



CITY OF MALIBU PARKS AND RECREATION MASTER PLAN



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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

In 2000, the Malibu City Council approved a Master Plan that identified unmet recreational needs within the Malibu community. Since implementation, many of the goals set in the Master Plan have been achieved through the City Council's commitment to providing high quality parks, recreation facilities, and recreation programs for the residents of Malibu.

This Master Plan will enable the City to utilize a living document that will help guide the City's future parks, open space, and recreational facility needs. Additionally, the plan's recommendations will focus on sustainable operations of the City's parks, open spaces and trails, through potential partnerships, revenue generation and grant opportunities.

1.2 PLAN GOALS AND OBJECTIVES

The objective of this Parks and Recreation Master Plan is a system-wide assessment of the general needs and opportunities and strategies to address those needs. The analysis conducted seeks to provide direction to the City Council, Parks and Recreation Commission and City staff for future development and enhancement of the City's park system, open space, trails, recreation facilities, recreation programs, and services.

It is understood that the plan references areas of importance that may be addressed at a high level, but will defer to other planning initiatives within the City to take the lead on them. This specifically refers to plans required as part of the Local Coastal Program (LCP). The Master Plan has referenced the need for trails, bikeways and beach access but instead of duplicating efforts has chosen to support the LCP for more specific recommendations and action items for the future. (For additional details on the LCP, please see the **Appendix**).

The Master Plan also recognizes the local beaches and ocean as an incredible community asset, but does not specifically address those recreational resources. It is important in reading the Master Plan to understand that the City lacks direct control of any beach or beach access way because it does not have direct ownership over these resources. Unless future ownership opportunities become feasible, there is no reasonable or sustainable accommodation to incorporate those aquatic resources into the City's recreation offerings. Additionally, any beach related program the City would offer is currently being offered through the State of California, Los Angeles County or commercial vendors. Staff understands the value of the beach and ocean and will always consider this community asset for future programming as opportunities arise.

While, this is a forward looking and dynamic action plan, the Consulting team wanted to ensure that the proposed Master Plan referenced the recommendations from the 2000 Master Plan in order to revise unmet goals with future growth and development strategies. The status of key recommendations from the 2000 Master Plan can be found on page 79 of the **Appendix**.

1.3 COMMUNITY INPUT

From January 2012 to June 2012, the PROS team conducted a number of interviews, focus groups, stakeholder meetings, and public forums. All of this constituted the subjective input process that sought the respondent opinion for parks, facility and program needs, and their vision for the future.



1.3.1 STRENGTHS

- Staff was overwhelmingly the most appreciated aspect of the Department’s offerings
- Number of parks and quality maintenance of parks and facilities
- Variety of program offerings for all ages
- Partnerships and other aspects

1.3.2 OPPORTUNITIES FOR IMPROVEMENT

- Parks and Facilities
 - Revenue generating and operationally sustainable facilities
 - Community center with indoor recreation spaces, meeting places and offerings for all ages year round
 - Walking / biking trails and additional sports fields
- Programs for arts and theater, seniors, ocean-based and unstructured programs enhancement
- Partnerships with State Parks, LA County, Boys and Girls Club, Pepperdine University and Malibu High School
- Marketing and promotions must be improved to eliminate issues with lack of awareness

1.3.3 MOST IMPORTANT THINGS

- Indoor multi-purpose, multi-generational community recreation space
- Additional sports field space
- Develop more places like Malibu Bluffs Park
- More programming and use of ocean and beaches

1.4 SURVEY RESULTS

1.4.1 METHODOLOGY

A survey was designed to obtain statistically valid results from households throughout the City of Malibu. The survey was developed in conjunction with City of Malibu staff and was administered in April-May 2012 by a combination of mail and phone. The goal was to obtain 325 completed surveys and was accomplished, with 355 surveys having been completed. The results of the random sample of 355 households have a 95% level of confidence with a precision of at least +/- 5.2%.

The survey firm also ensured maximum alignment in the composition of the survey responses and the census demographics of Malibu.

The adjacent chart provides a comparison between the ages of individuals in the respondents’ households as compared to the ages of individuals in households per the latest United States Census data. The chart further illustrates how closely the survey sampling mirrors the composition of all responding households based on the US Census. The results underscore the validity of the survey sampling as an accurate reflection of the age breakdown metric for Malibu.

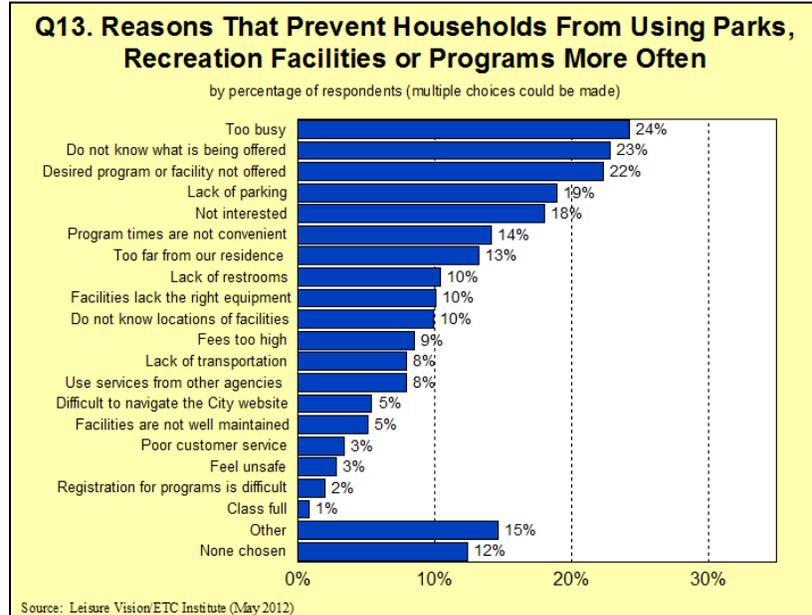
Malibu, CA 355 Surveys All Ages in Household			
Ages	Survey	U.S. Census	Difference
Under age 5	4%	3%	1%
5-9 years	7%	5%	2%
10-14 years	8%	6%	2%
15-19 years	6%	6%	0%
20-24 years	4%	7%	-3%
25-34 years	6%	7%	-1%
35-44 years	8%	11%	-3%
45-54 years	16%	19%	-3%
55-64 years	18%	18%	0%
65-74 years	13%	10%	3%
75+ years	10%	8%	2%
Total	100.0%	100.0%	0.0%

1.4.2 KEY FINDINGS

- Visitation to parks, facilities and sports fields is at or slightly higher than average at 86% (average 80%-85%).
 - From those who have visited city parks and recreation facilities, the frequency of visitation is high (68% users have visited at least once a month).
- Malibu Bluffs Park is ranked highest for general use.
- Recreation program and activity participation is above average at 35% (average 30%).
 - Recreation programs and activities were rated high in program quality (75% rated the overall quality of the programs/activities as either excellent or above average – only 3% rated them poor).
- Special Event participation is below average at 30% (average over 40%).
 - Special Events were rated high in quality (74% rated the overall quality of special events as either excellent or above average – only 4% rated it poor).
- Of those using parks and recreation facilities, 91% drive, and less than 10% bicycle, walk or use public transportation.
- Only 20% of those responding stated they would attend more programs if a shuttle were available.
- Most frequently mentioned agencies and organizations for indoor and outdoor recreation and sports activities are California State Parks (62%), Los Angeles County Parks (43%), school facilities (42%) and private clubs (38%).
- The highest needs for facilities and amenities were identified by respondents as biking trails and greenways (73%), small neighborhood parks (61%), small family picnic areas and shelters (51%), large community parks (50%) and multi-generational community center (46%).
 - Those surveyed responded that their needs were being met at a rate less than 50% as they relate to multi-generational community center, walking, biking trails and greenways, visual/performing arts facility, indoor swimming pool and community gardens.
- Most important to those surveyed were walking, biking trails and greenways (42%), small neighborhood parks (23%), off-leash dog parks (17%) and multi-generational community center (14%). It should also be noted that respondents selected walking, biking trails and greenways at the highest percentage as their first choice as the most important park/facility to their household.
- Highest recreation program needs: adult fitness and wellness programs (45%), community-wide special events (38%), visual and performing arts programs (35%) and environmental education programs (35%).
 - Those surveyed responded that their needs were being met at a rate of 50% or less as they relate to adult fitness and wellness programs, environmental education programs, visual and performing arts programs, outdoor skills/adventure programs and open swim programs.



- The survey results indicate that adult fitness and wellness programs (25%), senior programs (17%), visual and performing arts programs (16%) and outdoor skills/adventure programs (14%) were the most important to those that responded. It should also be noted that adult fitness and wellness programs had the highest percentage of respondents select it as their first choice as the most important program to their household.
- The reasons preventing the highest percentage of households from using City parks, facilities and programs more often are: “too busy” (24%), “do not know what is being offered” (23%) and “desired program or facility not offered” (22%).
- Survey results indicate the most important actions the City could take to improve/expand parks and recreation facilities are to renovate/develop open space (44%), acquire land for open space and trails (28%) and acquire land for small neighborhood parks (23%).
- Respondents learn about recreation programs and activities from local newspapers (62%), the city activity guide (54%) and from friends and neighbors (43%).
- Fifty-one percent of households are either very satisfied (29%) or somewhat satisfied (22%) with the overall value they receive from City offerings. Only 12% of households are either somewhat dissatisfied or very dissatisfied.



1.5 COMMUNITY PROFILE

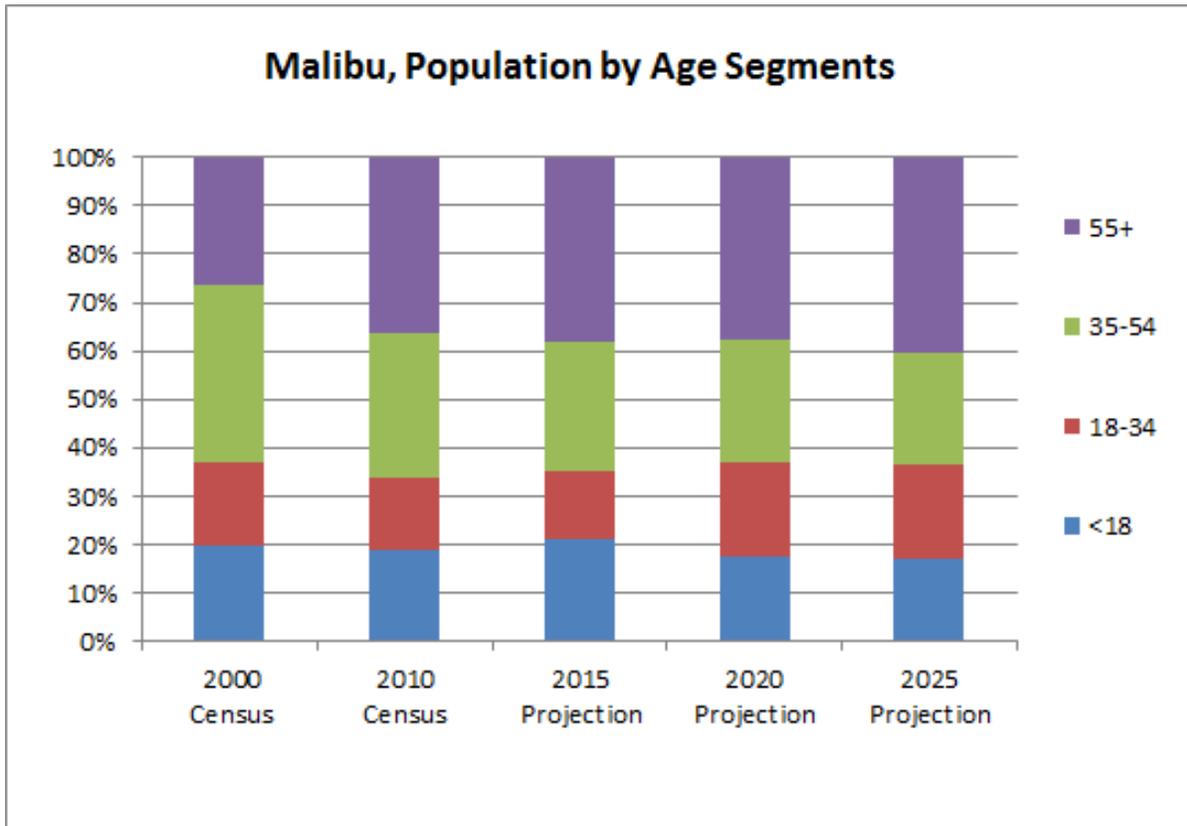
The Demographic Analysis utilizes data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in 2012, and reflects the actual numbers as reported in the 2000 and 2010 Census and estimates for 2015 as obtained by ESRI. Straight-line linear regression was utilized for projected 2020 and 2025 demographics. The City of Malibu geographic boundary was utilized as the demographic analysis boundary. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.5.1 TOTAL POPULATION

The Malibu service area population has almost flat-lined with minimal growth over the last ten years and very limited projected growth over the next 10-15 years.

1.5.2 AGE SEGMENT

Overall, the City exhibits an aging population trend. Currently the highest segment by population is the 55+ with 36.1% and the lowest is the 18-34 population with 15.2% which indicates a large range of variation between all the age groups. In the next ten years, the 55+ population will grow to comprise over 40% of the total population. The median age rose from 42.9 in 2000 to 47.8 in 2010.



1.5.3 HOUSEHOLDS AND INCOME

The City’s income characteristics certainly exhibit growth trends. The median household income was \$102,031 in 2000 and is projected to continually increase to \$154,327 by 2025. The per capita income is also projected to increase from \$67,043 in 2010 to \$80,346 by 2025.

Malibu’s comparative income characteristics are significantly higher than the State and National income averages. By 2025, over 42% of the population is projected to make above \$200,000.

1.5.4 MARKET PROFILE

Notable facts about the potential target market are provided below:

- Above average education
 - 60.9% have Bachelor’s Degrees or higher
- In 2010 - just one in two (51.8%) claim married status
- 15% work from home



1.6 SITE/FACILITY ASSESSMENT

The PROS team visited eight (8) City of Malibu Parks and Recreation sites that included the following:

- Charmlee Wilderness Park
- Las Flores Creek Park
- Legacy Park
- Malibu Bluffs Park
- Malibu High School
- Malibu Equestrian Park
- Malibu City Hall (Senior Center / Zuma Room / Civic Theater)
- Trancas Canyon Park

During each site visit, the PROS team made observations regarding park access, the site's comfort and image and uses.

1.6.1 STRENGTHS

- Variety of park experiences throughout city park system
- General park maintenance
- Clean and safe parks
- No evidence of vandalism or graffiti
- Well-maintained trails
- Overall consistent City branding and signage

1.6.2 OPPORTUNITIES FOR IMPROVEMENT

- Drainage issues at the Malibu Equestrian Park.
- Evaluate cost-benefit analysis on synthetic turf at Malibu High School and Malibu Bluffs Park.
- Construct a bridge to connect Las Flores Creek Park with the existing parking lot on the west side of the park.
- Cross promote City parks and facilities with system maps and signage.

1.7 PROGRAM ASSESSMENT

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

The areas assessed include:

- Adult Sports
- Aquatics
- Camps
- Community Classes

- Outdoor Recreation
- Seniors
- Special Events
- Teens
- Youth Sports

1.7.1 STRENGTHS

- Variety of programs offered large
- High participation numbers
- Variety of special events
- Very high quality of offerings
- Affordability of program offerings
- Successful use of volunteers

1.7.2 OPPORTUNITIES FOR IMPROVEMENT

- Increased programming for active adults
- Marketing and promoting program offerings
- Tailor program offerings and timings to community preferences
- Focus on cost recovery
- Institute additional performance metrics and standards

1.8 FACILITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility / amenity needs and recreation program needs for the community served by the City of Malibu Parks and Recreation Department. This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Malibu to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends. This scoring system considers the following:

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

The weighted scores were as follows:

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

The combined total of the weighted scores is the total score based on which the Facility / Amenity and Program Priority is determined.



1.8.1 FACILITY/AMENITY PRIORITY RANKINGS

The top five facility and amenity priorities for the community were walking, biking trails and greenways, small neighborhood parks, indoor swimming pools, off-leash dog parks and multi-generational community center.

Malibu	
Facility/Amenity Priority Rankings	
	Overall Ranking
Walking, biking trails and greenways	1
Small Neighborhood Parks	2
Indoor Swimming Pools	3
Off-leash dog parks	4
Multi-generational Community Center	5
Community Gardens	6
Outdoor Swimming Pools	7
Adventure Facility (rock wall, ropes course. etc.)	8
Outdoor Tennis Courts	9
Visual / Performing Arts Facility	10
Large Community Parks	11
Small Family Picnic Areas and Shelters	12
Amphitheater	13
Nature Center	14
Skateboard Parks	15
Teen Center	16
Youth Soccer Fields	17
Playground Equipment	18
Outdoor Basketball Courts	19
Multi-purpose Fields (Lacrosse, etc.)	20
Youth baseball and softball fields	21
Disc Golf Course	22
Year-round synthetic fields	23
Large Group Picnic Areas and Shelters (50+)	24
Equestrian Trails	25
Adult Baseball and Softball Fields	26
Youth Football Fields	27
Adult Soccer Fields	28

1.8.2 PROGRAM PRIORITY RANKINGS

The top five program priorities for the community were adult fitness and wellness programs, visual and performing arts programs, senior programs, open swim programs and environmental education programs.

Malibu Program Priority Rankings	
	Overall Ranking
Adult Fitness and Wellness Programs	1
Visual and Performing Arts Programs	2
Senior Programs	3
Open Swim Programs	4
Environmental Education Programs	5
Aqua Aerobics	6
Tennis Lessons and Leagues	7
Community-wide Special Events	8
Youth Sports Programs	9
Adult Sports Programs	10
Youth Lifeskill and Enrichment Program	11
Outdoor Skills / Adventure Programs	12
Youth Fitness and Wellness Programs	13
Gymnastics and tumbling programs	14
Youth Summer Camp Programs	15
Equestrian Programs	16
Youth Learn to Swim Programs	17
Master Swim Program	18
Before and After School Programs	19
Martial Arts Programs	20
Birthday parties	21
Programs for Individuals with disabilities	22
Swim Team	23
Preschool Programs	24
Water Polo	25



1.9 VISION, MISSION AND ACTION STRATEGIES

1.9.1 VISION

Provide enriching innovative recreational experiences and well-maintained parks while preserving the resources and values of the Malibu Community.

1.9.2 MISSION STATEMENT

The mission of the Parks and Recreation Department is to provide a variety of recreation programs for all ages designed to enhance the quality of life for the residents of Malibu. This is achieved by offering professional and cost-efficient services in response to the changing needs and priorities of the community, and to provide safe clean parks and recreation facilities that preserve Malibu's natural and cultural resources.

1.9.3 KEY GUIDING PRINCIPLES

- Customer Service
- Enrichment
- Innovation
- Environmental Sustainability

1.9.4 KEY ACTION ITEMS

1. Evaluate possibility of a multi-generational community recreation center
2. Facilitate action as recommended by the Master Plan
3. Seek partnerships to fulfill community needs pursuant to priority rankings
4. Focus on marketing and promotions
5. Evaluate agency accreditation

1.10 CONCLUSION

Malibu is uniquely blessed with abundant natural beauty encompassing panoramic vistas and the ocean. It continues to be a desirable place for people to live and one of the contributors to building that sense of place and community are the offerings of the Parks and Recreation Department.

Over the past 10 years, the City of Malibu has achieved many of the goals in addressing the unmet needs of the community as outlined in the 2000 Parks and Recreation Master Plan. This current Master Plan recognizes the limited availability of land and financial resources and focuses on shaping a vision that enables the Department to continue flourishing and enriching the Malibu community in a sustainable manner.

While the community has indicated a high level of appreciation with the staff's responsiveness and the quality of the offerings, they also have high expectations for the future. Going forward, the Consultant team is confident that the Department with its focus on quality, customer service, and innovation, combined with the support of the City leadership, will continue to offer memorable parks, recreation and open space experiences while preserving the values that make Malibu what it is today.

CHAPTER TWO - COMMUNITY INPUT

There has been extensive public input and participation as part of this *Parks and Recreation Master Plan* process from January to June 2012. More than sixteen (16) leadership interviews and stakeholder focus groups, as well as three (3) community meetings were conducted as the foundation of public participation. In addition to the leadership interviews, focus groups, and community meetings, the public input process included a statistically valid community needs assessment survey of residents.

2.1 INPUT OPPORTUNITIES

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

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

- Sixteen (16) stakeholder group interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting parks and recreation in the City of Malibu. These sessions included:
 - Administration and leadership
 - Stakeholders
 - Users and non-users of the parks and recreation system
 - Parks, recreation, sports and trail user groups
 - Business and community leaders
- Three (3) community meetings were conducted in order to capture representative interests, needs, and priorities of residents through an open forum. The meetings were organized and promoted locally.
- An online survey was also posted through www.surveymonkey.com

The quantitative input included the following:

- A community-wide mail survey was conducted by Leisure Vision/ETC Institute which gathered users and non-users input to help establish priorities for the future development and improvements of parks, trails and recreation facilities in the City of Malibu. Over 355 surveys were completed by City residents. The results of the random sample of 355 households have a 95% level of confidence with a precision of at least +/-5.2%.

2.2 GENERAL FINDINGS

2.2.1 STRENGTHS

- Staff strengths cited in community outreach meetings
 - Ability to problem solve
 - Responsive to new ideas
 - Adaptable to change
 - Accommodating



- Innovative programmers
- Respectful of the community
- Proactive in addressing issues and concerns
- Responsive to community requests
- Cooperative in working with community groups and organizations
- Family friendly
- Good customer awareness
- Inclusive and supportive

Park diversity and quality park / facility maintenance

- Utilization and kid friendliness at Malibu Bluffs Park
- Use of Trancas Canyon Park is good
- Legacy Park provides good places for people to walk
- Parks serve as good places for socialization and community connections
- Park system is diverse in locations, views, and amenities
- Parks and recreation facilities are well designed, properly maintained, and safe
- Integrate theme of Malibu into parks – ocean, creates park that incorporates inherent beauty
- The management and operation of Charmlee Wilderness Park is an ideal example of partnerships with community volunteers as docents, school districts, and non-profit organizations
- The community benefits from well-planned parks like Las Flores Creek Park and Trancas Canyon Park
- Malibu Bluffs Park is a standard for multi-generational use
- Trancas Canyon Park was designed to serve a variety of interests and activities

Variety of program offerings

- Quality programs are valued by community (water polo and senior activities)
- Diversity in programming: tai chi, music, Breakfast with Santa, dog training
- Well-organized programs
- Teen programs offered as alternative to athletics
- Promotional materials for events and programs are well done
- CineMalibu at Bluffs Park is a family oriented program
- Programs offered serve all ages of the community

Partnerships and Other Aspects

- The Joint Use Agreement with Santa Monica Malibu School District extends the Department’s ability to expand programming
- Equitable fees provide a good value for programs and facility use
- Partnerships with Title 1 schools provide access to nature at Charmlee Wilderness Park
- Focused on the high school, help maintain the joint use facilities at the HS, especially with pool
- Partnerships with local groups and organizations allow the Department to leverage City resources
- Established partnerships promote community

2.2.2 OPPORTUNITIES FOR IMPROVEMENT

Parks and Facilities

- Build facilities that generate revenue and are operationally sustainable, while ensuring they are accessible to the community
- Construct a multi-generational Community Center with gym, community gathering area, multi-purpose rooms, meeting rooms, indoor rock climbing wall and indoor event space for weddings, socials etc.
- No indoor event space in City for weddings, socials etc. – large community center
- Build additional outdoor athletic fields
- Remove use restrictions at Legacy Park (consistent issue cited by several respondents)
- Increase availability at community pool / Construct aquatic facility
- Increase parking at Bluffs Park
- Build public basketball and tennis courts
- Create safe walking and bike paths
- Allow for league games to be played at Trancas Canyon Park
- Need places for dance classes
- Re-establish the Malibu Yacht Club and provide a facility to store small kayaks and boats
- Need more gathering places – i.e. Picnic, self-directed leisure etc.
- Location of Las Flores Creek Park is a deterrent to use
- Need more facilities and fields for youth sports
- Lack of facilities limit adult sports programs
- Insufficient parking at Bluffs Park
- Construct a skate park facility for all ability levels in Malibu that complements the natural beauty of Malibu
- Create a bike-friendly community



- Establish some form of Teen Center
- Evaluate the development of family friendly mountain biking trails
- Create an outdoor music venue for concerts
- Improvements at Charmlee Wilderness Park
 - Nature Center improvements—indoor/outdoor space for interpretive signage and exhibits
 - Inexpensive facade improvements to the garage/exhibit storage building
 - Better lighting in nature center
- Explore feasibility of artificial turf field

Programs for arts and theater, seniors, ocean-based and unstructured programs must be enhanced

- Increase adult programs, facilities for exercise, fitness and wellness
- Offer more arts and theater programs
- Provide opportunities for unstructured programming and self-directed recreation programming
- Ensure youth remains a priority of programming
- Develop more ocean related programs like surfing, kayaking, and stand-up paddling course/class
- Offer developmental programs to enhance high school sports and extracurricular activities
- Ensure programming for seniors and active adults is a priority
- Expand outdoor programming for Charmlee Wilderness Park
- Increase programming for girls at the middle school to high school age level

Partnerships

- Partnership with state parks and county for beaches and trails
- Develop partnership agreement with LA County Beaches and Harbors in order to address gaps in outdoor recreational opportunities on the east end of town
- Explore partnerships with the Boys & Girls Club and Pepperdine University for programs and indoor space
- Maintain Joint Use Agreement with Santa Monica Malibu Unified School District for use of indoor and outdoor facilities

Marketing and promotions must be improved to eliminate issues with lack of awareness

- Develop a marketing plan to enhance community awareness of park locations and amenities
- Awareness of parks and recreation needs to be improved
- Increase utilization of the City website and social media to promote programs and parks
- Enhance communications with local art organizations
- Better notification and signage on Pacific Coast Highway
- Provide more informative interpretive signage for self-guided tours in parks

- Increase awareness of Charmlee Wilderness Park
- Strengthen efforts in communicating offerings to the community
- Create a map for the park system with index of facilities
- Promote the benefits of Legacy Park to change its perception

2.2.3 MOST IMPORTANT THINGS

Indoor multi-purpose, multi-generational community recreation space was the most important

- Flexibility in spaces/multi-functional
- Proper recreation/community center with indoor basketball courts, volleyball courts, and pool that could be used by all, including teens and seniors
- Need a multi-use facility with gym, meeting rooms, fitness and places for seniors and teens
- Need for indoor space on west side of town
- Need large indoor meeting/social space for 100+ participants
- Need a community center
- Gathering places for all ages – seniors, teens, youth and children

Sports Field Space

- Pursue opportunities to develop or upgrade more outdoor fields and indoor athletic facilities
 - Baseball, Soccer, Basketball and Volleyball

Other Facility/Park Needs

- More lanes at community pool
- Access equestrian arenas (sub-lease during summer months)
- Shaded areas in parks
- More multi-use parks
- Public tennis courts in Malibu
- Skate Park
- Promote use of Legacy Park
- Establish “Arts in the Park” program
- More places and spaces for younger children
- Incorporate beach and ocean use in programming

Partnerships

- Strengthen partnership between Boys and Girls Club.
- Revise Joint Use Agreement with SMMUSD to increase use of the community pool.
- Provide shuttle service to limit number of vehicles on Pacific Coast Highway



SURVEY RESULTS

2.2.4 OVERVIEW OF THE METHODOLOGY

Leisure Vision conducted a Community Survey on behalf of the Malibu Parks and Recreation Department during April and May of 2012. The survey was conducted as part of a Master Plan to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Malibu. The survey was administered by a combination of mail and phone.

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

In April 2012, a six-page survey was mailed to a random sample of 1,600 households throughout the City of Malibu. Approximately three days after the surveys were mailed households receiving the survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain at least 325 completed surveys. This goal was accomplished, with 355 surveys having been completed and returned. The results of the random sample of 355 households have a 95% level of confidence with a precision of at least +/-5.2%.

The survey firm also ensured maximum alignment in the composition of the survey responses and the census demographics of Malibu.

The adjacent chart provides a comparison between the ages of individuals in the respondents' households as compared to the ages of individuals in households per the latest United States Census data. The chart further illustrates how closely the survey sampling mirrors the composition of all responding households based on the US Census. The results underscore the validity of the survey sampling as an accurate reflection of the age breakdown metric for Malibu.

Malibu, CA 355 Surveys All Ages in Household			
Ages	Survey	U.S. Census	Difference
Under age 5	4%	3%	1%
5-9 years	7%	5%	2%
10-14 years	8%	6%	2%
15-19 years	6%	6%	0%
20-24 years	4%	7%	-3%
25-34 years	6%	7%	-1%
35-44 years	8%	11%	-3%
45-54 years	16%	19%	-3%
55-64 years	18%	18%	0%
65-74 years	13%	10%	3%
75+ years	10%	8%	2%
Total	100.0%	100.0%	0.0%

2.2.5 VISITATION OF MALIBU PARKS, FACILITIES, OR SPORTS FIELDS

Eighty-six percent (86%) of households have visited City of Malibu parks and recreation facilities or sports fields during the past year (Figure 1).

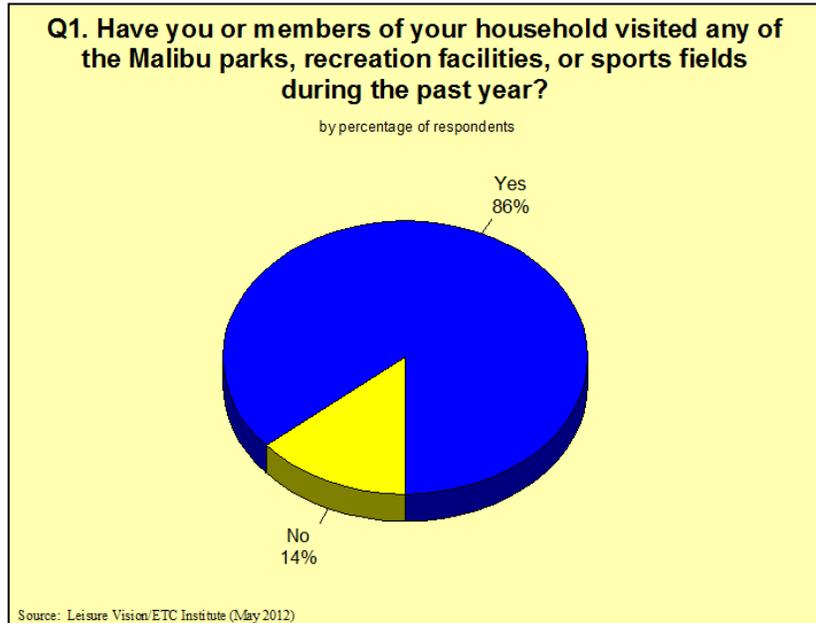


Figure 1 - Visitation of Malibu Parks, Recreation Facilities, or Sports Fields



Malibu Bluffs Park
"Easter Hoppennings" Adult Egg Hunt



2.2.6 FREQUENCY OF USE FOR CITY OF MALIBU PARKS, RECREATION FACILITIES, OR SPORTS FIELDS

Of the 86% of households that have visited City of Malibu parks, recreation facilities, or sports fields during the past year, 40% have visited them at least once a week. In addition, 19% have visited them a few times a month and 9% have visited them at least once a month (Figure 2).

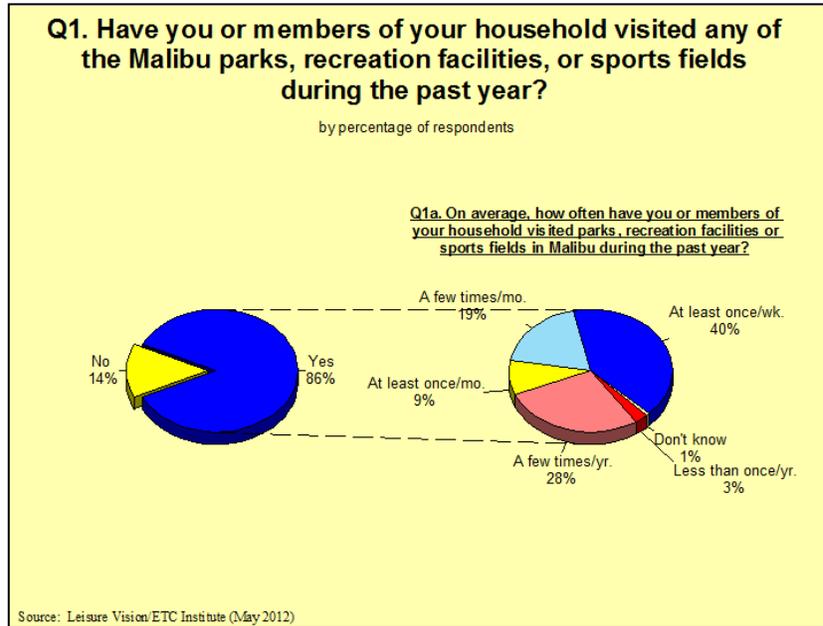


Figure 2 - Frequency of Malibu Parks, Recreation Facilities, or Sports Fields

2.2.7 RATING CITY OF MALIBU PARKS & FACILITIES

The parks used by the highest percentage of households during the past year are Malibu Bluffs Park for general use (63%), Legacy Park (61%), Malibu Bluffs Park Malibu Bluffs Park Michael Landon Community Center (46%), Malibu Bluffs Park picnic areas (42%) and Malibu Bluffs Park sports fields (42%) (Figure 3).

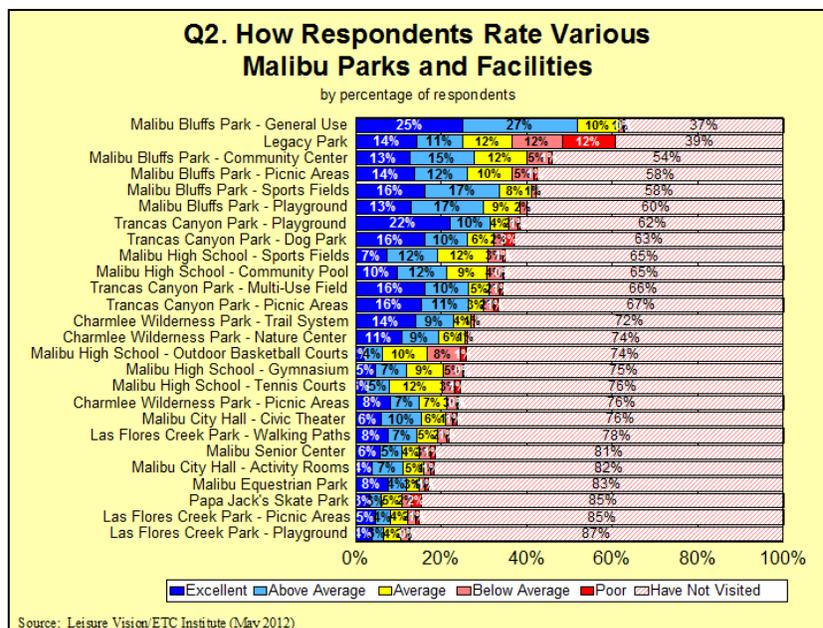


Figure 3 - Rating Malibu Parks and Facilities

2.2.8 PARTICIPATION IN CITY OF MALIBU PARKS & RECREATION DEPT PROGRAMS & ACTIVITIES

Thirty-five percent (35%) of households have participated in programs or activities offered by the City of Malibu Parks and Recreation Department during the past 12 months (Figure 4).

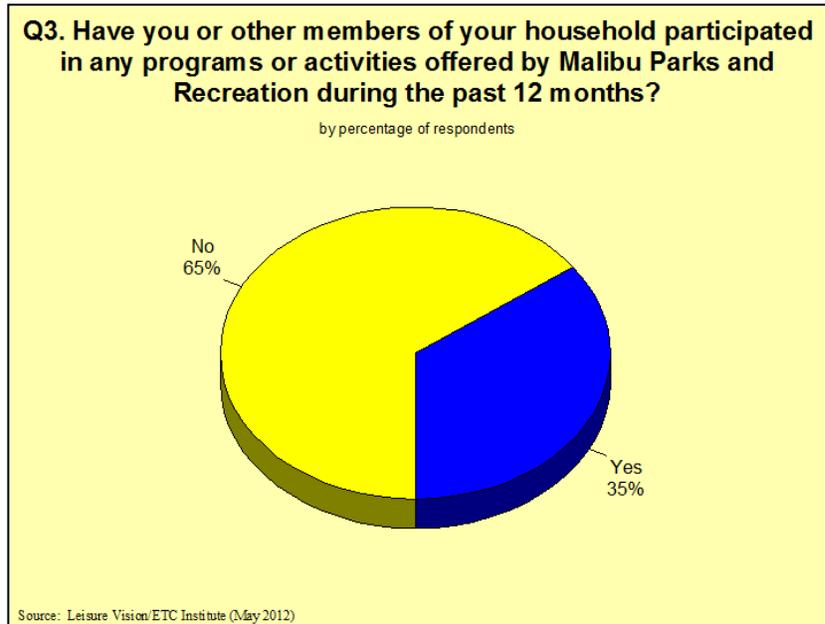


Figure 4 - Participation in Malibu Parks & Recreation Dept. Programs and Activities

2.2.9 RATE THE QUALITY OF CITY OF MALIBU PARKS & RECREATION DEPT. PROGRAMS & ACTIVITIES

Of the 35% of households that have participated in programs or activities offered by the City of Malibu Parks and Recreation Department during the past 12 months, 75% rated the overall quality of the programs/activities as either excellent (34%) or above average (41%). In addition, 18% of households rated the programs/activities as average and only 3% rated them as below average or poor (Figure 5).

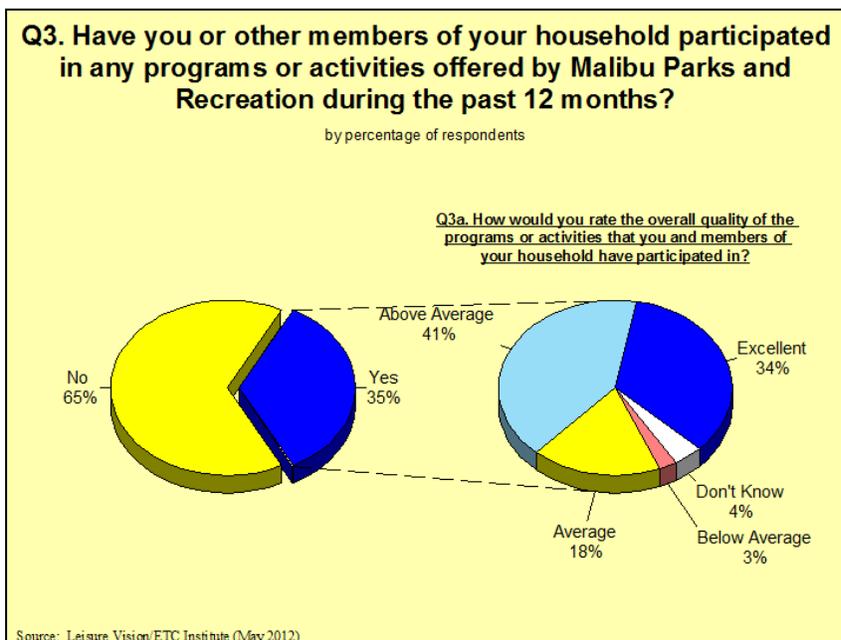


Figure 5 - Rating the Quality of Malibu Parks & Recreation Dept. Programs and Activities



2.2.10 PARTICIPATION IN CITY OF MALIBU PARKS & RECREATION DEPT. SPECIAL EVENTS

Thirty percent (30%) of households have participated in special events offered by the City of Malibu Parks and Recreation Department during the past 12 months (**Figure 6**).

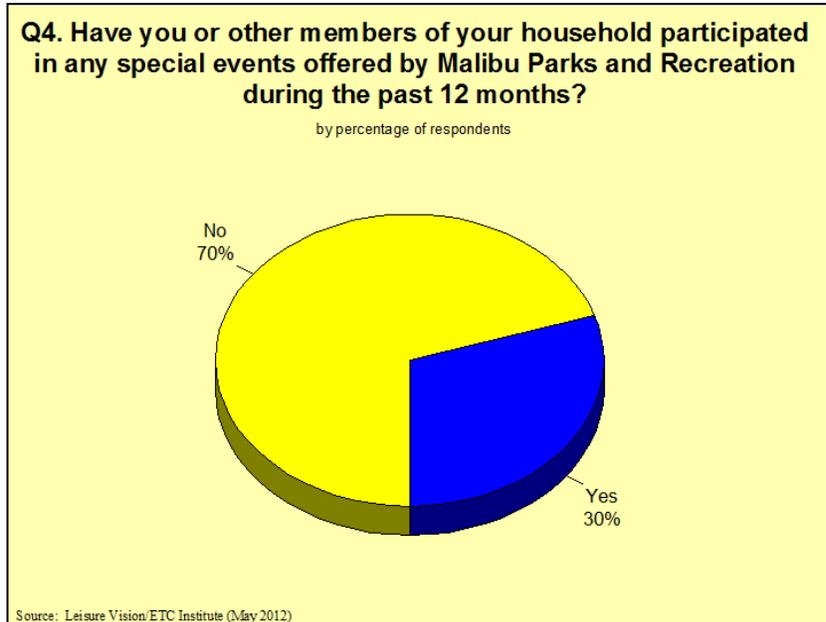


Figure 6 - Participation in Malibu Parks & Recreation Dept. Special Events

2.2.11 RATING THE QUALITY OF CITY OF MALIBU PARKS & RECREATION DEPT. SPECIAL EVENTS

Of the 30% of households that have participated in special events offered by the City of Malibu Parks and Recreation Department during the past 12 months, 74% rated the overall quality of the special events as either excellent (29%) or above average (45%). In addition, 21% of households rated the special events as average and only 4% rated them as below average or poor (**Figure 7**).

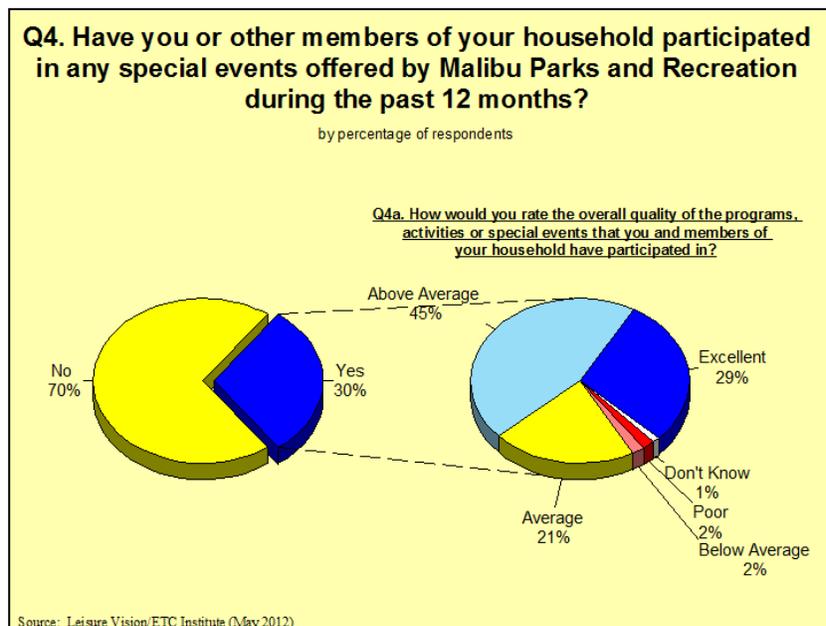


Figure 7 - Rating the Quality of Malibu Parks & Recreation Dept. Special Events

2.2.12 MOST FREQUENTLY USED METHOD TO ACCESS CITY OF MALIBU PARKS & RECREATION FACILITIES

Ninety-one percent (91%) of households drive to access City of Malibu parks and recreation facilities (Figure 8).

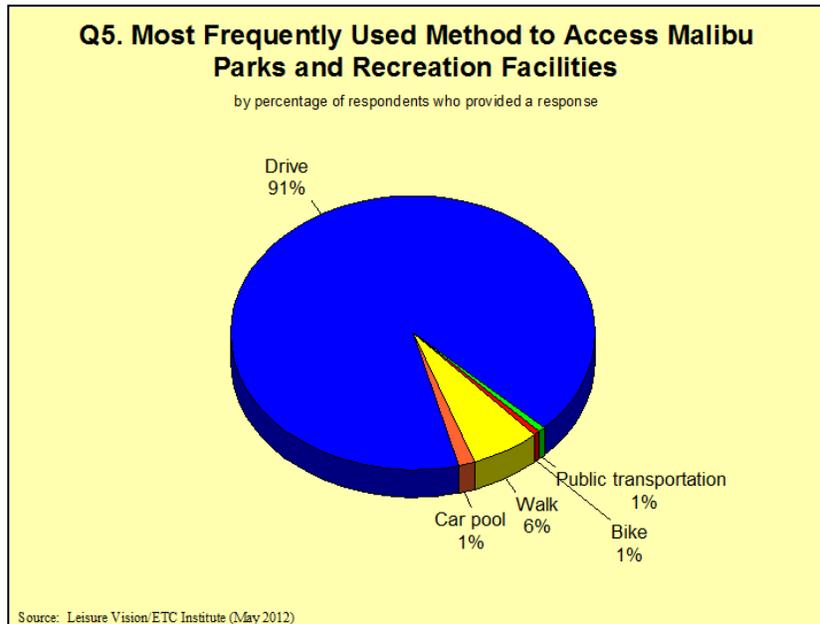


Figure 8 - Most Frequently Used Method to Access Malibu Parks & Recreation Facilities

2.2.13 USING A SHUTTLE TO ATTEND PROGRAMS

Twenty percent (20%) of households would attend more programs if a shuttle were available (Figure 9).

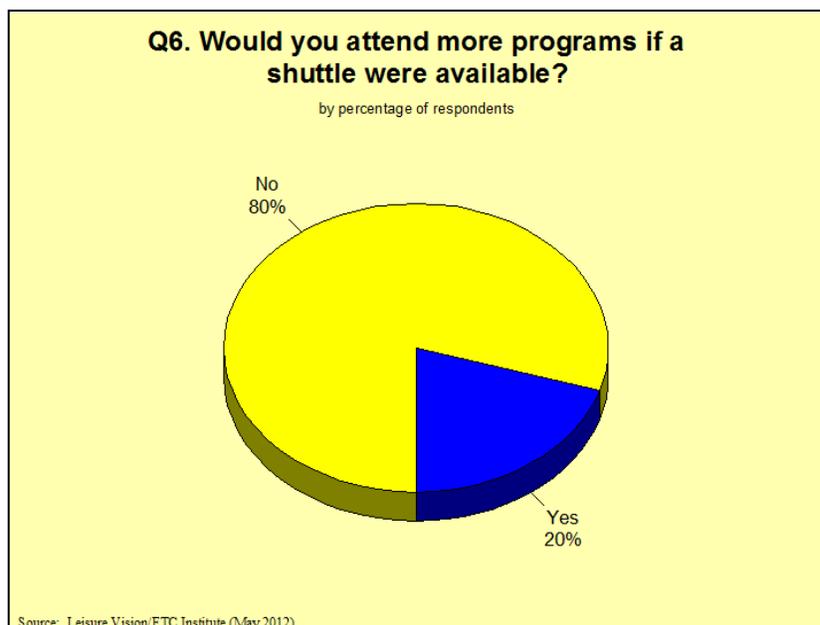


Figure 9 - Using a Shuttle to Attend Programs



2.2.14 PUBLIC TRANSPORTATION FOR YOUTH, TEENS, AND SENIORS

Twenty-three percent (23%) of households feel the City provides adequate public transportation for seniors, compared to 21% for youth and 20% for teens (**Figure 10**).

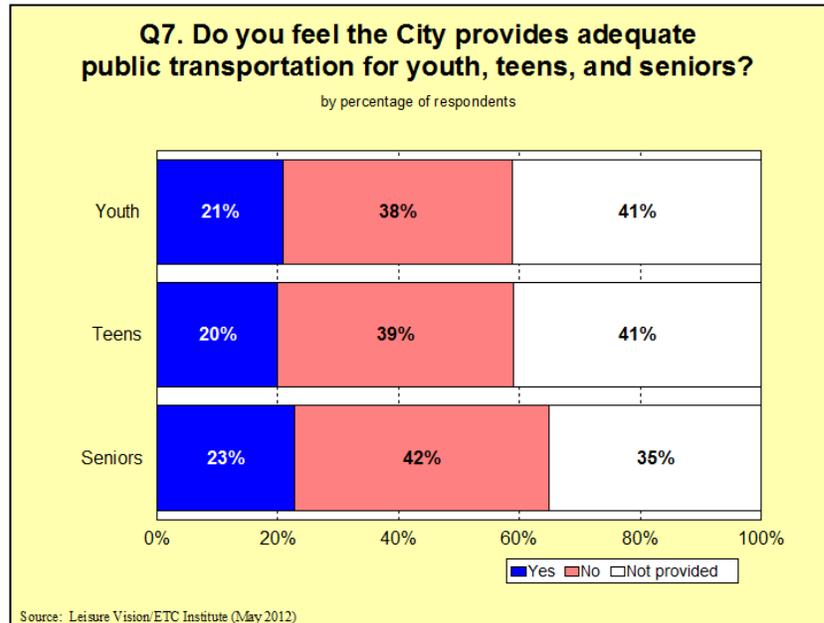


Figure 10 -Public Transportation for Youth, Teens, and Seniors

2.2.15 ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION AND SPORTS ACTIVITIES

The most frequently mentioned organizations that households have used for indoor and outdoor recreation and sports activities are California State Parks (62%), Los Angeles County Parks (43%), school facilities (42%) and private clubs (38%) (**Figure 11**).

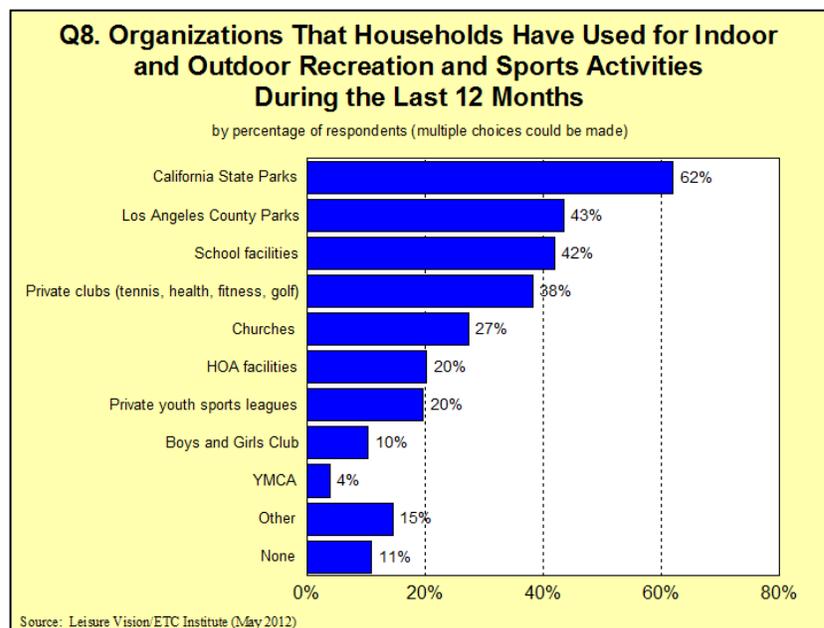


Figure 11 - Organizations Used for Indoor and Outdoor Recreation and Sports Activities

2.2.16 NEED FOR PARKS AND RECREATION FACILITIES

The parks and recreation facilities that the highest percentage of households has a need for are walking, biking trails and greenways (73%), small neighborhood parks (61%), small family picnic areas and shelters (51%), large community parks (50%) and multi-generational community center (46%) as shown in **Figure 12**.

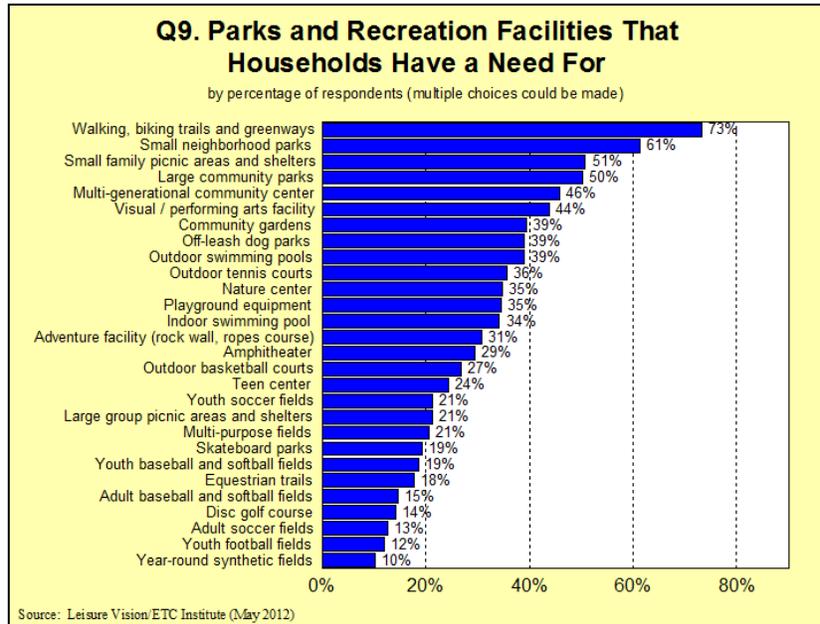


Figure 12 - Need for Parks and Recreation Facilities

2.2.17 NEED FOR PARKS AND RECREATION FACILITIES IN MALIBU

Using a list of 28 parks and recreation facilities developed from community workshops, focus groups and stakeholders meetings, **Figure 13** shows the survey results for the estimated number of households in the City of Malibu that have a need for various parks and recreation facilities based on 5,267 households in the City.

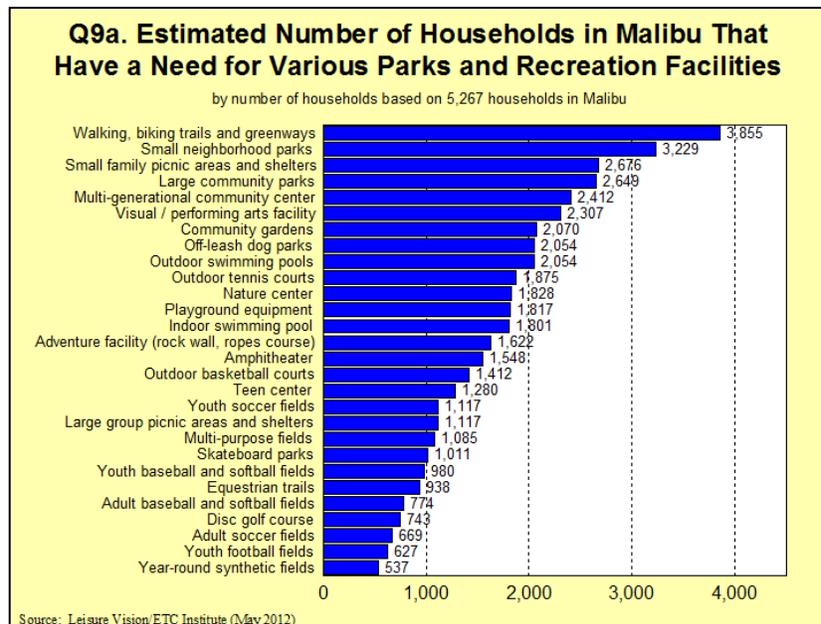


Figure 13 - Need for Parks and Recreation Facilities in Malibu



2.2.18 HOW WELL PARKS AND RECREATION FACILITIES MEET NEEDS

For all 28 parks and facilities, 36% of households or less (with a need for parks/facilities) feel that their needs are being completely met at 100% as indicated by the dark blue bar in **Figure 14**. A need that is being met at 50% or less is considered an unmet need. Based on the survey responses, facilities meeting the needs of the community at greater than 50% are youth baseball and softball fields, youth soccer fields, playground equipment, large community parks, walk, biking trails and greenways, small family picnic areas and shelters.

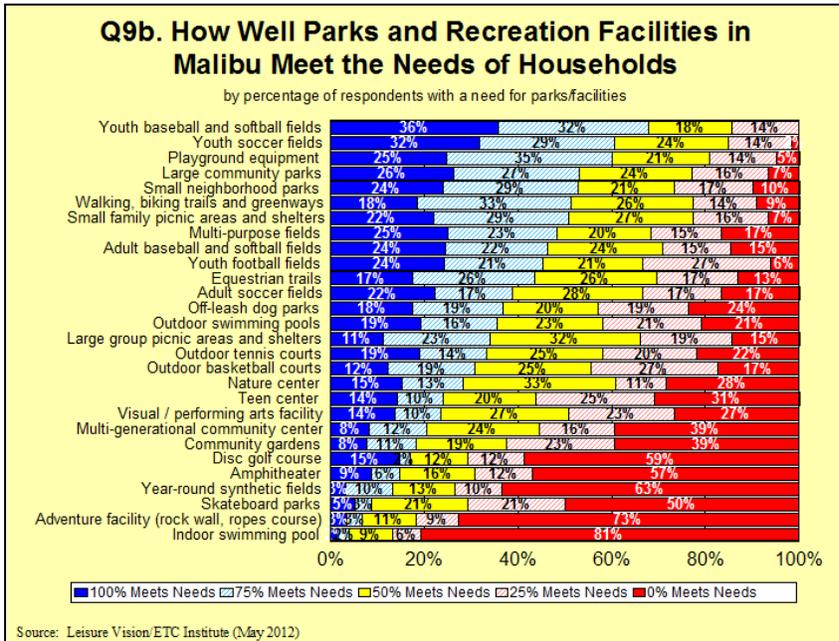


Figure 14 - How Well Parks and Recreation Facilities Meet Needs

Based on the number of households in Malibu, **Figure 15** shows the level of unmet needs for households that indicated their needs for a particular park, facility or amenity is being met at 50% or less.

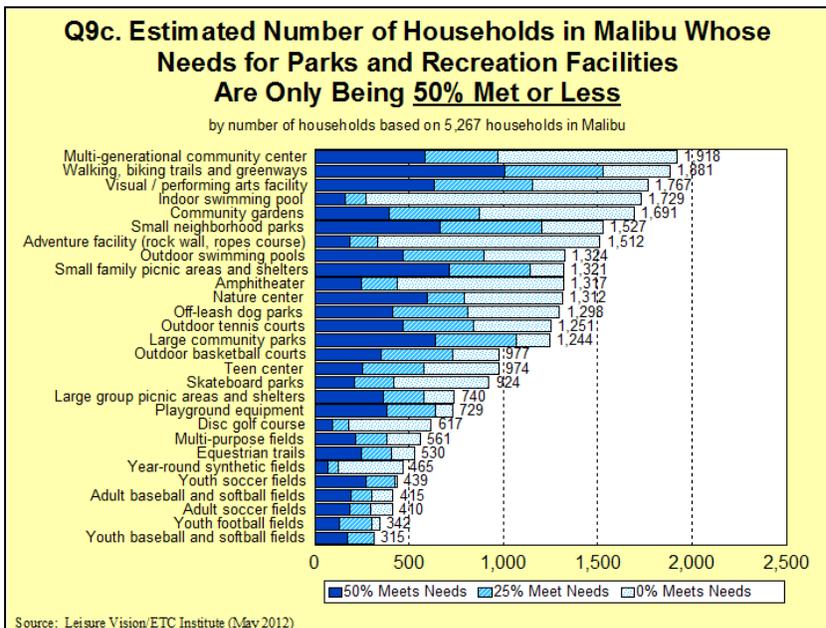


Figure 15 - Malibu Households with their Facility Needs Being 50% Met or Less

2.2.19 MOST IMPORTANT PARKS AND RECREATION FACILITIES

Based on the sum of their top four choices, the parks/facilities that households rated as the most important are: walking, biking trails and greenways (42%), small neighborhood parks (23%), off-leash dog parks (17%) and multi-generational community center (14%). It should also be noted that walking, biking trails and greenways had the highest percentage of respondents select it as their first choice as the most important park/facility to their household (Figure 16).

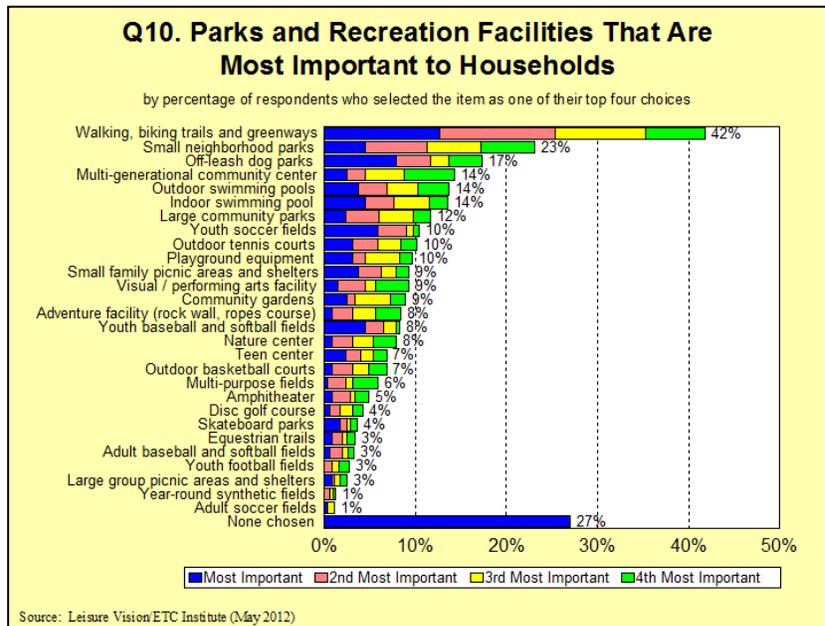


Figure 16 - Most Important Parks and Recreation Facilities

2.2.20 NEED FOR RECREATION PROGRAMS

The recreation programs that the highest percentage of households has a need for are adult fitness and wellness programs (45%), community-wide special events (38%), visual and performing arts programs (38%), visual and performing arts programs (35%) and environmental education programs (35%) (Figure 17).

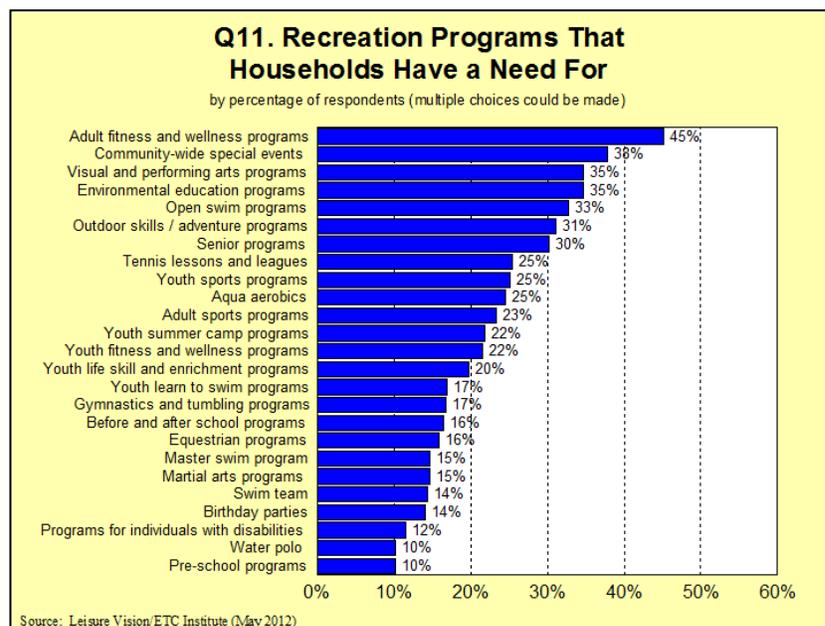


Figure 17 - Need for Recreation Programs



2.2.21 HOUSEHOLD NEED FOR RECREATION PROGRAMS

From a list of 25 recreation programs, respondents were asked to indicate all of the ones that members of their household have a need for. **Figure 18** shows the estimated number of households in the City of Malibu that have a need for recreation programs, based on 5,267 households in the City.

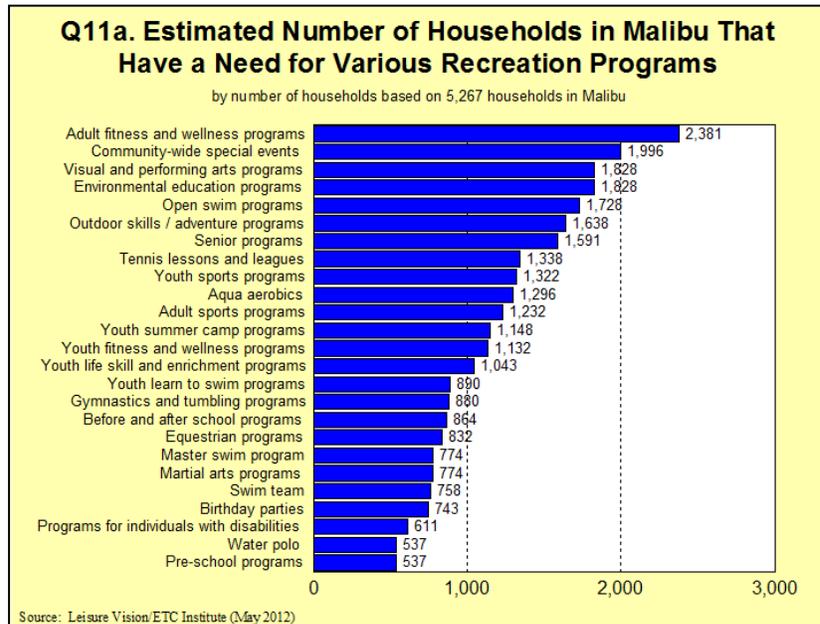


Figure 18 - Need for Recreation Programs in Malibu

2.2.22 HOW WELL RECREATION PROGRAMS MEET NEEDS

For all 25 recreation programs, 30% or less of households with a need for programs feel that their needs are being completely met (**Figure 19**).

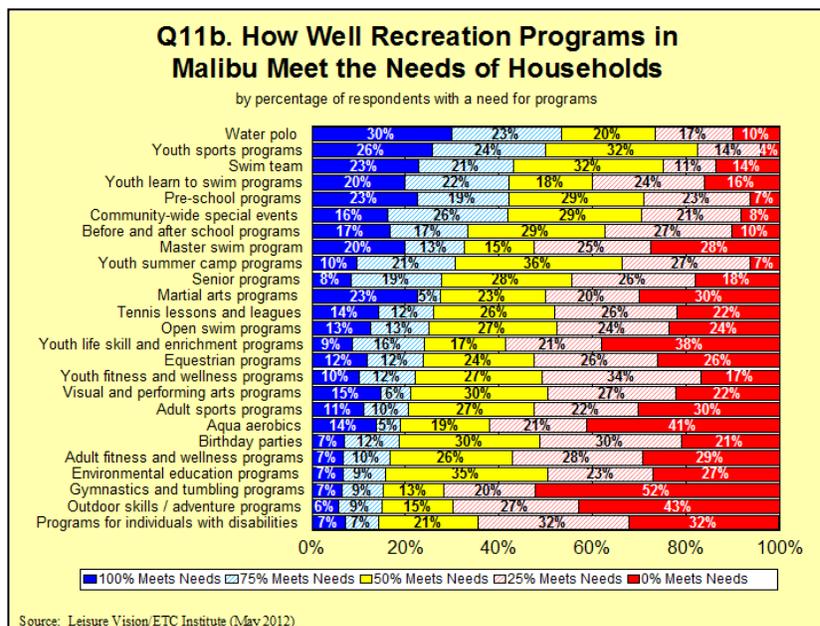


Figure 19 - How Well Recreation Programs Meet Needs

2.2.23 MALIBU HOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From a list of 25 recreation programs, households that have a need for programs were asked to indicate how well these types of programs in Malibu meet their needs. **Figure 20** shows the estimated number of households in the City of Malibu whose needs for programs are only being 50% met or less, based on 5,267 households in the City.

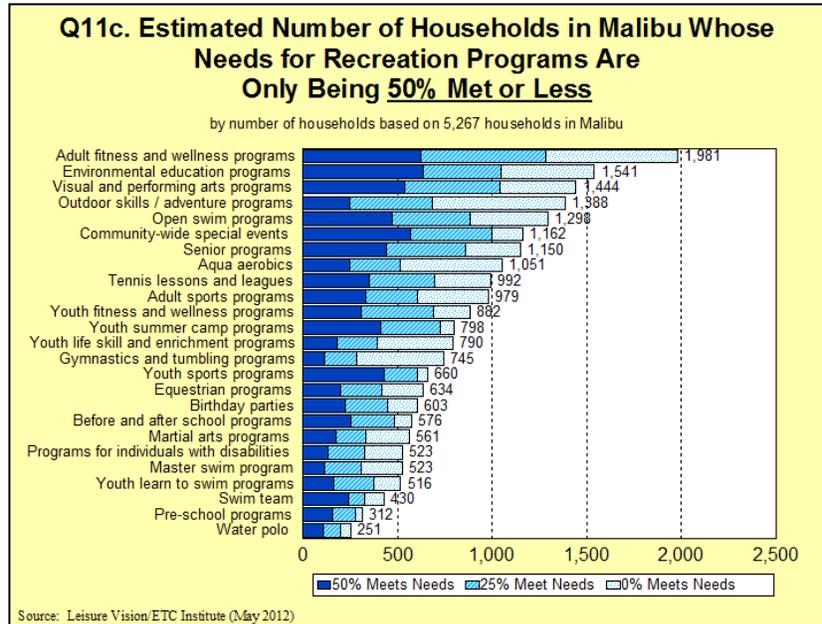


Figure 20 - Malibu Households with their Program Needs Being 50% Met or Less

2.2.24 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of their top four choices, the programs that households rated as the most important are adult fitness and wellness programs (25%), senior programs (17%), visual and performing arts programs (16%), and outdoor skills/adventure programs (14%). It should also be noted that adult fitness and wellness programs had the highest percentage of respondents select it as their first choice as the most important program to their household (**Figure 21**).

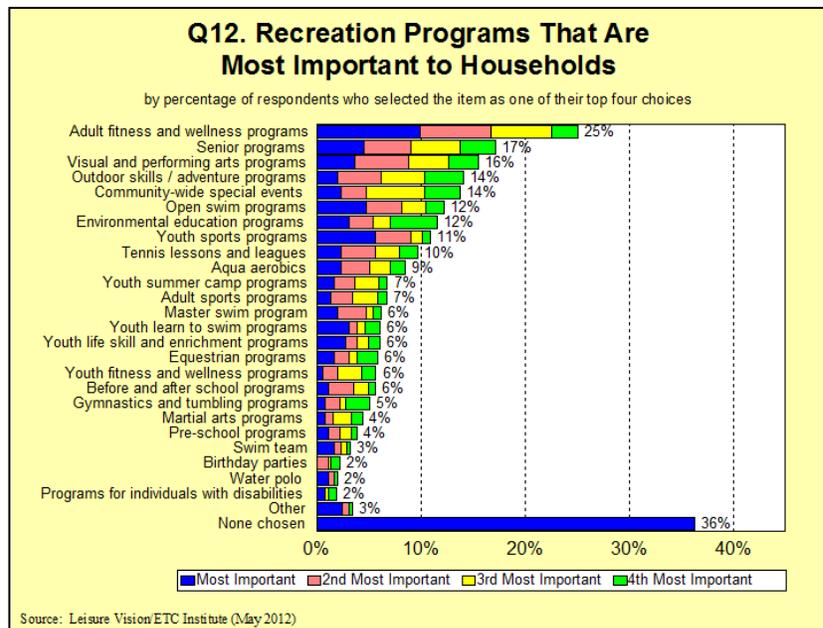


Figure 21 - Most Important Recreation Programs



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

The reasons preventing the highest percentage of households from using City parks, facilities and programs more often are: “too busy” (24%), “do not know what is being offered” (23%) and “desired program or facility not offered” (23%) and “desired program or facility not offered” (22%) (Figure 22).

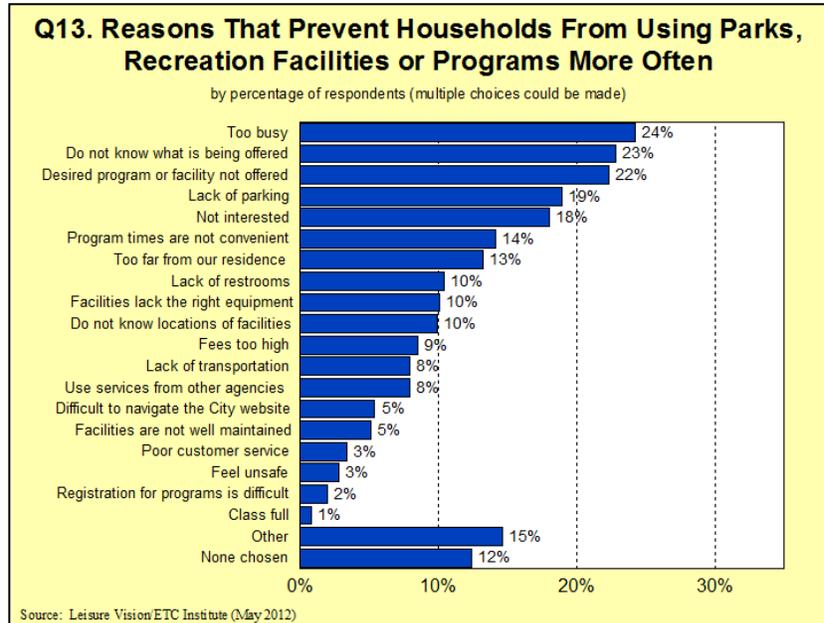


Figure 22 - Reasons Preventing the Use of Parks, Facilities or Programs More Often

2.2.26 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS AND RECREATION FACILITIES

There are three actions that at least 75% of respondents are very or somewhat supportive of Malibu taking to improve and expand parks and recreation facilities: renovate/develop open space (84%), acquire land for open space and trails (79%) and acquire land for small neighborhood parks (75%) (Figure 23).

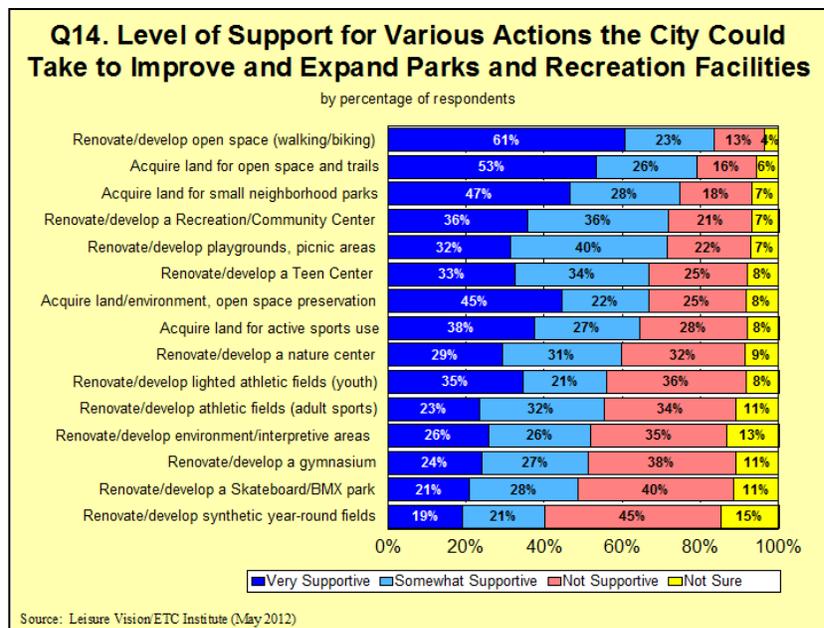


Figure 23 - Support for Actions to Improve/Expand Parks and Recreation Facilities

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

Based on the sum of their top four choices, the most important actions the City could take to improve/expand parks and recreation facilities are: renovate/develop open space (44%), acquire land for open space and trails (28%) and acquire land for small neighborhood parks (23%). It should also be noted that renovate/develop open space had the highest percentage of respondents select it as their first choice as the most important park/facility to improve/expand.

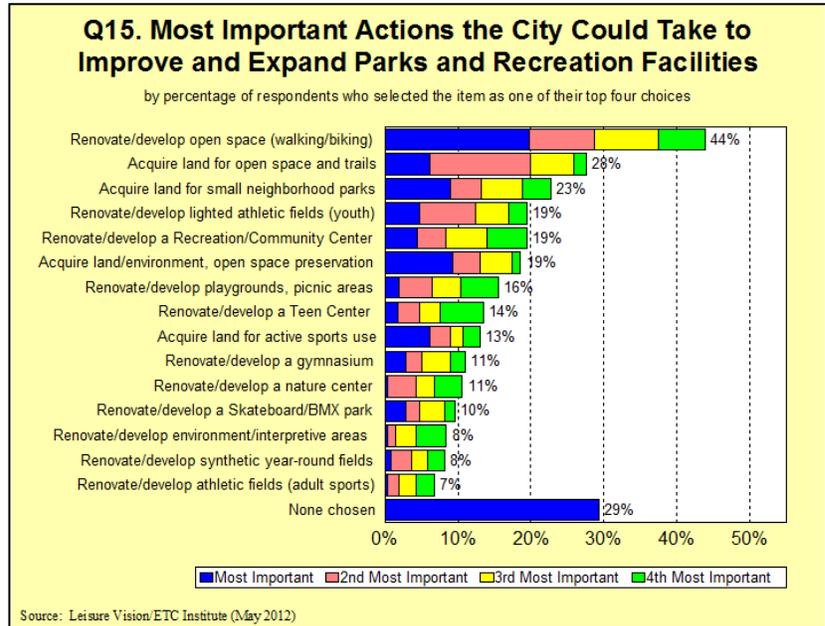


Figure 24 - Most Important Actions to Improve/Expand Parks & Recreation Facilities

2.2.28 WAYS RESPONDENTS LEARN ABOUT RECREATION PROGRAMS AND ACTIVITIES

The most frequently mentioned ways that respondents learn about recreation programs and activities are newspaper (62%), activity guide (54%) and from friends and neighbors (43%) (Figure 25).

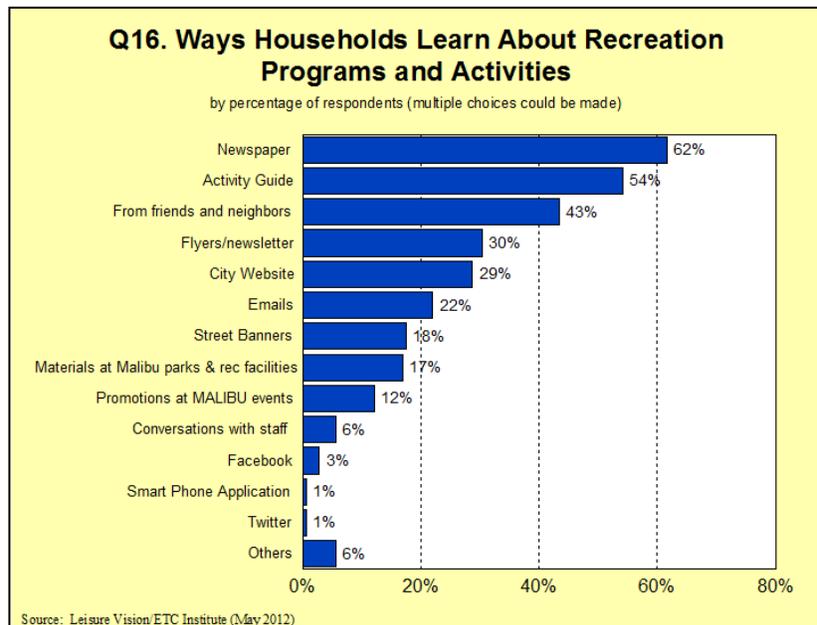


Figure 25 - Ways Respondents Learn About Recreation Programs and Activities



2.2.29 PREFERRED WAYS OF COMMUNICATING WITH THE CITY

Based on the sum of their top four choices, the ways that respondents most want the City to communicate with them are newspaper (36%), activity guide (40%), e-mails (30%) and City website (29%) (Figure 26).

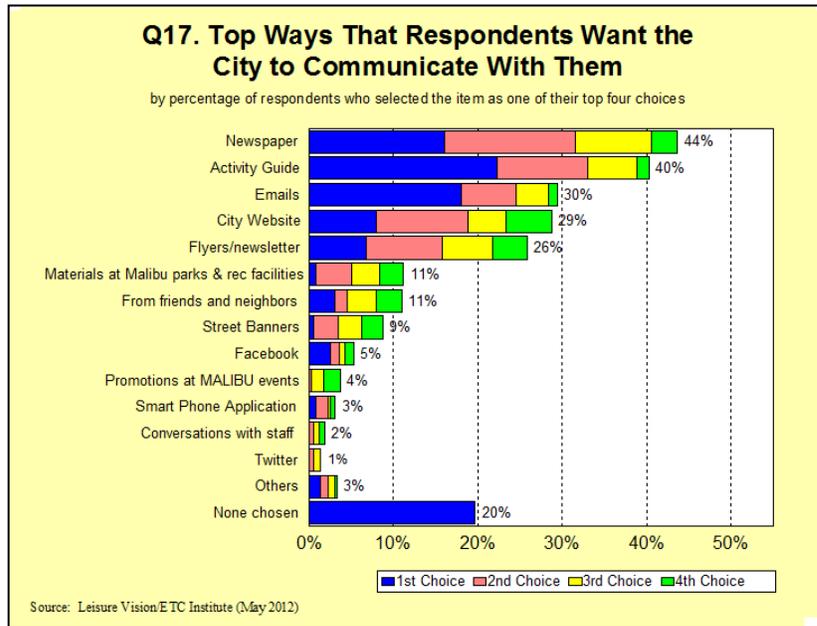


Figure 26 - Preferred Ways of Communicating with the City

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

Fifty-one percent (51%) of households are either very satisfied (29%) or somewhat satisfied (22%) with the overall value they receive from City recreation facilities and programs. In addition, only 12% of households are either somewhat dissatisfied (8%) or very dissatisfied (4%) with the overall value they receive from Malibu Parks and Recreation Department facilities and programs (Figure 27).

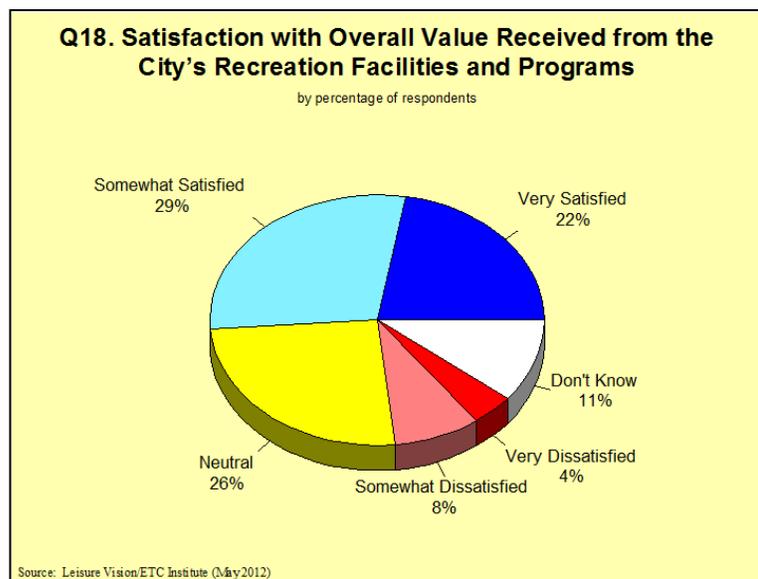
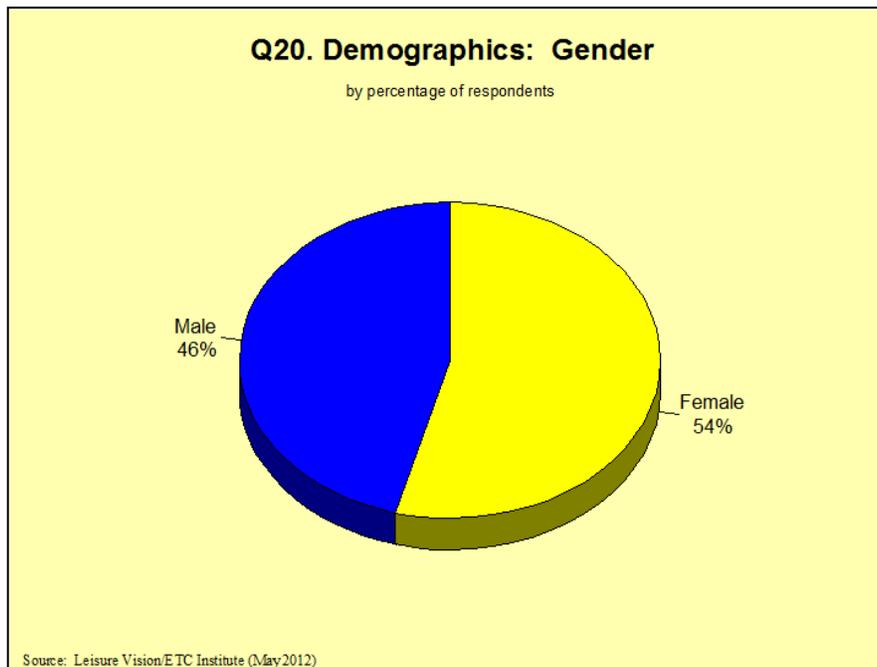
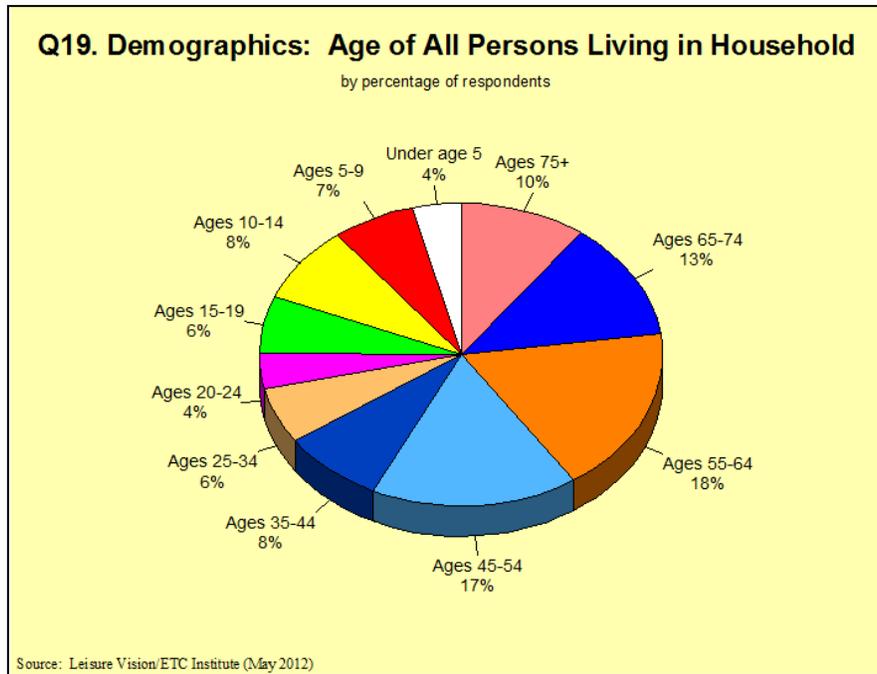


Figure 27 - Level of Satisfaction with the Overall Value Received from City Recreation Facilities and Programs

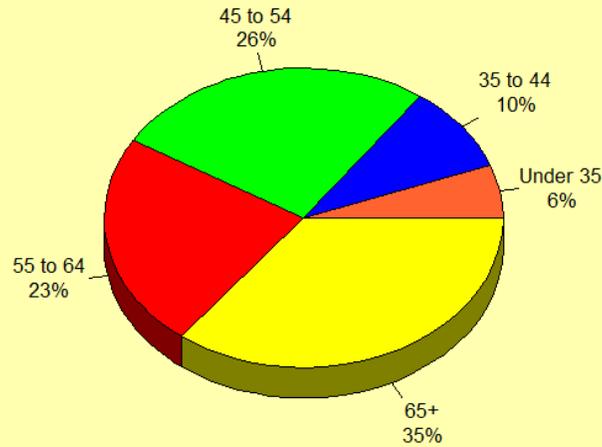
2.2.31 DEMOGRAPHICS





Q21. Demographics: Age of Respondents

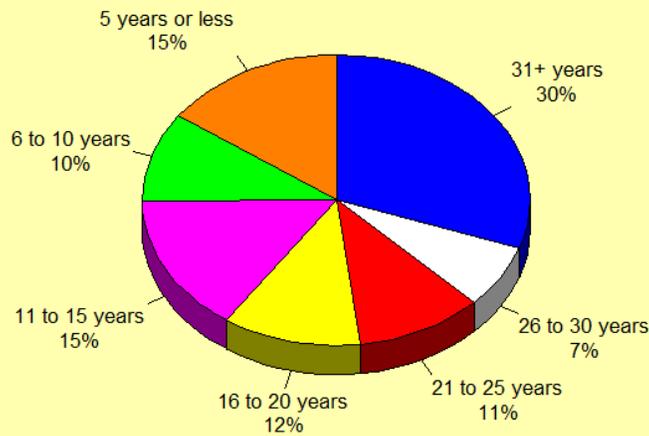
by percentage of respondents



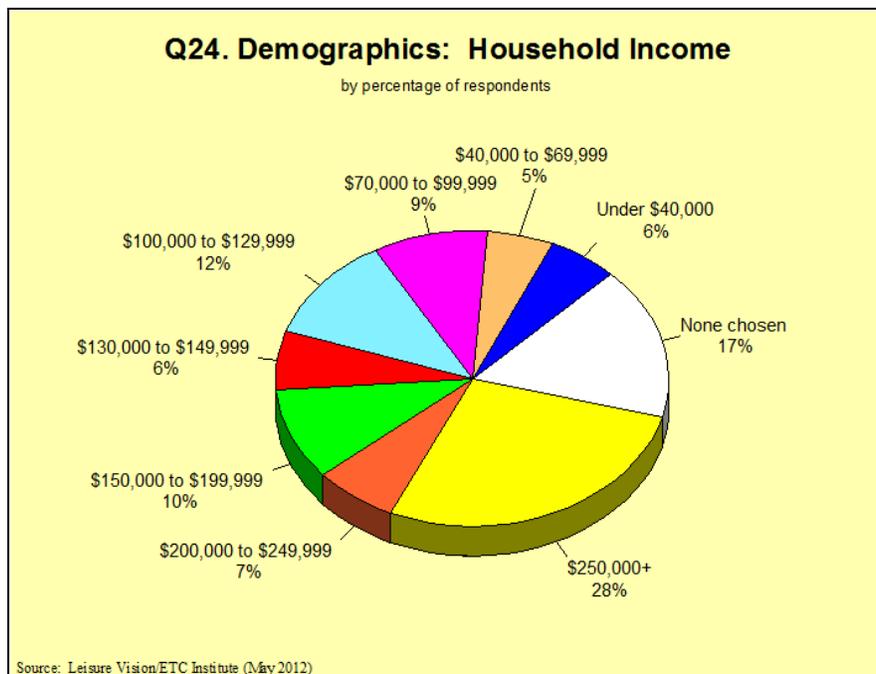
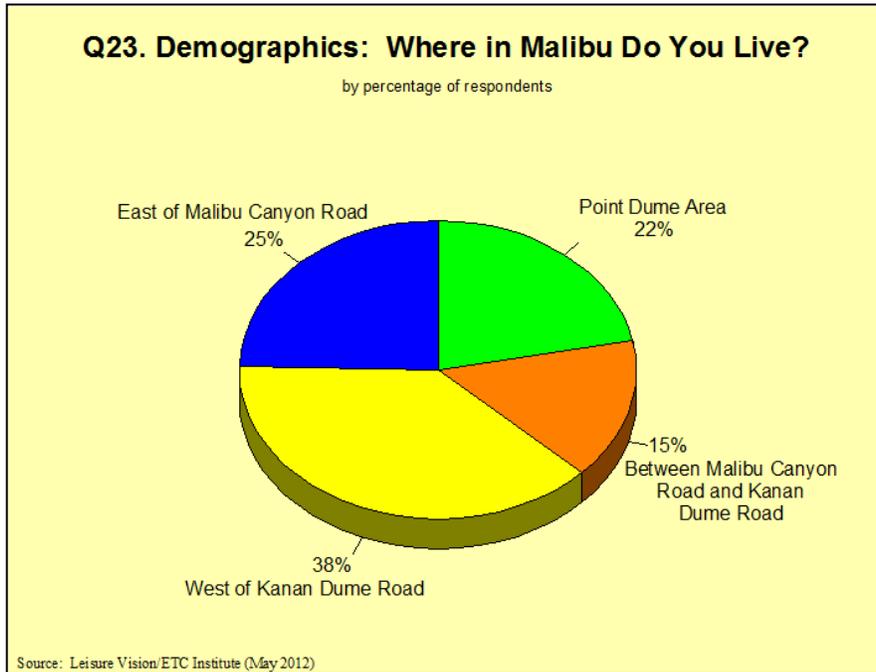
Source: Leisure Vision/ETC Institute (May 2012)

Q22. Demographics: How Long Have You Lived in Malibu?

by percentage of respondents



Source: Leisure Vision/ETC Institute (May 2012)





CHAPTER THREE - COMMUNITY PROFILE

The Demographic Analysis provides an understanding of the population of the City of Malibu. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and spending power of the residents through household income statistics. It is important to note that while the demographics analysis evaluates the population characteristics based on the geographic area, the Parks and Recreation Department does tend to serve an audience outside that as well.

All future demographic projections are based on historical trends. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.1 METHODOLOGY

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in October 2011, and reflects the actual numbers as reported in the 2000 and 2010 Census and estimates for 2015 as obtained by ESRI. Straight-line linear regression was utilized for projected 2020 and 2025 demographics. The City of Malibu geographic boundary was utilized as the demographic analysis boundary as shown below.



3.2 MALIBU SERVICE AREA

3.2.1 POPULATION

The Malibu service area has grown slightly over the last few years. From 2000 to 2010, the service area’s total population grew by 0.6%. This translates into a total population growth of 70 total persons or essentially 0.05% annual growth rate. This is different to the national growth averages which were just over 1% annually. Projecting ahead, the growth rate is expected to continue from 2010 to 2025. The overall growth rate is expected to be 0.4% from 2010 – 2015, 0.3% from 2015 – 2020 and 0.3% from 2020 – 2025.

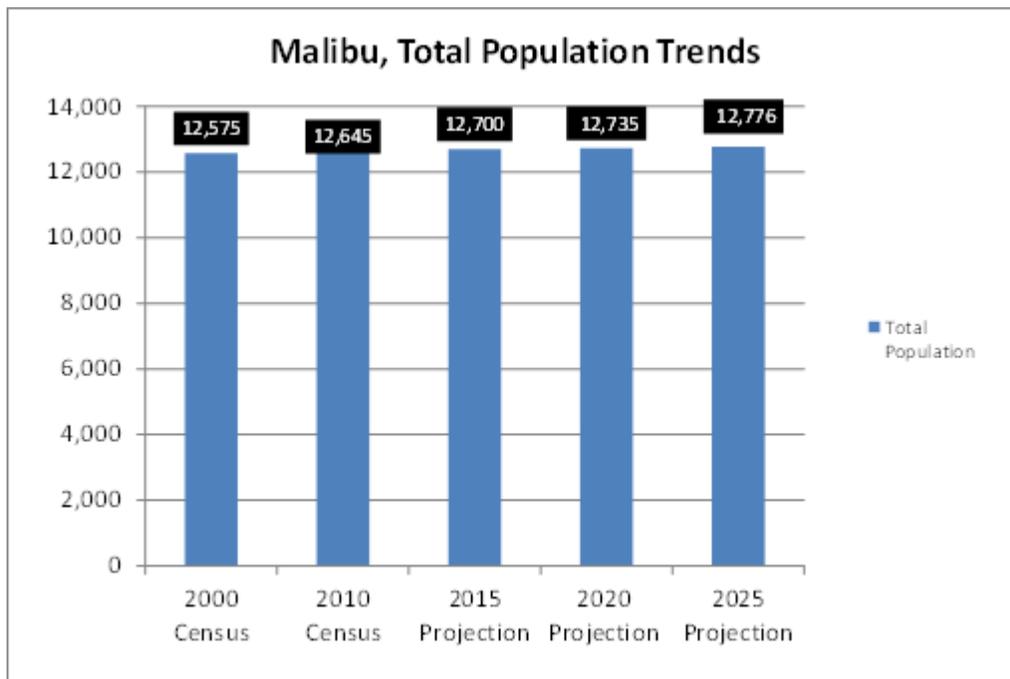


Figure 28 –Total Population Trends

Based on the projections through 2025, the City is expected to have approximately 12,776 residents living within 5,418 households.



3.2.2 AGE SEGMENT

Overall, the City has a skewed age segment distribution. Evaluating the distribution by age segments, the City of Malibu has a rapid aging population. Currently the highest segment by population is the 55+ with 36.1% and the lowest is the 18-34 population with 15.2% thus indicating a large range of variation between all the age groups. Over time, there is projected to be a rapid aging pattern with the 55+ population growing in number to 40.2% by 2025 and the 35-54 age groups reducing to 23.1%. This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the baby boomer population entering that age group. Median age rose from 42.9 in 2000 to 47.8 in 2010.

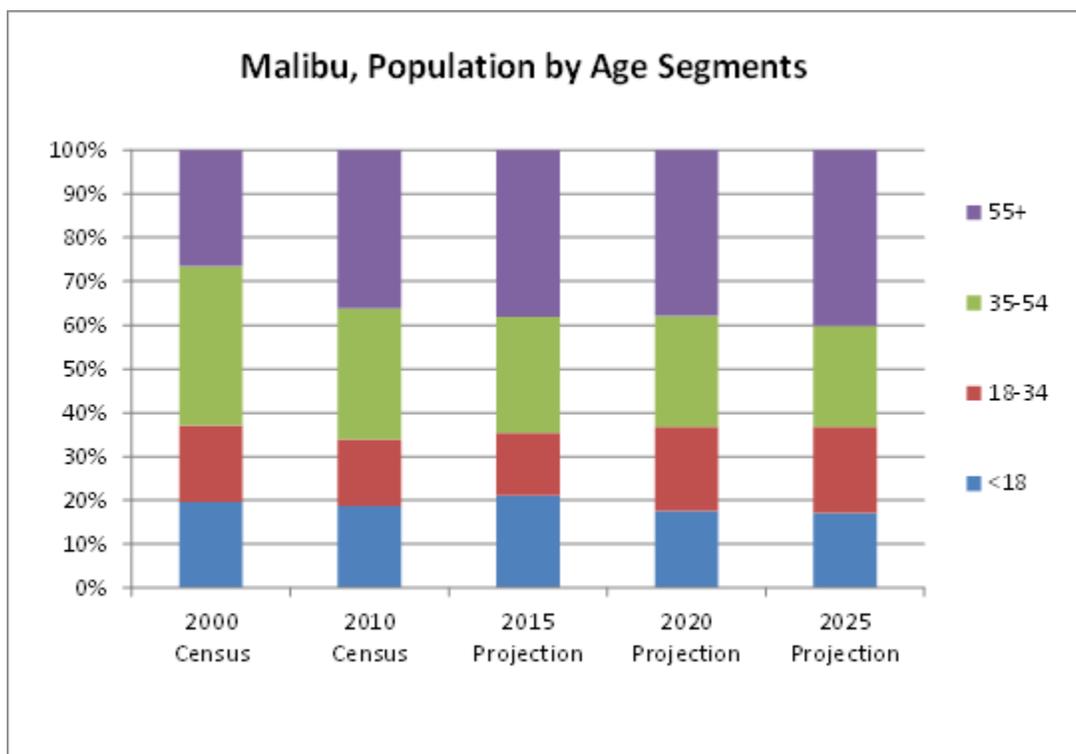


Figure 29 - Population by Major Age Segment

At the same time, it would be helpful for the City to also provide youth centered programs as a means to attract younger families and fresh job seekers. Some programs types include youth based programming, before and after school programs as well as sports leagues and tournaments catered to them.

In general, for such diverse population segments, a variety of aquatics and non-aquatics programs be it recreational, educational and fitness and wellness programs as well as special events are the most popular. Types of programs can include aquatics programs – aqua-aerobics, therapeutic recreation programs, life-skill programs, family activities such as biking, walking, and swimming and general entertainment/leisure activities.

3.2.3 GENDER

The gender distribution for the City is slightly skewed towards the male population which currently accounts for approximately 50.1% of the population (**Figure 30**). This distribution is projected to increase to 50.7% by 2025.

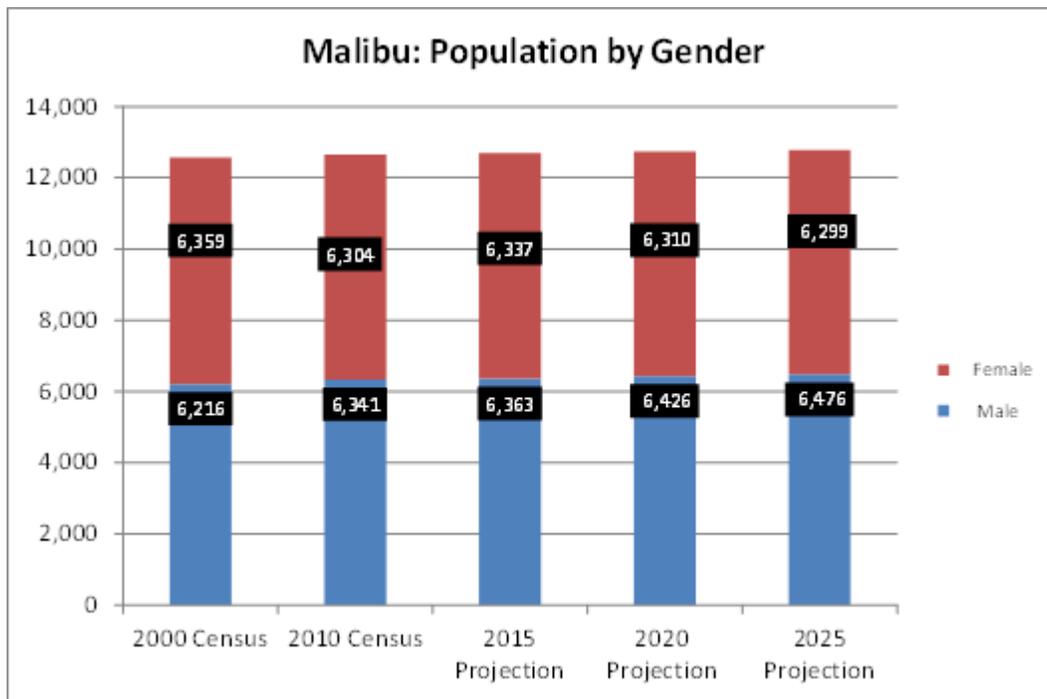


Figure 30 - Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men.

According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for females are:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball
7. Lifting weights
8. Golf
9. Swimming
10. Tennis



The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team-oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

3.2.4 HOUSEHOLDS AND INCOME

The City's income characteristics certainly exhibit growth trends. The median household income was \$102,031 in 2000 and is projected to continually increase to \$154,327 by 2025. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$67,043 in 2010 to \$80,346 by 2025 (**Figure 32**).

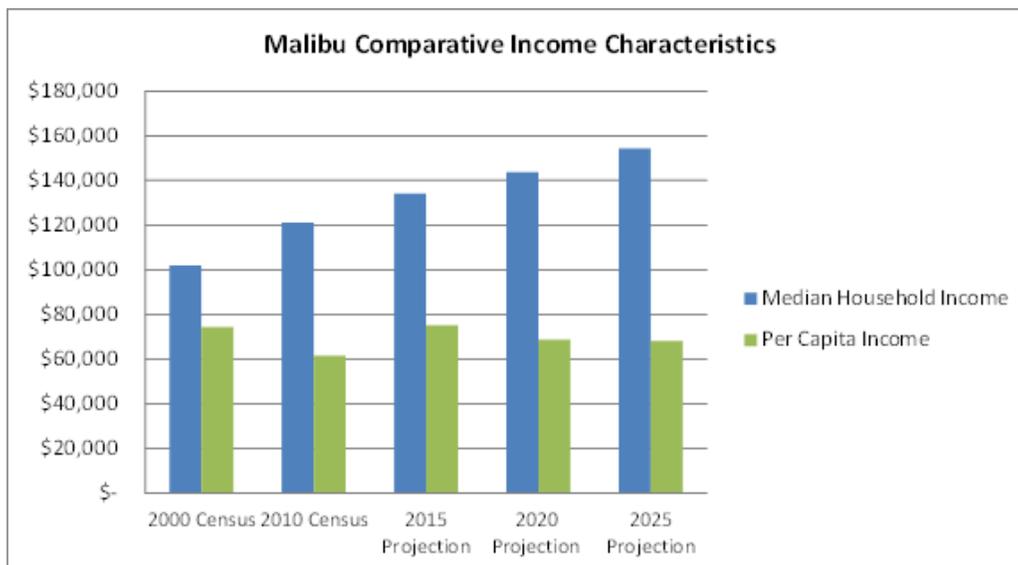


Figure 31 - Malibu Income Characteristics

As seen in **Figure 32**, Malibu’s median household and per capita income characteristics are significantly higher; it more than doubles the State and National income averages. This would indicate a higher level of disposable income and a higher need for good quality and best-in-class services. By 2025, over 42% of the population is projected to make above \$200,000.

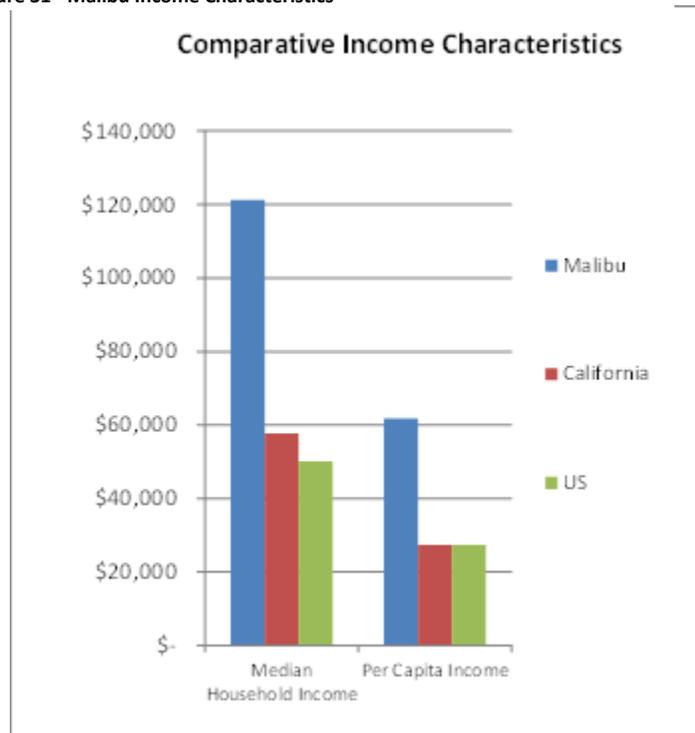


Figure 32 - Comparative Income Characteristics

3.2.5 MARKET PROFILE

Some notable facts about the potential target market are provided below:

- 2000 - 39% Rental or Vacant Homes
 - (22% / 16%)
- 2010 – 52.7% Rental or Vacant Homes
 - (29.4% / 23.3%)
- Above average educated population
 - 60.9% have Bachelor’s Degrees or higher
- In 2010 - Just one in two (51.8%) claim status as married
- 15% work from home
 - Average commute is 36.9 minutes



CHAPTER FOUR - SITE/FACILITY ASSESSMENT

In March 2012, the PROS team performed an assessment of the City of Malibu parks and facilities. This assessment establishes a base-line understanding and “snapshot” of the existing conditions and facilities, and supports the foundation from which recommendations of the Parks and Recreation Master Plan can be developed.

4.1 METHODOLOGY

The condition of facilities and assets evaluated by the PROS Team are noted in the tables associated with the park. Facility and asset conditions were rated using a differential scale of excellent, good, fair or poor. The description of conditions that are attributed to each of these assessment findings are provided in the table below.

Scale of Conditions	
Assessment Finding	General Description
Excellent	Facilities/amenities are in excellent condition with few or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Facilities/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair	Facilities/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.
Poor	Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use, and generally are compounded over time due to deferred maintenance because of budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

For purposes of this project and site assessment, park assets are developed amenities within City parks that enhance the recreational experience of users. Specific examples of park assets include picnic areas, playgrounds, shelters or pavilions, sports fields, tennis courts, etc.

The PROS team visited eight (8) City of Malibu parks and recreation sites that included the following:

- Charmlee Wilderness Park
- Las Flores Creek Park
- Legacy Park
- Malibu Bluffs Park
- Malibu High School
- Malibu Equestrian Park
- Malibu City Hall (Senior Center / Zuma Room / Civic Theater)
- Trancas Canyon Park

During each site visit, the PROS team made observations regarding park access, the site’s comfort and image and uses. An evaluation of each park can be found on the following pages.

4.2 SUMMARY OF SYSTEM

4.2.1 STRENGTHS

- Parks are very well maintained and the majority of the parks and facilities are maintained and kept in excellent condition.
- Parks were free of trash and offered plenty of receptacles for trash, recyclable materials and animal waste throughout the system.
- Turf maintenance was excellent.
- The park system offers a wide variety of park experiences varying from passive parks such as Charmlee Wilderness Park to active parks such as Malibu Bluffs Park.
- There is no evidence of vandalism or graffiti at any of the sites.
- Most of the trails are well maintained.
- Park benches and picnic tables are in excellent condition throughout the system.
- Restrooms were clean and well maintained.
- City branding is consistent in signage and design elements used in the parks.

4.2.2 OPPORTUNITIES FOR IMPROVEMENT

- In general, the decomposed granite (DG) trails were in good condition; however, there were some issues with erosion due to run-off from rain events.
- Drainage issues at the Malibu Equestrian Park need to be addressed.
- Evaluate performing a cost-benefit analysis on moving to synthetic turf at Malibu High School’s auxiliary multi-purpose field and at Malibu Bluffs Park.
- Connect Las Flores Creek Park with the existing parking lot on the west side of the park.
- Cross-promote other City offerings through system-maps or signage at each park depicting other parks and facilities in the City.



4.3 PARK ASSESSMENTS

4.3.1 CHARMLEE WILDERNESS PARK – 2577 ENCINAL CANYON ROAD

Amenity / Asset	Condition
Picnic Tables	Good
Benches	Good
Restroom Building	Fair
Nature Center	Good
Natural Trails	Good
Parking Areas (3 total)	Fair
Amphitheater	Excellent
Signage	Good

4.3.1.1 STRENGTHS

- Charmlee Wilderness Park is situated on over 532 acres within the Santa Monica Mountains Coastal Slope Environment. The park includes picnic areas, 8 miles of hiking trails, native plant displays, and a nature center. Programs include a volunteer docent program, school and group nature programs, as well as a variety of public hikes and interpretive programs.
- The picnic tables and benches located throughout the park are well maintained.
- The amphitheater used for nature programs and events is well maintained.
- There is adequate parking and the upper parking lot is ADA accessible.
- The information kiosks provide good information on upcoming programs and rules and regulations for the park. Also, the signage around the parking lots and nature center are well maintained.
- The Nature Center includes exhibit space and reptiles and is well used for school nature programs.



Figure 33 - Charmlee Wilderness Park

4.3.1.2 OPPORTUNITIES FOR IMPROVEMENT

- An emergency phone in parking lot would be an enhancement as cell phone coverage is inconsistent in the area. The parking lots, especially the upper lot, are in need of resurfacing.
- The restroom building located near the parking lots is well maintained, but in need of some updates including new doors.
- The road near the nature center needs to be addressed to resolve erosion issues caused by excessive run-off from severe rain events.
- In general, trails throughout the park are well maintained, but the City can fill portions of the trail where erosion was observed due to recent rains.



Figure 35 - Picnic Table and Benches



Figure 34 - Amphitheater



Figure 37 - Upper Parking Lot in Need of Resurfacing



Figure 36 - Restrooms



Figure 38 - Entrance to Nature Center



Figure 39 - Nature Center Exhibit



Figure 40 - Nature Trail



Figure 41 - Signage in Parking Lot



4.3.2 LAS FLORES CREEK PARK - 3805 LAS FLORES CANYON ROAD

Amenity / Asset	Condition
Trail (Decomposed Granite)	Good
Playground (Ages 2-5)	Excellent
Playground (Ages 5-12)	Excellent
Parking Areas (2)	Good*
Benches	Excellent
Interpretive Signage	Excellent
Picnic Tables	Excellent

4.3.2.1 STRENGTHS

- Las Flores Creek Park is located on the Eastside of the City and runs along Las Flores Creek. The park is divided by the creek with parking lots on both sides. Benches and picnic tables are located throughout the park.
- The decomposed granite (DG) trail is in good shape with minor water erosion issues due to rain.
- The playground equipment is in excellent condition, but the playground surface has water run-off areas which spread debris onto the surface.
- The trail is in good condition and only has some areas that are in need of grading.
- The composite benches and four (4) picnic tables are new and in excellent condition.
- The native plants and beds are irrigated and well-maintained.



Figure 42 - Las Flores Creek Park Entrance Sign

4.3.2.2 OPPORTUNITIES FOR IMPROVEMENT

- The parking lot on the east side of the park is too small to accommodate general park use, while the parking lot on the west side of the park is large enough to adequately serve park visitors. However, many of the amenities at the site are located on the opposite side of Las Flores Creek from the primary parking lot. *A bridge connecting the two sides of the park is needed to allow access from the parking lot to the park amenities.
- Consider installing exercise equipment throughout the park along the walking paths.
- The addition of onsite restrooms would enhance the usability of the park.
- Address the run-off issues to prevent water from spreading debris onto the playground surface.



Figure 43 - Playground Equipment



Figure 44 - Interpretive Signage



Figure 45 - Parking on West Side of Park



Figure 46 - Well-Maintained Beds

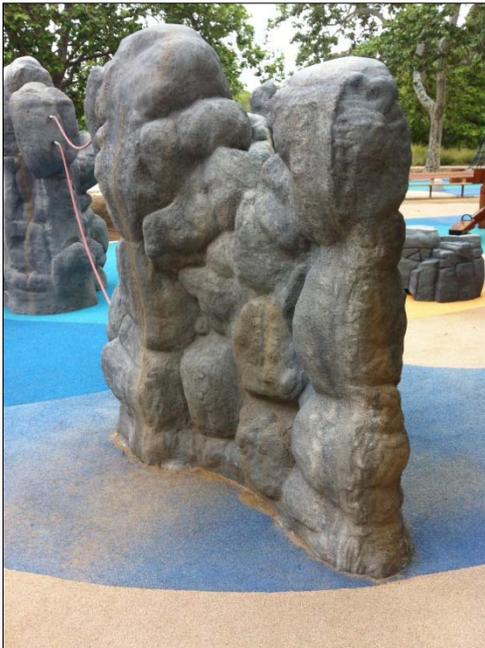


Figure 47 - Rock-Climbing Structure Exhibiting Dirt Run-off from Road at Base



Figure 48 - Park Bench and Picnic Table



4.3.3 LEGACY PARK – 23500 CIVIC CENTER WAY

Amenity / Asset	Condition
Interpretive Signage	Excellent
Outdoor Classrooms/Environmental Education Center	Excellent
Trail (Decomposed Granite)	Good
Trail (Hard Surface)	Excellent
Benches	Excellent
Bridge	Excellent
Parking	Excellent
Artwork	Excellent

4.3.3.1 STRENGTHS

- Opened in late 2010, Legacy Park is a centrally-located outdoor living learning center featuring state-of-the-art technology. The park incorporates bacteria reduction in storm-water treatment, restoration/development of riparian habitats and open space for passive recreation and environmental education. Water is recycled and filtered onsite for reuse.
- Interpretive signs are located throughout the park.
- Both in and above ground irrigation is used throughout the site.
- The hard surface paved trail is wide and in excellent condition.
- Parking surrounding the site is adequate.
- The artwork throughout the park is in excellent condition.
- The outdoor classrooms/environmental education center structures provide shade and seating on the north side of the park.
- The landscaping, which consists of all native plants and ground cover, is well maintained.



Figure 49 - Legacy Park Signage

4.3.3.2 OPPORTUNITIES FOR IMPROVEMENT

- Address the areas along the decomposed granite trail that were eroded to prevent further damage.
- Explore opportunities to add to additional programs to “activate” the park and encourage greater use.



Figure 50 - Educational Node



Figure 51 - Interpretive Signage



Figure 52 - Well-Maintained Natural Landscaping



Figure 53 - Outdoor Classrooms/Environmental Education Center



Figure 54 - Artwork in Park



Figure 55 - Trail Erosion



4.3.4 MALIBU BLUFFS PARK – 24250 PACIFIC COAST HIGHWAY

Amenity / Asset	Condition
Pony Baseball Field (Larger Field)	Good
Major Baseball Field (Smaller Field)	Good
Soccer/Multi-Purpose Fields	Good
Playground	Excellent
Trail (Hard Surface)	Excellent
Community Center	Good
Whale Watching Area	Good
Restrooms	Good
Benches	Excellent
Picnic Tables	Excellent
Parking Lot	Good
Fencing and Backstops	Fair

4.3.4.1 STRENGTHS

- Malibu Bluffs Park is a heavily used six-acre community park conveniently located at the intersection of Pacific Coast Highway and Malibu Canyon Road, overlooking the Pacific Ocean.
- In general, the park is clean and well-maintained.
- The park has 2 baseball diamonds, a soccer/multi-purpose field, playground for ages 2-12, walking path, picnic tables, whale watching vista and the Michael Landon Community Center.
- Bluffs Park hosts a variety of community classes and sports leagues for tiny tots, youths and adults. Free onsite Wi-Fi is also available at the park.
- Malibu Bluffs Park has onsite restrooms that include permanent and portable facilities. All the restrooms are clean, but the permanent restrooms located in the Michael Landon Center require some cosmetic and plumbing upgrades.

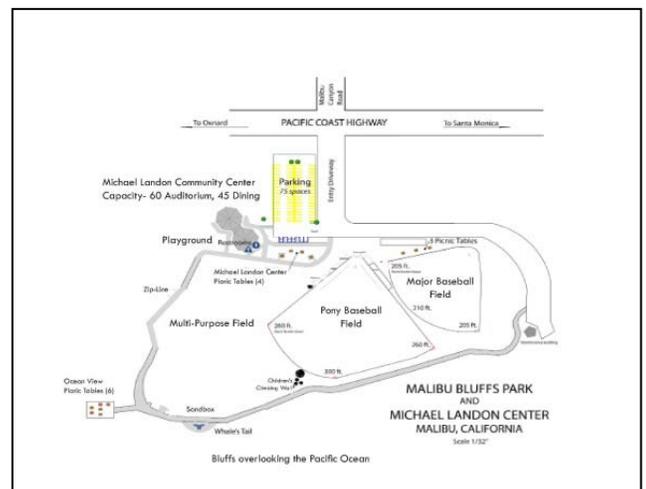


Figure 56 - Map of Malibu Bluffs Park

- The Michael Landon Center, while small, is in good condition and has the capability for rentals and multi-purpose use. The kitchen onsite is in fair condition. The Center can accommodate setups for 45 people banquet style and 65 people theater style.
- The multi-purpose field is used for a variety of athletic games, practices and special events.
- The picnic tables and benches are in excellent condition.
- The playground, climbing wall sandbox area and zip-line, designed for ages 2-12, are in excellent condition.

4.3.4.2 OPPORTUNITIES FOR IMPROVEMENT

- All turf areas are irrigated and heavily used. Typically, only the months of December and July allow for the turf to “rest” as the park is always hosting special events and sport programs. Consider use of synthetic turf on the infields of the baseball fields and/or multi-purpose field to increase use and lower maintenance costs.
- The onsite parking of 150 spaces is an issue and does not adequately serve park patrons during peak times.
- Re-energize the multi-purpose room at the Michael Landon Center through updated paint and artwork.
- The fence and backstops at the two baseball fields are in need of paint due to oxidation and a section of the fence requires leveling.
- Maintain continuous monitoring of the irrigation system as the system is susceptible to water line breaks.
- The maintenance building on the east side of the park is well maintained, but additional space would benefit staff in performing their regular duties.



Figure 57 - Playground at Malibu Bluffs Park



Figure 58 - Multi-Purpose Field Utilizing Temporary Backstops



Figure 59 - Michael Landon Community Center



Figure 60 - Parking Lot



Figure 61 - Picnic Table Overlooking Pacific Ocean



Figure 62 - Michael Landon Center



Figure 63 - Climbing Wall



Figure 64 - Whale Watching Area



Figure 65 - Zip-line



Figure 66 - View of Multi-Purpose Field and Pony Field

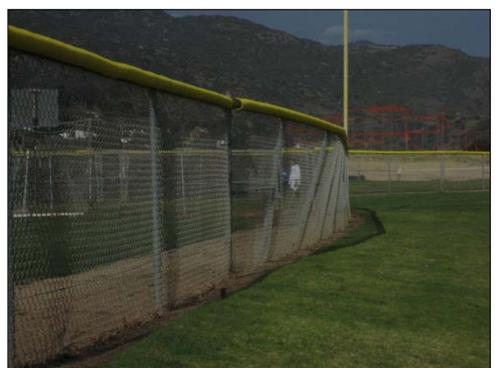


Figure 67 - Leaning Outfield Fence on Pony Field

4.3.5 MALIBU HIGH SCHOOL – 30215 MORNING VIEW DRIVE

Amenity / Asset	Condition
Gymnasium	Good
Malibu Community Pool	Good
Staff Office Building	Fair
Multi-Purpose Fields (Auxiliary and Upper)	Good/Fair
Signage	Excellent

4.3.5.1 STRENGTHS

- The City of Malibu Parks and Recreation Department operates the Malibu Community Pool during non-school hours, as well as maintains the middle school gymnasium, the restrooms adjacent to the pool and the two multi-purpose fields. The City also provides middle school sports programs at the school.
- The gymnasium floor was recently refinished, and the City added a new scoreboard, bleachers and protective wall mats.
- The auxiliary and upper multi-purpose fields receive heavy use. The auxiliary field turf was in good condition. The upper field turf was in fair condition.
- The staff office building, while clean, should be replaced or updated with paint and new office furnishings.
- The pool area was clean and in good condition.
- Restrooms were clean and no major maintenance issues were identified.



Figure 68 - Auxiliary Multi-purpose Field

4.3.5.2 OPPORTUNITIES FOR IMPROVMENT

- Conduct a cost-benefit analysis on replacing the turf at the auxiliary multipurpose field with synthetic turf due to the amount of usage the site receives.
- Update the outdoor basketball courts.



Figure 71 - Middle School Gymnasium



Figure 70 - Staff Office Building



Figure 69 - Program Signage



4.3.6 MALIBU EQUESTRIAN PARK – 6225 MERRITT DRIVE

Amenity / Asset	Condition
Parking Lot	Good
Restrooms	Good
Picnic Tables	Excellent
Benches	Excellent
Trail	Excellent
Sidewalk	Good
Signage	Good
Upper Arena	Fair
Lower Arena (Show Arena)	Good

4.3.6.1 STRENGTHS

- The Equestrian Park is located adjacent to Malibu High School and features two riding arenas, picnic area and restrooms. In addition to public use, the facility may be rented for equestrian events and lessons.
- The sidewalks are in good condition. There are cracks due to some grading issues, but these are isolated. The park is also ADA accessible.
- Restrooms are clean and well-maintained.
- The picnic tables and benches are in excellent condition.

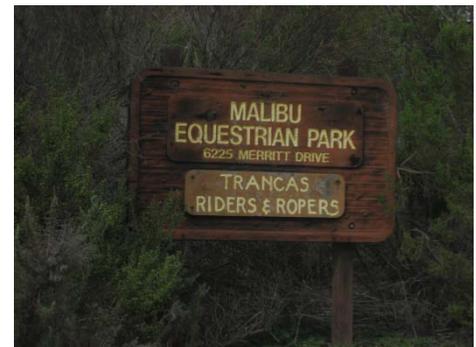


Figure 72 - Malibu Equestrian Park Signage

4.3.6.2 OPPORTUNITIES FOR IMPROVEMENT

- Proximity to Malibu High School poses some minor maintenance issues such as trash, which should be monitored.
- Monitor drainage from the lower arena (show arena) to prevent runoff water from draining into the parking lot.
- Grade the upper arena as it has sloping and drainage issues, especially on the west end of the arena.
- The parking lot is adequate but receives runoff from the lower arena. During events, parking is limited due to the number of equestrian trailers required to transport horses.

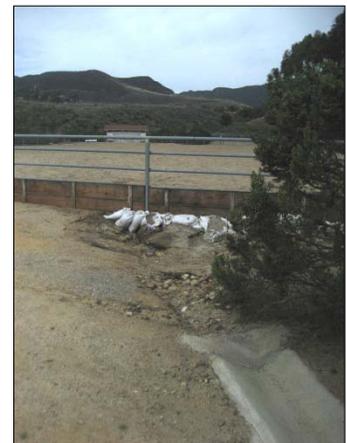


Figure 73 - Lower Arena (Show Arena) Drainage Problem



Figure 74 - Restrooms



Figure 75 - Grading and Drainage Problem in Upper Arena



Figure 76 - Parking Lot



Figure 77 - Sidewalks and Picnic Tables



Figure 78 - Grading Needed in Upper Arena
(Soil is Deep on West-Side)



Figure 79 - Lower Arena (Show Arena)



4.3.7 SENIOR CENTER / ZUMA ROOM / CIVIC THEATER – 23825 STUART RANCH ROAD

Amenity / Asset	Condition
Civic Theater	Excellent
Audio / Visual Equipment	Excellent
Senior Center	Excellent
Outdoor Patio	Excellent
Zuma Room	Excellent

4.3.7.1 STRENGTHS AND OPPORTUNITIES FOR IMPROVMENT

- Malibu City Hall features the Civic Theater available for lectures and performances. The City has a wide range of audio and visual support available, which is in excellent condition. City Hall also features a well-maintained multi-purpose room and conference room which can accommodate small to large groups. The space is well maintained and allows for programming uses ranging from “Battle of the Bands” concerts to theater performances.
- The Malibu Senior Center, also located at City Hall, is open to individuals 55 and older. Activities offered at the Senior Center include classes through the Santa Monica College Emeritus program, exercise and craft classes, monthly luncheons and social gatherings. The room has a partitioned wall which allows for a wide-range of uses. The maximum occupancy of the Multi-Purpose Room/Senior Center is 133 people and 63 with the partitioned wall closed.
- Adjacent to the Senior Center is an outdoor patio with new furniture that can also be used for gatherings and luncheons.
- The Zuma Room is a multi-purpose room that can be used for conferences and programs. The room features audio and visual support and is very well maintained.



Figure 80 - Zuma Conference Room & Civic Theater



Figure 83 - Multi-Purpose Room
(Partition Wall Closed)



Figure 82 - Outdoor Patio



Figure 81 - Civic Theater

4.3.8 TRANCAS CANYON PARK – 6050 TRANCAS CANYON ROAD

Amenity / Asset	Condition
Gazebo	Excellent
Playground	Excellent
Dog Park	Excellent
Multi-Purpose Field	Excellent
Restrooms	Excellent
Parking Lot	Excellent
Picnic Tables	Excellent
Signage	Excellent
Benches	Excellent

4.3.8.1 STRENGTHS

- Opened in 2010, Trancas Canyon Park features a multi-purpose practice field, restroom facility, western-themed playground and a dog park. The park is maintained at an exceptional level.
- The playground is in excellent condition and includes a rubberized surface of 8,880 square feet. Playground amenities are for children ages 2-5 and 5-12.
- The parking lot is in excellent condition.
- The gazebo includes two (2) covered picnic tables and three (3) other picnic tables surrounding the playground. The decomposed granite (DG) does pose problems in cleaning around the gazebo.
- The park and access to the dog park is ADA accessible.
- Signage is excellent in displaying rules of the park and the off-leash dog area.
- The restrooms are in excellent condition and well maintained.
- The multi-purpose field turf is in excellent condition.



Figure 85 - Trancas Canyon Park Entrance Sign



Figure 84 - Restroom Facility



Figure 86 - Multi-Purpose Field



Figure 87 - Off-Leash Dog Area



Figure 88 - Playground Area



Figure 89 - Parking Area



Figure 90 - Signage for Dog Owners



Figure 91 - Gazebo with Picnic Tables

CHAPTER FIVE - PROGRAM ASSESSMENT

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

The consulting team based their findings on information derived from:

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

The City Parks and Recreation staff selected the core programs / facilities to be evaluated and entered the data into the program assessment matrix provided by PROS. The following are the areas chosen for evaluation based on staff and consultant team input.

The program areas evaluated as a part of this assessment are:

- Adult Sports
- Aquatics
- Camps
- Community Classes
- Outdoor Recreation
- Seniors
- Special Events
- Teens
- Youth Sports

5.1 PROGRAM ASSESSMENT AND OVERVIEW

Overall observations from the program assessment are:

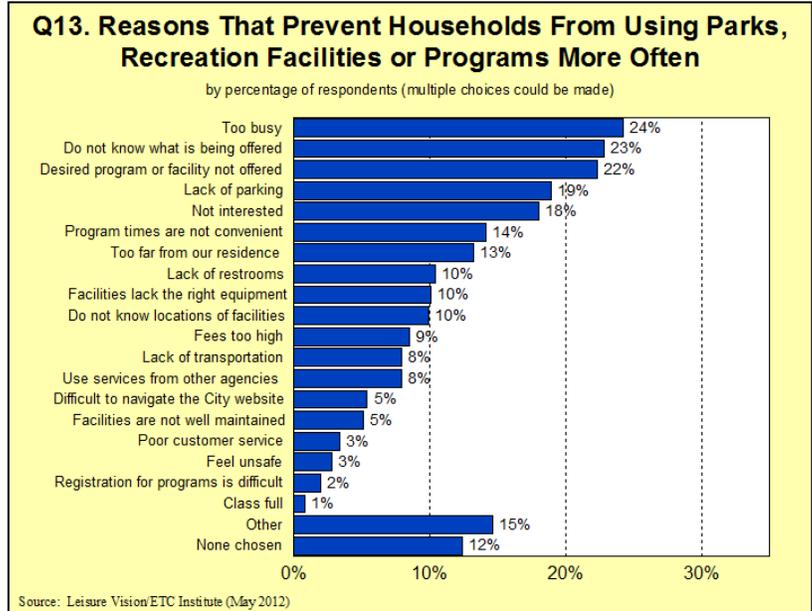
1. Adult Fitness and Wellness Programs, Visual and Performing Arts programs and Senior Programs are the highest priority for Malibu residents.
2. The **program descriptions** overall do a good job promoting the benefits of participation but are inconsistent.
3. **Website** is focused on information, not inspiration. Online communication seems cluttered and lacks user friendliness necessary to generate program participation. Community feedback also indicates the website is difficult to navigate when trying to locate information.



4. Overall, **marketing and promotions** is less than optimal and presents a good opportunity for improvement. Current efforts are more individual than system-wide and that affects marketing effectiveness and return on investment.
5. The staff conducts varied promotional activities with the most commonly used ones being the Recreation Guide, website, and print mediums.

6. Lack of **effective marketing and communication** is corroborated in the survey findings – **Barriers to Participation** “I do not know what is offered” was the second most frequently mentioned reasons that prevented parks, program or facility use with 23% respondents of users chose this option as a Barrier to Participation.

7. There is no formalized system-wide method for **customer feedback**.



- a. Different areas have varying methods of gathering customer feedback with the most common being post-event feedback.
 - b. Pre-program surveys are limited. Pre-program surveys are useful to gauge potential user interest before offering programs to limit cancellation rates and maximize resources.
 - c. Continue to expand the use of the website and online surveys through online survey sites in order to understand the recreational needs of the community.
 - d. Allocating dedicated intern and/or staff time, capturing customer data, tracking for trends and communicating that department wide would be beneficial.
8. **Age segment distribution** is heavily skewed towards the youth population (Age 24 and under). The age segment distribution is not aligned with community demographics and must be annually reviewed and rebalanced to better meet true community needs.
9. **Program lifecycles:** It is encouraging to see a minimal percentage of programs in the Decline Stage. However, there are very few programs in the Introduction Stage. It is important to eliminate or reposition programs in the Decline stage and focus on program innovation to introduce a greater number of programs in the introduction through take-off stage.

5.2 LIFECYCLE ANALYSIS

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

The following list shows the percentage distribution of the various lifecycle categories of the Department’s recreation programs:

- Introduction stage (New program; modest participation) = 7%
- Take off stage (Rapid participation growth) = 3%
- Growth stage (Moderate, but consistent participation growth) = 41%
- Mature stage (Slow participation growth) = 34%
- Saturation stage (Minimal to no participation growth; extreme competition) = 11%
- Decline stage (Declining participation) = 3%

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

The lifecycles depict a largely encouraging trend with some areas of opportunity. Over 40% of all programs are in the Growth stage while just 14% of all programs are in the Saturation or Decline stage, which is very encouraging as it shows room for the programs to grow and also demonstrates that programs offered are largely aligned with community needs. However, the limited percentage of programs (7%) in the introduction stage indicates a limited opportunity for innovation which is an area to be focused on.

5.2.1 RECOMMENDATIONS

The PROS team recommends that the City Recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the Mature to Decline stage while ensuring an increased number of programs in the Introduction stage. It is recommended that programs from Mature to Decline should be 40% or less of the total program mix.

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

The City could also conduct a regional program and partnership innovation summit with the neighboring agencies or stakeholders such as Pepperdine University and the School District among others. The objective would be to identify new and upcoming program trends, avoid program duplication and partner together in order to maximize the available space.



Stage in Program Lifecycle					
Introduction	Take-Off	Growth	Mature	Saturated	Decline
First Fridays	Cartooning	Volunteer Programs	Excursions	Cinemalibu	Chess
Teen Sketch Comedy	Tai Chi & Health Excer.	Youth Commission	STTOP Programs	Breakfast with Santa	Yoga w/ Manser
Fun with Clay	Middle School Cheerleading	Battle of the Bands	Malipalooza	Mat Yoga	Walking Club
Introd. to Preschool		Chumash Day	Swim Lessons	Stretch and Strength	
Sports & Games		Art Show	Aqua Aerobics in Summer	Hand Coloring	
Beginner Mahj Jongg		Easter Hoppening	Art	Women's Counseling	
Adult Acting 101		Tiny Tot Olympics	Rock and Roll High	Senior Social Scoop	
		Tiny Tot Halloween	Softball	EC: Acting	
		Youth Water Polo League	Volleyball	Excursions	
		Swim Team	Young Ninjas Karate	Adult Tennis	
		Adult Conditioning Class	Storytime Adventures	Youth Tennis	
		Acting/ Movie by Kids	Introd. to Preschool		
		Baseball	Adult Spanish		
		Basketball	Tai Chi w/ Master Su		
		Fencing/Jedi Academy	Swing & Salsa		
		Flag Football	Gymnastics		
		Lacrosse	Music Together		
		Laser-Tag	Dog Obedience		
		Lego Animation	Tiny Pros Soccer		
		Legos Pre-Fundamentals	Equestrian Events		
		Legos-Fundamentals	Spring and Winter Hikes		
		Soccer	Luncheon		
		Surf	Computer Workshop		
		Tennis	Bread Program		
		Kindermusik	Thursday Theater		
		Gymnastics	Seminars		
		Park Tales	AARP Driver Safety		
		Ballet/Jazz	Computer Workshop		
		Educational Outreach	Adult Basketball		
		Full Moon Hikes	Youth Flag Football		
		Wildflower Hikes	Youth Basketball		
		Chair Yoga	Youth T-Ball		
		EC: Modern Poetry	Youth Cheerleading		
		EC: Autobiography	Middle S. Basketball		
		Health Screenings			
		Adult Softball			
		Youth Lacrosse			
		Middle S. Volleyball			
		Middle S. Girls Tennis			
		Middle S. Boys Tennis			
		Middle S. Lacrosse			
7%	3%	41%	34%	11%	3%
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation

Source: Client

5.3 AGE SEGMENT DISTRIBUTION

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

Despite the demographics heavily skewed towards an aging population, the balance of age segment distribution is still skewed towards the youth. Based on the program list provided by the staff, over 55% of all programming is geared towards ages 24 and below. It is typical nation-wide for agencies to focus heavily on youth and families while often under serving active adults, seniors and the middle-aged.

Given that the 55+ population in Malibu comprises over 35% and is projected to increase to over 40% in the next 10-15 years, it would be appropriate for the staff to view the age segment distributions on an annual basis to ensure continued rebalancing among skewed categories.

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

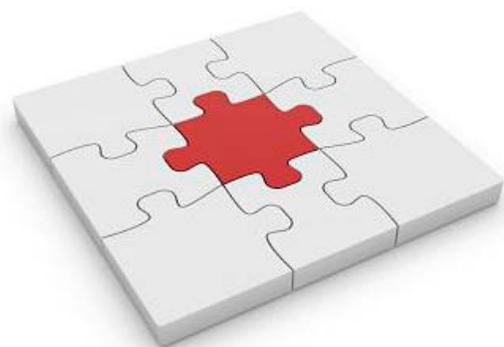


5.4 CORE PROGRAMS

The PROS team believes in the importance of identifying core programs based on current and future needs and prioritizing resource allocation to meet those needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. It does not mean that non-core programs are not important – it simply allows the City and the staff to establish priorities.

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

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



5.4.1 RECOMMENDED CORE PROGRAMS

The following list includes recommendations to reposition / combine current programs or add newer core programs to the existing ones. The advocated changes are:



Repositioned Program Areas

- Create a separate program area for Fitness and Wellness Core programming.

New Program Areas

- Volunteers

5.5 SPONSORS / PARTNERS AND VOLUNTEERS

5.5.1 SPONSORS / PARTNERS

At present, there is limited focus on developing earned income streams through system-wide sponsor / partner support. In order to truly sell the potential benefits of partnering with the system, there is a need to develop a sponsorship brochure and a proposal for tiered sponsorship levels.



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

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

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

Package Offerings - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Packaging sponsorship opportunities at some of the most beautiful parks and vistas in the country such as Malibu Bluffs Park, Trancas Canyon Park etc. could be a viable option.

Providing sample packaging options that tie-in some signature special events (Chumash Days, CineMalibu™ and Malipalooza) with some of the smaller events (Tiny Tot Olympics and Halloween Carnival) would ensure that the staff up-sells events that may not be sold otherwise, while the partners receive more bang for their buck.

5.5.2 VOLUNTEERS

Some volunteer support the City staff leverages has proven to be very successful. Special Events in particular utilize extensive volunteer support from Malibu High School, Boy Scouts, Senior Center, and Pepperdine University among other sources. Interested individuals and community organizations volunteer an extensive amount of time year-round. There are several examples of true and widespread community support, which is very encouraging.

However, it seems that the volunteer support is limited to individual areas and not a Department-wide initiative. It would be useful to develop a system-wide program that focuses on volunteer recruitment and retention.

Lack of consistent guidelines can make it difficult to manage volunteers as a valuable asset and an ideal complement to paid staff. In addition, volunteers help tremendously with operational cost savings and as advocates for the City and its offerings.

Other recommendations for improvement include:

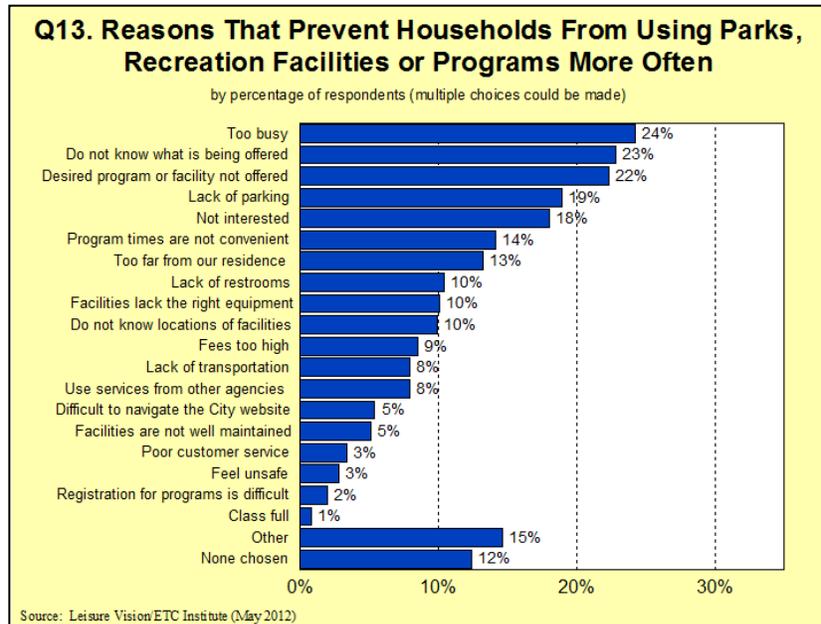
- Allocate a portion of staff time or identify a volunteer willing to serve as a volunteer coordinator. The focus will be to develop a system-wide program, as well as to oversee it or have a team of employees involved in oversight.
- Identify volunteer opportunities system-wide and develop job descriptions.
- Develop a tracking system to quantify the number of volunteer hours and document cost savings.
- Develop documented volunteer recruitment, retention and recognition systems.
- Promote volunteer opportunities system-wide through all available communication mediums in order to maximize opportunities for volunteer participation.
- Create and highlight the volunteer section on the City website.





5.6 MARKETING AND PROMOTIONS

This section reviews the Department's marketing and promotions as gleaned from the program worksheets and discussions with staff as well as the survey responses. As can be seen in the survey response, respondents chose "I don't know what is being offered" as the second biggest reason preventing them from using parks, recreation and cultural offerings more often. This clearly indicates that marketing and promotions are an area of improvement and one that will have a significant impact on increasing participation and consequently revenue for the Department.



As stated in the program assessment worksheets provided by staff, most programs are promoted via the Recreation Guide, the newsletter, the website, flyers and brochures, email blasts and online mediums. There are also some instances of social media usage, direct mail and even some in-facility signage.

Given the limited marketing dollars available, it would be helpful for the Department to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the marketing mediums undertaken and tailor future marketing spending to focus on the most effective mediums. This could be done by ensuring every registrant and as many on-site users as possible are asked 'How did you hear about us?' Tying the participant responses to marketing mediums would allow for a better understanding of marketing spending and enable greater effectiveness of existing ones while eliminating non-effective mediums.

Additionally, cross promoting at Special Events such as Malipalooza, CineMalibu etc. would be highly recommended. It is imperative that the Department take advantage of the presence of high numbers of relative captive audience in the special event environment to promote its other offerings, programs, facilities and rentals. Similar cross-promoting programs targeted towards the same age group audiences too should be highly encouraged. An example would be cross-promoting aquatics programs at Summer Day Camps and vice versa.

Also, Department staff's email signatures should be consistent and used to promote the website, social media presence, as well as upcoming events. Staff indicated being in the process of developing QR codes for Outdoor Recreation and also suggested using SMS marketing as a recommended option particularly for teen programs.

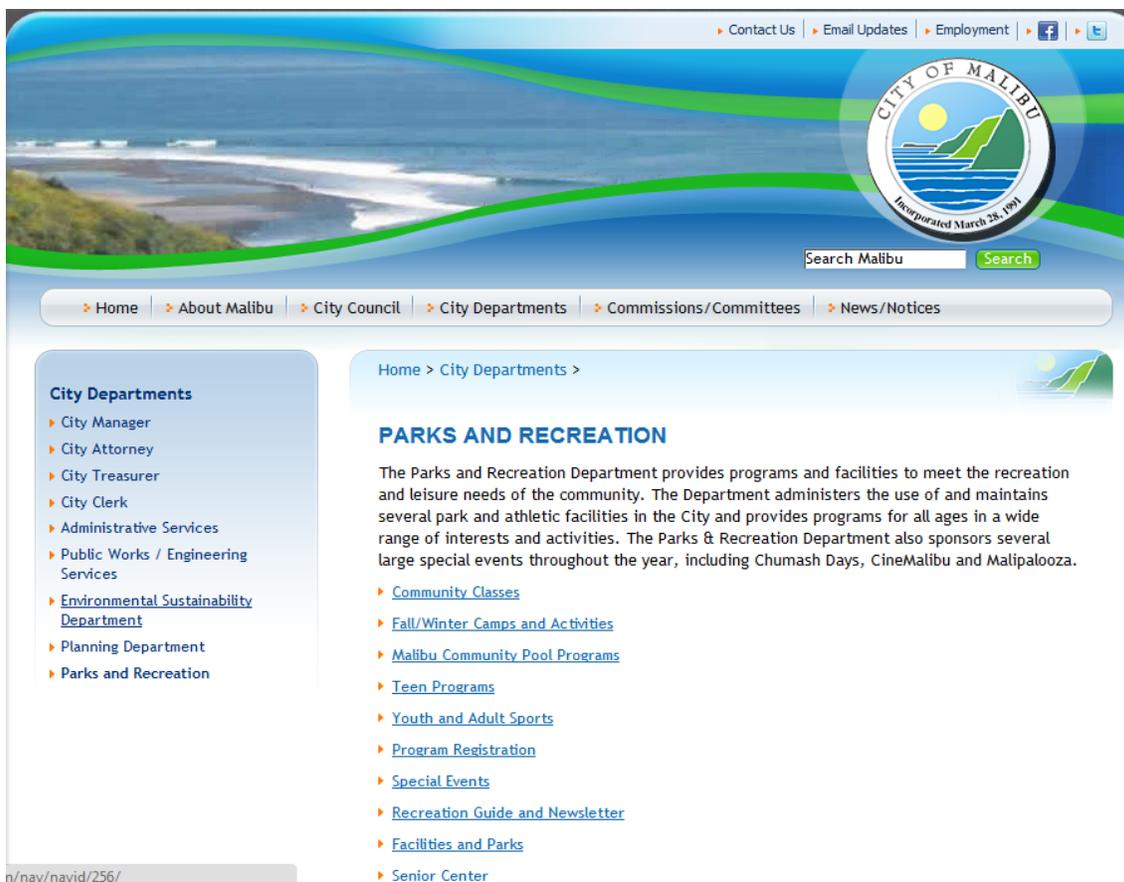
The use of Web 2.0 technology must be increased beyond Facebook and Twitter to other mediums such as Flickr and YouTube as well. The staff must evaluate the viability of an independent social network presence that is distinct from the City of Malibu’s social network presence. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

- Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from the Department or the City’s special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook

Blogs / Podcasts – This could be written by alternating staff members or could be “From the Director’s desk” where upcoming events, past successes or plain community outreach could be undertaken. This is a very personalized form of communication and helps build an affinity for the staff and the Department as a whole. However, blogs do offer an opportunity for almost instant feedback which may need to be controlled or monitored on a regular basis. Podcasts can be created for users to download and assist in interpretive learning at parks in the system such as Charmlee Wilderness Park and even on trails.

5.7 WEBSITE / ONLINE MEDIUMS

The City of Malibu Parks and Recreation Department website (as shown below) presents a clean look on the Home Page. The Contact Us info is visibly listed and the staff directory is available on the Home Page too, which is good. The site, however, is text heavy and not visually-engaging. Also, the images are limited largely to the Facilities and Parks section only. The Department’s commitment to diversity and a wide audience base should be reflected through the images as well.





It is good to see the previous Parks and Recreation Master Plan listed and it is expected that this updated Master Plan will be available there as well. It would be helpful to have the Vision and Mission Statement reinforced on the Home Page. Once the Master Plan is completed, it would be useful to have sections listing the plan and individual sections of the plan for interested individuals. Leveraging the website to obtain customer feedback for programs, parks and facilities and customer service would be another useful option.

From a navigational standpoint, the tool bar on the left panel continues to show various City Departments versus Parks and Recreation Department sections. It would be useful to provide individual sections of the Activity Guide in .pdf to view and download, thus making it easier for the users to access pertinent information as required.

On the Staff Directory page, it may be useful to have staff photos and even professional bios about the staff involved with programs. This would allow staff, especially those that encounter frequent community interaction, to be seen as someone the community members can relate to even more.

Also, developing 360-degree videos for rental spaces would be helpful to maximize rental opportunities and thus, increase potential revenue.

Overall, the site is designed for information and not inspiration and the Department must evaluate updating the site to make it more of a marketing tool or create a separate stand-alone website that could be linked to the City website.

5.8 CUSTOMER FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers’ preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance.

	Pre-program evaluation		Post-program evaluation		User Surveys		Focus Groups		Statistically Valid Survey		Trailer Calls		Website		Online Surveys (e.g. surveymonkey.com, Wufoo)		In-park or on-site surveys	
	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend
Teen Programs	Yes	Continue	Yes	Continue	No	Add	No	Add	No	N/A	No	N/A	Yes	Continue	No	Add	No	N/A
Special Events	Yes	Continue	Yes	Continue	No	Add	No	N/A	No	N/A	No	N/A	No	Add	No	Add	No	N/A
Aquatics	No	Continue	Yes	Continue	No	N/A	No	N/A	No	N/A	No	N/A	No	Add	No	N/A	No	N/A
Day Camps	No	Add	No	Add	No	Add	No	N/A	No	N/A	No	N/A	No	Add	No	Add	No	Add
Community Classes Program	No	N/A	Yes	Continue	No	N/A	No	N/A	No	N/A	No	N/A	Yes	Continue	No	Add	No	N/A
Outdoor Recreation	No	N/A	Yes	Continue	No	N/A	No	N/A	No	N/A	No	N/A	No	Add	No	N/A	No	N/A
Seniors	Yes	Continue	Yes	Continue	No	Add	No	Add	No	N/A	No	N/A	No	N/A	No	Add	No	N/A
Adult Sports	No	Add	No	Add	No	Add	No	Add	No	N/A	No	N/A	No	Add	No	Add	No	Add
Youth Sports	No	Add	No	Add	No	Add	No	Add	No	N/A	No	N/A	No	Add	No	Add	No	Add

Currently, the Department does not have a system-wide approach but rather a program-based approach towards garnering customer feedback. As seen in the table above, most of the feedback is limited to “Post-program evaluation”. Besides that, the City occasionally employs “pre-program evaluation” and the website for online surveys.

Maximizing the use of the website, utilizing online survey tools such as www.surveymonkey.com and incorporating pre-program feedback system-wide are recommended tactics for the Department staff to implement. Pre-program surveys and lost customer surveys (for past participants) would be a useful addition to identify true needs or causes of attrition, where applicable. None of these methods are cost-

intensive, besides the staff time to implement it. In order to supplement staff time, it may be useful to tap into the volunteer force as well.

At the start of each season the Department should continue to conduct an “Open House” to allow current and potential users to preview the upcoming program offerings and also suggest the types of programs they would be most interested in. This provides a constant input mechanism for programming ideas and ensures that offerings are truly serving the community needs. Additionally, users are more likely to participate in programs that they have had a chance to provide input on.

As the resources permit, it would be beneficial for the Malibu Parks and Recreation Department to capture customer feedback data and develop a database that can be used over the years to track trends and changes. The feedback obtained must be communicated between the staff and users to ensure an open and transparent process to assist the Department in improving as a team without focusing on individual blame.

CHAPTER SIX - PARK, PROGRAM AND FACILITY DEVELOPMENT PLAN

6.1 FACILITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the City of Malibu Parks and Recreation Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Malibu to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs – This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 28 different facilities/amenities and 25 recreation programs.
 - Importance ranking for facilities – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
 - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends and overall community input.



The weighted scores were as follows:

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

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

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

6.1.1 FACILITY/AMENITY PRIORITY RANKINGS WITH CONSULTATION EVALUATION

As seen in **Figure 92**, walking, biking trails and greenways, small neighborhood parks, indoor swimming pools, off-leash dog parks and multi-generational community center were the top five priorities for the community.

Malibu	
Facility/Amenity Priority Rankings	
	Overall Ranking
Walking, biking trails and greenways	1
Small Neighborhood Parks	2
Indoor Swimming Pools	3
Off-leash dog parks	4
Multi-generational Community Center	5
Community Gardens	6
Outdoor Swimming Pools	7
Adventure Facility (rock wall, ropes course. etc.)	8
Outdoor Tennis Courts	9
Visual / Performing Arts Facility	10
Large Community Parks	11
Small Family Picnic Areas and Shelters	12
Amphitheater	13
Nature Center	14
Skateboard Parks	15
Teen Center	16
Youth Soccer Fields	17
Playground Equipment	18
Outdoor Basketball Courts	19
Multi-purpose Fields (Lacrosse, etc.)	20
Youth baseball and softball fields	21
Disc Golf Course	22
Year-round synthetic fields	23
Large Group Picnic Areas and Shelters (50+)	24
Equestrian Trails	25
Adult Baseball and Softball Fields	26
Youth Football Fields	27
Adult Soccer Fields	28

Figure 92 - Facility/Amenity Priority Rankings

FACILITY/AMENITY PRIORITY RANKINGS WITHOUT CONSULTANT EVALUATION

Malibu				
Facility/Amenity Priority Rankings				
	Rank - Unmet Need	Rank - Importance	Total Score	Overall Ranking
Walking, biking trails and greenways	7	1	31,829	1
Indoor Swimming Pools	1	4	20,042	2
Small Neighborhood Parks	8	2	18,605	3
Off-leash dog parks	9	3	17,329	4
Multi-generational Community Center	2	7	17,122	5
Community Gardens	4	13	14,403	6
Adventure Facility (rock wall, ropes course. Etc.)	3	16	14,169	7
Outdoor Swimming Pools	10	6	13,861	8
Visual / Performing Arts Facility	5	14	13,425	9
Outdoor Tennis Courts	12	9	12,028	10
Large Community Parks	16	8	11,378	11
Small Family Picnic Areas and Shelters	14	10	11,053	12
Amphitheater	6	19	10,947	13
Nature Center	11	17	10,168	14
Teen Center	15	15	9,255	15
Youth Soccer Fields	26	5	8,854	16
Playground Equipment	21	12	8,251	17
Outdoor Basketball Courts	17	18	7,995	18
Skateboard Parks	13	21	7,769	19
Youth baseball and softball fields	28	10	6,767	20
Disc Golf Course	18	22	6,085	21
Multi-purpose Fields (Lacrosse, etc.)	22	20	5,214	22
Large Group Picnic Areas and Shelters (50+)	19	25	4,578	23
Equestrian Trails	23	23	4,183	24
Adult Baseball and Softball Fields	24	24	3,690	25
Year-round synthetic fields	20	28	3,681	26
Youth Football Fields	27	26	2,579	27
Adult Soccer Fields	25	27	2,510	28

Figure 93 - Facility/Amenity Priority Rankings Without Consultant Evaluation



6.1.2 PROGRAM PRIORITY RANKINGS WITH CONSULTANT EVALUATION

As seen in **Figure 94**, adult fitness and wellness programs, visual and performing arts programs, senior programs, open swim programs and environmental education programs comprised the top five priorities for the community.

Malibu Program Priority Rankings	
	Overall Ranking
Adult Fitness and Wellness Programs	1
Visual and Performing Arts Programs	2
Senior Programs	3
Open Swim Programs	4
Environmental Education Programs	5
Aqua Aerobics	6
Tennis Lessons and Leagues	7
Community-wide Special Events	8
Youth Sports Programs	9
Adult Sports Programs	10
Youth Lifeskill and Enrichment Program	11
Outdoor Skills / Adventure Programs	12
Youth Fitness and Wellness Programs	13
Gymnastics and tumbling programs	14
Youth Summer Camp Programs	15
Equestrian Programs	16
Youth Learn to Swim Programs	17
Master Swim Program	18
Before and After School Programs	19
Martial Arts Programs	20
Birthday parties	21
Programs for Individuals with disabilities	22
Swim Team	23
Preschool Programs	24
Water Polo	25

Figure 94 - Program Priority Rankings

6.1.3 PROGRAM PRIORITY RANKINGS WITHOUT CONSULTANT EVALUATION

Malibu Program Priority Rankings				
	Rank - Unmet Needs	Rank - Importance	Total Score	Overall Ranking
Adult Fitness and Wellness Programs	1	1	23,905	1
Visual and Performing Arts Programs	2	3	14,490	2
Senior Programs	5	2	13,599	3
Open Swim Programs	3	4	13,030	4
Aqua Aerobics	4	10	10,400	5
Environmental Education Programs	9	8	9,691	6
Tennis Lessons and Leagues	8	9	9,650	7
Youth Sports Programs	22	5	8,879	8
Outdoor Skills / Adventure Programs	18	6	8,789	9
Community-wide Special Events	16	7	8,603	10
Adult Sports Programs	7	15	8,202	11
Youth Lifeskill and Enrichment Program	10	13	7,887	12
Gymnastics and tumbling programs	5	19	7,535	13
Youth Fitness and Wellness Programs	11	18	6,550	14
Youth Summer Camp Programs	13	12	6,549	15
Master Swim Program	15	11	6,289	16
Equestrian Programs	12	17	5,981	17
Youth Learn to Swim Programs	20	14	5,846	18
Before and After School Programs	21	16	5,327	19
Martial Arts Programs	14	21	4,893	20
Birthday parties	16	24	3,803	21
Programs for Individuals with disabilities	18	25	3,718	22
Swim Team	23	21	3,701	23
Preschool Programs	24	20	3,199	24
Water Polo	25	23	2,335	25

Figure 95 - Program Priority Rankings Without Consultant Evaluation



CHAPTER SEVEN - FUNDING AND REVENUE STRATEGIES

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

New, sustainable funding sources are essential to implementing the Master Plan. The City has relied heavily on taxes, general fund support and user fees to support the system. The key for the future is to diversify sources of funding to accomplish the initiatives in this plan. These sources need to be committed on a long-term basis to assure a continuing income stream. There is significant potential to increase revenue to operate the parks and recreation services, while still meeting the objectives of providing affordable programs.

The following sources and the extent of support from these sources will be finalized upon discussion with the City of Malibu leadership and staff.

7.1 EXTERNAL FUNDING

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

7.1.1 CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

7.1.2 PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

7.1.3 FOUNDATIONS / GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

7.1.4 PRIVATE DONATIONS

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

7.1.5 FRIENDS ASSOCIATION

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

7.1.6 IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than \$1 million in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available for an agency to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

7.1.7 VOLUNTEERS

The revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the Department’s cost in providing the service plus it builds advocacy into the system.

7.1.8 SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

7.2 RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

7.2.1 RECREATION FEES/CHARGES

The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public parks and recreation agencies, which generate an average 50 percent to 80 percent of operating expenditures.

7.2.2 PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The City receives either a set amount of money or a percentage of the gross service that is being provided. An example of this opportunity is when the City of Malibu rented Malibu Bluffs Park to the National Football League for a promotional event.

7.2.3 RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

7.2.4 EQUIPMENT RENTAL

The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, etc. that are used for recreation purposes.



7.3 GRANTS

The Grant market continues to grow annually. Grant writers and researchers are required to make this funding source work financially. Matching dollars are required for most grants.

7.4 LAND TRUST

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

7.5 FRANCHISES AND LICENSES

7.5.1 CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to an agency. Many agencies have their own catering service and receive a percentage of dollars off the sale of their food.

7.5.2 POURING RIGHTS

Private soft drink companies execute agreements with an agency for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the agency.

7.5.3 CONCESSION MANAGEMENT

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The agency either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

7.5.4 PRIVATE CONCESSIONAIRES

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency.

7.6 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development costs associated with the improvement.

7.7 ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the agency's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.

CHAPTER EIGHT - VISION, MISSION AND ACTION STRATEGIES

8.1 VISION

Provide enriching innovative recreational experiences and well-maintained parks while preserving the resources and values of the Malibu Community.

8.2 MISSION STATEMENT

The mission of the Parks and Recreation Department is to provide a variety of recreation programs for all ages designed to enhance the quality of life for the residents of Malibu. This is achieved by offering professional and cost-efficient services in response to the changing needs and priorities of the community, and to provide safe clean parks and recreation facilities that preserve Malibu’s natural and cultural resources.

8.3 KEY GUIDING PRINCIPLES

- Customer service
- Enrichment
- Innovation
- Environmental sustainability

The following section outlines the Goals and Specific Strategies for five key areas of the Malibu Parks and Recreation Department. These are broad strategies while the detailed tactics to fulfill them are provided in the Appendix of the Master Plan. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Master Plan truly serves as a living document which is dynamic and proactively meeting community needs and vision over time.

The key areas for recommendations include:

1. Land and Facilities
2. Recreation Programs
3. Operations and Maintenance
4. Finance
5. Marketing and Branding

8.4 GOALS FOR LAND AND FACILITIES

Develop and maintain active and passive parks / recreation facilities to serve community need. Acquire land for development or conservation and position the Parks and Recreation Department as an integral resource for Malibu residents.

8.4.1 STRATEGIES FOR LAND AND FACILITIES

- Continue to uphold and enhance the high levels of maintenance standards and design principles for each park to maximize their value and use effectively and efficiently.
- Evaluate building a new multi-generational community recreation center.



- Increase level of service of traditional and non-traditional sports fields and aquatic facilities in Malibu.
- Create a more accessible community through greater use of walking, biking trails and greenways.
- Create a mix of synergistic elements within the system to maximize complementary use at individual sites and throughout the City.
- Focus on promoting a higher level of utilization for the Malibu Equestrian Park and Legacy Park.

8.5 GOALS FOR RECREATION PROGRAMS

To serve the City of Malibu residents with high quality, multi-cultural and multi-generational recreation opportunities that are, both, active and passive in nature. Increase program participation rates to 40% and Special Event participation rates to 35% by 2018.

8.5.1 STRATEGIES FOR RECREATION PROGRAMS

- Increase awareness and participation rates of programs and special event offerings among Malibu residents and beyond.
- Create greater consistency in program delivery, look and feel through system-wide standards to help build a strong brand.
- Use data to make educated decision about program trends and future program offerings.
- Build Volunteers as a core program area.
- Confirm and restructure existing core recreation programs and special events and establish future core recreation programs based on unmet needs in the community.

8.6 GOALS FOR OPERATIONS AND MAINTENANCE

Develop a professional organization that is known for its operation of a well-maintained and standards-driven parks and recreation system.

8.6.1 STRATEGIES FOR OPERATIONS AND MAINTENANCE

- Update maintenance standards for all parks and recreation facilities based on the right frequency of maintenance tasks, using the right skill set of employees at the right pay for the right benefit desired.
- Evaluate an extended partnership / joint use plan with the school district for increased use of school property for parks and recreation needs of Malibu.
- Create an organizational culture that is based on accountability and proactive decision-making.

8.7 GOALS FOR FINANCE

Develop a financially sustainable park and recreation system by maximizing all available revenue sources while providing high quality offerings to the community.

8.7.1 STRATEGIES FOR FINANCE

- Develop / update specific policies for pricing, partnership, volunteers, advertising and sponsorships.
- Continue to implement environmentally sustainability practices within the City and align these practices with financial goals.
- Develop staff competencies and leadership skills in enhanced financial management and planning areas.

8.8 GOALS FOR MARKETING AND BRANDING

- Increase awareness by 5% annually
- Enhance household program participation from 34% to 40% in 5 years.

8.8.1 STRATEGIES FOR MARKETING AND BRANDING

- Increase focus on enhanced marketing and promotions to build a stronger brand and eliminate barriers to participation due to lack of awareness.
- Focus on developing a strong brand and positive brand equity for Malibu Parks and Recreation.



CHAPTER NINE - CONCLUSION

Malibu is uniquely blessed with abundant natural beauty encompassing panoramic vistas and the ocean. It continues to be a desirable place for people to live and one of the contributors to building that sense of place and community are the offerings of the Parks and Recreation Department.

Over the past 10 years, the City of Malibu has achieved many of the goals to address the unmet needs of the community as outlined in the 2000 Parks and Recreation Master Plan. This current Master Plan recognizes the limited availability of land and financial resources and focuses on shaping a vision that enables the Department to continue flourishing and enriching the Malibu community in a sustainable manner.

While the community has indicated a high level of appreciation with the staff's responsiveness and the quality of the offerings, they also have high expectations for the future. Going forward, the Consultant team is confident that the Department with its focus on quality, customer service, and innovation, combined with the support of the City leadership, will continue to offer memorable parks, recreation and open space experiences while preserving the values that make Malibu what it is today.

CHAPTER TEN - APPENDIX

10.1 2000 PARKS AND RECREATION MASTER PLAN

2000 Master Plan Recommendations	Current Status
Retain and expand the recreation facilities in the Malibu Bluffs Park Area	<ol style="list-style-type: none"> 1. Purchased Malibu Bluffs Park in 2006 2. Agreement with developer for use/donation of land (former Crummer property) adjacent to Bluffs Park 3. Constructed 4 playground areas 4. Conducted Feasibility study for a permanent skatepark
Build a community center with multi-purpose facilities and consider teen and senior programming	<ol style="list-style-type: none"> 1. Purchased and renovated City Hall building in 2011 (includes theater, multipurpose room, activity room and senior center) 2. City Hall is used for Community programs for teens (First Fridays and Youth Commission), seniors and active adults (classes, drop-in activities and social events)
Develop two or three active recreation-oriented parks with multi-purpose play fields to resolve existing facility deficiencies	<ol style="list-style-type: none"> 1. Renovated Las Flores Creek Park (trails, picnic areas, interpretive areas and playground) 2. Constructed Trancas Canyon Park (dog park, picnic areas, multi-purpose sports field and playground) 3. Constructed Legacy Park (walking trails and interpretive areas)
Resolve present recreational needs by establishing relationships with <ol style="list-style-type: none"> 1. Santa Monica Conservancy Land Trust regarding the Malibu Riding & Tennis Club 2. California Department of Parks and Recreation 3. Santa Monica-Malibu Unified School District 	<ol style="list-style-type: none"> 1. Malibu Riding and Tennis Club provides for public use of facilities 2. California State Parks provided grant funding for the Charmlee Nature Center design project, Trancas Canyon Park design and construction, Malibu Bluffs Park playgrounds and Las Flores Creek Park renovation project. 3. City has Joint Use Agreement with SMMUSD for use of school facilities to achieve school/park concept
Develop three neighborhood parks with children's play areas and green space; and promote the school/park concept to satisfy existing recreation deficiencies	Constructed playgrounds at Las Flores Creek, Malibu Bluffs and Trancas Canyon Parks. The City provides public use of park and athletic facilities at Webster, Point Dume, Juan Cabrillo and Malibu High Schools during non-school hours
Support the development of a Malibu Trails Master Plan for hikers, equestrians, and bicyclists	The 2004 Trails Master Plan has been updated and under review by the California Coastal Commission pursuant to the City's Local Coastal Program
Develop a permanent skate facility	<ol style="list-style-type: none"> 1. A Skatepark Ad Hoc Committee was established in 2011 to identify potential sites for a permanent skate facility. 2. \$40,000 was allocated for skatepark design services 3. A design consultant was hired to assess the feasibility of a skate facility at Malibu Bluffs Park and develop a design for the project based on community input.
<p align="center">Conclusion: The City of Malibu Parks and Recreation Department has addressed a majority of the 2000 Master Plan recommendations and outcomes given the resources available.</p>	



10.2 LOCAL COASTAL PROGRAM

10.2.1 LOCAL COASTAL PLAN REQUIREMENTS

Several plans are required by the Local Coastal Program (LCP) Land Use Plan (LUP) including the LCP Park Lands Map which shows the location of existing/future trails and public parkland Citywide (LUP Policy 2.45). The current version of this map was prepared by the California Coastal Commission (CCC) in December 2001 and certified as part of the LCP in September 2002. Since that time, the City has been working on updates to the map and on April 25, 2011, the City Council adopted a new revised map titled the “LCP Parkland and Trails System Map.” The updated map is pending certification into the LCP by the CCC (anticipated 2013-14). Generally, the Parkland and Trails System Map shows all public access and recreation landward of the first public street along the coast in the form of trails and public parkland.

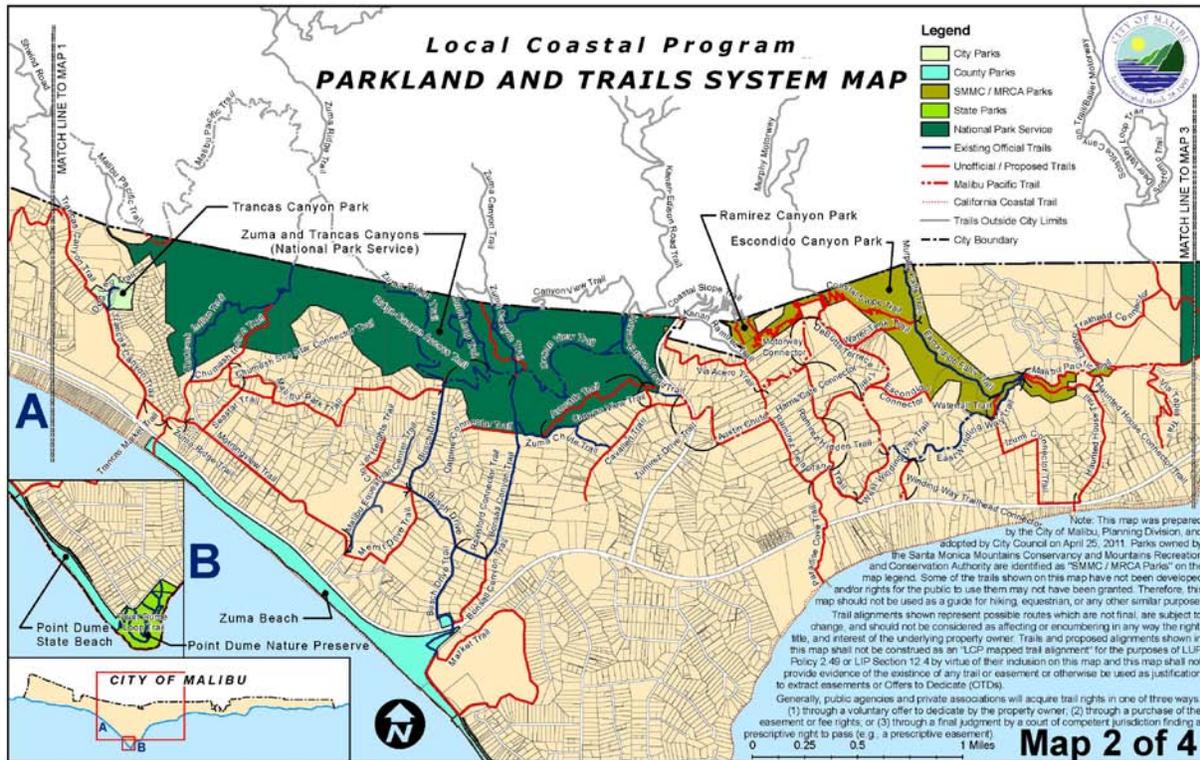
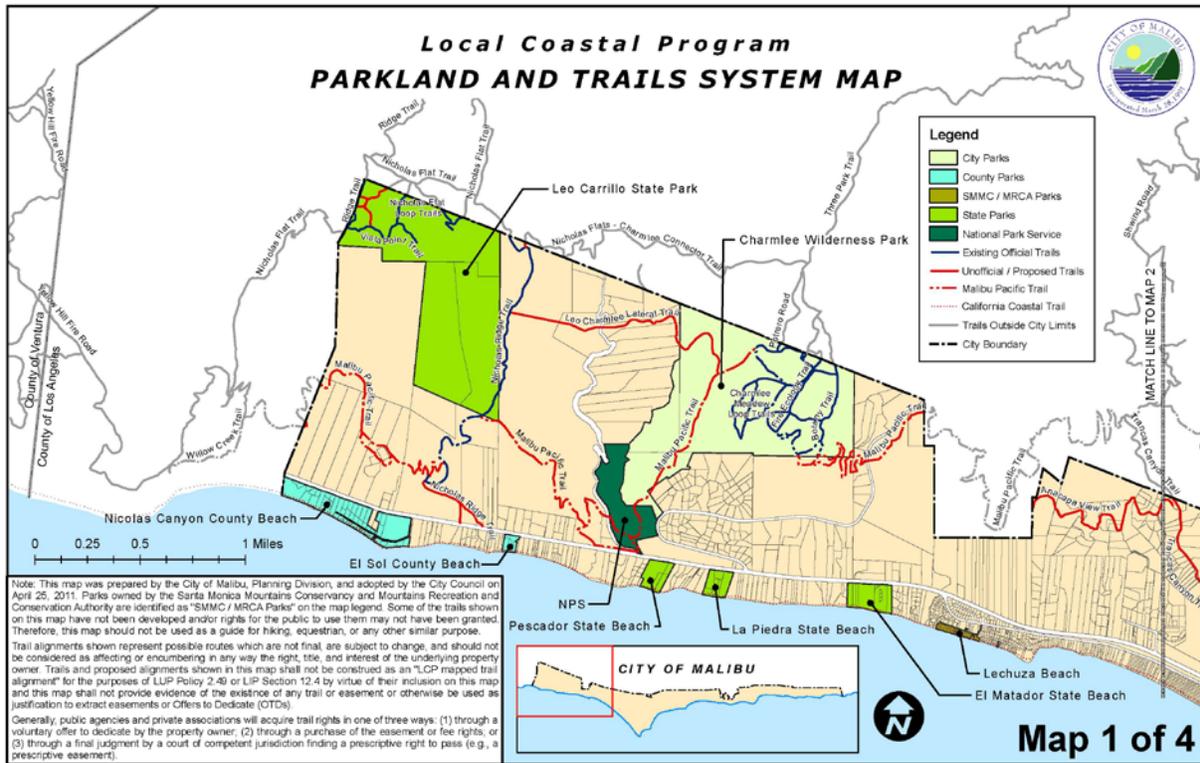
The LCP also requires a Public Access Map which shows all public access and recreation areas seaward of the first public street along the coast in the form of lateral beach access (along the coastline and landward of the mean high tide line) and vertical beach access (from the first public street to the beach), public beach parks, and public viewing areas (LUP Policy 6.2). The current version of this map was prepared by the CCC in December 2001 and certified as part of the LCP in September 2002. Recently, the City has completed a comprehensive update to the map that was adopted by the City Council on December 10, 2012. The updated map was transmitted to the CCC and is currently pending review and certification into the LCP (anticipated 2013-14).

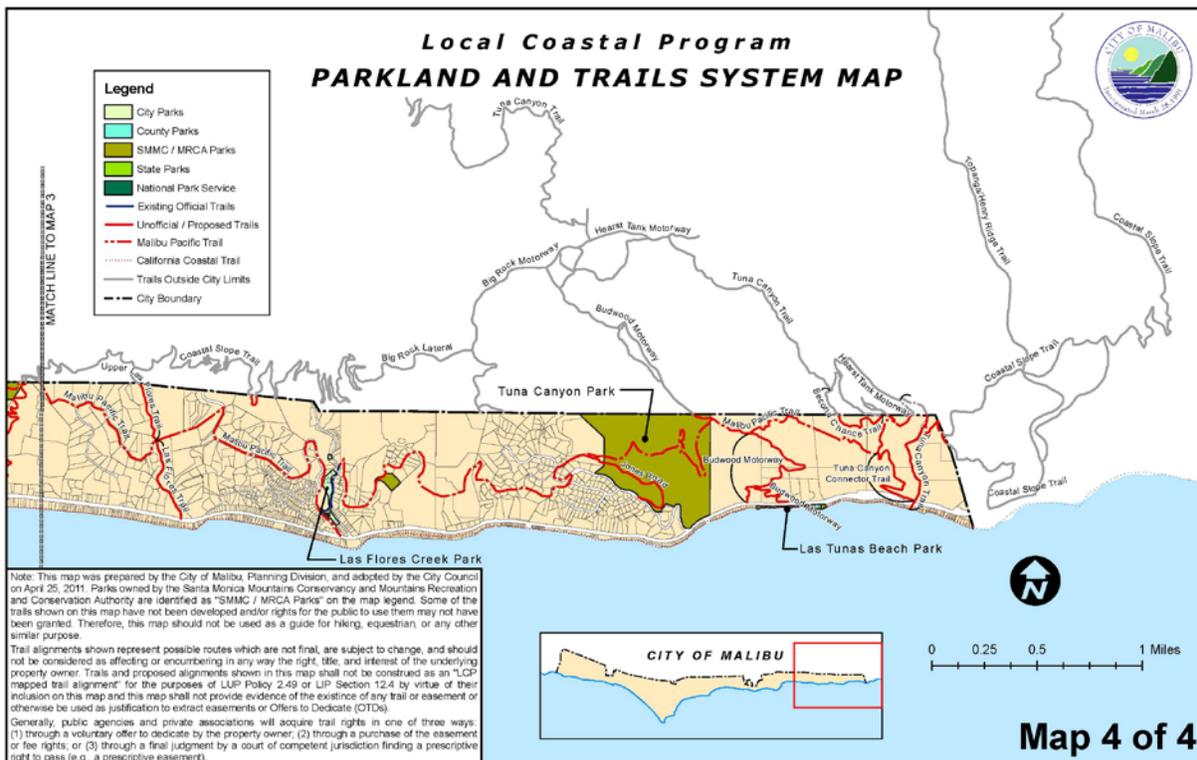
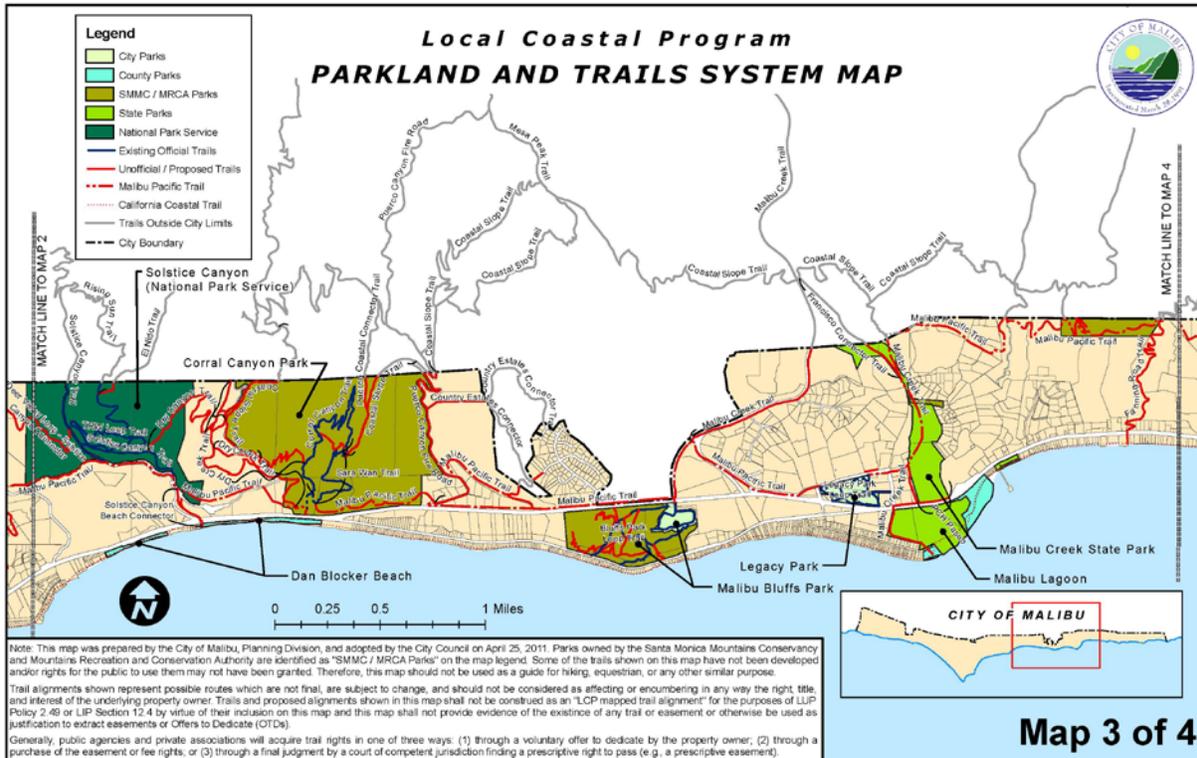
Combined, the updated Parkland and Trails System Map and Public Access Map make up the breadth of existing public access and recreation in the City and upon certification and incorporation into the City’s LCP, it will help staff plan for future recreational opportunities.

Two additional plans are also required by the LCP which provide for: 1) the location and siting of the California Coastal Trail (CCT) (LUP Policies 2.54 to 2.62); and 2) bikeways and support facilities (LUP Policies 2.42 to 2.44) throughout the City. Neither of these plans are currently a part of the LCP and preparation of these plans has not commenced. However, when completed, both would require adoption by the City Council and certification by the CCC for inclusion into the LCP before taking effect.

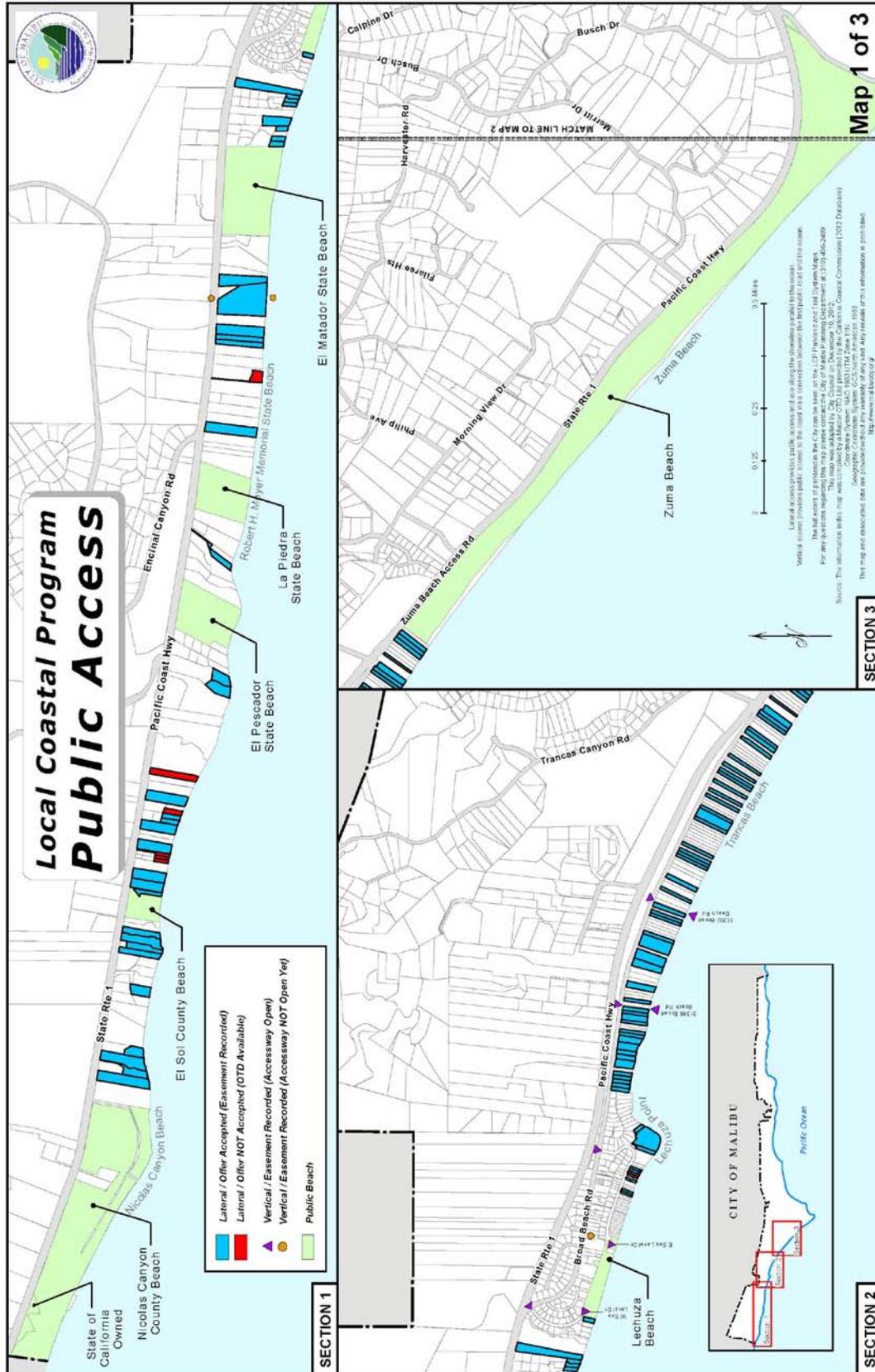
NOTE: *The Parkland and Trails System and Public Access Maps on page 81-85 are in draft form and for illustrative purposes only. Updated maps will be added to the Master Plan upon final approval.*

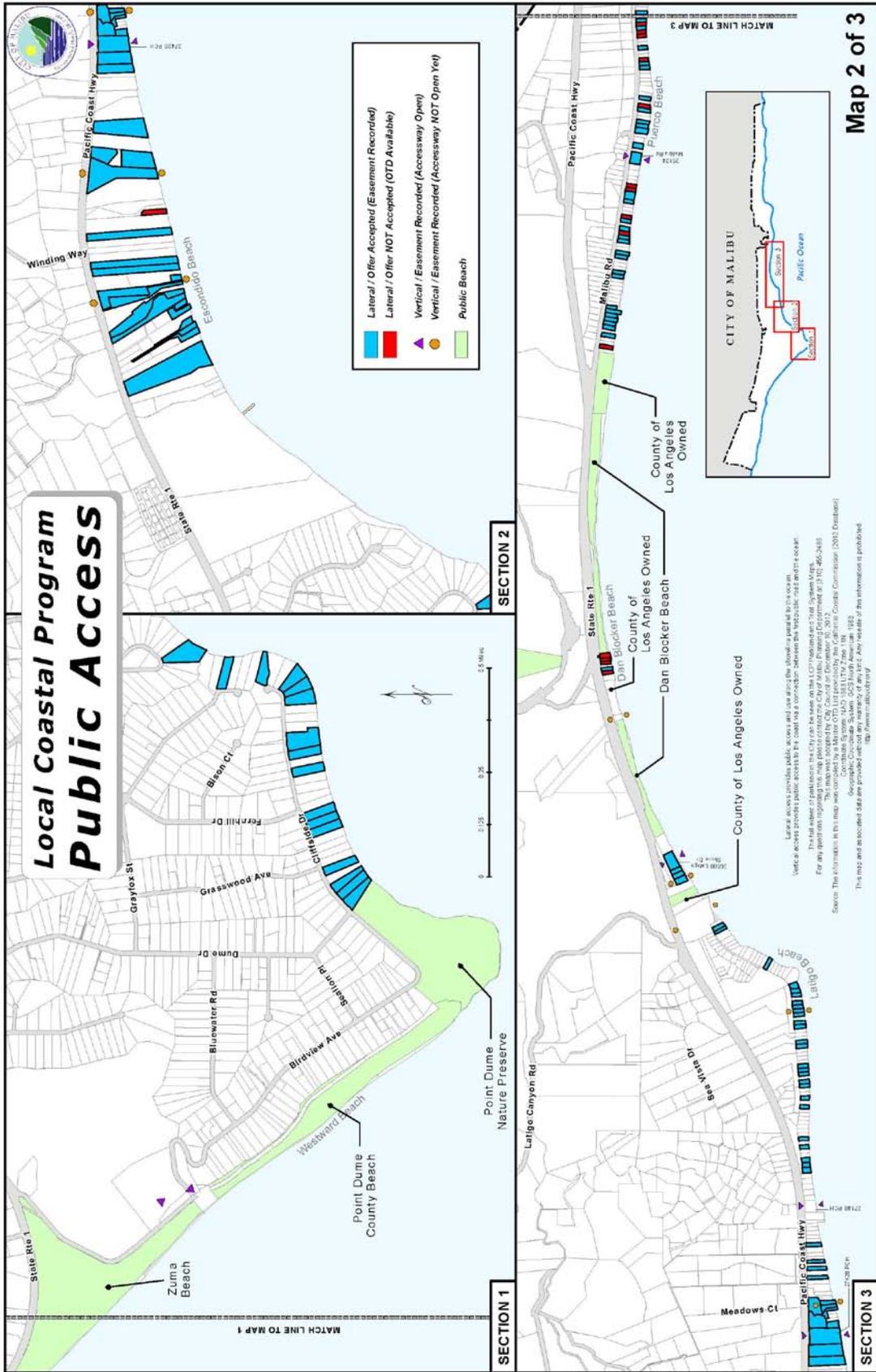
10.3 PARKLAND AND TRAILS SYSTEM MAP

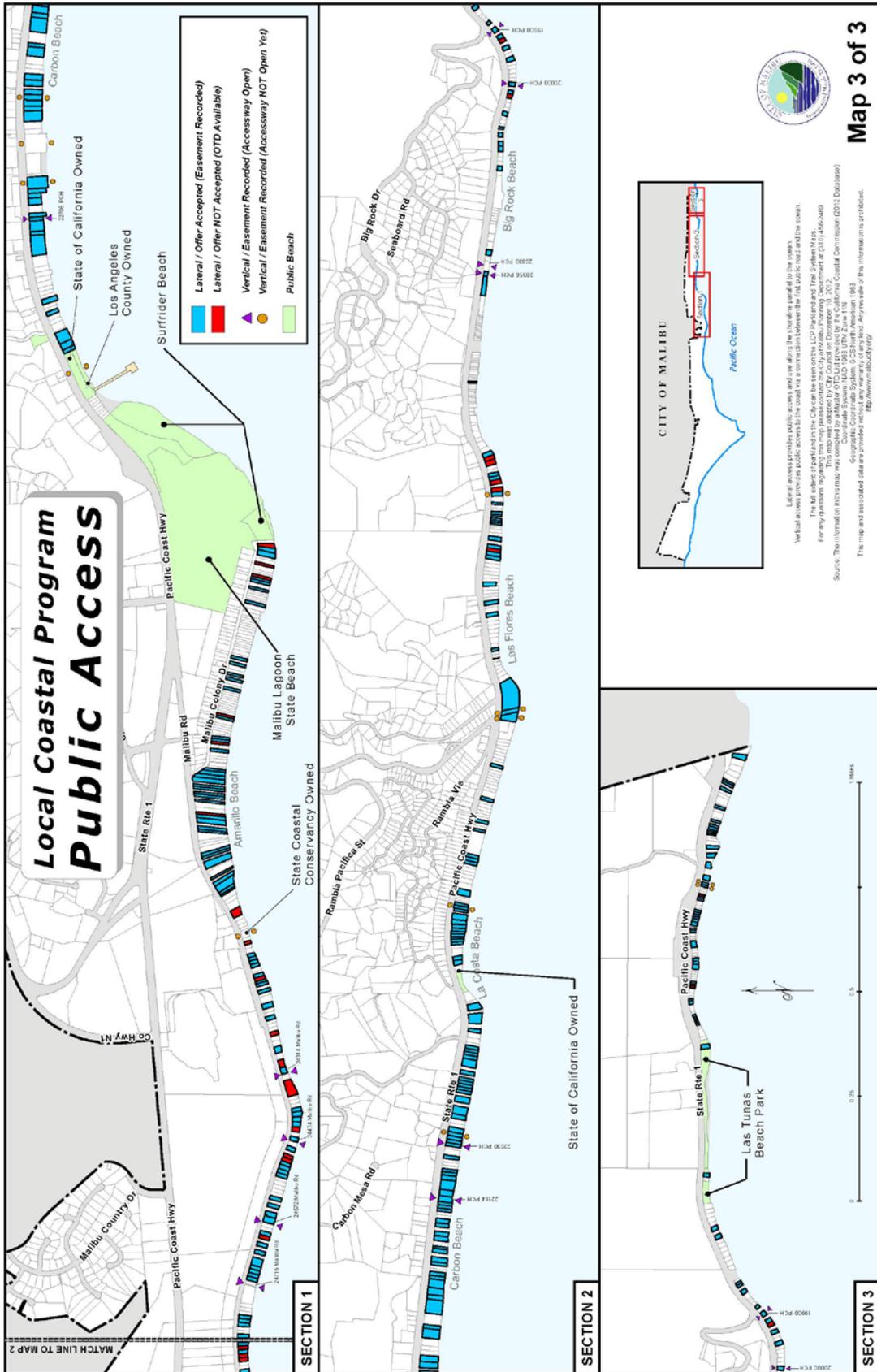




10.4 PUBLIC ACCESS MAP









10.5 COMMUNITY OUTREACH

The foundation of the community outreach program consisted of leadership interviews, stakeholder meetings, focus groups and community forums. The list below represents many of the community groups and organizations that participated in the public input process. Community outreach also included a statistically valid community needs assessment survey of residents.

10.5.1 LOCAL COMMUNITY GROUPS AND ORGANIZATIONS

American Youth Soccer Organization	Malibu Presbyterian Church
Malibu Little League	Our Lady of Malibu Catholic Church
Malibu Pony Baseball	Malibu Methodist Church
Malibu Divers	Malibu Waveside Church
Westside Aquatics Swim Team	Malibu Christian Scientists
Malibu Water Polo Foundation	Malibu Jewish Center and Synagogue
Trancas Riders and Ropers	Malibu West HOA
Charmlee Foundation	Malibu Park HOA
Charmlee Docents	Broad Beach HOA
Santa Monica Malibu PTA Council	Malibu Country Estates HOA
Advocates for Malibu Public Schools	Malibu Road HOA
Malibu High School Principal & PTA	Subway Adult Soccer
Malibu High School Athletic Department	Pepperdine University
Malibu High School Shark Fund	Boys and Girls Club of Malibu Teen Center
Webster Elementary School Principal & PTA	Young Actors Project
Point Dume Elementary School Principal & PTA	Malibu Senior Citizens Club
Cabrillo Elementary School Principal & PTA	Cornucopia Foundation
Malibu Kiwanis	Malibu Garden Club
Malibu Chamber of Commerce	Corona del Mar Improvement Association
Malibu Township Council	Santa Monica Mountains Trail Council
Malibu Arts Association	California Native Plants Society
SMMUSD District Office	Children's Creative Workshop
Malibu Arts Foundation	Point Dume Parade Association
	Malibu Optimist Club

10.5.2 SURVEY QUESTIONNAIRE

Community Interest and Opinion Survey: *Let your voice be heard today!*

The **Malibu Parks and Recreation Department** would like your input to help determine parks, greenways, open space and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return envelope. We sincerely appreciate your time and input.

1. Have you or members of your household visited any of the Malibu parks, recreation facilities, or sports fields during the past year?
 - ____ (1) Yes [Please answer Question #1a]
 - ____ (2) No [Please skip to Question #2]
 - 1a. On average, how often have you or members of your household visited parks, recreation facilities, or sports fields in Malibu during the past year?
 - ____ (1) At least once a week
 - ____ (2) A few times per month
 - ____ (3) At least once/month
 - ____ (4) A few times/year
 - ____ (5) Less than once/year
 - ____ (6) Don't know
2. From rate ALL the PARKS / FACILITIES you and members of your household have used during the past year. Use a rating from 1 to 5, where 1 means “Poor” and 5 means “Excellent” to rate those parks that you have visited. If you have NOT VISITED a park, put a check mark in the FIRST COLUMN to indicate that you have not been to that park.

	Have Not Visited	Excellent	Above Average	Average	Below Average	Poor
Malibu Bluffs Park – General Use		5	4	3	2	1
Malibu Bluffs Park – Playground		5	4	3	2	1
Malibu Bluffs Park – Sports Fields		5	4	3	2	1
Malibu Bluffs Park – Community Center		5	4	3	2	1
Malibu Bluffs Park – Picnic Areas		5	4	3	2	1
Las Flores Creek Park – Walking Paths		5	4	3	2	1
Las Flores Creek Park - Playground		5	4	3	2	1
Las Flores Creek Park – Picnic Areas		5	4	3	2	1
Papa Jack's Skate Park		5	4	3	2	1
Legacy Park		5	4	3	2	1
Malibu Senior Center		5	4	3	2	1
Malibu City Hall – Civic Theater		5	4	3	2	1
Malibu City Hall – Activity Rooms		5	4	3	2	1
Malibu Equestrian Park		5	4	3	2	1
Trancas Canyon Park – Dog Park		5	4	3	2	1
Trancas Canyon Park – Playground		5	4	3	2	1
Trancas Canyon Park – Picnic Areas		5	4	3	2	1
Trancas Canyon Park – Multi-Use Field		5	4	3	2	1
Charmlee Wilderness Park – Nature Center		5	4	3	2	1
Charmlee Wilderness Park – Trail System		5	4	3	2	1
Charmlee Wilderness Park – Picnic Areas		5	4	3	2	1
Malibu High School – Community Pool		5	4	3	2	1
Malibu High School - Gymnasium		5	4	3	2	1
Malibu High School – Tennis Courts		5	4	3	2	1
Malibu High School – Outdoor Basketball Courts		5	4	3	2	1
Malibu High School – Sports Fields		5	4	3	2	1



3. Have you or other members of your household participated in any programs or activities offered by Malibu Parks and Recreation during the past 12 months?
____ (1) Yes [Please answer Question #3a]
____ (2) No [Please skip to Question #4]
- 3a. How would you rate the overall quality of the programs or activities that you and members of your household have participated in?
____ (1) Excellent ____ (4) Below Average
____ (2) Above Average ____ (5) Poor
____ (3) Average ____ (6) Don't know
4. Have you or other members of your household participated in any special events (Chumash Day, CineMalibu™, Tiny Tot Olympics, Malipalooza, etc.) offered by Malibu Parks and Recreation during the past 12 months?
____ (1) Yes [Please answer Question #4a]
____ (2) No [Please skip to Question #5]
- 4a. How would you rate the overall quality of the programs, activities, or special events that you and members of your household have participated in?
____ (1) Excellent ____ (4) Below Average
____ (2) Above Average ____ (5) Poor
____ (3) Average ____ (6) Don't know
5. What is your most frequently used method to access the Malibu parks and recreation facilities?
____ (1) Drive ____ (4) Bike
____ (2) Car pool ____ (5) Public transportation
____ (3) Walk ____ (6) Other: _____
6. Would you attend more programs if a shuttle were available?
____ (1) Yes
____ (2) No
7. Do you feel the City provides adequate public transportation for youth, teens, and seniors?
Youth (1) Yes ____ (2) No ____
Teens (1) Yes ____ (2) No ____
Seniors (1) Yes ____ (2) No ____
8. From the following list, please check ALL the organizations that you or members of your household have used for indoor and outdoor recreation and sports activities during the last 12 months.
____ (01) School facilities ____ (07) HOA facilities
____ (02) Churches ____ (08) Boys and Girls Club
____ (03) Private youth sports leagues ____ (09) Los Angeles County Parks
____ (04) YMCA ____ (10) Other _____
____ (05) California State Parks ____ (11) None. Do not use any organization.
____ (06) Private clubs (tennis, health, fitness, golf)

9. Please indicate if YOU or any member of your HOUSEHOLD has a need for any or all of the parks and recreation facilities listed below by circling the YES or NO next to the Park or Facility.

If YES, please rate ALL the following parks and recreation facilities of this type in Malibu on a numerical scale, where 5 represents “100% Meets Needs” and 1 represents “Does Not Meet Needs” of you or other members of your household.

Type of Facility	Do You Have a Need for this Facility?		If YES, You Have a Need, How Well Are Your Needs Being Met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
A. Youth soccer fields	Yes	No	5	4	3	2	1
B. Youth baseball and softball fields	Yes	No	5	4	3	2	1
C. Adult soccer fields	Yes	No	5	4	3	2	1
D. Youth football fields	Yes	No	5	4	3	2	1
E. Adult baseball and softball fields	Yes	No	5	4	3	2	1
F. Multi-purpose fields (lacrosse, rugby, etc.)	Yes	No	5	4	3	2	1
G. Year-round synthetic fields	Yes	No	5	4	3	2	1
H. Outdoor tennis courts	Yes	No	5	4	3	2	1
I. Outdoor basketball courts	Yes	No	5	4	3	2	1
J. Small family picnic areas and shelters	Yes	No	5	4	3	2	1
K. Large group picnic areas and shelters (50+ people)	Yes	No	5	4	3	2	1
L. Playground equipment	Yes	No	5	4	3	2	1
M. Small neighborhood parks	Yes	No	5	4	3	2	1
N. Large community parks	Yes	No	5	4	3	2	1
O. Off-leash dog parks	Yes	No	5	4	3	2	1
P. Walking, biking trails and greenways	Yes	No	5	4	3	2	1
Q. Equestrian trails	Yes	No	5	4	3	2	1
R. Amphitheater	Yes	No	5	4	3	2	1
S. Nature center	Yes	No	5	4	3	2	1
T. Community gardens	Yes	No	5	4	3	2	1
U. Skateboard parks	Yes	No	5	4	3	2	1
V. Indoor swimming pool	Yes	No	5	4	3	2	1
W. Multi-generational community center (fitness / recreation / meeting space)	Yes	No	5	4	3	2	1
X. Outdoor swimming pools	Yes	No	5	4	3	2	1
Y. Disc golf course	Yes	No	5	4	3	2	1
1. Visual / performing arts facility	Yes	No	5	4	3	2	1
2. Teen center	Yes	No	5	4	3	2	1
3. Adventure facility (rock wall, ropes course)	Yes	No	5	4	3	2	1

10. Which FOUR of the facilities from the list in Question #9 are most important to your household? [Using the letters or numbers in Question #9 above, please write in the letters or numbers below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE



11. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the recreation programs listed below by circling the YES or NO next to the Recreation Program.

If YES, please rate the following recreation programs on a numerical scale, where 5 represents “100% Meets Needs” and 1 represents “Does Not Meet Needs” of you or other members of your household.

Type of Program	Do You Have a Need for this Program?		If YES You Have a Need, How Well Are Your Needs Being Met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
A. Youth learn to swim programs	Yes	No	5	4	3	2	1
B. Swim team	Yes	No	5	4	3	2	1
C. Water polo	Yes	No	5	4	3	2	1
D. Open swim programs	Yes	No	5	4	3	2	1
E. Aqua aerobics	Yes	No	5	4	3	2	1
F. Master swim program	Yes	No	5	4	3	2	1
G. Youth life skill and enrichment programs	Yes	No	5	4	3	2	1
H. Pre-school programs	Yes	No	5	4	3	2	1
I. Before and after school programs	Yes	No	5	4	3	2	1
J. Youth summer camp programs	Yes	No	5	4	3	2	1
K. Youth sports programs	Yes	No	5	4	3	2	1
L. Youth fitness and wellness programs	Yes	No	5	4	3	2	1
M. Adult fitness and wellness programs	Yes	No	5	4	3	2	1
N. Martial arts programs	Yes	No	5	4	3	2	1
O. Tennis lessons and leagues	Yes	No	5	4	3	2	1
P. Visual and performing arts programs	Yes	No	5	4	3	2	1
Q. Equestrian programs	Yes	No	5	4	3	2	1
R. Adult sports programs	Yes	No	5	4	3	2	1
S. Senior programs	Yes	No	5	4	3	2	1
T. Programs for individuals with disabilities	Yes	No	5	4	3	2	1
U. Birthday parties	Yes	No	5	4	3	2	1
V. Gymnastics and tumbling programs	Yes	No	5	4	3	2	1
W. Outdoor skills / adventure programs	Yes	No	5	4	3	2	1
X. Community-wide special events	Yes	No	5	4	3	2	1
Y. Environmental education programs	Yes	No	5	4	3	2	1
1. Other: _____	Yes	No	5	4	3	2	1

12. Which **FOUR** of the programs from the list in Question #11 are *most important* to your household? [Using the letters or number in Question #11 above, please write in the letters or number below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

13. Please CHECK ALL the reasons that prevent you or other members of your household from using parks, recreation facilities, or programs of the City more often.

- ___(01) Facilities are not well maintained
- ___(02) Facilities lack the right equipment
- ___(03) Lack of restrooms
- ___(04) Lack of parking
- ___(05) Too far from our residence
- ___(06) Lack of transportation
- ___(07) Do not know locations of facilities
- ___(08) Feel unsafe
- ___(09) Desired program or facility not offered
- ___(10) Program times are not convenient
- ___(11) Class full
- ___(12) Fees too high
- ___(13) Do not know what is being offered
- ___(14) Poor customer service
- ___(15) Registration for programs is difficult
- ___(16) Use services from other agencies
- ___(17) Too busy
- ___(18) Not interested
- ___(19) Difficult to navigate the City website
- ___(20) Other: _____

14. Following are actions the City of Malibu could take to improve and expand parks and recreation facilities in Malibu. For each action, please indicate whether you and members of your household are “Very Supportive” (4), “Somewhat Supportive” (3), “Not Supportive” (2), or “Not Sure” (1) by circling the corresponding number.

<u>To what extent would you support the City</u>	<u>Very Supportive</u>	<u>Somewhat Supportive</u>	<u>Not Supportive</u>	<u>Not Sure</u>
<u>Acquiring land to be...</u>				
(A) Developed for small neighborhood parks	4	3	2	1
(B) Developed for active sports use, i.e. baseball, soccer, skateboarding, etc.....	4	3	2	1
(C) Used for environmental and open space preservation/conservation	4	3	2	1
(D) Used for open space and trails.....	4	3	2	1
<u>Conducting renovations or developing new facilities for...</u>				
(E) Open space for walking and biking, including development of a trail system that connects to parks and other areas throughout the region	4	3	2	1
(F) Lighted athletic fields for youth sports, i.e. baseball, soccer, softball, lacrosse, etc.....	4	3	2	1
(G) Athletic fields for adult sports, i.e. soccer and softball	4	3	2	1
(H) Synthetic year-round fields for youth and adult sports and activities.....	4	3	2	1
(I) Environmental and interpretive areas.....	4	3	2	1
(J) Nature Center.....	4	3	2	1
(K) Playgrounds, picnic areas and similar facilities	4	3	2	1
(L) A Skateboard / BMX park.....	4	3	2	1
(M) Gymnasium.....	4	3	2	1
(N) Teen Center.....	4	3	2	1
(O) Recreation/Community Center	4	3	2	1

15. Which FOUR of the actions from the list in Question #14 are most important to you and members of your household? [Using the letters in Question #14 above, please write in the letters below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE



16. Please check ALL the ways you learn about the recreation programs and activities.

- | | |
|--|---|
| <input type="checkbox"/> (01) Activity Guide | <input type="checkbox"/> (08) From friends and neighbors |
| <input type="checkbox"/> (02) City Website | <input type="checkbox"/> (09) Promotions at MALIBU events |
| <input type="checkbox"/> (03) Emails | <input type="checkbox"/> (10) Materials at Malibu parks and recreation facilities |
| <input type="checkbox"/> (04) Newspaper | <input type="checkbox"/> (11) Flyers/newsletter |
| <input type="checkbox"/> (05) Conversations with staff | <input type="checkbox"/> (12) Street Banners |
| <input type="checkbox"/> (06) Facebook | <input type="checkbox"/> (13) Twitter |
| <input type="checkbox"/> (07) Smart Phone Application | <input type="checkbox"/> (14) Others: _____ |

17. From the list in Question #16, please list the top ways you want the City to communicate with you.

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

18. Please rate your satisfaction with the overall value your household receives from the City recreation facilities and programs.

- | | |
|---|--|
| <input type="checkbox"/> (1) Very satisfied | <input type="checkbox"/> (4) Somewhat dissatisfied |
| <input type="checkbox"/> (2) Somewhat satisfied | <input type="checkbox"/> (5) Very dissatisfied |
| <input type="checkbox"/> (3) Neutral | <input type="checkbox"/> (6) Don't know |

19. Counting yourself, how many people in your household are:

Under age 5 _____	Ages 15-19 _____	Ages 35-44 _____	Ages 65-74 _____
Ages 5-9 _____	Ages 20-24 _____	Ages 45-54 _____	Ages 75+ _____
Ages 10-14 _____	Ages 25-34 _____	Ages 55-64 _____	

20. Your gender: (1) Male (2) Female

21. What is your age? _____

22. How many years have you lived in Malibu? _____ (years)

23. Where in Malibu do you live?

<input type="checkbox"/> East of Malibu Canyon Road	<input type="checkbox"/> Between Malibu Canyon Road and Kanan Dume Road
<input type="checkbox"/> West of Kanan Dume Road	<input type="checkbox"/> Point Dume Area

24. What is your total annual household income? (check one)

- | | |
|---|---|
| <input type="checkbox"/> (1) Under \$40,000 | <input type="checkbox"/> (5) \$130,000 to \$149,000 |
| <input type="checkbox"/> (2) \$40,000 to \$69,999 | <input type="checkbox"/> (6) \$150,000 to \$199,999 |
| <input type="checkbox"/> (3) \$70,000 to \$99,999 | <input type="checkbox"/> (7) \$200,000 to \$249,999 |
| <input type="checkbox"/> (4) \$100,000 to \$129,999 | <input type="checkbox"/> (8) \$250,000 or more |

This concludes the survey. Thank you for your time.

Please Return Your Completed Survey in the Enclosed Return-Reply Envelope Addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061