



City of Riverbank Parks and Recreation Master Plan 2020



RIVERBANK PARKS AND RECREATION DEPARTMENT
MISSION

TO PROVIDE COMMUNITY THROUGH PEOPLE, PARKS, AND PROGRAMS.





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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 PROJECT PURPOSE AND GOAL

The purpose of the City of Riverbank’s Parks and Recreation Master Plan is to provide a roadmap for future development of recreational facilities and opportunities for the City over the next 10 years, consistent with the General Plan 2025 requirements. This plan is based on recognized park planning principles and standards and reflects input from residents and stakeholders in Riverbank, City staff, and City Council.

The City of Riverbank Parks and Recreation Master Plan (Master Plan) focuses on identifying the City’s current and future recreation needs to aid City staff and decision-makers in providing and expanding and equitable distribution of recreational facilities and opportunities to Riverbank residents and stakeholders. This includes preserving the City’s open space areas and expanding the City’s trails network to better connect people to nature, recreation and outdoor education opportunities. Primary outcomes of the Master Plan include:

- Evaluation of the existing parks, trails and open space system;
- Establishing the vision, goals and policies to guide decision-making;
- Documenting priorities and needs of the current and projected population growth based on data-driven input;
- Creating design standards to guide the development of new parks;
- Developing a 10-year capital improvement plan that outlines projects, anticipated costs, potential funding sources, operation and maintenance implications and implementation strategy;
- Providing a record of issues discussed and decisions made;
- Evaluation of current user fees charged and establishing cost thresholds; and
- Evaluation of total cost of ownership of constructing and operating the parks and recreation system.

1.2 PROJECT PROCESS

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



1.2.1 PLANNING EFFORTS CONSIDERED

A number of local planning efforts helped guide the development of the Master Plan. The following highlights some of these efforts:

- City of Riverbank 2025 General Plan
- Parks and Recreation Performance Reports
- Park Development Guidelines
- Department Policies and Procedures

1.2.2 ELEMENTS OF THE PLAN

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

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

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

1.3 RIVERBANK MASTER PLAN ORGANIZATION

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





1.4 SUMMARY OF COMMUNITY PROFILE AND NEEDS

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

POPULATION

- The population is increasing and is projected to experience 82% population growth over the next 15 years.
- With a fast-growing population due to annexation, park and recreation services will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.

AGE SEGMENTATION

- Riverbank currently has a very broad and balanced age segmentation with the largest group being 0-17.
- Over the next 15 years, the 0-17 age segment, which currently is the largest age segment in Riverbank, will decrease by 42.8% while those who are 55 and older are projected to increase by 3.2%, making up 24.1% of the population by 2035.
- This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.
- This is significant as providing access to services and programs will need to be focused on multitude of age segments simultaneously as age segmentation is a strong determinant of recreational preferences.
- Equal distribution across all age segments will require the City to continue to provide programs, services, parks and facilities that appeal to all residents of the community.

RACE AND ETHNICITY

- A diverse and diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.

HOUSEHOLDS AND INCOME

- With median and per capita household income averages at or below, local state and national averages, it is important for the City to prioritize providing offerings that are first class with exceptional customer service while modestly seeking opportunities to create revenue generation.

1.5 COMMUNITY INPUT KEY FINDINGS

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

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

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

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community’s value set and the City’s overall attitude of being an active player in the betterment of the community.
- The further development of Jacob Myers Park can potentially serve as an economic catalyst.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Opportunities exist to, in part, help meet the recreational needs of the community, in partnership with the development community given recent annexation, the Riverbank Unified School District and the Army Corps of Engineers and the Friends of Jacob Myers Park.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.

ADVOCACY AND AWARENESS

- Increased and targeted Communication/Marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Multiple funding strategies are required to meet the needs of the community.
- Securing funding through Prop 68 and other grant programs will be critical for funding park development over the next 10 years.
- Sustainable funding for park maintenance, park renovations and lifecycle replacement.



1.6 PROGRAM AND FACILITY PRIORITY RANKINGS

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

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

Recreation Program/Service	Priority	Facility/Amenity	Priority
Programs & services for adults 55+	High	Paved walking and biking trails	High
Fitness & wellness programs		Soft surface walking and biking trails	
Community special events		Covered picnic areas	
Performing arts programs		Small neighborhood parks	
After school programs/out-of-school camps		Open space conservation areas/trails	
Outdoor environmental programs		Indoor exercise facility	
Picnic shelter reservations		Swimming pools/water parks/splash pads	
Water fitness programs/lap swimming		Off-leash dog parks	
Youth learn to swim programs		Adventure area	
Open swim		Community gardens	
Youth enrichment programs	Large community parks		
Indoor meeting space reservations	Playgrounds		
Programs for people with special needs	Environmental education center		
Youth basketball/volleyball programs	Outdoor basketball/volleyball courts		
Golf lessons/clinics	Baseball/softball fields		
Youth soccer programs	Gymnasium	Low	
Youth baseball/softball programs	Tennis courts		
Tennis lessons & leagues	Football/lacrosse/soccer fields		
Open gymnasium for pick-up basketball/volleyball	Equestrian trails		
Adult basketball/volleyball programs	Pickleball courts		
Recreation/competitive swim team	Skateboarding/bicycle parks		
Youth football programs	Historical facilities		
Athletic field reservations			
Pickleball programs			
Sand Volleyball programs			

1.7 SUMMARY OF LEVEL OF SERVICE ANALYSIS

Based on a thorough review of the parks and recreation system and public input, it is recommended that the City pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current level of service standard for the projected population in 2035.

- Riverbank currently provides a total LOS of ONLY 3.52 acres of parks per 1,000 residents based on the City’s population.
- The consulting team is recommending to increase the LOS standard for community and neighborhood parks to 5.0 acres/1,000 population as a goal.
- The top two park needs the City is deficient in the future are Community parks, Regional parks and Sports Complex parks.
- The City will need to add amenities to the park system to meet 2035 standards for most outdoor park amenities, including an athletic fields, outdoor sport courts, a dog park, picnic shelters and playgrounds.

The table on the following page details the current and recommended LOS for the Riverbank’s Parks and Recreation System. PLEASE NOTE: Trails were not calculated in this population-based service level analysis because they are based on connected networks rather than population.

RIVERBANK LEVEL OF SERVICE STANDARDS												
Park Type	2019 Park Inventory	Current Service Levels	Recommended Developed Park Service Levels	2020 Standards	2025 Standards							
	City of Riverbank	Total Inventory	Current Service Level	Recommended Developed Park Service Levels	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed				
			acres per	acres per	acres per	acres per	acres per	acres per				
Mini Park	6.99	6.99	0.27	0.10	1,000	Meets Standard	-	Acres(s)				
Neighborhood Parks	64.11	64.11	2.51	1.50	1,000	Meets Standard	-	Acres(s)				
Community Parks	12.20	12.20	0.48	1.00	1,000	Need Exists	13	Acres(s)				
Regional Parks	0.50	0.50	0.02	1.25	1,000	Need Exists	31	Acres(s)				
Sports Complex Parks	5.00	5.00	0.20	1.00	1,000	Need Exists	21	Acres(s)				
Special Use Parks	1.00	1.00	0.04	0.15	1,000	Need Exists	3	Acres(s)				
Total Developed Neighborhood Park Acreage	89.81	89.81	3.52	5.00	1,000	Need Exists	68	Acres(s)				
OUTDOOR AMENITIES												
Baseball Field	2	2.00	1.00	field per	12,759	Meets Standard	-	Field(s)				
Outdoor Basketball Courts	6	1.00	4.00	court per	6,380	Meets Standard	-	Court(s)				
Football Field	1	1.00	1.00	site per	25,518	Meets Standard	-	Site(s)				
Picnic Shelter	4	4.00	1.00	site per	6,380	Meets Standard	-	Site(s)				
Playground Equipment	11	11.00	1.00	site per	2,320	Meets Standard	-	Site(s)				
Skate Park	1	1.00	1.00	site per	25,518	Meets Standard	-	Site(s)				
Soccer Field	1	1.00	1.00	field per	25,518	Need Exists	2	Field(s)				
Swimming Pool	1	1.00	1.00	site per	25,518	Meets Standard	-	Site(s)				
Tennis Court	1	1.00	1.00	court per	25,518	Meets Standard	-	Court(s)				
Pickleball Court	4	4.00	1.00	court per	6,380	Need Exists	-	Court(s)				
Volleyball Court	-	-	1.00	court per	#N/A/0!	Need Exists	1	Court(s)				
Dog Park	1	1.00	1.00	site per	25,518	Meets Standard	-	Site(s)				
INDOOR RECREATION CENTER												
Indoor Recreation Center Space (square feet)	21,164	21,164	0.83	SF per person	1	Person	Need Exists	4,354	Square Feet	Need Exists	25,328	Square Feet



1.8 CAPITAL IMPROVEMENT PLAN

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

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in Chapter 7. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

1.8.1 CAPITAL IMPROVEMENT PLAN SUMMARY

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

Tier	Estimated Total Project Cost
Sustainable Projects	\$2,700,000
Expanded Service Projects	\$1,850,000
Visionary Projects	\$55,100,000
TOTAL	\$59,650,000

Term	Estimated Total Project Cost
Short Term (Years 1-5)	\$9,600,000
Long Term (Years 6-10)	\$50,050,000
TOTAL	\$59,650,000

1.9 FUNDING THE MASTER PLAN

To achieve the outcomes identified in the key findings and recommendations as presented in the Master Plan, a reliable and sustainable funding plan is needed. Staff identified and analyzed 36 funding sources that may be used to fund portions of the capital improvement plan as part of the Master Plan process. The following summarizes the primary funding sources that should be pursued to develop the CIP.

1.10 PRIMARY FUNDING SOURCES

1.10.1 GRANTS

The grant market continues to grow annually. Grant writers and researchers are essential if the Department is to pursue grants. Matching dollars are required for most federal grants and many state grants.

1.10.2 COMMUNITY PARKS FOUNDATION

The creation of a Riverbank Parks Foundation would be a joint-development funding source with Riverbank. The foundation would operate as a non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs.

The dollars that would be raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that Riverbank's Parks and Recreation Department needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park-related memorabilia, etc.

Private donations may be received in the form of cash, securities, land, facilities, recreation equipment, art, or in-kind services.

1.10.3 CAPITAL IMPROVEMENT FEES

Many park and recreation systems add a capital-improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters, and special-use facilities like sports complexes. The dollars gained either offset the cost of the capital improvement or the revenue bond that was used to develop or enhance the special-use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.

1.10.4 PARK DEVELOPMENT FEES

Many municipalities seek developer contributions for parklands and for the development of trails that run through the property being developed. The developer perceives the enhanced value such improvements mean for her or his development. Park or trail dedication as a requirement of subdivision development is a reliable means for maintaining equity of access to parks and trails.

1.10.5 PARK, OPEN SPACE, AND TRAIL BOND ISSUES

Agencies typically seek park bonds to meet park related needs. The key is to use debt financing through bonds to address needs that are both unmet and clearly a community priority. It is best to propose a capital-bond project that serves a variety of users and needs. Even in the worst economic downturn, most bond issues have been passing because communities are the direct recipient of the money, and the funding directly benefits residents.



1.10.6 PARTNERSHIPS

Partnerships are joint-development funding sources or operational funding sources formed between separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

1.10.7 FRIENDS ASSOCIATION

Friends associations are typically formed to raise money for a single purpose, such as a specific park facility or program that will better the community.

1.11 IMPLEMENTING THE MASTER PLAN

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



CHAPTER TWO – ECONOMIC IMPACT OF PARKS AND RECREATION

The following summarizes the research findings from 2015 when the National Recreation and Parks Association (NRPA) joined forces with the Center for Regional Analysis at George Mason University to estimate the impact of spending by local park and recreation agencies on the U.S. economy. The research adds to the growing body of evidence that the benefits of parks extend well beyond their role as a public amenity and an enhancement to quality of life in their communities.

The analyses covered three areas: a national-level study, state-level assessments, and economic impacts of selected case study parks. Key characteristics of the research include the following:

- The study is focused exclusively on the direct, indirect (business transactions of park agency vendors) and induced (employees spending their earnings) effects local and regional park agencies' spending have on economic activity. The research does not measure the effects of visitor spending or the benefits local and regional park agencies generate for the environment, health and wellness, and property values.
- Data for this analysis comes from the U.S. Census Bureau survey of local government employment and spending data from 1,169 local and regional park agencies accessed from NRPA's PRORAGIS database and/or park system budget data posted online. Data for the case study park analyses were supplied by the relevant park agencies.
- The analyses provide estimates of economic activity (output or the value of transactions), value added (equivalent to gross domestic product), labor income (salaries, wages and benefits) and employment (headcount jobs).





2.1 KEY FINDINGS FROM THE NATIONAL STUDY

The U.S. Census Bureau reports that local park and recreation agencies had nearly 371,000 people on their payrolls in 2015. That translates into nearly \$31 billion of operations spending by these agencies. That \$31 billion ripples through the U.S. economy as park and recreation employees spend their paychecks, and park and recreation agency vendors hire workers and purchase products and services to serve their clients.

As a result, \$31 billion of local park and recreation agency operations spending expanded to nearly \$91 billion in total economic activity during 2015. That activity boosted real gross domestic product (GDP) by \$48.7 billion and supported more than 732,000 jobs that accounted for nearly \$34 billion in salaries, wages and benefits across the nation.

Further, local park and recreation agencies also invested an estimated \$23.2 billion on capital programs in 2015. The capital spending led to an additional \$63.6 billion in economic activity, a contribution of \$32.3 billion to GDP, \$21.3 billion in labor-related income and nearly 378,000 jobs.

Combining the impact of operations and capital spending finds the nation's local park and recreation agencies generated \$154.4 billion in economic activity in 2015, nearly \$81.1 billion in value added and more than 1.1 million jobs that boosted labor income by \$55.1 billion. Operations and capital spending by local and regional public park agencies generated over \$154 billion in economic activity and supported almost 1.1 million jobs in 2015.

2.2 WHAT THE RESULTS MEAN

These estimates of the economic impact generated from park and recreation agency spending come from an input-output model that estimates direct, indirect and induced effects of those expenditures.

- Direct Effects are the spending by local park and recreation agencies, whether for operations or capital programs, and include spending for equipment, utilities, goods, services and personnel.
- Indirect Effects capture the spending associated with local park and recreation agencies' vendors. An example is an agency contracting with a local company to spray for mosquitoes. The pest control company will need to hire employees, purchase pesticides and contract with a bookkeeping service. The bookkeeping service rents office space, hires workers, and purchases office supplies, etc.
- Induced Effects reflect the impact of consumer spending (from wages) by park and recreation agency employees and employees working for an agency's vendors.

The model estimates the total effects on output, labor income, value added and employment. Output is essentially a measure of the value of transactions. Labor income includes salaries, wages and benefits. Value added is the measure most equivalent to GDP and includes property income, dividends, corporate profits and other measures. Employment is the number of headcount jobs. The databases used to build the economic input-output model account for fulltime versus part-time employment in the relevant sectors of the economy.

2.3 ADDITIONAL ECONOMIC BENEFITS

Riverbank's Parks and Recreation Department generates additional economic benefits. While the figures presented in this report are significant, they represent only one aspect of the economic benefits of public parks, and consequently are conservative estimates of the full economic benefits of local parks and recreation.

Beyond the impact of local park and recreation agency spending, other critical economic contributions from public parks include:

- **Economic Development:** Parks and recreation improves the quality of life in communities and benefits the local economic development of a region. A recent survey notes that three-quarters of corporate executives' rate quality-of-life features as important factors when choosing a location for a headquarters, factory or other company facility.
- **Visitor Spending:** Many local park and recreation agency amenities spur tourism to their respective locales, generating significant economic activity, including (but not limited to) increased sales at local restaurants/bars and hotels. The August 2017 NRPA Park Pulse poll found that park and recreation amenities—such as beaches, parks, trails and secluded and relaxing places—are important to people when choosing a vacation destination.
- **Health and Wellness:** Parks and recreation promotes improved physical and mental health. This not only helps people feel better but can also help lower medical and insurance costs for those people taking advantage of those facilities and activities. Three in five respondents to the November 2017 NRPA Park Pulse poll indicate they would take up walking or jogging in local parks, trails or around their neighborhoods if advised by their doctors to be more physically active.
- **Conservation and Resiliency:** Park and recreation agencies' protection of land, water, trees, open spaces and wildlife improves air and water quality in communities. Through effective land management methods and green infrastructure investments, parks and recreation services make communities more resilient to natural disasters, reducing disaster recovery and insurance costs. Eighty-seven percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey agree that their local government and local park and recreation agency should make the needed investments to ensure their communities are more resilient to natural disasters.
- **Property Values:** Economic research has demonstrated consistently that homes and properties located near parklands have higher values than those farther away. Higher home values not only benefit the owners of these properties but, in many communities across the United States, add to the tax base of local governments. Eighty-five percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey seek high-quality park and recreation amenities when they are choosing a place to live.

2.4 SUMMARY

Park and recreation agencies advance our nation's communities in many ways. Not only are parks leading the way in terms of conservation, health and wellness and social equity, they are also engines of significant economic activity.

The powerful impact parks and recreation has on economic activity, when combined with the ability to deliver healthier and happier communities, highlights the fact that these offerings are not merely a "nice-to-have," luxury government service. Rather, parks and recreation facilities, programs and services are a critical aspect of what makes a City, City or County a vibrant and prosperous community.



CHAPTER THREE - COMMUNITY PROFILE

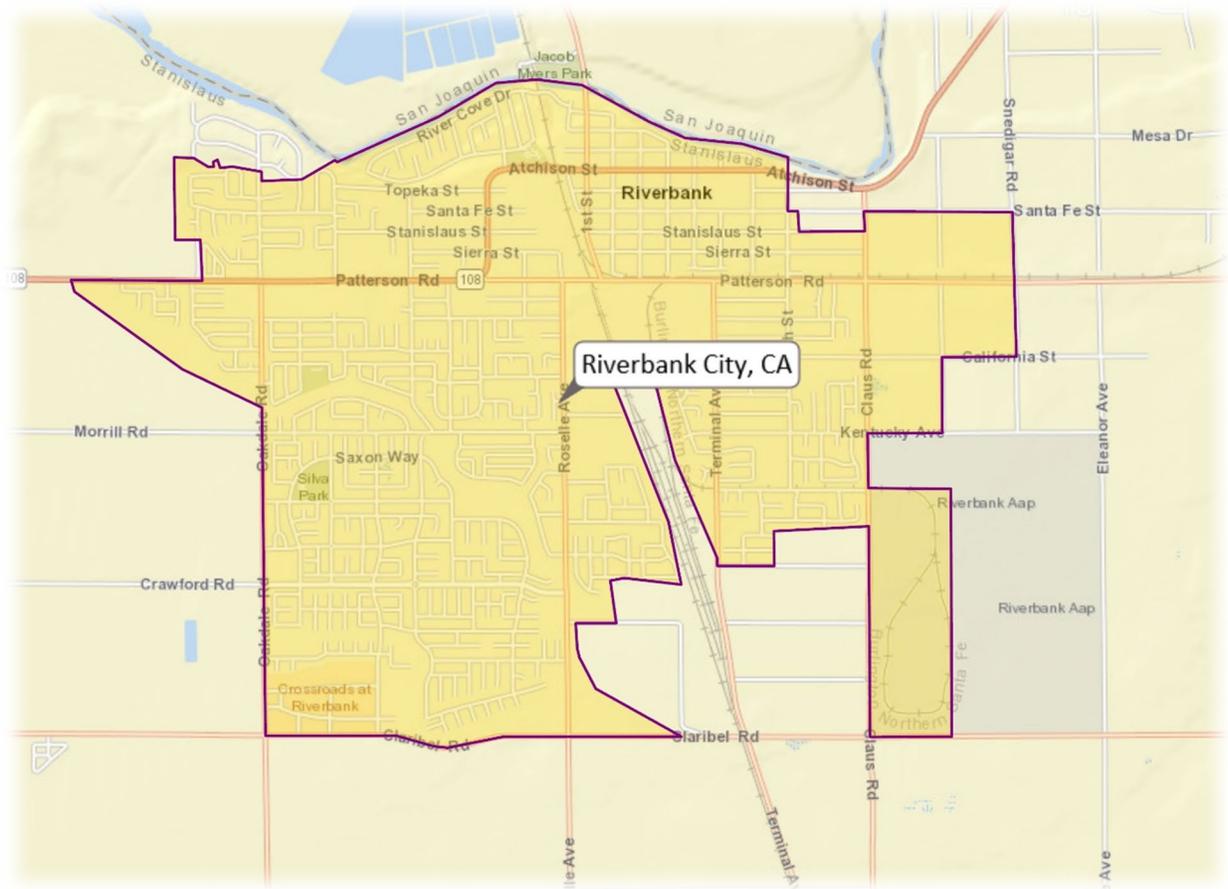
3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of Riverbank, California. This analysis reflects the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

Future projections are all based on historical patterns. Unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2020 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2020 and 2025 as obtained by ESRI and the City of Riverbank. Straight line linear regression was utilized for projected 2030 and 2035 demographics. This information will help support the development of the Parks and Recreation Master Plan Update.



3.3 RACE AND ETHNICITY DEFINITIONS

The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis as follows:

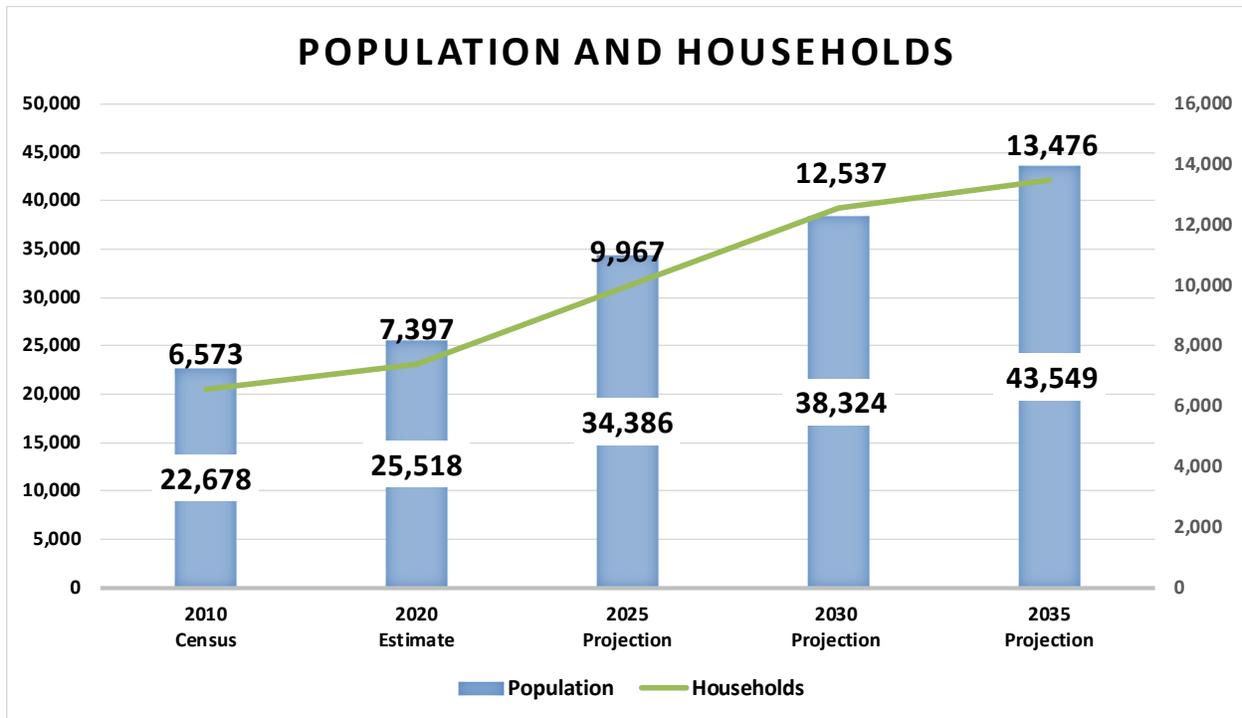
- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - 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
- Some Other Race - Includes all other responses not included in the "White", "Black or African American", "American Indian and Alaska Native", "Asian" and "Native Hawaiian and Other Pacific Islander" race categories described above.
- Two or more races - People may have chosen to provide two or more races either by checking two or more race responses
- 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



3.4 RIVERBANK POPULACE

3.4.1 POPULATION

The City’s population has experienced a growing trend in recent years and is estimated at 25,518 individuals in 2020. Projecting ahead, the total population is expected to continue to grow aggressively due to annexation over the next 15 years. Based on predictions through 2035, the City is expected to have 43,549 residents living within 13,476 households.

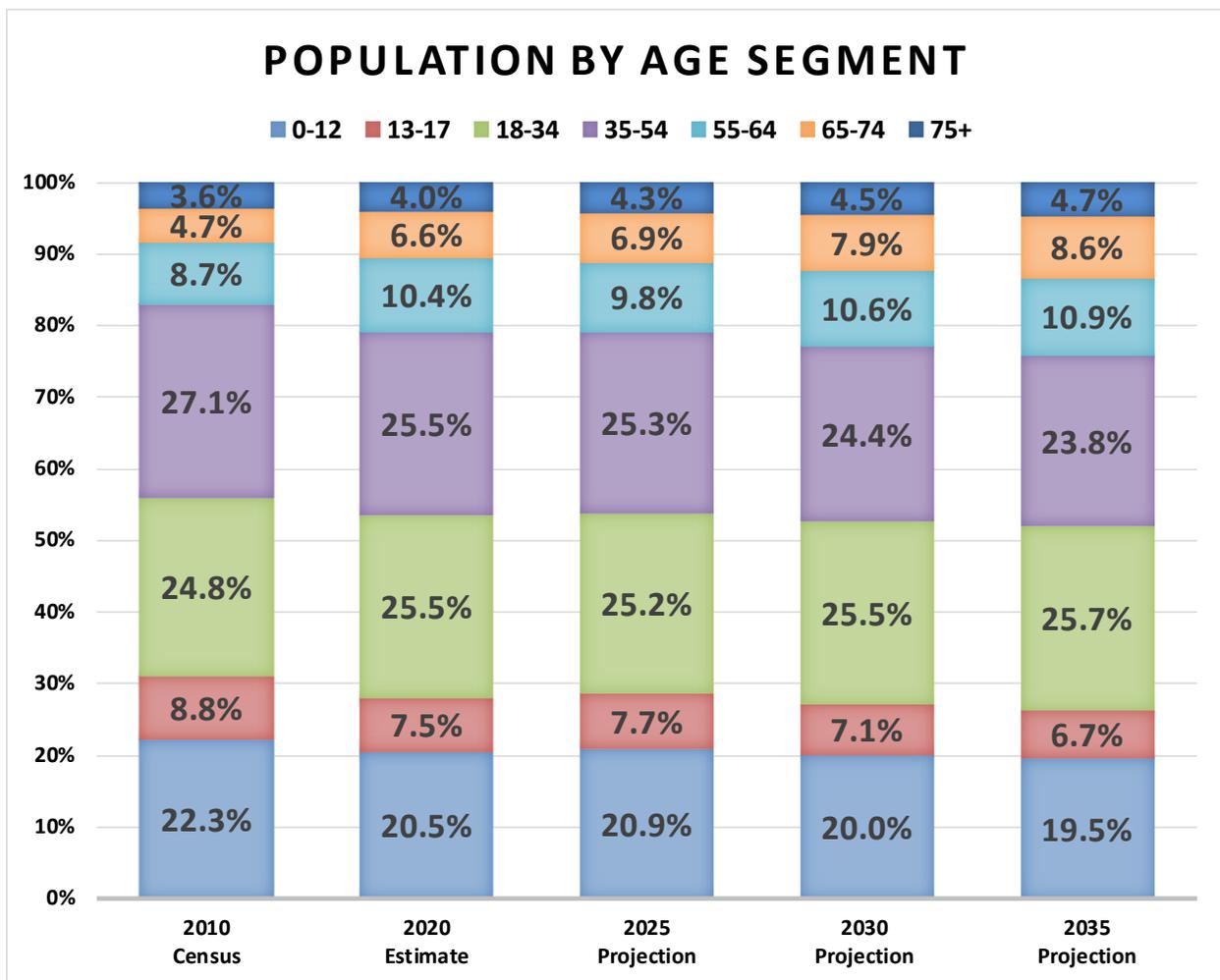


3.4.2 AGE SEGMENT

Evaluating the population by age segments, the City exhibits a balanced distribution among the major age segments. Currently, the largest grouping of age segments is the 0-17 segment, making up 28% of the population.

The overall age composition of the population within the City is projected to undergo an aging trend while still remaining balanced. Over the next 15 years, the 0-17 age segment, which currently is the largest age segment in Riverbank, will decrease by 2.8% while those who are 55 and older are projected to increase by 3.2%, making up 24.1% of the population by 2035. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

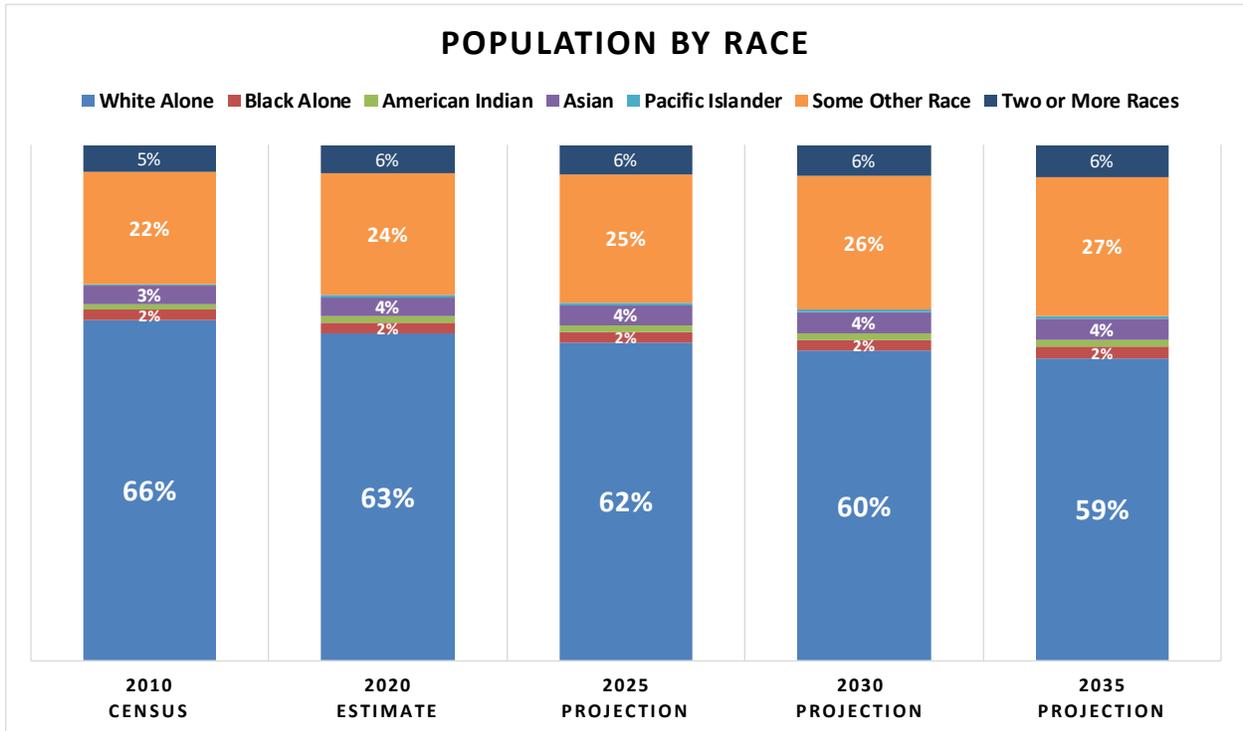
Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the City should evaluate recreation experiences that would cater to active adults who are 55-64, 65-74, and 75+ age segments.



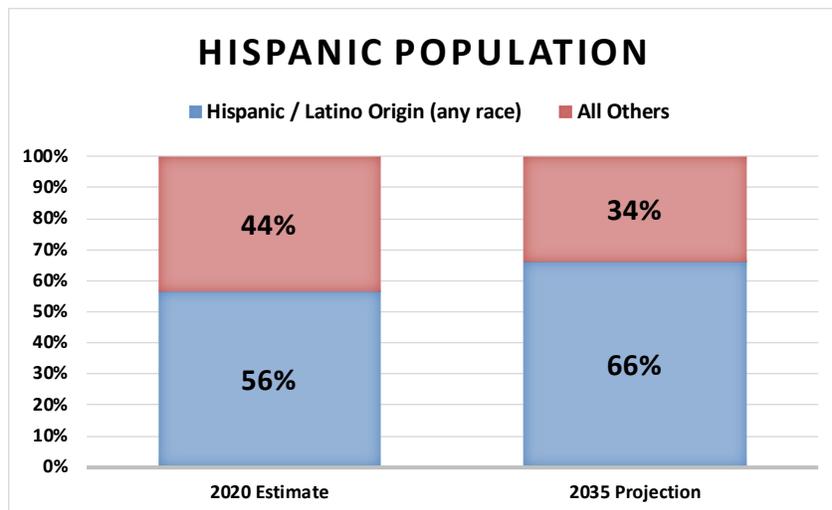


3.4.3 RACE AND ETHNICITY

In analyzing race, the City’s current population is diverse. The 2020 estimates show that 63% of the City’s population falls into the White Alone category, while the Some Other Race category (24%) represents the largest minority. The predictions for 2035 project that the City’s population by race will diversity even more with a decrease in the White Alone population by approximately 4% while the Some Other Race Category will increase by 3%.

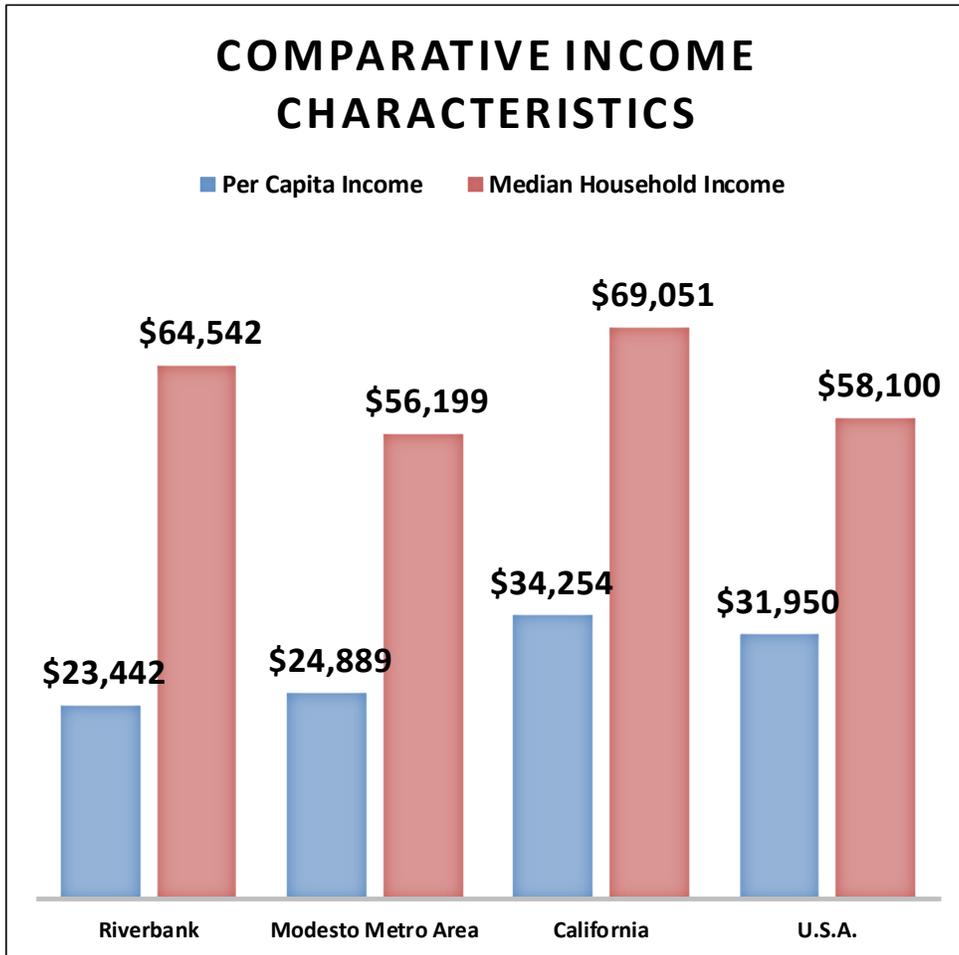


Based on the 2020 estimate, those of Hispanic/Latino origin represented 41% of the City’s total population. The Hispanic/Latino population is expected to experience a significant increase to 48% by 2035.



3.4.4 HOUSEHOLDS AND INCOME

The City’s per capita income level is in-line with the Modesto Metro Area but below that of state and national averages. The City’s median household income levels are higher than both the Modesto Metro Area and national averages, but lower than that of the state.





3.5 RIVERBANK DEMOGRAPHIC IMPLICATIONS SUMMARY

The following implications are derived from the analyses provided above.

POPULATION

- The population is increasing and is projected to experience 82% population growth over the next 15 years.
- With a fast-growing population due to annexation, park and recreation services will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.

AGE SEGMENTATION

- Riverbank currently has a very broad and balanced age segmentation with the largest group being 0-17.
- Over the next 15 years, the 0-17 age segment, which currently is the largest age segment in Riverbank, will decrease by 2.8% while those who are 55 and older are projected to increase by 3.2%, making up 24.1% of the population by 2035.
- This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.
- This is significant as providing access to services and programs will need to be focused on multitude of age segments simultaneously as age segmentation is a strong determinant of recreational preferences.
- Equal distribution across all age segments will require the City to continue to provide programs, services, parks and facilities that appeal to all residents of the community.

RACE AND ETHNICITY

- A diverse and diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.

HOUSEHOLDS AND INCOME

- With median and per capita household income averages at or below, local state and national averages, it is important for the City to prioritize providing offerings that are first class with exceptional customer service while modestly seeking opportunities to create revenue generation.

3.6 NATIONAL RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well 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, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

3.6.1 METHODOLOGY

The Sports & Fitness Industry Association's (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 five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

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

In 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.



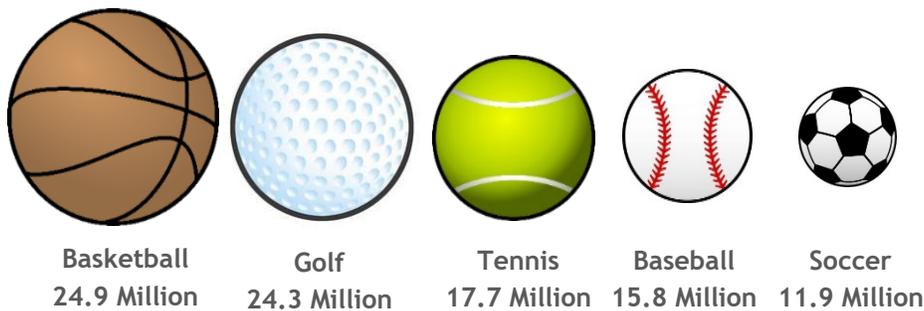
3.7 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

3.7.1 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), 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 Outdoor 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 5-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 have increased drastically (84.7%) as a 5-year trend. Using Golf Entertainment has a new alternative to breathe life back into the game of golf.



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. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), 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; with Boxing for Competition (8.2%), Golf- Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participate over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in 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 and Softball -Fast Pitch have increased core participation, while less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base.

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%)	



3.7.2 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 Group Cycling (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 all have a strong core users base (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 having 48% or greater core users.

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%)	



3.7.3 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 Mountain Bicycling (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 with a Recreation Vehicle (-3.5%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in.

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%)	



3.7.4 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.



**Swimming
(Fitness)
28.2 Million**



**Aquatic
Exercise
11.2 Million**



**Swimming
(Competition)
2.8 Million**

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 Competition Swimming (4.1%).

ONE-YEAR TREND

From 2018-2019, Competitive Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

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 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years.

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%)	

3.7.5 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 a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.4 Million



Canoeing
9.0 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 Recreational Kayaking (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

Similarly, to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. 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 sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years.



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%)	

3.8 NON-PARTICIPANT INTEREST BY AGE SEGMENT

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

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



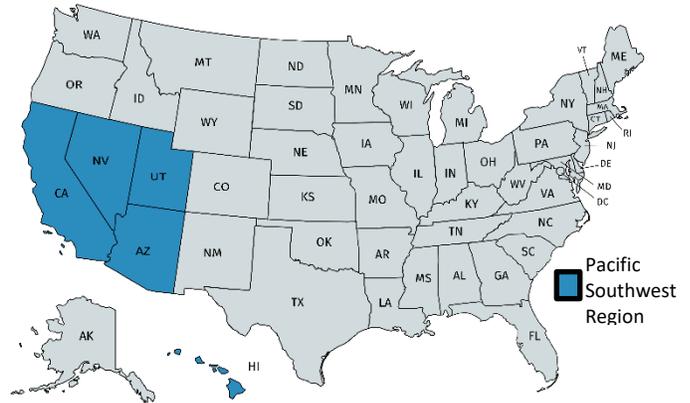


3.9 NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (PACIFIC SOUTHWEST REGION)

NRPA’s *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2019.

The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

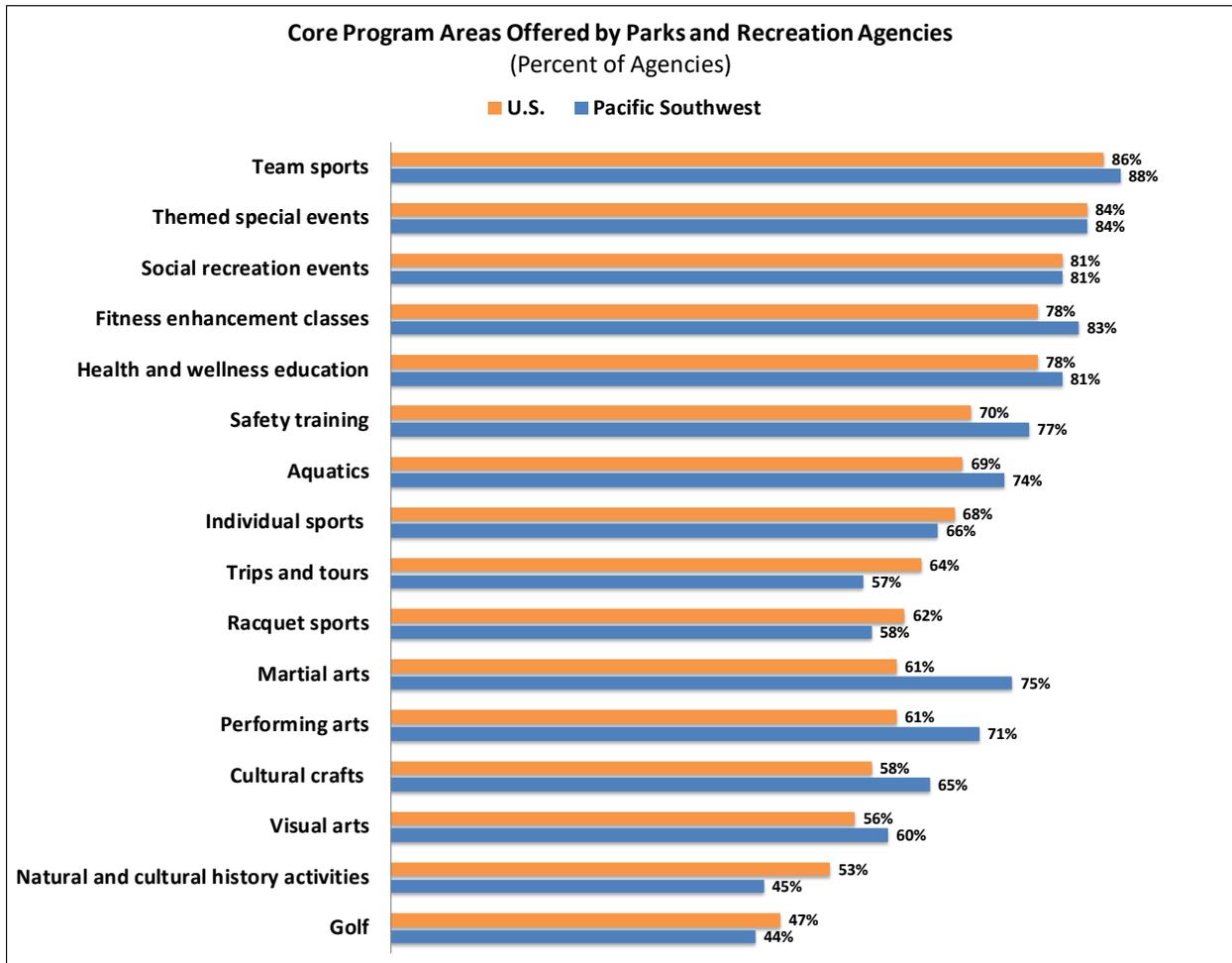


According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below.

When comparing Pacific Southwest agencies to the U.S. average, team sports, themed special events, social recreation events, fitness enhancement classes, and health and wellness education 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)	
U.S. (% of agencies offering)	Pacific Southwest Region (% of agencies offering)
<ul style="list-style-type: none"> • Team sports (86%) 	<ul style="list-style-type: none"> • Team sports (88%)
<ul style="list-style-type: none"> • Themed special events (84%) 	<ul style="list-style-type: none"> • Themed special events (84%)
<ul style="list-style-type: none"> • Social recreation events (81%) 	<ul style="list-style-type: none"> • Fitness enhancement classes (83%)
<ul style="list-style-type: none"> • Fitness enhancement classes (78%) 	<ul style="list-style-type: none"> • Social recreation events (81%)
<ul style="list-style-type: none"> • Health and wellness education (78%) 	<ul style="list-style-type: none"> • Health and wellness education (81%)

In general, Pacific Southwest park and recreation agencies offered programs at a slightly higher rate than the national average. Based on a discrepancy threshold of 5% or more, Pacific Southwest agencies are offering fitness enhancement classes, safety training, aquatics, martial arts, performing arts, and cultural crafts at a higher rate than the national average. Contradictory, the Pacific Southwest Region is trailing the national average in regards to trips and tours and natural and cultural history activities. A complete comparison of regional and national programs offered by agencies can be found below.





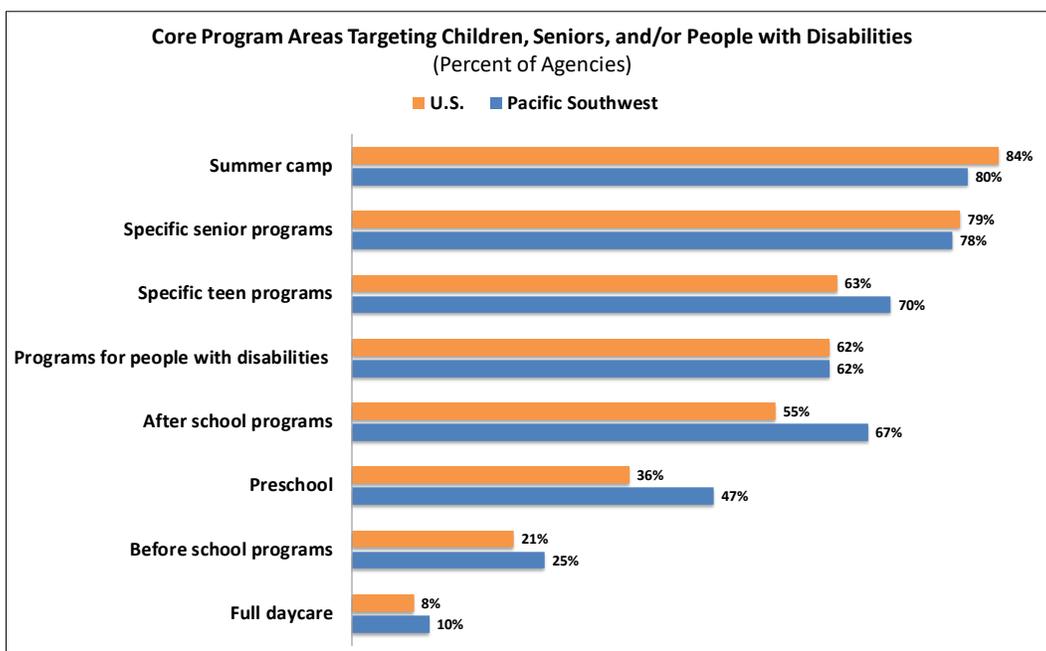
3.9.1 TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Pacific Southwest Region (% of agencies offering)
<ul style="list-style-type: none"> • Summer camp (84%) 	<ul style="list-style-type: none"> • Summer camp (80%)
<ul style="list-style-type: none"> • Senior programs (79%) 	<ul style="list-style-type: none"> • Senior programs 78%)
<ul style="list-style-type: none"> • Teen programs (63%) 	<ul style="list-style-type: none"> • Teen programs (70%)

Agencies in the Pacific Southwest tend to offer targeted programs at a significantly higher rate than the national average. This is especially evident when looking at specific teen programs, after school programs, and preschool school programs. A complete comparison of regional and national programs offered by agencies can be found below.



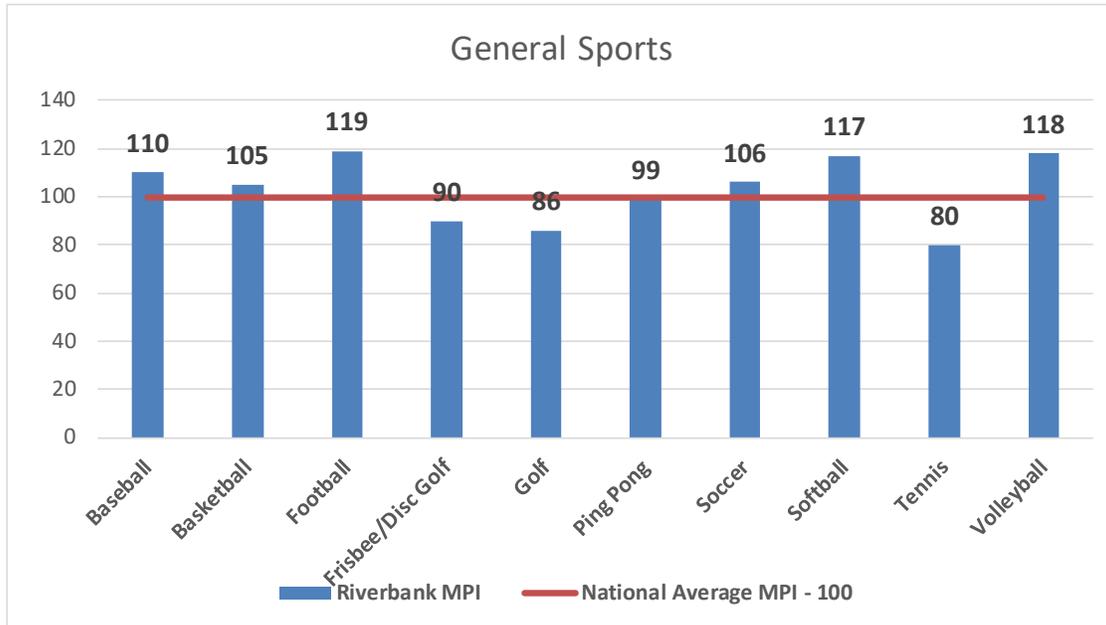
3.10 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City and its surrounding City of Riverbank. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The City is compared to the national average in three (3) categories - general sports, fitness and outdoor activity.

Overall, Riverbank demonstrates average to below average market potential index (MPI) numbers. Looking at the three categories (general sports, fitness and outdoor activity), even though they each have a few activities with MPI scores at or above the national averages, a majority of the activities' MPI scores are below 100+. These overall MPI scores show that Riverbank has below average participation rates when it comes to recreational activities. This becomes significant for when the City considers building new facilities or starting up new programs; giving them a strong tool to estimate resident attendance when utilized in combination of other data points.

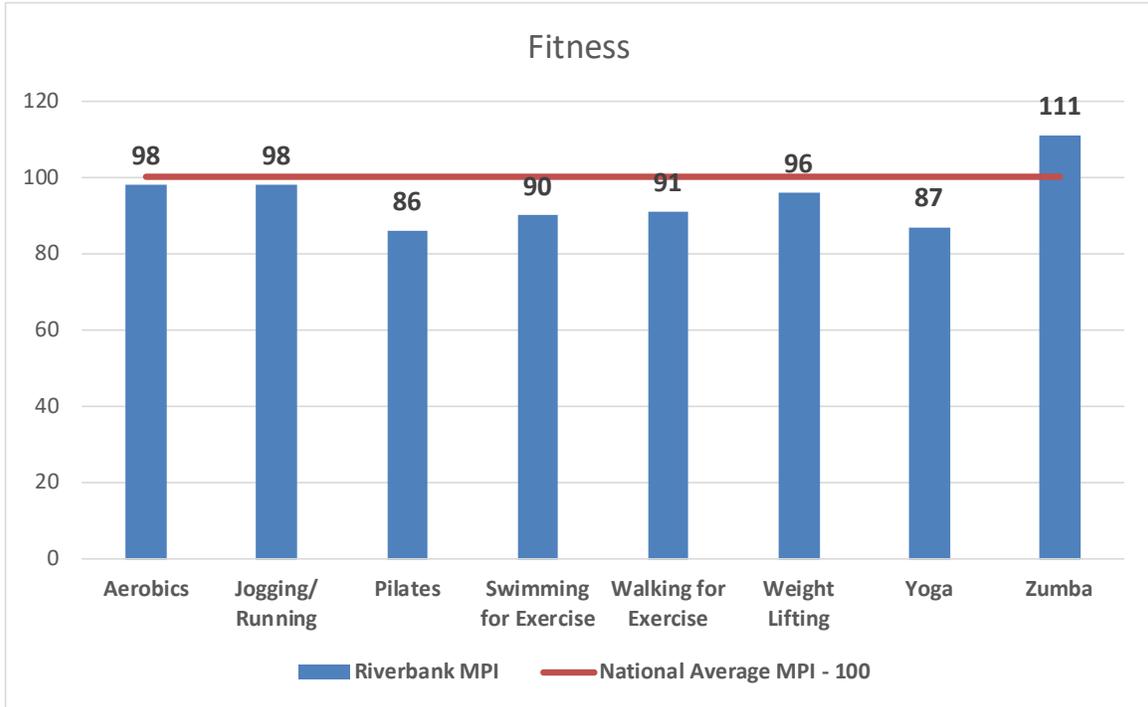
High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the City will actively participate in offerings provided by the City.

3.10.1 GENERAL SPORTS MPI

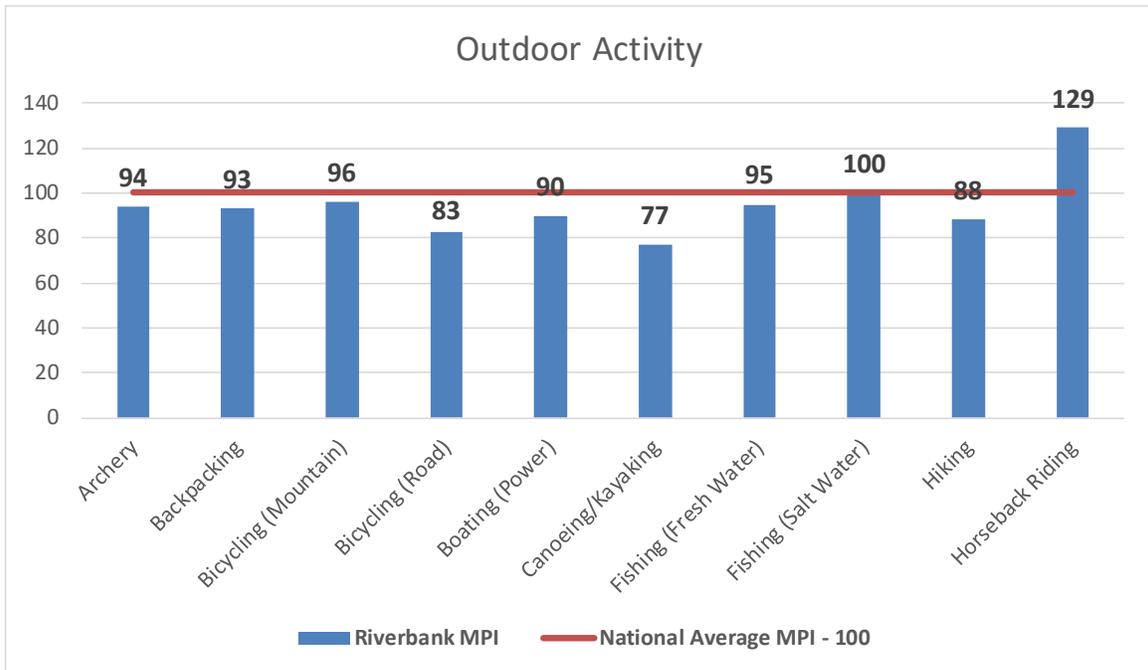




3.10.2 GENERAL FITNESS MPI



3.10.3 OUTDOOR ACTIVITY MPI



3.11 TRENDS SUMMARY

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

- Basketball remained the most popular sport nationally while football is the most popular sport locally.
- Nationally, pickleball has emerged as the overall fastest growing sport offered at by local park and recreation agencies and it has made its presence felt in Riverbank.
- Tackle football and touch football are losing participants nationally, however participation remains strong in Riverbank.
- All listed aquatic activities have experienced strong participation growth over the last five years, both locally and nationally though competition swimming has seen a decrease in the last year.
- Fitness walking remained the most popular fitness activity nationally and will likely grow in popularity in Riverbank as the trail system expands over the next 10 years.
- Outdoor recreational activities are on the rise nationally. Hiking is extremely popular both nationally and locally.
- Based on national measurements, income level has a negative impact on inactivity rate. Lower income households tend to have higher inactivity rate.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.
- Ownership of health and fitness tracking devices has increased in recent years.



CHAPTER FOUR - COMMUNITY NEEDS ASSESSMENT

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

4.1 QUALITATIVE INPUT SUMMARY

In the spring and summer of 2019, the consultant team conducted a series of focus group, stakeholder and public meetings, in partnership with Riverbank staff, that included, but wasn't limited to, representatives from various stakeholder groups, including Riverbank Unified School District, business owners, athletic organizations, the Army Corps of Engineers, Friends of Jacob Myers Park and the development community. The results of these focus group discussions were condensed to a series of key themes that emerged.

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

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

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

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.
- The further development of Jacob Myers Park can potentially serve as an economic catalyst.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Opportunities exist to, in part, help meet the recreational needs of the community, in partnership with the development community given recent annexation, the Riverbank Unified School District and the Army Corps of Engineers and the Friends of Jacob Myers Park.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.

ADVOCACY AND AWARENESS

- Increased and targeted Communication/Marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Multiple funding strategies are required to meet the needs of the community.
- Securing funding through Prop 68 and other grant programs will be critical for funding park development over the next 10 years.
- Sustainable funding for park maintenance, park renovations and lifecycle replacement.





4.2 STATISTICALLY VALID SURVEY

4.2.1 OVERVIEW

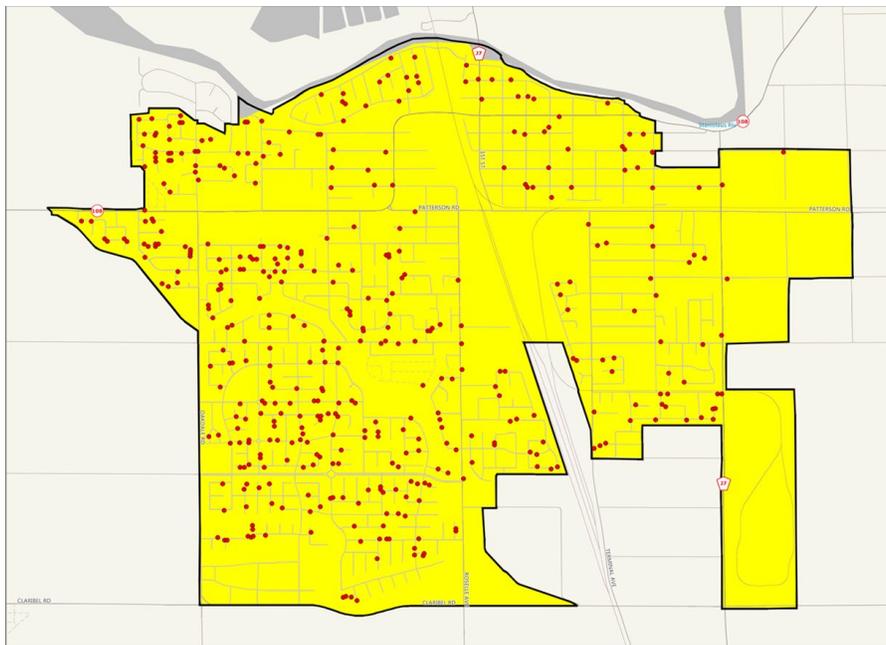
ETC Institute administered a needs assessment survey for Riverbank during the fall of 2019. The survey was administered as part of the City's Parks and Recreation Master Plan for their residents. The survey results will aid Riverbank in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

4.2.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Riverbank. 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 on-line.

A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Riverbank from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line 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 on-line survey was not counted.

The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 421 households completing the survey. The overall results for the sample of 421 households have a precision of at least +/-4.8% at the 95% level of confidence. The following scatterplot graph indicates where completed surveys were received from residents in Riverbank.



The major findings of the survey are summarized below and on the following pages. Complete survey results are provided as a separate document.

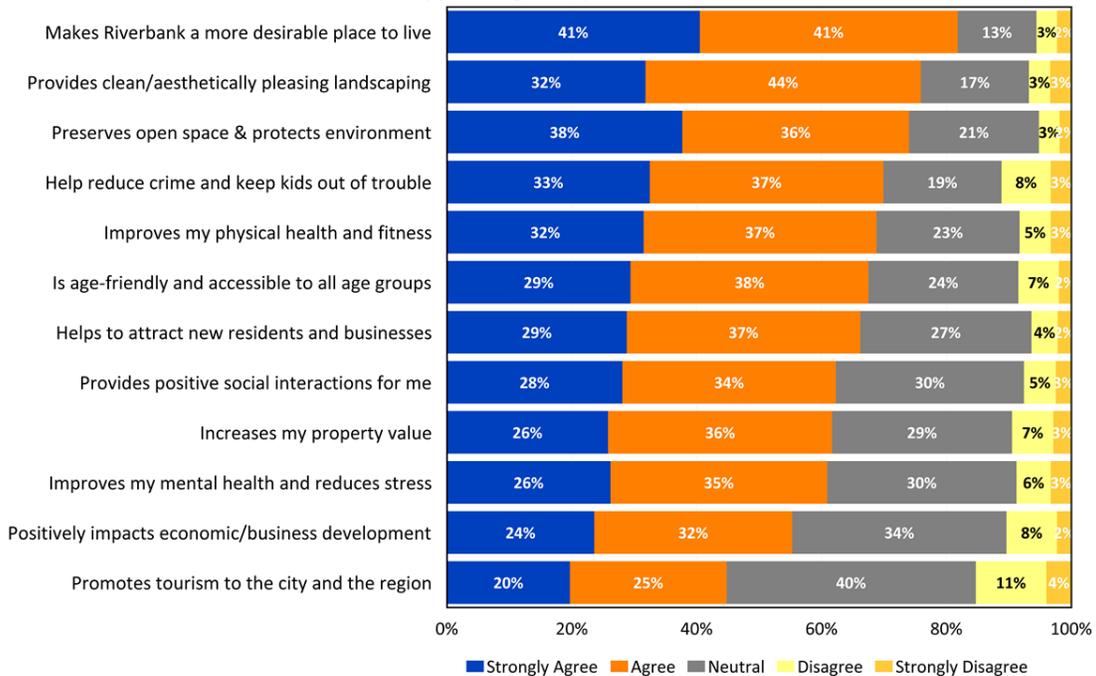
4.2.3 AGREEMENT WITH THE BENEFITS OF PARKS AND RECREATION

Respondents were asked to indicate their level of agreement with the benefits of Riverbank’s Recreation system.

- Eighty-seven percent (82%) indicated that the system Makes Riverbank a More Desirable Place to Live.
 - Other benefits most agreed with include:
 - Provides Clean/Aesthetically pleasing Landscaping (76%).
 - Preserves Open Space and Protects the Environment (74%).
 - Helps to Reduce Crime (70%).
 - Improves My Physical Health and Fitness (69%).
 - Is Age-Friendly to All People (67%).
 - Helps to Attract New Residents and Businesses (67%).
 - Provides Positive Social Interactions for Me (66%).
 - Increases My Property Value (62%).

Q5. Agreement With Various Statements Concerning Potential Benefits of the Parks and Recreation System

by percentage of respondents



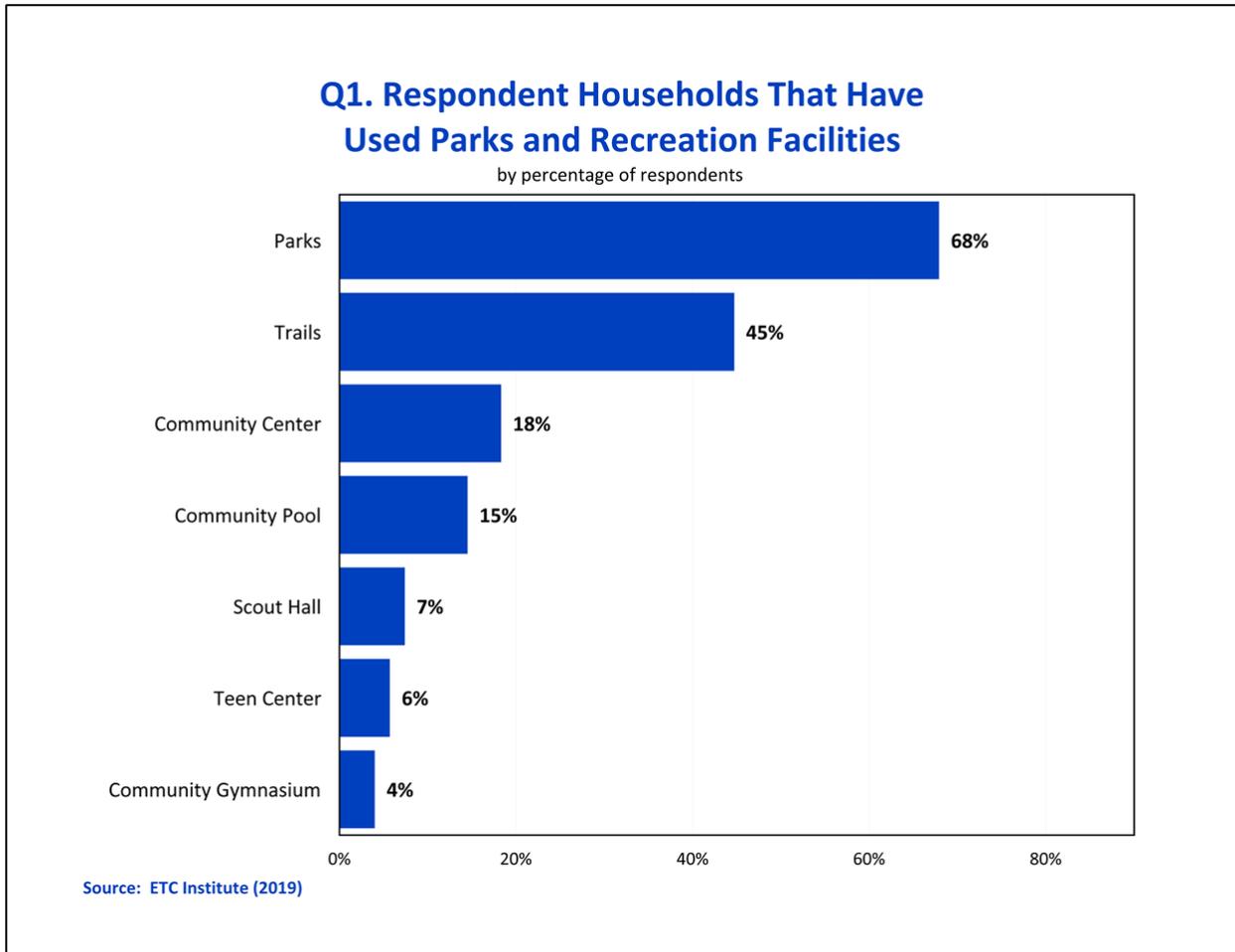
Source: ETC Institute (2019)



4.2.4 PARK AND FACILITY UTILIZATION AND CONDITION RATINGS

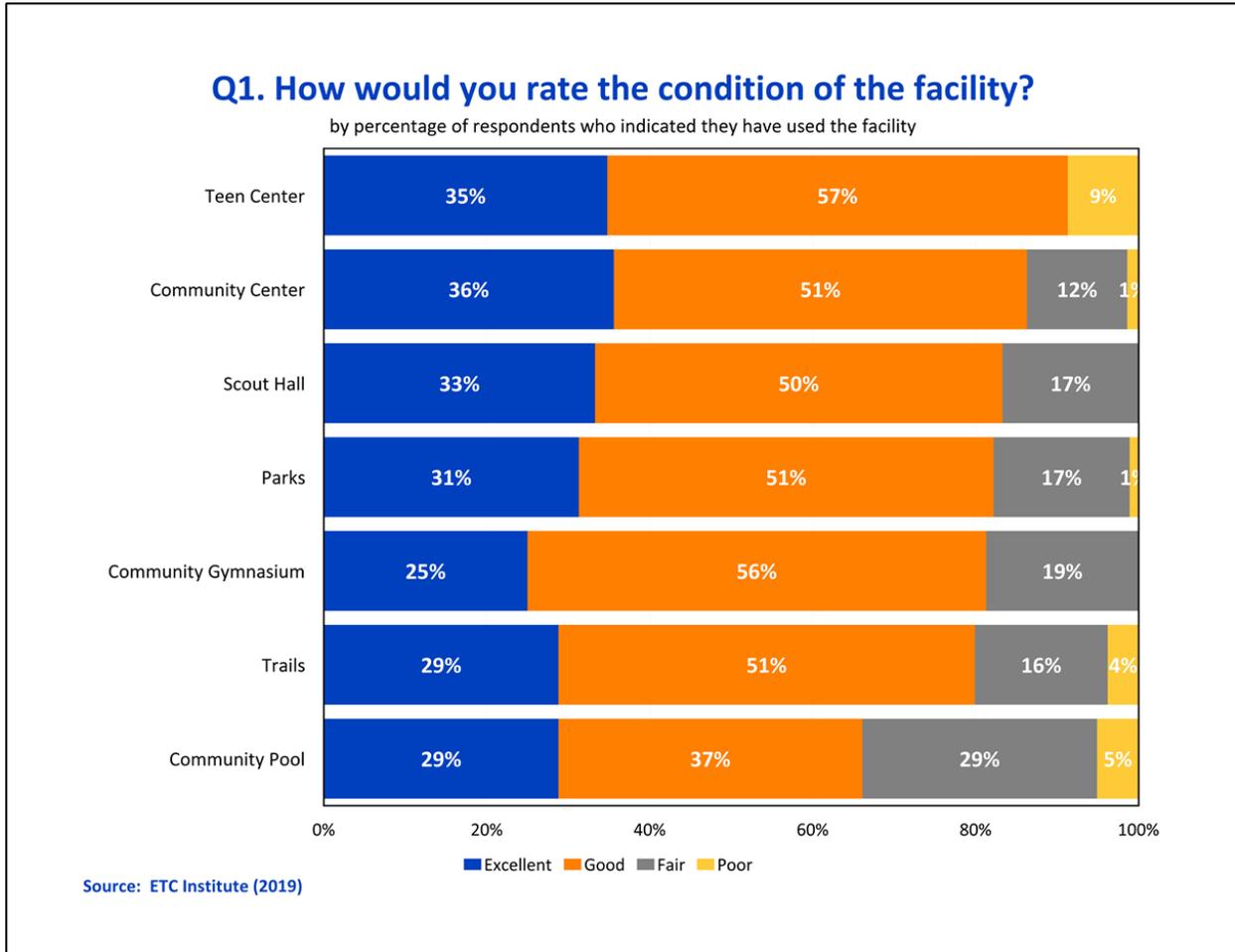
- **Utilization:**
 - Eighty-eight percent (68%) of households used parks and 45% used trails over the past 12 months.

The national benchmark for park and trail utilization is 76%.



- **Condition Ratings of Parks:**
 - Twenty-nine percent (29%) of households rated the condition of the parks and facilities as excellent.

The national benchmark for excellent is 29%.

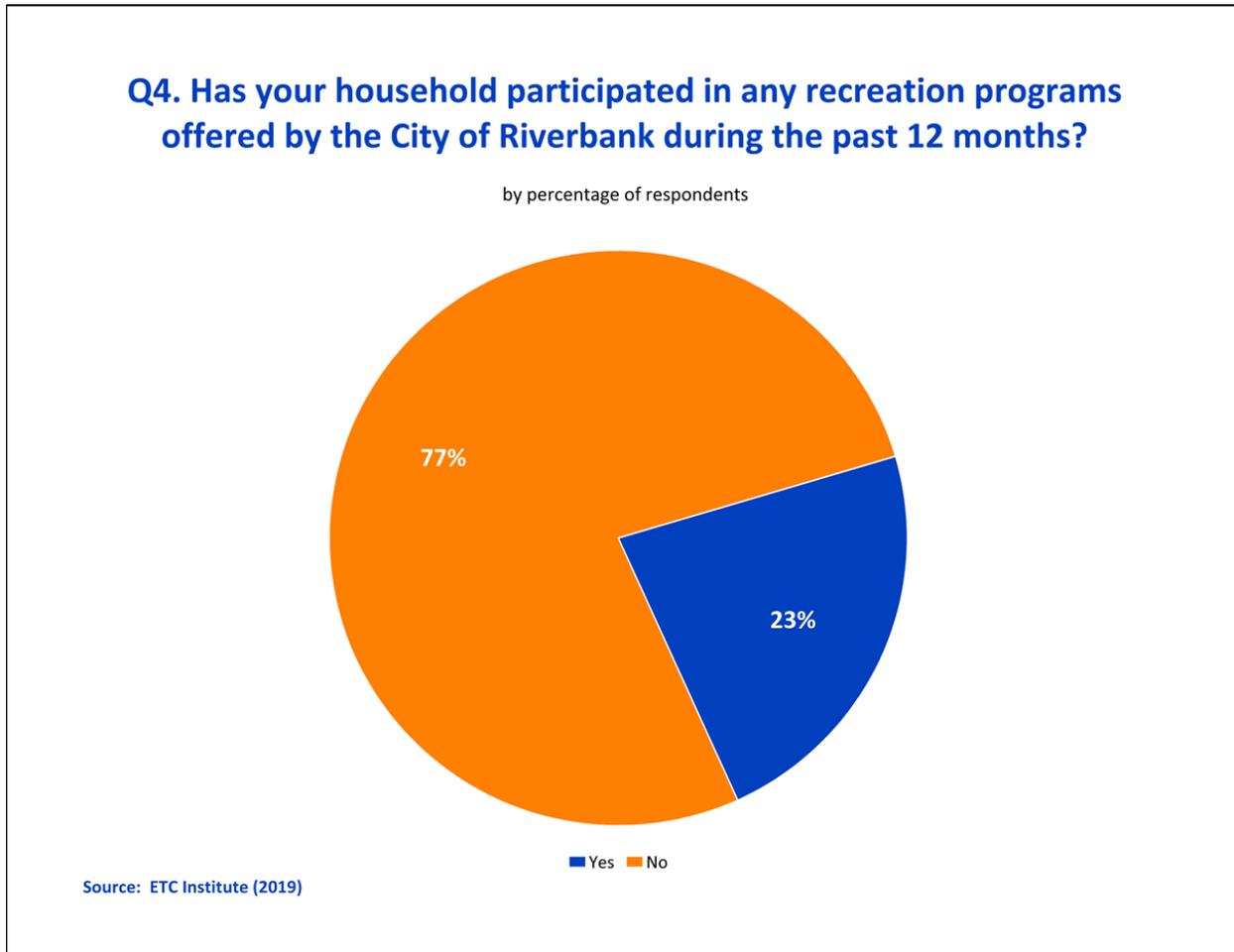




4.2.5 PROGRAM PARTICIPATION AND QUALITY RATINGS

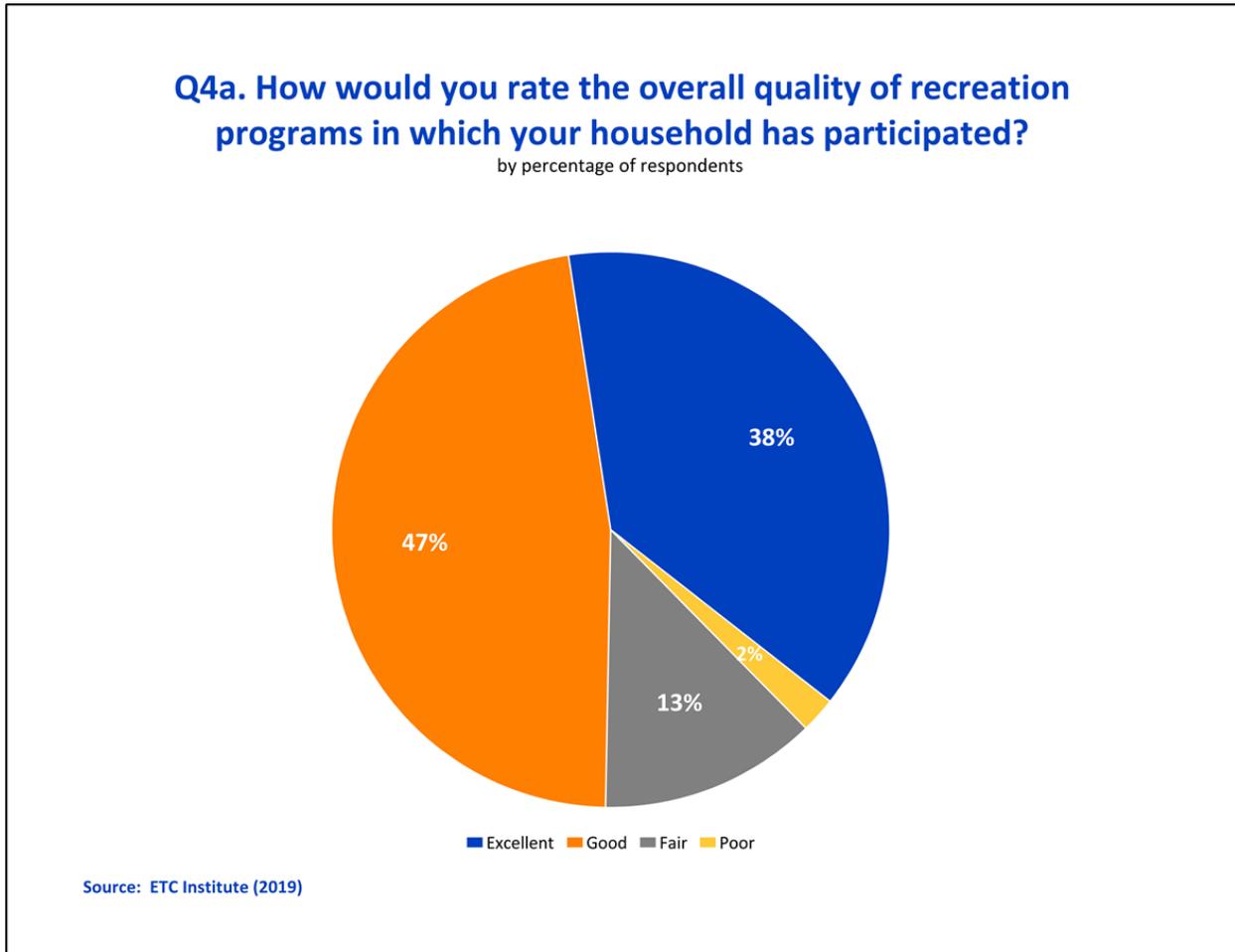
- **Program Participation and Ratings:**
 - Twenty-three percent (23%) of households participated in Riverbank Parks and Recreation Department programs and services over the past 12 months.

The national benchmark for program participation is 33%.



- Program Quality:
 - Of households who participated in programs, 38% rated the programs as “excellent”.

The national benchmark for excellent is 33%.



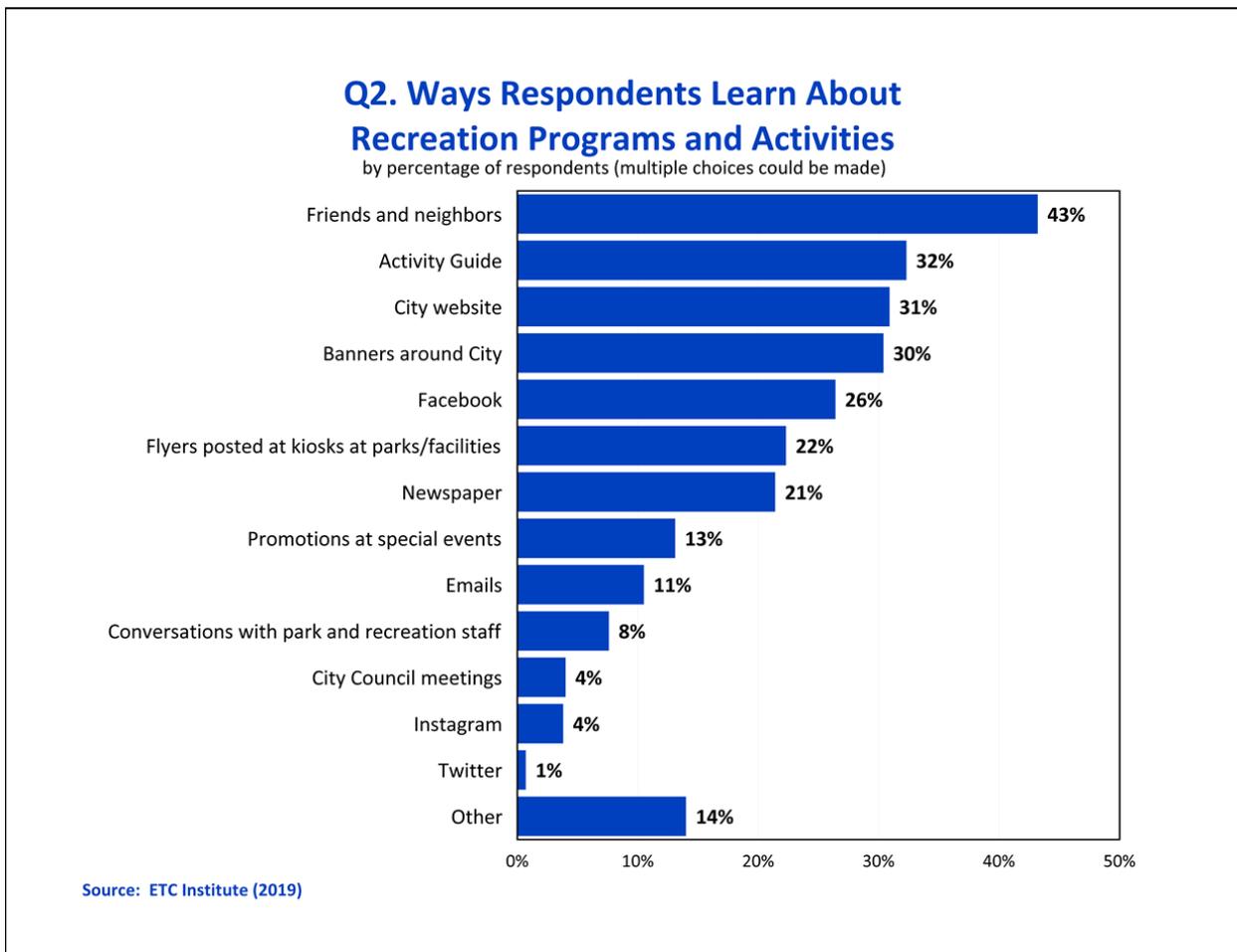


4.2.6 WAYS HOUSEHOLDS CURRENTLY LEARN ABOUT PROGRAMS AND ACTIVITIES

- From Friends and Neighbors Was the Most Utilized Source of Information When Learning About Program and Activity Offerings.
 - Forty-three percent (43%) of households indicated they utilize Friends and Neighbors as an information source.
 - Other most used sources include:
 - Activity Guide (32%).
 - City Website (31%).
 - Banners around the City (30%).
 - Facebook (37%).

The national benchmark for from friends and neighbors is 43%.

The national benchmark for website is 31%.

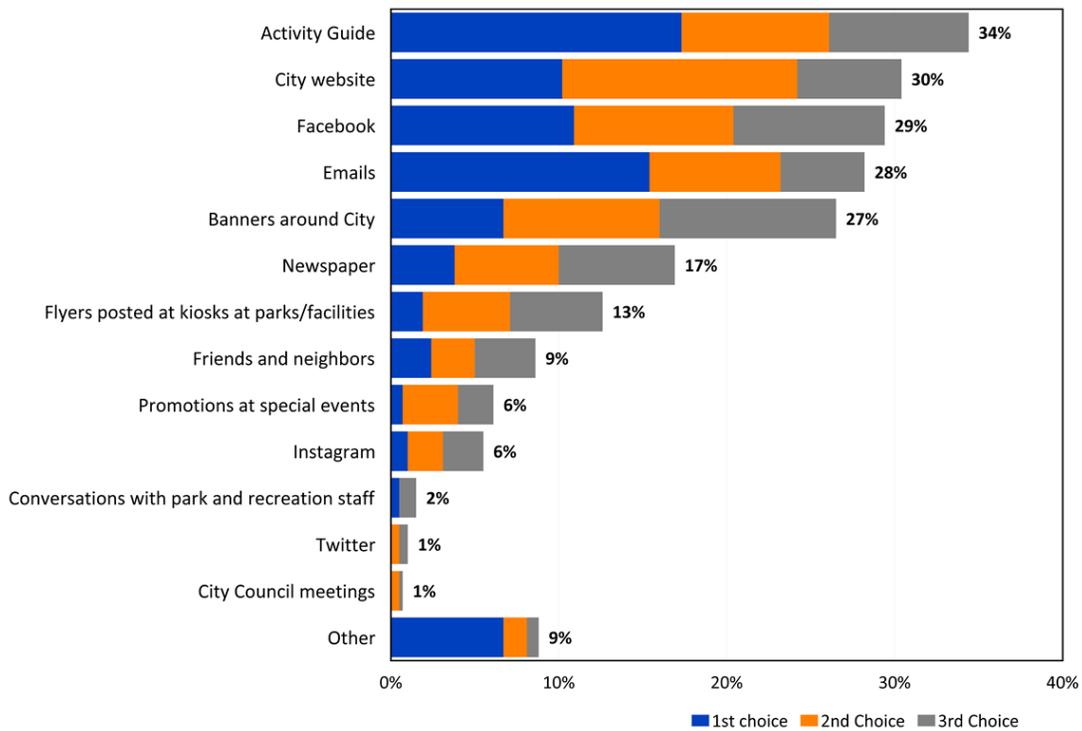


4.2.7 WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- **Activity Guide Was the Most Preferred Source of Information When Learning About Program and Activity Offerings.**
 - Thirty-four percent (34%) of households indicated they would prefer to continue to receive parks and recreation information source via the Activity Guide.
 - Other most preferred sources include:
 - City Website (30%).
 - Facebook (29%).
 - Emails (28%).
 - Banners Around the City (27%).

Q3. Methods of Communication Respondent Households Most Prefer

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



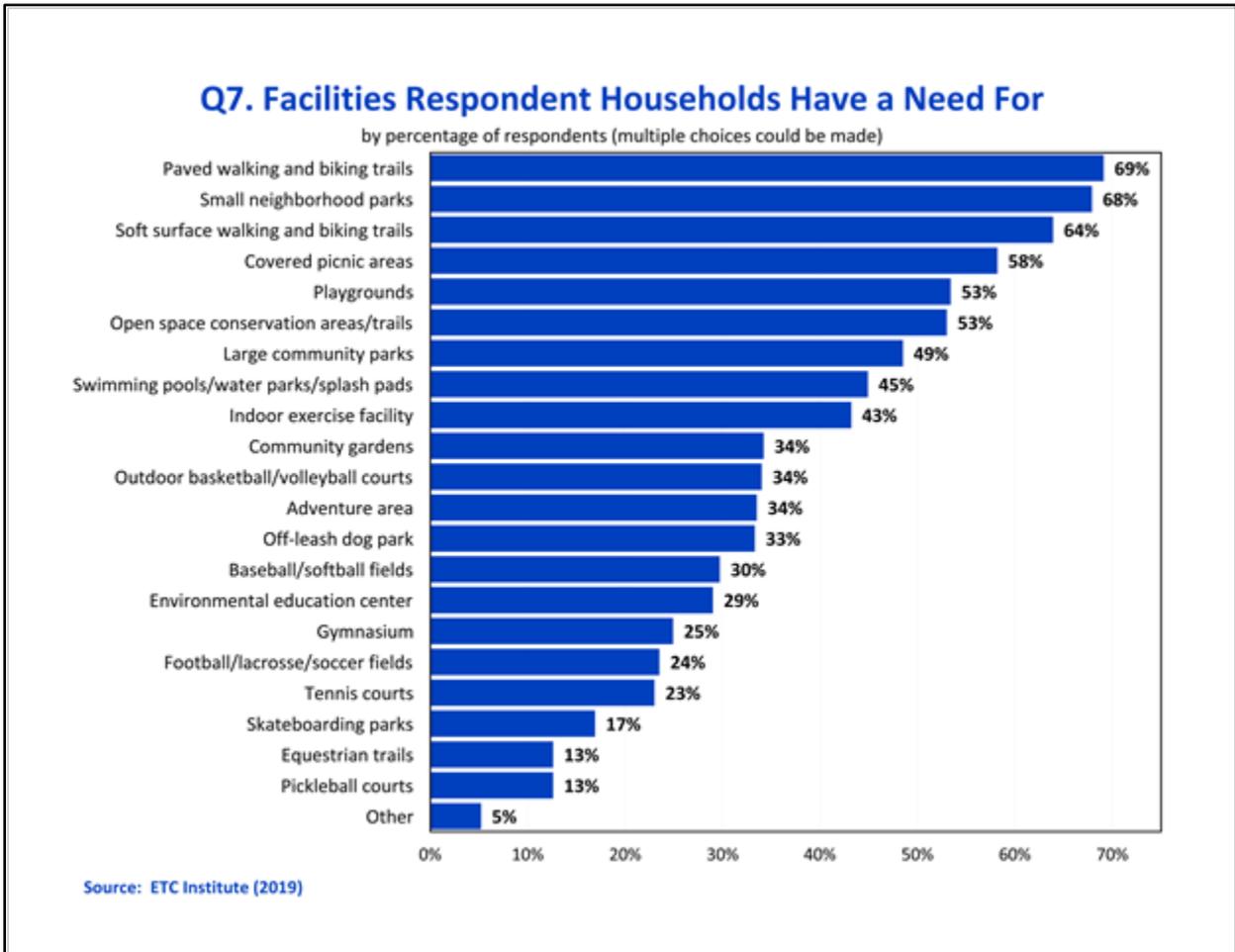
Source: ETC Institute (2019)



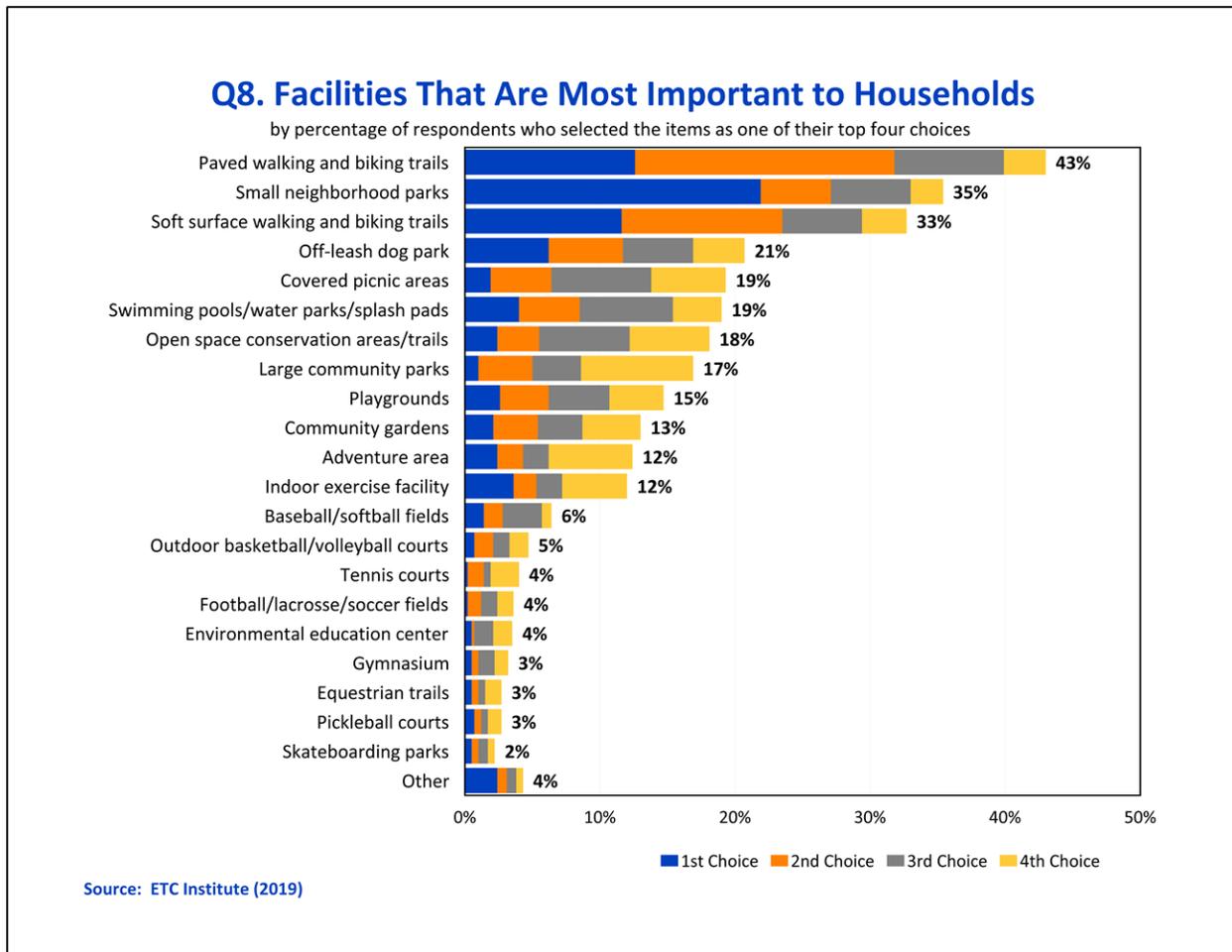
4.2.8 FACILITY IMPORTANCE AND UNMET NEEDS

Respondents were asked to indicate from a list of facilities/amenities whether or not they had a need. If the respondent indicated a need for the facility, they were then asked to rate how well their needs were being met.

- **Facility Needs:**
 - Sixty-nine percent (69%) indicated a need for paved walking and biking trails.
 - Other most needed facilities include:
 - Small Neighborhood Parks (multi-use paved) (68%).
 - Soft Surface Walking and Biking Trails (64%).
 - Covered Picnic Areas (58%).
 - Playgrounds (53%).
 - Open Space Conservation Areas/Trails (53%).



- **Facility Importance:**
 - Based on the sum of respondents' top four choices, 43% indicated Paved Walking and Biking Trails were the most important to their household.
 - Other most important facilities include:
 - Small Neighborhood Parks (35%).
 - Soft Surface Walking and Biking Trails (33%).



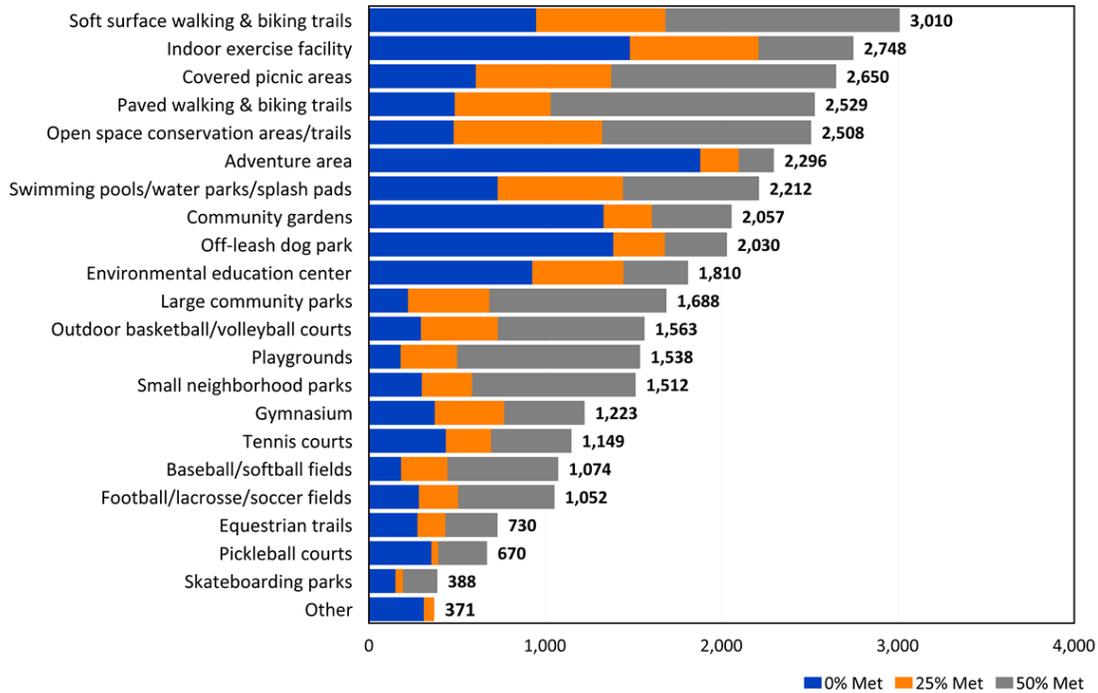


• **How Well Household Needs Are Being Met for Facilities:**

- Based on the number of households who indicated their needs were only being met 50% or less, 3,010 households (or 40%) indicated an unmet need for Soft Surface Walking and Biking Trails.
- Other unmet needs include:
 - Indoor Exercise Facility (2,748 households or 37%).
 - Covered Picnic Areas (2,650 households or 35%).
 - Paved Walking and Biking Trails (2,529 households or 34%).
 - Open Space Conservation Areas/Trails (2,508 households or 33%).
 - Adventure Area (2,296 households or 31%).
 - Swimming Pools/Water Parks/Splash Pads (2,212 households or 30%).

Q7-3. Estimated Number of Households Whose Needs for Parks/Facilities Are Being Met 50% or Less

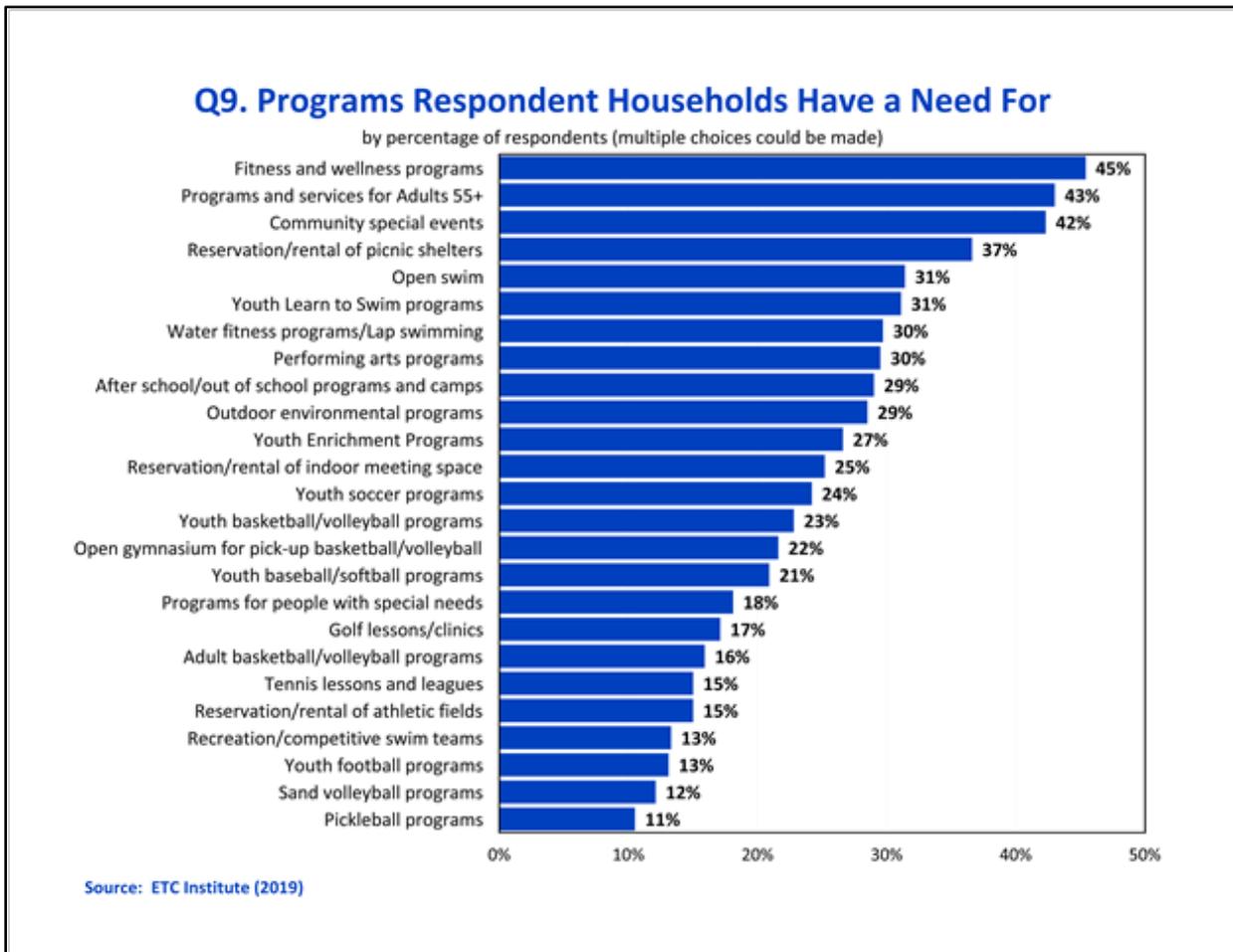
by number of households based on an estimated 7,500 households in Riverbank



Source: ETC Institute (2019)

4.2.9 PROGRAM NEEDS, UNMET NEEDS AND IMPORTANCE

- **Recreation Program Needs:**
 - Forty-five percent (45%) of households indicated a need for Fitness and Wellness Programs. 7
 - Other most needed programs include:
 - Programs and Services for Adults 55+ (43% of households).
 - Community Special Events (42% of households).
 - Reservation/Rental of Picnic Shelters (37% of households).



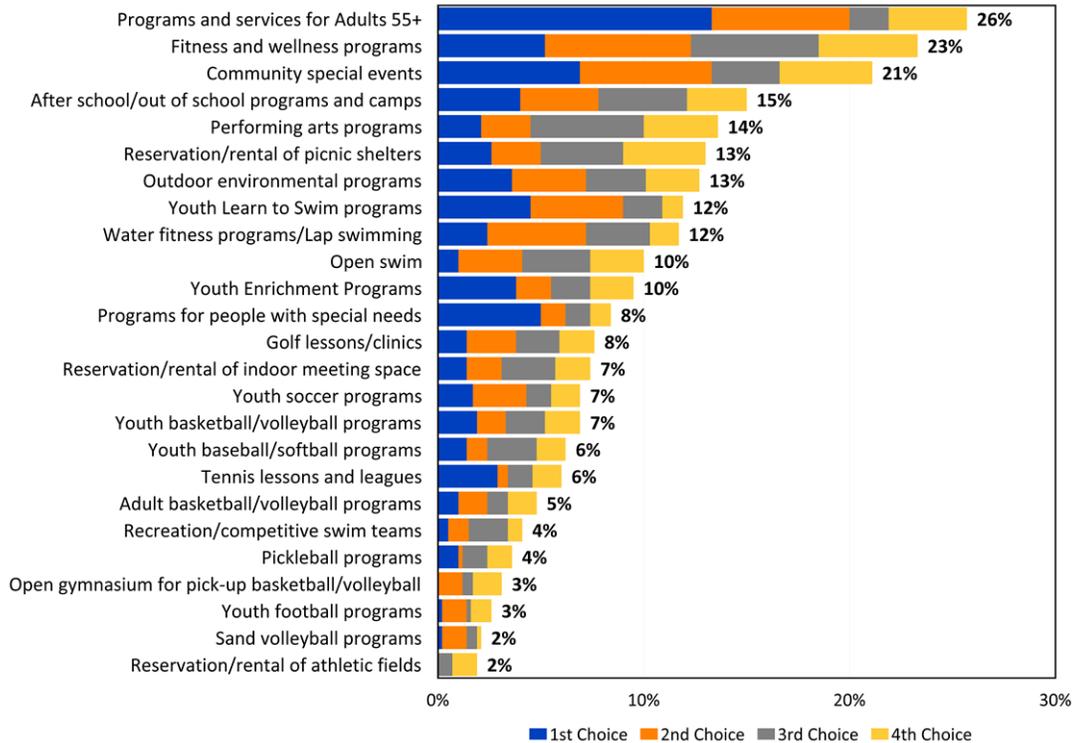


• **Recreation Program Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 26% indicated Programs and Services for Adults 55+ were the most important to their household.
- Other most important recreation programs include:
 - Fitness and Wellness Programs (23%).
 - Community Special Events (21%).
 - After School/Out-of-School Programs and Camps (15%).

Q10. Programs That Are Most Important to Households

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

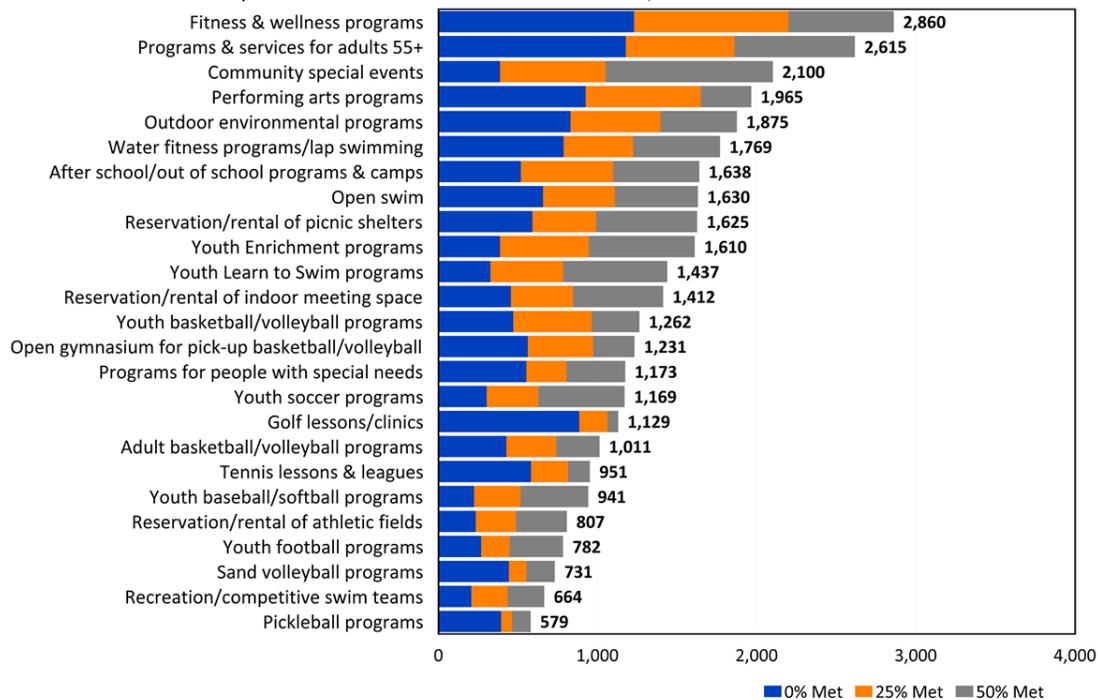


Source: ETC Institute (2019)

- **How Well Needs Are Being Met for Programs:**
 - Based on the number of households who indicated their needs were only being met 50% or less, 2,860 households (or 38%) responded that Fitness and Wellness Programs had the greatest level of unmet need.
 - Other unmet needs include:
 - Programs and Services for Adults 55+ (2,615 households or 35%).
 - Community Special Events (2,100 households or 28%).
 - Performing Arts Programs (1,965 households or 26%).
 - Outdoor Environmental Programs (1,875 households or 25%).

Q9-3. Estimated Number of Households Whose Needs for Programs Are Being Met 50% or Less

by number of households based on an estimated 7,500 households in Riverbank

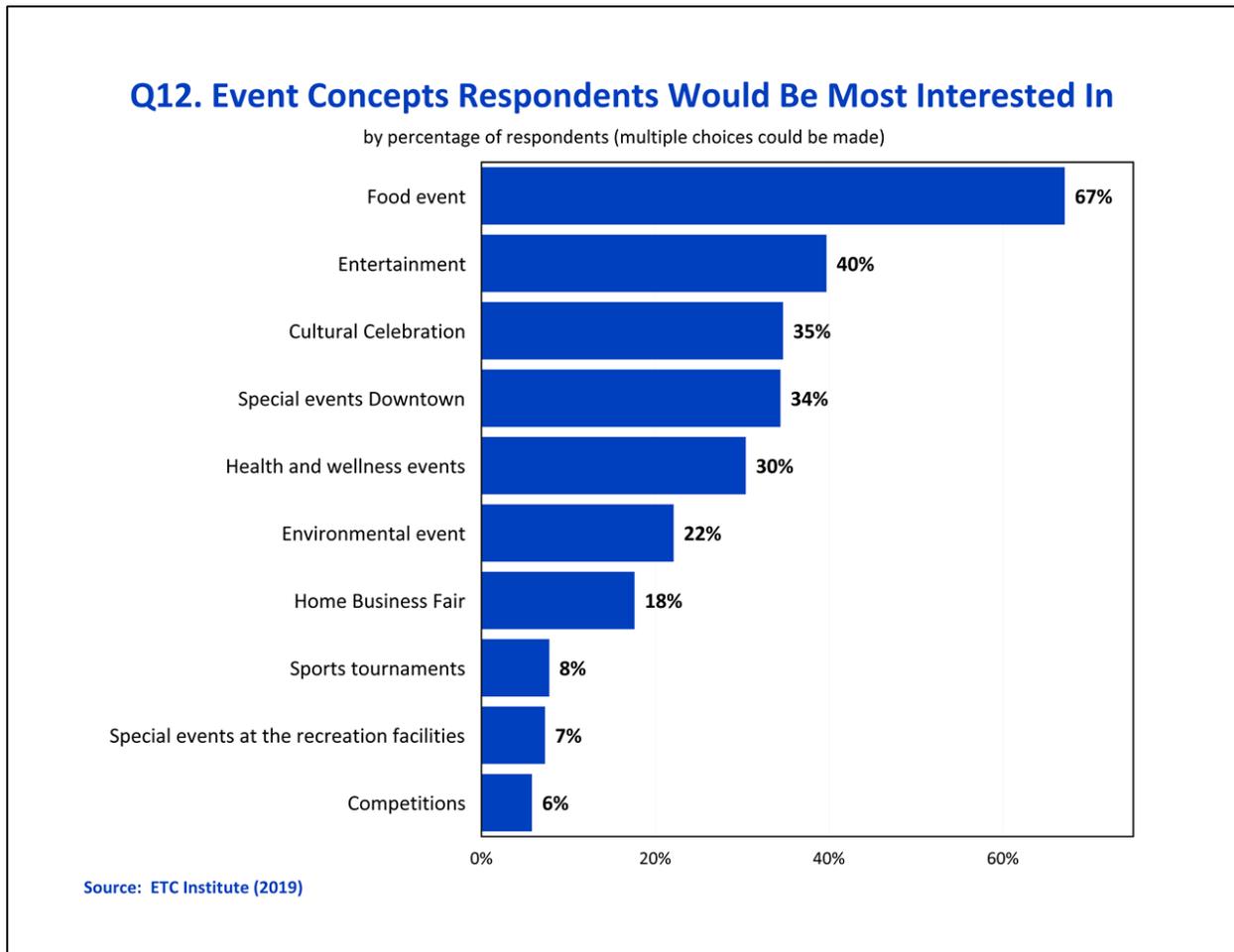


Source: ETC Institute (2019)



4.2.10 SPECIAL EVENT CONCEPTS MOST INTERESTED IN

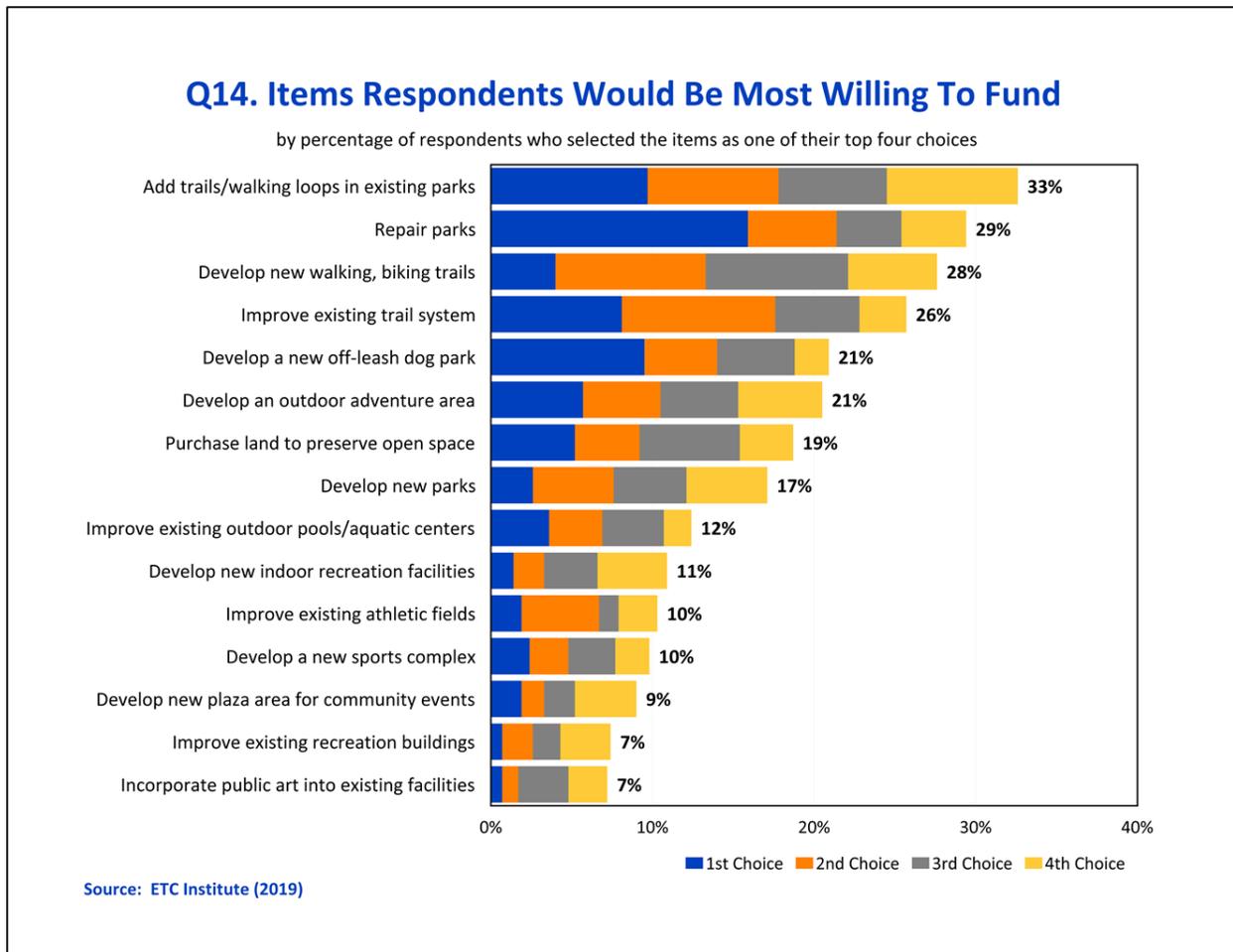
- Based on the percentage of households who indicated a concept as one of their top three choices, 67% indicated Food Events were the concept most interesting to their household.
 - Other special event concepts most interested in include:
 - Entertainment (40% of households).
 - Cultural Celebration (35% of households).
 - Special Events Downtown (34% of households).
 - Health and Wellness Events (30% of households).



4.2.11 POTENTIAL IMPROVEMENTS MOST WILLING TO FUND

Respondents were asked to indicate their level of funding support for the improvements to the Riverbank parks, trails, and recreation system.

- Based on the percentage of households who indicated support for improvements, 33% were most supportive of Adding Trails/Walking Loops in Existing Parks.
- Other most supported actions include:
 - Repair Parks (29%).
 - Develop New Walking and Biking Trails (28%).
 - Improve Existing Trail System (26%).
 - Develop a New Off-Leash Dog Park (21%).
 - Please note: a new off-leash dog park at Jacob Myers Park opened shortly after the completion of the survey.
 - Develop an Outdoor Adventure Area (21%).





4.3 NEEDS ASSESSMENT PRIORITY RANKINGS

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

- Quantitative data includes the statistically valid survey and the electronic community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.
- A weighted scoring system was used to determine the priorities for recreation programs.

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

4.3.1 PROGRAM RANKINGS – RECREATION AND ARTS/ENTERTAINMENT

Recreation Program/Service	Priority
Programs & services for adults 55+	High
Fitness & wellness programs	
Community special events	
Performing arts programs	
After school programs/out-of-school camps	
Outdoor environmental programs	
Picnic shelter reservations	
Water fitness programs/lap swimming	
Youth learn to swim programs	Medium
Open swim	
Youth enrichment programs	
Indoor meeting space reservations	
Programs for people with special needs	
Youth basketball/volleyball programs	
Golf lessons/clinics	
Youth soccer programs	
Youth baseball/softball programs	
Tennis lessons & leagues	
Open gymnasium for pick-up basketball/volleyball	Low
Adult basketball/volleyball programs	
Recreation/competitive swim team	
Youth football programs	
Athletic field reservations	
Pickleball programs	
Sand Volleyball programs	

4.3.2 FACILITY RANKINGS - OVERALL

Facility/Amenity	Priority
Paved walking and biking trails	High
Soft surface walking and biking trails	
Covered picnic areas	
Small neighborhood parks	
Open space conservation areas/trails	
Indoor exercise facility	
Swimming pools/water parks/splash pads	
Off-leash dog parks	
Adventure area	
Community gardens	
Large community parks	
Playgrounds	
Environmental education center	
Outdoor basketball/volleyball courts	
Baseball/softball fields	
Gymnasium	Low
Tennis courts	
Football/lacrosse/soccer fields	
Equestrian trails	
Pickleball courts	
Skateboarding/bicycle parks	
Historical facilities	





CHAPTER FIVE - PROGRAM AND SERVICES ASSESSMENT

5.1 ASSESSMENT FRAMEWORK

As part of the Master Plan development process, the consulting team performed a Recreation Program Assessment of the services offered by the Riverbank Parks and Recreation Department. The 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, 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 Agency including program descriptions, financial data, statistically significant survey feedback, demographic information, and workshops with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, including programming that is important to energize facilities.

5.2 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Riverbank Parks and Recreation Department has a professional staff that annually provides and/or facilitates over 60 programs and services. Department staff are responsible for the management and implementation of a diverse array of recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of athletics & classes, summer camps, aquatics, teens and therapeutic recreation. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area.

5.2.1 CORE PROGRAM APPROACH

The mission of the Riverbank Parks and Recreation Department is to ensure access to outstanding programs, services and community amenities that contribute to the quality of life in Riverbank. Part of realizing this vision involves identifying *Core Program Areas* to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- Offered to the community for a long period of time (over 4-5 years)
- Utilizes a relatively large portion (5% or more) of the agency's overall budget
- Programs/services provided to the community 3-4 seasons per year
- Wide demographic appeal
- Tiered level of skill development available within the programs area's offerings
- Full-time staff responsible for the program area
- Existing facilities designed specifically to support the program area
- Agency controls a significant percentage (20% or more) of the local market

5.2.2 THE RIVERBANK PARKS AND RECREATION CORE PROGRAM AREAS

The Department currently offers programs and services in seven Core Program Areas, identified in the table below:

Core Program Area	Brief Description	Internal Goals and/or Desired Outcomes
Aquatics	Swim Lessons, Recreational Swim, Swim Team, Pool Rentals, and Aquatics Classes at the Riverbank Community Pool	Teach residents of all ages and abilities how to swim, provide lifeguards for recreational swim hours daily, pool rentals, and aquatic fitness to the community.
Camps	Provide camps as a quality method of day care for adults who work in the summer and on long school breaks and provide opportunities for kids to have fun over the summer and during school breaks.	Provide a place for children to go in the summer for families where both parents are working. Also to provide a quality program that teaches kids something throughout the week, builds them socially, and creates a space to have fun!
Community Events	Large and small events that bring the community together including residents, surrounding communities and local businesses.	Celebrate a season, bring the community together, provide spaces to promote local businesses/vendors, elevate the work that non-profits are doing, and bring people to downtown Riverbank.
Enrichment Programs	Provide classes and programs that promote growth and development, or teach a skill for target age groups.	Prepare toddlers for Kindergarten through socialization, give participants avenues for creativity, develop youth and teenagers in skills and personal growth, and provide all ages opportunities to engage in activities that they are interested in.
Health & Wellness	Provide opportunities to increase physical and mental health through movement, exercise, engagement in life-giving activities	Offer classes that give people options and opportunities to get active and improve their overall health. I believe from a broader perspective, the goal is to increase physical health, decrease mental health issues such as anxiety and depression, and give participants a way to engage in activity with others that they enjoy.
Rental Spaces	Provide quality indoor and outdoor spaces that residents and non-residents can reserve to administer their personal events and activities, and special groups a space to have meetings	Provide a space for weddings, quinceneras, birthday parties, work gatherings, baby and bridal showers, etc. Our community has many large families that need a space to gather. We provide large and small, indoor and outdoor spaces to do so through our reservations system.
Teen Center	Provides a space for Junior High and High School Students to go after school that allows them the appropriate amount of freedom.	Provide a safe positive low cost environment for teens with activities that students are interested in engaging in, and staff that care about their personal development. Service is provided at no or low cost for those that might not have the financial means to participate in fee based activities.
Therapeutic Recreation	Programs for children with physical and developmental disabilities. These programs are usually volunteer-run and free for participants. Programs include E-Basketball, E-Dance, E-Drums, and Sharks & Mermaids Sensory Swim.	For the population of residents who have disabilities, or family members have disabilities, the goal is that we have a place for them to recreate in a safe, fun environment. Another priority is to bring families together that have similar situations, and be able to connect and engage with each other.

5.2.3 ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by the Riverbank currently appears to meet some of the major needs of the Riverbank community, but the program mix must be evaluated on a regular and reoccurring basis to ensure that the offerings within each Core Program Area - and the Core Program Areas themselves - align with changing leisure and recreation trends, demographics, and needs of residents. The National Recreation and Park Association (NRPA) recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- 1. Conceptual foundations of play, recreation, and leisure** - Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- 2. Organizational philosophy, mission, and vision** - Programs and services should support the Department’s mission and vision statements, values, goals, and objectives. These generally



center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.

3. **Constituent interests and desired needs** - Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.
4. **Creation of a constituent-centered culture** - Programs and services do reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.
5. **Experiences desirable for clientele** - Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
6. **Community opportunities** - When planning programs and services, a Department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.

5.3 SURVEY FINDINGS

The program and service priority rankings resulting from this analysis are as follows: As part of the process for developing a Park and Recreation Master Plan, the results of the statistically valid survey conducted by ETC Institute in the fall of 2019 to identify satisfaction with park and recreation facilities, identify needed park and recreation facilities and programs, and gain input from citizens that will assist City officials in park and recreation resource allocation, budget and policy decisions. The program and service priority rankings resulting from this analysis are shown in the table to the right:

Recreation Program/Service	Priority
Programs & services for adults 55+	High
Fitness & wellness programs	
Community special events	
Performing arts programs	
After school programs/out of school camps	
Outdoor environmental programs	
Picnic shelter reservations	
Water fitness programs/lap swimming	
Youth learn to swim programs	
Open swim	
Youth enrichment programs	
Indoor meeting space reservations	
Programs for people with special needs	
Youth basketball/volleyball programs	
Golf lessons/clinics	
Youth soccer programs	
Youth baseball/softball programs	
Tennis lessons & leagues	
Open gymnasium for pick-up basketball/volleyball	Low
Adult basketball/volleyball programs	
Recreation/competitive swim team	
Youth football programs	
Athletic field reservations	
Pickleball programs	
Sand Volleyball programs	

5.4 AGE SEGMENT ANALYSIS

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

AGES SERVED							
Primary Market or Secondary Market							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Older Adult (55-64)	Senior (65+)
Aquatics	Primary	Primary	Primary	Secondary	Primary	Secondary	Secondary
Camps	Primary	Primary		Secondary	Secondary		
Community Events	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Enrichment Programs	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Health & Wellness		Primary		Primary	Primary	Primary	Primary
Rental Spaces				Primary	Primary	Primary	Primary
Teen Center			Primary		Secondary		
Therapeutic Recreation	Primary	Primary	Secondary		Secondary		
Total	5	6	4	4	5	4	4

5.4.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department does provide a balance of programs across all age segments as each age segment falls into the category of primary market served by three or more core program areas.

This Department should continue to provide best practice age segment balance by targeting each age segment as a primary market served by three or more core program areas. The Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department further segment this group into 65-74 and 75+. These two sub-segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

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

5.5 LIFECYCLE ANALYSIS

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

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



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

Overall Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	8%	4	42.0%	50-60%
Take-Off	8%	4		
Growth	26%	13		
Mature	30%	15	30.0%	40%
Saturated	24%	12	28.0%	0-10%
Decline	4%	2		
Total	100%	50		

Recreation Program Lifecycle Analysis - Current Distribution and Recommendations

Overall, the lifecycle analysis results indicate an adequate distribution of all programs across the lifecycle. A combined total of 28% of programs fall into the Saturated and Declined. The core program areas most responsible for the higher than desired percentage of programs in this distribution segment are Aquatics and Camps. The consulting team recommends keeping as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be “over-tweaking” their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For Departments challenged with doing the most they can with limited resources, this has the potential to be an area of concern.

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

While it is important to provide new programs to align with trends and help meet the evolving needs of the community, it is also important to have a stable core segment of programs that are in the **Mature** stage. Currently, the Department has 30% of its programs in this category. The consulting team recommends this be approximately 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the **Mature** stage should be closely monitored to determine if they are entering the Saturated or Decline stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community’s needs.

A total of 42% of programs are in the Introduction, Take-Off and Growth stages, which is in relative alignment with the recommended distribution point of 50-60%. The consulting team recommends that the City practice patience and allow these programs one to two years to reach the maturation stage. This patience will prevent the City from canceling programs too soon after introducing them to the community.

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

Lifecycle analysis of the City’s recreation programs by Core program area have been provided separately to Department staff.

5.6 PARTICIPATION ANALYSIS

A participation analysis involves reviewing every program identified by Division staff to determine participation rates for each as a way of informing strategic decisions about the overall recreation program portfolio. The levels of program participation rates are as follows:

- 0% - indicates that program had no enrollment
- 1-24% - indicates enrollment of 1-24% of the maximum enrollment for the program
- 25-49% - indicates enrollment of 25-49% of the maximum enrollment for the program
- *50-74% - Indicates enrollment of 50-74% of the maximum enrollment for the program
- 75-99% - Indicates enrollment of 75-99% of the maximum enrollment for the program
- 100+% - indicates enrollment of 100% or greater of the maximum enrollment for the program

* Achieving 50% enrollment is typically viewed as the threshold in which a program will be held.

This analysis is based on strict quantitative data collected for program enrollment for calendar year 2019. The tables below show the distribution of the various program participation categories of the Division’s recreation programs.

TOTAL PROGRAMS OFFERED	TOTAL POSSIBLE MAXIMUM ENROLLMENT	ACTUAL ENROLLMENT	PERCENTAGE OF ACTUAL ENROLLMENT TO MAX ENROLLMENT
50	43,612	26,966	62%

TOTAL PROGRAMS OFFERED	PERCENTAGE of Programs with 0% of Max enrollment	PERCENTAGE of Programs with 1-24% of Max Enrollment	PERCENTAGE of Programs with 25-49% of Max Enrollment	PERCENTAGE of Programs with 50-74% of Max Enrollment	PERCENTAGE of Programs with 75-99% of Max Enrollment	PERCENTAGE of Programs with 100+% of Max Enrollment
50	2.0%	2.0%	22.0%	34.0%	38.0%	2.0%
	1	1	11	17	19	1

With an overall participation rate of 62% coupled with 74% of all programs offered meeting the minimum 50% enrollment rate, the overall analysis indicates an effective and efficient approach to delivering recreation programs to Riverbank residents.

The Consulting Team recommends least a 50% enrollment rate and no more than 10% of programs offered falling below this threshold. The majority of programs that fall below the 50% threshold are within the Aquatics and Camps core program areas.



5.7 PROGRAM AND SERVICE CLASSIFICATION

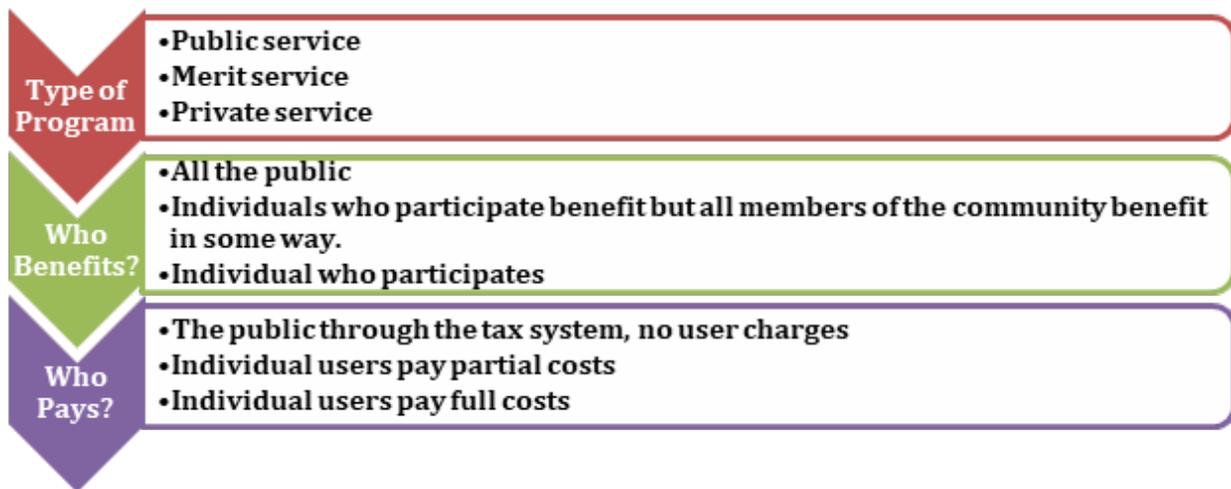
The Parks and Recreation Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community’s interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the foundation’s concept detailed by Dr. John Crompton and Dr. Charles Lamb. *In Marketing Government and Social Services*, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:

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

- For whom the program is targeting
- For what purpose
- For what benefits
- For what cost
- For what outcome

5.7.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

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



Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program or future site business plan. These classifications need to be organized to correspond with cost recovery

expectations defined for each category. In this section of the Master Plan, each program area will be assigned specific cost recovery targets that align with these expectations.

5.7.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

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

5.7.3 PROGRAM CLASSIFICATION DESCRIPTIONS

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

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

5.7.4 CLASSIFICATION OF SERVICES-KEY RECOMMENDATIONS

In order to improve the fiscal performance and delivery of programs and services, the consulting team makes the following recommendations.

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

The following tables represent a summary of programs and services, the classification of those programs, as well as, recommended cost recovery goals.



AQUATICS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
AQUATICS	Aquatic Fitness & Lap Swim	Merit	Important	User Fees/General Fund	50%
AQUATICS	Free Family Swim (Fridays)	Individual	Value Added	User Fees	75 - 100%
AQUATICS	Log Rolling	Individual	Value Added	User Fees	75 - 100%
AQUATICS	Pool Rentals	Individual	Value Added	User Fees	75 - 100%
AQUATICS	Recreational Swim	Community	Essential	General Fund	0-25%
AQUATICS	Swim Lessons	Community	Essential	General Fund	0-25%
AQUATICS	Swim Team	Individual	Value Added	User Fees	75 - 100%

CAMPS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
CAMPS	Day Camps	Merit	Important	User Fees/General Fund	50%
CAMPS	Half Day Camps	Individual	Value Added	User Fees	75 - 100%
CAMPS	Mini Camps	Merit	Important	User Fees/General Fund	50%

COMMUNITY EVENTS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
COMMUNITY EVENTS	Cheese & Wine Festival	Individual	Value Added	User Fees	75 - 100%
COMMUNITY EVENTS	Christmas Parade Craft Fair	Individual	Value Added	User Fees	75 - 100%
COMMUNITY EVENTS	Fun Run Events	Individual	Value Added	User Fees	75 - 100%
COMMUNITY EVENTS	Halloween Haunted Hayride	Individual	Value Added	User Fees	75 - 100%
COMMUNITY EVENTS	Movies in the Park	Individual	Value Added	User Fees	75 - 100%
COMMUNITY EVENTS	Summer Concert Series	Individual	Value Added	User Fees	75 - 100%

HEALTH AND FITNESS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
ENRICHMENT	Ballet Folklorico	Individual	Value Added	User Fees	75 - 100%
ENRICHMENT	Creative Arts	Individual	Value Added	User Fees	75 - 100%
ENRICHMENT	Golden Agers	Merit	Important	User Fees/General Fund	50%
ENRICHMENT	Paint Nights	Individual	Value Added	User Fees	75 - 100%
ENRICHMENT	Senior Meals	Community	Essential	General Fund	0-25%
ENRICHMENT	Tot Time	Merit	Important	User Fees/General Fund	50%
ENRICHMENT	Volunteer Opportunities	Community	Essential	General Fund	0-25%

RENTALS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
RENTALS	Facility Rentals	Individual	Value Added	User Fees	75 - 100%
RENTALS	Park Rentals	Merit	Important	User Fees/General Fund	50%

TEEN CENTER

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
TEEN CENTER	Drop-In	Community	Essential	General Fund	0-25%
TEEN CENTER	Teen Trips	Merit	Important	User Fees/General Fund	50%

THERAPEUTIC RECREATION

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
THERAPEUTICS	E-Basketball	Community	Essential	General Fund	0-25%
THERAPEUTICS	E-Dance	Community	Essential	General Fund	0-25%
THERAPEUTICS	E-Drums	Community	Essential	General Fund	0-25%
THERAPEUTICS	Sensory Sharks & Mermaids	Community	Essential	General Fund	0-25%

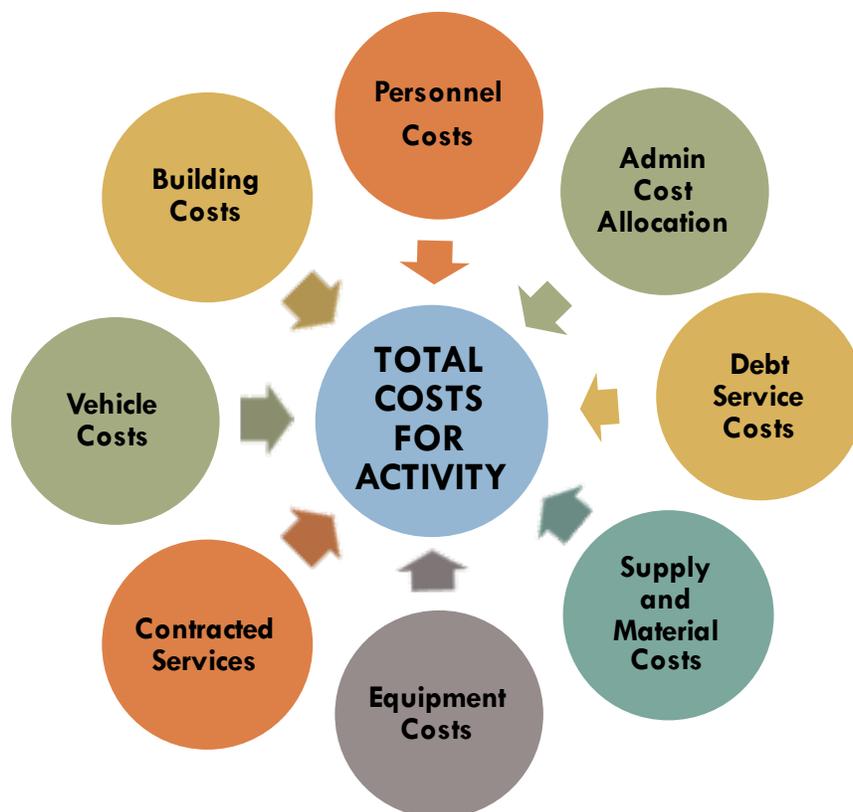


5.8 UNDERSTANDING THE FULL COST OF SERVICE

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

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

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



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

The Riverbank Parks and Recreation Department worked with the Consultant Team to establish cost recovery targets for recreation programs and services offered by the Department. These targets were based on best practice benchmarks established by high performing park and recreation agencies in California that are similar in size and demographics to the City as well as current cost recovery achieved by the Department. The following table outlines current cost recovery as well as targeted cost recovery and the increase in net revenue for each program if the targets were achieved.

Program	Number of Participants	Total Direct Expenditures	Total Indirect Expenditures	Total Revenues	Net Revenues Over (under) Total Expenditures	Total Investment Per Participant	Current Cost Recovery	Level of Benefit	Classification	Proposed Cost Recovery	Net Revenue Increase
Aquatics	2677	\$46,491.00	\$26,869.00	\$47,351.00	(\$26,009)	(\$9.72)	65%	Merit	Important	75%	\$19,507
Camps	133	\$7,313.00	\$8,575.00	\$8,724.00	(\$7,164)	(\$53.86)	55%	Merit	Important	50%	\$0
Community Events	11115	\$7,587.00	\$17,809.00	\$3,390.00	(\$22,006)	(\$1.98)	13%	Individual	Value Added	75%+	\$16,505
Enrichment Programs	4782	\$13,617.00	\$9,235.00	\$20,060.00	(\$2,792)	(\$0.58)	88%	Merit	Important	100%+	\$0
Health & Wellness	5277	\$6,439.00	\$6,596.00	\$8,538.00	(\$4,497)	(\$0.85)	66%	Individual	Value Added	75%+	\$3,373
Rental Spaces	12537	\$76,800.00	\$20,125.00	\$101,000.00	\$4,075	\$0.33	104%	Individual	Value Added	100%+	\$0
Teen Programs	2944	\$26,544.00	\$7,115.00	\$1,500.00	(\$32,159)	(\$10.92)	4%	Community	Essential	0-25%	\$0
Therapeutic Recreation	100	\$0.00	\$1,319.00	\$0.00	(\$1,319)	(\$13.19)	0%	Community	Essential	0-25%	\$0
TOTALS	39,565	\$184,791	\$97,643	\$190,563	(\$91,871)	(\$90.78)	67%				\$39,384

To more accurately track cost of service and cost recovery, the consulting team recommends the following:

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

To gain and provide consistency, a revised pricing policy should be adopted in order for the Riverbank Parks and Recreation Department to operate effectively and efficiently to meet the program cost recovery goals identified above.

It is recommended that the Riverbank City Council adopt the recommended cost recovery goals for the Parks and Recreation Department as presented in this Master Plan. In order to achieve the cost recovery goal, it is expected that the Riverbank Parks and Recreation Department will strive to continue to meet the cost recovery goals established for each program area as recommended. In order to continue to meet these goals, efforts must be made to:



- Consistently deliver high quality programs and services
- Strategically price programs and services
- Solicit sponsorships and donations to develop a sustainable earned income stream
- Expand marketing to increase the volume of participation in programs and services

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

- **Develop Pricing Strategies:** As the Riverbank Parks and Recreation Department embarks on the implementation of a new pricing policy, it will be necessary to expand and develop pricing strategies that will not only increase sales but also maximize the utilization of the City’s parks, programs and recreation facilities.

Currently, the Riverbank Parks and Recreation Department utilizes three pricing strategies:

- By Cost Recovery Goals - department cost recovery goals influence price points
- By Customer’s Ability to Pay - scholarships, subsidies, discounted rates offered for low-income residents
- Residency - different prices for resident vs non-resident
- Market Competition - Competitors’ prices influence price points

By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. The consulting team recommends that the Riverbank Parks and Recreation Department continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

● Primetime	● Incentive Pricing
● Non-primetime	● Length of Stay Pricing
● Season and Off-season Rates	● Cost Recovery Pricing for all programs
● Multi-tiered Program Pricing	● Level of Exclusivity Pricing
● Group Discounting and Packaging	● Age Segment Pricing
● Volume Pricing	● Level of Private Gain Pricing

The most appropriate strategies for the Riverbank to consider are as follows:

- Primetime and Non-primetime pricing strategy - The price is set based on the time of the day. Primetime is considered to be the time of day in which the demand for the service is highest. Fees for the rental of a park facilities during this time would be set at rate that would recover 125-150% of costs incurred. To lessen the demand for “primetime”, the

Department can lower prices for rentals of the park facilities during times in which demand is lower. This will assist in maximizing the utilization of its facilities.

- **Premium pricing** - The price set is high to reflect the exclusiveness of the product. An example of this would be a user group paying higher rental fees for the exclusive use of a facility that prohibits the general public or other groups from participating.

5.9 PROGRAM MANAGEMENT

5.9.1 KEY FINDINGS

- **Program Evaluation:** A general assessment/evaluation tool to measure the success of programs and services are in place, but not utilized consistently for all programs and services.
- **Customer Satisfaction and Retention:** The Department does not consistently track customer satisfaction ratings.
- **Customer Retention:** The Department does not currently track customer retention percentages.
- **Staff Training/Evaluation:** The Department has a basic staff training program and evaluation methods in place.
- **Public Input:** The Department does not have methodology in place to continually gather feedback on needs and unmet needs for programming.
- **Marketing:** The Department utilizes a number of marketing strategies to inform City residents of the offerings of the community; however its current Marketing Plan should be updated to include target marketing strategies.

5.9.2 RECOMMENDATIONS

- **Participation Data Analysis:** Through consistent participation data analysis across all core program areas, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in the Riverbank is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Partnerships:** The Department should memorialize all partnerships in formal agreements.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended. The assessment/evaluation tool is provided as an Excel spreadsheet as a stand-alone separate document.



5.10 PERFORMANCE MEASURES

5.10.1 KEY FINDINGS

Currently, the Department utilizes a Citywide template for tracking performance measures that does not quantitatively measure the success of the operation. The quantitative use of performance measures can inform organizations about how successful their products and services perform, their intended outcomes, and the processes that produce them. They are a critical tool that assists in the understanding, management, and improvement of organizations. Performance measures provide organizations with the information necessary to make intelligent decisions about work that is performed.

Performance measures can tell us:

- How work is being performed successfully
- If there is statistical control of the processes
- If goals are being met
- If and where improvements are necessary
- If customers are satisfied

5.10.2 KEY RECOMMENDATIONS

Performance measures in recent years have become the backbone of successful organizations. They have moved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:

- **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
- **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.
- **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.
- **Outputs** are the elements of operation or level of effort, the products or services resulting from the implementation or accomplishment of work.
- **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. “How well did the organization “use” the budget to perform work?”
- **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in % of work set out to be performed.

PROS Consulting recommends that the Department utilizes the template found below to develop three to five key performance measures for each line of service, including but not limited to, cost recovery, program service delivery, facility maintenance, and marketing and technology solutions to determine and, in turn, communicate the level of success they are achieving on an annual basis.

Line of Service	Activity Goal (what, whom, why)	Input (Budget and Resources)	Output (End Product - Volume)	Efficiency (Unit Cost)	Effectiveness (Service Quality)
Facility Maintenance	Determine, then strike the optimum balance between resources needed to maintain facilities and facility operation to minimize unplanned closures.	Inclusive of all operational costs: Staff, Utilities, PM, etc as well as lost revenue	# of days of unplanned closures due to maintenance	Cost per day of facility closure (includes funds expended to re-open facility as well as lost revenue)	Unplanned closure days as a % of total annual operating days
Programs & Services	Provide fee assistance to low-income/marginalized Aspen residents to maximize their participation in programs and services provided by the division.	Funding provided	# of low-income/marginalized Aspen residents that received fee assistance	Cost/funding per participant	Fee-assisted participants as a % of a total participants
Business Services	Provide and manage technology services that aid the Aspen community in conveniently registering for products and services on-line	Resources required to manage and maintain online services	# of online registrations successfully processed	Cost per successful online registration	Online registrations as a % of total registrations. Online registration costs as a % of total registration costs



5.11 SUMMARY

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

Recreation Program/Service	Action	Timeline
Programs & services for adults 55+	CONTINUE/EXPAND	IMMEDIATELY
Fitness & wellness programs	CONTINUE/EXPAND	IMMEDIATELY
Community special events	CONTINUE/EXPAND	IMMEDIATELY
Performing arts programs	IMPLEMENT	IMMEDIATELY
After school programs/out of school camps	CONTINUE/EXPAND	IMMEDIATELY
Outdoor environmental programs	IMPLEMENT	IMMEDIATELY
Picnic shelter reservations	CONTINUE	IMMEDIATELY
Water fitness programs/lap swimming	CONTINUE/EXPAND	IMMEDIATELY
Youth learn to swim programs	CONTINUE	SHORT-TERM
Open swim	CONTINUE	SHORT-TERM
Youth enrichment programs	CONTINUE	SHORT-TERM
Indoor meeting space reservations	CONTINUE	SHORT-TERM
Programs for people with special needs	CONTINUE	SHORT-TERM
Youth basketball/volleyball programs	FACILITATE	SHORT-TERM
Golf lessons/clinics	CONSIDER	LONG-TERM VIA PARTNERSHIP
Youth soccer programs	FACILITATE	SHORT-TERM
Youth baseball/softball programs	FACILITATE	SHORT-TERM
Tennis lessons & leagues	FACILITATE	SHORT-TERM
Open gymnasium for pick-up basketball/volleyball	CONTINUE	SHORT-TERM
Adult basketball/volleyball programs	FACILITATE	SHORT-TERM
Recreation/competitive swim team	CONTINUE/EVALUATE	SHORT-TERM
Youth football programs	FACILITATE	SHORT-TERM
Athletic field reservations	FACILITATE	SHORT-TERM
Pickleball programs	FACILITATE	SHORT-TERM
Sand Volleyball programs	CONSIDER	LONG-TERM

CHAPTER SIX – PARK CLASSIFICATION AND DESIGN PRINCIPLES

6.1 OVERVIEW

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

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

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

Terminology utilized in Park Design Principles

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

Over the last 10 years, the City of Riverbank's park system has expanded and grown more diverse in the experiences that it provides to its residents. As the park system has evolved so has the need for classification system that the City utilizes to classify its parks. The consulting team recommends the adoption of the park classification system and design principles found in the following sections.



6.2 GENERAL PARK DESIGN

Intent: To provide the City of Riverbank with parks that are centerpieces of neighborhoods, places that people use regularly and care for, are aesthetically pleasing, universally accessible, safe, allow for both individual and group activities and both formal and impromptu use, are successfully maintained, and are programmed, planned, and designed to meet the needs of its surrounding neighborhood(s) and typology within the overall parks and recreation system.

General Design Guidelines:

- Parks should be designed to be aesthetically pleasing, inviting, innovative, universally accessible, connect people with place, and create value and a sense of ownership among its users.
- Park entries and edges should be inviting and well maintained. Bounding streets should be integrated into the design (planting street trees, repaving sidewalks, etc.) as feasible and appropriate. Entries should be clearly marked with park signage.
- Path circulation should provide access to amenities as well as loops for walking.
- Restroom buildings should be located near recreation fields, children’s play areas, and group picnic areas, if possible. Restroom buildings should be aesthetically pleasing, and well-maintained, and can be opportunities for unique architectural and artistic expression in the park.
- Parks should be designed to ensure safety and the perception of safety, through visibility, activation, and other applicable strategies of Crime Prevention Through Environmental Design (CPTED).
- Parks should have sufficient lighting to ensure safety, day and night.
- Care should be made to preserve valuable existing trees, and especially heritage oaks. (Riverbank Municipal Code xxx, Heritage Oaks.)
- New parks should be a central feature of a neighborhood and should be located where it can be easily accessed by residents and visitors of all ages and abilities.
- Parks should be programmed, planned, and designed to meet the needs of the surrounding neighborhood and classification within the overall parks and recreation system. Please refer to Riverbank’s Park Classifications, including minimum acreage, and typical amenities, when creating design goals.
- The designer should establish a set of outcomes or design goals, based on Riverbank’s Park Classifications, and should design to those outcomes, including operational and maintenance costs associated with the design outcomes.

6.3 PARK CLASSIFICATIONS

6.3.1 MINI PARKS

A mini (or pocket) park is a small outdoor space, usually less than 0.1 acres up to 1.5 acres, most often located in an urban or residential area surrounded by commercial buildings or houses. Mini parks are small spaces that may serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful mini parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces and inviting; and are sociable places. In general, mini parks offer minimal amenities on site and are not designed to

support programmed activities. The service area for mini parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

- Retention Basins: While joint use is acceptable, park related uses in storm-drainage basins typically do not satisfy City requirements for amounts of parkland needed to serve local populations.

6.3.2 NEIGHBORHOOD PARKS

A neighborhood park should be 1.5 to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is typically 1/2 of a mile. Neighborhood parks should have safe pedestrian access for surrounding residents; parking typically not provided for neighborhood parks less than 5 acres in size, but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity. There may be opportunities to create joint-use sites that serve as both neighborhood parks and recreational space for schools.

- Service radius: 1/2 mile radius, to either a Neighborhood or Community Park.
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.
- Length of stay: One to four hours.
- Amenities: One signature amenity (e.g. playground, spray ground park, sport court, gazebo); restrooms unless a signature amenity is not present; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12; one reservable shelter for parks 3 acres in size or greater; loop trails; one type of sport court; benches, small shaded area next to play areas.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.
- Revenue facilities: none.
- Land usage: 85 percent active/15 percent passive.
 - Retention Basins: While joint use is acceptable, park related uses in storm-drainage basins typically do not satisfy City requirements for amounts of parkland needed to serve local populations.
- Programming: Typically, none, but a signature amenity may be included which is programmed.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- Lighting: Security only.
- Size of park: Typically, 1.5 to 10 acres.



6.3.3 COMMUNITY PARKS

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

Community parks in Riverbank generally range from 10 to 50 acres. Community parks serve a larger area - radius of two to three miles and contain more recreation amenities than a Neighborhood park. They also have the capacity to function as Neighborhood Parks for the local area.

- Service radius: Two to three-mile radius.
- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks.
- Length of stay: Two to three hours experience.
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: One or more (e.g. pool, sports complex, pavilion).
- Land usage: 65 percent active and 35 percent passive.
 - Retention Basins: While joint use is acceptable, park related uses in storm-drainage basins typically do not satisfy City requirements for amounts of parkland needed to serve local populations.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.

- Other: Strong appeal to surrounding neighborhoods; loop trail connectivity; linked to Regional Park, trail or recreation facility.
- Size of park: Typically 10 to 50 acres.

6.3.4 REGIONAL PARK

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

A common size for a regional park is 50 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

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



- Other: Linked to major trails systems, public transportation available, concessions, and food and retail sales available, dedicated site managers on duty. Wi-Fi and Telephone/Cable TV conduit.
- Size of park: Typically, 50 to 1,000 acres.

6.3.5 SPORTS COMPLEX

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

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

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

- Service radius: Determined by community demand.
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.
- Amenities: Four to sixteen or more fields or sports courts in one setting; restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting.
- Revenue facilities: Four or more (e.g. fields, concession stand, picnic pavilion).
- Land usage: 95 percent active and 5 percent passive.
 - Retention Basins: While joint use is acceptable, park related uses in storm-drainage basins typically do not satisfy City requirements for amounts of parkland needed to serve local populations.
- Programming: Focus on active programming of all amenities.
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.

- Size of park: Preferably 20 or more acres for stand-alone complexes.

6.3.6 SPECIAL USE PARKS

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

- **Cemeteries** - burial-ground that is generally viewed as a large public park or ground laid out expressly for the interment of the dead. Cemeteries are normally distinct from churchyards, which are typically consecrated according to one denomination and are attached directly to a single place of worship. Cemeteries can be viewed as historic sites.
- **Historic/Cultural/Social Sites** - unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheatres. Frequently these are located in community or regional parks.
- **Nature Parks** - parks where people can experience a preserved or enhanced natural environment and a refuge from active, urban life. This classification is appropriate for areas where the human experience is emphasized.
- **Golf Courses** - Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concession stands, driving range fees, earned income opportunities and sale of pro shop items.
- **Indoor Recreation Facilities** - specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in community or regional Parks.
- **Outdoor Recreation Facilities** - Examples include baseball stadiums, aquatic parks, disc golf, skateboard, BMX, and dog parks, which may be located in a park.
 - Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
 - Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
 - Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
 - Length of stay: varies by facility.
 - Amenities: varies by facility.
 - Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.



- Land usage: varies by facility.
 - Retention Basins: While joint use is acceptable, park related uses in storm-drainage basins typically do not satisfy City requirements for amounts of parkland needed to serve local populations.
- Programming: varies by facility.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance.
- Parking: On-street or off-street parking is provided as appropriate. Goal is to maximize usable park space. As necessary, provide a minimum of five to 10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- Lighting: Security or amenity only.
- Signage: Directional and regulation signage to enhance user experience.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.

6.3.7 OPEN SPACE/CONSERVATION LANDS

Open space/conservation lands are undeveloped but may include natural or paved trails. Open space/conservation lands contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/conservation lands also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

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

6.3.8 GREENBELTS/TRAILS

Greenbelts are recognized for their ability to connect people and places while serving as active transportation facilities. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills three guiding principles simultaneously: 1) protecting natural areas along river and open space areas, 2) providing people with a way to access and enjoy them, and 3) providing a safe, alternative form of active transportation.

- Site Selection: Located consistent with an approved Bicycle, Pedestrian and Trails Master Plan.
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.

- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: Security lighting at trailheads and along trail is preferred.
- Signage: Mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- Other: Connectivity to parks or other City attractions and facilities is desirable.
- Size: Typically, at least 30 ft. width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 8-10 feet wide to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the City.

6.3.9 MULTI-USE DETENTION BASINS FOR PARK AND RECREATIONAL USES

General On-line detention facilities, which pass the entire flood through them, are well suited for joint-uses such as open space, wetlands and wildlife habitat that can tolerate frequent inundations. Off-line detention facilities, which bypass the frequent flows and allow only the excess flow into the detention basin are well suited for intensive recreational uses such as playgrounds and play fields since they are flooded less frequently. The uses should be combined at the time of development.

STORMWATER DETENTION AND RETENTION BASIN GUIDELINES

The following guidelines direct the recreational use of stormwater basins and channels:

- Informal turf areas and passive vegetation zones may be placed within the average annual storm flood zone (1-yr 85th percentile storm) and up to the 10-year storm.
- Recreational sports fields (e.g. soccer, baseball, softball) shall be placed at or above the 10-year 24-hr storm event elevation.
- Hard court game surfaces and group picnic areas shall be placed at or above the 50-year storm event.
- Habitable structures, swimming pools, skate parks, children's play grounds, and parking lots shall be placed at or above the 100-year storm event.
- Storm basins may be contoured to provide a natural look. The use of gently curving, variable contouring to establish design grades within a dual use detention basin is encouraged to provide for a more aesthetically interesting design.
- Side slopes of storm basins shall be 6:1 or flatter to facilitate the ease of mowing and accessibility for residents. The use of irregular configuration and gentle side slopes is encouraged.
- Basin bottoms shall have a minimum cross-slope of 2 percent to allow for positive drainage.
- Contouring within the detention facilities is recommended to create internal elevation variations (or tiers) that have differing frequencies and depths of inundation and differing flood risk.



Joint-use detention/park facilities will require site specific designs to be coordinated with the City's planning and engineering departments during conceptual and final design to ensure the facilities meet both water quality/detention and park needs while minimizing maintenance requirements.

6.4 PARK AMENITY DESIGN GUIDELINES

6.4.1 SPORTS FIELD AMENITIES

Basic sport field amenities provided by the City are listed below.

BASEBALL FIELD AMENITIES

- Youth Field Size: Preferred: 225-foot outfield fence with minimum 4-foot high outfield fence. Alternate: 215-foot outfield fence with 6-foot high outfield fence.
- Teen/Adult Field Size: Preferred: 300-foot outfield fence at each foul-line increasing to 400 feet in centerfield with minimum 8-foot high outfield fence.
- Youth Field Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by City and provided by user groups.
- Teen/Adult Field Baselines and infield: 105-foot (first and third base) and 140-foot (second base) skinned baseline with base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases at 90 foot.
- Permanent backstop. Preferred: 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (Preferred: black vinyl coated chain link) from backstop to end of skinned infield. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Youth Field Pitching Mound: Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate).
- Teen/Adult Field Pitching Mound: Raised pitching mound with one pitching rubbers (60-foot, 6-inches to home plate).
- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row covered bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.

- Remotely Controlled Athletic Field Lighting as specified by manufacturer.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.
- Synthetic Turf Preferred

SOFTBALL FIELD AMENITIES - YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). include bottom rail and mow strip as a standard. On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by City maintenance staff.
- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row covered bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Remotely Controlled Athletic Field Lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.
- Synthetic Turf Preferred



SOFTBALL FIELD AMENITIES - ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline and outfield fence (black vinyl coated chain link). Include bottom rail and mow strip as a standard. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by City maintenance staff.
- Three row covered bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Remotely Controlled Athletic Field Lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.
- Synthetic Turf Preferred

MULTIPURPOSE FIELDS (SOCCER/FOOTBALL/LACROSSE/FIELD HOCKEY)

- Field size: Regulation field - 360-foot by 240-foot. Limited space field- 210-foot by 150-foot. 25-foot buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.
- Goals: Portable, with size specified by user group and provided by City.
- Bleachers or players benches: Portable.
- Remotely Controlled Athletic Field Lighting at community and regional parks.
- Synthetic Turf Preferred

6.4.2 RESTROOM/CONCESSION BUILDING

- Restroom: typically installed at 1 per 20 acres of Community Park, Regional Park, or Sports Complex. Minimum of one restroom with drinking fountains at parks with programmed fields.
- Concession Building: Provided when three or more fields exist at a Community Park or Regional Park. Owned by City. Rental agreement required for user group use of facility, which includes cost of building depreciation, building upkeep, and utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

6.4.3 SOIL PREPARATION

Intent: To ensure a high level of quality in soil preparation, care and maintenance in Riverbank's parks, as proper soil preparation ensures the long-term health of a landscape and reduces overall maintenance.

Design Guidelines:

- Native topsoil & vegetation should be retained and protected where practical.
- Any soil preparation or amendments should be based on soil testing results from a certified agronomic testing laboratory.
- Disturbed soils should be restored to healthy soil function, by:
 - Stockpiling & reusing good quality site soil, or
 - Tilling compost into site soils, or
 - Loosening and amending topsoil to a minimum depth of the planting root zone (typically 8" for turf, 12" for shrubs and groundcover and 24" for trees, at minimum)
- Special soil treatments should be considered for turf areas subject to higher use (e.g. multi-use fields, sports fields), such as sand layers to reduce compaction and improve drainage.
- Organic fertilizers and mycorrhizae should be used when possible, and are encouraged.
- Compacted subsoil should be loosened by ripping to 12" depth.
- Shrub and groundcover beds should be mulched after planting.
- Restored soils should be protected from erosion or re-compaction by heavy equipment.
- Erosion control best management practices should be used during construction and integrated into the design and management of the park.

Standards:

- A soil test for horticultural suitability and infiltration rates shall be required at time of landscape plan submittal. Soils shall be prepared and/or amended as per the soils test report to encourage successful plant growth.
- Planting soils protection and preparation plan shall be prepared to address reuse, import, amendment, compaction, for each planting type (turf, shrub/groundcover, tree).



6.4.4 PLANTING (TREES, SHRUBS, GROUNDCOVER)

Intent: To provide the City of Riverbank with planted landscapes that are aesthetically pleasing, functionally appropriate and successfully maintained, while utilizing plants that celebrate and support the region's ecosystem and water conservation strategies.

Design Guidelines:

- Planting should be appropriate and adaptable to Riverbank's environment and climate. Native plants should be utilized where feasible and appropriate, to encourage beneficial insects.
- Planting should provide variety in color, texture, size and seasonal interest and the design should incorporate a balance of trees, shrubs and groundcover.
- Planting should protect and enhance native plant and wildlife habitat and diversity wherever feasible, and provide an opportunity for environmental education, wherever appropriate.
- Planting should be low-water-use and drought tolerant in all non-wetland settings, requiring minimal water once established, and the overall design should conserve water as much as possible.
- Planting should promote healthy soils and reduce stormwater flow and pollutants where appropriate.
- Turf areas should be limited and replaced with low water use plants, while balancing programmatic needs. Turf shall only be used for active play or multi-use areas.
- Natural buffer areas near waterways, slopes, and other sensitive areas should be protected or restored.
- Planting should be low maintenance to ensure the health, longevity and aesthetic quality of plants. The designer is encouraged to involve park maintenance and program staff in the design process to ensure successful maintainability.
- A maintenance strategy should be developed as part of the design process to ensure future maintenance success.
- Environmentally sustainable land management should be utilized, including pesticide and hazardous chemical use reduction/elimination.
- Planting strategies should keep sightlines clear, cover ground for weed prevention, and screen utilities.
- Street trees should be planted along bounding streets as part of the project, if feasible.
- Planting should comply with the City approved species list.

Standards:

- Planting shall comply with the California Department of Water Resources Model Water Efficient Landscape Ordinance (MWELO).
- Ninety percent (90%) of plants selected in non-turf areas shall be drought tolerant.
- Existing trees shall be protected during construction. If existing trees need to be removed, they shall be replaced by____(per xxx of Riverbank Municipal Code).
- Noxious or invasive plants shall not be utilized.

- A mulch ring shall be placed around trees in turf.
- Edging shall be placed between turf and shrub/groundcover areas.
- A minimum of three inches (3”) of mulch shall be added to non-turf areas after planting, with care being taken to avoid mulching over crown of plants.

6.4.5 WATER SAVINGS AND CONTROLS

Intent: To ensure that Riverbank’s parks are designed and maintained for water conservation, in keeping with state and local regulations.

Design Guidelines:

- Plantings should be grouped based on water need.
- Turf should be replaced with low-water-use plants.
- Natural drainage should be conserved.
- Green infrastructure¹ should be integrated wherever possible.
- A central control irrigation system should be used to reduce maintenance and operation time and maximize water savings.

Standards:

- All planting, irrigation and grading design shall comply with the State Model Water Efficient Landscape Ordinance (MWELO).
- The irrigation system shall minimize overspray onto impervious surfaces, such as building, sidewalks, parking areas, and the like, through the use of such techniques as low-trajectory spray nozzles or underground low volume applicators. (Riverbank Municipal Code, Chapter 157)
- Water application rates shall not exceed the infiltration rate of the soil.
- All irrigation system controllers shall be set in compliance with the day and hour watering requirements of the city and shall be designed to minimize water use by installing automatic systems such as multi-start controllers and soil moisture sensors. (Riverbank Municipal Code, Chapter 157)
- City of Riverbank Municipal Code regulations governing water waste and outdoor watering times shall be adhered to for the design and operation of the irrigation system.
- Locations of all irrigation equipment to be used shall be shown on plan.
- Refer to City of Riverbank irrigation equipment standards when available.

¹ Green infrastructure is "...the range of measures that use plant or soil systems, permeable pavement or other permeable surfaces or substrates, stormwater harvest and reuse, or landscaping to store, infiltrate, or evapotranspiration of stormwater and reduce flows to sewer systems or to surface waters." (Clean Water Act, Section 502)



6.4.6 PLAYGROUNDS

Intent: To ensure that Riverbank's parks incorporate playground design that balances function and aesthetics, with accessibility, safety, durability and maintainability.

Design Guidelines:

- Playgrounds should enhance children's physical, social and cognitive development.
- Playgrounds should be safe, while providing users with play features that are fun, physically challenging, provide learning and discovery opportunities, stimulate the imagination, encourage social and cooperative play, and allow for free and nature play.
- Playgrounds should be aesthetically pleasing for all park users and incorporate natural and recycled materials where feasible and appropriate.
- All play areas should be ADA accessible and utilize inclusive design for all abilities.
- Playgrounds should be cost-effective in terms of maintenance and utility needs.
- Play equipment should be durable, with a design life of 15- 20 years or more.
- Play areas should be functionally appropriate for the target age group and/or ability range.
- Playgrounds should incorporate adult seating and water fountain(s), located at a safe but visible distance from play area.
- Playgrounds should be amply shaded by trees and planting, where possible, and by built structures if planting is not feasible.
- Playgrounds that promote nature play and creative play are encouraged.
- Custom design and equipment should be considered for special parks; playgrounds can be opportunities for unique architectural and artistic expression in the park.
- Playground design should consider playability for people of diverse abilities, age, race, gender, ethnicity and culture.
- Play areas should be consistent with the demographic characteristics and predominant needs and wishes of the surrounding neighborhood, and when appropriate and feasible, playground equipment and amenities should be differentiated from park to park to create a diversity of experiences provided across the city.

Standards:

- Play equipment and surfacing shall conform to ADA and all required safety regulations.
- Playgrounds shall be at the minimum 80% shaded during peak hours, 10:00 AM-2:00 PM, with special attention given to play structures and metal slides and elements. If trees are planted as part of the shade strategy, shade structures shall be erected until trees are sufficiently grown to provide shade.

6.4.7 SIGNAGE

Intent: To ensure a high level of aesthetic quality, consistency, durability and clarity in Riverbank's park signage.

Design Guidelines:

- Park signage types include identity, informational or interpretive, and regulatory signage. Signage should be uniform in design within types, complimentary across types, and signage design should complement the overall park design.
- Signage should be limited to the smallest size and amount that is necessary to relay information and be legible.
- Park identification/entry signs:
 - Should be prominently placed near the main entrance to the park.
 - Should use a consistent material and design across parks.
 - Should not use more than two font styles. Sans-serif is encouraged.
 - Should be simple, clear and attractive, and made of metal, with simple posts/features in either FSC certified wood or masonry.
 - Should utilize easy to maintain, long lasting materials and design.
 - Should integrate anti-graffiti coating.
- When appropriate, interpretive signage should include historical, educational, and informative, and/or otherwise interesting information regarding the feature being described.

Standard:

Refer to City of Riverbank park signage standards when available.

6.4.8 FURNISHINGS AND AMENITIES

Intent: To ensure a high level of aesthetic quality, consistency, comfort and durability in the furnishing and amenities of Riverbank's parks.

Design Guidelines:

- To ensure uniformity and ease of maintenance, furnishing should be consistent throughout the park system, unless the specific park design, theme or programming necessitates otherwise.
- Park furnishing design should be complementary across the furniture palette, and utilize similar and/or complementary colors and materials, where applicable.
- Recycled content (steel, aluminum, aggregate) should be used when feasible and still maintain aesthetic quality.
- Furnishing should be uniform, high quality, durable, attractive and well-maintained.
- Benches should be metal with FSC certified wood elements or concrete.
- Picnic tables should be FSC certified wood to be complementary to the bench design or concrete.



- Trash cans should provide space for both trash and recycling refuse, either integrated or as two separate receptacles, and be made of metal or concrete.
- Water fountains should be metal and complement the rest of the furniture palette. Bottle fillers and dog bowls should be utilized where appropriate.
- Light poles and lighting elements should provide safety as well as enhance the aesthetic quality of the park by tying into the overall furniture palette. Lighting should be energy efficient and maintain dark-sky-compliant light levels. Light poles should be appropriate in size, color, material and scale to the setting. Automatic sensor controls should be used for efficiency.
- Barbeques should be attractive and functional. Provide hot ash disposal containers at rate of 1 per 10 BBQs.
- Furniture typologies and design should be made appropriate to the specific requirements of the park, its design and the needs of its constituents. Deviation from standard designs should be made for the sake of aesthetic, thematic or functional purposes at the discretion of the designer and with the permission of City of Riverbank staff.
- All furnishing should be easy to maintain, utilizing long lasting materials and designs. The designer is encouraged to involve park maintenance and program staff in the design process to ensure successful maintainability.

Standards:

- Refer to City of Riverbank furnishing palette standards when available.



CHAPTER SEVEN - PARK ASSESSMENTS AND LEVEL OF SERVICE ANALYSIS

7.1 CURRENT PARK ASSESSMENTS

An assessment and general onsite inspection of each park, facility and grounds property managed by the Department was completed utilizing the following asset condition rating system. An inventory and overall assessment for the entire system has been provided as separate stand-alone documents.

7.2 CONDITION RATING

A = Excellent

- Looks new and is in excellent mechanical and aesthetic condition.

B = Very Good

- Has minor mechanical and equipment defects but is in excellent mechanical and aesthetic condition.

C = Good

- Has some repairable mechanical and equipment defects and is free of major problems.

D = Fair

- Has some mechanical and equipment defects that require major repair and/or replacement.

F = Poor

- Has major defects and requires significant lifecycle replacement.

Park Name	Address	Park Classification	Park Assessment	Acreage	Baseball Field	Outdoor Basketball	Football Field	Picnic Shelter	Playground	Skate Park	Soccer Field	Swimming Pool	Tennis Court	Pickleball Court	Volleyball Court	Dog Park
Castleberg Park	5845 8th Street	Community	Poor	12.2	2.0	2.0		1.0	1.0							
Community Center Park	3600 Santa Fe Avenue	Neighborhood	Good	3.1				1.0	1.0		1.0					
Harless Park	5600 Litt Road	Neighborhood	Excellent	2.9		1.0			1.0							
Hutcheson Park	3411 High Street	Mini	Good	1.0												
Jacob Myers Park	23653 S. Santa Fe Avenue	Regional	Very Good	28.0				1.0	1.0							1.0
Pioneer Park	3017 High Street	Neighborhood	Fair	3.0		0.5			1.0							
Plaza Del Rio	6702 3rd Street	Mini	Excellent	0.2												
Rotary Centennial Park	5690 Prospectors Parkway	Neighborhood	Very Good	3.1					1.0							
Safreno Park	2308 McAllister Lane	Neighborhood	Good	5.3					1.0							
Silva Park	5800 Antique Rose Way	Neighborhood	Excellent	8.2		1.0		1.0	1.0							
Sorensen Park	2522 Donner Trail	Neighborhood	Very Good	5.3					1.0							
Sports Complex	2119 Morrill Road	Sports Complex	Very Good	11.0			1.0				1.0					
Staley Park - Skate Park	3036 Santa Fe Street	Special Usa Area	Good	0.5						1.0						
Whorton Park	6082 Tennessee Avenue	Mini	Very Good	1.0		0.5			1.0							
Zerillo Park	2800 Briarcliff Drive	Neighborhood	Good	5.0		1.0			1.0			1.0	4.0			



7.3 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

7.3.1 SERVICE AREA EQUITY MAPPING

The Riverbank Parks and Recreation system has “evolved over time” and distribution of sites and facilities throughout the community is reflected in the current site locations.

To further illustrate the distribution of current park types and park assets of the parks and recreation system across the entire community, an equity-mapping analysis was conducted. The maps included show the service areas of the *current* inventory of park types and park assets based on the *recommended* level-of-service standard. The recommended standard established per 1,000 residents per acre of park type or number of residents per type of park asset are also indicated in the map title.

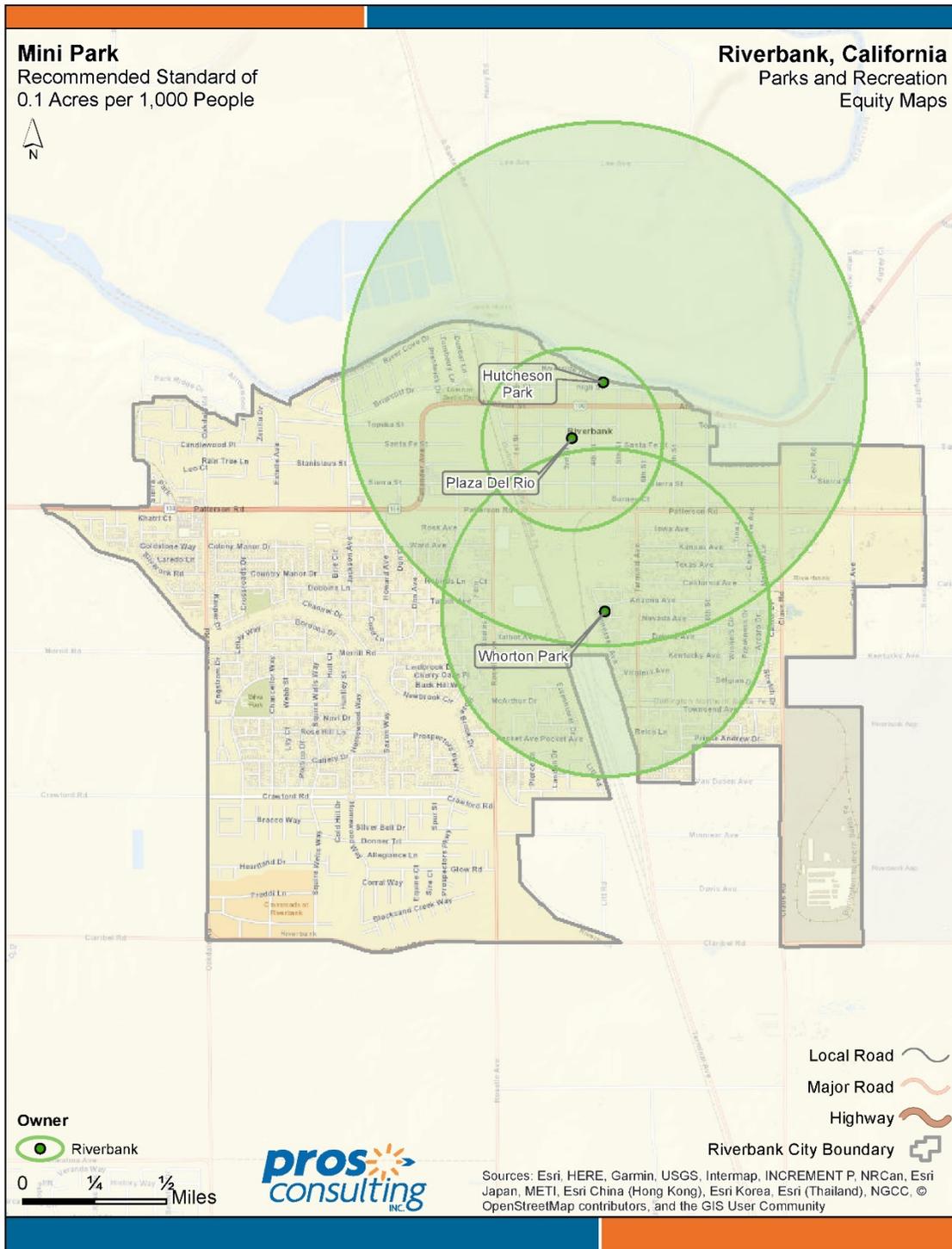
The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities.

Although there are occasions when the service area may extend beyond Riverbank borders, only Riverbank’s population was utilized for calculating service area standards in this analysis.

Community-wide maps of park types, or classifications, identified in this Needs Assessment, as well as the major park assets, are provided in the pages that follow. The maps on the following pages identify:

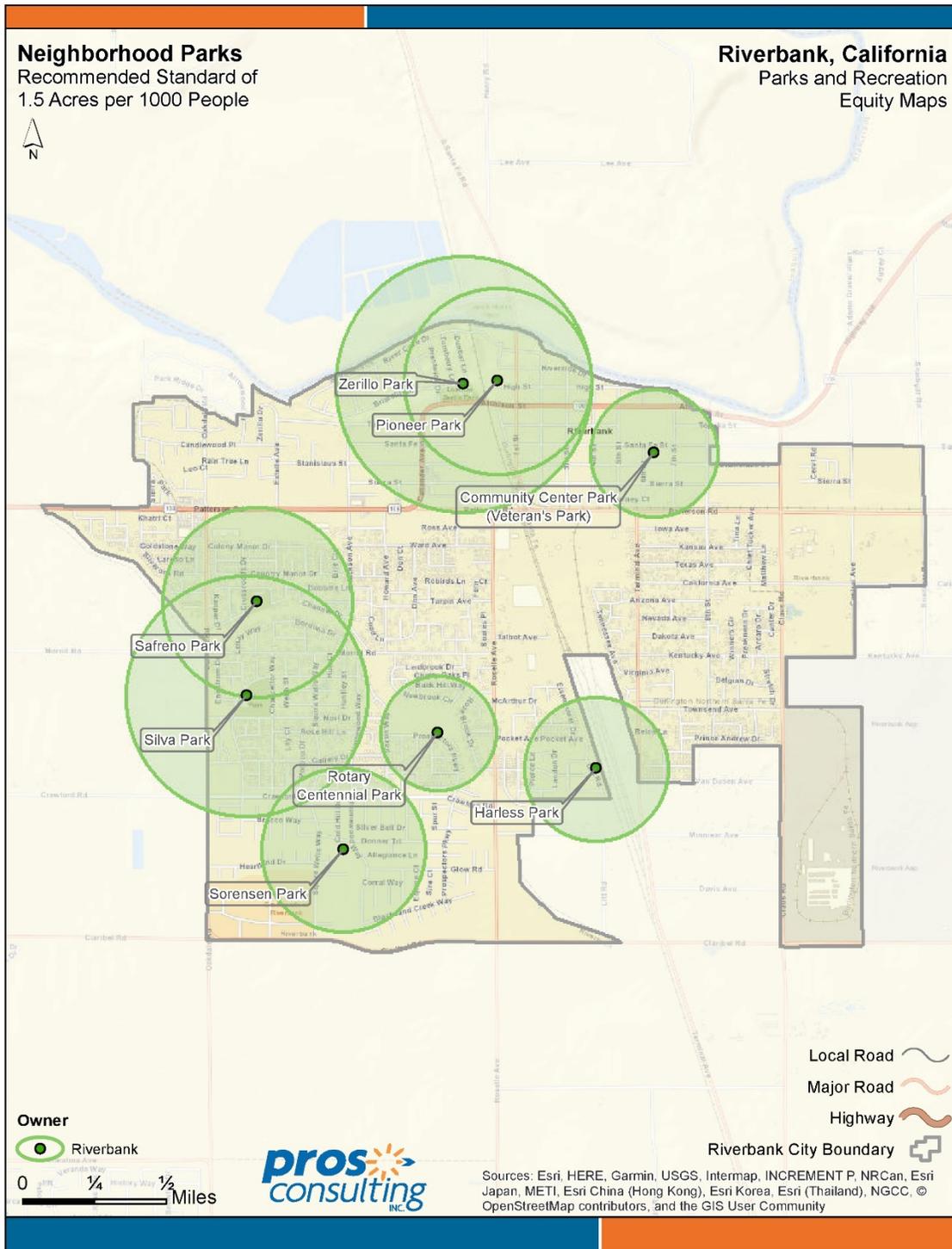
1. Mini Parks
2. Neighborhood Parks
3. Community Parks
4. Regional Parks
5. Special Use Parks
6. Sports Complex Parks
7. Indoor Recreation Facilities
8. Swimming Pool
9. Baseball Fields
10. Football Fields
11. Soccer Fields
12. Skatepark
13. Playgrounds
14. Tennis Courts
15. Outdoor Basketball Courts
16. Pickleball Courts
17. Picnic Shelters
18. Dog Park

MINI PARKS

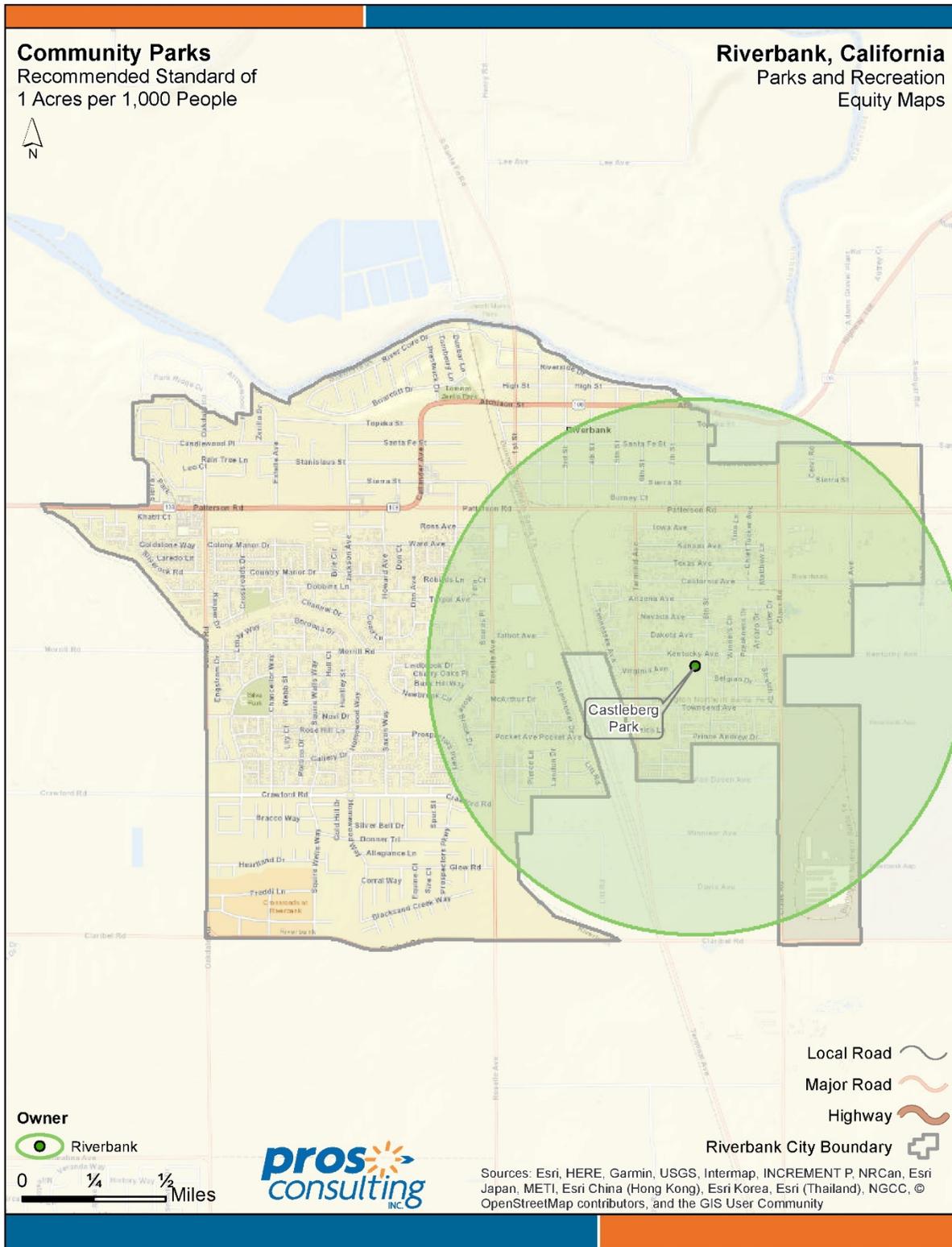




NEIGHBORHOOD PARKS

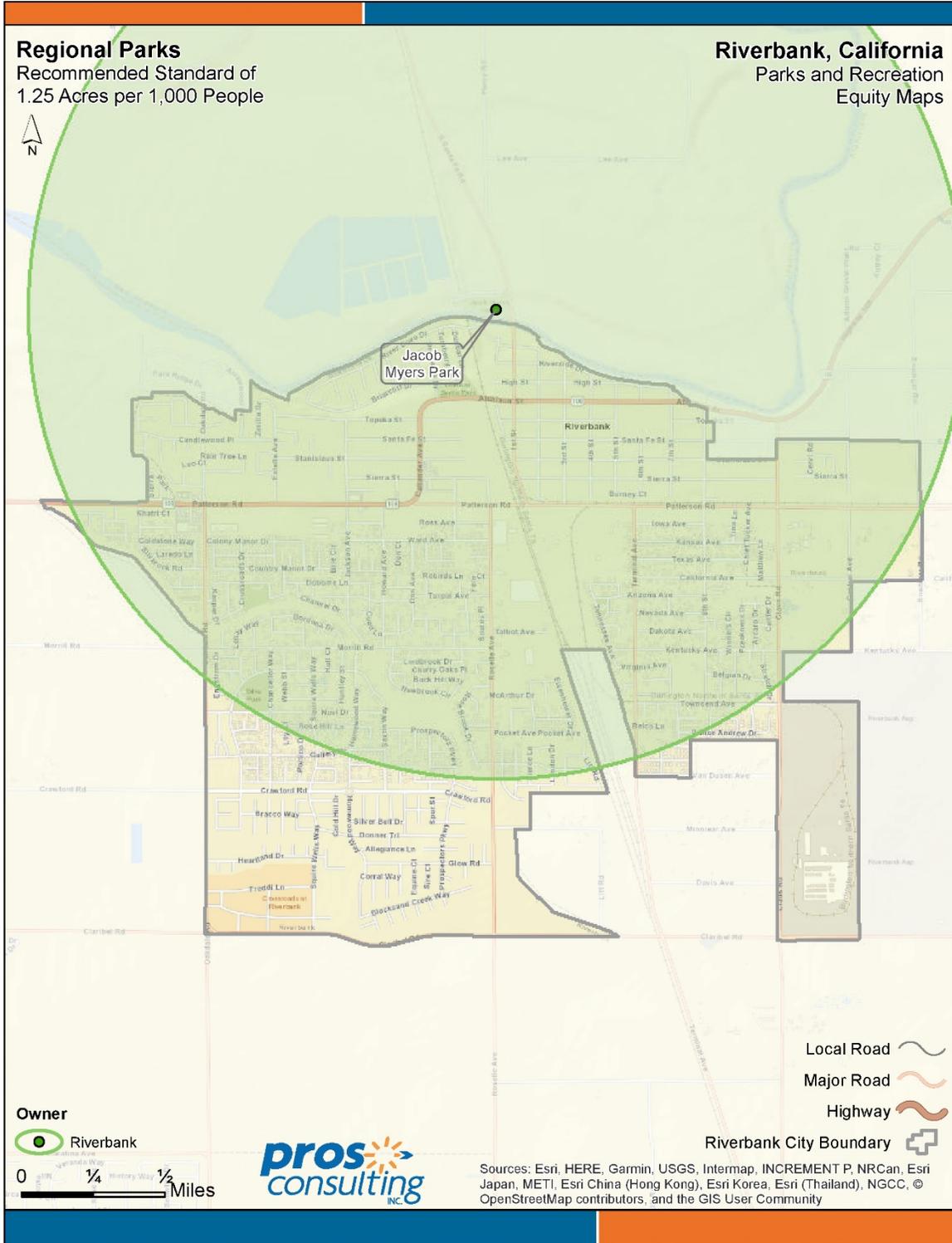


COMMUNITY PARKS

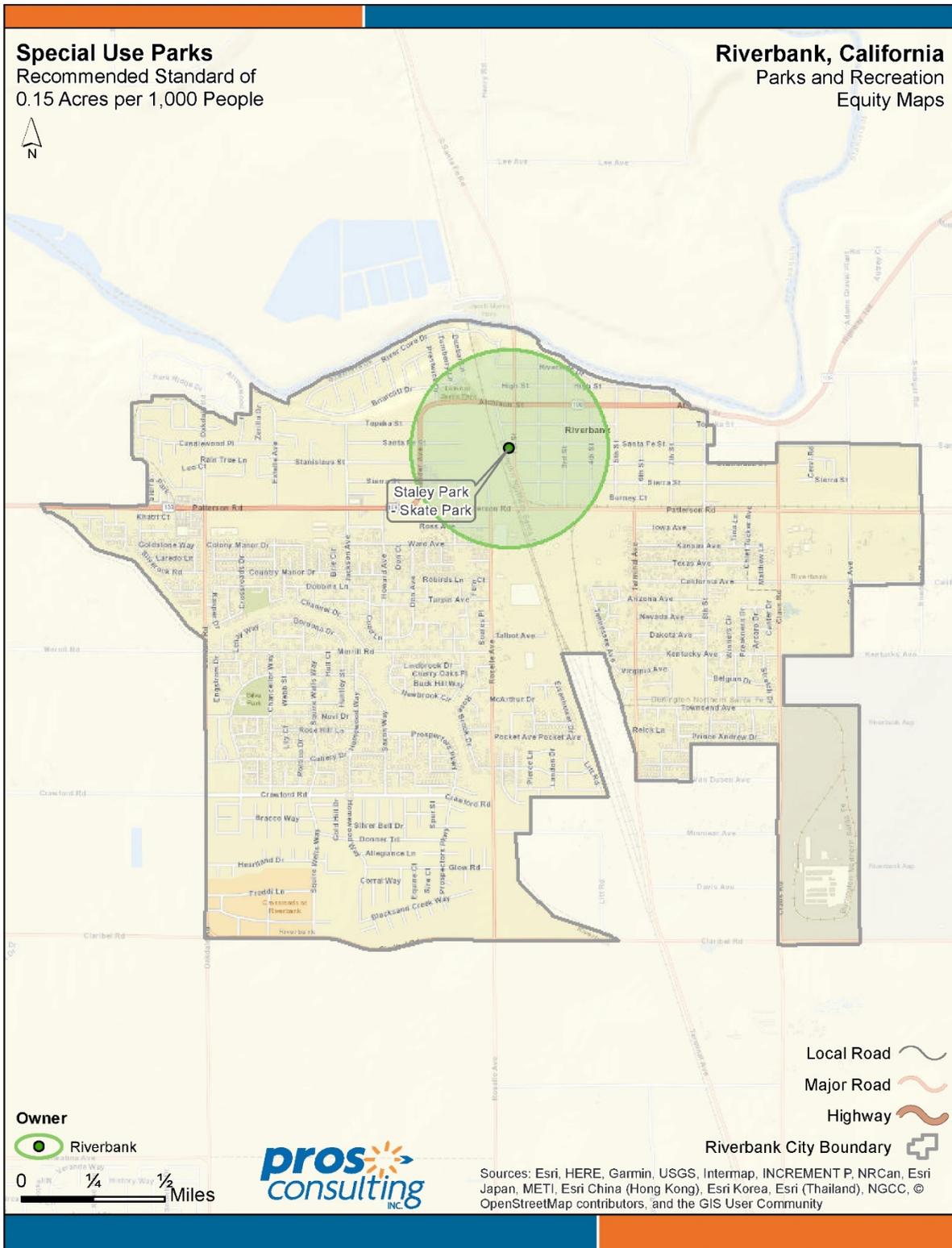




REGIONAL PARKS

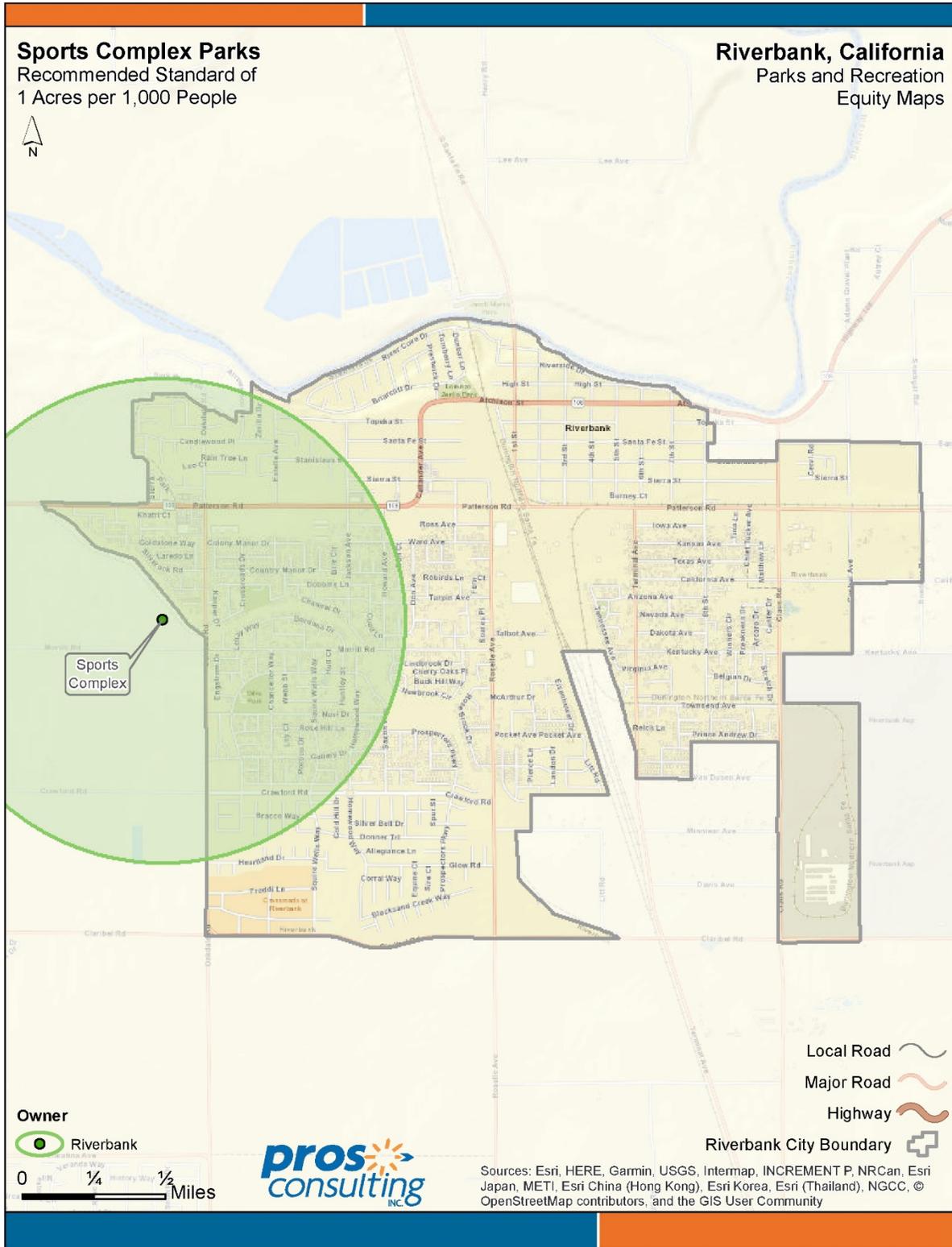


SPECIAL USE PARKS

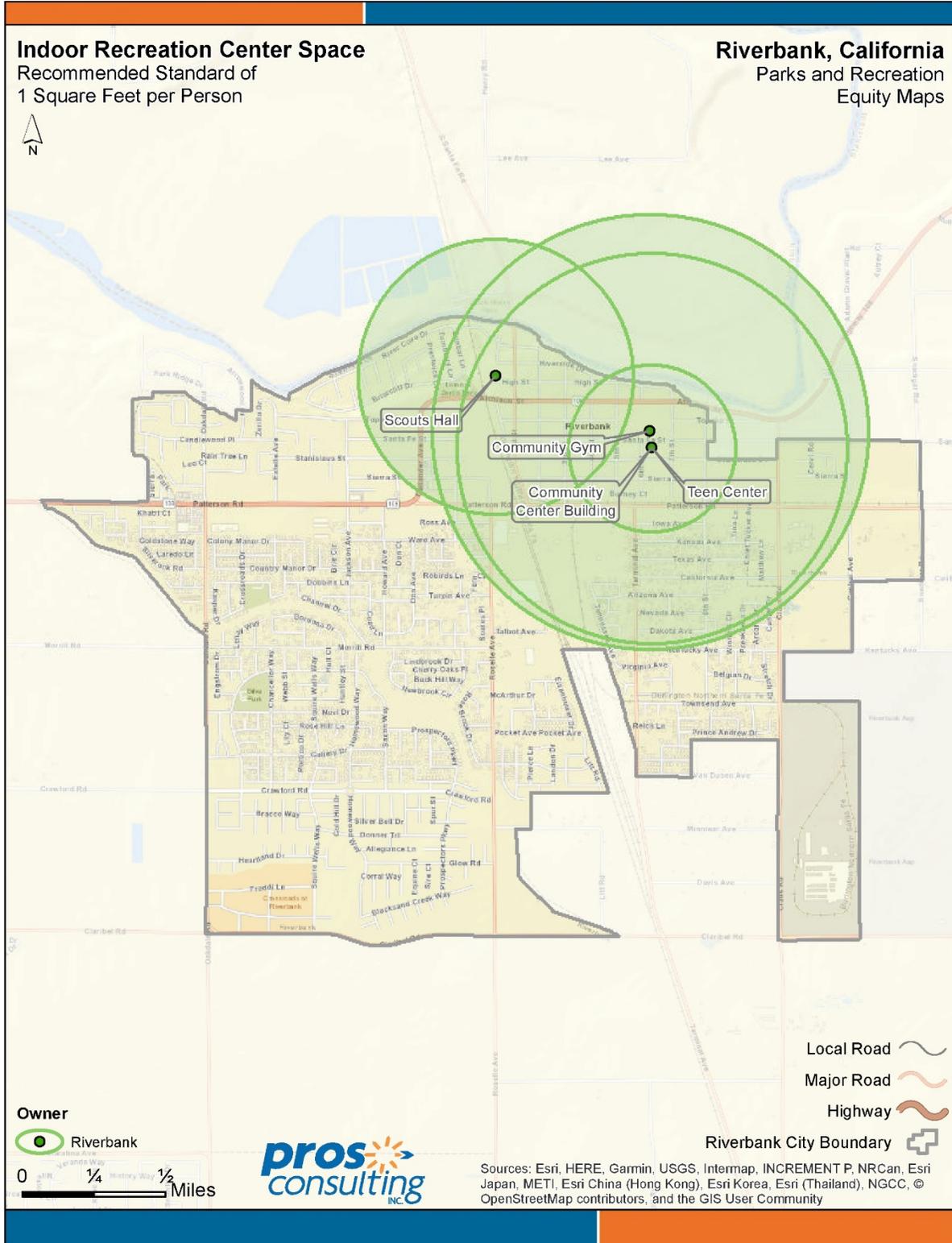




SPORTS COMPLEX PARKS

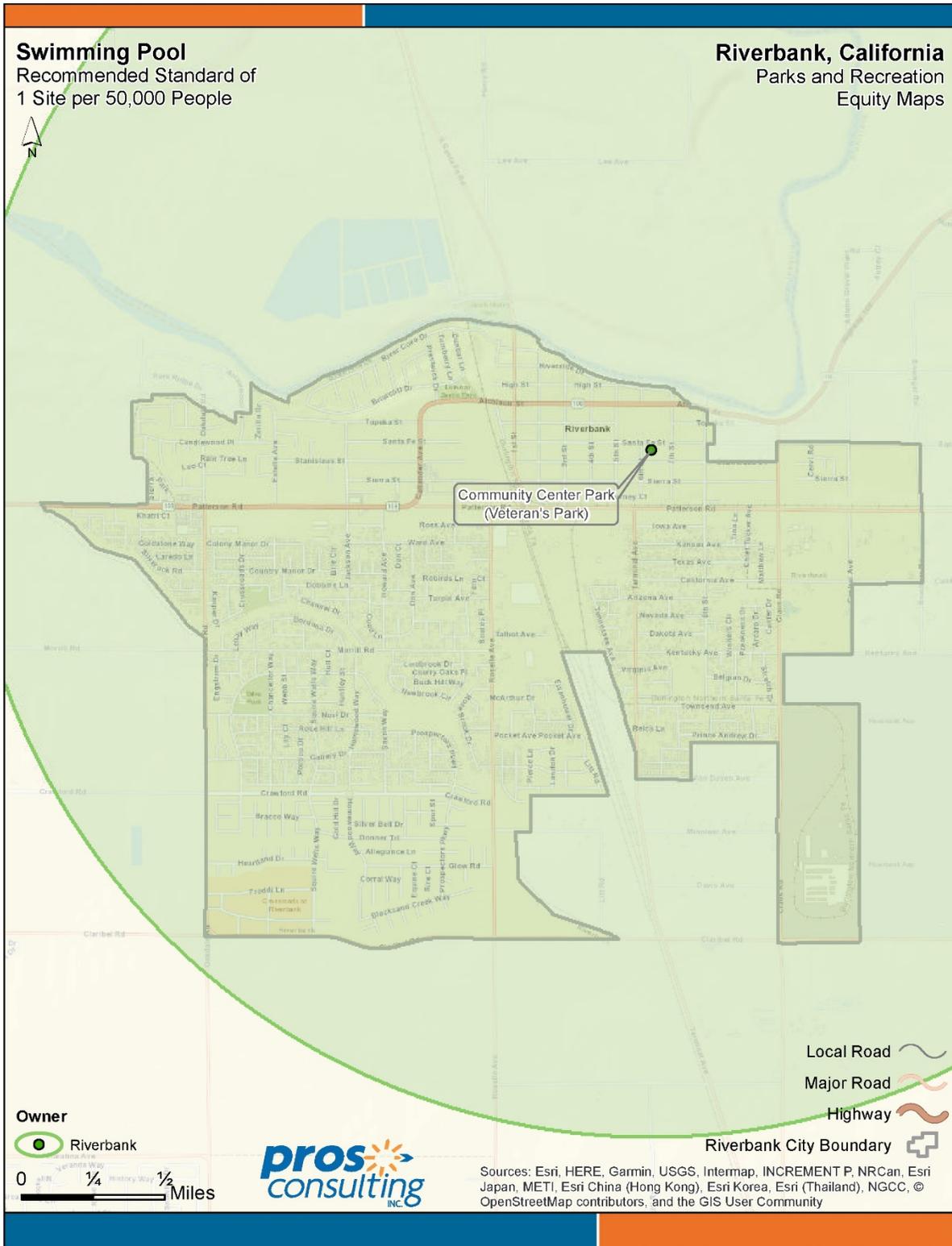


INDOOR RECREATION FACILITIES

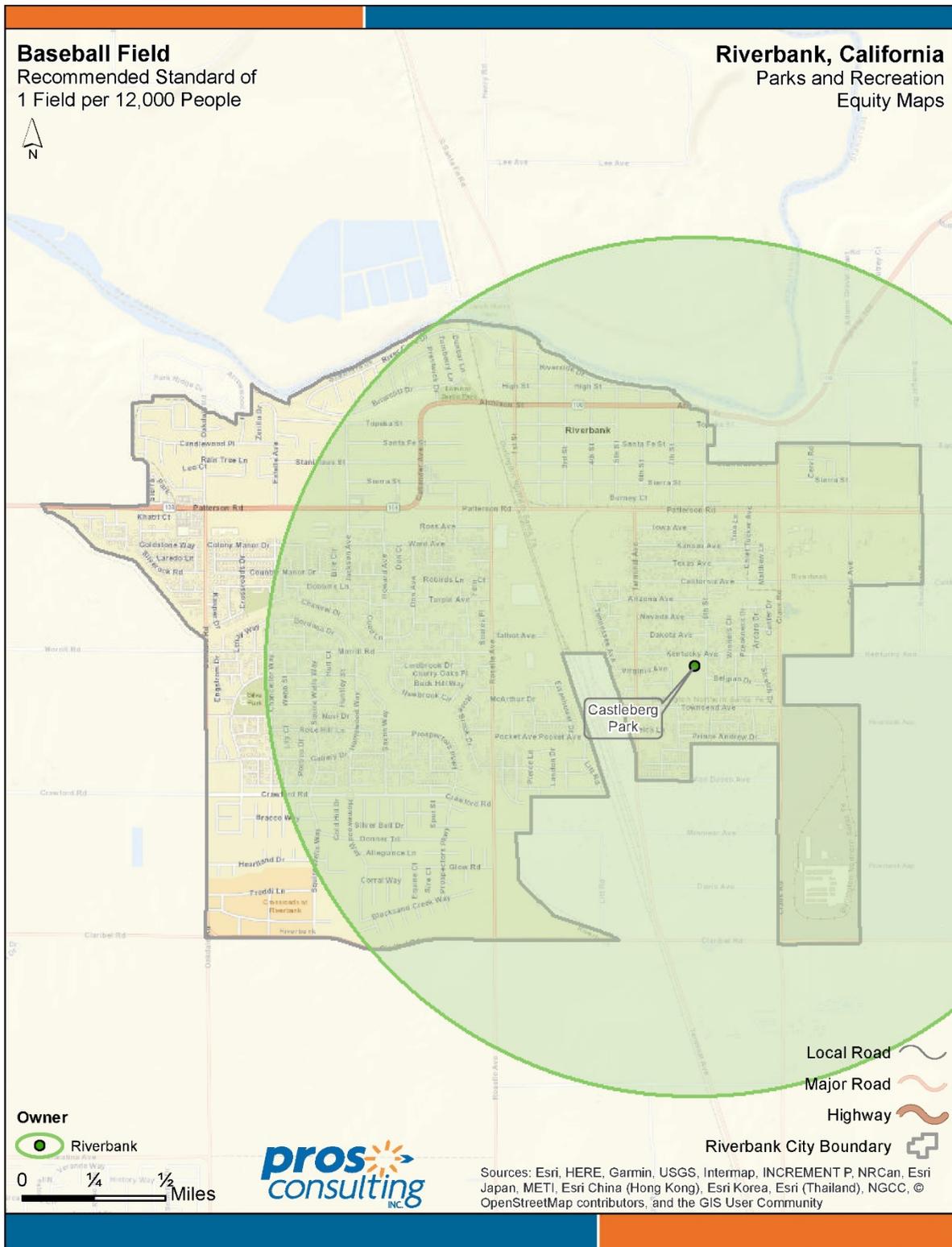




SWIMMING POOL

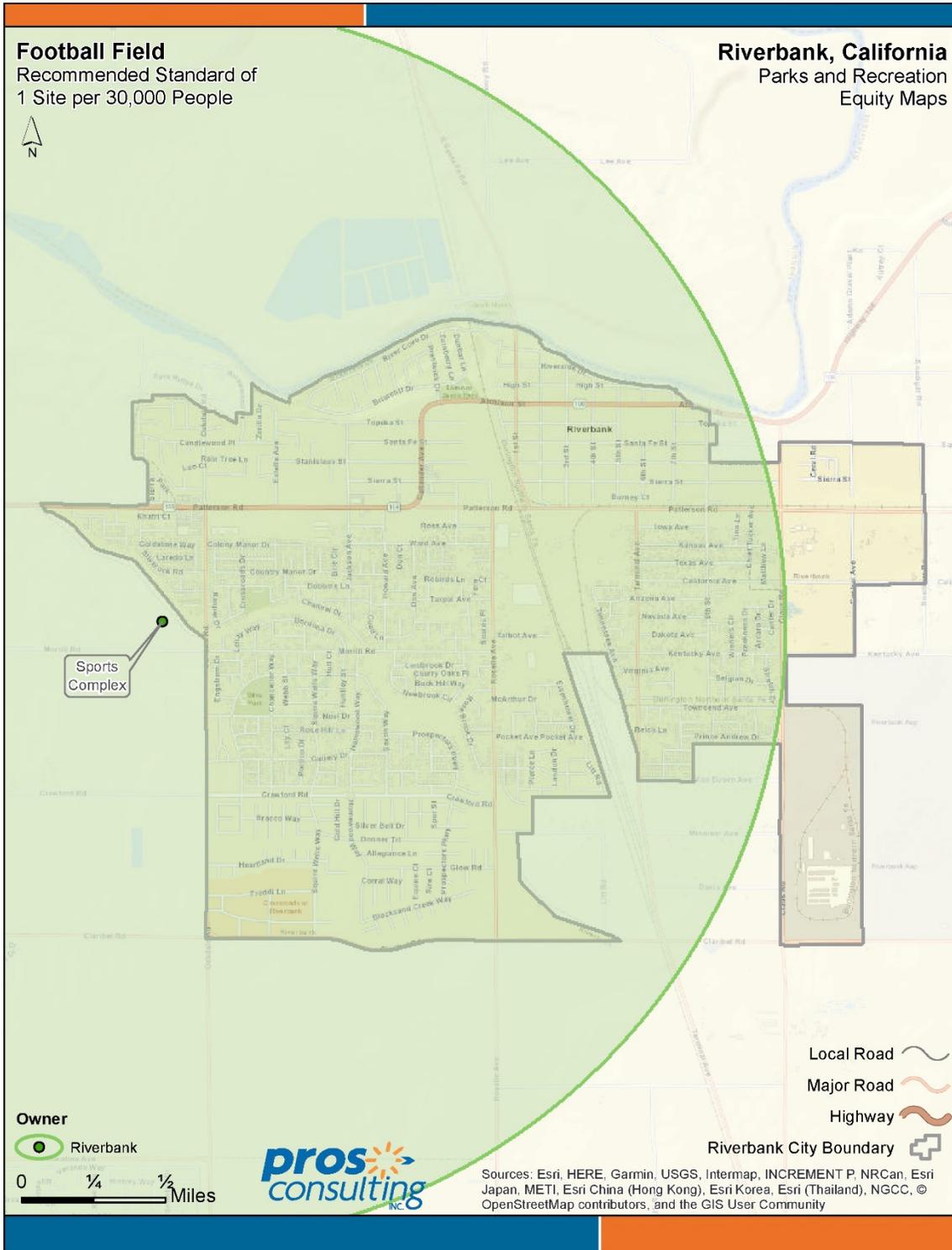


BASEBALL FIELDS

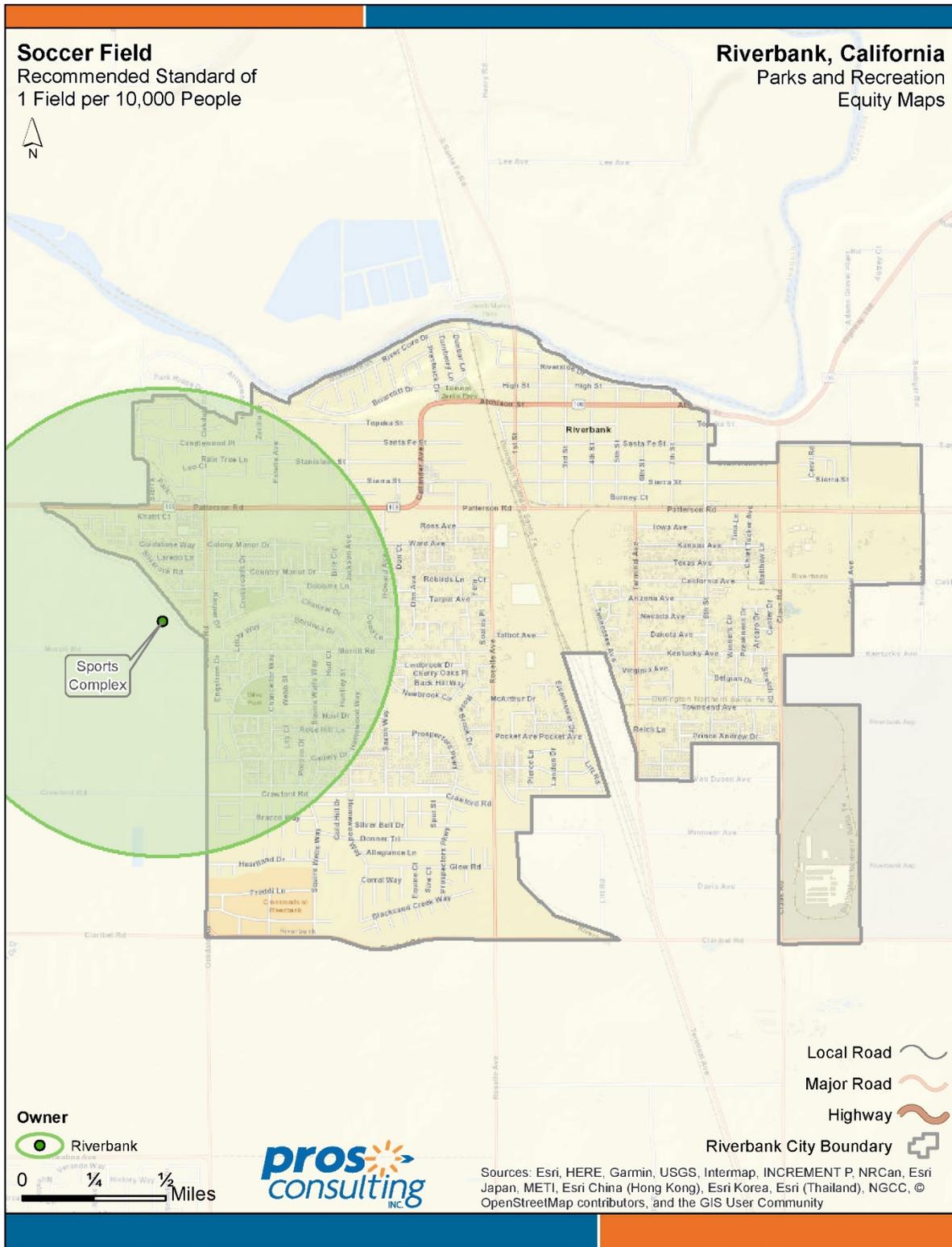




FOOTBALL FIELDS

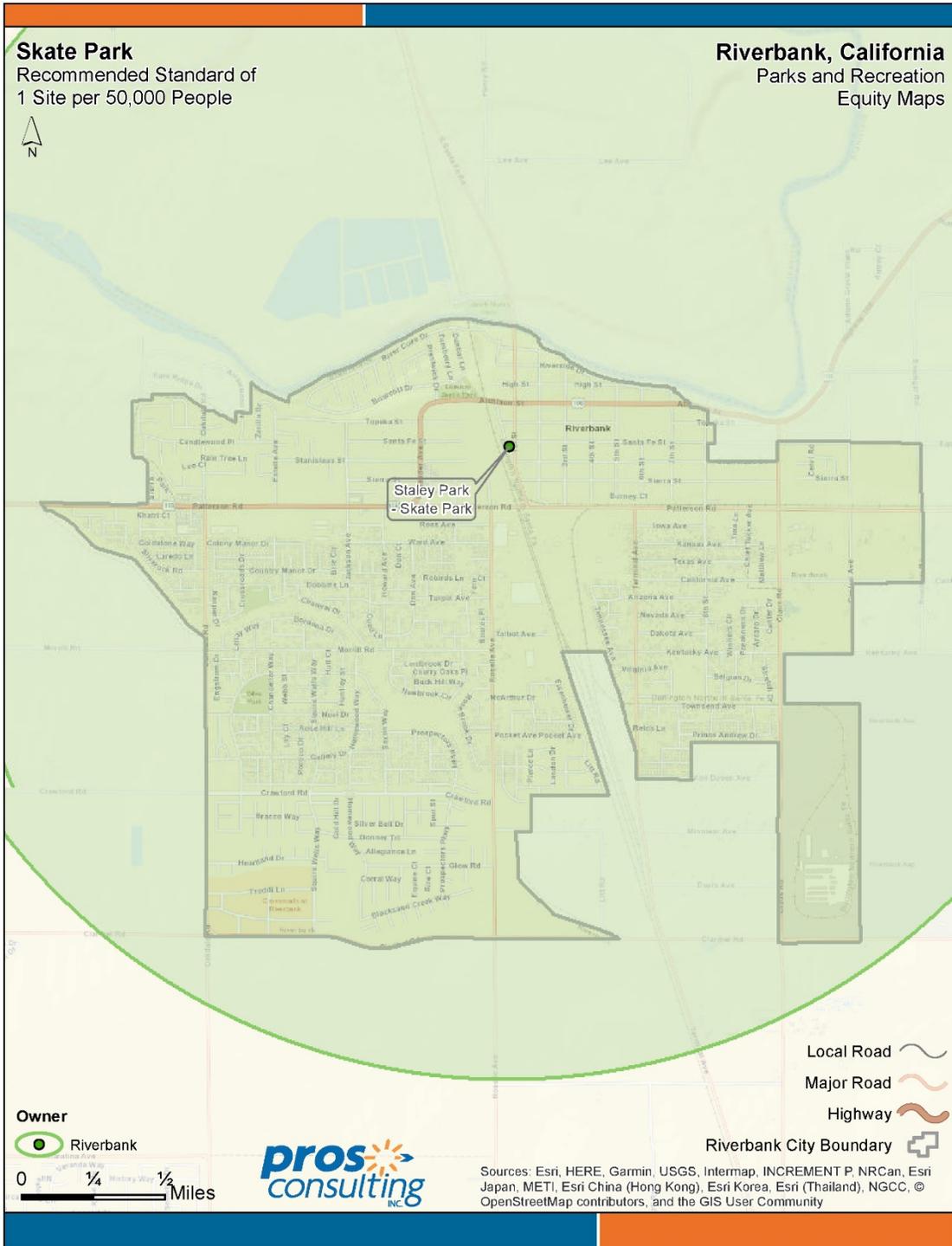


SOCCER FIELDS

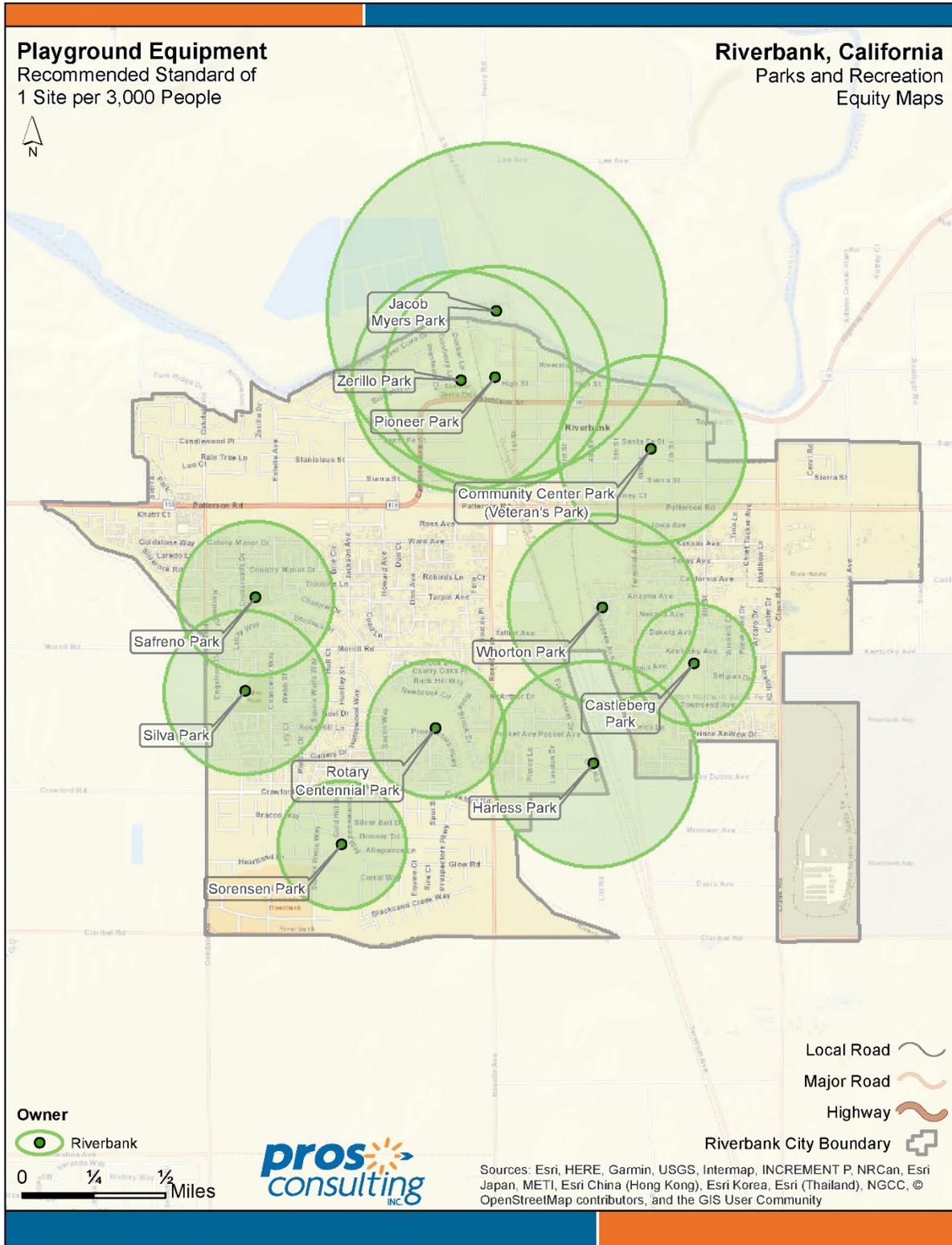




SKATEPARK

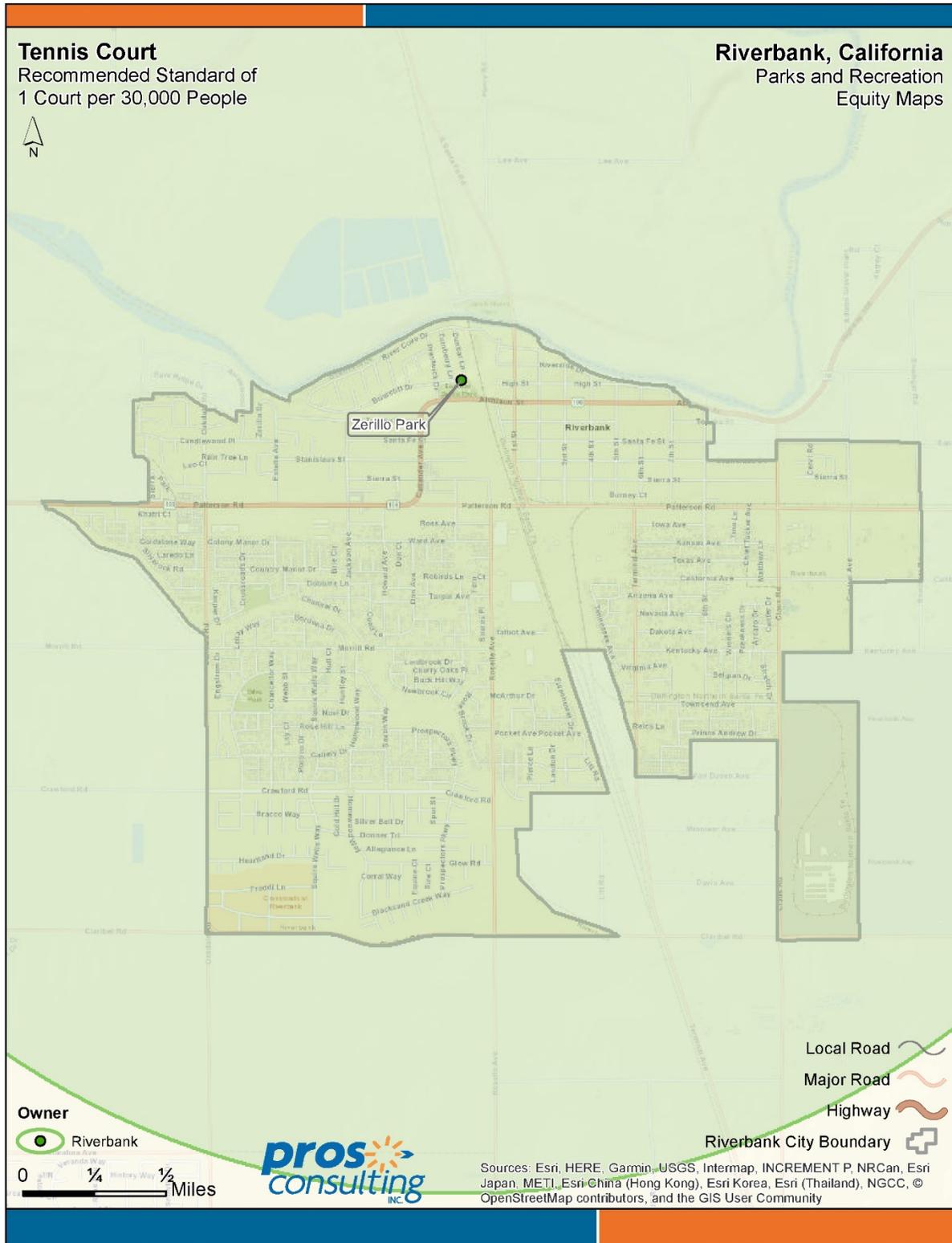


PLAYGROUNDS

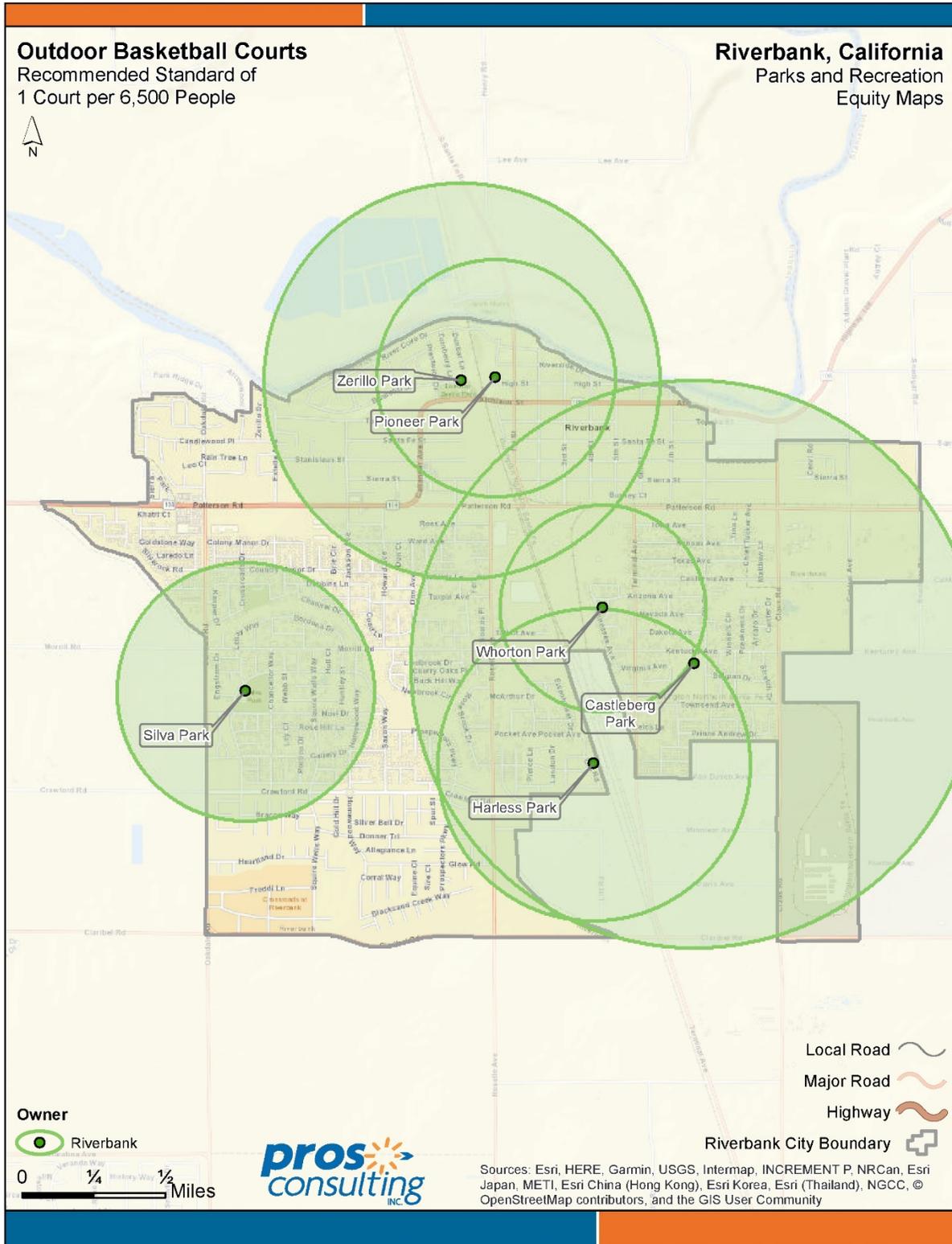




TENNIS COURTS

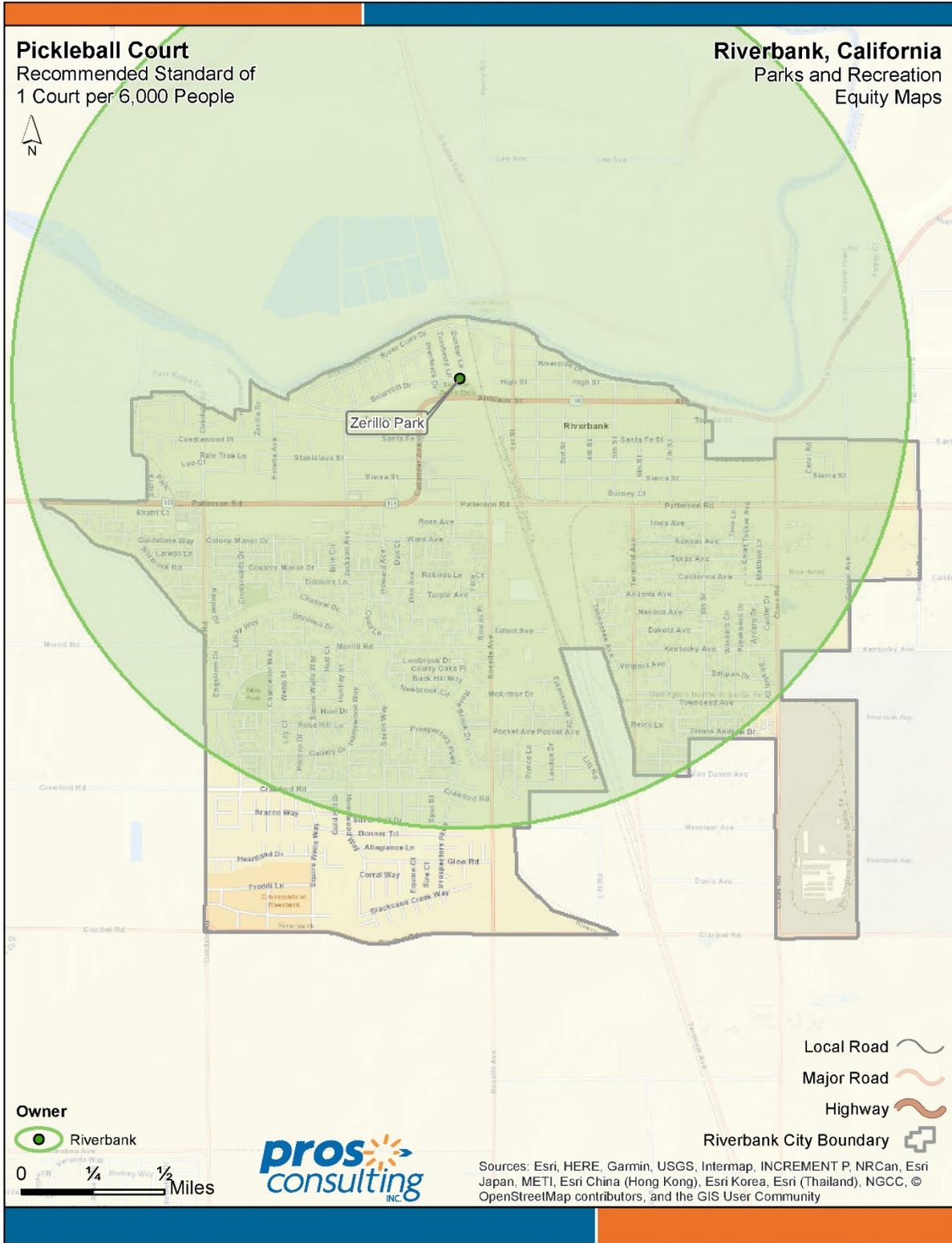


OUTDOOR BASKETBALL COURTS

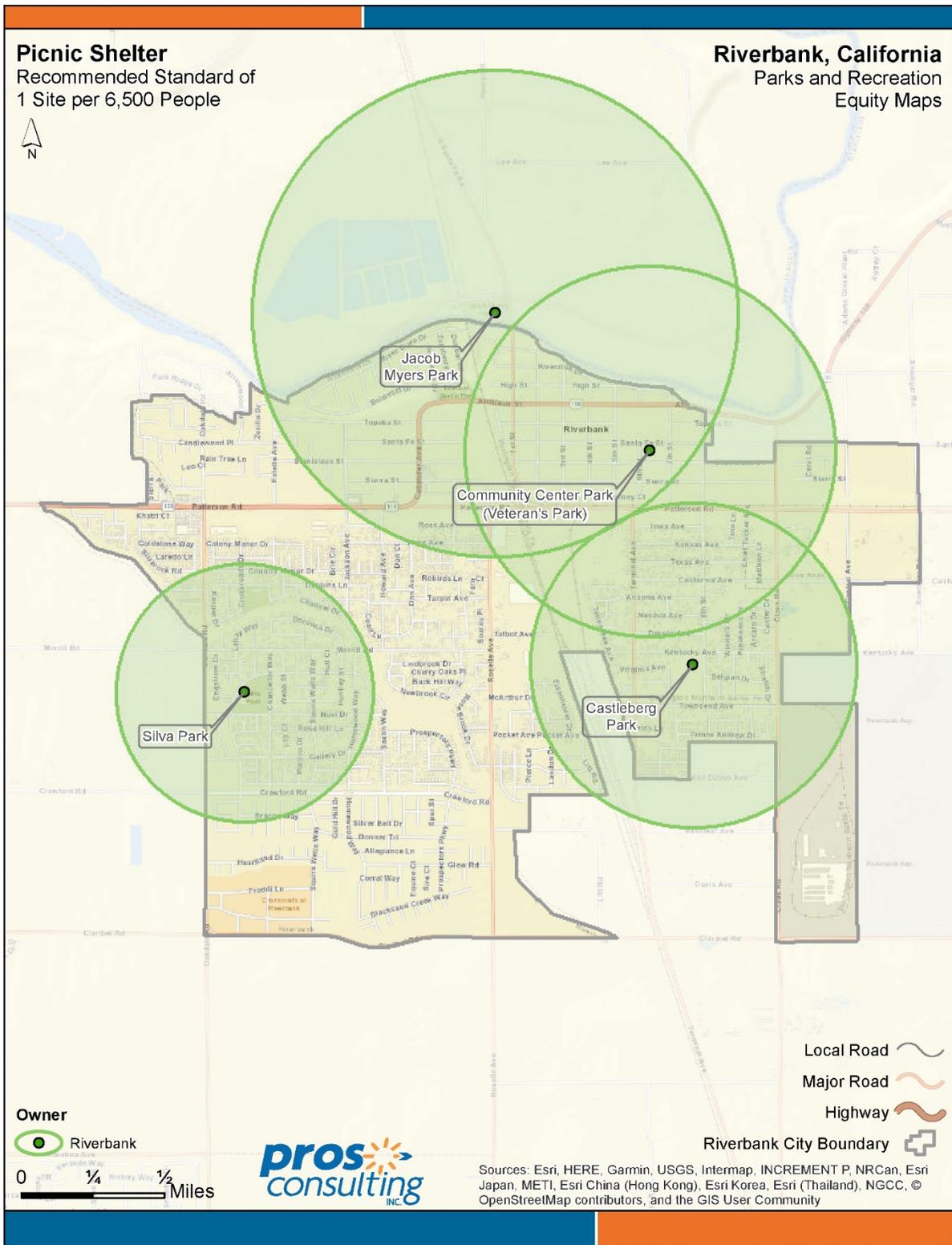




PICKLEBALL COURTS

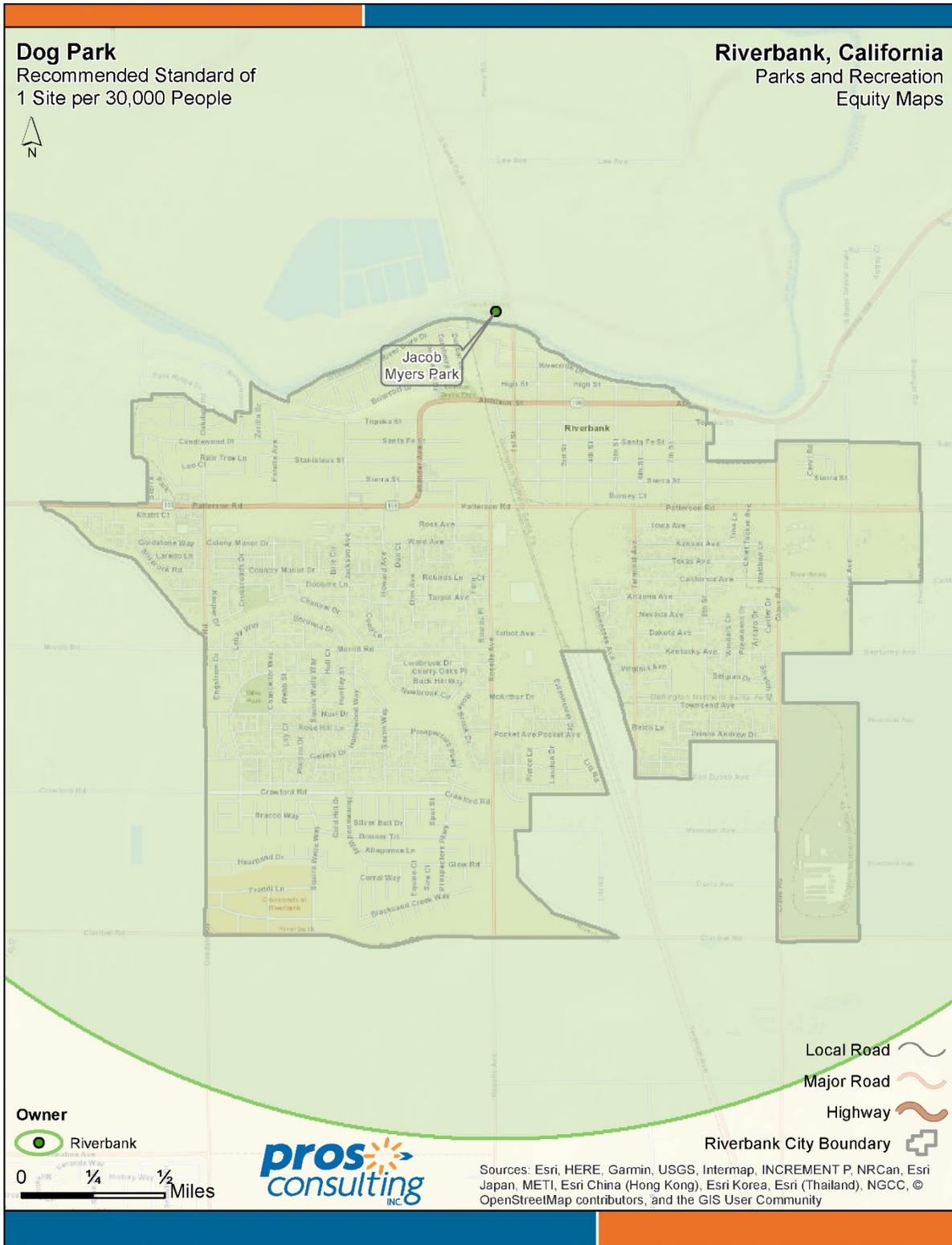


PICNIC SHELTERS





DOG PARK



7.4 LEVEL OF SERVICE STANDARDS

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

PROS evaluated LOS standards using a combination of resources. These resources included:

- 2025 General Plan Policy Document; Public Services and Facilities Element.
- National Recreation and Park Association (NRPA) guidelines.
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2019 Study of Sports.
- Recreation participation as it applies to activities that occur in the United States and Riverbank area.
- Community and stakeholder input including statistically valid survey and general observations. This information allowed standards to be customized to the Riverbank Parks and Recreation system.
- Planned yet not developed parks within each park classification system in Riverbank.
- The ability for the City to financially sustain a high-quality park system.

The LOS standards should be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. These standards should be used to inform decisions when planning to develop new parks, facilities, and amenities. By applying these standards to the population of Riverbank, gaps and surpluses in park and facility/amenity types are revealed.

Based on a thorough review of the parks and recreation system and public input, it is recommended that the City pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current level of service standard for the projected population in 2035.

- Riverbank currently provides a **total LOS of ONLY 3.52 acres of parks per 1,000 residents based on the City's population.**
- **The consulting team is recommending to increase the LOS standard for community and neighborhood parks to 5.0 acres/1,000 population as a goal.** To keep up with the projected population growth, the City will need to develop and add a total of 145 acres of parks to the system by the year 2035 in order to achieve the recommended standard.
- The top two park needs the City is deficient in the future are Community parks, Regional parks and Sports Complex parks.
- The City will need to add amenities to the park system to meet 2035 standards for most outdoor park amenities, including an athletic fields, outdoor sport courts, a dog park, picnic shelters and playgrounds.

The table on the following page details the current and recommended LOS for the Riverbank's Parks and Recreation System. PLEASE NOTE: Trails were not calculated in this population-based service level analysis because they are based on connected networks rather than population.



RIVERBANK LEVEL OF SERVICE STANDARDS											
Park Type	2019 Park Inventory		Current Service Levels		Recommended Developed Park Service Levels		2020 Standards		2025 Standards		
	City of Riverbank	Total Inventory	Current Service Level	Recommended Developed Park Service Levels	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed			
Mini Park	6.99	6.99	0.27 acres per	0.10 acres per	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)			
Neighborhood Parks	64.11	64.11	2.51 acres per	1.50 acres per	Meets Standard	- Acre(s)	Need Exists	6 Acre(s)			
Community Parks	12.20	12.20	0.48 acres per	1.00 acres per	Need Exists	13 Acre(s)	Need Exists	34 Acre(s)			
Regional Parks	0.50	0.50	0.02 acres per	1.25 acres per	Need Exists	31 Acre(s)	Need Exists	58 Acre(s)			
Sports Complex Parks	5.00	5.00	0.20 acres per	1.00 acres per	Need Exists	21 Acre(s)	Need Exists	41 Acre(s)			
Special Use Parks	1.00	1.00	0.04 acres per	0.15 acres per	Need Exists	3 Acre(s)	Need Exists	6 Acre(s)			
Total Developed Neighborhood Park Acreage	89.81	89.81	3.52 acres per	5.00 acres per	Need Exists	68 Acre(s)	Need Exists	145 Acre(s)			
OUTDOOR AMENITIES											
Baseball Field	2	2.00	1.00 field per	1.00 field per	Meets Standard	- Field(s)	Need Exists	2 Field(s)			
Outdoor Basketball Courts	6	1.00	4.00 court per	1.00 court per	Meets Standard	- Court(s)	Need Exists	6 Court(s)			
Football Field	1	1.00	1.00 site per	1.00 site per	Meets Standard	- Site(s)	Need Exists	1 Site(s)			
Picnic Shelter	4	4.00	1.00 site per	1.00 site per	Meets Standard	- Site(s)	Need Exists	3 Site(s)			
Playground Equipment	11	11.00	1.00 site per	1.00 site per	Meets Standard	- Site(s)	Need Exists	4 Site(s)			
Skate Park	1	1.00	1.00 site per	1.00 site per	Meets Standard	- Site(s)	Meets Standard	- Site(s)			
Soccer Field	1	1.00	1.00 field per	1.00 field per	Need Exists	2 Field(s)	Need Exists	4 Field(s)			
Swimming Pool	1	1.00	1.00 site per	1.00 site per	Meets Standard	- Site(s)	Need Exists	- Site(s)			
Tennis Court	1	1.00	1.00 court per	1.00 court per	Meets Standard	- Court(s)	Need Exists	1 Court(s)			
Pickleball Court	4	4.00	1.00 court per	1.00 court per	Need Exists	- Court(s)	Need Exists	4 Court(s)			
Volleyball Court	-	-	1.00 court per	1.00 court per	Need Exists	1 Court(s)	Need Exists	2 Court(s)			
Dog Park	1	1.00	1.00 site per	1.00 site per	Meets Standard	- Site(s)	Need Exists	1 Site(s)			
INDOOR RECREATION CENTER											
Indoor Recreation Center Space (square feet)	21,164	21,164	0.83 SF per person	1 SF per Person	Need Exists	4,354 Square Feet	Need Exists	25,328 Square Feet			

CHAPTER EIGHT – 10-YEAR CAPITAL IMPROVEMENT PLAN

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

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

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

8.1 10-YEAR CAPITAL IMPROVEMENT PLAN DEVELOPMENT – GENERAL ASSUMPTIONS

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

- All projects must be financially viable.
- Only projects likely to be implemented within 10-year plan period are included in the plan.
- Projects must be consistent with other planning efforts, where applicable.
- A 5% cost escalator has been applied for each year, to estimate total costs of the CIP.



8.2 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

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

SUSTAINABLE PROJECTS (Repair Existing)			
Asset	Brief Description	Estimated Total Project Cost	Time Frame
Castleberg Park	Lifecycle Replacement Allowance for Restroom/Concession/Storage, Picnic Shelter, Playground, Sports Courts, Athletic Field Lighting/Amenities, etc.	\$750,000	Long-term (6-10 years)
Hutcheson Park	Lifecycle Replacement of Trail and ADA improvements	\$200,000	Long-term (6-10 years)
Jacob Myers Park	Lifecycle Replacement of Playground, Benches, Trash Cans; Parking Lot - Crack Seal/Overlay	\$500,000	Short-term (1-5 years)
Pioneer Park	Playground Equipment Replacement with Shade	\$200,000	Long-term (6-10 years)
Rotary Centennial Park	Playground Equipment Replacement with Shade	\$200,000	Long-term (6-10 years)
Silva Park	Playground Equipment Replacement with Shade	\$200,000	Long-term (6-10 years)
Sorenson Park	Lifecycle Replacement Allowance for Playground with shade and small picnic shelter, picnic table	\$200,000	Long-term (6-10 year)
Whorton Park	Lifecycle Replacement Allowance for Playground Equipment, Basketball Court, Furniture	\$350,000	Long-term (6-10 years)
Zerillo Park	Parking Lot Replacement	\$100,000	Long-term (6-10 years)
TOTAL SUSTAINABLE PROJECTS		\$2,700,000	

8.3 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

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

EXPANDED SERVICE PROJECTS (Upgrade and Renovation)			
Asset	Brief Description	Estimated Total Project Cost	Time Frame
Castleberg Park	Conversion of One Basketball Court into Four Pickleball Courts	\$550,000	Long-term (6-10 years)
Jacob Myers Park	Lower Parking Lot Development; Addition of Amphitheater	\$500,000	Long-term (6-10 years)
Pioneer Park	Add Picnic Shelter	\$100,000	Long-term (6-10 years)
Plaza Del Rio	Addition of Shade Sails	\$50,000	Short-term (1-5 years)
Silva Park	Addition of Splash Pad	\$350,000	Long-term (6-10 years)
Staley Park - Skate Park	Addition of Shade Sails	\$50,000	Short-term (1-5 years)
Zerillo Park	Addition of Large Picnic Shelter	\$250,000	Long-term (6-10 years)
TOTAL EXPANDED SERVICE PROJECTS		\$1,850,000	

8.4 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

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

VISIONARY PROJECTS (New/Major Upgrade)			
Asset	Brief Description	Estimated Total Project Cost	Time Frame
Community Center Park (Veteran's Park)	Implement Site Specific Master Plan pending Prop 68 Grant Approval	\$9,000,000	Short-term (1-5 years)
Harless Park	Site Specific Master Plan and Implementation	\$500,000	Long-term (6-10 years)
Hetch Hetchy Property	Site Development for Trail and/or Dog Park	\$250,000	Long-term (6-10 years)
Jacob Myers Park	Addition of 30 acres via Agreement with Corps of Engineers	\$100,000	Long-term (6-10 years)
Safreno Park	Site Specific Master Plan and Implementation	\$250,000	Long-term (6-10 years)
Sports Complex	Site Specific Master Plan and Implementation for Expansion in Conjunction with Development Community	\$10,000,000	Long-term (6-10 years)
New Park Development	Neighborhood and Community Park Expansion - Land Acquisition and Development Commensurate with Population Growth - 70 acres at \$500,000 per acre	\$35,000,000	Long-term (6-10 years)
TOTAL VISIONARY PROJECTS		\$55,100,000	

8.5 CAPITAL IMPROVEMENT SUMMARY BY TIER

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

Tier	Estimated Total Project Cost
Sustainable Projects	\$2,700,000
Expanded Service Projects	\$1,850,000
Visionary Projects	\$55,100,000
TOTAL	\$59,650,000



8.6 CAPITAL IMPROVEMENT SUMMARY BY PROJECT TYPE AND TIMELINE

The following tables summarize the capital improvement plan associated with the Master Plan by project type and timeline.

Term	Estimated Total Project Cost
Short Term (Years 1-5)	\$9,600,000
Long Term (Years 6-10)	\$50,050,000
TOTAL	\$59,650,000

8.6.1 YEARS 1-5 HIGHLIGHTS

- **Park Improvements:** Projects include, but not limited to, the lifecycle replacement of picnic shelters, irrigation systems, playgrounds, benches, signage, parking lots, and restrooms buildings.
- **Trail Improvements:** Minor repaving projects.

8.6.2 YEARS 6-10 HIGHLIGHTS

- **Park Improvements:** Projects include addition of shade, splashpads and site specific master plans for Harless and Safreno Park.
- **New Park Development:** Projects include the development of 70 new acres of neighborhood parks and build out of Jacob Myers Park.



8.7 PROJECT PRIORITIZATION CRITERIA

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

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

City of Riverbank Parks and Recreation Master Plan Update Project Prioritization Criteria		
	Category	Description
<i>For All Projects</i>	1. Financial Viability	All projects must demonstrate that funding is available for capital AND long-term operation/maintenance costs.
<i>Immediate</i>	2. Health/Safety/ Legal/ADA	Immediate health & safety risk, ADA improvements, settlement requirements.
	3. Taking Care of Existing Investments	Lifecycle replacement and enhancement of existing parks, trails and building facilities.
<i>Benefit-Driven</i>	4. High Unmet Need	Development of amenities based on unmet needs identified in the Level of Service (LOS) analysis.
	5. Parkland Deficiency	Land/project is located in a park-poor area (deficient in meeting 5.0 acres of parkland/ per 1,000 residents and/or contributes park land needed based on the LOS analysis.
	6. Completeness	Site or trail is partially improved. Benefits are limited until site is fully developed.
	7. Economic Revitalization	Potential for project to serve as a catalyst for other investment.
<i>Opportunity-Driven</i>	8. Ability to Leverage Resources	Are other projects occurring on or near the site or are there other funding sources available?
	9. Partnership Opportunities	Partnership will help fund improvements and/or long-term operation/maintenance costs.
	10. Site Significance	Site has been identified as a public priority.



CHAPTER NINE – CAPITAL IMPROVEMENT PLAN FUNDING

In order to continue to build and maintain the parks and recreation system, funding should be pursued for operations and capital improvement projects, such as those presented in this plan.

New, sustainable funding sources are essential to implementing a capital improvement plan. There is substantial potential for increasing revenues for the parks and recreation system while still providing affordable recreation opportunities. The following are high level funding options that should be vetted as the Department updates its Needs Assessment and develops a one to ten-year capital improvement program in 2021.

9.1 PRIMARY FUNDING SOURCES

9.1.1 GRANTS

The grant market continues to grow annually. Grant writers and researchers are essential if the Department is to pursue grants. Matching dollars are required for most federal grants and many state grants.

9.1.2 COMMUNITY PARKS FOUNDATION

The creation of a Riverbank Parks Foundation would be a joint-development funding source with Riverbank. The foundation would operate as a non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs.

The dollars that would be raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that Riverbank's Parks and Recreation Department needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park-related memorabilia, etc.

Private donations may be received in the form of cash, securities, land, facilities, recreation equipment, art, or in-kind services.

9.1.3 CAPITAL IMPROVEMENT FEES

Many park and recreation systems add a capital-improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters, and special-use facilities like sports complexes. The dollars gained either offset the cost of the capital improvement or the revenue bond that was used to develop or enhance the special-use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.

9.1.4 PARK DEVELOPMENT FEES

Many municipalities seek developer contributions for parklands and for the development of trails that run through the property being developed. The developer perceives the enhanced value such improvements mean for her or his development. Park or trail dedication as a requirement of subdivision development is a reliable means for maintaining equity of access to parks and trails.

9.1.5 PARK, OPEN SPACE, AND TRAIL BOND ISSUES

Agencies typically seek park bonds to meet park related needs. The key is to use debt financing through bonds to address needs that are both unmet and clearly a community priority. It is best to propose a capital-bond project that serves a variety of users and needs. Even in the worst economic downturn, most bond issues have been passing because communities are the direct recipient of the money, and the funding directly benefits residents.

9.1.6 PARTNERSHIPS

Partnerships are joint-development funding sources or operational funding sources formed between separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

9.1.7 FRIENDS ASSOCIATION

Friends associations are typically formed to raise money for a single purpose, such as a specific park facility or program that will better the community.

9.2 OTHER FUNDING OPTIONS

9.2.1 CORPORATE AND PERSONAL LEAD GIVING

Corporate and personal giving involves the Department seeking corporate funds or personal gifts via a foundation partner or through personal contacts that are used to catalyze wider giving in support of a specific project or operation. The lead donations set the precedent for additional giving over a period of one year up to five years.

9.2.2 DONATIONS

Private donations are a popular form of fundraising by public agencies, particularly for facilities and services that are highly visible and valued by the public. Donations can be channeled through a foundation or friends group aligned with the parks and recreation system's priorities. Donations can be made through one or more of the following methods:

- Donations of cash to a specific park or trail segment by community members and businesses
- Donations of services by large corporations to reduce the cost of park or trail implementation, including equipment and labor to construct and install elements of a specific park or trail
- Reductions in the cost of materials purchased from local businesses that support parks and trails implementation, and can supply essential products for facilities

9.2.3 USER FEES

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services in operating a park or a recreation facility, or in delivering programs. A perception of "value" needs to be instilled in the community for the benefits the agency is providing to the user for exclusive use. Future fees could be charged by the agency based on cost-recovery goals for the



parks and core recreation services, based on the level of exclusivity the user receives compared to the general taxpayer.

9.2.4 RECREATION SERVICE FEES

This is a dedicated user fee for the purpose of constructing and maintaining recreation facilities. The fee can apply to all activities that require a reservation. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special-interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

9.2.5 PARK REVOLVING FUND

This is a dedicated fund replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program-user fees, and rental fees within one or more parks. The agency could establish a revolving fund to support maintenance at multiple parks.

9.2.6 ADVERTISING SALES

Advertising can occur with trash cans, playgrounds, dog parks, trails, flower pots, and as part of special events to pay for operational costs.

9.2.7 MAINTENANCE ENDOWMENT FUND

This is a fund dedicated exclusively for a park's maintenance and is funded by a percentage of user fees from programs, events, and rentals. The fee is paid by users and is added to a dedicated fund for facility and equipment replacement, such as fitness equipment, water slides, lights, artificial turf, and park-maintenance equipment.

9.2.8 CATERING PERMITS AND SERVICES

This allows caterers to work in the park-and-recreation system on a permit basis with a set fee or a percentage of food sales returning to the Department. Many Departments have their own catering-service contracts and receive a percentage (10-15%) from the sale of food and drinks. This may be most suitable for large or special events occurring on publicly-owned properties. Another form of fee income is the temporary business license.

9.2.9 PRIVATE CONCESSIONAIRES OPERATING WITHIN A LAND LEASE

Contracts with private businesses to provide and operate desirable recreational activities provide compensation to the agency through a land lease. Contractors may include coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets, and small businesses. Land leases are usually based on 15% of the value of the land plus a percentage of gross revenues from the contractor on an annual basis.

CHAPTER TEN – PARKS MAINTENANCE ASSESSMENT

Parks, facilities and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The charts below illustrate the acreage and square footage maintained by the City of Riverbank Parks and Recreation Department.

Parks	Address	Park Acreage
Castleberg Park	5845 8th Street	12.20
Community Center Park (Veteran's Park)	3600 Santa Fe Avenue	3.11
Harless Park	5600 Litt Road	2.89
Highway 108 - Water Feature	Highway 108	0.10
Hutcheson Park	3411 High Street	1.00
Jacob Myers Park	23653 S. Santa Fe Avenue	28.00
Pioneer Park	3017 High Street	3.00
Plaza Del Rio	6702 3rd Street	0.22
Rotary Centennial Park	5690 Prospectors Parkway	3.10
Safreno Park	2308 McAllister Lane	5.28
Silva Park	5800 Antique Rose Way	8.20
Sorensen Park	2522 Donner Trail	5.31
Sports Complex	2119 Morrill Road	11.00
Staley Park - Skate Park	3036 Santa Fe Street	0.50
Whorton Park	6082 Tennessee Avenue	1.00
Zerillo Park	2800 Briarcliff Drive	5.00
Facilities	Address	Facility Square Footage
City Hall North and South (combined)	6617 Third Street/6707 Third Street	9,113
Community Center Building	3600 Santa Fe Avenue	6,887
Corp Yard and Trailer	2901B High Street	4,778
Scouts Hall	3017 High Street	3,638
Sheriff Building	6727 3rd Street	9,063
Teen Center	3600 Santa Fe Avenue	2,639



10.1 PARK MAINTENANCE OVERVIEW

Parks have played a major role in the livability of Riverbank since its inception. Today, the park system consists of approximately 90 acres of developed, natural area, and green spaces woven throughout the city. Today, park facilities include three indoor facilities, one outdoor pool, 11 playgrounds, four picnic shelters, one skate park, one tennis court, four pickle ball courts, six outdoor basketball courts, four athletic fields and miles of hard and soft surface multi-use trails. The Core Services that the Park Maintenance Division provides are:

- Park Lands Management and Maintenance
- Facility and Building Management and Maintenance
- Community Partnerships and Events

10.2 KEY FINDINGS

- **Lines of Service:** The core lines of service (functions) performed by the Parks Division are numerous and are as follows:

Park Maintenance Lines of Service
Aquatic Facility Maintenance
Athletic Field Maintenance
Citizen Inquiries
Custodial Services/Cleaning
Department Special Event Support
Dog Park Maintenance
Education and Outreach
Equipment Maintenance
Facility Grounds Maintenance
Facility Repair
Floor Maintenance
Furniture, Fixtures, Systems (lighting, etc.) Maintenance and Repair
Integrated Pest Management
Irrigation Systems
Lake Management
Maintenance Yard Management
Natural Resource/Open Space
Park Building Maintenance
Park Permit/Special Event Facilitation
Pathway and Trail Maintenance
Preventative Facility Maintenance
Restroom Custodial Services
Trash Removal
Tree Maintenance
Turf Management

- **Maintenance Standards and Development of Work Plans** - Through the review of data and workshops with staff, the PROS Consulting team determined that the Parks division does have best practice maintenance standards in place including:
 - Aquatics
 - Athletic Fields

- Facilities
- General Parks
- Trails
- **Work Order Management System** - The Parks Division should consider a Work Order Management System that identifies maintenance and asset replacement schedules.
- **Resources:** Staff lacks the necessary equipment or resources to perform tasks at a best practice level and the lack of staff creates hardships when managing turf, trees and landscaping.
- **Third Party Contracting of Services** - Given the “varying” cycles of the economy, it is imperative that the division continually evaluates the capacity and cost of service in the private sector. Currently, the City of Riverbank has one primary third party contract to provide basic turf management maintenance across the system as well as an enhanced level of service at the Sports Complex.
- **Task Time Analysis:** As part of the park maintenance operations analysis, the Riverbank Parks Division conducted a high-level task time analysis of full-time employees in the core areas in which it performs regular routine maintenance. The following chart provides a summary of the results of this effort.

Riverbank Parks Maintenance Task Time Analysis					
Task	# of Staff	Hours Spent	Per	Total Annual Manhours	Percentage of Time
Morning Load	5.00	0.75	Weekly	187.50	2%
Windshield Time	5.00	3.40	Weekly	850.00	7%
Break	5.00	2.25	Weekly	562.50	5%
Athletic Field Maintenance	2.00	0.63	Weekly	62.50	1%
Custodial Maintenance (trash, litter, restrooms)	6.00	12.08	Weekly	3624.00	29%
Equipment Repair	3.00	2.00	Weekly	300.00	2%
Integrated Pest Management (insecticides, pesticides, etc.)	4.00	0.88	Weekly	175.00	1%
Irrigation	3.00	0.88	Weekly	132.00	1%
Playground Maintenance	5.00	3.00	Weekly	750.00	6%
Recreation Facility Cleaning (floors, windows, etc.)	4.00	4.38	Weekly	875.00	7%
Recreation Facility Systems Maintenance	3.00	3.34	Weekly	501.00	4%
Routine Landscape Beautification Maintenance	3.00	0.42	Weekly	62.55	1%
Routine Park Facility Maintenance	4.00	2.25	Weekly	450.00	4%
Routine Parks Maintenance	7.00	3.00	Weekly	1050.00	8%
Routine Trail Maintenance	1.00	0.75	Weekly	37.50	0%
Tree Inspections and Protection	4.00	0.31	Weekly	62.60	1%
Tree Pruning and Maintenance	4.00	1.20	Weekly	239.20	2%
Admin duties	1.00	250.00	Annually	250.00	2%
Meetings	5.00	102.00	Annually	510.00	4%
Trainings	5.00	34.00	Annually	170.00	1%
Repair/Graffiti Maintenance - parks, facilities, trails, etc.	3.00	43.00	Annually	129.00	1%
Special Event/Park Shelter Rental/Rental Support	3.00	60.00	Annually	180.00	1%
Special Projects (for other Departments/Partners)	5.00	114.40	Annually	572.00	5%
Swimming Pool - End of Season Closing	2.00	16.00	Annually	32.00	0%
Swimming Pool - In Season Maintenance	4.00	93.25	Annually	373.00	3%
Swimming Pool - Opening for Season	2.00	20.00	Annually	40.00	0%
Tree Planting	0.00	0.00	Annually	0.00	0%
End of Day Unload	5.00	0.75	Weekly	187.50	2%
			TOTAL	12364.85	100%
TOTAL ANNUAL "UNPRODUCTIVE TIME"		1787.50			14%

- 86% of all labor efforts for general parks and grounds maintenance is attributed to scheduled maintenance. This equates to 6.88 hours of every 8-hour day per person.
- Only 14% of all labor efforts for general parks and grounds maintenance is expended on traveling from location to location as well as “loading and unloading” of equipment at



the beginning and end of each work day. This equates to ONLY 1.12 hours of every 8-hour day per person, well below best practice guideline of 2.75 hours per day.

- Overall, approximately 6.88 hours (or 86%) of every 8-hour work day per person is spent performing actual work in the field. This exceeds the best practice guideline of 5.6 hours.
- **Annual Park/Facility Funding/Cost of Service:** The following charts provide a cost of service/funding analysis for the maintenance of parks and facilities in Riverbank. The below chart illustrates the following:
 - Acreage/square footage for each park/facility maintained
 - Annual funding allocated for park/facility maintenance
 - Annual funding allocated across each park/facility for maintenance
 - Total annual funding expended on maintenance for each park/facility
 - Cost per acre/square foot expended on maintenance for each park/facility
 - Best practice cost per acre/square foot expended on maintenance for each park/facility
 - Additional annual funding needed to meet best practice cost per acre for each park/facility

THIRD PARTY CONTRACT ANALYSIS

Third Party Contract Cost of Service Analysis						
Park	Acreage	General Fund Funding	Cost per acre	Best Practice Cost Per Acre	Additional Funding Needed to Meet Best Practice	
		\$ 93,200				
Castleberg Park	12.20	\$ 15,000	\$ 1,230	\$ 1,200	\$ (361)	
Community Center	3.10	\$ 6,280	\$ 2,026	\$ 1,500	\$ (1,630)	
Highway 108 - Water Feature	0.10	\$ 1,140	\$ 11,400	\$ 11,000	\$ (40)	
Hutcheson Park	1.00	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	
Jacob Myers Park	8.00	\$ 15,100	\$ 1,888	\$ 2,000	\$ 900	
Pioneer Park	3.00	\$ 4,200	\$ 1,400	\$ 1,500	\$ 300	
Plaza Del Rio and Downtown Area	0.22	\$ 11,700	\$ 52,308	\$ 50,000	\$ (516)	
Safreno Park	5.28	\$ 7,140	\$ 1,352	\$ 1,500	\$ 780	
Sports Complex	11.00	\$ 23,700	\$ 2,155	\$ 5,000	\$ 31,291	
Teen Center	0.72	\$ 2,400	\$ 3,333	\$ 3,000	\$ (240)	
Whorton Park	1.00	\$ 3,540	\$ 3,540	\$ 3,000	\$ (540)	
TOTAL UNDERFUNDED					29,943.09	

- As noted in the chart above, the funding allocated for third party turf management and maintenance is underfunded by approximately \$30,000 annually.
 - Generally, the third party contractor’s cost per acre is in-line with best practice.
 - The Sports Complex is underfunded and this is due in part to the lack of best practice scope of work included in the contract.

CITY OF RIVERBANK PARK MAINTENANCE ANALYSIS

City of Riverbank Park Maintenance Cost of Service Analysis						
Park	Riverbank Acreage	Personnel Costs	Non-Personnel Expenditures	Cost per acre	Best Practice Cost Per Acre	Additional Funding Needed to Meet Best Practice
		\$ 426,800	\$ 168,400			
Castleberg Park	12.20	\$ 66,901	\$ 12,800	\$ 6,533	\$ 7,500	\$ 11,791
Community Center Park (Veteran's Park)	3.11	\$ 20,676	\$ 34,400	\$ 17,724	\$ 17,500	\$ (695)
Harless Park	2.89	\$ 18,169	\$ 6,000	\$ 8,370	\$ 8,500	\$ 374
Highway 108 - Water Feature	0.10	\$ 6,690	\$ 2,000	\$ 86,900	\$ 85,000	\$ (190)
Hutcheson Park	1.00	\$ 13,010	\$ 2,000	\$ 15,010	\$ 15,000	\$ (10)
*Jacob Myers Park	28.00	\$ 85,449	\$ 12,400	\$ 3,495	\$ 3,500	\$ 151
Pioneer Park	3.00	\$ 24,725	\$ 11,000	\$ 11,908	\$ 12,000	\$ 275
Plaza Del Rio	0.22	\$ 9,960	\$ 7,400	\$ 77,612	\$ 85,000	\$ 1,653
Rotary Centennial Park	3.10	\$ 8,447	\$ 3,500	\$ 3,849	\$ 3,500	\$ (1,083)
Safreno Park	5.28	\$ 9,602	\$ 10,000	\$ 3,713	\$ 5,000	\$ 6,797
Silva Park	8.20	\$ 17,475	\$ 12,400	\$ 3,643	\$ 3,500	\$ (1,176)
Sorensen Park	5.31	\$ 10,342	\$ 3,500	\$ 2,609	\$ 3,500	\$ 4,727
Sports Complex	11.00	\$ 14,352	\$ 16,200	\$ 2,778	\$ 5,000	\$ 24,439
Staley Park - Skate Park	0.50	\$ 19,496	\$ 12,400	\$ 63,792	\$ 65,000	\$ 604
Whorton Park	1.00	\$ 13,807	\$ 10,000	\$ 23,801	\$ 20,000	\$ (3,802)
Zerillo Park	5.00	\$ 23,927	\$ 12,400	\$ 7,265	\$ 8,500	\$ 6,173
TOTAL UNDERFUNDED						\$ 50,028.12

*Please note: Analysis does not include an analysis of the separate Jacob Meyers Park enterprise fund as the majority of the enterprise fund funds the management and operations of the park, not the maintenance of the park.

- As noted in the chart above, the funding allocated for general park maintenance is underfunded by approximately \$50,000 annually.
 - Generally, the Division’s cost per acre is in-line with best practice.
 - Parks maintenance is most significantly underfunded at the Sports Complex and Castleberg Park.

CITY OF RIVERBANK FACILITY MAINTENANCE ANALYSIS

City of Riverbank Facilities Maintenance Cost of Service Analysis						
	Facility Square Footage	Personnel Costs	Non-Personnel Costs	Cost per Square Foot	Best Practice Cost Per Square Foot	Additional Funding Needed to Meet Best Practice
Total Funding		\$ 119,000	\$ 101,073			
City Hall North and South (combined)	9,113	\$ 62,361	\$ 17,387	\$ 6.84	\$ 6.50	\$ (3,127)
Community Center Building	6,887	\$ 22,408	\$ 17,387	\$ 3.25	\$ 7.50	\$ 29,245
Corp Yard and Trailer	4,778	\$ 29,672	\$ 16,387	\$ 6.21	\$ 6.50	\$ 1,385
Scouts Hall	3,638	\$ 18,454	\$ 15,412	\$ 5.07	\$ 5.00	\$ (264)
Sheriff Building	9,063	\$ 27,379	\$ 17,153	\$ 3.02	\$ 3.00	\$ (190)
Teen Center	2,639	\$ 19,593	\$ 17,347	\$ 7.42	\$ 7.50	\$ 200
TOTAL UNDERFUNDED						27,248.50



- As noted in the chart on the previous page, the funding allocated for general facility maintenance is underfunded by approximately \$27,000 annually.
 - Generally, the Division's cost per square foot is in-line with best practice.
 - Facility maintenance is most significantly underfunded at the Community Center.

ANNUAL PARK/FACILITY FUNDING/COST OF SERVICE SUMMARY

The Parks and Facility Maintenance Division is currently underfunded by approximately \$107,000:

- \$30,000 in additional funding for third party contract services
- \$50,000 in additional funding for general parks maintenance
- \$27,000 in additional funding for general facilities maintenance
- **Staffing:** The Parks Division is comprised of approximately six FTEs (4 FTE for parks and 2 FTE for facilities maintenance) with an additional three FTEs of service provided by third party contract turf maintenance. Best practice ratio of staff per park acres maintained at a best practice Level 2 maintenance standard for mini, neighborhood, community and regional parks is 1:10 acres. With the responsibility of actively managing 90 acres, the division DOES NOT have the staffing capacity to manage the developed parks system consistently at a Level 2 maintenance standard as the current ratio of combined FTEs to park acres is 1:12.9 acres. Staffing levels are deficient by approximately 2 FTE's in order to meet the staffing requirements for Best Practice Staff Levels.
- This equates to approximately an additional \$80,000 annually for parks maintenance personnel (or 75% of the overall additional \$107,000 annual funding for parks maintenance).
- It will be important to maintain this staffing level ratio as the park system expands in the future.

10.3 KEY RECOMMENDATIONS

- **Implement a Work Order Management System:** A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary "actual cost" data for work being performed.
- **Systematic Approach to Contracting Services:** Through the refinement of management processes, the Parks Division should track unit activity costs through the implementation of a work order management system and in turn, continually analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor.
- **Annual Park/Facility Operation and Maintenance Funding:** It is recommended that the parks division be allocated an additional \$107,000 for parks maintenance functions within the next three years to meet best practice cost per acre standards.
- **Parks Division Staffing:** PROS Consulting recommends maintaining the current staffing the addition of 2 maintenance worker FTEs within the next three years.
- **Update Work Plans Based on Maintenance Standards as needed:** Maintenance standards are based on a Level (1), (2) and (3) modes (tasks and frequencies of each task) and follow best practices as established by the National Recreation and Park Association. The division can continue to customize the standards based on the park and recreation values of the Riverbank

community and need to be adopted and implemented by staff and followed regardless of whether work is performed by City staff or third-party contractors. **Updating of maintenance standards for the Sports Complex is of the highest priority for the Division. The following chart provides a guideline for the maintenance standards that are recommended for the Sports Complex.**

Task	Frequency	Timeframe
Athletic Fields - Baseball / Softball / Soccer / Multi-use - Level 1		
Goal: To provide a high-quality and safe field that encourages greater use among the community for practice, games and tournaments		
Mow/Trim (1 1/2") March 1 through March 31	1x/7 days	Growing Season
Mow/Trim (2") April 1 through October 31	1x/7 days	Growing Season
Mow/Trim (2") November 1 through November 30	1x/7 days	Growing Season
Mow/Trim (2") December 1 through February 28	1x/7 days	Growing Season
Overseed	1x/year	Spring, Summer
Fertilizer	3x/year	Spring, Summer, Fall
Aerate	3x/year	Spring, Summer, Fall
Drag / Line fields for games	7x/week	Year Round
Pick up trash and clean during events	7x/day	Year Round
Inspect bleachers /scoreboards / security lighting	1x/week	Year Round
Water (1 inch / week)	As needed	Year Round
Concession Building - Level 1 Maintenance		
Goal: Provide a clean, inviting area to eat.		
Clean, sweep, vacuum	7x/week	Year-round
Remove and/or replace Garbage Bags and Trash cans	7x/week	Year-round
Clean and stock restrooms	7x/week	Year-round
Clean windows	1x/week	Year-round
Check Lighting	7x/week	Year-round
Check Heating / Cooling	7x/week	Year-round
Clean and wipe tables	7x/week	Year-round
Check and clean storage areas	1x/week	Year-round
Wash areas outside concession stands	7x/week	Year-round
Update and paint signage	1x/year	Year-round
Clean Patio	7x/week	Year-round
Major Mechanical System Inspection (Preventative Maintenance)	1x/month	Year-round
Schedule Lighting, Mechanical Systems	1x/week	Year-round
Inspect furniture	1x/week	Year-round

- **Cost Avoidance:** Maintenance operations are typically spent in divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies.
 - **Adopt-a-Trail Programs:** These are typically small-grant programs that fund new construction, repair or renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment, etc.), as well as providing maintenance support. These programs are similar to the popular “adopt-a-mile” highway programs most states utilize. Adopt-a-trail programs can also take the form of cash contributions in the range of \$12,000 to \$16,000 per mile to cover operational costs.
 - **Adopt-a-Park Programs:** These are small-grant programs that fund new construction and provide maintenance support. Adopt-A-Park programs can also take the form of cash contributions in the range of \$1,000 to \$5,000 per acre to cover operational costs.
 - **Operational Partnerships:** Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.



CHAPTER ELEVEN - STRATEGIC IMPLEMENTATION

The consultant synthesized its findings to develop a framework of strategic recommendations for the City of Riverbank Parks and Recreation Department. It is recommended that the strategies align with seven major categories of best practices:

1. Growing the Park System.
2. Trails.
3. Park Land Improvements.
4. Economic Development through Parks.
5. Programming.
6. Operations and Staffing.
7. Financing the Park System.

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

1. Growing the Park System	
Increase the proportion of park acres per population through a variety of park type amenities, and open space options.	
Strategy	Collaborate with local partners, to develop innovative parks, recreation facilities, and spaces to achieve the levels of service targeted in this plan and that are aligned with other planning efforts including, but not limited, to the 2025 General Plan.
Strategy	Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in Riverbank and connect to population centers that will support the needs of all residents through well designed parks and recreation amenities.
Strategy	Utilize the design principles in this plan for each type of park to guide the development community and landscape architects when designing parks and operational staff to follow for maintaining the park or amenity after it is developed.
Strategy	Determine if any current or future parks (other than Jacob Myers Park) are to be defined as destination location parks that frame the highest quality of land management maintenance and park related services.
Strategy	Continually update the lifecycle asset management plan for the Department.

2. Trails	
Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Riverbank.	
Strategy	Work with other City departments to identify and connect sidewalk and bike lanes to trails to improve access to desirable destinations.
Strategy	Prioritize existing City-owned land and future land acquisition decisions to focus investments in a bike pedestrian trail system that achieves active transportation strategies and the development of a contiguous network.
Strategy	Continually update the lifecycle asset management plan for the ongoing maintenance of the trail system.
Strategy	Continually encourage and seek funding for the development of trails and trail amenities, and construct in appropriate areas of the City. Consider partnerships for the maintenance of the trails in particular at Jacob Myers Park.

3. Park Land Improvements	
Provide a park and recreation system offering the community a variety of parks and services that integrate environmental design, safety, community needs and emerging trends.	
Strategy	Utilizing the General Plan 2025 as a guide, implement improvements that are mindful of environmental stewardship to aid in the protection of park resources and ensure that they will be protected for future generations.
Strategy	Continue to utilize the formal Public Art Program to continue to encourage art in parks and public spaces to generate interest and appreciation.
Strategy	Make all parks and services welcome and accessible to all level of users, i.e., adults, children, seniors, and all-abilities through clean restrooms when feasible, seating or benches, running water fountains or water stations, and park features usable for all abilities in parks (ADA).
Strategy	Consider the incorporation of technology into the design of parks and programming through partnerships to produce a state-of-the-art park system (systems such as cameras, irrigation, Wi-Fi, pedestrian counters, automated restrooms, solar, Sybertech trash receptables, etc.).

4. Economic Development through Parks	
Invest in infrastructure/services as the parks systems expands due to population growth.	
Strategy	Develop athletic fields that can support sports tourism through mid-scale baseball, softball and soccer tournaments as part of expansion of the Sports Complex.
Strategy	Complete Jacob Myers Park in a way that supports the interests of people desiring open space, walking trails and outdoor recreation.



5. Recreation Programming	
Maintain community participation in programs at 33% in an effort to continually exceed national standards.	
Strategy	Refine core program services that align with community need.
Strategy	Track lifecycles of programs and drop programs in their down cycle by adding new programs to take their place.
Strategy	Create additional target marketing strategies to inform residents of the services being provided.
Strategy	Develop a yearly program plan specifically for the core program areas.
Strategy	Update the special event policy to ensure equitable utilization of City resources when supporting external events.
Strategy	Engage volunteers in the delivery of programs and services to build advocacy and support for the park and recreation system.

6. Operations and Staffing	
Empower and train current department employees while growing staff to meet the emerging needs of the community.	
Strategy	Ensure job descriptions are reviewed and updated and salary assessments is completed to meet pay levels that keep salaries competitive.
Strategy	Create a succession plan for the Department.
Strategy	Continually encourage and seek funding to meet the emerging functions of the Department, including, but not limited to, trail maintenance, work order management, urban forest management, open space management, etc.

7. Financing the Parks System	
Pursue adequate funding to support existing parks, new parks, and other park types.	
Strategy	Ensure a fiscally sustainable parks system by leveraging financially-driven decisions.
Strategy	Ensure the Development Impact Fee for Parks and funding from other funding sources, including grants, are pursued to maintain the current level of service for parks and recreation within the community.
Strategy	Seek additional funding opportunities to support capital and operational needs as identified in the Plan.

CHAPTER TWELVE - CONCLUSION

The City of Riverbank's Parks and Recreation Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from community input, park and program inventory review, comparison to national standards and trends and an assessment of the current economic and political climate. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process. Several strategic recommendations resulted from this effort and were aligned into the seven major categories of implementation actions found in Chapter 11.

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

Programmatically, the Riverbank Parks and Recreation Department is meeting some of the major needs of the community, but a regular review of offerings will ensure successful outcomes.

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

The City of Riverbank is a growing community and based on population projections will continue to grow. While growth can be positive it can also stress the existing park system if strategies and policies are not in place to meet the new growth. As of today, the City lacks sufficient park land to meet the needs of residents particularly in neighborhood and community park types. As a result, other amenities provided through these park types are in shortage such as athletic fields, indoor facility space and reservable picnic shelters. While most will require long-term solutions, some areas of improvement in the short-term can be accomplished with enhanced partnerships such as joint-use opportunities with Humboldt Unified School District as well as close coordination with the development community.

To ensure that the City has a plan for capital projects, a three-tier approach was developed that organizes projects into the following categories: Sustainable projects, Expanded Services projects and Visionary projects. Each of these approaches provides a way to categorize and prioritize projects which ultimately furnished a comprehensive capital improvement plan totaling \$59M to be accomplished over the next 10 years.

The Parks and Recreation Master Plan includes a system-wide approach for accomplishing short and long-term goals, initiatives, tactics and measurements to ensure that as the City grows in population, the Department does so as well - effectively, efficiently and sustainably - while providing high quality services, programs, parks, and facilities to the community for many years to come.



APPENDIX A – RECREATION PROGRAM STANDARDS

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

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

HIGH-QUALITY EXPERIENCE STANDARDS

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

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

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

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

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



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

