total volunteers and hours contributed. To increase visibility of its volunteers, the Department should be more explicit in promoting volunteer opportunities for its specific programs and services.

The City has established several partnerships to help deliver services to the residents and neighboring communities. The City's **partnerships** have best practices incorporated into the agreements. There are additional best practices that may be beneficial to include in agreements. Regular review of partnerships as the system and needs change to ensure terms have relevant outcomes that meet the community needs.

From a **marketing and promotions** standpoint, the staff utilizes a wide variety of marketing methods when promoting their programs, including printed and online program guides, the Department's website, apps, direct email and blasts, PSAs and TV ads, newsletters, social media, and QR codes. The Department would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives to determine which methods are most effective and discontinue those that aren't. Having a mobile friendly web presence and a dedicated app would help increase the impact of the marketing efforts.

Currently, **customer feedback** for the Department is only utilized in the form of pre- and post-program surveys. Moving forward, it is recommended that the Department incorporates additional user feedback methods, such as surveys for potential users or lost customers, statistically-valid community surveys, and online crowdsourcing. These can provide new performance metrics related to marketing that can be tracked over time and identify opportunities for creating a better user experience.

Pricing strategies are varied across the different Program Areas. The most frequently used approaches for differential pricing are based on residency, age segments, and customer's ability to pay. From a business perspective, it is promising that the majority of core programs are priced according to market rates and/or cost recovery goals. These are good practices and must be continued, but there are potential opportunities to incorporate pricing strategies for families based on household size, prime versus non-prime time rates, or group discounts.

Financial performance measures such as cost recovery goals are currently being utilized for the majority of Core Program Areas; The Neighborhood Activity Center and Preserve Community Center do not have cost recovery goals. Adult & Family Excursions is the only Core Program that did not meet its cost recovery goal and it has been restructured within the Senior Center services due to decline in participation. Moving forward, staff should track direct and indirect costs in more detail, down to the individual programs to better assess whether the Department is meeting established goals.





CHAPTER EIGHT - FUNDING STRATEGIES

8.1 INTRODUCTION

Park systems across the U.S. have consistently sought to expand their earned income opportunities to complement the financial support provided by the General Fund and user fees. In the current times, with the pandemic further impacting agency offerings, and consequently, revenues agencies can no longer rely on the general tax fund as the sole source of financial backing. Increasingly, best practice agencies employ a range of alternative funding sources to support capital and operational needs, while reducing the reliance on general tax support.

A growing number of agencies nationally and in California 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 who receives the service, for what purpose, for what benefit, and for what costs. In addition, there is growing recognition of the value of parks and recreation offerings, and events as economic drivers to the community.

Outlined below are several options for the City to consider as funding mechanisms. We recognize the changed structure for the Division and provide these sources that can be evaluated by the staff to determine the most viable options for supporting capital and operational needs.

8.1.1 EXTERNAL FUNDING STRATEGIES

CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems.

The Community Services Department is offering an avenue to **Give to Chino First** with an annual sponsorship program. It is a tax-deductible sponsorship program with additional recognition and benefit and something that should be explored for additional growth in the future.

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 to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered to support operational costs.

- Example: Charleston County Parks and Recreation (<http://www.ccprc.com/>) has well established frameworks for sustained sponsorship opportunities by providing packaged choices of offerings
- City of Santa Barbara (http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp)

CROWDFUNDING

Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org, www.indiegogo.com and www.mightycause.com, etc.

PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. This could be an opportunity for the City to evaluate in partnership with the other public/private/non-profit partners, including schools, healthcare entities or the YMCA.

A recent example includes the Muskingum Recreation Center that is being developed in Zanesville, Ohio. This is a partnership between the Muskingum County Community Foundation (MCCF), the Muskingum Family Y (MFY), Genesis HealthCare System, and Ohio University Zanesville (OUZ) (<http://www.muskingumrecreationcenter.org/>).



FOUNDATIONS/GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. The Department should explore having a Foundation as a 501 c(3) entity to help raise money for future implementation. The National Association of Park Foundations (www.NAPF.org) has a number of resources to help agencies set up their foundations and best practices for them.

PRIVATE DONATIONS

Private donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

FRIENDS GROUPS

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the City in a trust fund that allows the fund to grow over a period of time and then is available for the City to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.



VOLUNTEERISM

The revenue source is an indirect revenue source in that persons donate time to assist the Department in providing a product or service on an hourly basis. Volunteer hours are estimated at anywhere from \$18 to \$24 per hour in cost savings for an agency. The City has a robust system in place to sharing the



variety of volunteer opportunities and encourage volunteerism City-wide and for many of the Department’s offerings, include Special Events, Chino Youth Museum, Neighborhood Activity Center & Sports, etc. <http://www.cityofchino.org/residents/volunteer>.

Additional Examples: The City of San José Parks, Recreation and Neighborhood Services had leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors - all on a pro-bono basis (http://www.hbsanc.org/cp_home.html?aid=1142). There could be potential opportunities of this sort with any of the educational institutions, including Chaffey College Chino Campus and Cal State, Fullerton in the area.

SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. These can be done by the Foundation or a Friends Group as well.

8.1.2 CAPITAL FEES

CAPITAL FEES

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

DEDICATION/DEVELOPMENT FEES

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

IMPACT FEES

These fees are in addition to the established user rate for accessing facilities, such as golf courses, recreation centers, and pools to support capital improvements that benefit the user of the facility.

MELLO ROOS DISTRICT

Fees for a specific purpose with an election approving district and fees by 2/3 majority.

8.1.3 USER FEES

All of these fee types are already being undertaken by the Department currently, but as mentioned earlier in the report, it is important for the Department to have greater control to set the fees and charges in line with the cost recovery goals and the quality of the experience desired.

RECREATION SERVICE FEES

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

FEES/CHARGES

The Division must position fees and charges to be market-driven and derived based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of the cost of operations.

PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The City either receives a set amount of money or a percentage of the gross service that is being provided.

RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

EQUIPMENT RENTAL

The revenue source is available on the rental of equipment, such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, etc. that are used for recreation purposes.

8.1.4 GRANTS

CDBG FUNDING

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

LAND TRUST

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

PROP 68

In June 2018, voters in California approved Proposition 68 Parks, Environment and Water Bond that authorized \$4 billion in general obligation bonds for state and local parks, environmental protection projects, water infrastructure projects, and flood protection projects.

Chino was the recipient of a \$2,858,075 state grant awarded to the City in March 2020, as part of the 2018 Parks Bond Act Statewide Park Development and Community Revitalizations program (SPP) Proposition 68 grant to develop a park in the City. Chino Rancho Park is being developed using those dollars and will be home to the City's first inclusive playground for kids of all abilities along with walking trails, pickleball courts, etc.



8.1.5 TAX SUPPORT

PROPERTY TAX

Ad valorem taxes on real property.

LIGHTING AND LANDSCAPE DISTRICTS

Special property owner approved assessment.

HOTEL, MOTEL, AND RESTAURANT TAX

Tax based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

SALES TAX

This existing revenue source has been very successful in funding the park system in Frisco, TX. This tax is very popular in high traffic, tourism type cities, and with county and state parks.

FOOD AND BEVERAGE TAX

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

PUBLIC IMPROVEMENT DISTRICT (PID)

New developments can establish a Public Improvement District (PID) when authorized by the City Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities, such as parks and major boulevards.

8.1.6 FRANCHISES AND LICENSES

CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the City. Also, many cities have their own catering service and receive a percentage of dollars off the sale of their food.

POURING RIGHTS

Private soft drink companies that execute agreements with the City for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the City. The City of Westfield, IN signed a 10 year, \$2 million pouring rights deal at their sports complex with Pepsi. This could be an option to be consider at Ayala Park or other large developments, if any, in the future.

CONCESSION MANAGEMENT

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The City either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

PRIVATE MANAGEMENT

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the City.

GREENWAY UTILITY

Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.

CORPORATE NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in Chino.

PRIVATE DEVELOPERS

These developers lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.

EASEMENTS

This revenue source is available when the City allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the City on an annual basis.

ADVERTISING SALES

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

INTERLOCAL AGREEMENTS

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



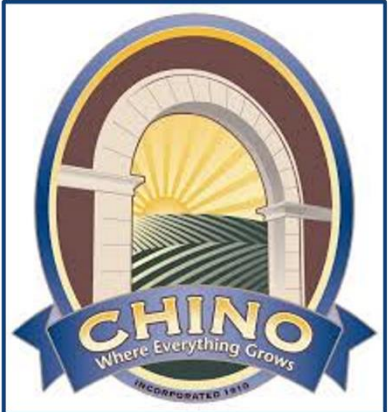
CHAPTER NINE - VISIONING STRATEGY & ACTION PLAN

The Consulting Team conducted a visioning workshop with staff to determine the identity of the organization and chart a path moving forward. This process was iterative and included community input, demographics and trends, an analysis of all offerings and the levels of service and equity mapping. Based on that, the staff developed the roadmap to guide the future.


The City's Core Values, Mission and Vision statements were incorporated into this and staff developed the Department's Mission and Big Moves to guide the development of a strategic action plan for the Department.



9.1 MISSION & VISION STATEMENTS

<h2>MISSION</h2>		<h2>VISION</h2>
<p><u>Citywide</u> Together we take pride in providing quality, caring service to our community.</p> <p><u>Community Services Department</u> To impact lives and build a connected community.</p>		<p>Chino is a vibrant city. It is a great community in which to live, work, and play, that is recognized for integrity and dedication to public service.</p>

9.2 CITYWIDE VALUES

 <h2>CITYWIDE VALUES</h2>
Commitment to our Community
Integrity & Accountability
Fiscal Responsibility
Partnerships & Teamwork
Innovation
Communication & Engagement



9.3 STRATEGIC ACTION PLAN

The following were the major recommendations that were developed through the Visioning Process.

9.3.1 BIG MOVES

The following are the Big Moves that will shape the Plan's Roadmap. These are the signature action items, both internal and external focused, that will help the Department stay true to its Core Values and realize its Vision and Mission as they serve the Chino community.

1. **Dedicated marketing/branding support (including staff position) to assist with increasing awareness, branding campaign, tracking return on investment (ROI), etc.**
 - a. Hiring additional dedicated staff to support the team
2. **Focus on long-term financial sustainability**
 - a. Add a revenue generating position (E.g., a grant writer)
 - b. Create true Community Services Department budget
 - i. Department currently operates as a fund rather than a standalone budget; revenue generated and cost recovery/general fund support are not clearly visible
 - c. Ensure fees and charges are established by staff based on market rates and cost recovery goals
3. **Partner with the City to reenergize the downtown area (E.g., a civic center, more walkways/connection, new Special Events, a Farmers' Market)**
4. **Prioritize trail connectivity and increase equity of access to park land City-wide**
 - a. Deficit of 7 miles of paved walking trails and 11 miles of unpaved trails to be met in the next 5 years
 - b. Deficit of 25 acres of Neighborhood Park acreage to be met in the next 5 years in an equitable manner
5. **Upgrade existing facilities/amenities and explore new amenities to enhance the user experience**
 - a. E.g., Upgrade restrooms and shade structures, etc. to meet amenity needs
 - b. Projected deficit of 67,000 sq. ft. of indoor recreation space in the next five years can be met with a large multigenerational, multifunctional Community Center

9.3.2 KEY STRATEGY AREAS

Key strategies were established across five focus areas and the detailed strategies and tactics are part of the living Action Plan document maintained and updated by staff on an on-going basis.

1. Parks, Trails, Connectivity
2. Recreation and Social Services
3. Maintenance and Operations
4. Funding and Revenue
5. Branding and Marketing

CHAPTER TEN – CONCLUSION

This Plan is meant to be a strategic roadmap that can adapt as times and circumstances change. This is even more timely as the City continues to plan its future in a post COVID-19 world. The growing population numbers will require a higher level of service for indoor and outdoor offerings, but how the City delivers the service will evolve, for example, to address greater (maybe temporary) social distancing guidelines and (long-term) COVID protocol requirements.

In addition, the financial realities of governments and public agencies nationwide have changed with reduced revenues and the Department will need to have an even greater emphasis on cost recovery to ensure long-term financial sustainability.

Amidst these uncertain times, it is comforting to know that the Department’s staff is a group of experienced professionals dedicated to the community’s well-being and the organizational culture centers on teamwork and forward-looking focus, elements that are critical to the success of a plan’s implementation. The Consulting Team has no doubt that the Department staff in conjunction with the City’s leadership will leave no stone unturned to ensure this plan continues to meet and exceed the parks, recreation, trails, culture, and open space needs of the Chino community, now and in the years to come.





APPENDIX A: CORE VS. CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Basketball	23,067	100%	24,225	100%	24,917	100%	8.0%	2.9%
<i>Casual (1-12 times)</i>	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
<i>Core(13+ times)</i>	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	24,700	100%	24,240	100%	24,271	100%	-1.7%	0.1%
Tennis	17,904	100%	17,841	100%	17,684	100%	-1.2%	-0.9%
Baseball	13,152	100%	15,877	100%	15,804	100%	20.2%	-0.5%
<i>Casual (1-12 times)</i>	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
<i>Core (13+ times)</i>	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	12,592	100%	11,405	100%	11,913	100%	-5.4%	4.5%
<i>Casual (1-25 times)</i>	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
<i>Core (26+ times)</i>	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	7,077	100%	7,386	100%	7,071	100%	-0.1%	-4.3%
<i>Casual (1-12 times)</i>	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
<i>Core(13+ times)</i>	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football (Flag)	5,508	100%	6,572	100%	6,783	100%	23.1%	3.2%
<i>Casual (1-12 times)</i>	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
<i>Core(13+ times)</i>	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
<i>Core Age 6 to 17 (13+ times)</i>	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	6,304	100%	6,317	100%	6,487	100%	2.9%	2.7%
<i>Casual (1-12 times)</i>	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
<i>Core(13+ times)</i>	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	7,176	100%	6,337	100%	6,095	100%	-15.1%	-3.8%
<i>Casual (1-12 times)</i>	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
<i>Core(13+ times)</i>	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football (Touch)	6,586	100%	5,517	100%	5,171	100%	-21.5%	-6.3%
<i>Casual (1-12 times)</i>	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
<i>Core(13+ times)</i>	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	4,530	100%	5,233	100%	5,336	100%	17.8%	2.0%
<i>Casual (1-12 times)</i>	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
<i>Core(13+ times)</i>	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football (Tackle)	5,978	100%	5,157	100%	5,107	100%	-14.6%	-1.0%
<i>Casual (1-25 times)</i>	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
<i>Core(26+ times)</i>	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	4,621	100%	4,770	100%	4,699	100%	1.7%	-1.5%
<i>Casual (1-49 times)</i>	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
<i>Core(50+ times)</i>	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	4,651	100%	4,770	100%	4,400	100%	-5.4%	-7.8%
<i>Casual (1-12 times)</i>	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
<i>Core(13+ times)</i>	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

PARKS & FACILITIES MASTER PLAN

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Track and Field	4,105	100%	4,143	100%	4,139	100%	0.8%	-0.1%
<i>Casual (1-25 times)</i>	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
<i>Core(26+ times)</i>	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
Cheerleading	3,456	100%	3,841	100%	3,752	100%	8.6%	-2.3%
<i>Casual (1-25 times)</i>	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
<i>Core(26+ times)</i>	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
Pickleball	2,462	100%	3,301	100%	3,460	100%	40.5%	4.8%
<i>Casual (1-12 times)</i>	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
<i>Core(13+ times)</i>	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
Racquetball	3,594	100%	3,480	100%	3,453	100%	-3.9%	-0.8%
<i>Casual (1-12 times)</i>	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
<i>Core(13+ times)</i>	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
Ice Hockey	2,421	100%	2,447	100%	2,357	100%	-2.6%	-3.7%
<i>Casual (1-12 times)</i>	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
<i>Core(13+ times)</i>	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
Ultimate Frisbee	4,530	100%	2,710	100%	2,290	100%	-49.4%	-15.5%
<i>Casual (1-12 times)</i>	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
<i>Core(13+ times)</i>	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
Softball (Fast Pitch)	2,424	100%	2,303	100%	2,242	100%	-7.5%	-2.6%
<i>Casual (1-25 times)</i>	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
<i>Core(26+ times)</i>	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
Lacrosse	2,011	100%	2,098	100%	2,115	100%	5.2%	0.8%
<i>Casual (1-12 times)</i>	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
<i>Core(13+ times)</i>	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
Wrestling	1,891	100%	1,908	100%	1,944	100%	2.8%	1.9%
<i>Casual (1-25 times)</i>	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
<i>Core(26+ times)</i>	950	50%	748	39%	755	39%	-20.5%	0.9%
Roller Hockey	1,736	100%	1,734	100%	1,616	100%	-6.9%	-6.8%
<i>Casual (1-12 times)</i>	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
<i>Core(13+ times)</i>	555	32%	437	25%	436	27%	-21.4%	-0.2%
Boxing for Competition	1,278	100%	1,310	100%	1,417	100%	10.9%	8.2%
<i>Casual (1-12 times)</i>	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
<i>Core(13+ times)</i>	204	16%	192	15%	212	15%	3.9%	10.4%
Rugby	1,276	100%	1,560	100%	1,392	100%	9.1%	-10.8%
<i>Casual (1-7 times)</i>	836	66%	998	64%	835	60%	-0.1%	-16.3%
<i>Core(8+ times)</i>	440	34%	562	36%	557	40%	26.6%	-0.9%
Squash	1,596	100%	1,285	100%	1,222	100%	-23.4%	-4.9%
<i>Casual (1-7 times)</i>	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
<i>Core(8+ times)</i>	388	24%	489	38%	476	39%	22.7%	-2.7%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	112,583	100%	111,001	100%	111,439	100%	-1.0%	0.4%
<i>Casual (1-49 times)</i>	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
<i>Core(50+ times)</i>	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	50,241	100%	53,737	100%	56,823	100%	13.1%	5.7%
<i>Casual (1-49 times)</i>	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
<i>Core(50+ times)</i>	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	56,124	100%	51,291	100%	51,450	100%	-8.3%	0.3%
<i>Casual (1-49 times)</i>	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
<i>Core(50+ times)</i>	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	51,127	100%	49,459	100%	50,052	100%	-2.1%	1.2%
<i>Casual (1-49 times)</i>	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
<i>Core(50+ times)</i>	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	35,693	100%	36,668	100%	37,085	100%	3.9%	1.1%
<i>Casual (1-49 times)</i>	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
<i>Core(50+ times)</i>	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	35,841	100%	36,372	100%	36,181	100%	0.9%	-0.5%
<i>Casual (1-49 times)</i>	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
<i>Core(50+ times)</i>	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	31,826	100%	33,238	100%	33,056	100%	3.9%	-0.5%
<i>Casual (1-49 times)</i>	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
<i>Core(50+ times)</i>	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Free Weights (Barbells)	25,623	100%	27,834	100%	28,379	100%	10.8%	2.0%
<i>Casual (1-49 times)</i>	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
<i>Core(50+ times)</i>	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Yoga	25,262	100%	28,745	100%	30,456	100%	20.6%	6.0%
<i>Casual (1-49 times)</i>	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
<i>Core(50+ times)</i>	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Bodyweight Exercise	22,390	100%	24,183	100%	23,504	100%	5.0%	-2.8%
<i>Casual (1-49 times)</i>	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
<i>Core(50+ times)</i>	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%
Dance, Step, Choreographed Exercise	21,455	100%	22,391	100%	23,957	100%	11.7%	7.0%
<i>Casual (1-49 times)</i>	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
<i>Core(50+ times)</i>	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

PARKS & FACILITIES MASTER PLAN

GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact/ Intensity Training)	19,746	100%	21,611	100%	22,044	100%	11.6%	2.0%
<i>Casual (1-49 times)</i>	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
<i>Core(50+ times)</i>	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	13,216	100%	15,025	100%	15,359	100%	16.2%	2.2%
<i>Casual (1-49 times)</i>	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
<i>Core(50+ times)</i>	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	11,265	100%	13,338	100%	13,542	100%	20.2%	1.5%
<i>Casual (1-49 times)</i>	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
<i>Core(50+ times)</i>	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Stationary Cycling (Group)	8,449	100%	9,434	100%	9,930	100%	17.5%	5.3%
<i>Casual (1-49 times)</i>	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
<i>Core(50+ times)</i>	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	8,504	100%	9,084	100%	9,243	100%	8.7%	1.8%
<i>Casual (1-49 times)</i>	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
<i>Core(50+ times)</i>	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
Trail Running	7,531	100%	10,010	100%	10,997	100%	46.0%	9.9%
Cardio Kickboxing	6,747	100%	6,838	100%	7,026	100%	4.1%	2.7%
<i>Casual (1-49 times)</i>	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
<i>Core(50+ times)</i>	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
Boot Camp Style Training	6,774	100%	6,695	100%	6,830	100%	0.8%	2.0%
<i>Casual (1-49 times)</i>	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
<i>Core(50+ times)</i>	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
Martial Arts	5,364	100%	5,821	100%	6,068	100%	13.1%	4.2%
<i>Casual (1-12 times)</i>	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
<i>Core(13+ times)</i>	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
Boxing for Fitness	5,113	100%	5,166	100%	5,198	100%	1.7%	0.6%
<i>Casual (1-12 times)</i>	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
<i>Core(13+ times)</i>	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
Tai Chi	3,446	100%	3,761	100%	3,793	100%	10.1%	0.9%
<i>Casual (1-49 times)</i>	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
<i>Core(50+ times)</i>	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
Barre	3,200	100%	3,532	100%	3,665	100%	14.5%	3.8%
<i>Casual (1-49 times)</i>	2,562	80%	2,750	78%	2,868	78%	11.9%	4.3%
<i>Core(50+ times)</i>	638	20%	782	22%	797	22%	24.9%	1.9%
Triathlon (Traditional/Road)	2,203	100%	2,168	100%	2,001	100%	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	100%	1,589	100%	1,472	100%	4.3%	-7.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	36,222	100%	47,860	100%	49,697	100%	37.2%	3.8%
Bicycling (Road)	39,725	100%	39,041	100%	39,388	100%	-0.8%	0.9%
<i>Casual (1-25 times)</i>	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
<i>Core(26+ times)</i>	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	37,821	100%	38,998	100%	39,185	100%	3.6%	0.5%
<i>Casual (1-7 times)</i>	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
<i>Core(8+ times)</i>	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	100%	27,416	100%	28,183	100%	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	100%	15,980	100%	15,426	100%	5.4%	-3.5%
<i>Casual (1-7 times)</i>	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
<i>Core(8+ times)</i>	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	11,817	100%	12,830	100%	13,193	100%	11.6%	2.8%
<i>Casual (1-7 times)</i>	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
<i>Core(8+ times)</i>	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Hom	13,179	100%	12,344	100%	12,817	100%	-2.7%	3.8%
Backpacking Overnight	10,101	100%	10,540	100%	10,660	100%	5.5%	1.1%
Bicycling (Mountain)	8,044	100%	8,690	100%	8,622	100%	7.2%	-0.8%
<i>Casual (1-12 times)</i>	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
<i>Core(13+ times)</i>	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	8,435	100%	7,654	100%	7,449	100%	-11.7%	-2.7%
<i>Casual (1-25 times)</i>	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
<i>Core(26+ times)</i>	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	5,842	100%	6,939	100%	7,014	100%	20.1%	1.1%
<i>Casual (1-7 times)</i>	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
<i>Core(8+ times)</i>	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	6,582	100%	6,500	100%	6,610	100%	0.4%	1.7%
<i>Casual (1-25 times)</i>	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
<i>Core(26+ times)</i>	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	6,061	100%	5,040	100%	4,816	100%	-20.5%	-4.4%
<i>Casual (1-12 times)</i>	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
<i>Core(13+ times)</i>	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	2,350	100%	3,439	100%	3,648	100%	55.2%	6.1%
<i>Casual (1-12 times)</i>	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
<i>Core(13+ times)</i>	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Adventure Racing	2,368	100%	2,215	100%	2,143	100%	-9.5%	-3.3%
<i>Casual (1 times)</i>	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
<i>Core(2+ times)</i>	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%
Climbing (Traditional/Ice/Mountaineerir	2,457	100%	2,541	100%	2,400	100%	-2.3%	-5.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

PARKS & FACILITIES MASTER PLAN

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	25,304	100%	27,575	100%	28,219	100%	11.5%	2.3%
<i>Casual (1-49 times)</i>	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
<i>Core(50+ times)</i>	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	9,122	100%	10,518	100%	11,189	100%	22.7%	6.4%
<i>Casual (1-49 times)</i>	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
<i>Core(50+ times)</i>	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	2,710	100%	3,045	100%	2,822	100%	4.1%	-7.3%
<i>Casual (1-49 times)</i>	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
<i>Core(50+ times)</i>	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	10,044	100%	9,129	100%	8,995	100%	-10.4%	-1.5%
Kayaking (Recreational)	8,855	100%	11,017	100%	11,382	100%	28.5%	3.3%
Snorkeling	8,752	100%	7,815	100%	7,659	100%	-12.5%	-2.0%
<i>Casual (1-7 times)</i>	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
<i>Core(8+ times)</i>	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	6,355	100%	5,324	100%	5,108	100%	-19.6%	-4.1%
<i>Casual (1-7 times)</i>	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
<i>Core(8+ times)</i>	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	3,924	100%	3,754	100%	3,618	100%	-7.8%	-3.6%
<i>Casual (1-7 times)</i>	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
<i>Core(8+ times)</i>	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Water Skiing	4,007	100%	3,363	100%	3,203	100%	-20.1%	-4.8%
<i>Casual (1-7 times)</i>	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
<i>Core(8+ times)</i>	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Rafting	3,781	100%	3,404	100%	3,438	100%	-9.1%	1.0%
Stand-Up Paddling	2,751	100%	3,453	100%	3,562	100%	29.5%	3.2%
Kayaking (Sea/Touring)	2,912	100%	2,805	100%	2,652	100%	-8.9%	-5.5%
Scuba Diving	3,145	100%	2,849	100%	2,715	100%	-13.7%	-4.7%
<i>Casual (1-7 times)</i>	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
<i>Core(8+ times)</i>	893	28%	716	25%	699	26%	-21.7%	-2.4%
Wakeboarding	3,125	100%	2,796	100%	2,729	100%	-12.7%	-2.4%
<i>Casual (1-7 times)</i>	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
<i>Core(8+ times)</i>	926	30%	896	32%	890	33%	-3.9%	-0.7%
Surfing	2,721	100%	2,874	100%	2,964	100%	8.9%	3.1%
<i>Casual (1-7 times)</i>	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
<i>Core(8+ times)</i>	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Kayaking (White Water)	2,351	100%	2,562	100%	2,583	100%	9.9%	0.8%
Boardsailing/Windsurfing	1,562	100%	1,556	100%	1,405	100%	-10.1%	-9.7%
<i>Casual (1-7 times)</i>	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
<i>Core(8+ times)</i>	285	18%	310	20%	292	21%	2.5%	-5.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



APPENDIX B: COMMUNITY WORKSHOP DETAIL



**Chino Senior Center
Community Workshop #1**

16 Residents Participated in Live Polling
(Top 3 results for each question are below)

Want the City To Provide More...

29%
Community Recreation Center

16%
Outdoor Sports Courts

13%
Sports Fields

Want the City To Provide New...

21%
Performing Arts Theater

18%
Community Recreation Center

15%
Outdoor Amphitheater

Programs Attendees Participate in...

27%
Special Events

17%
Recreation Classes

14%
Sports Leagues & Cultural Arts

Programs Attendees Want More of...

17%
Cultural Arts

15%
Special Events

12%
Recreation Classes & Sports Leagues

Preferred Means of Communication...

20%
Social Media

17%
Email

16%
City of Chino Website

Barriers to Participation...

25%
No Time

23%
Lack of Facilities

18%
Not Enough Choices

STRENGTHS

- Special Events
- Advertising
- Supportive City Council and City staff
- Very responsive City staff
- Clean portable toilets for events
- Youth Sports support
- Park and Facility maintenance

OPPORTUNITIES

- Performing Arts Center
- Update sports fields
- Equitable park upgrades
- More staffing at parks
- Snack bars
- Lights on when practicing
- Parking for Special Events (specifically the Halloween event)
- Path lighting at Ayala and other parks
- Control homeless in public areas
- More indoor space for performing arts and classes
- Indoor/covered pool
- More counseling services
- Parking in smaller neighborhood parks
- Upgrade amenities/equipment at parks
- Shade structures at parks

TOP PRIORITY

- Performing Arts/Cultural Center
 - Wow factors in parks
- Active adult offerings/facilities



Chaffey College Chino Community Center Community Workshop #2

13 Residents Participated in Live Polling
(Top 3 results for each question are below)

Want the City To Provide More...

27%
Community Recreation Center

16%
Playgrounds

14%
Sports Fields

Want the City To Provide New...

25%
Performing Arts Theater

18%
Community Recreation Center

16%
Outdoor Amphitheater

Programs Attendees Participate in...

23%
Special Events

21%
Cultural Arts

15%
Recreation Classes

Programs Attendees Want More of...

24%
Cultural Arts

18%
Special Events

11%
Recreation Classes & Counseling

Preferred Means of Communication...

27%
Social Media

16%
App & Email

11%
Text/Call & City of Chino Website

Barriers to Participation...

18%
**I Don't Know What's Offered,
Lack of Facilities, No Time**

13%
Poor Location/Too Far

11%
Too Expensive

STRENGTHS

- Counseling program
- Sports program
- Pre-school program
- 7th Street Theater
- Special Events
- Community Services staff
- Outdoor options
- Support from City Council

OPPORTUNITIES

- Expansion of existing theater
- New theater
- Walking trails
- Bike park (BMX, Mountain, etc.)
- Nature trails
- More parking at parks
- Dog park
- Cultural Arts Facility
- Preserve history of City
- Art in parks and throughout City
- Pool
- Splash pad

TOP PRIORITY

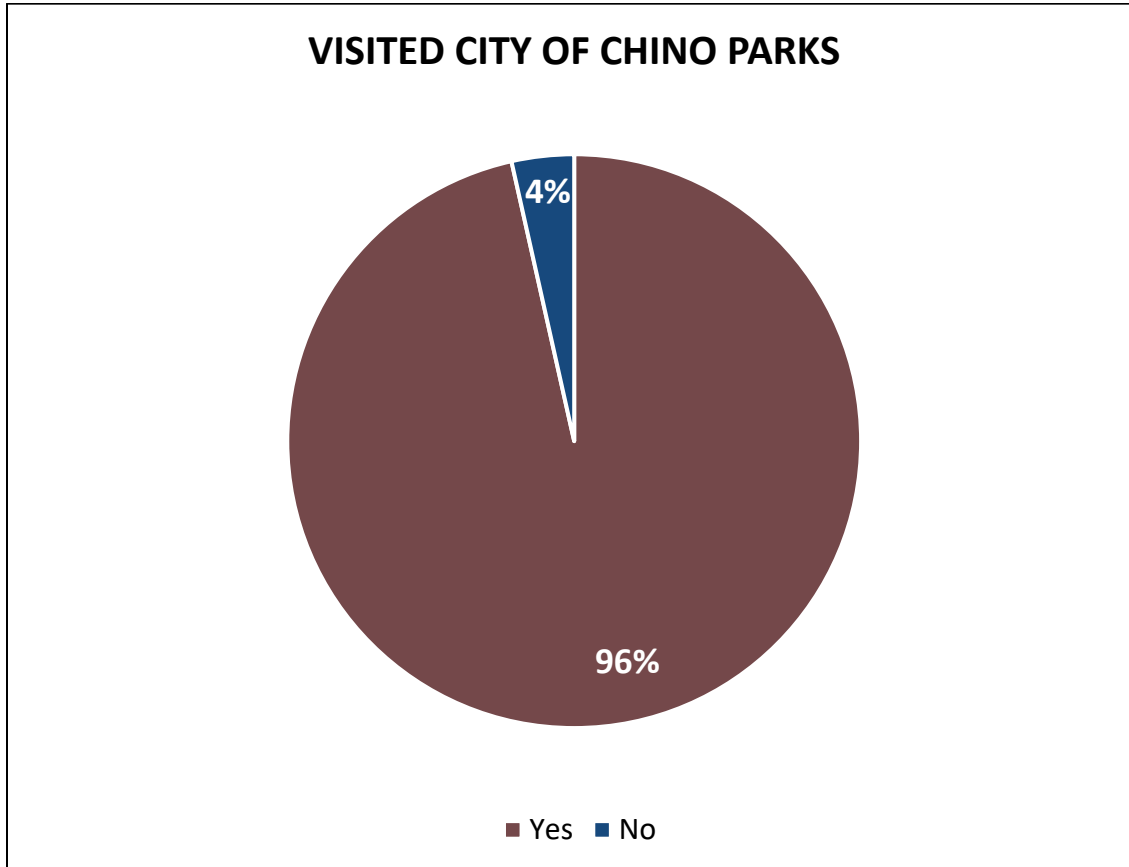
- Larger/New Theater
- Inclusive Play Areas
- Combine Uses/Facilities



APPENDIX C: ONLINE COMMUNITY SURVEY

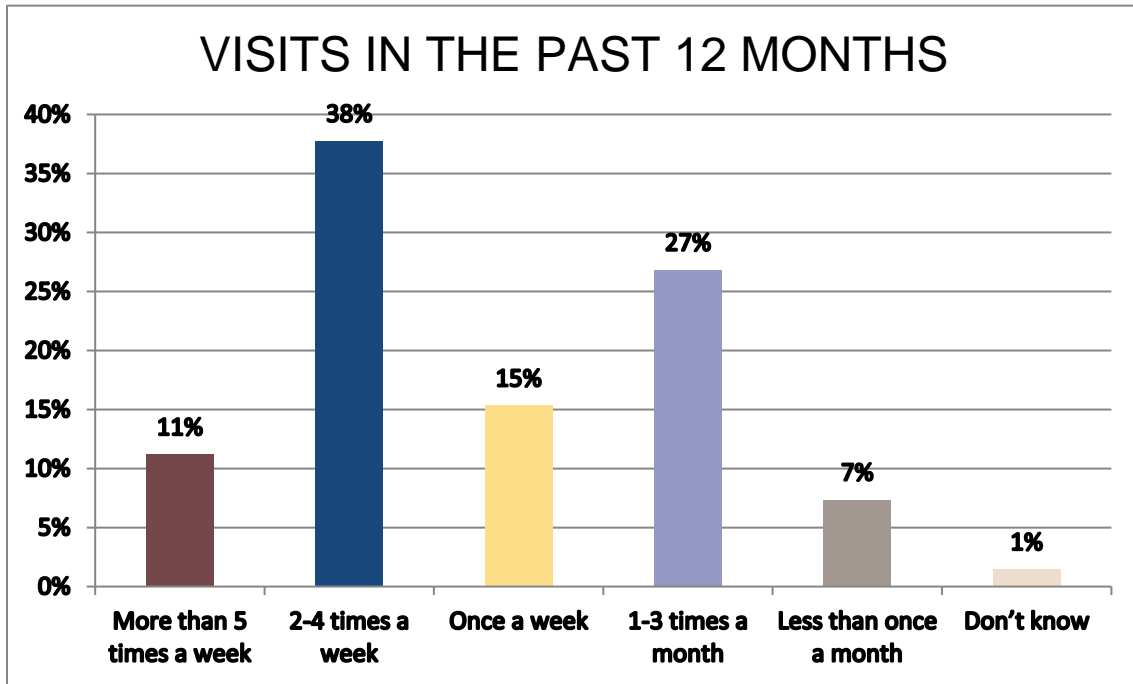
HAVE YOU OR ANY MEMBER OF YOUR HOUSEHOLD VISITED ANY CITY OF CHINO PARKS AND/OR FACILITIES DURING THE PAST 12 MONTHS?

Of the respondents, 96% have visited parks and/or facilities. Only 4% of the respondents answered no, they have not visited a park and/or facility.



HOW OFTEN HAVE YOU VISITED CITY OF CHINO PARKS AND/OR FACILITIES DURING THE PAST 12 MONTHS?

The survey indicated that 64% of the respondents have visited a park at least once a week. Of the remaining responses, 27% visit 1-3 times a month and 7% less than once a month. There was 1% that did not know how often they visit the parks and/or facilities.

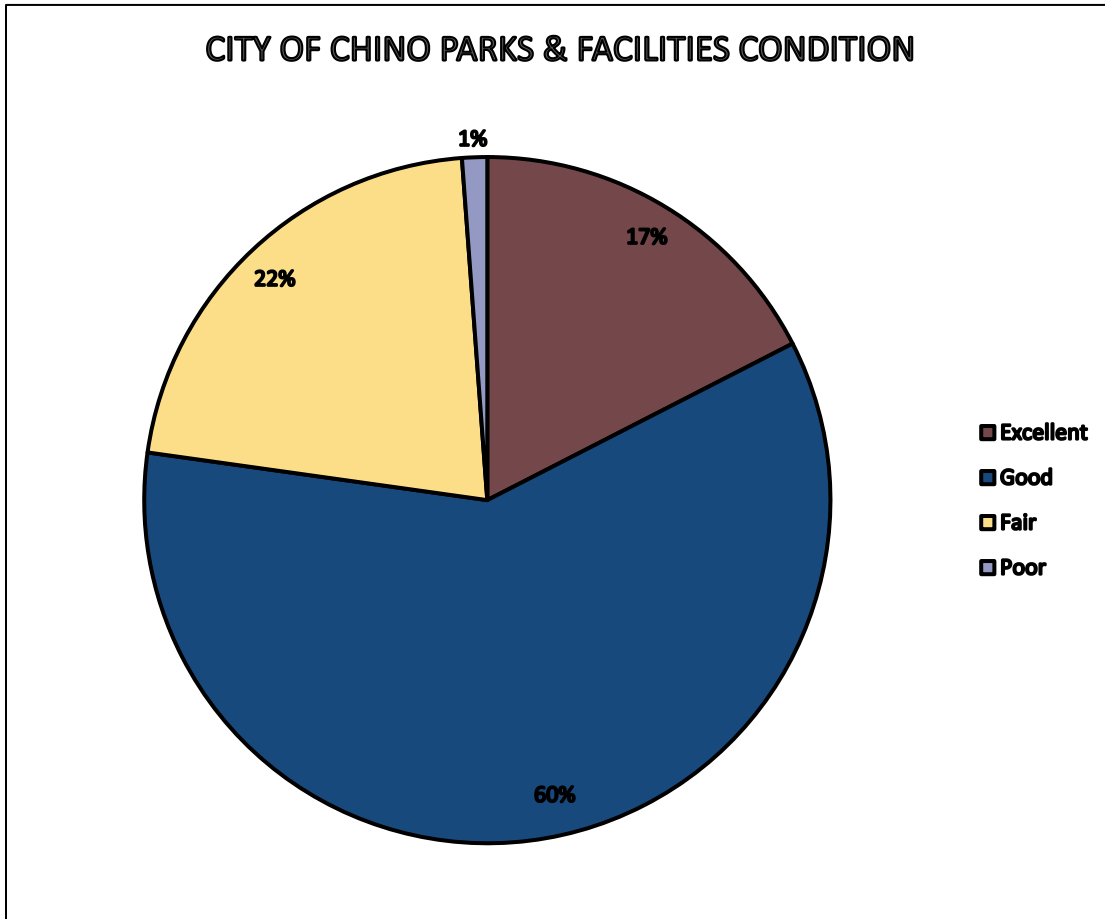




OVERALL, HOW WOULD YOU RATE THE PHYSICAL CONDITION OF ALL THE CITY OF CHINO PARKS AND FACILITIES YOU HAVE VISITED?

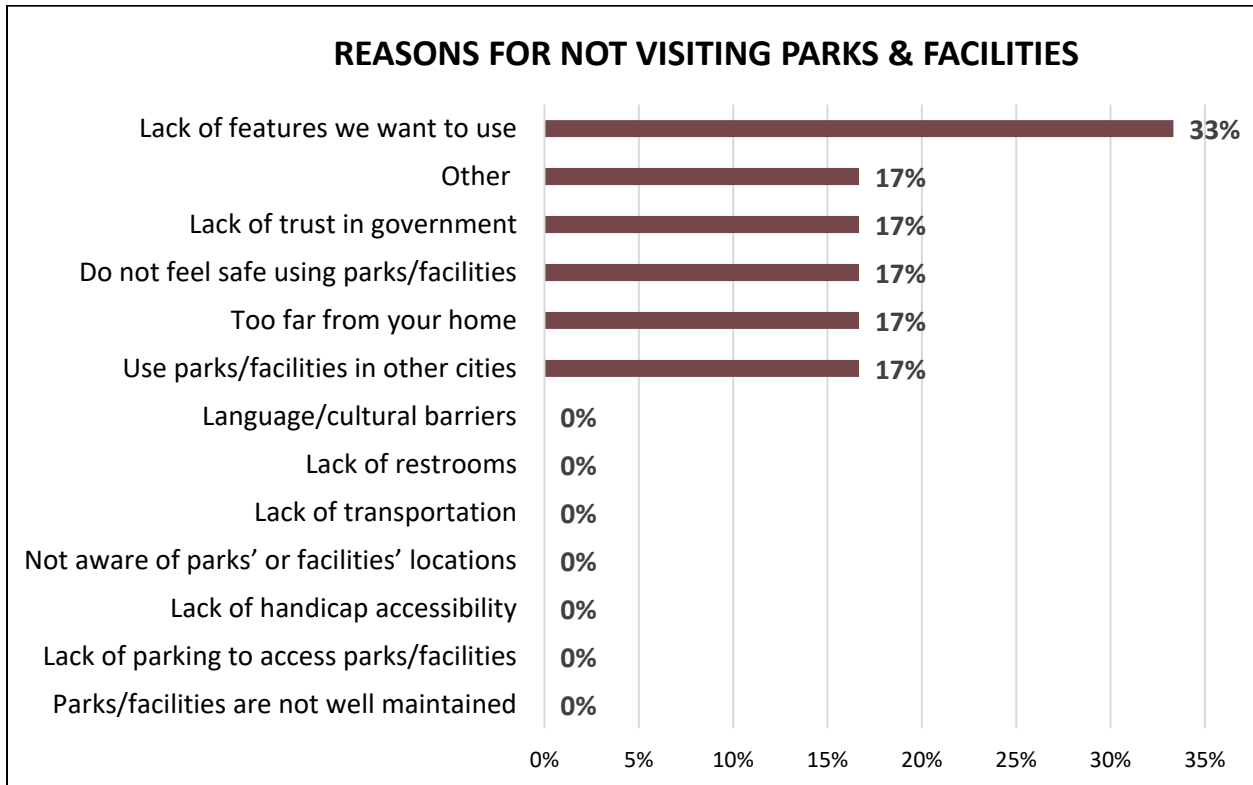
Participants that visited a park/facility in the past 12 months were asked to rate the condition of the parks/facilities they used. In combining ratings of Excellent and Good, respondents indicated 77% are satisfied with the parks/facilities conditions.

There were 23% of the respondents that selected fair or poor for parks and facilities physical condition.



IF YOUR HOUSEHOLD HAS NOT VISITED ANY CITY OF CHINO PARKS AND/OR FACILITIES DURING THE PAST 12 MONTHS, PLEASE CHECK ALL OF THE FOLLOWING REASONS YOU HAVE NOT VISITED.

This question is a follow up to question number one. Only four percent of the respondents (6 households) answered that they have not visited any of the City parks and/or facilities in the past 12 months. The top three reasons that are preventing use of the City parks/facilities include lack of features we want to use (33%), other (17%), and lack of trust in government (17%). This question only had 6 respondents. Other response typed in was allergies.

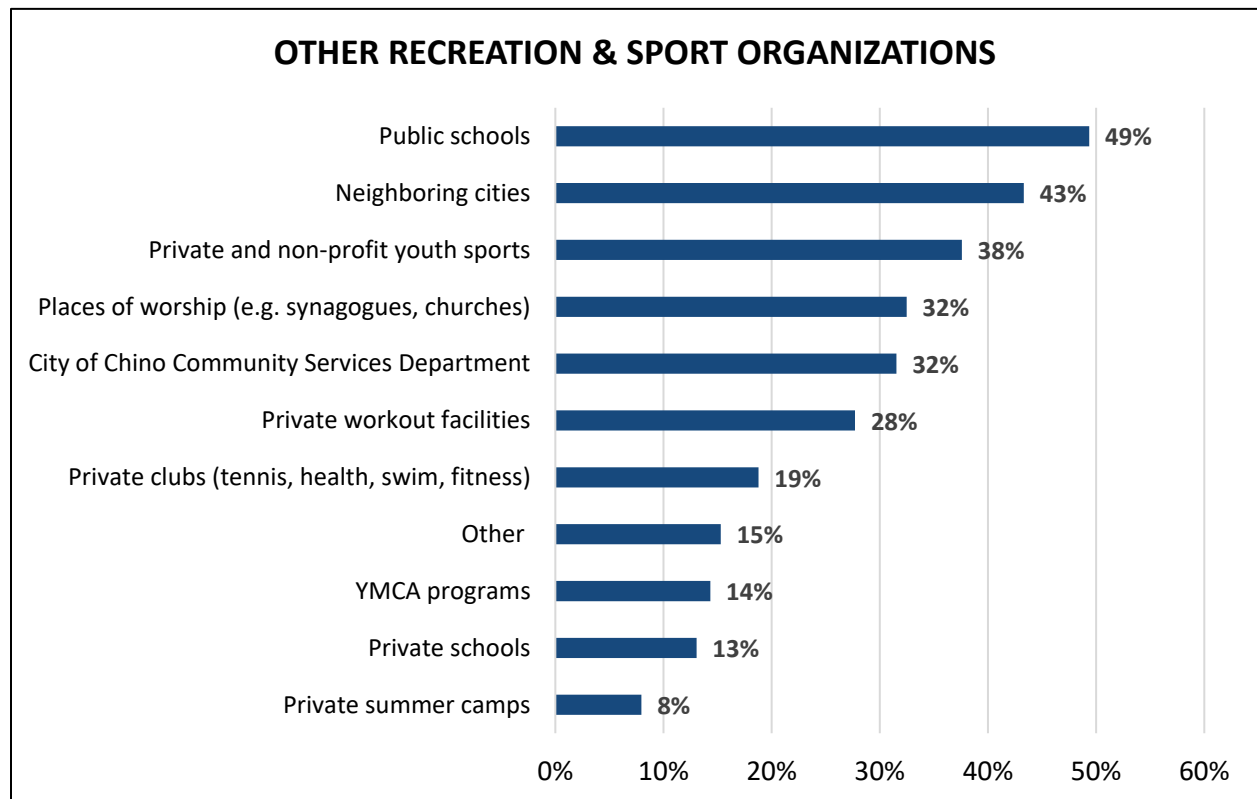




FROM THE FOLLOWING LIST, PLEASE CHECK ALL OF THE ORGANIZATIONS THAT YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED FOR RECREATION AND SPORTS ACTIVITIES DURING THE LAST 12 MONTHS.

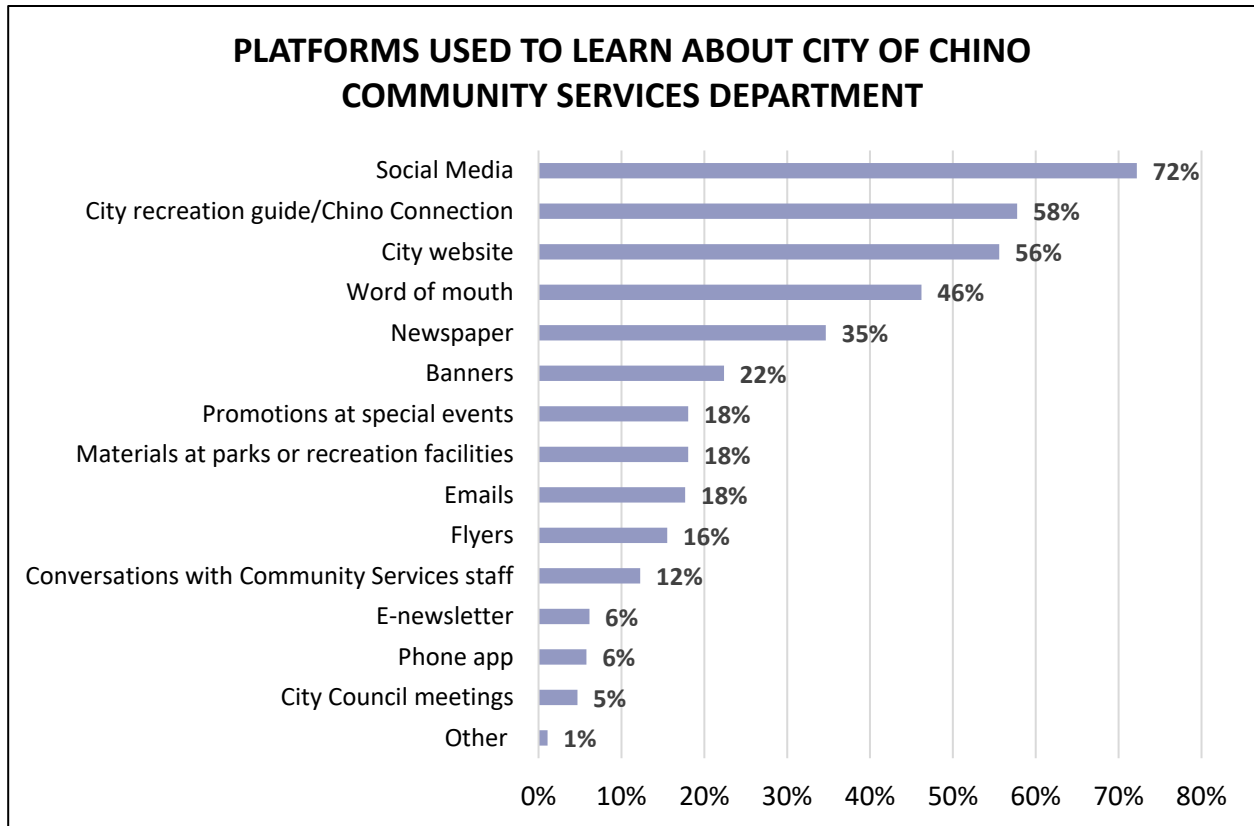
The chart below reveals other organizations used by respondents. Public schools (49%), Neighboring cities (43%), and private and non-profit youth sports (38%) were the top three organizations used.

- Other “Key” Themes:
- Community Theater
- Library
- County/State Parks



FROM THE FOLLOWING LIST, PLEASE CHECK ALL THE WAYS YOU LEARN ABOUT CITY OF CHINO COMMUNITY SERVICES DEPARTMENT PROGRAMS AND SERVICES.

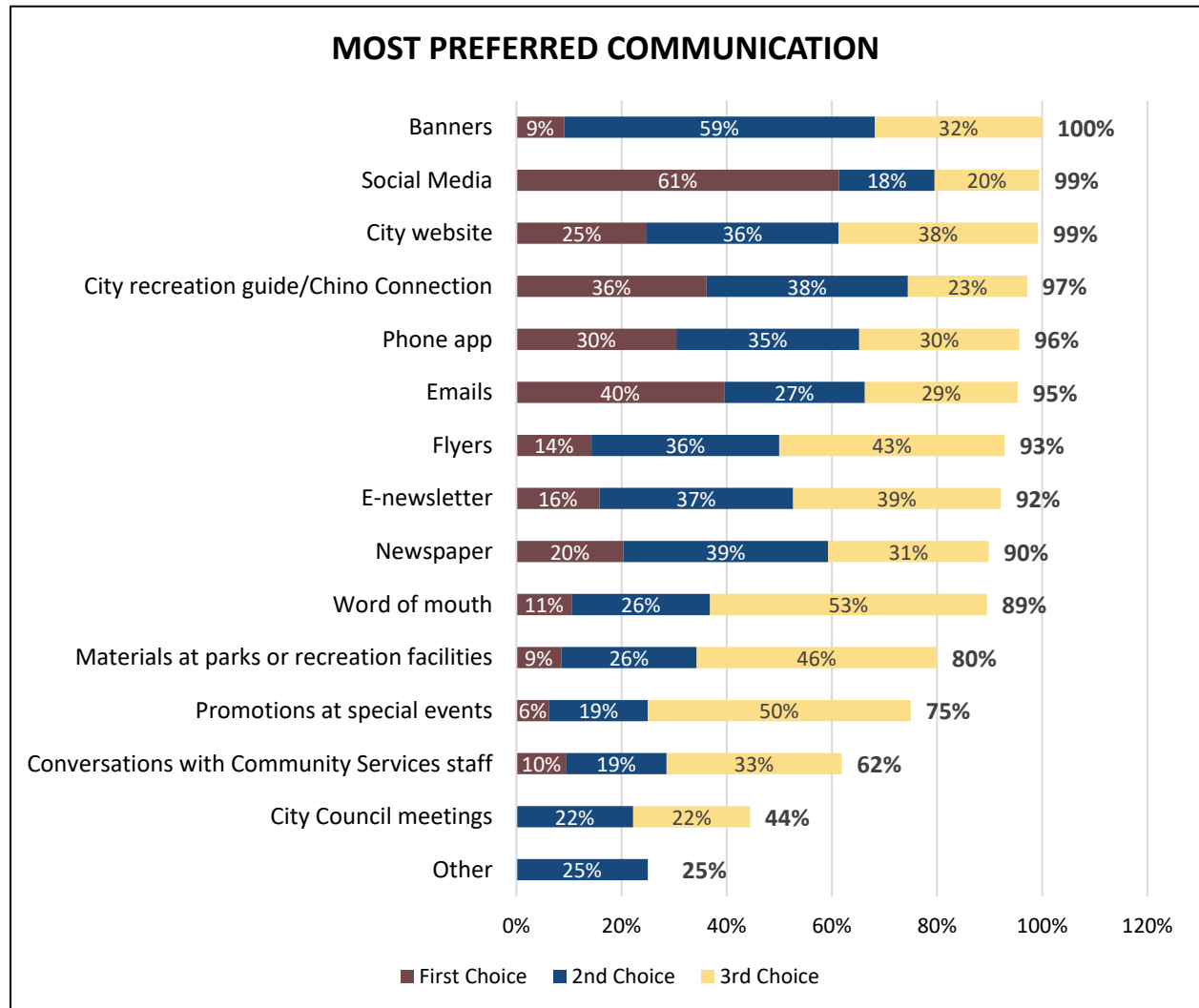
The chart below reveals Social Media (72%) as the most used way to learn about community services. City recreation guide/Chino Connection (58%), and City website (56%) were the next most popular ways residents are learning about Community Services programs and services.





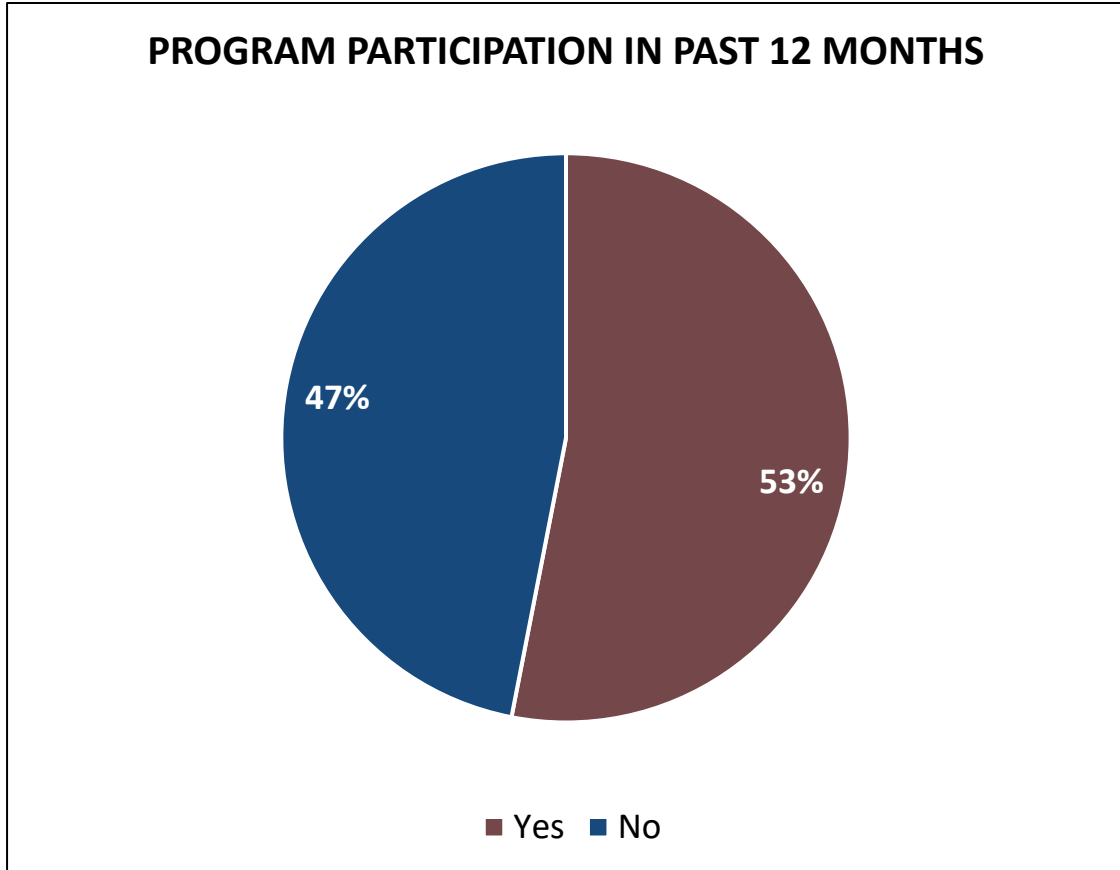
WHICH THREE METHODS OF COMMUNICATION WOULD YOU MOST PREFER THE CITY USE TO COMMUNICATE WITH YOU ABOUT COMMUNITY SERVICES PROGRAMS AND SERVICES?

In addition to selecting the ways residents are currently learning about Community Services, respondents were asked to select their top three preferred ways to learn. The most popular choices, when combining all three, were Banners (100%), Social Media (99%), and City website (99%). However, the number one first choice selected was Social Media (61%) followed by emails (40%).



HAS YOUR HOUSEHOLD PARTICIPATED IN ANY PROGRAMS OFFERED BY THE CITY OF CHINO COMMUNITY SERVICES DEPARTMENT DURING THE PAST 12 MONTHS?

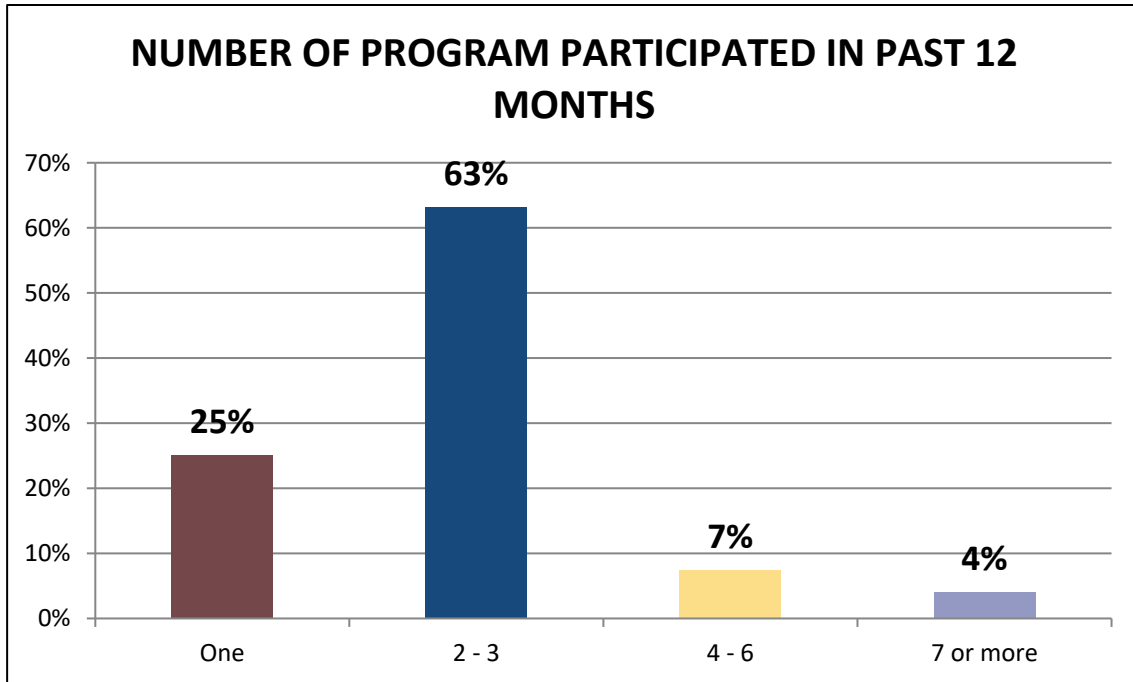
The survey indicated that 53% of the respondents have participated in programs in the past 12 months.





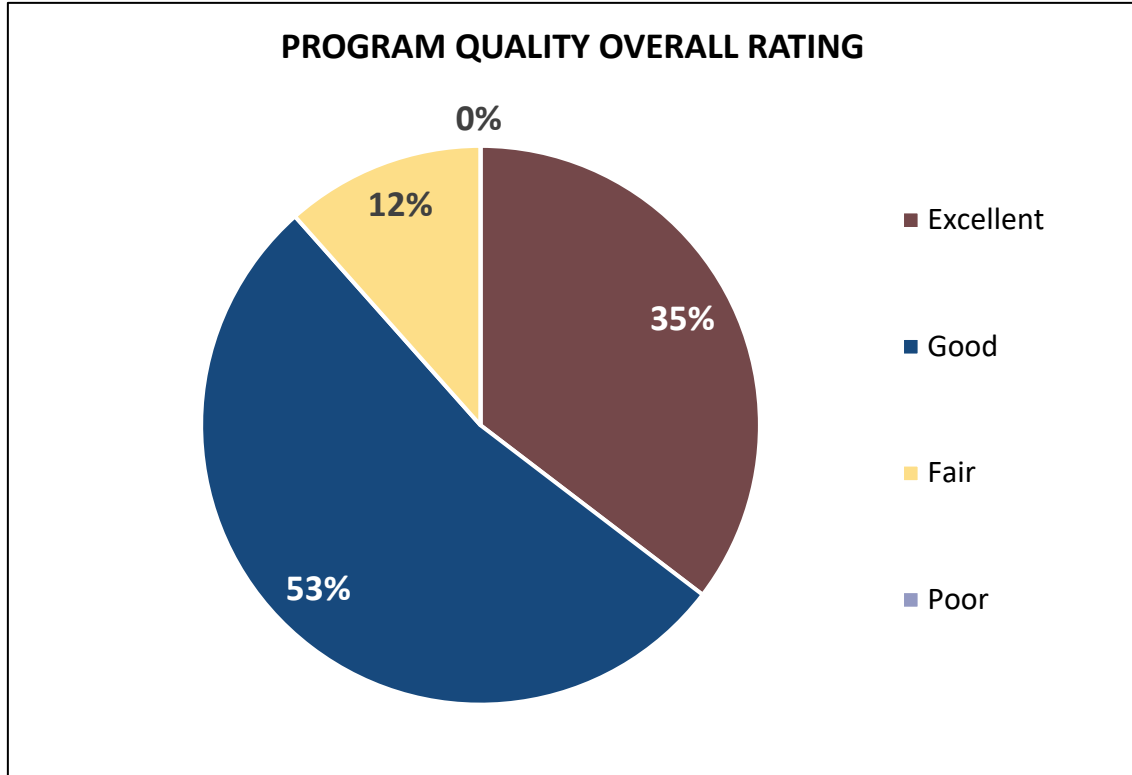
HOW MANY PROGRAMS OFFERED BY THE CITY OF CHINO COMMUNITY SERVICES DEPARTMENT HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN DURING THE PAST 12 MONTHS?

Respondents participate with the highest response in 2 to 3 programs a year (63%), followed by one a year (25%). Only 11% participate in programs more than 4 times a year.



HOW WOULD YOU RATE THE OVERALL QUALITY OF THE CITY OF CHINO COMMUNITY SERVICES DEPARTMENT PROGRAMS IN WHICH YOUR HOUSEHOLD HAS PARTICIPATED?

Respondents believe the City’s Community Services programs are excellent or good (88%). Of the remaining responses, (12%) believe the program quality is fair, while (0%) believe the programs are poor.



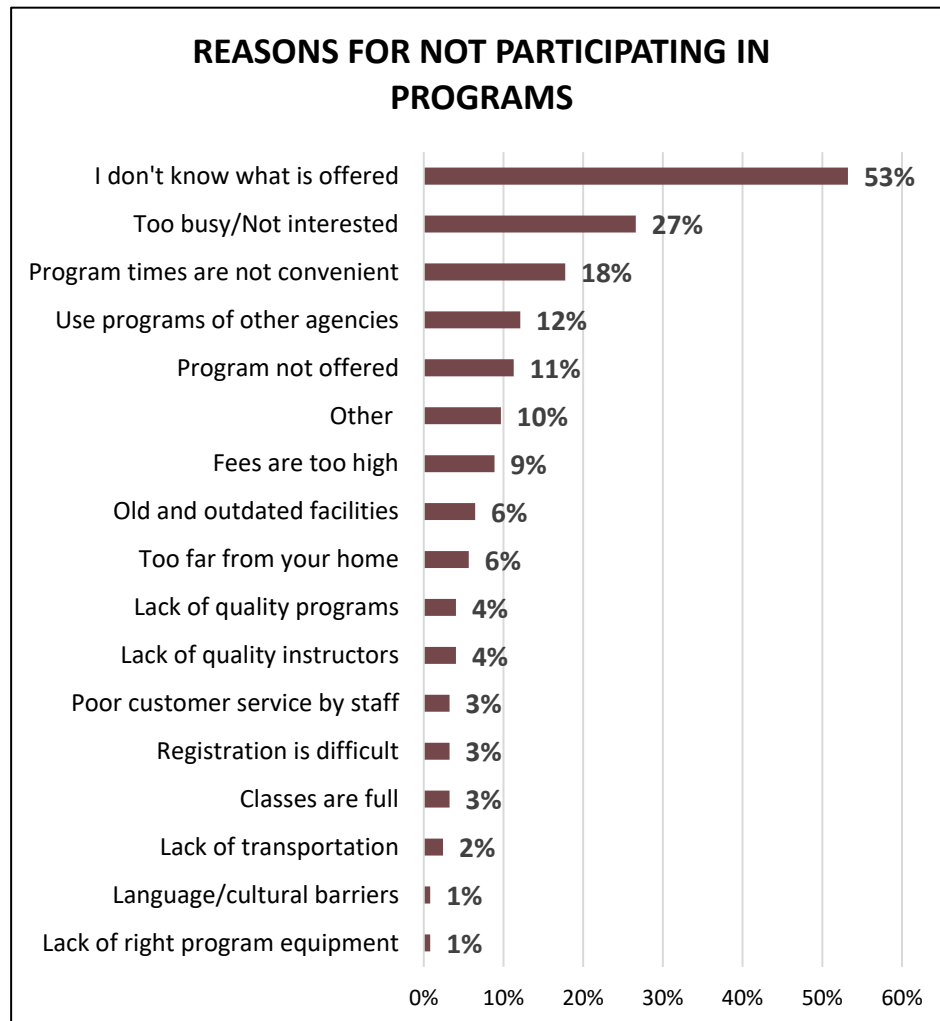


IF YOUR HOUSEHOLD HAS NOT PARTICIPATED IN ANY CITY OF CHINO COMMUNITY SERVICES DEPARTMENT PROGRAMS DURING THE PAST 12 MONTHS, PLEASE CHECK ALL OF THE FOLLOWING REASONS WHY YOU MAY HAVE NOT PARTICIPATED.

This question was answered by 124 participants. The largest reason for not participating in programs was I don't know what is offered (53%). The next reasons include too busy/not interested (27%) and program times are not convenient (18%).

Some of the "Other" responses included:

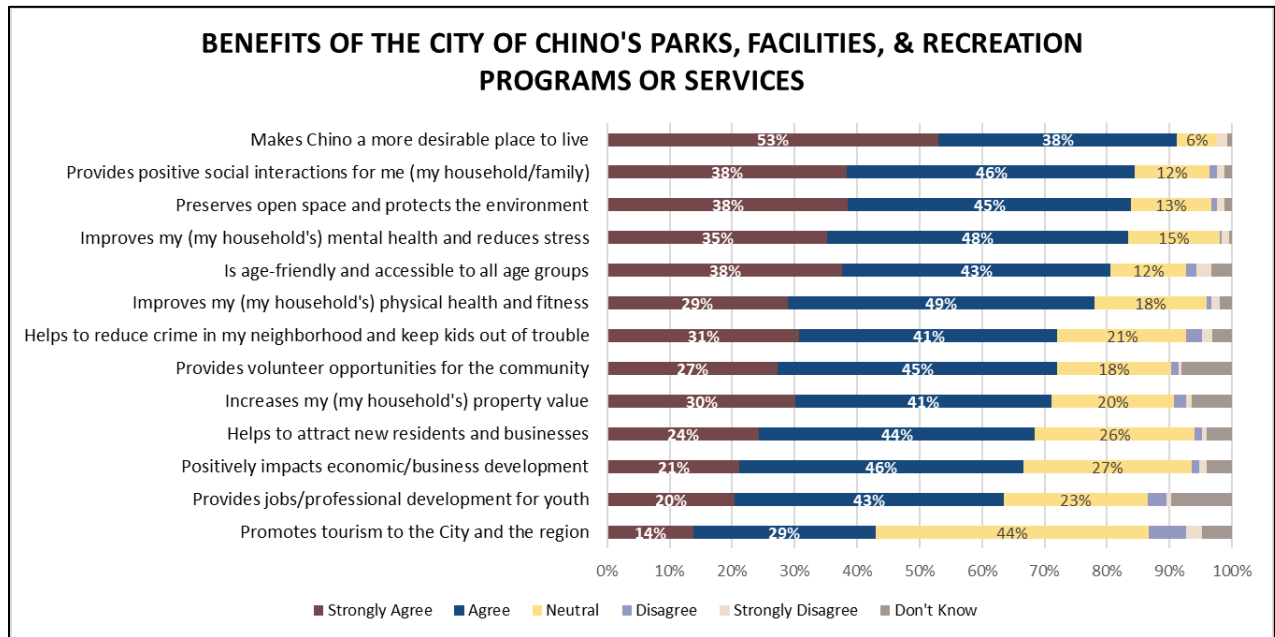
- Did not enjoy programs
- Schedule already full
- Listed program does not appeal to me
- Pandemic
- Programs do not allow people with intellectual disabilities
- Need weekend class options



PARKS & FACILITIES MASTER PLAN

PLEASE INDICATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS CONCERNING SOME POTENTIAL BENEFITS OF THE CITY OF CHINO'S PARKS, FACILITIES, AND RECREATION PROGRAMS OR SERVICES.

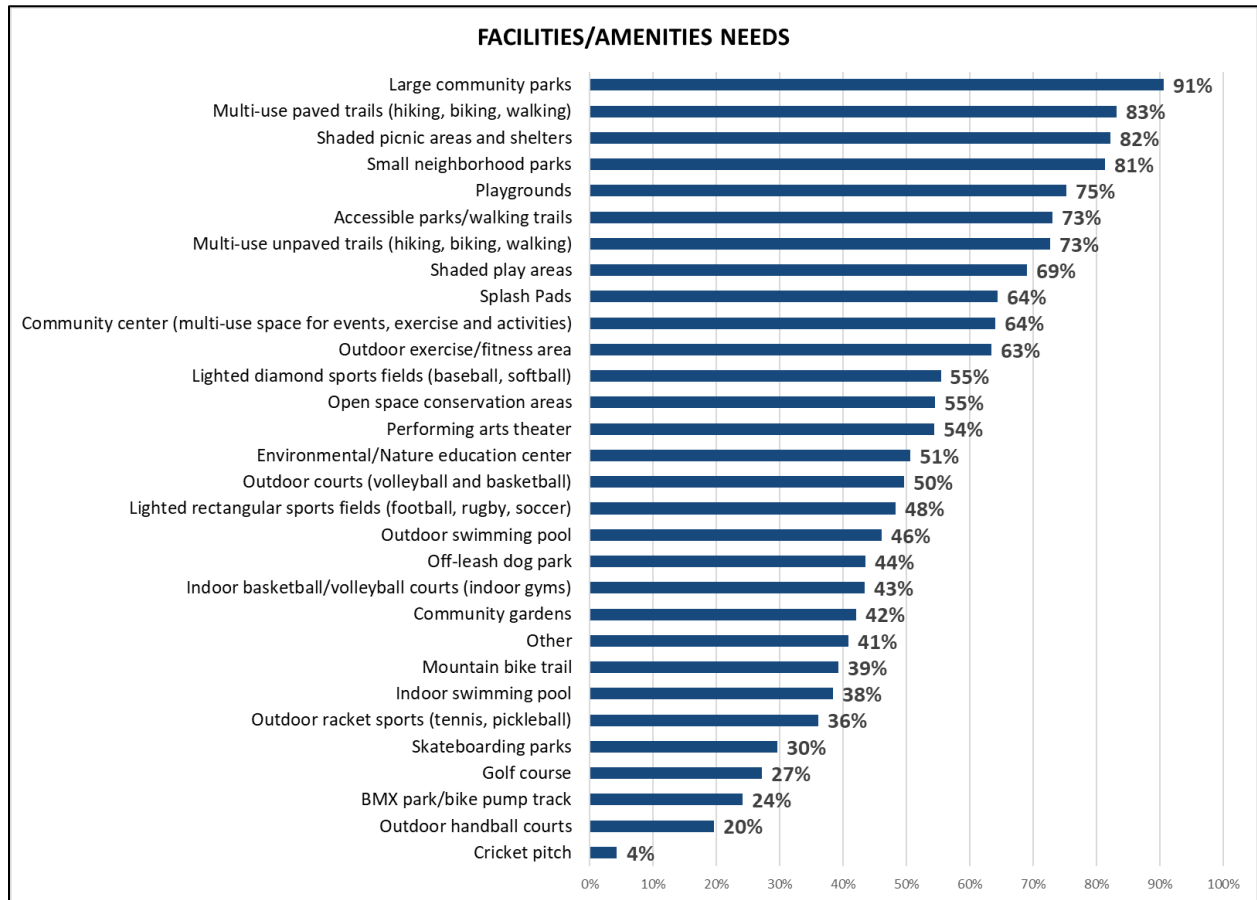
Respondents indicated, in combination with strongly agree and agree, that parks facilities and recreation programs or services make Chino a more desirable place to live (91%). In addition, responses also believe the Department provides positive social interactions for me (my households/family) (84%) and preserves open space and protects the environment (83%).





PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE PARKS AND RECREATION FACILITIES/AMENITIES IN THE CITY OF CHINO LISTED BELOW BY SELECTING EITHER "YES" OR "NO." IF "YES", PLEASE RATE HOW WELL YOUR NEED FOR THAT AMENITY IS BEING MET.

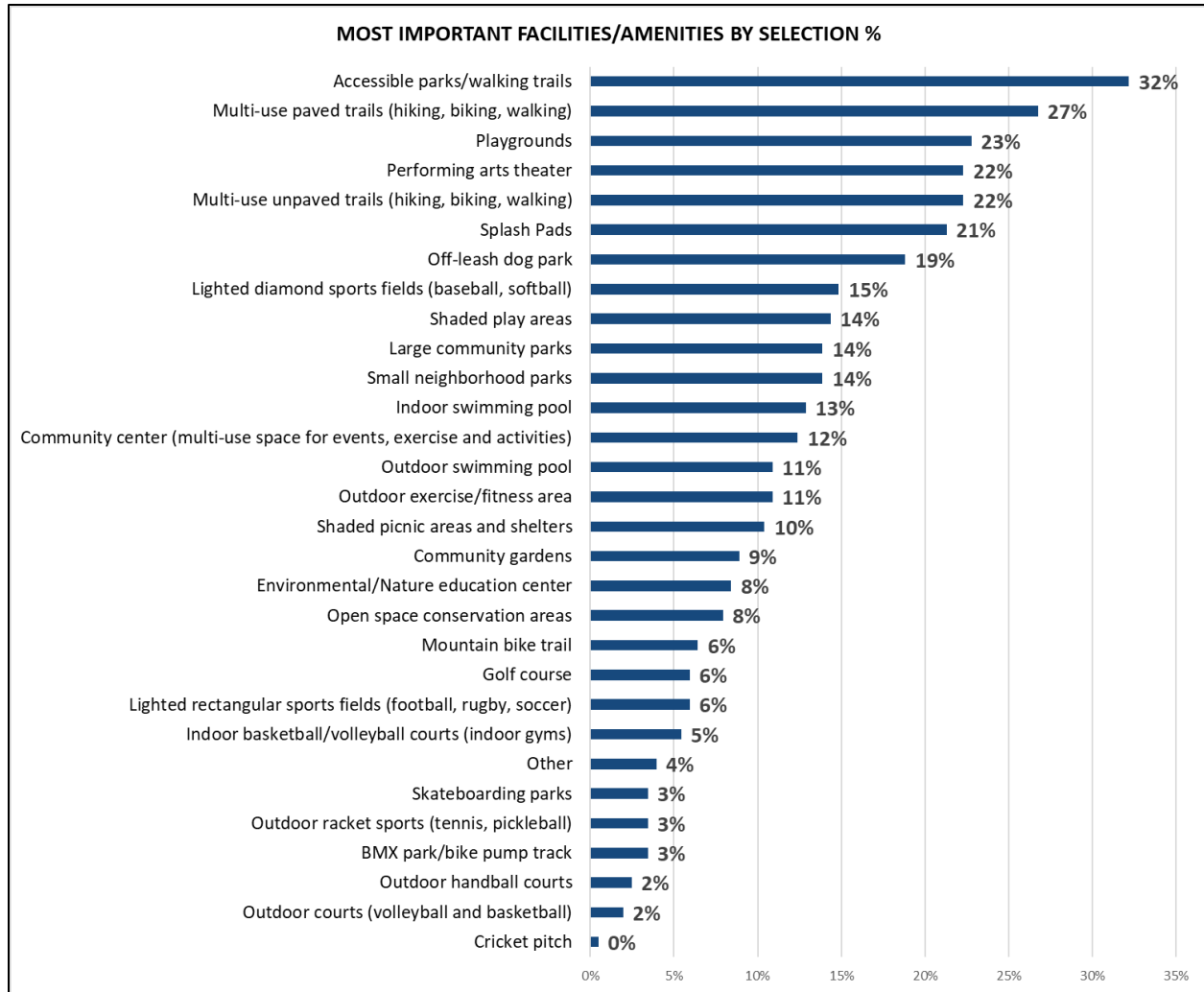
Respondents' top three needs include large community parks (91%), multi-use paved trails (83%), and shaded picnic areas and shelters (82%). Small neighborhood parks and playgrounds round out the top five.



PARKS & FACILITIES MASTER PLAN

WHICH FOUR FACILITIES/AMENITIES FROM THE LIST ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

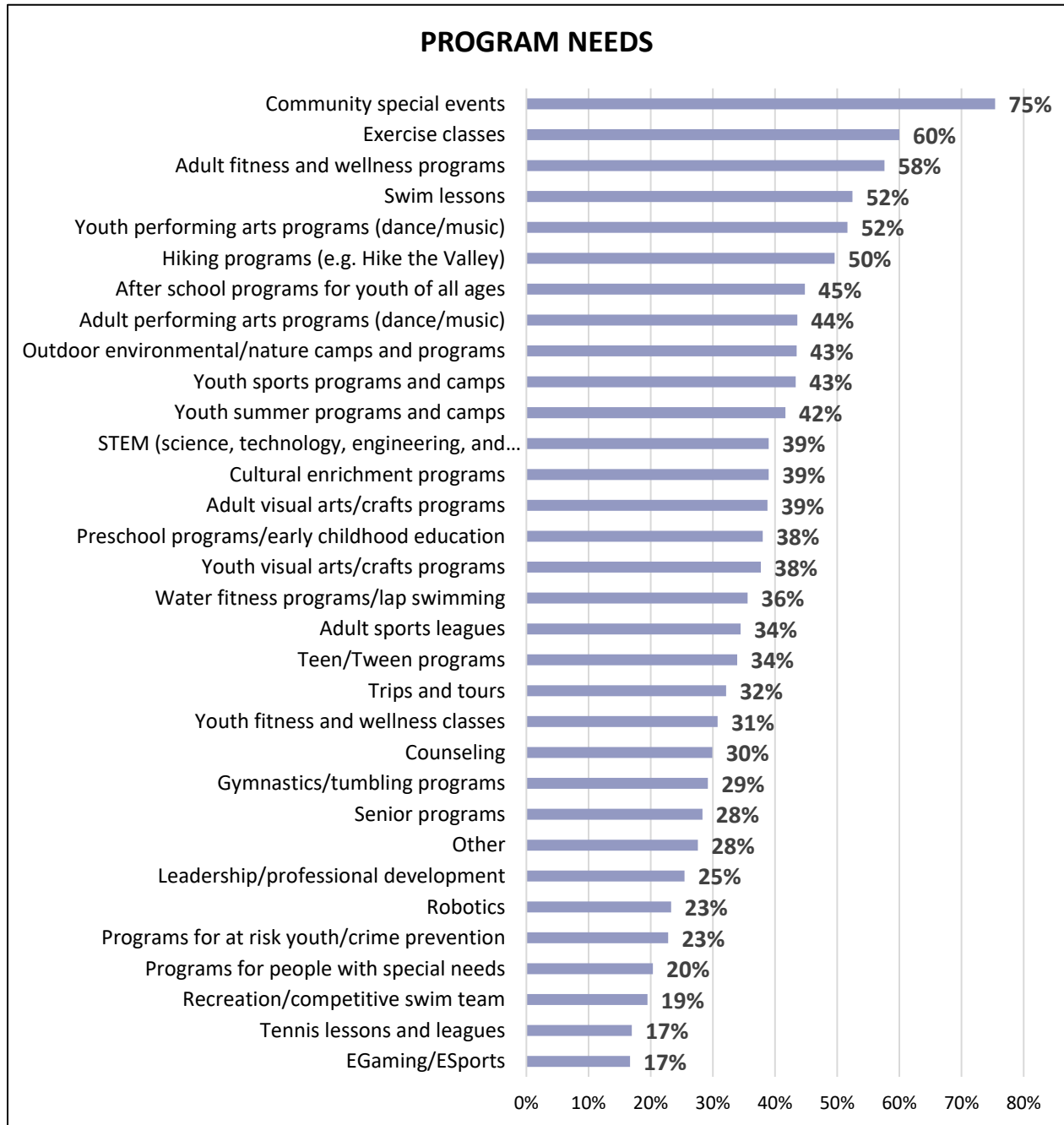
In combination of choices 1-4 and total percentage of respondents' selection, accessible parks/walking trails (32%) is the most important facilities/amenities selected by the respondents. Multi-use paved trails (27%), playgrounds (23%), and performing arts theater and multi-use unpaved trails (22%) make up the top five selected.





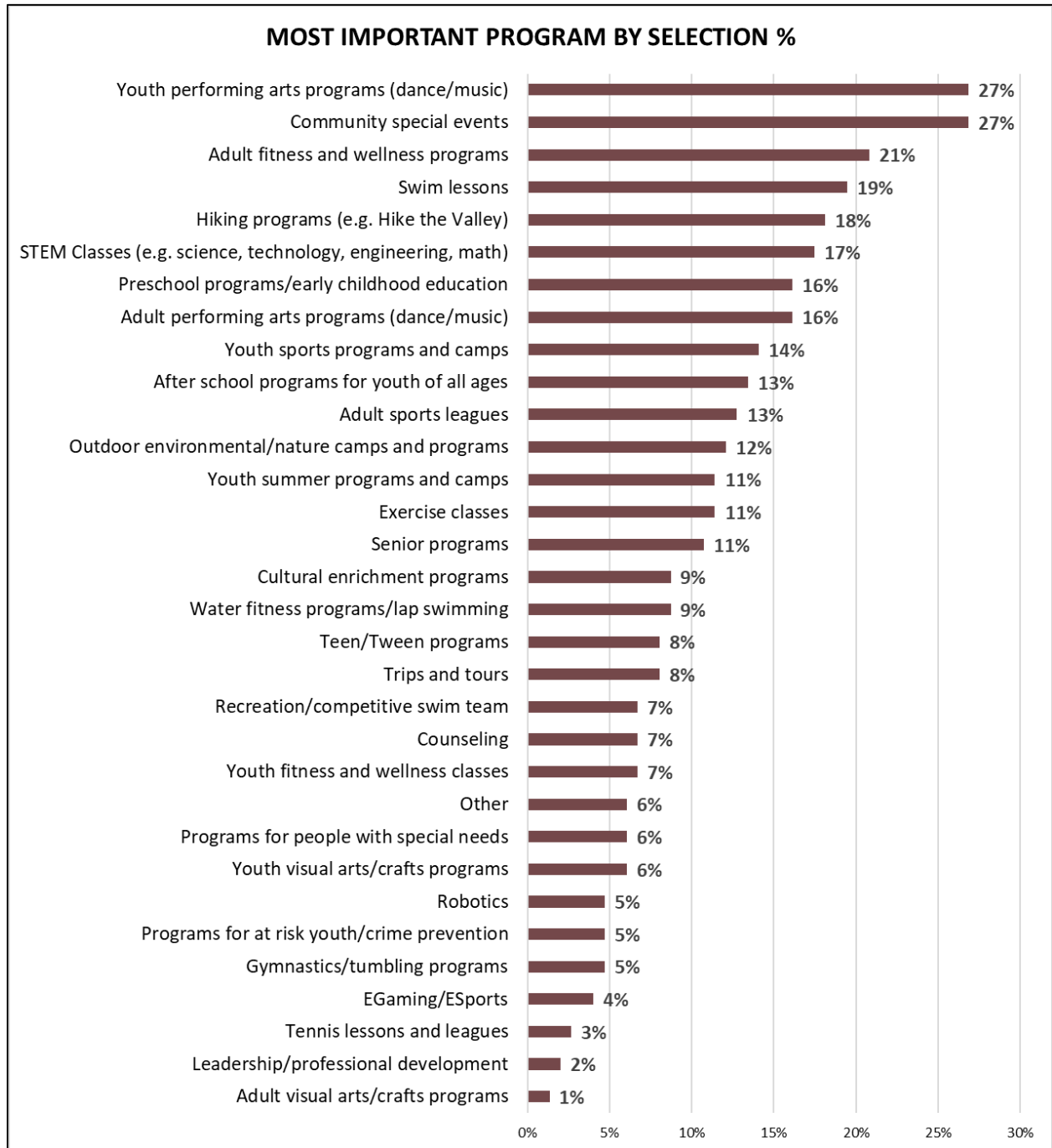
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE COMMUNITY SERVICES DEPARTMENT PROGRAMS IN THE CITY OF CHINO LISTED BELOW BY SELECTING EITHER "YES" OR "NO. "IF "YES", PLEASE RATE HOW WELL YOUR NEED FOR THAT AMENITY IS BEING MET.

The graph below describes program needs selected by the respondents. Community special events (75%), exercises classes (60%), adult fitness and wellness programs (58%), with swim lessons and youth performing arts programs (52%) were selected as the top five most program needs by the respondents.



WHICH FOUR OF THE PROGRAMS FROM THE LIST ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

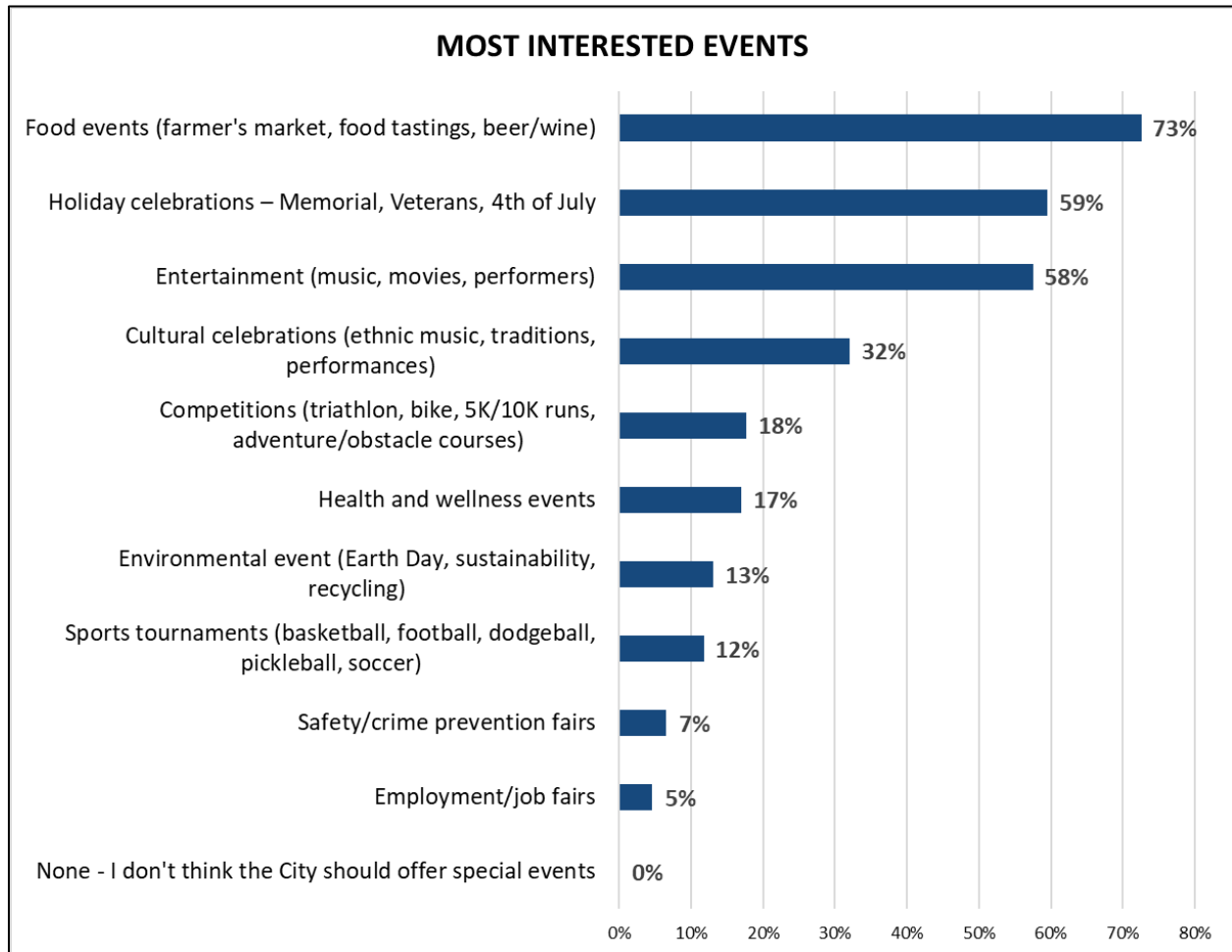
When evaluating the question through total respondents selected, the top four most important programs that were selected overall are youth performing arts programs (27%), community special events (27%), adult fitness and wellness (21%), and swim lessons (19%).





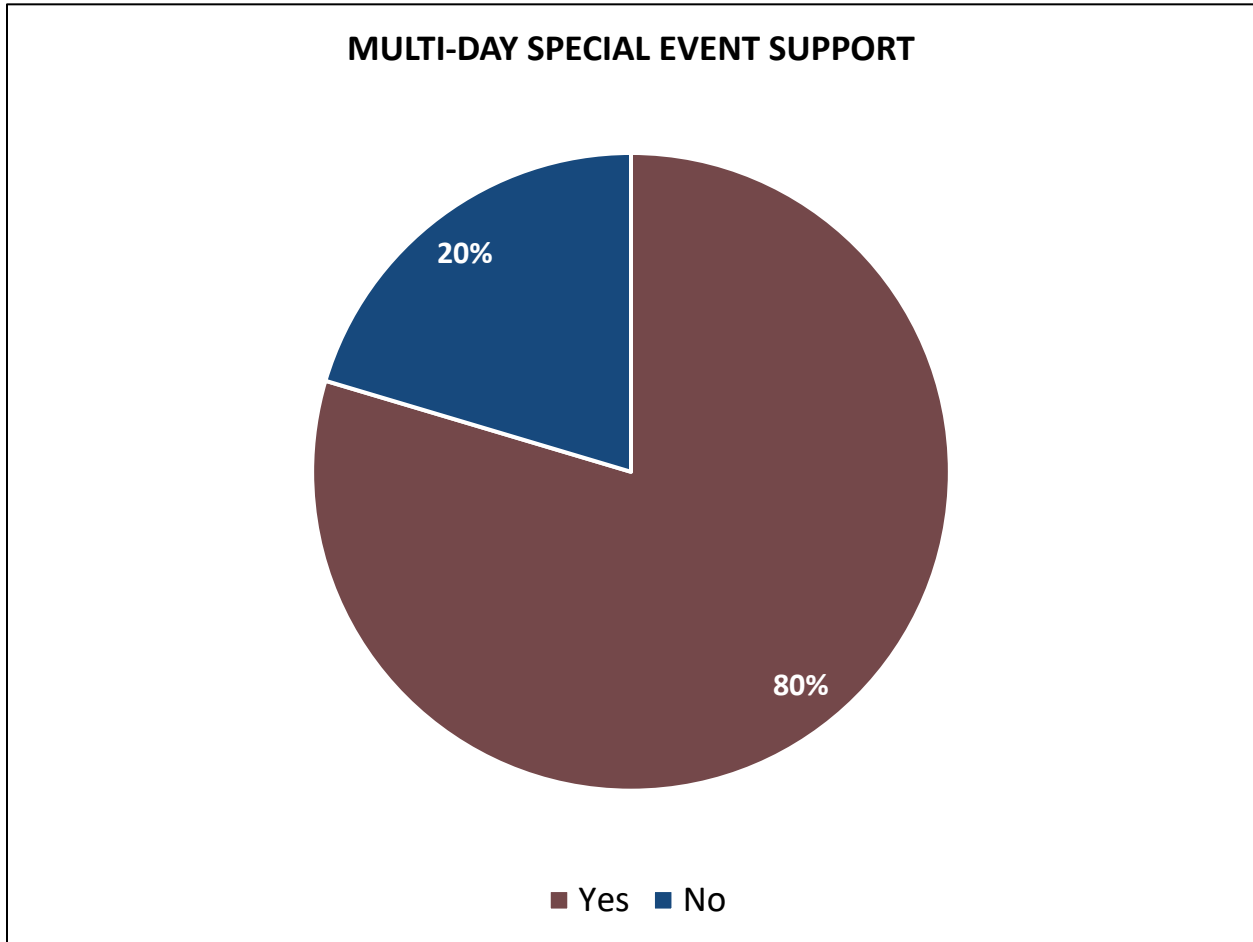
THE CITY OF CHINO IS IN THE PROCESS OF EVALUATING ITS SPECIAL EVENTS. WITH THAT IN MIND, PLEASE CHECK THE THREE SINGLE OR MULTI-DAY EVENT CONCEPTS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD WOULD BE MOST INTERESTED IN.

The graph below describes respondents support for most interested events. Respondent's top three of most interest are food events (73%), Holiday celebrations (59%), and entertainment (58%). Additionally, 0% of the respondents selected "None."



SHOULD THE CITY OFFER A MULTI-DAY (2-3 DAY) SPECIAL EVENT?

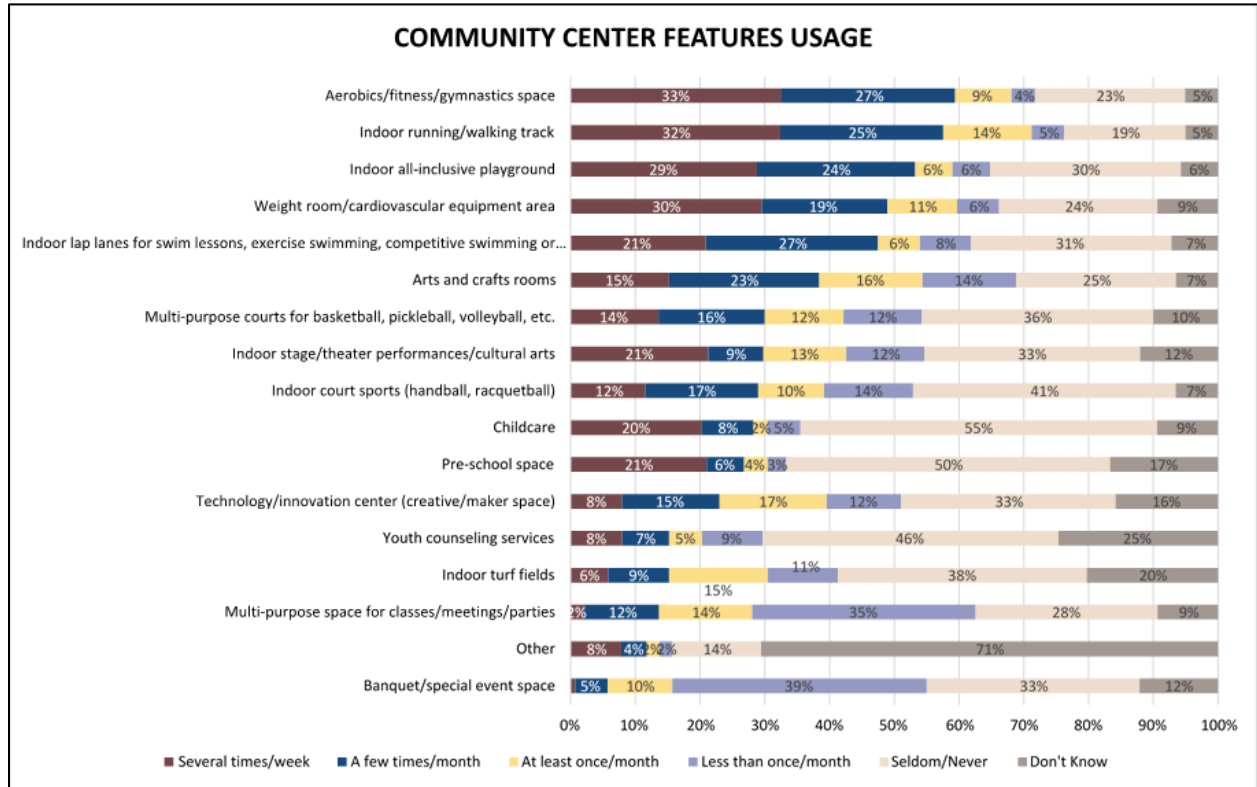
Collecting additional information on event structure, 80% of the respondents support multi-day special events.





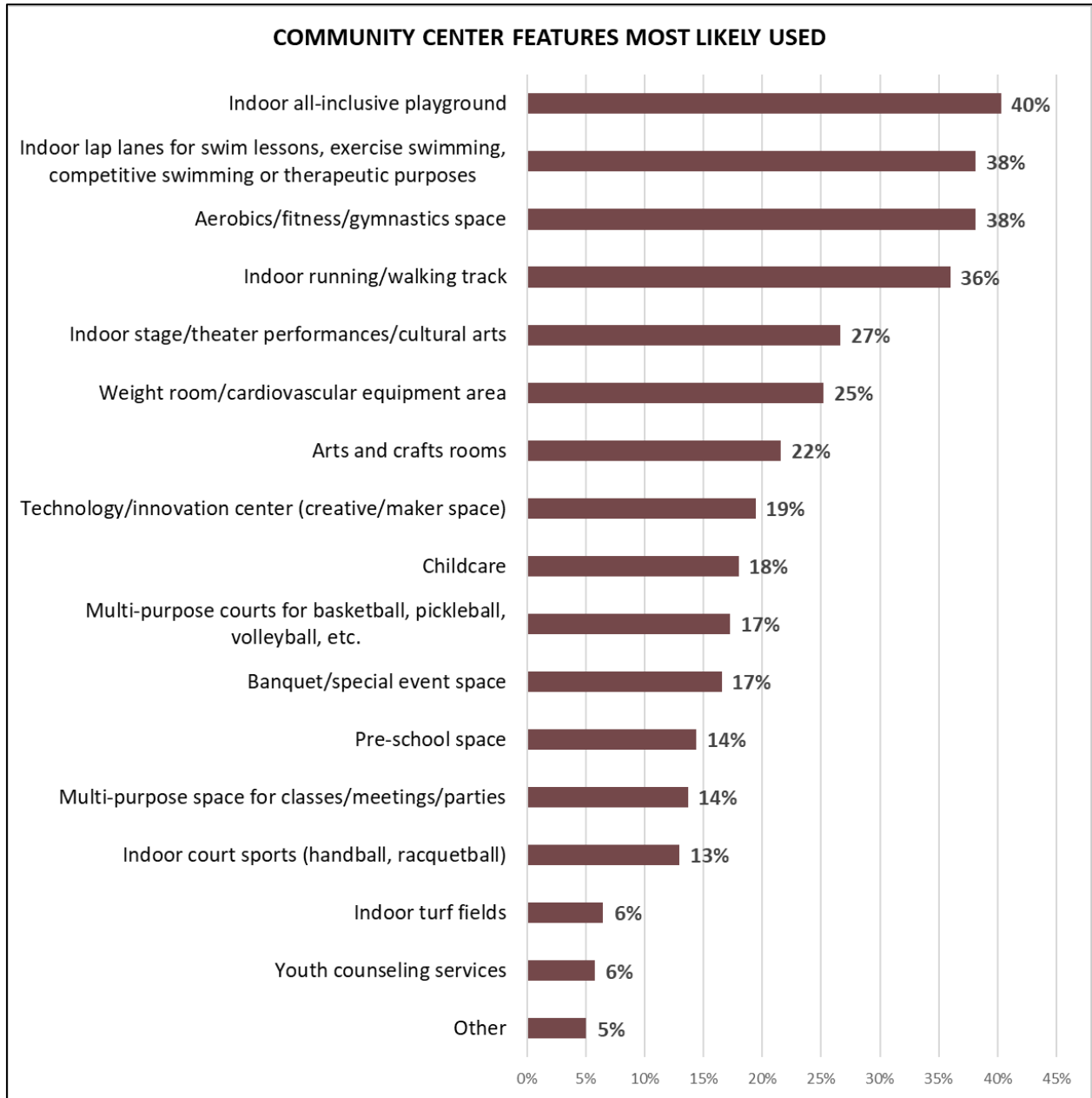
THE CITY OF CHINO IS EXPLORING THE IMPORTANCE OF A MULTII-USE COMMUNITY CENTER. BELOW ARE SOME FEATURES THAT COULD BE INCLUDED IN THAT FACILITY. PLEASE INDICATE HOW OFTEN YOUR HOUSEHOLD WOULD USE EACH OF THESE FEATURES.

Respondents support these top four amenities several times/per week or a few times/month, aerobics/fitness/gymnastics space (60%), indoor running/walking track (57%), indoor all-inclusive playgrounds (53%), and weight room/cardiovascular equipment area (49%).



WHICH FOUR OF THE FEATURES LISTED WOULD YOUR HOUSEHOLD BE MOST LIKELY TO USE IF THEY WERE INCLUDED IN THE MULTI-USE COMMUNITY CENTER?

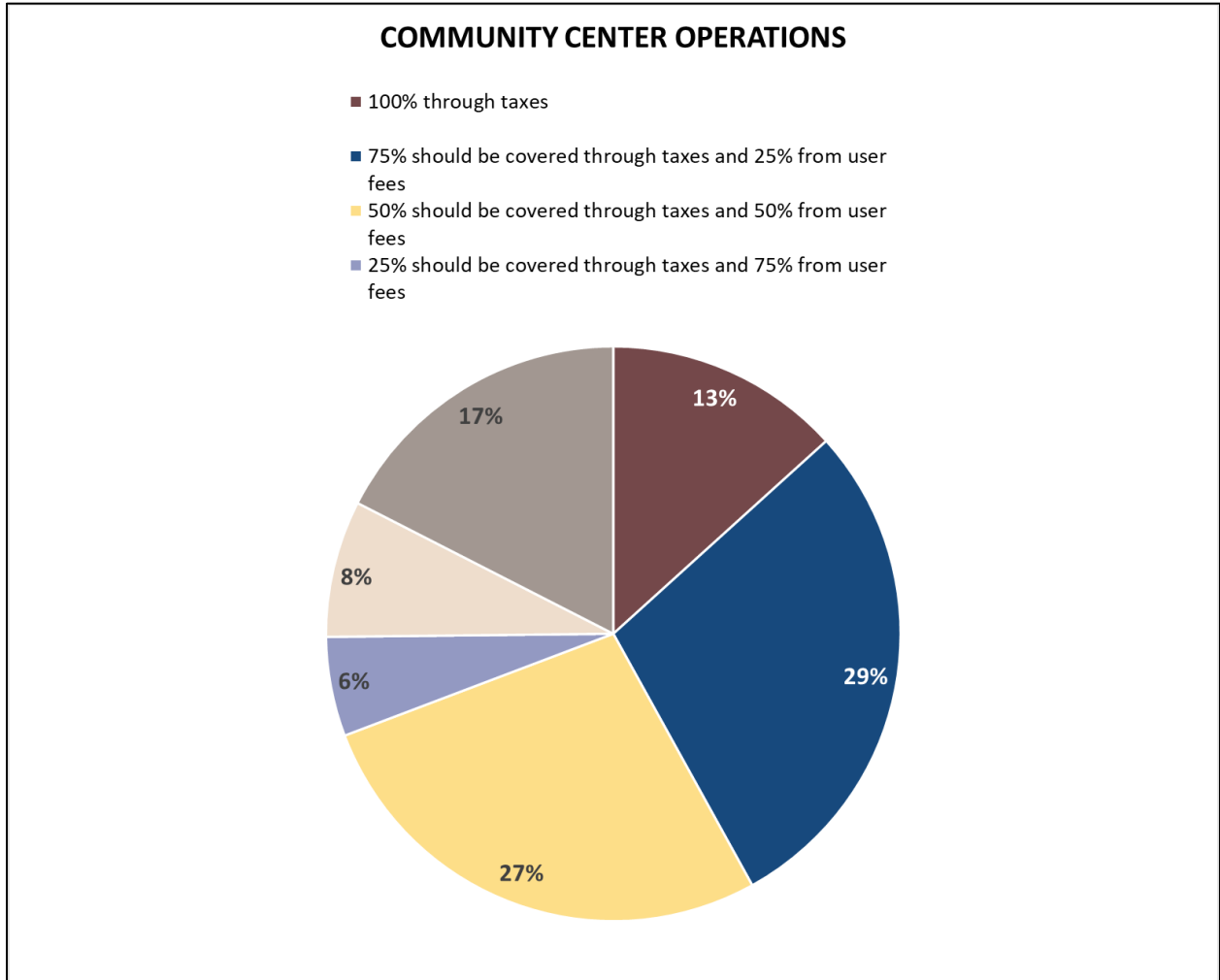
When evaluating the question through total respondents selected, the top four features most likely used were selected indoor all-inclusive playgrounds (40%), indoor lap lanes for swim lessons, exercise swimming, competitive swimming or therapeutic purposes (38%), aerobics/fitness/gymnastics space (38%), and indoor running/walking track (36%).





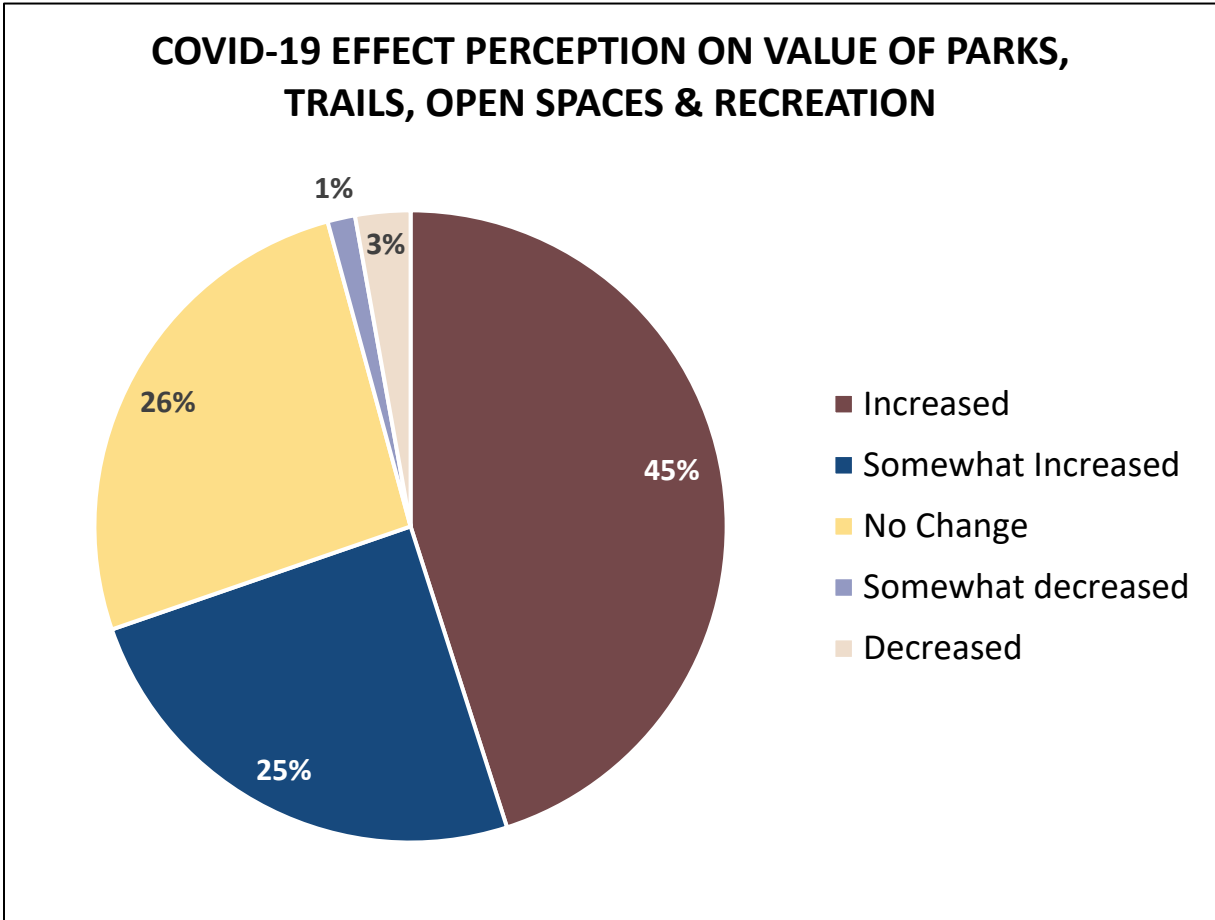
WHICH ONE OF THE FOLLOWING STATEMENTS BEST REPRESENTS HOW YOU FEEL THE COST FOR OPERATING A NEW MULTI-USE COMMUNITY CENTER SHOULD BE PAID?

The respondents have the most support for community operations in 75% should be covered through taxes and 25% from user fees (29%). The second most supported was 50% should be covered through taxes and 50% from user fees (27%). Respondents that “Didn’t know,” was about (17%).



GIVEN THE RECENT COVID-19/CORONAVIRUS CRISIS, HOW HAS YOU AND YOUR HOUSEHOLD'S PERCEPTION OF THE VALUE OF PARKS, TRAILS, OPEN SPACES, AND RECREATION CHANGED?

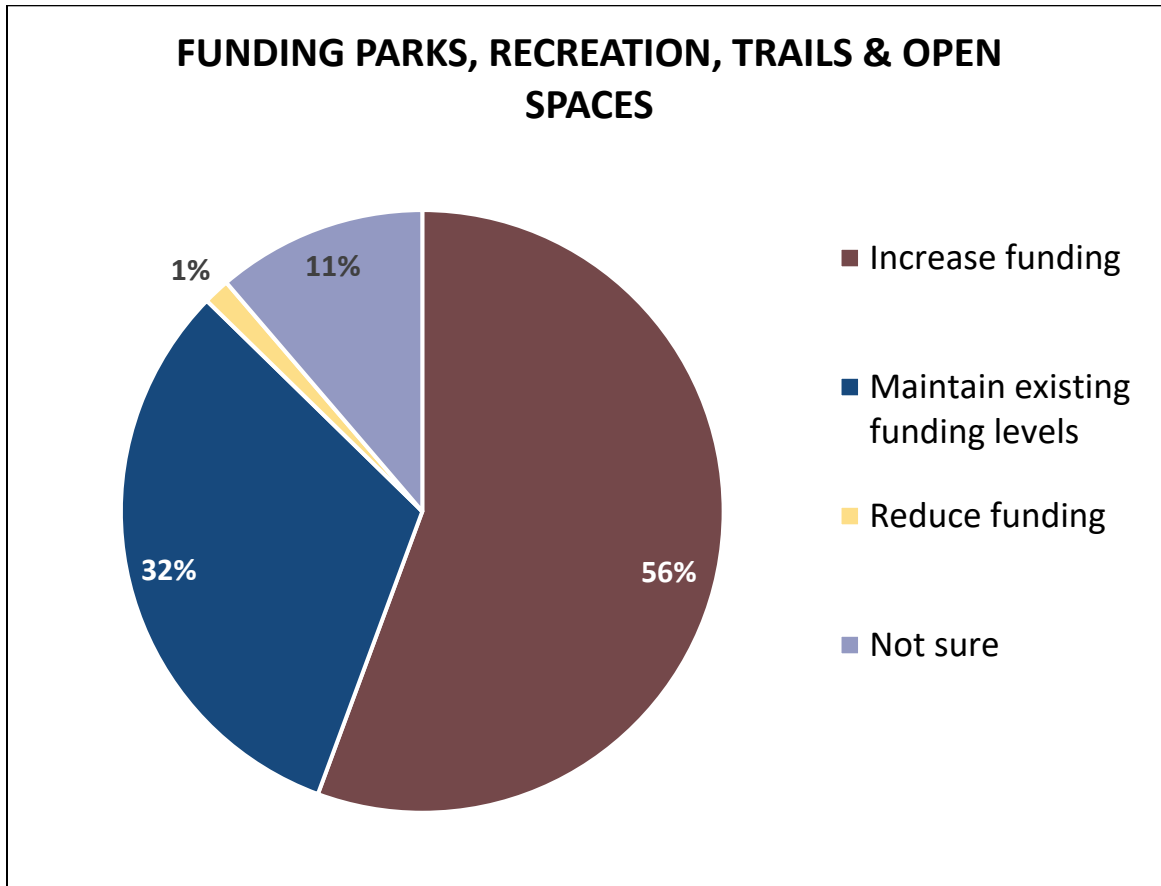
The respondents believe that COVID-19 increased the value of parks, trails, open space, and reactions, when combining increased and somewhat increased (70%).





BASED ON YOUR PERCEPTION OF VALUE, HOW WOULD YOU WANT THE CITY TO FUND FUTURE PARKS, RECREATION, TRAILS, AND OPEN SPACE NEEDS?

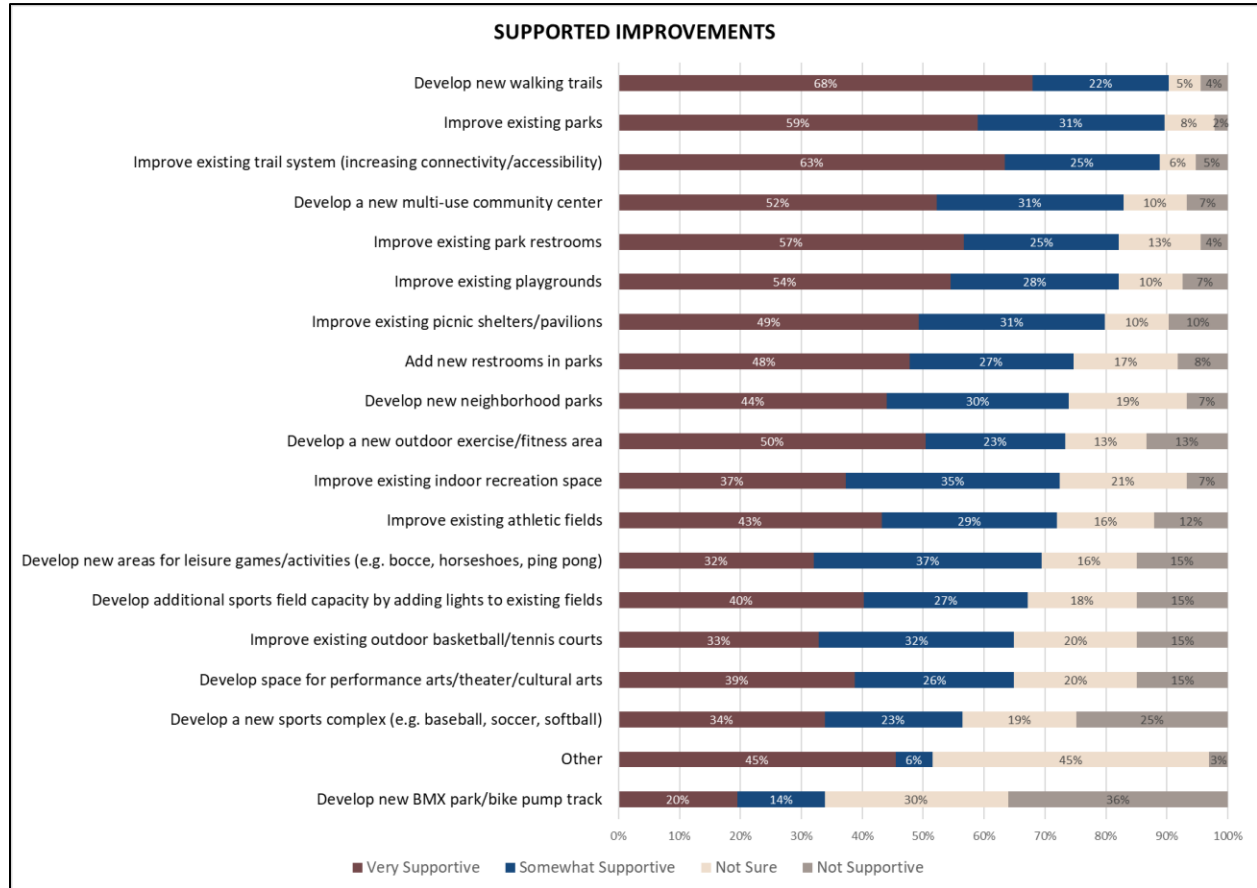
Increasing funding had (56%) support by the respondents followed by maintaining existing funding at (32%).



PARKS & FACILITIES MASTER PLAN

THE FOLLOWING IS A LIST OF ACTIONS THE CITY OF CHINO COULD TAKE TO IMPROVE PARKS, FACILITIES, AND RECREATION SERVICES. PLEASE INDICATE YOUR LEVEL OF SUPPORT FOR EACH POTENTIAL ACTION.

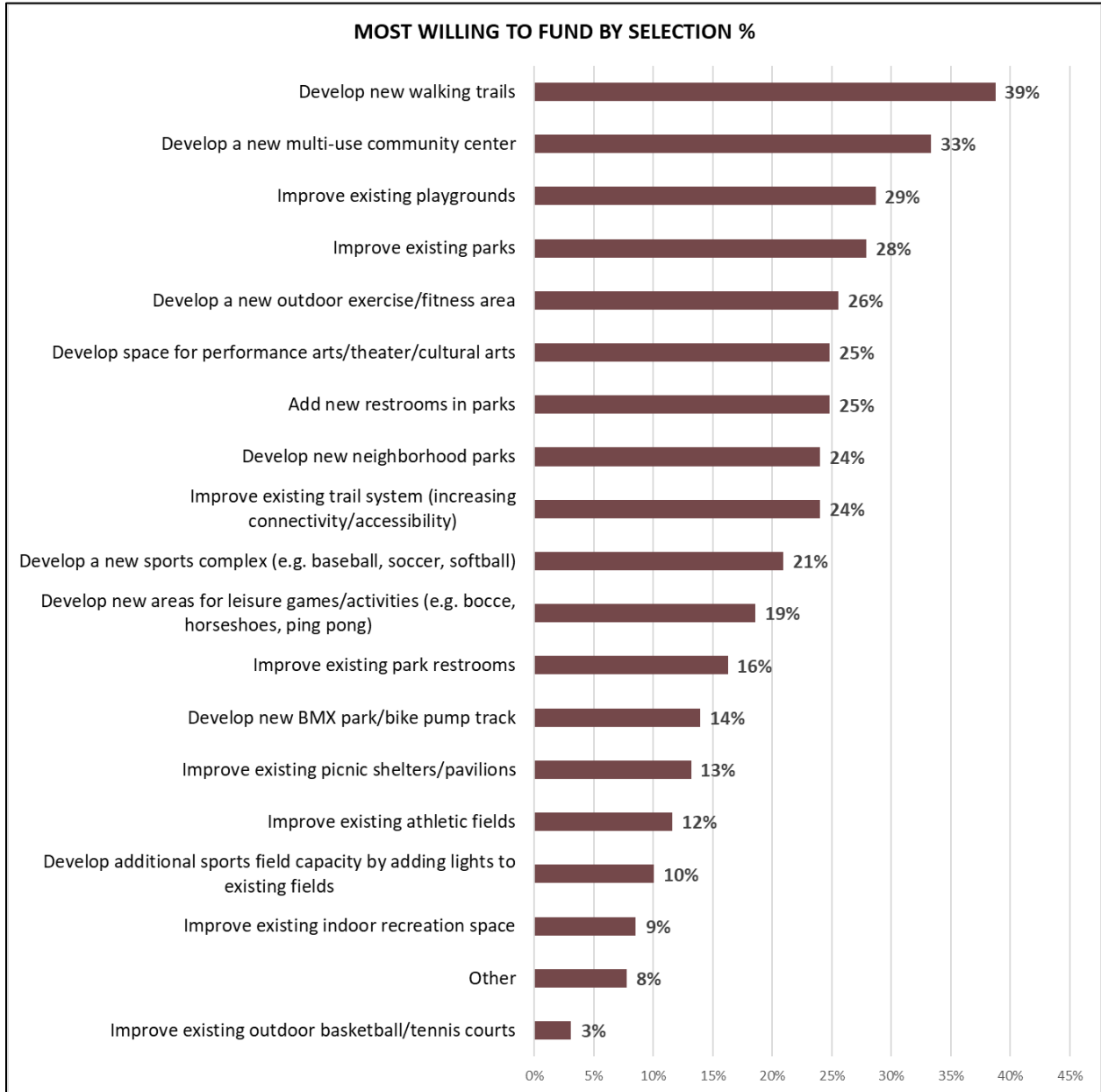
Combining very supportive and somewhat supportive, developing new walking trails (90%), improve existing parks (90%), and improve existing trails systems (88%) had the most support for improvements by respondents.





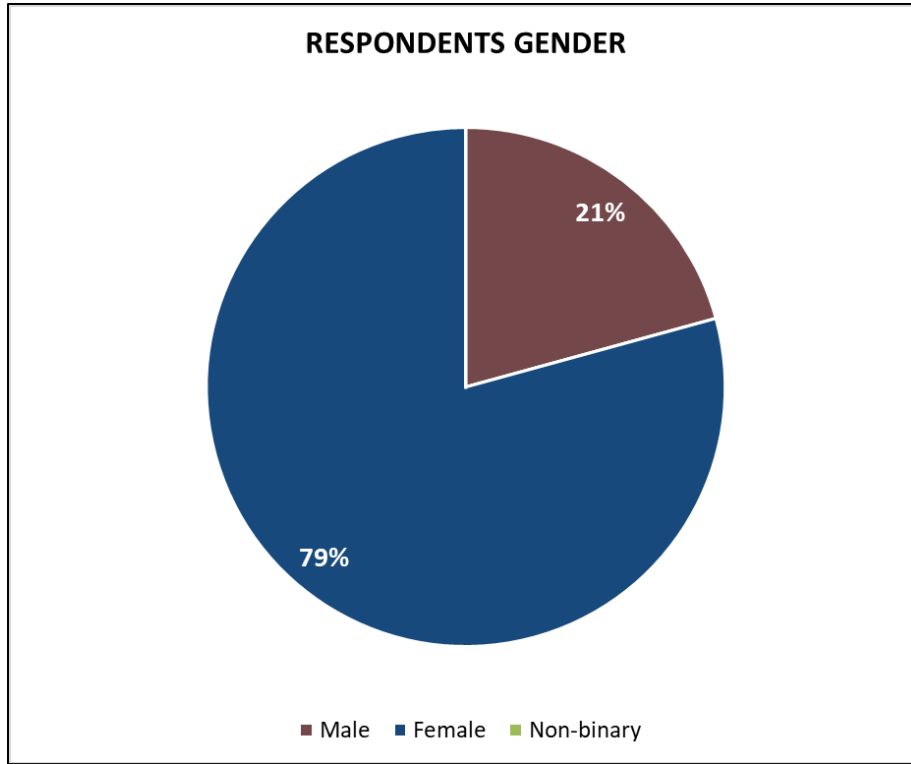
WHICH FOUR ACTIONS FROM THE LIST WOULD YOU BE MOST WILLING TO FUND?

When evaluating the question through total respondents selected, the top four most willing to fund actions include develop new walking trails (39%), develop a new multi-use community center (33%), improve existing playgrounds (29%), and improve existing parks (28%).

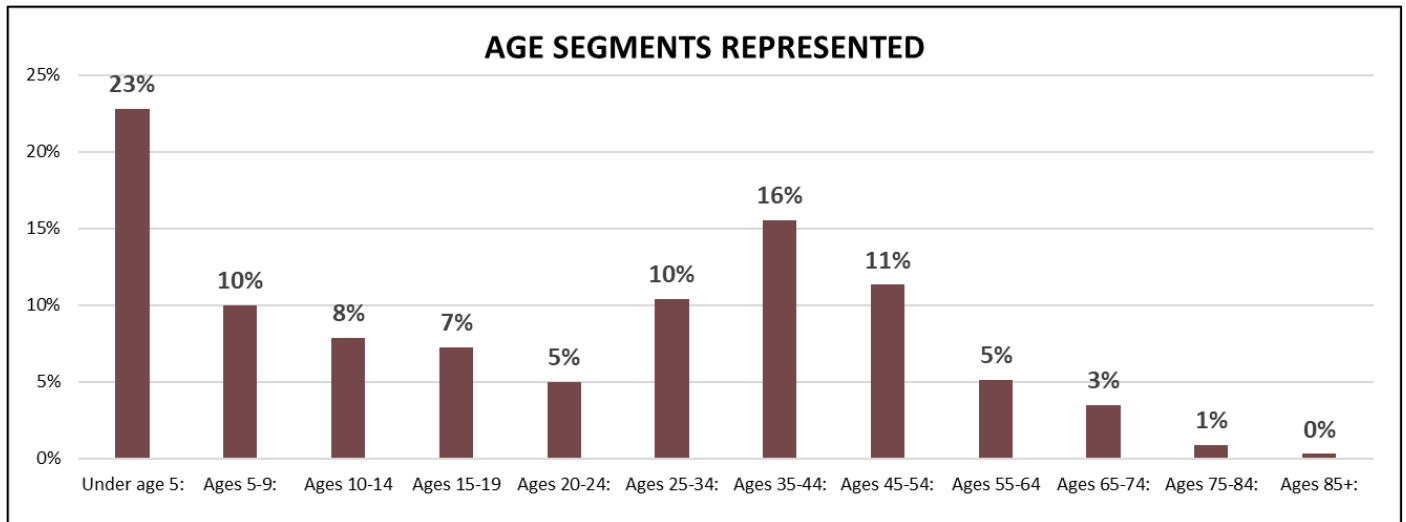


10.1.1 DEMOGRAPHICS

YOUR GENDER

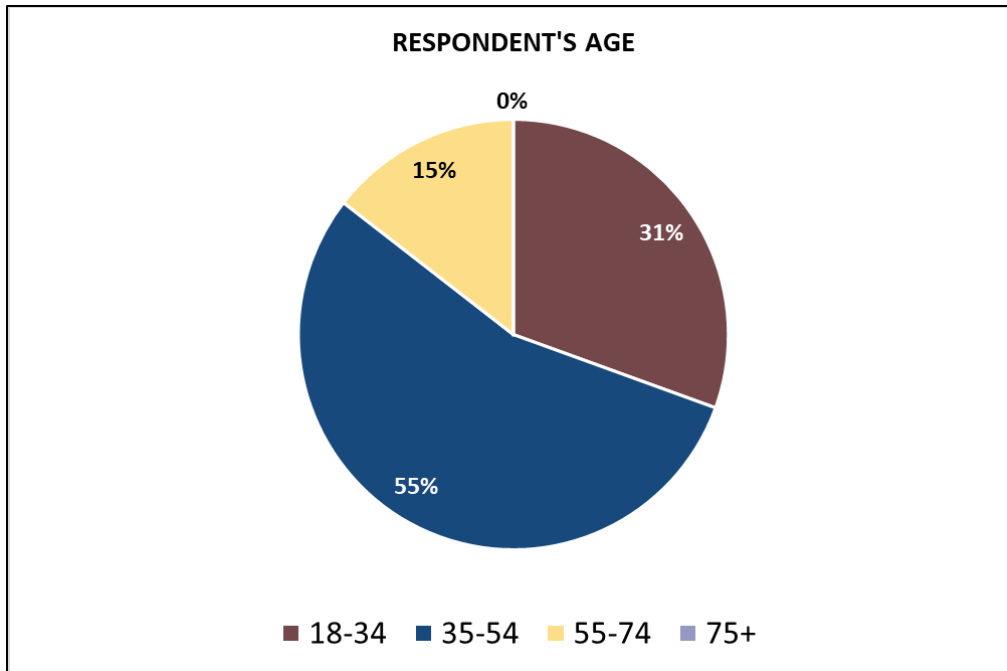


INCLUDING YOURSELF, HOW MANY PEOPLE IN YOUR HOUSEHOLD ARE...

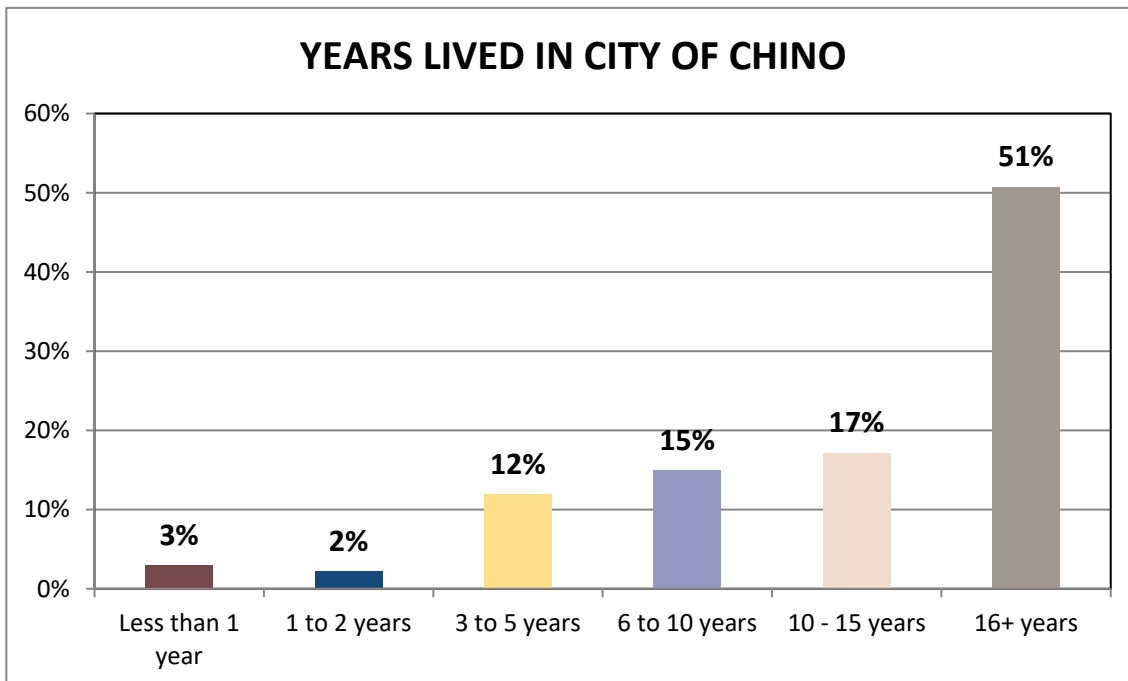




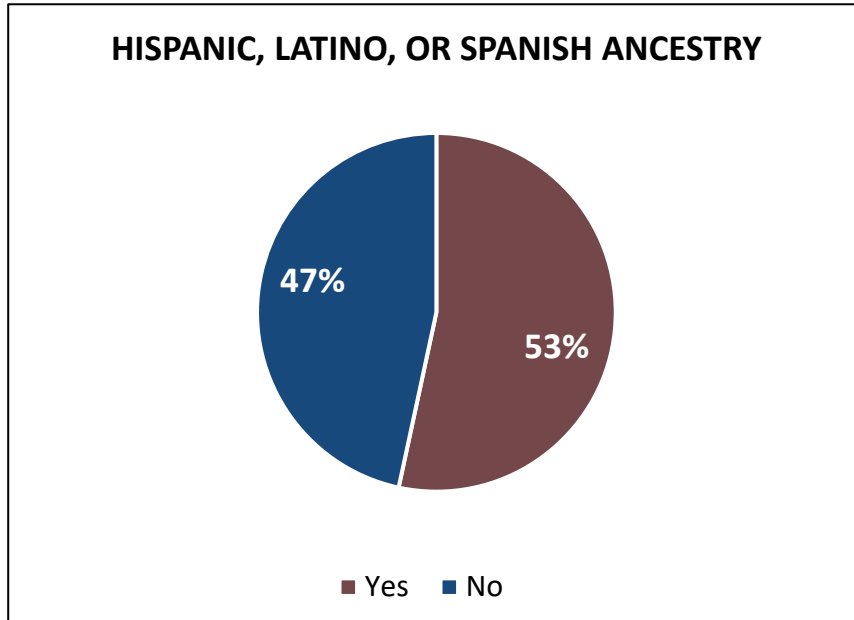
WHAT IS YOUR AGE?



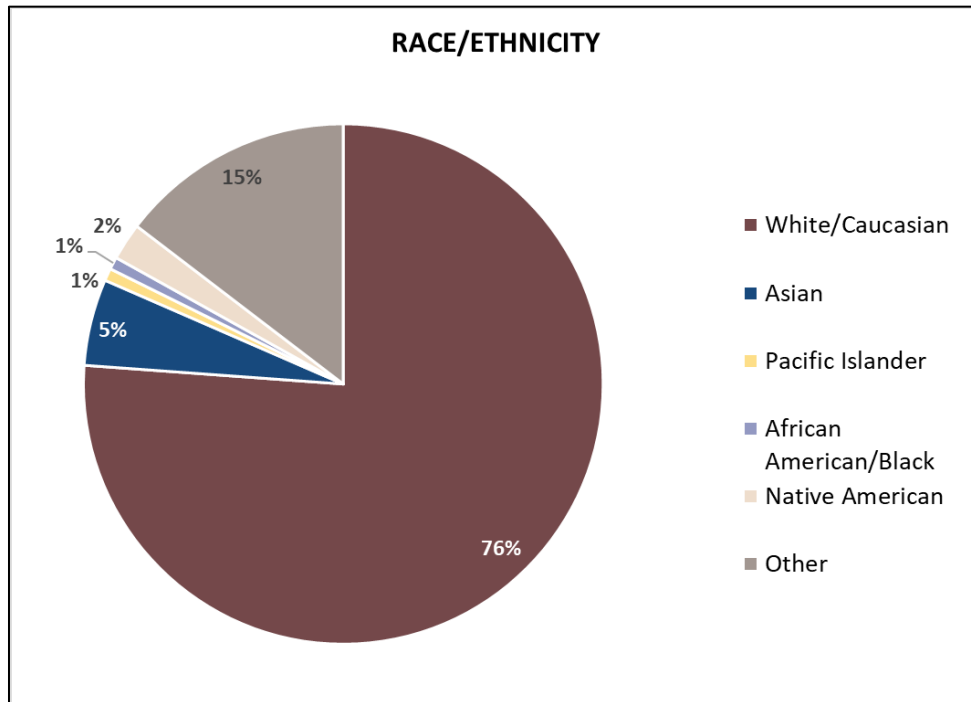
HOW MANY YEARS HAVE YOU LIVED IN CHINO?



ARE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD OF HISPANIC, LATINO, OR SPANISH ANCESTRY?



WHICH OF FOLLOWING BEST DESCRIBES YOUR RACE/ETHNICITY?





APPENDIX D: VOLUNTEER AND PARTNERSHIP BEST PRACTICES

BEST PRACTICES IN VOLUNTEER MANAGEMENT

Some best practices the Department should be aware of with regards to a volunteer policy include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the Department overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the Department is developing a good reward and recognition system. The Consulting Team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration for programs, or discounted pricing for certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work is important:

- **Regular Volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special Event Volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **Episodic Volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer Interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community Service Volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Department should continue to encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the Department and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

BEST PRACTICES IN PARTNERSHIP MANAGEMENT

The following recommended policies will promote fairness and equity within the existing and future partnerships, while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership, including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities, such as neighboring towns/cities, colleges, state or federal agencies, nonprofit organizations, as well as with private businesses and organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.



BEST PRACTICES FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Department's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The following recommendations are both an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.



(Page Intentionally Left Blank)

APPENDIX E: FACILITIES ASSESSMENT

AYALA PARK OPERATIONS CENTER




Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory
Ayala Park Operations Center
 5575 Edison Ave
 1,473 SF

Legend

Floor

- Carpet
- Tile
- Concrete
- C Casework / Countertop
- DF Drinking Fountain
- WH Water Heater

Ceiling


- Painted Gypsum Board
- 2x4 Suspended
- 2x2 Suspended

Walls

- Painted Gypsum Board
- Painted Gyp Bd W/ FRP Wainscot

Building Information

- Built in 1995
- APN: 102-601-102
- 1 Story
- Wood Framed W/ Plaster Exterior
- Non-Sprinklered
- Flat Tile Roof

2163 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONGA, CALIFORNIA 91730
 PH: (909) 587-0505 P# No 2010000
 June 2020 Exhibit# 01

Field Observation: The exterior plaster and finish is wear and tear, but in fair condition. The concrete roof tile is in fair condition. Both exterior door and interior door are still in fair condition. The carpet and interior wall is in good condition. At the time of our observation, the air condition is not on as there is no occupant in the building. As such, we don't know if the HVAC system works. The water stain on the ceiling tiles is in the office and storage room. The single use restroom appears not in compliance with the current code. Our suggestion is to investigate further to determine where the roof leak is and upgrade the single use restrooms and fire alarm to comply with the building code.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required





CAROLYN OWENS COMMUNITY CENTER



Field Observation: The condition of the Carolyn Owen Community Center is in good condition. The wall paint is in good condition. The carpet on the first and second floor are wear and tear. Our suggestion for this building is to minimum replace the sign for the single use restroom to the neutral gender sign.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



Chino Parks & Facilities Master Plan
Existing Park Facility Inventory

Carolyn Owens Community Center
13201 Central Ave
20,000 SF

Legend

Floor

- Resilient
- Carpet
- Epoxy
- Tile
- Wood
- Concrete

C Casework / Countertop
CS Casework / Countertop & Sink
DF Drinking Fountain
FR Fire Riser

Ceiling

- Painted Gypsum Board
- 2x2 Suspended
- Glue Up ACT

Walls

- Painted Gypsum Board
- Tile

Building Information

- Built in 2007
- APN: 1020-274-09
- 2 Story
- Wood Framed W/ Plaster Exterior
- Fully-Sprinklered
- Barrel Tile Roof








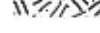


2163 ROCHESTER AVENUE, SUITE 100
MANHATTAN, CALIFORNIA 91750
PH: (951) 357-0505 P# No 2010000
June 2020 Exhibit# 01

CHINO SENIOR CENTER




 Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Chino Senior Center
 13170 Central Ave
 12,980 SF

- Legend**
- Floor**
-  Resilient
 -  Carpet
 -  Epoxy
 -  Tile
 -  Concrete
 - C Casework / Countertop
 - CS Casework / Countertop & Sink
 - DF Drinking Fountain
- Ceiling**
-  Painted Gypsum Board
 -  2x2 Suspended
 -  Wood
- Walls**
-  Painted Gypsum Board
 -  Tile

Building Information

- Built in 1987
- APN: 102-027-121
- 1 Story
- Wood Framed W/ Plaster Exterior
- Fully-Sprinklered
- Barrel Tile Roof

2163 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONGA, CALIFORNIA 91730
 PH: (909) 987-0909 Pg. No 2010000
 June 2020 Exhibit# 01

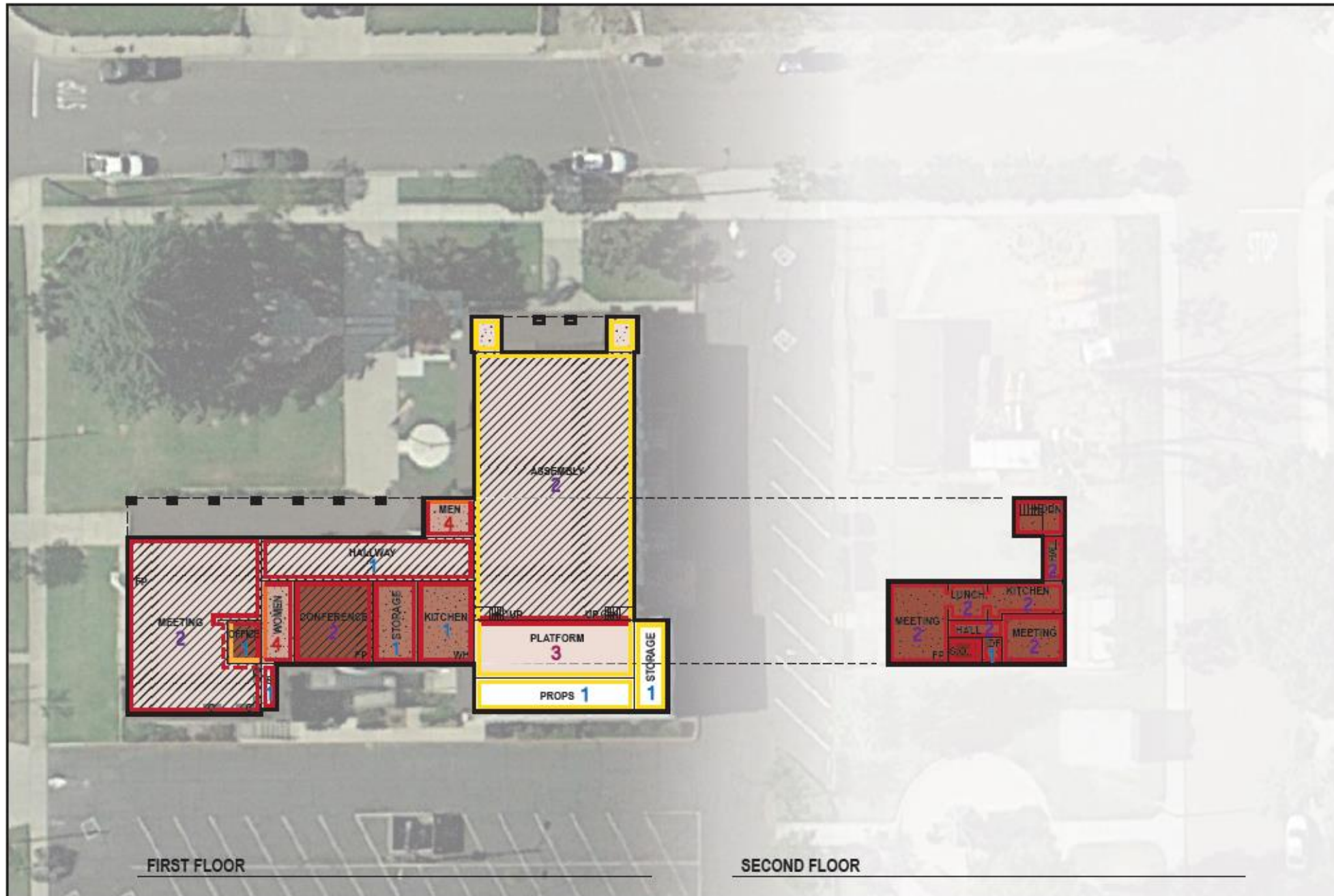
Field Observation: The condition of the Chino Senior Center is in good condition. The wall paint in some rooms is scratched and wear and tear. The carpet is wear and tear. The ceiling tile is wear and tear. Our suggestion for this building is to paint or replace the ceiling tile.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required





COMMUNITY BUILDING




 Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Community Building
 5443 B Street
 11,889 SF

- Legend**
- Floor**
- Resilient
 - Carpet
 - Tile
 - Wood
 - Concrete
 - C Casework / Countertop
 - WH Water Heater
 - FP Fire Place

- Ceiling**
- Painted Plaster
 - 2x4 Suspended


- Walls**
- Painted Plaster
 - Painted Gypsum Board
 - Tile
 - Wood
 - Painted Brick

- Building Information**
- Built in 1937
 - APN: 102-005-415
 - 3 Story (Basement)
 - Brick Framed
 - Non-Sprinklered
 - Flat Tile Roof

Field Observation: This brick building had the seismic upgrade in 1989. The exterior brick wall is in good condition, but the finish is wear and tear. The concrete roof tile is to be in good condition. Both exterior door and interior door are wear and tear. The wood floor in the Assembly Room is in fair condition. The stage and curtain appear to be in fair condition. The carpet in the Meeting Room, in office and on the second floor are wear and tear. The suspended ceiling tile in the Assembly Room and Meeting Room are wear and tear and discolored. The wall paint is in the fair condition. The access to the second floor is exterior wood stair and the concrete steps to the basement. There is not any interior or exterior elevator at the building. Our suggestion is to minimum upgrade an elevator, the accessible ramp, restrooms, a lift or accessible ramp at the stage and install the panic push bar (device) and fire alarm and light to comply with the building code. Also, our suggestion is to have a fresh paint for the entire building, refinish the wood floor and stage floor and replace the suspended ceiling grid and tile.

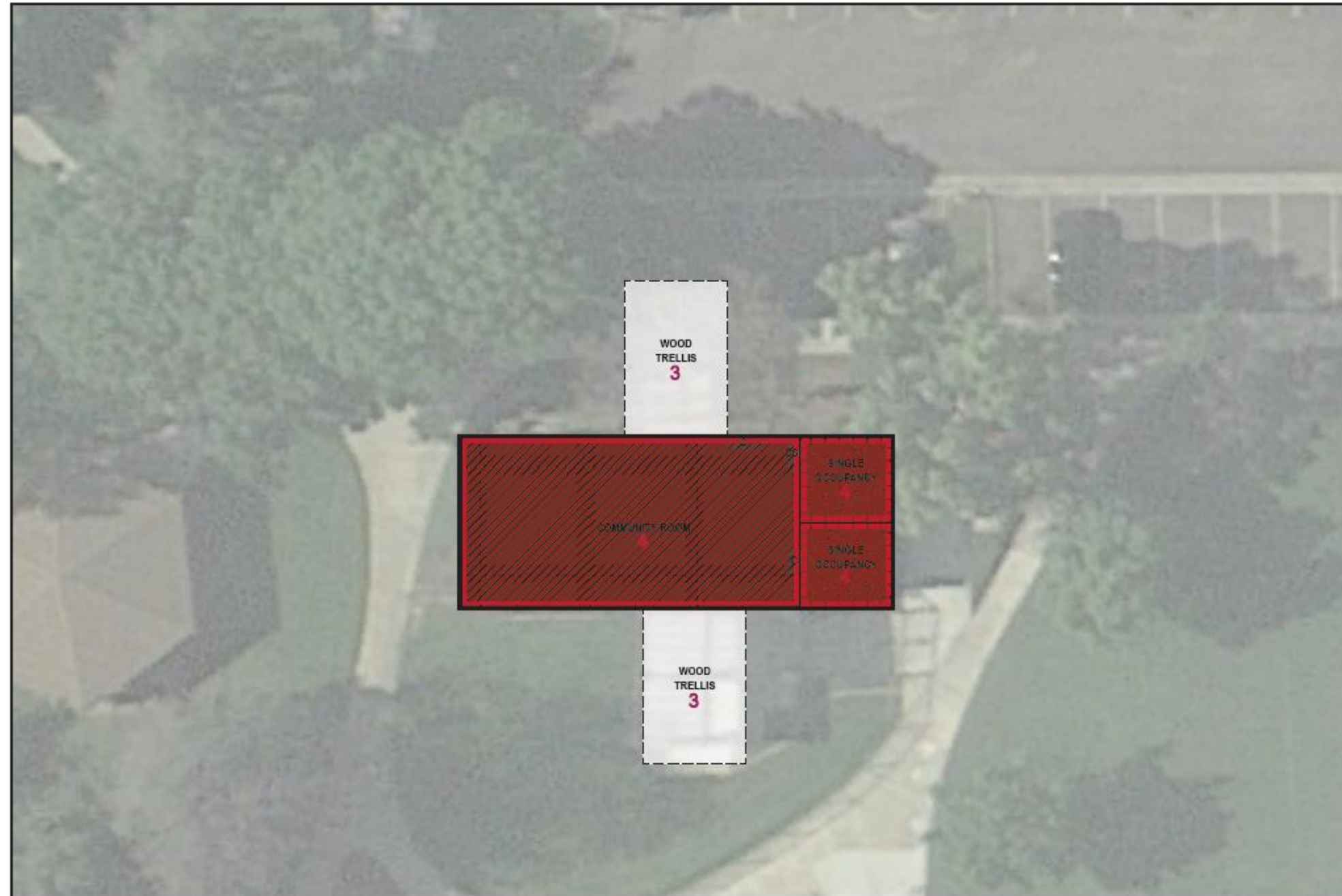
Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



 2163 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONGA, CALIFORNIA 91730
 PH: (909) 387-0305 P# No 2010000
 June 2020 Exhibit# Q1



LIBERTY PARK - RECREATION CENTER




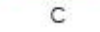
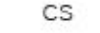

 Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Liberty Park - Recreation Center



11860 Telephone Ave
 1,440 SF

Legend


Floor

-  Resilient
-  Casework / Countertop
-  Casework / Countertop & Sink

Ceiling

-  Painted Gypsum Board
-  2x4 Suspended

Walls

-  Painted Gypsum Board
-  Painted Gyp Bd W/ FRP Wainscot

Building Information

- Built in 1982
- APN: 101-435-114
- 1 Story
- Wood Framed W/ Plaster Exterior
- Non-Sprinklered
- Metal Standing Seam Roof

Field Observation: The modular building exterior wall and plaster finish is fair condition. The interior wall paint is in bad shape. There are several vinyl floor tile peeled off the floor in Community Room. Floor in the restroom is also in bad shape. There are water stains on the ceiling tile. Overall, our recommendation for this facility is to upgrade the entire building.

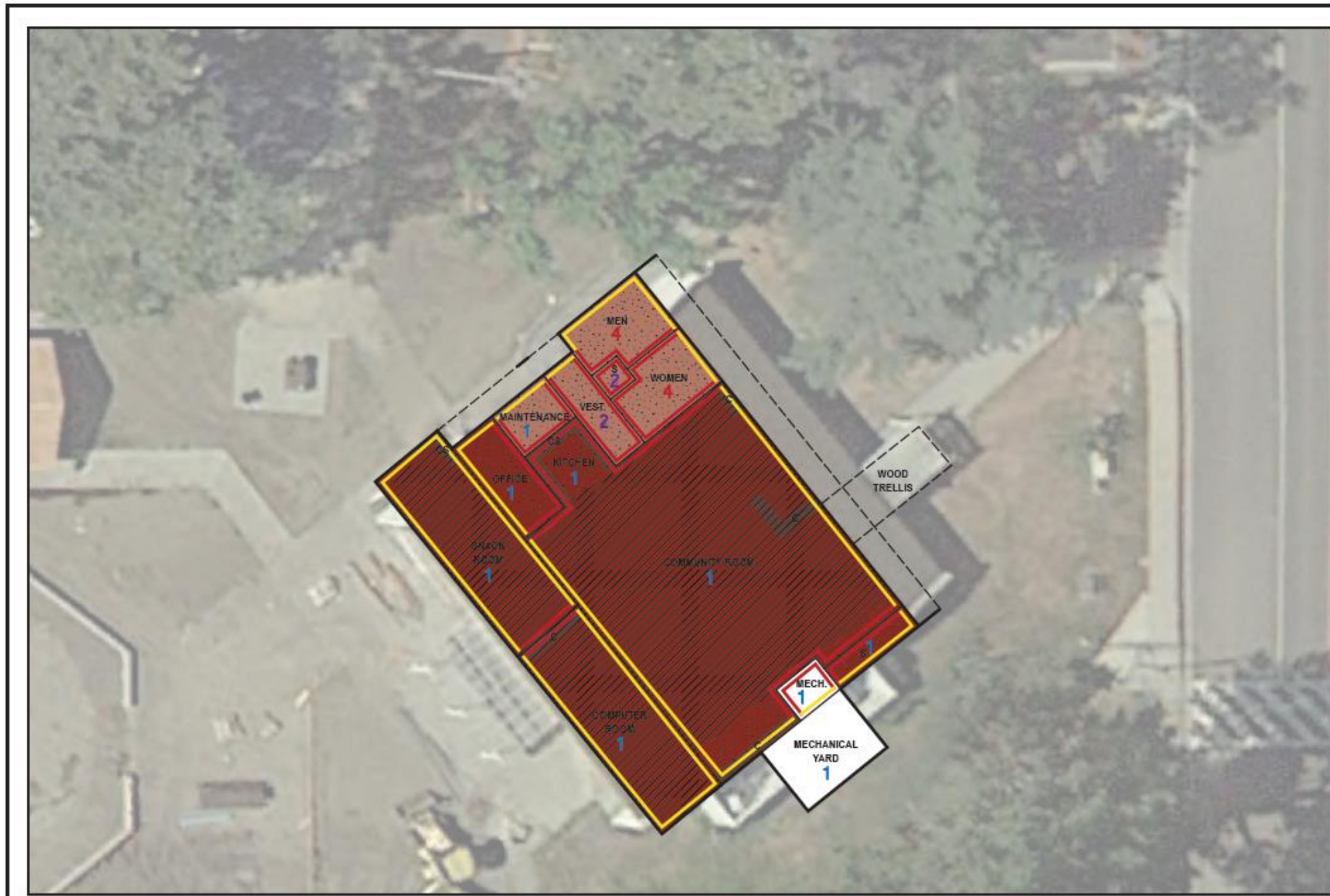
Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



 5183 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONDA, CALIFORNIA 91730
 PH: (909) 587-0505 P# No 2010000
 June 2020 Exhibit# 01



MONTE VISTA PARK - RECREATION CENTER



Field Observation: Monte Vista Park Recreation Center is a one-story, masonry framed building that generally appears to be in good condition. Exterior wall finishes show minor wear and tear while the asphalt roof shingles show substantial wear and tear including an apparent roof leak that should be examined and addressed. The interior wall and floor finishes are in good condition; ceiling finishes are in fair condition including damaged/aged acoustic ceiling tiles. Door finishes are in fair condition and could benefit from a new coat of paint. The one item clearly identified as non-compliant with current Building Code that we recommend immediate improvements to is the restrooms.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



Chino Parks & Facilities Master Plan
Existing Park Facility Inventory

Monte Vista Park Recreation Center
13196 Monte Vista Ave
4,628 SF

Legend

Floor

- Resilient
- Epoxy
- Concrete
- C Casework / Countertop
- CS Casework / Countertop & Sink

Ceiling

- Painted Gypsum Board
- 2x4 Suspended

Walls

- Painted Gypsum Board
- Painted CMU

Building Information

- Built in 1975
- APN: 1019-171-11
- 1 Story
- Masonry Framed
- Non-Sprinklered
- Asphalt Shingle Roof

5163 ROCHESTER AVENUE, SUITE 100
RANCHO CUCAMONGA, CALIFORNIA 91730
PH: (909) 957-0505 P.O. No 2010000
June 2020 Exhibit# 07

*Our scope of work for this building observation is to assess and document current facility inventory and building conditions. We did not investigate building structure, underground infrastructure, or any plumbing, electrical, or mechanical systems.



NEIGHBORHOOD ACTIVITY CENTER





 Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Neighborhood Activity Center
 5201 D Street
 15,000 SF

- Legend**
- Floor**
- Resilient
 - Carpet
 - Tile
 - Wood
 - Concrete
 - C Casework / Countertop
 - CS Casework / Countertop & Sink
 - DF Drinking Fountain
 - BH Basketball Hoop
- Ceiling**
- Painted Gypsum Board
 - 2x2 Suspended
- Walls**
- Painted Gypsum Board
 - Painted Gyp Bd W/ Wall Padding
 - Tile

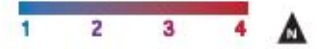
Building Information

- Built in 1998
- APN: 102-028-421
- 1 Story
- Wood Framed W/ Plaster Exterior
- Non-Sprinklered
- Built-Up Roof

2163 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONGA, CALIFORNIA 91730
 PH: (909) 587-0909 Pg. No. 2010000
 June 2020 Exhibit# 01

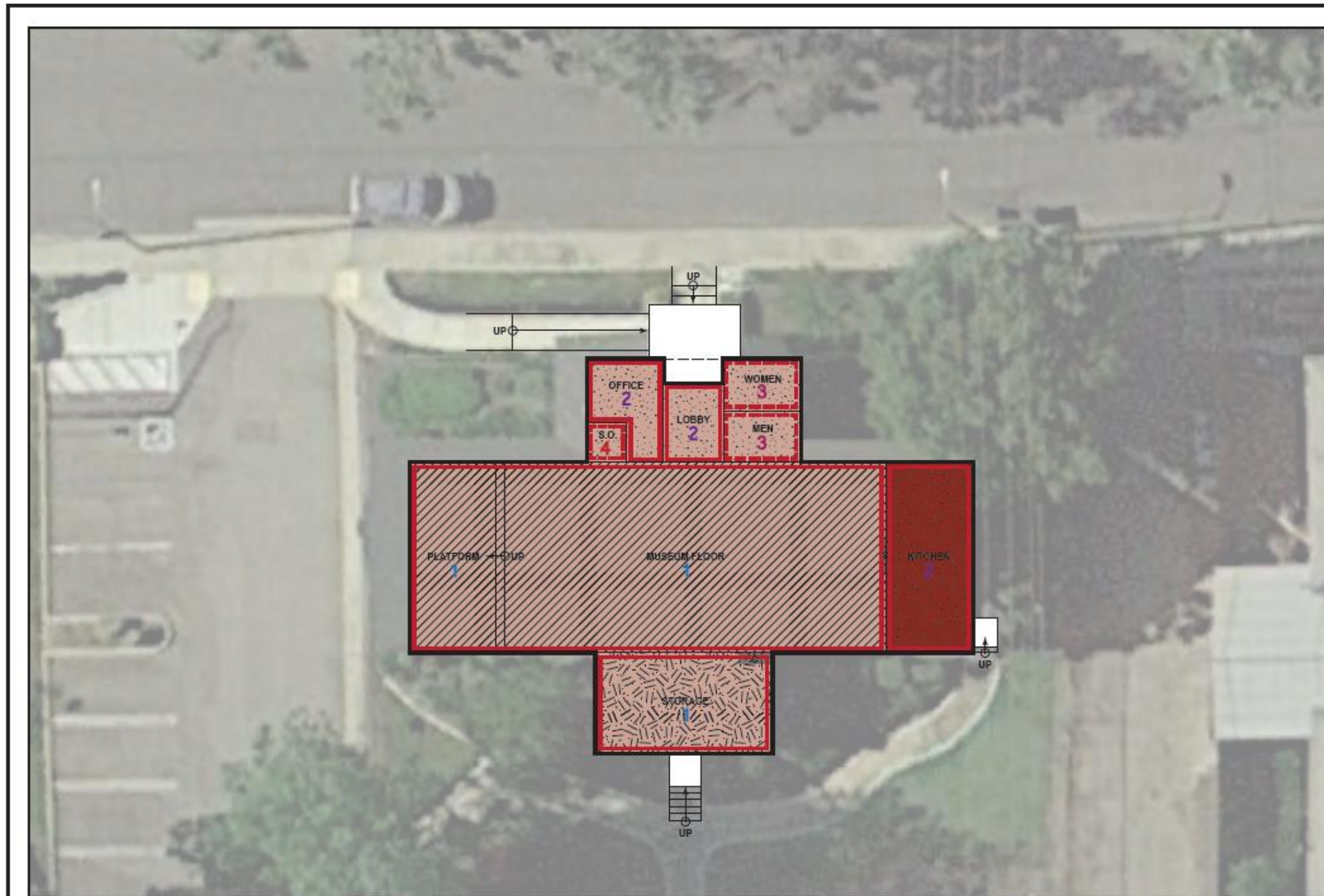
Field Observation: Overall building is in good condition. The exterior stucco and interior paint are wear and tear. The vinyl composition floor is in good condition. The carpet in the offices are wear and tear. Some of the rubber tile floor at the boxing practice area are damaged. The acoustical wall tiles in the boxing area are wear and tear. There is damaged roof insulation in the storage room. The ceiling tile is in good condition. Our recommendation is to paint the building and upgrade the fire alarm to meet the building code.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required





OLD SCHOOLHOUSE MUSEUM




 Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Old Schoolhouse Museum
 5493 B Street
 2,825 SF

Legend
Floor
 Resilient
 Wood
 Concrete
 C Casework / Countertop

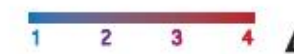
Ceiling
 Painted Plaster
 2x4 Suspended
 Wood

Walls
 Painted Plaster
 Painted Plaster W/ WD Wainscot

Building Information
 - Built in 1888
 - APN: 102-006-222
 - 1 Story
 - Wood Framed W/ Wood Siding Exterior
 - Non-Sprinklered
 - Asphalt Shingle Roof

Field Observation: Old School House Museum is a historic, one-story, wood framed building that generally appears to be in fair condition. Exterior wall finishes show substantial wear and tear while the asphalt roof shingles are in good condition. The interior wall and ceiling finishes are in fair condition including rough plaster wall finish and aged acoustic ceiling tiles; floor finishes are in good condition. Door finishes are in fair condition and require no special attention. Items clearly identified as non-compliant with current Building Code that we recommend immediate improvements to are the restrooms, the fire alarm system, and to add an accessible ramp at the existing rear exit door. Note that special considerations shall be made prior to planning any improvements to historic buildings; we strongly recommend that a qualified consultant be involved in the design process.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



 5163 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONGA, CALIFORNIA 91730
 PH: (909) 987-0505 PG. No 2010000
 June 2020 Exhibit# 09

*Our scope of work for this building observation is to assess and document current facility inventory and building conditions. We did not investigate building structure, underground infrastructure, or any plumbing, electrical, or mechanical systems.

SEVENTH STREET COMMUNITY THEATER ADDITION




 Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Seventh Street Community Theatre Addition
 13123 Seventh Street
 4,928 SF

- Legend**
- Floor**
- Resilient
 - Carpet
 - Epoxy
 - Wood
 - Concrete
- Ceiling**
- Painted Gypsum Board
 - 2x4 Suspended
 - Exposed
- Walls**
- Painted Gypsum Board
 - Painted Gyp Bd W/ FRP Wainscot
 - Painted Concrete


Building Information

- Built in 2003
- APN: TBD
- 1 Story
- Wood Framed W/ Plaster Exterior
- Non-Sprinklered
- Built-Up Roof

Field Observation: The overall building is in good condition. The exterior and interior paint are wear and tear. The carpet in the seating area is wear and tear. There is not dust extract fume system in the wood working room. The ceiling tile is in good condition. However, there are some water stains on the ceiling tiles in the dressing room. The vinyl composition tile in the locker, changing room and meeting room is in good condition. Our recommendation is to upgrade the interior ramp leading to the seating area, accessible ramp at the stage and accessible slope walk, upgrade accessible access to light and sound control room. Also, upgrade an accessible seating area and a companion for disable person.

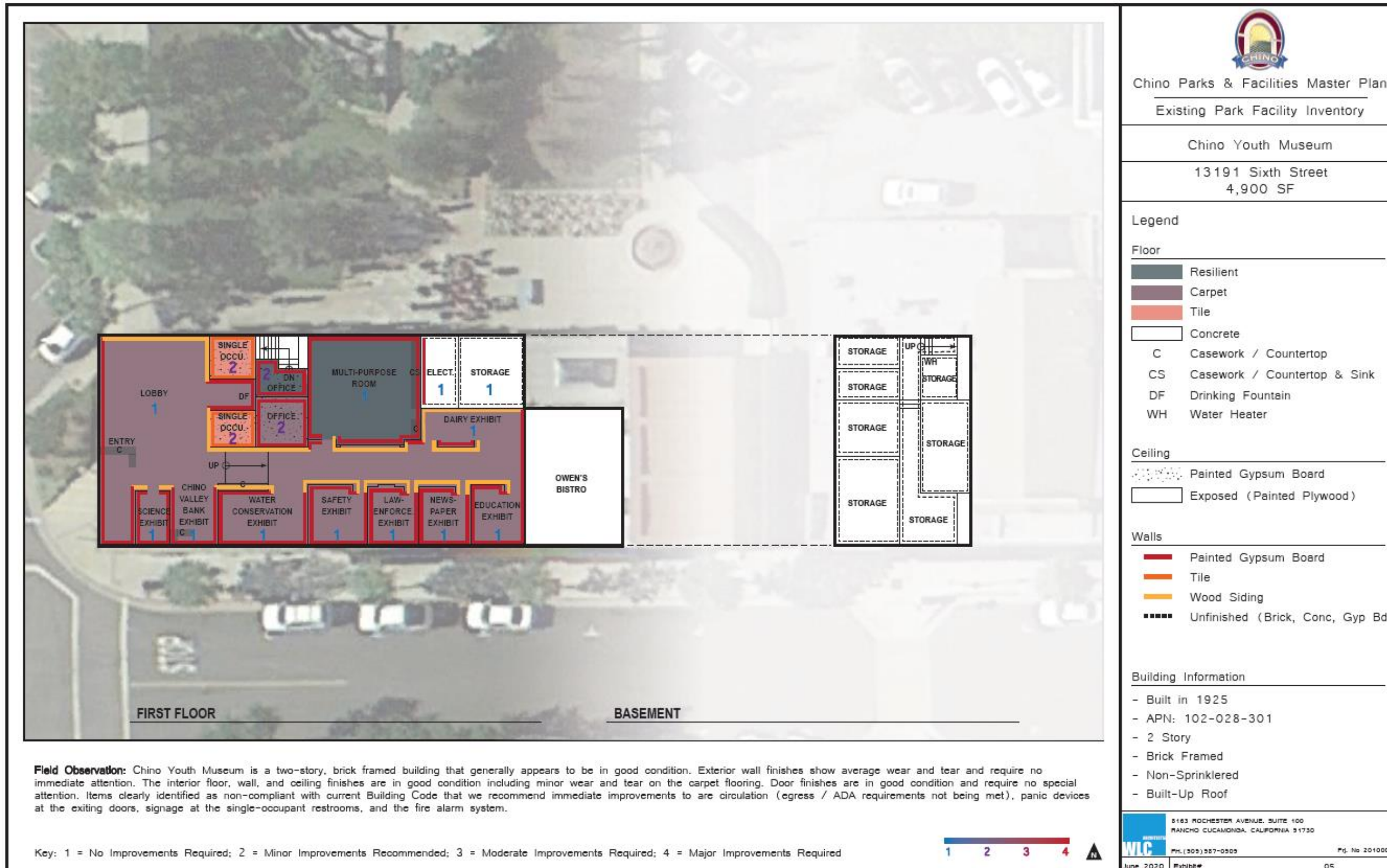
Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



5103 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONDA, CALIFORNIA 91730
 WLC
 PH: (909) 987-0808 PG. No 2010000
 June 2020 Exhibit# 01



CHINO YOUTH MUSEUM



Field Observation: Chino Youth Museum is a two-story, brick framed building that generally appears to be in good condition. Exterior wall finishes show average wear and tear and require no immediate attention. The interior floor, wall, and ceiling finishes are in good condition including minor wear and tear on the carpet flooring. Door finishes are in good condition and require no special attention. Items clearly identified as non-compliant with current Building Code that we recommend immediate improvements to are circulation (egress / ADA requirements not being met), panic devices at the exiting doors, signage at the single-occupant restrooms, and the fire alarm system.

Key: 1 = No Improvements Required; 2 = Minor Improvements Recommended; 3 = Moderate Improvements Required; 4 = Major Improvements Required



Chino Parks & Facilities Master Plan
 Existing Park Facility Inventory

Chino Youth Museum
 13191 Sixth Street
 4,900 SF

Legend

Floor

- Resilient
- Carpet
- Tile
- Concrete
- C Casework / Countertop
- CS Casework / Countertop & Sink
- DF Drinking Fountain
- WH Water Heater

Ceiling

- Painted Gypsum Board
- Exposed (Painted Plywood)

Walls

- Painted Gypsum Board
- Tile
- Wood Siding
- Unfinished (Brick, Conc, Gyp Bd)

Building Information

- Built in 1925
- APN: 102-028-301
- 2 Story
- Brick Framed
- Non-Sprinklered
- Built-Up Roof

5163 ROCHESTER AVENUE, SUITE 100
 RANCHO CUCAMONGA, CALIFORNIA 91750
 PH: (305) 557-0505 Pg. No 2010000
 June 2020 EXHIBIT# 05

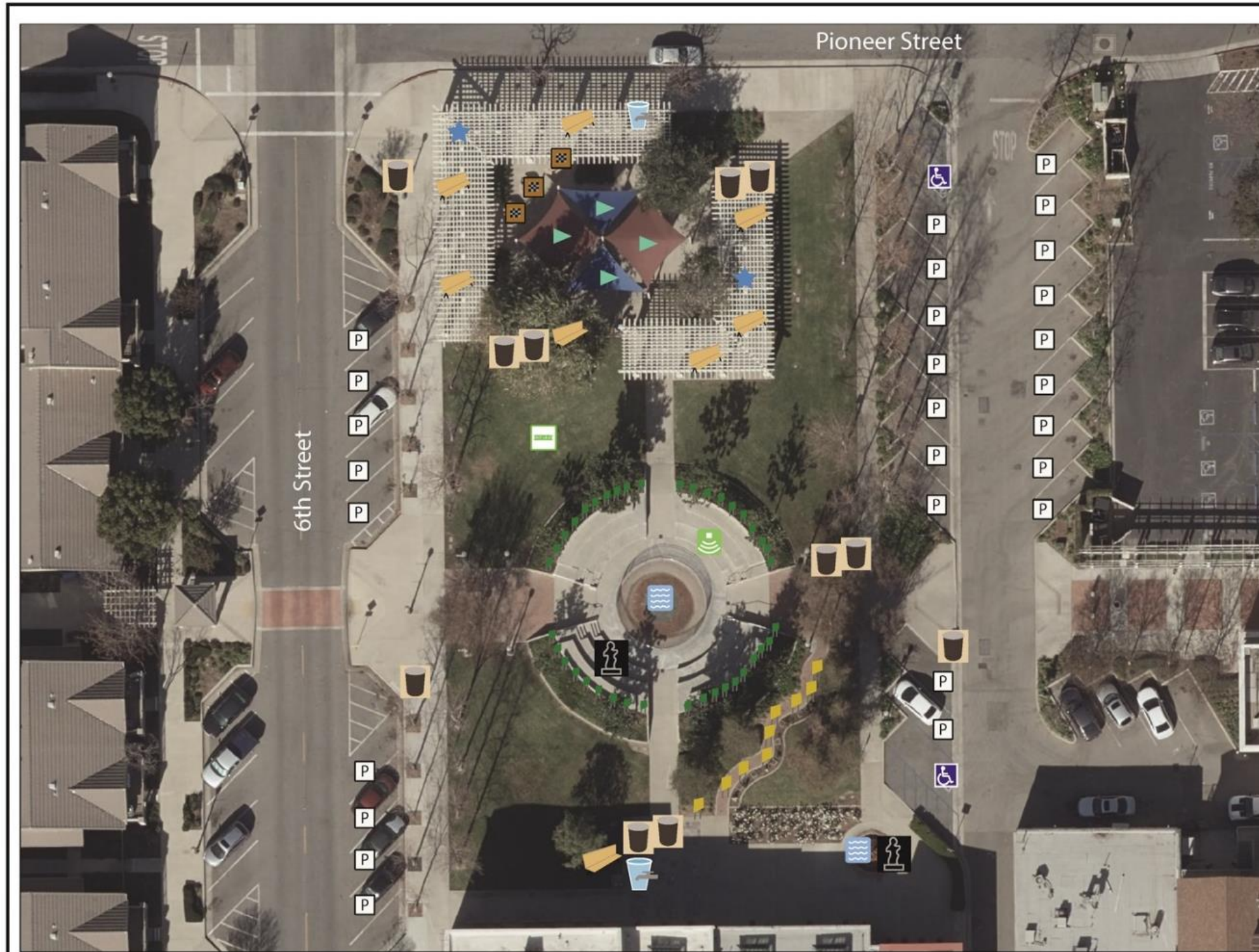
APPENDIX F: PARKS ASSESSMENT

7TH STREET PARK





AGUILAR SQUARE





Chino Parks & Facilities Master Plan
Existing Park Inventory



Aguilar Square
13191 6th Street
1.0 Acres

Legend		Quantities
	Drinking Fountain	2
	Table - Game Inlay	3
	Sign - Dedication	9
	Sign - Intrepretive	39
	Water Feature	2
	Amphitheatre	1
	Parking - Accessible Stall	2
	Parking - Standard Stall	27
	Bench	8
	Pergola	2
	Open Play Area	1
	Shade Sail	4
	Receptacle - Trash	11
	Sculpture / Statue	2

 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Prj. No 19146
Sept 2020 Exhibit# 02

AYALA PARK - OVERALL PLAN



 Chino Parks & Facilities Master Plan Existing Park Inventory
Ayala Park
14225 Central Park 140.0 Acres
 6800 INDIANA AVENUE, SUITE 245 RIVERSIDE AVE, CALIFORNIA 92506 LIC. #2799 PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146 Sept 2020 Exhibit# 03a



AYALA PARK - EXHIBIT B



Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park
14225 Central Park
140.0 Acres

Legend		Quantities
	Bleacher - 5 Rows	12
	Dugout	8
	Receptacle - Trash	27
	Table	13
	Building - Restroom	1
	Drinking Fountain	1
	Building - Concession	1
	Receptacle - Recyclable	4
	Storage - Sports Field Equipment	2
	SCE Transformer	1
	Sign (Dedication)	1
	Walking Trail	1137 LF
	Sports Field - Softball	4

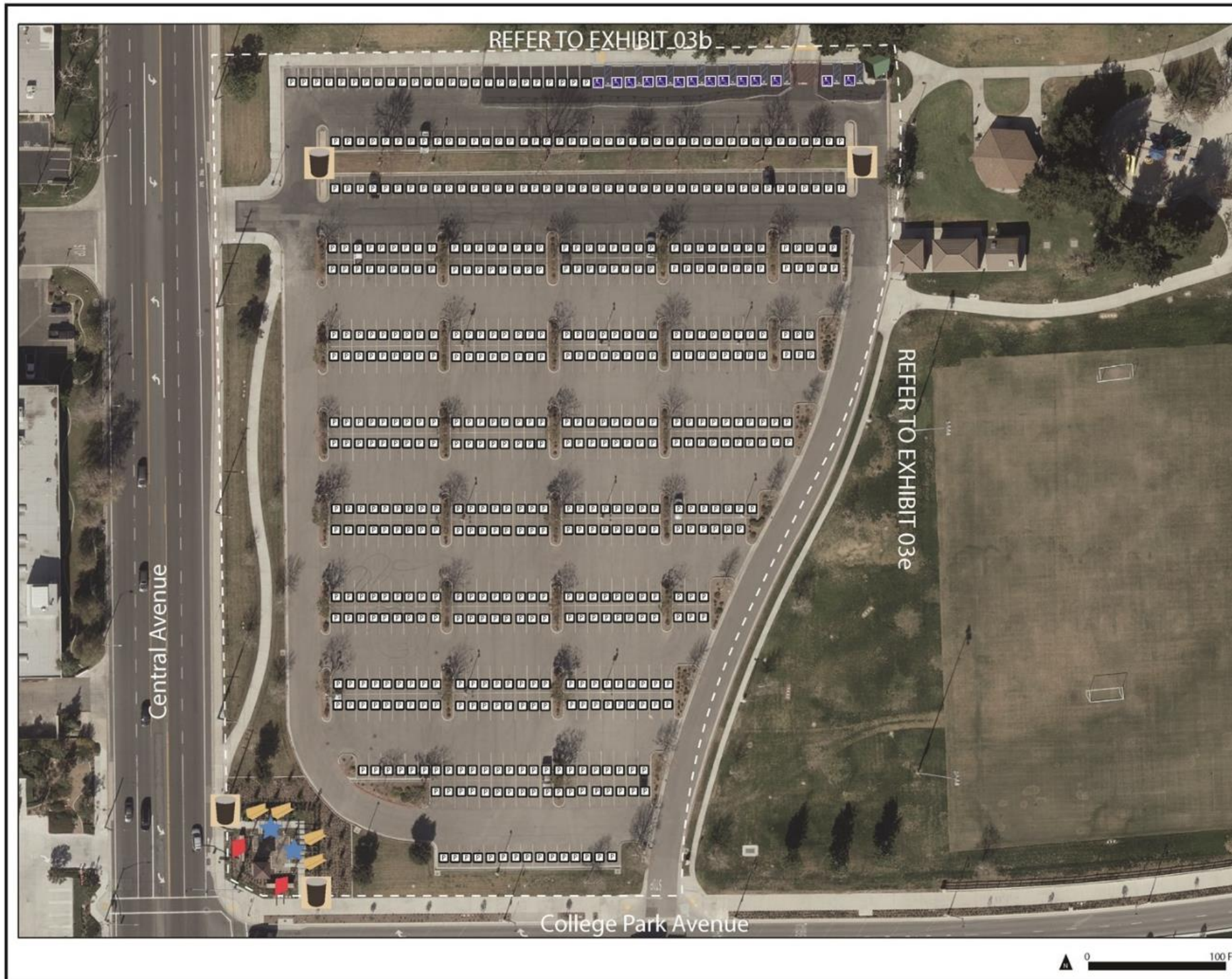
6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
Sept 2020 Exhibit# 03b

AYALA PARK - EXHIBIT C





AYALA PARK - EXHIBIT D







Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park

14225 Central Park
140.0 Acres

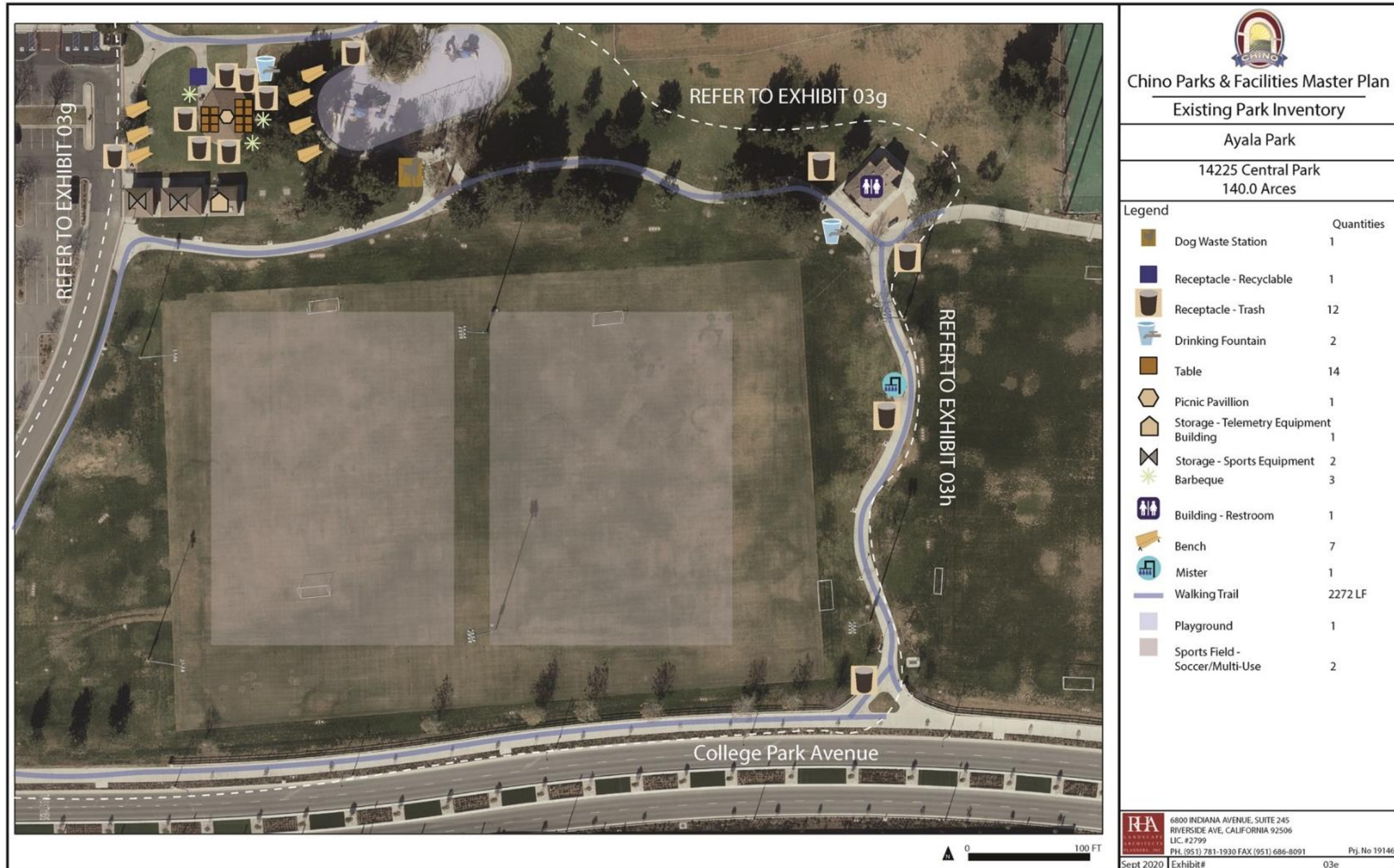
Legend		Quantities
	Bench	4
	Pergola	2
	Sign - Park	2
	Receptacle - Trash	4
	Parking - Accessible Stall	14
	Parking - Standard Stall	555
	Trash Enclosure	1



6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Sept 2020 Exhibit# 03d

AYALA PARK - EXHIBIT E





AYALA PARK - EXHIBIT F



















Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park

14225 Central Park
140.0 Acres

Legend

	Quantities
 Table	14
 Picnic Pavillion	1
 Barbeque	4
 Mile Marker	1
 Trash Enclosure	2
 Dog Waste Station	1
 Receptacle - Recyclable	1
 Receptacle - Trash	13
 Open Play Area	1
 Storage - Other	1
 Drinking Fountain	1
 Parking - Accessible Stall	3
 Parking - Standard Stall	191
 Walking Trail	780 LF

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

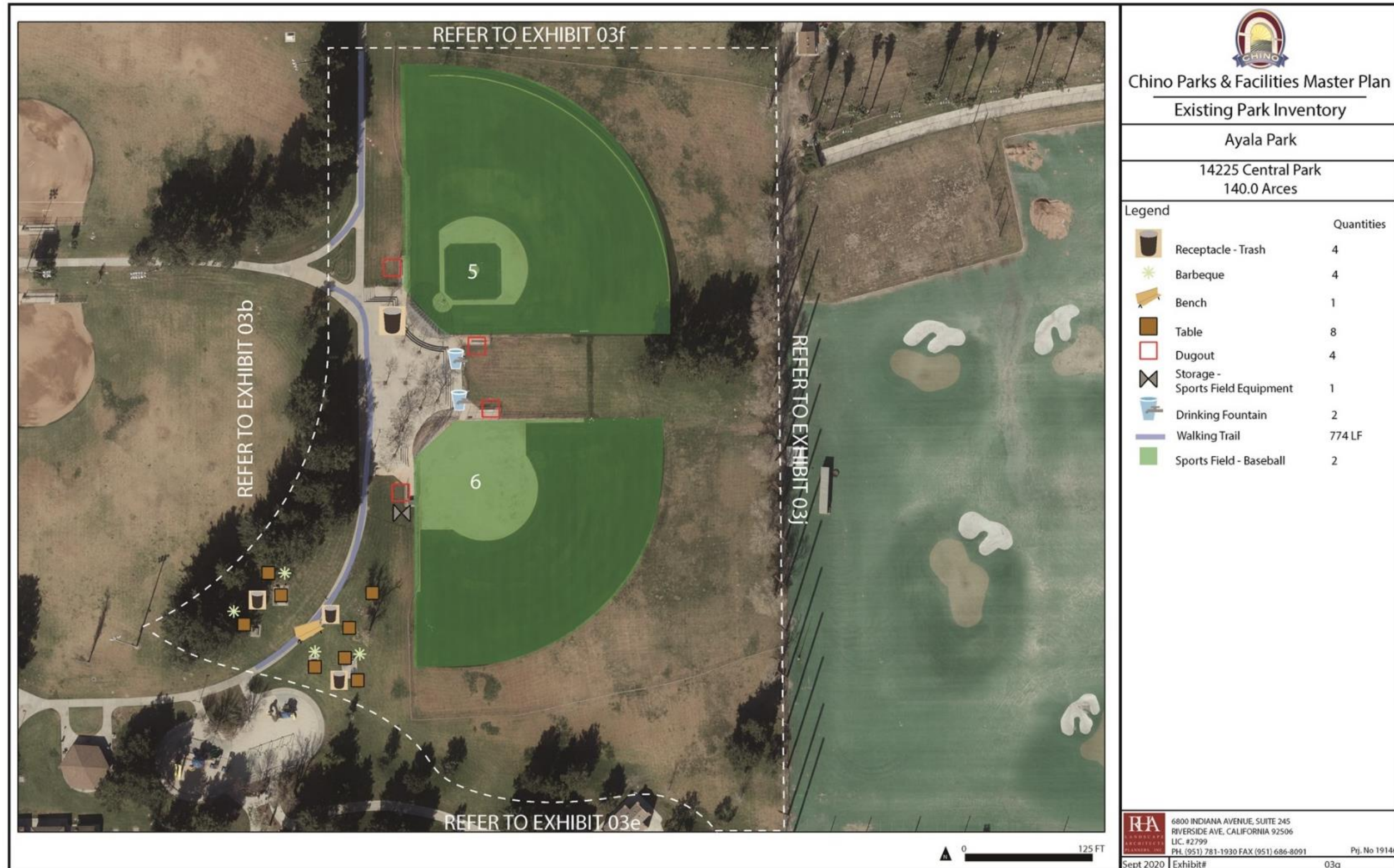
Pj. No 19146

Sept 2020

Exhibit#

03f

AYALA PARK - EXHIBIT G





AYALA PARK - EXHIBIT H





Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park

14225 Central Park
140.0 Acres

Legend		Quantities
	Dog Waste Station	1
	Receptacle - Trash	3
	Walking Trail	1297 LF
	Sports Field - Soccer/Multi-Use	2

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Prj. No 19146













Sept 2020 Exhibit#
03h

AYALA PARK - EXHIBIT I




Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park
 14225 Central Park
 140.0 Acres

Legend		Quantities
	Bike Rack	1
	Receptacle - Trash	11
	Bench	2
	Dog Waste Station	1
	Walking Trail	1158 LF
	Batting Cage	9
	Open Play Area	1
	YMCA	1
	Ayala Park Operations Center (APOC)	1
	Storage -Other	2
	Parking - Standard Stall	104
	Parking - Accessible Stall	5

 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091
 Sept 2020 Exhibit# 03i



AYALA PARK - EXHIBIT J



Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park
14225 Central Park
140.0 Acres

Legend

	Quantities
Open Space	1
Storage - Sports Equipment	3

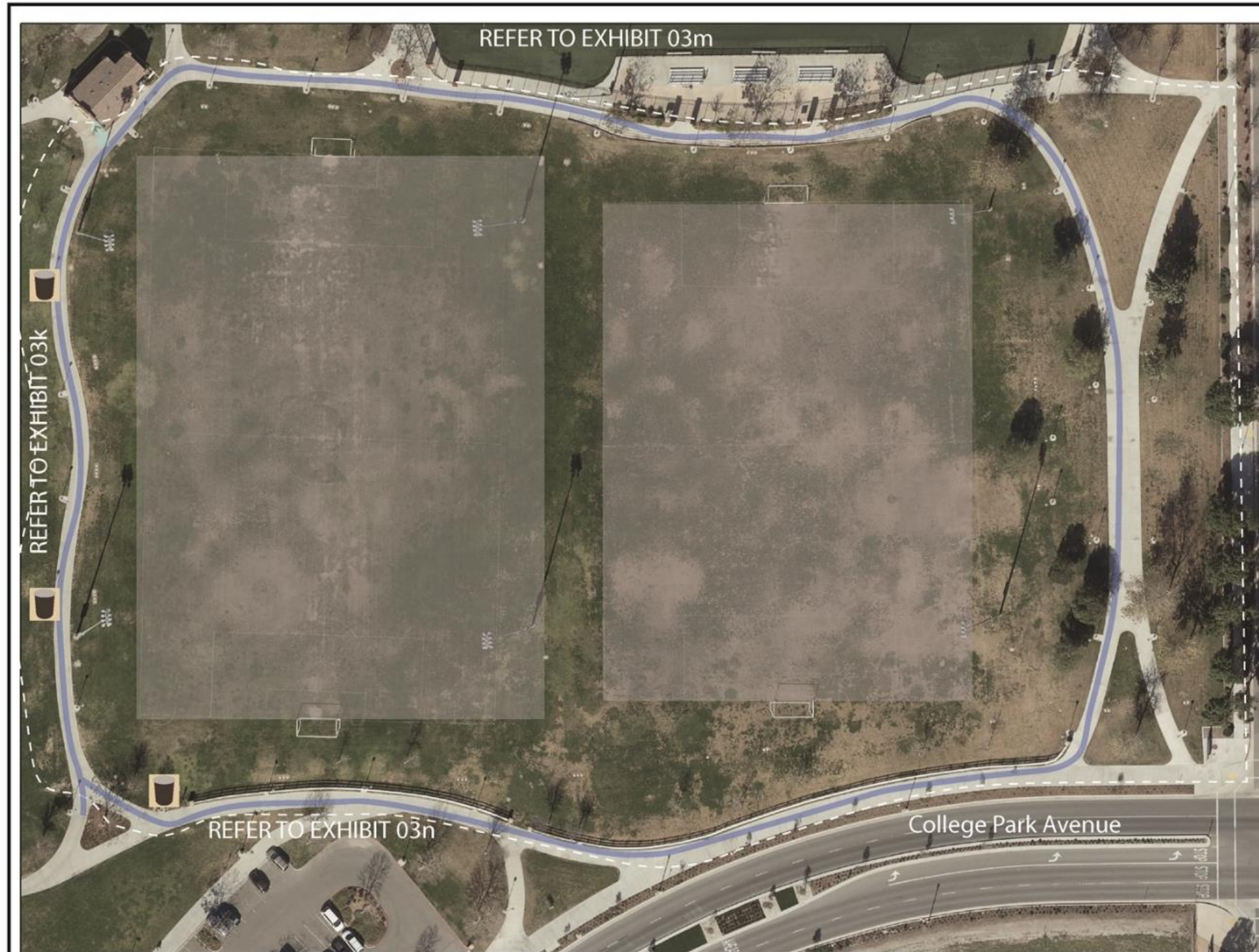

6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
 Sept 2020 Exhibit# 03j

AYALA PARK - EXHIBIT K







AYALA PARK - EXHIBIT L

Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park
14225 Central Park
140.0 Acres

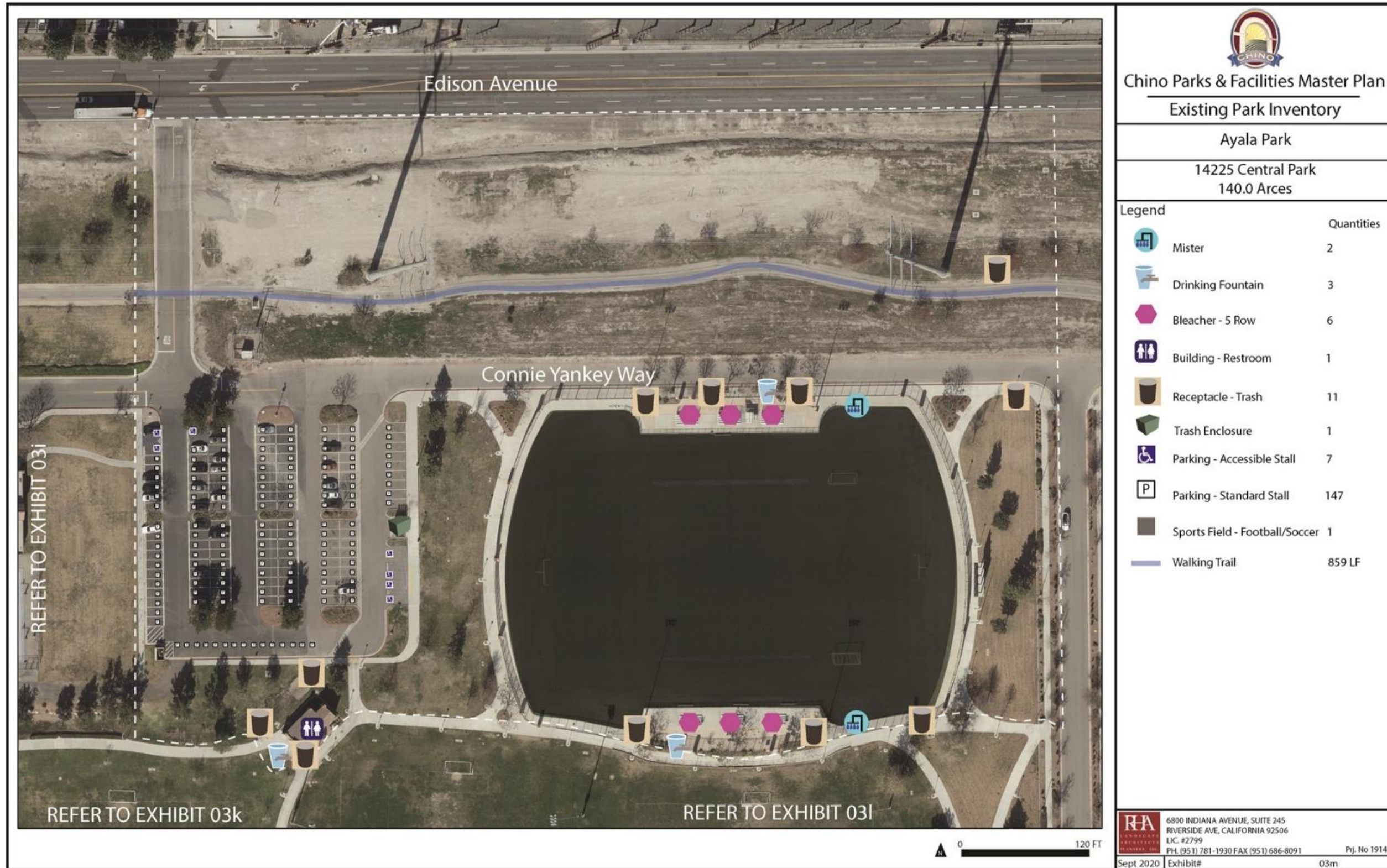
Legend		Quantities
	Receptacle - Trash	3
	Walking Trail	2054 LF
	Sports Field - Soccer/Multi-Use	2

RA LANDSCAPE ARCHITECTS PLANNERS INC.
6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH: (951) 781-1930 FAX (951) 686-8091

Sept 2020 Exhibit# 03I Prj. No 19146

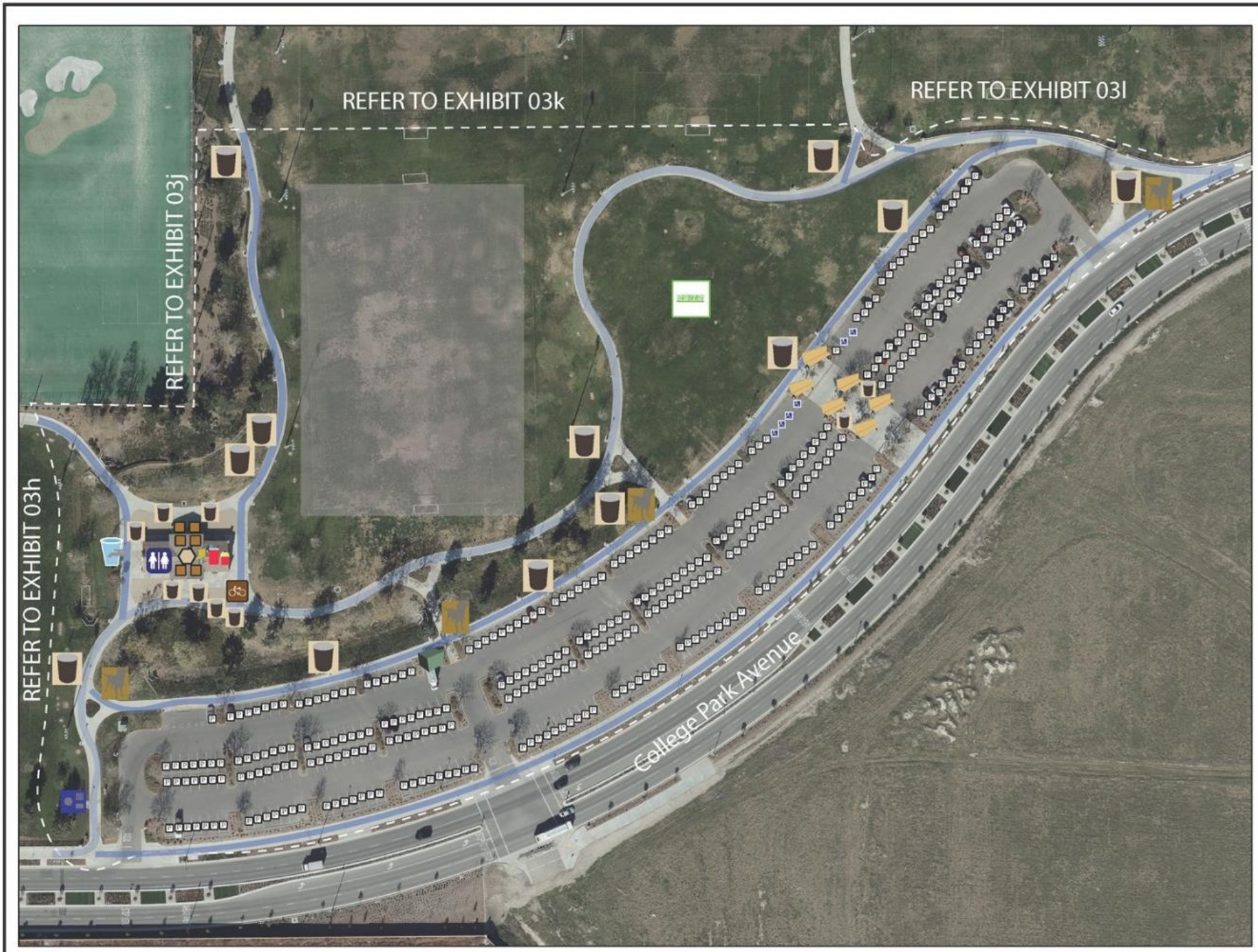


AYALA PARK - EXHIBIT M





AYALA PARK - EXHIBIT N













Chino Parks & Facilities Master Plan
Existing Park Inventory

Ayala Park

14225 Central Park
140.0 Acres

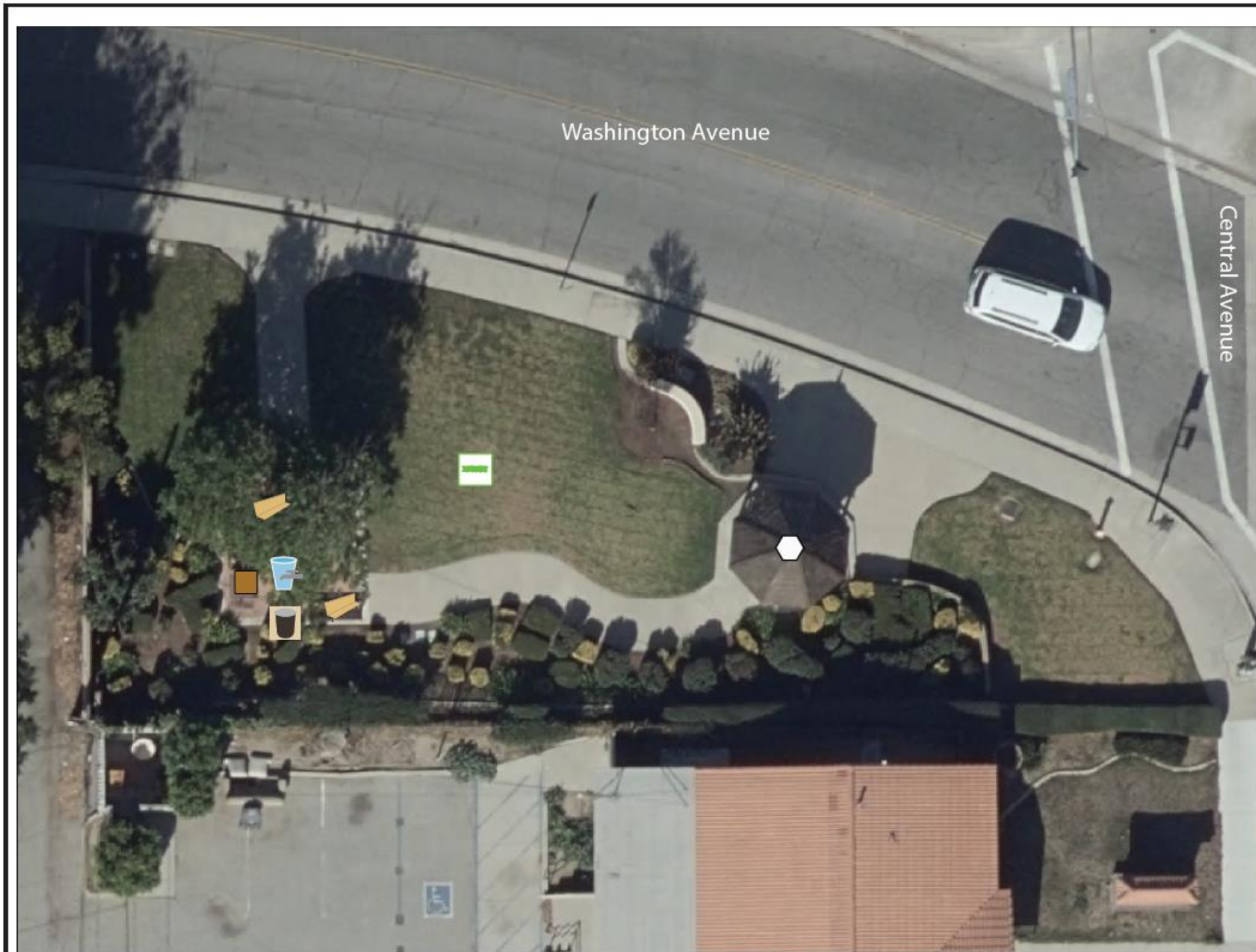
Legend		Quantities
	Bench	6
	Parking - Accessible Stall	10
	Parking - Standard Stall	368
	Open Play Area	1
	Receptacle - Trash	21
	Dog Waste Station	4
	Table	6
	Building - Concession	1
	Building - Restroom	1
	Picnic Pavillion	1
	Bike Rack	1
	Sign - Dedication	1
	Trash Enclosure	1
	Drinking Fountain	1
	Irrigation Booster Pump and Backflow	1
	Walking Trail	4931 LF
	Sport Field - Soccer/Multi-Use Field	1


6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

Sept 2020 Exhibit# 03n

CAROLYN OWENS CENTENNIAL SQUARE








Chino Parks & Facilities Master Plan
Existing Park Inventory

Carolyn Owens Centennial Square

12728 Central Avenue
0.2 Acres

Legend		Quantities
	Drinking Fountain	1
	Table	1
	Bench	2
	Gazebo	1
	Open Play Area	1
	Receptacle - Trash	1

RA 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Proj. No 19146

Sept 2020 Exhibit# 04



CENTRAL PARK

Chino Parks & Facilities Master Plan
Existing Park Inventory
Central Park
13219 Central Avenue
2.0 Acres

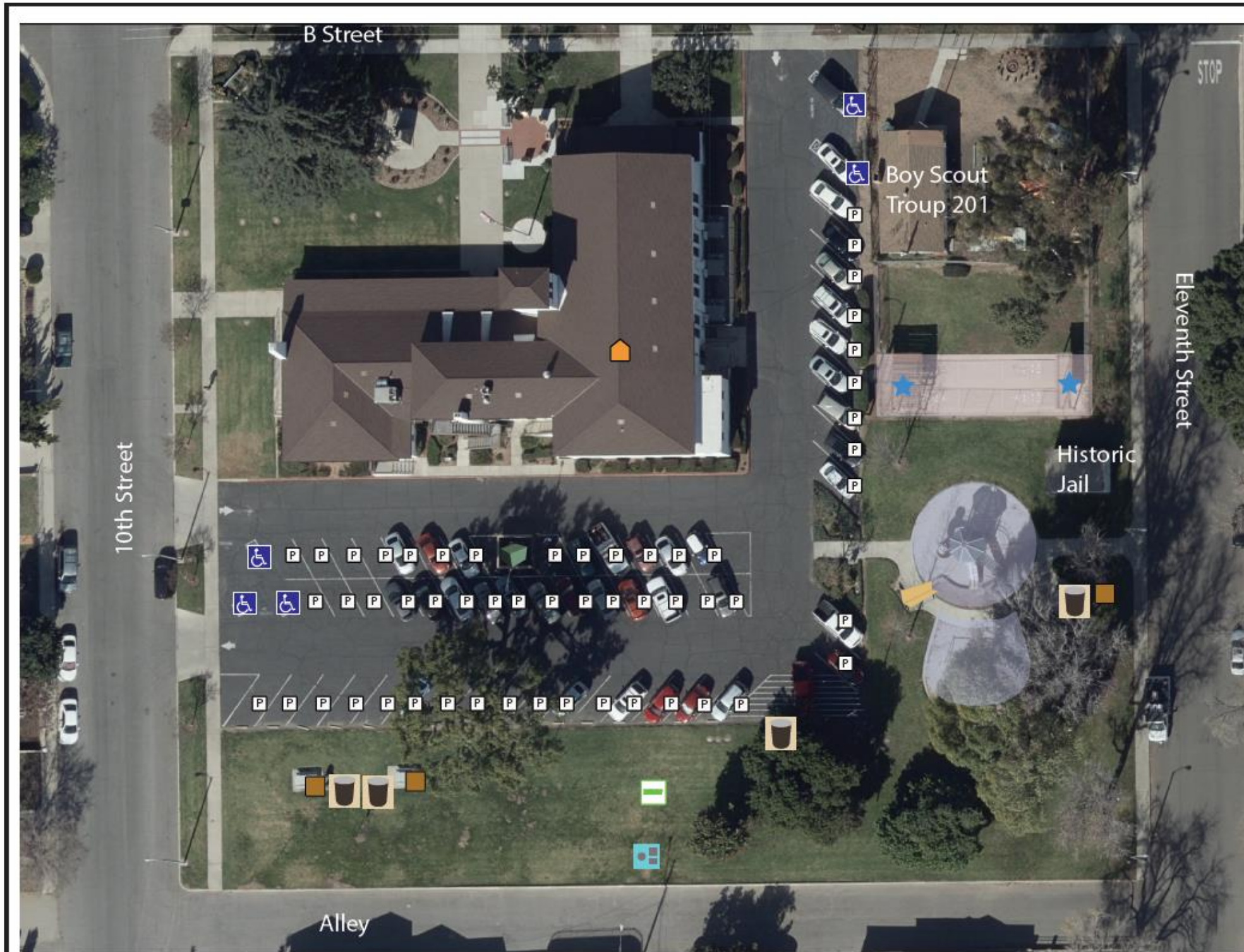
Legend


	Quantities
Table	4
Open Play Area	1
Receptacle - Trash	5
Parking - Accessible Stall	1
Parking - Standard Stall	25
Trash Enclosure	1
Playground	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1990 FAX. (951) 686-8091
Prj. No 19146
Sept 2020 | Exhibit# 05
















CHINO COMMUNITY BUILDING PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory
Chino Community Building Park
 5443 B Street
 1.0 Arces

Legend		Quantities
	Table	3
	Open Play Area	1
	Receptacle - Trash	4
	Bench	1
	Pergola	2
	Irrigation Controller	3
	Trash Enclosure	1
	Parking - Accessible Stall	5
	Parking - Standard Stall	54
	Building - Community	1
	Playground	1
	Shuffleboard Court	2



6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE., CALIFORNIA 92506
 LIC. #2799
 PH: (951) 781-1930 FAX: (951) 686-8091

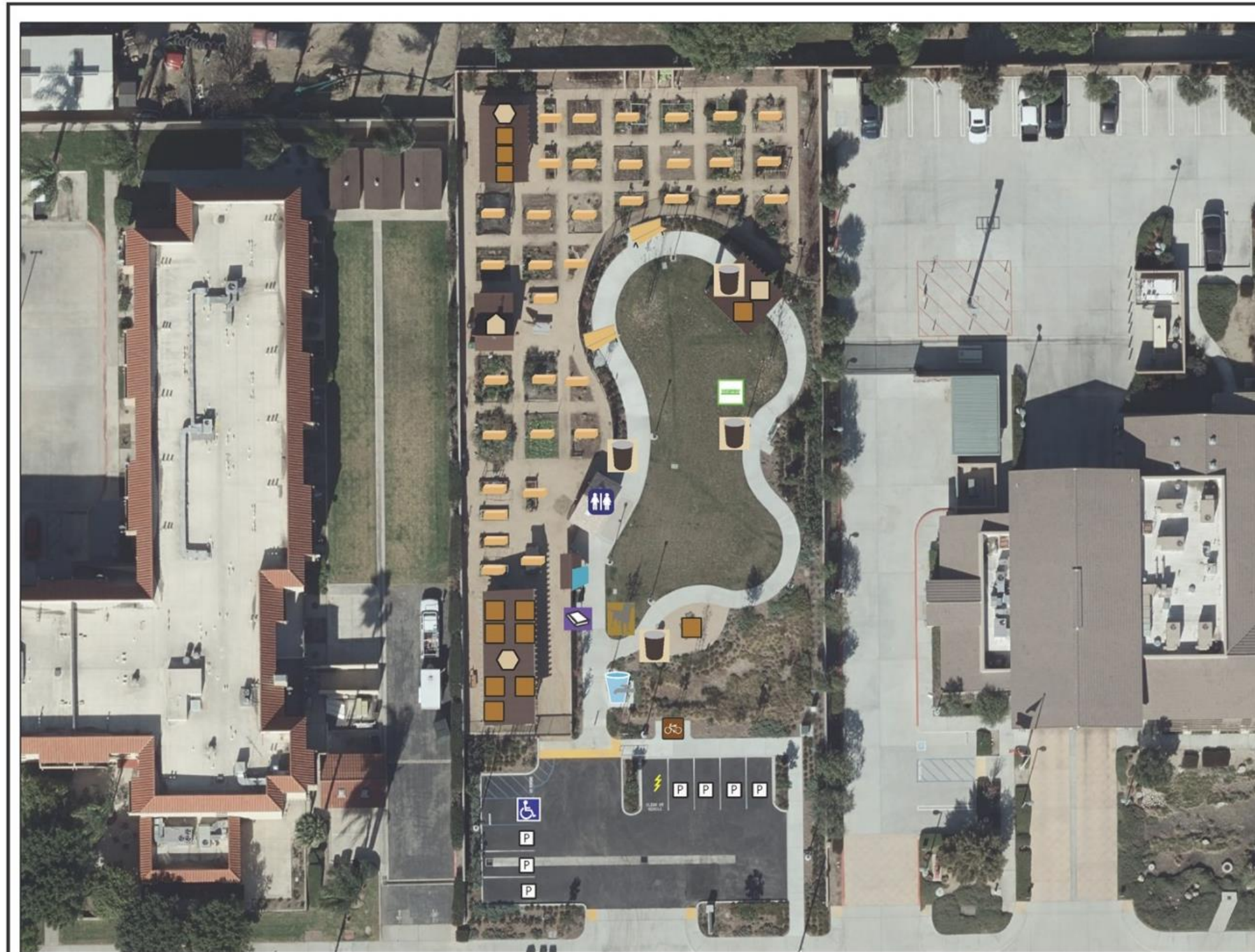
Prj. No 19146


Sept 2020 Exhibit# 06






















CHINO COMMUNITY GARDEN (NEW)




Chino Parks & Facilities Master Plan
Existing Park Inventory
Chino Community Garden (New)
 5976 Riverside Drive
 0.9 Acres

Legend		Quantities
	Table	12
	Open Play Area	1
	Receptacle - Trash	4
	Parking - Accessible Stall	1
	Parking - Standard Stall	7
	Parking - Clean Air Vehicle Stall	1
	Bench	2
	Shade Shelter	1
	Picnic Pavillion	2
	Bike Rack	1
	Building - Restroom	1
	Drinking Fountain	1
	Storage - Other	1
	Bulletin Board	1
	Little Free Library	1
	Garden Plots	35
	Dog Waste Station	1

 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
 Sept 2020 Exhibit# 07

CHINO COMMUNITY GARDEN





Chino Parks & Facilities Master Plan
Existing Park Inventory

Community Garden

5136 D Street
0.3 Acres

Legend		Quantities
	Table	1
	Garden Plots	42
	Sign (Park)	1



RA
LANDSCAPE ARCHITECTS
PLANNERS, INC.

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

Sept 2020 Exhibit# 08



CONSTELLATION PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory

Constellation Park

6903 Eucalyptus Avenue
5.0 Acres

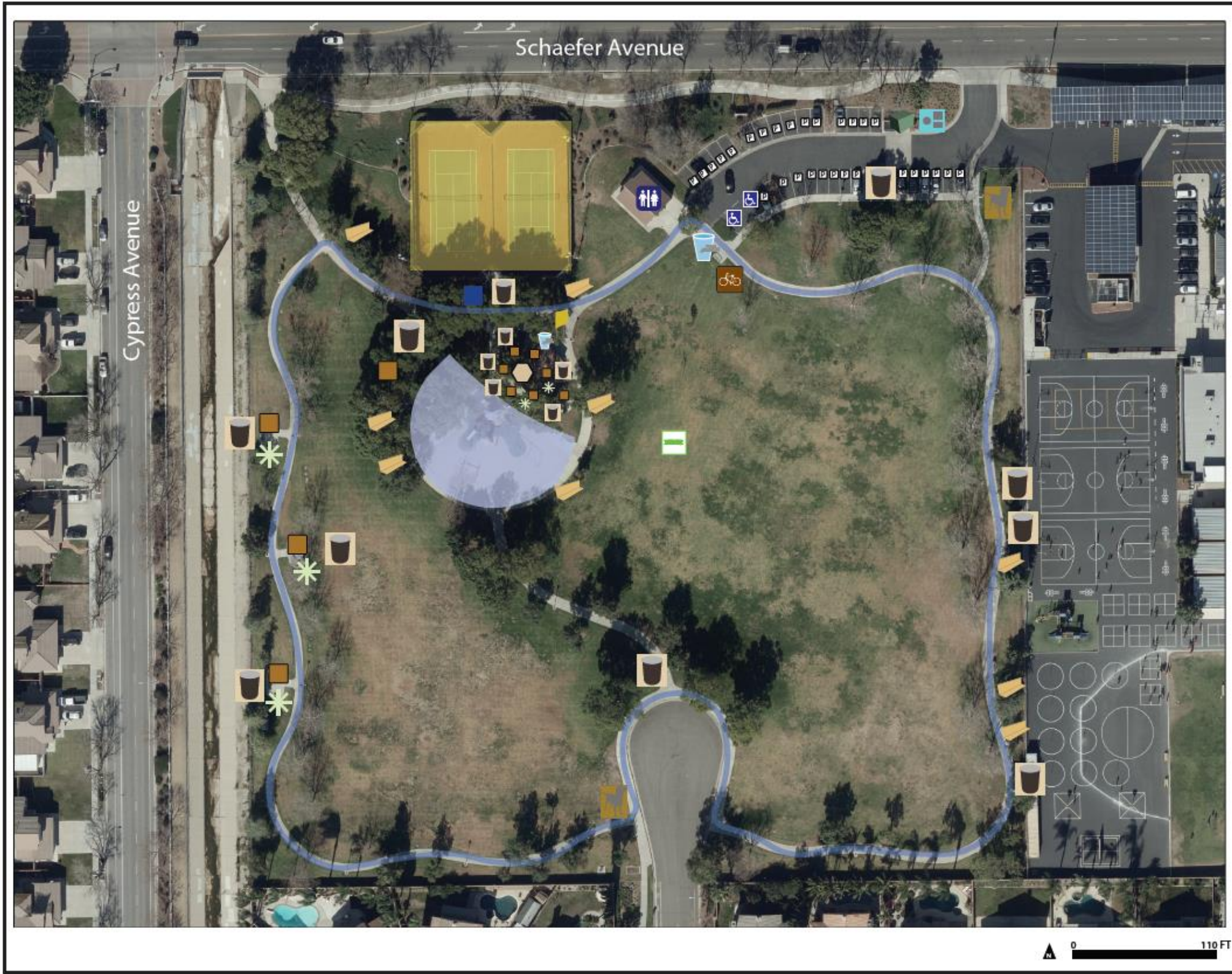
Legend		Quantities
	Table	4
	Pergola	8
	Shade Shelter	2
	Bench	9
	Open Play Area	1
	Receptacle - Trash	4
	Sign - Park	1
	Dog Waste Station	1
	Sculpture	10
	Walking Trail	1320 LF
	Playground	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Prj. No 19146

Sept 2020
Exhibit#
09














CYPRESS TRAILS PARK






Chino Parks & Facilities Master Plan
Existing Park Inventory

Cypress Trails Park
6571 Schaefer Avenue
8.6 Acres

Legend		Quantities
	Table	11
	Picnic Pavilion	1
	Bench	9
	Drinking Fountain	2
	Open Play Area	1
	Receptacle - Trash	15
	Receptacle - Recyclable	1
	Barbeque	5
	Dog Waste Station	2
	Building - Restroom	1
	Bike Rack	1
	Sign - Dedication	1
	Parking - Accessible Stall	2
	Parking - Standard Stall	29
	Trash Enclosure	1
	Irrigation Controller	1
	Walking Trail	2160 LF
	Playground	1
	Courts - Tennis	2




6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Sept 2020 Exhibit# 10



FOREST PARK

















Chino Parks & Facilities Master Plan
Existing Park Inventory

Forest Park

8706 Bridle Path
3.0 Acres

Legend		Quantities
	Table	8
	Shade Shelter	1
	Picnic Pavilion	1
	Bench	3
	Drinking Fountain	1
	Open Play Space	1
	Receptacle - Trash Can	5
	Receptacle - Recycle	1
	Barbeque	2
	Dog Waste Station	4
	Building - Restroom	1
	Bike Rack	1
	Trash Enclosure	1
	Irrigation Controller	1
	Walking Trail	1116 LF
	Playground	1
	Courts - Basketball Half	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146



Sept 2020

Exhibit#

11

FOUNDERS PARK - OVERALL PLAN

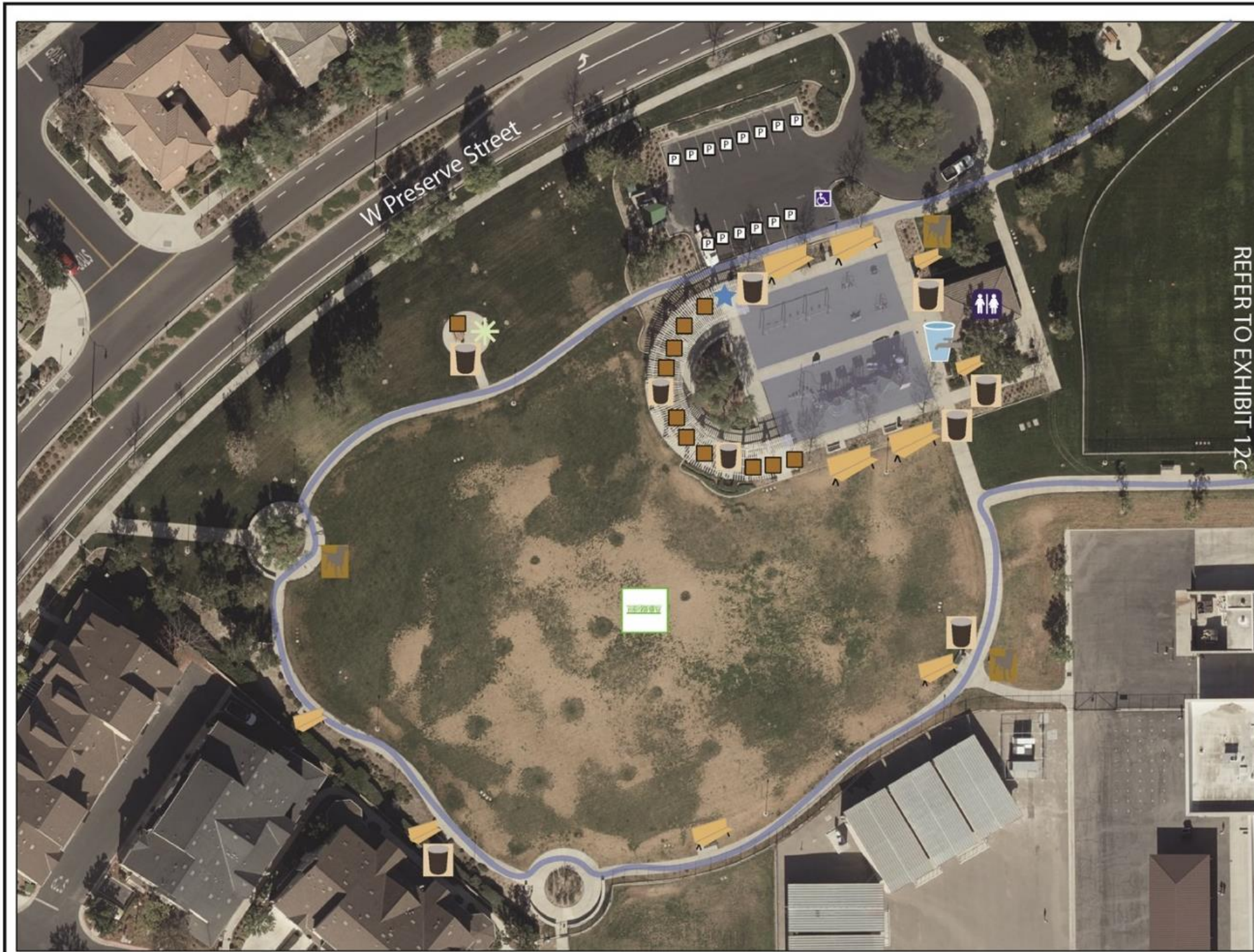


 Chino Parks & Facilities Master Plan Existing Park Inventory	
Founders Park	
8151 West Preserve Loop 8.0 Acres	
 6800 INDIANA AVENUE, SUITE 245 RIVERSIDE, CALIFORNIA 92506 LIC. #2799 PH. (951) 781-1930 FAX (951) 686-8091 Sept 2020 Exhibit#	Pj. No 19146 12a





FOUNDERS PARK - EXHIBIT 12B





Chino Parks & Facilities Master Plan
Existing Park Inventory

Founders Park
8151 West Preserve Loop
8.0 Acres

Legend		Quantities
	Table	11
	Pergola	1
	Bench	10
	Drinking Fountain	1
	Open Play Area	1
	Receptacle - Trash	9
	Barbeque	1
	Dog Waste Station	3
	Building - Restroom	1
	Trash Enclosure	1
	Parking - Accessible Stall	1
	Parking - Standard Stall	14
	Walking Trail	1029 LF
	Playground	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE. CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

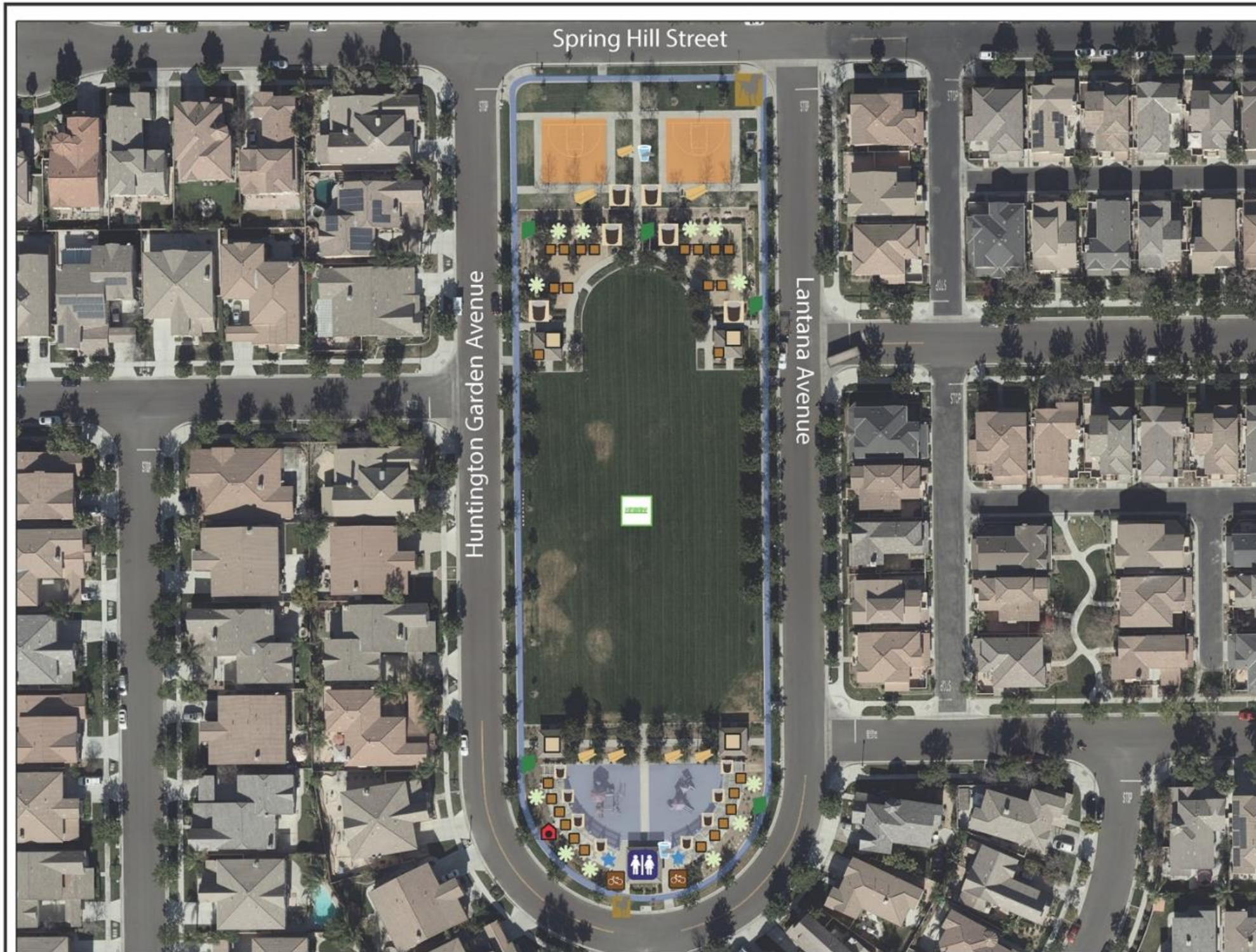
Sept 2020 Exhibit# 12b


FOUNDERS PARK - EXHIBIT 12C





GARDEN PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory

Garden Park

16001 Huntington Garden Avenue
3.0 Acres

Legend		Quantities
	Table	26
	Shade Shelter	4
	Pergola	2
	Bench	7
	Drinking Fountain	2
	Open Play Area	1
	Receptacle - Trash	14
	Barbeque	12
	Dog Waste Station	2
	Building - Restroom	1
	Bike Rack	2
	Birdhouse	1
	Sign - Intrepretive	5
	Walking Trail	1537 LF
	Courts - Basketball Half	2
	Playground	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

0 110 FT

Sept 2020

Exhibit#

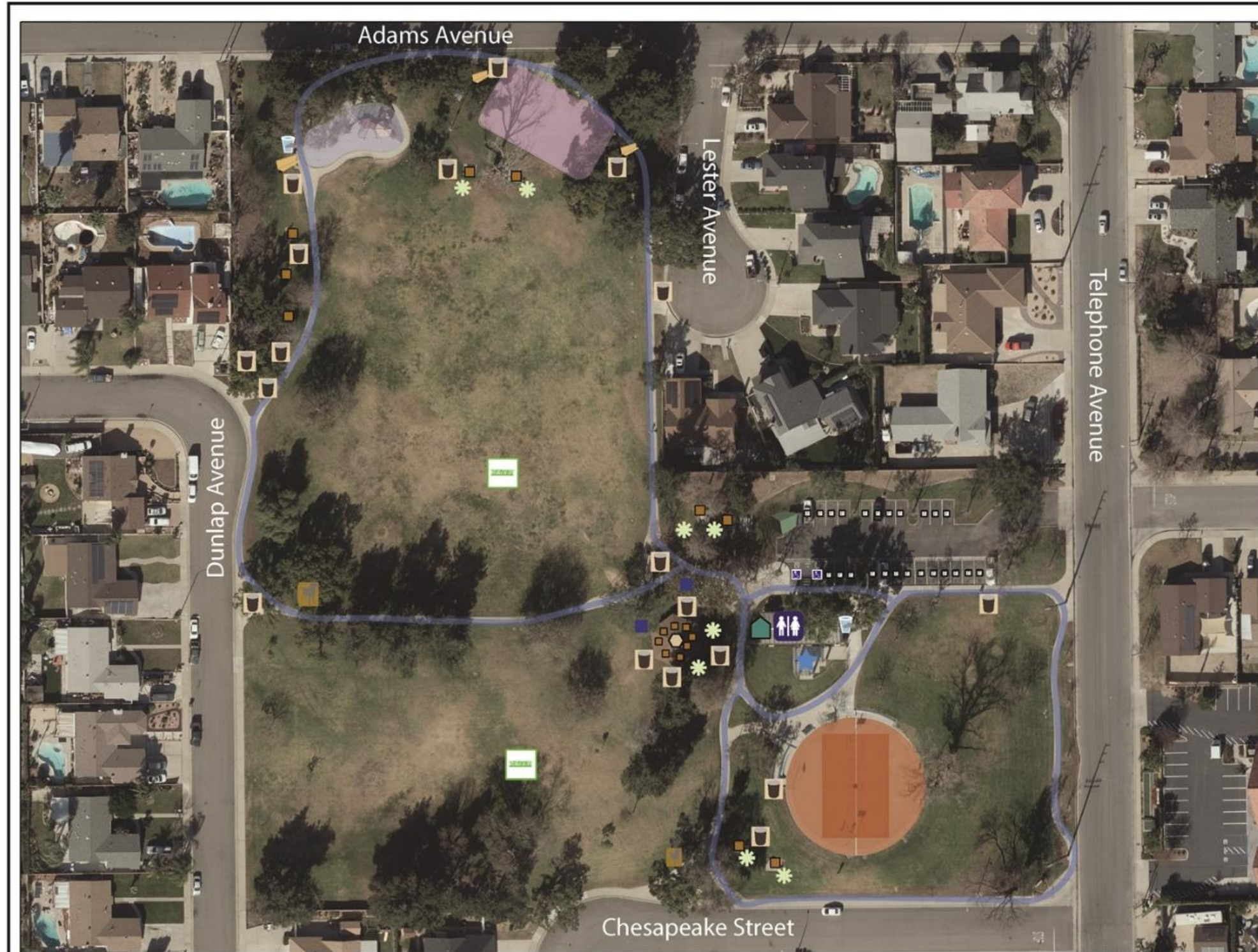
13

HERITAGE PARK





LIBERTY PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory

Liberty Park

11860 Telephone Avenue
7.5 Acres

Legend		Quantities
	Table	17
	Picnic Pavillion	1
	Pergola	1
	Dog Waste Station	2
	Bench	3
	Drinking Fountain	2
	Open Play Area	2
	Receptacle - Trash	18
	Receptacle - Recyclable	2
	Barbeque	8
	Trash Enclosure	1
	Building - Restroom	1
	Building - Recreation	1
	Parking - Standard Stall	25
	Parking - Accessible Stall	2
	Walking Trail	2422 LF
	Playground	1
	Courts - Basketball Half	2
	Courts - Basketball Full	1
	Courts - Volleyball Sand	1



6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

Sept 2020 Exhibit#
15

MCLEOD PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory

McLeod Park

12550 Carissa Avenue
3.5 Acres

Legend		Quantities
	Table	12
	Picnic Pavillion	1
	Dog Waste Station	1
	Bench	5
	Drinking Fountain	1
	Open Play Area	1
	Receptacle - Trash	8
	Barbeque	1
	Playground	1
	Courts - Basketball Full	1
	Courts - Basketball Half	2




6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Sept 2020 Exhibit# 16



MERIDIAN PARK SOUTH





















Chino Parks & Facilities Master Plan
Existing Park Inventory

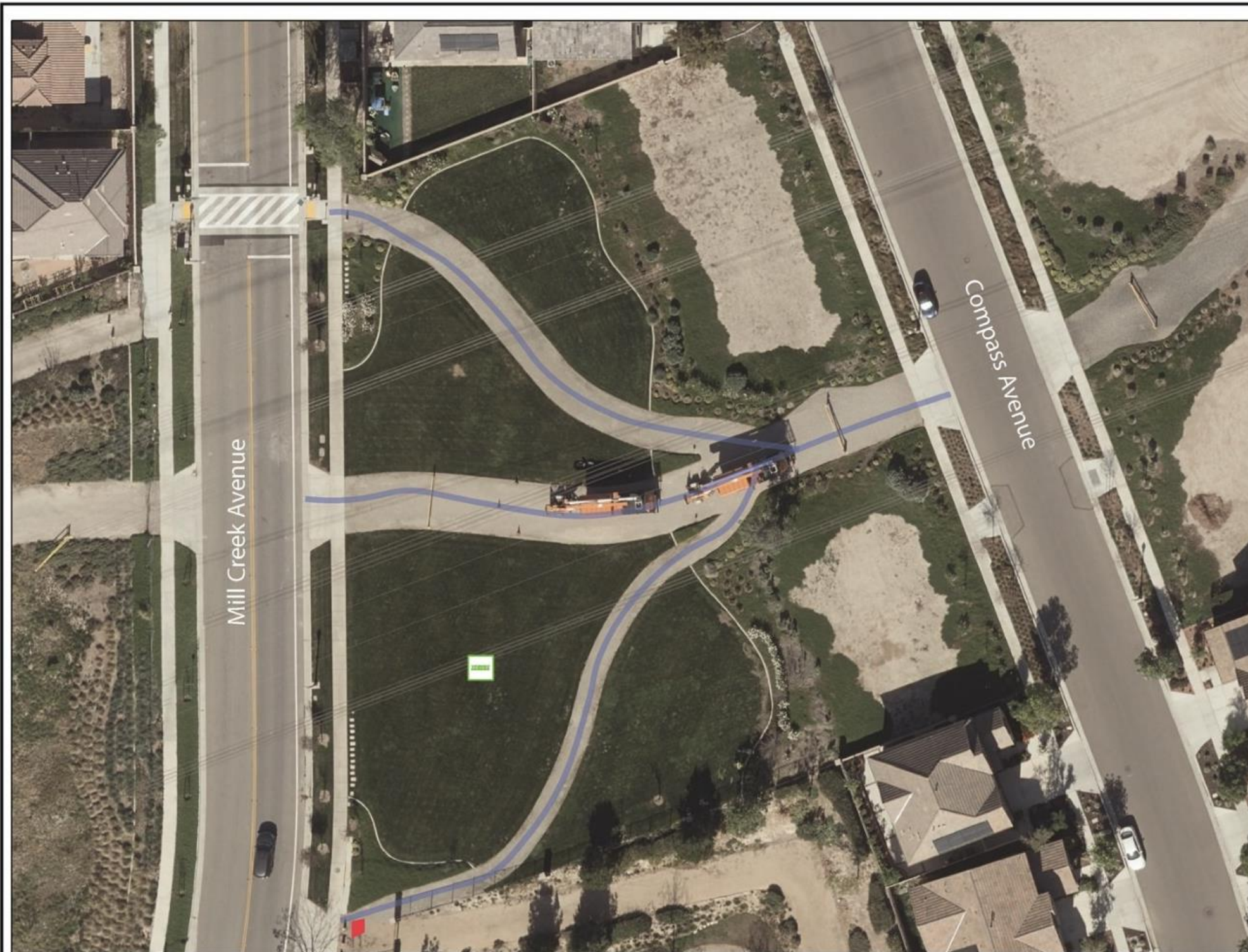
Meridian Park - South

8077 Moonspinner Street
5.0 Acres


Legend		Quantities
	Table	4
	Picnic Pavillion	1
	Dog Waste Station	1
	Bench	13
	Drinking Fountain	1
	Open Play Area	1
	Receptacle - Trash	16
	Barbeque	2
	Trash Enclosure	1
	Building - Restroom	1
	Sign - Park	1
	Parking - Accessible Stall	1
	Parking - Standard Stall	24
	Walking Trail	1778 LF
	Playground	1

 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE. CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
 Sept 2020 Exhibit# 175

MERIDIAN PARK WEST



0 50 FT






Chino Parks & Facilities Master Plan
Existing Park Inventory

Meridian Park - West

Mill Creek Avenue
1.3 Acres

Legend

	Quantities
 Sign - Park	1
 Open Play Area	1
 Walking Trail	624 LF

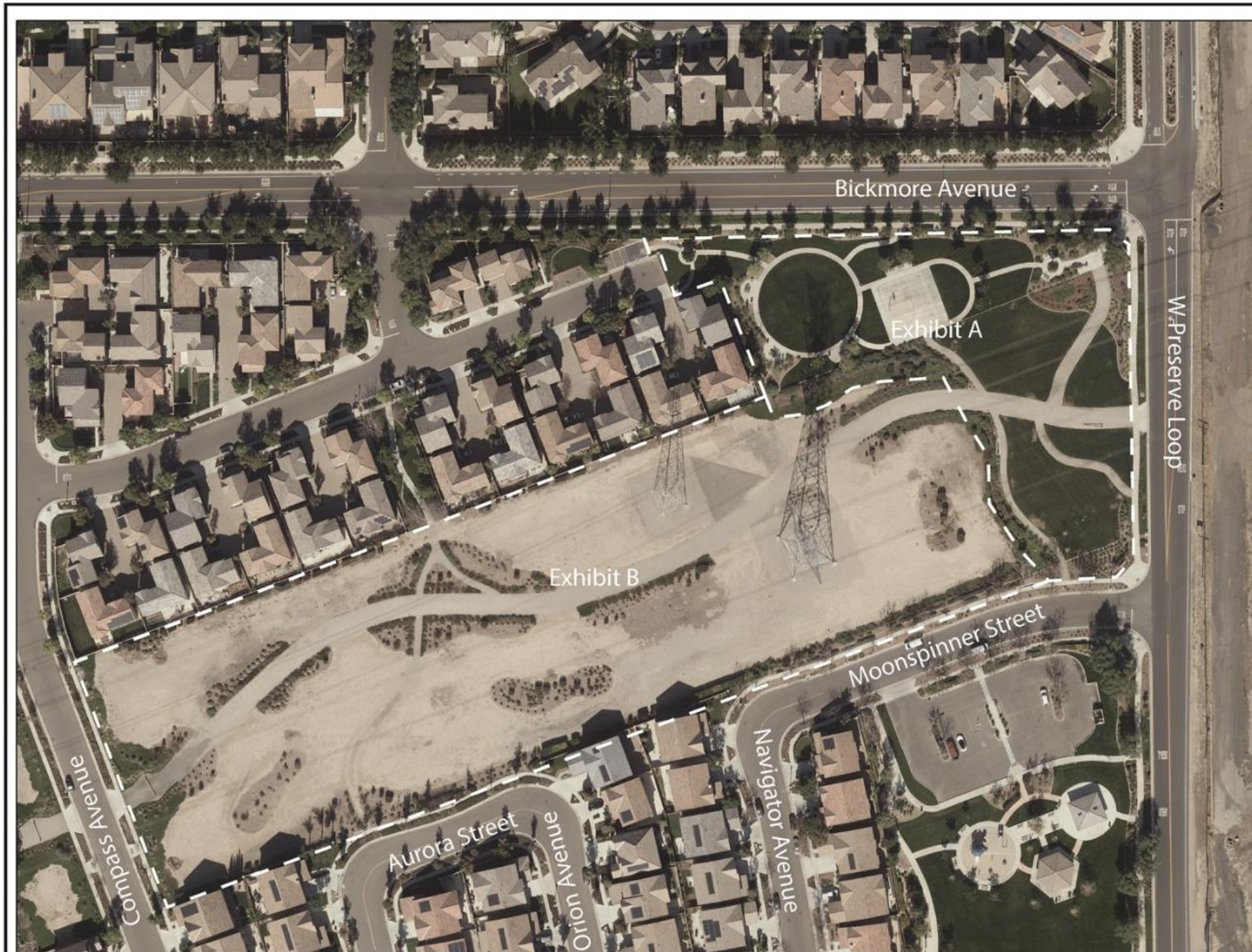
RA
6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

Sept 2020 Exhibit# 17W



MERIDIAN PARK NORTH - OVERALL PLAN



0 140 FT



Chino Parks & Facilities Master Plan

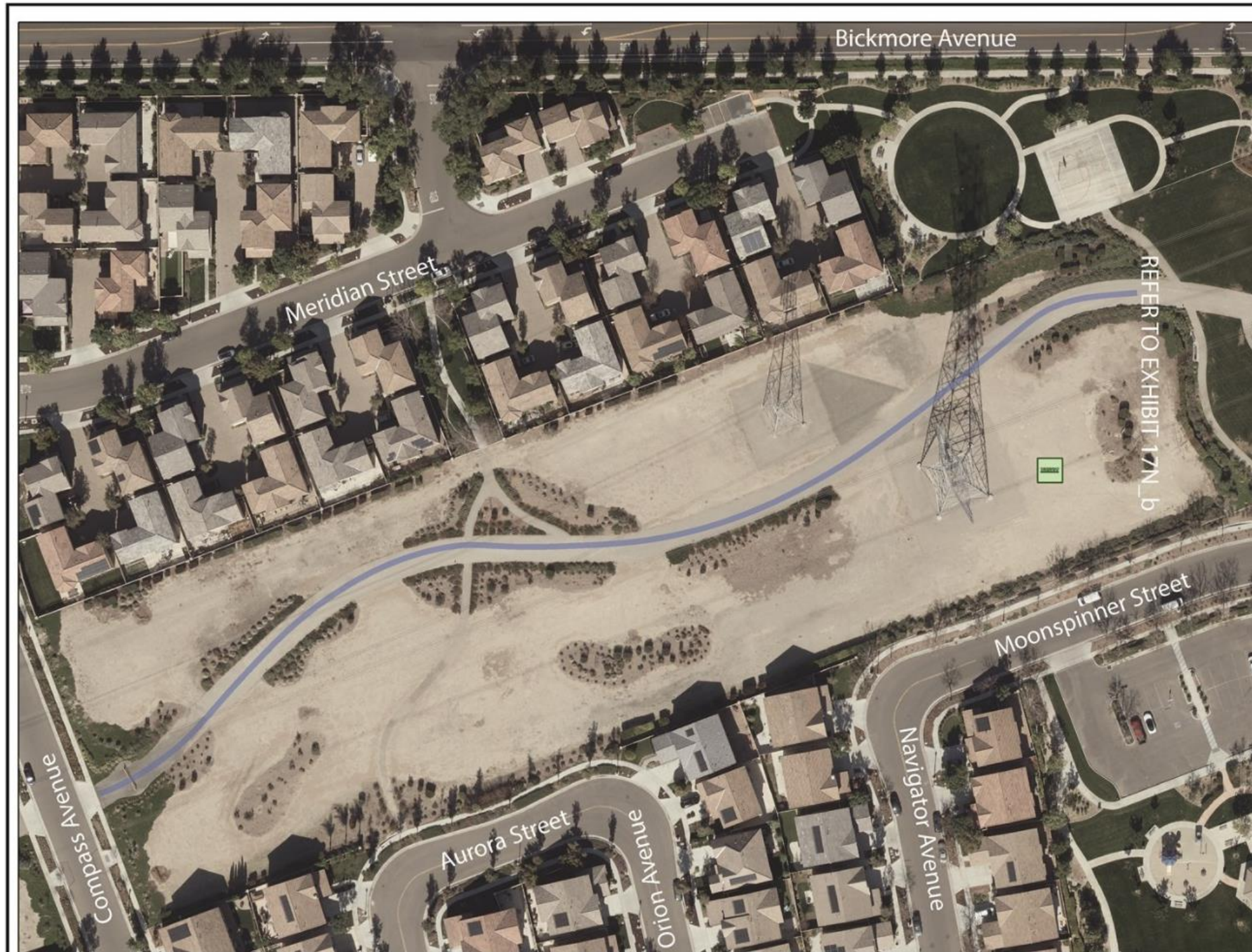
Existing Park Inventory


Meridian Park - North

8075 Moonspinner Street
7.0 Acres

RA 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
Sept 2020 Exhibit# 17N



MERIDIAN PARK NORTH - EXHIBIT B






Chino Parks & Facilities Master Plan
Existing Park Inventory

Meridian Park - North
8075 Moonspinner Street
7.0 Acres

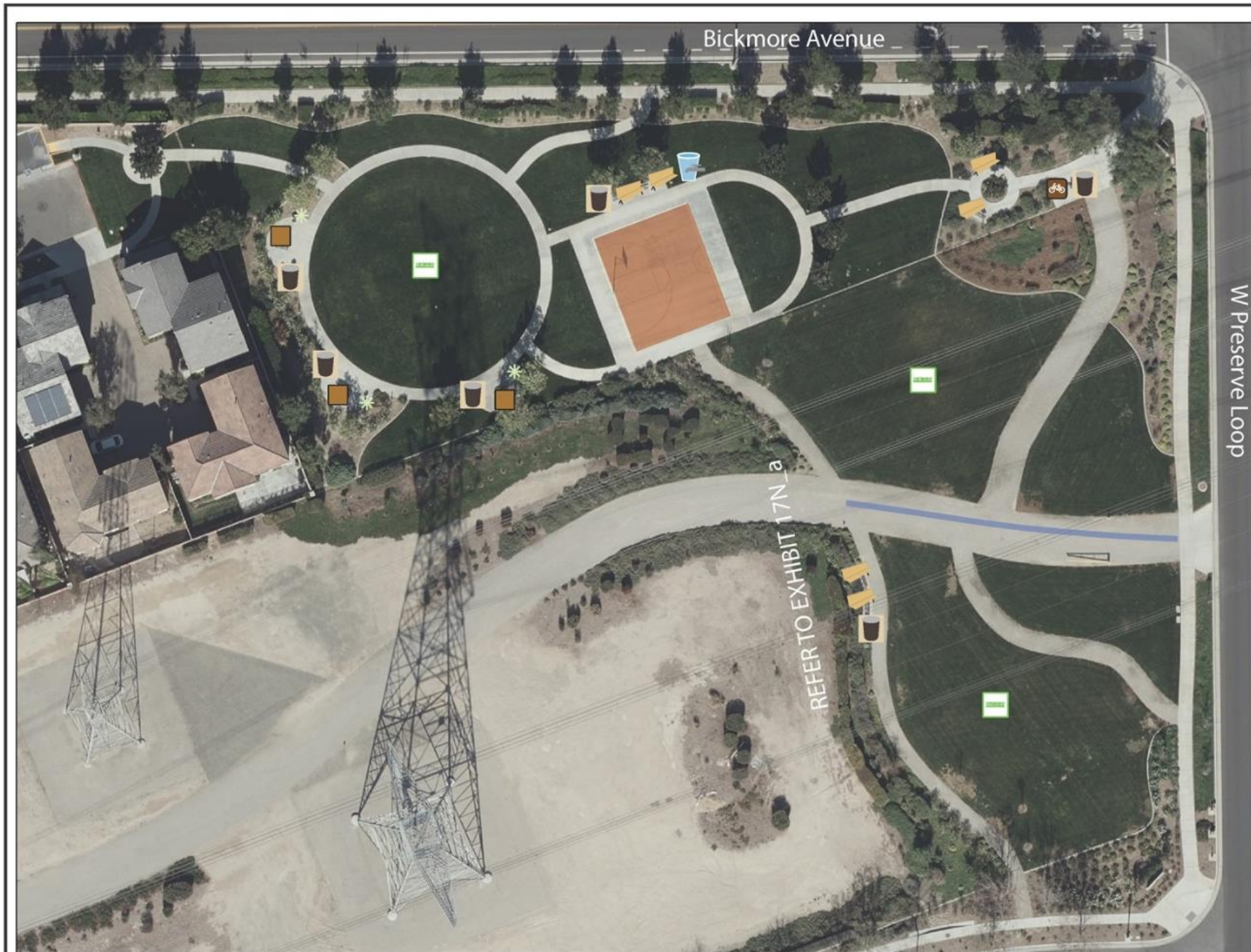
Legend		Quantities
	Open Space	1
	Walking Trail	952 LF


 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091

Sept 2020 Exhibit#
Pj. No 19146
17N_a



MERIDIAN PARK NORTH - EXHIBIT A





Chino Parks & Facilities Master Plan
Existing Park Inventory

Meridian Park - North
8075 Moonspinner Street
7.0 Acres


Legend		Quantities
	Receptacle - Trash	6
	Open Play Area	3
	Barbeque	3
	Table	3
	Bench	6
	Bike Rack	1
	Drinking Fountain	1
	Walking Trail	155 LF
	Courts - Basketball Half	1

RA 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146

Sept 2020 Exhibit# 17N_b

MONTE VISTA PARK






Chino Parks & Facilities Master Plan
Existing Park Inventory

Monte Vista Park

13196 Monte Vista Avenue
7.0 Acres

Legend		Quantities
	Table	12
	Picnic Pavilion	1
	Dog Waste Station	1
	Bench	9
	Pergola	1
	Drinking Fountain	2
	Open Play Area	1
	Receptacle - Trash	14
	Receptacle - Recyclable	1
	Barbeque	2
	Building - Restroom	1
	Building - Recreation	1
	Trash Enclosure	1
	Bike Rack	1
	Storage	1
	Parking - Accessible Stall	1
	Parking - Standard Stall	17
	Splash Pad	1
	Playground	1
	Court - Basketball Full	1




6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091
Sept 2020 Exhibit#

Pj. No 19146
18



MOUNTAIN VIEW PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory

Mountain View Park

13351 Mountain Avenue
10.0 Acres

Legend		Quantities
	Table	13
	Picnic Pavillion	1
	Dog Waste Station	2
	Bench	7
	Drinking Fountain	3
	Open Play Area	1
	Receptacle - Trash	21
	Receptacle - Recyclable	2
	Barbeque	6
	Building - Restroom	1
	Trash Enclosure	1
	Storage - Sports Field Equipment	1
	Storage - Other	1
	Dugout	4
	Parking - Accessible Stall	3
	Parking - Standard Stall	61
	Walking Trail	618 LF
	Playground	1
	Sports Field - Softball	2

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

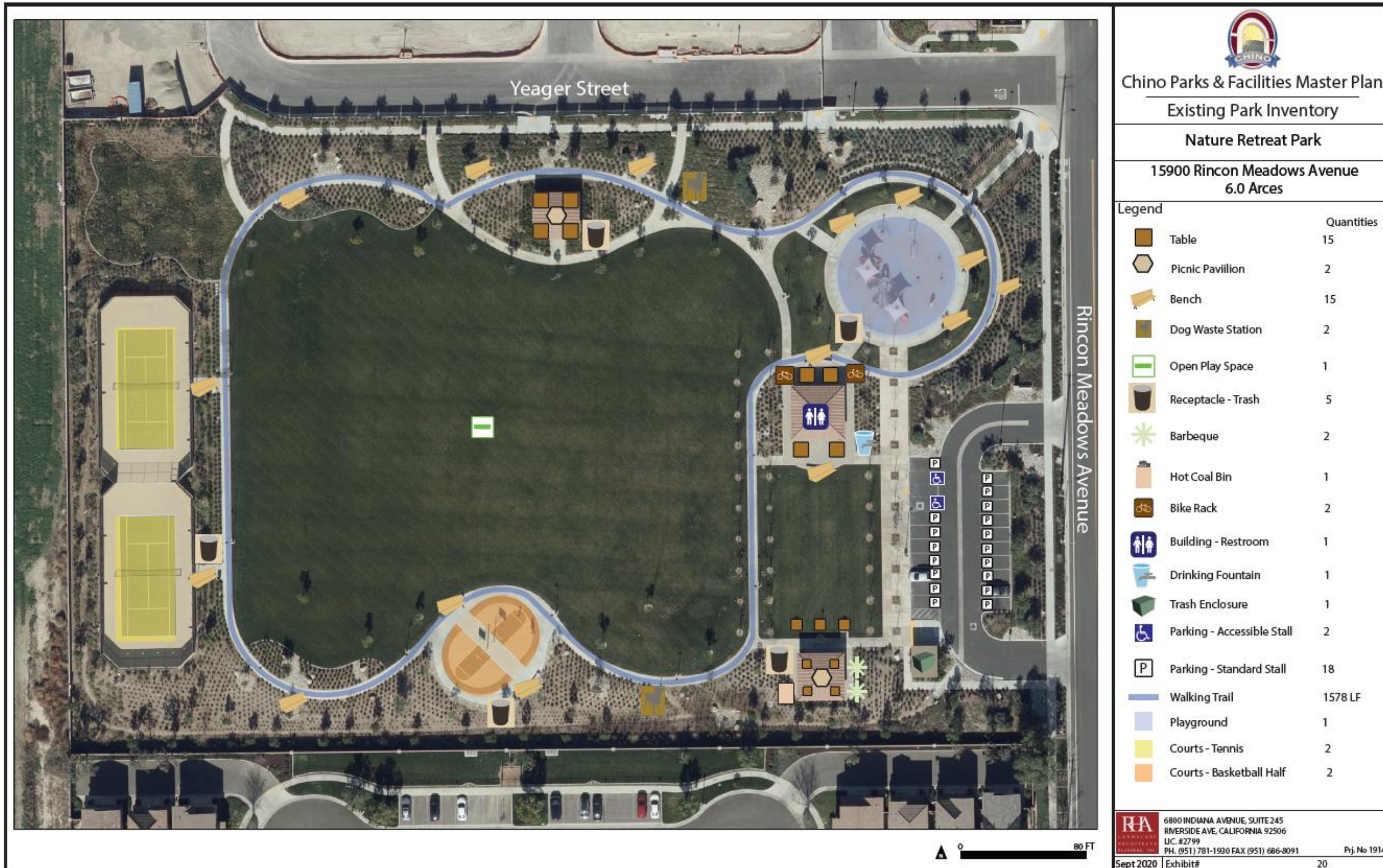
Sept 2020

Exhibit#

19




NATURE RETREAT PARK





OLYMPIC PARK





Chino Parks & Facilities Master Plan
Existing Park Inventory

Olympic Park
6010 Southwestern Street
5.0 Acres

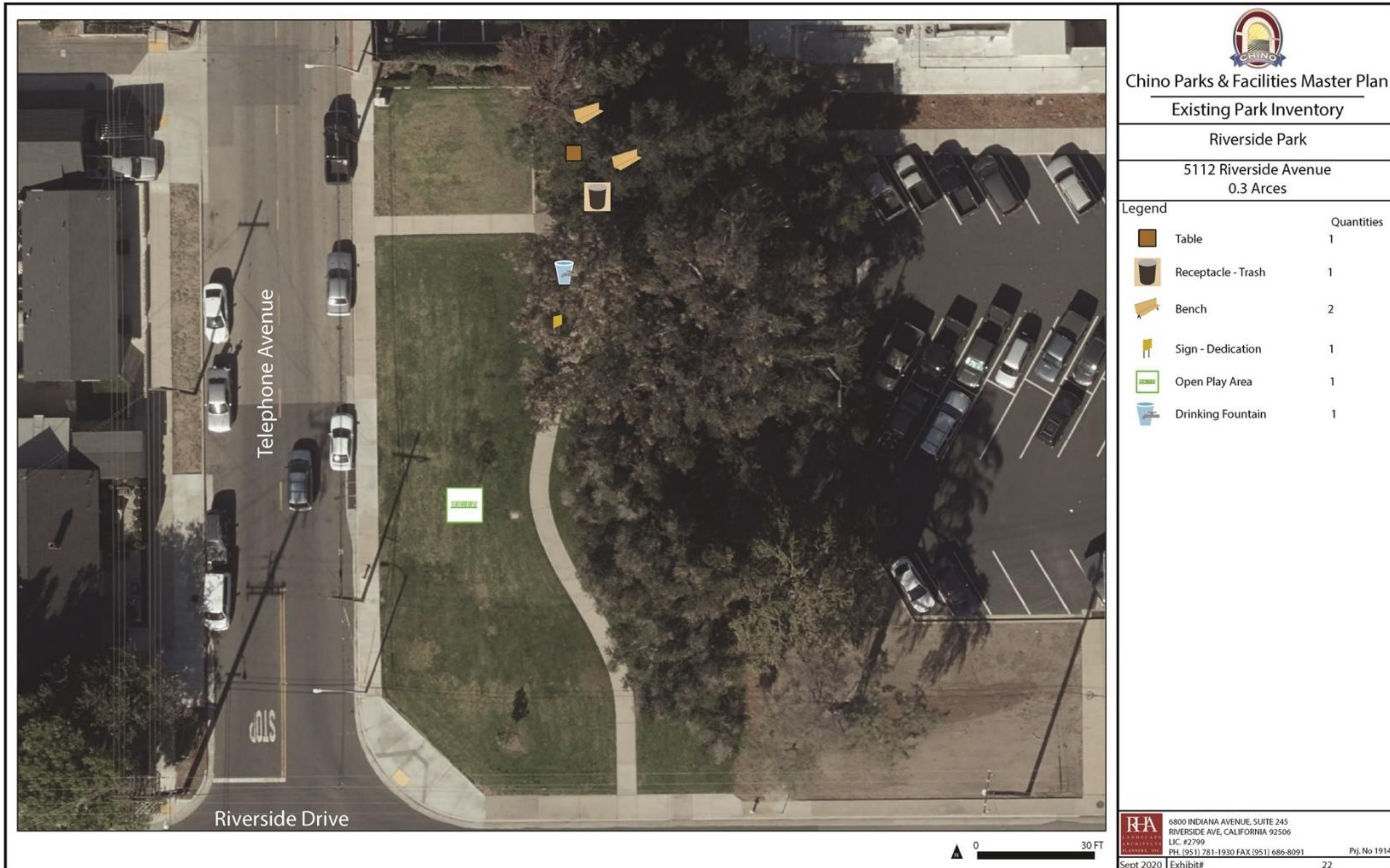
Legend		Quantities
	Table	10
	Picnic Pavilion	2
	Bench	41
	Dog Waste Station	2
	Open Play Area	1
	Receptacle - Trash	21
	Barbeque	7
	Bike Rack	3
	Building - Restroom	1
	Drinking Fountain	2
	Exercise Station	7
	Trash Enclosure	1
	Parking - Accessible Stall	2
	Parking - Standard Stall	39
	Walking Trail	1686 LF
	Playground	2
	Courts - Tennis	2
	Courts - Basketball Full	2

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Prj. No 19146

Sept 2020 Exhibit# 21

RIVERSIDE PARK







Chino Parks & Facilities Master Plan
Existing Park Inventory

Riverside Park

5112 Riverside Avenue
0.3 Acres

Legend		Quantities
	Table	1
	Receptacle - Trash	1
	Bench	2
	Sign - Dedication	1
	Open Play Area	1
	Drinking Fountain	1




6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146
Sept 2020 Exhibit# 22











SEBRING PARK




Chino Parks & Facilities Master Plan
Existing Park Inventory

Sebring Park

12379 Sycamore Avenue
0.5 Arces


Legend		Quantities
	Table	2
	Sign - Dedication	2
	Bench	2
	Dog Waste Station	1
	Open Play Area	1
	Receptacle - Trash	4
	Barbeque	1
	Playground	1

 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
 Sept 2020 Exhibit# 23



SHADY GROVE PARK






















Chino Parks & Facilities Master Plan
Existing Park Inventory

Shady Grove Park

6776 Chino Avenue
5.5 Acres

Legend		Quantities
	Table	11
	Picnic Pavillion	1
	Bench	7
	Dog Waste Station	3
	Open Play Area	1
	Receptacle - Trash	14
	Receptacle - Recyclable	9
	Barbeque	2
	Bike Rack	1
	Building - Restroom	1
	Drinking Fountain	2
	Parking - Accessible Stall	2
	Parking - Standard Stall	18
	Walking Trail	1637 LF
	Courts - Basketball Full	1
	Playground	1



6800 INDIANA AVENUE, SUITE 245
RIVERSIDE, CALIFORNIA 92506
LIC. #2799
PH: (951) 781-1930 FAX: (951) 686-8091


Sept 2020 Exhibit#

Pj. No 19146
24



WALNUT PARK



















Chino Parks & Facilities Master Plan
Existing Park Inventory

Walnut Park

4600 Walnut Avenue
5.5 Acres

Legend		Quantities
	Table	13
	Pergola	1
	Bench	4
	Open Play Area	1
	Receptacle - Trash	19
	Barbeque	8
	Bike Rack	1
	Building - Restroom	1
	Drinking Fountain	1
	Trash Receptacle	1
	Parking - Accessible Stall	1
	Parking - Standard Stall	18
	Courts - Basketball Full	1
	Playground	2

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091

Pj. No 19146

Sept 2020 Exhibit#
25

VILLA PARK






Chino Parks & Facilities Master Plan
Existing Park Inventory

Villa Park
13513 3rd Street
10.0 Acres

Legend

	Quantities
 Table	15
 Picnic Pavillion	1
 Bench	4
 Dog Waste Station	2
 Open Play Area	2
 Receptacle - Trash	20
 Barbeque	1
 Bleachers - 4 Row	2
 Building - Restroom	1
 Drinking Fountain	3
 Dugout	2
 Horseshoe Pit	6
 Parking - Accessible Stall	2
 Parking - Standard Stall	18
 Courts - Handball	2
 Courts - Basketball Full	1
 Playground	1
 Sport Field - Baseball	1




6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091













Pj. No 19146
Sept 2020 Exhibit# 26




CLASSICS PARK


Chino Parks & Facilities Master Plan
Existing Park Inventory

Classics Park
14212 Haverford Street
1.1 Acres

Legend		Quantities
	Table	2
	Receptacle - Trash	10
	Bench	10
	Open Play Area	1
	Drinking Fountain	1
	Chair	6
	Dog Waste Station	3
	Amphitheatre	1
	Sculpture / Statue	10
	Pergola	2
	Playground	1
	Walking Trail	2063 LF

 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Prj. No 19146
Sept 2020 Exhibit# HOA 01



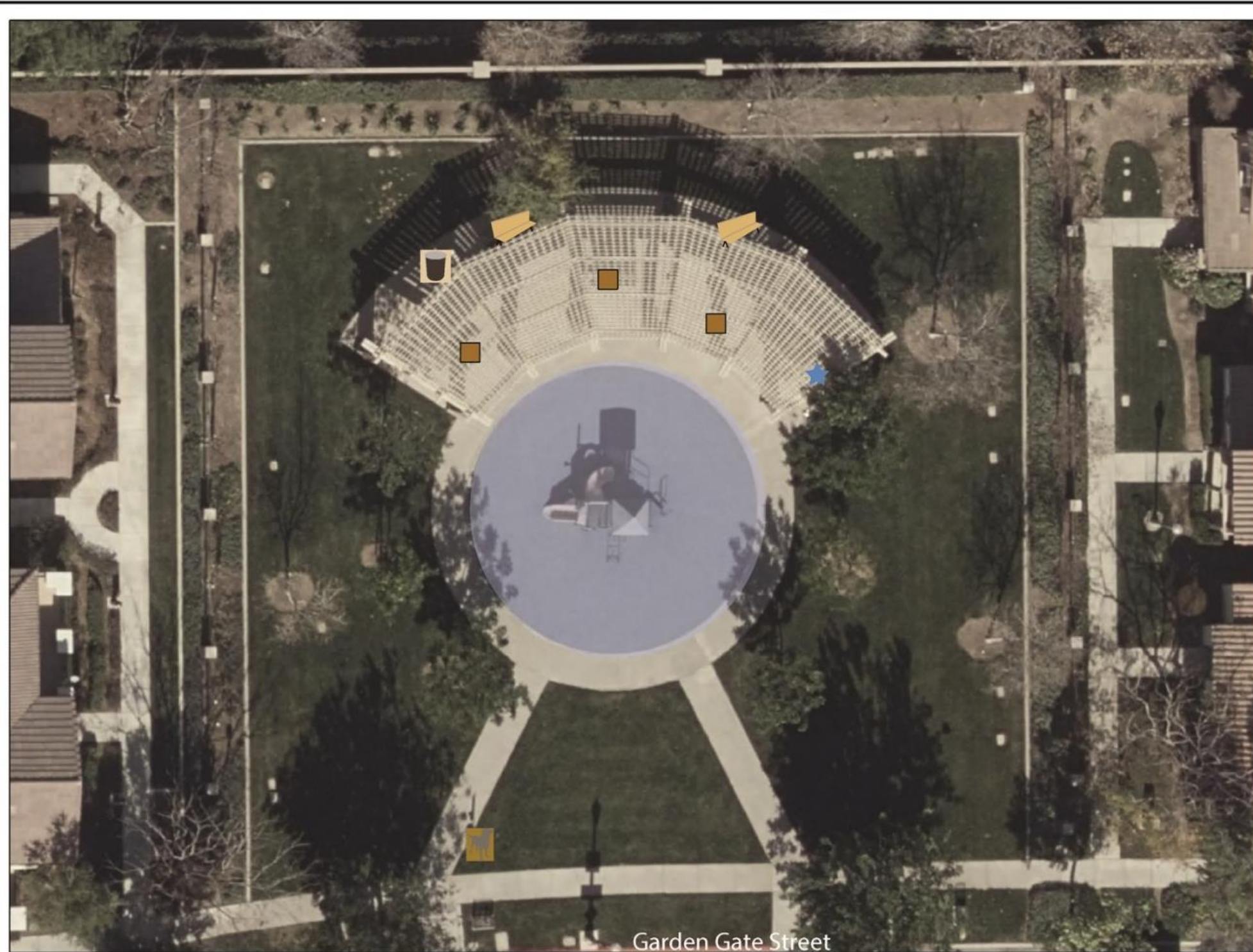
0 50 FT

ENERGY PARK





EVERGREEN PARK



Chino Parks & Facilities Master Plan
Existing Park Inventory

Evergreen Park

8200 Garden Gate Street
0.3 Acres

Legend

	Quantities
	3
	1
	2
	1
	1
	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Prj. No 19146
Sept 2020 Exhibit# HOA_03

0 20 FT


GALLERY PARK













GOLDEN TREE PARK




Chino Parks & Facilities Master Plan
Existing Park Inventory

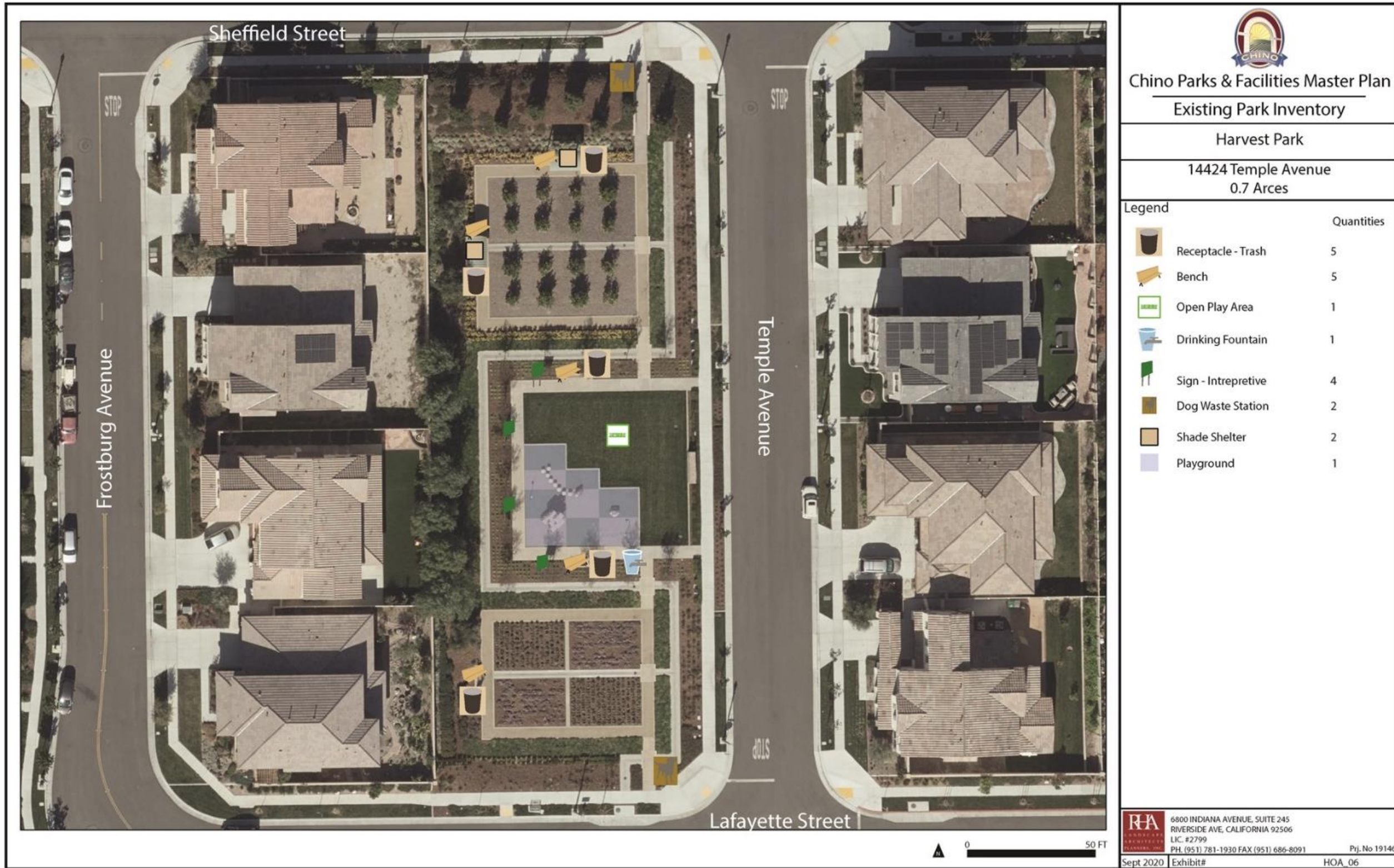
Golden Tree Park
7815 Meridian Street
0.3 Acres

Legend		Quantities
	Table	5
	Receptacle - Trash	3
	Bench	3
	Open Play Area	1
	Drinking Fountain	1
	Dog Waste Station	2
	Pergola	1

 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
Sept 2020 Exhibit# HOA_05

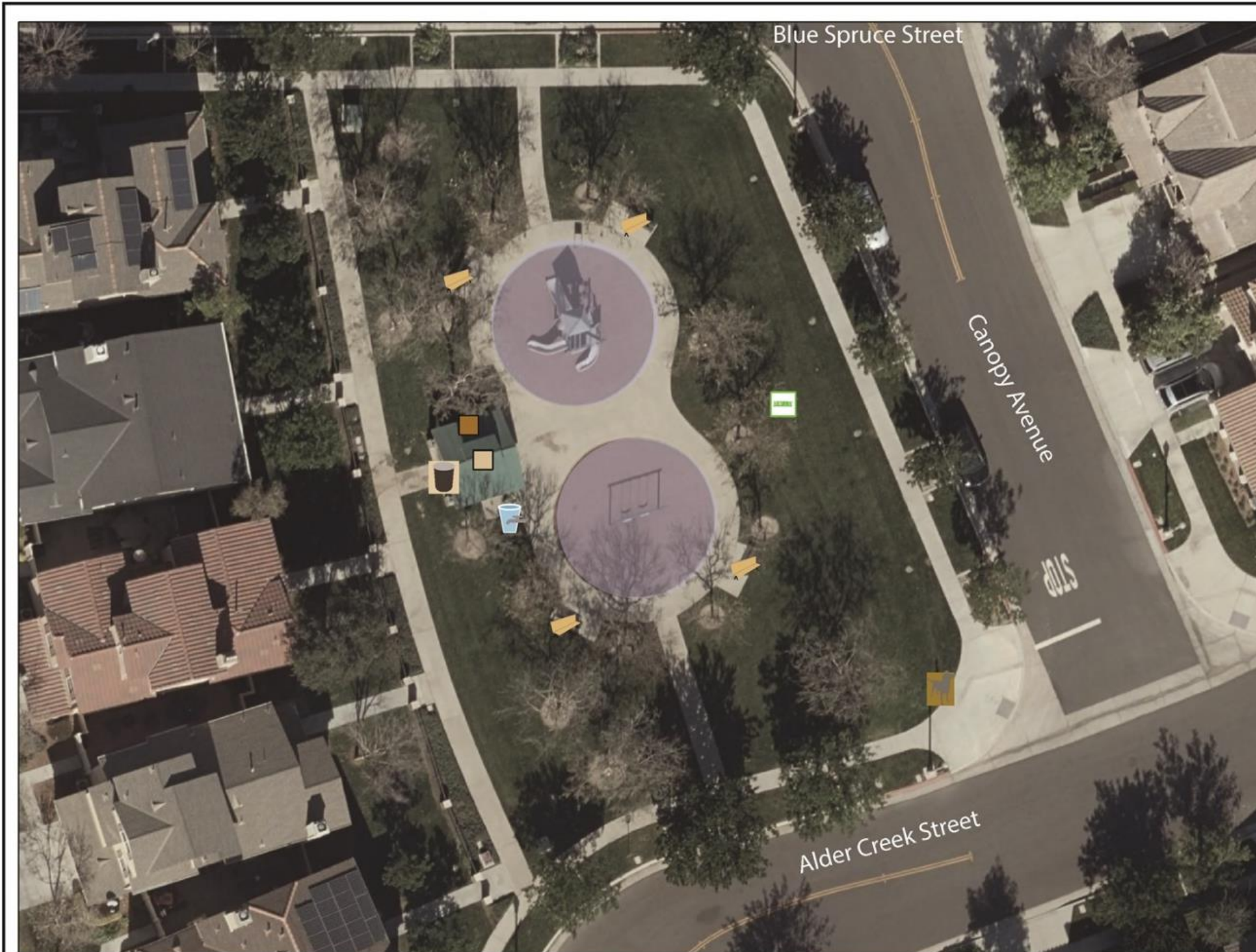



HARVEST PARK





HIDDEN HALLOW PARK










Chino Parks & Facilities Master Plan
Existing Park Inventory

Hidden Hollow Park

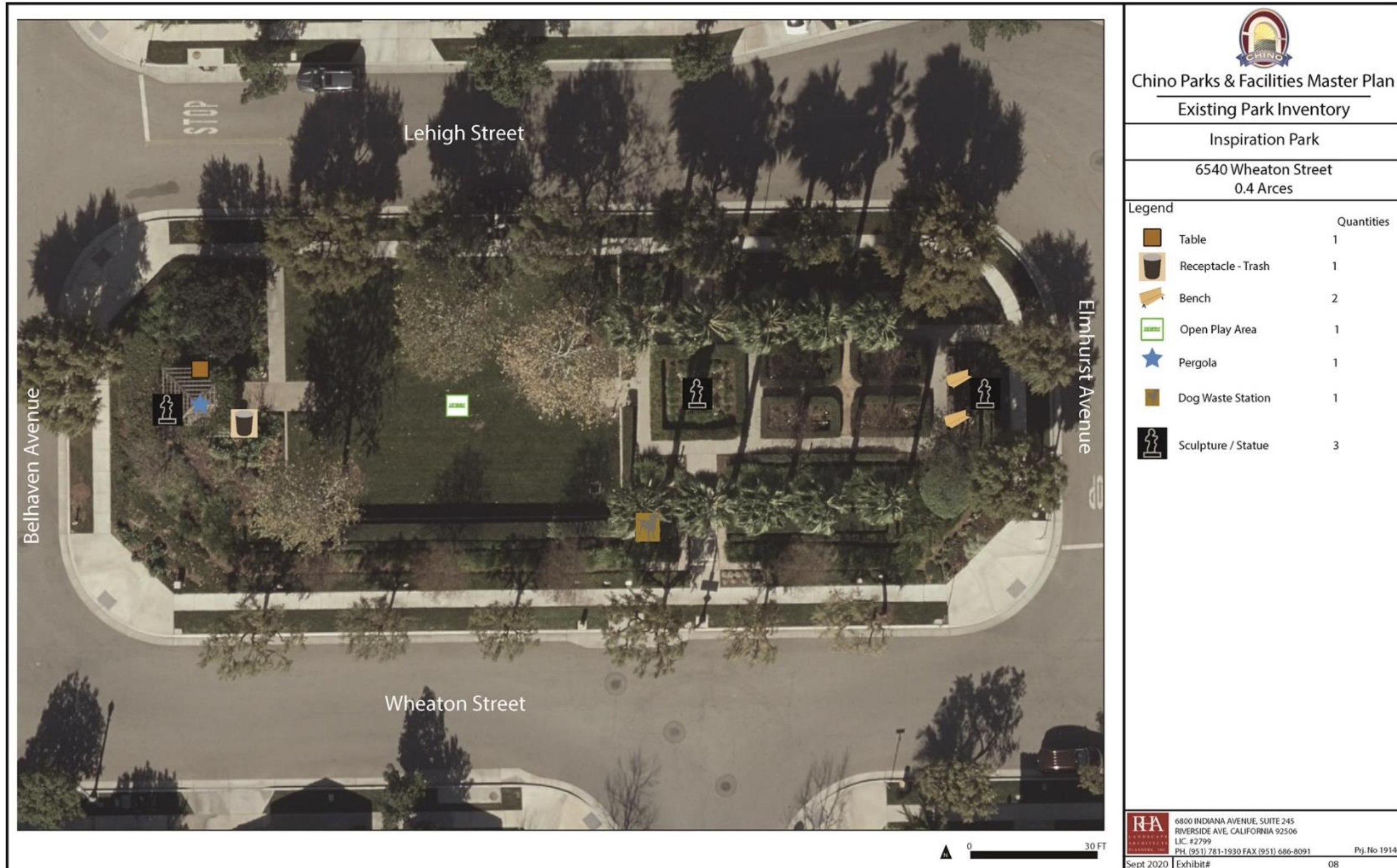
15784 Canopy Avenue
0.3 Acres

Legend

	Quantities
 Table	1
 Receptacle - Trash	1
 Bench	4
 Drinking Fountain	1
 Open Play Area	1
 Dog Waste Station	1
 Shade Shelter	1
 Playground	2

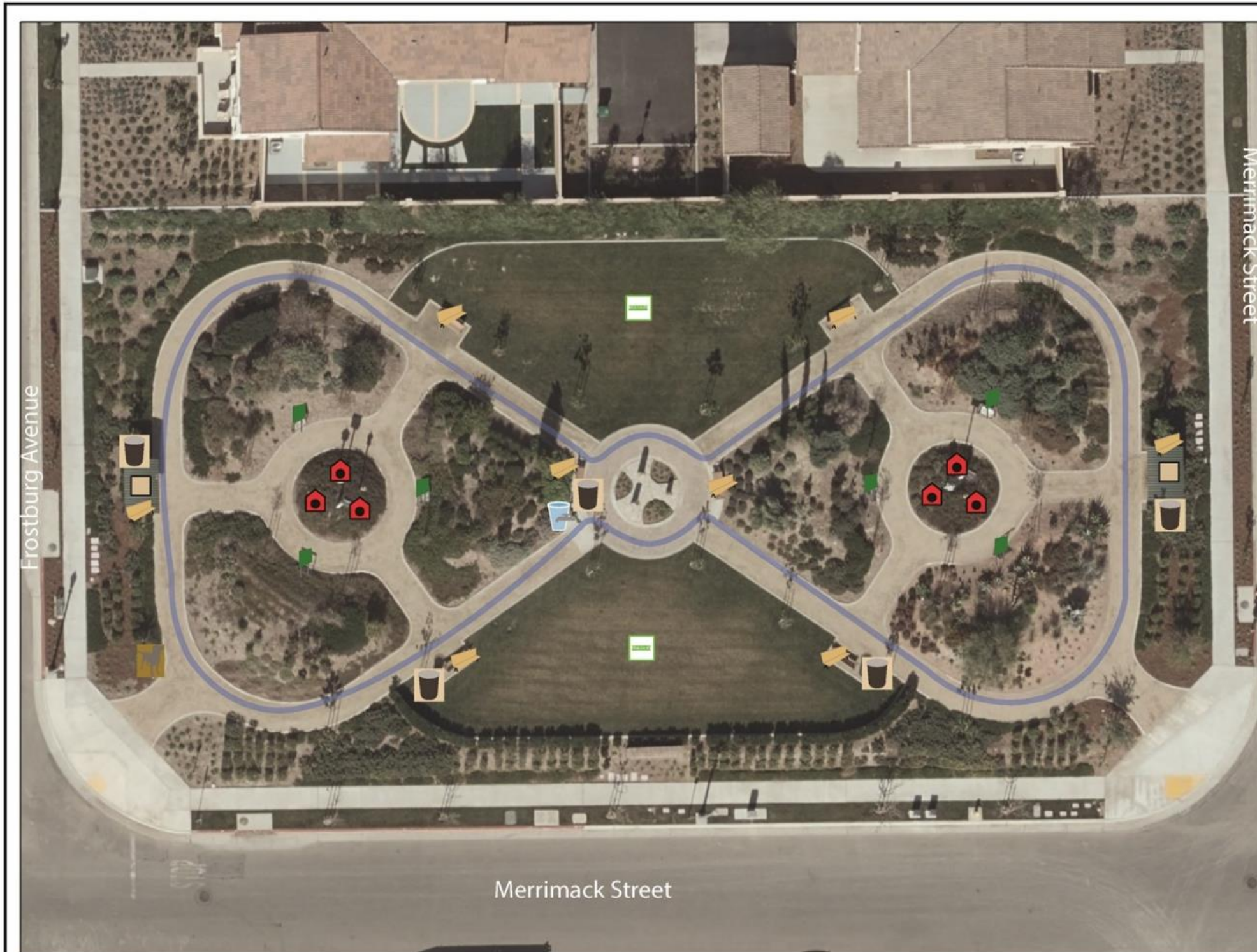
REA 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091 Pjt. No 19146
 Sept 2020 Exhibit# HOA_07

INSPIRATION PARK





LOTUS PARK




Chino Parks & Facilities Master Plan
Existing Park Inventory

Lotus Park
 6388 Merrimack
 0.7 Acres

Legend		Quantities
	Receptacle - Trash	5
	Bench	8
	Open Play Area	2
	Drinking Fountain	1
	Sign - Interpretive	6
	Dog Waste Station	1
	Shade Shelter	2
	Birdhouse	6
	Walking Trail	649 LF

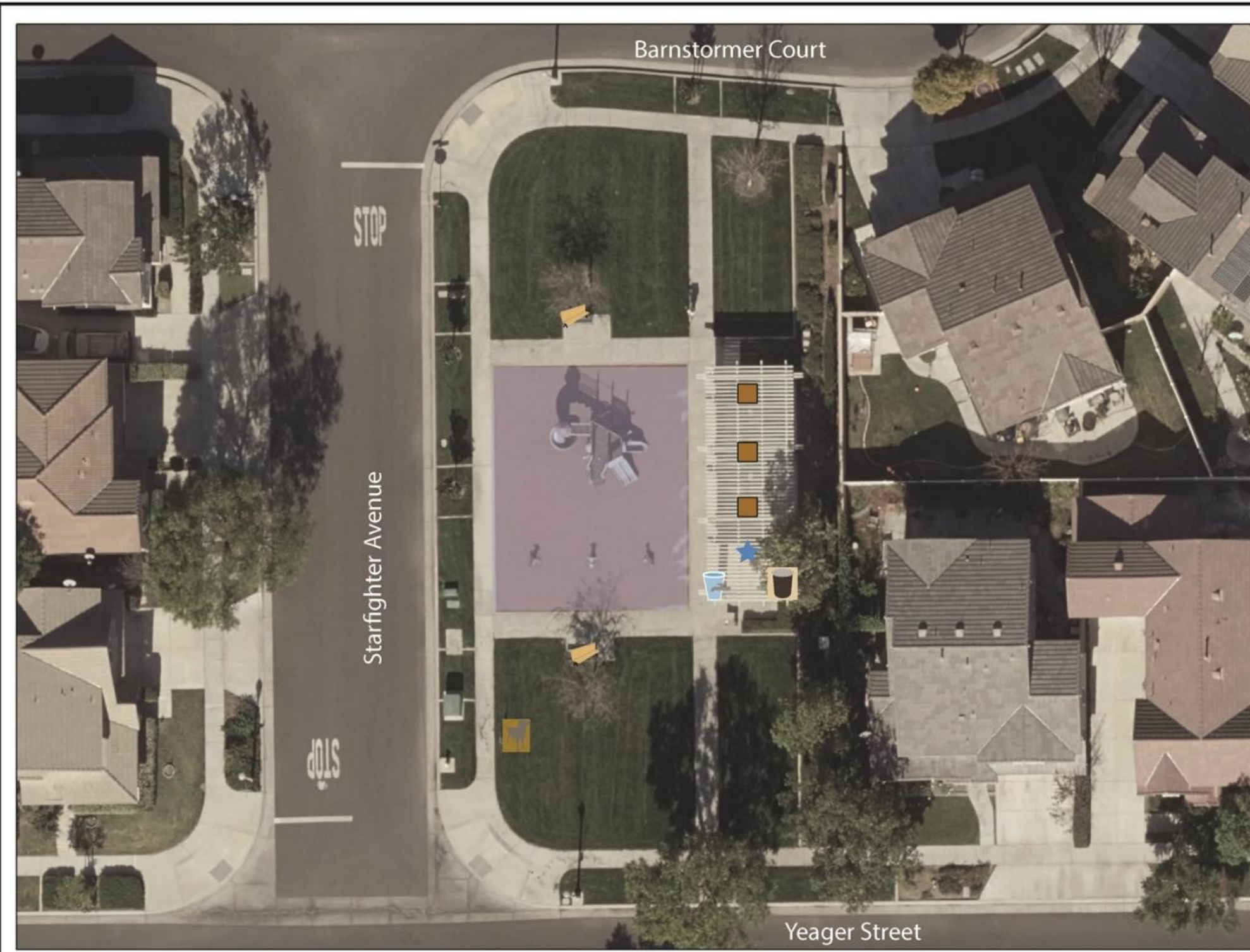
 6800 INDIANA AVENUE, SUITE 245
 RIVERSIDE AVE, CALIFORNIA 92506
 LIC. #2799
 PH. (951) 781-1930 FAX (951) 686-8091
 Sept 2020 Exhibit# 09 Pg. No 19146

MULBERRY PARK





SECRET GARDEN PARK



Chino Parks & Facilities Master Plan
Existing Park Inventory

Secret Garden Park
15779 Starfighter Avenue
0.5 Acres

Legend		Quantities
	Table	3
	Receptacle - Trash	1
	Bench	2
	Drinking Fountain	1
	Dog Waste Station	1
	Pergola	1
	Playground	1

6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091
Sept 2020 Exhibit# Prj. No 19146 HOA_11



SYMPHONY PARK




Chino Parks & Facilities Master Plan
Existing Park Inventory

Symphony Park
14395 Haverford
0.9 Acres

Legend		Quantities
	Table - Game Inlay	2
	Receptacle - Trash	5
	Bench	7
	Open Play Area	1
	Drinking Fountain	1
	Amphitheatre	1
	Play Equipment - Musical Instrument	16
	Sculpture / Statue	1
	Pergola	1
	Walking Trail	1588 LF

 6800 INDIANA AVENUE, SUITE 245
RIVERSIDE AVE, CALIFORNIA 92506
LIC. #2799
PH. (951) 781-1930 FAX (951) 686-8091 Pj. No 19146
Sept 2020 Exhibit# 12