

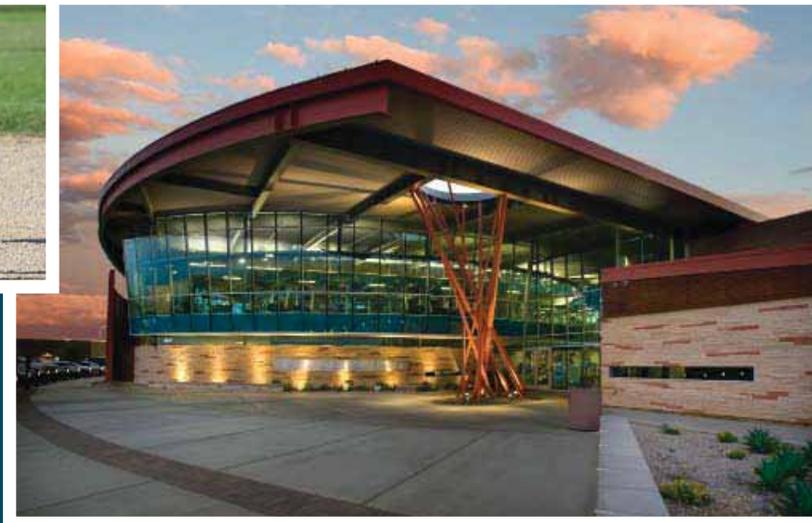


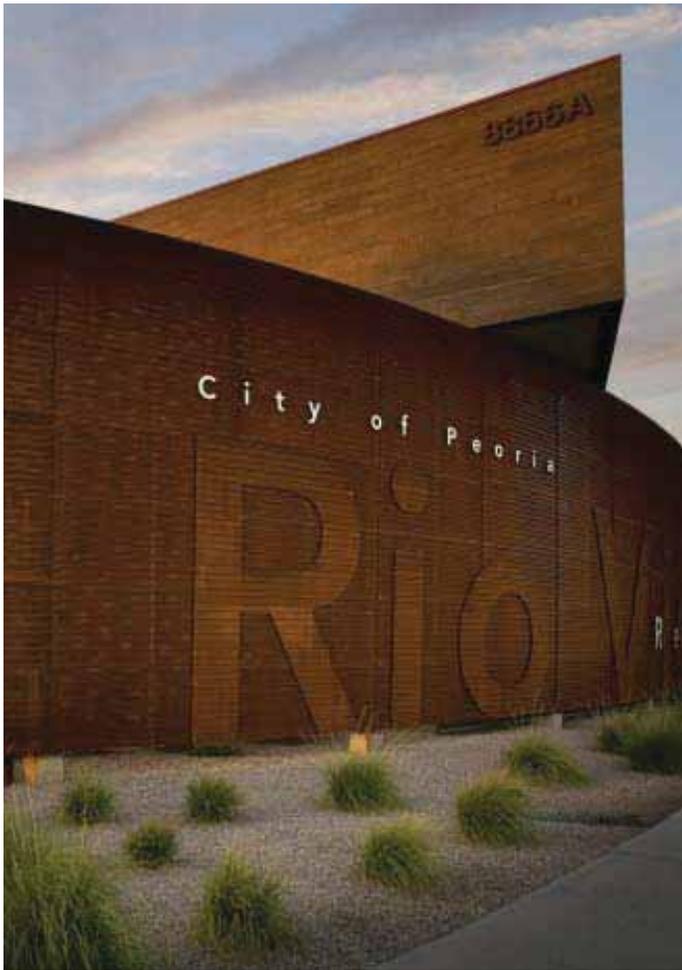
City of Peoria, Arizona

Community Services Master Plan

Implementation Strategies for Parks, Recreation, Open Space, Trails, Sports Facilities, Public Art and Libraries

Final Report | Approved by Mayor and City Council - August 27, 2014





EXECUTIVE SUMMARY

Community Services Department Mission:

To meet the needs of the citizens of Peoria by developing, implementing and maintaining quality programs, services, events and facilities which are cost effective, creative and responsive to citizen input.

The Community Services Master Plan has been developed through an interactive process between the City of Peoria, its residents, partners and stakeholders. The goal of a Master Plan is for an organization to develop a blueprint of where its consumers would like them to move toward and provide policy makers a clear direction of what it will take to achieve that vision. The Master Plan will complement the current initiative to obtain national accreditation for the

Community Services Department by the National Recreation and Park Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA). Peoria is a growing community in the Valley and it is critical for the Community Services Department to have measurable goals for implementation to meet the needs of residents as its services expand. Any Master Plan is a "living document" that will and must adjust to changes within the community as time passes. This is certainly true with the City of Peoria Community Services Master Plan.

This community-driven plan is intended to assist the Community Services Department by identifying the existing level of service and establishing prioritized recommendations. The first phase of the planning process for the Community Services Master Plan was the assessment of needs based upon the review of existing parks, recreation, open space, trails, sports facilities and library facilities. In analyzing these assessments, the review of recreation-related documents and the collection of new data utilized the following methods:

- Review of the master plans and studies including the 2006 Parks, Recreation, Open Space and Trails Master Plan and the 2013 Sonoran Preservation Program Planning Document.
- Hosting public input workshops.
- Review and update of the existing inventory and an analysis of parks, recreational facilities, trails, libraries and recreation programs.
- Identification of potential deficiencies in existing parks and recreation facilities with respect to park acreage standards and recreation programming needs.
- An analysis of the potential for improvement to existing parks, joint development opportunities, and public trails development recommendations.
- The review of operational and maintenance policies and standards for the Department as a whole and recommendations to maintain a safe, clean and quality parks system.
- An evaluation of the Level of Service (LOS) being provided to the community compared to local, regional and national standards.

This process included extensive community engagement including forums such as:

- A community-wide survey
- Parks and Recreation Board meetings
- Focus group interviews
- Youth group session
- Community Services, Public Works and Planning Staff interviews
- Stakeholder interviews

The team's assessment identified the following areas of focus to meet the needs of the community and advance Peoria as a leader in delivering community services.

Park and Facility Development and Enhancement

The park, recreation and library facilities as well as the Sports Complexes receive high marks from residents, as proven in recent satisfaction surveys. The parks, especially the Community Parks such as Rio Vista are very popular and heavily used. Those parks with lighted diamond fields are very busy as well. The two libraries have very popular programs and many patrons using the space to read, work and study. The popularity of the facilities shows a need and desire for these types of facilities throughout the community. However, because the majority of growth will occur north of Bell Road, specific attention to the distribution of park amenities and library facilities in the northern part of the City is important. Not only is there demand for new facilities, but there is a need to maintain and upgrade existing facilities and the amenities within them. Where possible, additional lights on fields would help alleviate programming demands. The Main Library is in need of an update that will make it more functional for users and staff.

Programs and Services Delivery

The strength of the programming offered by the City of Peoria's Community Services Department is that it is well-rounded and comprehensive in both the realms of recreation and library services. The programming and services provide resources for the youth of Peoria to get out and try new activities, coverage for care around the school schedule through the AM/PM program and summer programs as well as specific services for adults and older adults. There are opportunities to enhance the offerings of the programming provided by the department such as programs for

youth and adults in art and crafts, active programs for both adults and older adults, including senior-only fitness classes and softball leagues. The technology evolution presents many opportunities to support the community in education, business resources and access to technology. The libraries are experiencing this trend and understand there is a demand for services that could become a revenue source for the department. Staff is willing to accommodate the interests of the community if they can find the physical space as well as a space in the calendar to host an activity.

Partnerships and Collaborative Efforts

The City of Peoria's Community Services Department has worked to establish and maintain strong partnerships with other local agencies, sports organizations and support resources, including the Peoria Unified School District, Maricopa County, the Peoria Diamond Club, Special Olympics and DHS/DES. These key relationships provide programming support and associated facilities to meet the recreation and leisure needs of the community. The Department also delegates responsibilities to a few non-profit groups and relies on their expertise and passion to provide programs, volunteers and fundraising for sports programs. Therefore, continued open channels of communication and clear understanding of responsibilities between the partners will be important to long-term growth of the Department's facilities and programs. Additional partnerships and collaborative efforts with other agencies, local businesses, and non-profit organizations should be evaluated on a case by case basis in order to maximize resources of the Department and the City as they grow.

Internal Department Organization and Staffing Needs

The Community Services Department is divided into four divisions with a manager for each division; Parks, Recreation, Sports Facilities and Library Services. All four divisions have dedicated and passionate staff that work to achieve high customer satisfaction with the services being provided and have a high approval rating from the community. Despite tight budgets, the staff has managed to maintain a high level of quality in maintenance, programming and library collections because of these efforts.

The City of Peoria is a growing community, and despite the high approval ratings, the staff has identified areas of improvement

that are needed in anticipation of service expansion. Continued monitoring and improvements to communications between the divisions as well as throughout City departments would benefit the entire department. This would include better coordination between recreation programming and maintenance staff, as well as implementing a plan that allows staff to access support services such as technology and facility repair outside of standard City hours. Staff could also benefit from efficiency improvements including defining specialized positions and evaluating maintenance operations.

Funding Resources and Budget Allocations

The Community Services Department funding has remained consistent over the past five years. In order to keep the City on pace with other progressive community service providers and provide recreation and leisure opportunities to the residents of the community, increases will need to be made to current funding levels. Potential long-term funding sources may include a dedicated property and/or sales tax, the creation of a special taxing district specifically dedicated for parks, recreation, trails and libraries and/or revisiting impact fees. Based on our findings from the community survey complete in the Spring of 2013, respondents were supportive of allocating additional funding to existing and future services provided by the Community Services Department. With that said, there may be potential reluctance by the residents of Peoria to support the idea of new or additional fees and taxes. In order to sustain the Department's quality services, programs and facilities, as well as the development of needed new facilities, the City should be proactive in identifying, seeking out and supporting new funding mechanisms, matching funds for grants and alternative funding. The stable financial position of the City of Peoria provides a solid foundation for Peoria to increase reinvestment in facilities, programs and services as the economy improves.

The areas of focus guided a prioritized 10-Year Action Plan outlining specific goals, objectives, strategies, champions and costs complete with a timeframe for implementation (please refer to Section 14). Priorities are established based on the greatest community need, such as those identified through the community survey, level of service analysis and national standards. These recommendations have been divided into Short Term Goals (to be completed by 2014-2016), Mid Term Goals (to be completed by 2017-2019) and Long Term Goals (to be completed by 2020-2023).

Short Term Goals focus efforts and resources on continuing to maintain and improve existing facilities, programs and services, with a list of specific improvements for individual parks and facilities, as well as opportunities to expand services through partnerships and alternative funding. With regard to the Mid and Long Term Goals, as additional funds and resources are identified, the Department is guided to work to expand facilities and services through larger-scale projects to meet the changing needs of the community.

Close interaction with the public, city staff, and key stakeholders was critical throughout the master planning process. The good news that has resulted by this undertaking is the common findings from these meetings and the surveys conducted made it clear that residents and stakeholders are extremely satisfied and appreciative of the programs and facilities that are offered by the Community Services Department. Policy makers should be reassured that the decision and actions undertaken previous to this Master Plan have laid a valuable foundation that contributes to the "quality of life" that the residents of Peoria have come to appreciate.

Parks, recreation, open space, trails, sports facilities, library facilities, public art and community events are an integral part of the Peoria's community fabric, serving to strengthen its community interaction, culture, image and unique sense of place. In turn, these resources help define the quality of life and make Peoria a great place to live. The Community Services Master Plan is intended to become the guiding document for this vision as it relates to facilities and services provided by the Community Services Department. Considering the opportunities Peoria has in its future, the timing of this plan is optimal to develop sound planning, sustainable programs and operations that best benefit the residents of Peoria.

Thank you to the City Staff, Parks and Recreation Board members and residents who contributed to this plan and who continually work to make Peoria a wonderful place to live and play!

Sincerely

John Sefton

Community Services Director

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The Community Services Master Plan Team would like to recognize the following people for their guidance, efforts and commitment during the development of the master plan.

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Parks and Recreation Board

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Planning and Zoning Commission

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Introduction 1





INTRODUCTION

Project Purpose & Vision

The purpose of the City of Peoria Community Services Master Plan- Implementation Strategies for Parks, Recreation, Open Space, Trails, Sports Facilities, Public Art and Libraries Master Plan is to evaluate the City's existing facilities, programs and services, assess the community's needs and desires and to provide recommendations to improve the services provided to residents and visitors of the community. This community-driven plan is intended to assist the City's Community Services Department by identifying the existing level of service and establishing prioritized recommendations in regard to facility improvements and development, recreation programming, as well as the resources and funding associated with each action. This master plan will complement the current initiative

to obtain national accreditation for the Community Services Department by the National Recreation and Parks Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA). Peoria is once again a growing community in the Valley and it is critical for the Community Services Department to have measurable goals for implementation to meet the needs of residents as its services expand.

City and Department Background City of Peoria Overview and History

Peoria is a dynamic desert community in the northwest part of the Phoenix Metropolitan Area with roots established in the 1880's when William J. Murphy completed the Arizona Canal in 1885 to provide water from the Salt River to farm fields. With the canal completed, William Murphy traveled east to recruit people to settle in this new community. He found success in attracting people to Arizona, and over 5,000 acres of land in the new district was purchased by citizens from Peoria, Illinois. Many residences were built as well as a school and post office was established by 1889. The community continued to grow and Peoria continued to expand as a major farming community in the Valley. Peoria was incorporated in 1954 and has grown from one square mile in Old Town Peoria to more than 176 square miles of beautiful Sonoran desert in both Maricopa and Yavapai counties. The warm climate and small-town atmosphere of Peoria continues to attract people to live and visit.

Spring training has a long history in Peoria starting in the 1970s when Peoria's Greenway Sports Complex served as a minor-league training facility for the Milwaukee Brewers baseball team. The facility was located at 83rd Avenue and Greenway Road. As major league spring training (the Cactus League) developed in the Phoenix area, the Peoria Sports Complex was constructed in 1994 and developed into the first Major League Baseball spring training facility in Arizona shared by two teams. The Peoria Sports Complex is the spring training home of Major League Baseball's San Diego Padres and Seattle Mariners.



In addition to the Peoria Sports Complex, Peoria boasts nationally recognized facilities including the Peoria Center for the Performing Arts and Rio Vista Community Park and Recreation Center. The City has a strong relationship with the art and science communities, including non-profits such as the Challenger Space Center, West Valley Art Museum, and Arizona Broadway Theatre. In 1999, the land around Lake Pleasant Regional Park, the state's second largest lake, was annexed into the City but is managed by Maricopa County. Peoria is Arizona's 6th largest city in terms of incorporated area; with most of the City's growth taking place in north and northwestern Peoria, as well as some infill projects occurring in Old Town and southern Peoria. Today, Peoria is known for its quality of life, including convenient access to major transportation routes, strong schools, economy, and recreational and cultural opportunities.

The City currently serves approximately 158,135 residents and is expected to grow at a rate of 0.95% over the next 5 years, which is slightly above the rate projected for Arizona (0.81%) and the United States (0.68%). These additional residents will significantly increase the demand for the City's park and recreation facilities and services. It is important to plan for this growth in order to develop strategies and resources that will provide adequate services for both the City's current and future residents.

Community Services Department Overview

The Community Services Department manages the recreation programs and classes, parks and facilities, open space, trails, roads right-of-way maintenance, libraries, special events and the sports facilities. The primary focus of the Department revolves around providing a wide array of recreation and social programs and services

to stimulate and enhance the quality of life for residents. The Department provides activities for the entire family such as recreation classes, youth programs, and older adult activities, sports for youth and adults and a variety of community events. The Department is led by a Director and divided into four divisions, Parks, Recreation, Library Services and Sports Facilities. The Department currently includes 109 full-time employees and 32 part-time (benefitted) employees and numerous seasonal staff across all four divisions.

- The Parks Division maintains the city parks, road right-of-way landscape, trails, open space and many retention basins, as well as oversees graffiti abatement throughout the City. The Division also manages the arts and culture program for the Department. The Division develops a Capital Improvement Plan and performs plan reviews for planned developments.
- The Recreation Division manages a wide variety of programs, activities and classes for children, teens, adults, seniors and people with disabilities to promote healthy lifestyles. These programs are offered at several facilities including the Peoria Community Center, Peoria Pool, Centennial Pool, Sunrise Pool and Family Center, Woman's Club, various City parks and the Rio Vista Recreation Center. The programs include:
 - Before and after school programs (AM/PM),
 - Preschool programs,
 - Summer camps and classes,
 - Aquatics (open swim, swim teams and lessons),
 - Sports leagues and classes,
 - Teen programs,
 - Adaptive recreation opportunities,
 - Senior and active adult programs,
 - Outdoor recreation,
 - Special interest classes,
 - Special events, including but not limited to, the annual 4th of July All American Festival, Halloween Monster Bash, Old Town Holiday Festival and Peoria Arts and Culture Festival.

- The Library Services Division operates the Main Library and Sunrise Mountain Library. Both libraries offer adult, teen and youth programs and services such as story times, summer reading programs, computer classes, a teen advisory group, book clubs, and special events. The facilities also offer free Wi-Fi, free public computers, a variety of databases, access to free e-books, music downloads, a language database and interlibrary loan services.
- The Sports Facilities Division manages the Peoria Sports Complex and Peoria's Community Regional Parks (such as Rio Vista and Pioneer Parks). The Peoria Sports Complex hosts spring training games in March as well as various baseball tournaments, concerts, arts and crafts festivals, car shows, corporate events and other community events the rest of the year. The Sports Facilities division oversees the maintenance and operations of the Rio Vista Community Park and the new Pioneer Community Park. The Division develops a Capital Improvement Plan and performs plan review and construction administration for its projects. The Sports Facilities Division also performs all aspects of facilities maintenance, marketing, sponsorship sales, and business development for the three venues.

City of Peoria Community Services Department Facilities

The Peoria Community Services Department system currently includes 39 outdoor facilities/parks, one recreation center, five indoor facilities including the Peoria Community Center, Peoria Municipal Complex, Sunrise Family Center, Peoria Woman's Club, Peoria Sports Facilities, three outdoor pools and two libraries distributed throughout the City. The Department has an Intergovernmental Agreement (IGA) with the Peoria Unified School District for programming use of the gyms and pools at the schools including youth sports programs and the AM/PM program. This system provides a diverse selection of amenities and programming at each location. Developed parks include both larger and smaller spaces, ranging from the large Peoria Sports Complex and community parks with athletic fields, playgrounds and restroom facilities to the smaller parks tucked into neighborhoods. These smaller neighborhood parks include ramadas with picnic tables, small playgrounds, and benches. Rio Vista Recreation Center is currently the sole recreation center in the system and additional indoor programming space is available at the newly renovated Community Center. The two libraries also provide opportunities for the community to spend leisure time learning in a class or browsing the collection.

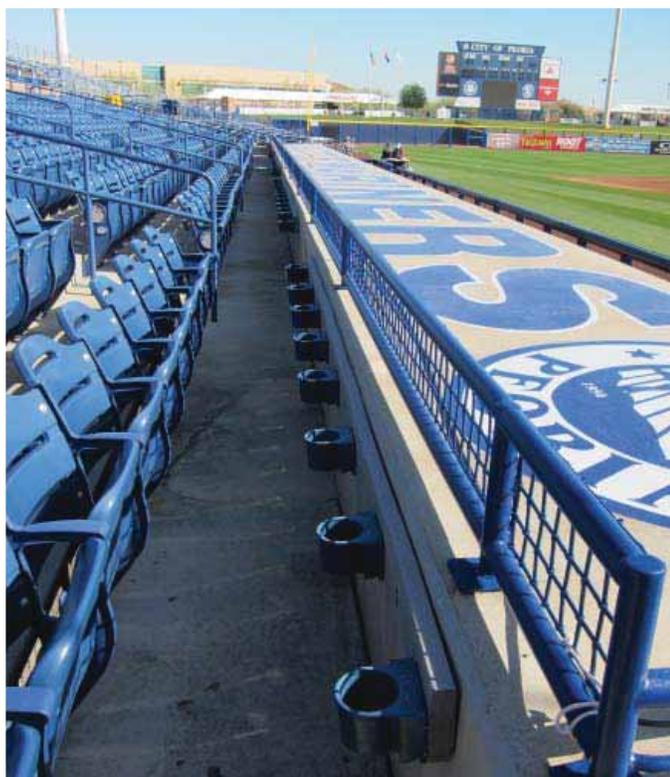


Figure 1.1 - Peoria Park and Recreation Facilities List

Location	Classification	GIS Acres
CENTENNIAL PLAZA	SPECIAL USE	4.2
OSUNA PARK	SPECIAL USE	3.3
ALTA VISTA PARK	NEIGHBORHOOD	11.4
APACHE PARK	NEIGHBORHOOD	9.2
ARROWHEAD SHORES	NEIGHBORHOOD	8.9
BRAEWOOD PARK	NEIGHBORHOOD	7.1
CALBRISA PARK	NEIGHBORHOOD	3.7
CAMINO A LAGO PARK	NEIGHBORHOOD	7.5
COUNTRY MEADOWS PARK	NEIGHBORHOOD	7.9
DEER VILLAGE PARK	NEIGHBORHOOD	17.3
DESERT AMYTHYST PARK	NEIGHBORHOOD	11.1
FLETCHER HEIGHTS NORTH PARK	NEIGHBORHOOD	4.2
FLETCHER HEIGHTS PARK	NEIGHBORHOOD	7.4
HAYES PARK	NEIGHBORHOOD	15.7
IRA MURPHY PARK	NEIGHBORHOOD	4.5
KIWANIS PARK	NEIGHBORHOOD	4.6
MONROE PARK	NEIGHBORHOOD	3.9
PALO VERDE PARK	NEIGHBORHOOD	4.1
PARKRIDGE PARK	NEIGHBORHOOD	20.0
PASEO VERDE PARK	NEIGHBORHOOD	11.8
ROUNDTREE RANCH PARK	NEIGHBORHOOD	9.5
SCOTLAND YARD PARK	NEIGHBORHOOD	8.9
SONORAN MOUNTAIN RANCH PARK	NEIGHBORHOOD	7.6
STONE PARK	NEIGHBORHOOD	0.2
SUNDANCE PARK	NEIGHBORHOOD	9.6
SUNNYSLOPE PARK	NEIGHBORHOOD	22.3
SUNRISE PARK	NEIGHBORHOOD	9.2
SUNSET PARK	NEIGHBORHOOD	11.1
SWEETWATER PARK	NEIGHBORHOOD	10.6
TERRAMAR PARK	NEIGHBORHOOD	9.4
VARNEY PARK	NEIGHBORHOOD	8.5
WACKER PARK	NEIGHBORHOOD	4.5
WEST WING PARK	NEIGHBORHOOD	19.3
WESTGREEN PARK	NEIGHBORHOOD	3.9
WESTLAND PARK	NEIGHBORHOOD	4.2
WINDROSE PARK	NEIGHBORHOOD	7.4
PIONEER PARK	COMMUNITY	85.0
RIO VISTA COMMUNITY PARK	COMMUNITY	54.7
PEORIA SPORTS COMPLEX	REGIONAL	125.1



Demographic Analysis & Community Profile

2





DEMOGRAPHIC ANALYSIS & COMMUNITY PROFILE

Background Information

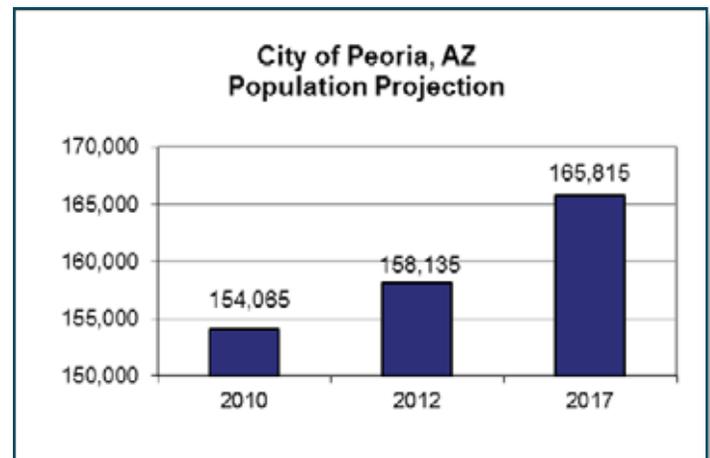
One important analysis tool within a Parks, Recreation, Trails and Libraries Master Plan is to understand how local demographics and projections affect the parks, trails, facility and program needs, as well as understanding how the local demographics are either similar or different from state and national trends.

Note: Unless otherwise noted, the raw data used for the demographic analysis that follows was compiled by evaluating data from ESRI, which uses projections from the 2010 census for the 2012 and 2017 numbers.

Population Forecast

The City of Peoria, Arizona appears to be growing at a slightly higher rate than the Phoenix area and above the growth rate of Arizona and the United States. The community is projected to experience a 0.95% annual population growth rate for the 5 year period between 2012 and 2017, from 158,135 to 165,815. This rate of growth is slightly above the rate projected for the Phoenix metropolitan area (0.91%) and Arizona (0.81%) and the U.S. (0.68%) for the same period. Overall, across the nation, the population growth projections have dropped in the last two years. The projected population for Peoria is illustrated in **Figure 2.1**. It is important to note that this growth is not necessarily occurring throughout the City's land area, but primarily in the northern portion of the city where raw land is available for development of new homes and businesses.

Figure 2.1 - City of Peoria, AZ Population Projection

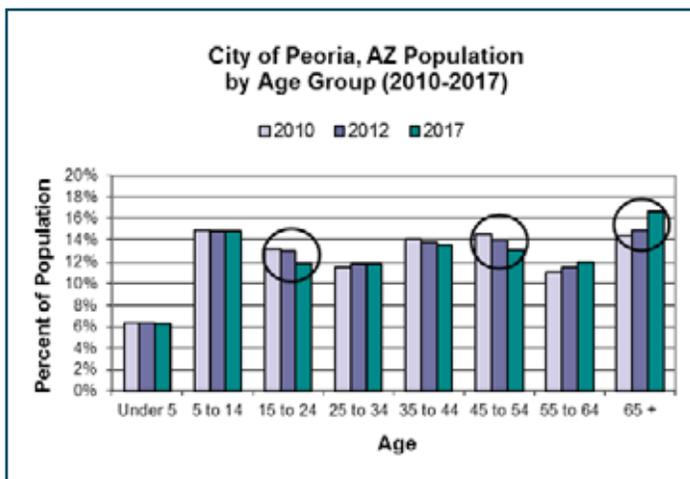


Age Distribution

A profile of the community's ages is critical to parks and recreation programming since different age groups can have extremely different needs and desires for parks and recreation facilities and programs.

Figure 2.2 illustrates the population trend of the City of Peoria by age. The trend depicted in the chart indicates a continuous decline between 2010 and 2017 in the percentage of the population of those aged 15 to 24 and 45 to 54. These age groups together typically indicate families with children moving out of the house and parents of older children or early empty-nesters. It is possible that many of them are staying in Peoria and aging in place, as there is a slight increase in the next oldest age groups of 25 to 34 and 55 to 64.

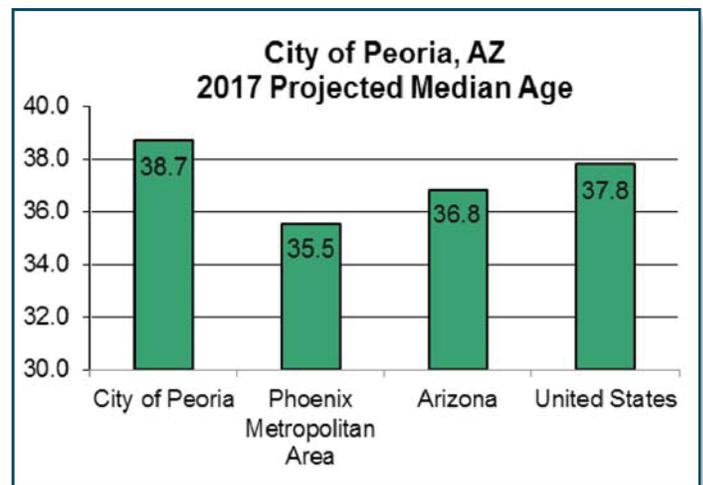
Figure 2.2 - City of Peoria, AZ Age Groups 2010-2017



Those age 55 and above have steadily been increasing since 2010, with a larger increase in those over 65. These trends indicate while there are still young families in the City of Peoria, as the population increases, their percentage of the whole will likely remain relatively stable, while those who are empty nesters or retirees are becoming a higher percentage of the population overall.

This older population is confirmed when evaluating the median age as well, as it is significantly older than the Phoenix area, Arizona and the United States (**Figure 2.3**). This figure illustrates that the City of Peoria's projected median age in 2017 will be 38.7 years, which is older than the projected median age of the Phoenix Metropolitan Area (35.5), Arizona (36.8) and the nation (37.8).

Figure 2.3 - Median Age Comparison



Despite the relatively flat growth of young families shown by the 15 to 24 and 45 to 54 categories in **Figure 2.2**, Peoria still has a higher percentage of the population within the 45 to 54 and the 5 to 14 category which confirms a higher population of families than the region, state and country (**Figure 2.4**). However, confirming the growth of those over 55 shown in **Figure 2.2** and **Figure 2.4**, shows that those over 65 are a greater portion of the population than the region, state and nation. This split in growth data means that despite the substantial number of young families within Peoria, it will be important to meet the needs not only of those families but the older adults within the community as well. The next section, Household Makeup, provides a more detailed breakdown of household makeup and trends.

Figure 2.4 - Age Group Comparisons, 2010-2017

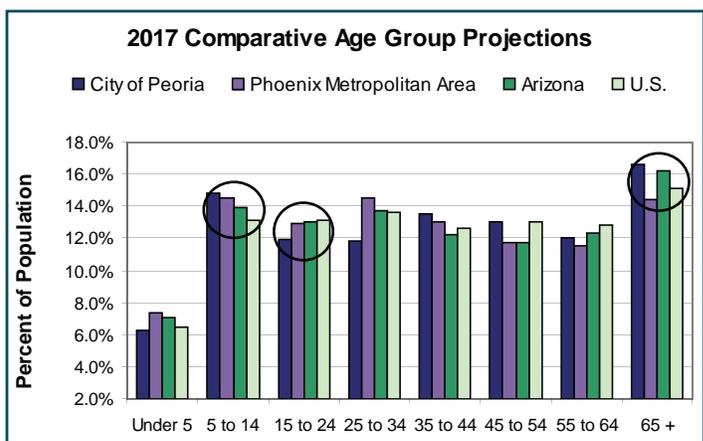


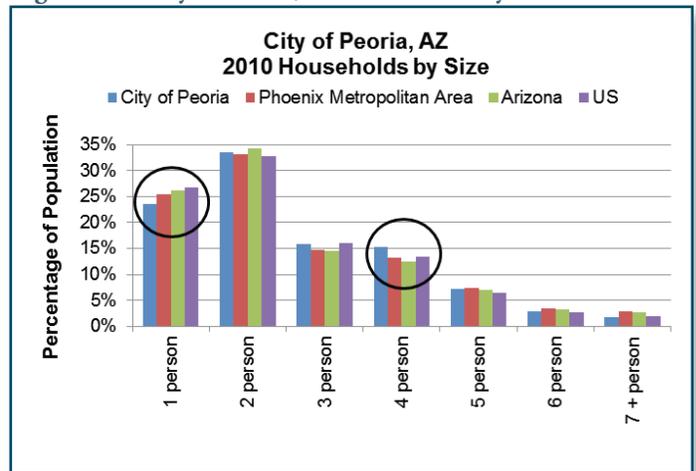
Figure 2.5 – City of Peoria, Arizona’s Demographic Groups and Recreation Needs

Age Group	2012	2017	Characteristics and Recreation Needs
Under 5	6.4%	6.3%	Preschool and toddler programs Playground users Experience park, recreation and library facilities and programs with an adult
5 to 14	14.8%	14.8%	Youth athletics and after-school programs Growing interest in non-traditional, individual activities
15 to 24	12.9%	11.9%	Teen and young adult programs Extreme sports and adventure-related activities
25 to 34	11.8%	11.8%	Adult program participants Young families
35 to 44 and 45 to 54	27.8%	26.5%	Adult program participants Combined age groups - have similar needs and demands for recreation programs and facilities Families range from preschool to early empty nesters
55 to 64	11.6%	12.0%	Active older adult programming Empty nesters approaching retirement Often have grandchildren who use facilities and programs
65 and older	14.9%	16.6%	Older adult programs Social networking and healthcare related programs Range from healthy and active to more physically inactive

Household Makeup

In 2012, Peoria’s household makeup was fairly consistent with Arizona and the Phoenix Metropolitan Area, with the average household size the same or just slightly higher (2.67) than the greater Phoenix area (2.67) and Arizona (2.63). The trend is generally stable in all of the areas over the next five years. **Figure 2.6** shows a larger segment of the households with four people and less households with just one member (compared to the Phoenix Metropolitan Area, Arizona and the United States). In 2010, 36.3% of the households in the City of Peoria included children. This is 1.0% more than the percentage of households with children in the Phoenix Metropolitan Area (35.3%) and 2.7% more than households in Arizona (33.6%). All of these statistics indicate a relatively large population of families with children living at home. However, it is also important to note that the population over the age of 55 is expected to increase more significantly than younger age groups, which will increase the number of households with 65+ as well. The larger household size and households with children, as well as the increase in the mature demographic shows a likelihood of multi-generational homes (grandparents, parents and children within the same household) as well as a divergent need of programming to meet the needs of the all age groups.

Figure 2.6 - City of Peoria, AZ Households by Size

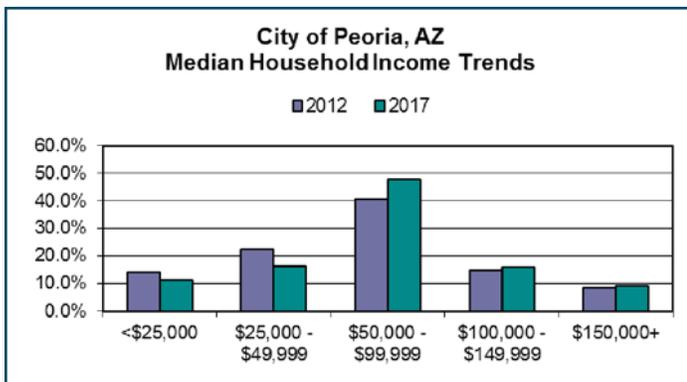


Household Income

Figure 2.7 shows an increase in household income over \$50,000 and decreases in household incomes below \$50,000 between 2012 and 2017. Yet, when reviewing household income data, it is important to keep in mind that the higher number of people in a household also impacts the amount of disposable income. When evaluating this trend against the local and state projections, the Phoenix Metropolitan Area and Arizona also see increases in household incomes over \$50,000 and a decrease below \$50,000, which is also consistent with the national trend.

Data shows that income and physical activity are positively correlated; when one rises, the other rises. The number of households in Peoria with low income levels is expected to decrease and those with moderate and higher income levels are expected to increase by 2017 (see **Figure 2.7**). For parks and recreation, income levels often influence programming, facilities and fee structures. For example, operations and maintenance costs will increase as the City takes on more parks, and when considering fee increases or additional programs or facilities, it will be important to evaluate those programs and facilities for community vs. individual benefit. Additionally, despite an upward trend in income, there may still be residents within the community that may not have the ability to pay, but may be in need of the City's services the most.

Figure 2.7 - City of Peoria, AZ Household Income Trends

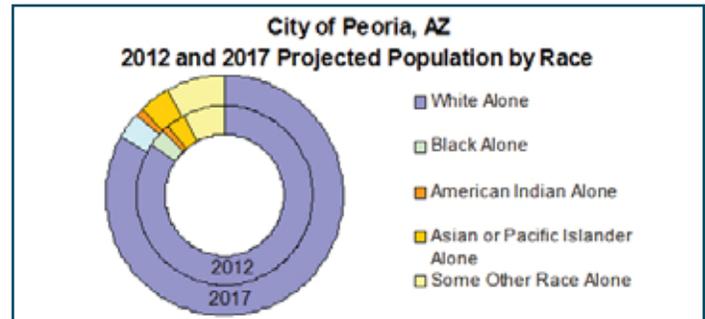


Race and Ethnicity

Race and ethnicity influence cultural trends and play a role in park and recreation needs and desires. Trends can be found in the ways that different ethnic groups use parks, recreation facilities and the types of programs they seek. As **Figure 2.8** illustrates, the City of Peoria's racial makeup is predominately "white alone" and will remain so over the next five years. The City of Peoria is less

racially diverse than the Phoenix Metropolitan Area, Arizona and the United States as a whole. The percentage of the population in 2017 that is anticipated to be "white alone" will be lower in the Phoenix Metropolitan Area (70.5%), Arizona (70.7%) and the United States (70.6%) than within the City of Peoria (80.0%).

Figure 2.8 - City of Peoria, AZ Population by Race



2017 projections for Peoria show the population identifying themselves as Hispanic at 20.5% (which is lower than the percentage of state residents (32.0%) but higher than US residents (18.4%)). Therefore, it will be important to keep in mind Hispanics in the recreation programming, services and facilities. The City should provide services, facilities and programs similarly to peer agencies within Arizona, but since the number of people identifying themselves as Hispanic is higher than national numbers, national trends in programming and services associated with race may not be as relevant.

It is also important to note that the data from the 2010 Census (and the associated projections provided by ESRI) also shows that there is a larger percentage of people who chose the "Some other Race" category in the Phoenix area (12.7%) and the state of Arizona (11.9%), though the number for Peoria (7.0%) is in line with national (6.2%) trends, although still the second highest category. These numbers for the Phoenix area and the state of Arizona are higher than typically found elsewhere in the national data. According to the article "Some Other Race" in *The Economist*, February 9, 2013; in 2010, American Hispanics were puzzled by the race versus Hispanic origins question. "Half identified themselves as white. But over a third ticked a box marked "Some other race". As a result, "some other" emerged as America's third-largest racial grouping." Therefore, the numbers in the racial data may be slightly skewed not only within the City of Peoria numbers, but on a regional and state level.

Health and Related Factors

Research shows that a person's physical activity level, which by extension is a large determinant of their overall health, is determined by many factors, including education, income, number of household members, and gender. Specifically in Arizona, according to the CDC's Physical Activity statistics, in 2007 (the latest year the data is available for the state), 52.6% of respondents meet the recommended physical activity objectives through lifestyle activities (i.e. household, transportation, or leisure-time activities). However, when specifically focusing on leisure-time physical activity, 22.4% of the respondents noted no leisure-time physical activity within the previous month, this matches the 2008 data for the Phoenix Metropolitan area as well (22.6%).

Research has also shown that the availability of opportunities to engage in physical activity is positively correlated with the amount of physical activity people engage in. Therefore, while the natural setting and mild climate of Arizona encourages physical activities, the availability of local and accessible parks and recreation services are also vital to increasing physical activity across all age sectors and plays a key role in reducing obesity rates. When evaluating the availability of these opportunities, one must consider their accessibility and proximity to residents in addition to their mere existence. Physical barriers, safety concerns, and distance to parks and facilities often prevent residents from using the facilities and programs. Research has found that larger sizes of parks and open spaces does not necessarily increase how often or how much people use them, but rather the distance to the park or open space is the greatest determining factor, especially youth, who may not be able to walk or bike to and from a larger park from their homes or school because of distance or perceived (or real) barriers such as highways, rivers and busy roadways.

According to "Physical Activity and Good Nutrition: Essential Elements to Prevent Chronic Diseases and Obesity, At a Glance 2008." CDC. 2008:

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

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

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

Key Findings

The City of Peoria is growing at a slightly faster rate than the communities around it, with the majority of growth occurring in the northern reaches of the City. The age breakdown shows a decrease in young families and an increase in residents over 65. However, the percentage of young families is still greater than other communities in the region. Therefore, this split in growth data means that while there are a substantial number of young families within Peoria, it will be important to meet the needs not only of those families but the older adults within the community as well. The focus on additional services, facilities and programs should continue to serve a broad cross-section of the population. Connecting residents to facilities and establishing facilities in proximity to residents will be important as the community grows.



Integration with Related Planning Efforts

3





INTEGRATION WITH RELATED PLANNING EFFORTS

Overview

The City of Peoria has well-established park, trail, open space, recreation and library resources serving the community and the region with facilities such as the Lake Pleasant Regional Park, Peoria Sports Complex and Community Regional Parks. The Community Services Department faces a challenge to provide for a large geographical area and a diverse population. The consultant team for this Master Plan effort has reviewed pertinent local, regional and state documents in relation to open space, trails and park and recreation planning. This review, in addition to conversations with representatives from Peoria and other agencies assists in providing a more comprehensive understanding of common goals, as well as resources to improve key partnerships for park and open space amenities, trail connections

and facilities within the City of Peoria. The planning documents highlighted in this section provide a wealth of information at a regional and community level, though only the portions most relevant to Peoria are discussed in detail within this Master Plan. The timing of this master plan is optimal for sound planning, sustainable programs and operations as many complimentary planning efforts are in process for Peoria. An important part of this process was to analyze and integrate this Master Plan with current and previous planning projects, enabling the City and its partners to streamline planning efforts and maximize the use of resources. This master plan has taken the following documents into consideration during its development:

- City of Peoria Parks, Recreation, Open Spaces, and Trails Master Plan Update, 2006
- City of Peoria Parks, Recreation and Open Space Master Plan, 2002
- City of Peoria 2011 General Plan
- City of Peoria Sonoran Preservation Program, 2013
- Youth Master Plan, 2012
- ICMA Performance Measure Reports
- Old Town Peoria Revitalization / Specific Plan, 2011
- City of Peoria Historic Preservation Master Plan, 2012
- Desert Lands Conservation Plan and Ordinance (DLCO), 2005
- P83 (Peoria Sports Complex) Urban Design Plan, 2010
- Loop 303 Specific Area Plan, 2005
- Lake Pleasant Parkway Design Theme Manual, 2005
- Arizona Statewide Comprehensive Outdoor Recreation Plan (SCORP), 2013
- City of Surprise Parks and Trails Master Plan, 2008
- CAP Trail Feasibility Study, 2004
- Maricopa County Regional Trail System Plan, 2004
- Maricopa County Parks and Recreation Strategic Plan, 2009
- Lake Pleasant Regional Park Master Plan, 1995
- Agua Fria Water Course Master Plan
- West Valley Multi-Modal Transportation Corridor Master Plan, 2001
- West Valley Recreation Corridor Design Concept Report, 1999
- Master Plan / Planned Area Developments / Specific

Plan and Improvement Plans for Master Planned Communities in Peoria (specifically Camino a Lago, Peoria Lakes, Lake Pleasant Heights, Saddleback Heights, Tierra del Rio, Vistancia, WestWing, etc.)

Reviewing these documents ensures that the efforts of this Master Plan are consistent with and complementary to the goals and strategies of the current and/or past planning efforts in the region and provides an understanding of key connections and facilities noted in other plans. This master planning effort will incorporate the accomplishments and evaluate the relevancy of these plans' remaining goals and strategies into the prioritized recommendations.

City of Peoria Planning Integration

City of Peoria Parks, Recreation, Open Spaces, and Trails (PROST) Master Plan Update, 2006

The PROST Master Plan prepared in 2006 compiled the planning efforts from:

- 2002 Parks, Recreation and Open Space Master Plan
- 1998 Peoria Trails Master Plan
- 1996 Parks, Recreation and Open Space Plan

The master plan update outlined the need for future recreational facilities and services and established a framework for future parks, trails and community center locations at a time when the City was quickly growing. The master plan recommendations identified Community Park #2 (i.e. Pioneer Community Park) and the expansion of the trail systems as key priorities, both of which are examples of capital improvement projects that have been completed or are currently under construction based on the direction of the plan. The master plan established implementation and processing tools and design criteria for recreation facilities to assist with the City's coordination on capital improvement projects and private development. The implementation and processing tools consist of a development review checklist for tracking park and recreation elements, park planning worksheets with design criteria and recreation value checklist to evaluate level of service as part of the planning process. In addition, the PROST identified the importance of both natural and improved open space areas to the community and served as a catalyst for the Peoria Sonoran Preservation Program. Ultimately, the 2006 PROST established the goals and objectives for the 2011 Peoria General Plan.

The 2006 PROST, in conjunction with the prior planning documents, established a strong framework for expanding the facilities and connectivity to meet the community needs. This 2013 Master Plan will build upon the analysis and planning contained in the 2006 document. The integration of an extensive community engagement process has provided understanding on how the implementation of the 2006 PROST goals and recommendations have thus far met the needs of the community. This 2013 effort will expand upon the vision established in the 2006 document to retain open space and interconnect key resources with a comprehensive trails system. The trail guidelines in the 2006 plan established a set of standards which provided clear guidance on the parameters on type, size and location to expand the trail network for Peoria. This 2013 master plan includes a set of guidelines that will refine and enhance those original standards.

Peoria Sonoran Preservation Program (Ongoing)

The Peoria Sonoran Preservation Program originates from the Desert Lands Conservation Master Plan (1999), which established preservation criteria and implementation of open space identification and acquisition. The 2006 Parks, Recreation, Open Space and Trails Master Plan included recommendations for open space planning as an integral component of the plan to guide the long-term planning and programming of open space for the Community Services Department. The City initiated an Open Space Master Plan to develop a framework for future preservation and acquisition. This master plan evolved into an Open Space Prioritization, Preservation & Acquisition Program, which then evolved into the Peoria Sonoran Preservation Program.



The Peoria Sonoran Preservation Program intends to balance preservation and land use, distinct from many preservation plans that simply isolate natural areas from development activity. This program is focused on determining the community and stakeholders’ values and reaching a mutual understanding of how preservation can benefit the community. The Program has developed an Open Space Implementation Plan to focus on the protection of valued land and resources, identifying open space priority areas and consolidating the Open Space Tool Kit (from the 2006 PROST). This current master planning effort will serve as the planning resource for development and provisioning of facilities for open space and trails for the City of Peoria. The Goals, Objectives and Recommendations developed as part of the Implementation Plan will guide the Sonoran Desert Preservation Program’s development of comprehensive strategies, tasks, and tools to achieve the ultimate vision of the City as it relates to open space resources.

City of Peoria General Plan, 2011

The General Plan is the City’s long range planning and policy document which guides development throughout the City and its planning areas. Land use decisions are evaluated by City staff based on their conformance with the General Plan. The Recreation and Open Space Element in the General Plan identifies the Vision, Goals, Objectives, Policies and Strategies that provide a framework in which to identify, acquire and enhance the park, recreation, open space and trails facilities throughout the Peoria planning area. The General Plan’s Recreation and Open Space Element establishes the following goals:

- Develop an accessible, comprehensive, integrated, high quality parks, recreation and open space system serving the needs of Peoria residents.
- Develop a safe, functional and enjoyable park system.
- Develop a comprehensive and diverse recreation program.
- Develop an open space system that is environmentally sensitive and self-sustaining.
- Develop a safe, multi-use and inter-connected path and trail system throughout the City.
- Develop a park, recreation and open space system that preserves and enhances cultural resources.

- Appropriately plan the unique recreational resources of the north planning area of Peoria through future master planned development.

The Recreation and Open Space Element in the General Plan establishes a clear framework to guide policy and land use decisions based on the goals, objectives and recommendations outlined in the 2006 PROST. The General Plan addresses the level of service for facility needs, acreage needs per population and the park classifications. The General Plan identifies the park sites and parkland acreage needs relative to population as depicted in **Figure 3.1**.

Figure 3.1 - Park Sites and Parkland Acreage Needs per the 2011 General Plan

Population: 155,560 Year: 2008				
Park Type	Minimum Size	Service Area	Service Area (Population)	Acres / 1,000 Residents
Neighborhood Park	8.75 AC	1/2 mile radius	5,000	1.75
Community Park	75 AC	3 miles radius	50,000	1.5
Regional Park	300 AC	10 miles radius	100,000	3
Open Space	Varies	10 miles radius	n/a	10
Total Park Lands / 1,000 Residents				16.25

Based on the acreage needs (Figure 3.1), the General Plan provides level of service recommendations for Parks and Open Space and the acres needed to meet the recommended level of service illustrated in Figure 3.2. This current master plan effort will refine the level of service and gaps in service based on the current demographics and community needs identified from the community engagement process.

Figure 3.2 - Recommended Park Level of Services Standards

Population: 155,560 Year: 2008

Park Type	Parks Required	Parks Needed	Acres Needed
Neighborhood Park	31	5	43.75
Community Park	3	1	75.00
Regional Park (Lake Pleasant not included)	1	1	300.00
Open Space			1,556.00
Total Parkland and Open Space Needed (Acres)			1,974.75

Youth Master Plan, 2012

The City of Peoria’s community leaders facilitated the development of a Youth Master Plan with input from multiple departments and outside agencies. The vision statement “Youth engaged in life, empowered to their community, equipped for a bright future” is a powerful statement emphasizing the importance of engaging the youth in the development of their community. The Youth Master Plan identifies strategic goals to enhance youth engagement in the community. This includes elements compatible with this master planning effort, including:

- Fostering community partnerships to support the youth programs and special events.
- Maintaining non-core programming such as arts education is essential to maintain and offer diverse opportunities for youth.
- Enhancing the relationships with the public safety community provides options for youth in times of need and to serve as mentors for the youth community.
- The need to address physical and financial barriers limiting user’s access to programs and facilities.
- The Community Services Department strives to address financial barriers through programs such as Peoria Play, Inc., the department’s 501c3 non-profit and funding from the Department of Economic Security (DES).

- Integrate youth representation in the community; which is essential to assessing new opportunities to address youth’s specific interests and needs.

Cultural Arts Master Plan, 2009

The City of Peoria established the Cultural Arts Master Plan to guide the development of art and culture throughout the community. The plan identifies the civic importance, economic development opportunities and quality of life benefits that arts and culture provides for the City. The plan guides the physical integration of arts and culture elements into public spaces, and the educational and economic opportunities of hosting events and programs. In addition, the master plan established funding mechanisms for improvements, a public art review process and a Public Art Program. The Cultural Arts Master Plan complements this master planning effort as it provides resources and methods to enhance the programming and destinations as a component of community experience.



Other Jurisdictions Planning Integration

Maricopa County Parks and Recreation Strategic Plan, 2009

Maricopa County conducted a comprehensive strategic evaluation of its parks and recreation system in an effort to enhance its delivery of services while balancing the operations and funding needs throughout the entire system. Lake Pleasant is a primary asset and a unique park in Maricopa County. Lake Pleasant's regional service area results in an increased demand for its amenities and the challenges associated with a high level of use. In relation to Peoria, the plan highlights the recreational, cultural and environmental value that Lake Pleasant provides to the region. The plan identifies goals to strategically develop revenue-generating facilities at Lake Pleasant while closely balancing the preservation and restoration of the Lake area. The City of Peoria's long-term relationship with Maricopa County has successfully made Lake Pleasant a major regional destination and a great location for Peoria recreational programs. The on-going relationship will be essential to work towards a collective vision for this recreation destination.

Maricopa County Regional Trail System Plan 2004

The Maricopa County Regional Trail System Plan establishes a framework to link approximately 242 miles of existing and proposed trails to create the Maricopa Trail loop around the Valley. Within the City of Peoria there are important links along the Agua Fria River. The first priority trail section identified as Segment One of the master plan identifies the Agua Fria River from McMicken Dam to Lake Pleasant as a key segment of the Maricopa Trail. This segment is a priority that aligns with the West Valley Multi Modal Transportation Corridor Master Plan (2001) as well. The Plan also identifies a link between Lake Pleasant Regional Park and the Maricopa Trail in order to create a major destination along the loop. A Priority Two segment is a north-south alignment along the Lower Agua Fria River and the New River corridors to link the Peoria community to the Maricopa Trail anticipated to run along the Agua Fria River.

Arizona Statewide Comprehensive Outdoor Recreation Plan (SCORP), 2013

The 2013 SCORP evaluates statewide programs, trends and priorities for recreation. Similar trends discussed in the SCORP relate to this master plan effort, as recreation demand and needs are continuing to increase while resources are limited. The top

priorities identified in the SCORP are:

- to secure sustainable funding,
- improve collaborative planning and partnerships,
- respond to the needs of the community and evolving demographic,
- protection and preservation of the natural and cultural resources in Arizona,
- providing access to public lands,
- educating users about the opportunities and benefits of recreation.

The SCORP is an important resource in evaluating the overall health of recreation in the state of Arizona and the potential opportunities to promote collaborative efforts and expand the recreation opportunities locally and regionally.

Key Findings

The previously mentioned documents were reviewed during the information gathering efforts for this Master Plan in order to identify existing and future partnerships and regional efforts regarding open space, park and recreation opportunities for the City of Peoria. Much of the information provided in these documents places the City of Peoria in a regional context with surrounding providers. These documents assist in understanding the major goals of various agencies as well as the mission of the City itself regarding development, funding and growth and its impact on recreational resources.

Coordinate Partnerships and Fill Gaps in Service

Partnerships will continue to present opportunities to explore alternative solutions to meet the needs of the community. The documents provided a record of several local and state agencies providing park and recreation facilities as well as their long-range plans for those services. The information found in these documents is insightful for developing policies, facility definitions and guidelines, capital investment priorities, coordinating efforts for improvements and recommendations for existing and proposed trails, open space, park and recreation facilities for the City of Peoria.

Connect Communities through Recreation and Conservation

Both local and state lands are recreation destinations that also help preserve the Sonoran Desert characteristics. Significant strides have been made by the previous planning efforts, which have integrated recreational planning and conservation of resources, including ecological and historically significant areas.

The previously mentioned local, state and regional documents begin to define how the public accesses the outdoors and enjoys recreation opportunities in the area. Community planning and conservation efforts at the local level (i.e. – through neighborhoods, municipalities and special districts) are noted as ways to set aside areas for preservation and to implement proper land management techniques in order to create successful open space areas and buffers between communities. Specific land management techniques offered in these documents include:

- The creation of an interconnected trail system to guide public access away from sensitive and private lands.
Enhancing and creating existing connections and links between and within communities will provide better access to recreation amenities throughout the region.
- Preservation of agricultural or sensitive areas which limits human access
- Promotion of existing amenities with marketing, signage and partnerships between agencies.

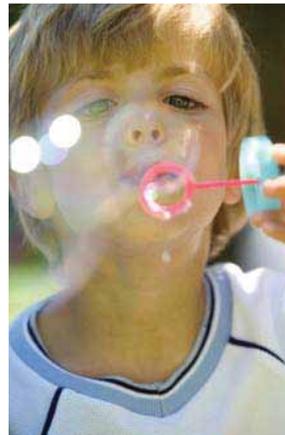
Reference Existing Documents

The reviewed documents contain a wealth of information regarding park, recreation, and open space and trail resources in the area. The documents provide strong examples of guiding principles and outline requirements for future facility development and acquisition. It will be important to utilize these documents as case studies and references for best practices and implementation strategies, whether for open space acquisition, trail design standards or marketing strategies.



Community & Stakeholder Engagement Summary

4





COMMUNITY & STAKEHOLDER ENGAGEMENT SUMMARY

Introduction

One of the primary goals of this master plan was to integrate a comprehensive public engagement approach. Community engagement with the residents of Peoria, key stakeholders and City staff throughout the needs assessment process resulted in the identification of residents' concerns, needs, and priorities regarding the operation and quality of parks and recreation facilities, programs and services. A diverse representation of interests and user groups shared their desires and needs for park and recreation amenities through a series of forums including public meetings, focus groups, and interviews. The consultant team met with the Community Services Department Staff, including Library Services, Parks, Recreation and the Sports Facilities staff. Members of other City departments and groups were also contacted, including Planning, Public Works

and Economic Development. The Parks and Recreation Board, and Peoria School District students (during Youth Government Day) also provided input. Five community engagement meetings provided an opportunity for residents to participate and voice their feedback on important issues and for the consultant to establish a baseline to commence the process of developing appropriate recommendations.

Peoria Parks and Recreation Board

The consultant team facilitated a working session with the Park and Recreation Board resulting in the following feedback. Most importantly, Peoria's strengths and successes include the commitment by the City to make parks, facilities and programming a priority through the recent economic challenges. The Community Services Department maintained programming for the youth and a strong relationship with the school districts to expand the AM/PM program despite tight budgets. The Board commended staff for making the most out of the available resources to provide quality facilities and programming for the community. The Board recognized the need for recreational facilities in the northern portion of Peoria such as a recreation center, lighted ball fields and trails. Providing a water-based amenity in northern Peoria should also be considered. The Board identified the need to explore the diversification of the programs offered in order to accommodate adaptive recreation and youth and senior needs. In addition, the master planning process should consider recreation trends so Peoria can accommodate the community's evolving needs to make Peoria a great place to live well into the future.

Community Services Department – Staff Input

The consultant team facilitated a series of discussions with staff members of the Community Services Department including members of the Library Services, Parks, Recreation and Sports Facilities Divisions regarding their perceptions about the strengths, challenges, opportunities and concerns about their roles and the development of their Division within the Department. These facilitated discussions were intended to identify what the Department is currently doing well, in addition to both the internal and external challenges that may be negatively impacting the delivery of the Department's programs and services.

The Community Services Department staff identified a number of strengths representative of the facility and program successes. The

new director has made an immediate impact, empowering staff members to foster successes and strive for new opportunities to enhance services. A prime example of collaboration within the Community Services Department is the management, maintenance and operations of the Rio Vista Recreation Center and Community Park. Rio Vista has proven to be a tremendous community resource, with usage increasing year after year. The Recreation and Sports Facilities Divisions share responsibilities to deliver quality programming and facilities at this location. Communication, cooperation and collaboration between the divisions are continually improving to achieve maximum efficiency and quality services.

The City of Peoria's Parks and Peoria Sports Facilities Divisions have leveraged their available resources to sustain an impressive level of maintenance and an overall quality product for the community. The quality of maintenance is illustrated through venues such as the Peoria Sports Complex and Rio Vista Community Park which attract users from throughout the region to play on its highly manicured sports fields. In addition, recently added parks such as Scotland Yard are serving the community well and demonstrate the quality of amenities provided by the Parks Division. Reinvestment in the park system is a paramount initiative for Peoria which is highlighted at Varney Park with the lighted ball fields and new play equipment. The opening of the Pioneer Community Park is a great example of the Department's passion, attention to detail, and ability to deliver capital projects to the community.

The Department's staff is dedicated to exploring opportunities to increase the level of service provided to the community in all realms of recreation and education. The staff understands the challenges they face and what resources would enable them to do their jobs better and grow the services being offered. In addition, staff recognizes that programming can only be provided and expanded if these activities are sustainable and/or have adequate funding from both traditional and alternative funding sources. The City maintains Intergovernmental Agreements (IGAs) with the Peoria Unified School District for the use of facilities for AM/PM, summer programs, classes and sports. The shared use of the school facilities creates an additional logistical challenge for the Recreation staff to manage the scheduling at these locations. The current



capacity of existing fields and facilities greatly impacts scheduling for recreation programs, sports leagues tournaments, swim lessons and teams, as well residents' ability to use facilities for open play.

Based on our discussion with the Recreation staff, Rio Vista Recreation Center is programmed to capacity during certain times of the day. This same sentiment was also echoed by Library Staff. In order to maintain quality programming, both Divisions evaluate each program's performance to enhance delivery or replace with desired programming. Staff in both Divisions noted the opportunity to expand programs, events, classes and leagues if space and staff are available to accommodate the additional programs. As the demand for indoor programming increases, the need for additional facilities will become more significant. In addition, providing access via additional trails or public transportation to parks, libraries and indoor facilities is an important consideration to increase participation.

Staff is regularly evaluating opportunities to increase programming and revenue generation for the City. However, these opportunities are limited by the current availability of specific facilities such as lighted athletic fields, the recreation center and library spaces and trail connections linking facilities in Peoria. Staff recognizes that there are limited resources for the development of new facilities and collaboration and support will be imperative from City Council, community organizations, local businesses, and the school districts.

In order to implement the potential opportunities and goals identified by staff, there are many factors that need to align in

order to overcome the external threats that could impede the Department's growth and progress. Some of these concerns include future funding availability due to the slow economic recovery compounded by the decline in the availability of traditional and alternative funding. The current economic recovery may influence residents' willingness to support a funding mechanism such as a bond for facility development.

Fees and charges are analyzed annually in accordance with the City Council Policy on Community Services Recreation Pricing and Fees. A market study of similar programs in other jurisdictions and private business is done to ensure the fees are competitive in order to avoid losing users to adjacent jurisdictions as well as rewarding residents for staying within Peoria for those services. Additionally, preservation of open space has been identified as a significant community priority for Peoria. The community has committed to preserving the natural and cultural features within Peoria. In response to the community's priority, the Peoria Sonoran Preservation Program was initiated to balance the planning and development of natural and improved open space areas for the community.

Youth Input

As part of Youth Government Day on April 4th, 2013, the consultant team had an opportunity to facilitate a focus group with enthusiastic teen representatives. The focus group session included a presentation of the master planning process which established the framework for a group breakout session to capture the teen's parks, recreation and programming interests and needs. When asked what they like to do for fun, most noted that they like to hang out with friends, and many noted they like to play sports, swim, play basketball, skate and/or enjoy music events.

Working with the youth to harness their creative capital, the small group session culminated with a ranking of preferred improvements to existing parks. The groups noted improvements and additions such as lighted ball fields, basketball courts, an additional skate park and places to gather and hang out. If the youth were building a new park, a few of the top items they would incorporate include an amphitheater, skate park, a pool with a lazy river and/or water park, sports fields and a snack shack (**Figure 4.1**). When asked what

they would put into a new indoor facility, many of them identified a teen gym (versus a gym for younger kids), game room, pool, snack bar/places to sit and eat, dance floor, and a room for books/movies/Wii/music. Overall, the input from the teen representatives highlighted the trends of increasing need for individual recreation in addition to traditional team sports programming for Peoria's younger residents.

Figure 4.1 - Youth Government Day Meeting - Top 10 Amenities

Water Park / Water Slide / Swimming Pool
Amusement Park w/ misters
Food Court
Picnic / Grilling area
Concert Area / Amphitheater
Game room
Fitness Center / Spa
Lake
Zip line
Trails- Running and Equestrian



Public Meeting and Focus Group Input

A series of public meetings and focus group meetings were held between January and April of 2013. The public meetings brought together approximately 150 participants consisting of various stakeholders, user-group representatives, community leaders and residents. A vast majority of the participants enjoy living in Peoria because of the quality of life it offers and the unique features it boasts. Peoria's location provides easy access to many desired regional amenities as well as many positive attributes such as great schools, a wide variety of activities and facilities, a sense of community and access to open space. The groups recognized the diversity of users, ranging in age, ability levels and interests. Throughout the meetings, participants agreed upon several strengths:

- The quality of facilities, including the Peoria Sports Complex, Rio Vista Recreation Center and Community Park and the new Pioneer Community Park
- A diversity of quality programs offered
- Dedication of staff to provide high quality activities to a broad range of users
- Trail networks
- Lake Pleasant Recreation Area

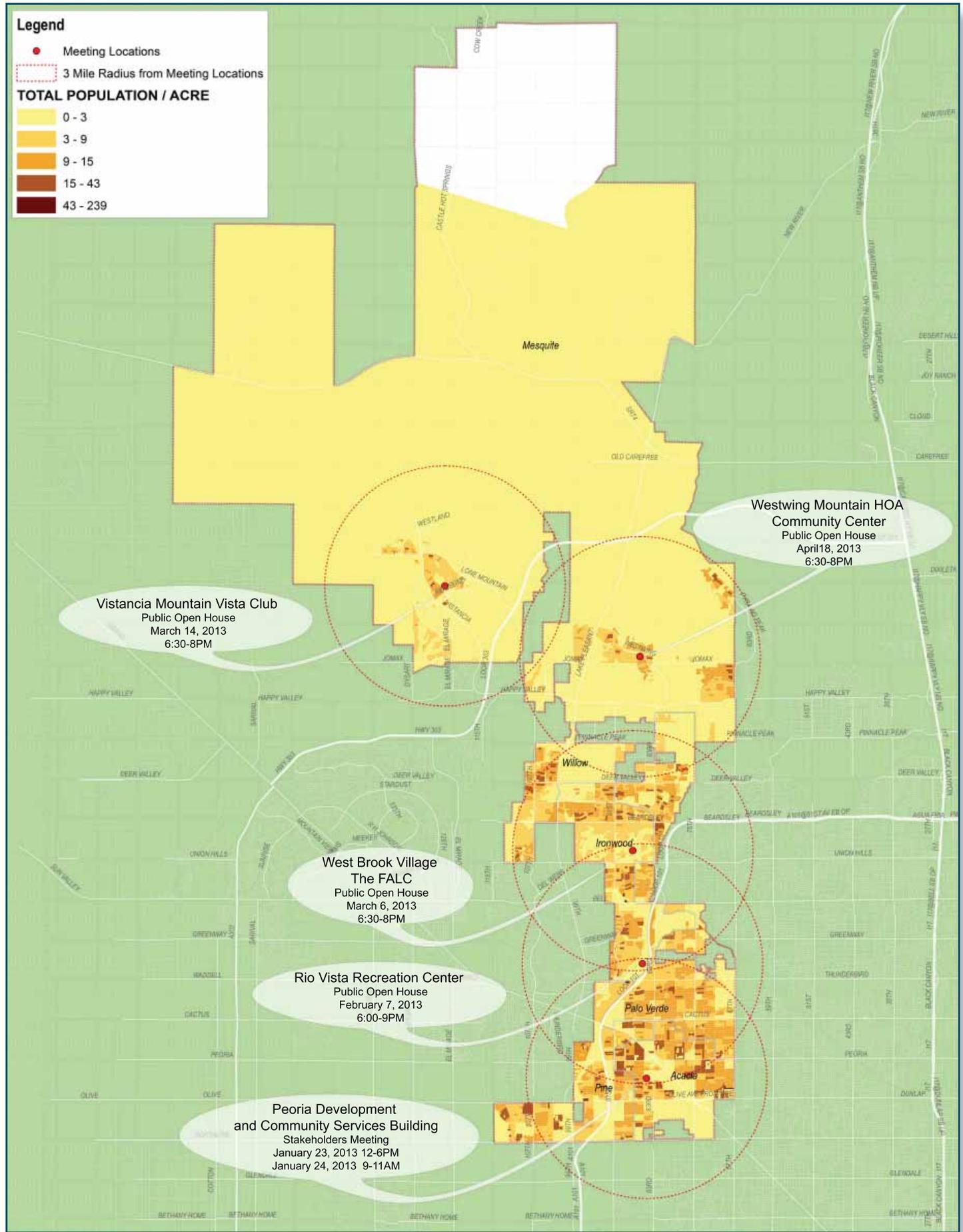
Participants were then asked to share the weaknesses or challenges that Peoria faces in terms of providing community services to residents. The majority of identified weaknesses were regarding the lack of specific facilities, such as additional recreation centers and sports fields north of Bell Road. The travel distance to existing facilities was commonly conveyed as an issue by northern Peoria residents. Other challenges shared by the participants were the need for more lighted sports fields (both diamond and rectangular), more adult leagues, and field and amenity availability, since several venues see demand (both practice time and game time) exceeding the current capacity. Connectivity to open space areas is an additional challenge, including establishing important connections and improving existing trail linkages. Current trail connectivity needs to be evaluated to improve access to the trail network through additional trailheads and crossings. Consideration for public transportation and safe bicycle and pedestrian routes to facilities was also noted by participants. In addition, another challenge the Department currently faces is the need to increase physical activity

among youth and adults, which contributes to health and wellness now and as they age. Programming options will require refinement to engage the community to address their needs and desires.

Figure 4.2 - Peoria Meeting Summary

12/20/2013	Staff Sessions
12/20/2013	Parks & Recreation Board Meeting
1/23/2013	Stakeholder Sessions
1/24/2013	Stakeholder Sessions Park Site Visit
2/7/2013	Stakeholder / Staff Meetings Staff Meetings
2/7/2013	Public Meeting- Rio Vista
2/8/2013	Peoria Sports Complex Team Meeting
3/6/2013	Stakeholder / Staff Meetings Main Library Staff Recreation Team Recreation Team Parks Team
3/6/2013	Public Meeting Westbrook Village
3/7/2013	Stakeholders / Staff Meetings Sunrise Library Staff Peoria Sports Complex Team Director Meeting Recreation Team Parks Team- Rio Vista
3/14/2013	Peoria Sports Complex Intercept Surveys
3/14/2013	Public Meeting Vistancia
4/4/2013	Youth Meeting Staff Working Meeting
4/18/2013	Public Meeting WestWing
5/1/2013	Director Meeting
5/2/2013	Open Space Coordination Meeting
6/20/2013	Parks & Recreation Board Meeting
7/2/2013	Mayor and Council Study Session
9/25/2013	Parks & Recreation Board Meeting
11/21/2013	Parks & Recreation Board Meeting
1/21/2014	Mayor & Council Study Session
2/6/2014	Planning Commission Meeting

Figure 4.3 – Public Meeting Locations



In response to the challenges, the participants were tasked with identifying opportunities for future facilities, programs and services. For example, the groups identified connectivity as a challenge and envisioned expanding the links between facilities by trails along the washes and bike lanes on roadways. At the meetings, participants consistently requested facilities such as a recreation center, lighted field complex and a dog park as amenities strongly needed to serve the community. This was readily apparent for those living north of Bell Road, and was reiterated at each of the public sessions. A community park in northern Peoria is a high priority on participants' wish list, integrating a multigenerational center, sports fields and an additional library. An aquatics facility was requested to provide additional public swimming and expand the programming capacity and convenience for aquatics. However, the interest in an indoor pool was mixed. Additionally, several specific suggestions included:

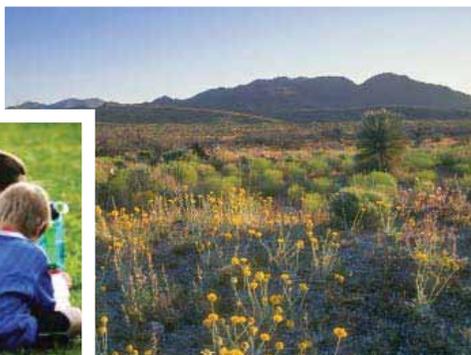
- Expanding the arts and cultural events offerings and venues.
- Retrofitting tennis courts for Pickleball.
- Evaluating existing parks to improve functionality and provide improved amenities to the community.

Participants inquired about the potential opportunities with vacant or underutilized City parcels that could provide new park space to meet the demand for parks. Integrating recreational uses with open space preservation is a high priority for residents. Regional amenities such as Lake Pleasant provide incredible opportunities for trail expansion and recreational programming opportunities such as competitive events and kayaking clinics. Biking, hiking and walking trails and pathways are important amenities and meeting attendees see an opportunity to expand the network not only to provide residents with connectivity but to establish Peoria as a destination for biking and hiking.

The meetings highlighted the importance of funding to successfully implement these improvements. Partnerships with local organizations were discussed as a way to increase awareness of programs and facilities, to open up additional communication and marketing channels, and as a possible source of funding or sponsorship. Other methods residents suggest for increasing community awareness about facilities and services are through increased marketing in local publications and at special events in addition to 'Get Active' and the website updates.

Key Findings

The focus group and public meetings made it evident that the stakeholders, users, and residents are all very appreciative of the quality facilities and programs currently offered in Peoria, and recognize that the Community Services Department is doing a terrific job. The Department is fortunate to have support from the community, and should work to address any concerns in a timely manner and maintain open communication in order to identify the resources to address them. Residents realize that significant growth is expected and have a desire to preserve the valued characteristics of the area and provide some additional facilities and programs to bring services closer to home. Some recreation facilities on resident's wish list include a recreation center, lighted sports fields, aquatic center, trails and open space. Of course, the residents recognize that any new facilities must have the funding to not only construct the improvements but to support the operations and maintenance. From the working sessions, staff and the participants envision a myriad of opportunities to expand and improve the programming, services, facilities and destinations.



Community Survey Summary

5





COMMUNITY SURVEY SUMMARY

Introduction and Methodology Overview

Leisure Vision conducted a Parks and Recreation Needs Assessment Survey on behalf of the City of Peoria in the spring of 2013. The purpose of the survey was to help establish priorities for the future development of amenities and services/programs, and is being conducted as a component of a citizen-driven master plan. The survey was designed to obtain statistically valid results from households throughout the City of Peoria. The survey was administered by a combination of mail, phone, and online.

The research conducted by Leisure Vision produced noteworthy findings and analysis that will be beneficial to the City of Peoria as the agency moves forward with implementation of this master plan. This statistical analysis illustrates residents' perceptions of existing parks and recreation facilities and programs, providing insight into

what residents want and how much they are willing to pay. The analysis allows the City to understand such things as interest and participation in outdoor recreation activities, as well as priorities for development of facilities, trails and programs; as well as open space conservation and natural resource management for the next ten years. This information will help guide the City on how to get the most out of any investment it makes in parks, recreation, library and sports programs and facilities.

Leisure Vision worked extensively with City of Peoria officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system. A seven-page survey was mailed to a random sample of 4,000 households throughout the City of Peoria. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

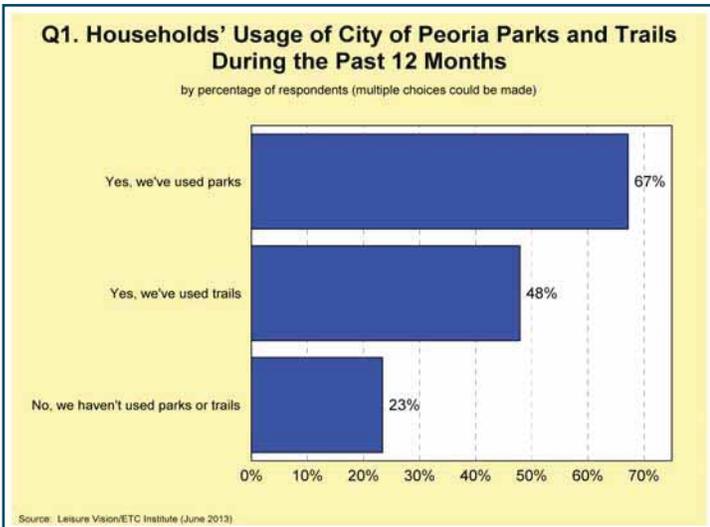
The goal was to obtain a total of at least 800 completed surveys. This goal was accomplished, with a total of 811 surveys having been completed. The level of confidence is 95% with a margin of error of +/-3.4%. The following pages summarize major survey finding.

Major Survey Findings

Use of City of Peoria Parks and Trails - Sixty-seven percent (67%) of households have used City of Peoria parks during the past 12 months, and forty-eight percent (48%) have used City of Peoria trails during the past 12 months. Twenty-three percent (23%) of households have not used City of Peoria parks or trails during the past 12 months. See **Figure 5.1**.

Of the households that have used City of Peoria parks or trails in the past 12 months, forty percent (40%) rated the overall condition of the parks/trails as "excellent", and fifty-three percent (53%) rated them as "good". An additional six percent (6%) of households rated the parks/trails as "fair", and only one percent (1%) rated them as "poor".

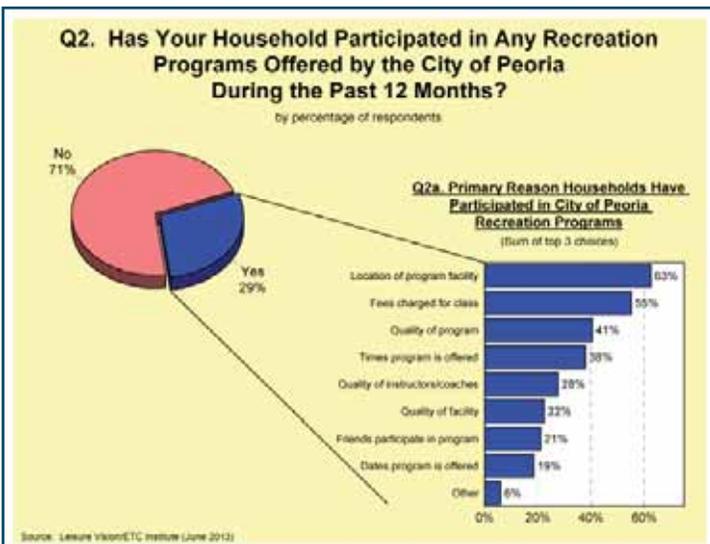
Figure 5.1 - Peoria Parks and Trails Usage



Participation in City of Peoria Recreation Programs - Twenty-nine percent (29%) of households have participated in City of Peoria recreation programs during the past 12 months.

Of the twenty-nine percent (29%) of households that have participated in City of Peoria recreation programs during the past 12 months, the most frequently mentioned reasons that households have participated in the programs are: 1) location of program/facility, 2) fees charged for the class, and 3) times the program is offered. See Figure 5.2.

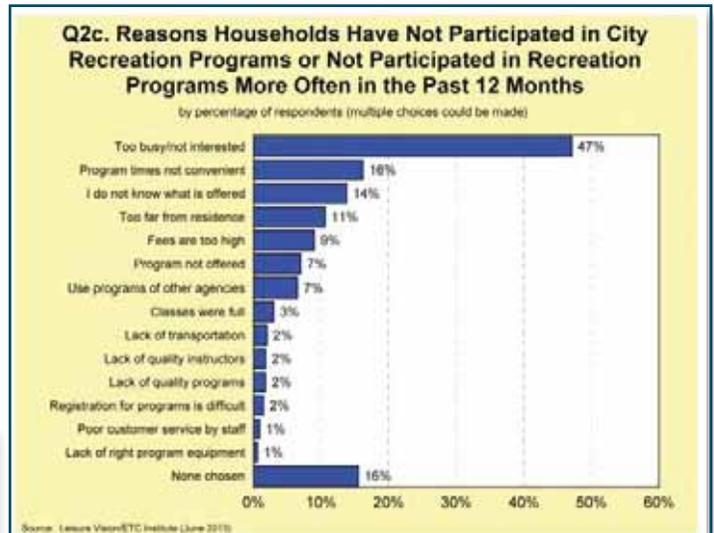
Figure 5.2 - Peoria Recreation Program Usage



Overall Quality of City of Peoria Recreation Programs. Of the twenty-nine percent (29%) of households that have participated in City of Peoria recreation programs during the past 12 months, forty-nine percent (49%) rated the overall quality of the programs as “excellent”, and forty-eight percent (48%) rated them as “good”. An additional three percent (3%) of households rated the programs as “fair”, and less than one percent (1%) rated them as “poor”.

Reasons Preventing Households From Using City of Peoria Recreation Programs More Often. The most frequently mentioned reasons preventing households from participating in City of Peoria recreation programs more often are: “too busy/not interested” (47%), “programs times are not convenient” (16%), and “I do not know what is offered” (14%). See Figure 5.3.

Figure 5.3 - Reasons for not Participating in Peoria Recreation Programs

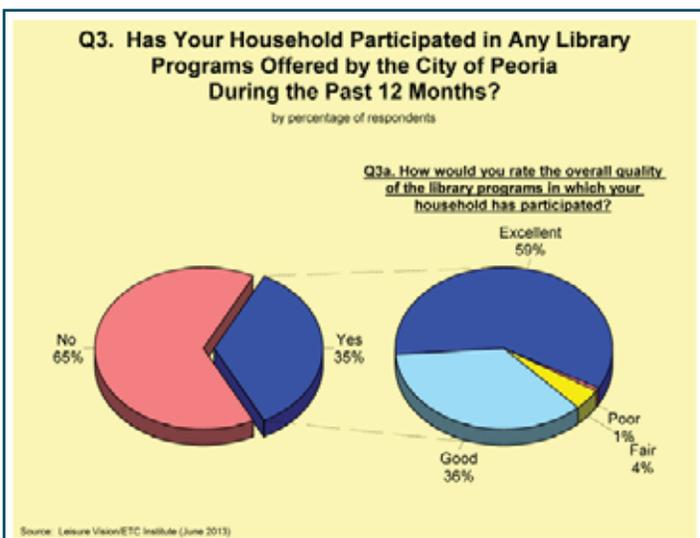


Participation in City of Peoria Library Programs. Thirty-five percent (35%) of households have participated in City of Peoria library programs during the past 12 months. Of the thirty-five percent (35%) of households that have participated in City of Peoria library programs during the past 12 months, fifty-nine percent (59%) rated the overall quality of the programs as “excellent”, and thirty-six percent (36%) rated them as “good”. An additional four percent (4%) of households rated the programs as “fair”, and only one percent (1%) rated them as “poor”. See **Figure 5.4**.

Reasons Preventing Households From Using City of Peoria Library Programs More Often. The most frequently mentioned reasons preventing households from participating in City of Peoria library programs more often are: “too busy/not interested” (36%) and “I do not know what is offered” (20%).

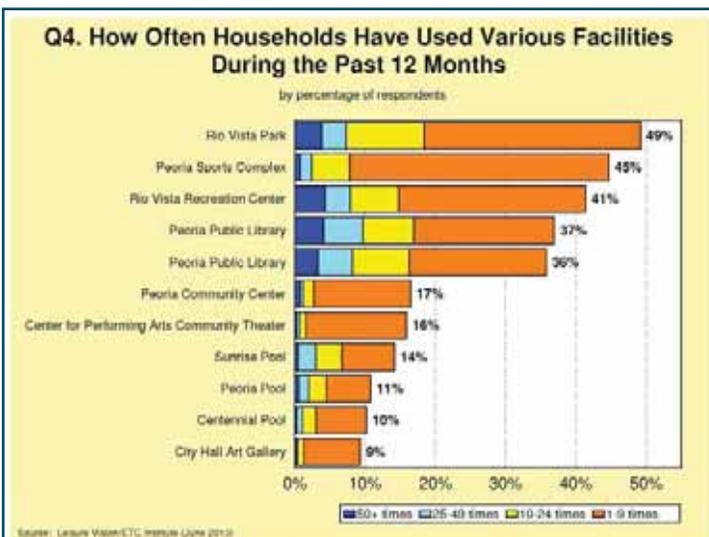
Purposes for Which Households Used Libraries. The most frequently mentioned purposes for which households have used libraries during the past 12 months are: checked out a book (49%), checked out a movie (20%), used a library computer (8%), and attended a children’s program (8%).

Figure 5.4 - Quality of Library Programs



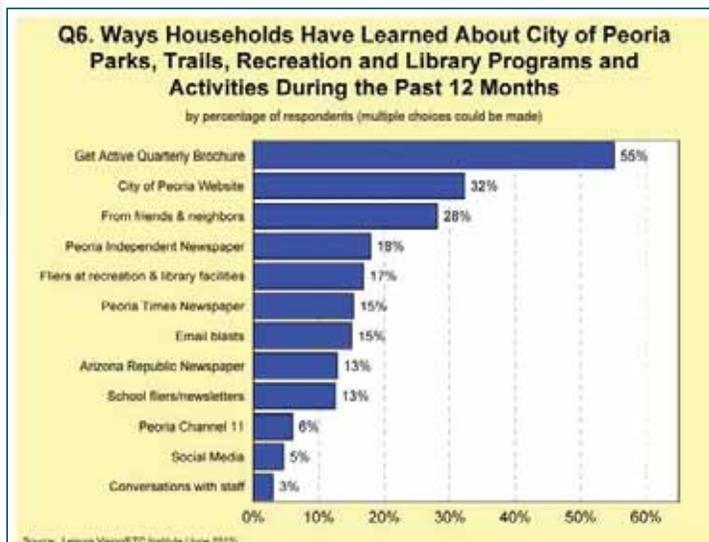
Use of Facilities Operated by the City of Peoria Community Services Department. Forty-nine percent (49%) of households have used Rio Vista Park at least once during the past 12 months. In addition, forty-five percent (45%) of households have used the Peoria Sports Complex, and forty-two percent (42%) have used the Rio Vista Recreation Center at least once during the past 12 months. See **Figure 5.5**.

Figure 5.5 - Frequency of Facility Use



Ways Households Learn About City of Peoria Parks, Trails, Recreation, and Library Programs. The most frequently mentioned ways that households have learned about City of Peoria parks, trails, recreation, and library programs during the past 12 months are: “Get Active” Quarterly Brochure (55%), City of Peoria website (32%), from friends and neighbors (28%), and Peoria Independent Newspaper (18%). See **Figure 5.6**.

Figure 5.6 - Ways Households Learn About Programs



Parks and Recreation Facilities Households Have a Need For.

The parks and recreation facilities that the highest percentage of households have a need for are: walking and biking trails (71%), small neighborhood parks (68%), libraries (61%), large community parks (60%), outdoor picnic shelters (50%), playgrounds (48%), and indoor fitness and exercise facilities (48%). See **Figure 5.7**.

Figure 5.7 - Needed Parks and Recreation Facilities

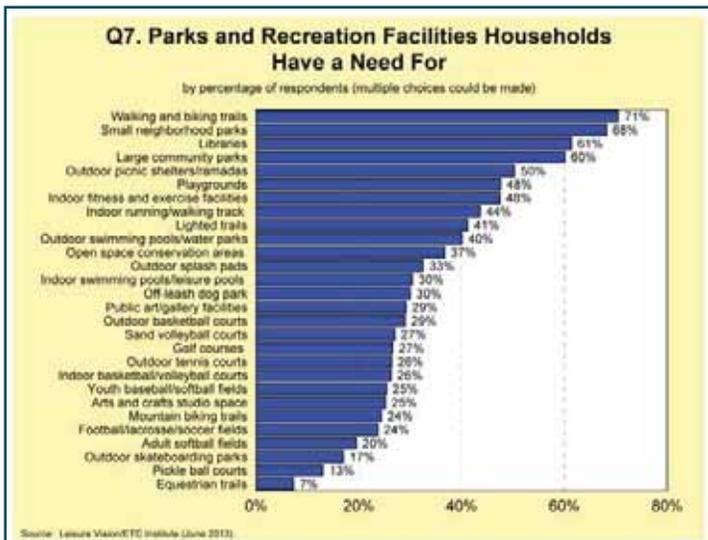
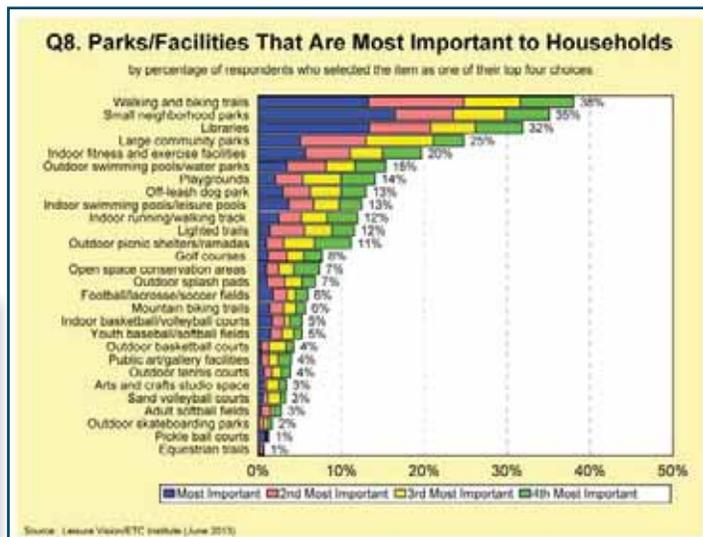


Figure 5.8 - Most Important Parks and Facilities



Parks and Facilities That Are Most Important to Households.

Based on the sum of their top four choices, the parks and recreation facilities that are most important to households are: walking and biking trails (38%), small neighborhood parks (35%), libraries (32%), large community parks (25%), and indoor fitness and exercise facilities (20%). See **Figure 5.8**.

Most Important Benefits of Parks and Recreation Facilities.

Based on the sum of their top three choices, the benefits of parks and recreation facilities that are most important to households are: improve physical health and fitness (55%), make Peoria a more desirable place to live (46%), increase property values in surrounding area (29%), and help reduce crime (26%).

Recreation Programs Households Have a Need For. The recreation programs that the highest percentage of households have a need for are: adult fitness and wellness programs (43%), community special events (35%), museums, arts and cultural programs (32%), outdoor recreation programs (29%), water fitness programs (29%), and youth sports programs (29%). See **Figure 5.9**.

Recreation Programs That Are Most Important to Households.

Based on the sum of their top four choices, the recreation programs that are most important to households are: adult fitness and wellness programs (31%), community special events (20%), youth sports programs (18%), and museums, arts and cultural programs (16%). See **Figure 5.10**.

Recreation Programs in Which Households Currently Participate Most Often at City of Peoria Parks and Recreation Facilities.

Based on the sum of their top four choices, the recreation programs in which households participate most often at Peoria parks and recreation facilities are: youth sports programs (13%), community special events (13%), adult fitness and wellness programs (9%), and youth learn to swim programs (9%).

Figure 5.9 - Needed Recreation Programs

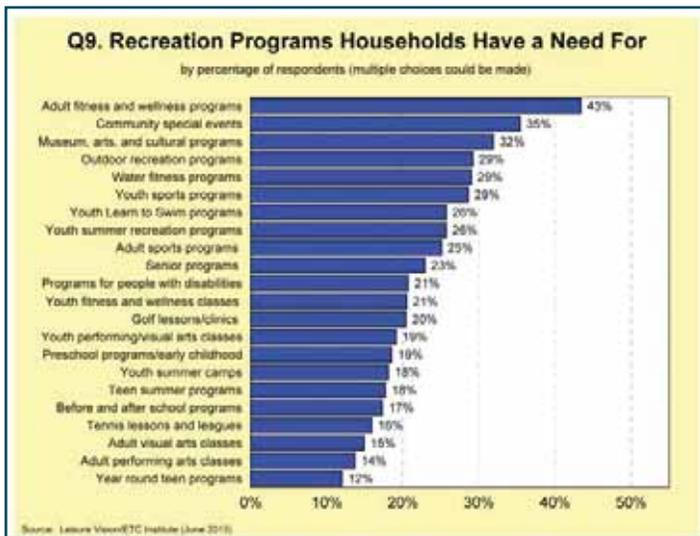
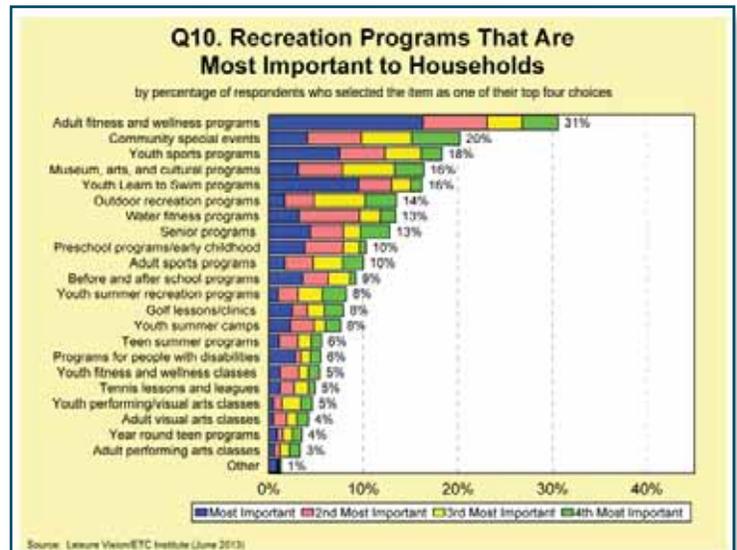


Figure 5.10- Most Important Recreation Programs



Support for Actions the City of Peoria Could Take to Maintain/ Improve the Parks and Recreation System with Current Tax Dollars.

Based on the sum of their top 3 choices, the actions that households are most willing to fund with current tax dollars to maintain/improve the parks and recreation system are: maintain and improve existing neighborhood and community parks (48%), fix-up/repair aging recreation facilities (34%), and maintain and improve existing libraries (33%). See **Figure 5.11**.

Support for Actions the City of Peoria Could Take to Acquire/ Develop New Amenities for the Parks and Recreation System with Additional Tax Dollars.

Based on the sum of their top three choices, the actions that households are most willing to fund with additional tax dollars to acquire/develop new amenities for the parks and recreation system are: develop additional walking, hiking, and biking trails (30%), purchase land to preserve open space and green space (26%), develop lighting along multi-use trails (21%), and purchase land for developing passive facilities (20%). See **Figure 5.12**.

Figure 5.11 - Maintenance/Improvements with Current Tax Dollars

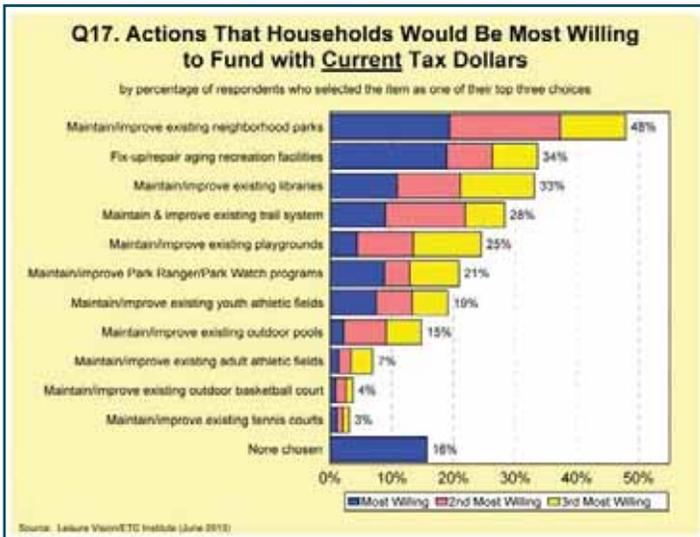


Figure 5.13 - Additional Tax Support for Parks and Recreation Facilities

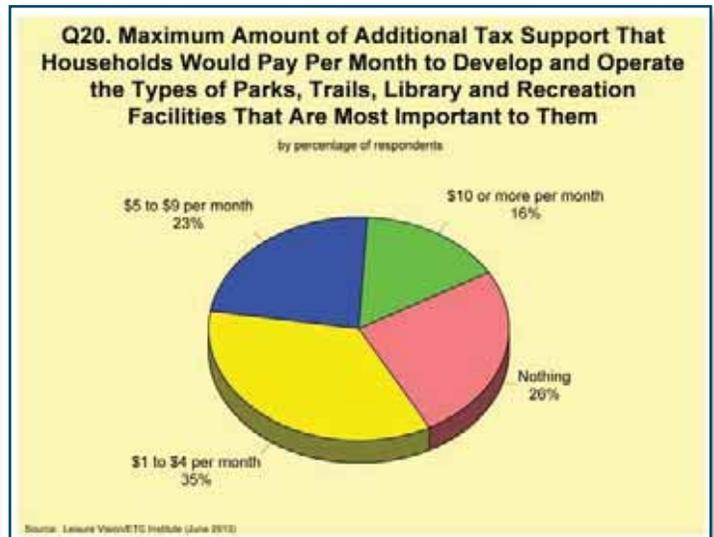
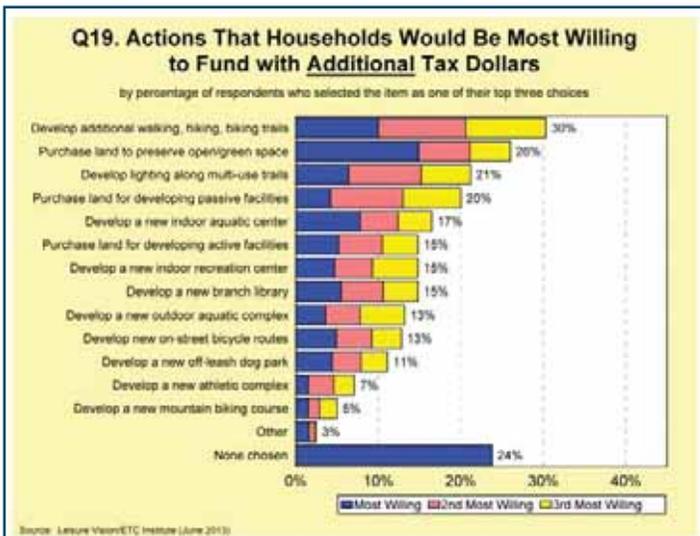


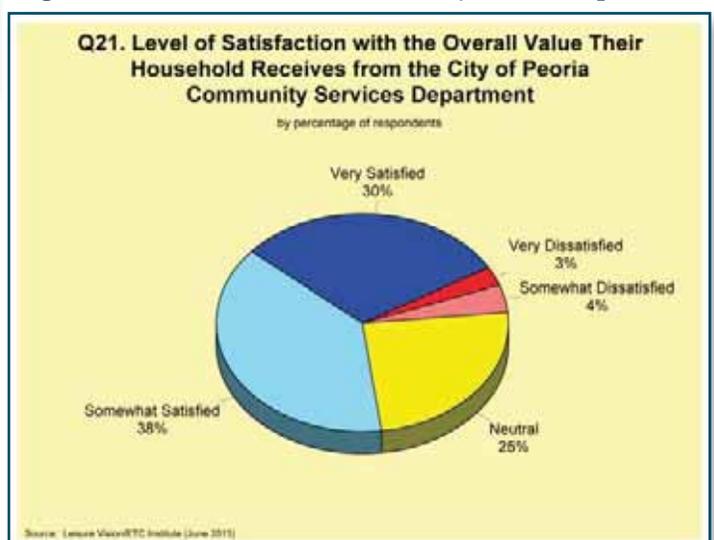
Figure 5.12 - Acquisition/Development of New Amenities with Additional Tax Dollars



Satisfaction with the Value Received from the City of Peoria Community Services Department. Sixty-eight percent (68%) of households are either “very satisfied” (30%) or “somewhat satisfied” (38%) with the overall value their household receives from the City of Peoria Community Services Department. Only seven percent (7%) of households are either “very dissatisfied” (3%) or somewhat dissatisfied” (4%) with the overall value their household receives from the City of Peoria Community Services Department. In addition, twenty-five percent (25%) of households indicated “neutral”. See **Figure 5.14**.

Paying Additional Tax Support to Develop and Operate Parks and Recreation Facilities. Seventy-four percent (74%) of respondents are willing to pay some amount of additional tax support per month to develop and operate the types of parks, trails, library, and recreation facilities that are most important to their household. This includes thirty-five percent (35%) that would pay \$1-\$4 per month, twenty-three percent (23%) that would pay \$5-\$9 per month, and sixteen percent (16%) that would pay \$10+ per month. See **Figure 5.13**.

Figure 5.14 - Satisfaction with Community Services Department



**Please refer to the full 2013 Parks and Recreation Needs Assessment Survey – Final Report (separate document) for detailed responses, charts, graphs, a comparison of Peoria to National Benchmarking Data, as well as Cross Tabular Analysis.*



Park, Recreation & Library Trends

6





PARK, RECREATION & LIBRARY TRENDS

Overview

Based on the shifting demographics of the City's service area, the Community Services Department is serving a diverse cross-section of residents, as both young families and older adults make up a large portion of the population. The City of Peoria's Community Services Department needs to position its programming and facilities to accommodate not only the area's aging population, but also youth and families within the community. Analyzing park, recreation and library trends can help identify what programs and services are increasing in popularity for different demographic groups, as well as activity-based trends. Following are some of trends associated with the relevant user groups in the City of Peoria.

General Trends in Recreation and Libraries Technology

Advances in technology have both benefits and drawbacks to engaging people in outdoor recreation. In some cases, the digital technology (smart phones, tablets, portable DVDs and video games) can compete for the leisure time available to families, both at home and while traveling. However, many people use those same devices to find information about parks, trails, programs and events and even use them within the parks themselves. According to the *2013 Arizona Statewide Comprehensive Outdoor Recreation Plan (SCORP)*, by Arizona State Parks; "Some parks are using technology to draw teenagers in. Officials at Santa Monica Mountains National Recreation Area are experimenting with a Pocket Ranger game that simulates activities available in the park. The game can be downloaded from a website to iPods and other devices and continued in the park as a kind of scavenger hunt. Other parks have apps available for smart phones which allow visitors to access information about the park easily, and apps that help identify birds, plants, and wildlife, which allows visitors to enjoy an educational experience while using technology." In addition to digital technology, improvements to recreational equipment is allowing more people to access outdoor activities, as well as to recreate at a higher level.

Libraries are also using technology to publicize events and programs, through websites and social networking. According to the *2012 State of America's Libraries*, a special report from the American Library Association, and in talking with City of Peoria library staff, libraries are now not only providing literacy skills for patrons, but libraries are also working to assist their users with digital literacy in order for them to take advantage of the resources available digitally. The number one technology for libraries is e-books. These are affecting the use within the library, the library's website, and the collections of libraries throughout the country. According to the report, *Library Services in the Digital Age*, (Pew Internet Project, January 22, 2013), there is also interest in libraries providing "digitization resources for local history materials, professional-grade office services such as videoconferencing, as well as renovated spaces that would encourage collaboration".

Marketing and Communications

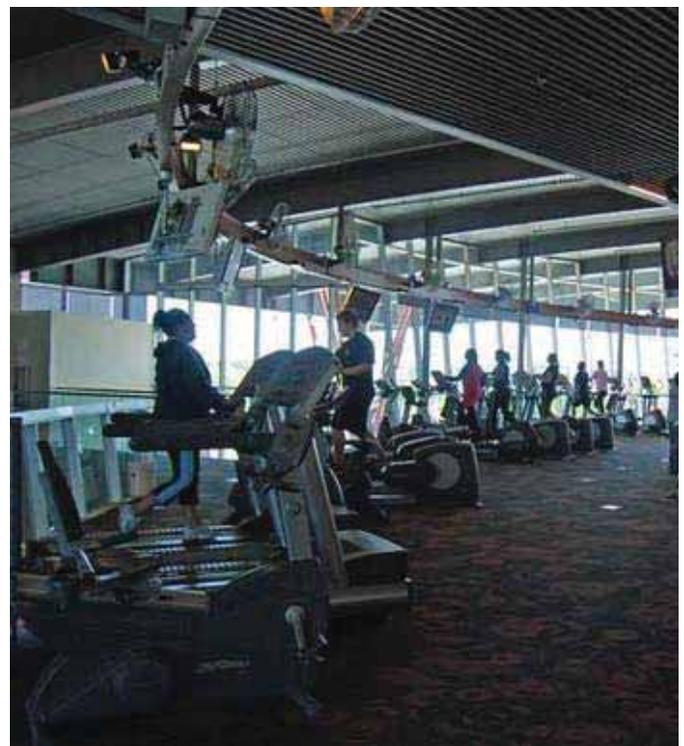
Just like the private sector, it is important to strongly promote public programs and services so as to win customers and retain their loyalty. According to the *2013 Arizona SCORP*, 66% of Involved Recreation Users heard about outdoor recreation opportunities on the internet, with 48% from Parks and Recreation agency websites. 63% of those users also heard about opportunities through word of mouth, so the need to maintain quality facilities and customer service will be as important as an online presence.

It is important to use effective marketing mediums as well as messaging to target various demographic and user groups. Following is a summary of some of the strategies to marketing to the different generational demographic groups within the City:

- The Matures/Silent Generation (born between 1921-1945)
 - Mediums – direct mail, fliers, brochures, word of mouth and some email.
 - Messaging – simple, straight-forward and summarized communications.
- The Baby Boomers (born between 1946-1964)
 - Mediums – direct mail, email, web searches, word of mouth and print media.
 - Messaging – sell upscale facilities and programs, as well as unique experiences.
- Generation X (born between 1965-1980)
 - Mediums – flyers, email, internet, texting, and word of mouth.
 - Messaging – straight-forward, interest and topic-based communications.
- Generation Y (born between 1981-1995)
 - Mediums – texting, social networking websites, internet.
 - Messaging – sell trendy, exciting and adventurous activities.
- Generation Z (born between 1995 and 2010)
 - Mediums – texting, social networking websites, internet and through parents
 - Messaging – interactive activities, also be responsive and update content and programming.

Demographic-Based Participation and Trends Recreation Based Activity

In 1990, there were only ten states where less than 10% of the population was obese and the remaining states had 10-14%. In 2011, not a single state has less than 20% obesity rate, Colorado is the lowest at 20.3%, and in 39 states, 25% or more of the population are obese. Arizona's obesity rate in 2011 was 24.7%. Engaging all portions of the population and teaching them how to better integrate recreation and physical activity into their daily lives through programming and education is imperative to combat the rise of obesity in Arizona and across the country. According to the executive summary of *US Trends in Team Sports, 2011* (sponsored by the Sporting Goods Manufacturers Association); participation in team sports saw a slight increase in 2011 after a reduced number of participants during the core of the recession, specifically in the younger teenage group. This includes traditional sports like tackle football, basketball, baseball and soccer as well as rugby, lacrosse and various forms of volleyball. The study also notes that participation in team sports makes one more interested in trying a new fitness activity.



Youth - Participation in out-of-school activities and programs offer support for youth and working families, as well as benefiting youth socially, emotionally, and academically. According to the Women's Sports Foundation 2008 report, *Go Out and Play*; 84% of youth in 3rd to 12th grade have participated at some point in organized or team sports, with 72% participating within the last year. The top physical activities varies by gender, with Dancing, Swimming/Diving, Basketball, Jogging/Running/Cross Country and Volleyball the top five for females and Basketball, Football, Soccer, Jogging/Running/Cross Country and Swimming/ Diving the most popular among males. Interest in organized sports and activities is diverse in youth. Team sports that are increasing in participation include ice hockey, indoor soccer and lacrosse. Non-traditional and individual activities such as extreme sports, as well as after-school arts, culture and fitness programs are also increasing in popularity and could fill the arts and fitness void that is growing wider in schools.

Although today's youth continue to participate in physical activities, many are still not meeting recommended weekly activity levels. Less than 3 in 10 high school students get at least 60 minutes of physical activity every day (CDC's facts about physical activity). Although the quantity of activity is low, the most popular types of outdoor activities that youth do participate in involves a vigorous amount of activity.

Young Adults – Peoria's demographics indicate a slight drop in young adults over the next five years (ages 15 to 34). National trends typically show that young adults are even less active than youth, though younger adults are more likely to meet the 2008 *Physical Activity Guidelines* for aerobic activity than older adults (according to the CDC). The frequency of outdoor activity starts to drop off from youth to young adulthood (around age 18). The types of activities young adults participate in are the same, but there is a drastic decline in the number of outings and activities.

As youth and young adults' age, they tend to prefer individual, indoor activities over team sports and outdoor recreation, a statistic which is even more prominent for females than males. It is also important to consider that activity levels and outdoor participation seem to decline at different ages for females and males. The drop-off in outdoor participation between the "child" age group (6 to 12 years old) and the "teenage" group (13 to 17) is sharper among

girls than boys. According to the 2010 report, *A Special Report on Youth* (Outdoor Foundation), for females, outdoor activities are more popular than team sports and indoor fitness activities until about age 22, when indoor fitness activities becomes more popular. Despite the slight drop in this segment of the population, is essential that recreation programs consider targeting young women and men and encourage recreation to continue into adulthood.

Most Frequent Outdoor Activities of Youth and Young Adults (Age 6-24)

- Running on roads or paved surfaces - 81.9 average annual outings per youth participant
- Skateboarding - 64.2 average annual outings per youth participant
- Bicycling on roads or paved surfaces - 62.8 average annual outings per youth participant
- BMX bicycling - 61.8 average annual outings per youth participant
- Mountain bicycling - 39.7 average annual outings per youth participant

Most Popular Outdoor Activities of Youth and Young Adults (Age 6-24)

- Running on roads or paved surfaces - 22.2% of youth ages 6 to 24
- Bicycling on roads or paved surfaces - 21.3% of youth ages 6 to 24
- Freshwater fishing - 17.2% of youth ages 6 to 24
- Car and backyard camping - 16.3% of youth ages 6 to 24
- Hiking - 12.1% of youth ages 6 to 24

Most Common Cross-over Indoor Recreation Activities (Age 6-24)

- Bowling - 39% of youth outdoor participants
- Fitness Walking - 33% of youth outdoor participants
- Free Weights - 26% of youth outdoor participants
- Basketball - 25% of youth outdoor participants
- Billiards/Pool - 25% of youth outdoor participants

Compilation data in the Outdoor Industry Foundation's 2010 report, *A Special Report on Youth*.

Older Adults – In 2017, 28.6% of Peoria’s population is anticipated to be over the age of 55. This portion of the population will need programming to accommodate their diverse interests. It is also important to consider that there are two distinct groups within this segment of the population, the Baby Boomers (ages 53 to 71 in 2017) and the Matures/Silent Generation (ages 72 to 96 in 2017). Baby Boomers’ leisure time is increasingly being spent doing physical activities, in educational classes, partaking in adventure travel, and attending sporting events. These trends may be the result of the fact that for many, retirement is starting earlier than it has in the past. Approximately 70% of the current retired population entered retirement before the age of 65. These new retirees are younger, healthier, and have more wealth to spend for the services they want. This may explain the changing demands, nationally, from traditional low-cost social services and senior events, (such as social activities, cards, passive recreation, and volunteering), that the Matures/Silent Generation have historically participated in.



Hispanic Community – Approximately 20% of Peoria’s population identifies themselves as Hispanic, therefore it is important to understand the recreation trends associated with this cultural group. The three valued and influential aspects of Hispanic culture are family, community and personalization. Hispanics strongly value the interpersonal relationships within their families and within their communities. They don’t differentiate between their immediate and extended family and church is the primary form of community for many. Therefore, it is common for Hispanics to live and participate in activities as a “multi-generational extended family”.

Hispanic outdoor recreation participants often:

- Prefer to recreate in larger groups and prefer forested sites with water features and amenities to support a day-long, extended family social outing with on-site meal preparation.
- Are interested in an outdoor experience with a strong social recreation component, such as facilities and programs that involve families, programs for children and youth, and family-oriented entertainment events and festivals.
- Identify stress relief and having a good family experience as the most important features of a satisfying outdoor recreation excursion.
- Enjoy picnicking, day hiking, camping, and large family gatherings in outdoor settings.

Per the 2006 UCLA Anderson School of Management, Applied Management Research Program report, *The Hispanic Community and Outdoor Recreation*; many Hispanics do not participate in sports due to lack of time, (71% of males and 64% of female Hispanics). However, while participation levels are lower than other ethnicities, when they do participate, there is an interest in both team sports and individual sports. The trending six favorite sports:

- Football
- Basketball
- Running
- Walking
- Soccer
- Swimming

In addition to organized sports, there is also an interest in general physical activity. According to the Outdoor Foundation's *Recreation Participation Report*, 2012, the most popular physical activities among Hispanics ages 6 and older are:

- Running / Jogging and Trail Running
- Road Biking, Mountain Biking
- Car, Backyard, and RV Camping
- Freshwater, Saltwater and Fly Fishing
- Hiking

Physically and/or Mentally Challenged – The City's recreation programs and indoor and outdoor facilities should strive to be "universally" accessible. The physically and/or mentally challenged population is a growing group. Communities should reach out to increase awareness and inclusive opportunities for physical activity for individuals who may otherwise be overlooked. In addition, investing in park and recreation renovations and updates that makes facilities more user-friendly for individuals of all abilities could help increase the activity level of these park and recreation participants. Recreation programming could include specific teams or leagues for specific physical or mental limitations, or incorporation into the mainstream classes, sports and activities, depending on interest and ability to accommodate the needs within facilities.



Library Use Activity

Libraries are used by every age group and every demographic, however, the trends on frequency and type of use varies. Despite the increase in accessibility to the internet and digital media, physical libraries are still considered very important to the majority of Americans as part of their communities. "91% of Americans ages 16 and older say public libraries are important to their communities; and 76% say libraries are important to them and their families," per *Library Services in the Digital Age* (Pew Research). People use libraries for a variety of purposes, including both leisure and non-leisure based activities. A majority (70%) of libraries reported increased use of public access computers, though many also reported that the internet connection speed and number of computers was inefficient, per the American Library Association's *2012 State of America's Libraries* report. In addition to computer use, 76% of libraries offer e-books for patrons to borrow per *Libraries, Patrons and Ebooks* (Pew Research). Many librarians, including Library Services staff in Peoria, note a reduction in the number of patrons needing research assistance, which is a significant change from previous years and assumptions about a library's role in the community. According to *Libraries, Patrons and Ebooks* (Pew Research), the need for research assistance is around 20% for those over the age of 16.

Youth and Young Adults – Library patrons between the ages of 6 and 17 are the primary users of library services, whether it is for story times or using the computers for research or video games. This generation also is a significant user of e-books and library websites from outside the physical library. The Pew Research Center's October 23, 2012 report, *Younger Americans' Reading and Library Habits* notes the following use trends for those between the ages of 16 and 29:

- 60% of Americans under age 30 used the library in the past year. Some 46% used the library for research, 38% borrowed books (print books, audiobooks, or e-books), and 23% borrowed newspapers, magazines, or journals.
- 83% read a book in the past year. Some 75% read a print book, 19% read an e-book, and 11% listened to an audiobook.

- Among Americans who read e-books, those under age 30 are more likely to read their e-books on a cell phone (41%) or computer (55%) than on an e-book reader such as a Kindle (23%) or tablet (16%).

Adults – Library use drops off once a formal education program is no longer part of a person’s activity. However, adult use increases again if they have children, through attendance at story times or for free community events and activities. According to *Library Services in the Digital Age* (Pew Research), in the past year, 53% of Americans ages 16 and older visited a library or bookmobile. While at the library, the breakdown of activities is typically as follows:

- 73% of library patrons in the past 12 months say they visit to browse the shelves for books or media.
- 73% say they visit to borrow print books.
- 54% say they visit to research topics that interest them.
- 50% say they visit to get help from a librarian.
- 49% say they visit to sit, read, and study, or watch or listen to media.
- 46% say they visit to use a research database.
- 41% say they visit to attend or bring a younger person to a class, program, or event designed for children or teens.
- 40% say they visit to borrow a DVD or videotape of a movie or TV show.
- 31% say they visit to read or check out printed magazines or newspapers.
- 23% say they visit to attend a meeting of a group to which they belong.
- 21% say they visit to attend a class, program, or lecture for adults.
- 17% say they visit to borrow or download an audio book.
- 16% say they visit to borrow a music CD.

Older Adults – With more leisure time available upon retirement, use of the library by older adults does not necessarily increase. Based on information from the *Libraries, Patrons and Ebooks* (Pew Research) report, adults over 65 are the least likely to have used a library in the past 12 months, while those ages 16-17, virtually all of whom are still students, are by far the most likely ages group to have visited a library. However, as noted previously, 41% of users say they visit to bring a younger person to a class or program. Some of these people are grandparents or caregivers over 65.

Activity-Based Trends

Less Time for Recreation and Leisure – Americans have less leisure time now than ever before which has led to changes in recreation patterns. According to the Outdoor Foundation’s *2012 Participation Report*, 33% of people say they don’t have time for outdoor recreation and 17% say they are too busy with family responsibilities. People have less free time after taking care of their daily responsibilities, which means activities are moving towards unstructured, individual, and drop-in programs.

Activity Leads to New Activities – Regardless of age, involvement in outdoor recreation leads to a likelihood of trying new activities. According to the Outdoor Foundation’s’ *2012 Participation Report*, 87% of those who hiked participated in another outdoor activity. Other “gateway” activities include camping, bicycling, fishing, running/jogging/trail running. Focusing on youth involvement in outdoor recreation is beneficial, as it may lead to more active adults who participate in a variety of outdoor recreation opportunities throughout their lives.



Arts and Culture

Art and cultural offerings such as music, theater, crafts and dance create a positive social environment and bridge differences in participant's ages, income and ability. They also provide alternatives to traditional outdoor activities. These classes can parlay into interest and participation in local festivals which offer opportunities to provide diverse cultural experiences to residents as well as tourists.

A recent trend emerging in libraries across the country is the development of Makerspaces. These are places to collaborate, build, create and produce things from robots to jewelry or where patrons can publish their own work (digital production labs or equipment). The Peoria Library currently offers Lego workshops, and this movement would take it one step further to provide a variety of tools for patrons to create and collaborate, including designated spaces for creation-based activities as well as group meeting and collaboration spaces. In addition to innovative changes to the library space, basic programming such as story times, classes and cultural events that are free and for all ages are very important to 63% of Americans, according to the *Library Services in the Digital Age* report, (Pew Research).



Extreme Sports

Participation in recreation has shifted over the past decade and the demand for “extreme” sports has increased. According to the 15th annual *SUPERSTUDY® of Sports Participation*, from 1998–2001, the largest gains in sports participation have come from the new “Extreme” Sports, which includes sports such as Skateboarding (+73%), Artificial Wall Climbing (+57%), Wakeboarding (+38%), Paintball (+30%) and Snowboarding (+25%), as well as activities like BMX, mountain biking and in-line skating. These new action sports have gained ground at the expense of traditional American pastimes such as Baseball (-7%), Basketball (-9%) or Touch Football (-4%).

Special Events & Festivals

According to William Gartner, author of *Trends in Outdoor Recreation, Leisure and Tourism*, the parks and recreation industry has seen a rapid increase in the demand for special events and festivals in the recent years, ranging from arts and culture to sports and tourism. Influences impacting these trends may include the decline of the economy, which has kept people traveling closer to home; as well as increases in population, mobility and travel. Additionally, ties to corporate sponsors, philanthropic causes, and marketing opportunities, the retirement and diverse interests of the Baby Boomers, and desires of urban-based consumers to engage in unique experiences are potential contributors to the growing demand for special events.

Tourism

According to the *2013 Arizona SCORP* Report, in 2011, 32.8 million total overnight domestic visitors traveled to Arizona. International visitors make up nearly 13 percent of the state's total visitation (37.6 million), and 82.3% of Arizona's overnight domestic visitors were considered leisure visitors. These visitors listed “visiting friends and relatives” as the primary reason for visiting Arizona, followed by “touring and participating in a special event.”

Tourism Programs in Arizona to Promote Outdoor Recreation

Also according to the *2013 Arizona SCORP*, the Arizona Office of Tourism “recognizes outdoor recreation as an important activity travelers want to experience while visiting Arizona. These travelers fall into one of three behavioral categories: (1) immersion/entertainment tourist; (2) the outdoor tourist; and (3) the

relaxation tourist. Arizona's outdoor visitor enjoys low-exertion activities in beautiful and distinctive outdoor locations different from what they have available to them at home. Other visitors seek a high-exertion adventure experience." One amenity that is a huge draw in the City of Peoria for outdoor tourists is Lake Pleasant. In 2009, Lake Pleasant was 9th in the Top 25 Natural Attractions of Arizona, according to the Arizona Office of Tourism's 2010 Report, with 436,000 visitors.

Spring Training – According to the *2012 Cactus League Economic Impact Report*, 56% of game attendees are from outside Arizona and attending Spring Training games is the primary reason for their visit (98%). This is specifically significant for the City of Peoria, since they are home to the Seattle Mariners and San Diego Padres during the month of March. Spring training has a major economic impact, boosting the local economy not only within the City of Peoria but throughout the Phoenix Metropolitan Area. The top four other activities these visitors partake in includes shopping, fine dining, sight-seeing/touring and visiting family/friends.

Other Tourism Trends

- Sustainable Tourism - programs or activities such as cultural and heritage programs, art walks, farmers markets, ecotourism, sustainability events, urban trail systems, wayfinding signage programs and carbon offset programs.
- Arizona Wine tourism – Nearly 30 percent of winery visitors in Arizona also participate in outdoor recreation activities.
- Geocaching – a cache is hidden and the coordinates are posted on a website. This brings visitors to places they may not otherwise visit.
- Niche Tourism (per the *2013 Arizona SCORP*) – may include obscure topics such as dark tourism (unpleasant places), abandoned highways, abandoned factories, ghost towns, historic bridges, schools etc.

Park and Recreation Facility Trends

The current national trend is toward a “one-stop” facility with a wide variety of amenities to serve all ages. Large, multi- purpose, and multi-generational community recreation centers help park and recreation agencies increase cost recovery, promote retention, and encourage cross-use. Facilities and amenities that are becoming more common include:

- Multi-purpose recreation centers (65,000 to 125,000+ sq. ft.) for all ages and abilities
- Leisure and therapeutic pools
- Weight and cardiovascular equipment
- Interactive game rooms (exer-gaming)
- Nature education centers
- Regional playgrounds for all ages of youth
- In-line hockey and skate parks
- Indoor walking tracks
- Dog parks
- Climbing walls
- BMX tracks
- Indoor soccer
- Cultural art facilities
- Regional and local trails creating a network throughout a region

A shift has also occurred in urban planning from designing around the automobile to designing public spaces that encourage physical activity and engage a community. The most significant amenity that a city can offer potential residents is a public realm that creates a sense of community and increases the quality of life, which in turn attracts and retains residents and businesses and strengthens a community's economy.

Library Facility Trends

New library facilities are thinking sustainability. Peoria's Sunrise Mountain Library integrates many sustainable features including recyclable materials, low-flow plumbing and natural lighting. Both new and renovated libraries are being designed with the evolving function of libraries in mind, including incorporating meeting spaces and community rooms, flexible spaces, separate children and teen areas, technology spaces (like computer labs), quiet study areas and overall improved building accessibility.

As the technology progresses, people want easier access to the resources offered by the Library, and many patrons perform tasks such as reserving books and paying fines online. There is also interest in providing kiosk facilities throughout communities where books can be checked out without going into a branch. People's perception of efficiency and the need for efficient government spaces has also driven an interest in combining multiple uses into one stop, such as a library/community/recreation center. This type of facility shares spaces such as restrooms, lobbies and meeting rooms. This also allows each family member to use the service they want at the same time or for patrons to check out books and recreate or take a class without having to drive to two separate destinations.



Key Findings

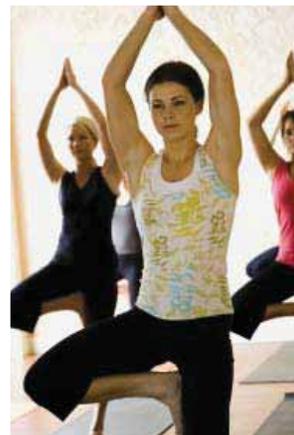
In order to decrease growing obesity rates, the emphasis should be on promoting all forms of exercise and the recreational programs offered by the Community Services Department. Both children and adults should be targeted in an informational campaign explaining how physical activity can provide a fun, enjoyable way for families to stay fit and healthy. Schools, social media and the internet should be the primary avenues for distributing information to the youth of Peoria, while flyers and word of mouth are additional methods to use with adults. Programs and facilities should remain as flexible as possible and accommodate the interests and needs of the community. Library services are a primary indicator of quality of life within a community. Even if residents don't use a library, they are still very supportive of the resource. Libraries are a place to find information, spend time relaxing, learn something and participate in community events. These facilities need to not only continue to provide base services people have come to expect but also diversify their facilities to accommodate new programming and technology.

The increased use of technology in every facet of life has changed the landscape of leisure time as we know it. Americans (and by extension, Peoria residents) are less active today than ever before. Both recreation and library services are having to adapt to the new ways in which users receive information as well as use their services, as many patrons use smart phones and e-readers every day. Current generations, born and bred in prosperity, are looking for amenity-rich and meaningful recreation experiences, increasing the need for programs, facilities and infrastructure. Lands, programs, services and facilities will have to provide quality experiences to accommodate the demands of park, recreation and library users. Facilities will need to be programmed to meet the varying demands of users as well. Accommodating multiple age groups at once will better attract family-oriented populations. Additionally, flexible facilities that can accommodate varying forms of activity such as traditional sports, unstructured programs, and arts and cultural activities will meet the desires of a diverse population.



Recreation & Library Programming Analysis

7





RECREATION & LIBRARY PROGRAMMING ANALYSIS

Overview

The Community Services Department is responsible for providing many facets of recreation and leisure activities for the residents of Peoria. The Department operates the physical spaces for people to recreate or spend time in, such as parks, recreation centers and libraries, and also provides the programming within those facilities. These programs are extensive in their breadth, from sports leagues to school-based programs and craft classes.

Recreation Programming

School-Based Programs

The Department provides a before and after school program, school break camps and Summer Camp; all of which are licensed through the Department of Health Services (DHS) with funding available through the Department of Economic Security (DES) for low income families. The AM/PM (i.e. before and after school care) program is based in 21 Peoria Unified School District elementary schools and are open to children in Kindergarten through age 14. These programs provide parents with an option for their children to attend in the morning, evening or both and from one to five days a week. The school break camps for winter and spring breaks are an extension of the AM/PM program and provide kids with art, recreation, and field trip activities as well as snacks. The school break program is based out of a few select schools throughout the City. The Summer Camp Program is an extension of the AM/PM Program during the summer months and includes a drop-in option and daily field trips. Summer Camp for grades 1 through 5 is a drop-in program from 8am to 2:30pm at seven PUSD schools, eight weeks during the summer. The program offers a full schedule of on-site activities and daily field trips. With these programs, parents have the opportunity to have their child involved in recreational programming fifty-one weeks of the year between 6am and 6pm.

Preschool-Aged Programming

In addition to the programming provided for school-aged children, the Community Services Department also provides options for the younger set. Lil Learners is an all-day preschool for ages 3 ½ to 5 and located at the Sunrise Family Center. The format changes slightly for this group during school breaks, and in the summer swimming lessons and field trips are offered. During the summer, the Tiny Tots program for ages 4 to 5 is also offered at two elementary schools and includes on-site activities and field trips.

Youth Special Interest

Beyond the school-based preschool age activities, there are numerous special interest classes for parents to choose from for their young children, including introduction classes to team sports and parent and child classes, including art, music and dance or tumbling, most being offered at Rio Vista Recreation Center, school-aged youth special interest offerings include classes, sports camps, teams and individual opportunities. These programs are offered at City facilities as well as in partnership with outside providers such as Polar Ice,

Peoria Pines Golf Club and Paseo Racquet Center. Classes offered directly through the Community Services Department include introductory classes in fencing, dance, golf and tennis as well as various science-based programs. Theatre Works, based at the Peoria Center for Performing Arts, supplements Department programming by providing theatre-based “Youth Works” classes, workshops and camps for development of acting, dancing, puppetry, music and script writing. One unique facet of the programs offered by the City of Peoria is the opportunity for youth and adults to be in some of the same classes, specifically programs such as kayaking at Lake Pleasant, scuba diving, geocaching, martial arts and guitar classes. This is a great way to serve multiple generations and have them also learn from one another.

Sports and Fitness

The Department offers a variety of camps, sports leagues and individual sports opportunities throughout the year for both youth and adults. The primary focus of the sports programming through the department is recreation-based, and provides the opportunity for participants to learn or enhance their skills while socializing with friends. The Recreation Division offers seven different youth recreational sports which are played during quarterly seasons, and as kids move into a more competitive level, they play in leagues offered by other organizations. This includes leagues in flag football, kickball and tee ball, soccer, and track and field. Kids can play kickball as early as age 3, soccer at 5 and flag football at 6. These opportunities are offered typically through age 13, but in some cases go to 17. Adult sports include quarterly leagues in six different sports for men, women and co-ed teams. Sports Special Events include the Hershey’s track and field meets, Itty Bitty Golf Open and the newly formed Runner’s Series, which includes one run per month.



Teen Programming

The success of teen programming is often hit or miss depending on interest and the schedules of busy teens. The Community Services Department provides many opportunities for teens (ages 12 to 17) to connect and get out and try something new. Recent program offerings include dodge ball on Friday nights at Rio Vista, a teen fit challenge, a junior high dance once a month, and an acting class. A primary focus of the teen programming is one-time or reoccurring trips to various destinations, whether it’s through the Step Out program during school breaks or as part of the Xtreme Teen program. The Step Out program is offered for 6th through 9th graders during the summer and is a drop-in program located at three high schools. On-site activities are programmed along with field trips to keep youth engaged. There are also options for “after hours” sessions which includes transportation to and activities at Rio Vista Recreation Center where the parent can pick them up. The Xtreme Teen program has recently included trips to Flagstaff Extreme Adventure Course, Arizona Snowbowl, and a river rafting trip for three days, as well as trapeze and paintball.

Adult Special Interest Classes

In addition to the variety of sports leagues and community activities open to adults, there is also a comprehensive selection of special interest classes. The majority of the classes are offered at Rio Vista Recreation Center, including both the recreation classes and educational-style classes. Recreational class offerings include options such as tai chi, beginner’s golf and tennis, zumba offerings, and dance classes. Educational-type classes include options such as jewelry making, digital photography, writing, foreign language, and home/life improvement courses such as organization and money management.

Older Adult Programs

The senior programs are as diverse as the rest of the programming offered by the Community Services Department, and typically occur at the newly remodeled Community Center. There are various ongoing programs including a nutrition program that offers lunch five days a week for a nominal fee as well as showings of classic movies, speakers and day trips. Weekly meetings of groups for a variety of free card and board games as well as pay bingo and a book club. There are two craft groups organized through the Department, one meets at the Community Center and a new group meets at the Sunrise Mountain Library. In addition to the

weekly programs, health and fitness offerings include classes such as tai chi, chair exercise, blood pressure screenings and even a Wii bowling tournament. Other classes offered throughout the year include classes in ceramics, AARP Driver Safety, an acting class, firearms training, and computer-based programs. Seniors are also encouraged to participate in the community's special events as well as those hosted specifically for them. These include a craft and bake sale, fun walks throughout the year, and holiday parties at the Community Center. The Silver Sneakers program, which includes membership classes and seminar, is offered at the Rio Vista Recreation Center for qualified older adults that have health plans that include it in their benefits package.

Adaptive Recreation Programs

The selection of activities within the Adaptive Recreation portion of the department's programming is diverse. It provides opportunities not only for young participants but adults as well. Many of the programs are for teens and adults, while others are kid-centric. The PLAY Program is for young participants and includes activities such as bowling, and swim lessons. In conjunction with Special Olympics, the City of Peoria offers year-round opportunities for those over age 8 for team sports such as football and softball as well as individual track and field and swimming competitions. Extensive social opportunities are integrated into the programming with dances for teens and "Saturday Socials" for those over 16 which includes field trips throughout the Phoenix area. The Friday Night Dance attracts participants from across the valley. The City is also a contracted provider for the Department of Economic Security, Division of Developmental Disabilities (DES/DDD). This allows the City to offer after school and summer recreation programs for students as well as an adult day recreation program.

Aquatics

The City owns, operates, schedules and maintains the outdoor pools located at the three high schools, Sunrise, Centennial, and Peoria. An intergovernmental agreement with PUSD is in place to allow the high school use of the pools for swim teams and PE classes during the school year. Therefore, City programming occurs on weekends during the spring and daily throughout the summer when school is not in session.

All three pools are heated and the Recreation Division begins offering swim lessons in mid-March and continue until school

starts. Open swim starts at the end of May and goes through August and includes a few special events on holidays like Memorial Day and Father's Day. The swim lesson offerings are comprehensive and cover children ages 6 months through 18 as well as adults. Classes include parent-tot classes, progressive levels of swim lessons for youth, swim team prep classes and private lessons. There are also courses in lifeguard training for 15 years and up, deep water aerobics classes for adults and a teen aqua boot camp. The City also organizes swim and dive teams for youth which fill up quickly. During public input, there was mixed interest in additional pool facilities, including an indoor/year-round facility. However, while some residents saw it as a need, others were satisfied with having a pool at home or as part of their HOA community and did not see a need for an additional City-operated pool indoors.

There were over 8,100 participants in swim lessons, 580 on the swim team and an average of 233 people per day for open swim in 2012.

Community and Special Events

The City of Peoria produces or hosts over 30 special events throughout the year. In 2013-2014, there are plans to host neighborhood events in four council districts and signature events in the northern part of the City. The events include park dedications, the all-American July 4th Festival, P83 Party, Bravo Peoria, and the Peoria Arts and Culture Festival (in conjunction with the Peoria Unified School District). Special Events are held in a variety of locations including the Peoria Sports Complex, parks, Old Town Peoria or other venues. Each special event has a planning team comprised of city staff and an external partner to coordinate the details and implement the event with varying teams depending on size and location of the event.

Pricing Policies

Pricing is regularly evaluated by the Department in order to meet the budgeted cost recovery for each program and benefit the community. The department charges fees based on the City Council Policy on Community Services Recreation Pricing and Fees for programs and rentals of fields, facilities and ramadas, Rio Vista passes, drop-in aquatics, sports leagues, and library fines. In general, fees appear to be comparable to other agencies in the Phoenix Metropolitan area, especially on resident fees. See **Figure 7.1** for comparison with nearby agencies.

Figure 7.1 - Sampling of Program and Rental Fees

Item	Resident / Non-Resident Fees				
	Peoria	Glendale	Surprise	Chandler	Mesa
Open Swim (youth)	\$1/\$1	\$2.50/\$3.50	\$1/\$5	\$1	\$1.25-\$2
Open Swim (adults)	\$2/\$2	\$5/\$6 senior \$3/\$4	\$2/\$5	\$2.25 senior \$1.25	\$2.50-\$4
Swim Lessons – youth	\$20/\$26-\$52	\$26/\$49	\$25/\$45	\$9-\$31/\$13-\$42	\$22/\$27
Adult flag football league (per team)	\$450/\$450		\$300		\$475
Adult softball league (per team)	\$500/\$500	\$505/\$595	\$400		\$490
Ramada rental – single (up to 25 people)	\$5/\$13.75/hr		\$3.75/7.50/hr		\$10.25/hr
Ramada rental – double (up to 50 people)	\$7.50/\$18.75/hr	\$10 to \$25	\$6.25/\$12.50/hr	\$5/hr	\$15.50/hr
Ramada rental – group (up to 100 people)	\$15/\$37.50			\$14/hr	\$20.50/hr
Ramada rental – pavilion (up to 300 people)	\$45/\$112.50/hr			\$39/hr	\$25.75/hr

**In most jurisdictions, the ramada rentals are for 4 hour blocks, but costs have been shown at an hourly rate for comparisons.*

**Data as of Spring 2013*

The current fee structure is set up in a manner that covers program costs but does not make significant revenue in nearly every programming category and facility rentals. The fees required to participate in Community Services programs appear to be comparable with other agencies within the region. The department should monitor the fees and the demand for specific facilities and programs. Increasing fees especially for non-residents can be one method to collect additional revenue, especially when it's determined that even a small fee increase will not deter most enrollees. Also, the department should evaluate pricing ramadas at different parks differently, with those being in higher demand being a higher cost.

A youth scholarship program is in place to assist residents with fees for youth programs. This allows youth that may not otherwise be able to participate the opportunity to do so. In order to qualify, a resident parent or legal guardian must be a participant in a state or federal assistance program or their annual income must fall within the federal HUD low-income guidelines. Based on past enrollment data, the majority of those who use the scholarships play sports, followed by registrations for special interest classes. There is very little scholarship interest for teen programs. The department has also seen a significant jump in families and children applying for the program with a 47% increase in total children between 2011 and 2012. Funding is available through the Department of Economic Security for low income children in enrolled in the City's Department of Health Services licensed programs. The 2012 Youth Master Plan recommended overcoming financial barriers to

increase youth participation, and this program would be a primary method to meet that goal. However, there is some concern within the department that the scholarship fund does not support itself and some of the qualifications may be too flexible. One of the possible qualifications is participation in the reduced lunch program provided by the school districts; however, the qualifications for that program are fairly lenient in comparison to the other assistance programs. The flexible qualifications results in a high volume of participants in the youth programs under the scholarship, with some that may not necessarily need it. This therefore impacts the ability of the department to provide for those with a higher level of need as well as to the revenues of the department.



Recreation Programming Analysis

Overall, the recreation programming offered by the Community Services Department is very comprehensive and offers something for everyone. The Department does an excellent job providing a mix of opportunities and pursuits available to the community. Staff also doesn't hesitate to adopt new programs and is open to new ideas presented by members of the community, and will also purge classes and programs that have low interest. The opportunities for the youth of Peoria to get out and try new activities and be active are plentiful. The coverage for care around the school schedule is excellent through the AM/PM program and summer programs. Adult and Older Adult programming is well represented, especially at the newly remodeled Community Center.

Partially due to a lack of appropriate spaces, the programs for youth and adults in art and crafts are lacking, other than the few craft programs currently offered and the Young Rembrandts after school session. Theatre Works offers the performing arts programs, but the information for their programming is not always included in the Get Active guide, which is confusing and may impact participation rates. There is also a lack of depth to the active programs for older adults. While the Department sponsors Silver Sneakers programs, the information on the opportunities of the program and program-specific classes are difficult to find. Additional opportunities for seniors to stay active in a class-based environment would be beneficial.

The fees required to participate in Community Services programs appear to be comparable with other agencies within the region. The department should monitor the fees and the demand for specific facilities and programs. Increasing fees can be one method to collect additional revenue, especially for non-residents. Also, the department should evaluate pricing ramadas at different parks differently, with those being in higher demand being a higher cost.

Library Programming

The Peoria Public Library provides a variety of materials for patrons to check out and offers many free classes, story times and activities for residents of all ages at both library branches. This includes extensive computer classes, story times for toddlers, 3 to 5 year olds, families and teen activities such as gaming parties, movies and crafts. Based on public and library staff input, both facilities are heavily used by all age groups and the programs are quite popular.

Youth Programming

For the youngest members of the community, both library locations offer multiple story times throughout the week for newborn through 6 years old, as well as special readings and presentations during school breaks and around holidays throughout the year. The Main Library also offers Lego club for 7 to 12 year olds and a "Young @ Art program for 5 to 12 year olds.

Teen programs are typically date-specific events instead of weekly. Programs for the teens include daily movies during school breaks, craft events (such as duct tape art and canvas bags), how to manage your money, and after hours gaming parties. In addition to the typical summer reading program for kids, there is also a summer reading program geared towards teens.

Adult Programming

Adult programming is primarily focused on computer and e-reader classes with one occurring nearly every day at both locations (also offered in Spanish at the Main Library), ranging from computer basics, basic e-mail, and how to use eReaders, to more specialized classes in Digital Photography and Microsoft Office at the Sunrise Mountain branch. Other non-computer related offerings include book clubs, card and board game afternoons and special event type programs, including master gardener presentations, and other special interest events and activities.

Friends of the Peoria Public Library

In addition to the programs hosted directly by the staff at the libraries, the Friends of the Peoria Public Library (the non-profit organization benefitting the library) coordinates for-sale book areas in each library, and hosts guest speakers and special events that promote literacy and education in art, science, music and math (specifically for the 6 to 12 year old age group). This small group coordinates logistics, gains sponsors and organizes the large number of participants these events draw. Events such as Bravo Peoria (book sale and festival), Art Day, Pirate Day, Miss Lady Bug and Friends (a ladybug release and education event that recently drew 450 people), all help raise money to fund additional programs and promote collections of the library.

Library Programming Analysis

The free programming offered by the Peoria Public Library is comprehensive and appears to address the primary needs of the community, especially from a technology standpoint. During public meetings and meetings with staff it was mentioned that despite the popularity of the programs, there is a limit on physical space in which to expand the existing programming, especially computer classes. There was some interest in expanding the offerings for adult computer classes either through the library or through the recreation programming. Potential solutions to this would be upon renovation of the Main Library, incorporating multiple computer lab rooms and additional classroom space. Another option would be to develop a mobile computer lab that could be driven between the branches and used for computer classes; this would reduce the need for physical space within existing and future library buildings.

The popularity of the programming at the libraries shows the passion and dedication of the staff and Friends group. However, this popularity in programs is also very taxing on the busy staff and small volunteer group. In order to grow the programs and continue to host successful events, the Department may want to consider working with an events coordinator or programs manager that can work within the existing framework of staff and volunteers as the library system and associated programs grow. The need for an events coordinator position in other divisions is also seen as a need, therefore having a division that supports the events, marketing and sponsorship efforts of the entire department may be appropriate.

Key Findings

The strength of the programming offered by the City of Peoria's Community Services Department is that it is well-rounded and comprehensive in both the realms of recreation and library services. The fees for participation also appear to be in line with other agencies within the region. The opportunities for the youth of Peoria to get out and try new activities and be active are plentiful. The coverage for care around the school schedule is excellent through the AM/PM program and summer programs as well as a variety of activity-based classes and team sport opportunities. Adult and Older Adult programming includes some sport-based activities at the Rio Vista Recreation Center, Senior Water Aerobics at Peoria Pool and more sedentary activities are hosted at the newly remodeled Community Center. In addition to the recreation programming, the free programming offered by the Peoria Public Library is comprehensive and appears to address the primary needs of the community. The library programs for all ages are very popular.

The shortfalls of the offerings organized by the Department include programs for youth and adults in art and crafts. Other than the few craft programs currently on the schedule that don't require specialty facilities or make too big of a mess, the offerings are limited. There is also a lack of depth to the active programs for both adults and older adults, including senior-only fitness classes and softball leagues. Also, despite the popularity of the library programs, there is a limit on physical space in which to expand the existing programming, especially computer classes. Overall, as the demand for programming needs increase the physical space for programming will need to increase to accommodate the interests of the community.



Benchmarking Analysis

8





BENCHMARKING ANALYSIS

Comparative Analysis and Data

Benchmarking is a tool often used by agencies to measure where they fall in comparison to other similar agencies in regard to park acreage, budgets, staffing numbers and revenue recovery. This tool will give the City of Peoria's managers and decision-makers an indication of how the Community Services Department is delivering services, facilities and programs to its residents in comparison to other agencies in the region and the nation. The purpose of this analysis is also to provide a snapshot of Peoria's parks and recreation resources, services and facilities, as well as provide a means to evaluate the City's progress over time.

Benchmarking does have variables that may affect direct comparisons and those that may not be reflected in the data provided. For example, agencies in some cities may manage and operate sports leagues, while others may have nonprofit or community groups that provide athletics. This may affect staffing levels, per capita spending, as well as operating budget totals. Further, some agencies operate libraries (such as Peoria and Westminster), while still others operate golf courses or performing arts centers.

The level of detail that is delivered from other agencies may not reflect what is available from the City of Peoria, but every effort has been made to clarify the data when necessary. The benchmarking information presented here can be used as a catalyst for the City of Peoria to continue to research best practices for more specific areas as they are needed, and primarily to benchmark against itself for improvements and resources needed over time.

Data Sources

The City of Peoria requested specific information from seven comparable agencies. This data was then used to directly compare the City against those agencies in select categories. See **Figure 8.1** for the details of the data. The departments that provided feedback included Chandler, AZ; Fort Collins, CO; Lakewood, CO; Mesa, AZ; Santa Clarita, CA; Scottsdale, AZ; and Westminster, CO; communities of similar size that provide similar recreation, park and trail services.

The communities were chosen primarily due to the perceived similarities to the City of Peoria and through discussions with Department management. Some of the key benchmarking data sought includes:

- Population
- Parks, open space and recreation acres
- Staffing and operations (full and part-time employees)
- Total operating and capital budgets
- Cost recovery (ability to generate revenues internal to the department to offset operating expenses)
- Types and numbers of specific parks and recreation facilities per population

Some readily apparent variables to consider when evaluating Peoria against these agencies includes:

- Peoria's responsibilities and associated data includes two libraries. Chandler, Westminster and Scottsdale do as well. However, Scottsdale's budget and staffing numbers are only for Parks and Recreation. Peoria also manages the Peoria Sports Complex, and only Mesa and Scottsdale have a similar venue(s).
- Chandler, AZ data shows 20 pools (multiple uses such as competition, diving wells and leisure amenities were counted separately) which may skew the numbers in comparison to other agencies. Lakewood, CO has various locations with both indoor and outdoor pools, and those were counted as separate facilities.
- Fort Collins, CO data is provided for the parks and cemeteries department only. There is a separate recreation department which operates the pools and indoor facilities that was not included in the data.
- Lakewood, CO initially noted two properties as "Developed Parkland" but based on further analysis, those parcels, equivalent to 5,000 acres have been reclassified as open space for this analysis because their characteristics more closely match the other agency's open spaces.
- Over 99% of Fort Collins, CO and Mesa, AZ's funding comes from the general fund; the other agencies distribution of funding is more varied.
- Mesa, AZ also manages a convention center.
- Santa Clarita, CA has a low number of acres of developed park land (337 acres) and 6,030 acres of designated open space.
- Scottsdale, AZ provided information for the Parks and Recreation Department; the data did not include staffing and budget numbers for the libraries and human services departments within their Community Services Division.
- Westminster has a separate Golf Enterprise budget which was included in the total funding noted in the comparisons.

In addition to the direct contact with specific agencies, this benchmarking analysis also uses national medians and averages gathered from national sources. The National Recreation and Park Association's (NRPA) new GIS-based tool, PRORAGIS provides data of similar communities in order to assist in comparing amenities against national averages on data for similarly sized and funded communities. The *2013 Parks and Recreation National Database Report* by NRPA was used as an overall comparison on facility benchmarks, this included all agencies that participated in the PRORAGIS program in 2012, including counties and special districts as well as cities (this is noted in the figures as "PRORAGIS-all agencies"). Customized reports were also assembled from PRORAGIS data from 2010, 2011 and 2012 for Cities between 100,000 and 200,000 population and budgets between \$5,000,000 and \$35,000,000 (this is noted in the figures as "PRORAGIS-similar agencies"). The PRORAGIS customized reports included a total of 6, 11 and 15 reporting City agencies respectively. While this data most closely resembles the parameters of operations for Peoria, it is not nationally comprehensive because of the low number of agencies reporting data and may be more similar to the sampling collected directly from Peoria.

Another source of national information is the Trust for Public Lands (TPL) *City Park Facts* Reports published in 2010, 2011 and 2012 for fiscal years 2008, 2009 and 2010 respectively. This data is collected from the 100 largest (population based) municipalities in the country and includes all park facilities within the boundaries of the jurisdiction, and budgetary data is combined if there are multiple agencies managing those resources. There may be some overlap within this report and the data collected by Peoria and PRORAGIS. Arizona jurisdictions in the TPL reports include Phoenix, Mesa, Scottsdale, Chandler, and Glendale as well as Tucson. The number in the sampling is greater here; therefore the averages may be more stable. However, all of these agencies are larger than Peoria and therefore may have larger budgets, acres of parkland and staff resources than the City of Peoria.

CITY OF PEORIA COMMUNITY SERVICES MASTER PLAN | PARKS AND FACILITIES BENCHMARKING

Name of City, Agency/Department:	City of Peoria, AZ Community Services Department	City of Chandler, AZ Community Services Department	Fort Collins, CO Parks Department	City of Lakewood, CO Community Services Department	City of Mesa Parks, Recreation and Commercial Facilities	City of Santa Clarita, CA Parks, Recreation and Community Services Department	City of Scottsdale, AZ Community Services Division - Parks and Recreation Department	City of Westminster, CO Parks, Recreation and Libraries Department
Year of Data:	2012	2011-2012 (2012 PRORAGIS)	2012	2012	2012	2012	2012	2012
JURISDICTION INFORMATION								
Square mileage that your incorporated jurisdiction serves	179	64.71	56	41.6	136.45	52.03	182.40	34.00
Jurisdiction Total Operating Budget	\$258,352,782	\$438,417,419	\$356,700,000	\$136,620,349	\$1,264,000,000	\$133,053,038	\$607,766,792	\$97.4m (GF); \$55.4 (Utility Enterprise); \$152.8m (Tot)
Jurisdiction Capital Budget	\$158,055,797	\$238,115,808	\$31,200,000	\$16,590,004	\$859,756,928	\$26,323,236	\$629,171,100	\$27.1m (Grand Total 2013); \$27.9m (Grand Total 14)
Jurisdiction Population	158,135	240,000	144,000	144,000	446,518	176,971	217,385	112,000
PROGRAMS								
What is your total annual number of participants attending programs, classes and small events?	287,307	4,001,254	200,000	Cumulative-623,500	14,642	1,312,525	5,134,478	736,500
Does your department charge non-resident fees? Yes/No	yes	Yes	No	yes	Yes	Yes	Yes	YES
BUDGET/FUNDING								
Operating Budget/Revenue								
What are your department's TOTAL operating expenditures for your fiscal year?	\$22,667,624	\$26,529,439	\$12,892,033	\$34,068,694	\$27,923,983	\$20,365,628	\$20,658,159	\$14.8m (note - Golf Enterprise separate \$3.5m)
Per capita operating expenditures	\$143.34	\$110.54	\$89.53	\$236.59	\$62.54	\$115.08	\$95.03	\$132.14
What percentage of your total operating expenditures are in the following categories? (Percentages must add to 100%)								
a. Personnel Services (expenditures for all salaries, wages and benefits)	50%	55%	52%	52%	42.80%	66%	63%	61%
b. Operations (expenditures for all functions of the Department)	49%	28%	38%	34%	48%	28%	35%	38%
c. Capital (expenditures for capital equipment and projects and debt srvc. paid from the oper. funds)	1%	17%	6%	14%	9.20%	5%	2%	1%
d. Other			4%			1%		
What are your department's TOTAL non-tax Revenues for your fiscal year?	\$6,514,576	\$4,358,849		\$18,672,086	\$15,289,938	\$3,858,900	\$5,893,959	\$5.71m (add 2.8m for Golf Enterprise)
What percentage of your annual non-tax revenues came from the following sources? (Percentages must add to 100%)								
a. Facility entry fees/memberships	13%	41%		31%		7%		30% or 1,714,741
b. Programs and class fees and charges	72%	25%		16%		75%		40% or 2,300,144
c. Facility Rentals	5%	13%	40%	5%		12%		5% or 307,854
d. Facility, property or ROW leases				0		6%		NA
e. Concessions, resale items		1%		3%				1% or 30,391
g. Other	6%	6%	60%	44%				24% or 1,356,870
h. Other	5%	14%		1%				
Cost Recovery Percentage	28.7%	16.4%	0.0%	54.8%	54.8%	18.9%	28.5%	46.5%

Name of City, Agency/Department:	City of Peoria, AZ Community Services Department	City of Chandler, AZ Community Services Department	Fort Collins, CO Parks Department	City of Lakewood, CO Community Services Department	City of Mesa Parks, Recreation and Commercial Facilities	City of Santa Clarita, CA Parks, Recreation and Community Services Department	City of Scottsdale, AZ Community Services Division - Parks and Recreation Department	City of Westminster, CO Parks, Recreation and Libraries Department
Capital Budget								
What was your department's total capital budget in 2012?	\$56,489,213	\$9,211,180	\$802,243	\$4,860,835	\$2,560,099	\$1,350,000	\$8,799,213	\$4,300,000
What percentage of your annual capital construction and acquisition budget came from the following sources? (Percentages must add to 100%)								
a. Local government general fund (tax supported)	8%	33%	100%	1%	99.96%	15%		
b. Local government dedicated fund (non-general funds)	8%	5%		87%		60%		
c. General obligation bonds	70%	62%		0		25%	100%	
d. Revenue bonds				0				
e. State grants/funding				11%				
f. Federal grants/funding	1%			1%				
g. Private grants/funding					0.04%			
h. Gifts								
i. Other	22% (County Transportation Tax)							
j. Other	29% (MDA Bonds)							
Per capita total expenditures (operating and capital)	\$500.44	\$148.92	\$95.10	\$270.34	\$68.27	\$122.71	\$135.51	\$247.06
PERSONNEL								
How many full-time (full-benefit/year-round) positions are in your parks and recreation department budget?	109	190	66	176	122	105	150	157 FTE + 19 FTE Golf Enterprise = 176 FTE
Full-time employees per 1,000 residents	0.69	0.79	0.46	1.22	0.27	0.59	0.69	1.57
How many non-full-time employee positions are in your parks and recreation department budget?	944	369	165	600	230	380	111	
Part-time and seasonal employees per 1,000 residents	5.97	1.54	1.15	4.17	0.52	2.15	0.51	0.00
Number of Benefitted employees?	153	190		176		0		
Number of non-benefitted (seasonal)?	791	369	165	600	230	0		
What was the total personnel expense for the parks and recreation department for the year? (please include salaries and wages, bonuses, payroll taxes, employee benefits, retirement plan contributions, etc.)	\$11,328,661	\$14,829,630	\$6,703,857	\$17,674,304	\$11,946,236	\$12,747,039	\$13,067,859	\$9m + \$1.6m Golf Enterprise = \$10.6m
How many volunteers are in your parks and recreation department?		4,355	n/a	650	2,609	7,500	3,563	3,900
Number of Hours Worked Annually by Volunteers	103,862	40,830	34,000	23,574	58,840	33,000	35,438	33,600
FACILITIES								
How many of the following facilities does your parks and recreation department/agency operate?								
Recreation center(more active than community center):	1	1		4	3	8	14	6
Please report the total square feet of the facility(ies):	52,000	62,000		160,231	108,006	34,947	109,317	206,225
Community Center (more passive than recreation center):	3	2		4		1	12	
Please report the total square feet of the facility(ies):	36,000	44,300		45,117		17,626	45,421	NA
Senior center:	0	1		1	1	0	2	1
Please report the total square feet of the facility(ies):	N/A	10,399		32,700	5,832.7	N/A	57,372	22,000
Teen Center:	0	2		0	1	0		
Please report the total square feet of the facility(ies):	0	14,004		n/a	900	N/A		NA
Total Indoor Facilities	4	6	0	9	5	9	28	7
Total Indoor Facility Square Footage	88,000	130,703	0	238,048	114,739	52,573	212,110	228,225

Name of City, Agency/Department:	City of Peoria, AZ Community Services Department	City of Chandler, AZ Community Services Department	Fort Collins, CO Parks Department	City of Lakewood, CO Community Services Department	City of Mesa Parks, Recreation and Commercial Facilities	City of Santa Clarita, CA Parks, Recreation and Community Services Department	City of Scottsdale, AZ Community Services Division - Parks and Recreation Department	City of Westminster, CO Parks, Recreation and Libraries Department
Playground (ages 5-12, and older):	36	62	42	54	62	21	36	39
Tot Lots (ages 2-5):	22			1		20		NA
Total Playgrounds and Tot Lots	58	62	42	55	62	41	36	39
Swimming pool (indoor)	0	0		4				2
Competition pools:	0	0		2	0	0		0
Non-Competition pools:	0	0		2	0	0		2
Number Owned by Department:	0	0		4	0	0		2
Number Owned by others and used through agreement?:	0	0		0	0	0		NA
Swimming pool (outdoor)	3	20		3	9	8	4	1
Competition pools:	3	3		1	9	4	4	0
Non-Competition pools:	0	17		1		4		1
Number Owned by Department:	3	7		3	9	8		1
Number Owned by others and used through agreement?:	0	13		0		0		NA
Spraygrounds/splash pools:	2	3	3	2	2	1	6	3
Total Pools and Spraygrounds	3 pools, 2 splash pad	20 pools, 3 splash pads	3 splash pads	7 pools, 2 splash pads	9 pools, 2 splash pads	8 pools, 1 splash pad	4 pools, 6 splash pads	3 pools, 3 splash pads
Skate Park:	2		5	3	2	1	2	1
Charges a fee for use of facility(ies)?	no	No	no	no	No	No	No	No
Rectangular multi-use fields (e.g. football/soccer)	47	19	50	12	10	20	29	29
Regulation size: (120x75+)	6	8		6	10	15	11	6
Small-sized fields:	41	11		6		5	18	23
Lighted vs. Unlit	10 lighted	12 lighted		2	10	11 lighted vs. 9 unlit	18 lighted vs 11unlit	29
Diamond fields (e.g. baseball/softball)								
Baseball (grass infield) fields:	29.5	6	36	1	15	0	24	7
Lighted	19	6	12	0	15		21	0
Not Lighted	10.5	0	24	1			3	7
Softball (dirt infield) fields:	10	19		30	16	14	31	23
Adult	4	10		28		12	18	5
Youth	6	9		2		2 T-ball	13	18
Lighted	4	9		8	16	8	28	6
Not Lighted	6	10		22		6	3	17
Total Diamond Fields	39.5	25	36	31	31	14	55	30
Sports stadium/arena:	1	0	0	n/a	2	0	1	
Seating Capacity of Stadiums/Arenas	11,000	0		0	12,500 and 15,000	N/A	12,000	NA
Gyms	1	4		6	4	1	2	2
Number Owned by Department:	1	1		6	2	1	2	2
Number Owned by others and used through agreement?:	25	3		0	2	0	0	0
Library	2	3		0		3	5	2
Within your department or another department?	Within department	Within Department		0	No	Administrative Services Department	Not in Parks and Recreation Department - in Library Department	
Indoor Performing and/or Visual Arts/Community Center	1	1	1	2	150 - Conference Theater	0	1	NA
Outdoor Amphitheatre:	1	0	0	2		0		
Seating Capacity of Amphitheatre:				3,569	General Admission 5,000	N/A		NA

Name of City, Agency/Department:	City of Peoria, AZ Community Services Department	City of Chandler, AZ Community Services Department	Fort Collins, CO Parks Department	City of Lakewood, CO Community Services Department	City of Mesa Parks, Recreation and Commercial Facilities	City of Santa Clarita, CA Parks, Recreation and Community Services Department	City of Scottsdale, AZ Community Services Division - Parks and Recreation Department	City of Westminster, CO Parks, Recreation and Libraries Department
PARK LANDS								
How many individual parks or sites does your department/ agency maintain and/or have management responsibility over?						58		
Total Number of Developed Parks	39							
Number of Parks	39	69	66	80	58	29	42	54
Number of Park Acres	570.5	1,529.0	1,314.0	2,049.0	2,358.0	337.0	974.4	2,965.0
Acres per 1000	3.61	6.37	9.13	14.23	5.28	1.90	4.48	26.47
Total Number of Non-Park Sites (water quality facilities, fire stations, etc.)	46							
Number of Non-Park Sites	46		15		3 - Convention Center, Amphitheatre, Cemetery	1	15 sites (fire station, well site, city property), all other is median/ROW	
Number of Non-Park Site Acres	63.2		83.00			0.5	531.65	
Total Acres of Right-of-Way maintained by your agency	358.1		68.00	58				208 acres of row & 32 acres of medians
Total Number of acres per 1000	6.27	6.37	10.17	14.63	5.28		6.93	28.62
Of the undeveloped land for which your department has management responsibility over or maintains, how many acres of land are:			108					
Designated Open Space Acres	1,000	0		5,115	737	6,030	0	2,815
Conservation Lands - Managed Habitat		0		N/A			0	
Preservation Land Acres (no management)		0		N/A			0	
What is the total mileage of greenways and trails managed by your agency?			32 miles					
a. Multi-purpose - No Equestrian	0	33		198	1.2		0	74 miles
b. Multi-purpose - Equestrian permitted	39.4	12		14		38.1	0	0
c. Hiking/walking only	10.5	0		1.2			0	NA
d. Bicycling only - not including bike lanes	0	0		130			0	9.5 miles within right of way
e. Equestrian only	0	0		15			0	NA
f. Other	0	0			.25 Nature Trail	35.7	0	NA
Total Trail Mileage	52.6	45	32	358.2	1.2	73.8		83.5 miles
Total Acres Maintained or Managed	1,991.8	1,529.0	1,573.0	7,222.0	3,095.0	6,367.5	1,506.1	6,020.0
Total Acres per 1000	12.60	6.37	10.92	50.15	6.93	35.98	6.93	53.75
Operating expenditures per acre of land maintained or managed	\$11,380	\$17,351	\$8,196	\$4,717	\$9,022	\$3,198	\$13,717	\$3,040
PARK & RECREATION MASTER PLAN								
Is your Agency's Master Plan available online?		No	No	Yes	Yes	Yes	Yes	Yes
URL Location:				http://www.lakewood.org/ community resources/about us.aspx	http://mesaaz.gov/parksrec/ GoldMedal2025.pdf	www.santa-clarita.com	http://www.scottsdaleaz.gov/ departments/Community_ Services/parks/Document_ Library_for_Parks_ Recreation	http://www.ci.westminster. co.us/ParksRec.aspx

Benchmarking Analysis

Community/Agency Overview

The City of Peoria has a population that is slightly lower than the average of the communities benchmarked against (158,135 Peoria vs. 211,553 average of the other seven). The communities benchmarked against range from a population of 112,000 (Westminster, CO) to 446,518 (Mesa, AZ). One item to note is that Peoria has the potential to more than double its population with future development, maybe more so than many of the other benchmarked agencies, including Fort Collins, CO; Lakewood, CO; Westminster, CO; and Mesa, AZ which are largely built out within their existing boundaries compared to Peoria.

A long-used “guideline” of 6.25 (minimum) to 10.5 (optimal) acres per thousand (1,000) residents has been replaced by NRPA with customized reports in PRORAGIS. The new PRORAGIS data is intended to compare agencies that are similar in population, acres of land and budget instead of the hard number guideline previously used. Based on the data from the customized report and from PRORAGIS for participating City agencies across the nation the median and average acres per thousand (1,000) residents is as follows:

- 2012 – 15 participants – 9.1 median and 16.8 average
- 2011 – 11 participants – 6.6 median and 10.1 average
- 2010 – 6 participants – 12.6 median and 16.8 average

Therefore, we could assume that the average range for Cities of a similar size as Peoria across the nation is between 6.6 acres and 16.8 acres. Also worth noting is the 2012 TPL report, the median for all Cities is 13.1, however, according to their report, as population density increases, the acres per 1,000 residents goes down, therefore the medians in four density classifications is between 6.7 and 20.5 acres/1,000 residents. A fair assessment of an average for a community of Peoria’s size is the median noted in 2012 data of 9.1 acres per 1,000 residents.

Peoria actively manages 1991.8 acres of land, including developed parks, non-park sites, and right-of-way, with 570.5 acres being developed parks. This calculates to 3.61 acres of developed park acres per 1,000 residents, and 6.27 acres of managed land per thousand residents (not including open space, conservation and preservation

lands). See **Figure 8.2**, **Figure 8.2a**. This results in a low acres per 1,000 residents’ ratio compared to the benchmarked communities on developed park land (second to last, above Chandler, AZ) below the range set by the last three years of PRORAGIS data and the TPL data for 2012. See **Figure 8.2**. However, when non-park acreage is added to the park acreage number, Peoria has the largest jump in acres/1,000 of any of the agencies benchmarked against. This isn’t necessarily a positive shift, as it shows that the Peoria Parks Division is managing a significant amount of non-developed park acres such as detention basins, and specifically road right-of-way areas (358.1 acres). When including the open space areas into the total acres, Peoria adds an additional 1,000 acres to their inventory, which keeps them generally in the middle of the benchmarked agencies, and again doubles their acres per 1,000 residents to 13.07. See **Figure 8.3** for more details.



Figure 8.2 – Developed Park Acres per 1,000 Residents

Agency	Total Acres of Developed Parks	Acres of Developed Parks per 1,000 Residents
Westminster, CO	2,965.0	26.47
Lakewood, CO	2,049.0	14.23
2012 TPL Median	n/a	13.10
Fort Collins, CO	1,314.0	9.13
2012 PRORAGIS Median	n/a	9.10
Chandler, AZ	1,529.0	6.37
Mesa, AZ	2,358.0	5.28
Scottsdale, AZ	974.4	4.48
Peoria, AZ	570.5	3.61
Santa Clarita, CA	337.0	1.90

Figure 8.2a - Total Acres Managed per 1,000 Residents

Agency	Total Acres Managed	Acres Actively Managed per 1,000 Residents
Westminster, CO	3,205.0	28.62
Lakewood, CO	2,107.0	14.63
Fort Collins, CO	1,465.0	10.17
Scottsdale, AZ	1,506.1	6.93
Chandler, AZ	1,529.0	6.37
Peoria, AZ	991.8	6.27
Mesa, AZ	n/a	n/a
Santa Clarita, CA	n/a	n/a

Data in this figure **does** include areas such as water quality basins, road rights-of-way and medians. Santa Clarita's amount of right-of-way area maintained is unknown; Mesa does not provide acres maintained for an additional convention center, amphitheater and cemetery.

Data does not include open space or conservation land space in either **Figure 8.2** or **8.2a**.

Figure 8.3 - Total Acres (Including Open Space) Managed per 1,000 Residents

Agency	Total Acres of Managed Land	Total Acres Maintained or Managed per 1,000 Residents, Including Open Space Areas
Westminster, CO	6,020.0	53.75
Lakewood, CO	7,222.0	50.15
Santa Clarita, CA	6,367.5	35.98
Peoria, AZ	1,991.8	12.60
Fort Collins, CO	1,573.0	10.92
Mesa, AZ	3,095.0	6.93
Scottsdale, AZ	1,506.1	6.93
Chandler, AZ	1,529.0	6.37

For this comparison, the information on Lakewood's data has been revised to show two properties their agency classifies as developed parks as part of the open space numbers included in Figure 8.2a instead of within the Developed Parks number (5,000 acres). These parcels include large expanses of unmaintained hilly native vegetation, mountain biking and hiking trails, campgrounds and bodies of water but are not what is typically considered a "developed" park.

Agency Resources

Like many other communities, Peoria has not filled many vacant full-time positions in order to manage the budget over the past few years. In addition, Peoria relies heavily on seasonal staff for recreational programming, peak park maintenance times, Spring Training baseball at the Sports Complex, tournament staffing at both the Sports Complex and Rio Vista Community Park, and library pages at both library locations. This is reflected in the ratios, (see **Figure 8.4**) which show an average full-time employee ratio and the highest part-time/seasonal ratio of all of the agencies employing approximately 944 part-time and seasonal workers annually.

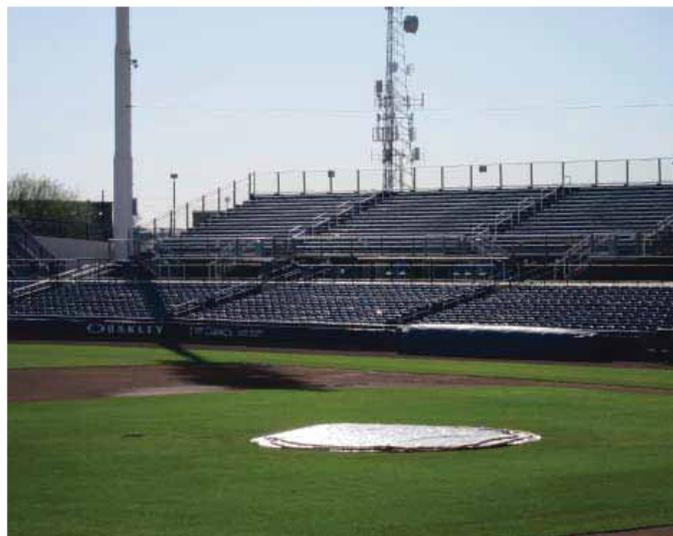


Figure 8.4 - Full-time and Part-time/Seasonal Labor Pool Ratios

Agency	Full-time Employees	Full Time Employee Ratio per 1,000 Residents	Agency	Part-Time/ Seasonal Employees*	Part-Time Employee Ratio per 1,000 Residents
Westminster, CO	176 FTE	1.57	Peoria, AZ	944	5.97
Lakewood, CO	176	1.22	Lakewood, CO	600	4.17
Chandler, AZ	190	0.79	Santa Clarita, CA	380	2.15
Peoria, AZ	109	0.69	Chandler, AZ	369	1.54
Scottsdale, AZ	150	0.69	Fort Collins, CO	165	1.15
Santa Clarita, CA	105	0.59	Mesa, AZ	230	0.52
Fort Collins, CO	66	0.46	Scottsdale, AZ	111	0.51
Mesa, AZ	122	0.27			

*Part time includes benefitted and non-benefitted seasonal employees

The total operating expenditures of the Peoria Community Services department (including the Administrative staff, Parks Division, Recreation Division, Sports Facilities Division and Library Services Division) per resident is at \$143.34, which is well above the FY2010 median of \$59 (Trust for Public Lands, *2012 City Park Facts, 5: Total Spending on Parks and Recreation Per Resident by City*) and the 2012 customized data from PRORAGIS (\$87.62). Peoria's number includes the expenditures for the Sports Complex and the library services, both of which are not typical services in most agencies (and stadiums are not included in the TPL number). Also, the Peoria Sports Complex is subsidized by a 1/2 cent sales tax in Peoria. In comparison to the benchmarked cities, Peoria has the second highest operating budget of the five cities. Lakewood, CO (\$236.59) has more expenditures per person than Peoria, while the others all have less. See **Figure 8.5**. Depending on what each department is responsible for, the numbers for all jurisdictions may be accounting or not accounting for similar budget items.

Additional items other agencies may be responsible for include golf courses and cemeteries. Also, when evaluating the trends of the PRORAGIS and TPL data, the information in both sets shows the highest median number for total operating expenditures in 2010, a dip in 2011 and a rebound in 2012 that is still not above 2010 numbers.

Figure 8.5 - Per Capita Operating Expenditures

Agency	Per Capita Operating Expenditures
Lakewood, CO	\$236.59
Peoria, AZ	\$143.34
Westminster, CO	\$132.14
Santa Clarita, CA	\$115.08
Chandler, AZ	\$110.54
Scottsdale, AZ	\$ 95.03
Fort Collins, CO	\$ 89.53
2012 PRORAGIS Median	\$ 87.62
Mesa, AZ	\$ 62.54
2012 TPL National Median	\$ 59.00

When evaluating the total expenditures of each department (total expenditure includes both operating and capital expenditure), Peoria is well above the FY2010 national average of \$82 (*Trust for Public Lands, 2012 City Park Facts, 5: Total Spending on Parks and Recreation Per Resident by City*) and the highest of the benchmarked communities at \$500.14 per capita, in part because Peoria has the highest capital budget of the benchmarked agencies (\$56,469,213 compared to the average of \$4,195,003 of the other agencies). This includes significant funds for the construction of Pioneer Community Park and the Peoria Sports Complex Clubhouse Renovation. See **Figure 8.6**. Lakewood, CO is second in total expenditures with \$270.34 per capita because of a large operating budget and Mesa remains at the bottom with \$68.27 per capita despite an average operating budget and average capital budget of compared agencies but a much larger population. Peoria's large number is primarily due to the capital expenditures used to construct Pioneer Community Park. The City will likely be closer to the median of other agencies in years without major park construction. The significant variance between agencies in both the operating and capital expenditures is a reflection of how each municipality is emerging from the recession. It also speaks to their funding sources, those having the largest capital budgets appear to use dedicated funds and general obligation bonds to fund projects instead of relying on the tax-supported general fund. **Figure 8.7** shows how the cities rank with regard to total operating expenditures per acre (not maintenance-specific). Based on these figures, the City of Peoria is well above (at \$11,380 per acre) all other agencies except Chandler, AZ (\$17,351) and Scottsdale, AZ (\$13,717). Peoria is also above the median number pulled from the PRORAGIS data for 2012, which was \$8,530 per acre.

Figure 8.6 - Per Capita Total Expenditures (Operating and Capital)

Agency	Per Capita Total Expenditures
Peoria, AZ	\$500.14
Lakewood, CO	\$270.34
Westminster, CO	\$247.06
Chandler, AZ	\$148.92
Scottsdale, AZ	\$135.51
2012 PRORAGIS median	\$126.81
Santa Clarita, CA	\$122.71
Fort Collins, CO	\$ 95.10
2012 TPL Median	\$ 82.00
Mesa, AZ	\$ 68.27

Figure 8.7 - Operating Expenditures per Total Acres Managed (Including Open Space)

Agency	Operating Expenditures Per Acre
Chandler, AZ	\$17,351
Scottsdale, AZ	\$13,717
Peoria, AZ	\$11,380
Mesa, AZ	\$ 9,022
2012 PRORAGIS Median	\$ 8,530
Fort Collins, CO	\$ 8,196
Lakewood, CO	\$ 4,717
Santa Clarita, CA	\$ 3,198
Westminster, CO	\$ 3,040

Cost Recovery

Peoria's cost recovery percentage (28.7%) (as calculated with no tax-based revenue in the benchmarking analysis, which differs from the budget and funding analysis) is the third lowest of the agencies polled with Lakewood, CO and Mesa, AZ having the highest at 54.8%. Peoria's rate falls below the national average of 34% for cost recovery as well (Dr. John Crompton, Texas A&M University).

Figure 8.8 details the cost recovery of all cities polled. Based on the City of Peoria's budget information, the Recreation and Sports Facilities Divisions have a very high level of cost recovery that help support the less lucrative portions of the department, including no revenue generated by the Parks Division and the low cost recovery (under 10%) for Library Services Division. The Sports Complex generates a significant economic impact for the community that is realized through General Fund capture rather than directly to the Community Services Department. The Department needs to evaluate their mission and how it relates to the bottom line of cost recovery, including evaluating the fee structure for all programs, rentals and facility use and developing a pricing policy and cost recovery goals that incorporate the community's values as well as the mission of the Department, as this number may be acceptable based on the policy and mission of the Department.

well. Since the agencies polled vary in size, a comparison of parks and facilities is done on a per population basis. The previously-used industry standards for facilities was a single benchmark per amenity, however, new evaluations tend to look at where an agency falls against other similar agencies and not a set standard.

Indoor Facilities and Gyms

Peoria and other benchmarked agencies have a diverse selection of indoor recreation facilities (not including libraries and cultural arts-based facilities such as theatres and art centers), and the square footage and types of facilities varies widely as well. See **Figure 8.9** which shows the total indoor facilities and their respective square footage totals as well as the average population per facility. Peoria has the third highest number of residents per facility (39,534) of indoor facilities behind Mesa, AZ and Chandler, AZ and falls below the averages in the data by the Trust for Public Lands (22,222 per facility) and the summary data from the 2012 PRORAGIS data for all agencies (24,683 per facility). Based on the response received from the public input meetings and the survey, there is demand for additional indoor recreation facilities, and the benchmarking data also supports those desires.

Indoor facilities vary in their organized spaces and uses, however, gymnasiums are an amenity that is often incorporated into a recreation center. Based on the feedback from the benchmarked agencies, Peoria is using significantly more gyms owned by others through agreements (25 compared to 2 by Santa Clarita, CA and none by the other agencies that provided data). This shows that the Department is maximizing the community resources available to them but also has a significant dependence on others (i.e. the School Districts) for gym-based programming. This is not an unusual situation, as it is not realistic to build and operate enough gyms to meet a community's demand. It also shows the importance of good relationships with other agencies and strong intergovernmental agreements to establish clear cut expectations and responsibilities.

Figure 8.8 - Cost Recovery Rankings

Agency	Cost Recovery Percentage
Lakewood, CO	54.8%
Mesa, AZ	54.8%
Westminster, CO	46.5%
National Average	34.0%
Peoria, AZ	28.7%
Scottsdale, AZ	28.5%
Santa Clarita, CA	18.9%
Chandler, AZ	16.4%
Revenue information was unavailable for Fort Collins, CO	

Parks and Facilities

Peoria has a variety of parks and facilities throughout the City. With four indoor facilities, 39 parks, three pools, and two libraries the City provides a diverse selection of places for its residents to recreate and spend their leisure time. Within those parks and open spaces are amenities that draw people to the park. These amenities are benchmarked independently from the total park acreages as

Figure 8.9 - Indoor Recreation Facilities Totals and Population per Facility

Agency	Total Indoor Facilities	Total Indoor Facility Square Footage	Population per Indoor Facility
Scottsdale, AZ	28	212,110	7,764
Lakewood, CO	9	238,048	16,000
Westminster, CO	7	228,225	16,000
Santa Clarita, CA	9	52,573	19,663
2012 TPL Average Recreation/Senior Centers	N/A	N/A	22,222
2012 PRORAGIS Average – All Agencies	N/A	N/A	24,683
Peoria, AZ	4	88,000	39,534
Chandler, AZ	6	130,703	40,000
Mesa, AZ	5	114,739	89,303

Swimming Pools and Spraygrounds / Splash Pools

Pools provide a needed respite during the heat of the Arizona summer. During public input, there were varying opinions as to the need for an additional pool facility (and whether it should be indoor or out). Peoria currently owns and operates three pools at the high schools with programming during the summer months and in the spring. When evaluated against the other agencies, Peoria is slightly below average, the City also falls below the Trust for Public Lands 2012 average of 40,000 residents per pool. One item to note, when divided into indoor and outdoor, only Lakewood and Westminster in Colorado have indoor pools (and often outdoor pools at the same facility); the benchmarked agencies in California and Arizona have no indoor pools. In addition, according to the 2013 PRORAGIS Data Report provided by NRPA, of the 63% of agencies (including counties and special districts) that provide an outdoor pool, the median population per pool is 33,128. See **Figure 8.10** for more details regarding pools, splash pools/spraygrounds and the average number of residents per pool in each agency.



Figure 8.10 - Pool and Sprayground Totals and Population per Pool

Agency	Total Number of Pools	Total Number of Spraygrounds	Population per Each Pool
Chandler, AZ	20	3	12,000
Lakewood, CO	7	2	20,571
Santa Clarita, CA	8	1	22,121
Westminster, CO	3	3	37,333
2012 TPL Average	N/A	N/A	40,000
Mesa, AZ	9	2	49,613
Peoria	3	5	52,712
Scottsdale, AZ	4	6	54,346
Fort Collins, CO	By another department	3	N/A

Playgrounds and Skate Parks

Playgrounds, Tot Lots and Skate Parks provide destinations for the youth of the community to recreate in a non-organized manner. Playgrounds of various sizes are offered throughout the Peoria community. When benchmarked against other agencies, Peoria has one of the largest number of playgrounds and tot lots. When evaluated on the number of facilities per population, Peoria is the second highest, and above both the PRORAGIS and TPL Averages. See **Figure 8.11** for more information. In addition to playgrounds, skate parks are an amenity that is very popular and heavily used but not as prevalent as playgrounds. With two skate parks, Peoria has one skate park for every 79, 068 people. This is well above the other benchmarked agencies (except Fort Collins, CO and Lakewood, CO), as well as above the TPL's national average of 1 skate park for every 200,000 residents.



Figure 8.11 - Playground Totals and Population per Playground

Agency	Age 5+ Playgrounds	Age 2-5 Playgrounds	Total Playgrounds	Population per each Playgrounds
Lakewood, CO	54	1	55	2,618
Peoria, AZ	36	22	58	2,726
Westminster, CO	39	0	39	2,872
2012 PRORAGIS Average	n/a	n/a	n/a	3,280
Fort Collins, CO	n/a	n/a	42	3,429
Chandler, AZ	n/a	n/a	62	3,871
Santa Clarita, CA	21	20	41	4,316
2012 TPL Average	n/a	n/a	n/a	4,348
Scottsdale, AZ	36	0	36	6,038
Mesa, AZ	n/a	n/a	62	7,202

Athletic Fields – Mixed-Use Rectangular and Diamond Fields

Fields for team sports are in high demand in all jurisdictions, and fields are heavily programmed during peak seasons. In Peoria, there are forty-seven (47) rectangular mixed-use fields designated for use with additional flat turf areas in the bottom of detention basins and in the outfields of baseball/softball diamonds or in park areas without sufficient parking to host games. The City has 39 total diamond fields of various sizes for baseball and softball. Compared to other agencies, Peoria is above average on rectangular mixed-use fields and about average for ball diamonds, see **Figure 8.12** for more information. One item to note on Peoria's inventory is that most of the rectangular fields are small fields and could not be adapted for use as football fields or regulation-sized soccer fields if necessary. In addition to the total number of fields, it appears that the majority of the benchmarked agencies have more total fields without lights, especially rectangular fields and softball diamonds. Scottsdale has the most prolific amount of fields with lights, both rectangular and diamonds.

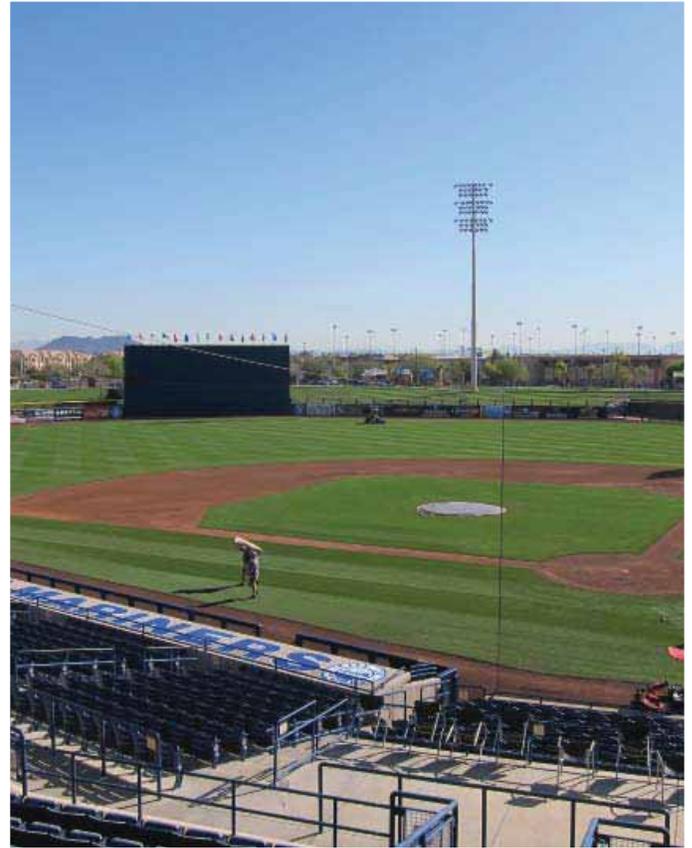


Figure 8.12 - Athletic Field Analysis

Agency	Total Rectangular Fields	Population per Each Rectangular Field	Agency	Total Diamond Fields	Population per Each Diamond Field
Fort Collins, CO	50	2,880	2012 PRORAGIS Average – All Agencies	n/a	2,900
Peoria, AZ	47	3,365	Westminster, CO	30	3,733
2012 PRORAGIS Average – All Agencies	n/a	3,783	Scottsdale, AZ	55	3,952
Westminster, CO	29	3,862	Fort Collins, CO	36	4,000
Scottsdale, AZ	29	7,496	Peoria, AZ	39	4,003
Santa Clarita, CA	20	8,849	Lakewood, CO	31	4,645
Chandler, AZ	19	16,632	2012 TPL Average	n/a	5,263
2012 PRORAGIS Range for Same Type Agencies	n/a	10,909 to 48,676	Chandler, AZ	25	9,600
Lakewood, CO	12	12,000	2012 PRORAGIS Range for Same Type Agencies	n/a	7,783 to 40,985
Mesa, AZ	10	44,652	Santa Clarita, CA	14	12,641
			Mesa, AZ	31	14,404

Trails

Trails, including multi-user hard surface trails, soft surface equestrian trails, hiking trails and nature trails are the links that tie a park system together and provide access to destinations around a city or region. When measured against the other benchmarked agencies and on the total miles of trails, Peoria is slightly above average with 73.9 miles, while the population per mile of trail varies widely from agency to agency. See **Figure 8.13**. It is important to note in this analysis, that the data provided by the agencies was for trails they managed or maintained, and that the total sidewalks and trails not within their management are not included in these figures, nor are bike lanes on roadways, this specifically includes zero trails maintained by Scottsdale, AZ, although there are trails within that community.

Figure 8.13 - Total Miles of Trails Analysis

Agency	Population per Mile of Trail	Total Miles of Trails (all types)
Lakewood, CO	402	358.2 miles
Westminster, CO	3,489	83.5 miles
Santa Clarita, CA	2,398	73.8 miles
Peoria, AZ	2,140	73.9 miles
2012 PRORAGIS Median Mileage of Trails – Similar Agencies	n/a	32.1 miles
Fort Collins, CO	4,500	32.0 miles
Chandler, AZ	5,333	45.0 miles
Mesa, AZ	318,941	1.4 miles



Libraries and Arts Facilities

Libraries and Indoor Performing Arts or Visual Arts centers are a special type of facility, and not all agencies have management over such amenities, so comparisons are not as comprehensive in these two categories. Regarding libraries, within the agencies benchmarked against, Peoria and Westminster both have two libraries and Chandler has three that are managed within the department. Data for Scottsdale only included parks and recreation in the budget and staffing numbers, excluding information on its five libraries. The City of Santa Clarita operates libraries, just not within the Parks, Recreation and Community Services department. Per data provided by the Library Services Division, Peoria had 651,166 visits total to the libraries in FY2012. This results in 4.1 visits per capita (not including website visits), which compared against the data provided by the *Institute of Museum and Library Services report (Table 8 for FY2010)* is slightly below the per capita average for the state of Arizona (4.6 visits per capita). In addition, total circulation numbers include 1,802,705 for Peoria's libraries, which is an average of 11.4 per capita, compared to 8.4 per capita average for the State of Arizona in the same report. The number of registered card holders with the Peoria Public Library is right in line with the per capita average of Arizona; both are at 0.7 registered card holders per capita. This shows that the visitor numbers in Peoria may be lower but that residents and non-residents have access to materials and are interested in the services the Library provides (i.e. through the acquisition of library cards). The ability to access the libraries within Peoria may be a barrier to additional visits, as there is no public transportation within the City, and the two library locations may not be conveniently located for people to get to on their own.

When evaluating Performing Arts and Visual Arts centers, more of the benchmarked agencies oversee outdoor amphitheaters and indoor performing art centers than libraries. According to the data within the customized PRORAGIS report, agencies of a similar size with a similar budget have one performing or visual arts center for every 140,912 people, which shows Peoria is generally in line with similar reporting agencies at 1 for 158,135 residents. See **Figure 8.1** for more information regarding the total number of libraries, indoor arts centers and outdoor amphitheaters in each agency.

Key Findings

The City of Peoria benchmarked itself against seven other communities; Chandler, AZ; Fort Collins, CO; Lakewood, CO; Mesa, AZ; Santa Clarita, CA; Scottsdale, AZ and Westminster, CO. The population of Peoria is slightly below the average of the other agencies, but it also has a potential to increase in population within its existing boundaries more so than some of the other agencies. In general, Peoria is below other agencies and the national averages for total acres of parkland per 1,000 residents at 4.08, though they are right in line with others based on the total acres they maintain at 6.75. Therefore, they are maintaining as much park land as non-park land, including detention basins, road rights-of-way and medians. These numbers will change significantly downward as additional residents move into the community unless larger parcels of park land are put in place.

In addition to being on the lower end of the ratios for parkland, the number of indoor facilities (and associated square footage) as well as swimming pools shows a need for additional facilities of both types, which was also noted during community input sessions. Peoria is currently average or above average within the benchmarked analysis for other amenities such as ball fields and mixed-use rectangular fields, skate parks, playgrounds and miles of trails. However, the demand for ball fields and rectangular fields throughout the community is very high, and many of the rectangular fields are not able to accommodate sports or age groups that require a larger playing surface. Also, most of the rectangular fields are not lit for play after sunset.

When benchmarked against other agencies, the resources of Peoria's Community Services Department's per capita operational expenditures are above average. However, the agencies benchmarked against Peoria account for a wide variety of facilities and services that may skew those numbers, especially since Peoria operates libraries and the Sports Complex within the department's budget. In addition to funding, Peoria is average on the ratios of full-time employees compared to the other agencies; however, the part-time and seasonal staff is very high. Again this could be in part due to the Sports Complex and Spring Training staff as well as the other division's seasonal needs (such as pool operations, and park maintenance).

Overall, Peoria is well positioned with the existing infrastructure, staffing and resources; however, it is imperative that these levels, at a minimum be maintained (and in some cases, grow), as additional people move into the community and the number and types of facilities grows.



Facility Inventory & Conditional Analysis

9





FACILITY INVENTORY & CONDITIONAL ANALYSIS

Introduction

A fundamental part of the planning process is to establish the current level of service (LOS) that the City of Peoria Community Services Department and its park, trail and recreation facilities are providing to the community. In order to determine the LOS, the consultant team conducted a GPS inventory, GIS mapping, and a conditional assessment of all City of Peoria park and recreational facilities. The result is an accurate and comprehensive accounting of all park assets, from the largest assets such as park parcels and land holdings, to smaller amenities such as playground structures and drinking fountains. The breadth of information collected will provide the City of Peoria with a clear understanding of all their current assets and their existing conditions. The GIS database will allow city staff to quickly access the park inventory and assessment information,

which will aid in park planning and replacement budgeting efforts. In addition, the format of the GIS data will allow city staff to fully participate in the National Recreation and Park Association's (NRPA) Park and Recreation Operating Ratio & Geographic Information System Benchmarking Database (PRORAGIS). Through PRORAGIS, the Community Services Department can generate reports and conduct comparative performance analyses with other participating agencies. In turn, this data will also provide a greater understanding of park levels of service, maintenance and user needs, and subsequently a better overall park experience for the community. Also see the Level of Service and Mapping Analysis section for more information on the LOS findings.

Inventory Methodology

The inventory was completed and compiled in three steps:

- Collection and assessment of existing GIS data.
- Site visits and evaluation of the existing conditions, quantitative and qualitative assessment of parks and recreation facilities (completed Winter – Spring 2013).
- Processing and evaluating the results of site visit evaluations within a GIS environment.

The first step of the inventory process included the assembly of all the GIS base data and digital aerial photography from the City's Information Technology Department. This data was used to generate a comprehensive list of parks and recreation facility locations under the management of the City of Peoria Community Services Department. The list in **Figure 9.1** included parks, recreation and community centers, pools, libraries, retention/detention basins, and road rights-of-way. The data provided by the City also included facilities used by the department as part of intergovernmental agreements with the school districts, such as school courts, fields, and gymnasiums. Only facilities operated or maintained by the Department were inventoried and assessed.

Figure 9.1 – Inventory and Conditional Analysis

Location	Overall Score	Primary Score	Support Score	Classification	GIS Acres
Alta Vista Park	63%	63%	63%	NEIGHBORHOOD	11.4
Apache Park	64%	64%	62%	NEIGHBORHOOD	9.2
Arrowhead Shores	54%	56%	51%	NEIGHBORHOOD	8.9
Braewood Park	67%	70%	58%	NEIGHBORHOOD	7.1
Calbrisa Park	61%	60%	62%	NEIGHBORHOOD	3.7
Camino a Lago Park*	60%	60%	NA	NEIGHBORHOOD	7.5
Country Meadows Park	57%	57%	56%	NEIGHBORHOOD	7.9
Deer Village Park	66%	68%	58%	NEIGHBORHOOD	8.7
Desert Amethyst Park	57%	60%	49%	NEIGHBORHOOD	11.1
Fletcher Heights North Park	66%	65%	67%	NEIGHBORHOOD	4.2
Fletcher Heights Park	63%	63%	63%	NEIGHBORHOOD	7.4
Hayes Park	58%	60%	51%	NEIGHBORHOOD	15.7
Ira Murphy Park	64%	66%	59%	NEIGHBORHOOD	4.5
Kiwanis Park	63%	65%	59%	NEIGHBORHOOD	4.6
Monroe Park	63%	65%	58%	NEIGHBORHOOD	3.9
Palo Verde Park	66%	66%	65%	NEIGHBORHOOD	4.1
Parkridge Park	63%	63%	65%	NEIGHBORHOOD	20.0
Paseo Verde Park	65%	66%	61%	NEIGHBORHOOD	11.8
Roundtree Ranch Park	60%	60%	58%	NEIGHBORHOOD	9.5
Scotland Yard Park	76%	79%	67%	NEIGHBORHOOD	8.9
Sonoran Mountain Ranch Park	63%	60%	71%	NEIGHBORHOOD	7.6
Stone Park	39%	40%	36%	NEIGHBORHOOD	0.2
Sundance Park	65%	66%	63%	NEIGHBORHOOD	9.6
Sunnyslope Park	65%	64%	67%	NEIGHBORHOOD	22.3
Sunrise Park	69%	70%	65%	NEIGHBORHOOD	9.2
Sunset Park	66%	64%	74%	NEIGHBORHOOD	11.1
Sweetwater Park	64%	63%	64%	NEIGHBORHOOD	10.6
Terramar Park	65%	62%	73%	NEIGHBORHOOD	9.4
Varney Park	71%	75%	60%	NEIGHBORHOOD	8.5
Wacker Park	62%	64%	55%	NEIGHBORHOOD	4.5
West Wing Park	63%	62%	65%	NEIGHBORHOOD	19.3
Westgreen Park	66%	65%	68%	NEIGHBORHOOD	3.9
Westland Park	66%	64%	71%	NEIGHBORHOOD	4.2
Windrose Park	64%	63%	66%	NEIGHBORHOOD	7.4
Pioneer Park	84%	88%	72%	COMMUNITY	85.0
Rio Vista Community Park	69%	69%	72%	COMMUNITY	54.7
Peoria Sports Complex	76%	75%	78%	REGIONAL	125.1
Centennial Plaza	84%	88%	70%	SPECIAL USE	4.2
Osuna Park	64%	60%	77%	SPECIAL USE	3.3

Figure 9.1 – Inventory and Conditional Analysis (cont.)

Location	Overall Score	Primary Score	Support Score	Classification	GIS Acres
* in design					
CENTERS					
Peoria Community Center	80%	80%	80%	FACILITY	4.0
Rio Vista Recreation Center	70%	72%	69%	FACILITY	N/A
POOLS					
Centennial Swimming Pool	63%	63%	60%	FACILITY	0.6
Peoria High School Swimming Pool	62%	63%	60%	FACILITY	0.5
Sunrise Swimming Pool	64%	65%	60%	FACILITY	1.5
OTHER FACILITIES					
Peoria Municipal Complex	N/A	N/A	N/A	FACILITY	33.6
Peoria Municipal Operations Center	N/A	N/A	N/A	FACILITY	26.7
Peoria Women's Club	60%	60%	60%	FACILITY	0.1
Sunrise Family Center	60%	60%	60%	FACILITY	0.2
OTHER LOCATIONS					
	COUNT				
Libraries	2				
Fire Stations	5				
Basins	39				
Trails	73.9 Miles				
Medians/ROWs	358.12 Acres				

Another goal of assembling the data was to determine the level of detail in the current inventory in comparison to the level of detail in the PRORAGIS database. As of January 2013, the City of Peoria Community Services Department did not have a GIS-based inventory that included individual park amenities such as athletic fields and picnic shelters, including these assets will support full participation in the PRORAGIS database. **Figure 9.2** lists the categories of park assets that were to be inventoried during the site visit phase of the inventory. The asset nomenclature in **Figure 9.2** matches the PRORAGIS nomenclature so that the data can be easily entered into the PRORAGIS database.



Figure 9.2 - Inventoried Assets

Administrative	Performing Arts Venue
Arbor	Pet Waste Dispenser*
Archeological Site	Picnic Ground or Area
Backstop*	Picnic Shelter (aka Ramada)
Baseball	Picnic Table*
Basketball	Pier/Dock
Batting Cage*	Play Equipment*
Bench*	Playground
Bleacher*	Plaza*
Bullpen*	Recreation/Community Center
Concession	Restroom
Diving Well	Scenic Overlook
Drinking Fountain*	Scoreboard*
Grill*	Seatwall*
Historic Building	Shade Structure*
Horseshoes	Sign*
Horticultural Garden	Skate Park
Kiosks	Slide*
Lake	Soccer
Landscaped Bed or Area	Softball
Loop Trail*	Sprayground
Maintenance Structure	Swimming Pool
Memorial	Tennis
Mixed Use Field	Trash Receptacle*
Multipurpose Court	Recycling Receptacle*
Off-leash Dog Area	Visual Arts/Crafts
Open Play Area	Volleyball
* not a standard item inventoried in PRORAGIS	

The second step of the inventory process was to visit and evaluate all of the facilities, which was completed in Winter/Spring 2013. These visits included a comprehensive inventory of the assets listed in **Figure 9.2** using GPS technology. Each park evaluation included assessment and ranking of both the primary assets and support assets. The primary assets, those amenities residents would specifically come to the park or facility to use, were evaluated based on the criteria listed in **Figure 9.3**. The support assets, including items such as seating, bike racks, restroom facilities, etc. are considered assets which enhance a user’s experience but are not features of the park which are typically the primary reason for use of the facility. A standard list of typical support assets was created prior to the site visit, and while on-site, each element on the list was evaluated based on the criteria in **Figure 9.3** and the following criteria:

- Does a facility with the existing primary assets and of this size need this support asset? If it is not present, should it be?
- Is there a sufficient number of each support asset present for a facility of this size and capacity?
- Is this support asset located appropriately within the facility for convenient use by the public?
- Is this support asset operational and functional, or should it be repaired or replaced?

In addition to tangible features in the list of support assets, categories which were more of an evaluation of the broad “sense of place” or overall function of the facility’s design were also included. These broad categories were evaluated by assessing the overall facility, access, as well as the site’s setting. As a follow-up to the consultant team’s evaluation, the data was reviewed and finalized with City staff, including any necessary corrections and input of missing data into the GIS Database.

In the third step of the inventory process, the conditional ratings were tallied for each park and a conditional score was compiled for both primary and support assets. These conditional scores are combined to give an overall conditional score for the park. Refer to **Figure 9.1** for the list of the primary and support asset scores and overall park scores. In addition, maps of each facility and asset spreadsheets are included in the Appendix.

Figure 9.3 – Primary and Support Asset Rating Scale

Rating	Description
5	An Asset which meets the needs of the community in a manner significantly above average and is of excellent quality and condition. No additions or enhancements are necessary in either asset level; however, continued maintenance to maintain this elevated level of service is required.
4	An Asset which provides above-average service to the community and is of great quality and condition.
3	An Asset which adequately meets the needs of the community and is of average quality and condition. Enhancements or additional quantities may be appropriate for either type of asset, but are not necessary.
2	An Asset which is nearly inadequate at meeting the needs of the community and is of below-average quality and condition. Replacement or renovation should be anticipated for the future.
1	An Asset which is significantly below average in meeting the needs of the community, and is significantly below average in quality and condition. In both categories, the amenity may be unusable or already removed but not replaced with this ranking. For support assets, in most cases, additional quantities or improvements are recommended.
0	An Asset which is significantly below average in meeting the needs of the community, because it is dangerous in quality and condition. Primary assets with a rating of ‘0’ are a hazard and need to be removed or replaced. A Support Asset that needs to be added to the facility in order to adequately serve its users.
X	Some support assets show an X instead of a ranking in the evaluation matrices. This indicates that the asset is not present and is not necessary for the facility, and therefore not evaluated.

Park Inventory and Analysis

Until 1995, the National Recreation and Park Association (NRPA) published classification standards for parks which were based on park size and location. At that time, the NRPA classified a mini park as less than an acre, a neighborhood park as ideally 5-10 acres, a community park as 30-50 acres, and a large urban park as 50-75 acres. A variation of these classifications was used in the City of Peoria 2002 Parks, Recreation, and Open Space Master Plan and the 2006 City of Peoria Parks, Recreation, Open Space, and Trails Master Plan Update. Those reports classified parks as one of the following types: Neighborhood (5-10 acres), Community (60-100 acres), Regional (100-400 acres), or Special Use Park (added in 2006 to address parks of various sizes that do not fit into traditional park categories). This report will continue to use the classification structure applied in the previous City reports for the sake of consistency. The following gives a description of the different types of parks contained in this inventory and analysis effort.

Neighborhood Parks

Inventory – Thirty-four (34) neighborhood parks make this classification the most common within City of Peoria system. The parks range in size from under an acre (Stone Park) up to over 22 acres (Sunnyslope Park) and serve a population living within ½ mile of the park. Facilities typical to this park class include: open turf areas and youth sport-oriented spaces, playgrounds, ramadas, walking paths, multi-use courts, and off-street vehicular parking. 15 neighborhood parks totaling 144.6 acres are located north of Bell Road. An additional 153.5 acres in 19 neighborhood parks are south of Bell Road.



Analysis – The neighborhood parks are of a consistently high quality. It is remarkable that out of thirty-four parks, only five (Arrowhead Shores, Country Meadows, Desert Amethyst, Hayes, and Stone) have scores that indicate that they have fallen below a level of service that is considered adequate in meeting the needs of the public. Out of the five, only four are slightly below the standard LOS and one (Desert Amethyst) was only recently classified as a park, as it was formerly a basin. It is also worth noting that of the two highest ranking neighborhood parks, Scotland Yard is very new and Varney is one of the oldest parks in the system. This fact highlights that the City of Peoria has made a successful effort to regularly maintain and update all of the parks that are currently in the system. The repair of court surfaces, and updating the safety surfacing in the playgrounds should be an area of focus in the future at all neighborhood facilities.

The neighborhood parks are also very consistent in the amenities they provide. Most parks have a restroom building, at least one sports court, open play areas, and shaded playgrounds with equipment for both toddlers and school-aged children. The consistency of the parks creates a cohesive community image, but the Community Services Division should also continue to consider opportunities to meet the public demand for niche facilities in the neighborhood parks such as off leash dog parks, skate parks or pads, and pickle ball courts. Recent examples of niche facilities are the dog parks at Sunnyslope and Scotland Yard Parks.

Community Parks

Inventory – Community parks within the Peoria system range in size between 15 and 100 acres and provide recreational uses for multiple neighborhoods. Community parks include all the assets typical of the neighborhood parks as well as facilities that might be too expensive to include at most neighborhood parks. Community parks typically accommodate larger events and groups than neighborhood parks, and the site includes higher numbers of common facilities such as picnic areas, playgrounds, and sports fields. The Sports Facilities Division operates this classification which currently includes two community parks, Rio Vista Community Park and the newly finished Pioneer Community Park (near the intersection of Olive Avenue and 83rd Avenue).

Rio Vista Community Park is the flagship park in Peoria and includes many unique recreation features such as the recreation center, a large lighted skate park, fishing lake, and sand volleyball complex. Large ramada groupings, outdoor grills, a playground, and a large tournament-level ball field quad, two additional girls softball fields, and one dedicated little league diamond provide a greater diversity in amenities than is commonly found at the neighborhood park level. Other unique resources available at Rio Vista include a splash pad, batting cages, and a concessionaire. Rio Vista Park is also notable for its location on the Agua Fria river corridor, which is a part of the New River regional trail system. The New River Trail connects to over twenty seven miles of existing shared-use trails within the City of Peoria.



The recently completed Pioneer Community Park will also provide a similar level of both unique and high quality facilities. Amenities included are:

- A tournament-level ball field six-plex,
- Accommodations for up to four lighted soccer fields,
- A three-cell dog park,
- A fishing lake with piers,
- Large group ramada and picnic area,
- A special use plaza with horticulture garden,
- Large areas of unprogrammed open turf.

The Phonline trail is also planned to connect Pioneer Park to the New River Trail

Analysis – Rio Vista Community Park, located adjacent to the Agua Fria River, is a popular destination and a highly used park. Residents who attended some of the public meetings cited Rio Vista Community Park as one of the attractive features that drew them to move to Peoria. However, this popularity also works against the park, as residents complained that it was difficult to find a parking space during peak times. Residents who lived further away commented they never visited the park for this reason. The completion of Pioneer Community Park may help alleviate some of the demand at Rio Vista, but also suggests there is an unmet need for community park-level facilities in the system, especially to the north.

Regional Parks

Inventory – The Peoria Sports Complex is a unique facility both within the Peoria parks system as well as in the Phoenix Metropolitan area. The complex has served as a Major League Baseball (MLB) training and development facility for the San Diego Padres and the Seattle Mariners since 1992, and was the first to combine two MLB teams. The facility itself is focused around the main stadium where Cactus League spring training baseball games are played during the month of March. This facility is an important economic draw to the City. The lawn seating portion of the stadium is iconic of Cactus League baseball, and visitors have access to a number of support facilities such as concessions, the box office, batting cages, and kids play areas. Practice facilities for the teams are located around the periphery with varied levels of public access. Major League Baseball is the most highly publicized

use of the Peoria Sports Complex but the facility also is host to many other leagues during the other eleven months of the year, including the Arizona Summer League, Arizona Instructional League, the Peoria Javelinas, and international teams. The Sports Complex is also used for local and national amateur youth and adult baseball tournaments. Non-baseball events such as concerts, car and RV shows, and private parties and weddings, bike races, and motorcycle training classes are also regularly held at the facility. In addition, the City of Peoria sponsors an annual Easter Event, the All American Festival during the Fourth of July, and the Halloween Monster Bash at the Sports Complex. Many businesses such as restaurants and shops have also located in proximity to the Peoria Sports Complex to take advantage of the attraction.

Analysis – The Peoria Sports Complex is the most significant asset in the Peoria parks system and is demonstrated through all aspects of its management and presentation to the public. Funding for maintaining the site reflects this priority. Public wayfinding signage in the facility is well-defined, allowing visitors to move efficiently through the site where appropriate, while maintaining boundaries for team-only areas in the complex. The design has adequate parking for the events that are currently scheduled but future plans to redevelop a 17-acre portion of the site may jeopardize the parking capacity for some types of events.

Special Use Parks

Inventory – Special use parks include facilities in unique settings that may not be traditionally associated with park and recreation services. The Peoria parks system includes two special use parks – the Johnny E. Osuna Memorial Park, at the corner of Peoria Avenue and Highway 60, and Centennial Park at the City Hall Complex, both of which are urban plazas with open turf areas and commemorative art features.

Analysis - Both parks are well-maintained, aesthetic sites with site furnishings and features, like the Amphitheater at Centennial Park, that are of a high quality. The sites lack traditional park facilities such as playgrounds or sport courts but provide plaza areas for gatherings or festivals, and public art. Parking at each site is shared. In the case of Centennial Park, the site itself lacks directly adjacent parking and is instead located between a number of municipal

buildings and the Main Library making its use almost a discovery for those who happen to find themselves walking along the historic memorial path between buildings. Public use at these two parks was observed to be light compared to more traditional parks during the park inventory, but does not mean the special use parks are rarely used. Access issues to the parks may be a constraint on their use and the lack of traditional park facilities may mean few people plan multiple visits to the sites, other than during events.

Trails

Inventory – Peoria currently has 73.9 miles of various types of trail. 42.1 miles of the existing trails are designated as shared-use. Shared-use paths typically have both a 12’ hard surface path for cyclists and walkers and an 8’ decomposed granite path for equestrian use. Another 21.3 miles are sidewalk connector trails that connect neighborhoods to the regional trails. The remaining 10.5 miles are designated as hiking trails. There are eight regional trail systems that are planned to pass through Peoria. Five of the eight are regional shared-use trail systems: the Arizona Canal, New River, Skunk Creek, Agua Fria, and CAP Canal. In addition, there are two regional bike paths planned: the Loop 303 and Carefree Highway, and the Castle Hot Springs Road, which is an unpaved



road on Bureau of Land Management and County land that is popular for providing access to BLM managed trails for off-road vehicle use. The City of Peoria Parks Division also maintains roughly 10.5 miles of hiking trails at the East Wing, West Wing, and Sunrise Mountain open spaces and has plans to build an additional 3.25 miles at Twin Buttes northern area of the Vistancia neighborhood.

Analysis – The existing trails system connects a number of parks including Rio Vista Community Park and serves as an important mode of transportation to and from the parks and around the community. As Peoria grows, the need for alternate modes of transportation will also increase. There is an additional 211.3 miles of trails planned in the Peoria trails system. Of those, 17.2 will be for equestrian use, 145.9 will be shared use, and another 48.2 will be for hiking only. The Vistancia HOA also owns and maintains a private trail system (the Discovery Trail) within its community. The City should prioritize connections to and an access agreement with the Vistancia HOA in order to span the gap between the developed portions of the city south of Vistancia and the public open space north of Vistancia. Increasing access to the existing Peoria trail system with dedicated, developed trailheads, improved bike lanes, and connections to neighborhood parks should also be a priority for the City in the future.

Open Space

Inventory – The northern portion of the City is comprised of a patchwork of undeveloped Federal, State, and County Lands. The City of Peoria Planning and Community Development departments are currently in the process of developing the Open Space Prioritization, Preservation, and Acquisition Program which aims to identify high priority open space areas and planning strategies to acquire and protect them. The Peoria Sonoran Preservation Plan documents that effort. In addition to those lands, there are roughly 1,000 acres of dedicated open space that are managed by the City of Peoria Parks Division within the suburban area of the city. These include parcels along the New River, Skunk Creek, and Arizona Canal floodplains, and mountain preserves at West Wing Mountain, East Wing Mountain, Sunrise Mountain, Palo Verde Open Space, and Calderwood Butte.

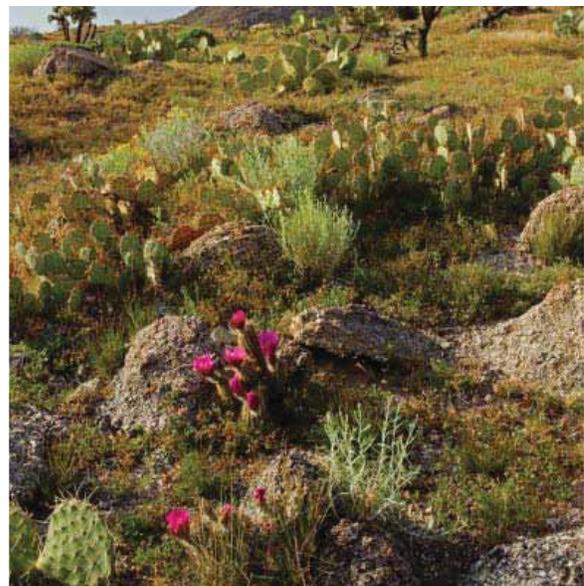
Analysis – These open spaces host nearly all of the City of Peoria’s trail systems. The trails in the floodplains provide extensive off-

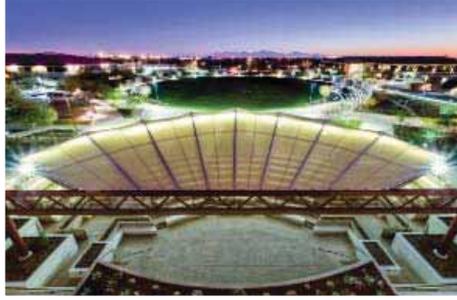
street bicycle routes that connect Peoria with the neighboring municipalities. The mountain preserves are home to the hiking paths. Future plans to add to these trail systems will enhance their value over time. These open spaces also provide and protect critical habitat for native Sonoran Desert species, and also protect historic and ancient cultural sites.

Basins

Inventory – The City of Peoria Parks Division maintains thirty-nine (39) flood control basins ranging in size from a quarter acre to six acres.

Analysis – The basins vary greatly in their aesthetic qualities and in their potential to function as active recreation areas. As mentioned in the neighborhood parks section above, some basins have been promoted to park status (i.e. Desert Amethyst and Wacker). Some basins already have park-like assets. Basin BN036 (located on the corner of Sunnyside Drive and 76th Lane) for example is about a half-acre with a turf bottom, mature shade trees, a picnic shelter, and trash receptacles. Although it is currently not financially realistic for the Community Services Department to manage new parks that are less than 8 acres, this basin could be even further developed with the addition of small active amenities such a swing set, or a small court such as bocce or a half-basketball court. If there was sufficient public demand for park space in older neighborhoods, many of these small basins could be developed to function as neighborhood pocket parks. In this case, partnerships with HOA’s and neighborhood groups could be created to potentially finance the operations and maintenance of additional amenities.





Level Of Service (LOS) & Mapping Analysis 10





LEVEL OF SERVICE (LOS) & MAPPING ANALYSIS

Level of Service (LOS) Methodology

The consultant team used a “value-based” approach to assess the existing LOS. This model is not static; it evolves as the community changes. The team incorporated all of the information gathered through the community feedback (focus groups, staff and stakeholder meetings and statistically-valid survey), inventory, conditional assessments and spatial analysis to measure the Level of Service currently being provided to the Peoria community. The LOS analysis included the cumulative relationship of each facility’s location, service area, and conditional assessment scores – resulting in data which reflects the cumulative and average LOS across the Peoria community.

In the recommendations section of this document, prioritized improvements, potential re-purposing and new facilities are recommended to increase the Level of Service and best meet the current and future needs of the community. A list of policy criteria for these standards includes, but is not limited to the following:

- Population served
- Accessibility (ADA, bicycle, pedestrian, transit, and automobile)
- Environmental and natural resources
- Land use requirements
- Park and recreation development and maintenance
- Parks, trails and open space system connectivity
- Service area

Level of Service Guidelines

During the 1980’s, a set of standards was developed to assist agencies in measuring Level of Service (LOS) and help determining whether jurisdictions were meeting suggested “norms” with regard to types of parks, the amenities that should be in a park, and how many acres of parkland an agency should have. These guidelines are a starting point, as they do not take into account the unique qualities and needs of communities across the country. Local trends, climates and the popularity of some activities over others often dictate a greater need for particular facilities. The guidelines serve as a good baseline for determining a minimum standard for parks and primary amenities. These guidelines, coupled with input received from the community, analysis of participation numbers for various activities and comparisons to similar communities, provide the necessary additional information for determining the number of facilities that are appropriate.

These guidelines, last updated in 1995, provide a template of typical park classifications, number of acres a system should have and recommended service levels based on population. Since these guidelines are relatively outdated, they are strictly intended as a guideline and do not take into account the unique character of the City of Peoria. For a public park provider such as the City, the guidelines suggest, “A park system, at a minimum, should be composed of a ‘core’ system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 residents.”

The types of parks that can be included to meet the standards can be a combination of the following classifications outlined by the NRPA:

- Mini Park
- Neighborhood Park
- School Park
- Community Park
- Regional Park
- Special Use Park
- Natural Resource Area/Preserve
- Greenway

Each classification is based upon the types of amenities, size, service area, and access to the facility. A detailed description of the different types of parks can be found in the Appendix and general summaries of the park classifications used in the Peoria parks system can be found in the Inventory and Conditional Analysis section of this report.

Park Classification and Distribution Analysis

Utilizing the park categories as developed by NRPA, existing parks in the City of Peoria were classified as Neighborhood, Community, Regional or Special Use. **Figure 10.1** includes a comprehensive list of facilities noting classification and acreage of the properties overseen by the City of Peoria Community Services Department.

The Peoria park system includes thirty-nine (39) outdoor facilities/parks distributed across the City. The park system provides a diverse selection of amenities in a variety of sizes and diverse programming at each facility. Generally, the Community Parks provide lighted facilities for organized athletics, larger playgrounds, lakes, and niche assets such as skate parks, dog parks, and recreation centers. The smaller Neighborhood Parks also play an important role in the system by providing picnic pavilions, small playgrounds, basketball and tennis courts, and informal athletic fields within neighborhoods. Overall, the Peoria park system provides a comprehensive system of open green spaces available for public use.



Figure 10.1 - Peoria Park Facilities

NAME OF FACILITY	CLASSIFICATION	ACRES
Alta Vista Park	NEIGHBORHOOD	11.4
Apache Park	NEIGHBORHOOD	9.2
Arrowhead Shores	NEIGHBORHOOD	8.9
Braewood Park	NEIGHBORHOOD	7.1
Calbrisa Park	NEIGHBORHOOD	3.7
Camino a Lago Park*	NEIGHBORHOOD	7.5
Country Meadows Park	NEIGHBORHOOD	7.9
Deer Village Park	NEIGHBORHOOD	8.7
Desert Amethyst Park	NEIGHBORHOOD	11.1
Fletcher Heights North Park	NEIGHBORHOOD	4.2
Fletcher Heights Park	NEIGHBORHOOD	7.4
Hayes Park	NEIGHBORHOOD	15.7
Ira Murphy Park	NEIGHBORHOOD	4.4
Kiwanis Park	NEIGHBORHOOD	4.6
Monroe Park	NEIGHBORHOOD	3.9
Palo Verde Park	NEIGHBORHOOD	4.1
Parkridge Park	NEIGHBORHOOD	20.0
Paseo Verde Park	NEIGHBORHOOD	11.8
Roundtree Ranch Park	NEIGHBORHOOD	9.5
Scotland Yard Park	NEIGHBORHOOD	8.9
Sonoran Mountain Ranch Park	NEIGHBORHOOD	7.6
Stone Park	NEIGHBORHOOD	0.2
Sundance Park	NEIGHBORHOOD	9.6
Sunnyslope Park	NEIGHBORHOOD	22.3
Sunrise Park	NEIGHBORHOOD	9.2
Sunset Park	NEIGHBORHOOD	11.1
Sweetwater Park	NEIGHBORHOOD	10.6
Terramar Park	NEIGHBORHOOD	9.4
Varney Park	NEIGHBORHOOD	8.5
Wacker Park	NEIGHBORHOOD	4.5
West Wing Park	NEIGHBORHOOD	19.3
Westgreen Park	NEIGHBORHOOD	3.9
Westland Park	NEIGHBORHOOD	4.2
Windrose Park	NEIGHBORHOOD	7.4
Pioneer Park	COMMUNITY	85.0
Rio Vista Community Park	COMMUNITY	54.7
Peoria Sports Complex	REGIONAL	125.1
Centennial Plaza	SPECIAL USE	4.2
Osuna Park	SPECIAL USE	3.3
* in design		

Level of Service (LOS) Analysis

Park Area per 1000 Residents

While the old guidelines are intended to only be a guide, they do serve as a benchmark in which to evaluate the service being provided in a geographic area, in this case, within the municipal boundaries of the City of Peoria. The guidelines recommend a service level between 6.25 (minimum) and 10.5 (optimal) acres per 1,000 residents. A customized report from the 2012 NRPA PRORAGIS database indicates the median park acreage of 9.1 per 1,000 residents among jurisdictions with similar populations and budgets as Peoria.

Figure 10.2 shows those guideline's recommended minimum and maximum standards as well as the current level of service being provided by the City of Peoria. Both **Figure 10.2** and **10.3** will be used for development of recommendations for new facilities and renovation projects. Deficiencies in the current service patterns, facility distribution and community demand for improved service and specific amenity needs will result in facility recommendations for both existing facilities and future development.

Figure 10.2 uses the 2012 population and **Figure 10.3** uses the projected population for 2017 to determine where the shortfalls and overages in the park system exist. Relative to park acreage, Peoria manages 570.5 acres of parkland, calculating to 3.61 park acres per thousand residents. However one key item to note is that Peoria currently counts the New River, Skunk Creek, and Arizona canals as open space. These facilities would be considered greenways in many jurisdictions because they contain a paved shared-use path, are maintained by the Community Services Department, and connect several parks in the Peoria system and beyond. Together these areas comprise an additional 350 acres of developed parkland. Including these areas as developed parkland would bring the total acreage in the system up to 920.6 and the park acres per 1,000 residents up to 5.82. Although this is still below the recommended minimum of 6.25 acres/1000 residents, it is closer to the standard and a fairer assessment of the level of service. If all of the open space acres under the City of Peoria Community Services Department's management were added (1,000 acres), Peoria would boast 1,570.6 acres and a park area ratio of 9.9. This figure compares favorably with the median value of 9.1 acres reported in the 2012 NRPA PRORAGIS customized data. It should be noted that these calculations do not take into account school properties (other than the few that have

intergovernmental joint-use agreements and are managed by the City), church properties, private schools, basins with park assets, or facilities outside the boundaries of Peoria. It also does not include the private parks that the homeowners associations operate within Peoria. Although the facilities listed above do alleviate the need for some amenities, they can have limited or restricted access and, therefore do not provide the same opportunities for residents as public park facilities. Due to their limited access, these acres are not incorporated into the LOS methodology or analysis.

By other means of comparison, Peoria's level of service in terms of park area is above average. For instance, The Trust for Public Land (TPL) has also collected data on parkland relative to population. Their study, *2012 City Park Facts* measured all public park lands within the top 100 largest jurisdictions (by population) in the United States (even if managed by agencies other than the jurisdiction being evaluated). By the standard for measurement used in that report, Lake Pleasant Regional Park (18,560.1 acres) would be included in the total park acreage for Peoria. That would bring the parkland total within the City's boundaries to 20,121 acres and place Peoria as the city with third most acres of park land in the TPL's comparison cities, behind Anchorage, Alaska and Chesapeake, Virginia.



Figure 10.2 - Peoria LOS Compared to Older Guidelines (2012 population)

2012 Population - 158,135						
	Minimum Guideline		Maximum Guideline		Peoria's Current Service Level	
	Min ac/1000 pop	Acres required	Max ac/1000 pop	Acres required	Current ac/pop	Acres provided
Mini Parks	0.25		0.50		0.00	
2012 Total Ac Required		39.5		79.1		0.0
Neighborhood Parks	1.00		2.00		1.89	
2012 Total Ac Required		158.1		316.3		298.3
Community Parks	5.00		8.00		0.88	
2012 Total Ac Required		790.7		1265.1		139.6
Regional Parks	0.00		0.00		0.79	
		0.0		0.0		125.1
Greenways / Special Use Facilities / Indoor Facilities	0.00		0.00		0.05	
		0.0		0.0		7.5
	6.25	988.3	10.50	1,660.4	3.61	570.5

Figure 10.3 - Peoria LOS Compared to Older Guidelines (2017 population)

2017 Population - 165,815 (Projected)						
	Minimum Guideline		Maximum Guideline		Peoria's Projected Service Level (w/ Existing Facilities)	
	Min ac/1000 pop	Acres required	Max ac/1000 pop	Acres required	Proposed ac/pop	Acres provided
Mini Parks	0.25		0.50		0.00	
2017 Total Ac Required		41.45		82.91		0.0
Neighborhood Parks	1.00		2.00		1.80	
2017 Total Ac Required		165.82		331.63		298.3
Community Parks	5.00		8.00		0.84	
2017 Total Ac Required		829.08		1,326.52		139.6
Regional Parks	0.00		0.00		0.75	
		0.00		0.00		125.1
Greenways / Special Use Facilities / Indoor Facilities	0.00		0.00		0.05	
		0.00		0.00		7.5
	6.25	1,036.34	10.50	1,741.06	3.44	570.5

Park and Recreation Assets

In addition to acreage for park facilities, programmed assets (a.k.a. – amenities) within the parks have also been evaluated against similar agencies that provided data for PRORAGIS for 2012. This allows the consultant team and City staff to benchmark Peoria against other similar agencies across the nation to determine the amenity shortfalls and overages in the current system, weigh them against community needs and desires, and plan for additional facilities as existing parks are updated and new park land is acquired (see **Figure 10.4**).

Comparison to the 2012 data shows that the number of facilities is adequate in many categories however the data suggests that there is a shortage of gym facilities, playgrounds, tennis courts, regulation size rectangular fields, softball, and youth baseball fields. **Figure 10.4** shows the median population per facility type for the similar jurisdictions that participated in the 2012 PRORAGIS database. Rows highlighted in light brown indicate areas where Peoria is below the median score for a specific facility. A caveat to the customized PRORAGIS facilities data is that currently the statistical sample is low; however the results are comparable to those of the Trust for

Public Land's report. **Figure 10.5** provides a comparison of the median number of facilities per residents for the largest 100 cities in the United States to Peoria's facilities per resident. The TPL and NRPA studies each show an adequate number of basketball courts and dog parks, but there is a potential shortage of playgrounds and tennis courts in Peoria. However, the relative shortage of playgrounds is likely exaggerated due to the fact that there are no mini parks in the Peoria park system and the shortages of tennis courts should be evaluated with current recreational trends and the needs expressed by the community in mind. It is also worth noting that although **Figure 10.5** shows that Peoria is meeting the community's need for baseball diamonds, **Figure 10.4** indicates that within that category there is a shortage of youth-oriented baseball diamonds. **Figure 10.4** suggests that a similar situation may also be true of regulation rectangular fields for soccer.

Level of Service Key Findings

Taken together, the data from the PRORAGIS database and the Trust for Public Spaces report indicates that the City of Peoria is currently providing an adequate level of service for park size and most facility types to its constituents. However, Peoria can improve its level of service by adding facilities for organized sporting events for youth and adults. Also noteworthy is that because of the shape of the jurisdictional boundary and the recent trend for community development in the northern part of the city, the park amenities are not distributed evenly across the city. New park development should focus on areas north of Bell Road and on developing larger parks that can support the demand for lighted athletic fields.

Figure 10.4 – NRPA PRORAGIS Population per Facility Comparison

	2012 PRORAGIS Median Population per Facility – Similar Agencies	Peoria Population per Facility
Recreation/Community Center	49,583	39,534
Gym	50,686	158,135
Playground	3,280	4,393
Tot Lots	21,091	7,188
Tennis court (outdoor)	6,204	6,325
Basketball court (outdoor)	12,250	3,261
Rectangular fields - Soccer, Lacrosse, Field Hockey (Regulation Size)	12,488	26,356
Rectangular fields - Soccer, Lacrosse, Field Hockey (Small-Sided Fields)	10,909	3,857
Diamond Fields - Baseball with 90 ft base paths	35,000	7,355
Diamond Fields - Baseball with 50-65 ft base paths and mound	7,783	19,767
Diamond Fields - Softball (youth)	20,137	26,356
Diamond Fields - Softball (adult)	40,985	39,534
Dog Park	85,686	31,627
Performing and/or Visual Arts/Community Center	140,912	158,135

Figure 10.5 - 2012 TPL City Park Facts Median Facility per Population

	Median	Peoria Facility per Population
Recreation/Community Center/ 20,000 residents	0.7	0.5
Playground/ 10,000 residents	2.2	2.3
Tennis court (outdoor)/ 10,000 residents	1.8	1.6
Basketball Hoops/ 10,000 residents	2.3	6.1
Ball Fields/ 10,000 residents	1.6	2.5
Dog Park/ 100,000 residents	0.6	3.2
Skate Parks/ 100,000 residents	0.4	1.3
Swimming Pools/ 100,000 residents	2.1	1.9

GIS Mapping and Spatial Analysis

Aerial Information and GIS Data Gathering Process

The consultant team received digital aerial photography and the principal GIS base data from the City of Peoria Information Technology Department. The Department was able to supply the team with the following GIS-based data layers:

- Assessors Parcels
- Census Blocks and Tracts
- City of Peoria Council Districts
- Corporate Limits
- Park Locations
- Public School Locations
- Road and Recreational Trail Centerlines
- GIS data generated by the 2006 Parks, Recreation, Trails, and Open Space Master Plan Update

The Information Technology Department's data layers were supplemented with high resolution color, geo-referenced aerial photographs (2008 and 2010 flights) which allowed the consultant team to identify the majority of parks and facility assets. Additional base data was created by the Consultant team to enhance the data provided by the aforementioned sources. The additional layers included:

- Primary and support assets (point data collected in the field by Consultant)
- Park Asset Polygons (polygons digitized by Consultant from aerial photographs)

This data will be supplied to the City of Peoria Community Services staff for acceptance and long-term use within their GIS network in ArcMap ready format. A detailed summary series as well as the conditional assessment workbook of this data gathering effort will be delivered in Microsoft Office Excel workbook format. The conditional assessment workbook contains the formulas required for future score and asset updates related to each location.

The consultant team created a park and recreation facility atlas, detailing the known primary assets, secondary assets, and boundary of each outdoor recreation facility. Limitations related to the aerial image ground resolution were overcome through the field visits conducted by the team. All primary assets were reviewed in the field for location accuracy, assessed in regard to condition and maintenance and then were catalogued into the GIS database.

Once the inventory was completed by the Consultant team, it was submitted to City staff for review and approval. The asset inventory is current as of May 2013. Also see the **Appendix** for the inventory sheets.

The Consultant team assembled the data layers and aerial photograph within ESRI's ArcMap™ 10.1 software. ArcMap was employed for all data creation, inventory mapping and spatial analysis. The use of this software is widely accepted and is standard for all GIS-based projects. Additionally, Photoshop and InDesign were used for standard map cartography. The data used to create the maps is digital and therefore dynamic. Periodic changes to the data will occur within an ArcMap environment in order to maintain spatial accuracy and database enhancements. The maps are representative of the data as it stands at the time of publication.

Additional Uses for the GIS Database

The digital nature of the GIS dataset is dynamic, and therefore can change and grow with the park system. Asset layers are collections of similar assets (i.e. ballfields, playgrounds, pools, etc.) which have associated databases. The databases contain information such as size, location, surface, etc. which pertains to individual assets (i.e. the playground at Varney Park).

In addition to storing information about individual assets, the databases are designed in a manner that allows the user to understand – through ArcMap's geoprocessing and query tools – the spatial relationships of all assets. Spatial relationships can be made within a single asset layer, for instance, a ranking of the size of all the playgrounds in the park system. Also, relationships can be made between multiple asset layers, such as how many playgrounds are within Census tracts having a population density of less than 5,000 per square mile? These databases were developed to support analysis and queries required for short and long-range planning efforts.

Another very important facet of the database is its ability to support Level of Service analysis. This is commonly handled by simply generating a "buffer" with a specified radius around a given asset or park type. Areas that lie within the buffer are serviced by the entity. When all the service area buffers for a given asset type are overlapped, gaps in service can be identified. The GIS dataset was developed to support both quantitative and qualitative analysis.

This provides the City of Peoria with a more robust means of truly understanding not only the quantity and distribution of the amenities they are providing to their residents, but the quality of those amenities as well.

Another capability within the dataset is focused upon analysis of the surface types found within the entire park network: irrigated turf, athletic turf, ballfield skin, etc. This will allow the Community Services Department to make data-based decisions regarding irrigation, improvements and maintenance analysis of the park system.

GIS Analysis

Following the primary data gathering process, the data was used to generate a series of GIS-based analytical layers and maps to determine radius-based Level of Service (LOS) coverage for outdoor recreation facilities. The LOS analysis includes the cumulative relationship of each facility's location, service area, and conditional assessment scores - resulting in a series of maps detailing the City's cumulative and average LOS. Each park classification was assigned a radius service area, which were largely guided by NRPA standards, with customizations made based on the land area of Peoria.

- Neighborhood Parks – ½ Mile
- Community Parks – 5 Miles
- Regional Parks – 10 Miles
- Special Use Facilities – 3 Miles
- Trail – ½ Mile
- Basins (with recreation assets) – ¼ Mile

City of Peoria Mapping and Spatial Analysis Overview - Cumulative Level of Service Maps

Map A shows the location of all the public recreation facilities within the City of Peoria. Maps B, C, D and E, were created overlapping the service area radii of each of the public facility locations and adding the scores for each park in the conditional assessment and inventory performed by the consultant team. The result illustrates the intensity of the level of service for any given point within the city of Peoria. Areas with higher LOS (blue) have a greater quantity and quality of parks and recreational facilities. Areas with lower LOS (yellow) have less access to adequate parks and recreational facilities, based on their geographic location. One item to note is that while a geographic area may have many facilities within proximity to it, if the cumulative quality (conditional assessment)

of the multiple facilities is low then the overall area will have a lower level of service. The same also applies if an area has a higher density of adequate or above adequate parks, then the overall LOS in the area in proximity to those parks will be high. These maps also only account for the service provided by the City of Peoria. Many areas are also served by private parks. Map F shows the location of private parks (with a 1/4 mile service radius) in relation to the cumulative level of service to illustrate the extent of private park provider service

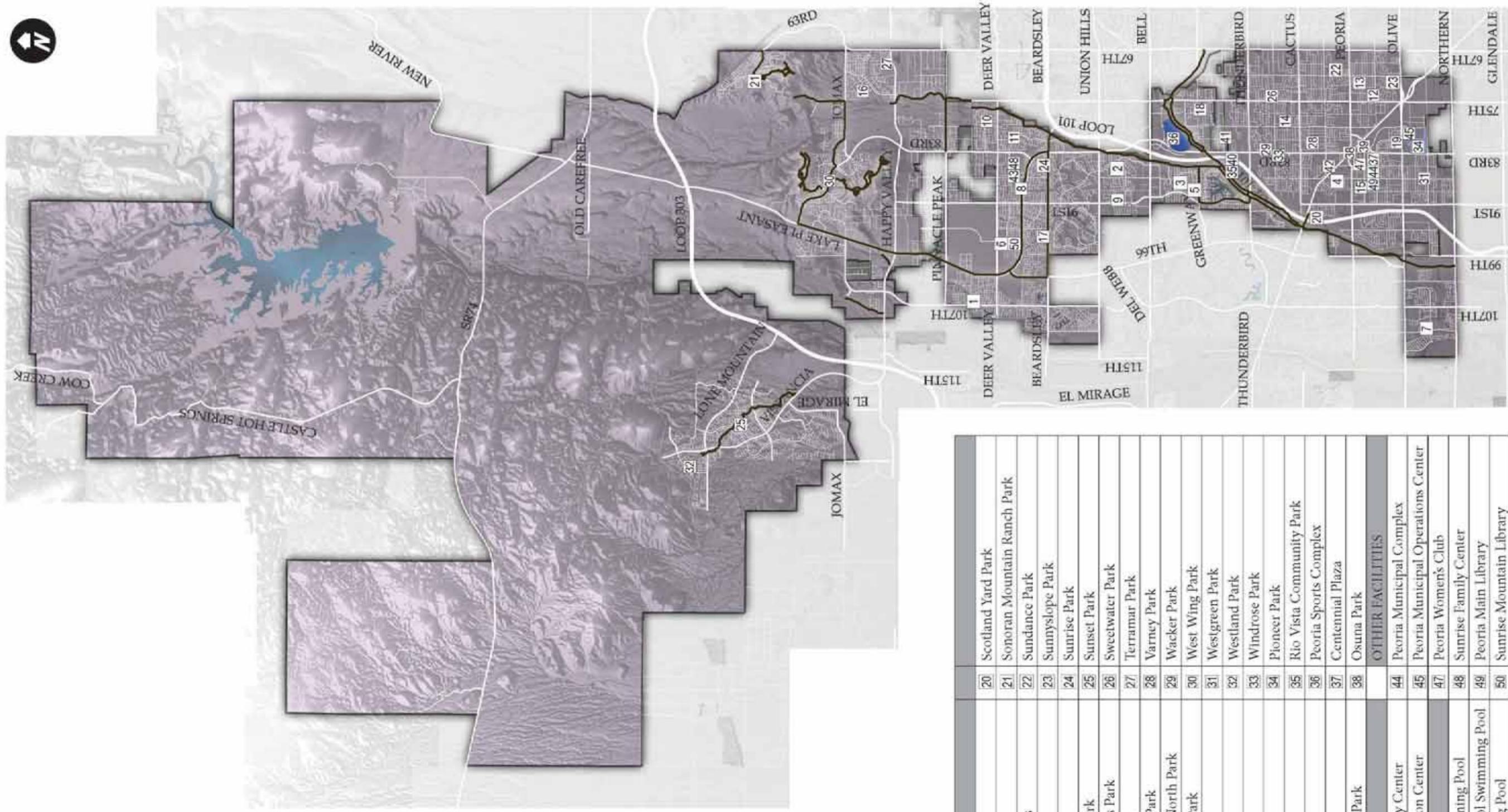
Overview - Average Level of Service Maps

Maps G, H, I and J illustrate the average Level of Service across the various geographic areas of the City. Like the Cumulative Level of Service maps, they are created by overlapping the service area radii for the facilities. However, the conditional scores are averaged rather than summed. The result gives a graphic indication of the average quality of the park service for a given area. The analysis provides a simplified view of the general (average) level of service, regardless of concentrations from multiple recreation locations. Areas where the average falls below the desired LOS should be targeted for potential improvements to existing parks and recreation facilities and/or creation of additional recreation locations. However, it is important to note that deficient areas may also fall within locations where improved or additional services are not required or justified – such as industrial or agricultural areas.

Overview - Travel Analysis

Maps K and L illustrate the average driving and walking distance to parks across the various geographic areas of the City. Map K displays the distance by road from each park facility and provides a sense of the drive time to a park from points within Peoria. This provides a more realistic service area for the parks because it takes actual travel distance into account rather than a straight line distance from the park. For residents with access to a car or public transit this indicates how accessible the park facilities are to their home or work. All highways, major, and minor roads were included in this analysis. The distance intervals align with the service area radii used in the Level of Service maps. Map L displays the pedestrian access via road and trail to each park facility and provides a sense of the walking time to a park from points within Peoria. Major and minor roads, and trails were included in this analysis. Highways were excluded because they are not accessible by foot or bike. The distance intervals indicate a range of typical trip distances.

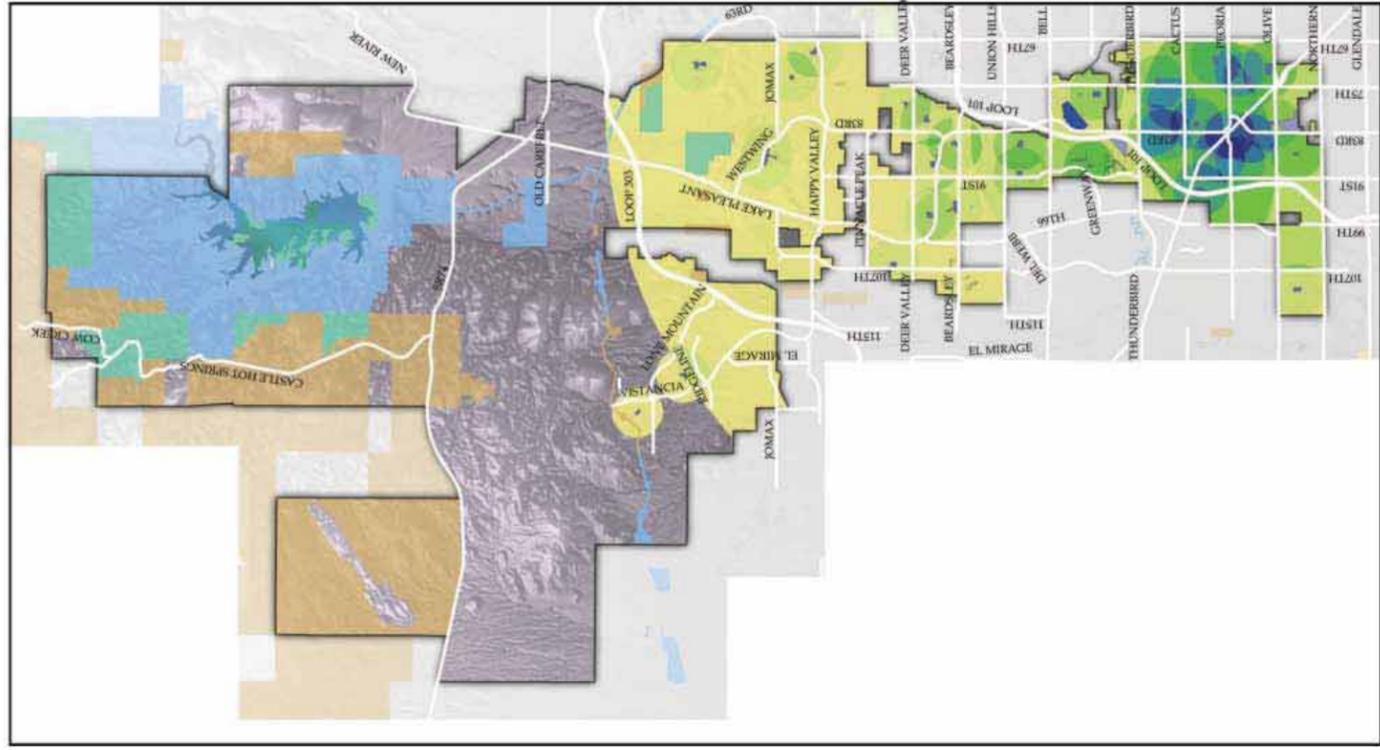
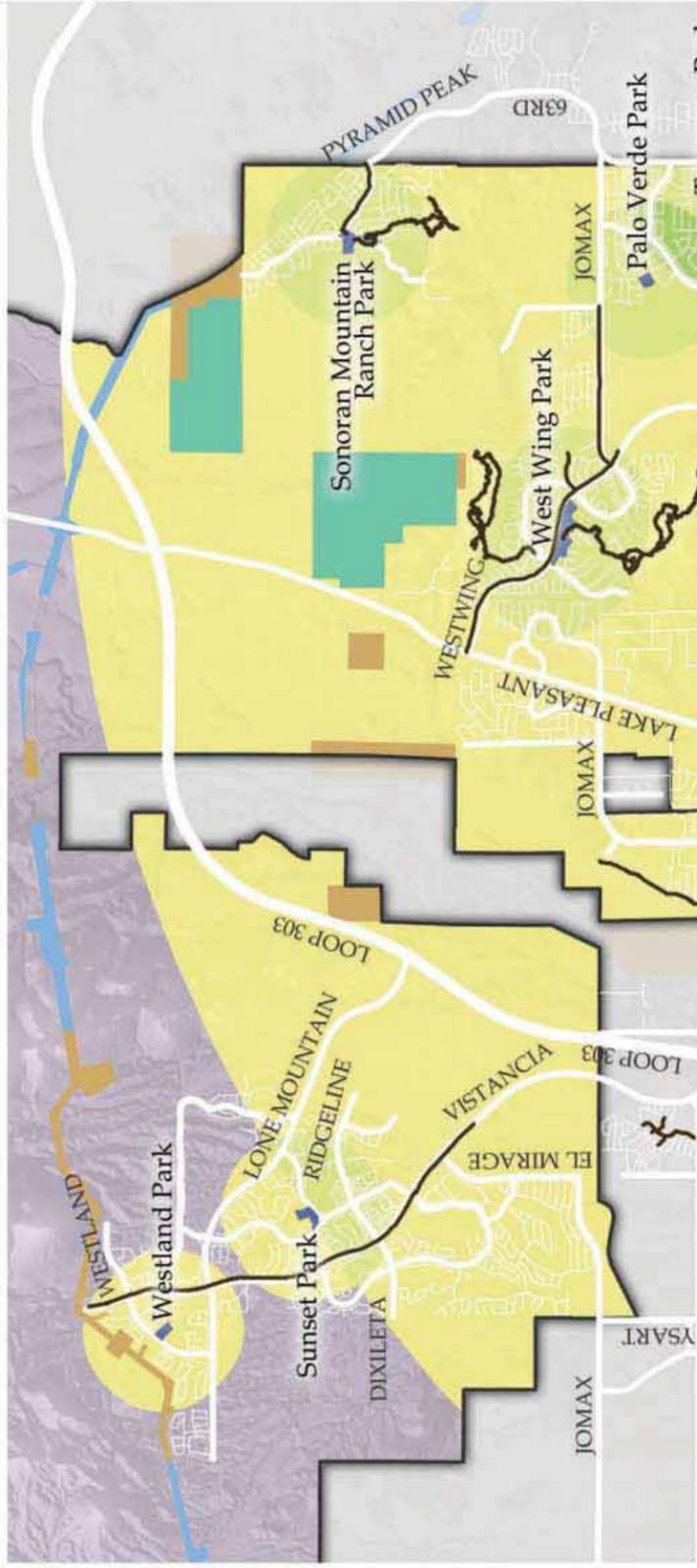
PEORIA PARKS, RECREATION AND TRAILS LOCATION MAP



MAP - A

PARKS			
1	Alta Vista Park	20	Scotland Yard Park
2	Apache Park	21	Sonoran Mountain Ranch Park
3	Arrowhead Shores	22	Sundance Park
4	Braewood Park	23	Sunnyslope Park
5	Calbrisa Park	24	Sunrise Park
6	Camino a Lago Park	25	Sunset Park
7	Country Meadows Park	26	Sweetwater Park
8	Deer Village Park	27	Terramar Park
9	Desert Amethyst Park	28	Varney Park
10	Fletcher Heights North Park	29	Wacker Park
11	Fletcher Heights Park	30	West Wing Park
12	Hayes Park	31	Westgreen Park
13	Ira Murphy Park	32	Westland Park
14	Kiwanis Park	33	Windrose Park
15	Monroe Park	34	Pioneer Park
16	Palo Verde Park	35	Rio Vista Community Park
17	Parkridge Park	36	Peoria Sports Complex
18	Pasco Verde Park	37	Centennial Plaza
19	Roundtree Ranch Park	38	Osuna Park
	CENTERS		OTHER FACILITIES
39	Peoria Community Center	44	Peoria Municipal Complex
40	Rio Vista Recreation Center	45	Peoria Municipal Operations Center
	POOLS	47	Peoria Women's Club
41	Centennial Swimming Pool	48	Sunrise Family Center
42	Peoria High School Swimming Pool	49	Peoria Main Library
43	Sunrise Swimming Pool	50	Sunrise Mountain Library

PARKS - LEVEL OF SERVICE CUMULATIVE LOS

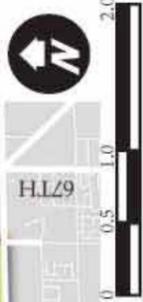


PEORIA LEVEL OF SERVICE - CITYWIDE

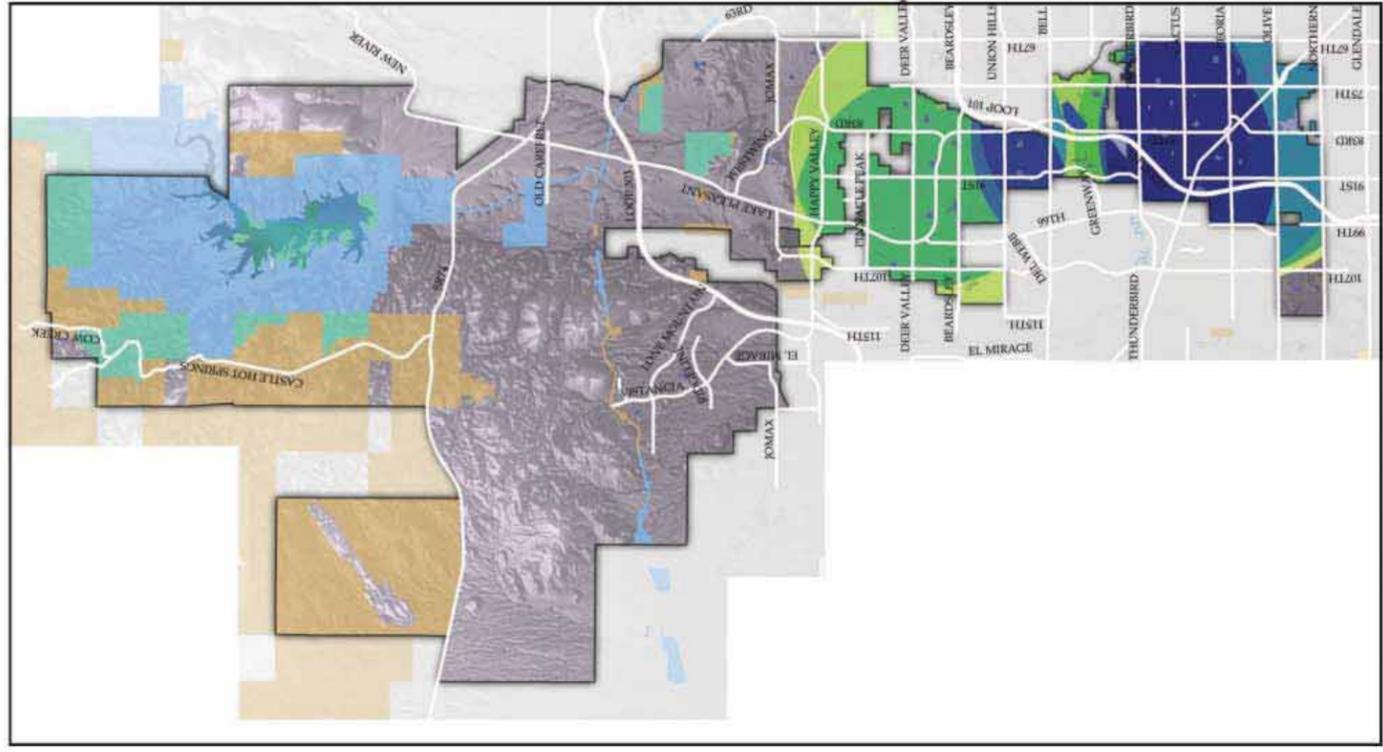
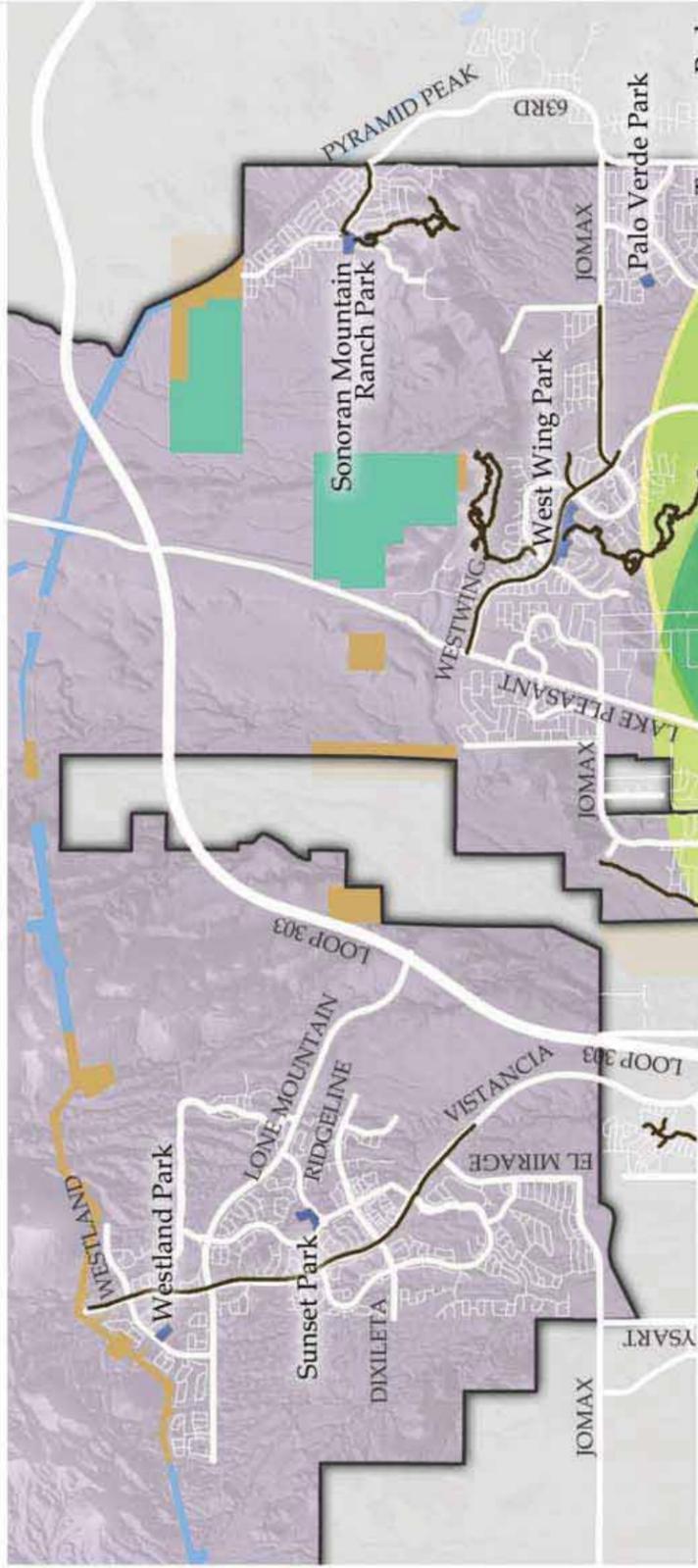
- PUBLIC LANDS**
- Bureau of Land Mgmt.
 - Tonto N.F.
 - Local or State Parks
 - Luke A.F.B.
 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood

PEORIA LEVEL OF SERVICE - DETAIL

CONDITIONAL ASSESSMENT - CUMULATIVE LOS

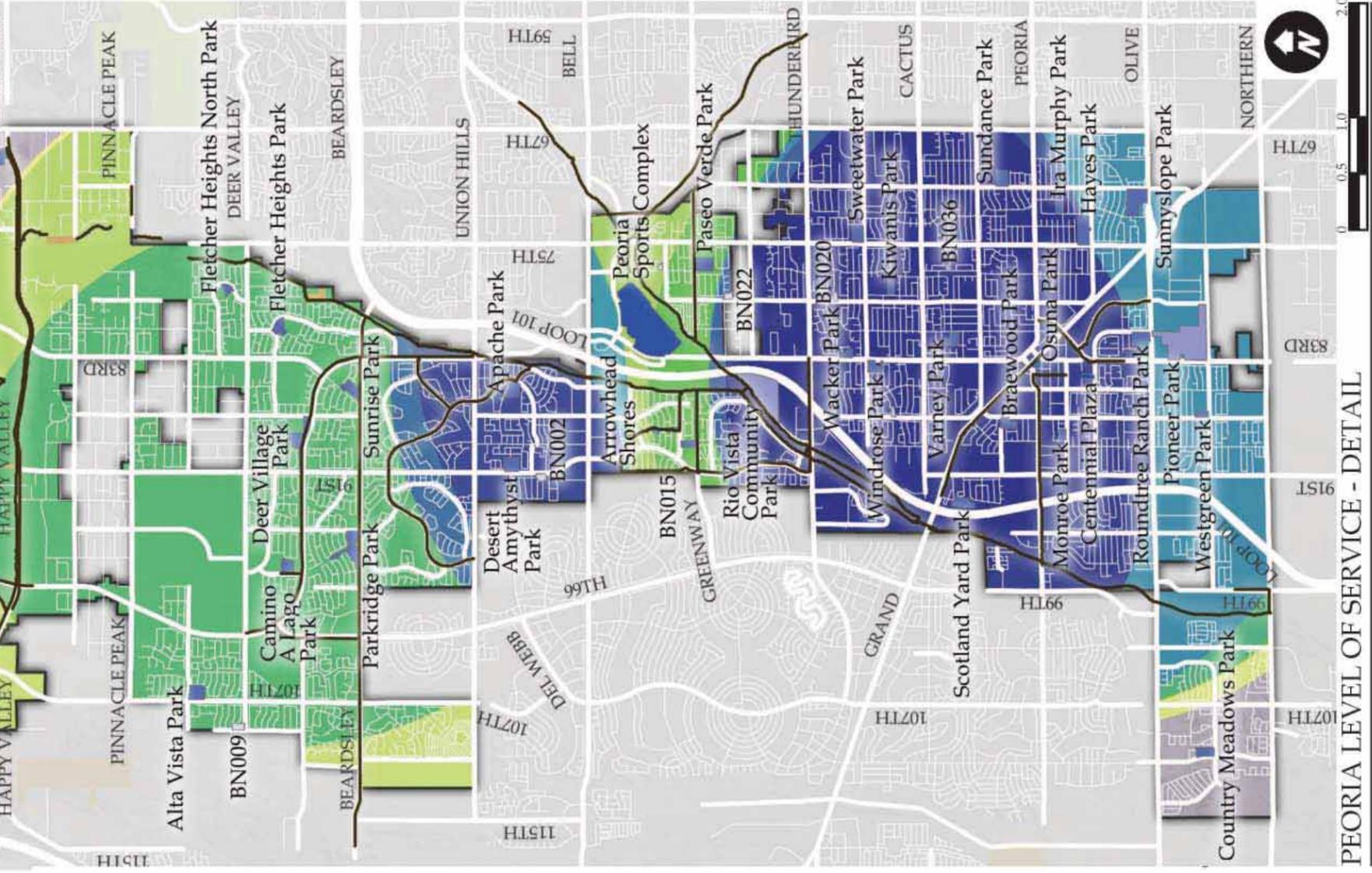


FACILITIES - LEVEL OF SERVICE CUMULATIVE LOS



PEORIA LEVEL OF SERVICE - CITYWIDE

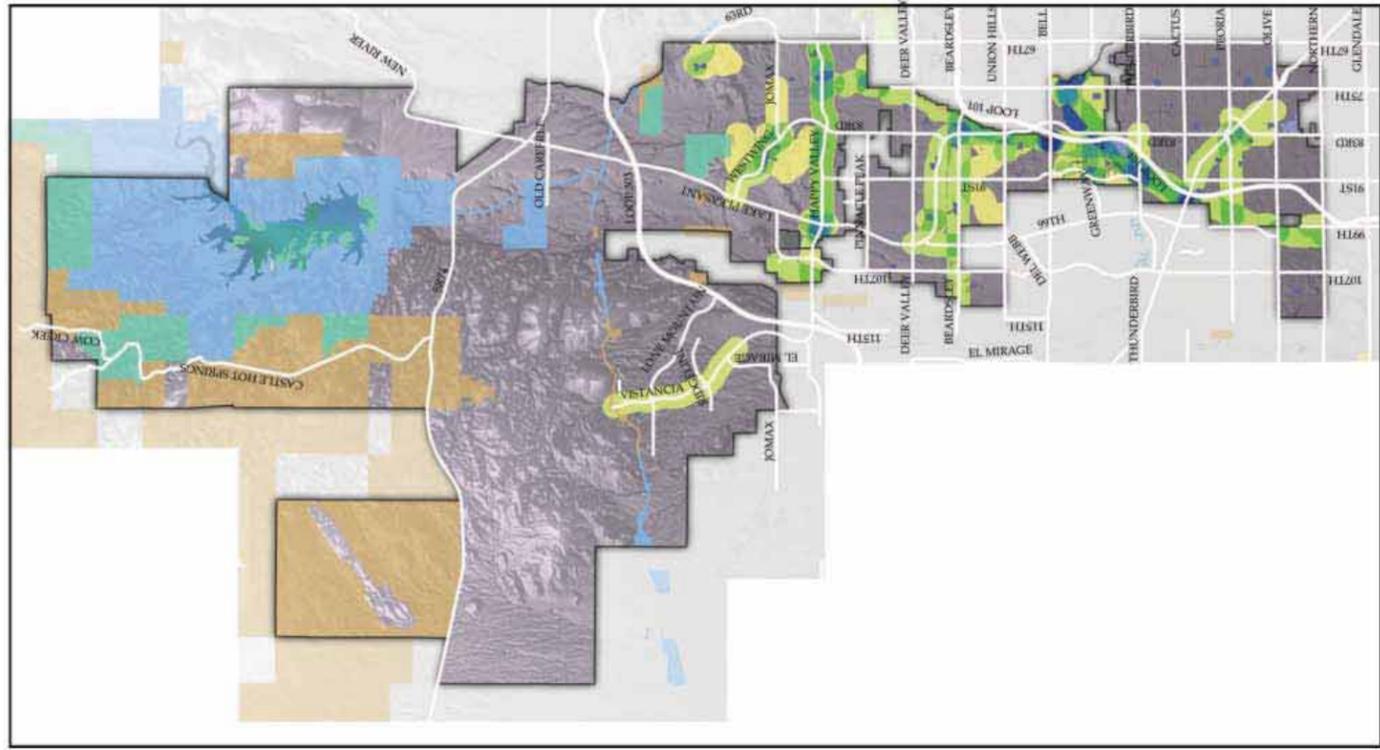
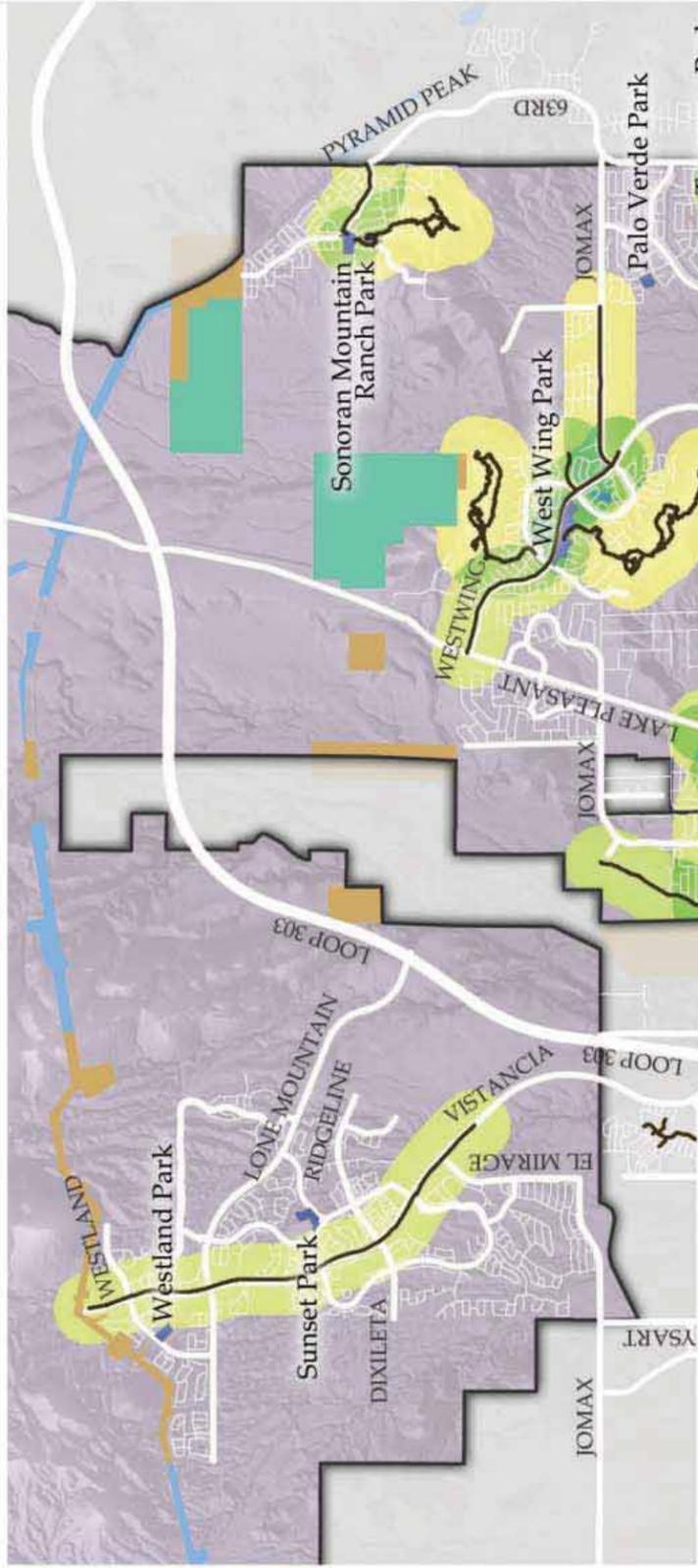
- PUBLIC LANDS**
- Bureau of Land Mgmt.
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 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood



PEORIA LEVEL OF SERVICE - DETAIL

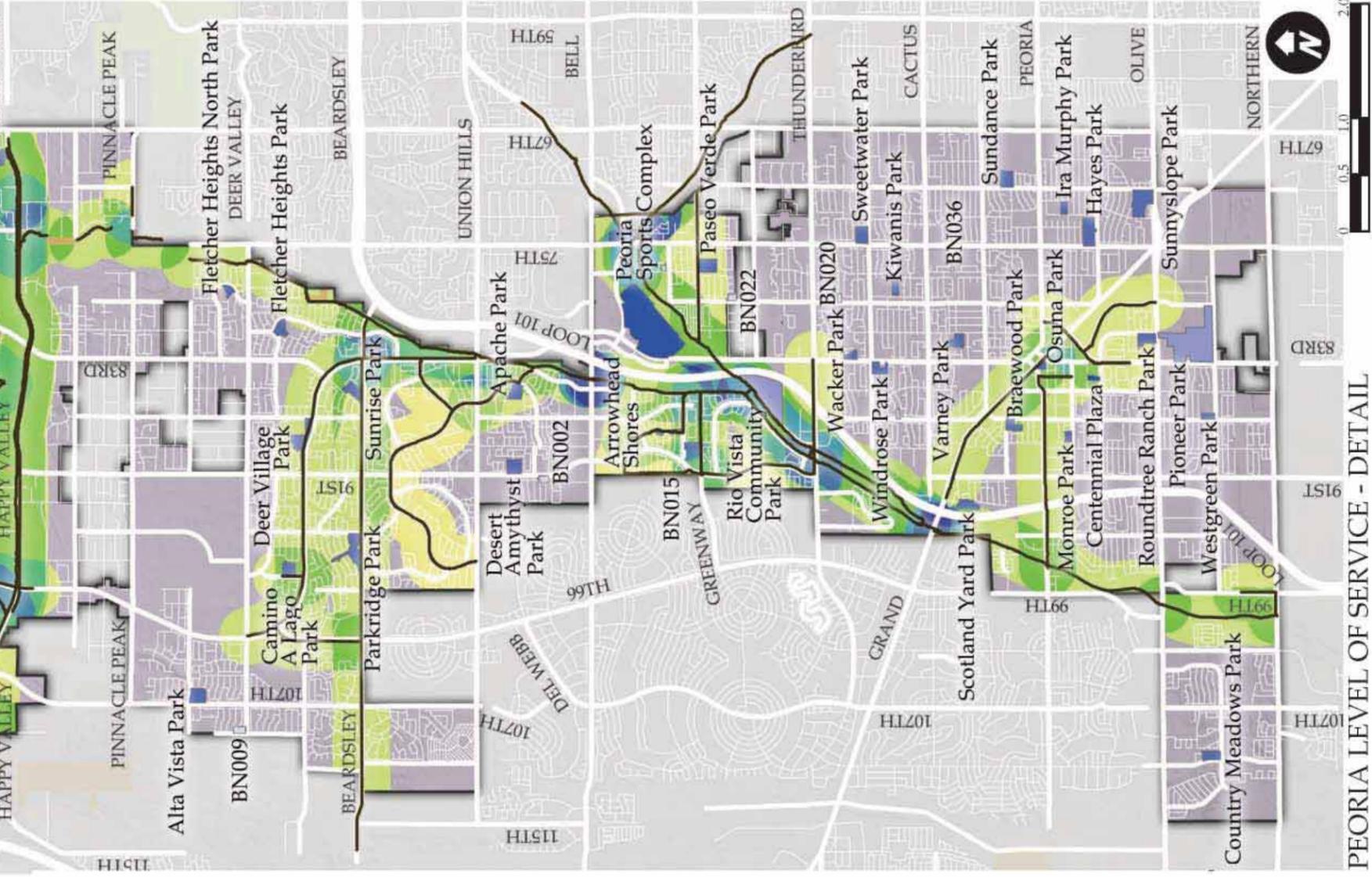
- CONDITIONAL ASSESSMENT - CUMULATIVE LOS**
- LOW
 - MEDIUM
 - HIGH

TRAILS - LEVEL OF SERVICE CUMULATIVE LOS



PEORIA LEVEL OF SERVICE - CITYWIDE

- PUBLIC LANDS**
- Bureau of Land Mgmt.
 - Tonto N.F.
 - Local or State Parks
 - Luke A.F.B.
 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood

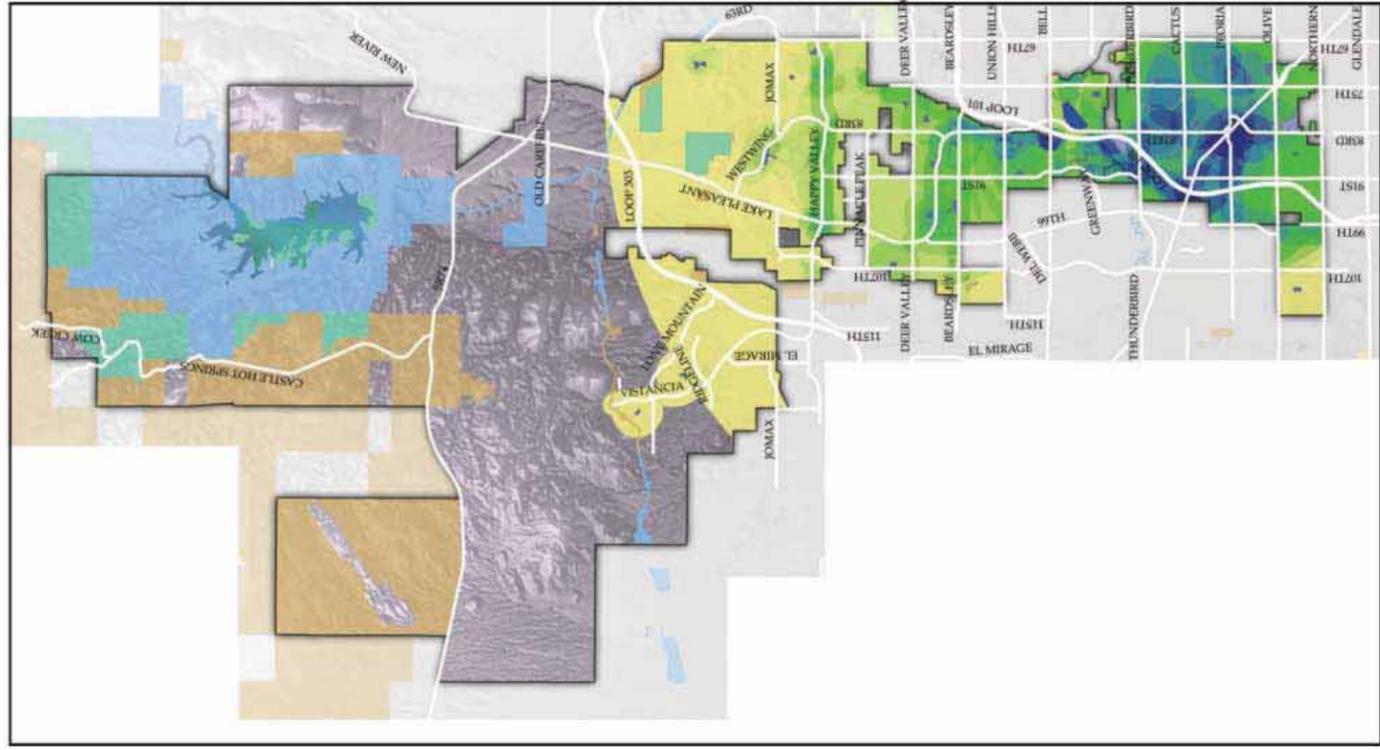
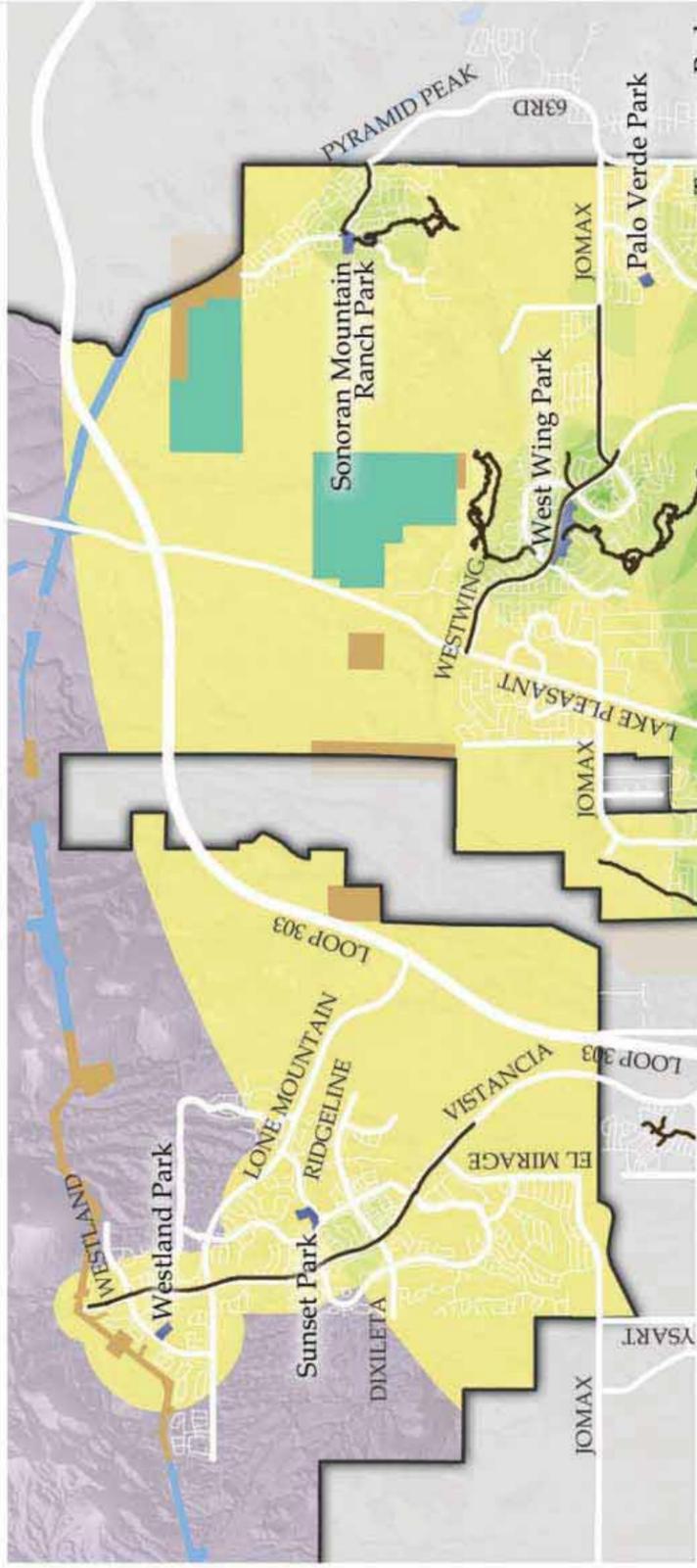


PEORIA LEVEL OF SERVICE - DETAIL

- CONDITIONAL ASSESSMENT - CUMULATIVE LOS**
- LOW
 - MEDIUM
 - HIGH



COMPOSITE - LEVEL OF SERVICE CUMULATIVE LOS



PEORIA LEVEL OF SERVICE - CITYWIDE

- PUBLIC LANDS**
- Bureau of Land Mgmt.
 - Tonto N.F.
 - Local or State Parks
 - Luke A.F.B.
 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood

PEORIA LEVEL OF SERVICE - DETAIL

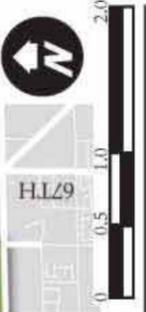
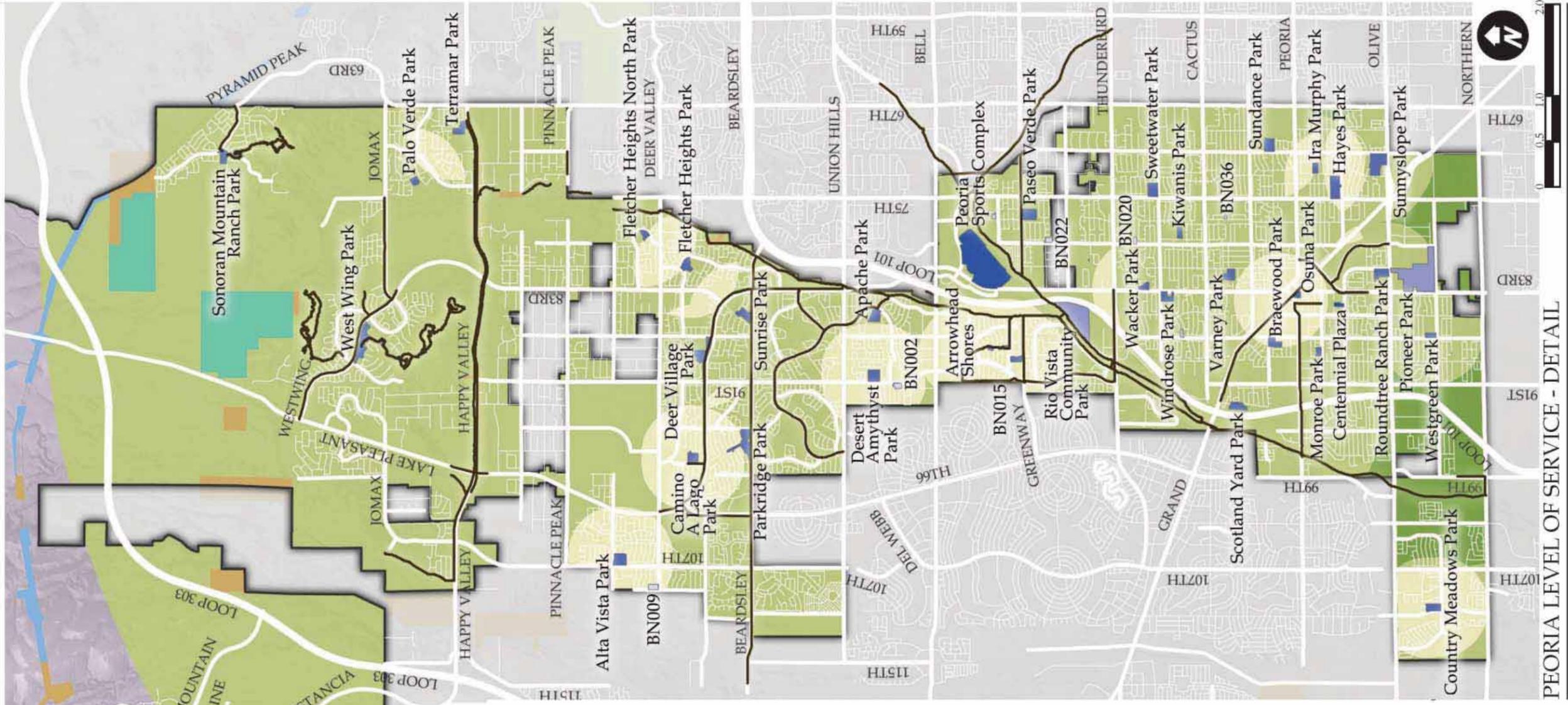
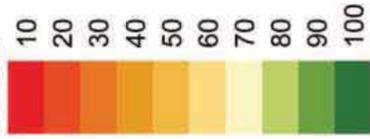
CONDITIONAL ASSESSMENT - CUMULATIVE LOS



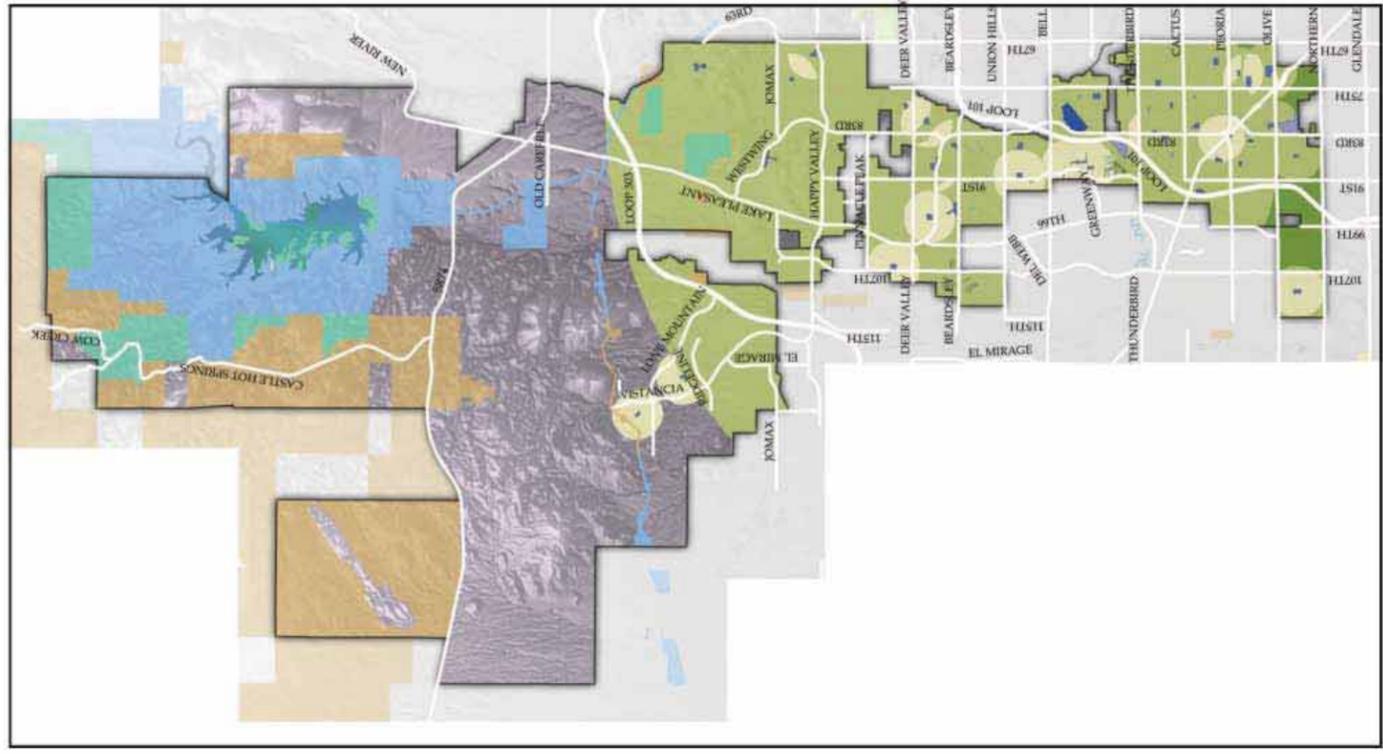
PARKS - LEVEL OF SERVICE

AVERAGE LOS - PERCENTAGE

AVERAGE
PERCENTAGE
CONDITIONAL
SCORE



PEORIA LEVEL OF SERVICE - DETAIL



PEORIA LEVEL OF SERVICE - CITYWIDE

- PUBLIC LANDS**
- Bureau of Land Mgmt.
 - Tonto N.F.
 - Local or State Parks
 - Luke A.F.B.
 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood

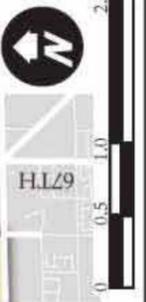
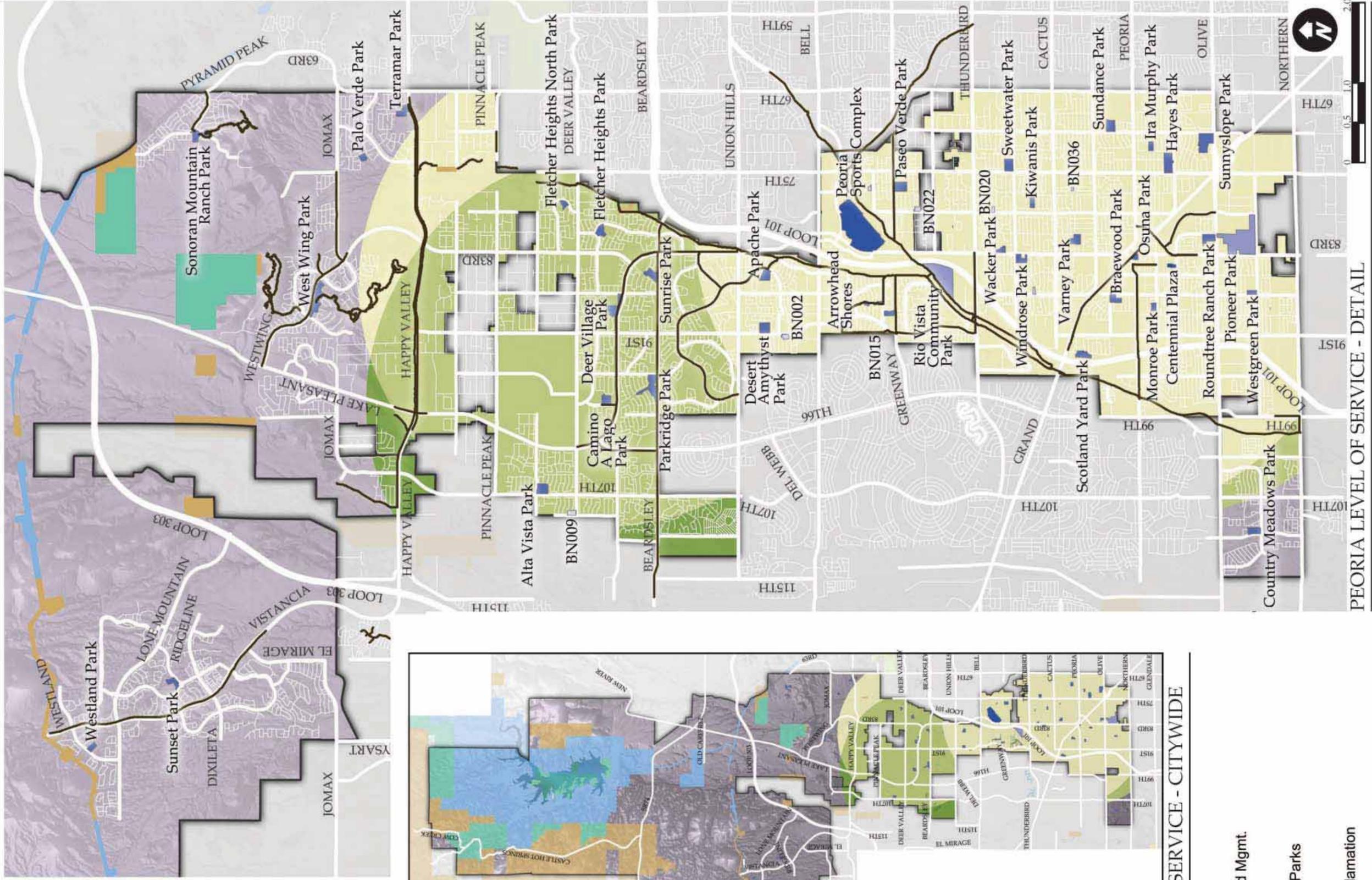
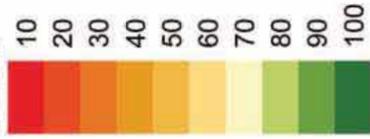


MAP - G

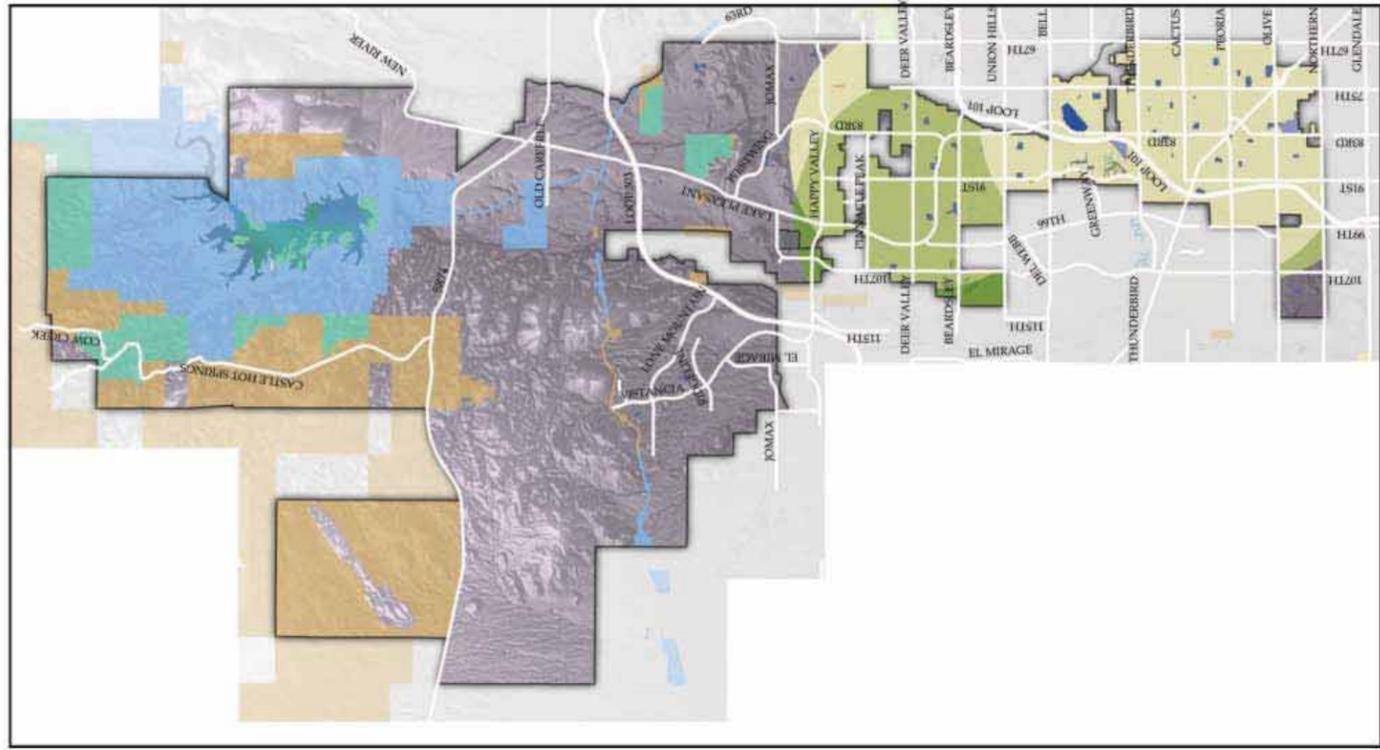
FACILITIES - LEVEL OF SERVICE

AVERAGE LOS - PERCENTAGE

AVERAGE
PERCENTAGE
CONDITIONAL
SCORE



PEORIA LEVEL OF SERVICE - DETAIL



PEORIA LEVEL OF SERVICE - CITYWIDE

- PUBLIC LANDS**
- Bureau of Land Mgmt.
 - Tonto N.F.
 - Local or State Parks
 - Luke A.F.B.
 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood

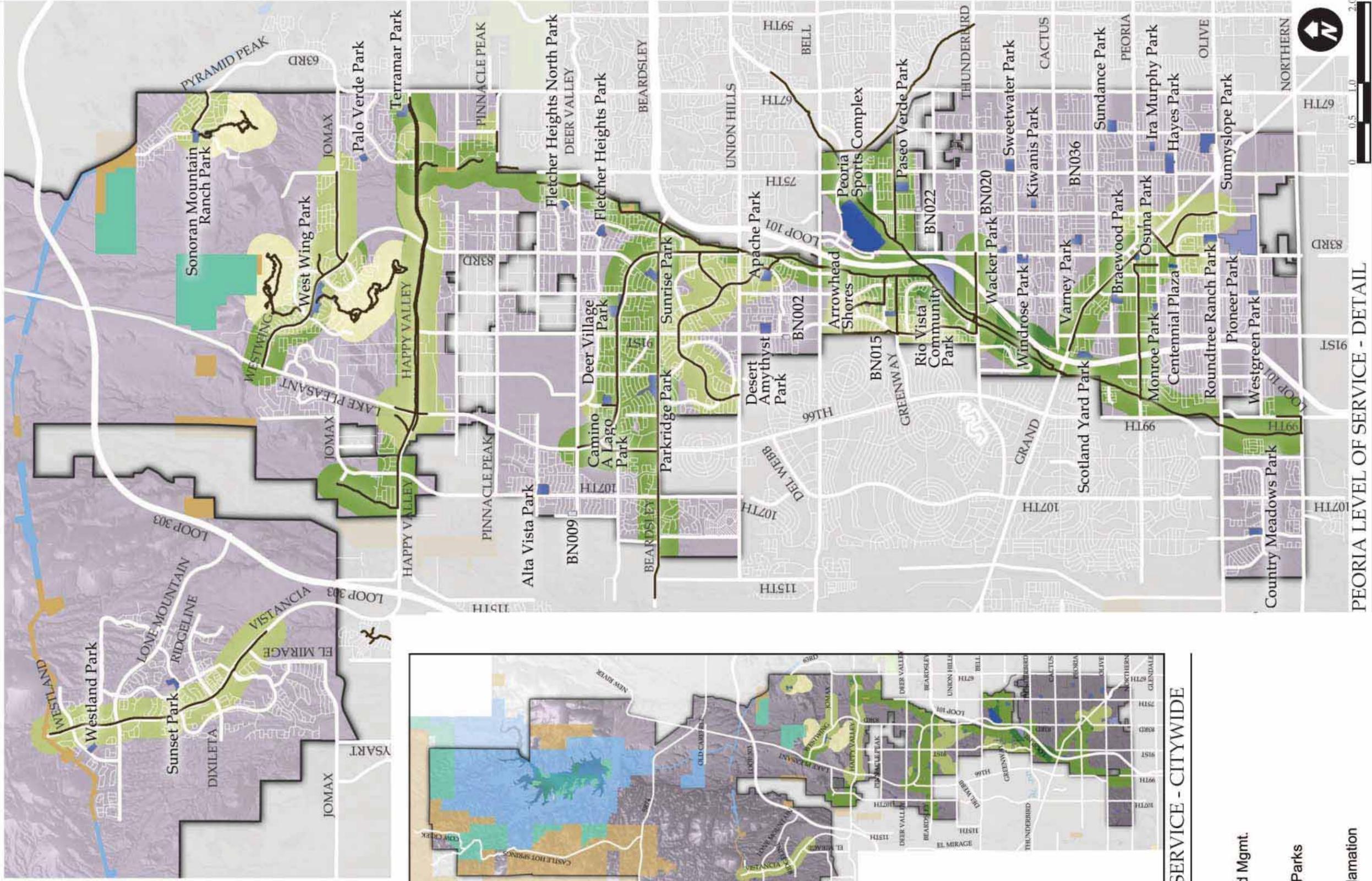
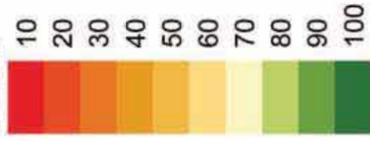


MAP - H

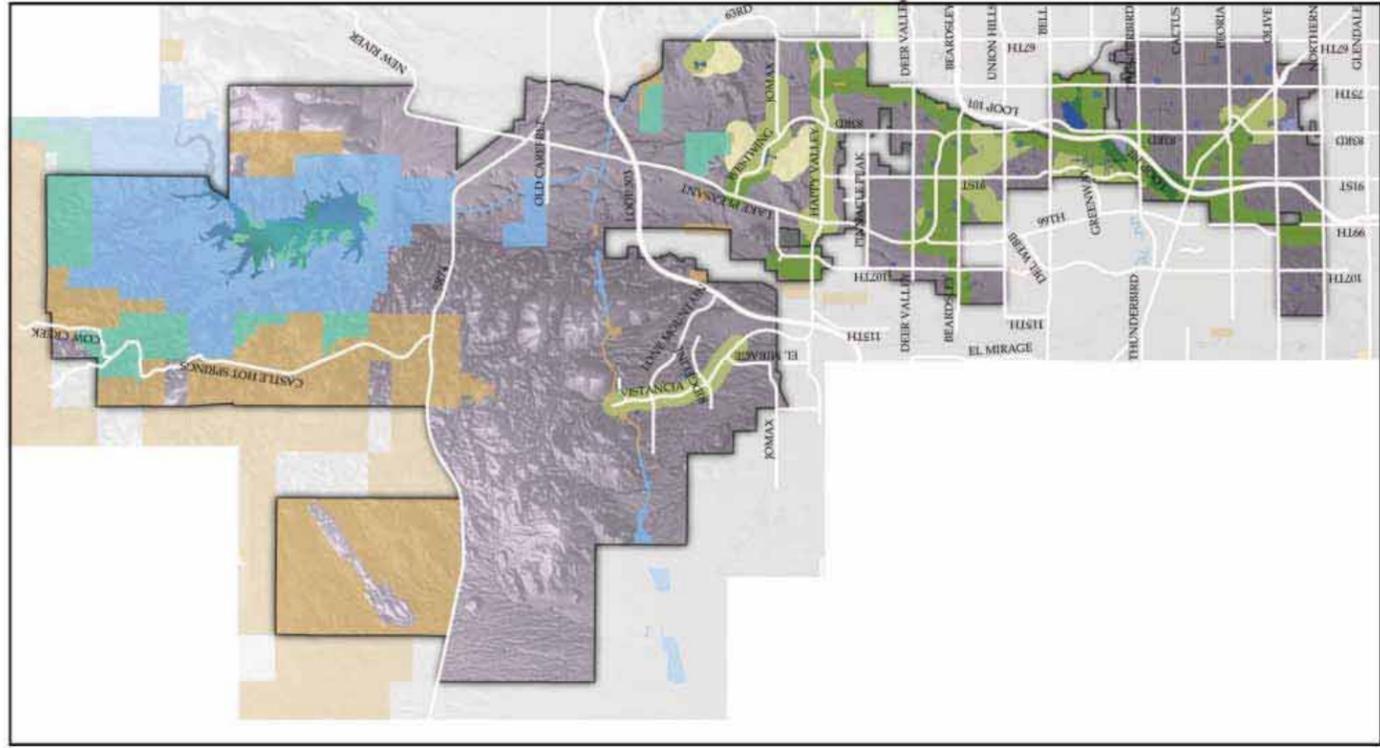
TRAILS - LEVEL OF SERVICE

AVERAGE LOS - PERCENTAGE

AVERAGE
PERCENTAGE
CONDITIONAL
SCORE



PEORIA LEVEL OF SERVICE - DETAIL



PEORIA LEVEL OF SERVICE - CITYWIDE

- PUBLIC LANDS**
- Bureau of Land Mgmt.
 - Tonto N.F.
 - Local or State Parks
 - Luke A.F.B.
 - Bureau of Reclamation
 - County Land
 - Game and Fish
- PUBLIC RECREATION FACILITIES**
- Basin
 - Community
 - Neighborhood

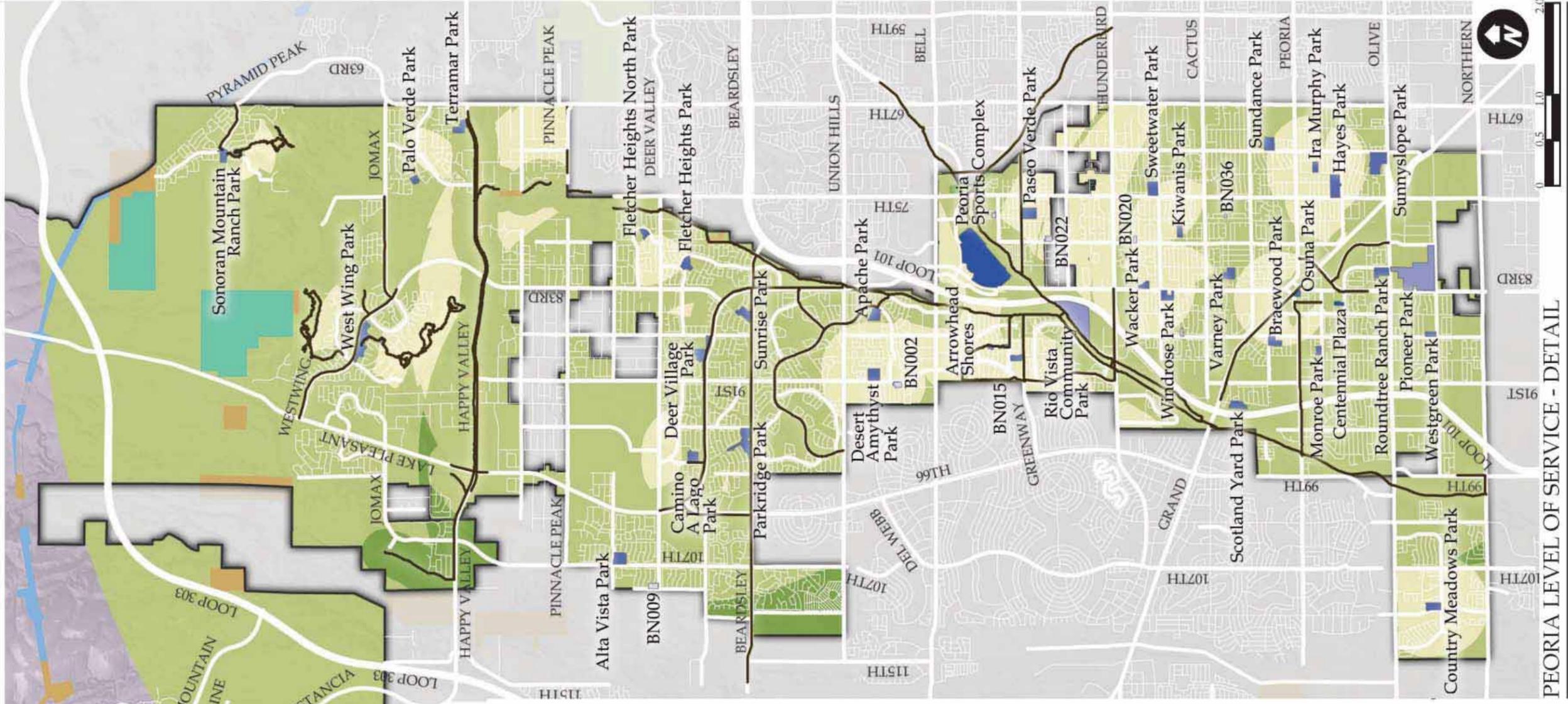
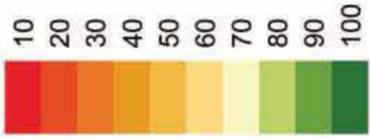


MAP - I

COMPOSITE - LEVEL OF SERVICE

AVERAGE LOS - PERCENTAGE

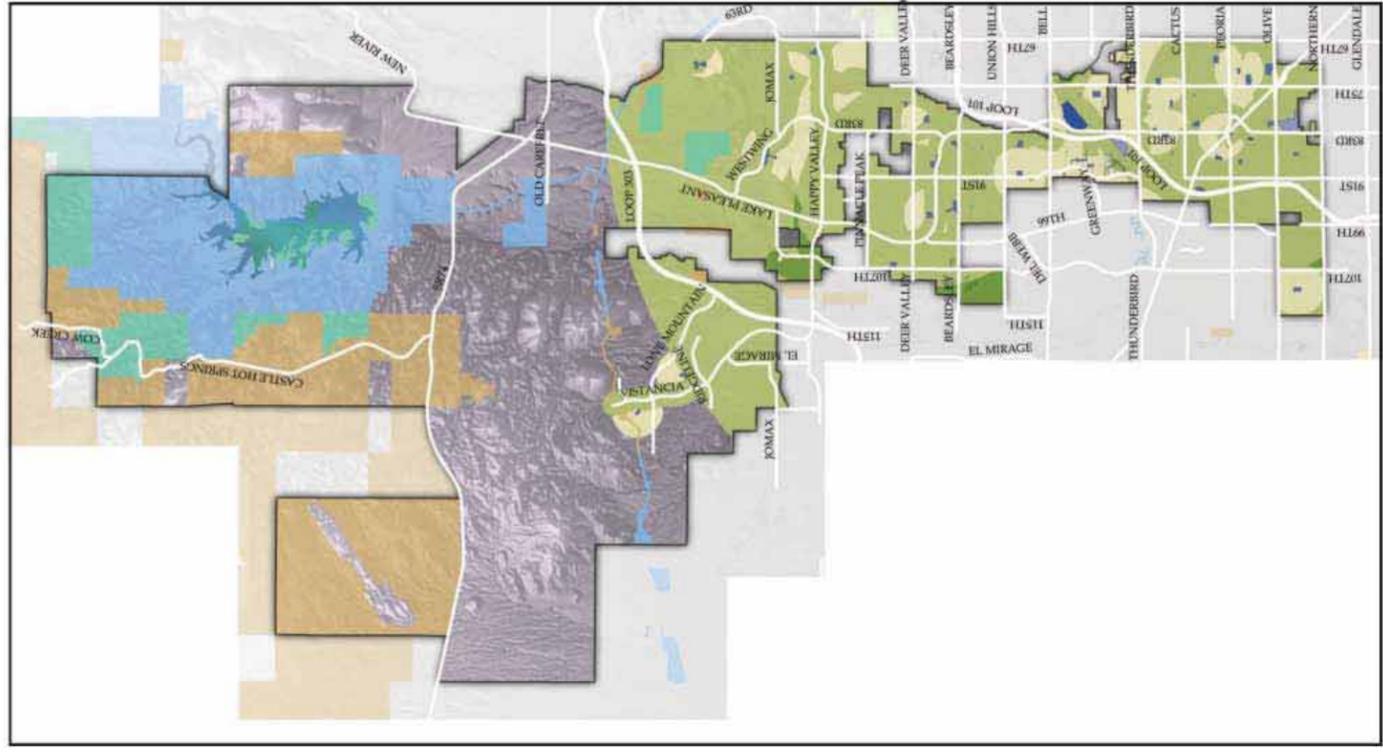
AVERAGE
PERCENTAGE
CONDITIONAL
SCORE



PEORIA LEVEL OF SERVICE - DETAIL



MAP - J



PEORIA LEVEL OF SERVICE - CITYWIDE

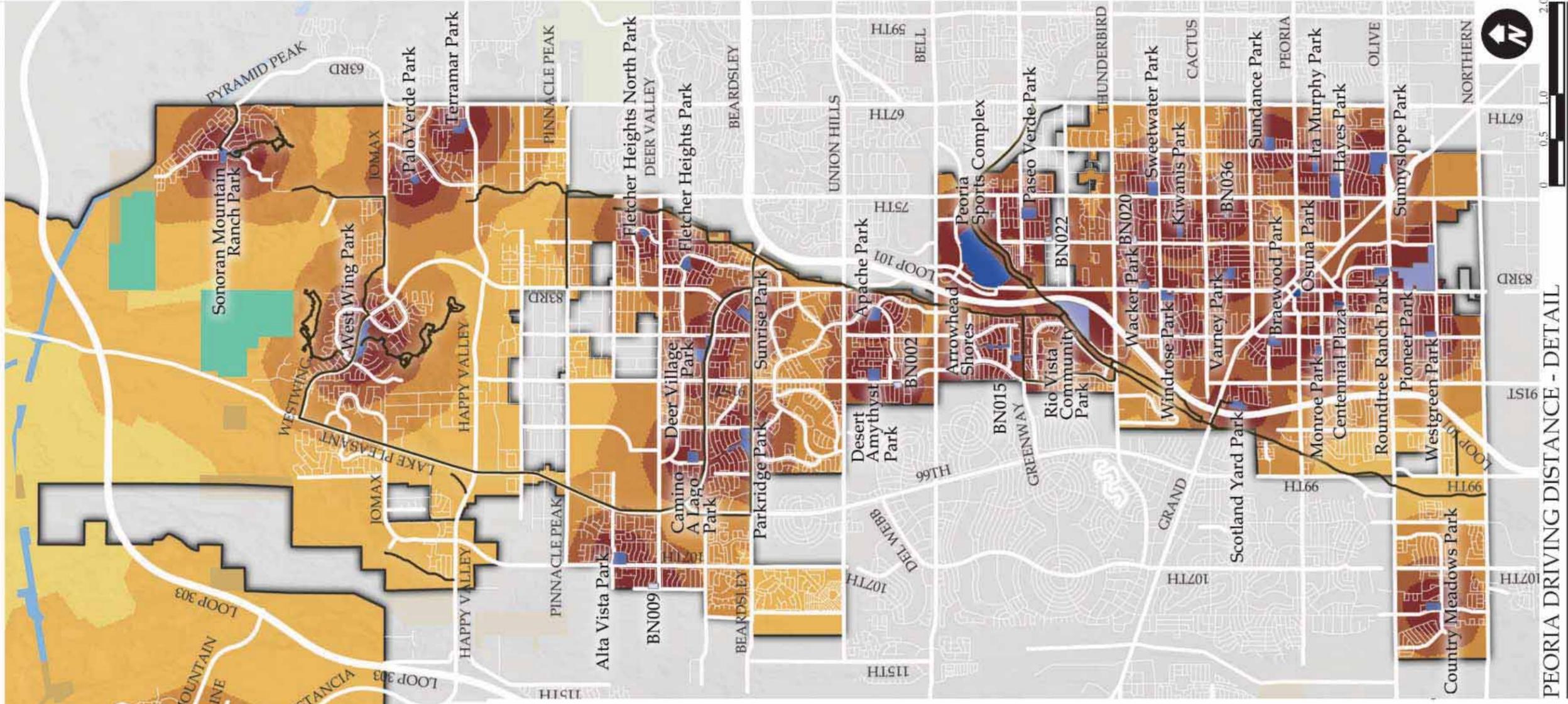
PUBLIC LANDS

- Bureau of Land Mgmt.
- Tonto N.F.
- Local or State Parks
- Luke A.F.B.
- Bureau of Reclamation
- County Land
- Game and Fish

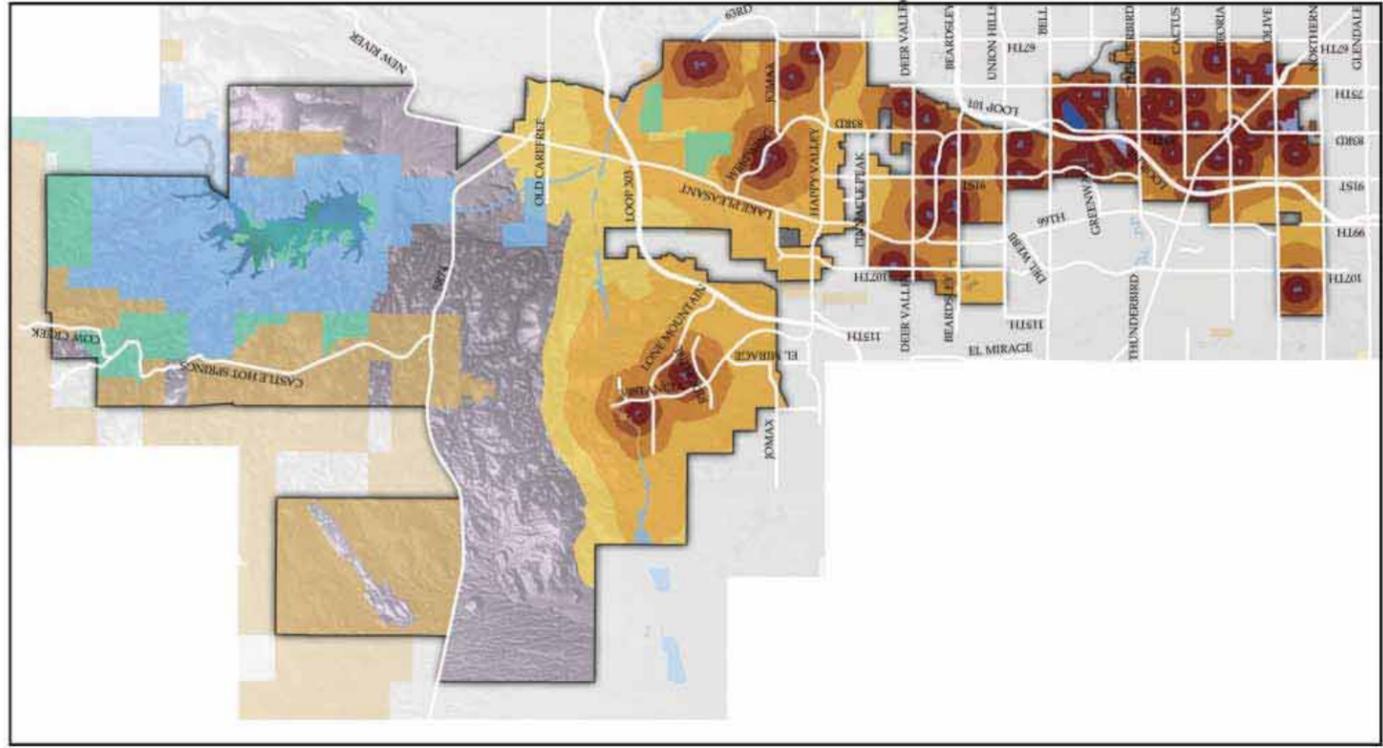
PUBLIC RECREATION FACILITIES

- Basin
- Community
- Neighborhood

ACCESS ANALYSIS - DRIVING DISTANCE



PEORIA DRIVING DISTANCE - DETAIL



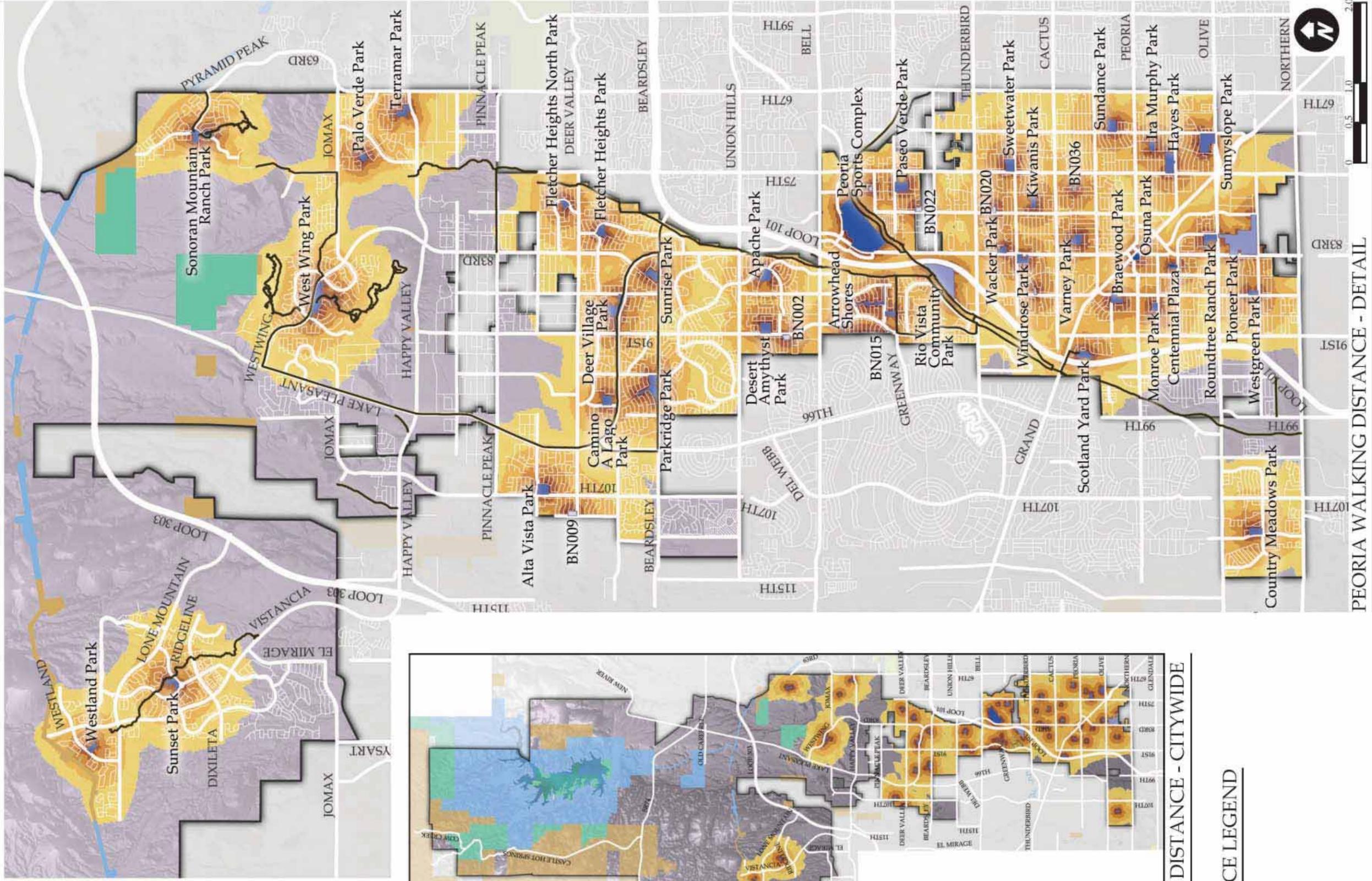
PEORIA DRIVING DISTANCE - CITYWIDE

DRIVING DISTANCE LEGEND

- 0 - 1/4 Mile
- 1/4 - 1/2 Mile
- 1/2 - 1 Mile
- 1 - 3 Miles
- 3 - 5 Miles

This map displays the distance by road from each park facility and provides a sense of the drive time to a park from points within Peoria. This provides a more realistic service area for the parks because it takes actual travel distance into account rather than a straight line distance from the park. For residents with access to a car or public transit this indicates how accessible the park facilities are to their home or work. All highways, major, and minor roads were included in this analysis. The distance intervals align with the service area radii used in the Level of Service maps.

ACCESS ANALYSIS- WALKING DISTANCE



PEORIA WALKING DISTANCE - DETAIL

PEORIA WALKING DISTANCE - CITYWIDE

WALKING DISTANCE LEGEND

- 0 - 100 Feet
- 100 - 500 Feet
- 500 - 1/4 Mile
- 1/4 - 1/2 Mile
- 1/2 - 1 Mile

This map displays the pedestrian access via road and trail to each park facility and provides a sense of the walking time to a park from points within Peoria. Major and minor roads, and trails were included in this analysis. Highways were excluded because they are not accessible by foot or bike. The distance intervals indicate a range of typical trip distances



Resource & Funding Analysis

11





RESOURCE & FUNDING ANALYSIS

Funding and Budgeting Overview

Budget Process

The City of Peoria operates on a July 1 - June 30 fiscal year (FY) and budgets on a one year cycle. The City maintains a long-range fiscal perspective through the use of an annual operating budget, 10-year capital improvement plans, and multi-year financial forecasting. The City Council adopts the annual budget after public hearing(s). Budget preparation and approval is an ongoing process that begins immediately after the budget adoption with monthly financial reporting of revenues and expenditures and financial projections for the current and subsequent fiscal years. At the midpoint of the fiscal year, the finance team engages in a midyear review of the current fiscal year budget and begins the process of developing the budget for the next fiscal year.

The City Council may modify appropriations of funds for projects at any time with majority approval. Changes in appropriations of funding during the year must be submitted by the City Manager to the City Council for review and approval, and must be accompanied by appropriate fiscal impact analysis. The level of expenditures is controlled at the General Fund level, and appropriations lapse at the end of each fiscal year unless re-appropriated by the City Council in the following fiscal year. The City Manager is authorized to transfer budgeted appropriations within the control accounts, including capital projects, provided no change is made to the total amount provided for any one fund.

Peoria's budget is based on the following strategic objectives established by Council to guide financial and operational decisions to achieve community expectations.

- Community Building
- Enhancing Current Services
- Preserving our Natural Environment
- Total Planning
- Economic Development
- Leadership and Image

The strategic budgeting approach requires the directors of each department to consult with their team to evaluate trends, options and opportunities to address the citizen's needs. The budget process includes an analysis of the true cost of delivering services to the community. The directors and their staff are responsible for aligning budget requests with the Council's strategic goals in order to identify the performance criterion.

In regard to cost recovery through user fees, the City establishes and maintains a master schedule of fees for market-based transactions, with fees and charges set at a level that recovers the complete cost of all direct and indirect activity costs and all overhead costs, for most services unique to the City of Peoria. For all services offered in a competitive, market-based economy or for services having partial cost recovery objectives, cost recovery ratios may vary according to policy objectives.

Funding Sources

The City of Peoria uses a variety of revenue sources to fund its services and expenditures. These include general property taxes, sales taxes, fees associated with licenses and permits, interest and rents, charges for services, court and traffic fines and other taxes and revenues. **Figure 11.1** is a comparative breakdown of the percentages of these sources for the City's FY 2010 through 2014 budgets.

Through this period of economic recovery, Peoria has experienced a decline in overall revenues over the past four years. Despite the decline in revenues, Peoria has seen a slight increase in General Fund revenues and has maintained a level of stability with its funding sources mainly relying on taxes, most notably property and sales taxes, and intergovernmental revenues through the state shared sales tax and urban revenue sharing which comprise 72% of the General Fund revenues in the adopted FY 2014 budget. Also, 94% of the General Fund revenues in the FY 2014 budget come from five sources as depicted in **Figure 11.2**. Peoria's revenue sources include a variety of Enterprise Funds; the Sports Complex Fund and Impact Fee Fund specifically provide an additional source of revenue for the Community Services Department.

The City has begun to see the results of the slow economic recovery in FY 2013, as projected general fund revenues grew 4% over FY 2012. A few factors combine to create a more positive revenue picture: the first signs of sales tax growth in three years; fractional upticks in building permits and plan checking and the increase in intergovernmental revenue sharing. With the growth in development, FY 2014 should reflect additional signs of recovery through the increase in City revenues.

General Financial Outlook

Peoria is in a similar position to many of its peer cities in Arizona. The overall economic outlook for the State and Peoria are better than in the last fiscal year but it is anticipated that the recovery in the area will come slowly. Based on the FY 2014 budget, sales taxes, while no longer stagnant are expected to exceed projections by 4% and are forecasted for a modest 2% growth. Property taxes continue to be impacted by the local housing market. Assessed valuations are expected to increase in FY2014 and result in the growth of property tax collection. The City is projecting modest growth over the next 3 to 5 years which is prudent based on all the economic indicators.

Figure 11.1 - City of Peoria General Fund Revenues (FY 2010– 2014)

General Fund Revenues (%GF)	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
Taxes	39.17%	39.38%	40.20%	39.71%	39.23%
Charges for Services	21.62%	22.73%	22.71%	22.54%	21.89%
Fines and Forfeitures	2.59%	3.07%	2.53%	1.90%	1.99%
Interest Income	0.52%	0.28%	0.19%	0.17%	0.16%
Intergovernmental	33.38%	30.13%	30.55%	32.42%	33.32%
License and Permits	1.64%	1.81%	2.11%	2.17%	2.07%
Miscellaneous	0.64%	2.15%	1.22%	0.70%	0.64%
Rents	0.43%	0.44%	0.49%	0.39%	0.60%
Revenues- Special Events	N/A	N/A	N/A	N/A	0.10%

Figure 11.2 - City of Peoria Major Revenue to the General Fund (FY 2010– 2014)

Major Revenue (%GF)	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
Sales Tax	31.50%	31.75%	33.23%	33.39%	34.36%
Intergovernmental Revenue	33.38%	30.13%	30.55%	32.42%	33.32%
Charges for Service	21.62%	22.73%	22.71%	22.54%	21.89%
Franchise Tax	4.10%	4.20%	4.10%	3.90%	2.70%
Property Tax	3.27%	3.06%	2.53%	2.70%	1.87%
Total	93.87%	91.87%	93.12%	94.95%	94.14%

Budget Overview

City Budget

The City's proposed budget for FY 2014 projects total expenditures to be \$468,000,000, which is a decrease of 1.0% from the estimated expenditures for FY 2013 (\$473,000,000) and a 12.5% decrease from the FY 2010 budget as depicted in **Figure 11.3**.

Community Services Department Budget

Peoria's Community Services Department's total FY 2014 budget is \$27,140,050, which is a 0.08% increase from the estimated FY 2013 budget and almost 8.5% below the peak comparable set in FY 2009. Funding for the Community Services Department decreased after FY 2009 but has experienced a modest increase over the past two fiscal years.

The Department uses a variety of revenue sources to fund its services and expenditures. These include taxes, fees and permits, licenses,

charges for services, fines and forfeits, grants, impact fees, and the enterprise fund for the Peoria Sports Complex. In addition, Peoria's Capital Improvement Plan has successfully funded several major improvements for the Department. In 2013, Pioneer Community Park was constructed per the capital improvement plan.

In order to fund the reinvestment and development of existing and future facilities, the City enforces impact fees for parks, trails and open space improvements as depicted in **Figure 11.4**. It is important to note that impact fees are "banked," unless a specific project has been identified for that fiscal year. The Peoria Sports Complex Fund provides a significant share of the revenue to operate the Sports Complex facility and is specifically dedicated to the day-to-day operations and maintenance. See **Figure 11.5**.

The Department's diversity of funding sources is a benefit for the department moving forward. Another benefit is an established

Figure 11.3 - City of Peoria Overall Budget (FY 2010– 2014)

Fiscal Year	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
Operations	\$207,400,00	\$204,100,000	\$207,300,000	\$218,700,00	\$228,907,176
Capital Projects	\$199,400,00	\$139,300,000	\$158,100,000	\$170,400,00	\$154,119,932
Debt Service	\$66,500,000	\$57,400,000	\$43,600,000	\$40,700,000	\$41,522,892
Contingency	\$61,700,000	\$54,300,000	\$51,000,000	\$43,200,000	\$43,450,000
Total Expenditure	\$535,000,000	\$455,000,000	\$460,000,000	\$473,000,00	\$468,000,000
Percent Change	-21.0%	-14.9%	-1.0%	2.8%	-1.0%

Figure 11.4 - Community Services Department Impact Fee Fund (FY 2010 – 2014)

Fiscal Year	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	Percent of Budget
Neighborhood Park Development Fee	\$618,336	\$433,825	\$774,396	\$1,025,927	\$853,146	53%
Park/Recreation Dev Fee	\$391,806	\$374,357	\$576,241	\$745,717	\$620,046	38%
Open Space Dev Fee	\$55,431	\$46,624	\$31,784	\$0	\$0	0%
Trails Dev Fee	\$96,759	\$62,562	\$46,021	\$0	\$0	0%
Library Dev Fee	\$109,019	\$91,055	\$141,803	\$167,479	\$139,194	9%
Total	\$1,271,351	\$1,008,423	\$1,570,245	\$1,939,123	\$1,612,386	

Figure 11.5 -Community Services Department Sports Complex Fund (FY 2010 – 2014)

Fiscal Year	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	Percent
Charges for Services	\$1,312,592	\$1,204,478	\$1,271,361	\$1,261,487	\$1,318,142	45%
Rents	\$1,571,860	\$1,424,837	\$1,484,343	\$1,473,163	\$1,598,500	55%
Total	\$2,884,452	\$2,629,315	\$2,755,704	\$2,734,650	\$2,916,642	

higher portion of funding going to operations and maintenance of existing facilities. It will be necessary to increase funding for the operations and maintenance as new facilities are delivered. For example, in FY 2014 the Sports Facilities budget has increased to allow for the addition of staff to manage the new Pioneer Community Park. The net effect of these trends has allowed the Department to maintain service to the existing programs, services and facilities through the recent economic recession.

Community Services Department provides through the Rio Vista Recreation Center, Peoria Community Center and the Libraries for public benefit which ultimately impacts the total cost recovery of the department.

Peoria's combined Community Services Department's total FY 2014 budget is depicted in **Figure 11.6**. The cost of service budgets (**Figure 11.7**) highlight the specific delivery of programs and services to meet the community's needs. The cost of service delivery reflects the primary market needs that Peoria focuses on, such as youth services (AM/PM program, summer programs and youth sports), and the regional draws such as spring training and sports tournaments. It is also important to note the civic services the

Figure 11.6 - Community Service Department Budgets (FY 2010 – 2014)

Fiscal Year	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	Percent of Budget
Personal Services	\$12,742,653	\$12,107,228	\$11,582,203	\$13,137,940	\$14,111,526	52%
Contractual Services	\$9,571,161	\$9,047,278	\$9,438,104	\$10,057,275	\$10,761,995	40%
Commodities	\$1,507,963	\$1,578,477	\$1,626,803	\$1,777,027	\$1,931,529	7%
Capital Outlay	\$99,887	\$61,775	\$87,928	\$2,145,711	\$335,000	1%
Total	\$23,921,664	\$22,794,758	\$22,735,038	\$27,117,953	\$27,140,050	
Percent Change	-11.07%	-4.71%	-0.26%	19.28%	0.08%	

Figure 11.7 - Community Services Department Cost of Service Budgets (FY 2010 – 2014)

Fiscal Year	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	Percent
Administration	\$914,302	\$780,930	\$599,231	\$1,338,095	\$1,408,295	5.19%
Rec-Youth Programs	\$5,746,582	\$5,367,298	\$5,482,057	\$4,969,189	\$5,210,905	19.20%
Rec-Adult Programs	\$189,621	\$166,659	\$190,779	\$614,627	\$657,901	2.42%
Rec-Special Populations	\$583,656	\$560,087	\$539,315	\$639,650	\$722,243	2.66%
Rec-Facilities	\$1,716,832	\$1,788,525	\$1,801,637	\$2,062,725	\$2,167,549	7.99%
Rec-Special Events	\$261,401	\$278,006	\$480,418	\$587,527	\$463,155	1.71%
Parks	\$4,469,249	\$4,376,965	\$4,417,604	\$4,824,686	\$4,974,107	18.33%
Sports Facilities	\$5,476,658	\$5,111,589	\$5,069,838	\$7,363,373	\$6,543,366	24.11%
Libraries	\$4,275,520	\$4,089,933	\$3,864,442	\$4,219,591	\$4,402,457	16.22%
Arts Commission	\$204,449	\$224,766	\$193,754	\$223,489	\$230,072	0.85%
Percent for Art	\$85,192	\$50,000	\$95,985	\$275,000	\$360,000	1.33%
Total	\$23,923,462	\$22,794,758	\$22,735,060	\$27,117,952	\$27,140,050	
Percent Change	-11.06%	-4.72%	-0.26%	19.28%	0.08%	

Capital Improvement Funding

Capital improvement funds are intended for major physical improvements or a non-recurring betterment to the physical property of the City, which differentiates from ordinary repairs or maintenance. These funds have fluctuated significantly over the past five years from a range of \$29 million in FY 2010 to 64 million in FY 2013 and are projected at \$46 million for FY 2014. Peoria's capital funds are primarily developed through General Obligation Bonds, Municipal Development Authority Bonds and Impact Fees. However, given the slow economic recovery, the increase in development and the collection of development impact fees (revised criteria based on A.R.S. §9-463.05 for Development Impact Fees (DIF) dedicated to parks and recreation) will slowly improve over the next few years. A bond referendum would be timely to serve as a catalyst for the improvements. However, for future planning it will be important to align the impact fee levels with the funding required for recommended parkland acquisition and facility development. See **Figure 11.8**.

Cost Recovery Analysis

In order to make comparison to Community Services Departments throughout the country, the average cost recovery (revenue over expenses) level for the Department was calculated (**Figure 11.9**). This calculation shows the average cost recovery level from 2010-2014 is 39% (based on gross revenues from the General Fund and revenues from the Sports Complex Fund, it does not include revenues from the Impact Fees Fund), with a remaining subsidy level of 61%. This number has remained consistent over the past five years from FY 2010 to FY 2014. Examples across the country show a wide range of subsidy levels or tax investment, from 15% to 80% and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and the structure of agency budgets. As depicted in **Figure 11.9**, the Department has been recovering modest revenue over the past few years as the economy has slowly improved and household financial belts are showing signs of loosening.

Budget and Funding Analysis

It is important to recognize the many benefits that Peoria's Community Services Department provides the community, including economic (business attraction and recreation tourism), health, environmental and quality of life advantages. The value that the community places on parks, recreation and leisure is strongly illustrated by the satisfaction levels indicated on the Community Survey (see the Community Survey section for more information). Considering these values, as well as the City's growing need for additional parks and facilities, increasing costs for utilities and maintenance, and the growing demand for programs and services, the City needs to plan a budget to support these additional services, capital investments and increasing costs.

The City's managed park acreage (including open space) per thousand residents equates to a Level of Service (LOS) of 9.9 acres/1,000 residents, which is above the 2012 median of similar agencies participating in PRORAGIS of 9.1 acres/1,000 residents. But when the open space areas are removed from the equation the actual developed park acreage per thousand falls under the national averages (3.61 acres/1,000). The City's current ratio elicits questions about the need for a dedicated and/or an additional funding source for parkland acquisition, park and facility development, and facility operations and maintenance. Given the amount of land and infrastructure that the Department maintains, as well as the many needs and desires for capital development for new recreation facilities and amenities, it is going to be increasingly important to work to establish a steady stream of funding for the Department.

Although Department funding has remained consistent, it is evident that in the future, in order to keep the City on pace with other progressive community service providers and to provide recreation opportunities to the residents of the community, increases will need to be made to current funding levels. Potential long-term funding sources may include a dedicated property and/or sales tax; the creation of a special taxing district specifically dedicated for parks and recreation and/or higher or additional fees.

Figure 11.8 - Capital Improvement Funding (FY 2010 – 2014)

Fiscal Year	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
Capital Improvement Budget	\$29,312,335	\$35,398,518	\$56,849,824	\$64,574,050	\$46,155,168

Figure 11.9 - Community Services Department's Cost Recovery (FY 2010 – 2014)

Fiscal Year	FY 2010 Expenses	FY 2010 Revenue	FY 2010 Cost Recovery	FY 2011 Actual	FY 2011 Revenue	FY 2011 Cost Recovery	FY 2012 Actual	FY 2012 Revenue	FY 2012 Cost Recovery	FY 2013 Estimate	FY 2013 Revenue	FY 2013 Cost Recovery	FY 2014 Budget	FY 2014 Budget Revenue	FY 2014 Cost Recovery
Administration	\$914,302			\$780,930			\$599,231			\$1,338,095			\$1,408,295		
Rec-Youth Programs	\$5,746,582	\$4,542,054	79%	\$5,367,298	\$4,394,975	82%	\$5,482,057	\$4,527,970	83%	\$4,969,189	\$4,396,966	88%	\$5,210,905	\$4,252,334	82%
Rec-Adult Programs	\$189,621	\$69,337	37%	\$166,659	\$71,825	43%	\$190,779	\$81,649	43%	\$614,627	\$484,309	79%	\$657,901	\$835,072	127%
Rec-Special Populations	\$583,656	\$525,697	90%	\$560,087	\$501,466	90%	\$539,315	\$457,433	85%	\$639,650	\$443,403	69%	\$722,243	\$446,420	62%
Rec-Facilities	\$1,716,832	\$1,041,889	61%	\$1,788,525	\$1,047,941	59%	\$1,801,637	\$1,112,347	62%	\$2,062,725	\$1,114,373	54%	\$2,167,549	\$1,148,613	53%
Rec-Special Events	\$261,401	\$139,160	53%	\$278,006	\$145,795	52%	\$480,418	\$197,594	41%	\$587,527	\$270,750	46%	\$463,155	\$269,500	58%
Parks	\$4,469,249	\$53,456	1%	\$4,376,965	\$41,386	1%	\$4,417,604	\$28,890	1%	\$4,824,686	\$42,000	1%	\$4,974,107	\$42,000	1%
Sports Complexes	\$5,476,658	\$2,930,107	54%	\$5,111,589	\$2,678,527	52%	\$5,069,838	\$2,828,696	56%	\$7,363,373	\$2,792,650	38%	\$6,543,366	\$3,210,502	49%
Libraries	\$4,275,520	\$269,222	6%	\$4,089,933	\$281,919	7%	\$3,864,442	\$295,910	8%	\$4,219,591	\$275,500	7%	\$4,402,457	\$289,122	7%
Arts Commission	\$204,449			\$224,766			\$193,754			\$223,489			\$230,072		
Percent for Art	\$85,192			\$50,000			\$95,985			\$275,000			\$360,000		
Total	\$23,923,462	\$9,570,922	40%	\$22,794,758	\$9,163,834	40%	\$22,735,060	\$9,530,489	42%	\$27,117,952	\$9,819,951	36%	\$27,140,050	\$10,493,563	39%
Percent Change	-11.06%			-4.72%			-0.26%			19.28%			0.08%		

Dr. John Crompton from Texas A & M, a leading educator and researcher on the benefits and economic impact of leisure services indicates that the national average of cost recovery is around 34%. Based on this information, the Department's cost recovery in the adopted FY 2014 budget (39%) is above the national average. Although there is always room for improvement, it is important to consider that this is not only affected by the macro economy but also community and political values of fee levels. Regardless, there are some program areas that could increase revenue generation through the creation of new fees, new assessments or adjusting fee levels. Please see the Recreation and Library Programming Analysis Section for further a sampling comparison of fees in neighboring jurisdictions.

Yet, it is important to consider that the stability of revenues is somewhat uncertain given the slow economic recovery, which has resulted in decreasing property values, limited credit capacity, rising energy and operations costs, and declining consumer spending, all which will still have potential impacts on future tax revenue. In addition, the populace may be more reluctant during the economic recovery to support the idea of new or additional fees and taxes. In order to sustain the Department's quality services, programs and facilities, as well as the development of needed new facilities, the City should also be proactive in identifying, seeking out and supporting matching funds for grants and alternative funding (see the Appendix for suggested sources).

Lastly, cost recovery policies, detailed reporting, and tracking should be maintained. Each program area should track direct and indirect costs, establish a philosophy on a program's benefit to the community, determine cost recovery goals, and set pricing based on the community's values and Department's goals. The cost recovery tracking will increase cost recovery levels and revenue to the department. In addition, users are more likely to agree to fee increases when they themselves can see the net effect of the current fee versus the service level they would like.

Key Findings

Despite the slow economic recovery that the country and region are facing, the City has been fortunate to maintain relatively steady operations due the City Council's prudent and conservative financial planning and the leadership of the Administration. There were positive trends established for the department. Specifically, the department has been able to maintain their Level of Service (LOS) with reduced funding and reduced reliance on the General Fund. Restructuring and a renewed focus at the Administrative level has allowed the Department to hold the line and continue to serve with very limited and restrictive resources.

The City of Peoria serves an estimated population of 158,135 and likely also residents of Glendale and Sun City. Peoria manages 1991.8 acres of parkland (including open space), and has a healthy capital budget (\$12,870,491) amongst the peer benchmark cities (See the Benchmarking Analysis Section). It is critical that Peoria maintain the capital improvement budget to construct new facilities and replace aging amenities and establish a steady funding

source in order to increase the Community Services Department's budget for operations and maintenance.

Peoria's 2014 cost recovery percentage (39%) is comparable to the agencies polled with Lakewood, Colorado and Mesa, Arizona having the highest at 54%. Peoria's rate is above the national average of 34% for cost recovery (Dr. John Crompton, Texas A&M University). The City should continue to explore opportunities to increase the cost recovery through additional or increased fees, which will release funding for additional programs, services and facilities. In addition, the City of Peoria will implement a revised impact fee structure per A.R.S. §9-463.05 for fees dedicated to parks and recreation to supplement the funding sources for capital projects and operations. The stable financial position of the City of Peoria provides a solid foundation for the Department to increase reinvestment in facilities, programs and services as the economy improves.



Service, Management & Operations Analysis 12





SERVICE, MANAGEMENT & OPERATIONS ANALYSIS

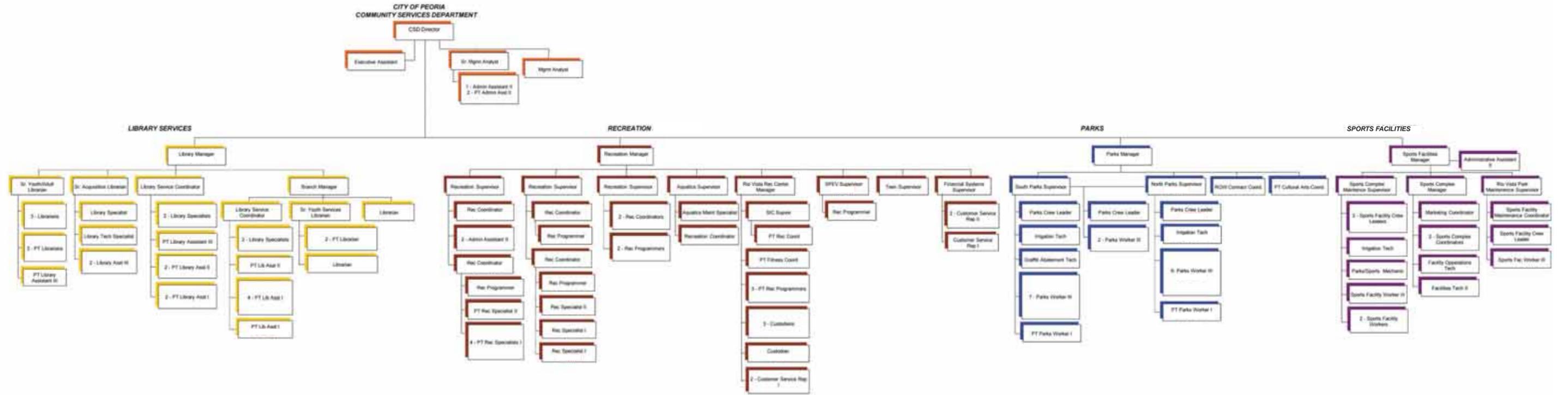
Department Overview

The Community Services Department provides valuable quality of life programs, operations and services to Peoria's citizens through parks, recreation programming, special events and library services. The department not only organizes, promotes and hosts special events and recreation classes, but also is responsible for the library collection and maintaining parks and trails. According to the National Citizens Survey, the parks and recreation programs offered by the City are rated above the national benchmarks, which reflect on staff, who promote and support those quality of life amenities. To meet future demand the Department will need to expand smartly and in key areas to support additional facilities and programs as they come on line, whether they are parks, trails or libraries, staff will be needed in all divisions.

Overall Organizational Structure & Staffing

The department is led by a director, currently John Sefton, with four full time and two part-time administrative staff and divided into four divisions with a manager for each of those divisions. As of March 2013, there were a total of 109 full-time employees and 32 part-time (with benefits) employees divided into the four divisions (with 7 vacant positions), see **Figure 12.1**. Additional FTE's were added to the budget in 2013 FY for the Sports Facilities Division to cover operations at Pioneer Community Park when it opened in late 2013. There are also multiple situations where seasonal or part time (without benefits) employees (PTNB) are employed in order to maintain the high level of quality and customer service the public expects, whether for special events, seasonally or on a consistent basis throughout the year. Parks, Recreation, Sports Facilities and Library Services all operate very different programs but are often required to work together to prepare for an event or organize recreation or library programming in parks or at the Sports Complex.

Figure 12.1 – Community Services Department Organization Chart



Parks Division Staff & Resources

The Parks Division of 28 employees (25 full-time positions (with three currently vacant), and 4 part-time positions) is currently led by one Manager, Kirk Haines, one Parks Supervisor (South), and a ROW Contract Coordinator. The North Parks Supervisor position is currently vacant. In addition to the management staff, there are Parks Crew Leaders, Parks Worker IIIs, Parks Worker IIs, and part-time Parks Worker Is, as well as two specialized technicians in Irrigation and one in Graffiti Abatement. The organization of the Parks Division allows for each of the Parks Supervisors, Crew Leaders and Workers to do more than one job and accomplish various tasks without having to wait on someone else. In addition to the full and part-time (with benefits) employees, this division also relies on seasonal staff (PTNB) from March to October to meet the demand of the growing season and high volume of recreational programming on ball fields.

Parks staff currently handles maintenance in all of the park facilities as well as the majority of the water quality basins, all trails, open space, the Old Town Peoria streetscape and graffiti abatement city-wide (the Sports Complex and Rio Vista Community Park fall under the Sports Facilities division). The division also contracts with a private provider for the landscape maintenance in rights-of-way, 12 retention basins and the City Hall campus. The Parks Division is also responsible for helping with weed mitigation and irrigation maintenance at the fire stations but the maintenance of the landscape is the responsibility of the Fire Department at this time, though staff will often assist. The current structure of the division is partially a result of the recent economic downturn, as the City maintained knowledgeable and long-term staff and did not replace staff in Worker I and Worker II positions. Also see the Operations and Maintenance Analysis section for a detailed evaluation of this Division and its maintenance operations.

Parks Division Analysis

Strengths

- Longevity of the staff.
- Each employee has the ability, training and authorization to do more than one task within the park (i.e. not just mowing all day, every day). Staff appreciates this format, as it allows them to do something different every day, take ownership in the parks they maintain and prevents burnout.
- Knowledgeable staff.
- When talking with staff, they felt that they were well-trained and had the certifications and education necessary to complete their jobs.
- Maintenance contracts on non-core facilities such as rights-of-way and detention basins allow staff to focus on park and trail facilities.

Challenges and Opportunities for Improvement

- Staff is currently very top-heavy with lots of experienced employees and no one for them to mentor and share their knowledge which also reduces the opportunity for promotion within the Division.
- Additional safety seminars (or casual “tailgate” sessions in a park), maintenance method education and educational presentations about products within the systems or methods by product representatives.
- Operations in northern Peoria requires substantial drive time from the Municipal Operations Center (MOC) in South Peoria. Reduce windshield time.
- Streamline opening/closing of parks to minimize impacts on workload and improve efficiency.
- Maintain the focus on parks and trails and the quality of those facilities.
- Improve trimming/forestry schedule – dedicated staff or contract the services.

Recreation Division Staff & Resources

The Recreation Division of 48 employees (39 full-time positions, (with one vacancy) and 9 part-time) is led by a Recreation Manager, currently Brenda Rehnke. The supervisor team includes nine supervisors, including three Recreation Supervisors, Aquatics Supervisor, Teen Supervisor, Rio Vista Recreation Center Manager, Special Interest Class Supervisor, Financial Systems Supervisor and Special Events Supervisor. Beyond these managers and supervisors, there are multiple Recreation Coordinators, Recreation Programmers and Recreation Specialists as well as Custodians for Rio Vista, an Aquatics Maintenance Specialist, Administrative Assistants and Customer Service Representatives. The Division also hires PTNB staff to support all recreation programs and facilities. This division coordinates and schedules a diverse selection of programs and manages recreational facilities for community members, including:

- Aquatics programs and pools
- Pre-school program at the Sunrise Family Center
- AM/PM programs at the elementary schools
- Summer Recreation programs for Tiny Tots and Grades 1-5
- Summer Camps at the elementary schools
- Teen programs
- Outdoor Recreation
- Special interest classes for youth and adults
- Sports leagues and individual sport opportunities for both youth and adults
- Adaptive programming for members of the community with disabilities
- Senior Programs
- Special Events
- Rio Vista Recreation Center
- Peoria Community Center

The programs offered by the Community Services Department are well-attended and positioned to maximize the physical spaces available, including parks, ball fields, swimming pools, school gyms, and meeting rooms at Rio Vista Recreation Center and the Peoria Community Center. While the public feels that the City is meeting their needs and providing programming they use, as the community's population grows, the facilities will also need to expand in order to grow the programming to support that population; otherwise the level of satisfaction will decrease.

Recreation Division Analysis

Strengths

- Comprehensive selection of programs.
- Passionate and talented staff coordinating the programming and facilities.
- The central location of the Community Services Department is beneficial for communication among staff.
- Staff noted they work with great people and there is substantial longevity in the department, which creates a solid base of institutional knowledge.
- Staff's willingness to jump in and help when needed.
- Newly remodeled community center is drawing multiple age segments.
- Strong partnerships for successful programs, including:
 - Special Olympics
 - Youth sports leagues
 - Peoria Unified School District
 - Area businesses

Challenges and Opportunities for Improvement

- With staff longevity, it is difficult for upward mobility or lateral position changes.
- There is no set training program, which may not be necessary, as mentoring is fairly prevalent for those who want to learn.
- Facilities (indoor and parks) are at capacity and there are not enough facilities to expand programming.
- Additional staff to assist during peak times:
 - Adding seasonal or part time Customer Service Representatives positions (for work at the administration office customer counter) for the seven intensely busy months,
 - Add a Recreation Programmer for Youth Services (AM/PM, Summer Camp, Summer Recreation, Little Learners) to focus on training and monitoring of seasonal staff at 22 program locations,
 - Add a full-time maintenance technician for the pools and evaluate the need to reclassify the current maintenance position to a Maintenance Coordinator,

- Additional marketing support,
- Add more part-time staff to cover customer service at ball fields on the weekends.
- Improve coordination between programs, divisions and even within the office.
 - Develop a process to assist in keeping the customer service staff at all locations up to date on programs, registration deadlines and events as they are the first point of contact for the public. This could include automated reminders, automated notices when programs are altered in the database or weekly updates to assist with the information distribution gaps.
 - Programming for ball fields and facilities (ramadas and ball fields) and the necessary maintenance is a fine balancing act between maximizing the facilities and over-programming. Coordination between the programming and rental groups and the parks maintenance staff needs to be enhanced in order to make sure there aren't conflicts between users and the maintenance staff. The coordination will ensure the facility can handle the user load and turnover and also the maintenance staff will not be spraying, mowing or trimming during someone's event at a ramada.
- Develop a flexible budget item to take care of immediate needs and accommodate changes in programming opportunities. This is especially a concern when staff needs to spend money to initiate a program but the income from the program will cover the expense after commencement.
- Evaluate revenue streams – should some of the revenue from sports or recreation programs go back into the same type of programming?
- Coordination between sports programming and parks maintenance staff regarding quality and delineated tasks on ball fields.

Sports Facilities Division Staff & Resources

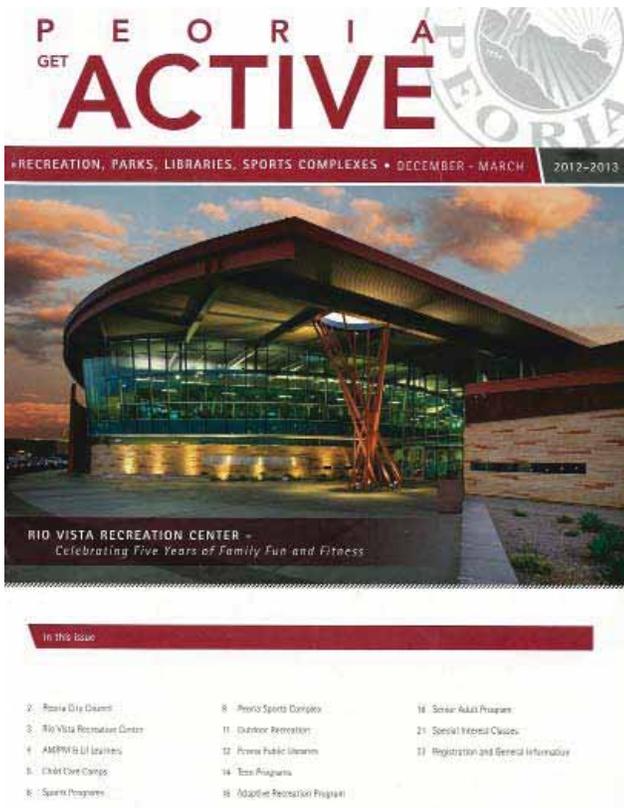
The Sports Facilities Division of 24 full time employees (currently no vacancies excluding additional future positions for Pioneer Park) is led by the Sports Facilities Manager, currently Chris Calcaterra, with support from an administrative assistant. There are two (soon to be three) Maintenance Supervisors and one Sports Complex Manager. The maintenance supervisors provide oversight to maintenance coordinators, crew leaders and facility workers. The Sports Facilities Division also includes an irrigation technician and a mechanic under their group. In addition to the employees with benefits, the Division also hires temporary and seasonal staff, including Gamers, which may include customer service and maintenance positions for spring training games, stadium security for various events at the Sports Complex, seasonal staff for coverage of tournaments at both the Sports Complex and the Community Parks, as well as additional maintenance staff at Rio Vista. The Division also maintains a relationship with the local high school agricultural program to engage seasonal part-time students learning about turf science. In addition to paid employees, the Peoria Diamond Club, a non-profit organization, supports the daily operations at the Sports Complex with volunteers in the parking lot and throughout the stadium, during Spring Training. They also contribute some proceeds from their efforts to their grant program to benefit the youth of Peoria.

In addition to meticulous maintenance at the Sports Complex and Rio Vista (and soon at Pioneer Community Park), the Sports Facilities Division is also a business-based Division within the Community Services Department that focuses on booking revenue-producing events at its facilities. A primary portion of their operations include working with outside entities such as tournament promoters, and the two Major League Baseball teams (Seattle Mariners and San Diego Padres), and concert and special event promoters. This includes not only booking the events but securing sponsorships at various levels for the facilities and individual events as well as working with other Department staff to promote any events that are community/public focused (like car shows, concerts and holiday events).

Sports Facilities Division Analysis

Strengths

- Destinations such as Peoria Sports Complex and Rio Vista are in demand and well-used by residents and visitors.
- Events held at the Sports Complex are a major tourist draw into the City of Peoria.
- Special events are well-attended.
- The Sports Complex has been a great destination during the last 20 years and money has been set aside for facility upgrades in the next few years, including two new clubhouses for the teams, and refurbishment of the facility for an improved visitor experience.
- A nearly 95% retention of guest services part-time/seasonal staff.
- Volunteers – estimated 20 volunteers for marketing plus 40 for special events.
- Strong partnerships with:
 - State Department of Game and Fish who stock the ponds at Rio Vista,.
 - The Diamond Club for volunteer support at the Sports Complex.
 - The Chamber of Commerce for promotion of the facilities.



Challenges and Opportunities for Improvement

- No rewards program for returning seasonal employees in place.
- Coordination with recreation programming staff regarding special events – needs are different for different types of events.
- Recreation booking coordination on facilities between divisions, including for large tournament events and local users.
- Maintenance and cost of upkeep on fishing lakes at Rio Vista.
- Replacement schedule for elements within facilities – need to be built into the budget.
- Turnover rate on part-time employees is high – recoup time/cost of 6 week training.
- Maintenance fund?

Library Services Division Staff & Resources

The Library Services Division of 37 employees (20 full-time, 17 part-time positions with two vacancies currently) is led by Mary Roberts, the current Library Manager, who is based out of the Main Library. Supporting the Library Manager, are the Branch Manager and the associated Librarians, Library Operations Coordinators, Specialists and both full-time and part-time Library Assistants needed to operate both library branches. There is also a Senior Librarian at each branch for adult and youth services, and a Senior Acquisition Librarian and Library Assistants from the Technical Services staff that serve both branches. In addition to the part-time benefitted employees, both library locations include part-time non-benefitted pages (PTNB) to assist with re-shelving the collection. In addition to paid employees, the City of Peoria Libraries has a non-profit organization, the Friends of Peoria Libraries that supports literacy efforts within the library system through fundraisers, special events and sponsorship of programs.

Both library branches are experiencing a high level of activity with patrons using their programs, computers, and checking out their media resources. However, with the advent of e-readers, the library and its role as a community resource is in flux. Librarians throughout the country and in Peoria are consistently being called to assist on technology-related questions instead of research and collections-related questions, which underutilizes their library

knowledge and skills. Peoria has worked to address this issue by hosting frequent classes on e-reader and technology basics. Library staff are also noticing a reduced need for reference materials and a reference librarian. There is also a strain on the financial resources to maintain a print collection while increasing the offerings of the e-books. This is compounded by the high cost of the e-books by multiple publishers, and is not solely a Peoria issue.

Library Services Division Analysis

Strengths

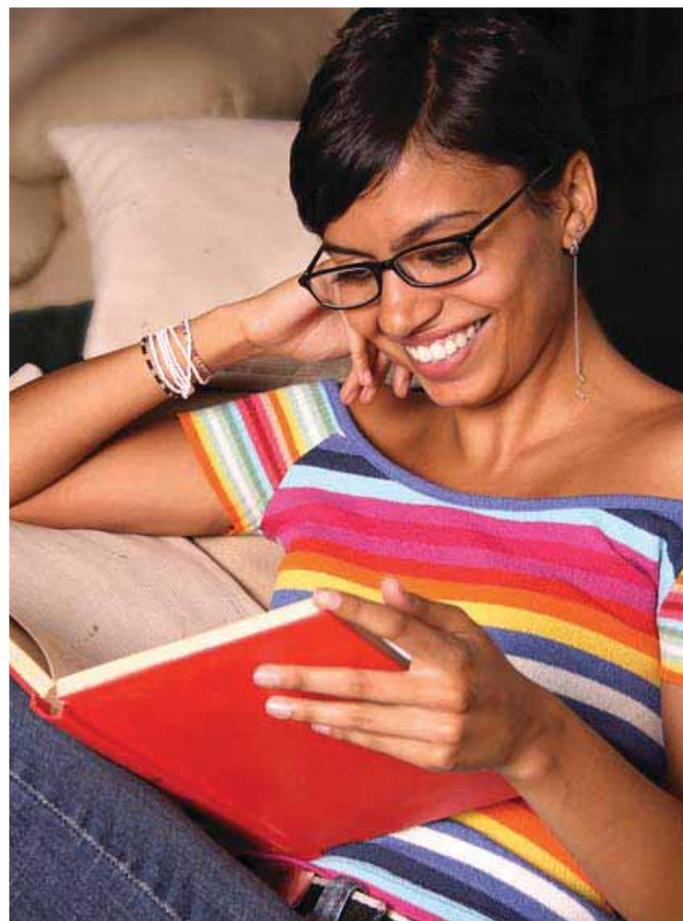
- Programs are popular and well-attended, especially children's programs.
- Friends of Peoria Public Library provide additional funding and support for literacy programs.
- Staff is passionate about what they do and serving the community.
- Excellent customer service.
- The collection is strong; resources are being used, including print, digital, audio and the technology such as computers and e-readers.
- Full service is maintained 7 days a week, even in the economic downturn.
- Outreach program with the schools – Ready, Set, Read program – 1st graders get a library card.

Challenges and Opportunities for Improvement

- Lack of security, for both the people and the materials in the building, especially at the Main Branch. This is in part due to the layout of the building which makes full view of all areas difficult.
- In both buildings, the layout of the back-of-house spaces is tight for equipment, work space and carts, but staff manages.
- Minimal space available for the Friends of the Peoria Public Library to sell their books to raise money.
- A need to accommodate teens in both locations with a space of their own.
- Improve both staff computers and computer lab computers.
- Develop a solution to accommodate technology classes in both branches.
- Not enough meeting spaces in both branches (for

classes and other types of meetings).

- Remodel the Main Library.
 - Address security and lack of visual sight lines in various areas.
 - Improve handicap access and slopes to front entrances.
 - Get staff involved in any future library design.



Support Assets and Policies Analysis

General

The Community Services Department's Divisions work well independently and between themselves but do also rely on outside departments for various needs. Day to day operations may need the assistance of Information Technology and the Public Works/Utilities Departments as well as Human Resources during peak hiring times for seasonal employees in all four divisions. They also work to review development plans for the Planning and Engineering Departments. The Fire Safety Department conducts safety training for the Parks Division, and the Police Department may be involved in property damage or crimes that occur within the parks, along trails or within the recreation center or libraries. The Department also works closely with the Office of Communications for distribution of the Get Active guide and advertising of its special events. In numerous scenarios, because of the nature of 7-day a week operations within many parts of the Community Services Department (Libraries, Parks and Recreation programs and facilities are open 7 days a week), the staff has encountered difficulties in receiving a quick response from Information Technology and Public Works Facilities Division because their staff is limited outside of standard office hours for repairs to computer networks or equipment, and drinking fountains and lights in parks.

Marketing & Event Coordination

The Community Services Department occasionally requests the services of the Office of Communications, however the majority of the marketing, event coordination, sponsorship acquisition and graphic design coordination (even if contracted out) for the special events and programming is led by members of the Recreation and Sports Facilities Divisions. The promotion for Department programs and events includes but is not limited to the Get Active Brochure, email blasts, direct mail pieces, print ads, the City website, interactive marketing and the social media sites such as Facebook and Twitter.

The Special Events Supervisor is responsible for creating a planning team of City staff (which may include people from various Community Service Divisions) to implement budgeted events. In addition to event promotion and coordination, it is also important for many of the special events to incorporate sponsorships to help

with promotion and offset operating costs. The sponsorships not only include special events such as the All American July 4th Festival, but more permanent advertisements on the outfield walls at the Sports Complex and Rio Vista Community Park as well as indoors at Rio Vista Recreation Center and the Community Center. The graphic design of the Get Active brochure is the responsibility of the Special Interest Classes Supervisor who compiles the scripts written by staff and assembled by an outside contractor; however, most flyers about special events and programs are designed by the Office of Communications and distributed by Community Services' staff. The website is under the purview of the Office of Communications, Facebook updates and Twitter accounts are all managed by various staff, depending on workload and time available.

Marketing, graphic design, sponsorship sales and event coordination are in demand within each of the Recreation, Sports Facilities and Library Divisions. These tasks are currently being covered by two staff members in Recreation dedicated to special events and various other staff and volunteers for all three Divisions. However, it may be appropriate to establish a separate division or group that could oversee these four categories of promotion for all of the Divisions. The specific needs of the three divisions differ greatly, and the sheer volume of demand in the four categories of marketing, event coordination, sponsorship and graphic design could easily employ multiple staff. This would also free up the Recreation and Sports Facilities staff to devote their full attention to their areas of expertise, as well as assist Library staff and Friends of the Peoria Public Library with the programming they are organizing independently at library facilities. In addition to traditional marketing and graphic design work, there is also a need for flyers and programs that are written in Spanish.

It is also important to note that the four categories discussed here are often assumed to be the same under a general moniker of "marketing", however, the sales of sponsorship opportunities is very different than a graphic designer, an event coordinator and someone promoting the Department.

Technology

The staff of the Community Services Department uses a variety of programs and technology to do their jobs every day. This includes desktop computers in all divisions, cell phones to communicate between staff in the office and in the field. The software used by the agency is typically job-specific and allows staff to do their job efficiently and seamlessly. This includes software for recreation programming, program registration, library collection tracking and check out and scheduling systems. The Parks Division also uses public sector management software (Hansen) that allows them to track work orders and efficiencies, as well as a remote irrigation controller for park irrigation systems. The Recreation staff is also responsible for maintaining the social media presence of the Department and will also send out email blasts. In every agency, it is difficult to stay on the cutting-edge in hardware and software technology. However, in a customer-service oriented agency such as the Community Services Department, it is imperative that the technology stay as current as possible in order to not impact the efforts to gain new patrons as well as affect the experiences of existing users.

Human Resources

The Human Resources department for the City of Peoria is responsible for all hiring and associated paperwork for the City, including only the benefitted employees within the Community Services Department. Hiring part-time, non-benefitted (PTNB) and seasonal staff to cover seasonal needs is primarily the responsibility of staff within the Community Services Department. In addition to traditional staffing for full and part-time positions, the Community Services Department also has a large number of part-time and seasonal employees. This includes:

- Maintenance staff in the Parks, Recreation and Sports Facilities Divisions,
- Part-time customer service positions at the Sports Complex,
- Recreation Leaders, Instructors, Lifeguards and Referees in the Recreation Division,
- Library page positions at both libraries.

The hiring of seasonal and (PTNB) staff through the Community Services Department without an official Human Resources representative is something that has resulted in frustrations

throughout the department, including the lengthy and sometimes inconsistent process for hiring, the amount of paperwork for the employees coordinating the hiring, and a lack of incentive for returning seasonal employees. However, the comprehensive background checks for specific positions have been noted as a benefit to the safety of participants and strength of the programs offered by the Department.

Parks and Recreation Board

The Parks and Recreation Board, formulated through the City's hierarchy, is made up of seven members who serve in an advisory and public outreach role regarding the long-term development and grant applications for the parks, recreation and trails amenities within the City.

Partnerships

Partnerships are also an integral part of the Community Services Department structure and provide additional support for programs, facilities and funding that the Department would not otherwise be able to offer. Some of the more significant connections include:

- The Peoria Unified School District works with the Department to provide indoor school facilities and fields for recreation programs. Many of the outdoor fields within their properties are also used for practices and/or games of youth leagues. Several parks are built adjacent to schools and share amenities as well. This relationship is solidified through multiple IGAs that delineate responsibilities, availability and costs associated with the use of the facilities.
- The Friends of the Peoria Public Library is currently a small group of people that assist the library with programming and funding for programming by raising money through sponsorships of events and book sales (both within the library and as special events).
- The AFSCME (American Federation of State, County and Municipal Employees) Union, specifically the local chapter, supports the non-exempt employees of the City of Peoria, and dues from employees are optional. The Recreation, Parks and Sports Facilities Division have a larger percentage of unionized

employees than the City in general. The Union negotiates with the City for contracts and then a Memorandum of Understanding is finalized that define salaries, cost of living increases, the handling of layoffs, personal leave, etc. When not in contract negotiations, the Division Managers meet with the local representatives to address any concerns before they become significant problems.

- Other partnerships include:
 - Maricopa County
 - Yavapai County
 - Flood Control District of Maricopa County
 - Peoria Diamond Club
 - Arts Commission
 - Library Board
 - Youth Advisory Board
 - Theater Works
 - Special Olympics
 - Little Leagues (various)
 - Peoria Chamber of Commerce
 - Local businesses

Key Findings

The Community Services Department is led by a director and divided into four divisions with a manager for each of those divisions. Parks, Recreation, Sports Facilities and Library Services all operate very different programs within this department but work towards one common goal of serving the community. The Parks Division, primarily responsible for maintenance of the parks and trails includes staff that opens and closes the parks and covers all maintenance tasks associated with the park properties, including irrigation and graffiti abatement. The Recreation Division includes 39 full time employees and a multitude of part-time staff to organize and run hundreds of programs, summer camps, trips, lessons and special events and manage recreation facilities throughout the year. The Sports Facilities Division coordinates the programming and maintenance activities at the Peoria Sports Complex as well as the fields and all the amenities at Rio Vista and Pioneer Community Parks. This not only includes hosting the Seattle Mariners and the San Diego Padres during the Cactus League Spring Training, but also special events, tournaments and leagues. Library Services includes staff and two library locations that serve Peoria. The library

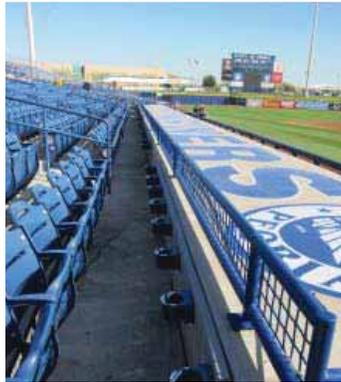
staff is responsible for the day-to-day operations of both branches, the library collection and programming at both facilities.

All four divisions have dedicated and passionate staff that work to achieve high customer satisfaction with the services being provided. Despite tight budgets, the staff has managed to maintain a high level of quality in maintenance, programming and library collections in part due to these employees. While every effort is made for seamless communication between divisions, some improvements could be made to minimize conflicts in programming and maintenance. In addition, because of the popularity of the parks, programs, special events and library services, the staff and facilities can often be stretched thin. This can create tension with users if programming conflicts or maintenance issues arise. There is also a significant amount of drive time for maintenance staff because of the large geographical area of the City and the Maintenance Operations Center (MOC) being located in the south part of town. Solutions to reduce windshield time for Parks staff would be appropriate.

In addition to the many tasks undertaken by the Community Services Department staff, marketing, sponsorship sales, and graphic design have also been included in the responsibilities for various staff members within the department. This includes developing flyers for programs and events, the Get Active program guide and promoting and finding sponsors for programs and events. Because of the multitude of programs and events hosted by the department, it may be appropriate to create an additional division or additional positions specifically dedicated to the promotion of the department and its programs, and one that can work seamlessly among all of the divisions. The parks, recreation facilities, programs and libraries are open and active seven days a week. This also means that things break and resources are needed outside of the standard business hours of the City. Support resources in the Facilities and Information Technology Departments seven days a week would be appropriate in order for the Community Services Department to maintain a high level of customer service every day of the week.



Operations & Maintenance Analysis 13





OPERATIONS & MAINTENANCE ANALYSIS

Divisions Overviews

Organizational Structure and Responsibilities

The Parks Division and Sports Facilities Division are two independent divisions within the Community Services Department. The Parks staff currently handles maintenance in all of the park facilities except the Sports Complex, Rio Vista Community Park And Pioneer Community Park (those fall under the purview of the Sports Facilities Division), as well as the majority of the water quality basins, all trails, open space, the Old Town Peoria streetscape and graffiti removal city-wide. They also assist the other divisions or the City on setup and clean-up for special events which occur at various locations. The Parks Division also is responsible for maintenance of street rights-of-way, 12 retention basins and the City Hall campus; this work is directed by Parks Division staff but the maintenance

work is contracted to outside companies. They are also responsible for helping with weed mitigation and irrigation maintenance at the fire stations but the maintenance of the landscape is the responsibility of the Fire Department at this time.

The Sports Facilities Division is responsible for maintenance and operations of the Peoria Sports Complex, the ball fields, amenities and grounds at Rio Vista Community Park, and Pioneer Community Park. The Division has a significant focus on maintenance of these facilities; however, they also organize and oversee special events, concerts, and tournaments to use those facilities, as well as find sponsors and market their events. Often, these events and the scheduling of activities are developed in collaboration with the staff from the Recreation Division. The focus of this section of the report is on maintenance practices; please see the Operations, Management and Service section for more information regarding the non-maintenance activities of the Department.

Parks Division

Staff and Training

The Parks maintenance staff has done a good job of maintaining the facilities at an effective level. The satisfaction of the public with the quality of the parks maintenance is generally high. It is apparent the staff takes ownership and pride in their work. One of the contributing factors to the level of maintenance performed is the fact that many of the staff is senior level with significant years of experience. Even the staff recognizes that many of the daily assignments being performed are by staff that could be considered over-qualified. This in part is a reflection of the past economic conditions where entry and mid-level positions have not been filled due to hiring freezes. The preferred model is a hierarchy of staff for each crew with a crew leader, a mid-level and an entry-level member. This would help reduce the crew costs and create a structure for training lower level staff to eventually get promoted into positions of more responsibility.

In order to establish an efficient work effort, enhance the staff's interest in their routine and offer some diversity in their work assignments, the City has arranged the parks maintenance work into two groups. One group is assigned to parks north of Bell Road and the second group addresses the parks south of Bell Road. Each group is made up of several crews and each crew typically consists of three

staff members with one serving as the crew leader. The crews are assigned to a number of parks they maintain for approximately three months and then they rotate the crews to another group of parks.

There are a number of advantages derived from this approach of rotating the crews among the parks. It provides diversity in terms of the settings the crews are working in. It enables the crews to gain familiarity with numerous parks in the system. The crews know their work will be observed by another crew following each rotation so this system of peer review adds to the level of maintenance consistency desired by management and the public.

During discussions with staff they noted they like the current structure of their work activities where they are able to do different maintenance tasks every day. This is in contrast to some municipalities who assign crews to specific tasks that they perform every day, for example, a crew that just mows grass and another crew that does trash and general cleanup. The variety of assignments keeps the work more interesting and they feel that if the jobs were segmented into specific crews performing a more repetitious task, staff burnout rates would be higher. They also indicated they are well-trained and have the certifications and education necessary to complete their jobs; however, there is interest in additional safety seminars and educational presentations about products within the system by product representatives.

The department does have a Standard Operating Procedures manual and a Turf Management Program manual which defines the general assignments, tasks and procedures required for these areas of maintenance. This establishes a baseline for work procedures and providing the manuals to new employees can assist in their understanding of Peoria's operating procedures. There are also forms for day-to-day operations including park damage reports; graffiti report forms, call-in procedures, and chemical and equipment check out forms to assist in tracking and streamlining daily maintenance tasks and equipment demand.

Staff Responsibilities

Parks staff is responsible for opening parks, which includes opening restroom buildings, cleaning up trash and handling the recycling at each park. Then they are responsible for all turf maintenance

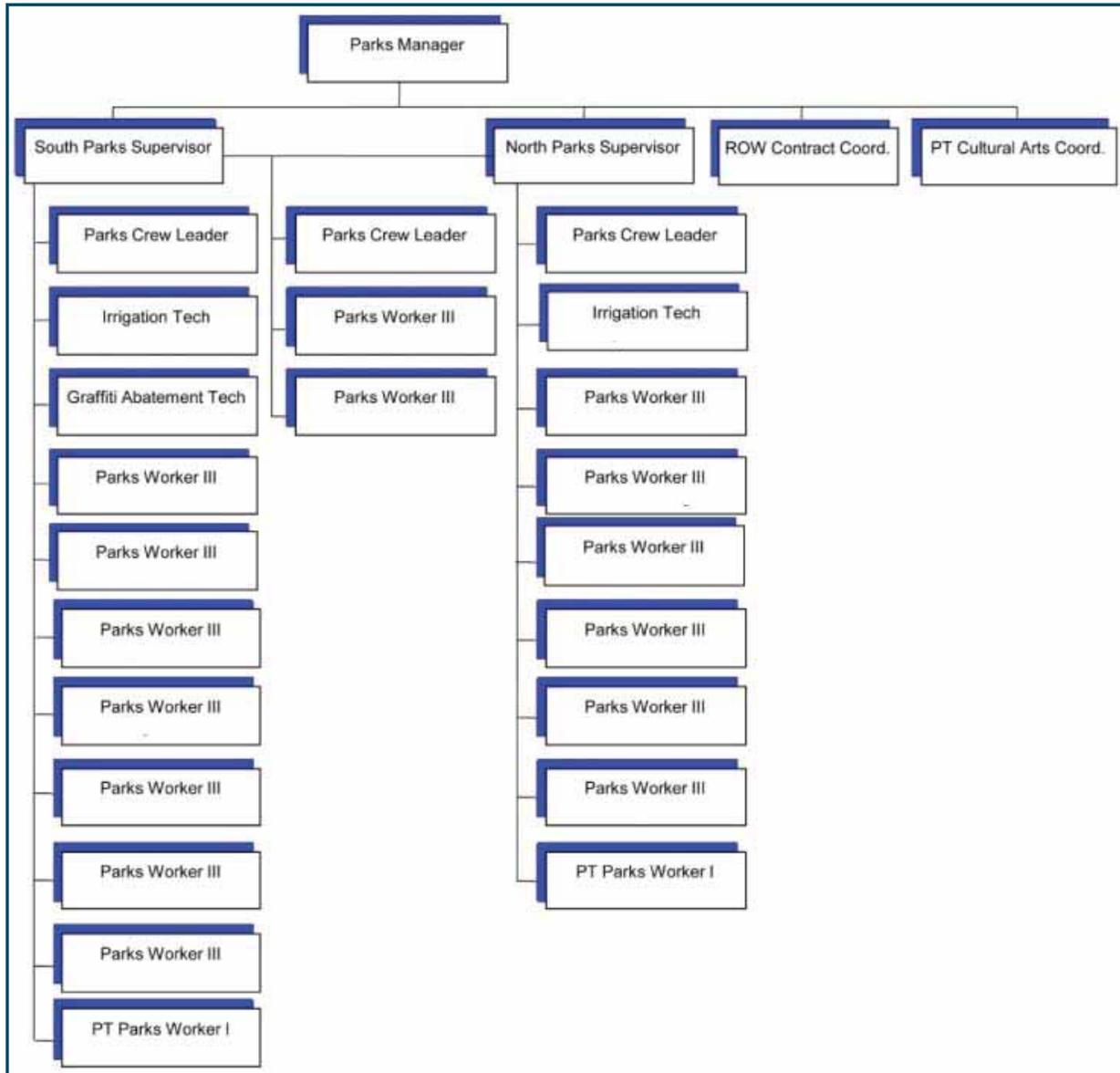
(including mowing, edging, fertilizer/chemical applications, etc.), visual inspection of all amenities for wear, damage or graffiti, irrigation management and system maintenance, clean-up of walks and other hard surfaces, and some ball and athletic field preparation. As previously mentioned, staff will do all or most of these tasks within each park instead of being assigned to one task across the region of facilities (i.e. mowing).

Regarding inefficiencies, a few significant items need to be resolved in order to maximize staffing and financial resources. The first is the large amount of windshield time for maintenance teams between the Maintenance Operations Center (MOC) and the 39 parks and additional non-park sites. This is especially significant for those maintaining parks north of Bell Road, because the MOC is located in the southern-most portion of the City. In addition to the typical drive time during a day, there are also inefficiencies in the opening and closing of park sites, as one staff member per region is opening all parks (includes opening gates, restroom buildings, handling trash and recycling and observing any new damage or graffiti) and therefore driving between multiple properties instead of staying on-site, working with the group arriving to complete other maintenance tasks. A similar level of inefficiency occurs as the parks close and one person drives to all parks, locks restroom buildings and access gates.

While the Parks staff receives accolades for their meticulous attention to detail and maintain the parks at a high level, staff themselves noted that tree/shrub trimming and forestry-based maintenance is the most frequently deferred task in every park. This is in part because of the resources and time necessary to complete this task, but it also isn't a priority and there is little documentation as to how often and when specific species should be trimmed or have been trimmed. In addition to non-programmed maintenance, when employees find lights or drinking fountains that are broken, instead of having the resources to repair them, they must put in a request to the Facilities Division of the Public Works Department. This process can significantly impact users of the park, especially if the repair is needed on a weekend or evening when Facilities staff is not as available and park patrons cannot use drinking fountains or path lights are not working.

Efficiency is significantly impacted with staff absences and personal time off (PTO). While no one begrudges an employee to take time off for vacation, illness or family obligations, the Parks Division is significantly impacted by absences because the absent employee leaves a gap in the work force slated to complete the scheduled tasks for the day. This condition is magnified by the fact that most of the employees making up the crews have seniority and have accrued more PTO time than entry-level staff would have available. Therefore, the remaining staff takes longer to complete weekly or daily maintenance on the same park space than normal, and they fall behind on the day or week of work, which then results in deferred maintenance on non-routine items, such as the forestry tasks noted previously.

Figure 13.1 Parks Division Organization Chart



Staffing Ratios

The Parks Division appears to have an adequate number of personnel to maintain the park system. The *maintenance-oriented* 24 full-time (including irrigation technicians and graffiti abatement staff and vacant positions, but excluding parks manager) and 4 part-time FTE (2 benefitted (2 at 0.5 FTE equals 1), and 3 FTE non-benefitted, excludes the cultural arts coordinator) employees (equaling 28 FTEs) maintain 354.2 acres of City-owned parks, water quality basins, and Old Town Peoria (1,000 acres of open space, the contracted-out right-of-way (356.9) acres, contracted out basins (15.9 acres), fire stations (4.8 acres) and the parks maintained by the Sports Facilities Division (264.8 acres) have been excluded from the total since it is not directly maintained by the employees of the Division). This affords 12.7 acres of maintenance for every employee. The International City/County Management Association (ICMA) has indicated that best practice agencies fall within a 12:1 ratio, with the national average at 20:1. Per the NRPA's *2013 Parks and Recreation National Database Report, Figure 18*, the median of all reporting agencies in 2012 with 251 to 1,000 acres is 17.1 acres per FTE. According to the customized PRORAGIS report for 2012, the median is 17.7 per FTE for similarly sized and budgeted agencies nationally. It is important to note that maintenance in the trail corridors is not included in these calculations, as that area is classified as part of the open space, therefore an associated amount of acres of actively maintained along those trails would add to the total acres of maintenance responsibility. Peoria's 12.7:1 ratio as calculated falls within the median averages of similar agencies throughout the country, therefore, Peoria should work to maintain the current maintenance staff levels as the system grows.

As previously noted, in addition to the acres maintained by employees of the City, the road right-of-way landscape, the Fire Stations and some of the detention basins are contracted out. These contracts total 377.6 additional acres. If these acres were part of those 28 FTE's responsibility, the ratio would jump to 26.1 acres per employee for the total 731.8 acres, which is significantly above the median averages nationally. Therefore, if any of these contracts are returned to the responsibility of the Parks Division, additional staff would need to be hired to cover the additional acreage of maintenance responsibility in order to maintain the current level of service. Again, these calculations do not include any part of the 1,000 acres of open space, including the trail corridors.

As the number of acres of parks and trails grows with development primarily in the north portion of the City, Peoria will quickly fall outside of the best practices and the national average staffing ratios. Therefore, as the system grows, the City needs to plan for additional maintenance staff and also consider developing a MOC north of Bell Road. The development of a northern area MOC may be in conjunction with one of the community parks being proposed in that area or it may be associated with another municipal project. This will be especially important in the future if the Division is maintaining active recreation facilities, such as ball fields and multi-purpose fields, as those facilities typically require additional hours game preparation tasks and a more intensive maintenance regiment.

It is challenging to identify concrete baseline ratios for staff per acre or cost per acre for comparison purposes due to the varied approaches the different regional municipalities take regarding park maintenance. Furthermore because of the desert setting, the requirements for landscape care and management in the southwest requires different priorities and levels of effort as compared to parks on the national level. One of the municipalities which in a general sense is comparable to Peoria is the City of Chandler, Arizona. Initial contact with the parks manager from Chandler revealed he too has had difficulty in justifying efforts and costs to fairly evaluate the performance of his staff in comparisons to other Cities. He did provide the following general information:

- Chandler has an in-house work force of 38 maintenance personnel (3 supervisors, 6 maintenance technicians, and 29 grounds keepers).
- An approximate rule of thumb ratio Chandler uses is one maintenance staff member per 20 acres of park development, even though this ratio doesn't correspond to current numbers (1,529 acres for 38 maintenance staff equals one staff per 40.2 acres). It is important to note though that Chandler contracts the turf mowing operations for the parks to landscape maintenance services.
- Street rights-of-ways are maintained under the direction of a different department.
- City calculations in Chandler indicate that when the benefit days off are calculated for the staff the effective work effort is about 5 hours productivity for an 8 hour day. (62.5 % efficiency).

- Peoria provided data for PTO time in February, March and April of 2013, the average in those three months was 14% absence rate, which translates to just below 7 hours productivity for an 8 hour day. (86% efficiency).

In addition to information provided via interview with Chandler’s Parks Manager, data in **Figure 13.2** was also used from the data evaluated for the benchmarking section of this report.

Figure 13.2 – Managed Acres Comparison with Other Arizona Cities

	Peoria, AZ	Chandler, AZ	Mesa, AZ	Scottsdale, AZ
Total Acres Maintained or Managed (Includes Open Space)	1,991.8	1,529.0	3,095.0	1,506.1
Total Acres per 1000 Residents	12.60	6.37	6.93	6.93
Operating Expenditures per Acre of Land Maintained or Managed	\$11,380	\$17,351	\$9,022	\$13,717

As previously noted, right-of-way areas in Chandler are maintained in a separate department, versus Peoria, where it is included in the total acres. It is understood that the operating expenditures in Peoria include the budget for all divisions within the department. The data for Chandler, Mesa and Scottsdale are not confirmed as to whether it’s a department total or a maintenance-specific number.

Sports Facilities Division

Staff and Training

The Peoria Sports Complex, Rio Vista and Pioneer Community Parks are maintained at a high level, in part because of the quality necessary to meet the needs and standards of the Major League Teams at the Sports Complex. It is also imperative that the fields at all three facilities can handle a large volume of tournament play outside of just spring training in March. In addition to the maintenance responsibilities at the facilities, there is also staff responsible for programming and promotion of tournaments and events as well as seasonal staff that provides customer service during events and Spring Training. However, the primary focus of this section of the report is on the maintenance operations within the division. Maintenance staff is cross-trained and efficient in the methods they use to prepare the facilities for heavy ball field use throughout the year. They are trained to understand complete issues and address the needs of the facilities as they arise. In addition to standard maintenance, the Peoria Sports Facilities Division also hires a seasonal part-time student through the agriculture program at area high schools to expose selected students to the science of agronomics (turf science). There are also irrigation technicians and nearly all maintenance staff is certified for chemical spraying.

Staffing Ratios

The Sports Facilities Division appears to have an adequate number of personnel to maintain their portion of the park system. The 12 full-time (excludes the mechanic) and 14 FTE part-time employees (equaling 26 FTE) maintain 264.8 acres of the sports complex, Rio Vista Community Park, (Additional staff will be hired to cover the maintenance and operations of Pioneer Community Park). This affords 10.2 acres of parkland for every employee. This 10.2:1 ratio falls well between the average and best practices average of other agencies throughout the country. However, it is important to note that the types of facilities that are the focus of the Sports Facilities Division require a more refined level of maintenance and a much higher level of user expectation than a standard park system; therefore, the national comparisons are not as relevant to these facilities. A measurement that would reinforce the above average ratio of staff/acre would include a comparison of users per acre. By the nature of the facilities there is a much higher level of use based on users/year as compared to the demand and use levels of a typical neighborhood park.

Budget and Funding

The Community Services Department provides a diverse offering

of services, including the maintenance provided by the Parks Division and the Sports Facilities Division. It is difficult to separate out maintenance costs within the Sports Facilities Division, since they also provide programming coordination for the facilities under their supervision. However, **Figure 13.4** does show information regarding the total budget allocated in both divisions in order to compare them as equivalently as possible.

In addition to this analysis, please also refer to the Benchmarking Analysis section which includes analysis of park acres per capita, operating and total budget of the department per capita and expenditures per acre. The data provided in that section is for the entire Community Services Department and not just the Parks or Sports Facilities Divisions.

Figure 13.3 - Sports Facilities Division Organization Chart

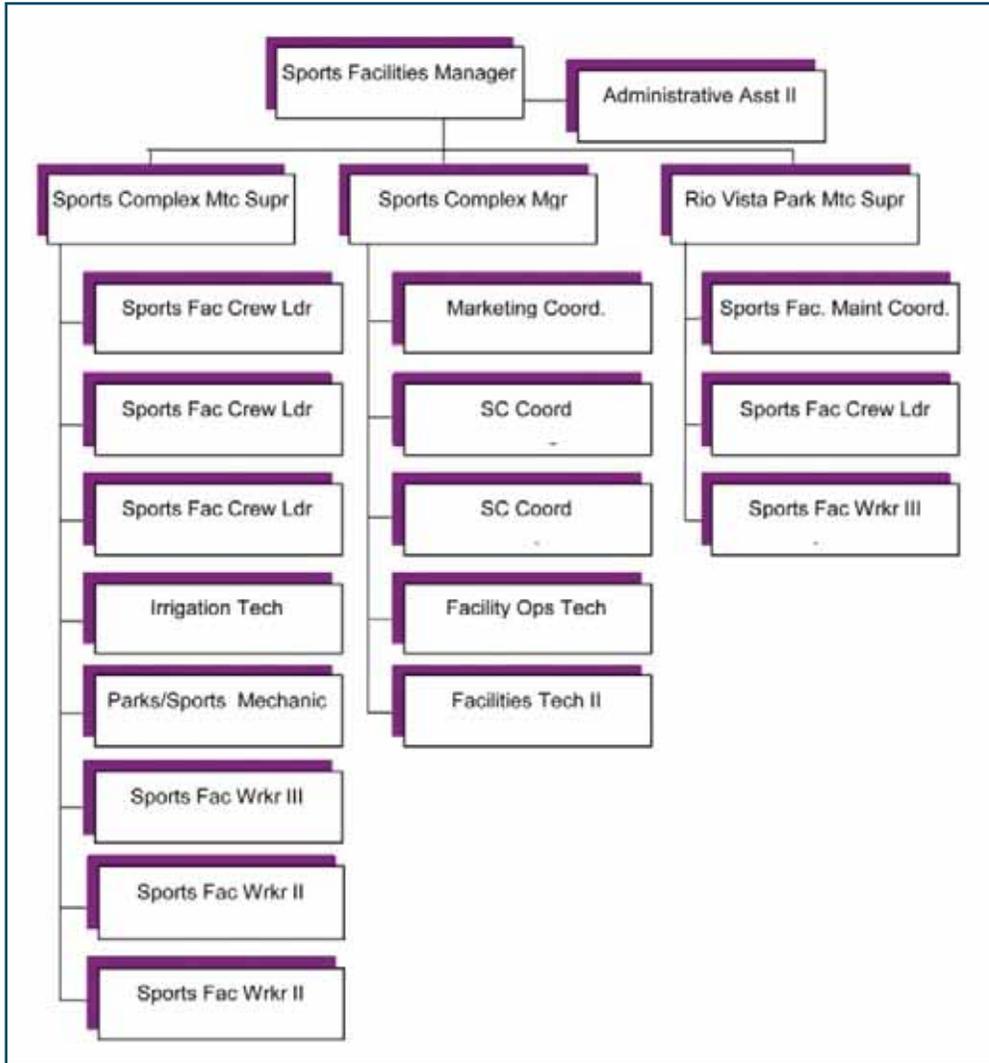


Figure 13.4 - FY2012 Budget Analysis Based on Actuals

	Parks Division	Sports Facilities Division
Total Budget*	\$3,845,152	\$5,398,791
Maintenance-oriented Employees (FTE)	28	26
Total Acres	354.2 acres	264.8 acres
Budget per Acre	\$9,369.28 per acre	\$21,699.32 per acre
Budget per Staff	\$13,7326.86 per FTE	\$207,645.81 per FTE

*Parks Division includes budget line items for Parks North, Parks South but excludes Right-of-Way since it is contracted out. Sports Facilities Division includes budget line items for Rio Vista Community Park and Peoria Sports Complex.

Maintenance Standards & Best Practices

In order to program for maintenance, it is important to understand the time requirements for maintenance operations. Currently the Department, specifically the Parks Division, uses a checklist for each crew leader to fill out to track which parks have been worked in and generally what tasks are completed on a weekly basis, but this system does not track the hours it takes the employee to complete each task or to drive from park to park. One method to improve the understanding of man hours per park and per task is to undertake a more detailed analysis of staff hours per month on each task. This would allow managers to understand the staffing needs on a monthly basis as well as the average times it takes for each type of task (i.e. trash clean-up, mowing with a riding mower, edging, irrigation maintenance, blower, trail repair, weeding, chemical applications, etc.) as well as employee time off and how it affects the productivity. This type of maintenance analysis would not only benefit the efficiency of maintaining existing parks but can be used as a tool for future park maintenance. This type of analysis has been specifically recommended by Bill Beckner, currently with NRPA, but formerly an owner of a consulting firm (CEHP, Inc.) that specialized in maintenance analysis. See **Figure 13.6** for a sample maintenance analysis chart.

As an example, once the Department understands how long it takes to clean a bathroom building, clean up trash on a per acre basis and mow an acre, this data can be used as designs for future parks are completed. Area and quantity take-offs for acres of sod, miles of trails, naturalized areas, trees, trash cans and bathroom buildings, etc. can be done on the design to understand an average of how many man-hours it would take to maintain that park, not only month-by-month but a FTE for the year. This would directly justify budgeting for additional staff and equipment as the park comes online, which would minimize an interruption in the quality of service throughout the system.

Figure 13.5 - Sample Maintenance Tracking Analysis

Code	Task	Units In	Units Of	Service	Annual	Total Annual Units	-----Units Of Work Per Month -----												Units Of Work Per Year	Staff Hrs./ Unit Of Work	-----Man-Hours Per Month -----												Man-Hrs Per Year	Fte's Per Year	
							J	F	M	A	M	J	J	A	S	O	N	D			J	F	M	A	M	J	J	A	S	O	N	D			
		Inventory	Measure	Level	Freq.														J	F	M	A	M	J	J	A	S	O	N	D	Per Year	Per Year			
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Key Findings

The Parks Division and the Sports Facilities Division provide maintenance services for the park and trail facilities throughout the Peoria system. Each division operates very differently due to the type of facilities they maintain. The Parks Division is responsible for parks, trails, open space, Old Town Peoria streetscape, and some detention basins. They also contract out additional detention basins and right-of-way landscaping. This results in management of 354.2 acres (excluding open space) for the maintenance-oriented 28 FTE within the division. Based on these numbers, the ratio of 12.7 acres per employee is well within the national and comparable agency standards. The Sports Facilities Division provides maintenance and programming for the Peoria Sports Complex, Rio Vista and Pioneer Community Parks. This totals 264.8 acres of park land for the 26 maintenance-oriented employees. Because of the high level of maintenance required by the MLB teams that use the Peoria Sports Complex and the unique approach to managing these larger facilities independently of the other parks, the budget numbers and FTE ratios are hard to compare to national standards.

The level of maintenance within the Peoria parks system by the Parks Division is generally considered to be very good based on the level of satisfaction of residents as evidenced in recent community surveys. However, there are a few items that would assist in improving the internal operations and efficiencies and ultimately help the maintenance divisions grow seamlessly as additional facilities come online. This includes:

- Reducing the amount of windshield time for maintenance teams between the Maintenance Operations Center (MOC) and the 39 parks and additional non-park sites. Especially for maintenance of parks north of Bell Road.
- Evaluate alternative methods for opening and closing of park sites and the large quantity of associated drive-time. This may be an effort that can be effectively done through a service contract with a security company.
- Tree/shrub trimming and forestry-based maintenance is frequently deferred. This is in part because of the resources and time necessary to complete this task, but it also isn't a priority and there is little documentation as to how often and when specific species should be

trimmed or have been trimmed.

- Assess the process required to repair some park facilities and amenities such as drinking fountains, plumbing repairs and lights. Instead of having the resources to repair them, staff must put in a request to the Facilities Division of Public Works. This process can significantly impact users of the park and the availability of the park facilities due to the extended time to process the repair. Some of the facilities in need of repair such as at a ramada may result in a loss of revenue due to a lack of availability or user dissatisfaction, requesting refunds for rental costs. The situation is especially difficult if the repair is needed on a weekend or evening.
- The Parks Division would benefit from a detailed maintenance task tracking and analysis. This would not only track what staff does in one week but how long each task, as well as drive time between facilities takes. This would also incorporate PTO time. This can then be evaluated on a monthly and annual basis to determine the staffing needs annually as well as how many seasonal employees are necessary and when.



Recommendations & Prioritized Action Plan

14





Recommendations & Prioritized Action Plan

Introduction

The recommendations of the Community Services Master Plan are the result of the consultant team's analysis of the Peoria's Community Service Department managed facilities and programs. Information was gleaned through site visits, inventory and analysis, community and stakeholder input, the community survey, as well as regional and national standards and best practices identified in the Needs Assessment phase. The following recommendations and each priority within the action plan are formulated based on the key findings from the planning process. Priorities are established based on the greatest community need, such as those identified through the community survey, level of service analysis, national standards and spatial mapping, etc. The Community Services Department

staff and the Parks and Recreation Board provided additional input and feedback to craft the recommendations for implementation. It is the goal of this Master Plan to provide recommendations and strategies that best meet the needs of the community through a well-organized department, strategic investments for improvements, renovations and additions to the system and appropriate facility and program development in order to advance Peoria as a leader in community services.

Areas of Focus

Park and Facility Development and Enhancement

The park, recreation and library facilities as well as the Sports Complexes receive high marks from residents, as proven in recent satisfaction surveys. The parks, especially the Community Parks such as Rio Vista are very popular and heavily used. Those parks with lighted diamond fields are very busy as well. The two libraries have very popular programs and many patrons using the space to read, work and study. The popularity of the facilities shows a need and desire for these types of facilities throughout the community. However, because the majority of growth will occur north of Bell Road, specific attention to the distribution of park amenities and library facilities in the northern part of the City is important. Not only is there demand for new facilities, but there is a need to maintain and upgrade existing facilities and the amenities within them. Where possible, additional lights on fields would help alleviate programming demands. The Main Library is in need of an update that will make it more functional for users and staff.

Programs and Services Delivery

The strength of the programming offered by the City of Peoria's Community Services Department is that it is well-rounded and comprehensive in both the realms of recreation and library services. The programming and services provide resources for the youth of Peoria to get out and try new activities, coverage for care around the school schedule through the AM/PM program and summer programs as well as specific services for adults and older adults. There are opportunities to enhance the offerings of the programming provided by the department such as programs for youth and adults in art and crafts, active programs for both adults and older adults, including senior-only fitness classes and softball leagues. Also, despite the popularity of the library programs, there is a limit on physical space in which to expand the existing programming, especially

computer classes. The technology evolution presents many opportunities to support the community in education, business resources and access to technology. The libraries are experiencing this trend and understand there is a demand for services that could become a revenue source for the department. Overall, the amount of physical space is often the primary hindrance in expansion of popular programs. Staff seems to be willing to accommodate the interests of the community if they can find the physical space as well as a space in the calendar to host an activity.

Partnerships and Collaborative Efforts

The City of Peoria's Community Services Department has worked to establish and maintain strong partnerships with other local agencies, sports organizations and support resources, including the school district, Maricopa County, the Peoria Diamond Club, Special Olympics and DHS/DES. The Department relies heavily on the resources of these other agencies to provide programming support and associated facilities to meet the recreation and leisure needs of the community. The Department also delegates responsibilities to a few non-profit groups and relies on their expertise and passion to provide programs, volunteers and fundraising for sports programs. Therefore, continued open channels of communication and clear understanding of responsibilities between the partners will be important to long-term growth of the Department's facilities and programs. Additional partnerships and collaborative efforts with other agencies, local businesses, and non-profit organizations should be evaluated on a case by case basis in order to maximize resources of the Department and the City as they grow.

Internal Department Organization and Staffing Needs

The Community Services Department is divided into four divisions with a manager for each division; Parks, Recreation, Sports Facilities and Library Services. All four divisions have dedicated and passionate staff that work to achieve high customer satisfaction with the services being provided and have a high approval rating from the community. Despite tight budgets, the staff has managed to maintain a high level of quality in maintenance, programming and library collections because of these efforts.

The City of Peoria is a growing community, and despite the high approval ratings, the staff has identified areas of improvement

that are needed in anticipation of service expansion. Continued monitoring and improvements to communications between the divisions as well as throughout City departments would benefit the entire department. This would include better coordination between recreation programming and maintenance staff, as well as implementing a plan that allows staff to access support services such as technology and facility repair outside of standard City hours. Staff could also benefit from efficiency improvements including defining specialized positions and further evaluating maintenance operations.

Funding Resources and Budget Allocations

The Community Services Department funding has remained consistent over the past five years. In order to keep the City on pace with other progressive community service providers and provide recreation and leisure opportunities to the residents of the community, increases will need to be made to current funding levels. Potential long-term funding sources may include a dedicated property and/or sales tax, the creation of a special taxing district specifically dedicated for parks, recreation, trails and libraries and/or revisiting impact fees. Based on our findings from the community survey complete in the Spring of 2013, respondents were supportive of allocating additional funding to existing and future services provided by the Community Services Department. With that said, there may be potential reluctance by the residents of Peoria to support the idea of new or additional fees and taxes. In order to sustain the Department's quality services, programs and facilities, as well as the development of needed new facilities, the City should be proactive in identifying, seeking out and supporting new funding mechanisms, matching funds for grants and alternative funding.

The Community Services Department should continue to explore opportunities to increase cost recovery through additional or increased fees to release funding for additional programs, services and facilities. Users are more likely to agree to fee increases when they themselves can see the net effect of the current fee versus the service level they would like. The stable financial position of the City of Peoria provides a solid foundation for Peoria to increase reinvestment in facilities, programs and services as the economy improves.

Community Services Master Plan Recommendations

The Community Service Master Plan recommendations are organized into following categories including goals, objectives and strategies, and each action strategy is assigned a number in an outline format.

- Park and Facility Development and Enhancement
- Programs and Services Delivery
- Partnerships and Collaborative Efforts
- Department Organization, Staffing and Resources
- Funding Resources and Opportunities

As part of the final deliverable, the list of recommendations and strategies will be packaged into the Prioritized Action Plan chart, which is divided into short-, mid- and long-term timeframes and within those timeframes, there are high, medium and low priorities. The timeframes are divided into three to four year sections:

- Short-term is 2014-2016,
- Mid-term is 2017-2019,
- Long-term is 2020-2023

The Action Plan will serve as a “living document” providing staff a tool to assess the Department’s accomplishments while planning for initiatives through an annual review. The Action Plan is formatted in this manner to assist the City in setting and implementing attainable goals for each of the next 10 years and providing a roadmap to establish funding sources for larger capital improvements and long-term maintenance.

It is important to note the cost estimates included in the Prioritized Action Plan chart are within a range of accuracy of +/-10%, based on the information available during the project. Unless otherwise noted, consultant fees or technical reports required as part of the approval or construction process are not included in the estimated costs. However, it can be assumed that such fees could be as high as 40% of the estimated construction costs.

Park and Facility Development and Enhancement

Goal 1: Meet Peoria’s growing community needs through facility improvements and renovations.

Objective 1.1: Increase the level of service for the entire system through improvements to existing facilities.

System-Wide Strategies:

- 1.1.01 Consider adding a “mini” park classification to the Peoria system to meet the needs of neighborhoods for playgrounds and other small amenities and increase the total acres of parkland within the City of Peoria.
- These types of parks (under 8 acres) are typically built and maintained by the residential community they are within and serve residents within ¼ to ½ mile. The responsibility for development and maintenance by others can continue in this manner but additional parameters by the City for design and public access to these parks would increase the level of service for all residents of the City.
- 1.1.02 Per the 2013 Parks and Recreation Needs Assessment Survey prioritize the maintenance/improvements which were identified by households as being the ones they were most willing to fund:
- maintain and improve existing neighborhood and community parks
 - maintain and improve existing libraries
 - fix-up/repair aging recreation facilities
 - and maintain and improve existing trail system

- 1.1.03 Facility On-Going Maintenance and Replacement - Prepare a plan for on-going maintenance and replacement needs at facilities such as the Pools, Rio Vista Community Center, Peoria Sports Complex, Sunrise Library, Main Library and the Peoria Community Center as well as the park facilities. The plan will provide guidance for budgeting annual, scheduled and unscheduled maintenance and replacements needs to enhance the operations and delivery of services to the community.
- Maintenance and replacement may include equipment directly used by the public as well as infrastructure/facility improvements. This may include but is not limited to: water play features, bleachers, shade canopies, fitness equipment, fencing, security equipment, AC units, TV's, LCD players, PA systems, room divider curtains, furniture, and kitchen equipment, etc.
- 1.1.04 Implement a light improvement program to install additional lighting and/or new lighting in parks, paths and trails.
- 1.1.05 Where possible, work to add lights on existing diamond and rectangular fields, as it would help alleviate programming demands.
- 1.1.06 While the Level of Service analysis showed a shortage of tennis courts, the City should evaluate the demand at a neighborhood scale, as well as giving consideration to converting under-used tennis courts to pickleball courts. Consideration for adjacent property impacts should also be evaluated, as the use is changed.
- 1.1.07 Develop a list to track installed/existing site furnishings model and brand name and add to it as parks are added or updated with new equipment. This same list could also serve as a set of standards for equipment types or styles that should be used in future park development for ease of maintenance.
- 1.1.07a As site furnishings such as tables, benches, and trash receptacles need to be replaced, consider replacing plastic coated items with powder-coated steel furnishings that can be refinished in the field if vandalized.
- 1.1.07b Integrate recycling containers into the trash receptacles as they are replaced.
- 1.1.08 Enhance safety and security in parks and facilities. This may include additional lighting, patrols or fencing. Examples include Alta Vista and Paseo Verde Parks.
- 1.1.09 Prioritize and implement all recommendations from the ADA study being conducted concurrently with this Master Plan.
- 1.1.10 Provide on-street signage to direct people to all City parks.
- 1.1.11 Develop enclosures for trash dumpsters and recycling containers for use by parks maintenance crews so they don't have to haul debris to a designated site.
- 1.1.12 Dog Parks:
- 1.1.12a Provide functional drinking fountains with pet bowls at all dog parks. For example, Parkridge Park.
- 1.1.12b Evaluate existing dog park entry designs. Consider modifying dog park entry vestibules to provide separate entries into individual cells in order to provide a controlled, safe entry at the cell entrance.
- 1.1.12c Increase natural and structural shade levels at existing dog parks and plan for dog owner shade needs in future park plans.
- 1.1.12d Consider temporary fencing to allow for the turf areas to rest.

1.1.13 Playgrounds:

1.1.13a As playground equipment needs to be replaced; the Department should evaluate the type and quantity appropriate for the park and the system as a whole. It is important to meet the needs of the neighborhood it serves first and then to also minimize duplication within the system to make each park a destination for playground users.

1.1.13b Establish a play equipment and shade canopy replacement program.

See the Facility Specific Strategies (Page 191) for more site-specific recommendations.

Objective 1.2: Implement sustainable practices into the maintenance, repairs, upgrades and design of facilities for cost savings, health and efficiency.

Strategies:

1.2.01 Evaluate energy/resource saving options as part of the planning for on-going maintenance and replacement needs at facilities such as the Pools, Rio Vista Community Center, Peoria Sports Complex, Sunrise Library, Main Library and the Peoria Community Center.

1.2.02 Establish a recycling program at the park sites with the inclusion of appropriate containers for the various materials. (Recycling containers were added at Pioneer Park).

1.2.03 Implement sustainability standards for parks, facilities and rights-of-ways including water conservation and materials by developing documents noting standards, parameters and guidelines.

1.2.04 Consider incorporating shrub and groundcover evaluation and replacement as part of the operations and maintenance practices to keep parks, facilities and rights-of-ways looking fresh. Shrubs and groundcovers that have died have often been removed without replacement.

1.2.05 Designate vegetative zones within the parks and adjust plant types over time to correspond with the vegetative zones.

- Active use areas (play areas, plazas, walks and trails) are planted with non-thorn varieties that are better suited to frequent pruning.
- Park areas including buffer or perimeter areas that are not in active areas can be planted with varieties that receive infrequent pruning and allowed to develop a natural form, can include thorn or spikes and are typically more drought-tolerant.

1.2.06 Establish a tree inventory for the park system and rights-of-ways and a corresponding maintenance program.

1.2.07 Evaluate the turf areas of all the parks to determine if there are non-functional turf areas (not used for recreational, aesthetic or erosion control functions) that could be reduced or eliminated and replaced with appropriate drought tolerant plantings. This includes but is not limited to areas in Alta Vista, Arrowhead Shores, Calbrisa, Country Meadows, Monroe and Sundance Parks.

1.2.08 Increase green practices and use of energy-efficient materials.

1.2.08a Increase water conservation through upgrades or repairs to irrigation systems.

1.2.08b When interior fixtures are replaced or repaired, install water-saving devices.

1.2.08c Engage the use of solar energy for light fixtures and buildings, as upgrades or repairs are made to roofs, park lighting, etc.

1.2.08d Integrate pest management IPM programs to reduce the overall environmental impact when fertilizing and maintaining

sports fields and recreation amenities.

1.2.08e Plant native grasses and shrubs in hard to mow areas.

1.2.08f Utilize reclaimed water for irrigation in newly constructed parks (or retrofit a system in an existing park if not cost prohibitive when upgrading the irrigation system) when a park is located in proximity to a water treatment plant.

1.2.09 Implement a digital asset management tool to enhance management of replacement and maintenance needs while promoting opportunities to manage energy and water needs.

Goal 2: Meet Peoria's growing community needs through facility development.

Objective 2.1: Develop new park, recreation and library facilities which are complementary to the City's existing park, recreation and library system.

System-wide Strategies:

2.1.01 Develop priority areas for parks, trails and open space in the developing areas in Northern Peoria. Per the Level of Service analysis consider providing additional park facilities in areas with lower Levels of Service (LOS), including the following (which may be across multiple sites or a single site):

2.1.01a A community park located north of Bell Road.

2.1.01b Lighted rectangular and diamond fields north of Bell Road.

2.1.01c A recreation or community center north of Bell Road.

2.1.01d A pool north of Deer Valley

2.1.01e Neighborhood parks in the Ventana Lakes area, Trilogy, and the area between Country Meadows Park and Westgreen Park

2.1.01f Dedicate open space as directed by the Peoria Sonoran Preservation Program

2.1.02 New park development North of Bell Road needs to include parks that can support the demand for lighted athletic fields as dictated by the park development criteria.

2.1.03 Consider the following the highest priority items for facility development according to the residents of Peoria:

2.1.03a Per the 2013 Parks and Recreation Needs Assessment Survey the following facilities which were identified by households as being the most needed and as having the greatest importance:

- Walking and biking trails
- Small neighborhood parks
- Libraries
- Large community parks
- Outdoor picnic shelters
- Playgrounds
- Indoor fitness and exercise facilities

2.1.03b Public meeting input included high priorities (especially north of Bell Road) for:

- A recreation center,
- Lighted field complex
- A dog park
- Pool facility

- 2.1.04 The Community Services Department should plan for opportunities with future facility construction and renovations to address cross-functional spaces, such as off leash dog parks, skate pads or parks, and pickle ball courts in the neighborhood parks.
- 2.1.05 Despite the large number of diamond fields, analysis indicates that within that category there is a shortage of youth-oriented baseball diamonds. A similar situation may also be true of regulation rectangular fields for soccer. Plan to include these types of fields with any future facility development.
- 2.1.06 Flexible facilities that can accommodate varying forms of activity such as traditional sports, unstructured programs, and arts and cultural activities will need to be incorporated into future facility development to accommodate the greatest number of users.
- 2.1.07 Plan to add additional facilities in the following categories, as they fall below a national average and comparable agencies per population in the benchmarking analysis:
 - The number of indoor facilities
 - Swimming pools
 - Splash grounds
- 2.1.08 Refine the park and open space dedication requirements and coordination process for private development within Peoria. Refer to the Design Guidelines for acceptable lands, amenities and uses for each type of facility.
- 2.1.09 As part of the Department's long-range facility planning, the open space preservation outlined in the Peoria Sonoran Preservation Plan should be referenced and balanced with planning and development of park and recreation facilities for the community.
 - 2.1.09a The Peoria Sonoran Preservation Plan shall be adopted as the implementation tool to assemble and manage open space in Peoria.
 - 2.1.09b Consideration should also be given for preservation of key cultural and historic assets as part of the Sonoran Preservation Plan.
 - 2.1.09c The Sonoran Preservation Plan shall be an on-going program to apply open space funds towards the preservation of key open space and preserves within Peoria.

Parks Division

- 2.1.10 Add a Maintenance Operation Center (MOC)-type facility in the northern area of the City (that also includes an area for aquatics maintenance supplies and tools).
 - Until that facility is constructed, establish a secondary level maintenance yard in the north as an interim solution.
 - This facility should provide a place where staff can access equipment, etc. during the day; even if they start and finish the day at the existing MOC for all-staff based meetings, etc.

Library and Recreation Divisions

- 2.1.11 Consider diversifying the outreach of library services, such as providing kiosk facilities where books can be checked out in areas of the community where walking to the branches is too far or inhibited by physical barriers.
- 2.1.12 At the time the next library branch is needed; consider a joint use facility, such as a library/community/recreation center. This type of facility shares spaces such as restrooms, lobbies and meeting rooms and be located at a community park to maximize the infrastructure such as parking.

- A pool should also be considered for this location.
- Incorporate recreation staff offices (in addition to library services), to assist residents, register in person, or receive other face to face services.

Objective 2.2: Expand the trail network by developing new trails, trailheads and connections to community amenities.

Strategies:

- 2.2.01 Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including the following:
- 2.2.01a Complete connections of the New River trail between Williams Road and Jomax Road.
 - 2.2.01b Create routes for alternate modes of travel (trails or bike paths) that connect Apache Park, Fletcher Heights Park, Fletcher Heights North Park, Terramar Park, Palo Verde Park and the Sonoran Mountain Ranch Park to the New River Trail.
 - 2.2.01c Create connections to the Lake Pleasant Parkway and Beardsley Road trails from Park Ridge, Sunrise, Camino a Lago, and Deer Village Parks.
 - 2.2.01d Create routes for alternate modes of travel (bike paths or bike lanes) that connect areas east of Loop 101 to the New River Trail system.
 - 2.2.01e Establish trail connectors and trail head areas to provide the residents in south Peoria with access to the river trail routes.
 - 2.2.01f Connect the Lake Pleasant Parkway Trail to the Discovery Trail system.
- 2.2.02 System-wide Walking and Biking Trails
- 2.2.02a Look for ways to increase public trail and path service using existing facilities by identifying bicycle-safe routes between parks south of Bell Road that connect park loops.
 - 2.2.02b Consider developing special signage that identifies routes and the mileage between facilities.
 - 2.2.02c Conduct a special study to enhance citywide pedestrian opportunities to make Peoria more walkable.
- 2.2.03 Walking Loops: Consider formally identifying walking/running loops in as many existing and future facilities when possible and adding mileage markers to encourage active use of the walks and paths as part of resident’s daily exercise routines.
- 2.2.04 Enhance the trail connectivity in Peoria by linking the trail connections from existing and future development to the core trail network.
- 2.2.04a For example, work with the Vistancia HOA to develop an access agreement in order to span the gap between the developed portions of the city south of Vistancia and the public open space north of Vistancia.
- 2.2.05 Coordinate with Maricopa County Parks and Recreation Department to implement sections of The Maricopa County Regional Trail System Plan, which establishes a framework to link approximately 242 miles of existing and proposed trails to create the Maricopa Trail loop around the Valley. Within the City of Peoria there are important links along the Agua Fria River.
- The Priority 1 trail sections in the Plan located in the City of Peoria include Segments Twelve and Thirteen, connecting McMicken Dam to Lake Pleasant along the Agua Fria River.
- 2.2.06 Verify that all trail connections and trailheads, large or small are on public land and/or agreements for access have been authorized with appropriate documentation.

- 2.2.07 Increase access to the trail system with dedicated developed trailheads, improved bike lanes, and connections to neighborhood parks.

Objective 2.3: Improve access to facilities through a variety of methods

Strategies:

- 2.3.01 Work with other Cities and jurisdictions to develop a public transportation system that could assist in providing access to facilities (this does not need to be an expansion of the Phoenix area bus system, but could be a shuttle or on-call service that focuses on access to City-based facilities in Peoria and surrounding communities).
- 2.3.02 Work with the Public Works department to expand the bike lane system throughout Peoria, especially in conjunction with street improvement projects.
- 2.3.03 Where possible, look to fill in gaps in on-street sidewalks in proximity to facilities in order to provide continuity in the pedestrian access to those facilities. Assistance from the Public Works department and other agencies (such as Maricopa County) may be necessary.

Programs and Services Delivery

Goal 3: Provide programs and services that promote health and wellness to serve the diverse needs of the Peoria community.

Objective 3.1: Maintain and expand the recreation and sports programming

Strategies:

- 3.1.01 The first priorities for program expansions should be within the top four most important programs noted in the survey:
- Adult fitness and wellness programs,
 - Community special events
 - Youth sports programs
 - Museums, arts and cultural programs
- 3.1.02 Expand arts and cultural program offerings.
- 3.1.03 As the demand for programming needs increases the physical space for programming will need to increase to accommodate the additional offerings; this may include multi-purpose spaces as well as specialized spaces.
- 3.1.04 The City's recreation programs and indoor and outdoor facilities should strive to be "universally" accessible.
- 3.1.05 Consider adding some fitness classes that are located outside in the neighborhood parks (yoga, tai chi, cross-fit in the park).
- 3.1.06 Maintain (and expand where appropriate) the class offerings that are open to both teens and adults. This is a great way to serve multiple generations and have them also learn from one another.
- 3.1.07 Expand adaptive sports programming with specific city leagues or teams for regional leagues for those with physical disabilities. If appropriate, and depending on interest and facility availability, integration into mainstream programming may also be appropriate.

Objective 3.2: Maintain and expand the library programming

Strategies:

- 3.2.01 The libraries need to continue to provide base services people have come to expect and also diversify their facilities to accommodate new programming and technology through the addition or renovation of additional classroom space or partnering with other locations. (schools, parks, private businesses, etc).
- 3.2.02 Work to expand the offerings for adult computer classes either through the library or through the recreation programming.
- 3.2.02a Potential solutions to this would be upon renovation of the Main Library, incorporate multiple computer lab rooms and additional classroom space. Another option would be to develop a mobile computer lab that could be driven between the branches and used for computer classes; this would reduce the need for physical space within the library buildings.
- 3.2.03 Consider expanding library story times, classes and cultural events into parks, bringing these popular programs closer to home. This would integrate a promotion of literacy, recreation and the outdoors into the same event.

3.2.04 Expand programs that highlight Peoria's cultural, historic and natural assets.

Objective 3.3: Promote the services provided by the Department through a variety of methods to maximize exposure and participation rates.

Strategies:

3.3.01 Promote outdoor activities as an alternative to traditional forms of exercise. All age groups should be targeted in an informational campaign explaining the current state of affairs of health, obesity and how outdoor activities provide a fun, enjoyable way for youth to stay fit and healthy.

- Focus on the largest segments of the population, youth and older adults
- Also focus on the “drop-off” age groups – teenagers, specifically girls.
- Despite the slight drop in the young adult population in Peoria, recreation programs should target this age group to encourage recreation to continue into adulthood.
- Multi-generational households should also be considered, as the demographics show an increase in household size, households with children and older adults.

3.3.02 Schools, social media and the internet should be the primary avenues for distributing information to the youth of the Peoria community, while flyers and word of mouth are additional methods to use with adults.

3.3.03 Integrate youth representation (such as the Youth Advisory Board) in programming selection to address youth's specific interests and needs.

3.3.04 Integrate the values of family, community and personalization into the promotion and development of programming and services.

3.3.05 Develop a marketing strategy for the department as a whole. Expand community outreach to increase public awareness of the department's offerings. This would include creating a comprehensive program that is unified in the message and style so that citizens can easily identify the marketing message as coming from the Community Services Department.

3.3.06 Develop a marketing strategy for parks, facilities and programs for visitors to Peoria. Facilities and programs should be accessible and easy to use for tourists visiting the area. It is important to recognize the draw that warm weather climates, such as Arizona, have to a variety of tourists, including enjoying the distinctive landscape of the region.

3.3.06a Offer a “snow-bird” recreation pass for part-time Peoria residents or non-residents.

3.3.06b Add additional drop-offs of the Get Active program guides at the community centers of the Active Adult communities.

3.3.06c Resolve the issue with part-time residents not receiving the Get Active guide at their physical Peoria address.

3.3.07 Promote public programs and services so as to win customers as well as retain their loyalty.

- Users hear about recreation opportunities on the internet, as well as through word of mouth, so the need to maintain quality facilities and customer service will be as important as an online presence.

3.3.08 In addition to traditional marketing and graphic design work, flyers and programs should also be evaluated for a need to be written in Spanish.

- 3.3.09 On the website, make the information on all public Department facilities more interactive, including parks, community facilities, libraries and trails (and trailheads).
 - 3.3.09a This could include more “clickable” points, photographs of facilities, videos, aerial and “street view” options to view the facility.
 - 3.3.09b Update the trails map on the website
 - 3.3.09c Highlight and profile a different park or indoor facility in each program guide and on the website quarterly, including details on its amenities, hours of operation, fees, classes typically held there, rentable options, history, with a map, etc.
 - 3.3.09d Maintain a presence on the title page of the City’s website by working with the Office of Communications and promoting special events, program guide releases or other note-worthy Department information.

- 3.3.10 Integrate a digital asset management tool to enhance the coordination and delivery of the events and tracking of programs.

Partnerships and Collaborative Efforts

Goal 4: Strengthen and develop partnerships to maximize the available resources within the community for recreation facilities and activities.

Objective 4.1: Maintain and foster cooperative and collaborative efforts with alternative providers, partners and adjacent jurisdictions to maximize resources in order to expand the recreational opportunities throughout Peoria.

Strategies:

- 4.1.01 The Department should seek out potential government and community agencies and organizations, both within and outside of Peoria that are providing similar or complementary services and/or have facilities that could be used to hold desired recreation or leisure activities.
- 4.1.02 Develop public/private partnerships and strategies with communities, businesses, commercial / retail owners and neighborhoods to share facilities for organized programming and services.
- 4.1.03 Enhance relationships with other jurisdictions and government agencies to plan and construct trail extensions, fill in missing trail connections, and trailheads.
- 4.1.04 Maintain an open line of communication with the Peoria Unified School District in order to continue the successful youth programs, such as the AM/PM program, Sports Complex Program, and the joint-use facilities such as the pools and gymnasiums used for many Department programs.
- 4.1.05 Work in conjunction with Maricopa County on all master plans and construction activities planned at Lake Pleasant and for trail connections into the county.
- 4.1.06 Work in conjunction with Maricopa County via the IGA to expand recreational opportunities at Lake Pleasant.
- 4.1.07 Explore partnership opportunities for open space acquisition and programming. This includes exploring partnership opportunities with private land owners for open space use and programming.
- 4.1.08 Increase communications with alternative providers in order to avoid duplication of services or complement each other in the services offered and to better cross-market existing programs and community events.
- 4.1.09 Seek out additional local, regional and national organizations and companies to supplement resources including long-term sponsorships.
- 4.1.10 Partner with organizations that support youth activities and services that share the same values and goals as the Community Services Department to offer programs in unconventional locations or through unconventional methods. This may include organizations such as Boys and Girls Club, YMCA, boy scouts and girl scouts and other similar organizations.
- 4.1.11 Some of the desired activities identified through the community input process will need the development of new facilities to support the programs. The City should continue to work with the School District, athletic leagues, local businesses, community and nonprofit organizations in order to make the development of new programs, facilities and recreation amenities a reality.

- 4.1.12 To provide for the changing recreation needs of the community, seek out and utilize formal partnerships, as well as increase the number of additional joint-use facilities to help to expand these services.
- 4.1.13 Evaluate on a case by case basis any additional partnerships and collaborative efforts with other agencies, local businesses, and non-profit organizations in order to maximize resources of the Department and the City as they grow.
- 4.1.14 Create a formalized volunteer program for the department, to be managed by the Special Events staff or human resources personnel. Also see Strategy 4.1.13 regarding a partnership with a non-profit organization.
- 4.1.15 Increase the role of the Parks and Recreation Board in promoting and advocating for the Department.

Department Organization, Staffing and Resources

Goal 5: Maintain and improve the Department's service to the public and increase the capacity of the Department to expand services and improve level of service to Peoria residents.

Objective 5.1: Improve organizational and administrative procedures in order to increase the effectiveness of management and operations.

Strategies:

- 5.1.01 Establish and maintain a protocol to track responses to complaints, inquiries and ADA-related questions or concerns.
- 5.1.02 Continue to conduct surveys to review customer satisfaction of programs and facilities. Also incorporate review mechanisms for other City Departments and staff to provide feedback.
- 5.1.03 Utilize the documents noted in the Planning Integration section as case studies and references for best practices and implementation strategies, whether for open space acquisition, trail design standards or marketing strategies.
- 5.1.04 Update and use implementation and processing tools developed based on the recommendations in the 2006 Master Plan, this is also applicable to the Planning Department and their review process. Make sure that consultants designing parks are using and aware of these checklists during their design. These tools consist of:
 - A development review checklist for tracking park and recreation elements,
 - Park planning worksheets with design criteria and recreation value checklist to evaluate level of service as part of the planning process.
 - Design guidelines developed as part of this master plan effort.
- 5.1.05 Task staff with tracking the number of staff and equipment hours required (either via software or a developed spreadsheet) for all tasks, in order to understand where efficiencies could be established, task realignment would be appropriate or volunteers could be beneficial, such as:
 - 5.1.05a Parks – administrative activities, inspection, fertilizing, mowing, pruning/tree maintenance, weed control, trail maintenance, field preparation, trash, etc.
 - 5.1.05b Recreation – program development, registration, program setup and operation, facility set-up/breakdown, coordination for special events, etc.
 - 5.1.05c Sports Facilities – maintenance activities (i.e. see parks above), administrative activities, sponsorship coordination, facility usage tracking, special event coordination, coordination with MLB teams, etc.
 - 5.1.05d Libraries – program development, program operation, administrative activities, assisting customers with technology versus research, set-up/break-down of programs, events, classes, etc.
- 5.1.06 Work to balance tasks throughout the department in order to minimize over-qualified staff doing assignments that could be covered by others.
 - Educate staff that the use/cost of overtime can be factored into programming or increase over-time budgets to allow non-exempt staff to do such assignments.
 - Consider using volunteers for some tasks.

- 5.1.07 Determine if additional positions or a reconfiguration of positions/titles in all divisions should be created for specialization of tasks. This is in addition to the Promotions & Community Relations Division positions recommended in Strategy 5.3.05.
- 5.1.08 In the short-term, add a Human Resources Coordinator position in administrative section of the department to manage all hiring/training and logistics associated with the employees of the Community Services Department. Also see Strategy 5.3.06 for the development of the Business Services Division in the mid to long-term.
- 5.1.09 Restart a merit step increase based on annual reviews for seasonal employees as an incentive program as soon as the budget can support it. In the interim, consider establishing other no-cost benefits for returning seasonal employees such as seniority choice on work schedule, location or task over new seasonal hires if possible or annual membership to the Rio Vista Recreation Center.

Parks Division –

- 5.1.10 Establish a minimum employee per acre ratio for maintenance and include it while budgeting for park development. This would apply to facilities that are the actively maintained by employees of the department.
 - National averages from data compiled for the report are between 12.0 and 17.7 acres per employee, Peoria’s current ratio is 12.7 per employee. See the Staffing Ratios portion of the Operations and Maintenance Analysis section of the report for more information on existing data.
- 5.1.11 Evaluate alternative methods for opening and closing of park sites and the large quantity of associated drive-time.
 - Consider using contract labor (security firm) to lock and unlock the entry gates to the parks or reworking assignments where a worker stays on at a park to join the group arriving to complete other maintenance tasks.
- 5.1.12 Evaluate maintenance operations. The Parks Division would benefit from a detailed maintenance task tracking and analysis. In addition to Strategy 5.1.05, the following are specific to the Parks Division:
 - This would not only track what staff does in one week but how long each task, as well as drive time between facilities takes.
 - This would also incorporate PTO time.
 - The data would be evaluated on a monthly and annual basis to determine the staffing needs annually as well as how many seasonal employees are necessary and when.
 - This would allow managers to understand the staffing needs on a monthly basis as well as the average times it takes for each type of task (i.e. trash clean-up, mowing with a riding mower, edging, irrigation maintenance, blower, trail repair, weeding, chemical applications, etc.) as well as employee time off and how it affects the productivity.
- 5.1.12a Develop a site maintenance checklist and a review procedure. This may be a list that is reviewed prior to the rotation of the maintenance crews when they change the grouping of parks they are maintaining.
- 5.1.13 After the completion of an initial maintenance task tracking and analysis, Parks Division managers need to schedule specific tree/shrub trimming and forestry-based maintenance into the annual schedule.
 - Once this schedule is set, dates and lists of trimmed trees should be maintained in order to understand history of the maintenance into the future.
- 5.1.14 Consider using contract crews for specific maintenance activities (i.e. mowing, forestry, etc.).

5.1.15 Designate a separate maintenance crew for the Old Town and City Hall Campus area.

Objective 5.2: Improve coordination between Divisions and all staff to make daily operations better and prevent service impacts to the public.

Strategies:

- 5.2.01 Continue to strengthen coordination for special events in the Community Services Department by placing key staff members that would be impacted by the event on the planning teams.
- 5.2.02 Develop a process to assist in keeping the customer service staff at all locations up to date on programs, registration deadlines and events as they are the first point of contact for the public. This could include automated reminders, automated notices when programs are altered in the database or weekly updates to assist with the information distribution gaps.
- 5.2.03 Develop a method for Recreation staff to evaluate field conditions with Parks staff on a quarterly basis using a fixed rating sheet. Evaluations would only address condition of park amenities as they relate to anticipated program use. This method would give staff in both departments a way to openly communicate observed areas of concern far in advance of leagues and events, and establish expectations and a maintenance or improvement schedule.
- Coordinate with the Sports Facilities Division, they may have existing tools and methods that can streamline this process for the Recreation and Parks staff.
 - Rest and recovery times for turf should also be incorporated into schedules
- 5.2.04 Parks, Recreation, and Sports Facilities staff should all use the existing software system to book all reservations, events, games and rentals and reference it daily in order to be aware of various facility bookings and minimize programming and maintenance conflicts. This would assist in understanding individual events as well as large tournament events, special events and any activity that may result in a large influx of people to Peoria or to a specific facility. Depending on software capabilities, this may also assist with enhanced facility usage tracking.
- 5.2.05 Parks Division – Adhere to guidelines and standards set in the City of Peoria Parks Division Standard Operating Procedures and the Parks Division Turf Management Program.

Objective 5.3: Increase the capacity of the Department to expand services.

Strategies:

- 5.3.01 Staffing and resources per capita ratios should be maintained at current levels, at a minimum, as additional people move into the community and the number and types of facilities grows.
- 5.3.02 Refine the organization of the Community Services Department to streamline services and delineate clearer position responsibilities. This includes:
- 5.3.02a Addition of a Promotions & Community Relations Division, also see Strategy 5.3.05
- 5.3.02b Addition of HR-focused staff in the administration area of the Department in the short-term, also see Strategy 5.3.06
- 5.3.02c Development of a Business Services Division in the mid to long-term, focused on human resources support. Also see Strategy 5.3.06.

- 5.3.02d Write and/or update job descriptions for all positions, including evaluating the positions at a department-wide level to clarify responsibilities and overlapping needs.
- 5.2.02e In addition to job descriptions, department-wide guidelines should be developed for appropriate staffing levels at facilities, per acre maintenance staffing, etc. in order to appropriately staff existing facilities and plan for future staffing needs as new facilities are developed.
- 5.3.03 Improve internal upward mobility opportunities and lateral position change opportunities for existing employees. by establishing a cross-training program. Potential parts of the program could include:
- Cross-training opportunities on a quarterly basis which allows staff to sign-up for “shadowing” an employee in another division.
 - Quarterly, the department should have a team-building session and/or activity where one division gives a presentation about what they do in detail (while keeping it fun and interesting (i.e. how a park is mowed and maintained, developing recreation programs, tracking the life of a library book)). This may or may not replace the quarterly department meeting.
- 5.3.04 Work in conjunction with the Public Works – Facilities to add staffing (either within those departments or under the Community Services Department) that can cover facility and technology repair and service needs for Community Services facilities seven days a week including evenings and weekends.
- 5.3.04a Assess the process required to repair some park facilities and amenities such as drinking fountains, plumbing repairs and lights. The current process can significantly impact users of the park and the availability of the park facilities due to the extended time to process the repair.
- 5.3.05 Because of the multitude of programs and events hosted by the Department, the Department should create a Promotions & Community Relations Division specifically dedicated to the promotion of the programs and services of the entire department, and one that can work seamlessly across all of the divisions and on behalf of all divisions (see Figure 12.1). This would include special event coordination, departmental marketing; event and facility sponsorship sales; graphic design of flyers and other materials; social media development and coordination; and website development and upkeep. This would include relocating or adding the following positions into this Division (additional positions may be appropriate based on workload after the division is established):
- 5.3.05a Adding a Promotions & Community Relations Manager
- 5.3.05b Relocating the Special Events (SPEV) Supervisor and Special Events (SPEV) Programmer from the Recreation Division
- 5.3.05c Adding a Special Events Coordinator position
- 5.3.05d Adding a Marketing Specialist to promote programs and facilities in the department.
- 5.3.05e Relocating the Part time Cultural Arts Coordinator from the Parks Division
- 5.3.05f Add one or two Sponsorship Associates that will work in addition to, and in coordination with the Sports Facilities Division’s Sales staff.
- 5.3.05g Adding a graphic designer.
- 5.3.05h Add a Programs Coordinator position (initially part-time, until the workload dictates a full-time position) to coordinate and promote library programs, including special children’s events, guest speakers, etc.
- 5.3.06 Because of the volume of work created by Human Resources functions (recruitment, fingerprinting, new hire paperwork, PAF’s, timesheets, payroll), daily business functions (contracts, vendor payments), multiple budgets (O&M, CIP) and cash management (software registration and reservations, financial accounting), the Department should create a Business Services Division in the

mid to long-term, specifically dedicated to the services of the entire department, and one that can work seamlessly across all of the divisions and on behalf of all divisions (see Figure 12.1). This would include relocating or adding the following positions into this Division (additional positions may be appropriate based on workload after the division is established):

- 5.3.06a Move the Human Resources Coordinator position created as part of these recommendations from the Administration part of the Department.
- 5.3.06b Adding or Re-classifying an existing position to Business Services Manager
- 5.3.06c Relocating Sr. Management Analyst and Management Analyst
- 5.3.06d Relocating Customer Service Reps I and II who are housed at the Administration part of the department
- 5.3.06e Relocating Administrative Assistants II from the Administration Office
- 5.3.06f Relocating the Financial Systems Supervisor
- 5.3.06g Adding an Administrative Assistant for seasonal and full-time recruitments and HR functions (familiarity with NeoGov, Recruitment and hiring procedures and paperwork).
- 5.3.06h Adding seasonal or part time Customer Service Representatives positions (for work at the administration office customer counter) for the seven intensely busy months.
- 5.3.06i Add a grant coordinator position to complete regular grant funding searches for the department, write and submit grants and monitor and fulfill requirements for grant funds received. This position could also assist with the administration of the annual Arts Grants project.

Parks Division –

- 5.3.07 If any of the maintenance contracts for rights-of-way, etc. are returned to the responsibility of the Parks Division, additional staff would need to be hired to cover the additional acreage of maintenance responsibility in order to maintain the desired level of service.
- 5.3.08 If another solution isn't developed, hire at least one worker 1 or similar position for opening parks so that other staff can go straight to work.

Recreation Division -

- 5.3.09 Evaluate the need for additional staff or volunteers to assist during peak times, including but not limited to:
 - 5.3.09a Add a Recreation Programmer for Youth Services (AM/PM, Summer Camp, Summer Recreation, Little Learners) to focus on training and monitoring of seasonal staff at 22 program locations.
 - 5.3.09b Add Recreation Programmer for Teen Programs to assist with implementation of the Youth Master Plan and programs.
 - 5.3.09c Add a full-time maintenance technician for the pools and evaluate the need to reclassify the current maintenance position to a Maintenance Coordinator.
 - 5.3.09d Add more part-time staff to cover customer service at ball fields on the weekends.
 - 5.3.09e Add seasonal staff or volunteers to assist Sports staff during peak registration and league development periods for the four sports seasons.
 - 5.3.09f Add a Customer Service Representative to the Community Center to handle the increased volume of customers with the renovated facility.
 - 5.3.09g Add an Administrative Assistant to the Rio Vista Recreation Center.

Objective 5.4: Provide staff with the tools to appropriately and effectively maintain and operate all facilities in the system.

Strategies

- 5.4.01 Use the benchmarking data as part of this Master Plan annually as a review of best practices, needed improvements and resources.
 - 5.4.01a Also reference the most current PRORAGIS data in a customized report each year.
- 5.4.02 Use GIS data to understand areas lacking service and areas of saturation prior to additional facility and land acquisitions.
- 5.4.03 Parks Division –
 - 5.4.03a Purchase reel mowers for maintenance of ball fields (but plan on downtime for blade sharpening, etc.).
 - 5.4.03b Evaluate existing Hanson tracking software to determine if it meets the needs of the Division for tracking and reporting various tasks, equipment and costs, including PTO; or if a different type of software should be purchased.
- 5.4.04 Recreation Division -
 - 5.4.04a Evaluate the need for a formal training program or if there are adequate opportunities for additional education for staff.
 - 5.4.04b Develop a plan to purchase and migrate to a web-based software system for program registrations, facility booking and financial management. The existing CLASS software will no longer be supported by the vendor within the next 2 years. Manage periodic updates to the software to keep the Recreation Division current with technology needs.
- 5.4.05 Libraries Division –
 - 5.4.05a Evaluate and implement a security plan for both libraries. This includes protection of both people and materials. This may include additional cameras, staff or other methods to cover all areas of the building.
 - 5.4.05b Improve computer lab computers.
 - 5.4.05c Develop a solution to accommodate technology classes for patrons of both branches. Also see Strategy 3.2.02

Objective 5.5: Evaluate financial-based policies and pricing structures to maximize service to the public and provide financial stability to the Department operations.

Strategies:

- 5.5.01 Work to increase the funds available in the youth scholarship with Peoria Play, Inc., the department's 501c3 non-profit as well as funding from the Department of Economic Security (DES).
- 5.5.02 Evaluate the qualifications required to use the youth scholarship program. The reduced lunch program is more lenient than other assistance programs, resulting in a high volume of participants in the youth programs under the scholarship, therefore impacting the ability of the department to provide for those with a higher level of need as well as impacts to the revenues of the department.
- 5.5.03 Evaluate revenue streams and determine whether some of the revenue from a specific program should go back into the same type of programming instead of into the general funds for programs.
 - 5.5.03a Research/evaluate opportunities to create an enterprise fund or other separation for divisions. The fund would receive a regular subsidy every fiscal year from the General Fund but be allowed to work within the balance from the prior year for maintenance needs, replacement items, etc. This would help eliminate the competition for replacement/maintenance throughout the entire City and bring the focus of the fund earnings back to helping those funds directly.

5.5.03b Research an option of adding a surcharge to each registration and placing those funds in a separate area solely for maintenance/replacement of the areas affected by the registrants use (e.g., ramada rental surcharge could be used for park maintenance issues).

5.5.03c Work to establish an on-going maintenance fund within the budget for parks and facilities. With every new facility or park that is added, a certain monetary amount or % would go into this fund for future replacement/maintenance needs.

5.5.04 Work with the Budget Office to develop a flexible budget line item to accommodate changes in programming opportunities and address needs as they arise. This could be established by dedicating a percentage of registration fees (i.e. 0.5% to 1.0%) and/or establishing an enterprise fund. This is especially a concern when staff needs to spend money to initiate a program but the income from the program will ultimately cover the expense after commencement.

5.5.04a Implement a policy for presenting, authorizing and implementing these types of programs.

5.5.05 Continue to evaluate pricing for each program and its benefit the community. When considering fee increases or additional programs or facilities, it will be important to evaluate those programs and facilities for community vs. individual benefit as well as evaluating market studies and the percentage of approved cost recovery. The recreation revenue policy, approved by City Council, should be reviewed annually to ensure adherence to the policy.

5.5.06 Evaluate the rental opportunities and restrictions for groups. A recent trend is for private exercise organizations to have “boot camps” or regularly occurring classes in public parks. The Department should work to partner with these groups and/or offer rental of atypical park amenities while also minimizing the City’s liability for their activities on City property.

Funding Resources and Opportunities

Goal 6: Create long-term financial stability while also planning for a growing system of park and open space facilities.

Objective 6.1: Improve the capital equipment and resource management methods for short and long-range budgeting objectives.

Strategies:

- 6.1.01 Maintain a dependable capital improvement budget to construct new facilities and replace aging amenities.
- 6.1.02 Establish a steady funding source in order to increase the Community Services Department's budget for operations and maintenance as existing facilities age and additional parks expand the system.
- 6.1.03 All Divisions - Establish a lifecycle assessment program (inventory equipment annually, assess the condition of each piece of equipment, and estimate anticipated number of years to major renovation or replacement) to understand equipment needs and budget implications. This applies to internal office, operational and maintenance equipment as well as amenities and infrastructure within the parks, recreation facilities and libraries.

Libraries Division –

- 6.1.04 The current e-book market is a very heavy expense for libraries across the country. Consider an alternative method of providing e-book titles. This may include purchasing e-books only from publishers and independent authors that support library distribution system and the library budget.
 - See Douglas County, Colorado's solution for more information. http://www.cpr.org/article/Matter_of_Survival_Douglas_County_Libraries_Become_Publishers & <http://douglascountylibraries.org/content/ebooks-and-DCL>
 - Bilbary (a private for-profit system that sells books and contributes part of the proceeds to the library)

Goal 7: Identify potential funding sources.

Objective 7.1: Investigate potential traditional funding sources in conformance with A.R.S. §9-463.05.

Strategies

- 7.1.01 The Department should evaluate their mission and how it relates to the bottom line of cost recovery, including evaluating the fee structure for all programs, rentals and facility use.
 - 7.1.01a These policies and goals should keep the Department competitive in the marketplace and incorporate the community's values as well as the mission of the Department and Divisions. The current cost recovery number may be acceptable based on the policy and mission set forth by the Department.
 - 7.1.01b Each program area should track direct and indirect costs, establish a philosophy on a program's benefit to the community, determine cost recovery goals, and set pricing based on the community's values and Department's goals and council approved Revenue Pricing Policy.
 - 7.1.01c The department should monitor the fees annually for rentals and programs and consider fee increases if cost recovery is not attained per the Revenue Pricing Policy.
 - 7.1.01d The department should evaluate pricing ramadas at different parks differently, with those being in higher demand being a higher cost.

- 7.1.02 For long-term funding, the City should consider a dedicated property and/or sales tax, the creation of a special taxing district for parks, recreation, open space, trails and libraries and/or revisit impact fees and taxes.
 - According to the survey, seventy-five percent (75%) of respondents are willing to pay some amount of additional tax support per month to develop and operate the types of parks, trails, library, and recreation facilities that are most important to their household. This includes 38% that would pay \$1-\$4 per month, 22% that would pay \$5-\$9 per month, and 15% that would pay \$10+ per month.
- 7.1.02a Explore this tax support as a way to establish a fund for maintenance and /or replacement of amenities either generally or specifically (especially those which may require a specialized or more intense level of maintenance (i.e. Rio Vista fishing lakes, Rio Vista Recreation Center, the Sports Complex, Library resources, etc.))
- 7.1.03 Review the impact fee structure and requirements for fees dedicated to parks and recreation to supplement the funding sources for capital projects and operations based on A.R.S. §9-463.05 criteria.
- 7.1.04 Align the impact fee levels with the funding required for recommended parkland acquisition and facility development for future park development.
- 7.1.05 Consider a bond referendum to implement capital improvements. However, the current economic recovery may influence residents' willingness to support a funding mechanism such as a bond for facility development.
- 7.1.06 Maintain a conservative approach to the department budget in the recovering economy in order to not over-extend spending associated with tax revenue.

Objective 7.2: Pursue alternative funding sources

Strategies:

- 7.2.01 Be proactive in identifying, seeking out and supporting matching funds for grants and alternative funding.
- 7.2.02 Identify non-traditional opportunities for development of facilities to augment the capital and operational funding. This may include monetary or property donations, use/promotion of conservation easements, using volunteer resources for smaller improvement or construction projects, sponsorships and other methods.
- 7.2.03 The Board should work to establish a Friends of Peoria Parks that can assist with fundraising, promotion and improvements to the park and trail facilities in addition to (or within) Peoria Play Inc. and the Diamond Club, both of which provide scholarships to youth.
 - 7.2.03a Another option is to partner with an existing non-profit to fundraise, promote and support operations of the City's services and facilities.
- 7.2.04 Support and grow the Friends of Peoria Public Libraries group in order to grow the library programming and fundraising.
- 7.2.05 Enhance the sponsorship opportunities for local organizations and businesses through a tiered sponsorship packages for facilities, programs and special events.

Park and Facility Development and Enhancement

Goal 1: Meet Peoria's growing community needs through facility improvements and renovations.

Objective 1.1: Increase the level of service for the entire system through improvements to existing facilities

Facility Specific Strategies:

1.1.14 Alta Vista Park

- 1.1.14a Evaluate opportunities to better incorporate the nature trail area with the rest of the park. Consider adding additional wayfinding signage or a visually attractive feature to the nature trail that will draw visitors to the area.
- 1.1.14b Modify the Dog Park entry vestibule to provide separate entries into each cell in order to provide a controlled, safe cell entrance.
- 1.1.14c Replace removable metal picnic tables with concrete tables.
- 1.1.14d Add skateboard deterrents to the picnic area seat wall to reduce edge wear.

1.1.15 Apache Park

- 1.1.15a Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.

1.1.16 Arrowhead Shores Park

- 1.1.16a Evaluate ways to increase public awareness and visibility of the park to counterbalance the limited visibility into the park and vandalism this encourages. Include street signage and wayfinding throughout the neighborhood.
- 1.1.16b Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
- 1.1.16c Replace removable metal picnic tables with concrete tables.
- 1.1.16d Consider the addition of a unique use within the park such as disc golf. This may increase the number of park users, in turn helping to police against vandalism and increase the sense of public ownership.
- 1.1.16e Make improvements to this park to increase the Level of Service scores to bring it to an adequate or higher status. Recommended improvements include: Upgrading the playground equipment, creating an enhanced park entrance with dedicated parking and signage, improving ADA accessibility within the site and designating ADA parking with striping, adding drinking fountains distributed for easier access within the linear greenspace, improving site security with additional lighting, and improving picnic facilities by providing concrete tables and repairing the ramada.

1.1.17 Braewood Park

- 1.1.17a Create a pedestrian access point from Yucca Street.
- 1.1.17b Repair cracked basketball courts.

1.1.18 Calbrisa Park

- 1.1.18a Repair rubberized safety surfacing to address separation from the sidewalk and to meet ADA requirements.
- 1.1.18b Evaluate options for filling the empty tree planters around the playground, including replacement trees.
- 1.1.18c Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.

1.1.19 Centennial Plaza

- 1.1.19a Increase public awareness of the facility and promote visits to the plaza. This includes improved wayfinding signage that describes plaza features such as the history walk and amphitheater in addition to the name of the site.
- 1.1.19b Identify a plaza parking area to direct the public to the site and identify the plaza as a unique space in addition to serving as a link between the City campus buildings.

1.1.20 Centennial Pool

- 1.1.20a Enclose the pool equipment and the pool chemical storage area with a secure architectural structure.
- 1.1.20b Develop a more secure perimeter fence system by increasing the height and limiting climb-ability of the exterior barrier.
- 1.1.20c Conduct a shade study that evaluates the effectiveness of the existing shade structures and vegetation and improve the canopy configuration to increase the shade coverage for spectators and pool users.
- 1.1.20d Add security cameras to the facilities to monitor the pool and interior of buildings.

1.1.21 Country Meadows Park

- 1.1.21a Evaluate options for filling the empty tree planters around the plaza including replacement trees.
- 1.1.21b Replace cracked asphalt tennis courts with a more durable concrete court or consider replacing tennis with another active recreation amenity.
- 1.1.21c Repair the tennis court fencing.
- 1.1.21d Repair the restroom.
- 1.1.21e Replace turf outside of the loop walk with a native landscape area with drought tolerant plant material.
- 1.1.21f Make improvements to this park to increase the Level of Service scores to bring it to an adequate or higher status. In addition to the above-listed strategies, consider replanting missing trees in the plaza.

1.1.22 Deer Village Park

- 1.1.22a Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
- 1.1.22b Evaluate adding new trees near the playground to mature along with the existing trees and maintain the character of the site when the older trees require replacement.
- 1.1.22c Evaluate adding lighting to the multi-use paths to improve security and encourage use.

1.1.23 Desert Amethyst Park

- 1.1.23a Install a shade canopy over the play area.
- 1.1.23b The loop path serves dual purpose as a swale on the north and west sides. Consider improving the loop path by adding a 4' concrete or stabilized decomposed granite path with a standard 1-2% cross slope.
- 1.1.23c Evaluate installing lighting along the path.
- 1.1.23d Ensure that the wood chips are installed to an adequate depth.
- 1.1.23e Make improvements to this park to increase the Level of Service scores to bring it to an adequate or higher status. In addition to the recommendations listed above, consider adding amenities to the basin park such as bike racks, additional natural shade along the path, or picnic facilities.

- 1.1.24 Fletcher Heights North Park
 - 1.1.24a Add a drinking fountain and bike racks to the site.
 - 1.1.24b Repair the chipped basketball court surface.
 - 1.1.24c Add mileage signage to the looped trail around the park including the sidewalk.

- 1.1.25 Fletcher Heights Park
 - 1.1.25a Repair damaged ramada roof panels.
 - 1.1.25b Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
 - 1.1.25c Evaluate options for integrating the east open turf to the activity areas of the park, including trails or the addition of active recreation facilities such as soccer goals. (Kids were playing soccer on the basketball court at the adjacent school when the inventory took place.)

- 1.1.26 Hayes Park
 - 1.1.26a Evaluate the damaged rubberized safety surfacing at 2-5 year playground for a repair solution.
 - 1.1.26b Install storm water control measures to alleviate erosion of the stabilized decomposed granite path at the base of the basin slopes.
 - 1.1.26c Repair or replace damaged concrete at the restroom.
 - 1.1.26d Install bike racks near the restroom area.
 - 1.1.26e Provide a drinking fountain at the ball fields.
 - 1.1.26f Remove the turf from the infields on the two west ballfields to make them usable for baseball and softball (instead of just baseball).

- 1.1.27 Ira Murphy Park
 - 1.1.27a Install railing behind the bleachers on Cheryl Drive to correct the safety issue at the elevated pedestrian gathering area.
 - 1.1.27b Replace shrubs in the landscape area around the park sign.

- 1.1.28 Kiwanis Park
 - 1.1.28a Replace cracked asphalt tennis courts with a more durable concrete court or consider replacing tennis with another active recreation amenity.
 - 1.1.28b Consider paving the loop path to enhance the range of use.

- 1.1.29 Monroe Park
 - 1.1.29a Add a concrete ADA path to at least one picnic ramada.
 - 1.1.29b Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
 - 1.1.29c Upgrade playground with newer equipment and provide separate 2-5 and 5-12 play areas.

- 1.1.30 Palo Verde Park
 - 1.1.30a Increase public awareness of the unique cultural resources and interpretive features at this park, such as featuring the park on the website, City newsletters and Get Active publication.

1.1.31 Parkridge Park

- 1.1.31a Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
- 1.1.31b Provide drinking fountains at the dog park cells and improve the entry vestibules to replace the low fencing with a minimum 5-foot high fence.
- 1.1.31c Evaluate options for better integrating the remaining open space area near the large dog park cells into the remainder of the park. This might include the addition of a programmed use or increasing the number of small dog cells to two.

1.1.32 Paseo Verde Park

- 1.1.32a Add grasses or other street drainage tolerant plants into the water-harvesting swale that collects runoff from Greenway Road.
- 1.1.32b Designate the landscape area immediately adjacent to the sidewalk as a soft-surface path, install a concrete header to edge the path, and provide install 1/4-inch minus decomposed surfacing. Installing new shrubs and groundcovers along the improved multi-use path.
- 1.1.32c Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings. Consider removing plastic coating from serviceable bike racks to improve appearance.
- 1.1.32d Add ADA pads for benches and rest areas along the walks where current benches are located in bare earth in the landscape areas.
- 1.1.32e Add park wayfinding sign at the pedestrian entrance off of 77th Drive.
- 1.1.32f Playground equipment is serviceable, but an older style. Replace with new equipment.
- 1.1.32g Include a separate 2-5 play area under shade as a replacement for the stand-alone tot play pieces not covered by the shade canopy.
- 1.1.32h Basketball court is cracking and should be evaluated for repair priority.
- 1.1.32i Replace the moveable metal picnic tables at the large group picnic area with the concrete style picnic tables. Moveable tables appear to be used by vandals to reach and cut the shade fabric.
- 1.1.32j Consider reconfiguring grill positions in relation to the tables and each other. The two grills at the large group ramada are far enough apart a single person could not use both, but are close enough to one another than two separate groups may have issues.
- 1.1.32k NEOS play system had been vandalized and some games did not work. Consider increasing care schedule for this unique piece of play equipment to ensure it provides the type of experience users expect from an electronic play system.

1.1.33 Peoria Pool

- 1.1.33a Enclose the pool equipment and the pool chemical storage area with a secure architectural structure.
- 1.1.33b Remove the spray guns in the wading pool area and evaluate a small slide apparatus or other play attraction, such as a climbing wall or other amenity that can be accommodated in the existing space to help bring this pool area more in line with the facilities available at the other pools.
- 1.1.33c Conduct a shade study that evaluates the effectiveness of the existing shade structures and vegetation and improve the canopy configuration to increase the shade coverage for spectators and pool users.
- 1.1.33d Add security cameras to the facilities to monitor the pool.

- 1.1.34 Rio Vista Community Park
 - 1.1.34a Using the original design plan as a template, inventory the park vegetation to identify missing plant material and develop a program for replacement to maintain the public's perception of the park as a premier recreation facility.
 - 1.1.34b Identify strategic locations, such as the pedestrian plaza areas adjacent to parking lots, to provide a project directory which includes a campus map to assist in onsite way-finding. City maintenance staff expressed they receive frequent complaints about the difficulty visitors have in finding their way around the park site.
 - 1.1.34c Add emergency contact signs throughout the site similar to those installed at Pioneer Community Park.
 - 1.1.34d Improve wayfinding signage by incorporating maps.
 - 1.1.34e Monitor signage for wear and readability, and replace signage when wear becomes significant and impacts the visible aesthetic and readability of the sign.

- 1.1.35 Roundtree Ranch Park
 - 1.1.35a Replace removable metal picnic tables with concrete tables.
 - 1.1.35b Add a drinking fountain at the picnic ramada and to serve playground users during hot weather.

- 1.1.36 Scotland Yard Park
 - 1.1.36a This is a new park with many design elements that highlights the City of Peoria's commitment to low impact development. Evaluate ways to increase public awareness of the facility.

- 1.1.37 Sonoran Mountain Ranch Park
 - 1.1.37a Install full shade canopies over playgrounds to supplement integrated umbrellas.
 - 1.1.37b Evaluate potential connections from the sidewalk that ends at northwest corner of the park. Currently the sidewalk connects to what appears to be an unimproved and worn path through the desert but does not include signage indicating the ultimate destination for the trail.
 - 1.1.37c Provide higher visibility signage to the East Wing and overlook trails to the south of the park.
 - 1.1.37d Renovate the parking lot.

- 1.1.38 Sundance Park
 - 1.1.38a Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.

- 1.1.39 Sunnyslope Park
 - 1.1.39a Modify the dog park entry vestibule to provide separate entries into each cell in order to provide a controlled, safe entry at the entrance.
 - 1.1.39b Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
 - 1.1.39c Replace the missing handrail at the scupper under the path by the west parking lot.

- 1.1.40 Sunrise Park
 - 1.1.40a Increase visibility of the park from the roads by adding wayfinding signs at the park pedestrian entrances.
 - 1.1.40b Work with the development managers to address the dead-end pedestrian path that links from the park into the development's open space. This dead end sidewalk leads unaware users into an urban "box canyon" that is not visible from the street and could be an unsafe condition as well as a CPTED issue. Add signs closer to the park that alerts users that the trail is private. An alternative public loop back to the parking lot may also be considered.

- 1.1.41 Sunrise Pool
 - 1.1.41a Enclose the pool equipment and the pool chemical storage area with a secure architectural structure.
 - 1.1.41b Develop a more secure perimeter fence system by increasing the height and limiting climb-ability of the exterior barrier.
 - 1.1.41c Conduct a shade study that evaluates the effectiveness of the existing shade structures and vegetation and improve the canopy configuration to increase the shade coverage for spectators and pool users.
 - 1.1.41d Add security cameras to the facilities to monitor the pool and interior of buildings.

- 1.1.42 Sunset Park
 - 1.1.42a Upgrade bicycle racks to a more durable model.
 - 1.1.42b Augment integrated umbrellas with canopy shade structure for the 5-12 playground.
 - 1.1.42c Evaluate the damaged rubberized safety surfacing at 2-5 year playground for a repair solution.
 - 1.1.42d Evaluate adding shade to softball facilities over dugout benches and spectator areas.
 - 1.1.42e Consider adding an alternative public loop trail back to the parking lot.
 - 1.1.42f Reconfigure the backstops to a more traditional shape, adding covered dugouts and eliminating awkward playing angles.

- 1.1.43 Sweetwater Park
 - 1.1.43a Update the playground equipment.
 - 1.1.43b Replace dead plant material in the landscape planter areas or install an alternative material.
 - 1.1.43c Consider programming the plaza area at the park with small scheduled events or make it into additional picnic space.

- 1.1.44 Terramar Park
 - 1.1.44a Evaluate drainage issues at sidewalk crossing. A concrete dip section should be added to address the overtopping of the sidewalk that appears to occur and is undercutting the concrete.
 - 1.1.44b Add additional wayfinding signs from the neighborhood as well as mileage information for users making a circuit on the walks around the park.
 - 1.1.44c Add a header on the outside edge of the soft-surface trail adjacent to the walk to delineate this existing use and edge the decomposed granite in landscape area.
 - 1.1.44d The school bike racks and the park bike racks appear to be heavily used during the school year for kids biking to school. Consider creating a single, large shared-use bike parking area that services both facilities.

- 1.1.45 Varney Park
 - 1.1.45a Evaluate the outbuilding located west of the ball fields and potential for renovation based on use.
 - 1.1.45b Consider adding a loop path around the park to connect to trail connection from Roosevelt Street and provide daily exercise opportunities for neighborhood residents.

- 1.1.46 Wacker Park
 - 1.1.46a Connect the interior path to the sidewalk to create a loop walk.
 - 1.1.46b Update the play equipment.
 - 1.1.46c In addition to the recommendations listed above, add new or upgraded amenities to the park to increase the Level of Service scores to bring it to an adequate or higher status.

- 1.1.47 Westgreen Park
- 1.1.47a Replace metal moveable tables with new concrete picnic tables.
 - 1.1.47b Consider adding a looped path around the park.
- 1.1.48 Westland Park
- 1.1.48a Complete a sidewalk connection to the wash trail.
- 1.1.49 Westwing Park
- 1.1.49a Add mileage for walking paths and wayfinding signage.
 - 1.1.49b Evaluate the opportunity to include a Discovery Trail within the wash that connects to the Sunrise Mountain Trail. Opportunities for education and learning in conjunction with the school could be identified and incorporated.
- 1.1.50 Windrose Park
- 1.1.50a Improve drainage between basins. Existing pipes are exposed and damaged, and ground has eroded around them that should be reshaped with protection.
 - 1.1.50b Replace moveable metal picnic tables with concrete picnic tables.
 - 1.1.50c Remove or refill empty tree-ring planters around the playground.
 - 1.1.50d Replace aging and damaged benches.
 - 1.1.50e Replace aging play equipment and adding separate 2-5 and 5-12 structures under shade canopies. Current standalone tot rider toys have a nostalgic feel and could be incorporated into a playground renovation.
 - 1.1.50f Path circulation appears haphazard and could be renovated to improve circulation and loop path opportunities.
- 1.1.51 Libraries:
- 1.1.51a Work to improve the layout of back-of-house spaces in both buildings, they are tight for equipment, work space and carts.
 - 1.1.51b Work with the Friends of the Peoria Public Library to find the means to maximize their sale area at both branches.
 - 1.1.51c Remodel the Main Library, including consideration for the following:
 - Address security and lack of visual sight lines in various areas.
 - Improve handicap access and slopes to front entrances.
 - Get staff involved in any future library design.
 - Add meeting rooms of various sizes to accommodate classes and patron use and need for such rooms

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
Short Term -2014-2016				
A	1	1.1.01	Park and Facility Development and Enhancement	Consider adding a “mini” park classification to the Peoria system to meet the needs of neighborhoods for playgrounds and other small amenities and increase the total acres of public parkland within the City of Peoria.
A	1	1.1.09	Park and Facility Development and Enhancement	Prioritize and implement all recommendations from the ADA study being conducted concurrently with this Master Plan.
A	1	2.1.01f	Park and Facility Development and Enhancement	Dedicate open space as directed by the Peoria Sonoran Preservation Program
A	1	2.1.08	Park and Facility Development and Enhancement	Refine the park and open space dedication requirements and coordination process for private development within Peoria. Refer to the Design Guidelines for acceptable lands, amenities and uses for each type of facility.
A	1	2.1.09	Park and Facility Development and Enhancement	As part of the Department’s long-range facility planning, the open space preservation outlined in the Peoria Sonoran Preservation Plan should be referenced and balanced with planning and development of park and recreation facilities for the community. The Peoria Sonoran Preservation Plan shall be adopted as the implementation tool to assemble and manage open space in Peoria. Consideration should also be given for preservation of key cultural and historic assets as part of the Sonoran Preservation Plan. The Sonoran Preservation Plan shall be an on-going program to apply open space funds towards the preservation of key open space and preserves within Peoria.
A	1	3.1.05	Programs and Services Delivery	Consider adding some fitness classes that are located outside in the neighborhood parks (yoga, tai chi, cross-fit in the park).
A	1	3.1.06	Programs and Services Delivery	Maintain (and expand where appropriate) the class offerings that are open to both teens and adults. This is a great way to serve multiple generations and have them also learn from one another.
A	1	3.3.03	Programs and Services Delivery	Integrate youth representation (such as the Youth Advisory Board) in programming selection to address youth’s specific interests and needs.
A	1	3.3.06b	Programs and Services Delivery	Add additional drop-off’s of the Get Active program guides at the community centers of the Active Adult communities.
A	1	3.3.06c	Programs and Services Delivery	Resolve the issue with part-time residents not receiving the Get Active guide at their physical Peoria address.
A	1	4.1.04	Partnerships and Collaborative Efforts	Maintain an open line of communication with the Peoria Unified School District in order to continue the successful youth programs, such as the AM/PM program, Sports Complex Program and the joint-use facilities such as the pools and gymnasiums used for many Department programs.
A	1	4.1.05	Partnerships and Collaborative Efforts	Work in conjunction with Maricopa County on all master plans and construction activities planned at Lake Pleasant and for trail connections into the county.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time	N/A		
Staff Time. Cost to be determined based on the results from the report.	General Fund / Capital Improvement Plan (CIP) Funds		
Staff Time	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants		
Staff Time	N/A		
Staff and Planning & Community Development Time. To be determined based on land acquisition agreement	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations / Debt Financing, i.e. Bond referendum, lease purchase, etc.		
Staff and Volunteer Time. Hourly Rate for Instructor	General Fund		
Staff Time	N/A		
Staff and Volunteer Time	N/A		
Staff Time, Promotional Materials and Mileage	General Fund and/or Sponsorships		
Staff Time	N/A		
Staff and legal time for any needed agreements/liability insurance. TBD- Fees for use of school district. Staff/instructor time for additional classes. Fees for classes should offset operations costs = 100% cost recovery.	General Fund / Special Council-Approved Allocations		
Staff and Volunteer Time (Representative appointed by the Parks and Recreation Board)	N/A		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	1	4.1.06	Partnerships and Collaborative Efforts	Work in conjunction with Maricopa County via the IGA to expand recreational opportunities at Lake Pleasant.
A	1	4.1.15	Partnerships and Collaborative Efforts	Increase the role of the Parks and Recreation Board in promoting and advocating for the Department.
A	1	5.1.02	Department Organization, Staffing and Resources	Continue to conduct surveys to review customer satisfaction of programs and facilities. Also incorporate review mechanisms for other City Departments and staff to provide feedback.
A	1	5.1.07; 5.3.05; 5.3.02a	Department Organization, Staffing and Resources	Because of the multitude of programs and events hosted by the Department, the Department should create a Promotions & Community Relations Division specifically dedicated to the promotion of the programs and services of the entire department, and one that can work seamlessly across all of the divisions and on behalf of all divisions (see Figure 12.1). This would include special event coordination, departmental marketing; event and facility sponsorship sales; graphic design of flyers and other materials; social media development and coordination; and website development and upkeep.
A	1	5.1.08; 5.3.02b	Department Organization, Staffing and Resources	Add a Human Resources Coordinator position in administrative section of the department to manage all hiring/training and logistics associated with the employees of the Community Services Department.
A	1	5.1.12a	Department Organization, Staffing and Resources	Develop a site maintenance checklist and a review procedure. This may be a list that is reviewed prior to the rotation of the maintenance crews when they change the grouping of parks they are maintaining.
A	1	5.2.01	Department Organization, Staffing and Resources	Continue to strengthen coordination for special events in the Community Services Department by placing key staff members that would be impacted by the event on the planning teams.
A	1	5.2.02e	Department Organization, Staffing and Resources	In addition to job descriptions, department-wide guidelines should be developed for appropriate staffing levels at facilities, per acre maintenance staffing, etc. in order to appropriately staff existing facilities and plan for future staffing needs as new facilities are developed.
A	1	5.3.02; 5.3.02d	Department Organization, Staffing and Resources	Refine the organization of the Community Services Department to streamline services and delineate clearer position responsibilities, including writing and/or updating job descriptions for all positions, including evaluating the positions at a department-wide level to clarify responsibilities and overlapping needs.
A	1	5.3.05a	Department Organization, Staffing and Resources	Adding a Promotions & Community Relations Manager to the Promotions & Community Relations Division
A	1	5.3.05b	Department Organization, Staffing and Resources	Relocating the Special Events (SPEV) Supervisor and Special Events (SPEV) Programmer from the Recreation Division to the Promotions & Community Relations Division
A	1	5.3.05c	Department Organization, Staffing and Resources	Adding an additional Special Events Coordinator position to the Promotions & Community Relations Division

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff and legal time for any needed agreements/liability insurance.	N/A		
Staff and Volunteer Time	N/A		
Staff Time and Promotional Materials	General Fund		
Staff Time to reorganize the existing staffing structure and initiate planning for allocation of resources for fulfill future staffing needs.	N/A		
Staff Time. Salary estimated at \$60,000-\$75,000.	General Fund		
Staff Time	N/A		
Staff and Volunteer Time. Coordination of key staff to be available for planning meetings	N/A		
Staff Time	N/A		
Staff Time	N/A		
Staff Time. Opportunity for an internal promotion or a new hire (Salary estimated at \$70,000-\$85,000).	General Fund		
Staff Time	N/A		
Staff Time	N/A		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	1	5.3.05d	Department Organization, Staffing and Resources	Adding a Marketing Specialist to the Promotions & Community Relations Division to promote programs and facilities in the department.
A	1	5.3.05e	Department Organization, Staffing and Resources	Relocating the Part time Cultural Arts Coordinator from the Parks Division to the Promotions & Community Relations Division.
A	1	5.3.05f	Department Organization, Staffing and Resources	Add one or two Sponsorship Associates that will work in addition to, and in coordination with the Sports Complexes Division's Sales staff.
A	1	5.3.05g	Department Organization, Staffing and Resources	Adding a graphic designer to the Promotions & Community Relations Division.
A	1	5.3.05h	Department Organization, Staffing and Resources	Add a Programs Coordinator position (initially part-time, until the workload dictates a full-time position) to coordinate and promote library programs, including special children's events, guest speakers, etc.
A	1	5.4.04b	Department Organization, Staffing and Resources	Develop a plan to purchase and migrate to a web-based software system for program registrations, facility booking and financial management as a major update is required in 2014 to integrate web-based management and public interface features and the existing software system will no longer be supported by the vendor within the next 2 years. Manage periodic updates to the software to keep the Recreation Division current with technology needs.
A	1	7.1.03; 7.1.04	Funding Resources and Opportunities	Review the impact fee structure and requirements for fees dedicated to parks and recreation to supplement the funding sources for capital projects and operations based on A.R.S. §9-463.05 criteria. Align the impact fee levels with the funding required for recommended parkland acquisition and facility development for future park development.
A	2	1.1.03	Park and Facility Development and Enhancement	Facility On-Going Maintenance and Replacement - Prepare a plan for on-going maintenance and replacement needs at facilities such as Rio Vista Community Center, Peoria Sports Complex, Sunrise Library, Main Library and the Peoria Community Center. The plan will provide guidance for budgeting annual, scheduled and unscheduled maintenance and replacements needs to enhance the operations and delivery of services to the community. Maintenance and replacement may include equipment directly used by the public as well as infrastructure/facility improvements.
A	2	1.1.05	Park and Facility Development and Enhancement	Where possible, work to add lights on existing diamond and rectangular fields, as it would help alleviate programming demands.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time. Opportunity for an internal promotion or a new hire (Salary estimated at \$55,000-\$65,000).	General Fund		
Staff Time	N/A		
Staff Time. Opportunity for an internal promotion or a new hire (Salary estimated at \$40,000-\$50,000).	General Fund		
Staff Time. Salary estimated at \$40,000-\$50,000 or contract with a sub-consultant.	General Fund		
Staff Time. Salary based FT/PT needs and market conditions.	General Fund		
Software estimated at \$100,000.	General Fund		
Staff Time	N/A		
Staff Time to prepare annual reports. Annual Maintenance and Replacement Costs per the facilities management summary.	General Fund / Alternative Funding such as Grants / Special Council-Approved Allocations		
Lighting per field: \$125,000-175,000	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	2	1.1.07; 1.1.07a; 1.1.07b	Park and Facility Development and Enhancement	Develop a list to track installed/existing site furnishings model and brand name and add to it as parks are added or updated with new equipment. This same list could also serve as a set of standards for equipment types or styles that should be used in future park development for ease of maintenance. As site furnishings such as tables, benches, and trash receptacles need to be replaced, consider replacing plastic coated items with powder-coated steel furnishings that can be refinished in the field if vandalized. Integrate recycling containers into the trash receptacles as they are replaced.
A	2	1.1.13b	Park and Facility Development and Enhancement	Playgrounds - Establish a play equipment and shade canopy replacement program.
A	2	1.2.01	Park and Facility Development and Enhancement	Evaluate energy/resource saving options as part of the planning for on-going maintenance and replacement needs at facilities such as the Pools, Rio Vista Community Center, Peoria Sports Complex, Sunrise Library, Main Library and the Peoria Community Center.
A	2	1.2.06	Park and Facility Development and Enhancement	Establish a tree inventory for the park system and rights-of-ways and a corresponding maintenance program.
A	2	1.2.07	Park and Facility Development and Enhancement	Evaluate the turf areas of all the parks to determine if there are non-functional turf areas (not used for recreational, aesthetic or erosion control functions) that could be reduced or eliminated and replaced with appropriate drought tolerant plantings. This includes but is not limited to areas in Alta Vista, Arrowhead Shores, Calbrisa, Country Meadows, Monroe and Sundance Parks.
A	2	1.2.08d	Park and Facility Development and Enhancement	Integrate pest management IPM programs to reduce the overall environmental impact when fertilizing and maintaining sports fields and recreation amenities.
A	2	2.1.02	Park and Facility Development and Enhancement	New park development North of Bell Road needs to include parks that can support the demand for lighted athletic fields as dictated by the park development criteria.
A	2	2.1.03a	Park and Facility Development and Enhancement	Consider the following the highest priority items for facility development per the 2013 Parks and Recreation Needs Assessment Survey, these were identified by households as being the most needed and as having the greatest importance: walking and biking trails; small neighborhood parks; libraries; large community parks; outdoor picnic shelters; playgrounds; indoor fitness and exercise facilities.
A	2	2.1.03b	Park and Facility Development and Enhancement	Consider the following the highest priority items for facility development per the public meeting input (especially north of Bell Road): a recreation center; lighted field complex; a dog park; pool facility

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time to evaluate the replacement needs annually. Replacement cost to be determined based on replacements items.	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		
Playground, shade structure and safety surfacing for replacement estimated at \$100,000-150,000.	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		
TBD - Material costs and cost savings	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		
Staff Time and/or contracting with a sub-consultant to conduct the survey.	General Fund		
Staff and Parks Maintenance Time	General Fund / Special Council-Approved Allocations		
Staff time and material costs.	General Fund		
Park improvements estimated at \$5,000,000-\$7,000,000 plus land acquisition cost.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Debt Financing / Impact Fees		
Staff time to update the CIP Plan.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Debt Financing / Impact Fees		
Community Park with Recreation Center improvements estimated at \$30,000,000-\$50,000,000 plus land acquisition.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Debt Financing		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	2	2.1.04	Park and Facility Development and Enhancement	The Community Services Division should plan for opportunities with future facility construction and renovations to address cross-functional spaces, such as off leash dog parks, skate pads or parks, and pickle ball courts in the neighborhood parks.
A	2	2.1.05	Park and Facility Development and Enhancement	Despite the large number of diamond fields, analysis indicates that within that category there is a shortage of youth-oriented baseball diamonds. A similar situation may also be true of regulation rectangular fields for soccer. Plan to include these types of fields with any future facility development.
A	2	2.1.06	Park and Facility Development and Enhancement	Flexible facilities that can accommodate varying forms of activity such as traditional sports, unstructured programs, and arts and cultural activities will need to be incorporated into future facility development to accommodate the greatest number of users.
A	2	2.2.04a	Park and Facility Development and Enhancement	Work with the Vistancia HOA to develop an access agreement in order to span the gap between the developed portions of the city south of Vistancia and the public open space north of Vistancia.
A	2	2.2.06	Park and Facility Development and Enhancement	Verify that all trail connections and trailheads, large or small are on public land and/or agreements for access have been authorized with appropriate documentation.
A	2	2.3.02	Park and Facility Development and Enhancement	Work with the Public Works department to expand the bike lane system throughout Peoria, especially in conjunction with street improvement projects.
A	2	3.1.02	Programs and Services Delivery	Expand arts and cultural program offerings.
A	2	3.3.04	Programs and Services Delivery	Integrate the values of family, community and personalization into the promotion and development of programming and services.
A	2	5.1.04	Department Organization, Staffing and Resources	Update and use implementation and processing tools developed based on the recommendations in the 2006 Master Plan, this is also applicable to the Planning Department and their review process. Make sure that consultants designing parks are using and aware of these checklists during their design. These tools consist of a development review checklist; park planning worksheets with design criteria and recreation value checklist to evaluate level of service; and design guidelines.
A	2	5.1.05	Department Organization, Staffing and Resources	Task staff with tracking the number of staff and equipment hours required (either via software or a developed spreadsheet) for all tasks, in order to understand where efficiencies could be established, task realignment would be appropriate or volunteers could be beneficial.
A	2	5.1.05a	Department Organization, Staffing and Resources	Parks – Task staff with tracking the following (either via software or a developed spreadsheet): administrative activities, inspection, fertilizing, mowing, pruning/tree maintenance, weed control, trail maintenance, field preparation, trash, drive time, etc.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff time to evaluate a replacement schedule to facilitate cross-functional spaces.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Impact Fees		
Youth baseball field and rectangular field with lights estimated at \$450,000 each.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocation / Impact Fees		
Staff time and design consultant during the preliminary facility planning	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocation		
Staff and legal time. Trails Cost: Concrete Walk - \$4.50/SF; Asphalt Walk - \$2.80/SF	General Fund		
Staff and Legal Time	N/A		
Staff and Public Works Time	Transportation Impact Fees		
Staff and Volunteer Time	N/A		
Staff Time	N/A		
Staff and Planning & Community Development Time	N/A		
Staff Time	N/A		
Staff time and training expenses to maximize the tools offered by the Hanson software.	N/A		

Action Strategies and Recommendations

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	2	5.1.05b	Department Organization, Staffing and Resources	Recreation – Task staff with tracking the following (either via software or a developed spreadsheet): program development, registration, program setup and operation, facility set-up/breakdown, coordination for special events, etc.
A	2	5.1.05c	Department Organization, Staffing and Resources	Sports Facilities – Task staff with tracking the following (either via software or a developed spreadsheet): maintenance activities (i.e. see parks above), administrative activities, sponsorship coordination, facility usage tracking, special event coordination, coordination with MLB teams, etc.
A	2	5.1.05d	Department Organization, Staffing and Resources	Libraries – Task staff with tracking the following (either via software or a developed spreadsheet): program development, program operation, administrative activities, assisting customers with technology versus research, set-up/break-down of programs, events, classes, etc.
A	2	5.1.11	Department Organization, Staffing and Resources	Parks Division - Evaluate alternative methods for opening and closing of park sites and the large quantity of associated drive-time. Consider using contract labor (security firm) to lock and unlock the entry gates to the parks or reworking assignments where a worker stays on at a park to join the group arriving to complete other maintenance tasks.
A	2	5.1.12	Department Organization, Staffing and Resources	Parks Division - Evaluate maintenance operations with a detailed maintenance task tracking and analysis. This would not only track what staff does in one week but how long each task, as well as drive time between facilities takes. It would incorporate PTO time. The data would be evaluated on a monthly and annual basis to understand both annual staffing and seasonal staffing needs. This would allow managers to understand monthly staff needs and average times for each task, as well as how PTO affects productivity.
A	2	5.2.02	Department Organization, Staffing and Resources	Develop a process to assist in keeping the customer service staff at all locations up to date on programs, registration deadlines and events as they are the first point of contact for the public. This could include automated reminders, automated notices when programs are altered in the database or weekly updates to assist with the information distribution gaps.
A	2	5.3.09	Department Organization, Staffing and Resources	Recreation Division - Evaluate the need for additional staff or volunteers to assist during peak times.
A	2	5.4.03b	Department Organization, Staffing and Resources	Parks Division - Evaluate existing Hanson tracking software to determine if it meets the needs of the Division for tracking and reporting various tasks, equipment and costs, including PTO; or if a different type of software should be purchased.
A	2	5.5.06	Department Organization, Staffing and Resources	Evaluate the rental opportunities and restrictions for groups. A recent trend is for private exercise organizations to have “boot camps” or regularly occurring classes in public parks. The Department should work to partner with these groups and/or offer rental of a typical park amenities while also minimizing the City’s liability for their activities on City property.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time	N/A		
Staff Time	N/A		
Staff Time	N/A		
Staff time or contracted labor.	General Fund		
Staff Time	N/A		
Staff time to maximum the use of the Hanson software.	N/A		
Staff and legal time for any needed agreements/liability insurance. TBD- Fees for use of public facilities.	N/A		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
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Term	Priority	Strategy Number(s)	Category	Strategy Description
A	2	6.1.03	Funding Resources and Opportunities	All Divisions - Establish a lifecycle assessment program (inventory equipment annually, assess the condition of each piece of equipment, and estimate anticipated number of years to major renovation or replacement) to understand equipment needs and budget implications. This applies to internal office, operational and maintenance equipment as well as amenities and infrastructure within the parks, recreation facilities and libraries.
A	2	6.1.04	Funding Resources and Opportunities	Libraries Division - The current e-book market is a very heavy expense for libraries across the country. Consider an alternative method of providing e-book titles. This may include purchasing e-books only from publishers and independent authors that support library distribution system and the library budget. See Douglas County, Colorado's solution for more information or evaluate programs like Bilbary.
A	2	7.1.06	Funding Resources and Opportunities	Maintain a conservative approach to the department budget in the recovering economy in order to not over-extend spending associated with tax revenue.
A	3	1.1.02	Park and Facility Development and Enhancement	Per the 2013 Parks and Recreation Needs Assessment Survey prioritize the maintenance/improvements which were identified by households as being the ones they were most willing to fund: maintain and improve existing neighborhood and community parks; maintain and improve existing libraries; fix-up/repair aging recreation facilities; maintain and improve existing trail system.
A	3	1.1.11	Park and Facility Development and Enhancement	Develop enclosures for trash dumpsters and recycling containers for use by parks maintenance crews so they don't have to haul debris to a designated site.
A	3	1.1.12d	Park and Facility Development and Enhancement	Dog Parks - Consider temporary fencing to allow for the turf areas to rest.
A	3	1.2.03	Park and Facility Development and Enhancement	Implement sustainability standards for parks, facilities and rights-of-ways including water conservation and materials by developing documents noting standards, parameters and guidelines.
A	3	1.2.08	Park and Facility Development and Enhancement	Increase green practices and use of energy-efficient materials.
A	3	1.2.09	Park and Facility Development and Enhancement	Implement a digital asset management tool to enhance management of replacement and maintenance needs while promoting opportunities to manage energy and water needs.
A	3	2.1.10	Park and Facility Development and Enhancement	Parks Division - Add a Maintenance Operation Center (MOC)-type facility in the northern area of the City (that also includes an area for aquatics maintenance supplies and tools). Until that facility is constructed, establish a secondary level maintenance yard in the north as an interim solution. This facility should provide a place where staff can access equipment, etc. during the day; even if they start and finish the day at the existing MOC for all-staff based meetings, etc.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time to evaluate the replacement needs annually. Replacement cost to be determined based on replacements items.	N/A		
Staff and legal time for any needed agreements. TBD- Fees for access to library resources.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Staff Time	N/A		
Staff Time	Capital Improvement Plan (CIP) Funds / General Fund		
Enclosures estimated at \$5,000 each.	General Fund		
To be determined based on site specific needs	General Fund		
Staff time and materials. Cost savings - water conservation.	General Fund		
Material costs and cost savings	Special Council-Approved Allocations / General Fund		
Contract with a consultant on a monthly basis estimated at \$2,000-\$3,000/Month.	General Fund		
Temporary Facility could reuse an existing City facility or vacant building in the northern area. The permanent facility is estimated at \$200,000-\$300,000 plus land acquisition cost.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Debt Financing		

Action Strategies and Recommendations

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Term	Priority	Strategy Number(s)	Category	Strategy Description
A	3	2.2.01a	Park and Facility Development and Enhancement	Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including: Complete connections of the New River trail between Williams Road and Jomax Road.
A	3	2.2.01e	Park and Facility Development and Enhancement	Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including: Establish trail connectors and trail head areas to provide the residents in south Peoria with access to the river trail routes.
A	3	3.2.03	Programs and Services Delivery	Consider expanding library story times, classes and cultural events into parks, bringing these popular programs closer to home. This would integrate a promotion of literacy, recreation and the outdoors into the same event.
A	3	3.2.04	Programs and Services Delivery	Expand programs that highlight Peoria's cultural, historic and natural assets.
A	3	3.3.02	Programs and Services Delivery	Schools, social media and the internet should be the primary avenues for distributing information to the youth of the Peoria community, while flyers and word of mouth are additional methods to use with adults.
A	3	3.3.05; 3.3.07	Programs and Services Delivery	Develop a marketing strategy for the department as a whole. Promote public programs and services so as to win customers as well as retain their loyalty and continue to expand community outreach to increase public awareness of the department's offerings. This would include creating a comprehensive program that is unified in the message and style so that citizens can easily identify it as coming from the Community Services Department.
A	3	3.3.06	Programs and Services Delivery	Develop a marketing strategy for parks, facilities and programs for visitors to Peoria. Facilities and programs should be accessible and easy to use for tourists visiting the area. It is important to recognize the draw that warm weather climates, such as Arizona, have to a variety of tourists, including enjoying the distinctive landscape of the region.
A	3	3.3.08	Programs and Services Delivery	In addition to traditional marketing and graphic design work, flyers and programs should also be evaluated for a need to be written in Spanish.
A	3	3.3.09; 3.3.09a; 3.3.09b	Programs and Services Delivery	On the website, make the information on all public Department facilities more interactive, including parks, community facilities, libraries and trails (and trailheads). This could include more "clickable" points, photographs of facilities, videos, aerial and "street view" options to view the facility.
A	3	3.3.09c	Programs and Services Delivery	Highlight and profile a different park or indoor facility in each program guide and on the website quarterly, including details on its amenities, hours of operation, fees, classes typically held there, rentable options, history, with a map, etc.
A	3	3.3.09d	Programs and Services Delivery	Maintain a presence on the title page of the City's website by working with the Office of Communications and promoting special events, program guide releases or other note-worthy Department information.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time. Trails Cost: Concrete Walk - \$4.50/SF; Asphalt Walk - \$2.80/SF	General Fund / Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		
Staff Time. TBD based on location, design, type of trail and trailhead.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding		
Staff and volunteer time and promotional materials	General Fund		
Staff and volunteer time and promotional materials	General Fund		
Staff and volunteer time and promotional materials	N/A		
Staff time and promotional materials	General Fund		
Staff and Office of Communications time and promotional materials	General Fund		
Staff time and promotional materials	General Fund		
Staff and Office of Communications time and promotional materials	General Fund		
Staff Time	General Fund		
Staff and Office of Communications Time	N/A		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	3	4.1.01	Partnerships and Collaborative Efforts	The Department should seek out potential government and community agencies and organizations, both within and outside of Peoria that are providing similar or complementary services and/or have facilities that could be used to hold desired recreation or leisure activities.
A	3	4.1.02	Partnerships and Collaborative Efforts	Develop public/private partnerships and strategies with communities, businesses, commercial / retail owners and neighborhoods to share facilities for organized programming and services.
A	3	4.1.03	Partnerships and Collaborative Efforts	Enhance relationships with other jurisdictions and government agencies to plan and construct trail extensions, fill in missing trail connections, and trailheads.
A	3	4.1.08	Partnerships and Collaborative Efforts	Increase communications with alternative providers in order to avoid duplication of services or complement each other in the services offered and to better cross-market existing programs and community events.
A	3	4.1.14	Partnerships and Collaborative Efforts	Create a formalized volunteer program for the department, to be managed by Special Events Staff or Human Resources personnel. Also see Strategy 4.1.13 regarding a partnership with a non-profit organization.
A	3	5.1.01	Department Organization, Staffing and Resources	Establish and maintain a protocol to track responses to complaints, inquiries and ADA-related questions or concerns.
A	3	5.1.03	Department Organization, Staffing and Resources	Utilize the documents noted in the Planning Integration section as case studies and references for best practices and implementation strategies, whether for open space acquisition, trail design standards or marketing strategies.
A	3	5.1.06	Department Organization, Staffing and Resources	Work to balance tasks throughout the department in order to minimize over-qualified staff doing assignments that could be covered by others. Consider using volunteers for some tasks. Educate staff that the use of overtime can be factored into programming.
A	3	5.2.05	Department Organization, Staffing and Resources	Parks Division – Adhere to guidelines and standards set in the City of Peoria Parks Division Standard Operating Procedures and the Parks Division Turf Management Program.
A	3	5.3.04	Department Organization, Staffing and Resources	Work in conjunction with the Public Works – Facilities to add staffing (either within those departments or under the Community Services Department) that can cover facility and technology repair and service needs for Community Services facilities seven days a week including evenings and weekends.
A	3	5.3.04a	Department Organization, Staffing and Resources	Assess the process required to repair some park facilities and amenities such as drinking fountains, plumbing repairs and lights. The current process can significantly impact users of the park and the availability of the park facilities due to the extended time to process the repair.
A	3	5.3.08	Department Organization, Staffing and Resources	Parks Division - If another solution isn't developed, hire at least one worker 1 or similar position for opening parks so that other staff can go straight to work.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time	N/A		
Staff and legal time for any needed agreements/ liability insurance.	N/A		
Staff, Planning & Community Development and legal time for any needed agreements.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Debt Financing		
Staff Time	N/A		
Staff and Volunteer Time	N/A		
Staff Time	N/A		
Staff Time	N/A		
Staff Time	N/A		
Staff Time	N/A		
Staff Time	N/A		
Staff and Public Works-Facilities Time. Salary based FT/PT needs and market conditions.	General Fund		
Staff and Public Works-Facilities Time.	N/A		
Staff Time	General Fund		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	3	5.4.04a	Department Organization, Staffing and Resources	Recreation Division - Evaluate the need for a formal training program or if there are adequate opportunities for additional education for staff.
A	3	5.4.05a	Department Organization, Staffing and Resources	Libraries Division - Evaluate and implement a security plan for both libraries. This includes protection of both people and materials. This may include additional cameras, staff or other methods to cover all areas of the building.
A	3	5.5.02	Department Organization, Staffing and Resources	Evaluate the qualifications required to use the youth scholarship program. The reduced lunch program is more lenient than other assistance programs, resulting in a high volume of participants in the youth programs under the scholarship, therefore impacting the ability of the department to provide for those with a higher level of need as well as impacts to the revenues of the department.
A	3	5.5.03; 5.5.03a; 5.5.03b; 5.5.03c	Department Organization, Staffing and Resources	Evaluate revenue streams and determine whether some of the revenue from a specific program should go back into the same type of programming instead of into the general funds for programs. This may include the opportunity for enterprise funds, surcharges on registrations or an on-going maintenance fund that would go towards replacement of equipment and maintenance of facilities and parks.
A	3	5.5.04; 5.5.04a	Department Organization, Staffing and Resources	Work with the Budget Office to develop a flexible budget line item to accommodate changes in programming opportunities and address needs as they arise. This could be established by dedicating a percentage of registration fees (i.e. 0.5% to 1.0%) and/or establishing an enterprise fund. This is especially a concern when staff needs to spend money to initiate a program but the income from the program will ultimately cover the expense after commencement. Also implement a policy for presenting, authorizing and implementing these types of programs.
A	3	6.1.01	Funding Resources and Opportunities	Maintain a dependable capital improvement budget to construct new facilities and replace aging amenities.
A	3	7.1.01d	Funding Resources and Opportunities	The department should evaluate pricing ramadas at different parks differently, with those being in higher demand being a higher cost.
A	3	7.2.03; 7.2.03a	Funding Resources and Opportunities	The Board should work to establish a Friends of Peoria Parks that can assist with fundraising, promotion and improvements to the park and trail facilities in addition to (or within) the Peoria Play Inc. and the Diamond Club, both of which provide scholarships to youth. Another option is to partner with an existing non-profit to fundraise, promote and support operations of the City's services and facilities.
Mid Term -2017-2019				
B	1	1.1.04	Park and Facility Development and Enhancement	Implement a light improvement program to install additional lighting and/or new lighting in parks, paths and trails.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time and fees for educational materials and classes.	General Fund		
Request Public Works-Facilities Department to provide recommendations to integrate with existing security systems.	General Fund / Special Council-Approved Allocations		
Staff Time	N/A		
Staff and Legal Time. Cost savings - based on increased cost recovery.	N/A		
Staff and Legal Time. Cost savings - based on increased cost recovery.	N/A		
Staff Time	Capital Improvement Plan (CIP) Funds		
Staff Time	N/A		
Staff and Volunteer Time	Alternative Funding such as Grants		
Pedestrian Level Lighting- \$4,000 per fixture, Bollards- \$1,500-\$2,000 per fixture.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		

Action Strategies and Recommendations

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	1	1.1.08	Park and Facility Development and Enhancement	Enhance safety and security in parks and facilities. This may include additional lighting, patrols or fencing. Examples include Alta Vista and Paseo Verde Parks.
B	1	1.2.02	Park and Facility Development and Enhancement	Establish a recycling program at the park sites with the inclusion of appropriate containers for the various materials. (Recycling containers were added at Pioneer Park).
B	1	1.2.04	Park and Facility Development and Enhancement	Consider incorporating shrub and groundcover evaluation and replacement as part of the operations and maintenance practices to keep parks, facilities and rights-of-ways looking fresh. Shrubs and groundcovers that have died have often been removed without replacement.
B	1	1.2.05	Park and Facility Development and Enhancement	Designate vegetative zones within the parks and adjust plant types over time to correspond with the vegetative zones. Including active use areas and buffer or perimeter areas.
B	1	1.2.08a	Park and Facility Development and Enhancement	Increase water conservation through upgrades or repairs to irrigation systems.
B	1	2.1.01	Park and Facility Development and Enhancement	Develop priority areas for parks, trails and open space in the developing areas in Northern Peoria. Per the Level of Service analysis consider providing additional park facilities in areas with lower Levels of Service (LOS), (which may be across multiple sites or a single site).
B	1	2.1.01a	Park and Facility Development and Enhancement	Develop priority areas for parks, trails and open space in Northern Peoria, including a community park located north of Bell Road.
B	1	2.1.01b	Park and Facility Development and Enhancement	Develop priority areas for parks, trails and open space in Northern Peoria, including lighted rectangular and diamond fields north of Bell Road.
B	1	2.1.01c; 2.1.12	Park and Facility Development and Enhancement	Develop priority areas for parks, trails and open space in Northern Peoria, including a recreation or community center north of Bell Road. Library and Recreation Divisions - At the time the next library branch is needed; consider a joint use facility, such as a library/community/recreation center. This type of facility shares spaces such as restrooms, lobbies and meeting rooms and be located at a community park to maximize the infrastructure such as parking. A pool should also be considered for this location. Also incorporate recreation staff offices (in addition to library services).
B	1	2.1.01e	Park and Facility Development and Enhancement	Develop priority areas for parks, trails and open space in Northern Peoria, including neighborhood parks in the Ventana Lakes area, Trilogy, and the area between Country Meadows Park and Westgreen Park.
B	1	2.2.01b	Park and Facility Development and Enhancement	Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including: Create routes for alternate modes of travel (trails or bike paths) that connect Apache Park, Fletcher Heights Park, Fletcher Heights North Park, Terramar Park, Palo Verde Park and the Sonoran Mountain Ranch Park to the New River Trail.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
To be determined based on the evaluation by Staff	General Fund / Special Council-Approved Allocations		
Recycling containers- \$250 each	General Fund		
Parks Maintenance Time. Plantings- \$2.50-\$4.00/SF	General Fund / Special Council-Approved Allocations		
Parks Maintenance Time	N/A		
Staff time and materials, TBD based on parts. Cost savings - water conservation.	Capital Improvement Plan (CIP) Funds		
Staff Time and/or contracting with a consultant to develop a feasibility study for potential park sites. Park Feasibility Study is estimated at \$40,000-\$60,000.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Impact Fees		
Refer to 2.1.01	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Impact Fees		
Refer to 2.1.01	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Impact Fees		
Staff Time and/or contracting with a consultant to develop a feasibility study for potential recreation center sites. Recreation Center Feasibility Study is estimated at \$50,000-\$75,000.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Staff Time	Capital Improvement Plan (CIP) Funds / Impact Fees		
Staff Time and/or contracting with a consultant to develop a feasibility study for potential trail alignments. Trails Feasibility Study is estimated at \$30,000-\$50,000.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		

Action Strategies and Recommendations

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Term	Priority	Strategy Number(s)	Category	Strategy Description
B	1	2.2.01c	Park and Facility Development and Enhancement	Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including: Create connections to the Lake Pleasant Parkway and Beardsley Road trails from Park Ridge, Sunrise, Camino a Lago, and Deer Village Parks.
B	1	2.2.01d	Park and Facility Development and Enhancement	Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including: Create routes for alternate modes of travel (bike paths or bike lanes) that connect areas east of Loop 101 to the New River Trail system.
B	1	2.2.01f	Park and Facility Development and Enhancement	Per the Level of Service analysis, consider providing additional facilities in areas with lower Levels of Service (LOS), including: Connect the Lake Pleasant Parkway Trail to the Discovery Trail system.
B	1	2.2.02a	Park and Facility Development and Enhancement	System-wide Walking and Biking Trails - Look for ways to increase public trail and path service using existing facilities by identifying bicycle-safe routes between parks south of Bell Road that connect park loops.
B	1	2.2.07	Park and Facility Development and Enhancement	Increase access to the trail system with dedicated developed trailheads, improved bike lanes, and connections to neighborhood parks.
B	1	3.1.01	Programs and Services Delivery	The first priorities for program expansions should be within the top four most important programs noted in the survey, including adult fitness and wellness programs; community special events; youth sports programs; museums, arts and cultural programs.
B	1	3.1.03	Programs and Services Delivery	As the demand for programming needs increases the physical space for programming will need to increase to accommodate the additional offerings; this may include multi-purpose spaces as well as specialized spaces.
B	1	3.1.04	Programs and Services Delivery	The City's recreation programs and indoor and outdoor facilities should strive to be "universally" accessible.
B	1	3.1.07	Programs and Services Delivery	Expand adaptive sports programming with specific city leagues or teams for regional leagues for those with physical disabilities. If appropriate, and depending on interest and facility availability, integration into mainstream programming may also be appropriate.
B	1	3.2.02; 3.2.02a; 5.4.05c	Programs and Services Delivery	Work to expand the offerings for adult computer classes and expand the technology classes at both library branches, either through the library or through the recreation programming. Potential solutions include incorporating multiple computer lab rooms and additional classroom space when the Main Library is renovated. Another option would be to develop a mobile computer lab that could be driven between the branches and used for computer classes; this would reduce the need for physical space within the library buildings.
B	1	3.3.11	Programs and Services Delivery	Integrate a digital asset management tool to enhance the coordination and delivery of the events and tracking of programs.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time. TBD based on location, design, type of trail.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding		
Staff and Public Works Time. TBD based on location, design, type of bike path or trail.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding		
Staff Time. TBD based on location, design, type of trail.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding		
Staff Time and Promotional Materials. TBD based on requirements signage and pavement markings	N/A		
Staff Time. TBD based on location, design, type of trail.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding		
Staff Time	General Fund		
Staff Time	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Staff Time and refer to the ADA Assessment	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Staff Time and Promotional Materials	General Fund		
Staff Time and Promotional Materials. Facilities needs to be determined based on increased demand for programs.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Contract with a consultant on a monthly basis estimated at \$2,000-\$3,000/month.	General Fund		

Action Strategies and Recommendations

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Term	Priority	Strategy Number(s)	Category	Strategy Description
B	1	4.1.10	Partnerships and Collaborative Efforts	Partner with organizations that support youth activities and services that share the same values and goals as the Community Services Department to offer programs in unconventional locations or through unconventional methods. This may include organizations such as boys and girls club, YMCA, boy scouts and girl scouts and other similar organizations.
B	1	5.1.10	Department Organization, Staffing and Resources	Parks Division - Establish a minimum employee per acre ratio for maintenance and include it while budgeting for park development. This would apply to facilities that are the actively maintained by employees of the department. National averages from data compiled for the report are between 12.0 and 17.7 acres per employee, Peoria's current ratio is 12.7 per employee.
B	1	5.1.13	Department Organization, Staffing and Resources	After the completion of an initial maintenance task tracking and analysis, Parks Division managers need to schedule specific tree/shrub trimming and forestry-based maintenance into the annual schedule.
B	1	5.1.14	Department Organization, Staffing and Resources	Consider using contract crews for specific maintenance activities (i.e. mowing, forestry, etc.).
B	1	5.2.03	Department Organization, Staffing and Resources	Develop a method for Recreation staff to evaluate field conditions with Parks staff on a quarterly basis using a fixed rating sheet. Evaluations would only address condition of park amenities as they relate to anticipated program use. This method would give staff in both departments a way to openly communicate observed areas of concern far in advance of leagues and events, and establish expectations and a maintenance or improvement schedule. Coordinate with the Sports Complexes Division, they may have existing tools and methods that can streamline this process for the Recreation and Parks staff. Rest and recovery times for turf should also be incorporated into schedules.
B	1	5.2.04	Department Organization, Staffing and Resources	Parks, Recreation, and Sports Facilities staff should all use the existing software system to book all reservations, events, games and rentals and reference it daily in order to be aware of various facility bookings and minimize programming and maintenance conflicts. This would assist in understanding individual events as well as large tournament events, special events and any activity that may result in a large influx of people to Peoria or to a specific facility. Depending on software capabilities, this may also assist with enhanced facility usage tracking.
B	1	5.4.01	Department Organization, Staffing and Resources	Use the benchmarking data as part of this Master Plan annually as a review of best practices, needed improvements and resources.
B	1	5.4.03a	Department Organization, Staffing and Resources	Parks Division - Purchase reel mowers for maintenance of ball fields.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time	N/A		
Staff Time	N/A		
Staff Time	General Fund		
Staff time and evaluation of consultant contracts for contract labor.	General Fund		
Staff Time	N/A		
Staff Time	N/A		
Staff Time	N/A		
Reel Mower- \$1,500 each plus annual maintenance.	General Fund		

Action Strategies and Recommendations

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	1	6.1.02	Funding Resources and Opportunities	Establish a steady funding source in order to increase the Community Services Department's budget for operations and maintenance as existing facilities age and additional parks expand the system.
B	1	7.1.01; 7.1.01a	Funding Resources and Opportunities	The Department should evaluate their mission and how it relates to the bottom line of cost recovery, including evaluating the fee structure for all programs, rentals and facility use. These policies and goals should keep the Department competitive in the marketplace and incorporate the community's values as well as the mission of the Department and Divisions. The current cost recovery number may be acceptable based on the policy and mission set forth by the Department.
B	1	7.1.01b	Funding Resources and Opportunities	Each program area should track direct and indirect costs, establish a philosophy on a program's benefit to the community, determine cost recovery goals, and set pricing based on the community's values and Department's goals and council approved Revenue Pricing Policy.
B	1	7.2.02	Funding Resources and Opportunities	Identify non-traditional opportunities for development of facilities to augment the capital and operational funding. This may include monetary or property donations, use/promotion of conservation easements, using volunteer resources for smaller improvement or construction projects, sponsorships and other methods.
B	1	7.2.05	Funding Resources and Opportunities	Enhance the sponsorship opportunities for local organizations and businesses through a tiered sponsorship packages for facilities, programs and special events.
B	2	1.1.06	Park and Facility Development and Enhancement	While the Level of Service analysis showed a shortage of tennis courts, the City should evaluate the demand at a neighborhood scale, as well as giving consideration to converting under-used tennis courts to pickleball courts. Consideration for adjacent property impacts should also be evaluated, as the use is changed.
B	2	1.1.10	Park and Facility Development and Enhancement	Provide on-street signage to direct people to all City parks.
B	2	1.1.13a	Park and Facility Development and Enhancement	Playgrounds - As playground equipment needs to be replaced; the Department should evaluate the type and quantity appropriate for the park and the system as a whole. It is important to meet the needs of the neighborhood is serves first and then to also minimize duplication within the system to make each park a destination for playground users.
B	2	2.1.07	Park and Facility Development and Enhancement	Consider adding additional facilities in the following categories to achieve a level of service comparable to national average and similar agencies per population in the benchmarking analysis: the number of indoor facilities; swimming pools; splash grounds.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff and Council Time	General Fund / Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations / Debt Financing.		
Staff Time. Fee generation balanced with increased cost recovery.	N/A		
Staff Time			
Staff and Council Time	General Fund / Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations / Debt Financing.		
Staff Time and Promotional Materials	N/A		
Staff Time. Temporary conversions are estimated at \$1000/per court for temporary nets and painted lines. Permanent conversion is estimated at \$10,000 per court for surface painting, fencing and court adjustments.	General Fund / Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		
Staff, Planning and Community Development and Public Works Time. Signage- \$50/SF depending on type/size of sign fabricated.	General Fund / Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		
Staff Time and/or contracting with a consultant to develop a playground master plan for the park system. Playground Master Plan is estimated at \$50,000-\$60,000.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		
Staff Time. Swimming Pools- \$4,000,000; Splash Grounds- \$150,000-\$250,000	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Debt Financing.		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	2	2.1.11	Park and Facility Development and Enhancement	Library and Recreation Divisions - Consider diversifying the outreach of library services, such as providing kiosk facilities where books can be checked out in areas of the community where walking to the branches is too far or inhibited by physical barriers.
B	2	2.2.02b	Park and Facility Development and Enhancement	System-wide Walking and Biking Trails - Consider developing special signage that identifies routes and the mileage between facilities.
B	2	2.2.02c	Park and Facility Development and Enhancement	System-wide Walking and Biking Trails - Conduct a special study to enhance citywide pedestrian opportunities to make Peoria more walkable.
B	2	2.2.03	Park and Facility Development and Enhancement	Walking Loops: Consider formally identifying walking/running loops in as many existing and future facilities when possible and adding mileage markers to encourage active use of the walks and paths as part of resident's daily exercise routines.
B	2	4.1.09	Partnerships and Collaborative Efforts	Seek out additional local, regional and national organizations and companies to supplement resources including long-term sponsorships.
B	2	4.1.11	Partnerships and Collaborative Efforts	Some of the desired activities identified through the community input process will need the development of new facilities to support the programs. The City should continue to work with the School District, athletic leagues, local businesses, community and nonprofit organizations in order to make the development of new programs, facilities and recreation amenities a reality.
B	2	4.1.12	Partnerships and Collaborative Efforts	To provide for the changing recreation needs of the community, seek out and utilize formal partnerships, as well as increase the number of additional joint-use facilities to help to expand these services.
B	2	4.1.13	Partnerships and Collaborative Efforts	Evaluate on a case by case basis any additional partnerships and collaborative efforts with other agencies, local businesses, and non-profit organizations in order to maximize resources of the Department and the City as they grow.
B	2	5.1.09	Department Organization, Staffing and Resources	Restart a merit step increase based on annual reviews for seasonal employees as an incentive program as soon as the budget can support it. In the interim, consider establishing other no-cost benefits for returning seasonal employees such as seniority choice on work schedule, location or task over new seasonal hires if possible or annual membership to the Rio Vista Recreation Center.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time. Cost to be determined based on location and technology available for the kiosk.	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		
Staff and Public Works Time. Trail Signage- \$20/SF depending on type/size of sign fabricated.	Capital Improvement Plan (CIP) Funds / Alternative Funding such as Grants / Special Council-Approved Allocations		
Staff Time and/or contracting with a consultant to develop a walkability assessment for the pedestrian network. Walkability Assessment is estimated at \$35,000-\$45,000.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		
Staff Time. Trail Signage- \$20/SF depending on type/size of sign fabricated.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		
Staff Time	Alternative Funding		
Staff Time	N/A		
Staff Time	Alternative Funding / Special Council-Approved Allocations		
Staff Time	Alternative Funding / Special Council-Approved Allocations		
Staff Time	General Fund		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	2	5.3.03	Department Organization, Staffing and Resources	Improve internal upward mobility opportunities and lateral position change opportunities for existing employees by establishing a cross-training program. Potential parts of the program could include cross-training opportunities on a quarterly basis which allows staff to sign-up for “shadowing” an employee in another division. Quarterly, the department should have a team-building session and/or activity where one division gives a presentation about what they do in detail (while keeping it fun and interesting (i.e. how a park is mowed and maintained, developing recreation programs, tracking the life of a library book)). This may or may not replace the quarterly department meeting.
B	2	5.3.09a	Department Organization, Staffing and Resources	Recreation Division - Add a Recreation Programmer for Youth Services (AM/PM, Summer Camp, Summer Recreation, Little Learners) to focus on training and monitoring of seasonal staff at 22 program locations.
B	2	5.3.09b	Department Organization, Staffing and Resources	Recreation Division - Add a Recreation Programmer for Teen Programs to assist with implementation of the Youth Master Plan and programs.
B	2	5.3.09c	Department Organization, Staffing and Resources	Recreation Division - Add a full-time maintenance technician for the pools and evaluate the need to reclassify the current maintenance position to a Maintenance Coordinator.
B	2	5.3.09d	Department Organization, Staffing and Resources	Recreation Division - Add more part-time staff to cover customer service at ballfields on the weekends.
B	2	5.3.09e	Department Organization, Staffing and Resources	Recreation Division - Add seasonal staff or volunteers to assist Sports staff during peak registration and league development periods for the four sports seasons.
B	2	5.3.09f	Department Organization, Staffing and Resources	Recreation Division -Add a Customer Service Representative to the Community Center to handle the increased volume of customers with the renovated facility.
B	2	5.3.09g	Department Organization, Staffing and Resources	Recreation Division - Add an Administrative Assistant to the Rio Vista Recreation Center.
B	2	5.4.05b	Department Organization, Staffing and Resources	Libraries Division - Improve computer lab computers.
B	2	5.5.01	Department Organization, Staffing and Resources	Work to increase the funds available in the youth scholarship with Peoria Play, Inc., the department’s 501c3 non-profit as well as funding from the Department of Economic Security (DES).

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time	N/A		
Staff Time. Salary based on FT needs and market conditions.	General Fund		
Staff Time. Salary based on FT needs and market conditions.	General Fund		
Staff Time. Salary based on FT needs and market conditions.	General Fund		
Staff Time. Salary based on PT needs and market conditions.	General Fund		
Staff and Volunteer Time. Salary based on PT needs and market conditions.	General Fund		
Staff Time. Salary based on FT needs and market conditions.	General Fund		
Staff Time. Salary based on FT/PT needs and market conditions.	General Fund		
Computer- \$500-\$1000 depending on software. Investigate leasing computers for the library.	General Fund / Alternative Funding such as Grants		
Staff and Volunteer Time	Alternative Funding such as Grants and Public Funding		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	2	5.5.05	Department Organization, Staffing and Resources	Continue to evaluate pricing for each program and its benefit the community. When considering fee increases or additional programs or facilities, it will be important to evaluate those programs and facilities for community vs. individual benefit as well as evaluating market studies and the percentage of approved cost recovery. The recreation revenue policy, approved by City Council, should be reviewed annually to ensure adherence to the policy.
B	2	7.1.01c	Funding Resources and Opportunities	The department should monitor the fees annually for rentals and programs and consider fee increases if cost recovery is not attained per the Revenue Pricing Policy.
B	2	7.2.04	Funding Resources and Opportunities	Support and grow the Friends of Peoria Public Libraries group in order to grow the library programming and fundraising.
B	3	1.1.12a	Park and Facility Development and Enhancement	Dog Parks - Provide functional drinking fountains with pet bowls at all dog parks. For example, Parkridge Park.
B	3	1.1.12b	Park and Facility Development and Enhancement	Dog Parks - Evaluate existing dog park entry designs. Consider modifying dog park entry vestibules to provide separate entries into individual cells in order to provide a controlled, safe entry at the cell entrance.
B	3	1.2.08b	Park and Facility Development and Enhancement	When interior fixtures are replaced or repaired, install water-saving devices.
B	3	2.2.04	Park and Facility Development and Enhancement	Enhance the trail connectivity in Peoria by linking the trail connections from existing and future development to the core trail network.
B	3	2.2.05	Park and Facility Development and Enhancement	Coordinate with Maricopa County Parks and Recreation Department to implement sections of The Maricopa County Regional Trail System Plan, which establishes a framework to link approximately 242 miles of existing and proposed trails to create the Maricopa Trail loop around the Valley. Within the City of Peoria there are important links along the Agua Fria River. The Priority 1 trail sections in the Plan located in the City of Peoria include Segments Twelve and Thirteen, connecting McMicken Dam to Lake Pleasant along the Agua Fria River.
B	3	3.3.01	Programs and Services Delivery	Promote outdoor activities as an alternative to traditional forms of exercise. All age groups should be targeted in an informational campaign explaining the current state of affairs of health, obesity and how outdoor activities provide a fun, enjoyable way for youth to stay fit and healthy. Focus on the youth and older adults, as well as the “drop-off” age groups (teen girls); young adult recreation programs and multi-generational households.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time. Fee generation balanced with increased cost recovery.	N/A		
Staff Time. Fee generation balanced with increased cost recovery.	N/A		
Staff and Volunteer Time	Alternative Funding such as Grants and Fundraising		
Drinking Fountains w/ Pet Bowls- \$2,500-\$3,500	General Fund / Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations		
Staff Time. Cost to be determined based on existing conditions and materials to reconfigure the entries.	General Fund		
Staff time and materials, TBD based on parts. Cost savings - water conservation.	Capital Improvement Plan (CIP) Funds		
Staff and Planning & Community Development Time. Trails Cost: Concrete Walk - \$4.50/SF; Asphalt Walk - \$2.80/SF. Staff and development community time to coordinate future trail connection to City trails.	General Fund / Capital Improvement Plan (CIP) Funds / Impact Fees		
Staff and Maricopa County Staff Time	General Fund / Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding such as Transportation Enhancement Grants		
Staff Time and Promotional Materials	General Fund		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	3	3.3.06a	Programs and Services Delivery	Offer a “snow-bird” recreation pass for part-time Peoria residents or non-residents.
B	3	4.1.07	Partnerships and Collaborative Efforts	Explore partnership opportunities for open space acquisition and programming. This includes exploring partnership opportunities with private land owners for open space use and programming.
B	3	5.1.15	Department Organization, Staffing and Resources	Designate a separate maintenance crew for the Old Town and City Hall Campus area.
B	3	5.3.02b; 5.3.06	Department Organization, Staffing and Resources	Because of the volume of work created by HR functions (recruitment, fingerprinting, new hire paperwork, PAF’s, timesheets, payroll), daily business functions (contracts, vendor payments), multiple budgets (O&M, CIP) and cash management (software registration and reservations, financial accounting), the Department should create a Business Services Division in the mid to long-term, specifically dedicated to the services of the entire department, and one that can work seamlessly across all of the divisions and on behalf of all divisions.
B	3	5.3.03a	Department Organization, Staffing and Resources	Move the Human Resources Coordinator position created as part of these recommendations from the Administration part of the Department into the new Business Services Division.
B	3	5.3.03b	Department Organization, Staffing and Resources	Add or re-classify an existing position to the Business Services Manager in the new Business Services Division.
B	3	5.3.03c	Department Organization, Staffing and Resources	Relocate the Senior Management Analyst and Management Analyst to the new Business Services Division.
B	3	5.3.03d	Department Organization, Staffing and Resources	Relocate Customer Service Reps I and II to the new Business Services Division.
B	3	5.3.03e	Department Organization, Staffing and Resources	Relocate Administrative Assistants II to the new Business Services Division.
B	3	5.3.03f	Department Organization, Staffing and Resources	Relocate the Financial Systems Supervisor to the new Business Services Division.
B	3	5.3.03g	Department Organization, Staffing and Resources	Add an Administrative Assistant for seasonal and full-time recruitments and HR functions (familiarity with NeoGov, Recruitment and hiring procedures and paperwork into the new Business Services Division.
B	3	5.3.03h	Department Organization, Staffing and Resources	Add a seasonal or part-time Customer Service Representatives positions (for work at the administration office customer counter) into the new Business Services Division.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time and Promotional Materials. Fee generation balanced with increased cost recovery.	N/A		
Staff, Planning & Community Development and legal time for any needed agreements.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / Alternative Funding		
Staff Time	N/A		
Staff Time. Salary based on FT needs and market conditions. (Salary estimated at \$40,000-\$50,000).	General Fund		
Staff Time. Salary based on PT/FT needs and market conditions.	General Fund		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	3	5.3.03i	Department Organization, Staffing and Resources	Add a grant coordinator/programmer position to the new Business Services Division. This position could also assist with the administration of the annual Arts Grants project.
B	3	5.3.06a	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, move the Human Resources Coordinator position created as part of these recommendations from the Administration part of the Department.
B	3	5.3.06b	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, add or re-classify an existing position to Business Services Manager.
B	3	5.3.06c	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, relocate the Sr. Management Analyst and Management Analyst into the new Division.
B	3	5.3.06d	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, relocate Customer Service Reps I and II who are housed at the Administration part of the department into the new Division.
B	3	5.3.06e	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, relocate the Administrative Assistants II from the Administrative Office into the new Division.
B	3	5.3.06f	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, relocate the Financial Systems Supervisor into the new Division.
B	3	5.3.06g	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, add an Administrative Assistant for seasonal and full-time recruitments and HR functions (familiarity with NeoGov, Recruitment and hiring procedures and paperwork).
B	3	5.3.06h	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, add seasonal or part time Customer Service Representatives positions (for work at the administration office customer counter) for the seven intensely busy months.
B	3	5.3.06i	Department Organization, Staffing and Resources	With the creation of a Business Services Division in the mid to long-term, add a grant coordinator position to complete regular grant funding searches for the department, write and submit grants and monitor and fulfill requirements for grant funds received. This position could also assist with the administration of the annual Arts Grants project.
B	3	5.3.07	Department Organization, Staffing and Resources	Parks Division - If any of the maintenance contracts for rights-of-way, etc. are returned to the responsibility of the Parks Division, additional staff would need to be hired to cover the additional acreage of maintenance responsibility in order to maintain the desired level of service.
B	3	5.4.01a	Department Organization, Staffing and Resources	Reference the most current PRORAGIS data in a customized report each year.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time. Salary based on FT needs and market conditions.	General Fund		
Staff Time	N/A		
Staff Time. Salary based on FT needs and market conditions.	General Fund		
Staff Time. Salary based on PT needs and market conditions.	General Fund		
Staff Time. Salary based on FT needs and market conditions.	General Fund / Alternative Funding such as Grants		
Staff Time. Salary based on FT/PT needs and market conditions.	General Fund		
Staff Time	N/A		

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	3	5.4.02	Department Organization, Staffing and Resources	Use GIS data to understand areas lacking service and areas of saturation prior to additional facility and land acquisitions.
B	3	7.2.01	Funding Resources and Opportunities	Be proactive in identifying, seeking out and supporting matching funds for grants and alternative funding.
Long Term -2020-2023				
C	1	1.2.08f	Park and Facility Development and Enhancement	Utilize reclaimed water for irrigation in newly constructed parks (or retrofit a system in an existing park if not cost prohibitive when upgrading the irrigation system) when a park is located in proximity to a water treatment plant.
C	1	2.1.01d	Park and Facility Development and Enhancement	Develop priority areas for parks, trails and open space in Northern Peoria, including a pool north of Deer Valley.
C	1	2.3.03	Park and Facility Development and Enhancement	Where possible, look to fill in gaps in on-street sidewalks in proximity to facilities in order to provide continuity in the pedestrian access to those facilities. Assistance from the Public Works department and other agencies (such as Maricopa County) may be necessary.
C	1	3.2.01	Programs and Services Delivery	The libraries need to continue to provide base services people have come to expect and also diversify their facilities to accommodate new programming and technology through the addition or renovation of additional classroom space or partnering with other locations. (schools, parks, private businesses, etc.).
C	2	1.1.12c	Park and Facility Development and Enhancement	Dog Parks - Increase natural and structural shade levels at existing dog parks and plan for dog owner shade needs in future park plans.
C	2	1.2.08c	Park and Facility Development and Enhancement	Engage the use of solar energy for light fixtures and buildings, as upgrades or repairs are made to roofs, park lighting, etc. when possible
C	2	1.2.08e	Park and Facility Development and Enhancement	Plant native grasses and shrubs in hard to mow areas.
C	2	2.3.01	Park and Facility Development and Enhancement	Work with other Cities and jurisdictions to develop a public transportation system that could assist in providing access to facilities (this does not need to be an expansion of the Phoenix area bus system, but could be a shuttle or on-call service that focuses on access to City-based facilities in Peoria and surrounding communities).
C	2	5.3.01	Department Organization, Staffing and Resources	Staffing and resources per capita ratios should be maintained at current levels, at a minimum, as additional people move into the community and the number and types of facilities grows.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff Time	N/A		
Staff Time	Alternative Funding such as Grants		
Staff time and materials, TBD based on parts. Cost savings - water conservation.	Capital Improvement Plan (CIP) Funds		
Staff Time. Community Pool Complex- \$4,000,000-\$6,000,000 depending on the program.	Capital Improvement Plan (CIP) Funds		
Staff and Public Works Time. Sidewalk Cost: Concrete Walk - \$4.50/SF.	General Fund / Capital Improvement Plan (CIP) Funds / Impact Fees		
Staff Time and/or contracting with a consultant to develop a feasibility study for potential library facility planning. Library Feasibility Study is estimated at \$50,000- \$65,000.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Shade Structure- \$20,000-\$45,000 per structure; Landscape- \$200-\$300 per tree.	Capital Improvement Plan (CIP) Funds / Special Council-Approved Allocations / General Fund		
Staff time and materials, TBD based on parts. Cost savings - energy conservation.	Capital Improvement Plan (CIP) Funds		
Staff Time and Materials	General Fund / Special Council-Approved Allocations		
Staff Time	Alternative Funding		
Staff Time	N/A		

Action Strategies and Recommendations

*Refer to the Recommendations narrative for additional details regarding these strategies.
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Term	Priority	Strategy Number(s)	Category	Strategy Description
C	3	7.1.02	Funding Resources and Opportunities	For long-term funding, the City should consider a dedicated property and/or sales tax, the creation of a special taxing district for parks, recreation, open space, trails and libraries and/or revisit impact fees and taxes. According to the survey, seventy-five percent (75%) of respondents are willing to pay some amount of additional tax support per month to develop and operate the types of parks, trails, library, and recreation facilities that are most important to their household.
C	3	7.1.02a	Funding Resources and Opportunities	Explore this tax support as a way to establish a fund for maintenance and / or replacement of amenities either generally or specifically (especially those which may require a specialized or more intense level of maintenance (i.e. Rio Vista fishing lakes, Rio Vista Recreation Center, the Sports Complex, Library resources, etc.))
C	3	7.1.05	Funding Resources and Opportunities	Consider a bond referendum to implement capital improvements. However, the current economic recovery may influence residents' willingness to support a funding mechanism such as a bond for facility development.

Action Strategies and Recommendations

Resource Estimate	Potential Funding Source	Strategy Leader	Strategy Team
Staff and Legal Time	N/A		
Staff and Legal Time	N/A		
Staff and Legal Time	N/A		

Action Strategies and Recommendations (Facilities)

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
Short Term 2014-2016				
A	1	1.1.18a	Park and Facility Development and Enhancement	Calbrisa Park - Repair rubberized safety surfacing to address separation from the sidewalk and to meet ADA requirements.
A	1	1.1.21d	Park and Facility Development and Enhancement	Country Meadows Park - Repair the restroom.
A	1	1.1.27a	Park and Facility Development and Enhancement	Ira Murphy Park - Install railing behind the bleachers on Cheryl Drive to correct the safety issue at the elevated pedestrian gathering area.
A	1	1.1.48a	Park and Facility Development and Enhancement	Westland Park - Complete a sidewalk connection to the wash trail.
A	2	1.1.17b	Park and Facility Development and Enhancement	Braewood Park - Repair cracked basketball courts.
A	2	1.1.20a; 1.1.33a; 1.1.41a	Park and Facility Development and Enhancement	Centennial Pool; Peoria Pool; Sunrise Pool - Enclose the pool equipment and the pool chemical storage area with a secure architectural structure.
A	2	1.1.20b; 1.1.41b	Park and Facility Development and Enhancement	Centennial Pool; Sunrise Pool - Develop a more secure perimeter fence system by increasing the height and limiting climb-ability of the exterior barrier.
A	2	1.1.20d; 1.1.33d; 1.1.41d	Park and Facility Development and Enhancement	Centennial Pool; Peoria Pool; Sunrise Pool - Add security cameras to the facilities to monitor the pool and interior of buildings.
A	2	1.1.21b	Park and Facility Development and Enhancement	Country Meadows Park - Replace cracked asphalt tennis courts with a more durable concrete court or consider replacing tennis with another active recreation amenity.
A	2	1.1.21c	Park and Facility Development and Enhancement	Country Meadows Park - Repair the tennis court fencing.
A	2	1.1.26c	Park and Facility Development and Enhancement	Hayes Park - Repair or replace damaged concrete at the restroom.
A	2	1.1.28a	Park and Facility Development and Enhancement	Kiwanis Park - Replace cracked asphalt tennis courts with a more durable concrete court or consider replacing tennis with another active recreation amenity.
A	2	1.1.32h	Park and Facility Development and Enhancement	Paseo Verde Park - Basketball court is cracking and should be evaluated for repair priority.
A	2	1.1.34c	Park and Facility Development and Enhancement	Rio Vista Community Park - Add emergency contact signs throughout the site similar to those installed at Pioneer Community Park.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$7,200.00			
TBD			Complete
\$2,200.00			
\$560.00			Complete
\$37,800.00			
\$50,000.00			
\$13,750.00			
\$12,000.00			
\$77,000.00			
\$12,000.00			
\$14,300.00			
\$77,000.00			
\$18,900.00			
\$34,380.00			

Action Strategies and Recommendations (Facilities)

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	3	1.1.15a; 1.1.16b; 1.1.18c; 1.1.22a; 1.1.25b; 1.1.29b; 1.1.31a; 1.1.38a; 1.1.39b	Park and Facility Development and Enhancement	Apache Park; Arrowhead Shores Park; Calbrisa Park; Deer Village Park; Fletcher Heights Park; Monroe Park; Parkridge Park; Sundance Park; Sunnyslope Park - Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings.
A	3	1.1.16a	Park and Facility Development and Enhancement	Arrowhead Shores Park - Evaluate ways to increase public awareness and visibility of the park to counterbalance the limited visibility into the park and vandalism this encourages. Include street signage and wayfinding throughout the neighborhood.
A	3	1.1.16e	Park and Facility Development and Enhancement	Arrowhead Shores Park - Make improvements to this park to increase the Level of Service scores to bring it to an adequate or higher status. Recommended improvements include: Upgrading the playground equipment, creating an enhanced park entrance with dedicated parking and signage, improving ADA accessibility within the site and designating ADA parking with striping, adding drinking fountains distributed for easier access within the linear greenspace, improving site security with additional lighting, and improving picnic facilities by providing concrete tables and repairing the ramada.
A	3	1.1.23d	Park and Facility Development and Enhancement	Desert Amethyst Park - Ensure that the wood chips are installed to an adequate depth.
A	3	1.1.25a	Park and Facility Development and Enhancement	Fletcher Heights Park - Repair damaged ramada roof panels.
A	3	1.1.26a	Park and Facility Development and Enhancement	Hayes Park - Evaluate the damaged rubberized safety surfacing at 2-5 year playground for a repair solution.
A	3	1.1.29a	Park and Facility Development and Enhancement	Monroe Park - Add a concrete ADA path to at least one picnic ramada.
A	3	1.1.32d	Park and Facility Development and Enhancement	Paseo Verde Park - Add ADA pads for benches and rest areas along the walks where current benches are located in bare earth in the landscape areas.
A	3	1.1.32k	Park and Facility Development and Enhancement	Paseo Verde Park - NEOS play system had been vandalized and some games did not work. Consider increasing care schedule for this unique piece of play equipment to ensure it provides the type of experience users expect from an electronic play system.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$62,000.00			
\$5,950.00			
\$188,500.00			
\$7,500.00			
\$10,000.00			
\$5,400.00			
\$1,260.00			
\$6,600.00			
\$12,000.00			

Action Strategies and Recommendations (Facilities)

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
A	3	1.1.34a	Park and Facility Development and Enhancement	Rio Vista Community Park - Using the original design plan as a template, inventory the park vegetation to identify missing plant material and develop a program for replacement to maintain the public's perception of the park as a premier recreation facility.
A	3	1.1.36a	Park and Facility Development and Enhancement	Scotland Yard Park - This is a new park with many design elements that highlights the City of Peoria's commitment to low impact development. Evaluate ways to increase public awareness of the facility.
A	3	1.1.39c	Park and Facility Development and Enhancement	Sunnyslope Park - Replace the missing handrail at the scupper under the path by the west parking lot.
A	3	1.1.42c	Park and Facility Development and Enhancement	Sunset Park - Evaluate the damaged rubberized safety surfacing at 2-5 year playground for a repair solution.
A	3	1.1.50a	Park and Facility Development and Enhancement	Windrose Park - Improve drainage between basins. Existing pipes are exposed and damaged, and ground has eroded around them that should be reshaped with protection.

Mid Term -2017-2019

B	1	1.1.22c	Park and Facility Development and Enhancement	Deer Village Park - Evaluate adding lighting to the multi-use paths to improve security and encourage use.
B	1	1.1.23a	Park and Facility Development and Enhancement	Desert Amethyst Park - Install a shade canopy over the play area.
B	1	1.1.23b	Park and Facility Development and Enhancement	Desert Amethyst Park -The loop path serves dual purpose as a swale on the north and west sides. Consider improving the loop path by adding a 4' concrete or stabilized decomposed granite path with a standard 1-2% cross slope.
B	1	1.1.24a	Park and Facility Development and Enhancement	Fletcher Heights North Park - Add a drinking fountain and bike racks to the site.
B	1	1.1.24b	Park and Facility Development and Enhancement	Fletcher Heights North Park - Repair the chipped basketball court surface.
B	1	1.1.26b	Park and Facility Development and Enhancement	Hayes Park - Install storm water control measures to alleviate erosion of the stabilized decomposed granite path at the base of the basin slopes.
B	1	1.1.26e	Park and Facility Development and Enhancement	Hayes Park - Provide a drinking fountain at the ball fields.
B	1	1.1.26f	Park and Facility Development and Enhancement	Hayes Park - Remove the turf from the infields on the two west ballfields to make them usable for baseball and softball (instead of just baseball).

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$11,000.00			
N/A			
\$360.00			
\$8,100.00			
\$3,500.00			
\$55,000.00			
\$45,000.00			
\$22,000.00			
\$8,500.00			
\$18,900.00			
\$3,600.00			
\$15,000.00			
\$5,250.00			

Action Strategies and Recommendations (Facilities)

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	1	1.1.31b	Park and Facility Development and Enhancement	Parkridge Park - Provide drinking fountains at the dog park cells and improve the entry vestibules to replace the low fencing with a minimum 5-foot high fence.
B	1	1.1.32j	Park and Facility Development and Enhancement	Paseo Verde Park - Consider reconfiguring grill positions in relation to the tables and each other. The two grills at the large group ramada are far enough apart a single person could not use both, but are close enough to one another than two separate groups may have issues.
B	1	1.1.33b	Park and Facility Development and Enhancement	Peoria Pool - Remove the spray guns in the wading pool area and evaluate a small slide apparatus or other play attraction, such as a climbing wall or other amenity that can be accommodated in the existing space to help bring this pool area more in line with the facilities available at the other pools.
B	1	1.1.35b	Park and Facility Development and Enhancement	Roundtree Ranch Park - Add a drinking fountain at the picnic ramada and to serve playground users during hot weather.
B	1	1.1.40b	Park and Facility Development and Enhancement	Sunrise Park - Work with the development managers to address the dead-end pedestrian path that links from the park into the development's open space. This dead end sidewalk leads unaware users into an urban "box canyon" that is not visible from the street. Add signs closer to the park that alerts users that the trail is private. An alternative public loop back to the parking lot may also be considered.
B	1	1.1.44a	Park and Facility Development and Enhancement	Terramar Park - Evaluate drainage issues at sidewalk crossing. A concrete dip section should be added to address the overtopping of the sidewalk that appears to occur and is undercutting the concrete.
B	1	1.1.51a	Park and Facility Development and Enhancement	Libraries - Work to improve the layout of back-of-house spaces in both buildings, they are tight for equipment, work space and carts.
B	1	1.1.51b	Park and Facility Development and Enhancement	Libraries - Work with the Friends of the Peoria Public Library to find the means to maximize their sale area at both branches.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$16,000.00			
\$500.00			
\$6,000.00			
\$7,000.00			
\$1,400.00			
\$1,700.00			
TBD			
TBD			

Action Strategies and Recommendations (Facilities)

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	1	1.1.51c	Park and Facility Development and Enhancement	Libraries - Remodel the Main Library, including consideration for the following: Address security and lack of visual sight lines in various areas; Improve handicap access and slopes to front entrances; get staff involved in any future library design; add meeting rooms of various sizes to accommodate classes and patron use.
B	2	1.1.14b	Park and Facility Development and Enhancement	Alta Vista Park - Modify the Dog Park entry vestibule to provide separate entries into each cell in order to provide a controlled, safe cell entrance.
B	2	1.1.14c; 1.1.16c; 1.1.35a; 1.1.47a; 1.1.50b	Park and Facility Development and Enhancement	Alta Vista Park; Arrowhead Shores Park; Roundtree Ranch Park; Westgreen Park; and Windrose Park - Replace removable metal picnic tables with concrete tables.
B	2	1.1.14d	Park and Facility Development and Enhancement	Alta Vista Park - Add skateboard deterrents to the picnic area seat wall to reduce edge wear.
B	2	1.1.16d	Park and Facility Development and Enhancement	Arrowhead Shores Park - Consider the addition of a unique use within the park such as disc golf. This may increase the number of park users, in turn helping to police against vandalism and increase the sense of public ownership.
B	2	1.1.19b	Park and Facility Development and Enhancement	Centennial Plaza - Identify a plaza parking area to direct the public to the site and identify the plaza as a unique space in addition to serving as a link between the City campus buildings.
B	2	1.1.20c; 1.1.33c; 1.1.41c	Park and Facility Development and Enhancement	Centennial Pool; Peoria Pool; Sunrise Pool - Conduct a shade study that evaluates the effectiveness of the existing shade structures and vegetation and improve the canopy configuration to increase the shade coverage for spectators and pool users.
B	2	1.1.26d	Park and Facility Development and Enhancement	Hayes Park - Install bike racks near the restroom area.
B	2	1.1.29c	Park and Facility Development and Enhancement	Monroe Park - Upgrade playground with newer equipment and provide separate 2-5 and 5-12 play areas.
B	2	1.1.30a	Park and Facility Development and Enhancement	Palo Verde Park - Increase public awareness of the unique cultural resources and interpretive features at this park, such as featuring the park on the website, City newsletters and Get Active publication.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
TBD based on a facility feasibility study			
\$1,320.00			
\$49,500.00			
\$400.00			
\$6,500.00			
Refer to 1.1.19a			
\$49,500.00			
\$1,500.00			
\$220,000.00			
N/A			

Action Strategies and Recommendations (Facilities)

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	2	1.1.31c	Park and Facility Development and Enhancement	Parkridge Park - Evaluate options for better integrating the remaining open space area near the large dog park cells into the remainder of the park. This might include the addition of a programmed use or increasing the number of small dog cells to two.
B	2	1.1.32c	Park and Facility Development and Enhancement	Paseo Verde Park - Replace damaged plastic coated site furnishings with powder-coated or concrete furnishings. Consider removing plastic coating from serviceable bike racks to improve appearance.
B	2	1.1.32f	Park and Facility Development and Enhancement	Paseo Verde Park - Playground equipment is serviceable, but an older style. Replace with new equipment.
B	2	1.1.32g	Park and Facility Development and Enhancement	Paseo Verde Park - Include a separate 2-5 play area under shade as a replacement for the stand-alone tot play pieces not covered by the shade canopy.
B	2	1.1.32i	Park and Facility Development and Enhancement	Paseo Verde Park - Replace the moveable metal picnic tables at the large group picnic area with the concrete style picnic tables. Moveable tables appear to be used by vandals to reach and cut the shade fabric.
B	2	1.1.34b	Park and Facility Development and Enhancement	Rio Vista Community Park - Identify strategic locations, such as the pedestrian plaza areas adjacent to parking lots, to provide a project directory which includes a campus map to assist in onsite way-finding. City maintenance staff expressed they receive frequent complaints about the difficulty visitors have in finding their way around the park site.
B	2	1.1.37a	Park and Facility Development and Enhancement	Sonoran Mountain Ranch Park - Install full shade canopies over playgrounds to supplement integrated umbrellas.
B	2	1.1.39a	Park and Facility Development and Enhancement	Sunnyslope Park - Modify the dog park entry vestibule to provide separate entries into each cell in order to provide a controlled, safe entry at the entrance.
B	2	1.1.42b	Park and Facility Development and Enhancement	Sunset Park - Augment integrated umbrellas with canopy shade structure for the 5-12 playground.
B	2	1.1.43a	Park and Facility Development and Enhancement	Sweetwater Park - Update the playground equipment.
B	2	1.1.43c	Park and Facility Development and Enhancement	Sweetwater Park - Consider programming the plaza area at the park with small scheduled events or make it into additional picnic space.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$4,000.00			
\$15,000.00			
\$55,000.00			
\$110,000.00			
\$6,000.00			
\$6,600.00			
\$90,000.00			
\$1,320.00			
\$45,000.00			
\$220,000.00			
\$12,000.00			

Action Strategies and Recommendations (Facilities)

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	2	1.1.44d	Park and Facility Development and Enhancement	Terramar Park - The school bike racks and the park bike racks appear to be heavily used during the school year for kids biking to school. Consider creating a single, large shared-use bike parking area that services both facilities.
B	2	1.1.45a	Park and Facility Development and Enhancement	Varney Park - Evaluate the outbuilding located west of the ball fields and potential for renovation based on use.
B	2	1.1.46b	Park and Facility Development and Enhancement	Wacker Park - Update the play equipment.
B	2	1.1.50d	Park and Facility Development and Enhancement	Windrose Park - Replace aging and damaged benches.
B	2	1.1.50e	Park and Facility Development and Enhancement	Windrose Park - Replace aging play equipment and adding separate 2-5 and 5-12 structures under shade canopies. Current standalone tot rider toys have a nostalgic feel and could be incorporated into a playground renovation.
B	3	1.1.14a	Park and Facility Development and Enhancement	Alta Vista Park - Evaluate opportunities to better incorporate the nature trail area with the rest of the park. Consider adding additional wayfinding signage or a visually attractive feature to the nature trail that will draw visitors to the area.
B	3	1.1.19a	Park and Facility Development and Enhancement	Centennial Plaza - Increase public awareness of the facility and promote visits to the plaza. This includes improved wayfinding signage that describes plaza features such as the history walk and amphitheater in addition to the name of the site.
B	3	1.1.32e	Park and Facility Development and Enhancement	Paseo Verde Park - Add park wayfinding sign at the pedestrian entrance off of 77th Drive.
B	3	1.1.34d	Park and Facility Development and Enhancement	Rio Vista Community Park - Improve wayfinding signage by incorporating maps.
B	3	1.1.34e	Park and Facility Development and Enhancement	Rio Vista Community Park - Monitor signage for wear and readability, and replace signage when wear becomes significant and impacts the visible aesthetic and readability of the sign.
B	3	1.1.37c	Park and Facility Development and Enhancement	Sonoran Mountain Ranch Park - Provide higher visibility signage to the East Wing and overlook trails to the south of the park.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$6,250.00			
\$18,000.00			
\$110,000.00			
\$8,800.00			
\$110,000.00			
\$3,800.00			
\$2,000.00			
\$700.00			
\$50/SF for signage			
N/A			
\$1,400.00			

Action Strategies and Recommendations (Facilities)

Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.

Term	Priority	Strategy Number(s)	Category	Strategy Description
B	3	1.1.40a	Park and Facility Development and Enhancement	Sunrise Park - Increase visibility of the park from the roads by adding wayfinding signs at the park pedestrian entrances.
B	3	1.1.44b	Park and Facility Development and Enhancement	Terramar Park - Add additional wayfinding signs from the neighborhood as well as mileage information for users making a circuit on the walks around the park.
B	3	1.1.44c	Park and Facility Development and Enhancement	Terramar Park - Add a header on the outside edge of the soft-surface trail adjacent to the walk to delineate this existing use and edge the decomposed granite in landscape area.
B	3	1.1.49a	Park and Facility Development and Enhancement	Westwing Park - Add mileage for walking paths and wayfinding signage.
Long Term -2020-2023				
Term	Priority	Strategy Number(s)	Category	Strategy Description
C	1	1.1.23c	Park and Facility Development and Enhancement	Desert Amethyst Park - Evaluate installing lighting along the path.
C	1	1.1.24c	Park and Facility Development and Enhancement	Fletcher Heights North Park - Add mileage signage to the looped trail around the park including the sidewalk.
C	1	1.1.25c	Park and Facility Development and Enhancement	Fletcher Heights Park - Evaluate options for integrating the east open turf to the activity areas of the park, including trails or the addition of active recreation facilities such as soccer goals. (Kids were playing soccer on the basketball court at the time of the inventory).
C	1	1.1.28b	Park and Facility Development and Enhancement	Kiwanis Park - Consider paving the loop path to enhance the range of use.
C	1	1.1.42e	Park and Facility Development and Enhancement	Sunset Park - Consider adding an alternative public loop trail back to the parking lot.
C	1	1.1.45b	Park and Facility Development and Enhancement	Varney Park - Consider adding a loop path around the park to connect to trail connection from Roosevelt Street and provide daily exercise opportunities for neighborhood residents.
C	1	1.1.46a	Park and Facility Development and Enhancement	Wacker Park - Connect the interior path to the sidewalk to create a loop walk.
C	1	1.1.47b	Park and Facility Development and Enhancement	Westgreen Park - Consider adding a looped path around the park.
C	1	1.1.49b	Park and Facility Development and Enhancement	Westwing Park - Evaluate the opportunity to include a Discovery Trail within the wash that connects to the Sunrise Mountain Trail. Opportunities for education and learning in conjunction with the school could be identified and incorporated.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$2,650.00			
\$4,000.00			
\$11,400.00			
\$6,600.00			
Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$28,600.00			
\$2,650.00			
\$30,000.00			
\$16,250.00			
\$25,000.00			
\$56,000.00			
\$7,000.00			
\$18,900.00			
\$25,800.00			

Action Strategies and Recommendations (Facilities)

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
C	2	1.1.17a	Park and Facility Development and Enhancement	Braewood Park - Create a pedestrian access point from Yucca Street.
C	2	1.1.18b	Park and Facility Development and Enhancement	Calbrisa Park - Evaluate options for filling the empty tree planters around the playground, including replacement trees.
C	2	1.1.21a; 1.1.21f	Park and Facility Development and Enhancement	Country Meadows Park - Evaluate options for filling the empty tree planters around the plaza including replacement trees.
C	2	1.1.23e	Park and Facility Development and Enhancement	Desert Amethyst Park - Make improvements to this park to increase the Level of Service scores to bring it to an adequate or higher status. Add amenities to the basin park such as bike racks, additional natural shade along the path, or picnic facilities.
C	2	1.1.37b	Park and Facility Development and Enhancement	Sonoran Mountain Ranch Park - Evaluate potential connections from the sidewalk that ends at northwest corner of the park. Currently the sidewalk connects to what appears to be an unimproved and worn path through the desert but does not include signage indicating the ultimate destination for the trail.
C	2	1.1.42d	Park and Facility Development and Enhancement	Sunset Park - Evaluate adding shade to softball facilities over dugout benches and spectator areas.
C	2	1.1.43b	Park and Facility Development and Enhancement	Sweetwater Park - Replace dead plant material in the landscape planter areas or install an alternative material.
C	2	1.1.46c	Park and Facility Development and Enhancement	Wacker Park - Add new or upgraded amenities to the park to increase the Level of Service scores to bring it to an adequate or higher status.
C	2	1.1.50c	Park and Facility Development and Enhancement	Windrose Park - Remove or refill empty tree-ring planters around the playground.
C	3	1.1.21e	Park and Facility Development and Enhancement	Country Meadows Park - Replace turf outside of the loop walk with a native landscape area with drought tolerant plant material.
C	3	1.1.22b	Park and Facility Development and Enhancement	Deer Village Park - Evaluate adding new trees near the playground to mature along with the existing trees and maintain the character of the site when the older trees require replacement.
C	3	1.1.27b	Park and Facility Development and Enhancement	Ira Murphy Park - Replace shrubs in the landscape area around the park sign.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$2,900.00			
\$46,500.00			
\$1,250.00			
\$14,225.00			
\$3,300.00			
\$96,000.00			
\$1,200.00			
\$52,000.00			
\$500.00			
\$65,250.00			
\$1,000.00			
\$3,000.00			

Action Strategies and Recommendations (Facilities)

*Refer to the Recommendations narrative for additional details regarding these strategies.
In some cases, the strategies description has been shortened for ease of reading in this chart.*

Term	Priority	Strategy Number(s)	Category	Strategy Description
C	3	1.1.32a	Park and Facility Development and Enhancement	Paseo Verde Park - Add grasses or other street drainage tolerant plants into the water-harvesting swale that collects runoff from Greenway Road.
C	3	1.1.32b	Park and Facility Development and Enhancement	Paseo Verde Park - Designate the landscape area immediately adjacent to the sidewalk as a soft-surface path, install a concrete header to edge the path, and provide install 1/4-inch minus decomposed surfacing. Installing new shrubs and groundcovers along the improved multi-use path.
C	3	1.1.37d	Park and Facility Development and Enhancement	Sonoran Mountain Ranch Park - Renovate the parking lot.
C	3	1.1.42a	Park and Facility Development and Enhancement	Sunset Park - Upgrade bicycle racks to a more durable model.
C	3	1.1.42f	Park and Facility Development and Enhancement	Sunset Park - Reconfigure the backstops to a more traditional shape, adding covered dugouts and eliminating awkward playing angles.
C	3	1.1.50f	Park and Facility Development and Enhancement	Windrose Park - Path circulation appears haphazard and could be renovated to improve circulation and loop path opportunities.

Cost Estimate	Potential Funding Source	Strategy Leader	Strategy Team
\$12,750.00			
\$21,375.00			
\$39,000.00			
\$3,000.00			
\$24,375.00			
\$1,650.00			

Appendix

Park Classification Guidelines **A1**

PARK CLASSIFICATION GUIDELINES

Introduction

These parks guidelines are intended to establish a minimum expectation to deliver parks that meet the needs of the community. The 2013 Community Services Master Plan reflects the diverse needs for parks to serve the existing and developing areas in the community. The following guidelines identify five classifications of parks. The classifications are; Mini Park, Neighborhood Park, Community Park, Regional Park and Special Use Park. There is a range of both passive and active recreational activities that can occur within each park classification. However, the designations generally do imply a type and size of facility and a level of service that corresponds to current public expectations.

Mini Park

Function:

Mini parks are one (1) to ten (10) acre parks serving users within a one-quarter (1/4) mile service area. These parks are typically privately owned and operated by the homeowner associations. Mini parks may be publically owned. The parks provided needed park space within neighborhoods. These parks should be convenient and located within walking distance of many of the residents. The mini park should reflect the character of the neighborhood. These facilities provide general active and passive recreation opportunities for local families and residents. The parks within the same neighborhood or throughout Peoria may offer similar amenities, though it is desirable that each has a unique design appeal and can offer a specialized activity that is valued by the residents of the neighborhood.

Design considerations:

The typical preferred size of a mini park should one (1) to ten (10) acres. The recommended usable space is five (5) acres excluding roads, slopes, tracts and flood zones washes. A mini park should be strategically located in residential communities to provide walkable pedestrian access. At least one edge of the park should be adjacent to a local street to provide visual surveillance and

convenient access. The parks can be located adjacent to retention basins and drainage corridors as long as the primary facilities of the park are not impacted by high water conditions. Pedestrian access to the park via walks, paths, trails or open space should be included, and in some instances the park may also be designed to accommodate trailhead needs. In the mountainous northern areas of the city, accommodations may be altered for the service radius due to lower residential densities.

Typical facilities located in a mini park may include:

- Rectangular fields/ open turf play (not intended for league play)
- Play court (i.e. basketball, tennis, volleyball)
- A single ramada or grouping of picnic tables
- Shaded children's play area (typically one facility to accommodate for age, 2-5 yrs or 5-12yrs)
- Swings
- Perimeter or looped lighted walking path
- Trailheads (if adjacent to open space)
- Benches, picnic table, trash receptacle and pet waste dispensers
- Chilled drinking fountains with pet water dispensers
- Landscape areas
- Parking accessible on the adjacent street
- Dusk to dawn security lighting (may be achieved by on-street lighting)
- Park sign

Neighborhood Park

Function:

Neighborhood parks serve the residents of the immediate and adjacent neighborhoods. These parks should be convenient and within easy walking distance from many of the residents. The public typically recognize these parks as an important element of their neighborhood. These facilities serve a one (1) mile radius but this may vary depending on geographic separators such as mountains, rivers, washes and arterial roads. These parks are programmed to serve a population of approximately 5,000-10,000 residents. A neighborhood park should reflect the character of the surrounding neighborhood. These facilities provide general recreational opportunities for the local families and while they may offer similar elements it is desirable that each has a unique

design appeal and can offer a specialized activity that is valued by the neighborhood residents. These parks are generally built by a private developer under design review by the City and ultimately dedicated to and maintained by the City of Peoria.

Design considerations:

The preferred size of a neighborhood park should be ten (10) to forty (40) acres. The minimum usable space is ten (10) acres excluding roads, slopes, tracts, flood zones washes and parking areas. A neighborhood park is ideally juxtaposed in the central area of a residential community. At least one edge of the park should be adjacent to a local or collector street to provide visual surveillance and access by vehicle, bicycle and walking. The park should provide a small parking area and drop-off to accommodate users. When practical, neighborhood parks should be situated next to elementary or junior high schools to promote the joint use of the facilities to maximize resources and public benefit. These parks can be located adjacent to retention basins and drainage corridors as long as the primary facilities and the minimum useable space of ten (10) acres are not impacted by high water conditions. Pedestrian access to the park via walks, paths, trails or open space should be included and in some instances the park may also be designed to accommodate trailhead needs. In the mountainous northern areas of the City, accommodations may be necessary for the service radius due to lower residential densities. However, the minimum level of service for 5,000 residents should be maintained.

Typical facilities located in a neighborhood park include the following; however specific facilities and amenities will be determined by the City of Peoria Community Services Director.:

- Rectangular fields (may be lighted), should be available for youth and adult recreational activities
- Open turf play areas (may be lighted for evening activities)
- Play court(s) i.e. basketball, tennis, volleyball (lighted)
- Ball field (lighted)
- Single or double picnic ramadas
- Shaded play areas (grouped for age, may include structures for one or both age groups, 2-5 yrs & 5-12 yrs.)
- Swings
- Lighted paths and trails with an internal looped trail
- Trailheads(if adjacent to open space and/or an existing

or proposed trail)

- Benches, picnic tables, trash receptacles, recycling receptacles and pet waster dispensers
- Restroom
- Chilled water drinking fountain with pet water dispensers
- Off-street parking lot and availability of on-street parking (35-75 spaces depending on the site amenities plus access to encourage neighborhood pedestrian access)
- Gates at vehicular access points
- Landscape areas
- Dusk to dawn security lighting
- Utilities (potable water, reclaimed water, electric, sewer, communications, maintenance area)
- Park signage

Community Park

Function:

Peoria's community parks have a broad area of influence and they offer certain functions and recreational opportunities at a community-wide level which could serve the entire city. Community parks are designed to serve diverse community recreational needs. The sphere of influence for a community park generally covers a three (3) to five (5) mile radius. However, the two existing community parks (Rio Vista and Pioneer Community Parks) in Peoria have proven to have a regional draw for certain special events or activities. These parks are destination parks and include on-site parking to accommodate the users for the numerous recreational activities provided. Parks within the community park classification typically provide all of the uses included in a neighborhood park but have additional acreage for sports field complexes, multiple sports courts, and special use facilities including urban lakes, skate parks, large group picnic facilities, dog parks and splash pads areas. The inclusion of a recreation center or a community center (like at Rio Vista Community Park) is a likely option but may not always be included. Community parks are generally built, owned and maintained by the City.

Design Considerations:

Currently, Peoria's two community parks (Rio Vista and Pioneer Community Parks) are recognized as signature parks and have set a benchmark for design expectations from the city residents.

The preferential size for a community park should be forty (40) to one hundred (100) acres. The optimal acreage to consider for a community park is seventy-five (75) acres. A population of 50,000 should be the service level for a community park. The site should be relatively flat to accommodate multiple sports fields and the associated parking needed. The parks should maintain a balance between programmed sports facilities and other community activity areas such as community or interpretive gardens, historic and cultural features, water features, performance areas, festival spaces and plazas that encompass the interests of the broader community. A community park may be accommodated on a smaller site (such as at Rio Vista) but a reduced acreage creates a number of challenges for meeting the demands of the public and, in turn, the maintenance efforts required. These parks need to be conveniently located adjacent to primary roadways and paths to provide easy access when the parks have special events or tournaments. Community parks have both day and night activities. The sports fields within these parks are lighted. Large facilities, such as a large indoor fitness/recreation center or multi-field sports complex, can be placed in such a park because of the amount of space available and ability to buffer from the surrounding community. Due to both traffic and field lighting considerations, these parks may be best located in non-residential areas, such as office/industrial areas. This reduces the potential conflicts with resident desires for darkness and quiet during evenings and night times. The parking ratios for a Community Park will also need to be analyzed to ensure there is adequate on-site parking to accommodate maximum site use during special community events or multiple activities.

Facilities for a Community Park may include but are not limited to:

- Rectangular fields (may be lighted) for soccer, football, rugby and/or lacrosse
- Diamond fields (lighted), including all or some of the following categories:
 - Baseball fields
 - Little league fields
 - Softball fields
- Basketball courts, indoor/outdoor (lighted)
- Volleyball courts (sand) (lighted)
- Tennis courts (lighted)

- Recreation Center/Community Center (gymnasium, fitness area, community pool, classroom/meeting rooms)
- Small and large group picnic ramadas
- Open turf play area
- Destination shaded children's play area (one for each age group, 2-5 and 5-12)
- Lake system (for irrigation and urban fishing)
- Skate/bike park (lighted)
- Splash pad
- Off-leash dog park (lighted)
- Benches, picnic tables, trash receptacles, recycling receptacles and pet waster dispensers
- Community or specialty gardens
- Landscape areas
- Internal loop trails (lighted)
- Paths and Trails (connecting to neighborhoods and open space areas) (lighted)
- Trailheads (for access to primary paths)
- Restroom and concession buildings
- Chilled water drinking fountain with pet dispensers
- Operations and maintenance facility
- Parking
- Gates at vehicular access points
- Dusk to dawn security lighting
- Utilities (potable water, reclaimed water, electric, sewer, communications, maintenance area)
- Park signage

Regional Park

Function:

A regional park typically offers a primary recreational opportunity that has a broad appeal on a regional basis. The patrons are willing to drive to the facility and the expectation that they will pay for entry or use of the facility. A regional park may consist of a unique setting whose natural environmental character or cultural history serves as the primary attraction. Other recreational activities that occur in conjunction with the primary draw are then provided which add to the appeal. Lake Pleasant is an example of a regional park. A regional park may also consist of a regional level sport facility, such as the Peoria Sports Complex. This facility can serve the local population by offering a unique opportunity for high

quality sports play with the size and capacity to also accommodate attendance from the region to tournament activities, concerts or festivals. The recreational opportunities that the broader public is exposed to at these regional parks are a major factor in attracting regional and national events promoting Peoria's attractions at a regional level.

Design Considerations:

Regional parks typically consist of a sizable land area. A specific environment or a cultural/historic attraction may be included, and the size based on that attraction. Vehicular access and utility infrastructure becomes a significant design consideration for such sites. If the focus of the park is oriented toward organized sport activities and/or a venue for large public events then the site conditions such as access, slope and visual impacts increase in importance. In order to minimize site development costs, larger flat sites are better suited for the layout of venues used for organized events. The adjacent land uses are also important so that mitigation efforts for lighting, noise and traffic can be minimized. Location in direct proximity to arterial streets and highways becomes important for addressing the peak demands associated with large event traffic flows. A regional park focused on an environment and cultural/historic attraction shall be designed to minimal disturb the existing landscape. The planning for the park should balance conservation with planned uses to emphasize low impact improvements. The primary design considerations for this type of a facility have to do with the primary mitigation elements for any park; noise, lights and traffic.

Regional parks generally range in size of 100 to 400 acres and serve a population of up to 100,000. Depending on the quality of the primary recreational opportunity offered at a regional park, there is a range associated with the drive time to the park from ½ an hour up to an hour.

Regional parks can include the following facilities:

- Natural landscape areas
- Landscape areas
- Picnic areas with a range of accommodations from single to large group areas
- Restroom/ concession
- On-site parking facilities

- Camping/campgrounds
- Nature centers
- Lakes/water features
- Marinas/boat launch facilities
- Paths and trails
- Trailheads, multiple locations where appropriate
- Equestrian access
- Tournament style sports facilities
- Open-air concert facilities

Special Use Park

Function:

A special use park is dedicated to specific or limited purpose recreational activities. Facilities that accommodate activities such as golf, nature centers, equestrian facilities, amphitheaters, or sports complexes may be considered as a special use park as well as historic sites or markers, small plaza areas or overlooks. The special use of the park may also be integrated into a community or regional park but when the activity is the primary attraction to the park, then it may be considered for the special use designation. The purpose of a special use park is to emphasize a unique attribute of the City or serve as a destination for a specific use. The opportunity to accommodate a specialized interest that may have regional draw without being a regional facility can be addressed by a special use park.

There is a wide range of options associated with the size, configurations and locations of a special use park depending on the primary use of the facility. These can be a site specific historic structure up to a large natural open space area with nature trails and interpretive facilities. The primary design considerations for this type of a facility have to do with the primary mitigation elements for any park; noise, lights and traffic.

Special use facilities generally fall within three categories:

- Historic/cultural/social sites: unique local resources offering historical, educational, and cultural opportunities. Examples include archeological areas, historic properties, museums, historic markers, downtown areas, performing arts facilities, arboretums, nature centers, ornamental gardens, farmer's markets, indoor theaters, and amphitheaters

- Recreational Facilities: specialized or single purpose facilities, including community centers, senior centers, community theaters, sports (hockey) arenas, marines, golf courses, aquatic parks and shooting lanes.
- Outdoor Recreation Facilities: Examples include tennis/pickle ball centers, sports stadiums, equestrian centers, mountain preserves and natural preserves.

Greenways

Greenways (a.k.a. – trail corridors) accommodate path and trail networks for walking, running and biking, one of the most popular family recreation activities across the country. The value of greenways in terms of recreation, education and resource protection is invaluable. Greenways serve as linkages between cities, parks, schools, commercial areas and neighborhoods. They provide a safe mode of transportation that preserves the environment. When developing a greenway system, corridors should be identified where people will access the area easily and connect elements within the community and incorporate all the characteristics of the natural resource areas. Greenways can be located in a variety of settings and can be utilized for active and passive recreation activities. Refer to the path and trail network guidelines.

Path & Trail Classification Guidelines

A2

PATH & TRAIL CLASSIFICATION GUIDELINES

Introduction

A safe, convenient, effective and engaging public path and trail network is one of Peoria's citizens' most desired recreational elements in the Community Service Master Plan. The public survey initiated as a part of this master planning effort and feedback at the public open house meetings has validated the public's high priority for citywide paths and trails.

Furthermore, the implementation and management of a citywide path and trail network directly corresponds with two of the City's overarching goals. One of these is the implementation of infrastructures that encourages and responds to long term sustainability. A multi-modal, non-motorized path and trail network addresses a variety of key factors that contribute to reducing the public's use of motorized vehicular transportation. A second primary City goal is to provide opportunities for the improvement of the public's health. An effective path and trail network directly addresses the public's ability to "Get Active" with increased physical activity as they have safe and convenient access to the network for both commuting and recreational activities.

Goal

Improve the quality of life for Peoria residents with a safe, effective, citywide path and trail network. This comprehensive network is to provide non-motorized connectivity from the local residential areas to facilities and destination features throughout the City.

Objectives

In order to address the public's interests, the implementation of the path and trail network should be managed to accomplish several primary objectives. The City's commitment to addressing these objectives will establish the framework for an effective path and trail system.

- Objective 1: Connect to and integrate with the existing and proposed regional paths and trails, (for example the Maricopa Trail represents a regional trail).

- Objective 2: Respond to environmental and cultural sensitivities and incorporate the best practices of sustainability with the path and trail network design and layout.
- Objective 3: Establish a comprehensive citywide network to provide public connectivity to facilities and features with an uninterrupted path and trail system.
- Objective 4: Establish public/private collaborations and policies to enhance trail system connectivity and trail rights-of-way acquisition and/or access agreements.
- Objective 5: Coordinate with internal City departments, external agencies and utility providers to explore cooperative design and shared use corridor options for path and trail access.
- Objective 6: Implement best practices for path and trail design, construction and maintenance to provide a safe and accessible network.
- Objective 7: Research and obtain funding from appropriate outside sources and prioritize the allocation of appropriate City funds for the continual expansion and maintenance of the path and trail network.
- Objective 8: Establish and implement an effective branding and wayfinding system to create a recognizable identify for the City's path and trail network and accommodate the integration of regional identifications.

Path and Trail Network Elements

A comprehensive path and trail network will include a range of path types. These vary from soft-surface trails in remote natural areas to shared use concrete paths adjacent to major roadways, river corridors and washes. It is preferential to have the paths and trails separated from vehicular roadways even if it is just a landscape buffer. These path corridors are enhanced when they include appropriate pedestrian amenities, aesthetic elements, enhanced landscaping and connections to desired destinations. The City should continue to seek pedestrian corridors that are separate from vehicles as a means to improve safety and the recreational experience as well as promoting functional alternative modes of transportation.

This document contains path design characteristics and guidelines that may be easily adapted to fit the needs of Peoria. The intent of this document is to describe basic guidelines for general path and trail conditions with the understanding it is typical for a guideline to be adapted to site specific conditions. The 2006 PROST Master Plan includes numerous trail cross-sections for a variety of trail types and alignment conditions. Those versions may provide additional detail for certain conditions and may be used for reference.

- Off-street paths and trails are used for both recreation and transportation in addition to the bike routes comprised of the on-street bike lane system. Many of the off-street paths and trails connect to schools, parks, recreational facilities, other neighborhoods; or to commercial areas and restaurant destinations.
- The City's Transportation Department manages a program to incorporate integral bicycle lanes and sidewalks as a part of new roadway design and roadway improvements. These designated bike lanes and walks serve as a critical part of the overall non-vehicular path network but are addressed as a part of the roadway system therefore, this plan does not elaborate on these elements. However, the Community Services Department collaborates in full support and as a mutual partner with the Transportation Department regarding this important aspect of the overall pedestrian network.

Path and Trail Designations

The approach of this document is to identify path and trail corridors in terms of their function, similar to how roadways are defined based on their capacity. For example roadways are described as arterials, collectors or secondary roadways, each with an intended function and anticipated traffic volume. In a similar fashion, this plan identifies four types of path or trail designations representing a hierarchy of path functions and capacities. These path and trail designations may occur in a variety of settings. In sequence of scale and area of influence, the path designation suitable to address a high capacity use on a regional scale is:

- the Primary Path;
- the Secondary Path;
- the Neighborhood Path, which provides local use and access; and

- the Soft-Surface Trail, which are the non-paved trails that typically occur in natural open space areas.

This plan has also adopted the definition of a path as a hard surface treatment for the tread, typically concrete but in some cases asphalt may be acceptable. A trail is treated with a soft surface tread. Soft surface tread treatments included decomposed or crushed rock or native materials when appropriate. Soft surface trails may be treated with a stabilizer for erosion resistance and dust mitigation.

Primary Multi-Purpose Paths

Primary multi-purpose paths establish the major path spines throughout the city and often extend into neighboring jurisdictions. They accommodate all trail users, including walkers, joggers, wheelchair cruisers, in-line skaters, recreational and commute bikers, and in some cases equestrian use within the corridor but on separate trails. The preferred location for these paths should be along rivers and washes, drainage channels, irrigation canals, utility easements or other linear features to connect parks, open space areas, recreational facilities and major destination nodes. These primary corridors have proven to have heavy use so attention to safety factors and the environmental conditions where they are located should be evaluated. Additionally many of the jurisdictional entities who manage some of the utility or floodway corridors have set stipulations and design parameters that must be integrated into the planning and design.

These paths form key segments of an interconnected regional path system that contributes to alternate modes of transportation. Serving alternate modes of transportation in a regional capacity can open the opportunity for various funding options through regional, state and federal agencies. Coordination with adjacent municipalities and land management agencies should occur to establish alignment connectivity.

Design Considerations:

Path corridor width has a significant influence on the user experience particularly when there is development on either side of the corridor. When possible, a primary path corridor should be a minimum of 35 feet wide, but the preferred width is 50 feet. Pathways located adjacent to arterial or collector roadways should incorporate a minimum of a 35 feet but a preferred 50 feet

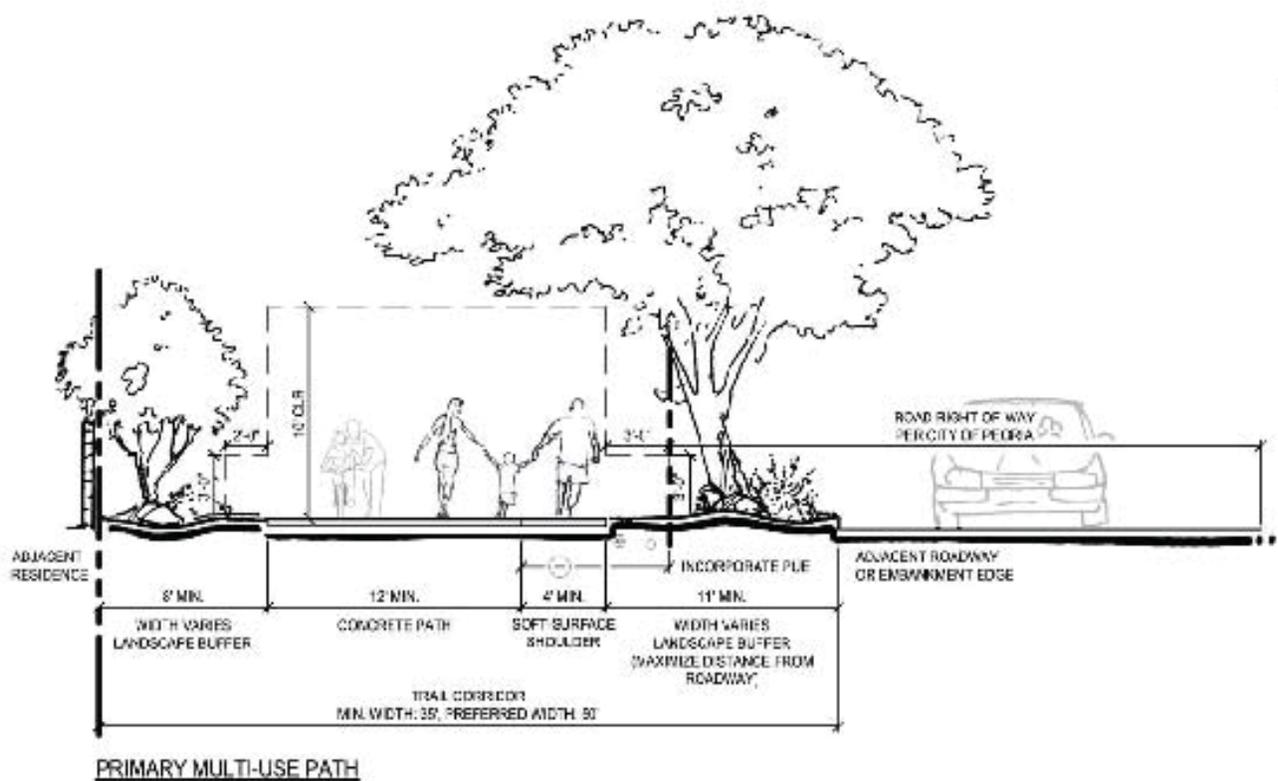
easement where feasible and appropriate. In some situations the width of the primary path can overlap with the roadway’s right-of-way, establishing the path corridor from the back of the roadway curb. In these circumstances the path can then serve as the roadway’s sidewalk. When a path is located parallel to a roadway the soft-surface shoulder may minimize potential issues with the public utility easement (PUE) if it is placed between the hard path and the roadway. Linear routes for power lines, gas pipelines, abandoned rights of ways, drainage/irrigation channels, and floodplains for rivers and washes offer possibilities for these primary paths. The hardscape bi-directional travel surface of a primary path should be 12 feet wide with a 2 foot wide soft surface shoulder on either side as a safety setback and recovery area. When possible, the soft surface shoulder should be 4 feet wide on one side of the path to provide a softer surface for joggers and walkers. When an equestrian trail is aligned with a pedestrian path, a minimum separation of 6 feet from tread to tread should be maintained. In the river and wash corridors the equestrian trail may be located in the sandy bed of the low flow channel.

Sight visibility distances and curve radii criteria may vary depending on stipulations from the various funding agencies and should be

confirmed during the initial planning stage. Center line striping on a paved path delineates direction of travel and provides a level of traffic control for paths that accommodate high volume use. Edge striping is not typically included, unless to delineate potential obstructions adjacent to the path. A primary multi-purpose path should take precedence as a main transportation feature similar to that of a roadway. Pedestrian underpasses or travel lanes should be integrated as elements of any planned roadway or bridge improvements. Effective connections to community destinations encourage non-vehicular travel. Trailheads or connection nodes should be conveniently located at these activity centers. Trailheads should provide adequate parking and may merit the inclusion of information kiosks and comfort stations. Intersections where users must stop or dismount should be avoided.

Grade separated crossings should be used as much as possible, especially at arterial streets to reduce pedestrian-vehicular conflicts. If underpasses are not feasible, a safe pedestrian crossing should be provided by installing a “Hawk” or other pedestrian actuated crossing device. Trail amenities such as benches, overlooks, trash receptacles and water fountains should be included at high activity areas and other strategic locations along a primary corridor.

Figure 1 illustrates the recommended cross-section for a Primary Multi-Purpose Path



Secondary Multi-Purpose Paths

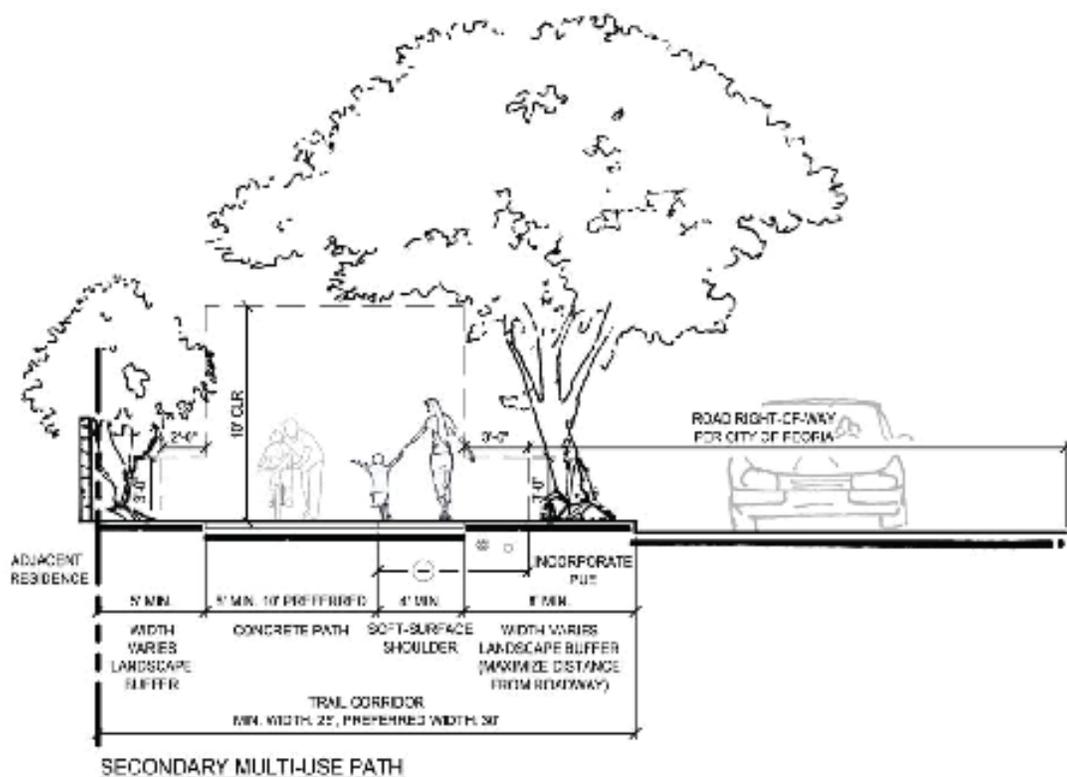
Secondary multi-purpose paths generally serve a community-wide function. They can serve as a feeder from residential areas to the primary paths or provide essential path connections within neighborhood areas. They can support the primary paths by providing connections to neighborhood parks, open space and activity areas that do not occur on the regional system. These paths should be designed to accommodate the same users as the primary paths. However, the corridor width and path tread are typically narrower and stopping is required more often at intersections with at-grade crossings.

adjacent or parallel to the paved path, depending on the corridor width available. Center lane markings delineate direction of travel on the paved lane. The minimum width for a secondary multi-purpose path corridor is 25 feet, where feasible.

Design Considerations:

Secondary multi-purpose paths should be paved with concrete or a similar hard surface and have a tread width of 8 to 12 feet with a 2 foot wide soft surface shoulder on either side as a safety setback and recovery area. Though these secondary paths are sometimes 8 feet, the preferred minimum is 10 feet. When possible, the soft surface shoulder should be 4 feet wide on one side of the path to provide a softer surface for joggers and walkers to reduce conflicts and contribute to a safe path system. Equestrian use, where appropriate, can be accommodated with a 4 foot wide soft shoulder

Figure 2 illustrates the recommended cross-section for a Secondary Multi-Purpose Path



Neighborhood Paths

Neighborhood paths provide off-street connectivity within residential or small commercial developments. These paths function as sidewalks within developments to provide safe pedestrian access to parks, schools, open space and neighborhood activity areas. These paved, undivided walkways should be provided by the developer as an infrastructural requirement and be an integral component of the developments circulation and open space system.

Design Considerations:

The corridors for the neighborhood paths should be a minimum width of 20 feet and the hard surface path should be a minimum width of 6 feet. Appropriate landscape treatments should be provided including trees that will provide shade once they mature.

Soft-Surface Trails

Soft-surface trails are typically specialized recreational routes that occur in natural desert open space areas. They should have a

minimum impact to the setting where they occur. Their surface is natural earth or an inert material, such as decomposed granite. They are intended for slower speeds and lower volumes of use. Likely users are hikers, dog walkers and mountain bikers. Soft surface trails are destination trails which provide a passive recreational experience in a natural setting. Equestrian only soft-surface trails are to be located in the sandy bottom, low flow areas of the washes and rivers such as the New River and the Aqua Fria River.

Design Considerations:

Surfacing may include native material, crushed rock or decomposed granite. Under some conditions a soil stabilizer may be required to reduce erosion and mitigate dust. Typical width is 3 to 4 feet with an occasional widening on steeper segments of the trail to provide a step-a-side rest area. The paths should be installed with a drainage swale on the up-slope side of the paths and a 2 foot wide shoulder on the down-slope side. Water bars, rolling dips and drainage culverts will be required to maintain proper drainage and to reduce erosion.

Figure 3 illustrates the recommended cross-section for a Neighborhood Multi-Purpose Path

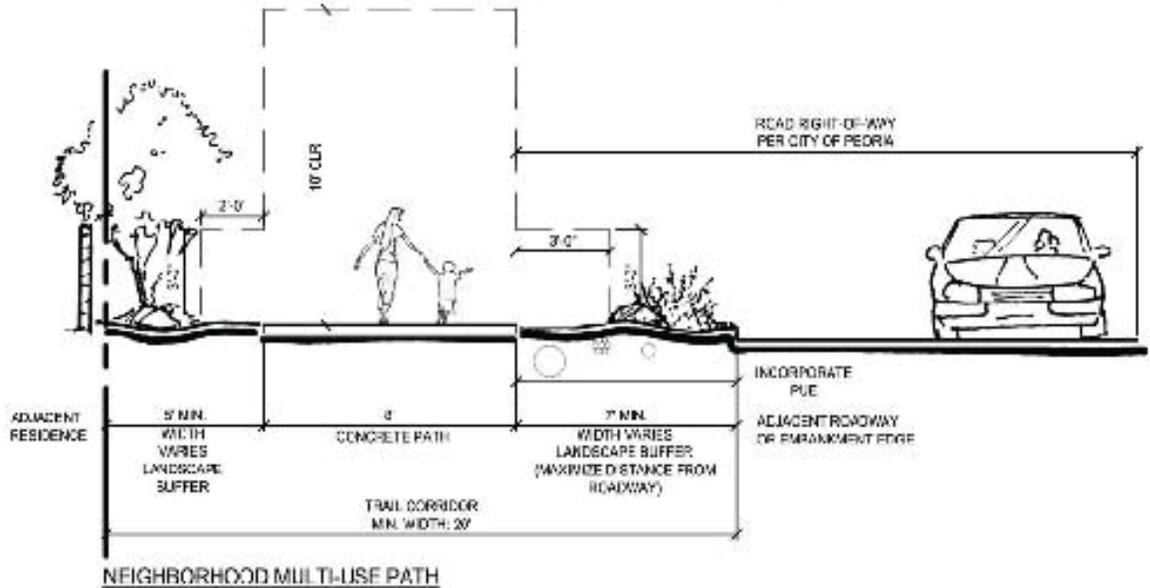
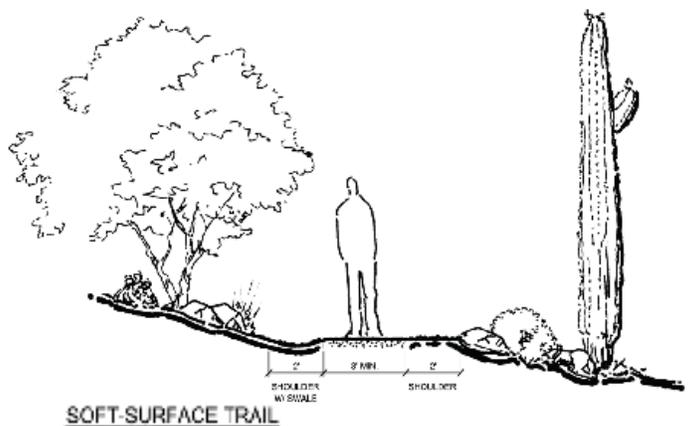


Figure 4 illustrates the cross-section of a Soft-Surface Trail



Path & Trail Classifications and Standards

	Primary Multi-Purpose Paths	Secondary Multi-Purpose Paths	Neighborhood Paths	Soft-Surface Trails
Definition	Improved and/or designated paths for walking, jogging, skating, bicycling, equestrian, and other non-motorized uses. The regional trail should take precedence as a main transportation feature just like any road system to encourage non-vehicular travel.	Paths for walking, jogging, skating, bicycling and other non-motorized uses that provide connections to the primary trail system, or to attractions, employment areas, shopping and services and between neighborhoods. Can be privately owned as long as public access is granted.	Paths for walking, jogging, skating, bicycling and other non-motorized uses These paths provide internal connection within residential communities, neighborhood facilities and connect neighborhoods to Primary and Secondary Paths.	These trails provide a recreation destination for hikers, mountain bicyclists, equestrians and other non-motorized trail users.
Right-of-Way	Preferred width of 50 feet (minimum width of 35 feet) designed as naturalized open space or parkland as determined by the City. Minimum width can overlap w/ street ROW	Minimum width 25 feet designed as naturalized open space or parkland as determined by the City. Minimum width can overlap w/ street ROW	Per development code	Access agreements as required by property jurisdiction.
Path/Trail Width	Paved path- Min. 12 Ft. Soft-surfaced shoulder- 4 Ft. Safety shoulder- 2 Ft.	Paved path- 10 to 12 Ft. (Min. 8 Ft.) Soft-surface shoulder- 4 Ft. Safety shoulder- 2 Ft.	Paved Path- 6 Ft. Min. Safety shoulder- 2 Ft.	3 -4 feet with safety shoulders. 10 feet if maintenance vehicle access is required
Width between Parallel Paths	6 feet if present	NA	NA	NA
Trail Surface	Paved trail should be concrete or asphalt. Natural surface if used by equestrians. Soft shoulder adjacent to paved trail can be of natural surface or crushed granite if not used by equestrians.	Paved trail should be concrete or asphalt. Soft shoulder adjacent to paved trail can be of natural surface or crushed granite depending on targeted user.	Paved trail should be concrete.	Crushed gravel or native soil with dust inhibitors and soil stabilizer
Sight Distance	130 feet minimum. If unattainable, provide adequate signage.	90 feet minimum. If unattainable, provide adequate signage.	Site specific safety	Site specific safety
Grades	5% maximum preferred. In special circumstances, up to 8.33% may be allowed with appropriate landings and rails.	5% maximum preferred. In special circumstances, up to 8.33% may be allowed with appropriate landings and rails.	5% maximum preferred. In special circumstances, up to 8.33% may be allowed with appropriate landings and rails.	5% maximum for trails designated as universally accessible. Steeper grades or steps suitable on mountain trails

Path & Trail Classifications and Standards

	Primary Multi-Purpose Paths	Secondary Multi-Purpose Paths	Neighborhood Paths	Soft-Surface Trails
Relationship to Vehicular Roadways	20 feet minimum buffer from roadway. Underpasses width should be a minimum clear height of 12 feet (14 feet preferred). Bridges should be a minimum of 10 feet.	8 feet minimum buffer from roadway. Underpasses width should be a minimum of clear height 10 feet (12 feet preferred). Bridges should be a minimum of 8 feet.	Can be adjacent to roadways for limited distances (1/4 mile).	NA
Striping	On paved trail: 4-inch-wide dashed white center lane striping. White solid line where site distances prohibit safe passing. Striping on shoulders as required.	4-inch-wide dashed white center lane striping. White solid line where site distances prohibit safe passing.	None	None
Amenities	Restrooms and water jug fillers at strategic trailheads and as provided by commercial uses. Rest nodes, overlooks w/ shade. Trailheads should provide adequate signage, rules, and parking. Benches approx. 2 per mile. Path markers every mile.	Rest nodes w/ shade. provide adequate signage, rules, benches, path markers and other appurtenances as appropriate	Adequate signage, rules, benches, path markers and other appurtenances as appropriate	Trailheads at trail access points. Parks and open space parking areas and facilities should be used where possible. Restroom, shaded seating, and picnic areas may be available. Regulatory, informational and entry signs present for area.

Access / Accent Features

Pedestrian Nodes

The integration of pedestrian nodes is an essential component of the path and trail network. Nodes typically occur as designed specialty features that demonstrate to the user a contrast to the paths linear nature and an opportunity for decision making is available. Nodes can serve as access points from the walks and paths that lead from the local neighborhoods. Users can recognize they are connecting to a path system and, with appropriate information signs, can identify the path and identify their orientation and route options. Nodes also serve as a place of rest for users when seating and shade are provided. A third function of a node is to call attention to a unique feature, such as a view at an overlook or an art element that is integrated into the node. The nodes provide visual cues along a route to help the users recognize their location and at the same time these nodes can add a sense of visual character to a path.

Design Consideration:

There are two typical locations where nodes may occur. Nodes

located at the intersection of pathways should provide visual cues that heighten the awareness of the path users regarding the possible merger with others. Variations in pavement and the integration of hardscape elements contribute to this recognition. The second locations where nodes add value is along the path where it can provide a rest area pullout. The configuration and function of a node should not obstruct the free flow of the adjacent path. When designed as a rest area the node should include seating and shade.

The design of the nodes affords an opportunity to define an aesthetic theme for a path segment. The design features should be carefully considered and respond to the visual character of the setting or unique attributes associated with the environment or cultural aspects of a particular path segment. The design features and wayfinding elements incorporated into the nodes can also reinforce a sense of continuity and the recognition that the path is a portion of Peoria's overall trail network. The frequency of nodes should be responsive to site conditions; however, a node should occur approximately every quarter mile. Amenities provided at a node are variable and, in some

cases, will be dependent on maintenance staff access to service the facility or the potential for vandalism. Amenities to consider include wayfinding signs, durable seating, shade elements, trash/recycling receptacles, drinking fountains and water jug fillers, art features and possibly lighting. The city has initiated an emergency signage designation for users to identify their locations in the event of an emergency. The implementation of this signage system along the path network should occur at node areas.

Trailheads

The purpose of a trailhead is to provide users the opportunity to drive to a path or trail and then access the system once they have safely parked. The primary need for trailheads occurs at key access locations for the path and trail network. Trailheads should be planned for the primary paths that occur along the river or canal corridors and the mountain or nature-oriented soft-surface trails in rugged open space areas. However there may be merit to providing a trailhead for a secondary path if the user demand demonstrates the need. As the popularity of Peoria's path and trail system grows, the need to accommodate users at trailhead areas will become important for serving those users and avoiding conflicts with property owners path and trail entry points. The trailheads can also serve the users as a staging area and comfort station prior to and following the use of the paths or trails. There is also a need for some trailheads to accommodate equestrian staging.

Design Considerations:

The size, configuration and facilities to be included for a trailhead area are to be programmed specific to the path and trail conditions and the user demand. There are many examples throughout the Valley to demonstrate access to open space trails is rapidly growing in popularity. The demand is compounded by the seasonal nature of these hiking, biking and equestrian activities, as significant spikes in demand occur during the cooler seasons and on holiday weekends. There are several park facilities that can serve as trailhead locations for a number of Peoria's destination paths and trails. These provide a level of efficiency because many of the support facilities desired are already provided and maintained as a part of the parks operations. The parking ratios of these park facilities should be evaluated to ensure they account for the anticipated demand of path and trail users. Typically, these park areas are not conducive to addressing the equestrian demands due to potential conflicts with park users.

Parks that occur in proximity to the destination paths and trails should be examined to determine if the costs associated with developing a secondary trail from a park to a destination path is more cost effective than acquiring land and developing a new trailhead facility. Parks that may just need some upgrades to the existing parking areas and comfort facilities could serve as a viable trailhead option when a connection path is extended to a primary trail.

Standalone trailheads will be needed to meet the future demand. Here again, the scale and scope of these facilities will be determined by the available land and balanced with the carrying capacity of the path and trail that they serve. Design features for a minimal trailhead design can include the provision of parking, trash/recycling receptacles, and basic wayfinding signs. History has shown these types of facilities may address a short-term need, but will eventually grow in popularity and become a management challenge. High capacity trailhead facilities provide many of the infrastructural elements associated with a neighborhood park such as comfort stations, shade structures, a trailhead node with wayfinding information and other interpretative signs, trash and recycling receptacles, pet station facilities, paved parking and access.

In addition to the comfort facilities described for a standalone trailhead, equestrian staging areas will require pull-through loading/unloading areas, pull-through parking areas, mounting ramps, hitching posts, a specialized water source, wash racks and manure disposal facilities. Soft-surface equestrian access trails from the staging area to the appropriate equestrian trail will also need to be provided.

Potential Funding &
Revenue Sources

A3

POTENTIAL FUNDING & REVENUE SOURCES

Funding sources for the Community Services Department are a constantly strained resource compounded by the health of the general economy in a community. Some of the factors underlying the problem are:

- Unpredictable fluctuations in the economy
- Rising operation and maintenance costs
- Increasing land values
- Aging infrastructure
- Increased regulatory requirements
- Increased cost of doing business
- Shifts in societal demands

The following summary highlights potential sources for supplemental fiscal support:

Traditional Funding **Marketing and Customer Service**

There may be untapped market opportunities for improving and increasing services to the Peoria community. The goal is to win “customers” and retain their loyalty. Understanding the community’s needs and desires, as illustrated through the community survey, the City of Peoria can learn how to tailor its offerings to provide better services to its residents.

A market opportunity could also involve improving services for existing participants so as to increase the number of participants or the amount of use by repeat customers. Doing so could be as simple as improving communication with current user groups to better inform the local community about traditional offerings; or it may require greater analysis of options involving expansion of service hours or level of services provided. Another important aspect is the determination of appropriate user fees. Too high a fee could limit participation, whereas setting fees too low could mean passing up opportunities to defray costs and improve cost recovery.

User Fees

User fees are charges to those who utilize park and recreation programs, and may include facility admission, facility and equipment rental fees, athletic leagues, etc. The City currently charges for most programs and for rentals of facilities. However, these fees are set based on historical numbers, with slight increases each year. It is important that Department track both direct and indirect costs, so as to set fees to cover equipment, labor, and maintenance for the support services it is providing. Furthermore, being one of the few providers in the area, the Department should look at the market demand for these facilities and charge accordingly. The Department should develop a tiered fee system for rentals which is structured by classification as non-residents, private residents, non-profit organizations, and seniors. This policy is quite progressive and reflects the philosophy that those who benefit should pay. The greater the community benefit, the higher the subsidy.

Some potential program areas for Community Services Department to increase or establish programs with user fees in order to increase revenue include hosting regional sports tournaments, providing more arts and culture-based special events (movies in the park, concerts, performances, etc.), downtown festivals, etc. However, given the capacity of current facilities, new athletic facilities may need to be developed or additional support amenities to supplement existing facilities in order to host large regional or national tournaments.

Internal Facility Improvement Fund

This funding source is generated from a percentage of admissions to facilities or special events that can be dedicated to existing and future capital improvements at specific facilities or throughout the system. The fee is allocated to a dedicated fund to support future maintenance and improvements.

Bonds

The City’s currently bonding capacity depends on the source of income and can only be evaluated based on projected revenue to pay the debt service. However, it is believed by the Department staff that given a strong educational campaign and rebound in the economy, the community would be supportive of passing a bond issue in the future. If a future bond referendum is a possibility

and a bond were passed for capital funds for the development of new parks and facilities, it would be extremely important to identify additional funds to support operations and maintenance to support the new facilities.

Dedicated Property Tax

Increasing this tax provides a steady funding source that could be dedicated for major repairs, renovations, or improvements to park facilities and recreation amenities. The lack of adequate capital investment threatens the quality of existing assets and limits the improvements to meet the current and future needs of the residents. An increase to the property tax would generate stable annual funding to support the ongoing capital needs. In the community survey, 73% of Peoria residents were in support of using taxes to support community services. With 59,225 households (2013) within the City, a tax assessed at \$5.00 per month would generate \$3,553,500 annually.

Impact Fees

Impact fees are charges assessed by local governments against new development projects to recover the cost incurred by government in providing the public facilities required to serve new development. Impact fees are only used to fund facilities, such as roads and parks that are directly associated with the new development. They may be used to pay the proportionate share of the cost of public facilities that benefit the new development. Peoria's impact fees will be in conformance with ARS 9-463-05.

Food & Beverage Tax

This tax can support Community Services Department facilities by allocating a percentage of this funding source for operational or capital improvements. The tax is generated by the local community and visitors to the City. The tax aligns with the tourism functions such as sports tournaments and special events that the Community Services Department provides.

Utility Roundup Program

Work with the public utilities to establish a programs where consumers can voluntarily pay the difference between their bill up to an even dollar amount. The funds are used to support utility improvements such as sports lighting, irrigation and HVAC costs.

Lease Back

Lease back provides funding from a private sector entity to develop a facility such as a recreation center or aquatics facility and leases the facility back to the municipality to pay off the capital cost over a multi-year period.

Parking Fee

Evaluate a parking fee for sports tournaments and special events.

Federal Funding

Community Development Block Grants (CDBG)

Although the program funds housing, public facilities, economic development and community projects, recreation could be a minor component of the project. For example, a mini-park could be constructed on land purchased through the housing project which services primarily low to moderate income individuals.

Land & Water Conservation Fund

For many years since the mid 1960's, the Land and Water Conservation Fund (LWCF) program provided funds for outdoor recreation acquisition and development. However, over the last few years the funding has been extremely limited. The program is administered through the Arizona State Parks.

National Recreational Trails Program

The program was initiated through the TEA-21 legislation. Funds are awarded for the construction of trails and support facilities. Emphasis is for the construction of multi-use trails such as biking, hiking, equestrian, motorized, etc.

Rehabilitation Service Programs

This program is available through the US Department of Education, Office of Special Education and Rehabilitative Services. The intent of the program is to provide individuals with disabilities with recreational activities and related experiences that can be expected to aid in their employment, mobility, socialization, independence, and community integration. Specific project activities may include: swimming, wheelchair basketball, camping, hiking, water skiing, hiking, camping, horseback riding, arts, and sports. Historically, applications are due in September of each year.

Transportation Enhancement Funds and Safe Routes to School Funds

These programs are related to transportation activities. The activities funded through Enhancement program are property acquisition, development of trails including hiking and biking, landscaping including trees, signage, and restoration of historic structures. The Safe Routes to Schools funds walking and bicycle facilities that connect residents to schools.

Alternative Funding Mechanisms

Fundraising

Local fundraising is a mechanism that has worked effectively for park and recreation agencies around the country. Although a vast amount of local effort is involved, this mechanism typically generates a vast amount of support and publicity. Local businesses, organizations and private individuals can pledge funding over a specific period of time.

Volunteerism

Volunteers and Board Members often play an active role in fundraising for the parks and recreation agencies. Volunteers provide a vital role in providing guidance, expertise, advocacy, political support, fundraising efforts, and to represent the agency's constituents. Volunteers can be involved through variety of fundraising tasks, such as establishing a Friends of Peoria Parks nonprofit or collaborating with an existing nonprofit to send direct mail letters, promoting sponsorship of programs and naming rights, seeking in-kind donations, hosting special events (i.e. – golf tournaments, fundraiser dinners, events to honor volunteers, silent auctions, and themed socials), and soliciting charitable donations of money and lands.

Grants

Grants are available to park and recreation agencies from both public and private sources. Grant opportunities exist for a wide variety of purposes including parks and recreation. Peoria should look for the alignment between its request and the objectives of the grant program. The request for funds should provide a solid basis for a positive response from the funder. There are numerous sources of information and assistance available to grant-seekers. Initial efforts should be focused on Arizona-based foundations. The Arizona Community Foundation provides a list of the state's

top-giving foundations and is a good resource. The National Recreation and Park Association is a great source for nationally advertised grant resources.

Corporate Sponsorships

In the past, the City of Peoria has hosted a number of tournaments and other revenue-producing special events. The opportunities for revenue generation and corporate sponsorships associated with these types of events are significant and could greatly supplement existing funding and revenue sources to the City and the Community Services Department. The Department should put efforts into developing corporate sponsorship program and naming rights for the development of new facilities and programs that would support these types of economic drivers for the City. These sponsorship opportunities should be offered with a tiered level of benefits, should quantify marketing exposure for each level, bundle packages on a system-wide level, and bundle the assets of sponsors (i.e. - money, marketing, and product supply).

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14. Recommendations & Prioritized Action Plan N/A

Community Survey *A5*

*2013 Parks and Recreation
Needs Assessment Survey*

Final Report

Submitted to the
City of Peoria, Arizona

Leisure Vision

(a division of ETC Institute)

725 W. Frontier Circle

Olathe, KS 66061

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June 2013

Section 1:
Executive Summary

City of Peoria, Arizona

Parks and Recreation Needs Assessment Survey

Executive Summary Report

Overview of the Methodology

Leisure Vision conducted a Parks and Recreation Needs Assessment Survey on behalf of the City of Peoria in the spring of 2013. The purpose of the survey was to help establish priorities for the future development of amenities and services/programs, and is being conducted as a component of a citizen-driven master plan. The survey was designed to obtain statistically valid results from households throughout the City of Peoria. The survey was administered by a combination of mail, phone, and online.

Leisure Vision worked extensively with City of Peoria officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

A seven-page survey was mailed to a random sample of 4,000 households throughout the City of Peoria. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 800 completed surveys. This goal was accomplished, with a total of 811 surveys having been completed. The level of confidence is 95% with a margin of error of +/-3.4%.

The following pages summarize major survey finding.

Major Survey Findings

- **Use of City of Peoria Parks and Trails.** Sixty-seven percent (67%) of households have used City of Peoria parks during the past 12 months, and 48% have used City of Peoria trails during the past 12 months. Twenty-three percent (23%) of households have not used City of Peoria parks or trails during the past 12 months.
- **Overall Condition of City of Peoria Parks and Trails.** Of the households that have used City of Peoria parks or trails in the past 12 months, 40% rated the overall condition of the parks/trails as “excellent”, and 53% rated them as “good”. An additional 6% of households rated the parks/trails as “fair”, and only 1% rated them as “poor”.
- **Participation in City of Peoria Recreation Programs.** Twenty-nine percent (29%) of households have participated in City of Peoria recreation programs during the past 12 months.
- **Reasons Households Have Participated in City of Peoria Recreation Programs.** Of the 29% of households that have participated in City of Peoria recreation programs during the past 12 months, the most frequently mentioned reasons that households have participated in the programs are: 1) location of program/facility, 2) fees charged for the class, and 3) times the program is offered.
- **Overall Quality of City of Peoria Recreation Programs.** Of the 29% of households that have participated in City of Peoria recreation programs during the past 12 months, 49% rated the overall quality of the programs as “excellent”, and 48% rated them as “good”. An additional 3% of households rated the programs as “fair”, and less than 1% rated them as “poor”.
- **Reasons Preventing Households From Using City of Peoria Recreation Programs More Often.** The most frequently mentioned reasons preventing households from participating in City of Peoria recreation programs more often are: “too busy/not interested” (47%), “programs times are not convenient” (16%), and “I do not know what is offered” (14%).
- **Participation in City of Peoria Library Programs.** Thirty-five percent (35%) of households have participated in City of Peoria library programs during the past 12 months.

- **Overall Quality of City of Peoria Library Programs.** Of the 35% of households that have participated in City of Peoria library programs during the past 12 months, 59% rated the overall quality of the programs as “excellent”, and 36% rated them as “good”. An additional 4% of households rated the programs as “fair”, and only 1% rated them as “poor”.
- **Reasons Preventing Households From Using City of Peoria Library Programs More Often.** The most frequently mentioned reasons preventing households from participating in City of Peoria library programs more often are: “too busy/not interested” (36%) and “I do not know what is offered” (20%).
- **Use of Facilities Operated by the City of Peoria Community Services Department.** Forty-nine percent (49%) of households have used Rio Vista Park at least once during the past 12 months. In addition, 45% of households have used the Peoria Sports Complex, and 42% have used the Rio Vista Recreation Center at least once during the past 12 months.
- **Ways Households Learn About City of Peoria Parks, Trails, Recreation, and Library Programs.** The most frequently mentioned ways that households have learned about City of Peoria parks, trails, recreation, and library programs during the past 12 months are: “Get Active” Quarterly Brochure (55%), City of Peoria website (32%), from friends and neighbors (28%), and Peoria Independent Newspaper (18%).
- **Parks and Recreation Facilities Households Have a Need For.** The parks and recreation facilities that the highest percentage of households have a need for are: walking and biking trails (71%), small neighborhood parks (68%), libraries (61%), large community parks (60%), outdoor picnic shelters (50%), playgrounds (48%), and indoor fitness and exercise facilities (48%).
- **Parks and Facilities That Are Most Important to Households.** Based on the sum of their top four choices, the parks and recreation facilities that are most important to households are: walking and biking trails (38%), small neighborhood parks (35%), libraries (32%), large community parks (25%), and indoor fitness and exercise facilities (20%).
- **Recreation Programs Households Have a Need For.** The recreation programs that the highest percentage of households have a need for are: adult fitness and wellness programs (43%), community special events (35%), museums, arts and cultural programs (32%), outdoor recreation programs (29%), water fitness programs (29%), and youth sports programs (29%).

- **Recreation Programs That Are Most Important to Households.** Based on the sum of their top four choices, the recreation programs that are most important to households are: adult fitness and wellness programs (31%), community special events (21%), youth sports programs (18%), and museums, arts and cultural programs (18%).
- **Recreation Programs in Which Households Currently Participate Most Often at City of Peoria Parks and Recreation Facilities.** Based on the sum of their top four choices, the recreation programs in which households participate most often at Peoria parks and recreation facilities are: youth sports programs (13%), community special events (13%), adult fitness and wellness programs (9%), and youth learn to swim programs (9%).
- **Purposes for Which Households Used Libraries.** The most frequently mentioned purposes for which households have used libraries during the past 12 months are: checked out a book (49%), checked out a movie (20%), used a library computer (8%), attended a children's program (8%).
- **Most Important Benefits of Parks and Recreation Facilities.** Based on the sum of their top three choices, the benefits of parks and recreation facilities that are most important to households are: improve physical health and fitness (55%), make Peoria a more desirable place to live (46%), increase property values in surrounding area (29%), and help reduce crime (26%).
- **Support for Actions the City of Peoria Could Take to Maintain/Improve the Parks and Recreation System with Current Tax Dollars.** Based on the sum of their top 3 choices, the actions that households are most willing to fund with current tax dollars to maintain/improve the parks and recreation system are: maintain and improve existing neighborhood and community parks (48%), fix-up/repair aging recreation facilities (34%), and maintain and improve existing libraries (33%).
- **Support for Actions the City of Peoria Could Take to Acquire/Develop New Amenities for the Parks and Recreation System with Additional Tax Dollars.** Based on the sum of their top three choices, the actions that households are most willing to fund with additional tax dollars to acquire/develop new amenities for the parks and recreation system are: develop additional walking, hiking, and biking trails (30%), purchase land to preserve open space and green space (26%), develop lighting along multi-use trails (21%), and purchase land for developing passive facilities (20%).

- **Paying Additional Tax Support to Develop and Operate Parks and Recreation Facilities.** Seventy-four percent (74%) of respondents are willing to pay some amount of additional tax support per month to develop and operate the types of parks, trails, library, and recreation facilities that are most important to their household. This includes 35% that would pay \$1-\$4 per month, 23% that would pay \$5-\$9 per month, and 16% that would pay \$10+ per month.

- **Satisfaction with the Value Received from the City of Peoria Community Services Department.** Sixty-eight percent (68%) of households are either “very satisfied” (30%) or “somewhat satisfied” (38%) with the overall value their household receives from the City of Peoria Community Services Department. Only 7% of households are either “very dissatisfied” (3%) or somewhat dissatisfied” (4%) with the overall value their household receives from the City of Peoria Community Services Department. In addition, 25% of households indicated “neutral”.

