March 2015

Parks & Recreation Department Master Plan

City of Carlsbad

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 PLAN GOALS AND OBJECTIVES

Based on the initial discussions and expectations of city staff, the following are the key goals and objectives that served as guiding principles throughout the planning process.

- To identify needs based on current gaps and future trends
- To develop priorities based on community values of Carlsbad residents
- To provide a guide for balanced program, facility and amenity offerings
- To develop measurable strategies to achieve goals and recommendations
- To focus on an operationally sustainable approach for Carlsbad

1.2 COMMUNITY INPUT

From Feb. 19-20, 2013, the PROS team conducted 10 interviews, seven focus groups and stakeholder meetings, and two public forums. The feedback received is crucial in understanding the community's opinions on parks, facility and program needs, and establishing the vision for the future.

1.2.1 STRENGTHS

- Variety of affordable program offerings for all ages
- Number of parks and quality maintenance of parks and facilities
- Level of appreciation for staff was very high

1.2.2 OPPORTUNITIES FOR IMPROVEMENT

- Engage and unite members of the community
- Interpret and preserve the rich history of the City of Carlsbad
- Parks and facility needs
    - Revenue generating and operationally sustainable facilities
    - More multipurpose, multigenerational recreational facilities
    - More gym space and additional sports fields
    - Outdoor adventure park
- Programming for active adults and seniors, outdoor programs, educational programs, and nontraditional programming is important
- Partnerships with local schools, healthcare industry, corporations, and nonprofit organizations should be pursued. A greater focus must be placed on aligning marketing resources with key action items and metrics to get those individuals most likely to use the department’s services to be aware of them

1.2.3 MOST IMPORTANT THINGS

- Updated action plan that provides clear direction for the future and takes into consideration demographic needs and is adaptable to changing trends
- Develop indoor multipurpose, multigenerational community recreation spaces
- Add more sports fields and gym space
- Develop more places like Leo Carrillo Ranch and the community gardens

- Focus on staff training and development

1.3 SURVEY RESULTS

1.3.1 METHODOLOGY

A statistically reliable survey was designed and distributed to 1,600 households throughout the City of Carlsbad. The survey was developed in conjunction with city staff and was administered in April-May 2013 by a combination of mail and phone. The goal to obtain 325 completed surveys was accomplished, with 386 surveys having been completed. The results of the random sample of 386 households have a 95 percent level of confidence with a margin of error of at least +/- 5.4 percent.

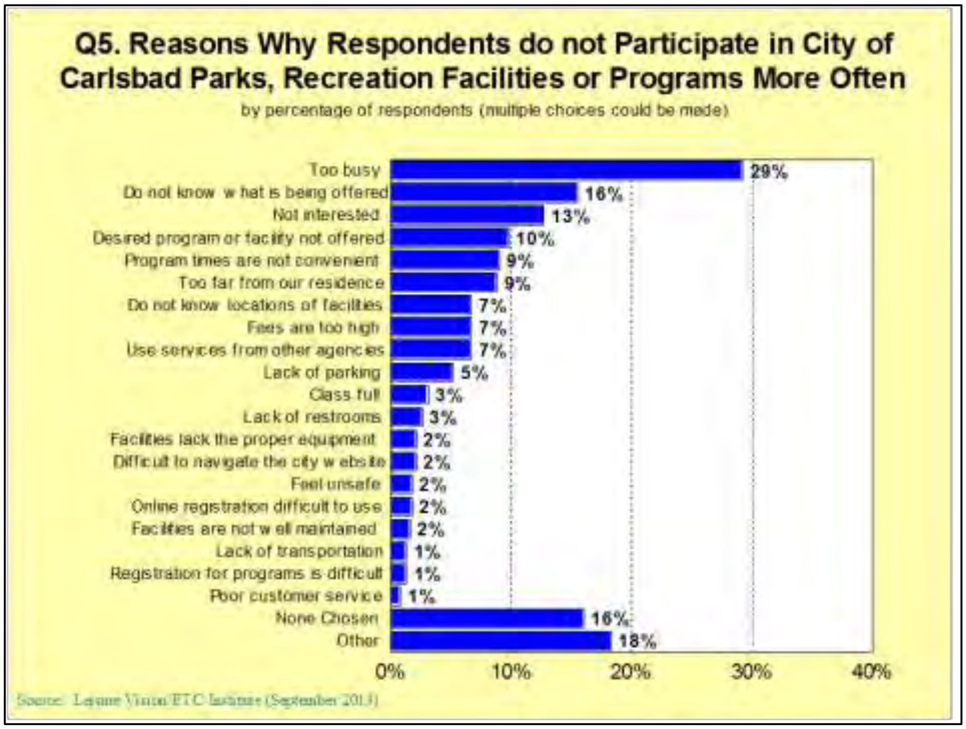
Cobra Tandem

1.3.2 KEY FINDINGS

- Visitation to parks, facilities and sports fields is at or slightly higher than average at 86 percent (national average 80 percent-85 percent).
    - From those who have visited city parks & recreation facilities, the frequency of visitation is high (65 percent of users have visited at least once a month).
- Recreation program and activity participation is above average at 38 percent (national average is 30 percent).
    - Recreation programs and activities were rated high in program quality (88 percent rated the overall quality of the programs/activities as either excellent or above average – only

one percent rated them poor). These percentages reflect best practice numbers nationwide.

- Most frequently mentioned service providers for indoor and outdoor recreation and sports activities are private clubs (36 percent), school programs/activities (30 percent), HOA facilities (24 percent) and private youth sports leagues (22 percent).
- Facilities and amenities with the highest percentage of unmet need (50 percent or more) include: adventure facility (83 percent), BMX park (78 percent), Amphitheater (77 percent), and teen center (74 percent).
- Most important facilities to those surveyed were family picnic areas (29 percent), playground equipment (22 percent), outdoor swimming pools (22 percent), and off leash dog parks (20 percent). It should also be noted that respondents selected youth multipurpose fields at the highest percentage as their first choice as the most important park/facility to their household.
- Programs with the highest percentage of unmet need (50 percent or more) include: dog training (83 percent), culinary arts (83 percent), unstructured indoor play (76 percent), and outdoor skills/adventure programs (75 percent).
- The survey results indicate that aquatics (25 percent), adult fitness and wellness (24 percent), city sponsored special events (19 percent) and culinary arts (16 percent) were the most important programs to those that responded. It should also be noted that aquatics had the highest percentage of respondents select it as their first choice as the most important program to their household.
- The reasons preventing the highest percentage of households from using city parks, facilities and programs more often are: "too busy" (29 percent), "do not know what is being offered" (16 percent), and "not interested" (13 percent).



Source: Leisure Vision/ETC Institute (September 2013)

- Based on responses of “supportive” or “very supportive”, survey results indicate the most important parks & recreation facilities the city could improve or expand on are family picnic areas (67 percent), playground equipment (65 percent), outdoor swimming pools (63 percent), youth multipurpose fields (63 percent), and adult multipurpose fields (59 percent).
- Seventy-eight percent of households are very satisfied (21 percent), satisfied (34 percent), or somewhat satisfied (23 percent) with the overall value they receive from city offerings. Only six percent of households are either somewhat dissatisfied or dissatisfied. These are above average numbers when compared with national averages.

1.4 COMMUNITY PROFILE

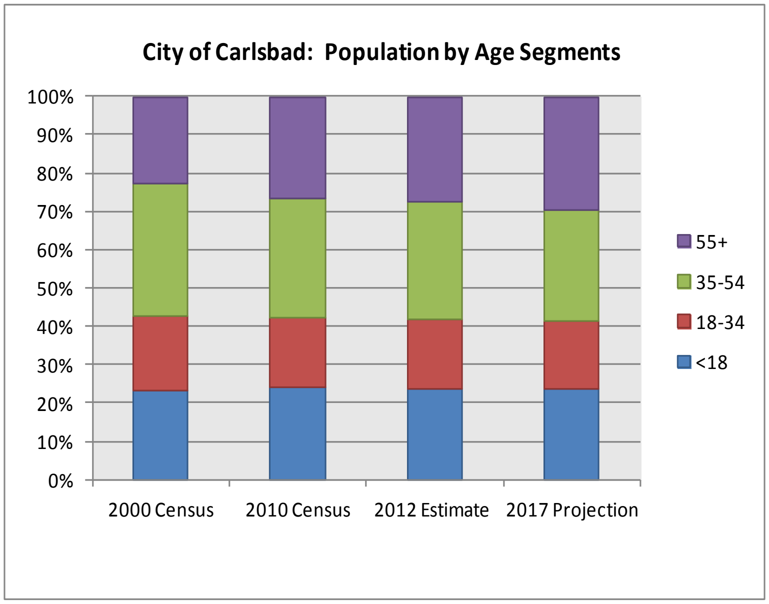
The demographic analysis utilizes data obtained from San Diego Association of Governments (SANDAG) and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in 2013, and reflects the actual numbers as reported in the 2000 and 2010 Census and estimates for 2012 and 2017 as obtained by ESRI. The City of Carlsbad geographic boundary was utilized as the demographic analysis boundary. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.4.1 TOTAL POPULATION

The City of Carlsbad has experienced rapid growth in recent years. From 2000 to 2010, the city's total population experienced a sizeable increase of 34.6 percent, and is expected to continue to grow over the next five years. Based on predictions through 2018, the city is expected to have approximately 118,241 residents living within 44,087 households.

1.4.2 AGE SEGMENT

Overall, the city's population age segments exhibits a consistent age distribution over time. Currently the largest segment by population is the 35-54 with 30.6 percent and the smallest is the 18-34 population with 18.2 percent which indicates a large range of variation between all the age groups. In the next five years, the 55+ segment will grow to comprise nearly 30 percent of the total population, making it the single largest age segment by 2017. Based on the 2010 census figures, the median age was 40.5 years.



1.4.3 HOUSEHOLDS AND INCOME

Income characteristics certainly exhibit growth trends. The median household income was $65,172 in 2000 and is projected to continually increase to $102,211 by 2017. The per capita income is also projected to increase from $34,863 in 2000 to $51,661 by 2017.

Based on the 2012 estimate, the median household income in the City of Carlsbad is $94,436, and its per capita income is $44,732. Carlsbad's comparative income characteristics are significantly higher than the state and national income averages.

1.5 SITE/FACILITY ASSESSMENT

The PROS team visited 39 park & recreation sites that included the following:

- Aviara Community Park
- Aviara Oaks School Fields (via joint use agreement)
- Buena Vista Elementary Access Path (via joint use agreement)
- Buena Vista Elementary Field (via joint use agreement)
- Buena Vista Lagoon Observation Area
- Cadencia Park
- Calavera Hills Community Park
- Calavera Hills Trailhead
- Cannon Park
- Car Country Park
- Carlsbad High School Tennis Courts (via joint use agreement)
- Chase Field
- El Fuerte Park (via joint use agreement)
- Harding Community Center
- Harold Smerdu Community Garden
- Hidden Canyon Community Park

- Holiday Park
- Hosp Grove Park
- Hosp Grove Rotary Trailhead
- Hosp Grove Wickham Way Trailhead
- Jefferson Elementary Field (via joint use agreement)
- La Costa Canyon Park
- La Costa Heights School Fields (via joint use agreement)
- Laguna Riviera Park
- Leo Carrillo Ranch Historic Park
- Magee House and Park
- Magnolia Elementary Field (via joint use agreement)
- Maxton Brown Park
- Monroe Street Pool
- Oak Park
- Ocean Street Sculpture Park
- Pine Avenue Park
- Pio Pico Park
- Poinsettia Community Park
- Senior Center
- Skate Park
- Stagecoach Community Park
- Valley Middle School Fields (via joint use agreement)
- Zone 5 Park

During each site visit, the PROS team made observations regarding park access, the site's visual and aesthetic appeal as well as safety and maintenance standards.

1.5.1 STRENGTHS

- Variety of park experiences throughout city park system
- General park maintenance
- Clean and safe parks
- Abundance of amenities
- High levels of use
- Some parks have synthetic turf that allows for heavier use
- Overall consistent city branding and signs

1.5.2 OPPORTUNITIES FOR IMPROVEMENT

- Some sites lack concrete or asphalt walks and fail to meet disabled access requirements (Pio Pico Park, Community Garden, Hosp Grove Park, Buena Vista Elementary Fields, Jefferson Elementary Field, Oak Park, Zone 5 Park, Hosp Grove Rotary Trailhead, El Fuerte Park, and La Costa Heights School Fields)
- Many school field sites lack adequate number of trash cans, benches, drinking fountains, tables, and parking

1.6 PROGRAM ASSESSMENT

The PROS team worked with staff to prepare the program assessment matrix. Staff selected core program areas which were assessed through using the PROS program matrix templates provided to the staff. PROS' analysis is based on data provided by staff, staff discussions, community input, demographics, and trends nationwide.

The areas assessed include:

- Youth sports
- Aquatic programs
- Camps
- Fitness
- Historical
- 50+
- Adult sports
- Triathlon
- Rentals
- Special events
- Specialty (early childhood, music, crafts, science math, various art mediums, and teen programming)
- Swim lessons
- Preschool

1.6.1 STRENGTHS

- Good diversity in types of program offerings and special events
- High participation numbers in most program areas
- High quality program offerings throughout
- Good value for money for program offerings
- Successful use of volunteers for several programs
- Wide variety of program promotions and customer feedback mechanisms utilized

1.6.2 OPPORTUNITIES FOR IMPROVEMENT

- Program lifecycles, with limited programs in the introduction stage, show a limited innovation pipeline for new programs
- Age segments served by existing programming not aligned with community demographics (i.e. too many programs focused on youth in comparison to aging community demographics
- Limited earned income generated from existing programs and events
- Program classifications currently favors a higher level of city contribution
- Institute additional performance metrics and standards that include tracking customer retention rates, marketing return on investment for individual mediums, etc.

1.7 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide an ordered list of facility/amenity needs and recreation program needs for the community served by the department. This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked Carlsbad residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained through community input and demographics and trends. This scoring system considers the following:

- Community survey
    - Unmet needs for facilities and recreation programs
    - Importance ranking for facilities
- Consultant evaluation
    - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends, facility and program assessment, levels of service and overall community input.

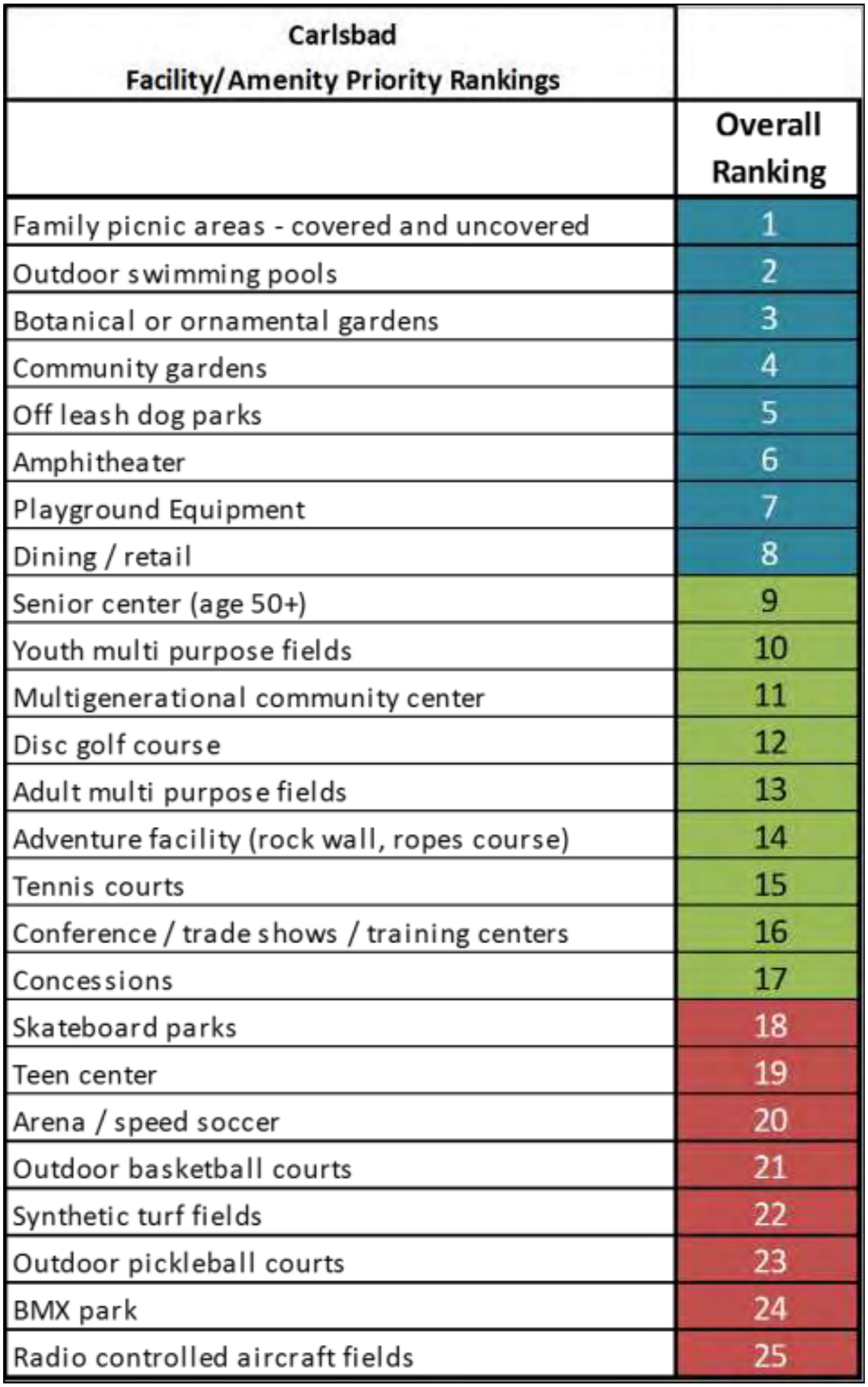
The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

The combined total of the weighted scores is the total score based on which the facility/amenity and program priority is determined.

1.7.1 FACILITY/AMENITY PRIORITY RANKINGS

The top five facility and amenity priorities as determined by the community were family picnic areas, outdoor swimming pools, botanical or ornamental gardens, community gardens, and off leash dog parks.



Carlsbad Facility/Amenity Priority Rankings	Overall Ranking
Family picnic areas - covered and uncovered	1
Outdoor swimming pools	2
Botanical or ornamental gardens	3
Community gardens	4
Off leash dog parks	5
Amphitheater	6
Playground Equipment	7
Dining / retail	8
Senior center (age 50+)	9
Youth multi purpose fields	10
Multigenerational community center	11
Disc golf course	12
Adult multi purpose fields	13
Adventure facility (rock wall, ropes course)	14
Tennis courts	15
Conference / trade shows / training centers	16
Concessions	17
Skateboard parks	18
Teen center	19
Arena / speed soccer	20
Outdoor basketball courts	21
Synthetic turf fields	22
Outdoor pickleball courts	23
BMX park	24
Radio controlled aircraft fields	25

1.7.2 PROGRAM PRIORITY RANKINGS

The top five program priorities as determined by the community were adult fitness and wellness programs, culinary arts programs, aquatics programming, adult sports programs, and cultural arts programs.

Carlsbad Program Priority Rankings	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

1.8 STRATEGIC ACTION PLAN

In keeping with changing times and the City of Carlsbad's progressive march towards being a world class city, parks & recreation staff along with PROS Consulting thought it would be appropriate to update the department's vision and mission and align them with the city's goals. The leadership staff and the PROS team collaborated to update the vision and mission that will guide future action.

These were developed by keeping staff and community values first and foremost in mind and then building the key goals to help ensure accountability and performance measurement.

1.8.1 VISION

To strengthen community connectivity through world class offerings and exceptional customer service.

1.8.2 MISSION STATEMENT

To promote community health and wellness while building a culture that embraces change and continuous improvement.

1.8.3 ORGANIZATIONAL VALUES

The City of Carlsbad has established core organizational values that are embraced by every department. The strategies and tactics recommended to guide the plan's implementation are driven by these organizational values and future planning initiatives will all ensure alignment with these values as well.

These organizational values are:

Values	What It Entails
Character	We conduct ourselves with integrity, openness, courage and professionalism, driven by a calling to serve others.
Innovation	We are thoughtful, resourceful and creative in our quest for continuous improvement, always looking for better, faster ways to get things done.
Stewardship	We responsibly manage the public resources Stewardship entrusted to us.
Excellence	We hold ourselves to the highest standards because our community deserves the best.
Empowerment	We help people achieve their personal best by creating an environment where they feel trusted, valued and inspired.
Communication	We communicate openly and directly. Promoting engagement and collaboration makes our organization better and our community stronger.

1.8.4 KEY GOALS

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service
- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

1.8.5 SWOT ANALYSIS

The PROS team in conjunction with the City staff conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify the internal and external factors that are favorable and unfavorable to achieve department objectives. This analysis leads to heightened levels of awareness about the market that an agency operates in and is the cornerstone of any successful Strategic Plan. The SWOT's primary objective is to help the Department develop a full awareness of all the factors, positive and negative, that may affect strategic planning and decision-making. Best practices indicate conducting a SWOT analysis annually at minimum and as frequently as quarterly, if needed.

The following SWOT matrix is meant to be a one page state-of-the-department overview and a strategic guiding tool for the agency.

	Helpful **to achieving the objective**	**Harmful** **to achieving the objective**
Internal Origin	**Strengths (Internal - You can control)**	**Weaknesses (Internal - You can control)**
	Adequate level of resources - financial, facilities, etc. Political will and community desire to support parks & recreation Qualified / passionate / dedicated staff Financially stable organization High quality and well maintained parks and facilities Customer Service Good customer retention in many areas (aquatics / teens / dance / seniors /sports) Wide variety of offerings (programs and facilities) Specialized facilities Communications, marketing, graphics support is available IT support is available T.R.U.S.T / volunteer programs Focus on planning initiatives All around value Supporter for providing healthy lifestyles	Department doesn't tell our story well Department lacks a brand identity Are all things to everyone - broad focus Inconsistent interpretations of partnerships and user fee outcomes Community center design not as inviting and don't feel a sense of community (lobbies) Succession planning Inconsistent implementation of departmental policies and procedures (e.g. fee refunds) Tracking metrics - accountability could be improved Internal communication and understanding Staff cross-training / limited leadership training opportunities
External Origin	**Opportunity (External - You may not be able to control)**	**Threats (You may not be able to control)**
	Political and policy based support for creative thinking and innovation Outreach to diverse population segments Increase workforce diversity Location and abundance of natural resources / year-round programming Programming and facility trends - (e.g. bike park, community gardens, pickleball etc.) Many parks / facilities still being built - incorporate new ideas Diversity of interests and needs More public - partnerships (e.g. school districts / neighborhood communities / libraries/ cultural arts, etc.) Unused non primetime capacity in facilities Alternative funding sources (e.g. Foundation, volunteer groups / sponsorships / individual donations) Advocacy groups (Parks & Recreation Commission / Senior Commission, and Beach Preservation Committee) Technology - mobile apps / online registration / reservations could be improved Increasing population Health and wellness e.g. childhood obesity issues, aging population	External service providers Proliferation of gaming / in-house entertainment (Xbox, Playstation, Wii, etc.) Continually changing preferences and trends for public recreation Fluctuations in the economic environment limiting available resources Impact of negative perception of government High community expectations could become unsustainable Environmental concerns - climate, drought Loss of institutional knowledge through staff turnover / attrition

1.8.6 BIG IDEAS

The big ideas are driven by the philosophy that ***programs determine facility design***. In essence, the philosophy indicates that world class agencies identify true program needs and then develop spaces to optimally address those needs. Thus, **based on the program priority rankings** that consider community values, leadership's vision and future trends, the following are the two big ideas for facility/spaces that Carlsbad may pursue to strengthen community connectivity and promote health and wellness.

Big Idea # 1: Multiuse, multigenerational community recreation center

These types of facilities could include a variety of multigenerational spaces covering the gamut of programming needs from fitness and wellness, culinary arts, before and after school programs, dance, senior programs, cultural arts and special events, etc. These types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development and operation. These include a variety of amenities ranging from gyms and exercise rooms to fitness spaces for classes (yoga, tai chi) or specialized activities such as spinning, indoor walking biking tracks, arts and crafts classes or performing arts spaces, large rental spaces with cooking facilities to serve the rentals or for culinary classes etc. In a nutshell, they truly offer a multigenerational and multiuse experience.

Big Idea # 2: Outdoor Adventure Activity Park

Outdoor adventure facilities could include a variety of programming needs from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events. These types of spaces could include options from mountain biking/dirt biking, rock or wall climbing, zip lines and canopy tours, interpretive education opportunities, ropes courses, outdoor events space or an amphitheater, mud or artificial obstacle courses, etc.

With a community that loves and appreciates outdoor recreation and a large corporate presence seeking outdoor teambuilding activities, this type of facility could serve a wide variety of individual and group outdoor recreation needs in the community while potentially becoming a regional and national destination. This type of facility also lends itself well to partnership models with public, private or nonprofit providers for design, development and operation.

1.8.7 KEY ACTION ITEMS

A component of the needs assessment work scope was to identify system wide community needs and vision. The PROS team recognizes the existence of individual future master planned facilities but believes in best practice principles that suggest individual facilities should be analyzed via a feasibility study for each future master planned site. For example, should the center court and pro shop be constructed at Poinsettia Park per the master plan? The data derived from this report does not focus on that level of specificity and the community's articulated needs for tennis were limited to more outdoor courts not a center court or a pro shop. Thus, a feasibility study should be conducted to determine if the previously determined uses are still relevant and needed or to identify other more current potential uses.

Further, park master plans call for the development of three additional approximately 20,000 sq. ft. community centers similar to Stagecoach Park and Calavera Hills Community Park. The data derived from the report does support and identify the need for additional indoor recreation space. However, today's best practices tell us that one large multigenerational recreation facility (built based on gaps identified through equity mapping) is a more financially and operationally sustainable as well as partnership friendly approach.

Based on these findings we recommend completion of a feasibility study on the two big ideas before proceeding with implementing any individual master plans.

The following strategic action matrix is developed with a short-term, midterm and an ongoing timeframe in mind. Each of these include:

1. The key goals from this report they address
2. The citywide organizational value(s) they align with
3. An estimated capital cost outlay to implement it
4. The lead division responsible for implementing that goal
5. Update on the current status of that action item
6. Key performance metrics to ensure accountability

The detailed strategic action matrix with the goals, values, capital cost outlay, division responsibility, current status update and key performance metrics is provided in section six.

1.8.7.1 SHORT TERM ACTION ITEMS (0-3 YEARS)

- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an indoor, multipurpose, multigenerational community center. If feasible, commence development within the said timeframe
  - **Performance Metrics -** Feasibility study and business plan presented to Council; If found feasible, undertake next steps for design/development
  - **Status Update -** In progress - 2015 completion
- **Action Item**: Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park
  - **Performance Metrics -** Feasibility study and business plan presented to Council

  - **Status Update -** 2016 completion

- **Action Item**: Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment
  - **Performance Metrics -** Council approval by Dec. 2014
  - **Status Update** - completed in 2014
- **Action Item**: Modify two existing tennis courts in well served areas to accommodate outdoor pickleball courts as determined by the equity mapping
  - **Performance Metrics -** Identify location and present concept plan for Council consideration
  - **Status Update -** Council direction in Dec. 2014 to investigate dedicated location for pickleball courts - in progress
- **Action Item**: Design and develop the entryway to Calavera Hills Community Park
  - **Performance Metrics -** Complete construction drawings and present to Council for funding consideration
  - **Status Update -** Design in progress - 2015 development completion
- **Action Item**: Complete the development of one additional community garden at Calavera Hills Community Park
  - **Performance Metrics -** Opened community garden in 2014
  - **Status Update -** Completed 2014
- **Action Item**: Establish a department specific sponsorship policy to reflect new goals and vision
  - **Performance Metrics -** Establish policy and obtain Council approval
  - **Status Update -** Completed as part of 2014 Council Policy adoption
- **Action Item**: Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas
  - **Performance Metrics -** Update department wide model by 2016
  - **Status Update -** In progress at Alga Norte Community Park
- **Action Item**: Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution
  - **Performance Metrics –** Train department wide staff by 2016
  - **Status Update -** In progress at Alga Norte Community Park
- **Action Item**: Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities
  - **Performance Metrics –** Communicate costs to all entities by 2016

  - **Status Update -** In progress at Alga Norte Community Park: 2016 completion department wide
- **Action Item**: Develop strategies to increase awareness and participation rates of program offerings
  - **Performance Metrics –** Annual review of strategies
  - **Status Update -** Commenced 2014: ongoing
- **Action Item**: Develop a customer service manual and training program for full and part time staff
  - **Performance Metrics –** Annual review of manual and ongoing staff training
  - **Status Update -** Commenced 2014: ongoing
- **Action Item**: Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining
  - **Performance Metrics –** Annual review and changes, as appropriate
  - **Status Update -** Commenced 2014: ongoing

1.8.7.2 MIDTERM ACTION ITEMS (4-5 YEARS)

- **Action Item**: If found feasible, commence development of an outdoor adventure activity park
  - **Performance Metrics –** If found feasible, undertake next steps for design / development
  - **Status Update –** To be determined after feasibility study
- **Action Item**: Create a plan to identify an additional dog park
  - **Performance Metrics –** Identify location for an additional dog park by 2017
  - **Status Update -** Completed as part of Council approved Poinsettia Community Park master plan update in 2014
- **Action Item**: Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system
  - **Performance Metrics –** Complete Trails Master Plan Update by December 2017
  - **Status Update –** Trails master plan out for stakeholder review - March 2015
- **Action Item**: Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad
  - **Performance Metrics –** Complete needs Assessment / master plan update by Dec. 2018
  - **Status Update -** 2018 completion

1.8.7.3 ONGOING ACTION ITEMS

- **Action Item**: Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community
  - **Performance Metrics -** Ongoing evaluation and expansion, as appropriate
  - **Status Update -** General Plan Update 2015 completion; park, facility, program and special event expansion ongoing
- **Action Item**: Continue transformation of organizational culture and pricing strategies based on updated service classification
  - **Performance Metrics -** Annual evaluation of service classification matrix and update, as appropriate
  - **Status Update -** Ongoing
- **Action Item**: Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations
  - **Performance Metrics -** Ongoing evaluation of service delivery standards and update, as appropriate
  - **Status Update -** Ongoing
- **Action Item**: Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)
  - **Performance Metrics -** Ongoing evaluation of performance metrics and update, as appropriate
  - **Status Update -** Developed additional performance measurements consistent with the City wide team; ongoing
- **Action Item**: Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities
  - **Performance Metrics -** Ongoing evaluation of marketing performance measures and update, as appropriate
  - **Status Update –** Ongoing
- **Action Item**: Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage
  - **Performance Metrics -** Annual lifecycle matrix review and update, as appropriate
  - **Status Update -** Ongoing

- **Action Item**: Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities
    - **Performance Metrics -** Ongoing evaluation of Alga Norte business model and update, as appropriate
    - **Status Update -** Ongoing
- **Action Item**: Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.
    - **Performance Metrics -** Annual review of program trends and modify offerings, as appropriate
    - **Status Update -** California State University (San Marcos) enrichment program analysis project completed 2014; ongoing
- **Action Item**: Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.
    - **Performance Metrics -** Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
    - **Status Update –** Ongoing

1.9 NEXT STEPS

The key to the successful implementation of the tasks in the Strategic Action Matrix lies in ongoing monitoring, evaluation and updates. It is important that the department conduct annual updates to the implementation plan to ensure they are on track to achieve the performance metrics outlined in the matrix. Additionally, sharing updates on progress internally and externally will ensure continued focus within the internal stakeholders and sustained buy-in from the external stakeholders to ensure the plan’s long term success.

1.10 CONCLUSION

In summary, the department has done an excellent job in providing high quality parks and recreation offerings and meeting the community's expectations for world class experiences. This needs assessment and action plan outlines a community values driven approach that is realistic but ambitious. Success will require a partnership driven approach and a willingness to continue embracing an entrepreneurial mindset, all while keeping the community and its values in mind.

The five year plan provides staff with short term, midterm and ongoing recommendations for day to day operational tactics as well as two signature "ideas" that usher in an even higher level of customer experience and reinforce Carlsbad's place as a world class city that drives connectivity and enhances quality of life for its current and future residents.

CHAPTER TWO - COMMUNITY INPUT

There has been extensive public input and participation as part of this *Parks & Recreation Needs Assessment and Comprehensive Action Plan* process from Feb. to June 2013. PROS Consulting conducted 20 focus groups of residents and departmental staff, interviews with key stakeholders and community leaders and two open public meetings over a two day period. This interaction with over 200 individuals played an important part in establishing priorities for the future improvement and direction of management and planning for the department. In addition to the leadership interviews, focus groups, and community meetings, the public input process included a statistically reliable community needs assessment survey of residents.

2.1 INPUT OPPORTUNITIES

The qualitative data collected included multiple leadership interviews, focus groups and community meetings. A summary of the public input received is provided below.

Note: *The findings listed below are solely the opinion of the individual attendees at these meetings and may not reflect the overall community, staff or the consultant's opinion.*

- Stakeholder group interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting parks & recreation in the City of Carlsbad. These sessions included:
    - Administration and leadership
    - Stakeholders
    - Users and non-users of the parks & recreation system
    - Parks, recreation, sports and trail user groups
    - Business and community leaders
    - Staff
- An online survey was conducted using www.surveymonkey.com

The quantitative input included the following:

- A community wide mail survey was conducted by Leisure Vision/ETC Institute and mailed to 1,600 Carlsbad residents. Data was gathered from users and non-users to help establish priorities for the future development and improvements of parks & recreation facilities in the City of Carlsbad. More than 325 surveys were completed by residents. The results of the random sample of 386 households have a 95 percent level of confidence with a margin of error of at least +/-5.4 percent.

2.2 GENERAL FINDINGS

2.2.1 STRENGTHS

Focus group responses indicate a high level of satisfaction among department stakeholders. Most of those people interviewed agree that the core strength of the department lies in its programming. The Parks & Recreation Department offers a wide variety of quality, multigenerational programs. These programs are considered to be affordable and provide a high level of return value for the user. Furthermore, the department communicates the program offerings effectively, with a solid marketing mix that incorporates traditional mediums combined with newer, more technologically advanced methods, such as online and social media.

Staff is a key departmental strength. Employees of the department are considered professional, knowledgeable, and friendly. Staff exhibits strong customer service skills, and users of the system perceive them as an asset to the department due to their willingness to listen and their ability to adapt to the needs of the community. Partnerships with entities such as Housing and Neighborhood Services, Library & Cultural Arts, and the area school districts are another strongpoint of the department. Collaborations with various partners have allowed the department to reach out to a broader audience and provide a more quality experience for users. Interview results depict the department as well structured, operating on sound business principles.

Results from stakeholder interviews identify the parks and facilities as strength of the department. Many consider the parks and facilities to be well maintained and aesthetically pleasing. The community garden, Leo Carrillo Ranch Historic Park, and Poinsettia Park are among the most well received parks within the system. The Leo Carrillo Ranch has been cited by many as having great events that incorporate revenue enhancing mechanisms which could be further developed and expanded throughout other parks and facilities within the system. There are also high hopes for the current construction of Alga Norte Park, and many interviewees believe the park will be a future gem of the city park system.

2.2.2 OPPORTUNITIES

Focus group interview results suggest there are many opportunities for the department to improve the quality of life for area residents by engaging the local communities in and around the City of Carlsbad. The department has the unique ability to bring a variety of individuals together as a community, and should play an important role in unifying the community through community based special events and offerings that aim to introduce and educate residents on the various cultures that are present in the city.

The department must also play a vital role in educating the community on the cultural and natural history of the City of Carlsbad, and take initiatives in preserving the rich history of the area for many generations to come.

Interviewees feel there needs to be a concentrated effort on improving the existing marketing plan for the department. Many residents are not informed about the types of park and facilities, as well as departmental offerings. A better approach in reaching out to the users of the system will increase awareness and produce higher levels of involvement.

Strong opportunities also exist in improving the quality and quantity of parks and facilities within the city. Interview responses indicate a need for more youth athletic fields overall and additional gym space and multigenerational indoor recreation space. In addition to adding new sites and further developing existing ones, the department could better meet the demand for more athletic fields and gym space by collaborating with schools and other organizations with recreational facilities to improve space utilization through joint use agreements. Also, the department needs to develop a better scheduling process for field allocations that are fair and provide equal opportunity for all users. Interviewees suggest that there is also a need to diversify the facilities in the system and develop more multiuse, multigenerational facilities. Existing facility designs are considered plain, and the general public would like to see more creativity and ingenuity in future developments. Focus groups indicate opportunities in continuing to improve existing facilities at Pine Park and Poinsettia Park. Desired amenities among residents include dog parks, more community gardens, skate parks, disc golf, and pickleball courts.

Interview responses also point to program offerings as an area of opportunity. Current programming is considered outdated, and many suggest an expanded curriculum with a wider variety of programs could improve participation and overall satisfaction for user of the system. A thorough evaluation of current programming paired with the desired needs and demographic characteristics will be crucial in developing programming that adequately serves the local population. There is a strong need for more programs for active adults and seniors. Interviewees also recommend more nontraditional, innovative programming, such as outdoor recreation, adventure programming, and environmental education.

Other existing opportunities involve partnerships, revenues, and sources of funding. Many of the focus group responses expressed a desire for the Parks & Recreation Department to develop new partnerships, and strengthen any existing ones. Teaming up with organizations such as the YMCA and Boys and Girls Club could alleviate the shortage of ball fields and gym space through joint use agreements. More partnerships with the healthcare industry could be valuable in promoting a healthier, active lifestyle for system users. The parks & recreation department is also lacking corporate partnerships, which could be a strong source of funding through sponsorships and naming rights to departmental programs, facilities, and parks. The department could also benefit from exploring more nontraditional sources of funding, such as grant writing, sponsorships, naming rights, crowd funding, etc.

2.2.3 ONE THING

Responses from interviews reveal that the most common desired outcome is for the plan to be well thought out and for it to set the department in the right direction moving into the future. The updated plan must identify community needs and the changing population trends. Proper planning should maximize resources and tackle the department's current inability to keep up with demand for field space. The department needs to be on the cutting edge and identify innovative practices from other successful departments outside of the city in order to stay relevant with users of the system.

Department stakeholders also agree that the system must be financially sustainable. Through this process, the department needs to explore new and existing partnerships to create more sources of funding, which would limit the need for outsourcing in the future. The plan should also play an important role in developing staff to enhance customer service throughout the department. The plan must establish optimal staffing levels and create a more effective workforce by incorporating a successful training program that provides strong principles and allows more potential for employees through improved communication and cross training.

Interviewees expressed a strong need to address the amount and types of facilities in the system. This process should identify what facilities need to be built, and how to improve existing ones. There is a demand for more multiuse, multigenerational facilities throughout the city. Many feel that the active adults and seniors are underserved by existing amenities and facilities, and this process should aim to satisfy the demand. Others feel there should be more community gardens spread across the city, and that there is an opportunity to introduce community gardens to a younger audience. Based on interview responses, other amenities and facilities of interest include a world class aquatic facility, pickleball courts, BMX park, disc golf, and horseshoe pits.

2.3 SURVEY RESULTS

2.3.1 OVERVIEW OF THE METHODOLOGY

Leisure Vision conducted a parks & recreation needs assessment survey on behalf of the City of Carlsbad that was completed in June 2013. The purpose of the survey was to help determine park & recreation priorities for the community. The survey was designed to obtain statistically reliable results from households throughout the City of Carlsbad. The survey was administered by a combination of mail and phone. The survey results are meant to provide a statistically reliable look into the community's attitude and perceptions with respect to parks & recreation wants and needs **at a specific point in time.** These attitude and perceptions extend to facility and programs, willingness to support undertaking certain actions to grow and enhance the system and even preferred means of communication.

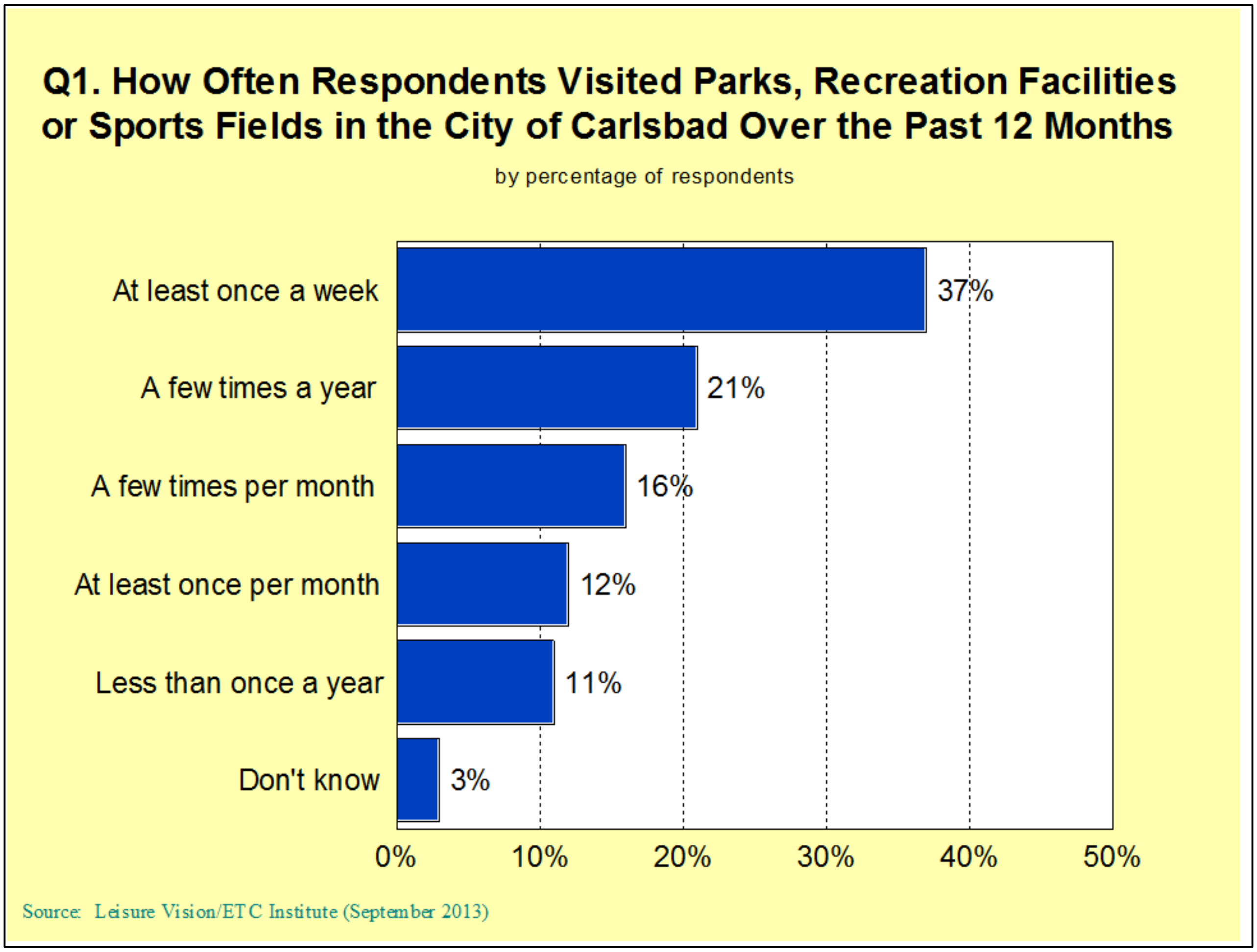
Leisure Vision worked extensively with city staff, as well members of the PROS Consulting project team, in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

A seven page survey was mailed to 1600 households throughout the city. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message reminder encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision representatives began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 386 surveys having been completed. The level of confidence is 95 percent with a margin of error of +/- 5.4 percent. The following pages summarize major survey findings.

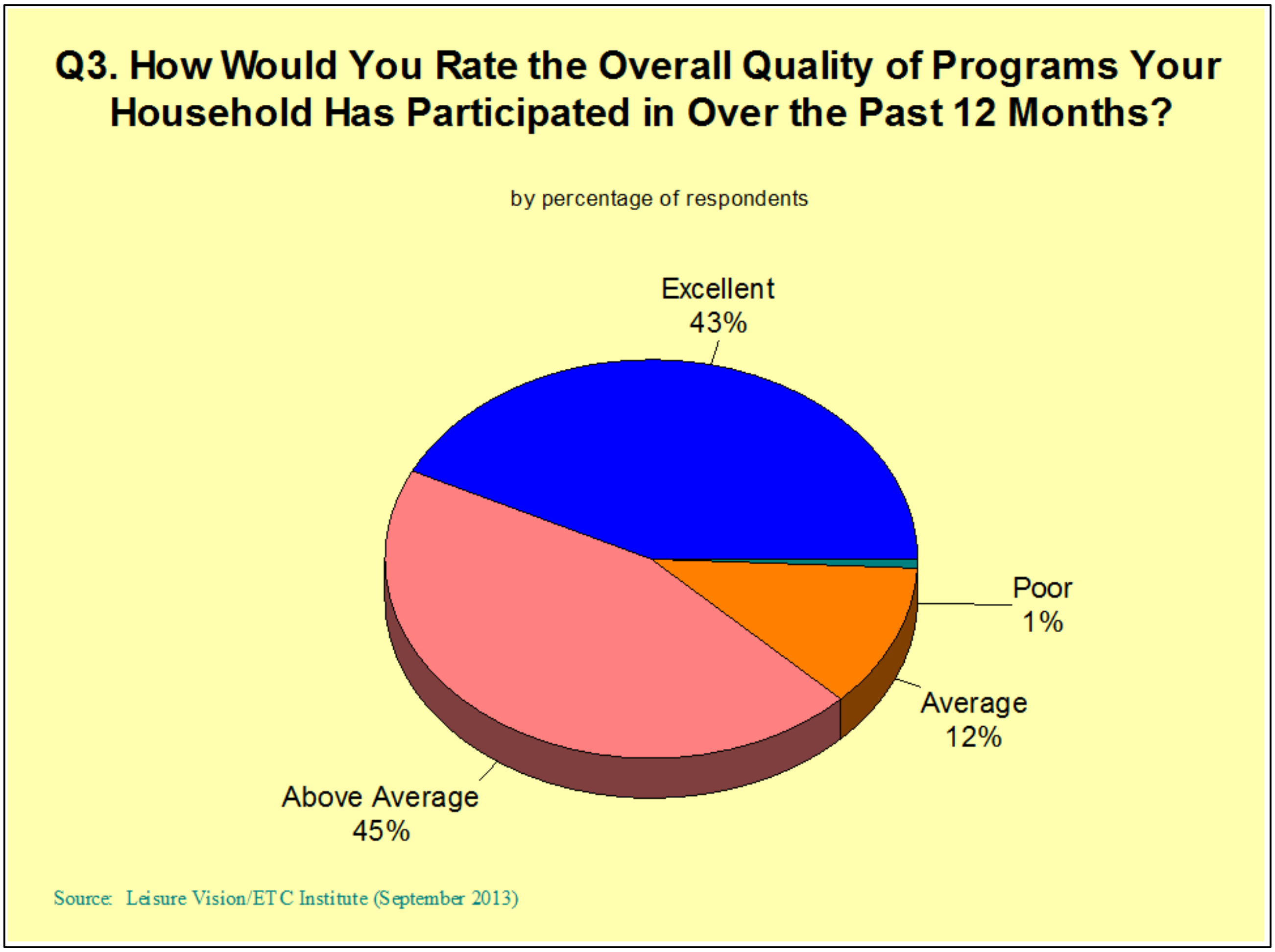
2.3.2 VISITATION OF CARLSBAD PARKS, FACILITIES, OR SPORTS FIELDS

Thirty-seven percent of respondents stated that they visited parks, recreation facilities or sports fields at least once a week over the past 12 months. Twenty-one percent of respondents stated that they visited the parks, facilities and fields a few times this past year. Sixteen percent of respondents stated that they visited the City of Carlsbad parks, recreation facilities and sports fields a few times per month.



2.3.3 RATE OF QUALITY OF PROGRAMS OFFERED BY CITY OF CARLSBAD PARKS & RECREATION DEPARTMENT

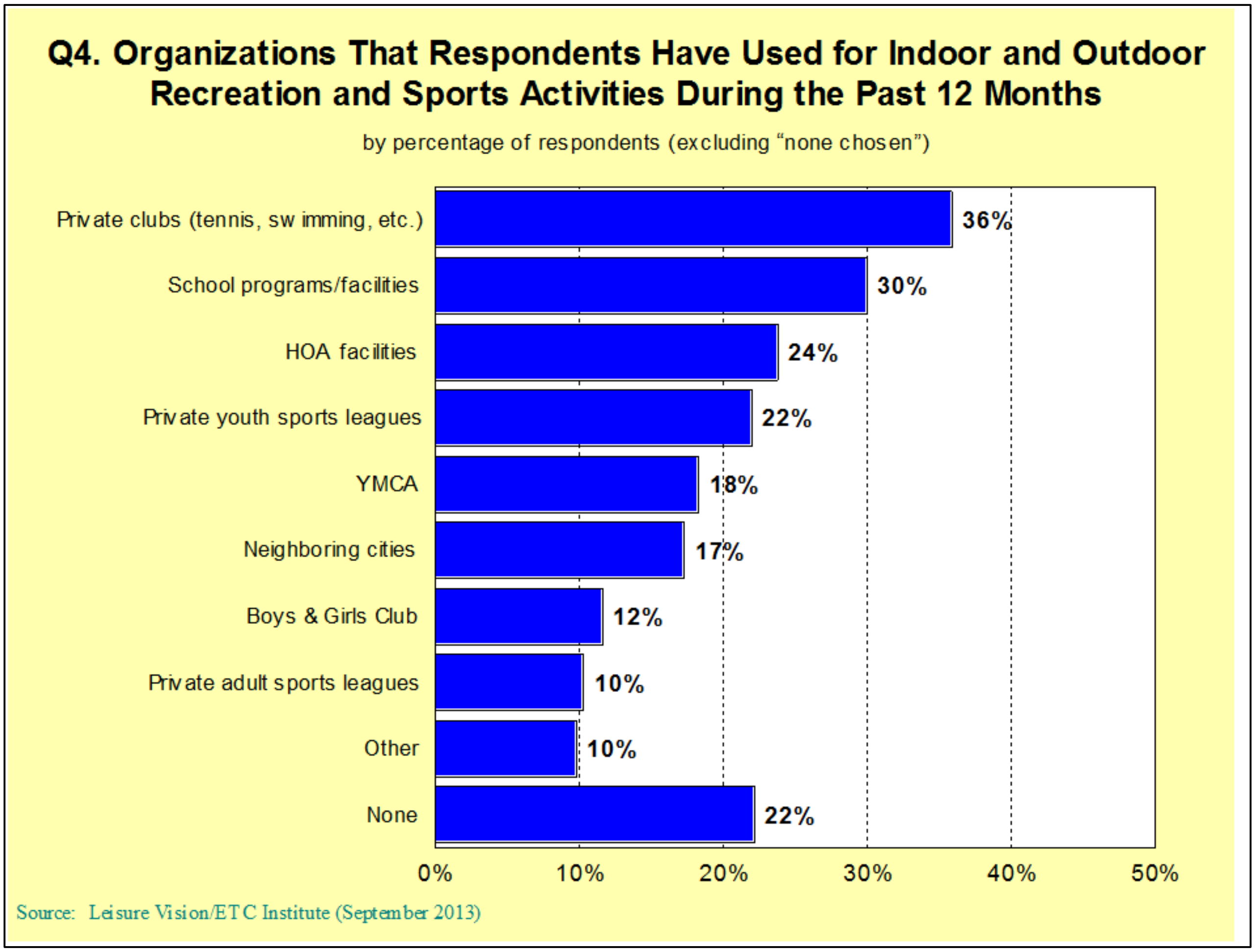
Thirty-seven percent of respondents participated in programs over the past 12 months. Of those 37 percent of respondents who participated in programs, 43 percent rated the overall quality as being “excellent” and 45 percent rated them as being “above average”.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.4 ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION AND SPORTS ACTIVITIES

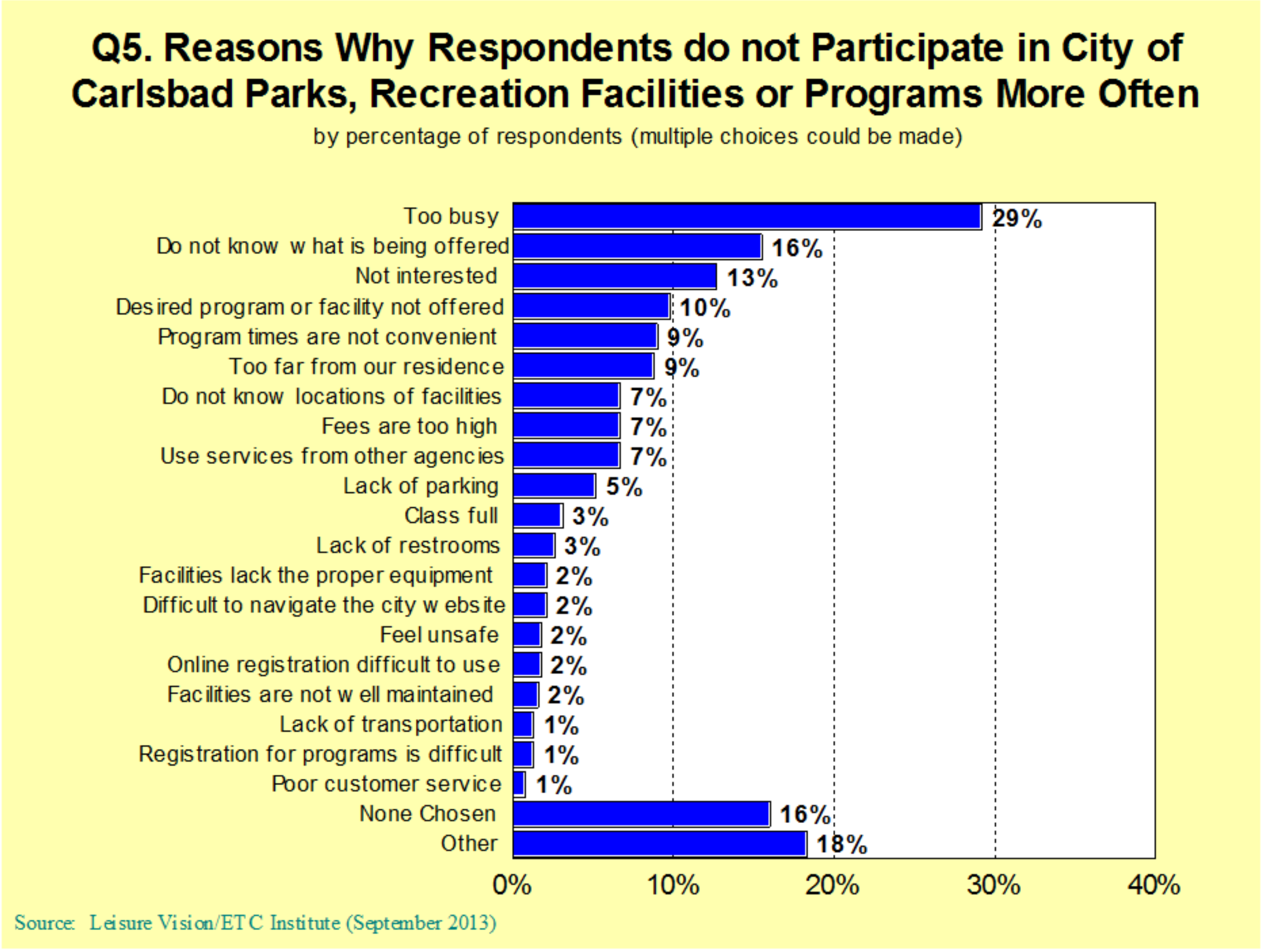
Thirty-six percent of respondents used private clubs for their indoor or outdoor recreation or sports activities over the past 12 months. Other organizations respondents used for indoor and outdoor recreation and sports activities include: school programs 30 percent, homeowners' association facilities 24 percent, and private youth sports leagues 22 percent.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.5 REASONS PREVENTING THE USE OF PARKS, FACILITIES OR PROGRAMS MORE OFTEN

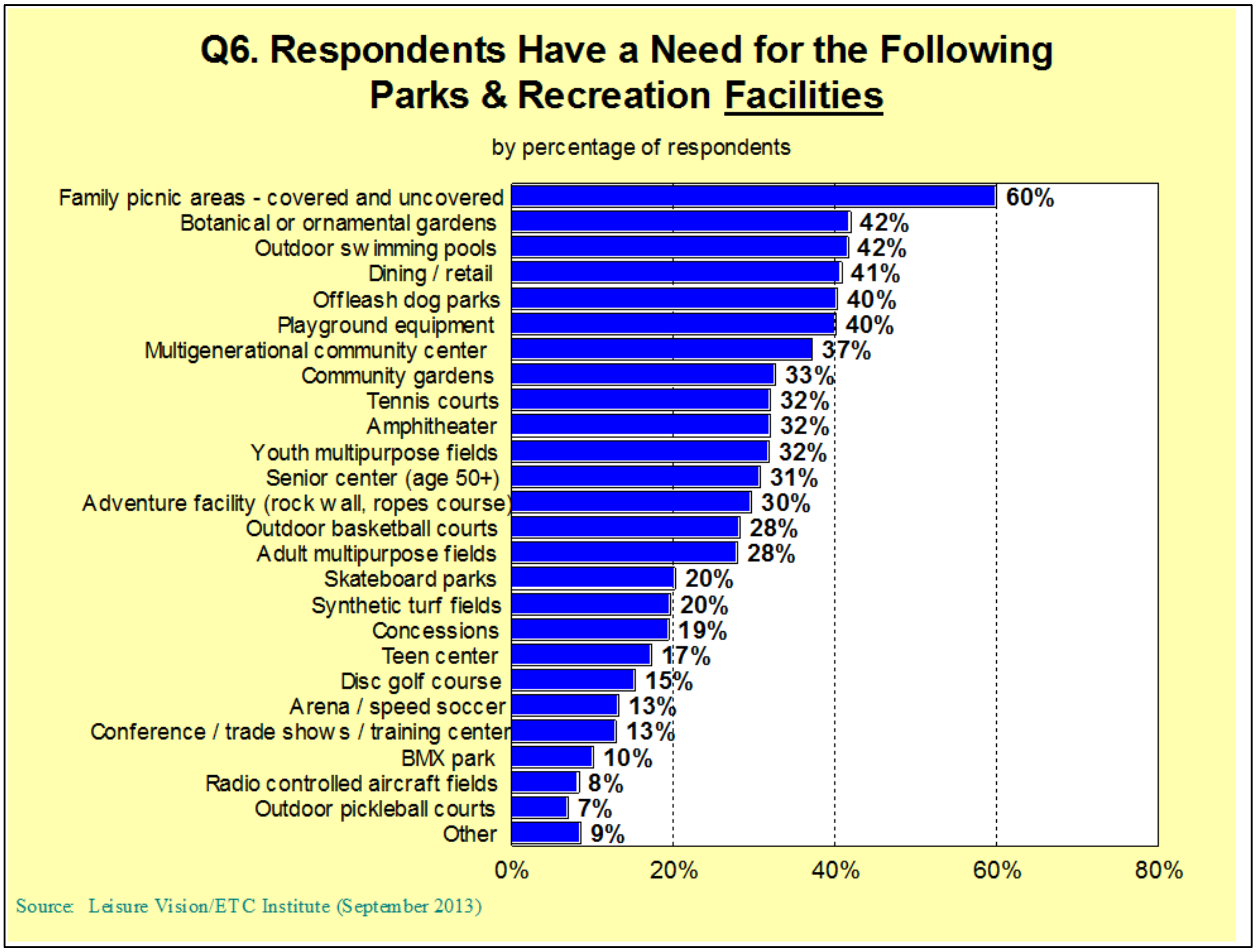
Twenty-nine percent of respondents stated that they do not participate in City of Carlsbad parks, recreation facilities or programs more often because they are too busy. Sixteen percent of respondents do not participate because they do not know what is being offered. Thirteen percent of respondents are simply not interested.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.6 NEED FOR PARKS & RECREATION FAILITIES IN CARLSBAD

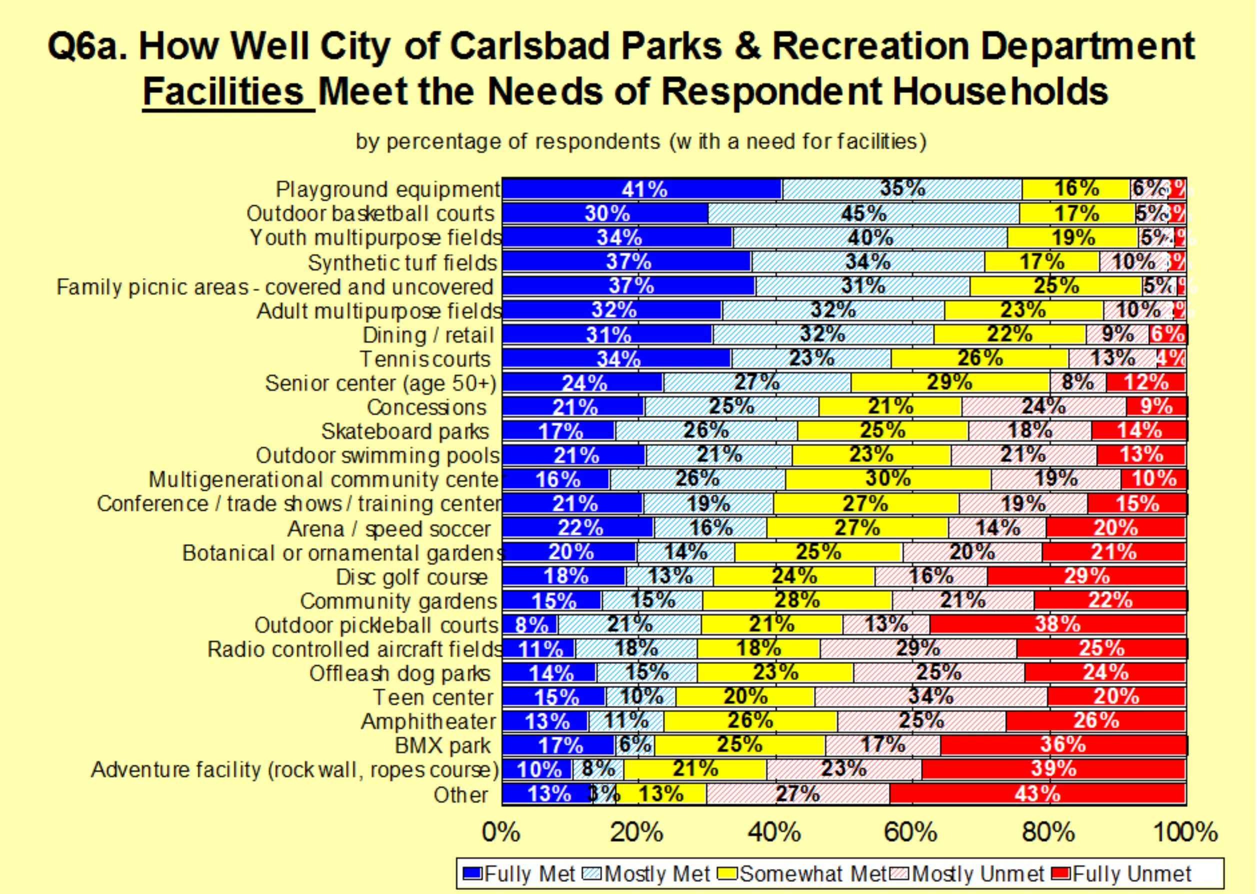
Sixty percent of respondents indicated they have a need for family picnic areas, both covered and uncovered. Forty-two percent of respondents have a need for botanical or ornament gardens. Other needs include: outdoor swimming pools 42 percent, dining/retail 41 percent, off leash dog parks 40 percent and playground equipment 40 percent.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.7 HOW WELL PARKS & RECREATION FACILITIES MEET NEEDS

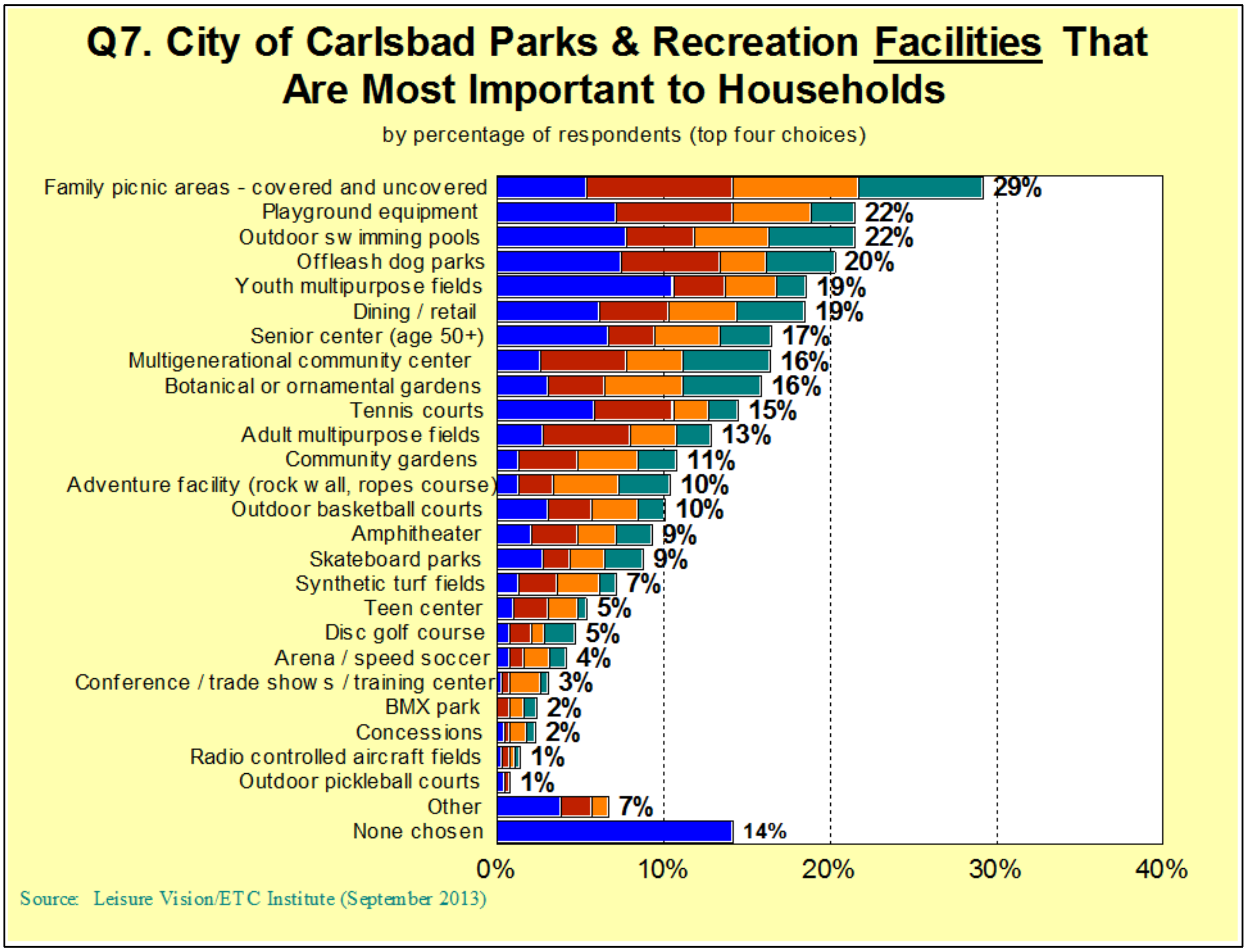
Seventy-six percent of respondents who have a need for playground equipment is either “fully met” 41 percent or “mostly met” 35 percent. Similar met needs include: outdoor basketball courts 75 percent, youth multipurpose fields 74 percent and synthetic turf fields 71 percent.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.8 MOST IMPORTANT PARKS & RECREATION FACILITIES

Based on the sum of respondents' top four choices, the most important facility to households is family picnic areas, both covered and uncovered 29 percent. Other important facilities to households include: playground equipment 22 percent, outdoor swimming pools 22 percent, and off leash dog parks 20 percent.



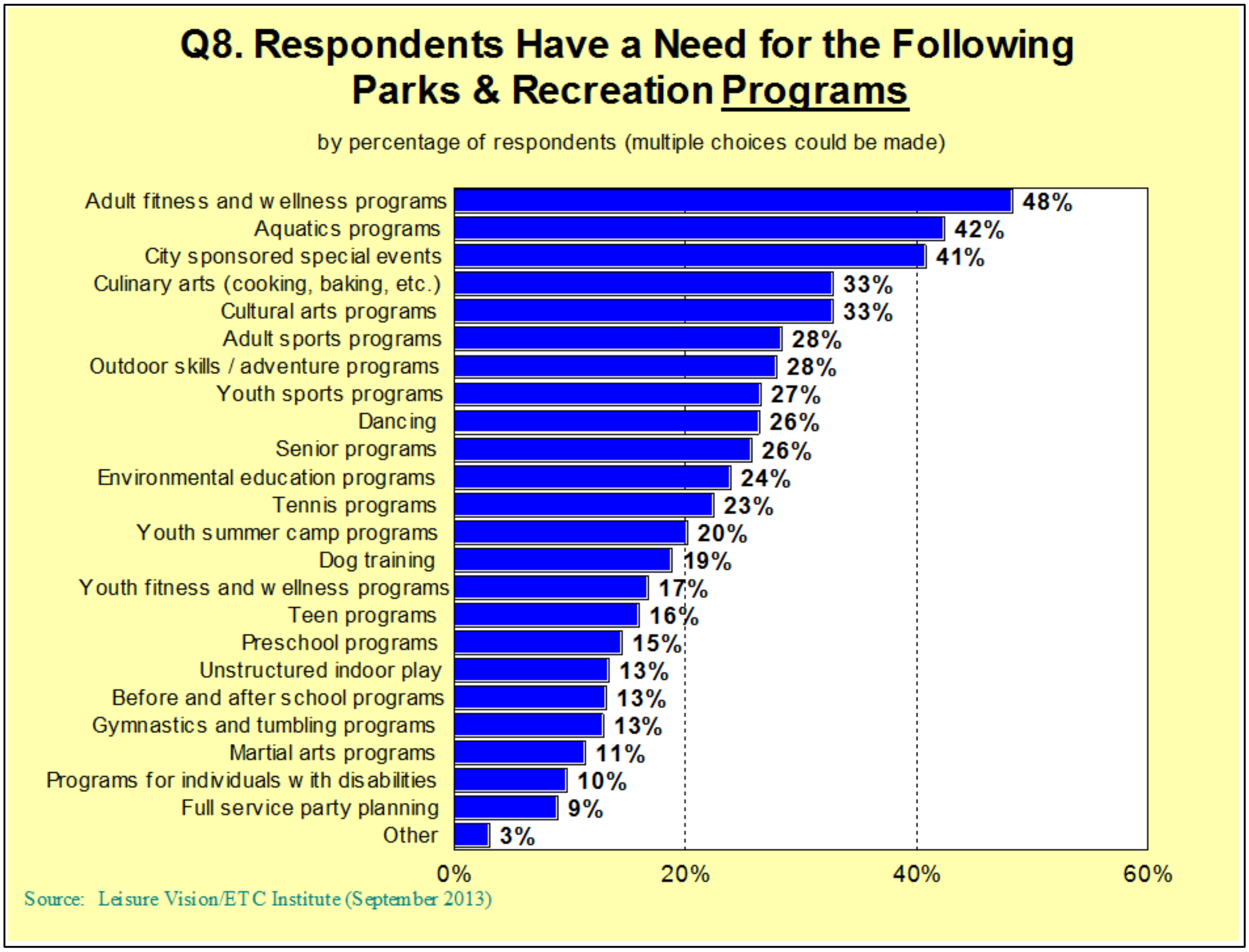
Q7. City of Carlsbad Parks & Recreation Facilities That Are Most Important to Households

by percentage of respondents (top four choices)

Source: Leisure Vision/ETC Institute (September 2013)

2.3.9 NEED FOR PARKS & RECREATION PROGRAMS IN CARLSBAD

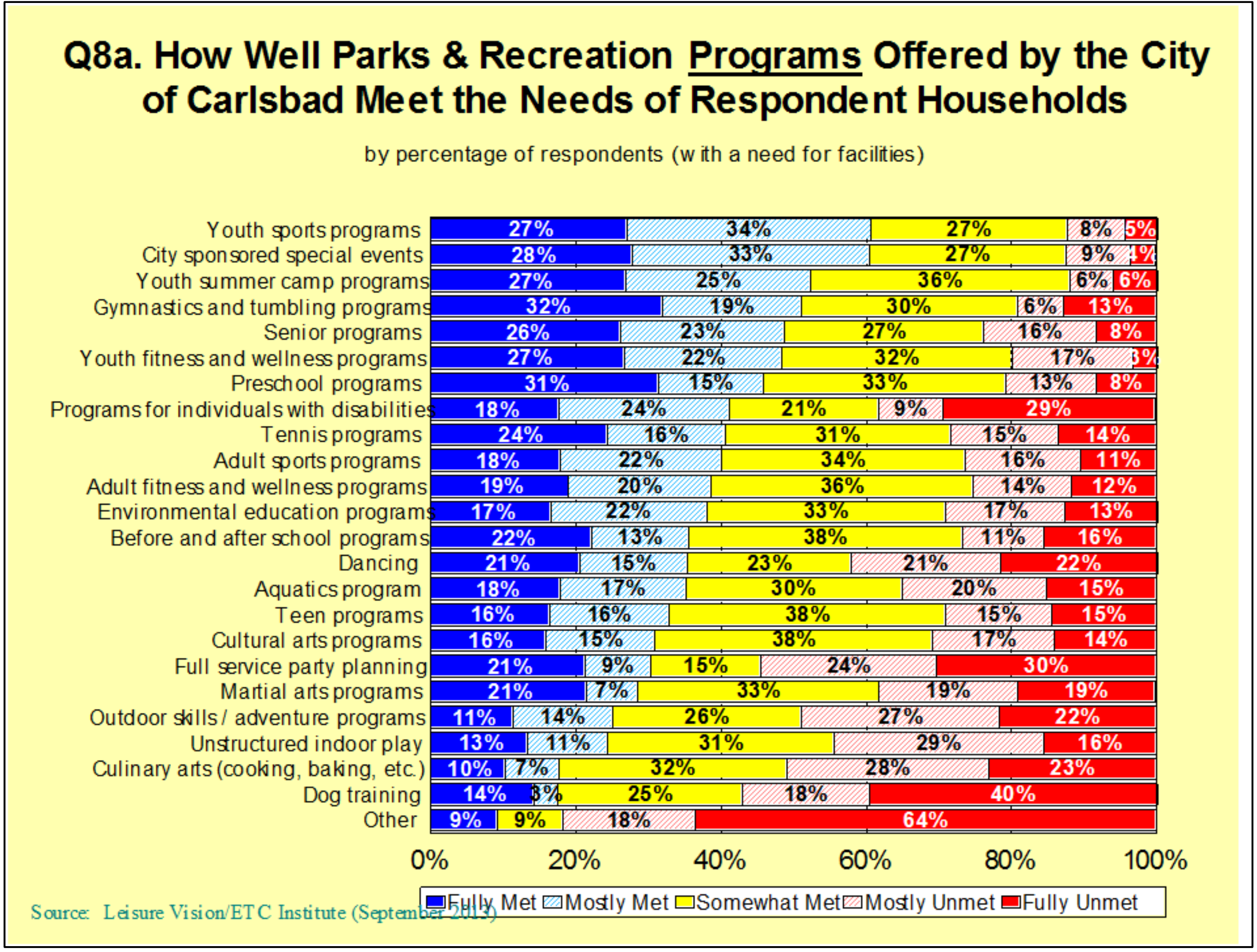
Forty-eight percent of respondents have a need for adult fitness and wellness programs. Forty-two percent of respondents have a need for aquatics programs. Forty-one percent of respondents have a need for city sponsored special events.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.10 HOW WELL RECREATION PROGRAMS MEET NEEDS

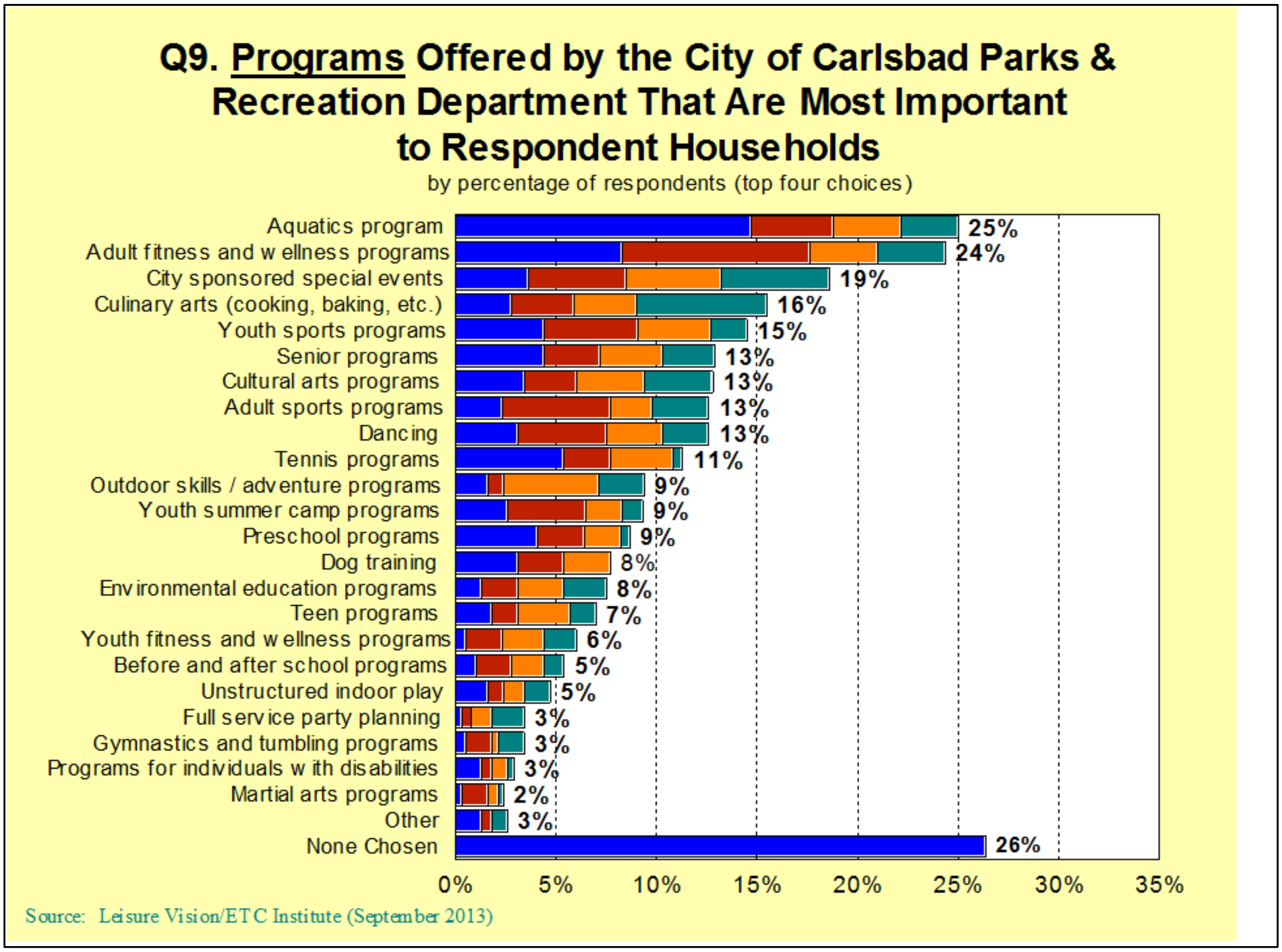
Sixty-one percent of respondents with a need for youth sports programs is either being “fully met” 27 percent or “mostly met” 34 percent. Similar met needs include: city sponsored special events 61 percent, youth summer camp programs 52 percent and gymnastics and tumbling programs 51 percent.



Source: Leisure Vision/ETC Institute (September 2013)

2.3.11 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of respondents' top four choices, the most important program that is offered by the department is the aquatics program, 25 percent. Other important programs to respondent households include: adult fitness and wellness programs 24 percent, and city sponsored special events 19 percent.



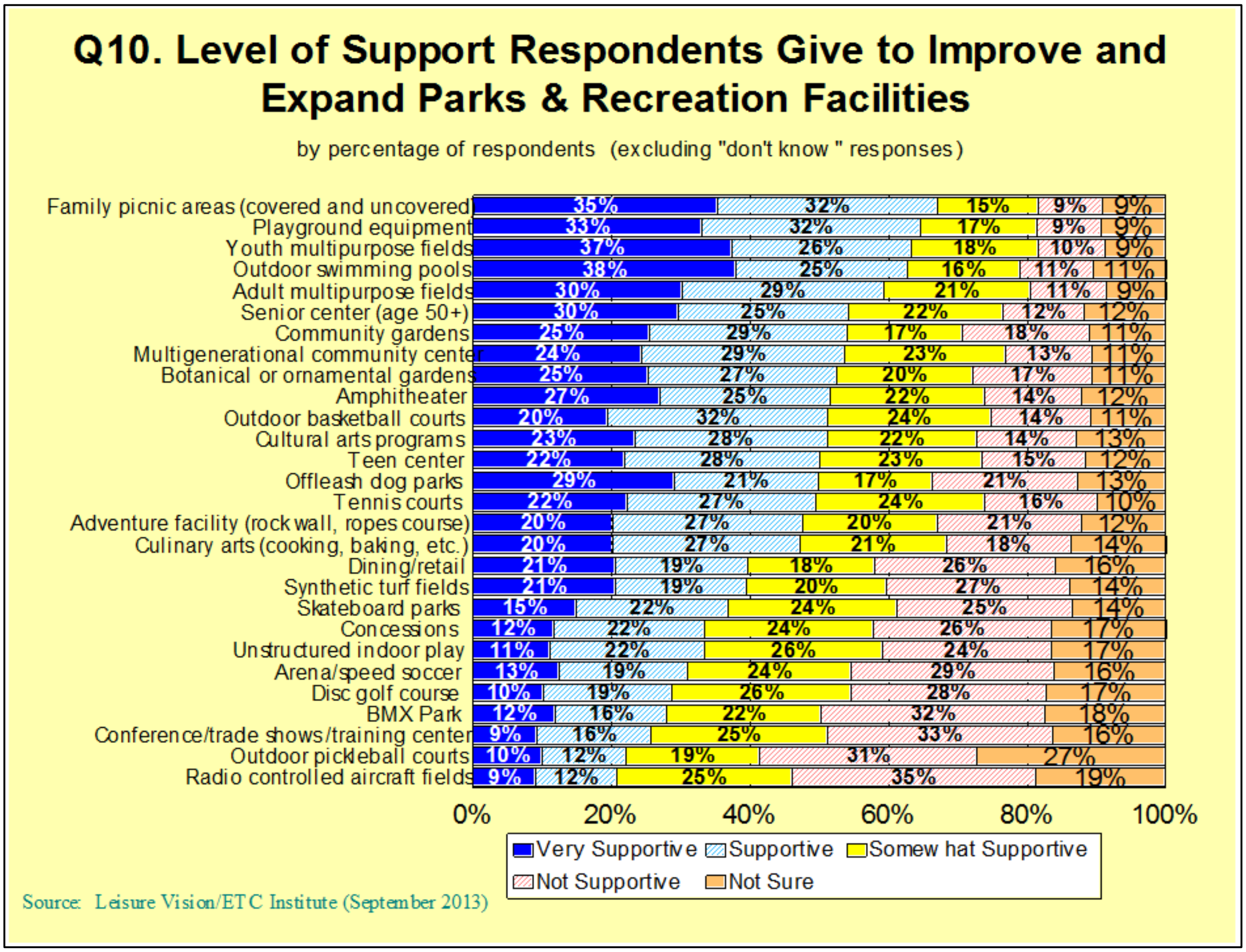
Q9. Programs Offered by the City of Carlsbad Parks & Recreation Department That Are Most Important to Respondent Households

by percentage of respondents (top four choices)

Source: Leisure Vision/ETC Institute (September 2013)

2.3.12 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Sixty-seven percent of respondents are either “very supportive,” or “supportive,” 35 percent for the department to improve and expand family picnic areas (covered and uncovered). Similar support from respondents to improve and expand parks & recreation facilities include: playground equipment 65 percent, youth multipurpose fields 63 percent, and outdoor swimming pools 63 percent.



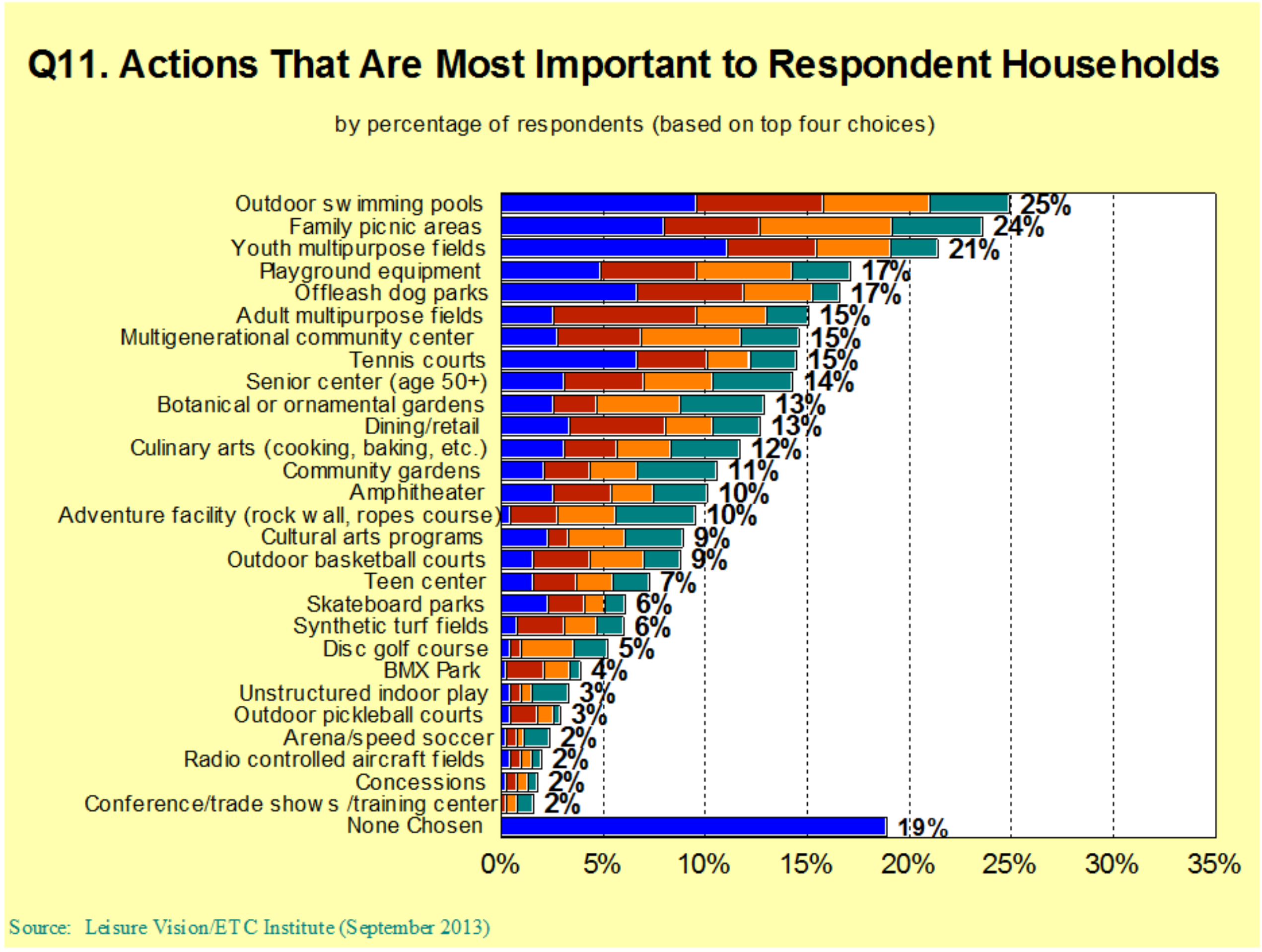
Q10. Level of Support Respondents Give to Improve and Expand Parks & Recreation Facilities

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

Source: Leisure Vision/ETC Institute (September 2013)

2.3.13 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

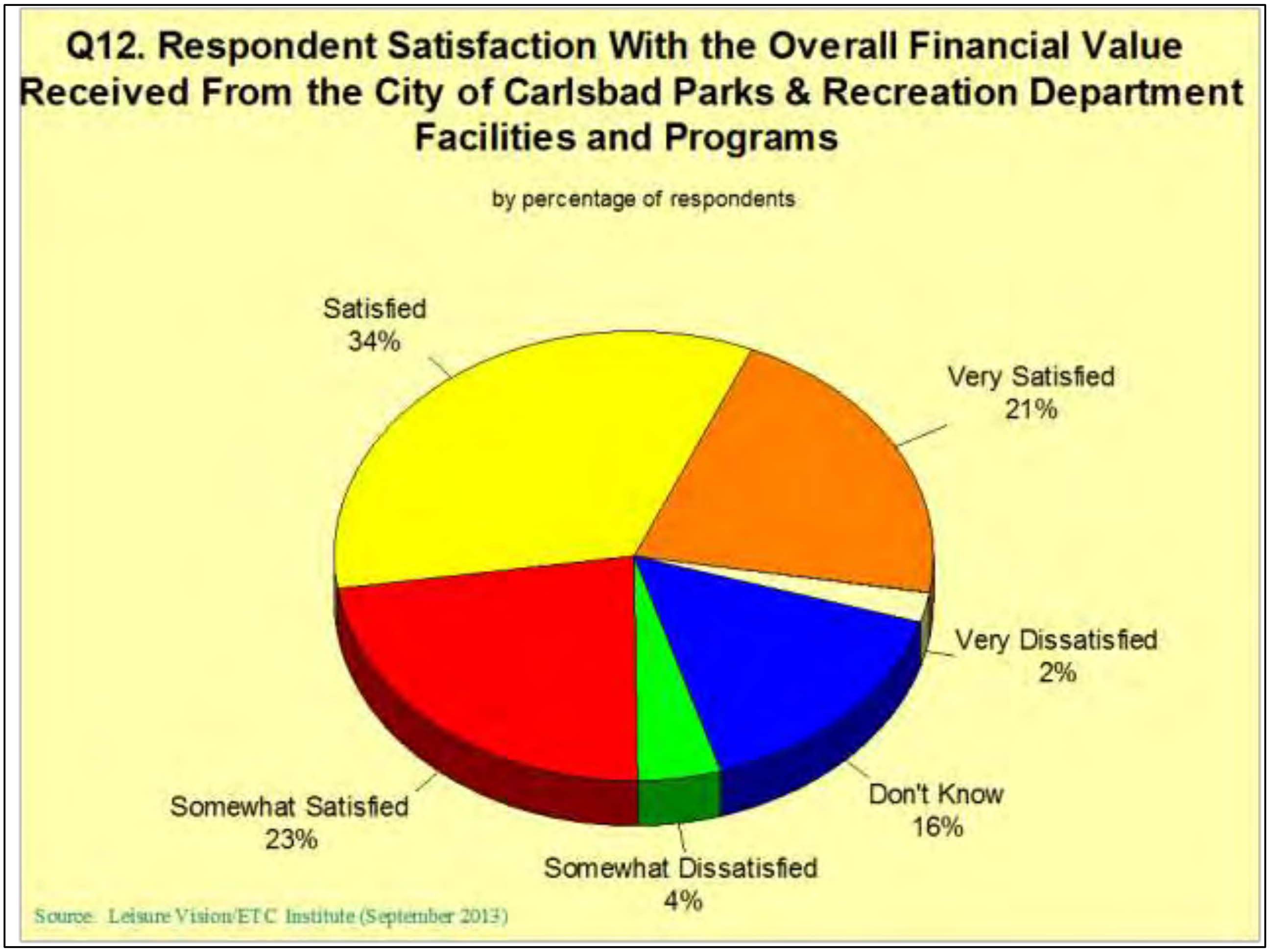
Based on the sum of respondents' top four choices, the most important action that the department could take is with outdoor swimming pools (25 percent). Other important actions that the city could take include: family picnic areas 24 percent, youth multipurpose fields 21 percent, playground equipment 17 percent, and off leash dog parks 17 percent.



Source: Leisure Vision/ETC Institute (September 2013)

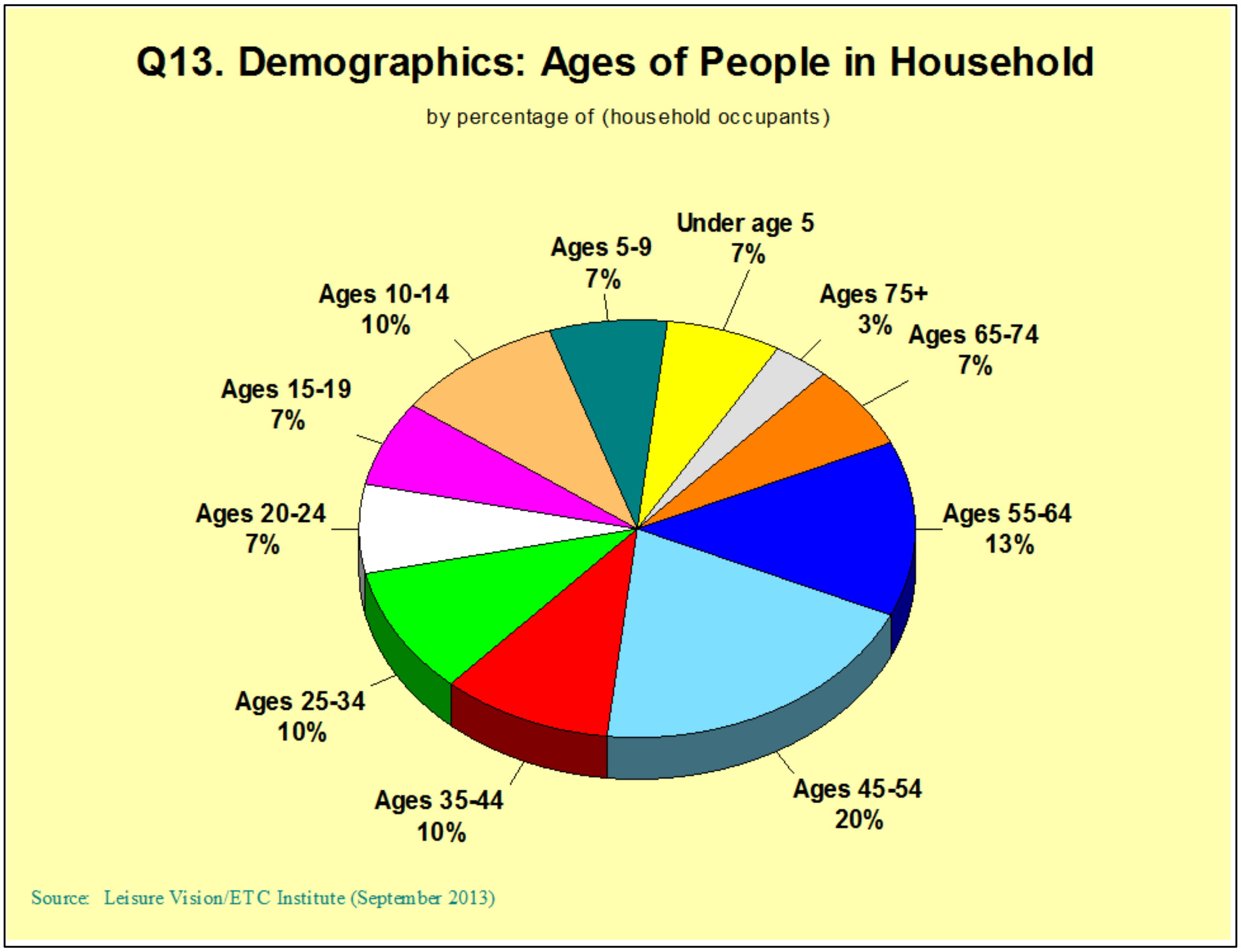
2.3.14 LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM CITY RECREATION FACILITIES AND PROGRAMS

Thirty-four percent of respondents were “satisfied” with the overall financial value they receive from the department. Twenty-three percent of respondents stated that they were “somewhat satisfied” with the overall financial value, and 21 percent of respondents stated that they were “very satisfied” with the overall financial value they receive from the department.

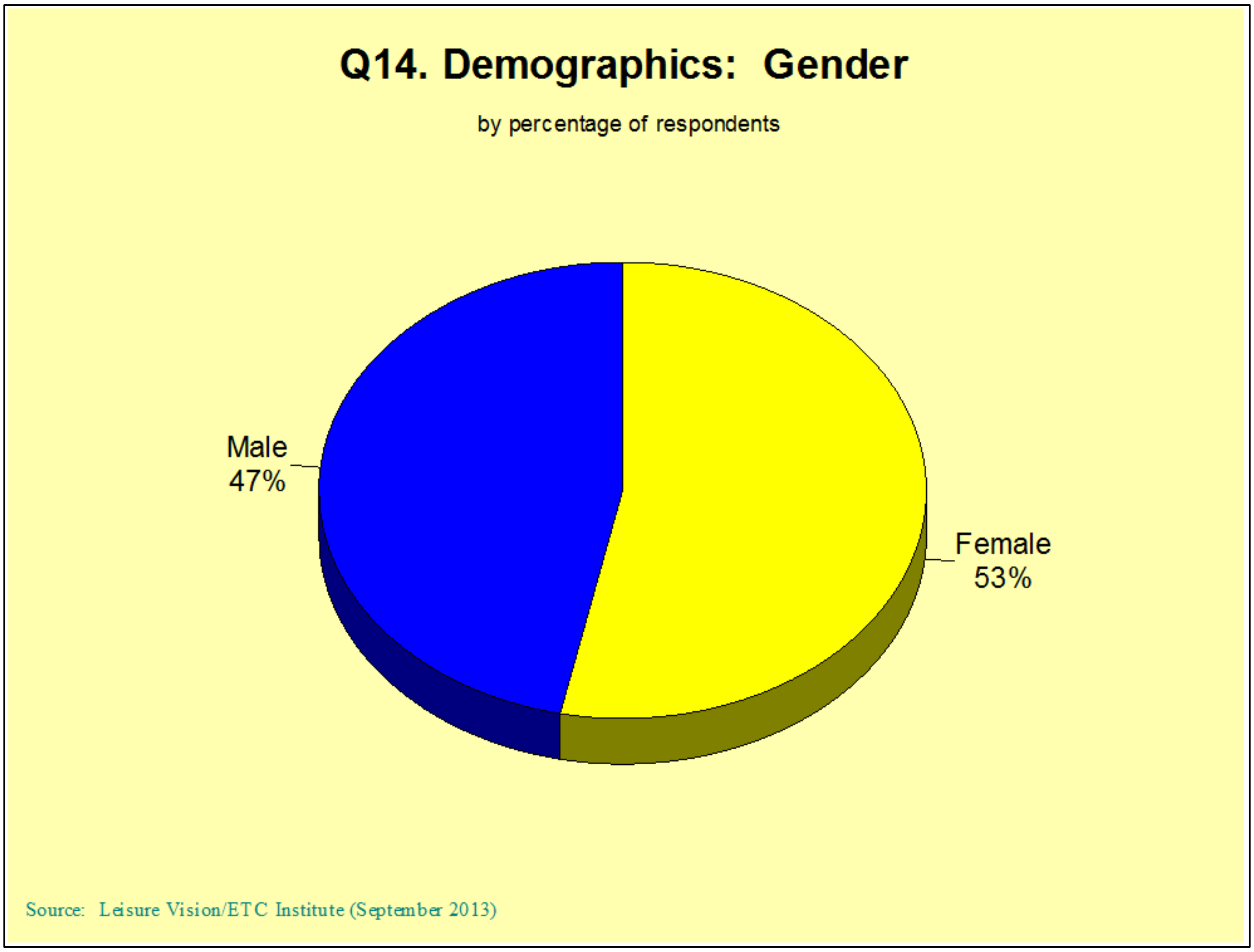


Source: Leisure Vision/ETC Institute (September 2013)

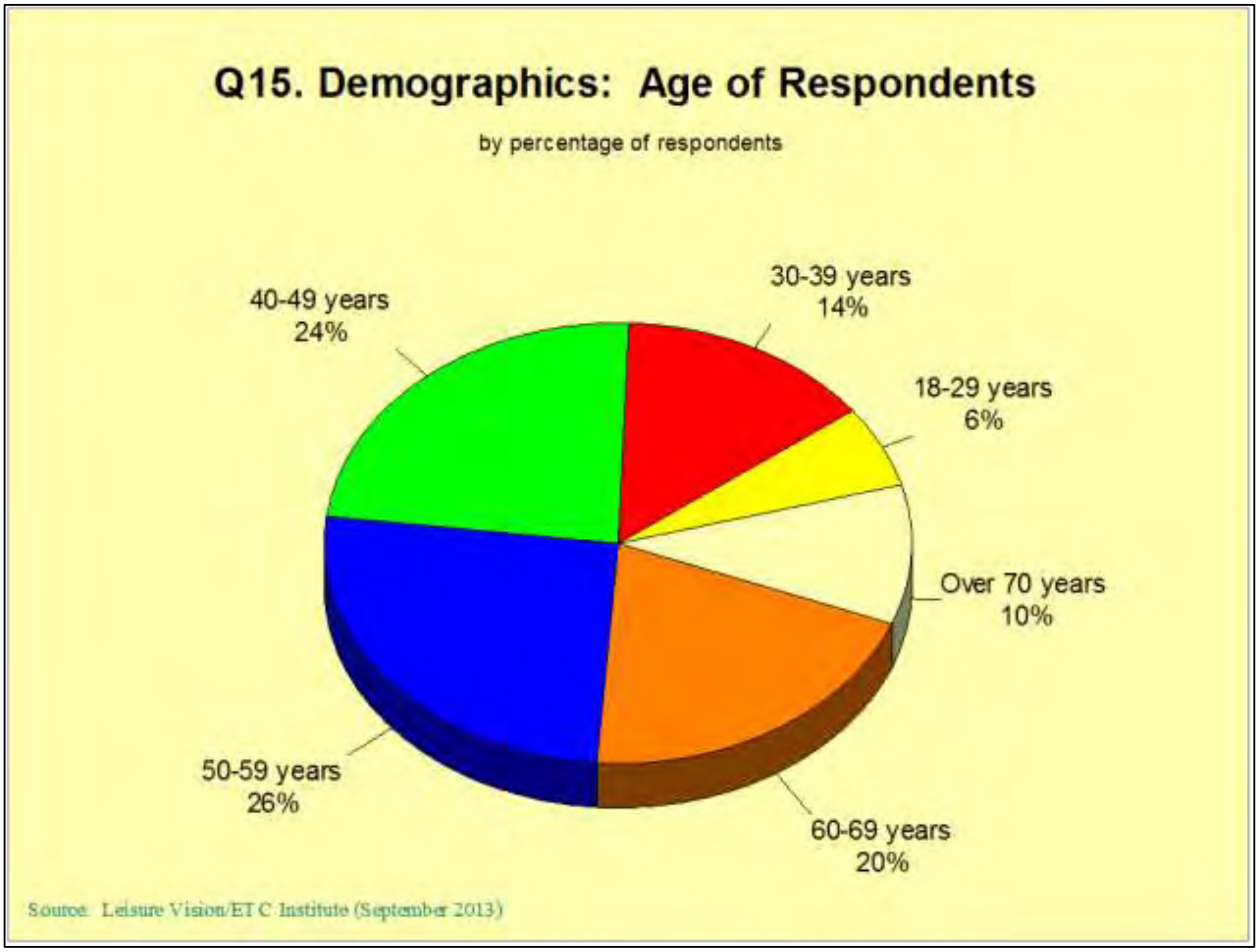
2.3.15 DEMOGRAPHICS



Source: Leisure Vision/ETC Institute (September 2013)



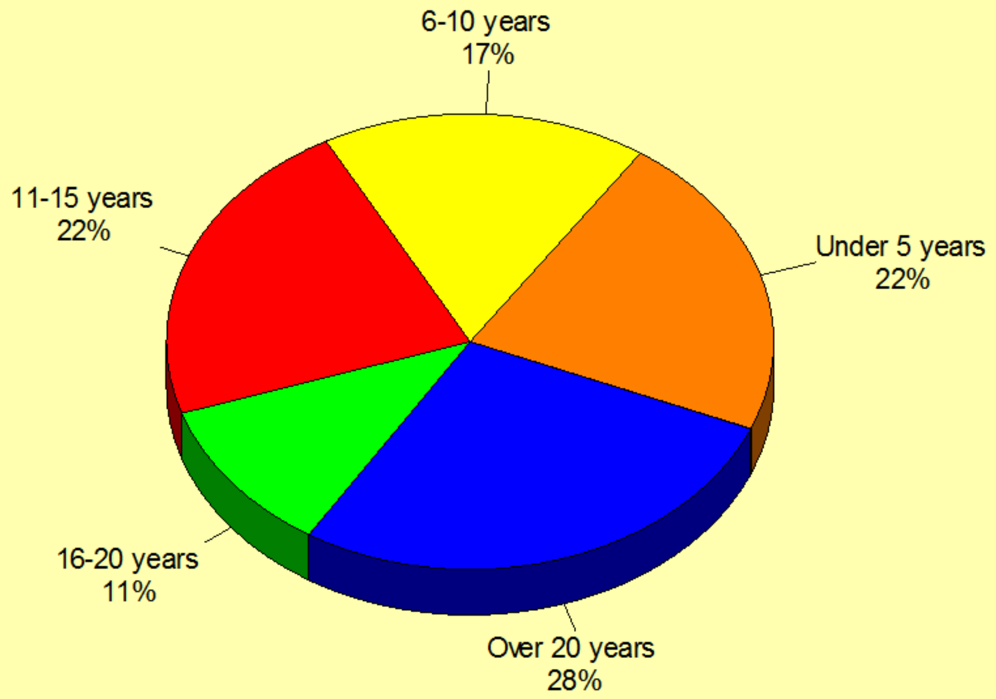
Source: Leisure Vision/ETC Institute (September 2013)



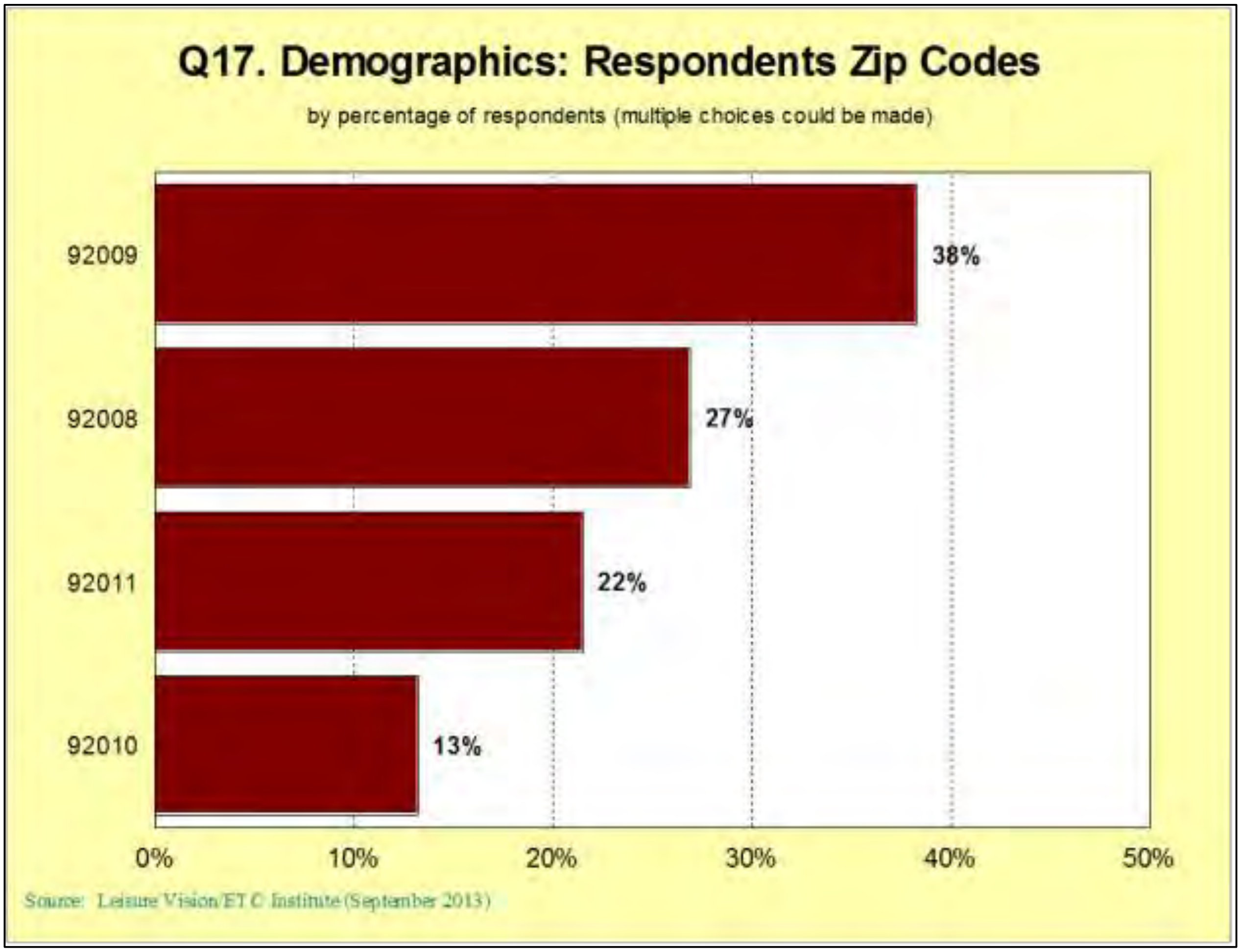
Source: Leisure Vision/ETC Institute (September 2013)

Q16. Demographics: Number of Years Lived in the City of Carlsbad

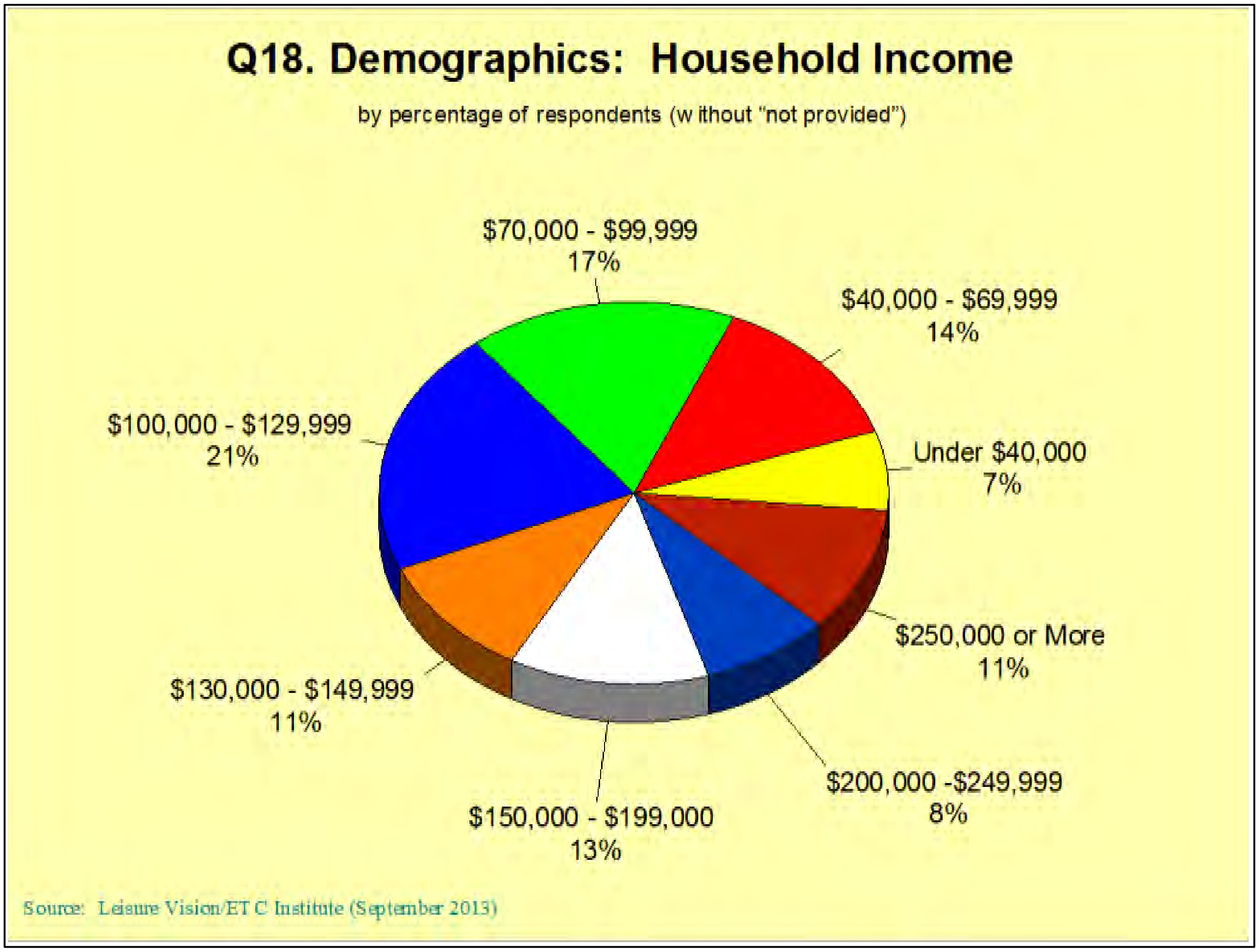
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)



Source: Leisure Vision/ETC Institute (September 2013)



Source: Leisure Vision/ETC Institute (September 2013)

CHAPTER THREE - COMMUNITY PROFILE

The demographic analysis provides an understanding of the population within the City of Carlsbad. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns; unforeseen circumstances during or after the time of the projections could have a significant bearing on the reliability of the final projections.

3.1 DEMOGRAPHIC OVERVIEW

The total population of the City of Carlsbad substantially increased approximately 34.6 percent from 78,247 in 2000 to 105,328 in 2010. The current estimated population for 2013 is 106,895 and it is projected to grow to 118,241 in 2018.

According to the U.S. Census reports, the total number of households in the target area grew by a staggering 31.2 percent, from 31,521 in 2000 to 41,345 in 2010. The City is estimated to have 42,082 households in 2012, and is expected to grow to 44,087 households by 2018.

The target area's median household income ($94,436) and per capita income ($44,732) are well above both California state and national averages.

Based on the 2010 Census, the population of the City of Carlsbad is older (40.5 years) than the median age of the U.S. (37.2 years). Projections show that by 2017 the target area will continue to slowly age, with the 55+ group being the only age segment experiencing a growing trend, representing nearly 30 percent of the total population.

The gender balance of the city's residents is slightly skewed towards females (50.9 percent), which represent 54,636 of the estimated 2012 population.

The estimated 2013 population of the service area is mostly White alone (82.12 percent). The Asian category is estimated to represent 7.32 percent of the current population, and has the most significant representation among minorities within the city. From 2000 to 2010, the City of Carlsbad's racial composition was relatively unchanged, with the White alone category decreasing from 86.55 percent to 82.79 percent, and the Asian group increasing from 4.24 percent to 7.08 percent. Future projections show that by 2017 the city will remain limited in its diversity, and continue to be predominately White alone (80.96 percent), with the Asian category representing 8.09 percent of the total population. People of Hispanic ethnicity comprise a significant portion of the population, representing 13.96 percent of the current 2012 estimate and expected to grow to 15.78 percent of the total population by 2017.

3.1.1 METHODOLOGY

A variety of demographic data for the analysis was obtained from the San Diego Association of Governments (SANDAG), U.S. Census Bureau, and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2013 and reflects actual numbers as reported in the 2000 and 2010 Censuses, and estimates for 2013 and 2018 as obtained from the City of Carlsbad were based on the Planning Department's projections. The geographic boundary of the City of Carlsbad was utilized as the demographic analysis boundary shown in **Figure 1.**

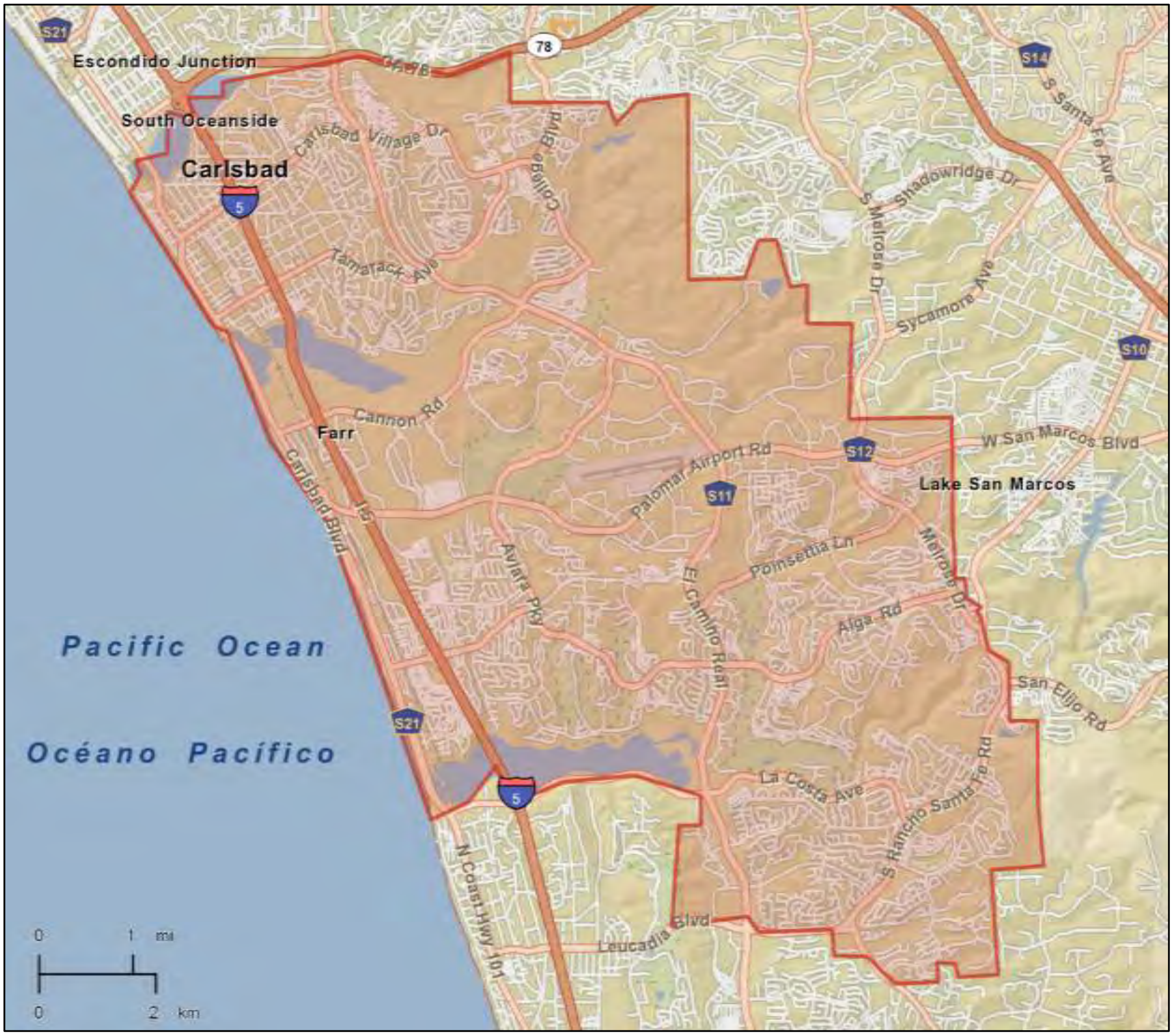

S21
Escondido Junction
78
S14
South Oceanside
Carlsbad Village Dr
College Blvd
S Santa Fe Ave
Carlsbad
5
Shadowridge Dr
S Melrose Dr
Tamarack Ave
Sycamore Ave
S10
Cannon Rd
Farr
W San Marcos Blvd
Palomar Airport Rd
S12
Lake San Marcos
Carlsbad Blvd
S11
Poinsettia Ln
Melrose Dr
Aviara Pky
El Camino Real
Alga Rd
Pacific Ocean
San Elijo Rd
Océano Pacífico
S21
La Costa Ave
5
S Rancho Santa Fe Rd
N Coast Hwy 101
Leucadia Blvd
0
1 mi
0
2 km

Figure 1-City of Carlsbad Boundaries

3.1.2 RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

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

3.2 CITY OF CARLSBAD POPULACE

3.2.1 POPULATION

The City of Carlsbad has undergone rapid growth in recent years. From 2000 to 2010, the city's total population experienced a sizeable increase of 34.6 percent or a growth rate of nearly 3.5 percent. This is well above national growth averages which were just over one percent annually. Projecting ahead, the City of Carlsbad is expected to continue to grow over the next five years. Based on predictions through 2018, the city is expected to have approximately 118,241 residents living within 44,087 households.

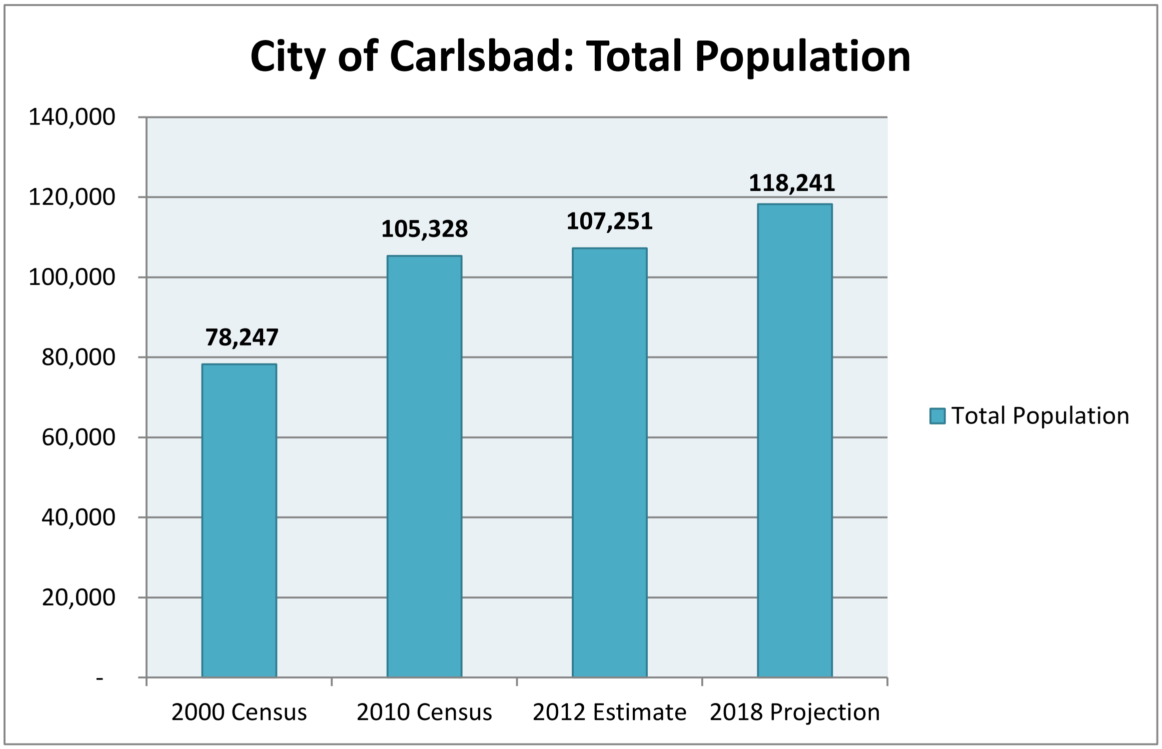


Figure 2 - Total Population

3.2.2 AGE SEGMENT

Evaluating the distribution by age segments, the City of Carlsbad is somewhat balanced between youth, young adult, family, and senior populations. In 2010, the highest segment by population is the 35-54 age group representing 31.3 percent, and the lowest is the 18-34 segment which constitutes 18 percent of the population.

The overall composition of the population for the City of Carlsbad is projected to gradually age. The Census results from 2000 and 2010 show decreases in the 18-34 (from 19.5 percent to 18 percent) and 35-54 (from 34.5 percent to 31.3 percent) populations, while the <18 group recognized a minimal increase from 23.3 percent to 24.1 percent. In the 10 year period between Censuses, the largest shift was in the 55+ segment, which jumped from 22.6 percent in 2000 to 26.6 percent in 2010. Projections for 2017 show that each age segment, except the 55+ group, will experience small decreases in size as compared to the population as a whole. The 55+ segment is expected to gradually grow to be the largest age segment representing approximately 29.7 percent of the population by 2017. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group.

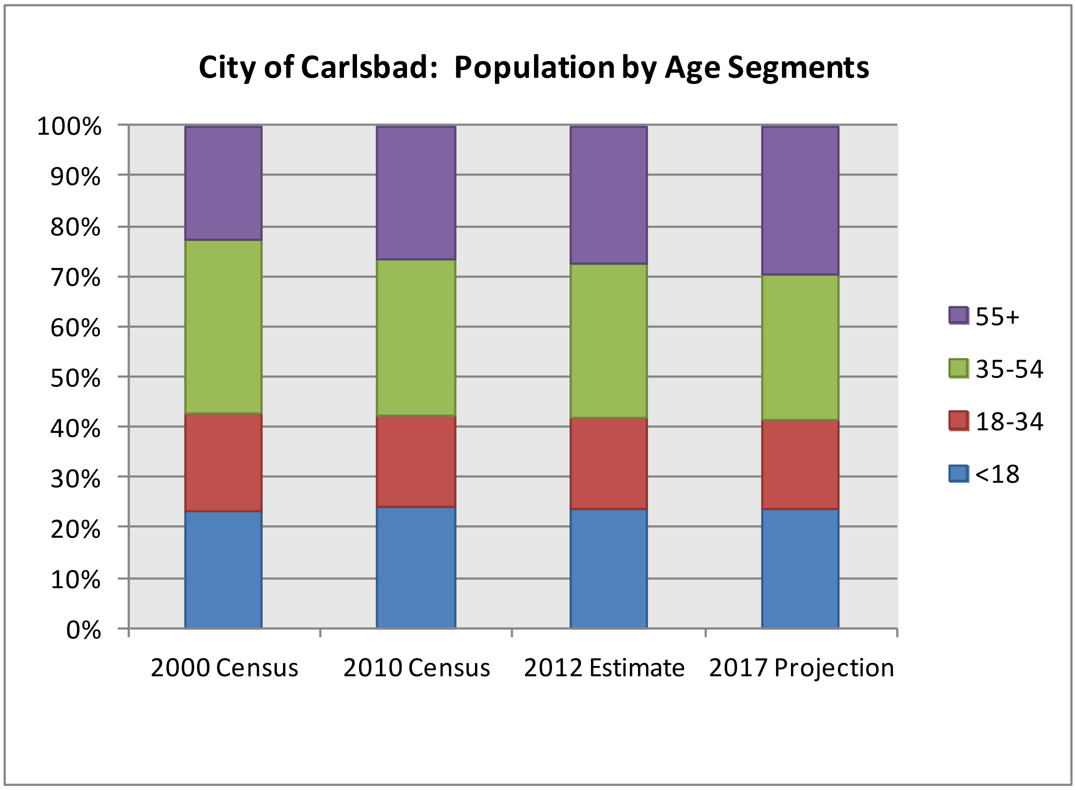


Figure 3-Population Age by Segments

3.2.3 RACE AND ETHNICITY

In analyzing race and ethnicity, the City of Carlsbad is very limited in diversity. The 2012 estimate shows that the majority of the population falls into the White only (82.12 percent) category. The Asian group is the minority with the most notable representation within the City of Carlsbad, comprising 7.32 percent of current population based on 2012 estimates.

In the time between Censuses of 2000 and 2010, the City of Carlsbad recognized little diversification as the White Only category reduced slightly from 86.55 percent to 82.79 percent, while the Asian minority grew from 4.24 percent to 7.08 percent. The Hispanic ethnic distinction exhibits notable growth, representing 13.96 percent of the population in 2012 and expected to grow to 15.78 percent of the total population by 2017.

Predictions for 2017 expect the City of Carlsbad to remain predominately White alone (80.96 percent), while the Asian (8.09 percent) and Hispanic (15.78 percent) populations will continue to slowly grow. (Figure 4 and Figure 5.)

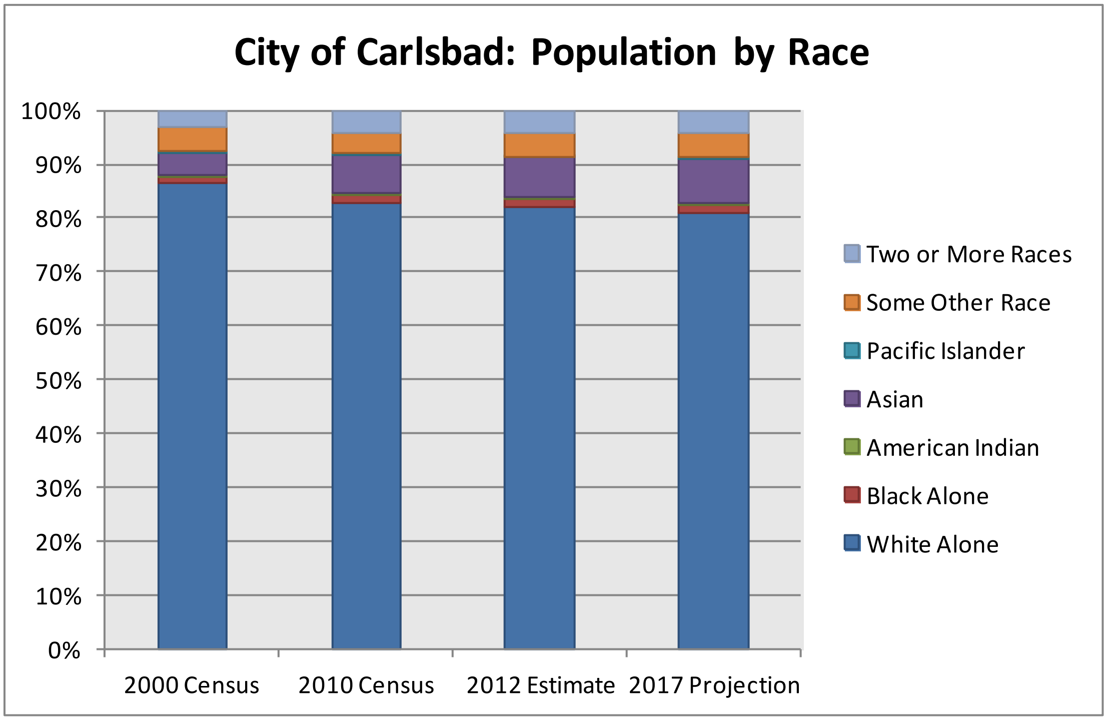


Figure 4-Population by Race

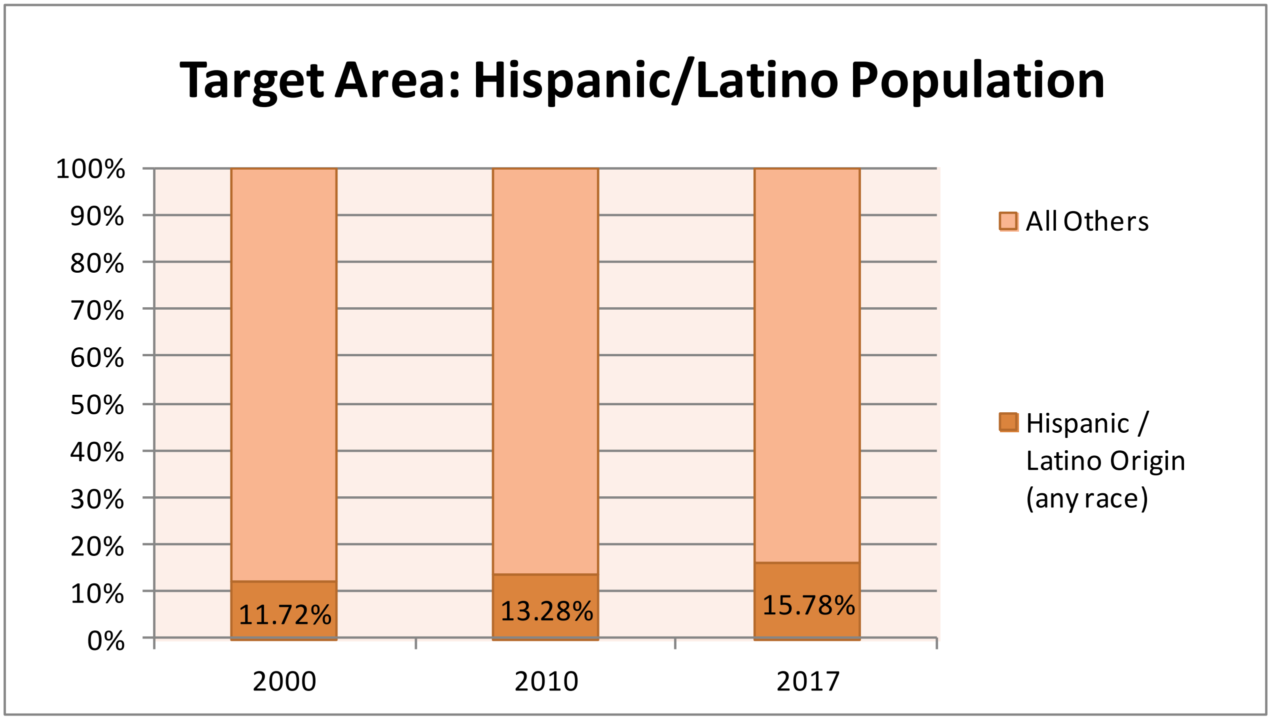


Figure 5- Hispanic/Latino Population

3.2.3.1 PARTICIPATION TRENDS BY RACE/ETHNICITY

Utilizing the ethnicity study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

The **White alone** population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the White alone populace has an affinity for outdoor nontraditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multipurpose fields are integral in the communal pastime shared by many Hispanics.

The **Black alone** population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The **Asian population** a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities.

3.2.4 HOUSEHOLDS AND INCOME

The City of Carlsbad's income characteristics demonstrate rapid growth trends. The median household income was $65,172 in 2000 and $94,436 in 2012. It is projected to grow to $102,211 by 2017. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is also projected to increase from $34,863 in 2000 and $44,732 in 2012 to $51,661 by 2017 (Figure 6).

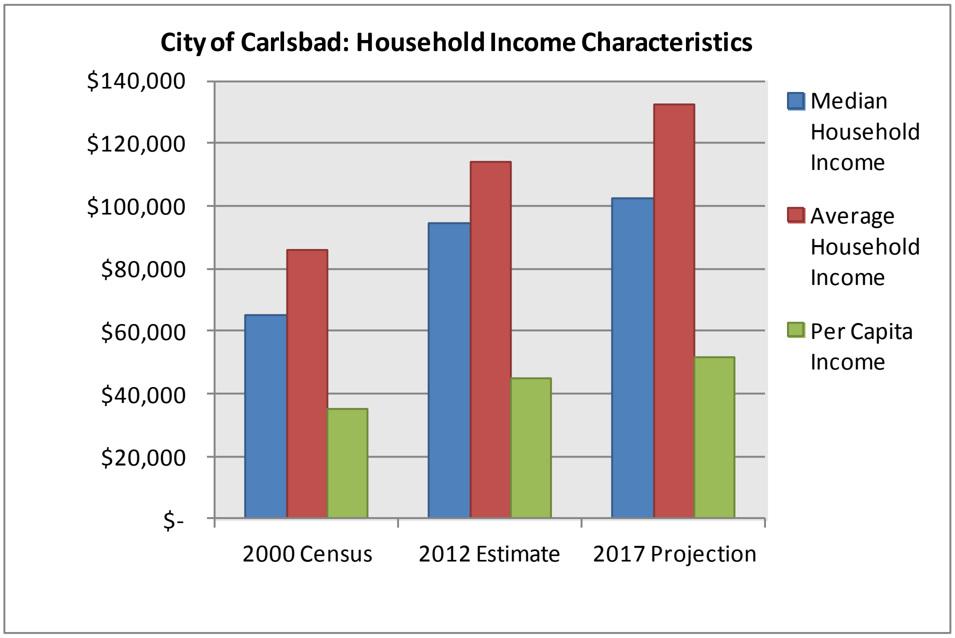


Figure 6- Household Income Characteristics

As seen in Figure 7, The City of Carlsbad's median household income ($94,436) is significantly higher than the state ($61,632) and national ($52,762) averages. The City's Per Capita Income ($44,732) is also much higher than state ($29,634) and national ($27,915) averages. This household income over and above the state and national averages indicate the presence of disposable income and greater price elasticity.

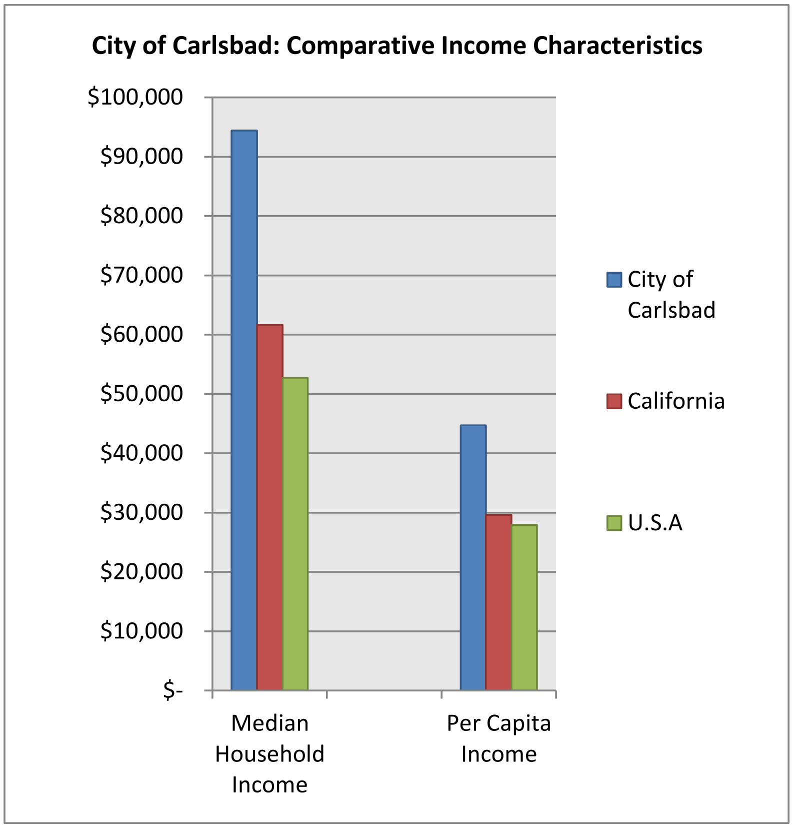


Figure 7-Comparative Income Characteristics

CHAPTER FOUR - INVENTORY ANALYSIS OF PARKS, FACILITIES, AND PROGRAMS

4.1 CARLSBAD PARK SYSTEM ASSESSMENT

In general, all of the parks are very well used. The level of maintenance was good, especially considering how heavily the parks are used. Alga Norte Park is currently under construction and is scheduled to open in late December 2013.

The park design varies from park to park, but the sites generally are in very good condition and have a substantial amount of amenities. The majority of the parks have concrete walkways that appear to satisfy disabled access requirements. Walkways are an essential part of developed parks because they provide routes that all visitors can use for walking or to reach specific amenities. Moreover, they are the principal means by which visitors who are physically disabled can access the park's features and enjoy the benefits that other non-disabled visitors can. There are some sites that do not have concrete or asphalt walks and thus do not appear to meet these requirements. If improvements are made to these sites, ADA access routes should be established as part of the design improvements.

These sites include city parks Pio Pico Park, Community Garden, Hosp Grove Park, Oak Park, Zone 5 Park, Hosp Grove Rotary Trailhead, El Fuerte Park and Carlsbad Unified School District sites La Costa Heights School Fields, Buena Vista Elementary Fields and Jefferson Elementary Field. It should be noted that the District facilities are not city properties.

All of the park sites appear to have an adequate amount of trash cans, benches, drinking fountains and tables for the types of use anticipated at the site. The school field sites have the least amount and in most cases none of these types of amenities *(trash cans, benches, drinking fountains, and tables)* as shown in the park inventory matrix.

The sports fields all appeared to be in good to average condition with typical worn areas based on the level of play. Some of the sports fields feature synthetic turf installed to allow for heavier use.

About half of the sites have onsite parking and the amount of spaces seems to be adequate for the site uses. The other sites have street parking. It should be noted that the school fields have limited onsite parking.

The sites **with** onsite parking include:

- Magee House and Park
- Holiday Park
- Carlsbad Senior Center
- Community Garden
- Monroe Street Pool
- Ocean Street Sculpture Park
- Pine Avenue Park, Hosp Grove Park
- Magnolia Elementary Field
- Hosp Grove Wickham Way Trailhead
- Hosp Grove Rotary & Hosp Way Trailhead
- Lagoon Observation Area
- Calavera Hills Trailhead
- Calavera Hills Community Park

- Hidden Canyon Community Park
- Carlsbad Skate Park
- Aviara Community Park
- Poinsettia Community Park
- Alga Norte Park
- Stagecoach Community Park
- Leo Carrillo Ranch Historic Park
- La Costa Canyon Park

The sites with **no** onsite parking include:

- Maxton Brown Park
- Chase Field
- Laguna Riviera Park
- Car Country Park
- Pio Pico Park
- Harding Community Center
- Carlsbad High School Tennis Courts
- Buena Vista Elementary Access Path
- Buena Vista Elementary Field
- Jefferson Elementary Field
- Oak Park
- Cannon Park
- Zone 5 Park (dirt parking lot)
- Valley Middle School Fields
- Aviara Oaks School Fields
- El Fuerte Park
- La Costa Heights School Fields
- Cadencia Park

Regulatory and informational signs at the parks are adequate with all sites having a sign identifying the park name and onsite signs provide the necessary information for the park users.

Irrigation appears to be in good condition for the all of the park sites. Some minor brown areas were noted, but nothing substantial.

Individual pictures of Carlsbad's facilities inventory can be found in the appendix.

4.2 RECREATION PROGRAM ASSESSMENT

PROS Consulting conducted an assessment of the Carlsbad Parks & Recreation Department's program offerings and other special events. The aim of the assessment is to identify core program areas, gaps and overlaps in services as well as system wide issues such as customer feedback, performance measures and marketing that is vital to the success of the department's program growth.

The PROS team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Community wide statistically reliable survey
- Community input from focus groups and public workshops
- Website review

Parks & recreation staff selected the core programs / facilities to be evaluated and entered the data into the program assessment matrix provided by PROS.

The following are the areas chosen for evaluation based on staff and PROS team input:

- Youth sports
- Aquatic programs
- Camps
- Fitness
- Historical
- 50+
- Adult sports
- Triathlon
- Rentals
- Special events
- Specialty (early childhood, music, crafts, science math, various art mediums, and teen programming)
- Swim lessons
- Preschool

4.3 PROGRAM ASSESSMENT AND OVERVIEW

Overall summary of findings from the program assessment process include:

4.3.1 STRENGTHS

- Good diversity in types of program offerings and special events
- High participation numbers in most program areas
- High quality program offerings throughout
- Good value for money for program offerings
- Successful use of volunteers for several programs
- Wide variety of program promotions and customer feedback mechanisms utilized

4.3.2 OPPORTUNITIES FOR IMPROVEMENT

- Program lifecycles, with limited programs in the introduction stage, show a limited innovation pipeline for new programs
- Age segments served by existing programming not aligned with community demographics (i.e. too many programs focused on youth in comparison to aging community demographics
- Limited earned income generated from existing programs and events
- Program classifications currently favors a higher level of city contribution
- Institute additional performance metrics and standards that include tracking customer retention rates, marketing return on investment for individual mediums etc.

4.4 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis completed by staff members. The listing of programs is included in the chart on the following page. This assessment was not based on quantitative data, but based on staff's knowledge of their program areas. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The following list shows the percentage distribution of the various lifecycle categories of the department's recreation programs:

- Introduction stage (new program; modest participation) = five percent
- Take off stage (rapid participation growth) = 13 percent
- Growth stage (moderate, but consistent participation growth) = 34 percent
- Mature stage (slow participation growth) = 36 percent
- Saturation stage (minimal to no participation growth; extreme competition) = 10 percent
- Decline stage (declining participation) = three percent

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The PROS team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the program lifecycle table.

The lifecycles depict a largely encouraging trend with some areas of opportunity. Fifty-two percent of all programs are in the introduction to growth stage while only three percent of all programs are in the decline stage, which is very encouraging as it shows room for the programs to grow and also demonstrates that programs offered are largely aligned with community needs.

4.4.1 RECOMMENDATIONS

The PROS team recommends that parks & recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the mature to decline stage while ensuring an increased number of programs in the introduction stage. It is recommended that programs from mature to decline should be 40 percent or less of the total program mix.

It is recommended that the recreation team implement an annual program lifecycle audit to identify programs that are stagnating or slowing down. The assessment may identify whether those programs should continue in their current state or be repositioned in order to further drive participation. A performance metric can be established to have at least 10 percent of programs annually in the introduction stage and less than 10 percent of all programs in the saturated to decline stages.

The city could also conduct a regional program and partnership innovation summit with neighboring agencies such as Encinitas, San Marcos, etc. The objective would be to identify new and upcoming program trends, avoid program duplication and partner together in order to maximize available space.

Stage in Program Lifecycle					
Introduction	**Take-Off**	**Growth**	**Mature**	**Saturated**	**Decline**
Adventure Sport Camps	Extreme Sport Camps	Traditional Camps	Performing Arts Camps	Masters	Triathlon
Fitness Room	Cooking Camps	Enrichment Adventure Camps	Science & Exploration Camps	Lane rentals (programmed)	Teen Scene
Music	Drop in activities	Art Camps	PeeWee Camps	Science	
Cooking	Jr. Guard Prep	Kidz Camps	CIT	Math	
	Summer Youth	Explorer Camps	Free Dance Classes for Seniors	Parent/Infant	
	Basketball League	Youth & Adult Beg Dance	Education	Parent/Tot	
	Friday Night Hoops	Youth & Adult Int Dance	Volunteer projects	Pre-School Aquatics	
	Field Rentals	Youth & Adult Adv Dance	Preservation	Learn To Swim	
	Picnic Rentals	Martial Arts	Movie Nights		
	Open Space Rentals	Aerobics	Home meal program		
		Yoga	Adult 50+ enrichment		
		Self guided tours	Congregate lunch program		
		Guided tours	Transportation program		
		Archives (artifact and memorabilia collection)	Social gatherings		
		Interpretation	Mens Soccer League		
		Docent program	Adult Softball League		
		Junior Lifeguarding	Mens Basketball League		
		Lane rentals (unprorammed)	Sport Tournaments		
		Employment and pre-employment 'Safety Training	Wellness Expo		
		Fall Youth Basketball	Pee Wee Soccer		
		League	Indoor Meeting Room Rentals		
		Gymnasium Rentals	Weddings and events		
		Wild West Fest	EGGstravaganza		
		Crafts	Snores & S'mores		
		Art	Family Movie Night		
		LITE	Holiday at the Rancho		
		TIA	Early Childhood		
			Parent Toddler		
			Preschool		
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation
Source: Client (This was developed prior to Alga Norte opening in 2013)					

4.5 AGE SEGMENT DISTRIBUTION

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs.

Despite the demographics heavily skewed towards an aging population, the balance of age segment distribution is still skewed towards the youth. Based on the program list provided by the staff, 50 percent of all programming is geared towards ages 18 and below even though that age segment comprises a much smaller percentage (23 percent) of Carlsbad's current population. It is typical nation-wide for agencies to focus heavily on youth and families while often under serving active adults, seniors and the middle-aged.

The department does have a number of programs including a Senior Center for the 55+ population as well but as the population ages it would be appropriate for the staff to view the age segment distributions on an annual basis to ensure continued rebalancing among underserved categories.

Also, if possible, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The department could evaluate further splitting program offerings into 55–74 and 75+ program segments.

4.6 CORE PROGRAMS

The PROS team believes that the department should continue evaluating its core programs and ensure alignment with the values of the community and future trends. This assists in creating a sense of focus around specific program areas of greatest importance to the community. It does not mean that non-core programs are not important – it simply allows the city and the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (more than 4-5 years)
- Offered 3-4 sessions per year
- Wide demographic appeal
- Includes five percent or more of recreation budget gross expense
- Includes a tiered level of skill development
- Requires full time staff to manage the program
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program

4.7 PROGRAM PRIORITY RANKINGS

The purpose of the program priority rankings is to provide a prioritized list of recreation program needs for the community served by the department.

This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained from community input and demographics and trends.

A weighted scoring system was used to determine the priorities for recreation programs. For instance as noted below, a weighted value of three for the unmet desires means that out of a total of 100 percent, unmet needs make up 30 percent of the total score. Similarly, importance ranking also makes up 30 percent, while consultant evaluation makes up 40 percent of the total score, thus totaling 100 percent.

This scoring system considers the following:

- Statistically reliable community survey
    - Unmet needs– this is used as a factor from the total number of households mentioning whether they have a need for a program and the extent to which their need for recreation programs has been met. Survey participants were asked to identify this for 23 recreation programs.
    - Importance ranking– this is used as a factor from the importance allocated to a program by the community. Each respondent was asked to identify the top four most important recreation programs.
- Consultant evaluation
    - Factor derived from the consultant's evaluation of program priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results.

- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility/amenity and program priority is determined. As seen below, adult fitness and wellness programs, culinary arts (cooking, baking, etc.), adult sports programs, cultural arts programs and city sponsored community special events are the top five highest program priorities in Carlsbad.

Carlsbad Program Priority Rankings	**Overall Ranking**
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

4.8 SPONSORS, PARTNERS AND VOLUNTEERS

4.8.1 SPONSORS AND PARTNERS

Sponsorship

There is a growing focus on developing earned income streams through citywide sponsor and partner support. In order to truly sell the potential benefits of partnering with the department, there is a need to develop a customized sponsorship brochure and a proposal for tiered sponsorship levels keeping in mind the large corporate presence in the Carlsbad area as well.

By detailing the event calendar, participation metrics and user demographics, the department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the department evaluate its return on investment (ROI) for sponsorships and partnerships for various events. Additional recommendations include publishing these metrics on the website and to promote them aggressively.

Sponsor Recognition - Recognizing all existing or past sponsors for their support would strengthen working relationships with sponsors. The brochure's imagining could provide illustrations of promotions that may have occurred or could be done to demonstrate sponsorship positioning. The images should also focus on conveying an emotional appeal to potential sponsors.

Tiered Sponsorship Levels - It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship.

Providing sample packaging options that tie in some signature special events (Holiday at the Rancho, EGGstravanganza Spring Festival) with some of the smaller events (Dinner and a Movie) would ensure that the staff up sells events that may not be sold otherwise, while the partners receive more value for their investment.

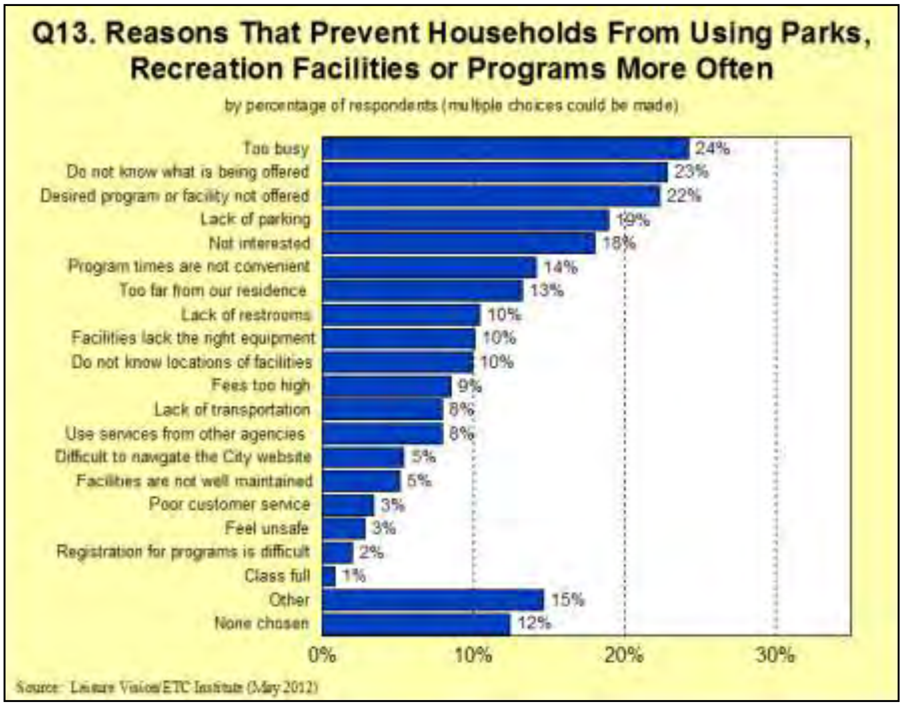
4.9 CUSTOMER FEEDBACK

Outstanding customer service is at the root of the success of any organization. A true community service organization prides itself on identifying its customers' preferences and acting accordingly to help fulfill their needs. In order to do this, an ongoing and department wide feedback mechanism is of vital importance and the city's willingness to undertake an extensive customer service training initiative for its staff is a big step in the right direction.

Methods	*Currently Used*
Pre-program evaluation	No
Post-program evaluation	Yes
User Surveys	Yes
Lost Customer Surveys	No
Focus Groups	Yes (needs assessment)
Statistically Valid Survey	Yes (needs assessment)
Website	Yes
Online survey (eg. Surveymonkey.com, Wufoo)	Yes
In-park or on-site surveys ("caught in the act")	Yes
Crowdsourcing Peak Democracy, Chaordix, Mind Mixer etc.)	No

4.10 MARKETING AND PROMOTIONS

This section reviews the department's marketing and promotions as gleaned from the program worksheets and discussions with staff as well as the survey responses. As can be seen in the survey response, respondents chose "I don't know what is being offered" as the second biggest reason preventing them from using parks, recreation facilities or programs more often. While PROS has been impressed with the variety and quality of the marketing and communications initiatives undertaken by the city, the survey responses indicate that target audience marketing and promotions is an area of improvement and one that can have a positive impact on increasing participation and revenue for the department.



Source: Leisure Vision/ETC Institute (May 2012)

As stated in the program assessment worksheets provided by staff, most programs are promoted via multiple channels including the community services guide (print and online), website, flyers, brochures, direct mail, email blasts, special events, social media, news releases, cross promotions with other organizations etc. The staff also states that these channels are very effective and recommends continuing with all of them.

Marketing Return on Investment

Given the limited marketing dollars and staff time available, the department should continue to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the multiple marketing mediums used. A greater emphasis needs to be placed on developing department goals and metrics against which marketing initiatives can be measured.

Technology/Website

CITY OF
CARLSBAD
Parks & Recreation
Quick links
Classes
Trails, parks, open space
Upcoming special events
Keyword

PROS and city staff recommend enhancing use of technology via the city website, developing a smart phone enabled site, an application and using short message service (SMS) marketing as other avenues to promote outreach.

Some specific recommendations include:

- Provide opportunities for donations or crowd funding through the website
    - See www.hhpz.org for Donate Now
    - www.kickstarter.org / www.indiegogo.com / www.razoo.com for Crowd funding options including printing program guides or developing marketing material
- Maximize the website's revenue generating capabilities
    - Add a retail link for users to purchase merchandise online.
    - Evaluate using Google AdSense to allow for placements of relevant ads on the website (more information on Google AdSense is provided later in this report).
- Add a Google Translate functionality on the site to allow the diverse user base translate pages into a language of choice
- Develop a mobile version of the website and also develop a smart-phone application listing facilities and parks based on global positioning system (GPS) locations, programs, rentals, online registration links, contact info, hours of operations, etc.

Social Media

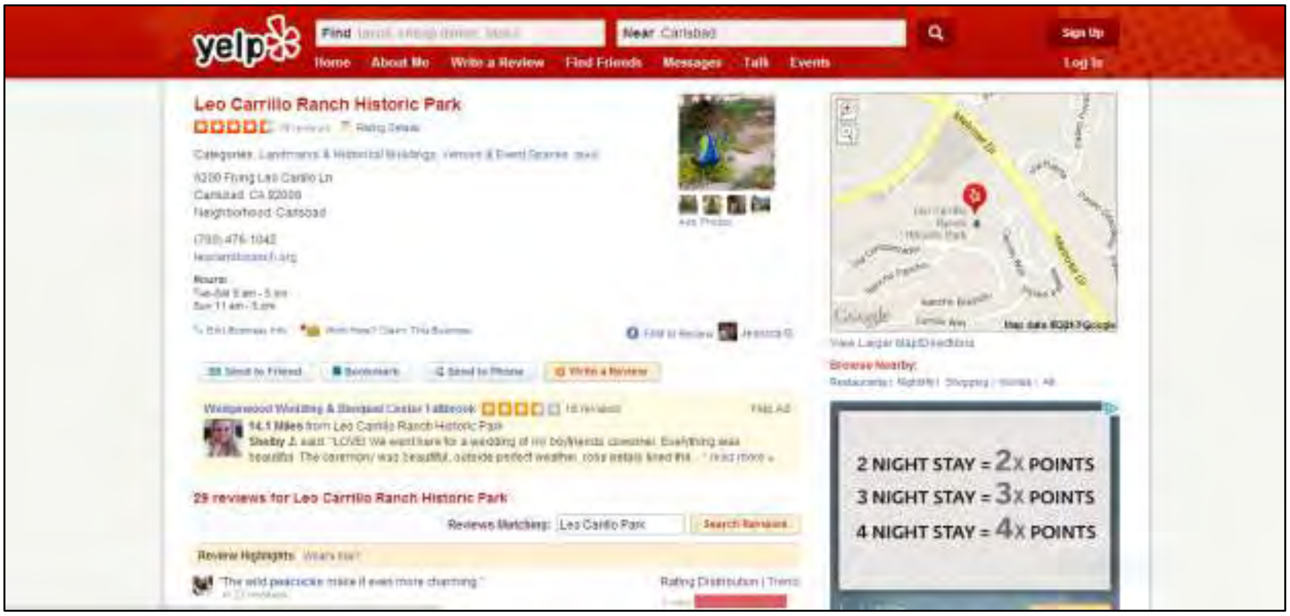
The city currently does a good job utilizing a wide variety of social media including Facebook, Twitter, YouTube, Flickr and Pinterest.

Some other suggestions to evaluate would be:

Google+, is the closest competitor to Facebook in terms of overall user adaption, brand awareness and scale of complementary services available to make it a viable social network.

Instagram, is a photo sharing website that is becoming increasingly popular especially with the younger audience. It's acquisition by Facebook also ensures effective integration with the larger social network that one possesses and could be a viable social network for Carlsbad to venture into. Additionally, current usage trends show that Instagram is becoming the 'new Facebook' for teens and youth who tend to gravitate to new media and technology.

Lastly, the following is a list of potential sources and online mediums that the city's offerings are presently on or could be used for the future. It is understood that this is not an all-inclusive list and that city and department staff should continue to keep up with trends and technologies as they emerge.


yelp
Find
Near Carlsbad
Sign Up
Home
About Me
Write a Review
Find Friends
Messages
Talk
Events
Log In
Send to Friend
Bookmark
Send to Phone
Write a Review
Reviews Matching: Leo Carillo Park
Search Reviews
Review Highlights
Rating Distribution | Trend
Browse Nearby:
2 NIGHT STAY = 2X POINTS
3 NIGHT STAY = 3X POINTS
4 NIGHT STAY = 4X POINTS

Leo Carrillo Ranch Historic Park

29 reviews for Leo Carrillo Ranch Historic Park

"The wild peacocks make it even more charming."

Type	URL	Description and Use for PRNS
App	http://www.arlingtontx.gov/app/ http://www.thealaskaapp.com/	Develop a smartphone and tablet app highlighting City offerings such as the one developed by Arlington or Alaska.
Wikipedia	www.wikipedia.com	Among Top 10 most visited websites in the world. List all parks, facilities, events and monitor links on it constantly
Online Reviews	www.yelp.com	List all parks, facilities, events on it. Seek, monitor and respond to reviews such as the one above for Leo Carrillo Ranch Historic Park
	www.tripadvisor.com	Highlight local attractions and things to do in Carlsbad; monitor and respond to reviews
Video	www.vine.com	7 second video clips for rentals/events etc.
	www.youtube.com	Large videos, dedicated YouTube channel highlighting events, facilities, parks etc.
Deals	www.groupon.com www.livingsocial.com www.savelocal.com	Deals and promotions to access various Carlsbad offerings
Pay-per-click ads	adwords.google.com	Pay-per-click ads based on select key words for targeted outreach locally and regionally or by language through Google
	https://www.facebook.com/advertising	Pay-per-click ads based on select key words, interests, groups, affiliations for targeted outreach locally and regionally or by language through Facebook
Check-Ins	www.foursquare.com	Foursquare Check-in letting people know they are at a Carlsbad facility/park
	https://www.facebook.com/about/location	Facebook Places letting people know they are at a Carlsbad facility/park

4.11 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association’s (SFIA) 2012 study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include, walking, bowling, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Participation during the last year datum was available (2011), reported over 112 million Americans had walked recreationally at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with more than 24 million people reportedly participating in 2011. Team sports that experienced significant growth in participation are lacrosse, rugby, ultimate Frisbee, gymnastics, ice hockey, and beach volleyball – all of which have experienced double digit growth over the last five years. Most recently, gymnastics, ultimate Frisbee and lacrosse were the only team sports that underwent growth from 2010 to 2011. Ultimately, the greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2012 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February 2012 from more than 38,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- “To Promote Sports and Fitness Participation and Industry Vitality”. The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

4.11.1 NATIONAL TRENDS ANALYSIS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional “bat and ball” sports with more than 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

As seen in Figure 8, since 2007, lacrosse and other niche sports like rugby have seen strong growth. Based on survey findings, lacrosse is experiencing continued growth over the last five years (41.9 percent). From 2007-2011 rugby has grown 37.8 percent overall, but it did see a decrease from 2010-2011 of 9.2 percent. Other sports with notable growth in participation over the last five years were ultimate Frisbee (20.6 percent), gymnastics (18.6 percent), ice hockey (15.8 percent) and beach volleyball (14.8 percent). From 2010 to 2011, the only team sports that underwent growth were gymnastics (9.2 percent), ultimate Frisbee (6.5 percent) and lacrosse (5.5 percent).

National Participatory Trends; by Activity - General Sports	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Baseball	16,058	15,539	14,429	14,198	13,561	-4.5%	-6.0%	-12.7%	-15.5%
Basketball	25,961	26,108	25,131	25,156	24,790	-1.5%	-1.4%	-5.0%	-4.5%
Cheerleading	3,279	3,192	3,070	3,134	3,049	-2.7%	-0.7%	-4.5%	-7.0%
Football, Flag	N/A	7,310	6,932	6,660	6,325	-5.0%	-8.8%	-13.5%	N/A
Football, Tackle	7,939	7,816	7,243	6,850	6,448	-5.9%	-11.0%	-17.5%	-18.8%
Football, Touch	N/A	10,493	9,726	8,663	7,684	-11.3%	-21.0%	-26.8%	N/A
Gymnastics	4,066	3,975	3,952	4,418	4,824	9.2%	22.1%	21.4%	18.6%
Ice Hockey	1,840	1,871	2,018	2,140	2,131	-0.4%	5.6%	13.9%	15.8%
Lacrosse	1,058	1,092	1,162	1,423	1,501	5.5%	29.2%	37.5%	41.9%
Racquetball	4,229	4,611	4,784	4,603	4,357	-5.3%	-8.9%	-5.5%	3.0%
Rugby	617	654	720	940	850	-9.6%	18.1%	30.0%	37.8%
Soccer (Indoor)	4,237	4,487	4,825	4,920	4,631	-5.9%	-4.0%	3.2%	9.3%
Soccer (Outdoor)	13,708	13,996	13,957	13,883	13,667	-1.6%	-2.1%	-2.4%	-0.3%
Softball (Fast Pitch)	2,345	2,331	2,476	2,513	2,400	-4.5%	-3.1%	3.0%	2.3%
Softball (Slow Pitch)	9,485	9,660	9,180	8,477	7,809	-7.9%	-14.9%	-19.2%	-17.7%
Tennis	16,940	17,749	18,546	18,719	17,772	-5.1%	-4.2%	0.1%	4.9%
Track and Field	4,691	4,604	4,480	4,383	4,341	-1.0%	-3.1%	-5.7%	-7.5%
Ultimate Frisbee	4,038	4,459	4,636	4,571	4,868	6.5%	5.0%	9.2%	20.6%
Volleyball (Court)	6,986	7,588	7,737	7,315	6,662	-8.9%	-13.9%	-12.2%	-4.6%
Volleyball (Sand/Beach)	3,878	4,025	4,324	4,752	4,451	-6.3%	2.9%	10.6%	14.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Figure 8-National Sports Participatory Trends

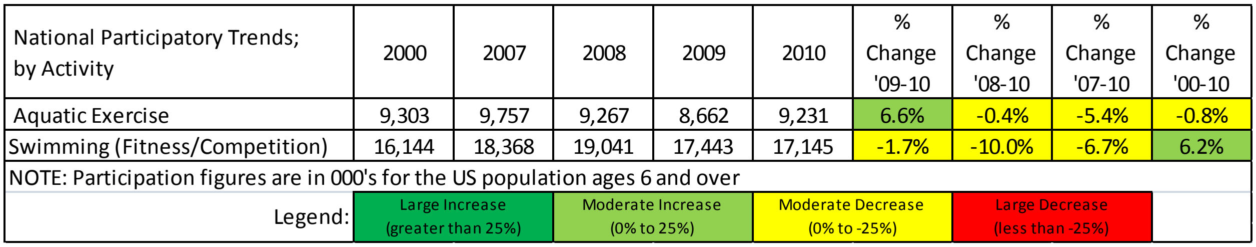
Traditional youth “powerhouse” sports, including outdoor soccer and baseball, have both experienced declines in participation over the study period; however, the sheer number of participants (13.7 million and 13.6 million, respectively) demands the continued support of these sports.

The growth in youth team sports is now being driven by America’s 13 and 14 year olds, these are the peak ages of sports participation for children. Nearly 70 percent of children (age 6-17) in the U.S. are playing team sports and three out of four teenagers are now playing at least one team sport according to the SGMA annual participation study on team sports — U.S. Trends in Team Sports (2011 edition).

According to the SFIA, only three team sports have had moderate increases in participation since 2010. They are gymnastics (up 9.2 percent), ultimate Frisbee (up 6.5 percent), and lacrosse (up 5.5 percent). Four traditionally mainstream team sports experienced single-digit declines in overall participation across the United States: tackle football (down 5.9 percent), baseball (down 4.5 percent), outdoor soccer (up 2.8 percent), and basketball (down 1.5 percent).

4.11.1.1 AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Participation rates in swimming have remained steady over the years, although as with most recreational activities, participatory rates have dipped slightly. However, recreational swimming is the absolute leader in multigenerational appeal with nearly 17 million estimated participants per year (Figure 9).



National Participatory Trends; by Activity	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Aquatic Exercise	9,303	9,757	9,267	8,662	9,231	6.6%	-0.4%	-5.4%	-0.8%
Swimming (Fitness/Competition)	16,144	18,368	19,041	17,443	17,145	-1.7%	-10.0%	-6.7%	6.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Figure 9- Aquatic Participatory Trends

Aquatic exercise has paved the way for a low impact form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

4.11.1.2 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 112 million participants in 2011. Other leading fitness activities based on number of participants include treadmill (over 53 million participants), running/jogging (over 50 million participants), and hand free weights (nearly 47 million participants). From 2007-2011, the activities that are growing most rapidly are high impact aerobics (increased by 39.6 percent), group stationary cycling (increased 38.4 percent), and the elliptical motion trainer (increased 26.1 percent). Yoga, running/jogging, step aerobics, and low impact aerobics have also seen significant growth in recent years (Figure 10).

National Participatory Trends; by Activity - General Fitness	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	8.2%	23.4%	33.7%	39.6%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	-1.8%	4.1%	11.5%	15.9%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	-6.9%	-2.6%	9.0%	20.5%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	8.8%	14.8%	21.7%	26.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	0.6%	1.7%	2.3%	3.7%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	-0.5%	1.7%	4.8%	6.1%
Free Weights (Dumbells)	32,371	33,381	35,068	36,566	36,470	-0.3%	4.0%	9.3%	12.66%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	2.2%	5.6%	8.1%	7.13%
Pilates Training	9,192	9,039	8,770	8,404	8,507	1.2%	-3.0%	-5.9%	-7.5%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	7.3%	17.8%	21.8%	21.9%
Stair Climbing, Machine	13,521	13,863	13,653	13,269	13,409	1.1%	-1.8%	-3.3%	-0.83%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	11.3%	29.2%	34.3%	38.4%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	4.1%	5.6%	7.5%	10.3%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	-0.7%	-2.0%	-2.0%	-0.5%
Tai Chi	N/A	3,424	3,315	3,193	2,975	-6.8%	-10.3%	-13.1%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	1.9%	5.7%	7.1%	6.4%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	0.9%	1.2%	1.8%	0.66%
Yoga	N/A	17,758	18,934	20,998	22,107	5.3%	16.8%	24.5%	N/A

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)

Figure 10 - General Fitness National Participatory Trend

4.11.1.3 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. The most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (nearly 39 million participants), day hiking (over 33 million participants), and golf (over 25 million participants). From 2007-2011, general recreation activities that have seen the most rapid growth are adventure racing (increased by 72.21 percent), recreational kayaking (increased by 44.91 percent), white water kayaking (increased by 40.35 percent), and trail running (increased by 27.44 percent). In-line roller skating and skateboarding have seen a substantial drop in participation, decreasing by 31.1 percent and 25.04 percent respectively from 2007-2011 (Figure 11).

National Participatory Trends; by Activity - General Recreation	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Adventure Racing	698	809	1,005	1,214	1,202	-0.99%	19.60%	48.58%	72.21%
Archery	5,950	6,180	6,368	6,323	6,471	2.34%	1.62%	4.71%	8.76%
Bicycling (Mountain)	6,892	7,242	7,367	7,152	6,989	-2.28%	-5.13%	-3.49%	1.41%
Bicycling (Road)	38,940	38,527	39,127	39,730	39,834	0.26%	1.81%	3.39%	2.30%
Bicycling-BMX	1,887	1,896	1,858	2,090	1,958	-6.32%	5.38%	3.27%	3.76%
Canoeing	9,797	9,866	9,997	10,306	10,170	-1.32%	1.73%	3.08%	3.81%
Climbing (Sport/Indoor/Boulder)	4,514	4,642	4,541	4,542	4,445	-2.14%	-2.11%	-4.24%	-1.53%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,175	2,062	2,017	1,904	-5.60%	-7.66%	-12.46%	-7.66%
Fishing (Fly)	5,756	5,849	5,755	5,523	5,581	1.05%	-3.02%	-4.58%	-3.04%
Fishing (Freshwater)	43,859	42,095	40,646	39,911	38,864	-2.62%	-4.38%	-7.68%	-11.39%
Fishing (Saltwater)	14,437	14,121	13,054	12,056	11,896	-1.33%	-8.87%	-15.76%	-17.60%
Golf	29,528	28,571	27,103	26,122	25,682	-1.68%	-5.24%	-10.11%	-13.02%
Hiking (Day)	29,965	31,238	32,542	32,534	33,494	2.95%	2.93%	7.22%	11.78%
Horseback Riding	12,098	11,457	10,286	9,782	9,335	-4.57%	-9.25%	-18.52%	-22.84%
Kayaking (Recreational)	5,070	5,655	6,226	6,339	7,347	15.90%	18.01%	29.92%	44.91%
Kayaking (White Water)	1,207	1,225	1,306	1,606	1,694	5.48%	29.71%	38.29%	40.35%
Roller Skating, In-Line	10,814	10,211	8,942	8,128	7,451	-8.33%	-16.67%	-27.03%	-31.10%
Sailing	3,786	4,006	4,284	4,106	3,797	-7.53%	-11.37%	-5.22%	0.29%
Skateboarding	8,429	8,118	7,580	7,080	6,318	-10.76%	-16.65%	-22.17%	-25.04%
Trail Running	4,216	4,537	4,845	4,985	5,373	7.78%	10.90%	18.43%	27.44%
Wakeboarding	3,521	3,532	3,561	3,611	3,517	-2.60%	-1.24%	-0.42%	-0.11%
Water Skiing	5,918	5,756	5,228	4,849	4,626	-4.60%	-11.51%	-19.63%	-21.83%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)

Figure 11- General Recreation National Participatory Trends

4.11.2 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the City of Carlsbad. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. National average. The National average is 100 therefore numbers below 100 would represent a lower than average participation rate and numbers above 100 would represent higher than average participation rate. The city is compared to the national average in four (4) categories – general sports by activity, fitness by activity, outdoor activity, and money spent on miscellaneous recreation. The City of Carlsbad shows high market potential index numbers for all categories.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the City of Carlsbad. Cells highlighted in yellow indicate the top three scoring activities based on the purchasing preferences of residents.

4.11.2.1 GENERAL SPORTS MARKET POTENTIAL

Participatory Trends; by Activity - General Sports	City of Carlsbad (MPI)
Participated in Baseball	98
Participated in Basketball	98
Participated in Football	86
Participated in Golf	126
Participated in Soccer	126
Participated in Softball	106
Participated in Tennis	147
Participated in Volleyball	98

4.11.2.2 FITNESS MARKET POTENTIAL

Participatory Trends; by Activity - Fitness	City of Carlsbad (MPI)
Participated in Aerobics	133
Jogging/ Running	147
Participated in Martial Arts	107
Participated in Pilates	139
Participated in Swimming	130
Participated in Walking for Exercise	127
Participated in Weight Lifting	141
Participated in Yoga	162

4.11.2.3 OUTDOOR ACTIVITY MARKET POTENTIAL

Participatory Trends; by Activity - Outdoor Activity	City of Carlsbad (MPI)
Participated in Archery	62
Participated in Backpacking/Hiking	144
Participated in Bicycling (mountain)	135
Participated in Bicycling (road)	134
Participated in Boating (power)	104
Participated in Canoeing/Kayaking	130
Participated in Fishing (fresh water)	74
Participated in Fishing (salt water)	107
Participated in Horseback Riding	105

4.11.2.4 MONEY SPENT ON MISCELLANEOUS RECREATION

Participatory Trends; by Activity - Money Spent on Miscellaneous Recreation	City of Carlsbad (MPI)
Spent on High End Sports/Recreation Equipment <$250	97
Spent on High End Sports/Recreation Equipment >$250	123
Attend sports event: baseball game	129
Attend sports event: basketball game (college)	109
Attend sports event: basketball game (pro)	120
Attend sports event: football game (college)	105
Attend sports event: football-Monday night game (pro)	97
Attend sports event: football-weekend game (pro)	117
Attend sports event: golf tournament	113
Attend sports event: ice hockey game	117
Attend sports event: soccer game	111
Attend sports event: tennis match	117
Visited a theme park in last 12 months	118
Visited Disney World (FL)/12 mo: Magic Kingdom	111
Visited any Sea World in last 12 months	117
Visited any Six Flags in last 12 months	112
Went to zoo in last 12 months	117

4.12 PARK AND FACILITY LEVEL OF SERVICE STANDARDS

Level of service standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Level of service standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: recreation activity participation rates reported by the Sporting Goods Manufacturers Association as it applies to activities that occur in the United States and the Carlsbad area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized to the City of Carlsbad (Figure 12).

These standards should be viewed as a guide to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the Carlsbad residents, gaps and surpluses in park and facility/amenity types are revealed. These recommendations are mindful of upcoming park and facility amenities (such as Alga Norte Park opening in Dec. 2013) and are aligned with the city's Growth Management Plan to ensure alignment with future population growth as well as anticipated build out in the next few years.

Overall, the department does have some areas of deficit in levels of service as compared with recommended standards and the growing population. The action plan items recommended in this plan would, if implemented, go a long way in addressing most, if not all, the unmet needs of the community in the years to come.

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PARKS:	**2013 Inventory - Developed Facilities**								**2013 Facility Standards**			**2018 Facility Standards**		
Park Type	City of Carlsbad Park Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		
Developed Park Land	292.00	2.73	acres per	1,000						Acre(s)			Acre(s)	
Undeveloped Park Land	152.00	1.42	acres per	1,000						Acre(s)			Acre(s)	
Total Park Acres	**444.00**	**4.15**	**acres per**	**1,000**	**3.00**	**acres per**	**1,000**	**Meets Standard**	**-**	**Acre(s)**	**Meets Standard**	**-**	**Acre(s)**	
OUTDOOR AMENITIES:														
Playgrounds	32	1.00	site per	3,361	1.00	site per	3,000	Need Exists	4	Sites(s)	Need Exists	5	Sites(s)	
Dog Parks	1	1.00	site per	106,895	1.00	site per	40,000	Need Exists	2	Sites(s)	Need Exists	1	Sites(s)	
Multi-purpose Diamond Fields (Youth)	9	1.00	field per	11,877	1.00	field per	7,500	Need Exists	5	Field(s)	Meets Standard	-	Field(s)	
Multi-purpose Diamond Fields (Adult)	15	1.00	field per	7,174	1.00	field per	6,000	Need Exists	3	Field(s)	Meets Standard	0	Field(s)	
Multi-purpose Rectangular Fields (Youth)	24	1.00	field per	4,399	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	
Multi-purpose Rectangular Fields (Adult))	12	1.00	field per	9,176	1.00	field per	6,000	Need Exists	6	Field(s)	Need Exists	8	Field(s)	
Basketball Courts (Half and Full)	39	1.00	court per	2,755	1.00	court per	4,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)	
Tennis Courts	44	1.00	court per	2,429	1.00	court per	2,500	Meets Standard	-	Court(s)	Need Exists	3	Court(s)	
Skate Park	3	1.00	site per	35,632	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	
Outdoor Pools	1	1.00	site per	106,895	1.00	site per	50,000	Need Exists	1	Site(s)	Meets Standard	-	Site(s)	
Indoor Facilities (Square Feet)	95,192.00	0.89	SF per	person	1.50	SF per	person	Need Exists	65,151	Square Feet	Need Exists	82,170	Square Feet	

2013 Estimated Population	106,895
2018 Estimated Population	118,241

Notes:

Developed park land includes special use areas and community parks

There are no recommended service levels for undeveloped park land

Undeveloped park land includes Alga Norte Community Park, Veterans, Robertson Ranch, Zone 5, and Cannon Lake

Facilities (square feet) include Calavera Hills Community Center, Stagecoach Community Center, Harding Community Center, Senior Center, Magee House, and Leo Carrillo Ranch Historic Park

Figure 12 - Park and Facility Level of Service Standards

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4.13 GEO-CODING AND SERVICE AREA MAPPING

Service area maps (equity maps) and standards assist staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the City of Carlsbad service area and how effective the service is as it compares to the demographic densities.

In addition, looking at guidelines with reference to population enables the city to assess gaps in services, where there are gaps or overlaps with respect to a specific facility or amenity. This allows the city and the department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area.

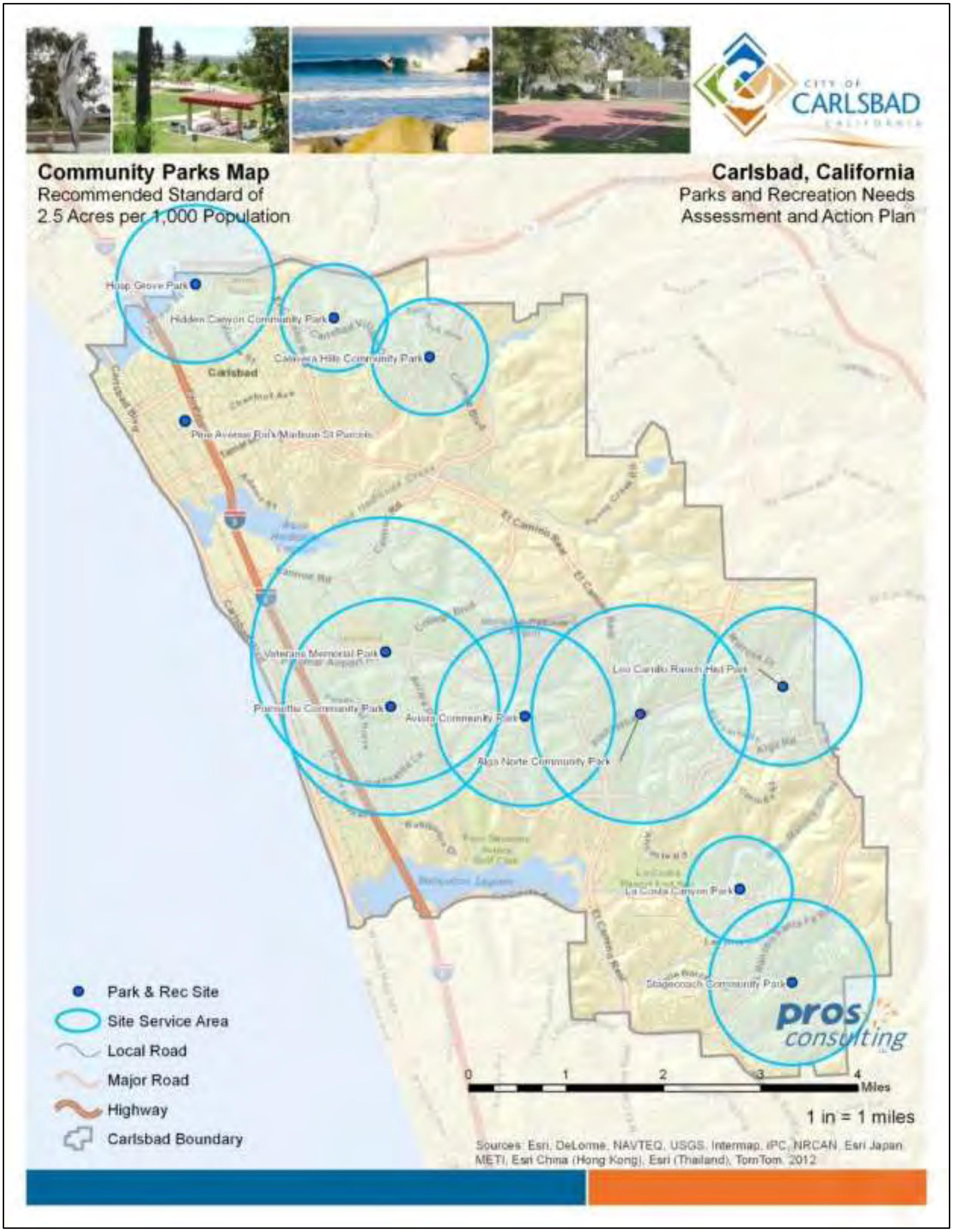
The service area maps that were developed for each of the following major assets:

- Basketball courts
- Community parks
- Special Use areas
- Playgrounds
- Skate parks
- Dog parks
- Indoor facilities
- Outdoor pools
- Tennis courts
- Diamond fields - adult
- Diamond fields - youth
- Rectangular fields - adult
- Rectangular fields - youth

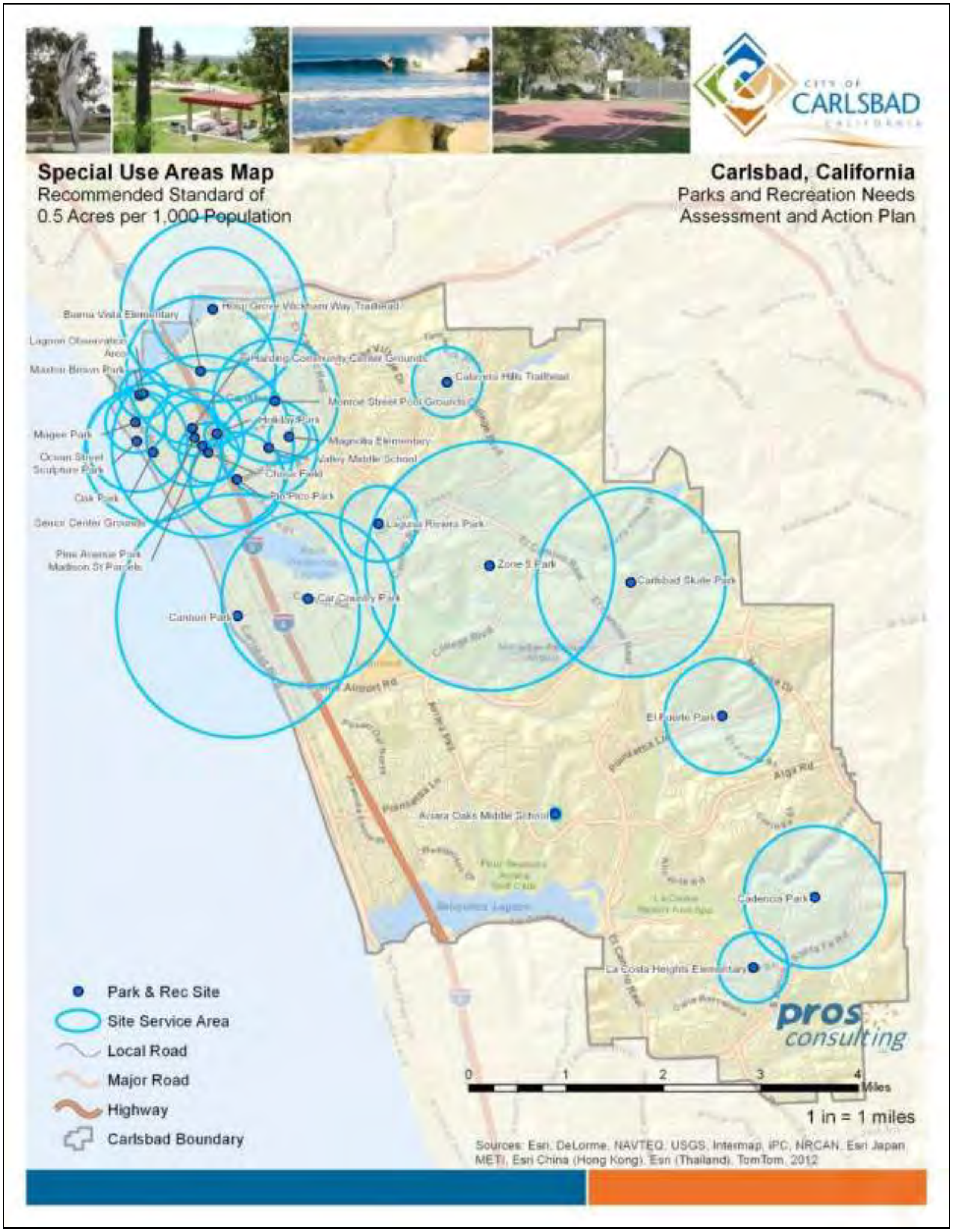
The source for the population used for standard development is the 2013 estimated population and projected 2018 population as reported by Environmental Systems Research Institute, Inc. (ESRI) as well as the City of Carlsbad's estimates based on the Growth Management Plan (GMP). Estimated population for 2013 is 106,895; 2018 population is projected at 118,241.

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity while the ring extends out to how far that amenity serves the population based on the number of amenities at that location, the levels of service standards established and the density of population in that place.

4.13.1 COMMUNITY PARKS


CITY OF CARLSBAD CALIFORNIA
Community Parks Map
Recommended Standard of
2.5 Acres per 1,000 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Hosp Grove Park
Hidden Canyon Community Park
Calavera Hills Community Park
Carlsbad
Pine Avenue Park/Madison St Parcels
El Camino Real
Veterans Memorial Park
Poinsettia Community Park
Aviara Community Park
Alga Norte Community Park
Leo Carrillo Ranch Hist Park
La Costa Canyon Park
Stagecoach Community Park
Batiquitos Lagoon
● Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
0
1
2
3
4
Miles
1 in = 1 miles
pros consulting
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.2 SPECIAL USE AREAS


Special Use Areas Map
Recommended Standard of
0.5 Acres per 1,000 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Hosp Grove Wickham Way Trailhead
Buena Vista Elementary
Lagoon Observation Area
Maxton Brown Park
Harding Community Center Grounds
Calavera Hills Trailhead
Monroe Street Pool Grounds
Holiday Park
Magee Park
Magnolia Elementary
Ocean Street Sculpture Park
Valley Middle School
Chase Field
Oak Park
Pio Pico Park
Senior Center Grounds
Laguna Riviera Park
Pine Avenue Park
Madison St Parcels
Zone 5 Park
Carlsbad Skate Park
Car Country Park
Cannon Park
College Blvd
Palomar Airport Rd
El Fuerte Park
Aviara Oaks Middle School
Batiquitos Lagoon
Cadencia Park
La Costa Heights Elementary
El Camino Real
● Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
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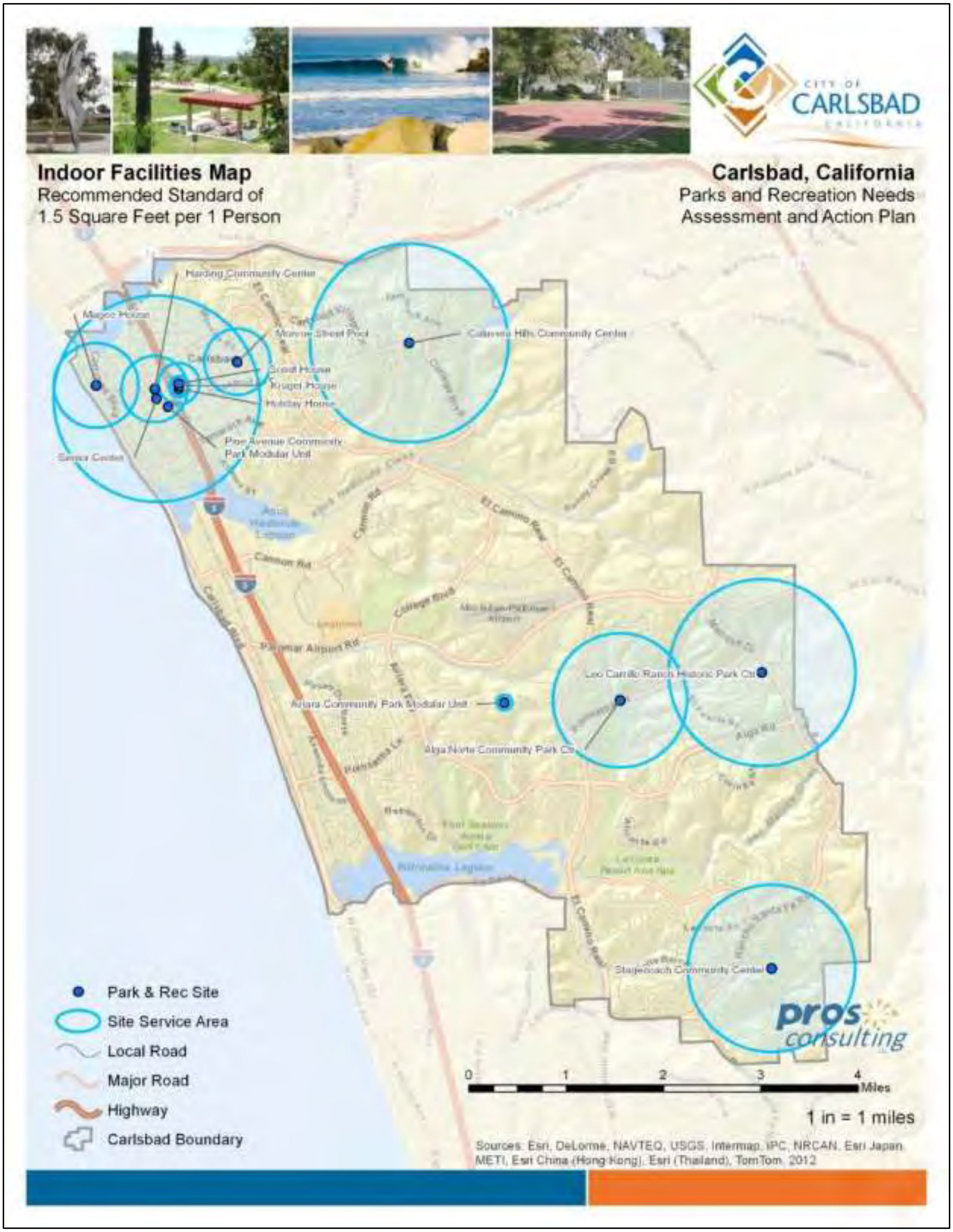
Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012
pros consulting

4.13.3 INDOOR FACILITIES


CITY OF
CARLSBAD
CALIFORNIA
Indoor Facilities Map
Recommended Standard of
1.5 Square Feet per 1 Person
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Harding Community Center
Magee House
Monroe Street Pool
Carlsbad
Scout House
Kruger House
Holiday House
Pine Avenue Community
Park Modular Unit
Senior Center
Calavera Hills Community Center
El Camino Real
College Blvd
Cannon Rd
Palomar Airport Rd
Carlsbad Blvd
Aviara Community Park Modular Unit
Leo Carrillo Ranch Historic Park Ctr
Alga Norte Community Park Ctr
Alga Rd
Batiquitos Lagoon
Stagecoach Community Center
● Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
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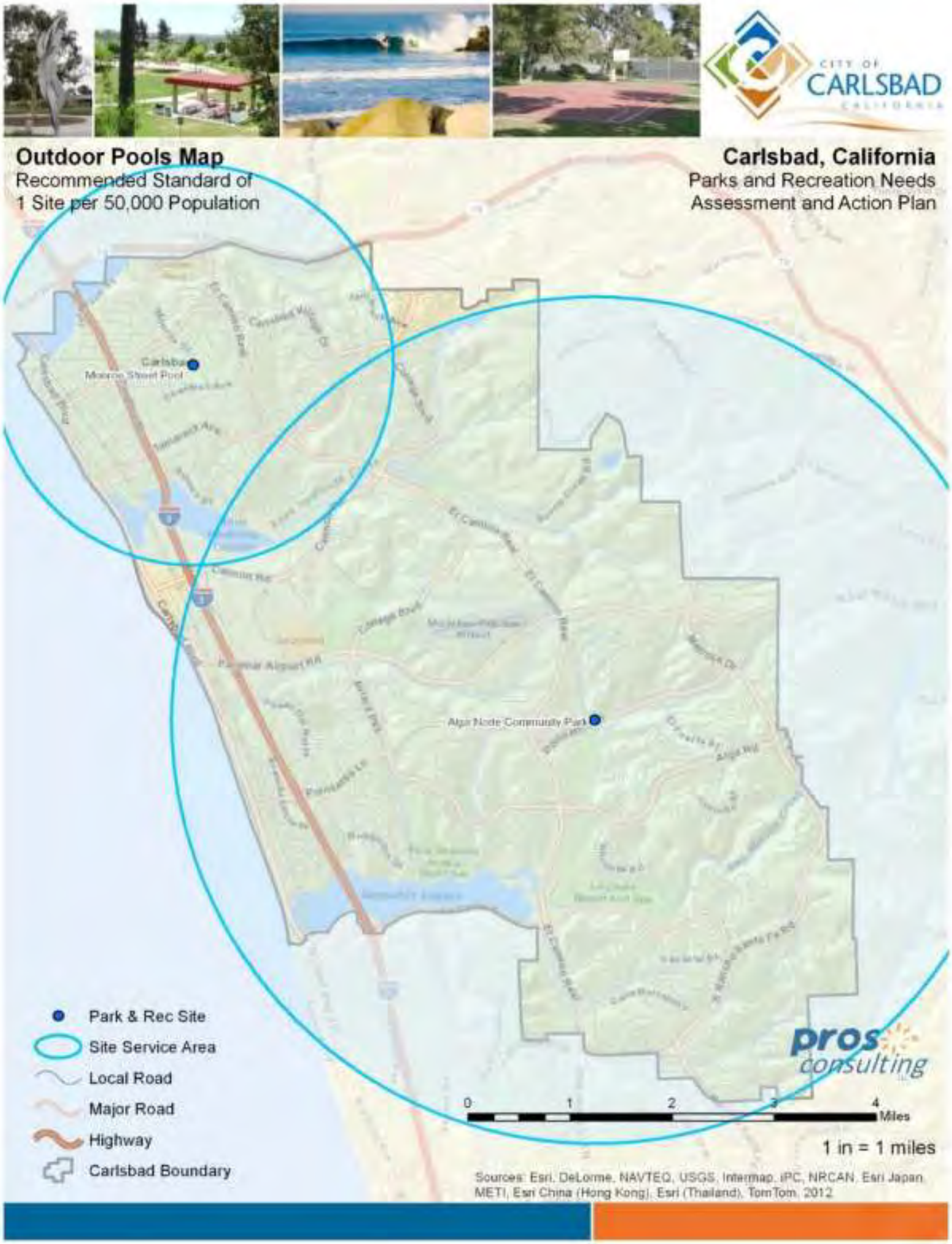
Miles
1 in = 1 miles
pros consulting
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.4 OUTDOOR POOLS


Outdoor Pools Map
Recommended Standard of
1 Site per 50,000 Population
CITY OF CARLSBAD CALIFORNIA
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Carlsbad Monroe Street Pool
Alga Norte Community Park
El Camino Real
Carlsbad Village Dr
Tamarack Ave
Cannon Rd
College Blvd
Palomar Airport Rd
Carlsbad Blvd
Poinsettia Ln
Melrose Dr
Alga Rd
Rancho Santa Fe Rd
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
0
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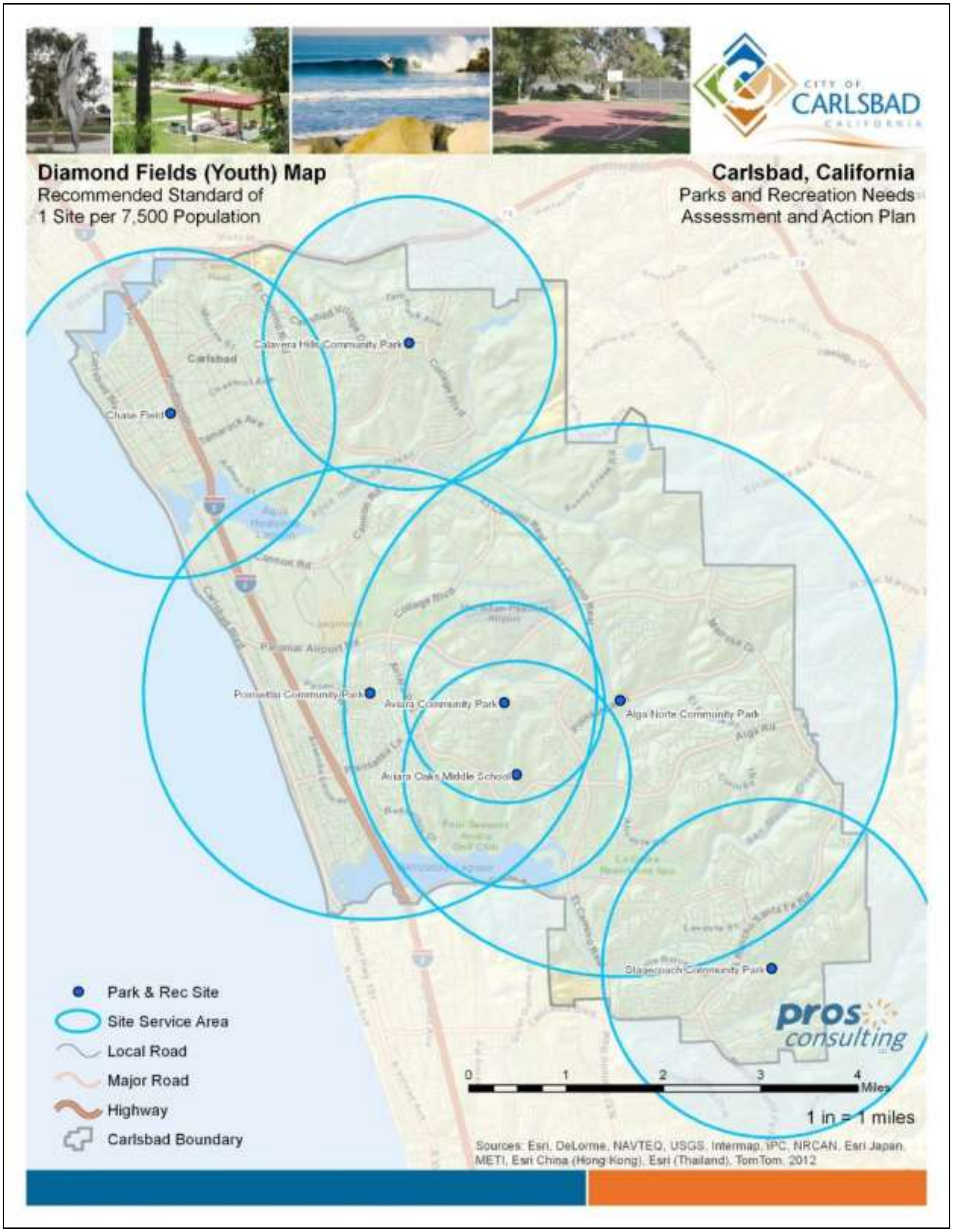
2
3
4
Miles
1 in = 1 miles
pros consulting

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.5 DIAMOND FIELDS YOUTH



Diamond Fields (Youth) Map
Recommended Standard of
1 Site per 7,500 Population

Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan

CITY OF
CARLSBAD
CALIFORNIA
Calavera Hills Community Park
Carlsbad
Chase Field
Agua Hedionda Lagoon
Cannon Rd
College Blvd
Palomar Airport Rd
Poinsettia Community Park
Aviara Community Park
Alga Norte Community Park
Aviara Oaks Middle School
Stagecoach Community Park
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
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1
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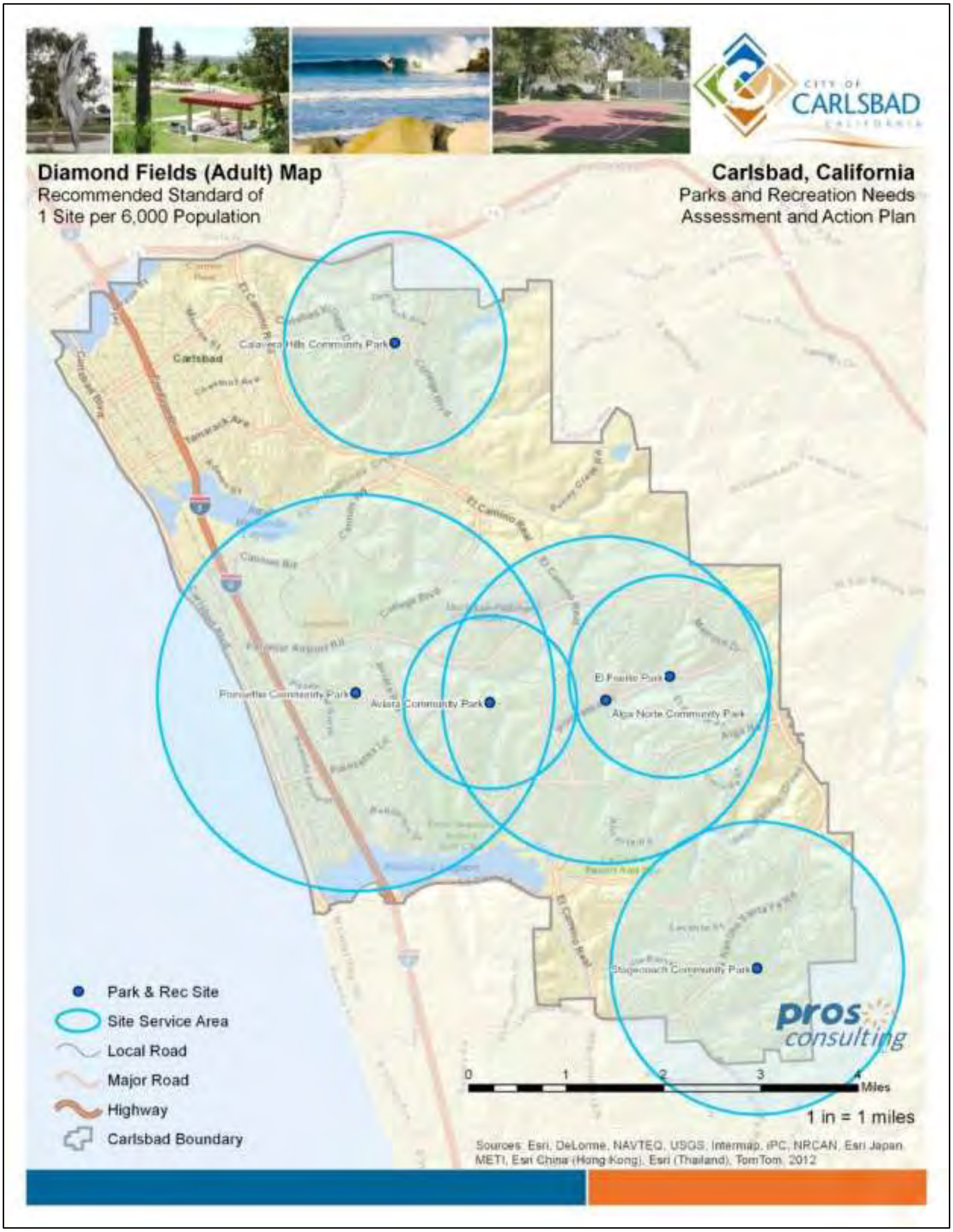
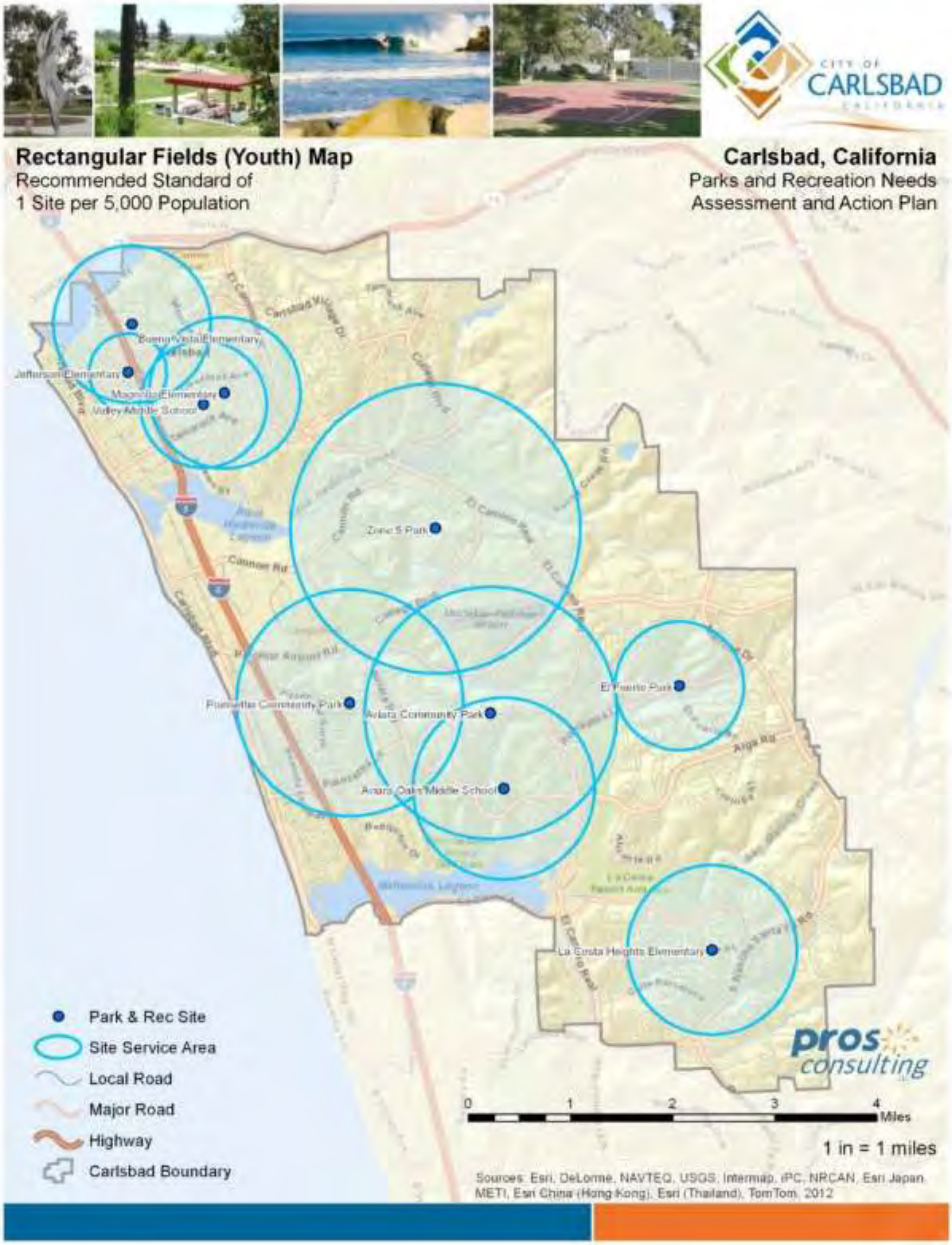
4
Miles
1 in = 1 miles
pros consulting

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.6 DIAMOND FIELDS ADULT


Diamond Fields (Adult) Map
Recommended Standard of
1 Site per 6,000 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
CITY OF CARLSBAD CALIFORNIA
Carlsbad
Calavera Hills Community Park
Poinsettia Community Park
Aviara Community Park
El Fuerte Park
Alga Norte Community Park
Stagecoach Community Park
El Camino Real
Carlsbad Blvd
Tamarack Ave
Palomar Airport Rd
College Blvd
Cannon Rd
Poinsettia Ln
Melrose Dr
Alga Rd
La Costa Ave
Rancho Santa Fe Rd
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
pros consulting
0
1
2
3
4
Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.7 RECTANGULAR FIELDS YOUTH


CITY OF CARLSBAD CALIFORNIA
Rectangular Fields (Youth) Map
Recommended Standard of
1 Site per 5,000 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Buena Vista Elementary
Jefferson Elementary
Magnolia Elementary
Valley Middle School
Zone 5 Park
Poinsettia Community Park
Aviara Community Park
Aviara Oaks Middle School
El Fuerte Park
La Costa Heights Elementary
Carlsbad Village Dr
Cannon Rd
Carlsbad Blvd
El Camino Real
Palomar Airport Rd
Alga Rd
Batiquitos Lagoon
Agua Hedionda Lagoon
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
0
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2
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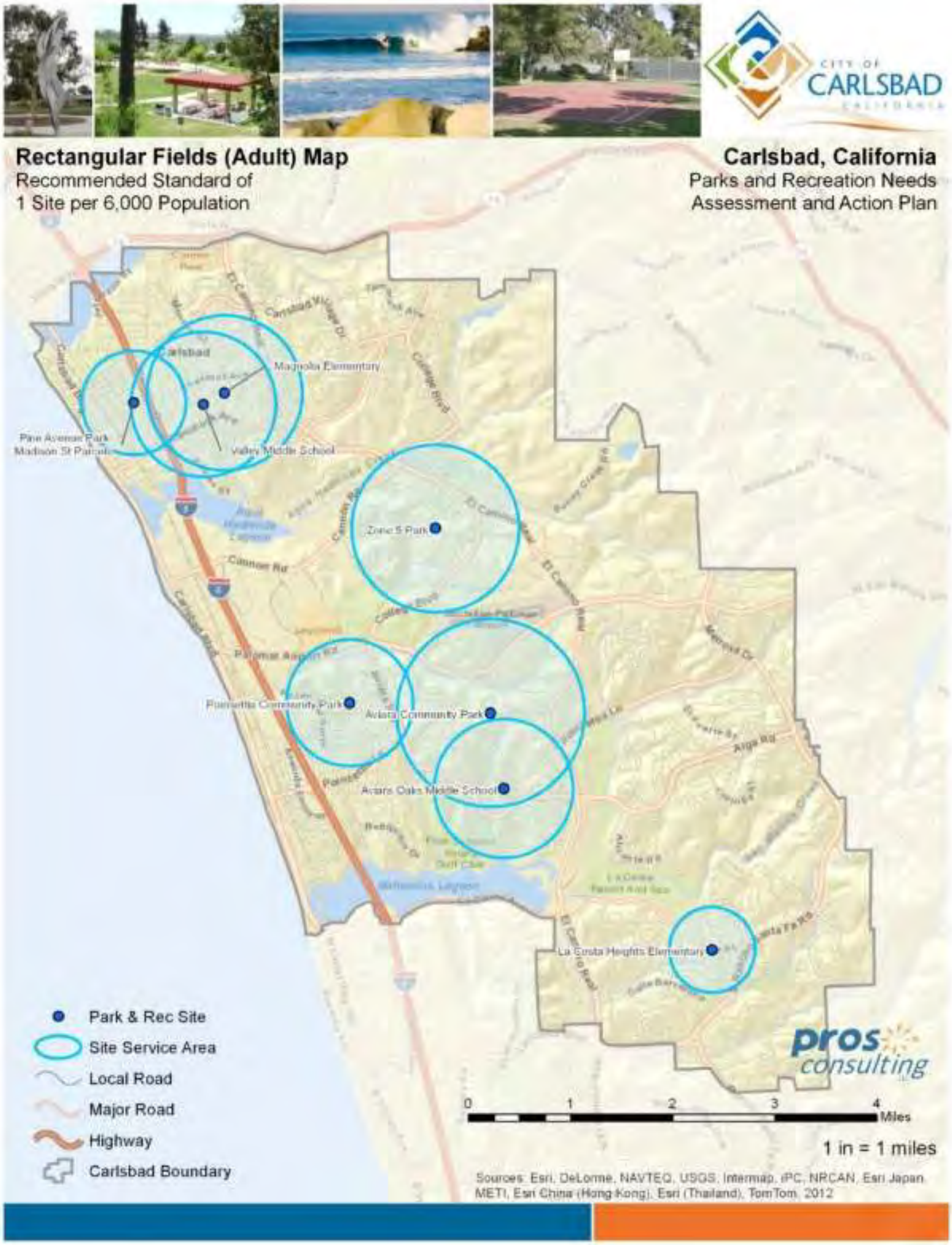
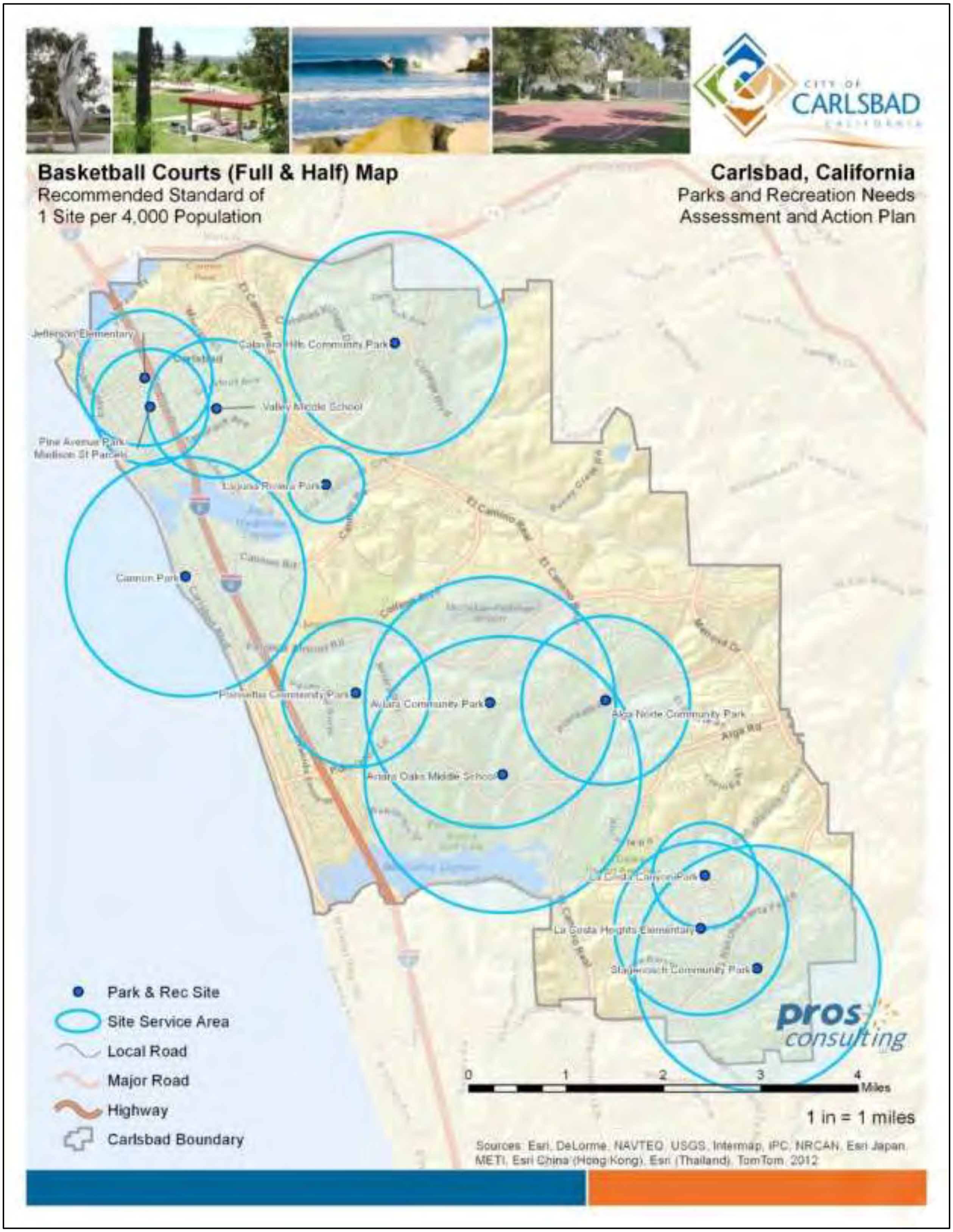
4
Miles
1 in = 1 miles
pros consulting
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

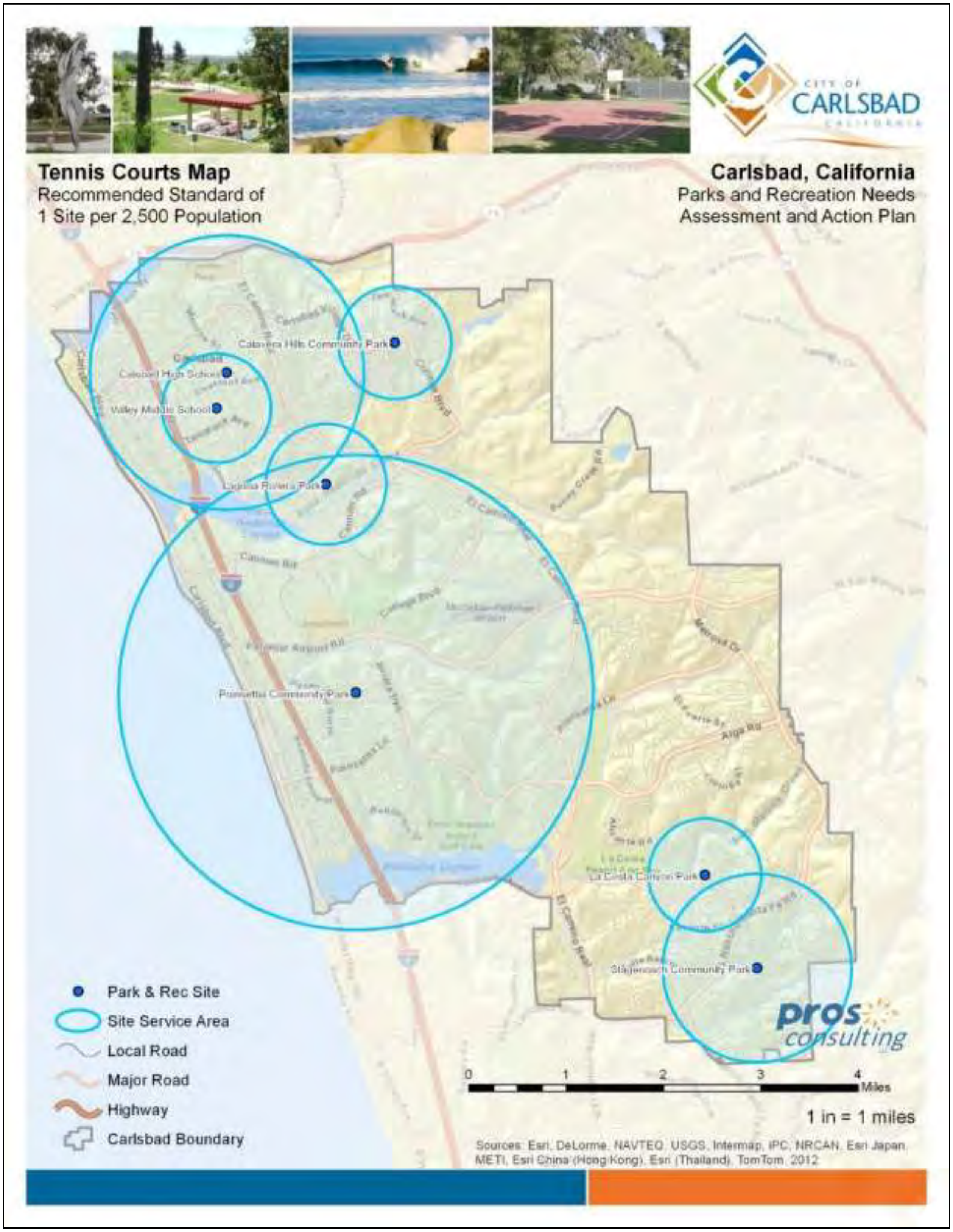
4.13.8 RECTANGULAR FIELDS ADULT


Rectangular Fields (Adult) Map
Recommended Standard of
1 Site per 6,000 Population
CITY OF CARLSBAD CALIFORNIA
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Carlsbad
Carlsbad Village Dr
El Camino Real
College Blvd
Carlsbad Blvd
Magnolia Elementary
Pine Avenue Park
Madison St Parcel
Valley Middle School
Agua Hedionda Lagoon
Cannon Rd
Zone 5 Park
Palomar Airport Rd
Poinsettia Community Park
Aviara Community Park
Aviara Oaks Middle School
Batiquitos Lagoon
Melrose Dr
Alga Rd
La Costa Heights Elementary
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
pros consulting
0
1
2
3
4
Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.9 BASKETBALL COURTS


Basketball Courts (Full & Half) Map
Recommended Standard of
1 Site per 4,000 Population
CITY OF CARLSBAD CALIFORNIA
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Jefferson Elementary
Carlsbad
Calavera Hills Community Park
Valley Middle School
Pine Avenue Park
Madison St Parcels
Laguna Riviera Park
El Camino Real
Cannon Park
Carlsbad Blvd
Cannon Rd
Poinsettia Community Park
Aviara Community Park
Alga Norte Community Park
Alga Rd
Aviara Oaks Middle School
La Costa Canyon Park
La Costa Heights Elementary
Stagecoach Community Park
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
pros consulting
0
1
2
3
4
Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.10 TENNIS COURTS


Tennis Courts Map
Recommended Standard of
1 Site per 2,500 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Calavera Hills Community Park
Carlsbad High School
Valley Middle School
Laguna Riviera Park
Poinsettia Community Park
La Costa Canyon Park
Stagecoach Community Park
El Camino Real
Carlsbad Blvd
Palomar Airport Rd
College Blvd
Poinsettia Ln
Melrose Dr
Alga Rd
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
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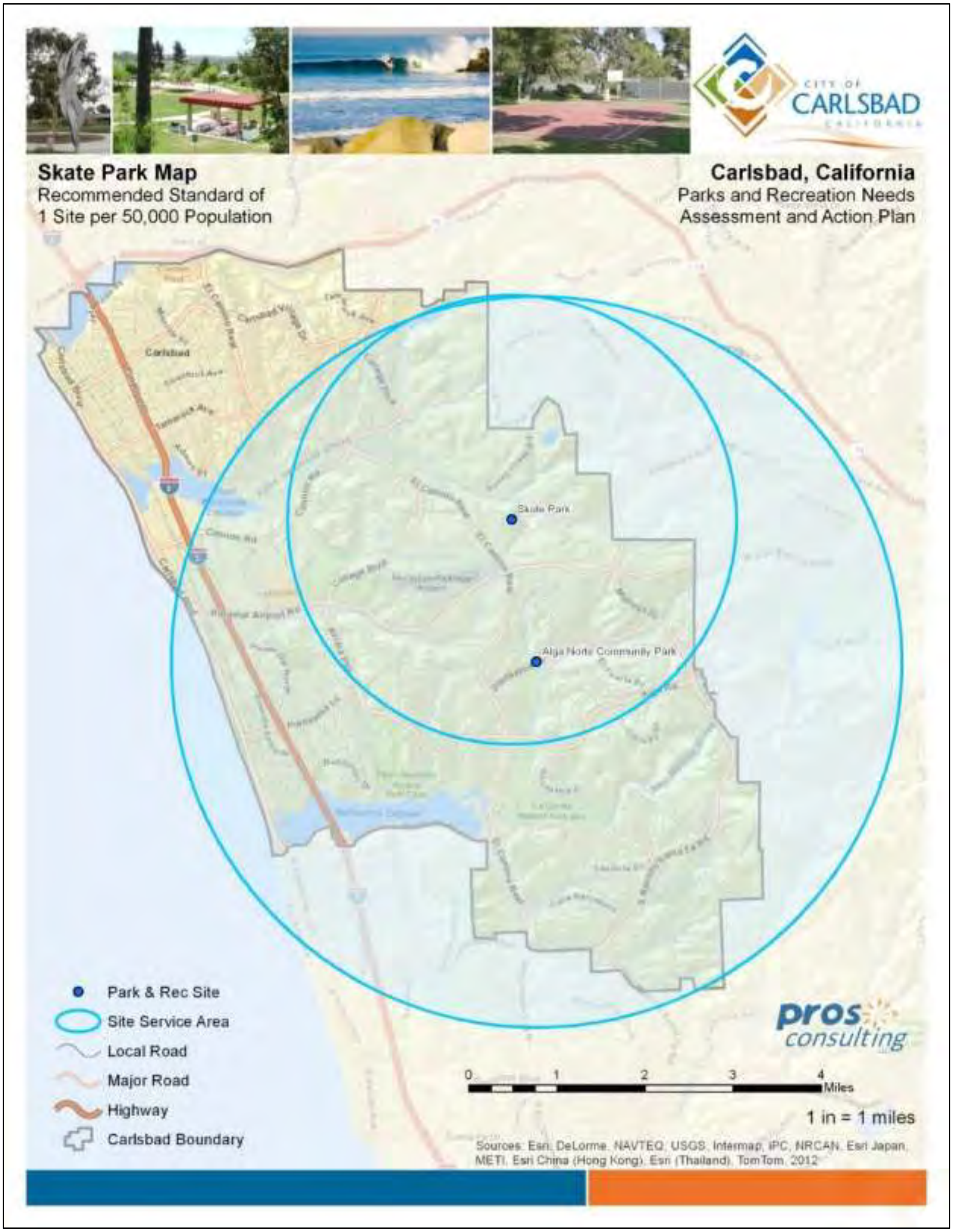
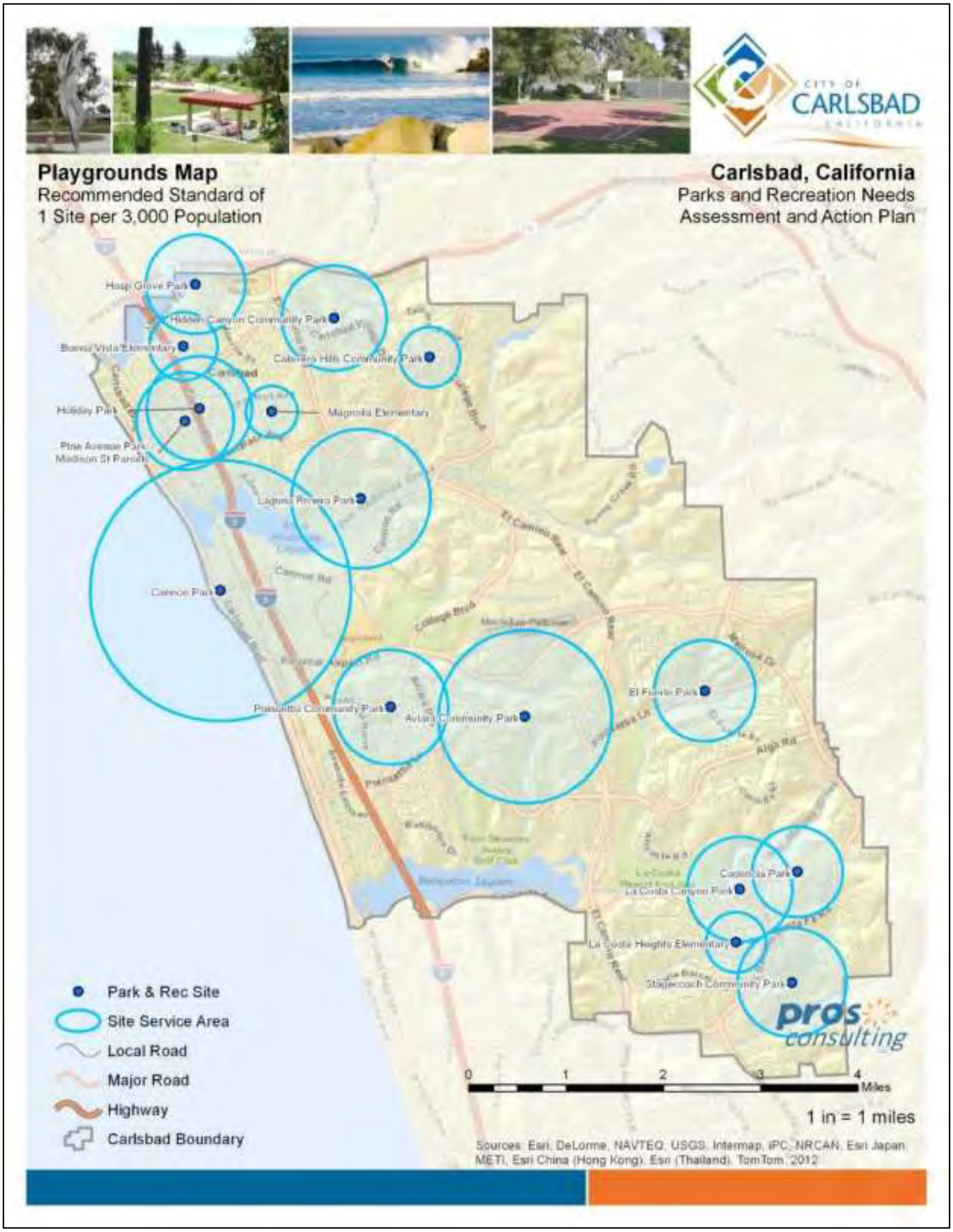
Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012
pros consulting

4.13.11 SKATE PARKS


CITY OF CARLSBAD CALIFORNIA
Skate Park Map
Recommended Standard of
1 Site per 50,000 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Skate Park
Alga Norte Community Park
● Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
pros consulting
0 1 2 3 4 Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.12 PLAYGROUNDS


CITY OF CARLSBAD CALIFORNIA
Playgrounds Map
Recommended Standard of
1 Site per 3,000 Population
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Hosp Grove Park
Hidden Canyon Community Park
Buena Vista Elementary
Calavera Hills Community Park
Carlsbad
Holiday Park
Magnolia Elementary
Pine Avenue Park
Madison St Parcel
Laguna Riviera Park
El Camino Real
Cannon Park
Cannon Rd
College Blvd
Poinsettia Community Park
Aviara Community Park
El Fuerte Park
Alga Rd
Batiquitos Lagoon
Cadencia Park
La Costa Canyon Park
La Costa Heights Elementary
Stagecoach Community Park
pros consulting
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
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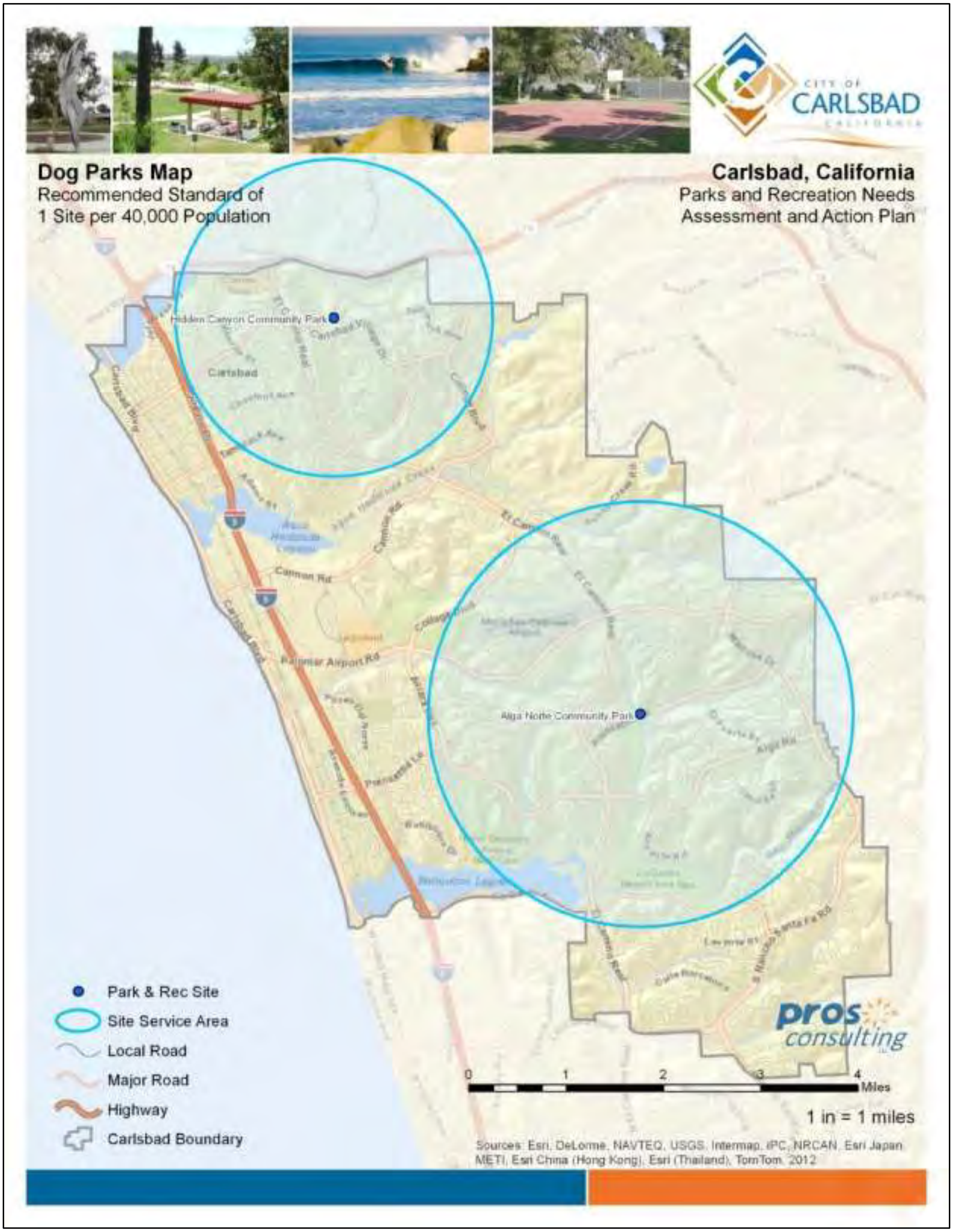
Miles
1 in = 1 miles
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.13.13 DOG PARKS


Dog Parks Map
Recommended Standard of
1 Site per 40,000 Population
CITY OF CARLSBAD CALIFORNIA
Carlsbad, California
Parks and Recreation Needs
Assessment and Action Plan
Hidden Canyon Community Park
Alga Norte Community Park
Carlsbad
Carlsbad Blvd
El Camino Real
Palomar Airport Rd
Cannon Rd
College Blvd
Poinsettia Ln
Batiquitos Lagoon
Agua Hedionda Lagoon
Alga Rd
La Costa Ave
Rancho Santa Fe Rd
Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Carlsbad Boundary
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Miles
1 in = 1 miles
pros consulting
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

4.14 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the department.

This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained from community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks & recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of three for the unmet desires means that out of a total of 100 percent, unmet needs make up 30 percent of the total score. Similarly, importance ranking also makes up 30 percent, while consultant evaluation makes up 40 percent of the total score, thus totaling 100 percent.

This scoring system considers the following:

- Statistically reliable community survey
    - Unmet needs for facilities and recreation programs – this is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 25 different facilities/amenities and 23 recreation programs.
    - Importance ranking for facilities – this is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant evaluation
    - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

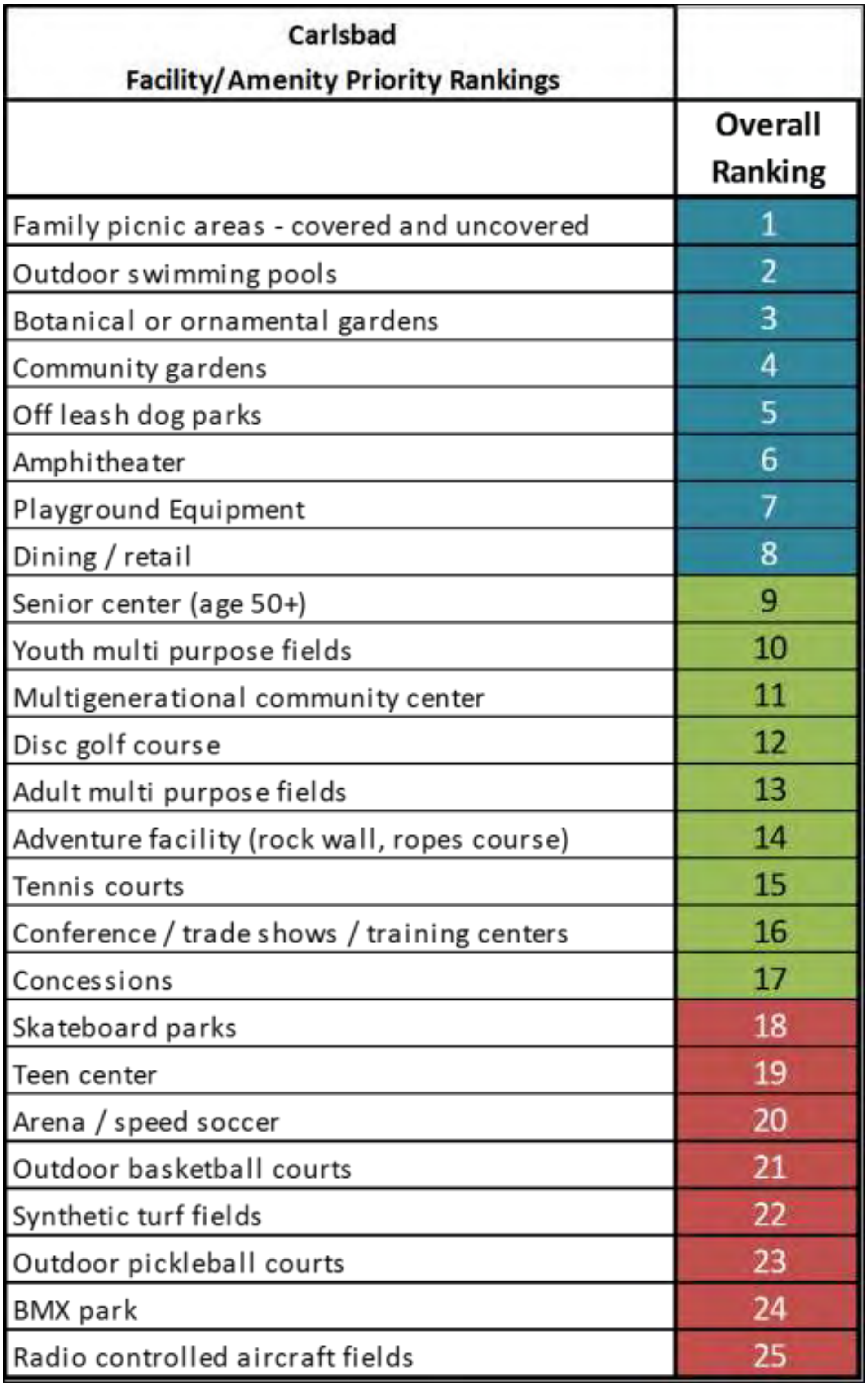
The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results.
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility/amenity and program priority is determined.

As seen below, family picnics areas – covered and uncovered, outdoor swimming pools, botanical or ornamental gardens, community gardens and amphitheater are the top five highest facility/amenity priorities in Carlsbad.



Carlsbad Facility/Amenity Priority Rankings	
	Overall Ranking
Family picnic areas - covered and uncovered	1
Outdoor swimming pools	2
Botanical or ornamental gardens	3
Community gardens	4
Off leash dog parks	5
Amphitheater	6
Playground Equipment	7
Dining / retail	8
Senior center (age 50+)	9
Youth multi purpose fields	10
Multigenerational community center	11
Disc golf course	12
Adult multi purpose fields	13
Adventure facility (rock wall, ropes course)	14
Tennis courts	15
Conference / trade shows / training centers	16
Concessions	17
Skateboard parks	18
Teen center	19
Arena / speed soccer	20
Outdoor basketball courts	21
Synthetic turf fields	22
Outdoor pickleball courts	23
BMX park	24
Radio controlled aircraft fields	25

As seen below, adult fitness and wellness programs, culinary arts (cooking, baking, etc.), adult sports programs, cultural arts programs and city sponsored community special events are the top five highest program priorities in Carlsbad.

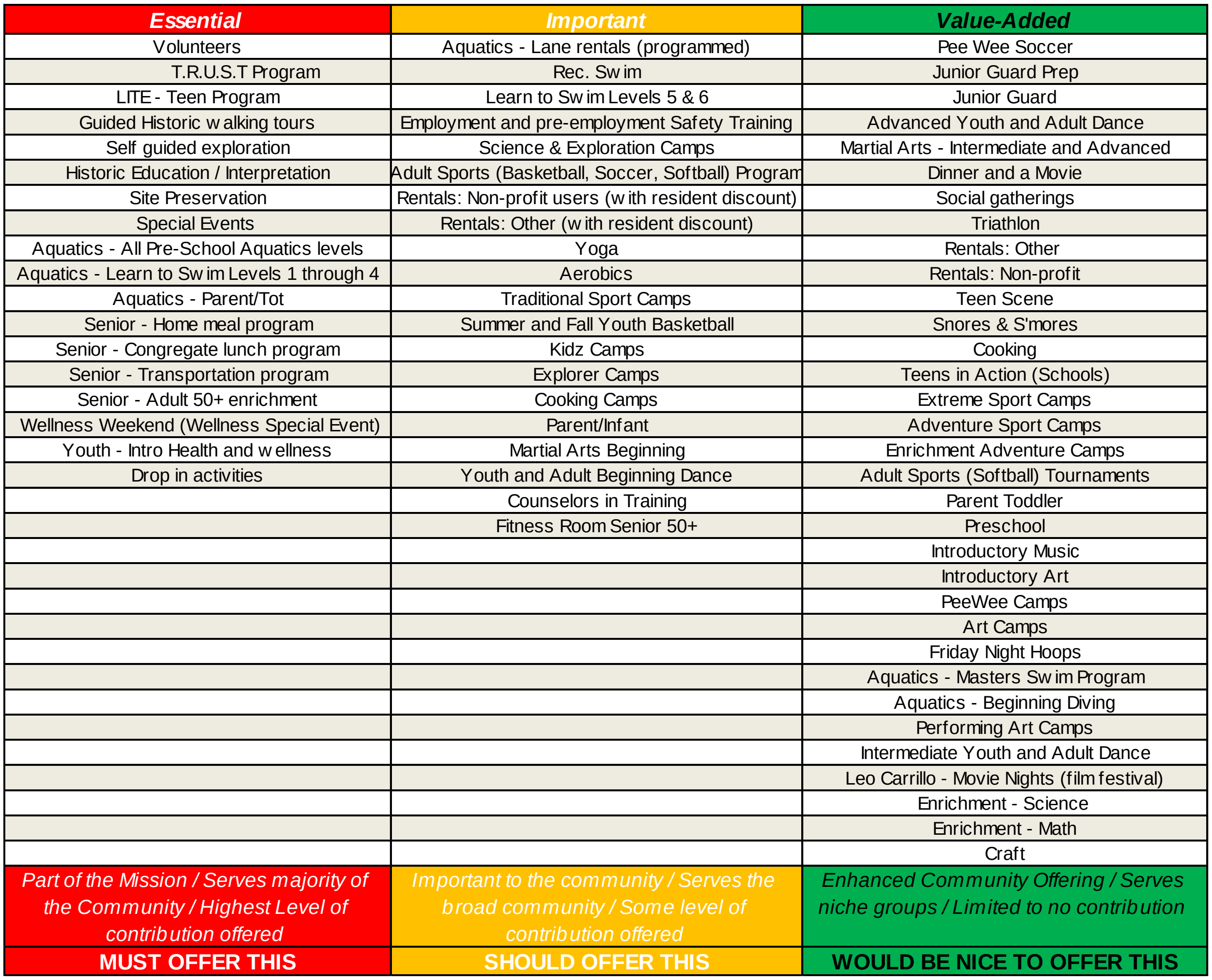
Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

CHAPTER FIVE - INTERNAL ASSESSMENT

5.1 PROGRAM CLASSIFICATION DESCRIPTION

The service classification matrix below was developed by PROS Consulting in conjunction with department staff through an iterative work session process. It will serve as a guide for department staff to follow when classifying programs and for how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a “core essential public service,” “important public program”, and “value added program” will provide department and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value. Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified.

Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area.



Essential	***Important***	***Value-Added***
Volunteers	Aquatics - Lane rentals (programmed)	Pee Wee Soccer
T.R.U.S.T Program	Rec. Swim	Junior Guard Prep
LITE - Teen Program	Learn to Swim Levels 5 & 6	Junior Guard
Guided Historic walking tours	Employment and pre-employment Safety Training	Advanced Youth and Adult Dance
Self guided exploration	Science & Exploration Camps	Martial Arts - Intermediate and Advanced
Historic Education / Interpretation	Adult Sports (Basketball, Soccer, Softball) Program	Dinner and a Movie
Site Preservation	Rentals: Non-profit users (with resident discount)	Social gatherings
Special Events	Rentals: Other (with resident discount)	Triathlon
Aquatics - All Pre-School Aquatics levels	Yoga	Rentals: Other
Aquatics - Learn to Swim Levels 1 through 4	Aerobics	Rentals: Non-profit
Aquatics - Parent/Tot	Traditional Sport Camps	Teen Scene
Senior - Home meal program	Summer and Fall Youth Basketball	Snores & S'mores
Senior - Congregate lunch program	Kidz Camps	Cooking
Senior - Transportation program	Explorer Camps	Teens in Action (Schools)
Senior - Adult 50+ enrichment	Cooking Camps	Extreme Sport Camps
Wellness Weekend (Wellness Special Event)	Parent/Infant	Adventure Sport Camps
Youth - Intro Health and wellness	Martial Arts Beginning	Enrichment Adventure Camps
Drop in activities	Youth and Adult Beginning Dance	Adult Sports (Softball) Tournaments
	Counselors in Training	Parent Toddler
	Fitness Room Senior 50+	Preschool
		Introductory Music
		Introductory Art
		PeeWee Camps
		Art Camps
		Friday Night Hoops
		Aquatics - Masters Swim Program
		Aquatics - Beginning Diving
		Performing Art Camps
		Intermediate Youth and Adult Dance
		Leo Carrillo - Movie Nights (film festival)
		Enrichment - Science
		Enrichment - Math
		Craft
Part of the Mission / Serves majority of the Community / Highest Level of contribution offered	*Important to the community / Serves the broad community / Some level of contribution offered*	*Enhanced Community Offering / Serves niche groups / Limited to no contribution*
MUST OFFER THIS	**SHOULD OFFER THIS**	**WOULD BE NICE TO OFFER THIS**

5.2 SERVICE CATEGORIES AND LEVELS OF PUBLIC BENEFIT

5.2.1 CORE ESSENTIAL PROGRAM

The cost for providing mission aligned services is solely or largely supported by general fund and tax contribution from the city. The level of benefit is the same to all users. These types of programs fall in the category of: **We must offer this**

- Core Essential Program examples:
    - Open public access to use a park, playground, trail or non-reservable picnic area or park space

5.2.2 IMPORTANT PROGRAM (SHOULD OFFER THIS)

Services identified as important and help support the organization's mission. The user receives a higher level of benefit than the general taxpayer but there is also a broader taxpayer benefit because the service provides a more livable community. Pricing for these services could include partial overhead pricing. Partial overhead pricing recovers all direct operating costs and/or a portion of fixed indirect costs. The portion of fixed costs not recovered by price represents the tax contribution.

These types of programs fall in the category of: **We Should offer this**

- Important Program Examples:
    - Senior computer classes, L.I.T.E. (Leadership in Training & Education) after school program, etc.

5.2.3 VALUE ADDED PROGRAM (WOULD BE NICE TO OFFER THIS)

This includes services that only individual users or visitors benefit from. Pricing of private services should, at a minimum, recover all direct costs associated with the service.

These types of programs fall in the category of: **It would be nice to offer this**

- Value Added Program examples:
    - Wedding rental at Leo Carrillo Ranch, Oriental Sumi-e painting classes, etc.

CHAPTER SIX - STRATEGIC ACTION PLAN

6.1 DEVELOP VISION, MISSION, & GOALS/OBJECTIVES

In keeping with changing times and the City of Carlsbad's progressive march towards being a world class city, parks & recreation staff, along with PROS Consulting, thought it would be appropriate to update the department's vision and mission to be aligned with the city's goals. The leadership staff and the PROS team collaborated to update the vision and mission that will guide future action.

These were developed by keeping the community values first and foremost in mind and then building the key goals to help ensure accountability and performance measurement.

6.1.1 VISION

To strengthen community connectivity through world class offerings and exceptional customer service.

6.1.2 MISSION STATEMENT

To promote community health and wellness while building a culture that embraces change and continuous improvement.

6.1.3 ORGANIZATIONAL VALUES

The City of Carlsbad has established core organizational values that are embraced by every department. The strategies and tactics recommended to guide the plan's implementation are driven by these organizational values and future planning initiatives will all ensure alignment with these values as well.

These organizational values are:

Values	What It Entails
Character	We conduct ourselves with integrity, openness, courage and professionalism, driven by a calling to serve others.
Innovation	We are thoughtful, resourceful and creative in our quest for continuous improvement, always looking for better, faster ways to get things done.
Stewardship	We responsibly manage the public resources Stewardship entrusted to us.
Excellence	We hold ourselves to the highest standards because our community deserves the best.
Empowerment	We help people achieve their personal best by creating an environment where they feel trusted, valued and inspired.
Communication	We communicate openly and directly. Promoting engagement and collaboration makes our organization better and our community stronger.

6.1.4 KEY GOALS

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service

- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

6.1.5 SWOT ANALYSIS

The PROS team in conjunction with the City staff conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify the internal and external factors that are favorable and unfavorable to achieve department objectives. This analysis leads to heightened levels of awareness about the market that an agency operates in and is the cornerstone of any successful Strategic Plan. The SWOT's primary objective is to help the Department develop a full awareness of all the factors, positive and negative, that may affect strategic planning and decision-making. Best practices indicate conducting a SWOT analysis annually at minimum and as frequently as quarterly, if needed.

The following SWOT matrix is meant to be a one page state-of-the-department overview and a strategic guiding tool for the agency.

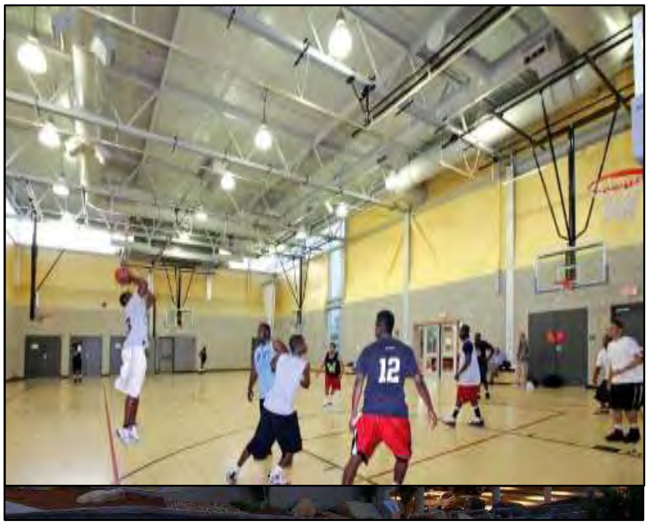
	Helpful to achieving the objective	**Harmful** to achieving the objective
Internal Origin	**Strengths (Internal - You can control)**	**Weaknesses (Internal - You can control)**
	Adequate level of resources - financial, facilities, etc. Political will and community desire to support parks & recreation Qualified / passionate / dedicated staff Financially stable organization High quality and well maintained parks and facilities Customer Service Good customer retention in many areas (aquatics / teens / dance / seniors /sports) Wide variety of offerings (programs and facilities) Specialized facilities Communications, marketing, graphics support is available IT support is available T.R.U.S.T / volunteer programs Focus on planning initiatives All around value Supporter for providing healthy lifestyles	Department doesn't tell our story well Department lacks a brand identity Are all things to everyone - broad focus Inconsistent interpretations of partnerships and user fee outcomes Community center design not as inviting and don't feel a sense of community (lobbies) Succession planning Inconsistent implementation of departmental policies and procedures (e.g. fee refunds) Tracking metrics - accountability could be improved Internal communication and understanding Staff cross-training / limited leadership training opportunities
External Origin	**Opportunity (External - You may not be able to control)**	**Threats (You may not be able to control)**
	Political and policy based support for creative thinking and innovation Outreach to diverse population segments Increase workforce diversity Location and abundance of natural resources / year-round programming Programming and facility trends - (e.g. bike park, community gardens, pickleball etc.) Many parks / facilities still being built - incorporate new ideas Diversity of interests and needs More public - partnerships (e.g. school districts / neighborhood communities / libraries/ cultural arts, etc.) Unused non primetime capacity in facilities Alternative funding sources (e.g. Foundation, volunteer groups / sponsorships / individual donations) Advocacy groups (Parks & Recreation Commission / Senior Commission, and Beach Preservation Committee) Technology - mobile apps / online registration / reservations could be improved Increasing population Health and wellness e.g. childhood obesity issues, aging population	External service providers Proliferation of gaming / in-house entertainment (Xbox, Playstation, Wii, etc.) Continually changing preferences and trends for public recreation Fluctuations in the economic environment limiting available resources Impact of negative perception of government High community expectations could become unsustainable Environmental concerns - climate, drought Loss of institutional knowledge through staff turnover / attrition

6.1.6 BIG IDEAS

The big ideas are driven by the philosophy that ***programs determine facility design***. In essence, the philosophy indicates that world class agencies identify true program needs and then develop spaces to optimally address those needs. Thus, **based on the program priority rankings** that consider community values, leadership's vision and future trends, the following are the two big ideas for facility/spaces that Carlsbad may pursue to strengthen community connectivity and promote health and wellness.

Big Idea # 1: Multiuse, Multigenerational Community Recreation Center

These types of facilities could include a variety of multigenerational spaces covering the gamut of programming needs from fitness and wellness, culinary arts, before and after school programs, dance, senior programs, cultural arts and special events etc. These types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development, and operation. These include a variety of amenities ranging from gyms and exercise rooms to fitness spaces for classes (yoga, tai chi) or specialized activities such as spinning, indoor walking biking tracks, arts and crafts classes or performing arts spaces, large rental spaces with cooking facilities to serve the rentals or for culinary classes etc. In a nutshell, they truly offer a multigenerational and multiuse experience.



Big Idea # 2: Outdoor Adventure Activity Park

Outdoor adventure facilities could include a variety of programming needs from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events. These types of spaces could include options from mountain biking/dirt biking, rock or wall climbing, zip lines and canopy tours, interpretive education opportunities, ropes courses, outdoor events space or an amphitheater, mud or artificial obstacle courses, etc.

With a community that loves and appreciates outdoor recreation and a large corporate presence seeking outdoor teambuilding activities, this type of facility could serve a wide variety of individual and group outdoor recreation needs in the community while potentially becoming a regional and national destination. This type of facility also lends itself well to partnership models with public, private or nonprofit providers for design, development and operation.

6.1.7 KEY ACTION ITEMS

A component of the needs assessment work scope was to identify system wide community needs and vision. The PROS team recognizes the existence of individual future master planned facilities but believes in best practice principles that suggest individual facilities should be analyzed via a feasibility study for each future master planned site. For example, should the center court and pro shop be constructed at Poinsettia Park per the master plan? The data derived from this report does not focus on that level of specificity and the community's articulated needs for tennis were limited to more outdoor courts not a center court or a pro shop. Thus, a feasibility study should be conducted to determine if the previously determined uses are still relevant and needed or to identify other more current potential uses.

Further, park master plans call for the development of three additional approximately 20,000 sq. ft. community centers similar to Stagecoach Park and Calavera Hills Community Park. The data derived from the report does support and identify the need for additional indoor recreation space. However, today's best practices tell us that one large multigenerational recreation facility (built based on gaps identified through equity mapping) is a more financially and operationally sustainable as well as partnership friendly approach.

Based on these findings we recommend completion of a feasibility study on the two big ideas before proceeding with implementing any individual master plans.

The following Strategic Action Matrix is developed with a Short-term, Mid-term and an On-going timeframe in mind. Each of these include:

1. The department goal(s) they address
2. The citywide organizational value(s) they align with
3. An estimated capital cost outlay to implement it
4. The lead division responsible for implementing that goal
5. Update on the current status of that action item
6. Key performance metrics to ensure accountability

The detailed strategic action matrix with the goals, values, capital cost outlay, division responsibility, current status update and key performance metrics is provided in the Appendix.

6.1.7.1 SHORT TERM ACTION ITEMS (0-3 YEARS)

- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an indoor, multipurpose, multigenerational community center. If feasible, commence development within the said timeframe
  - **Performance Metrics -** Feasibility study and business plan presented to Council; If found feasible, undertake next steps for design / development
  - **Status Update -** In progress - 2015 completion
- **Action Item**: Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park
  - **Performance Metrics -** Feasibility study and business plan presented to Council

  - **Status Update -** 2016 completion
- **Action Item**: Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment
  - **Performance Metrics -** Council approval by Dec. 2014
  - **Status Update -** Completed in 2014
- **Action Item**: Modify two existing tennis courts in well served areas to accommodate outdoor pickleball courts as determined by the equity mapping
  - **Performance Metrics -** Identify location and present Concept Plan for Council consideration
  - **Status Update -** Council Direction in December 2014 to investigate dedicated location for pickleball courts - in progress
- **Action Item**: Design and develop the entryway to Calavera Hills Community Park
  - **Performance Metrics -** Complete construction drawings and present to Council for funding consideration
  - **Status Update -** Design in progress - 2015 development completion
- **Action Item**: Complete the development of one additional community garden at Calavera Hills Community Park
  - **Performance Metrics -** Opened community garden in 2014
  - **Status Update -** Completed 2014
- **Action Item**: Establish a department specific sponsorship policy to reflect new goals and vision
  - **Performance Metrics -** Establish policy and obtain Council approval
  - **Status Update -** Completed as part of 2014 Council Policy adoption
- **Action Item**: Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas
  - **Performance Metrics -** Update department wide model by 2016
  - **Status Update -** In progress at Alga Norte Community Park
- **Action Item**: Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution
  - **Performance Metrics –** Train department wide staff by 2016
  - **Status Update -** In progress at Alga Norte Community Park
- **Action Item**: Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities
  - **Performance Metrics –** Communicate costs to all entities by 2016

  - **Status Update -** In progress at Alga Norte Community Park: 2016 completion department wide
- **Action Item**: Develop strategies to increase awareness and participation rates of program offerings
  - **Performance Metrics –** Annual review of strategies
  - **Status Update -** Commenced 2014: ongoing
- **Action Item**: Develop a customer service manual and training program for full and part time staff
  - **Performance Metrics –** Annual review of manual and ongoing staff training
  - **Status Update -** Commenced 2014: ongoing
- **Action Item**: Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining
  - **Performance Metrics –** Annual review and changes, as appropriate
  - **Status Update -** Commenced 2014: ongoing

6.1.7.2 MIDTERM ACTION ITEMS (4-5 YEARS)

- **Action Item**: If found feasible, commence development of an outdoor adventure activity park
  - **Performance Metrics –** If found feasible, undertake next steps for design / development
  - **Status Update –** To be determined after feasibility study
- **Action Item**: Create a plan to identify an additional dog park
  - **Performance Metrics –** Identify location for an additional dog park by 2017
  - **Status Update -** Completed as part of Council approved Poinsettia Community Park master plan update in 2014
- **Action Item**: Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system
  - **Performance Metrics –** Complete trails master plan update by December 2017
  - **Status Update -** Trails master plan out for stakeholder review - March 2015
- **Action Item**: Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad
  - **Performance Metrics –** Complete needs assessment / strategic master plan update by December 2018
  - **Status Update -** 2018 completion

6.1.7.3 ONGOING ACTION ITEMS

- **Action Item**: Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community
    - **Performance Metrics -** Ongoing evaluation and expansion, as appropriate
    - **Status Update -** General Plan update 2015 completion; park, facility, program and special event expansion ongoing
- **Action Item**: Continue transformation of organizational culture and pricing strategies based on updated service classification
    - **Performance Metrics -** Annual evaluation of service classification matrix and update, as appropriate
    - **Status Update -** Ongoing
- **Action Item**: Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations
    - **Performance Metrics -** Ongoing evaluation of service delivery standards and update, as appropriate
    - **Status Update -** Ongoing
- **Action Item**: Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)
    - **Performance Metrics -** Ongoing evaluation of performance metrics and update, as appropriate
    - **Status Update -** Developed additional performance measurements consistent with the citywide team; ongoing
- **Action Item**: Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities
    - **Performance Metrics -** Ongoing evaluation of marketing performance measures and update, as appropriate
    - **Status Update –** Ongoing
- **Action Item**: Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage
    - **Performance Metrics -** Annual lifecycle matrix review and update, as appropriate
    - **Status Update -** Ongoing
- **Action Item**: Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities

  - **Performance Metrics -** Ongoing evaluation of Alga Norte business model and update, as appropriate
  - **Status Update -** Ongoing
- **Action Item**: Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.
  - **Performance Metrics -** Annual review of program trends and modify offerings, as appropriate
  - **Status Update -** California State University (San Marcos) Enrichment Program Analysis Project Completed 2014; ongoing
- **Action Item**: Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.
  - **Performance Metrics -** Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
  - **Status Update –** Ongoing

6.2 FUNDING AND REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help staff prepare for the plan's implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

In order to continue to build and maintain a great park system, the following are some of the funding sources that are available and used by many other public agencies throughout the United States.

New, sustainable funding sources are essential to implementing the needs assessment and action plan. The city has been good stewards of public dollars and has managed well with the revenues generated from taxes and user fees to support the system. The key for future growth is to diversify funding sources which will help support the development and sustenance of the initiatives recommended in this plan.

The sources listed below have been selected in conjunction with staff based on their viability and the desire to pursue them further. These are meant to serve as recommendations and guidelines and do not commit the city or the staff to pursue them.

6.2.1 EXTERNAL FUNDING

The following examples provide external funding opportunities to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively.

6.2.1.1 CORPORATE SPONSORSHIPS

This revenue funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events. Given the presence of a large corporate community, Carlsbad is primed to explore this source even further. As of Dec. 2013, the city is already in the process of developing a citywide sponsorship policy which can then be customized to the Parks & Recreation Department as well.

Additionally, with the development of Alga Norte Community Park and the potential for building signature destination facilities as recommended in this plan, the timing of this sponsorship is ideal. There are a number of agencies in California and nationwide that have done an excellent job in securing corporate sponsorships and assigning dedicated staff resources to it – Charleston County Parks and Recreation (http://www.ccprc.com/index.aspx?NID=5) as well as establishing frameworks for sustained sponsorship opportunities by providing packaged choices of offerings - City of Santa Barbara (http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp).

6.2.1.2 PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a nonprofit and a public agency, or a private business and a public agency. Two or more partners could jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. This could be an avenue for existing facilities in and around the Carlsbad area, or for facilities potentially developed in the future e.g. the multipurpose, multigenerational community recreation center.

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

6.2.1.3 VOLUNTEERS

Volunteerism is an indirect revenue source that would help the department offset its operational cost as well as build greater advocacy for the system. The city provides online volunteer identification opportunities and it does have a committed group of volunteers who assist on a number of areas including trail maintenance, special events, sports coaches, Leo Carrillo Ranch Historic Park among others. Another source to consider would be utilizing www.volunteermatch.org that allows agencies to list their volunteer offerings and for interested individuals to be matched to that source.

Besides maintenance and program offerings, there are potential opportunities to utilize volunteers as a part of a knowledge workforce as well. The City of San José Parks, Recreation and Neighborhood Services has leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors – all on a pro-bono basis (http://www.hbsanc.org/cp_home.html?aid=1142). There could certainly be potential opportunities of this sort with any of the educational institutions including Mira Costa College, Palomar Community College, or University of California San Diego.

6.2.2 USER FEES

6.2.2.1 FEES/CHARGES

The department must continue to position its fees and charges to be market driven and based on the classifications for core essential, important and value added as determined in the plan. Starting with Alga Norte, there is an opportunity to establish a self-sustaining model driven by user fees and cost recovery goals for signature parks and recreation facilities, both current and planned.

6.2.2.2 TICKET SALES/ADMISSIONS

This revenue source is based on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. For signature facilities that are not membership revenue driven, such as an outdoor adventure park, ticket sales for base admission and fees for certain select add on activities could be utilized.

6.2.2.3 PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The city receives either a set amount of money or a percentage of the gross service that is being provided. This is a fairly established practice nationwide and in California. The City of Malibu has issued special use permits to rent a picturesque park (Malibu Bluffs Park) to the National Football League for a promotional event.

6.2.2.4 RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities. Leo Carrillo Ranch Historic Park is a prime example of one that generates rental revenues from wedding and event reservations. For all permits and reservations, it would be beneficial to maximize the use of differential pricing strategies commonly employed by airlines, hotels and even public golf courses — vary prices based on weekday/weekend, prime time/non-prime time, holidays versus non-holidays, etc.

6.3 FRANCHISES AND LICENSES

6.3.1 CONCESSION MANAGEMENT

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The department could either contract for the service or receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses. There are many examples of this nationwide, be it for a single agency such as Chicago Park District (http://www.parkconcessions.com/) or for multi-park vendors such as Xanterra (http://www.xanterra.com) which specializes in operating hotels, restaurants and stores in several state parks and national parks within the United States. The key to success with private concession managers is to build in facility repair and maintenance responsibilities as a part of the concessionaire's overall role in managing the facility.

6.3.2 PRIVATE MANAGEMENT

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency. This is similar in some ways to how the concession management process is undertaken except here the private provider, e.g. a developer, is often also responsible for facility construction along with long term operations and maintenance support.

6.4 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new constructions of facilities or parks as a way to pay for the development and, occasionally, costs associated with the project. A great example of this was in Lewisville, Texas where the city signed a 10 year naming rights deal with a local Toyota dealership for their signature community park which opened in 2009 and includes multiple sports fields, a dog park, skate park, walking and jogging trails, three lakes for irrigation etc. (http://www.cityoflewisville.com/index.aspx?page=538). This could potentially be a model that may have relevance for Alga Norte Community Park which has a similar set of broad and exciting amenity types that serve a wide audience.

TOYOTA OF LEWISVILLE
RAILROAD PARK
ESTD LEWISVILLE, TX 2009
WELCOME TO
RAILROAD PARK
ESTD LEWISVILLE TX 2009

CHAPTER SEVEN - CONCLUSION

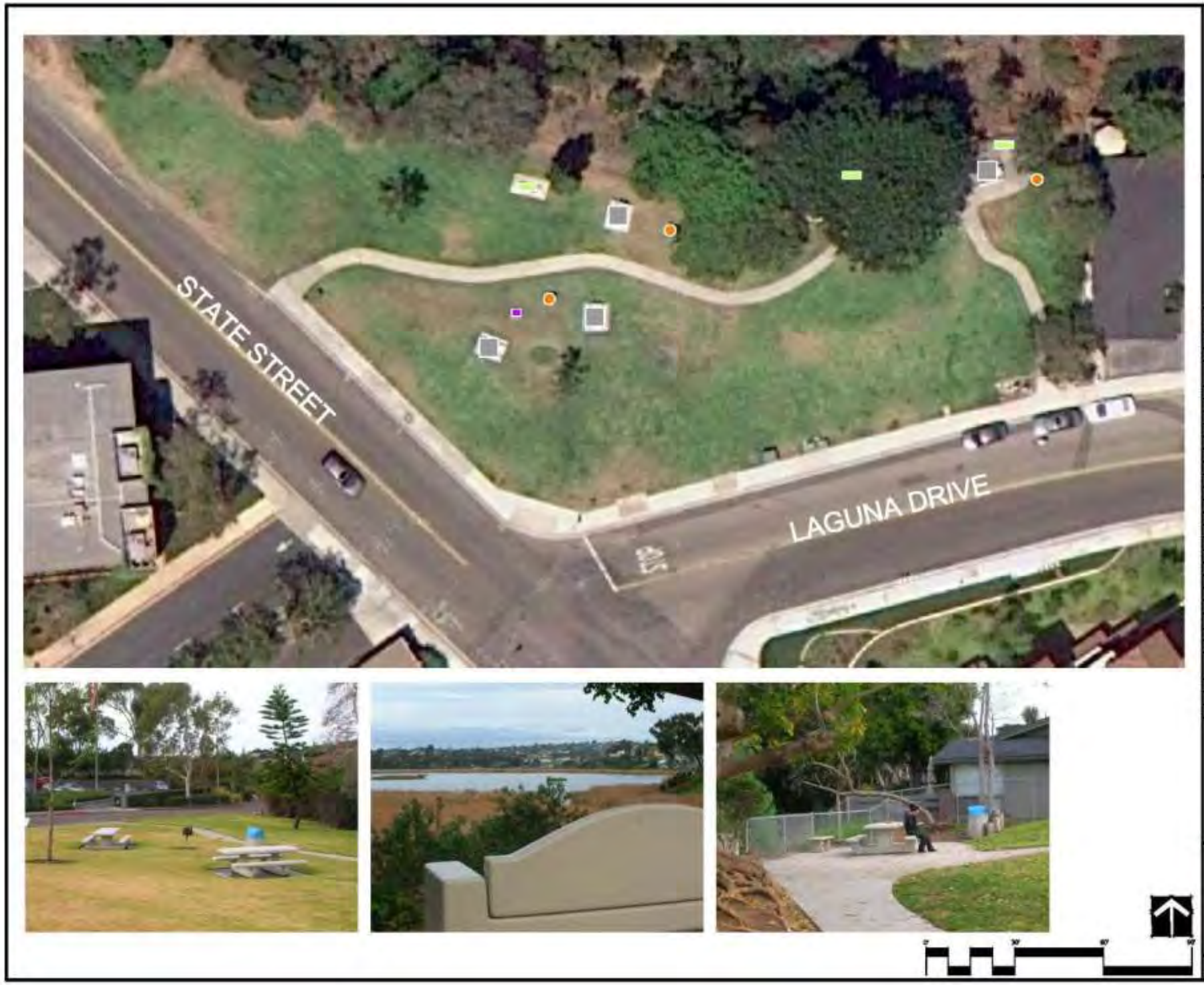
In summary, the City of Carlsbad Parks & Recreation Department has done an excellent job in providing high quality parks and recreation offerings and meeting the community's expectations for world class experiences. This needs assessment and action plan outlines a community values driven approach that is realistic but ambitious. It will require a partnership driven approach and a willingness to continue embracing an entrepreneurial mindset, all while keeping the community and its values in mind.

The five year plan provides staff with short term, midterm and ongoing recommendations for day-to-day operational tactics as well as two signature "ideas" that usher in an even higher level of customer experience and reinforce Carlsbad's place as a world class city that drives connectivity and enhances quality of life for its current and future residents.

APPENDIX

CARLSBAD FACILITIES INVENTORY

MAXTON BROWN PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

MAXTON BROWN PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	3
🟥	CHAIR	
■	TABLE	4
●	TRASH RECEPTACLE	3
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	1
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

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ARCHITECTS
PLANNERS, INC.

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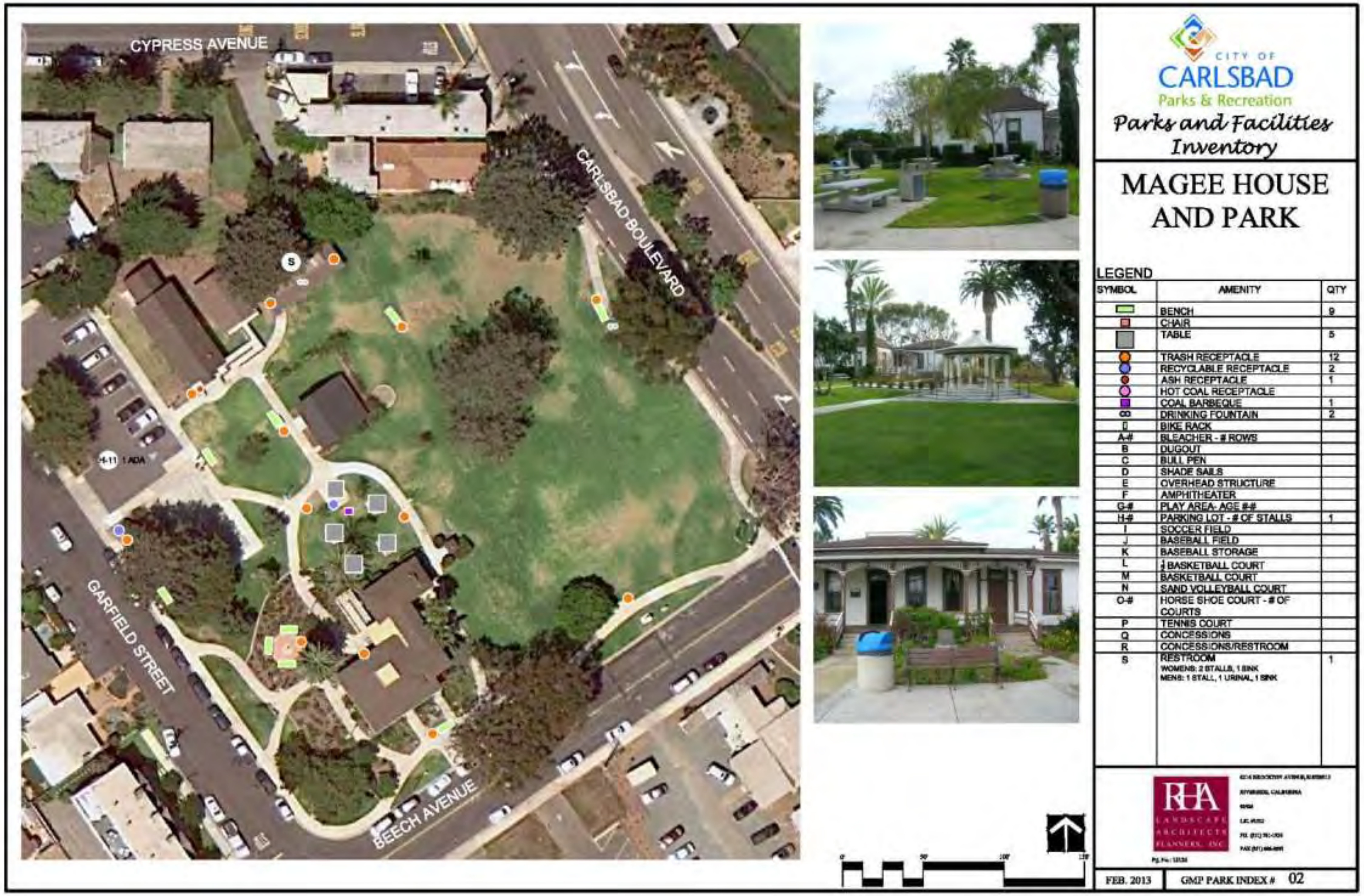
FEB. 2013 GMP PARK INDEX # 01

MAGEE HOUSE AND PARK


CYPRESS AVENUE
CARLSBAD BOULEVARD
GARFIELD STREET
BEECH AVENUE
S
H-11 1 ADA
0'
50'
100'
150'
RHA LANDSCAPE ARCHITECTS PLANNERS, INC.
RIVERSIDE, CALIFORNIA

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

MAGEE HOUSE AND PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	9
🟥	CHAIR	
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●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	1
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▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
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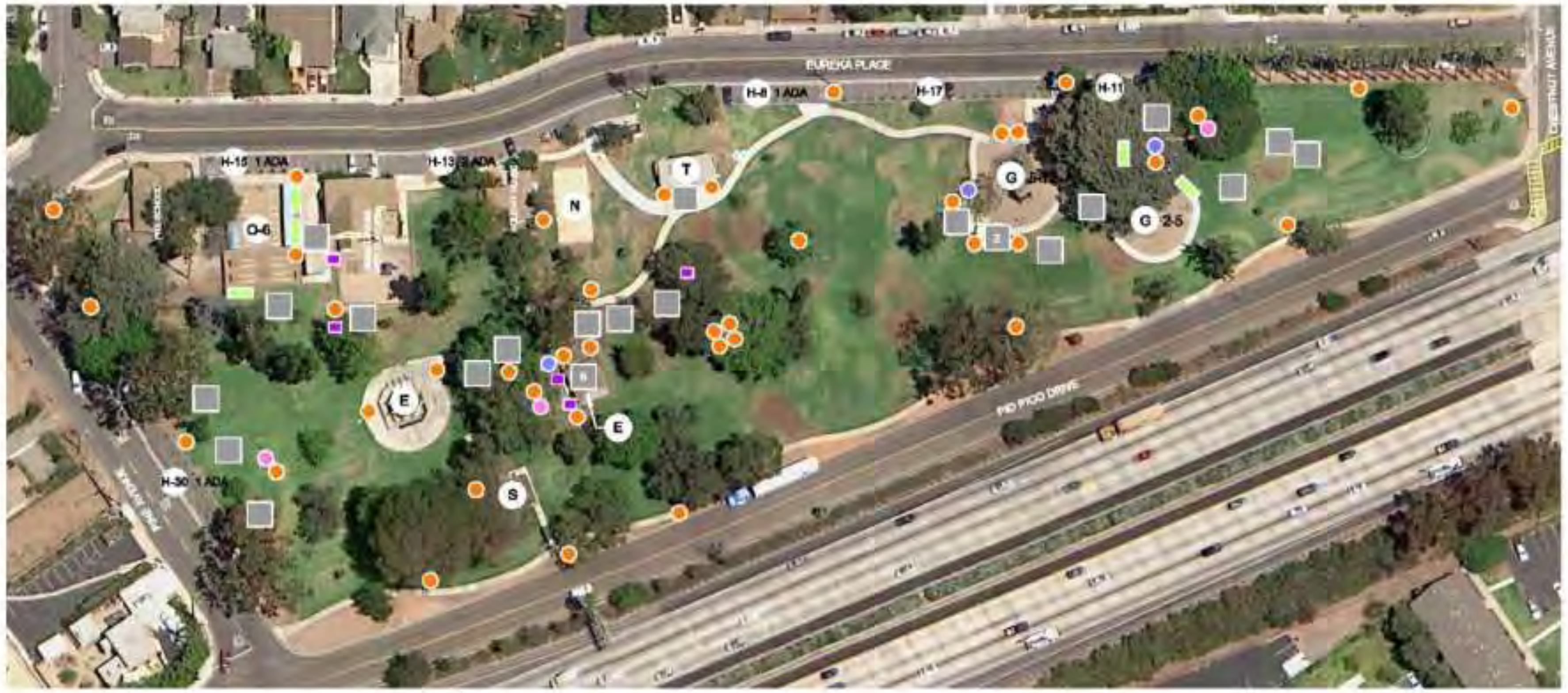
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1

FEB. 2013 | GMP PARK INDEX # 02

HOLIDAY PARK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CHESTNUT AVENUE
PIO PICO DRIVE
H-8 1 ADA
H-17
H-11
H-15 1 ADA
H-13 1 ADA
H-30 1 ADA
O-6
N
T
G 2-5
G 2-5
E
E
S

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

HOLIDAY PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	5
🟥	CHAIR	
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J	BASEBALL FIELD	
K	BASEBALL STORAGE	
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M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	1
O-#	HORSE SHOE COURT - # OF COURTS	6
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
T	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALLS, 1 URINAL, 1 SINK	1

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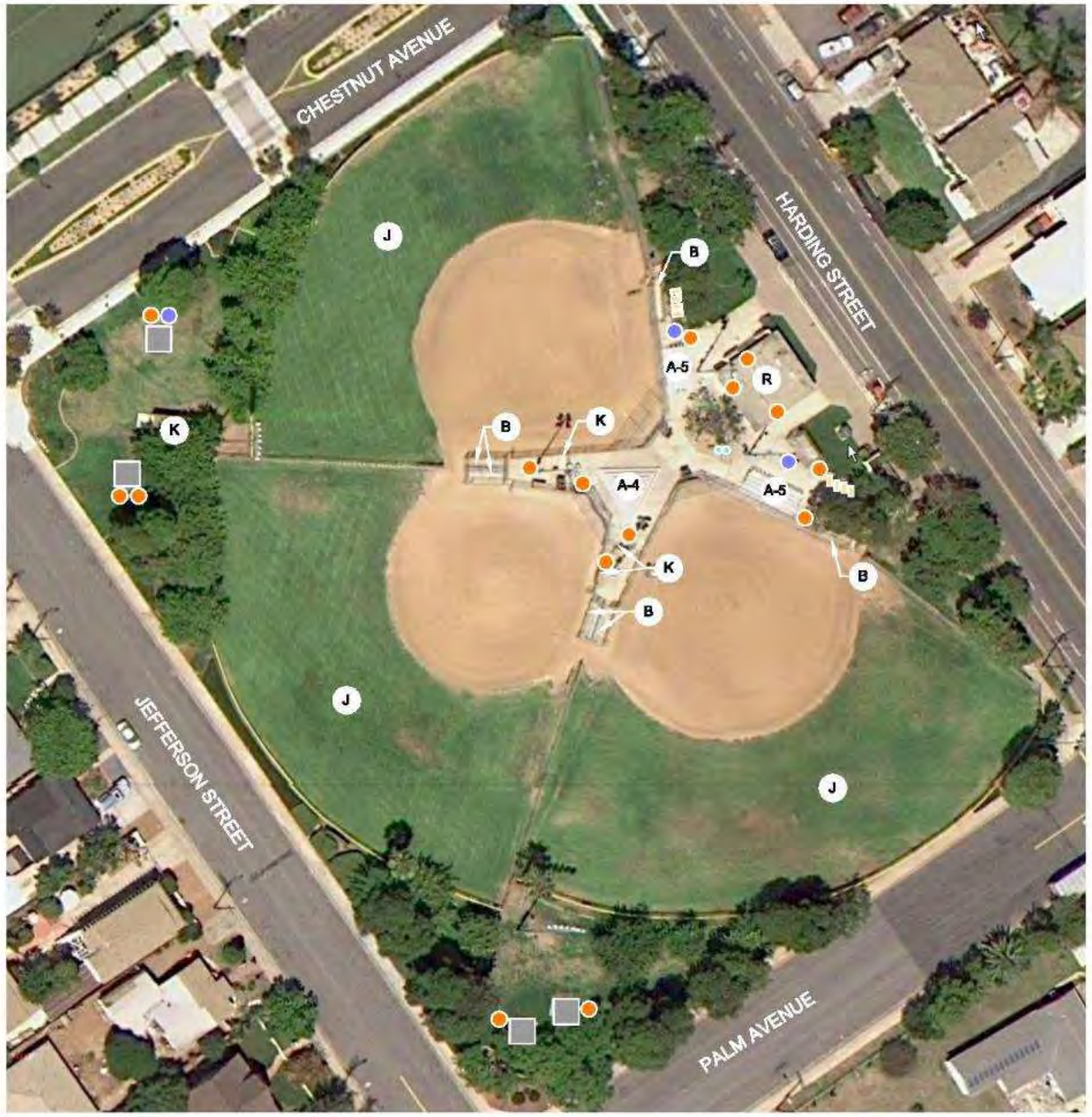
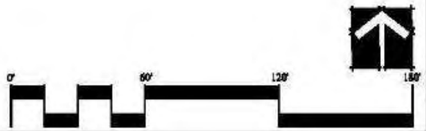
FEB. 2013 | GMP PARK INDEX # 03

CHASE FIELD





CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CHASE FIELD

LEGEND

SYMBOL	AMENITY	QTY
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🟥	CHAIR	
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●	ASH RECEPTACLE	
○	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
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A-#	BLEACHER - # ROWS	3
B	DUGOUT	6
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	4
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1

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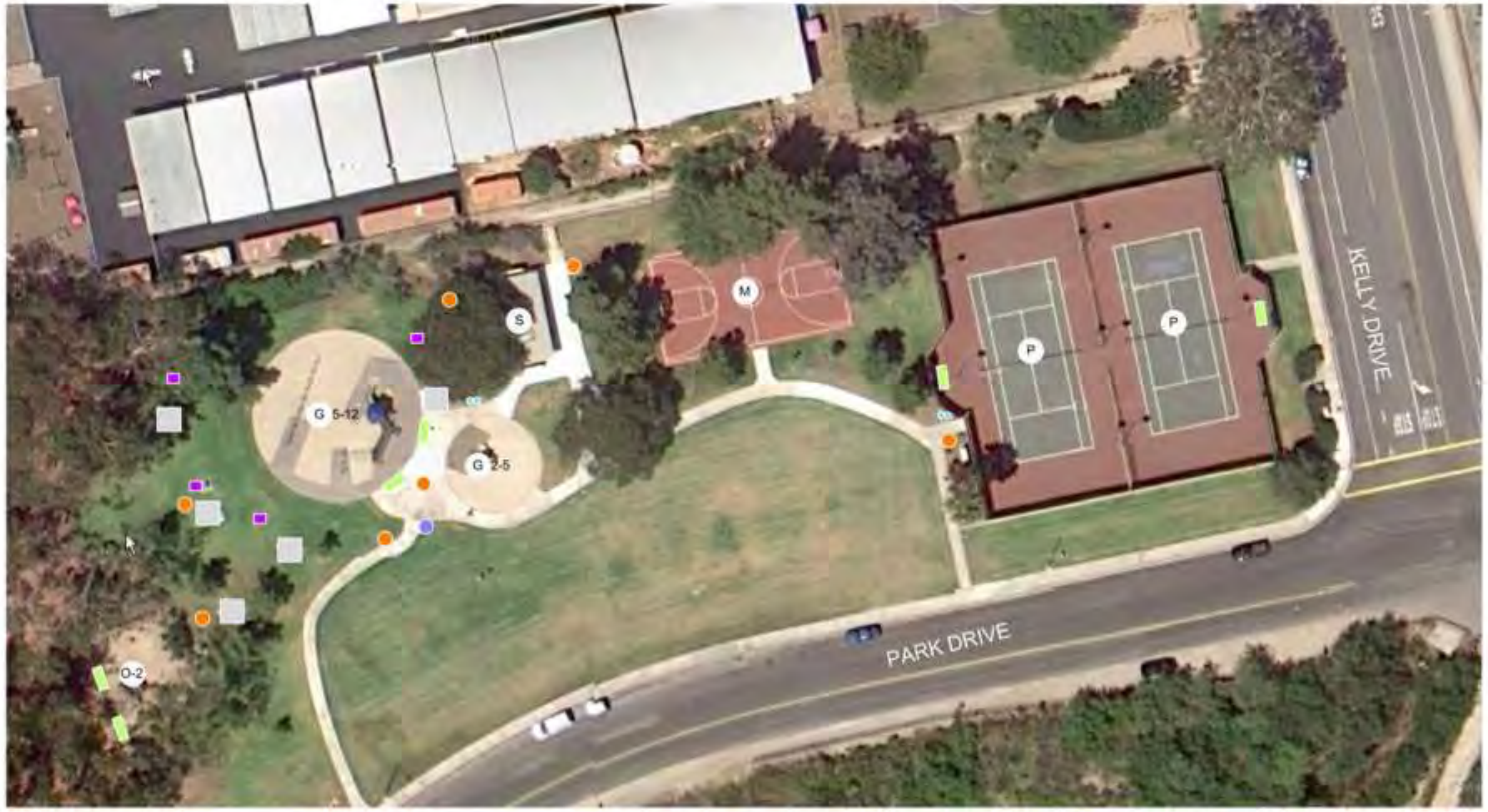
Prj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 04

LAGUNA RIVIERA PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

LAGUNA RIVIERA PARK

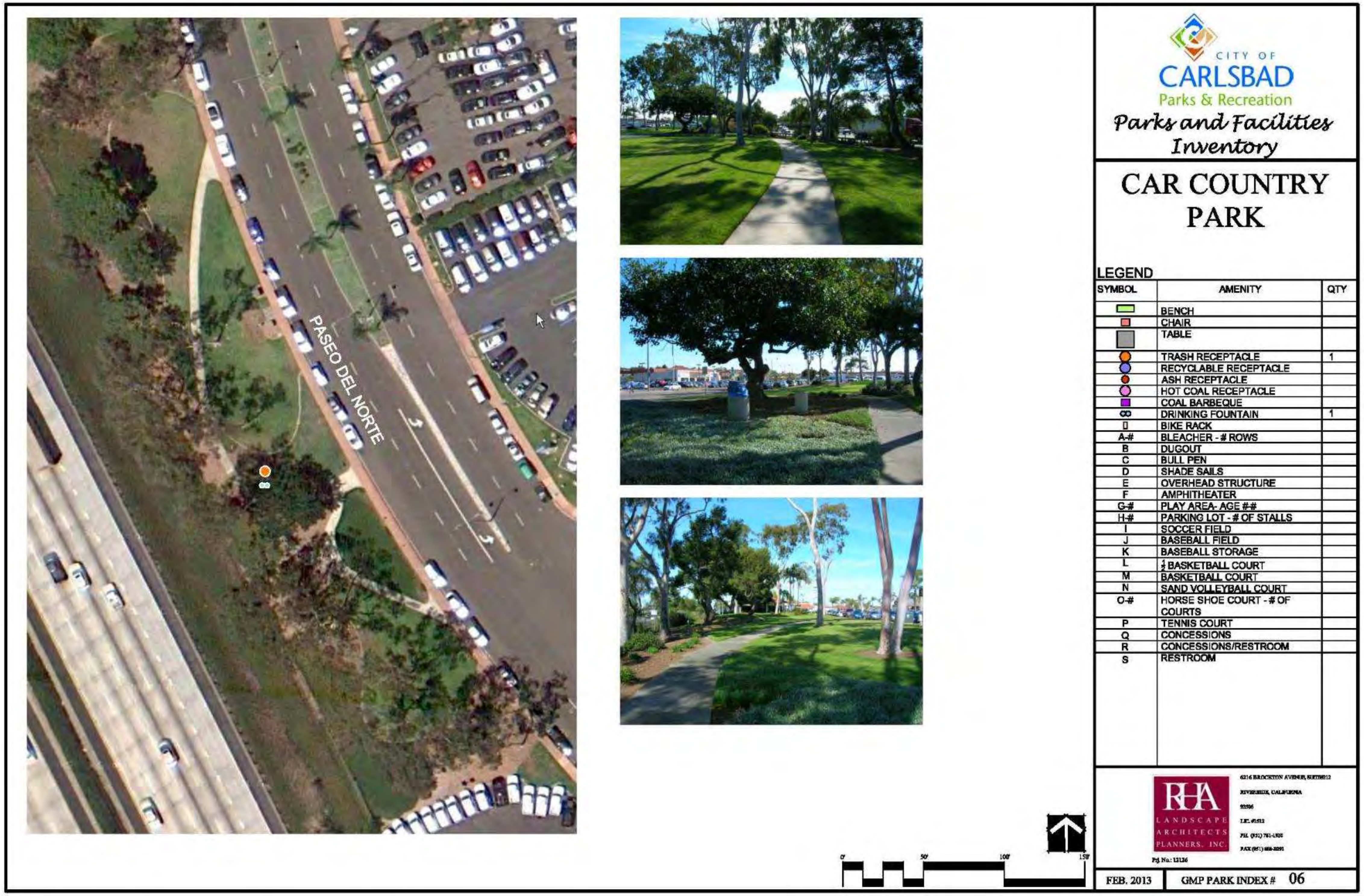
LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	6
🟥	CHAIR	
⬜	TABLE	5
🟠	TRASH RECEPTACLE	7
🔵	RECYCLABLE RECEPTACLE	1
🔴	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	4
∞	DRINKING FOUNTAIN	2
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	2
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	1
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	2
P	TENNIS COURT (LIGHTED)	2
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 2 STALLS, 1 URINAL, 1 SINK	1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

FEB. 2013	GMP PARK INDEX # 05

CAR COUNTRY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CAR COUNTRY PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	1
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

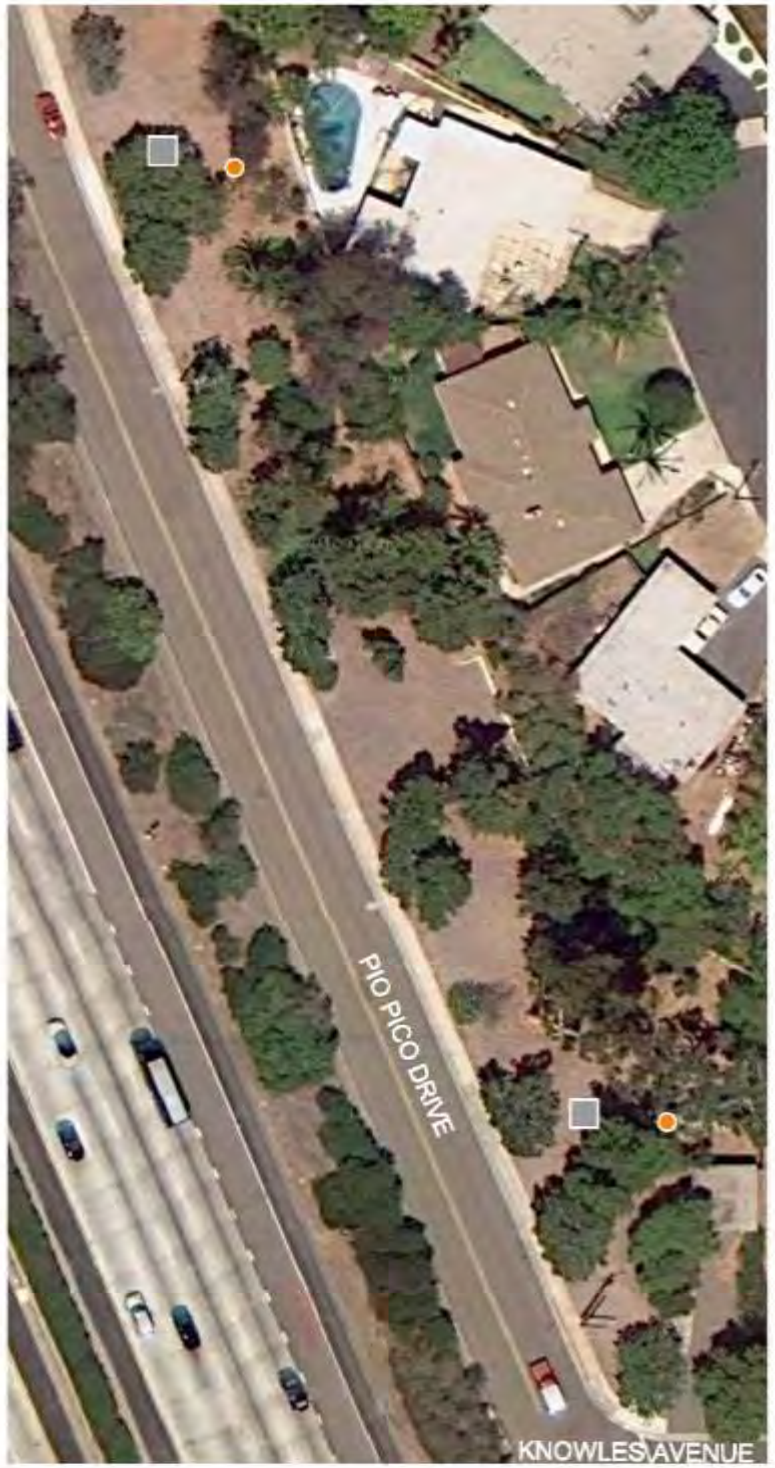
RHA
LANDSCAPE
ARCHITECTS
PLANNERS, INC.

6216 BROCKTON AVENUE, SUITE 212
RIVERSIDE, CALIFORNIA
92506

Prj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 06

PIO PICO PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

PIO PICO PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
■	TABLE	2
●	TRASH RECEPTACLE	2
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

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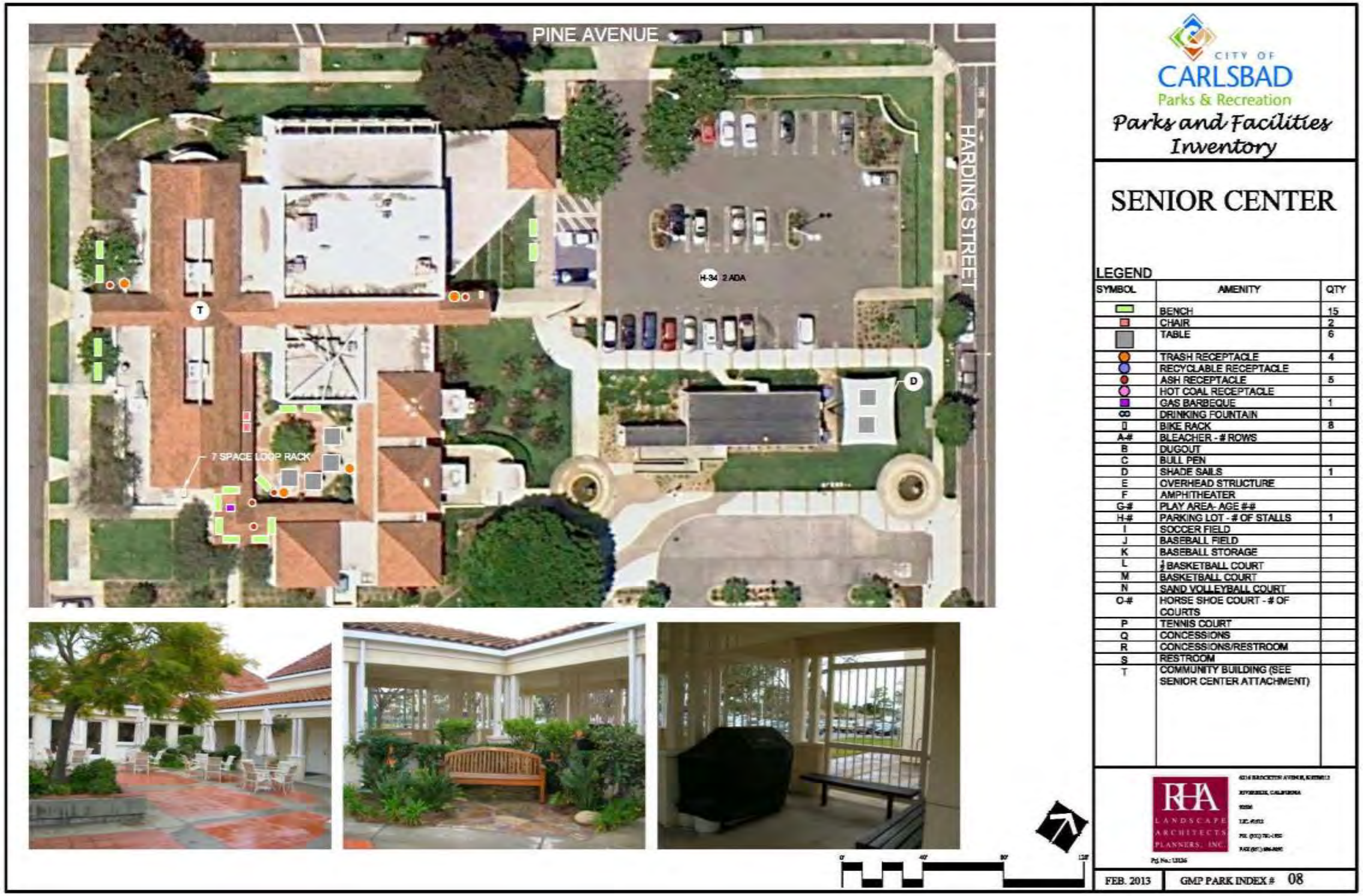
LANDSCAPE ARCHITECTS PLANNERS, INC.

FEB. 2013 | GMP PARK INDEX # 07

SENIOR CENTER



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

SENIOR CENTER

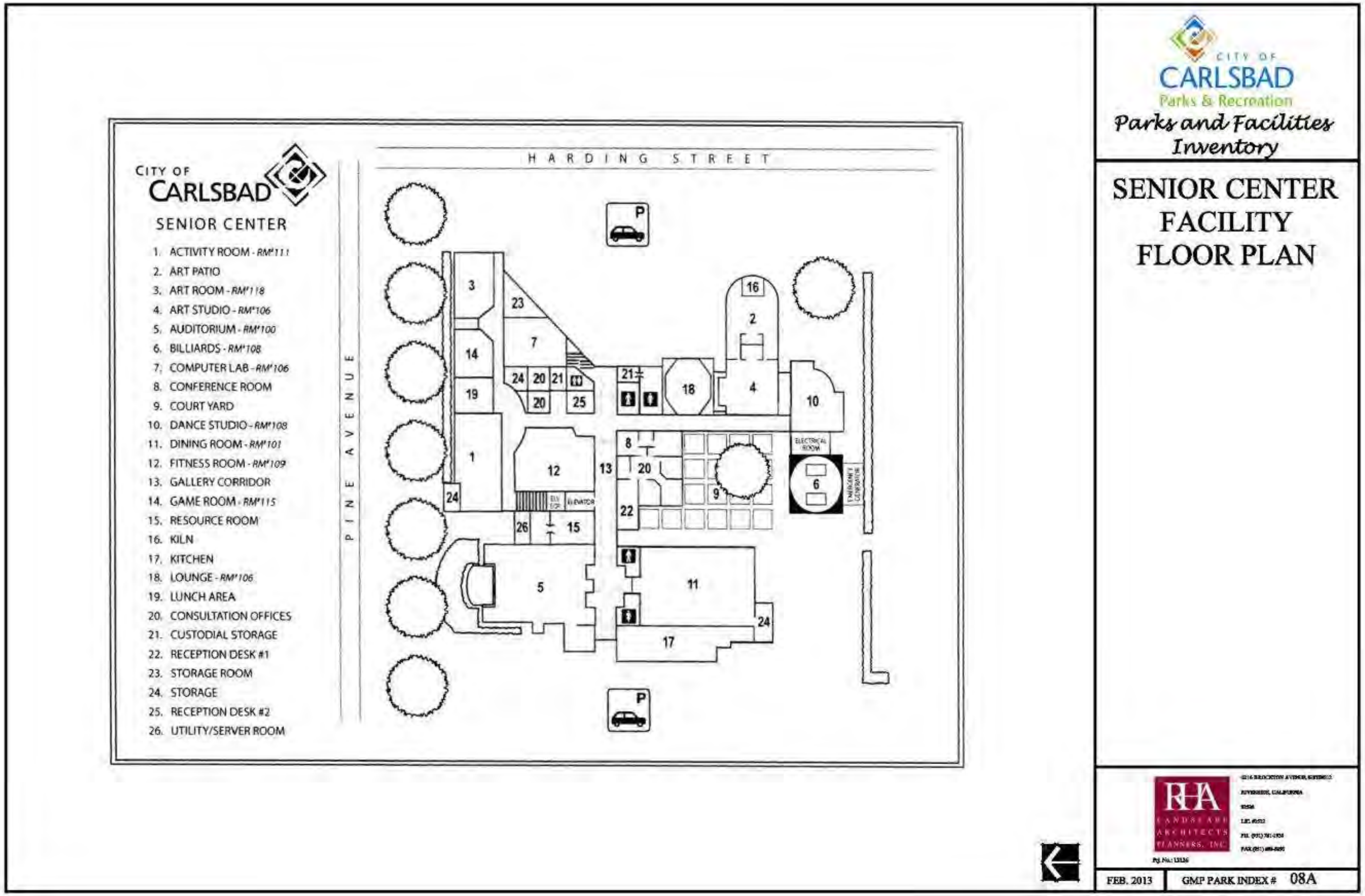
LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	15
🟥	CHAIR	2
■	TABLE	6
●	TRASH RECEPTACLE	4
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	5
●	HOT COAL RECEPTACLE	
■	GAS BARBEQUE	1
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	8
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	1
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	
T	COMMUNITY BUILDING (SEE SENIOR CENTER ATTACHMENT)	

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.
[illegible]

FEB. 2013 | GMP PARK INDEX # 08

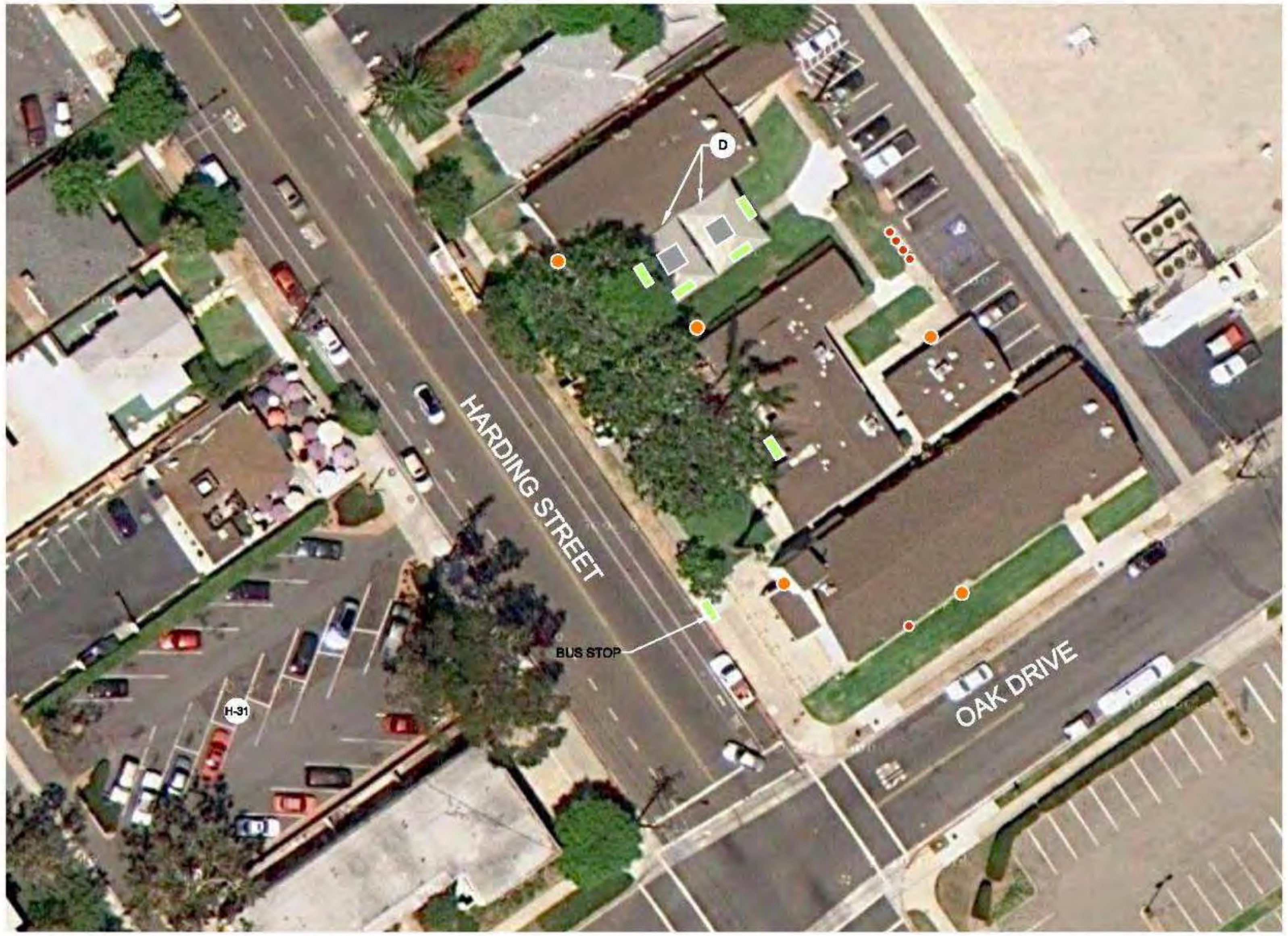
SENIOR CENTER FACILITY FLOOR PLAN


CITY OF CARLSBAD
SENIOR CENTER
1. ACTIVITY ROOM - RM#111
2. ART PATIO
3. ART ROOM - RM#118
4. ART STUDIO - RM#106
5. AUDITORIUM - RM#100
6. BILLIARDS - RM#108
7. COMPUTER LAB - RM#106
8. CONFERENCE ROOM
9. COURT YARD
10. DANCE STUDIO - RM#108
11. DINING ROOM - RM#101
12. FITNESS ROOM - RM#109
13. GALLERY CORRIDOR
14. GAME ROOM - RM#115
15. RESOURCE ROOM
16. KILN
17. KITCHEN
18. LOUNGE - RM#106
19. LUNCH AREA
20. CONSULTATION OFFICES
21. CUSTODIAL STORAGE
22. RECEPTION DESK #1
23. STORAGE ROOM
24. STORAGE
25. RECEPTION DESK #2
26. UTILITY/SERVER ROOM
HARDING STREET
PINE AVENUE
P
ELECTRICAL ROOM
ELEVATOR
EMERGENCY GENERATOR
CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory
SENIOR CENTER FACILITY FLOOR PLAN
RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.
FEB. 2013
GMP PARK INDEX # 08A

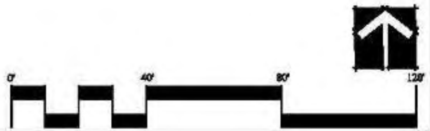
HARDING COMMUNITY CENTER

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

HARDING COMMUNITY CENTER



City of Carlsbad
Harding Community Center



LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	6
🟥	CHAIR	
■	TABLE	2
●	TRASH RECEPTACLE	5
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	5
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	2
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.

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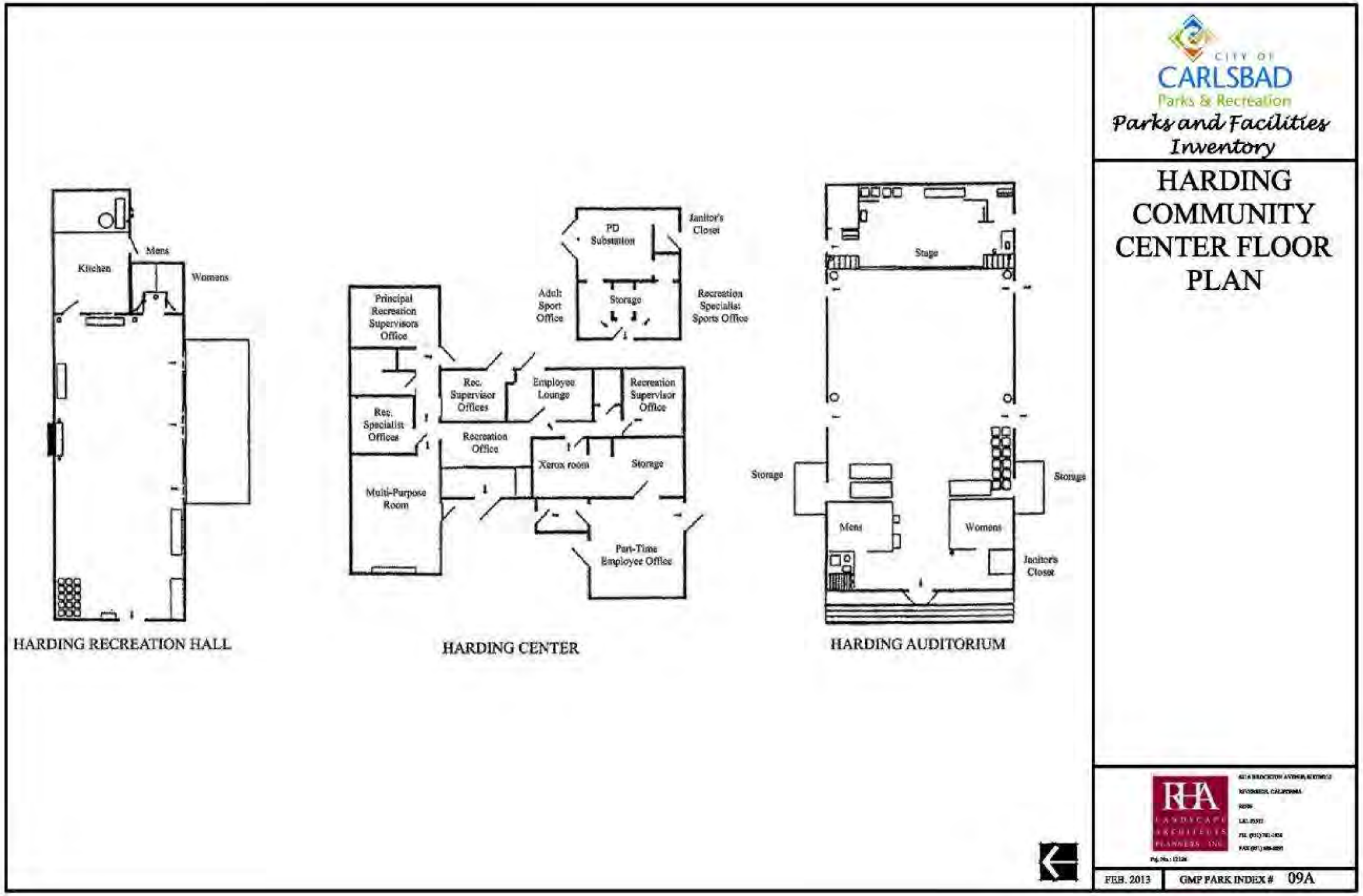
FAX (951) 686-3201

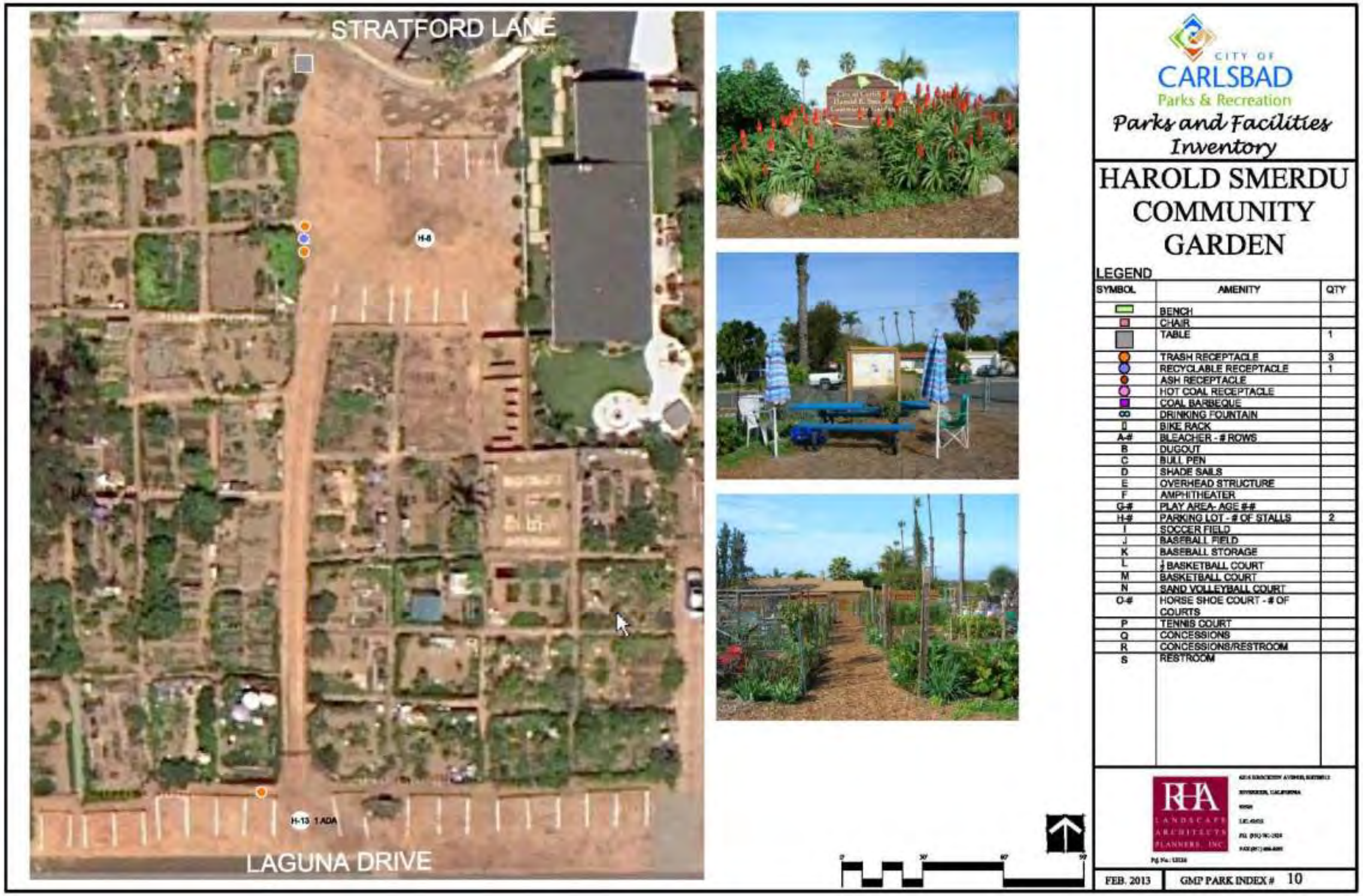
Prj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 09

HARDING COMMUNITY CENTER FLOOR PLAN


CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory
HARDING COMMUNITY CENTER FLOOR PLAN
Kitchen
Mens
Womens
HARDING RECREATION HALL
PD Substation
Janitor's Closet
Adult Sport Office
Storage
Recreation Specialist Sports Office
Principal Recreation Supervisors Office
Rec. Supervisor Offices
Employee Lounge
Recreation Supervisor Office
Rec. Specialist Offices
Recreation Office
Xerox room
Storage
Multi-Purpose Room
Part-Time Employee Office
HARDING CENTER
Stage
Storage
Storage
Mens
Womens
Janitor's Closet
HARDING AUDITORIUM
RHA LANDSCAPE ARCHITECTS PLANNERS INC.
Pj. No.: 12126
FEB. 2013
GMP PARK INDEX # 09A

HAROLD SMERDU COMMUNITY GARDEN



Parks and Facilities Inventory

HARLOD SMERDU COMMUNITY GARDEN

LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	
■	CHAIR	
■	TABLE	1
●	TRASH RECEPTACLE	3
●	RECYCLABLE RECEPTACLE	1
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	2
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

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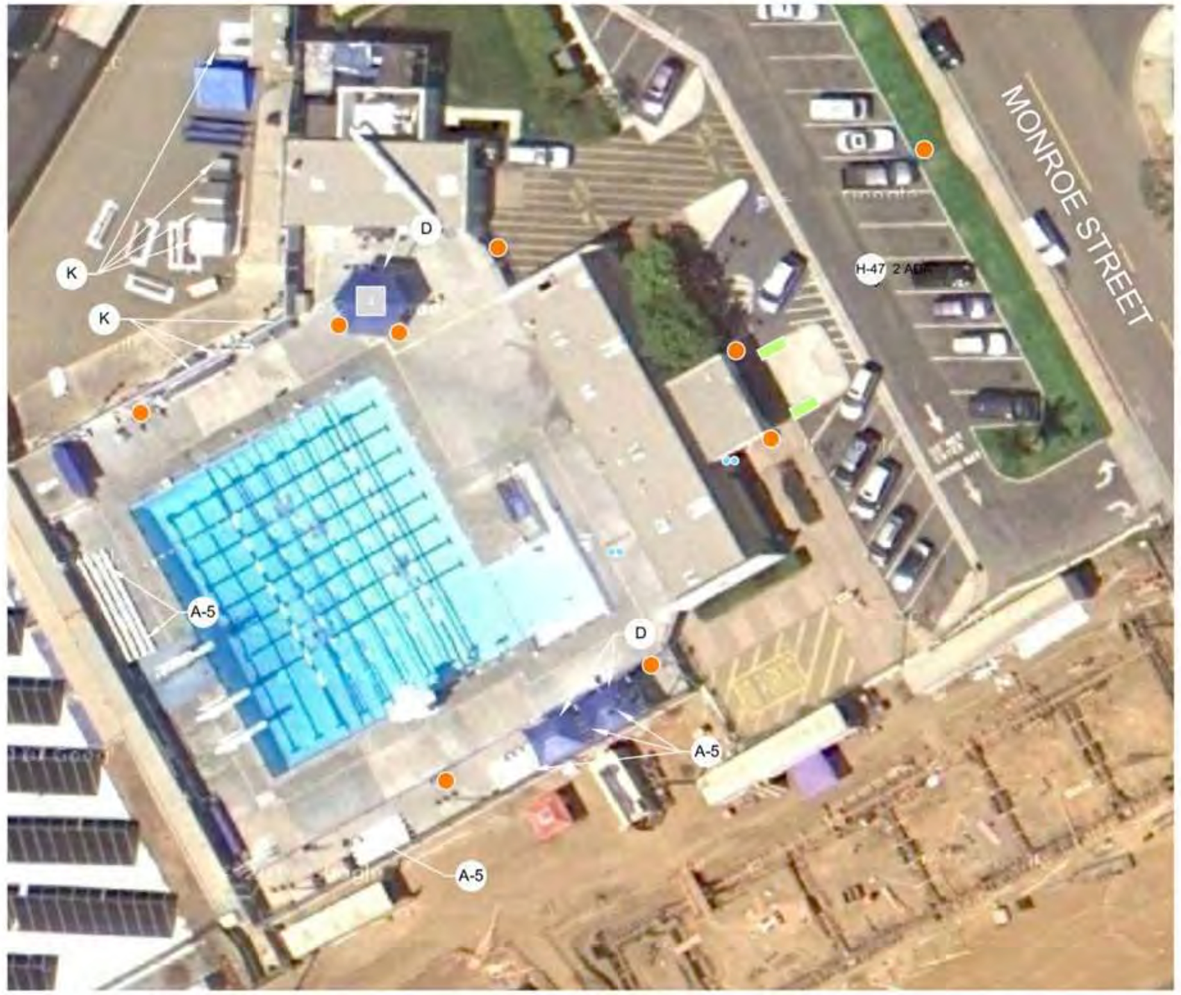
MONROE STREET POOL



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

MONROE STREET POOL

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	2
🟥	CHAIR	
◻	TABLE	4
●	TRASH RECEPTACLE	9
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	2
▯	BIKE RACK (8 SPACE LOOP RACK)	1
A-#	BLEACHER - # ROWS	6
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	3
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	STORAGE	8
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM(INSIDE BUILDING) WOMENS: 5 STALLS, 3 SINKS, 3 SHOWERS MENS: 2 STALL, 2 URINALS, 3 SINKS	1

3401
MONROE STREET POOL
CITY OF CARLSBAD

0' 40' 80' 120'

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.
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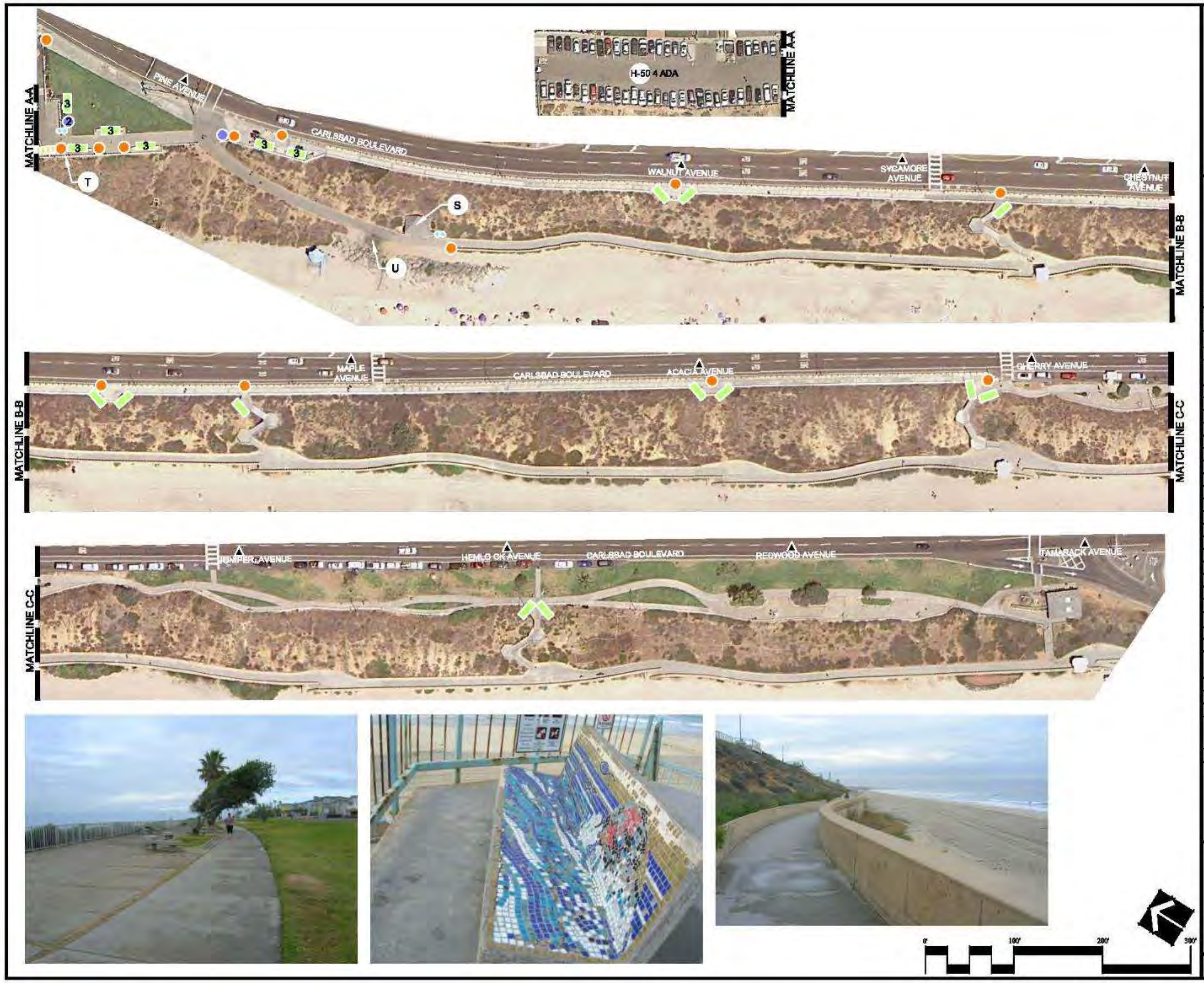
FAX (951) 686-8091
Prj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 11

OCEAN STREET SCULPTURE PARK


MATCHLINE A-A
PINE AVENUE
CARLSBAD BOULEVARD
H-50 4 ADA
WALNUT AVENUE
SYCAMORE AVENUE
CHESTNUT AVENUE
MATCHLINE B-B
3
2
T
S
U
MAPLE AVENUE
ACACIA AVENUE
CHERRY AVENUE
MATCHLINE C-C
JUNIPER AVENUE
HEMLOCK AVENUE
REDWOOD AVENUE
TAMARACK AVENUE
0
100'
200'
300'

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

OCEAN STREET SCULPTURE PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	30
🟥	CHAIR	
#	TABLE	
●	TRASH RECEPTACLE	13
●	RECYCLABLE RECEPTACLE	3
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	2
▯	BIKE RACK	4
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1
T	DOG BAG STATION	1
U	BEACH SHOWER NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.

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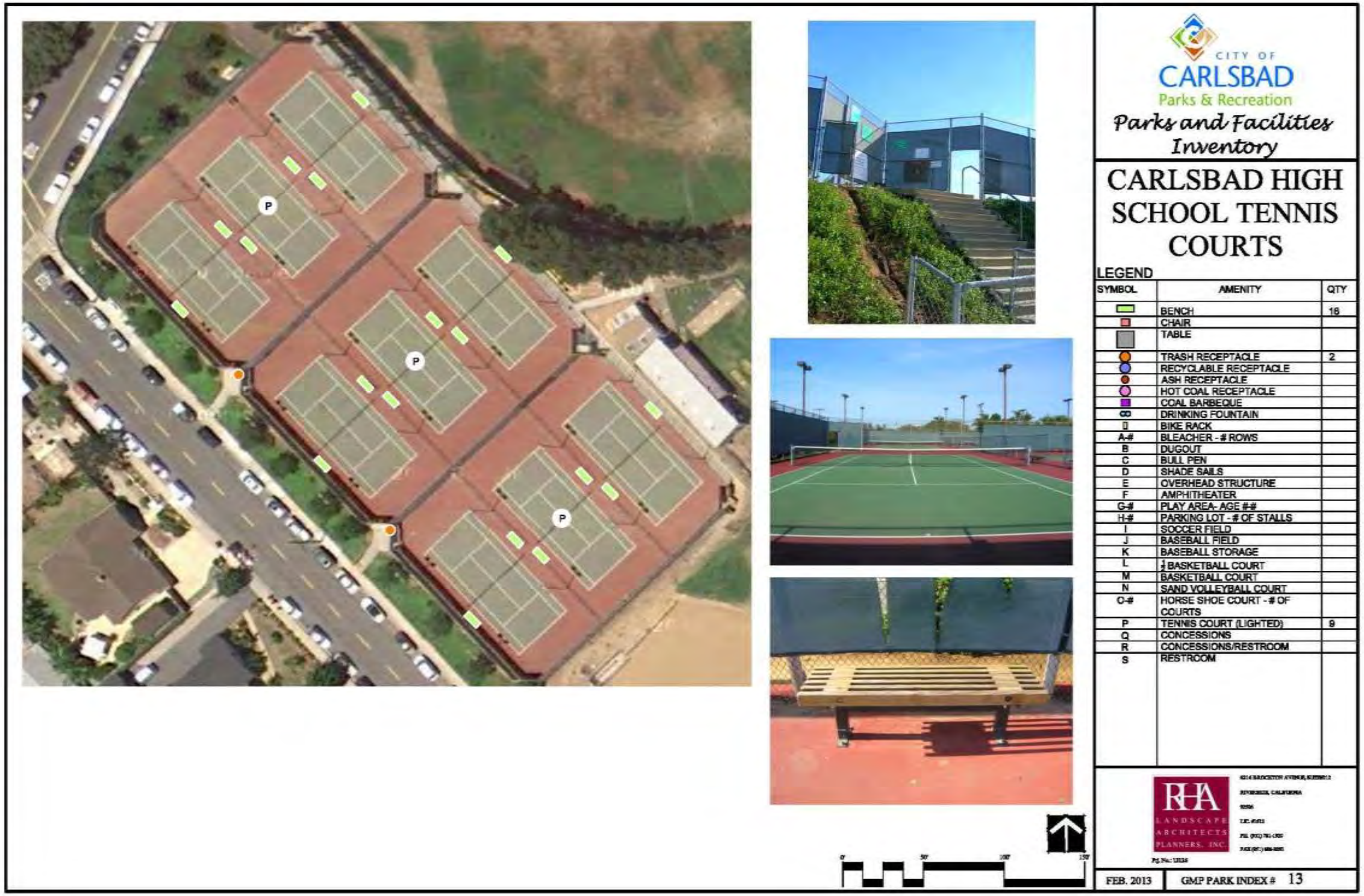
FAX (951) 686-6291

Pj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 12

CARLSBAD HIGH SCHOOL TENNIS COURTS



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CARLSBAD HIGH SCHOOL TENNIS COURTS

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	16
🟥	CHAIR	
⬛	TABLE	
🟠	TRASH RECEPTACLE	2
🔵	RECYCLABLE RECEPTACLE	
🟤	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	9
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

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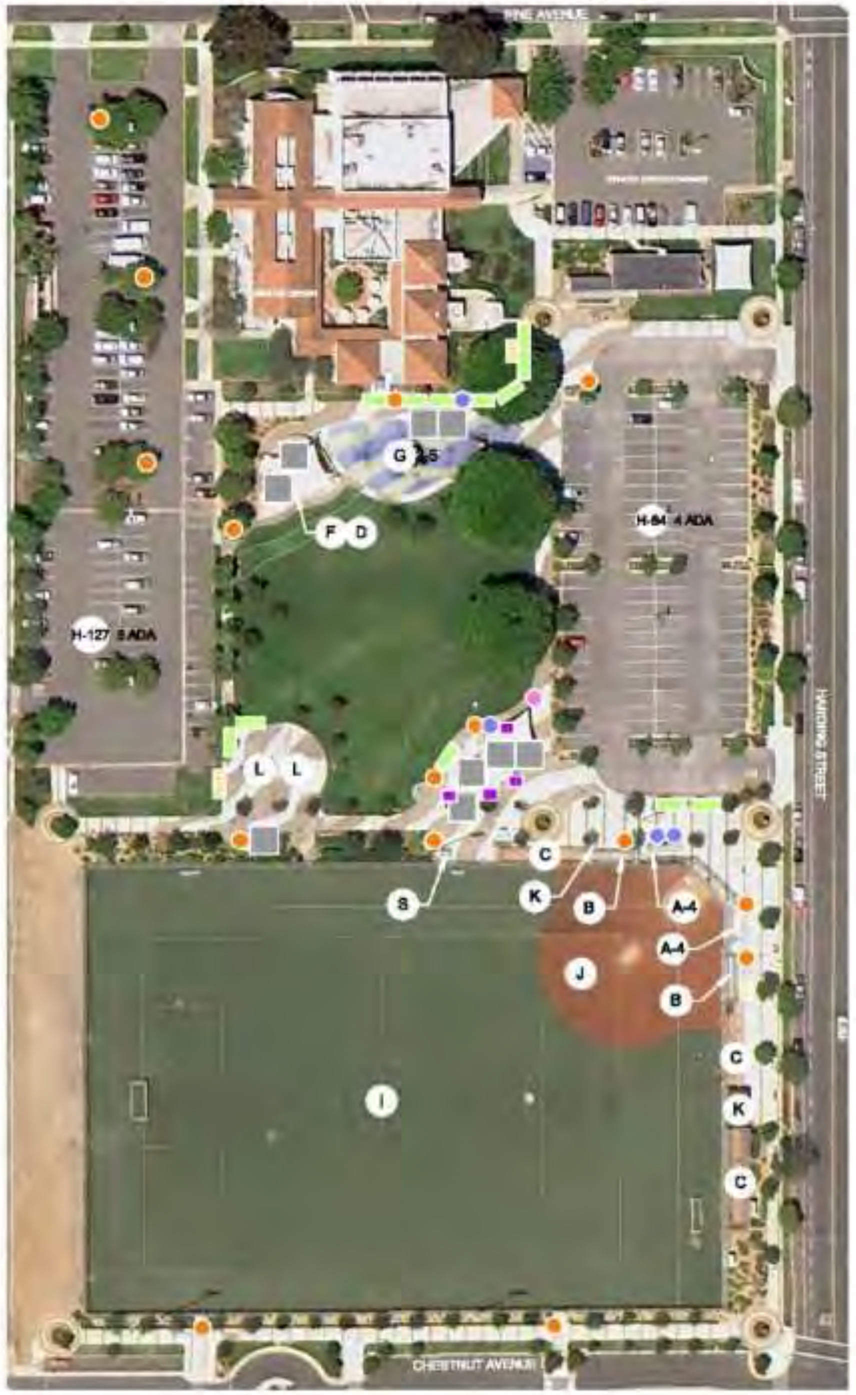
PINE AVENUE PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

PINE AVENUE PARK

LEGEND

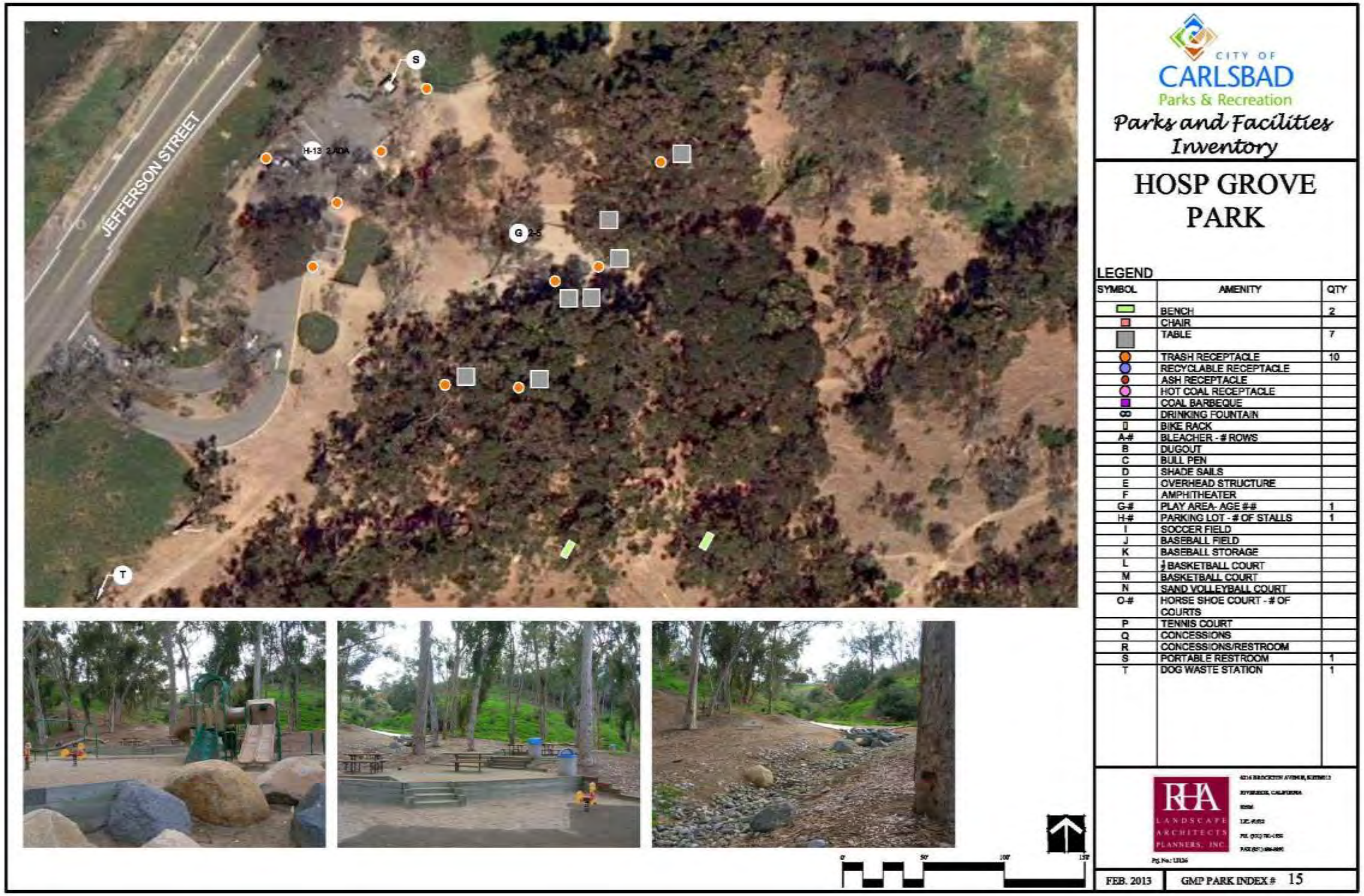
SYMBOL	AMENITY	QTY
🟩	BENCH	12
▫	CHAIR	
■	TABLE	9
●	TRASH RECEPTACLE	15
●	RECYCLABLE RECEPTACLE	4
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	1
■	COAL BARBEQUE	4
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	12
A-#	BLEACHER - # ROWS	2
B	DUGOUT	2
C	BULL PEN	1
D	SHADE SAILS	2
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	1
G-#	PLAY AREA- AGE #-#	1
H-#	PARKING LOT - # OF STALLS	2
I	SOCCER FIELD	1
J	BASEBALL FIELD (LIGHTED)	1
K	BASEBALL STORAGE	2
L	½ BASKETBALL COURT (LIGHTED)	2
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC

[illegible]
[illegible], CALIFORNIA
[illegible]
[illegible]
[illegible]
[illegible]

FEB. 2013 | GMP PARK INDEX # 14

HOSP GROVE PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

HOSP GROVE PARK

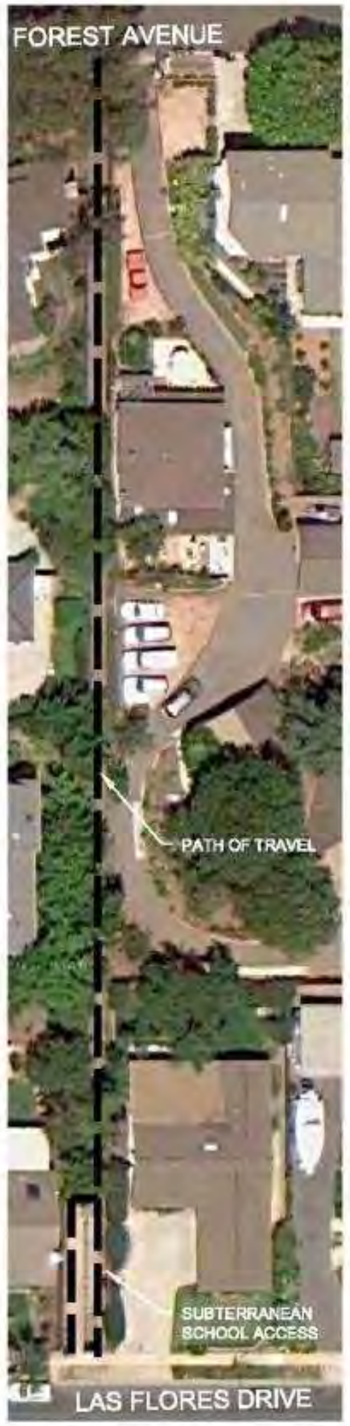
LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	2
▪	CHAIR	
■	TABLE	7
●	TRASH RECEPTACLE	10
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	1
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	1
T	DOG WASTE STATION	1

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.
[illegible]
RIVERSIDE, CALIFORNIA
[illegible]
LIC. [illegible]
PH. [illegible]
FAX [illegible]
Pj. No.: [illegible]

FEB. 2013 | GMP PARK INDEX # 15

BUENA VISTA ELEMENTARY ACCESS PATH



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

BUENA VISTA ELEMENTARY ACCESS PATH

LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	
■	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

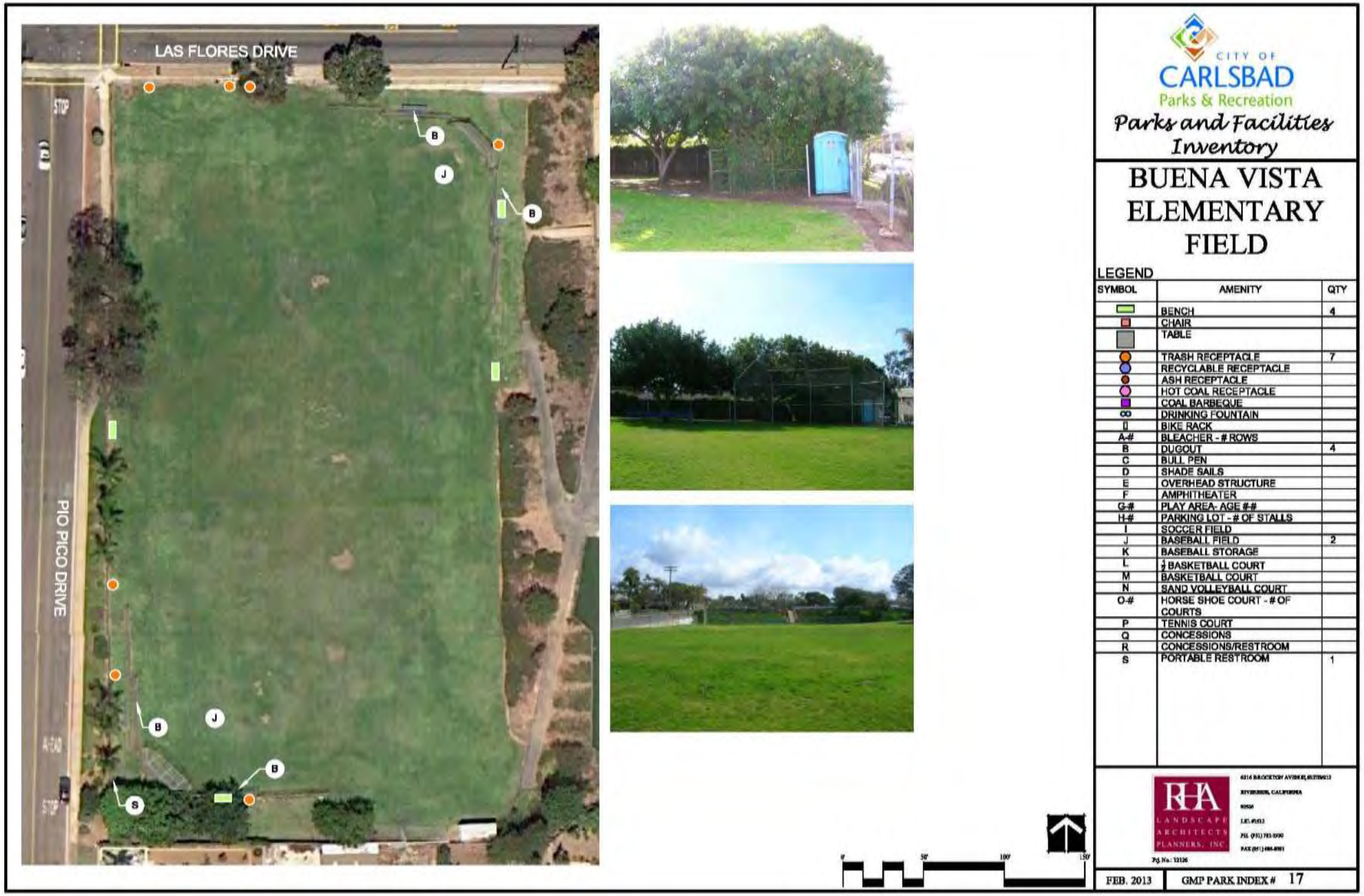
RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.

[illegible]
RIVERSIDE, CALIFORNIA
[illegible]
LIC. [illegible]
PH. [illegible]
FAX [illegible]

Prj. No.: [illegible]

FEB. 2013	GMP PARK INDEX # 16

BUENA VISTA ELEMENTARY FIELD



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

BUENA VISTA ELEMENTARY FIELD

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	4
🟥	CHAIR	
▨	TABLE	
●	TRASH RECEPTACLE	7
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	4
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	2
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	1

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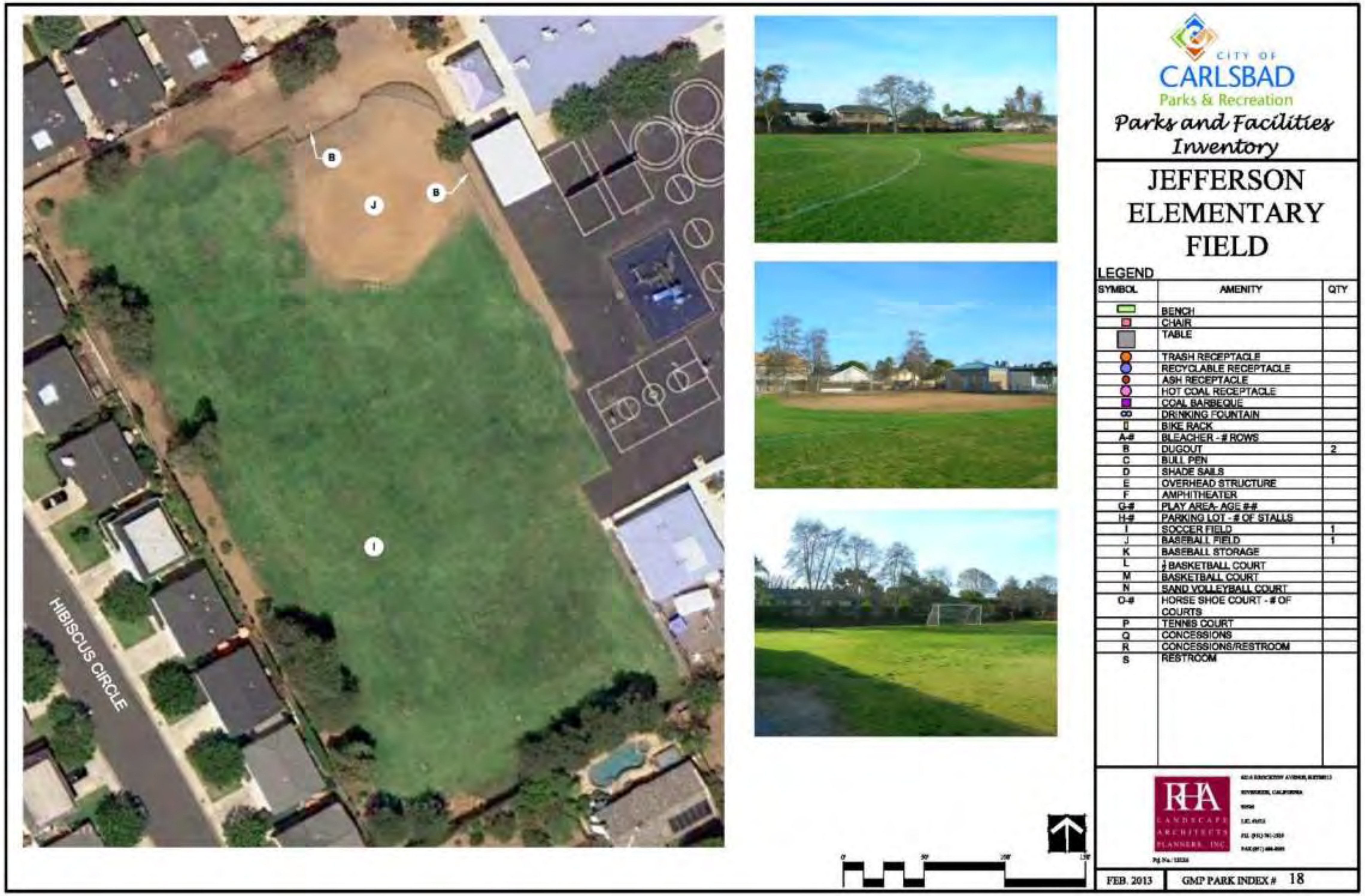
FEB. 2013 | GMP PARK INDEX # 17

JEFFERSON ELEMENTARY FIELD



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

JEFFERSON ELEMENTARY FIELD

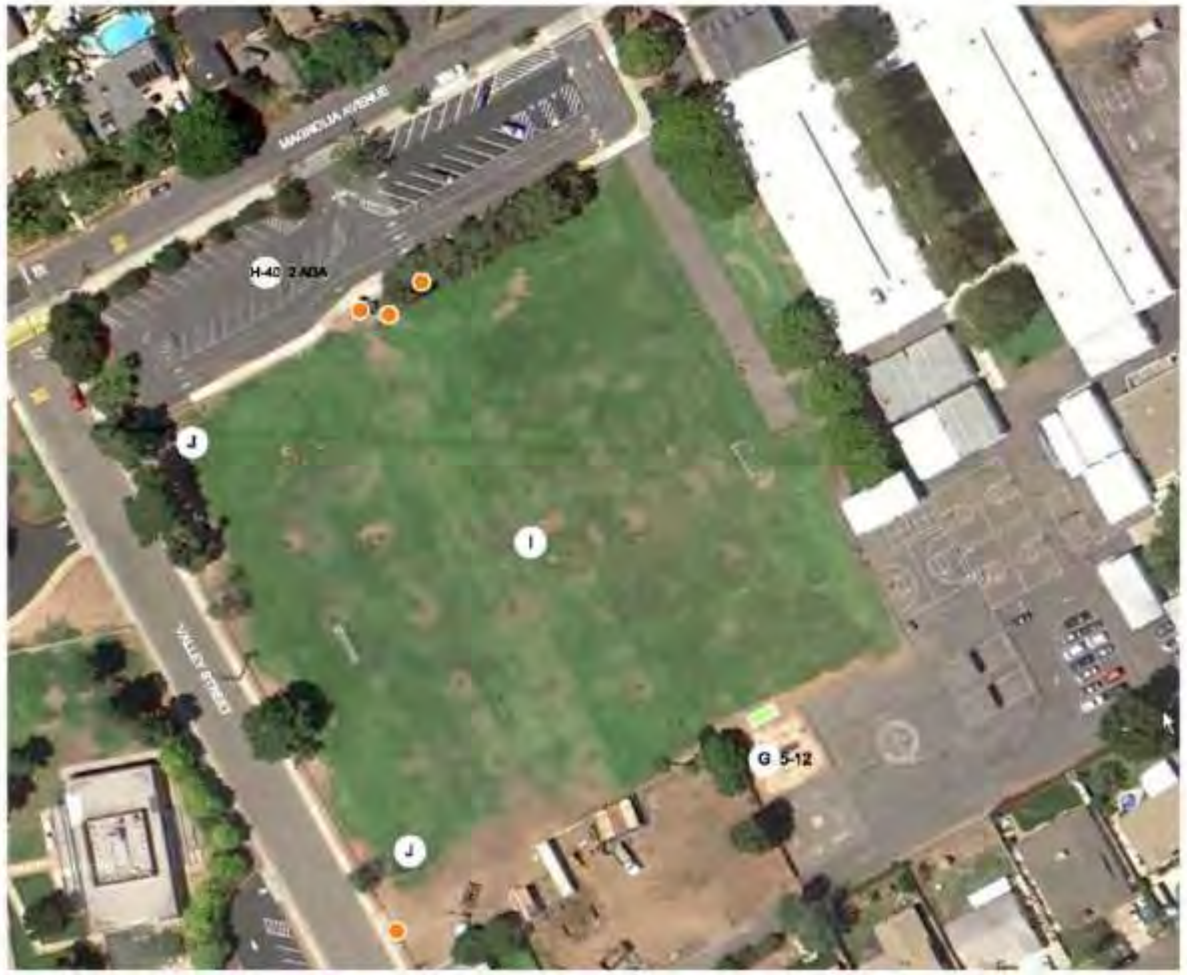
LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	
▪	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	2
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	1
J	BASEBALL FIELD	1
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

FEB. 2013 | GMP PARK INDEX # 18

MAGNOLIA ELEMENTARY FIELD



0
100'
200'
300'

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

MAGNOLIA ELEMENTARY FIELD

LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	1
■	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	4
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	1
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	1
J	BASEBALL FIELD	2
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

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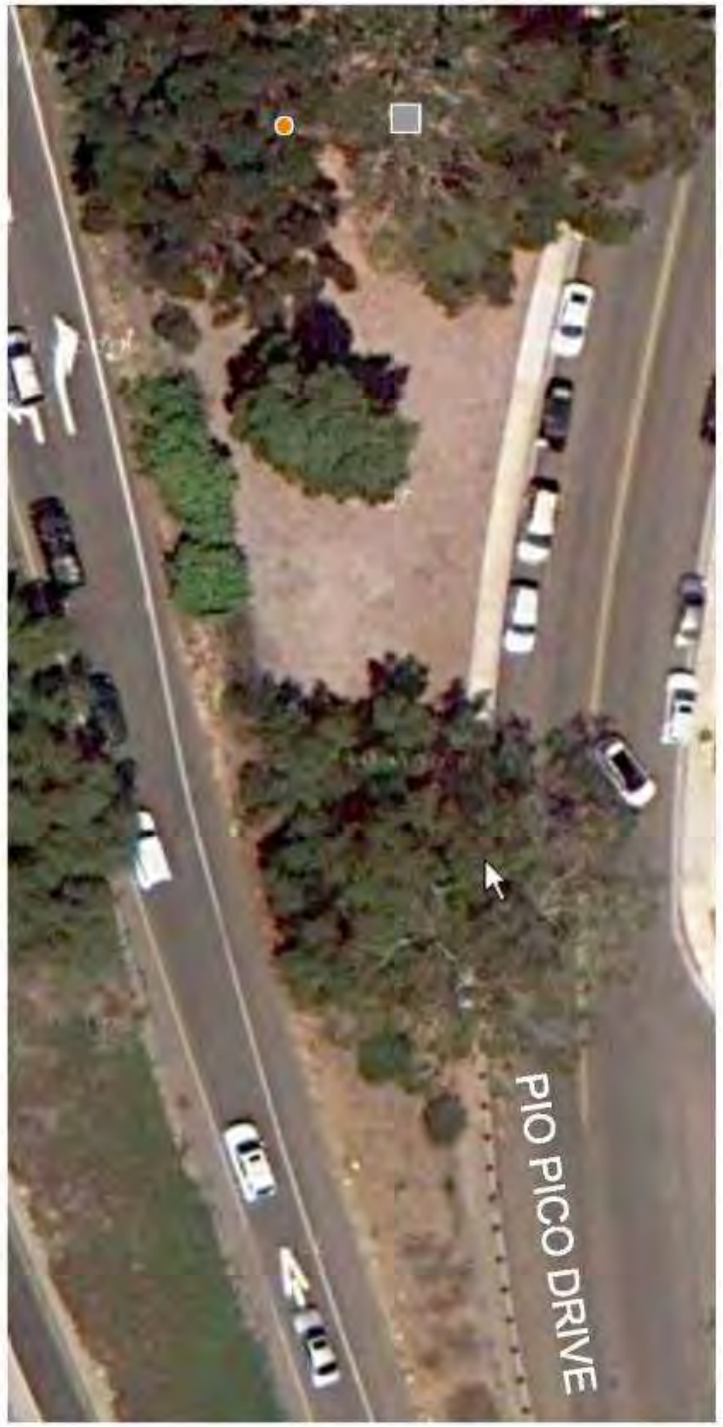
RIVERSIDE, CALIFORNIA

FEB. 2013 | GMP PARK INDEX # 19

OAK PARK



CITY OF
CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

OAK PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
■	TABLE	1
●	TRASH RECEPTACLE	1
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

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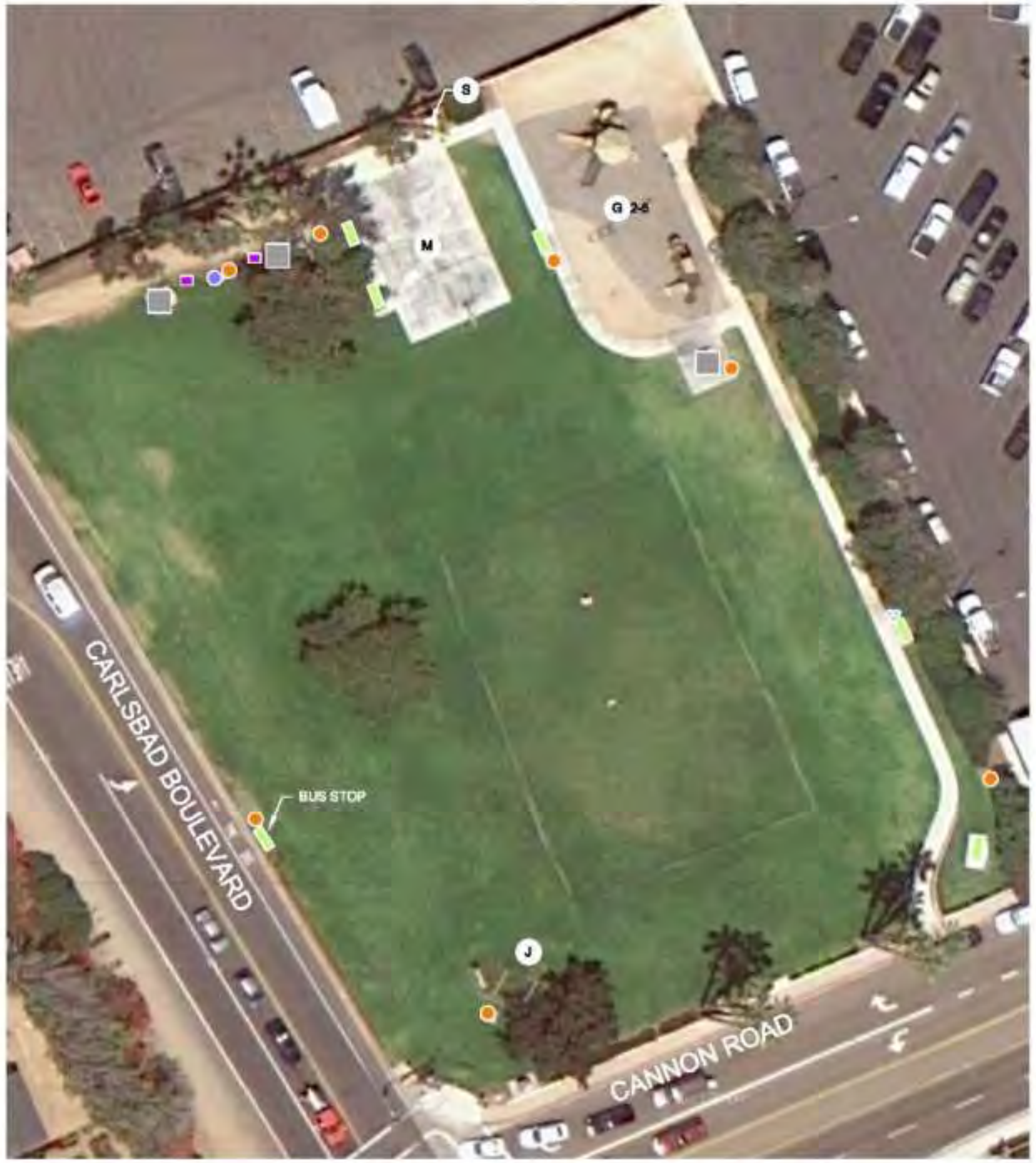
Pj. No.: 13136

FEB. 2013 | GMP PARK INDEX # 20

CANNON PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CANNON PARK

LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	6
■	CHAIR	
■	TABLE	3
●	TRASH RECEPTACLE	7
●	RECYCLABLE RECEPTACLE	1
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	2
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	1
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	1
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	1
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	1

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LANDSCAPE ARCHITECTS PLANNERS, INC.

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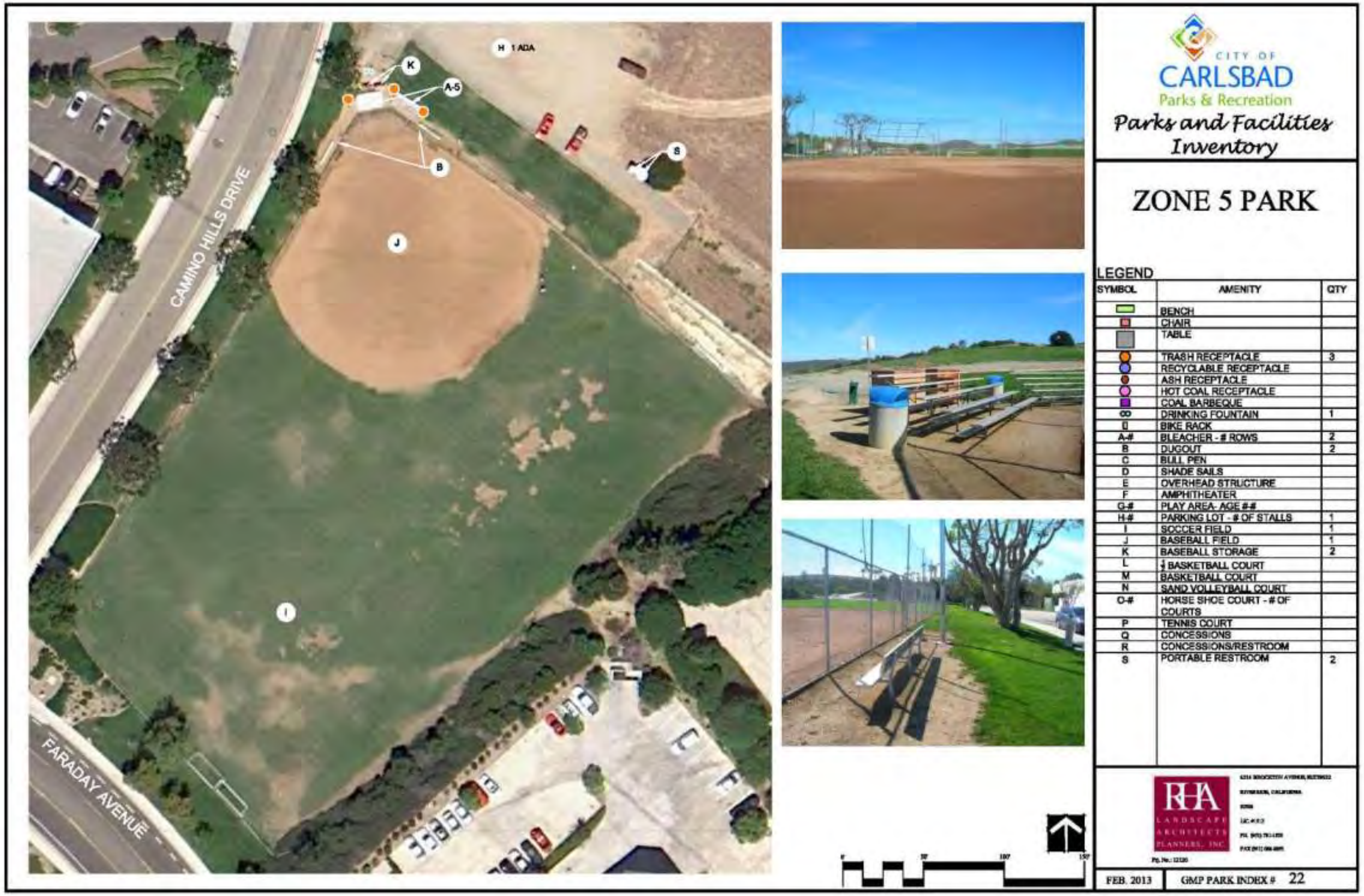
ZONE 5 PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

ZONE 5 PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
▨	TABLE	
●	TRASH RECEPTACLE	3
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	2
B	DUGOUT	2
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	1
J	BASEBALL FIELD	1
K	BASEBALL STORAGE	2
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	2

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

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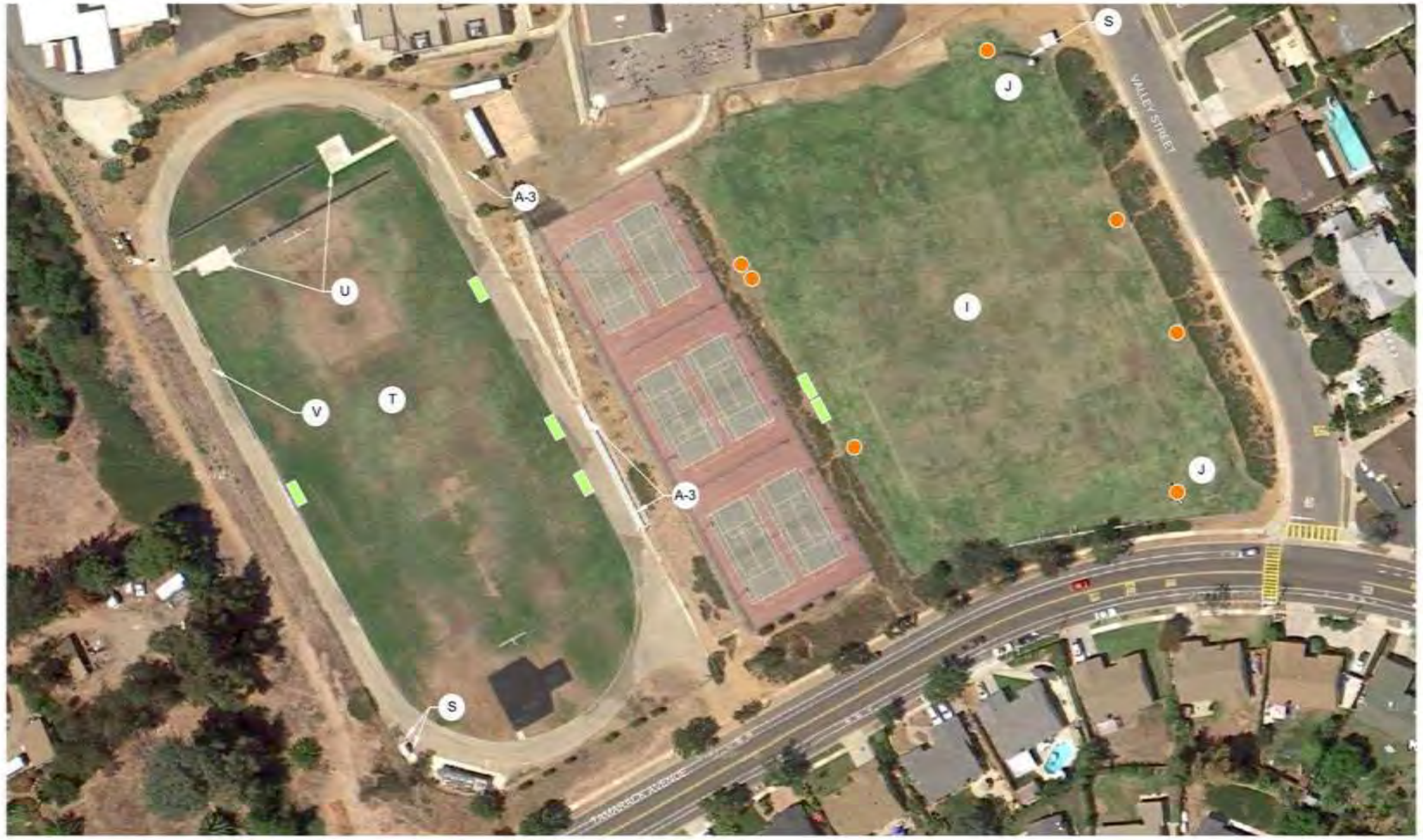
VALLEY MIDDLE SCHOOL FIELDS



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

VALLEY MIDDLE SCHOOL FIELDS

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	6
🟥	CHAIR	
☐	TABLE	
●	TRASH RECEPTACLE	7
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	5
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	1
J	BASEBALL FIELD	2
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	3
T	FOOTBALL FIELD	1
U	LONG JUMP	2
V	TRACK	1

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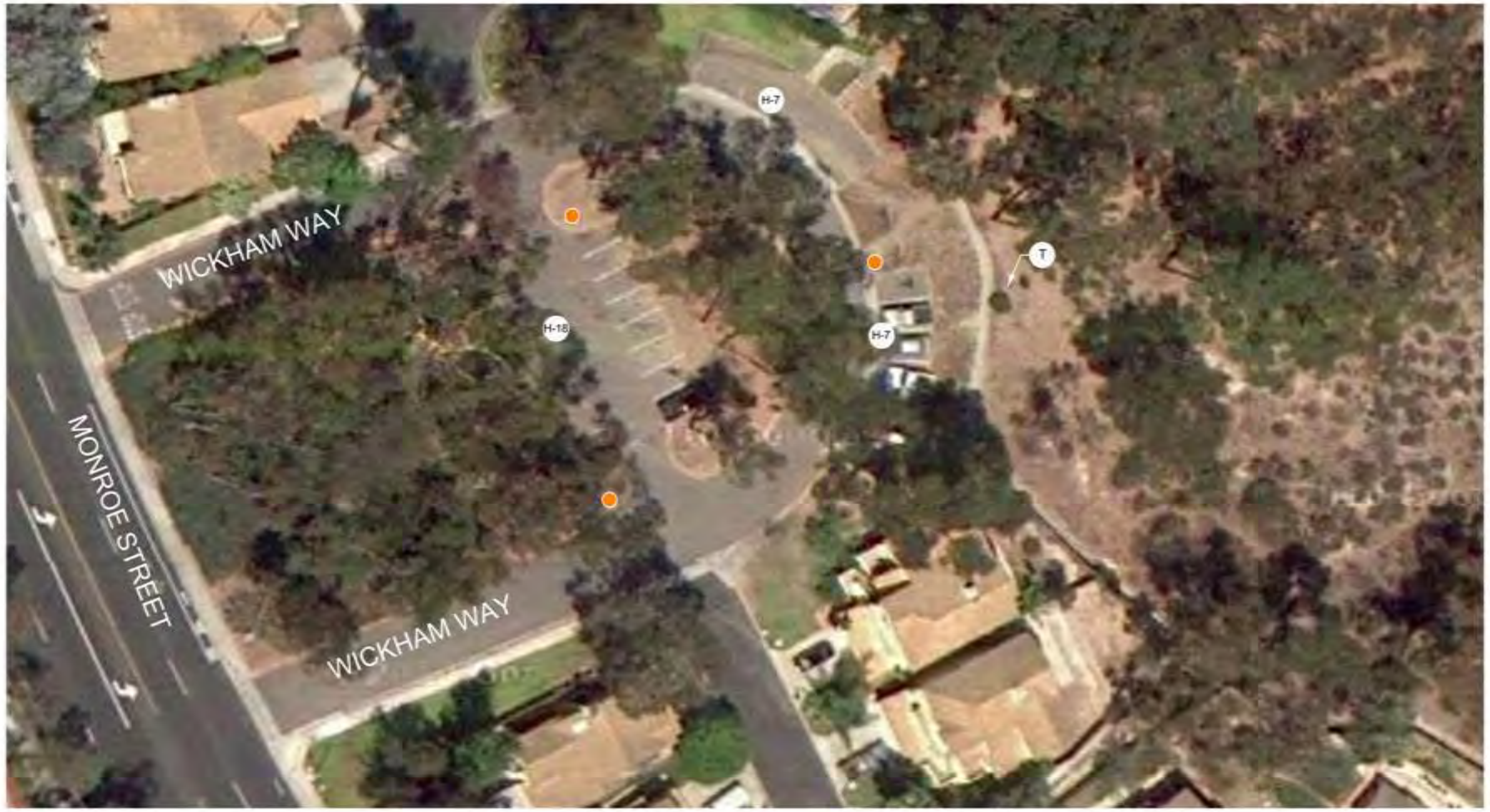
FEB. 2013 | GMP PARK INDEX # 23

HOSP GROVE WICKHAM WAY TRAILHEAD



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

HOSP GROVE WICKHAM WAY TRAILHEAD

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
⬜	TABLE	
●	TRASH RECEPTACLE	3
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
○	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	3
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	
T	DOG WASTE STATION	1

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC
6256 BROCKTON AVENUE, SUITE 212
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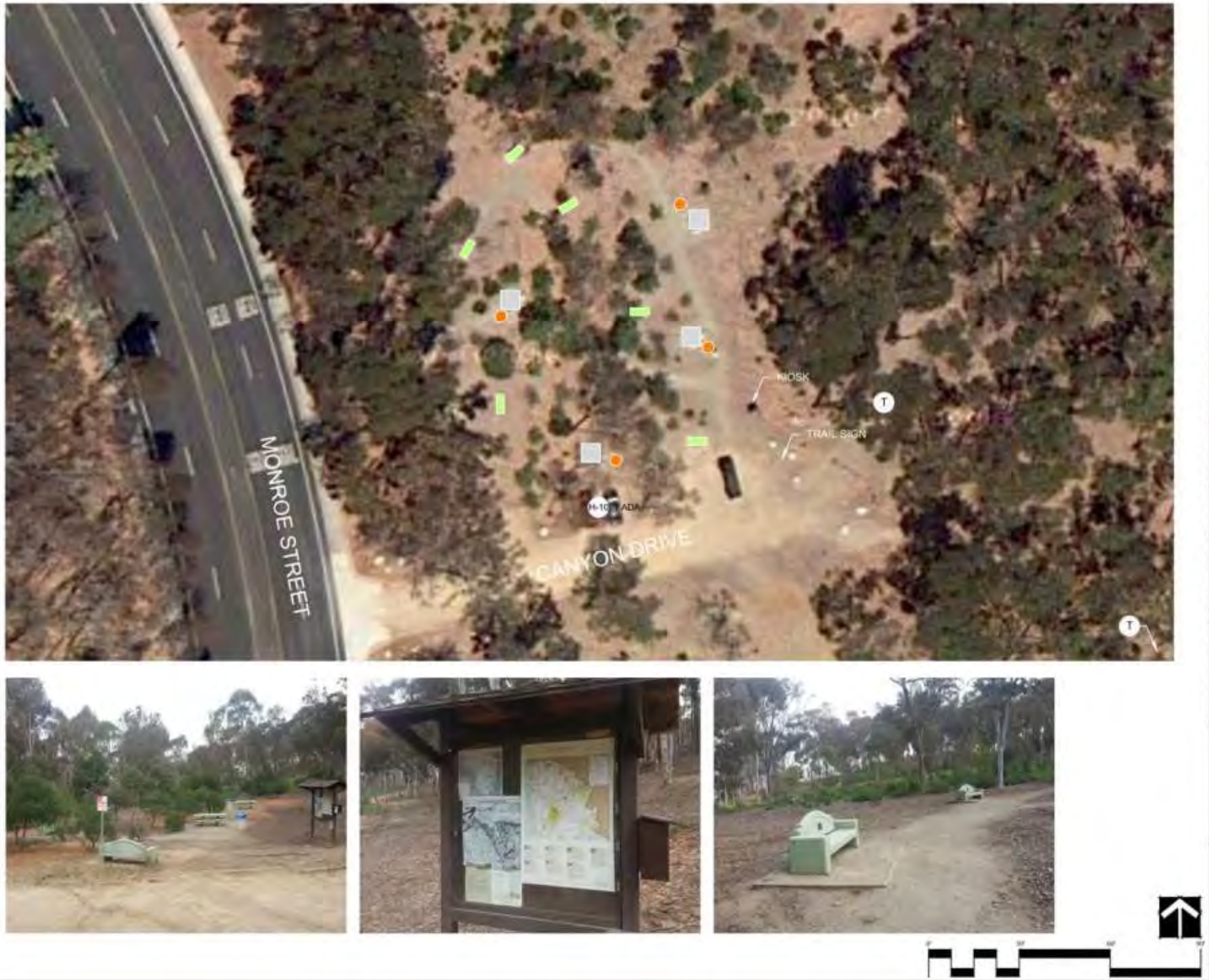
92506
LIC. #1512
PH. [illegible]
FAX [illegible]
Prj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 24A

HOSP GROVE ROTARY TRAILHEAD



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

HOSP GROVE ROTARY TRAILHEAD

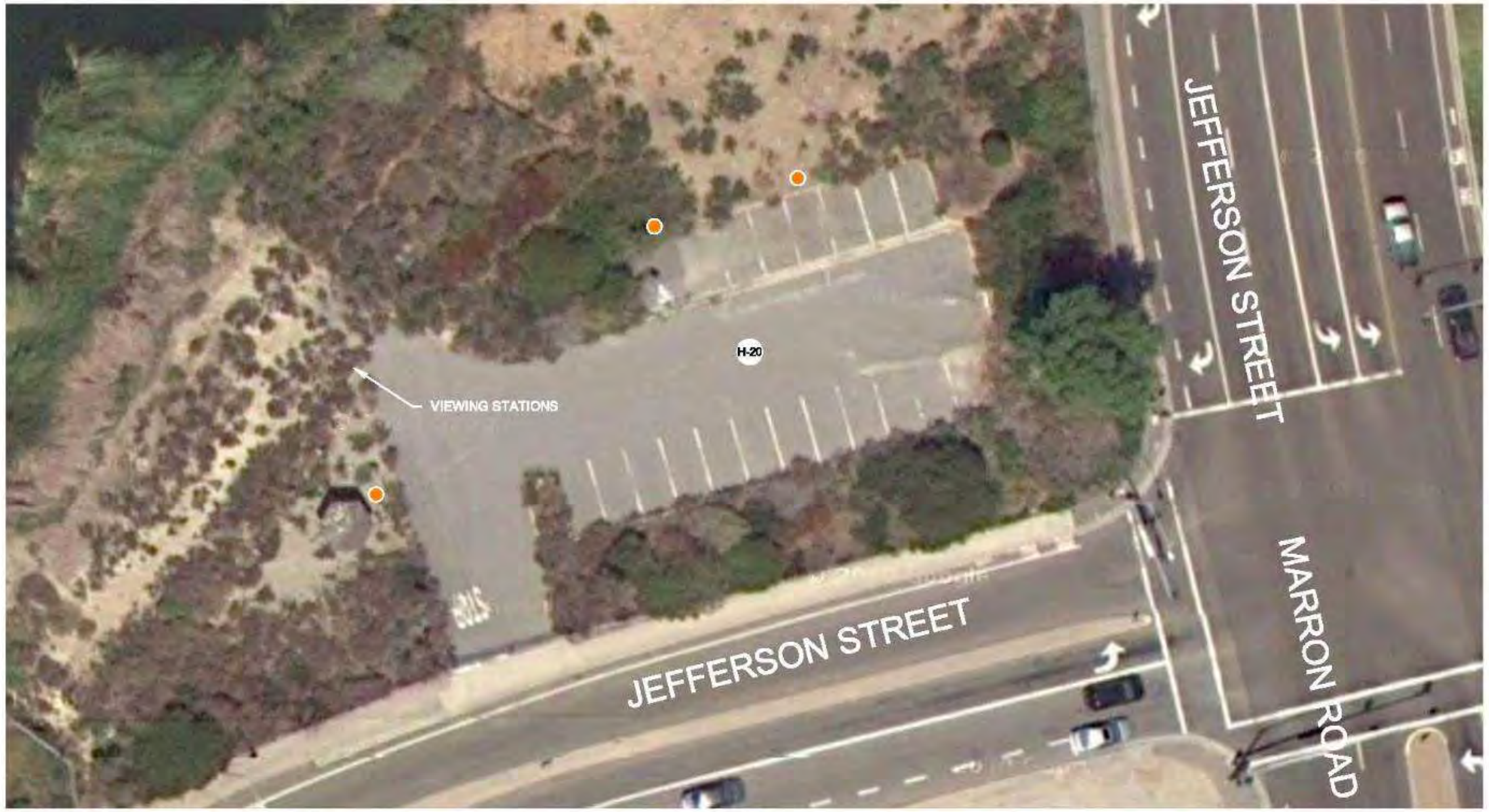
LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	6
🟥	CHAIR	
⬜	TABLE	4
🟠	TRASH RECEPTACLE	4
🔵	RECYCLABLE RECEPTACLE	
🟤	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	
T	DOG WASTE STATION	2

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

FEB. 2013 | GMP PARK INDEX # 24B

LAGOON OBSERVATION AREA


JEFFERSON STREET
MARRON ROAD
VIEWING STATIONS
H-20
BUS
JEFFERSON STREET

LAGOON ECOLOGICAL RESERVE
City of Carlsbad

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

LAGOON OBSERVATION AREA

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	3
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

RHA
LANDSCAPE ARCHITECTS PLANNERS, INC.
Prj. No.: 12126

6216 BROCKTON AVENUE, SUITE 212
RIVERSIDE, CALIFORNIA
92506
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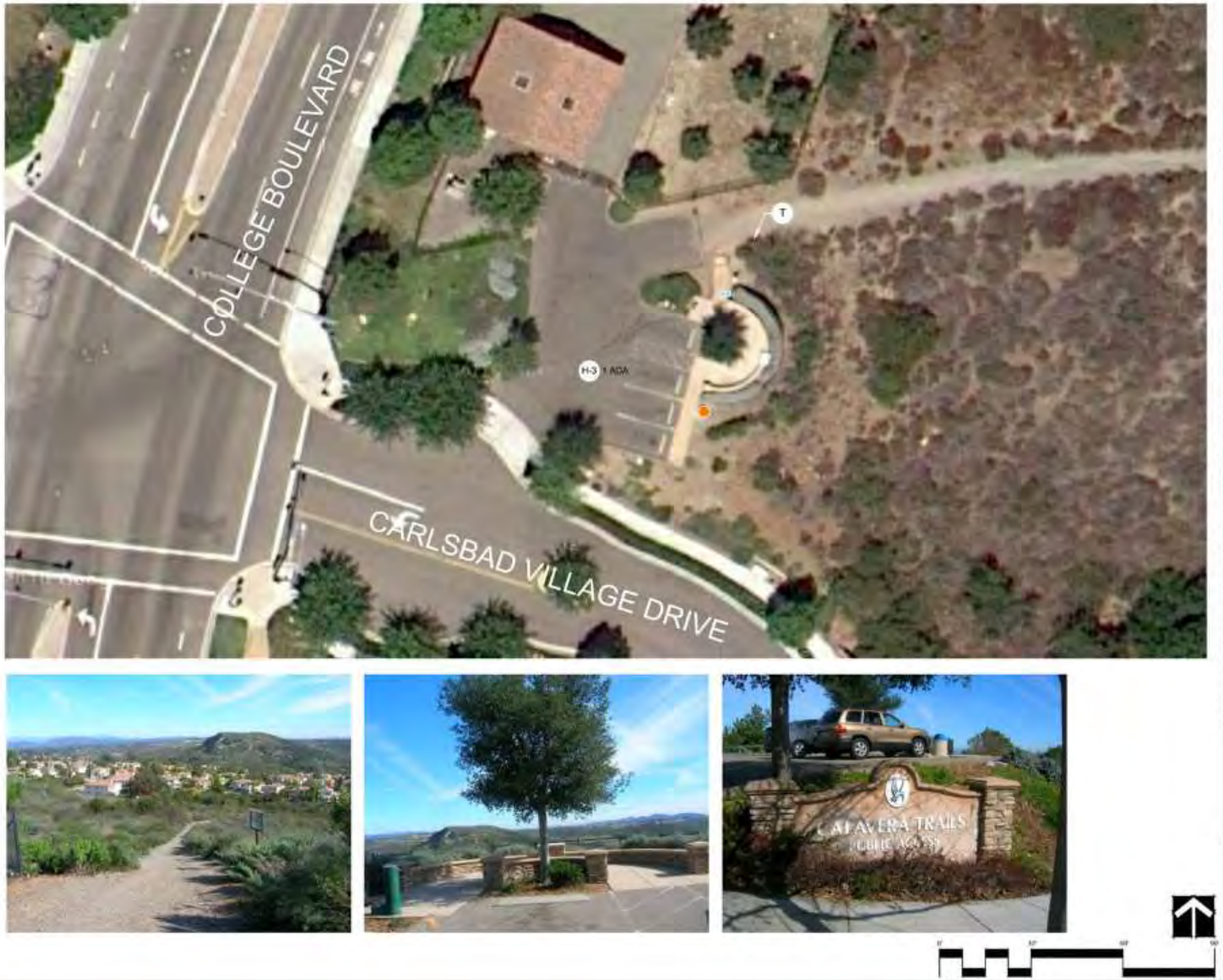
PH. (951) 781-1930
FAX (951) 686-8091

FEB. 2013

GMP PARK INDEX # 25

CALAVERA HILLS TRAILHEAD



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CALAVERA HILLS TRAILHEAD

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
⬜	TABLE	
🟠	TRASH RECEPTACLE	1
🔵	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	
T	DOG WASTE STATION	1

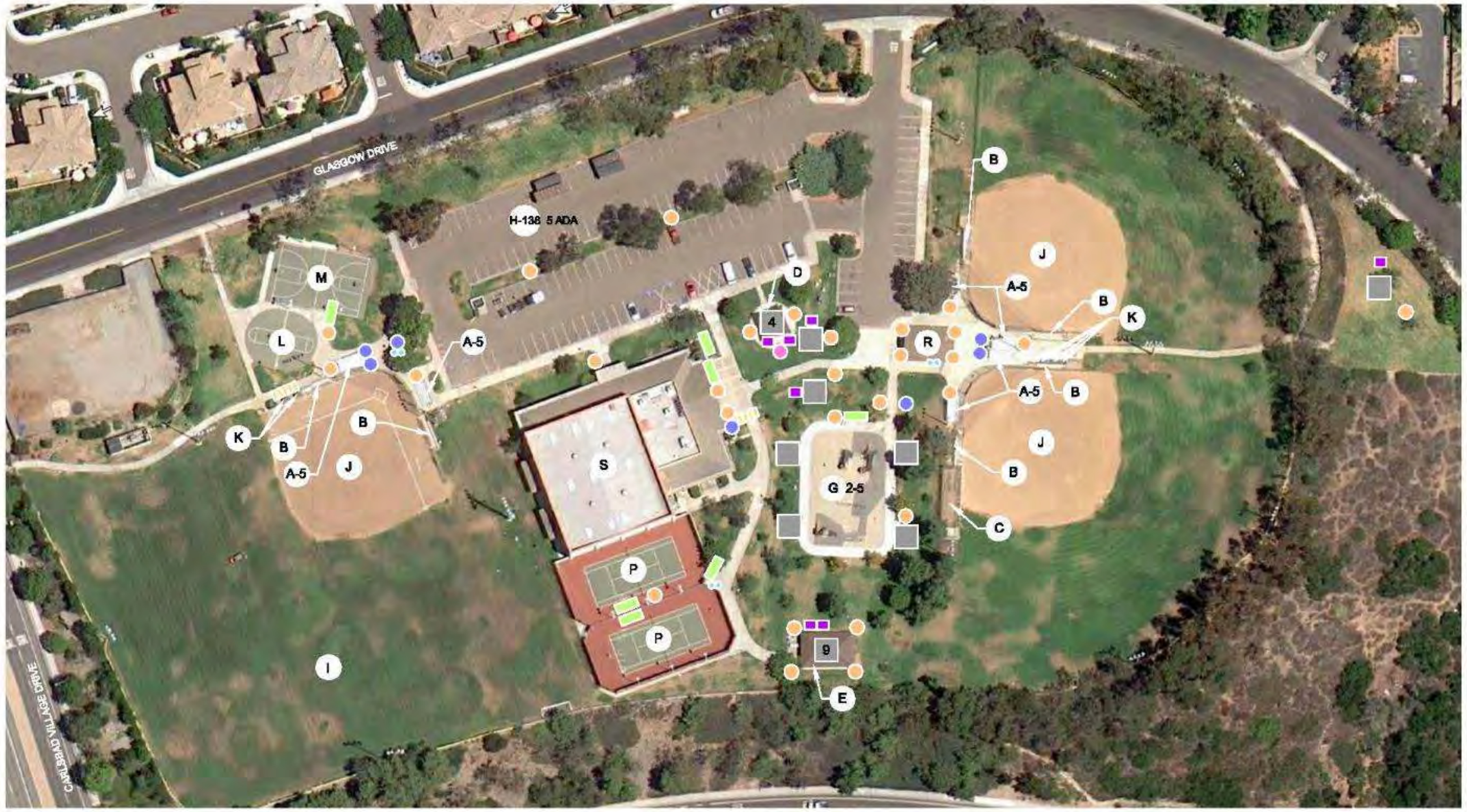
RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

FEB. 2013 | GMP PARK INDEX # 26

CALAVERA HILLS COMMUNITY PARK

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CALAVERA HILLS COMMUNITY PARK



LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	7
🟥	CHAIR	
#	TABLE	20
●	TRASH RECEPTACLE	27
●	RECYCLABLE RECEPTACLE	7
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	1
■	COAL BARBEQUE	7
∞	DRINKING FOUNTAIN	3
▯	BIKE RACK	9
A-#	BLEACHER - # ROWS	6
B	DUGOUT	6
C	BULL PEN	1
D	SHADE SAILS	1
E	OVERHEAD STRUCTURE	1
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	1
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	1
J	BASEBALL FIELD (LIGHTED)	3
K	BASEBALL STORAGE	6
L	½ BASKETBALL COURT (LIGHTED)	2
M	BASKETBALL COURT (LIGHTED)	1
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	2
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
S	COMMUNITY BUILDING (SEE ATTACHMENT) INCLUDES OVERLAPPING COURTS: 3 BADMINTON, 2 VOLLEYBALL, AND 3 BASKETBALL WITH BLEACHERS. NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

RHA
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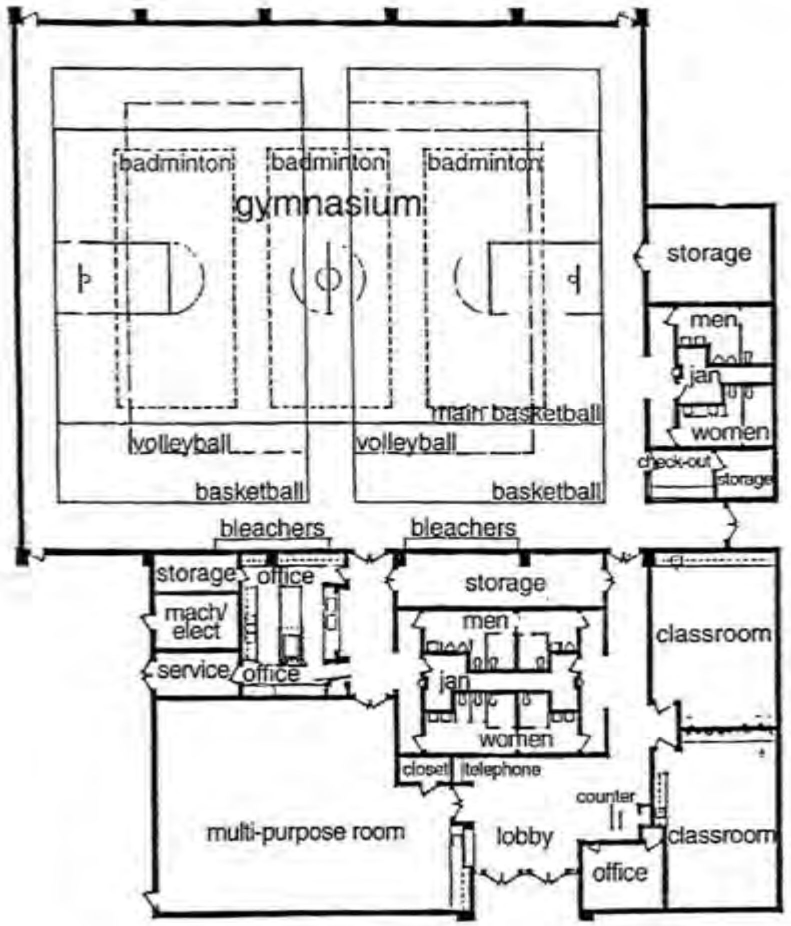
Prj. No.: 12126

FEB. 2013 | GMP PARK INDEX # 27

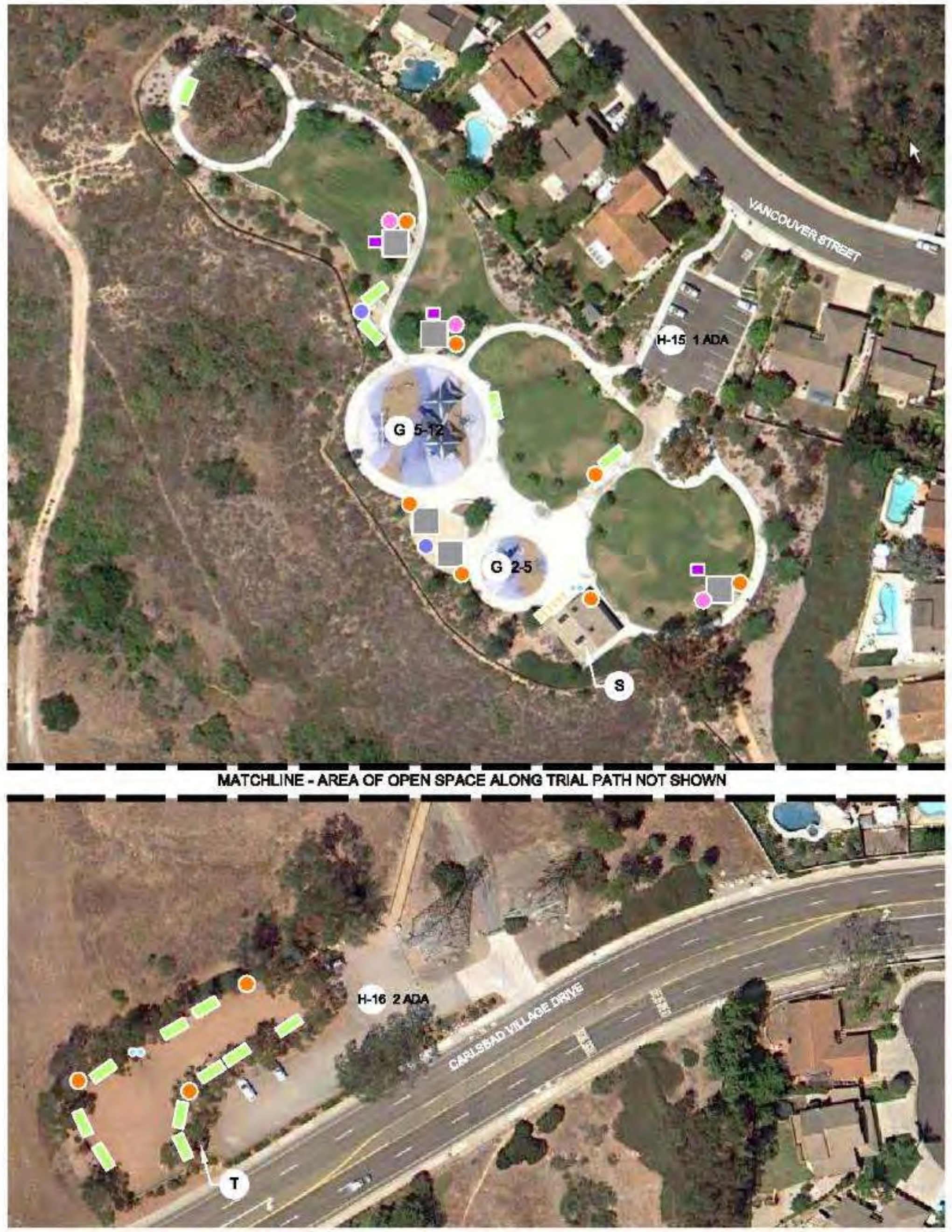
CALAVERA HILLS COMMUNITY PARK COMMUNITY CENTER FLOOR PLAN

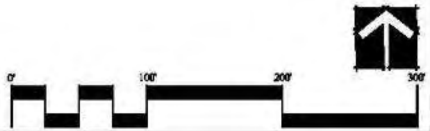

badminton
badminton
badminton
gymnasium
main basketball
volleyball
volleyball
basketball
basketball
bleachers
bleachers
storage
men
jan
women
check-out
storage
storage
office
mach/ elect
service
office
storage
men
jan
women
closet
telephone
classroom
classroom
multi-purpose room
lobby
counter
office

Parks & Recreation
Parks and Facilities Inventory

CALAVERA HILLS COMMUNITY PARK COMMUNITY CENTER FLOOR PLAN

FEB. 2013 | GMP PARK INDEX # 27A


VANCOUVER STREET
H-15 1 ADA
G 5-12
G 2-5
S
MATCHLINE - AREA OF OPEN SPACE ALONG TRIAL PATH NOT SHOWN
H-16 2 ADA
CARLSBAD VILLAGE DRIVE
T


0'
100'
200'
300'

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

HIDDEN CANYON COMMUNITY PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	16
🟥	CHAIR	
#	TABLE	5
🟠	TRASH RECEPTACLE	10
🔵	RECYCLABLE RECEPTACLE	2
🔴	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	3
🟪	COAL BARBEQUE	3
∞	DRINKING FOUNTAIN	2
▯	BIKE RACK	6
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	2
H-#	PARKING LOT - # OF STALLS	2
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
T	PORTABLE RESTROOM NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

RHA
LANDSCAPE
ARCHITECTS
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FAX (951) [illegible]

Prj. No.: 12126

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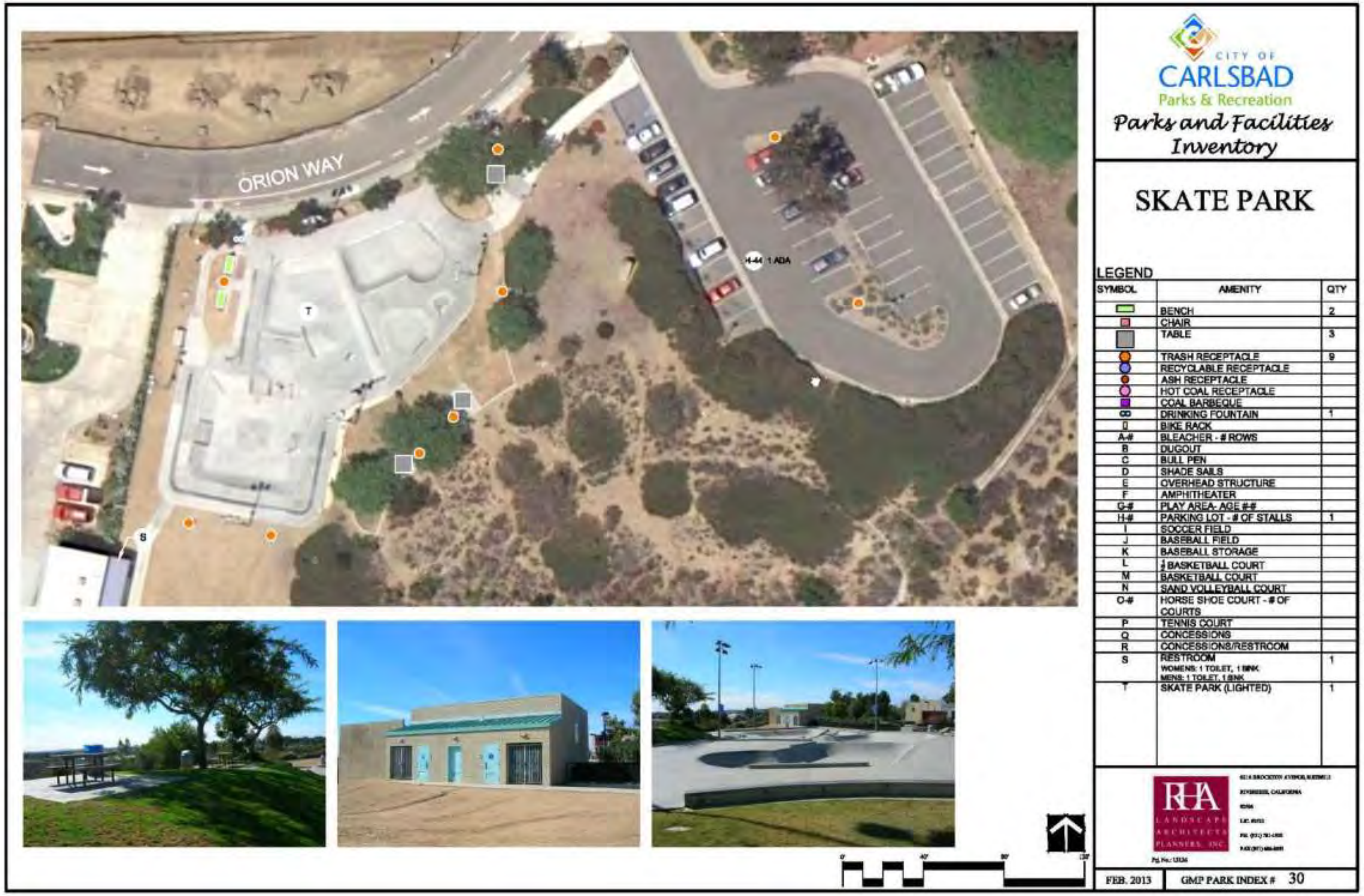
SKATE PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

SKATE PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	2
🟥	CHAIR	
■	TABLE	3
🟠	TRASH RECEPTACLE	9
🔵	RECYCLABLE RECEPTACLE	
🟤	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 1 TOILET, 1 SINK MENS: 1 TOILET, 1 SINK	1
T	SKATE PARK (LIGHTED)	1

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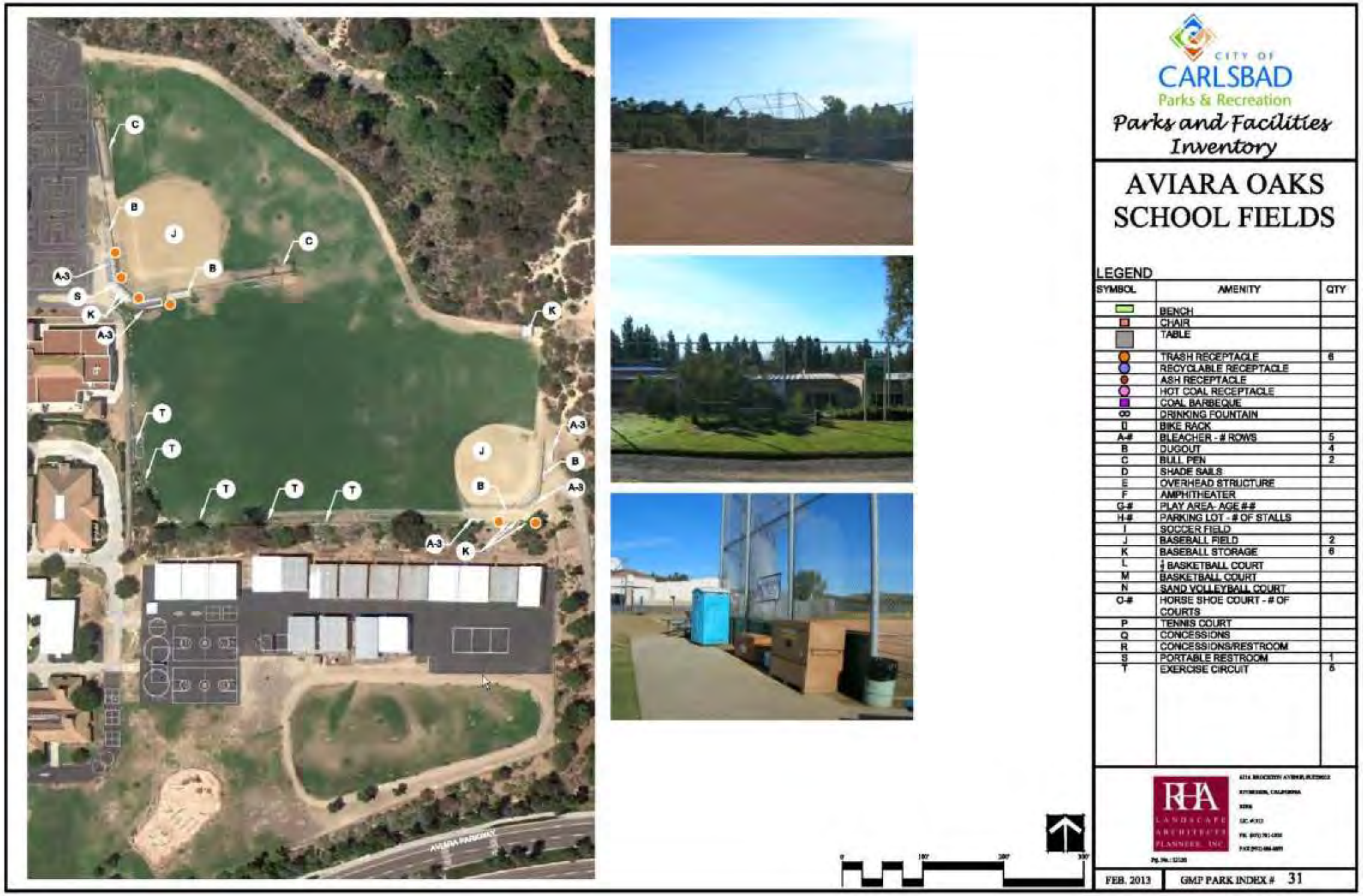
RIVERSIDE, CALIFORNIA

FEB. 2013 | GMP PARK INDEX # 30

AVIARA OAKS SCHOOL FIELDS



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

AVIARA OAKS SCHOOL FIELDS

LEGEND

SYMBOL	AMENITY	QTY
▭	BENCH	
▪	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	6
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	5
B	DUGOUT	4
C	BULL PEN	2
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	2
K	BASEBALL STORAGE	6
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	1
T	EXERCISE CIRCUIT	5

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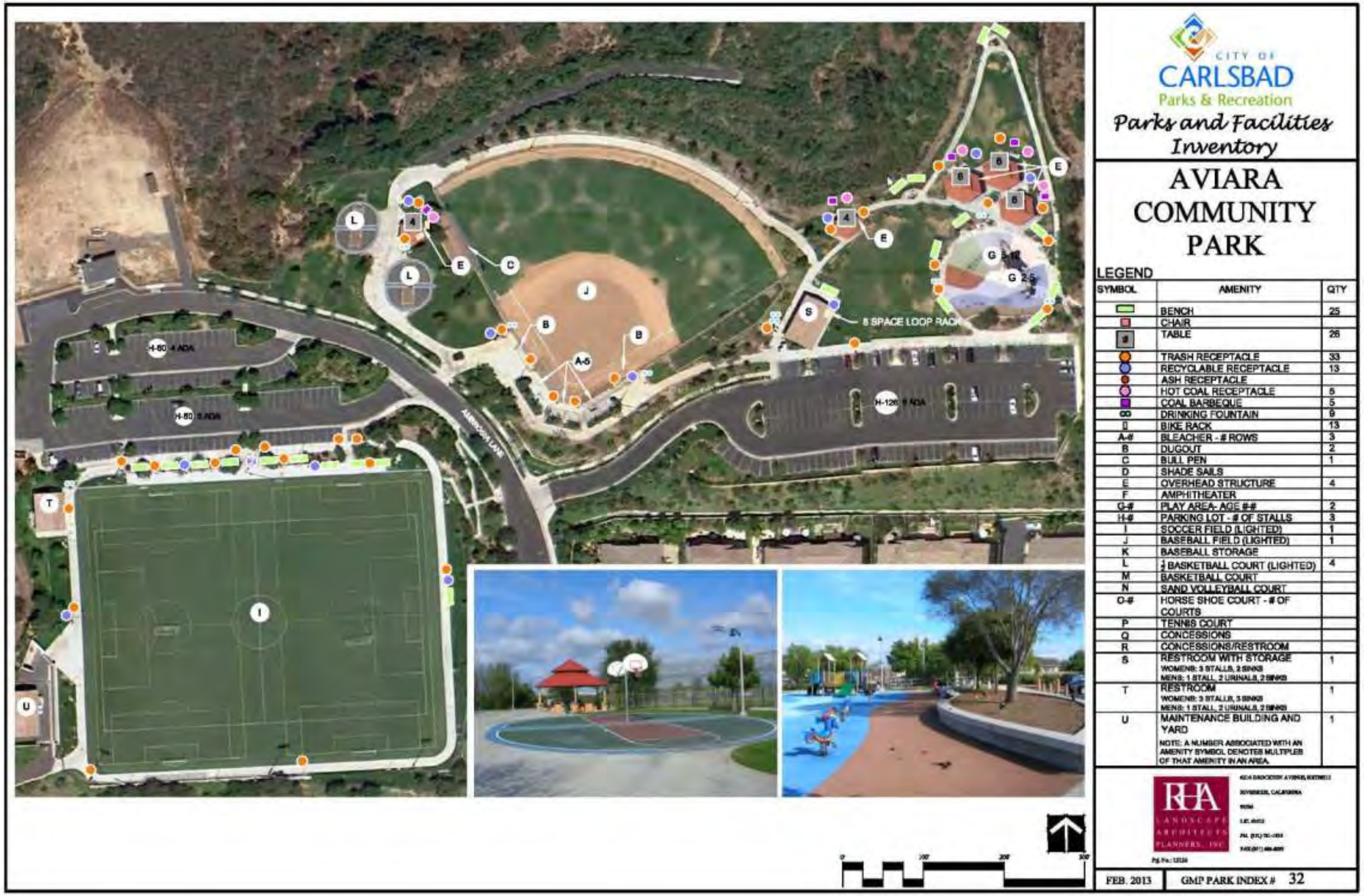
AVIARA COMMUNITY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

AVIARA COMMUNITY PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	25
🟥	CHAIR	
#	TABLE	26
●	TRASH RECEPTACLE	33
●	RECYCLABLE RECEPTACLE	13
●	ASH RECEPTACLE	
○	HOT COAL RECEPTACLE	5
■	COAL BARBEQUE	5
∞	DRINKING FOUNTAIN	9
▯	BIKE RACK	13
A-#	BLEACHER - # ROWS	3
B	DUGOUT	2
C	BULL PEN	1
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	4
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	2
H-#	PARKING LOT - # OF STALLS	3
I	SOCCER FIELD (LIGHTED)	1
J	BASEBALL FIELD (LIGHTED)	1
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT (LIGHTED)	4
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WITH STORAGE WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
T	RESTROOM WOMENS: 3 STALLS, 3 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
U	MAINTENANCE BUILDING AND YARD NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

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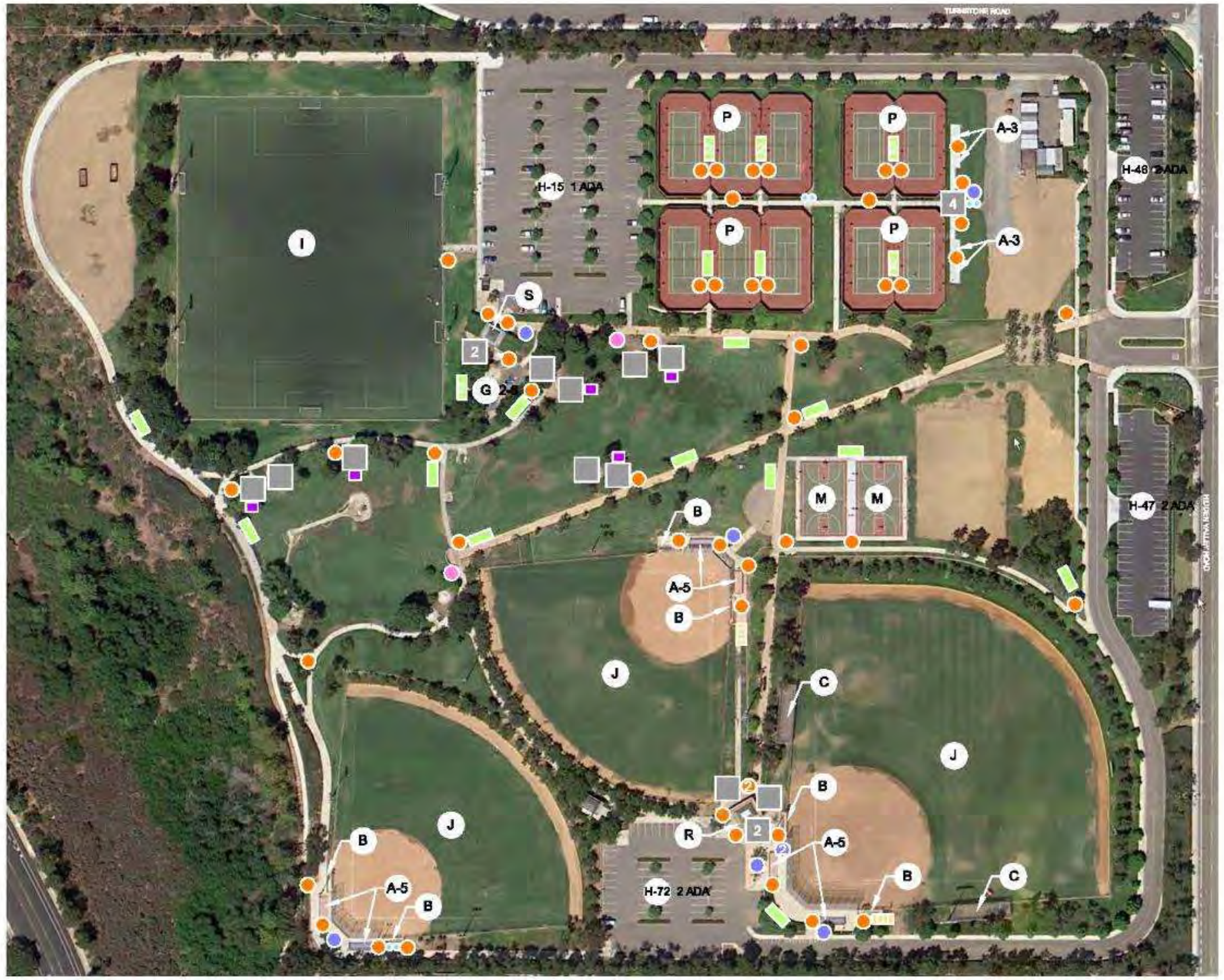
POINSETTIA COMMUNITY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

POINSETTIA COMMUNITY PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	24
🟥	CHAIR	
#	TABLE	19
●	TRASH RECEPTACLE	52
●	RECYCLABLE RECEPTACLE	8
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	2
■	COAL BARBEQUE	5
∞	DRINKING FOUNTAIN	3
▯	BIKE RACK	8
A-#	BLEACHER - # ROWS	10
B	DUGOUT	6
C	BULL PEN	2
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	1
H-#	PARKING LOT - # OF STALLS	4
I	SOCCER FIELD (LIGHTED)	1
J	BASEBALL FIELD (LIGHTED)	3
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT (LIGHTED)	2
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
S	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

0' 30' 60' 90'

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.
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Prj. No.: 12126

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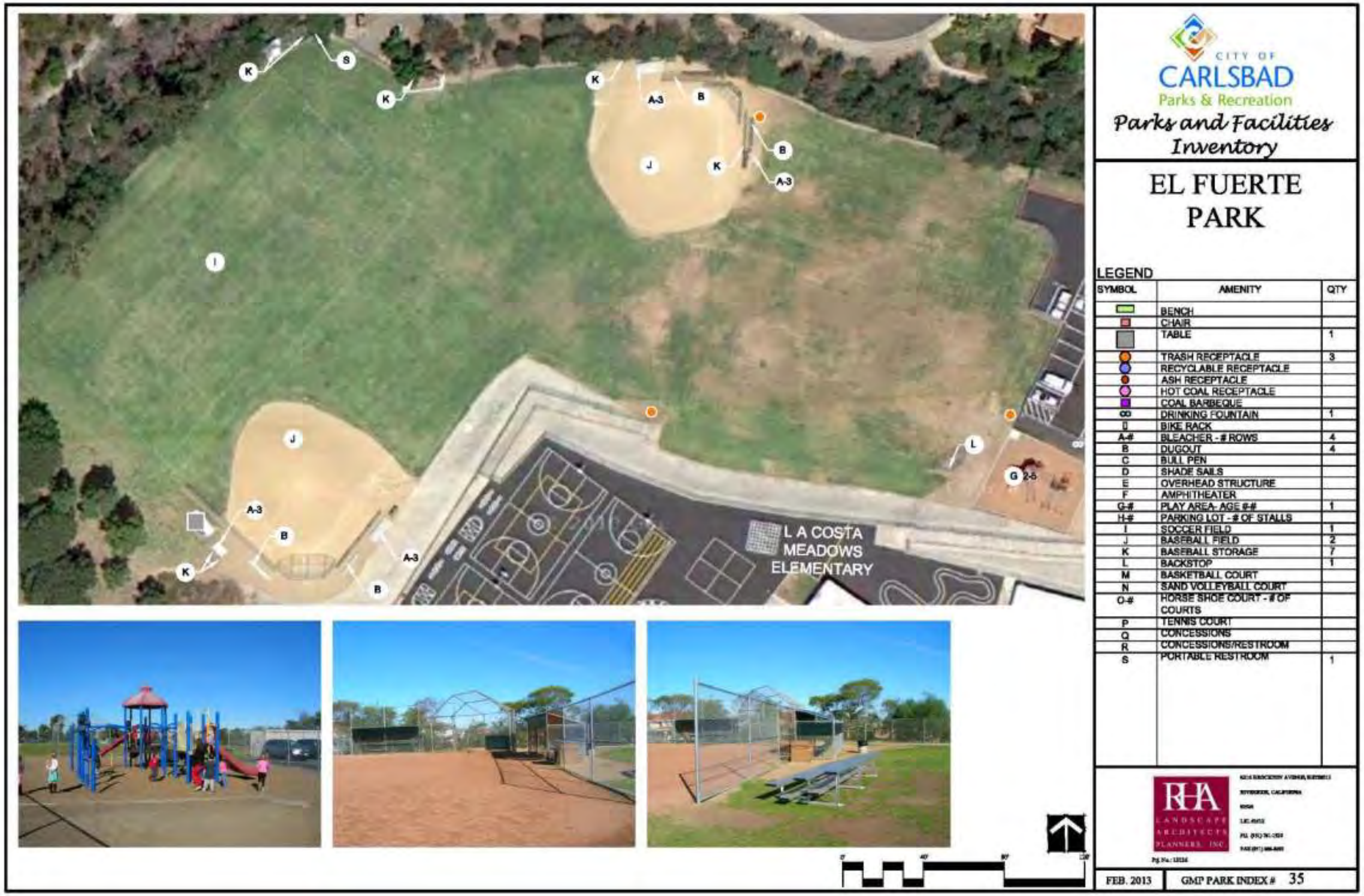
EL FUERTE PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

EL FUERTE
PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
■	TABLE	1
●	TRASH RECEPTACLE	3
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	4
B	DUGOUT	4
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	1
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	1
J	BASEBALL FIELD	2
K	BASEBALL STORAGE	7
L	BACKSTOP	1
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

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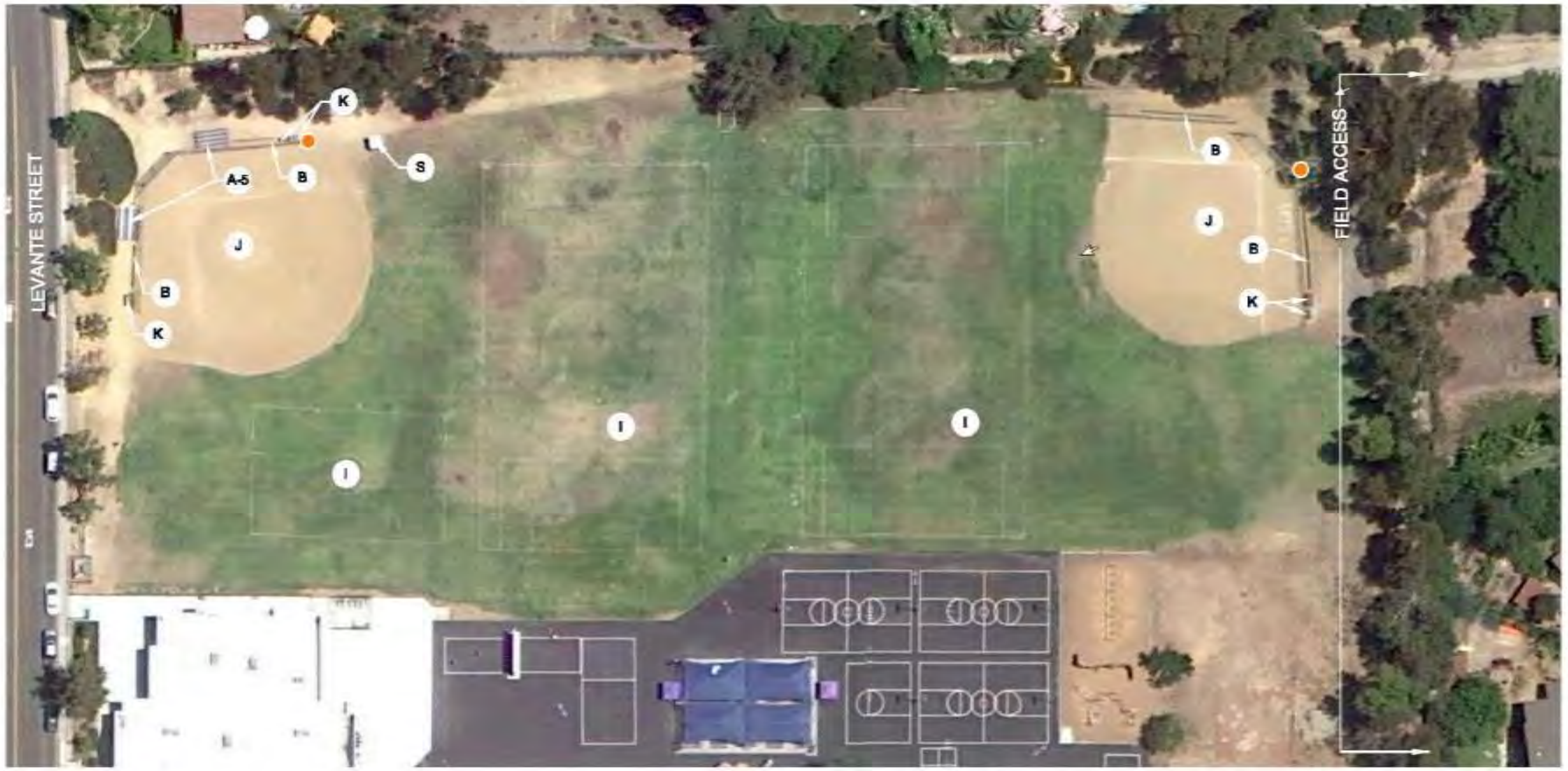
LA COSTA HEIGHTS SCHOOL FIELDS



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

LA COSTA HEIGHTS SCHOOL FIELDS

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
#	TABLE	
●	TRASH RECEPTACLE	2
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	2
B	DUGOUT	4
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	3
J	BASEBALL FIELD	2
K	BASEBALL STORAGE	5
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	PORTABLE RESTROOM	1

RHA
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[illegible]
RIVERSIDE, CALIFORNIA
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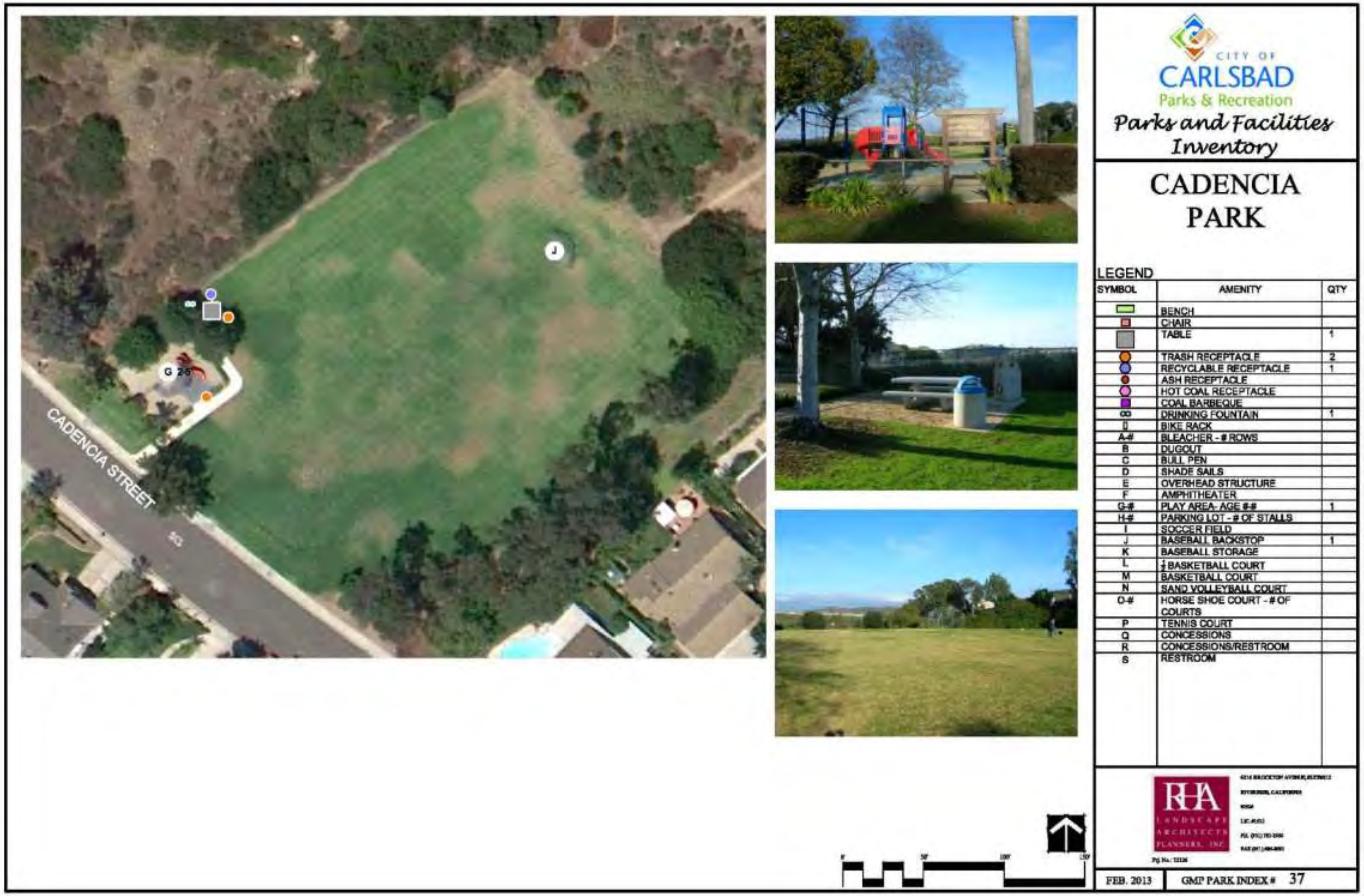
LIC. [illegible]
PH. [illegible]
FAX [illegible]

Prj. No.: 12026

FEB. 2013 | GMP PARK INDEX # 36

CADENCIA PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CADENCIA PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	
🟥	CHAIR	
■	TABLE	1
🟠	TRASH RECEPTACLE	2
🔵	RECYCLABLE RECEPTACLE	1
●	ASH RECEPTACLE	
○	HOT COAL RECEPTACLE	
🟪	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	1
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL BACKSTOP	1
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

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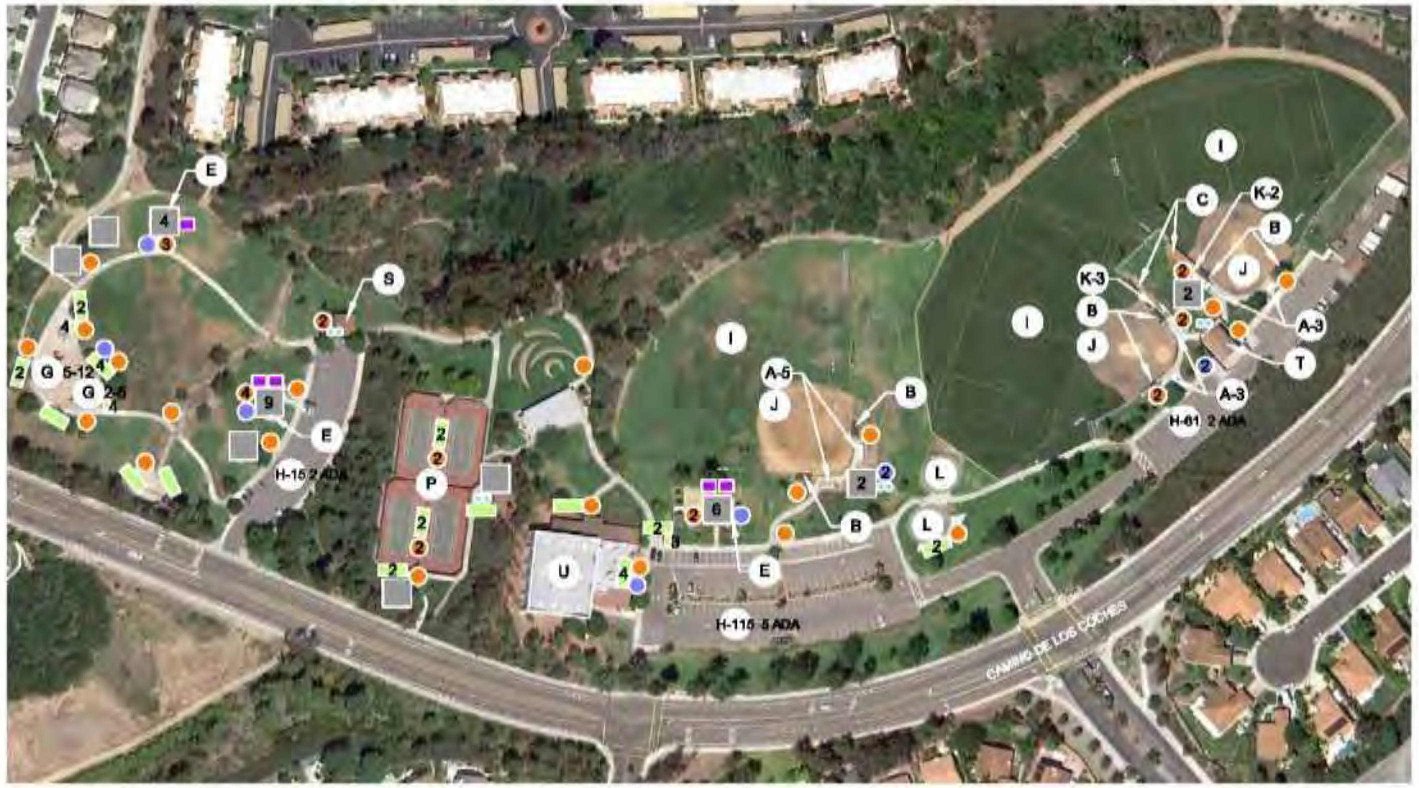
STAGECOACH COMMUNITY PARK



0
100'
200'
300'

CITY OF CARLSBAD
Parks & Recreation

Parks and Facilities Inventory

STAGECOACH COMMUNITY PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	28
🟥	CHAIR	
#	TABLE	28
●	TRASH RECEPTACLE	41
●	RECYCLABLE RECEPTACLE	9
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	5
∞	DRINKING FOUNTAIN	4
▯	BIKE RACK	11
A-#	BLEACHER - # ROWS	6
B	DUGOUT	6
C	BULL PEN	2
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	3
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	2
H-#	PARKING LOT - # OF STALLS	3
I	SOCCER FIELD (LIGHTED)	3
J	BASEBALL FIELD (LIGHTED)	3
K	BASEBALL STORAGE	5
L	½ BASKETBALL COURT (LIGHTED)	4
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	4
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
T	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
U	COMMUNITY BUILDING (SEE ATTACHMENT) INCLUDES OVERLAPPING COURTS: 3 BADMINTON, 2 VOLLEYBALL, AND 3 BASKETBALL WITH BLEACHERS. NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

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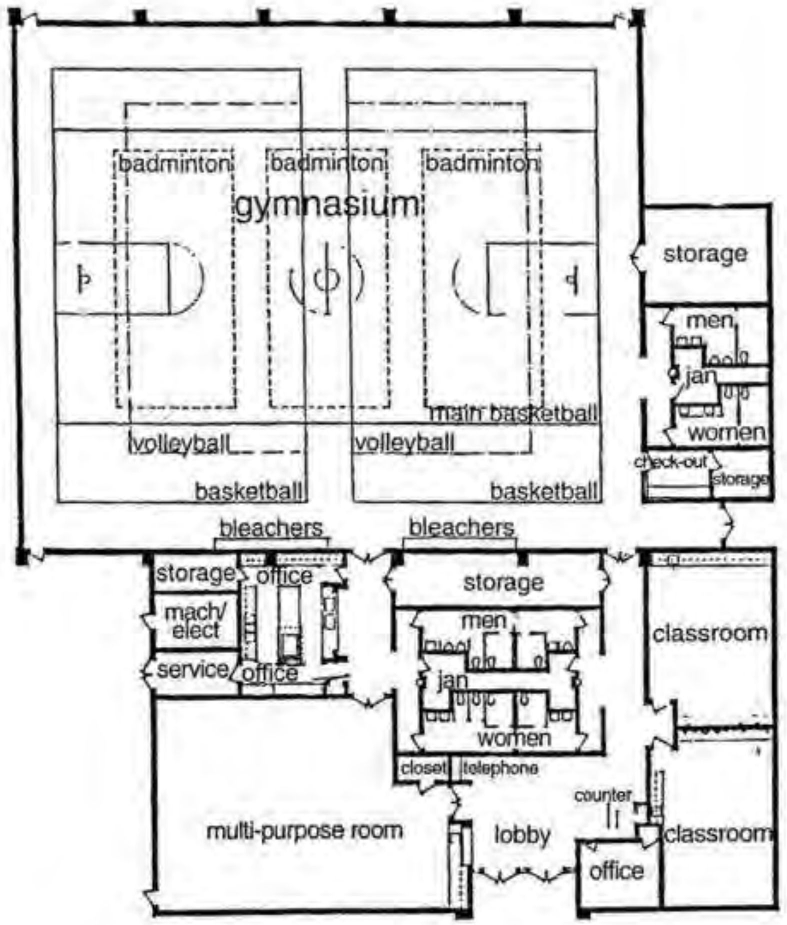
FEB. 2013	GMP PARK INDEX # 39

STAGECOACH PARK COMMUNITY CENTER FLOOR PLAN


badminton
badminton
badminton
gymnasium
main basketball
volleyball
volleyball
basketball
basketball
bleachers
bleachers
storage
men
jan
women
check-out
storage
storage
office
mach/ elect
service
office
storage
men
jan
women
closet
telephone
classroom
classroom
multi-purpose room
lobby
counter
office

CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

STAGECOACH PARK COMMUNITY CENTER FLOOR PLAN

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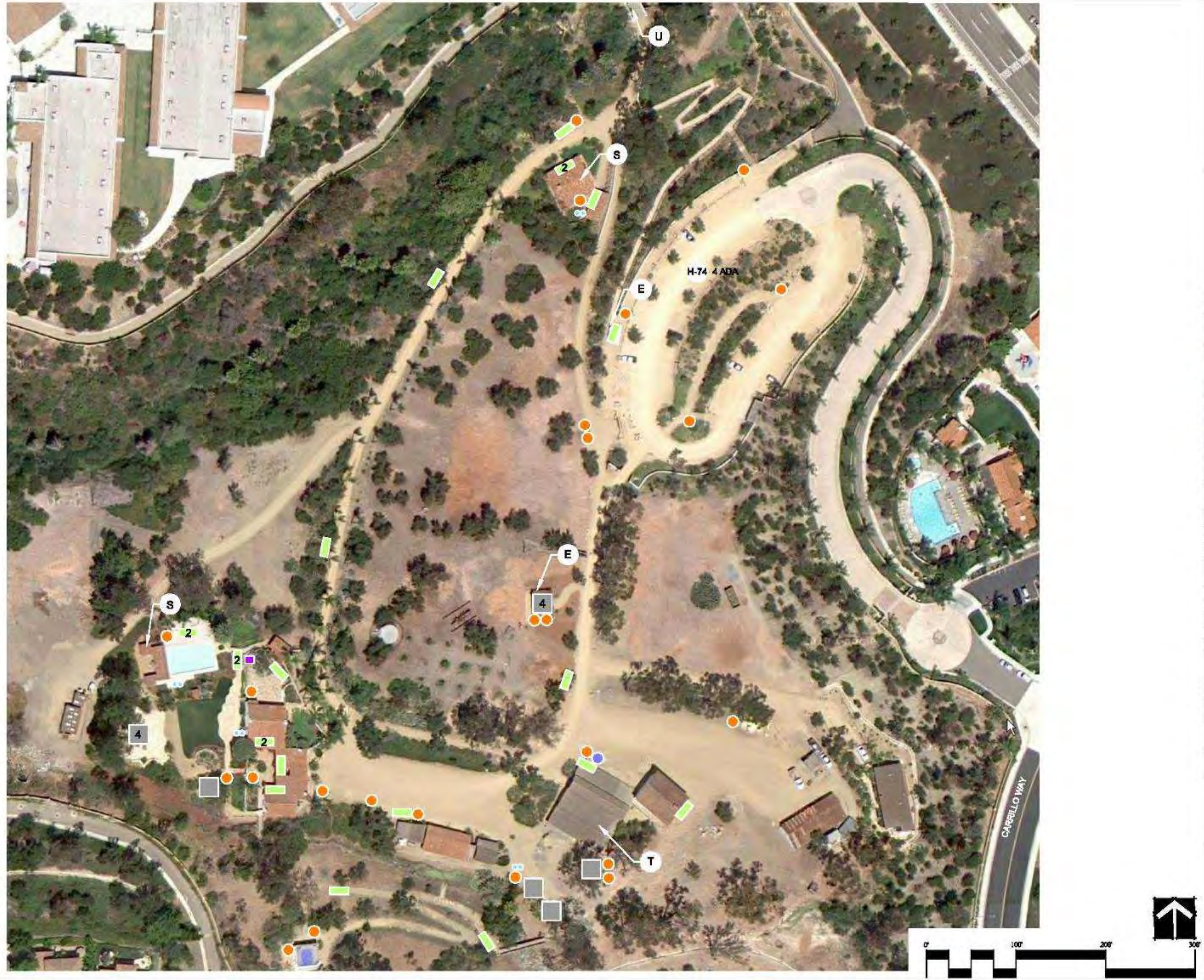
FEB. 2013
GMP PARK INDEX # 39A

LEO CARRILLO RANCH HISTORIC PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

LEO CARRILLO RANCH HISTORIC PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	22
🟥	CHAIR	
#	TABLE	13
🟠	TRASH RECEPTACLE	24
🔵	RECYCLABLE RECEPTACLE	1
●	ASH RECEPTACLE	
🟣	HOT COAL RECEPTACLE	
🟪	BUILT-IN BARBEQUE	1
∞	DRINKING FOUNTAIN	4
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	2
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 1 STALL, 1 SINK MENS: 1 STALL, 1 SINKRESTROOM	2
T	UNISEX RESTROOM 1 STALL, 1 SINK	1
U	DOG WASTE STATION NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

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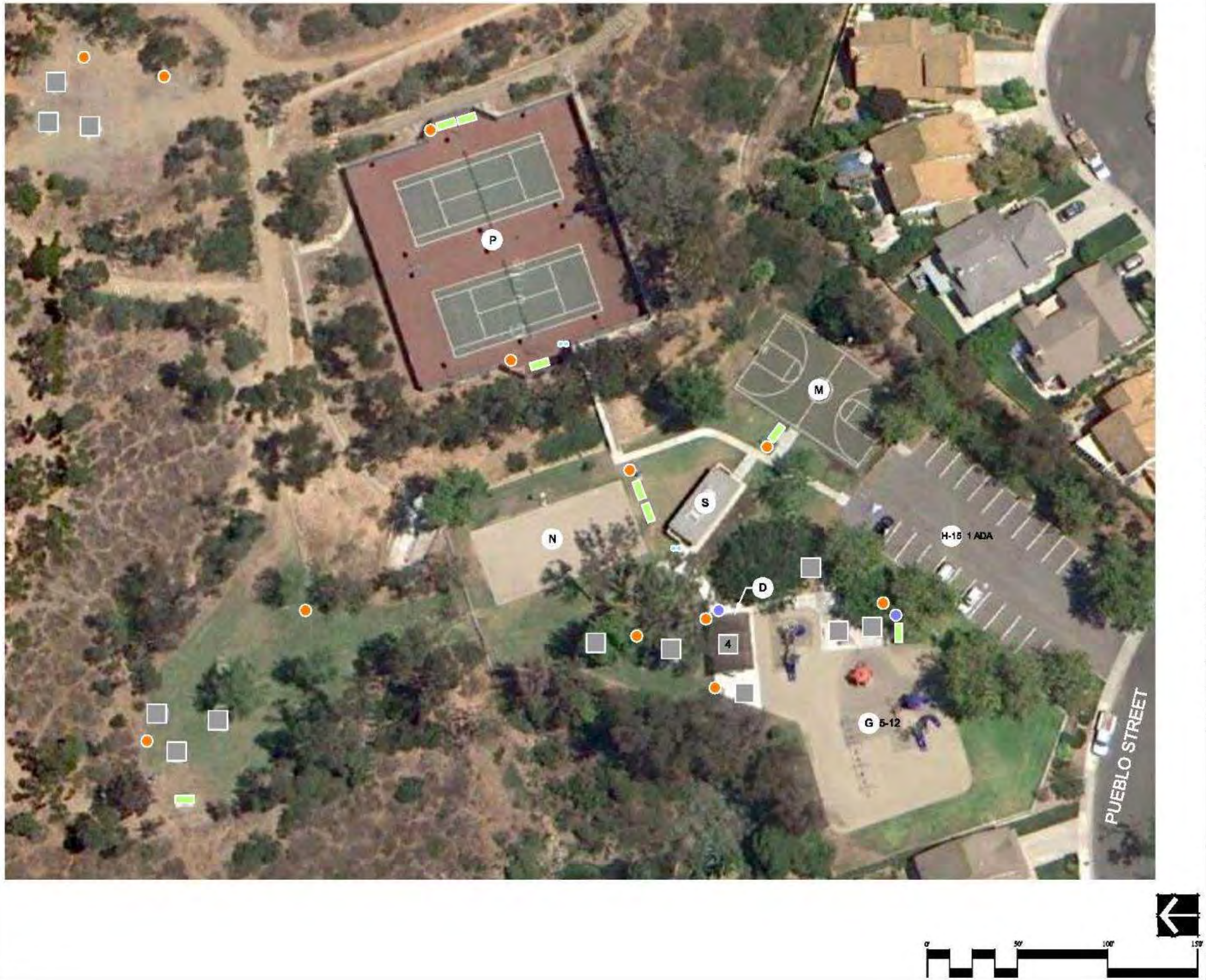
LA COSTA CANYON PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

LA COSTA CANYON PARK

LEGEND

SYMBOL	AMENITY	QTY
🟩	BENCH	8
🟥	CHAIR	
#	TABLE	16
●	TRASH RECEPTACLE	12
●	RECYCLABLE RECEPTACLE	2
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	2
▯	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	1
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	1
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	½ BASKETBALL COURT	
M	BASKETBALL COURT (LIGHTED)	1
N	SAND VOLLEYBALL COURT (LIGHTED)	1
O-#	HORSE SHOE COURT - # OF COURTS	2
P	TENNIS COURT (LIGHTED)	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1

NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.

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FEB. 2013 | GMP PARK INDEX # 43

STRATEGIC ACTION MATRIX – SHORT TERM, MID TERM AND ONGOING

Short-Term: 0 - 3 years

Strategies / Tactics	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
Complete a feasibility study / business plan to evaluate the potential for programming, partnering and operational success for an indoor, multi-purpose, multi-generational community center. If feasible, commence development within the said time-frame.	1, 2, 5	$90,000	P & R Admin	Innovation, Excellence, Empowerment, Communication	In Progress - 2015 Completion	Feasibility Study and Business Plan presented to Council; If found feasible, undertake next steps for design / development
Complete a feasibility study / business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park	1,2,5	$90,000	P & R Admin	Innovation, Excellence, Empowerment, Communication	2016 Completion	Feasibility Study and Business Plan presented to Council
Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment	1,2,4,5	$84,000	P & R Admin	Innovation, Excellence, Stewardship, Communication	Completed 2014	Council Approval by December 2014
Modiy two existing tennis courts in well-served areas to accommodate Outdoor Pickleball Courts as determined by the Equity Mapping	1, 4	$435,000	Parks	Excellence, Innovation	Council Direction in Dec 2014 to investigate dedicated location for Pickleball Courts - In Progress	Identify location and present Concept Plan for Council consideration
Design and develop the entryway to Calavera Hills Community Park	1, 4,5	$550,000	Parks	Innovation, Stewardship, Excellence	Design In Progress - 2015 Development Completion	Complete construction drawings and present to Council for funding consideration
Complete the development of one additional Community Garden at Calavera Hills Community Park	1, 2, 4	$80,000	Parks	Character, Stewardship, Innovation	Completed 2014	Open Community Garden in 2014
Establish a department specific sponsorship policy to reflect new goals and vision	2, 3, 5	$0	City Admin	Innovation, Stewardship, Excellence, Empowerment	Completed as part of 2014 Council Policy adoption	Establish policy and obtain Council approval
Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas	2,3,5	TBD	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park	Update Department wide model by 2016
Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution	2,3,5	$0	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park	Train Department wide staff by 2016
Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities	2,3,5	$0	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park: 2016 Completion Department wide	Communicate costs to all entities by 2016
Develop strategies to increase awareness and participation rates of program offerings	1, 2, 3, 4,5	$0	City Admin	Innovation, Stewardship, Empowerment, Communication	Commenced 2014: Ongoing	Annual review of strategies
Develop a customer service manual and training program for full and part time staff	2,3,5	TBD	City Admin	Character, Innovation, Empowerment, Communication	Commenced 2014: Ongoing	Annual review of manual and ongoing staff training
Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining	1, 2, 4, 5	$0	Recreation	Character, Innovation, Excellence	Commenced 2014: Ongoing	Annual review and changes, as appropriate
		$ 1,329,000				

Mid-Term: 4 - 5 years

Strategies	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
If found feasible, commence development of an outdoor adventure activity park	1, 2, 3, 4, 5	TBD	P & R Admin	Innovation, Excellence, Empowerment, Communication	TBD	If found feasible, undertake next steps for design / development
Create a plan to identify an additional dog park	1,4	$0	P & R Admin	Innovation, Stewardship, Excellence	Completed as part of Council approved Poinsettia Community Park Master Plan Update in 2014	Identify location for an additional dog park by 2017
Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system	1, 4, 5	$65,000	Parks	Stewardship, Excellence, Communication	In Progress - 2015 Completion	Complete Trails Master Plan Update by December 2017
Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad	1,2,3,4,5	$100,000	P & R Admin	Innovation, Excellence, Communication	2018 Completion	Complete Needs Assessment / Strategic Master Plan Update by December 2018
		$ 165,000				

On-Going

Strategies	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community	1, 4,5	TBD	P & R Admin	Innovation, Stewardship, Excellence, Empowerment, Communication	General Plan Update 2015 Completion;	Ongoing evaluation and expansion, as appropriate
Continue transformation of organizational culture and pricing strategies based on updated service classification	2,3,5,	$0	P & R Admin	Innovation, Stewardship, Excellence, Empowerment	Ongoing	Annual evaluation of service classification matrix and update, as appropriate
Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations	1,2,3,5	$0	Recreation	Innovation, Excellence, Empowerment	Ongoing	Ongoing evaluation of service delivery standards and update, as appropriate
Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)	1,2,3,5	$0	P & R Admin	Innovation, Excellence, Empowerment, Communication	Developed additional Performance Measurements consistent with the City wide team; ongoing	Ongoing evaluation of performance metrics and update, as appropriate
Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities	1,2,3,5	$0	City Admin	Innovation, Excellence, Empowerment, Communication	Ongoing	Ongoing evaluation of marketing performance measures and update, as appropriate
Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage	2,3,5	$0	Recreation	Innovation, Excellence, Empowerment, Communication	Ongoing	Annual lifecycle matrix review and update, as appropriate
Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities	2,3,5	TBD	P & R Admin	Innovation, Excellence, Empowerment, Stewardship	Ongoing	Ongoing evaluation of Alga Norte business model and update, as appropriate
Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.	1,4,5	$5,000	P & R Admin	Innovation, Excellence, Empowerment	California State University (San Marcos) Enrichment Program Analysis Project Completed 2014; Ongoing	Annual review of program trends and modify offerings, as appropriate
Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.	2,3,5	TBD	P & R Admin	Innovation, Excellence, Empowerment	Ongoing	Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
TOTAL Ongoing		**$ 5,000**				