

CITY OF AVONDALE

PARKS, RECREATION, LIBRARIES AND TRAILS MASTER PLAN UPDATE



Final Report

10.26.2017

The City of Avondale Parks, Recreation, Libraries and Trails Master Plan Update Team would like to recognize the following people for their guidance, efforts and commitment during the development of the Master Plan:

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Special thanks to the many Avondale residents who contributed their valuable ideas, energy, and time through the community survey, focus groups, community questionnaire, public open houses and other meetings conducted as part of this Master Plan process.



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Executive Summary



INTRODUCTION

The City of Avondale Parks, Recreation, Libraries and Trails System Master Plan Update has been developed through extensive community outreach to understand the community's perspective and has been a collaborative process between the City of Avondale, its residents, partners, and stakeholders. The Master Plan Update serves as a road map to navigate community goals and build recommendations that provide policy makers an approach to leverage the City's parks, recreation, libraries and trails resources with other community partners and initiatives. It is a "living document" that adapts to changes within the community over time.

Special thanks to the City of Avondale's Mayor and Councilmembers who provided insight and aspects for consideration as the master planning team examined diverse community needs. The community outreach process and data-driven analyses are stronger because of the community-based perspectives.

PURPOSE

The purpose of the Avondale Parks, Recreation, Libraries and Trails Master Plan Update is to:

- Guide decision-making;
- Provide insight into changing community needs and perspectives;
- Understand the level of service being provided to the community;
- Evaluate available resources and how to most strategically invest them;
- Develop a prioritized action plan that is City Council approved; and,
- Reinforce General Plan 2030.

APPROACH

The planning process for the Parks, Recreation, Libraries and Trails Master Plan Update is based on extensive community outreach combined with data-driven analyses of the Avondale Parks, Recreation and Libraries Department. The master plan team listened to input and considerations from the City of Avondale's City Council during public

meetings in Spring and Summer 2017. Insight from the City's elected officials gives voice to diversity in the Avondale community and is essential to understanding community needs.

The approach to developing the City of Avondale Parks, Recreation, Libraries and Trails Master Plan Update consists of:

- **Demographics:** A review of Avondale's diverse community as it's changing over time.
- **Relevant Plan Review:** An assessment of long term goals through the review of relevant plans and studies.
- **Trends Analysis:** A description of trends in the parks and recreation industry.
- **Community Outreach:** A series of input opportunities across the community
- **Citizen Survey:** A statistically valid survey of randomly selected households across the City.
- **Inventory:** The review and update of the existing inventory of parks, recreational facilities, trails, and recreation programs.
- **Conditional Analysis:** Site visits to each park to assess the condition of the park and identify maintenance needs.
- **Level of Service Analysis:** An evaluation of the Level of Service (or park access) being provided to the community. Identification of potential gaps in existing parks and recreation facilities coverage.
- **Trails Master Plan:** An inventory of existing trails, a review of regional trail planning and development, and recommendations for future trail development in Avondale that integrates with the 2017 Transportation Plan Update.
- **Operations and Maintenance Analysis:** A review of service, management and operations trends and approach. An analysis of how programming and maintenance have changed over time, how they compare to other departments across the nation, and how the results of the Citizen Survey provide insight to future operational priorities.
- **Areas of focus and recommendations:** Recommendations to strategically invest available resources in community priorities. Steps to take to direct operations, maintenance and planning

towards community priorities and strategic investment.

The City of Avondale retained the master plan team of consultants in 2017 to provide an objective review of existing parks and recreation operations and develop prioritized recommendations to support strategic investment. The master plan team consists of:

- Norris Design - parks and recreation planning and development;
- Ron Vine and Associates with the Eppley Institute - a statistically valid community survey.

KEY FINDINGS

- *Separate sources of community outreach indicate similar community priorities, and these priorities align with input from elected officials.*
- *The community's priorities are:*
 - *Delivering high quality community parks with a focus on destination activities and events. This includes expansion/renovation of Festival Fields and maintaining the current, high-level maintenance at Friendship Park with renovations to existing sports fields.*
 - *Reinvesting in existing, City-owned neighborhood parks to support a high quality of life.*
 - *Trail system development to connect Avondale's facilities, the regional trail system and natural resource areas*
 - *Continuing to deliver high quality special events that provide major attractions for the community.*
- *Recommendations for strategic action items guide the Parks, Recreation and Libraries Department toward the use of available resources based on citizen input and a data-driven analysis of the Department's current and past operations, programs and facilities.*
- *Details of the citizen input and data-driven analyses can be found in the chapters of the Master Plan Update.*
- *Avondale's focus on providing high quality community parks that support destination park amenities, large group gathering spaces, special events, and tournaments, is a priority to be maintained in the*

future. Accommodating neighborhood-level recreation needs as the community grows is best accomplished through the planning and development process with long-term involvement of Homeowner's Associations, which allows Avondale to strategically invest in high quality community-level parks and services.

- *The focus for recommendations are:*
 - *Destination - continuing to develop Avondale as destination where high quality recreation is found,*
 - *Marketing and Community Awareness - effectively promoting Avondale's offerings,*
 - *Investment and Partnerships - investing in expanded facilities for special events, tournaments and destination play areas, especially through partnerships,*
 - *Maintenance - investing in high levels of maintenance in existing facilities as well as expanded community parks and trail systems, and*
 - *Character - creating a strong brand to reflect Avondale's character - it's quality of life and experience that makes it unique.*



AREAS OF FOCUS

Public outreach resulted in the identification of key areas of focus as the Parks, Recreation and Libraries Department moves forward. The following areas of focus represent the community's key priorities and are intended to guide the City's delivery of community services and recreation.

DESTINATION

The City of Avondale is uniquely positioned in the Phoenix Metropolitan area as a nexus of trails and natural resource parks as well as special events and tournaments. This position, along with existing, high quality park amenities, creates an opportunity to build economic growth.

MARKETING AND COMMUNITY AWARENESS

Focus on messaging and marketing opportunities for the Parks, Recreation and Libraries Department in order to increase community awareness of facilities, amenities, programs and special events. Increase distribution and packaging of the RAVE Review Magazine.

INVESTMENT & PARTNERSHIPS

Investment in existing facilities, libraries and parks is a theme expressed by the public and civic leaders during the community outreach process. Citizen Survey results and the Level of Service Analysis indicate that neighborhood parks, community parks, walking/bicycling paths, the Civic Center Library and the community/senior center are important areas of investment for Avondale residents.

MAINTENANCE

The City of Avondale provides high quality facilities and services to its residents. Continuing a high level of maintenance at parks, libraries and the Community/Senior Center will support the continued sense of safety and access that the community currently enjoys. Continuing to provide high levels of maintenance also supports the development of economic benefits.

CHARACTER

Build on the Avondale brand to emphasize the quality of life and experience that makes Avondale unique. Focus on strengthening the character of each neighborhood and community park through amenities, materials, signage and marketing collateral. Leverage the natural resource assets in and adjacent to Avondale to improve access and diversify recreation opportunities for residents. Utilize natural resources to broaden Avondale recreational opportunities. Develop branding that speaks to Avondale's unique character.

RECOMMENDATIONS

Recommendations are the result of extensive community outreach coupled with data-driven analyses of the Parks, Recreation and Libraries Department's facilities, programs, services and operations. Recommendations include a Prioritized Action Plan categorized by the five areas of focus.

SUMMARY

The master plan process yielded many diverse perspectives as we engaged in a productive dialogue with the community. The recurring commonalities among diverse stakeholders made it clear that quality parks, trails and recreational facilities are important (91% of survey respondents) to residents and that the Avondale Parks, Recreation, and Library Department is a vital asset for the community that supports quality of life and economic impact.

It is recommended that the City of Avondale continue to prioritize its strategic focus on community-level parks, recreation and library services. By focusing resources on maintaining a high level of quality at community parks (i.e. destination playgrounds, tournaments, and gathering spaces) and providing high quality special events, the City is wisely leveraging its available resources to deliver a high level of parks and recreation service throughout the community. While it is recommended that the City continue to deliver high levels of maintenance at existing Avondale-owned neighborhood parks, accommodating future

neighborhood-level parks and recreation needs as the community grows is best accomplished through the development of neighborhood parks that are maintained by Homeowners' Associations.

The City has developed a successful model of investing in community-level, destination-quality amenities that allows resources to be strategically leveraged for maximum community benefit. The focus on community-wide benefit is a trend that is seen both in Arizona and across the nation. It reflects a consolidation of jurisdictional resources to maintain high quality facilities and services while coordinating with community stakeholders to ensure that overall recreation needs are met.

Tremendous opportunities for open space preservation and trails development exist in Avondale. Open space preservation and trails development complement the community's active park system and connect Avondale's diverse community to natural resources at its southern boundary. Avondale is uniquely positioned to leverage the tourism, outdoor recreation and wildlife opportunities found at the confluence of three of Arizona's most significant rivers- the Aqua Fria, Gila and Salt Rivers. Trails connecting Avondale's active parks, the Agua Fria and the Tres Rios confluence will provide visitors and residents a unique experience that showcases Avondale's high quality park system, its history of farming, and its access to some of the most beautiful riparian areas in the State.

Avondale's parks, recreation, programming, open space, trails, and community events are an integral part of Avondale's community fabric, serving to strengthen its community interaction, culture, image and unique sense of place. In turn, these resources help define the quality of life and make Avondale a great place to live. The Parks, Recreation, Libraries and Trails Master Plan Update is intended to be the guiding document to deliver the Department's goal of quality facilities, programming and services for residents of all ages and abilities.

Thank you to the Mayor and Councilmembers, City Staff, Avondale Parks, Recreation and Libraries Advisory Board members and residents who contributed their time and input to this master plan update for the betterment of the recreational experience in Avondale.



Mission and Vision



INTRODUCTION

The Mission and Vision Statements for the City of Avondale's Parks, Recreation and Libraries Department were developed through a series of working sessions with the department. The statements were crafted by the department to guide their mission and vision for the community.

MISSION:

Making lives better with dynamic services and spaces to learn, play and connect.

VISION:

Enriching the Avondale community through learning and recreational opportunities that reflect our vitality and diversity.





Demographics and Community Profile



THE IMPORTANCE OF LOCAL DEMOGRAPHIC PROJECTIONS

An effective analysis tool to guide planning for the City of Avondale's parks, recreation, libraries and trails is a demographic and community profile analysis. Projections of Avondale's demographics for the years 2016 and 2021 help guide policy makers and staff in effectively allocating resources to priority needs in the community.

Avondale's local demographic projections are useful in supplementing information related to regional and national trends in parks and recreation. Overlaying an analysis of local, regional and national trends in parks, recreation, libraries and trails with Avondale's demographic projections provides a focused perspective on planning for Avondale's future parks, libraries, recreation facilities and trail needs and how City of Avondale policy makers may best approach those needs within the realities of budgets and staffing levels.

DATA SOURCE

Unless otherwise noted, the raw data used for the demographic analysis that follows was compiled by evaluating data from ESRI (Environmental Systems Research Institute) and the Maricopa Association of Governments (MAG). ESRI data uses projections from the 2010 census for the 2016 and 2021 numbers. The demographic calculations are based on MAG data for population level projections past 2021. ESRI projections, however, were used for those projections broken out by age, race, sex, household, income and housing. The most reliable source of population data outside of MAG is ESRI because of their use of Census data as the basis for their projections.

How ESRI Data is Collected

ESRI begins with earlier county estimates from the US Census Bureau.¹ Because testing has revealed improvement in accuracy by using a variety of different sources to track

county population trends, ESRI also employs a time series of county-to-county migration data from the Internal Revenue Service, building permits and housing starts, plus residential postal delivery counts. Finally, local data sources that tested well against Census 2010 are reviewed. The end result balances the measures of growth from a variety of data series.

The 2016/2021 updates also include an additional database from Metrostudy that more than doubles ESRI's geographic coverage and the number of units planned and completed. The addition of this database gives the housing unit update a finer level of granularity and insight into smaller housing markets across the nation. Tracking residential development since 2010 with ESRI's enhanced demographic and spatial analysis tools also provides better information for the five-year forecasts than past trends.

ESRI's annually updated demographics database ensures the most accurate current-year estimates and 5-year projections of U.S. demographic data for categories including the following:

- Population—Such as age, gender, race, Hispanic origin, labor force, educational attainment, marital status, civilian labor force and employment by industry and occupation
- Households—Such as total households, total family households, average household size
- Income—Such as household income, per capita income, age by income, disposable income, net worth
- Housing—Such as home value, tenure (owner/renter), vacant units

How MAG Data is Collected

MAG population and socioeconomic projections are prepared per Executive Order 2011-04 that requires the Arizona Department of Administration (ADOA) to develop population projections for a minimum of 25 years for the State, its counties, its incorporated jurisdictions and the unincorporated balance of each county. The

¹ The latest estimates available were 2013 population estimates from the Census Bureau, CO-EST2013-Alldata.xlsx.

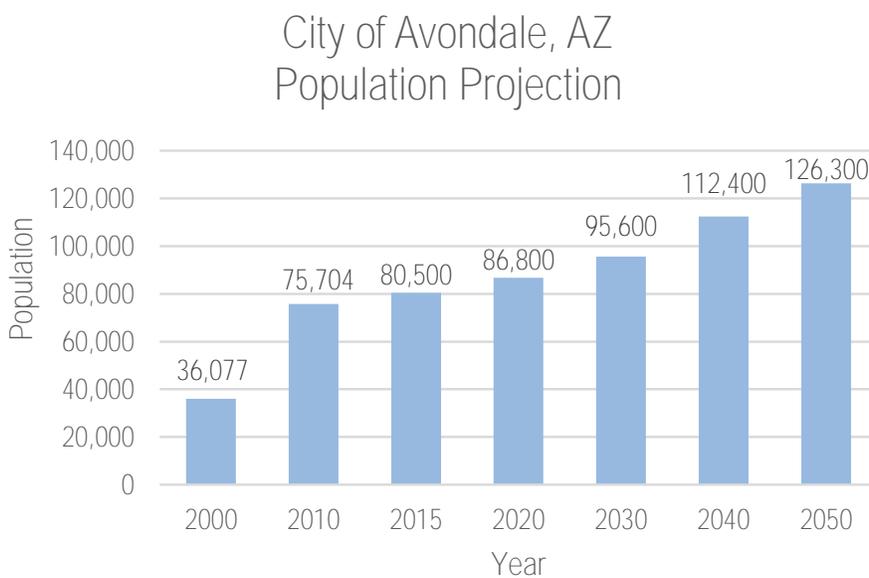
development of MAG population and socioeconomic projections is based upon the collection of a substantial amount of base data from: 2010 U.S. Census; the American Community Survey (ACS); employment data; residential permits; existing land uses; Transportation Analysis Zones (TAZs) data; and, Arizona Department of Education data, among other sources. MAG’s land use, population, and socioeconomic models are based on a three-tier modeling process. The first tier is a demographic model that is used to produce county control totals. The second tier involves using a parcel-level simulation model to allocate the county control total population and employment to Assessor parcels. The third tier allows for the aggregation of the parcel-level population and employment to Metropolitan Planning Areas (MPAs), TAZs, Regional Analysis Zones (RAZs), or almost any other geography that parcels aggregate into. The system draws upon the detailed GIS representation of Assessor parcels in the second tier. This also provides a feedback mechanism whereby MAG staff may review simulation results with interested stakeholders and utilize that feedback to revise the model results. Methods and results are then presented to and approved by the MAG POPTAC team.²

POPULATION FORECAST

The City of Avondale, Arizona appears to be growing at a slower rate than Maricopa County and Arizona, but faster than the United States. Avondale is projected to experience a 1.16% annual population growth rate for the 5 year period between 2016 and 2021, from 81,231 to approximately 86,800 residents. This rate of growth is below the rate projected for Maricopa County (1.48%) and Arizona (1.21%), but above the U.S. (0.84%) for the same period. Over the next 50 years, however, Avondale is expected to grow at a 2.54% growth rate. This rate of growth is significant considering the City’s explosive rate of growth between the years 2000 and 2010, practically doubling Avondale’s population over those ten years. The projected population for Avondale is illustrated in Figure X.1. Figure 1.1 below depicts Avondale’s population from the 2010 Census and projections for 2020-2050 calculated by MAG.

² MAG Socioeconomic Projections 2016 Documentation.

Figure 1.1 - Avondale Population Growth



Source: Maricopa Association of Governments (MAG) Socioeconomic Projections of Population and Employment by Municipal Planning Area (MPA) and Regional Analysis Zone (RAZ), May 2016.

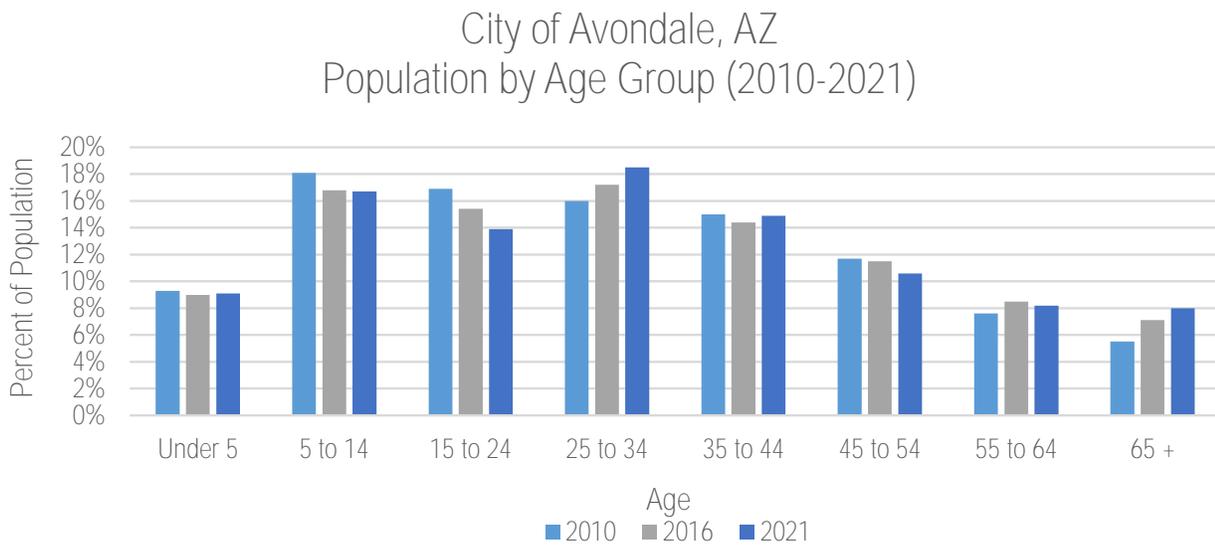


AGE DISTRIBUTION

A profile of the distribution of age ranges within Avondale is critical to parks, recreation, libraries and trails planning since different age groups can have different needs and usage patterns for facilities and programs. Figure 1.2 illustrates the population trends of the City of Avondale by age groups. The trends depicted in the chart indicate a continuous decline between 2010 and 2021 in the percentage of the population of those aged 5 to 14, 15 to 24 and 45 to 54. These age groups together typically indicate families with aging children, children moving out of the house and parents of older children or early empty-nesters. It is possible, however, that many of these

individuals are staying in Avondale and aging in place, as there is an increase in the next oldest age group of those age 55 and above. The group of those aged 55 years and above has been steadily increasing since 2010, with the largest increase in those over the age of 65. These trends indicate that while there is a significant population of young families in the City of Avondale, as Avondale's population increases, their percentage of the whole will likely remain relatively stable, while those who are empty-nesters or retirees are becoming a higher percentage of the population overall. This pattern follows Arizona's age distribution trend.

Figure 1.2 - Trends in the Distribution of Age Ranges in Avondale



Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).



The median age of Avondale residents, however, is significantly younger than Maricopa County, Arizona and the United States (Figure 1.3). Figure 1.3 illustrates that the City of Avondale’s projected median age in 2021 will be 30.7 years old, which is younger than the projected median age of Maricopa County (35.8), Arizona (37.3) and the nation (38.7).

Despite the decreasing growth of young people shown by the 5 to 14 and 15 to 24 year olds category in Figure 1.2, Avondale has a higher percentage of the population within these categories than City of Goodyear, City of Phoenix, Maricopa County, Arizona and the United States (Figure 1.4). Additionally, despite the increasing growth rates of older adults depicted by the 55 to 64 and the 65+ age group categories in Figure 1.2, Avondale has a lower percentage of the population within those categories as compared to City of Goodyear, City of Phoenix, Maricopa County, Arizona and the United States (Figure 1.4). This split in growth data means that while there are a substantial number of young people and young families within Avondale, it will be important to meet the needs not only of those families, but also the needs of the older adults within the community. Also, see Household Makeup for a more detailed breakdown of household makeup and trends.

Figure 1.3 - Median Age of Avondale Residents

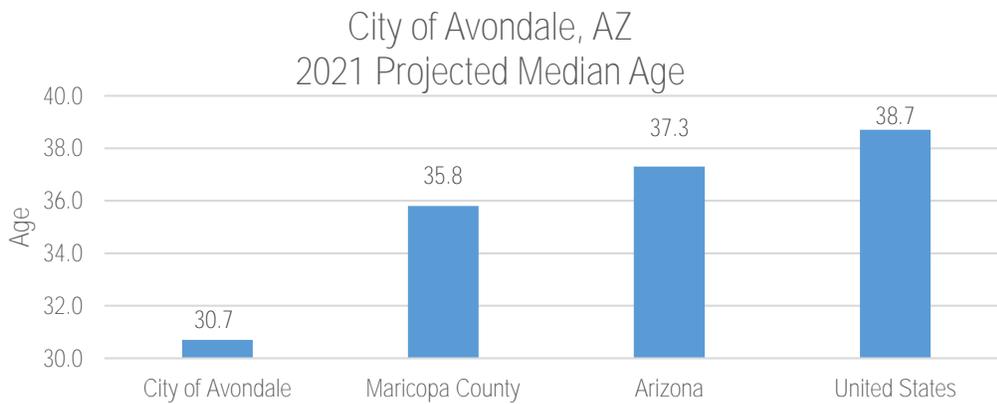
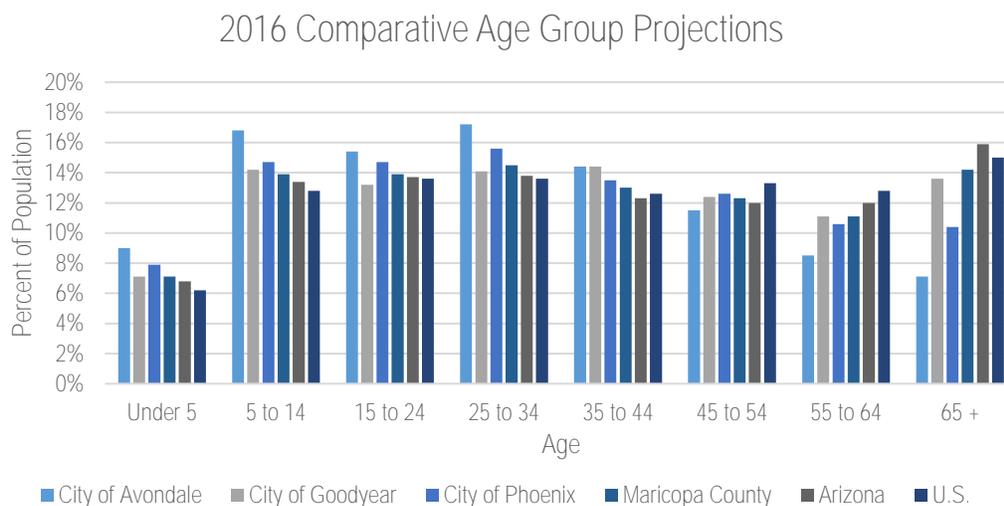


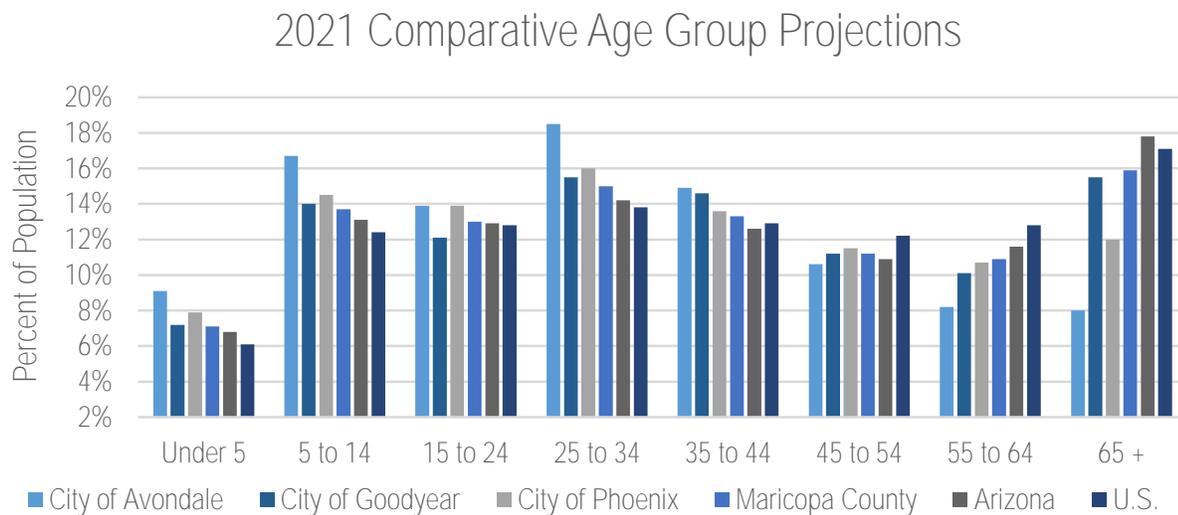
Figure 1.4 - 2016 Comparative Age Group Projections



Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).



Figure 1.5 - 2021 Comparative Age Group Projections



Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).

According to the National Recreation and Park Association (NRPA) physical activity is important to the well-being and health outcomes for all age groups. As an NRPA article entitled Quantifying the Contribution of Public Parks to Physical Activity and Health states, “Urban green space and public recreation areas, or ‘parks,’ are often viewed as key factors in increasing physical activity, thereby preventing obesity and reducing the incidence of chronic medical conditions, not to mention improving mental health and overall quality of life. Parks may also improve public health by increasing social interaction, reducing stress through exposure to nature, and more”.³ Connecting and linking the users all age groups to parks and/or particular elements of parks will contribute to improved community-wide health.

³ Han, B., Cohen, D., & McKenzie, T. L. (2013). Quantifying the Contribution of Neighborhood Parks to Physical Activity. Preventive Medicine, 57(5), 483–487. doi:10.1016/j.ypmed.2013.06.021

Table 1.1 - City of Avondale, Arizona’s Demographic Groups and Recreation Needs

Age Group	2010	2016	2021	Characteristics and Recreation Needs
Under 5	9.3%	9.0%	9.2%	Preschool and toddler programs Playground users Experience park and recreation facilities and programs with an adult
5 to 14	18.1%	16.8%	16.7%	Youth athletics and after-school programs Growing interest in non-traditional, individual activities
15 to 24	16.8%	15.4%	13.9%	Teen and young adult programs Extreme sports and adventure-related activities
25 to 34	16.0%	17.3%	18.5%	Adult program participants Young families
35 to 44 and 45 to 54	26.7%	25.9%	25.5%	Adult program participants Combined age groups - have similar needs and demands for recreation programs and facilities Families range from preschool to early empty nesters
55 to 64	7.6%	8.5%	8.2%	Active older adult programming Empty nesters approaching retirement Often have grandchildren who use facilities and programs
65 and older	5.5%	7.1%	8.0%	Older adult programs Social networking and healthcare related programs Range from healthy and active to more physically inactive

HOUSEHOLD MAKEUP

2016 data, shown in Figure 1.6, suggests that Avondale's average household size (3.28) is much larger than the City of Goodyear (2.87), City of Phoenix (2.78), Maricopa County (2.69), Arizona (2.65), and the U.S. (2.59). Figure 1.8 shows a larger segment of Avondale households with three to seven or more persons per household, as compared to surrounding communities, Maricopa County, Arizona and the United States.

In 2010, as shown in Figure 1.7 - 50.5% of the households in the City of Avondale included children. This is 15.4% more than the percentage of households with children in Maricopa County (35.1%) and 16.9% more than households in Arizona (33.6%).

Figure 1.6 - 2016 Comparison Average Household Size

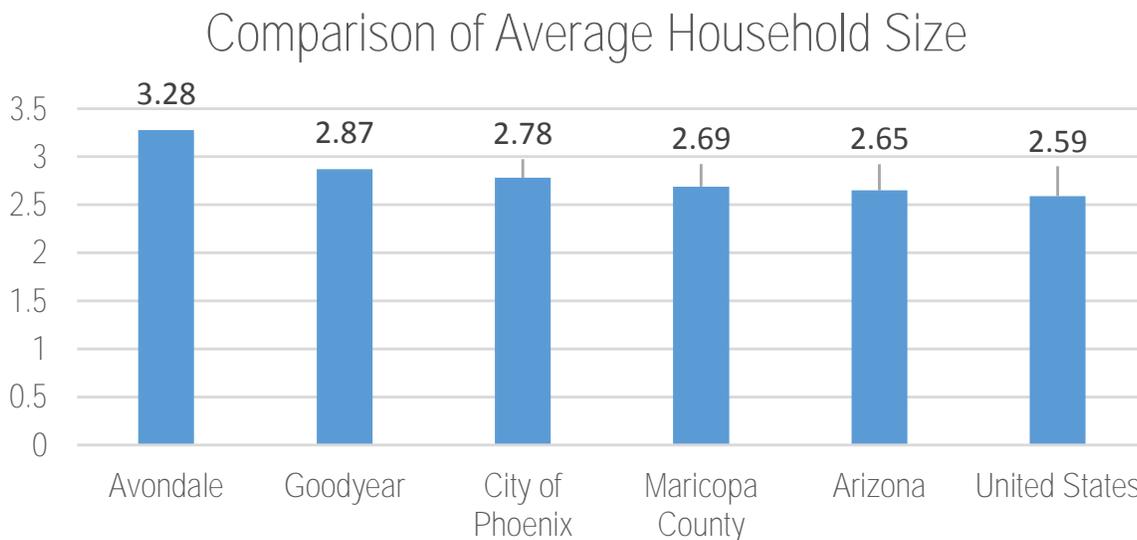
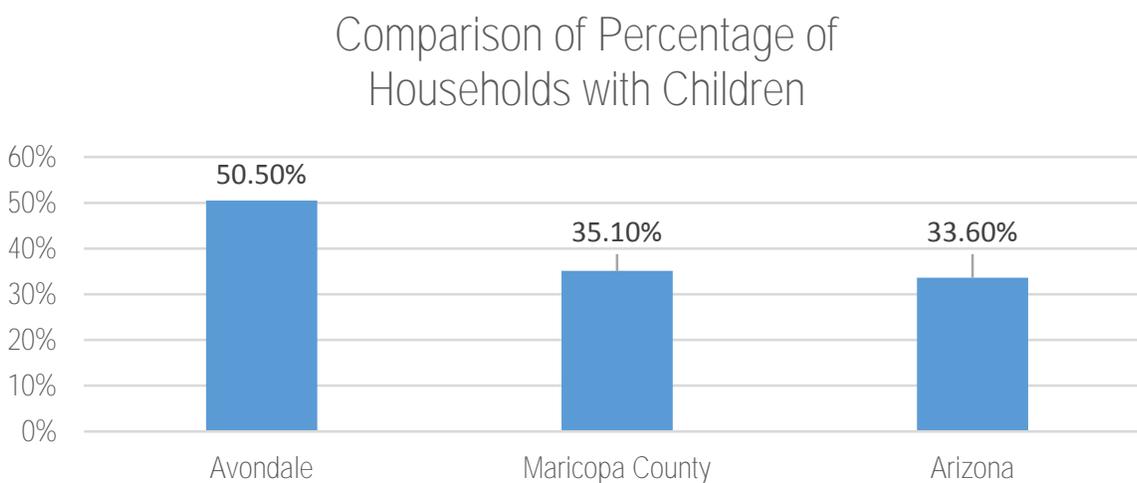


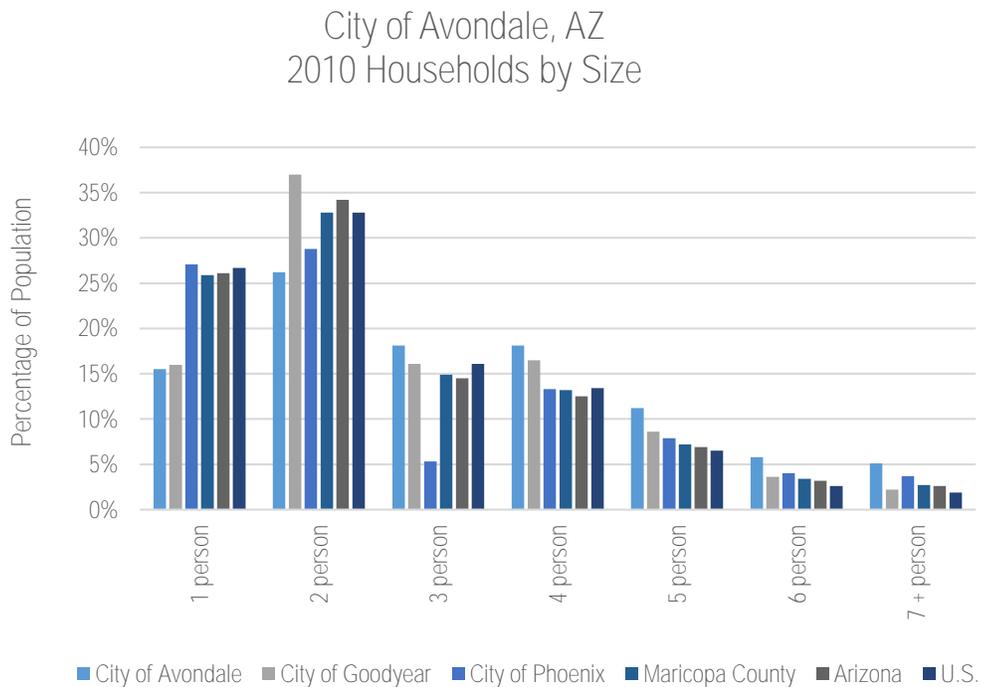
Figure 1.7 - 2010 Comparison of Percentage of Households that have Children



Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).



Figure 1.8 - 2010 Households by Size



Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).

All of these statistics indicate larger families with more children living at home. However, it is also important to note that the population over the age of 65 is expected to increase significantly in the next 5 years, which will increase both the number of one and two person households, or multi-generational households. Additionally, the expected population growth of 25 to 34 year old age group may result in more young families and households containing 3 or more persons. The larger household size and households with children, as well as the increase in the mature demographic shows a divergent need of programming to meet the needs of the community.

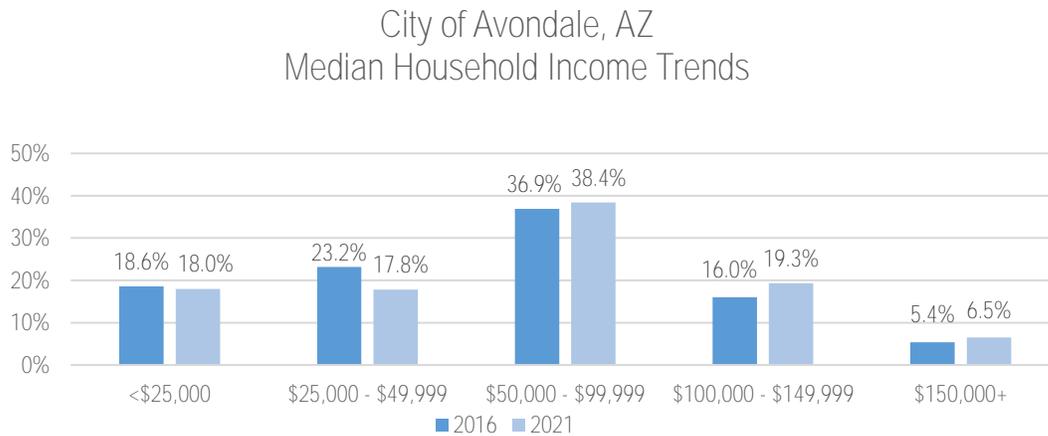
HOUSEHOLD INCOME

Figure 1.9 shows an increase in household income over \$50,000 and decreases in household incomes below \$50,000 between 2016 and 2021. When reviewing household income data, however, it is important to keep in mind that the higher number of people in a household also impacts the amount

of disposable income. When evaluating this trend against the local and state projections, Maricopa County and Arizona also sees an increase in household incomes over \$50,000 and a decrease below \$50,000, which is also consistent with national trends.

Data shows that income and physical activity are positively correlated; when one rises, the other rises. The number of households in Avondale with low income levels is expected to decrease and those with moderate and higher income levels are expected to increase by 2021 (see Figure 1.9). For parks and recreation, income levels often influence programming, facilities and fee structures. For example, operations and maintenance costs will increase as the City takes on more parks. Meaning that when considering fee increases or additional programs or facilities, it will be important to evaluate those programs and facilities for community versus individual benefit. Additionally, despite an upward trend in income, there may still be residents within the community that may not have the ability to pay, but may be most in need of the City’s services.

Figure 1.9 - Median Household Income Trends



Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).

RACE AND ETHNICITY

Race and ethnicity influence cultural trends and play a role in park and recreation needs and desires. Trends can be found in the ways that different ethnic groups use parks, recreation facilities, libraries and programs. As Figure 1.10 illustrates, while the City of Avondale’s racial makeup is predominately “white alone”⁴ and will remain so over the next five years, the City is overall very diverse. The City of Avondale is more racially diverse than Maricopa County, Arizona and the United States as a whole. The percentage of the population in 2021 that is anticipated to be “white alone” will be higher in Maricopa County (68.6%), Arizona (69.3%) and the United States (68.9%) than within the City of Avondale (53.5%).

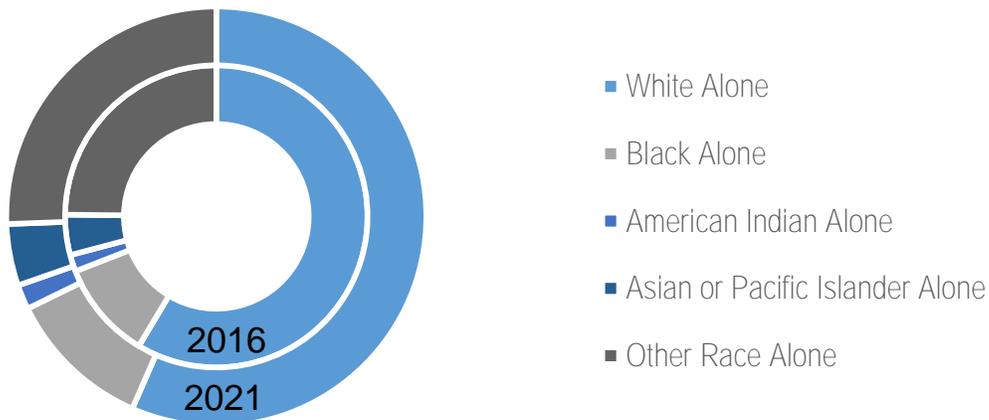
2021 projections for Avondale show that 53.4% of population identifies as Hispanic, which is much higher than the percentage of state residents (32.7%) and U.S. residents (19.4%). Therefore, it will be important to consider Avondale’s Hispanic population when planning for recreation programming, services and facilities. The City of Avondale should, therefore, concentrate on providing services, facilities and programs similarly to peer agencies within Arizona. National trends in programming and services may not be as relevant, however, since the number of people identifying themselves as Hispanic in Avondale is much higher than national numbers.

⁴ According to U.S. Office of Management and Budget, “White” refers to a person having origins in any of the original peoples of Europe, the Middle East, or North Africa. The White racial category includes people who marked the “White” checkbox. It also includes respondents who reported entries such as Caucasian or White; European entries, such as Irish, German, and Polish; Middle Eastern entries, such as Arab, Lebanese, and Palestinian; and North African entries, such as Algerian, Moroccan, and Egyptian. People who responded to the Census questionnaire on race by indicating only one race are referred to as the “race alone” population, or the group who reported only one race. For example, respondents who marked only the “White” category on the census questionnaire would be included in the (White alone) population. This population can be viewed as the minimum number of people reporting (White).



Figure 1.10 - Projected Population by Race

City of Avondale, AZ
2016 and 2021 Projected Population by Race

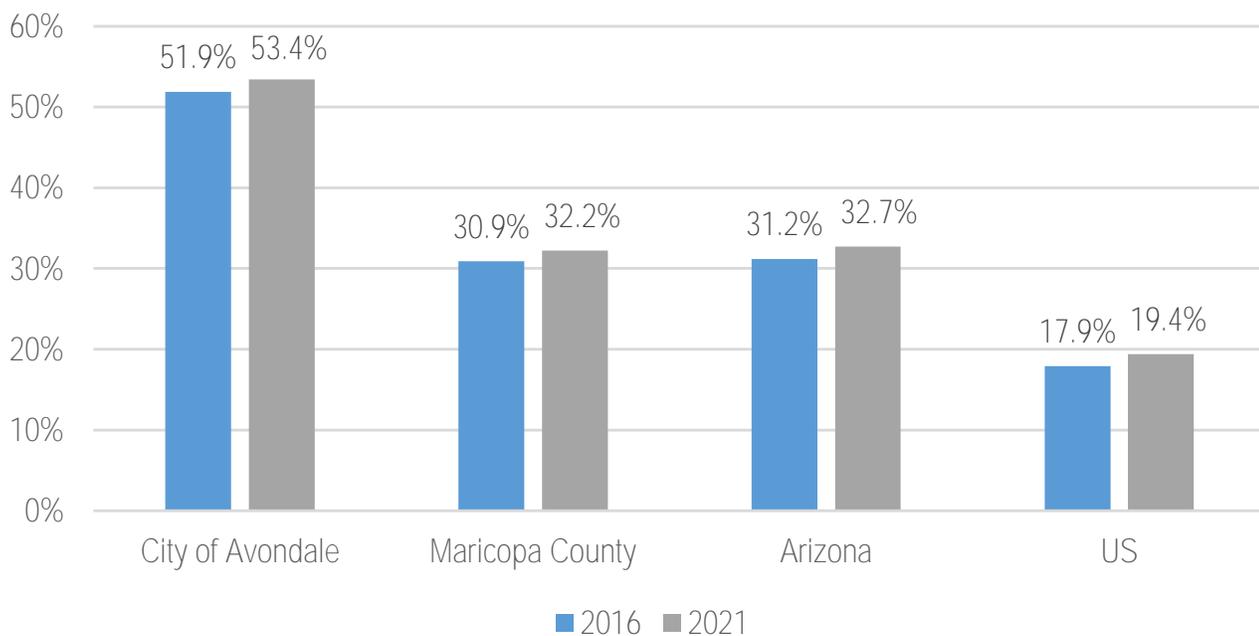


Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2016 and 2021. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Feb. 2017).

Figure 1.11 - Population by Hispanic Origin

Comparison of Population by Hispanic Origin



Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2015 and 2020. ESRI converted Census 2000 data into 2010 geography (Downloaded by Norris Design Aug. 2015).

It is also important to note that the data from the 2010 Census (and the associated projections provided by ESRI) shows that there is a larger percentage of people who chose the “Other Race” category in Avondale (22.6%) as compared to Maricopa County (12.8%), the state (11.9%), and the US (6.2%), further identifying Avondale as having a highly diverse racial composition.

KEY FINDINGS

- *The percentage of young people and families is greater than other communities in the region.*
- *Avondale’s age breakdown shows a decrease over the next five years in young families and an increase in residents over 65.*
- *The City of Avondale has grown significantly in the last ten years, but is expected to grow at a slower rate than its surrounding communities, according to future forecasts.*
- *It will be important to meet the needs not only of those families, but the older adults within the community as well.*
- *The focus on additional services, facilities and programs should continue to serve a broad cross-section of the population.*
- *Connecting residents to facilities and establishing facilities in proximity to residents will be important as the community grows.*



Relevant Planning



INTRODUCTION

The City of Avondale has well-established park, recreation, library and trail resources serving the community and region. The Avondale Parks, Recreation, and Libraries Department is committed to continuing to provide a diversity of services and amenities that address the community's priorities for recreation and library services. The 2009 Parks, Recreation Facilities & Trails Master Plan addressed local plans, regional plans, and statewide planning efforts. This 2017 Master Plan Update provides a review of current community priorities, an updated inventory and level of service that considers regional implications, and a road map for planning and operations over the next five years. An important part of the Master Plan Update is to identify regional partners in planning for parks, recreation, libraries and trails. By examining planning throughout the region in this Relevant Planning Chapter, strategic partnerships and key resources may be leveraged for future development, enhancements and improvements.

The planning documents highlighted in this section include those reviewed in the 2009 plan, as well as those plans that have been updated since that time. These plans provide a wealth of information at a regional and community level, though only the portions most relevant to the City of Avondale are discussed in detail within this Master Plan Update. An important part of the 2017 Master Plan Update process is to analyze and integrate this Master Plan Update with current and previous planning projects, enabling

the City to streamline planning efforts and maximize the use of resources. Planning efforts that are relevant to the 2017 Parks, Recreation, Libraries and Trails Master Plan Update are those plans that were included in the 2009 Master Plan and those that have been updated or newly developed since the completion of the 2009 Master Plan.

PLANS INCLUDED IN THE 2009 PARKS, RECREATION FACILITIES & TRAILS MASTER PLAN

- 2002 City of Avondale Tres Rios Greenway Specific Plan
- 2006 Flood Control District of Maricopa County El Rio Watercourse Master Plan Overview
- 2001 Maricopa County Association of Governments West Valley Multi-Modal Transportation Corridor Master Plan
- 1997 Maricopa County Association of Governments (MAG) Desert Spaces Plan

PLANS UPDATED OR DEVELOPED SINCE 2009

- 2012 Avondale General Plan
- 2012 City of Avondale Transportation Plan Update
- 2009 Maricopa County Parks and Recreation Strategic System Master Plan, 2016 Comprehensive Plan Open Space Element, and 2004 Regional Trail System Plan
- 2013-2017 Arizona Statewide Comprehensive Outdoor Recreation Plan
- Adjacent Community's General Plans and Master Plans
- Master Planned Communities



REVIEW OF THE 2009 CITY OF AVONDALE PARKS, RECREATION FACILITIES & TRAILS MASTER PLAN

The 2009 City of Avondale Parks, Recreation Facilities & Trails Master Plan focused on planning for a wide range of recreational opportunities and established the basis for future locations of parks, indoor and outdoor recreational facilities, and trails. The plan recognized rising land costs and the goal securing parkland in order to meet current and future needs. The 2009 plan evaluated future community parks, facilities, and recreation programming needs.

As a part of the public outreach conducted for the 2009 Master Plan, Avondale citizens identified several activities, facilities, or amenities that were needed or desired by the community. Some of these activities and amenities included:

- An indoor recreation multi-purpose facility/teen center
- Areas for family and group activities (particularly during the summer heat)
- A pool or splash parks
- An increased number of lighted sports fields and basketball courts (baseball, multi-purpose, basketball courts)
- More fields available for league play
- A greenbelt/recreation corridor along the Agua Fria River
- Upgrades to existing trails
- Areas for fishing
- Areas for un-programmed activities (pickup games, open turf areas with backstop).

The community input received along with the refinement of the City's park and recreation standards were incorporated into the Needs Assessment report and included as a part of the final Parks, Recreation Facilities & Trails Master Plan document.

Overall, the City of Avondale's 2009 Parks, Recreation Facilities & Trails Master Plan recommended a wide spectrum of recreational opportunities for all age groups and abilities, reflecting Avondale's growing, vibrant community. In combination, these

recreational amenities aim to continue to provide safe, convenient access to the City's parks and recreational facilities, open space and greenways, and passive, social, and cultural programming for Avondale's citizens and visitors.

A REVIEW OF PLANS UPDATED OR DEVELOPED SINCE 2009

2012 Avondale General Plan

The Avondale General Plan completed in 2012 (General Plan 2030) is an update of the 2002 General Plan that examines plans for community growth through 2030. The purpose of the General Plan 2030 is to provide the City of Avondale with a vision to guide growth and development.

The General Plan is based on assumptions that reflect observable regional or national trends, such as the increasing cost and decreasing availability of fossil fuels, the need for sustainable transportation, prevalence of single occupancy automobiles, the community's priority for conserving the natural environment, and post-recession economic pressures. As a result, this General Plan update focused on the importance of creating an identity and establishing a new way for Avondale to grow as a healthy, sustainable city - healthy in terms of an individual's well-being and sustainable in terms of a community's strength. Core General Plan concepts explored in this document include:

- Increasing the City's "walkability" by adding pedestrian and bike paths that encourage people to use non-motorized means of travel
- Promoting neighborhood-serving businesses
- Creating transit hubs and ensuring close access to transit
- Working with industry to reduce pollutants and conserve resources
- Adding and maintaining parks, open space, trails, and greenery in neighborhoods for comfort and recreation
- Ensuring that the outcome of development maintains quality of life



Avondale's General Plan 2030, which is important to this Parks, Recreation, Libraries and Trails Master Plan Update, was one of the first plans in Arizona to stress healthy living and lifestyles. The Plan stresses open space, sustainability, circulation and recreational amenities as equal and interlinked elements that all work together to meet the current and future parks and recreation needs of Avondale citizens.

The Recreational Amenities Element specifically identifies access to recreational amenities and facilities as a key strategy to increase physical activity and reduce the risk of chronic diseases. Using 2010 Census data, the Recreational Amenities Element concludes that the median age of Avondale citizens is increasing, but is substantially lower than that of Maricopa County as a whole indicating that developed parks and open space designed to accommodate younger users are important to Avondale residents.

To meet the needs of its residents and use public funds efficiently, the City stressed its continuing partnerships with the Littleton Elementary School District for after school and summer recreation activities and school facilities within the Agua Fria School District for basketball and other indoor sports activities.

The Avondale environment is plentiful in open space that includes the Agua Fria, Salt and Gila Rivers, Monument Hill, Durango Channel, the Estrella Mountains, trails, wildlife and agricultural areas, and several community and regional parks. The General Plan 2030 identifies open space as important from a cultural, recreational, and environmental perspective. Therefore, regional planning efforts are stressed in this plan to protect and preserve the Agua Fria, Salt, and Gila Rivers.

These plans are described further in the following sections of this document, and offer coordinated recommendations and identify important linkages that connect Avondale's open space resources to regional resources.

2012 and 2017 City of Avondale Transportation Plan Update

The City of Avondale is currently in the process of updating the 2012 Transportation Plan. The Parks, Recreation, Libraries and Trails Master Plan Update will work with the Transportation Department to incorporate the newest transportation data and information as it is created.

The 2012 Transportation Plan Update was developed as a continuation of the Avondale Transportation Plan 2006, utilizing similar methodologies and procedures to reflect the changing socioeconomic conditions of the community and identify the transportation needs of the City for the 2030 horizon year. Most important to this Parks, Recreation, Libraries and Trails Master Plan Update is the inclusion of a bike and pedestrian level of service and needs analysis, as well as a commitment to the City's Complete Streets and Livable Communities program, and bike/pedestrian safety.

2009 Maricopa County Parks and Recreation Strategic System Master Plan, 2016 Comprehensive Plan Open Space Element, and 2004 Regional Trail System Plan

The Maricopa County Parks and Recreation Strategic System Master Plan, Comprehensive Plan Open Space Element, and the Regional Trail System Plan all provide regulatory policy for unincorporated lands within Maricopa County and policy guidelines for incorporated areas. A unifying element of all three documents is the need for coordination between jurisdictions to effectively integrate and protect the natural and open space areas within the County. One of the main goals of the Master Plan and Open Space Element is to establish regional open space connectivity and linkages for both recreation and wildlife. Of particular importance is the Sun Circle Trail because it is a metro-wide loop trail that connects the region to key natural resource parks - Estrella Mountain Regional Park, Base and Meridian Wildlife Area (Arizona Game and Fish), and South Mountain Park. The Sun Circle Trail is a loop trail through eleven

jurisdictions with a key missing link through Avondale along the Aqua Fria River. Further detail on Maricopa County's trails planning that requires Avondale's collaboration is found in the Trails Master Plan Chapter.

2013-2017 Arizona Statewide Comprehensive Outdoor Recreation Plan

The 2013-2017 update of Arizona's Statewide Comprehensive Outdoor Recreation Plan (SCORP) guides outdoor recreation managers and decision-makers on policy and funding issues. The SCORP is a mechanism by which the state's recreational resources and management issues can be viewed collectively. It provides decision-makers and outdoor recreation managers with a thoughtful analysis of the most significant outdoor recreation issues facing Arizona today and suggests strategies to address these issues during the next five years. Beyond the valuable data and analysis the SCORP provides, especially important to this Parks, Recreation, Libraries and Trails Master Plan Update, the Arizona State Parks Board administers several state and federal grant programs that provide funds to eligible entities for outdoor recreation, non-motorized trails, off-highway vehicle recreation, boating lake improvements, open space, and historic preservation projects. These grant resources remain an important potential source of funding for the implementation of the goals documented in this Master Plan update.

Currently the 2018-2022 update to SCORP is in a draft form after receiving public input. The goals of the update are:

- Establish outdoor recreation priorities
- Set evaluation criteria for federal Land and Water Conservation Fund (LWCF) grants
- Protect, conserve and manage Arizona's public lands
- Encourage connectivity state-wide
- Ensure access
- Elevate public input

General Plans Completed by Adjacent Jurisdictions

Updates have been made to each of the long-range plans developed for Avondale's

surrounding communities since the 2009 Parks, Recreation Facilities & Trails Master Plan was completed. The long-range planning efforts developed within the surrounding communities of Phoenix, Goodyear, Litchfield Park, and Tolleson remain important to the City of Avondale's future development and planning efforts.

Master Planned Communities

Several master planned communities in Avondale include parks and recreation facilities. One of the largest, yet-to-be-built master planned communities in Avondale is Lakin Ranch. The proposed Lakin Ranch development is approximately 1,179 acres in area. It is located in southern Avondale between Avondale Boulevard and Dysart Road from Sunland Ave to Illini Street, flanking Broadway road. The Lakin Ranch Development is proposing a mixed-use community respecting and incorporating the agrarian nature of the site to create a mix of commercial, residential, and public facilities such as schools and other municipal uses in response to the existing and future conditions of the region. Most important to the 2017 Master Plan Update, the overall open space concept of the development utilizes parks and trail corridors to provide connectivity community-wide and link all of the recreational amenities to all of the residents as well as connecting to all of Avondale and the Tres Rios Greenway. As a part of this master plan, a community park is planned. This park will be the third community park in Avondale in addition to the existing Friendship Park and Festival Fields. Programmed elements and amenities at the planned community park have not yet been identified. With this future community park, Avondale would have a community park north of I-10, another in central Avondale and a third in southern Avondale to significantly increase community park access to meet future growth.



REVIEW OF PLANS INCLUDED IN THE 2009 PARKS, RECREATION FACILITIES & TRAILS MASTER PLAN

2002 City of Avondale Tres Rios Greenway Specific Plan

As referenced in the City of Avondale's 2009 Parks, Recreation Facilities & Trails Master Plan and Avondale's General Plan 2030, the Tres Rios Plan continues to be an important document for the City of Avondale. The Tres Rios Specific Plan is a regional open space and trails plan that focuses on the three rivers that traverse Avondale - the Gila, Salt, and Agua Fria Rivers. The confluence of the three rivers occurs within the city boundaries and provides opportunities for open space, recreation, and non-motorized circulation throughout Avondale and the surrounding region. This Parks, Recreation, Libraries and Trails Master Plan Update continues to incorporate the Tres Rios Plan principles and standards for providing continuous, key linkages throughout the corridor and between the greenway and other pathway and trail systems in the region.

2006 Flood Control District of Maricopa County El Rio Watercourse Master Plan

2006 Flood Control District of Maricopa County El Rio Watercourse Master Plan was adopted formally by the City of Avondale, the

City of Buckeye, the City of Goodyear and the Flood Control District of Maricopa County and continues to be an important reference document for the City of Avondale and this Parks, Recreation, Libraries and Trails Master Plan Update. The primary goal of the El Rio Watercourse Master Plan (WCMP) was to provide flood protection while allowing for the long-term, multi-use function of the river corridor. The El Rio Plan outlines strategies to achieve the following goals: protection of life and property through improved flood control; economic development through increasing the value of local property and fostering a higher standard of living for area residents; environmental restoration; water quality improvement through creation of wetlands and open flow channels; and, the development of community recreational facilities, lakes and trails. In 2016, the El Rio Design Standards were approved by all agencies, providing further supporting details associated with the Watercourse Master Plan.

2001 Maricopa County Association of Governments West Valley Multi-Modal Transportation Corridor Master Plan

The primary purpose of the West Valley Multi-Modal Transportation Corridor Master Plan is to create a regional planning framework for a 42-mile shared-use trail network from New River Road to the confluence of the Agua



Fria and Gila Rivers (West Valley Corridor). Although not regulatory, the West Valley Multi-Modal Transportation Corridor Master Plan provides a concept, design guidelines, funding sources, and implementation tools for municipalities adjacent to the corridor to use when expanding their trail networks. This Parks, Recreation, Libraries and Trails Master Plan Update continues to incorporate these guidelines to assist in providing regional connectivity throughout the West Valley corridor.

1997 Maricopa County Association of Governments (MAG) Desert Spaces Plan

The MAG Desert Spaces Plan identifies and recommends conservation and management strategies for natural resources and open spaces critical to quality of life in the Valley. The Plan is intended for use by federal, state, county, and municipal agencies, and provides a non-regulatory framework for decision making and coordination of local and regional efforts directed toward establishing a viable open space system. This Parks, Recreation, Libraries and Trails Master Plan Update, along with Avondale’s General Plan, continues to incorporate many of the tools presented in the Desert Spaces Plan relative to the coordination of the regional trail system.

CONCLUSIONS

Coordination with neighboring jurisdictions and Maricopa County is important to strategic planning in the City of Avondale. There is tremendous opportunity for the City of Avondale to be a hub for regional trail systems throughout Maricopa County that connect Avondale’s municipal parks system to regionally significant natural resources at the confluence of the Aqua Fria, Gila and Salt Rivers at Estrella Mountain Regional Park, Base and Meridian and the Tres Rios Facility. The regional connectivity through Avondale supports goals in Avondale’s General Plan 2030 for continuing to be a healthy, sustainable community.

KEY FINDINGS

- *The City of Avondale’s 2009 Parks, Recreation Facilities & Trails Master*

Plan recommended a wide spectrum of recreational opportunities for all age groups and abilities, reflecting Avondale’s growing, vibrant community.

- *Avondale’s 2030 General Plan Update focused on the importance of creating an identity and establishing a new way for Avondale to grow as a healthy, sustainable city - healthy in terms of an individual’s well-being and sustainable in terms of a community’s strength. The Plan’s Recreational Amenities Element specifically identifies access to recreational amenities and facilities as a key strategy to increase physical activity and reduce the risk of chronic diseases.*
- *The City of Avondale is currently in the process of updating the 2012 Transportation Plan. This Master Plan Update will work with the Transportation Department to incorporate the newest transportation data and information as it is created. The 2012 Transportation Plan included a bike and pedestrian level of service and needs analysis, as well as a commitment to the City’s Complete Streets and Livable Communities program, and bike/pedestrian safety.*
- *The Maricopa County Parks and Recreation Strategic System Master Plan, Comprehensive Plan Open Space Element, and the Regional Trail System Plan all provide regulatory policy for unincorporated lands within Maricopa County and include unifying elements identifying the need for coordination between jurisdictions to effectively integrate and protect the natural and open space areas within the County.*
- *The long-range planning efforts developed within the surrounding communities of Phoenix, Goodyear, Litchfield Park, and Tolleson provide important insights into neighboring future development and planning efforts.*
- *Master planned communities provide the opportunity for new park facility development. One such community, Lakin Ranch provides the potential for a new community park to significantly increase community park access to residents.*



Trends in Parks, Recreation, Libraries and Trails



INTRODUCTION

The results of data-driven analyses provide insight into the City of Avondale's Parks, Recreation and Library Department's operations, specifically the analyses of programs, operations, benchmarking, funding and resources, facility inventory, and level of service. The analyses reflect many of the trends that the parks and recreation industry is experiencing nationally. The review of national trends informs the interpretation of the local analyses. This interpretation is also aided by a review of local trends within the City, metropolitan area and state.

NATIONAL TRENDS IN PARKS AND RECREATION AGENCIES

The National Recreation and Parks Association (NRPA) provides research reports on timely topics and challenges in the parks and recreation industry. Over the last five years, the NRPA has identified key trends in the industry:

- Using data to guide operations
- Public health and wellness
- Conservation
- Active transportation
- Economic impact of parks
- Park-based community events
- Social equity
- Broad support for parks, recreation and libraries
- 'Doing more with less'
- Programming changes over time
- Trends in sports

USING DATA TO GUIDE OPERATIONS

The NRPA's 2016 'Using Data at Parks and Recreation Agencies' reports the results of a national survey to reveal how parks and recreation agencies are embracing data. The key findings of the research indicate:

- Park and recreation agencies are using data to support a number of key areas, including master planning, to measure facility usage, to inform programming decisions and to support current/increased funding.
- Park and recreation agencies are using a mix of internally collected data and information from other agencies and other

third-party resources.

- Much of the data analysis is performed by department/program managers, frequently with Excel as the primary analysis tool.
- Two in five park and recreation agencies currently use dashboards to share key performance metrics and other insights with stakeholders.
- Park and recreation agencies lack time, resources and internal analytical skills to conduct proper analysis and are overwhelmed by the amount of data available to them today.

The City of Avondale Parks, Recreation and Libraries Department is currently making the transition towards more data-driven decision making. With an established Geographic Information System (GIS) Manager position, current GIS-based inventory, digital library collection and resources, and online program registration software, Avondale's Parks, Recreation and Libraries are positioned to advance the use of data in programming, operations, and planning decisions.

PUBLIC HEALTH AND WELLNESS

Public health and wellness is one of the three pillars of NRPA's program for impacting communities. Public park and recreation agencies create healthy communities and play a fundamental role in enhancing the physical environments in which we live. Through facilities, outdoor settings, and services provided, they support good health for people of all abilities, ages, socio-economic backgrounds, and ethnicities. They foster change through collaborative programs and policies that reach a vast population to:

- Help reduce obesity and incidence of chronic disease by providing opportunities to increase rigorous physical activity in a variety of forms;
- Provide a connection to nature which studies demonstrate relieves stress levels, tightens interpersonal relationships, and improves mental health;
- Aid in reducing hunger in America and increasing access to nutritious food options; and
- Foster overall wellness and healthful

Table 3.1 - City of Avondale, Arizona's Sports and Leisure Trends

ACTIVITY	PERCENT
PARTICIPATED IN AEROBICS IN LAST 12 MONTHS	8.6%
PARTICIPATED IN BASKETBALL IN LAST 12 MONTHS	8.5%
PARTICIPATED IN BICYCLING (MOUNTAIN) IN LAST 12 MONTHS	4.4%
PARTICIPATED IN BICYCLING (ROAD) IN LAST 12 MONTHS	9.1%
PARTICIPATED IN FOOTBALL IN LAST 12 MONTHS	4.9%
PARTICIPATED IN FRISBEE IN LAST 12 MONTHS	4.3%
PARTICIPATED IN GOLF IN LAST 12 MONTHS	9.0%
PARTICIPATED IN HIKING IN LAST 12 MONTHS	9.3%
PARTICIPATED IN JOGGING/RUNNING IN LAST 12 MONTHS	14.5%
PARTICIPATED IN PILATES IN LAST 12 MONTHS	2.6%
PARTICIPATED IN SOCCER IN LAST 12 MONTHS	4.6%
PARTICIPATED IN SOFTBALL IN LAST 12 MONTHS	3.4%
PARTICIPATED IN SWIMMING IN LAST 12 MONTHS	15.2%
PARTICIPATED IN TENNIS IN LAST 12 MONTHS	3.9%
PARTICIPATED IN VOLLEYBALL IN LAST 12 MONTHS	3.6%
PARTICIPATED IN WALKING FOR EXERCISE IN LAST 12 MONTHS	25.5%
PARTICIPATED IN WEIGHT LIFTING IN LAST 12 MONTHS	10.2%
PARTICIPATED IN CANOEING/KAYAKING IN THE LAST 12 MONTHS	4.8%
PARTICIPATED IN FISHING IN THE LAST 12 MONTHS	10.7%
PARTICIPATED IN WEIGHT LIFTING IN THE LAST 12 MONTHS	10.2%

Source: Data collected by GfK MRI in a nationally representative survey of U.S. households. ESRI forecasts for 2015 and 2020.

habits, such as becoming tobacco-free and engaging in enrichment opportunities that add balance to life.

Research has shown that a person's physical activity level, which by extension is a large determinant of their overall health, is correlated with many factors, including education, income, number of household members, and gender. According to the Centers for Disease Control and Prevention in *"Physical Activity and Good Nutrition: Essential Elements to Prevent Chronic Diseases and Obesity, At a Glance 2008"*:

"Despite the proven benefits of physical activity, **more than 50% of U.S. adults do not get enough physical activity** to provide health benefits; **25% are not active at all** in their leisure time."

"Activity decreases with age, and **sufficient activity is less common among women than men and among those with lower incomes and less education.**"

"**About two-thirds of young people in grades 9-12 are not engaged in recommended levels of physical activity.**"



Specifically, in Arizona, according to the CDC's Physical Activity statistics, in 2013/2014 (the latest years the data is available for the state), 51.9% of respondents met the recommended physical activity objectives through lifestyle activities (i.e. household, transportation, or leisure-time activities). However, when specifically focusing on leisure-time physical activity, 21.2% of the respondents noted no leisure-time physical activity within the previous month.

Sports and leisure trends in Avondale, however, are positive. In the last 12 months, Avondale residents have been walking, biking, swimming, lifting weights and more. Table 3.1 shows the percentage of Avondale residents engaged in a particular activity within the last 12 months.

According to the Centers for Disease Control and Prevention in "Physical Activity and Good Nutrition: Essential Elements to Prevent Chronic Diseases and Obesity, at a Glance 2008", the availability of opportunities to engage in physical activity is positively correlated with the amount of physical activity people engage in. Therefore, while the natural setting and mild climate of Arizona encourages physical activities, the availability of local and accessible parks and recreation services are also vital to increasing physical activity across all age sectors and plays a key role in reducing obesity rates.

The City of Avondale's Parks, Recreation, and Library Department is experiencing this trend towards collaborating to advocate for public health and wellness. This is a trend most apparent in the City's 2030 General Plan. The City is also establishing partnerships that will play a major role in making Avondale a healthier community for decades.

CONSERVATION

Conservation is one of the NRPA's three pillars for impacting communities. It is the NRPA's mission that:

"Public parks and recreation at all levels should support the conservation and stewardship of land, water, and natural resources. Parks and public

lands serve an essential role in preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing open space for current and future generations. Parks provide an essential connection for Americans of all ages and abilities to the life-enhancing benefits of nature and the outdoors.

As the largest source of open space land in the country, parks and public lands are critical to the quality of life for all Americans. The quality of life for every person in every community is improved by clean, green, and accessible parks and open space.

Parks are key to ensuring the health of our environment because they play a critical role in maintaining healthy ecosystems, providing clean water and clean air, and enabling conservation of natural resources. Park and recreation professionals should become leaders in protecting open space for the common good, and actively lead in sustainably managing and developing land and resources for public use and environmental conservation for the benefit of the public and the resources. In addition, park and recreation professionals should provide education and interpretation of the value of conservation to the public, connect children and youth to nature and the outdoors, and coordinate environmental stewardship with other public and nonprofit entities."

Avondale is a diverse community where residents live in harmony with their natural environment. The Avondale environment is plentiful in open space which includes the Agua Fria, Salt and Gila Rivers, Monument Hill, Durango Channel, the Estrella Mountains, trails, wildlife and agricultural areas, and several community and regional parks nearby. Together, these resources provide magnificent views, recreational opportunities, and valuable wildlife habitat. They also represent an important component when it comes to creating a healthy lifestyle for Avondale. The Parks, Recreation and Library department has partnered with schools, community benefactors, and private development to ensure that existing open space is protected and that future open space is dedicated. The potential to increase collaboration with local partners to provide and maintain areas of open space, especially around the Agua

Fria, Salt and Gila Rivers is available and is recommended.

SOCIAL EQUITY

Social equity is one of the NRPA's three pillars for impacting communities. The NRPA's position is:

“Our nation’s public parks and recreation services should be equally accessible and available to all people regardless of income level, ethnicity, gender, ability, or age. Public parks, recreation services and recreation programs including the maintenance, safety, and accessibility of parks and facilities, should be provided on an equitable basis to all citizens of communities served by public agencies. Social equity is a critical responsibility borne by every public park and recreation agency and the professionals that operate them. It is a right, not just a privilege, for people nationwide to have safe healthful access to parks and recreation.”

The NRPA believes park and recreation agencies, through the provision of equal access to parks and recreation, should cultivate community ties through programs and services for all which produces public benefits by connecting people more deeply to the fabric of the community. This sense of connectedness makes communities livable and desirable.”

Avondale's commitment to creating sustainable communities, defined by the City's General Plan as, “urban, suburban, and rural places that successfully integrate housing, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of economic competitiveness and revitalization, social equity, inclusion and access to opportunity, energy use and climate change, and public health and environmental impact” is one way the City is working toward a socially equitable environment for residents and visitors. Avondale's Parks, Recreation and Library Department has also long supported social equity in Avondale's diverse community with affordable fees for programs and services that are accessible community-wide and with partnerships with local social service agencies. Continued success in supporting social equity can be informed by data-driven

analyses of programs and participation and level of services analyses that identify gaps in service.

ACTIVE TRANSPORTATION

NRPA's report, 'Active Transportation and Parks and Recreation', addresses the national trend of multi-purpose paths being part of a larger community interest in multi-modal transportation. Community-wide systems to advance multi-modal transportation require collaboration between transportation departments and parks and recreation departments. The benefits of this collaboration are consistent with the mission of the parks and recreation industry. The benefits are:

- Active transportation stimulates local economies through job creation, commercial business development and real estate values.
- Active transportation infrastructure builds healthy communities by encouraging physical activity as part of daily life.
- Active transportation promotes conservation and environmental sustainability by reducing air and water pollution and minimizing congestion.
- Active transportation provides transportation access to all citizens regardless of age, gender, socioeconomic status or disability.

The City of Avondale's multi-modal transportation system continues to be developed and improved with consideration for non-motorized transportation. More focus on this area will expand the opportunity to implement context sensitive strategies to develop the transportation system mindful of all modes accessible to users of all ages and abilities. Avondale's Parks, Recreation, and Libraries department has the opportunity to play a role in supporting and promoting a healthy public. By working with the Development and Engineering Services Department, fitness and health can be promoted through the provision of safe, functional, and convenient pedestrian and bicycle facilities. The continued development of Avondale's multi-modal transportation system is an important effort that responds



to the community's priority for investment in connectivity. The collaboration between the Avondale Development and Engineering Services Department and the Parks, Recreation and Libraries Department is evident in the timing of each department's master plan update. Both departments have developed their master plan update simultaneously so that alternate modes transportation and multi-use path planning have been developed in concert.

ECONOMIC IMPACT OF PARKS

NRPA's study, 'Economic Impact of Parks', responds to a national trend toward quantifying the benefits of parks and recreation to the economic health of a community. According to NRPA, "America's local and regional public park agencies generated nearly \$140 billion in economic activity and supported almost 1 million jobs from their operations and capital spending alone in 2013. When the spending at local and regional parks is combined with that of national and state parks, public parks are responsible for more than \$200 billion in annual economic activity."

Key findings from the report include:

- Local and regional public park agencies directly provided more than 356,000 jobs in the United States during 2013, equating to nearly \$32.3 billion in operations spending.
- Operations spending by park agencies generated nearly \$80.0 billion in total economic activity, boosted the gross domestic product (GDP) by \$38.8 billion and supported nearly 660,000 jobs that paid in excess of \$24 billion in salaries, wages and benefits.
- Local and regional park systems spent an estimated \$22.4 billion on capital programs, leading to about \$59.7 billion in economic activity, a contribution of \$29.2 billion to the GDP, \$19.6 billion in labor income and more than 340,000 jobs.
- In total, the nation's local and regional public park agencies spent nearly \$54.7 billion in 2013, leading to \$139.6 billion in economic activity, just under \$68.0 billion

in contributions to the GDP, and nearly 1 million jobs that generated labor income of \$43.8 billion in 2013.

Avondale's 2030 General Plan states the City's goal to "establish an Avondale identity based on a healthy lifestyle that promotes land uses which foster an economically sustainable and socially dynamic community." By providing community parks such as Friendship Park, and regional sports centers such as Festival Fields, along with access to many free and low-cost recreation activities, such as biking, birding, exercising, exploring nature, reading, gardening, hiking, picnicking and walking, parks, recreation facilities, libraries and trails in Avondale generate numerous economic benefits. According to reports on the economic benefits of park systems across the country by the Trust for Public Land, "Park amenities improve human health, attract visitors, boost spending at local businesses, support local jobs, create local tax revenue, and enhance property values.

These amenities also offer an array of recreational opportunities, filter air pollutants, retain stormwater, and improve quality of life which drives economic development by attracting businesses and employees." (The Economic Benefits of Plano's Parks and Recreation System, 2017; The Economic Benefits of Colorado Spring's Parks and Recreation System, 2017; The Economic Benefit of Parks and Recreation in San Jose, CA) Through the continued development of parks, recreation facilities, libraries and trails, the City of Avondale will help to attract new businesses, tourism dollars, new residents, and new employment to the City.

PARK-BASED COMMUNITY EVENTS

Here in Arizona, many people participate year-round in events and festivals organized by their local communities — often by their local park and recreation departments. A recent online survey conducted by the NRPA found that the most popular community-based, summertime events include Fourth

of July celebrations, farmer's markets and outdoor movies/concerts.

Key findings from the NRPA survey indicated that the following events are the most popular nationally:

- 56% indicated that they plan to attend a Fourth of July or other holiday celebration
- 46% indicated that they plan to attend a farmer's market
- 34% indicated that they plan to attend an outdoor movie/concert
- 33% indicated that they plan to attend a carnival/fair
- 31% indicated that they plan to attend a food festival

The City of Avondale Parks, Recreation and Libraries Department puts on several well attended events throughout the year that act to bring the community together, draw visitors, and promote healthy lifestyles:

- Billy Moore Days
- Avondale Veteran's Day Fun Run & Challenge
- WinterFest
- Tale of Two Cities Parade & Festival - An International Celebration
- Tres Rios Nature Festival
- KidFEST
- Avondale Fiesta
- Memorial Day Celebration
- Neighborhood Movie Nights
- Performing Arts Events

These special events are an important part of Avondale's public service and community engagement. Results of the 2017 intercept questionnaires, a component of the community outreach for this Master Plan Update, reveal that special events are respondents' second most important program or activity in Avondale's parks, recreation and library system. Special events are the most important program/activity for thirty-nine percent (39%) of the intercept questionnaire respondents, giving special events the second highest ranking after youth sports (47%). These special events serve to unite the Avondale community and create public support for Avondale's parks, recreation, libraries and trails facilities, services and programs.

BROAD SUPPORT FOR PARKS AND RECREATION

The NRPA's report, 'Americans' Broad-Based Support for Local Recreation and Park Services', is part of a national trend to document the strong public support that exists for parks and recreation. Key findings from the report are:

- An overwhelming majority of Americans assert that they personally benefit from local parks and that their communities benefit from local parks.
- Americans are in agreement that NRPA's Three Pillars—Conservation, Health & Wellness and Social Equity—are chief priorities for local parks.
- Parks are a great value: 4 in 5 Americans concur that local parks are well worth the tax dollars spent on them.
- This passion for local parks has gone unabated over the past 25 years, even with dramatic demographic shifts in the United States and the ways technology transformed how we interact with others and entertain ourselves.
- Support for local parks is widespread, spanning different age groups, income strata, household types and political affiliations.

'DOING MORE WITH LESS'

Parks and recreation agencies across the nation are being asked to do more with less. Agencies are asked to oversee the operation and maintenance of diverse facilities and responsibilities in addition to their traditional role. With limited resources, parks and recreation departments are increasingly collaborating with other departments, community partners and the private sector to provide parks and recreation services and facilities. (NRPA Field Report 2016)

A trend in parks and recreation in Arizona, as well as across the country, is to partner with community organizations or contract with vendors to outsource facilities maintenance, programs or services to meet the community's recreational needs while adhering to standards of fiscal responsibility. Examples of Arizona's jurisdictional



partnering or outsourcing include:

- Partnering with non-profits to provide programming in neighborhood centers.
- Partnering with Homeowners Associations to provide neighborhood park amenities or trails through residential planned area development.
- Partnering with regional jurisdictions to develop trails and regional connectivity.
- Contracting with the private sector for maintenance or operations of parks or recreation facilities.
- Enlisting volunteers for program and facility support.
- Leasing facilities to user groups (e.g. leasing aquatics centers to swimming teams or baseball tournament sites to tournament providers).
- Developing joint use agreements with the community’s public schools to provide public park access to playgrounds when school is not in session.

Avondale is a community that provides some of its neighborhood-level park amenities through the development of neighborhood parks that are built and maintained by private developers of residential communities. This approach to supplementing the parks system that is owned and operated by the City of Avondale is one that is becoming increasingly common in the parks and recreation industry because it allows for levels of service to increase as residential demand increases.

With neighborhood park classifications that are established as part of an approved Master Plan, the City of Avondale can continue to expand its level of service in concert with community growth by developing neighborhood parks through planned area develops. Defining a neighborhood park classification ensures that quality neighborhood recreation amenities that are maintained by a Home Owners Association are provided to neighborhoods and allows the City of Avondale to focus its resources on the operations and maintenance of larger, more regional parks with more complex recreation amenities.

CHANGES IN PROGRAMMING OVER TIME

Programming is the largest generator of revenue for most agencies. The challenge facing many agencies with limited budgets is what to do about providing programs that generate lower revenue. Nationally, program attendance has stabilized since coming out of the recession, and has increased for the median quartile of agencies nationwide.

Nationally, facility-based programs have been in increasing across all types of classes. Organized team sports, fitness classes, and martial arts have had the largest increase while golf, water safety, and social recreational events have had the largest decreases in programs offered by

Table 3.2 - Percent of Department Offering Activity Type

ACTIVITY	PERCENT OF DEPARTMENTS OFFERING THE ACTIVITY IN 2010	PERCENT OF DEPARTMENTS OFFERING THE ACTIVITY IN 2016
AQUATICS/WATER SAFETY	78	73
FITNESS ENHANCEMENT CLASSES	88	90
ORGANIZED TEAM SPORTS	83	91
GOLF	62	36
HEALTH AND WELLNESS EDUCATION	90	89
SOCIAL RECREATION EVENTS	74	52
MARTIAL ARTS	71	74

Source: NRPA’S Park Metrics Data

agencies. Total park attendance has declined or remained static since 2010. One of the methods used to boost program and parks attendance is by partnering with outside organizations and foundations.

Participation in programming over the last ten years can be examined on a national scale using NRPA's Park Metrics data. There is a trend nationally of agencies offering fewer programs in individual activities such as golf,

water safety and martial arts, for example, and more programs in organized team sports.

Participation in programming nationally can be examined using Park Metrics data. Park Metrics data indicate that in medium sized parks and recreation departments (i.e. the median quartile of department sizes) that serve between 50,000-99,999 residents, participation in programs, classes and events dropped during the recession and by 2014 had returned to pre-recession levels.

Table 3.3 - Total Annual Attendance in Programs, Classes and Events in Median Sized Departments Across the Nation

2010	2011	2012	2013	2014
25,812	15,160	22,000	24,000	26,500

Although park attendance has generally declined or remained static nationwide, 36% of respondents to the intercept questionnaire visit City of Avondale parks and park amenities such as sports fields and playgrounds 1-2 times per week. However, another 31% of respondents replied that their household only uses Avondale parks and park amenities a few times per year.

many respondents ranked youth sports as the most important City of Avondale program or activity to their household (47%), and 34% ranked children's classes and clubs as most important to their household. Special events are also valued by questionnaire respondents; 39% chose special events and 33% chose library special events as the program or activity most important to their household.

Results of the intercept questionnaire reflect the national trend toward group-oriented programming and organized team sports;



TRENDS IN SPORTS

Participation in Youth Sports

The Sports and Fitness Industry Association (SFIA) tracked youth team sports between 2009 to 2014. Their report indicates a decline of 9.09% over the seventeen sports tracked. Table 3.4 lists the percent change in participation between 2009 and 2014 in youth team sports.

Table 3.4 - Trends in Youth Team Sport Participation for 6 - 17 Year-Old Children, 2009-2014

SPORT	PERCENT CHANGE IN PARTICIPATION
BASEBALL	- 4.3%
BASKETBALL	-6.8%
FOOTBALL (TACKLE)	-17.9%
FOOTBALL (FLAG)	-32.4%
GYMNASTICS	11.9%
SOCCER (OUTDOOR)	-8.4
SOFTBALL (SLOW PITCH)	-11.2%
SOFTBALL (FAST PITCH)	1.6%
VOLLEYBALL (COURT)	-21.6
VOLLEYBALL (SAND)	22.6

Source: NRPA'S Park Metrics Data Trends in US Team Sports Report (<http://www.engagesports.com/blog/post/1488/youth-sports-participation-statistics-and-trends>)

According to results from the SFIA study, getting children and parents excited again about playing team sports and getting children involved in a wider variety of sports are priorities for reversing the decline of participation.

Soccer

Youth soccer has risen in popularity over the past forty years. As of 2014, US Youth Soccer reports membership over 3 million. The trend in youth soccer saw a dip during the recession. From 2000 to 2008 membership



in US Youth Soccer rose. Membership peaked in 2008 at 3.15 million members. From 2008 to 2013 membership declined to a low of 2.8 million in 2013. Membership has increased as of 2014 to back over 3 million. Arizona has over 50,000 members. Nationally, the gender breakdown of boys and girls playing soccer is 66% vs. 52% (<http://www.statisticbrain.com/youth-sports-statistics/>).

Youth sports, soccer, and organized recreation appear to be valued highly by Avondale residents as well. 15% of respondents from the intercept questionnaire ranked soccer/football/rugby fields as the most important City of Avondale park or park facility to their household, and 31% of respondents ranked organized sports as the primary reason their household has used City of Avondale park facilities or amenities.

Pickleball

Pickleball is one of the fastest growing recreational sports in the country. Membership in the United States of America Pickleball Association (USAPA) doubled between 2010 and 2013. It is extremely popular among seniors. Over 70% of players nationwide are over the age of 60. Many seniors transition from tennis because pickleball reduces strain on the body. The number of pickleball courts has also increased to meet the growing demand. Places to play the sport have tripled from under 1,000 in 2010 to over 3,000 currently. The City of Avondale recently transformed its tennis

courts at Friendship Park to accommodate pickleball players. Avondale residents can also play indoors at the Avondale Sports Center (Randall McDaniel Sports Complex).

CONCLUSIONS

National and local trends help to inform Avondale parks, recreation, libraries, and trails operations analyses and lead to effective recommendations for strategic action for the future. Many national trends are mirrored by local parks and recreation changes over time. Programming is an aspect of the parks and recreation industry that changes over time with national and community interests in sports and other activities. It's important to

track trends over time to best deliver facilities and programs that most effectively meet the community's needs and are the most effective investment in public funding.

SOURCES

Bloomberg (2014), <http://www.bloomberg.com/news/articles/2014-01-16/golf-course-closings-outpace-openings-for-eighth-straight-year> , Michael Buteau
Crompton (2009), Strategies for Implementing Repositioning of Leisure Services - Managing Leisure 14, pg 107
NGF, 2013 <http://ngfdashboard.clubnewsmaker.org/>



Community Outreach



INTRODUCTION

Community outreach is a key component to the City of Avondale Parks, Recreation Facilities & Trails Master Plan Update. The team's approach to community outreach includes a questionnaire made available to parks, recreation and library users at stakeholder meetings, the March meeting of the Parks, Recreation and Libraries Advisory Board, Avondale's libraries and Community/Senior Center and two special events, the Tres Rios Festival and Kid Fest! Overall, 268 questionnaires have been completed. The results of this questionnaire are presented here.

The community outreach questionnaire is a tool that is used to guide interactions with community stakeholders and park users. The questionnaire is an effective way to record input from community stakeholders. The community outreach questionnaire is a tool that is separate and distinct from the Citizen Survey described in the next Chapter. The Citizen Survey is a statistically valid survey mailed to randomly selected Avondale households. The community questionnaire is not statistically valid or random and serves as a complement to other aspects of the Master Plan Update including the Citizen Survey.

METHODOLOGY

Representatives from Norris Design attended the Tres Rios Festival and KidFest! to administer intercept questionnaires via hard copy to attendees. Questionnaires were distributed via hard copy to attendees at two stakeholder focus groups and the March Parks, Recreation and Libraries Advisory Board meeting. Hard copy questionnaires have been located at Sam Garcia Library, Avondale Civic Center Library, and the Community/Senior Center for patrons to complete and return to Avondale staff. Questionnaires were also available online through the City of Avondale website and through the A-Voice program. Each questionnaire included thirteen questions and took less than five minutes to complete. The

questionnaires were then analyzed to identify trends and verify data.

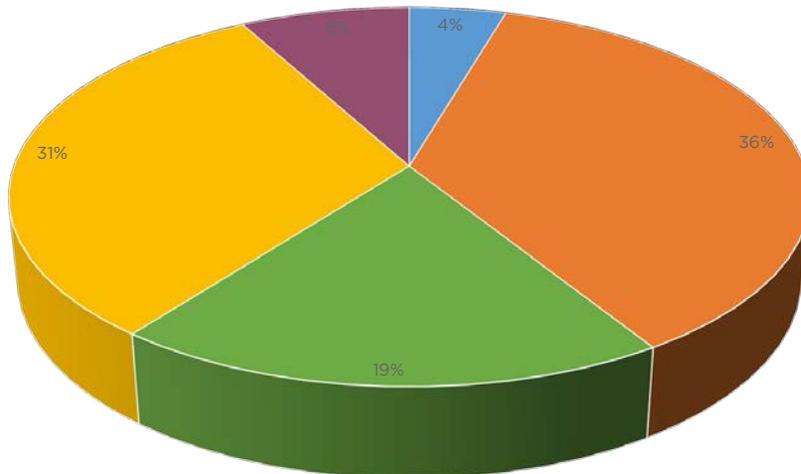
QUESTIONNAIRE RESULTS TO DATE

Overall, 268 questionnaires were returned. One-hundred and twenty (120) questionnaires were collected at Tres Rios Nature Festival, which took place at Base and Meridian Wildlife Recreation Area, on March 4th, 2017. Seventy-eight (78) questionnaires were collected at Kid Fest! A Celebration of the Young Child, which took place at Friendship Park on March 19, 2016. On the same morning, thirty-three (33) questionnaires were completed by attendees at a Little League Clinic at Friendship Park. The remaining 37 questionnaires were completed as a part of the two stakeholder focus groups (March 8, 2017), one Advisory Board meeting (March 8, 2017), and responses from Avondale facilities patrons (as of May 1, 2017). Below is a complete break-down of results from each question included in the questionnaire.

Table 4.1 - Completed Questionnaires

SITE	NUMBER OF QUESTIONNAIRES	LOCATION	DATE
TRES RIOS NATURE FESTIVAL	120	BASE AND MERIDIAN WILDLIFE RECREATION AREA	MARCH 4, 2017
KID FEST! A CELEBRATION OF THE YOUNG CHILD	78	FRIENDSHIP PARK	MARCH 19, 2017
LITTLE LEAGUE CLINIC	33	FRIENDSHIP PARK	MARCH 19, 2017
STAKEHOLDER FOCUS GROUPS	22	CITY HALL	MARCH 8, 2017
ADVISORY BOARD MEETING	6	CITY HALL	MARCH 8, 2017
CITY OF AVONDALE FACILITIES	9	LIBRARIES AND COMMUNITY CENTER	MARCH 2017 TO JULY 2017
TOTAL QUESTIONNAIRES	268		

1a. How often does your household visit City of Avondale parks and park amenities (e.g. picnicking, sports fields, playgrounds)?

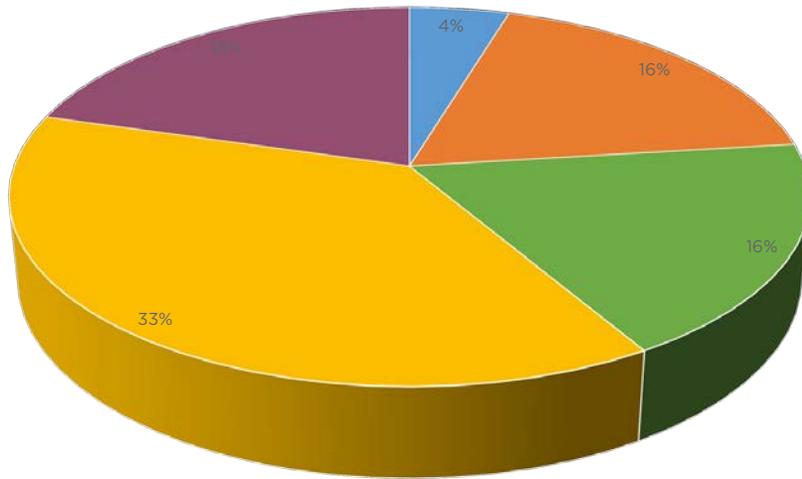


The majority of respondents were found to use parks and park amenities at least a few times per year (92%).

■ Everyday ■ 1-2 Times a week ■ Once a month ■ A few times a year ■ Never



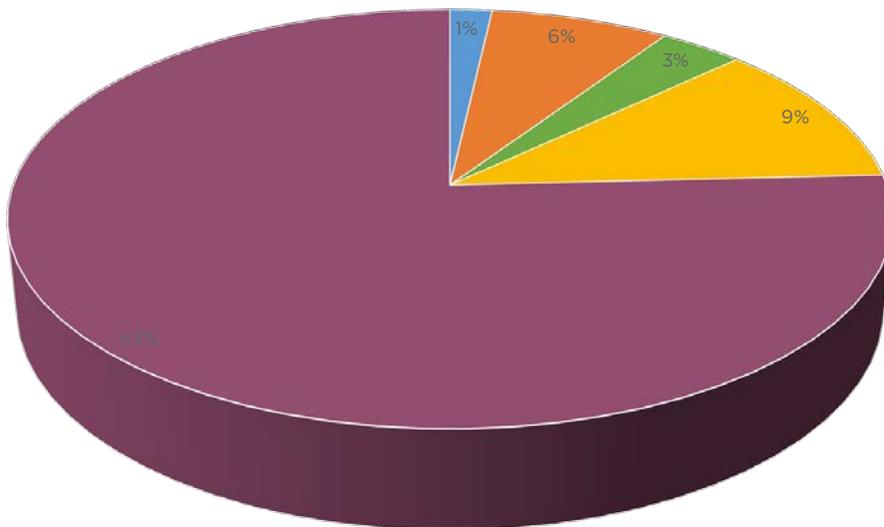
1b. How often does your household visit City of Avondale trails, greenways, walking/ biking paths?



The majority of respondents were found to use trails, greenways, or walking/biking paths at least a few times per year (69%).

■ Everyday ■ 1-2 Times a week ■ Once a month ■ A few times a year ■ Never

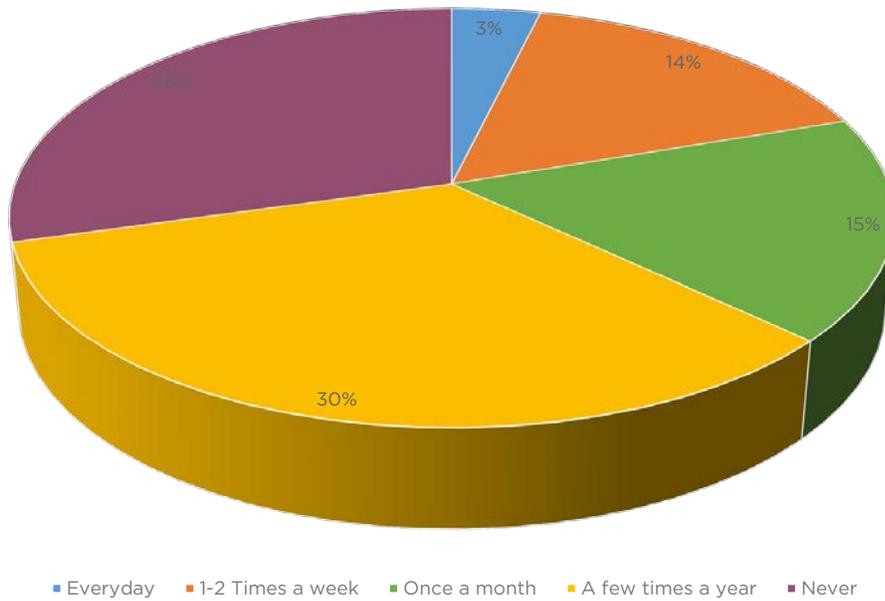
1c. How often does your household visit the Avondale Community/Senior Center?



Nineteen percent (19%) of respondents were found to use Avondale Community/Senior Center at least a few times per year.

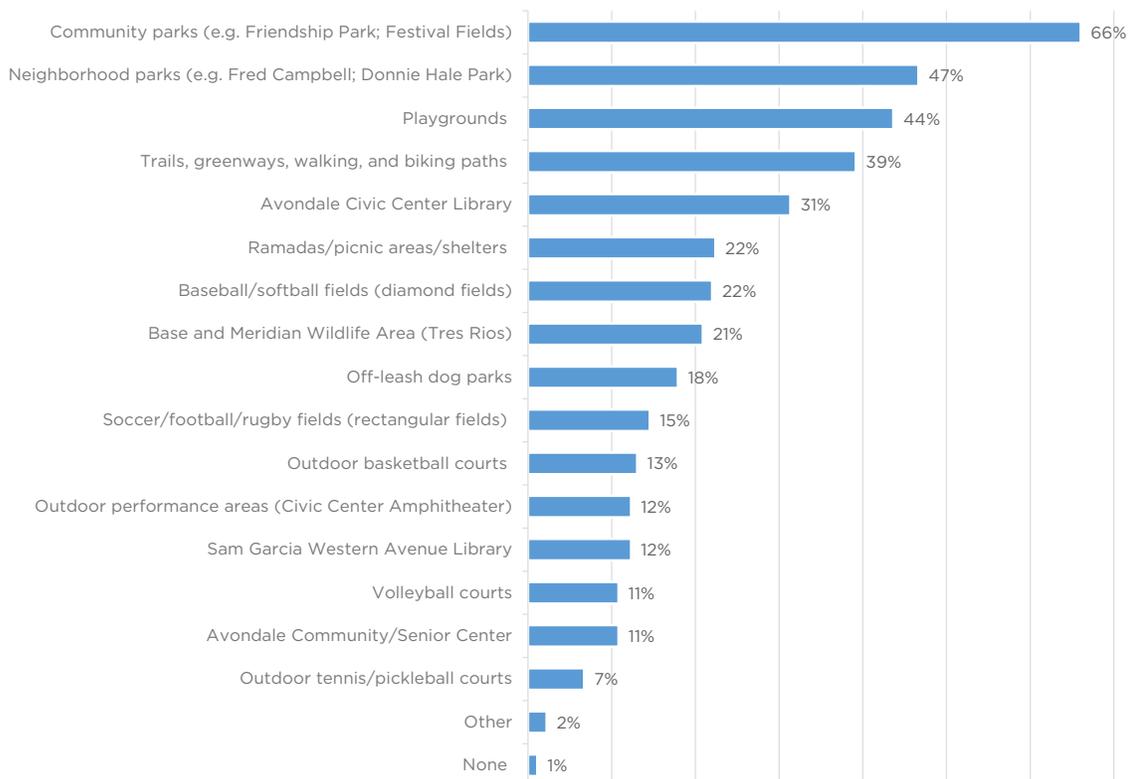
■ Everyday ■ 1-2 Times a week ■ Once a month ■ A few times a year ■ Never

1d. How often does your household visit City of Avondale libraries, e.g. Sam Garcia Western Avenue or Civic Center Libraries?



The majority of respondents were found to use City of Avondale libraries at least a few times per year (62%).

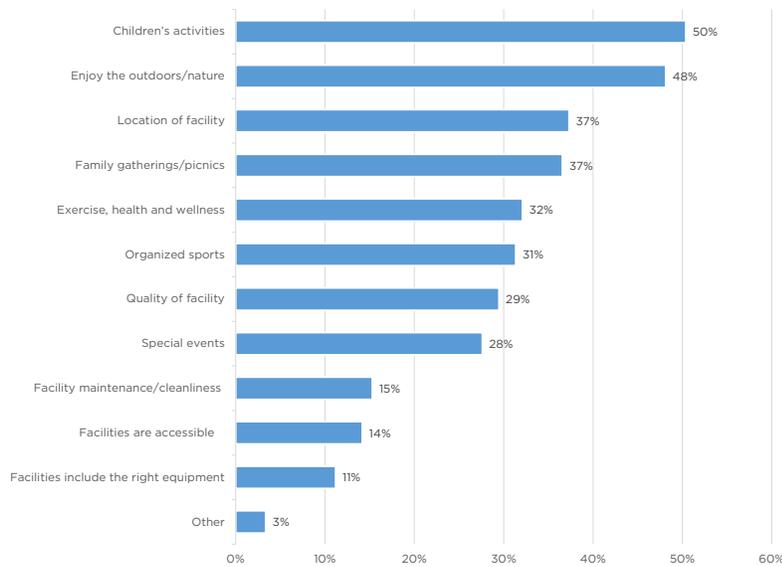
2. What City of Avondale FACILITIES OR AMENITIES are the most important to you and your household? (Pick three)



When asked which City of Avondale Facilities or Amenities are the most important to their household, the top four responses are community parks, neighborhood parks, playgrounds and trails. Community parks (i.e. Friendship Park; Festival Fields) received the most responses (66%), neighborhood parks (e.g. Fred Campbell; Donnie Hale Park) received the second most responses (47%), playgrounds received the third most responses (44%) and trails received the fourth ranked spot at (39%).

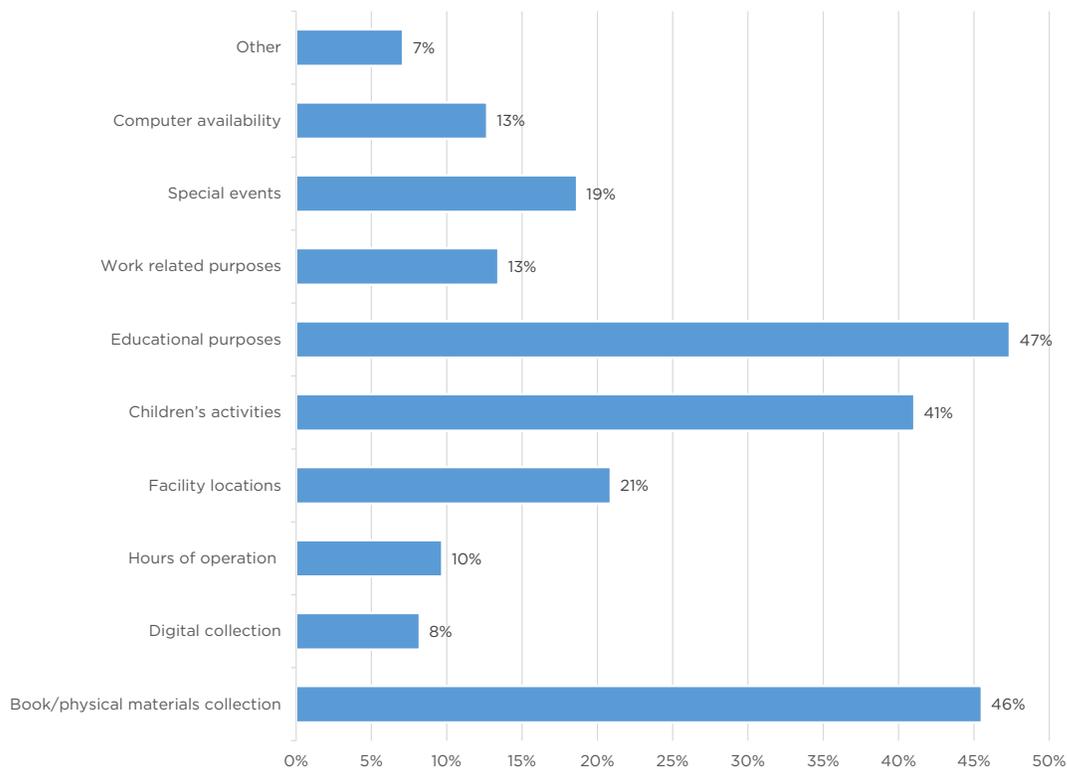


3. What are the primary reasons you and members of your household have used City of Avondale OUTDOOR PARK FACILITIES OR AMENITIES? (Pick three)



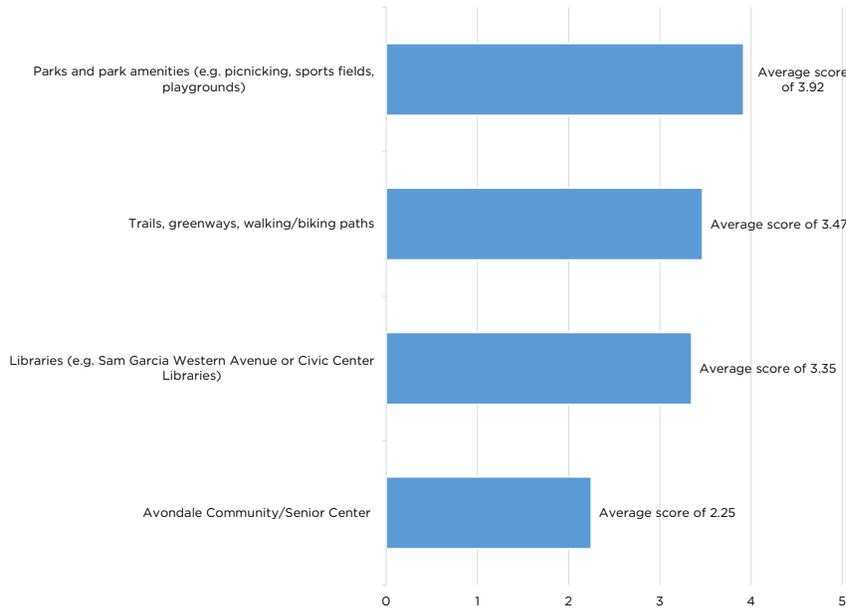
When asked about the primary reasons for using City of Avondale facilities or amenities for their household, respondents listed children's activities, enjoy the outdoors, location of facility and family gatherings/picnics as their top four reasons. 'Children's activities' received the most responses (50%), followed by 'enjoy the outdoors/nature' (48%), 'location of facility' (37%) and 'family gatherings/picnics' (37%).

4. What are the primary reasons you and members of your household have used City of Avondale LIBRARIES? (Pick three)



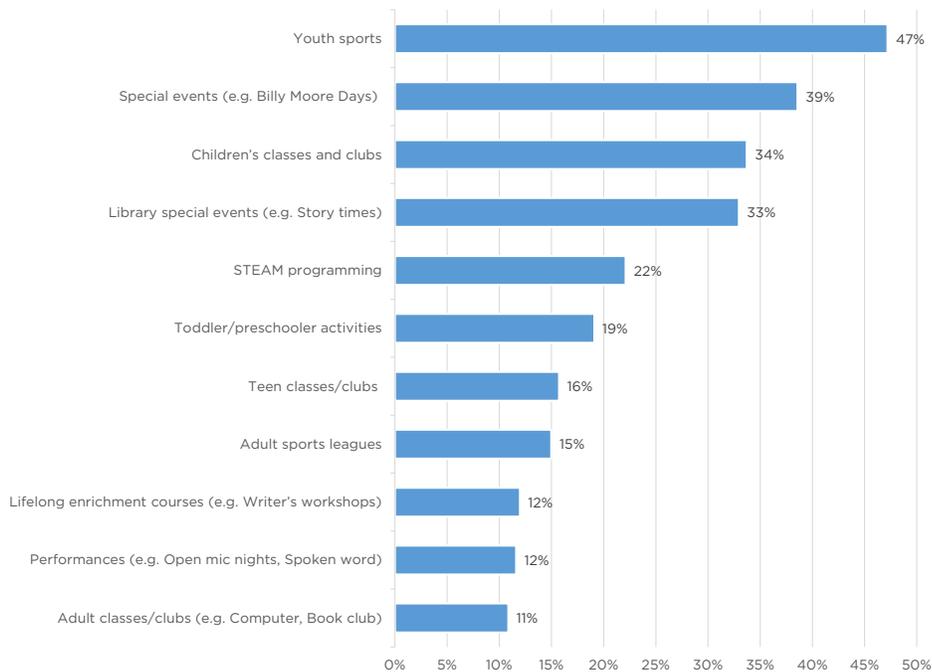
When asked about the primary reasons for using City of Avondale Libraries, respondents listed these top four: educational purposes, book/physical materials collection, children's activities and facility locations. 'Educational purposes' is ranked highest (47%), followed by 'book/physical materials collection' (46%), and 'children's activities' (41%).

5. How do you rank the quality of the City of Avondale’s FACILITIES on a scale of 1 to 5, with 5 being excellent and 1 being poor?



When asked about the quality of the City of Avondale’s FACILITIES on a scale of 1 to 5, respondents gave parks and park amenities (e.g. picnicking, sports fields, playgrounds) the highest rating (3.92 average). Trails, greenways, walking/biking paths received a 3.47 average, and libraries (e.g. Sam Garcia Western Avenue or Civic Center Libraries) received a 3.35 average.

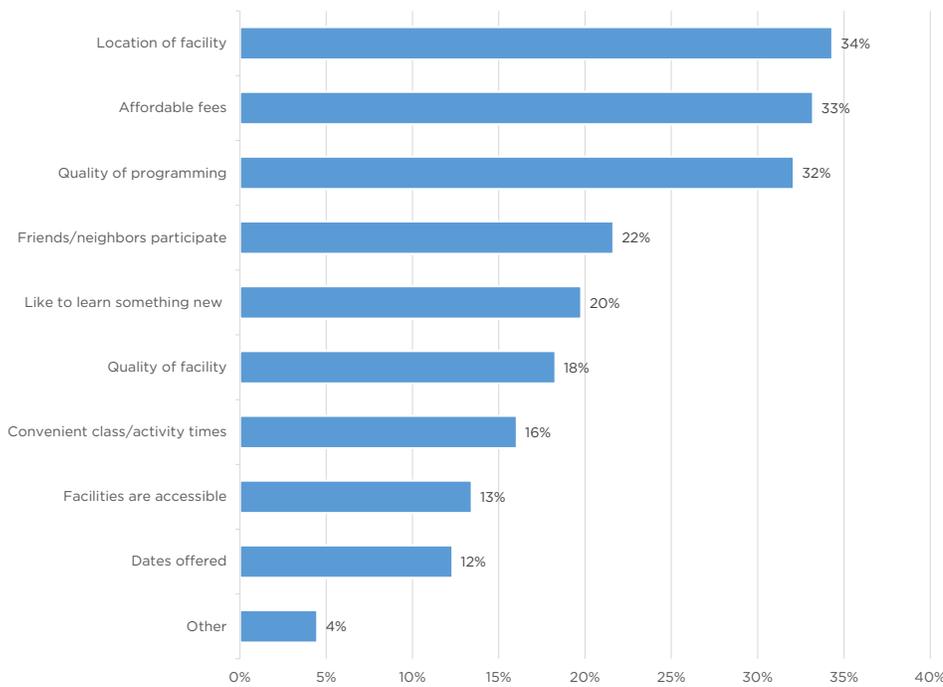
6. What City of Avondale PROGRAMS OR ACTIVITIES are most important to you and your household? (Pick three)



The top four most important programs or activities are: youth sports, special events, children’s classes/clubs and library special events. Respondents answered ‘youth sports’ as their most important (47%), followed by ‘special events’ (39%), ‘children’s classes’ (34%) and library special events (33%).

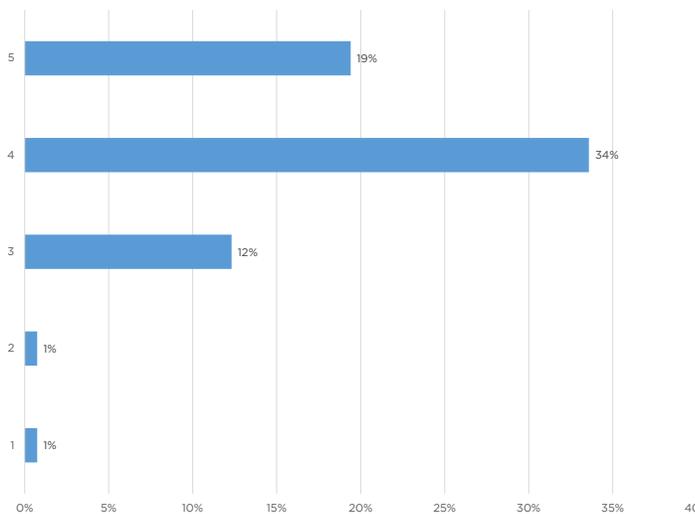


7. What are the primary reasons you and members of your household have participated in City of Avondale PROGRAMMING OR ACTIVITIES? (Pick up to three)



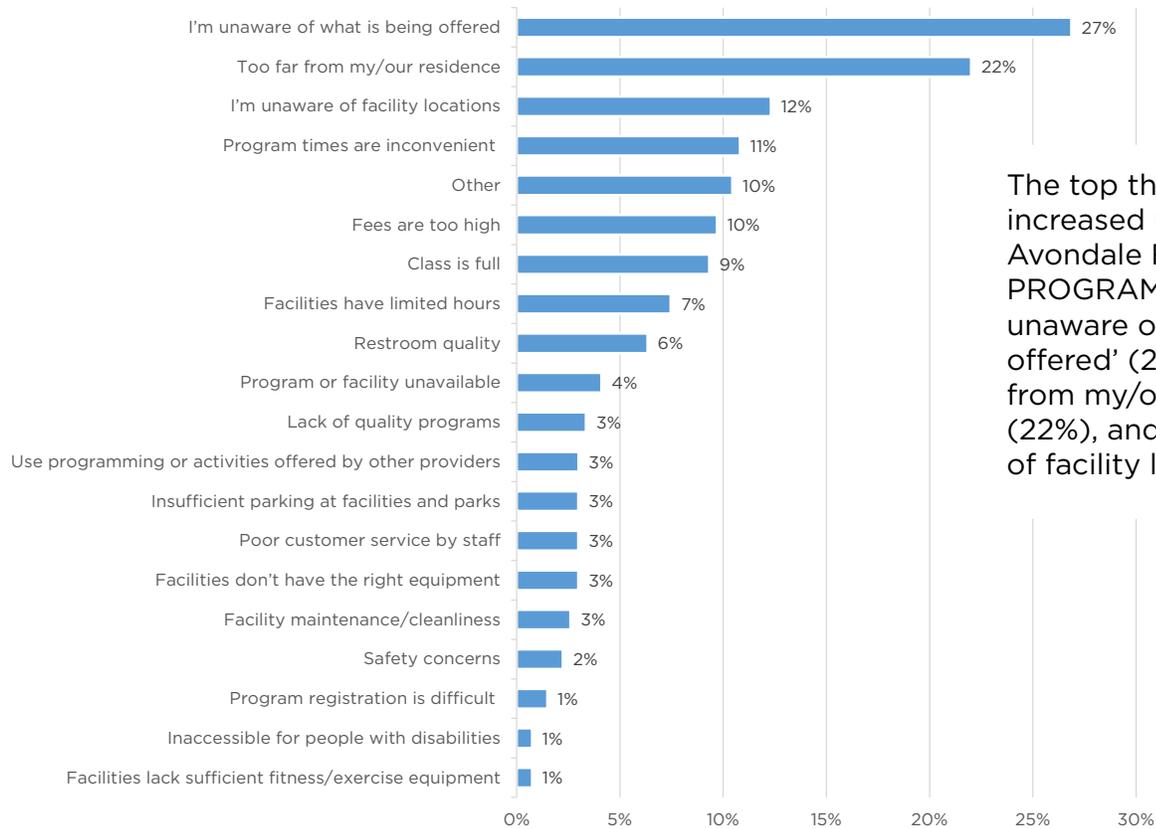
The top three reasons for using City of Avondale Programming or Activities are: 'location of facility' (34%), 'quality of programming' (32%), and 'affordable fees' (33%).

8. How do you rate the quality of the City of Avondale's recreation and library PROGRAMMING OR ACTIVITIES on a scale of 1 to 5, with 5 being excellent and 1 being poor?



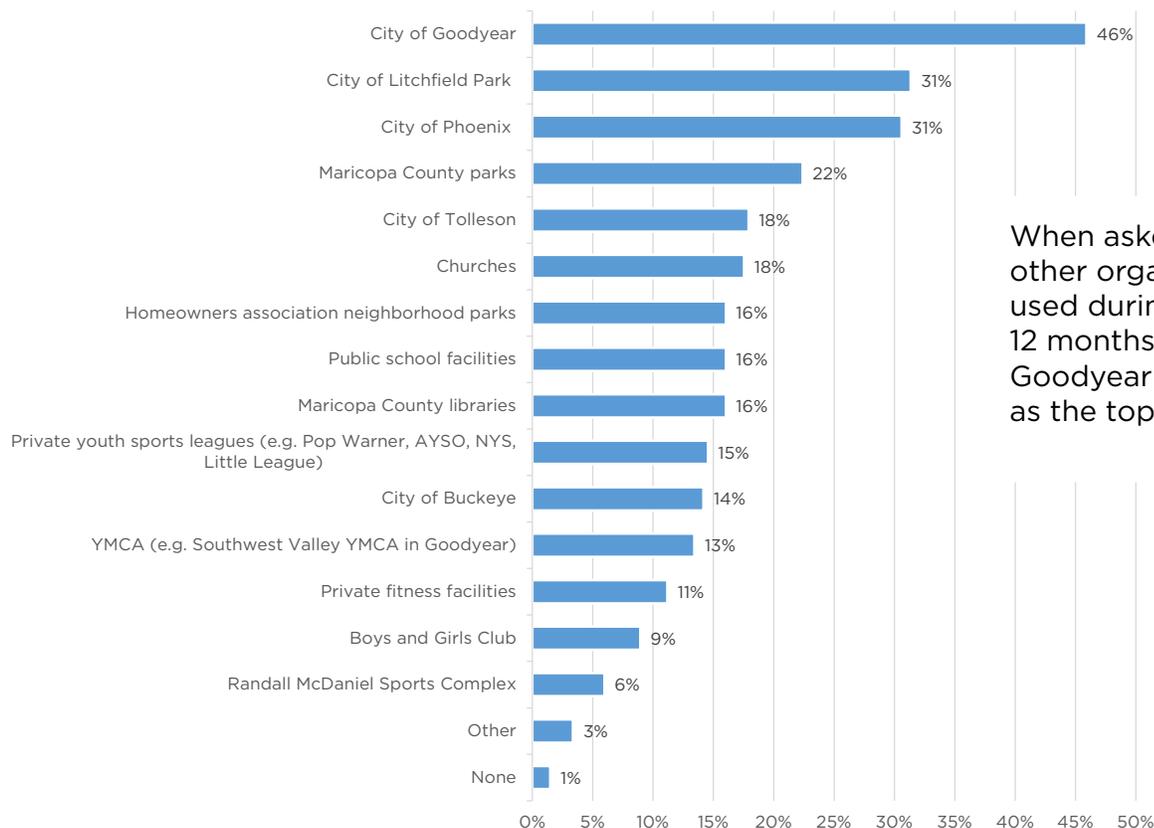
When asked to rate the quality of the City of Avondale's recreation and library PROGRAMMING OR ACTIVITIES, 34% percent of respondents ranked them a 4 and 19% ranked them 5, or excellent.

9. What are the primary reasons that prevent you from using City of Avondale FACILITIES OR PROGRAMMING more often? (Pick up to three)



The top three barriers to increased use of City of Avondale FACILITIES OR PROGRAMMING are 'I'm unaware of what is being offered' (27%), 'too far from my/our residence' (22%), and 'I'm unaware of facility locations' (12%).

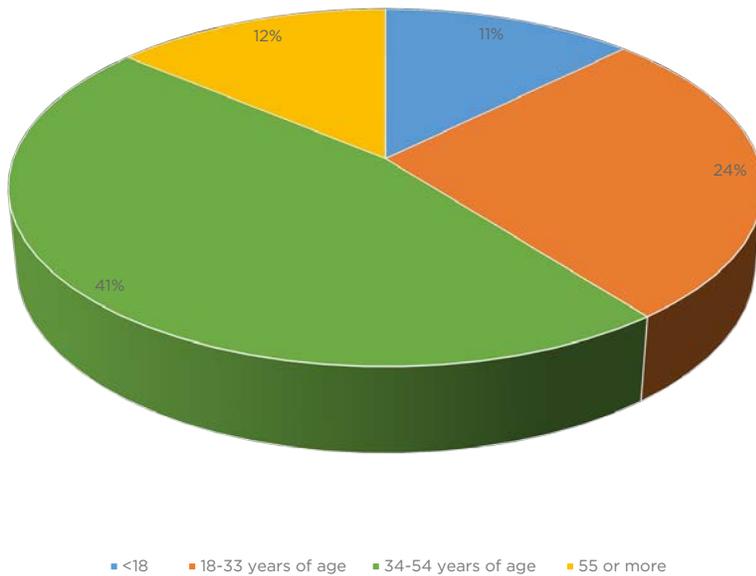
10. Please check ALL of the other organizations that you and members of your household have used for parks, activities, classes, indoor/outdoor recreation, sports activities, youth camps, or after-school care during the last 12 months.



When asked to list all other organizations used during the last 12 months, the 'City of Goodyear' (46%) ranked as the top response.

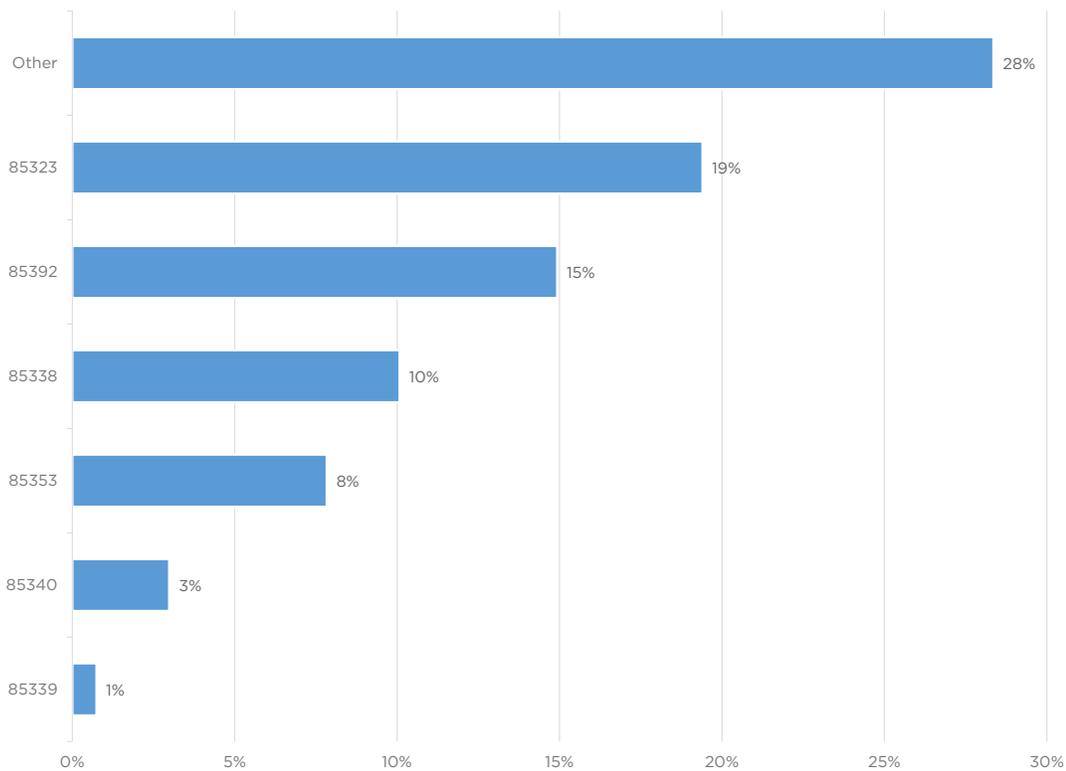


11. Which age range applies to you? (Choose One)



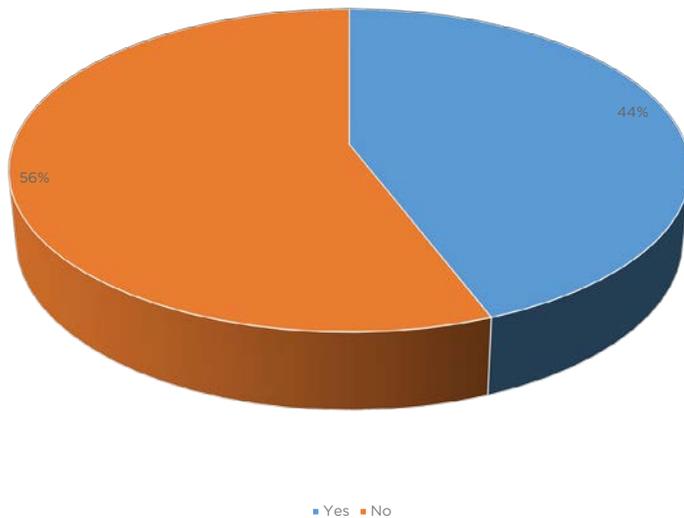
The majority of respondents range between 34-54 years of age.

12. What is your zip code?



When asked which zip code they belong to, the majority of respondents that did not respond "Other" (28%), responded as residing in the 85323 (19%) or the 85392 (15%).

13. Are you a resident of Avondale?



When asked if a resident of the City of Avondale, the majority of respondents answered “No” (56%).

KEY FINDINGS

Respondents to the questionnaire indicate that:

- The four most important parks and recreation facilities are community parks, neighborhood parks, playgrounds, and trails, greenways, walking and bike paths.
- The four most important programs and activities are youth sports, special events, children’s classes and clubs, and library special events.
- The quality of parks is viewed as very good (average of 3.92 out of 5).
- The quality of libraries is viewed as good (average of 3.35 out of 5).
- The most significant barriers to increased use are low awareness of what is being offered, location far from survey respondent’s homes, and low awareness of facility locations.
- Many of the attendees at the Tres Rios Festival and KidFest! are from outside of the City of Avondale.



Citizen Survey



INTRODUCTION

Community input is a key component to the City of Avondale Parks, Recreation Facilities and Trails Master Plan Update. A statistically valid survey developed by Ron Vine and Associates was administered by mail and web to randomly selected Avondale households. Overall, 355 questionnaires were completed. Abridged results of the citizen survey are presented here, and full detailed responses can be found in the Appendix.

METHODOLOGY

In the spring and early summer of 2017, a statistically valid survey was administered by mail and web to resident households of the City of Avondale. Questions on the survey were developed by Ron Vine and Associates in partnership with the City of Avondale and Norris Design, and included a comprehensive range of questions on issues relating to the Parks and Recreation Master Plan.

The survey was administered by the Eppley Institute for Parks and Public Lands, Indiana University to a random sampling of households within the City of Avondale. Households were provided an opportunity to complete the survey by mail or web. 355 surveys were completed. Findings from the

355 completed surveys have a 95% level of confidence with a margin of error of +/-5.2%.

A total of 30 questions were asked on the survey, with many of the questions having multiple components. With multiple components for many of the questions, respondents had an opportunity to provide more than 150 answers to assist the City of Avondale in their important decision-making process.

To add further value, additional drilling down of results in the management report was conducted for select questions based on:

- Households with and without children
- Hispanic/Latino households
- Caucasian/White households
- Households who would be willing to pay increased taxes for increased levels of parks, trails, recreation and library facilities.

SURVEY RESULTS TO DATE

Overall, 355 surveys were completed. While all the feedback is of great importance to the long-range Master Plan, this chapter highlights ten findings from the Statistically Valid Citizen Survey that are of priority importance to City of Avondale officials.



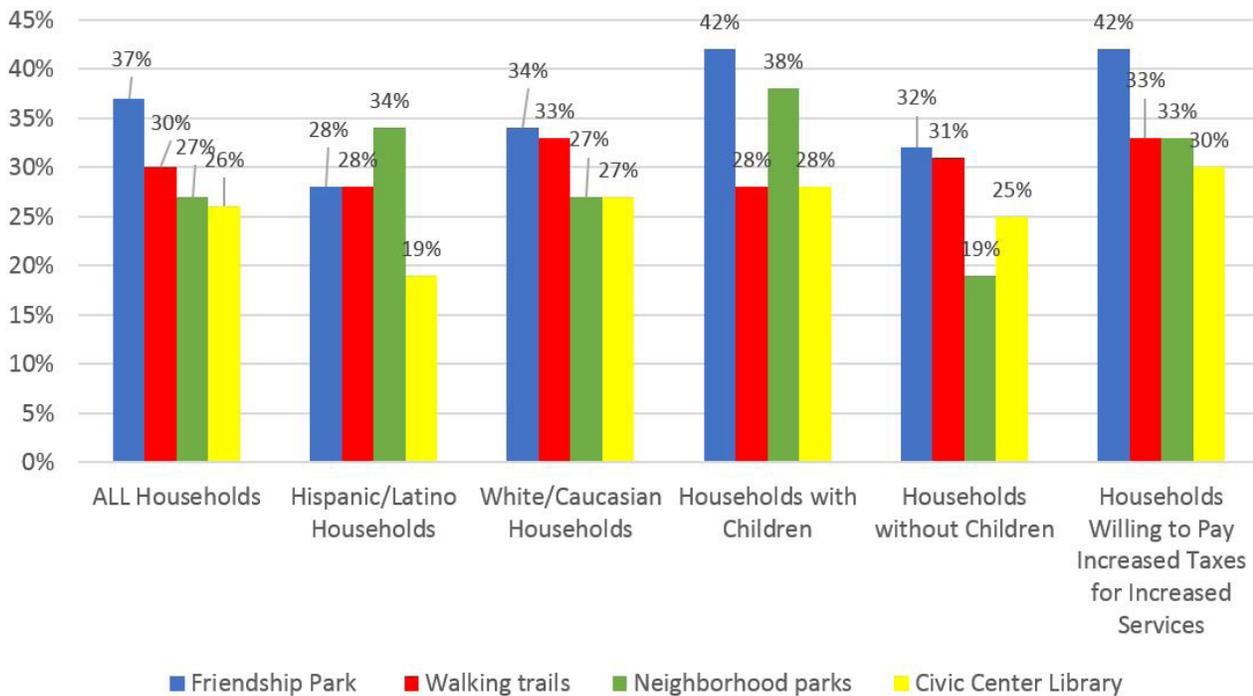
KEY FINDINGS

Key Findings from the Citizen Survey are outlined in this Chapter, and act as a summary of the data that was collected through the Survey and used to develop the recommendations in the final chapter of this Master Plan. Complete survey results can be found in the Appendix, pages 181 through 310.

- 1. Walking trails, neighborhood parks, Friendship Park, and the Civic Center Library are the most important facilities to receive the attention from City officials over the next 2 years.*
- 2. Cleanliness of parks, cleanliness of restrooms and timeliness of repairs are the most important park maintenance services to receive the attention from City officials over the next 2 years.*
- 3. 68% of households indicated that improvements to the parks, recreation, libraries and trails system are essentially important or very important.*
- 4. Building greater awareness of City of Avondale parks, facilities and program services is of paramount importance in increasing participation in programs and usage of parks, libraries and facilities.*
- 5. Usage of the Civic Center Library is low*
- 6. The development of Festival Fields with both active and passive facilities should greatly increase usage.*
- 7. Developing indoor recreation program spaces is of high importance to increasing programming.*
- 8. Maintain and improve the existing Civic Center Library, large community parks, and small neighborhood parks are the actions respondents would be most willing to fund with their current tax dollars.*
- 9. Developing additional walking and biking trails, developing an outdoor aquatic center, developing indoor facilities adjacent to the Civic Center Library, and developing a new indoor recreation center are the actions respondents would most support the City of Avondale pursuing in the future.*
- 10. Increasing funding support for improving the parks and recreation system is supported by a strong majority of respondents.*



Most Important Current Major Types of Parks, Trails, and Facilities to Receive Attention Over the Next 2 Years

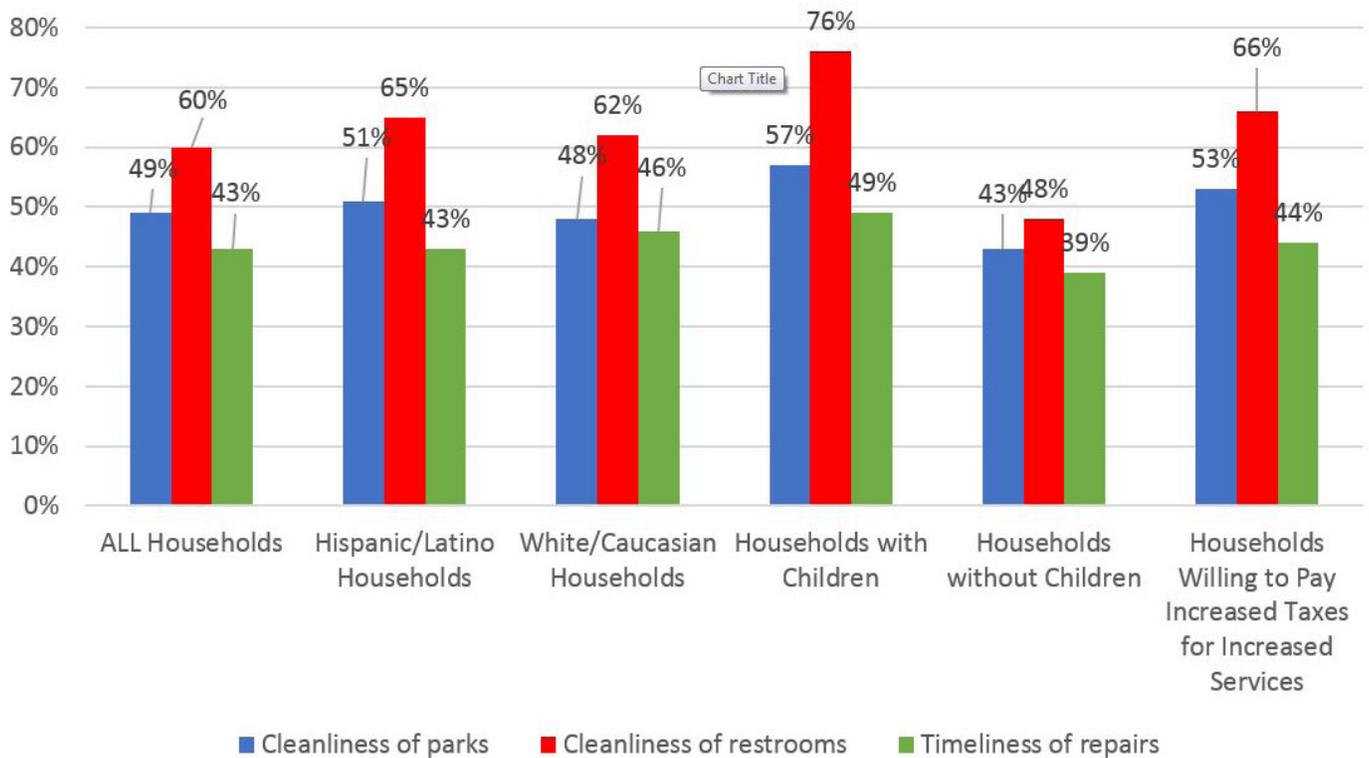


Finding #1: Friendship Park, Walking Trails, Neighborhood Parks, and Civic Center Library were the Most Important CURRENT Major Categories of Service to Receive Attention Over the Next 2 Years for the respondent’s household.

Respondents were asked to identify the 3 most important major parks, trails and recreation facilities to their household out of 15 listed parks, trails and facilities. Based on a sum of respondents top three choices, the most important categories of service (and the percent of households who ranked them in their top 3 choices) were: Friendship Park (37%), walking trails (30%), neighborhood parks (27%), and Civic Center Library (26%). As the chart below illustrates, each of these services were highly ranked as needing attention by Hispanic respondents, white/Caucasian respondents, households with children, households without children, and households who indicated they were willing to pay increased taxes to fund new projects most important to their households.

At least 25% of households in each of these demographic groups ranked Friendship Park, walking trails, neighborhood parks and Civic Center Library within their top 3 choices, except for the Civic Center Library being rated in their top 3 choices by 19% of Hispanic households and neighborhood parks being rated in their top 3 choices by 19% of households without children.

Most Important Maintenance Services to Receive Attention Over the Next 2 Years



Finding #2: Cleanliness of restrooms and timeliness of repairs are the most important park maintenance services to receive the attention from City officials over the next two years.

Respondents were asked to identify the three most important park maintenance services (out of 6 listed maintenance services) to their household to receive attention over the next 2 years. The maintenance services were: cleanliness of restrooms in parks, cleanliness of parks, timeliness of repairs to parks and facilities, landscaping in parks, quality of turf grass in parks, weed control in parks, mowing of grass in parks.

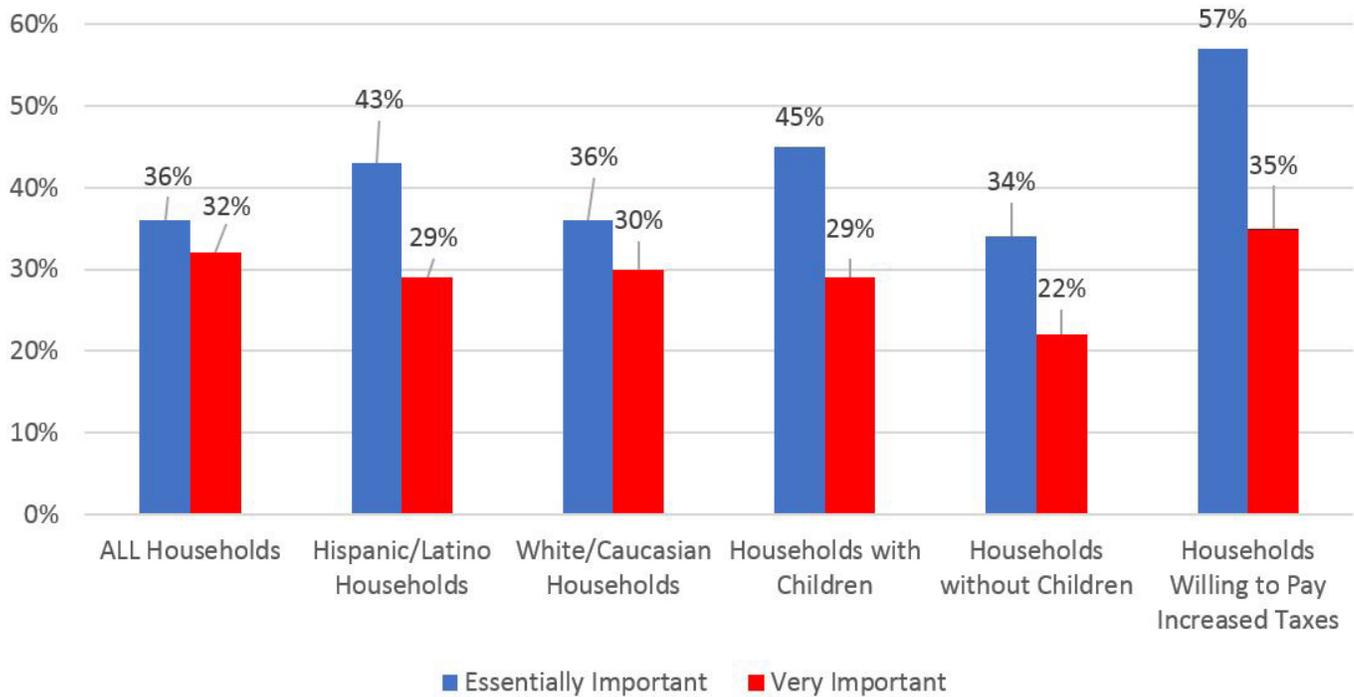
Based on a sum of respondents ranking them in their top three choices, the most important maintenance services (and the percentage of households who selected the maintenance service in their top three choices) were cleanliness of restrooms (60%), cleanliness of parks (49%) and timeliness of repairs.

As the chart above illustrates, each of these services were highly ranked as needing attention by Hispanic respondents, white/Caucasian respondents, households with children, households without children, and households who indicated they were willing to pay increased taxes to fund new projects most important to their households.

At least 39% of households in each of these demographic groups ranked cleanliness of restrooms, cleanliness of parks and timeliness of repairs within their top 3 choices. 76% of households with children rated cleanliness of restrooms within their top 3 choices and 66% of households willing to pay increased taxes rated cleanliness of restrooms within their top 3 choices.



Importance of Improvements to the Parks, Recreation, Libraries, and Trails System to the Future of the City of Avondale



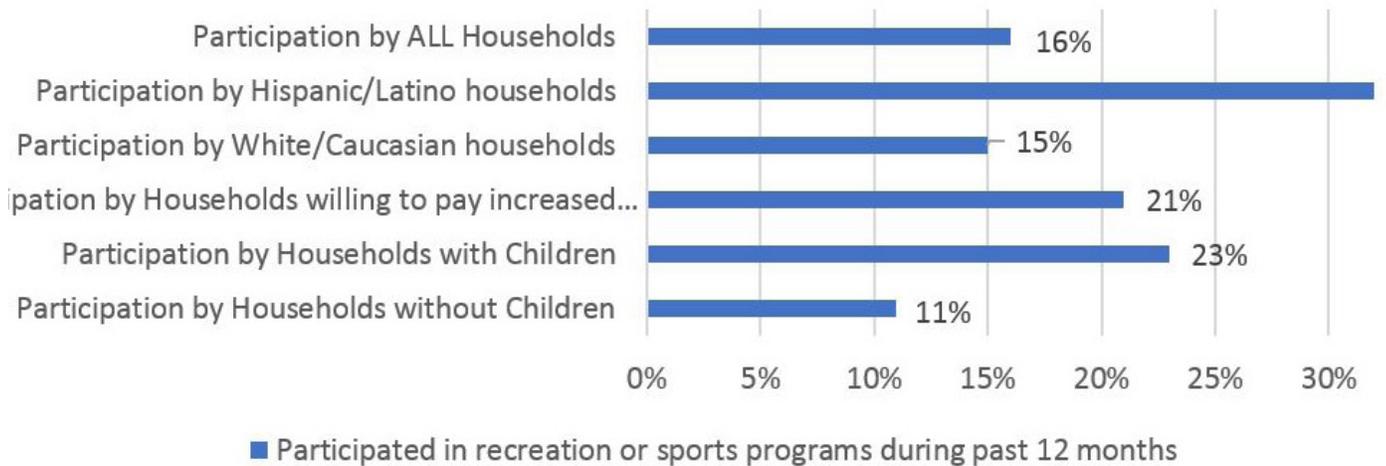
Finding #3: 68% of households indicated that improvements to the parks, recreation, libraries and trails system are essentially important or very important to the future of the City.

Respondents were asked to choose how important they felt improvements to the Parks, Recreation, Libraries and Trails system were to the future of the City. Options were: essentially important, very important, important, not sure, and not important. As the chart below indicates, improvements were extremely important or very important to a high percentage of Hispanic respondents,

white/Caucasian respondents, households with children, households without children, and households who indicated they were willing to pay increased taxes to fund new projects most important to their households. 36% of all household indicated improvements were essentially important and 32% indicated important.

Importantly, 57% of households who indicated they were willing to pay increased taxes for increased levels of parks, trails, recreation and library facilities, programs and services indicated essentially important, and 35% indicated important.

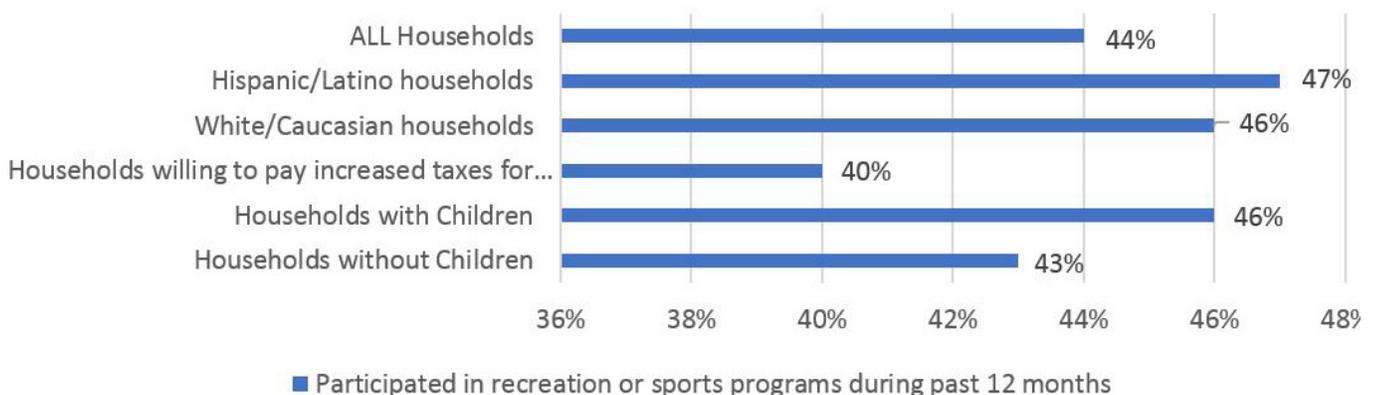
Participation in Recreation or Sports Programs Over Past 12 Months



Finding #4: Building greater awareness of City of Avondale parks, facilities and program services is of paramount importance in increasing participation in programs and usage of parks, libraries and facilities. Only 16% of households participated in recreation or sports programs provided by the City of Avondale over the past 12 months. This is a very low percent of participation. Participation in recreation and sports programs over the past 12 months are highest in Hispanic/Latino households (32%) and lowest by households without children (11%).

While there are multiple reasons for low participation, “did not know what programs are offered” is by far the most frequently mentioned reason (out of 27 potential reasons) for not using park, recreation and library facilities and services more often. Fully 44% of households indicated “did not know what programs are offered” as a reason they did not use City of Avondale parks, recreation and library services more often.

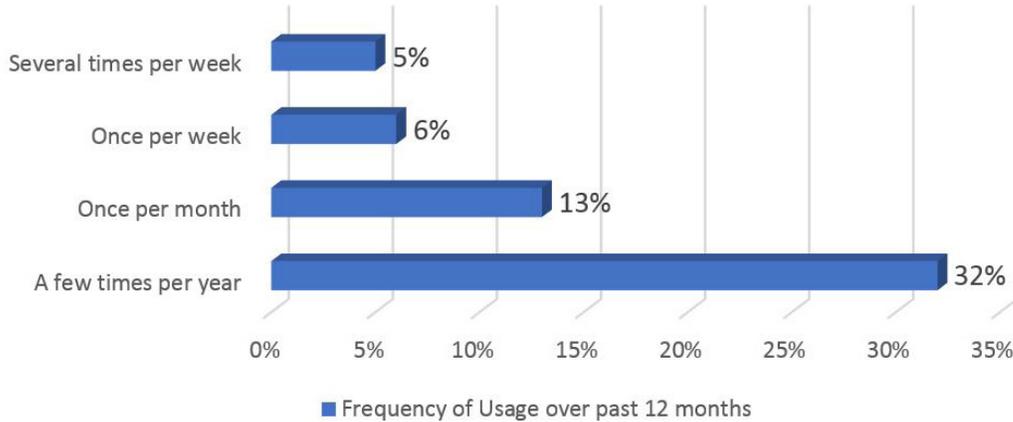
Percent of Households Indicating "They Did Not Know What Programs Are Offered"



Strong consideration should be given to delivery of a Program and Activity Brochure to resident households.



Frequency of Usage over past 12 months

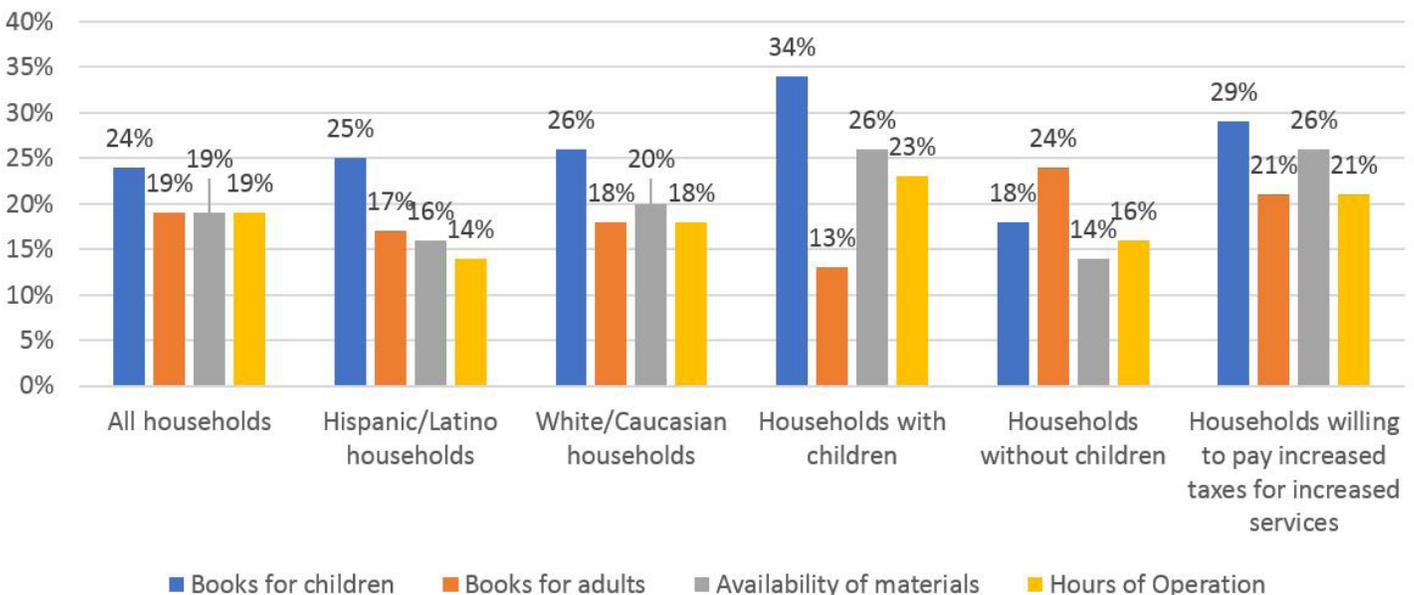


Finding #5: Usage of the Civic Center Library is low, particularly based on frequency of usage, while the importance of the Civic Center Library is high.

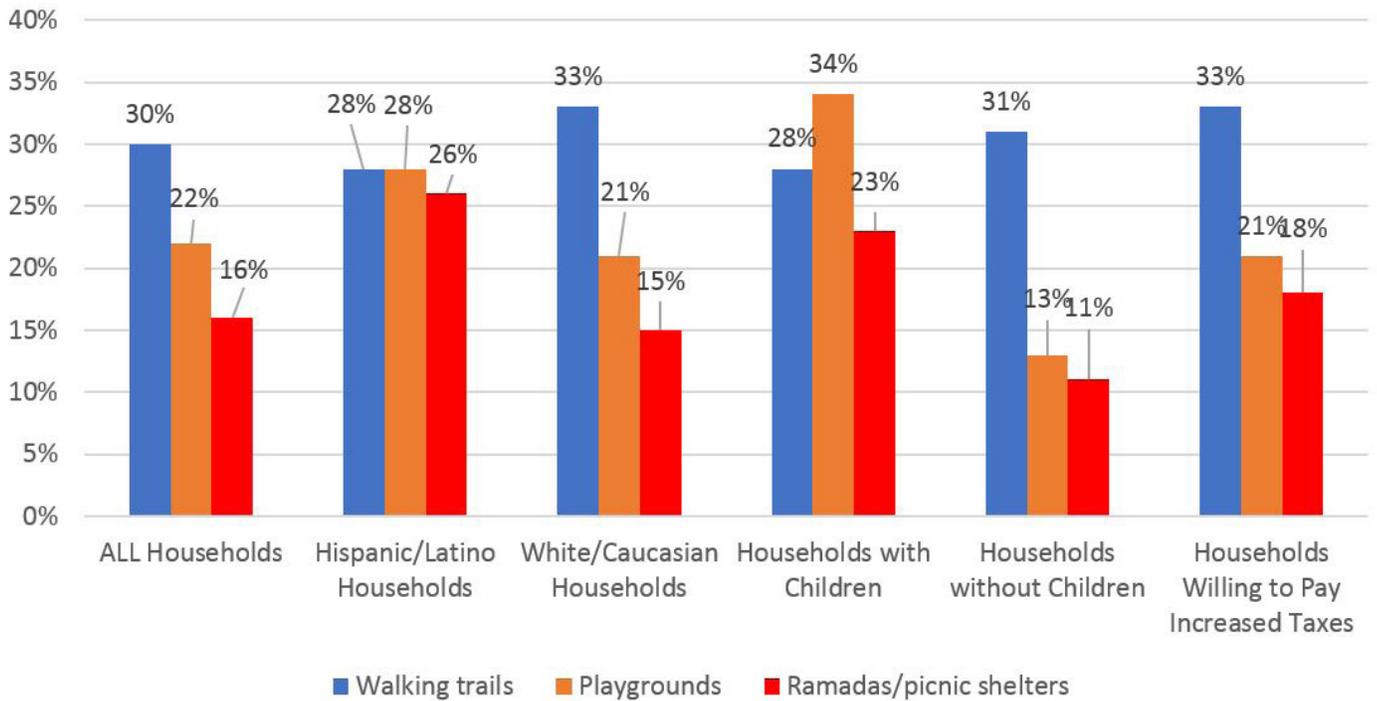
56% of households have used the Civic Center Library over the past 12 months, with most of the usage being once per month or a few times per year. These usage levels are lower than in many library systems, particularly as relates to frequency of usage. Only 11% of households use the Civic Center Library on a weekly basis.

Out of 15 parks, facilities and services, the Civic Center Library was rated as the 5th most important facility to receive attention over the next 2 years. Based on a sum of their top 3 choices, books for children, books for adults, availability of materials, and hours of operations are the most important library services from 23 listed services. Attention to these services over the next 2 years should be a high priority.

Most Important Library Services (Based on Sum of Top 3 Choices)



Attention to Improvements to Existing Parks, Trails or Services Over the Next 2 Years (Based on Sum of Top 3 Choices)



Finding #6: The development of Festival Fields with both active and passive facilities should greatly increase usage.

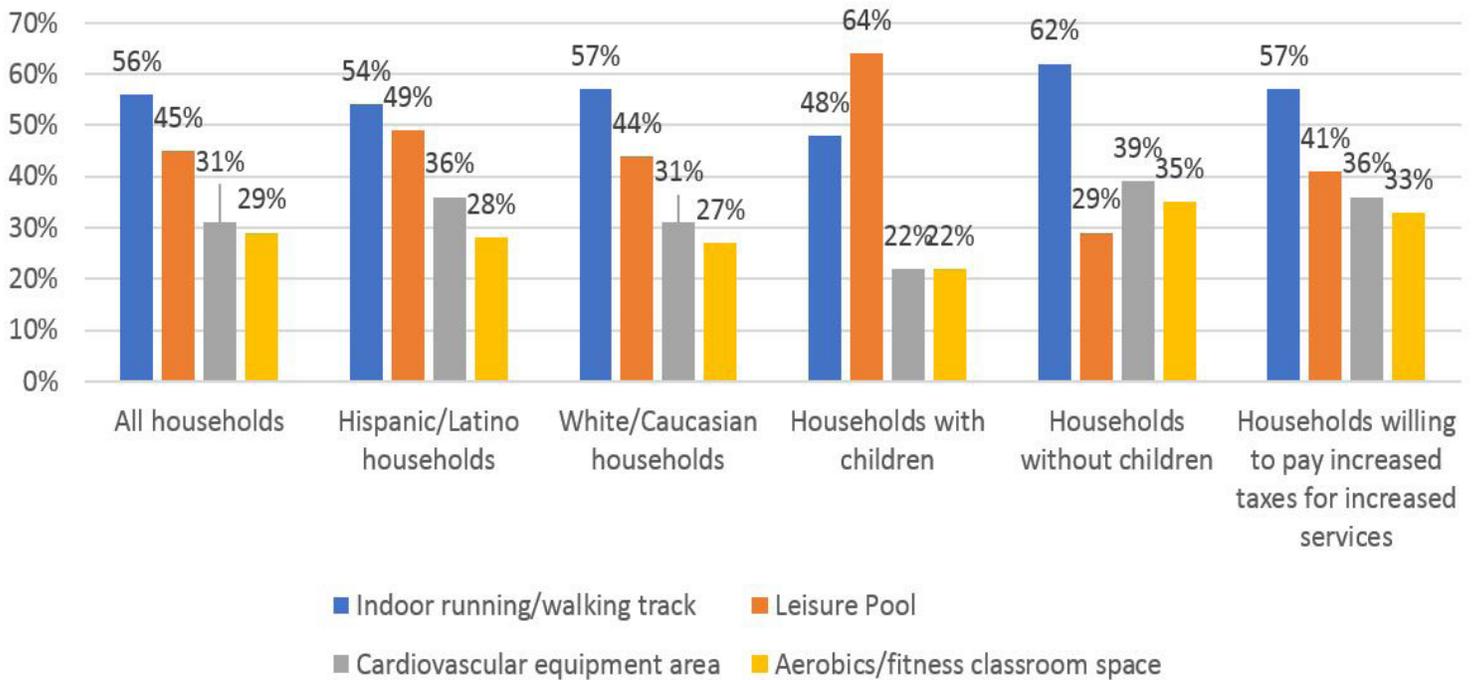
Festival Fields is currently the 2nd most used park in the City of Avondale Park system. The recently completed master plan recommends development of additional passive facilities, including walking trails, playgrounds and ramadas/picnic shelters at Festival Fields.

Each of these facilities is of high importance to residents of the City of Avondale.

Out of 15 amenities to receive attention over the next 2 years, walking trails, playgrounds and ramadas/picnic shelters were all ranked in the top 7 facilities. As the chart below shows, each of these facilities would be highly used in multiple demographic groupings.



Indoor Program Spaces that Would Be Used the Most Often.



Finding #7: New indoor recreation program spaces would be heavily used and provide opportunities to increase program participation.

Out of 27 options, “lack of indoor recreation facilities” was the 7th most frequently mentioned reason for not using parks, recreation, and library facilities and services more often.

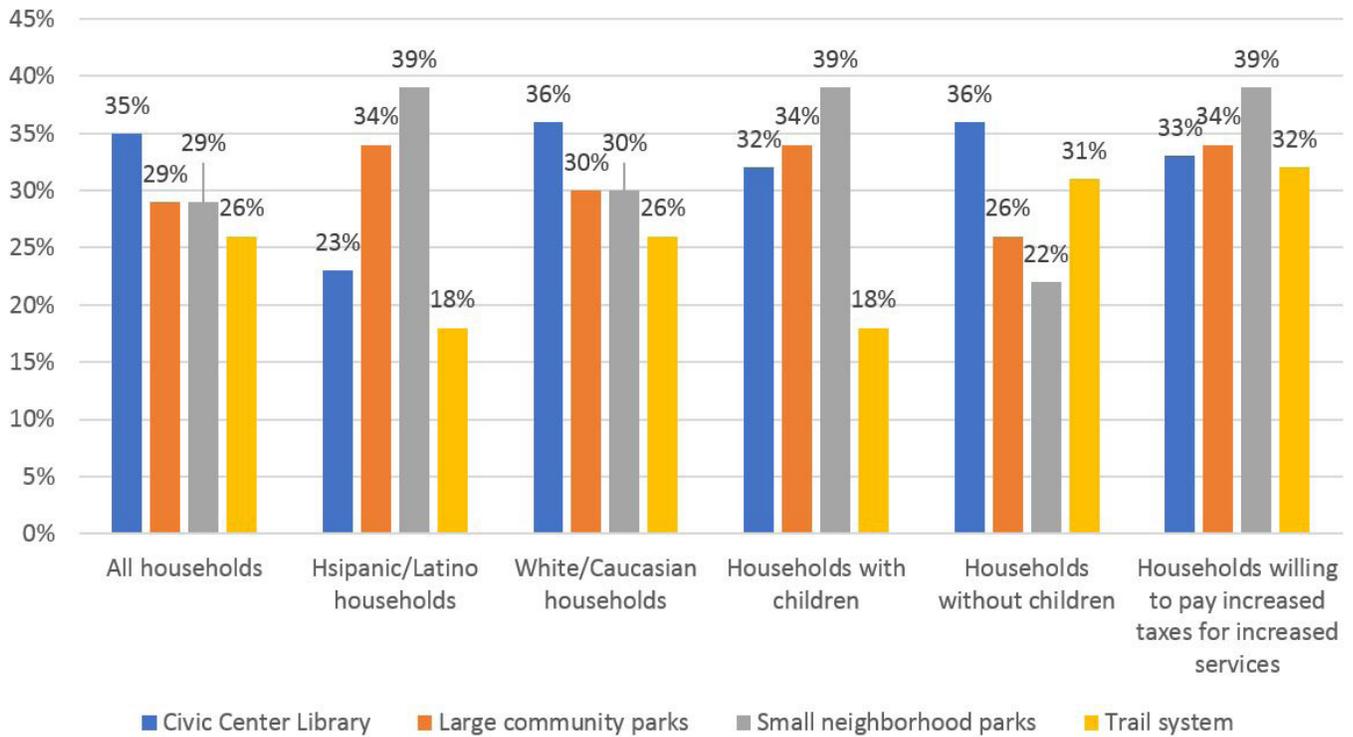
Over 60% of households indicated they would use at least 1 of 14 potential indoor programming spaces which could be developed. An indoor running/walking track and leisure pool were by a large margin the 2 programming spaces that would be used the most. For every demographic group they would be the program spaces used the most often. The four spaces that would be used the most often are shown in the chart above. For every demographic group (except for households with children) the walking/

running track would be used the most often. A leisure pool would be used the most often by households with children and used 2nd most often for all other demographic groups, except for households without children.

There were other program spaces that would be used by a high percent of households (based on a sum of their top 3 choices)

1. Arts and crafts classrooms -24% would use most often (sum of top 3 choices).
2. Additional active adult space-21% would use most often (sum of top 3 choices). Teen center-18% of all households would use most often (sum of top 3 choices) with usage being significantly higher (28%) from households with children.
3. Indoor sports fields -15% for all households (sum of top 3 choices) and 24% for households with children.

Most Important Actions to Maintain and Improve the Current System.



Finding #8: Maintaining and improving the existing Civic Center Library, large community parks, and small neighborhood parks are the actions respondents would be most willing to fund with their current tax dollars.

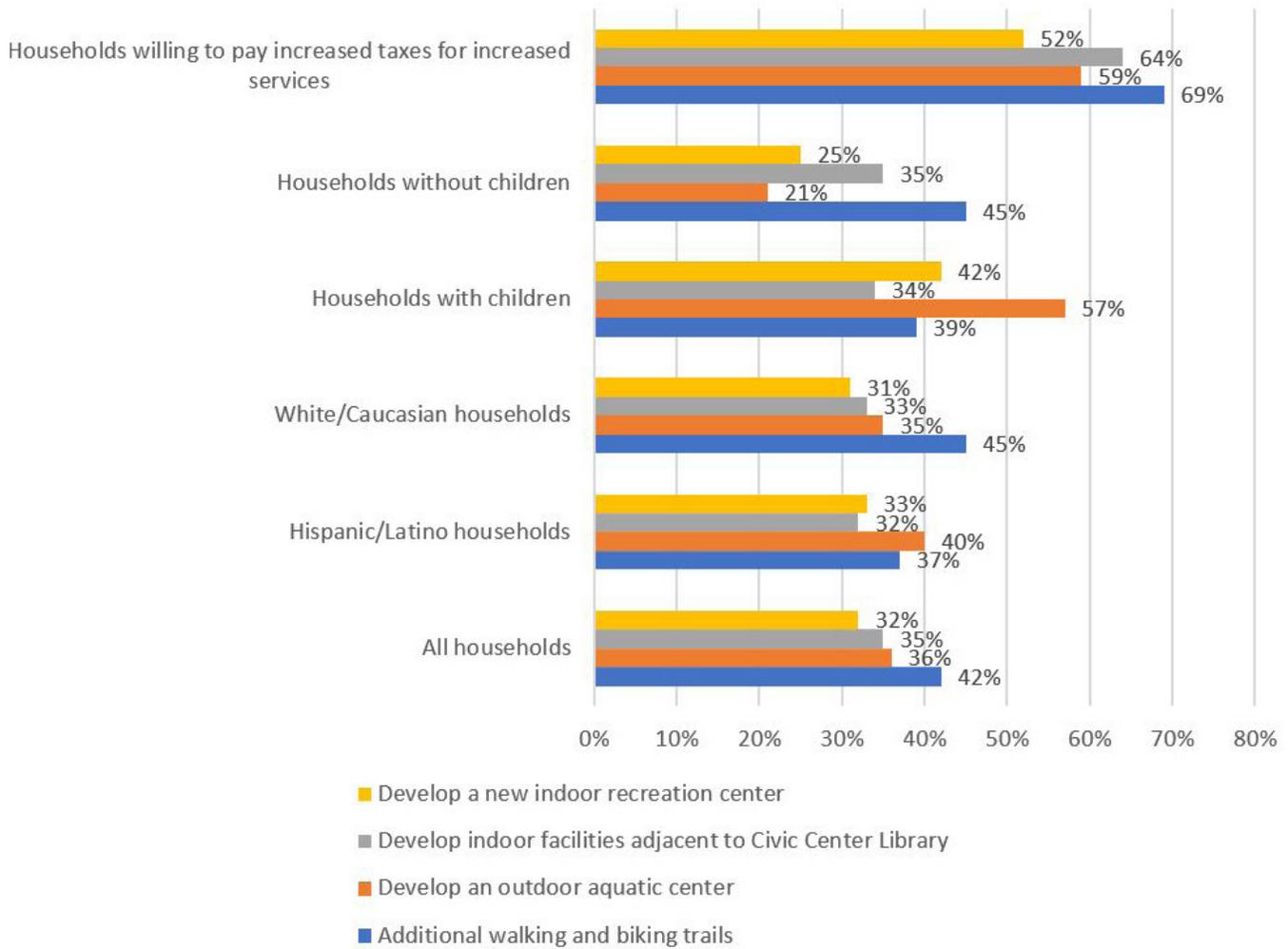
From a list of 14 options, maintain and improve the existing Civic Center Library, maintain and improve large community parks, and maintain and improve small neighborhood parks were the actions respondents would be most willing to fund with current tax dollars. Each of these actions was supported across a wide range of demographic groups. Small neighborhood

parks were most important in Hispanic/Latino households, households with children, and households willing to pay increased taxes for increased services. The Civic Center was most important to all households, White/Caucasian households and households without children.

While not in the top 4 most important actions for all households, playgrounds, youth athletic fields, and outdoor splash pad were all significantly more important in households with children than households without children.



Most Important Actions to Support the City of Avondale Pursuing in the Future

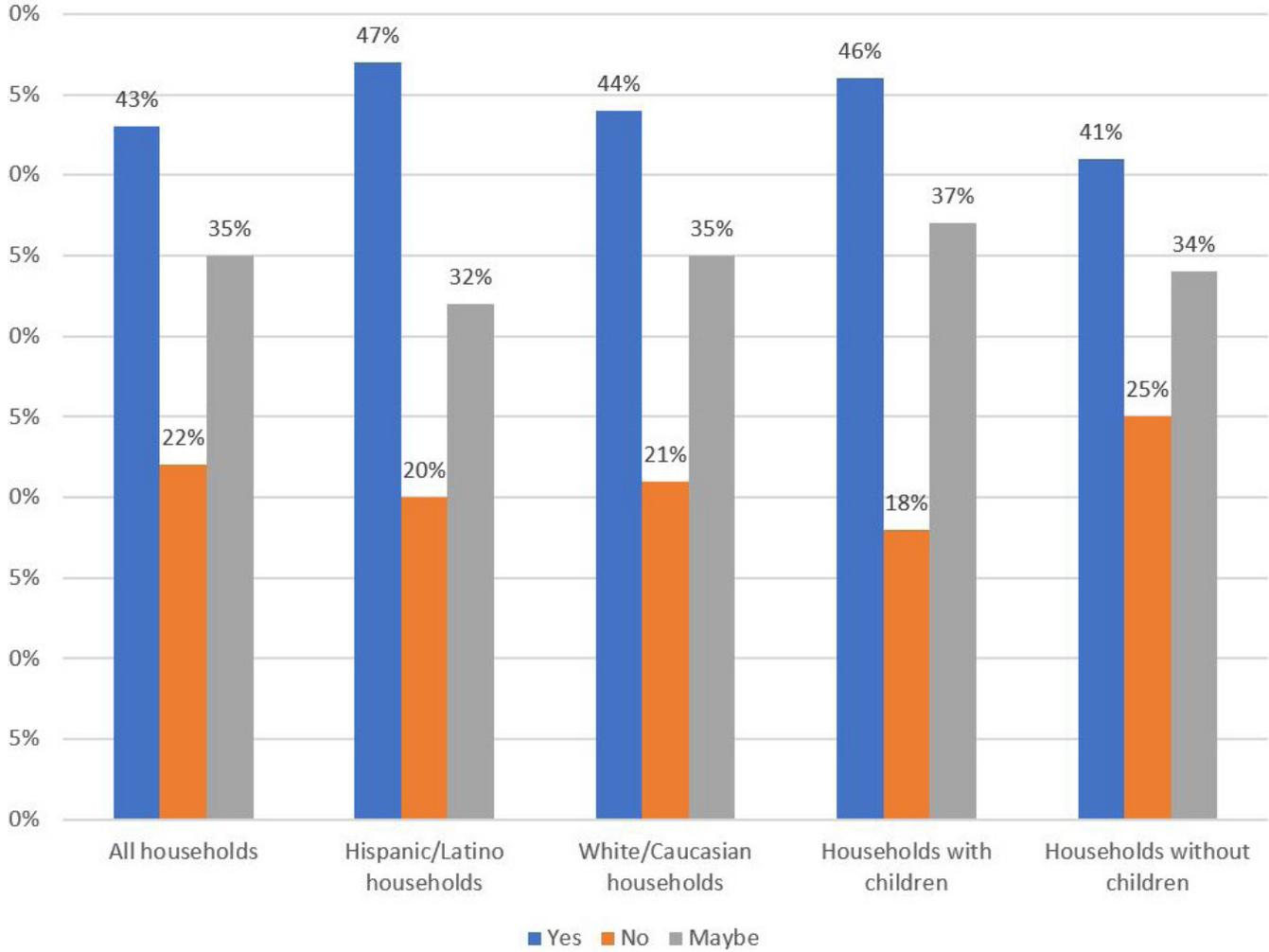


Finding #9: Develop additional walking and biking trails, developing an outdoor aquatic center, developing indoor facilities adjacent to the Civic Center Library, and developing a new indoor recreation center are the actions respondents would most support the City of Avondale pursuing in the future.

From a list of 9 options, developing additional walking and biking trails, developing an outdoor aquatic center, developing indoor facilities adjacent to the Civic Center Library,

and developing a new indoor recreation center were the actions respondents would be most willing to support the City of Avondale pursuing in the future. Additional walking and biking trails are the top facility households would be willing the City pursue in the future for households willing to pay increased taxes for increased services, households without children and White/Caucasian households. Develop an outdoor aquatic park is the #1 facility for households with children and Hispanic/Latino households.

Would you pay increased taxes for increased levels of parks, trails, recreation, and library facilities, programs and services?



Finding #10: Increasing funding support for improving the parks and recreation system is supported by significantly more respondents than oppose it. A high percent of respondents indicated maybe. Over 40% of households with and without children, Hispanic/Latino households, and White/Caucasian households indicated “yes” they would pay increased taxes for increased levels of parks, trails, recreation and library facilities, programs

and services. This is nearly twice as many households than indicated “no”. There is a high percentage of “maybe” at 35% which is not uncommon with no specific tax amount being indicated. With this level of funding support, along with the high “essentially important” and “very important” responses indicated in Finding #3 (on page 5) the survey results show support for continuing to improve the parks, trails, and library system.

Inventory



INTRODUCTION

An updated inventory of Avondale’s parks, recreation, libraries and trails assets is a key component of the Master Plan Update. The purpose of the Inventory Chapter is:

- To update the City of Avondale’s GIS inventory of parks, recreation, library and trails assets
- To support the development of Park Classification Standards in conjunction with the National Recreation and Parks Association’s guidelines

The asset inventory allows the City of Avondale to update and expand their GIS inventory that is the basis of the Level of Service Analysis. The updated inventory supports the accurate development of park classification standards that best suit the City of Avondale. A conditional assessment of each park that was completed as part of the inventory update guides the prioritization of maintenance and capital investment that supports Avondale’s continued delivery of high-quality parks and recreation facilities.

GIS mapping and a conditional assessment of City of Avondale park assets were used to develop an accurate and comprehensive accounting of all park assets, from the largest assets (community parks) to smaller support assets, such as playgrounds. The breadth of information collected will provide the City of Avondale with a geo-spatial inventory of assets and their respective conditions. Trails information can be found in the Trails Master Plan Chapter.

KEY FINDINGS

- *An updated inventory of Avondale’s parks, recreation, libraries and trail assets is a key component of the Master Plan Update. An accurate inventory of all parks and recreation assets is critical in determining the level of service of the system.*
- *The inventory was completed through collection and analysis of existing GIS data, asset data collection based on aerial photography, site visits and evaluation of existing facility conditions, and GIS analysis of the results of site visit evaluations.*

- *The inventory shows that the City of Avondale offers residents a wide variety of high quality facilities, amenities, and programs. Two community parks and six neighborhood parks allow residents to exercise, socialize, play, and enjoy nature.*
- *The Avondale Community/Senior Center serves residents through programs at a variety of activity levels and functional capacities.*
- *The Randall McDaniel Sports Complex, which is run by a private entity but owned by the City of Avondale. It offers valuable facilities, amenities, leagues, classes and clinics.*
- *The City of Avondale’s two libraries, the Civic Center Library and the Sam Garcia Western Avenue Library, provide community gathering space and offer a wide range of services for adults, teens, and children.*
- *Paved walking paths and unpaved trails provide active open space to residents and complement the developed recreation sites in the Avondale park system.*

INVENTORY METHOD

The inventory was compiled in four steps:

1. Collection and analysis of existing GIS data provided by the City of Avondale.
2. Asset data collection based on aerial photography performed by Norris Design.
3. Site visits and evaluation of the existing, qualitative conditions of parks and recreation facilities (completed in Spring 2017 by Norris Design).
4. Analysis of the results of site visit evaluations within a GIS environment.

MAP OF EXISTING CITY OF AVONDALE FACILITIES

Inventoried assets are georeferenced in a GIS database that supports the creation of maps for analysis, communication or presentation. The electronic, GIS-based inventory data has been transmitted to the City of Avondale for use as a reference and analysis tool. The GIS-based inventory of existing facilities that are owned and operated by the City of Avondale is presented here in map form (Figure 6.1).

INVENTORY OF PARKS, RECREATION FACILITIES AND LIBRARIES: ASSET DATA

The following is the list of inventoried assets that are owned and operated by the City of Avondale:

- Centers
- Libraries
- Amphitheatres
- Playgrounds (5 - 12 years old)
- Playgrounds (2 - 5 years old)
- Basketball courts
- Volleyball courts
- Tennis courts
- Splash pad
- Dog parks
- Ramadas/shelters
- Softball/baseball fields - youth (less than 35'-53' between pitcher's mound and Homeplate)
- Softball fields - adult (35'-53' between pitcher's mound and Homeplate)
- Multipurpose fields - backstop and no marked field
- Football field (permanent football goal)
- Soccer field - youth (less than 180'x300')
- Soccer field - adult (180'x300')
- Restrooms

Trails are inventoried in the Trails Master Plan Chapter.

Table 6.1 - City-wide Inventory of Assets

ASSET	QUANTITY
Community/senior center	1
Library	2
Amphitheater	2
Playground (5 -12 years old)	8
Playground (2 -5 years old)	3
Basketball court	9
Volleyball court (sand)	1
Tennis court (outdoor)	2
Splash pad	1
Ramada	19
Dog park	1
Softball fields - youth	3
Softball fields - adult	5
Multi-purpose field	2
Football field	1
Soccer field - youth	3
Soccer field - adult	8
Restrooms	6

PARKS

Civic Center Plaza
11465 W. Civic Center Dr.

CIVIC CENTER PLAZA	
ASSET	QUANTITY
Amphitheater	1

Dennis DeConcini Park
351 E. Western Avenue

DENNIS DECONCINI PARK	
ASSET	QUANTITY
Playground (5 - 12 years old)	1
Ramada / shelter	2
Basketball court	1

Dessie Lorenz Park
202 E. Main Street

DESSIE LORENZ PARK	
ASSET	QUANTITY
Ramada	2

*Ramadas at Dessie Lorenz Park are missing their shade fabric.

Doc Rhodes Park
104 W. Western Avenue

DOC RHODES PARK	
ASSET	QUANTITY
Ramada/shelter	1

Donnie Hale Park
10875 W. Pima Street

DONNIE HALE PARK	
ASSET	QUANTITY
Playground (5 - 12 years old)	1
Ramada/shelter	2
Basketball court	2
Softball/baseball field - youth	1
Restroom	1



Festival Fields
101 El Lower Buckeye Road

FESTIVAL FIELDS	
ASSET	QUANTITY
Softball field - adult	4
Soccer field - youth	1
Soccer field - adult	1
Restroom	1

Fred Campbell Park
101 E. Lawrence Boulevard

FRED CAMPBELL PARK	
ASSET	QUANTITY
Playground (5 - 12 years old)	1
Basketball Court	1
Ramada	2

Friendship Park
12325 W. McDowell Road

FRIENDSHIP PARK	
ASSET	QUANTITY
Playground (5 - 12 years old)	3
Playground (2 - 5 years old)	3
Dog park	1
Ramada / shelter	7
Basketball court	2
Tennis / pickleball court	2
Softball field - youth	2
Softball field - adult	1
Football field	1
Soccer field - adult	7
Restroom	4

Las Ligas Park
12421 W. Lower Buckeye Road

LAS LIGAS PARK	
ASSET	QUANTITY
Playground (5 - 12 years old)	1
Basketball Court	1
Ramada	1
Multi-purpose field	1

Mountain View Park
201 E. Mountain View Road

MOUNTAIN VIEW PARK	
ASSET	QUANTITY
Playground (5 - 12 years old)	1
Basketball court	2
Volleyball court (sand)	1
Ramada	2
Multi-purpose field	1

Sernas Plaza
521 E. Western Avenue

SERNAS PLAZA	
ASSET	QUANTITY
Amphitheater	1

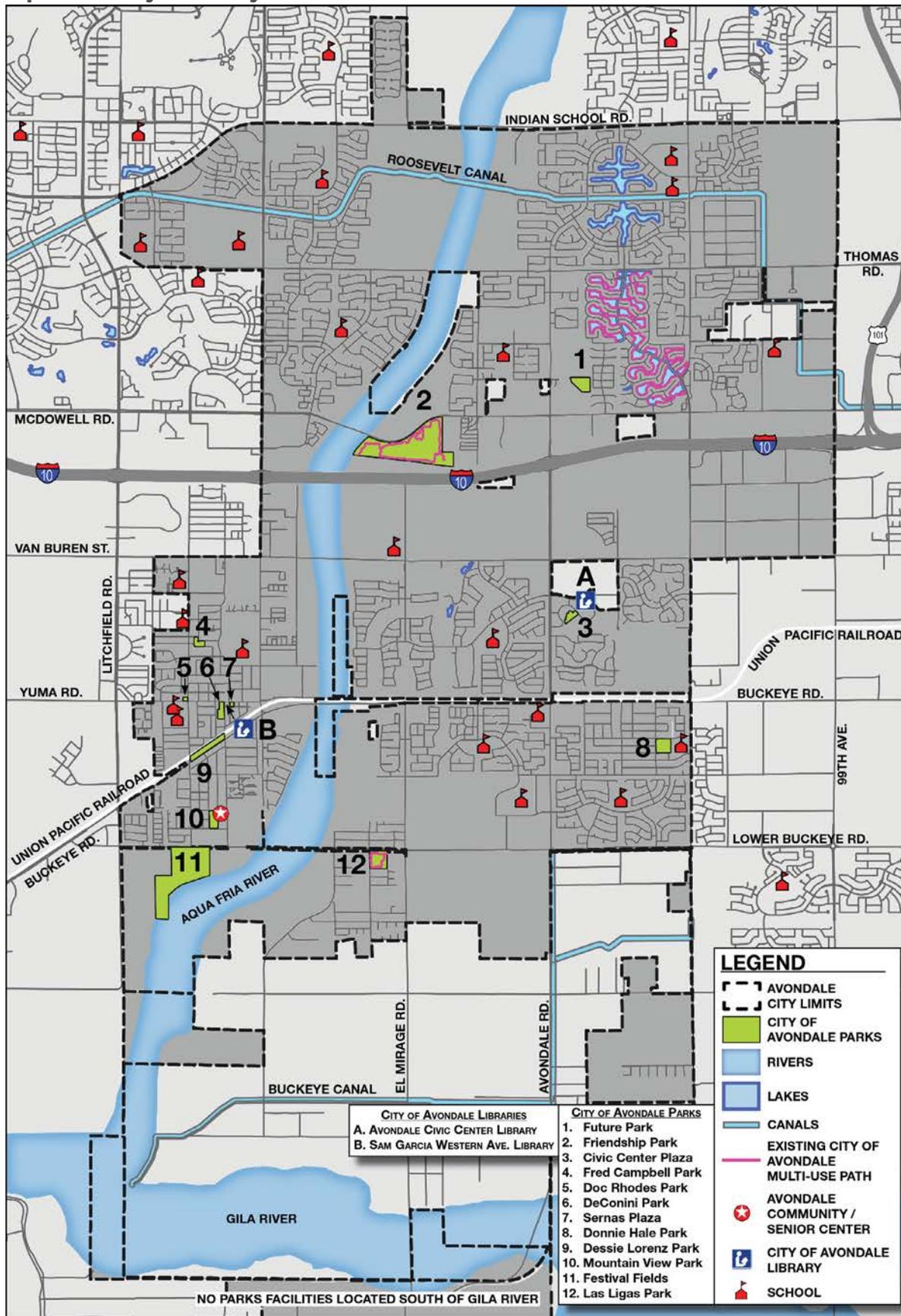
LIBRARIES

LIBRARIES	
LOCATION	ADDRESS
Avondale Civic Center Library	11350 W. Civic Center Dr., 85323
Sam Garcia Western Avenue Library	495 E. Western Ave., 85323

CENTERS

CENTERS		
CENTER	TYPE	ADDRESS
Avondale Community/ Senior Center	Community/ Senior center	1007 S. 3rd Street, 85323

Figure 6.1 Existing Parks, Recreation, Libraries and Trails Facilities | Owned and Operated by the City of Avondale



INVENTORY OF EXISTING FACILITIES
 CITY OF AVONDALE PARKS, LIBRARIES, COMMUNITY CENTER & MULTI-USE PATHS



PARK CLASSIFICATIONS

Parks are classified based upon the size, service area and types of amenities. The following gives a description of the classifications of parks that comprise the City of Avondale’s parks and recreation facilities.

Table 6.1 Definitions of Park Classifications

PARK CLASSIFICATION	ACRES	MINIMUM REQUIRED AMENITIES	SERVICE RADIUS
Community Park	Greater than 25 acres	Community park amenities include regional amenities (programmed, lighted sports fields; lighted courts; large group ramadas/shelters; large, destination playgrounds; splash pads; restrooms; walking paths/trail connections) in combination with neighborhood-level amenities (small ramadas/shelters, benches, playgrounds, picnicking, open turf areas)	3.0 miles
Neighborhood Park	1.5 to 25 acres	Assets include all of the following amenities at a minimum: play equipment; open turf area; ramada/shelter; picnicking. Other amenities that may contribute to the programming of a neighborhood park include courts, sand volleyball, off-street parking, lighting, and unlit sports fields for practice. Some neighborhood parks may also include splash pads and dog parks.	0.5 mile
Pocket Park	Less than 1.5 acres	Usually contains only passive recreation; limited primary assets; may have cultural significance. Typical amenities include a ramada/shelter and benches and sometimes play equipment.	0.25 mile

Community Parks

Community parks serve an important role in the City of Avondale by providing community event space and sports fields across the community. Community parks typically have regional amenities in combination with neighborhood-level amenities and serve a population within three miles of the park. Community park amenities include regional amenities such as programmed, lighted sports fields; lighted courts; large group ramadas/shelters; large, destination playgrounds; splash pads; in combination with neighborhood-level amenities such as play equipment, open turf areas, ramadas/shelters, and picnicking.

There are two community parks in the Avondale parks and recreation system of facilities - Friendship Park and Festival Fields. These parks are 67.4 acres and 56.5 acres in size. Both community parks that are operated by the City of Avondale have lighted sports

fields. The City of Avondale’s two community parks comprise 83% of the total acreage of the park system. A third Community Park is planned in the southern area of the City.

Neighborhood Parks

The neighborhood park classification is defined as having at least all of the following amenities: play equipment, an open turf area, a ramada/shelter, and picnic facilities. However, neighborhood parks may include more than these amenities and often have a diverse range of assets, such as courts, sand volleyball, off-street parking, lighting, unlit sports fields for practice, splash pads, or dog parks. This park classification serves a population living within 1/2 mile of the park.

There are currently six (6) neighborhood parks that are owned and operated by the City of Avondale. There are two future neighborhood parks that are currently undeveloped. Avondale’s neighborhood

parcs range in size from 1.5 to 8.1. Nine other neighborhood-level of service parks are operated and maintained by Homeowners Associations.

The results of the Citizen Survey and as well as the results of the intercept questionnaire indicate that neighborhood parks are some of the most important facilities. Citizen Survey results indicate that neighborhood parks have been visited by 25% of respondents in the last year and that neighborhood parks are in the top three facilities that respondents feel should receive attention in the next two years. Forty-seven percent (47%) of intercept questionnaire respondents rank neighborhood parks as the City of Avondale facility or amenity that is most important to their household. Like the name implies, neighborhood parks provide outdoor recreation space and health and fitness opportunities within walking distance of homes in a neighborhood.

Table 6.2 Avondale’s Existing Parks by Classification Type

PARK NAME	CLASSIFICATION	TOTAL ACRES
Avondale Civic Center Plaza	Plaza	1.75 acres
Dennis DeConcini Park	Neighborhood Park	2.00 acres
Dessie Lorenz Park	Neighborhood Park	4.60 acres
Doc Rhodes Park	Pocket Park	0.3 acres
Donnie Hale Park	Neighborhood Park	5.30 acres
Festival Fields	Community Park	56.50 acres
Fred Campbell Park	Neighborhood Park	1.50 acres
Friendship Park	Community Park	67.40 acres
Las Ligas Park	Neighborhood Park	8.10 acres
Mountain View Park	Neighborhood Park	3.60 acres
Sernas Plaza	Plaza	0.25 acres

Pocket Park

There is one pocket park in the Avondale parks and recreation system of facilities. Doc Rhodes Park is 0.3 acres in size and serves a population living within 1/4 mile of the park. Mini parks are typically passive, have limited primary assets, and may have cultural significance. Doc Rhodes Park contains a ramada/shelter (gazebo) and several benches.

Plazas

There are two (2) plazas in the Avondale parks and recreation system - Sernas Plaza and the Avondale Civic Center Plaza, which are 0.25 acres and 1.75 acres in size respectively and serve a population living within 1/4 mile of the plaza. The A.B Sernas Plaza is located adjacent to the Sam Garcia Western Avenue Library in western Avondale. The Avondale Civic Center plaza is located adjacent to the Avondale Civic Center and contains an amphitheater, seating areas, and shade trees.

Active Open Space

Avondale maintains 72.5 acres of active open space located in the Crystal Gardens subdivision. The open space provides paved walking paths and unpaved trails along lake promenades within the neighborhood. The City of Avondale maintains these paths and trails for residents across the community.

Natural Preserve Areas

Avondale maintains open space north of Friendship Park, east of the Agua Fria River and north of McDowell Road. The area serves as a recharge basin and has been targeted as a future area of improvement for a natural resource park.

Undeveloped Park Land

Avondale currently owns undeveloped acreage that has been identified as new sites for future parks. A future neighborhood park, Pendergast Park, is located adjacent to a future school site in the Donatela I subdivision. A parcel of land adjacent to the Civic Center has been identified as a possible future park site. This parcel was originally targeted for a Maricopa County court facility,



but is now a possible park site as the Justice Court facility has been constructed in another location. Two parcels in the Aqua Fria River north of Lower Buckeye Road that total 95.6 acres add to undeveloped open space. These parcels that are targeted as future, new park and open space sites comprise a total of 125.6 acres.

Community Centers

Avondale Community/Senior Center

The City of Avondale Community/Senior Center is home to the Active Adult Program that provides services to participants over the age of 60 or those with disabilities. Delivery of the Active Adult Program has recently moved to the Neighborhood and Family Services Department while the Parks, Recreation and Libraries Department maintains the building and provides other programming.

Participants are able to enjoy daily lunch, socialization, and participate in daily activities including health, wellness, and financial resources, daily exercise, field trips, crafts, volunteering, and other support groups. Transportation is provided to and from the center as well as on outings to those that would otherwise be confined at home.

Home delivered meals are provided to those that are home-bound, giving them daily contact and nutritious meals. These programs allow participants to successfully live independently in place by providing vital nutritional, social, and support through resources and ongoing welfare checks. Funding for services is supplemented by a grant from Area Agency on Aging, City of Avondale support, and collection of suggested donations from participants.

Programming addresses a wide variety of activity levels and functional capacities through activities such as field trips, Zumba, Silver Sneakers, and aerobics. Participants are able to enjoy daily lunch, socialization, and participate in daily activities including health, wellness, and financial resources, exercise,

craft activities, volunteering, and other support groups.

Community partnerships help provide services. A partnership with the St. Mary's Food Bank provides a food commodity program the first Monday of each month and a Mobile Pantry Program the third Wednesday and fourth Thursday of each month. The Center's site council supports the program through fundraising efforts such as an affordable snack and breakfast bar as well as ongoing raffles and solicitation as a non-profit organization.

Randall McDaniel Sports Complex

The Randall McDaniel Sports Complex is an 83,000-square foot facility located at 755 N. 114th Avenue. It is operated by a private entity (American Sports Centers) and owned by the City of Avondale. It features 6 volleyball courts, 4 basketball courts, 2 indoor soccer fields, a 4,000 square-foot multi-purpose room, and hosts a wide variety of leagues, classes and clinics. The basketball and volleyball courts are constructed of state-of-the-art hardwood flooring, and the soccer fields have high quality infill turf. On weekdays, the Randall McDaniel Sports Complex provides a variety of leagues, classes, clinics and other programs for athletes of all ages, and on the weekends the Center hosts a combination of tournaments, leagues, and special events throughout the year.

The Randall McDaniel Sports Complex offers valuable indoor recreation options for Avondale residents and visitors. Membership fees are determined by American Sports Centers. The complex attracts many teams and tournament organizers from outside of Avondale.

Libraries

The City of Avondale's two libraries, the Civic Center Library and the Sam Garcia Western Avenue Library, offer a wide range of services for adults, teens, and children in their role as community libraries.

Avondale Civic Center Library

The Avondale Civic Center Library is part of a 16.6-acre government complex that includes City Hall, Avondale City Courts, police headquarters and 911 Response System. The 31,000-square foot library is located at 11350 W. Civic Center Drive and was built in 2007. Under a cooperative agreement, Maricopa County operated the library from its opening in March 2007 until the City of Avondale took over operations in October 2009. The library provides programming, meeting and study rooms, book/media/ebook collections and special events, and free wifi Internet access. Study rooms are free for community use and can be reserved up to one week ahead.

Sam Garcia Western Library

Sam Garcia Library is located adjacent to Sernas Plaza and Dennis DeConcini Park in historic Avondale at 495 E. Western Avenue. The 12,000-square foot Sam Garcia Western Avenue Library was constructed in 2008 to replace the nearby Old Town Library as the City of Avondale continued its commitment to library services. As part of the library's role in revitalizing historic Avondale, the library incorporates a glass facade towards the street to visually connect passing pedestrians and retail with library use. Adjacent to the library, Sernas Plaza extends the outdoor public space centered on the library and incorporates revitalized streetscape with water harvesting and seating nodes.

The ground floor includes children's materials, study space, children's computers and an early learning space for preschoolers. The second floor incorporates community and children's programming, adult and teen reading spaces, with scenic views. The library includes study rooms and a conference room for reservation. Additionally, a parked area located in front of the library creates a unique area for residents and visitors to gather and enjoy a book, bite to eat and open space.

CONCLUSIONS

The City of Avondale is prepared to provide parks to future residents and has future expansion of the park system planned with

the future development of more than forty acres of land across the community. The City of Avondale's parks, recreation, libraries and trail assets are numerous, and valuable. The City is dedicated to continuing to provide quality facilities and services to the community.



Conditional Analysis



INTRODUCTION

In 2017, Norris Design made site visits to each park that is owned and operated by the City of Avondale to assess the condition of each park. Each park was assigned a score that reflects the condition of the park based on a set of criteria that describe key park aspects, or asset categories. The conditional scores are indicative of the condition or current quality of each of the asset categories.

The purpose of analyzing the current condition of Avondale’s parks by assigning a conditional score to each park is:

- To help guide maintenance and capital investment

To create a basis for an accurate Level of Service Analysis

KEY FINDINGS

- *The City of Avondale provides high quality parks across the community.*
- *Reinvestment priorities city-wide include: irrigation, ramadas/shelters, playgrounds,*

trees/shrubs, sidewalks, parking, area lighting, signage, benches, trash receptacles, etc.

- *Reinvestment is essential to address repair and replacement resulting from routine use and longevity, as well as regulatory compliance associated with public safety, building code and accessibility.*

METHDOLOGY

To determine an overall park score that reflects the condition or qualitative assessment of the park, key park asset categories are defined, a scoring convention is defined, and scores for each asset category are assigned for each park during a site visit.

Key park asset categories are defined below. They represent descriptors of parks and park elements that affect park visitors.

Table 7.1 - Definition of Asset Category Scores

SCORE	DESCRIPTION
5	An Asset Category that meets the needs of the community in a manner significantly above the average of park amenities in Arizona. The asset category is of excellent quality and condition. The assets within this category more than adequately serve the needs of the users of the facility, based on condition or quantity. No additions or enhancements are necessary for the assets in this category, however, continued maintenance to maintain this elevated level of service is required.
4	An Asset Category that provides above-average service to the community and is of great quality and condition. The assets within this category serve the needs of the users of the facility in an above-average manner, based on the condition and/or quantity.
3	An Asset Category that adequately meets the needs of the community and is of average quality and condition. The assets within this category adequately serve the needs of the users of the facility with asset condition and quantity at a n acceptable level. Enhancements or additional quantities may be appropriate for assets in this category, but are not necessary.
2	An Asset Category that is nearly inadequate at meeting the needs of the community and is of below-average quality and condition.
1	An Asset Category that is significantly below average in meeting the needs of the community, and is significantly below average in quality and condition. The assets in this category do not adequately serve the needs of the users of the facility. The assets in this category may be unusable or already removed but not replaced. For asset categories, additional quantities of or improvements to the assets are recommended.

Assessed Asset Categories

- Access – Accessibility to park amenities
- Character – Park setting and overall arrangement of landscape and architectural elements
- Parking – Condition and amount of parking sufficient for park size and activity level
- Seating – Seating for various amenities, i.e. sports fields, ramadas/shelters
- Shade – Natural or constructed shade to provide relief from summer sun
- Turf Condition – Overall health of turf
- Upkeep – Maintenance of existing amenities

Each of these categories is given a conditional score between 1 and 5, 1 being the lowest and 5 being the highest. See Table 7.1 – Definition of Asset Category Scores for clarification on conditional scores.

How Conditional Scores Are Calculated for Each Park

For each park, the conditional scores of each asset category are summed and an overall

conditional score is computed and converted to a percentage score.

$$\text{Parks score} = \frac{\text{Sum of asset category scores}}{\text{Sum of highest scores possible}} \times 100$$

A park that adequately meets the needs of the community will have a score of 60%. For example, if a park scores a 3 on each asset category, then the park adequately meets the needs of each asset category, and the overall park score is 60%. If the formula above is applied to this example, the park score is 21/35 multiplied by 100, or 60%.

The intent of the score is to provide a measurement of the condition of each park. The scores are used to enhance the utility of the Level of Service mapping described in the Level of Service Chapter and to guide recommendations for facility reinvestment. See Table 7.2 for a list of the overall park scores.

Table 7.2 Park Conditional Scores

PARK NAME	CLASSIFICATION	OVERALL SCORE	ACRES	SERVICE RADIUS
Civic Center Plaza	Plaza	80%	1.75	1/4 Mile
DeConcini Park	Neighborhood Park	58%	2.00	1/2 Mile
Dessie Lorenz Park	Neighborhood Park	20%	4.60	1/2 Mile
Doc Rhodes Park	Pocket Park	63%	0.30	1/4 Mile
Donnie Hale Park	Neighborhood Park	58%	5.30	1/2 Mile
Festival Fields	Community Park	48%	56.50	3 Mile
Fred Campbell Park	Neighborhood Park	60%	1.50	1/2 Mile
Friendship Park	Community Park	75%	67.40	3 Mile
Las Ligas Park	Neighborhood Park	60%	8.10	1/2 Mile
Mountain View Park	Neighborhood Park	63%	3.60	1/2 Mile
Sernas Plaza	Plaza	93%	0.25	1/4 Mile



REINVESTMENT GOALS BASED ON PARK ASSESSMENTS

Recommended priorities for reinvestment in existing parks emerged during the assessment of the condition of each City of Avondale owned and operated park. With few exceptions, Avondale's parks are well maintained and in good to excellent condition. Overall, for parks across the city, reinvestment priorities focus on the replacement and renovation of park infrastructure elements. Some reinvestment goals target specific parks due to site-specific improvements that are needed.

City-wide Reinvestment Goals

Turf irrigation infrastructure renovations or replacement

- Symptoms of inefficient irrigation infrastructure are common among Avondale's parks. There is evidence of

over-watering to compensate for deficits in irrigation coverage by spray heads. As part of the same irrigation design deficiency, there is evidence of dry turf areas where the irrigation system appears to be on an appropriate water schedule, but the spray heads do not provide full coverage. It would be possible to reduce water use across the city with investment in efficient irrigation systems to replace the existing turf irrigation infrastructure. It is important to remove obstacles to irrigation spray such as trash cans and barbecue grills to maintain irrigation efficiency and consistent coverage.

Ramada/shelter renovation or replacement

- Ramadas at neighborhood parks across the City are generally of the same design – clay tile roofs on stucco pillars with a wooden roof frame. Wood rot



and broken clay roof tiles are common among ramadas at neighborhood parks. The wood-frame ramadas that are sited at most neighborhood parks are beyond their useful life span. As replacement occurs, it is recommended that the City adopt a new standard ramada structure made of durable materials such as steel or masonry and that new ramadas and associated picnic tables, trash cans and grills are installed to be compliant with the Americans with Disabilities Act (ADA), a federal regulatory requirement. As the ramada renovations occur, it is important to locate grills and trash cans out of irrigated turf areas. Currently, there are many trash cans and barbecue grills that are rusted out due to irrigation spray. With regards to ramadas at community parks, the ramadas at Friendship Park are new and in excellent condition while there are no ramadas at Festival Fields, a park that has been recently master planned and targeted for expansion and renovation.

Playground upgrades

- Play equipment city-wide is in good to excellent condition. Most play equipment is shaded, has wood chips or rubberized surfacing in the fall zone, and includes a bench. It is recommended that a shade structure be added to existing equipment that does not currently have one, that sand in fall zones be replaced with wood chips, that existing play areas are renovated to be ADA compliant, and that a bench is included in each play area.

Landscape maintenance upgrades

- Trees and shrubs at the community parks are not being maintained to acceptable, industry standard levels. Most of the plant material that is in need of increased maintenance at community parks is located in areas of decomposed granite and are drip irrigated. It is likely that the drip irrigation systems are not delivering sufficient water to the landscape because of malfunctions or unaddressed repairs in the drip system. Landscape trees at neighborhood parks are generally located in turf areas that appear to be receiving an abundance of water from

the turf irrigation system. These trees are healthy and well pruned. Renovating drip irrigation systems and clarifying landscape maintenance standards in the City's park maintenance contract are recommended.

Sidewalk repair or replacement

- It is recommended that cracked and heaving sidewalks be repaired or renovated as part of a program to ensure ADA compliant accessible routes.

Parking lot repair

- It is recommended that parking lots at the neighborhood parks be resurfaced to maintain ADA-compliant routes, surfacing and grades as well as prevent further deterioration of the asphalt base. Parking areas at Festival Fields are also in need of resurfacing. If the planned renovation and expansion does not accomplish the parking lot resurfacing, then the resurfacing is recommended to be included as a reinvestment priority.

Safety/Security improvements and repairs

- Reinvestment in assets that contribute to park safety is recommended. These assets include sidewalks and lighting in parks and parking lots.

Park-specific Reinvestment Goals

Community Parks

The overall conditional score for Friendship Park is 75%, indicating a high level of quality assets. New improvements on the east side of the park provide a very high-quality park experience to the Avondale community. New improvements to the east side of the park include destination playgrounds with an abundance of shaded play equipment, ramadas, a splash pad, a large group ramada with grills, tennis courts, pickleball court, basketball courts and a large restroom with concession facilities. The west side of the park is older and includes a dog park, a play area, and lighted soccer fields. These west side amenities are ready for reinvestment. Symptoms or irrigation system inefficiencies exist on the soccer fields and in the dog park where turf shows dry areas and ruts. Trash cans, soccer goals and metal benches are rusted from stray irrigation spray. The dog



park needs a new shade structure, elimination of turf areas at the base of the existing chain-link fence, and replacement signage. The west side playground requires benches.

Festival Fields has a conditional score of 48% indicating a below average level of service. Irrigation and turf renovation is needed. Erosion control is currently being addressed. The lower score reflects a lack of shade, seating and character. The irrigation system at Festival Fields needs to be assessed as the turf condition is a significant contributor to the low conditional scores at these parks. Festival Fields is undergoing a master planning process with community outreach. The new master plan will guide future re-development at the site.

Neighborhood Parks

Neighborhood parks across the community are high quality facilities with assets that are mainly in good condition. The overall conditional scores for neighborhood parks range from 20-63%. However, removing Dessie Lorenz Park (conditional score of 20%) from this group brings the range of conditional scores to 58-63%, which indicates that they meet the needs of the community based on their condition.

The low score at Dessie Lorenz Park is due to the fact that its assets are in very poor condition. With its location between a major arterial and railroad tracks, as well as its deteriorated landscape, it is recommended that Dessie Lorenz Park be refurbished as a landscaped area that provides a green belt



along a significant traffic corridor in Avondale. It is recommended that pedestrian access be limited to the existing, wide sidewalk along the street.

CONCLUSION

The City of Avondale provides high quality park facilities, most of which are in good to excellent condition based on visual inspection and scoring of key park assets. Sernas Plaza and the newly developed areas of Friendship Park are two examples of excellent conditions. Friendship Park in particular has such high quality play equipment, courts, splash pad and group ramada that it is a destination for many different types of park users, and an excellent forum for community events.

Recommended goals for reinvestment are based largely on the age of park assets and expected long-term maintenance needs. Irrigation systems across the park system could be improved to increase efficiency in maintaining turf and landscape material and save water. Electrical infrastructure typically has a life span of about twenty years and requires periodic inspection to maintain the integrity and safety of the systems. Results of the Citizen Survey reflect the community's high use of community parks. Sixty three percent of respondents indicate that they have used Friendship Park in the last twelve months. Compared to responses to similar questions in similar surveys across the nation, the use of Friendship Park is very high. In contrast, use of Festival Fields is relatively low at 12% of respondents indicating that their household has visited the park in the last twelve months.

Based on community input and data from the inventory and conditional analysis, it appears that the City's planned improvements to Festival Fields is strongly supported by residents as a needed community asset. While Friendship Park has been improved with significant investment in recent years and has become a destination park for residents across the community, Festival Fields currently has as its focus only sports fields. The planned investment in Festival Fields that includes sports field improvements

and expansion as well as play equipment, splash pads and other destination amenities, is expected to increase the use of Festival Fields to levels that compare to current use at Friendship Park. The City of Avondale has proactively responded to the community's recreation needs by leading the renovation and expansion of the Festival Fields.

Overall, the City of Avondale is continuing to provide high quality parks across the community as reinvestment goals are delivered and capital improvements to meet the recreation needs of the community are planned, funded and constructed.



Level of Service



INTRODUCTION

The purpose of the Level of Service (LOS) analysis is to examine the distribution of existing facilities compared to Avondale's population density to support the City's continued investment in an equitable system of high quality parks facilities. The examination of the distribution of park facilities across the community suggests recommendations for future planning. The City of Avondale provides high quality parks and recreation facilities to its residents. Any gaps identified in the service distribution reveal geographic areas where new parks or facilities may be needed or where community partnerships to provide services may be suggested. Closely located parks provide a higher intensity of park accessibility. Areas of higher population density require a higher intensity of park access to meet community recreation needs. Bicycle and pedestrian access to existing parks is illustrated by establishing a buffer for each park with a typical ride or walking distance.

KEY FINDINGS

- *The City of Avondale provides a high level of service and high-quality facilities to its residents.*
- *Homeowner Association (HOA) parks provide significant Level of Service to the Avondale community.*
- *As new HOA neighborhood parks are constructed they need to meet the City's standard for a neighborhood park.*
- *A national and state trend in recreation is to build partnerships with community stakeholders. This is reflected in Avondale's approach to meeting community recreation needs.*
- *Regional natural resource parks complement Avondale's municipal parks system. The Agua Fria River connects the regional natural resource parks south of Avondale with Avondale's park system, making Avondale a regional hub of trails and natural resource parks.*
- *Community parks provide sports fields for sports leagues and serve as large event spaces.*
- *Potential partnerships with local schools could provide additional options for sports fields for the Avondale community.*

METHODOLOGY

The approach used to examine Avondale's current LOS is based on a geographic analysis of the location of existing parks, the size of the parks, the service radius of each park classification, and population density. The basis of the GIS-based LOS analysis is the GIS-based park facility inventory that has compiled and presented in the Inventory Chapter.

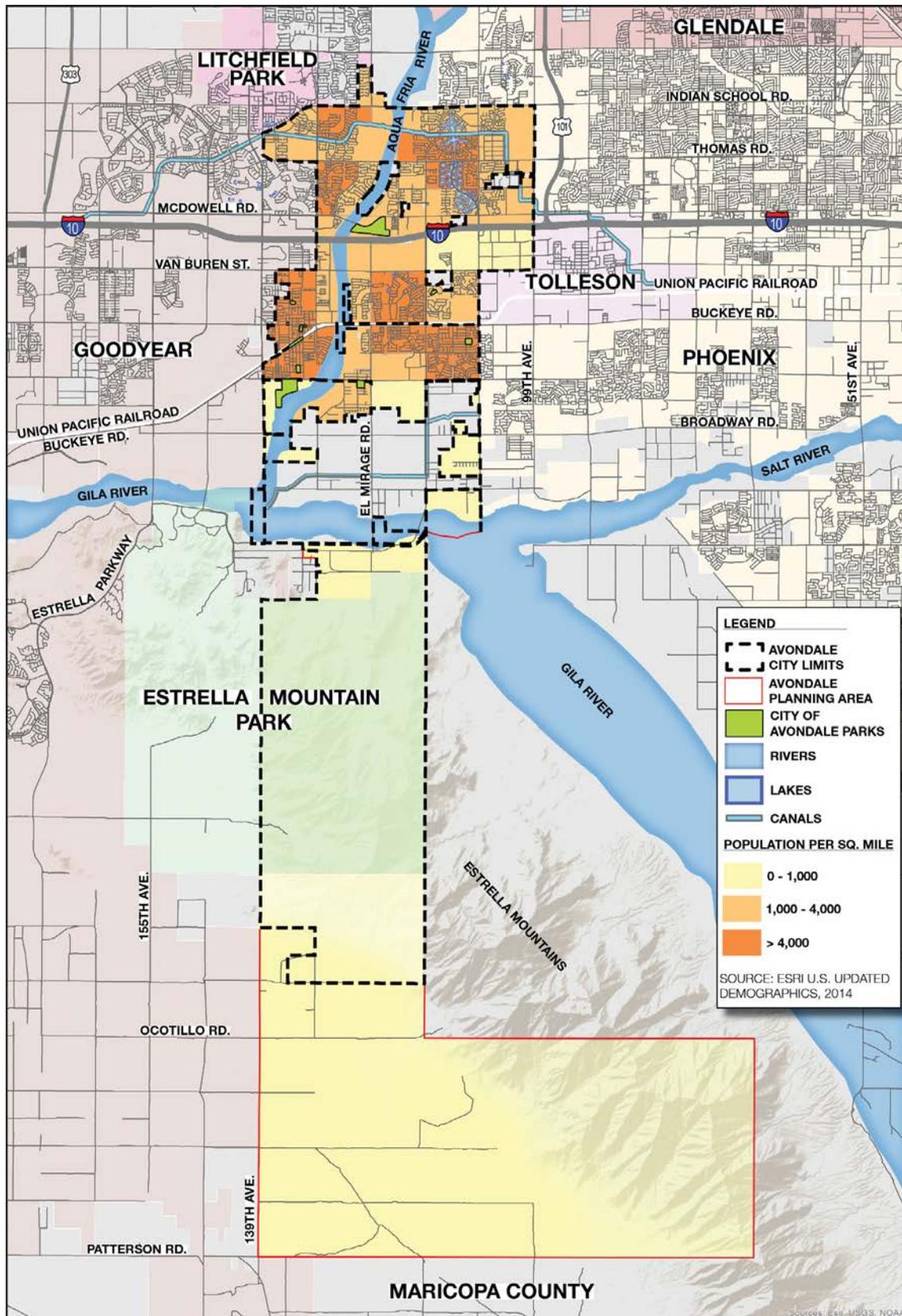
Since population density changes across the community have an effect on recreation needs, Avondale's population density is mapped to distinguish areas of high and low population density. The data that generating the population density maps come from the ESRI 2014 Updated Demographics.

The service radius for each park classification is used to examine the level of access residents have to each existing park. Service radii for each park classification is based on NRPA standards. The goal is for every resident to have access to Avondale's variety of parks and facilities. A GIS-based LOS analysis is used to assess the distribution of parks and recreation facilities across the community. Based on the GIS inventory of facilities, existing parks are mapped with their respective service radii as defined by NRPA standards.

Bicycle and pedestrian access to existing parks is determined by mapping each existing park with a ½ mile buffer. The ½ mile buffer corresponds to a travel distance on foot or on bicycle that is within reach of many residents of various ages and abilities.

Alternate providers of parks and recreation facilities contribute to the community's access to recreation opportunities. To examine how facilities by alternative providers complement those provided by the City of Avondale, both types of facilities are mapped with corresponding service radii. Neighborhood parks provided by Homeowners' Associations are a key component to the community's recreation options for neighborhood amenities such as gathering spaces, playgrounds, and passive,

Figure 8.1 - Distribution of Population Density City-wide



POPULATION DENSITY
CITY OF AVONDALE

Avondale NORRIS DESIGN



open turf areas. It is important to note that parks provided by Homeowners' Associations in Avondale do not always meet the definition of a neighborhood park based on the classification defined in the Inventory Chapter. In order for a Homeowners' Association-provided park to be included in the LOS analysis as a facility that complements the City of Avondale's, a Homeowners' Association-provided park must incorporate, at a minimum, a playground, a relatively large area of turf for passive recreation, and a ramada with a picnic table.

RESULTS

Population Density

The City of Avondale's population density is mapped based on data from ESRI 2014 Updated Demographics data. The distribution of population density across the City of Avondale is mapped in Figure 8.1. Areas of densest population density are the focus of Figure 8.2. Locations of parks that are operated by the City of Avondale are included in population density maps to identify parks that are located in areas of higher density. Parks that are operated by alternate providers are also included to understand how those facilities support the community's recreation needs.

The City of Avondale's population is currently concentrated in the northern portion of the City. The majority of the City's population is located north of Lower Buckeye Road. The northern portion of Avondale has the highest population density and therefore has the highest need for parks service. Population density tends to be concentrated with higher densities located in the central, western and northern portions of the city. The highest concentration of residents in Avondale occurs in subdivision developments. A consistent medium population density fills in the gaps between these higher concentrations areas. The lowest density tends to be around the southern perimeter of the city as well as the industrial/agricultural areas along the eastern portion south of Interstate 10.

Core Area of Population Density

Figure 8.2 shows the distribution of City of Avondale parks in relation to population density in northern Avondale.

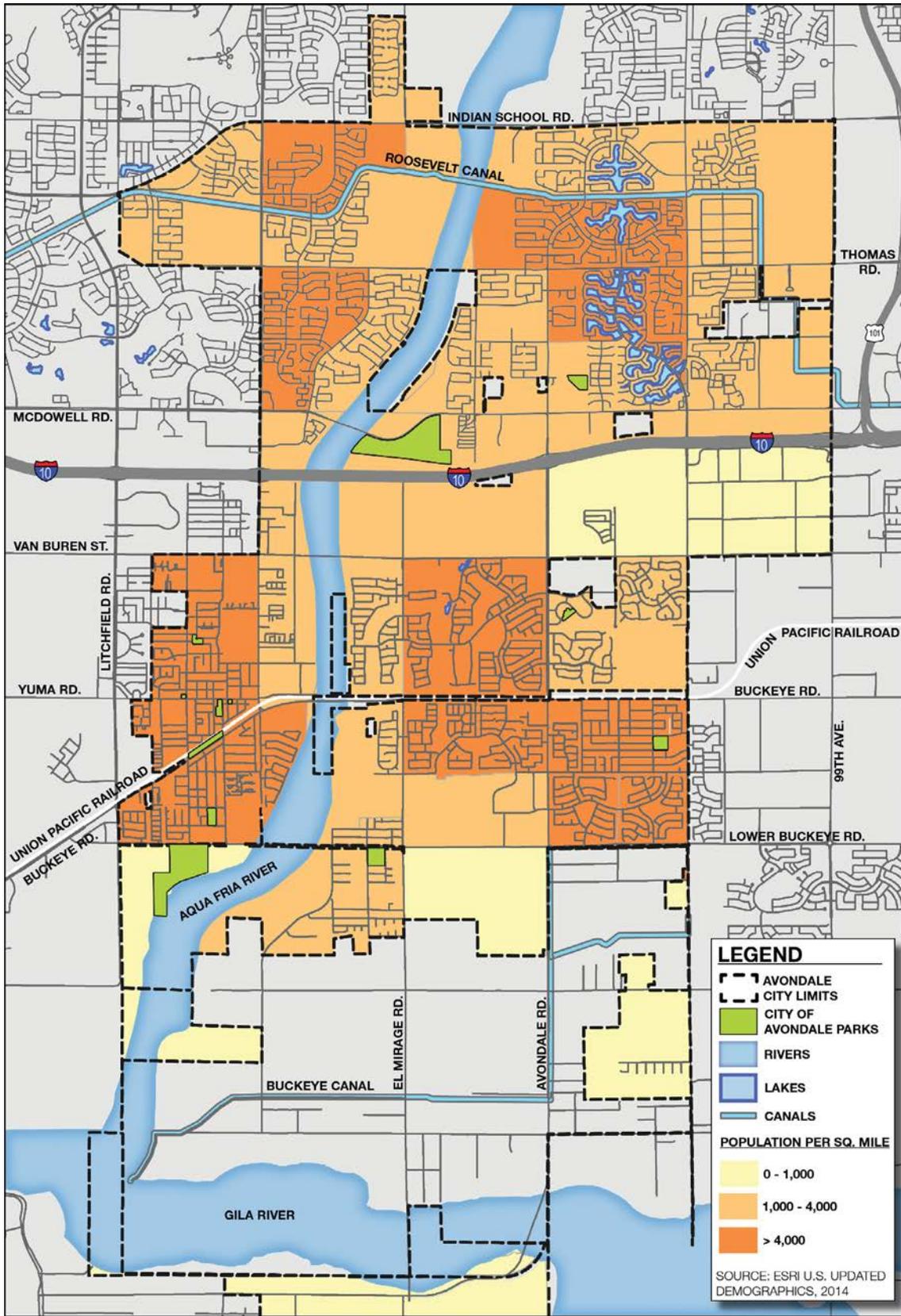
Avondale's two community parks are located in less densely populated areas of the City's core. This is due to the large amount of land required for parks of this size. Both community parks are located adjacent to highly populated areas of the city providing park service to a large portion of the City's population.

Neighborhood parks operated by the City of Avondale serve mainly the older neighborhoods in the west and south. The highest concentration of parks is located west of the Agua Fria River between Van Buren Street and Lower Buckeye Road. This reflects the traditional model of parks service, with the City providing parks service at all levels. Donnie Hale is the sole city park serving a densely populated portion in the eastern portion of the City. Las Ligas Park serves a moderately dense portion of the city south of Lower Buckeye Road.

Examining the relationship between City of Avondale parks and the population density may lead to the conclusion that the City should build more neighborhood level parks to meet demand. However, once Homeowners' Association (HOA) parks are factored in, the level of service becomes far more robust.

An HOA park is part of the open space required for subdivision development. Neighborhood parks that have been including in the Level of Service analysis and are mapped in illustrations below meet the definition of a neighborhood park as described in the Inventory Chapter. HOA parks that do not meet the minimum definition of a neighborhood park have been excluded from the analyses because they do not provide the neighborhood amenities that a City neighborhood park would, and therefore do not provide a park that is comparable to a neighborhood park operated by the City.

Figure 8.2 - Core Area of Population Density with Existing City of Avondale Parks



POPULATION DENSITY
CITY OF AVONDALE PARKS

Avondale NORRIS DESIGN



Southern Avondale

The current Avondale city limits include a portion of Estrella Mountain Park, which creates opportunities and constraints in providing parks service. Maricopa County's Estrella Mountain Park is a large natural resource park with many developed trails and amenities. Avondale can connect to existing trails to form a larger network, and expand recreation opportunities to residents. Future development in south Avondale and the future planning area will have access to a large, established natural resource park.

Estrella Mountain Regional Park bifurcates the City into a north and south portion. Currently there is no contiguous route to the southern portion of Avondale. This poses a long-range future challenge for expanding parks service to the southern portion of Avondale and the future planning area.

Currently, there are no neighborhood or community parks available in southern Avondale. Future development will need to include, and is planned to include neighborhood parks and community parks. HOA parks can fulfill neighborhood level of service similar to the pattern found in northern Avondale. At least one community level park is needed to meet level of service needs for new development. Structuring ownership and maintenance responsibilities will be key in the expansion of parks service to southern Avondale and the future planning area. Issues with infrastructure and maintenance needs arise from providing parks in a location disconnected from the rest of the park system.

LEVEL OF SERVICE ANALYSIS

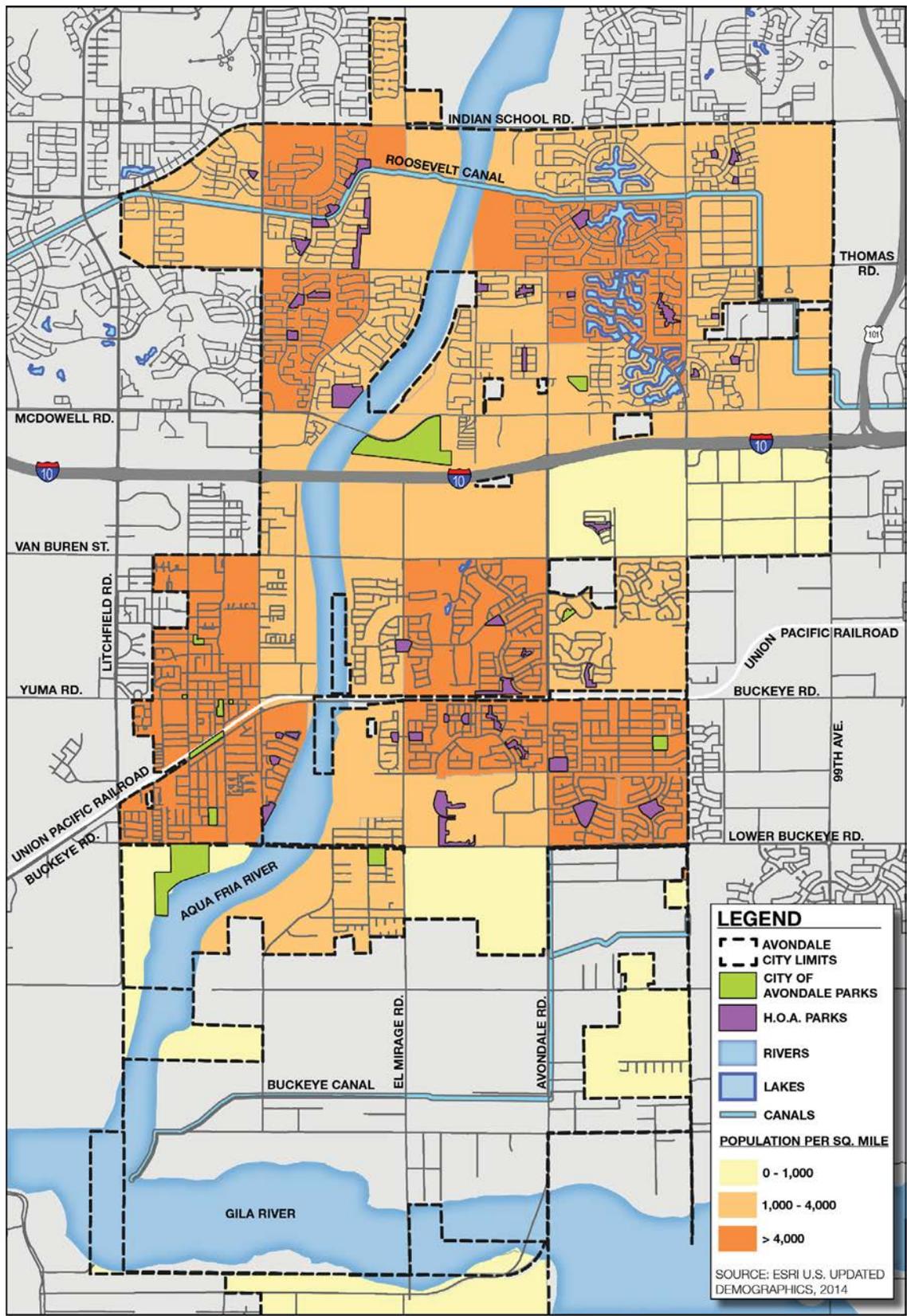
Each existing park was assigned a service area radius based on its classification. The service radii were guided by NRPA standards, with customizations made based on the land area of the City of Avondale.

- Community Parks – 3 Miles
- Neighborhood Parks – 1/2 Mile
- Pocket Parks and Plazas – 1/4 Mile

The Level of Service analysis results in a map that reflects varying levels of intensity of park service across the community. When service radii centered on different parks overlap, residents who live in the overlapping service radii have more options available to meet their recreation needs. On the other hand, when a resident lives within only one park's service radius, then the resident has a relatively lower intensity of recreation options. A resident that lives outside of any park's service radii is in an area of no park service.

To help explain the methodology of the Level of Service analysis, Figure 8.4 shows a simplified, theoretical example of three (3) overlapping service radii. It shows areas where there is a high degree of overlap in red and where there is less overlap in yellow. In effect, the residents within the red areas have a greater variety of parks to choose from than those in the yellow areas, or in other words, a higher intensity of park service.

Figure 8.3 - Core Population Density with Parks by City of Avondale and Homeowner's Associations

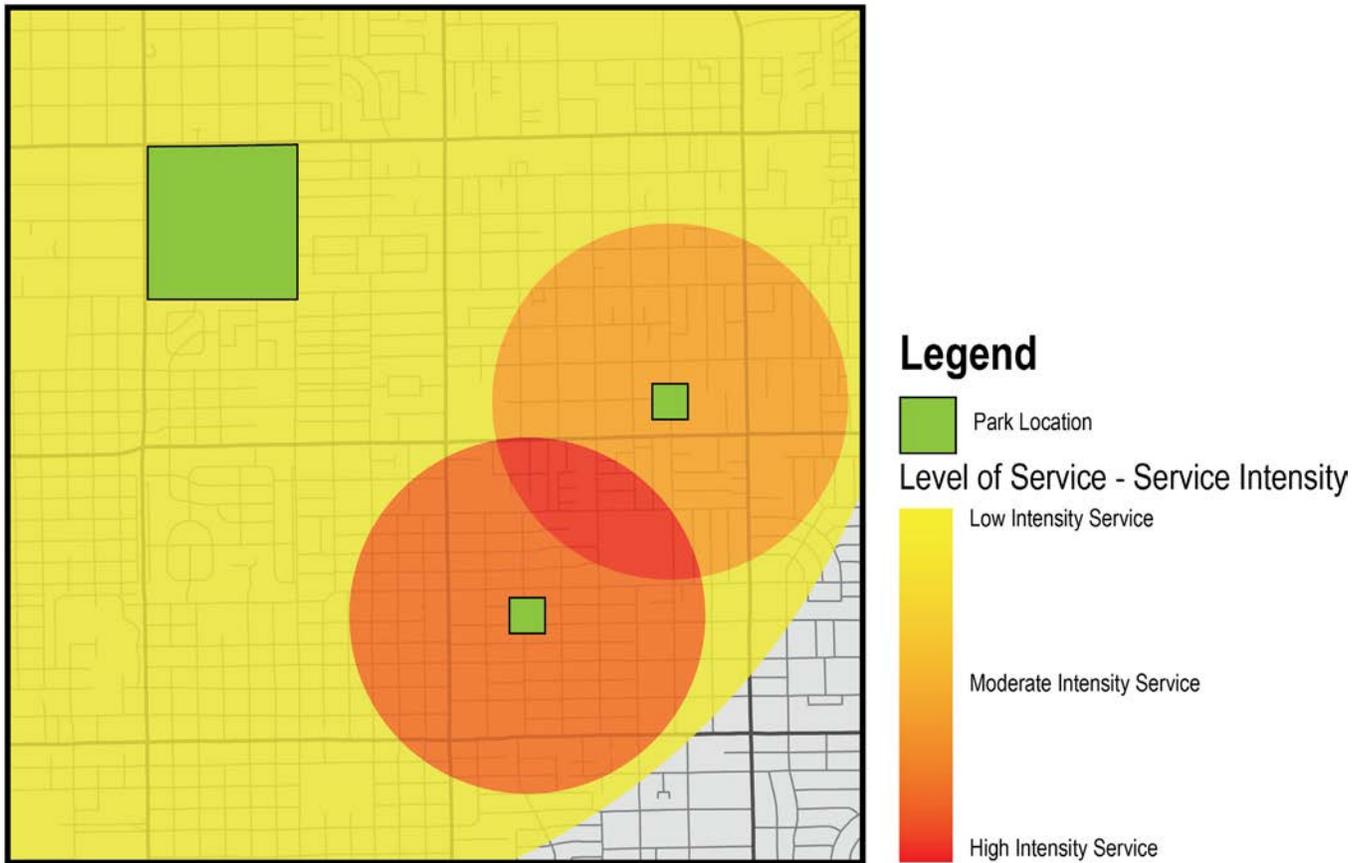


POPULATION DENSITY
CITY OF AVONDALE & HOMEOWNER ASSOCIATION PARKS

Avondale NORRIS DESIGN



Figure 8.4 - Method for Mapping Park Service Intensity



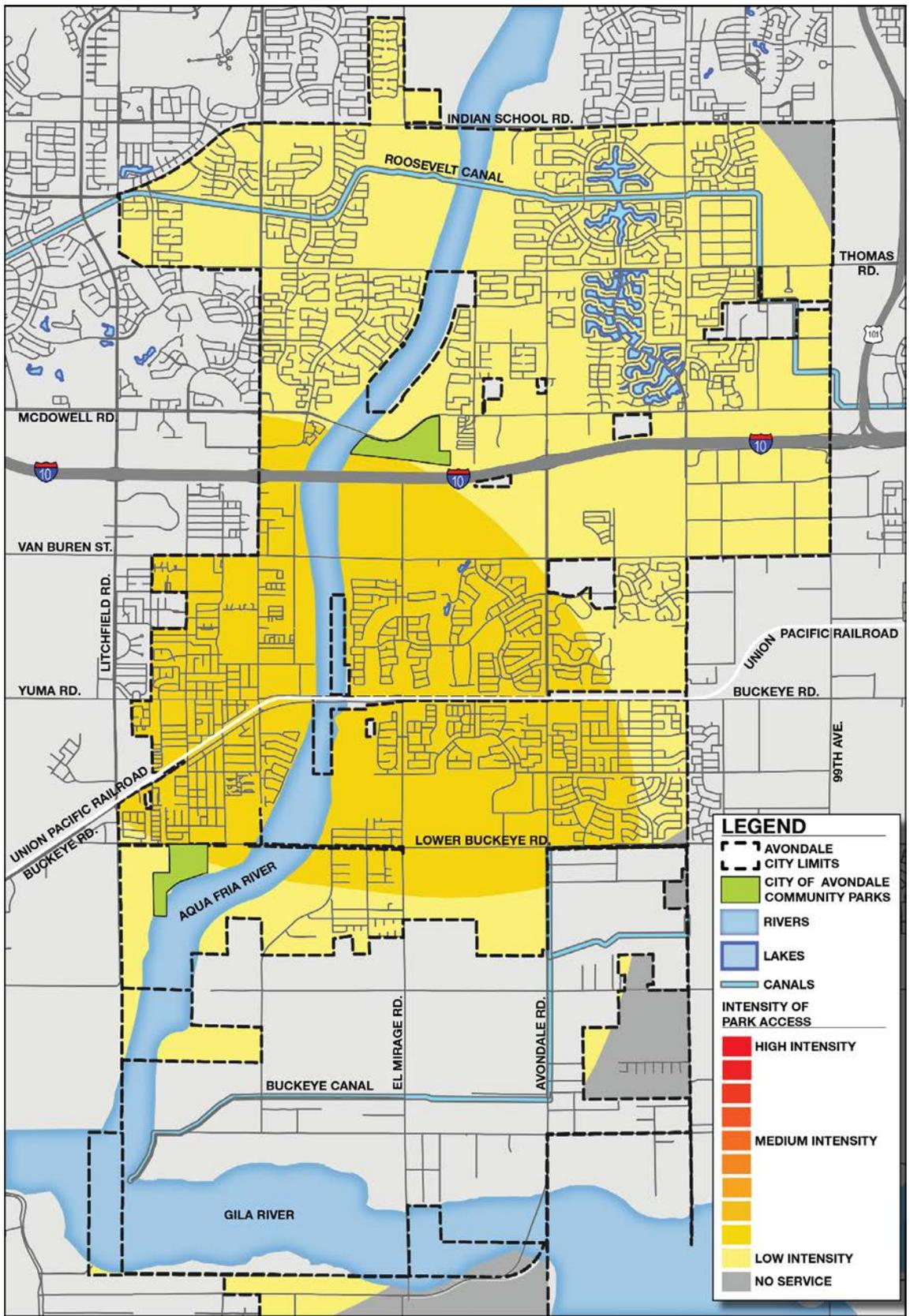
INTENSITY OF PARK SERVICE ACROSS THE COMMUNITY

The Level of Service across the Avondale community is presented below in a step-wise series of maps. First, Friendship Park and Festival Fields, Avondale’s two community parks, and their service radii are mapped. Second, all parks that are owned and operated by the City of Avondale are mapped along with their service radii. Darker areas on the map reflect areas of higher park service intensity. Next, HOA parks within the City of Avondale are mapped with their service radius. Only HOA parks that are comparable to the City’s neighborhood parks are mapped. This map indicates that HOA parks provide a great deal of park service to the community. Finally, all parks in Avondale – those owned and operated by the City of Avondale as well as those provided by HOAs – are mapped to present the community’s overall Level of Service.

Community Parks

Avondale’s two community parks play a key role in the parks system by providing community event space as well as sports fields. Friendship Park and Festival Fields are mapped with their service radii to present the Level of Service that Avondale residents access based only on the City’s two existing community parks. See Figure 8.5.

Figure 8.5 - Level of Service Provided by Community Parks



PARKS SERVICE AREA COVERAGE
CITY OF AVONDALE COMMUNITY PARKS

Avondale NORRIS DESIGN



Any areas on the map that have color are receiving park service from Friendship Park and Festival Fields. Almost all of the Avondale community is within the mapped service radius of a community park. Friendship Park serves most areas within Avondale. The darker yellow areas in Figure 8.4 indicates the overlap of the two service radii associated with Friendship Park and Festival Fields, and where this overlap provides a higher intensity of park service.

LEVEL OF SERVICE PROVIDED BY ALL PARKS THAT ARE OWNED AND OPERATED BY THE CITY OF AVONDALE

In Figure 8.6, neighborhood parks, plazas and pocket parks that are owned and operated by the City of Avondale are combined with community parks to map each facility and its service radius. These parks include:

Community Parks (3-mile service radius)

- Friendship Park
- Festival Fields

Neighborhood Parks (1/2-mile service radius)

- Fred Campbell Park
- DeConcini Park
- Donnie Hale Park
- Dessie Lorenz Park
- Mountain View Park
- Las Ligas Park

Plazas & pocket parks (1/4-mile service radius)

- Civic Center Plaza
- Doc Rhodes Park
- Serna Plaza

Almost all of the developed areas in the City of Avondale are served by at least one park. Areas of darker color reflect areas of more intense park service. Historic Avondale is an area of particularly high intensity park service.

LEVEL OF SERVICE PROVIDED BY HOA PARKS

Parks provided by HOAs provide significant level of service to the community. HOA park acreage totals 146.7 acres. Only HOA parks that are comparable to the City of Avondale's

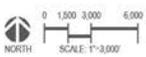
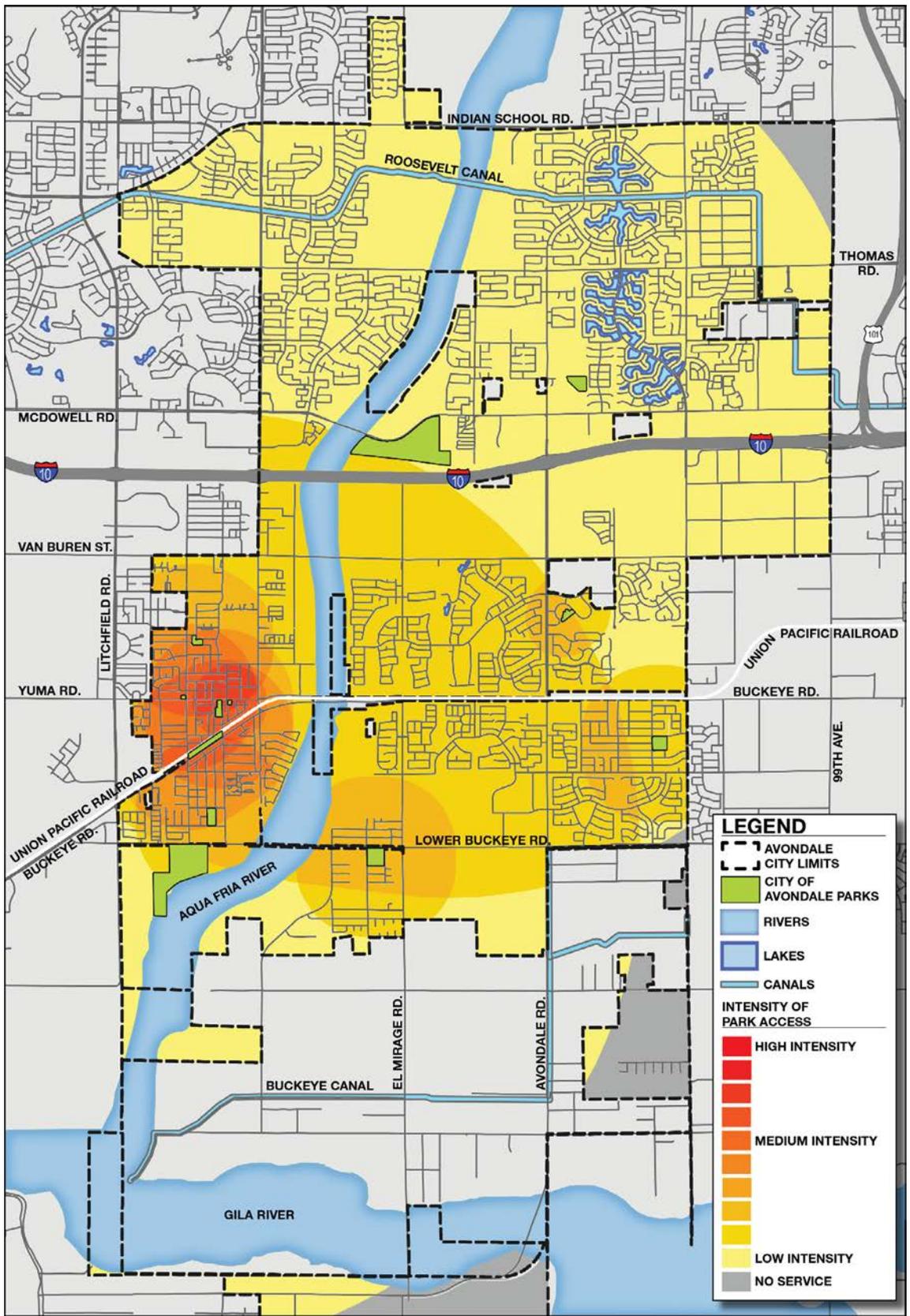
neighborhood parks are included in the Level of Service analysis. The HOA parks included in the Level of Service mapping include all of the following: a ramada with a picnic table and BBQ grill, a turf area and a playground.

The HOA parks each have a service radius of ½ mile. The HOA parks provide park service to more recently developed areas within Avondale. Highest park service intensity is focused on the area west of Avondale Road near Buckeye Road.

TOTAL LEVEL OF SERVICE

Parks that are owned and operated by the City of Avondale are combined with parks that are provided by HOAs in a map that reflects the Avondale community's total Level of Service.

Figure 8.6 - Level of Service: City of Avondale Owned Parks

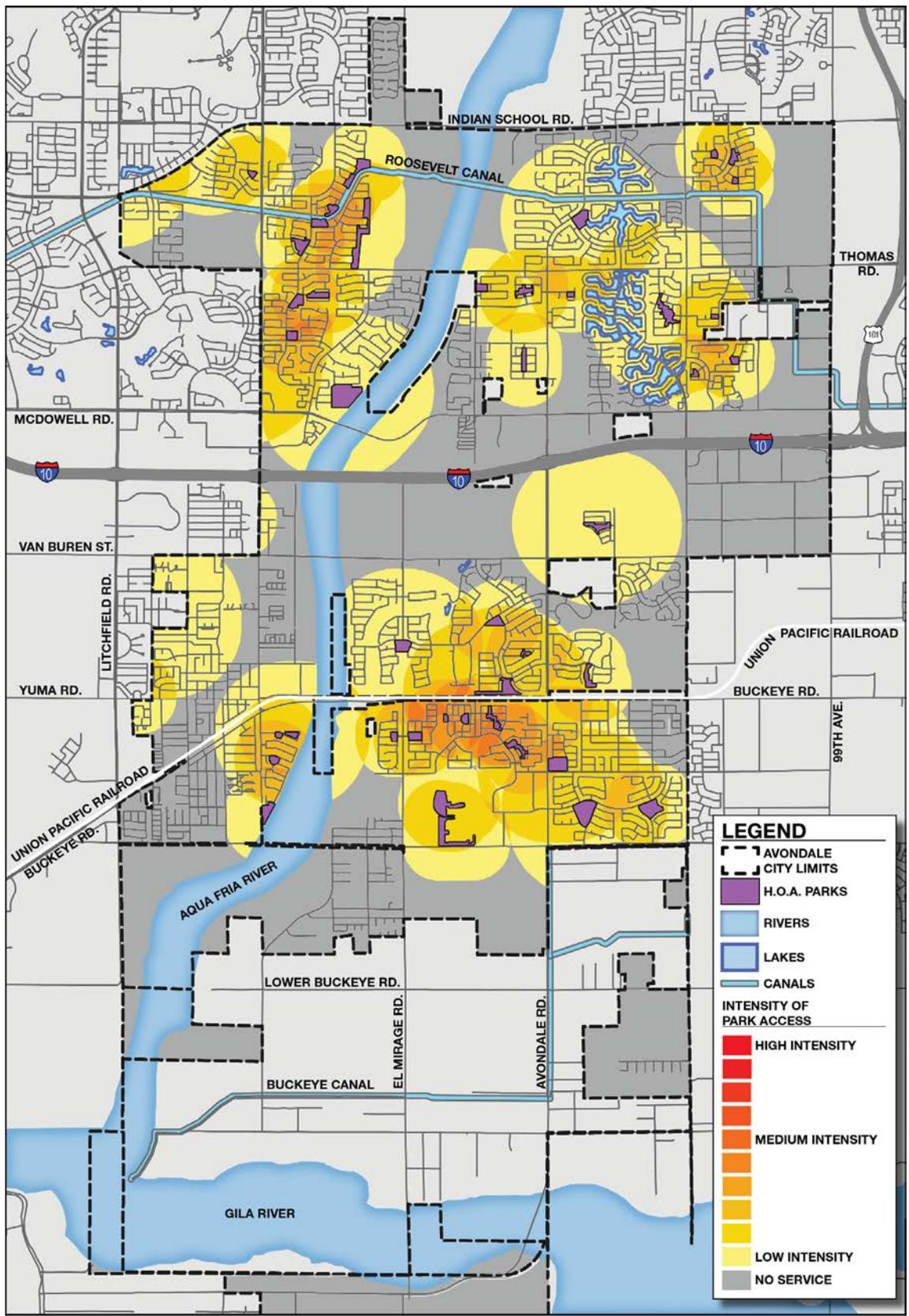


PARKS SERVICE AREA COVERAGE
CITY OF AVONDALE PARKS

Avondale NORRIS DESIGN



Figure 8.7 - Level of Service Provided by HOA Parks

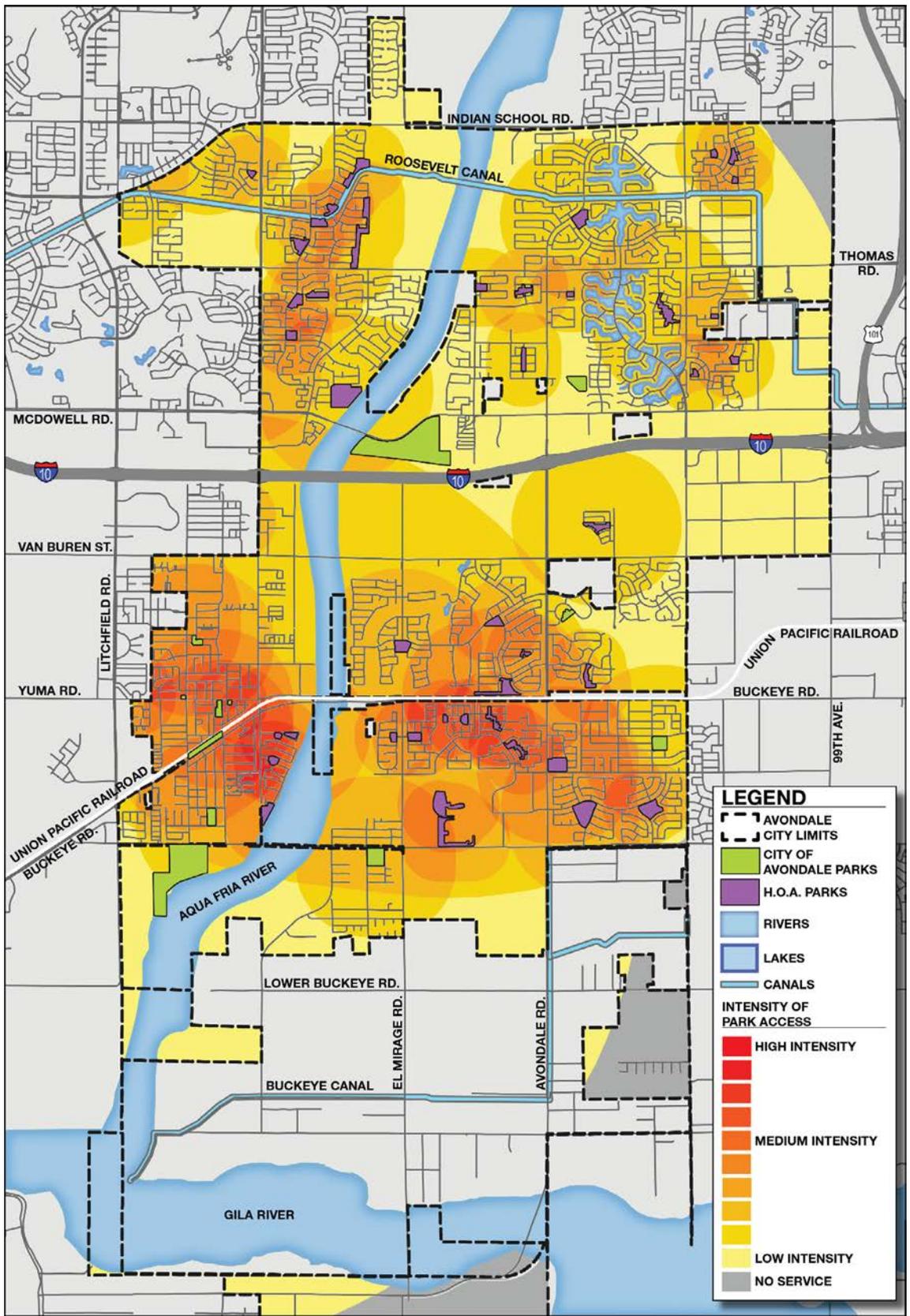


PARKS SERVICE AREA COVERAGE
AVONDALE HOMEOWNER ASSOCIATION PARKS

Avondale NORRIS DESIGN

Only Homeowner Association parks with amenities that meet the minimum definition of a neighborhood park were included.

Figure 8.8 - Total Level of Service



PARKS SERVICE AREA COVERAGE

CITY OF AVONDALE & HOMEOWNER ASSOCIATION PARKS

Only Homeowner Association parks with amenities that meet the minimum definition of a neighborhood park were included.

Avondale NORRIS DESIGN



The combination of parks provided by the City of Avondale and those provided by HOAs results in a high Level of Service across the community.

Park service is supplemented by neighborhood parks provided by Homeowners' Associations. The inclusion of HOA parks in the Level of Service analysis reflects an increase in service coverage for the City. These neighborhood parks that are provided by private development are a key component of the community's Level of Service. The distribution of HOA parks complement the City's parks that are operated by the City of Avondale in such a way that the community's service coverage is greatly increased.

HIGHLIGHTS FROM THE LEVEL OF SERVICE ANALYSIS

- Service areas for parks vary based on NRPA Parks classification standards:
- Friendship Park and Festival Fields have a service radius of 3 miles
 - a. All other parks have a service radius of ½ mile except for Sernas Plaza, Doc Rhodes Park and Civic Center Plaza which have ¼ mile radii.
 - b. HOA Parks have either ½ mile or ¼ mile service radius depending on parks size and amenities
- Service coverage is the highest in the central and western portions of the City.
- The northern portion of the City has a lower service coverage than the central and western portion.
- HOA Parks intensify the service coverage throughout the City.
- A trend in the parks and recreation industry is to build partnerships with community stakeholders. This is reflected in Avondale's approach to meeting community recreation needs.
- Service is concentrated in residential areas.

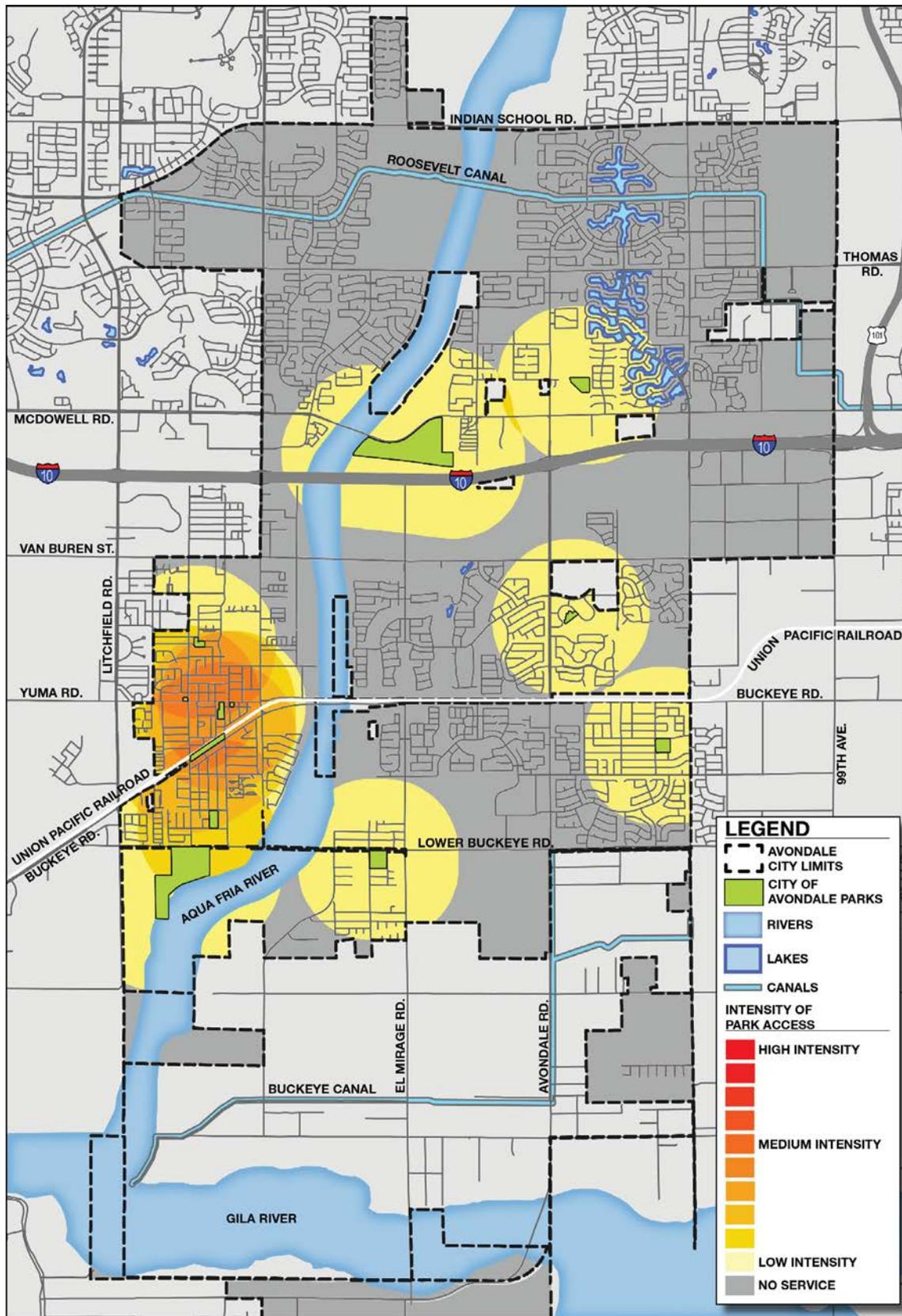
BICYCLE AND PEDESTRIAN ACCESS TO EXISTING PARKS

To analyze the level of bicycle and pedestrian access to existing parks, a ½ mile radius was

applied to each park. This bicycle/pedestrian access radius reflects a comfortable bicycling or walking distance for residents of a wide spectrum of physical abilities. Bicycle and pedestrian access is an important component of the health and wellness mission of the parks and recreation industry's public service. Making bicycling and walking an option for fitness has a measurable effect on community health. Also, bicycle and pedestrian facilities are neighborhood-level connections to a larger, regional trails network.

Bicycle and pedestrian access to City of Avondale owned and operated parks is mapped below. Bicycle and pedestrian access to parks facilities increases when HOA parks are included in the analysis. Similar to the increased Level of Service generally, HOA parks supplement the community's bicycle and pedestrian access to parks.

Figure 8.9 - Bicycle and Pedestrian Access to Existing City of Avondale-Owned Parks

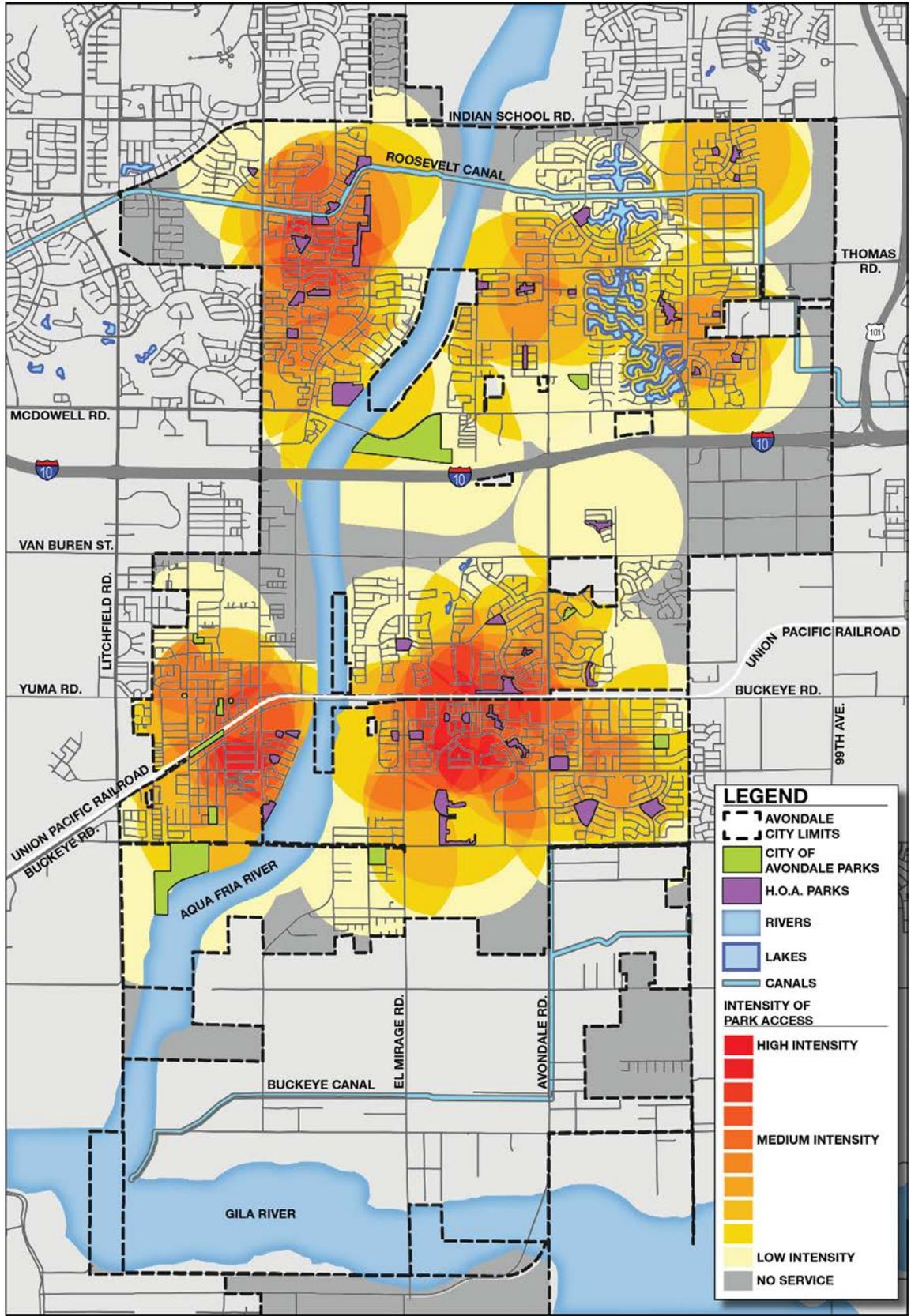


BICYCLE AND PEDESTRIAN ACCESS
CITY OF AVONDALE PARKS

Avondale NORRIS DESIGN



Figure 8.10 - Bicycle and Pedestrian Access to Existing Parks Provided by the City of Avondale and Homeowners' Associations



BICYCLE AND PEDESTRIAN ACCESS
CITY OF AVONDALE & HOMEOWNER ASSOCIATION PARKS

Avondale NORRIS DESIGN

Only Homeowner Association parks with amenities that meet the minimum definition of a neighborhood park were included.

The combination of City and HOA parks delivers a high Level of Service to residents. City of Avondale parks typically serve bicycle and pedestrian needs in the older areas of the City. Gaps in access still occur in the periphery of the City.

HIGHLIGHTS FROM THE BICYCLE/PEDESTRIAN ACCESS ANALYSIS

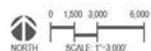
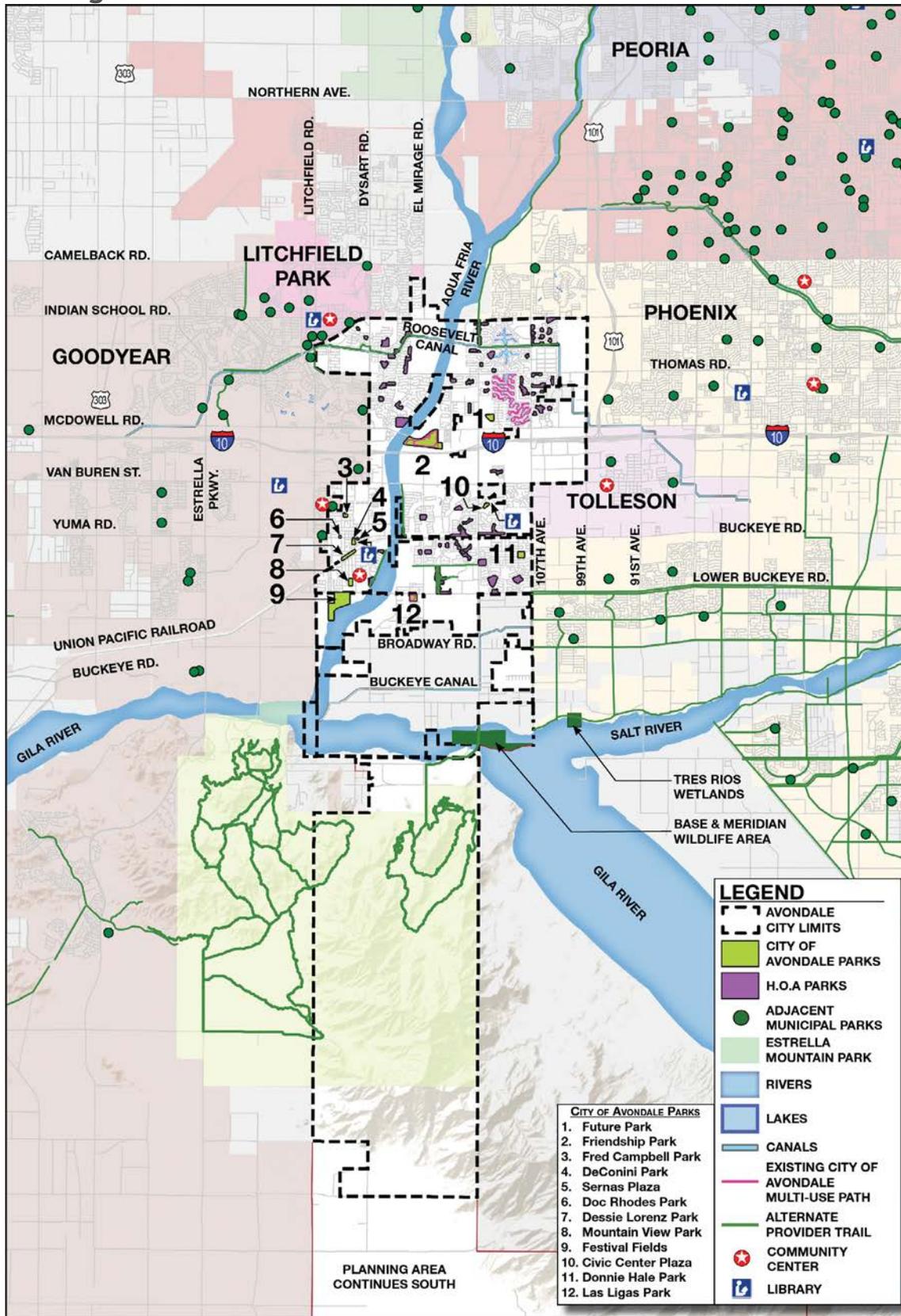
- The western portion of the City along Buckeye Road has the highest intensity of bicycle/pedestrian access to City Parks. This is due to many small parks being located relatively close to one another.
- Some overlap of service between HOA and City parks occur in the southern portion of Avondale.
- Gaps in coverage occur in the central and northern Avondale, with the entire northeastern portion of the city having limited bicycle/pedestrian access to City parks.

ALTERNATE PROVIDERS OF PARKS, RECREATION, LIBRARIES AND TRAIL FACILITIES

The relationship between the City of Avondale's facilities and those provided by other jurisdictions in the area informs Avondale's planning and approach to meeting the recreation needs of the community. See Figure 8.11 for a GIS-based map of existing parks, recreation and library facilities that are provided by the City of Avondale as well as other public agencies and homeowners' associations in the region.



Figure 8.11 - Existing Parks, Recreation, and Library Facilities by Other Jurisdictions in the Region



EXISTING FACILITIES

Avondale NORRIS DESIGN

FACILITIES PROVIDED BY THE CITY OF AVONDALE AND ALTERNATE PROVIDERS

Only Homeowner Association parks with amenities that meet the minimum definition of a neighborhood park are included.

Residents in western Avondale, especially those in northwestern Avondale, benefit from parks provided by the City of Goodyear. Large, natural resource parks near southern Avondale attract visitors from the region and provide a great resource for Avondale residents as well as a complement to Avondale's municipal parks system.

FUTURE PARKS

As the community grows, two future parks are on the planning horizon – a neighborhood park in central Avondale and a community park in southern Avondale south of Lower Buckeye Road. Both of these parks will increase Level of Service.

Pendergast Park

Pendergast Park, a neighborhood park near McDowell Road and Avondale Road, has been located as a future park that is currently undeveloped, but will, as the residential properties in the area continue to be developed, become a neighborhood park serving area residents. Future development of Pendergast Park will include amenities identified in the neighborhood park classification such as a playground, open turf area, ramadas, picnic tables and a barbecue grill, and lighted sports courts.

Future Community Park

Development in the vicinity of El Mirage Road and Broadway Road is progressing through the City's planning process. The Lakin Ranch development is a residential area that includes a planned community park. It is recommended that the City of Avondale participate in the planning process for this development to ensure that amenities in the new community park meet service needs for the overall park system. Key amenities to consider for the future community park include lighted sports fields. Opportunities for shared-use agreements exists for lighted sports fields and other amenities.

OPEN SPACE

Citizen Survey results indicate that open space preservation is a community priority. Open space and natural resource areas are foundational to Avondale. The Agua Fria River, Gila River and Salt River all provide open space opportunities. Moreover, the rivers are the foundation of Avondale's pre-history, historic agricultural use, and current open space considerations.

Large natural resource parks and the confluence of the Tres Rios south of Avondale provide a unique opportunity for tourism, economic development and open space that complements Avondale's active park system. Connecting Avondale to the Tres Rios for Recreation and Economic Development Trails, another community priority, provide connections between Avondale's urban areas, Avondale's historic agricultural areas, and the riparian habitat in southern Avondale. A presentation of Avondale's trails planning, the importance of trails, and a description of major trail corridors can be found in the Trails Master Plan Chapter. Key considerations for future connectivity between Avondale and the natural resources at the confluence of the Tres Rios are:

- Tourism as an economic benefit may be enhanced through the preservation of open space and development of trails to connect Avondale with the tremendously valuable riparian habitat at the Tres Rios confluence.
 - a. Maricopa County's plans to create a wide-open water body within the boundaries of the Tres Rios confluence may create an opportunity to partner in the promotion of outdoor recreation for both residents and visitors. Bird watching, kayaking, wildlife viewing, and other lake-oriented opportunities are possible outdoor recreation opportunities.
 - b. The Gila River Scenic District creates an opportunity for tourism and economic development as nature festivals, trailheads, wildlife viewing and other riparian activities may be developed as activities in partnership with other public land owners in the area.



- Identify open space for preservation within the context of the future State Route 30
 - a. Strategic parcels that enhance community connectivity or provide access to key open space and park assets.
 - b. Areas along river corridors and parcels that expand regions of publicly owned land support wildlife refuge.
 - c. Consider partnerships to support open space acquisition, interpretation and operation.
 - d. Historic agricultural lands may be preserved through partnerships with farming-oriented organizations such as Future Farmers of America at the Agua Fria High school, or with historic preservation agencies.

CONCLUSIONS

- City of Avondale residents enjoy a high level of parks service coverage.
- Inclusion of HOA parks increases the service coverage for the community. HOA parks supplement the Avondale parks system by providing localized Level of Service to neighborhoods. The HOA parks

allow the Avondale Parks, Recreation and Libraries Department to focus efforts on providing larger park amenities such as ball fields and splash pads.

- The northern portion of the City has a lower intensity of service coverage than the central and western portion.
- It is recommended that the City of Avondale continue to coordinate parks and recreation needs for new development with the City of Avondale's planning staff. Maintaining the definition of the neighborhood park classification for privately developed parks will ensure that privately-operated facilities provide a complement to City of Avondale facilities.
- Improve connection to City parks by developing a trail system along the Agua Fria River.
- Improve pedestrian connections to parks through trail, greenway and multi-use path development.
- Residents in the northwest portion of Avondale benefit from adjacent Goodyear facilities to meet their parks and recreation needs.
- Consider future demands on parks and recreation facilities as Avondale's population continues to grow.





Trails Master Plan



INTRODUCTION

The City of Avondale lies at the junction of the Gila River and the Agua Fria River, which serves as important wildlife habitat and provides residents with many recreation activities. Avondale also contains a huge recreational and natural resource in the Estrella Mountain Regional Park, which is an active destination for residents from all over the Phoenix metropolitan area and beyond. The abundance of recreational opportunities surrounding Avondale prompted citizens and other stakeholders to advocate for improved connections to these assets. This Trails Master Plan, as a section of the City of Avondale Parks, Recreation Facilities and Trails Master Plan Update, is the culmination of this desire for improved connection.

Connecting Avondale to recreation areas and community assets will increase tourism and enhance residents' quality of life. Many cities have turned to trails planning as a way to offer community members access to natural areas in order to promote well-being, multi-modal transportation, and connectivity between municipal parks and regional natural resources.

This chapter of the City of Avondale Parks, Recreation Facilities and Trails Master Plan Update is a shared vision for recreation, transportation, environmental stewardship, economic growth, and tourism. The trails planning addresses key issues described in the Avondale General Plan 2030. These issues include open space and recreation planning as well as planned development strategies and opportunities for regional cooperation. Expansion of the trail system will specifically enhance the tourism, sustainability and quality of place in the City of Avondale.

The City of Avondale General Plan emphasizes development of a balanced, integrated, multi-modal circulation system (streets, trails, sidewalks, bikeways, transit, light rail, and river corridors) that is efficient and safe, and which connects neighborhoods to jobs, schools, services, local attractions, and open space. Avondale's planned trails and existing bikeways connect homes to parks, shopping areas, businesses, schools, Estrella

Mountain Community College, and to the trails on public land surrounding the City.

Avondale's Trails Master Plan, is an objective tool for elected officials and citizens that outlines the community's need for trail facilities. There are many reasons to develop a cohesive trail master plan. One purpose is to connect the City of Avondale's community assets to the existing network of regional trails. Making a connection to nearby trails will create an alternate route to neighboring cities. Another purpose of the Master Plan is to promote recreational opportunities within the City of Avondale and connect residents to the larger region's open space and recreation opportunities.

The demand for safe bicycle and pedestrian facilities within transportation systems in Avondale and the Phoenix metropolitan area is growing. In addition, bicycling proves an inexpensive and healthy mode of transportation. An interconnected system of bicycle and pedestrian facilities in the City's transportation system and trails throughout the community can provide linkages between residential and commercial development, parks, schools, and open spaces.

The trails plan in this chapter includes:

- An inventory of existing trails, paths and greenways that are operated by the City of Avondale.
- An inventory of existing trails, paths and greenways that are provided by entities other than the City of Avondale.
- Areas of focus for future connectivity.
- Classifications that define trail types appropriate to various situations throughout the community.

KEY FINDINGS

- ***Avondale is at the confluence of many trails planning efforts. Major connections along the Agua Fria and Gila Rivers make Avondale a critical regional connection.***
- ***The Agua Fria River multi-use path is a major connection and a high priority as it serves as a primary corridor in Avondale's planned trail system.***
- ***Roosevelt and Buckeye Canals as well as Van Buren Street provide secondary trail corridors.***

- *Avondale is a prime connection for the Phoenix-metropolitan area to regional natural resource parks such as Estrella Mountain Regional Park, Base Meridian Wildlife Area and Tres Rios Wetlands.*
- *Avondale can capitalize on the completion of the Maricopa Regional Trail system along the Aqua Fria, Salt and Gila Rivers.*
- *Trails and open space requirements for new development provide a high level of connectivity.*
- *Ensure trails and open space in new development connect to existing and planned trail systems.*
- *Create connections between existing homeowner association owned paths and larger trail system (fill in the gaps).*

Coordination with the 2017 Transportation Plan to provide a community-wide bicycle/pedestrian friendly system of interconnected parks and trails is essential.

PLANNED FUTURE TRAIL CORRIDORS

The City of Avondale is positioned to benefit from being at the convergence of regional trails planning because of the confluence of the Agua Fria, Gila and Salt Rivers that occurs within the community. Overall, the future trail system in Avondale is a multi-faceted system that includes bicycle and pedestrian facilities integrated with the transportation system, multi-purpose paths along primary and secondary trail corridors, and paths within the community that connect existing parks.

Avondale Trails

Within Avondale, the future trail system benefits from existing water courses that provide a clear framework for trails planning and development. The Agua Fria and Gila Rivers are primary trail corridors with path systems that are paved, accessible, multi-purpose paths. Secondary corridors follow the Roosevelt and Buckeye Canals as well as Van Buren Street. Secondary corridors are locations for paved, accessible, multi-purpose paths that are generally not as wide as primary corridors. Trail development along the Roosevelt and Buckeye Canals will require negotiations between the City of Avondale and the water districts to create

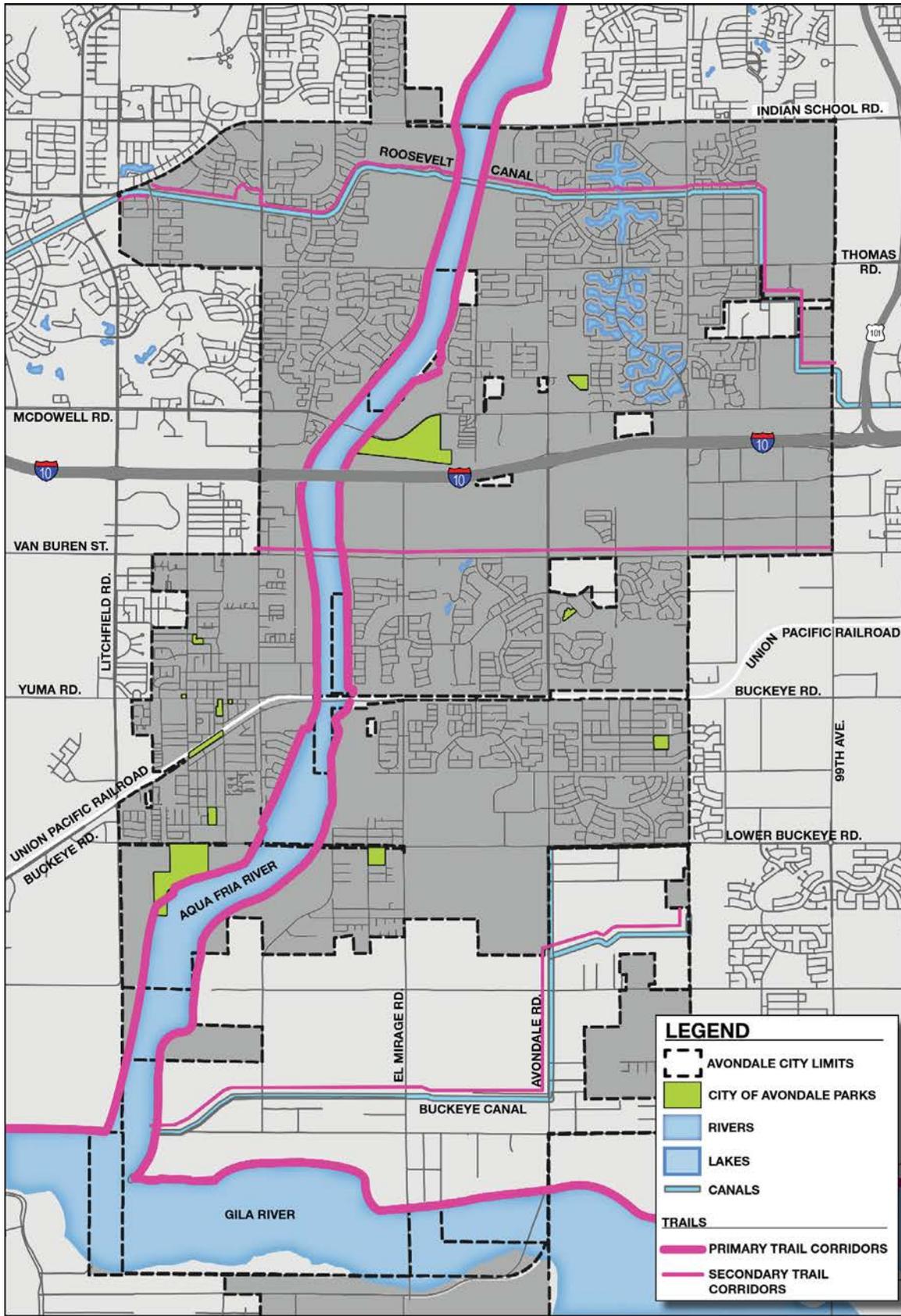
an agreement to allow access. To date, there has not been much success in negotiating cooperative agreements such as these, but coordination between the City of Avondale and Maricopa County may be able to better advocate for local and regional trail systems.

Tertiary corridors are those that are narrower and connect neighborhoods to existing parks as well as the more regional trail system. Classifications of path and trail sections are described below. Figure 9.1 describes the framework for trails planning across the City.

As the community grows and elements of the planned trails system are constructed, it will be important to coordinate with the City's planning staff to effectively invest in connectivity over time. The trails classifications described below as well as the overall future trails connections that are identified below, are useful tools in effective planning and development of the trail system in response to future growth and community needs.



Figure 9.1 Planned Trails Corridors in the City of Avondale



TRAILS AND OPEN SPACE
CITY OF AVONDALE

Avondale NORRIS DESIGN

Coordination with Transportation Planning

As the 2017 Transportation Plan Update is completed this fall, the plan will provide a planning document that supports the integration of Avondale’s multi-use trail system with more transportation oriented bicycle and pedestrian facilities. These alternate modes facilities are a key component of not only the community’s transportation system, but also the trails system that connects parks to neighborhoods and everyday destinations such as shopping, school, work and municipal resources.

Connections to Regional Trails Beyond Avondale

The City of Avondale is a key linkage in several regional trail planning efforts. Adjacent jurisdictions are planning trails that lead to the Agua Fria River and Gila River and must pass through Avondale. Avondale is a prime connection between the Phoenix-metropolitan area and regional natural resource parks. Estrella Mountain Regional Park, Base and Meridian and Tres Rios are all significant natural resource parks that attract visitors from Avondale and beyond.

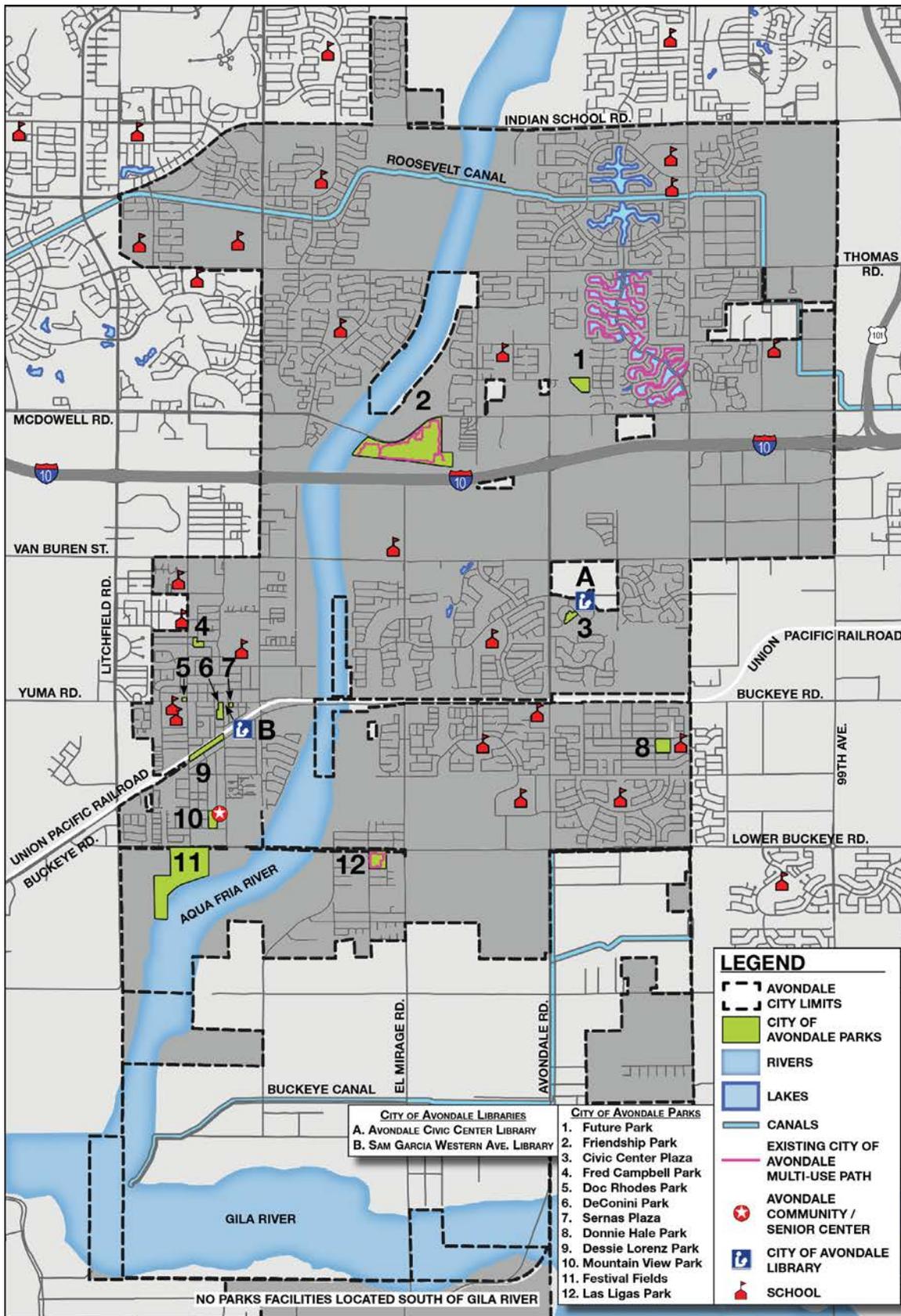
INVENTORY OF EXISTING TRAILS OPERATED BY THE CITY OF AVONDALE

The City of Avondale’s neighborhood parks include trail amenities, such as walking paths in Friendship Park and Las Ligas Park, and paved sidewalks in Doc Rhodes Memorial Park, A.B. Sernas Plaza, Dessie Lorenz Park, Donnie Hale Park, and Mountain View Park. The City of Avondale is also responsible for maintaining the walking trails around the lakes in the Crystal Gardens neighborhood. Sidewalks located in transportation right-of-way are considered to be part of the City’s transportation infrastructure, and are not included in the existing trails inventory.

The City of Avondale is currently developing the 2017 Transportation Plan Update, which includes bicycle and pedestrian transportation recommendations. The Transportation Master Plan along with the Parks, Recreation Facilities and Trails Master Plan Update must work in conjunction to create a multi-modal blueprint for the City of Avondale. Continued coordination between the transportation planners and trails planners will strengthen the overall trail system and improve active transportation within the City.



Figure 9.2 Existing Trails - City of Avondale Owned or Operated



INVENTORY OF EXISTING FACILITIES
 CITY OF AVONDALE PARKS, LIBRARIES, COMMUNITY CENTER & MULTI-USE PATHS



ALTERNATE TRAILS PROVIDERS

Maricopa County Trails Planning

Maricopa County Parks and Recreation established the Sun Circle Trail in 1964 via an agreement with the Bureau of Reclamation that allows use of canal roads for trails. That agreement was extended an additional 50 years in 2014. None of their canals are within Avondale so the trails were establishing using the Gila and Agua Fria Rivers in the west valley. Unfortunately the river routes were not legally obtained by the County. Subsequently private mining operations and the Flood Control District of Maricopa County (MCFCD) have obtained the legal rights to the river bed, thereby cutting off the Sun Circle Trail rights. Legal rights need to be established along those corridors in order to make the Sun Circle Trail whole again. Plans for the Sun Circle Trail call for connecting the Gila and Agua Fria portions to create one continuous loop.

The Maricopa Trail is a continuous 315 mile trail designed to connect the ten Maricopa County mountain parks that circle the metropolitan area of Maricopa County. It began in 2004 and the main loop will be completed in 2017. The route through Avondale comes from the Tres Rios project, connects to the Base and Meridian Wildlife Area managed by the Arizona Game and Fish Department, then follows Indian Springs Road in front of Phoenix International Raceway to Estrella Mountain Regional Park. Improvement should be made on the route paralleling Indian Springs Road.

Estrella Mountain Regional Park is a Maricopa County facility located in the southern portion of the City of Avondale. This regional park has many hiking, mountain-biking and equestrian trails that offer the opportunity for increased connectivity.

Trails Planning in Adjacent Jurisdictions

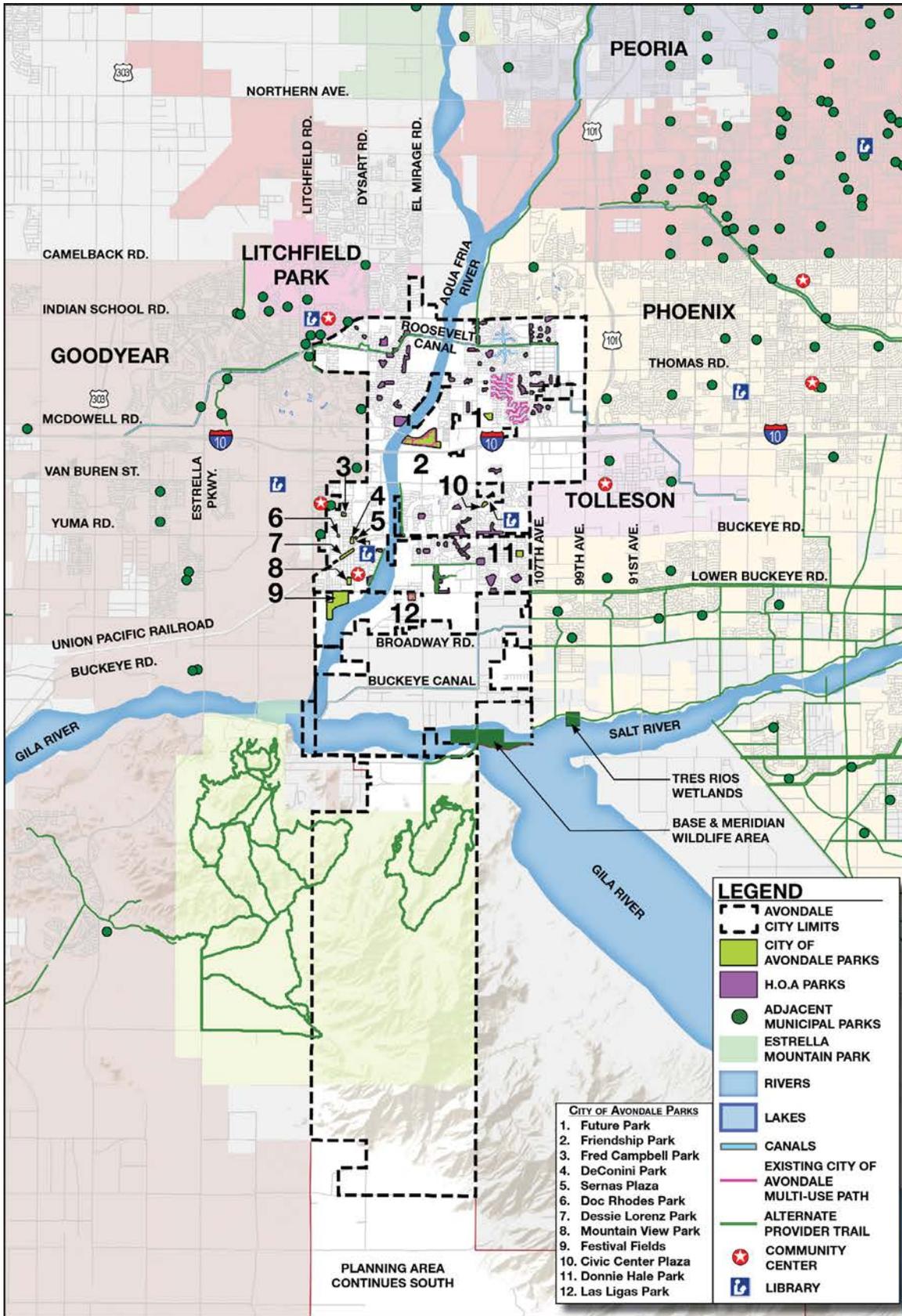
Neighboring jurisdictions provide trails abutting the City of Avondale. The City of Phoenix offers multi-use paths as part of enhanced transportation corridors. A good example is Lower Buckeye Road which has sidewalks and soft paths on each side of the road. Currently the paths terminate at 107th Avenue. Extending Lower Buckeye Road's multi-use path through Avondale would increase connectivity and transportation options.

Trails Provided by Homeowners Associations

Homeowners Association (HOA) paths common throughout the City of Avondale are defined as existing pathways that are separate from sidewalks and run through designated open space, such as the Del Rio Ranch paths. These HOA paths offer a high level of connectivity within the development, but limited connectivity to a trail system outside of development. Trail connectivity between developments can be enhanced through selective improvements.



Figure 9.3 Existing Facilities Provided by the City of Avondale and Alternate Providers



EXISTING FACILITIES

FACILITIES PROVIDED BY THE CITY OF AVONDALE AND ALTERNATE PROVIDERS

Only Homeowner Association parks with amenities that meet the minimum definition of a neighborhood park are included.



TRAILS PLANNING

Avondale recognizes that a multi-use open space network of trails for all non-motorized users provides critical resources to improve its resident's well-being. The City is working to maintain its commitment to providing connections from neighborhoods to passive and recreational opportunities, either through private development or City-initiated efforts. A successful city-wide trail system would allow people to walk or bike from their homes to any area in Avondale via that trail network, creating linkages to parks, trails, rivers, and mountains.

The proposed trail system within the plan was developed from existing trails to create connectivity within the City of Avondale and connectivity between the City of Avondale and other regional trail systems. The City of Avondale lies in a unique position at the potential convergence of the trail systems of neighboring jurisdictions. Several surrounding jurisdictions have trails that are converging or are planned to converge near Avondale, presenting the City with the opportunity to connect to a larger network of trails. Two types of trails converge near Avondale; (1) enhanced transportation corridors consisting of sidewalks and soft paths along roadways, such as City of Phoenix trails along Lower Buckeye Road, and (2) regional river trails, which are part of the Maricopa County Regional Trail System along the Agua Fria, Salt River, and Gila River.

River trails are major connectors for trail systems in the West Valley, and Avondale could help complete the Sun Circle Trail loop between the Salt River, Gila River, and Aqua Fria River trails. River trails connect to regional natural resource parks such as the Estrella Mountain Regional Park, the Tres Rios Wetlands and the Base and Meridian Wildlife Area, to create a powerful community recreation asset as well as a wildlife corridor and ecosystem resource. Additionally, the Aqua Fria River trail forms the core of the trail network that connect a majority of existing Avondale Parks together, including City of Avondale neighborhood

and community parks such as Friendship Park and Festival Fields. Because they serve local neighborhoods, access to neighborhood parks should be obtainable through a community path and trail system. This plan not only connects people to neighborhood parks, but also to community parks and regional trail systems.

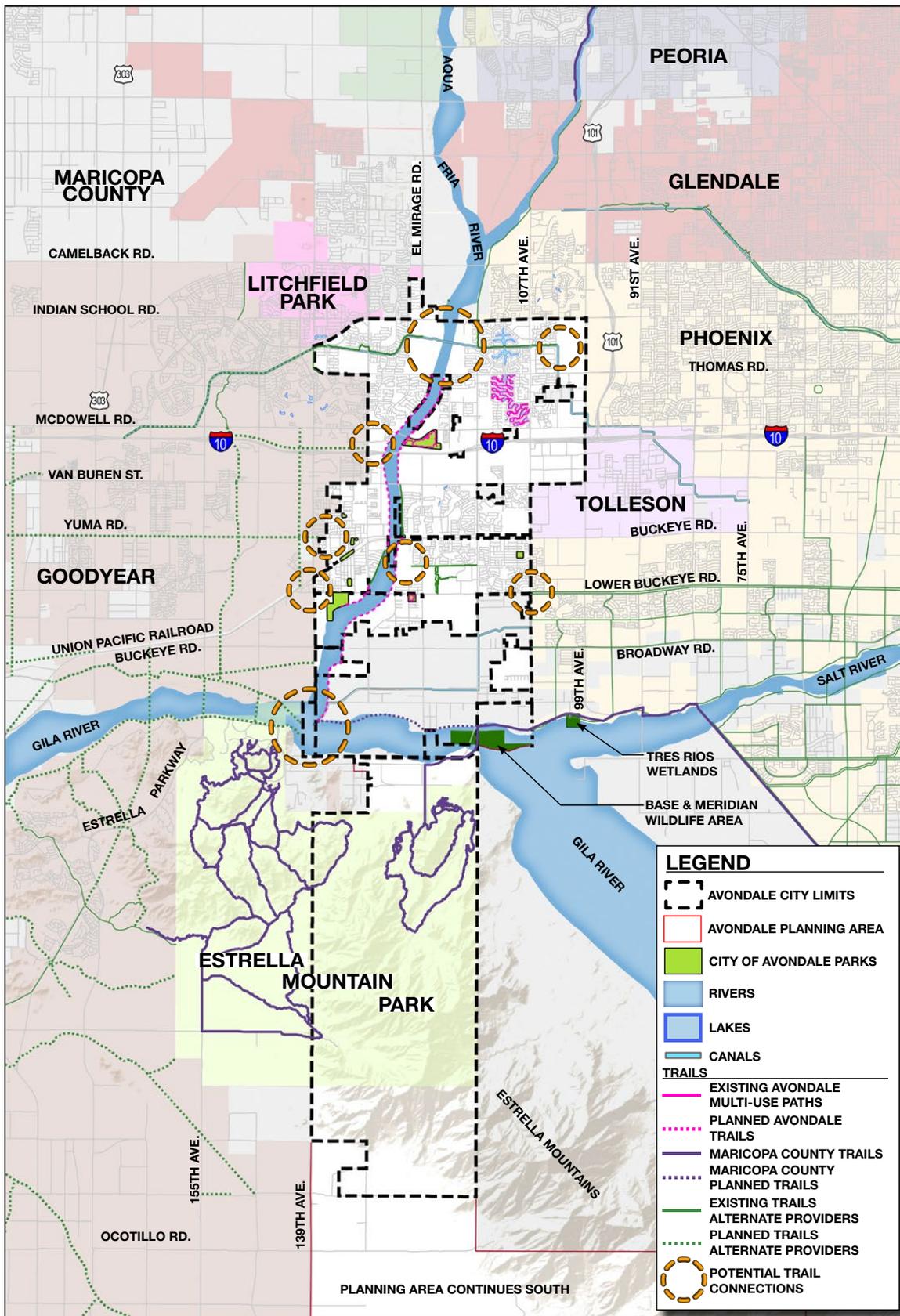
The Maricopa County regional trail system traverses through Avondale in several areas, including along the Agua Fria River and the Gila River. The City's 2012 Transportation Plan identifies the routes of existing and planned bike lanes that generally follow mile and half-mile. The 2009 City of Avondale Parks, Recreation Facilities & Trails Master Plan identifies an expanded network of multi-use, pedestrian, and bike trails that generally follow the river, canals, and power transmission lines.

The City of Avondale adopted the Tres Rios Greenway Specific Plan in April 1997. The Tres Rios Plan was a coordinated effort among state, federal and local agencies, private land owners, and the City to unite the Agua Fria, Salt, and Gila Rivers, and City recharge area into a single, connected green space consisting of trails and open spaces. This plan has been incorporated into other plans, including the Agua Fria, Salt, and West Valley Rivers Non-Motorized Transportation Plan.

The City also coordinated other projects with the Tres Rios Greenway Plan. The City's recharge projects are designed as multiple use facilities that provide open space and trail connections in conformance with the Tres Rios Greenway Plan. The Guidelines for Canals that were adopted by the City in 1997 require a 30-foot public access easement along the Roosevelt Irrigation District Canal, and provide another connection to Avondale's River Greenways. Future design standards for the southern area of the City are planned to be in concert with the implementation of the Tres Rios Greenway Plan and contextual with the Gila River and surrounding natural areas.



Figure 9.4 Areas of Focus in Trails Planning



TRAILS AND OPEN SPACE
CITY OF AVONDALE & NEIGHBORING JURISDICTIONS



The neighboring City of Goodyear approved a trails master plan in 2014. This plan calls for enhanced transportation corridors as well as connections to the Maricopa Trail, Sun Circle Trail and Estrella Mountain Regional Park. The Yuma Road/Western Avenue corridor provides a good opportunity to coordinate trail planning efforts between Goodyear and Avondale.

KEY OBSERVATIONS IN TRAILS PLANNING

- Avondale is a prime connection for the rest of the Metro Phoenix area to Regional Natural resource parks; Estrella Mountain Park and Tres Rios
- Avondale can capitalize on the completion of the Maricopa Regional Trail system along the Aqua Fria, Salt and Gila Rivers.
- HOA trails are defined as existing pathways that are separate from sidewalks and run through designated open space. (See Del Rio Ranch Trails)
- Surrounding jurisdictions trails are converging or are planned to converged on Avondale. Two types of trails are converging:
 - a. Enhanced transportation corridors: sidewalk and soft paths along roadways (see City of Phoenix trails along Lower Buckeye Road).
 - b. Regional River Trails: part of Maricopa County Regional Trail System along Agua Fria and Salt/Gila Rivers
 - i. River trails are major connectors for the trail system in the West Valley. An essential segment in the completion of Maricopa County’s Sun Circle Trail, a loop centered on the Gila River, is located in Avondale.
 - ii. River trails connect to regional natural resource parks, i.e., Estrella Mountain Regional Park, Tres Rios Wetlands and Base & Meridian Wildlife Area
- The planned multi-purpose path along the Agua Fria River would connect many of Avondale’s parks
- HOA trail systems offer a high level of connectivity within development, but limited connectivity to trail systems outside of development.

AREAS OF FOCUS

This section outlines the opportunities to connect Avondale trails with existing or planned trails throughout the city and neighboring jurisdictions.

Sun Circle Trail - Sun Circle Trail McDowell Road to Indian School Road

Connecting the Sun Circle Trail along this portion of the Agua Fria River will be challenging due to some existing constraints. The challenge arises from existing gravel mining operations located in the river bed and on either bank. These mining operations appear to extend along the Agua Fria River from Thomas Road on the south to north of Indian School Road. The combination of land acquisition and trail alignment may not make a trail feasible in this area. Creating an alignment to circumvent this area would be the best approach. Utilizing routes within existing subdivisions may result in a continuous route.

Goodyear Trail Connection North of I-10

Goodyear has a planned a trail connection to the Agua Fria on the north side of I-10. This appears to be a logical connection and can bring users from the west to Friendship Park via McDowell Rd.

Yuma Rd./Western Ave. to Agua Fria

Goodyear has planned a path running along Yuma Road/Western Avenue with a goal of connecting to the Agua Fria River. This presents a good opportunity to connect DiConcini Park to the Agua Fria and users to the west.

Litchfield Rd to Lower Buckeye Rd.

Goodyear has planned a path along Litchfield Road to the west of Festival Fields and the Agua Fria River. Connecting to this path via Lower Buckeye Road would enhance connectivity to Festival Fields.

Del Rio Ranch to Agua Fria via - Durango Street

An existing HOA path runs north of the Del Rio Ranch development in alignment with Durango Street. This trail also connects with



the HOA open space and trail network to the south. A connection to the Agua Fria is possible by following the Durango Street for approximately a half mile to the west.

City of Phoenix Lower Buckeye Rd. Multi-use path

City of Phoenix has developed a multi-use path along Lower Buckeye Rd. It consists of a five (5) foot concrete sidewalk and an eight (8) foot soft path. Extending this multi-use path into Avondale along Lower Buckeye Road would connect residents in eastern Avondale to Las Ligas Park, Festival Fields and the Agua Fria River. It would also enhance connectivity by tying the paths from the Del Rio Ranch Subdivision to a larger trail network.

Confluence of Agua Fria and Gila River

Much planning has been undertaken to complete the Sun Circle trail system. The confluence of the Agua Fria and Gila rivers will complete the circle. Avondale, Goodyear and Maricopa County all have plans to connect trails in this location. There is no development in this area and few improvements have been completed. Much planning and cooperation will need to take place to complete this section of trail. Possible connections include Sun Circle Trail system, Agua Fria river trail, City of Goodyear Trails Master Plan, and Estrella Mountain Regional Park trails.

South Avondale and Planning Area

There is no development currently in the portion of Avondale south of Estrella Mountain Regional Park or in the Planning Area further south. New development in these areas should adhere to the trails standards in this document and Identify opportunities for trail connections.

TRAIL CLASSIFICATIONS

Path and Trail Network Elements

A comprehensive path and trail network will include a range of path types. These vary from soft-surface trails in remote natural areas to multiple use concrete paths adjacent to major roadways, river corridors and washes. These path corridors are enhanced when they include appropriate pedestrian amenities, aesthetic elements, enhanced landscaping, shade elements, and connections to desired destinations.

This document contains path design characteristics and guidelines that may be easily adapted to meet the needs of the City of Avondale and are coordinated with Maricopa County and surrounding jurisdictions to fit within the fabric of the surrounding infrastructure.

Path and Trail Designations

In sequence of scale and area of influence, the following path designations range from those to soft-surface trails suitable for remote open space areas:

- Primary Path, those paths suitable for high capacity use on a regional scale;
- Secondary Path, serves a community-wide function providing essential path connections within neighborhood areas;
- Neighborhood Path, provides local use and access; and
- The soft-surface trail, non-paved trails that typically occur in natural open space areas.

Primary Multi-Purpose Trails

Primary paths provide the highest level of functionality for a myriad of users through both hard and soft surfaces. The primary path's function will be to connect regional parks and natural resources to communities, neighborhoods and other major destinations. Primary paths should be ADA-accessible with less than 5% grade. Primary paths are 12-15-foot-wide concrete paths with a 4-foot parallel compacted and stabilized decomposed granite trail. A 2-foot safety shoulder is required next to the concrete path on the opposite side of the soft surface parallel trail.

- A 50' minimum width is required for a path to be classified as a primary path corridor.
- Path lighting is required for primary path corridors with low-energy LED lights on 30' poles.
- Ensure that the width of the mature tree canopy does not interfere with the path. Plan for a minimum radius of 25' for a full grown tree. Trees must be tall enough so that pedestrians and cyclists may go beneath branches without hitting them.

Secondary Paths

Secondary paths generally serve a community-wide function by connecting neighborhoods to community parks, schools, commercial nodes and employment centers that are not necessarily on the regional system. These paths serve both the transportation and recreation needs of the public and should be designed to accommodate the same users as the primary paths. Secondary paths differ from primary paths by not being as wide (8-12 feet vs. primary path's 12-15 feet) and do not require a 4-foot wide parallel trail, though one may be necessary to accommodate equestrian use where appropriate. A 2-foot safety clear zone is required on either side of the path. Stopping may be required more frequently at intersections with at-grade crossings. Secondary paths should be ADA-accessible with grades less than 5%.

Figure 7.1 - Primary Multi-Purpose Trails



Tertiary Paths- Neighborhood/Transit/Connector Path

The neighborhood paths create a tertiary series of trails which provide off-street connectivity within residential or small commercial developments. These paths function as sidewalks within developments to provide safe access to parks, schools, open space, and neighborhood activity areas. Neighborhood trails should include a 6-foot minimum hard surface path. Trees and shade should be included as an important design component of these trails. Neighborhood trails are designed to accommodate two-way traffic, are paved, and are universally accessible with grades less than 5%.

Conservation/Interpretive/Equestrian Trail

Conservation trails have surfaces comprised of native soil tread or stabilized decomposed granite. These trails will be used in natural areas or preserves, such as river bottoms, known wildlife corridors, and in mountainous or hillside areas where slopes may prohibit the use of the primary and secondary paths, and neighborhood trails. Conservation trails will be located near trailhead facilities in regional parks and mountain preserves where the number of trail users may be high. These trails provide a passive recreational experience for hikers, mountain bikers and equestrians. Anticipated usage would be less than larger trail types, therefore the recommended trail width is 4-5 feet wide with a 2-foot clear zone on either side.

Figure 7.2 - Secondary Paths

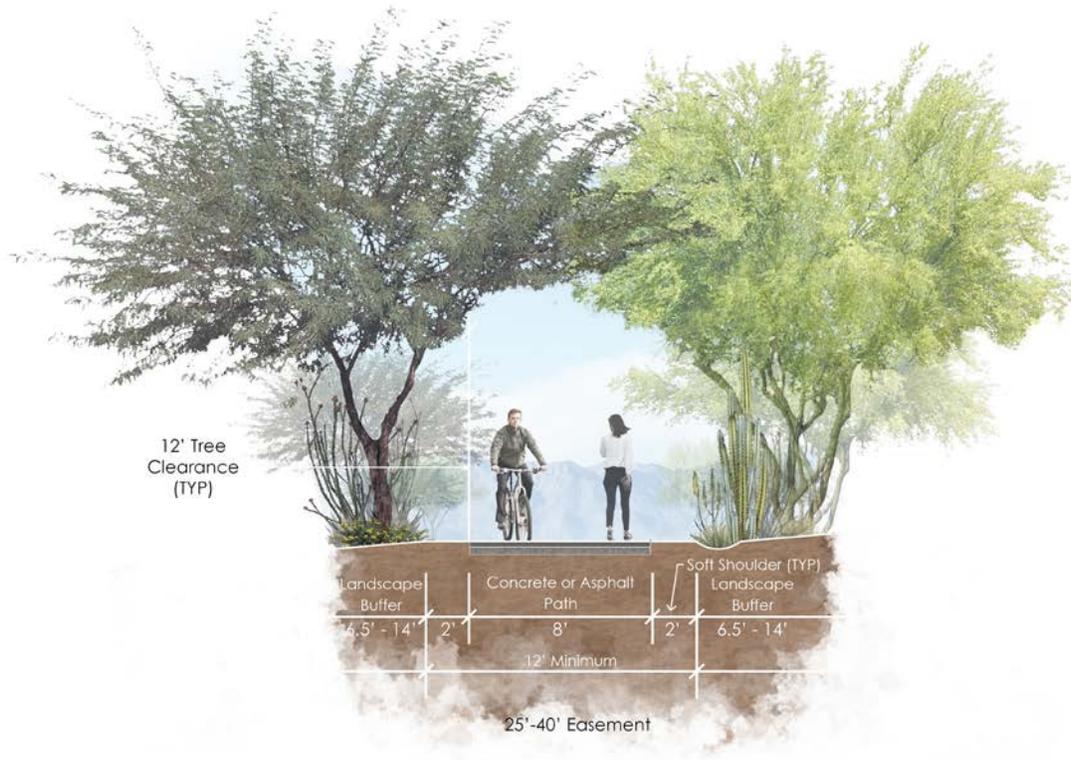


Figure 7.3 - Tertiary Paths- Neighborhood/Transit/Connector Path

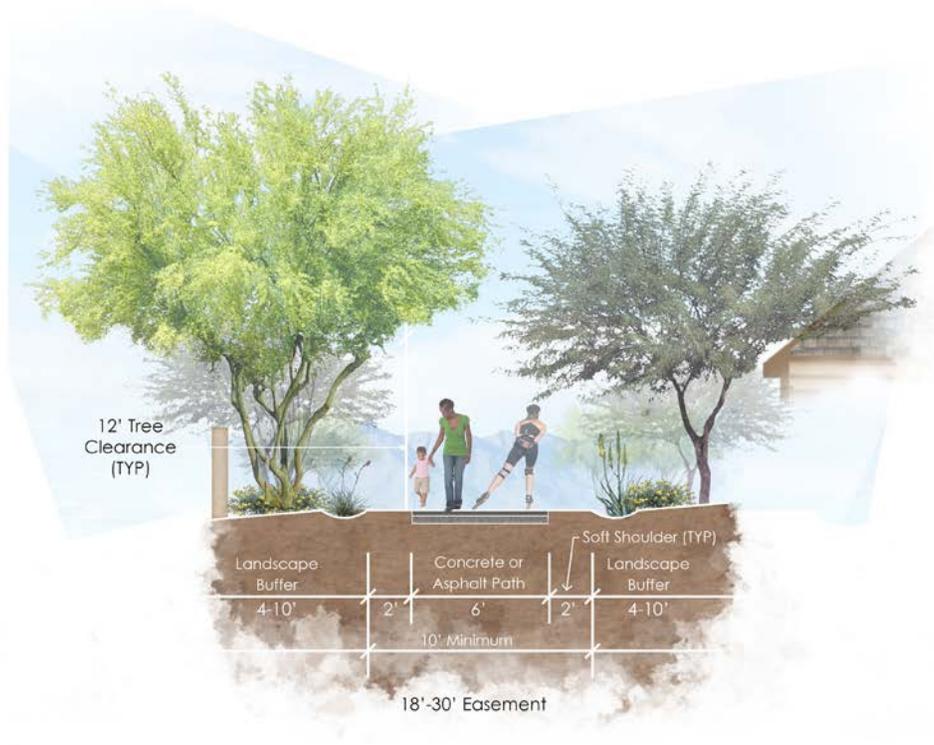


Figure 7.4 - Conservation/Interpretive/Equestrian Trail



Figure 7.5 - Backcountry Trail



Backcountry Trail

Backcountry trails are located further away from trailheads and from development, therefore usage is anticipated to be less than on neighborhood trails or conservation trails. Backcountry trails have a narrower tread of 28-32" with a 12-foot minimum clearance to accommodate equestrians, and a 2-foot clear zone on either side.

TRAILHEAD GUIDELINES

The purpose of a trailhead is to provide users the opportunity to drive to a path or trail and then access the system once they have safely parked. The primary need for trailheads occurs at key access locations for the path and trail network. Trailheads can also serve users as a staging area, comfort station, and or equestrian staging area prior to and following the use of paths and trails.

Major Trailhead

Major trailheads are large gateways/nodes which serve as primary trail destination points for users to park their vehicles and access a range of trail types.

Character and amenities:

- Paved entry drive and parking area
- ADA accessible
- Shade trees, accent shrubs and groundcover
- Accent paving
- Furnishings
- Small picnic area with ramadas and barbecues
- Pedestrian scale lighting
- Dog stations
- Informational/interpretive signage and maps
- Integrated public art
- Permanent public facilities
- Shade ramadas
- Drinking fountains and animal water stations
- Public restroom facilities

Minor Trailhead

Minor trailheads/nodes are smaller staging areas that are less formal than primary trailheads, but provide support or secondary access points linking vehicular parking areas to trail access points and other amenities.

Character and amenities:

- Paved, cleared, gravel or natural earth parking areas
- ADA accessible
- Furnishings
- Informational/interpretive signage and maps
- Shade elements
- Drinking fountains

CONCLUSIONS

Based on trails planning in the region and Avondale's need to connect trail corridors with transportation based bicycle/pedestrian facilities, the following conclusions can be made:

1. Avondale is a prime connection for the rest of the Metro Phoenix area to Regional Natural resource parks; Estrella Mountain Regional Park and Tres Rios.
2. Avondale can capitalize on the completion of the Maricopa Regional Trail system along the Aqua Fria, Salt and Gila Rivers.
3. HOA trails are defined as existing pathways separate from sidewalks and running through designated open space, such as Crystal Gardens walking trails along lakes, Del Rio Ranch trails and Roosevelt Canal Trail.
4. Surrounding jurisdictions trails are converging or are planned to converged on Avondale. Two types of trails are converging:
 - a. Enhanced transportation corridors: sidewalk and soft path along roadways (see City of Phoenix trails along Lower Buckeye Road)
 - b. Regional River Trails: Part of Maricopa County Regional Trail System along Agua Fria and Salt/Gila Rivers
 - i. River trail are major connectors for trail system in the West Valley. Avondale is the last piece to complete a loop the Sun Circle trail made up of the Salt, Gila and Aqua Fria River trails.
 - ii. River trails connect to regional natural resource parks - Estrella Mountain Park,

Tres Rios Wetlands and Base & Meridian Wildlife Area

3. The Agua Fria trail would connect a majority of Avondale Parks.
4. HOA trail systems offer a high level of connectivity within a development but limited connectivity to trail system outside of the development.
5. Trails and open space in new developments should connect to existing and planned trail systems.
6. Create connections between HOA trails and larger trail systems by filling in gaps.
7. Coordinate trail connections with the Development and Engineering Services Department as well as surrounding jurisdictions.
8. The Agua Fria trail is a major connection and a high priority.
9. Other possible trail locations:
 - a. Buckeye Canal: Alignment in Maricopa county. The Western end has a flat dirt access road that connects to the Agua Fria.
 - b. Lower Buckeye Road: City of Phoenix multi-use path with sidewalk and soft path along Lower Buckeye road east of Avondale. The roadway runs West and crosses the Agua Fria. Las Ligas Park and Festival Fields are located on Lower Buckeye Road.



Operations and Maintenance



INTRODUCTION

The focus of the Operations and Maintenance Chapter is an examination of the current status of parks, recreation and library operations, trends in operations over the last five to ten years, and insight from the Citizen Survey on the community's priorities. Data presented in this chapter has been provided by the City of Avondale and is integrated with data from the National Parks and Recreation Association (NRPA) and Avondale's Citizen Survey, a key component of this master plan update.

The purpose of this chapter is to provide information that helps the City of Avondale make informed decisions on the service and facility offers that are optimal for the Avondale community. In other chapters, the recreational needs of the Avondale community have been examined. In this chapter, those community needs are examined through the lens of current trends in operations within the City of Avondale while also providing comparative agency data from other agencies across the nation. The comparative agency data is from the NRPA's 2016 park metrics data collected from parks and recreation agencies across the nation.

It is important to note that comparative agency data presented here is not a benchmark that the City of Avondale must strive to meet. The comparative data represents the broad array of approaches that parks and recreation agencies across the country take in delivering services and facilities. No two parks and recreation agencies are the same. As NRPA makes a point of stating in their 2017 Agency Performance Review,

"A successful agency is one that tailors its services to meet the needs and demands of its community. Knowing who uses your agency's resources and who may use them in the future are also factors in shaping the optimal mix of facilities and services to be offered. Every park and recreation agency and the public it serves are unique. Communities look different and so too should their park and recreation agency."

As the operations and maintenance analysis in this chapter is presented, the data and results will be integrated with results from the Citizen Survey to integrate the community's voice and with results of the Level of Service, Conditional Assessment and Demographics analyses to provide insight into the City's operational trends and current status. Programming is address first, followed by an examination of operations and maintenance.

PROGRAMS

The City of Avondale provides programming through libraries as well as recreation services. While some parks and recreation agencies across the nation have recreation, neighborhood, community or teen centers that house their agency's programs, the City of Avondale has been strategic in using the Avondale Civic Center Library, Sam Garcia Library and the Avondale Community/Senior Center as facilities to support classes and activities. Many programs at the Avondale Community/Senior Center are offered through partnerships with local non-profits and through federal Housing and Urban Development funding and programs that are delivered by the Neighborhood Services Department staff.

The Randall McDaniel Sports Complex is a high-quality sports center that provides many important sports tournaments and programs to leagues across the region. The programming at the sports complex has not been included in the inventory of programs and analysis below as the complex is operated by a private partner. Citizen Survey results indicate that only 16% of Avondale residents have used the Randal McDaniel Sports Complex in the last 12 months. The City's community parks, Friendship Park and Festival Fields, are the facilities that support sport programs and community events.

Recreational Classes and Activities

Recreational classes and activities are offered for adults and youth and include sports programs.

Adult

- Life Skills
- ASHI CPR, AED & First Aid
- Tae Kwon Do
 - Advanced - White Belt - Black Belt
 - Beginner - White Belt
 - Intermediate - White Belt - Black Belt
 - Adult Olympic Tae Kwon Do

Youth

- Dance
 - Ballet & Tap Combo
 - Ballet & Jazz Combo
 - We Can Dance Two
- Fitness Classes
 - Girls on Mountaintops
- Gymnastics
 - Cheer N Tumble
 - Tiny Tumblers
 - Dance N Tumble
- Youth Sports Classes
 - Me & My Dad, Multi-Sport
 - T-Ball
 - Volleyball
 - Basketball
 - Tiny Athletes Sampler Class
 - Tiny Hitters Baseball Class

Sports Programs

- Adult Softball
 - Fall Tuesday Men's League
 - Fall Friday Coed League
 - Fall Sunday Coed League
- Adult Tournaments
 - Overnight Hauntin' Halloween Kickball Tournament
 - Winter Classic Softball Tournament
- Parent N' Me Soccer Game
- Youth Flag Football
- Youth Soccer
 - Fall Youth Soccer 5 & 6 Coed
 - Fall Youth Soccer 7 & 8 Coed
 - Fall Youth Soccer 9 & 10 Coed

Library Classes and Activities

Civic Center Library

Programming is extensive at the Avondale Civic Center Library with youth and adult programs including:

- Children's Programs
 - Babies and Books (0-24 months)
 - Playgroup (Ages 0-5)
 - Preschool Storytime (Ages 3-5)
 - Discovery! STEAM for Preschoolers (Ages 3-5)
 - More 2 Explore (Ages 6-12)
- Teen Programs
 - Teen Volunteer Days (Ages 12-18)
 - Teen ComiCon (Ages 12-18)
 - Soulful Expressions Open Mic Night (Ages 13+)
- Adult Programs
 - Needle & Thread
 - Adult Book Discussion
 - Writer-in-Residence Program with Writing Workshops

Sam Garcia Library

Programming at the Sam Garcia Library includes programming for youth and adults such as:

- Children's Programs
 - Come & Play with Me (Ages 0-5)
 - Toddler Time (Ages 2-3)
 - STEAM Spot (Ages 8-12)
- Adult Programs
 - Craft it Up

Avondale Public Libraries offer a host of resources including:

- Genealogy Resources and Databases
- Computer Classes
- Business and Enterprise Resources and Databases
- Employment Resources
- Literature Resources

Figure 10.1 presents the total number of recreation classes or activities offered



PROGRAMMING TRENDS

Programming trends in both library and recreation classes and activities indicate that there has been a change over time in how the community participates in Avondale's program offerings. As library programs began being offered in 2011, participation has generally been on the increase with some dips in adult participation between 2013 and 2016. For the recreation programs, there have been changes over time in the number of classes and activities offered as well as the total number of participants who registered for the classes and activities. When looking at recreation data from 2006, 2011 and 2016, there is generally a downward trend in recreation classes and activities offered as well as in participation.

Figure 10.1 - Annual Number of Recreation Classes or Activities Offered

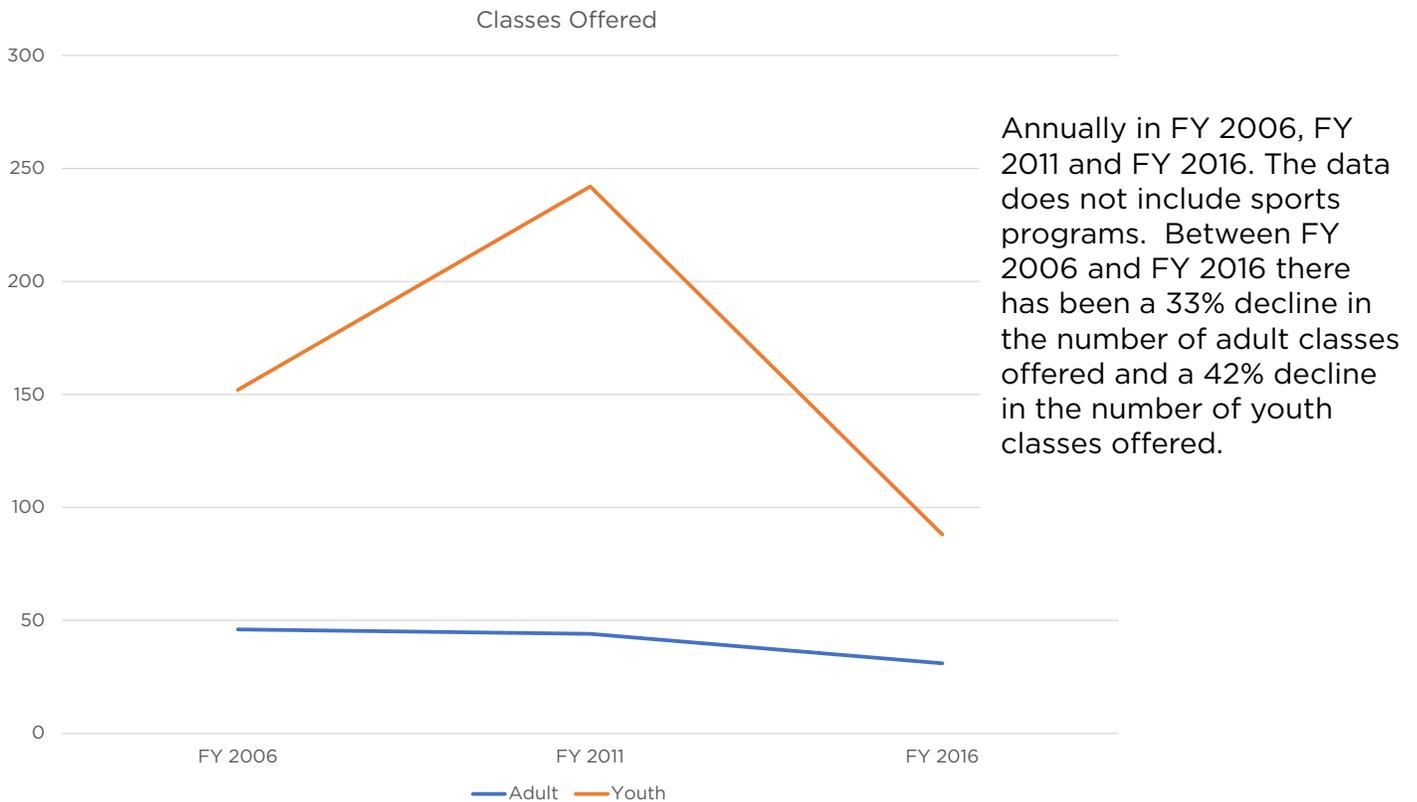


Figure 10.2 - Annual Number of Participants in Recreation Classes

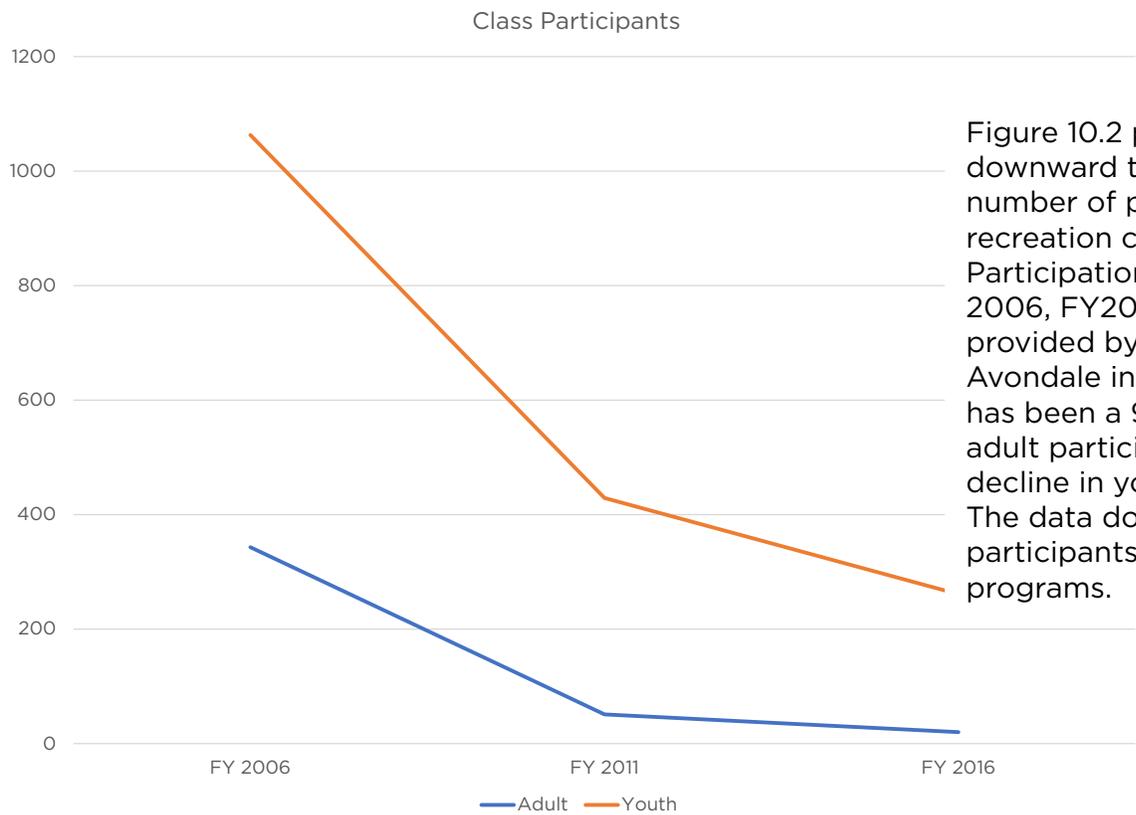


Figure 10.2 presents a downward trend in the number of participants in recreation classes annually. Participation data for FY 2006, FY2011 and FY 2017 provided by the City of Avondale indicates that there has been a 94% decline in adult participation and a 75% decline in youth participation. The data does not include participants in sports programs.

Figure 10.3 - Participation in Adult Library Programs

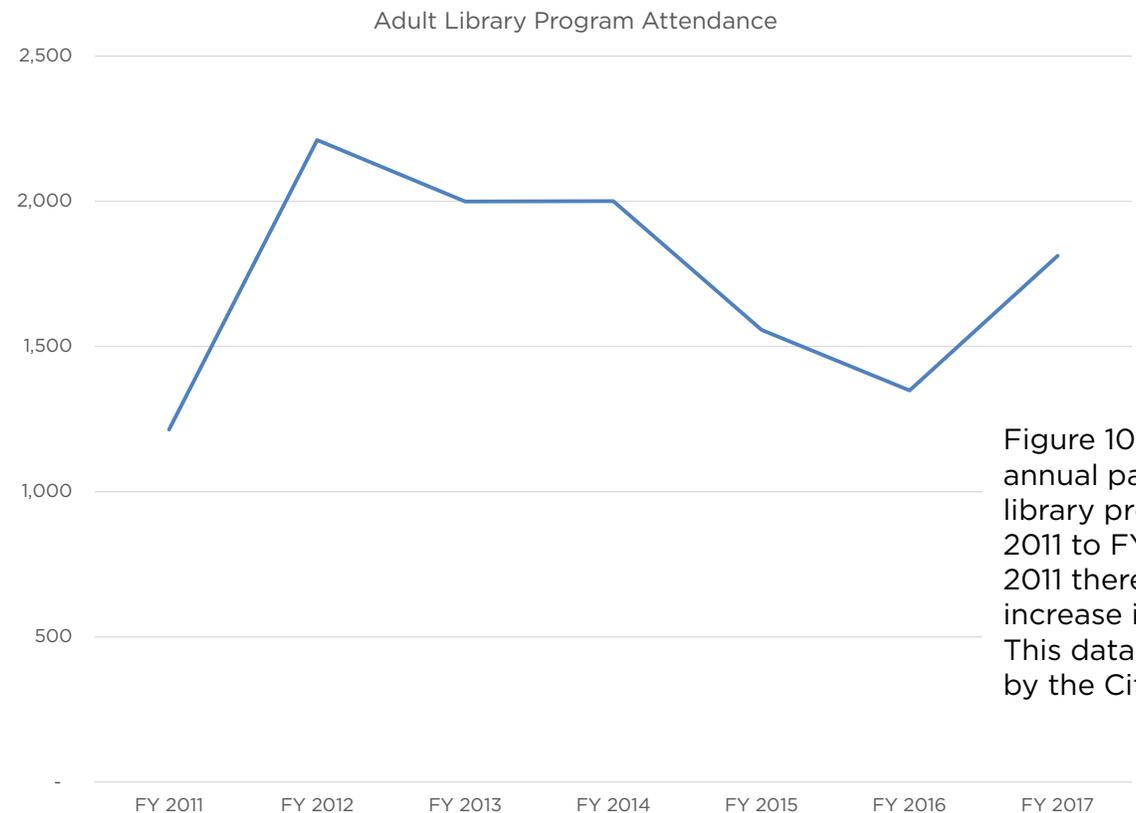


Figure 10.3 presents the annual participation in adult library programs from FY 2011 to FY 2017. Since FY 2011 there has been a 49% increase in participation. This data has been provided by the City of Avondale.



Figure 10.4 - Participation in Children’s Library Programs

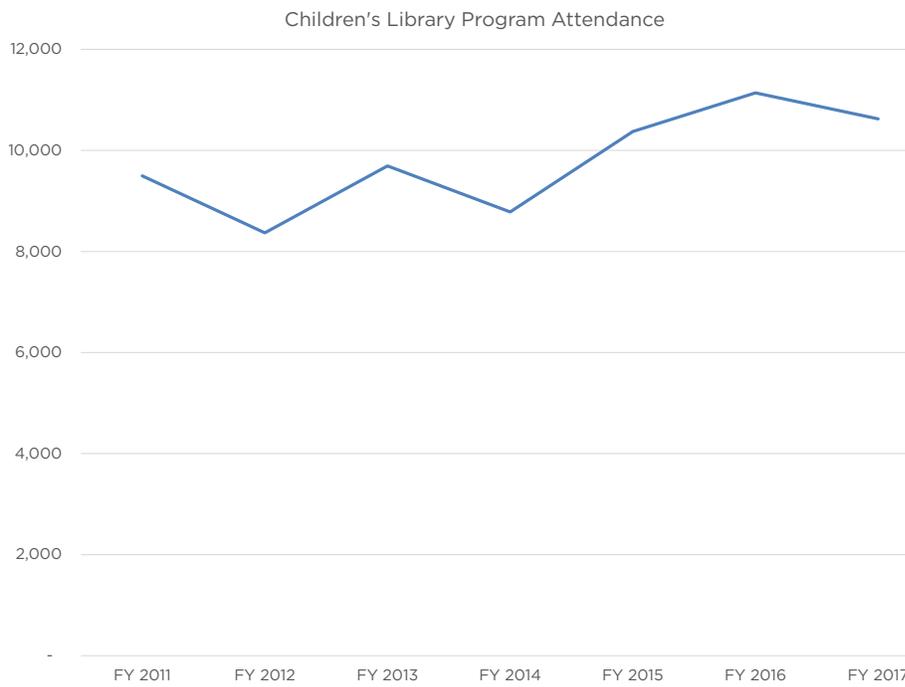


Figure 10.4 presents participation trends in children’s library programs. Overall, participation in children’s programs at the City of Avondale’s libraries has increased by 12%. The data has been provided by the City of Avondale.

Comparative Agency Data from Other Communities

NRPA’s Park Metrics data is a source of comparative data that helps guide interpretation of Avondale’s trends in programming. This interpretation is done by comparing Avondale’s total number of classes or activities offered to the number offered by other agencies across the nation. The data indicates that Avondale offers slightly less programming than median agencies in the nation-wide range of data. Avondale offers fewer classes or activities than the lower quartile result in the nation-wide range of data.

Community Input on Programming

Results of the Citizen Survey indicate that:

- 85% of respondent households have not participated in recreation or sports programs offered by the City of Avondale. Compared to results in other surveys across the nation, this is a high number of residents who have not participated in programming.
- 39% of the respondents who do participate rate the programs as ‘excellent’, which is a very high level of satisfaction compared to surveys from other jurisdictions across the country.
- The top three reasons that respondents participate in programming are: location of the facility, quality of the program, and fees charged for value received.

Table 10.1 Number of Classes Offered by Agencies Across the Country

	CITY OF AVONDALE RECREATION PROGRAMS	CITY OF AVONDALE LIBRARY PROGRAMS	ALL PRL DEPARTMENT PROGRAMS	LOWER QUARTILE	MEDIAN	UPPER QUARTILE
Total number of programs offered	119	718	837	43	234	1185.5
Total program registrants	281	12,634	12,915	3,557	16,373	65,110

Figure 10.5 Citizen Survey Results on Program Participation

Q8: Have you or members of your household participated in any RECREATION OR SPORTS programs offered by the City of Avondale over the past 12 months?

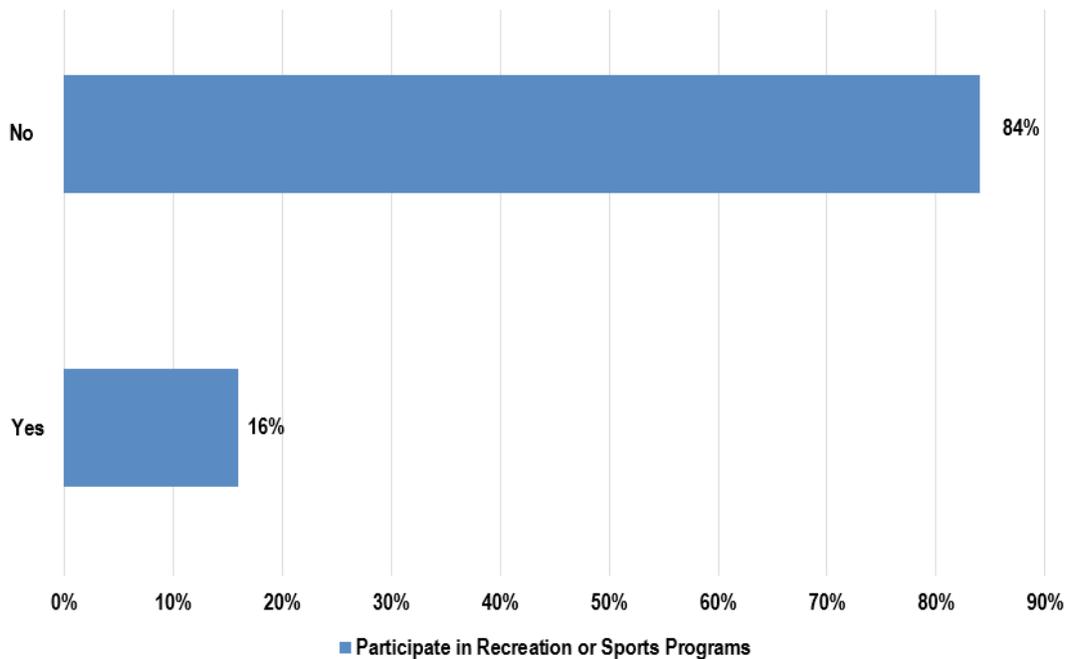


Table 10.2 Citizen Survey Results on Reasons for Program Participation

Q9: Please indicate the THREE primary reasons why your household has participated in RECREATION OR SPORTS PROGRAMS.

REASON FOR PARTICIPATING	OF THOSE THAT PARTICIPATE IN PROGRAMMING, PERCENT OF RESPONDENTS THAT INDICATE THESE REASONS FOR THEIR PARTICIPATION (N=51*)
Location of facility	78.4%
Quality of the program	37.3%
Fees charged for value received	35.3%
Dates program offered	29.4%
Time program offered	25.5%
Friends participate in program	23.5%
Quality of the facility	23.5%
Quality of instructors/coaches	19.6%



Community outreach that was conducted as part of the master plan update, includes a questionnaire that was administered to patrons at Avondale’s public facilities, two community events, and two public meetings, as well as members of the City of Avondale Parks, Recreation and Libraries Advisory Board. Results from this questionnaire indicated that:

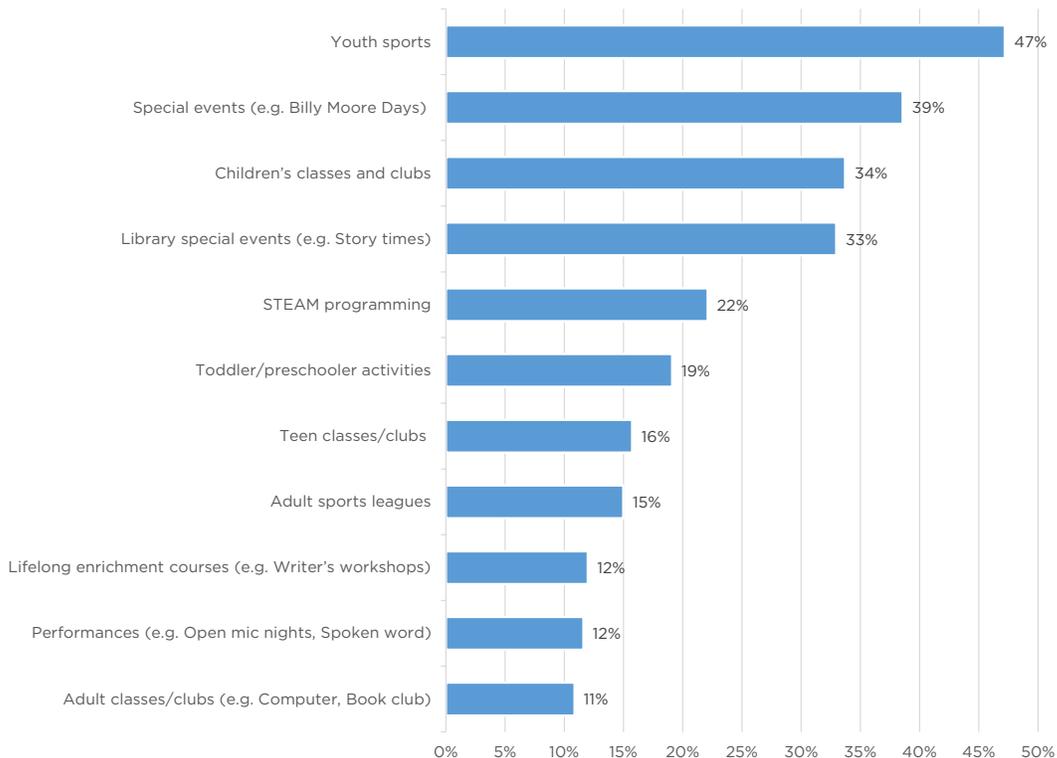
- The top four most important programs or activities are: youth sports, special events, children’s classes/clubs and library special events. Respondents answered ‘youth sports’ as their most important (47%), followed by ‘special events’ (39%), ‘children’s classes’ (34%) and library special events (33%).
- The top three barriers to increased use of City of Avondale FACILITIES OR PROGRAMMING are ‘I’m unaware of what is being offered’ (27%), ‘too far from my/our residence’ (22%), and ‘I’m unaware of facility locations (12%).

KEY FINDINGS

- *The City of Avondale offers high quality programs*
- *Participation in Avondale’s programs is low compared to participation rates across the country*
- *Classes and activities are offered through Avondale’s libraries as well as the parks and recreation programs*
- *The top three reasons that respondents participate in programming are: location of the facility, quality of the program, and fees charged for value received.*

Figure 10.6 Community Outreach Results – Most Important Programs

Q6. What City of Avondale PROGRAMS OR ACTIVITIES are most important to you and your household? (Pick three)



OPERATIONS AND MAINTENANCE

The focus of this section is the department's current status of operations, trends in operations over the last five to ten years, and community input on operational priorities. NRPA Parks Metric data provides comparative data to jurisdictions across the country to guide the City of Avondale in the evaluation of their operations. The NRPA Parks Metrics data is gathered through surveys completed by 925 park and recreation agencies across the United States as reported between 2014 and 2016. Not all agencies answered every survey question.

The operations and maintenance of parks and facilities is an important component of public service provided by the Parks, Recreation and Library Department. It is the largest division of the Parks, Recreation and Libraries Department operating budget at 48%. With the operations division being a large portion of the operating budget, it is valuable to use the NRPA Parks Metrics data

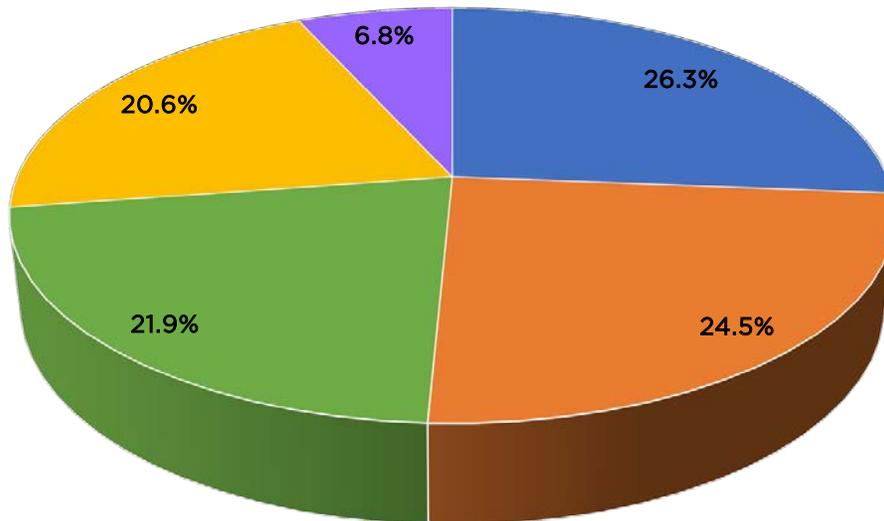
as a guide in evaluating Avondale's operations and maintenance approach, but it is essential that the Parks Metrics are not interpreted as the final answer. No two park and recreation agencies are the same. Each one serves a community that has its own needs and challenges as well as access to financial resources.

Financial Resources

The City of Avondale's operating budget for the Parks, Recreation and Libraries Department has remained relatively stable between FY 2015 and FY 2018. Like many jurisdictions in Arizona, the City has elected to contract with private sector vendors to supplement staff and provide operations services. Contracts for grounds maintenance and the delivery of special events are two examples of Avondale's outsourcing of services to private, local firms. This approach keeps the department's staffing levels relatively low compared to jurisdictions that deliver their operations with only agency staff.

Figure 10.7 Avondale Budget Breakdown

Avondale Parks, Recreation and Library Budget

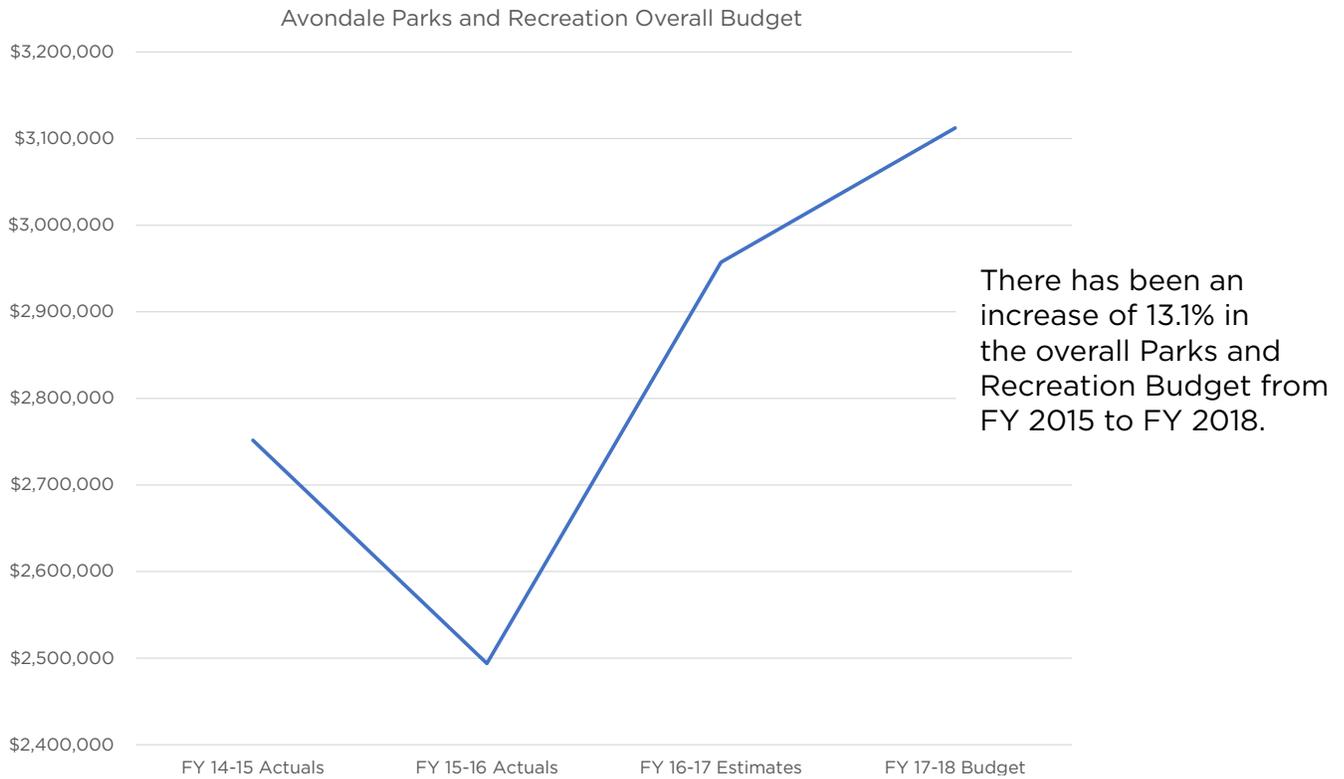


The Avondale Parks, Recreation and Libraries department budget is divided into the following categories: Building Maintenance (26.3%), Library Operations (24.5%), Grounds Maintenance (21.9%), Recreation (20.6%) PRL Administration (6.8%)

■ Building Maintenance ■ Library ■ Grounds Maintenance ■ Recreation ■ PRL Administration



Figure 10.8 Avondale Parks and Recreation Overall Budget



NRPA's Parks Metrics data provides an opportunity to compare the operating expenditures of the parks and recreation system in the City of Avondale to other jurisdictions across the country. NRPA's park metric data includes operating budget information from parks and recreation agencies. The Parks Metrics data does not include operating expenses associated with library operations or agency-wide building maintenance, as the data from NRPA is developed to describe only parks and recreation systems. The Parks, Recreation and Libraries Department's operating budget does include operating expenses associated with not only parks and recreation, but also libraries and building maintenance. In order to create an accurate comparison of operating expenditures, the City of Avondale's Parks, Recreation and Library Department's operating budget information found in the evaluations below reflect only operating expenditures associated with parks and recreation operations in FY 2018.

The comparison of the City of Avondale's parks and recreation related operating expenditures indicates that Avondale makes efficient use of their operating budget compared to other jurisdictions across the country. The parameters calculated are some of NRPA's 'Agency Effectiveness Ratios'. Avondale's parks and recreation operations expenditures are highly effective compared to national data. The results are partly due to Avondale's use of outside contracting for operation services and, consequently, the relatively lower numbers of Department staff compared to the reporting agencies, not all of which elect to contract operations tasks.

Table 10.3 Ratios to Describe Parks and Recreation Operating Expenditures

	CITY OF AVONDALE PARKS AND RECREATION	LOWER QUARTILE	MEDIAN	UPPER QUARTILE
Operating expenditures per capita	\$40	\$45	\$82	\$169
FTEs per 10,000 population	1*	4.1	8.8	17.1
Acres of parks per 1,000 residents (Avondale owned and operated parks and HOA parks)	4.6	6.8	8	11.5

* The City of Avondale uses contracted maintenance services for grounds keeping. While contracted grounds keeping services are a trend in the parks and recreation industry, most jurisdictions still use staff to provide park maintenance. Consequently, Avondale’s number of FTEs per 10,000 population is much lower than the comparative data from NRPA’s Park Metrics.

LIBRARY OPERATIONS

Financial Resources

Operation of the two libraries as well as the library administration comprise 33.2% of the department’s operating budget. Library operations are comprised of library administration (\$473,860 or 10.2% of the department’s budget for library operations), operations at Sam Garcia Library (\$532,730 or 11.4% of the department’s budget for library operations), and operations at Civic Center Library (\$540,035 or 11.6% of the department’s budget for library operations).

OPERATING INDICATORS

Operating trends in Avondale libraries include:

- A 24% decline in patron visitation
- A 51% decline in circulation of library materials
- A 208% increase in the use of electronic library materials, or E-books



Figure 10.9 Avondale Library Budget

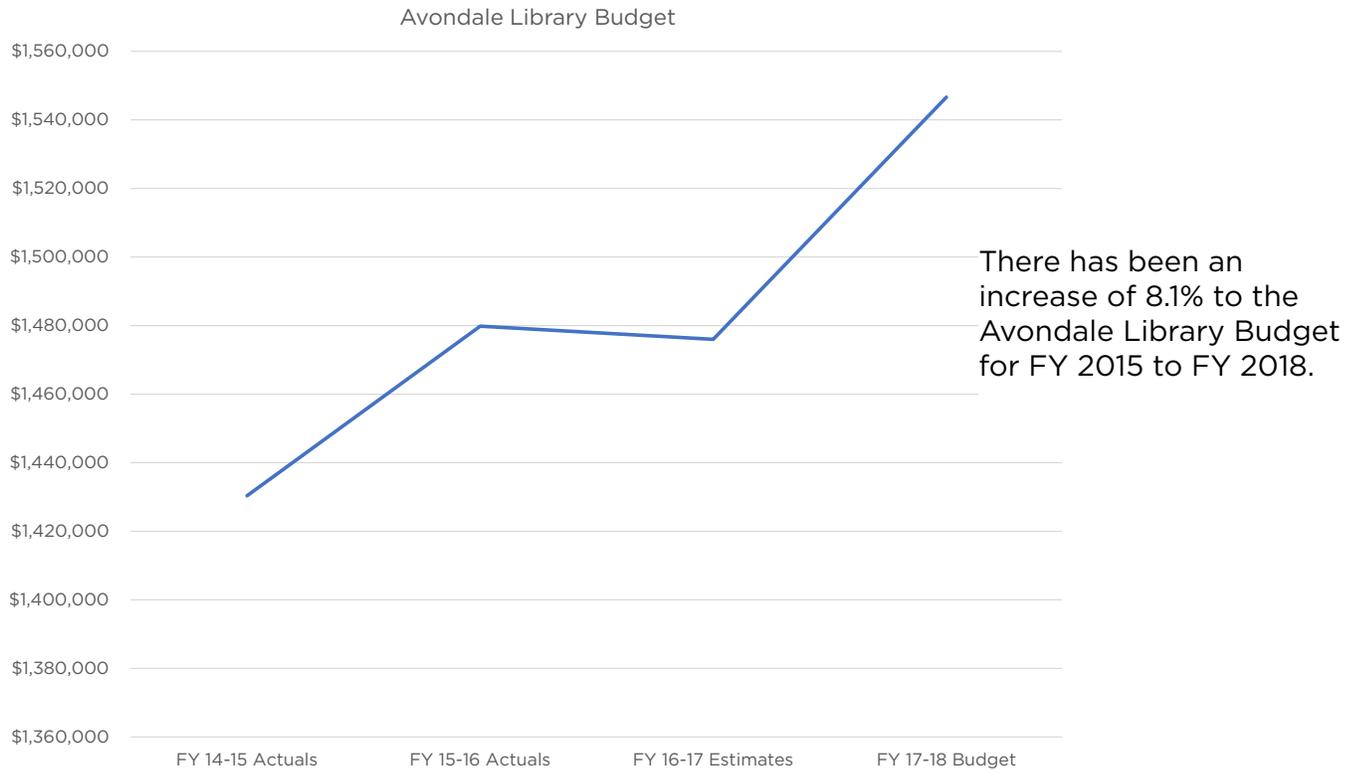


Figure 10.10 Avondale Library Patronage

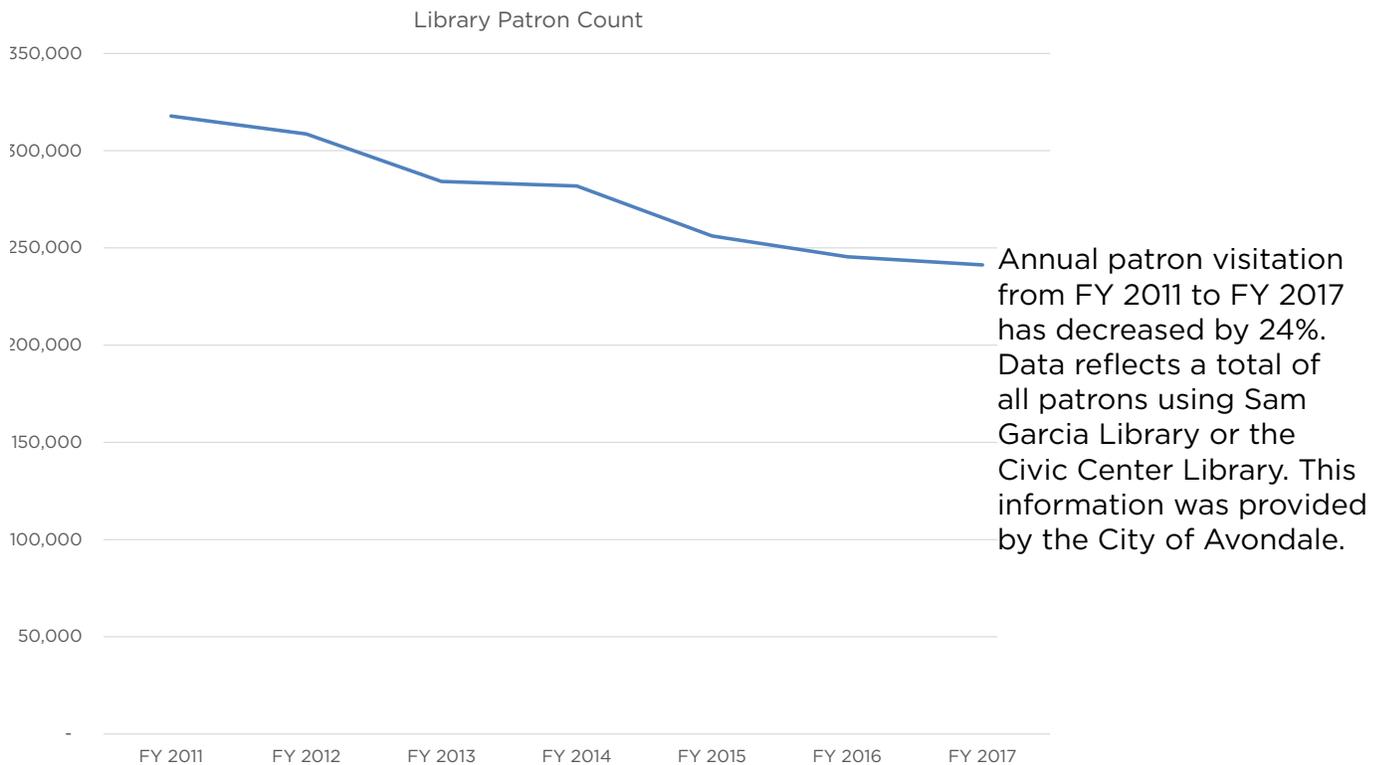
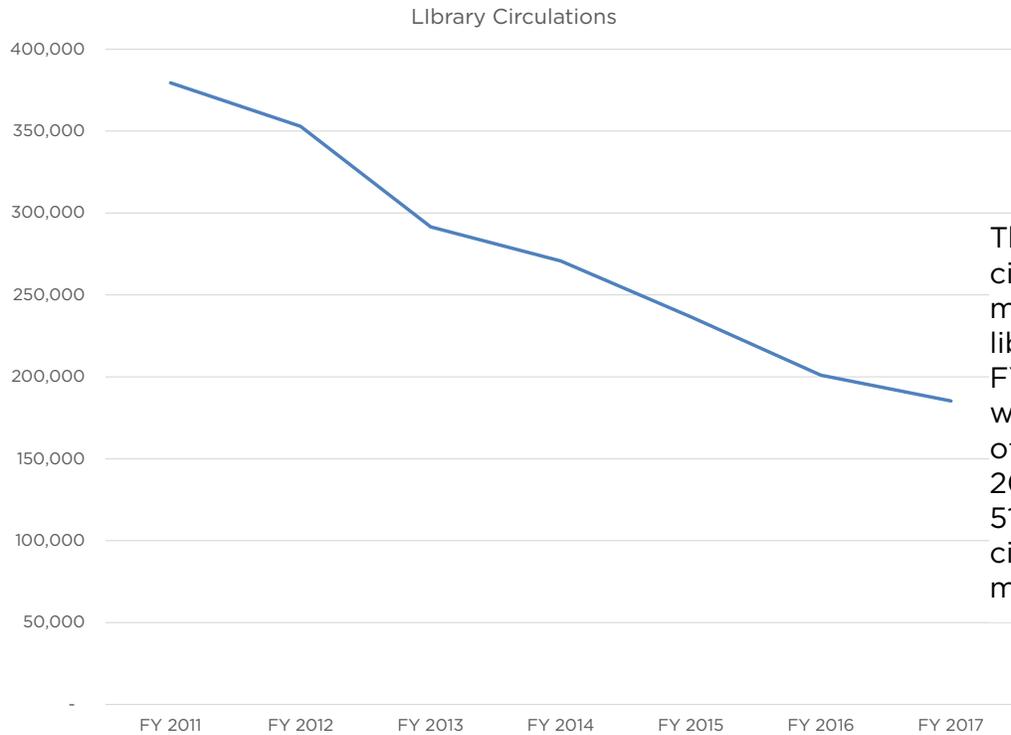
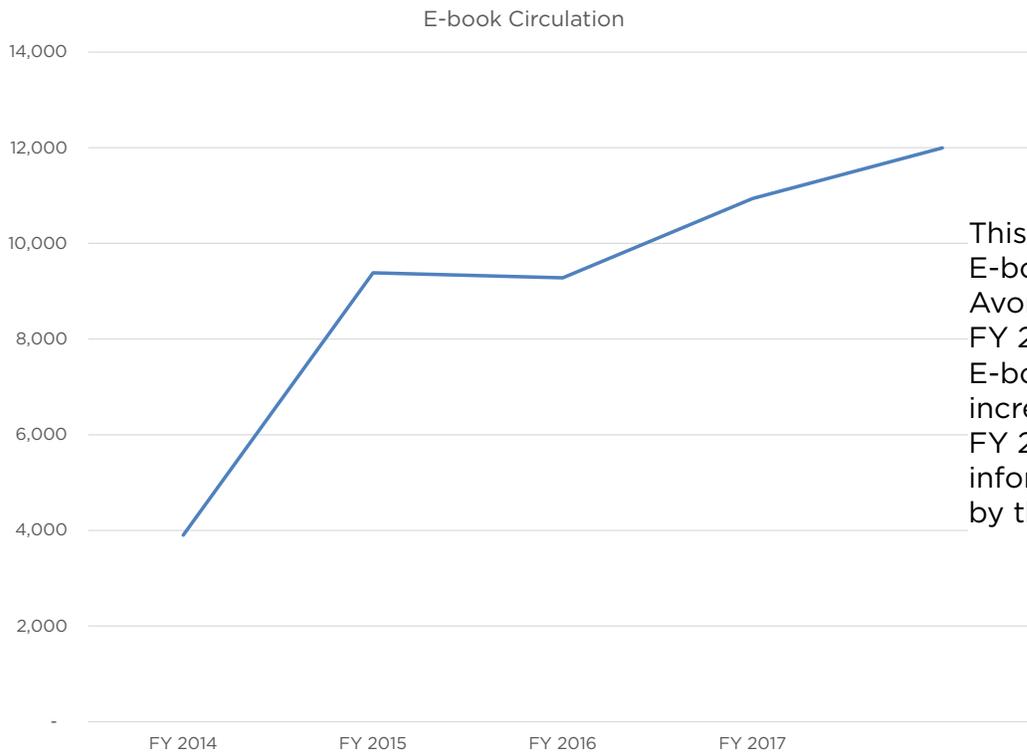


Figure 10.11 Library Material Circulations



This data reflects the total circulation of all library materials for Avondale libraries from FY 2011 to FY 2017. This information was provided by the City of Avondale. From FY 2011 there has been a 51% decrease in annual circulation of library materials.

Figure 10.12 Circulation of E-books



This data reflects total E-book circulation for Avondale libraries from FY 2011 to FY 2017. E-book circulation has increase by 208% from FY 2011 to FY 2017. This information was provided by the City of Avondale.



COMMUNITY INPUT ON LIBRARY OPERATIONS

Citizen Survey results indicate that:

- Only 56% of households have a library card, which is low compared to survey results across the country.
- The majority of those who use the Civic Center Library and the Sam Garcia Library visit only a few times per year.
- Out of 23 reasons for using the Library, the most important to respondents were:
 - o Books for adults (10%)
 - o Books for children (8%)
 - o Availability of materials (8%)
 - o “Very satisfied” ratings are very low for books for adults, books for children, and availability of materials.
 - o “Very satisfied ratings are high for courtesy of staff, knowledge of staff, and parking.

Alternate Providers of Library Services

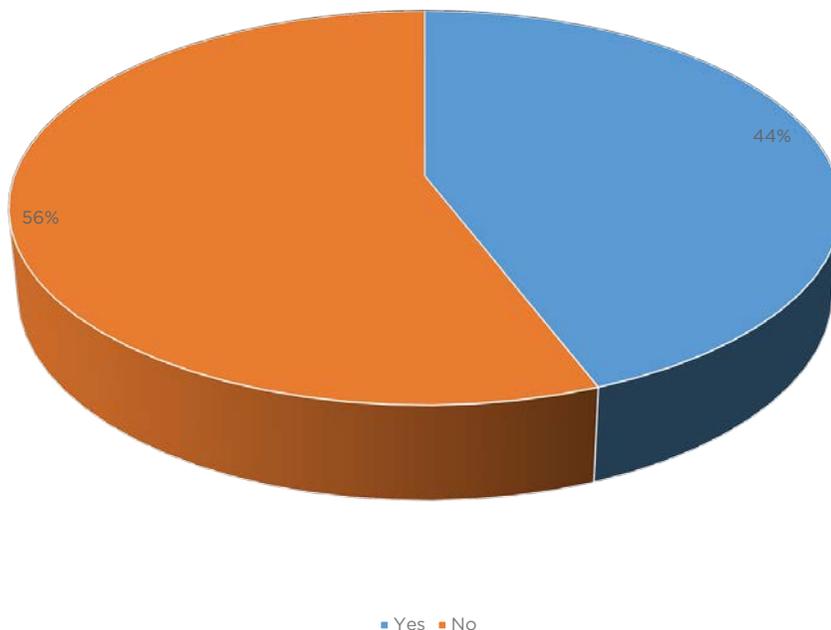
There are three libraries in neighboring jurisdictions that provide library service residents in the City of Avondale. The Maricopa County Library District operates two

of these libraries; the Goodyear Library and the Litchfield Park Library. Being operated by Maricopa County these libraries have a lot of resources and collections available. The City of Phoenix operates many libraries in their public library system. The Desert Sage Branch Library in west Phoenix offers a large collection as well as a multipurpose room. As part of large public library systems these three adjacent libraries serve a larger population than the Avondale community libraries do. This includes residents in Avondale.

Avondale’s two libraries fill the role of community library for Avondale residents. Avondale’s libraries provide community library services with programming that can be adapted to changing Avondale community needs. For example, Avondale’s libraries have just begun participation in a book lease program that will provide a large number of copies of best sellers while demand is high. When demand decreases, the extra copies of these titles can be returned to the leasing agency and new, high-demand best

Figure 10.13 Citizen Survey Results | Library Cards

Q13: Do you or any member of your household have a current Avondale Public Library card?



sellers can replace them. This adaptability is a key aspect in Staff’s approach to providing community library services. ARIADNE, an electronic magazine for information professionals, argues that community libraries serve as an important link in building community networks by:

- Acting as a safety net for individuals who might not otherwise have access to a community network including low income individuals
- Helping people navigate the complex maze of new information technology
- Helping residents develop new resources and technology

PARKS AND RECREATION OPERATIONS

Park amenities and recreation facilities in the City of Avondale’s parks system are presented with comparative data from NRPA’s park metrics. With one community center, Avondale exceeds the upper quartile of jurisdictions providing community centers to their residents. Avondale does not currently provide a recreation center. Jurisdictions with out a recreation center fall in the lowest quartile, or lowest 25% of the data spread.

Table 10.4 Indoor Facility Per 10,000 Population

	CITY OF AVONDALE PARKS AND RECREATION	LOWER QUARTILE	MEDIAN	UPPER QUARTILE
Recreation Centers	0	0.19	0.36	0.71
Community Centers	0.12	0.17	0.36	0.66
Senior Centers	0.12	0.09	0.20	0.39
Indoor Track	0	0.11	0.21	0.45



Table 10.5 Outdoor Facility Per 10,000 Population

	CITY OF AVONDALE PARKS AND RECREATION	LOWER QUARTILE	MEDIAN	UPPER QUARTILE
Playgrounds	0.98	1.37	2.66	4.96
Tot-lots	0.12	0.35	0.78	1.86
Community Gardens	0.12	0.13	0.32	0.79
Basketball Courts	1.35	0.76	1.36	2.41
Sand Volleyball Courts	0.12	0.29	0.58	1.39
Tennis Courts (outdoor only)	0.25	1.03	2.21	3.61
Diamond Fields: Baseball - Youth	0	0.75	1.52	2.78
Diamond Fields: Baseball - Adult	0	0.24	0.47	1.01
Diamond Fields: Softball Fields - Youth	0.37	0.43	0.94	1.78
Diamond Fields: Softball Fields - Adult	0.62	0.37	0.69	1.33
Diamond Fields: Tee-ball	0	0.27	0.57	1.15
Dog Park	0.12	0.11	0.22	0.42
Rectangular fields: multi- purpose	0.12	0.46	1.05	2.40
Rectangular fields: football field	0.12	0.18	0.35	0.76
Rectangular fields: lacrosse field	0	0.16	0.37	0.71
Rectangular fields: soccer field - adult	0.98	0.40	0.77	1.35
Rectangular fields: soccer field - youth	0.25	0.76	1.50	2.74
Multipurpose synthetic field	0	0.14	0.32	0.63

** The Parks, Recreation and Libraries Department utilizes their Youth Softball fields to meet the needs of Youth Baseball. This is a common approach to providing multiple types of youth diamond fields.*

Avondale provides fewer facilities per capital than many jurisdictions across the country based on Park Metrics. Most facility types in Tables 10.4, 10.5 and 10.6 are provided at a lower service level compared to other jurisdictions with the exception of Basketball Courts and Adult Softball Fields. Some of the facilities that are provided by the City of Avondale are supplemented by facilities that are provided by Homeowners' Associations. For example, neighborhood park amenities such as playgrounds, tot-lots, and basketball courts are often provided by HOA parks.

Table 10.6 Aquatic Facility Per 10,000 Population

	CITY OF AVONDALE PARKS AND RECREATION	LOWER QUARTILE	MEDIAN	UPPER QUARTILE
Swimming Pools (Outdoor only)	0	0.15	0.27	0.65
Leisure Pool	0	0.07	0.19	0.33
Therapeutic Pool	0	0.07	0.14	0.23

Avondale does not currently provide aquatic facilities. Jurisdictions without aquatics facilities fall well below the lowest level of service provided by jurisdictions across the country.

COMMUNITY INPUT ON PARKS AND RECREATION SERVICES

Results of the Citizen Survey indicate that:

- The vast majority of respondents have visited a City of Avondale park over the past 12 months.
- Almost 50% of respondents visited parks less than ten times per year.
- Friendship Park is the most visited park by a wide margin.
- Friendship Park, walking trails, and neighborhood parks are the most important facilities to receive attention.
- Cleanliness of parks, cleanliness of restrooms, and timeliness of repairs were ranked as the most important maintenance areas to get attention.
- Cleanliness of restrooms (12%) and timeliness of repairs (12%) have the lowest “very satisfied” ratings.
- Use of indoor spaces would increase significantly with expanded spaces and would reduce key barriers to using the park system.
- Respondents’ three facilities they would be most willing to fund with their current tax dollars are the Civic Center library, neighborhood parks, community parks and trail systems.
- Respondents were asked for the three future project improvements that were most important. The improvements that were most important were:
 - o Develop additional walking, hiking, and biking trails
 - o Develop a new outdoor aquatic center
 - o Develop a new indoor recreation center
 - o Develop indoor facilities adjacent to the Civic Center Library
 - o Develop more lighted Little League Baseball fields
 - o Purchase land for preservation
- Over 90% of respondents feel that improvements to the Parks, Recreation and Trails System are of essential importance (36%), very important (32%) or important (23%).



Figure 10.14 Parks Visited Over the Last Year

Q1: Check ALL the City of Avondale parks you and members of your household visited over the past 12 months.

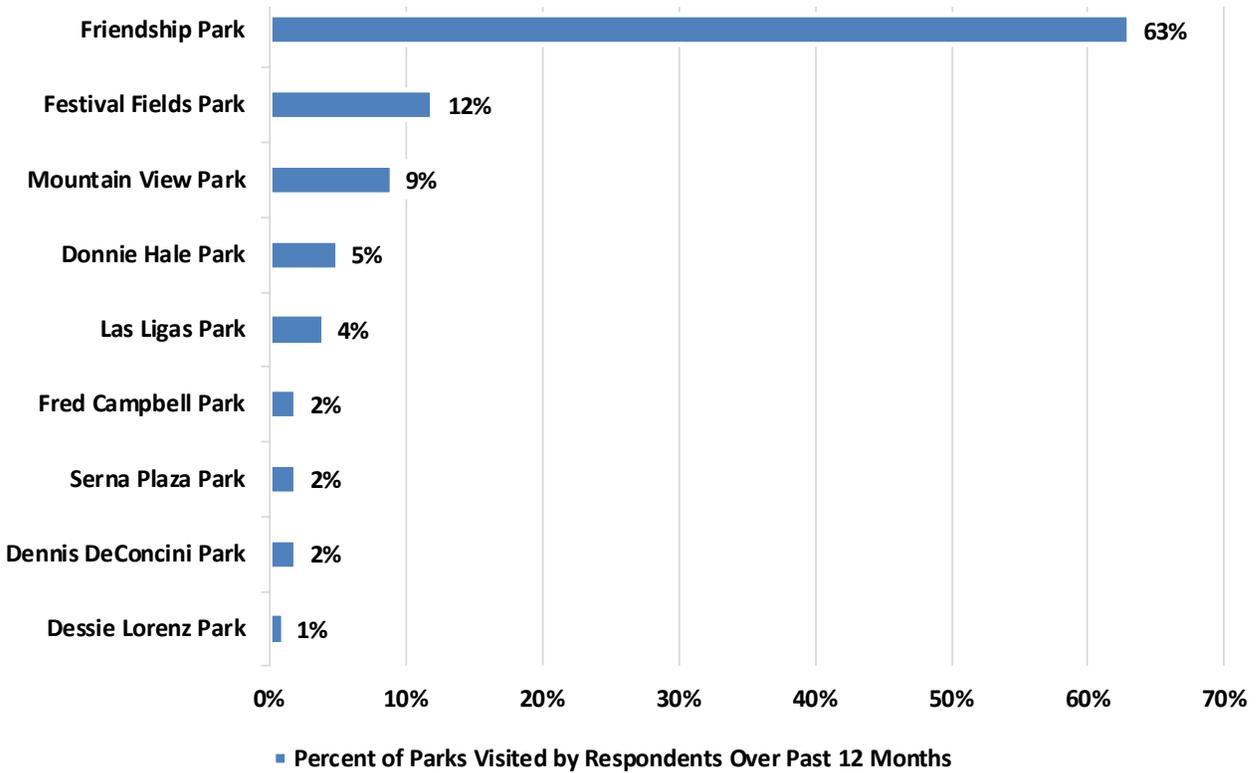


Figure 10.15 Parks that Should Receive the Most Attention

Q5: Which THREE parks, facilities or services should receive the most attention from the City of Avondale over the next TWO years for the residents of Avondale?

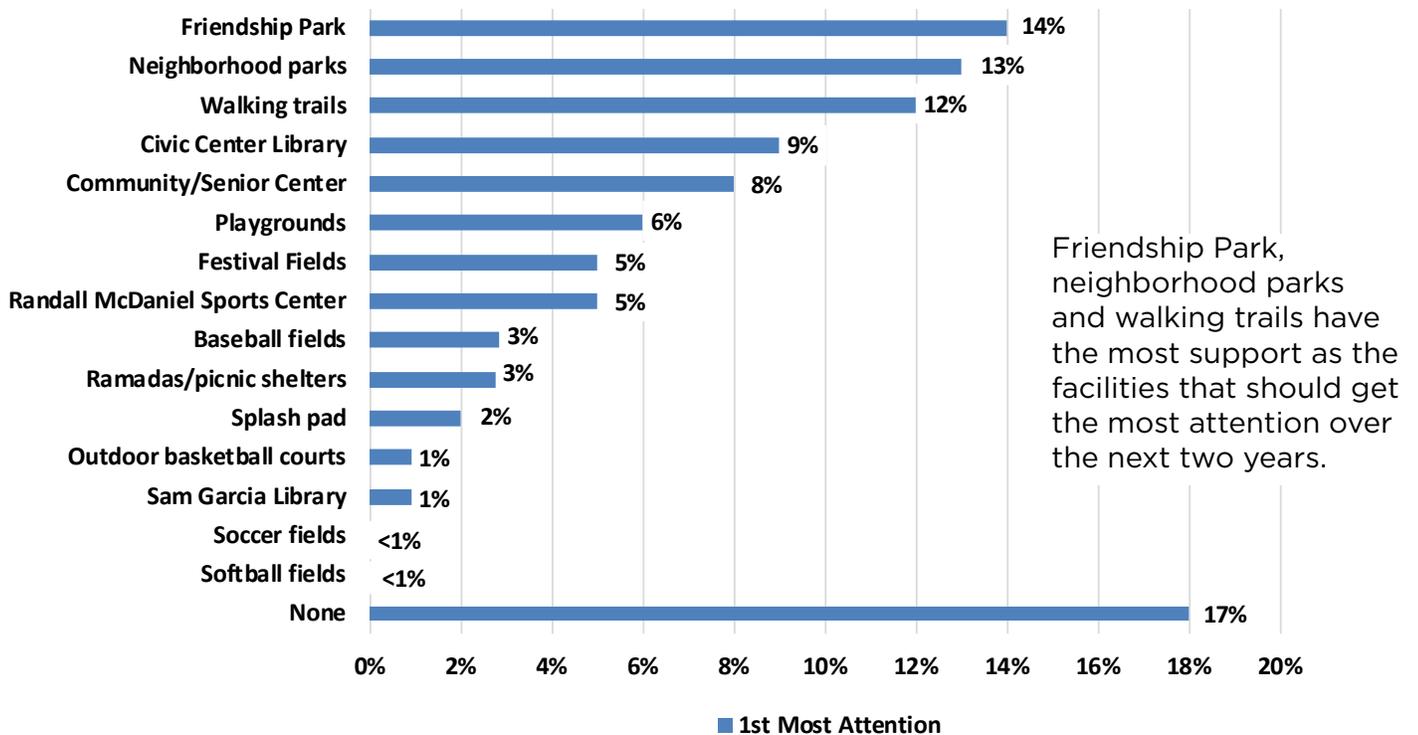


Figure 10.16 Services that Should Receive the Most Attention

Q7: Which THREE parks services do you feel should receive the most attention over the next TWO years?

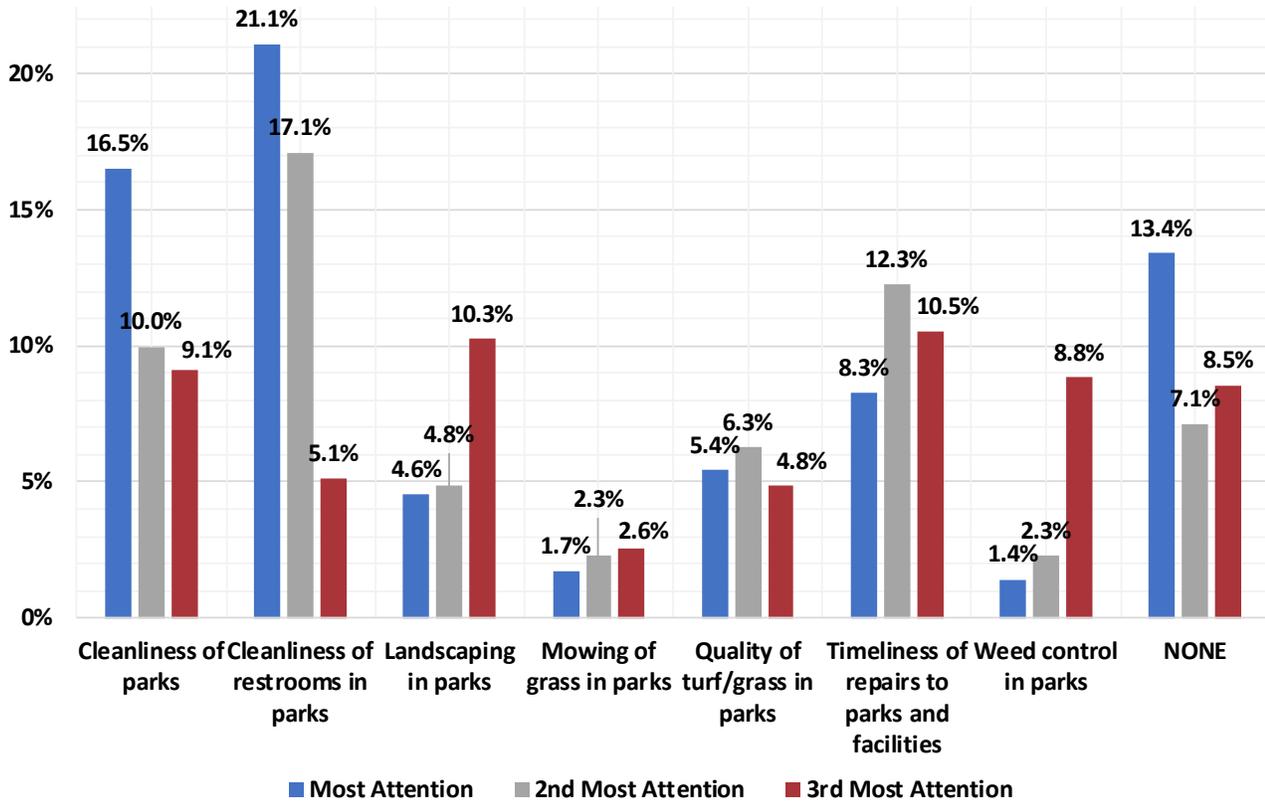
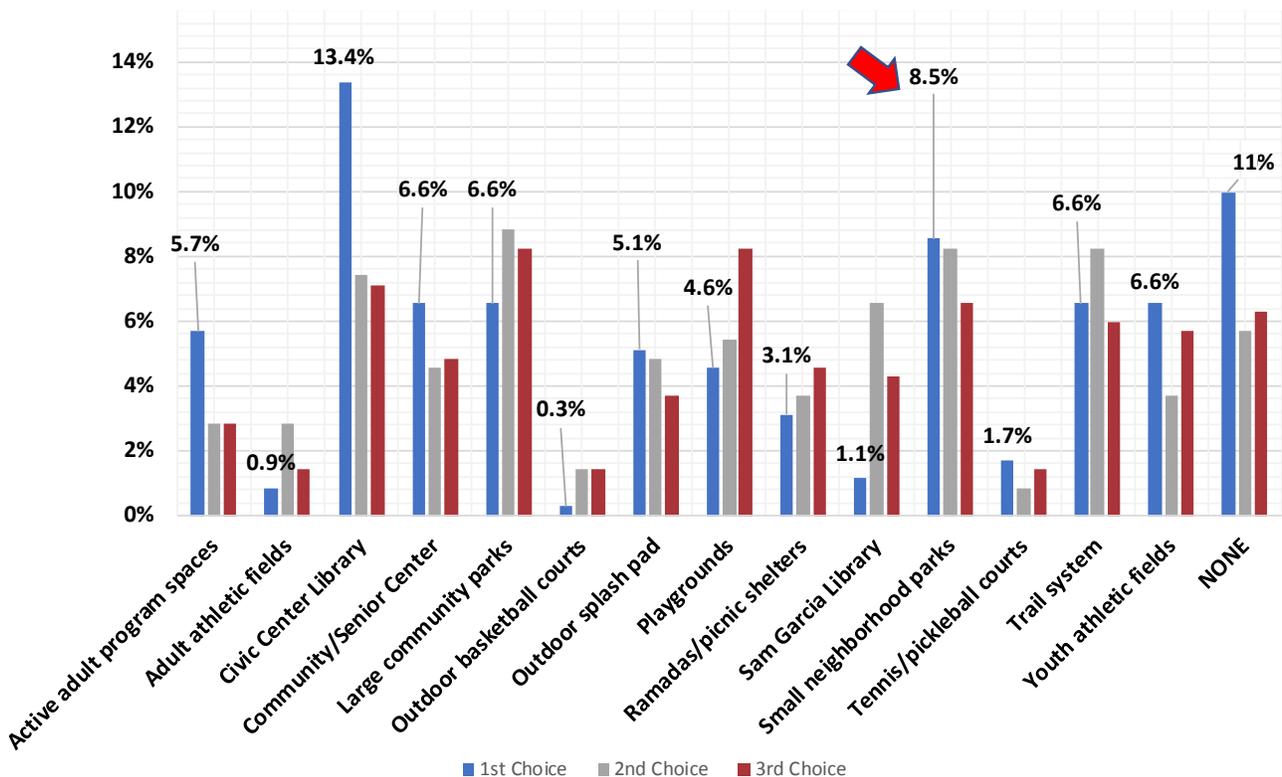


Figure 10.17 Three Actions Most Willing to Fund with Tax Dollars

Q22: Which THREE actions would you be most willing to fund with your CURRENT tax dollars?



Respondents' three facilities they would be most willing to fund with their current tax dollars are the Civic Center library, neighborhood parks, community parks and trail systems.



KEY FINDINGS

- *Based on NRPA Park Metrics, Avondale does not have sufficient numbers of most facility types. The playgrounds and tot-lots that Avondale provides are supplemented by those provided by HOA neighborhood parks.*
- *Avondale is approaching a population size that would indicate a need for a future community center and aquatics facility in Central Avondale.*
- *Respondents' four facilities they would be most willing to fund with their current tax dollars are the Civic Center library, neighborhood parks, community parks and trail systems.*
- *The improvements that are most important to the community based on results from the Citizen Survey are:*
 - o *Develop additional walking, hiking, and biking trails*

- o *Develop a new outdoor aquatic center, a new indoor recreation center, and lighted Little League Baseball fields.*
- o *Develop indoor facilities adjacent to the Civic Center Library*
- o *Purchase land for preservation*

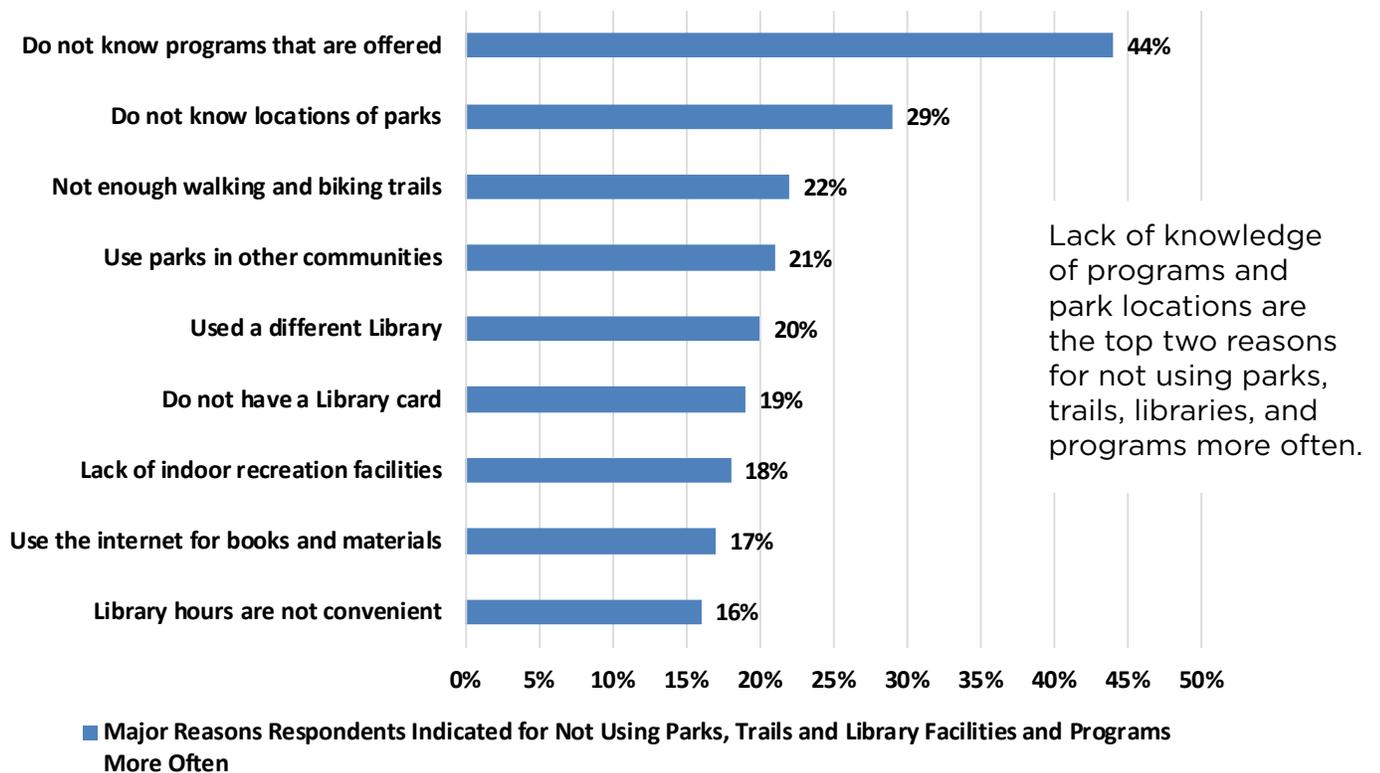
AWARENESS

Awareness of services and facilities being offered by the City of Avondale is a key factor in participation in programs and use of facilities. Awareness is commonly a challenge for parks and recreation agencies across the nation as marketing in the public sector is confined by budget limitations.

Results of the Citizen Survey indicate that Avondale residents lack an awareness of facilities and services that are offered. When asked for reasons why their household did not use City of Avondale facilities or services,

Figure 10.16 Barriers to Participation

Q17: Please check ALL the reasons you or members of your household did not use City of Avondale parks, recreation and library facilities and services.



44% of respondents indicated that they do not know what is offered and 29% indicated that they do not know the locations of parks.

Social Media Marketing for the Public Parks, Recreation and Libraries Department

Social Media Marketing is a tool that public parks and recreation departments use to maximize communication with the public within the context of constrained operating budgets. A communication and marketing effort that builds a strong connection between the department and its community will support program participation, facility use and community engagement that helps to inform policy and budget decisions by elected officials.

A cost-effective marketing approach is one that is based on social media marketing. Social media can generate new users,

increase a community's awareness of what is offered and spread a positive impression of the department. Social media marketing works because:

- 70% of the U.S. population has at least one social network profile
- All age groups are active on social media
- Humanizing the department's brand creates a connection with the community that increases brand loyalty
- The immediacy of content distribution positions the department to communicate announcements like field closures, public meetings and community events.
- Being able to control content results in increased public awareness. Departments can promote reinvestment and expansion of the parks system that is underway or rally support for volunteer campaigns. The on-going communication with the community builds relationships that support the department in the long term.



CONCLUSIONS

Four major conclusions result from analyzing the operations and maintenance of Avondale's Parks, Recreation and Libraries Department. These conclusions are:

Service Delivery

Service delivery is successful because of Avondale's strategic focus on community-wide benefits, i.e. destination park amenities, large gathering spaces, community-wide special events and tournament sites. In general, smaller parks cost more per square foot to maintain than a large park. Avondale is able to focus its resources on maintaining high quality community parks that support large special events, tournaments and destination park amenities because Homeowners' Associations own and operate smaller neighborhood parks. Community growth is accommodated through developer-installed and maintained neighborhood parks. It is recommended that Avondale continue to pursue their focus on community-wide

park investment in the future. In doing so, Avondale will be following a national trend in the parks and recreation industry that results in high quality delivery of core services.

Approach to Grounds Maintenance

Avondale approaches park maintenance by contracting with a private, third party vendor for all grounds maintenance. This approach explains Avondale's low staffing levels compared to departments across the nation. Analysis in the Inventory Chapter reveals a system-wide deficiency in irrigation system efficiency as well as a deficiency in landscape plant material maintenance at Festival Fields. To address these deficiencies, it is necessary to identify the effectiveness of the vendor's ground maintenance services.

It is recommended that the Grounds Maintenance contract be evaluated for return on investment. It is necessary to confirm that contracted grounds maintenance is more cost effective than grounds maintenance by



Avondale Staff. While the necessary Staff are not currently part of Avondale's budget, it is nonetheless important to understand the cost comparison to ensure fiscal responsibility. Most jurisdictions across the nation are using contracted maintenance in some capacity although it is rare to see a jurisdiction contract all of the grounds maintenance services as Avondale does. Lessons learned from other contracted services agreements in other jurisdictions indicate that the initial development of the contract must be carefully considered to build in vendor accountability and that Staff enforcement of the contract can require contract administration skills that are sometimes unfamiliar to parks and recreation Staff. Staff enforcement is a cost that is often overlooked as a cost associated with the contracted maintenance.

Low Participation in Programming

The Operations and Maintenance analysis reveals a low participation rate in department programming in part due to a small number of offered programs. Citizen Survey results indicate that residents would use more indoor recreation space if it were available and that priority indoor recreation elements include a walking track, arts and crafts, health and wellness activities, and fitness classes. The Citizen Survey also indicated that a community center is of interest to residents. However, comparative benchmark data and opportunities for increasing the community's access to indoor recreation result in a recommendation to pursue existing facilities for increased indoor recreation rather than build a new center. Two options exist to expand indoor recreation opportunities at existing facilities - re-purposing space at the Civic Center Library and increasing residents' usage of the Randall McDaniel Sports Complex.

An architectural planning consultant was retained recently to examine possibilities for re-purposing space at the Avondale Civic Center Library. The planning effort concluded that re-purposing space at the Civic Center Library could increase programming space and fill an immediate role of a new

community center. As the Civic Center Library currently provides most of the department's programming, effectively acting as a community center, it would be cost effective to increase the capacity for programming at that site.

Citizen Survey results indicate that only 16% of residents use the Randall McDaniel Sports Complex. This large, high quality facility is another source of increased indoor recreation space for residents. It is recommended that Avondale Staff examine the current operations agreement to investigate the possibility of providing programs for Avondale residents. For example, negotiations could allow for a resident discount during defined hours of the day, space within the Randall McDaniel Sports Complex that's designated for resident use, or programming for residents provided by Avondale Staff.

Benchmarking Results

Benchmarking data from NRPA's Park Metrics is valuable, but must be interpreted accurately. Accurate interpretation of comparative data in Table 10.3 is especially important.

Avondale focuses on high quality community park facilities and activities that complement the existing Avondale neighborhood parks and HOA-maintained neighborhood parks. Avondale residents enjoy access to large natural resource parks along the Tres Rios confluence that are operated by regional jurisdictions. Other jurisdictions across the country have different approaches and situations that can include operating large natural resource parks, providing a lower maintenance standard at community parks, and accumulating deferred maintenance, especially in large, older park systems.



Recommendations



INTRODUCTION

The recommendations of the Avondale Parks, Recreation, Libraries and Trails Master Plan Update are the result of community outreach, including a statistically-valid citizen survey, as well as data driven analyses of the City of Avondale's facilities and services - a level of service analysis, demographics, and an operations analysis. Information was collected through community and stakeholder input, site visits, inventory and analysis, and through regional and national standards and best practices. The following recommendations were formulated based on the key findings from the master planning process.

Five (5) focus areas were developed as a result of the master planning process. In combination, the focus areas: Destination, Awareness, Investment and Partnerships, Maintenance, and Character serve as the guiding principles for the City of Avondale's Master Plan's recommendations and strategies, and work together to best meet the needs of the community. The implementation of these focus areas is outlined in the following sections through a prioritized action plan that outlines goals, objectives and strategic actions for each focus area.

The recommendations and strategies are packaged together into the Prioritized Action Plan, a spread sheet that is divided into a strategic high (1), medium (2), and low priorities (3).

The Prioritized Action Plan will serve as a "living document" that provides staff with a tool to assess the Department's accomplishments while planning for initiatives through an annual review. The action plan is formatted in this manner to assist the City in setting and implementing attainable goals for the next five years and beyond, providing a road map to establish achievable goals for capital projects and long-term operations.

AREAS OF FOCUS

DESTINATION

The City of Avondale is uniquely positioned in the Phoenix Metropolitan area as a nexus of trails and natural resource parks as well as special events and tournaments. This position, along with existing, high quality park amenities, creates an opportunity to build economic growth. Avondale can improve economic development and regional branding by focusing on amenities that provide high quality services for the community such as special events and programs combined with hosting regional events and tournaments that build on traditional and sports tourism. Community assets such as Friendship Park and its destination playgrounds, group ramadas with barbeques, splash pad and many sports fields, are a tremendous asset for residents, as well as non-residents who are attending an event or tournament with a regional draw. Avondale community libraries offer a variety of programs and resources to serve residents and non-residents alike. Large natural resource parks to the south of Avondale are regional attractions that are accessed through the City of Avondale. The Phoenix International Raceway is another regional attraction that provides a destination and potential event partner with the City.

MARKETING & COMMUNITY AWARENESS

Focus on messaging and marketing opportunities for the Parks, Recreation and Libraries Department in order to increase community awareness of facilities, amenities and programs. Increase distribution and packaging of the RAVE Review Magazine. Leverage opportunities to increase awareness through schools, community groups, and other partners. Market Avondale Libraries as valuable community resources. Leverage social media marketing to increase awareness of and public interaction with the Parks, Recreation and Libraries Department.

INVESTMENT AND PARTNERSHIPS

Investment in existing facilities, libraries and parks is a theme expressed by the public and civic leaders during the community

outreach process. Citizen Survey results and the Level of Service Analysis indicate that neighborhood parks, community parks, walking/bicycling paths, the Civic Center Library and the community/senior center are important areas of investment for Avondale residents. It is recommended that the City of Avondale focus on investment in expanding and renovating these existing facilities. For instance, investing in the City's libraries as centers for community activity, and focusing on investment in trail connections to increase connectivity internally and regionally across the community.

Investing in future facilities will ensure that the City will continue to provide a high quality of life for its residents. The Citizen Survey results indicate walking, hiking and biking trails, outdoor aquatic facility, indoor recreation center and land preservation were of the most importance to residents. Developing indoor facilities adjacent to the Civic Center Library was also of high importance. The location and timing of developing these facilities will be instrumental in providing recreation opportunities to residents as the community continues to grow.

These types of investments provide the unique opportunity to collaborate closely with schools, local business and Maricopa County. The City of Avondale Parks, Recreation and Libraries Department has worked to establish and maintain strong partnerships with local agencies, neighborhood associations, sports organizations, school districts, Maricopa Association of Governments, Maricopa County and other jurisdictions. Continuing to build on those partnerships, and expanding to work with new agencies and organizations within and outside of the community, will be important moving forward. These partnerships will help to establish alternative sources of funding and in-kind services such as volunteerism and shared facilities. Thus, bringing together those with mutual goals to take advantage of existing facilities, and provide additional programming and services to the community. With the current economic and budgetary realities in mind, the need

to create effective partnerships between all parties interested in recreation is only that much more important. It is vital that the City pursue common interests effectively and efficiently. The goals, objectives and strategies outlined in this chapter explore various opportunities the City may pursue in an effort to continue to build and strengthen partnerships and collaborative efforts.

MAINTENANCE

The City of Avondale provides high quality facilities and services to its residents. Continuing a high level of maintenance at parks, libraries and the Community/senior Center will support the continued sense of safety and access that the community currently enjoys. Continuing to provide high levels of maintenance also supports the development of economic benefits through community health and wellness, tourism and property values. Focusing maintenance resources on the community's priorities that were identified in the Citizen Survey increases community satisfaction with the City's parks and recreation system. Continued public safety and access to Avondale's parks, recreation and libraries system is supported by targeting key areas of infrastructure and park amenities that are identified for reinvestment in the Conditional Assessment.

CHARACTER

Build on the Avondale brand to emphasize the quality of life and experience that makes Avondale unique. Focus on strengthening the character of each neighborhood and community park through amenities, materials, signage and marketing collateral. Leverage the natural resource assets in and adjacent to Avondale to improve access and diversify recreation opportunities for residents. Utilize on natural resources to broaden Avondale recreational opportunities. Develop branding that speaks to Avondale's unique character.



ACTION PLAN

DESTINATION

Goal 1: Make Avondale a destination for events, activities and tournaments to promote economic development.

OBJECTIVE 1.1: Promote unique activities and events to a local and regional audience.

STRATEGIES:

1.1.01: Continue to provide high-quality special events that attract many different types of residents and visitors.

1.1.01.a: Continue to contract with private sector marketing and special event experts to promote Avondale's special events.

1.1.01.b: Create social media marketing before and after special events based on strategies described in the Marketing and Community Awareness focus area. Make Avondale's special events part of the community's branding.

1.1.01.c: Continue to maintain Friendship Park, one of Avondale's two community parks, to a high level of maintenance that supports special events and creates a destination park experience with large, high quality gathering spaces.

1.1.01.d: Invest in the expansion and renovation of Festival Fields, one of Avondale's two community parks, to provide another high-quality community event space.

1.1.01.e: Continue to deliver natural resource based special events, e.g. the Tres Rios Event, in cooperation with regional jurisdictions to promote Avondale as a corridor to Estrella Mountain Regional Park, Base and Meridian Wildlife Area and Tres Rios Wetlands.

1.1.02: Advertise Avondale's programming offerings to special event attendees.

1.1.03: Promote programs and attractions that support natural resource activities in regional, river and mountain parks.

1.1.03.a: Partner with the Audubon Society and wildlife agencies' public outreach to provide programming such as bird and wildlife viewing at regional natural resource parks to the south of Avondale as well as the natural set aside area north of Friendship park.

1.1.04: Continue to plan and develop Avondale's trail system to connect everyday destinations such as, parks, neighborhoods, schools, shopping, and employment centers with the regional trail system.

1.1.04.a: Continue to collaborate with area municipalities and Maricopa County to connect trail systems, neighborhood and community parks, and large natural resource parks.

1.1.04.b: Coordinate the Parks, Recreation and Libraries Department's trails planning with the 2017 Transportation Master Plan Update to provide bicycle and pedestrian facilities throughout the urban core.

1.1.05: Host sports tournaments at Avondale community parks.

1.1.05.a: Provide high-quality sports complexes at Avondale's two community parks

1.1.05.b: Continue to invest in the two community parks as a primary source of tournament venues for the City.

1.1.05.c: Direct operations resources to high maintenance levels at the community parks and allow new neighborhood parks to be delivered by private development.

1.1.05.d: As Festival Fields is expanded and renovated, plan for tournament facilities that attract leagues from the region.

1.1.05.e: Use social media to promote sports tournaments both as advertising

before the tournament and public relations marketing after the tournament.

1.1.06: Respond to the community's priority for access to an aquatics facility based on results of the Citizen Survey.

1.1.06.a: Consider locations for an aquatics facility in central Avondale as the community grows.

1.1.06.b: Consider existing and future opportunities for partnerships to provide use of existing aquatics facilities at Avondale schools and neighboring jurisdictions for Avondale residents.

1.1.07: Respond to community growth over time by identifying future community park sites that will support the priority delivery of community-level park amenities.

1.1.07.a: Strategically negotiate with the development community to provide park amenities that effectively expand level of service to park users in areas of growth. Focus on community park amenities with a 3-mile service radius as defined in the Community Park classification. Leverage growth in southern Avondale to provide a community park.

MARKETING & COMMUNITY AWARENESS

GOAL 2: Strengthen and develop marketing and communications to build a strong relationship with the public.

OBJECTIVE 2.1: Increase public awareness of existing parks, libraries and recreation facilities, services and programs through public engagement.

STRATEGIES:

2.1.01: Support the Friends of Avondale Libraries and Recreation to become the department's partner in communications, marketing, sponsorship and advocacy.

2.1.01.a: Create a plan to facilitate a

stronger partnership for marketing and communications with the Friends of Avondale Libraries and Recreation.

2.1.02: Conduct routine outreach to increase public engagement.

2.1.02.a Questionnaires for library and recreation program participants to help identify new classes and activities to meet community needs, feedback on program options; and,

2.1.02.b Bi-annual on-line surveys advertised via social media, RAVE Review Magazine, media releases, council newsletters and email signatures to gather public feedback on parks facilities and use of amenities.

2.1.02.c Advertising programs at special events.

2.1.03: Develop a communication campaign to improve the visibility of parks, facilities and events.

2.1.03.a: Increase park signage in the community to increase awareness of nearby parks.

2.1.03.b: Continue to maintain consistent, high quality park signage throughout the City.

OBJECTIVE 2.2: Increase public awareness of existing parks and recreation facilities, services and programs through social media marketing.

STRATEGIES:

2.2.01: Develop a social media campaign that presents the department's voice and represents the Department's areas of focus for the next 5 years (i.e. Destination, Marketing and Community Awareness, Investment and Partnerships, Maintenance, and Character).

2.2.02: Grow the Social Media Presence.



2.2.02.a: Establish an annual goal for each social media platform:

- Facebook Likes/Share
- Twitter Followers/Tweets
- Instagram Followers

2.2.02.b: Develop plan for responding to people engaging with Parks through social media.

- Respond to people who post on the Park's Facebook page.
- Respond to people tagging Parks on Twitter, engage with people who are talking about Parks.

2.2.02.c: Identify community partners and work to share content.

2.2.03: Grow the Social Media Platform.

2.2.03.a: Determine goals that advance the department's areas of focus – identify goals for social media to help with class enrollment or attendance or other programming or service objectives.

2.2.03.b: Establish a budget for boosted posts and strategy on what to boost.

2.2.03.c: Involve community through hashtags on user-tagged pictures.

2.2.03.d: Develop and launch social media campaigns around specific ideas; promote those campaigns.

2.2.03.e: Introduce video and live video feeds from classes and activities at the parks.

2.2.03.f: Develop a "Find Your Park" campaign featuring photos, hashtags, and location tags.

2.2.03.g: Use social media platforms to promote the park system, events, staff and team highlights.

2.2.03.h: Highlight the unique community assets such as parks with a historical or natural resource focus.

2.2.03.i: Highlight diversity of the Avondale Parks, Recreation and Library system, services, and users.

2.2.04: Create an organizational structure of staff within the department support system for social media marketing.

2.2.04.a: Identify a social media support team. Utilize staff members from other areas of the Parks, Recreation and Libraries department.

2.2.04.b: Educate staff on how to support the social media initiative.

2.2.04.c: Develop an approach for starting an intern program.

OBJECTIVE 2.3: Increase public awareness of existing parks and recreation facilities, services and programs through improvements in departmental communication with the public.

STRATEGIES:

2.3.01: Create communication efficiencies through organization.

2.3.01.a: Develop an internal calendar of events that can be accessed by the staff to keep up to date with events across all departments.

2.3.01.b: Develop events calendar consisting of all the events hosted by the Parks, Recreation and Libraries Department that can be easily accessed by the general public and promoted on social media.

2.3.02: Create brand consistency through message development.

2.3.02.a: Identify a Parks brand tagline that can be used across disciplines/audiences and unify all social media messaging.

2.3.02.b: Establish brand voice and how it is used with each target audience.

2.3.03: Create brand consistency through graphic development.

2.3.03.a: Create reusable templates for graphics.

2.3.03.b: Develop photography guidelines and continue to expand photo library.

OBJECTIVE 2.4: Increase public awareness of existing parks and recreation facilities, services and programs through increased distribution of the RAVE Review Magazine to reach potential users.

STRATEGIES:

2.4.01: Consider re-initiating the mailing of the RAVE Review Magazine to all City of Avondale Residents.

2.4.02: Seek methods to increase RAVE distribution, such as advertising in the West Valley View to announce a new RAVE release or including reminders in school and neighborhood association newsletters and email blasts to Homeowner Association leadership, school administration lists, water bill customers, recreation program participants, and library users.

2.4.03: Sell sponsorship in the guide to generate revenue for wider distribution.

2.4.04: Support the distribution of RAVE by leveraging everyday interactions between Parks, Recreation and Library Department staff and patrons to increase awareness. Consider wearing buttons (“Ask Me About RAVE!”).

INVESTMENT AND PARTNERSHIPS

GOAL 3: Respond to the community’s priorities of investing in walking and biking paths, neighborhood and community park improvements, and Civic Center Library and Community/Senior Center improvements as identified in the public outreach process.

OBJECTIVE 3.1: Leverage existing capital resources to prioritize the expansion and renovation of existing community and neighborhood parks.

STRATEGIES:

3.1.01: Direct Capital Improvement Program budgets to expanding and renovating Festival Fields in accordance with the recently adopted master plan for the park. Include destination play areas and special event spaces in the expansion as well as expanded and renovated sports fields to support tournaments.



3.1.02: Direct Capital Improvement Program budgets to renovating fields at Friendship Park to support league play and tournaments.

3.1.03: Direct Capital Improvement Program budgets to renovating neighborhood parks that are owned and operated by the City of Avondale to replace deteriorating ramadas, area lighting, irrigation, sidewalks, trash cans and BBQ grills and install shade structures over play equipment where needed.

OBJECTIVE 3.2: Consider expansion of indoor recreation opportunities for the Avondale community.

STRATEGIES:

3.2.01: With future growth of the Avondale community, consider expanding indoor recreation such as an indoor walking/running track, fitness equipment and arts and crafts rooms. Consider siting future recreation facilities near the Avondale Civic Center Library.

OBJECTIVE 3.3: Consider new construction of an aquatic facility.

STRATEGIES:

3.3.01: With future growth of the Avondale community, consider new construction of a leisure pool with slides and a splash pad.

OBJECTIVE 3.4: Diversify funding sources for investment in the community's priority facilities by securing grants.

STRATEGIES:

3.4.01: Pursue grant opportunities.

3.4.02: Target the grant opportunities to prioritized facility reinvestment based on grant program requirements.

OBJECTIVE 3.5: Maximize reinvestment city-wide for high visibility project impacts by leveraging the diversity of funding sources.

STRATEGIES:

3.5.01: Use capital funding sources as a match for further grant pursuits.

3.5.02: Include in the scope of high visibility projects the renovation or replacement of underground infrastructure (irrigation/ electrical) to minimize operations and maintenance impacts of new development and conserve resources.

OBJECTIVE 3.6: Continue to create neighborhood parks through private, residential development as the community grows.

STRATEGIES:

3.6.01: Ensure that privately developed neighborhood parks are comparable to neighborhood parks provided by the City of Avondale.

GOAL 4: Respond to the community's priority to increase connectivity through implementation of existing trails master plans.

OBJECTIVE 4.1: Leverage existing capital resources to prioritize the expansion and new construction of the community's walking and bicycling paths.

STRATEGIES:

4.1.01: Direct Capital Improvement Program budgets to expanding and creating new walking and bicycling paths to connect Avondale's parks, schools, neighborhoods, and other everyday destinations.

4.1.02: Integrate the City's 2017 Transportation Plan Update with trails planning to create a community-wide bicycle/pedestrian network in urban areas as well as trail corridors along watercourses.

4.1.03: Coordinate with adjacent jurisdictions and Maricopa County to create connectivity with the regional trail system.

4.1.03.a: Make trail connections with regional, natural resource parks south of Avondale.

4.1.04: Identify gaps in existing trail and urban greenway alignments as priorities for new construction.

4.1.05: Implement the Trails Master Plan included in this document.

OBJECTIVE 4.2: Pursue funding for trails development within the urban core to increase the miles of trails available to the public.

STRATEGIES:

4.2.01: Create a trails advocacy group to provide input and support for Avondale greenways.

4.2.02: Design the greenways to incorporate low impact design.

4.2.03: Create nodes along trails in areas of lower level of service to increase public access to recreation opportunities.

4.2.04: Pursue trails funding through Arizona State Parks, the administrator of federal trails funding identified in the Fixing America's Surface Transportation (FAST) Act.

4.2.05: Pursue Transportation Alternatives funding through the Regional Transportation Authority and the Arizona Department of Transportation, another component of FAST.

4.2.06: Pursue Land and Water Conservation Fund (LWCF) grants for trail development.

4.2.07: Apply for multiple sources of federal funding to combine federal sources and minimize additional development costs associated with federal funding.

GOAL 5: Expand the City of Avondale Parks, Recreation and Libraries Department's capacity to make data-driven plans for renovating and building new facilities and programs.

OBJECTIVE 5.1: Use an accurate asset inventory in the form of a Geographic Information System to inform planning, programming and development.

STRATEGIES:

5.1.01: Create a GIS map of facilities included in reinvestment planning and capital

improvement plans to show distribution of targeted facilities, how improvements increase level of service and progress as projects are completed.

5.1.02: Maintain accurate GIS inventory and complete Level of Service Analysis every three years to assess community need for new development and strategic reinvestment.

5.1.03: Add utility locations and asset attributes to existing asset inventory (e.g. model of drinking fountain, electrical outlets at ramadas).

GOAL 6: Form partnerships to aid in fundraising and investment efforts.

OBJECTIVE 6.1: Increase funding and diversify funding for investment efforts.

STRATEGIES:

6.1.01: Coordinate with Friends of Avondale Libraries and Recreation to prioritize fundraising for specific projects.

6.1.01.a: Develop project priority list for strategic fundraising.

6.1.01.b: Identify businesses and individuals to target for strategic fundraising.

6.1.01.c Use NRPA Fund Your Park for crowdsourcing fundraising campaigns.

6.1.02: Coordinate volunteer efforts with businesses, non-profits and civic groups.

6.1.03: Work with partners to proactively identify, seek out and support matching funds for grants and alternative funding.

GOAL 7: Form partnerships with regional providers to provide expanded parks and facilities.

OBJECTIVE 7.1: Pursue partnerships with area schools to provide increased park space and fields.

STRATEGIES:

7.1.01: Develop intergovernmental agreements



with school districts that allow public use of school play areas during after-school hours and during the summer break.

7.1.02: Strategically develop intergovernmental agreements with school districts that create a benefit to the community while protecting the financial investment made by the City of Avondale.

OBJECTIVE 7.2: Pursue partnerships with area managers of public lands, such as the Maricopa County Parks and Recreation Department.

STRATEGIES:

7.2.01: Continue to develop joint programming of Tres Rios Wetlands, Estrella Mountain Regional Park and Base and Meridian Wildlife Area.

OBJECTIVE 7.3: Pursue partnerships with area facilities.

STRATEGIES:

7.3.01: Develop partnering opportunities at Phoenix International Raceway for activities or supporting special events.

GOAL 8: Increase community use of Avondale Libraries

OBJECTIVE 8.1: Increase the number of library card holders and library patrons.

STRATEGIES:

8.1.01: Market the quality of the Avondale community libraries to highlight the variety of materials, programs and resources available to the community through traditional and social media avenues.

8.1.02: Continue to develop and offer library programs that engage and serve patrons.

8.1.03: Adapt library materials and programs to changing community needs through routine patron feedback and questionnaires.

8.1.04: Advertise programs at special events.

GOAL 9: Respond to the Community input for most important aspects of Avondale Libraries

OBJECTIVE 9.1: Increase user satisfaction rating for books for adults, books for children and availability of library materials.

STRATEGIES:

9.1.01: Adapt library collection to better align with community interests.

OBJECTIVE 9.2: Maintain high rate of patron satisfaction.

STRATEGIES:

9.2.01: Continue to provide high level of service through promoting staff courtesy and knowledge of library materials and resources.

Goal 10: Respond to the community's priority for increased indoor recreation space based on Citizen Survey Results

OBJECTIVE 10.1 Increase indoor recreation space

STRATEGIES:

10.1.01 Consider expansion of the Civic Center Library to include increased space for indoor recreation.

10.1.02 Develop arts and crafts programming as well as adult fitness, health and wellness programming in a future expansion of the Civic Center Library expansion.

10.1.03 Consider increasing the use of the Randall McDaniel Sports Complex by Avondale residents.

OBJECTIVE 10.2 Analyze the operations and maintenance contract with the operator of the Randall McDaniel Sports Complex to find opportunities to increase by Avondale residents.

10.2.01 Negotiate with the operator of the Randall McDaniel Sports Complex to provide access for Avondale residents that is affordable and convenient.

10.2.01.a Explore the possibility of entrance fee discounts for Avondale residents.

10.2.01.b Explore the possibility of routinely scheduled evenings or summer hours that encourage use by Avondale residents.

10.2.01.c Explore the possibility of providing programming specific to Avondale residents that is delivered by Avondale's recreation Staff.

MAINTENANCE

GOAL 11: Continue to maintain current investment in high quality parks, recreation, libraries and trails throughout Avondale.

OBJECTIVE 11.1: Maintain high efficiency irrigation systems.

STRATEGIES:

11.1.01: Renovate or replace irrigation systems where necessary to deliver effective coverage, conserve water and provide healthy turf and landscape material.

11.1.01.a: Assess the efficiency of turf irrigation at neighborhood and community parks to ensure efficient watering schedules and coverage. Repair or replace as needed.

11.1.01.b: Remove obstacles to spray heads such as trash cans and BBQ grills to maintain turf irrigation coverage.

11.1.01.c: Assess the efficiency of drip irrigation for landscape materials at neighborhood and community parks to ensure efficient watering schedules and deep watering. Repair or replace as needed.

OBJECTIVE 11.2: Maintain high quality ramadas.

STRATEGIES:

11.2.01: Renovate or replace ramadas that have deteriorated over time. Replace existing ramadas that are beyond their life cycle with a steel or masonry model that is long lasting.

11.2.01.a: Use a consistent ramada model throughout neighborhood parks for brand identity.

11.2.02 Renovate or repair ramadas and their related amenities to ensure compliance with the Americans with Disabilities Act (ADA).

OBJECTIVE 11.3: Maintain high levels of safety and security at parks.

STRATEGIES:

11.3.01: Repair or replace sidewalks that have deteriorated over time. Ensure compliance with the ADA.

11.3.02: Repair or replace area lighting that has deteriorated over time. Ensure compliance with building code.

11.3.03: Repair or replace parking lot paving that has deteriorated over time. Ensure compliance with the ADA.

OBJECTIVE 11.4: Maintain high quality landscape plant material (trees and shrubs).

STRATEGIES:

11.4.01: Review, update and enforce best standards in pruning using the grounds maintenance contracts.

11.4.02: Review, update and enforce best standards in landscape irrigation and maintenance using the grounds maintenance contracts.

OBJECTIVE 11.5: Respond to the community's park and facility location priorities for maintenance based on the Citizen Survey results.

STRATEGIES:

11.5.01: Prioritize attention to park maintenance at Friendship Park, walking/ bicycling paths and neighborhood parks.



11.5.02: Prioritize attention to facility maintenance at the Civic Center Library and the Community/Senior Center.

OBJECTIVE 11.6: Respond to the community's park service priorities based on the Citizen Survey results.

STRATEGIES:

11.6.01: Prioritize cleanliness of parks, cleanliness of restrooms and timeliness of repairs.

OBJECTIVE 11.7: Accommodate operating budget impacts resulting from the completion of capital improvements.

STRATEGIES:

11.7.01: Accurately estimate operating expenditures that will be necessary due to the construction of new amenities and facility expansion. Fully incorporate the operating impacts in the City's operating budget.

OBJECTIVE 11.8: Analyze existing contracts for the delivery of grounds maintenance services to ensure that investment in park infrastructure is cost effective.

STRATEGIES:

11.8.01: Compare the estimated cost of providing grounds maintenance services using Avondale staff with the contractual cost of providing those services through a private-sector vendor.

11.9.01: Assess contract language to ensure that performance standards for grounds maintenance are clear and that the vendor may be held accountable for quality control.

11.10.01: Assess the effectiveness of contract enforcement to ensure that the ground maintenance contract is being effectively leveraged to provide high quality maintenance services and cost savings to the City. Assess the cost of Staff resource to enforce the grounds maintenance contract.

CHARACTER

GOAL 12: *Develop a brand for the City of Avondale's parks, recreation, libraries and trails facilities and services that reflects Avondale's vibrant character and builds on its high quality of life- a brand that conveys the message "Come Play in Avondale".*

OBJECTIVE 12.1: Consistent signage.

STRATEGIES:

12.1.01: Incorporate Avondale's logo in signage that is consistent in size and design at facilities across Avondale.

12.1.02: Consistently place signage.

OBJECTIVE 12.2: Consistent materials such as picnic tables, ramadas, trash cans, grills, in parks.

STRATEGIES:

12.2.01: Incorporate the same model of restroom, picnic tables, trash cans, grill and ramadas throughout Avondale's park facilities.

12.2.02: Develop a model building permit in coordination with Public Works to expedite the installation of ramadas and new restrooms in neighborhood parks. Install new model restrooms and ramadas as replacements are necessary.

OBJECTIVE 12.3: Develop destination play areas.

STRATEGIES:

12.3.01: Continue to provide play areas in Festival Fields that incorporate expansive, high quality play equipment.

OBJECTIVE 12.4: Continue to deliver special events that are destinations for Avondale residents as well as visitors.

STRATEGIES:

12.4.01: Continue to outsource the promotion and production of special events through an expert special events coordinator.

GOAL 13: Leverage natural resource parks and open space in and adjacent to Avondale to complement the City's active park system with passive, nature-based recreation such as bird watching, hiking and river-oriented activities.

OBJECTIVE 13.1: Increase tourism in Avondale by identifying opportunities for outdoor recreation at the natural resource parks and river confluence on Avondale's south boundary.

STRATEGIES:

13.1.01: Identify opportunities for destination-based tourism at the Tres Rios Wildlife Refuge. Consider an Avondale sponsored activity that features birding or wildlife watching.

13.1.02: Identify opportunities for tourism and regional outdoor recreation attractions within Maricopa County's proposed plan to create a lake or open water area at the Tres Rios confluence. Consider partnerships with Maricopa County to provide water sport activities.

13.1.03: Identify opportunities for tourism and regional outdoor recreation attractions within the Gila River Scenic District. Consider partnerships to build trails, ramadas, and interpretive signage to support an educational visitor experience. Consider partnerships to provide bird watching, wildlife viewing, hiking and other outdoor recreation to attract tourist and residents to this unique riparian resource.

13.1.04: Respond to the community's priority of open space preservation based on results of the Citizen Survey. Identify parcels for acquisition and cooperative agreements to support preservation in the context of future highway plans to build State Route 30.

13.1.05: Consider opportunities to preserve and interpret Avondale's agricultural heritage. Consider cooperative agreements to own, manage and support visitor experiences on working farm land through partnerships with

agencies and organizations that promote agricultural lifestyles, e.g. Future Farmers of America groups at Agua Fria High School.

OBJECTIVE 13.2: Capitalize on Avondale's location within the regional trail system that spans the Phoenix Metropolitan Region.

STRATEGIES:

13.2.01: Continue to plan and develop a trail system in Avondale that creates bicycle and pedestrian access throughout the City and links residents to natural resources in Avondale (Aqua Fria River) and adjacent to Avondale (Estrella Mountain Regional Park, Tres Rios Wildlife Refuge).

13.2.02: Continue to plan and develop a trail system in Avondale that integrates with transportation planning for bicycle and pedestrian facilities to create a multi-model system of connections between urbanized and rural areas. Incorporate interpretive signage and trail heads that educate users about Avondale's agricultural heritage, the influence over time of the three rivers on Avondale's pre-historic populations, history of farming and present day quality of life.

13.2.03: Develop trails to connect to the regional trail system throughout the Phoenix Metropolitan Region to provide access to local and regional attractions for Avondale residents and visitors.

13.2.04: Collaborate with neighboring jurisdictions to build regional trail connectivity.

13.2.06: Require a minimum easement width of 50-feet for primary trail corridors.



PRIORITIZED ACTION PLAN

Strategies with a priority of 1 represent low-cost items that are feasible immediately. Priority 2 strategies can be completed in the next 1-3 years, and priority 3 strategies are for years 3-5.

TABLE 11.1 PRIORITIZED ACTION PLAN: DESTINATION

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	1	1.1.01	Continue to provide high-quality special events that attract many different types of residents and visitors.
1	1	1.1.01.a	Continue to contract with private sector marketing and special event experts to promote Avondale's special events.
1	1	1.1.01.b	Create social media marketing before and after special events based on strategies described in the Marketing and Community Awareness focus area. Make Avondale's special events part of the community's branding.
1	1	1.1.01.c	Continue to maintain Friendship Park, one of Avondale's two community parks, to a high level of maintenance that supports special events and creates a destination park experience with large, high quality gathering spaces.
1	1	1.1.01.e	Continue to deliver natural resource based special events, e.g. the Tres Rios Event, in cooperation with regional jurisdictions to promote Avondale as a corridor to Estrella Mountain Regional Park, Base and Meridian Wildlife Area and Tres Rios Wetlands.
1	1	1.1.02	Advertise Avondale's programming offerings to special event attendees.
1	1	1.1.04.a	Continue to collaborate with area municipalities and Maricopa County to connect trail systems, neighborhood and community parks, and large natural resource parks.
1	1	1.1.04.b	Coordinate the Parks, Recreation and Libraries Department's trails planning with the 2017 Transportation Master Plan Update to provide bicycle and pedestrian facilities throughout the urban core.
1	1	1.1.05.b	Continue to invest in the two community parks as a primary source of tournament venues for the City.
1	1	1.1.05.c	Direct operations resources to high maintenance levels at the community parks and allow new neighborhood parks to be delivered by private development.
1	1	1.1.05.e	Use social media to promote sports tournaments both as advertising before the tournament and public relations marketing after the tournament.
2	1	1.1.01.d	Invest in the expansion and renovation of Festival Fields, one of Avondale's two community parks, to provide another high-quality community event space.

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
2	1	1.1.03	Promote programs and attractions that support natural resource activities in regional, river and mountain parks.
2	1	1.1.03.a	Partner with the Audubon Society and wildlife agencies' public outreach to provide programming such as bird and wildlife viewing at regional natural resource parks to the south of Avondale as well as the natural set
2	1	1.1.04	Continue to plan and develop Avondale's trail system to connect everyday destinations such as, parks, neighborhoods, schools, shopping, and employment centers with the regional trail system.
2	1	1.1.05	Host sports tournaments at Avondale community parks.
2	1	1.1.05.a	Provide high-quality sports complexes at Avondale's two community parks.
2	1	1.1.06	Respond to the community's priority for access to an aquatics facility based on results of the Citizen Survey.
2	1	1.1.06.a	Consider locations for an aquatics facility in central Avondale as the community grows.
2	1	1.1.06.b	Consider opportunities for partnerships to provide use of existing aquatics facilities at Avondale schools and neighboring jurisdictions for Avondale residents.
3	1	1.1.05.d	As Festival Fields is expanded and renovated, plan for tournament facilities that attract leagues from the region.
3	1	1.1.07	Respond to community growth over time by identifying future community park sites that will support the priority delivery of community-level park amenities.
3	1	1.1.07.a	Strategically negotiate with the development community to provide park amenities that effectively expand level of service to park users in areas of growth. Focus on community park amenities with a 3-mile service radius as defined in the Community Park classification. Leverage growth in southern Avondale to provide a community park.



TABLE 11.2 PRIORITIZED ACTION PLAN: MARKETING AND COMMUNITY AWARENESS

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	2	2.1.01	Support the Friends of Avondale Libraries and Recreation to become the department’s partner in communications, marketing, sponsorship and advocacy.
1	2	2.1.01.a	Create a plan to facilitate a stronger partnership for marketing and communications with the Friends of Avondale Libraries and Recreation.
1	2	2.1.02	Conduct routine outreach to increase public engagement.
1	2	2.1.03	Develop a communication campaign to improve the visibility of parks, facilities and events.
1	2	2.1.03.b	Continue to maintain consistent, high quality park signage throughout the City.
1	2	2.2.01	Develop a social media campaign that presents the department’s voice and represents the Department’s areas of focus for the next 5 years.
1	2	2.2.03	Grow the Social Media Platform.
1	2	2.2.03.g	Use social media platforms to promote the park system, events, staff and team highlights.
1	2	2.2.03.h	Highlight the unique community assets such as parks with a historical or natural resource focus.
1	2	2.2.03.i	Highlight diversity of the Avondale Parks, Recreation and Library system, services, and users.
1	2	2.2.04	Create an organizational structure of staff within the department support system for social media marketing.
1	2	2.4.02	Seek methods to increase RAVE distribution, such as advertising in the West Valley View to announce a new RAVE release or including reminders in school and neighborhood association newsletters and email blasts to Homeowner Association leadership, school administration lists, water bill customers, recreation program participants, and library users..
2	2	2.1.02.a	Questionnaires for library and recreation program participants to help identify new classes and activities to meet community needs, feedback on program options.
2	2	2.1.02.b	Bi-annual on-line surveys advertised via social media, RAVE Review Magazine, media releases, council newsletters and email signatures to gather public feedback on parks facilities and use of amenities.
2	2	2.1.02.c	Advertising programs at special events.
2	2	2.1.03.a	Increase park signage in the community to increase awareness of nearby parks.

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
2	2	2.2.02	Grow the Social Media Presence.
2	2	2.2.02.a	Establish an annual goal for each social media platform.
2	2	2.2.02.b	Develop plan for responding to people engaging with Parks through social media.
2	2	2.2.02.c	Identify community partners and work to share content.
2	2	2.2.03.a	Determine goals that advance the department's areas of focus - identify goals for social media to help with class enrollment or attendance or other programming or service objectives.
2	2	2.2.03.b	Establish a budget for boosted posts and strategy on what to boost.
2	2	2.2.03.c	Involve community through hashtags on user-tagged pictures.
2	2	2.2.03.d	Develop and launch social media campaigns around specific ideas; promote those campaigns.
2	2	2.2.03.e	Introduce video and live video feeds from classes and activities at the parks.
2	2	2.2.03.f	Develop a "Find Your Park" campaign featuring photos, hashtags, and location tags.
2	2	2.2.04.a	Identify a social media support team. Utilize staff members from other areas of the Parks, Recreation and Libraries department.
2	2	2.2.04.b	Educate staff on how to support the social media initiative.
2	2	2.2.04.c	Develop an approach for starting an intern program
2	2	2.3.01	Create communication efficiencies through organization.
2	2	2.3.01a	Develop an internal calendar of events that can be accessed by the staff to keep up to date with events across all departments.
2	2	2.3.01.b	Develop events calendar consisting of all the events hosted by the Parks, Recreation and Libraries Department that can be easily accessed by the general public and promoted on social media.
2	2	2.3.02	Create brand consistency through message development.
2	2	2.3.02.a	Identify a Parks brand tagline that can be used across disciplines/ audiences and unify all social media messaging.
2	2	2.3.02.b	Establish brand voice and how it is used with each target audience.



PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
2	2	2.3.03	Create brand consistency through graphic development
2	2	2.3.03.a	Create reusable templates for graphics.
2	2	2.3.03.b	Develop photography guidelines and continue to expand photo library.
2	2	2.4.01	Consider re-initiating the mailing of the RAVE Review Magazine to all City of Avondale Residents.
2	2	2.4.03	Sell sponsorship in the guide to generate revenue for wider distribution.
2	2	2.4.04	Support the distribution of RAVE by leveraging everyday interactions between Parks, Recreation and Library Department staff and patrons to increase awareness. Consider wearing buttons (“Ask Me About RAVE!”).

TABLE 11.3 PRIORITIZED ACTION PLAN: INVESTMENT AND PARTNERSHIP

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	3	3.1.01	Direct Capital Improvement Program budgets to expanding and renovating Festival Fields in accordance with the recently adopted master plan for the park. Include destination play areas and special event spaces in the expansion as well as expanded and renovated sports fields to support tournaments.
1	3	3.1.02	Direct Capital Improvement Program budgets to renovating fields at Friendship Park to support league play and tournaments.
1	3	3.1.03	Direct Capital Improvement Program budgets to renovating neighborhood parks that are owned and operated by the City of Avondale to replace deteriorating ramadas, area lighting, irrigation, sidewalks, trash cans and BBQ grills and install shade structures over play equipment where needed.
1	3	3.6.01	Ensure that privately developed neighborhood parks are comparable to neighborhood parks provided by the City of Avondale.
1	4	4.1.02	Integrate the City’s 2017 Transportation Plan Update with trails planning to create a community-wide bicycle/pedestrian network in urban areas as well as trail corridors along watercourses.
1	4	4.1.03	Coordinate with adjacent jurisdictions and Maricopa County to create connectivity with the regional trail system.
1	7	7.2.01	Continue to develop joint programming of Tres Rios Wetlands, Estrella Mountain Regional Park and Base and Meridian Wildlife Area.

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	8	8.1.02	Continue to develop and offer library programs that engage and serve patrons.
1	8	8.1.03	Adapt library materials and programs to changing community needs through routine patron feedback and questionnaires.
1	8	8.1.04	Advertise programs at special events.
1	9	9.1.01	Adapt library collection to better align with community interests.
1	9	9.2.01	Continue to provide high level of service through promoting staff courtesy and knowledge of library materials and resources.
2	3	3.2.01	With future growth of the Avondale community, consider expanding indoor recreation such as an indoor walking/running track, fitness equipment and arts and crafts rooms. Consider siting future recreation facilities near the Avondale Civic Center Library.
2	3	3.4.01	Pursue grant opportunities.
2	3	3.4.02	Target the grant opportunities to prioritized facility reinvestment based on grant program requirements.
2	3	3.5.01	Use capital funding sources as a match for further grant pursuits.
2	4	4.1.04	Identify gaps in existing trail and urban greenway alignments as priorities for new construction.
2	4	4.1.05	Implement the Trails Master Plan included in this document.
2	4	4.2.02	Design the greenways to incorporate low impact design.
2	4	4.2.04	Pursue trails funding through Arizona State Parks, the administrator of federal trails funding identified in the Fixing America's Surface Transportation (FAST) Act.
2	4	4.2.05	Pursue Transportation Alternatives funding through the Regional Transportation Authority and the Arizona Department of Transportation, another component of FAST.
2	4	4.2.06	Pursue Land and Water Conservation Fund (WCF) grants for trail development.
2	4	4.2.07	Apply for multiple sources of federal funding to combine federal sources and minimize additional development costs associated with federal funding.
2	6	6.1.01	Coordinate with Friends of Avondale Libraries and Recreation to prioritize fundraising for specific projects.
2	6	6.1.01.c	Use NRPA Fund Your Park for crowdsourcing fundraising campaigns.
2	6	6.1.02	Coordinate volunteer efforts with businesses, non-profits and civic groups.



PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
2	6	6.1.03	Work with partners to proactively identify, seek out and support matching funds for grants and alternative funding.
2	7	7.1.01	Develop intergovernmental agreements with school districts that allow public use of school play areas during after-school hours and during the summer break.
2	7	7.1.02	Strategically develop intergovernmental agreements with school districts that create a benefit to the community while protecting the financial investment made by the City of Avondale.
2	7	7.3.01	Develop partnering opportunities at Phoenix International Raceway for activities or supporting special events.
2	8	8.1.01	Market the quality of the Avondale community libraries to highlight the variety of materials, programs and resources available to the community through traditional and social media avenues.
2	10	10.1.01	Consider expansion of the Civic Center Library to include increased space for indoor recreation.
2	10	10.1.03	Consider increasing the use of the Randall McDaniel Sports Complex by Avondale residents.
3	3	3.5.02	Include in the scope of high visibility projects the renovation or replacement of underground infrastructure (irrigation/electrical) to minimize operations and maintenance impacts of new development and conserve resources.
3	4	4.1.01	Direct Capital Improvement Program budgets to expanding and creating new walking and bicycling paths to connect Avondale's parks, schools, neighborhoods, and other everyday destinations.
3	4	4.1.03.a	Make trail connections with regional, natural resource parks south of Avondale.
3	4	4.2.01	Create a trails advocacy group to provide input and support for Avondale greenways.
3	4	4.2.03	Create nodes along trails in areas of lower level of service to increase public access to recreation opportunities.
3	5	5.1.01	Create a GIS map of facilities included in reinvestment planning and capital improvement plans to show distribution of targeted facilities, how improvements increase level of service and progress as projects are completed.
3	5	5.1.02	Maintain accurate GIS inventory and complete Level of Service Analysis every three years to assess community need for new development and strategic reinvestment.
3	5	5.1.03	Add utility locations and asset attributes to existing asset inventory (e.g. model of drinking fountain, electrical outlets at ramadas).
3	6	6.1.01.a	Develop project priority list for strategic fundraising.

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
3	6	6.1.01.b	Identify businesses and individuals to target for strategic fundraising.
3	10	10.1.02	Develop arts and crafts programming as well as adult fitness, health and wellness programming in a future expansion of the Civic Center Library expansion.
3	10	10.2.01	Negotiate with the operator of the Randall McDaniel Sports Complex to provide access for Avondale residents that is affordable and convenient.
3	10	10.2.01.a	Explore the possibility of entrance fee discounts for Avondale residents.
3	10	10.2.01.b	Explore the possibility of routinely scheduled evenings or summer hours that encourage use by Avondale residents.
3	10	10.2.01.c	Explore the possibility of providing programming specific to Avondale residents that is delivered by Avondale’s recreation Staff.

TABLE 11.4 PRIORITIZED ACTION PLAN: MAINTENANCE

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	11	10.3.01	Repair or replace sidewalks that have deteriorated over time. Ensure compliance with the ADA.
1	11	11.1.01.b	Remove obstacles to spray heads such as trash cans and BBQ grills to maintain turf irrigation coverage.
1	11	11.3.02	Repair or replace area lighting that has deteriorated over time. Ensure compliance with building code.
1	11	11.3.03	Repair or replace parking lot paving that has deteriorated over time. Ensure compliance with the ADA.
1	11	11.6.01	Prioritize cleanliness of parks, cleanliness of restrooms and timeliness of repairs.
1	11	11.7.01	Accurately estimate operating expenditures that will be necessary due to the construction of new amenities and facility expansion. Fully incorporate the operating impacts in the City’s operating budget.
1	11	11.8.01	Compare the estimated cost of providing grounds maintenance services using Avondale staff with the contractual cost of providing those services through a private-sector vendor.
1	11	11.9.01	Assess contract language to ensure that performance standards for grounds maintenance are clear and that the vendor may be held accountable for quality control.



PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	11	11.10.01	Assess the effectiveness of contract enforcement to ensure that the ground maintenance contract is being effectively leveraged to provide high quality maintenance services and cost savings to the City. Assess the cost of Staff resource to enforce the grounds maintenance contract.
2	11	11.1.01	Renovate or replace irrigation systems where necessary to deliver effective coverage, conserve water and provide healthy turf and landscape material.
2	11	11.1.01.a	Assess the efficiency of turf irrigation at neighborhood and community parks to ensure efficient watering schedules and coverage. Repair or replace as needed.
2	11	11.1.01.c	Assess the efficiency of drip irrigation for landscape materials at neighborhood and community parks to ensure efficient watering schedules and deep watering. Repair or replace as needed.
2	11	11.2.01	Renovate or replace ramadas that have deteriorated over time. Replace existing ramadas that are beyond their life cycle with a steel or masonry model that is long lasting.
2	11	11.2.01.a	Use a consistent ramada model throughout neighborhood parks for brand identity.
2	11	11.2.02	Renovate or repair ramadas and their related amenities to ensure compliance with the Americans with Disabilities Act (ADA).
2	11	11.4.02	Review, update and enforce best standards in landscape irrigation and maintenance using the grounds maintenance contracts.
2	11	11.5.01	Prioritize attention to park maintenance at Friendship Park, walking/bicycling paths and neighborhood parks.
2	11	11.5.02	Prioritize attention to facility maintenance at the Civic Center Library and the Community/Senior Center.
3	11	11.4.02	Review, update and enforce best standards in landscape irrigation and maintenance using the grounds maintenance contracts.

TABLE 11.5 PRIORITIZED ACTION PLAN: CHARACTER

PRIORITY	GOAL	STRATEGY NUMBER	STRATEGY DESCRIPTION
1	12	12.2.01	Incorporate the same model of restroom, picnic tables, trash cans, grill and ramadas throughout Avondale's park facilities.
1	12	12.3.01	Continue to provide play areas in Festival Fields that incorporate expansive, high quality play equipment.
1	12	12.4.01	Continue to outsource the promotion and production of special events through an expert special events coordinator.
1	13	13.2.01	Continue to plan and develop a trail system in Avondale that creates bicycle and pedestrian access throughout the City and links residents to natural resources in Avondale and adjacent to Avondale.
1	13	13.1.06	Require a minimum easement width of 50-feet for primary trail corridors.
2	13	13.1.04	Respond to the community's priority of open space preservation based on results of the Citizen Survey. Identify parcels for acquisition and cooperative agreements to support preservation in the context of future highway plans to build State Route 30.
2	13	13.2.02	Continue to develop a trail system that integrates with transportation planning for bicycle and pedestrian facilities to create a multi-model system between urbanized and rural areas. Incorporate interpretive signage and trailheads that educate users about Avondale's agricultural heritage, the influence of rivers on Avondale's pre-historic populations, and present day quality of life.
2	13	13.2.04	Collaborate with neighboring jurisdictions to build regional trail connectivity.
3	12	12.1.01	Incorporate Avondale's logo in signage that is consistent in size and design at facilities across Avondale.
3	12	12.1.02	Consistently place signage.
3	13	13.1.01	Identify opportunities for destination-based tourism at the Tres Rios Wildlife Refuge. Consider an Avondale sponsored activity that features birding or wildlife watching.
3	13	13.1.03	Identify opportunities for tourism and regional outdoor recreation attractions within the Gila River Scenic District. Consider partnerships to build trails, ramadas, and interpretive signage to support an educational visitor experience. Consider partnerships to provide bird watching, wildlife viewing, hiking and other outdoor recreation to attract tourist and residents to this riparian resource.
3	13	13.1.05	Consider opportunities to preserve and interpret Avondale's agricultural heritage. Consider cooperative agreements to own, manage and support visitor experiences on working farm land through partnerships with agencies and organizations that promote agricultural lifestyles.
3	13	13.2.03	Develop trails to connect to the regional trail system throughout the Phoenix Metropolitan Region to provide access to local and regional attractions for Avondale residents and visitors.



