



City of Corona Parks and Recreation Master Plan

CHAPTER 1: INTRODUCTION

The Parks and Recreation Master Plan (PRMP) provides a guide for the provision, improvement, maintenance, and funding of parks, recreation facilities, and programs in the City of Corona.

Parks and recreation facilities provide communal spaces to gather, play, and relax, creating innumerable benefits for the community, such as:

- Offering active and passive recreational areas where people can be physically active to reduce stress and improve health and mental health.
- Providing environmental and health benefits by reducing air and water pollution and mitigating urban heat.
- Fostering opportunities to socialize with neighbors and community members, sparking unique and meaningful connections.
- Supporting sports, swimming, outdoor recreation, indoor programs, community events, enrichment activities, and connections to our cultural heritage.
- Providing positive economic benefits by enhancing property values, local aesthetics, and quality of life.

Far from being a nice-to-have amenity, parks and recreation facilities are a crucial investment in the health and livability, and prosperity of our community.

The extensive parks and recreation system – integral to the success, health, and vibrancy of our city – is managed by Corona’s Community Services Department. To best position our community for success, the Community Services Department stands ready to lead citywide efforts to implement this PRMP to support an integrated and accessible park and recreation system for residents and visitors to enjoy.

PLAN PURPOSE

Since adoption of the 1989 Parks and Recreation Master Plan, the City of Corona has experienced significant shifts in demographics, recreation, development, community health, and economics that have placed complex and growing demands on the City’s park system. Fundamentally, needs have outpaced funding, creating a backlog of deferred maintenance projects and the need to prioritize funding for parks and programs over the next ten years.

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Introduction

This chapter introduces the Parks and Recreation Master Plan, planning process, and document organization.

The City of Corona’s parks and recreation facilities are representative of our safe, vibrant, and family-friendly community and instrumental to the community’s quality of life.

Using a community-driven vision to renew park infrastructure and ensure all residents have access to the vital benefits of parks, the 2023 Parks and Recreation Master Plan introduces a planning framework and investment strategy for the enhancement, maintenance, and expansion of parks and recreation facilities in Corona.

STANDARDS FOR EXCELLENCE

The PRMP investment strategy is built upon standards of excellence that were identified through a robust community engagement process. All residents should have access to parks, green spaces, and recreation opportunities that are:

- High quality to ensure a high level of excellence that adheres to national and statewide standards;
- Consistent to ensure the same level of service and experience across the city; and
- Sustainable to ensure that programs, services, natural resources, and facilities can be sustained in the short and long term.

An emphasis on access, quality, consistency, and sustainability guide the provision of park and recreation services.

PLANNING PROCESS

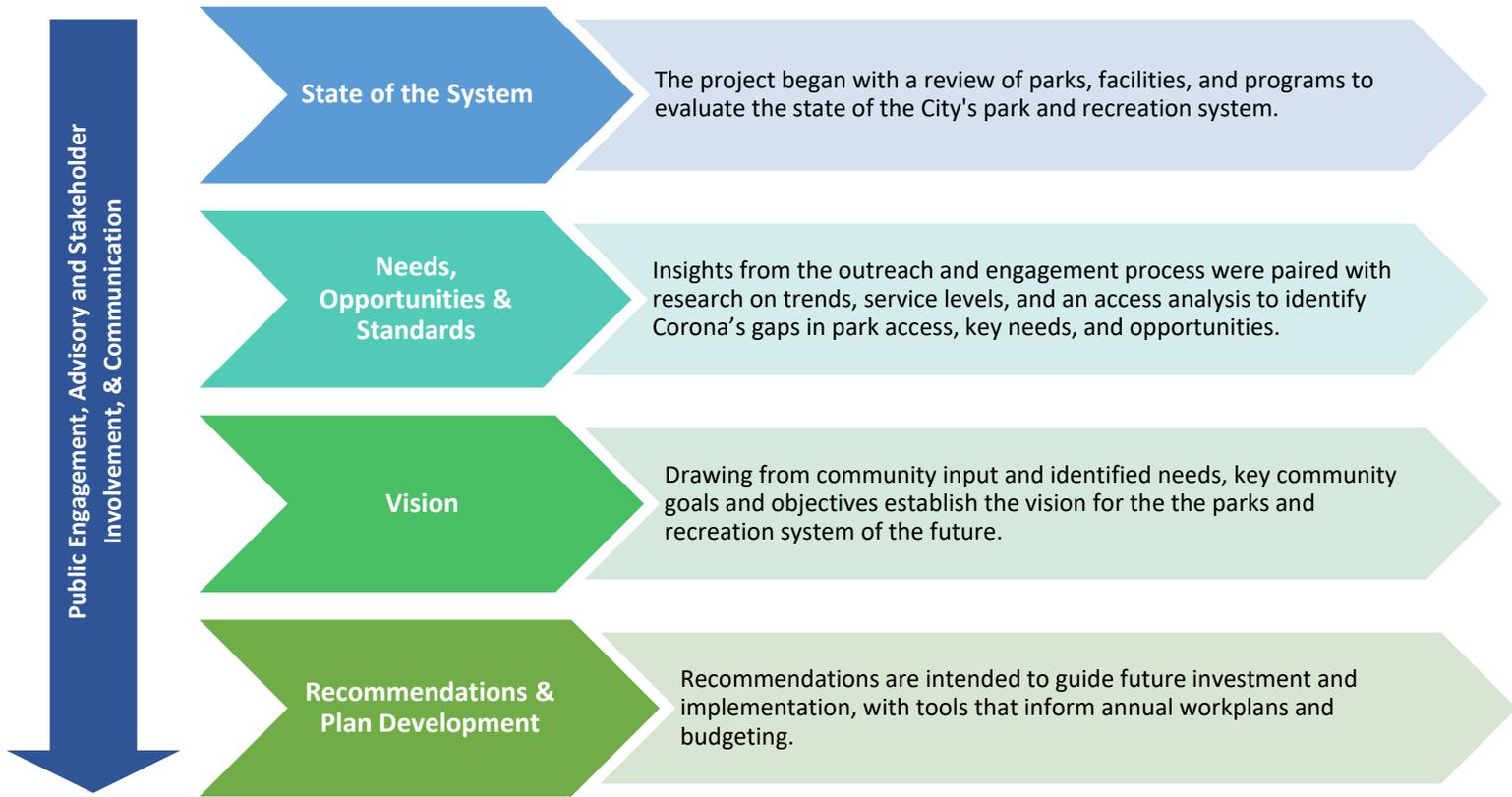
The PRMP was developed in a 1.5-year timeframe concurrently with the City of Corona Trails Master Plan Phase II and a focused site-specific Master Plan for City Park. The PRMP's development was heavily influenced by community members, stakeholders, and City leaders who provided feedback throughout the planning process.

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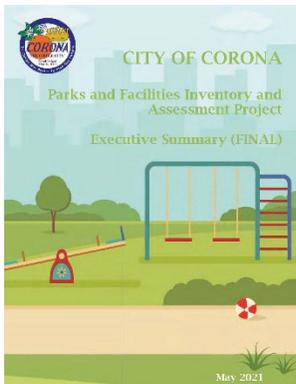
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More than 2,300 residents, the Parks and Recreation Committee, City Council, partners, stakeholders, and City staff members shared their insights and comments to help formulate the 2023 Parks and Recreation Master Plan. The outreach process included diverse activities at different times during the four-phased planning process to ensure that a wide variety of participants were involved.



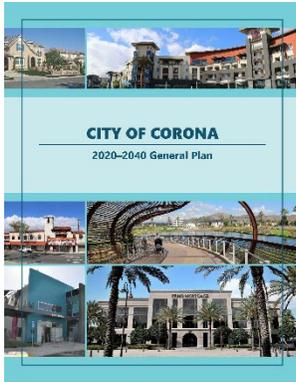
PRECEDENT PLANNING DOCUMENTS

The following plans and studies provided essential background information for the 2023 Parks and Recreation Master Plan and were considered during recommendations development:



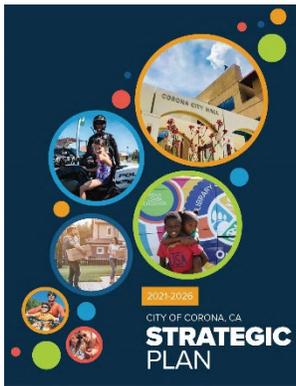
The Parks and Facilities Inventory and Assessment was completed in 2020 and consisted of site evaluations for 36 park sites, 7 buildings, and 22 playgrounds within the Corona park system. The report identifies facilities that require repair or replacement because they have reached the end of their useful life and related costs. The report and cost estimates do not include any facility upgrades desired by the community, which would require additional investment.

The PRMP's planning-level cost estimates (Chapter 5) mirror the replacement cost of individual items provided in the Parks and Facilities Inventory Assessment, supplemented by additional cost estimates that reflect the facility upgrades and new amenities recommended for the system.



The Corona 2020-2040 General Plan, last updated in 2020, serves as a “blueprint” for future planning and development decisions within Corona. The Parks, Recreation, Cultural Arts, and Education Element of the General Plan provides direction for developing and maintaining a comprehensive system of quality facilities, programs, and services. A variety of related plans and regulations implement the element’s goals and policies, including the PRMP.

The PRMP is consistent with the General Plan, taking the General Plan direction and providing additional specificity to guide implementation, as well as a more aggressive target of total parkland in the community.



The 2021-2026 City of Corona Strategic Plan provides six overall goals to guide decision-making and sets a framework of specific, measurable actions and desired outcomes to evaluate the future level of goal achievement. Parks are the foundation of the community and will play a key role in Strategic Plan goal attainment, with the development and adoption of the PRMP identified by the Strategic Plan as a major milestone.

The PRMP vision, goals, and recommendations were developed within the framework provided by the Strategic Plan.



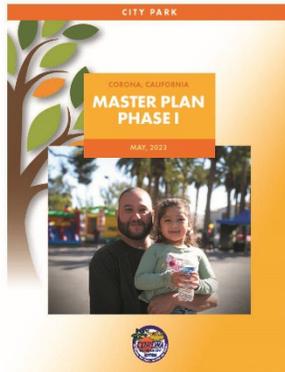
The City developed the first phase of the Trails Master Plan (TMP) in 2021. The TMP seeks to create an environmentally sensitive, inclusive, equitable, and diverse trail network that provides safe and healthy options in accessibility to Corona’s vast network of open space, with a focus on improving non-motorized travel ways throughout the community. TMP Phase II is anticipated for completion in 2024 with a focus on access to trails in the Cleveland National Forest and the Santa Ana River Trail.

The PRMP was developed in close collaboration with the Trails Master Plan Phase II. While trails-specific recommendations are focused in TMP Phase II, the PRMP includes recommendations regarding undeveloped land located near trails and trailheads to support those recommendations.



The Urban Forestry Management Plan (UFMP, adopted in 2021), represents the City’s commitment to make Corona green and inviting for all who live and visit here. The UFMP establishes guidelines and procedures for the care and protection of trees to promote the health, safety, welfare, and quality of life for all Corona residents, business owners, and visitors.

The PRMP includes recommendations that are aligned with the UFMP, to support the ongoing maintenance and care of the City’s tree canopy and meet the community’s desire for additional shade.



The City Park Master Plan Phase I, adopted in 2023, provides a vision for the future of City Park that honors its rich history, enhances the connection to the revitalized Downtown, and provides amenities and programming that will bring the community of Corona back to City Park for many generations to come.

The PRMP was developed in conjunction with the City Park Master Plan Phase I, including City Park-specific questions within community engagement, and an understanding of how this important park fits within the larger park system.

The City's last comprehensive Parks and Recreation Master Plan was completed in 1989 as a companion document to the Parks and Recreation Element of the General Plan.

Much has changed since the 1989 Parks Master Plan was adopted, including the local demographics, popular recreational activities, funding for park maintenance and development, and the philosophy towards parks and outdoor spaces. Today, Corona recognizes the need to proactively plan for the next 10 years to ensure the City is effectively utilizing park spaces and serving the needs of the community, through the 2023 PRMP.

PLAN ORGANIZATION

This plan is organized with five chapters and eight detailed appendices to provide additional information for plan implementation:

- Chapter 1: Introduction. This chapter introduces the Parks and Recreation Master Plan (PRMP) and the planning process.
- Chapter 2: Our Community. Chapter 2 provides a look at the demographics of the community and summarizes the community engagement process, highlighting the key themes and strategies used to identify community needs and desires.
- Chapter 3: Community Needs. This chapter provides a snapshot of the City, including the current (2023) inventory of parks, facilities, and programs, and identifies key needs.
- Chapter 4: Goals and Recommendations. This chapter includes the unifying vision for parks and recreation and identifies the systemwide and site-specific goals and recommendations.
- Chapter 5: Priorities and Implementation. A clear investment plan is necessary to identify a realistic approach to achieving goals and recommendations. Chapter 5 summarizes total costs of recommendations and outlines priorities through a 10-Year Action Plan and implementation strategies.

Detailed background information is provided in in the appendices to the PRMP, which include:

- Appendix A: Park, Facility, and Program Inventory This appendix provides a comprehensive listing of the parks recreation facilities, and programs that are currently provided by the Community Services Department.

- Appendix B: Park Design and Experience Observations. In May-July 2022, the City's parks were toured to identify site strengths and opportunities for improvement, especially pertaining to the user experience. This appendix summarizes observations from the park tour.
- Appendix C: Community Engagement Survey Summaries. Two surveys were conducted to identify the park and recreation needs, priorities, and preferences of the Corona community. The first survey focused on parks and outdoor recreation facilities, and the second asked questions regarding recreation programming and needs for indoor recreation spaces. The results of the surveys, including responses to open-ended questions, are included in Appendix C.
- Appendix D: Design and Development Guidelines. These guidelines provide direction for park acquisition, design, development, and renovation. General systemwide guidelines are presented first, followed by guidelines for each park classification.
- Appendix E: Recommendations. This appendix summarizes all recommended capital projects that are needed to augment the park and recreation system, either at specific park sites or throughout the park system. In addition to capital projects, it notes the anticipated level of maintenance needed to sustain parks and facilities after implementation.
- Appendix F: Financial Sustainability Strategy. This appendix introduces a new Financial Sustainability Strategy to guide the cost recovery rates for all recreation programs and services. Created through a series of work sessions with Community Services Department staff and the Parks and Recreation Commission, the strategy defines the baseline measurement of the cost of providing services, recommendations for the appropriate levels of service subsidies, and a new fee philosophy.
- Appendix G: Programs and Facilities Analysis. This appendix includes an evaluation of the City's recreation programs and activities, identifying gaps in service and opportunities to better utilize existing facilities and enhance the provision of programs in Corona.
- Appendix I: Costs. This appendix introduces the planning-level cost estimates associated with PRMP recommendations for existing parks and potential future park sites. It explains how capital and operations costs were calculated for the PRMP.



City of Corona Parks and Recreation Master Plan

Chapter 2: Our Community

Parks and recreation are central to ensuring a high quality of life in Corona. Whether walking through a park, biking the Santa Ana River Trail, taking a yoga class at the Senior Center, playing baseball at Butterfield Park, enjoying summer concerts at Santana Park, or participating a variety of other activities, community members value the opportunities Corona provides to be active every day. This chapter summarizes local demographics and input received through the community engagement process to help understand community needs for parks, recreation facilities, and programs.

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Our Community

This chapter includes background and context about the community of Corona and the park priorities identified through the community engagement process.

The input of diverse residents and stakeholders from across the City ensures that the Parks and Recreation Master Plan reflects community needs.

Demographic Snapshot

Corona is a thriving community located in the northwestern corner of Riverside County, nestled between the Cleveland National Forest to the west and Lake Mathews Estelle Mountain Reserve to the east. Corona was founded during the height of the Southern California citrus boom in 1886 and remained a largely agricultural community until the 1970s. In the early 20th century, Corona was known as the lemon capital of the world.

In the present day, Corona continues to grow and evolve, offering a thriving business environment for industry and commerce, sought-after schools, recreational opportunities, historic/cultural amenities, and a high quality of life.

Corona's Population

Corona has a diverse population that is passionate about their community and the community's well-being.

Total Population

In 2020, with a population of 157,136 residents, Corona is the third most populous city in Riverside County. Since 1990, the City's total population has more than doubled, and it continues to grow. The City is projected to reach a population of approximately 166,833 people by 2033.¹ This growth will increase demands on parks and facilities and will likely increase use and maintenance needs.

Age

More than a quarter (29 percent) of Corona's population are youth under the age of 19. At the same time, the 65+ year-old population is increasing. Based on the age composition of the community, parks and facilities will need to accommodate both a large youth population as well as aging residents, ensuring inclusivity across all ages.

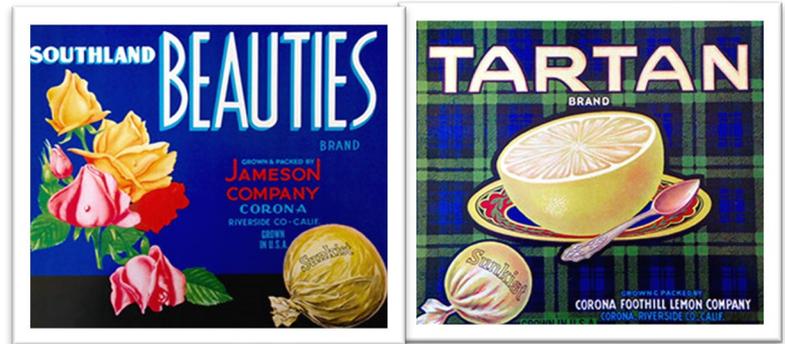
Racial Diversity

The City of Corona is truly diverse, with more than two-thirds of the population identifying as nonwhite, and nearly half (48 percent) of residents identifying as Hispanic or Latino. This diversity should be reflected in the look and feel of parks and facilities, as well as in the variety of events and programs offered to ensure that these reflect local communities.

Language

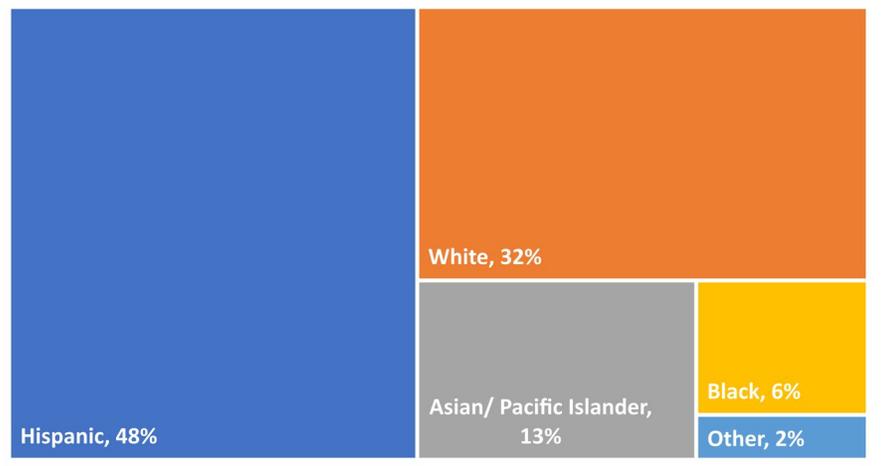
Nearly half (49 percent) of Corona residents speak a language other than English, with Spanish, Asian and Pacific Island languages being the most common. Wayfinding, signage, programming, promotional materials, and communications should acknowledge and/or reflect the predominant languages spoken in the community.

GRAPHIC LAYOUT: SIDEBAR



"By 1913 Corona shipped more fruit than any other town in Southern California. In 1961 citrus was still considered the backbone of Corona's economy, and the largest source of revenue. In that year citrus covered 7500 acres." -- Corona Historic Preservation Society

Figure 2-1: Racial Diversity



¹ City of Corona 2020-2040 General Plan Environmental Impact Report.

Education

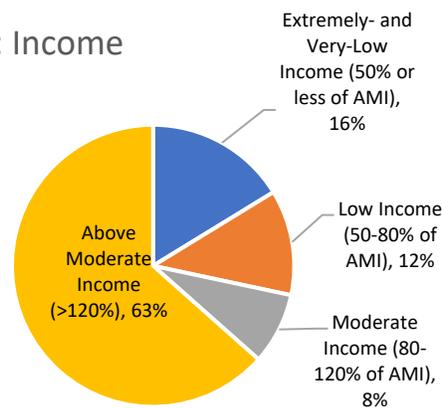
Most Corona residents are high school graduates or have a higher level of education, but only 30 percent have a bachelor’s degree or other advanced degree. Parks and recreational programs and facilities can support interests in lifelong learning and extend learning options for students, which help sustain and increase educational success.

Income

The 2022 American Community Survey estimates a median income in Corona of \$99,953, with nearly one-third of the community earning low and moderate incomes, when compared to the median income for Riverside County. While most Corona residents would be able to pay full market rates for leisure and entertainment opportunities, there is a need to ensure parks and recreation services are affordable and accessible to lower-income residents. Barriers to

access may include price/fees, the absence of childcare, travel distance, transportation needs, accessibility via walking/biking, lack of leisure time, and cultural factors such as language, service representation, and access where these cross over with income disparities.

Figure 2-2: Income



Housing Composition and Density

Corona is largely defined by its suburban environment. Two-thirds of all occupied housing units are single-family homes. Certain areas of the community have higher density residential development such as apartments and other types of multi-family housing. These areas likely place greater demands on some types of parks and recreation services (on a per-acre basis) than areas with fewer residents or less dense development.

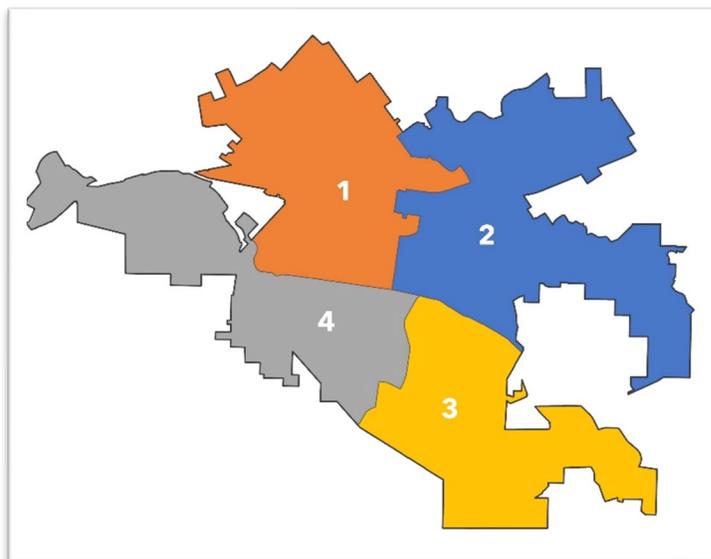
Corona’s Quadrants

To provide a more detailed comparison and deeper analysis of unique needs within the community, the geography of Corona was divided into quadrants based on Census block groups, with major streets functioning as the dividing lines. This approach allows for a comparison of demographics and socioeconomic factors in different areas of the community as well as geographic comparisons of park access.

Demographic Snapshot by Quadrant

Different parts of Corona vary dramatically in terms of demographics, amenities, and physical characteristics and structure. An analysis of demographics by quadrant reveals the following:

Figure 2-3: Quadrant Analysis



- **Population:** The most populated quadrant is Quadrant 1, with approximately a third of the City's population.
- **Population Density:** Population density is highest in Quadrant 1 and lowest in Quadrant 3. The quadrants vary significantly in land use, with some quadrants having significantly more commercial or industrial uses, some with more undeveloped land, and some with mixed levels of residential and other development. For example, Quadrant 2 has many higher-density areas, but this is counter-balanced by undeveloped land east of I-15.
- **Poverty:** Poverty rates are highest in Quadrants 1 and 2—more than double the rates of Quadrants 3 and 4.
- **Race and Ethnicity:** Quadrants 1 and 2 have a higher proportion of Non-White and Hispanic/Latino residents than Quadrants 3 and 4.
- **Tenure:** Quadrants 1 and 2 have more than double the proportion of renter households when compared to Quadrants 3 and 4.
- **Youth:** Quadrants 1 and 2 have a higher proportion of the City's young children and teenagers than Quadrants 3 and 4.

Table 2-1 summarizes demographic data by quadrant, recognizing that the land area in Quadrant 1 is substantially larger than the other quadrants. This information, however, is useful to compare to the City's park and recreation resources in each quadrant (Chapter 3) to identify unique community needs.

Table 2-1: Demographics by Quadrant

Characteristics	Quadrant				Total
	1	2	3	4	
Size (Sq. Miles)	9.6	12.4	8.7	9.2	40
Population ¹	50,382	45,039	26,237	35,478	157,136
Population Density (Residents/ Sq. Miles) ²	5,205	3,620	2,999	3,877	3,926
% Families with Incomes Below Poverty Level	10%	10%	4%	4%	8%
% Non-White, Hispanic/Latino Population	77%	75%	56%	56%	69%
% Renter Households	49%	41%	15%	21%	35%
% All City Residents 0-9 years of age	37%	29%	13%	21%	100%
% All City Residents 10-17 years of age	31%	30%	18%	21%	100%

Source: City of Corona, 2022; U.S. Census Bureau 2020 Census; U.S. Census Bureau 2017-2021 American Community Survey

Notes:

(1) 2020 population of 157,136 residents is the latest available data at the Census block level and provides the most accurate population count for the City that can allow for quadrant level estimates. This estimate is similar to the most recent, 2022, population estimates from the California Department of Finance (156,778).

(2) Population and housing estimates sourced from the 2020 Census data, the latest available at the Census block level. Poverty, race/ethnicity, tenure, and age data is sourced from the 2017-2021 American Community Survey at the block group level.

Community Voices

To ensure the PRMP reflects the unique priorities and preferences of the community, residents, visitors, key stakeholders, and City leaders were invited to share their insights on parks and recreation needs. Plan development is influenced by the collective voices and wisdom of the community, while also recognizing the value and power of diverse individual voices so that the park and recreation system offers something for everyone.

Engagement Process

The community engagement process was predicated on the understanding that hearing from residents with diverse backgrounds and experiences leads to more innovative ideas, better decisions, and greater public support of outcomes. The process encouraged community members to be actively involved in the planning effort and was designed to:

- Educate and inform community members through meaningful engagement regarding the Corona Parks and Recreation Master Plan process.
- Identify key stakeholders and Master Plan champions, working in partnership to ensure participation in the process.
- Solicit input to identify park and recreation needs and priorities from a cross-section of audiences and key stakeholders throughout the community (including people of varying ages, gender identities, socioeconomic status, language, racial and ethnic backgrounds, dis/abilities, place of residency, etc.)
- Ensure equitable access to resources by providing a variety of engagement options (time, location, language).
- Demonstrate transparency through open and ongoing interaction with the community throughout the project and clear communication about how public input will be incorporated into the PRMP.

Outreach was conducted in both English and Spanish, digital and in person. In addition to the City’s social media, email, and in-person outreach, local advocates shared surveys broadly within their networks to increase the reach.

The community participation process for the PRMP began with conversations with community members, especially youth, during the summer of 2022 through the “My Wish for Corona Parks” campaign, followed by interviews with key community leaders, and two surveys that were broadcast broadly throughout local parks and the community. This engagement process provides a valuable cross reference of input to understand community needs. It was also supplemented through ongoing meetings and work sessions with the Parks and Recreation Commission, City Council, and staff to ensure the plan is representative of the community.

GRAPHIC LAYOUT: SIDEBAR

Engagement Participation

- 134 participants in the My Wish for Corona Parks activity
- 1,347 participants in the Parks Needs Survey
- 892 participants in the Programs Needs Survey
- 13 participants from recreation stakeholder groups
- 6 meetings with the Parks and Recreation Commission

My Wish for Corona Parks

The “My Wish for Corona Parks” engagement activity was an open-ended, interactive activity intended to collect ideas from community members of all ages about the future of Corona parks. Offered at a variety of citywide pop-up events in summer 2022, a total of 134 community members completed paper and online versions of the activity. Respondents used words and drawings to share their ideas.

Key Leader Interviews

In July 2022, Corona's Mayor, City Councilmembers, Parks & Recreation Commissioners, and City Manager participated in interviews led by MIG to gather their perspectives on the City's park and recreation priorities to guide the planning process.

Needs Survey

To collect input on community members' recreation needs, concerns, and preferences, a survey was conducted over the course of two months during fall of 2022. To reach existing park users, signs with QR codes were manufactured and installed at all community parks. In addition, the survey was distributed broadly on social media and distributed at City pop-ups during community events. A total of 1,347 responses from community members were collected. (Appendix C includes additional detail on the results of this survey.)

Recreation Key Partner Interviews and Surveys

To learn more specifically about recreation programs, representatives from ABC Hopes, Corona-Norco Unified School District (CNUSD), and the Corona-Norco Family YMCA (YMCA) participated in interviews led by MIG. Participants discussed programming and facility needs as well as current and future relationships with the City. In addition, representatives from the pickleball community participated in meetings with MIG and City staff to discuss key needs, desired improvements, and locations for potential pickleball courts. The City also distributed a survey to local sports group representatives to provide feedback on needs and opportunities for fields and their respective sports leagues.

Recreation Programs Survey

In October 2023, a second survey was distributed throughout the community to address community desires for recreation programming and needs for indoor recreation spaces. The survey was available for two and a half weeks and was distributed online with printed copies available at the Corona Senior Center. A total of 892 people responded to the survey, providing insights on desired activities, amenities, and perceptions of affordability of programs and services. (Appendix C includes additional detail on the results of this survey.)

Recreation Programs 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.

Parks and Recreation Commission Meetings

The Parks and Recreation Commission acted as the advisory group for the PRMP, providing input about key needs in the community, regular check-ins regarding community engagement and key themes, and a thorough review of each component the Draft PRMP as it was developed. Over six meetings, open to the public, the Parks and Recreation Commission advocated for the best parks and recreation opportunities for Corona residents and provided formative guidance on the PRMP.

Financial Sustainability Work Sessions (Staff and Parks and Recreation Commission)

A critical component of the Corona Parks and Recreation Master Plan is the development of a financial sustainability strategy for recreation services. The City received guidance from 110%, a consulting firm that works specifically with city departments to refine their park and recreation

programming costs of services, on this component of the project. As part of this process, 110% worked for more than 50 hours with Community Services Department staff to collect and analyze data and historical information on Department revenues and expenditures and attributing unique expenses to individual services. In addition, 110% led multiple workshops and work sessions with both staff and the Parks and Recreation Commission to discuss the financial sustainability philosophy, service category identification, beneficiary of service identification, the findings from the cost-of-service analysis, and goal setting for the future. Each of these workshops and work sessions served as checkpoints in the process for staff and Commissioners to help define the policy and cost recovery goals shared here.

City Council Meetings

A key component of the City Council's Strategic Plan is implementation of a Parks and Recreation Master Plan to guide decision making and investment in the future. The City Council was involved throughout development of the PRMP at key touchpoints, with three public meetings where they provided direction on desired project outcomes, input on the engagement process, and review of preliminary findings. The City Council will review the PRMP in a study session prior to consideration for adoption.

Community Engagement Themes and Key Take-Aways

This rich and robust community engagement process yielded a variety of needs, ideas, and priorities for specific parks and well as for park and recreation opportunities in general. While many topics arose across the multiple engagement activities, a few key themes emerged as important to the future of parks for Corona residents. This is not an exhaustive list of all feedback but shows cross cutting themes from the surveys, My Wish activity, Parks and Recreation Commission meetings, and stakeholder meetings and surveys. Along with findings from the technical analysis, these priorities and needs helped guide the development of recommendations in Chapter 4 of the PRMP.

Existing Park Improvements

Enhancing the quality, maintenance, and comfort of the City's existing parks and facilities is a top priority for Corona residents.

Repairs, Renovation, and Maintenance

Top investment priorities identified by engagement participants include improving existing parks, specifically repairing worn and aging park features. To do this effectively, outreach findings suggested that the City should increase park maintenance and replace facilities at the end of their usable life cycle. Improved maintenance, such as little pickup and facility cleaning, is desired, as well as repair of broken features, particularly in play areas and restrooms.

Comfort and Function

Residents throughout the engagement process described the need to make parks more comfortable to increase use. This desire was largely focused on the need to provide additional shade either through additional tree canopy or shade sails and structures, especially over play areas and any adjacent seating areas. In addition, residents requested additional lighting to enhance recreation in the



Shade please!!

– Parks Needs Survey

evening hours, additional seating, and other amenities such as trash cans and dog waste dispensers.

Safety

Corona community members value safe, clean, and welcoming park facilities for all. Residents identified the need for additional lighting and activation at park facilities. Monitoring and enforcement of park rules was identified as important, which can be implemented through the park ranger program. In addition, keeping parks well maintained will make them more inviting and increase the sense of safety.

More/Greater Variety of Recreation Opportunities

Corona residents desire a variety of recreation activities and experiences in their parks, including places to exercise, play sports, connect to nature, and play with friends and family. More unique play features are needed, including nature play, water play, and destination play areas. Residents also note the need for more and more diverse sport courts options, dog play areas, and outdoor fitness equipment as well as opportunities and activities tailored toward older children and teens, which could include challenge elements such as climbing walls, bike skills courses, and zip lines. There is strong interest in the provision of more facilities that support self-directed recreation activities, with a high priority on walking and cycling, as well as facilities, programs, and events to support social gathering and intergenerational activities. The community also discussed improvements at City Park, with a desire for an enhanced aquatic center and outdoor space for events and festivals. The community sees City Park as a valuable recreation amenity for the community. Enhancing recreation and gathering opportunities, along with addressing safety concerns, is a priority for survey respondents at City Park.

Equitable Access to Quality Park and Recreation Services

Corona community members shared that not all areas of the city have equal access to parks. Some areas of the city have been described as older (with correspondingly older parks and facilities), and less access to high-quality amenities. Input from residents indicates that these areas should be prioritized for enhanced maintenance, replacement of facilities, and additional improvements.

More programming activities & events geared toward teens (13-18)

-Programs Needs Survey

In addition, residents noted the need for more opportunities for a variety of ages and abilities to participate in recreational activities. Identifying and providing facilities, amenities, and programming that are intentionally tailored to serve a variety of different ages, abilities, backgrounds, and interests can help to reach these communities that may not have been planned for in the past.

Community Culture and Identity

Residents are proud of their community and want to have their parks and park programs reflect Corona's rich history, culture,

"More safety checks at parks to make families feel safe" – *Parks Needs Survey*

vibrancy, and diverse community. Community identity can be reflected through Corona's parks, recreation programs and events – such as unique, themed, contextualized playground design and special events.

Dynamic Programming

Having a variety of programming and events is a top priority of Corona residents. Outreach findings indicate that residents relish the special events for which the community is known, and desire more and a greater variety of programming options, including more active programming, sports, and fitness programs (at a variety of levels) to support community health and wellbeing. Residents would also like to see more programming to support cooking skills and the arts, as well as outdoor-based activities. Residents also noted a desire for family-friendly recreation programs and events that appeal to people of all ages.

Partnerships

Corona has existing community-based, youth, civic, and business organizations that have strong and trusted relationships within the community. The City works with many of these groups. Community comments suggested that existing partnerships can be strengthened to ensure mutual, reciprocal benefit, and new partnerships could be explored to embrace efficiency and community building.



City of Corona Parks and Recreation Master Plan

Chapter 3: Community Needs

Corona is a diverse, family-friendly community, where playing sports and enjoying barbecues are great ways to spend a day at the park. As the City has grown more diverse, sports and recreation preferences are evolving, and new amenities and activities are popping up in parks. To understand park needs, this chapter provides a status report on the park system, building on the community input provided with mapping and data-driven analysis to provide insights into needs and opportunities.

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Community Needs

This chapter provides a snapshot of the City’s park system, including the current (2023) inventory of parks, facilities, and programs, and evaluates the distribution of parks, park deficiencies, and areas of greatest needs.

Building on the community engagement results summarized in Chapter 2, this chapter adds an analysis layer to gauge needs against best practices, national trends, and the local context.

Park System Snapshot

Corona parks and recreation facilities are diverse in function and character, offering passive and active opportunities for people of different ages and interests. They range in scale of development, with some that are heavily developed, others more natural. In total, Corona owns and/or manages 46 developed parks/sites that total approximately 380 acres. In addition, the

GRAPHIC LAYOUT: SIDEBAR

General Terms

The following general terms apply to parks and recreation features managed by Corona’s Community Services Department.

Parks or Parkland describe City-owned or managed sites that support recreation, social gathering, and greenspace.

Recreation Facilities are developed outdoor or indoor elements that provide recreation opportunities in parks. Examples include playgrounds, sports courts and fields, and gyms.

Park Amenities are support features that facilitate the comfort, functionality, and use of parks. These include elements such as restrooms, parking lots, benches, etc.

Trails are a type of recreation and non-motorized transportation facility that can be developed within parks or open space areas, or even in street rights of ways. Trails in Corona are part of the bike and pedestrian system that is addressed in the Trails Master Plan, Phase I and Phase II.

Other types of parks, greenspace, and recreation areas exist in Corona and include natural resource areas owned by other public entities and recreation sites owned and managed by private entities such as country clubs and Homeowner’s Associations. There are 107 HOAs in Corona with a variety of private amenities, including 18 parks ranging 0.22 acres (smallest) to 5.28 acres (largest).

City holds in reserve just under 330 acres of undeveloped parkland set aside for future park development and use. The City of Corona’s park and recreation system collectively refers to the City’s recreation spaces, infrastructure, and resources that are managed, maintained, and programmed by the Community Services Department for recreation or park use (excluding trails). The complete, existing (2023) park system and facility inventory is presented in Appendix A, including a map of existing parks and facilities.

Park Inventory and Classifications

The City of Corona classifies and categorizes parks to distinguish them by their function. Classifications consider site size, use, service area, as well as available amenities and facilities. Corona’s parks are classified in seven categories. This categorization helps the City make decisions about development, improvements, park maintenance and programming based on the intent and level of use for each park site.

INSERT PICTURE

Citywide Parks

Citywide parks provide major recreation facilities, event space, and cultural venues intended to serve as citywide destinations for events, programs, and activities. These sites attract visitors from across the entire city and potentially beyond.

INSERT PICTURE

Community Parks

Community Parks are mid-size parks that support sports, specialized facilities, group gatherings, and programmable space for several neighborhoods or a portion of the city.

INSERT PICTURE

Neighborhood Parks – Multi-Use

Neighborhood Parks (Multi-Use) are smaller parks with a mix of greenspace, play space, active recreation space, and neighborhood gathering space that are intended to serve residents in the surrounding neighborhood within walking or biking distance.

INSERT PICTURE

Neighborhood Parks – Basic

Neighborhood Parks (Basic) are smaller parks intended to provide essential recreation options and greenspace to residents in the surrounding neighborhood within walking or biking distance.

INSERT PICTURE

Pocket Parks

Pocket Parks are micro-sized greenspaces that typically are less than one acre in size and support community aesthetics and passive uses.

Special Use Sites

Special Use Sites are stand-alone or single-purpose sites that support unique recreation opportunities or specialized recreation facilities serving all or part of the Corona community.

INSERT PICTURE

INSERT PICTURE

Undeveloped Parkland

Undeveloped Parkland are unimproved City-owned properties being held for future park development and recreation use, which may or may not allow current park access.

Table 3-2: Existing Parkland by Classification

Park Type	# Sites	Total Acreage	Examples
Citywide Parks ¹	4	137	<ul style="list-style-type: none"> Butterfield Park Santana Park
Community Parks	4	68	<ul style="list-style-type: none"> Citrus Park Promenade Park
Neighborhood Parks – Multi-Use	13	83	<ul style="list-style-type: none"> Brentwood Park Ontario Park Village Park
Neighborhood Parks – Basic	11	52	<ul style="list-style-type: none"> Border Park Rimpau Park Tehachapi Park
Pocket Parks	3	0.6	<ul style="list-style-type: none"> Contreras Park
Special Use Sites	11	39	<ul style="list-style-type: none"> Auburndale Park Corona Senior Center Historic Civic Center
Undeveloped Parkland	6	328	<ul style="list-style-type: none"> Skyline Site Lemon Heights Detention Basin
Total	52	709	

(1) Citywide Parks include El Cerrito Sports Park, which is a County-owned site maintained by the City through a long-term lease agreement.

Programs and Facilities Snapshot

Programs

The Community Services Department is charged with providing a wide range of recreation programs and community services, including after-school programs, summer programs, childcare, community classes for all ages, and senior enrichment. The Community Services Department also organizes and hosts treasured community events, such as the annual Fourth of July celebration. Table 3-3 provides a snapshot of the City’s program service areas and support services. 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. Appendix G provides additional details on the programs, services, and facilities operated by the Community Services Department.

Table 3-3: Corona Programs and Support Services

Program Service Areas	Support Services
Adaptive Recreation	Facility Operations
Adult & Senior	Maintenance
After School	Program/Event Support (Set Up & Clean Up)
Aquatics	Social Media
Arts & Culture	Communications
Camps	Registration and Program Support
Early Childhood	
Enrichment	
Events	
Health & Fitness	
Library Programs*	
Rentals/Reservations	
Sports (Youth & Adults)	
STEM & Innovation	
Volunteerism	

*The Corona Library is operated and programmed separately by the Community Services Department through the Library Division. While noted here for reference, it is not considered to be a recreation program service area.

Major Facilities

Corona has 15 major facilities within its inventory. Major facilities are defined as buildings and pools that require some degree of staffing and operations (see also Appendix A, Table A-2, and Table 3-4 below). These major facilities are operated in a somewhat piecemeal fashion, largely due to the fact that they were not original designed and built for comprehensive recreation programming use. Currently, not all are programmed for recreation. Some are used primarily as office space or rental space. While largely located in the northern portion of the city, these facilities include many smaller, separate buildings, , which reduces efficiencies.

Table 3-4: Major Facilities, Operators, Quadrants, and Uses

Major Facilities	Quadrant	Building Use
City-Operated for Recreation		
Brentwood Center	1	Programmed by contract staff for a single use
Circle City Center	1	Programmed by City staff, contract staff, and community rentals/reservations
Corona Senior Center	1	Programmed by City staff and contract staff
Auburndale Community Center	1	Primarily used by staff for office space
Historic Civic Center Gym*	1	Programmed by City staff and contract staff

Table 3-4: Major Facilities, Operators, Quadrants, and Uses

Major Facilities	Quadrant	Building Use
Historic Civic Center Auditorium/Theater & Community Room	1	Programmed by City staff and contract staff
Victoria Park Community Center	1	Used for community rentals or reservations
Vicentia Activity Center (VAC)	1	Programmed by City staff
Leased to Others		
Auburndale Swimming Pool	1	Programmed by other recreation providers.
Historic Civic Center (HCC)	1	Leased to partners for office/training space.
River Road Community Center	1	Programmed by other recreation providers.
YMCA Youth Center at Merrill (PAL Building)	2	Programmed by other recreation providers.
YMCA Training Center (Scout Building)	1	Leased to partners for office/training space.
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 Needs

The Corona community desires a great parks system that incorporates parkland, trails, recreation facilities, programs, and events. However, the investment needed to provide everything desired is cost prohibitive. Corona sought input from the public, key stakeholders, and partners to identify ways to improve, enhance and invest in parks, recreation facilities, trails, programs, and events. Guided by community priorities, the PRMP identifies needs for future investments in renovated parks and facilities, new parkland, recreation programs, park maintenance and stewardship, and the services provided by Corona Community Services Department. As part of the Master Plan development process, a technical analysis was conducted of Corona's park land, facilities, and programs to help cross-check outreach findings with a data-driven analysis of needs.

Park Condition and Experience

The variety of recreation opportunities, condition and accessibility of parks impact whether and how often people use them. High quality parks and recreation facilities contribute significantly to the overall well-being of the community. The presence of features such as shade, cleanliness of park grounds and restroom facilities, along with perceptions of safety are key factors shaping how and when the community uses the City's facilities.

Detailed park evaluations were conducted as part of the PRMP process to document existing conditions and identify potential opportunities for improvement. Figure Map 3-1: Park Experiences summarizes assessment results by criteria and park locations. Appendix B provides additional detail. The evaluations identified several sites that can and should be improved.

GRAPHIC LAYOUT: SIDEBAR

HOW DO OUR PARKS MEASURE UP?

As part of the PRMP development process, the City's park system was assessed to identify strengths and challenges, including operations and user experience.

To measure key attributes of the different parks, a qualitative scoring system composed of five key categories was developed:

- Safety
- Comfort
- Connections
- Identity/Character
- Fun/Varied Recreation

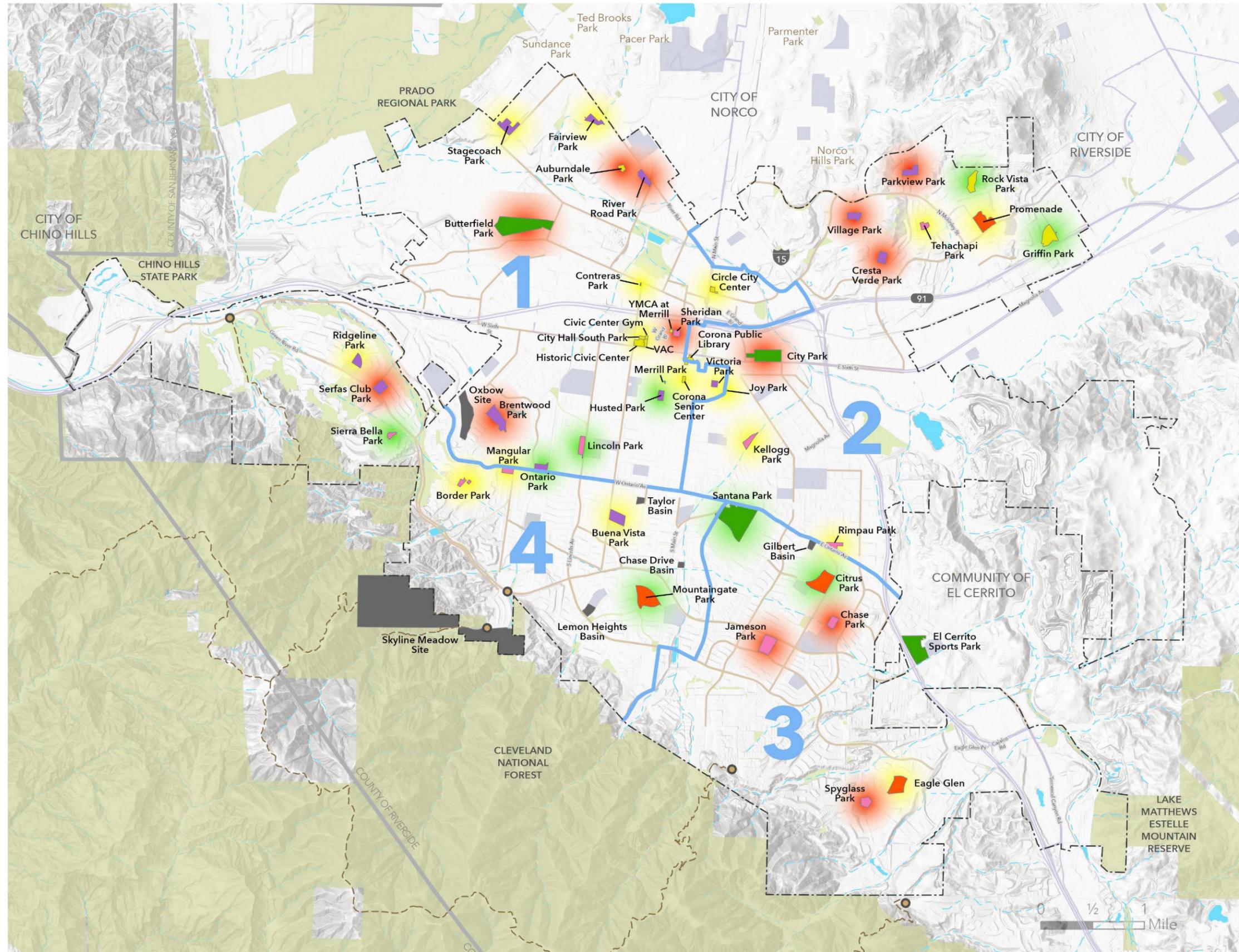
Each category included four evaluation criteria which were scored on a scale from two to ten, with ten being the highest.

Key Takeaways:

The highest and lowest park rating scores are distributed evenly among the quadrants. However, low-scoring parks are overrepresented in Quadrants 1 and 2 and high-scoring parks are underrepresented in those areas. These comparisons show that there is a disparity in park experiences for residents in different parts of Corona.



Map 3-1 Park Experience Assessment Results



- City of Corona Parks**
- Citywide Park
 - Community Park
 - Neighborhood Park - Multi-Use
 - Neighborhood Park - Basic
 - Pocket Park
 - Special Use Site
 - Undeveloped Parkland

- Park Experience Score**
- Low (0 - 5.9)
 - Moderate (6 - 6.6)
 - High (6.7+)

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



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Park Design and Experience Assessment Findings

	<p>Do Parks Feel Safe?</p> <ul style="list-style-type: none"> • Are there good visibility/sight lines to and through the park? • Is the park relatively clean and free of vandalism? • Does the park have adequate lighting? • Do structures and/or amenities appear to be in good working order? 	<p>While certain sites could use additional repairs and enhancements to make them more interesting, overall, amenities in Corona’s parks are in working order. Most parks in Corona are equipped with adequate or better lighting than average both at a pedestrian level as well as in parking areas. Most parks, with a few notable exceptions, are well kept and free of vandalism.</p>
	<p>Do Parks Feel Comfortable?</p> <ul style="list-style-type: none"> • Is there a covered area or shade? • Are there places to rest/sit? • Are there appropriate support amenities (trash cans, restrooms, drinking fountains, bike racks that depend on park type)? • Are there attractive features and landscaping? 	<p>Most parks in Corona provide adequate seating given the park type, although parks that serve more people could generally use more seating. However, shading for benches, park seating, picnic areas, and play areas is consistently lacking. Many parks provided adequate support amenities (e.g., restrooms, drinking fountains, bike racks, etc.), but several parks provided facilities that were not in working order. Sports fields conditions suggest a need for field rest to recuperate after prolonged use.</p>
	<p>Do Parks Have Good Connections?</p> <ul style="list-style-type: none"> • Is the park well connected to the surrounding neighborhood? • Does the park have welcoming entries? • Is the park relatively easy to find from the adjacent street or trail? • Are adjacent uses appropriate to support park use? 	<p>Overall, parks provide adequate connections to the surrounding areas appropriate to most park types. A few parks were noted to obstruct neighborhood connections (e.g., a park with a permanent fence without a pedestrian gate) or otherwise lack connection to the nearby community.</p>
	<p>Do Parks Present an Identity/Character?</p> <ul style="list-style-type: none"> • Does the park reflect the community character? • Does the park have unique landscaping or natural features? • Does the park include a clear design theme/brand/color palette or have quality design features that are unique/customized to this park? • Does the park incorporate sustainability? 	<p>Park identity and character scored the lowest of all categories in the assessment. A clearly defined design theme is not apparent at most parks. In general, Corona’s parks rely on standard landscaping such as trees and turf with few unique landscape or natural features, and playgrounds and other recreation features do not match or support a larger design theme for the park. The City may consider expanding art installations and consider ways to make obvious community and cultural connections.</p>

 <h3>Fun/Variied Recreation</h3> <ul style="list-style-type: none"> • Does the park have a wide variety of recreation opportunities for the park type? • Are there recreational amenities that are unique to this park? • Are there appropriate active and passive recreation options, based on the park type? • Is the park flexible in different types of programming? 	<p>Most parks provide a decent balance of active and passive recreation options by park type, and ample open space is available. However, most parks lack recreational variety and unique recreation amenities to create a unique theme/destination for that park.</p>
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Maintenance/Deferred Maintenance

Due to the size of the City’s park and recreation system, there is a heavy maintenance workload that requires substantial resources. In the past, the City of Corona has lacked sufficient funding and staffing to fully maintain, repair, replace, and/or update aging and worn amenities, facilities, and landscaping in parks. This creates what is referred to as “deferred maintenance backlog” that must be addressed in two complementary ways:

- **Maintenance:** Additional resources must be spent on routine and preventive maintenance, including minor repairs where needed.
- **Capital Investment:** A larger investment is warranted to replace amenities and facilities in poor condition or at the end of their lifecycles. This investment includes addressing deferred maintenance needs that have grown to the point where capital replacement is needed. Looking forward, it also includes careful future asset management planning as current facilities continue to age.

The 2020 Park and Facilities Inventory Assessment, conducted prior to the PRMP update commenced, completed site evaluations for 36 park sites, 7 buildings, and 22 playgrounds within the Corona park system. The Assessment looked both the physical condition of the parks facilities as well as compliance with ADA regulations. All facilities were rated as being in fair to good condition.

Key Takeaways:

Existing deferred maintenance issues must be addressed through facility rehabilitation and in some cases facility replacement. Over the next ten-years, significant investments will be required, totaling over \$46 million (as determined in the 2020 Assessment). The 2020 Park and Facilities Inventory Assessment provides a useful starting point but does not address additional costs associated with a higher level of amenities or different facilities that may be warranted at an individual site.

Accessibility Findings

As part of the 2020 Park and Facilities Inventory Assessment, all parks were assessed for compliance with the Americans with Disabilities Act (ADA) and are in the process of being improved over the course of a five-year period. Planned improvements were classified into categories for the purpose of prioritizing the improvements, with a total estimated improvement cost of \$1.2 million:

- *Priority 1:* Accessible van and car parking; approach and entrances (\$814,705)
- *Priority 2:* Accessible route/path of travel (\$105,442)
- *Priority 3:* Restroom facilities (\$201,586)
- *Priority 4:* Access to all other features and amenities (\$86,079)
- *Priority 5:* Employee-only areas (\$24,243)

Key Takeaways:

The systematic completion of ADA compliance upgrades is necessary, with implementation based on the priority categories identified.

Park Access and Gaps

Parks planning addresses several key questions that help identify how and where to allocate city resources. What types of parks, facilities and programs are needed to respond to evolving community needs over the next ten years? Where are parks, facilities, and programs most needed? Which investments will make the most impact? Who is missing from the planning conversation? Cities are not built all at once, but grow over time in a non-linear, overlapping structure. Neighborhood histories, development trends, politics, real estate economics, city financing mechanisms, and lack of developable land all affect the size, number, and quality of parks and facilities within a city. To adjust for this wide array of factors, it is important to create standards and measurement tools to assess the adequacy of a city's park system. These tools allow the City to more consistently allocate resources to deliver safe, clean, and welcoming parks with meaningful program options for diverse communities.

Park Access

Research shows that park proximity improves park use and increases health benefits. For this reason, many cities— including Corona—strive to provide quality parks within walking distance of all residents.

A park access analysis identified areas where residents have access to park land within a ½-mile walk. The ½-mile travel distance equates to approximately a 10-minute walk, which is the industry standard for access to park land established by the National Recreation and Park Association (NRPA), the Trust for Public Land (TPL), and the Urban Land Institute (ULI). Research has shown that the average person will typically walk up to one-half mile to reach a desired destination. NRPA research affirms that park proximity plays an important role in facilitating higher levels of park use and physical activity levels, particularly amongst youth populations. Park distribution, facilities, and conditions also affect park use and physical activity levels.

According to TPL's ParkServe data, 59 percent of Corona residents have access to a developed park within a 10-minute walk from their home. This is higher than the nationwide average of 55 percent. However, this does not mean that everyone has equal access to parks.

GRAPHIC LAYOUT: SIDEBAR

Equality vs Equity

Equity differs from equality. Equality means everyone has access to the same amount and types of recreation opportunities. Equity, however, recognizes that people and neighborhoods have different circumstances and needs. A focus on park equity suggests the need to focus investment in unserved and underserved areas and places where barriers exist to access, providing the types or parks, amenities, facilities, and programs to meet unique needs.

Equity Analysis

While Corona's residents fair slightly better than the nationwide average with regard to access to parks, this access is uneven. Certain areas of the community have better access to high-quality parks and healthy living options than others.

Park and facility distribution, population density, poverty rates, race and ethnicity, health vulnerability, anticipated future growth and redevelopment, trail connectivity, and land use characteristics all affect residents' equitable access to park and recreation opportunities. For this reason, an analysis was conducted to apply a health equity lens and highlight service gap areas with the highest health vulnerability. When evaluated through this lens, the more nuanced needs of Corona's residents for park access are identified.

Residential density and historically underserved minority populations influences park needs in many ways. Higher-density areas have more people, which places a greater demand on nearby parks. These areas also tend to have less greenspace, which heightens the importance of parks and open space nearby. Areas with historically lower levels of investment tend to have less greenspace. Vulnerable and economically disadvantaged populations may also lack the ability, time, and resources to travel to parks that are farther away.

A gap analysis (Map 3-2) shows that most residential areas Corona are located within a 10-minute walk of local parks (as indicated by the areas shaded in green). Gaps do exist in residential neighborhoods throughout the community, specifically where noted by the 15 circles on the map.

However, there are two gap areas of significant concern. Residents within those gaps are reported to have moderate or high health vulnerability and no recreation resources accessible within a 10-minute walk. In both of these gap areas, located in the central parts of the City, barriers and/or the lack of park development impedes access.

- Gap Area 1: Located south of State Route 91, roughly bisected by Sixth Street. This residential area includes Corona High School.
- Gap Area 2: Located west of I-15, roughly bisected by Magnolia Avenue. This residential area includes Centennial High School.

In other parts of northern Corona, additional gaps to local parks exist, but may be met with local indoor recreation facilities located within walking distance of these gap areas.

Gaps also exist along the western and southern edges of Corona. In these areas, there are multiple undeveloped detention basins and open space in several key gap areas. Developing the Taylor and Lemon Heights Detention basins into neighborhood parks will be critical to providing park access to this portion of the community, as well as enhancing access to trails and open space areas in the Cleveland National Forest, Chino Hills State Park, and Lake Matthews Estelle Mountain Reserve.

GRAPHIC LAYOUT: SIDEBAR

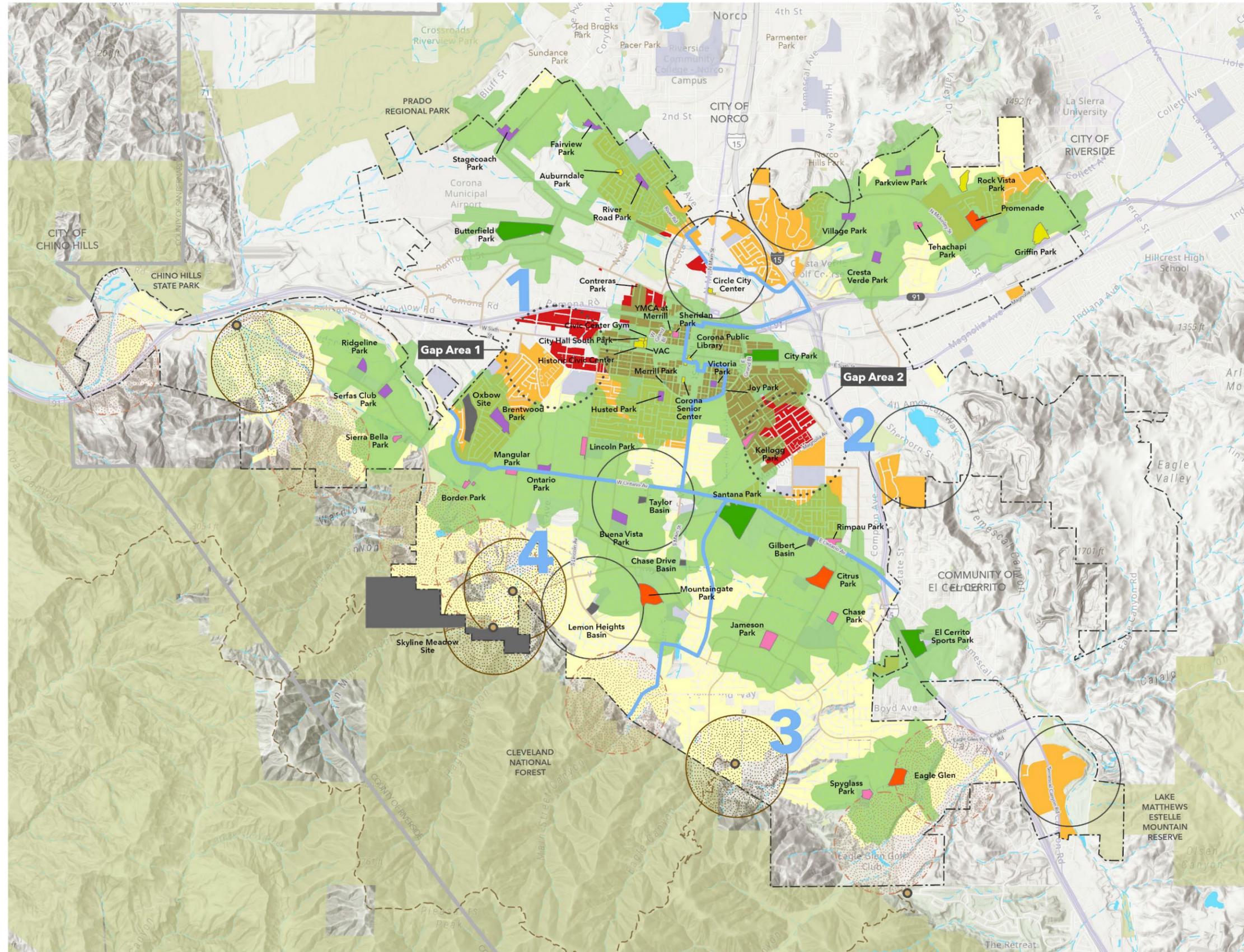
Measuring Community Health Vulnerability

The CA Healthy Places Index (HPI) tool maps data on social conditions that drive health, which can vary dramatically by neighborhood. HPI evaluates the relationship between 23 identified key drivers of health and life expectancy at birth and produces a percentile ranking that shows the relative impact of existing conditions in a selected area compared to all other such places in the state. Indicators used in the HPI are grouped into eight thematic groups or policy action areas:

- Economics
- Education
- Healthcare access
- Housing
- Neighborhood conditions
- Clean environment
- Social environment
- Transportation



Map 3-2 Parks Gap Analysis



- City of Corona Parks**
- Citywide Park
 - Community Park
 - Neighborhood Park - Multi-Use
 - Neighborhood Park - Basic
 - Pocket Park
 - Special Use Site
 - Undeveloped Parkland
 - ▭ Analysis Quadrants
- 1/2-mile Park Access Gap**
- ⋯ Greater Need Based on Health Vulnerability
 - Other Resources Available To Meet Park Need
 - ⊙ Served by Trailhead/Trail Access
 - ⊘ Served by Trail Access
 - 10-minute Walk to City Parks
- Healthy Places Index 3.0**
- 0 - 25 (High Vulnerability)
 - 25 - 50 (Moderate Vulnerability)
 - 50+ (Low Vulnerability)
- Other Public Parks and Open Space
 - Schools
 - Bus Routes
 - Bike Routes
 - Hiking Trails
 - Trailheads
 - Water Features
 - ▭ City of Corona
 - ▭ County Boundaries



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Key Takeaways:

When considering ways to increase parks and recreation facilities within Corona, the City should focus attention on:

- Serving unserved areas with high population density and high health vulnerability. This could be in the form of new parks, but it also could be in the form of improved or added amenities, partnerships, and most importantly, mobile programming.
- Developing undeveloped parkland (in gap areas) that the City owns but has not improved for park use.
- Establishing use agreements to leverage the proximity to parkland owned and maintained by the other municipalities such as Prado Regional Park in unincorporated Riverside County (northwest of Corona) and parks in the cities of Norco and Riverside to provide additional recreation opportunities.
- Facilitate access to use of the expansive protected wildlands adjacent to Corona, providing opportunities for hiking and experiencing nature, including the Cleveland National Forest, Chino Hills State Park, and Lake Mathews Estelle Mountain Reserve.

Parkland Level of Service and Needs

Existing Level of Service

Corona’s park and recreation system, with over 380 acres of developed parks and facilities, offers many opportunities for park use.

Most cities in California strive to provide a minimum of 3 acres per 1,000 residents, as advised in the California’s Quimby Act. The Quimby Act allows cities to require that developers set aside 3 acres of land per 1,000 residents for neighborhood and community parks (or more if the city’s existing level of service is higher). The requirement typically applies when land is subdivided for new residential development. The 2020-2040 Corona General Plan establishes a level of service (LOS) standard of 3.0 acres of parkland per 1,000 residents. As of 2023, Corona’s existing LOS is 2.42, lower than the adopted standard.

GRAPHIC LAYOUT: SIDEBAR

Level of service (LOS) is a metric used to guide the amount and types of parks and facilities provided in a community.

Level of Service (LOS) = Desired Amount of park land or facilities per 1,000 Residents

For park land, it is typically presented as ratio of park acres per 1,000 residents served. It is calculated based on the current inventory and population to identify acreage needs. To calculate the LOS, the following formula is applied:

$$\text{Level of Service (LOS)} = \frac{\text{Total Park Acreage}}{\text{Total Population} \div 1,000}$$

For facilities, it is defined in terms of the number of residents served by a single facility.

$$\text{Level of Service (LOS)} = \frac{\text{Total Population}}{\text{\# of Facilities}}$$

Table 3-5: Existing Park LOS

Park Type	2022 Existing Acreage	# of Sites	Existing LOS
Citywide Parks	136.3	4	0.87
Community Parks	68.4	4	0.44
Neighborhood Parks - Multi-Use	82.8	13	0.53

Neighborhood Parks - Basic	52.4	11	0.33
Pocket Parks	0.6	3	0.004
Special Use Sites	38.7	12	0.25
Total City Parks	379.2	47	2.42

(1) LOS refers to park Level of Service, noted in terms of acres per 1,000 residents. Existing LOS is based on a 2020 population of 157,136 residents which is the latest available data at the Census block level and provides the most accurate population count for the City that can allow for quadrant level estimates. This estimate is similar to the total population estimate in the 2021 American Community Survey 5-year Estimates (157,844). The estimate used is also very similar to the most recent, 2022, population estimates from the California Department of Finance (156,778).

(2) The General Plan does not establish LOS standards for each park classification.

(3) The existing LOS does not include undeveloped parks such as Chase Drive, Lemon Heights, Taylor, and Gilbert Detention Basins. The calculation also excludes recent land purchases such as the Skyline and Oxbows properties.

Future Park Land LOS & Needs

Since much of Corona is already built out, there are limited opportunities to develop new parkland. In addition, the City’s population is anticipated to grow, which will further decrease the level of service as more people must access the same amount of parkland. With an estimated increase in population aligned with General Plan estimates, Corona will need 111 additional acres of parkland to achieve an LOS of 3.0 per 1,000 residents.

However, Corona is fortunate to have additional resources, such as utility detention basins, that have the potential to be converted to developed parkland. In addition, the City welcomed two recent legacy opportunities to secure land purchases that will significantly expand available parkland. In 2020, the City purchased approximately 292 acres of land in the Skyline area, assuring continued access to the Cleveland National Forest by way of Corona’s Skyline, Tin Mine, Skinsuit, and Hagador Canyon Trails, providing the City the unique ability to protect wilderness areas for future generations and foster new outdoor recreation opportunities for Corona residents and visitors. In addition, in 2022, as part of a development agreement for the former Mountain View Golf Course, the City received a land donation of 23.95 acres for an open space park (Oxbow Park).

With these significant additions, the City’s future park level of service (Table 3-6) will exceed the General Plan LOS standard, prompting a new LOS standard for Corona (4.0 acres per 1,000 residents) when proposed new sites are brought online. With the addition of the Skyline Park and Oxbow open space park, as well as activation of three utility detention basins (Lemon Heights, Gilbert, and Taylor) the City’s parkland LOS is anticipated to increase to just over 4.0

GRAPHIC LAYOUT: SIDEBAR

Existing and Future Park Needs

- General Plan Existing LOS Standard 3.0 acres/1,000 residents
- Current Additional Need¹ 82 acres
- Future (2033) Additional Need² 111 acres

1: Current based on population estimates from the 2020 Census (157,136 persons)
2: Future need is based on the City’s projected population for 2033 population of 166,833 residents which is based on the 2040 land use buildout population estimates from the 2020-2040 General Plan Technical Update Draft EIR (172,300 persons).

acres of parkland for every 1,000 residents. This increase in parkland, along with Trails Master Plan implementation and additional creative new parkland opportunities, will facilitate a significant increase access to parks, recreation facilities, and trails for Corona residents. Parks and proposed future classifications are presented in Map 3-3.

GRAPHIC LAYOUT: SIDEBAR

Proposed Parkland Standards and Future Needs

- Proposed LOS Standard 4.0 acres/1,000 residents
- Current Total Need¹ 626 acres
- Future (2033) Total Need² 667 acres

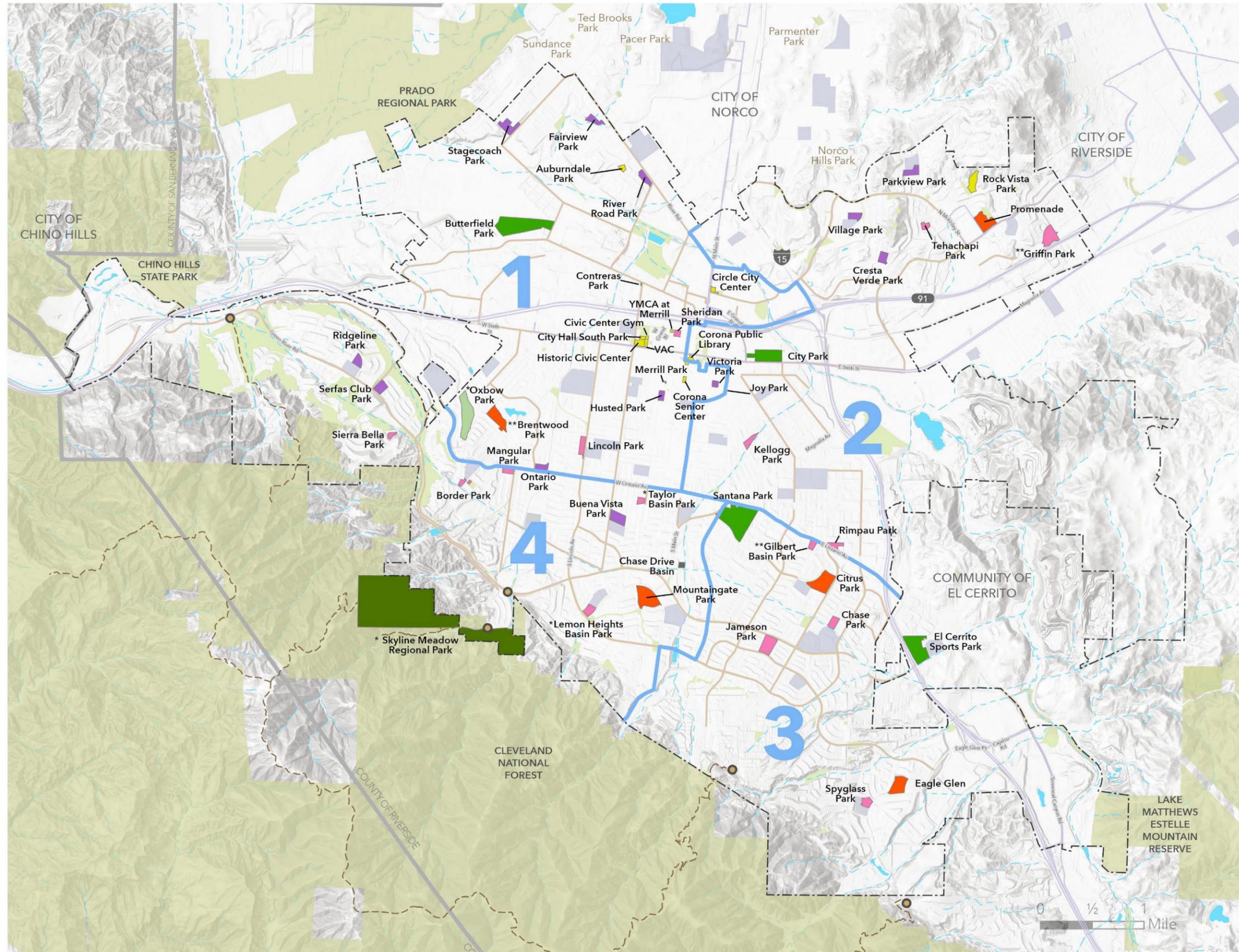
By developing existing detention basins into parks and completing improvements associated with the Skyline and Oxbow properties, the City would achieve an LOS of 4.0 acres/1,000 resident.

1: Current based on population estimates from the 2020 Census (157,136 persons)
 2. Future need is based on the City's projected population for 2033 population of 166,833 residents which is based on the 2040 land use buildout population estimates from the 2020-2040 General Plan Technical Update Draft EIR (172,300 persons).

Table 3-6: Future Park LOS

PRMP Proposed Park Type	Park Acreage Needed in 2033 ²	# of Sites	Future LOS ¹
City Parks			
Regional Park	291.7	1	1.7
Citywide Park	137.2	4	0.8
Community Park	82.1	5	0.5
Neighborhood Park - Basic	69.2	12	0.4
Neighborhood Park - Multi-Use	76.5	15	0.5
Pocket Park	0.6	3	0.0
Special Use Sites	25.7	10	0.2
Open Space Park	23.9	1	0.1
Undeveloped Park	1.9	1	0.0
Total City Parks	708.5	52	4.2

- (1) LOS refers to park Level of Service, noted in terms of acres per 1,000 residents. Future LOS is the City's projected population for 2033 population of 166,833 residents, which is based on the 2040 land use buildout population estimates from the 2020-2040 General Plan Technical Update Draft EIR (172,300 persons).
- (2) While the City owns some of this new park land already, it has not been developed as publicly-accessible parks and is not counted as an existing park site.



Map 3-3 Proposed Park and Recreation System

- City of Corona Parks
- Regional Park
 - Citywide Park
 - Community Park
 - Neighborhood Park - Multi-Use
 - Neighborhood Park - Basic
 - Pocket Park
 - Special Use Site
 - Open Space Park
 - Undeveloped Parkland

* New parks or open space developments
** Reclassified facilities

- 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, Geodastasy and the GIS User Community, City of Corona, County of Riverside, California State Parks

Facility LOS and Needs

The Corona community desires more diverse parks and recreation opportunities. In addition to the provision of park acreage in general, it is also important to provide the right amount, types, and variety of recreational facilities to meet community needs. Needs for recreation facilities, such as sports courts/fields, playgrounds, picnic tables, and dog parks are determined based on a comparison to LOS standards and park development guidelines that describe what is appropriate for the design and use of parks by classification. Major facilities, such as recreation centers, and swimming pools also may be gauged against LOS standards, but—given facility costs and complexity—these are cross-checked through financial feasibility studies to determine appropriate size, types, and indoor features.

GRAPHIC LAYOUT: SIDEBAR

Residents identified four key outdoor recreation features they most desired: additional water play options, dog parks, pickleball, and pump tracks. In addition, residents often mentioned the need for additional comfort amenities in the form of shade and lighting.

Within many of Corona's existing parks, recreation facilities need substantial investment to expand use, enhance functionality, or support additional public access and programming. A level of service (LOS) analysis was conducted to determine the amount and types of facilities that should be provided in Corona. Facility level of service is measured as a ratio of one facility per number of residents served. Most of the City's current LOS for various types of recreation facilities falls short of the City's adopted LOS standards¹. Only softball/baseball fields and basketball courts are provided at a greater level than the established standard. The LOS for swimming pools falls significantly lower than the adopted LOS standard given that City Park pool is not currently in use. Once the City Park re-envisioning is fully implemented and a new pool facility is opened, the LOS will improve. Compared with agencies of a similar population size, Corona has higher (better) level of service for soccer fields, softball/baseball fields, tennis courts, dog parks, and skate parks.

¹ Corona adopted LOS standards for recreation facilities in the 1997 Comprehensive Parks, Recreation, and Open Space Master Plan. While the 2020 Corona General Plan established a LOS for parks, it does not provide LOS standards for recreation facilities.

GRAPHIC LAYOUT: SIDEBAR

A facility Level of Service (LOS) represents the number of residents served per each facility. For example, a soccer field LOS standard of 6,000 indicates that there should be one soccer field per 6,000 residents. If the number of existing residents served by one facility is greater than 6,000, there are fewer facilities per population than the standard, which represents a lower level of service. Corona adopted LOS standards for recreation facilities in the 1989 Comprehensive Parks, Recreation, and Open Space Master Plan. While the 2020 Corona General Plan established a LOS for parks, it does not provide LOS standards for recreation facilities.

Based on recreation trends, needs identified through community outreach, and best practices in providing outdoor and indoor facilities, this Master Plan proposes future LOS standards for a variety of recreation facilities to guide City staff when developing new parks and expanding or renovating existing ones. This numerical guideline is one metric for making decisions about park improvements. Chapter 4 details systemwide and site-specific recommendations, which are further explained in Appendix E (Recommendations). See also Appendix D for Acquisition, Design and Development Guidelines. All of these tools provide directions on facilities and amenities to consider when designing new or upgrading existing parks.

LOS standards and the resulting recommendations in Chapter 4 and Appendix E are based on the analysis of existing service levels, needs for new parks and facilities to serve gap areas, trends that show whether participation is intended to increase/decrease over time, deficiencies identified through park assessments and design guidelines, community feedback on desired amenities, capacity of sites to add recreation facilities, and best practices in providing outdoor and indoor facilities. Each of these factors was considered in determining the proposed level of service. Table 3-7 summarizes facility level of service and the related numbers of facilities needed. These needs factor in the desired number and distribution of facilities across the city, including where new facilities could be added to new parks.

GRAPHIC LAYOUT: SIDEBAR

Proposed facility LOS standards are presented as targets to guide more detailed site master planning and facility design. Actual numbers of facilities developed may vary based on site opportunities and constraints, as well as public feedback, trends, and demographics at the time parks are renovated or new parks are developed.

Table 3-7: Facility Level of Service (LOS) Guidelines and Future Needs

Amenity Category	Facility	# Existing Facilities	Existing LOS		Proposed Facility LOS Target		Additional Need	Notes and Potential Locations
			Existing Population (2020)				Net Future Population (2033)	
			157,136				166,833	
Sports Fields	Soccer Field	15	1/	10,476	1/	9,300	3	Add 2 to Quadrant 1 (i.e., Fairview and Stagecoach Park), and at City Park (Quadrant 2) as part of the Master Plan.
	Softball/Baseball Field	32	1/	4,911	1/	5,300	--	--
Sports Courts	Basketball Court	17	1/	9,243	1/	9,300	1	Add 1 court at a citywide or community park in Quadrant 3.
	Pickleball Court	12	1/	13,095	1/	7,300	11	Add 1 in Auburndale Park per current plans, add 2 each in Quadrants 2 and 3 (in paired sets), reduce the number at Border Park (Quadrant 4) to 2, and add 12-16 as a tournament style facility in a community or citywide park such as Butterfield Park, resulting in at least 2 courts in each quadrant, including 1 quadrant with a tournament style facility.
	Tennis Court	19	1/	8,270	1/	8,400	1	Reconfigure 1 of the previous tennis courts at Border Park (which was converted to pickleball) back to a tennis court.
	Futsal Court	-	1/	-	1/	42,000	4	Add 1 futsal court in each quadrant.
	Volleyball Court (or Multi-use Court)	2	1/	78,568	1/	55,700	1	Add 1 volleyball court in Quadrant 3 or 4.
	Other Courts*	2	1/	78,568	1/	21,000	6	Add 1 other courts in Quadrant 1, 3 other courts in Quadrant 2 (including a handball court at Promenade), and 2 other courts in Quadrant 4.
Loop Walk	Loop Walk or Trail	11	1/	14,285	1/	11,200	4	Add Loop Walk/Trails at Butterfield, Brentwood, Eagle Glen, and Ridgeline.
Specialized Opportunities	Dog Park	2	1/	78,568	1/	42,000	2	Add 1 dog park in Quadrant 3 and 1 in Quadrant 4.
	Wheeled Parks**	2	1/	78,568	1/	83,500	0	--
	Pump Track***	-	1/	-	1/	83,500	2	Provide two pump tracks in Corona, dispersed so that approximately half of the community may be served by each.
	Water Play	2	1/	78,568	1/	21,000	6	Add 1 to Quadrant 1 (Victoria Park) in 2024. Add 1 to Quadrant 2 (City Park). Provide 1 additional sprayground in each quadrant beyond this, for a total of 2 in each quadrant.
Picnic Areas	Picnic Shelter or Group Picnic Area	27	1/	5,820	1/	3,800	18	Add to parks as indicated in Table E-1.
	Universal Play Area****	-	1/	-	1/	166,900	1	Add at City Park or at another centrally located site.

Table 3-7: Facility Level of Service (LOS) Guidelines and Future Needs

Amenity Category	Facility	# Existing Facilities	Existing LOS		Proposed Facility LOS Target		Additional Need	Notes and Potential Locations
			Existing Population (2020)				Net Future Population (2033)	
			157,136				166,833	
Playgrounds	Play Area	28	1/	5,612	1/	4,400	10	Add nature play at Skyline and 3 existing detention basins. Add a significantly expanded play area at Butterfield when it is renovated, and add play features to Eagle Glen, Parkview, Jameson, Griffin, and Spyglass Parks (see Table E-1).
Pool	Swimming Pool	1	1/	157,136	1/	83,500	1	Add a pool as part of the City Park Master Plan.

* E.g., handball courts, fitness court, shuffleboard, bocce, badminton, horseshoes. Any walled courts should be designed with one flat wall (no sidewalls for handball courts) and positioned so they do not obscure visibility from the street.

** Some bike and skate parks may allow for combined bike/skate uses.

*** Pump tracks may be combined with or met with other bike skills course facilities (such as a BMX track).

**** While Lincoln Park and Santana Park have playgrounds with inclusive elements, no full universal, all-inclusive playground exists in the community.

Programs, Service, and Indoor Facility Needs

Corona has become known for its events and recreation programs including the 4th of July Celebration, Halloween, scheduled classes and camps, sports league play and activities, and senior services. Based on community input, existing resources, providers, and recreation trends, needs for enhanced recreation opportunities in Corona are described below.

Recreation and community services programs are continually evolving and changing. Local changes in demographics as well as recreational trends throughout the country impact future planning and decision making. Key trends and considerations are summarized below.

Special Events

As noted in outreach findings, 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.

General Sports & Fitness

Active programming, sports, and fitness programs support community health and wellbeing. Based on the Market Potential Index (MPI)², general sports are popular recreational activities for Corona residents. Soccer is the most popular activity overall at 34% higher than the national average. Soccer leagues and residents have voiced interest in tournament play for soccer in the community. 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.

As additional sports courts and fields are constructed, the City should consider two competing efforts: the distribution of facilities throughout the community and the potential for tournament play related to a concentration of facilities. In general, the distribution of facilities is a higher priority. However, where the City may add one or more additional sports courts or fields to facilitate tournament play in an existing park, a deviation from the primary priority may be warranted. If tournament facilities are considered, they should be accompanied by learn-to-play programs and skill-building camps, providing access to youth who may not otherwise be able to participate in league play.

Zumba and Basketball also had high MPI scores indicating that access to physical spaces and more programs to foster 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. A key recreation trend is the growth of programs that connect people to nature and the outdoors (to support health and wellness).

Mobile and Self-Directed Recreation

In built-out 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

² The 2023 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 nation.

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, especially within Quadrants 1 and 2.

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. Activities and programs that offer individualize benefits include 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 financial sustainability.

Facility Utilization, Programming, and Partnerships

An analysis of the recreation capacity, use, and program participation by site and major facility revealed that many of the City’s major facilities are underutilized or not well programmed—in part because of their design limitations and functionality, but also given the limited staff and resources available to successfully activate various spaces. Several sites serve limited numbers of participants. Others offer only one type of program. Some facilities are only operated seasonally and closed for much of the year. Others have rooms and spaces that are not easily accessible, not highly desirable for rentals/reservations, and consequently used primarily for staff space and storage. Bright spots for recreation facility use include programs such as:

- Senior Center programming by City staff and contracted staff
- Circle City Center programs, activities, reservations, and rentals
- Sports field programming by sports leagues (through field reservations)
- Auburndale pool operations by the YMCA
- Use of the Historic Civic Center by partners through lease agreement

Separate from the investment in new programming spaces and indoor facilities anticipated to be built at City park (see below), the City would need to make a substantial investment in its recreation programming staff and in facility updates to improve the use of existing facilities and offer a greater variety of programs. Efforts should focus on the Senior Center, Circle City Center, and Auburndale Community Center, Pool, and park. Outdoor programs in parks are needed as well. Simultaneously, the City should expand partnerships and continue to have partner organizations operate facilities, since this has been successful in activating City buildings.

Facility/Recreation Center Design Needs

The City's existing indoor recreation facilities/community centers are located in scattered locations in a variety of buildings that have been acquired over time, most of which are smaller spaces not suited for active recreation. A new, consolidated community center is needed to support multi-generational and multi-use recreational activities with space for active recreation, social gatherings, and lifelong learning opportunities. The community center planned for City Park will provide a consolidated and efficient hub for community gathering and recreation programming. To meet community needs for indoor space and diverse programming, a new recreation center should have the following characteristics:

- **Multipurpose, multigenerational, with consolidated operations.** Multipurpose facilities incorporate recreation, health and wellness, youth development, community meetings/gatherings, and social engagement opportunities. 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. Furthermore, these 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.
- **Inclusive and Accessible.** Special attention should be 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.
- **Indoor-Outdoor Spaces.** To provide the most ongoing flexibility for the facility and the entire site, the recreation center design should be planned in conjunction with adjacent park and outdoor facilities to 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.** The facility should be guided by an operations proforma and business and programming plan to determine how the City will operate it. Conducted in advance of facility development, this will allow the building to be custom-tailored to the needs of its constituents or target market to help ensure that the facility supports revenue-generating activities and programs that will help off-set operations costs. An operating pro forma should identify operational costs, revenue streams, and fee-based programs.

Increased Staffing, Resources and Financial Sustainability

As 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 scattered existing facilities (through lease, renovated for non-recreation uses, or other means).

- **quality** to ensure excellence at a level that adheres to national and statewide standards;
- **consistency** to ensure the same level of service and experience across the City; and
- **sustainability** to ensure services and programs can be sustained in the short and long term.

Goals and Objectives

The Parks and Recreation Masterplan is centered around eight goals and objectives that will guide Corona’s provision of parks, recreation, and related services for the next ten years and beyond.

<p>1. Goal: High-Quality Parks and Facilities <i>Objective:</i> Ensure high-quality parks and recreation facilities across our community.</p>	<p><i>Description:</i> The City of Corona will provide high-quality parks and recreation facilities across our Community that inspire and build connections for Corona residents.</p>
<p>2. Goal: Maintenance Consistency <i>Objective:</i> Ensure consistent maintenance of parks and recreation facilities across our community.</p>	<p><i>Description:</i> The City of Corona will manage and maintain park and recreation facilities to deliver a consistent, high-quality experience across the community.</p>
<p>3. Goal: Accessibility for All <i>Objective:</i> Ensure all residents have access to parks, recreation programs, and facilities that inspire memorable experiences.</p>	<p><i>Description:</i> The City of Corona will ensure all residents have access to high-quality parks and recreation facilities with a special emphasis on underrepresented communities to remove barriers to access and create connections to nature.</p>
<p>4. Goal: Improved Health and Wellness <i>Objective:</i> Ensure the parks and recreation system fosters community health, wellness, and active lifestyles.</p>	<p><i>Description:</i> The City of Corona will provide parks and recreation programs that foster community health, wellness, and active lifestyles.</p>
<p>5. Goal: Environmental Enhancements <i>Objective:</i> Ensure parks incorporate green infrastructure, nature, flexible spaces, and a healthy tree canopy.</p>	<p><i>Description:</i> The City of Corona’s parks and recreation system will incorporate green infrastructure, nature, flexible spaces, and a healthy tree canopy.</p>
<p>6. Goal: Strong Community Partnerships <i>Objective:</i> Ensure meaningful community participation through engagement, volunteerism, and partnerships.</p>	<p><i>Description:</i> The City of Corona will create meaningful community partnerships to promote engagement and volunteerism to improve and expand recreational opportunities throughout the community.</p>
<p>7. Goal: Incorporate Culture & History <i>Objective:</i> Ensure parks and recreation facilities create a sense of identity that is reflective of the City’s culture, history, and natural environment.</p>	<p><i>Description:</i> The City of Corona’s parks and recreation facilities will create a sense of identity that is reflective of the City’s culture, history, and natural environment.</p>
<p>8. Goal: Financial Sustainability</p>	<p><i>Description:</i> The City of Corona will seek to ensure the financial sustainability of Parks & Recreation by leveraging resources and partnerships, setting</p>

Objective: Ensure the wise allocation of funds to support long-term parks and recreation investments and programs.

appropriate cost recovery policies, and diversifying funding sources to support capital development and ongoing operations.

Key Systemwide Initiatives

The Parks & Recreation Masterplan recommends eight key systemwide initiatives to support the achievement of the Plan's goals:

1. Expand the Park Network
2. Upgrade Existing Parks
3. Enhance the Park User Experience
4. Ensure Opportunities for All
5. Improve Recreation Programs (to encourage health, wellness, and community culture)
6. Maintain and Manage Assets
7. Sustain Parks and Recreation Services
8. Implement Recommendations through Accountability and Partnerships

Each of these initiatives are described below, followed by strategic actions to implement each initiative.

Goals: High-Quality Parks and Facilities and Incorporate Culture and History

1. Initiative: Expand the Park Network

Corona has a unique opportunity to expand the park network. Based on the 2020 population of Corona, the City's parkland level of service (LOS) is 2.4, meaning there are 2.4 acres of parkland for every 1,000 residents. With newly acquired parkland and opportunities to repurpose detention basins for parkland use, the City's parkland LOS is anticipated to increase to 4.0 acres of parkland for every 1,000 residents. This increase in parkland, along with Trails Master Plan implementation and additional creative new parkland opportunities, will facilitate access to parks, recreation facilities, programming, and trails within a 10-minute walk from home for Corona residents.

2. Initiative: Upgrade Existing Parks to Enhance the Variety of Recreational Amenities

Whereas level of access to a park space or recreational facilities and trails often dictates frequency of use, the variety of things to do and level of comfort often dictate the things people do at a park and their length of stay. Corona's existing park amenities vary dramatically throughout the system, with some providing diverse opportunities and comfort levels, and others lacking important amenities.

Recommendations for existing parks focus on adding facilities to meet the criteria required for that park type, based on the Acquisition, Design, and Development Guidelines in Appendix D, and enhancing recreation variety throughout the system. In addition, the community engagement process for the PRMP identified a community-wide need for four specific amenities:

- additional water play options,
- dog parks,
- pickleball, and
- pump track(s).

Recommendations for these desired amenities is summarized in the Actions Section, with additional details provided in Appendix E (including the analysis that led to site-specific recommendations). New

improvements (both those identified at specific sites and systemwide enhancements) are intended to enhance recreation variety and the park experience, and extend beyond address basic site reinvestment (asset management and replacements at the end of facility lifecycles) which is described under the Maintain and Manage Assets Strategic Initiative.

Goals: High-Quality Parks and Facilities and Environmental Enhancements

3. Initiative: Enhance the Park User Experience

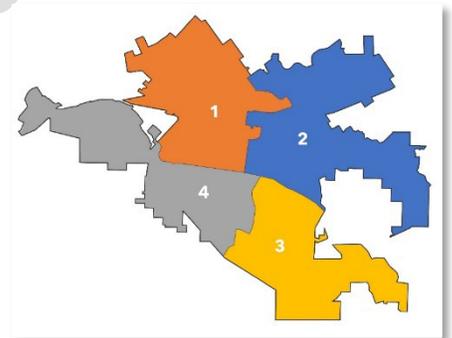
Support amenities play a critical role in creating high-quality parks. Throughout the community engagement process, a key need was highlighted for shade in Corona's parks. Site audits revealed that many benches and seating are not shaded and few playgrounds provide adequate shade. Shade protection will help extend the life of playgrounds and amenities, avoiding premature aging caused by direct sun. A combination of shade structures and trees are recommended, and more strategic stands of trees could be added in larger parks to enhance the park atmosphere. In addition, the community noted a need for additional lighting in many parks, both to support extended recreational use and to enhance a sense of safety.

Goal: Accessibility for All

4. Initiative: Embrace Opportunities for All

As noted in the Needs Assessment (Chapter 2), different parts of Corona vary considerably in terms of demographics as well as park amenities (including park age/condition). The Master Plan identifies recommendations to provide consistency in provision of amenities and services throughout the community, so that all residents in Corona have easy access to high-quality park and recreation options.

To comprehensively identify disparities, needs, and opportunities throughout Corona, the City was divided into four quadrants. The proposed park system presented in Map 4-1 on the next page (which includes adding parks to fill gap areas that are outside of a 10-minute walk to a park) as well as a strategic reinvestment in existing parks reflects the following quadrant-based recommendations that every quadrant should have:



- At least one citywide or regional park to attract people from across the city.
- At least one community park.
- At least one multi-use park.
- At least one special use site, open space park, or trail access.

In addition, the City embraces opportunities for all through additional multigenerational activities, a focus on filling gaps in the system for recreation of older children and teens, and planning for people with disabilities to actively participate in the park system.

Goal: Improved Health and Wellness

5. Initiative: Improve Recreation Programs

Parks provide space for Corona residents to come together across neighborhoods, cultures, and experiences to enjoy a variety of organized and self-directed recreational activities and feel a sense of

place and community. People value the City's programs and events for the variety of opportunities they provide, whether learning a new skill, participating in a sport, or attending community events.

Community input provided as part of the planning process affirmed that Corona's residents love the special events that the City provides, including Halloween, the annual Fourth of July celebration, and the Summer Street Fairs, to name a few. These events provide community building opportunities and bring us closer together. As its first priority, the City should seek to expand its community-wide events and festivals, as well as smaller partner-led group events in parks that are aligned with the goals of the Plan.

Given community interests, the City's programming strengths, and facility availability, the PRMP recommends that the Community Services Department should expand outdoor activities, sports and fitness (indoor and outdoor), aquatics, and arts and culture. To do this sustainably, the City will have to re-evaluate existing facility use. Many of the City's indoor facilities and pools are underutilized, old, worn, outdated, and/or not well-designed for recreation uses. As the City embarks on developing a new, purpose-built community center at City Park, the City should look for opportunities to consolidate existing programs and services at this new facility and consider re-purposing underperforming and inefficient facilities where programs are currently housed or leasing these spaces out to other entities.

A thorough analysis of Corona's current recreation services suggests fee adjustments should be made to increase programming efficiency and effectiveness before new services are added. The City should also streamline programs to better focus on its service strengths, coordinate with partners in other areas, and improve marketing and program promotion to make residents more aware of the programs offered by the City. Over the next 10 years, the City should explore ways to build on existing partnerships, develop metrics to enhance efficiency, and continue to ask the residents for their input to keep programming up-to-date and relevant.

Goal: Maintenance Consistency

6. Initiative: Maintain and Manage Assets

Maintenance and asset management are critical components to ensuring a high-quality park experience today and in the future. Historically, Corona has been constrained in available funding to support the maintenance and replacement of facilities as they reach the end of their useful life. With the adoption by voters of Measure X in 2020, additional funding has become available to address routine and deferred maintenance throughout the community.

All parks require some level of maintenance to take care of amenities, facilities and landscaping. However, parks with higher levels of use, specialized facilities, reservable facilities, and organized programs/events typically require a greater level of maintenance. Sites with substantial natural resources may need specialized care for natural resources in addition to the routine maintenance for developed park areas.

Recommendations included in this section consider the level of maintenance that developed park areas should receive (standard or enhanced) after completion of improvements (on existing parks) or after it is developed (for new parks). It also indicates where sites have extensive undeveloped or natural areas that require a different type and frequency of maintenance (natural resource stewardship).

For each site, the PRMP recommends the level of maintenance that developed park sites should receive (standard, enhanced, or natural resource stewardship), to ensure that new and existing parks are kept

clean, green, and in good condition. All sites receive at a minimum a standard level of care to maintain developed and natural areas. Some sites also receive a greater level of maintenance as noted below.

- **Standard:** The standard level of maintenance includes monitoring, inspection and care of recreation facilities, park amenities, natural resources, and landscaping for all parks with regular use. This includes routine and preventative maintenance, plus routine hazard monitoring, and basic landscaping care stewardship and beautification for landscaping, trees, and other natural resources.
- **Enhanced:** Enhanced maintenance is needed at highly visible, heavily used sites that include specialized assets, recreation programming, or events. These sites receive priority during peak use times, as well as special attention for set-up and clean-up following reserved uses, programming, and events.

Maintenance levels are largely determined by the park type; however, certain facilities within parks, such as activity buildings, game-quality sports fields, and reservable spaces would require enhanced maintenance levels. Sites with extensive natural resources may require additional attention to natural resource stewardship, restoration, or management. See Appendix E (Tables E-1 and E-7) for site-specific maintenance levels and a more detailed description of maintenance tasks associated with the three maintenance levels.

A key implementation action calls for an asset management plan, which is a data-driven detailed plan for identifying, evaluating, and managing park assets in order to deliver and maintain the Corona Standard level of service. The Corona parks system includes hundreds of existing assets and new assets will be brought online based on recommendations of the PRMP. Through an asset management plan, a clear schedule for review, maintenance, and replacement can be established, as well as estimates of repair and replacement costs moving forward.

Goal: Financial Sustainability

7. Initiative: Sustain Parks and Recreation Services

There are two facets to sustainability: environmental and financial. Corona strives to be both environmentally and financially sustainable as portrayed through its parks system.

Environmental Sustainability

The City of Corona embraces sustainability to ensure a long-lasting quality of life for residents. Not only are parks and the urban forest key components of Corona's green infrastructure, they also support ecological health, biodiversity, and climate resiliency. Greening in parks and public spaces can also support improvements in mental health and physical health through relief from heat-island effects and improved air quality.

Through the Climate Action Plan Update (CAP Update, 2019), the City has established goals and policies that incorporate environmental responsibility into the everyday management of its community operations. The City's sustainable landscaping practices balances goals for water conservation, maintenance costs, and aesthetics. Ongoing stewardship of the natural resources at the City's borders foster biological diversity while offering residents access to nature every day. Recommendations continue these efforts and consider new ways to implement sustainable actions in parks moving forward.

Financial Sustainability

To achieve the vision of the Parks and Recreation Masterplan, the City must consider financial sustainability an integral part of decision making for parks and recreation. As part of the PRMP planning process, a comprehensive analysis was undertaken to identify service areas, beneficiaries of service categories, and the existing cost of parks and recreation services. This analysis led to the development of a proposed financial sustainability strategy (including cost recovery goals for each service category) as well as action steps moving forward. For full details, including definitions of service categories, see Appendix F (Financial Sustainability Strategy).

Service Categories

Corona's programs and services are organized into the following eight service categories:

- Open Access Services
- Community Health & Wellbeing Services
- Signature Events
- Drop-In Activities
- Partnered Specialized Community Events
- Skill Based Activities
- Education/Enrichment Services
- Reservations

Beneficiaries of Service

To set a construct for making informed and defensible pricing decisions, City staff and Parks and Recreation Commissioners collaboratively worked to answer the question, "Who is benefiting from the service the City is providing?" Following this concept, staff and Commission members ranked each service category, with the category aligning most with the definition of "common good" and progressing along the continuum to the category aligning with the definition of "individual benefit". By ranking all service categories in this manner, Corona can identify those services that should justifiably receive the greatest subsidy (serving the common good) to those that may receive little to no subsidy (providing individual benefit).

As Corona continues in its ongoing quest to be responsible stewards of taxpayer dollars and accountable to its residents, a recommended Parks and Recreation Financial Sustainability Strategy (Appendix F) provides the financial parameters to guide future decision making, with greater subsidy applied to items serving the common good and less or no subsidy for those services that provide individual benefit. Recommended cost recovery goals are included in Appendix F: Financial Sustainability Strategy.

Goal: Strong Partnerships

8. Initiative: Implement Recommendations through Accountability and Partnerships

The Parks and Recreation Master Plan is a long-range planning document intended to guide decisions about parks, recreation, and community services over the next 10 years and beyond. Implementation of projects will depend on the availability of funding sources. Outside sources of funding may be necessary, especially for high-cost items. Actions, projects, and initiatives will be advanced incrementally. Some are relatively simple to move forward, while others are highly complex and may be contingent on the

outcomes of other efforts or initial phases. A full set of action items is included to outline the next steps to set the City on a path to implementation of the systemwide initiatives.

Recommendations

System-Wide Recommendations

The key systemwide recommendations below are intended to support improvements, enhancements, and investment across the City's parks and recreation system. Realistic and achievable implementation actions must consider funding availability and needs. (Actions are numbered for ease of reference, but do not appear in priority order.)

A: Expand the Park Network

- A1. Parks Level of Service.** Provide parkland at a minimum level of service of 4.0 acres per 1,000 residents.
- A2. 10-Minute Walk.** Provide access to parks, recreation facilities, and programming, or trails within a 10-minute walk (1/2 mile) from home.
- A3. New Parks:** Develop new parks to expand the City's level of service, diversify recreation options, and make recreation options more accessible to residents.
 - a. **Skyline Regional Park.** Master plan, design, and develop the Skyline Regional Park.
 - b. **Oxbow Park.** Master plan, design, and develop the Oxbow Park.
 - c. **Detention Basin Conversions.** Plan, design and develop the Lemon Heights, Taylor, and Gilbert detention basin properties as neighborhood parks.
- A4. Trails Master Plan Implementation.** Support development trail alignments in the Trails Master Plan and Trails Master Plan Phase II:
 - a. In urban areas: Establish an identifiable and user-friendly network of urban trails or fitness circuits in priority gap access areas that leverage the City's extensive street network, building from Trails Master Plan Phase I Proposed Trail Alignments, and creating closed loops where feasible.
 - b. Near natural areas: Increase connectivity to trails in the Cleveland National Forest, the predestined Santa Ana River Trail on the westerly end of Corona, and connectivity with the Butterfield Overland Trail as noted in the City's 2023 Trails Plan Master Plan Phase II, and prioritizing trails that improve park access and support off-street trail recreation opportunities.
- A5. Creative Parkland and Innovative Recreation Options.** Identify creative new parkland and recreation opportunities, especially within and near priority access gap areas in Quadrants 1 and 2. Consider repurposing other sites and facilities, adding recreation to other public infrastructure (e.g., detention basins, utility corridors, and the ground of other public buildings) and providing temporary recreation options (e.g., parklets, temporary facilities such as play equipment, or mobile recreation programs).

B: Renovate Existing Parks to Expand Recreation

- C1. Site-Specific Recommendations.** Implement the Site-Specific Recommendations for additional recreational facilities and support amenities throughout the system, as outlined in Appendix E,

Table E-1. Provide added attention to renovating the three sites noted below to better address community needs. (Site-specific recommendations are also summarized at the end of this Chapter.)

- a. **City Park.** Implement the City Park Master Plan to re-envision, enhance, and develop City Park in accordance with the City Council approved masterplan and a new operations pro forma and business plan, as funding allows.
- b. **Brentwood Park.** Transition Brentwood Park from a Neighborhood Park to a Community Park by adding more diverse recreation options and organized programs.
- c. **Griffin Park.** Convert Griffin Park to a neighborhood park by adding more diverse recreation options.

C2. Facilities Level of Service. Over time, add facilities to achieve the minimum levels of service noted in Table E-5 (Appendix E).

C3. Systemwide Enhancements. In addition to the site-specific recommendations listed in Appendix E, Table E-1, diversify and enhance recreation across the park system through the addition of the following:

- a. **Splash pads:** Provide a total of eight splash pads citywide, with two located in each quadrant. One splashpad will be added to Quadrant 1 (Victoria Park) in 2024. One splashpad is proposed in Quadrant 2 as part of City Park renovation. Provide four additional splashpads, so that each quadrant will have two, for a total of eight citywide.
- b. **Dog parks:** Provide a total of four dog parks in Corona, with one located in each quadrant. To that end, add a dog park in both Quadrant 3 and Quadrant 4. If a dog park is located near the city limits rather than in a centralized location, a second dog park in that quadrant may be warranted.
- c. **Pickleball courts:** Provide one tournament-style pickleball facility with 12-16 courts as well as smaller scale (paired courts) in each quadrant, for a total of approximately 23 courts citywide. To that end, develop one pickleball overlay on the tennis courts in Auburndale Park; add two paired pickleball courts in Quadrants 2 and 3; relocate 8 pickleball courts (leaving 2) currently located at Border Park to a citywide or community park, such as Butterfield Park or another location that meets minimum established criteria, including distancing from residences and provides adequate spacing and amenities for a tournament style facility, and engage with the local pickleball community to assess support features and key considerations for design and development of a tournament-style facility.
- d. **Bike pump tracks:** Provide two pump tracks in Corona, dispersed so that approximately half of the community may be served by each and providing features that differ at the two locations to increase variety and to respond to site conditions as determined in construction documents. Quadrants 1 and 3 have been preliminarily identified, as they contain larger parks that may accommodate this use; however, locations will be based on future identified site capacity and may alternatively occur in other quadrants.
- e. **Universal, all-inclusive playground:** Add a large universal, all-inclusive destination play area. Ideally provide it in a centralized location, but it may be located where space is available in a citywide or community park. Consider providing this in City Park or Santana Park when existing play structures are replaced.

B4. Facilities Updates. When replacing facilities, avoid “like-for-like” replacements. Use the PRMP Acquisition, Design, and Development Guidelines (Appendix D), facility level of service

standards, and site-specific recommendations to guide decisions and incorporate trends in facility replacement. Ensure that best practices and current and future recreation needs are addressed. Consider not only location when adding new sports courts (per Recommendation D1), but also efficiencies of scale to allow for rec-league level tournament play.

B5. Major Facilities: Expand indoor programming space and aquatics by adding a new aquatics facility and multi-generational, multi-purpose recreation and community center at City Park. Design and program these new facilities to meet new Financial Sustainability goals, creating an operational pro forma and business plan during the design process to build in operational efficiencies. Prior to opening these facilities, evaluate the uses and programming of other existing facilities to determine future uses and investment/divestment and partnership strategies.

B6. Flexibility. Integrate flexibility into site design by:

- a. Designing fields, courts, and spaces to be flexible, such as creating open turf areas for events, sports, and general play or multipurpose sports fields and courts that are lined for different sports to meet changing demand.
- b. Providing multi-generational, multi-use recreation centers with space for active recreation, and fitness, arts and culture, community meetings, and social gatherings.
- c. Increasing sports options by providing lighted, multi-use fields, sports fields with overlays, and designated fields that respond to needs for year-round play.
- d. Look for opportunities to retrofit existing facilities to serve multiple interests and needs.
- e. Allow flexibility and adaptability of spaces to change with shifts in recreational preferences, users, and community needs.

B7. Community Engagement. Implement site-specific recommendations in consultation with surrounding neighborhoods. This community engagement can build on the recommendation with local input on the type of sports court to install, for example, where a new sports court is called for. In addition, many sites call for new challenge features and activity stations (such as ping pong tables, fitness zones, etc.) which will require local input on the individual site level.

C: Enhance the Park User Experience

C1. Overall User Experience. Improve the overall user experience at all park and recreation facilities through the provision of amenities that address comfort, safety, connection, identity, character, and variety.

C2. Urban Forest. Protect and expand tree cover and other shade features to improve community health by minimizing heat and direct sun exposure through implementation of the Urban Forestry Master Plan. Pursue reforestation to restore the 14,000 vacant trees wells throughout the City. Identify priority reforestation areas based on public health & safety, air quality, environmental justice, and urban heat islands. Prioritize tree plantings in parks as identified in the City's Urban Forest Management Plan.

C3. Shade. Prioritize shade (trees and/or shade structures) to provide comfort for seating areas and playgrounds. For playgrounds:

- a. Use a combination of shade covers and trees to provide coverage of equipment.
- b. When full coverage is easily achievable and economical, use a multi-panel structure to keep the area open.

- c. Install shade as playground equipment is replaced or integrate shade into playground design.
 - d. Consider adjacent seating areas for caregivers and provide shade accordingly.
 - e. Identify locations in citywide or community parks where strategic stands of trees could be added to enhance park atmosphere and provide additional tree canopy.
- C4. Lighting.** Integrate lighting for safety in parks. Use lighting where appropriate to extend the recreation use of outdoor facilities in community parks, citywide parks, and special use parks. Provide additional lighting to support use of parks in evening hours and enhance sense of safety, including pedestrian-scale lighting near walking loops and lighted sports fields and courts (where appropriate) to extend play.
- C5. Public Safety Audits.** Conduct public safety audits every three years to determine areas with the highest levels of crime/intervention needs.
- C6. Context Sensitivity.** Select new park and recreation amenities that preserve and interpret the City's natural resources, landmarks, urban tree canopy, and historical and cultural features and identify themes for future facility development or revitalization such as playgrounds that link to the City's history, heritage, or to other locational characteristics.

D: Embrace Opportunities for All

- D1. Distribution.** Add park and recreation amenities in a manner that distributes recreation options throughout the city (by quadrants) consistent with the recommendations in Appendix E (Tables E-2 and E-3) and ensure that each quadrant has:
- a. At least one citywide or regional park to attract people from across the city.
 - b. At least one community park.
 - c. At least one neighborhood multi-use park (or alternatively, more than one community park).
 - d. At least one special use site or open space park.
- D2. Prioritization.** Prioritize projects that address gaps in service and park experience deficiencies, as identified within this PRMP, and future investments that enhance and expand recreation opportunities in communities of concern, areas with the greatest park needs, and communities experiencing significant population growth/changes.
- D3. All Ages.** Expand recreation options for all age groups.
- a. For young children: Continue to provide play features for young children, and layer in variety wherever possible.
 - b. For older children and teens: As part of implementation of recommendations in Appendix E, where challenge features and activity stations are recommended, consider the types of facilities and spaces that appeal to teens. Include lounge-like seating for groups, a sense of enclosure while maintaining visibility for safety, and playable but not kiddish elements, like hammocks, swings, and climbing features.
 - c. For adults and seniors: As part of implementation of recommendations in Appendix E, consider placement and amenities to install in conjunction with walking loops; for example, add benches and locate loops near parking areas.
 - d. Consider multigenerational activities, skill building, connecting with nature, and other opportunities to improve wellbeing for all age groups.

- D4. ADA.** Continue working towards systematic completion of Americans with Disabilities Act (ADA) compliance upgrades in Corona’s parks, updating parking paths of travel, restrooms, and playground surfacing at the following parks as noted by year:
- a. 2024: Auburndale, Contreras, Cresta Verde, Ontario, Ridgeline, and Victoria;
 - b. 2025: Border, Brentwood, Fairview, Kellogg, Sheridan, and Tehachapi;
 - c. 2026: Husted, Lincoln, Mangular, Rimpau, Serfas Club, Spyglass, Stagecoach, and Village;
 - d. 2027: Buena Vista, Butterfield, Chase, City, Eagle Glen, Jameson, Parkview, River Road and Rock Vista;
 - e. 2028+: Other parks as needed.

E: Improve Recreation Programming

- E1. Communitywide Special Events.** Foster community cohesion by offering more community-wide special events. Review and revamp the City’s calendar of signature community events to clarify the City’s role, determine potential partners, and identify opportunities to celebrate diverse cultures. To better support event coordination, explore the option of forming a special event unit within the Community Services Department. Ultimately, these events should be designed to instill a sense of pride and social connection.
- E2. Partnerships.** Expand programs and events through partnerships, ensuring reciprocal benefits for the City and its partners. Allow partners to take the lead on program areas that serve their strengths, such as supporting the School District and YMCA in leading youth development and childcare programs.
- E3. Diversity.** Ensure that program and event planning meet the needs and interests of a diverse mix of ages, cultures, and community interests.
- a. Focus youth activities on youth enrichment and recreation, including aquatics, sports, arts and culture, enrichment and play programs.
 - b. Expand the City’s ability to address the diversity of older adult and senior needs, ranging from active 55+ residents to seniors with mobility and service needs in advanced ages. Renovate the Senior Center to expand events, socials, and passive programs. Consider and test the provision of more active and varied programs for older adults (including cooking, dance, indoor pickleball, tai chi, arts and crafts, etc.) at a multi-generational facility that targets a multi-generational audience.
- E4. Program Variety:** Enhance the quality of programs provided by the City to support indoor and outdoor recreation, lifelong learning, skills development, health and wellness, sports and fitness, and arts and culture. In addition, consider:
- a. Coordinating with other City initiatives to expand STEAM and innovation programming, such as investing in additional arts and crafts, a programmed maker space, and creative job skills training.
 - b. Expanding nature interpretation and trail-based recreation, such as by initiating volunteer-led hikes to help residents become familiar with trail and open space opportunities in the community.
- E5. Mobile Programming.** Create and roll-out a mobile programming initiative, including a purchase of mobile programming van and amenities, with priority implementation at different sites (apartment complexes, city facilities, schools, and other partner locations) in high health vulnerability areas without access to a park within a 10-minute walk.

- E6. New Facility Operations:** In planning new facilities or when substantially renovating existing facilities, consider facility capacity and the full scope of operations early on with a comprehensive business and operations plan.
- For each new major facility (e.g., community center, swimming pool), prepare a business and operations plan that determines the final facility location; facility type, scale, and features; building program; construction budget; and operational costs (and potential revenue) to minimize the operational funding required.
 - The business and operations plan should factor in agreements with potential partners who may contribute to capital or operating costs.
 - Following completion of the business and operations plan, design, bid, and construct the facility.
 - Expand staffing as called for in the business and operations plan and open/operate the new facility to increase program offerings and rely less on facility rentals and reservations. Gradually ramp up recreation activities to create a full-service recreation programming space that buzzes with community activity.
 - Identify ways to re-purpose underperforming and inefficient facilities where programs were previously housed or lease these spaces out to other entities.
- E7. Existing Facility Activation, Staffing, and Operations:** Invest selectively and strategically in existing major recreation facilities (e.g., Senior Center, Circle City Center, Auburndale Community Center and Swimming Pool) and in recreation staffing, equipment and materials to fully activate and program key indoor and outdoor spaces based on their capacity to offer a greater variety of programs and services.
- E8. Affordability:** Maintain program affordability while improving financial sustainability. Set fees based on the full targeted cost recovery rate and use scholarships, credits for volunteerism, fee waivers, or similar measures to ensure programs are affordable for those in need. (See Section H.)
- E9. Ongoing Evaluation.** In conjunction with financial sustainability strategies outlined in Section H below (Manage Efficient and Sustainable Parks and Recreation Services), track participation in existing activities, regularly survey community members, and engage staff to brainstorm possible new activities. Adjust program offerings accordingly and evaluate through regular performance metric reviews. The 2023 Programs Survey indicated high interest (in descending order) for: Cooking, Arts & Crafts, Outdoor Activities, Life Skills, and Yoga & Wellness.
- E10. Program Promotion.** Conduct more directly targeted marketing by different means (both traditional and media based) to reach hard-to-reach groups, including seniors and teens. Get the word out about program offerings to increase enrollment and achieve target enrollment rates. Develop “on demand” registration capabilities to provide onsite registration or reservations at parks, fields, or facilities.

F: Maintain and Manage Assets

- F1. Maintenance Strategy.** Ensure that all parks, recreation facilities, and trails are well-maintained.
- Proactively anticipate and schedule routine maintenance tasks, task frequencies, and staffing needed to take care of City parks and facilities.

- b. Create a maintenance management plan to guide the long-term maintenance of parks and trails. This plan will identify the maintenance tasks, frequencies, staffing, and resources needed to manage and maintain facilities and landscaping.
 - c. Implement the maintenance tiers identified in the PRMP to align maintenance efforts with varying levels of park use, visibility, and the presence of specialized amenities and facilities.
 - d. As the park system evolves with additional parks, more programming, and more intensive use, add maintenance staff proportionally to provide consistent care to respond to the additional programmed use.
- F2. Asset Management Plan.** Enhance the condition of parks and facilities by implementing an asset management plan. Continue to invest in capital assets and develop replacement schedules for facilities in parks, including buildings, restrooms, playgrounds, sports courts, fields, park signage, and accessible walkways.
- F3. Fields.** Conduct an athletic field condition and maintenance assessment of the City’s natural turf fields and upgrade fields to high-quality natural turf standards. Consider irrigation systems, drainage improvements, field use and ongoing maintenance standards, slope, multi-use functions, etc. Transition to utilizing a field maintenance contractor that that will work with the City staff on conducting field audits and provide the maintenance needs for each upcoming fiscal year.
- F4. Playground Safety.** Engage a Certified Playground Safety Inspector (CPSI) in regularly reviewing playground and play facilities conditions and replace or update where needed, adopting a 10-year capital replacement schedule.
- F5. Courts.** Establish a court resurfacing program for existing and future sports courts, to refresh and replace as features nearing the end of their lifecycles.
- F6. Urgent Maintenance Tasks.** Add flexible maintenance staff or contracted staff teams who can respond to maintenance issues prioritized by safety needs and urgency, so that “urgent tasks” do not preempt the routine maintenance required in all park sites.
- F7. Dedicated Emergency Maintenance Funding.** Maintain an annual dedicated funding allocation to have funds on hand when needed to repair or replace landscaping, infrastructure, facilities, and equipment. Set aside sufficient funds for issues associated with plumbing, electrical, irrigation, maintenance equipment, fabrication, and construction management.

G: Sustain Parks and Recreation Services

- G1. Financial Sustainability Strategy.** Implement the Financial Sustainability Strategy presented in Appendix F to guide future decision making, including:
- a. Evaluate all programs in light of cost recovery goals to guide the provision of recreation programs and reduce unwarranted subsidies. Identify where it may make sense to explore partnerships if duplication exists, and where there may be opportunities to divest and redistribute resources in order to close service gaps or reinvest saved resources into the larger park, recreation, and library system (e.g., infrastructure investment). Recommended focus areas for preliminary analysis include those services that are furthest from their cost recovery goals, senior center services, and reservations.
 - b. Evaluate all major facilities (e.g., buildings and pools) based on their programmatic uses to ensure they are meeting financial sustainability goals. Use this information to

determine the return on investment when planning to renovate key facilities.

Repurpose, divest, or lease to partners major facilities that do not meet financial sustainability goals. Consider all facilities in light of the new facilities anticipated for City Park.

- c. Reevaluate pricing for programming and reservable facilities consistent with cost recovery goals, with higher costs charged to services that are benefiting individuals, and lower costs for those serving the common good. In the event a service category's cost recovery goal is higher than current cost recovery performance, prices may need to be raised incrementally based on market conditions. If the market does not support the fee increase, the City may want to discontinue the service to be able to sustain funding for other programs and services.
- d. Establish success metrics as a means to evaluate whether or not each service is in compliance with established cost recovery/subsidy investment goals and other intended outcomes/City goals. Multiple success metrics may be implemented and could include:
 - i. meeting a service category cost recovery goal
 - ii. being operationally efficient with attendance rates nearing at least 75 percent of maximum capacity
 - iii. participant satisfaction
 - iv. Alignment with community values outlined in the PRMP
- e. Annually review cost recovery performance and update cost recovery goals at least every five years, or more frequently as necessary.
- f. Consider opportunities for reinvestment as revenues increase, to improve service levels in areas such as asset/infrastructure maintenance and achieving consistency in access to quality parks and recreation services throughout the community.

- G2. Environmental Sustainability.** Incorporate ecological and sustainable best practices in the maintenance, management, and development of open space, parks, and recreation facilities.
- a. Implement the City of Corona Climate Action Plan (2019) and consider long-term climate adaptation strategies to prepare parks and natural resources for future climate change.
 - b. Conduct energy and water audits for all parks and recreation facilities and retrofit for energy efficiency.
 - c. Integrate solar panels, and other renewable energy sources, into the design for new facilities and retrofits.
 - d. Evaluate all projects for opportunities to implement green stormwater infrastructure and to increase water conservation.

H: Implement Recommendations through Accountability and Partnerships

- H1. PRMP Implementation.** Adopt and regularly update the PRMP to guide the provision and management of parks and recreation facilities to meet community needs.
- a. Conduct a parks and recreation needs assessment and update the PRMP every ten years.
 - b. Create a strategic plan every five years to redefine action items, roles, and responsibilities to achieve PRMP initiatives.
 - c. Create a level-of-service report card to annually track and report on progress in achieving the City's parkland standards. Consider using a digital dashboard to provide transparency.

- d. Use the prioritization tools included with the PRMP to evaluate potential opportunities to improve or expand the park and recreation system.
- H2. Follow Design Guidelines.** Design and develop parks consistent with the PRMP Acquisition, Design, and Development Guidelines (Appendix D), facility level of service standards, and site-specific recommendations, balancing the need to provide close-to-home recreation opportunities with needs for larger parks that have spaces for specialized and unique recreation options.
- H3. Community Engagement.** Conduct strong, community-driven engagement in conjunction with the implementation of all major capital improvements and programming modifications to plan for and accommodate local needs.
- H4. Volunteer Stewardship.** Continue to support and expand volunteer involvement by retaining and recruiting volunteers, park stewards, and advocates, guided by the Volunteer Program Coordinator.
- H5. Partnership Network Meeting.** Conduct a partnership network meeting to begin the process of relationship-building and the complete cataloguing of the types of services currently provided throughout Corona by all organized recreation providers. This gathering should focus on:
- a. Analysis of the competitive landscape and identifying organizations that compete for like or similar markets to those of the City.
 - b. Identification of opportunities to pursue collaborative efforts through partnerships that lead to efficient and effective use of resources.
 - c. Opportunities to continue relationship building across partners.
- H6. School District.** Continue the formalized partnership with the School District. The Corona-Norco Unified School District (CNUSD) is a major partner in providing fields and afterschool childcare in Corona. Together with CNUSD, the City can continue to meet the demand for afterschool childcare at the elementary school level and can eventually grow to meet the needs of families with middle school students. Continuing this partnership could also increase the available facility space needed to accommodate summer camp programs that can be held at CNUSD sites.
- H7. YMCA.** Expand a formalized partnership with the YMCA. It is important to consider the long-term vision of this partnership which can enhance community benefits in health and wellness, youth development, and aquatics programming. As an industry-leader in all three categories, the YMCA is well-positioned to enhance the City's available recreation opportunities as a managing partner. The City should include the YMCA in any discussions around future building/facility design they may eventually manage early in the process to identify efficiencies and modifications.
- H8. ABC Hopes.** Formalize the partnership with ABC Hopes to support adaptive recreation, fitness, and athletic programming to provide more inclusive and/or specialized recreation opportunities.
- H9. Partnership Policy.** Develop a comprehensive partnership policy to guide protocols for establishing park and recreation partnerships with public, private, and non-profit entities. Ensure partners are adequate licensed and bonded. Create partnerships that are mutually beneficial to both parties.

Site-Specific Recommendations

Site recommendations are presented in full in Appendix E. Cumulatively, along with systemwide recommendations for additional facilities (also included in Appendix E), this information is used to estimate costs related to proposed capital projects and maintenance and presented in Chapter 5.



City of Corona Parks and Recreation Master Plan

Chapter 5: Priorities and Implementation

Creating and maintaining a system of high-quality parks, green spaces, and recreation opportunities will require a long-term funding commitment by the City. This chapter summarizes the capital and maintenance costs associated with the recommendations outlined in Chapter 4, tools to prioritize projects, and a 10-year implementation plan based on realistic expectations of available funds.

Park Investment

The City’s parks and recreation system is well loved by the community but has experienced wear and tear over the years. To ensure that the City can reinvigorate existing parks and facilities and maintain the high-quality facilities and services recommended in this Master Plan, a clear investment plan is warranted. The City has made significant progress in recent years to reinvest in existing parks and has identified major initiatives (such as the City Park renovation), which would transform the park system. This also requires the City to think strategically about prioritizing projects using available funding to create a realistic implementation plan that can be carried out over the next ten years.

Appendix H provides planning-level cost estimates associated with Master Plan recommendations. These estimates are based on order-of-magnitude costs to assist in evaluating and prioritizing projects for future consideration in the City’s Capital Improvement Plan (CIP). Costs are in 2023 dollars not accounting for inflation. Recognizing the volatility of pricing and supply chain issues, these costs are intended to provide general guidance for project planning. Actual costs will vary from these estimates. Most costs will be further refined when site master plans and construction documents are created, prior to site development or renovation.

GRAPHIC LAYOUT: (divider page text)

Priorities and Implementation

This chapter presents capital and maintenance costs, prioritization criteria, and potential funding strategies to create a short-term implementation plan.

A substantial investment in existing and new parks and facilities is needed to achieve the community’s vision for parks and recreation.

TOTAL CAPITAL AND MAINTENANCE COSTS FOR RECOMMENDED PROJECTS

\$269,413,000

Total Capital Costs

\$6,051,000

Annual Maintenance Costs (after sites are improved, acquired, or developed)

Appendix H includes costs for all recommendations noted in Table E-1 in Appendix E. However, it does not include costs for trailhead development, which will be calculated separately as part of Corona’s 2023 Trails Master Plan.

Not included in this appendix and plan are the staffing and operations costs to better activate and program existing recreation facilities and/or operate the new indoor and outdoor programming spaces anticipated to be developed at City Park. Increased recreation operations and programming costs could require a subsidy of approximately \$2 million to \$4 million annually—with actual dollars and cost recovery rates affected by decisions made in implementing the new Financial Sustainability Plan. More accurate facility and programming costs should be identified when the recommended business and operations plan is completed. The total planning-level capital cost for implementing the improvements recommended in Chapter 4 is approximately \$269 million (Table 5-1), which includes the cost of redeveloping City Park. If the entire park system was built out as recommended, slightly more than \$6 million annually would be necessary to maintain the system.

TABLE 5-1: CAPITAL AND OPERATIONS COST SUMMARY

Project Type	Estimated Capital Costs	Estimated Annual Maintenance Costs
Existing Park Sites	\$240,858,000	\$5,868,000
Proposed New Park Sites	\$13,008,000	\$183,000
Systemwide (Non-Site Specific)	\$15,547,000	N/A
TOTAL	\$269,413,000	\$6,051,000

Note: These numbers reflect order-of-magnitude costs in 2023 dollars not accounting for inflation. These planning-level costs are intended to assist in evaluating and prioritizing projects for future consideration in the City’s Capital Improvement Plan (CIP). Actual construction costs will vary.

Capital Project Costs

Capital costs represent one-time costs to acquire, develop, build, or renovate park infrastructure and features. Because some funding sources are restricted in the type of expenditures they can support, it is important to consider capital costs separately from operations costs. The capital cost estimates shown in the PRMP reflect the current (higher-than-normal) development costs that park agencies are seeing in 2023.

Consistent with the City’s priority to invest in existing parks throughout the system, the greatest cost is associated with upgrades to existing parks (Figure 5-1), representing at least 89% of total costs. In addition, the systemwide (non-site specific) recommendations will also largely occur within existing parks, resulting in an estimated 95% of costs occurring in existing parks. The greatest investment by park type, looking at both existing and proposed parks combined, is in Citywide Parks (Figure 5-2).

FIGURE 5-1: CAPITAL COST BREAKDOWN FOR EXISTING AND PROPOSED PARKS

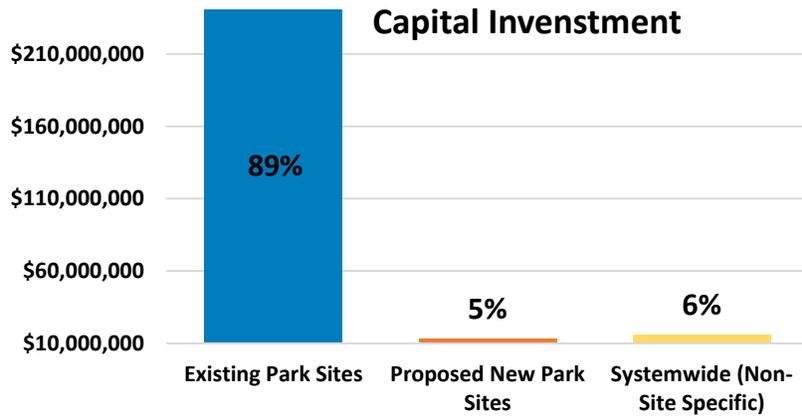
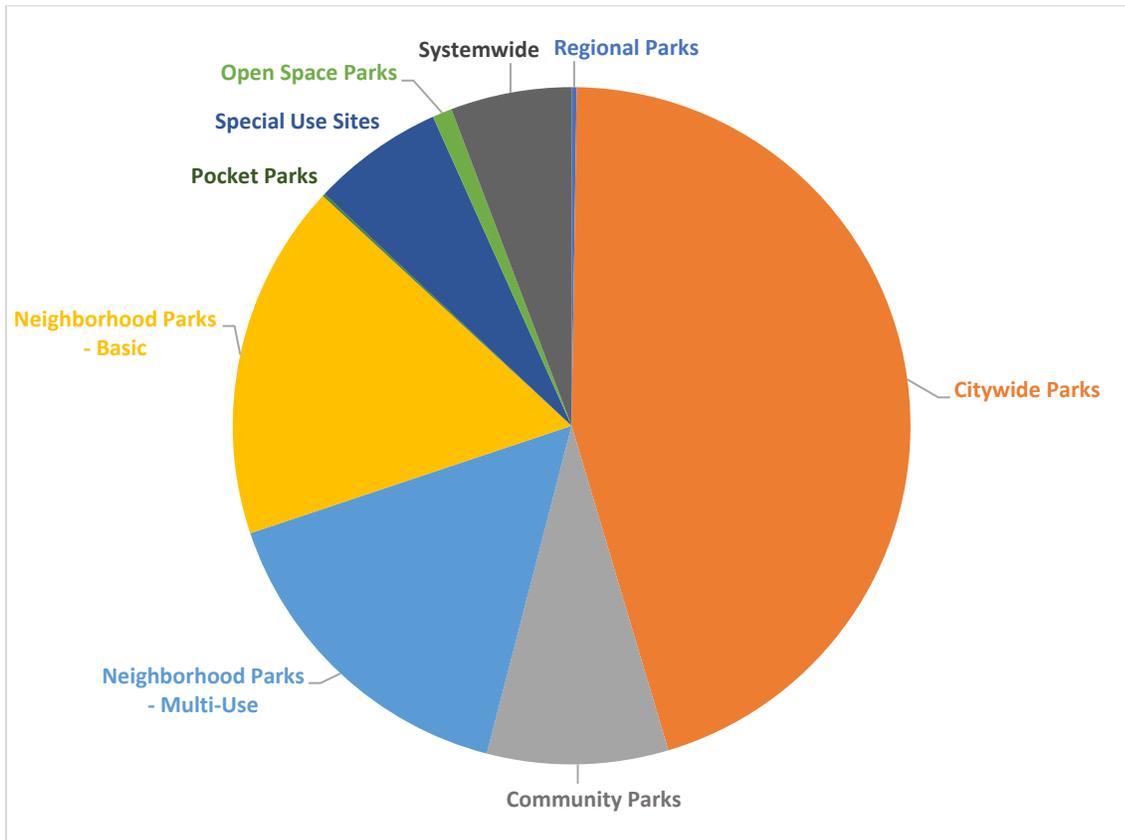


FIGURE 5-2: CAPITAL COST BREAKDOWN FOR PARKS BY PARK TYPE



Different parts of Corona vary dramatically in terms of demographics, amenities, and the physical look and structure. Through the community engagement process of developing the PRMP, a priority emerged to focus investment and visible results in geographic areas that have historically received less investment, have higher deferred maintenance, and also have higher health vulnerabilities. As indicated in Chapter 2, a quadrant-level analysis reveals that Quadrants 1 and 2 are more densely populated and have higher poverty levels, more renter households, and more young children and teenagers than Quadrants 3 and 4. Figure 5-3 summarizes the distribution of recommended capital improvement projects by quadrant, with the highest investment planned for Quadrant 2, which will include City Park renovation. Table 5-2 shows the geographic distribution of the site recommendations.

FIGURE 5-3: CAPITAL COST BREAKDOWN BY QUADRANT

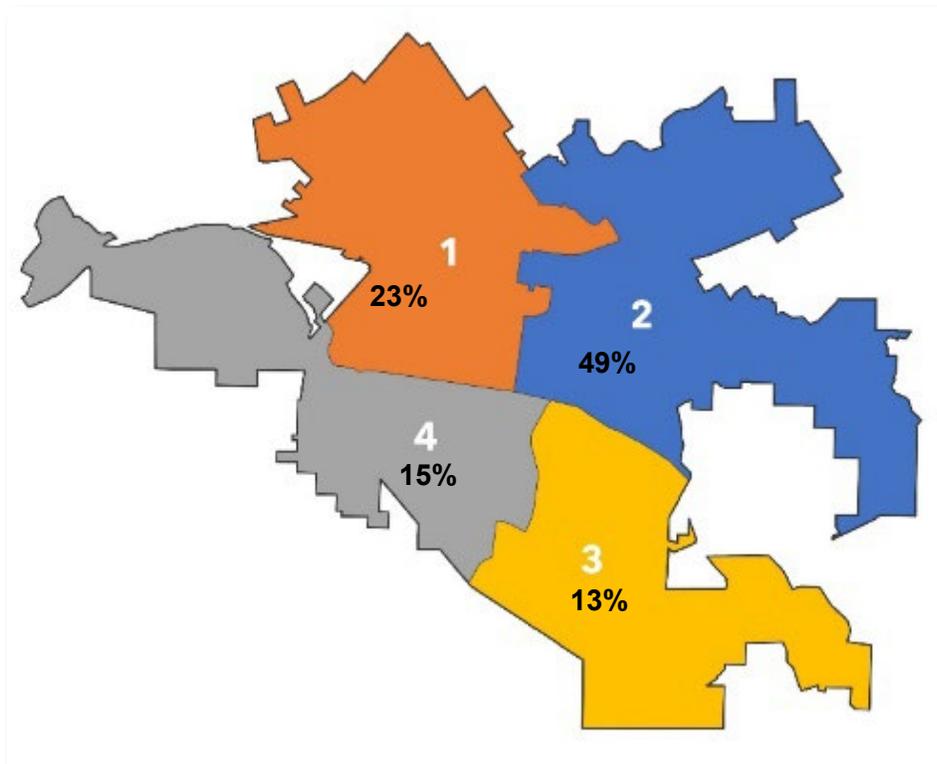


TABLE 5-2: MASTER PLAN RECOMMENDATIONS (COUNT) BY QUADRANT

Quadrant	Design Guideline Recommendations											Park Experience Assessment Recommendations											Totals and Distribution			
	Sports Fields	Sports Courts	Challenge Facility/Activity Station	Loop Walk/Trail	Picnic Area/Shelter	Play Area/Playground	Art/Culture/Interpretive Features	Restrooms	Parking	Shade*	Design Guideline Recommendations Subtotal	Shade/covered area**	Rest area/seating	Attractive features/landscaping	Welcoming entry(ies)	Reflect community character	Unique landscape/ natural features	Design theme/ brand/color palette	Sustainability	Varied recreation options	Unique recreation features	Active vs. passive recreation	Flexible/multi-use facilities	Park Experience Assessment Recommendations Subtotal	TOTALS	Percent of all Recommendations
1	2	4	6	2	5	1	1	2	1	6	30	-	-	-	-	8	7	8	6	5	4	1	1	40	70	31%
2	-	4	6	-	4	1	1	2	-	4	22	1	-	-	3	7	1	6	6	5	4	-	2	35	57	25%
3	-	5	3	1	4	4	2	-	-	4	23	1	1	1	-	3	2	2	3	2	3	2	2	22	45	20%
4	-	5	8	1	5	2	-	-	-	4	25	1	-	-	-	6	3	5	3	2	5	-	2	27	52	23%
Total	2	18	23	4	18	8	4	4	1	18	100	3	1	1	3	24	13	21	18	14	16	3	7	124	224	100%
Percent of all Rec's	1%	8%	10%	2%	8%	4%	2%	2%	0%	8%	45%	1%	0%	0%	1%	11%	6%	9%	8%	6%	7%	1%	3%	55%	100%	

Notes:
 * Shade recommendations indicate missing recreation or support amenities for each site. These deficiencies were identified by comparing existing features for each park to the Park Acquisition, Design, and Development Guidelines (Appendix D) for the pertinent park classification.
 ** Shade recommendations indicate low scoring experience scores based on the 2022 Park Experience Assessment. These are not directly related to the design and development guidelines but instead identify shade amenities that need improvement, enhancement, or replacement.

Cumulatively, the Master Plan recommends adding throughout the community 224 recreation and enhancement features, as summarized in Table 5-2. To add and incorporate more activities that appeal to youth and young adults, challenge features are proposed to be added throughout the system. These features can range from small to large, depending on site size and available space, and could include outdoor fitness equipment, climbing spires and interactive sculptures that allow climbing or play, zip lines, parkour courses, bike pump tracks, etc. Additional picnic shelters and picnic areas are recommended consistently across quadrants. More shade, both in the form of trees and shade sails/structures, is proposed throughout the system. Recommendations also call out added elements to parks that better reflect neighborhood identity and culture, as well as a clear design theme.

Table 5-3 provides more detail on the various components of costs. For major park re- envisioning projects, a site-specific master plan process will be necessary. Significant enhancement is proposed through site-specific recommendations, including special projects such as City Park and systemwide facilities additions (e.g., spraygrounds, dog parks, pump tracks, pickleball and shade).

TABLE 5-3: CAPITAL COSTS BY RECOMMENDATION (DOLLARS IN MILLIONS)

Site Type	Acquire/Develop		Improve/Enhance		Special Projects	Repair/Restore	TOTAL	
	Acquire	Master Plan or Design	Develop Park	Recommended Additions (Design Guideline Deficiencies)*	Recommended Improvements (Park Experience Deficiencies)	Unique/Other Projects		Asset Replacement **
Existing Park Sites	-	\$0.3	-	\$34.1	\$54.9	\$105.3	\$46.3	\$240.9
Proposed New Park Sites	-	\$0.6	\$7.1	\$4.7	-	\$0.6	-	\$13.0
Systemwide (Non-Site Specific)	-	-	-	-	-	\$15.5	-	\$15.5
TOTAL	-	\$0.9	\$7.1	\$38.7	\$54.9	\$121.5	\$46.3	\$269.4

* Appendix E provides guidelines by park classification to guide park acquisition, design, development, renovation, and park investment needs across Corona. Included in these guidelines are prioritized recreation elements for each type of park. The missing elements identified in this table have been refined based on concurrent or previously planned park improvement activities.

** Replacement costs are based on the Replacement Reserves Report Capital Costs estimated for the 2021 Parks and Facilities Inventory and Assessment Project for 2024 to 2033.

Maintenance Cost

Maintenance costs represent the estimated annual amount needed to maintain parks (both existing and new parks when developed) once the parks system is built out as recommended. All sites should receive, at a minimum, a standard level of care to maintain developed and natural areas. Some sites also will receive an enhanced level of maintenance.

- Standard: The standard level of maintenance includes monitoring, inspection, and care of recreation facilities, park amenities, natural resources, and landscaping for all parks with regular use. This includes routine and preventative maintenance, plus routine hazard monitoring, and basic stewardship and beautification for landscaping, trees, and other natural resources.
- Enhanced: Enhanced maintenance is needed at highly visible, heavily used sites that include specialized assets, recreation programming, or events. These sites receive priority during peak use times, as well as special attention for set-up and clean-up following reserved uses, programming, and events.

Maintenance levels are largely determined by the park type; however, certain facilities within parks, such as activity buildings, game-quality sports fields, and reservable spaces will require those parks overall to receive enhanced maintenance levels.

Costs for all sites are based on a per-acre estimates. For most sites, the site cost is based on the acreage of the entire site. Maintenance cost estimates for Oxbow Open Space Park reflect standard maintenance level costs calculated for 25% of the total site acreage, as one-quarter of the site or less is anticipated to be developed. Additional funds may be needed for natural resource stewardship, restoration, or management.

FIGURE 5-4: MAINTENANCE ANNUAL COST BREAKDOWN

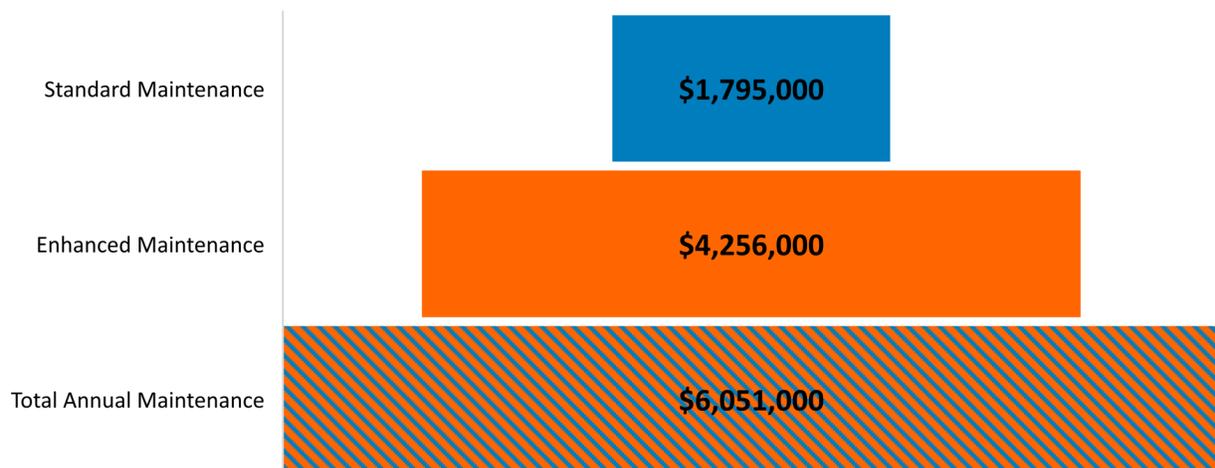
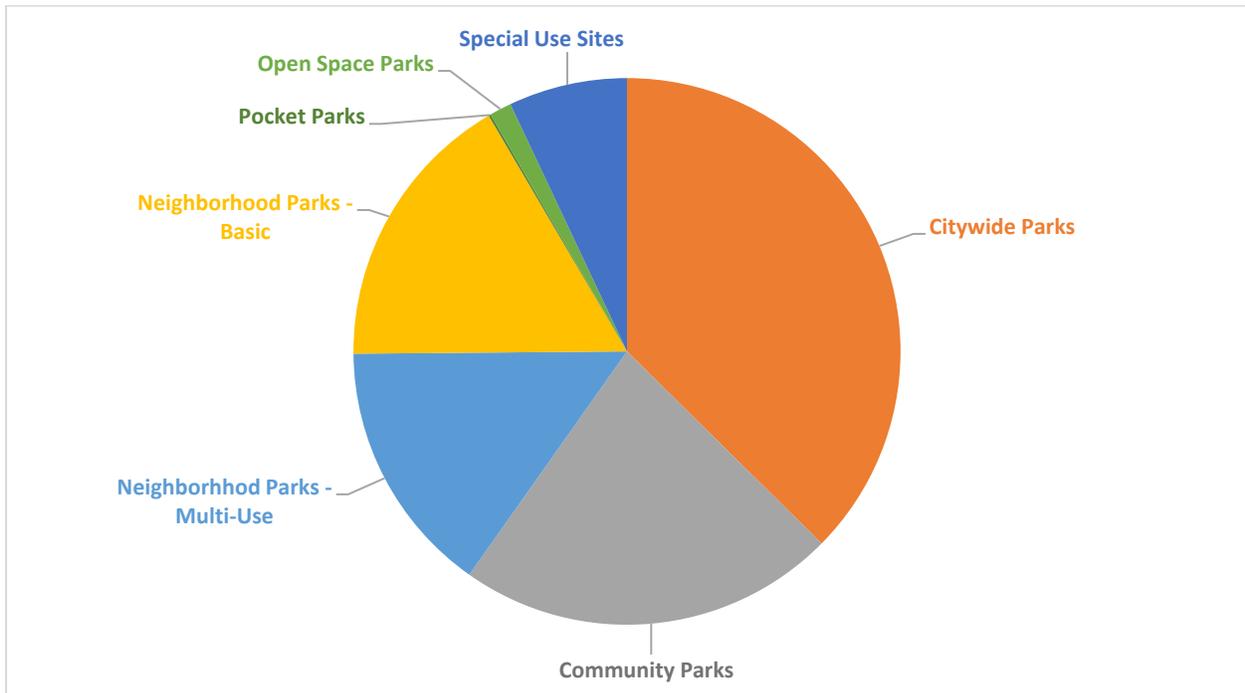


FIGURE 5-5: MAINTENANCE ANNUAL COST BREAKDOWN BY PARK TYPE

As indicated in Figure 5-5, in general the most visible and highly use parks (community parks and citywide parks) will require enhanced maintenance and management. Neighborhood parks with special features, such as a dog park, also require enhanced maintenance.

Implementation

The City of Corona, like all other jurisdictions, has limited capital and operational resources for reinvesting and sustaining the parks and recreation system. The capital costs—and associated operations cost—presented in this Master Plan exceed what the City will be likely to implement in the next ten years.

Prioritizing Projects Recommended in the Master Plan

City staff assigned priority levels (0-3 years, 4-6 years, and 7-10 years) to projects recommended in the Master Plan. Many projects, given available funding levels, were not included in this initial prioritization. The Parks and Recreation Commission will provide feedback on the preliminary prioritization, prior to approval by City Council.



Implementation Plan

The PRMP recommends numerous actions to expand, improve, and maintain the Corona parks and recreation system. With the realities of limited funding, priority projects must be identified for implementation over the next ten years. Recommendations take into consideration the Master Plan goals and objectives; the park or facility's function within the overall system; the design guidelines and facility considerations contained in the PRMP; opportunities identified during the PRMP planning process; and decision-making criteria included in the Master Plan.

The Implementation Plan is intended to be dynamic, updated periodically to reflect changing circumstances and opportunities.

Table 5-5: 10-year Implementation Plan

Project	Project Description	Total Capital Cost	Quadrant	Park Assessment Score	CIP Criteria Score	Existing CIP	Future Capital Cost Each Term				Ongoing Estimated Added Annual Maintenance & Operations Costs
							Short Term (1-3 years)	Mid Term (4-6 years)	Longer Term (7-10 years)	Future Unfunded (11+ years)	
Site Specific Improvements											
Butterfield Park	To increase recreation variety, add sports courts (which could include a tournament-style pickleball facility with approximately 12 courts if not located in another part of the city); connect and create walking loops with mileage markers or other signage and seating. Add picnic tables and amenities to activate the historical rotary pavilion or make better use of picnic area on north side of the site. At the end of its lifecycle, replace the current play area with a larger thematic play area that potentially could be relocated to be more centrally located near gathering areas or areas with seating. Picnic and play areas should be shaded. Parking lot improvements are needed, particularly for unpaved lots. (West parking lot design is included in the FY24 CIP).	\$9,797,000	1	4.8	22		\$4,722,000			\$5,075,000	\$718,000
Sheridan Park	There is an opportunity to add a greater variety or more unique recreation features.	\$2,710,000	1	5.9	22		\$250,000			\$2,460,000	\$31,000
Serfas Club Park	Add a multi-use sports court and active use/challenge amenity.	\$4,506,000	4	5.1	19		\$553,000			\$3,953,000	\$87,000
Village Park	To contribute to recreational variety and park character, add a unique sports court, active use/challenge amenity, and restrooms. Add shade features over play and picnic areas and shade trees along walking path.	\$5,606,000	2	5.5	19		\$591,000			\$5,015,000	\$69,000
River Road Park	For recreational variety and for more efficient use of the site, add a multi-use sports court and an active use/challenge amenity. Increase shade by replacing the picnic area pergola and adding shade to the play area. Redesign existing water features with conservation in mind and to improve the aesthetics of the park. Add publicly accessible restrooms.	\$3,015,000	1	5.9	18		\$940,000			\$2,075,000	\$74,000
Promenade Park	Add shade over sports fields, seating areas, and play areas. At the end of the basketball court's lifecycle, replace the two half courts with one full court. At the end of its lifecycle, relocate the playground closer to parking areas for visibility and safety. Activate open turf area with shaded seating/gathering areas or informal sports fields.	\$1,881,000	2	6.1	24		\$1,046,000			\$835,000	\$230,000
Ridgeline Park	For recreational variety and for more efficient use of the site, add a multi-use sports court, a walking/fitness loop and a play area, and activity station. Longer term, add a family-size or small-group shaded picnic area in place of the two tables and a pergola that provides limited shade.	\$2,256,000	4	6.5	23		\$641,000			\$1,615,000	\$66,000
Border Park	The volleyball, tennis, and pickleball courts are separated from the park by Border Ave and visibility/connections are affected due to elevation changes. Playground equipment is included in the CIP FY24. Add a small, shaded group picnic area and variety through a unique activity or challenge feature to support a clearer design theme for the park.	\$3,380,000	4	6.4	23		\$350,000			\$3,030,000	\$36,000

Table 5-5: 10-year Implementation Plan

Project	Project Description	Total Capital Cost	Quadrant	Park Assessment Score	CIP Criteria Score	Existing CIP	Future Capital Cost Each Term				Ongoing Estimated Added Annual Maintenance & Operations Costs
							Short Term (1-3 years)	Mid Term (4-6 years)	Longer Term (7-10 years)	Future Unfunded (11+ years)	
Rimpau Park	To add variety and activity, add a sports court, activity station, and a group picnic area with shade. Add additional shade cover/trees in the turf area, better connections to the residential area to the north of the park, and more benches throughout the park.	\$2,767,000	2	6.2	21		\$427,000		\$2,340,000	\$62,000	
Brentwood Park	Renovate and program park over time to function like a community park with more diverse recreation options and organized programs. Add a medium or large-group picnic shelter. In time, improve the existing backstop and basketball courts to support sports and active uses. Expand and replace the play area to provide a thematic equipment. Add a walking loop trail. Preserve the lawn for neighborhood events.	\$6,100,000	1	5.8	18		\$1,150,000		\$4,950,000	\$225,000	
Spyglass Park	To add variety and activity, add a sports court, activity station, and a group picnic area with shade. There is an opportunity for stormwater collection and educational opportunities to support Woodrow Wilson Elementary School next door.	\$2,581,000	3	5.8	17		\$301,000		\$2,280,000	\$68,000	
Park View Park	Design and develop this site as a welcoming, multi-use neighborhood park, integrating a design theme that reflects the desired character for this site. Add play equipment, a multi-use sports court, and a centralized family-size or small group shaded picnic area. Add another use as per design guidelines to support varied recreation options.	\$4,252,000	2	5.8	12		\$567,000		\$3,685,000	\$84,000	
Chase Park	Chase Park has minimal features and amenities. Shade cover is present at play structure but not at seating areas. There are no direct connections to adjacent Santiago High School or homes. There is an opportunity to add more features and amenities, including a sports court, shade over seating areas and a group shaded picnic area, active uses such as a challenge feature or activity center, and additional lighting. An existing walkway dead ends without conclusion; these new uses could help the park feel more finished.	\$4,096,000	3	5.2	16		\$496,000		\$3,600,000	\$68,000	
Crest Verde Park	Cresta Verde has scattered stand alone picnic tables with minimal shade. Add covered picnic areas to support small group picnics, as well as an active use/challenge amenity to diversify recreation options. At the end of its lifecycle, replace the half court with a full-size sports court.	\$4,501,000	2	5.8	18		\$463,000		\$4,038,000	\$69,000	
Buena Vista Park	Add a multi-use sports court and activity station. Add shade amenities such as sails over the existing play area. Incorporate water-saving features and drought tolerant landscaping.	\$4,623,000	4	6.1	21		\$713,000		\$3,910,000	\$127,000	
Kellogg Park	Kellogg Park has some shading with large mature trees located at the entrance of the park. Add shade to the play area. Add or consolidate picnic tables to provide for a small group picnic area, with shade. Consider ways to highlight the tennis courts and activate the rear corner of the park.	\$1,762,000	2	6.5	15		\$712,000		\$1,050,000	\$62,000	

Table 5-5: 10-year Implementation Plan

Project	Project Description	Total Capital Cost	Quadrant	Park Assessment Score	CIP Criteria Score	Existing CIP	Future Capital Cost Each Term				Ongoing Estimated Added Annual Maintenance & Operations Costs
							Short Term (1-3 years)	Mid Term (4-6 years)	Longer Term (7-10 years)	Future Unfunded (11+ years)	
Mangular Park	The Corona Department of Water and Power operates a drinking water blending facility under the tennis courts in Mangular Park to maximize the use of local groundwater supplies. In conjunction with adding a shaded picnic area and more variety through a challenge facility or activity station, the blending facility presents an opportunity for sustainability branding and education.	\$3,281,000	4	6.1	18			\$491,000		\$2,790,000	\$49,000
Fairview Park	For recreational variety and for more efficient use of the site, add a soccer/multi-use field, a multi-use sports court, a walking/fitness loop and a play area, and activity station. Longer term, add a family-size or small-group shaded picnic area in place of the two tables and	\$4,813,000	1	6.2	16			\$180,000		\$4,633,000	\$70,000
Jameson Park	Jameson Park has minimal features and amenities. Add amenities, including a sports court, picnic areas with shade, a play area, and other activities to add interest and activity to an underutilized park.	\$6,074,000	3	5.8	10			\$974,000		\$5,100,000	\$171,000
Lincoln Park	Lincoln Park has many mature trees, a unique wooden play area and new fitness equipment added in FY23 to the fitness loop. For variety, add a sports court and small picnic area.	\$1,298,000	1	6.8	22				\$348,000	\$950,000	\$76,000
Tehachapi Park	Tehachapi Park has mature trees at play areas, along walking paths, and at the edge of the park. The outer walking loop is well used by walkers, dogs, and strollers. Update the restroom to add sinks and add activity stations/a challenge feature for variety.	\$3,600,000	2	6.6	19				\$390,000	\$3,210,000	\$39,000
Ontario Park	Add shade (structures or trees) to the play area, as well as shaded seating around the walking loop. Integrate fitness equipment and interpretive signage or trail mile markers	\$1,118,000	1	7.8	17				\$523,000	\$595,000	\$64,000
Santana Park	To add additional recreation variety, integrate sports courts; enlarge the small, covered picnic area to accommodate park users during peak activity times. Consider integrating public art.	\$7,740,000	3	7.6	18				\$1,150,000	\$6,590,000	\$777,000
El Cerrito Park	This site is a well-functioning sports park with multiple fields and courts. Consider adding public art, consistent with the sports theme, to brand this site as a Corona sports park.	\$4,109,000	3		17				\$2,000,000	\$2,109,000	\$429,000
Husted Park	Add a challenge feature and activity stations, such as a climbing wall, adult sized swings, and other uses targeted for teens. Add shade structures or trees.	\$960,000	1	6.7	12				\$960,000	\$0	\$44,000
Stagecoach Park	Support the small/young trees to mature and provide enhanced shade. Add shade sails over or near the play area. Explore options to add a multi-use sports field and court. The existing park has a larger play area with three separate but adjacent play area pads. Replace one of the pads with an active use challenge amenity. Add shade amenities to benches/seating areas near play area, along walking loop seating, or in underused parts of the park such as the grassy areas within the walking loop.	\$5,398,000	1	6	21				\$298,000	\$5,100,000	\$128,000

Table 5-5: 10-year Implementation Plan

Project	Project Description	Total Capital Cost	Quadrant	Park Assessment Score	CIP Criteria Score	Existing CIP	Future Capital Cost Each Term				Ongoing
							Short Term (1-3 years)	Mid Term (4-6 years)	Longer Term (7-10 years)	Future Unfunded (11+ years)	Estimated Added Annual Maintenance & Operations Costs
Joy Park	Maintain Joy Park as a small pocket park with seating, a historic marker, and landscaping/palm trees. Remove the small barbecue located next to the picnic table. Long-term, consider replacing turf with sustainable, drought-tolerant plantings.	\$179,000	2	6.4	5				\$179,000	\$0	\$2,000
Contreras Park	Maintain this pocket park for its sustainable drought-tolerant plantings.	\$5,000	1	6	4				\$5,000	\$0	\$2,000
Merrill Park	Maintain this site for its seating, turf and palm trees. Seating is provided on a bench and two picnic tables. Remove the small barbecue located next to the picnic table. Long-term, consider replacing turf with sustainable, drought-tolerant plantings.	\$157,000	1	6.6	4				\$157,000	\$0	\$3,000
Rock Vista Park	Add interpretive signage of plants and covered/shaded seating circle. Continue to maintain the landscaped areas, soft surface loop path, and community painted rock garden, providing opportunities for nature access and adventure play. The restroom is locked and the outdoor faucet has no water; restroom access should be restored.	\$2,180,000	2	6.9	9				\$680,000	\$1,500,000	\$137,000
Citrus Park	To add additional recreation variety, add sports courts, a small and medium group picnic shelter or area (with at least one covered). Improve shade around splash pad. Enhance walking paths with added support amenities such as benches and signage.	\$3,917,000	3	7.4	24				\$2,467,000	\$1,450,000	\$327,000
Eagle Glen Park	To increase recreation variety and further activate path use, connect existing walkways and create a perimeter walking loop path with seating, signage or mile markers, ideally with cultural or historic reference related to the community or local history. At the end of its lifecycle, replace the play equipment with a larger thematic play area that includes seating and shade. Add additional shade trees and provide shade over seating, picnic areas, and/or open areas.	\$6,769,000	3	6.6	22				\$1,519,000	\$5,250,000	\$221,000
Sierra Bella Park	For recreational variety, add an active use/challenge amenity or activity stations.	\$1,650,000	4	6.8	16					\$1,650,000	\$30,000
Victoria Park	Add spray ground (planned in FY24 CIP), a family-size or small-group shaded picnic area, and an active use challenge amenity to diversify. Ensure that outdoor restrooms are open and publicly accessible, especially when the spray ground is opened.	\$1,594,000	1	6.5	22	\$1,594,000				\$0	\$30,000
Mountain Gate Park	Improve the playground as noted in the FY24 CIP. When replacing or upgrading amenities, identify sustainable approaches related to material, water usage, etc.	\$4,604,000	4	7.9	24	\$4,314,000				\$290,000	\$351,000
Auburndale Park	Renovate site to expand park use, organized programming opportunities, and ADA accessibility. As noted in the FY24 CIP, renovate the exterior open space to include two new tennis courts, a pickleball court, half basketball court, new restrooms, patio covering and seating area, new playground, DG walkway with benches and fitness stations, and drought tolerant planting.	\$5,009,000	1	5.9	20	\$1,769,000				\$3,240,000	\$33,000

Table 5-5: 10-year Implementation Plan

Project	Project Description	Total Capital Cost	Quadrant	Park Assessment Score	CIP Criteria Score	Existing CIP	Future Capital Cost Each Term				Ongoing
							Short Term (1-3 years)	Mid Term (4-6 years)	Longer Term (7-10 years)	Future Unfunded (11+ years)	Estimated Added Annual Maintenance & Operations Costs
Griffin Park	Beginning in FY24, add a playground, lighting, camera, and walkway, making ADA improvements throughout. (See FY24 CIP). In addition, look for opportunities to add shade and a small sports court or active use element, such as outdoor fitness equipment. Add signage to enhance ease in access/findability.	\$2,810,000	2	7.5	20	\$2,810,000				\$0	\$215,000
Skyline Park	Create a master plan, design and develop this nature-based regional park to attract residents throughout Quadrant 4 and the City. Enhance the site with trails and developed features, while stewarding and protecting natural resources in the remaining acreage. Support access via a pedestrian/bike bridge and sufficient parking. Specific features of the park will be dependent on the outcome of the master plan. Develop an ADA accessible nature trail with interpretive stations, as well as a network of soft-surfaced trails to support hiking, jogging, and mountain biking. (FY24 CIP includes park design and the development of the Skyline Trail access bridge.)	\$643,000	4			\$643,000				\$0	
Oxbow Park	Acquire land, design, and develop up to 25% of the site as an Open Space Park to serve nearby neighbors and park visitors. Steward natural resources on the remaining acreage. Develop interpretive features, shaded nature play features, a shaded seating circle, a climber or similar active use option for a natural area, off-street parking, and shade.	\$2,525,000	4							\$2,525,000	\$79,000
Taylor Basin Park	Design and develop the site into a Neighborhood Park - Basic, including a small shaded group picnic area, a play area with natural elements, activity stations, and if feasible while also allowing for detention basin uses to continue, a sports court.	\$3,744,000	4							\$3,744,000	\$36,000
Lemon Heights Basin Park	Design and develop the site into a Neighborhood Park - Basic, including landscaping, a small shaded group picnic area, a play area with natural elements, activity stations, and if feasible while also allowing for detention basin uses to continue, a small-footprint sports court. Remove the fence that precludes public access.	\$5,196,000	4							\$5,196,000	\$68,000
Gilbert Basin Park	Add signage to formalize this detention basin that already presents as a park. Add natural play elements such as logs, boulders, and other climbable features.	\$900,000	3							\$900,000	
Site Specific Improvements Total Cost		\$144,106,000				\$11,130,000	\$9,093,000	\$6,474,000	\$10,676,000	\$106,733,000	\$5,457,000
City Park	Create construction documents and renovate City Park as per its new Master Plan to include a new community recreation center, aquatic facility, stage, destination playground, splashpad, skate park, basketball courts, lighted multi-use sports field, event space, plazas, gardens, picnic areas, and support amenities such as parking, restrooms, and shade. Strive to exceed ADA accessibility standards to serve people or varying needs and abilities.	\$100,000,000	1			\$10,000,000	\$90,000,000			\$0	\$339,000
City Park Total Cost		\$100,000,000				\$10,000,000	\$90,000,000	\$0	\$0	\$0	\$339,000

Table 5-5: 10-year Implementation Plan

Project	Project Description	Total Capital Cost	Quadrant	Park Assessment Score	CIP Criteria Score	Existing CIP	Future Capital Cost Each Term				Ongoing
							Short Term (1-3 years)	Mid Term (4-6 years)	Longer Term (7-10 years)	Future Unfunded (11+ years)	Estimated Added Annual Maintenance & Operations Costs
Systemwide Improvements											
Additional spraygrounds /splash pads (6 new)	Develop a sprayground in Victoria Park, one in City Park, and 4 at additional sites, so that each quadrant will have two to support cooling and waterplay.	\$2,500,000				\$500,000		\$500,000	\$500,000	\$1,000,000	
Additional dog parks (2 new)	Add a dog park in Quadrants 3 and Quadrant 4. If a dog park is located near the city limits, a second dog park in that quadrant may be warranted.	\$1,600,000						\$800,000	\$800,000	\$0	
Additional pickleball courts	"Provide a tournament-style pickleball facility with approximately 12-16 courts. Add two paired pickleball courts in Quadrant 2." Relocate 8 pickleball courts currently located at Border Park to a citywide or community park, such as Butterfield there, for a total of 7-9 additional courts.	\$3,500,000					\$3,150,000		\$350,000	\$0	
Bike pump tracks	Provide 2 pump tracks in Corona, dispersed so that approximately half of the community may be served by each (e.g., quadrants 1 & 3, or 4 & 2).	\$1,000,000						\$500,000		\$500,000	
Inclusive, universal playground	Develop a large destination play area in a centralized location at a citywide or community park to provide universal, inclusive access. Consider providing this in City Park or Santana Park when existing play structures are replaced.	\$1,500,000						\$1,500,000		\$0	
Lighting	Provide additional lighting to support use of parks in evening hours and enhance sense of safety.									\$0	
Shade	Recognizing that shade is also addressed in site specific recommendations, increase shade for seating areas and playgrounds, by planting trees or adding shade structures where warranted.	\$1,000,000					\$250,000	\$500,000	\$250,000	\$0	
Citywide ADA improvements in parks	Enhance ADA accessibility citywide, updating parking paths of travel, restrooms, and playground surfacing at the following parks as noted by year: fiscal 2024: Auburndale, Contreras, Cresta Verde, Ontario, Ridgeline and Victoria; 2025: Parks - Border, Brentwood, Fairview, Kellogg, Sheridan and Tehachapi; 2026 - Husted, Lincoln, Mangular, Rimpau, Serfas Club, Spyglass, Stagecoach and Village; Year 5 Parks - Buena Vista, Butterfield, Chase, City, Eagle Glen, Jameson, Parkview, River Road and Rock Vista.	\$3,847,000				\$3,634,669	\$212,331			\$0	
Systemwide Improvements Total Cost		\$14,947,000				\$4,134,669	\$3,612,331	\$3,800,000	\$1,900,000	\$1,500,000	
GRAND TOTAL		\$259,053,000				\$25,264,669	\$102,705,331	\$10,274,000	\$12,576,000	\$108,233,000	\$5,796,000

Prioritization Tool

To assist the City in focusing on priority projects, the Master Plan introduces a clear evaluation process for evaluating and prioritizing recommended capital projects. Using clear and understandable criteria helps the City to make transparent, consistent decisions about which projects to move forward first. Since this Master Plan cannot anticipate all project needs as circumstances change over the next ten years, this evaluation framework will help vet new projects as they arise. This framework will also help to ensure that decisions are grounded in the community's needs and reflect the Master Plan's goals and objectives.

The determining factor for how many projects and initiatives can be moved forward is available funding. A secondary and highly important factor is the related staff capacity to implement the projects. Though additional staffing can be brought on for special projects, the overall capacity to plan, manage, and implement projects has a limit. The criteria in this section provide a method to prioritize which projects or initiatives should move forward first, based on both funding and staff capacity.

Every proposed action should be consistent with the goals of this Master Plan. The decision-making criteria (below) is designed to help staff analyze the proposed project or initiative. Projects that satisfy multiple decision-making criteria and substantially move projects toward the Master Plan goals should be prioritized.

In some cases, information may not be readily available for staff to make an adequate evaluation. In these cases, staff may obtain additional data by meeting with local experts, conducting regional or national research, or recommending conducting a specific technical study.

Projects that are aligned with multiple Master Plan goals are important. However, projects that meet multiple decision-making criteria are most likely to be implemented more quickly. For this reason, decision-making criteria is weighted more heavily. Final scores should be used to sequence capital projects in annual capital improvement planning and budgeting.

The Evaluation Worksheet (Table 5-6) on the next page is designed to help staff determine if new project proposals should move forward. New projects that are proposed should be evaluated using this worksheet.

TABLE 5-6: EVALUATION WORKSHEET

Proposed Project or Program Name		
Criteria	Check	Score
Step 1: Alignment with PRMP Goals <i>Does the proposed project address one or more of the following Parks and Recreation Master Plan Goals?</i>	<i>Check if Yes</i>	<i>1 point each</i>
High-Quality Parks and Facilities: Ensure high-quality parks and recreation facilities across our community.		
Maintenance Consistency: Ensure consistent maintenance of parks and recreation facilities across our community.		
Accessibility for All: Ensure all residents have access to parks, recreation programs, and facilities that inspire memorable experiences.		
Improved Health and Wellness: Ensure the parks and recreation system fosters community health, wellness, and active lifestyles.		
Environmental Enhancements: Ensure parks incorporate green infrastructure, nature, flexible spaces, and a healthy tree canopy.		
Strong Community Partnerships: Ensure meaningful community participation through engagement, volunteerism, and partnerships.		
Incorporate Culture, History, Heritage: Ensure parks and recreation facilities create a sense of identity that is reflective of the City’s culture, history, and natural environment.		
Financial Sustainability: Ensure the wise allocation of funds to support the common good, economic vitality, and park investment.		
Step 2: Alignment with Park System Realities <i>How well does the proposed project address the following criteria?</i>	<i>Check if Yes</i>	<i>2 or 4 points as indicated</i>
Funding Availability: Does the project use or leverage available resources (staffing, funding, grants, partnerships, equipment)?		2
Level of Service: Does the project help achieve Level of Service (LOS) guidelines for the amount of facilities across the entire park system?		2
Park Equity/Accessibility: Does the project serve a large number of people or affect a popular, high-use facility?		2
Community Impact: Does the project add a use that is desired by the community that does not exist currently (or within that quadrant)?		2
Ongoing Maintenance: Can the project be consistently maintained to quality standards with existing resources.		2
City Priority: Does the project coincide with or support another City project or City Council initiative?		2
Upgrade Existing Park: Does the project add facilities or repair existing facilities at an existing park that has had deferred maintenance?		4
Staff Recommendation		
<input type="checkbox"/> Move forward this fiscal year <input type="checkbox"/> Further research required <input type="checkbox"/> Identify future funding source(s) <input type="checkbox"/> Will not move forward		
Next Steps	Lead Department	

Financial Sustainability Strategies and Potential Funding Sources

A high-quality parks and recreation system requires a significant capital and operations funding investment. To build recommended features, sustain the community's investment in existing resources, and keep Corona's parks safe, clean, and green, the City must identify additional sources of funding.

Existing Funding Sources

Currently, Corona funds much of the parks and recreation system—and most City expenditures—through General Fund revenues (which is drawn from taxes and fees). General Fund dollars support recreation operations and park maintenance, as well as many of the park improvement projects in the City's Capital Improvement Plan (CIP). This places all City projects and services—including those of Parks, Public Safety, Public Works, etc.—in competition for both capital and operating resources, since they are all funded through the same budget.

The Community Services Department has not had a dedicated budget for the repair and replacement of worn, deteriorating and aging facilities. Without a replacement schedule and a dedicated budget, the City has been unable to anticipate and carry out replacement projects when needed. In 2020, Measure X was passed by voters, increasing the local sales tax rate by 1%, to 8.75%. Since then, the City has had some funds to begin addressing the backlog of deferred maintenance. In 2023, the Community Services Department was allocated 9.7% of the City's operating budget, or about \$18 million, which is a significant increase from years past. On average, the City annually allocates \$2 to \$4 million of capital improvement funding for facilities, parks, and open space. The 2024-2033 CIP anticipates use of the fund for ADA improvements at parks, and a variety of park amenities replacement and improvement projects. Moving forward, the City estimates maintaining the same level of annual funding for parks projects.

GENERAL FUND

The General Fund is the primary operating fund of the City where all revenues that are not allocated by law or contractual agreement are accounted for.

DEVELOPMENT IMPACT FEES

Development Impact fees are special fees paid by new development to offset the costs of development to the City. Fees are charged by the City to an applicant in connection with approval of a development project. The purpose of these fees is to defray all or a portion of the cost of public facilities, including schools, parks, and streets. Impact fees can only pay for the portion of the improvement that benefits the new uses but cannot be used to cover costs that benefit existing uses.

Annually, the Community Services Department collects approximately \$1.7 million in revenues, mostly from education enrichments services (\$690,000), reservations (\$534,000), and skill-based activities such as yoga classes and sports camps (\$508,000). The revenue falls severely short of the \$8.8 million in expenses the Department incurs annually for operations of all parks, facilities, and programming. The most significant cost (by far) is the cost to maintain parks and trails in the community (\$4.3 million each year).

Capital improvement funding can be used for land acquisition, design, and construction, including new parks and facilities and expansion or renovation of existing parks and facilities. It cannot be used for operations costs.

Operations funding supports ongoing services, such as maintenance, facility operations, recreation programming, events, marketing, and management.

The funding sources in Table 5-7 indicate Corona’s funding sources available as of 2023 for park and recreation capital projects.

TABLE 5-7: CURRENT FUNDING SOURCES

Source	Description
GENERAL FUNDS	
General Fund	<p>General Funds are allocated in Corona’s budgeting process, and dollars for park operations must compete with other City needs for limited resources. In FY2023/2024, the General Fund budget was \$156 million. Of that, the Community Services Department was allocated 9.7% of the City’s operating budget, or about \$18 million. On average the City annually allocates \$2 to \$4 million of capital improvement funding for facilities, parks, and open space projects.</p> <p>The 2024-2033 CIP anticipates use of the General Fund for library improvements, ADA improvements at parks, and a variety of park amenities replacement/improvements.</p>
Measure X Fund	<p>Measure X is the Economic Recovery, Public Safety, City Services Measure that enacts a 1-cent local sales tax to fund City services and community-expressed priorities. In 2023, the fund had a revenue of \$40 million and \$3.3 million (or 28% of budgeted expenditures) was allocated to parks and open space. The remaining 72% of Measure X funding is budgeted for facility systems and community assets and streets and storm drains. The 2024-2033 CIP anticipates use of funds from Measure X for the Historic Civic Center Facility Capital Improvements and a variety of park amenities replacement/improvements.</p>
Civic Center Fund	<p>In 2023, the City budget showed a fund total of \$254,700 in the Civic Center Fund. The 2024-2033 CIP anticipates use of the fund for HCC breezeway rebuild and facility capital improvements. In 2023, \$256,000 was allocated for improvements and maintenance for the Historic Civic Center.</p>

TABLE 5-7: CURRENT FUNDING SOURCES

Source	Description
SPECIAL REVENUE FUNDS (DEVELOPMENT IMPACT FEES)	
Aquatics Center Fund	<p>In 2023, the City budget showed an Aquatics Center fund total of \$207,000. Of that amount most was allocated to a citywide fee review and aquatic improvements.</p> <p>The 2024-2033 CIP anticipates use of the fund for Aquatic Improvements at Auburndale Pool. In 2023, \$100,000 was allocated for improvements of aquatic facilities at Auburndale Park.</p>
Parks And Open Space Fund	<p>The Parks and Open Space Fund fees are charged for each housing unit developed. In 2023, the City budget showed a Parks and Open Space fund total of \$3.8 million. Projects anticipated to be funded include \$2.2 million to address repairs identified in the Parks and Facilities Inventory and Assessment and \$630,000 for Auburndale Pool and park amenities improvements.</p>
AB1600 Park Improvement/ Development Fee	<p>The City's 2023 revenue budget included \$668,000 for this fund. The 2024-2033 CIP anticipates use of this fund for Auburndale amenities improvements, Butterfield Park west parking lot design, Mountain Gate Park shade structure, shade installation at park playgrounds, and the Skyline Trail access bridge.</p>
LMD 84-2 Zone 20 Fund	<p>Landscaping Maintenance Districts are formed for the operating and maintenance of landscape, lighting, traffic signals, parkways, medians, etc. in the City's neighborhoods. LMD 84-2 Zone 20 was formed for a 70-acre area roughly bounded by Foothill Boulevard, City boundary/Upper Drive and Garretson Avenue. The City's 2023 revenue budget included \$1 million for this fund. The 2024-2033 CIP anticipates use of the fund for "Citywide Park Amenities Replacement Phase I"</p>
CAPITAL PROJECT FUNDS	
Community Development Block Grant (CDBG) Fund	<p>CDBG is a federally funded grant program aimed to assist low to moderate-income communities in community development projects. Funds can be used for revitalization of existing community facilities and for new community facilities that principally benefit low and moderate-income persons in designated census tracts. In 2022, the City was granted \$1.1 million in CDBG funds, although most of that would be used for programs other than parks and recreation. The 2024-2033 CIP anticipates use of a portion of the fund for improvements at Sheridan and Victoria Parks.</p>
Reimbursement Grants Fund	<p>The 2024-2033 CIP anticipates use of this fund for Griffin Park enhancements and remodeling of the Corona Innovation Center. In 2023, \$2 million was budgeted for enhancements at Griffin Park.</p>
Source: City of Corona Adopted Capital Improvement Plan Fiscal Years 2024 to 2033	

Potential Funding Strategies

Unless additional sources of funding are identified, the City will not have sufficient funding to implement many of the projects recommended in the PRMP— especially if the resources for developing and, importantly, operating these valued community assets must come from the City's General Fund. This is a normal outcome of most parks master plans and is not unique to the City of Corona. To help offset this funding gap, the City can consider the following funding

strategies to maximize its investment and be able to support the community's vision for a broad range of recreation opportunities.

Develop Facility/Program Business Plans

Before Corona develops new facilities or programs, a clear business plan is needed for each. These operational plans should, at a minimum, identify the intended purpose for the facility or program, the space needed for fee-based programs, reservations, and other uses, the market it should serve, staffing needed, and expectations for financial performance, including revenue generating opportunities and cost-recovery targets. This up-front work will set the facilities up for greater success. The Financial Sustainability Assessment presented in Appendix F will help guide decisions on program and service fee pricing to help inform the development of a facility operations pro forma.

Seek Sponsorships, Donations, Partnerships

In addition to entities who may be willing to donate or give funding to support various projects, some donors or businesses may be willing to invest as equity partners, sharing the risk and benefits of facility operations and development. Others may be willing to sponsor a project in exchange for naming rights, marketing benefits, or other return on investment. The City could offer to sell naming rights to large new parks, major recreation amenities and/or major facilities. Business sponsorships—in exchange for marketing promotion through signage, the agency's website, or other agency materials such as the recreation guide—present another opportunity to increase revenues.

The City should explore all options to increase philanthropic contributions to Corona's park system. The Corona Parks Foundation is a 501(c)(3) organization that provides fundraising support for City parks, facilities, and programs, and can be an asset to building a campaign for philanthropic giving.

Pursue Grants Strategically

Typically, grants applications are competitive processes that fund only capital costs. Some grants require a City to commit to the maintenance and operation of the resulting facilities into perpetuity. Most grants also require matching funds. To be effective at competing for grant funding, the City will need to invest staff time in tracking and applying for grants. Examples of recent grant funding include the inclusive playground at Lincoln Park (Kompan, Inc. and the Corona Parks Foundation) and renovations at Griffin Park (State of California).

Increase Impact Fees for New Residential Growth

New residential development and the redevelopment of areas within Corona will increase demands for parks and recreation opportunities in the future. The City currently collects impact fees to help fund the development, expansion or significant modification of parks, recreation facilities, and open space that are needed to support new development and residential growth. The City's Quimby and Parkland Open Space fees are the highest development impact fees collected for new residential development. The funding may not be used to maintain the park system, improve aging assets, address existing deficiencies, or increase the level of service. As part of the funding strategy, the City should regularly update Corona's Park Improvement/Development Fees to increase funds available for new park acquisition and development and reflect changing conditions.

The City's parkland dedication requirements should also be revisited and, if needed, amended to ensure that dedication requirements are based on a minimum level of service of 4.0 acres per 1,000 residents as included in this Master Plan.

Increase User Fees and Program Fees

In order to sustainably operate into the future, the City should assess pricing of program and facility use fees based on the cost recovery goals outlined in the Financial Sustainability Strategy (Appendix F). Fees for programs and services with more individualized benefits are charged at a higher cost recovery rate, so that programs and services with broader community benefits can be subsidized. To ensure inclusive opportunities for all, higher program costs should also be accompanied by scholarship opportunities for families and target populations in need.

Identify Sustaining Funding

As the City expands parks and facilities, it will need additional maintenance and operations funding to maintain and sustain city parks. Landscape and maintenance districts (LMDs) and Community Facilities District (CFDs) are financing vehicles utilized to make certain improvements to specific neighborhoods within the community. These improvements, such as parks, playgrounds, landscapes, sidewalks, trees, etc., are paid for by the landowners within the LMD. However, these districts are typically established when new residential areas are developed. It is more difficult to obtain voter approval for maintenance districts in established residential areas. The City could explore various taxing strategies, such as operational levies, which may support park maintenance.

Consider Voter-Approved Funding Mechanisms

Since the City is advancing a number of initiatives as part of this Master Plan, the City may consider funding and/or taxing mechanisms that require voter approval, such as a general obligation bond and/or operational levy for these projects collectively, or for certain large projects. Voter support at different price points and the general package of projects should be tested in a random-sample survey to identify public support before a ballot measure.

Increase City Funding

In the absence of other funding sources, the City could identify a greater percentage of General Fund dollars to apply to parks and recreation on a regular basis. Projects should not be developed until the City has identified the appropriate maintenance and operations resources needed for ongoing parks and facility management and stewardship. In addition, an asset management plan will be needed to identify the future dollars that should be set aside for the ongoing repair and replacement of these amenities, facilities, and landscaping.

Moving Forward

This Master Plan is the culmination of a significant collaborative effort of City staff, the City Council, the Parks and Recreation Commission, and other community leaders and residents to determine how best to invest in Corona's parks and recreation services. It comes more than 30 years after the City's previous Master Plan was adopted and is anticipated to guide the City toward a high-quality park system over the next 10 years.

City staff spent considerable time soliciting resident feedback and engaging stakeholders in the Master Plan process to create a community-supported plan for the future. The recommendation

to invest more in parks and recreation—focusing on park re-investment and new facilities to provide a greater variety of opportunities—reflects this collaborative input.

As a result, this Master Plan is goal oriented. It recommends a strategic investment in parks and recreation to continue to support Corona’s high quality of life, and a long-term investment in the assets and values that the community treasures.

A lot of work will still be needed over the next ten years to fully implement this plan. City staff will need the continued support of residents, businesses, stakeholders, the Parks and Recreation Commission, City Council, and City leaders to support this investment. Working together, we can create the high-quality park and recreation system we envision for the future.

Vision

Through the 2021-2026 Corona Strategic Plan, the City of Corona adopted the following vision to guide City services:

The City of Corona will be a safe, vibrant, and family-friendly community.

Priority Next Steps

Corona continues to embrace the importance of our local parks and recreation system through the completion of the Parks and Recreation Master Plan. The PRMP provides an updated resource and guide, reaffirming key needs and goals voiced by the community. This Master Plan positions the City to continue to enhance existing parks and facilities with amenities that reflect current trends, enhance park usage, and support the City’s robust programming.

To be successful at implementing the community’s goals for parks and recreation, the City will need the continued support of partner organizations, park users, and the public. This community-supported system will require staff and City leaders, including City Council and the Parks and Recreation Commission, to actively implement the Master Plan. This will include an ongoing review process using the tools provided herein and key priority actions steps moving forward.

1. Financial Sustainability Strategy

A key first step will be to begin to implement the Financial Sustainability Strategy presented in Appendix F to guide future decision making, including an evaluation of specific program costs and related cost recovery goals.

2. Asset Management Plan and Fee Update

In conjunction with implementing the Financial Sustainability Strategy, the City is undertaking a citywide Asset Management Plan. This critical step will outline lifecycle costs and schedules for all existing facilities. In addition, the comprehensive fee study and update should be conducted within the framework of the Financial Sustainability Strategy. Having the necessary resources on hand to maintain amenities and facilities and steward natural resources (including the tree canopy) is key to eliminating deferred maintenance and staying in front of facility replacement needs.

3. Planning and Implementation for Large Projects

The PRMP provides significant guidance to inform renovation plans for City Park, as well as several other initiatives being advanced by the City. With an eye towards financial sustainability,

along with the need to better activate parks and facilities, these large projects have the potential to be game-changers for parks and recreation in Corona. However, they will represent significant shifts in staffing, training, and resource needs within the Community Services Department. A clear business plan for implementing each large project should be established.

4. Funding

To fund the recommendations identified, the City will need to diversify and increase both capital and operations funding. The City should begin to investigate voter support at different price points (and the general package of projects) through a random-sample survey to identify public support before a ballot measure.