

3.0

DEMAND AND NEEDS
ANALYSIS

CHAPTER 3.0

DEMAND AND NEEDS ANALYSIS

3.1 SCOPE AND PURPOSE

The purpose of a Demand and Needs Analysis is to quantify and understand both the facility and recreational programming needs of the community. In order for the City to develop a long range plan for providing the right recreational facilities and programs, it must understand the nature of the community, its recreational desires, its actual needs, its social makeup, and its ability to provide the services that are determined necessary through the Demand and Needs Analysis.

Demand and Needs is sometimes difficult to quantify. A numerical standard may not reflect the makeup of a community, its economic situation, history, traditional recreation uses, or political environment. This report assesses the recreational needs of the City of Santa Paula starting with national and state standards and trends, past levels of service standards, public involvement, and identified community demands.

3.2 SOCIO-DEMOGRAPHIC ANALYSIS AND PROJECTIONS

In the coming years national trends in the perception of the environment, socio-economics, technology, and in urban development will affect the need for and use of park and recreation facilities. In 2004 the National Recreation and Park Association (NRPA) developed a list of trends which will cause the greatest impact on local agencies planning for recreational facilities. The NRPA's list of pertinent trends that will affect the City of Santa Paula's planning efforts for developing recreation facilities and programs are as follows:

- A greater need for walking and biking on trails, sidewalks, within parks and along streets, and utility corridors.
- Collaboration between parks and schools to share construction, development, and use of lands and facilities.
- Preventive recreation, that is, recreation as an antidote for social problems.
- Recreation for groups limited by income, physical disability, language, or cultural barriers.
- Collaboration among program and facility providers, partnering and cooperation between public, private, and non-profit sectors, especially social service agencies.
- Family recreation centers that offer a variety of services for each family member.
- Pressure to increase park capacity and infrastructure of existing parks and concern for adequate maintenance.
- Community volunteering opportunities, such as adopt-a-park projects, friends of the parks groups, and park watch programs.
- Increased demand for Tiny-Tot and Pre-School programs and activities.
- Protective measures for open space.
- Provision for aquatics programs and water safety instruction.
- Provision for senior citizen programs and activities

The City of Santa Paula has a current population of approximately 30,000 plus people. The Fagan Canyon development will ultimately increase the population another five to six thousand. Consequently, the study uses 35,000 as the population to measure park and facility standards against. The population per square mile is approximately 6,522. When compared to the average population per square mile in California, which is 217 people, and for the entire U.S. with an average of 80 people per square mile, the area within the city limits of Santa Paula could be considered a densely populated area. The male and female distribution is approximately 51% male and 49% female. The number of persons 15 years of age or younger makes up 27% of the City's population which is higher than both the state and national average which is approximately 20%. The population between the ages of 15-54 makes up 56% of the population and the remaining 17% are senior citizens.

Consequently, the demand for facilities will be: (1) youth, (2) families, and (3) senior citizens. There should be a distribution of resources for facilities and programming for these age demographics about equal to the age percentage categories. In other words the City should try to meet a goal or standard of allocating at least 30% of its facilities and programs to serving youth, 20% of its resources to serving seniors and the remaining percentage of its resources to serving families. By doing this the City will provide a comprehensive Park and Recreation Facilities and Program Plan that reflects the makeup of the City.

The 2000 census shows the City of Santa Paula's race and ethnicity as approximately 73% Latino and 27% Non-Latino. However, these percentages will most likely change as future growth develops. Consequently, facilities and programming demands will reflect the needs of both current and future ethnic groups. Although the exact number is unknown, there appears to be a significant number of mixed ethnicity families living in Santa Paula, and as this number increases in the future, the demand for programming and facilities to serve these multi-race families will also increase.

The City is characterized as mostly residential with approximately 8,400 existing housing units. Fagan Canyon will add another 2000 plus units to this total, bringing the total number of households to over 10,000. The in-transient population is difficult to determine, however, it is apparent that it could be significant with all of the agricultural business in the area.

In summary, the socio-demographic factors that will affect the demands and needs for park and recreation facilities and programs include national trends, as outlined by the NRPA, community makeup as to age and cultural background, influences from schools and non-profit agencies, and increased population from development.

3.3 SURVEY RESPONSES

Survey questionnaires concerning issues of parks and recreation in the community were distributed to community groups, representatives of various organizations and other interested community volunteers and leaders. The respondents were asked a variety of questions about recreation issues including programs, facilities and funding facing the community. The survey responses provided some useful insights as to the needs of the community.

The most pressing issues concerning parks and recreation according to the respondents included the lack of recreation facilities, especially open space and outdoor active parks. Most respondents cited the

need for better maintenance of both owned parks and school district owned fields. There also was a concern for the state of existing facilities that were in need of updating and repair.

Most respondents wanted the Master Plan to identify long and short term opportunities for providing parks and recreation facilities and programs for the entire community. The hope was that the Master Plan will prioritize needed facilities and identify possible ways to fund the development. Recreation priorities for the community included expanding programs for all age groups, developing more and safer places to play, upgrading existing facilities, providing more open space and neighborhood programming.

While in most every case the respondents felt that under the City's leadership things were going in the right direction and that residents were happy with the services offered, most felt that programming needed to reach a broader age range than currently offered. That included the development of more multipurpose facilities that appeal to all age groups. Safety and trust were also mentioned several times throughout the responses.

When asked about what complaints the respondents heard from the community, most dealt with the lack of playing fields for adult and youth sports, playground equipment, trees, teen places, other facilities at parks, as well as communication about what's happening in the community.

Most respondents cited the City as the main provider of recreation programs and services in the community. The Boys & Girls Club, local churches, schools, and youth sports organizations, such as Little League and AYSO soccer were also identified as providing recreation programs and services in the community. Collaborating with other local service providers was noted as important, especially as it related to avoiding duplication of services and sharing of information. The City should fill in the gaps to assure that all age groups have the opportunity to recreate.

When asked about the number of recreation facilities available in the community, most respondents thought that there wasn't enough open space and parks. The respondents split on whether or not there were adequate picnic areas. More trees and better amenities were suggested as needed. More than half felt that more active sports facilities were needed. Teague Park, Harding Park, Las Piedras Park and the Community Center were noted as the most heavily used facilities. Most respondents felt that the City did a great job coordinating facility use. Only minor things such as the scheduling of rentals were mentioned as a problem.

The most popular activities include senior activities, summer youth programs, family events and cultural activities. More family events like concerts or movies in the park, more activities in general for all age groups and homework assistance or tutoring were noted as needed. All respondents thought that it was important to provide programs that brought the community together. One respondent mentioned that this was a good way for the City to give back to the community and show that good things do happen in Santa Paula. All were very complimentary of the Citrus Festival.

Questions concerning how programs and facilities should be paid for were asked. While there are limited resources in the community, local business sponsorships, researching the possibility of establishing a community foundation, applying for grants and charging appropriate program and user fees were all mentioned as possible ways to finance programs and facilities.

Respondents were asked what issues of special concern or importance they felt needed to be addressed in the Parks and Recreation Master Plan. The following issues and needs were identified:

- Garnering community unity, trust and support
- Upgrading parks
- More open space
- Identify funding/revenue development
- Accessibility to programs and services
- Community involvement
- Safer parks and restrooms
- More sports fields
- Need for meeting room space
- More cultural activities
- Teen and senior activities

3.3.1 COMMUNITY INTERVIEWS

Members of the Purkiss Rose-RSI project team spent two full days in Santa Paula interviewing community leaders and stakeholders to get their input on various issues associated with the Park and Recreation Master Plan. The interview questionnaire is contained in Exhibit D of the *Appendix*. The interviews represented a cross section of city staff, elected officials, appointed commissioners, community leaders, school officials, and representatives of various community organizations. The interviews were arranged so that representatives and/or advocates for youth, families, adults, seniors, passive recreation, active recreation, culture, tourism, and human services were included. In order to gain a true knowledge of the interviewees' attitudes and real priorities toward Park and Recreation issues all of the individual interviews were kept confidential. The following is a summary of the results of the interviews and some of the reoccurring themes that were expressed during the interview process.

Overwhelmingly, the number one issue expressed in all interviews was funding or lack thereof. Foremost on everyone's mind were recent budget cuts that have required the Community Service Department to scale back or discontinue a number programs and services. While everyone expressed different ideas for their priorities for facilities and programs, they were all worried about how the City could pay for existing programs and facilities and do additions or expansions. It was unanimous that revenue development should be a number one priority for the City.

The second issue that was prevalent throughout the interviews was the perception that the City has no land available for future park expansion within the City limits. Other universal concerns were the City's demographic makeup, the need for youth programs as a deterrent to antisocial behavior, and the need to upgrade overused and deteriorating existing parks and facilities.

Some of the specific comments of the interviewees were:

- There is a need for more sports fields particularly soccer fields.
- Irrigation systems need to be upgraded in all the parks.
- Park restrooms need to be remodeled and upgraded.
- There needs to be more lighted sports fields.

- There needs to be scholarship programs for low income youth to participate in sports programs.
- There needs to be another gymnasium that the City has access to for youth and adult sports programs, particularly basketball and volleyball.
- School District fees for use of their facilities are too high and the cost cannot be passed on to participants.
- Adult sports leagues and special interest classes have been discontinued and people are now traveling into Ventura instead of participating at home in Santa Paula.
- There needs to be a loop trail through the City that will connect with the proposed railroad trail.
- The City does not have access to the high school pool for swim lessons and open swim because of both the cost and lack of available pool time.
- Santa Paula is a culturally rich town and needs to offer more art and music classes.
- The City needs to facilitate more after school and summer day camp programs to make sure that children aren't left unattended to get into trouble.
- There needs to be more passive park experiences available to the community.
- The City's relationship with the Harding Trust needs to be revised so that the City can proceed with implementation of the Harding Park Master Plan.
- The City needs to develop policies for user fees and start charging for facilities so that it can develop income to pay for better maintenance.
- Developers should be made to pay a "park fee" or dedicate land for park development.
- Non-residents should pay a higher fee for park use and/or programs than Santa Paula residents.
- Vista points and view areas need to be developed for people to enjoy.
- The City needs to partner with the business community to offer more citywide events because citywide events are what everyone in Santa Paula enjoys.
- The City needs to encourage more activities at the airport.
- The City should preserve and add to the mural program and offer a walking or bicycling tour of the murals.
- Santa Paula High School is overcrowded and cannot be expanded. The City and the High School should look for a joint site where a new high school and community park can be built.
- If a new high school is built, the City should make sure the existing high school is preserved for community use.
- The City should look at the possibility of a privately developed and operated sports facility that could host regional and even national tournaments.
- Local service clubs should work with the City to raise funds to expand Park and Recreation facilities.
- The current senior center is inadequate and does not have enough space to offer programs that are needed for senior citizens.
- There are constant scheduling problems at the Community Center by competing uses.
- The City needs to put a Community Center at Las Piedras Park.
- The City could provide more soccer fields if current parks were reconfigured and upgraded.
- The priority for the City is to generate resources to maintain existing sites at a higher level.
- The community likes small pocket parks that provide places to play.
- City events should be expanded and better promoted.

- The Community Services Department should be responsible for building custodial maintenance and restroom cleaning instead of the Public Works Department.
- The City should reinstate the Farmers Market.
- The City needs more meeting room space and space for birthdays and weddings.
- There should be a separate community center just for seniors so that senior program equipment can be left out.
- The majority of the City is Latino and there needs to be more programming for the Latino culture.
- Harding Park needs to be reconfigured and made to be multi-purpose to accommodate soccer.
- There needs to be more parking at the Community Center.
- There should be more cultural programs because they serve both residents and tourism.

3.3.2 SUMMARY OF COMMUNITY INPUT FROM WORKSHOP #1

The first Public Workshop was held on June 22, 2005, at the Santa Paula Community Center. The workshop was well attended and was broadcast on the Community Access Channel. Simultaneous translation into Spanish was provided. Participation in the workshop process was enthusiastic and productive. Participants were asked to identify what type of recreation elements were experienced by City residents and what types of recreation elements they would like to see developed. Three groups with the subject topics of “Sites and Facilities,” “Programs,” and “Operations, Management and Funding,” were explored. Participants then prioritized their responses concerning parks and recreation issues in the City.

The top priority for the “Operations, Management, and Funding” group was to acquire knowledge of the various funding sources and mechanisms, and how to qualify and receive funding. The group was also interested in developing “grass roots” or community assisted funding for City recreation programming. Improvement of current levels of management and maintenance and a balance in the acquisition of facilities were also listed as top priorities.

The “Programs” group came up with a multi-purpose gymnasium and youth activities as their top priorities. The gym should contain weight training facilities, bleachers, and classrooms in addition to the typical configuration of basketball and volleyball courts. Youth activities should include a variety of programming such as career development programs, after-school programs, yoga, karate, etc.

Additional programming priorities expressed were the desire for more Community Special Events (parades, cultural celebrations), Adult Programs (Continuing Education, Career Development, Meals-on-Wheels), Swimming, Boxing, and a Track and Field Program at a new all weather track.

The “Sites and Facilities” group listed a multi-purpose park complex and “Pay to Play” venues as their top priorities. A water feature at Railroad Plaza, an amphitheatre at Ebell Park, horseshoe pits, and volleyball courts were listed as second level priorities. The balance of the list included a Trail System along the river and creeks, improved lighting and restrooms at parks, soccer fields, community gardens, and paid/reserved picnic areas.

A complete list of participant responses is contained in *Appendix B*.

3.4 FACILITY DEMAND ANALYSIS

Over the past several years the City has determined the demand for parks, facilities, and recreational services by community requests and by evaluating the use of existing facilities. The City has not adopted formal park standards and consequently has pursued a combination of park acquisition and facility development based on community requests and political policies.

Parks standards are generally established through an acreage requirement per 1,000 residents. The Subdivision Map Act and the Quimby Act (Section 66477 of the Government Code) relating to parkland dedication allows a city to adopt a local ordinance establishing a citywide park standard and the requirement of parkland dedication or market value in-lieu fees when there is residential development. This is explained fully in *Chapter 1, Section 1.5.2*.

The National Recreation and Parks Association established guidelines or standards for both urban and rural communities by population. There are a number of issues that affect the demand for park facilities, including: environmental trends, social trends, economic trends, demographic trends, technology trends, and trends in urban development. The Project Team has identified a number of these issues that affect the demand for facilities in Santa Paula:

- Disappearing resources such as open space and natural habitats.
- Lack of available land within the City limits to acquire for parkland.
- Environmental regulations regarding water quality, runoff, and hazardous waste.
- Reduction in number of vehicle trips mandated by states and communities.
- Poverty – homelessness and unemployment.
- Crime and violence in homes and school, drugs, vandalism, and racial tension.
- Increased number of children at risk.
- Increased desire for citizen participation and involvement.
- Social service networking – organizing community organizations and resources to attack social problems.
- Increasing concern for personal and family safety.
- Increased public cost for maintenance and upgrading aging infrastructure.
- Increased labor and energy costs.
- Aging of the community.
- Fewer “traditional” family households, i.e., single-parent families, families sharing living units, extended families living together, etc.
- Increasing cultural diversity.
- Increased residential density.
- Increased contact with computers in the home or the workplace.
- Increased media overload.
- Revitalization and retrofitting both residential and commercial development.
- Increasing land values.
- Increased traffic congestion.
- Political pressure for parks, open space and recreation facilities.

Through the surveys and interviews obtained from the community, it is apparent that people expect the City to provide essential recreation opportunities. There was a strong demand for additional park space, open space, and recreation facilities for soccer, basketball, softball/baseball, boxing, children's play areas, picnic facilities, aquatics, and public meeting room space. It was a unanimous consensus that additional land and facilities are needed in Santa Paula for sports fields and community center expansion. These preferences reflect an increased demand and appreciation for parks, open space, and facilities and the community's desire to have them easily accessible. There was a strong consensus that Santa Paula needs to work with both school districts and non-profit organizations to "partner" in meeting facility demands. The community recognizes that Santa Paula has a serious deficiency in total park acreage for its citizens. This is evident by the following table:

TABLE 3.1 – PARK ACREAGE REQUIREMENTS
City of Santa Paula Analysis of Current and Future Park Acreage Requirements

	Current	Projected 2020
Population	Approx. 30,000	38,000
Recommend Park Standard	5 Acres/1000	5 Acres/1000
Acres Required	150	190
Park Acres w/o Schools	35.9	91.9
Park Acres w/ Schools	67.9	106.9
Surplus (Deficiency) w/o Schools	-114.1	-98.1
Surplus (Deficiency) w/ Schools	-82.1	-83.1

Note: Projected Park Acreage Includes the Fagan Canyon Project

The City will most likely not be able to reach a standard of five acres per 1000 residents within its current City limits because there is little available vacant land considered suitable for potential park development. However, there are a number of County Parks and a large wetland area along the Santa Clara River that are located within a short distance of the City and are available to Santa Paula residents. Working with the County of Ventura to preserve and expand the types of uses in these areas is one way the City could provide more park space and facilities for its residents without actually acquiring more parkland within the City limits. Although Santa Paula currently has a park ratio of only 2.26 acres per 1000 residents (includes school acreage), the City does have areas surrounding it that could be annexed in the future. And if park land is dedicated through development requirements or acquired by the City, that could bring it closer to meeting the five acres per thousand population standard. The City should consider that in any future annexation the

dedication of parkland, or the acquiring of parkland, should not only meet the five acres per thousand, but exceed it in order to reduce the existing deficit of park land.

While the City may not be able to obtain a recommended standard of five-park-acres per/1000 residents, it can develop a standard of providing facilities to meet community demand. Based on the interviews and surveys obtained through the input process, the project team has develop a list of facilities most requested by the community and that reflect the trends in park and recreation facility development established by the National Recreation Parks Association. The following table shows these facilities and compares both the current and proposed number of facilities with the NRPA established standards for such facilities for urban cities the size of Santa Paula.

TABLE 3.2 – SURPLUS (DEFICIENCY) OF FACILITIES

City of Santa Paula Recreational Facilities Demand Analysis			
<u>Facility Type*</u>	<u>Currently Available</u>	<u>NRPA Adjusted Standard</u> <u>(For 35,000 Population)</u>	<u>Surplus (Deficiency)</u>
Open Play Area	3	$1/5000 = 7$	-4
Casual Picnic Facilities	3	$1/5000 = 7$	-4
Picnic Shelters	0	$1/10,000 = 3.3$	-3
Child Play Area/Tot Lot	5	$1/5000 = 7$	-2
Outdoor Basketball Courts	4.5	$1/5000 = 7$	-3
Senior Center	1	$1/15,000 = 2.3$	-1
Teen Center	0	$1/15,000 = 2.3$	-2
Gymnasium	0	$1/10,000 = 3.3$	-3
Skate Park	1	$1/50,000 = 1.4$	0
Softball Fields	2.5	$1/5,000 = 7$	-5
Baseball Fields	2	$1/5000 = 7$	-5
Tennis - Unlighted	3	$1/5000 = 7$	-4
Tennis - Lighted	2	$1/5000 = 7$	-5
Swimming Pool	0	$1/15,000 = 2.3$	-2
Soccer Fields	2	$1/5000 = 7$	-5
Soccer/Football Fields	1	$1/10,000 = 3.3$	-2
Walking/Jogging Trail	0.5	$1/5,000 = 7$	-6
Boxing	0	$1/50,000 = 1.4$	-1
Meeting Room Space	2	$1/6,000 = 5.8$	-4

Note: The “Currently Available” column only includes facilities that the City has access to for programming and community use. If a facility exist in the City, but the City does not have access to use it for either scheduling reasons or cost reasons, the facility was deemed unavailable and not included in this analysis.

* Definitions for the facility type are as follows:

Open Play Area – A grassy/turf area without formal designations that can be used for pick up games, group activities, or other semi-active uses.

Casual Picnic Facilities – An area with picnic tables for unreserved use

Picnic Shelters - An area designated for picnics that can be reserved for a fee and contains picnic tables, barbeques, and shade shelters.

Children’s Play Area/Tot Lot – A designated area that contains children’s play equipment.

Outdoor Basketball Courts – Blacktop or concrete surface with designated basketball courts complete with backstops.

Senior Center – A facility dedicated or shared with other community uses that specifically provides recreation, human and socialization programming for senior citizens.

Teen Center - A facility dedicated or shared with other community uses that specifically provides recreation, human and socialization programming for teens.

Gymnasium – An indoor facility with a minimum space that would allow for basketball, volleyball, gymnastics, dance, boxing, exercise and other indoor sports to be offered.

Skate Park – A concrete area specifically designated for skate boarders. Usually contains ramps, bowls, or streetscapes for skaters to perform on.

Softball Fields - An area containing a multi purpose backstop with field space sufficient enough to play youth through adult softball.

Baseball Fields – An area containing a baseball backstop, dugouts and outfield fence for the purpose of playing baseball.

Tennis Courts/Unlighted – A hard surface area containing a designated tennis court with a net.

Tennis Courts/Lighted - A hard surface area containing a designated tennis court with a net and lights for night play.

Swimming Pool – A swimming pool with a minimum dimension of 25 yards by 25 yards that is capable of offering swim lessons, recreational swim, and competitive swim activities.

Soccer Fields - A natural or artificial turf field with minimum dimensions that can accommodate regulation soccer.

Soccer/Football Field - A natural or artificial turf field with minimum dimensions that can accommodate regulation soccer and football.

Walking/Jogging Trail – One mile (approximately) of designated hard surface off road trail.

Boxing – An indoor area containing a boxing ring and workout area that will accommodate both lessons and workouts.

Meeting Room Space – A large multi-purpose room with kitchen or catering capabilities that can accommodate a variety of group functions.

Over the years the City has done an excellent job of providing recreation facilities that the community has requested. The existing facilities area heavily used, in fact, overused and provide the types of programming space the City needs to meet the programming demands of the current community. However, current facilities are showing their age and the results of heavy usage. The Community Center is the most prominent example of this. There is a constant scheduling conflict between seniors, youth programs, and community rentals. The current space for each of these program areas is inadequate to meet program demands and the City is having a difficult time in finding both time and money to maintain the facility. This is also true of sports fields whereby overuse and age have deteriorated the playing surfaces to a point where some would consider them unplayable.

The good news is that the City should be able to provide the facilities that are shown deficient in the preceding chart when new parks are developed in Fagan Canyon and other residential projects and by reconfiguring, remodeling, or adding to existing park sites and facilities. For example, the City could acquire additional property adjacent to Teague Park and Harding Park, and reconfigure Las Piedras Park for future facility development. Specific recommendations to do this are outlined in *Chapter 6*. Also, by partnering with schools and community organizations and requiring new developments to provide park and recreation facilities, the City could meet or even exceed the suggested standards for recreation facilities in the future.

3.5 FACILITY NEEDS ANALYSIS

The difference between facility demand and facility need is sometimes confusing. Facility demand is a reflection of what the community desires or would like to have. Facility needs are those needs that the City must address to resolve such issues as over use of existing facilities, social problems, reduce political pressure, or meet required program service levels. For example, there were requests for more sports fields in the City to accommodate baseball/softball and soccer. The sports groups, however, concede that their existing needs are being met by use of school fields and existing open space areas. Consequently, there appears to be a high demand for additional sports fields, but the current actual need for these facilities is being met by the City.

The City of Santa Paula has established strong partnerships in the joint use of school facilities. There are eight school sites that serve Santa Paula residents. Youth sports organizations, such as Little League and Soccer, as well as the YMCA use school facilities. In essence, all of the eight schools serve Santa Paula residents for open space and recreational purposes. The current method of allocating school field space is by individual school principal. In the future, the City may have to review, update, and revise its joint use agreements with the school districts that serve Santa Paula in order to meet future field needs and avoid conflicts between competing organizations.

The demand surveys and interviews indicated a strong support for the and school districts to work together to upgrade and develop new facilities. There may be opportunities to partner with the school districts for development of facilities that can be shared by both the schools and the City. This could be one way for the City to meet the facility standards per 1000 population suggested above.

The Boys & Girls Club and other non-profit organizations are important for delivering recreation, educational and social service programs to the community. The demand surveys and interviews also showed very strong support for the City to look for ways to partner with these organizations to expand their facilities and services. For example, a remodel and expansion of the Boys & Girls Club could allow them to offer boxing programs to the community and thus satisfy that need.

3.5.1 METHODOLOGY

The methodology used to develop the facility Demand and Needs Analysis included the following.

- Survey questionnaires distributed to Park and Recreation Commission, Planning Commission, Santa Paula Non-Profit Organizations, Community Special Interest Groups, Sports Organizations, School Districts, and individuals associated with various user groups.
- Individual interviews with elected officials, staff, commissioners, and Chamber of Commerce.
- Review of standards and trends established by the National Recreation and Park Association adjusted to reflect the size, social economic makeup, ethnicity, and population density of Santa Paula.
- Review of facilities and programs available to Santa Paula residents in the surrounding areas of Ventura County.
- Review of the Santa Paula General Plan and Draft Recreation Element
- Project Team site tour of all existing Santa Paula Park and Recreation facilities and possible future sites that may be potential areas for future facility development.

The scope of service did not include a statistically valid citywide phone survey. However, the consultant team did gain community input with regards to demand and needs for facilities at the community workshop on June 22, 2005. Residents were able to interact with the project team and indicate their priorities for Park and Recreation facilities. Using the above methodology the Project Team believes the data, analysis and recommendations regarding facility needs and demands reflect the desires of the Santa Paula community.

3.5.2 FACILITY SUMMARY

Based on the above methodology the following is a summary of what the consultant team perceives are the facility needs for Santa Paula, both in the short term and in the long term:

3.5.2. A: Short Term Facility Needs

- Meeting room space – The City should have at least three more community center/neighbor center facilities to meet the demand for meeting and program space.

- Picnic facilities – The City needs at least 4 additional casual picnic areas for community use and at least 3 picnic shelters that can be reserved for parties and events.
- Tot Lots/Play Areas – The City needs at least 2 more tot lot areas for children.
- Outdoor Basketball Courts – There should be at least 2 more basketball courts available to the community.
- The City needs at least 4 more open turf play areas for community use.
- There should be at least 5 more sports fields for soccer, 2 soccer/football fields and 5 more softball fields to serve the community.
- The City could use another 5 to 6 miles of walking/jogging trails.
- The biggest priority for a major facility is a City operated Gymnasium that can accommodate basketball, boxing, dance, volleyball and exercise classes.
- The City should evaluate all existing parks for health and safety issues and address as needed.
- The City should consider upgrades and/or reconfigurations of existing parks to provide for better utilization of sports fields.
- The City should modernize and upgrade existing park restrooms.
- The City needs to address making all facilities ADA compliant.
- The California Oil Museum needs capital improvements to the building and technical upgrades to permanent exhibits.

B: Long Term Facility Needs

- The City will need to reconfigure Las Piedras Park and build a community center to serve that community.
- The City should provide a teen center for teen programs that could also be shared with seniors for senior programs.
- The City should consider acquiring property adjacent to Teague Park to add additional sports fields.
- The City should consider the remodeling and expanding the existing Community Center to gain more parking, expand space for senior citizen programs and replace the facility used for youth basketball with a multi-purpose gymnasium.
- The City should consider reconfiguring Harding Park to make fields multi-purpose for baseball, softball and soccer and add more community park uses.
- The City might consider acquiring properties east of Harding Park to intersection of Main Street, demolish and rebuild the Boys & Girls Club to create a larger facility for additional programs, install a tunnel under Hwy 126 and terminate current industrial uses to provide parking for Harding Park and expanded uses.
- The City should pursue the development of a community swimming pool, either by acquiring land or by joint construction with a school district or non-profit organization, that could accommodate swim lessons, recreational swimming and swim competitions.
- The City should expand tennis opportunities by working with the High School District to light more courts at Santa Paula High School and including tennis courts in plans for new parks, especially in new development areas.

- The City should work to create a trailhead/access point to the Santa Clara River area and develop trails for recreational use.

By addressing the short term and long term facility needs, the City will be able to meet the programming demands and better handle the scheduling, use and overcrowding problems it is currently experiencing.

3.6 FACILITY MARKET ANALYSIS

The City of Santa Paula Park and Recreation facilities have a history of being heavily used by the community. The City has no large community or regional park facilities but does have a community center and a number of neighborhood parks with potential value for asset management programs. The project team toured all of the City's existing facilities. They analyzed the sites for potential asset management categories that could be included in the Comprehensive Park and Recreation Master Plan. These programs could produce positive net revenue to offset costs for operation and maintenance.

Through the community input process and surveys the consensus was that the community understood the need for revenue development and would be generally accepting of some commercialization in order to insure quality programming and maintenance of facilities. However, there was concern for aesthetics and too much commercialization of public facilities.

The three components to developing an asset management plan include:

- Revenue from facility rentals, fees, and charges.
- Leases or licenses for private concessions.
- Advertising/vending/sponsorship opportunities.

After reviewing all of the City's parks and recreation sites the project team has developed the following list of advertising/vending/sponsorship opportunities for the City's consideration:

- Parking lot and walkway banner programs.
- Public telephone kiosk
- Shade shelter advertising.
- Information and advertising kiosk.
- Trash receptacle advertising.
- Soda/water/juice vending.
- Telecommunication tower leases.
- Naming rights and/or facility sponsorship.

Several of these revenue categories are advertising programs, and the potential revenue is dependant upon the number of impressions that can be generated on the proposed site. In advertising terms, there are two types of impressions, repeat impressions and one-time impressions. Repeat impressions are those exposures to the same people over and over, and one-time impressions are those that people see passing by just once. Companies who are trying to establish a brand identity like to

advertise at locations that provide repeat impressions, while established brands prefer one-time locations that provide for brand reinforcement.

The Santa Paula Park and Recreation facilities have the potential to offer both types of advertising locations. The value of these locations is determined by the number of visits and the amount of participation at each site. Because Santa Paula only has a few sites, it would be best to “bundle” the sites and offer potential contracts for each category at all sites.

The extent of advertising programs the City wishes to use to offset maintenance and operational costs will have to be a policy decision made by elected officials. The key is to design the facilities with these programs in mind so that they fit in and look a part of the environment instead of looking like after thoughts that stand out and are unsightly additions. They need to be attractive structures, located for maximum exposure and have control as to content, so as not to create public controversy or opposition. The extent of commercial advertising should not be offensive to visitors or participants or it will defeat the purpose and turn people away from using the facilities.

3.6.1 METHODOLOGY

In preparing the market analysis for using City facilities to raise revenue in order to offset the cost of operating and maintaining the facilities, the project team considered several factors. The issues that affect the City’s ability to market its facilities are as follows:

- The economic makeup and status of the City.
- The types of facilities, their projected use and attendance.
- The community’s perception and acceptance of commercialization.
- Income levels, race, ethnicity, and age demographics.
- The City’s ordinances and regulations regarding signage, advertising, and use of public property for private commercial purposes.
- The demand in the market place for commercial exposure in Santa Paula.
- The City’s ability to manage asset management contracts.
- The political environment for balancing the need for revenue versus commercialization of public facilities.
- Aesthetics, logistics, and the cost versus revenue benefits of asset management programs.

Generating revenue from the use of public facilities is a business venture and thus requires good business decisions and good business practices when implementing asset management programs. For example, a city cannot decide to implement an information/advertising kiosk program at its parks and facilities but then decide to hide the kiosk in an obscure location because it doesn’t want to appear that it is commercializing its facilities.

The methodology the project team used in preparing the market analysis and developing the potential revenue programs included researching and analyzing potential sites for commercial use at City facilities that would provide the highest degree of exposure while aesthetically fitting into the design and development of the facility.

The asset management categories the City should consider for implementation include:

- A parking lot and entryway banner sponsor program at Harding Park, the Railroad Plaza/Train Depot, the Community Center, Veterans Park, and Teague Park.
- Public telephone advertising kiosks at Harding Park, Teague Park, Veterans Park and the Railroad Plaza/Train Depot.
- Three- or four-sided information/advertising kiosks at Harding Park, Teague Park, Veterans Park and the Railroad Plaza/Train Depot.
- Trash receptacle advertising in all public areas.
- Food/Rental Concession at Railroad Plaza/Train Depot
- Cell phone tower leases at Harding Park, the Community Center and Teague Park.
- Commercial batting cages at Harding Park
- Naming rights agreements for the Skate Park and Community Center
- Event space rentals at Railroad Plaza/Train Depot

The revenue generated from the Asset Management categories listed above should provide the following minimum amounts to offset the costs to maintain and operate the City's park and recreation facilities.

1. Banner sponsor programs are implemented through media companies who sell the advertising and take care of installing and replacing the banners and should provide the City with a minimum income of \$25 per month per banner location. The City should be able to designate a total of 50 sites for banners at the locations suggested above and thus generate a minimum of \$1250 per month from this program.
2. Public telephone advertising kiosks are implemented through private companies and license agreements should produce a minimum of \$300 per month at each location. Thus the City could expect to generate \$1200 per month if it allowed kiosks at the sites suggested above.
3. Information kiosks are installed and maintained by private companies who allow the City to post City information on one panel while using the remaining panels for advertising purposes. Each kiosk should provide the City with a minimum of \$500.00 per month in income and thus produce a total of \$2000 per month if implemented at the locations suggested.
4. Trash receptacle advertising can be done through a private company and provides a minimum income to the City of \$10 per receptacle per month in addition to free receptacles. If the City were to implement this program throughout the downtown and in all parks, it could expect to provide at least 75 receptacle sites for a total monthly income of \$750.
5. With its central location and the future installation of the railroad corridor multi-purpose trail and the future operation of the MetroLink passenger service, the Railroad Plaza/Train Depot is an ideal spot to lease a pad for the development of a food and rental concession for various types of snacks, bicycles and skates. A 1200 square foot pad should lease for a minimum of \$500 per month.

6. Telecommunication tower leases produce an average of \$1000 per month, depending on the location. They can be made to simulate trees and blend into the park environment. The City could generate at least \$3000 per month from the three locations suggested.
7. A commercial batting cage site at Harding Park should lease for a minimum of \$1500 per month.
8. Naming rights agreements are unique for each facility and the amount of income they can produce is dependant on many factors, primarily on the amount of exposure the naming rights partner will receive. A typical naming rights deal for a skate park is \$10,000 to \$30,000 per year, while a new Community Center naming rights deal could produce \$25,000 to \$50,000 per year if the benefit package can be developed to add value to the agreement.
9. The Railroad Plaza/Train Depot is an excellent opportunity to attract promoters of special events. The fee for renting out the entire Railroad Plaza/Train Depot for private events should be a minimum of \$1500 per day, plus any direct cost the City may have in providing traffic control or security. By making the site available to promoters and advertising its availability, the City should be able to secure at least one rental per month from promoters.

In summary, the City may be able to generate an annual income of up to \$150,000 or more from an aggressive Asset Management Program.

Examples of Asset Management



Leases for Commercial Recreation



Parking Lot and Walkway Banner Programs Trash Receptacle Advertising



Three column kiosk (KSK)



Three column kiosk (KSK)

Kiosks Advertising Programs Combined with City Information



Telephone Kiosks Advertising



Naming Rights

3.7 PROGRAM AND SERVICES DEMAND AND NEEDS ANALYSIS

3.7.1 METHODOLOGY

An analysis of current recreation services, programs and activities was completed as part of the master plan process. The consultant team was also asked to make recommendations regarding the types of new programs and services needed, as well as evaluate how existing programs and services could be offered more efficiently.

The findings were developed using information from program materials, interviews, internet sources, meetings with staff and community members at the public workshop held in June 2005. Information was also obtained from responses to a questionnaire survey concerning parks and recreation activities and facilities.

3.7.2 ACTIVITIES, PROGRAMS AND SERVICES ANALYSIS

There are a variety of recreation activities available to residents. The City along with commercial businesses, community groups and youth sports groups, offers classes, sports leagues and special events. The most popular activities include active sports, summer drop-in programs for youth, seniors programs, and special citywide family events.

Most programs at the Community Center are offered Monday through Friday. The Community Center is used by neighborhood groups for meetings, residents rent it for weddings and other parties/functions and the City offers various classes at the center.

Family events and festivals are very popular. These activities include the parade, Citrus Festival and other special activities held throughout the year. The City organizes many of the events with the support of other community groups.

There are a number of museums including the Aviation Museum of Santa Paula and the California Oil Museum as well as the Santa Paula Theater Center and the Depot Art Gallery. The Santa Paula Library is heavily used and provides areas for accessing computers, doing homework, and reading space as well as traditional library services.

Human services programs such as parenting classes, some financial assistance, family counseling, and ESL are available to those in need.

The Santa Paula Senior Citizens Center offers programs and services to the local senior population. Classes, card games and a daily lunch program are the most popular activities. The Commission on Aging wants to expand programs and services, however, there is currently no space for this to take place. Caregivers provide seniors with in home services through the use of volunteers.

Volunteers are a good resource for the City. City programs provide meaningful volunteer experiences for residents of all ages. The City could not operate the youth basketball and other youth sports programs without its volunteers. Staff should continue to develop ways of recognizing volunteers which could include recognition at Council or Commission meetings, working with local

business to provide gift certificates to volunteers that contribute a significant number of hours, an annual volunteer's dinner sponsored by a community service club, etc. This would give the City Council a gracious way to personally thank citizens for their efforts.

Major issues identified were related to the lack of facilities available in the community as well as the condition of existing facilities which included better upkeep and suggested updating them to meet the community's growing needs. There aren't enough sports facilities in general to handle the demand for tournaments, leagues and practice use. Many of the participants at the public workshop stated that some of the parks do not feel safe at night.

During the process, additional concerns identified the need for more passive recreation facilities to accommodate picnicking, walking, biking and equestrian activities. When respondents and participants were asked about what additional programs were needed, most responses were tied to the lack of appropriate facilities to handle activities such as safe and productive places for teens to recreate and gather.

In order to provide neighborhood facilities for areas that have no community center or park, existing school sites have been used to provide program space in a timely manner. The City deals with two different school districts for community recreation. Joint-use opportunities should be revisited with each school district to identify how space could be used to better serve the community. Reciprocal agreements could be developed. This could include use of City resources such as providing programs, staff support or use of park facilities in exchange for use of school facilities when the school day is over. Possible joint development opportunities should be explored. Development of lighted fields on an intermediate school site as a joint venture could be mutually advantageous and provide much needed activity space. The use of school outdoor facilities like fields and hard courts should be coordinated and administered through a single source.

The City of Santa Paula is a diverse and growing community. The community is made up of very old neighborhoods and newer, more modern neighborhoods. Large scale development is planned which will increase the number of residents and provide the opportunity for new parks and schools to serve the residents. There is an old commercial district along Main Street located near the Civic Center which is experiencing a revitalization program to encourage new businesses with possible commercial recreation opportunities such as coffee houses, book stores, craft shops and the like in the area.

The community is rich with a sense of history and pride. Community feedback is very critical. Staff has had some success in getting formal participation with town hall meetings or forums such as the recent Santa Paula Visioning Process. The most effective means of getting participant feedback has been informal and mostly at the neighborhood level. Developing this type of community participation takes time, patience and a concerted effort to get the word out that the City is very interested in hearing what citizens have to say. The concern that not enough effort is given to this was confirmed in many of the interviews and survey responses. Respondents during the interview and survey process mentioned that they wanted staff to make meetings more accessible and provide more opportunities for community input. This could be accomplished by the City hosting an annual community forum whereby residents could attend and ask staff and or City Council/Park and Recreation Commissioners questions and give input into what the community needs are for recreation. To make community input meetings more accessible they could be held at various school

sites, the Community Center or the Library on a Saturday morning. Periodically doing community surveys either through the local newspaper or by direct mail is another way to make the public feel they have a say in the City's decision process for parks and recreation.

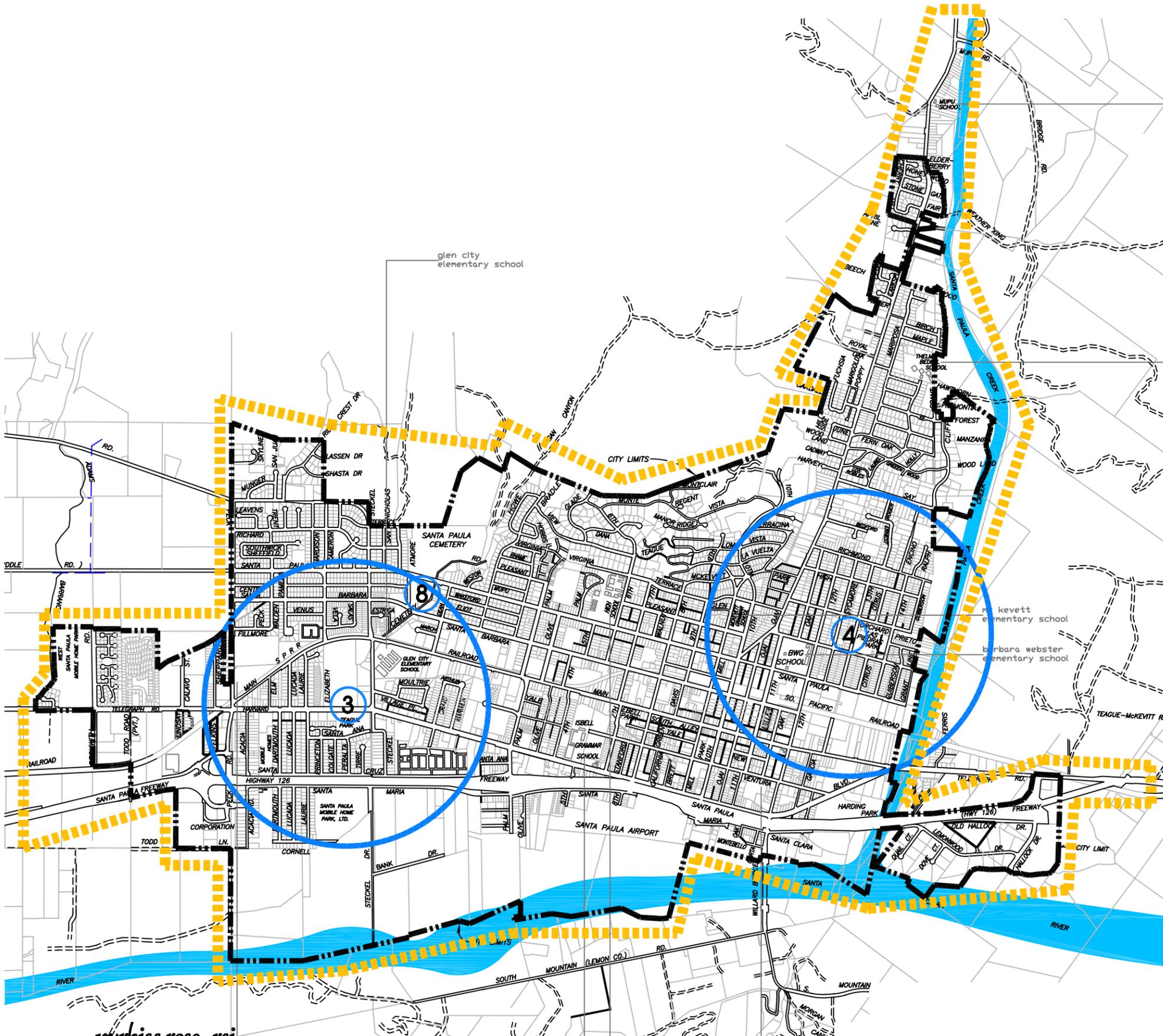
With limited resources of staff and facilities, Santa Paula does a fine job providing recreation opportunities to its residents. The challenge will be how to best use existing resources and develop new programs and facilities that will continue to respond to the needs of a very diverse and growing community.

Further explanation and implementation strategies for programs, activities and services are contained in *Chapter 6*.

EXISTING NEIGHBORHOOD PARKS

NEIGHBORHOOD PARKS

- ③ TEAGUE PARK
- ④ LAS PIEDRAS PARK



LEGEND

CITY BOUNDARY ————

SPHERE OF INFLUENCE ————

SERVICE AREA LEGEND

COMMUNITY PARK 1.5 MILE RADIUS

NEIGHBORHOOD PARK .5 MILE RADIUS

MINI PARK -0- RADIUS

SERVICE AREA: THE GEOGRAPHIC AREA SURROUNDING A RECREATIONAL FACILITY ANTICIPATED TO SERVE THE RESIDENTS WITHIN THE SERVICE RADIUS AREA.

SERVICE AREAS FOR EXISTING NEIGHBORHOOD PARKS CITY OF SANTA PAULA



SCALE: 1"=2000'

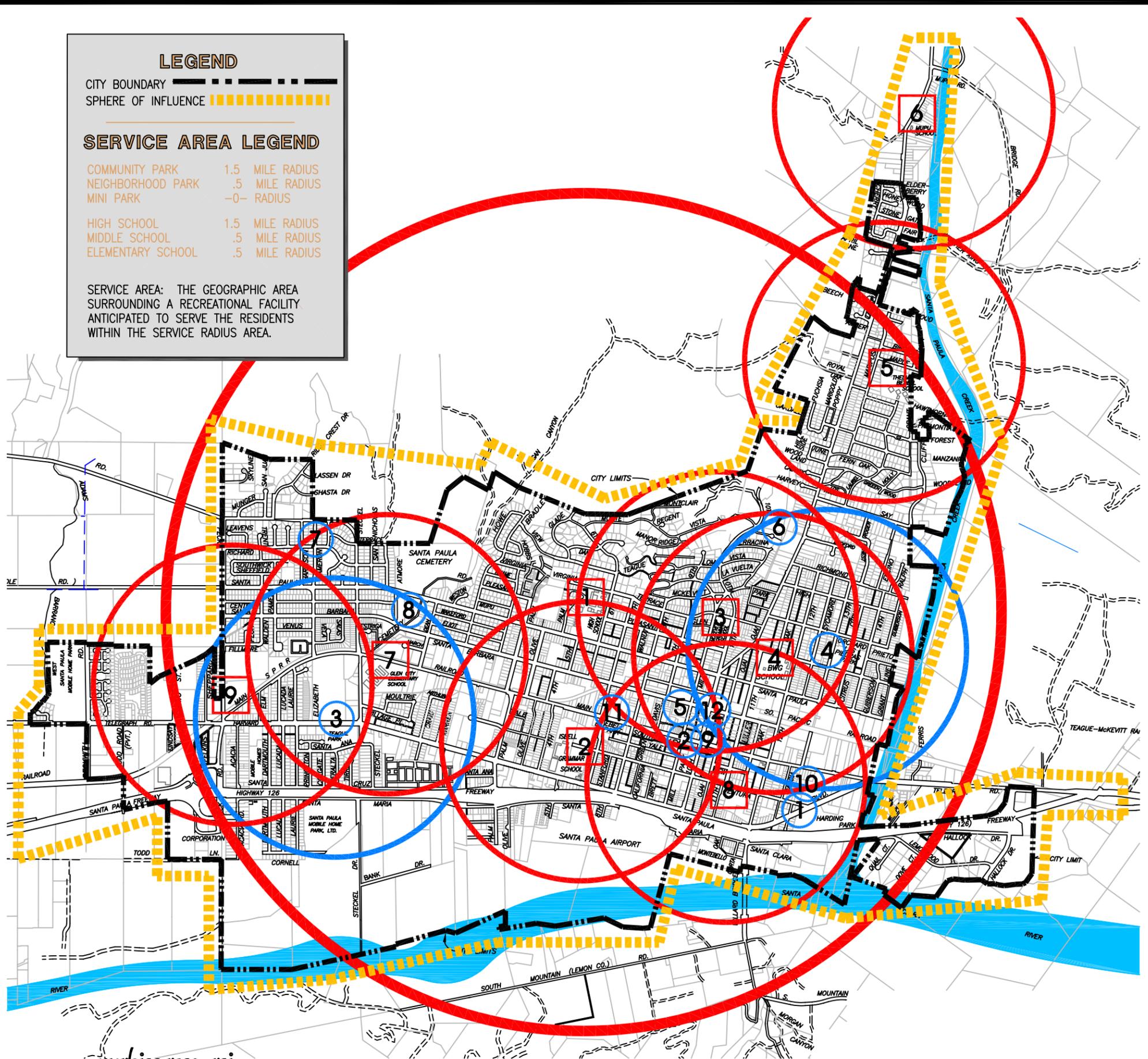
LEGEND

CITY BOUNDARY 
 SPHERE OF INFLUENCE 

SERVICE AREA LEGEND

COMMUNITY PARK 1.5 MILE RADIUS
 NEIGHBORHOOD PARK .5 MILE RADIUS
 MINI PARK -0- RADIUS
 HIGH SCHOOL 1.5 MILE RADIUS
 MIDDLE SCHOOL .5 MILE RADIUS
 ELEMENTARY SCHOOL .5 MILE RADIUS

SERVICE AREA: THE GEOGRAPHIC AREA SURROUNDING A RECREATIONAL FACILITY ANTICIPATED TO SERVE THE RESIDENTS WITHIN THE SERVICE RADIUS AREA.



PARKS

NEIGHBORHOOD PARKS

- ③ TEAGUE PARK
- ④ LAS PIEDRAS PARK

MINI PARKS

- ⑤ RAILROAD PLAZA PARK
- ⑥ MILL PARK
- ⑦ OREGON PARK
- ⑧ FAGAN BARRANCA PARK
- ⑨ VETERAN'S MEMORIAL PARK
- ⑩ RECREATION PARK
- ⑪ EBELL PARK
- ⑫ MORETON BAY FIG TREE PARK

SCHOOLS

HIGH SCHOOL

- ① SANTA PAULA HIGH SCHOOL

MIDDLE SCHOOL

- ② ISBELL MIDDLE SCHOOL

ELEMENTARY SCHOOLS

- ③ MC KEVITT ELEMENTARY
- ④ BARBARA WEBSTER ELEMENTARY
- ⑤ THELMA BEDELL ELEMENTARY
- ⑥ MUPU ELEMENTARY
- ⑦ GLEN CITY ELEMENTARY
- ⑧ GRACE THILLE ELEMENTARY
- ⑨ BLANCHARD ELEMENTARY



SERVICE AREAS FOR EXISTING PARKS AND SCHOOLS



SCALE: 1"=2000'

CITY OF SANTA PAULA