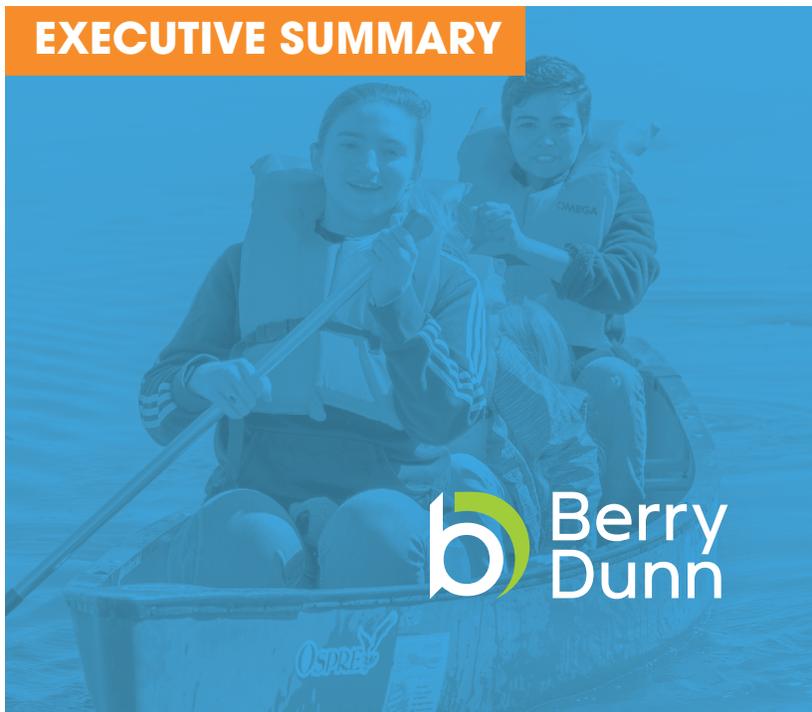




Avondale



PARKS, RECREATION & LIBRARIES MASTER PLAN



EXECUTIVE SUMMARY

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Dunn

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.

CITY COUNCIL



Mike Pineda
MAYOR



Curtis Nielson
VICE MAYOR



Tina Conde



Jeannette Garcia



Gloria Solorio



Shari Weise



Max White

COUNCILMEMBERS

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Cecilia Lopez, Boardmember

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Stephanie Rodriguez, Vice Chair

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Timothy Kroll, Boardmember

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LaChrisha Dourisseau,
Boardmember

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Katie Gregory, Assistant
City Manager

Dale Nannenga, Deputy
City Manager

Tracy Stevens, Assistant
City Manager

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Management Analyst

Thomas Street, Parks Manager



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Executive Summary

Guided by the City of Avondale’s vision and mission, this Master Plan serves as a strategic roadmap for guiding future parks, recreation, and library services in Avondale.

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.

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.

The City is excited to move forward in a shared vision with the Avondale community over the next decade of dynamic parks, recreation, and library experiences that help make Avondale an iconic destination to live, work, and play.



CAPRA ACCREDITATION

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.



Vision

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

Mission

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



Focus Areas

“Making lives better with dynamic services and spaces to learn, play, and connect” is a bold and community-centered mission for the department. It demonstrates dedication to the importance of parks, recreation, and libraries for the community.

The department’s strategic planning efforts have identified four focus areas: Produce Outstanding Customer Experiences, Deliver Dynamic Services, Provide Safe Places to Play and Connect, and Plan for Growth and Achievement. Each focus area in this plan is supported with recommended actions for success.

With these focus areas, Avondale further commits to a thriving quality of life through parks, recreation, and

library services that evolve in step with the diverse needs of the community. Each focus area represents an important component of the department’s commitment to exceptional services. By aligning resources, efforts, and priorities with these focus areas, a roadmap for success is forged, guiding decisions and actions in the years to come.

The department’s focus areas — **Produce Outstanding Customer Experiences, Deliver Dynamic Services, Provide Safe Places to Play & Connect, and Plan for Growth & Achievement**—are supported by recommended actions for success. Detailed recommendations with supporting information are provided in the full master plan document.

DEPARTMENT’S FOCUS AREAS



Produce Outstanding Customer Experiences



Deliver Dynamic Services



Provide Safe Places to Play and Connect



Plan for Growth and Achievement





Produce Outstanding Customer Experiences

Avondale residents take tremendous pride in the community’s parks, recreation, and libraries. This is evident in participation numbers, popularity of special events, and input provided throughout the planning efforts. Department offerings serve as a cornerstone of a high quality of life for Avondale residents. The department should build upon this focus area by further connecting the community through trails, addressing gaps and barriers to participation, increasing accessibility to facilities and services, and providing necessary resources to sustain long-term success.



Deliver Dynamic Services

Evident throughout this planning effort is the appreciation and expectation from the Avondale community that parks, recreation, and libraries continue to evolve and respond to community needs. Some areas of focus include trails, open space, cultural arts, libraries, indoor recreation, and potentially increased operating hours of existing facilities.



Provide Safe Places to Play & Connect

While the department provides exceptional and diverse services for the community, access to services varies significantly depending on residents’ locations. Parks, recreation, and library facility locations will need to expand in a way that provides greater service levels to all residents of Avondale. Avondale’s parks and recreation system is generally considered more modern and updated when compared to similar systems. Avondale should work to ensure long-term preservation of valued assets to continue high-quality facilities and services for generations to come.



Plan for Growth & Achievement

While Avondale continues to experience new growth and demands, it also continues to catch up with existing impacts. To sustain and maximize the high-quality experiences that residents and visitors enjoy, Avondale will need to continue to further prioritize expanding resources. Avondale should increase the number of staff, trainings, operational resources, facilities, and equipment to meet the community’s evolving demands. The department will need to maximize limited financial resources for proactive maintenance to address immediate needs and long-term care. This may include providing more capital and operational resources to help sustain parks, recreation, and library resources.

Organizational Ecosystem

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 cities in the Phoenix metropolitan area, Avondale is committed to enhancing open spaces and amenities, while also attracting reputable businesses and employers to the region.

Avondale’s growth has been rapid. 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.

Parks, recreation, and library service offerings and participation 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.

This plan provides diverse strategies to help ensure that parks, recreation, and library services are aligned with community and organization demands.

The City of Avondale Lifestyle



Aspiring



Achieving



Accelerating

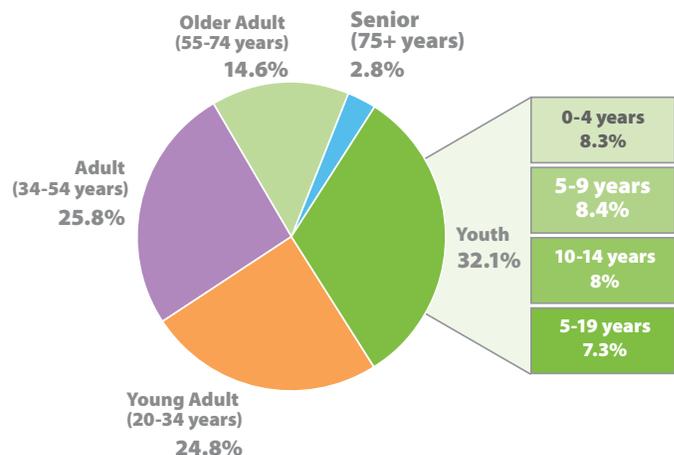
Demographic Assessment

Demographic insights can guide a city’s provision of services, allocation of resources, preservation of equity, and efforts of inclusion. The Opportunities for All (OFA) Report, included in the full master plan document appendices, underscores the importance of understanding community makeup for integrating inclusion into daily practices.

Avondale’s population is growing, with projections reaching 96,266 by 2028. As population dynamics evolve, the department must remain responsive, continuously reviewing demographic changes to meet service demands.

The median age of Avondale residents is 31 years (slightly lower than Arizona’s 2023 median age of 38 and the U.S. 2023 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 to nine years old make up the highest percentage (8.4%), followed by ages zero to four (8.3%).



Financially, Avondale residents exhibit strength, with household incomes surpassing state and national averages. This stability suggests a willingness to invest in high-quality parks and recreation services. However, with 11% of the Avondale population living below the federal poverty line, ensuring equitable access for all residents, regardless of financial status, remains crucial.

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%.

Avondale is experiencing increasing racial and ethnic diversity, highlighting the need to expand culturally inclusive programming in parks, recreation, and library services to cater to a broad spectrum of backgrounds. This data informs the overarching master plan, helping to ensure recommendations are inclusive across all resident demographics and income levels.



UNITED STATES

\$72,603

Median Household Income

12.4%

Households in Poverty



ARIZONA

\$73,135

Median Household Income

12.4%

Households in Poverty



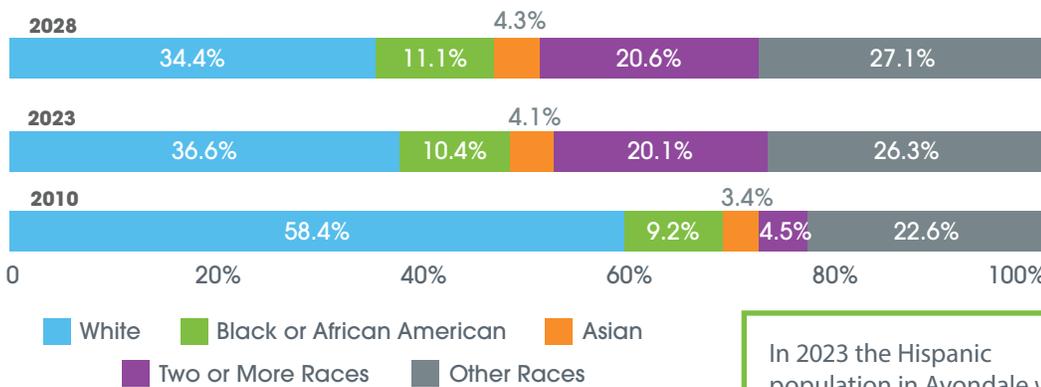
AVONDALE

\$76,317

Median Household Income

11%

Households in Poverty



*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.

In 2023 the Hispanic population in Avondale was **56.3%**

Department Financial Conditions

The City significantly increased investments in parks, recreation, and library services over the past three years, supporting a period of notable growth, with an operating budget increase of 156% since 2022. This growth is linked to increases in revenues from fees and charges and investments in future revenue-generating amenities. Primary areas of focus for these revenue-supported investments include aquatics, grounds maintenance, and recreation. Additionally, the department’s capital budget expenditures have nearly doubled since 2022. Over the three-year time frame, the department has invested \$48.6 million in capital needs.

Looking ahead into this planning period, continued financial commitment will be necessary to meet

community demands. As new facilities and amenities are added, it is crucial that operational and capital funding keeps pace to maintain the quality and accessibility of services for residents. These investments enhance public spaces and help create a well-rounded community experience.

To help ensure the financial sustainability of these additions, Avondale must also consider the long-term costs associated with infrastructure, staffing, operations, programming, and support functions. Proper planning and continued investment will help ensure these resources remain accessible and beneficial for the community well into the future.

Recreation Trends

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.

Estimated Participation in Fitness, Sports, and Programs

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.

Mosts 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.



Yoga continues to lead in popularity for conditioning activities.



Dance, step, and other choreographed exercises have grown by 3.3% since 2018.

Decline in Participation



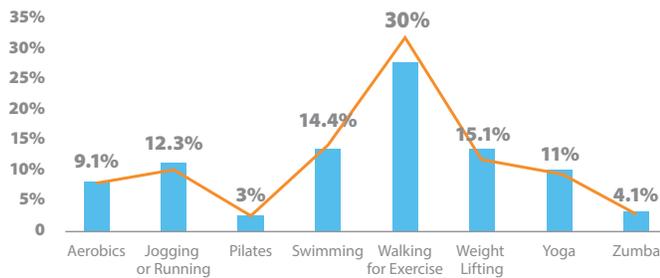
Ultimate Frisbee has experienced a significant decline in participation (-4.9% since 2018).



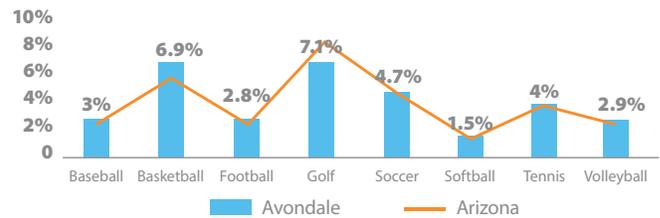
Stationary cycling (group exercise) has been heavily impacted by at-home fitness equipment, declining by 6.2% in five years.

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. You can find more and additional findings in the full plan.

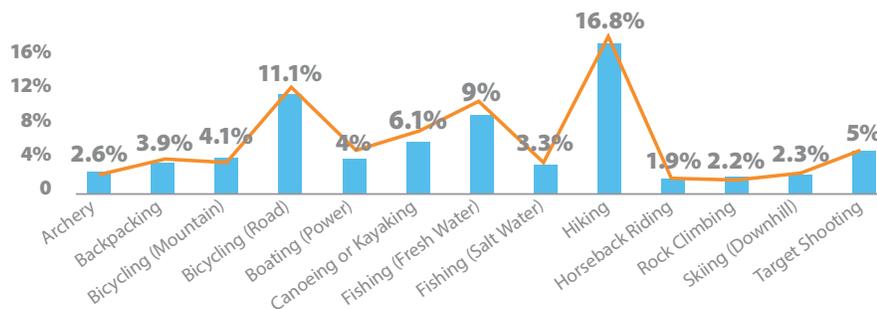
Local Participation in Fitness Activities



Local Participation in Sport Activities



Local Participation in Outdoor Recreation



Top Reasons Why People Engage With Parks¹

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

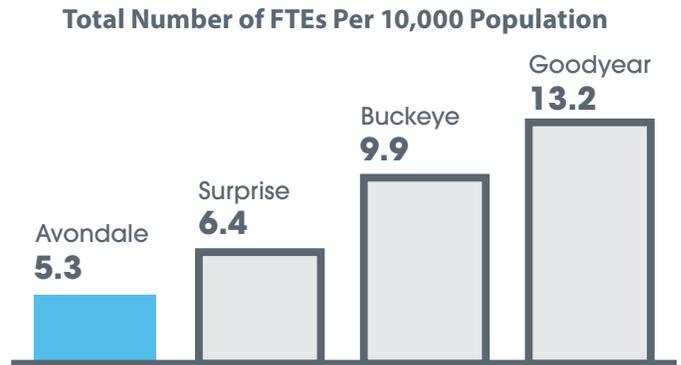
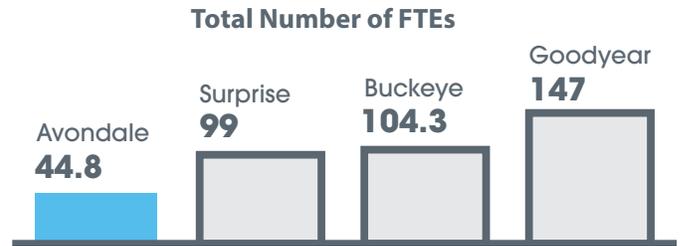
¹ NRPA. 2023. Engagement with Parks Report. Ashburn, VA: National Recreation and Park Association. Accessed April 8, 2024. <https://www.nrpa.org/publications-research/research-papers/Engagement/>.

Comparative Analysis Findings

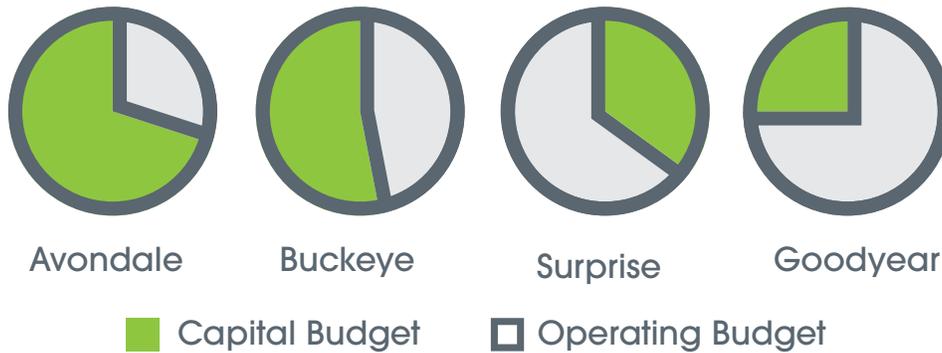
Benchmarking against similar high-performing agencies can yield valuable insights into the provision of parks, recreation, and library services. Analysis assessed the department’s standing relative to similar agencies in finances, operations, and program offerings.

The benchmarked agencies compared to the department include the cities of Goodyear (AZ), Buckeye (AZ), and Surprise (AZ). Data was drawn from the 2022 National Recreation and Park Association (NRPA) Park Metrics.

A significant finding from benchmarking research indicates that Avondale allocates fewer FTE positions for parks, recreation, and library services compared to similar agencies. This staffing limitation constrains Avondale’s capacity to expand services and could hinder its ability to meet the growing needs of the community. Increasing staffing levels could empower Avondale to broaden its program offerings and improve maintenance and operational standards.



Agency Budgets – Benchmarked Comparison



Based on 2023 Budget Information



Avondale serves a population of approximately **92,000 residents** with 44.8 full-time equivalent employees (FTEs).



Avondale has the lowest operating 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 effective financial management.

Community Needs Assessment

Understanding community needs and trends in parks and recreation is crucial for the department’s success. Avondale prioritizes community input to effectively plan for and respond to changes. When initiating “¡Vamos! Jump Into Fun,” the department pursued broad and inclusive efforts to engage the community to help ensure accurate identification of community desires. Some examples of engagement efforts include “pop-up” opportunities to meet community members at strategically identified areas throughout the community, a statistically valid survey, an online engagement portal, discovery and focus group sessions, and more.

The community needs assessment is grounded in insights gathered from comprehensive engagement,

complemented by benchmarked best practices and trends from other agencies. To evaluate Avondale’s position among peer agencies, BerryDunn used both traditional comparative analysis methods and a think tank approach, which helped bring broader perspectives to inform the decision-making and planning processes, helping to ensure consideration of diverse viewpoints and best practices from outside the immediate surroundings.

To help further assess community needs, findings were reviewed, discussed, and refined with key city leadership groups, advisory boards, cross-department executive staff, and department staff.

ENGAGEMENT EFFORTS WERE CRAFTED TO ACHIEVE THE FOLLOWING OUTCOMES:



Increase community awareness of the City’s current services, successes, and challenges



Focus on several key areas of need to help support planning recommendations:



Bring as many voices into conversations about future park, recreation, and library services as possible

- 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

Engagement Summary

A comprehensive engagement was conducted and included; tech-based outreach tools, on-site data collection, focus groups, public meetings, and stakeholder and key leader interviews. Key highlights from the engagement campaign include:



401 Statistically Valid Survey Responses



1,968 Online Interactions



226 Online Surveys and **167** Comment Cards

Community Priorities

The community priorities identified are based on the comprehensive engagement conducted throughout the planning process. These priorities were reviewed and enhanced through additional efforts such as presentations, discussions, and visioning with the community and the city. As a result of engagement efforts, the following community priorities were identified:

Programming Priorities



HIGH-PRIORITY

- Neighborhood Engagements
- Adult Fitness
- Outdoor Exercise
- Digital Library
- Adult Aquatics
- Environmental Education
- Human Services
- Arts Programming
- Indoor Recreation

MEDIUM-PRIORITY

- Older Adult Programs/Trips
- Pickleball
- Water Recreation
- Performance Arts Space

LOW-PRIORITY

- Teen Programs
- Golf-related Activities

Facilities/Amenities



HIGH-PRIORITY

- Shade
- Pickleball Courts
- Arts/History/Cultural Spaces
- Trails
- Libraries
- Indoor Pool

MEDIUM-PRIORITY

- Turf Improvement
- Technology Centers
- Rock Wall/Climbing
- Accessible Playgrounds
- Dog Parks

LOW-PRIORITY

- Bike Skill Trails
- Disc Golf Amenities
- Golf-related Assets

Other Priorities



MARKETING/AWARENESS



TRAIL CONNECTIVITY



AFFORDABILITY

Level of Service Assessment

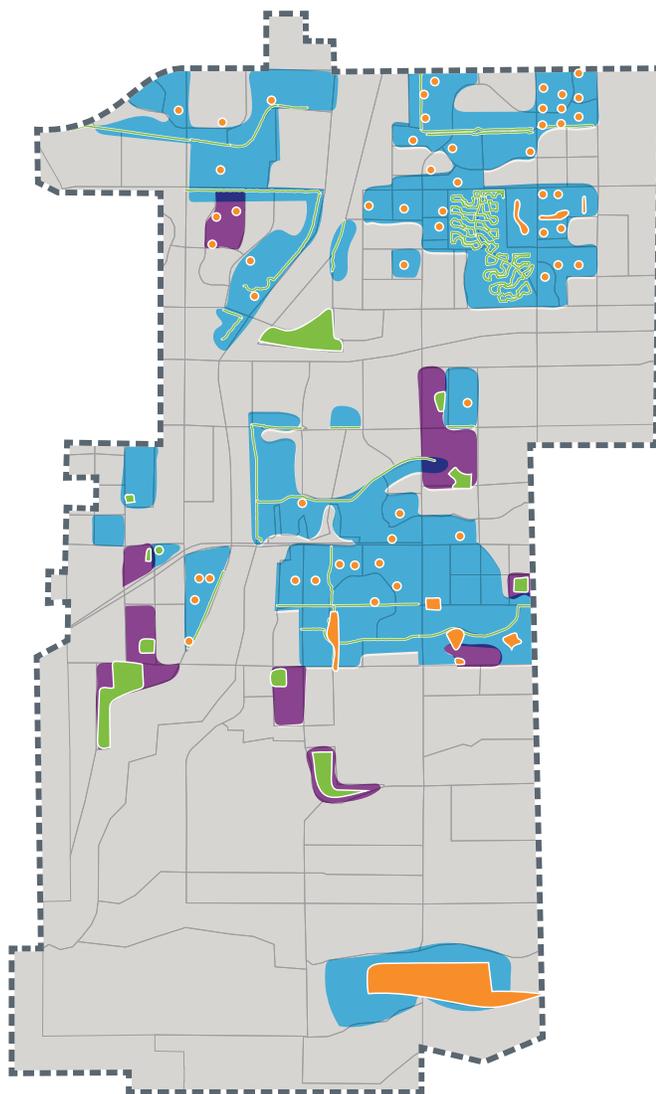
The Level of Service Assessment (LOS) analysis serves as a wide-ranging evaluation of the current state of Avondale's parks, trails, and facilities, with the goal of assessing the department's effectiveness in meeting the needs and expectations of residents.

Parks, recreation, and library services are important to the Avondale community and enhance the quality of life for individuals and families, businesses, organizations, and all community members. Therefore, it is essential to help ensure that amenities are accessible, well-maintained, and offer a diverse range of opportunities that cater to the interests and preferences of a community.

Parks and Facilities Walkability Analysis

Walkability analysis measures how conducive the built environment is for walking. Pedestrian barriers, such as highways, major streets, railroads, and natural features like rivers, impact walkable access. The figure at left represents walkable access to outdoor recreation in Avondale based on a 10-minute walk. Darker purple gradient areas indicate greater access to recreational opportunities. Blue areas have some access. Gray areas fall outside of a 10-minute walk. The walkability analysis illustrates the distribution and equity of service across the community.

The 10-minute recreational access standard aligns with national initiatives championed by organizations such as the Trust for Public Lands and the NRPA. The walkability analysis, which assessed accessible outdoor recreation opportunities, first focused on Avondale parks and facilities, followed by key alternative providers, and finally considered all providers collectively. Ultimately, the analysis underscores the noteworthy role of alternative providers in enhancing walkable access to recreation throughout the Avondale system.



43% of residents are within walking distance of outdoor recreation opportunities.

- Greater Access
- Low Access
- No Walkable Access
- Avondale Parks
- Alternative Provider Parks
- Roads
- Trails
- City Limits

When comparing specific components, Avondale falls below the median in most categories.

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 |



85%

of respondents rated the quality and physical condition of the parks/libraries/recreation facilities

GOOD TO EXCELLENT

Indoor Facilities

Across the country, community centers are evolving from their original purpose as community gathering places 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.

Avondale provides one community center, Mountain View Community Center, for indoor space, and partners with other organizations to provide additional indoor spaces. When analyzing Avondale’s provision of community center space, access is limited as indicated in the figure below.

In consideration of Avondale’s community center, two libraries, and partners, access to indoor space increases but varies by type of function or program space.

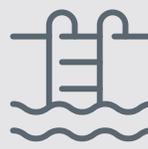
TOP FOUR FACILITY AREAS OF COMMUNITY IMPORTANCE



LIBRARIES



TRAILS

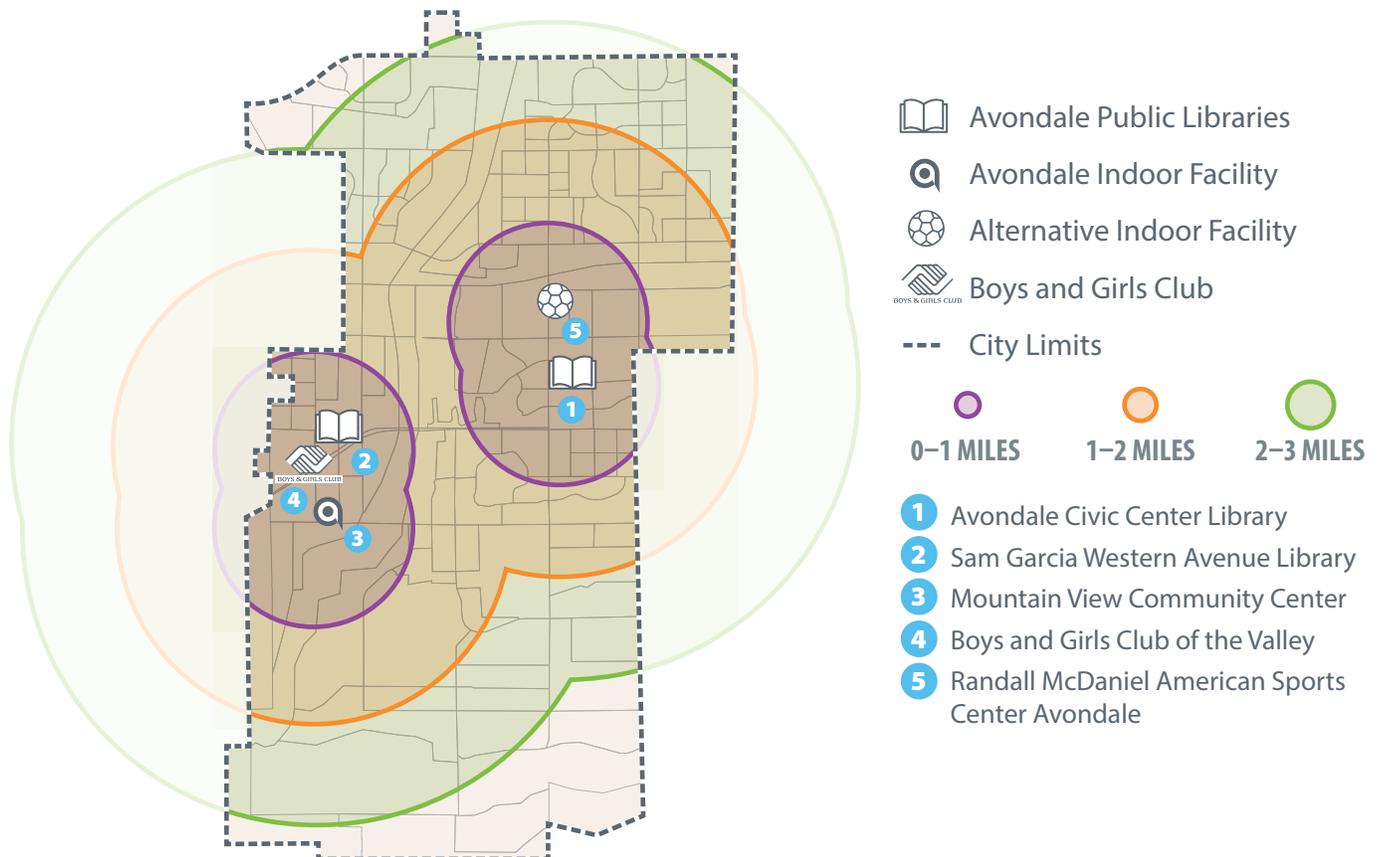


INDOOR POOLS



ART, HISTORY, CULTURAL SPACES

AVONDALE’S INDOOR RECREATION OPPORTUNITIES



Programs Assessment

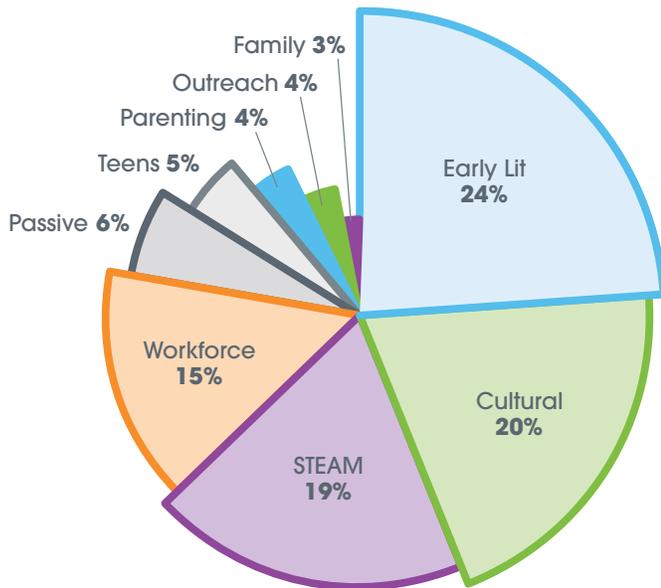
Recent data highlights over 131,000 annual participants throughout department programs, activities, and classes (these numbers are growing with the opening of the Mountain View Community Center and Avondale Aquatic Center).

The program assessment for PRLD Master Plan is designed to:

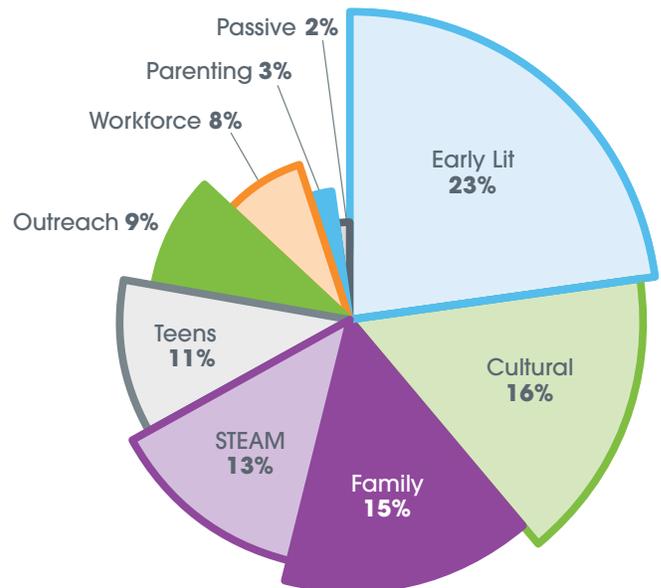
- Offer detailed insight into the department’s program offerings
- Help identify the strengths, weaknesses, opportunities, and threats for program direction
- Assist with identifying program categories, programming gaps, and future program considerations

The department identifies strategic focus areas that help guide program development. These include: **Cultural, Family, Outreach, Parenting, Passive, STEAM, Teens, and Workforce**. The allocation of the types of programs offered by the department is represented below. At the timing of this planning effort, library services were recently merged with parks and recreation. Therefore, it is helpful to identify how this recent service enhancement impacts overall service offerings across the department.

Strategic Focus Recreation Program Areas



Strategic Focus Library-Specific Program Areas



TOP FOUR PROGRAM AREAS OF COMMUNITY IMPORTANCE



COMMUNITY
EVENTS



ADULT FITNESS &
WELLNESS PROGRAMS



ADULT AQUATICS
PROGRAMS



ARTS & CULTURAL
PROGRAMS

Organizational Assessment

A key element of this planning effort is evaluating the organizational staffing and structure. This detailed evaluation will help to ensure that the department operates effectively and efficiently, meeting the needs of the community while optimizing resources. With a staff of 44.8 full-time employees and approximately 100 parttime and seasonal temporary positions, the department strives to provide a wide array of services that cater to the diverse needs of the Avondale community.

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.

Tree City USA

Avondale is recognized as a Tree City USA® city and spends a minimum of \$2 per capita annually on urban forestry!

The organization assessment provided the following key observations:

Rapid growth in new services to the department has significant staffing impacts, mainly due to the takeover of library services and the addition of aquatics services

Some gaps in staffing structure and roles exist

Leadership throughout the department has recently transitioned during or around the time of this planning process

Operational challenges have occurred linked to the change of primarily outsourcing events to internal event management

Opportunities for comprehensive staff training exist

All findings from the organization assessment are provided in the full master plan document appendices.

Key Findings



PERFORMANCE

Avondale’s components are of higher quality and in newer condition compared to other similar systems across the country.



FACILITY COMPONENTS COMPARISON

Avondale has fewer tennis courts, pickleball courts, sports fields, and dog parks per capita than similar cities.



PARK ACREAGE PER CAPITA COMPARISON

Avondale provides 7.4 acres per 1,000 residents. Avondale has done a good job investing in new infrastructure and should continue this trend in the future.



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 10-minute walking distance of outdoor recreation opportunities. Pedestrian infrastructure gaps inhibit greater access.

Recommendations

This plan is a roadmap for the department’s next 10 years. The plan 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. Detailed recommendations with supporting information are provided in the full master plan document.



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



Provide Safe Places to Play & 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



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
- ▶ Continue city's commitment to growing tree canopy & responsible tree care efforts in parks



Plan for Growth & 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

Completed in 2025, 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.

Avondale

**PARKS, RECREATION
& LIBRARIES**

MASTER PLAN