

# *City of Turlock*

## Sports & Recreation Facilities Prioritization and Feasibility Study

Final Report | March 10, 2017

Prepared By The Sports Management Group



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# *City of Turlock*

## Sports & Recreation Facilities Prioritization and Feasibility Study

Prepared For

The City of Turlock

Parks, Recreation, & Public Facilities Department

By



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# *Executive Summary*

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# Executive Summary

## Study Overview

The City of Turlock, founded in 1871, is located in the rich agricultural farmland of the Central Valley. In 1880, Turlock was a “thriving” community with a population of 175.



Today, the population exceeds 72,000 and agriculture remains an important economic force in the life of the community.



The community has retained its small town feel despite its growth. Turlock is an active community and “a great place to raise a family”. There are many things to do, owing to Turlock’s central location and proximity to mountains, beaches, a national park, and large cities. Outdoor youth sports are very popular in Turlock and the demand for a sports and recreation cannot be fully served due to a lack of facilities. Youth sports and recreation are given the highest priority for facility use resulting in adult sport being underserved. The City is not meeting its standards for the provision of indoor or outdoor facilities. The City is faced with an existing deficiency in public recreation facilities and with the intensification of use and as the community continues to grow, existing deficiencies will be exacerbated.

The Sports and Recreation Prioritization and Feasibility Study is a master plan to guide the Parks and Recreation Department’s with short-term and long-term strategies to address the needs the community has prioritized. The development of the facility projects identified in this study could be transformative to the community, serving a broad range of needs, and achieving the City’s level of service standards. The study addressed these key issues:

1. How does the community prioritize sports and recreation needs?
2. What could be built?
3. Estimated capital and operational cost for new facilities?



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4. Who are potential partners?
5. What are potential funding strategies?

Community input was key to confirming core values, goals, and investment and development priorities. The synthesis of information, public input, and measurable and definable priorities can help the community to act and invest in the sports and recreation system in an approach that aligns with community priorities. Chapter 5 discusses the community engagement process and Chapter 6 presents the findings from two online community surveys.

## Community Profile

A community profile is one of several methods used to assess community recreational needs and interests. The Turlock Community Profile includes a demographic and trends analysis: facility inventory, and service providers listing. The demographic analysis identifies characteristics of the population, which influences the demand for services. The City is primarily comprised of family forming adults and children are the next largest age group category. This signifies the demand for programs targeted to families and children including enrichment programs, youth sports, afterschool care, camps and family activities. Turlock's median household income is below the state of California and there is a family poverty level of 13.5%. This suggests that the community will benefit from subsidized programming in the form of reduced fees and scholarships.

Facilities inventory is an important tool to assess the capacity of the sports and recreation system to serve the recreation demand. City facilities were evaluated and inventoried based upon several factors: capacity,

the program offerings, condition, and intended purpose. The City of Turlock Unified School District and Denair Unified School District are highly valued providers of facilities that supplement the City's facilities. These facilities were also inventoried. Access to the facilities is limited due to school needs; however use of the facilities provides recreation opportunities that in some cases would not exist.

A service providers inventory was also completed. Public, private, and commercial providers appeal to different segments of the recreation market and each serve a role in the delivery of leisure services to the community. Commercial and private providers supplement the City's offerings and often provide services that the City cannot afford to provide or are specialized and better served by the private sector.

## Facility Standards

The service standards of the City of Turlock Parks, Recreation and Public Facilities Department are used for the planning, acquisition and development of recreation space. There are no national or state standards for recreation facilities, however, the National Recreation and Park Association (NRPA) provides guidelines and is considered the leading authority in the field. Guidelines are applied as communities are diverse and the guidelines can be modified to reflect community expectations, demographics, regional interests, desired service levels, and other factors.

A comparison of City standards to the existing facilities inventory provides a quantitative measure of the deficiencies in key public facilities: community centers, meeting rooms, recreation centers, multi-

## Executive Summary

generational centers, multi-use courts, basketball courts, volleyball courts, and multi-purpose fields. These facilities and spaces were all explored during the community engagement processes to determine community support. The lack of capital funding will be a major impediment to developing the facilities and community support will be needed if the projects are to succeed.

## Community Engagement

Community engagement was an essential component of the study. A Citizen Advisory Team (CAT) was created to provide insights and direction, share information with their organizations, and to identify issues, validate findings, and strategize solutions. Community engagement also included: public workshop, two launchings of the community opinion survey, and print materials. On-line engagement included web-based materials, project page, and all project study information including PowerPoint presentations, facility inventory review, workshop and meeting minutes, and an email link to the survey.

## Community Opinion Survey

The Sports Management Group in consultation with the Parks, Recreation and Public Facilities Department developed an online community opinion survey to assess the opinions regarding the need and support for sports and recreation facilities in Turlock. The survey was launched twice, once in the spring and the second time in the winter of 2016. There was a total of 1,129 surveys received. A majority of respondents indicated the following three items as

the top needs and priorities with the community's support for development and funding:

- Interconnected paths for walking, biking, hiking
- Recreation center with teen/youth room, gym, classrooms, and activity spaces
- Aquatic Center

These findings were consistent with the public workshop outcomes and were among the highest reported needs in the General Plan.

## Prioritization Criteria

A study objective was to provide tools to prioritize future development and establish criteria for project funding. The use of criteria is a standard by which the capital projects may be judged or decided, and is also used to maintain focus on the City's Capital Plan Strategy. Turning a strategic facilities plan, which often has a 5 to 10 to 20-year horizon, into an actionable annual budget can be challenging. Like most municipalities, the City of Turlock does not have the funding for all of the identified capital projects and must have a consistent and systematic process by which to make decisions.

The results from the community outreach (CAT, public workshop and surveys) indicated the vast majority of respondents were in agreement regarding the three top prioritization criteria:

- Development of new facilities that currently do not exist in Turlock opposed to adding more of the same
- Projects that provide multiple uses for a variety of activities
- Projects that serve a multitude of needs



## *Executive Summary*

The use of criteria is one method for prioritizing projects and should be considered in conjunction with other factors such as organizational objectives, available funding in context with overall city priorities, and meeting community needs. Bundling similar capital projects together may result in significant cost savings. Grouping projects based on physical location provides economies of scale in cost and labor--for instance, combining the recreation center with the aquatic center. The community opinion survey results and workshop feedback indicated support for larger, centralized facilities over smaller, neighborhood centers.

**Priority project #1** is Interconnected Biking and Walking Paths. The City has adopted the Turlock Active Transportation Plan (ATP), which provides an assessment of Turlock's existing system of bike lanes, sidewalks, and crosswalks, and implementation plan for infrastructure improvements. Interconnected walking and biking paths are of high interest and the number one priority for the community, based on the Community Opinion Survey. The City's on-going work to make Turlock a "walk-and-bike-friendly" community has high community support, based on the study survey.

**Priority project #2** is a Recreation Center. The Recreation Center is an essential facility for a robust recreation program. The City is limited in its offerings due to lack of indoor recreation space. Through the provision of flexible space, the programming is adaptable to the changing community interests. The General Plan described the Indoor Recreation Center as including a gymnasium for volleyball, indoor soccer, basketball, facilities for a fitness/wellness programs, and classrooms/meeting rooms for enrichment classes for all ages. Incorporating the teen/youth space within the center captures another top community need as identified in the community opinion surveys.

**Priority project #3** is an Aquatic Center. The Aquatic Center provides a balance of aquatic opportunities with a combination of pools designed to serve instruction, water fitness, family recreation aquatics, and competitive aquatics. The General Plan recognized the need for additional pool facilities as the City has only one aged pool and is dependent on the two high schools for extended programming opportunities. Aquatic Centers typically provide three bodies of water: each designed to the specific needs of the programs it supports. Temperatures in each pool vary: the competitive pool is 78-81 degrees, instructional and fitness pool is 84-86 degrees, and the recreation pool is 85-88 degrees.

## **Capital Funding**

Capital funding is a major consideration in the development of the prioritized projects. The City is deficient in existing public facilities inventory and development based funding applies only to new buildings. The City is encouraged to continue an entrepreneurial approach to capital funding if these projects are to be built. The community has expressed its support of the development and public funding of these projects. When sufficient preliminary planning has been completed, testing of voter support is recommended. Public-private partnerships, grants, and private donations may be contributors.

# *Study Overview*

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# Study Overview

## Community Context

The City of Turlock is the second-largest city in Stanislaus County with a population just over 72,000. Turlock lies between Modesto and Merced and has a total land area of 16.9 square miles. Located in the heart of the beautiful Central Valley, residents enjoy the proximity of San Francisco, Yosemite National Park and Sacramento -- just hours away by car.

When residents were asked to describe what makes Turlock a great place to live they were enthusiastic about the City. They highly value the small town charm, progressive attitudes, the wide variety of things to do, the climate, and the central location. Residents characterized the community as active,

engaged and safe. Turlock is also valued as a great place to raise a family.

Turlock is known as the "Heart of the Valley" because of its agricultural production. Agricultural development surrounds most of the City and remains a major economic force in the region. Turlock has hot, dry summers and cool, wet winters that creates a climate supportive of rich agriculture. However, until the current season, Turlock has experienced 5 years of drought resulting in the implementation of strict water restrictions.

Turlock is home to California State University, Stanislaus (CSUS), Stanislaus County Fairgrounds,



Donnelly Park



Farmer's Market



## Sports & Recreation Facilities *Prioritization and Feasibility Study*

### *Study Overview*

Carnegie Arts Center, and the Turlock Regional Sports Complex -- providing the community with numerous educational, cultural, and athletic opportunities. However, the City is heavily reliant on school facilities to achieve City service levels for sports and recreation. The City of Turlock has proactively sought partnerships to provide expanded services to the community and to maximize community resources. The partnership between the City and the Turlock Unified School District, and the City and Carnegie Foundation are two examples.

The community is engaged, active, and uses the resources available to them. With the intensification of use and as the community continues to grow, existing facility deficiencies are exacerbated. The Recreation Element of the General Plan addressed these issues. The 2012 General Plan Update concluded that the City of Turlock is unable to solely support the development and operations of major facilities. The General Plan recommended development of a strategy to identify and prioritize the community's desired major public facilities and identification the capital costs, operating cost, and capital funding options, including seeking partners.

In 2016, the Sports and Recreation Facilities Prioritization and Feasibility Study was launched.

City Council provided direction for the study, as listed below:

- Identify City-wide facility and program priorities
- Engage the community in a collaborative process
- Develop an achievable and sustainable plan
- Create a strategic planning tool to guide future development

The Sports Management Group, a national recreation planning firm, based in Berkeley, California was retained to assist the City in the preparation of the Study.



**Carnegie Arts Center**

*PHOTO CREDIT: EMJ*



**Turlock Regional Sports Complex**



## Study Overview

### Citizen Advisory Team

An initial task was to form a Citizen Advisory Team (CAT) to help guide and inform the study process. The 18 community members were selected by the City and represent a wide range of interests. Team members were also asked to participate as representatives of the broader community—families with children, youth, adults, older adults, millennials, empty nesters, and others.

The role of the Citizen Advisory Team included:

- Provide community and organizational insights and identify needs
- Disseminate information to the community and organizations and solicit community response to inform the study
- Encourage broad community participation in the process
- Identify issues, validate findings, strategize solutions

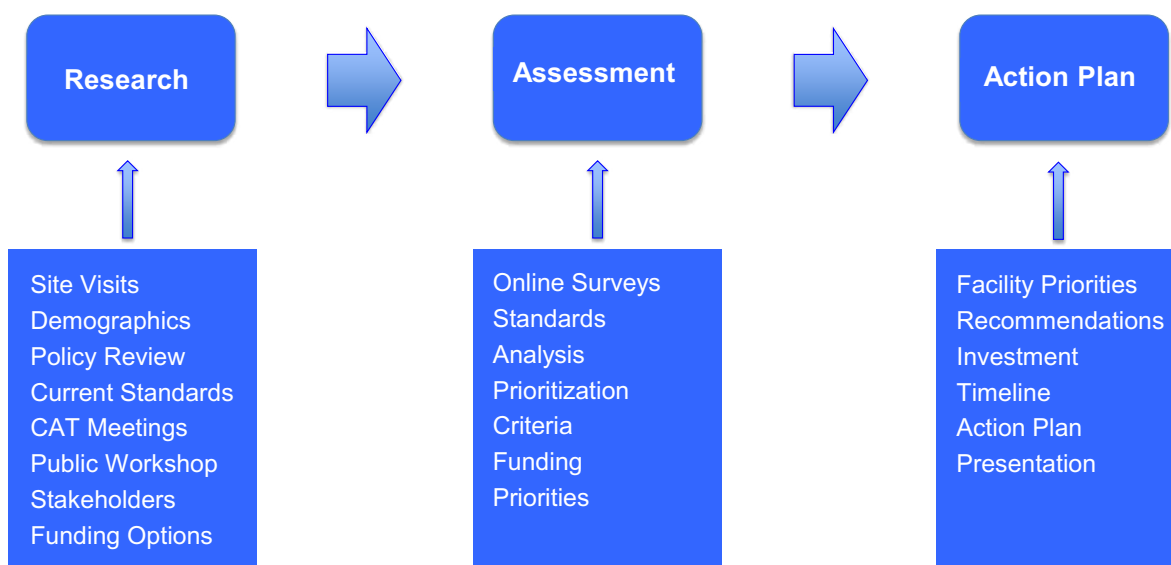
The participation of the Citizen Advisory Team was valuable to this Study and is reflected in the recommendations.

## Study Process

The Sports and Recreation Facilities Prioritization and Feasibility Study examined the current standards for recreation services and facilities, (2) identified community development priorities, (3) recommended a Capital Improvement Program, and (4) provided an implementation strategy. The study also provides an inventory of city-owned, school district, non-profit, and commercial sports and recreation facilities. Chapter 5 discusses the community engagement process and Chapter 6 presents the findings from two online community surveys.

Community input was key to confirming core values, goals, and investment and development priorities. The synthesis of information, public input, and measurable and definable priorities can help the community to act and invest in the sports and recreation system in an approach that aligns with community priorities.

The study process is illustrated by the graphic below. The research, findings and conclusions drawn from these tasks are discussed in detail in subsequent chapters of this report.





## **Sports & Recreation Facilities** *Prioritization and Feasibility Study*

### *Study Overview*

The Sports and Recreation Prioritization and Feasibility Study is a master plan to guide the Parks, Recreation and Public Facilities Department with short-term and long-term strategies to address the needs the community has prioritized. The development of the facility projects identified in this study could be transformative to the community, serving a broad range of needs, and achieving the City's level of service standards. The study addressed these key issues:

1. How does the community prioritize sports and recreation needs?
2. What could be built?
3. Estimated capital and operational cost for new facilities?
4. Who are potential partners?
5. What are potential funding strategies?

# *Community Profile*

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# Introduction

A *community profile* is one of several methods used to assess community recreational needs and interests. The Turlock Community Profile includes a demographic and trends analysis. This analysis identifies characteristics of the population that shape demand for services, programs, parks, and facilities. The demographic analysis provides a picture of the community today and demographic trends provides a picture for the future.

The community profile also includes an inventory of the resources available to the community to serve the community needs. Turlock residents have an array of sports, recreational, and cultural choices available to them. The inventory of local service providers is used to understand those choices and the capacity of the market to serve the demand. Public, private, and commercial providers appeal to different segments of the recreation market and each serve a role in the delivery of leisure services to the community. Commercial and private providers supplement the City's offerings and often provide services that the City cannot afford to provide or are specialized and better served by the commercial sector.



# Demographic Analysis

## Introduction

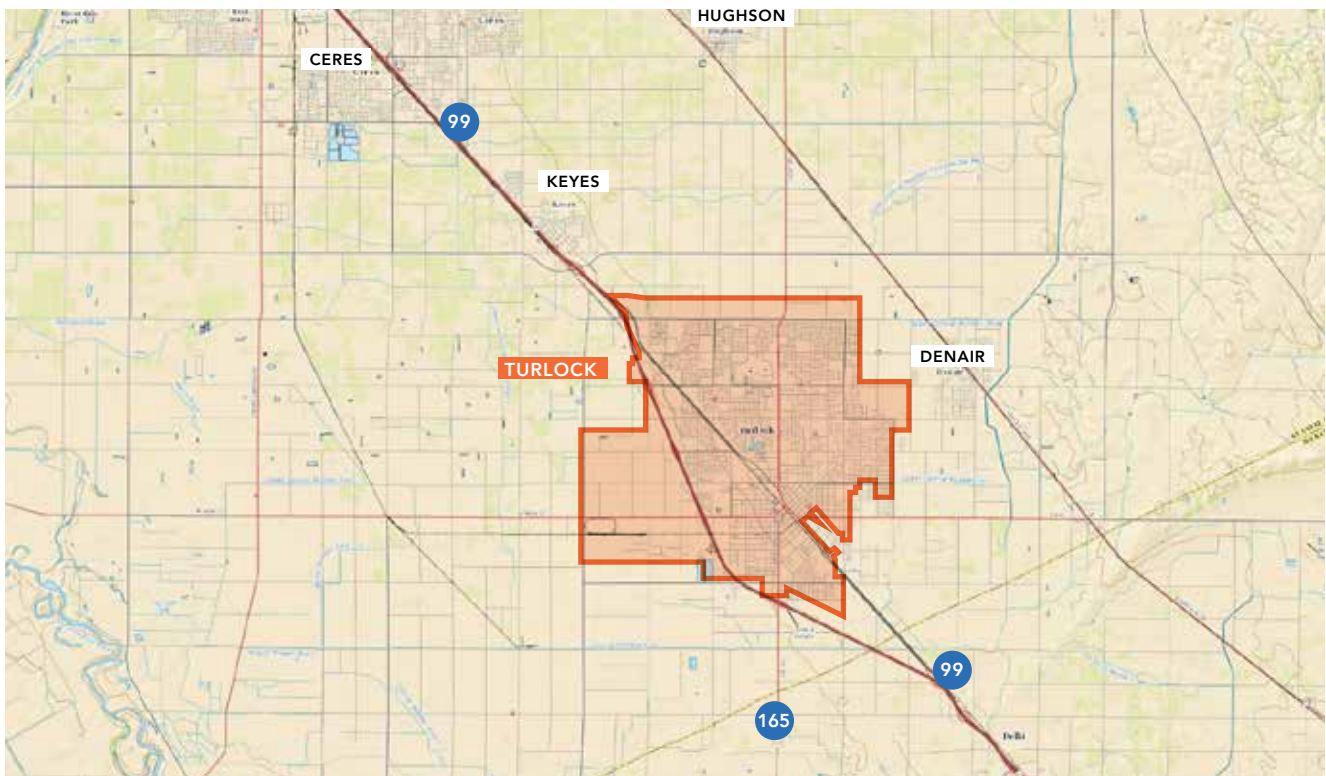
Demographic analysis is an effective tool for identifying characteristics of Turlock's population that can impact the demand for services. Population interests vary based on differences in age, household composition, income, education, race/ethnicity, and other demographic measures, and they change over time. These population changes, trends, and patterns can be identified and conclusions can be made regarding community preferences and needs. These conclusions influence the findings of the study.

An analysis of Turlock's population was conducted using the demographic metrics of age groupings, household composition, race/ethnicity, income,

educational attainment, and travel time to work. In some cases, data is provided for Stanislaus County, other communities within the County, and the State to draw comparisons. Demographic data, unless otherwise stated, is gathered from the US Census (2000 and 2010) and the American Community Survey 1-Year Estimates Program. City of Turlock population projections for 2030 are from the 2012 City of Turlock General Plan Update. The 2030 Stanislaus County projection is from the Stanislaus Council of Governments (StanCOG) 2016 Report.

Detailed demographic data can be found in the Appendix.

**Figure 3.1 - Turlock Map**







Demographic Analysis

## Population Projections

The City of Turlock experienced significant growth between 2000 and 2010. The City’s population increased from a Census reported population of 55,810 in 2000 to 68,549 in 2010 – a staggering 22.8% (or 2.3% per year). Population growth slowed between 2010 and 2014, which is largely attributable to the economic recession during that time period as well as environmental factors like the drought that resulted in fewer jobs. Between 2010 and 2014, the City’s population grew from 68,549 to 71,246 – an increase of 3.9% (or just under 1.0% per year). Projections indicate greater growth in coming years. By 2030, its population is expected to reach 104,500, an increase of 52.4% in 20 years.

Similar growth patterns are reflected in the County’s population, as well, although Turlock has experienced higher rates of growth, on average, compared to the County. From 2000 to 2010, the County population grew from 446,997 to 514,453 – a significant increase of 15.1% (or 1.5% per year). Like Turlock, the County experienced a much smaller increase in population of 3.4% between 2010 and 2014 (to 531,997, or .85% per year). By 2030, population growth is expected to reach 639,754.

Turlock’s pattern of growth is reflected in other communities in the County, as well. As reported in Figure 3.3, all have experienced significant

Figure 3.2 - Population Projections

	CITY OF TURLOCK	% GROWTH	STANISLAUS COUNTY	% GROWTH
2000 Census	55,810		446,997	
2010 Census	68,549	22.8%	514,453	15.1%
2014 ACS	71,246	3.9%	531,997	3.4%
2030 Projection	104,500	46.6%	639,754	20.2%

1 Source: General Plan Update, Sept. 2012

2 Source: Stanislaus County Forecast Summary, July 7, 2016.

Figure 3.3 - Population Comparison

	2000	% GROWTH	2010	% GROWTH	2014	% GROWTH
Turlock	55,810		68,549	22.8%	71,246	3.9%
Patterson	11,606	-	20,413	75.9%	20,736 <sup>1</sup>	1.6%
Ceres	34,609	-	45,417	31.2%	46,570 <sup>1</sup>	2.5%
Modesto	188,856	-	201,165	6.5%	209,308	4.0%
Hughson	3,980	-	6,640	66.8%	6,895 <sup>1</sup>	3.8%
Denair	3,446	-	4,404	27.8%	4,892 <sup>1</sup>	11.0%

1 Source: ACS 2014 5-Year Estimates Program



## Demographic Analysis

positive rates of growth prior to 2010, with smaller increments of change to from 2010 to 2014. These growth trends suggest demand for city and county services will only increase in the coming years.

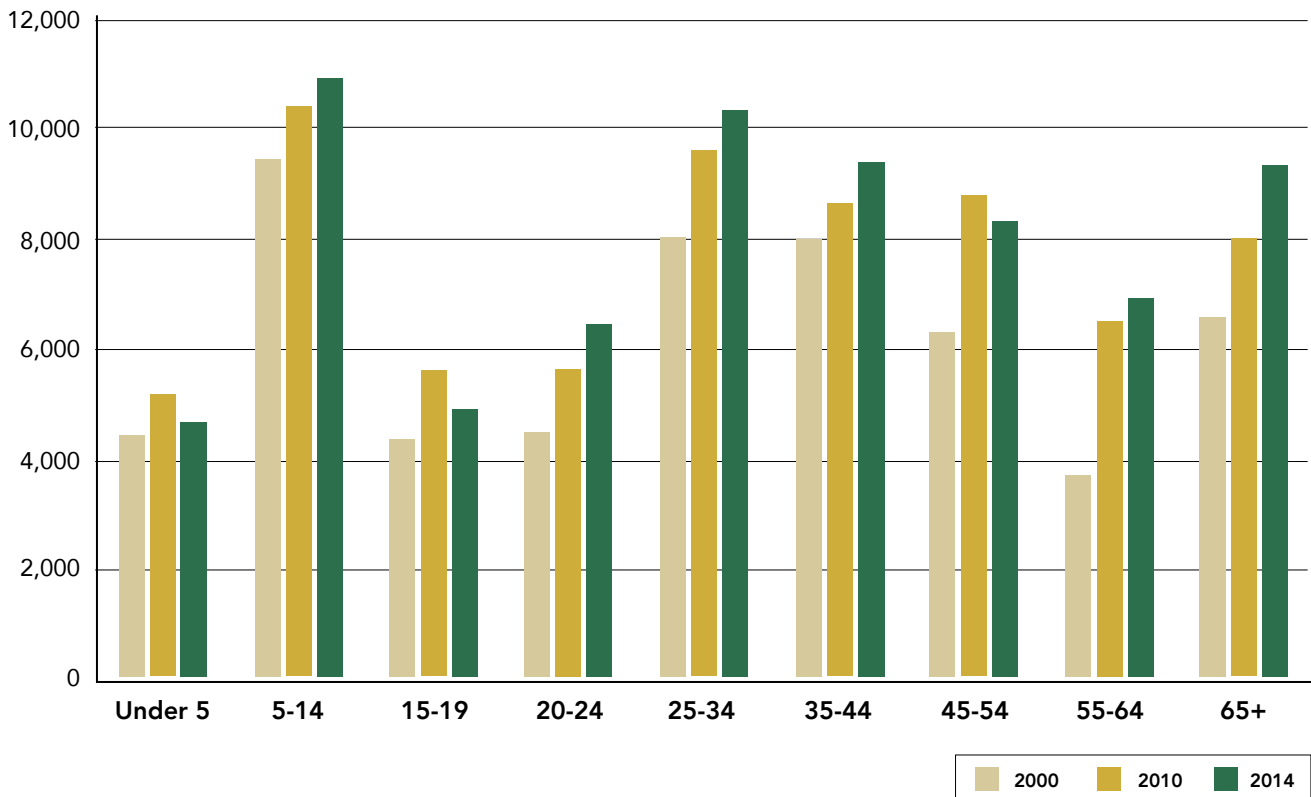
## Age Groups

The City’s population is primarily comprised of adults ages 20 to 44, termed Family Forming Adults. According to 2014 estimates, there are 26,219 Family Forming Adults – or 36.8% of the population. Of this age group, adults ages 25-34 are the largest subset (10,331 or 14.5%). Children are the next largest age group category, at 20,519 or 28.8% of the population. The 5-14 subset is the largest subcategory, at 10,901 individuals or 15.3%

of the population. A high proportion of children and families signify a demand for programs, as families are the primary market seeking educational and enrichment opportunities, afterschool care and instruction, daycare, activities and events for the whole family, summer camps, and more.

Despite the significant presence of Family Forming Adults and children, these age groups have not experienced growth in recent years. Both the Mature Adult (45-64) and Retirement Age Adult (65+) categories have grown significantly. Children (ages 0-19) only grew 2,073 individuals from 2000 to 2014 (11.2%) and the proportion of Children to the overall population dropped from 33.1% to 28.8%. In fact, between 2010 and 2014, the age group dropped in number by 691 individuals. The percentage of Family

**Figure 3.4 - Age Groups**





## Demographic Analysis

Forming Adults stayed nearly the same from 2000 to 2014, at 36.9% and 36.8%. Meanwhile, Mature Adults grew from 10,111 to 15,247 individuals between 2000-2014 – a 50.8% increase – and Retirement Age Adults grew from 6,605 to 9,333 adults – a 41.3% increase. In the same time period, median age also increased from 30.9 to 33.2. These changes suggest the population is aging in place. It is likely that there will be greater demand for senior and older adult programming and services in the near future.

of families and children compared to the overall population size, as reported above. Additionally, households with children (defined as individuals under the age of 18) have come to comprise a lesser share of total households (from 43.7% to 39.5%). For comparison, the 2014 ACS (1-Year Program) reports 41.7% for the County and 35.5% for the State. Turlock still has a higher proportion of households with children than the State, and a similar proportion as the County.

## Households & Families

Total households have seen steady growth in Turlock. Households grew 23.7% between 2000-2010, from 18,408 to 22,772 (2.4% per year). Between 2010 and 2014, growth was 8.3% to 24,667 (or 2.1% per year). Household size fell from 3.00 to 2.86 from 2000 to 2014. This is indicative of slower paced growth

## Poverty

2014 estimates indicate that poverty among families in Turlock is in-line with the State. 13.5% of families are below the poverty level (2,245 families). There are also 1,824 families with children that are below the poverty level (or 19% of total families with children). These totals have grown from 2000. For comparison, 12.2% of families and 18.3% of families

Figure 3.5 - Households

	2000	% GROWTH	2010	% GROWTH	2014	% GROWTH
Households	18,408	-	22,772	23.7%	24,667	8.3%
Households with 1 or More Persons Under 18	8,043	-	9,339	16.1%	9,749	4.4%
% of Households	43.7%		41.0%		39.5%	
Avg. Household Size	3.0		3.0		2.86	

Figure 3.6 - Families Below Poverty

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
Families	13,434		16,321		16,626	
With Related Children	8,018		9,015		9,598	
Families Below Poverty	1,665	12.4%	1,746	10.7%	2,245	13.5%
Families Below Poverty w/ Related Children	1,315	16.4%	1,262	14.0%	1,824	19.0%

<sup>1</sup> Source: 2010 ACS 5-Year Program



## Demographic Analysis

with related children are below the poverty level in California. Stanislaus County has slightly higher rates of poverty (15.1% of families and 21.6% of families with related children). This suggests that a sizable portion of the community will benefit from subsidized programming, in the form of reduced fees, scholarships, and other measures, to provide access to department facilities and services.

## Income

2014 estimates show a median household income of \$50,138 in Turlock. This fell slightly from 2010 (\$50,573), which is likely attributed to economic recession, but still increased from 2000 (\$39,050). For comparison, median household income in California was \$61,933 and in the County was \$51,084 in 2014

(1-Year Estimates Program). This could signify lower cost of living expenses in the County compared to the State, as well as lower than average income. 24.4% of Turlock households earn under \$25,000, which suggests that some share of households in Turlock may benefit from subsidized or reduced fees for programs and services.

## Education

Turlock residents are well educated, as a whole. 81.6% have earned a high school degree or higher (2014). This is in-line with educational attainment levels of the State, in which 82.1% hold at least a high school degree or higher. Educational attainment in Turlock is also higher than in the County, which reports 78.4% hold a high school degree or higher.

**Figure 3.7 - Income**

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
Households	18,385	100.0%	22,932	100.0%	24,667	100.0%
Less than \$10,000	2,036	11.1%	1,238	5.4%	1,381	5.6%
\$10,000 to \$14,999	1,370	7.5%	1,651	7.2%	2,393	9.7%
\$15,000 to \$24,999	2,662	14.5%	3,004	13.1%	2,245	9.1%
\$25,000 to \$34,999	2,163	11.8%	2,454	10.7%	246	12.2%
\$35,000 to \$49,999	3,106	16.9%	3,004	13.1%	3,256	13.2%
\$50,000 to \$74,999	3,709	20.2%	3,990	17.4%	4,933	20.0%
\$75,000 to \$99,999	1,833	10.0%	2,958	12.9%	3,083	12.5%
\$100,000 to \$149,999	1,030	5.6%	3,210	14.0%	2,886	11.7%
\$150,000 to \$199,999	203	1.1%	986	4.3%	839	3.4%
\$200,000 or more	273	1.5%	413	1.8%	641	2.6%
Median Household Income	\$39,050		\$50,573		\$50,138	
Median Family Income	\$44,501		\$59,401		\$59,507	

<sup>1</sup> Source: 2010 ACS 5-Year Program



## Demographic Analysis

Figure 3.8 - Educational Attainment

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
Total Persons 25 Years & Over	32,628		41,173		44,341	
Less than 9th Grade	4,727	14.5%	4,488	10.9%	5,498	12.4%
No High School Diploma	4,917	15.1%	4,200	10.2%	2,705	6.1%
High School Graduate or GED	8,009	24.5%	10,952	26.6%	10,731	24.2%
Some College or Associate Degree	8,748	26.8%	11,734	28.5%	15,431	34.8%
Bachelor's Degree	4,247	13.0%	6,752	16.4%	6,829	15.4%
Graduate or Professional Degree	1,980	6.1%	3,047	7.4%	3,193	7.2%

<sup>1</sup> Source: 2010 ACS 5-Year Program

In addition, the population has become more educated over time. In 2000, only 70.4% of Turlock residents had attained a high school degree or higher. And, since 2000, the percentage of those holding a Bachelor's Degree has increased from 19.1% to 22.6%. The location of CSU Stanislaus in Turlock may have some relationship to this, as those enrolling or graduating from college may reside and settle in Turlock.

Education has been highly correlated to participation in sports and recreation activities including fitness and enrichment classes – the higher a community's education level, the more interest there will be in sports and recreation activities. <sup>1</sup> Additionally, those who are highly educated tend to have diverse sports and recreation interests when compared to those who are not as highly educated. This indicates that sports and recreation classes, activities, and facilities can be influential as a way of bolstering learning and enrichment, for all ages.

## Race/Ethnicity

Turlock's racial and ethnic composition is primarily White with a sizable share of the population identifying as Hispanic or Latino. According to 2014 estimates, 78.7% (56,043) of the population identifies as White Alone, and this group increased from 40,370 individuals in 2000. The next largest racial segment is those identifying as "Some Other Race Alone" at 6.8% (4,839), although this cohort dropped in size from 8,460 (15.2%) in 2000. Ethnically, 36.8% of the population (26,197) identifies as Hispanic or Latino. <sup>2</sup> This segment increased from 16,422 individuals in 2000. Overall, the city's racial and ethnic composition is steadily becoming more diverse. Although comprising small shares of the overall population, the Black/ African American, Asian, and Native Hawaiian/Other Pacific Islander cohorts have all dramatically increased in size since 2000.

<sup>1</sup> American Sports Data, Inc. and the International Health, Racquet, and Sportsclub Association. (2000). IHRSA/ASD Health Club Trend Report. Hartsdale, NY: American Sports Data, Inc.



## Demographic Analysis

**Figure 3.9 - Race & Ethnicity**

	2000	% POP.	2010	% POP.	2014	% POP.
Total Population	55,810		68,549		71,246	
White Alone	40,370	72.3%	47,864	69.8%	56,043	78.7%
Black or African American Alone	798	1.4%	1,160	1.7%	1,497	2.1%
Amer. Indian & Alaska Native Alone	523	0.9%	601	0.9%	63	0.09%
Asian Alone	2,518	4.5%	3,865	5.6%	4,363	6.1%
Native Hawaiian and Other Pac. Islander Alone	153	0.3%	313	0.5%	583	0.8%
Some Other Race Alone	8,460	15.2%	11,328	16.5%	4,839	6.8%
Two or More Races	2,988	5.4%	3,418	5.0%	3,858	5.4%
Hispanic or Latino	16,422	29.4%	24,957	36.4%	26,197	36.8%
Not Hispanic or Latino	39,388	70.6%	43,592	63.6%	45,049	63.2%

This has implications for the department's communications and marketing efforts. To encourage participation in its programs, the department may offer its materials in multiple languages, for example. Trends can also be found in the ways that different races/ethnic groups use sports and recreation facilities and the types of

programming they seek. This has implications for recreation and park services. For example, According to the Bay Area Open Space Council,<sup>3</sup> recreation patterns among Latinos show a strong emphasis on family and larger social gathering. Furthermore, Latino park users tend to value outdoor leisure activity as a way of family bonding, and value recreation activities in developed natural areas that feel safe. U.S. born Latinos tend to match the recreational patterns of the general population than those born in Mexico or Central America.

Recreation is often a way of preserving cultural heritage and traditions, especially for non-native born and immigrant members of the community.<sup>4</sup>

<sup>2</sup> "Hispanic or Latino" is considered a classification of ethnicity, and not race, by the US Census. Therefore, it is broken out separately from the racial categories of White, Black, American Indian/Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Some Other Race, and Two or More Races.

<sup>3</sup> Chavez, Deborah. "Latinos and Outdoor Recreation." U.S. Department of Agriculture Forest Service, Riverside, CA. March 2012.

<sup>4</sup> California State Parks. "Park and Recreation Trends in California." Sacramento, CA 2005. [http://www.parks.ca.gov/pages/795/files/recreation\\_trends\\_081505.pdf](http://www.parks.ca.gov/pages/795/files/recreation_trends_081505.pdf)



## Facility Inventory

Understanding and accommodating cultural activities and preferences is one way for the department to encourage participation.

## Travel Time to Work

According to 2014 estimates, nearly three quarters of Turlock residents (74%) have a relatively short commute time to work, at less than 30 minutes. In addition, the City of Turlock Housing Element Draft Report (Dyett & Bhatia, August 2015) notes that, according to 2013 ACS data, almost half of the workforce living in Turlock works within the city, as well. Shorter commute times suggest that working individuals may have greater discretionary time before and after work hours to spend on other pursuits, including recreation. Given the closer proximity between work location and home, working adults may also rely more on services and programs within Turlock for leisure and recreation pursuits.

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# Facility Inventory

## Sports and Recreation

To assess the capacity of the sport and recreation system to serve the recreation demand, a facilities inventory was completed. The inventory provides a "snapshot" of existing city resources to support sports and recreation services.

The facilities inventory included both City owned facilities and school district facilities which provide

program space. The Turlock and Denair Unified School Districts provide shared use of their facilities in support of the City's recreation programs as a community benefit. Access to these facilities are limited due to school needs; however use of these facilities provides recreation opportunities which in some cases would not exist.



## *Facility Inventory*

# BMX Park

**Address:** 4013 N. Walnut Rd., Turlock

**Category:** City

### **Facilities, Features, Spaces, and Amenities:**

- Located adjacent to Walnut Elementary School as extension of park area. Operating hours are after school hours. Dirt park with several heights of jumps.

### **Parking:**

- Street parking only

### **Operating Hours:**

Unsupervised year-round facility.

- 3:45pm – Sunset, Monday – Friday
- 8:00am – Sunset on weekends

### **Primary Recreation/Sport Programs:**

- Recreational BMX riding

### **Primary User Groups:**

- BMX riders

### **Current Conditions and General Observations:**

- Signage and fencing adequate. Course is well maintained.
- Facility requires all users to wear safety helmets, knee pads and elbow pads.
- Course is designed for beginner and intermediate riders.

### **Maintenance Issues:**

- Volunteer work day used to maintain ramps.





## Facility Inventory

# Broadway Park

**Address:** N. Broadway & Orchard Street

**Category:** City

**Facilities, Features, Spaces, and Amenities:**

- Restrooms
- Picnic areas (7)
- Basketball courts
- Playground
- Water feature

**Parking:**

- Street parking only

**Operating Hours:**

- Seven days a week, 6am-10pm

**Primary Recreation/Sport Programs:**

- Leisure activities, picnic rentals

**Primary User Groups:**

- Community

**Current Conditions and General Observations:**

- Good condition

**Maintenance Issues:**

- All maintenance is completed by City of Turlock Maintenance Staff.





## *Facility Inventory*

# Carnegie Art Center

**Address:** 250 N. Broadway, Turlock

**Category:** City in partnership with Carnegie Arts Center Foundation

### **Facilities, Features, Spaces, and Amenities:**

This 18,756sf vibrant arts center was rebuilt in 2006. It is a historic building that has regional use.

- Lobby for reception or pre-function area.
- Plaza for outdoor seating and/or overflow.
- Catering prep room.
- The Loft, a 2,700sf multi-purpose room with mirrors, theater quality lighting and sound, built-in screen, portable barres, and dressing room with restroom. Sits 160 dining style.
- Gemperle Gallery, a 2,000sf art studio with built-in projector, screen, sink, private restroom. Capacity: 96 dining style.
- Ferrari Gallery, a 3,000sf art studio for changing art exhibits with hanging divider walls. Has sink and private restroom.

### **Parking:**

- Dedicated parking

### **Operating Hours:**

- Wednesday – Sunday: 10am – 5pm
- Closed Monday and Tuesday

### **Primary Recreation/Sport Programs:**

- Art exhibits and workshops
- Poetry readings, music recitals, dances
- Black Box Theater: working with Lightbox Theater group to provide plays
- Youth programs
- Birthday parties
- Ballet and other recreation classes
- School Art Field Trips: 3,000 4th graders visit. Foundation pays for busing.
- Rentals and meetings

### **Primary User Groups:**

- Carnegie Foundation

### **Current Conditions and General Observations:**

- Facility is a City showcase.

### **Maintenance Issues:**

- Contracted



## Facility Inventory

# Columbia Park - Marty Yerby Center

**Address:** 600 Columbia Street, Turlock

**Category:** City

### Facilities, Features, Spaces, and Amenities:

- The 2,940sf Marty Yerby Center is located in Columbia Park. The building has restrooms, a primary open room, lounge room, and a small kitchen. The exterior is cinderblock. Facility was built in 1978 and remodeled 10 years ago.

### Parking:

- Street parking only

### Operating Hours:

- August – May
- Monday – Friday: 3pm-6pm
- 15 hours/week

### Primary Recreation/Sport Programs:

- After School Drop-In Program
- Summer Camp

### Primary User Groups:

- Serves youth programming only (K – 12th Grade)

### Current Conditions and General Observations:

- Facility is in good condition considering the age of the facility. There is a lack of parking.

### Maintenance Issues:

- All maintenance is completed by City of Turlock Maintenance Staff.





## *Facility Inventory*

# Columbia Park Pool

**Address:** 600 Columbia St, Turlock

**Category:** City

### **Facilities, Features, Spaces, and Amenities:**

Built in 1958.

- Kiddie pool with maximum 2 ft. depth
- 6,220sf L-shaped multipurpose pool with diving area and wading area
- Diving board
- 864 Pool building with concessions
- Grass lawn
- Patio area

### **Parking:**

- Street parking only

### **Operating Hours:**

- June - August (ending in July 2016 due to school schedule)
- Monday – Thursday, 10:00am – 7:00pm  
Recreation swim and swim lessons
- Saturday & Sunday, 12:00 – 5:00pm  
Recreation swim

### **Primary Recreation/Sport Programs:**

- Recreation swim
- Swim lessons

### **Primary User Groups:**

- City programs only



### **Current Conditions and General Observations:**

- Facility is in good condition considering the age of the facility. There is a lack of parking.

### **Maintenance Issues:**

- All maintenance is completed by City of Turlock Maintenance Staff.

## *Facility Inventory*

# Columbia Park

**Address:** 600 Columbia Street, Turlock

**Category:** City

### **Facilities, Features, Spaces, and Amenities:**

- Multipurpose soccer field
- Basketball courts (1 full court and 4 half courts)
- Playground
- Horseshoe pits
- Marty Yerby Center
- 1,240sf High Pal Building
- 720sf picnic building
- Columbia Pool
- Handball court with mural
- Arbor
- 2 covered picnic areas
- Water Feature

### **Parking:**

- Street parking only

### **Operating Hours:**

- 6am-10pm

### **Primary Recreation/Sport Programs:**

- Leisure activities

### **Primary User Groups:**

- Community

### **Current Conditions and General Observations:**

- Restrooms are new (1 year old) funded through Housing CDBG

### **Maintenance Issues:**

- All maintenance is completed by City of Turlock Maintenance Staff.





## *Facility Inventory*

# Crane Park

**Address:** Canal Drive & Berkeley Avenue

**Category:** City

**Facilities, Features, Spaces, and Amenities:**

- Horseshoe pits
- Tennis courts
- Playground
- Basketball court
- Picnic areas (8)
- Pump house
- Restrooms

**Parking:**

- Street parking only

**Operating Hours:**

- Park hours: 6am - 10pm
- Rentals available: 10am - 10pm

**Primary Recreation/Sport Programs:**

- Leisure activities
- Rentable areas

**Primary User Groups:**

- Community

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by City of Turlock Maintenance Staff.



## Facility Inventory

# Donnelly Park

**Address:** Donnelly Park Drive & Pedras Road

**Category:** City

### Facilities, Features, Spaces, and Amenities:

- Picnic areas (15) with 16 BBQ's, 31 tables
- Small play area
- Play park
- Restrooms
- Large pond
- Pump house
- Skate park

### Parking:

- Two parking lots

### Operating Hours:

- Park Hours: 6am - 10pm
- Rentals available: 10am -10pm

### Primary Recreation/Sport Programs:

- Leisure activities
- Rentable areas

### Primary User Groups:

- Community

### Current Conditions and General Observations:

- Good condition. Park building structures constructed in 1973. Play park constructed in 1994. Skate park completed in 2016.

### Maintenance Issues:

- All maintenance is completed by City of Turlock Maintenance Staff.





## *Facility Inventory*

# Gemperle Fields (Turlock Regional Sports Complex)

**Address:** 4545 N. Kilroy Rd, Turlock

**Category:** City

### **Facilities, Features, Spaces, and Amenities:**

- Two (2) softball fields
- Nine (9) full size natural turf soccer fields
- Bathrooms
- Concession cart
- Grass amphitheater
- Picnic seating
- Kids playground
- Maintenance shed
- Sand volleyball court

### **Parking:**

- Parking lot

### **Operating Hours:**

- Mon – Fri 8am to 6pm
- Sat/Sun 6am to 6pm (if rented for event); no lights

### **Primary Recreation/Sport Programs:**

- Mon – Fri high school softball and soccer
- Parks & Recreation programs
- Turlock Youth Soccer

### **Primary User Groups:**

- Turlock Unified School District
- Parks & Recreation programs
- Turlock Youth Soccer Association



### **Current Conditions and General Observations:**

- Excellent

### **Maintenance Issues:**

- Natural fields will wear out with extensive use. Issues of monetary limits for wear/tear maintenance.



## Facility Inventory

# Pedretti Sports Fields

**Address:** 2400 N Tegner, Turlock

**Category:** City

### Facilities, Features, Spaces, and Amenities:

- Four (4) softball fields
- One (1) 60'/90' baseball field
- Bathrooms
- 2,050sf concession stand
- Maintenance offices and scorers room
- Covered bleachers at each field
- Kids playground
- Maintenance shed
- One (1) Reservable covered picnic area

### Parking:

- Parking lot

### Operating Hours:

- Mon – Fri: 8am to 11pm
- Sat/Sun: 7am to 11pm (if rented for event); Lights
- Facility closes Dec/Jan for maintenance

### Primary Recreation/Sport Programs:

- Mon - Fri high school softball / Little League programs
- Parks & Recreation programs
- Sat-Sun tournament rentals

### Primary User Groups:

- Parks & Recreation programs
- Tournament Rentals (varies)



### Current Conditions and General Observations:

- Good

### Maintenance Issues:

- Facility is older (built in late 70's); lights need to be updated, fields break down due to extensive use.



## *Facility Inventory*

# Rube Boesch Center

**Address:** 250 S. Orange, Turlock

**Category:** City

### **Facilities, Features, Spaces, and Amenities:**

The 2,800sf Rube Boesch Center occupies a converted single family dwelling. It is a social center supporting the Lions Club and recreation classes. Built in 1958.

- Multipurpose room (50 seated capacity)
- Kitchen

### **Parking:**

- Small lot - mostly street parking

### **Operating Hours:**

- Mon – Fri: 8am to 10pm
- Sat/Sun: 6am to 12am (if rented for event)

### **Primary Recreation/Sport Programs:**

- Thursday evenings: Lions Club (free)
- Wednesday evenings: Recreation Classes
- 3rd Friday of every Month Recreation Class
- Sat/Sun Rentals

### **Primary User Groups:**

- Lions Club
- Parks & Recreation classes through contract instructors

### **Current Conditions and General Observations:**

- Due to age, facility is dated in appearance.

### **Maintenance Issues:**

- Facility is older and maintenance issues arise.



## Facility Inventory

# Senior Center

**Address:** 1191 Cahill, Turlock

**Category:** City

### Facilities, Features, Spaces, and Amenities:

8,500sf facility constructed in 1973 with a renovation in 1999.

- Main hall with 190 seated capacity
- Kitchen with ample space and amenities
- Lounge/TV room
- Billiards room
- Arts and crafts room

### Parking:

- Dedicated parking lot

### Operating Hours:

- Mon – Fri 8am to 10pm
- Sat/Sun 6am to 12am (if rented for event)

### Primary Recreation/Sport Programs:

- Facility used by Seniors Association Monday-Friday 8am – 4pm; Wednesday until 10pm
- Monday, Tuesday, and Thursday facility is used by recreation classes after seniors complete day
- City rents out main hall after Senior Association hours and on weekends

### Primary User Groups:

- Senior Association - all senior activities are hosted in this building
- Parks & Recreation classes
- Rentals

### Current Conditions and General Observations:

- Good



### Maintenance Issues:

- Facility is older and maintenance issues arise. Set-up and take down for events requires on-going resources



## *Facility Inventory*

# Soderquist Park

**Address:** 1100 Flower

**Category:** City

### **Facilities, Features, Spaces, and Amenities:**

- Announcement booth
- Snack shack during games
- Restrooms
- Baseball field with lighting system
- Small park

### **Parking:**

- Dedicated parking lot

### **Operating Hours:**

- 6am-10pm

### **Primary Recreation/Sport Programs:**

- Baseball and leisure activities

### **Primary User Groups:**

- Community
- Little League

### **Current Conditions and General Observations:**

- Good condition. Lighting system built in 2009.

### **Maintenance Issues:**

- Park located by City fields is maintained by Little League.



## Facility Inventory

# Brown Elementary School

**Address:** 1400 Georgetown Ave, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose / classrooms

**Parking:**

- Dedicated parking

**Operating Hours:**

- During school year from 2:30-6pm Mondays, Tuesdays, Thursdays, Fridays and 12:30-6pm Wednesdays

**Primary Recreation/Sport Programs:**

- ASES Afterschool Program

**Primary User Groups:**

- 1st-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by Turlock Unified School District Staff





## *Facility Inventory*

# Crowell Elementary School

**Address:** 118 N. Avenue, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose room

**Parking:**

- Dedicated lot

**Operating Hours:**

- During school year from 2:30-6pm Mondays, Tuesdays, Thursdays, Fridays and 12:30-6pm Wednesdays

**Primary Recreation/Sport Programs:**

- ASES Afterschool Program

**Primary User Groups:**

- 1st-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by Turlock Unified School District Staff



## Facility Inventory

# Cunningham Elementary School

**Address:** 324 W. Linwood Ave, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose/classrooms

**Parking:**

- Dedicated lot

**Operating Hours:**

- During school year from 2:30-6pm Mondays, Tuesdays, Thursdays, Fridays and 12:30-6pm Wednesdays

**Primary Recreation/Sport Programs:**

- ASES Afterschool Program

**Primary User Groups:**

- 1st-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by Turlock Unified School District Staff





## *Facility Inventory*

# Denair Elementary School

**Address:** 3773 Madera Ave, Denair

**Category:** Denair Unified School District

### **Facilities, Features, Spaces, and Amenities:**

- Classroom

### **Parking:**

- Dedicated lot

### **Operating Hours:**

- Program hours operate 12:00-6:00pm, Monday-Friday, August-May

### **Primary Recreation/Sport Programs:**

- PLAY Program

### **Primary User Groups:**

- TK-6th graders

### **Current Conditions and General Observations:**

- Good

### **Maintenance Issues:**

- All maintenance is completed by Turlock/Denair Unified School District Staff





## Facility Inventory

# Dennis Earl Elementary School

**Address:** 4091 N. Olive Avenue, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose Room

**Parking:**

- Dedicated lot

**Operating Hours:**

- Program hours: 11:30-6:00pm, Monday-Friday, May-August

**Primary Recreation/Sport Programs:**

- PLAY Program

**Primary User Groups:**

- TK-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by Turlock Unified School District Staff





## *Facility Inventory*

# Julien Elementary School

**Address:** 1924 E. Canal Drive, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose Room

**Parking:**

- Dedicated lot

**Operating Hours:**

- Program hours: Monday-Friday, 3:00-6:00pm  
(12:00-6:00pm Wednesday), August-May

**Primary Recreation/Sport Programs:**

- PLAY Program

**Primary User Groups:**

- TK-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by Turlock Unified School District Staff



## Facility Inventory

# Osborn Elementary School

**Address:** 201 N. Soderquist Rd, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Classroom / multipurpose room

**Parking:**

- Dedicated lot

**Operating Hours:**

- Program hours: 7:00am-6:00pm, Monday-Friday, May-August

**Primary Recreation/Sport Programs:**

- PLAY Program
- ASES Afterschool Program

**Primary User Groups:**

- TK-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by Turlock Unified School District Staff





## *Facility Inventory*

# Pitman High School Pool

**Address:** 2525 W. Christoffersen Pkwy, Turlock

**Category:** Turlock Unified School District

### **Facilities, Features, Spaces, and Amenities:**

- Rectangular pool (13 lane x 25 yard)
- 2 diving boards
- Bleacher seating
- Small office
- Locker rooms

### **Parking:**

- Dedicated lot

### **Operating Hours:**

- June - August
- Monday – Friday, 10:00am – 7:00pm

### **Primary Recreation/Sport Programs:**

- Recreation Swim & Swim Lessons

### **Primary User Groups:**

- Turlock Unified School District
- City uses it during the summer only

### **Current Conditions and General Observations:**

- Facility is in good condition

### **Maintenance Issues:**

- All maintenance is completed by the Turlock Unified School District Staff



## Facility Inventory

# Pitman High School Cafeteria

**Address:** 2525 W. Christoffersen Pkwy, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Cafeteria

**Parking:**

- Dedicated lot

**Operating Hours:**

- June - August
- Monday – Friday, 6:30am – 6:00pm

**Primary Recreation/Sport Programs:**

- Summer Camp

**Primary User Groups:**

- 100 students/day; TK – 6th grade

**Current Conditions and General Observations:**

- Facility is in good condition

**Maintenance Issues:**

- All maintenance is completed by the Turlock Unified School District Staff





*Facility Inventory*

# Sandra Medeiros Elementary School

**Address:** 651 W. Springer Ave, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Classroom

**Parking:**

- Dedicated lot

**Operating Hours:**

- August-May
- Monday – Friday, 7:00am – 6:00pm

**Primary Recreation/Sport Programs:**

- PLAY Afterschool Program

**Primary User Groups:**

- TK-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by the Turlock Unified School District Staff



## Facility Inventory

# Turlock High School

**Address:** 1600 E. Canal Drive, Turlock

**Category:** Turlock Unified School District

### Facilities, Features, Spaces, and Amenities:

- Two classrooms

### Parking:

- Dedicated lot

### Operating Hours:

- June - August
- Monday – Friday, 6:30am – 6:00pm

### Primary Recreation/Sport Programs:

- Summer Camp

### Primary User Groups:

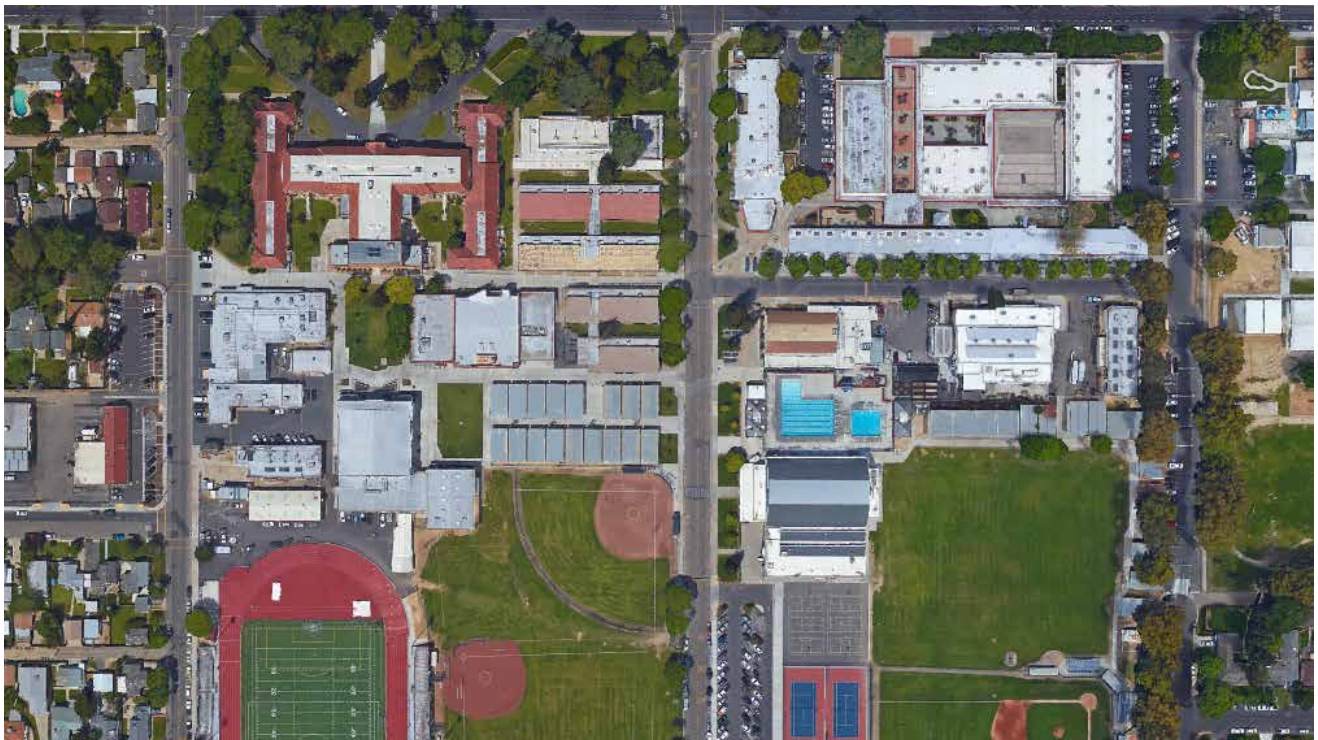
- 70 students/day; TK – 6th grade

### Current Conditions and General Observations:

- Facility is in good condition

### Maintenance Issues:

- All maintenance is completed by the Turlock Unified School District Staff





## *Facility Inventory*

# Turlock High School - Pool

**Address:** 1600 E. Canal Drive, Turlock

**Category:** Turlock Unified School District

### **Facilities, Features, Spaces, and Amenities:**

- Diving pool with two diving boards
- L-shaped competition pool (6-lane x 25 yards)
- Bleacher seating
- Small office
- Locker rooms

### **Parking:**

- Dedicated lot

### **Operating Hours:**

- June - August
- Monday – Thursday, 10:00am – 2:30pm

### **Primary Recreation/Sport Programs:**

- Recreation swim & swim lessons

### **Primary User Groups:**

- Turlock Unified School District
- City uses it during the summer only

### **Current Conditions and General Observations:**

- Facility is in good condition

### **Maintenance Issues:**

- All maintenance is completed by the Turlock Unified School District Staff





## Facility Inventory

# Turlock Junior High School

**Address:** 3951 N. Walnut Rd, Turlock

**Category:** Turlock Unified School District

### Facilities, Features, Spaces, and Amenities:

- Program is held in the multi-purpose room; in addition the program utilizes up to 6 classrooms for homework

### Parking:

- Dedicated lot

### Operating Hours:

- August-May
- Monday – Friday 2:30pm-6pm

### Primary Recreation/Sport Programs:

- ASES Afterschool Program

### Primary User Groups:

- 140 7th and 8th graders

### Current Conditions and General Observations:

- Good

### Maintenance Issues:

- All maintenance is completed by the Turlock Unified School District Staff





*Facility Inventory*

# Wakefield Elementary School

**Address:** 400 South Ave, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose room

**Parking:**

- Dedicated lot

**Operating Hours:**

- August-May
- During school year from 2:30-6pm Mondays, Tuesdays, Thursdays, Fridays and 12:30-6pm Wednesdays

**Primary Recreation/Sport Programs:**

- ASES Afterschool Program

**Primary User Groups:**

- 1st-6th graders

**Current Conditions and General Observations:**

- Good

**Maintenance Issues:**

- All maintenance is completed by the Turlock Unified School District Staff



## Facility Inventory

# Walnut Elementary School

**Address:** 4219 N. Walnut Rd, Turlock

**Category:** Turlock Unified School District

**Facilities, Features, Spaces, and Amenities:**

- Multipurpose Room

**Parking:**

- Dedicated lot

**Operating Hours:**

- August-May
- Monday – Friday, 7:00am-6:00pm

**Primary Recreation/Sport Programs:**

- PLAY Afterschool Program

**Primary User Groups:**

- TK-6th graders

**Current Conditions and General Observations:**

- Newer school

**Maintenance Issues:**

- All maintenance is completed by the Turlock Unified School District Staff





# Service Providers

The following is a listing of commercial and private fitness centers, sports fields, large event venues, art galleries, and libraries that serve the Turlock market. This listing is limited to locations within the City of Turlock and is used to estimate the capacity of the existing market to serve the demand for fitness and events/banquets. An abridged list of service providers follows.

## Fitness

### 1. Planet Fitness

1360 W. Main Street, Turlock, CA  
209-777-4355  
planetfitness.com

24-hour complete fitness center with cardio and strength area, and group exercise options.

### 2. Crossfit Parabellum <sup>1</sup>

1400 Venture Lane, Turlock, CA  
209-565-2372  
crossfitparabellum.com

10,040sf of open circuit and interval training space. (Does not serve the mainstream fitness market.)

### 3. In-Shape Geer Road

2710 Geer Rd, Turlock, CA  
209-667-2900  
inshapeclubs.com

Full service fitness center with cardio theater and free weights/selectorized area, WiFi, group cycling, aerobics studio, indoor pool (3 lanes), and Kids Club.

### 4. In-Shape Monte Vista

2821 Countryside Drive, Turlock, CA  
209-634-1035  
inshapeclubs.com

This is a new In-Shape location off Hwy-99. Provides a wide assortment of cardio machines, resistance training equipment, racquetball courts, and a Kids Club.

### 5. Brenda Athletic Clubs – Turlock Sport

201 Tampa St, Turlock, CA  
209-417-1181  
www.brendaathletics.com

Features an outdoor heated pool, cardio theater, strength training, TRX, group fitness, child care, youth programs, free weights.

### 6. Brenda Athletic Clubs – BAC Training Center

2320 W Monte Vista Ave, Turlock, CA  
209-668-3692  
www.brendaathletics.com

8,200 sf multi-functional training center. Provides selectorized equipment, group training space, cardio room, weight room, TRX suspension trainer. Provides a wide array of group classes, bootcamps, cross training, and circuit training (TRX training, rowing classes, boxing, Full Throttle Cardio Circuit, Jump Rope Blast).

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<sup>1</sup> Indicates a specialized fitness provider, e.g. yoga or circuit training, not a full service fitness center.



## *Service Providers*

### **7. A-List Fitness**

2380 N Walnut Rd, Turlock, CA  
209-652-0038  
www.alistfitness.com

Offers group training classes (Cardio Stretch, TRX, and personal training primarily).

### **8. Curves**

1674 Fulkerth Rd, Turlock, CA  
209-632-7303  
www.curves.com

Offers strength training and cardio equipment, as well as group fitness classes.

### **9. The Studio**

310 East Main Street, Unit J, Turlock, CA  
209-669-7874  
www.stayfitstudio.com

Small group training (10 people or less). Pilates reformers, indoor spinning, Indo-Row, TRX, strength/circuit training equipment, yoga

### **10. CycleFit Spin Studio**

809 W. Hawkeye Avenue, Turlock, CA  
209-985-0919  
www.cyclefitspinstudio.com

Located in ABC Fitness Company. Specializes in group indoor cycling "spin classes" for fitness improvement and weight loss.

### **11. ABC Fitness Company**

859 W. Hawkeye Avenue, Turlock, CA  
209-535-8530  
abcfitnessco.com

Primarily offers outdoor bootcamp and group training. Limited indoor amenities.

Recreation fitness classes for children and families including ballet, jazz, hip hop, cheerleading, yoga, bootcamp, music and me, and more.

## **Event Venues**

There are some large event locations in Modesto, Ceres, and Denair, as well. Hilmar Cheese Company Events is also located in Hilmar, just south of Turlock and has capacity for 200 seated dinner, 300 casual.

### **12. CSU Stanislaus**

One University Circle, Turlock, CA  
209-667-3913  
www.csustan.edu

CSU Stanislaus has a wide range of rental spaces and event services to support and plan any type of event. The Event Center has capacity for 350. The Main Stage Theater has capacity for 300. Snider Recital Hall has capacity for 318. The main Dining Room (available weekends and after 3pm on weekdays) has capacity for 450.

### **13. Turlock Golf & Country Club**

10532 N. Golf Link Rd., Turlock, Ca  
209-634-5471  
turlockcountryclub.com

Indoor and outdoor event space. Banquet Room (100 capacity with a dance floor / 125 without). Whole upstairs including Garden room and Bar – 275 with a dance floor / 300 without. Garden room – 80 people served / 60 buffet ~ Garden Room Ceremony – 170 people.

### **14. Stanislaus County Fairgrounds**

900 N Broadway, Turlock, CA  
209-668-1333  
stancofair.com

Offer a range of rental facilities, serving 80 to 900 in capacity.



## Sports & Recreation Facilities

*Prioritization and Feasibility Study*

### *Service Providers*

#### **15. Turlock Community Theatre**

1574 E. Canal Drive, Turlock, CA  
209-668-1169  
info@turlocktheatre.org

A community based performing arts theatre. The 1000-seat theatre offers high-quality entertainment and performances enriching the cultural life of the region.

#### **16. Larsa Banquet Hall**

2107 E Monte Vista Ave., Denair, CA  
209-634-7096  
larsabanquethall.com

The combined banquet space & lobby cover 20,000 square feet, which can accommodate 100 to 1,100 guests.

#### **17. Assyrian American Civic Hall**

2618 N Golden State Blvd, Turlock, CA  
209-667-8444

Accommodates approximately 1,000 guests.

## Art Galleries

#### **18. Art Space on Main & The Building Imagination Center**

135 W Main St, Turlock, CA  
209-667-3421  
<https://www.csustan.edu/art-gallery>

Both operated by CSU Stanislaus. Art Space on Main shows student and professional exhibitions year round, and provides workshops. The Building Imagination Center is a state-of-the-art multimedia gallery that shows video art and film exhibitions.

#### **19. Turlock Historical Society**

108 S Center Street, Turlock, CA  
209-668-7386  
turlockhistoricalsociety.org

## Sport Facilities

#### **20. Backyard Sports Academy**

6212 West Main St, Turlock, CA  
209-669-8921  
backyardsportsacademy.com

#### **21. Turlock Indoor Soccer**

500 S Center St, Turlock, CA  
209-634-5181  
turlockindoorsoccer.com

Two field indoor facility.

#### **22. Fields of Ice – Turlock (Seasonal)**

716 N Daubenberger Rd, Turlock, CA  
209-649-7078  
<http://turlockfieldsofice.com/>

#### **23. CSU Stanislaus**

One University Circle, Turlock, CA  
209-667-3016  
csustan.edu

## Other

#### **24. Stanislaus County Library (Turlock Public Library)**

550 N. Minaret Ave., Turlock, CA  
209-558-7800  
stanislauslibrary.org

# *Facility Standards*

04

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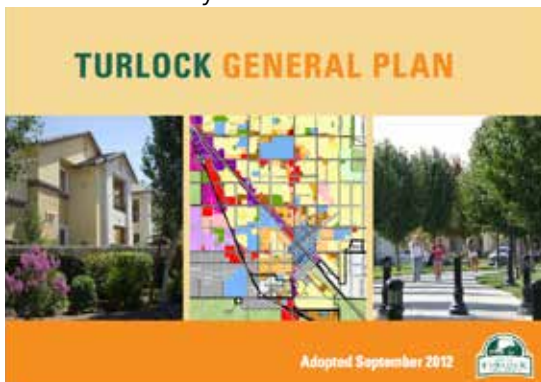


# Planning and Facility Standards

## Introduction

When adopted, the Parks, Recreation & Public Facilities Department Prioritization and Feasibility Study creates a master plan for the City of Turlock Recreation Services. The master plan includes the standards for recreation facilities and development priorities. The Sports and Recreation Facilities Prioritization and Feasibility Study is an implementation strategy under the City 2012 General Plan Update. The study provides an analysis of the current Level of Service Standards the City has adopted and assesses the City's ability to meet its standards. The study also examines the alignment between the current standards and the community priorities based upon public input.

A comprehensive approach to planning necessitates compliance with other City planning documents and guidelines. Public Facilities Element of the General Plan identifies goals and policies to ensure that adequate sports and recreation facilities are available to the community now and in the future.



## Level of Service Analysis

The City of Turlock Parks, Recreation & Public Facilities Department service standards are used for the planning, acquisition and development of recreation space. Standards provide a benchmark for evaluating the sufficiency of the recreation system to support the desired service levels, and to plan for the facilities that will be needed to support population growth. Standards are typically expressed as per unit of population to acreage or facility type and size.

The City of Turlock adopted recreation facility standards as part of the 2012 General Plan Update. The standards are based on the National Recreation and Park Association (NRPA) Guidelines. The NRPA is the leading organization dedicated to the advancement of public parks, recreation and public facilities. There are no national or state standards for recreation facilities; however, NRPA provides guidelines and is considered the leading authority in the field. NRPA makes the distinction that these are guidelines, and not standards, as recreation needs and services are as diverse as the communities they serve. NRPA Guidelines can be modified to reflect community expectations, demographics, regional interests, desired service levels, and other factors.<sup>1</sup>

<sup>1</sup> City of Turlock 2012 General Plan Update, Chapter 4 Parks, Schools, and Community Facilities.



**Sports & Recreation Facilities**  
*Prioritization and Feasibility Study*

**Facility Standards**

**Figure 4.1: Comparison of City Standards to Actual**

FACILITY	City Standard	City-Owned Facilities (2016)	Deviation from Standard
<b>Indoor</b>			
Arts Center	NA	1	1
Theater, Black Box	NA	1	1
Community Centers	1:30,000	0	-2
Multi-Generational Center	1:30,000	0	-2
Multi-purpose/Meeting Rooms-Public	1: 7,500	1	-9
Classrooms	NA	0	0
Multi-purpose Rooms	NA	0	0
Neighborhood Centers	1:13,000	1	-5
Senior Center	1:49,500	1	0
Youth Center	1:62,700	1	0
Recreation Center	1:26,650	0	-3
Fitness Center	1:39,765	0	-2
<b>Outdoor</b>			
Amphitheater	1:45,817	1	-1
Baseball Field - Adult League	1:19,694	1	-2
Baseball Field - Little League	1:6,599	3	-7
Softball Field - Adult	1:12,463	6	1
Softball Fields - Youth	1:9,687	6	-1
Basketball Full Court	1:7,000	3	-7
Basketball Half Court	1 :7,000	12	5
BMX/Dirt Bike Course	NA	1	1
Dog Park	1:43,183	2	0
Football Field	NA	0	0
Golf- 9 Hole	1:25,000	0	-2
Golf-18 Hole	1:50,000	0	-1
Golf-Driving Range	1:50,000	0	-1
Gymnasiums	1:26,418	0	-2
Handball	NA	1	1
Horseshoes	NA	12	12
Multi-use Sports Complex	NA	1	1
Multi-use Courts - Basketball, Volleyball	1:13,736	0	-5
Multi-purpose Synthetic Field	1:34,915	0	-2
Pool with Wading Pool	1:34,686	1	1
Waterspray Feature	NA	2	2
Multi-purpose Rectangular Fields	1:8,060	0	-8
Skate Park	NA	1	1
Soccer Fields - Youth	1:6,671	12	2
Soccer Fields - Adult	1:12,365	9	4
Tennis Courts	1:4,295	2	-14
Volleyball-Sand Pit	NA	2	2
Volleyball	1:5,000	8	-4
<i>*figures have been rounded down</i>			

## Facility Standards

### Facility Deficiencies

The lack of capital funding is a major impediment to developing the facilities needed to comply with the City's facility standards. The existing facility shortage is attributable to past population growth; consequently, the City cannot use Development Impact Fees (DIF) to address past deficiencies. DIF can be used to address facility impacts attributable to future growth only. Based on the projection of build-out in the City's General Plan, it is estimated that approximately a third of the facilities impacted may be attributable to future growth

Several of the facility deficiencies listed in Figure 4.1 were also identified as the highest demand facilities through the 2016-2017 Community Opinion Surveys. Specifically these are walking, biking, and hiking paths; recreation center with indoor courts and teen/youth spaces, and an aquatics center. As the City of Turlock grows, additional facilities are required to meet the service levels of the future population. The City's Development Impact Fee Program (DIF) has not kept pace with the funding needed to build public facilities and develop parkland. The City must identify and secure additional capital funding sources to develop facilities and parkland to meet current standards, and address funding for future facilities.

### Special Use Facilities

Special Use Facilities are amenities that meet the needs of the general population and serve a primary purpose. Based on survey results and resident preferences, the special use facilities standards continue to reflect the desired service. Combining these deficient facilities will provide increased program and services opportunities. For example, basketball and volleyball courts may be built in a multi-purpose gym to accommodate both court

sports. Incorporating a teen-youth space within the recreation center will address a highly perceived need in the community. For the City to provide the desired level of service to its citizens and conform to the Facility Standards, the following should be considered for development:

#### INTERCONNECTED PATH SYSTEM

The nation's most-popular fitness activity, walking for exercise, also supports the notion that unstructured outdoor play (and environments that are conducive to this) is a strong recreational preference. Linking parks together with green corridors and trails is a feature of community design that encourages mobility, accessibility, socialization, fitness, and an appreciation of the natural environment.



The City General Plan includes an extensive interconnected system of bike and walking paths. The challenge is connecting these paths within the already developed areas of the City to form a comprehensive and cohesive "walkable-bikeable" community.



## *Facility Standards*

### **RECREATION CENTER**

The sports and recreation facilities analysis identified a very significant community-based demand for indoor courts for youth and adult basketball and volleyball. The City of Turlock does not own nor operate a multi-use sport courts facility. Through the joint-use agreement with Turlock Unified School District, the city utilizes school gymnasiums for limited volleyball and basketball league play and special gym events. The programming priority is youth sports, leaving limited time for adults. However, adult court sports should not be neglected. These activities support a healthy community, and are typically prime cost recovery programs for the department. The demand for both youth and adult sports exceeds the capacity of the school facilities due to the limited availability. When assessing the demand for indoor sports the community need includes local tournaments, practices, drop-ins, and league play. This is in addition to the recreational leagues, practices, classes and programs Recreation Services would likely offer.

A strategy to address both of these future facility needs is to incorporate the multigenerational concept. Cross-generational programming of community facilities promotes social interaction and takes best advantage of flexible space. This is an efficient and cost effective means to address a variety of space needs. In addition to shared spaces, the multigenerational center typically includes some dedicated space for specific targeted age segments, such as dedicated preschool classroom or a teen/ youth space. Shared spaces can be programmed specifically for a designated age group. For instance, the addition of a technology/ computer room can

be scheduled specifically for senior use during the day and teen use in the afternoons. The addition of a wood floor studio to a recreation center project would increase programming and rental uses. A wood floor studio would benefit the popular Zumba, Jazzercise, senior stretch, yoga, tai chi, and dance programs providing expansion in these programming areas.



## Facility Standards

### AQUATIC STANDARDS AND DEFICIENCIES

The City of Turlock is significantly deficient in meeting its standards for public pools. The City's only aquatic facility, Columbia Pool, has a 6,220sf L-shaped multipurpose swimming pool with a diving area and shallow wading area. The facility has a "kiddie play pool" with a maximum water depth of 24" and a small pool building (864sf) with concessions. The pool is operated only during the summer season. Primary uses are recreational swim and swim lessons provided by the City.

Columbia Pool is at the end of its service life. Constructed in 1958, the nearly 60 year-old pools are well beyond the typical 40-year life expectancy. It is a credit to the City's maintenance staff that the pool has remained operational. It is recommended that an aquatic facility audit be conducted to determine the existing conditions and remaining life expectancy of the mechanical system, pool shells, and utility systems. Advancement in pools design and mechanical systems has resulted in pools with greater efficiencies and lower operating costs. This is the right time to master plan the City's aquatic program and pools.

Due to age and size, the existing pools can no longer meet a growing community's need for recreational, instructional, and warm-water aquatics.

### Planning Standards

Current NRPA standards recommend that public pools are provided that accommodate a minimum of 3% to 5% of the total population at one time. The NRPA recommends each person in the water be allocated a minimum of 15 square feet and the preferred standard is 25 square feet. Based upon these guidelines, the recommended water surface area to serve the City's current population of 71,000 is 32,000 sf. The City's main pool provides a total water surface area of 6,220 sf. This is a 25,730 sf deficit in meeting the minimum guideline.



### City Standard: 32,000 sf

The City has access to Turlock High School and Pitman High School pools on a limited basis. The pools are intentionally not included in the City's inventory. NRPA Standards are based on the percentage of use that is sought by the public, in a public pool. The NRPA standards assume a demand for aquatics greater than the 3% to 5% used for the public pool standard. School pools, private and membership pools, clubs, commercial pools and waterparks, and neighborhood pools serve the additional demand.

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*Community  
Engagement*

05

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# Community Engagement

## Overview

An essential component of the Sports and Recreation Prioritization Study was to engage the public for their perceptions, interests, needs, and priorities related to recreational opportunities and facilities.

Community engagement included a range of methods. These involved:

- Citizen Advisory Team
- Public Workshop
- Community Opinion Survey
- Online Engagement
- Print Material
- Public Surveys (2)

### CITIZEN ADVISORY TEAM (CAT)

The city created an 18-person Citizen Advisory Team, representing a wide range of community interests, to work with the city and the consultant. The role of the Citizen Advisory Team included:

- Provide insights and direction to the study team
- Disseminate information to their organizations and broader community
- Encourage broad community participation
- Identify issues, validate findings, strategize solutions

Meeting notes from the three Citizens Advisory Team meetings (April 6, April 26, June 6, 2016) can be found in the Appendix.

### PUBLIC WORKSHOP

A public workshop was held on May 12, 2016 in the Turlock City Council Chambers. The purpose of the workshop was to seek additional public input regarding sports and recreation needs of the community and their vision for Sports, Recreation and Public Facilities services in the future.





## Community Engagement

The public was invited through flyers, direct emails, and postings on the City website.

This interactive workshop was designed to gather individual responses to a series of questions and small group consensus responses from the attendees. The individual responses reflected the survey results with participants reporting high satisfaction with the recreation services, and support to continue the current level of service. The need for more trails for biking, hiking, walking was expressed, as was the desire for more indoor spaces, and a gymnasium for youth sports. The group responses also echoed the survey findings. See survey section that follows. Funding awareness and support to maintain the desired level of services are high among this group. The community is engaged, active, appreciates the outdoors and is willing to consider funding the new facilities. The detailed summary of the community workshop is found in the Appendix.



### PARKS, ARTS AND RECREATION COMMISSION

The Parks, Arts and Recreation Commission (PARC) had a representative on the CAT and were all invited to participate in the public workshops. The PARC representative was the liaison to the full PARC.

### CITY COUNCIL

As the body to accept the final report of this study, the City Council engaged in the project at several key junctures. The City Council and PARC convened for a study session in April 2016. Two council members attended the community meeting, and in March 2017, the Council will receive a presentation of the draft report to discuss the findings.

### ONLINE ENGAGEMENT

Web-based materials were created to keep the public informed about the study project. Staff maintained a project webpage on the City website, including notices on the City's home page.

The project webpage included information, materials and links including:

- Project description
- Call to action slideshow for survey participation
- PowerPoint presentations
- Facility Inventory Review
- Workshop and meeting minutes
- Workshop flyer
- Project contacts

### PUBLIC SURVEYS

Two community surveys were conducted, the first in the spring of 2016 and second in November 2016. A total of 1,029 surveys were submitted online or by hard copy.



## *Community Engagement*

### **PROJECT WEBSITE**

Working with City IT Staff, the re-launching of the website landing page continued as the central digital resource for the project. The site included consultant contact information, email signup registration, project information and all project work products. It was also used for conducting the community survey. The Sports Management Group worked with the City to establish portal links from other websites to the project web page. All promotional materials were posted to the site, along with a description of the process. The site was updated as necessary to reflect new materials and draft products for review. This includes:

- Addition of a PowerPoint presentation
- Project Description and Status
- Email link to survey
- Link to the survey from the City website landing page
- Notice on City's Community Calendar page

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# *Survey Findings*

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# Survey Findings

## Community Opinion Survey

### Overview

The Sports Management Group in consultation with the Parks Recreation and Public Facilities Department developed an online community survey to assess the opinions regarding the need and support for recreation facilities in Turlock. The first survey was launched in the summer of 2016 and received a total of 346 results. A report of the findings was presented to the CAT and submitted to the City. To capture a larger response from the community the survey was launched again in November of 2016. This time, 783 results were recorded. For the reader's convenience, the key findings below of both surveys are presented first in this section. Details of the methodology and results of the fall survey follow, along with results from the summer survey for comparison.

### SUMMARY OF KEY FINDINGS

Three items received consistently high ratings in the fall survey and the summer survey. A majority of respondents indicated the following three items as a need and a priority and with their support for development and funding:

1. interconnected paths for walking, biking, hiking
2. recreation center with teen/youth room, gym, classrooms, and activity spaces
3. aquatic center

A majority of the summer respondents listed these six items as a need and a priority and with their support for development and funding:

1. interconnected paths for walking, biking, hiking
2. teen-youth center
3. indoor space for basketball, volleyball, fitness, and other physical activities
4. community center with activity rooms and a social hall with kitchen for rentals
5. indoor aquatic center
6. outdoor aquatic center

### METHODOLOGY OF THE SURVEYS

To conduct the online surveys, The Sports Management Group used SurveyMonkey.com. To maximize input from the community, multiple respondents could participate from a single computer (IP address) and could skip any question they did not want to answer. The city's IT department posted the link on the city's website for community participation and hardcopies of the survey were distributed at various events. In the summer, 17,000 invitations were sent to people in the Parks, Recreation and Public Facilities Departments' contact database. The survey opened May 23, 2016 and closed June 3, 2016. In the fall, a public awareness campaign invited citizen participation through various community distribution channels, including soliciting hardcopy responses. Staff posted the responses on the hardcopies using a manual link to the survey. The survey opened November 10, 2016 and closed January 26, 2017.



## Survey Findings

# Survey Distribution Efforts

### PROMOTIONAL COLLATERAL

Promotional collateral was developed with a “call to action” to encourage community participation. It was important to articulate the urgency of the community to act and complete the survey, especially as the November survey was launched during the holiday season with competing participant priorities for their attention. Outreach materials included:

### PRINT COLLATERAL:

- Flyers
  - School “take-home” flyers
  - After-school program flyers
- Tag line on City’s promotional materials for all community events
- Hard copy surveys available at the front counters of the following locations:
  - Parks, Recreation and Public Facilities Department
  - City Hall
  - Turlock Senior Center
  - Carnegie Art Center
  - American Assyrian Civic Club

### DIGITAL MEDIA:

- Website materials
- Survey link
- “Personalized” Invitations through multiple E-blasts:
  - Turlock American and National Little League
  - Turlock Aquatics Club
  - Seadogs Swim Club
  - Teen Advisory Council
  - Turlock Youth Soccer Association
  - Turlock Senior Citizens Group
  - Turlock Sunrise Rotary Club
  - Chamber of Commerce
  - Moose Lodge
  - Kiwanis Club of Turlock
  - Turlock Community Theater
  - Turlock Unified School District Staff
  - School PTAs
  - American Association of University Women
  - Turlock Pickleball Club
  - Citizen Advisory Team and their contacts
  - Parks, Arts & Recreation Commission
  - Carnegie Art Center
  - Next Door (through PD)
  - Turlock Community Collaborative
  - City of Turlock After School Programs (13 sites, 1,500 youth)
  - City of Turlock staff
- City Facebook Page (multiple posts)
- City Instagram (multiple posts)





## Survey Findings

### INTERCEPT EVENTS

The holiday season provided an opportunity to reach out to the community during special events. The City had a presence at the following events and distributed hard copies of the survey to participants and collected them onsite. The events attended:

- Festival of Lights                      November 25
- Annual Christmas Parade            December 2

## Survey Results

### Q1. What is your age?

Almost 60% (59%) of the respondents were between the ages of 18 and 44 with almost 10% more respondents in the 18-24 group than in the summer survey respondent group. In the summer survey group, most (58%) of the respondents were between the ages of 35 and 54. 28% were over 55; and 14% were under 35. So, these results are from a younger group overall than the summer survey group.

### Q2. What is your gender?

65% of the respondents were female and 35% were male. In the summer, 59% of the respondents were female; 41% were male.

### Q3. Which of the following applies to you? a) resident for less than 5 years, b) resident for more than 5 years, or c) not a resident.

An overwhelming majority (77%) have lived in Turlock for more than 5 years.

### SUMMER SURVEY RESULTS:

#### A. Do you live within the Turlock city limits?

85% of the respondents were residents;  
15% were not.

#### B. How long have you been a resident of Turlock?

Of those who were residents, 95% have lived in Turlock more than 5 years.

#### Q4. Within the last year, about how often have you visited any of the city's recreational facilities or fields?

A plurality (29%) visited facilities or fields four or more times a month, with almost a half (48%) who visited two or more times a month.



## Survey Findings

### SUMMER SURVEY RESULTS:

Over half of the residents are frequent users of the facilities or fields, with 41% visiting four or more times a month and an additional 16% visiting two to three times a month.

### Q5. In your opinion, does the city have enough of each of the following to adequately serve community needs?

**Of the 20 items listed, half or more of the respondents indicated there are not enough of:**

- 64% interconnected paths for walking, biking, hiking
- 62% recreation center with teen/youth room, gym, classrooms, and activity spaces
- 55% aquatic center
- 53% amphitheater
- 50% outdoor all-weather track

**Over half the respondents indicated there are enough of:**

- 68% soccer fields
- 65% baseball and softball game fields
- 54% dog parks

**Summer Survey Results: Of the 22 items listed, half or more of the respondents indicated that there are not enough of:**

- 77% indoor aquatic center
- 66% interconnected paths for walking, biking, hiking
- 64% indoors space for basketball, volleyball, fitness, and other physical activities
- 64% teen-youth center

60% amphitheater

59% community center with activity rooms and a social hall with kitchen for rentals

58% outdoor aquatic center

52% outdoor volleyball courts

51% outdoor all-weather track

51% golf course

**Over half the respondents indicated there are enough of:**

- 73% soccer fields
- 65% dog parks
- 53% baseball and softball game fields
- 51% outdoor basketball courts

**Q6. There is a variety of needs and expansion possibilities for the City of Turlock to consider. The city is interested in prioritizing future projects based on community support. Which criteria would you recommend the city use in prioritizing projects? (check all that apply)**

**Like the summer survey results, the top three items with majority support for prioritization were:**

- 59% Development of new facilities that currently do not exist in Turlock opposed to adding more of the same
- 57% Projects that provide multiple uses for various activities
- 55% Project that serve a multitude of needs



## Survey Findings

### Almost half of respondents supported revenue priorities:

49% Projects that can generate revenue to help pay for their operating costs

47% Projects that become a regional draw and bring economic benefit to the city

### SUMMER SURVEY RESULTS:

Over two-thirds of respondents recommended that the city consider projects that provide multiple uses for various activities (68%) and development of new facilities that currently do not exist in Turlock opposed to adding more of the same (67%).

Over half of the respondents recommended that the city consider projects that serve a multitude of needs (59%), projects that can generate revenue to help pay for their operating costs (57%), and projects that become a regional draw and bring economic benefit to the city (54%).

### Q7. The City of Turlock is interested in the future development of new or additional facilities, fields, and recreational opportunities for the community. How much would you favor or oppose each of the following?

#### Like the result from the summer survey, the top strongly or mildly favored items were:

80% interconnected paths for walking, biking, hiking

76% recreation center with teen/youth room, gym, classrooms, and activity spaces

### Over 50% of the respondents indicated they would strongly or mildly favor:

66% multi-purpose fields

64% lighted sport fields

64% aquatic center

57% social hall with kitchen rentals

57% outdoor all-weather track

57% amphitheater

52% senior center

None of the items were mildly or strongly opposed by a majority of the respondents.

Only interconnected paths for walking, biking, hiking was strongly favored by a majority of the respondents (59%). A teen-youth center was strongly favored by 50%.

### Over 75% of the respondents indicated they would strongly or mildly favor:

81% interconnected paths for walking, biking, hiking

77% teen-youth center

### Other items that would be strongly or mildly favored by a majority include:

73% indoor space for basketball, volleyball, fitness, and other physical activities

71% lighted sport fields

71% multi-purpose fields

69% indoor aquatic center



## Survey Findings

68% community center with activity rooms and a social hall with kitchen for rentals

64% outdoor aquatic center

62% amphitheater

54% outdoor all-weather track

51% senior center

Only pickle ball courts were mildly or strongly opposed by a majority of the respondents (56%).

### **Q8. What is your preference? (of the items listed)**

When asked their preference, just over a third (39%) of the respondents preferred larger centralized facilities that are available to a larger population and offer more features and amenities at a single site, and almost a third (31%) preferred smaller neighborhood centers that are easily accessible and convenient for the area they serve, but have fewer features and amenities than larger centralized facilities. 26% had no preference and only 4% indicated neither--no new facilities are needed.

The top preference of respondents were the same as the summer survey: larger centralized facilities.

Almost half of the respondents preferred larger centralized facilities that are available to a larger population and offer more features and amenities at a single site (49%) versus smaller neighborhood centers that are easily accessible and convenient for the area they serve, but have fewer features and amenities than larger centralized facilities (28%). 21% had no preference and only 2% indicated neither--no new facilities are needed.

**Q9. Recognizing that the city has a diverse range of sports and recreational needs, please rate the facilities you want the city to consider first in priority (with a 1), second in priority (with a 2), and third in priority (with a 3). Rate an item as 'none' if you do not want the city to consider it at all.**

Similar to the summer survey findings, interconnected paths for walking, biking, hiking was rated as the first priority by over half of the respondents (51%). The next item that was rated as a first priority was a recreation center with teen/youth room, gym, classrooms, and activity spaces (48%).

**The following were rated as first or second priority by a majority of respondents:**

74% interconnected paths for walking, biking, hiking

73% recreation center with teen/youth room, gym, classrooms, and activity spaces

61% multi-purpose fields

59% aquatic center

56% light sports fields

55% social hall with kitchen rentals

52% outdoor all-weather track

51% amphitheater

No item was indicated as "not a priority" by a majority of the respondents.

Interconnected paths for walking, biking, hiking was rated as the first priority by over half of the respondents (55%). The next item that was rated as a first priority was a teen-youth center (41%).



## Survey Findings

### The following were rated as first or second priority by a majority of respondents:

- 77% interconnected paths for walking, biking, hiking
- 70% teen-youth center
- 66% indoor space for basketball, volleyball, fitness, and other physical activities
- 63% community center with activity rooms and a social hall with kitchen for rentals
- 62% outdoor aquatic center
- 59% indoor aquatic center
- 59% multi-purpose fields
- 55% light sports fields
- 52% amphitheater

Only pickleball courts were not a priority by a majority of the respondents.

### Q10. Building new facilities or making improvements could require public funding for purchasing land, construction and/or maintenance. Would you tend to strongly favor, mildly favor, be neutral to, mildly oppose, or strongly oppose public funding for each of the following?

#### Similar to the findings in the summer survey, a majority of respondents indicated they would strongly or mildly favor:

- 71% interconnected paths for walking, biking, hiking
- 65% recreation center with teen/youth room, gym, classrooms, and activity spaces
- 53% aquatic center
- 52% multi-purpose fields

#### Almost half favored:

- 49% lighted sports fields
- 47% amphitheater
- 47% social hall with kitchen for rentals
- 44% senior center

There was no majority opposition for any of the items. The greatest opposition was for BMX and dirt bike tracks (40%).

#### A majority of respondents indicated they would strongly or mildly favor:

- 68% interconnected paths for walking, biking, hiking
- 63% teen-youth center
- 59% indoor space for basketball, volleyball, fitness, and other physical activities
- 58% community center with activity rooms and a social hall with kitchen for rentals
- 54% indoor aquatic center
- 50% outdoor aquatic center

There was no majority opposition for any of the items, though a golf course (48%) and BMX and dirt bike tracks (46%) were the most opposed.

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*Facility Priorities  
and Feasibility*

07

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# Facility Priorities and Feasibility

## Introduction

The City of Turlock has recognized deficiencies in the provision of its sports and recreation facilities and has initiated a strategic planning process to address the deficiencies. The 2012 General Plan Update concluded the City of Turlock was unable to support the development and operations of major facilities on its own and recommended the City develop a strategy, identify the major facilities, and plan for their completion. In 2016, the City Council authorized the Sports and Recreation Facilities Prioritization and Feasibility Study to “determine the types of recreation opportunities and needs the community is interested in investing.” A guiding principal for the facilities plan is that it is financially viable and sustainable, and serves the current demand and future needs.

The community profile, identification of service providers, inventory of City facilities, analysis of level of service standards, public engagement, and community opinion survey provided data necessary for the development of the plan. A key component of the study was community participation and input to guide the recommendations. The community developed the criteria for prioritizing projects. Three projects were identified as top priorities and have community support for funding, according to survey participants.

## *Congruence with Planning Documents*

The study reviewed existing planning documents for consistency and congruence. The proposed plans are consistent with the General Plan Standards. Several observations relevant to the current plan are noted below:

### **2012 GENERAL PLAN UPDATE**

*A review of the 2012 General Plan included the sports and recreation element, Ch. 4: Parks, Schools, and Community Facilities. The plan described the priority facilities as:*

### **Priority Facilities Expected to Be Generally Available for Public Use**

- Aquatic center
- Teen center
- Indoor recreational venue for volleyball, indoor soccer, basketball, fitness and wellness programs, and enrichment classes
- Indoor facilities in existing parks for recreation programs
- Increased walking and biking trails accessible to a wide range of people, including seniors, the disabled, families, and active adults.



## *Facility Priorities and Feasibility*

The current study findings are very similar. The community prioritized (1) biking, walking trails, (2) recreation center with gymnasium, teen/youth space, and activity spaces, and (3) aquatic center.

### **PARKS MASTER PLAN, 2003**

*As identified in the 1992 General Plan (reviewed and amended in 2002 and 2003), adequate park and recreation facilities rank among the top five concerns facing our growing city. Our citizens identified four specific issues that they felt the City “should be doing more”:*

- Preserving more community open space
- Developing more recreation facilities
- Developing more neighborhood parks
- Providing more youth activities.

## **Facility Needs and Priorities**

The community opinion surveys were used to identify facility needs. There are three projects that stand out from the others, and are consistent with previous assessments of the public’s high priority projects. A majority of respondents indicated the three projects as a need, a priority, and with support for development and funding. (In rank order)

1. Interconnected paths for walking, biking
2. Recreation center with teen/youth room, gym, classrooms, and activity spaces
3. Aquatic center

Other projects that were identified as needed by a majority or near majority, but lack priority status are:

- Multi-purpose fields
- Amphitheater
- Outdoor all-weather track
- Community center with activity rooms and social hall with kitchen for rentals
- Lighted sport fields
- Senior Center

## ***Prioritization Criteria***

Like most municipalities, the City of Turlock does not have the financial resources to fund the identified capital projects. The City needs a systematic approach to determining capital projects priorities. This study provides criteria to prioritize future projects the community needs and has expressed a willingness to support.

Turning a strategic facilities plan, which often has a 5 to 10 to 20-year horizon, into an actionable annual budget can be challenging. Cities typically categorize projects based on identified requirements. Safety (police and fire), transportation, and mandated projects are given higher priority than sports and recreation projects. These project areas all are funded through the same capital improvement process and allocation of limited funding typically goes to the highest need based on City’s criteria.

Sports and recreation projects must have a measure by which to prioritize the capital facility needs so when funding is available the projects aligning with the City’s criteria can be considered for funding. The first step is to create criteria for evaluating each proposed project.



## Facility Priorities and Feasibility

The project team and the Citizen Advisory Team identified possible criteria for the prioritization of funding for sports and recreation projects. From that list, the Advisory Team developed a list of eight criteria (in no order of preference). The list was given to public workshop participants to prioritize. Participants were encouraged to add any criteria they believed should be considered. There were none. The same list was included as a question on the community opinion surveys. The list included the following:

1. Availability of project funding
2. National guidelines for the provision of facilities
3. Regional draw with economic benefit
4. Ability to generate revenue to pay for operations
5. New and different facilities, not more of the same type
6. Projects that serve multiple needs
7. Projects which provide a multiple of uses
8. Projects with partners with financial resources

The results from the community outreach (CAT, public workshop and surveys) indicated the vast majority of respondents were in agreement regarding the top three criteria to prioritize projects:

Development of new facilities that currently do not exist in Turlock opposed to adding more of the same

Projects that provide multiple uses for a variety of activities

Project that serve a multitude of needs

## Other Considerations

Criteria is one method for prioritizing projects and should be considered in conjunction with other factors such as organizational objectives, available funding in context with overall city priorities, and does the project make sense for the community. Opportunistic development should also be a factor if the city's objectives can be met.

Bundling similar capital projects together may result in significant cost savings. Grouping projects based on physical location provides economies of scale in cost and labor. For instance, combining the recreation center with the aquatics center. The community opinion surveys and workshop supported that the community desires larger, centralized facilities over smaller, neighborhood centers.



*Facility Priorities and Feasibility*

## Site Considerations

As projects are approved for further study, the size and scope of the project must be defined and potential sites identified. The site will impact the project cost and the public's support for the project. A listing of potential site criteria follows:

## *Facility Priorities and Feasibility*

### **Site Criteria**

#### **1. SIZE AND CONFIGURATION OF SITE**

The size and configuration of the site must be suitable to accommodate the building, features and mechanical spaces, trash enclosures, parking, and outdoor amenities such as picnic areas and plazas.

#### **2. NEIGHBORHOOD CONTEXT AND IMPACTS**

Consideration is given to the impact siting location will have on surrounding properties and the City. The scale and use of the facility must be compatible with the surrounding area, particularly residential development.

#### **3. SURROUNDING LAND USES**

Locating the public facilities in proximity to a municipal complex, school, or park would be favorable. Locations surrounded by industrial development are generally less desirable.

#### **4. VEHICULAR ACCESSIBILITY**

Locating the public facility on a major arterial, collector roads, and/or transportation corridor provides easy access for users. An arterial with high traffic volume can serve to maximize exposure and create a destination venue.

#### **5. PEDESTRIAN/BICYCLE ACCESS**

The public facilities should be easily accessed from existing and planned pedestrian and bicycle routes.

#### **6. PROMINENT SITING AND VISIBILITY**

A prominent location is desirable to maintain a public presence, create a destination venue, and encourage use.

#### **7. ADEQUATE PARKING CAPACITY**

It is likely the public facilities will require 140-220 spaces. The site must adequately accommodate required parking on-site and have a supplemental parking plan for overflow.

#### **8. AVAILABILITY OF UTILITIES**

The availability of water, gas, electricity, sewer, and storm drains will impact the cost of the project.

#### **9. ACCESS TO PUBLIC TRANSPORTATION**

Siting the public facilities where it is serviced by public transit will increase facility use and revenue potential.

#### **10. ZONING IMPLICATIONS**

The site must conform to the zoning and land use policies/ordinances. Privately owned sites will require a change in zoning as part of the process.

#### **11. SOILS AND CONSTRUCTION COSTS**

A site with poor soils, rugged topography, or high water table may require special construction that could add to the cost of the project.

#### **12. CITY-OWNED PROPERTY**

Land acquisition will increase the project cost and lengthen the schedule.

#### **13. SITE AESTHETICS**

A site with attractive visual and physical qualities such as vegetation can enhance the user experience.



*Facility Priorities and Feasibility*

**Goals, Prioritizations and Actions**

The City desired tools to assist in the consistent measurement of standards regarding prioritizing and ultimately funding capital projects. The following table is an example of a process that incorporates the City’s goals into policy and action items. The action items are then measured in several categories; timeframe, need, project criteria, and funding impacts. The City can apply this method to all of the projects identified in this plan.

Goals, Prioritizations, and Actions	Proposed Time Frame				Need		
	On-Going	Short Term	Medium Term	Long Term	Unmet Need	Partially Met Need	Community High Priority
<b>CAPITAL PROJECTS</b>							
<b>GOAL I: CREATE INTERCONNECTED PATHS FOR WALKING, BIKING, HIKING</b>							<b>X</b>
<b>POLICY A: Promote connectivity and increase safe access to facilities</b>							
<b>ACTION 1: Provide bike and pedestrian connections</b>	<b>X</b>	<b>X</b>				<b>X</b>	
<b>ACTION 2: Continue development of paths</b>	<b>X</b>					<b>X</b>	
<b>ACTION 3: Incorporate pathways to new facilities as part of development plan</b>		<b>X</b>					
<b>GOAL II: PROVIDE RECREATION FACILITIES THAT MEET COMMUNITY NEEDS</b>							<b>X</b>
<b>POLICY A: Deliver Recreation Center with Teen/Youth Room, Gym, Classrooms, Activity Spaces</b>							
<b>ACTION 1: Facilities should support multi-generational use</b>			<b>X</b>		<b>X</b>		
<b>ACTION 2: Consider Teen/Youth Program Room Needs</b>			<b>X</b>			<b>X</b>	
<b>ACTION 1: Conduct feasibility study on recreation center</b>			<b>X</b>				
<b>ACTION 2: Create space program</b>			<b>X</b>				
<b>ACTION 3: Design center</b>				<b>X</b>			
<b>ACTION 4: Determine funding plan</b>				<b>X</b>			
<b>ACTION 5: Create operational budget to determine feasibility</b>							



Facility Priorities and Feasibility

Community Criteria In order of priority					Funding Impacts				
1. Multiple Uses	2. Unmet Demand	3. Serve Many Needs	4. Generate Revenue	5. Economic Benefit	Community Supports Funding	Existing Funds	Grant Funding/ Alternative Financing Possibility	GAP funding required	Large Project Requiring Alternate Funding
		X			X				
		X			X				
		X					X		
									X
X									
X									
									X
									X
									X
									X



**Sports & Recreation Facilities**  
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<b>GOAL III: PROVIDE FACILITIES THAT ENHANCE COMMUNITY DEVELOPMENT</b>				<b>X</b>			<b>X</b>
<b>POLICY A: PROVIDE OUTDOOR COMMUNITY FACILITIES</b>							
<b>POLICY B: Deliver an Aquatic Center with Recreational, Program, and Safety Training Components</b>							
<b>ACTION 1: Conduct feasibility study on aquatic center</b>			<b>X</b>				<b>X</b>
<b>ACTION 2: Develop space program for a multi-use aquatic center</b>			<b>X</b>				<b>X</b>
<b>ACTION 3: Consider multi-use center with aquatics and recreation</b>			<b>X</b>				<b>X</b>
<b>ACTION 4: Develop funding plan</b>				<b>X</b>			<b>X</b>
<b>ACTION 5: Explore public partnerships</b>				<b>X</b>			<b>X</b>
<b>ACTION 6: Create operational budget to determine sustainability</b>				<b>X</b>			<b>X</b>
<b>PARTNERSHIPS</b>							
<b>GOAL: MAXIMIZE PARTNERSHIPS TO EXPAND SERVICES</b>							
<b>POLICY: Be a leader in public-private partnerships</b>							
<b>ACTION 1 : Continue cooperation with adjacent public agencies</b>	<b>X</b>					<b>X</b>	
<b>a: Continue to build and sustain partnerships</b>	<b>X</b>					<b>X</b>	
<b>b: Continue community outreach and communication</b>	<b>X</b>					<b>X</b>	
<b>ACTION 2: Develop partnership plan</b>		<b>X</b>			<b>X</b>		
<b>ACTION 3: Conduct annual partnership symposium to discuss community support</b>		<b>X</b>			<b>X</b>		





Facility Priorities and Feasibility

					X				X
X									
X									X
X									X
X									X
									X
		X			X				
		X			X				
		X			X				
		X			X				
		X			X				



*Facility Priorities and Feasibility*

## Project Feasibility

### Overview

Based upon the findings from the needs assessment and standards review, and direction from CAT, conceptual space programs were developed for the new priority projects. A brief discussion of each project and space programs are presented with order of magnitude construction cost estimates and probable operating "range of costs".

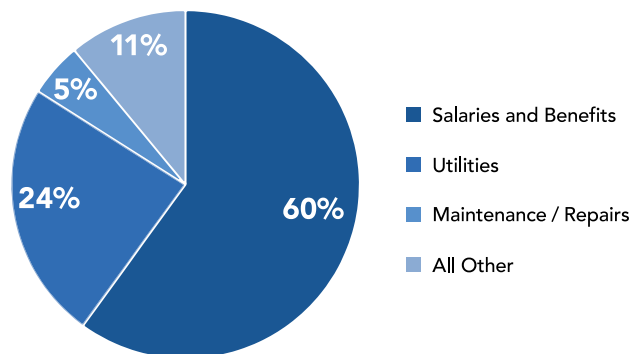
### CONSTRUCTION ESTIMATES

Preliminary space programs were developed for the community priority projects to provide an "order of magnitude" costs for planning capital funding. Construction costs include building gross square footage costs and site costs allowance (preparation, infrastructure, site improvements & landscaping, parking, and fixed equipment costs). The cost estimates include the direct construction, a site development allowance, and contractor profit, overhead, a design contingency, bonds and insurance. The cost estimates were developed using unit costs or cost-per-square-foot for each specific component. The costs are based on actual costs from recently built or bid projects in California. The costs do not include land acquisition or escalation.

### FINANCIAL ANALYSIS

A financial analysis for community facilities is a projection of the probable operating costs for the facility and the revenue potential that can be generated from its operation. The type and size of the facilities, the programs and activities offered, the hours of operation, fees charged, and a myriad of other factors will impact the operating costs and revenue. The Sport Management Group is presenting a range of probable costs based on similar projects.

The following are major expense categories to consider when determining probable operating costs:



- Staffing: Salaries, taxes, and employee benefits represent approximately 55% to 60% of the operating cost.
- Utilities: Utilities are typically the second largest expense category. Utility costs include electricity, gas, water, and sewer.
- Materials and supplies include general goods required for the daily operation and maintenance of the facility, i.e. janitorial supplies, paper products used in restrooms, office supplies, party package supplies, program materials, etc.

## *Facility Priorities and Feasibility*

- Repairs and maintenance are the next highest expense category. The cost for repairs and maintenance is expected to be lower than the expense shown in Year 1 when the facility is new and building systems and equipment are under warranty.
- Marketing and promotions: “Build it and they will come” will apply to only a small portion of the market. The expense budget includes an allocation for marketing and promotion of the facility, rentals, and activities.
- Building and maintenance reserve: An annual set-aside of approximately one percent of the aquatic center construction costs is recommended to fund a reserve account. Over time, the replacement cost should be adjusted for inflation. If this fund is not included, a plan should be developed for funding major repairs and replacements. This figure is not included in the base operating expenses.

### **COST RECOVERY**

- Cost recovery is the percentage of operating expense that can be offset by the revenue that is generated. Cost recovery for the operations of the facilities will vary significantly based on the City’s cost recovery objectives. Proper pricing is essential to building a satisfied customer base while generating sufficient revenue to partially offset operating costs. It is important that fees reflect the quality of amenities offered while providing acceptable rates to the intended market.

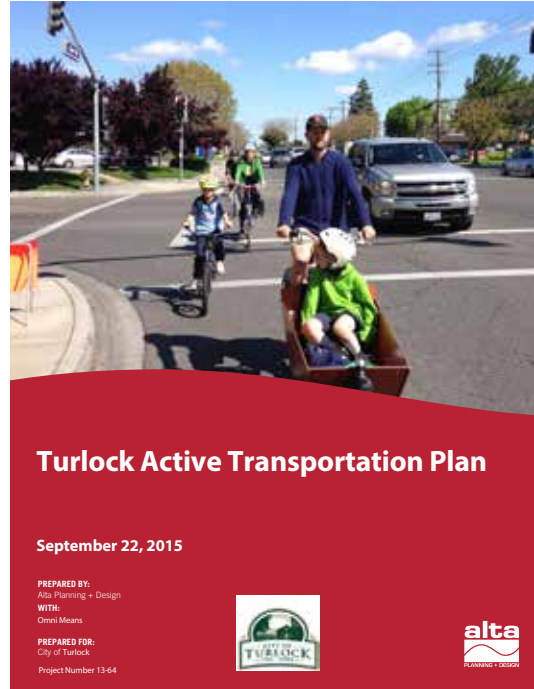


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## Public's Priority Projects

### ***Priority Project #1: Interconnected Bike- Walk Paths***

The Turlock Active Transportation Plan (ATP) September 22, 2015, that included the Bike/ Pedestrian Master Plan, provides an assessment of Turlock's existing system of bike lanes, sidewalks, and crosswalks and implementation plan for infrastructure improvements. The Transportation Plan addresses the prioritization and funding of bicycle and pedestrian paths. Walking, biking, and hiking paths continue to grow in interest in Turlock and are the number one priority for community members. This is, in part, due to the City's efforts with existing paths and ongoing development to make Turlock a "walk-and-bike friendly" community.



### ***Priority Project #2: Recreation Center***

The Recreation Center is an essential facility for a robust recreation program. The City is limited in its offerings due to lack of indoor recreation space. Through the provision of flexible space, the programming is adaptable to the changing community interests. The General Plan described the Indoor Recreation Center as including a gymnasium for volleyball, indoor soccer, basketball, facilities for a fitness/wellness programs, and classrooms/meeting rooms for enrichment classes for all ages.

A recreation center would also serve as a focal point for citywide recreational indoor sports, programs and activities. Combining the recreation center with teen/youth activity spaces, and program

rooms creates synergy and optimizes limited capital resources. Design opportunities should include inside/outside areas to increase space utilization.





**Facility Priorities and Feasibility**

Cost recovery for the operations of the facilities will vary significantly based on the City’s cost recovery objectives, fees use policy, and scheduling priorities. In the current economic climate, the trend has been towards “pay for play” with city government instituting, or increasing, user fees. For purpose of this study, a fee below market rate was assumed, however, use is not free. The Recreation Center concept includes recreational and competitive youth and adult sport leagues (basketball, volleyball, etc.). Adult sports generally provide full cost recovery, while youth sports is partially subsidized to encourage participation at all income levels.

Some spaces and programs have the capacity to generate more income than expense (revenue generating), some generate revenue to offset the cost of the program (revenue neutral), and some programs and spaces must be subsidized (subsidize). In planning new facilities, communities often must find a balance between spaces that generate revenue with those that are revenue neutral or require a subsidy, but may be important to provide, such as spaces for youth. The combination of spaces will influence revenue generation. For example, a facility with a gymnasium and classroom will not generate as much revenue as a gymnasium and fitness room. However, revenue generation must be balanced with serving community recreation needs—a gym provides a wide variety of program opportunities from toddlers through older adults and a fitness room primarily serves adults.

<b>PROJECT: RECREATION CENTER</b>	
50,000sf - 60,000sf	
<b>ORDER OF MAGNITUDE: PROJECT COSTS</b>	
\$35 - \$42 Million	
<b>ORDER OF MAGNITUDE: COST RECOVERY</b>	
60% - 70%	
<b>ORDER OF MAGNITUDE: SUBSIDY</b>	
\$200,000 - \$400,000	
<b>MAJOR PROGRAM SPACES</b>	
2-3 Court Gym, Youth/Teen Activity Center, Group Exercise, Activity Rooms, Locker or Changing Room, Children Play Area, Storage, Administration	
<b>PARKING SPACES</b>	
160 - 220	
<b>POTENTIAL FUNDING SOURCES</b>	
Capital	DIF, Voter Approved Financing
	Public Private Partnership
	Public Non-Profit Partnership
	Major Donors, Fundraising
Operations	User Fees, Pass Sales, Grants
	YMCA, Boys and Girls Club
<b>OPERATIONS PARTNERS</b>	
YMCA, Boys and Girls Club Sport Organizations	



## *Facility Priorities and Feasibility*

**Location:** The City should especially consider properties in central locations and adjacent to other community facilities or parks to provide synergy and sharing of resources (parking, lighting, utility systems). The teen/youth space(s) will require safe transportation accessibility through bicycle and pedestrian paths.

**Capital Funding:** The recreation center may be partially funded through the Capital Facilities Fees program which is developer based funding. Incentives may be provided to encourage developer contributions to the center funding, however the City must determine if the project merits the offsets. A majority of the funding will likely come from other sources. Public-private partnership and a citywide voter initiative should be considered. A thorough marketing and outreach campaign must be launched to inform the community about the project and the benefits to all residents.

**Operational Funding:** Recreation centers operations will be partially offset by user fees, however, the City is price sensitive and wants the facility affordable for families and frequent users. Adult programming, competitive and recreational sport leagues are typically full cost recovery. Youth programming, teen/youth programming, and recreational sport leagues are typically subsidized. A funding donor, such as a non-profit "Friends of Recreation" should be explored as a fundraising avenue to sponsor scholarships and programs. Operating partners with recreation centers are typically the YMCA, Boys and Girls Club, and local service clubs. These partners may still require operating subsidy from the city. An operational feasibility study and plan should be completed prior to development.

The trend in aquatics is the full service aquatic center that provides a range of aquatic opportunities and provides a combination of pools. These pools are designed to serve instruction, water fitness, family recreation aquatics, and competitive aquatics. To maximize use and the preferences of users, there are three bodies of water; each designed to the specific needs of the programs it supports. Temperatures in each pool vary: the competitive pool is 78-81 degrees, instructional and fitness pool is 84-86 degrees, and the recreation pool is 85-88 degrees.

### ***Priority Project #3: Aquatics Center***

#### **POOL DESCRIPTIONS**

##### **Competition Pool:** 30-m x 25-yard Pool

12 lanes for short course swimming and water polo

**Description:** Large, deep water pool

**Uses:** Coached short-course swimming training and competition, synchronized swimming training and competition, lap swimming, water polo training and competition. Secondary uses include coached clinics, advanced stroke and turn classes, triathlon training, safety and skills classes, deep-water exercise classes, and recreational use.

##### **Teaching Pool with 8 Lanes**

(8) 25-Yard short course lanes

**Description:** Multi-use pool with appropriate depths, and maintained at a temperature that is comfortable for young children learning to swim and adults exercising, while sufficiently cool for team training.

**Uses:** Instructional classes including learn-to-swim, water exercise, lap swimming, open recreation, water play.

## Facility Priorities and Feasibility

### Family Recreation Pool

Water sprays, slide, current channel, bubblers, interactive play structure, beach entry, and sprayground area

**Description:** Meets the needs and interests of families, children of all ages, and provides warm-water for some therapeutic programs.

**Uses:** Family recreation, open recreation, water exercise, instructional classes including learn-to swim, warm water rehabilitation.



COMPETITION POOL



TEACHING POOL



FAMILY RECREATION POOL



*Facility Priorities and Feasibility*

***Aquatic Center Option 1***

A full-service multi-use aquatic center with a full-service multi-use aquatic center, and a 9-lane competition pool, which serves as a regulation venue for competitive swim, water polo, and synchronized swimming. The competition pool ranges in depth from 3’6” to 7’6”, which still precludes some activities. The larger multipurpose recreation pool supports a broader range of activities for all ages, including water play, all levels of swim instruction, lap swim, water fitness and therapy, and warm-up lanes for competitive events. It features a beach entry, lazy river, water slide, two lap lanes, and a play structure. Its maximum depth is 3’6”.

There is adequate deck space for dry land activities and shade structures. The 7,300sf pool building provides lobby space, concessions, public locker rooms, a family changing room, a small classroom/meeting room, an office, lifeguard training room, and mechanical/storage space. This option has enhanced revenue from a greater range of aquatic programming.

**Location:** This facility should be located in a highly visible and assessable location. The City should especially consider properties in central locations and adjacent to other community facilities or as a combined project with the recreation center to provide synergy and sharing of resources (parking, lighting, utility systems). The teen/youth space(s) will require safe transportation accessibility through bicycle and pedestrian paths.

<b>PROJECT: AQUATIC CENTER OPTION 1</b>	
2 Pools, Bathhouse	
<b>ORDER OF MAGNITUDE: PROJECT COSTS</b>	
\$10 - \$14 million	
<b>ORDER OF MAGNITUDE: COST RECOVERY</b>	
75% - 85%	
<b>ORDER OF MAGNITUDE: SUBSIDY</b>	
<b>\$60,000 - \$100,000</b>	
<b>MAJOR PROGRAM SPACES</b>	
25-yard x 65-ft Lap Pool (9 lanes); 5,500 sf. Recreation Pool with play structure, waterslides; 7,300 sf Pool building	
<b>PARKING SPACES</b>	
140 - 160	
<b>POTENTIAL FUNDING SOURCES</b>	
Capital	DIF, Voter Approved Financing
	Public Private Partnership
	Public Non-Profit Partnership
	Major Donors, Fundraising
Operations	User Fees, Pass Sales, Grants
	YMCA, Boys and Girls Club
	Event/Program Sponsors
<b>Partners</b>	
YMCA, Boys & Girls Club	
Swim Clubs	



## *Facility Priorities and Feasibility*

**Capital Funding:** The aquatic center may be partially funded through the Capital Facilities Fees program which is developer based funding. Incentives may be provided to encourage developer contributions to the aquatics funding; however, the City will have to determine if the project merits the offsets. A majority of the funding will have to come from other sources. Public-private partnership and a citywide initiative should be considered. A thorough marketing and outreach campaign will have to be launched to inform the community regarding the project.

**Operational Funding:** Aquatic centers operations will be partially offset by user fees; however, the City is price sensitive and desires to make the facility affordable for families and frequent users. The short summer season due to school schedules also impacts the potential for cost recovery. Securing a funding partner, possibly in the health field, to support youth program fees for learn to swim and water fun will assist in alleviating cost shortages. Creating a company and tourism industry employee discount “pre-sale” tickets will generate another revenue stream. An operational feasibility study and plan should be completed prior to development.





*Facility Priorities and Feasibility*

***Aquatic Center Option 2***

Option 2 presents a full-service multi-use aquatic center with some differences from Option 1.

The competition pool is larger, at 30 meters, adding three additional 8-foot short course lanes for competition and training. This option includes a teaching pool, but with eight, 7-foot wide lanes. Both lap pools have walkout stairs to provide easy access. A similar multipurpose recreation pool to Option 1 is included, but larger in size. The regulation size competition pool ranges in depth from 3'6" to 12'6". This depth would preclude some aquatic activities, but with greater capacity in the teaching and multipurpose recreation pool, a full range of aquatic programming is still supported with this option.

The space allocation provides adequate deck space for dry land activities and shade structures. The 9,800sf pool building provides lobby space, concessions, public locker rooms, a family changing room, a small classroom/meeting room, an office, lifeguard training room, and mechanical/storage space. It also includes two birthday party rental rooms to enhance revenue. The community has retained its small town feel despite its growth.

<b>PROJECT: AQUATIC CENTER OPTION 2</b>	
3 Pools, Bathhouse	
<b>ORDER OF MAGNITUDE: PROJECT COSTS</b>	
\$14 - \$18 million	
<b>ORDER OF MAGNITUDE: COST RECOVERY</b>	
67% - 88%	
<b>ORDER OF MAGNITUDE: SUBSIDY</b>	
\$250,000 - \$100,000	
<b>MAJOR PROGRAM SPACES</b>	
30-meter x 25-yard Competition Pool (12 lanes); 8-lane Teaching Pool (25-yard x 60 ft); 5,400sf Recreation Pool with play structure; 9,400sf Pool Building	
<b>PARKING SPACES</b>	
160 - 220	
Capital	DIF, Voter Approved Financing
	Public Private Partnership
	Public Non-Profit Partnership
	Major Donors, Fundraising
Operations	User Fees, Pass Sales, Grants
	Sports Tourism (Meets)
	Camps, Non-profit Daytrips
	Event/Program Sponsors
	Health Provider Water Fitness Programs
	Swim Teams, Masters Program
<b>Partners</b>	
Swim Clubs	



*Facility Priorities and Feasibility*

## Long-Range Goals Initiatives

The planning and funding of the prioritized capital projects represents a substantial investment for the City and community. To bring these projects to fruition will require long-term strategic planning and focus. A series of actions, identified on the following pages, is provided for the City's consideration.



## *Facility Priorities and Feasibility*

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### **Fees**

- A.** Calculate total cost of facility ownership to provide services. Data to be used for resource allocation.
1. Develop business plans for facilities and program areas.
  2. Identify direct and indirect costs of providing services.
  3. Standardize cost-recovery calculation to include indirect expenditures and consistent application in all areas.
  4. Develop a cost recovery matrix for each facility rental type
- 

### **Performance Measures**

- B.** Performance Measures
1. Establish program objectives to specify the outcome or impact desired by the program or service.
  2. Categorize programs depending upon the degree of community or individual benefit provided.
  3. Develop recreation facilities that support core recreation program needs throughout the community.
  4. Establish cost recovery rates.
  5. Identify funding sources and implement service based pricing.
- 

- C.** Determine the appropriate portfolio of services to ensure and promote financial sustainability goals.
1. Define and communicate funding sources of services.
  2. Develop a mechanism to spin-off appropriate programs to partners.
  3. Establish a framework for consolidating or ending recreation programs.
  4. Develop protocol for ongoing monitoring of the services of other providers to inform decisions about Turlock program and facility offerings.
- 

### **Partnerships**

- D.** Leverage partnerships, including public, private, educational, foundations and nonprofits, to increase funding and optimize service provision.
1. Determine areas of highest-leverage partnership needs
  2. Grow relationships and leverage fundraising with foundations and nonprofit partners.
- 

### **Design**

- E.** Establish and implement sustainable design principles
1. Implement LEED building standards to all new facility development.
  2. Research energy efficient systems to upgrade existing buildings and apply to facilities
-



## Facility Priorities and Feasibility

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**F.** Acquire larger parcels to support facilities development

1. Establish minimum land requirements for prioritized facilities and monitor land prices to determine funding level needed.
  2. Consider acreage to host two compatible facility uses resulting in efficiencies of scale for infrastructure development, parking, and uses
- 

### Facility Investment

**G.** Establish and implement a maintenance management program that meets the needs of the users for each type of recreation facility.

1. Establish maintenance reserve accounts for all facilities to address long-term facility needs
  2. Develop a plan to address all existing facility deficiencies within an established timeframe
  3. Develop a facility maintenance plan
  4. Create a maintenance management program based on the type of the facility and level of frequency to support intended uses
  5. Develop a capital improvement infrastructure plan that builds on the existing facilities addressing the repair needs in a timely manner
  6. Plan and fund additional maintenance positions before new parks and facilities become operational to ensure maintenance standards are met and city's investment is properly cared for.
- 

### Core Programs

**H.** Develop core recreation services that maximize resources and support other service providers by working together to deliver passive and active recreation.

1. Confirm and restructure existing core recreation programs to meet the needs of the community
  2. Build recreation facilities based on core programs that will drive the facility design and meet the outcomes desired by the community
-



## *Facility Priorities and Feasibility*

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### **Funding**

**I.** Identify and prioritize funding streams to meet the demands of the community for recreation facilities

1. Seek and maximize development impact fees to support recreation facility development to keep pace with community expectations
2. Establish a partner foundation to seek outside funding to support unfunded projects both capital and operational
3. Adequately staff recreation and maintenance operations to meet the operational standards expected and desired by the community
4. Diversify sources of funding dependency from developer impact fees, lighting and landscape assessments and user fees.
  - i. Corporate sponsorships, public-private partnerships, foundations/gifts and private donations.
  - ii. Form a Friends Association to fundraise
  - iii. Recreation Services Fee which is a dedicated user fee which can be established by a local ordinance
  - iv. Private Developers lease space from city-owned land and provides recreation enhancements.

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### **Partnerships**

**J.** Create effective partnerships to build and utilize facilities and programs that maximize the community's resources through effective planning and community education.

1. Establish partnership agreements with all recreation groups based on agreed-to outcomes and performance measures that are equity-based and do not create entitlement
  2. Continue to partner with the Turlock Unified School District to enhance community access to school facilities
  3. Host a partnership round-table to bring organizational leaders together to collaborate and discuss shared community interests
-

# *Capital Funding*

*“Project success builds trust with citizens and stakeholders, and trust often leads to the acquisition of new resources. Getting the first win is key to building future funding success.”*

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# Capital Funding

## Introduction

This study has identified facilities desired by the community and provides estimated capital and operational costs for the prioritized projects. As the City considers the recommendations of this plan and addresses the need for additional facilities to achieve the Level of Service identified in the General Plan, capital funding is a major consideration.

Recovery from the impact of the recession has made it difficult for cities to “catch-up” with existing and neglected infrastructure needs. In California, this situation is exacerbated by limitations on public financing. The ability of local governments in California to finance public improvements has been increasingly circumscribed over the last three decades. In 1978, the voters of California amended the state constitution to limit the ability of local governments to impose property taxes. Since the passage of Proposition 13, more than a dozen other statewide propositions have been passed that restrict how local revenues can be raised or spent.

As a result, agencies have become more creative and entrepreneurial in leveraging multiple financing mechanisms that have included sponsorships, partnerships, federally backed private loans, New Market Tax Credits, Transit Occupancy Tax (TOT), and federal stimulus funds. A single financing source is unlikely to provide all of the capital required to construct the facilities identified in the Sports and

Recreation Facilities Prioritization and Feasibility Study. Financing will likely require a creative mix of funding sources and engagement strategies.

### *Funding for Priority Projects*

The City will determine the size and scope of the community prioritized projects and, if approved, project(s) will be added to the City Capital Improvement Program (CIP). The recreation center and the aquatic center will likely require a voter approved financing method for the majority of the funding. Future Developer Impact Fees are another source, however, approximately one-third of future development remains, limiting the funds expected from the DIF. The City may identify partnering opportunities, however, those partnerships may provide more operating cost support than capital funding. The current partnership with the Carnegie Foundation is an excellent example of a successful public-nonprofit partnership. Other sources might include proceeds from the sale of real property, gifts from Foundations, fundraising, grants. The latter are typically a small percentage of the total capital funding required for projects of this size.



## Capital Funding

### **Keys to Successful Funding**

The Journal of Sports and Recreation Administration, August 2016, published the results of a research study that identified six “keys” for successful financing of large projects. These overarching themes provide the City of Turlock valuable insight into developing funding strategies and messaging the public.

#### **1. Park and Recreation Facilities Contribute to Economic Development**

The economic benefits sports and recreation provides is well documented and generally understood. Local residents and businesses are favorable to investment in sports and recreation if they seek economic benefits from their investment.

#### **2. Nurturing Public Support**

A 2006 study, “Public response to Sports and Recreation funding cost-saving strategies: the role of organizational trust” published in the Journal of Sports and Recreation Administration found that park and recreation administrators who took actions to build trust and demonstrate commitment were able to expand funding beyond just taxes. “These administrators indicated they intentionally and strategically worked to build community support and nurturing relationships with nonprofit friends organizations, boards, private citizens, and partnerships.”

#### **3. Strategic Planning and Assessment**

It is essential that strategic planning and needs assessment has been completed and has shaped the facilities development plan. The ability to

deliver on strategic planning and assessment efforts creates trust by establishing a positive image with the community. The Sports & Recreation Facilities Prioritization and Feasibility Study is an important component for funding success. “Trust is viewed as a major asset to garner support for the needed capital for future projects.”

#### **4. Adopting an Entrepreneurial Approach**

Successful agencies generate revenue through creative and innovative strategies. Examples include: dog-themed events with music and food, exhibitions and contests, that generated funding for a new dog park. Another example, a funding campaign to build a recreation center as a centerpiece of a revitalization project in the downtown core. The projects included created housing, shops, restaurants and a “play where you live” campaign for the new recreation facilities.

#### **5. Leveraging Special Taxes**

Creative taxing systems such as new markets tax credits and “penny” sales tax for capital improvement projects is another key to success. Agencies highlighted the need for someone on staff responsible for identifying these innovative taxing mechanisms working with City Finance and Planning to identify new opportunities.

#### **6. Partnerships**

Lastly, working with special interest groups, organizations, developers, commercial interests, and others who are the right fit, share the interests and values with the city, and can bring fiscal resources to the project.

## Capital Funding

# Potential Funding Sources

There are five categories of funding mechanisms summarized below. These brief descriptions are followed by a detailed explanation of each funding type.

### 1. DEVELOPMENT RELATED FINANCING

Cities typically require new development to pay a fee to fund public infrastructure in support of the development such as streets, lighting, water systems, and parks. Two common fees for park and capital facilities funding is through Quimby Act dedications and Development Impact Fees.

### 2. VOTER INITIATIVES

The capital costs for future build out will most likely require some form of voter-approved or landowner-approved initiative such as a bond or tax assessment. This is a good time to develop a funding strategy, select a preferred mechanism, and begin the planning process, anticipating an inevitable turnaround in the voter mood for investment in community programs and facilities.

### 3. GOVERNMENT GRANT FUNDING

Governmental grants have historically provided a substantial source of capital for park and recreation agencies. A strong grant-writing and grants management program is critical to identifying, making application, and securing grant funding. An ongoing and effective program requires the assignment of specific staff to these tasks that can be a challenge in light of staff reductions.

### 4. PRIVATE SECTOR FUNDRAISING

Funding from the private sector is available in many forms, some of which have the potential to provide a significant and on-going revenue source.

Components found in similar public-private funding programs include:

- Endowments
- Park & Recreation Discretionary Endowment
- Corporate Gifts and Sponsorships
- Private Foundation Grants and PRI's (Program Related Investments)
- Individual Gifts and Sponsorships

### 5. LEVERAGE RESOURCES

Grant making organizations, both public and private frequently require matching funds. Examples of resource leveraging include School District / City partnerships, public / private partnerships, and volunteerism.

## *Development Related Financing*

In response to the fiscal changes that began with Proposition 13 California cities have generally turned to various forms of development-related financing to provide the public improvements—such as streets, sewers, water systems and parks—that were required to serve new development. The two most common techniques used by cities to provide park improvements are Quimby Act dedications and/or in-lieu fees and Development Impact Fees (DIF's). These techniques require a clear relationship, or nexus, between the new development and necessary public services.



## *Capital Funding*

### **DEVELOPMENT IMPACT FEES (DIF'S)**

These fees are paid by a developer at or near the time of building permit to pay for various public improvements that are required to serve the new development. Such fees are required for issuance of building permits of a proposed development and are required under the City's powers over land use. The City's policy to have development pay for the infrastructure required is a sound fiscal strategy if the approved fees are sufficient and include cost escalators to keep pace with building costs.

Turlock recently completed a Capital Facilities Fee Nexus Study (Economic & Planning Systems, Inc. 2013) providing an update to its existing Public Facilities Fee (PFF). The Capital Facilities Fee is then updated quarterly for increases in the cost of construction. The CFF revenues are collected and expended to fund the portion of new infrastructure and facility improvements needed to accommodate new growth based on established service standards. The CFF funds several categories:

- Transportation improvements
- General government facilities and general plan implementation studies
- Police service facilities and equipment
- Fire service facilities and equipment

As with most municipalities, the capital needs are greater than the funding available due to the existing needs. CFF can only fund new capital facilities and infrastructure required to serve the new development. Funds cannot be used to cover operation and maintenance costs. Cost of capital projects or facilities that are designed to meet the needs of the City's general population must be funded through other sources. These costs are split on a "fair share" basis according to the proportion attributable to new development and existing population.

Section 66000 (et seq) of the California Government Code establishes a demanding set of requirements for development impact fees. This section of the Government Code (enacted as AB1600) requires an agency that establishes, increases or imposes a development impact fee as a condition of development approval to do the following:

- Identify the fee's purpose
- Identify the fee's uses
- Establish a reasonable relationship between the fee's use and the type of development project on which the fee is imposed.
- Determine whether there is a reasonable relationship between the need for the public improvement and the development project on which the fee is imposed.

### **QUIMBY ACT DEDICATION AND FEES**

Section 66477 of the Government Code (known as the Quimby Act) grants cities and counties authority to require the dedication of parkland—or the payment of a fee in-lieu thereof—by a new residential subdivision. The Quimby Act allows a city or county to require such a dedication at the parkland standard that was in effect at the time of adoption of the implementing ordinance to a maximum of 5.0 acres per 1,000 resident populations.

Land dedicated and fees collected may only be used for developing new, or rehabilitating existing park or recreational facilities serving the new development.

### **COMMUNITY BENEFITS PROGRAM**

A potential approach to developer funding for sport and recreation facilities would be to establish a community benefits program, in which development bonuses are offered in exchange for developer contributions to desired community facilities. The

## *Capital Funding*

City would have to provide an incentive program for developers to be interested in making the extra contributions. Also, the success of the program depends on a lively real estate market where development demand is high.

### **ENHANCED INFRASTRUCTURE FINANCING DISTRICT (EIFD)**

The State legislature recently approved major modifications to the local financing program called an Infrastructure Financing District. Under the new program, cities may allocate their own property tax increment within an established district to finance a wide range of public facilities and improvements, including sports and recreation. Essentially, the EIFD is limited form of redevelopment tax increment financing. Only the public agencies that agree to participate would allocate their tax increment to the EIFD. This funding mechanism must be considered in the larger context of the City budget strategy because the tax increment generated from new development and the increase in property values would be diverted from the City General Fund.

### *Voter Initiatives*

The capital costs for future build out of public facilities and parks will most likely require some form of voter-approved or landowner-approved initiative such as a bond, sales tax or other tax assessment. Although the current economic conditions were not tested in this study for specific voter-approved financing, it is a good time to develop a funding strategy, select a preferred mechanism, and begin the planning process. Effective communications regarding the uses, costs and purpose of such bonds or taxes increases the likelihood of success.

There are the four funding mechanisms that could be used to help finance facility improvements. Each of these requires some form of voter or landowner approval. These four mechanisms – Special Benefit Assessments, Landscaping and Lighting District, General Obligation Bond, Revenue Bond, and Special Taxes – are presented as alternative methods of providing a citywide financing base.

### **SPECIAL BENEFIT ASSESSMENTS**

Special Benefit assessments can be levied on real property by municipalities, counties, and special districts to acquire, construct, operate, and maintain public improvements that convey an identifiable special benefit to the defined properties. Prior to issuing bonds, the City Council would conduct a set of proceedings to establish the scope and cost of the improvements to be financed, identify the land parcels that are benefited, determine a fair and equitable allocation of the costs to the benefited parcels, and conduct a landowner approval process.

Proposition 218 establishes a strict requirement for formal landowner approval before such assessments can be put in place. Each landowner would vote in proportion to the amount of any assessment that would be levied on his or her property. The assessment must be approved by a simple majority of the weighted ballots cast. Under Proposition 218, public properties are treated the same as private properties in a benefit assessment. The established area of benefit is often termed an “assessment district”. An assessment district is not a separate legal entity, and has no separate governing board or authority to act independently of the local agency that established it.



## *Capital Funding*

### **LANDSCAPING AND LIGHTING MAINTENANCE ASSESSMENT DISTRICTS (LLMAD)**

An LLMAD is one type of special benefit assessment. The Landscaping and Lighting Act of 1972 (and amended in 1984) provides for local governments (cities, counties and certain special districts) to raise funds for developing, maintaining and servicing public landscaping and lighting. Public landscaping and lighting can include parks and open space acquisition and improvement, landscaping, street lighting, sidewalks, curbs and gutters. The revenue to pay for these facilities comes from special assessments levied against the benefited properties. The establishment of the assessment is subject to the requirements of Proposition 218, and the assessment is collected as a separate item on the annual property tax bill.

Since the late 1980's all new development in Turlock has been required to be part of a landscape and lighting assessment district to provide a funding mechanism for the lighting, landscape and in some cases street improvements that are unique and beneficial to the surrounding subdivision. Each type of district is formed for a specific purpose and revenues generated by the special assessment can only be used for the specified purpose.

The formation of one or more LLMAD's has been undertaken by many California cities as an effective way to operate and maintain parks, recreation and open space areas. Incorporating one citywide LLMAD ensures that everyone pays into the park maintenance system and everyone has access to all of the parks.

### **GENERAL OBLIGATION BOND**

Cities, counties and certain other local government entities may issue General Obligation (GO) bonds to finance specific projects. Debt service for GO bonds is provided by an earmarked property tax above

the one percent general property tax mandated by Proposition 13 (often called a "property tax override"). These overrides typically appear on the annual tax bill as "voted indebtedness". The proceeds from GO bonds can be used to finance the acquisition, construction and improvement of real property, but cannot be used to pay for equipment, supplies, operations or maintenance costs. GO bonds require a 2/3 majority vote by registered voters.

### **REVENUE BOND**

Another approach is a revenue bond, in which revenues generated by the facility that is funded pay the debt service. Further analysis based on the specific project could determine whether the revenue stream from the facility could be leveraged to provide capital funding.

### **SPECIAL TAXES**

Cities may also apply land based financing programs such as Community Facilities Districts (Mello Roos CFDs), Landscape and Lighting Districts (LLDs), special assessment districts, and maintenance assessment districts. These types of financing districts are established for major subdivisions where infrastructure or service costs for the new neighborhood cannot otherwise be funded by developer or city sources. The maintenance assessment districts can help fund operations and maintenance costs in addition to capital costs. Sales tax, utility users tax, and transient occupancy tax is another avenue for project specific funding requiring voter approval.

## *Capital Funding*

### **MELLO ROOS SPECIAL TAX**

The Mello-Roos Community Facilities Act permits various local governments to establish a Community Facilities District (CFD) to finance new facilities and/or to pay for operations and maintenance through the levying of a special tax. The Act (as well as Proposition 218 discussed earlier) requires a two-thirds vote for approving the special tax.

### **PARCEL TAX**

Cities, as well as counties, school districts and other districts, can adopt a “special tax” with the approval at an election of at least 2/3 of those voting on the measure. The parcel tax is a special tax that traces its origin to Proposition 13, which primarily limited taxes on property values. The parcel tax is a tax on real estate parcels and not their value and is authorized under the Proposition 13 provision that allows special taxes to be adopted by the two-thirds majority.

### **SALES TAX, UTILITY USERS TAX, TRANSIENT OCCUPANCY TAX**

Cities can levy and/or increase local taxes with the approval of voters, including sales tax, utility users tax, and transient occupancy tax, among others and its revenue earmarked for special purposes. Cities in California have used these types of local taxes to fund sports and recreation services, among other service costs. Taxes used for general purposes are subject to approval by a simple majority of voters while taxes levied for specific purposes require and two-thirds majority vote.

### **PRIVATE FUNDING STRATEGIES**

Like many sports and recreation departments, Turlock Parks, Recreation and Facilities Department

has experienced increased demand for services and decreased funding. With shortfalls in operating budgets and capital funding needs, recreation agencies are becoming more proactive and creative in securing funding. Strategies include alternative fund development programs focusing on securing private funding through various venues. Monies are available from philanthropic foundations and private individual gifts, however they can be very competitive and require resources to pursue. It is important to note that most grants and gifts require that the recipient be a 501c3 Public Benefit (nonprofit) organization. Increasingly, cities, counties and special districts are creating Support Organizations (SO's) as nonprofit organizations to support capital, endowment and operating requirements of projects under public auspices. Another method of securing private funding is through corporate sponsorship. Many facilities and programs lend themselves to corporate sponsorships that entail a business agreement with the sponsor such as naming rights, publicity, exclusivity, or access to lists of program providers in exchange for payment. In the challenging economic environment, some cities have eased restrictions on sponsorships and naming rights as a means for funding projects and programs.

Beyond these elements, there are opportunities for park and recreation funding from private foundations. An effective financing program for the improvements identified in the facilities plan should include a component directed toward this sector. It should be noted that effectively competing for private foundation grants is a specialized, formidable and time-consuming undertaking that has the potential to reap significant rewards where the “fit” is right with a given foundation. A successful foundation fund raising program will require expertise of City staff and experienced outside counsel.

Listed are a variety of funding strategies applied by cities to create capital funding sources:



## *Capital Funding*

### **STATE AND FEDERAL GRANTS**

Both the state and federal governments have historically provided substantial grant resources to municipal governments for park and recreation improvements. While the availability and requirements of state and federal grants change over time, the City should be prepared to respond to and pursue such opportunities when they arise. State and federal grants typically require a significant local matching share.

In 2000 California voters approved Proposition 12 that included funds for local assistance grants for sports and recreation. In 2002 State voters passed Proposition 40 that also included funds for local park and recreation assistance. Both of these programs are now completed, however, there will likely be additional State grants available in the future.

Federal grant sources have been used successfully in some communities to support park and recreation land acquisition and improvements. Historically, these sources have included the Land and Water Conservation Fund (LWCF), Community Development Block Grants (CDBG), and components of various transportation funding acts. These programs should be explored as part of the City's implementation of the Facilities Funding Study. For example, the City of Turlock annually receives CDBG entitlement funding from the U.S. Department of Housing and Urban Development (HUD). These funds are intended to assist low-income households by providing them needed services, housing and facilities. Funded projects must benefit the target income groups within the City. Two strategies regarding the allocation of funds include creating a Neighborhood Revitalization Strategy Area (NRSA) and partnering with a designated Community Based Development Organization (CBDO).

### **COST RECOVERY PROGRAM**

As general fund revenues have lagged behind costs in many municipalities, interest has increased in setting user fees and charges for park and recreation facilities and programs at a level to pay the ongoing operations and maintenance costs for these facilities and programs, or at least to close the funding gap. It is recommended that Parks, Recreation and Facilities Services be included in all formal City analyses of cost recovery fees in the future.

### **GRANT FUNDING**

Turlock accesses state and federal grants programs when available. Governmental grants have historically provided a substantial source of capital for park and recreation agencies; however, this is no longer the case. Funding has decreased and has moved from state and federal agencies to local agencies. For large projects it is frequently necessary to assemble grants from different sources with aligning purposes than can contribute to portions of a larger project. There are subscription services available for monitoring upcoming grant opportunities such as Grantstation Insider ([www.grantstation.com](http://www.grantstation.com)). In general, grant funds are limited and allocated on a competitive basis, making it difficult to incorporate into long-term capital improvements programs.

### **PRIVATE FUNDRAISING ACTIVITIES**

With shortfalls in operating budgets and capital funding needs, recreation agencies are becoming more proactive and creative in securing funding. Strategies include alternative fund development programs focusing on securing private funding through various venues. Monies are available from philanthropic foundations and private individual gifts. It should be noted that competing for private foundation grants is a specialized and time-consuming



## *Capital Funding*

undertaking. A successful foundation fundraising program will require the dedication of talented staff from either the public or consultant sectors.

It is important to note that most grants and gifts require that the recipient be a 501c3 Public Benefit (nonprofit) organization. Increasingly, cities, counties, and special districts are creating Support Organizations (SO's) as nonprofit organizations to support capital, endowment and operating requirements of projects under public auspices. Limited funds mean that cities will need to aggressively pursue all avenues of private funding for which they qualify.

### **CAPITAL CAMPAIGN**

Turlock could propose a joint capital campaign with partnering agencies to fundraise some of the capital funding required for these projects.

### **LEVERAGING RESOURCES**

Many grant sources have matching requirements. Leveraging resources made available through private fund raising or other sources will increase grant revenues that would otherwise be unavailable. Other examples of resource leveraging include school district- city partnerships, public/private partnerships, and volunteerism. Phasing of projects and making them manageable sometimes increases the opportunity to leverage resources.

### **PUBLIC AND PRIVATE PARTNERSHIPS**

Partnership with private and public organizations, including users, and even some vendors, can generate resources for facility improvements and upgrades and should be considered. Partnerships,

however, are only effective if there is true public benefit and both parties share the same vision.

### **CORPORATE SPONSORSHIP**

Another method of securing private funding is through corporate sponsorship. Many facilities and strategic programs lend themselves to corporate sponsorships that involve short-term naming rights. In a rocky economy, some cities have eased restrictions on sponsorships and naming rights as a means for funding projects and programs.

### **ENVIRONMENTAL EFFICIENCIES AND REBATES**

The emphasis on energy-efficient systems and buildings with cost-effective design is a major factor in the long-term sustainability of costs. However, these systems typically have greater initial costs and savings are leveraged over the life of the building and its systems. The utilization of cost-effective designs should be explored in all park and facility designs and renovations and a LEED policy established. There are local (such as PG&E), state, and federal rebates that are sometimes available to offset these costs.

### **BUILDING AND LAND EQUITY**

The City has resources and a history of re-assessing it's infrastructure to determine the cost benefit of maintaining city-owned buildings, such as the War Memorial Building, and selling to reinvest those resources to priority projects.



## *Capital Funding*

### **CAPITAL LEASES**

The City has engaged in lease buy back agreements. In January 2000 the City entered into a \$1,000,000 lease – lease buy back agreement with CA lease Public Funding Corporation to finance the acquisition and development of a Regional Sports Complex. The lease carries an annual interest rate requires quarterly principal and interest lease payments.

### **CERTIFICATES OF PARTICIPATION**

Certificates of Participation (COP) are a form of lease purchase agreement that does not constitute indebtedness under the State constitutional debt limit and does not require voter approval. In a typical case, a local government entity decides to acquire a new or renovated public facility. This facility is purchased or constructed by a vendor corporation and the local government signs a lease agreement with the corporation to use the facility. An underwriting firm then buys the lease obligation from the vendor corporation, and divides it into small units called “COP’s”. Each COP represents a share of the lease payment revenue stream. The underwriter then places the COP issue with a bank, which in turn sells the certificates to individual investors. The local government makes the lease payments to the bank, which in turn makes payments to the certificate holders. At the end of the lease period, title to the facility passes to the local government entity at nominal cost. Interest paid to the certificate holders is tax-exempt.

A COP does not itself generate an income stream that will be used to make the required periodic payments. It is, rather, a way to capitalize an already existing income stream or to create the wherewithal to purchase or construct an income producing public improvement.

### **VOLUNTEER COMMUNITY LEADERSHIP**

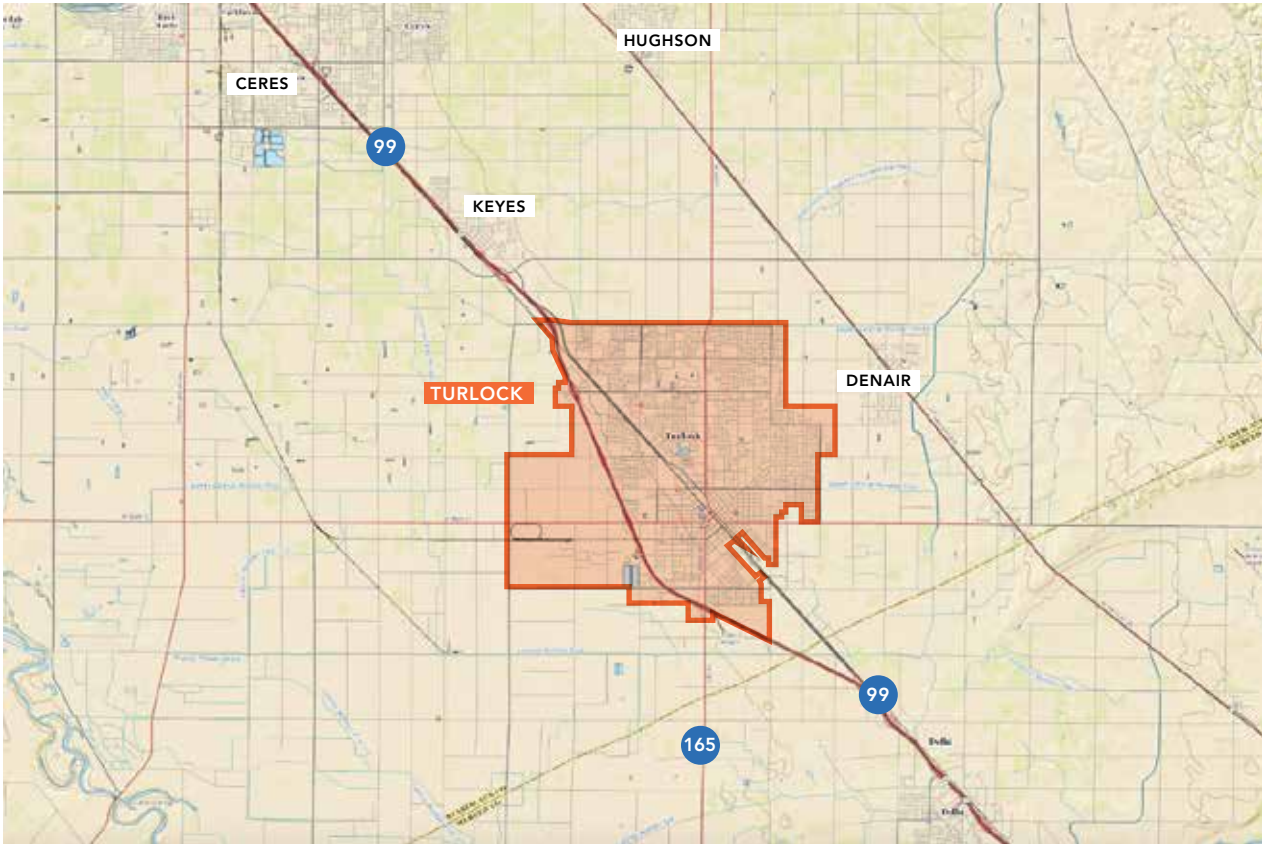
A successful individual donor campaign typically requires strong, visible community leaders who will both “give and get.” While once a model exclusive to the nonprofit sector, public agencies are now recruiting and deploying high-level leaders from the business community and civic life as the public face of important capital programs. These individuals can, with proper support, provide endorsement, access to wealth and a sense of enthusiasm in an otherwise crowded fundraising marketplace.

# *Appendices*

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# Demographic Report

## Service Area Map - Turlock



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All demographic data unless otherwise stated is gathered from the US Census and the American Community Survey 2014 1-Year Estimates Program

# Demographic Report

## City of Turlock

### POPULATION GROWTH

	CITY OF TURLOCK	% GROWTH	STANISLAUS COUNTY	% GROWTH
2000 Census	55,810		446,997	
2010 Census	68,549	22.8%	514,453	15.1%
2014 ACS	71,246	3.9%	531,997	3.4%
2020 Projection	93,060 <sup>1</sup>	30.6%	671,480 <sup>2</sup>	26.2%
2030 Projection	115,363 <sup>1</sup>	24.0%	804,683 <sup>2</sup>	19.8%

<sup>1</sup> Source: Projected by EPS, City Average

<sup>2</sup> Source: County average of projections by Caltrans, Claritas, U.S. Census Bureau, Department of Finance, StanCOG, Woods & Poole Economics, Inc., and EPS.

### POPULATION COMPARISON

	2000	% GROWTH	2010	% GROWTH	2014	% GROWTH
Turlock	55,810		68,549	22.8%	71,246	3.9%
Patterson	11,606	-	20,413	75.9%	20,736 <sup>1</sup>	1.6%
Ceres	34,609	-	45,417	31.2%	46,570 <sup>1</sup>	2.5%
Modesto	188,856	-	201,165	6.5%	209,308	4.0%
Hughson	3,980	-	6,640	66.8%	6,895 <sup>1</sup>	3.8%
Denair	3,446	-	4,404	27.8%	4,892 <sup>1</sup>	11.0%

<sup>1</sup> Source: ACS 2014 5-Year Estimates Program

# Demographic Report

## POPULATION BY AGE

	2000	% POP.	2010	% POP.	2014	% POP.
Children	18,446	33.1%	21,210	30.9%	20,519	28.8%
Under 5	4,505	8.1%	5,167	7.5%	4,702	6.6%
5 to 14	9,493	17.0%	10,413	15.2%	10,901	15.3%
15 to 19	4,448	8.0%	5,630	8.2%	4,916	6.9%
Family Forming Adults	20,648	36.9%	24,010	35.0%	26,219	36.8%
20 to 24	4,545	8.1%	5,697	8.3%	6,483	9.1%
25 to 34	8,063	14.4%	9,646	14.1%	10,331	14.5%
35 to 44	8,040	14.4%	8,667	12.6%	9,404	13.2%
Mature Adults	10,111	18.2%	15,317	22.4%	15,247	21.4%
45 to 54	6,352	11.4%	8,769	12.8%	8,336	11.7%
55 to 64	3,759	6.8%	6,548	9.6%	6,911	9.7%
Retirement Age	6,605	11.8%	8,012	11.7%	9,333	13.1%
65 and over	6,605	11.8%	8,012	11.7%	9,333	13.1%
Median Age	30.9		32.5		33.2	

## HOUSEHOLDS

	2000	% GROWTH	2010	% GROWTH	2014	% GROWTH
Households	18,408	-	22,772	23.7%	24,667	8.3%
Households with 1 or More Persons Under 18	8,043	-	9,339	16.1%	9,749	4.4%
% of Households	43.7%		41.0%		39.5%	
Avg. Household Size	3.0		3.0		2.86	

# Demographic Report

## POVERTY

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
Families	13,434		16,321		16,626	
With Related Children	8,018		9,015		9,598	
Families Below Poverty	1,665	12.4%	1,746	10.7%	2,245	13.5%
Families Below Poverty w/ Related Children	1,315	16.4%	1,262	14.0%	1,824	19.0%

<sup>1</sup> Source: 2010 ACS 5-Year Program

## HOUSEHOLD INCOME

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
Households	18,385	100.0%	22,932	100.0%	24,667	100.0%
Less than \$10,000	2,036	11.1%	1,238	5.4%	1,381	5.6%
\$10,000 to \$14,999	1,370	7.5%	1,651	7.2%	2,393	9.7%
\$15,000 to \$24,999	2,662	14.5%	3,004	13.1%	2,245	9.1%
\$25,000 to \$34,999	2,163	11.8%	2,454	10.7%	246	12.2%
\$35,000 to \$49,999	3,106	16.9%	3,004	13.1%	3,256	13.2%
\$50,000 to \$74,999	3,709	20.2%	3,990	17.4%	4,933	20.0%
\$75,000 to \$99,999	1,833	10.0%	2,958	12.9%	3,083	12.5%
\$100,000 to \$149,999	1,030	5.6%	3,210	14.0%	2,886	11.7%
\$150,000 to \$199,999	203	1.1%	986	4.3%	839	3.4%
\$200,000 or more	273	1.5%	413	1.8%	641	2.6%
Median Household Income	\$39,050		\$50,573		\$50,138	
Median Family Income	\$44,501		\$59,401		\$59,507	

<sup>1</sup> Source: 2010 ACS 5-Year Program



# Demographic Report

## EDUCATIONAL ATTAINMENT

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
Total Persons 25 Years & Over	32,628		41,173		44,341	
Less than 9th Grade	4,727	14.5%	4,488	10.9%	5,498	12.4%
No High School Diploma	4,917	15.1%	4,200	10.2%	2,705	6.1%
High School Graduate or GED	8,009	24.5%	10,952	26.6%	10,731	24.2%
Some College or Associate Degree	8,748	26.8%	11,734	28.5%	15,431	34.8%
Bachelor's Degree	4,247	13.0%	6,752	16.4%	6,829	15.4%
Graduate or Professional Degree	1,980	6.1%	3,047	7.4%	3,193	7.2%

<sup>1</sup> Source: 2010 ACS 5-Year Program

## RACE & ETHNICITY

	2000	% POP.	2010	% POP.	2014	% POP.
Total Population	55,810		68,549		71,246	
White Alone	40,370	72.3%	47,864	69.8%	56,043	78.7%
Black or African American Alone	798	1.4%	1,160	1.7%	1,497	2.1%
Amer. Indian and Alaska Native Alone	523	0.9%	601	0.9%	63	0.09%
Asian Alone	2,518	4.5%	3,865	5.6%	4,363	6.1%
Native Hawaiian and Other Pac. Islander Alone	153	0.3%	313	0.5%	583	0.8%
Some Other Race Alone	8,460	15.2%	11,328	16.5%	4,839	6.8%
Two or More Races	2,988	5.4%	3,418	5.0%	3,858	5.4%
Hispanic or Latino	16,422	29.4%	24,957	36.4%	26,197	36.8%
Not Hispanic or Latino	39,388	70.6%	43,592	63.6%	45,049	63.2%

# Demographic Report

## TRAVEL TIME TO WORK

	2000	% POP.	2010 <sup>1</sup>	% POP.	2014	% POP.
0-14 Minutes	9,216	43.5%	11,243	40.6%	10,831	38.1%
15-29 Minutes	6,990	33.0%	8,920	32.2%	10,119	35.6%
30-44 Minutes	2,711	12.9%	4,368	15.8%	5,012	17.7%
45 Minutes or More	2,249	10.6%	3,155	11.4%	2,429	8.6%

<sup>1</sup> Source: 2010 ACS 5-Year Program



## Citizen Advisory Team

### Contact List

Contact	Group	Phone/Email
Ralph Serpa	Little League National	(209) 652-3383 umpireinchief@tllbaseball.com
Arthur Askill	Little League American	(209) 605-4054
Les Baptista	Turlock Youth Soccer Association	(209) 605-4019 lbaptista@gemperle.com
Nivete Mulgado	Turlock FC	(209) 667-7006 turlockfc@sbcglobal.net
James Olvera	Lobos United FC	(209) 202-6977
Jose A. Gonzalez	Turlock Independent Soccer League	(209) 669-8671
Nick Bashaw	Stanislaus Men's Senior Baseball League	nbashaw_00@yahoo.com
Bob Holly	Senior Softball	(209) 668-2786 estonia16@aol.com
Hai (Hi) Ngo, President	Turlock Seadogs	the4ngos@sbcglobal.net
Michaela Solario, Head Coach	Turlock Seadogs	michaelasolario@aol.com
Kelley Castro	Turlock Aquatic Club	(209) 614-1611 castrokelley@yahoo.com
Corine Riley	Turlock Aquatic Club	(209) 988-4534 swimwithtac@gmail.com
Roger Smith (Retired 12/2016)	Turlock Unified School District	(209) 667-6520 rsmith@turlock.k12.ca.us
Colin Homer	Turlock Pickleball Club	(209) 535-0936 cohom57@yahoo.com
Carol Brennecke	Turlock Pickleball Club	(209) 602-2857
Brent Bohlender	Parks, Arts & Recreation Commission	(209) 632-4422 bbrentpolo@aol.com
Gary Weimer, President	Turlock Senior Center	(209) 968-1252 gary@turlockseniors.org
David Magina	Private	505-8109 dndwatertreatment@yahoo.com
<i>Project Team - City</i>		
Erik Schulze, Facilities Manager	City of Turlock Parks, Recreation, & Public Facilities	eschulze@turlock.ca.us
Allison Van Guilder, Director	City of Turlock Parks, Recreation, & Public Facilities	avanguilder@turlock.ca.us

!  
!


*Sports & Recreation Facilities  
Prioritization and Feasibility Study*

**Citizen Advisory Team Meeting**

The Sports Management Group



**2** City Goals and Objectives




**2. Council Direction**

- Identify City-wide facility and program priorities
- Engage the community in a collaborative process
- Develop an achievable and sustainable plan
- Create a strategic planning tool to guide future development



**2. Role of the Citizen Advisory Team**

- Provide insights and direction
- Disseminate information
- Encourage broad community participation
- Identify issues, validate findings, strategize solutions




**2. City's Guiding Principles**

1. Serve the general community
2. Develop strategies to fund project goals
3. Create sustainable operations
4. Continue to maintain and invest in infrastructure
5. Grow commitments with partners



**3** Study Approach



### The Sports Management Group

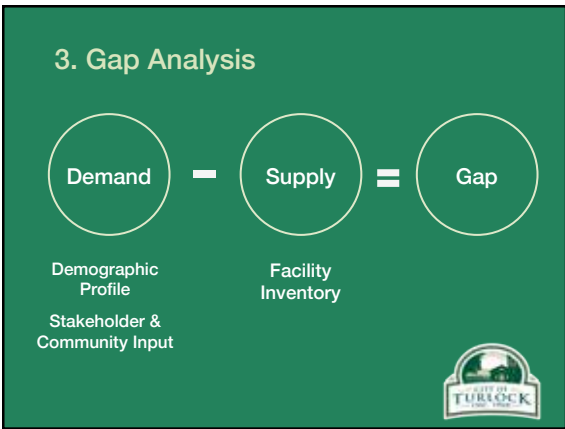
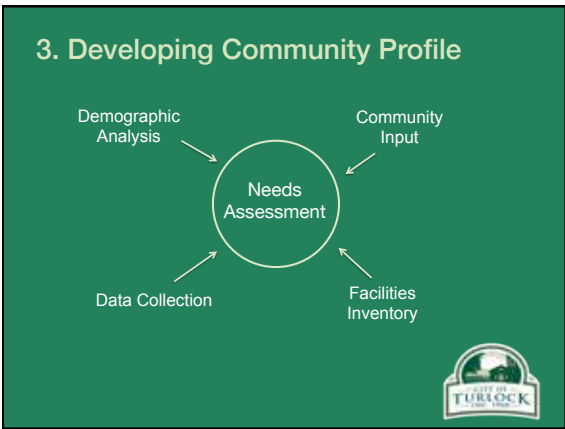
*Solution driven, committed to excellence*

- Over 500 community projects
- 30 years of excellence in:
  - Public facilitation & outreach
  - Space planners
  - Programmers
  - Financial & market analysis
  - Operations planning
  - Design consultants



### 3. Project Approach

1. Data Collection & Synthesis
  - Existing plans
  - Facility descriptions & users
2. Develop a Community Profile
  - Demographic analysis
3. Inventory & Analysis of Existing Facilities
  - Facility profile
4. Field & Facility Gap Analysis


### 3. Project Approach

5. Project Priorities, Feasibility, & Funding
  - Update standards
  - Prioritization criteria
  - Financial analysis
  - Funding options
  - Project prioritization



### 3. Project Approach

6. Report of Findings & Recommendations
7. Report Presentation
  - Joint Presentation May 24
  - Final Presentation to City Council June 28



### 3. Public Engagement

- Outreach Plan
- Promotional Materials
- Website
- Information Centers
- Community Workshops (2)
- Community Organizations Engagement



# 4

## Facilities Discussion





# Citizen Advisory Team

Meeting #1 Worksheet

April 6, 2016

1. What are your favorite Turlock area recreational activities?

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2. What *outdoor* recreation opportunities do you want to have available in the City of Turlock?  
(May include opportunities currently available.)

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3. What *indoor* recreation opportunities do you want to have available in the City of Turlock?  
(May include opportunities currently available.)

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4. Do the City facilities adequately address the recreation needs of the community?  
If not, please explain.

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5. Do the City fields/parks adequately address the recreation needs of the community?  
If not, please explain:

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6. What are some other areas with unmet needs?

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7. What opportunities for facilities and/or fields do you observe?

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8. Who are potential community partners for fields, facilities and/or program development?

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9. What improvements or additions do you believe are most important in serving the community?  
Please explain:

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## Meeting Notes

### ***Citizen Advisory Team Meeting #1***

City Hall Yosemite Room

Wednesday, April 6, 2016

6:00pm-7:30pm

### ***Agenda***

#### **1. Welcome**

- a. Introductions

#### **2. Study Goals and Objectives**

- a. Council Direction
  - o Identify City-wide facility and program priorities
  - o Engage the community in a collaborative process
  - o Develop an achievable and sustainable plan
  - o Create a strategic planning tool to guide future development
- b. Role of Citizen Advisory Team
  - o Provide insights and direction
  - o Disseminate information
  - o Encourage broad community participation
  - o Identify issues, validate findings, strategize solutions
- c. City's Guiding Principles
  - 1. Serve the general community
  - 2. Develop strategies to fund project goals
  - 3. Create sustainable operations
  - 4. Continue to maintain and invest in infrastructure
  - 5. Grow commitments with partners

#### **3. Study Approach**

- a. Overview of the Process
- b. Timeline: Council presentation June 28, 2016



#### 4. Facilities Discussion

a. What do you like regarding City sports and recreation facilities and services?

- Open Space
- Pedretti Softball and baseball facilities
- Pickleball at Columbia Park
- 9 soccer fields in one complex is wonderful!
- Cooperation between City and School District
  - In all areas: planning, police, fire, recreation
  - Schools listed as parks in General Plan
- Senior Center built in 1970
  - 400 participants ages 50+
    - Ex: 39 exercise participants M-W-F
  - City uses afterhours
  - Facelift in June
- Little League on school property
  - 24 teams share 1 field
  - Stanislaus State is a partner for maintenance
- City of Turlock:
  - Healthy, nice place
  - Takes pride in maintenance
  - Great support to make things happen
  - Turlock is community
  - Opportunity to participate
  - Like soccer complex
  - Up to PAR
  - Small parks
  - Walkways
  - Affordable
  - Volunteers
  - Storm basins for soccer use
  - Scholarships



b. What challenges regarding sports and recreation facilities does the community face?

- Pool:
  - Limited access
  - Desire multi-use facility with water park, lap lanes, competition pool
  - Increased lessons, sports training, exercise, dive (no coach)
  - Like Roseville facility as example
  - Consider year-round, indoor pool access?
- Seniors
  - Bocce/shuffleboard areas
  - Do have horseshoe pits, however underutilized as not well-known
  - Desire a nutrition program
  - Increase partnership with county resources
  - Facility meeting existing needs (400 participants ages 50+)
    - However will not meet future needs
    - Increased outreach needed to attract participation
    - Senior Center built in 1970
- University as a Partner?
- Sr. Olympics staging for events
- 4 Pickleball games are played at Columbia Park on 2 tennis courts
  - No evening play available
  - 24 players, would like 4 courts
- No lighted tennis courts at school for extended evening use
- Lighted facilities needed
- Discussion: Sports Complex on 40 acres with baseball, soccer, indoor basketball
  - 8 fields with 4 fields from 60'-90' baselines
  - Aquatics a possibility
  - Synthetic turf
  - All lighted
  - 4 Soccer for U12 and younger
  - Track
  - 1 ½ miles from Pedretti (tournament synergies)
- Not enough soccer fields for local (Turlock) game use
  - Perceived resident/non-resident club uses
  - First come, first serve
  - Need location with 9 fields, schedule primarily for community
  - Mostly game field needs
  - Difficult to acquire funds to reserve fields for local youth teams
    - 18 teams 14 years and older
- Little League



*Sports & Recreation Facilities Study*

# Community Workshop



**PLAN TO  
ATTEND!**

*Play. Celebrate. Recreate.*

## We need your input!

The City is conducting a study to identify the community needs for sports and recreation facilities. The residents of Turlock play an important role in identifying and prioritizing these needs. **This will be the community's plan and your input is needed!** Help shape the future of sports and recreation in Turlock by attending a workshop on:

**Thursday, May 12th  
6:00pm – 7:30pm  
Yosemite Room at City Hall**



Visit <https://new.turlock.ca.us> for details.

**For questions, contact:** Julie Spier, Project Manager, The Sports Management Group at (510) 849-3090 or Erik Schulze, Parks, Recreation & Public Facilities Manager at (209) 668-5599.

*Sports & Recreation Facilities  
Prioritization and Feasibility Study*

# Community Workshop

May 12, 2016

The Sports Management Group


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Prioritization And Feasibility Study



# 1 Overview

- Overview
- Study Process and Update
- Study Goals
- Facilities Needs, Standards & Priorities
- Workshop Exercise
- Questions/Comment Cards

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Prioritization And Feasibility Study



## The Sports Management Group

- National Sports and Recreation Consulting Firm
- Over 500 community projects
  - Needs Assessment
  - Facility Planning
  - Market Research
  - Financial Analysis
  - Strategic Planning
  - Design Consultants



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## Study Objectives and Outcomes


- ✓ Planning tools to prioritize future development
- ✓ Criteria for project
- ✓ Capital facility plan
- ✓ Strategy for completing larger projects

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# 2 Study Process


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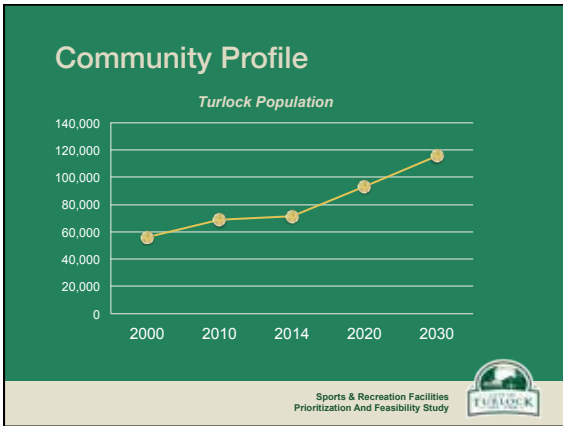


## Study Process

- ✓ Data Collection & Synthesis
- ✓ Develop a Community Profile
  - Demographic analysis
  - Service provider analysis

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- ### Study Process
- ✓ Inventory & Analysis of Existing Facilities
  - ✓ Review City Standards
  - Field & Facility Gap Analysis
  - Financial Analysis
  - Prioritization Criteria and Prioritization
- Sports & Recreation Facilities  
Prioritization And Feasibility Study
- 

- ### Public Engagement
- Promotional Materials
  - Webpage:  
<https://new.turlock.ca.us/>
  - Information Centers
  - Community Workshops
  - Community Organizations
- 
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- ### What We Have Learned
- ✓ Community values sports participation
  - ✓ Fields are a high priority
  - ✓ City invests resources in maintaining facilities
  - ✓ City's role is to make things happen
  - ✓ City supports partnerships for community benefit
    - Public, non-profit, private
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# 3 Facilities, Standards, and Priorities

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- ### Typical Community Facilities
- Based on 71,000 Population*
- Community Center
  - Aquatic Center
  - Teen Center
  - Indoor Courts
  - Senior Center
  - Arts Center
- 
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## Community Facilities “Standards”

- No national or state standards
  - NRPA Guidelines
- Guideline considerations:
  - Population
  - Demographics
  - Desired service levels

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## NRPA Standards

Current sf:  
**6,220sf**

**Minimum Standard: 32,000sf**

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## Swim Instruction



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## Water Exercise/Therapy



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## Recreation Swim



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## Aquatic Training & Competition



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### Community Hall



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### Gymnasium



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### Classroom / Activity Room



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### Dance (Wood Floor) Studio



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### Aerobics Studio



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### Community Gathering Spaces

*Outdoor Spaces*



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## Community Gathering Spaces

*Outdoor Spaces*



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## Multi-Generational Center

*Typically 40,000sf – 50,000sf*

- Gathering space
- Kitchen
- Meeting/Classrooms
- Activity Spaces
- Dance/Exercise Room
- Children's Room



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# 4

## Group Break-Out Session

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## Break-Out Session

- Introduce yourself to your group
- Select a **recorder** to record the group's responses
- Select a **reporter** to report the responses


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## Question 1

Turlock prides itself as being a great community for families and a wonderful place to live. What are the qualities that make Turlock a special place?


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## Question 2

Discuss among your group the facilities you believe are needed to better serve your interests and/or community needs and interests.

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### Question 3

With so many important community needs, it is necessary to prioritize the order in which projects will be undertaken. List the criteria your group recommends for prioritizing projects.

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### Question 4

As a group, prioritize the top three projects, and then a second tier of the next four projects.

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### Question 5

The City is considering larger centralized larger facilities or smaller neighborhood serving facilities to serve resident needs. Which would your group prefer and why?

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## 6 Questions and Final Comments

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Prioritization And Feasibility Study





## **Community Workshop**

### **Breakout Session**

1. Introduce yourself to your group
2. Select a recorder
3. Select a reporter

#### **Question 1**

Turlock prides itself as being a great community for families and a wonderful place to live. What are the qualities that make Turlock a special place?

#### **Question 2**

Discuss among your group the facilities you believe are needed to better serve your interests and/or community needs and interests.

#### **Question 3**

With so many important community needs, it is necessary to prioritize the order in which projects will be undertaken. List the criteria your group recommends for prioritizing projects.

#### **Question 4**

As a group, prioritize the group's top three projects, and then a second tier of the next four projects.

#### **Question 5**

The City is considering larger centralized larger facilities or smaller neighborhood serving facilities to serve resident needs. Which would your group prefer and why?



## Workshop Meeting Notes

May 12, 2016

On May 12, 2016, the Turlock Community participated in a workshop facilitated by Lauren Livingston and Julie Spier with The Sports Management Group. The purpose of the workshop was to engage residents in a collaborative process to assess facility needs and recommend criteria for prioritizing development of new facilities and/or improvements to existing facilities. There were 13 attendees from the community and City staff. The workshop began with a PowerPoint presentation that summarized the study objectives, reported findings, and provided examples community facility projects. The presentation was followed by the purpose of the meeting, listening and learning from the community. Breakout sessions were used to facilitate the discussions.

### Standards

The community members were provided the table below that identifies and quantifies the existing facilities and provides a baseline:

Facility Inventory	Existing Number of City Facilities in 2016
<b>Indoor</b>	
Arts Center	1
Multi-purpose Room	1
Neighborhood Center	1
Senior Center	1
Youth Center	1
<b>Outdoor</b>	
Amphitheater	1
Baseball Field-Adult	1
Baseball Field-Little League	3
Softball Field-Adult	6
Softball Field - Youth	6
Basketball-Full Court	3
Basketball-Half Court	12
BMX/Dirt Bike Course	1
Dog Park	2
Handball	1
Horseshoes	12
Multi-use Sports Complex	1
Pool with Wading Pool	1
Waterspray Feature	2
Skate Park	1
Soccer Fields – Youth*	12
Soccer Fields – Adult*	9
Tennis Courts	2
Theater, Black Box	1
Volleyball – Sand Pit	2
Volleyball	8

\* Revised 5/27/16



### Breakout Session

The participants were asked to move to three tables for group discussion. The session began with:

1. Introductions
2. Select a recorder
3. Select a reporter

Each table was provided a question sheet for discussion, consensus, and to share responses with the room. There were four questions that were posed. Reporter from each group reported to the room and responses were noted on conference room pads for all to view.

### Question 1:

Turlock prides itself as being a great community for families and a wonderful place to live. What are the qualities that make Turlock a special place? Responses are provided in categories with a notation of the number of times mentioned.

Community	Mentions
• Safe	xx
• Small Town atmosphere	
• Progressive Attitude	
• Agriculture a part of the community	
• Variety of things to do—especially on school campuses	
• Higher Education Facilities with opportunities for plays, sport events, music	
• Climate	
• No parking meters	
• Nice downtown – outdoor seating, restaurants	
• Location – close to Bay area, mountains, beach	
• Good local shopping	
 Facilities and Programs	
• Well maintained parks	xx
• Sport Complexes and inventory of facilities/fields	
• Great school community	
• Great afterschool program	
• Walking Paths	
• Small neighborhood park playground areas	



**Question 2:**

Discuss among your group the facilities you believe are needed to better serve your interests and/or community needs and interests. The responses are in order of reported frequency not priority order; however respondents noted that some of the facilities may be combined to address a multitude of needs at one location.

- Indoor/outdoor pools xxx
- Pickleball: indoor and outdoor xx dual use: tennis
- Lighted courts and fields xx
- Multi-purpose Fields xx
- Multi-purpose community center xx
- Bowling Alley xx private enterprise
- Interconnected Bike Paths xx
- Combination Multi-purpose center with pool x
- Social Hall/meeting room with kitchen
- Gym for basketball, volleyball, pickleball
- ADA Accessible facilities
- Skateboard park on west side
- Soccer & softball fields
- Track—workouts along track

**Question 3:**

With so many important community needs, it is necessary to prioritize the order in which projects will be undertaken. List the criteria your group recommends for prioritizing projects. The first bulleted item was mentioned twice, others are in reporting order not priority.

- Funding: grants, private, bond xx
- National (NRPA) Guidelines
- Demographics
- Business plan to sustain operations
- Multi-purpose mission
- Scale of project—large and encompassing several elements
- Revenue producing
- Partners available
- Needs
- Facilities inventory in other (local) communities



**Question 4:**

As a group, prioritize the group's top three projects, and then a second tier of the next four projects. Responses are in frequency order and not priority based on group table reporting.

**Top Tier**

- Community Center with social hall and kitchen xx
- Multi-purpose center with gym, rooms, lighted courts, indoor aquatics xx
- Pool
- Pickleball courts
- Multipurpose turf fields-- outdoors
- Bike and running path
- Lighted soccer fields
- Parking

**Second Tier**

- Bowling Alley xx
- Turf fields
- Soccer fields
- Bicycle and walking paths
- Gym for pickleball, basketball, volleyball, indoor soccer
- Skateboard -West Side
- Maker Lab—(school district may have plans)
- Par course-crossfit
- Multi-purpose grass fields

**Community Awareness**

Final group discussion was on increasing community awareness of the study. The project team will be taking the following actions:

- Sending City eblast with meeting and survey information
- Providing outreach through the Citizen Advisory Team
- Conducting an online survey



*Sports & Recreation Facilities  
Prioritization and Feasibility Study*

## City Council & PARC Joint Workshop

The Sports Management Group


Sports & Recreation Facilities  
Prioritization And Feasibility Study



# 1

1. Presentation by Consultant Team
  - Study Process and Update
2. Discussion with Council & PARC
  - Study Goals
  - Facilities Needs, Standards & Priorities

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Prioritization And Feasibility Study



## The Sports Management Group

- National Sports and Recreation Consulting Firm
- Over 500 community projects
  - Needs Assessment
  - Facility Planning
  - Market Research
  - Financial Analysis
  - Strategic Planning
  - Design Consultants




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# 2 Study Process


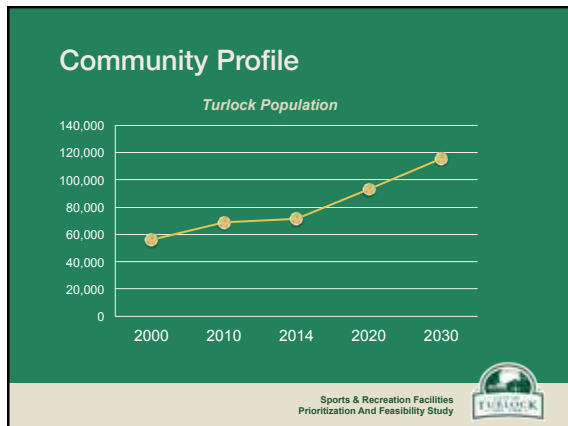
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## Study Process

- ✓ Data Collection & Synthesis
- ✓ Develop a Community Profile
  - Demographic analysis
  - Service provider analysis

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## Study Process

- ✓ Inventory & Analysis of Existing Facilities
- ✓ Review City Standards
- Field & Facility Gap Analysis
- Financial Analysis
- Prioritization Criteria and Prioritization

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## Public Engagement

- Outreach Plan
- Promotional Materials
- Website
- Information Centers
- Community Workshops
  - First - May 12<sup>th</sup>
  - Second - TBD



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## What We Have Learned

- ✓ Community values sports participation
- ✓ Fields are a high priority
- ✓ City invests resources in maintaining facilities
- ✓ City's role is to make things happen
- ✓ City supports partnerships for community benefit
  - Public, non-profit, private

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# 3

## Facilities, Standards, and Priorities

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## Typical Community Facilities

*Based on 71,000 Population*

- Community Center
- Aquatic Center
- Teen Center
- Indoor Courts
- Senior Center
- Arts Center



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## Community Facilities "Standards"

- No national or state standards
  - NRPA Guidelines
- Guideline considerations:
  - Population
  - Demographics
  - Desired service levels


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### NRPA Standards

Current sf:  
**6,220sf**

Minimum Standard: 32,000sf



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### Aquatics



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### Community Gathering Space



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### Community Gathering Spaces

*Outdoor Spaces*



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### Community Gathering Spaces

*Outdoor Spaces*



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### Multi-Generational Center

*Typically 40,000sf – 50,000sf*

- Gathering space
- Kitchen
- Meeting/Classrooms
- Activity Spaces
- Dance/Exercise Room
- Children's Room



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# 4 Study Objectives and Outcomes

- ✓ Planning tools to prioritize future development
- ✓ Criteria for project
- ✓ Capital facility plan
- ✓ Strategy for completing larger projects

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# Discussion

1. What do you want to *learn* from this Study and what will make this a *successful* Study?
2. What are the *challenges* to meeting the facility needs and what are the *opportunities*?

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Prioritization And Feasibility Study



# Discussion

3. What do you consider the *primary facility needs*?
4. *Centralized* larger facilities or smaller *neighborhood* serving facilities?
5. What is the *role of the private sector* in providing facilities?

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# 5 Questions and Final Comments

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## City of Turlock Recreation Facilities Survey

### Findings and Conclusions - Draft

June 6, 2016

#### Introduction

The Sports Management Group in consultation with the Parks, Recreation and Public Facilities Department developed an online community survey to assess the opinions regarding the need and support for recreation facilities in Turlock. A total of 346 people participated in the survey. This report contains a summary of the findings and conclusions.

#### Methodology

The Sports Management Group used SurveyMonkey.com to conduct the online survey. To maximize input from the community, multiple respondents could participate from a single computer (IP address) and could skip any question they did not want to answer. The city's IT department posted the link on the city's website and sent over 17,000 invitations to those in the Parks, Recreation and Public Facilities Department's contact database. The survey opened May 23, 2016 and closed June 3, 2016.

#### Survey Findings

##### Q1. What is your age?

Most (58%) of the respondents were between the ages of 35 and 54. 28% were over 55; 14% were under 35.

##### Q2. What is your gender?

59% of the respondents were female; 41% were male.

##### Q3. Do you live within the Turlock city limits?

85% of the respondents were residents; 15% were not.

##### Q4. How long have you been a resident of Turlock?

Of those who were residents, 95% have lived in Turlock more than 5 years.

##### Q5. Within the last year, about how often have you visited any of the city's recreational facilities or fields?

Over half of the residents are frequent users of the facilities or fields, with 41% visiting four or more times a month and an additional 16% visiting two to three times a month.



**City of Turlock Recreation Facilities Survey  
Findings and Conclusions - Draft**

**Q6. In your opinion, does the city have enough of each of the following to adequately serve community needs?**

Of the 22 items listed, over half of the respondents indicated there are not enough of:

- 77% indoor aquatic center
- 66% interconnected paths for walking, biking, hiking
- 64% indoors space for basketball, volleyball, fitness, and other physical activities
- 64% teen-youth center
- 60% amphitheater
- 59% community center with activity rooms and a social hall with kitchen for rentals
- 58% outdoor aquatic center
- 52% outdoor volleyball courts
- 51% outdoor all-weather track
- 51% golf course

Over half the respondents indicated there are enough of:

- 73% soccer fields
- 65% dog parks
- 53% baseball and softball game fields
- 51% outdoor basketball courts

**Q7. There are a variety of needs and expansion possibilities for the City of Turlock to consider. The city is interested in prioritizing future projects based on community support. Which criteria would you recommend the city use in prioritizing projects? (check all that apply)**

Over two-thirds of respondents recommended that the city consider projects that provide multiple uses for various activities (68%) and development of new facilities that currently do not exist in Turlock opposed to adding more of the same (67%).

Over half of the respondents recommended that the city consider projects that serve a multitude of needs (59%), projects that can generate revenue to help pay for their operating costs (57%), and projects that become a regional draw and bring economic benefit to the city (54%).

**Q8. The City of Turlock is interested in the future development of new or additional facilities, fields, and recreational opportunities for the community. How much would you favor or oppose each of the following?**

Only interconnected paths for walking, biking, hiking was **strongly favored** by a majority of the respondents (59%). A teen-youth center was strongly favored by 50%.



**City of Turlock Recreation Facilities Survey  
Findings and Conclusions - Draft**

**Q8. Continued**

Over 75% of the respondents indicated they would strongly or mildly favor:

81% interconnected paths for walking, biking, hiking

77% teen-youth center

Other items that would be strongly or mildly favored by a majority include:

73% indoor space for basketball, volleyball, fitness, and other physical activities

71% lighted sport fields

71% multi-purpose fields

69% indoor aquatic center

68% community center with activity rooms and a social hall with kitchen for rentals

64% outdoor aquatic center

62% amphitheater

54% outdoor all-weather track

51% senior center

None of the items were mildly or strongly opposed by majority of the respondents.

**Q9. What is your preference? (of the items listed)**

When asked their preference, almost half of the respondents preferred larger centralized facilities that are available to a larger population and offer more features and amenities at a single site (49%) versus smaller neighborhood centers that are easily accessible and convenient for the area they serve, but have fewer features and amenities than larger centralized facilities (28%). 21% had no preference and only 2% indicated neither--no new facilities are needed.

**Q10. Recognizing that the city has a diverse range of sports and recreational needs, please rate the facilities you want the city to consider first in priority (with a 1), second in priority (with a 2), and third in priority (with a 3). Rate an item as 'none' if you do not want the city to consider it at all.**

Interconnected paths for walking, biking, hiking were rated as the first priority by over half of the respondents (55%). The next item that was rated as a first priority was a teen-youth center (41%).



**City of Turlock Recreation Facilities Survey  
Findings and Conclusions - Draft**

**Q10. Continued**

The following were rated as first or second priority by a majority of respondents:

- 77% interconnected paths for walking, biking, hiking
- 70% teen-youth center
- 66% indoor space for basketball, volleyball, fitness, and other physical activities
- 63% community center with activity rooms and a social hall with kitchen for rentals
- 62% outdoor aquatic center
- 59% indoor aquatic center
- 59% multi-purpose fields
- 55% light sports fields
- 52% amphitheater

Only pickleball courts were not a priority by a majority of the respondents.

**Q11. Building new facilities or making improvements could require public funding for purchasing land, construction and/or maintenance. Would you tend to strongly favor, mildly favor, be neutral to, mildly oppose, or strongly oppose public funding for each of the following?**

A majority of respondents indicated they would strongly or mildly favor:

- 68% interconnected paths for walking, biking, hiking
- 63% teen-youth center
- 59% indoor space for basketball, volleyball, fitness, and other physical activities
- 58% community center with activity rooms and a social hall with kitchen for rentals
- 54% indoor aquatic center
- 50% outdoor aquatic center

There was no majority opposition for any of the items, though a golf course (48%) and BMX and dirt bike tracks (46%) were the most opposed.

**Conclusions**

A majority of respondents indicated the following six items as a need and a priority and with their support for development and funding:

- interconnected paths for walking, biking, hiking
- teen-youth center
- indoor space for basketball, volleyball, fitness, and other physical activities
- community center with activity rooms and a social hall with kitchen for rentals
- indoor aquatic center
- outdoor aquatic center





# Shape the Future of Parks and Recreation!



*Play. Celebrate. Recreate.*

## We need your input!

Help us plan our future now by participating in a short survey.

The City wants to know about the types of recreation and sports facilities that you believe should be considered for development.

*Voice  
your  
opinion!*

Go to:

[www.surveymonkey.com/r/turlockca](http://www.surveymonkey.com/r/turlockca)  
to take the survey.

Survey available starting  
November 2016.



Visit <https://new.turlock.ca.us> for details.



# YOUR OPINION MATTERS!

Does Turlock need places to...?

SPLASH

PLAY

RECREATE

GATHER

CELEBRATE

Please go online and take a five-minute survey.

The City wants to know if there are community, recreation and sports facilities that you believe should be developed. For information and to view a slideshow of potential facilities, visit:

www

*Take the Survey Now! (please)*



Go To: [www.turlock\\_recreation\\_survey.com](http://www.turlock_recreation_survey.com)



## Community, Recreation, & Sports Facilities Prioritization Study

The City is committed to serving  
the recreational needs and  
interests of its citizens

To do this, the City needs to  
hear from you!

Your opinion matters!!  
Please take a brief survey at the end  
of this show.  
(Please!)

Does Turlock Need Places to...

SPLASH

PLAY

RECREATE

GATHER

CELEBRATE

### Youth and Teen Space?



### Connected Walking and Biking Paths?



### Gymnasium?



### Wood Floor Studio for Fitness?



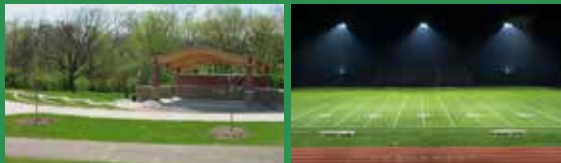
## Aquatics Center?



## Community Gathering Space?



## Amphitheater and Lighted Fields ?



## Pickleball and Golf ?



And more...

Help shape the future  
of **community**, **recreation**  
and **sports** in Turlock!

Please take the Survey now!

Go to: <http://bit.ly/turlockresurvey>

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