

Parks & Recreation Master Plan Update



Chapter 9: Recommendations & Implementation Strategies



Town of
Yucca Valley

9.0: RECOMMENDATIONS & IMPLEMENTATION STRATEGIES

9.1 Introduction

This section presents recommendations and strategies for the implementation of proposed new recreation facilities and programs. Recommendations address the recreation facility and program needs identified in the Needs Analysis section, and are the result of the assessment of existing inventory and demand; the community outreach process; and consideration of the Town's needs with respect to the Old Town Specific Plan and the Facilities Master Plan being done to determine the best option for bringing Town administration functions together at a Civic Center Complex.

Funding, design, and implementation will be determined as a result of the capital improvement project budget process conducted by the Town each year. Item 9.5 provides a proposed capital improvement program timeline covering the time period of this Master Plan which is 2008 through 2020.

Facility recommendations are presented in no particular order of importance to reflect the findings identified through the community outreach and needs analysis process, as follows:

- ◆ Reconfiguration of existing Community Center Complex for a Civic Center and Neighborhood Park
- ◆ Old Town Specific Plan Cultural Corridor containing the Hi-Desert Nature Museum, Yucca Valley Branch Library, and Amphitheater/Activities Plaza
- ◆ Multigenerational Community Center Complex that serves as the focal point for the community to address the need for a Community Center/Gymnasium, Senior Center, and Teen Center.
- ◆ Performing Arts Facility in coordination with Yucca Valley High School
- ◆ Yucca Valley Events, Showground and Equestrian Center
- ◆ Aquatics Center Complex in coordination with improvements to Sunnyslope Park.

- ◆ Improvements to Sunnyslope Park containing a skate park, improved BMX course, and a dog park designed for both passive and active pet uses.
- ◆ East End Community Sports Park and Gymnasium in coordination with La Contenta Middle School
- ◆ A new master plan for Brehm Park that includes building a new Boys & Girls Club, additional sports fields and neighborhood park amenities
- ◆ Trail Head and Self-Guided Nature Trail at North Park and South Park
- ◆ A community park in the Yucca Mesa area.
- ◆ A neighborhood park in the area formerly called the “Southside Community Center Property”.
- ◆ Implementation of the Yucca Valley Trails System.
- ◆ Improvements to Existing Parks
- ◆ Options regarding Blue Skies Golf and Country Club
- ◆ Potential development of Burnt Mountain Park

The recreation program recommendations and strategies provide a roadmap for the Community Services Department in its efforts to service the community in the future. Some existing programs will grow in the future as new facilities are developed to accommodate the growing demand, while other programs will be phased out to provide space for new programs demanded by the community. Recreation program recommendations and strategies are not tied to any specific timelines, but rather to when available space can be allocated to accomplish their implementation. Program recommendations were developed as a result of the needs analysis and the community outreach process, especially the community workshops and resident phone survey, which provided the consultant team with specific data of the types of recreational programming desired by the community. The dominant themes derived from the community input process regarding the need for recreation programs and services were as follows:

- ◆ Preventive recreation, that is, recreation programs to keep teens active and engaged as an antidote for youth/teen social problems.
- ◆ Recreation for groups limited by income, physical disability, language, or cultural barriers.
- ◆ Collaboration among program and facility providers, partnering and cooperation between schools, private non profits, and not-for-profit sectors, especially cultural organizations.
- ◆ Increased demand for Tiny-Tot and Pre-School programs and activities.
- ◆ Provision for aquatics programs, lessons, competitions and water safety instruction.
- ◆ Provision for more social services, active recreation and outdoor facilities for senior citizens.
- ◆ Opportunity to gather and socialize with others at community events.
- ◆ Learning opportunities for hobby, self-improvement or career development through instructional classes.
- ◆ Opportunities to encourage and facilitate volunteer work.
- ◆ Opportunities to participate in Music, Drama or Performing Arts Classes.
- ◆ Opportunities for both indoor (gymnasium) and outdoor (fields) sports activities.
- ◆ Opportunities for cultural enrichment, both as a participant and a patron.
- ◆ Opportunities for attending concerts, events and festivals.
- ◆ Equestrian opportunities for riding, showing, competing and learning.

Because of the geographic nature and layout of the Town there was much discussion during the community outreach and public input regarding centralization of facilities. The sentiment was that centralizing facilities would make it easier for families to attend activities and programs since most everyone in Yucca Valley must drive to recreation sites, as the

Town is not currently pedestrian friendly in providing access to recreation facilities.

Others felt that, while there is value in centralizing some facilities, they strongly supported having certain neighborhood and community recreation facilities located in areas close to their residential developments to provide localized recreation facilities and program opportunities.

The consultant team looked at both approaches to providing park, recreation and cultural facilities and programs and determined that it would be best for Yucca Valley to centralize facilities like Community Centers, Senior Centers, Performing Arts Centers and Teen Centers, but also locate neighborhood and community parks in strategic areas throughout the Town to serve residents in a convenient location for them to access.

With this strategic approach in mind the consultant team toured the entire Town to determine the most desirable locations for the new park, recreation and cultural facilities that are recommended in the Master Plan for Yucca Valley.

The consultants consider the locations shown in the recommendations to be the most desirable to meet the strategic approach of providing the benefits of centralizing like facilities while also providing parks close to all residents in the community. However, the proposed locations are conceptual and represent the areas the recommended facilities should be located, but not necessarily the exact locations the Town should pursue for development.

There could be multiple locations the Town could consider for locating the recommended facilities based on financial considerations, acquisition possibilities and community demand. In the consultants' opinion, the potential locations shown in the Master Plan provide the most convenient access for the potential users, are located in areas that minimize impacts on surrounding uses, are placed adjacent to other uses that complement each other, were considered in light of traffic and circulation that would not over impact any one area and are situated to attract the most community participation. However, it is important to note that

centralizing the future facilities as recommended is more important than placing them in the exact locations shown in the Master Plan.

In developing potential costs estimates for the recommendations in order to determine future funding and budget requirements, the consultants used construction cost data compiled by the construction industry as of July 2007 for “Green Construction” that is LEED compliant. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System, developed by the U.S. Green Building Council, provides a suite of standards for environmentally sustainable construction. The cost estimates represent the following LEED compliance:

- ◆ Sustainable sites
- ◆ Water efficiency
- ◆ Energy and atmosphere
- ◆ Materials and resources
- ◆ Indoor environmental quality
- ◆ Innovation and design process

The cost estimates are for high quality “green” construction for the recommendations, of course there are less expensive ways of implementing the recommended facilities if political and financial concerns limit the ability to be LEED compliant.

In summary, the recommendations and strategies presented herein are proposed to meet the identified needs, benefit the community, and align with the Town of Yucca Valley’s General Plan goals and policies. If implemented they should provide the community with the provision of adequate recreation facilities and programs to meet citizen expectations and maintain the Town’s image as one of the most desirable place to live, work and retire.

9.2 Facility Recommendations, Estimated Capital Costs, and Facility Implementation, Funding and Financing Strategies

9.2.1: Reconfiguration of existing Community Center Complex for a Civic Center

The Facilities Master Plan, being conducted in coordination with the Parks, Recreation, and Open Space Master Plan, but as a separate study, is being done to address the current space and coordination issues associated with the decentralized functions of the Town's administrative departments.

The preferred option for centralizing these functions is to transform the current Community Center Complex, where Town Hall and Town Council are now located, into a civic center complex so that the Engineering Department, Planning Department, and Public Safety Administration; along with the existing Town administrative functions can be centralized in a single facility that would meet the space needs necessary for the Town to efficiently operate. This plan would necessitate the relocation of the Yucca Valley Branch Library, Hi-Nature Nature Museum, Senior Center, and conversion of the existing Community Center.

To provide adequate parking and support facilities for the proposed civic center complex the current park facilities located at the community center site would have to be reconfigured and some even relocated.

The recommendations contained in this Chapter provide options and alternatives for relocation of facilities to sites that were determined to be the most practical places to develop new facilities for these programs that would best serve the community.

With the redevelopment of the existing Community Center Complex into a Civic Center Complex there will still be room for some green space and neighborhood park amenities along the Yucca Creek Wash.

This site could also contain a Dog Park possibly developed and operated by a non-profit coalition of dog industry/enthusiasts which could conduct vaccination clinics, adoption

events, shows, etc. in addition to making the dog park available to the general public.

It is recommended that the specific design plan for the new Civic Center Complex contain these neighborhood park amenities to compliment the Civic Center Complex and provide some activity spaces for people to enjoy when they visit the Civic Center Complex. The specific park amenities to be included will have to be determined when it is known how much space will be available after the space needs for the Civic Center functions are finally determined. (Refer to *Facilities Master Plan Study* for proposed Civic Center layouts.)

Given the popularity and number of requests for the dog park this facility may be the first amenity the Town will want to consider when implementing the Civic Center Park.

9.2.2: Old Town Specific Plan Cultural Corridor

To make room for and remodel facilities at the existing Community Center/Library/ Museum/Senior Center site for a centralized Civic Center/Town Hall Complex, it is recommended to relocate the Hi-Desert Nature Museum and the Yucca Valley Branch Library to property within the “Old Town Specific Plan.”

The preferred plan would be to build a “Cultural Corridor” venue in the Old Town Master Plan area that would contain the Hi-Desert Museum, the Branch Library and an amphitheater/activities plaza that would serve both residents and visitors. If possible, a single facility should be built to house both the Hi-Desert Museum and the Branch Library which could share common facilities, such as, entry/lobby area, rest rooms, meeting rooms, conference/training rooms, receiving area, kitchen facilities and staff parking. The facility could be designed as a “V” or “L” or “Z” shaped building with two wings, one housing the Museum and the other containing the Library with shared amenities in between.

According to the Facilities Master (being developed concurrently by another consultant) the proposed space needs for the Museum and Library are as follows:

- a) 15,000 s.f. Hi-Desert Nature Museum
 - Permanent Exhibits Hall,
 - Traveling Exhibition Space,
 - Youth Discovery/ Events Space,
 - Secure Patio Exhibition/Performance Space,
 - Gift Store,
 - Secure Controlled Storage, and
 - Administrative Offices.
- b) 20,000 s.f. Library
 - Public Library Area,
 - Children’s Library Area,
 - Reading Rooms,
 - Computer Stations,
 - Reference/Research Area,
 - Storage and
 - Administrative Offices.
- c) Shared Facilities
 - Reception/Lobby,
 - Rest Rooms,
 - Conference/ Meeting Rooms,
 - Receiving Area,
 - Kitchen/Lounge and
 - Staff Parking

Both wings could then surround or be adjacent to an amphitheater/activities plaza that would be designed to accommodate special events and performing arts programming. The Amphitheater/Activities Plaza is envisioned to be a covered outdoor amphitheater with a shade structure, a stage area and landscaped with a desert theme. This venue could host events to attract people into the Old Town area.

When the amphitheater/activities plaza is not being used for programming, it would be a seating area for people to have lunch outdoors, read outdoors or just relax downtown. This area could also include an Art in Public Places Program.

Through history, communities have developed public spaces that met their needs, whether these were markets, places for celebrations, or sites for locals to gather. Public spaces often come to symbolize the community, society or culture. It is envisioned that the Yucca Valley cultural corridor would be a destination attraction that would define Yucca Valley as a cultural community.

Specific places acquire meaning through their functions, further deepening their roles in people's lives. The proposed functions for the Amphitheater/Activities Plaza are:

- a) Concerts
- b) Farmers' markets
- c) Art shows
- d) Drama performances
- e) Town meetings
- f) Festivals
- g) Sitting
- h) Reading
- i) People-watching
- j) Eating
- k) Walking
- l) Relaxing

The Town needs to secure enough property in the Old Town Specific Plan to develop the entire venue; however, the development could be phased with the Museum and Library being built first so that the Civic Center Complex could take over their current space.

9.2.2a Estimated Costs

Both the Museum and Library are specialized facilities requiring significant architectural design, climate control and special equipment. The following cost analysis is based upon doing the entire project in one phase; obviously, the project could be phased if funding cannot be allocated all at one time. For cost estimating purposes the Master Plan uses 2007 construction cost estimates for quality “Green” design and construction that is LEED compliant. There are less expensive building methods available and the town may wish to consider them if funding or financing for this project is limited. The current 2007 “Green” construction cost figure of \$400 per square foot, plus a 20% architectural and engineering (A&E) and Building Contingency was used to develop estimated costs for budgeting purposes.

Based on a combined Museum/Library building with shared space totaling 35,000 square feet the estimated cost would be \$16.8 million including the 20% A&E and Contingency.

The Amphitheater/Activities Plaza is estimated to be approximately 200 feet by 300 feet for a total of 60,000 square feet. The estimated cost for both hardscape and landscape using 2007 estimated “Green” construction costs estimates of \$75 per square foot (including A&E and contingency) is \$4.5 million.

Property acquisition is estimated at \$12 per square foot for a total of \$1.14 million. Thus, the total estimated projected cost for the above project would be just under \$22.5 million.

9.2.2b Implementation Strategies

There are a number of approaches the Town could take to build a new Museum, Library and Activities Plaza within the Old Town Specific Plan. The following are some options for consideration:

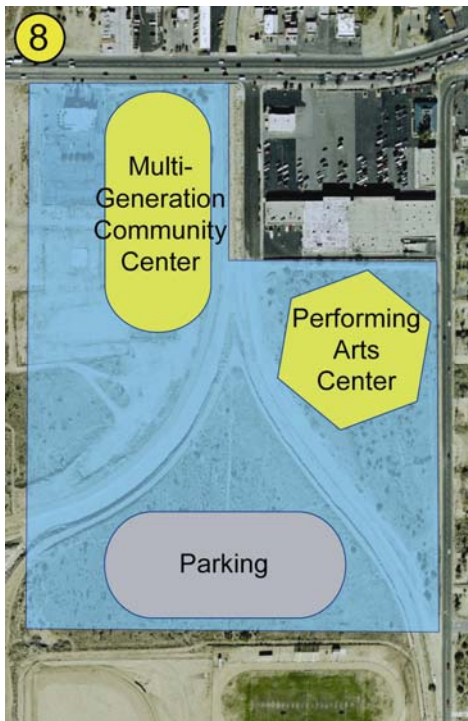
Acquire the necessary property to build the facilities described above through the redevelopment agency with the use of either Revenue Bonds or COPs and negotiate with the County of San Bernardino to jointly fund the development

and operation of the combined Museum and Library facility. Revenue from space rentals, events, admissions, concessions, and sponsorship agreements could offset the Town's portion of the debt service.

Acquire the necessary property, but only proceed with the Museum building and let the County of San Bernardino pursue a new Library through its normal Capital Improvement Project schedule. This approach would mean that the Museum and Library would have to be separate facilities.

Find an existing building or buildings within the Old Town Specific Plan that could accommodate the Hi-Desert Nature Museum and Library on an interim basis and lease them so that the Town can proceed with the redevelopment of the proposed Civic Center site; then work to secure the funding or financing and joint development agreements necessary to implement the combined facility concept in the future.

9.2.3: Multigenerational Community Center Complex



In addition to moving the Museum and Library to the Old Town area, the operations of the existing Community Center and Senior Center will need to be relocated so those facilities can become part of the Civic Center Complex. The recommendation to accomplish this would be to build a Multi-Generational Community Center Complex on the property located between the California Welcome Center and Yucca Valley High School. The proposal for this site includes developing a three wing complex, one housing a community center/gymnasium; one housing a senior center; and the third housing a teen center. The three wing complex could be designed to surround another outdoor amphitheater/plaza area for extended program opportunities for each of the three centers.

The following is a description of each venue within the Multi-Generational Complex:

- ◆ 16,000 Square Foot Community Center/Gymnasium containing a large Multi-Purpose Room with a stage and

kitchen; a Multi-Purpose Gymnasium; Class Rooms; Craft Center; Meeting Rooms; and Administrative Offices.

- ◆ 12,000 Square Foot Senior Center with large Multi-Purpose Room and Kitchen; Class Rooms; Game Room; Fitness/Exercise Room; Counseling Offices, Card Room; Lounge and Gift Shop.
- ◆ 10,000 Square Foot Teen Center with Multi-Purpose Recreation/Game Room; Computer Room; Band Practice Room; Study Hall; Malt Shop or Food Concession; and a Theater Room.

9.2.3a: Estimated Costs

The following cost analysis is based upon building all three wings at one time; obviously, the project could be phased if funding cannot be allocated all at one time. For cost estimating purposes the Master Plan uses 2007 construction cost estimates for quality “Green” design and construction. There are less expensive building methods available and the town may wish to consider them if funding or financing for this project is limited.

The current 2007 “Green” construction cost figure of \$300 per square foot, for community centers, plus a 20% A&E and Building Contingency, and \$75 per s.f. for hardscape and landscape was used to develop estimated costs for budgeting purposes. Using these figures the estimated cost for each center is as follows:

16,000 s.f. Community Center/Gym.	\$5,760,000
12,000 s.f. Senior Center	\$4,320,000
10,000 s.f. Teen Center	\$3,600,000
Parking, Plaza Area & Landscaping	\$2,500,000
Property Acquisition 13 Acres	\$3,900,000
Estimated Total Funding Required	\$20,080,000

9.2.3b: Implementation Strategies

The Town could use Park Fees, Grants and General Fund revenue to develop just the Community Center/gymnasium building and support facilities as a first phase of the multi-generational complex. Or it may wish to consider a Park Bond with a tax assessment for building all three centers at

one time. The debt service on a 30 year \$21 million Park Bond at current tax exempt interest rates is approximately \$1.2 million per year.

Based on an assumed tax assessment rate of .001 of assessed evaluation and an annual property appreciation rate of 6% the average residential property would receive a \$20 assessment the first year of the Bond. The Town could write down the assessment by using Park Impact Fees collected on recent new residential development. The resident phone survey conducted as part of the Master Plan process showed that 78% of the residents surveyed would be willing to pay at least an additional \$12 per year for these recreation facilities.

Passing a Park Bond, which requires two thirds voter approval, will not be easy, especially if the economy continues to decline. If this approach is going to be considered then the Town needs to spend some time and resources developing the specifics of the project and building community support. The total cost of the project could be less if property acquisition could be obtained through donation or other below market value means. Fund raising, naming rights and other Asset Management opportunities may also be used to generate revenue to offset debt service and decrease the amount of assessment necessary.

9.2.4: Performing Arts Facility in coordination with Yucca Valley High School

The preferred scenario for developing a Performing Arts Center in Yucca Valley would be for the Town and the School District to partner together for the development and operation of a performing arts facility adjacent to Yucca Valley High School.

9.2.4a: Implementation Strategies

An Auditorium/Performing Arts Center jointly developed by the Town and School District capable of being programmed for both High School Performing Arts Productions and for Community Theater would benefit both agencies financially and meet each agencies programming needs. The size of

municipal performing arts centers in Southern California varies greatly from a seating capacity of a few hundred to several thousand. For Yucca Valley community theater purposes, including being able to accommodate touring performances, 300 to 500 seats will suffice. For School District performing arts programming and assembly usage there is a need for 500 to 700 seats. It is recommended that the design contain a lower level and upper level with a total capacity of 700 seats; whereby, smaller audience performances only need the lower level so that the theater feels more intimate when only a few hundred attend a function. The facility should also contain rehearsal space, storage space, and administrative office space, meeting room, lobby/reception and rest rooms. The square footage required for these spaces varies on the size desired for such spaces.

9.2.4b: Estimated Costs

In general, quality construction for multi-functional performing arts facilities average \$12,000 per seat to build; including parking, landscape, A&E and contingency. This cost does not include property acquisition, public art, or theater equipment. Consequently, the estimated funding needed for this project would be \$8.4 million plus the cost of property acquisition and theater equipment.

If the proposed location property could be obtained by donation or other acquisition means; and the Town and School District could each fund \$5 million, a quality performing arts center could be built for both agencies to share; including furnishing the theater with the permanent sound and lighting equipment necessary to operate the facility. Each agency then would have to purchase its own individual sound and lighting equipment unique to their production requirements.

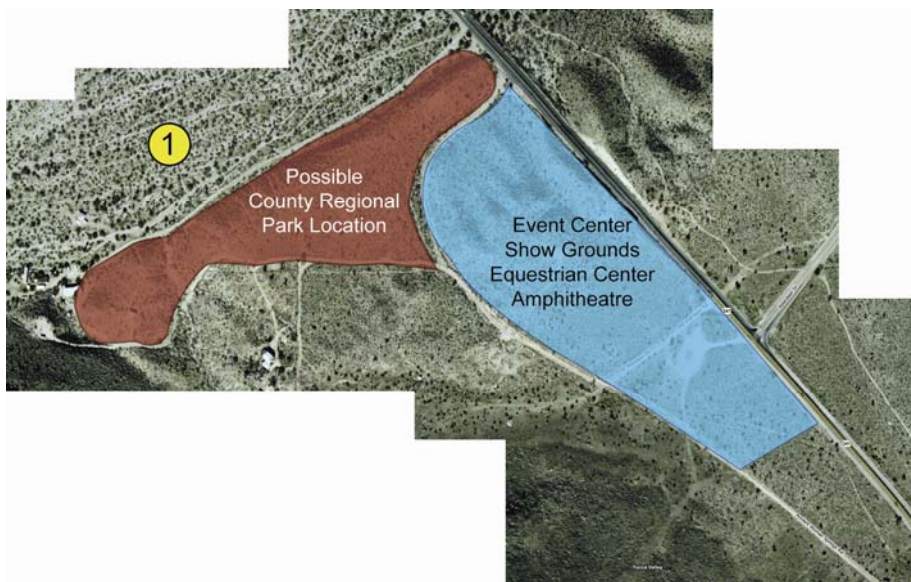
9.2.5: Yucca Valley Events, Showground & Equestrian Center

In the far north section of Town along Hwy 247, it is recommended that the Town pursue develop of approximately 100 to 200 acres for the Yucca Valley Events

Showground and Equestrian Center consisting of venues for Rodeos, Community Festivals, Concerts, Promotional Events, Equestrian Activities, and Specialty Shows and also containing an RV Park. This facility could also serve as the Town’s Disaster Emergency Response Staging Center and Emergency Shelter Area.

9.2.5a: Implementation Strategies

This area of Town would also be an excellent site for a San Bernardino County Regional Park. If the Town could provide the property for both a County Regional Park and an Events Showground and Equestrian Center, the Town may be able to negotiate a joint development agreement with San Bernardino County Regional Parks and Recreation Department, whereby the County funds and builds both a Regional Park and Events Showground and Equestrian Center. The Town would then deed the portion of the property the Regional Park was built on to the County for their ownership and operation, while the Town would keep and operate the portion of the property that the Events Showground and Equestrian Center was built on.



If the Events Showground and Equestrian Center facility is designed properly the revenue generated from operations and Asset Management should cover the costs to operate and maintain the facility, thus this project has the potential of not needing funding or financing from the Town, if it can bring the

property to the table in negotiations with the County of San Bernardino.

There is also the possibility for the Town to bring in private concessionaires for the development and operation of some

of the amenities, such as, the equestrian center, amphitheater, RV/campground and show grounds. The State of California Department of Parks and Recreation may also be interested in developing and operating some of these amenities. A joint meeting with County, State and Town officials is recommended to explore development possibilities.

9.2.5b: Estimated Costs

If the Town of Yucca Valley were to decide to proceed on its own with the development and operation of the Events Showground and Equestrian Center it would have to explore ways to fund an estimated \$300,000 per acre construction cost. This figure includes the necessary on site and off site improvements and the proposed facilities for the Events Showground and Equestrian Center, but does not include highway improvements to SR247 that may be required to accommodate the increased traffic the facility would bring to the area. The amount of acres required for the facility would have to be determined in the specific design process and would depend on the anticipated attendance for each of the amenities that are ultimately included in the project.

This project would require significant environmental study and economic feasibility studies during the specific design phase, which is why it would be advantageous to involve the County and State early in the process if the Town decides to pursue it.

9.2.6: New Boys & Girls Club within Brehm Park Master Plan

The vision for this recommendation is for the Town to acquire the northeast corner of Palm Ave and Little League Drive in order to expand Brehm Park and develop a new Boys & Girls Club facility with new soccer fields. The Town could work with the Boys & Girls Club to replace their existing building with a new facility adjacent to the soccer fields containing a gym, computer room, game room, meeting rooms, reading room/study area and administrative offices. As part of this development there would be expanded turf areas to accommodate multi-use fields for practice and play.



In the area where the existing Boys & Girls Club is located the Town could use the gymnasium and pursue development of a neighborhood park that would incorporate the existing Little League baseball fields and soccer field and would add picnic facilities and a Tot Lot for the west end community. A commercial batting cage operation could also be included along with a food concession to generate revenue to off-set development and operational costs.

9.2.6a: Implementation Strategies

The Town would have to acquire the 10 acre site on the northeast corner of Little League Dr. and Palm Ave and then vacate Little

League Drive. The new Boys & Girls Club should be built on this site, thus allowing the Boys & Girls Club to continue in their existing building while the new building is under construction. When completed the area where the existing club is would be transformed into a neighborhood park area to buffer and support the little league fields and contain a children’s play area and possibly a batting cage operation. Shaded picnic shelters, a trail head to access the Yucca Creek Trail and a perimeter walkway around the entire site would provide several amenities the Town desires in this area. The Town could negotiate with the owners of the Little League and Soccer fields to take title to those properties so that proper annual field renovation can be performed by the Town and the youth organizations can continue to provide game day maintenance and use the fields in perpetuity.

9.2.6b: Estimated Costs

If the property on the northeast corner of Little League Dr. and Palm can be acquired then the Town should consider funding the development of both the Brehm Park Master Plan and Boys & Girls Club with either park fees or a Revenue Bond. There has been expressed interest from members in the community to help with the acquisition and

development of the Brehm Park Master Plan so that should be pursued also.

When the Boys & Girls Club building is completed then the Boys & Girls Club should deed over their existing building and site to the Town in exchange for a \$1 per year lease in perpetuity (as long as the Boys & Girls Club stays in existence) which would allow the Boys & Girls Club to have use of a new modern facility for the value of their existing property and the town to have a gymnasium and a site for a neighborhood park to complement the existing adjacent fields. The actual costs and funding needed to accomplish this project will have to be determined during the specific plan process if the Town decides to proceed with the project. The cost will be dependent on both the size and number of amenities designed into the sports fields and the new Boys & Girls Club facility.

The following is an estimated cost to implement this recommendation based on the site amenities listed above for the new fields, neighborhood park amenities and new Boys & Girls Club.

These estimated costs are presented to provide the Town with probable funding requirements if it decides to proceed with this project. Actual funding required can only be determined after a specific plan is developed for the proposed project. Naturally, if a community member donates or provides assistance to accomplish the Master Plan the required Town funding would be decreased.

The following cost estimates presented for the three components of the recommendation, sports fields, new Boys & Girls Club and new neighborhood park on the existing Boys & Girls Club site:

New Boys & Girls Club

To build a new Boys & Girls Club with the spaces and amenities described above will require the following estimated funding:

Land Cost with Infrastructure Improvements	2 Acres	\$225,000 per acre	\$450,000
Construction Costs	12,000 s.f.	\$400 per/s.f.	\$4,800,000
		<i>Subtotal</i>	\$5,250,000
Architectural & Engineering		10%	\$525,000
Project Contingency		20%	\$1,050,000
Total Estimated Funding Required			\$6,825,000

Sports Fields

To develop two full size and two youth size lighted soccer fields, vacate Little League Drive and provide the required parking for the sports fields the estimated required funding is as follows:

Land Cost with Infrastructure Improvements	8 Acres	\$225,000 per acre	\$1,800,000
Construction Costs	8 Acres	\$400,000 per acre	\$3,200,000
		<i>Subtotal</i>	\$5,000,000
Architectural & Engineering		10%	\$500,000
Project Contingency		20%	\$1,000,000
Total Estimated Funding Required			\$6,500,000

Neighborhood Park

Refurbishing the existing Boys & Girls Club to a Town Neighborhood Center and Gymnasium and building a neighborhood park adjacent to the existing sports fields is estimated to cost \$400,000 per acre. There would be no land costs and the infrastructure improvements are already in place, so the projected funding needed to build the park improvements is \$2,000,000.

Summary of Funding Required

Lighted Sports Fields	\$6,500,000
New Boys & Girls Club	\$6,825,000
Reconfigured Neighborhood Park	\$2,000,000
Total Estimated Funding Required	\$15,325,000

The Town could use revenue bonds or lease purchase financing for the sports fields and Boys & Girls Club and pay for the debt service through concessions and user fee revenue. There may also be naming rights and other Asset Management opportunities to help offset operating costs. A complete expense and revenue pro-forma will have to be prepared when a specific plan is developed for the project to

determine the actual funding required and what the net costs to the Town will be after both capital costs and operating costs are determined.

9.2.7: East End Community Sports Park in coordination with La Contenta Middle School

To meet the current and future need for sports fields it is recommended that the Town develop a Community Sports Park (Soccer Fields, Softball Fields and Tennis Courts) adjacent to La Contenta Middle School.

9.2.7a: Implementation Strategies

There are two possible locations adjacent to Yucca Valley Middle School that the Town could acquire for a community sports park on the east side of town. The Needs Analysis shows that there is a current demand for six additional soccer fields. While softball fields will be needed in the future, as well as tennis courts, the first phase of the east side community sports park should be to develop multi purpose soccer fields. If four fields can be built at Brehm Park, the first phase of the east side sports complex should be two lighted soccer fields. The fields can be designed so that they can be configured to accommodate all divisions of soccer from youth through adult.

It is recommended that the fields at the community sports park be synthetic turf. Because of the weather conditions in the hi-desert turf maintenance for field use is very difficult and expensive. Artificial turf is cost efficient and would allow for year round play. The Town should try to negotiate a joint development and use agreement with the Morongo School District so that each agency can share both the cost and use of the facility. The school district has been considering a gymnasium for this site which could also be included in the plans for a community sports park. The school district should be contacted to see if there is interest in sharing softball fields and tennis courts in the future for its programming needs.

9.2.7b: Estimated Costs

The estimated cost for synthetic turf soccer fields is approximately \$460,000 per field. This price does not include site grading; site preparation; or support amenities, such as, parking, restrooms, etc. Synthetic turf fields can be lease purchased, as explained Chapter 8. The Town should try to acquire enough acreage to accommodate a community sports park that would eventually contain eight soccer fields, four tennis courts, and four softball fields with necessary support amenities. This would require a minimum of 40 acres, and if a gymnasium was included a 50-acre site would be needed.

If the Town were to start with two synthetic turf soccer fields with parking and restrooms, the estimated funding required for building this phase, not including property acquisition costs, would be \$3.5 million. By completing this phase the town could meet its needs for soccer programs, youth football, and have a synthetic turf facility for non-vehicle community events.

A cost comparison between natural turf and synthetic turf for a four field complex (turf area only, does not include site prep, infrastructure or amenities) is as follows:

Natural Grass	Average Cost	Synthetic Turf	Average Cost
Cost for 4 Fields	\$1,000,000	Cost for 4 Fields	\$1,600,000
Capital Equip Cost	\$100,000	Capital Equip Cost	\$10,000
Contractor Maintenance Period	\$120,000	Contractor Maintenance Period	0
Total Capital Costs	\$1,220,000	Total Capital Costs	\$1,700,000
<i>5-Year Capital Costs</i>		<i>5-Year Capital Costs</i>	
5-Yr Equipment Replacement	\$40,000	5-Yr Equipment Replacement	\$2,000
5-Year Irrigation Replacement Costs	\$30,000	5-Year Irrigation Replacement Costs	0
5-Yr Maintenance Cost		5-Yr Maintenance Cost	
Turf Maintenance Materials	\$150,000	Turf Maintenance Materials	\$3,000
Turf Maintenance Labor	\$220,000	Turf Maintenance Labor	\$5,000
Sub-Total 5-Yr Capital and Maintenance Cost	\$440,000	Sub-Total 5 Yr Capital and Maintenance Cost	\$10,000
Water Cost (includes 3% increase per year)	\$233,600		
Total Cost for 5 Years	\$1,893,600	Total Cost for 5 Years	\$1,710,000

Current brands of synthetic turf have a 10- to 12-year lifespan, even longer if proper access is controlled. As one

can see, synthetic turf fields pay for them selves in approximately five years. The estimated maintenance cost savings over a 10-year period would be over \$400,000, thus making synthetic turf fields more cost effective than natural turf, in addition to the advantages of year round use potential and multiple size field capability.

Synthetic turf does have some limitations, you can't drive heavy vehicles on them, high heels should be prohibited, and you cannot drive stakes into them to hold tents or awnings.

9.2.8: Aquatics Center Complex in coordination with Improvements to Sunnyslope Park



The Consultant Team considered several possible locations for the aquatics Center. We looked at purchasing additional land at Brehm Park; however the flood plain and natural gas pipeline that runs through that area was a deterrent. Southside Community Park could be a possible location, as well as, the Community Park planned for the Yucca Mesa area. However, we recommended Sunnyslope Park because it offers a central location, close to the proposed Civic Center complex which could provide overflow parking for the Aquatic Center when swim meets are held; and the Town already owns the parkland.

The year-round aquatics facility should consist of a minimum of a 25 Meter by 25 yard competitive pool, recreational swim/lap pool, zero depth tot pool, lounging area, meeting/training rooms, locker/changing rooms and administrative offices. The Town will have to work with the competitive swim organizations, schools and aquatic consultants during the specific plan process to determine if it makes sense to build a 50 meter competition pool.

In addition to Community Services Department Aquatic Programs, the facility could be used by the School District, Boys & Girls Club, Churches, and Competitive Swim Clubs and also be rented for private parties.

Aquatics Center

- a) Facility designed to include two fuel cells to supply all electrical power needs, heat pool water and send excess power back to utility company.
- b) The facility contains a retractable roof with programmable louvers and rain sensors.
- c) Three pools including:
 - ◆ 10-lane 25-yard x 25-meter lap swimming pool and competition pool
 - ◆ 8,300 square foot recreational pool
 - ◆ 1,500 square foot therapy pool.
- d) Recreational pool features include:
 - ◆ Zero depth entry
 - ◆ Four-lap swim lanes
 - ◆ 125-foot two-flume waterslide
 - ◆ Wet-play structure with multiple splash features.
 - ◆ 6000 square foot building to house locker rooms/showers, meeting rooms and administration

A 16,000 square foot aquatic facility is estimated to cost \$400 per square foot plus the cost of infrastructure improvements, A&E and project contingency. Therefore, the estimated funding needed for the aquatic facility at Sunnyslope Park as described above would be as follows:

Infrastructure Improvements	5 Acres	\$50,000 per acre	\$250,000
Construction Costs	16,000 s.f.	\$400 per/s.f.	\$6,400,000
		<i>Subtotal</i>	<i>\$6,650,000</i>
Architectural & Engineering		10%	\$650,000
Project Contingency		20%	\$1,300,000
Total Estimated Funding Required			\$8,600,000

9.2.9: Trail Head and Self-Guided Nature Trail at North Park and South Park

It is recommended that the Town pursue development of a Trail Head and Self-Guided Nature Trail at Both North Park and South Park, keeping the parks passive. Amenities should

include a secured individual unisex restroom facility within a fenced area, small picnic areas with shade shelters, shade covered benches at view points, and a decomposed granite trail system with information stations that explain the local geology, native history, and flora and fauna of the region.

9.2.9a: Implementation Strategies

A portion of the South Park area sits on Bureau of Land Management (BLM) property and North Park is adjacent to BLM land also, therefore, the Town should work with BLM to master plan the nature trails and passive design for both of these park sites. Although BLM probably cannot provide direct funding for the nature trails and passive development of the sites, a joint grant application could be used whereby BLM's design services can count as part of the matching requirement for some of the available trail grants. The town should also work with representatives of Joshua Tree National Park in developing the educational component of the two nature parks. The Hi-Desert Nature Museum should also be involved in the design process so that outdoor education components of the Hi-Desert Nature Museum can be included.



9.2.9b: Estimated Costs

There are a number of environmental grant opportunities that could be pursued for trail development and nature park purposes for North and South Parks, however, most grants require matching funds, so local funding will be needed to implement this recommendation. A 20 acre site with nature trails, two or three bench and shade structure view point locations, rustic unisex restrooms, a picnic facility

and off street parking is estimated to cost a minimum of \$500,000 for each location.

These sites could provide some naming rights and other Asset Management opportunities to offset this cost. The

Yucca Valley regional trails plan should provide a trails connection between North Park and South Park that would transverse the Town using washes, flood control channels and street right-of-ways.

9.2.10: Yucca Mesa Community Park

To serve the fast growing Yucca Mesa area it is recommended that the Town pursue the development of a minimum 20-acre Community Park in the Yucca Mesa; consisting of Family and Group Picnic Facilities, Tot Lots, Splash/Water Play Facility, Soccer Fields, Dog Park, Informal Open Play Area, Basketball Courts, Tennis Courts, Small Outdoor Amphitheater, and Restrooms.

9.2.10a: Implementation Strategies

There is vacant property along Aberdeen Drive that could be acquired for a community park to serve both current town residents and residents within the Town's sphere of influence which may be annexed in the future. There may be some joint development opportunities for courts, fields, and play equipment with the Morongo School District so discussions with the School District on this location should be pursued prior to initiating the acquisition and design process.

9.2.10b: Estimated Costs

Parkland dedication, park in-lieu fees, and park impact fees along with State Park Bond money would be the appropriate funding sources to develop this community park. The amount of acreage needed for the community park amenities described above is 20-30 acres. The current average cost per acre to develop community parks of this type is approximately \$600,000, thus, the range of funding needed to develop a community park in this area is \$12 million to \$18 million plus the cost of land acquisition. The entire park could be designed with all the desired amenities but then developed in phases over the next fifteen years as funding becomes available. Once the design is completed there should be community input into prioritizing the phases of development if funding cannot be obtained to build the park all at one time.

9.2.11: Southside Neighborhood Park



In the previous Yucca Valley Park and Recreation Master Plan the proposed Southside site was designated as a potential community center and sports complex site. However, over the past several years properties adjacent to this 80 acre site have developed into upscale residential and the impact that a large scale community center complex and sports park would have on these residential areas now makes the site less desirable for such development.

However, there is a need for a typical neighborhood park with neighborhood park amenities to serve all of the residential development that has taken place, so 20-30 acres should be designated for such a purpose. The additional acreage at the site can be considered as an alternative location for future park priorities.

9.2.11a: Estimated Costs and Implementation Strategy

The average cost for developing typical neighborhood parks is approximately \$400,000 per acre; so a 20-acre neighborhood park is estimated to cost \$8 million. The Town owns 80 acres at this location, however; about 50 to 60 acres is desert topography and would best be left to serve as open space.. There was some discussion about selling a portion of this park site, however; the Town acquired this property with Federal assistance for park and recreation purposes and would have to gain Federal approval to sell it if it was not to be used for park and recreation or open space purposes.

9.2.12: Yucca Valley Trails System

To insure the accessibility and connectivity of the Town's parks and cultural sites improving both on street and off street trails, paths, and bikeways is very important. These improvements will enable Yucca Valley residents to not only access recreational facilities but to use the trails for fitness and other recreational pursuits.

Although Yucca Valley has a diverse set of facilities spread throughout the Town historic development patterns and natural topography has led to the fact that residents must transport themselves to park and cultural sites by motorized transportation. There is also a lack of sidewalks in town and even where there is existing walkways or pathways it is not always possible for the public to access the array of public recreational opportunities available.

Naturally, the Town should strive to complete its program of trails and bikeways; however, funding for this program is limited.

The Town has developed a Trails Master Plan complete with trail standards (*See Appendix D*). Implementation of this Master Plan is an important aspect of delivering not only transportation but recreational services to the community.

Specific recommendations for trails within existing and future parks are contained in each of the park recommendations above. General recommendations regarding trails are as follows:

- 9.2.12a: Close gaps in the regional trail system and local trail systems within the Trails Master Plan.
- 9.2.12b: Work with the County of San Bernardino to improve and create links for access to the regional trail system.
- 9.2.12c: Insure that the trails and bikeways Conditions of Approval in developer agreements and approved specific plans are being fulfilled.
- 9.2.12d: Establish sustainable funding levels for maintenance of existing trails and bikeways.

Trail Head Amenities

The several recommended facilities in this Chapter include trail connections and trail heads. The extent of the development of each site will depend on the context in which it is built. However, the following elements and amenities should be included when designing these trail connections and trail heads.

- ◆ Signage: wayfinding and interpretive

- ◆ Seating/benches
- ◆ Shaded rest area(s)
- ◆ Trash receptacles
- ◆ Animal watering stations
- ◆ Drinking fountains
- ◆ Pet waste facilities
- ◆ Gateway planting and irrigation at portals
- ◆ Decomposed granite pathways with concrete band edging
- ◆ Closable pathway barrier or gate.
- ◆ Gazebo, arbor or covered seating at entryway to create impact at major trail heads such as Community Center Park.



The costs for developing trail heads varies greatly depending on the topography of the intended site, existing infrastructure availability (utilities, water, sewer) and the size and amenities to be included. Trailhead sites can be enhanced with public art, interpretive stations, public restrooms, and other visitor serving amenities which naturally would increase the cost for such facilities.

The Master Plan suggests that a total of five potential sites be considered for development as trailheads. They include the East end of the Yucca Creek Wash Trail at the current community center park site; the West end of the Yucca Creek Wash Trail adjacent to Pop Rauch Park; at an entry location at North Park and South Park; and at the site where Burnt Mountain Neighborhood Park may be potentially developed.

The estimated cost to provide a trailhead at each of these proposed sites that would contain the amenities described above (without public art, interpretive stations, and public restrooms) would be between \$75,000 - \$125,000 for each site. The Town could seek sponsors for the sites and offer naming rights opportunities or designed kiosk advertising to offset the cost. Service clubs and organizations could also be contacted with regards to having them develop the trailhead sites as a community services project.

9.2.13: Improvements to Existing Parks

The recommendations for existing parks in Yucca Valley were developed by visiting each park site and assessing what improvements are necessary to make the parks safe and usable for their intended purpose and perhaps more attractive and inviting. These recommendations should serve as a list of capital improvements the Town can place in its capital improvement program. The individual priorities for improving parks should be determined through recommendations developed by Town staff and reviewed by the Parks and Recreation Commission during the Town's annual budget process.

Yucca Valley parks are heavily used and thus require constant maintenance and improvement to keep them in a safe and usable condition. Consequently, this list is based on what the project consultants consider are the most important improvements or replacements needed at this time. The Town should continue to monitor existing parks and adjust the annual capital improvement program based on current conditions of the parks and funding available for capital improvements.

Park development fees and park impact fees cannot be used for on-going maintenance of existing parks. However, they can be used to provide new amenities, reconfiguration, or major refurbishment at existing parks. For example, the Town could use park development fees or park impact fees to add additional tennis courts at a park site. However, the Town could not use these fees to resurface existing tennis courts at a park site.

While there is no clear dividing line between what is considered deferred maintenance and what is major refurbishment, the Town needs to be sure that it spends park development fees and park impact fees in a manner in which the fees were intended, i.e., to offset the impact that new development has on the Town's Park and Recreation system.

If the proposed project at an existing park will benefit the new residential development that will be using the park then

the fees collected from the residential development can be used for the project.

Otherwise, park improvements must be paid for by the Town's General Fund (tax income) or from donations, grants or revenue derived from operations (fees and charges).

The following sections present each existing park site and the recommended improvements or additions to the site followed by the potential estimated cost for providing these improvements along with suggested funding methods or strategies.

Community Center Park

Community Center Park is being considered as a site for a future Civic Center. See Section 9.2.1 for a description of the proposed redesign and recommendations for development of a neighborhood park at this location.

Machris Park

Machris Park is located in the southeast area of town and its intended use is for neighborhood park purposes. The following suggested improvements should be considered to comply with the American Disabilities Act (ADA) and to make the park more user-friendly and comfortable:

- ◆ Improve ADA access to tot lot play equipment and swings by installing a rubberized playground surface.
- ◆ To make the Tot Lot more usable and comfortable in the summertime add a shade element over the existing play equipment.
- ◆ A fabric shade shelter should be provided at the bleacher area to make it more comfortable to watch games in the summertime.
- ◆ Adding trees and landscaping throughout open areas of the site would provide shade and an enhanced visual impact.
- ◆ If additional land is acquired, future development could include additional sports fields to help meet demands for both practice and game facilities.

- ◆ Add two tennis courts to area east of the concession building (to replace one that was removed).
- ◆ Install a ramp from upper building to lower park area.
- ◆ Install security lighting throughout the park.
- ◆ The recommended shade shelters could be funded by the Town or could be included in an asset management plan whereby advertising is allowed on the shading fabric in exchange for paying for the cost of the shade structure. Grants and donations could also be pursued for shade shelters. Shade shelters for tot lots, as pictured in the example below, tend to run between \$30,000 to \$50,000 for the shelter and installation depending on the size and design.
- ◆ Additional trees and landscaping could be accomplished through a tree donation program, environmental grants, or through an annual landscape improvement program funded by the Town. The costs for additional landscaping will depend on the design and extent of the landscaping.
- ◆ Future sports fields could be paid for by Park In-Lieu Fees, Park Impact Fees, or through monetary and in-kind donations from sports groups. Sports fields generally cost an estimated \$300,000 for natural turf fields and \$400,000 for synthetic turf fields.

Jacobs Park

Jacobs Park is located in the central west section of town and is intended to be a neighborhood park to serve local residents. The following suggested improvements and additions are recommended to enhance both the existing amenities and to add amenities that the community indicated they would like to have during the community input process:

- ◆ Upgrade group picnic shade shelter to add space for more tables.
- ◆ Install ADA compliant rubberized surfacing at tot lots and add shade structures to play equipment.
- ◆ Improve paths/walkways to enhance circulation throughout the site.

- ◆ Add two new lighted tennis courts to existing facilities. (\$150,000 in CDBG Funds has already been allocated toward this project.)
- ◆ Consider redesigning the park in order to include turf practice fields (traditional turf or synthetic turf) with shaded seating and ADA access from parking and building facilities.
- ◆ Consider adding a spray/splash water play area
- ◆ Increase number of trees on site to provide shade and a greener environment.
- ◆ The recommended shade shelter for the group picnic area could be funded by the Town or could be included in an asset management plan whereby advertising is allowed on the structure in exchange for paying for the cost of the shade structure. Grants and donations could also be pursued for group picnic shade shelters. Quality group picnic shade shelters run in the range of \$50,000 including purchase and installation.



Rubberized ADA compliant surfacing for tot lots cost approximately \$55 per square foot installed. To provide the surface for a typical 1600 square foot tot lot would cost \$88,000. Community Development Block Grant (CDBG) funds or other grant funds could be used for this purpose, as well as, town funds and donations.

Paths and walkways are an important user amenity that also needs to be ADA compliant. Paths and walkways can be cement, asphalt or decomposed granite surfaces and generally cost between \$10 and \$30 per linear foot depending on the width and materials chosen for the surface.



The recommended considerations for future additions, including sports fields, tennis courts and a spray/splash pool, could be funded with park fees, grants, donations or a combination of all three. Costs for these additions are dependent on the size and design of the facilities.

Increasing the number of trees on the site could be accomplished through a tree donation program, a community fund raising effort, environmental grants or by tax dollars allocated from the Town's General Fund.



North Park and South Park

Both North and South Parks are being recommended as locations to remain passive and open space with trails and possibly a Nature/ Education Center with an improved trail head and self guided nature walk. See Section 9.2.9 for more details on these recommendations.

Paradise Park

Paradise Park is a neighborhood park located in the eastern part of town. It was developed prior to 1970 and is heavily used by the community. Although it is well maintained there are improvements that could be made to both the existing amenities and additions to the site to make it more functional and attractive for residents.

- ◆ Improve ADA access to tot lot and swings by installing rubberized playground surfacing.
- ◆ Add shade element to existing play equipment structure
- ◆ Install new play equipment specifically for 5-12 year olds
- ◆ Add a new group picnic shade shelter and two new BBQs
- ◆ Develop the existing open space area to include a water/ splash play area, along with a seating and additional trees and landscaping.
- ◆ Consider redesigning the park to include two turf ball fields (traditional turf or synthetic turf) with shaded bleacher seating and ADA access from parking and building facilities.

Implementation strategies for the suggested improvements and recommended additions are the same as those for Jacobs Park. In fact the Town should consider bundling similar improvements for several existing parks together, such as tot lot improvements or field development and pursue funding

and construction of all sites as one package project. This could result in lower overall costs, more timely completion of improvements and positively impact several areas of town at one time.

Remembrance Park

Remembrance Park is a special use facility consisting of a memorial to the country’s veterans and containing a public art piece. It has yet to be determined if the memorial and public art piece will need to be relocated when the Old Town Specific Plan is implemented. If Remembrance Park does have to be relocated due to the realignment of SR 62 there are two possible locations where it could be accommodated. The first is to include it in the design and development of the Old Town Specific Plan as an entry mode for either the west end or east end of Old Town. The second suggestion would be to include it in the redesign and development of the civic center complex and neighborhood park at the current community center site when that site is developed.

9.2.13a: Estimated Costs for Improvements to Existing Parks

The costs for the suggested recommendations for additions to existing parks will have to be determined when the specific plans for each of the parks are developed and the exact number of additional amenities is determined.

The following is an estimate of the costs for improving existing amenities at two of the park sites for the Town to consider when budgeting for its capital improvement program.

Machris Park

<u>Rubberized surface for Tot Lots</u>	<u>\$120,000</u>
<u>Shade Structure for Tot Lot</u>	<u>\$55,000</u>
<u>Bleacher Shade Structure</u>	<u>\$25,000</u>
<u>Additional trees/landscaping</u>	<u>\$50,000</u>
<u>Two tennis courts</u>	<u>\$250,000</u>

Jacobs Park

<u>Group Picnic Shade Shelter</u>	<u>\$35,000</u>
<u>Rubberized Surface for Tot Lots</u>	<u>\$85,000</u>
<u>Additional Trees/Landscaping</u>	<u>\$50,000</u>
<u>Two tennis courts</u>	<u>\$250,000</u>

Paradise Park

<u>Rubberized Surface for Tot Lots</u>	<u>\$80,000</u>
<u>Shade Structure for Tot Lot</u>	<u>\$45,000</u>
<u>New Play Equipment</u>	<u>\$40,000</u>
<u>Group Picnic Facility</u>	<u>\$85,000</u>

The estimated total funding needed for the suggested recommended improvements at these three park sites is \$670,000. This amount could be offset by allowing shade shelter advertising or by community donation efforts for additional park trees. The Town could pursue CDBG or other grant funds for these improvements also.

The extent the Town wishes to pursue expenditures for improvements to these parks versus adding amenities to these parks or developing new parks will have to be a decision of its elected officials during their annual strategic planning process.

9.2.14: Options Regarding Blue Skies Golf & Country Club

The Town should continue to monitor the redevelopment of the Blue Skies Golf and Country Club and work with them to develop youth and adult golf programs through the Community Services Department when the facility is reopened.

If the current owners do not continue with the redevelopment of the golf course the Town should consider pursuing one the following options in order to insure that the golf course is not lost for public recreation:

Option 1: Acquire the golf course and enter into a contract with a Golf Course Development and Management

Company (such as Arnold Palmer Golf, Landmark Golf, National Golf, etc.) to lease the property to them for development and operation, whereby the Town would use Revenue Bonds to purchase the property and lease income from the Golf Development and Management Company to pay for the Revenue Bonds.

Option 2: Provide “pass through” financing to the existing owners to finish the golf course by use of “Lease Purchase Financing” using the property as collateral if the owners default on the lease purchase payments.

Under this option the Town would lease the golf course from the owners by entering into a lease purchase agreement, then lease the golf course back to the owners along with funding to complete the agreed upon golf course improvements. The owners would pay lease fees to the Town until the lease purchase agreement amount is paid off. If the owners default on the lease payments the Town would then own the golf course property without any further expense.

Option 3: Submit a referendum to the voters to increase taxes in order to sell a Park Bond for the acquisition of the golf course property and development and operation by the Community Services Department either directly or by contracting with a golf management company. This option would require considerable community support for the Town purchasing the golf course as it would require a two thirds voter approval.

Hopefully, the owners of the golf course will be able to obtain private funding or financing and will complete the redevelopment of the golf course. However, the golf course is an important recreation facility for Yucca Valley and the high desert communities so the Town should be prepared and have a contingency plan for renovating and preserving the golf course if the owners are unable to complete the improvements and reopen the course.

The primary attraction and use of the golf course is for youth and seniors, consequently, the golf course is an important facility in the overall master plan for providing recreational activities that deter anti-social behavior and contribute to active lifestyles. The golf course is also a key component for marketing Yucca Valley as a tourist destination, along with the “Old Town Cultural Corridor,” Joshua Tree National Park, and Yucca Valley Show Grounds, Events and Equestrian Center. Loss of Yucca Valley’s only golf course would have a negative impact on the Town and thus its timely redevelopment should be monitored closely.

9.2.15: Potential Development of Burnt Mountain Park



The Burnt Mountain area is the site of an abandoned resort that currently contains three tennis court and the remnants of a swimming pool and buildings of the former retreat/resort. During the community workshops and interviews several of the participants suggested that this site would be good to preserve as a neighborhood park and trail head for trails leading into the adjacent hills that could connect to the future South Side Neighborhood Park location.

The site is located in the south part of Town within a residential neighborhood and does possess a viewshed worth preserving. Besides developing a trail head and some view points; the park amenities should include preserving the tennis courts, adding tot lot/children’s play equipment, and a picnic area.

9.2.15a: Implementation Strategy

The amount of acreage in the Burnt Mountain area to be acquired for park purposes would have to be determined after further study as to what amenities should be included in a specific plan for the area. The concept of a possible land exchange could be explored with the current owners of the property whereby the Town may be able to trade property of equal value in order to secure property in the Burnt Mountain area for the above described recreation purposes.

If a land exchange is not feasible then acquiring the property through park fees or grants is another option. The Town should also consider bundling the acquisition and development of this site into a package development option; whereby, the Town would seek a park bond to develop several of the recommendations listed above.

9.3 Work Program 2008-2020

Capital Improvement Programs can be tied to time lines that indicate when projects should be undertaken on an annual basis or they can be scheduled by benchmarks tied to growth in population. The problem with Capital Improvement Programs that are established by what year a project should be completed is that funding availability, property acquisition, political issues and partnership agreements that are required to move forward with projects cannot always be resolved within a predetermined time line and therefore, the Town may not be able to adhere to specific years in a CIP time line.

In addition, most Capital Improvement Projects for parks are dependent on the Town receiving parkland dedication and development impact fees from residential development.

Consequently, it makes more sense to tie Capital Improvement Programs to population growth. The following **Capital Improvement Program** is based on the recommendations in 9.2 which were determined from the Demand and Needs Analysis and is presented as a time line tied to population growth. The projected timelines allow for planning, negotiating and funding the various facility recommendations listed above.

Obviously, trying to determine time frames and funding requirements is difficult and somewhat subjective; however, the suggested plan should serve as a starting place for Town staff to proceed with future facility development.

As mentioned in previous chapters there are a number of factors that affect implementation of the Parks and Recreation Master Plan in Yucca Valley, including the realignment of SR 62, the Master Plan for the Civic Center Complex and the time line for the implementation of the Old

Town Specific Plan. While development is currently slowing down due to the turnaround in the housing industry, eventually the projected growth for Yucca Valley will take place and the recommended facilities to serve that growth will be needed. The current population of Yucca Valley is approaching 30,000 and is expected to double to 60,000 within the projected 15- to 20-year span of this Park and Recreation Master Plan.

For purposes of implementing the Master Plan recommendations we have chosen growth rates of 10,000 population increments. The Town may not grow at the exact rate of 10,000 every increment, so this Master Plan may actually take 25 years or more to implement, depending on the real growth that takes place. Again, the recommended Capital Improvement Program is a guideline for staff and the Town to develop its annual work program so that it can make every effort to accomplish the recommendations when the population growth actually takes place and not 5 or 10 years after the facilities are needed.

RECOMMENDATION	by 40,000 Pop	by 50,000 Pop	by 60,000 Pop
Reconfiguration of existing Community Center Complex for a Civic Center and Neighborhood Park	<ul style="list-style-type: none"> ▪ Prepare Specific Plan ▪ Determine Costs ▪ Develop Funding ▪ Bid Project 	<ul style="list-style-type: none"> ▪ Construct Project ▪ Move In & Operation 	
Old Town Specific Plan Cultural Corridor containing the Hi-Desert Nature Museum, Yucca Valley Branch Library, and Amphitheater/ Activities Plaza	<ul style="list-style-type: none"> ▪ Determine location(s) ▪ Acquire Property ▪ Prepare Specific Plan ▪ Develop Funding ▪ Bid Project ▪ Begin Construction 	<ul style="list-style-type: none"> ▪ Finish Construction ▪ Move In & Operation 	
Multigenerational Community Center Complex	<ul style="list-style-type: none"> ▪ Acquire Property ▪ Prepare Specific Plan ▪ Determine Costs ▪ Develop Funding ▪ Determine Phasing ▪ Bid Project ▪ Construct Project ▪ Move In & Operation 	<ul style="list-style-type: none"> ▪ If project was phased proceed with Phase 2 	<ul style="list-style-type: none"> ▪ If project was phased proceed with Phase 3
Performing Arts Facility in coordination with Yucca Valley High School	<ul style="list-style-type: none"> ▪ Negotiate Agreement ▪ Prepare Specific Plan ▪ Develop Funding ▪ Bid Project 	<ul style="list-style-type: none"> ▪ Construct Project ▪ Move In & Operation 	
Yucca Valley Events, Showground & Equestrian Center	<ul style="list-style-type: none"> ▪ Meet w/County/State ▪ Determine Acq. Req. ▪ Prepare Specific Plan ▪ Develop Agreements ▪ Secure Funding ▪ Determine Phases ▪ Prepare EIR 	<ul style="list-style-type: none"> ▪ Acquire Property ▪ Provide Infrastructure ▪ SR 247 Improvements ▪ Bid Project ▪ Construct Project ▪ Begin Operation 	

Aquatics Center Complex in Sunnyslope Park	<ul style="list-style-type: none"> ▪ Prepare Specific Plan ▪ Negotiate possible Joint Development Agreements ▪ Secure Funding ▪ Determine Phases ▪ Bid Project 	<ul style="list-style-type: none"> ▪ Construct 1st Phase ▪ Move In & Operation ▪ Bid 2nd Phase ▪ Construct 2nd Phase 	
East End Community Sports Park	<ul style="list-style-type: none"> ▪ Prepare Specific Plan ▪ Negotiate Agreements ▪ Secure Funding ▪ Acquire Property ▪ Determine Phases ▪ Bid Project 	<ul style="list-style-type: none"> ▪ Construct 1st Phase ▪ Move In & Operation ▪ Bid 2nd Phase 	<ul style="list-style-type: none"> ▪ Construct 2nd Phase ▪ Complete Project
Brehm Park Master Plan	<ul style="list-style-type: none"> ▪ Prepare Specific Plan ▪ Negotiate Agreements ▪ Secure Funding ▪ Bid Project ▪ Construct Project 		
Trail Head and Self-Guided Nature Trail at North Park and South Park	<ul style="list-style-type: none"> ▪ Meet with BLM ▪ Negotiate Agreements ▪ Prepare Specific Plans ▪ Pursue Grants ▪ Secure Funding 	<ul style="list-style-type: none"> ▪ Bid Both Projects ▪ Construct Projects 	
Yucca Mesa Community Park		<ul style="list-style-type: none"> ▪ Determine Location ▪ Explore JPA ▪ Prepare Specific Plan ▪ Secure Funding ▪ Acquire Property 	<ul style="list-style-type: none"> ▪ Bid Project ▪ Construct Project
Southside Neighborhood Park	<ul style="list-style-type: none"> ▪ Prepare Specific Plan ▪ Determine Surplus 	<ul style="list-style-type: none"> ▪ Secure Funding ▪ Bid Project ▪ Construct Project 	
Yucca Valley Trails System starting with the Yucca Creek Wash Trail	<ul style="list-style-type: none"> ▪ Prepare Specific Plans ▪ Pursue Grants ▪ Determine 1st Phase ▪ Secure Funding ▪ Construct 1st Phase ▪ Decide Future Phases 	<ul style="list-style-type: none"> ▪ Proceed w/Phases 	<ul style="list-style-type: none"> ▪ Proceed w/Phases
Improvements to Existing Parks	<ul style="list-style-type: none"> ▪ Determine Priorities ▪ Prepare Specific Plans ▪ Secure Funding ▪ Begin Improvements 	<ul style="list-style-type: none"> ▪ Continue Priorities 	<ul style="list-style-type: none"> ▪ Continue Priorities
Options regarding Blue Skies Golf & Country Club	<ul style="list-style-type: none"> ▪ Monitor Progress ▪ Determine Options ▪ Proceed If Needed 		
Potential Development of Burnt Mountain Park	<ul style="list-style-type: none"> ▪ Determine Priority ▪ Prepare Specific Plan ▪ Secure Funding ▪ Pursue Acquisition 	<ul style="list-style-type: none"> ▪ Bid Project ▪ Construct Project 	

The total estimated cost to implement all of the suggested recommendations can seem overwhelming; however, if the project recommendations are approached on an individual basis and the strategies and funding suggestions are pursued, it will be quite possible that the recommendations can be accomplished over the projected population growth timelines.

NOTE: The recommendations have not been put in any priority order due to the vast array of facility needs and the different implementation strategies that can be pursued for each recommendation. While some

groups in the community may want immediate results on one particular project, the reality is that Town staff will have to divide its efforts and pursue all of the projects in the Master Plan as the opportunities for planning, land acquisition, and funding become available. Positioning the Town to take advantage of potential joint development agreements, funding opportunities and other agency participation is the best strategy to eventually accomplish all of the recommended projects.

9.4 Recreation Program Recommendations and Strategies

Chapter 4 summarizes the recreation program analysis which included a review of the current level of recreation programs and services offered by the Town of Yucca Valley Recreation Division. The analysis of program needs was done pursuant to the needs assessment and community input tools and in consideration of the demographic trends analysis in Chapter 2. Recommendations to address the identified recreation program needs are included in Chapter 4 and summarized here also.

They are presented by program/service category in order to address the concerns and input received during the community outreach and public input process. This method of presentation should allow the community to see that their desired areas of importance for programs and services will be met in the future.

Aquatics

Aquatics programs are especially valued by the community. Currently, the only aquatic facility available for lessons, recreational swim and competitive programs is the swimming pool at Yucca Valley High School. This pool only operates during the summer months for community aquatic activities. The community is desirous of having a year-round full service aquatics complex for swim lessons, recreational swim, competitive swim, lap swimming, water polo, parent-child classes, and water exercise activities and for birthday parties.

The community also would like to have water play/splash pools located at neighborhood and community parks.

Action Items

- ◆ Continue with existing programming at the pool at Yucca Valley High School and strive to add additional aquatic programming in the areas of parent-child classes, water exercise, and recreational swim.
- ◆ Work with the School District, Boys & Girls Club and other interested agencies and organizations to insure that the design of a new aquatics facility proposed in the facilities recommendation section of the Master Plan meets the community needs and demands for future lessons, recreational swim, competitive swim, and special interest aquatic programs like scuba lessons, kayaking instruction, etc.

Sports

Sports fields and sports programs garnered the most number of requests and identified demand during the community outreach and public input process. For example, youth soccer was rated as a high priority need in the community with all 12 input indicators.

However, soccer was not the only requested sports activity. Youth baseball, youth basketball, youth football, as well as, boxing programs, softball, golf, gymnastics, and track were identified by the community as desired.

Expanding tennis programs was also a persistent theme throughout the public input process. Junior tennis leagues, junior instruction and tennis competitions were consistently requested.

It is evident that sports programming is very important to the community, not only for youth but for positive family involvement. The community equated youth sports activities as providing youth with self-esteem, a sense of purpose, instilling responsibility and providing for social interaction.

Action Items

- ◆ Continue to collaborate with youth sports organizations to both encourage their development and expansion and

to help them meet their field needs for both practice games and league competition.

- ◆ Continue to provide youth basketball and expand the program when additional facilities become available.
- ◆ As facilities permit continue to expand the opportunities for junior tennis including lessons, clinics, events and junior tennis league. Consider offering a tennis program for special needs youth including development of special needs tennis Olympics.
- ◆ As facilities permit increase the offerings for youth volleyball. Consider offering volleyball clinics prior to the volleyball season to introduce new participants to the sport.
- ◆ Work with the School District to expand both track and cross-country program offerings. Work to ensure that the design and implementation of the Townwide Trails Program will accommodate various configurations for cross-country meets.
- ◆ Consider establishing a spring season track meet for elementary aged youth preceded by workshops or clinics for track events.
- ◆ As facilities permit, work to establish a girls softball program either directly or through a community youth organization.
- ◆ Continue to collaborate with the Boys & Girls Club to expand their sports opportunities, particularly the youth boxing program.
- ◆ Work with the Boys & Girls Club to expand aquatic opportunities for low-income youth.
- ◆ Continue to collaborate with the School District to expand after-school sports activities for elementary school-age youth for flag football, volleyball, basketball, softball, and track.
- ◆ Continue to provide and seek gym space or underutilized commercial space to increase the number of classes and

activities for tumbling, gymnastics, dance, and exercise programs for youth.

- ◆ Continue to provide opportunities for self-programmed recreation activities such as horseshoes, shuffleboard, ping-pong and other individual sports.
- ◆ Explore ways to offer both organized and drop-in sports programs for adults and seniors. Youth sports should have the priority for field and gym space, however, adult and senior sports should be initiated when space and time permit.
- ◆ Track the ongoing redevelopment of the Blue Skies Golf Course. Set a reasonable time limit to consider alternative actions presented in the Master Plan if the facility is not reopened for public play.

Community Events

Yucca Valley and surrounding area residents benefit from a variety of community special events. These events have promoted a strong sense of place and a family friendly environment that is enjoyed by all Morongo Valley residents. Throughout the public input and community outreach process these events were pointed to with great pride.

Trends and surveys statewide indicate these events are extremely important in connecting people to their community, promoting safety and instilling a unique sense of place for residents. According to the California State Parks surveys done in 2002 and 2003 relative to outdoor participation rates of Californians, 82.6% had attended a local outdoor community event during the prior year. The public outreach process indicated that residents consider these events a very high priority and are interested in expanding them.

Action Items

- ◆ Continue to expand and add community and population specific special events.

- ◆ Consider creating an intergenerational health and wellness event, with an emphasis on physical activities and nutritional education.
- ◆ Explore opportunities to expand environmental education events for families.
- ◆ When new show grounds and exhibition space are developed, work to create regional events that attract a wide variety of special interests.
- ◆ Continue to expand program offerings for concerts in the park and other outdoor events that cater to families, such as Farmers Markets, Art Fairs, local talent performances, movies, plays, hobby shows, etc.

Youth Programs

Yucca Valley Recreation provides a wide array of youth activities. This age group would be characterized by those that are under 12 years. The trends indicate that this age group will continue to grow as the population grows. The philosophy of the Town is to provide enrichment and recreational activities rather than child care. The community will continue to attract residents with young families. It is anticipated that expansion of this area will be important in order to respond to this population trend.

Action Items

- ◆ As space permits at the Museum and Library expand after school programming with an emphasis on social skills, the arts, environmental education, experiences and physical fitness.
- ◆ Continue to contract with and/or partner with individual instructors as well as private agencies to provide existing and new programs for youth at the community center.
- ◆ Provide more tiny tot programs that help preschoolers grow socially and as well as physically, while preparing them in concert with educational goals of the local schools.
- ◆ As space permits, expand parent/child programming.

- ◆ Integrate youth development strategies into the development, design, and delivery of youth programs and services.
- ◆ Expand youth programs and services with an emphasis on the following activities:
 - Aquatics
 - Sports
 - Academic and homework assistance
 - The arts
 - Civic involvement and volunteer opportunities
- ◆ Enhance interactive family programming, including intergenerational programs. Explore, expand and establish opportunities for youth to participate in the ongoing identification, development and delivery of programs, services and events.
- ◆ Continue to collaborate in the delivery of programs and services for youth, including special interest class instructors, private agencies and non-profit organizations (Boys & Girls Club).

Teen Programs

Recreation programs that act as a deterrent to teen anti-social behavior was a prevalent theme throughout the community input process. Positive activities for teen participation, safe places for teens to socialize, and programs to provide physical outlets and competition all ranked high among the program demand identifying tools.

In addition, places for academic/homework assistance, computer labs, and employment help programs also ranked high among requests for teen activities.

Providing programs and outlets for Scouting, 4-H Clubs, equestrian activities, concerts, places to perform, and drop in programs were indicated as important areas for the Town to be involved. Teens have a variety of needs and interests. Some of these needs can be met by the Town providing direct programming while others can be met by providing

facilities for community organizations and clubs to present programs and activities aimed at the teen population.

Action Items

- ◆ Develop special events for this age group including the continuation and expansion of teen dances.
- ◆ Establish and expand programs and services for this age group on school sites as well as off school sites when possible during non-school hours. Program considerations include:
 - Recreational sports
 - Aquatics experiences and lessons
 - Academic and homework assistance
 - Arts activities
 - Physical fitness and nutritional education
- ◆ Explore the creation of “extreme” sports programming that is of interest to youth in this age group, examples include laser tag and rock climbing.
- ◆ Look for ways to develop mentoring and volunteer programs that provide opportunities for youth to mentor youth, business mentoring youth, and youth connecting with seniors.
- ◆ Explore opportunities to expand excursion programs that provide highly interactive experiences for youth. An example identified in the community outreach included traveling to off-road recreation sites.
- ◆ Work with the Youth Commission and Boys & Girls Club to help design the amenities for the proposed Brehm Park Boys & Girls Club.

Adult Programs

A variety of activities are currently available for residents of 18 years and over in Yucca Valley. Physical fitness, the arts, excursions, community events, sports and dance are included in the menu of activities programmed through the Recreation Division for adults. This population group is projected to continue to grow with individuals many of whom will be employed outside of the area. Market reports as well as trends suggest that golf, swimming, walking, hiking, cooking, surfing the Internet, reading, and dining out are leisure time activities that will receive the highest rates of participation within this age group. The public outreach process suggested that adults 18 years and above are looking for programs that promote health and wellness, aquatics, intergenerational programs and the arts.

Action Items

- ◆ Expand special interest classes with an emphasis on:
 - The arts
 - Environmental education and awareness
 - Physical fitness
 - Walking, bicycling and hiking
 - Aquatics activities
 - Reading/book clubs
 - Cooking classes
 - Financial planning
- ◆ Consider expanding the Town’s role to support and promote career and job development programs and services.
- ◆ To promote increased outreach and participation, consider increased “niche” marketing for the various target markets that exist in this age group.
- ◆ Expand physical fitness and all other health and wellness activities, threading these themes throughout other programs such as community events, hiking, dancing, etc.

Senior Citizen Programs

Currently Yucca Valley seniors often travel beyond the Town limits to communities such as Twentynine Palms and the Coachella Valley to participate in or take advantage of senior programs and services. Reports indicate that although this is a community of many young families and adults, seniors are and will continue to be a major sector of the population.

All demographic reports for the region and state indicate this number will greatly increase with the aging of baby boomers. The public outreach process identified senior services as a high priority.

Action Items

- ◆ Establish a comprehensive Senior Services program area that includes recreational, educational, and socially targeted activities.
- ◆ Develop programs that include more active recreational activities for the growing population of baby boomer seniors. Specific program areas could include:
 - Aquatics
 - Senior sports
 - Health and wellness
 - Social clubs
 - Physical fitness
 - Computer education
 - Environmental education and awareness
- ◆ Develop a Senior Services resource and referral program while the Senior Services program area is being developed.
- ◆ Work with a group of varied aged seniors to determine and develop senior services.
- ◆ When possible, search out and create collaborative relationships to establish partnerships in the development of the senior services delivery system.

Special Use Programs

Special Use Programs are defined as those activities that require a specialized facility for participants. For example, hiking programs require hiking trails; equestrian competition require an equestrian center; dog parks require an enclosed area; fairs and exhibitions require a venue for such activities.

When special use facilities are developed, the Town can determine the degree of involvement in organized activities at these facilities and the role it needs to play in providing and coordinating the facilities for informal or community based organization use.

For example, holding an annual 5k/10k Run in collaboration with community organizations and in coordination with a holiday event or other community event can be an example of a special use activity. Sponsoring an Adopt-a-Pet day or a pet vaccination clinic at a Town dog park would be another example of a special use activity.

Action Items

- ◆ Make physical fitness activities a part of community events, such as, adding a walk or a stretching class, or 10k run, or specialty footraces as a warm up to concerts in the park.
- ◆ Hold monthly community hikes for beginning hikers. People who are avid hikers have local hiking clubs that organize group outings, however, these sometimes advanced hikes are intimidating to those who have never hiked in a group situation, and so introducing newcomers to the sport of hiking is a valuable service.
- ◆ When dog parks are established in Yucca Valley, facilitate dog obedience classes, adopt-a-pet days, pet vaccination clinics, and pet shows at the site.
- ◆ When equestrian facilities are established, either by a concession or management contract, facilitate lessons, shows, and competitions, especially for youth and teens, as well as a therapeutic riding programs for the special needs population.

- ◆ Work to make sure there are multipurpose trails that equestrians can use when implementing the Town's trail system.

Cultural Programs

The demand for cultural programs and activities scored very high on the demand index and are highly valued by the community. This was evident among all age categories from youth thru senior citizens. The community perceives it to be very essential to provide places for people to perform, display art, learn and to attend cultural activities and events.

The Cultural Component (Chapter 7) of the Master Plan addresses the high degree of interest in the arts in Yucca Valley and the facilities that are needed to provide programs and services to satisfy those needs.

The Town of Yucca Valley puts a significant amount of its resources into cultural programming, mainly through the Hi Desert Nature Museum, Yucca Valley Branch Library and culturally themed community events. These programs provide the community a sense of place, a feeling of comradery, social acceptance and enjoyment. Yucca Valley's reputation as a center for arts and culture is growing; the Town should capitalize on the talent and interest in the community to further that identity.

Action Items

- ◆ Continue programs that protect artistic, historic, scientific and cultural heritage in Yucca Valley. This can be done by expanding both permanent and temporary exhibitions, permanent collections, educational programs, and cultural events.
- ◆ Continue to work with the schools to implement K-12 education programs for both indoor and outdoor education activities.
- ◆ Continue to explore alternative ways for the public to access collections of the Hi-Desert Nature Museum including new technologies to allow virtual access.

- ◆ Work to provide and maintain creative spaces for community rentals and places for programs put on by community cultural groups. Examples would be small and large amphitheater space, performing arts venues, art display venues, festivals, art fairs, etc.
- ◆ Consider offering more cultural excursions to regional cultural facilities.
- ◆ Continue to work with the schools, the County of San Bernardino, and Joshua Tree National Park to expand opportunities for outdoor education.
- ◆ Within facility limitations, expand after school program opportunities by increasing partnerships with teachers and instructors in math, science, and the arts.
- ◆ As space permits, expand contract classes in the areas of dance, music, and arts.
- ◆ Continue to build on the successes of existing community events. Work with community organizations to provide additional community events to enhance and expand the year-round events calendar that would serve a variety of interests in the community.
- ◆ Until a performing arts venue is developed, look for innovative ways to present performances to the community, i.e., use ball fields, parks, and community center space for local talent shows, concerts, movies, and cultural events.
- ◆ Continue to support the “Art in Public Places” concept and expand this program as resources and funding permit.

Special Interest Programs

Special interest programs are those programs that serve a small but active segment of the community. They are usually requested by community organizations or clubs who want to get involved in some kind of community service or have a common interest in a subject and need a place or outlet for their interest.

Examples of such programs include providing opportunities for people or organizations to volunteer in their community, mentoring programs, service organizations, opportunities to raise funds for a special purpose and opportunities to serve on public committees or commissions.

It is important for the Town to offer such programs and opportunities, both to take advantage of the benefits these programs can provide and to offer outlets for residents who want to be involved.

Action Items

- ◆ Consider establishing a bi-annual “Park Improvement” or “Park Clean-Up Day” to allow clubs and organizations and individuals to provide community service in improving existing park facilities.
- ◆ Consider establishing an “Adopt-A-Park” program whereby local community organizations, service clubs, scouting groups, school groups, etc. can raise funds for their organizations by adopting a park to keep clean for one year. For example, a local business would sponsor the “Adopt-A-Park” program by providing a \$500 donation to a local service club or organization in exchange for on site signage for a year that the business adopted this park in coordination with the local service club or organization. This program provides opportunities for community service as well as the opportunity for local service clubs and organizations to raise funds for their charitable purpose. It also gives local businesses a chance to support community charities and gain local exposure for their efforts.
- ◆ Continue to provide residents with opportunities to participate on committees and commissions. Consider establishing a youth commission or committee, a cultural commission, and possibly a senior advisory committee to help with the design and implementation of the facility recommendations for a new multi-generation campus complex.

- ◆ Collaborate with the Boys & Girls Club, Yucca Valley Branch Library, Hi-Desert Nature Museum, School District, and service clubs to develop mentoring programs for youth and teens.
- ◆ Seek to dedicate space for community clubs, hobby groups, Scouts, 4-H Clubs, and other special interest groups to meet and hold activities.

9.5 Asset Management Recommendations and Strategies

The Town of Yucca Valley Park and Recreation facilities have a history of being heavily used by the community. The Parks and Recreation Master Plan recommends several new facilities including regional park facilities; a civic center complex; a community center complex; a cultural corridor in old town; new community and neighborhood parks; and a new aquatic center, all with potential value for asset management programs.

Through the community input process and surveys the consensus was that the community understood the need for revenue development and would be generally accepting of some commercialization of these proposed facilities in order to insure quality programming and proper maintenance.

However, there was concern expressed regarding aesthetics and too much commercialization of public facilities.

The three components to developing an asset management plan are:

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

Based on the recommended future projects outlined in the master plan the project team has developed the following list of advertising/vending/sponsorship opportunities for consideration by the Town to help it generate additional revenue for which to use in operating and maintaining these new facilities:

- ◆ Parking lot and walkway banner programs.

- ◆ Shade shelter advertising.
- ◆ Information and advertising kiosks.
- ◆ Trash receptacle advertising.
- ◆ Telecommunication tower leases.
- ◆ Naming rights and/or facility sponsorship.
- ◆ Soda/water/juice/snack vending.

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

The facilities proposed for Yucca Valley have the potential to offer both types of advertising locations. The value of these locations is determined by the number of visits and the amount of participation at each site. It is best to “bundle” the sites and offer potential contracts for each category at all sites.

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

In preparing the market analysis for using Town facilities to raise revenue in order to offset the cost of operating and



maintaining the facilities the town will have to consider several factors:

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



Generating revenue from the use of public facilities is a business venture and thus requires good business decisions and good business practices when implementing asset management programs. For example, an agency cannot decide to implement an information/advertising kiosk program at its parks and facilities but then decide to hide the kiosk in an obscure location because it doesn’t want to appear that it is commercializing its facilities. By designing the kiosk to be attractive and fit into the theme of the facility the kiosks actually become an integral part of the facility environment and an essential amenity to provide information to site visitors.



It is recommended that when the Town proceeds with the design of new facilities that the design process contains an analysis of potential asset management opportunities to generate revenue to offset operation and maintenance costs. By doing this the town can develop attractive quality new facilities that have financial sustainability in the future.