



PARKS, RECREATION & LIBRARIES MASTER PLAN





Contents

ACKNOWLEDGMENTS	4		
01 INTRODUCTION	5		
1.1 Avondale Parks, Recreation & Libraries.....	6		
1.2 Project Purpose	6		
1.3 Demographic and Trends.....	7		
• 1.3.1 Population Characteristics.....	7		
• 1.3.2 Household Characteristics.....	8		
• 1.3.3 Racial Diversity.....	8		
02 ORGANIZATIONAL ECOSYSTEM.....	9		
Organizational Assessment Summary.....	10		
2.1 Financial Assessment.....	11		
• 2.1.1 Financial Assessment Findings	11		
03 COMPARATIVE ANALYSIS, TRENDS, AND VISITATION ANALYSIS... 12			
3.1 Benchmarking	13		
• 3.1.1 Benchmarking Highlights	13		
• 3.1.2 Employees in the Workforce.....	13		
• 3.1.3 Operating and Capital Budget Overview	13		
• 3.1.4 Programs and Services	13		
• 3.1.5 Benchmarking Findings	15		
3.2 Trends.....	16		
• 3.2.1 Estimated Local Participation in Programs.....	16		
• 3.2.2 Local Recreation Expenditures	17		
• 3.2.3 Facilities	18		
• 3.2.4 Programming	19		
• 3.2.5 Trends for Avondale	20		
• 3.2.6 Engaging Latino Populations	21		
3.3 Policies and Procedures.....	21		
3.4 Engagement.....	22		
3.5 Participation	23		
• Mosts Popular Sports and Activities.....	23		
• Increase in Popularity	23		
• Decline in Participation.....	23		
• 3.5.1 Top Trending Activities and Five-Year Growth.....	24		
3.6 Visitation Analysis	24		
• Visitor Demographics	25		
3.7 Consumer Profiles.....	26		
3.8 Visitor Trends.....	27		
• 3.8.1 Annual	27		
• 3.8.2 Daily	28		
• 3.8.3 Hourly	29		
3.9 Visitation Analysis Findings	30		



04 NEEDS ASSESSMENT 31

4.1 Campaign Brand 32

4.1.1 Campaign Collateral 33

4.2 Statistically Valid Survey 33

- 4.2.1 Methodology 33
- 4.2.2 Key Survey Findings 33

4.3 Project Website/Social Pinpoint 40

- 4.2.3 Ideas Wall 45

4.4 Pop-Up Engagements 46

4.5 Discovery Sessions (Focus Groups) 48

4.6 Engagement Findings 49

05 PARK AND FACILITY INVENTORY, ASSESSMENT, AND LOS ANALYSIS 50

5.1 Park Classifications 53

5.2 Alternative Service Providers 54

5.3 Parks Metric Analysis 54

5.4 Facilities 55

- 5.4.1 Indoor Facilities 55

5.5 Trails 58

06 INVENTORY AND ASSESSMENT 60

6.1 Facility Scores 61

07 LEVEL OF SERVICE 63

7.1 One-Mile Analysis 64

- 7.2 Half-Mile Walkability Analysis 65
- 7.2.1 Gap Analysis 67

Key LOS Findings 68

08 PROGRAMS ASSESSMENT 69

8.1 Library Program Overview 71

8.2 Life Cycle Analysis 72

8.3 Gaps 73

8.4 Audiences 73

09 FOCUS AREAS AND KEY RECOMMENDATIONS 74

9.1 Produce Outstanding Customer Experiences 75

9.2 Deliver Dynamic Services 75

9.3 Provide Safe Places to Play and Connect.. 76

9.4 Plan for Growth and Achievement 76

9.5 Action Items 76

- 9.5.1 Organizational Improvements 76
- 9.5.2 Financial Improvements 78
- 9.5.3 Responding to Community Priorities 79
- 9.5.4 Conservation Recommendations 80
- 9.5.5 Programming and Facility Assessment Recommendations 80
- 9.5.6 Administration 80
- 9.5.7 OFA 80
- 9.5.8 Parks and Recreation/Libraries Collaboration 81

List of Appendices 81

Acknowledgments

Avondale’s guiding principle is “Making Lives Better”. The Avondale Parks and Recreation Department brings this promise to life through safe and welcoming parks, diverse recreational offerings, and engaging community events that bring neighbors together and foster a sense of unity and pride. The success in creating an enriching, vibrant community would not be possible without the strong support and dedication of the Avondale City Council. Through their guidance, leadership, and visionary outlook, they have shaped a path forward that prioritizes the well-being and happiness of every resident. The City Council’s investment in creating opportunities for growth and connection empowers staff to reach new heights in serving the community.

The Avondale City Council’s Strategic Plan identifies diverse recreation and entertainment opportunities as an essential element of service delivery to its community. With the ongoing support of the Avondale City Council and the shared efforts of the Avondale community, we are building a brighter future and enhancing the quality of life for all who call Avondale home.

COMMUNITY

We acknowledge and appreciate the many Avondale community members who participated in our surveys, meetings, and other public outreach efforts. A special thank you to the Avondale neighborhoods and businesses that hosted efforts to gather public feedback on the future of fun in our community. We also wish to thank the staff who spent countless hours compiling information, providing feedback, and coordinating efforts to make this PRLD master plan possible.

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Curtis Nielson
VICE MAYOR



Tina Conde



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Ron Corbin, City Manager

Katie Gregory, Assistant
City Manager

Dale Nannenga, Deputy
City Manager

Tracy Stevens, Assistant
City Manager

PARKS, RECREATION & LIBRARIES DEPARTMENT

Corey Larriva, Director

Mark Foote, Recreation Manager

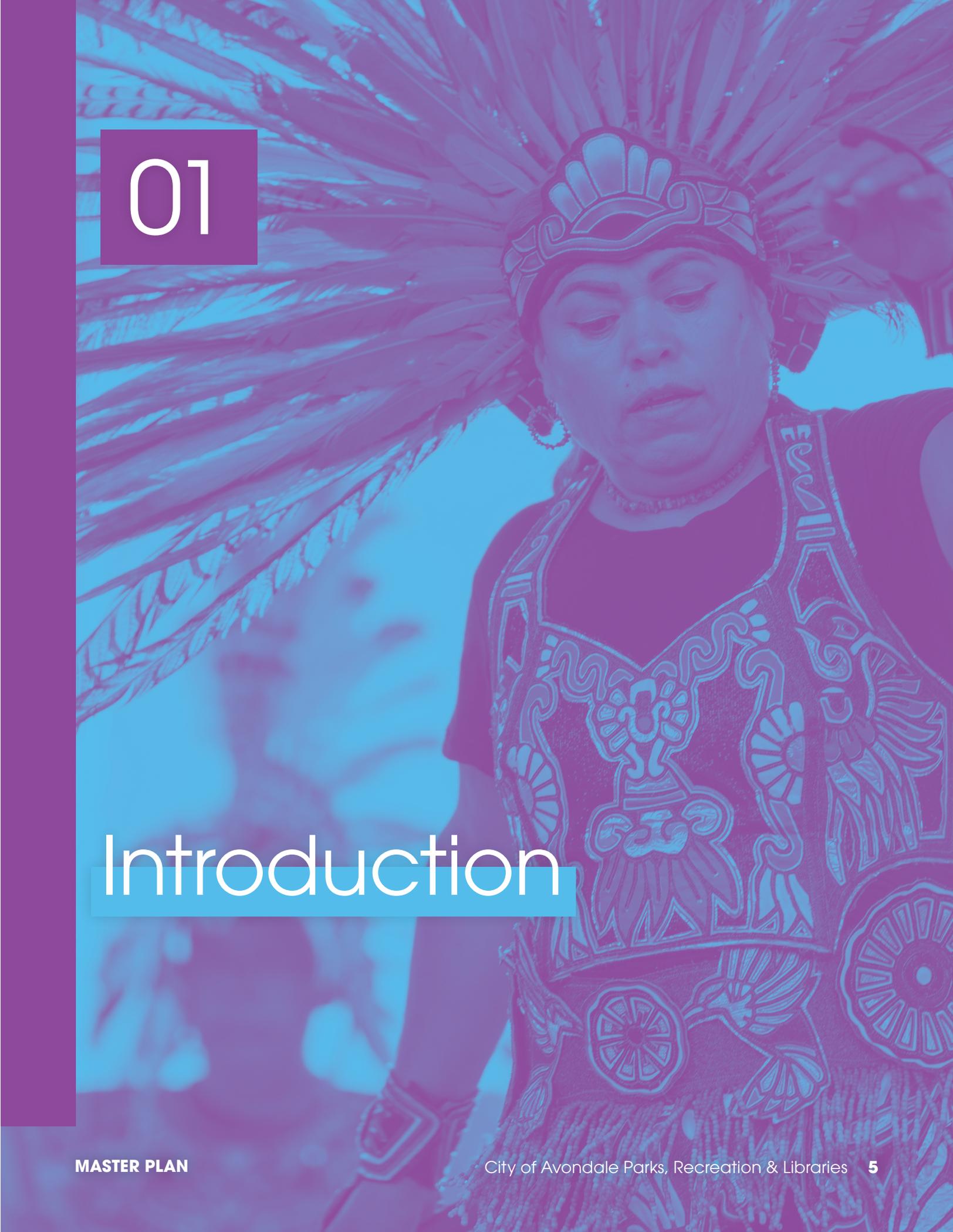
Stephanie Flood, Arts, Culture
& Libraries Manager

Stacy Swainston, Assistant Director

Brittany Westlund, Recreation
Manager

Dominic DeCono, Senior
Management Analyst

Thomas Street, Parks Manager



01

Introduction

Avondale is recognized as a dynamic community—and for good reason. Residing in Avondale offers a sense of belonging to an engaging community that caters to diverse interests. Residents cherish the family-friendly neighborhoods. The City takes pride in being an excellent place for people to live, work, and enjoy leisure activities. As one of the fastest-growing areas in the Phoenix metropolitan area, Avondale is committed to enhancing open spaces and amenities while also attracting reputable businesses and employers to the region.

1.1 Avondale Parks, Recreation & Libraries

As an agency accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA), the Avondale Parks, Recreation & Libraries Department (Department) demonstrates its unwavering commitment to upholding the highest professional standards and implementing best practices in delivering exceptional park and recreational services to the Avondale community.

Department service offerings have expanded and evolved throughout Avondale’s growth. Recent data highlights over 131,000 annual participants throughout programs, activities, and classes (these numbers are growing with the opening of the Mountain View Community Center and Avondale Aquatic Center). The Department manages 13 parks, spanning over 200 acres of parkland, and oversees a recently renovated community center and a new state-of-the-art water park. Alternative service providers add nearly 500 acres of open space and parkland to the system. Combined, these opportunities and amenities create a robust system that enhances the quality of life, wellness, and enjoyment of residents and visitors.

The Department’s vision is clear: **“Enriching the Avondale community through learning and recreational opportunities that reflect our vitality and diversity.”** Supporting this vision is the Department’s mission: **“Making lives better with dynamic services and spaces to learn, play, and connect.”**

1.2 Project Purpose

This plan is a roadmap for the department’s next 10 years and provides important focus and guidance to Avondale, in alignment with community and organization priorities.

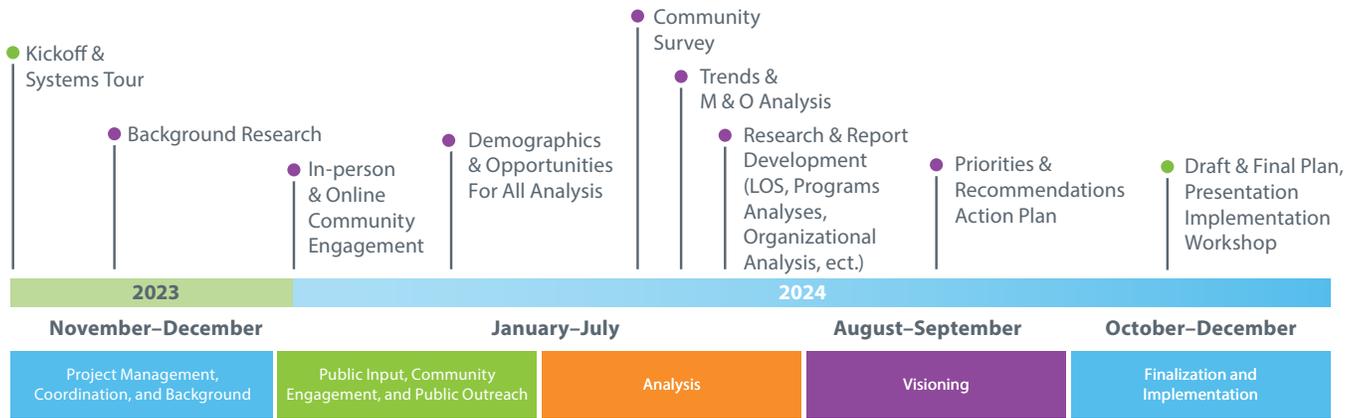
This comprehensive and visionary planning process aligns community and organization priorities to focus services, experiences, and sustainable development of spaces. By strategically maximizing resources, this forward-thinking plan establishes a foundation for vibrant, inclusive, and accessible parks, recreation, and library opportunities.

The development of the Master Plan required a comprehensive understanding of the community’s needs and preferences. To achieve this, the planning effort encompassed a thorough examination of the following elements:

- Market analysis
- Trend analysis and usage patterns
- Community engagement
- Benchmarking against industry and local standards
- Organizational assessment
- Level of service (LOS) analysis
- Programs and activities assessment
- Assessment of facilities

Integrating these elements into the planning process invited a comprehensive and forward-thinking approach to meet the diverse needs of the Avondale community. Completed in 2024, the PRLD Master Plan is a vibrant, proactive, flexible, and responsive community-centered planning effort. By strategically maximizing resources, this forward-thinking plan establishes a foundation for vibrant, inclusive, and accessible parks, recreation, and library opportunities.

Figure 1: Project Schedule Overview



The final draft master plan was presented to City Council and the public on November 18, 2024. Feedback on the final draft was open and marketed to the community through November 25, 2024.

1.3 Demographic and Trends

BerryDunn developed a demographic review of Avondale, offering a detailed analysis of household and economic data as part of the master plan project process.

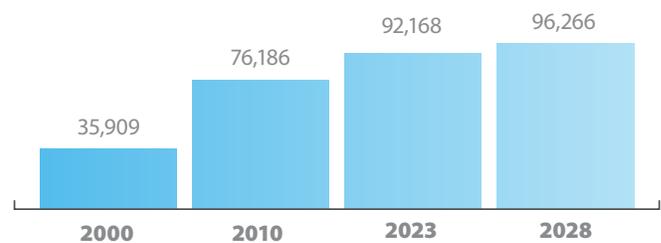
This analysis offers insight into the potential market for community parks, trails, facilities, recreation, and library programs/services by highlighting where and how the community will change.

BerryDunn sourced population, age distribution, income, race/ethnicity, and other household characteristic data from ArcGIS Business Analyst using May 2024 U.S. Census estimates. Avondale’s boundaries were used as the geographic area for this review. BerryDunn also compared AZ and U.S. data, where applicable, for additional context.

1.3.1 Population Characteristics

In 2023, Avondale’s population was an estimated 92,168 residents—an 87% increase from 2000 (35,909 residents). Future projections suggest some growth, with an anticipated population of 96,266 by 2028.

Figure 2: Population Change (2000–2028)



1.3.1.1 POPULATION GROWTH RATE

The Avondale population is projected to increase by 0.87% from 2023–2028. From 2020–2023, Avondale had an increase of 0.97%.

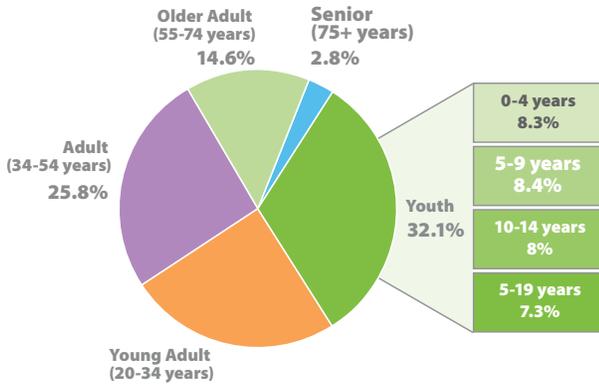
Figure 3: Compound Annual Growth Rate (2010–2028)

Compound Annual Growth Rate	Avondale
2010–2020	1.60%
2020–2023	0.97%
2023–2028	0.87%

1.3.1.2 AGE DISTRIBUTION

The median age of Avondale residents is 31 years, which is slightly lower than Arizona’s 2023 median age of 38 and the United States’ median age of 39. The age groups composing the largest percentage of Avondale’s population are youth (ages 0–19) at 32.1%, adults (ages 35–54) at 25.8%, and young adults (ages 20–34) at 24.8%. Of the youth age groups, those five–nine years old make up the highest percentage with 8.4%, followed by ages zero–four with 8.3%.

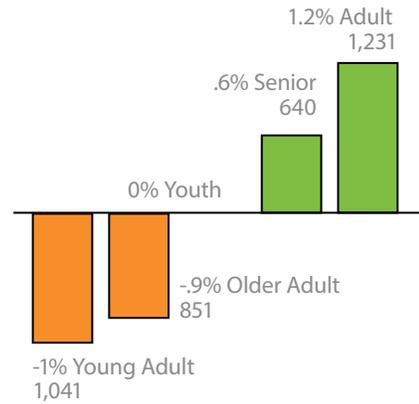
Figure 4: Age Distribution (2023)



1.3.1.3 AGE CHANGE OVER TIME

By 2028, the young adult (ages 20–34) and older adult (ages 55–74) populations are expected to decline minimally, around 0.9%–1.0%. The youth population will remain stable. The senior population (ages 75 years and over) and adult population (ages 35–54) are expected to increase 0.6% and 1.2%, respectively.

Figure 5: Age Growth Expected by 2028



1.3.2 Household Characteristics

The household characteristics in Avondale indicate that the community earns a higher median household income than Arizona and the United States. Approximately 11% of the population lives below the federal poverty line, which is less than Arizona and the United States.

Figure 6: Household Characteristics (2023)



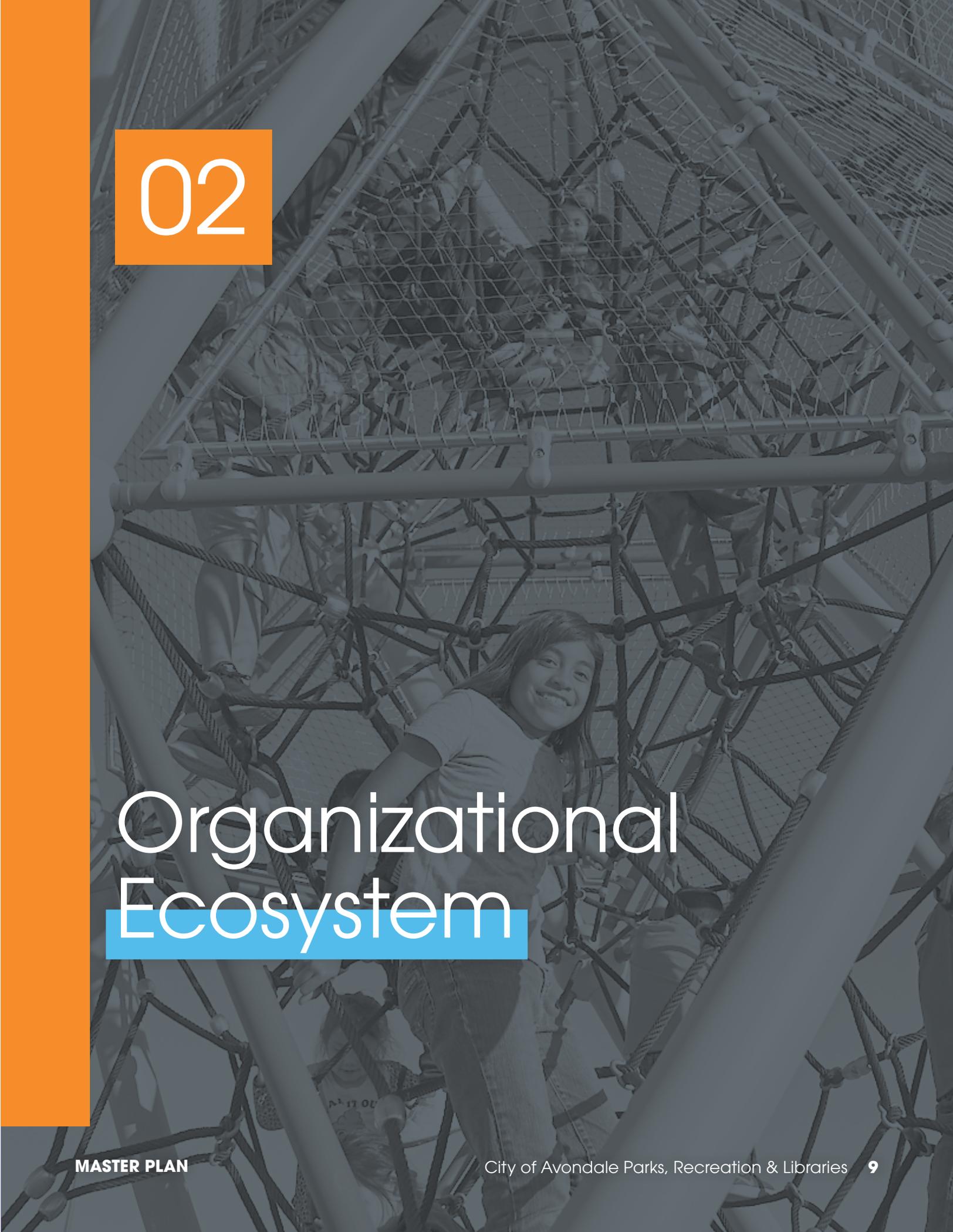
1.3.3 Racial Diversity

Avondale is becoming more diverse over time. From 2010–2023, the white population decreased by 21.8%. Those who identify as two or more races increased by 15.6%. Those who identify as being of Hispanic origin* (regardless of race) increased 6% between 2010 and 2023, with a 2023 Hispanic population of 56.3%.

Figure 7: Racial Diversity (2010–2028)



*The U.S. Census recognize Hispanic origin as an ethnicity, which means individuals of any racial background—such as White, Black, or Asian—can identify as Hispanic. Hispanic origin is considered separate from race because it refers to cultural and ethnic heritage.

The background of the page is a grayscale photograph of a climbing net structure. Several children are seen climbing and playing on the net. One child in the foreground is smiling and looking towards the camera. The net is made of thick ropes and is supported by a metal frame. The overall scene is active and recreational.

02

Organizational Ecosystem

A key element of the Avondale Parks and Recreation Master Plan is evaluating the organizational staffing and structure. The BerryDunn consulting team conducted an assessment that incorporated data from facilitated staff interviews, the existing organizational structure, and a review of operational efficiencies. This comprehensive evaluation will help ensure that the Department operates effectively and efficiently, meeting the needs of the community while optimizing resources.

The organization has experienced significant growth and transformation over the past few years, while expanding its services to include a new acquisition such as the libraries. As the organization navigates a new chapter under new leadership, the focus has shifted toward ensuring operational efficiency, managing expanding workloads, and restructuring key administrative functions to meet growing demands. With a staff of nearly 200 employees, up from just 35 a few years ago, the organization is at a pivotal moment. To maintain momentum and deliver on its commitments, it must address the challenges of staffing capacity, organizational structure, and resource management.

This summary provides an overview of the Department's organizational structure, highlighting strengths, challenges, and key insights gathered from staff feedback. It also outlines key issues and strategic recommendations focused on ensuring sustainable growth, enhancing service delivery, and supporting future initiatives to promote ongoing improvement and excellence in operations.

Organizational Assessment Summary

The department exhibits several strengths, including efficiencies in resource allocation, strong community engagement, and commitment to staff development. However, there are areas for improvement, particularly in staff capacity, interdepartmental communication, and resource allocation. Implementing the recommended staffing positions and continuing to optimize operational strategies will support the department's ongoing growth and its mission to serve the expanding community effectively. As identified in the comparative analysis of similar organizations, the department allocates fewer

FTE positions for parks, recreation, and library services compared to similar agencies.

The rapid growth and organizational changes within the Avondale Parks, Recreation & Libraries have brought to light several challenges related to staffing, structure, and operational efficiency. Under previous leadership, the Department tripled its staff, with the workforce expanding from 35 to over 200 employees largely due to the absorption of the Library Division and new facility openings such as the Aquatics Center and Sand Volleyball Complex. New leadership now faces the challenge of managing this growth while enhancing operational efficiency and restructuring administrative functions.

The shift from outsourcing events to internal management has strained existing resources, with the marketing and events team facing operational challenges. While there is a strong internal communication culture and community engagement is high, gaps in supervisory roles, particularly in contract management, and the need for clearer role definitions are evident. The Department's current structure, though generally effective, has created siloed divisions and administrative bottlenecks, prompting the need for additional leadership positions, such as a second assistant director, to help ensure better span of control and oversight of specialist services.

In addressing these challenges, recommendations include restructuring the leadership hierarchy, improving interdepartmental communication, increasing staffing levels to keep pace with growth, and enhancing training programs and resource availability. These changes will support the Department in maintaining its momentum, meeting community needs, and continuing its commitment to excellence in service delivery.

The team exhibits several key strengths that contribute to its overall success. The team excels in internal communication, collaboration, and event management, consistently organizing engaging events. They also take pride in maintaining parks and facilities, ensuring excellent customer service and well-kept spaces for the public.

The full Organizational Ecosystem report is in the appendices of this master plan.

2.1 Financial Assessment

As part of this master planning process, BerryDunn reviewed the Department’s financials. This analysis included a high-level review of actual operating revenues and expenditures, and capital expenditures for fiscal years 2022–2024. Following this high-level review, BerryDunn identified several key findings in Avondale’s financial data that reflect the Department’s growth and evolving needs.

Between 2022 and 2024, both operating and capital expenses increased significantly, with operating expenses rising from approximately \$5.6 million to \$8.7 million, and capital expenses jumping from \$11.3 million to \$22.6 million. This growth underscores Avondale’s commitment to expanding its parks, recreation, and library facilities and services to serve a growing population and enhance community amenities.

However, the increase in expenses also highlights the importance of sustainable revenue sources and careful financial planning. Operating revenues have not kept pace with rising costs, creating a larger gap between expenses and revenues that must be addressed to help ensure long-term viability. By analyzing these trends and understanding the financial impacts of future projects, Avondale can make informed decisions about resource allocation, cost management, and potential funding opportunities to support the continued development of its community services.

2.1.1 Financial Assessment Findings

The financial analysis of the Department’s highlights several important trends that reflect both the opportunities and challenges associated with recent growth. These trends provide insight into the Department’s expanding services, rising costs, infrastructure investments, and the need for sustainable financial planning to support long-term success.

THE FINANCIAL DATA REVEALS SEVERAL KEY FINDINGS:

- 1. **Expansion of Services:** The Department is actively expanding its program offerings, as evidenced by new revenue streams like the aquatic center, after hours events, and summer camp in 2024.
- 2. **Increasing Expenses:** Operating expenses are rising faster than revenues. The gap between total revenues and expenses widened from **\$4,556,963** in 2022 to **\$7,151,445** in 2024, a **57% increase** in net expenses.
- 3. **Investment in Infrastructure:** Significant increases in expenditures for grounds maintenance and the aquatic center suggest substantial investments in infrastructure and facilities to enhance community amenities.
- 4. **Need for Financial Sustainability:** The growing disparity between revenues and expenses highlights the importance of strategic financial planning. Exploring additional revenue opportunities or implementing cost management strategies may be necessary to ensure long-term sustainability.
- 5. **Community Engagement:** The increased participation in various programs indicates strong community support and engagement with the Department’s services.

03

Comparative Analysis, Trends, and Visitation Analysis

3.1 Benchmarking

Benchmarking communities of similar jurisdiction population and size can be an effective tool in fostering a deeper understanding of high-performing agencies' operations and budgets. This type of analysis often clarifies how other agencies manage their budgets, generate revenue, offer programs, and run their facilities.

It is important to contextualize all data in a benchmarking study. Although benchmarking can be a great comparative tool, it does not necessarily lend itself to being a decision-making tool.

The three similar agencies benchmarked for this study, all of which are cities, are as follows:

- Goodyear Parks and Recreation (Goodyear)
- Buckeye Community Services (Buckeye)
- Surprise Community and Recreation (Surprise)

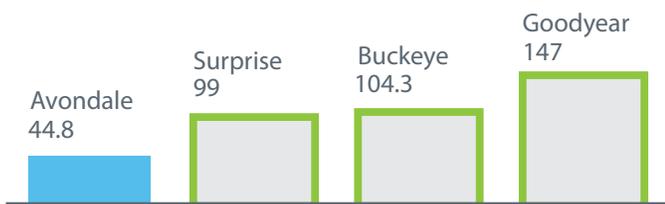
3.1.1 Benchmarking Highlights

- Avondale Parks, Recreation & Libraries serves a population of approximately 89,000 residents with 44.8 full-time equivalent employees (FTEs).
- Avondale has the lowest operating budget and highest capital budget among benchmarked agencies, with an operating budget of \$5.6 million.
- Avondale has the third-highest total revenue to total operating expenditures at 27%, showcasing maximizing the revenue resources they receive.
- The benchmarking analysis reveals opportunities for Avondale to introduce new programs such as aquatics, mobile libraries, and safety trainings to align with offerings from other peer agencies.

3.1.2 Employees in the Workforce

The following section analyzes the total number of FTEs. Avondale Parks, Recreation & Libraries had an estimated 44.8 FTEs in 2023, the lowest of all compared agencies. The others range from 99 to 147 FTEs.

Figure 8: Total Number of FTEs

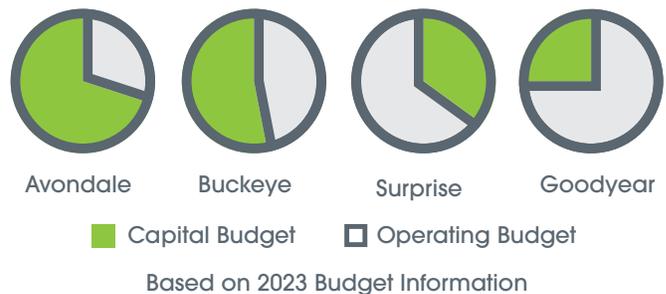


3.1.3 Operating and Capital Budget Overview

Data from the study indicates that operating budgets ranged between \$5.6 million and \$23.4 million, while capital budgets varied from \$7 million to \$47.9 million. Avondale ranked in the lower range for operating budget at \$5.6 million.

Figure 9 shows the ratio of total revenue to total operating expenditures. This ratio can provide a basis for understanding the overall cost recovery for the agency; however, it does not provide for a detailed comparative analysis. Avondale had the third-highest operating expenditures, just above Surprise. The 27% total revenue to total operating expenditures ratio for Avondale indicates that for every dollar spent on operating expenses, the agency generates 27 cents in revenue.

Figure 9: Total Revenue to Total Operating Expenditures 2023–Benchmarked Comparison



3.1.4 Programs and Services

Recreation programs are core services of park and recreation agencies. Program type varies by several factors, including facility space, staff/instructor availability and expertise, alternative service providers in the area, benefit to the community, and program demand.

All agencies compared in this study offer fitness classes, team sports, social recreation events, and individual sports. Avondale compares similarly to other agencies but can benefit from providing aquatics, mobile libraries, and safety trainings, as all other agencies provide this.

Figure 10: Offerings by Parks and Recreation Agencies

Programs and Services	Avondale	Buckeye	Goodyear	Surprise
Health and Wellness Education	●	●	●	●
Safety Trainings	○	●	●	●
Fitness Enhancement Classes	●	●	●	●
Team Sports	●	●	●	●
Individual Sports	●	○	○	●
Running/Cycling Races	●	●	●	○
Racquet Sports	●	○	●	●
Martial Arts	●	●	●	●
Aquatics	●	●	●	●
Golf	●	○	○	●
Social Recreation Events	●	●	●	●
Cultural Crafts	●	○	●	●
Performing Arts	●	○	●	●
Visual Arts	●	○	●	●
Natural and Cultural History Activities	●	●	●	○
Themed Special Events	●	●	●	●
Trips and Tours	○	●	●	○
Esports	○	○	●	●



3.1.4.1 TARGETED PROGRAMS FOR CHILDREN, OLDER ADULTS, AND PEOPLE WITH DISABILITIES

Among key programs and services offered by park and recreation agencies nationwide are those that provide activities for youth, teens, older adults, and people with disabilities. These might be in the form of summer camps, before/after-school programs, or STEM programs.

In the case of benchmarked agencies, all agencies offer specific teen programs; all agencies offer accommodations to those with disabilities to participate in programs, but Goodyear and Surprise have specific programs for those with disabilities to participate.

Figure 11: Targeted Programs for Children, Older Adults, and People With Disabilities

Programs and Services	Avondale	Buckeye	Goodyear	Surprise
Summer Camp	●	●	●	●
Before-School Programs	○	●	○	○
After-School Programs	○	●	○	●
Preschool	○	●	●	●
Full Day Care	○	○	○	○
Specific Teen Programs	●	●	●	○
Specific Senior Programs	●	○	●	●
Adaptive Recreation	○	○	●	●
Stem Programs	●	●	○	●

3.1.5 Benchmarking Findings

Key takeaways from the benchmarking analysis include:

- 1. EFFICIENCY:** Avondale demonstrates efficiency in serving its population with a relatively low number of FTEs and operating on a conservative budget compared to other benchmarked agencies. This efficiency is further underscored by the agency’s high total revenue to total operating expenditures ratio of 27%, indicating effective financial stewardship.
- 2. SERVICE DELIVERY:** While Avondale operates efficiently, there may be operational constraints limiting the expansion of services or programs without additional staffing resources. Exploring opportunities to increase staffing levels could enable Avondale to enhance service delivery and broaden program offerings to better meet community needs.
- 3. PROGRAM EXPANSION:** The benchmarking analysis identified opportunities for Avondale to introduce new programs, such as aquatics, mobile libraries, and safety trainings, to align with offerings from peer agencies. Additionally, considering the introduction of other programs like safety trainings could further enrich the recreational experiences available to residents.
- 4. NEED FOR FINANCIAL SUSTAINABILITY:** The growing disparity between revenues and expenses highlights the importance of strategic financial planning. Exploring additional revenue opportunities or implementing cost management strategies may be necessary to ensure long-term sustainability.

The benchmarking analysis for the Department provided an understanding of Avondale’s relative position among peer agencies and identified potential areas for improvement or expansion.

As mentioned previously, benchmarking is a valuable comparative tool but should not be the sole basis for decision-making. Local needs, demands, and resources must be considered.

3.2 Trends

A focused trends and market analysis report on pickleball and performing arts venues was conducted for this master plan due to strong community interest. This report is in the appendices of this plan.

Recreational trends and preferences evolve over time. By exploring these trends, an agency can gain valuable insights into communities’ evolving habits and preferences regarding recreation. These insights can assist the agency in learning more about potential areas for growth, opportunities, improvement, and inclusivity.

3.2.1 Estimated Local Participation in Programs

Figures 12, 13, and 14 compare the level of adult participation in fitness, sport, and outdoor activities, respectively, for Avondale and the state of Arizona.

The most popular activities for fitness seemed to be; walking, weight-lifting, and swimming. The most popular sports included golf and basketball; hiking, bicycling, and fishing are the top 3 most popular outdoor activities.

Figure 12: Local Participation in Fitness Activities

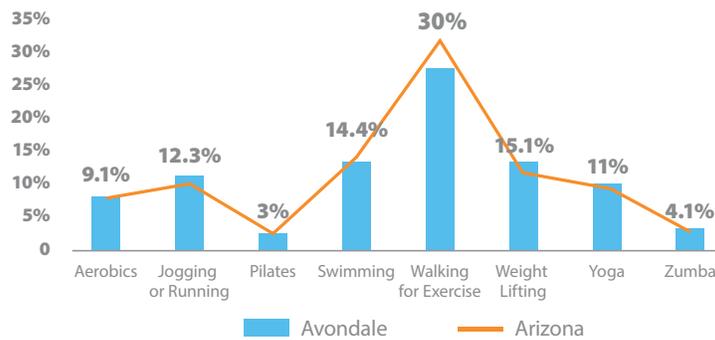


Figure 13: Local Participation in Sport Activities

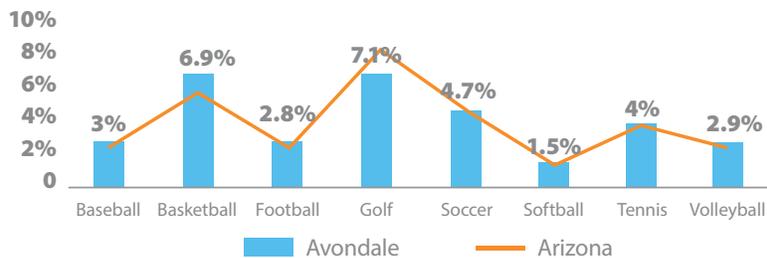


Figure 14: Local Participation in Outdoor Recreation



3.2.2 Local Recreation Expenditures

In 2023, the average expenditure by each Avondale resident on membership fees for social, recreation, and/or health clubs was an estimated \$242.06 annually. Sports, recreation, and exercise equipment expenditures averaged \$301.35 annually. Additional information regarding the average and total recreational expenditures is shown in Figures 15 and 16.

Figure 15: Estimated Average Recreational Expenditures Per Resident Per Year, 2023

Average Expenditures	Avondale	State
Membership Fees for Social/Recreation/Health Clubs	\$242.06	\$261.64
Fees for Participant Sports Excluding Trips	\$109.48	\$119.34
Tickets to Parks or Museums	\$29.63	\$28.24
Fees for Recreational Lessons	\$140.48	\$134.74
Sports/Rec/Exercise Equipment	\$301.35	\$293.61
Bicycles	\$61.34	\$57.92
Admission to Sports Events Excluding Trips	\$46.21	\$51.28
Camping Equipment	\$23.12	\$20.97
Hunting and Fishing Equipment	\$72.59	\$72.69
Water Sports Equipment	\$12.93	\$14.12
Other Sports Equipment	\$9.37	\$11.05

Figure 16: Estimated Total Recreational Expenditures Per Year, 2023

Total Expenditures	Avondale	State
Membership Fees for Social/Recreation/Health Clubs	\$6,892,452	\$741,195,769
Fees for Participant Sports Excluding Trips	\$3,117,374	\$338,070,214
Tickets to Parks or Museums	\$843,572	\$80,008,462
Fees for Recreational Lessons	\$4,000,035	\$381,701,134
Sports/Rec/Exercise Equipment	\$8,580,703	\$831,772,403
Bicycles	\$1,746,477	\$164,075,472
Admission to Sports Events Excluding Trips	\$1,315,782	\$145,266,619
Camping Equipment	\$658,254	\$59,405,865
Hunting and Fishing Equipment	\$2,067,035	\$205,936,029
Water Sports Equipment	\$368,127	\$40,006,599
Other Sports Equipment	\$266,696	\$31,306,050

3.2.3 Facilities

A typical parks and recreation agency will manage approximately 22 parks and seven buildings. The type and number of facilities and parks an agency can manage vary greatly; however, the NRPA Agency Performance Review for 2023 provides insight into what most agencies offer across the nation.¹

Figure 17: National Facility Trends

Type of Facility	% of Agencies Offering	Type of Facility	% of Agencies Offering
Playgrounds	95%	Multiuse Courts	49%
Basketball Courts	86%	Tot Lots	48%
Baseball Fields (Youth)	79%	Soccer Fields (Adult)	42%
Tennis Courts (Outdoor)	76%	Skate Parks	41%
Multipurpose Fields	69%	Football Fields	35%
Dog Parks	68%	Pickleball Courts (Outdoor)	31%
Softball Fields (Adult)	63%	18-Hole Golf Course	29%
Softball Fields (Youth)	62%	Multiuse Courts (Outdoor)	27%
Baseball Fields (Adult)	55%	Synthetic Fields (Multipurpose)	25%
Community Gardens	52%	Ice Rink (Outdoor)	18%
Swimming Pools (Outdoor)	51%	Cricket Fields	14%
Soccer Fields (Youth)	50%	Lacrosse Fields	11%



¹ NRPA. 2023. NRPA Agency Performance Review. National Recreation and Park Association. Accessed April 8, 2024. *NRPA Agency Performance Review*.

3.2.4 Programming

Per the NRPA Agency Performance Review for 2023, a typical parks and recreation agency will offer approximately 200 programs annually.² The following table depicts the most common types of programs offered by parks and recreation agencies and what percentage of agencies nationwide are offering those programs.

Figure 18: National Programming Trends

Type of Program	% of Agencies Offering	Type of Program	% of Agencies Offering
Themed Special Events	89%	Racquet Sports	71%
Social Recreation Events	88%	Aquatics	69%
Team Sports	86%	Teens	65%
Summer Camps	82%	Programs for People With Disabilities	63%
Fitness Enhancement Classes	81%	STEM Programs	58%
Health and Wellness Education	80%	After-School Programs	53%
Individual Sports	77%	Preschool	33%
Older Adults	77%	Before-School Programs	19%
Safety Training	71%	Full Day Care	7%

In addition to these trends, NRPA publishes top trends to anticipate each year. For 2023, NRPA highlighted the following programming trends:³



Walking for fitness is the most prevalent form of aerobic exercise.



Special events—such as family nights, seasonal festivals, and holiday karaoke—are on the rise.



Pickleball is the fastest growing recreational sport; however, noise complaints have become a major sore spot for nearby residents. USA Pickleball recently approved sound-eliminating equipment, which could help reduce noise by up to 50%.



Dog ownership rocketed during the pandemic, which led to a rise in dog parks. Dog parks are now the fastest growing park type, with off-leash dog parks leading the pack.



Cricket is on the rise in some areas, notably among the Southeast Asian population.

² NRPA. 2023. NRPA Agency Performance Review. National Recreation and Park Association. Accessed April 8, 2024. [NRPA Agency Performance Review](#).

³ Dolesh, R. December 21, 2023. "Top Trends in Parks and Recreation for 2024." National Recreation and Park Association. Accessed April 8, 2024. <https://www.nrpa.org/parks-recreation-magazine/2024/january/top-trends-in-parks-and-recreation-for-2024/>.

3.2.5 Natural Resources and Open Spaces

3.2.5.1 CONSERVATION

Natural Resource Conservation presents several advantages for parks and recreation agencies, including preserving natural resources like rivers and lakes and fostering the sustainability of ecosystems. It can also lead to cost savings by reducing utility bills and operational expenses. Implementing efficient irrigation practices and drought-tolerant landscaping can also enhance resilience to water shortages, crucial in regions prone to droughts such as Arizona.⁴

Natural Resource Conservation initiatives can also demonstrate an agency's commitment to environmental stewardship. Compliance with regulations is facilitated by proactive conservation measures, ensuring adherence to local water management laws. Additionally, conservation efforts offer educational opportunities for residents and visitors, raising awareness about water conservation's importance through interpretive signage and educational programs.

3.2.5.2 NATIVE PLANTS

Using native plants in parks and recreation areas offers numerous benefits for environmental sustainability, economic efficiency, and community well-being.⁵

Native plants can support local ecosystems by providing habitat and food for indigenous wildlife, which promotes biodiversity and helps maintain ecological balance. Native plants are adapted to local climate conditions and typically require less water than non-native species. This is especially beneficial in arid regions like Arizona, where water conservation is critical.

Native plants also generally require less maintenance because they can thrive in local conditions. Native plants decrease the need for additional resources like water, fertilizers, and pesticides, which can lead to cost savings for parks and recreation agencies.

Additionally, native plants can support community well-being through educational programming. Parks that feature native plants can serve as living classrooms for teaching about local ecology, conservation practices, and the importance of biodiversity. The Arizona Native Plant Society could be a good resource for Avondale to learn more about native plants and the preservation efforts being made across the state.

3.5.5.3 GREEN SPACE/OPEN SPACE

Prioritizing green spaces and open space within parks and recreation agencies is increasingly recognized for its vital role in enhancing public health, environmental sustainability, and community well-being. Green spaces, including parks, gardens, and natural reserves, can be essential for providing visitors with accessible areas for physical activity, which can be helpful for reducing the prevalence of chronic diseases and improving mental health.⁶ Additionally, these spaces contribute to environmental benefits such as improved air quality, biodiversity, and effective stormwater management. According to CityHealth, areas that lack greenspace may have elevated air and noise pollution and increased air temperatures.⁷

4 EPA. "Drought Resilience and Water Conservation." *EPA*. Accessed May 15, 2024. [Drought Resilience and Water Conservation](#).

5 Productive Parks. "The Benefits of Native Plantings in Parks." *Productive Parks*. Accessed May 15, 2024. [The Benefits of Native Plantings in Parks](#).

6 NRPA. 2023. "Parks and Recreation: A Public Health Solution." National Recreation and Park Association. Accessed May 15, 2024. [Parks and Recreation: A Public Health Solution](#).

7 Forrest, K. and Patterson, C. 2022. "Greenspace: Local Policies Building Healthy, Resilient, and Equitable Communities." CityHealth. Accessed May 15, 2024. [Greenspace: Local Policies Building Healthy, Resilient, and Equitable Communities](#).

3.2.6 Engaging Latino Populations

Avondale and Arizona are home to a large population of Latinos. The Latino community may face barriers related to parks and recreation opportunities due to poverty, healthcare access, education, and housing barriers. According to the Hispanic Federation,⁸ Latinos are 30% less likely to engage in physical activity compared to the white population, and only one third of Latinos live within walking distance of a park compared to almost half of the white population.

Additionally, the Hispanic Federation cites a report from A Trust for Public Land that found that areas where there are low-income neighborhoods typically have less park space. Because of the lack of space in these neighborhoods, minorities and low-income individuals are less likely than high-income, white individuals to participate in regular physical activity. This Hispanic Federation suggests that to create more opportunities for Latinos to engage with the benefits of parks and recreation, communities need to create more parks that are accessible and safe. Valle de Oro National Wildlife Refuge in Albuquerque, New Mexico was cited as a park that is working to provide outdoor access to a large Latino population.

Figure 19a: Hispanic Federation, Healthy Parks: Healthy Latinos

ABOUT THE PARK

In 2012, the **Valle de Oro National Wildlife Refuge** was designated by U.S. Secretary of the Interior Ken Salazar as the first urban wildlife refuge in the Southwest.²⁵

Located on a former dairy farm along the Rio Grande in a historically underserved and predominantly Latino community, this wildlife refuge is within driving distance of over half of New Mexico's population.

When it is complete, Valle de Oro will encompass 570 acres of land that offer open spaces and trails for hiking, nature walks and other outdoor recreation activities. It will also provide critical refuge to migratory birds and other wildlife, offering educational opportunities for people to connect with and learn about the natural world.²⁶

LATINO POPULATION

Hispanics make up over 46 percent of New Mexico's population.²⁷

HEALTH CHALLENGES

The Latino population in New Mexico struggles with many chronic health conditions. A New Mexico Department of Health study found that over one-third of Hispanic third graders in the state were overweight or obese.²⁸ The Hispanic rate of diabetes in New Mexico is also 2 times the rate for the White population.²⁹

STATE ADULT OBESITY RATES (2013)

White	22.2%
Black	30.1%
Latino	29.8%

Source: www.stateofobesity.org

THE PROJECT

Part of the funding to create the Valle de Oro Wildlife Refuge came from the Land and Water Conservation Fund (LWCF).

LWCF uses fees paid by oil companies drilling off-shore to protect parks and public lands and create outdoor recreation opportunities across the country. A portion of LWCF fees are also allocated to a "State Assistance Program," where matching grants are made available to communities to build playgrounds, bike paths, parks, soccer fields, swimming pools, etc.

3.3 Policies and Procedures

The following policies and procedures highlighted from NRPA's Agency Performance Review for 2024 can help Avondale shape policies and procedures based on national trends.⁹



⁸ Hispanic Federation. 2015. "Healthy Parks: Healthy Latinos." Hispanic Federation. Accessed May 15, 2024. [Health Parks: Healthy Latinos](#).

⁹ NRPA. 2024. "NRPA Agency Performance Review." National Recreation and Park Association. Accessed April 8, 2024. [2024 NRPA Agency Performance Review](#).

3.4 Engagement

NRPA issues an *Engagement with Parks* report each year that provides insights on why people engage with their local parks and recreation agencies. Below are a few highlights from the report, including top reasons people go to parks or facilities, investments visitors would like to see, obstacles to accessing parks and recreation services, and what amenities visitors enjoy most.¹⁰

Investments People Want to See

- Improve outdoor facilities: 43%
- Improve indoor facilities: 35%
- Improve facility accessibility: 32%
- Increase youth sports opportunities: 29%

Top Obstacles to Accessing Parks and Recreation

- Lack of time: 33%
- Concern about personal safety at the facility: 21%
- Concern about personal safety traveling to the facility: 20%
- Excessive costs or fees: 18%

Top Amenities Visitors Enjoy

- Visit a local park, playground, or open space: 66%
- Use a hiking, biking, or walking trail: 47%
- Play sports with family or friends: 30%
- Use a local swimming pool or aquatic center: 28%

Top Reasons People Go to Parks

- Spend time with family and friends: 50%
- Have a break from stress: 47%
- Exercise or be physically fit: 46%
- Be close to nature: 46%



¹⁰ NRPA. 2023. Engagement with Parks Report. Ashburn, VA: National Recreation and Park Association. Accessed April 8, 2024. <https://www.nrpa.org/publications-research/research-papers/Engagement/>.

3.5 Participation

This section aims to identify and analyze current trends in sports and recreation, with a particular focus on participation trends derived from the SFIA 2024 Report.¹¹ Understanding the latest trends in sports is crucial for Avondale to effectively plan and develop programs and use space in a way that reflects participation data.

Most Popular Sports and Activities



Basketball is the most popular team sport with 29.7 million participants.



Tennis is the most popular racquet sport with 23.8 million participants.



Pickleball continues to grow rapidly with participation growing by 51.8% in 2023.

Increase in Popularity



Walking for fitness is the most prevalent form of aerobic exercise.



Tai chi saw a 16.3% increase in participation in one year; however, yoga continues to lead in popularity for conditioning activities.



Dance, step, and other choreographed exercises have grown by 3.3% since 2018, attracting 26.2 million participants each year.

Decline in Participation



Ultimate Frisbee has experienced a significant decline in participation (-4.9% since 2018).



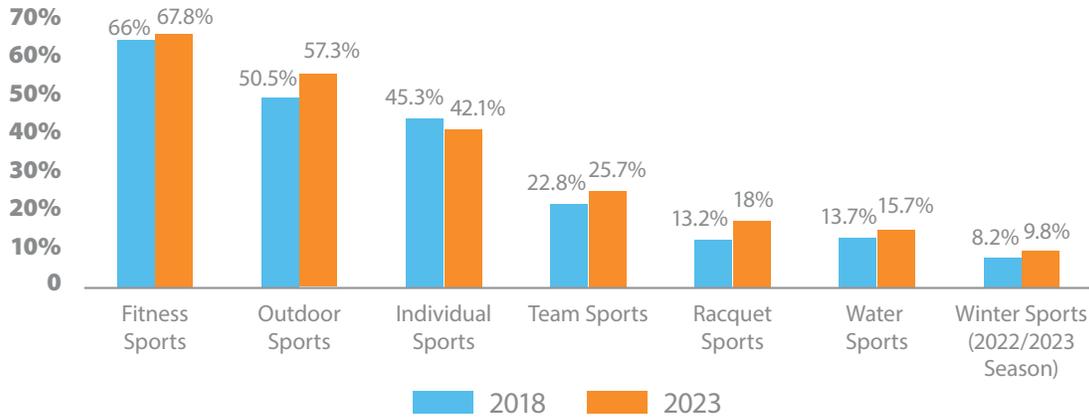
Stationary cycling (group exercise) has been heavily impacted by at-home fitness equipment, declining by 6.2% in five years with 6.2 million participants.

¹¹ SFIA. February 27, 2024. SFIA's Topline Participation Report Shows Strong Positive Trends Across All Sports and Fitness Categories. Sports & Fitness Industry Association. Accessed April 8, 2024. [SFIA's Topline Participation Report Shows Strong Positive Trends Across All Sports and Fitness Categories.](#)

3.5.1 Top Trending Activities and Five-Year Growth

Figure 19 demonstrates the total U.S. participation rates in different sport categories for those ages six years and over from 2018 and 2023. Fitness has led in popularity for the last five years.

Figure 19: U.S. Participation by Activity Type 2018 vs. 2023



3.6 Visitation Analysis

To gain insights into visitor behaviors and patterns, BerryDunn analyzed mobility data from the Department’s parks and facilities using Placer.ai. Placer.ai obtains anonymous and aggregated data of geolocated devices—such as smartphones—which provided the BerryDunn team with insights into park visitation, time spent in parks, pre- and post-visit travel patterns, and more.

Data received from Placer.ai is anonymous, aggregated, and verified by data scientists before delivery; therefore, user data is scrubbed of any personal information. This mobility data may help the city make data-driven decisions based on the following:

- Visitor demographics
- Consumer profiles

- Annual, monthly, daily, and hourly visits
- Length of time spent at the facility or park
- Distance traveled to access the facility or park
- Pre- and post-visit journeys

BerryDunn analyzed the following locations and determined geographical boundaries using geographic information system (GIS) files: Friendship Park, Festival Fields Park, Donnie Hale Park, Dennis DeConcini Park, Las Ligas Park, Avondale Civic Center Library, Sam Garcia Western Ave Library.

Visitor Demographics

Most visitors—approximately 57.4%–67.8%—across all locations identify as Hispanic or Latino.

Figure 20: Visitor Ethnicity (Parks)

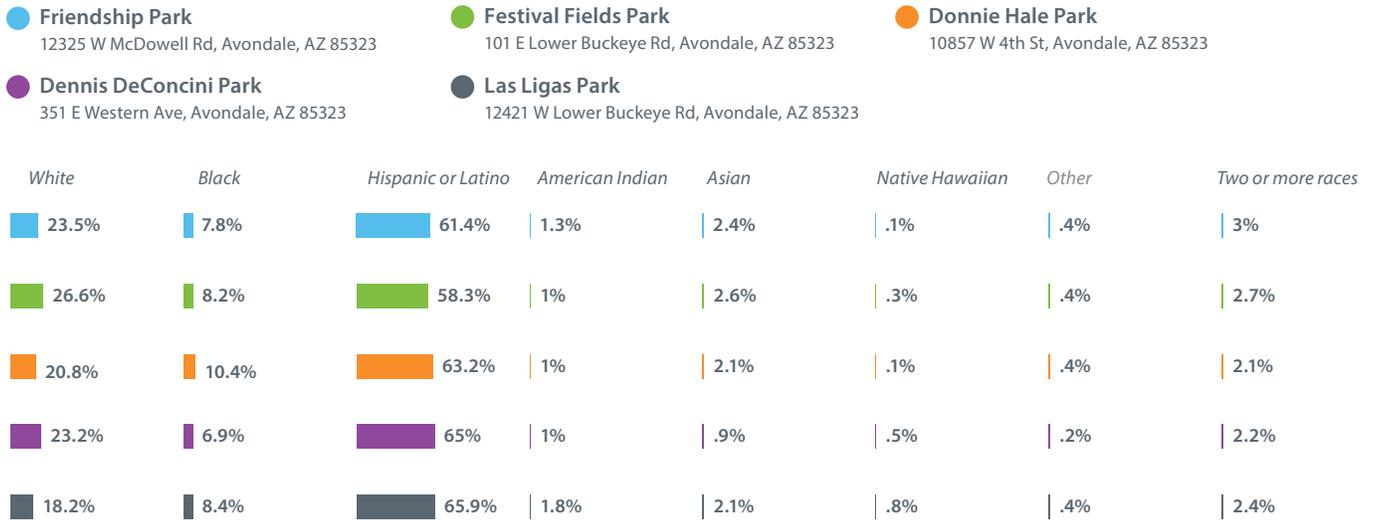
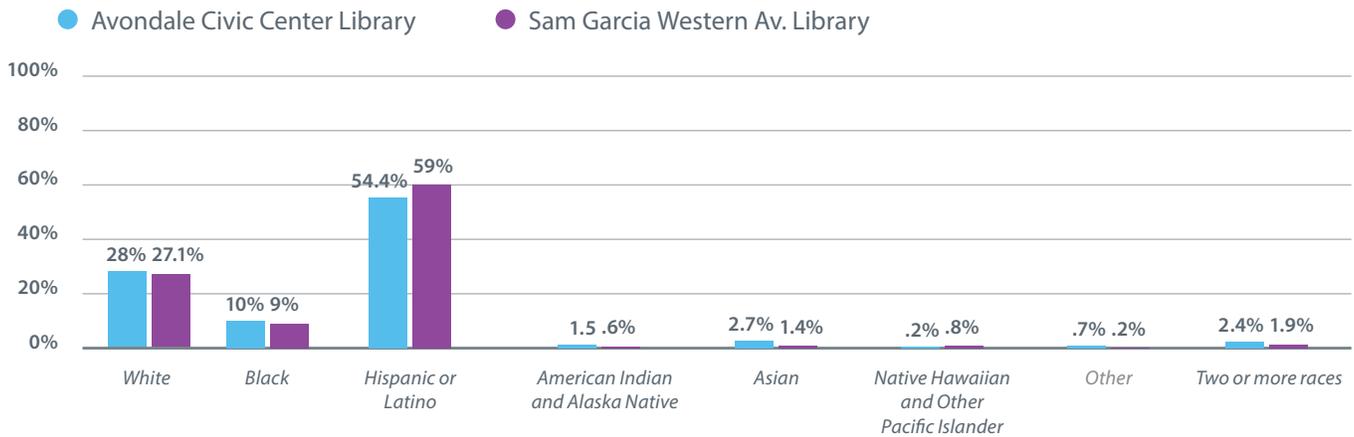


Figure 21: Visitor Ethnicity (Libraries)



3.7 Consumer Profiles

BerryDunn reviewed the Experian Mosaic data set within Placer.ai to further understand the consumer profiles of the city’s visitors. Experian categorizes household consumer segments based on demographics, lifestyle, and behavior

data, which can be helpful in conducting market research, targeted marketing, and determining visitor behaviors. The top three consumer profiles are consistent across all locations.

Figure 22: Consumer Profiles

Audience Profile	Description	Key Features
Cultural Connections	Diverse, mid- and low-income families in urban apartments and residences	<ul style="list-style-type: none"> • Ambitious • Financially curious • Modest educations • Older city apartments • Renters • Single parents
Family Union	Middle income, middle-aged families living in homes supported by solid blue-collar occupations	<ul style="list-style-type: none"> • Bilingual • Blue-collar jobs • Financially cautious • Large households • Married with kids • Team sports
Singles and Starters	Young singles starting out and some starter families living a city lifestyle	<ul style="list-style-type: none"> • Digitally savvy • Foodies • Politically disengaged • Rental housing • Single adults



3.8 Visitor Trends

The following sections provide insights into visitor trends, including when visitors are most often at facilities throughout the year (the past 12 months), week, and day.

3.8.1 Annual

Figure 23 reflects visitation trends from the past 12 months by each facility in addition to visitation from 2021, 2022, and 2023. Friendship Park saw the highest number of visits across all years, averaging approximately 808,325 visits a year. Las Ligas Park had the least number of visitors, averaging approximately 21,624 visits a year.

Figure 23: Visitation–2021, 2022, and 2023, and Last 12 Months (Parks)

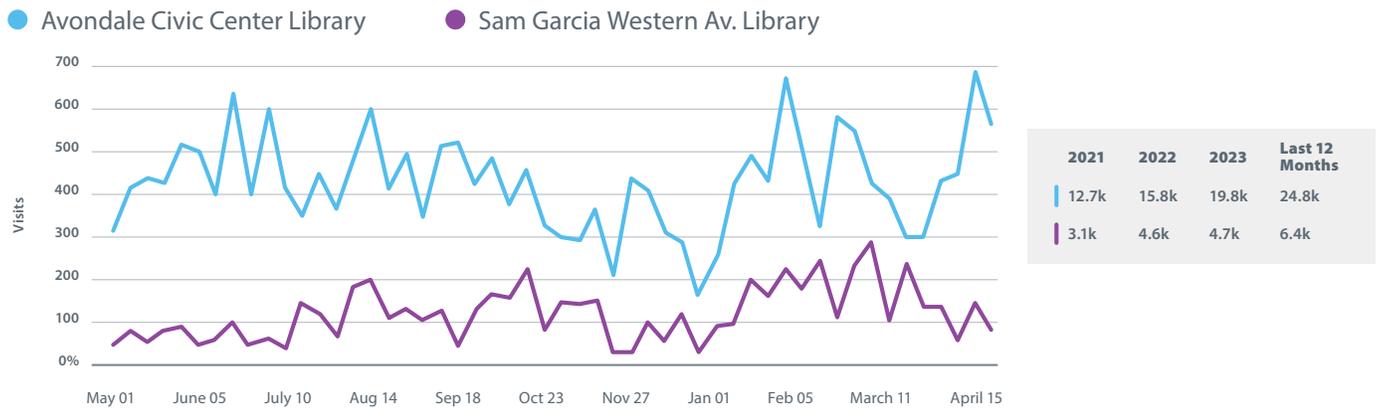


	2021	2022	2023	Last 12 months
	734.7k	799.4k	890.9k	887.9k
	498.8k	414.4k	389.7k	379k
	21.9k	7.8k	26.1k	31.4k
	18.9k	23.8k	29k	26.5k
	20.5k	27.4k	17k	13.9k

03 Comparative Analysis, Trends, and Visitation Analysis

Figure 24 reflects visitation trends from the past 12 months by each library facility in addition to visitation from 2021, 2022, and 2023. Both libraries saw their highest number of visits across all years in the last 12 months.

Figure 24: Visitation—2021, 2022, and 2023, and Last 12 Months (Libraries)



3.8.2 Daily

Figure 25 reflects daily park visitation trends over the last 12 months. Saturday was the most popular day of the week to visit Festival Fields Park, Dennis DeConcini Park, and Las Ligas Park. Friendship Park saw peak attendance on Fridays, and Donnie Hale Park saw peak attendance on Wednesdays.

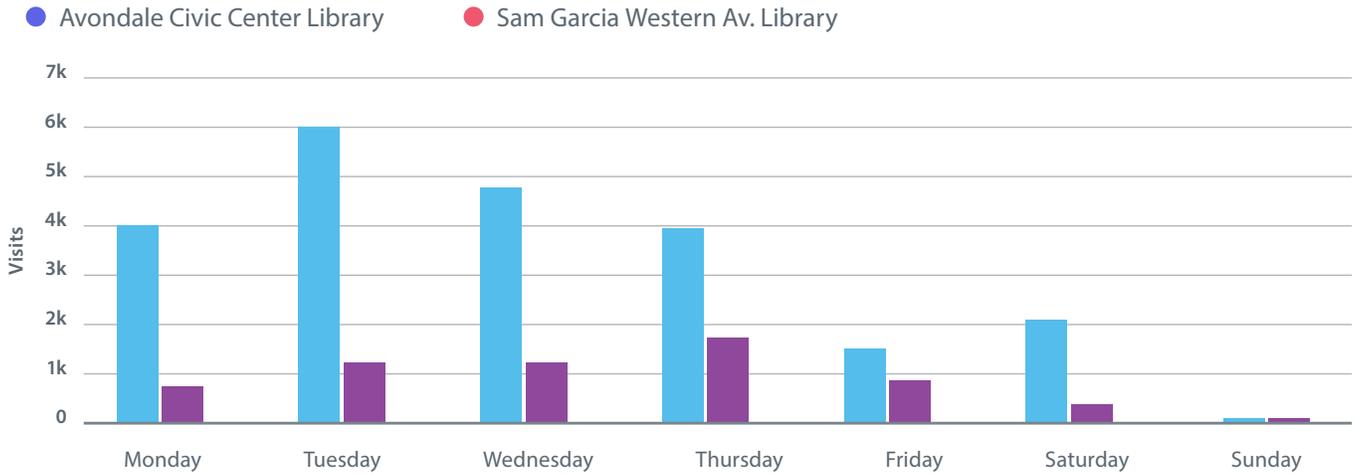
The least popular day of the week varies across locations. Friendship Park and Festival Fields Park see the least number of visits on Monday. Dennis DeConcini Park sees the least number of visits on Tuesday. Las Ligas Park see the least number of visits on Thursday. Donnie Hale Park see the least number of visits on Friday.

Figure 25: Daily Visitation (Parks)



Figure 26 reflects daily library visitation trends over the last 12 months. Avondale Civic Center Library sees the most visits on Tuesday, while Sam Garcia Western Ave Library sees the most visits on Thursday.

Figure 26: Daily Visitation (Libraries)



3.8.3 Hourly

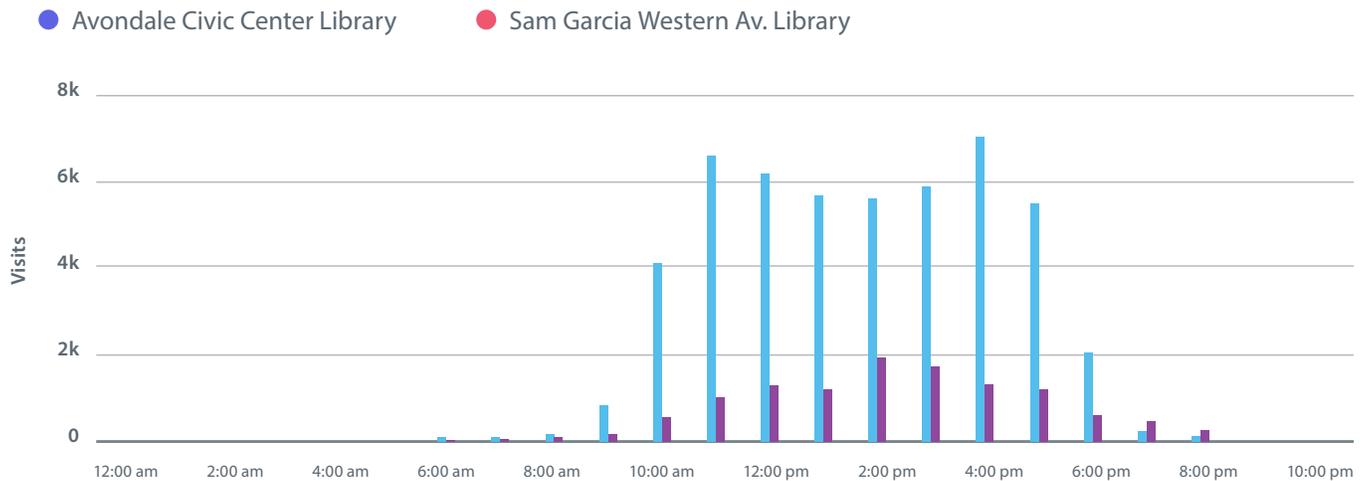
Figure 27 reflects hourly park visitation trends over the last 12 months. The most popular time to visit Friendship Park, Festival Fields Park, and Dennis DeConcini Park is between 7 p.m. and 8 p.m. The most popular time to visit Donnie Hale Park is between 6 p.m. and 7 p.m. The most popular time to visit Las Ligas Park is between 5 p.m. and 6 p.m.

Figure 27: Hourly Visitation (Parks)



Figure 28 reflects hourly library visitation trends over the last 12 months. Avondale Civic Center Library sees spikes in visitors at 11 a.m. and 4 p.m. The busiest time at Sam Garcia Western Ave Library is 2 p.m.

Figure 28: Hourly Visitation (Libraries)



3.9 Visitation Analysis Findings

The data analysis can give the Department valuable insights into visitation patterns and trends for each location over the last 12 months.

Most visitors identify their ethnicity as Hispanic or Latino. The median household income of visitors ranges from \$58,000 to \$74,000. The Department can use visitor demographic information and consumer profiles to guide the development of programs, services, facilities, and staffing allocation.

- Friendship Park emerged as the location with the highest number of visits, with over 887,900 visits in the last 12 months.
- Las Ligas Park had the least number of visits in the last 12 months with just over 13,900.
- Saturdays were the busiest days for three of the parks, while Friendship Park saw peak attendance on Fridays and Donnie Hale Park saw peak attendance on Wednesdays.
- Visitors typically go to these parks between 5 p.m. and 8 p.m. On average, visitors spend approximately 65.4 minutes at a facility.

- Avondale Civic Center Library sees the most visits on Tuesday, while Sam Garcia Western Ave Library sees the most visits on Thursday.
- Avondale Civic Center Library sees spikes in visitors at 11 a.m. and 4 p.m. The busiest time at Sam Garcia Western Ave Library is 2 p.m.
- Most library visits come from people living nearby, between one and five miles from the libraries.

This information can help the Department with scheduling events, planning maintenance, and optimizing staff utilization. For instance, visitors may be more likely to attend an event or program on Saturday evenings based on current park usage. Conversely, hosting events during less busy periods could attract more visitors to the park. Additionally, peak attendance hours can guide the Department in scheduling routine maintenance and determining staffing requirements.

04

Needs Assessment

From July 2023 through October 2023, BerryDunn—along with its partners—executed an extensive engagement strategy throughout the City of Avondale in support of a master planning initiative. This engagement strategy was carefully planned through the lens of equity and inclusion to reach as many diverse audiences as possible. Engagement activities were broad and multifaceted to connect with residents, staff, partners, visitors, park and recreation system users and non-users, etc.

Engagement efforts were crafted to achieve the following outcomes:

- 1. **Increase community awareness** of the City’s current services, successes, and challenges
- 2. **Bring as many voices into conversations** about future park, recreation, and library services as possible
- 3. **Focus** on several key areas of need to help support planning recommendations:
 - a. Perceived quality of City service levels
 - b. Barriers to accessing park, recreation, and library services
 - c. Gaps in City-provided services as well as trends and new ideas for future offerings
 - d. Research-based understanding of equitable provision of services

The full needs assessment report is in the appendices of this master plan.

4.1 Campaign Brand

Avondale staff and BerryDunn designed a distinctive, engaging brand for the master plan campaign to capture attention and encourage participation and feedback. The chosen tagline and logo—“¡Vamos! Jump Into Fun”—celebrated the community’s unique vibrancy and rich diversity, focused on inclusion and quality of life.

Exhibit 1.1: Logos in English and Spanish



4.1.1 Campaign Collateral

To support engagement efforts, BerryDunn designed a wide range of digital and print marketing collateral, including flyers, poster boards, comment cards, website banners, social media graphics, t-shirts, and grocery totes. Materials were translated, as needed, to reach all desired communities.



4.2 Statistically Valid Survey

During winter and spring 2024, BerryDunn partnered with ETC Institute (ETC) to administer a community survey for the city. This survey aimed to help determine parks, recreation, and priorities for the community.

The full survey report is in the appendices of this master plan.

4.2.1 Methodology

ETC Institute mailed a survey packet to a random number of households in the Avondale area. Each packet contained a cover letter, the survey, and a postage-paid return envelope. Respondents could choose whether to return the survey by mail or complete it online via the [city website](#). To prevent nonresidents from participating, all online respondents were required to enter their home address before submitting their responses. ETC Institute then matched the addresses entered with those originally selected for the random sample. If the addresses did not match, the online survey was not included in the final database for this report.

The survey targeted a minimum of 400 completed responses from residents and received 401 responses. The overall results for this sample have a precision of at least +/-4.88% at the 95% level of confidence.

4.2.2 Key Survey Findings

4.2.2.1 PARKS AND RECREATION FACILITIES/ PROGRAMS USE

Overall Parks, Recreation, and Library Facilities

Use: Most respondents (81%) had visited a park, library, or recreation facility in the past year, with 27% visiting weekly, 52% monthly, 19% yearly, and 2% daily. Overall, most respondents rated the facilities they visited as either “excellent” (34%) or “good” (51%); only 13% rated them as “fair” and 2% as “poor.”

Overall Parks, Recreation, and Library Programs Use:

Most respondents (45%) indicated they have participated in programs, activities, special events, and performances during the past year. Of those respondents, 21% participated in one program, 59% participated in two to three, 15% participated in four to five, and 6% participated in more than six programs. Respondents were also asked to rate these programs: 36% rated the programs as “excellent,” 54% rated them as “good,” and 9% rated them as “fair.”

Barriers: Respondents were asked about barriers that prevented them from visiting facilities and participating in programs more often. The top barriers were as follows: unaware of facility locations (26%), lack of desired features (22%), and lack of programs that meet needs (19%).

4.2.2.2 COMMUNICATION

Respondents were asked about the ways they learn about Department programs, and events in Avondale. The most common communication methods used were the city website (51%), social media (50%), and the RAVE review program guide (39%). The most common and preferred methods of communication were social media (49%), the city website (45%), and the RAVE review program guide (33%).

4.2.2.3 ADDITIONAL FINDINGS

Satisfaction with overall value of parks, recreation and libraries services: Respondents indicated their level of satisfaction with the overall value of parks, recreation and libraries services: 19% said they were “very satisfied,” 37% were “satisfied,” 32% were “neutral,” 8% were “dissatisfied,” and 4% were “very dissatisfied.”

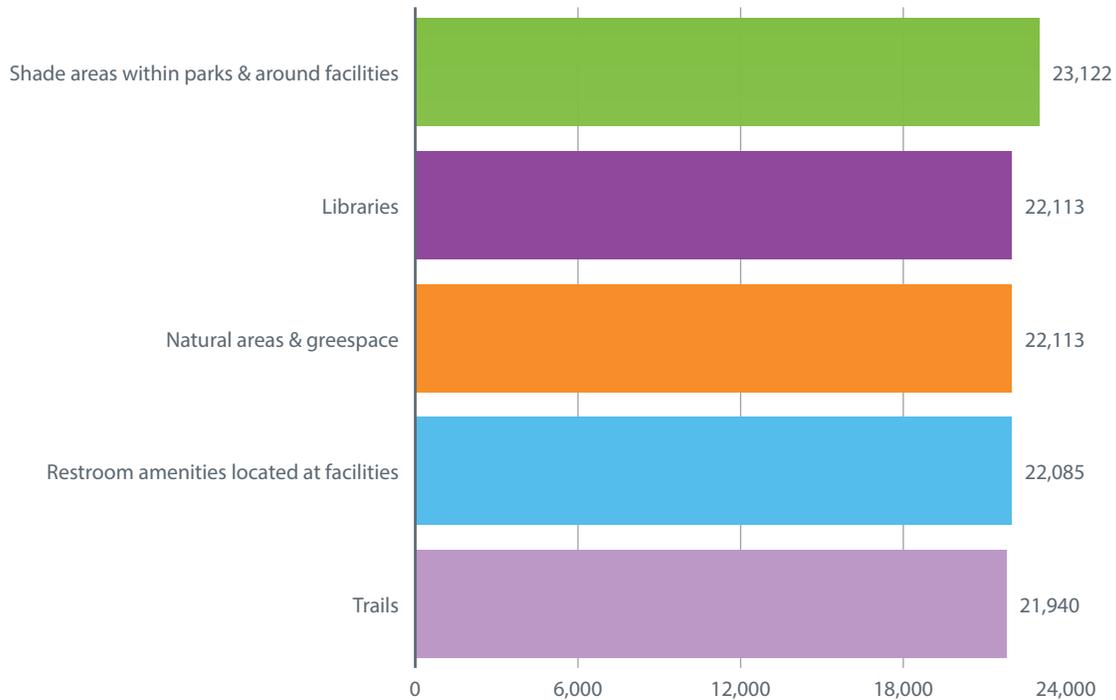
4.2.2.4 RECREATION FACILITIES NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify whether their household had a need for 38 recreation facilities and to rate how well each facility is currently meeting their needs. Based on this analysis, ETC Institute estimated the number of households in the community that had the greatest unmet need for various facilities. The three facilities with the highest percentage of households that have an unmet need are as follows:

1. Shade areas within parks and around facilities: 23,122 households
2. Libraries: 22,113 households
3. Natural areas and greenspace: 22,113 households

The estimated number of households that have unmet needs for each of the 38 facilities assessed is shown in the chart below.

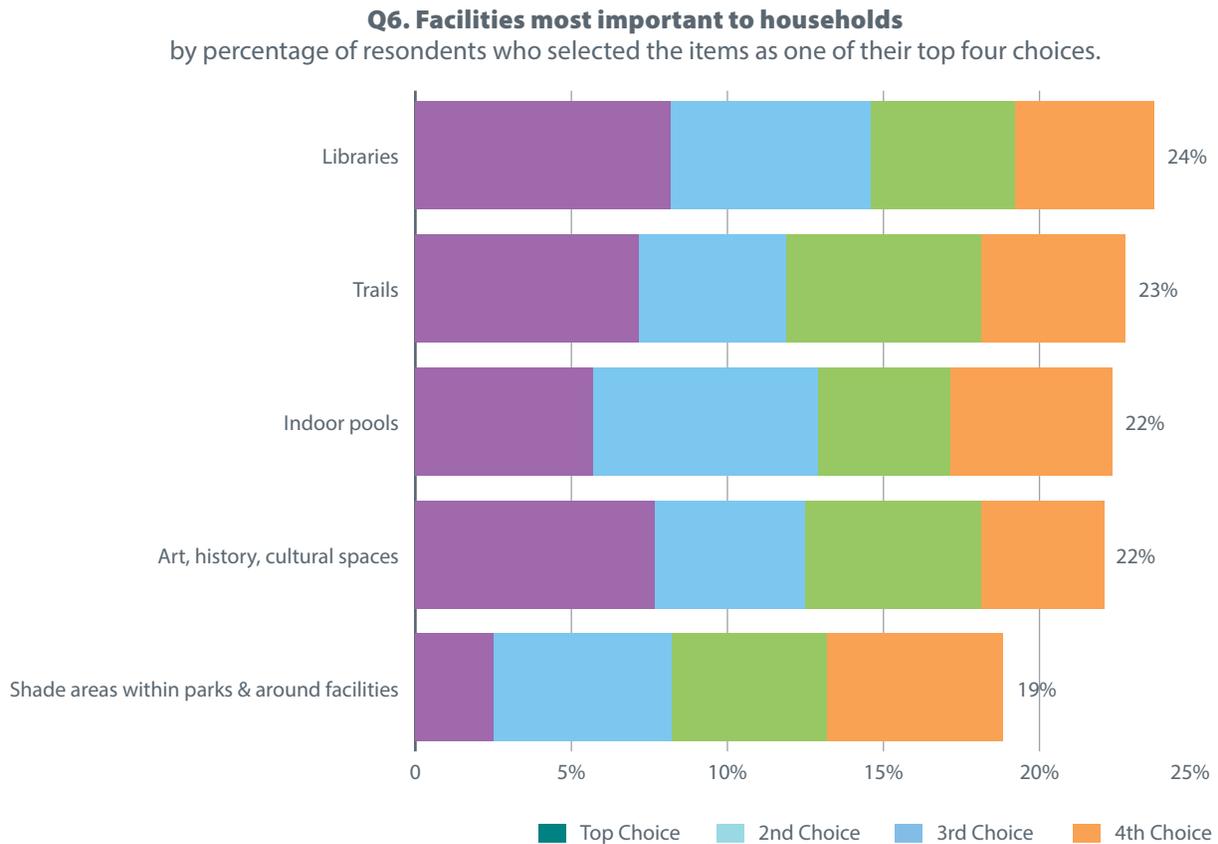
Q5. Estimated number of households who have a need for facilities
by number of households based on an estimated 28,831 households



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, the four facilities that ranked most important to residents are as follows:

1. Libraries (24%)
2. Trails (23%)
3. Indoor pools (22%)
4. Art, history, cultural spaces (22%)

The percentage of residents who selected each facility as one of their top four choices is shown in the following chart:



Note: The Avondale Aquatic Center opened in spring 2024, and community considerations for indoor pools will need to be measured again in the future.

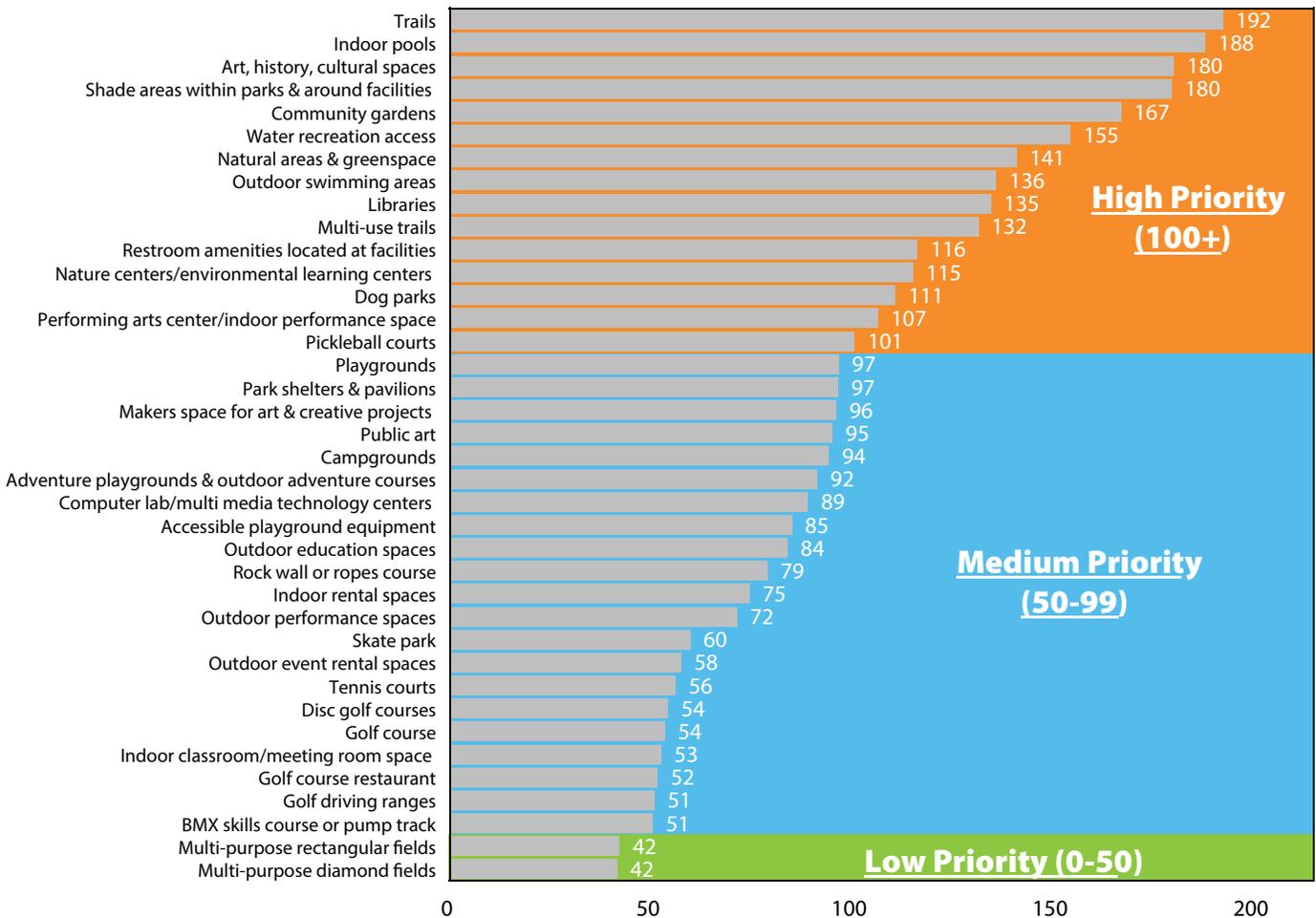
Priorities for Facility Investments: ETC Institute’s Priority Investment Rating (PIR) provides organizations with an objective tool for evaluating the priority that should be placed on recreation and park investments. The PIR equally weighs the importance residents place on a facility and how many residents have unmet needs for the facilities. (Further details regarding the methodology for this analysis are provided in Section 3). Based on the PIR, the following facilities were rated as high priorities for investment:

- Trails (PIR = 192)
- Indoor pools (PIR = 188)

- Art, history, cultural spaces (PIR = 180)
- Shade areas within parks and around facilities (PIR = 180)
- Community gardens (PIR = 167)
- Water recreation access (PIR = 155)
- Natural areas and greenspace (PIR = 141)

The chart below shows the PIR for all 38 facilities assessed in the survey.

Top Priorities for Investment for Facilities Based on Priority Investment Rating



Note: The Avondale Aquatic Center opened in spring 2024, and community considerations for indoor pools will need to be measured again in the future.

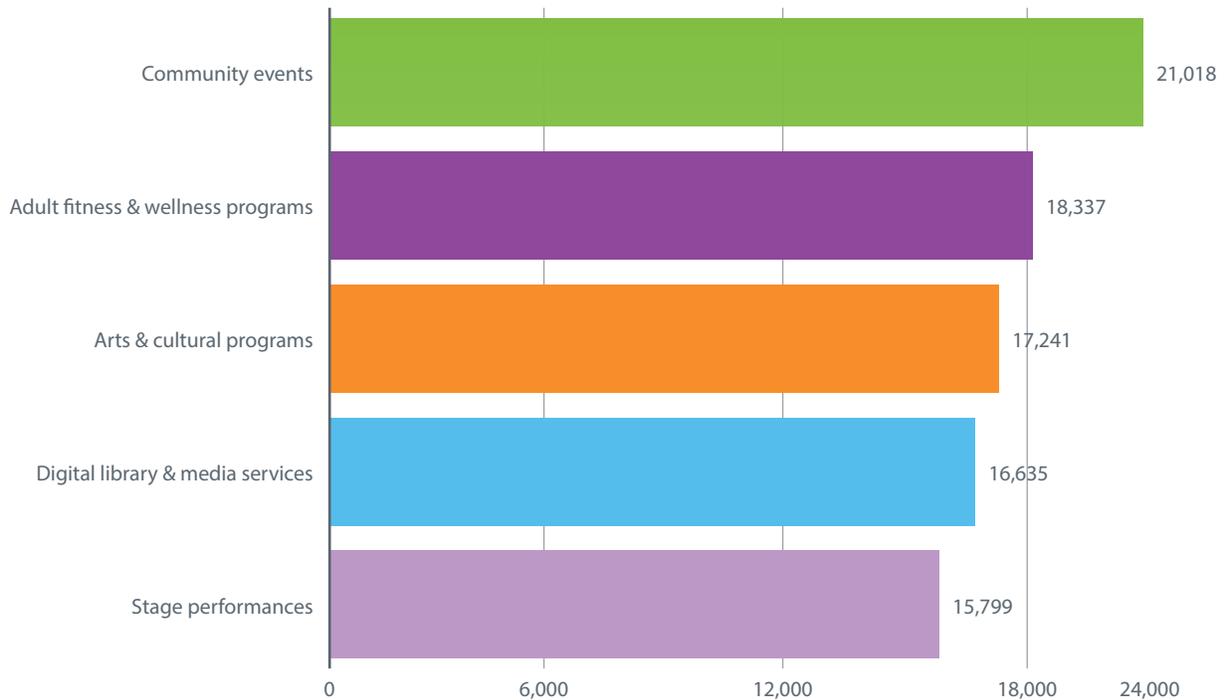
4.2.2.5 PROGRAMS NEEDS AND PRIORITIES

Program Needs: Respondents were asked to identify whether their household had a need for 35 programs and to rate how well each program currently meets their needs. ETC Institute estimated the number of households with the greatest unmet need for programs and identified the top three programs as follows:

1. Community events: 21,018 households
2. Adult fitness and wellness programs: 18,337 households
3. Arts and cultural programs: 17,241 households

The estimated number of households with unmet needs for each program assessed is shown in the chart below.

Q7. Estimated number of households who have a need for programs
by number of households based on an estimated 28,831 households



Note: The Avondale Aquatic Center opened in Spring, 2024 and community considerations for indoor pools will need to be measured again in the future.

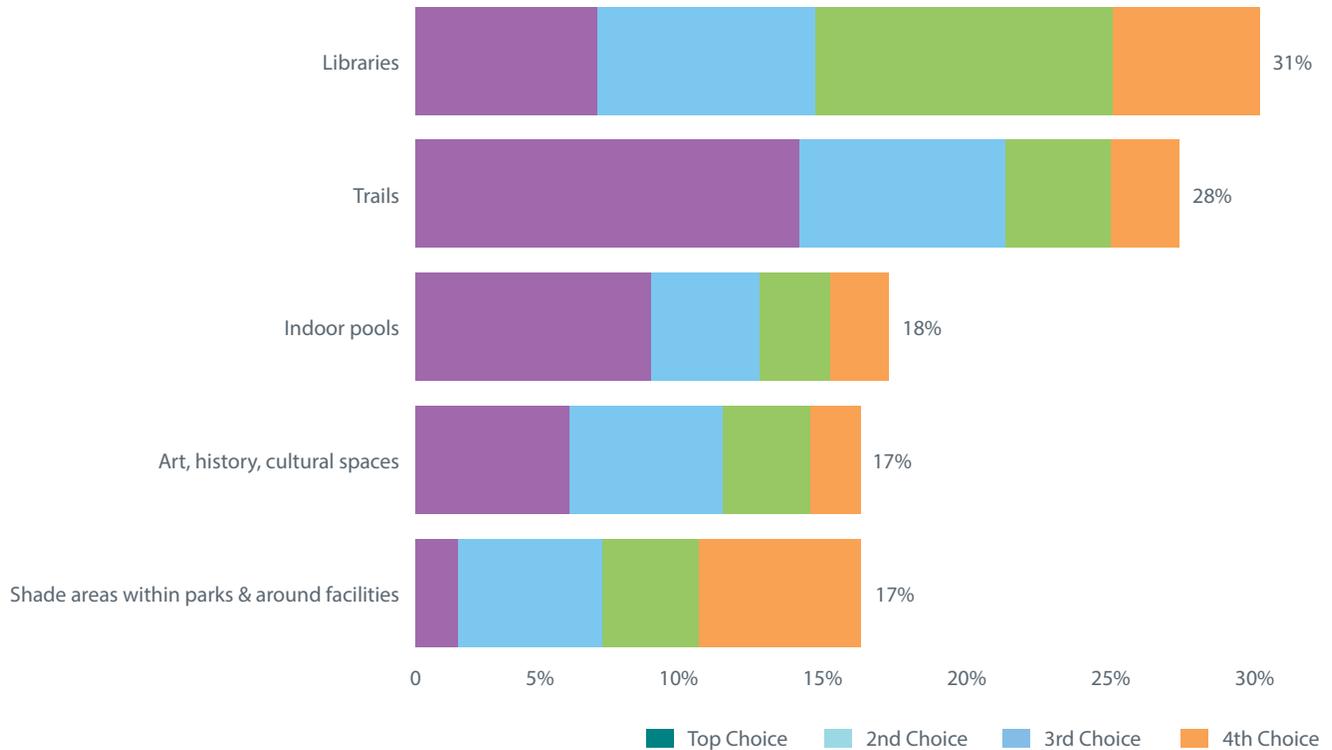
Program Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance residents placed on each item. Based on the sum of respondents' top four choices, the following four programs were ranked as most important:

1. Community events (31%)
2. Adult fitness and wellness programs (28%)
3. Adult aquatics programs (18%)
4. Arts and cultural programs (17%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below:

Q6. Programs most important to households

by percentage of respondents who selected the items as one of their top four choices.



Note: The Avondale Aquatic Center opened in Spring, 2024 and community considerations for indoor pools will need to be measured again in the future.

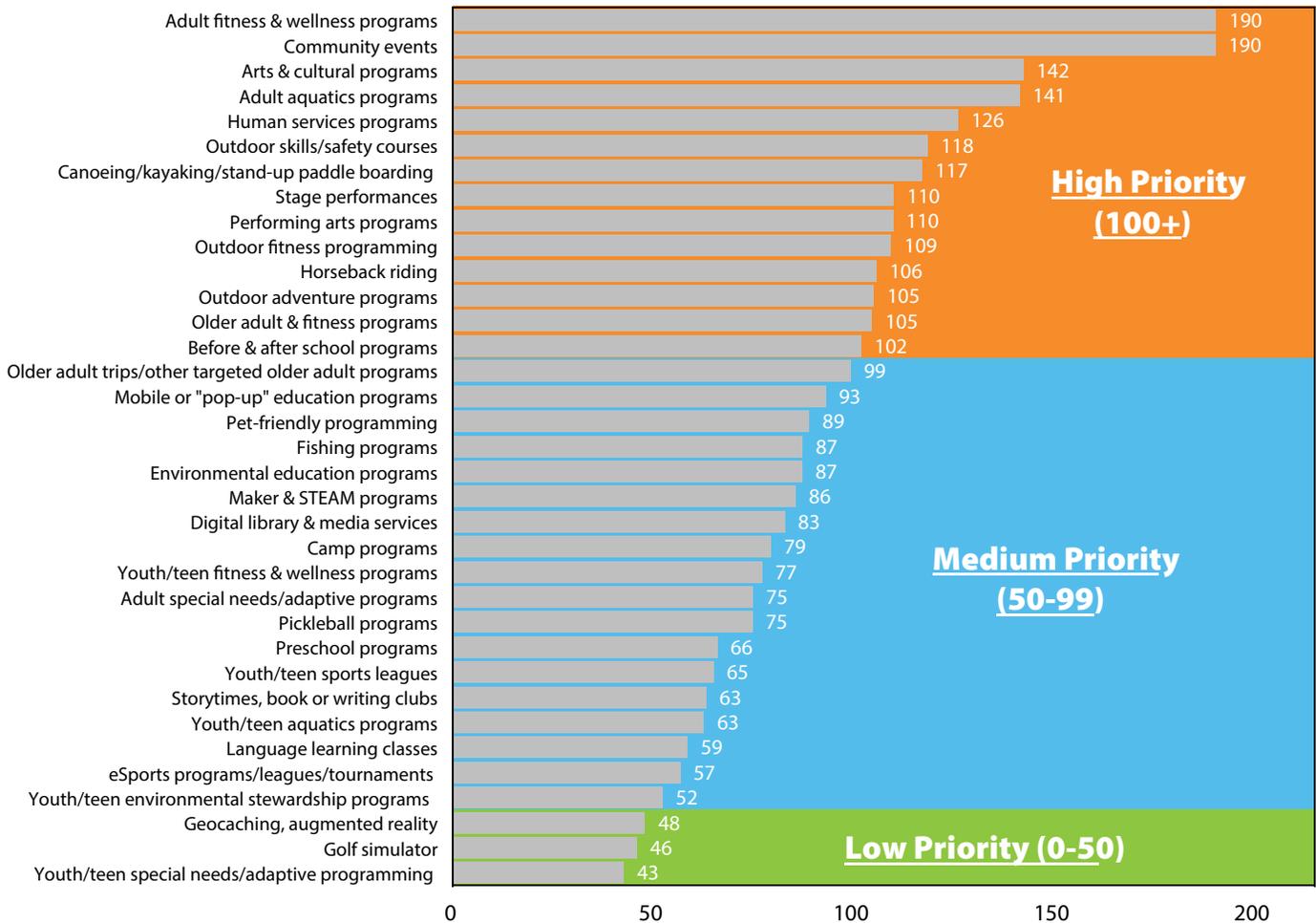
Priorities for Program Investments: Based on the PIR, the following programs were rated as high priorities for investment:

- Adult fitness and wellness programs (PIR = 190)
- Community events (PIR = 190)
- Arts and cultural programs (PIR = 142)

- Adult aquatics programs (PIR = 141)
- Human services programs (PIR = 126)
- Outdoor skills/safety courses (PIR = 118)
- Canoeing/kayaking/stand-up paddleboarding (PIR = 117)

The following chart shows the PIR for all 35 programs assessed in the survey:

Top Priorities for Investment for Programs Based on Priority Investment Rating



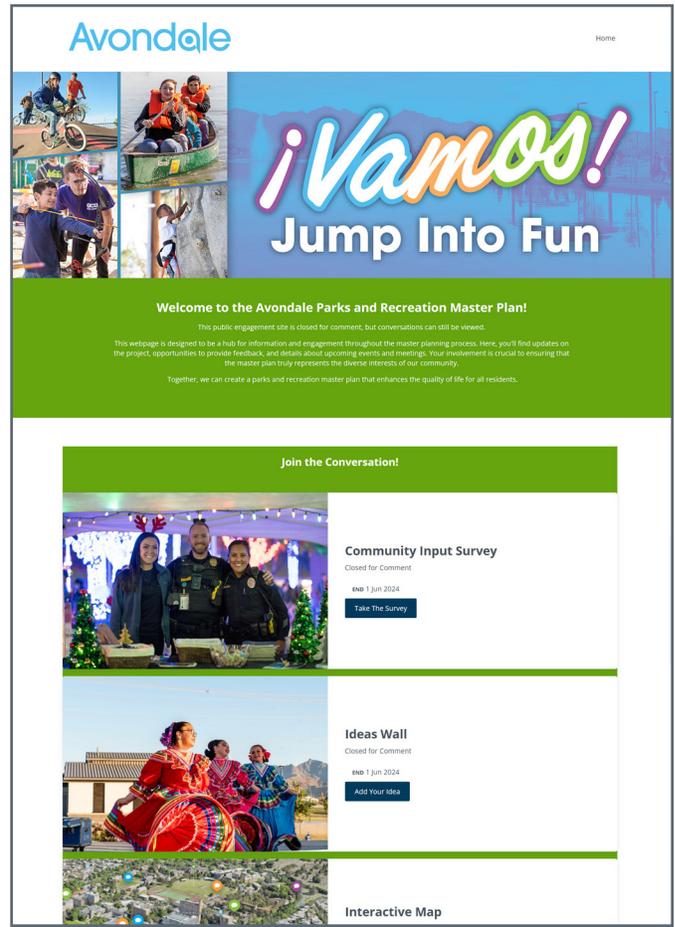
Note: The Avondale Aquatic Center opened in Spring, 2024 and community considerations for indoor pools will need to be measured again in the future.

4.3 Project Website/ Social Pinpoint

As part of the engagement for the master plan study, BerryDunn created a Social Pinpoint site. Social Pinpoint is an online engagement tool used to gather community input. With assistance from city staff, BerryDunn customized the site for this project, including a community input survey, an ideas wall, and an interactive map. The site was linked to avondalez.gov and avondaleconnect.org.

The site opened for comment on March 14, 2024, and closed on June 8, 2024. The site recorded 1,968 visits from users who completed 226 survey responses and recorded 167 comments. This section summarizes feedback from Social Pinpoint.

The full website and Social Pinpoint report is available in the appendices of this master plan.



4.2.2.6 COMMUNITY SURVEY RESULTS (BY QUESTION)

Figure 29: How many recreation programs do you or your family members participate in annually?

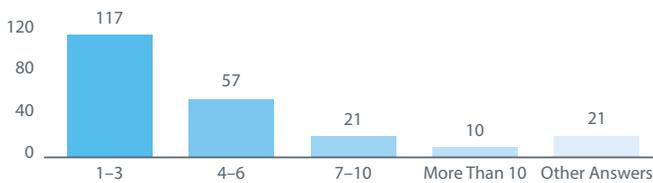


Figure 30: Rate the quality of our programs on a scale from 1 to 10.

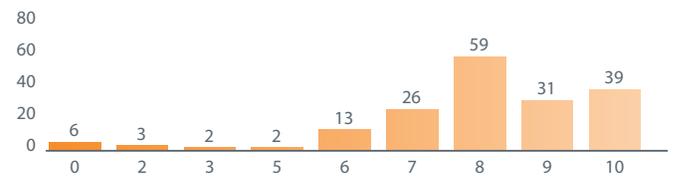


Figure 31: What are some barriers to participating in programs or services?

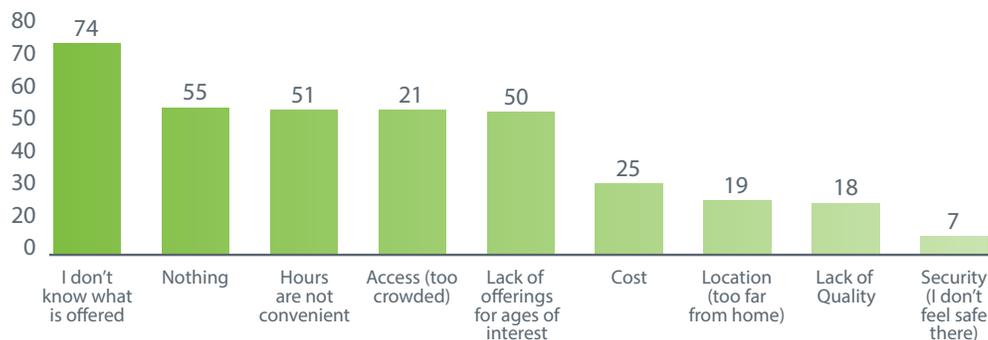


Figure 32: Please share any new programs you would like to see offered.

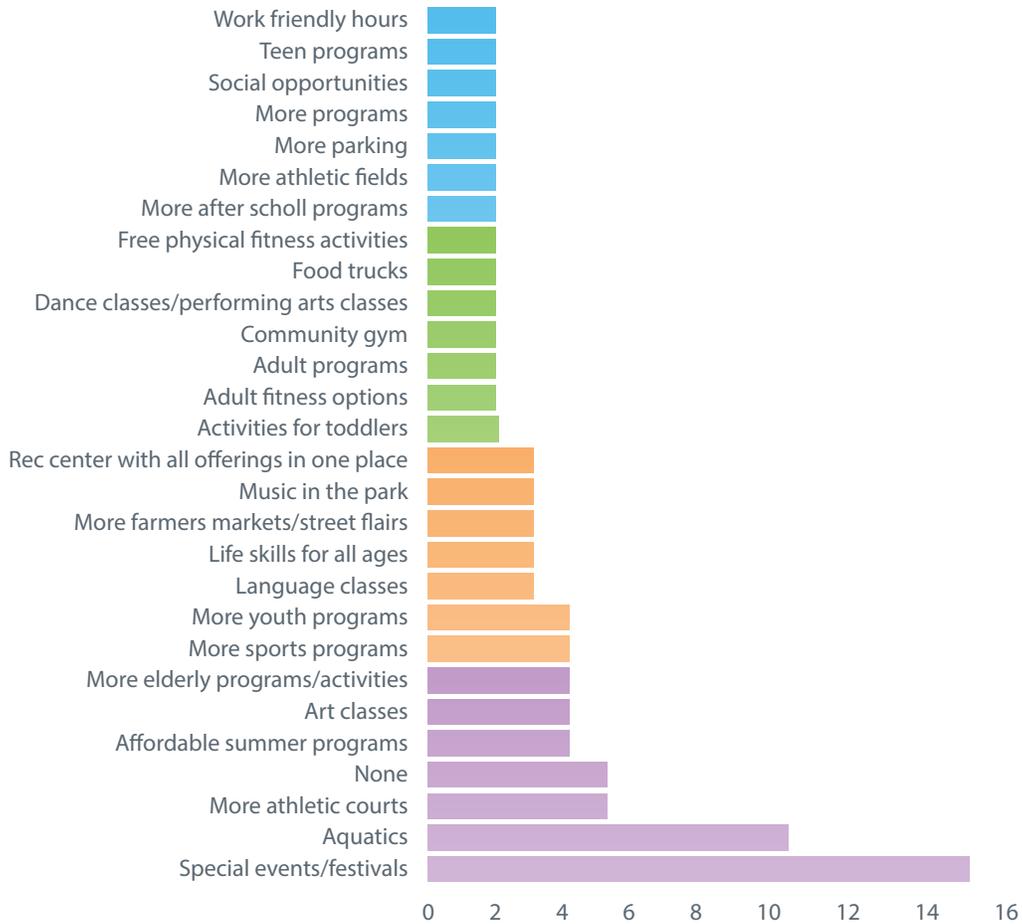


Figure 33: How often do you visit one of Avondale's parks?

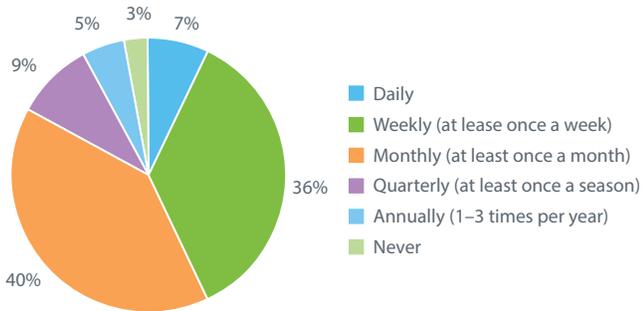


Figure 34: Select your favorite community park or plaza.

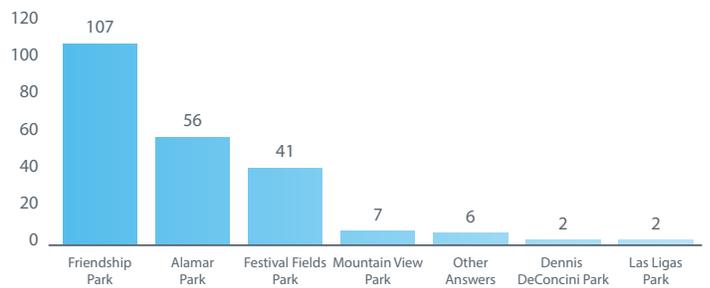


Figure 35: Rate Avondale’s park system.

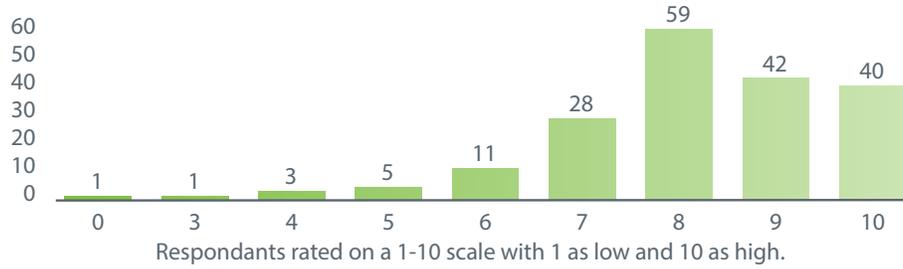


Figure 36: What are some barriers to visiting Avondale parks?

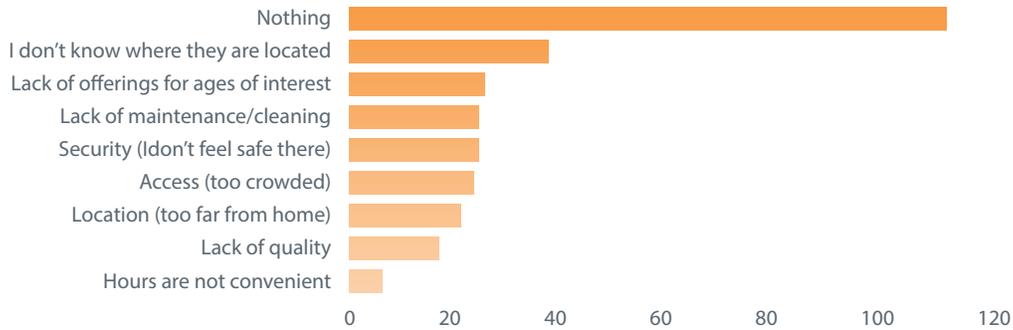


Figure 37: How often do you visit the Avondale Public Library?

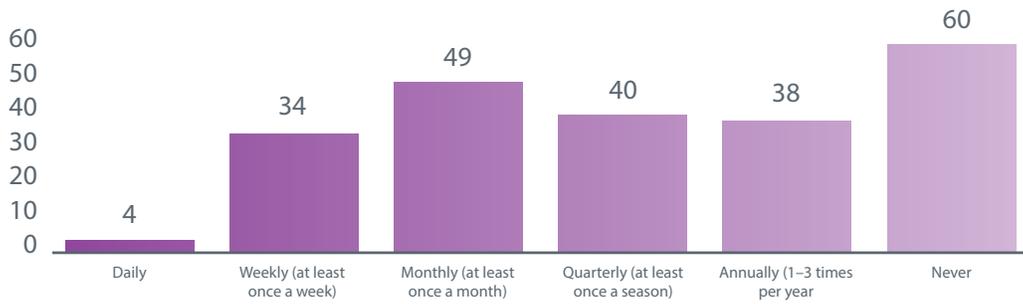


Figure 38: What keeps you from visiting Avondale Public Library?

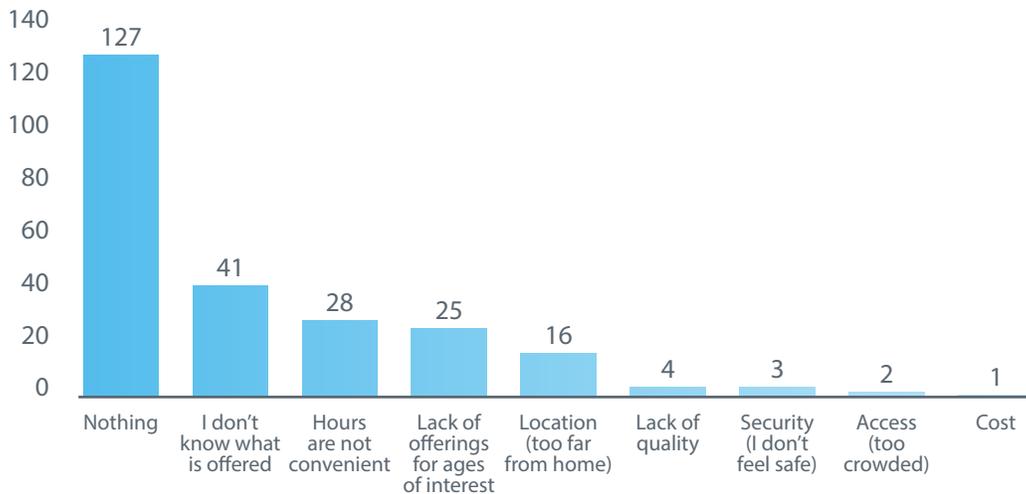


Figure 39: What would make our parks or programs better?

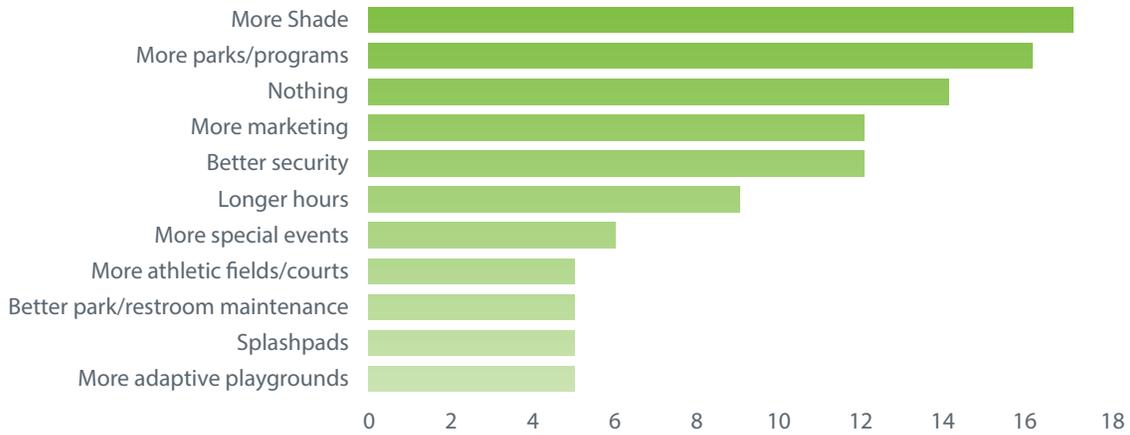


Figure 40: How important are the following factors when considering the development of new parks or recreation facilities?

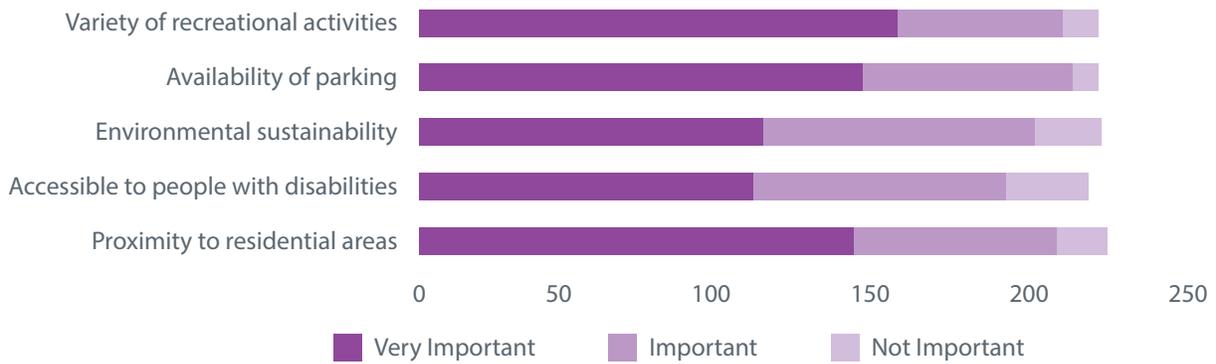


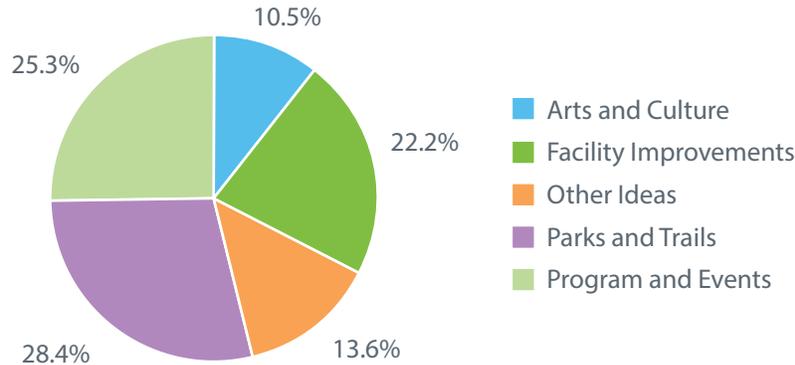
Figure 41: Where do you get your information about parks, recreation facilities, programs, and events?



4.2.3 Ideas Wall

The ideas wall allowed community members to share their opinions, ideas, and feedback on local issues and initiatives through open-ended comments. In total, 167 community members contributed to the wall. BerryDunn organized this feedback by distribution of comment topics: Parks and trails (28.4%), program and events (25.3%), facility improvements (22.2%), other ideas (13.6%), and arts and culture (10.5%). Community members could submit their feedback anonymously and view other submissions on the platform. Below is a summary of key themes for each category:

Figure 42: Distribution of Ideas Wall Comment Topics



4.2.3.1 PARKS AND TRAILS

Of the five categories, parks and trails received the most feedback with 46 comments (28.4%). There is an overarching consensus that parks and trails need more shade, especially over sports courts, on trails, and over benches and playgrounds. Shade was the number one voted on theme throughout this category. Another common thread was the desire to add more splash pads (areas around the parks to cool down) as well as more playground equipment, particularly swings. Other suggestions were to add sports courts, enable better trail connectivity, build a new unique playground, add a community garden, provide more water fountains, and build a nature walk area.

4.2.3.2 PROGRAMS AND EVENTS

Outdoor recreation received the second highest response rate with 41 comments (25.3%). The suggestion with the most “yes” votes was the desire to host more outdoor concerts, which was followed by more special events and movie nights. Additional repeated comments included more inclusive programming, language classes, and festivals. Respondents made several comments regarding how great the programs are and how much they love the library.

4.2.3.3 FACILITY IMPROVEMENTS

Facility improvements received 36 comments (22.2%). The suggestion with the highest number of repeat responses—as well as the most “yes” votes—was the need for more splash pads throughout parks. Following this suggestion was more parking and shade over sports courts. Respondents also noted safety concerns due to the growing unhoused population.

4.2.3.4 OTHER IDEAS

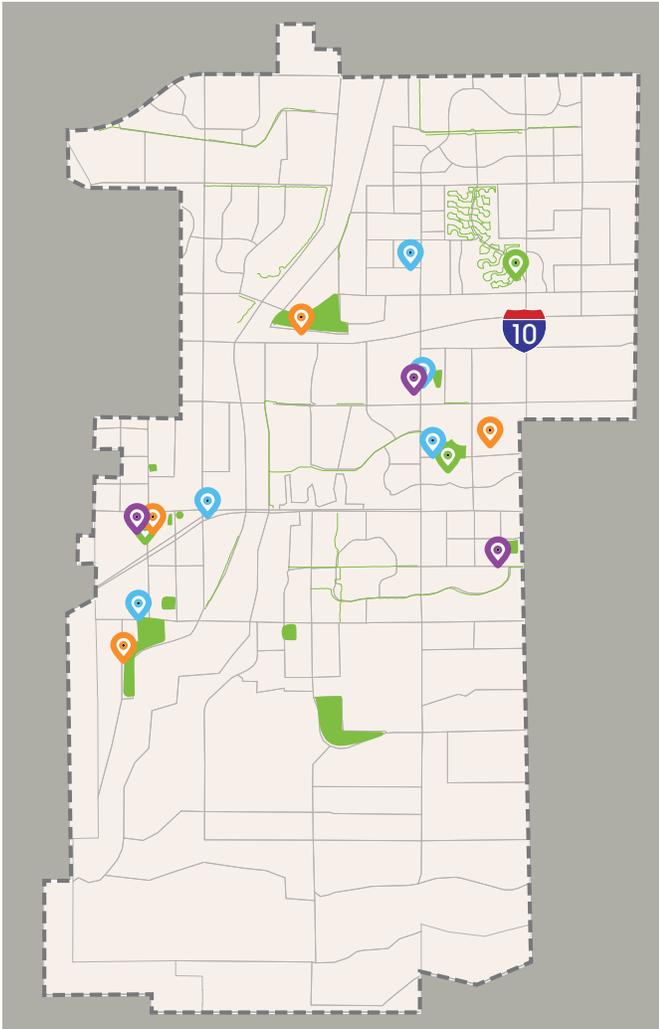
A total of 22 comments (13.6%) fell under the other ideas category and noted needs for better marketing/communication of parks, recreation & libraries offerings, more cooling areas (spray areas/misters), and more shade.

4.2.3.5 ARTS AND CULTURE

Arts and culture received 17 comments (10.5%). These comments included suggestions to host more arts festivals, better integrate public art throughout the city, build an indoor fitness center and walking path, and provide more affordable special events.

4.4 Pop-Up Engagements

BerryDunn recognizes the most effective public engagement strategy includes meeting residents face to face in the community. To that end, the project team facilitated a series of interactive pop-up engagements across a variety of locations and special events during the project's engagement phase. Beyond spreading awareness of the project, these engagements also focused on collecting feedback, which BerryDunn transposed to the project website to maintain data consistency. The following map illustrates the community saturation achieved through these pop-up engagements.



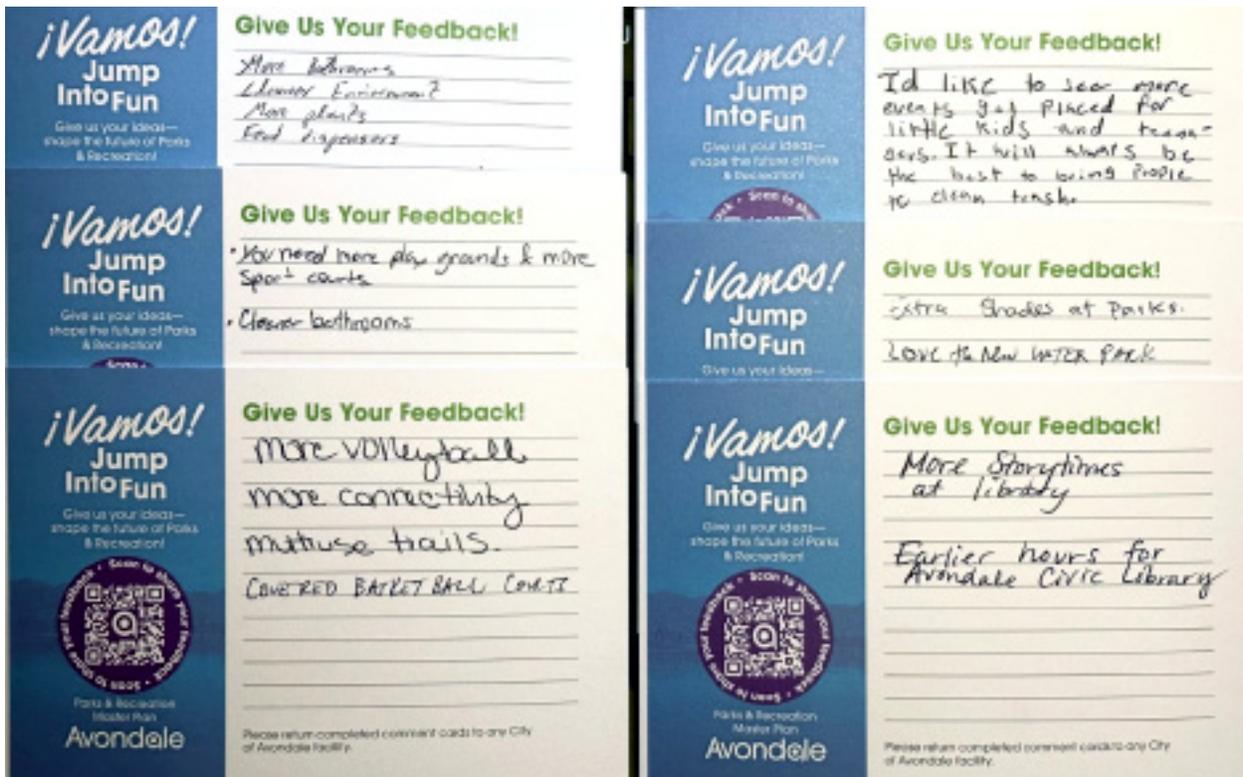
Eggstravaganza Event	Friendship Park, 12325 W McDowell Road
Eggstravaganza Event	Mountain View Park, 201 E Mountain View Drive
Eggstravaganza Event	Donnie Hale Park, 10857 W 4th Street
KidFest	Friendship Park, 12325 W McDowell Road
STEAM Fest	Civic Center Library, 11350 W Civic Center Drive
Earth Day	Festival Fields Park, 101 E Lower Buckeye Road
WaveFest	Avondale Aquatic Center, 11275 W Civic Center Drive
Civic Center Library	11350 W Civic Center Drive
American Sport Center Engagement	755 N 114th Avenue
Historic Avondale Cafecito	995 E. Riley Drive
New Penny Café	735 N 114th Avenue
Coldwater Coffee House	127 E Western Avenue
Donnie Hale Park	10857 W 4th Street
Sam Garcia Library	495 E Western Avenue
Avondale Fiesta	Old Town Avondale
Crystal Gardens	1825 N 107th Avenue
Roosevelt	115 N 109th Avenue
Donatela I & II	1922 N 114th Drive
Alamar	4155 S El Mirage Road

Pop-up Engagement

Photos Taken During “Pop-Up” Engagements



Examples of Submitted Comment Cards
(All comments were entered into the project website)



4.5 Discovery Sessions (Focus Groups)

The master planning process invited interested parties and community groups from around the city to provide input on recommended focus areas, suggested improvements, community desires, and potential threats/challenges. Through contacts supplied by the city, BerryDunn conducted a series of focus group meetings with attendees from various organizations and with varying interests, including sporting clubs, cultural organizations,

neighborhood HOAs, Cafecito group, nonprofit organizations, and sports enthusiasts.

Conversations with focus group participants aligned with survey feedback and the project website (Social Pinpoint). The most common concerns expressed included park overuse, the management and maintenance of turf, and equity among user groups. The greatest praise was given to the outstanding customer service provided by Avondale staff.

CONCERN: Park Overuse	
<p>According to participants, parking at Friendship Park and other parks can be challenging at times, especially on Friday evenings.</p> <p>Competitive sport organizers also noted parks in neighboring communities are much better than Avondale's. Aside from additional fields, participants expressed dissatisfaction with the lack of regulation of the number of players on a field at one time.</p>	<p>Avondale lacks sufficient pickleball courts; the city is not able to fully capitalize on the sport's growing popularity.</p> <p>Friendship Park is not maintained at the same level as Alamar, which might be because it is newer, but bathrooms are much cleaner. Friendship Park is also the most overused park in the Avondale area.</p> <p>Users recommended installing solar lights for parks that lack lighting; the extended hours would help reduce overcrowding.</p>
CONCERN: Maintenance and Turf Management	
<p>Most of Avondale's athletic fields are badly worn due to heavy use. Even Alamar—a newer park—is showing signs of overuse, with users describing the fields as "running on concrete." Users suggested Friendship Park could be better maintained as they noted bird litter at the lake as well as worn fields.</p>	
CONCERN: Equity	PRAISE: Customer Service
<p>Competitive sport organizers feel smaller clubs cannot compete with larger clubs to reserve field times. Heavy users would like an improved reservation system.</p>	<p>When asked what they liked most about parks and recreation, users most frequently responded staff/customer service.</p>

4.6 Engagement Findings

BerryDunn’s public engagement strategy yielded a wealth of data from a variety of sources, highlighting clear priorities and areas requiring further evaluation based upon available budgetary and staffing resources. Drawing upon the

consultant team’s extensive national and local expertise, BerryDunn identified the following priorities to serve as a foundation for the next step of the master planning process.

Facility/Amenities

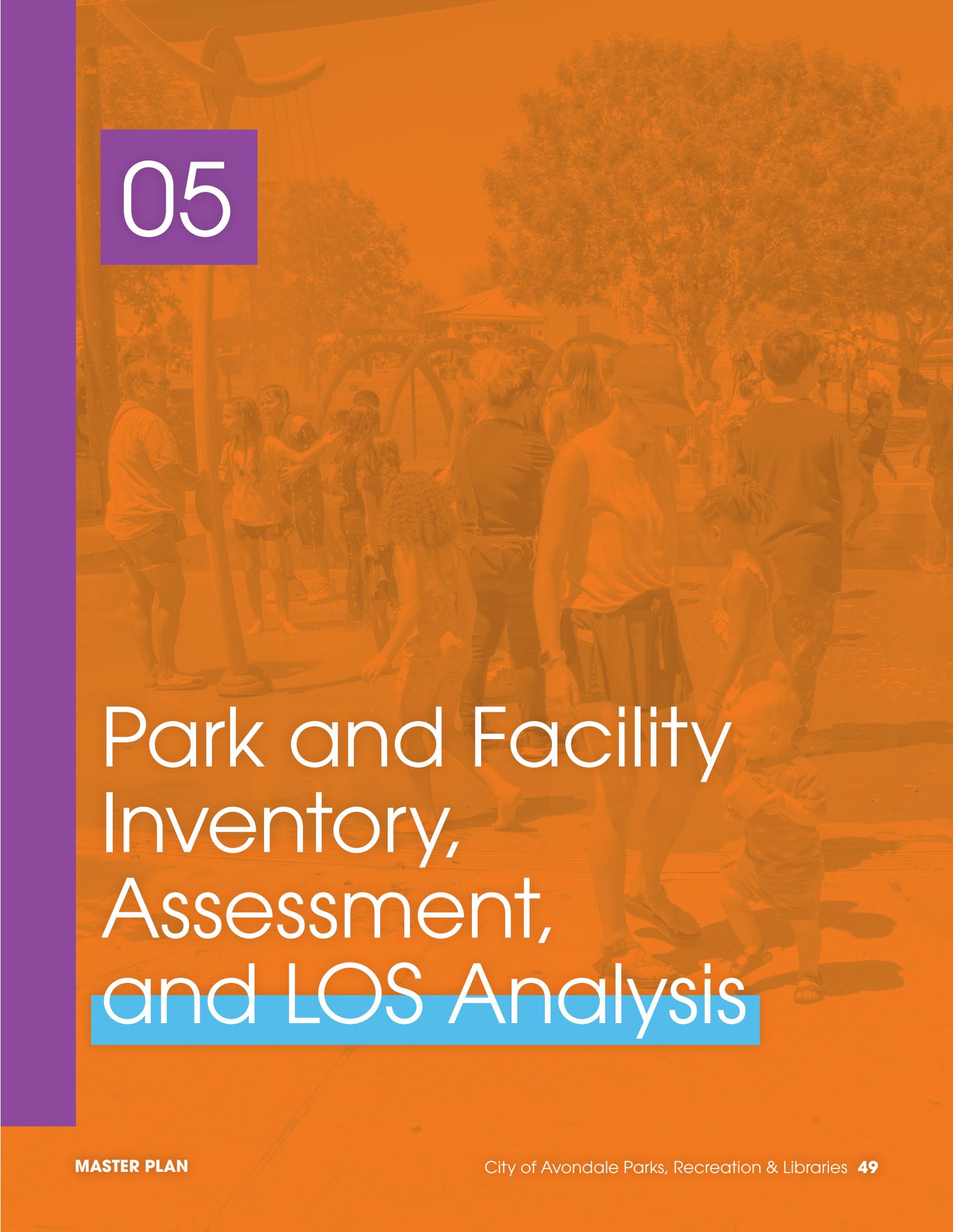
High	Medium	Low
Shade	Turf improvements	Golf-related assets
Pickleball courts	Technology centers	Bike skills trail
Indoor pool	Rock wall/climbing	Disc golf
Art/history/cultural spaces	Accessible playgrounds	
Trails	Dog parks	
Libraries		

Programming

High	Medium	Low
More community events	Older adult programs/trips	Golf-related activities
Adult fitness programs	Pickleball instruction	Teen programming
Outdoor exercise options	Water recreation classes	
Digital library and media	Performance/arts space	
Adult aquatic classes		
Environmental education		
Human services programs		
Arts programming		

Other

High	Medium	Low
Marketing/awareness	New field reservation system	Customer service training
Trail connectivity		
Affordability		



05

Park and Facility Inventory, Assessment, and LOS Analysis

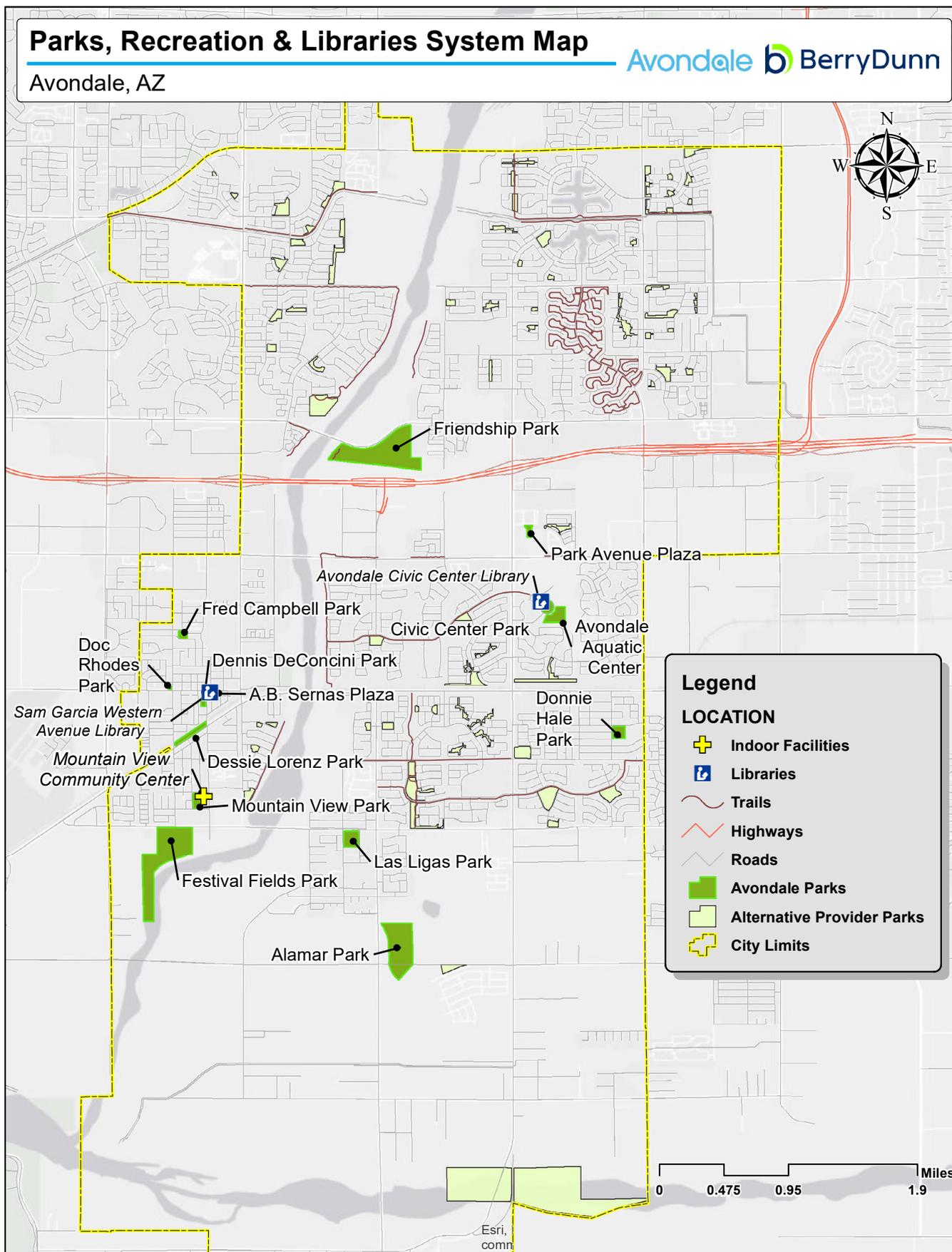
The Department offers a well-developed system of parks and amenities tailored to meet community needs. Located near the Agua Fria and Gila rivers, Avondale provides abundant opportunities for hiking, biking, fishing, and many other outdoor activities. The Department manages 13 parks, spanning over 200 acres of parkland, and oversees a recently renovated community center and a new state-of-the-art Aquatic Center. Alternative service providers add nearly 500 acres of open space and parkland to the system. Combined, these opportunities and amenities create a robust system that enhances the quality of life, wellness, and enjoyment of residents and visitors.

Figure 43 provides a system map that shows the relative size and distribution of parks and recreation facilities in Avondale. Green parcels on the map represent parks, while yellow plus signs indicate indoor facilities. The system map clearly distinguishes between parks maintained by the Department and those maintained by alternative service providers.

The full Park and Facility Inventory, Assessment, and LOS Analysis report is in the appendices of this master plan.



Figure 43: Parks, Recreation & Libraries System Map



5.1 Park Classifications

As a means of organizing public facilities, park areas are classified according to a hierarchy that provides for a comprehensive system of interrelated parks. All parks can be placed into specific categories or classifications. Some parks that meet neighborhood needs and have specialized

amenities could be placed into more than one classification but are placed in the classification that meets the broadest definition. Figure 44 provides a summary of Department park classifications, counts, and acres.

Figure 44: Park Classifications

Classification	Count of Class	Approximate GIS Acres
Plazas (1.5 acres or less)	2	>1
Neighborhood Parks (1.5–12 acres)	8	32
Community Parks (30–80 acres)	3	177
Grand Total	13	210

In 2023, the Arizona Parks and Recreation Association honored Alamar Park, Avondale’s newest Community Park, with the Outstanding Facility Award for municipalities with populations between 25,001 and 100,000. This 40-acre Community Park stands out for its exceptional amenities, including baseball/softball and multi-use fields, tennis courts, four pickleball courts, three playgrounds, a fishing lake, a splash pad, an amphitheater, a dog park, and picnic ramadas. Alamar Park also introduces Avondale to the National Fitness Campaign trend with an outdoor Fitness Court®, offering residents and visitors free access to a state-of-the-art outdoor gym to promote health and fitness.

In addition, the Avondale Aquatic Center was awarded Outstanding Facility Award from the 2024 Arizona Parks and Recreation (APRA) Conference. This facility, which opened on April Pools Day 2024, is a state-of-the-art facility and has become a central recreational hub, featuring a 10-lane competition pool, water slides, and a lazy river. Notable for its design and sustainability, the Aquatic Center incorporates solar panels, EV charging stations, extensive shade areas, and advanced water conservation technologies. It serves as a key resource for the community, offering diverse recreational opportunities and enhancing local quality of life.



5.2 Alternative Service Providers

The numerous Homeowners Associations (HOAs) in Avondale play a crucial role in providing recreation opportunities for their residents and members. These associations manage and maintain a variety of amenities (such as parks, playgrounds, and swimming pools) within their neighborhoods.

In addition to HOA-managed facilities, other service providers such as neighboring cities and county facilities

also contribute to the recreational landscape in Avondale. Nearby cities like Litchfield and Goodyear operate parks near the Avondale city boundary. Additionally, Maricopa County manages Estrella Mountain Regional Park providing Avondale residents with opportunities for outdoor recreation within a short drive. Figure 45 provides a list of alternative service providers in and near Avondale.

Figure 45: Alternative Service Provider Summary

Alternative Service Providers	Number of Sites	Approximate Acres
Arizona Game and Fish	1	200.1
City of Goodyear	2	6.1
City of Litchfield	3	13.0
HOA	77	241.9
Grand Total	83	461.1

5.3 Parks Metric Analysis

BerryDunn’s analysis compared Avondale’s parks to the NRPA park metrics data. While the NRPA park metrics are not universal standards for parks and recreation agencies, they serve as a useful benchmarking tool for many agencies. Each community has unique needs, desires, and challenges, so it is essential for any analysis to include community input to help ensure alignment with local preferences and priorities.

The Avondale park system includes 13 City-managed parks and 83 parks managed by other providers, encompassing around 671 GIS acres of parkland. Compared to national benchmarks for cities with populations between 50,000 and 100,000, Avondale falls below the NRPA’s 2023 park metric median quartile for park acres per capita, offering 7.4

acres per 1,000 residents versus the median of 10.2 acres. To meet this median, Avondale will need to add 260 acres of parkland for its current population of approximately 92,000. With the population projected to grow minimally (0.87%) from 2023 to 2028, no additional parkland beyond this is projected.

When comparing specific components, Avondale falls below the median in most categories. For instance, the analysis reveals that Avondale has fewer tennis courts, sports fields, and dog park areas per capita than the median values reported by similar-sized agencies. These amenity shortfalls are detailed in Figure 46.

LOS components and definitions are in the appendices of this master plan.

Figure 46: Park Metric Analysis

Types of Facilities	Percent of Agencies Offering This Facility	Median Number of Residents Per Facility	Avondale Quantity	Quantity With Alternative Service Providers	Avondale Residents Per Facility	Needed to Meet NRPA Median 2024
Playground	93%	3,707	13	61	1,511	0
Diamond Field	85%	3,675	12	22	4,189	3.08
Basketball Court	84%	8,363	12	12	8,379	0
Rectangular Field	83%	4,070	13	16	5,761	4.65
Tennis Court	72%	5,865	3	3	30,723	12.71
Dog Park	68%	55,135	3	3	N/A	1.67
Community Garden	52%	56,150	0	0	N/A	1.64
Swimming Pools	49%	46,353	1	46	2,003	0
Skate Park	46%	60,904	1	1	92,168	0.51
Pickleball Court	42%	10,500	8	8	23,042	4.78
Golf	29%	68,208	0	1	N/A	.35
Splash Pad	23%	54,100	4	5	18,434	0
Disc Golf	20%	58,603	0	0	N/A	1.57

5.4 Facilities

Public facilities play a crucial role in enhancing the quality of life in communities by providing accessible, diverse, and inclusive year-round recreational opportunities. Avondale is working to expand area offerings to meet the growing needs of its residents. Places like the Mountain View Community Center greatly improve access to indoor recreational activities. With the enhancements at the Mountain View Community Center and the addition of the Avondale Aquatic Center, Avondale is working to offer recreational opportunities for residents to enjoy year-round.

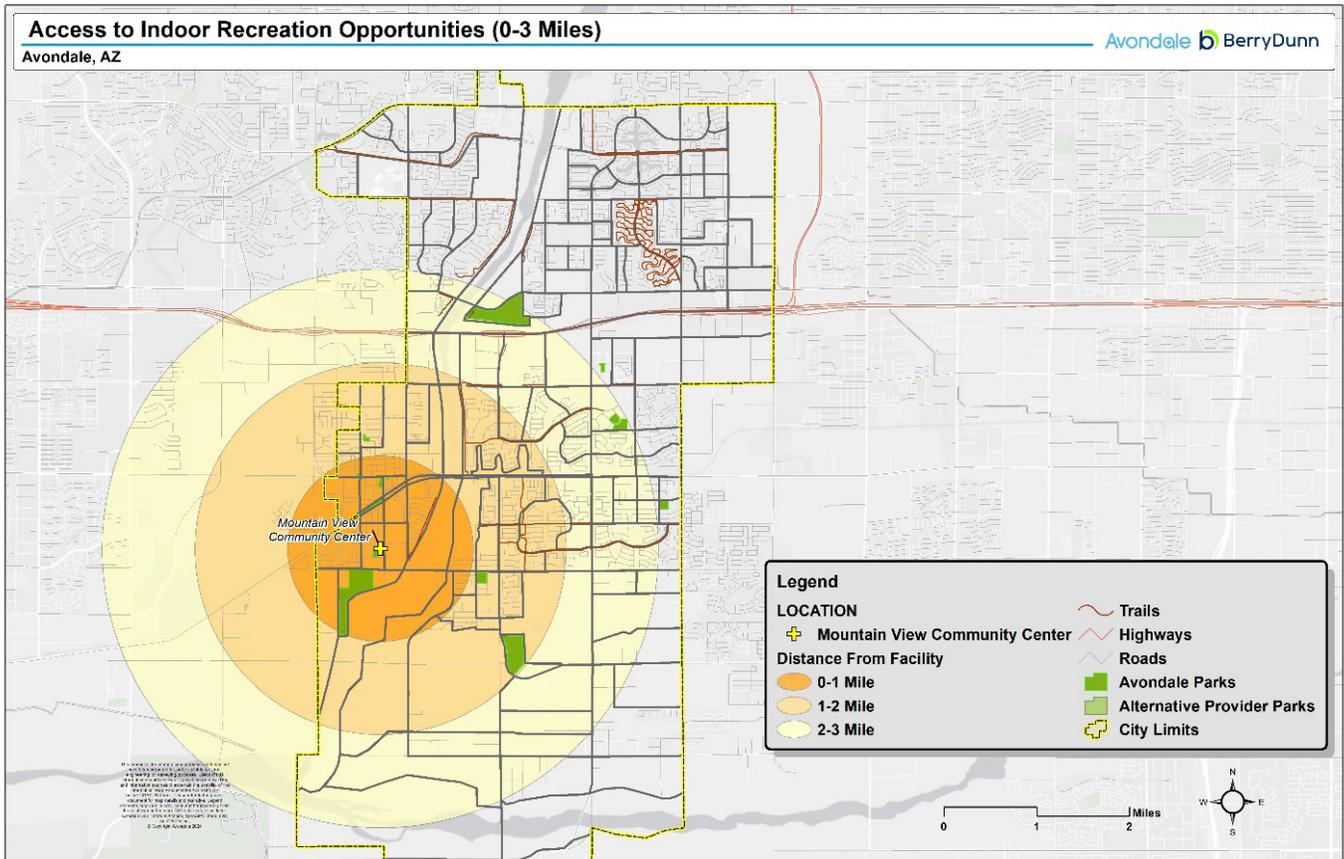
A conditions assessment of the Department’s facilities was conducted by a professional architect firm - BRS: Barker Rinker Seacat Architecture. This report is located in the appendices of this master plan.

5.4.1 Indoor Facilities

Across the country, community centers are evolving from their original purpose as a community gathering place with facilitated programs, into recreation centers that offer a host of fitness and active-living options, including pools, exercise and dance classes, weight rooms, personal trainers, and sports courts. A well-run facility serves as a thriving hub of activity for youth, adults, families, older adults, and civic organizations.

NRPA park metrics find that 62% of reporting agencies offer an indoor facility. In 2023, peer parks and recreation agencies serving a population of 50,000–100,000 residents provided one recreation center per 39,866 residents. Avondale provides one community center and has not met this benchmark for its 92,000 residents.

Figure 47: Access to Indoor Recreation

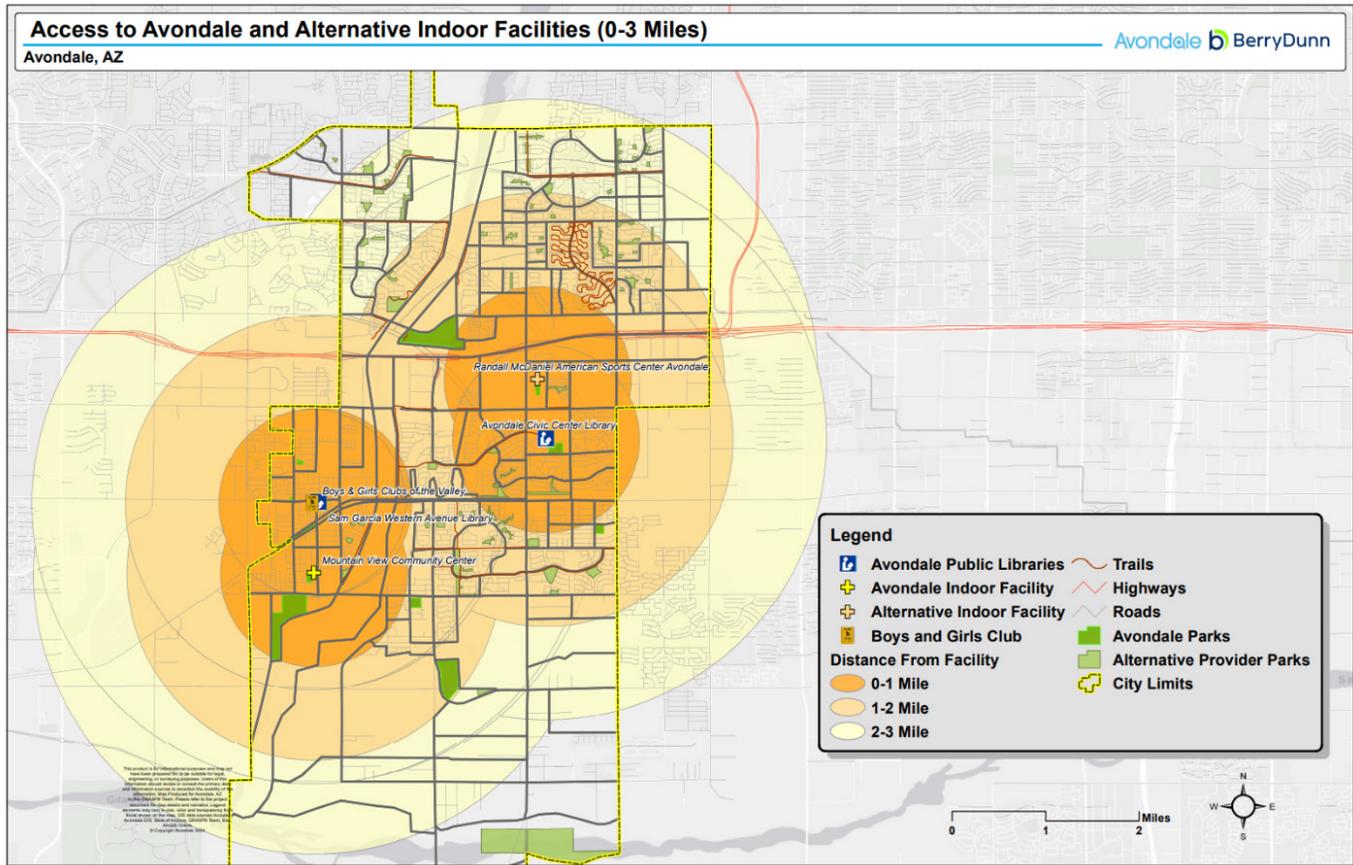


The newly renovated Mountain View Community Center is a hub for recreational programming and community activities, serving residents of all ages and fostering community engagement. To serve the growing interest in e-sports, the center boasts an Esports room, offering a dedicated space for tournaments and gaming. For those looking for a more relaxed environment, the game room provides activities like pool and foosball, making it a popular hangout spot for teens. Additionally, the arts and crafts room offers creative opportunities for individuals of

all ages, with various crafts and painting classes. For physical fitness, the spacious multipurpose room hosts fitness and dance classes, promoting active lifestyles.

In consideration of Avondale’s community center, libraries, and partners, access to indoor space increases, yet varies by type of function or program space. The Randall McDaniel American Sports Center provides exceptional access to indoor sports, and the two libraries and the Boys & Girls Club provide valuable community spaces.

Figure 48: Avondale and Alternative Provider Indoor Recreation Opportunities



AQUATIC FACILITIES

Aquatic facilities, which include swimming pools, splash pads, and water parks, are the heart of any vibrant park system. These aquatic spaces not only offer a refreshing escape, but also promote wellness and social interaction.

According to NRPA benchmarks, 49% of reporting agencies offer an outdoor pool, and 23% offer an outdoor splash pad. In 2023, peer parks and recreation agencies serving populations of 50,000 to 100,000 provided one outdoor pool per 46,353 residents and one splash pad 54,7100 residents.

Avondale’s system includes 46 pools offered by other providers, five splashpads, and a recently opened aquatic center. The Avondale Aquatic Center features three water slides, a zero-depth entry play pool with water-spray structures, a tumble bucket with two slides, a river with splash features, and a water-walk challenge course. The lap pool offers a 25-yard, 10-lane competition area with a learn-to-swim nook and two diving boards. Indoors, there are men’s and women’s locker rooms, family restrooms, and two multipurpose rooms available for rent.



5.5 Trails

Avondale's location at the junction of the Gila and Agua Fria Rivers offers great wildlife habitats and recreational activities, including the popular Estrella Mountain Regional Park. Community advocacy for better connectivity to these assets led to the development of the 2017 Trails Master Plan, part of the 2017 City of Avondale Parks, Recreation Facilities, and Trails Master Plan update.

The master plan promotes a multi-modal circulation system that connects neighborhoods to key destinations and integrates Avondale's assets with regional trails. The plan includes:

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

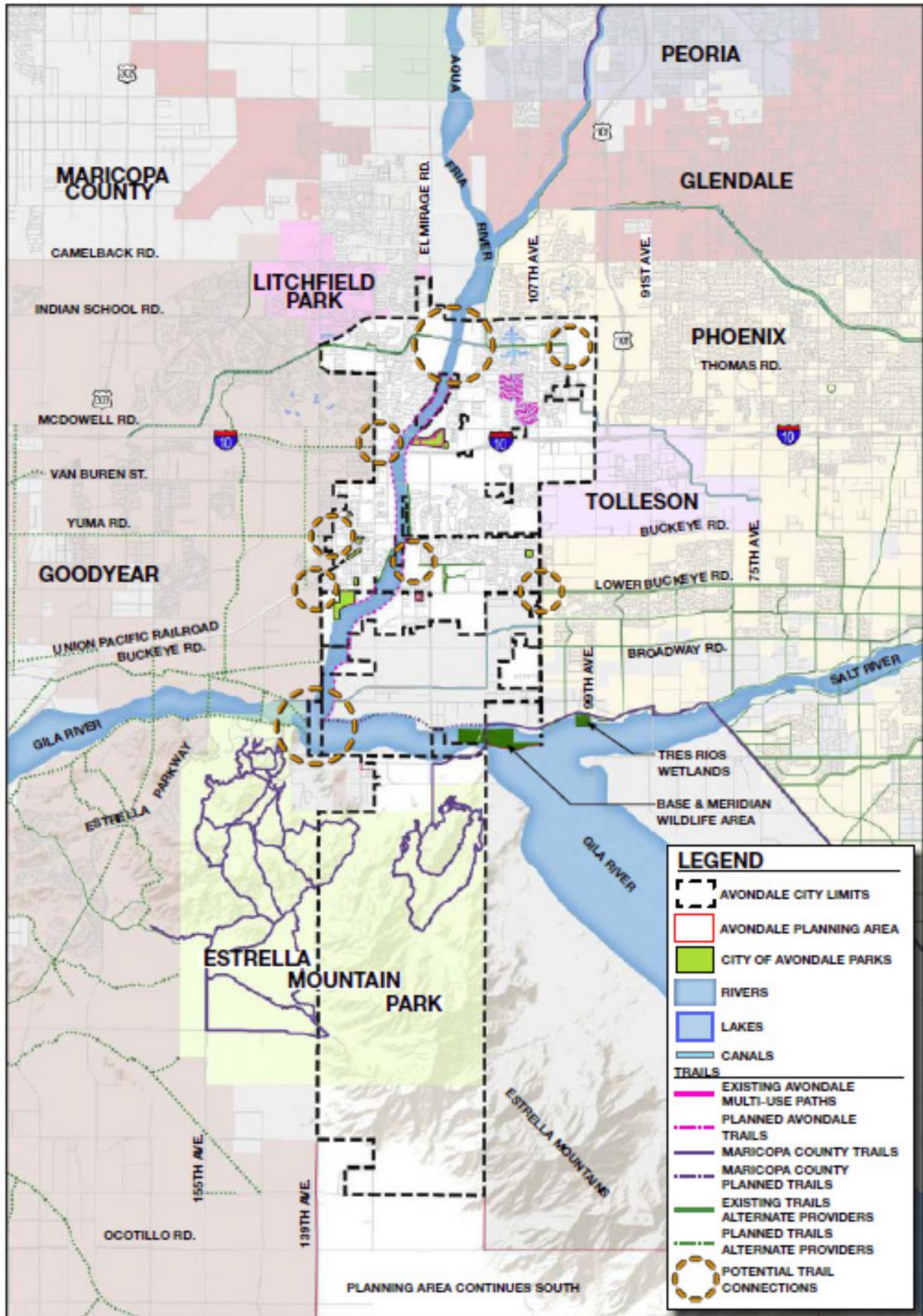
Based on regional trails planning and Avondale's need to connect trail corridors with transportation-based bicycle and pedestrian facilities, the 2017 Trails Master Plan found the following:

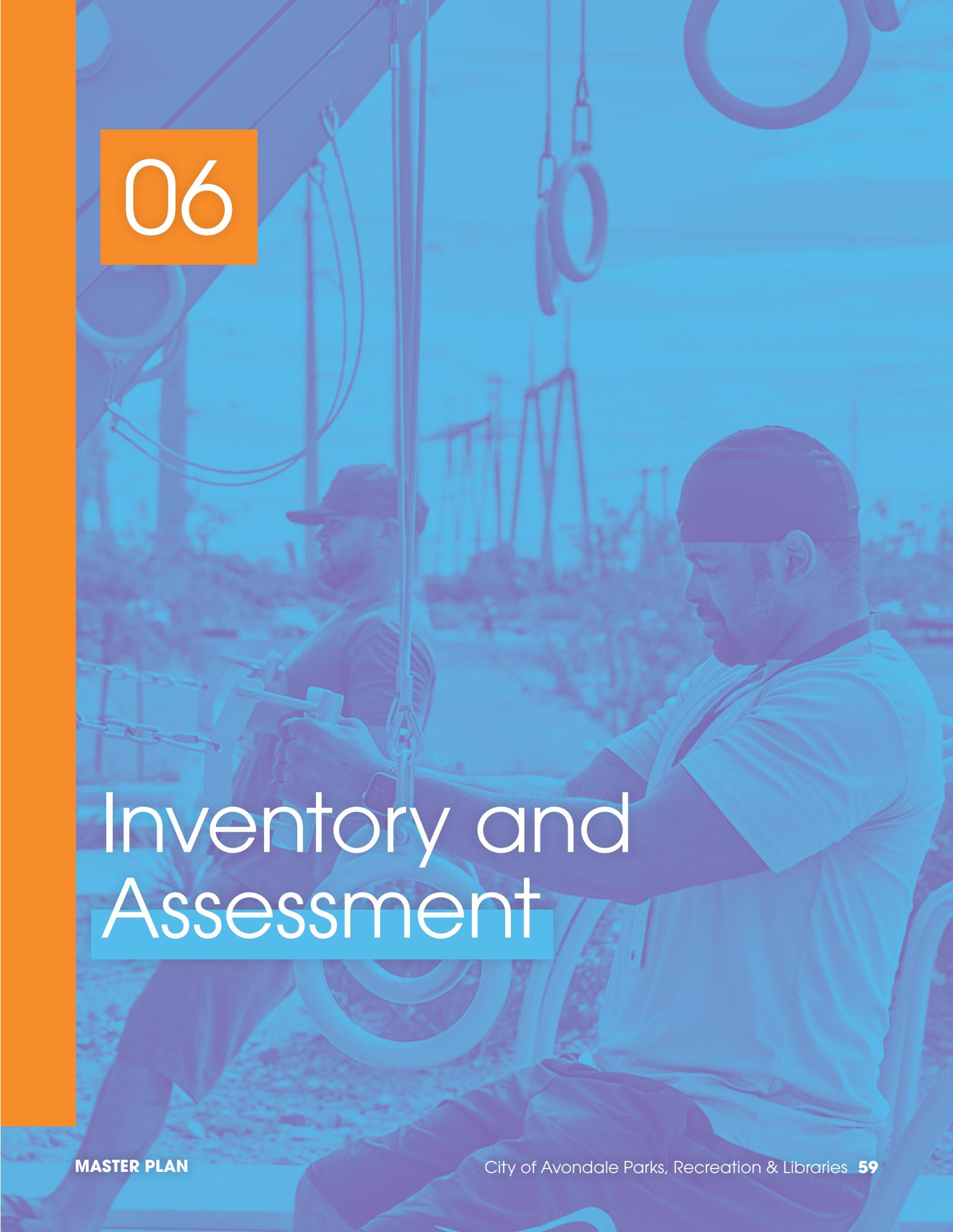
1. Avondale serves as a prime connection for Metro Phoenix to regional natural resource parks, such as Estrella Mountain Regional Park and Tres Rios Base and Meridian Wetland Wildlife Area.
2. Avondale stands to benefit from the completed Maricopa Regional Trail system along the Agua Fria, Salt, and Gila Rivers.
3. HOA trails are defined as existing pathways separate from sidewalks, including examples like Crystal Gardens walking trails along lakes, Del Rio Ranch trails, and Roosevelt Canal Trail.
4. Surrounding jurisdiction trails are converging or planned to converge on Avondale. This includes enhanced transportation corridors such as sidewalks and soft paths along roadways (e.g., City of Phoenix trails along Lower Buckeye Road) and regional river trails part of the Maricopa County Regional Trail System along the Agua Fria and Salt/Gila Rivers.
5. River trails serve as major connectors for the West Valley trail system. Avondale completes a loop of the Sun Circle trail comprising the Salt, Gila, and Aqua Fria River trails, linking to regional natural resource parks like Estrella Mountain Park, Tres Rios Base and Meridian Wetland Wildlife Area.
6. The Agua Fria trail would connect most Avondale parks.
7. HOA trail systems offer high connectivity within developments but have limited connections to trails outside the development.
8. Trails and open space in new developments should connect seamlessly with existing and planned trail systems.
9. Create connections between HOA trails and larger trail systems by filling in gaps.
10. Other potential trail locations include the Buckeye Canal in Maricopa County, with a flat dirt access road connecting to the Agua Fria, and Lower Buckeye Road in Phoenix, featuring a multiuse path crossing the Agua Fria and serving areas like Las Ligas Park and Festival Fields.

Figure 48 illustrates the proposed trail system from the 2017 Trails Master Plan, which was designed to enhance connectivity both within Avondale and between Avondale and other regional trail systems by utilizing existing trails.



Figure 48: 2017 Trails Master Plan





06

Inventory and Assessment

In February 2024, BerryDunn used mobile tablets preloaded with GIS data to conduct site assessments and score each facility location and all on-site components. The resulting scores reflect the overall value of that site. A basic algorithm calculates scoring totals, accounting for components and modifiers for every park and facility in the inventory. Scores for each facility can be found in Figure 49.

Overall, component scoring within the Avondale system surpasses typical scores found in the BerryDunn national database. **Department components have a 6% higher likelihood of scoring a two (meets expectations) compared to the national dataset, and all components within the system are operational.**

Figure 49: Component Scores Versus National Data Set

Department Scores		National Data Set Scores	
Scores	%	Scores	%
0	0%	0	3%
1	1%	1	10%
2	85%	2	79%
3	14%	3	8%

6.1 Facility Scores

Facility scoring measures how properties and components serve residents and users. These scores often make the most sense when compared within the same classification (i.e., when comparing one neighborhood park to another). It may be reasonable that there is a wide range of scores within a category. Still, it may also be an opportunity to reevaluate a park’s particular classification based on the service to the community or neighborhood it serves.

Cumulative scores most directly reflect the number and quality of components. The availability of modifiers, such as restrooms, drinking fountains, seating, parking, and shade, also impact park scores. Higher scores reflect additional recreation opportunities than lower scores. There is no ultimate or perfect score. Each park has a Neighborhood and Community Score. The biggest difference between these measurements is that the Neighborhood Score focuses on component diversity, while the Community Score also considers the quantity of each component. An example of this might be a park with several different

There is no ultimate or perfect park score. Scores are cumulative and reflect the total number and quality of park components in addition to the availability of amenities, such as restrooms, drinking fountains, seating, parking, and shade. In general, parks with the highest scores offer more and better recreation opportunities than those with lower scores.

components (e.g., playground, picnic shelter, basketball court, and four tennis courts). The Neighborhood Score would reflect that users have access to four different components; alternatively, the Community Score not only recognizes the four unique component types but also factors in the four tennis courts. In this case, the park would score a higher Community Score than a Neighborhood Score. Park scores sorted by park classification are shown in Figure 50.



Figure 50: Park Scores

	Facility	Neighborhood Score	Community Score	Total Components	Approx. Acres
Other Open Space	A.B. Sernas Plaza	19.2	19.2	4	0.2
	Doc Rhodes Park	13.2	13.2	3	0.3
Neighborhood Parks	Fred Campbell Park	12.1	13.2	6	1.5
	Dennis DeConcini Park	43.2	62.4	12	1.9
	Park Avenue Plaza	24	24	5	2.1
	Mountain View Park	58.8	73.2	11	3.6
	Civic Center Park	40.8	40.8	8	4.6
	Dessie Lorenz Park	14.4	14.4	3	4.6
	Donnie Hale Park	63.6	96	13	5.3
	Las Ligas Park	40.8	40.8	8	8.1
Community Parks	Alamar Park	122.2	174.2	27	42.8
	Festival Fields Park	123.5	219.7	30	66.7
	Friendship Park	150.8	257.4	42	67.4



07

Level of Service

To analyze the LOS of Department assets, the inventory team evaluated the access, quantity, and quality of recreation components across Avondale. This analysis combines the inventory with GIS software to produce analytic maps and data that show the quality and distribution of park and recreation services across Avondale. The ability to show where the LOS is adequate or inadequate is an advantage of GIS analysis. This is done by defining a service area and using park scores to establish a reasonable and equitable number of components residents should have access to within the service area.

A walkability analysis suggests an equitable LOS for Avondale residents is four recreational components within a 10-minute walk or half-mile service area.

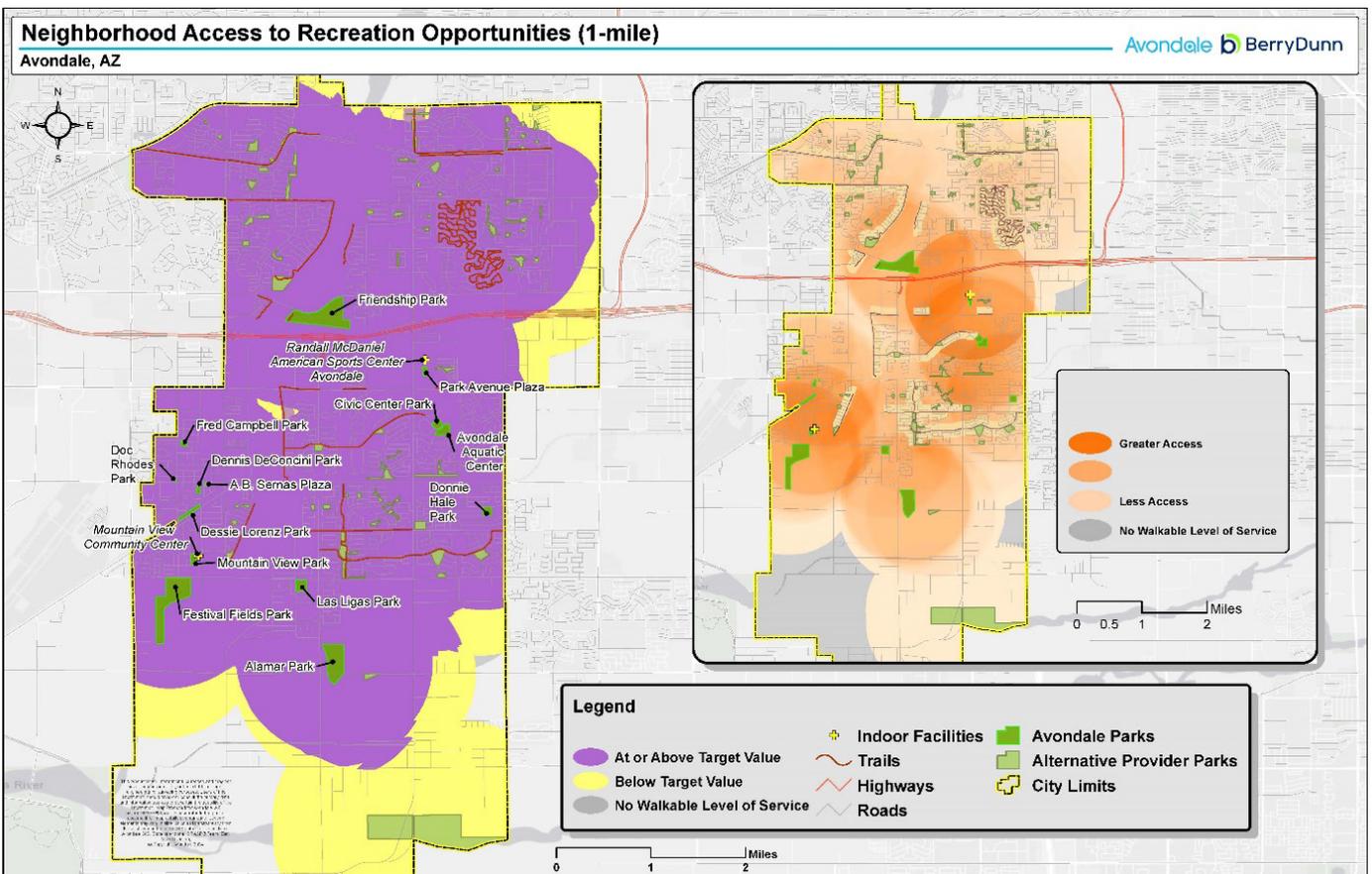
The target value of four recreational components is the average number of components found in an Avondale HOA park. Department-managed parks typically offer a higher average, but the goal of four components seeks to balance accessibility and amenities. The most used LOS target value among agencies is four components within a 10-minute walking distance. This target value may or may not be

available at the same facility, and component makeups will vary. Avondale has 235 components across its developed facilities. Friendship Park features the highest count of 42 components at a single site.

7.1 One-Mile Analysis

Figure 4 provides the volume of recreation opportunities based on a one-mile service area. In general, Avondale has effective distribution of parks and facilities in terms of one-mile access. Ninety-eight percent of Avondale residents have access to active or passive recreation opportunities within a one-mile service area. Figure 4 also reflects the LOS target value of four recreation components within a one-mile service area. Purple indicates where LOS values meet or exceed the target value. Yellow areas offer some services but do not meet the target value. Gray areas are currently not served by any recreational components within a one-mile service area. Gap analysis shows that 93% of residents live within a mile of the LOS target value of four components.

Figure 51: One-Mile Target Value Map



7.2 Half-Mile Walkability Analysis

Pedestrian barriers, such as highways, major streets, railroads, and natural features like rivers impact walkable access. Figure 52 denotes zones created by pedestrian barriers; these areas are not accessible without crossing a major street or obstacle. Green parcels represent park properties. The yellow outline represents the city limit.

Figure 53 represents the walkable LOS across Avondale based on a 10-minute walk or half-mile service area. The walkability analysis provides the distribution and equity of

service across the community. Analysis shows that 52% of residents are within walking distance of outdoor recreation opportunities. Figure 7 also reflects access to the LOS target value of four components based on a 10-minute walk or half-mile service area. Purple indicates where LOS values meet or exceed the target value. Yellow areas offer some services but do not meet the target value. Gray areas are currently not served within a half-mile service area. Gap analysis shows that 64% of residents live within a 10-minute walk of the LOS target value of four components.

Figure 52: Pedestrian Barriers

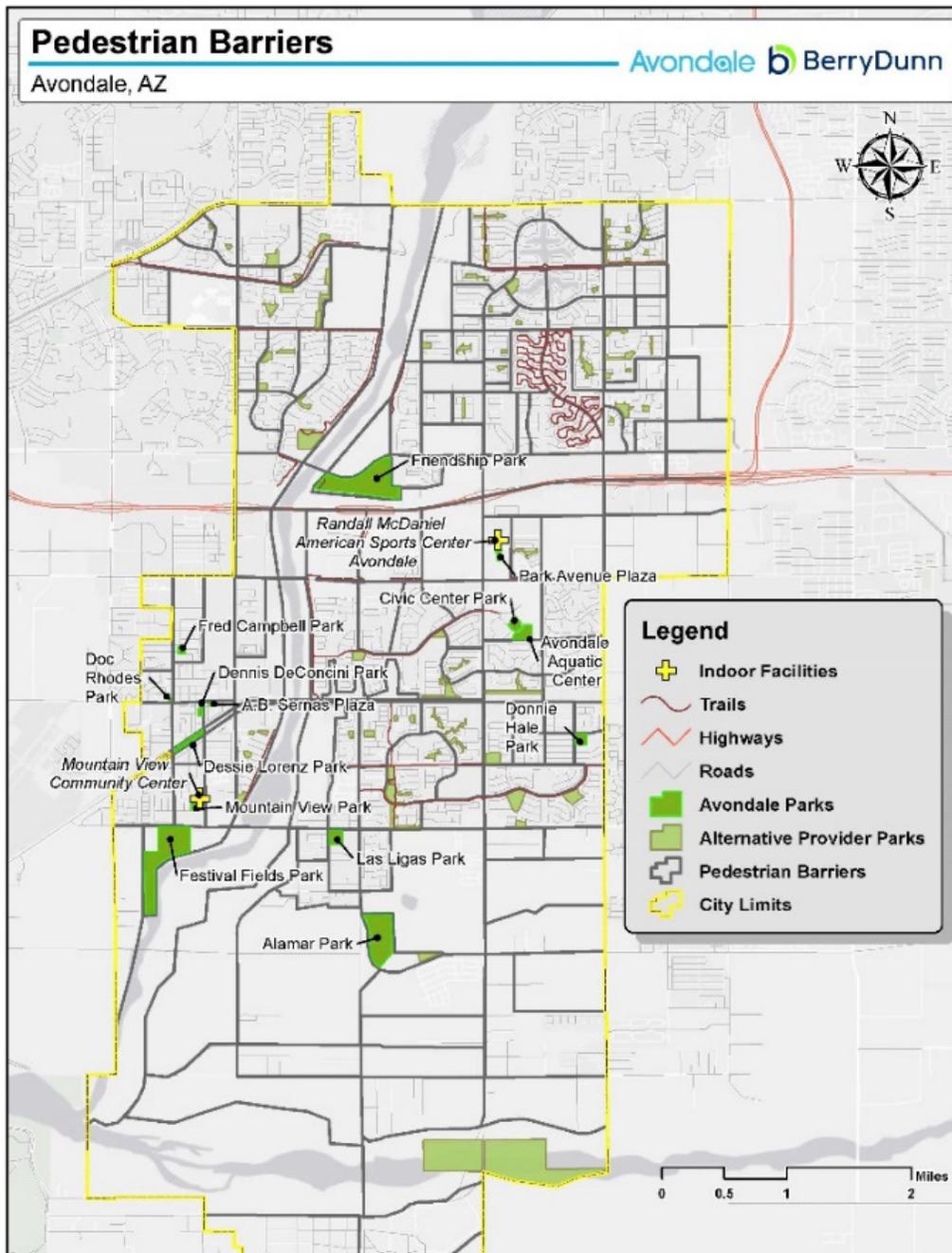
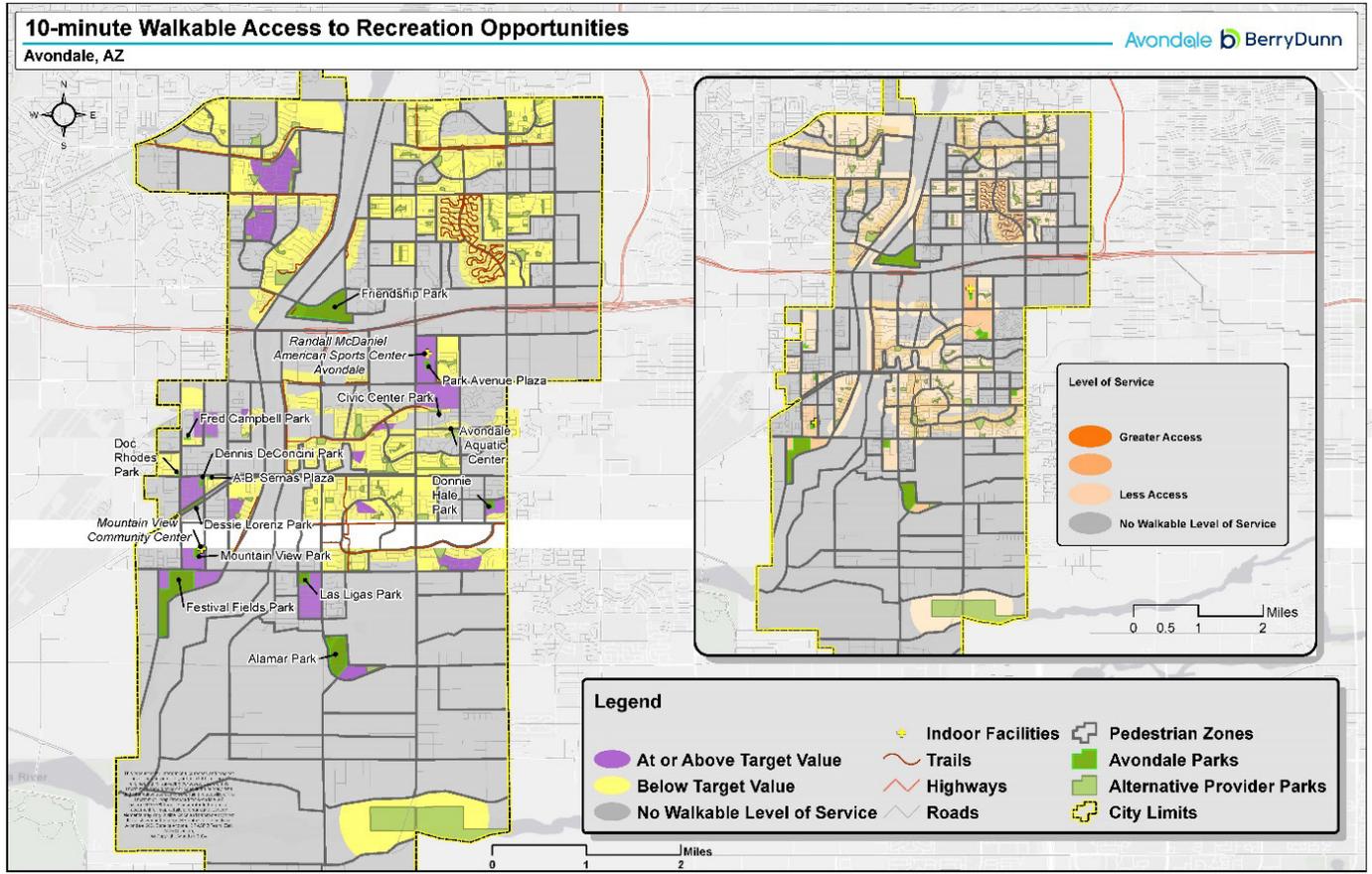


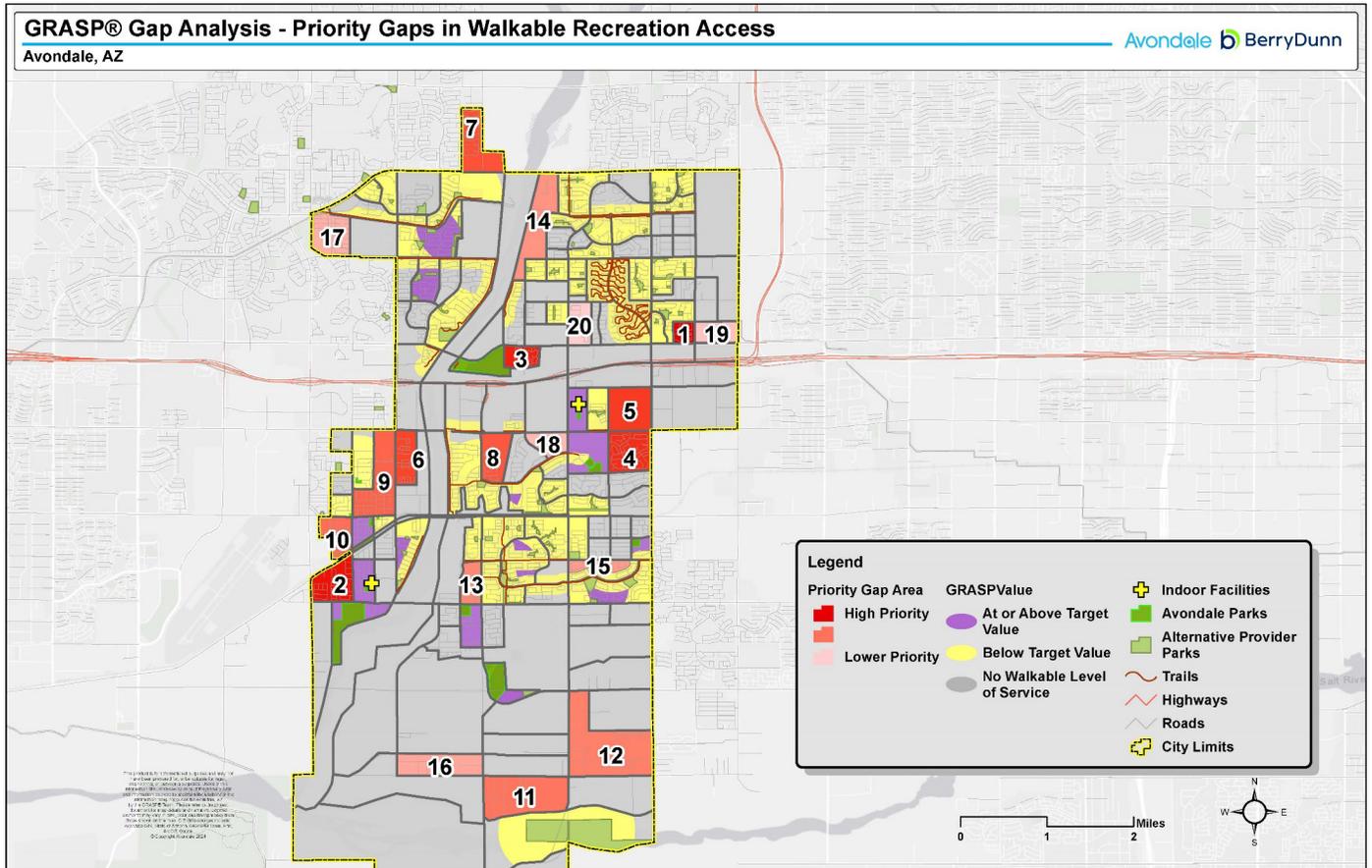
Figure 53: Half-Mile Target Value Map



7.2.1 Gap Analysis

Each designated grey zone in Figure 54 underwent additional analysis regarding total population, median household income, diversity index, and crime index. Zones lacking present population data were excluded from subsequent evaluation. This gap analysis is instrumental in identifying disparities between desired outcomes and current conditions. Different shades of red represent varying levels of priority, with darker red indicating higher priority based on factors such as population, household income diversity, and crime levels.

Figure 54: Walkability Gaps



Key LOS Findings

Key findings provide valuable insights into Department's LOS, highlighting areas of success and opportunities for improvement to better serve the community's diverse needs.

The Avondale System: The Department manages 13 parks, one community center, aquatic center, and two libraries. Notably, since 2023, Avondale has significantly increased its LOS with the additions of Alamar Park (42 acres) and the Avondale Aquatic Complex.

Component Performance: Overall, component scoring within the Avondale system surpasses typical scores found in the BerryDunn national database. Department components exhibit a 6% higher likelihood of scoring a 2 (meets expectations) compared to the national dataset, and all components within the system are operational.

National Benchmarks: NRPA metrics show 62% of agencies offer indoor facilities. In 2023, cities with 50,000–100,000 people had one center per 39,866 residents. With only one community center, Avondale does not meet this benchmark for its 92,000 residents. The Avondale system surpasses NRPA aquatic benchmarks with five splash pads, the new Avondale Aquatic Center, and 46 pools from other service providers.

Park Acreage Per Capita Comparison: The Avondale system provides 7.4 park acres per 1,000 residents, which is below the NRPA's 2023 median benchmark of 10.2 acres for cities with populations

between 50,000 and 100,000. To meet this benchmark for its current population of approximately 92,000, Avondale needs to add 260 acres of parkland.

Facility Components Comparison: Avondale falls below the median in several specific park amenities compared to similar-sized agencies. It has fewer tennis courts, sports fields, and dog park areas per capita.

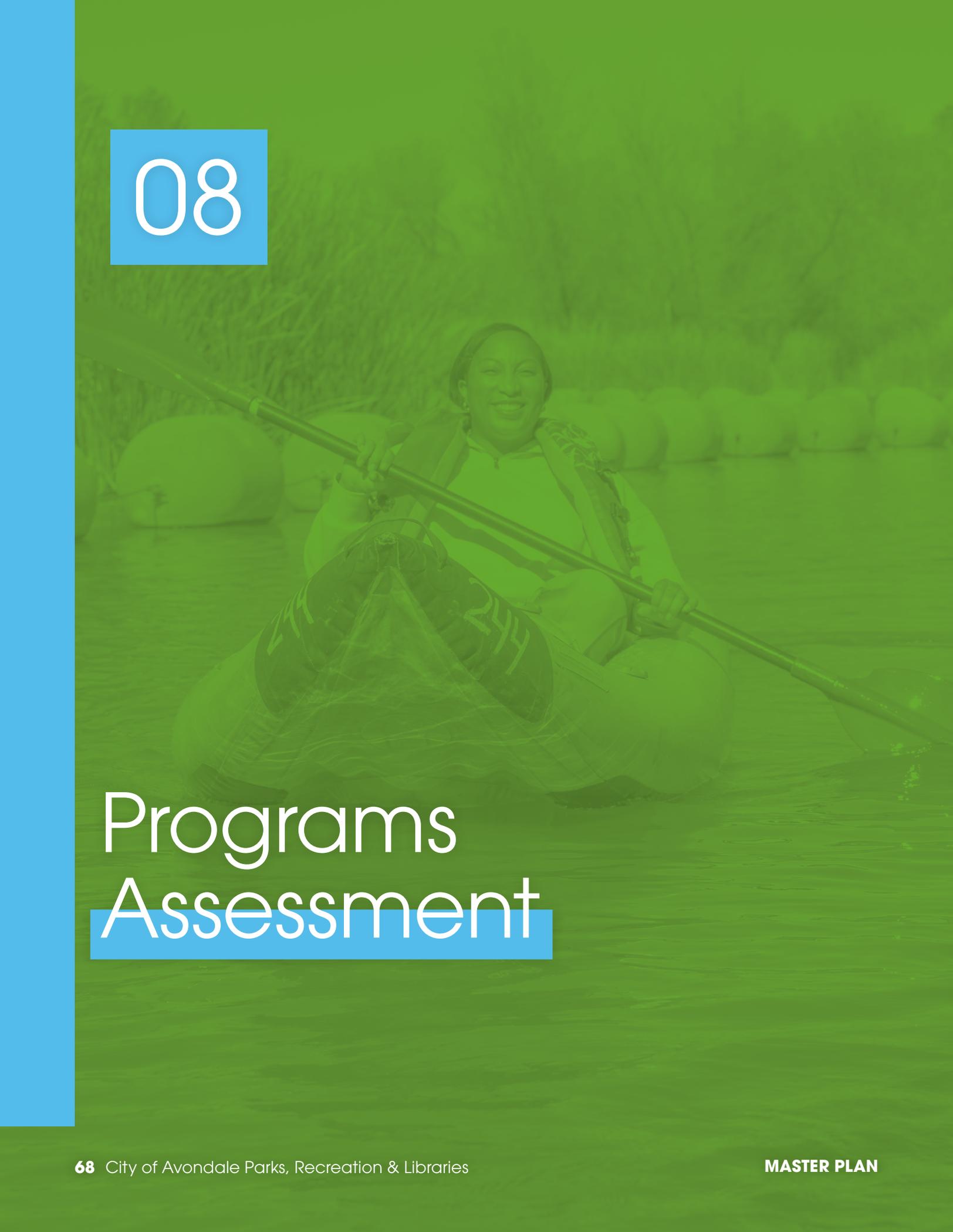
Walkability Analysis and LOS Target: Walkability analysis suggests an equitable LOS for Avondale residents is four recreational components within a 10-minute walk or ½ mile service area. Avondale currently provides 235 components across its developed facilities.

Equitable Access to Recreation: Nearly all Avondale residents have access to active or passive recreation opportunities within a one-mile service area, with 52% residing within walking distance of an outdoor recreation opportunities. Pedestrian boundaries inhibit greater access.

Gap Analysis: Gap analysis reveals that 93% of residents live within a mile of the LOS target value of four components, while only 10% currently live within a 10-minute walk of the same target.



08



Programs Assessment

This Programs Assessment reviews the Department’s program and service offerings through a series of individual analyses. The program attendance data used for this analysis includes recreational activities, classes, programs, and special events the Department offered for a specific time frame: fiscal years (FYs) 2021–2022 and 2022–2023. Only eight months of 2024 participation data was available at the time of the data collection.

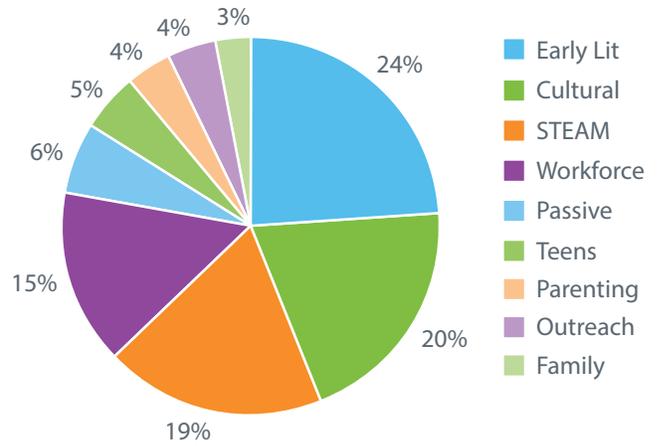
The reports and data that informed the Programs Assessment process included the Department’s online program catalog, participation data, revenue and expense reports, and program metric worksheets completed by program staff. Internal meetings and interviews with staff also provided insight. The integration of community engagement results with data analysis helped inform and drive program and service recommendations.

BerryDunn reviewed the results of these analyses from a global perspective. These themes can provide valuable insights into areas where the organization excels and where there are opportunities for improvement or potential risks to mitigate. This Program Assessment aims to do the following:

- Offer detailed insight into the Department’s program offerings
- Help identify the strengths, weaknesses, opportunities, and threats for program direction
- Assist with identifying program categories, programming gaps, and future program considerations

The full Programs Assessment report is in the appendices of this master plan.

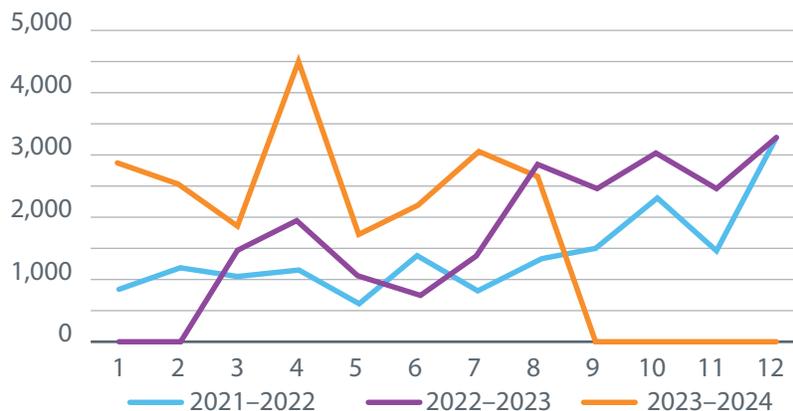
Figure 55: Department’s Programming Focus Areas



This distribution of programs is in alignment with an agency of Avondale’s size and is representative of the community demographics, specifically programs for youth and families.

The data used to analyze program participation is based on the past two FYs (2022 –2023) and a portion of the current FY (2023–2024). Even during the pandemic, the Department experienced steady participation in programs. Data for 2024 includes only eight months of participation collected during the time of this study; however, participation for the first eight months of the FY exceeds previous-year numbers.

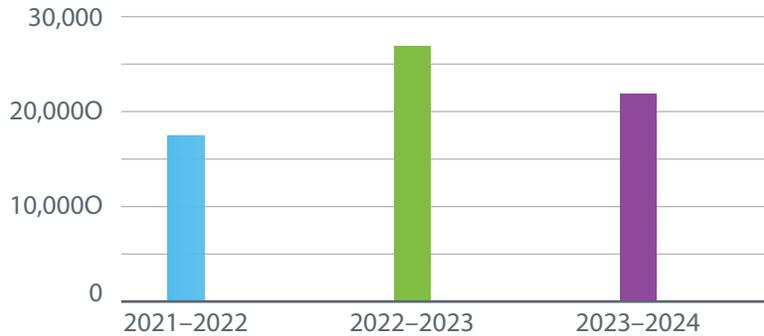
Figure 56: Program Participation



8.1 Library Program Overview

In 2023, the Avondale Library System (Library) was added to the Department’s portfolio. Figure 57 reflects three years of data, with 2023–2024 comprising attendance through February 2024.

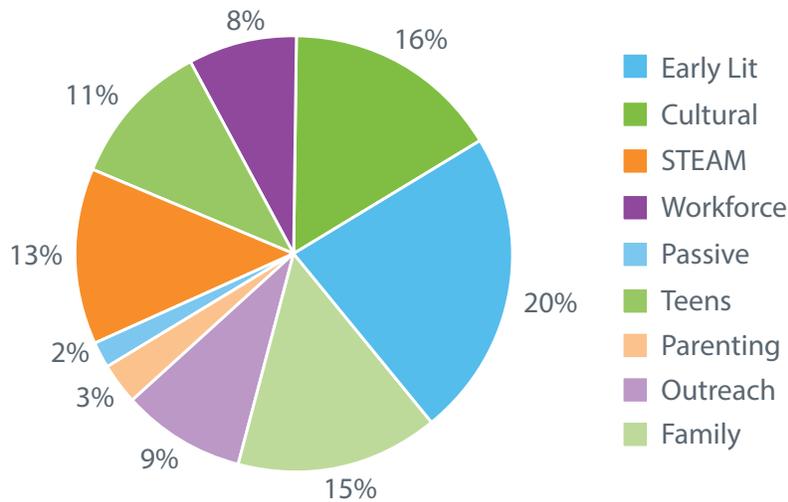
Figure 57: Library Program Attendance



The Library provides a diverse set of program offerings for residents. Attendance at the Library programs and activities increased between 2022 and 2023 from 17,545 to 26,993. At the time of this report, attendance at programs are trending upward.

The Library offers programs for all ages, such as English for Speakers of Other Languages (ESOL), which provides English language instruction from basic to high-intermediate level for individuals ages 16 and older. Activities and classes like STEAM FEST provide opportunities for lifelong learning and interactive engagement.

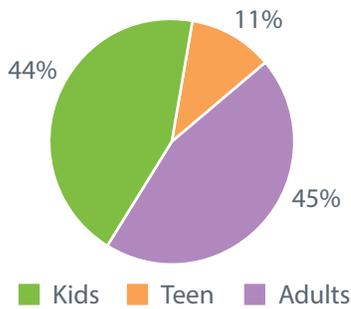
Figure 58: Percentages of Library Programs by Strategic Focus Areas



This distribution of Library programs is in alignment with a City’s size and is representative of the community demographics, specifically programs for youth and families.

Of Library programs, **44%** focus on ages 0–12 years old, followed by adults 18 and older (**45%**), and teens (**11%**). The age segmentation for programs is representative of the community’s population. Figure 59 depicts percentages of programs by age the Library offers.

Figure 59: Percentages of Programs by Age Segments



Total enrollment in the Department’s programs, activities, and classes was 87,343 participants and Library hosted 44,538 in FY2022 and FY2023 for a combined total of 131,881. Additionally, total participation numbers will increase in FY2024 with the opening of the Mountain View Community Center and Avondale Aquatic Center.

8.2 Life Cycle Analysis

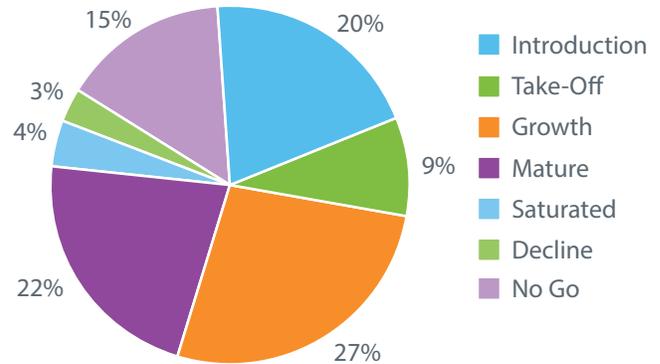
The Recreation Program Assessment includes a life cycle analysis of programs selected for review. This type of assessment helps determine if Department staff need to develop new or more creative programs, reposition declining programs, or continue with the current balance of life cycle stages. BerryDunn based this assessment on staff members’ opinions of how their core programs were categorized according to seven life cycle stages:

- 1. Introduction:** Programs in this phase typically have been introduced within the last six months to a year with modest participation.
- 2. Take-Off:** Programs in this phase have usually been in place for a year and are demonstrating rapid growth in participation.
- 3. Growth:** Programs in this phase show moderate but consistent participation growth.
- 4. Mature:** Programs in this phase have been in place for more than a year and are demonstrating slow participation growth.

- 5. Saturated:** Programs in this phase are experiencing minimal to no participation growth and face extreme competition from external or internal sources.
- 6. Decline:** Programs in this phase are experiencing decline in registration and participation.
- 7. No-Go:** These are programs that have been canceled.

Figure 60 outlines those life cycle stages and the Department’s percentage of programs within each stage.

Figure 60: Department Program Life Cycle



The Department’s programs are reflective of like communities with similar demographics, i.e., age, income, and population. The declines in programs such as Esports, youth pickleball, adult softball league, and instant piano are representative of a shift being experienced in many communities. While the pandemic showed increases in virtual opportunities, in some areas, interest in e-sports has declined. Even prior to the pandemic, parks and recreation departments experienced declines in adult coed softball leagues. This decline can be contributed to a declining baby boomer population who traditionally led participation in softball.

As part of the public input process, ETC Institute administered a community needs assessment survey for the Department. The survey collected a total of 401 responses. The overall results of 401 residents have a precision of at least +/- 4.88% at the 95% level of confidence.

ETC Institute developed the PIR to provide organizations with an objective tool for evaluating the priority that should be placed on programs and services. The PIR equally weights the importance that residents place on amenities and how many residents have unmet needs from programs. The following programs were rated as high priorities for investment:

- Adult fitness and wellness programs (PIR=190)

- Community events (PIR=190)
- Arts and cultural programs (PIR=142)
- Adult aquatics programs (PIR=141)
- Human services programs (PIR=126)
- Outdoor skills/safety courses (PIR=118)
- Canoeing/kayaking/stand-up paddle boarding (PIR=117)

In addition to seeking feedback regarding programming needs, the survey also addressed the need for programming spaces. Based on the PIR, the following programming spaces were rated as high priorities for future investment:

- Trails (PIR=192)
- Indoor pools (PIR=188)
- Art, history, cultural spaces (PIR=180)
- Shade areas within parks and around facilities (PIR=180)
- Community gardens (PIR=167)
- Water recreation assess (PIR=155)
- Natural areas and greenspace (PIR=141)

8.3 Gaps

Using a mixed-method approach to community engagement hosting focus groups, stakeholder meetings, and interviews with key leaders will assist in the recommendation process. The following list summarizes the gaps identified between the Department’s program menu and the community’s programmatic needs:

- Additional summer camps for youth ages 5–12
- Additional recreation programs and field trips for teens
- Water safety programs

8.4 Audiences

Conscious efforts to provide leisure activities geared specifically to adults presents an opportunity to connect with the community in a new and exciting way. Four distinct age groups within the umbrella term “adult” exist: young adults, adults, active adults, and seniors. Recommended age brackets for these groups are as follows:

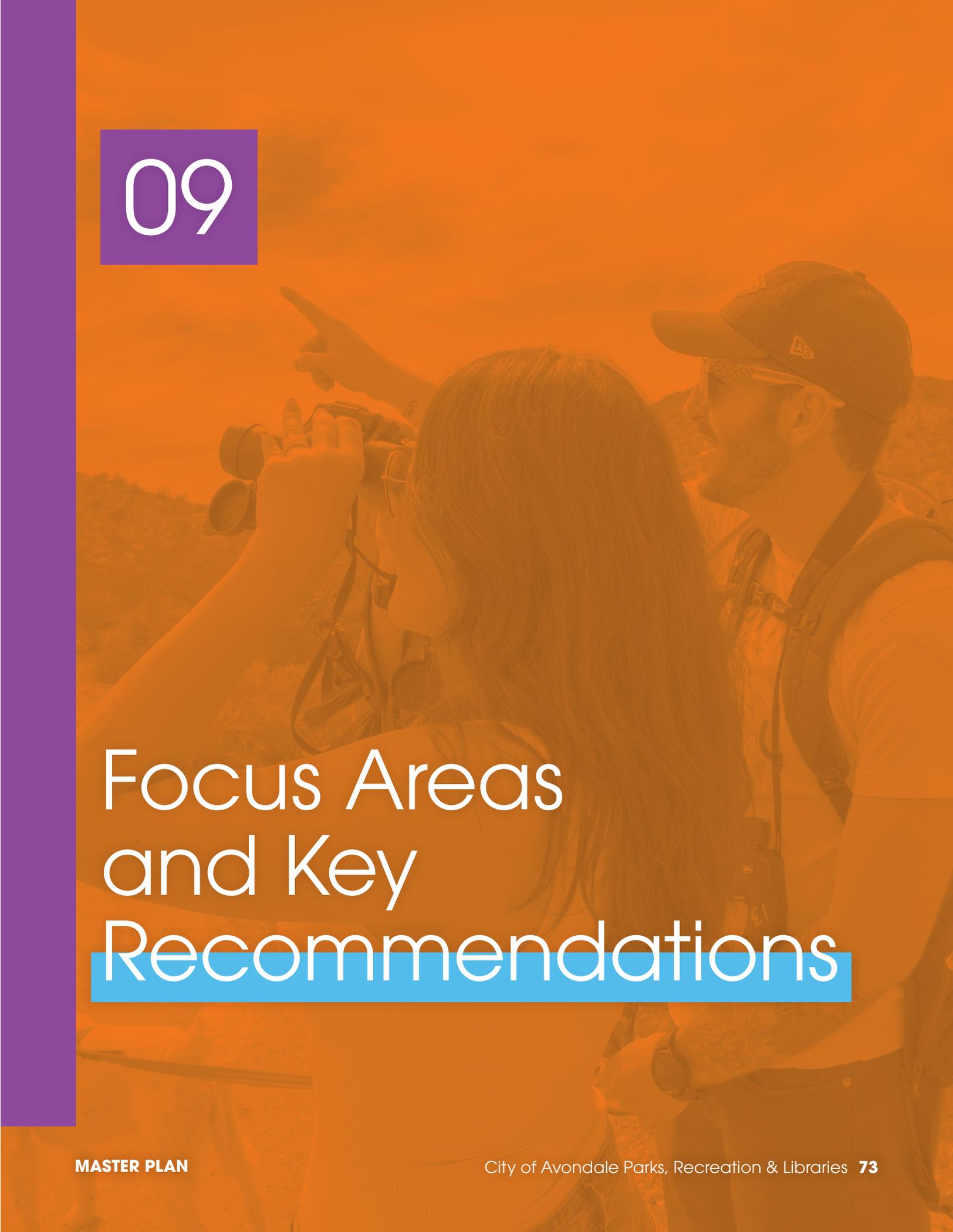
- Young adults: 18–34
- Adults: 35–49
- Active adults: 50–64
- Seniors: 65+

The recreational interests and needs of those who are ages 18–34 can significantly differ from those who are ages 50–64. While the Department’s current programming uses the umbrella “adult” qualifier, there is a significant opportunity for targeted programming designed for each of the four groups.

Although active adults and senior programs are well represented as one category in the Department through a partnership for services, a greater need of support for senior offerings seems to exist. According to the Pew Research Center, the “typical” baby boomer believes that old age begins at age 72. This perception can lead to low senior program participation by active adults who do not feel they belong in a senior program.

Department staff expressed a desire to better reach the teen population in new and different ways in both libraries and recreation. Actively listening and then nimbly responding to teen ideas can create trust and generate more ongoing participation. With the current setup of one recreation center and two libraries, partnering with the local public school system and/or supplementing events that the school cannot offer can also reach the teen population in different ways. The Department has a great portfolio of programs and services but should consider dedicating additional efforts to engage the teen population for increasing program inventory and impact on the community.

09

A woman with long dark hair is seen from the side, holding a camera up to her eye as if taking a photograph. In the background, a man wearing a dark baseball cap and a backpack is pointing his right hand towards the left side of the frame. The background is a hazy, outdoor landscape with hills. The entire image is overlaid with a semi-transparent orange filter. A purple vertical bar is on the far left edge of the page.

Focus Areas and Key Recommendations

This master plan is a road map for the Department’s next 10 years. It provides important focus and guidance to Avondale, in alignment with community and organization priorities.

The Department’s focus areas—**Produce Outstanding Customer Experiences, Deliver Dynamic Services, Provide Safe Places to Play & Connect, Plan for Growth & Achievement**—are supported by recommended actions for success.



Produce Outstanding Customer Experiences



Deliver Dynamic Services



Provide Safe Places to Play and Connect



Plan for Growth and Achievement



9.1 Produce Outstanding Customer Experiences

- ▶ Adjust and align programming experiences and celebrations in response to communities’ evolving needs
- ▶ Provide unique and in-demand activities, sports, and facilities that help drive visitation and encourage community wellness
- ▶ Expand marketing efforts to increase awareness of services and public facilities
- ▶ Develop new opportunities for public feedback to help guide customer experience improvements through expanded survey efforts, community forums, and partner discussions
- ▶ Address customer service needs such as software enhancements and digital solutions for park, recreation, and library operations
- ▶ Increase accessible parks and playground amenities
- ▶ Expand annual programming and service delivery review processes and make program adjustments to meet evolving community needs
- ▶ Increase preservation efforts of sports fields and popular amenities
- ▶ Continue to pursue conferences, trainings and staff presentations that focus on customer experience & innovative program delivery.
- ▶ Continue providing industry-leading and award-winning facilities and services



9.2 Deliver Dynamic Services

- ▶ Increase staffing levels and contract services to keep pace with community growth and demand
- ▶ Increase tree canopy and shaded amenities at public parks and trails
- ▶ Address gaps in amenities & programs especially in low to no-service areas
- ▶ Increase parkland and open space to align with population growth and demand
- ▶ Invest in amenities that focus on art, history, and culture in parks & public spaces
- ▶ Explore opportunities to increase partnerships to enhance service delivery and broaden program offerings to better meet community needs
- ▶ Promote community wellness through programs resources in Avondale Libraries
- ▶ Create a plan to re-align funds to programs that are more popular and of most interest to the community
- ▶ Enhance policies and partnerships with businesses and developers to enhance new parks, recreation & library related opportunities for Avondale



9.3 Provide Safe Places to Play and Connect

- ▶ Develop new partnerships to maximize community benefit and sustain long-term service delivery
- ▶ Pursue alternative funding opportunities and partnerships to help ensure financial resources are available for critical needs
- ▶ Reduce barriers that prevent residents from participating in programs or visiting facilities
- ▶ Repurpose and program unused park areas
- ▶ Create regional connectivity by seamlessly connecting existing trail systems
- ▶ Continue promoting safety in parks and libraries
- ▶ Increase marketing and awareness for scholarship opportunities
- ▶ Reduce pedestrian boundaries to gain better recreation & library access
- ▶ Expand access to library services through digital, mobile, and micro-library efforts in underserved areas
- ▶ Consider a future recreation complex to centralize services and provide expanded indoor recreation for residents



9.4 Plan for Growth and Achievement

- ▶ Increase staffing levels and contract services to keep pace with community growth and demand
- ▶ Grow cross-department partnerships to advance citywide youth & amateur sports
- ▶ Enhance organizational structure to include additional supervisory roles to better manage span of control, diverse workforce, and retention strategies
- ▶ Enhance cost recovery strategies including pursuit of alternative funding
- ▶ Develop training that emphasizes professional development and innovative service delivery
- ▶ Explore opportunities to conserve natural resources in nonprogrammable park areas
- ▶ Continue to pursue and achieve CAPRA accreditation to assist in guiding best practices for the organization and community
- ▶ Utilize this master plan to help guide ongoing adjustments to capital funding to maximize community benefit and meet evolving needs

9.5 Action Items

The following action items encompass a variety of specific tasks aimed at achieving the focus areas outlined in the master plan for enhancing and managing parks, programs, facilities, and open spaces within the community.

9.5.1 Organizational Improvements

9.5.1.1 LEADERSHIP AND SPAN OF CONTROL

The current leadership structure lacks adequate supervisory roles, leading to challenges in managing workloads and providing consistent oversight. The need for additional leadership positions, such as a second assistant director, is critical to improve span of control and help ensure effective management.

9.5.1.2 STAFFING CAPACITY

Rapid growth in staff, from 35 to nearly 200 employees, has outpaced the current organizational structure's ability to efficiently manage operations. The Department requires additional staffing, particularly in administrative, recreation, and library divisions, to meet the increasing demands on services.

9.5.1.3 ROLE CLARITY AND ACCOUNTABILITY

There is a need for clearer role definitions, particularly for overextended recreation staff, to help prevent role overlap and help ensure efficient use of staff resources. Improved role clarity would also enhance accountability and streamline operations.

9.5.1.4 INTERDEPARTMENTAL COLLABORATION

Communication and collaboration between divisions within the Department, as well as with other city departments, need improvement. Strengthening these connections is essential for coordinated service delivery and operational efficiency.

9.5.1.5 RESOURCE AND EQUIPMENT AVAILABILITY

There are gaps in the availability of necessary tools and technology, impacting staff effectiveness. Ensuring access to up-to-date resources, equipment, and software systems is crucial for optimal performance.

9.5.1.6 TRAINING AND DEVELOPMENT

While some training programs are in place, there is a need for more comprehensive and regularly updated training to address evolving staff needs. Providing continuous professional development opportunities is important for maintaining a skilled and efficient workforce.

9.5.1.7 FINANCIAL AND RESOURCE PLANNING

Greater staff involvement in financial and resource planning processes is necessary, with a focus on transparency and regular reviews to help ensure resources are aligned with the Department's growth and operational needs.

9.5.1.8 ENHANCE LEADERSHIP STRUCTURE

Consider restructuring the leadership hierarchy to include additional leadership and supervisory roles to better manage workloads and create succession planning:

- Work to ensure the leadership hierarchy supports long-term succession planning, identifying, and preparing internal candidates for future leadership positions
- Create field supervisor roles for the Parks Maintenance Division to provide immediate support, manage workloads effectively, and reduce supervisory gaps
- Appoint a second assistant director to oversee the administrative team, mirroring the Avondale Public Works model, with a focus on contract management and divisional oversight including management, analysts, and capital and grants responsibilities

9.5.1.9 COMPREHENSIVE TRAINING PROGRAMS

Develop and maintain comprehensive training programs that address evolving needs, ensuring all staff have access to up-to-date resources and opportunities for skill development.

- Implement targeted training programs focusing on specific needs such as reservations, permitting for special events, and the use of relevant software tools.
- Regularly update training materials and help ensure that all staff have access to necessary training for their roles to improve efficiency and service delivery.

9.5.1.10 IMPROVE EQUIPMENT AND TECHNOLOGICAL RESOURCES

Help ensure adequate resources and technology are available to support staff in effectively performing their roles, with access to essential tools and systems as needed.

- Invest in additional equipment and resources (e.g., pressure washers, sprayers, vehicles) to help ensure that staff can perform their duties effectively.
- Work to ensure all staff have access to updated registration, event management, and permitting software for efficient operations and after-hours use.

9.5.1.11 STRENGTHEN INTERDEPARTMENTAL COMMUNICATION

Expand communication and collaboration across all divisions and with external departments.

- Enhance communication and collaboration between different divisions within the Department and with other city departments through regular interdepartmental meetings.
- Utilize shared digital platforms to maintain a unified approach to Department-wide initiatives, ensuring all teams are aligned and working toward common goals.

9.5.1.12 PROACTIVE BUDGET PLANNING

Promote greater staff participation at Department level between processes and while ensuring regular reviews and transparency in resource allocation decisions.

- Shift to a proactive budgeting and financial planning process, involving staff in decision-making and conducting mid-year reviews to adjust resources as needed.

- Work to ensure transparency in budget modifications and approvals to engage staff more fully in financial planning and decision-making processes.

9.5.1.13 INCREASE STAFFING CAPACITY

Address the understaffing issues by hiring additional full-time and part-time staff to help ensure that staffing levels keep pace with the Department's growth and the increasing demands on services.

- Hire additional administrative staff to manage the growing day-to-day operations and increasing contract support.
- Expand full-time and part-time staffing levels in recreation, marketing, and library divisions to address the growing workload resulting from Department expansion.

9.5.2 Financial Improvements

While Avondale's Parks, Recreation, and Library Department is experiencing growth in both revenues and services offered, the faster rise in expenses underscores the need for careful financial management to maintain fiscal health and continue providing valuable services to the community. The following recommendations will help the Department continue to provide a high-LOS to the community for years to come:

- 1. Establish a Proactive Plan for Capital Maintenance and Replacement:** As new facilities are built and existing ones are expanded, the Department will face ongoing costs to maintain these assets at a high standard and help ensure their long-term usability. A structured capital maintenance and replacement plan would help the Department forecast future expenses, prioritize funding needs, and help prevent deferred maintenance that can lead to more costly repairs over time. By incorporating life cycle planning and setting aside funds for maintenance and replacement, the Department can sustainably manage its assets and continue providing quality services to residents.
- 2. Help Ensure Administrative and Operating Expenses Are Integrated into Program Planning:** As new programs and services are introduced, it is crucial to account for the administrative and

- Implement a formal recruitment and retention strategy to attract and retain talent, addressing both current staffing needs and future growth projections

9.5.1.14 CLEAR ROLE DEFINITIONS

Develop clear role definitions and responsibilities for all staff, particularly for recreation staff who are currently overutilized to help ensure efficient use of staff resources.

- Assess and refine roles and responsibilities across the Department, particularly for recreation staff, to help prevent role overlap, improve clarity, and help ensure efficient resource use.
- Improve span of control by adding leadership positions to enable managers to focus more on strategic planning rather than being overburdened by operational tasks.

operating expenses associated with these additions. This includes funding for essential support functions such as staffing, training, facility management, and technology. By incorporating these costs into the planning and budgeting process for each new service, the Department can help ensure that programs are adequately supported for long-term success. Building in the necessary operational infrastructure will help avoid overextending resources and will maintain high-quality service delivery as the Department grows.

- 3. Explore Cost Recovery Strategies:** As the Department's expenses continue to grow at a faster rate than its revenues, a detailed cost recovery study is essential to gain a more precise understanding of the costs, revenue potential, and usage of each service area. This study would enable the Department to assess not only the financial performance of each program but also the broader community benefits each service provides. By establishing criteria for prioritizing services, the study would help the Department make strategic decisions on which programs to subsidize, enhance, or potentially scale back. Additionally, aligning service offerings with community values and financial sustainability goals would allow the Department to balance fiscal health with its mission to serve the public effectively.

9.5.3 Responding to Community Priorities

Based upon the comprehensive engagement efforts, the community provided the following clear priorities:

Facility/Amenities

High	Medium	Low
Shade	Turf improvements	Golf-related assets
Pickleball courts	Technology centers	Bike skills trail
Indoor pool*	Rock wall/climbing	Disc golf
Art/history/cultural spaces	Accessible playgrounds	
Trails	Dog parks	
Libraries		

**Pool facility considerations through engagement took place before the opening of the Avondale Aquatic Center and require further ongoing analysis to help ensure accurate community priorities.*

Programming

High	Medium	Low
More community events	Older adult programs/trips	Golf-related activities
Adult fitness programs	Pickleball instruction	Teen programming
Outdoor exercise options	Water recreation classes	
Digital library and media	Performance/arts space	
Adult aquatic classes		
Environmental education		
Human services programs		
Arts programming		

Other

High	Medium	Low
Marketing/awareness	New field reservation system	Customer service training
Trail connectivity		
Affordability		

9.5.4 Conservation Recommendations

- Continue the city's commitment as a Tree City USA designation and the benefits that are provided to the community through these efforts.
- Steward, educate, and promote guidelines for planting, maintaining, and removing trees throughout parklands.
- Prioritize marketing and communication about the Department's conservation efforts to help educate and include the community in initiatives.
- Increase the city's tree canopy to help mitigate heat zones.
- Establish a plan to conserve natural resource impacts in parks. Passive and low-use turf areas should be targeted for conversion to native grasses, xeric, and drought-tolerant spaces.

9.5.5 Programming and Facility Assessment Recommendations

9.5.5.1 PROGRAMMING

- Continue to update program life cycles to determine priorities based on attendance, registration, and access
- Based on attendance and participation data for 2021–2024, review current program offerings for residents ages 18–24 to identify opportunities for programming specific to this group
- Develop workforce programs, passive programs, parenting programs, and outreach programs to address the strategic focus areas the Department identified
- Review current policy for program planning, implementation, and evaluation to help ensure the Department is consistent with developing and funding programs
- Partner with other service providers to increase teen programming
- Continue to fill programmatic gaps for aquatic and summer camp programming
- Begin tracking metrics for resident vs. non-resident registration percentages, program reach, and retention rates

9.5.5.2 FACILITIES

- Consider pursuing a new indoor athletic facility to provide expanded indoor recreation fitness & wellness opportunities to meet community needs
- Align capital planning with recommendations for facility conditions improvements identified in this master plan
- Replace low-scoring components identified in the LOS inventory.
- Increase parkland

9.5.6 Administration

- Continue to enhance marketing for Department-sponsored programs and develop strategies for engaging hard-to-reach communities. The Opportunities For All (OFA) Toolkit provides a road map for actionable goals and objectives
- Partner with tech services to update tools to increase registration services to the community
- Library Tech Updates

9.5.7 Opportunities For All

- Continue to promote and advertise recreation scholarship opportunities
- Review the Department equity analysis spectrum and establish improvement goals
- Add questions to customer surveys that will collect disaggregated data during program evaluation cycles
- Track Opportunities For All-focused staff training
- Conduct program and language audits for cultural relevancy and sensitivity
- Review Opportunities For All Outcomes and Conditions matrix for indicator improvement opportunities

9.5.8 Parks and Recreation/Libraries Collaboration

- Organize joint events, workshops, or activities that combine outdoor recreation and educational components.
- Continue and expand the use of shared spaces.
- Libraries could consider setting up reading corners or book exchanges in local parks.
- Parks could host outdoor reading events during pleasant weather.
- Enhance Promotion and Outreach
 - » Collaborate on marketing efforts
 - » Parks and recreation divisions can promote Library programs through their channels, and vice versa
 - » Jointly organize community fairs or festivals to showcase both services
- Enhance Environmental Education
 - » Libraries can provide resources related to environmental conservation, wildlife, and outdoor activities
 - » Parks and recreation divisions can offer guided tours, workshops, or talks on local ecosystems
- Continue Healthy Living Initiatives
 - » Libraries can host health and wellness programs
 - » Parks can provide spaces for fitness classes, yoga sessions, or walking clubs
- Incorporate Bookmobiles in Parks
 - » Extend library services to parks through bookmobiles
 - » Park visitors can borrow books, participate in literacy programs, and enjoy the outdoors simultaneously
- Continue Story Trails
 - » Create story trails within parks
 - » Install signs with pages from a children’s book along a walking trail, encouraging families to read while exploring nature
- Seek Collaborative Grants and Funding
 - » Seek joint funding opportunities
 - » Apply for grants together to enhance community spaces, literacy programs, or recreational facilities

List of Appendices

1. Organizational Ecosystem Full Report
2. Needs Assessment Full Report
3. Comparative Analysis, Trends, and Visitation Analysis Full Report
4. Parks and Facilities Inventory, Assessment, and LOS Full Report
5. Programs Assessment Full Report
6. Market Analysis of Pickleball and Performing Arts
7. ETC Statistically Valid Survey Report
8. LOS Component Definitions
9. Program Assessment Information
10. BRS Facility Assessment Report
11. Capital Cost Estimates for LOS Improvements
12. Conservation Report

Avondale

PARKS, RECREATION & LIBRARIES

MASTER PLAN