

information. City data reports, along with information in the Corona Connection Magazine (program guides), and observations and City insights from recreation facility visits in September 2023 informed the following analysis and key findings.

Recreation Facilities, Programs, and Services Overview

The City provides a variety of programs, activities, and services throughout the community. The City provides opportunities within its core program service areas at City-owned and private facilities. Below is a snapshot of the City's programmed facilities, its program service areas, and support services.

Programmed Facilities	Program Service Areas	Support Services
Auburndale Pool Brentwood Center Circle City Center City Hall Corona Library* Corona Senior Center Historic Civic Center Historic Civic Center Gym Park Facilities and Fields River Road Center Vicentia Activity Center Victoria Community Center Off-site locations YMCA Youth Center at Merrill YMCA Training Center	Adaptive Recreation Adult & Senior After School Aquatics Arts & Culture Camps Early Childhood Enrichment Events Health & Fitness Library Programs* Rentals/Reservations Sports (Youth & Adults) STEM & Innovation Volunteerism	Facility Operations Maintenance Program/Event Support (Set Up & Clean Up) Social Media Communications Registration and Program Support

**Operated and programmed by the Community Services Department through the Library Division, the Corona Library is an ancillary asset that is not counted (facility or programs) as part of the City's recreation services. It is noted here for reference since it provides some similar programming and reservable meeting rooms.*

For recreation programs, the City offers programs in fourteen different service areas, described in more detail in Appendix A. These may be offered by City staff or contract staff in City facilities; some include registrations and referrals to private programs through partnerships. Most types of programs are provided year-round.

Table G-1: Populations and Seasons Served by Program Service Area

Program Service Area	Populations Served							Season		
	Preschool/Early Childhood	Youth	Teen/Tween	Adult	Older Adult	People with Disabilities	Families/Multi-generational	Winter/Spring	Summer	Fall
Adaptive Programs			•	•	•	•		•	•	•
Adult & Senior	•	•	•	•	•	•		•	•	•
After School		•	•			•		•		•
Aquatics	•	•	•	•	•	•	•	•	•	•
Arts & Culture	•	•	•	•	•	•	•	•	•	•
Camps		•	•					•	•	•
Early Childhood	•						•	•	•	•
Enrichment	•	•	•	•	•	•	•	•	•	•
Events	•	•	•	•	•	•	•	•	•	•
Health & Wellness			•	•	•	•	•	•	•	•
Library Programs*	•	•	•	•	•	•	•	•	•	•
Rentals/Reservations				•	•		•	•	•	•
Sports (Youth & Adult)	•	•	•	•	•	•	•	•	•	•
STEM/Innovation		•	•	•	•	•	•	•	•	•

Source: Corona Connection Magazine - Winter/Spring 2023 & Fall 2023, City of Corona Facebook

*Library programs are noted here for reference. While they include enrichment, STEAM, and adaptive programs, they are tracked separately from programs offered by the Recreation Division.

Major City Facilities

The City of Corona has identified 15 major facilities within its inventory, which are buildings and pools that require some degree of staffing and operations (Appendix A, Table A-2). For reference, this inventory includes the City Park Swimming Pool, which is currently closed, and well as the Library, which is not programmed for recreation. Of those facilities, seven are operated and/or occupied by the City, but only five currently support City-led recreation programs. The sixth (the Brentwood Center) is used exclusively by a contract provider for children’s programs, and the seventh (the Victoria Park Community Center) is available for reservation.

Five additional facilities are leased out to various organizations and partners. Three of the five support recreation programming, and two support office use and training (Table G-2). The City does not typically track the programs, activities, or services provided by others in leased buildings.

Table G-2: Major Facilities, Operators, Quadrants, and Uses

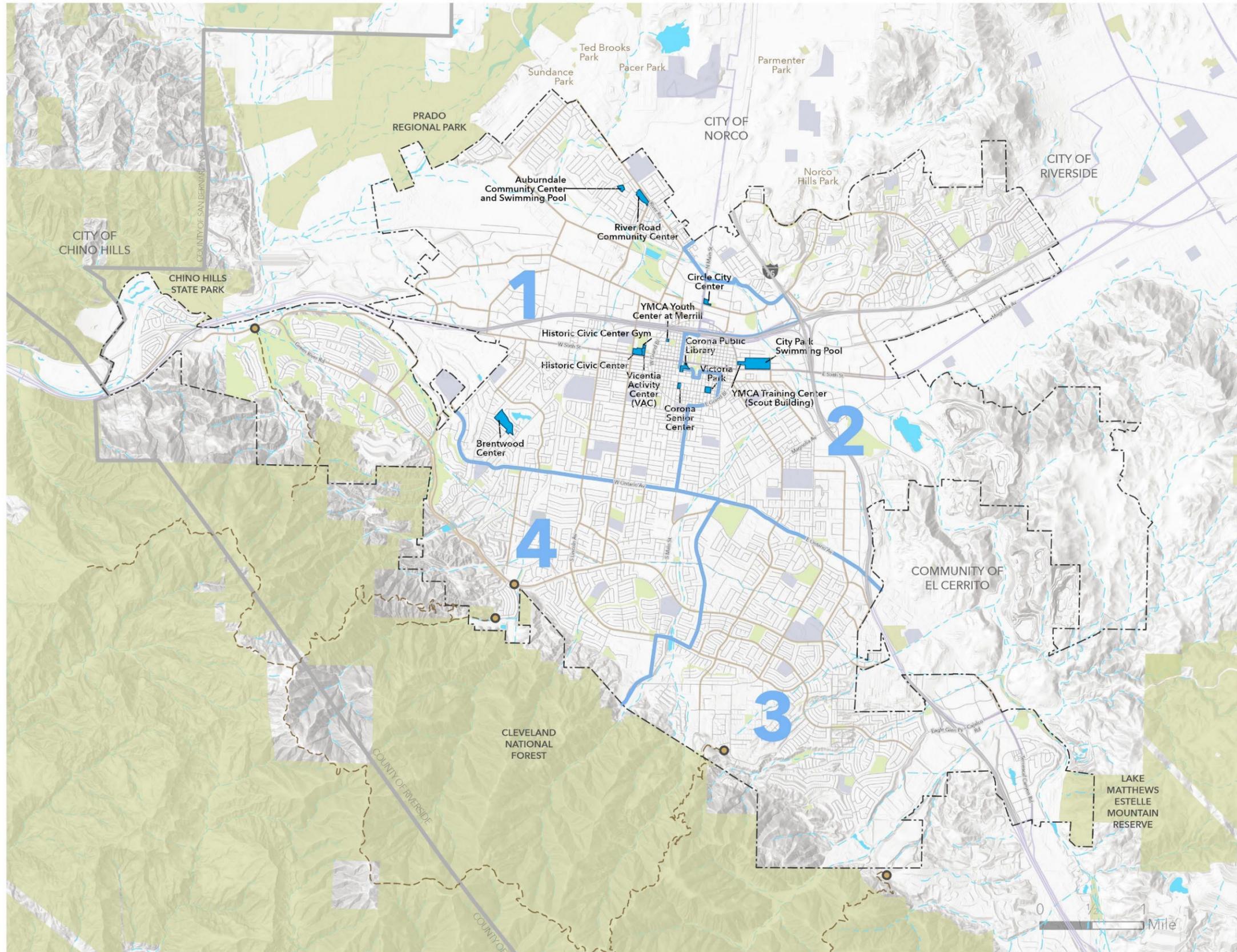
Major Facilities	Quadrant	Building Use
City-Operated for Recreation		
Brentwood Center	1	2
Circle City Center	1	1, 2, 6
Corona Senior Center	1	1, 2
Auburndale Community Center	1	5
Historic Civic Center (HCC) Gym*	1	1, 2
HCC Auditorium/Theater & Community Room	1	1, 2
Victoria Park Community Center	1	6
Vicentia Activity Center (VAC)	1	1
Leased to Others		
Auburndale Swimming Pool	1	3
Historic Civic Center (HCC)	1	4
River Road Community Center	1	3
YMCA Youth Center at Merrill (PAL Building)	2	3
YMCA Training Center (Scout Building)	1	4
Other Facilities		
City Park Swimming Pool	2	(currently closed)
Corona Library	2	(not programmed for recreation)

* Also includes the spaces referred to as the teen room and community room.

Key to Building Uses in FY22-23:

1. Programmed by City staff for recreation.
2. Programmed by contract staff.
3. Programmed by other recreation providers.
4. Leased to partners for office/training space.
5. Primarily used by staff for office space.
6. Used for community rentals or reservations.

All of Corona's major facilities are concentrated within Quadrants 1 and 2 (Map 1). However, the City currently does not provide recreation programs in any of its Quadrant 2 facilities. Residents living in Quadrants 2, 3, and 4 must travel farther to participate in indoor recreation at a City-owned or operated facility. Proposed future facilities in City Park would improve access for residents in Quadrant 2. Residents in Quadrants 3 and 4 tend to have a higher income and therefore can more easily take advantage of private fee-based programs and opportunities to drive to various activities.



Map 1 Major Facilities By Quadrant

- Major Facilities
- Analysis Quadrants

- Other Public Parks and Open Space
- Schools
- Bus Routes
- Bike Routes
- Hiking Trails
- Water Features
- City of Corona
- County Boundaries



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Airbus, USGS, NGA, NASA, CGIAR, NCEAS, NLS, OS, NMA, Geodastay and the GIS User Community, City of Corona, County of Riverside, California State Parks

Recreation Program Participation by Activity

According to Community Services recreation participation data, the City served 57,000 people through recreation activities, including special events, sports, contract classes, in FY22/23 (from July 1, 2022, to June 30, 2023) with over 75 percent of that participation occurring at large community events (Table G-3). In addition, during the same time period the City supported 960 facility rentals and reservations for fields to sports groups, meeting rooms, and picnic shelters.

Community Services data show that participation in activities includes 57,000 people, plus rentals and reservations (with nearly 1,000 reservations).

Of these numbers, 75% reflect participation in activities, camps, and classes.

Table G-3: Community Services Recreation Program Participation Statistics (FY 22/23)

Activity by Category	Estimated Participation
SPECIAL EVENTS	43,250
July 4th Par ^{ad} e	10,000
July 4th Fes ^{ti} val	20,000
Concerts	2,000
Halloweekend	1,000
Holiday Lighting	10,000
Tree-Tacular	250
ADAPTIVE	2,450
Adaptive	2,450
YOUTH SPORTS	749
Youth Sports Basketball	542
Youth Football	105
Youth Soccer	102
RECREATION PROGRAMS	1,419
After School Kids Club	384
Day Camp	1,035
CONTRACT CLASSES	6,591
Preschool Activities	2,924
Youth Classes	3,187
Adult Classes	480
ADULT SPORTS & SERVICES	430

Table G-3: Community Services Recreation Program Participation Statistics (FY 22/23)

Activity by Category	Estimated Participation
Adult Basketball	106
Adult Softball	324
SENIOR CENTER	2,395
Registered Users	2,395
TOTAL	57,284

Source: City provided data (monthly reports). Note: These data mix actual attendance counts with participation estimates. The data are believed to include City registrants who participated in programs in both City and private recreation facilities. It includes programs offered by City staff and contract staff in City facilities. It does not include participation in programs, activities, and events offered by others in leased City facilities, including YMCA and sports leagues (e.g., AYSO, Corona American Little League etc.)

Table G-4: Community Services Support Service Statistics (FY 22/23)

Support Service	Estimated Participation/ Number of Permits Issued
Facility Rentals and Reservations	960
Ballfields/Parks (Sports fields, sports facilities, and parks) ¹	231
Circle City Center	145
Historic Civic Center	59
Picnic Shelters ²	521
Victoria Community Center ³	4
Volunteers	1,305
Volunteers	1,305

Source: City provided data (monthly reports).

Note: Facility Rentals and Reservations reflect the total number of sports league permits, reservations, or rentals, for that line item not the total number of persons participating. Volunteers represent individual participants.

Recreation Program Participation by Site

The City offers a mix of indoor and outdoor programs at various sites; it also counts registrants that participate in programs offered by private providers in non-City facilities such as schools and private businesses. To better understand where recreation programs are being offered, the following information uses available data to show participation numbers for Major Facilities (Table G-5), Non-City Facilities (Table G-6) and City Parks (Table G-7).

Table G-5 presents program participation data by major facility, along with the percentage of the total participants served by each facility. The information presented is

a combination of data from CivicRec, drop-in programs, and data from the YMCA. It does not include room reservations. Facilities that show zero participants/percent are those primarily used or leased by outside organizations, where the City is not providing programs. (Note: While not a recreation facility, the Library is included here to show how significant this venue is in supporting Community Services programs.) The Circle City Center provides the most programming, serving 37 percent of participants, followed by the Library (32 percent) and the Senior Center (16 percent).

Table G-5: Program Participation by Major Facility (FY22-23) ¹

Major Facilities	Total Participants	Percentage of Total Participation
Circle City Center	5,389	37%
Corona Library	4,724	32%
Corona Senior Center	2,395	16%
Vicentia Activity Center (VAC)	690	5%
Auburndale Swimming Pool	667	5%
Historic Civic Center Gym	625	4%
Brentwood Center	188	1%
Victoria Park Community Center	36	0%
Auburndale Community Center*	--	--
Historic Civic Center*	--	--
Total	14,714	100.0%

Source: City provided CivicRec data and YMCA pool data. Data for other YMCA programs was not available. Corona Senior Center data is reported separately; the participant number for this facility represents the total unique clients that they serve. The Library's program participation data includes registrations, drop-in activities, and self-directed activities.

**Program and participation data for facilities marked with "--" are currently unavailable because these buildings are leased by outside organizations or not used for programs.*

The City of Corona also registers program participants for programs offered by independent contractors at private (non-City) facilities and partners with the Corona-Norco Unified School District to offer the Kids Club after-school program at various school sites. There are more than 20 additional sites operated by eight providers, as well as online/virtual programs provided. Half of participants enrolled in these programs are served at schools, with the other half of registrants distributed among the various reduced-price private programs.

Table G-6: Indoor Program Participation in Non-City Facilities (FY22-23)

Non-City Facilities Where City Programs are Operated	Total Participants	Percentage of Total Participation
Corona-Norco Unified School District (11 Kids Club sites)*	384	50%
Gymnastics Pacifica	150	20%
All American Karate	74	10%
Online	53	7%
Corona High School (Track)	43	6%
Boost Training Systems	31	4%
La Kings Icetown Skating Rink	21	3%
Yoga Den	10	1%
Holistic Vibez	0	0%
Total	766	100.0%

*Kids Club is operated by City staff at Corona-Norco Unified School sites. All other programs in this table are operated by private staff associated with that participating program.

In addition to indoor recreation programs, the City offers some programs at outdoor City parks. Of the 38 parks within its inventory, 17 are used for programming that is tracked in CivicRec. Spyglass Park (15%), Kellogg Park (15%), and Santana Park (9%) have the highest percentage of participation with TriFyft-Multisport, TriFyft Soccer, tennis programs, and Out of Bounds programs occurring at these locations. Skyline Trail hosted Corona Beautiful Cleanups which also saw about 9% of total participation numbers.

Many city parks – especially those classified as citywide and community parks – also received substantial use for sports through the City's sports field reservation program. Table G-7 shows the number of reserved "field days" per park annually. This is the count of the total number of sports fields reserved each day from July 1, 2022, to June 30, 2023. From this standpoint, Santana Park received 22.4% of reserved sports uses, followed by Butterfield (19.9%) and El Cerrito Park (18.5%).

Combined, Santana Park received the most programming and sports league use. Noteworthy is that the following sites are only used for reservations, not programming:

- Buena Vista Park
- Butterfield Park
- Citrus Park
- City Park
- Husted Park
- Jameson Park
- Rock Vista Park

Table G-7: Program Attendance and Sports Field Reservations by Park (FY22-23)

City Park Locations	Classes, Camps, & Programs		Sports League Use	
	Total Participants*	Participation Percentage*	# of Reserved Field Days**	
Spyglass Park	223	14.99%	--	--
Kellogg Park	216	14.52%	--	--
Skyline Trail	146	9.81%	--	--
Santana Park	134	9.01%	1601	22.39%
Serfas Club Park	120	8.06%	183	2.62%
Village Park	114	7.66%	7	0.10%
Mountain Gate Park	108	7.26%	652	6.73%
Griffin Park	99	6.65%	--	--
Ridgeline Park	80	5.38%	11	0.15%
Stagecoach Park	75	5.04%	--	--
El Cerrito Park	74	4.97%	1294	18.54%
Chase Park	36	2.42%	--	--
Border Park	19	1.28%	--	--
Promenade Park	17	1.14%	393	5.63%
Eagle Glen Park	11	0.74%	560	8.02%
Cresta Verde Park	9	0.60%	1	0.01%
Fairview Park	7	0.47%	3	0.04%
Buena Vista Park	--	--	380	5.44%
Butterfield Park	--	--	1392	19.94%
Citrus Park	--	--	284	4.07%
City Park	--	--	114	1.63%
Husted Park	--	--	1	0.01%
Jameson Park	--	--	104	1.49%
Rock Vista Park	--	--	1	0.01%
Total	1,488	100.00%	6,981	100.00%

*Total participants only include participation in programs tracked in CivicRec.

**This number reflects field reservations per park per day (the count of the total number of days each year each sports field is reserved from July 1, 2022, to June 30, 2023).

To further identify opportunities and gaps in programming, a program matrix (see Appendix A, Table A-3) counted programs by program service area, noting the providers, locations offered, and populations served. The matrix shows that the greatest variety of programs offered by the City are located at the Circle City Center (for major facilities) and special use sites (for parks by classification). The matrix suggests that many city facilities and sites are dedicated to one or a few types of programs. In other words, the lack of distribution of facilities around the City, compounded by the lack of variety of programs in various facilities, means that program access is limited in Corona. Examples of single-use sites include:

- **Auburndale Park** – only programmed for aquatics. (In the past, the YMCA, who programs the pool, had expressed an interest in offering other youth programs in the community center.)
- **Brentwood Park** – only used for preschool/childcare programs.
- **Corona Senior Center** – used for older adult and senior programs.

- **Vicentia Activity Center (VAC)** – only programmed in the summer and during school holidays for after-school care.

Program Capacity

City data reported through CivicRec indicated that very few programs are reaching their capacity based on program enrollment maximums and actual registration. Tables G-8, G-9, and G-10 compare program enrollments to the City's enrollment targets as identified in CivicRec data for Major Facilities, Private Facilities, and Parks (Outdoor Facilities) respectively. It presents programs by site. Not all programs had enrollment targets noted. Those that did are shown below. Note: These data do not include facility reservations and do not reflect the percentage of the building or site being utilized. They reflect programming capacity only.

The percentage of enrollment for all groups is lower than could potentially be met by these facilities. The data raise questions about what metrics recreation staff use to determine whether to provide or cancel an underperforming program. On average, it appears at best that programs are half full, which is only true for the indoor programs.

- **Indoor City facilities**--the overall program enrollment is at about 54% of total capacity.
- **Outdoor programs** -- the total overall program enrollment is at about 36% capacity. Given the limited number of sites programmed, not only do existing programs have capacity, but there is an opportunity to expand outdoor recreation programs in general.

Table G-8: Major Facility Program Enrollment and Capacity (FY22-23)

Indoor City Facilities	Actual Enrollment	Capacity (Potential Max. Enrollment)
Brentwood Park Center	188	440
Circle City Center	5389	10,617
Civic Center Gym	625	983
Vicentia Activity Center	690	780
Victoria Park Community Center	36	60
Total Participants	6928	
Total Capacity	12880	
Percentage Full	53.79%	

Source: City of Corona, CivicRec data.

Table G-9: Registration in Private Programs (FY22-23)

Non-City Indoor Facilities	Actual Enrollment
All American Karate	74
Boost Training Systems	31
Corona High School (Track)	43
Gymnastics Pacifica	150
Holistic Vibez	0
La Kings Icetown Skating Rink	21
Online	53
Yoga Den	10
Total Participants	382

Source: City of Corona, CivicRec data.

Table G-10: Program Attendance and Sports Feld Reservations by Park (FY22-23)

Outdoor City Parks	Actual Enrollment	Capacity (Potential Maximum Enrollment)
Border Park	19	150
Chase Park	36	180
Citrus Park	100	100
Cresta Verde Park	9	60
Eagle Glen Park	11	18
El Cerrito Park	74	118
Fairview Park	7	80
Griffin Park	99	100
Kellogg Park	216	620
Mountain Gate Park	108	500
Promenade Park	17	28
Ridgeline Park	80	75
Santana Park	134	127
Serfas Club Park	120	601
Skyline Trail	146	150
Spyglass Park	223	720
Stagecoach Park	75	75
Village Park	114	704
Total Participants	1588	
Total Capacity	4406	
Percentage Full	36.04%	

Source: City of Corona, CivicRec data.

FACILITY OBSERVATIONS

In September 2023, the MIG consulting team and Community Services staff toured many of the major facilities in which the City provides recreation programs. Some overarching observations are noted below along with potential opportunities for facilities.

General Observations

- **Limited Recreation Use** – Few of the facilities were originally designed for recreation use. Although they may have been renovated, many of the spaces do not function well for recreation and cannot support active recreation, which makes them difficult to utilize for programming. Acoustics, building layout (including hard to access areas and winding hallways), a lack of storage, wasted space, spaces and restrooms that had to be retrofitted with ramps to be ADA accessible, and additional issues were noted. The City should question the return on investment or identify opportunities to repurpose these facilities for other uses before attempting to make renovations. Where program and reservations numbers are low, it may not be worthwhile to upgrade existing buildings.
- **Facility Maintenance, Condition, and Age** – The facilities visited during this tour were clean and well-maintained in public-facing areas. Most facilities are older, and their age and condition (or the condition of the surrounding park) makes several of them adequate but unattractive for current uses. Several need minor or major upgrades (paint, fixtures, hole patching, air conditioning) to bring more life to them.
- **Reserved vs. Programmed Uses** – The City's role in providing recreation is currently more of a facilitator than a program provider. Many buildings and rooms are intentionally left vacant for reserved uses. Staff report that much of the programming is offered by other organizations, partners, or contract staff. Without others reserving or hosting programs, many spaces would (and do) sit empty – to the extent they do not appear ready for use (or may be permanently used for storage and office space). Prior to the pandemic, many of the recreation facilities prioritized reservation over program as a means of cost recovery. It has only been this last year, FY 23-24 that the City has started to focus on increasing program offerings, staff-led activities, and free/low cost single-day activities that encourage residents to access and more fully interact with these amenities. Still, antiquated or non-intentionally recreation space can be difficult to program or unattractive to residents who are more accustomed to higher-quality amenities. Intentional recreation space, like the indoor gyms, are popular and can be highly contested for use given limited availability and capacity limits.
- **Facility Vibrancy** – Of all City facilities, the Senior Center appeared to be the most successfully programmed and best utilized facility. Even the Brentwood Community Center exhibited colorful and age-appropriate elements that suggested a vibrant, well-programmed children's space. The Circle City Center is attractive; yet it does not give a strong impression of being a warm, inviting, and engaging space—with the front desk at the end of a long and somewhat empty hallway.
- **Single-Purpose Spaces** – Many buildings appeared to focus on one or a few different uses, rather than serving a variety of ages with diverse programming options. Three buildings were focused on one demographic only (e.g., seniors or children). Most were designed for passive use only and reserved uses. In other

words, residents would have to go to one place for a certain type of program, rather than having a variety of options at various buildings.

- **City Park as a Gamechanger** – A new community center and aquatic facility at City Park creates an opportunity to develop the City's first recreation space that is intentionally designed and programmed to support active use, multi-generational activities, and diverse recreation options. It could strongly support other programming goals and City initiatives, such as health and wellness, arts and culture, family-friendly recreation, and special events. What the City lacks is intentionally programmed space. Quality programs will help the facility's financial sustainability and cost recovery. For the new recreation and community center to be highly successful, the City must move beyond its current tendency to leave space vacant for reservations or use by other groups.
- **Arts and Innovation:** City staff report that there is a tentative plan to revitalize the Historic Civic Center (HCC) as an arts and innovation center to support local businesses and non-profits. Instead of focusing on just the HCC, the City should consider a broader plan that also addresses what to do with the Historic Civic Center Gym and Vicentia Activity Center, both of which are underutilized. While the HCC Gym is often contested for use, the other rooms and upstairs are difficult to program. While the gym's hardwood floors are an asset, staff report that it is not cost effective to add air conditioning and other renovations. While staff feel the VAC's youth out-of-school programs are critical (because of their affordability), the development of a new City Park recreation center may make these two facilities obsolete.
- **Long-Term Facility Use** – Effectively programming City Park indoors and outdoors will take substantially more City staff attention and direction. If the City will operate the new facilities, it will need to dramatically increase recreation and events staff, plus add aquatics staff. That will require a significant operational subsidy—which currently is mainly General Fund dollars. Besides focusing on financial sustainability in programming across the city, one way to offset the large subsidy that will be required is to reduce operations at some existing facilities that are not functioning efficiently. The City may want to explore leasing some of its other facilities to partners for operations.

Facility Opportunities

- The **Corona Senior Center** is a bustling and lively facility that hosts special events, daily activities (Mon-Fri), and a congregate lunch program for older adults and seniors (age 50+). A patio near the entry is planned for expansion and improvements through a long-awaited renovation. Through the renovation, accessibility will be improved, landscaping will be updated, and new overhead lighting, outdoor fans, misting sprays, and heaters will be installed to increase usable outdoor event space. The Senior Center currently operates at nearly full capacity during the daytime and is challenged by limited parking and programmable space. Center participants and staff have expressed interest in increasing square footage at the current facility or building a new one that would better fit their needs and desires. However, the better long-term strategy may be to renovate this for passive use and events, while integrating more active senior

programs at the new recreation center at City Park.

- The **Vicentia Activity Center (VAC)** is primarily programmed for school-age childcare during school breaks. In the short term, its classrooms could be used throughout the year for enrichment classes, social gatherings/meetings, and general programming. In the long-term, the City should explore renovation or use in conjunction with the planned innovation center. If the City chooses to more intentionally activate this space with additional staff hours, public use hours, drop-in programming, and overflow for the Circle City Center, this space could be more fully realized and ramp up the variety of program offerings as the City prepares for the revitalization of City Park.
- The **VAC Gymnasium** offers highly coveted hardwood floors, spectator seating, and adjacent connected rooms, that are not heavily utilized during the summer months because it is not air conditioned. The financial investment in adding A/C is a current barrier. However, staff and partners note a demand for active-use indoor spaces. If this could be renovated and parking improved, this space could be utilized on a year-round basis, providing an opportunity to expand programs and services. If not, the City should look at renovations and future uses in conjunction with the innovation center.
- **Circle City Center (CCC)** is a versatile space with multiple activity/meeting rooms, a large gymnasium, a banquet hall, catering kitchen, and an outdoor event space/stage. The parking lot is shared with other businesses. Originally a museum, it was renovated for recreation. This facility is used as the "graduation site" for programs and activities that have outgrown other smaller, community/activity centers, including the Corona Senior Center. Due to a lack of dedicated storage, some classroom/activity spaces have been reallocated to meet storage needs, reducing programmable space. The gym is programmed to a limited degree. However, the CCC appears to have the capacity to increase programming for all ages. Long-term, the City may want to re-evaluate this building's use when the City Park recreation center opens.
- The **Auburndale Community Center and Pool** has an outdoor, heated pool, along with two spacious, indoor multipurpose rooms. One room is used for office space for the Park Maintenance Division. The other is not used, except for the back offices which are rented by YMCA aquatic staff who offer year-round aquatics programming. Auburndale is situated near an intermediate school and two other YMCA operated facilities. This could be a great location to offer additional youth and multigenerational programming, health & fitness classes, and special events, done in partnership with the YMCA. Auburndale Park will soon undergo an external renovation that will enhance the natural beauty of the park while improving current outdoor amenities. This renovation further supports the notion of transitioning this site to a recreation hub.
- The **Brentwood Center** and park have beautiful curb appeal, nestled deep within the heart of the community. The one indoor facility is monopolized by a long-standing and popular recreation-based early childhood program, led by an independent contractor. Though just a single room, this facility could be an attractive space for hosting social gatherings, rentals, Park Ranger programs, and outdoor education programs. The park itself is popular with parent-child groups and has the potential to be a host site of community events (concerts, movies,

block parties, etc.) that are within walking distance for many of the residents in the area. Due to limited parking, this would not necessarily be a great location for large-scale events that encourage individuals from outside of the community to visit; however, this park may benefit from increased activation supported by the City or partner organizations.

- **Victoria Park Community Center** is a registered historic site in Corona, having once served as a school building between 1889-1950. The Center has two large multi-purpose rooms used for limited programming and rentals. There are outdoor restrooms that were recently renovated, yet they are locked. The Center, which sits vacant most of the time, is in a well-maintained park that has faced some challenges. A new sprayground will be added there this year. Given its historic status, available space, and local community needs, the Center could be used as a hub for community enrichment and social services through partnerships with other organizations.



The Victoria Community Center is an older facility available for reservations. The building is primarily used for weekend church services. However, this historic building could be operated by partners to support social service programming.

COMMUNITY VOICES IN RECREATION

The identification of community priorities and needs relied on a robust community participation process in Corona, beginning with conversations with community members, especially youth, during the summer of 2022 through “My Wish” campaign, interviews with key community leaders, and a digital and paper survey that was broadcast broadly throughout local parks and the community. This original outreach was supplemented with an additional round of engagement that focused more on programming and indoor facility needs. The outreach activities include the following, for which key findings are noted below.

- Needs Survey (Programs and City Park Indoor Facility Findings)
- Recreation Key Partners Interviews
- Recreation Programs Survey
- Recreation Staff Focus Group

City Park Survey Questions/Responses

Through two surveys—one conducted for the City Park Master Plan and one conducted for the Parks and Recreation Master Plan—residents provided feedback about the types of indoor and outdoor amenities and activities that are desired. As shown by the graphics on the next page, residents desire amenities and programs that target active uses (sports, fitness, and play) and artistic or traditionally passive uses (music, social gatherings, arts and cultural programs, walking, gardening/nature interpretation, and senior activities). Youth and family activities also scored high. While separate senior centers and teen centers scored lower than a community or recreation center, this is typical because of the limited demographics these buildings would serve. Nowadays, best practices include integrating uses for all age groups into all-age, multi-generational recreation spaces, rather than building stand-alone facilities. The surveys did not include questions on whether reservable banquet rooms and wedding venues were desired.

Figure G-1: Amenities Desired at City Park (City Park Survey; n = 2,100)

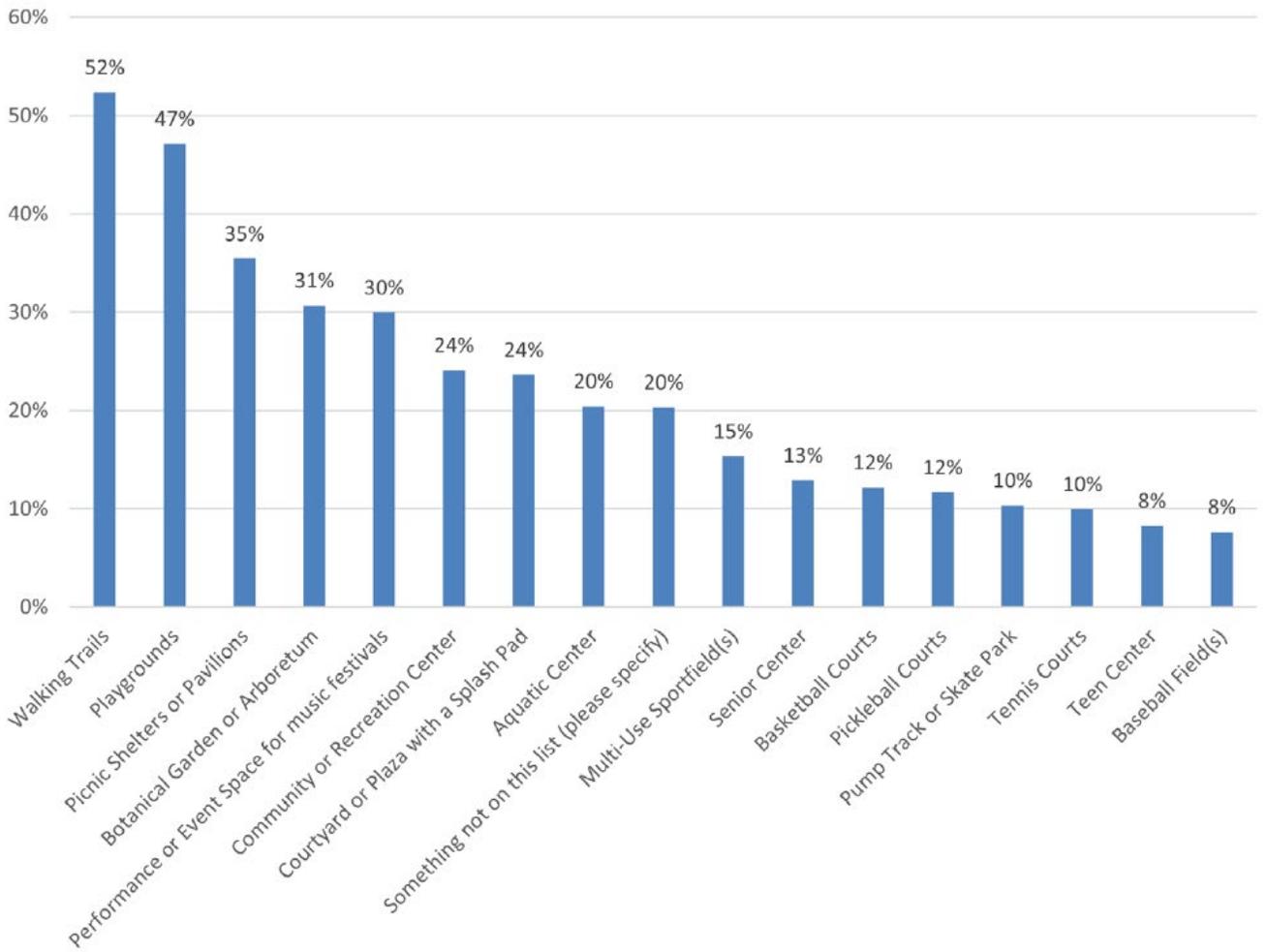
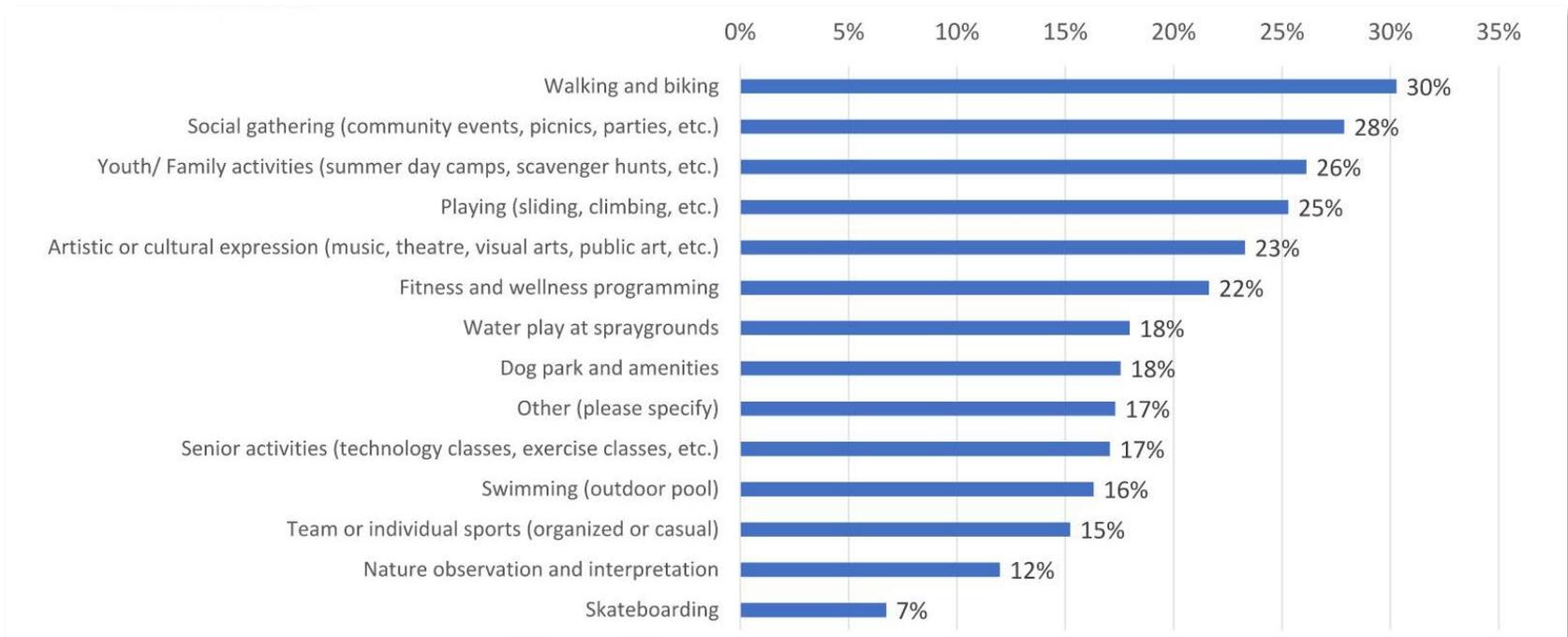


Figure G-2: Desired Activities in Corona (PRMP Needs Survey; n = 1,347)



Recreation Key Partner Interviews

To learn more specifically about recreation programs, the City identified three community partners with whom they work closely to provide recreation programs and services. (The City works with additional partners, especially at the senior center and through the City Co-Sponsorship Program.) In October 2023, the consulting team set up 30-minute, semi-structured, virtual interviews with representatives from ABC Hopes, Corona-Norco Unified School District (CNUSD), and the Corona-Norco Family YMCA (YMCA) to discuss their current and future relationships with the City.

Major themes identified through these interviews include:

- **Strong Partnerships:** Each organization has worked with the City in different capacities and has expressed interest in continuing those partnerships to enhance community-wide benefits. ABC Hopes specializes in adaptive and inclusive recreation services and primarily works with City staff at the Library. CNUSD provides school sites to host afterschool programs, and the YMCA currently leases multiple City facilities and operates the City's swimming pool at Auburndale Park.
- **Adaptive & Inclusive Services:** As a specialist in adaptive and inclusive programming and services, ABC Hopes, with additional City resources like staffing supports and facility usage, can help the City enhance access to programs and activities for individuals with diverse abilities. ABC Hopes is interested in expanding programs, but is limited due to financial constraints, transportation, and physical space. Integrating more adaptive and inclusive services and programs will require dedicated staff with a passion for working with individuals with disabilities.
- **Youth Programs:** Youth programs are strongly within the scope of expertise for the YMCA and CNUSD. These partners would like to figure out how to use their strengths to further enhance programs and services in this area with the least number of duplicated services. CNUSD is willing to include City staff in training opportunities to further develop their skills and is willing to open more campuses throughout the summer to provide more space for summer camp programming. The YMCA is interested in expanding programming within the facilities it currently occupies and would like to discuss adding more as space allows. For example, they could program the Auburndale Community Center, in the building where their offices are located.
- **Aquatics:** One of the most successful arrangements is in the YMCA's programming of Auburndale Pool. Operating an aquatic facility with slides, lazy river, or other waterpark type amenities planned for City Park is outside of the area of expertise for both the City and YMCA. The YMCA expressed that if they are being considered for operations of the City Park aquatic facility, they would like to be included in design and development discussions.
- **Facility Usage:** The YMCA and ABC Hopes organizations stated that they would be interested in long-term use of City facilities to enhance and expand programming in the community. The YMCA is considering several different options for expanding its programs. More facility space is needed. When the new City Park community center opens, the YMCA might be interested in exploring the opportunity to renovate and operate Circle City Center as a YMCA facility – if City staff find they

cannot operate both. CNUSD has offered additional space at their facilities to increase capacity for after-school programs and summer camps.

- **Transportation:** CNUSD and ABC Hopes both mentioned that transportation is a key challenge for expanding programs and services.

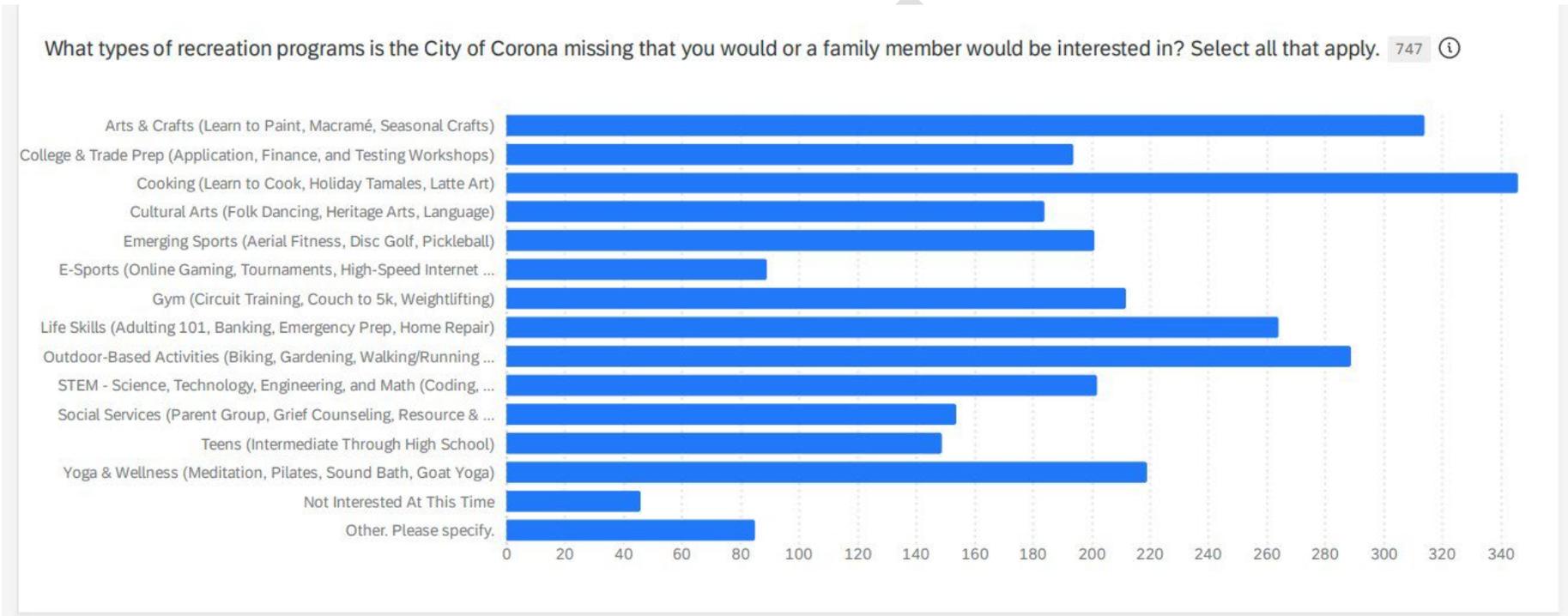
Recreation Programs Survey

In October 2023, the City developed a recreation programs survey to better understand community needs and desires. The survey was available for two weeks and was distributed online with printed copies available at the Corona Senior Center. The survey received 892 responses and sought to better understand participation and usage trends. The survey sought insights toward desired activities, desired amenities, and perceptions of affordability of programs and services.

Major themes identified by this survey included:

- **Participation Frequency and Locations:** 67% of respondents have participated in a program or activity at least once annually. The top three most visited sites or facilities among survey respondents were Santana Park, the Corona Library, and the Circle City Center. Of the respondents who selected "Other" and wrote in a response, most said that they visited Border Park for pickleball.
- **Participation Barriers:** The top reasons why respondents said they do not participate in programs are that they "do not know what is offered" that they "don't have time to participate". Other reasons indicated through written responses were related to program availability for specific ages (adults, teens, and youth under 5) and program availability due to capacity.
- **Activities to Provide More Of:** Survey respondents were asked to indicate the types of activities already provided by the City that they would like to see more of. The top activities respondents want to see more of are Special events, Volunteer Opportunities, Sports, and Dance.
- **Desired Missing Activities:** The most desired activities that respondents would like to see the city provide include Cooking, Arts & Crafts, and Outdoor-based activities (Figure G-3). Teen programs, eSports, and Social Service programs were ranked as the least desired missing activities.
- **Most Desired Amenities:** Survey respondents indicated they most desire a Lazy River/Water Slide, a Gymnasium, Weight/Cardio/Fitness Room, and a Swimming Pool. Preschool/Childcare, Teen Room, and Game Room were the least desired amenities.
- **Communications:** Survey respondents indicated that the top three ways they obtain information about City programs and activities is through the Corona Connection, City of Corona Website, and Facebook.
- **Pricing:** Most respondents indicated that City pricing is comparable to other similar services in the area and 47% indicated that they would struggle if prices were to increase.
- **Safety:** Several survey respondents indicated a perceived safety concern that impacts their desire to participate in programs and activities at some locations. Homelessness, gang activity, and a fear of visiting facilities and parks after dark, were the most prevalent responses for those who wrote-in answers specific safety.

Figure G-3: Desired Programs Noted in Recreation Programs Survey



Recreation Staff Focus Group

In September 2023, the consultant team met with recreation programs staff for an in-person focus group meeting. The purpose of this focus group was to gain further insight into the priorities for recreation programs and activities from an internal perspective. The major themes from that meeting included:

- **Destination City:** Staff indicated a desire to become a destination city that encourages residents to recreate locally while also driving tourism to the area.
- **Goals for Recreation Programs:** Staff provided a variety of responses to the question of why the City provides recreation programs, events, and activities along with their benefits and desired outcomes. The overarching theme that emerged was a desire to create a sense of community, whereby the City connects residents with resources, safe spaces, social connections.
- **Recreation Services:** The recreation staff team's idea of core programming was aligned with current service areas except for aquatics, which is led by the YMCA. The team identified the following as core service areas: senior programs, early childhood, youth sports, health & wellness, enrichment/library services, volunteer programs, support services and amenities.
- **Recreation Service Gaps:** The team also identified several gaps in their current program and service areas that they want to focus on in the future. Those included better incorporation of diversity, equity, and inclusion (DEI) initiatives (including more adaptive recreational programs), teen programs, eSports, arts & culture, innovation/STEM programs, adult sports, and revenue generating athletic pursuits (tournaments).
- **Recreation Operations:** Recreation staff identified that they could enhance operations by better leveraging available tools and media for communication/marketing, having a more intentional recruitment strategy to attract bi/multi-lingual staff to support and enhance culturally relevant and inclusive programs and activities, investing in facility improvements, improving technology, streamlining processes, professional development, increased staff support, and a plan for optimizing use in available programmable spaces.
- **Sentiments:** Staff were asked to express in two words how this planning process made them feel. Some examples of words used were excitement, re-energized, community, curious, proud, promise, refreshed, renewed, and hopeful. The words used were all positive and indicate that the team is motivated to see this process through and interested in the outcomes.

RECREATION PROGRAM TRENDS

The recreation analysis included an overview of key industry trends that influence the provision of programs as well as community desires for recreation. Trends are organized in the following categories:

- Social and demographic trends
- Recreation trends
- Operational sustainability and resource trends

- Recreation facility design and development trends

Social and Demographics

Cultural Relevancy and Diversity

Cities are rethinking the inclusiveness and cultural relevance of their existing park facilities and programs. This effort is in acknowledgement that current activities may not fully reflect the diversity of the population, and therefore may not appeal to, or even discourage, certain residents from participating. This ultimately lowers engagement and creates disconnected communities.

Population demographics shift and grow, and the needs and preferences of the community evolves. Research shows that cultural and ethnic groups can experience unique barriers to accessing parks and programs. Service providers across the country are responding to the diverse cultural makeup of their communities in a variety of ways, including expanding outreach and communication methods, providing culturally responsive park design and programming, and hiring more diverse staff.

There is also growing demand for events, vendors, and entertainment to reflect a wider array of interests and cultures. Parks and recreation facilities and parks, as major community anchor points, are ideal locations to host such events and promote cross-cultural education.

Inclusive Programs & Universal Design

Universal design is an approach for creating environments that exceed Americans with Disabilities Act (ADA) accessibility standards and are inclusive to all levels of ability. This might include people with disabilities in vision, hearing, mobility, and sensory input. This also includes consideration of different users, such as people with strollers, people with walking aids, couples or groups, variations in sensitivity to heat or sun, etc. Recreation systems based on universal design standards encourage access, independence, safety, and comfort for all people. This approach is being integrated into recreation programming, public parks, indoor and outdoor recreation elements, and infrastructure to meet the needs of people of all abilities.

Active, Aging Populations

Active Aging is a booming trend within older adult communities, where individuals are looking for ways to stay physically and mentally active, engage with friends and neighbors, and try new experiences. With a growing population of older adults, there is a heightened demand for recreational activities and spaces that accommodate uses ranging from physical exercise, to learning and enrichment classes, healthy living programs, and social services. In some cases, low-impact programs and accessible facilities are needed for declining vision, hearing, coordination, and mobility. Sometimes older adult care centers fulfill this need; in other cases, individuals turn to their local parks and program providers. This is a diverse age group that cannot be offered a one-size-fits-all approach.

Youth & Family Resources

Many park agencies are moving beyond their traditional focus on promoting fun and play for youth, into programs that expand services and enrichment activities for teenagers, young adults, and parent-child groups. They are taking a more holistic view of youth development that goes beyond physical exercise, into intellectual growth, socialization,

professional development, and leadership skills. The aim is to produce early adult outcomes such as economic self-reliance, healthy family and social relationships, and community contributions. This approach also involves young people in local decision-making, empowering them to shape their future environment in which they may live, work, raise families, and retire.

For example, young teenagers are being engaged through active recreation, school-based learning programs, and nature programs. Teenagers are offered civic opportunities, career training and job skills, internships, and team-building development. Young adults, parents, and family units are being supported with professional preparation, access to resources, childcare services, and continuing education courses.

Recreation

Lifelong Play

Given new research showing the benefits of play for all ages, the notion of “play” is expanding in our parks, facilities, and programs. Instead of focusing on playgrounds for children aged 2-12 years, cities are adding facilities and programs to meet the “playful” needs of teens, adults, and older adults. Fueling this trend is the recognition that play supports both physical health (motor skill development, balance, fitness) and mental health (cognitive growth, socialization, focus).

In response, cities are diversifying play opportunities and looking to engage teens, adults, and seniors in fun activities. Low-impact and alternative active recreation activities - such as pickleball, tai chi, water yoga, and hiking groups - are on the rise, providing recreation opportunities for adults and older adults to get outdoors and socialize.

Health, Wellness and Fitness

Designing for health – physical, mental, spiritual – is a major movement within the design-planning realm, with public agencies and private institutions increasingly on board. Cities are acknowledging a growing public health crisis around conditions like obesity, diabetes, and depression. In response, cities are partnering with the health sector to promote preventative healthcare and active living through design and planning.

As examples, cities are providing bikeshare programs, planting trees for shade coverage, and creating more community gardens. Parks and Recreation Departments are expanding programming to target different age groups and cultures. Ecotherapy and “Park Rx” programs are inspiring doctors to prescribe spending time in parks as a medicinal remedy to certain ailments. There is also a large refocus on the health and wellness of vulnerable communities through environmental justice and equity initiatives. Overall, there is a major shift for parks and recreation planning to address health and wellness, which is also now a main objective for the National Recreation and Park Association (NRPA).

Nature-Based Recreation

Across the county, there is a movement to re-connect children with the outdoors. Books such as the Last Child in the Woods, organizations such as the Children and Nature Network, and initiatives such as the Natural Learning Initiative have focused renewed attention and research on this topic. These efforts respond to the decreased time children spend outdoors, as well as to concerns about the sedentary lifestyle of some youth, too much screen time and too little active, unstructured play for children. Health and

recreation organizations nationwide are working to reverse the trend and the negative health impacts associated with these behaviors.

Technology in Recreation (E-sports and Virtual Programs)

Evolving technology is affecting how parks and recreation agencies operate. Communication technology, Wi-Fi in parks, and the rise of smart phone use have changed the way people receive and provide information. Online recreation registration and programs that track participation data are considered essential to support recreation services. Online programs, reservation systems, and digital marketing are helping recreation programming run more efficiently and reach a wider population. Technology can also enable users to provide easy feedback to the department about programs, facilities, and parks.

Opportunities for tech-aided recreation are also growing, such as apps and kiosks to provide interpretive information and an increase in maker spaces and innovation hubs with computers, 3-D printers, and more. Games such as Pokémon Go, while short lived, have the potential to attract many new users to parks and public spaces. Organized, competitive videogaming, or eSports, which are social activities that connect players across generations and abilities are one of the fastest growing trends that combines technology and recreation. eSports are the second most watched sporting event type in the US behind the NFL, and it is estimated that more than 166 million people in the US consider themselves 'gamers.

Operational Sustainability and Resources

Affordability vs. Cost Recovery

The 2008 recession sparked the need for agencies to take a more business-like approach in providing recreation services. While many agencies have recovered from the challenges associated with reductions in staff and funding, they continue to apply advances in revenue-generation, cost accounting, maximized operational and maintenance efficiencies, marketing /branding, and prioritized investments. These business and marketing strategies allow park agencies to broaden park use, increase the numbers of people receiving recreation benefits, provide amenities and services most desired by the community, and have funds on hand when needed to repair, replace, and refresh aging facilities and/or develop and maintain new ones. For some this involves establishing cost recovery targets, defined service levels and priorities, and tradeoffs to balance pay-to-play (revenue-generating) options with subsidized services.

Resource and Staffing Shortages

Post-pandemic governments across the U.S. are struggling to address supply chain issues, staffing shortages, and funding challenges while still providing adequate services to their constituents. While the demand for parks and programs has increased through the COVID-19 and post-pandemic years, the costs of new construction and supplies have increased. Staff are leaving positions, and new staff are more expensive and time consuming to find, hire, and train. This is discussed frequently in terms of lifeguard shortages across the nation but is also affecting recreation programs and maintenance staff. Staffing shortages are also critically impacting childcare and after school programs. At the same time, parks and recreation departments have not necessarily seen an increase in their budgets; in some cases, many agencies have seen a decline in revenue streams.

The instability of funding sources is another challenge. In theory, many recreation programs should be able to recover at least their direct costs (such as staffing and materials), and in some cases, indirect costs (such as programs promotion and facility wear and tear). In cities that charge less in fees frequently are heavily dependent on the city tax base. In those cases, agencies may not have sufficient fundings for robust programs, including program materials, staffing and facility operations. In times of decreased funding, recreation programs may halt, facilities may close, staffing may be reduced, and maintenance may be deferred.

Resource Sharing and Partnerships

In response to limited resources, park agencies are increasingly collaborating with external partners under resource sharing agreements, which allow two or more independent organizations to utilize one facility or program. Partnerships include the private sector, other public agencies, and non-profit organizations, and typically provide additional recreation opportunities either in city sites, in sites owned by others, or in jointly owned or operated sites.

Collaborative efforts take many forms. In some cases, park agencies will invite non-profits organizations, businesses, or staff from other agencies to support city park programming and/or space activation. This might be in the form of volunteers or contracted personnel. In other cases, park and recreation agencies will partner with external providers, such as a private-sector fitness facility, to cross-promote existing recreational activities. Another way parks agencies increase access in underserved areas is to create joint-use agreements with local schools to provide recreational and educational facilities outside of school hours. In exchange, municipalities may provide capital improvements or maintenance for school recreation facilities.

Economic Development/Recreation Tourism

Many cities are beginning to reposition their parks and recreation as a driver for economic development, becoming a destination for tourism and large events. Rented spaces, event hosting, and tourism amenities are becoming top considerations as cities begin to see how they should invest in parks and recreation to both promote their cities while also seeing financial returns from a major tourism industry.

Design and Development

Recreation Center Design

Trends around the design and development of recreation and community facilities are nuanced, because of the high investment needed for facility construction and ongoing operations. Trends include:

- **Multipurpose:** Today's community/recreation centers are multipurpose facilities that incorporate recreation, health and wellness, youth development, community meetings/gatherings, and social engagement opportunities. Many also support the arts and skill development or learning.
- **Multi-Generational:** Nationally, recreation centers have grown larger to incorporate more multi-generational, multi-purpose space for all ages and diverse interests. This allows families the opportunity to engage in different recreation activities

simultaneously.

- **Inclusive and Accessible:** Special attention is given to accessibility and design and programmatic features that create more inclusive spaces. These include but are not limited to providing wide hallways, more family-style restrooms, universal elements and equipment, and inclusive activities.
- **Larger Facilities:** Modern recreation centers are generally at least 35,000 to 45,000 square feet (sf) in size and can be much larger (e.g., 65,000+ sf, though this size typically includes an indoor aquatic center). Smaller facilities tend to be more costly to operate, so cities prefer to consolidate uses into one building to save money on construction and ongoing operations. Most cities are moving away from age-specific and smaller facilities, such as teen centers, senior centers and stand-alone gymnasiums or neighborhood centers.
- **Consolidated Operations:** Larger flexible-use buildings with various types of activity and social spaces can more easily accommodate changing recreation and social preferences. More programming and activities can be provided at a single site, making for greater staffing efficiency and operational cost-effectiveness.
- **Programmed and Drop-in Uses:** Facilities accommodate busy lifestyles by offering both scheduled programs and events, as well as walk-in or drop-in options for use, such as open gym time.
- **Reservable and Programmed Uses:** Many facilities include attractive multipurpose activity/party rooms with catering kitchens or full kitchens, as well as technology-enabled meeting rooms to support rentals. These spaces can also be programmed when not reserved.
- **Memberships and Packaged Rates:** Most centers include a health and fitness component and offer memberships or packaged drop-in rates (with discounts for greater use) as part of their operating model. These facilities are designed to attract higher income residents, which means that the operational model may need to build in free or subsidized memberships or special indoor events and activities for lower-income residents to ensure inclusion.
- **Specialized Uses:** Some facilities incorporate specialized uses, such as childcare facilities, maker space, innovation/technology labs, dance/music rooms, small cafes/concessions, teen rooms, senior space, etc. However, these types of spaces increase costs and can limit programming options.
- **Indoor-Outdoor Spaces:** Most recreation centers are planned in conjunction with adjacent park and outdoor facilities that support indoor/outdoor programming. Some centers include large doors that open to outdoor patios so that indoor activities can spill outdoors.
- **Market-based Development and Operations:** Through market studies and/or business and operations planning conducted in advance of facility development, multipurpose community/recreation centers are typically custom-tailored to the needs of its constituents or target market. This helps ensure that the facility supports revenue-generating activities and programs that will help off-set operations costs. An operating pro forma will also identify operational costs, revenue streams, and fee-based programs.

Aquatic Facility Design

Trends around the design and development of recreation and community facilities are nuanced, because of the high investment needed for facility construction and ongoing operations. Trends include:

- **Leisure and recreation:** Swimming for recreation accounts for most swimming participation. Pools should be designed for fun and play and for different skill levels to maximize the potential customer base. Warmer water temperature, zero-depth entry, float channels, and interactive play features encourage recreation.
- **Health and fitness:** Swimming for fitness and water-based exercise programs are also areas of strong participation. To capture this market, pools should also be designed, operated, and programmed to allow for aquatics exercise, including water-based fitness classes.
- **Water safety:** The World Health Organization recommends learn-to-swim programs as one of the top actions to prevent drownings. Drowning is the second most common reason for accidental death for young children, and it is estimated there are five water immersion-related hospital visits for every drowning death.
- **Programming diversity:** A full range of aquatics programming provides the most opportunity for users and increases revenue potential. Programs that focus on recreation, while supporting competition, will draw a higher number of users than a single type of programming.
- **Maximized revenues:** Aquatics facilities are costly to operate. Revenue to offset the operational cost is maximized by high use of the pool or pool complex, which is achieved through programming diversity and a facility design that supports it. Leisure/recreational pools typically attract more users, generating more revenue. These facilities typically incorporate party rooms, cabanas, and other revenue-generating features.
- **Minimized Costs:** Operational costs can be minimized through facility design decisions. Lower-cost pools should avoid features such as wave pools that require significantly more lifeguards, and 50-meter pools that require high volumes of water but are focused on the more limited niche of competitive swimming.
- **Accessibility:** The Americans with Disabilities Act (ADA) regulations require new or rebuilt pools and aquatics facilities to comply with accessible design standards, most recently updated in 2010. ADA standards require accessible pool entrances and exits, deck space, accessible lifts, and other design elements that should be factored into the design of a new facility.

RECREATION PROGRAM DEMAND (MARKET POTENTIAL INDEX)

The 2023 Market Potential Index (MPI), provided by ESRI, represents the expected demand for sports and leisure activities for adults ages 18 and over residing in Corona. The data are based on consumer behavior or purchasing patterns for Corona residents as compared to patterns for residents across the U.S. The MPI can help inform the allocation of City resources into recreation facilities and programs. While these data are not available for youth, they help understand trends and needs in recreation.

The National Average MPI is set at 100. Therefore, a Corona MPI with a score greater than 100 indicates a higher demand than the national average, and a score less than 100 indicates a lower demand than the national average¹. Relevant recreational activities have been organized by Esri into four categories:

- General Sports
- Fitness
- Outdoor Activities
- Commercial Recreation

The following graphics presents top findings within those categories and in comparison, to one another.

¹ As a note, participation levels (and the corresponding MPI score) represents both interest and/or access. For example, a low MPI score on "walking" could indicate low demand, however it could also reflect secondary considerations such as unsafe or uncomfortable conditions, few walking paths, minimal rest points, etc.

General Sports

Soccer has the highest market potential for the City of Corona at 34% higher than the National Average. Apart from Frisbee and Swimming, which are just below 100, all general sports are above the national average. This market demand is consistent with the continued use of key sites, such as Santana Park, for organized sports. However, it also clearly shows a strong market for traditional organized sports and activities such as ping pong, than for swimming. The market potential can be used to prioritize investment and gauge the potential return on investment when renovated or building facilities. For example, adding air conditioning to a gym would be consistent with the strong market potential to capitalize on providing additional gym sports and activities. If funding is constrained for City Parks, however, it may be wiser to focus investment on the multi-use field and indoor gym and fitness space, and if needed, scale back the investment in aquatics facilities.

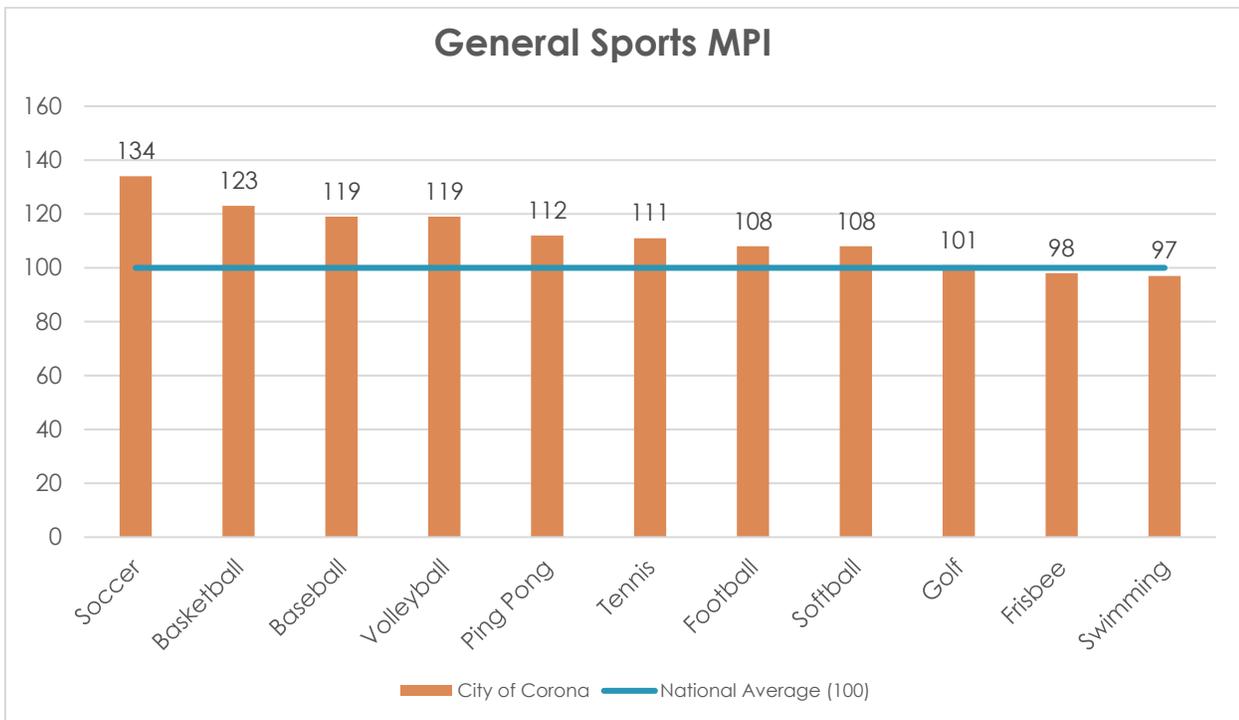


Figure G-4: General Sports MPI

Fitness

The top three fitness activities are Zumba, Pilates, and Jogging or Running. In this category, all the activities are equal to or higher than the national average. This suggests there is a high demand for programs that support health and fitness, which is aligned with Corona's goals for the Master Plan. The Community Services Department could explore ways to introduce more indoor fitness activities, outdoor fitness such as yoga in the park, and even community-side events such as walks, races, and triathlons.

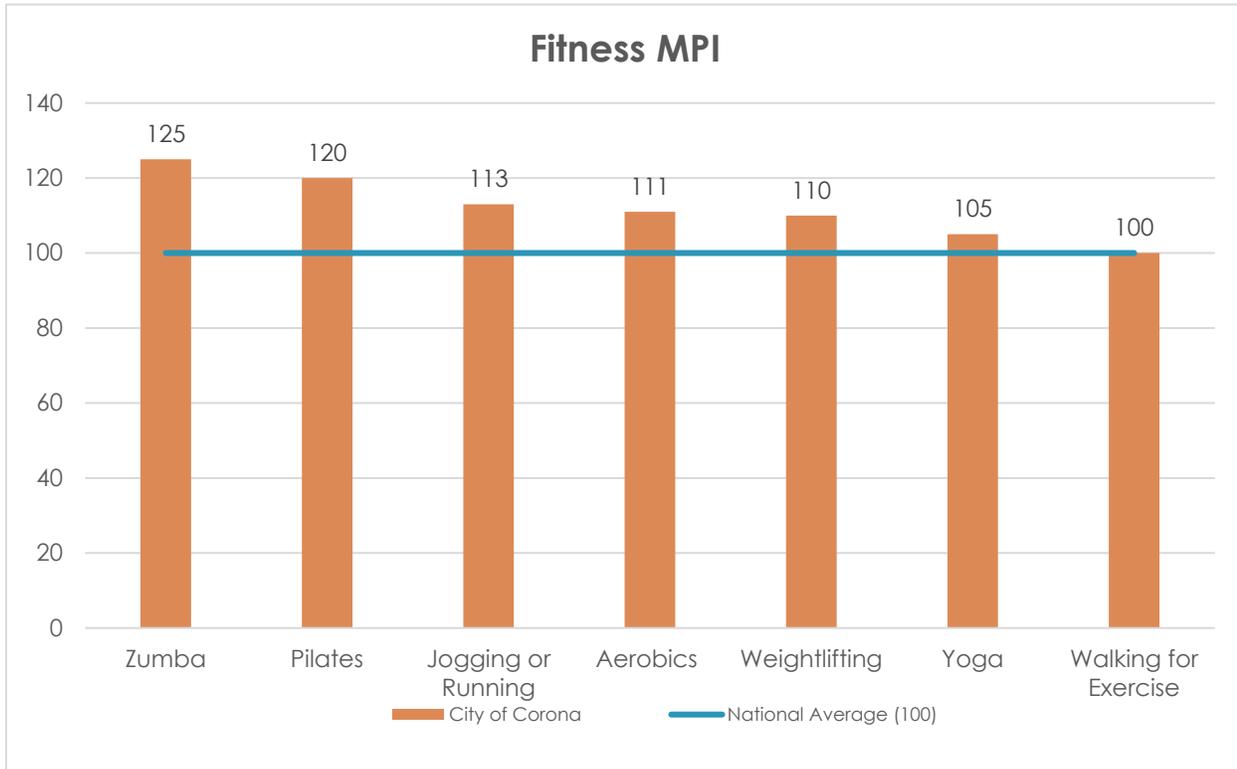


Figure G-2: Fitness MPI

Outdoor Activities

For outdoor activities, there is a higher-than-average interest in several types of trail activities. Bicycling (Mountain) is 19% above the national average. Bicycling (road), hiking and backpacking are also above the national average, suggesting a potential interest in more trail-related programs and activities that could be provide in Corona, especially in new open space areas and via trailheads to the nearby national forest. In general, half of the outdoor activities were above the national average, suggesting an opportunity to expand nature-based activities and programs, and even capitalizing on trends such as providing archery programs in parks (which many cities started following interest in the Hunger Games movies).

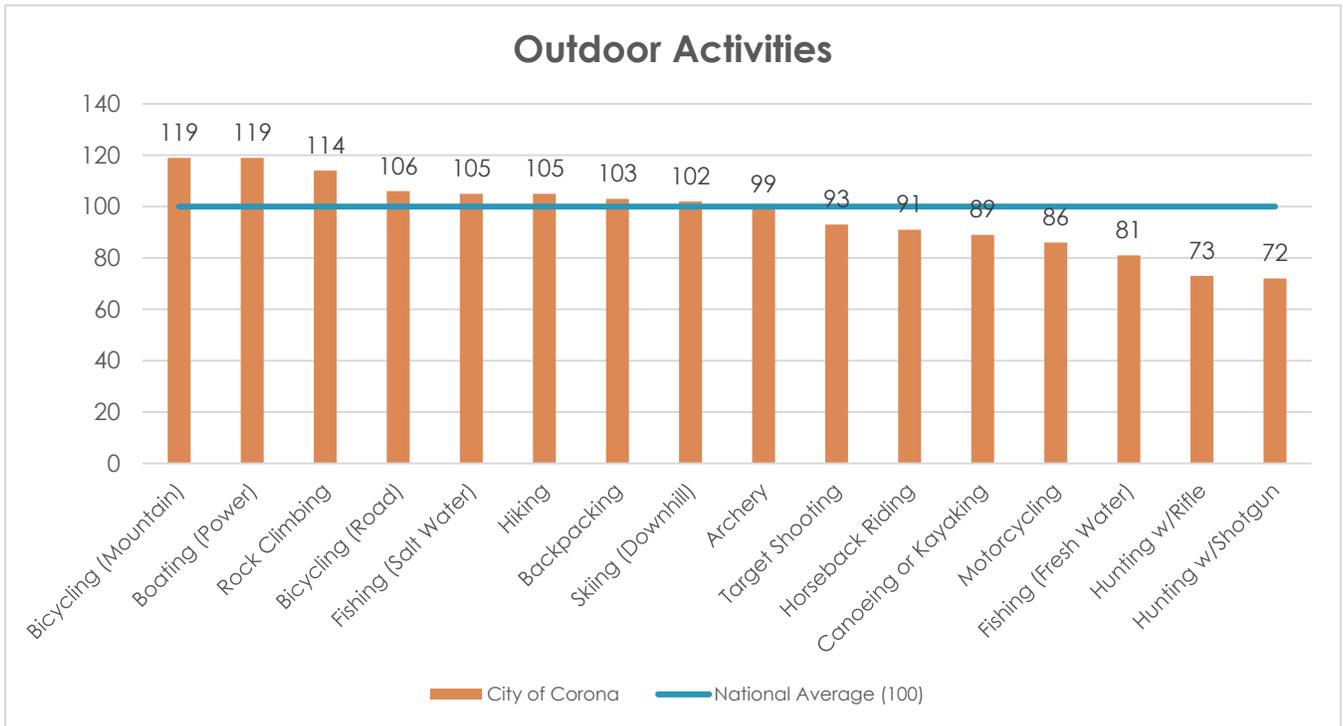


Figure G-6: Outdoor Activities MPI

Commercial Recreation

For commercial recreation activities, the MPI confirms a strong interest in watching sports as well as participating in other active recreation activities that may support overall health and fitness, such as skating. Attend MLB Regular Season Baseball Game, Ice Skating, and Roller Skating were the top three activities. These data are relevant to Corona, because of the City's partnership with private providers to offer reduced-rate activities in private facilities. They also suggest several types of tours, trips, or travel that may be of interest to the community. In addition, this graphic reveals another key finding. There is a greater market willing to spend \$250 dollars or more annually on recreation than those that are spending lesser amounts. This higher-than-average investment in recreation bodes well for ensuring program fees are set at higher "market" prices, with discounts for those who need more affordable opportunities.

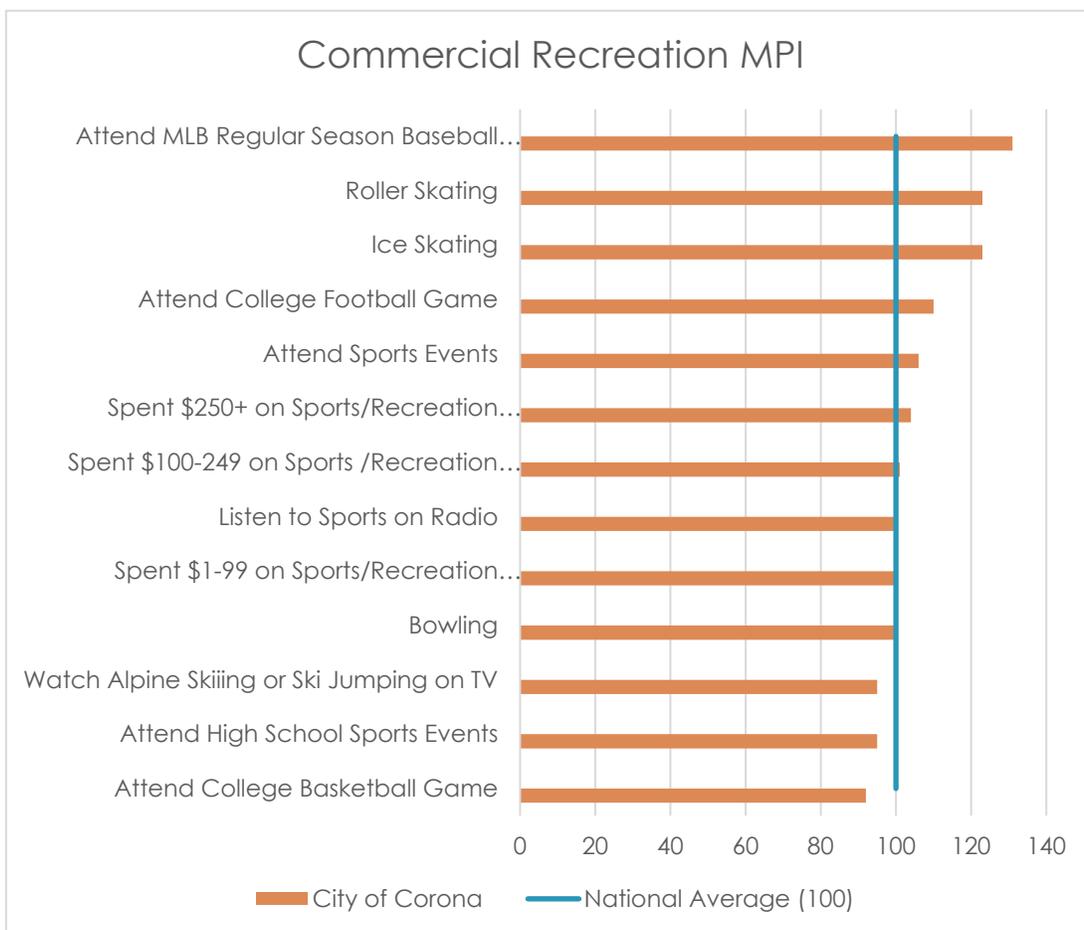


Figure G-7: Commercial Recreation MPI

Top 20 Activities

The Top 20 activities with the highest MPI in Corona reveal a strong market potential in playing sports (8 types), participating in fitness programs (5 types), bicycling, or participating in other outdoor activities (3 activities). Overall, Soccer had the highest MPI (134), and Bicycling rounded out the Top 20 at 106.

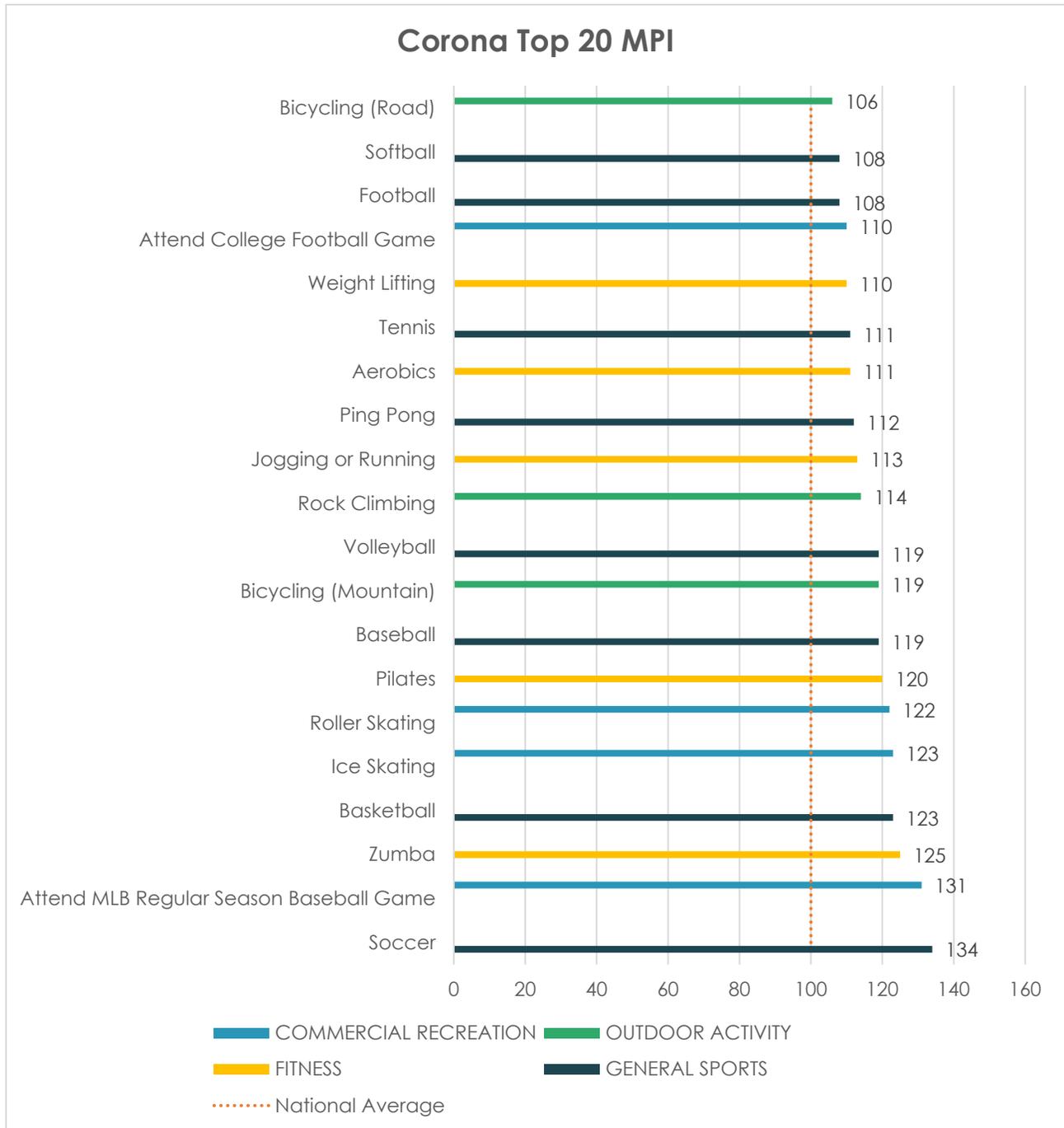


Figure G-8: Top 20 MPI

Key Findings – Recreation Market

- **General Sports** – For the City of Corona, General Sports activities ranked the highest amongst all categories with eight activities listed in the Top 20. Soccer was the highest ranked activity overall at 34% higher than the national average.
- **Fitness** – Five of the Top 20 activities were represented in this category with the Top 3 activities in the category being Zumba, Pilates, and Jogging/Running.
- **Outdoor Activities** – Bicycling (road & mountain) and rock climbing were the Top activities in the outdoor category and had the lowest representation of activities in the Top 20, with only three activities listed.
- **Commercial Activities** – Based on the MPI, City of Corona residents enjoy attending sporting events at the college and professional levels and participating in skating (roller & ice). Additionally, residents spent just above the national average on sporting equipment costing \$100 or more, which aligns with the high level of interest in general sports participation.

RECREATION NEEDS

The City provides a variety of programs, services, and activities for residents and non-residents. An analysis of the current recreation programs and trends provides valuable insights into enhancements that can be made to meet the current and future needs of Corona.

Facility Needs

The City's recreation/community centers should support multi-generational and multi-use recreational activities with space for active recreation, social gatherings, and lifelong learning opportunities. Most facilities within the current inventory are smaller spaces best suited for passive recreation. An additional large-scale recreation/community center is planned for City Park, which would augment the programs provided at the Circle City Center (CCC).

Key needs include:

- The renovation and improvement of existing programmable facilities (indoors and outdoors), where a return on investment can be established. An evaluation of existing facilities in the context of financial sustainability and program use will determine the return on investment if making improvements.
- A multi-generational, multi-use recreation center with space for active recreation, gatherings, and learning; and indoor/outdoor space. The facility should be guided by an operations proforma and business and programming plan to determine how the City will operate it.
- Event space to support fairs, festivals, concerts, etc.
- Dispersed venues for program access in underserved areas; or mobile recreation and self-directed activities in program-deficient areas.
- Decisions about current and new partnerships as well as the use of existing facilities when new recreation and aquatic facilities are built at City Park.

Program Needs

Special Events

Corona's residents love the special events that the City provides. Residents desire more events, fairs, festivals, social activities, family activities, concerts, arts, and cultural events within the Corona. The City's events and programs are highly concentrated in the northern half of the City in Quadrants 1 & 2 and can be expanded to meet the needs and desires of residents in southern areas of Quadrants 3 & 4. A stronger staffing investment would be required to expand this area.

General Sports & Fitness

More active programming, sports, and fitness programs are needed to support community health and wellbeing. Based on the Market Potential Index (MPI), general sports are popular recreational activities for Corona residents. Soccer was the most popular activity overall at 34% higher than the national average. The City should consider increasing access to indoor/outdoor soccer and futsal courts and collaborate/coordinate with partners to continue to meet the needs of the community. In addition, soccer leagues and residents have voiced interest in tournament play for soccer in the community. Learn-to-play programs and skill-building camps should be increased. The City may consider additional measures to support this type of play at Santana Park.

Zumba and Basketball also had high MPI scores indicating that access to physical spaces to participate in these activities would be beneficial to meeting the needs and desires of community members.

Nature-Based Programs

As the City expands trails and open space and considers a regional-scale nature park, it should continue to expand nature-based programs, building on the guided hike program, launched in October 2023. While outreach findings didn't show strong interest in nature interpretation, a key recreation trend is the growth of programs that connect people to nature and the outdoors (to support health and wellness). Unlike traditional environmental education/interpretation programs, these may combine active trail programs, urban camping/star gazing, tree climbing, geocaching, orienteering treasure hunts, as well as self-directed interpretive features in parks to educate residents about climate resiliency, the value of tree canopies, etc.

Youth Empowerment

A trend in equity-based programs in underserved areas is to provide more empowerment and skill-building programs for youth and young adults (e.g., teen programs, internships, youth civic participation, resume development, interview coaching, computer courses, etc.).

Mobile and Self-Directed Recreation

In built-out, park deficient cities, it may not be affordable or possible to ensure that all residents have access to a park within walking distance. Some residents without close-to-home parks will simply drive to other private or public parks and recreation facilities. From an equity standpoint, not everyone has this luxury. Corona should provide programmatic recreation opportunities—either temporary, self-directed, or staffed—in underserved areas. Examples include pop-up events, temporary parklets, mobile recreation programs, self-directed walking circuits and fitness courses, art walks, little libraries/art boxes, “thinkscapes” and other elements or activities outside of parks. The City already has a

model – Community Services On the Go, funded through the Library, to promote literacy. Services specific to mobile recreation would allow the City to expand popular programs, services, and neighborhood specific events, beyond the Circle with additional hours for field-capable staffing. The City could consider leveraging the existing part-time staff pool may be more flexible in assignment and excited to interact with the community.

Beginning vs. Advanced/Specialized/Competitive Programs

Currently the City offers many recreation programs that introduce people to new types of activities. These “learn to play” classes and activities support skill-building, socializing, and fun. Most cities find broad community benefits in supporting introductory programs to foster healthy lifestyles and lifelong learning. However, the City should distinguish between programs that offer more individualized benefits (competitive/advanced programs) vs. serve the common good. These include activities and programs such as sports leagues, intermediate or advanced sports academies and camps, athletic training, sports competitions, academic enrichment, STEM/STEAM camps, tours, and travel, etc. While it is common for park agencies to prioritize “Beginner Level Activities,” the more advanced/specialized activities typically have higher cost recovery rates and generate more revenue. Therefore, the City of Corona needs to find the right balance between beginning and advanced/competitive programs to support financially sustainability.

Partnerships

The City identified three key program partners with whom they work with most closely. The City partners with ABC Hopes, the Corona-Norco Family YMCA, and the Corona-Norco Unified School District to offer programs in adaptive recreation, aquatics, and afterschool programs. The City should consider updating and/or formalizing mutually beneficial partnership agreements that will enhance these program areas and limit the duplication of services. This would help the City to meet the needs of community members who desire more inclusive programs, school-aged childcare/enrichment, and aquatics and wellness programs and will allow the City to reallocate resources to strengthen other areas.

In addition, the City commonly joins with other local non-profits, community resources, volunteer groups, and other bodies to deliver services. (Examples include AARP Tax Aide Program and Senior Driver Safety, Feeding America food distributions, blood drives, among others.)

Adaptive Recreation Programs

Corona has limited opportunities, resources, and support for individuals with disabilities to actively engage in recreational activities and programs. Strengthening the relationship with ABC Hopes, a community-based 501c (3) organization and City identified key partner, would allow for enhanced and expanded services throughout the City. ABC Hopes specializes in adaptive recreation, fitness, and athletic programming and would be a great service partner to reach more individuals and families in the area looking for more inclusive and/or specialized recreation opportunities.

Increased Staffing, Resources and Financial Sustainability

If the City increases programs and expands or builds new facilities, it will need more City staff to organize, facilitate, and host programs and maintain facilities that will have higher use—even if partners or contract staff provide the program. When designing and operating City Park, Community Services will need a recreation manager and additional

staff to more strongly program the buildings and park to attract new users, diversify recreation programs in the city, serve more ages, and increase financial sustainability. Additional resources will be needed, as well as decisions on how to streamline or potentially divest underperforming and underutilized facilities (through lease, renovated for non-recreation uses, or other means).

Balancing Program Needs

The City will also need to define how programs, services, and amenities are offered. In the past, the City chose to take a more active cost-recovery role promoting facility rentals, however, this limited public access and available programming at these facilities. The city has only recently taken a more active role in intentionally activated free and lower cost staff-led programming to encourage residents to interact with these community facilities more fully. Clear direction and intentional balance of offerings will help staff more effectively meet residents' needs while still providing some economic recovery. Periodic survey work should be conducted to benchmark success and allow staff to keep up with community desires as needs and trends change over time.