

TOWN OF CORTE MADERA

TOWN PARK AND COMMUNITY CENTER MASTER PLAN

# DRAFT NEEDS ASSESSMENT REPORT

AUGUST 21, 2006



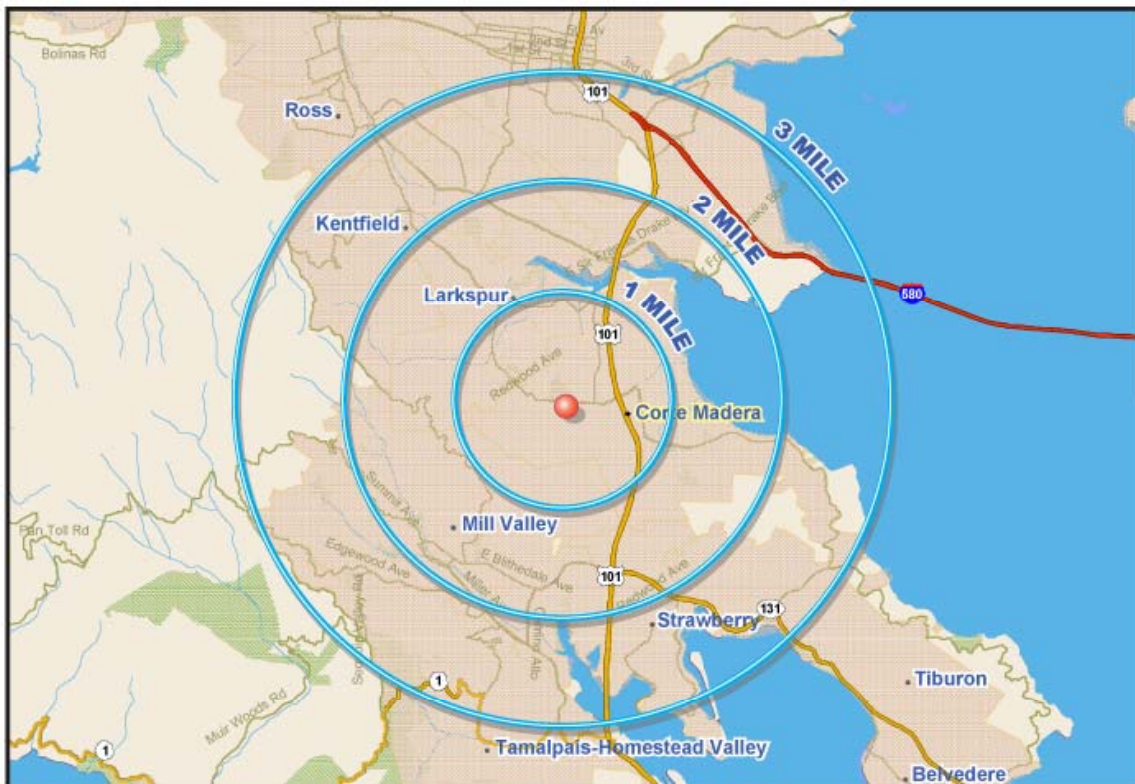
## OVERVIEW

The purpose of the needs assessment is to determine the degree of current and projected demand for various recreational facilities and programs that may be provided at Town Park and the Corte Madera Community Center, and to identify the market forces that affect demand. This needs assessment process included several components, including a demographic analysis of the center's service area population; an analysis of current programming; public opinion surveys; review of recreational trends; and community workshops and focus groups.

Conclusions drawn from this analysis will be used to determine building space components, user fees, market penetration rates, and the projected operating costs and revenues of a new or expanded community center to be located in Town Park. It also provides conclusions for potential future improvements to be made to the park itself.

## THE SERVICE AREA

For the purposes of this analysis, the primary service area of the Town Park and Community Center is identified as the Town of Corte Madera and the area within a 3-mile radius from the proposed site in Corte Madera.



*Primary Service Area – Figure 1*

## DEMOGRAPHICS

An examination of the demographics of Corte Madera helps to measure its demand for a variety of recreational activities and programs. The popularity of most activities varies greatly across different segments of the population, so demographics are an effective instrument for making conclusions about potential center users and likely demand.

The following analysis uses population size and number of family households to make conclusions about the number of potential recreation participations in the service area, then examines the educational attainment and income within the service area in order to make more general conclusions regarding the ability and likelihood of center users to purchase passes, daily admissions, and/or pay program fees.

### **Population, Family Households, and the Changing Community**

The California State Department of Finance reported that the population of Corte Madera on January 1, 2000 was 9,100 and grew to 9,399 on January 1, 2006. This represents a three percent increase in the population from 2000 to 2006. According to estimates based on California State Department of Finance numbers, 64,118 people live within three miles of the Town Park. These numbers do not include Mill Valley. The size and growth rate of Corte Madera and the three miles surrounding the Town, combined with the location of the Town Park site, indicate a substantial market for the new community center.

There were 3,776 total households reported in the Town of Corte Madera in 2000. A household consists of all the people who occupy a housing unit. Of these households, approximately 65 percent are family households. Family households are defined as households in which the householder is directly related to one or more persons in the household. One-third of the family households are households with children (under age 18). This population of families and children in the Town suggests that there will be particular interest in youth- and family-oriented recreation.

The Town of Corte Madera has experienced an increase in the population of mature adults (ages 45-64). In 2000, the percentage of mature adults in Corte Madera was reported at 29 percent, and it is projected to reach 33 percent by the year 2010. This can be attributed to the “baby boomers” getting older and moving into the mature adult category.

The number of older adults (ages 65+) is also increasing. The percentage of older adults residing in the Town of Corte Madera increased from 13 percent in 2000 to 14 percent in 2005, and is projected to reach 17 percent by 2010. This rise in the population necessitates specific programs that serve the interests and the physical and health needs of the older adult, as well as providing opportunities for social interaction. To serve these residents the recreation department will need to provide for both the mature and older adult markets. Expanded programs in travel, financial and health care workshops, fitness classes and specialty classes must be expanded in order to meet the growing demand.

The population of children (up to age 19) is projected to remain fairly constant for Corte Madera. The population of children was reported at 24 percent in 2000 and is projected at 24 percent in 2010. While the percentages are constant, the number of children is increasing. The Larkspur School District has reported a steady increase in enrollment over the past 20 years and is projecting similar growth for the next five years. From the 1996-97 to 2005-06 school years, the School District reported an enrollment increase of 22 percent and is projecting an increase of eight percent through the 2011 school year. This growth in the 0-19 population indicates an increase in the demand for programs, classes, workshops and events that are targeted toward this market. The Recreation Department can best respond to the increase by providing more preschool classes, after school options, summer camps, family events, teen programs and youth fitness classes.

	2000		2005		2010	
	9,100		8,972		8,831	
Children	2,204	24.2%	2,197	24.5%	2,143	24.3%
<i>Pre-School (4 and under)</i>	635	7.0%	618	6.9%	604	6.8%
<i>Youth (5-14)</i>	1,138	12.5%	1,088	12.1%	1,054	11.9%
<i>Teens (15-19)</i>	431	4.7%	491	5.5%	485	5.5%
Family Forming Adults	3,115	34.2%	2,634	29.4%	2,276	25.8%
<i>20-24</i>	216	2.4%	264	2.9%	317	3.6%
<i>25-34</i>	1,108	12.2%	829	9.2%	729	8.3%
<i>35-44</i>	1,791	19.7%	1,541	17.2%	1,230	13.9%
Mature Adults	2,604	28.6%	2,864	31.9%	2,919	33.1%
<i>45-54</i>	1,647	18.1%	1,594	17.8%	1,489	16.9%
<i>55-64</i>	957	10.5%	1,270	14.2%	1,430	16.2%
Retirement Age	1,176	12.9%	1,277	14.2%	1,493	16.9%
<i>65 and over</i>	1,176	12.9%	1,277	14.2%	1,493	16.9%
Median Age	40.6		42.8		45.0	

### *Corte Madera Age Groups*

## **INCOME**

While population data serves as a good indicator of potential center use, individual and household incomes demonstrate the ability of a given market to purchase passes and pay program fees. According to a trend report co-published by American Sports Data, Inc. (ASD) and the International Health, Racquet, & Sportsclub Association (IHRSA)<sup>1</sup>, there is an increase in recreation participation for communities with a per capita income above \$25,000 per year and for households with an income above \$75,000 per year. The per capita income of Corte Madera was estimated in 2005 at \$52,658, and its median household income was estimated at \$86,857. Even with an adjustment for the higher cost of living in the Bay Area, this level of income surpasses the study's thresholds and indicates the ability of the market to pay fees or purchase pass. Another ASD study indicates that households earning more than \$75,000 per year are 42 percent more likely to use cardiovascular equipment than other households and over 20 percent more likely to use free weights and strength equipment.<sup>2</sup> This, too, suggests a strong potential demand within Corte Madera for community fitness activities.

## **EDUCATIONAL ATTAINMENT**

Educational attainment is also highly related to the level of recreational participation. The ASD/IHRSA Trend Study reported, "Whereas only 12 percent of people with a high school education or less are frequent [recreation] participants, the percentage among those with some college rose to 18 percent, and then jumped to 23 percent for college graduates." Over 40 percent of Corte Madera's population aged 25 or older has a college degree. As with income, the particularly high level of educational attainment in Corte Madera correlates specifically to a high interest in fitness activities: college graduates are 31 percent more likely to use free weights than other people, 36 percent more likely to use strength equipment, 45 percent more likely to use cardiovascular equipment, and 48 percent more likely to participate in aerobics classes.<sup>3</sup>

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

<sup>2</sup> American Sports Data, Inc. "The Superstudy of Sports Participation Volume I: Fitness Activities." Hartsdale, NY: American Sports Data, Inc, 2003.

<sup>3</sup> American Sports Data, Inc. and the International Health, Racquet and Sportsclub Association. "IHRSA/ASD Health Club Trend Report." Hartsdale, NY: American Sports Data, Inc, 2000.

## CURRENT PROGRAMMING ANALYSIS

Corte Madera Community Recreation Center serves the community and its citizens through the provision of a wide range of programs and services. Programs range from specialized instruction classes to day trips and extended travel. The staff offers varied programming to the entire community, with specific focus on children, youth and seniors. Additionally the existing facilities play host to special events and offers the community access to rental space for their own activities.

### Facility Space

The existing facility center totals 7,421 square feet and includes a main hall, stage, classroom, kitchen, backroom, lobby, restroom and office space. Additional program space includes a 4,564 square feet outdoor patio. The space is programmed five days a week for fifty-seven hours beginning as early as 7:30am and ending as late as 10pm. Typically, program duration is between one to two hours, with the exception of all day workshops, camps and other special programs. The facility is also available on the weekends for rental and special events. As an example, the main hall generated \$26,253 in revenue for the period of July through December of 2005. Rental rates are per hour and vary in cost depending on the group type. The square footage of useable indoor space for each area within the Recreation Center is listed below:



There are no dedicated spaces for building support or administration. The facility is partitioned off to make space for staff offices and program registration. This cuts into the overall square footage of usable program space by approximately 900 sq. ft. That capacity could serve between 40 to 60 additional participants if used as program space. Opportunities for revenue generation are affected by this loss of space.

### Current Programs and Participations

The Recreation Departments mission is to “strengthen the community’s fabric, health and well-being, economic base and security”. This is accomplished “through providing diverse and innovative programming for all people, plus broad partnerships with schools, neighboring agencies, community based organizations and businesses”. The Town General Plan reinforces this by stating that the department should offer “varied programs [that] include senior activities, after school programs, pre school programs, teen programs, summer camps, nature and outdoor programs, health/wellness classes, sports leagues and instruction, youth sports coach training, art/dance programs, multicultural events [and] emergency preparedness support”.

The General Plan specifies that services and facilities should be focused on the following:

- Family recreation programs, special events, drop in activities and facilities that serve Corte Madera families.

- Youth/Teen development programs and services include before/after school camps, non school day camps, parenting skill classes, family/child leisure education and referral services to alcohol and drug treatment.
- Senior Services for the active and elderly include recreation programming and supportive community services

Current program offerings focus primarily on children, youth and seniors. Within the current program offerings there are over 25 classes and camps available for the pre-school and youth market. Specialized senior programming is focused heavily on trip and adventures. In addition, the department offers events, bingo, health services and financial workshops to the senior market. A separate category within program offerings is reserved for adult activities. These mostly include classes, some sports leagues and group fitness. There is some crossover in participation within the adult categories, as no age restrictions are set for the adult classes.

Program participation for fiscal year 2005-2006 was reviewed to determine participation in age categories. Numbers provided were received from the Recreation Department's registration system reports that generate participation rates by program for each age category. There were a total of 626 children, ages three to five who were served last year. The top two programs based on participation in this age category included gymnastics and pre-ballet.

Youth ages six through eighteen accounted for the largest segment of the population served. A total of 1,807 youth participated in a wide variety of activities, the most popular being gymnastics, chess and Lego engineering. Seasonal programs such as the Summer Playground program served 761 youth. Kid's Club, a year-round program assists working families with low cost childcare during the school year. This program feeds into the successful playground program.

There are 441 Adults ages nineteen through fifty-five that participate in classes, special events and fitness programs offered by the Department. The most popular event was the Amazing Race that drew 105 participants. Indoor soccer (73) and cooking classes (48) were also big draws for participation. A total of 336 participants in the fifty-five plus category engage in classes, seminars, events and exercise. There are 118 older adults who participate in 55 Alive, an eight-hour driver refresher course. The Department will need to further address the expected growth in the senior population due to the aging of the baby boom generation. With these changes, traditional concepts of age, fitness interests and retirement/work expectations have shifted. The department has begun to address the trend by providing trips and travel, which appeals to this market. To better address this market, expanded programming should include more specialty classes, fitness opportunities, workshops and events.

Trip and travel programming draws 375 total participants. Ten day trips and seven extended trips were offered throughout the year. Day trips had 290 participants, while the extended trips served 85 total participants. Another segment of the population that is served through events are families. While this area can be expanded to address the largest segment of the Corte Madera population directly, other programs in different age segments provide assistance to families indirectly (for example, Kids club assists with low cost childcare options).

Four family events were conducted this past fiscal year drawing 418 participants. The Father/Daughter dance drew the highest participation of 160, while the seasonal Home Decorating contest showed the lowest participation with only six households participating in the event. Community members have indicated an interest in expanded event offerings to include concerts and festivals.

Evaluation of programs occurs as needed and includes review of trends, participation rates and program observation. A formal quarterly evaluation would benefit the department by providing necessary feedback on improving or expanding programming.

## **Joint Use Agreements and Partnerships**

The General Plan calls for the Department to establish joint use agreements and partnerships within the community and beyond. Many organizations wish to offer new programming to the community, but lack necessary facility space to accomplish that goal. The Recreation Department faces this challenge and has responded by developing joint use agreements and partnerships.

Current joint use agreements exist with the Larkspur School District and the Reed Union School District. These agreements include the properties located on the east side of the highway at San Clemente School within the Larkspur District, and Granada Park located on the Reed District property. The Larkspur School District utilizes the Town Park and Neil Cummins Elementary School. The Department also has joint use of the Neil Cummins Gym.

The Recreation Department, in accordance with the General Plan, is working to establish and maintain partnerships with civic organizations and businesses. Partnerships range from on-going facility use to participation in annual special events. A listing of current partnerships provided by the Recreation Department can be found in the appendix.

The Department has tracked and identified which programs are most popular within the community and know that more revenue could be generated if dedicated space was available. For instance, the main hall rental has generated over \$25,000 within 2 quarters, but is restricted from on-going rental use because the space is needed for Department programs. Not only are rentals limited, but the Department is restricted in what it can offer due to the current space available. As an alternative the General Plan states that the Department establish joint use agreements and partnerships within Corte Madera and surrounding communities. A thorough study of these agreements and partnerships has not been conducted. Given the Town's limited facilities it may be to the benefit of the Department to maximize this approach in order to expand programming. This approach, however, requires large amounts of staff time and is less convenient to residents who in some cases must leave Corte Madera to participate in programs. The Department has worked to meet demand through the use of non-city owned facilities and cooperative programming with other agencies or private providers. The Department reports that it has exhausted those opportunities, which has resulted in under serving the demand. Additionally, trend analysis, demographics and participation rates indicate a need for additional programming in the youth, families and mature adult markets. The Department will need to address this by providing more specialty classes, fitness opportunities, workshops, events and camps in order to meet their mission. Currently programs in these areas have high participation rates and in some instances do not allow the Department to serve all the demand.

## **Community Hall**

The main hall in the Corte Madera Recreation Center serves as a host site for a large number of programs, social gatherings, and community events. The main hall has been a source of revenue for the recreation program through rentals to resident and non-resident users. To determine the potential demand and revenue potential for large gathering space in Corte Madera and within the greater service area, The Sports Management Group inventoried five social halls in Marin County. These include: Strawberry Recreation Center, Mill Valley Community Center, Marin Art and Garden Center, San Rafael Community Center, and the Marin Jewish Community Center. A table outlining the fees and amenities of each facility is provided. Each of the facilities provides round table seating for a minimum of 200 people for an event. The beautiful and romantic landscapes typical of the region make this area very popular for weddings, receptions, and other social events. Although other community halls exist in the area, the larger facilities report being booked for a year in advance. Even older, outdated facilities such as the community hall at Strawberry Recreation Center or less elaborate facilities such as the San Rafael Community Center

are very popular because of the lack of other community halls in the area. These facilities have significantly lower fees than more upscale facilities such as the Mill Valley Community Center, the Marin Art and Garden Center and the Marin Jewish Community Center

The Sports Management Group also contacted wedding coordinators located in the San Francisco Bay Area. According to these specialists, the factors that influence demand are location, special features, presentation and convenience. A client will pay more for a desirable location, or dramatic features such as Bay or panoramic views and unique architectural details. A clean and up-to-date facility with added amenities, such as state-of-the-art sound and lighting systems, separate rooms for the bridal party and caterer, guest foyer or lobby, wet bar, outdoor space and adequate parking will be more popular. Lastly, a busy client is more likely to pay a higher rate for convenience. An all-inclusive facility with an on-site event coordinator, a full kitchen, furnishings and equipment, set-up and clean-up help, service staff during the event and catering services can attract more users.

The lack of other facilities nearby, the dramatic views of Mt. Tamalpais, and the popularity of the region indicate that a large, state-of-the-art banquet facility with added amenities would be very successful in Corte Madera. The fees set by Corte Madera should reflect the prices at the most similar facilities: the Mill Valley Community Center and the Marin Jewish Community Center.

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**Banquet Facility Service Providers**

Facility	Strawberry Recreation Center	Mill Valley Community Center	Marin Art and Garden Center	San Rafael Community Center	Marin JCC
<i>R=Resident NR=Non-Resident</i>	118 E. Strawberry Drive, Mill Valley	180 Camino Alto, Mill Valley	30 Sir Francis Drake Blvd, Ross	618 "B" Street, San Rafael	200N. San Pedro Rd. San Rafael
	(415) 383-6494	(415) 383-1370	(415) 454-1301	(415) 485-3333	(415) 444-8000
	3 Miles	3.3 Miles	4.3 Miles	4.5 Miles	6.8 Miles
<b>Capacity</b>					
Round Tables	265	285	100 Guests Seated, 150 Guests Standing, Outdoor Garden Patio Adds 200 Guests	300	300
Theater Style	560	400		425	500
<b>Rental Stipulations</b>					
Minimum Number of Hours	3 Hours	8 Hours	8 Hours	no minimum	Same Fee Regardless of # of Hours Rented
<b>Rental Fees</b>			<i>Summer Fees 4/15-10/31</i>	<i>Winter Fees 11/1-4/14</i>	
Room Cost	\$880 for 8 Hours, \$110 for Add. Hour	\$2,100/R for 8 Hours \$2,400/NR for 8 Hours \$145.00 for Add. Hour	Sat/Sun: \$4,000 Fri: \$2,500 M- Th: \$800	Sat/Sun: \$2,700 Fri: \$2,000 M- Th: \$800	\$880 for 8 Hours, \$110 for Add. Hour
					\$1750 Rent \$380 Lounge \$400 Courtyard
<b>Additional Charges</b>					
Security Deposit	\$350	\$500	\$500	\$500	\$750
Cleaning Deposit	with security deposit	with security deposit	with security deposit	with security deposit	with security deposit
Liability Insurance	provide own	Provide if 100+ or alcohol served	provide own	\$145	\$180
Building Attendant Fee	\$75	\$15 Per Hour, Included for Residents	House Manager included in price	included in rate	\$35/staff/hour
Kitchen Use Fee	N/A	N/A	use caterers only	\$105	N/A
Overtime Fee	\$110 hourly fee	\$145 hourly fee	\$75 Every Quarter-hour	\$110 hourly fee	after 1AM
Required Security Charge	Must Hire Security for Large Events	none	\$35/Hour, 4 Hour Minimum	none	none
<b>Services &amp; Amenities</b>					
Kitchen	✓	✓	Must Use Caterers	✓	Yes - Kosher
Dance Floor	Hardwood Floor	Hardwood Floor	✓		
Fixed Stage	✓	Platform		✓	Yes - 1,500 sf
Portable Stage					
Wet Bar		✓	Alcohol Can Be Brought In	✓	
Patio Access	✓	✓	✓	✓	\$400 to Rent Lobby
Breakout Room Access		Yes - 4 Rooms \$35 R/\$42 NR to \$60 R/\$72 NR Per Hour		✓	✓
Sound System	✓	✓	✓	✓	

## Commercial Health Clubs

According to industry standards, frequent users of fitness facilities typically live within a three-mile distance or 15 minute drive time. There are 18 health clubs and fitness providers within three miles of central Corte Madera that are reported below. Of the 18 facilities only the Mill Valley Community Center is a public facility. All the other facilities are commercially-owned and -operated.

Public fitness centers typically offer a different experience than do the commercial facilities. A national survey conducted by American Sports Data for the health club industry found that public facilities, YMCAs, and/or Jewish Community Centers attract a greater percentage of participation among teens, women, and older adults than commercial clubs. Public facilities tend to provide more opportunities for social interaction than commercial health clubs and typically create a greater sense of community. They also are able to attract a wider age range of patrons, as well as those potential users who may have become deconditioned.

At the heart of community recreation is a professional recreation staff that creates a myriad of activities and recreation programs specifically designed to meet the needs and interests of all segments of the population. For example, a room that is used for aerobics, yoga, and tai chi is often also used for classes such as beginning dance for children, teen dance, mommy-and-me classes, cheerleading classes and clinics, vacation day camps for youth, holiday events for various age groups, adult and senior dance and exercise, health classes, and many others. A variety of programs take place in dedicated spaces throughout the center. The goal is to provide the town's professional recreation program staff with a sufficient inventory of various types of spaces to provide this level of service to the community.

### *Located in the Town of Corte Madera*

Health Clubs/Fitness Centers	Specialized	Personal Training Only
<ul style="list-style-type: none"> <li>• Bay Club Marin</li> <li>• Five Points Fitness Center (Formerly World Gym Fitness Center)</li> <li>• Gold's Gym</li> <li>• Matrix Health and Fitness</li> </ul>	<ul style="list-style-type: none"> <li>• The Dailey Method – Ballet, Yoga, Etc.</li> <li>• Fit First Pilates Marin</li> <li>• Core Chiropractic and Fitness</li> </ul>	<ul style="list-style-type: none"> <li>• X Gym</li> <li>• Recreate Personal Training</li> <li>• Icon Fit Corporation</li> </ul>

### *Located within Three Miles of the Town of Corte Madera*

Health Clubs/Fitness Centers	Specialized	Personal Training Only
<ul style="list-style-type: none"> <li>• 24 Hour Fitness – 2.3 miles</li> <li>• Mill Valley Health Club and Spa – 2.8 miles</li> <li>• Five Point Fitness (Tiburon) – 3 miles</li> <li>• Mill Valley Community Center – 3.3 miles</li> </ul>	<ul style="list-style-type: none"> <li>• Curves (Larkspur) – 1.3 miles</li> <li>• The Bar Method – 2.1 miles</li> <li>• Curves (Mill Valley) – 2.6 miles</li> </ul>	<ul style="list-style-type: none"> <li>• Body Image Personal Fitness Training – 2.5 miles</li> </ul>

### *Area Service Providers*

## **PUBLIC INPUT**

### **Public Meeting**

The public input process was a major component of the needs assessment study. To gather public input, the consultant team conducted a series of meetings in June 2006. The first of these was a public workshop that was held on June 5, 2006 in the Corte Madera Recreation Center. The public workshop was widely advertised throughout the community and residents were invited to attend to shape the Town Park and Community Center Master Plan. Citizens attending the workshop were randomly assigned to group tables of six, and as a group, they completed three tasks. As each task was completed the group reported their findings to the entire group. The first task was to find out how citizens of Corte Madera should benefit from the build-out of the Master Plan. Responses are summarized below:

- Provide a positive benefit for the Town's economy and property values
- Provide a place for all residents to participate in activities and programs
- Serve as a unifying force in the community
- Enhance the quality of life in Corte Madera
- Provide open space areas in Town Park
- Provide a new indoor facility that is environmentally sensitive
- Create an indoor/outdoor connection that brings the park into the building

Each table then participated in a "Build-A-Center" exercise designed to identify the space components each group agreed were most important to include in a community center. Groups then indicated their selected spaces on a dot-board. There were seven groups and the following summarizes the spaces selected and the number of groups prioritizing that space.

- Community Room (7)
- Large Activity Room (7)
- Pre-School Classroom (6)
- Special Events / Small Meeting Room (5)
- Wood Floor Studio (5)
- Computer Room (5)
- Senior Lounge (4)
- Meeting Room w/Kitchenette (4)
- Multi-Purpose Classroom (4)

As a final activity individual meeting attendees completed a "Parks Component Worksheet." The worksheet surveyed each group about the importance of existing park facilities, the types of facilities that should be available and the priorities for adding or improving park facilities. The most important existing facility was the children's play area; of all of the facilities listed only the tennis practice wall and the horseshoe pit were listed as unimportant by a majority of respondents. Additional information gathered at the public meeting is summarized in the Appendix.

## Stakeholder Meetings

On June 22, 2006 The Sports Management Group facilitated three stakeholder meetings. The stakeholders were invited as representatives of specific interests, age groups, or as current users of the Town sponsored parks and recreation services. The three stakeholder groups were (1) older adults, (2) park users, and (3) recreation center users. Each one-hour meeting included information about spaces and amenities that could be included in a community center or park followed by a discussion with the stakeholders where they described program and facility deficiencies in Corte Madera and the type and number of facilities required to better serve their needs.

Space components identified by both public workshop attendees and the stakeholders, as most needed for Community Center spaces are:

- Community Room
- Kitchen – Serve on site meal program and events and rentals of the Community Room
- Large and Small Activity / Meeting Rooms
- Senior Specific Space that includes a Resource Center
- Dedicated Preschool Classrooms

Space components identified by both public workshop attendees and the stakeholders as most needed for the Town Park include:

- Children's Play Areas
- Turf Fields
- Open Space
- Trails

Full results from the stakeholder meetings are located in the Appendix.

## Community Survey

In July of 2006, Strategic Research Institute (SRI) conducted a telephone survey of 300 Corte Madera residents. The survey asked a wide range of questions to measure interests, park and recreation center use, unmet needs and the support for new indoor and outdoor recreation and community facilities. The survey confirms the findings from the public workshop and stakeholder meetings. The majority of respondents felt that two programs/facilities were a *high priority* for the Community Center – before and after school programs for children and youth and teen facilities and programs. When *medium and high priority are combined*, the majority of respondents indicated that the following programs/facilities are a priority for the Community Center:

- Art Related Programs
- Before and After School Programs for Children and Youth
- Computer Classroom
- Dance Room / Group Exercise Room
- Short-Term Babysitting for Children of Participants
- Indoor Fitness Facilities with Cardio Equipment
- Senior Facilities (Dedicated)
- Teen Facilities and Programs
- Youth Game Room

Regarding the outdoor facilities, the majority of respondents felt that only one facility was a high priority – a public swimming pool. The following facilities were listed by a majority of respondents as either a medium or high priority:

- Lighted Outdoor Sports Facilities
- Outdoor Amphitheater or Performance Space
- Picnic Facilities for Families, Individuals, or Small Groups
- Picnic Facilities for Large Groups

Full results from the Community Survey can be found in the Appendix.

## CONCLUSIONS

Residents of Corte Madera report a deficiency of programs and recreational opportunities to serve the needs and interests of many in the community. The conclusions that can be made from the demographic analysis, market study, public input process, and the analysis of current programming and wait lists for over subscribed programs, demonstrates that there are needs and interests that cannot be met through the current program offerings. The Town is very limited in the quality, quantity and the basic provision of recreation and community programs due to a significant deficiency of adequate facilities in which to offer those programs.

The Trend Analysis discusses the expected impact on recreation services and programs to serve the largest age cohort ever -- the “baby boomers”. This is an already large and growing population for Corte Madera and it is expected that increased wellness and fitness programs, educational enrichment classes, leisure time activities, and increased opportunities for social connection will be required to serve this age group. The Town of Corte Madera currently lacks the space to offer this type of programming. The Trend Analysis also identified the other end of the age spectrum where childhood obesity has become epidemic. The lack of physical activity coupled with poor diet is the primary causes. The U.S. Surgeon General has strongly recommended community-based initiatives that will help remedy this health crisis through recreational programs and health education programs.

### Community Center

To better serve the needs of its residents the following indoor space components are needed, in addition to the existing facilities:

- Multi-purpose activity space
- Classroom / meeting space
- Classrooms for pre-school children
- Wood floor studio for group exercise and dance
- Fitness room with machines and weights
- Arts and crafts room
- Babysitting room
- Youth lounge and game room or area
- Senior space (dedicated)

The spaces listed above are in addition to existing spaces in the Corte Madera Recreation Center, which should also be included in the core program for a new or expanded community center. The existing spaces, however, are inadequate for their intended uses:

- Community hall with a stage
- Large kitchen
- Green room / bride's room
- Computer room
- Office space for the Department

Associated with these spaces are storage, mechanical rooms, service access, and patios. A very important component is also the provision of adequate parking for the park and the community center. The amount and distribution of parking currently is inadequate at peak times.

## **Town Park**

The survey and public involvement process indicated that the community highly values the park and is keenly interested in maintaining and improving the quality and range of outdoor facilities. A high degree of support was expressed for keeping the current range of facilities. In addition, many suggestions regarding desired additional facilities were received.

### **SURVEY RESULTS**

As a broad overview, the survey indicated that 53% of the community at large preferred passive activities, 23% active, and 11% a combination. Of registered voters, 39% preferred active facilities, 30% active, and 18% a combination. The "passive" category includes such things as walking trails, picnic areas, and informal turf areas. The "active" category generally refers to organized sports.

When asked which of the existing facilities were used, the greatest response included the play area and the picnic areas, followed by tennis, soccer, basketball, baseball, and softball. When asked what new facilities were desired, the greatest response included picnic areas for families, and a swimming pool, followed by an outdoor amphitheater, picnic areas for groups, and sports fields.

### **TRENDS ANALYSIS**

The demographic analysis indicates that the percentage of youth and seniors is expected to rise in Corte Madera over the next 20 years. Providing a range of recreational activities that will serve these groups is important. Not surprisingly, seniors expressed an interest in more passive, fitness-oriented, and socially-oriented facilities, including walking trails, outdoor sitting areas, aquatics, and indoor spaces. Youth typically demand more active facilities such as sports fields and skate parks.

A recent study by the University of Southern California indicates that:

- Exercise walking is the exercise of choice for 18+ year old
- Baseball will increase by 100% over the next 20 years
- Soccer and basketball will increase by 200% over the next 20 years
- Tennis and volleyball declined between 1986 and 1996
- Younger groups demand team sports
- Older groups demand fitness-oriented facilities

In surveys conducted by the California State Parks Department (2002) and the National Association of Sporting Goods Manufacturers (2004), exercise walking was the most popular activity in each survey. A park intercept survey will be conducted in August and these results are needed to assess the public's attitudes towards the development of park space, facilities and amenities most desired by the community.

### **SPORTS FACILITIES ANALYSIS**

Although the degree of support for active recreation is generally less than for passive recreation, active facilities are none-the-less very important components of the town-wide parks and recreation system.

The practical experience of recreation departments throughout the Bay Area is that sports leagues (both youth and adults) are filled to capacity, people are being turned away, and a shortage of fields exists. As the youth demographic increases, these facilities will be even more in demand.

A commonly-accepted measure of the level of service is expressed as number of people served per each facility. National standards have been developed for each type of facility. However, these standards have been proven to be insufficient for California communities which are typically very active. Currently, the population of Corte Madera is 9,400, and is not expected to materially increase over the next 20 years. Based on this population, the following levels of service exist:

<u>Facility</u>	<u>Nat. Std. (facility/population)</u>	<u># in Corte Madera</u>	<u>Level of Svc.</u>
• Ball Field	5,000	2	4,700
• Soccer	10,000	2	4,700
• Tennis	2,000	4	2,350
• Basketball	5,000	4	2,350
• Volleyball	5,000	2	4,700

Based on this analysis, one additional baseball/softball field and one additional soccer field would be desirable. This would bring the level of service up to one per 3,000 population, which would compare favorably to most Bay Area communities.

#### OTHER FACTORS

The needs assessment results for the park spaces differ from the results and conclusion for the community center in one important way. Whereas there will most likely only be one community center in Corte Madera for the foreseeable future, the majority of the demand for indoor space will need to be accommodated there. Accommodation of the demand will be augmented by joint-use facilities such as the Neil Cummins gymnasium; however the primary facility will remain the community center.

In contrast, demand for outdoor recreation will be satisfied at a number of parks located throughout the community. Therefore, one of the tasks of this planning process is to determine which facilities are to be located in Town Park, and which are to be located elsewhere.

As always, cost is a determinant in deciding what facilities to provide. For example, a municipal pool is relatively costly to construct, and then to maintain. As energy costs continue to increase, maintenance costs will rise. The park and recreation industry has found that a pool is typically appropriate for communities larger than 20,000, whereas Corte Madera's population is 9,500. This is not to say that a pool is out of the question, but rather that a cost/benefit analysis should be undertaken and funding sources identified.

#### SUMMARY OF NEEDS FOR TOWN PARK

The needs assessment clearly shows that a range of both active and passive facilities should continue to be provided at the park. A mix of facilities will allow the park to continue in its role as the community's flagship park, and will provide the greatest benefit for the greatest number of Town residents.

# APPENDIX

## CURRENT PARTNERSHIPS

The Recreation Department provided a list of current Civic and Business partnerships that include:

### **Civic Organizations Partners**

- Corte Madera Chamber of Commerce
- Corte Madera/Larkspur Women's Improvement Club
- Corte Madera Lions Club
- Corte Madera Beautification Committee
- Corte Madera Community Foundation
- Corte Madera Library
- Corte Madera/Larkspur Mother's Club
- Corte Madera Volunteer Fire Fighters
- Meals on Wheels Delivery Program
- Corte Madera Town Band
- Marin County Senior Services
- Marin County Child Services
- Local AARP Chapter

### **Business Partnerships**

- Pure Luxury Limousine
- Silver Peso
- Tamalpais Paint & Color
- Golden Gate Harley Davidson
- Corte Madera Jazzercise
- Marin Luxury Cars
- The Village at Corte Madera
- Il Fornaio
- Noscaasi Ink Screen Printing
- Bay Club of Marin
- Larkspur Café Theatre
- Sabor of Spain
- Paradise Foods
- The Melting Pot
- John McDonald
- The Brick Kiln Marin Brew Co.
- Marin Joe's
- Outback Adventures
- Pepsi Bottling Company
- Twin Cities Market
- Lappert's Ice Cream
- Stellar Spa

### **Inter-Agency Partners**

- Larkspur Recreation Department
- San Anselmo Recreation Department
- Mill Valley Parks and Recreation Department
- Larkspur-Corte Madera School District

## MEETING NOTES

### Public Meeting #1: June 5th, 2006

Participants were assigned to tables in groups of six. Each group was asked to identify eight ways that the citizens of Corte Madera should benefit from a completed Master Plan.

#### *Economics/Financial*

- Economy effect – more park use
- Property values would go up with a beautiful new community center
- It is a way to give back to the larger Bay Area community that supports Corte Madera's local businesses
- Strengthening the Twin Cities community by possibly engaging Larkspur financially and otherwise
- Consider involving Larkspur as a means to get money and more community involvement

#### *Inclusive*

- All inclusive
- Multi-generational project
- Healthy and varied activity center for youth and community members
- Represent all ages
- Serve the residents first

#### *Health*

- Center of wellness, health, and fitness in the community
- Healthy and varied activity center for youth and community members

#### *Community*

- Unifying force in community and sense of identity
- Center for quality of life and neighborhood quality
- Community pride in finished project
- Creation of a town center
- A place to make Corte Madera, Corte Madera
- A place that geographically represents the local community spirit
- Sense of community – place you want to go and be
- No longer “poor sister” to other towns – enhance Corte Madera's image
- Need to foster a sense of community

#### *Building/Park Design*

- Do not assume the recreation center has to be sited in the same corner of the park as it is now

#### *Town Park and Community Center*

- Be aware of noise factors for the surrounding neighborhood
- Multipurpose facility – not uni-purpose
- Diverse space
- Facility should be community oriented (not a for-profit center)
- Green environmentally stable project (good bones to the building, remodel it)
- True community meeting and event space
- True multi-purpose building with flexible space
- Urban design perspective – include “civic center”/city hall (look at what we have and find the best use) – use recreation center as starting point or phase I, consider broader land area
- Is this a community center or a rental hall? – we prefer a community center
- Do no harm to the things that work – open spaces, greenery, playground

- Value year round usage of open space (well – drained synthetic playing surfaces)
- Create an Emergency Center
- Focal point for the community
- Honor the Lion’s Club (who built the original facility)

*Environment*

- Sense of open space and reflect original habitat
- Green environmentally, stable project
- A showcase of environmentally sustainable principle
- Green space important
- Green, open spaces that feel uncrowded

*Miscellaneous*

- Creative parking enforcement
- Relocate the Youth Center to location of Public Works

**Importance of Existing Facilities**

Public meeting attendees completed a “Parks Component Worksheet.” The worksheet asked questions about the importance of current facilities, the types of other facilities that should be available, and the priorities for adding or improving various park facilities.

Facilities are listed below, in order of importance to participants, with the children’s play area being the most important and horseshoe pit being the least important.

- Children’s Play Area
- Restrooms
- Picnic Areas
- Parking Lots
- Running/Walking Paths
- Informal Turf Areas
- Soccer Fields
- Tennis Courts
- Lagoon Trail
- Baseball/Softball Field
- Basketball Court
- Skateboard Park
- Tennis Practice Wall
- Horseshoe Pit

Of the facilities listed above, the majority of respondents rated only tennis practice wall and horseshoes as not important.

## Other Possible Facilities

Respondents had the opportunity to list up to six facilities that they felt would be nice to have in the Town Park. These facilities are listed below in alphabetical order. Numbers following facility names indicate the number of times it was listed.

Landscaping with Lighting and Trees (3)  
Turf Fields/Informal Turf Area to Fly Kites (3)  
Pool (3)  
Full Size Basketball Courts (2)  
Landscaping/Trees (2)  
Access to Water  
Bathrooms Close to Play Areas  
Bathrooms  
Benches  
Bocce Court  
Catering/Meeting Hall  
Community Garden  
For Children - Air Conditioning and Heat in a Bigger Room  
Indoor Gym with Basketball Court  
Large Room with Big Lockers for Children  
Lights  
Lunch Area for Children and Counselors  
Parking  
Path from Tamalpais to Neil Cummins School  
Stage/Platforms  
Synthetic Ball Fields  
Various Pathways to Other Areas  
Water Play  
Youth/Teen Center  
Youth Center

## Facility Priorities

Respondents had the opportunity to indicate what facility they felt would be the priority to add, improve, or increase in size. The facilities are listed below in alphabetical order. Numbers following facility names indicate the number of times it was listed.

Landscaping/Trees (2)  
Parking (2)  
Pool (2)  
Bathroom Facilities  
Bigger Indoor Area for Children to Play During the Winter  
Increase Intensity of Use  
Informal Turf Area to Fly Kites  
Lighting  
Play Hills  
Restrooms  
Turf fields

## Community Center Priorities

After identifying the benefits of the master plan, meeting participants performed a dot board exercise in which they determined the spaces they felt were most important to include in the center. The spaces are listed in order of preference with the number of votes received listed after.

Community Room (7)  
Large Activity Room (7)  
Pre-School Classroom (6)  
Special Events / Small Meeting Room (5)  
Wood Floor Studio (5)  
Computer Room (5)  
Senior Lounge (4)  
Meeting Room w/Kitchenette (4)  
Multi-Purpose Classroom (4)  
Yoga / Pilates Studio (3)  
Childwatch / Tot Activity Room (3)  
Youth Lounge (2)  
Youth Lounge / Game Room (2)  
Fitness Room (2)  
Studio Classroom (1)

## Stakeholder Meetings: June 22nd, 2006

### *Stakeholders: SENIORS*

Before discussing facility and park options, participants spoke about the importance of the project being financially feasible. Those who spoke mentioned that in addition to the project being financially feasible they wanted the facility to meet the goals set for cost recovery. Rental spaces and memberships were mentioned as possibilities for meeting this goal. Participants also agreed that they valued being a part of developing something nice in the community. It was also noted that a park and facility such as this would increase property values. From this point the conversation turned to the types of indoor and outdoor spaces the participants would like to see.

### Indoor Spaces

- A welcoming and inviting reception center that could immediately address the public and have dedicated space for customer service issues
- A resource center for health, wellness, and visiting services
- An aquatic facility
- A fitness room that would allow for the entire family to come and be in one space together
- Meeting and rental classrooms
- Senior social lounge dedicated for senior programming
- Larger bingo board
- Storage
- Commercial kitchen and event/community room
- Day care dedicated space
- Restrooms

### Outdoor Spaces

- Bocce ball courts
- Outdoor concert venue/stage
- Golf cages
- Batting cages
- Concessions
- Outdoor classrooms or gathering spaces with benches/trees
- Walking trails
- Outdoor restrooms
- Patio upgrade adjacent to the event/community room
- Parking structure

### Additional Comments

- Only one disabled parking spot currently in the lot next to the recreation center
- There needs to be curb appeal of building so that it fits into the surroundings
- Advertising and marketing for community trip/travel program needs improvement
- Extended schedule of day trips for seniors requested
- An electronic bingo board

### *Stakeholders: Park Users*

This focus group represented those from organized league play (soccer, softball, baseball, tennis), the after school program, the skate park, business owners, and the Chamber of Commerce. The main issues that park users focused on was the awkwardness of the park design and the drainage issues within the park that prevent year-round use.

### Outdoor Spaces

- Fields
- Baseball and softball field should be fenced.
- Consider that youth baseball is played differently than adult softball
- Separate field for youth baseball
- Synthetic turf to allow year-round use
- Coin operated lights to extend playing hours
- Address drainage issues and maintenance of fields
- Tennis courts
- Tennis practice wall
- Tennis courts next to the skate park is not the best placement due to noise
- Practice wall is useful and not a common feature at other parks in neighboring areas
- Basketball court
- Awkward placement, consider this in designing new space
- Horseshoes
- No one was aware that this outdoor space existed
- Skateboard park
- Address the equipment - becoming worn and consequently unsafe
- The location is good
- Don't expand just improve the existing park
- Address bikes using the skateboard park-does not allow for intended use
- Safety concerns include broken glass and patrol for maintaining the space as it was intended to be used
- Picnic area
- Larger spaces that are shaded
- Children's play area
- Should it be expanded
- Add areas of shade around perimeter
- Open space
- Address ponding water issues
- Dogs are in the park already, signs don't work
- Priority should be center first, then outdoor spaces
- Lighting should be considered-solar pathway lighting
- Synthetic turf
- Outdoor lighting
- Youth center in one area, including dedicated outdoor space
- Improved skate park
- Water efficient garden
- Restrooms, particularly in the East field
- Improved parking
- Event space/stage/theatre
- Bocce ball courts in shaded area with garden design
- Concessions

### *Stakeholders: Recreation Center Users*

Participants in this meeting were interested in receiving background information on participation rates. They believe this will assist them in identifying the spaces that would most likely benefit the community. Additionally, they were interested in learning about the funding process and inquired about how the Mill Valley Community Center was funded. Participants also discussed how this project has the potential of becoming the 'heart' of Corte Madera, realizing that the design could have a greater impact on the identity of the town. One topic of discussion was the length of time this project would take to complete. Participants were concerned that achieving immediate results might be delayed with a more complex design or process.

### Indoor Spaces

- Performance type space/stage
- Aquatic facility
- Gym
- Expanded lobby
- Classroom space
- Smaller classrooms so that you don't have to rent the big space for small groups
- Dedicated kids club spaces, separated by age groups/developmental levels
- Storage
- Larger kitchen/commercial kitchen
- Sound system/lighting system/soundproofing
- Improved parking
- Garbage and recycling area

### Outdoor Spaces

- Have the park be opened to dogs (Geese pose a bigger problem regarding waste)
- Garden area