

Glendale
ARIZONA

PARKS AND RECREATION MASTER PLAN
DRAFT - MAY 2021



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I. Purpose & Background

This Parks and Recreation Master Plan is the City of Glendale's long-range plan for Public Facilities, Recreation, and Special Events (PFRSE). This plan, last updated in 2011, serves as the framework for the parks and recreation system, which is comprised of recreation services and park operations. This plan establishes the groundwork necessary to proceed with individual park master plans, capital projects, and operational improvements. This plan was influenced by a collaborative process with Glendale residents, elected officials, and stakeholders.

A. Planning Goals



PFRSE is responsible for managing a robust parks system including 2,188 acres of parks and open space, 25 sports fields, 46 miles of trail, 73 parks, seven specialized facilities, five recreation and community centers, two outdoor pool facilities, and a multitude of non-PFRSE City facilities. The City is committed to fully understanding the current conditions of the parks system and to ensuring that access to the system is equitable for all Glendale residents regardless of income, race, or age.

When this master planning process began in 2019, the City's goals for this effort included:

> Assess existing services & conditions,
>
> Determine community needs,
>
> Accurately reflect current and future conditions, and
>
> Incorporate relevant plans.

The plans of significant relevance to this update are Envision Glendale 2040, the City's 2016 General Plan, 2011 Parks and Recreation Master Plan, 2006 Thunderbird Conservation Park Master Plan, and 2005 Open Space and Trails Master Plan.

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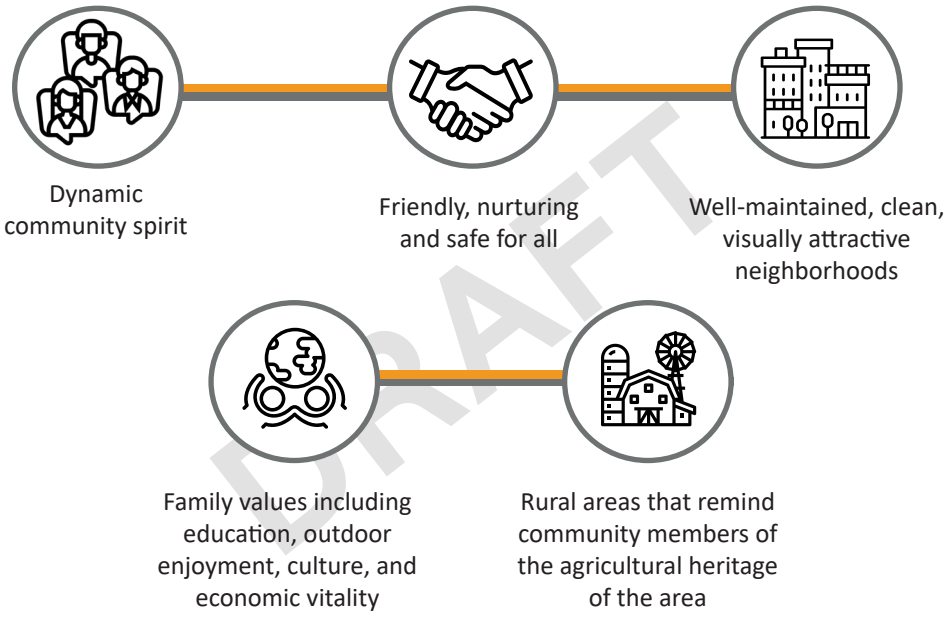


B. Planning for Growth

Urban parks and recreation systems play a vital role in the physical, economic, and social well-being of American cities and their community members. As cities across the country face similar concerns, such as constrained budgets and population shifts, elected officials, community advocacy groups, planners, and other local government staff are taking a renewed look at how parks and recreation services aid in helping address critical infrastructure and public health issues. City parks and facilities provide community members with access to recreation opportunities, grow local economies, combat crime, and provide environmental benefits.

The City of Glendale's General Plan, Glendale Envision 2040, is a long-range comprehensive plan that guides development in the City by addressing various elements such as land use, housing, growth areas, urban design, military and aviation, open space, circulation, fiscal public health, environmental planning, energy, etc. This plan was ratified by Glendale voters on August 30, 2016.

Figure 1: Envision 2040 Key Goals



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A great number of the policies within the General Plan are directly supported by the recommendations and actions laid out in this Parks and Recreation Master Plan. Some of the General Plan elements which are reinforced in the master plan include:

- Economic vitality,
- Connectivity,
- Public facilities including safe parks, open spaces, and recreation buildings, and
- Environmental sustainability practices.

Increasing resources toward PFRSE will greatly contribute to Glendale's ability to achieve long-term success. Future funding appropriations will allow the Department to carry out its role in improving the lives of Glendale residents through quality parks and recreation services and programs throughout the parks system.

Relevant Planning Efforts

Since the 2011 Master Plan, PFRSE staff have worked to implement the actions envisioned. The status and current relevance of each plan was considered and carefully reviewed while developing this plan, including the 2006 Thunderbird Conservation Park Master Plan, 2005 Open Space and Trails Master Plan, and 2019 Thunderbird Conservation Park Trails Assessment. Each is summarized below.

2011 Parks and Recreation Master Plan



The previous City of Glendale Parks and Recreation Master Plan was completed in 2011 by Olsson Associates and adopted by City Council in 2012. The resulting Master Plan identified the recreational needs of the citizens of Glendale and recommended strategies/actions for meeting those needs by evaluating programs, facilities, services and operations to develop vision and action strategies for the community in the future. Through a public input process, the 2011 Master Plan intended to achieve realistic goals for the enhancement of the community's social, cultural and environmental well-being.

The goals of the 2011 Master Plan were to:

- Enhance the ability to take care of what we have through partnerships, contracting and streamlined means and methods
- Understand the maintenance needs of the system (sites, facilities, infrastructure, etc.) in order to protect the quality of these assets for future planning and development
- Improve awareness of facilities, services and programs available in the community
- Complete the Western Area Regional Park (Glendale Heroes Park)
- Support the development of a primary non-profit partner for fund development – conservancy, friends' group or foundation
- Establish and follow prudent standards for amenity development as the community grows
- Expand or enhance the financial resources of the Department through multiple means

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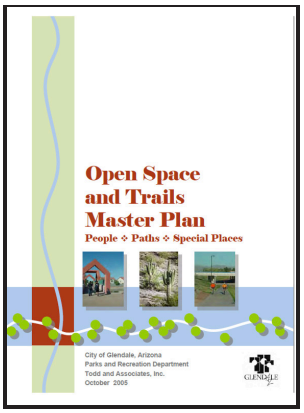
While progress toward many of these goals have been made, there remain a number of elements which hold within the current master plan including supporting the development of a primary non-profit partner for fund development and expanding the financial resources of the Department through a diverse array of means.

2006 Thunderbird Park Conservation Master Plan

This plan set out to protect and manage Thunderbird Conservation Park. Six priorities for the park were developed:

- Provide consistent maintenance and design standards for park trails, trailheads, trail routes, signage, trash cans, ramadas, picnic tables, drinking fountains, equestrian hitching posts and troughs, restrooms, parking, facilities and lighting.
- Establish surfacing and marking standards for parking lots and roads (paved and unpaved).
- Ensure the park property boundaries are clearly identified to prevent encroachment onto park property.
- Provide mileage indicators and clearly mark all designated trails.
- Establish and annually update an operations plan to manage and maintain the park.
- Develop a community education outreach program regarding park wildlife, vegetation, geology and other natural areas in the park.

2005 Open Space & Trails Master Plan



This plan identified missing links and gaps in the City's trails and open space infrastructure. It further provided tools to City staff and citizens to plan, build, and maintain the fundamental building blocks of a vibrant, quality community.

There are a number of components within the 2005 Open Space & Trails Master Plan which should be retained as they remain relevant to progressing the City's ability to meet present day community needs. These components include a trail and path inventory as well as pedestrian, and open space standards. Preserving the character of Glendale is noted in this plan as a strategy. This strategy should be continued as open spaces and trails are managed given the community's desire to maintain the small-town, agricultural feel of Glendale. Descriptions on classifying, designing, and maintaining park and recreation system features contained within the 2005 Open Space & Trails Master Plan should be retained given their continued relevance.

2019 Thunderbird Conservation Park Trails Assessment

The 2019 Thunderbird Conservation Park Trails Assessment was completed in February, 2019, by Okanogan Trail Construction. Thunderbird Conservation Park was identified as a "diamond in the rough". This study provided specific design enhancements and routing recommendations as well as sustainable trail construction and maintenance practices. Much of this assessment remains relevant and has been considered for recommended improvements at this facility.

C. Community Profile



Glendale is located about nine miles northwest of Phoenix, at an elevation of 1,187 feet, with an average annual temperature of 72 degrees. The average annual high is 85 degrees. The average high in winter is 67 degrees, and highs frequently reach 80 in the spring and fall. The area receives an annual rainfall of 8.4 inches, with 294 average days of sunshine each year.

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Table 1: Glendale Population Profile

2019 Estimated Population	**250,784**
2024 Projected Population*	**272,960**
Projected Annual Growth (2019-2024)	**1.8%**
Households with Children (2019)	**37.5%**

The City is approximately 61.94 square miles, divided into six district council areas.

Figure 2: City of Glendale Council District Boundary Map

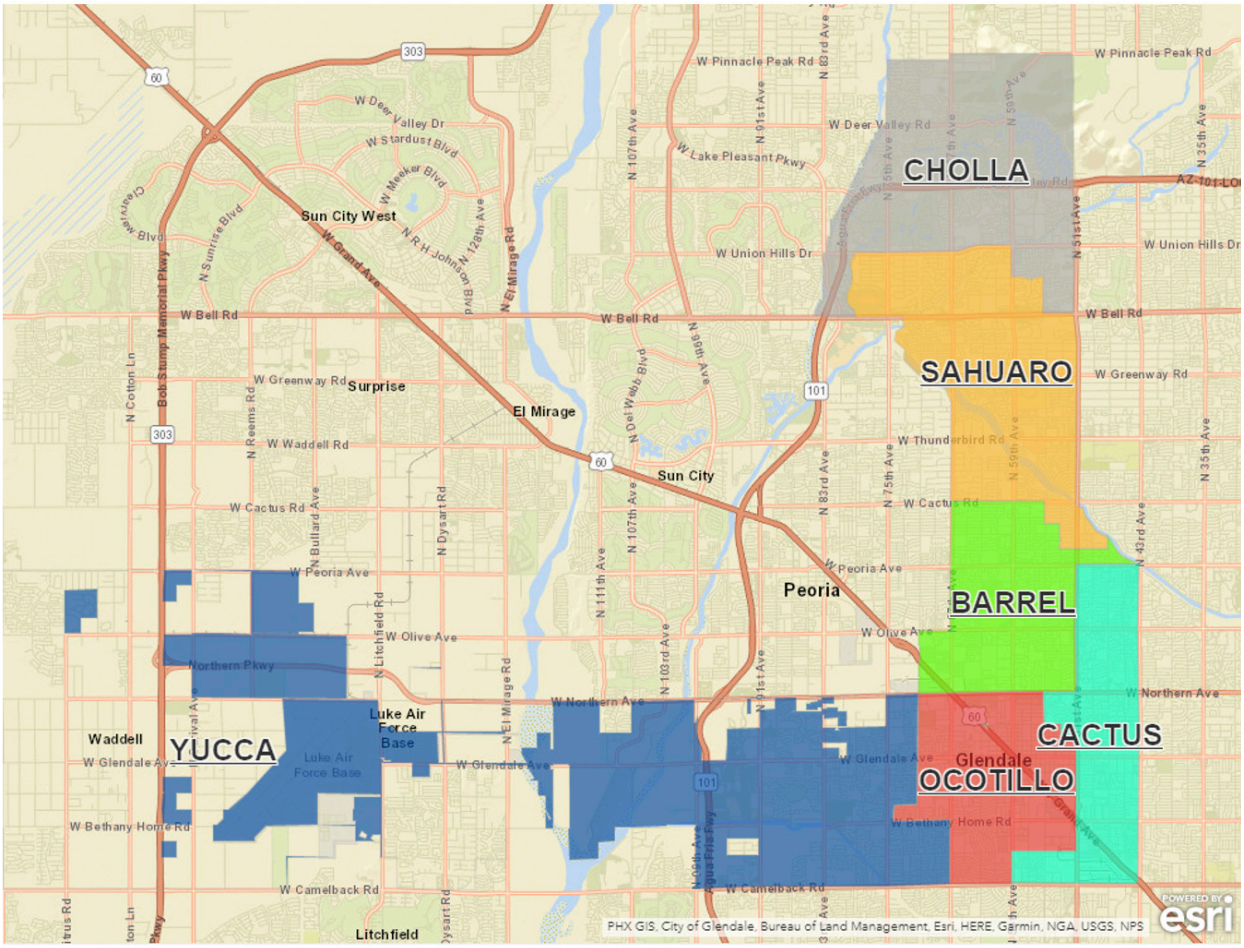
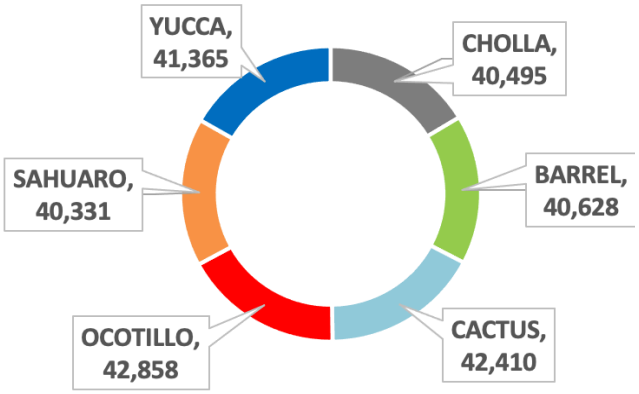


Figure 3: Council District Populations

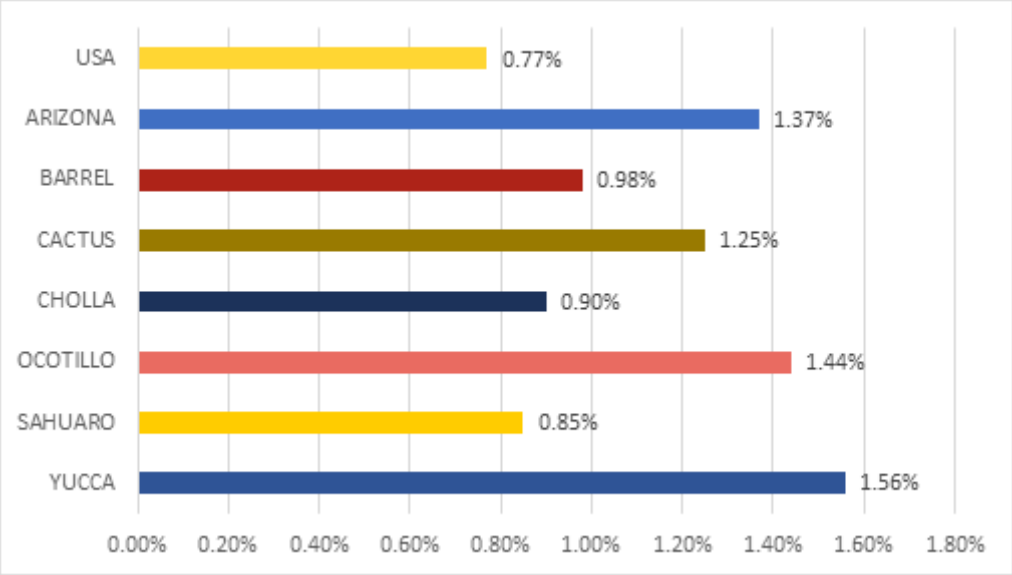
Based on numbers from the U.S. Census Bureau, Ocotillo is the most populated (17%), and Sahuaro is the least populated (16%).



Population Growth

The annual population growth rate for the City (1.8%) is predicted to be slightly higher than the growth rate of the state of Arizona (1.35%), and greater than the U.S. average (0.77%) between 2019 and 2024. Yucca is estimated to have the highest growth rate at 1.56 percent, twice the national average, while Sahuaro has a growth rate of 0.85 percent making it the slowest growing of the districts.

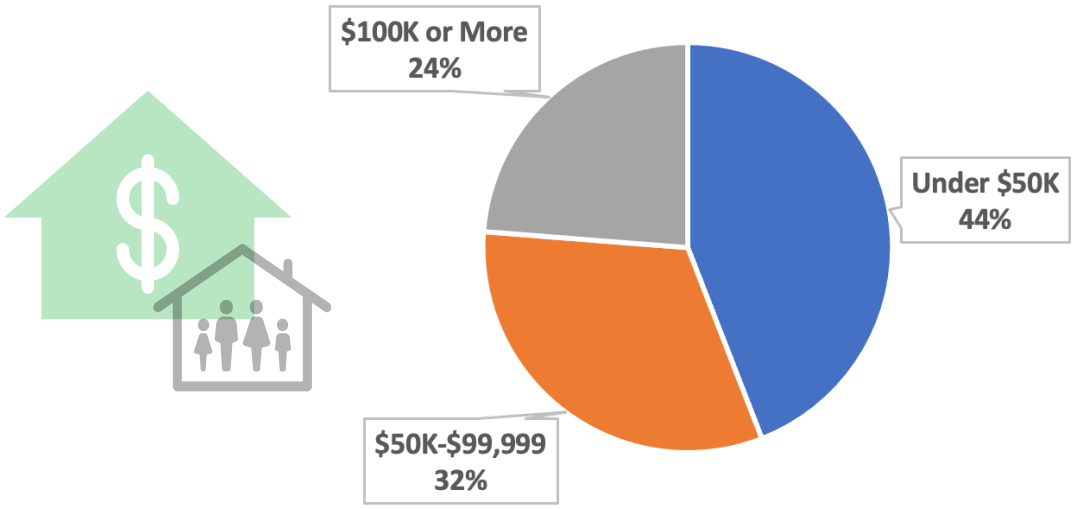
Figure 4: City of Glendale Population Annual Growth Rates (2019 – 2024)



Household Income

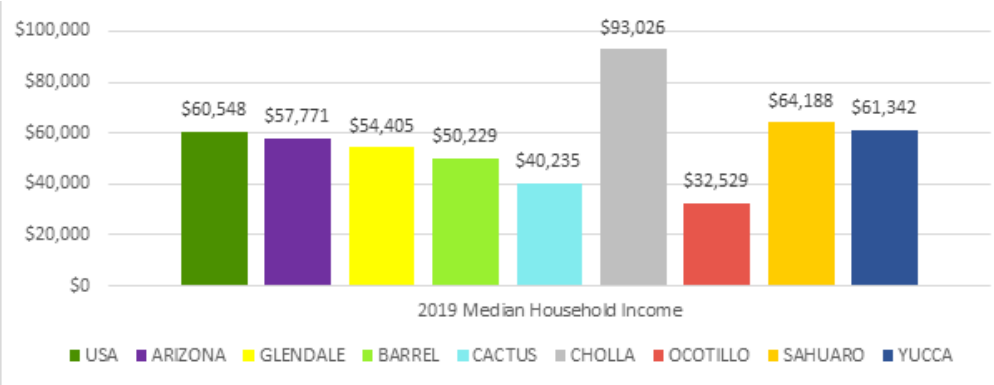
According to the City of Glendale 2019 Community Profile Report the 2019 median household income in Glendale was $54,405; approximately $3,366 less than the Arizona state median income level and was approximately $6,143 lower than the U.S. median income level.

Figure 5: Household Income



Source: City of Glendale 2019 Community Profile Report

Figure 6: 2019 Estimated Median Household Income

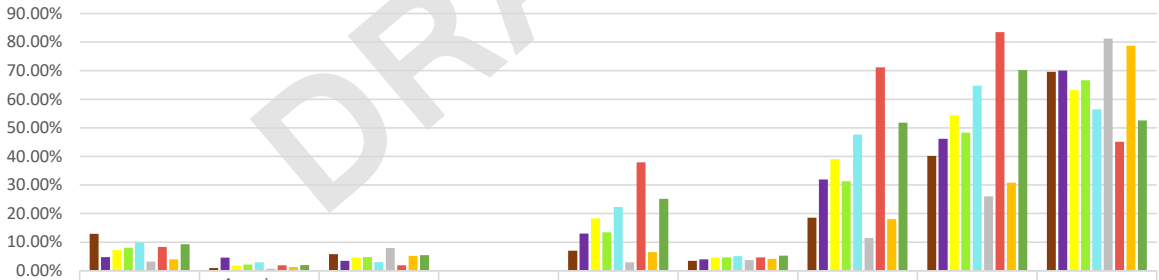


Race

Demographic reporting reveals the following information about Glendale's race and ethnic makeup:

- Those that identify as Hispanic make up more than 39 percent of the total population. This is more than the Hispanic population of 31 percent in Arizona and 18 percent in the U.S.
- There is a high proportion of citizens who identify as another race not specified on the U.S. Census (18%).
- Roughly seven percent of the population identify as Black or African American, and very few identify as American Indian/Alaska Native, Asian, or Pacific Islander.

Figure 7: 2019 Comparison of Race and Ethnicity



	Black/African American	American Indian/Alaska Native	Asian	Pacific Islander	Other Race	Two or More Races	Hispanic	Minority	White Population
USA	12.93%	0.98%	5.82%	0.19%	6.99%	3.49%	18.57%	40.20%	69.60%
ARIZONA	4.77%	4.60%	3.45%	0.21%	12.97%	3.96%	31.94%	46.17%	70.03%
GLENDALE	7.16%	1.84%	4.67%	0.20%	18.32%	4.60%	39.02%	54.37%	63.21%
BARREL	8.08%	2.15%	4.73%	0.27%	13.44%	4.64%	31.31%	48.32%	66.67%
CACTUS	9.90%	2.97%	2.99%	0.25%	22.28%	5.12%	47.64%	64.74%	56.49%
CHOLLA	3.24%	0.71%	7.96%	0.16%	2.97%	3.69%	11.47%	26.00%	81.27%
OCOTILLO	8.29%	1.92%	1.87%	0.14%	37.93%	4.70%	71.17%	83.52%	45.16%
SAHUARO	3.95%	1.27%	5.21%	0.17%	6.54%	4.14%	18.07%	30.80%	78.71%
YUCCA	9.24%	1.95%	5.50%	0.23%	25.20%	5.27%	51.80%	70.19%	52.60%

Source: Esri Business Analyst

According to Census.gov, the concept of race is separate from the concept of Hispanic origin. Percentages for the various race categories add to 100 percent, and should not be combined with the percent Hispanic or percent Minority. Visit https://www.census.gov/topics/population/race/about.html for more information about the census and how race data is defined by the U.S. Census Bureau.

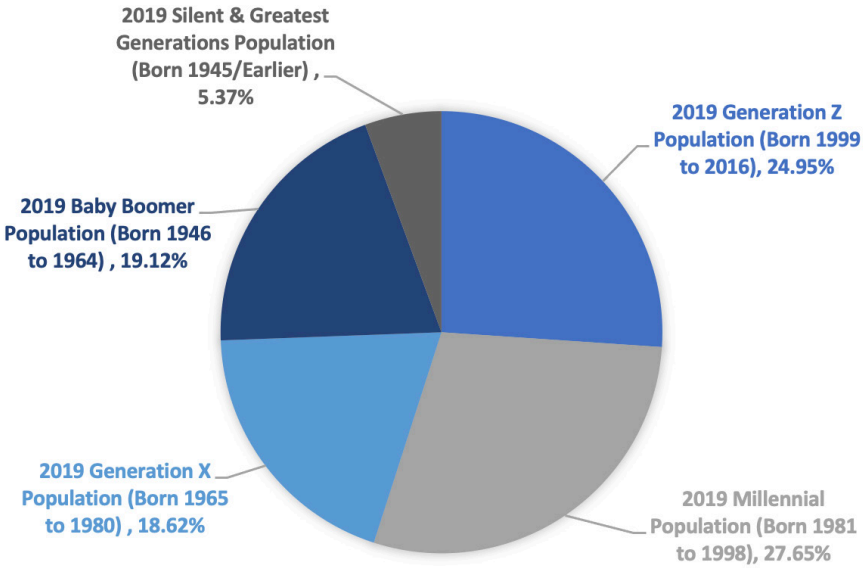
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Age

Understanding the age distribution of Glendale's population can inform levels of program and facility needs for various age groups. According to 2019 data, the median age of residents in Glendale is 33.8 years which is lower than the state median age of 37.3 years. Millennials (born 1981 – 1998) make up approximately 28 percent of the City's population and Generation Z (born 1999 – 2016) is behind them at 25 percent. The Baby Boomer (born 1946-1964) and Silent & Greatest Generation (born 1945 or earlier) groups together account for 24 percent of Glendale's 2019 population.



Figure 8: 2019 Estimated Population of Glendale by Generation



In 2021, this means that someone who is in the...

- Silent & Greatest Generations Population is 76 years-old or older.
- Baby Boomer Population is 57-75 years old.
- Generation X Population is 41-56 years old.
- Millennial Population is 23-40 years old.
- Generation Z Population is 5-22 years old.

Source: Esri Business Analyst - City of Glendale 2019 Community Profile Report

Thirty-seven and a half percent of households in Glendale have children under the age of 19.

Understanding demographic data provides information with which we can assess whether Glendale's park and recreation system and recreation programs are achieving equitable service levels for clients across different incomes, races, and ages. But this demographic data alone does not tell the full story. It is the recreation trends of the population and the physical park assets and the recreation programs offered which we must also understand in order to determine where gaps in services are present.

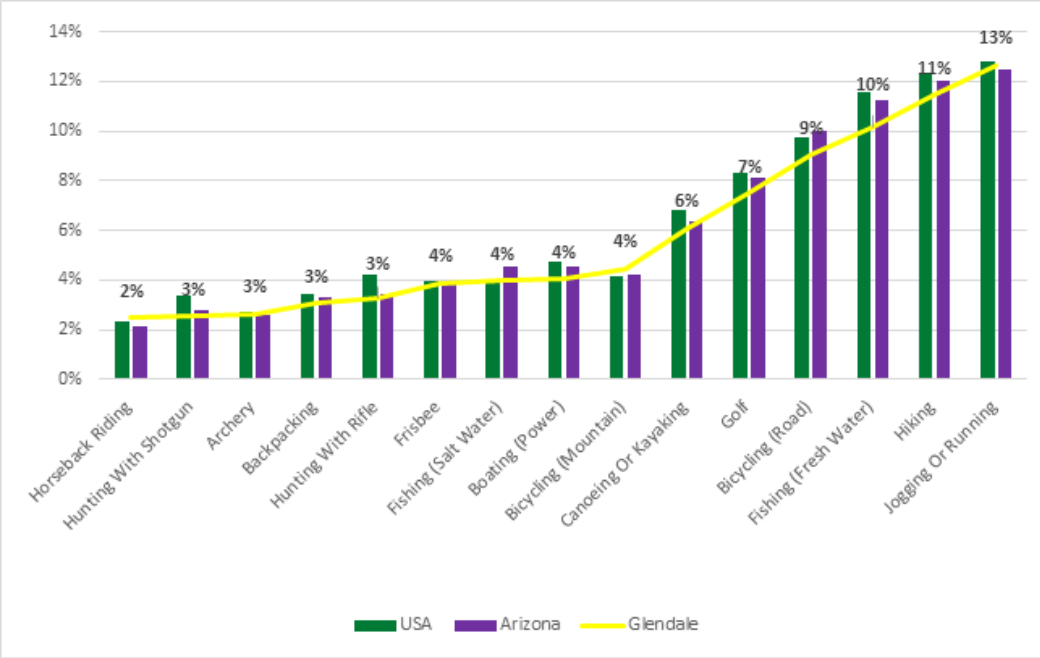
Recreation Participation Trends

Outdoor Recreation

In ***Figure 9***, data from ESRI Business Analyst shows popular outdoor recreation activity participation by households in Glendale. Participation was also pulled from the State of Arizona for comparison. The most popular activities in the City of Glendale included:

- Jogging or Running (13%)
- Hiking (11%)
- Fishing (Fresh Water) (10%)

Figure 9: Outdoor Recreation Behavior

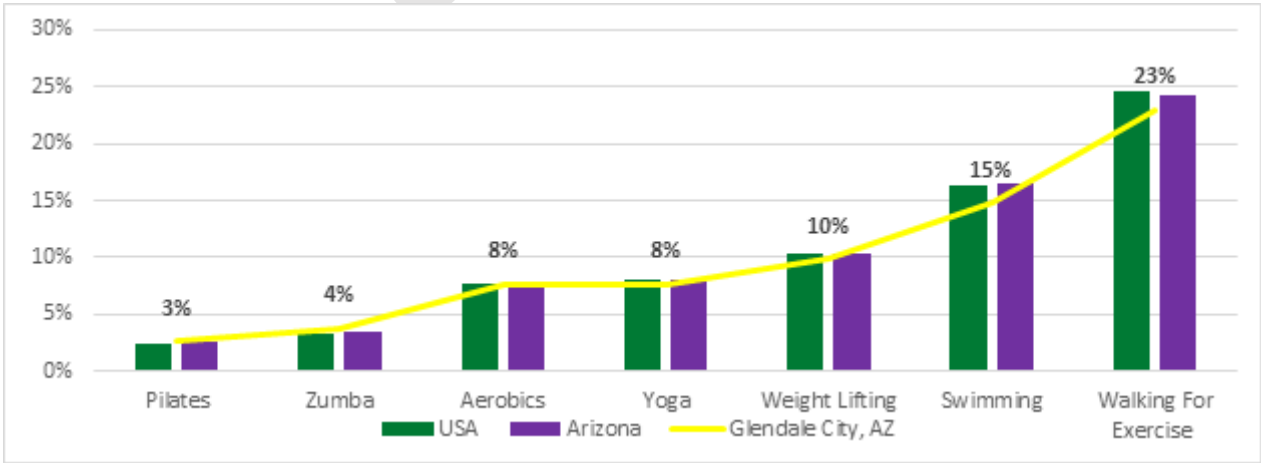


Fitness and Wellness Behavior

The figure below shows household participation in various fitness activities. Participation was higher in Glendale than the State of Arizona, specifically for the following activities:

- Walking for Exercise (23%)
- Swimming (15%)
- Weightlifting (10%)

Figure 10: Fitness and Wellness Participation

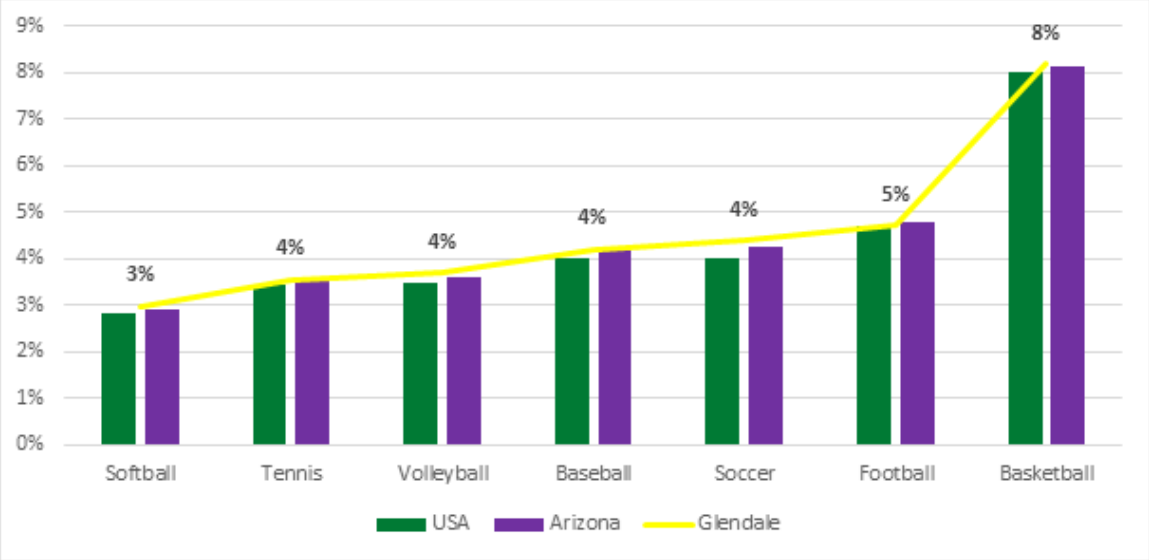


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Team Sport Participation

According to census data, households in Glendale had highest participation in Basketball (8%), followed by Football (5%), and Baseball, Soccer, Tennis, and Volleyball (4%).

Figure 11: Team Sport Household Participation

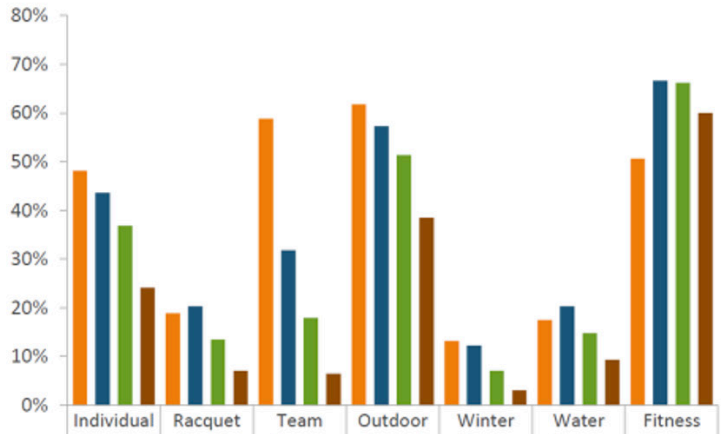


Generational Trends

Activity participation varies based on age, but it also varies based on generational preferences. In regard to generational activity, according to the Sports & Fitness Industry Association (SFIA) report, Millennials had the highest percentage of those who were "active to a healthy level," but a quarter also remained sedentary. Nearly 28 percent of Generation X were inactive, with Baby Boomers at 33 percent inactive. Baby Boomers prefer low impact fitness activities such as swimming, cycling, aquatic exercise, and walking for fitness.

Figure 12: Team Sport Household Participation

- In 2015, over 80% of Gen Z were active, with a quarter being active to a healthy level. Gen Z had the least percentage of inactives.
- Almost half (49%) of all Millennials were involved in high calorie burning activities.
- 48% of Gen X participated at least once a week in an fitness activity/sport.
- The Boomer generation was the least active in 2015, 34% reporting no activity and only 37% involved in high calorie burning exercises.



	Individual Sports	Racquet Sports	Team Sports	Outdoor Sports	Winter Sports	Water Sports	Fitness Sports
Gen Z (2000+)	48.2%	18.8%	58.8%	61.8%	13.1%	17.5%	50.6%
Millennials (1980-1999)	43.6%	20.2%	31.8%	57.4%	12.2%	20.3%	66.7%
Gen X (1965-1979)	36.9%	13.4%	17.9%	51.4%	7.0%	14.8%	66.2%
Boomers (1945-1964)	24.1%	7.1%	6.4%	38.6%	2.9%	9.2%	60.0%

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D. Glendale Parks and Recreation

Glendale is often referred to as a playground for the outdoor and athletic enthusiast. Opportunities to be active abound. Parks, trails, activities, and water play can all be found in Glendale. The Parks, Facilities, Recreation, and Special Events Department (PFRSE) maintains and protects the City's parkland and natural resources, and offers a variety of recreation, educational, art, and enrichment programs. Cultural opportunities, special events, and aquatic activities at unique locations are also a part of what residents and visitors are able to enjoy.

ACKNOWLEDGMENT OF EXCELLENCE

PFRSE is proudly recognized as a Commission for Accreditation of Park and Recreation Agencies (CAPRA) certified agency. This mark of excellence means the Department is meeting, or exceeding, standards maintained by leaders in the park and recreation industry. In 2019, 170 agencies across the United States hold this recognition as stand-outs in accountability. As a result of this accreditation, this plan aligns with the CAPRA standards and calls out opportunities to maintain this impressive standing amongst public agencies providing park and recreation services.

Approximately every 10 years, PFRSE develops its master plan for parklands, facilities, and programs. This master plan is the guiding document for how the Department operates, determines capital improvements, and provides amenities and programs. This Plan builds on and updates the 2011 Parks and Recreation Master Plan, the 2006 Thunderbird Conservation Park Master Plan, and the 2005 Open Space and Trails Master Plan.

PFRSE, has a variety of park types, natural areas, trails, and active recreation facilities as seen in Figure X below. As the City's population grows, it is important for the parklands, facilities, and programs to meet the needs of the residents in a way that gives them similar opportunities to recreate. Glendale's Parks and Recreation Master Plan builds on the opportunity for community-rooted, ideal park experiences to be part of what makes Glendale a community of choice.

It is important to note that this Parks & Recreation Master Plan does not include an evaluation of the Department's Convention & Visitors Bureau Division's operations. However, the budgetary review and organizational structure assessment in this plan does include this division in the Department data.

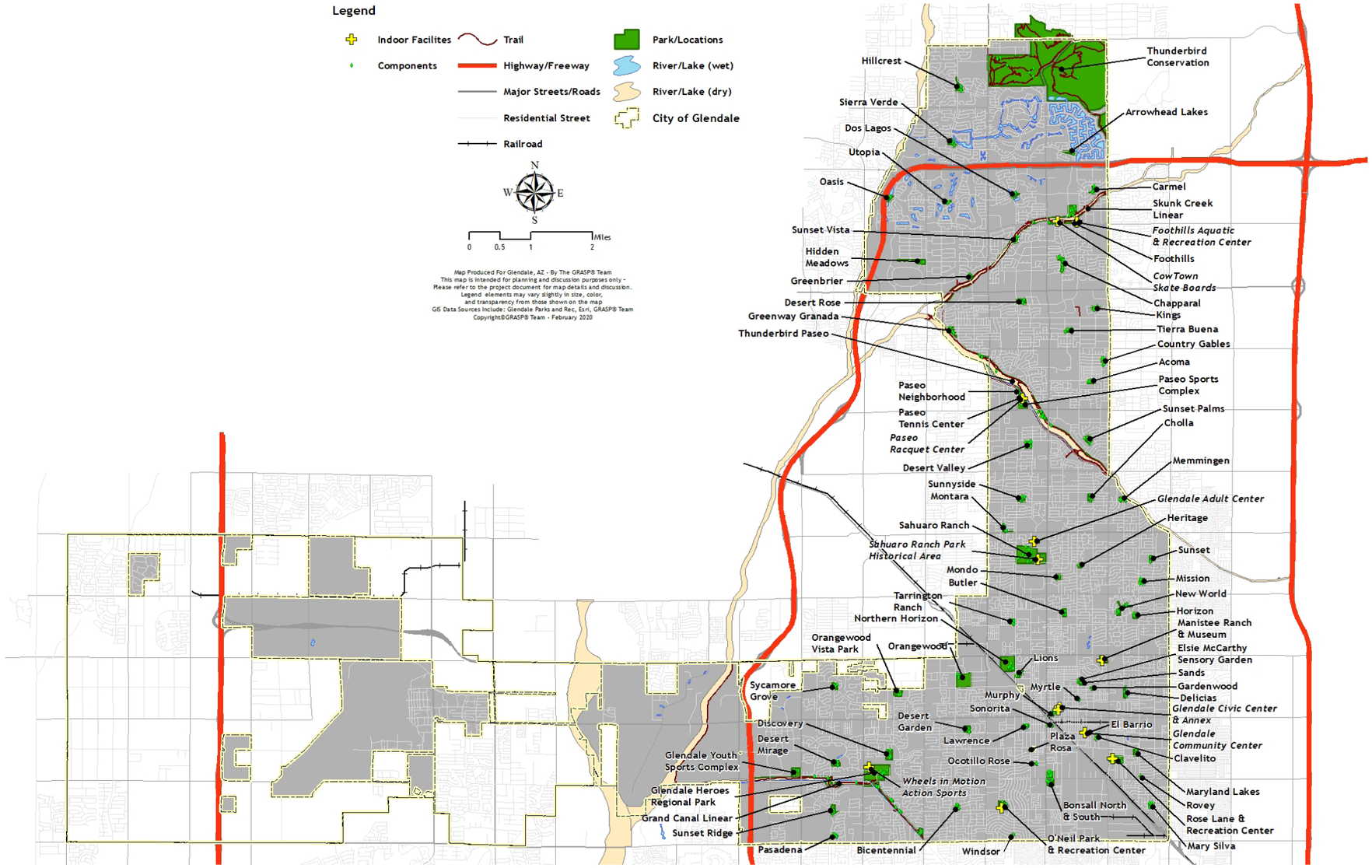


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Figure 13: System Map



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City of Glendale Vision and Mission

Vision:
We are the community of choice for residents, businesses, and employees.

Mission:
We improve the lives of the people we serve every day.

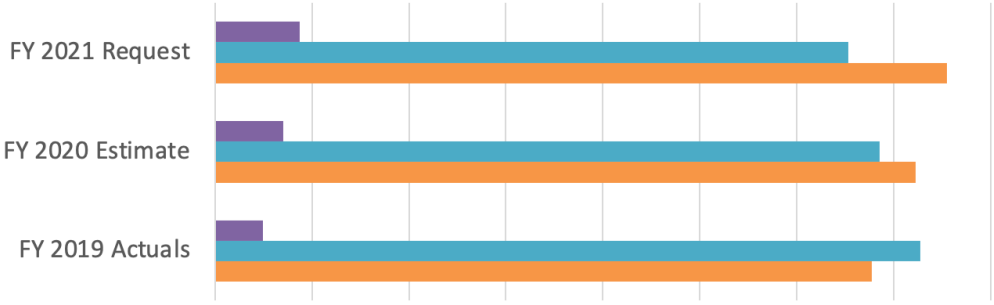
PFRSE Vision Statement:

PFRSE Mission Statement:
A partnership of employees and community working together to create a better quality of life for Glendale through the provision of excellent parks, recreational programing, special events, tourism, and neighborhood and community facilities.

Operating Budget

Glendale's budget is prepared each fiscal year, which begins July 1 and ends June 30. In Fiscal Year 2020-2021, the total City Operating Budget was $444 million. PFRSE's portion of this budget was $15 million – three percent of the total City Operating Budget.

Figure 14: Operating Budget



	FY 2019 Actuals	FY 2020 Estimate	FY 2021 Request
Internal Charges	$496,698	$705,896	$871,685
Services and Supplies	$7,277,925	$6,854,181	$6,528,329
Personnel Services	$6,773,854	$7,224,731	$7,550,160

Internal Charges Services and Supplies Personnel Services

Internal Charges are those costs incurred from the services provided by other City Departments such as technology, insurance, workers' compensation, indirect charges, and the like. Services and Supplies are the costs associated with operating the Department as well as contractual expenditures. Personnel Services encompass salaries and wages and associated costs.

Capital Improvement Plan

Approved parks capital investments for Fiscal Year 20-21 total $2,028,881 with a total investment plan of $117 million identified through 2030. Projects specified include park grounds and irrigation improvements, master planning Sahuaro Ranch Park, lighting improvements, playground structure replacements, and building out Glendale Heroes Regional Park.

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Table 2: CIP Projects List – PFRSE Department, 2021 - 2030

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
CIPPK19005	PARKS MASTER PLAN UPDATE	$29,914	$0	$0	$0	$0	$0	$0	**$29,914**
CIPPK19008	SAHUARO RANCH PARK IMPROVEMENTS	$9,309	$0	$0	$0	$0	$0	$0	**$9,309**
CIPPK19032	PARK GROUND AND IRRIGATION	$0	$127,286	$1,060,716	$933,430	$0	$0	$0	**$2,121,432**
CIPPK19033	PARK LIGHTING	$0	$98,470	$820,583	$820,583	$820,583	$722,113	$0	**$3,282,332**
CIPPK19034	PARK INFRASTRUCTURE IMPROVEMENTS	$0	$0	$10,500,000	$10,500,000	$10,500,000	$9,240,000	$0	**$40,740,000**
CIPPK19035	PARK PLAY STRUCTURES	$0	$0	$798,750	$798,750	$798,750	$798,750	$0	**$3,195,000**
CIPPK19036	HEROES REGIONAL PARK LAKE	$126,669	$0	$4,203,361	$0	$0	$0	$0	**$4,330,030**
CIPPK19077	THUNDERBIRD CONSV. PARK IMPS	$0	$0	$0	$0	$0	$0	$11,629,200	**$11,629,200**
CIPPK19094	PARKS ASSESSMENT	$16,525	$0	$0	$0	$0	$0	$0	**$16,525**
CIPPK20031	O'NEIL PARK SPLASH PAD	$0	$1,260,000	$0	$0	$0	$0	$0	**$1,260,000**
CIPPK21033	HEROES REGIONAL PARK BUILD OUT	$0	$0	$0	$0	$0	$0	$46,400,000	**$46,400,000**
CIPPK70546	SAHUARO RANCH PARK MASTER PLAN	$0	$300,000	$0	$0	$0	$0	$0	**$300,000**
CIPPK72808	THUNDERBIRD PARK IMPROVEMENTS	$150,000	$176,795	$0	$0	$0	$0	$0	**$326,795**
CIPPK73475	CITYWIDE PARK IMPROVEMENTS	$105,917	$0	$0	$0	$0	$0	$0	**$105,917**
CIPPK73576	FOOTHILLS PARK PICKLEBALL COURTS	$127,789	$66,330	$0	$0	$0	$0	$0	**$194,119**
CIPPK73625	NEW RIVER TRAIL ZONE 2 WEST	$58,312	$0	$0	$0	$0	$0	$0	**$58,312**
CIPPK77516	AMPHITHEATER RENOVATIONS	$0	$0	$0	$0	$0	$0	$2,872,624	**$2,872,624**

Project Number	Project Title	CARRYOVER	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Grand Total
Grand Total		**$624,435**	**$2,028,881**	**$17,383,410**	**$13,052,763**	**$12,119,333**	**$10,760,863**	**$60,901,824**	**$116,871,509**

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Organizational Structure

Parks Division

The Parks Division manages and maintains all public parks, open spaces, trails, storm water retention basins, landscaping at municipal facilities and Thunderbird Conservation Park. The Division is also responsible for monitoring and ensuring the safety and security of park and facility use. There are 22 Parks Maintenance full-time equivalent (FTEs) and 2 Park Rangers FTEs. Four temporary Rangers, part-time staff, and several contracted services for maintenance tasks such as weed control and aeration practices, supplement the Parks Division's ability to perform its duties at the current level.

Recreation Division

The Recreation Division offers opportunities to enhance the social, physical, mental and economic health of the Glendale community through a variety of diverse recreation programs and facilities. Recreation programs and events are held at the Foothills Recreation and Aquatics Center, the Glendale Adult Center, Historic Sahuaro Ranch, the three community centers and at basketball, tennis, skate courts and other recreation facilities throughout the City.

Table 3: FTE Chart

FTEs	Program Area
5	Foothills Recreation and Aquatics Center
3	Glendale Adult Center
1	Youth and Teen Programs
3	Aquatics – Rose Lane & Splash Pad
1	Sports and Health Programs

Approximately, eight to 10 temporary or part-time FTEs support the division's ability to perform its function.

Special Events Division

The Special Events Division is responsible for initiating and planning City-wide signature events in collaboration with community partners to better connect residents and visitors with Glendale, fostering a greater sense of community pride. The Special Events Division plays an important role as an economic driver by attracting tourism and potential shoppers. Four FTEs are allocated to this division in 2021.



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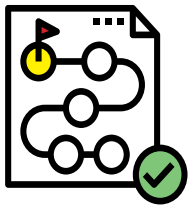
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II. The Planning Process

Over the course of 16 months, the master plan was formed with many opportunities for input through focus groups, stakeholder interviews, a survey, public meetings, and digital platforms (i.e., social media). The statistically valid community survey and focus groups helped evaluate current and future community parks and recreation needs.

A. The Methodology



September 2019 marked the beginning of the master plan project with a strategic kick-off meeting between PFRSE staff and the consultant team, led by GreenPlay. The project was divided into four distinct phases with milestones for community engagement: information gathering, findings and visioning, draft recommendations, and final plan.

Engagement Strategies

Focus Groups

To interact with various groups and individuals who partner with PFRSE or have a specific interest in PFRSE services, four focus groups were held in October 2019. The hour and a half long, facilitated discussions allowed for participants to respond to a series of questions. Conducted early in the information gathering phase, the many responses helped shape the statistically valid community survey.

During this phase of information gathering PFRSE staff provided input as part of a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Participants' responses revealed insights into key opportunities for improving the existing park and recreation system.

Stakeholder Interviews

During information gathering individual interviews were held with City Council Members and city staff. These interviews allowed for awareness of specific issues to be identified.

Public Forum

To solicit input from the people of Glendale, a public forum was held at the Foothills Recreation and Aquatics Center (FRAC) in October 2019. To widen the opportunity for participation, this event was simultaneously broadcast and facilitated on Facebook Live. Forty-eight people attended in-person, 325 people viewed the forum on Facebook Live, and 13 comments were provided by viewers.

City Council Meetings

Throughout the course of the project several presentations and discussions were presented to City Council. Their guidance and input were foundational to the progression and success of the planning process.

Parks and Recreation Advisory Committee Meetings

Several key meetings were held during each project phase with the Parks and Recreation Advisory Committee (PRAC) to help inform and guide development of the master plan. In particular, the Disparity Report (***Appendix B***), was presented to the committee in September 2020.

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Community Survey

December 2019 - February 2020
Responses: 632
The community survey was distributed throughout Glendale to assist in assessing the needs of the community for park and recreation services and facilities in a manner that included those familiar with PFRSE services as well as those less familiar with the parks and recreation system.

Statistically Valid Invite Survey

To obtain the opinions of non-users of the parks system as well as users of recreation facilities and programs, throughout the entire Glendale community, a survey was distributed to a random selection of rented and owned households. A traditional mail survey approach was coupled with an option to complete the invite survey online or by smartphone through a password protected website. The mailed invite survey was structured to allow for a random selection of respondents to the survey in Glendale in order to obtain a representative sample from the community. In total, 4,251 households within the City limits of Glendale were randomly selected to receive the invite survey. In total, 276 completed surveys were received and resulted in a margin of error of +/- 5.9% at a 95% confidence level. Responses were collected from all major ZIP codes (85301 through 85310) across Glendale, representing a thorough geographic participation.

Open Link Survey

After a period of three weeks, the same community survey was made available for anyone to respond to within the City. Referred to as the open link survey, these responses further validated the statistically valid invite survey results. The 356 completed responses from the open link survey showed very similar results to the invite responses, placing more confidence in the results of the Invite Survey sample despite a lower sample size. A full description of the survey methodology is in ***Appendix D***.

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Who Took the Invite Survey

Household Income
Under $25,000 – 14%
$25,000 - $49,999 – 26%
$50,000 - $74,999 – 28%
$75,000 - $99,000 – 15%
$100,000 - $149,999 – 15%
Above $150,000 – 11%

Race/Ethnicity
Other – 11%
Asian – 2%
American Indian or Alaska Native – 2%
Black or African American – 7%
White – 82%

Of Hispanic, Latino, or Spanish Origin
Yes – 21%
No – 79%

Age
Under 35 – 29%
35-44 – 17%
45-54 – 15%
55-64 – 15%
65-74 – 14%
75 and above – 10%

B. What We Heard

- Focus Groups Participants: 103 in-person groups
- Digital Exposure: 325+ Facebook Live viewers
- Community Surveys Completed: 632
- Public Meetings: 6

During the information gathering phase, PFRSE staff and the consultant team shared the project purpose and the planning process. Collectively, community engagement strategies focused on determining the community's preferences and needs by obtaining feedback on:

- Current strengths and weaknesses
- Facility and program needs
- Partners and funding opportunities
- Aspirations for the park and recreation system

Community-Informed Themes

Five themes stemmed from the varied engagement encounters and surveys in this planning process:

ACCESS FOR ALL
People expressed a desire for access to the park and recreation system, particularly neighborhood parks. Issues of access included walkability and affordability.

CARE FOR EXISTING FACILITIES
Throughout the process a clear desire for maintaining existing parks system infrastructure was expressed.

ADEQUATE RESOURCES
A common desire for parks and recreation facilities and services to be funded at a level that allows for all parks to be of the same quality was expressed.

CLEANLINESS & SAFETY
Ensuring personal safety in public spaces that are clean is key to resident's willingness to use facilities and amenities.

PRESERVING COMMUNITY CHARACTER
Built on farming and irrigation, the City is described as having "small town character and ambiance."

Community Needs Assessment

Usage and Overall Satisfaction

Current Offerings Satisfaction Ratings (5=Very satisfied, 1=Not at all satisfied)

4.4 Sahuaro Ranch Park
4.3 Thunderbird Conservation Park
4.1 Trails and open space
4.0 Recreation facilities
4.0 Events attended
4.0 Programs used
3.9 Parks

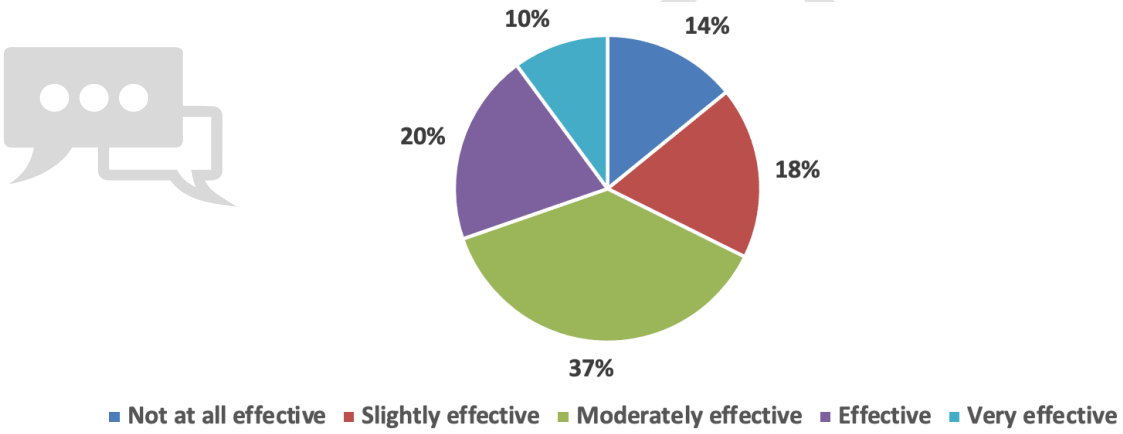
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What Would Improve Your Local Park or Encourage You to Revisit a Park?
#1 Adding or improving restrooms
#2 Improving park/facility amenities such as picnic or shaded areas
#3 Better maintenance
#4 More aquatic features like spray pads
#5 Improved communications about offerings
#6 More programs at sites
#7 Improved safety at parks/recreation facilities

What Would Increase Your Usage of Sahuaro Ranch Park?
70% Festivals
56% Artisan crafts and good market
53% Café/dining
40% Agricultural displays/activities
15% Event rental space

Communications
Newsletters, emails from the City, and a printed schedule of activities are the primary communication methods that invite respondents prefer to be contacted about parks and recreation services.

Figure 15: Communication Effectiveness



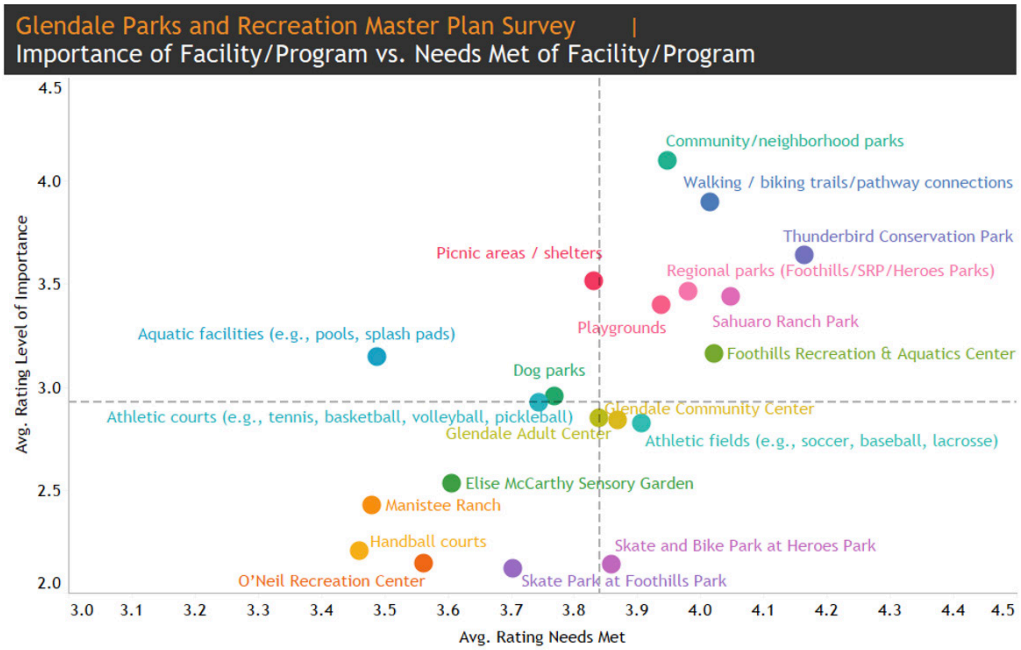
Current Facilities and Programs

To best understand how important present-day facilities and programs are to households and how well respondents' needs are being met by the park and recreation system (programs, facilities, activities, and services), responses to these questions were analyzed and graphically shown in an importance-performance matrix.

READING AN IMPORTANCE-PERFORMANCE MATRIX

High importance/ Low needs met These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.	**High importance/ High needs met** These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.
Low importance/ Low needs met These "niche" facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.	**Low importance/ High needs met** Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

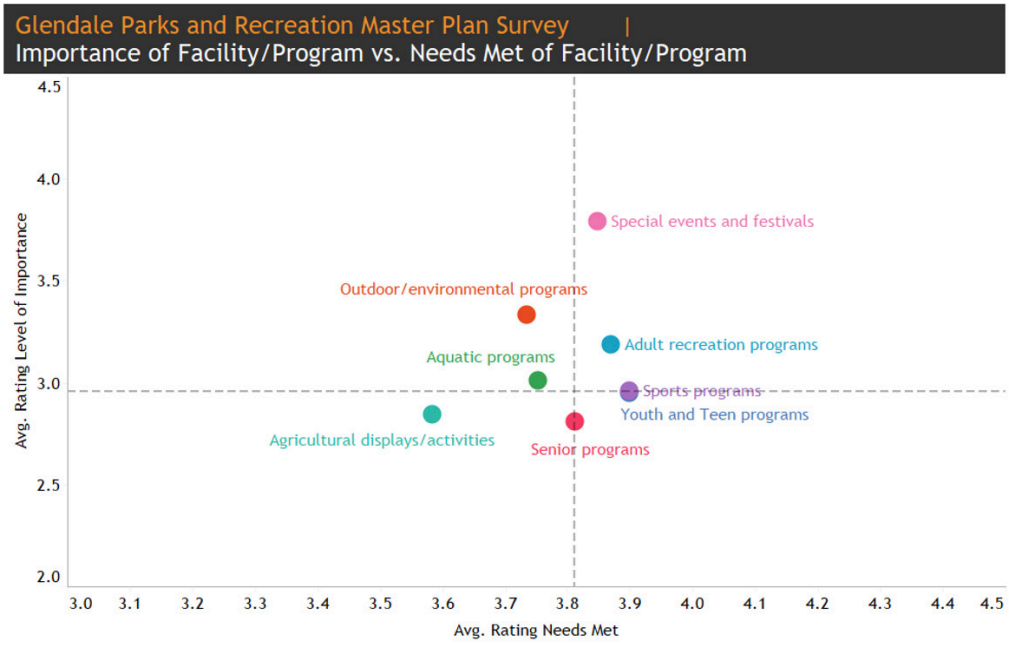
Figure 16: Facilities Importance-Performance Matrix



Priority Opportunities for Facility Improvements:

- Aquatic facilities
- Picnic/shade areas
- Dog parks
- Athletic courts

Figure 17: Programs Importance-Performance Matrix



Priority Opportunities for Program Improvements:

- Outdoor/environmental programs
- Aquatic programs

Future Facilities and Programs

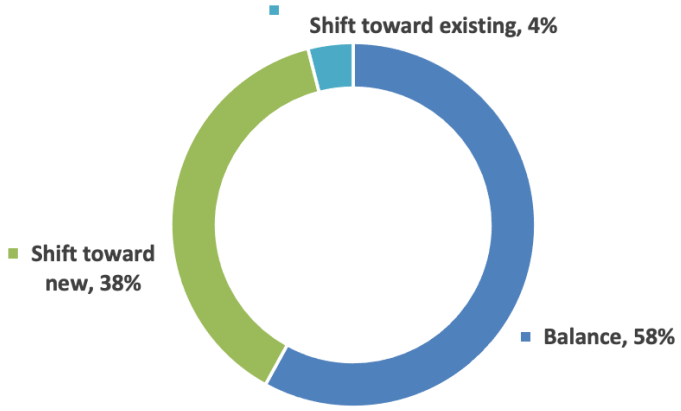
Top Priorities for the Next 5-10 Years

#1 Improved park amenities
#2 Additional walking/bike trails
#3 Events and festivals
#4 Trail and pathway connectivity

Would You Like the Department to…

…Balance maintaining existing facilities and developing new facilities?
…Shift resources more toward maintaining existing facilities?
…Shift resources more toward developing new facilities and undeveloped land?

Figure 18: What Would You Like the Department to Do?



Respondents place a high priority on improving current parks, facilities, and trails in Glendale. **Only six percent of respondents rated improving existing facilities as a low or "not at all a priority."**

A Future Park and Recreation System Envisioned

Top 4 Future Priorities for Glendale's Parks and Recreation

- Ensure parks and recreation facilities have a high level of safety
- Invest in maintaining and repairing current/existing park and recreation facilities
- Ensure facilities and programs are affordable to all residents
- Protect environmental resources and preserve land in its natural state

Respondent comments:

In general, the parks are in pretty good condition, however it is evident that they have been ignored for a long time. Restrooms, playgrounds, turf, buildings. I have seen projects done in the City that cost a lot of money being spent, however only benefits a few residents. Favoritism at its worst when it comes to Glendale.

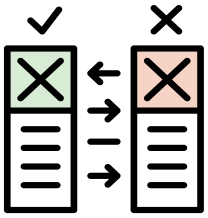
Safety of playground and park resources is a priority. For the parks in Glendale currently, I think the City is doing a great job!

Thank you for doing a great job! My family and I enjoy the many parks in the City of Glendale.

III. Peer Agency Competitive Analysis

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the PFRSE's management practices and fee structure. This process creates a deeper understanding of alternative providers, your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the PFRSE's management practices and fee structure. This process creates a deeper understanding of alternative providers, your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.



It is very difficult to find exact comparable communities, because each has its own unique identity, ways of conducting business, and differences in the populations that it serves. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique. Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance the same way.

Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether or not the past year's expenses are typical for the community. Therefore, it is important to take all data in a benchmarking study with context, realizing that while benchmarking can be a great comparative tool, it doesn't lend itself to being a decision-making tool. For the purposes of this study, a regional approach was taken to benchmark neighboring agencies with similar populations.

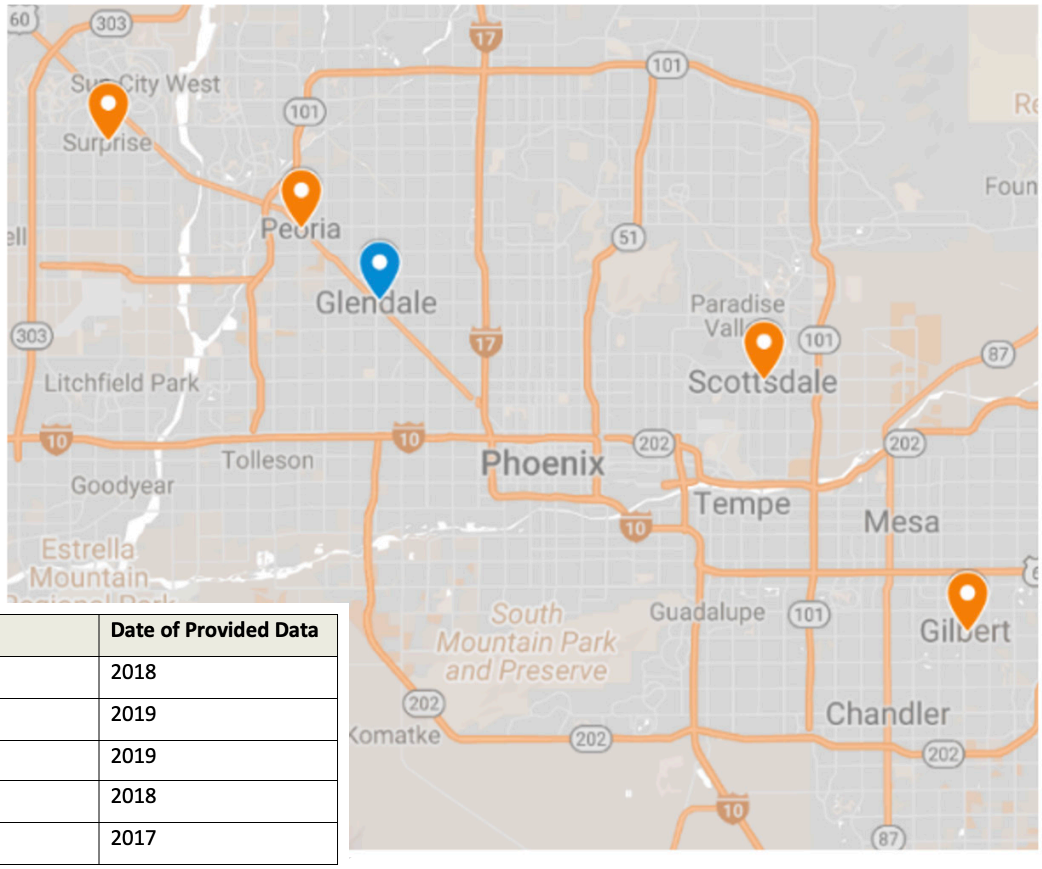
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Data was pulled and compared throughout this report from a database called Park Metrics, administered by the National Recreation and Park Association (NRPA). Data was submitted to NRPA from the agencies listed below within the last two years. The year in which the agency submitted data to the database is provided in ***Figure 19***. The map shows the proximity of compared agencies in comparison to Glendale.

Figure 19: Agencies Compared for Glendale Benchmarking Report



Location	Date of Provided Data
Glendale	2018
Gilbert	2019
Peoria	2019
Scottsdale	2018
Surprise	2017

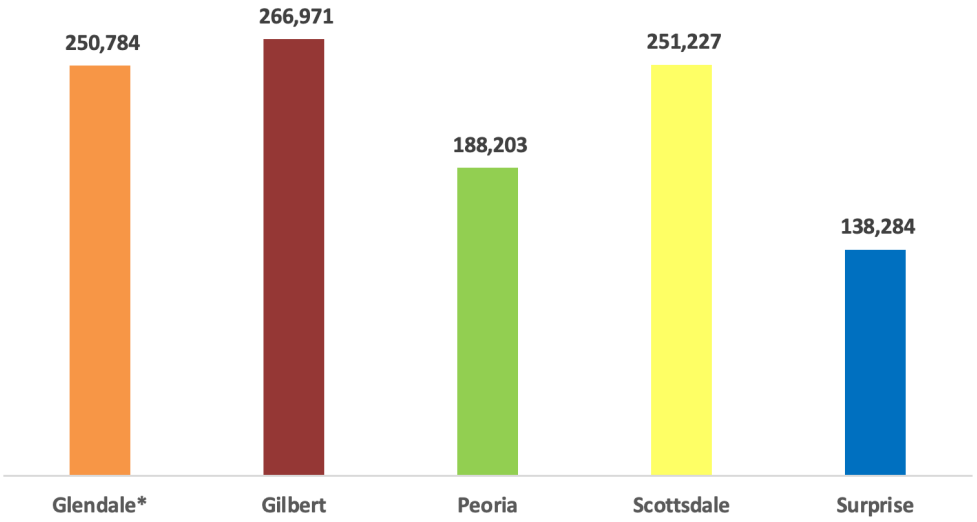
Data points are compared throughout this report for the following topics:

- Population and Parks
- Full Time Employees
- Revenue and Expenditures

A. Population & Parks

The compared agencies were similar in population size. The smallest area in population was Surprise, at an estimated 138,284, while the largest population was Gilbert at 266,971. Glendale's population was one of the highest in population, with an estimated 250,784 in 2019.

Figure 20: 2019 Jurisdiction Population Estimates



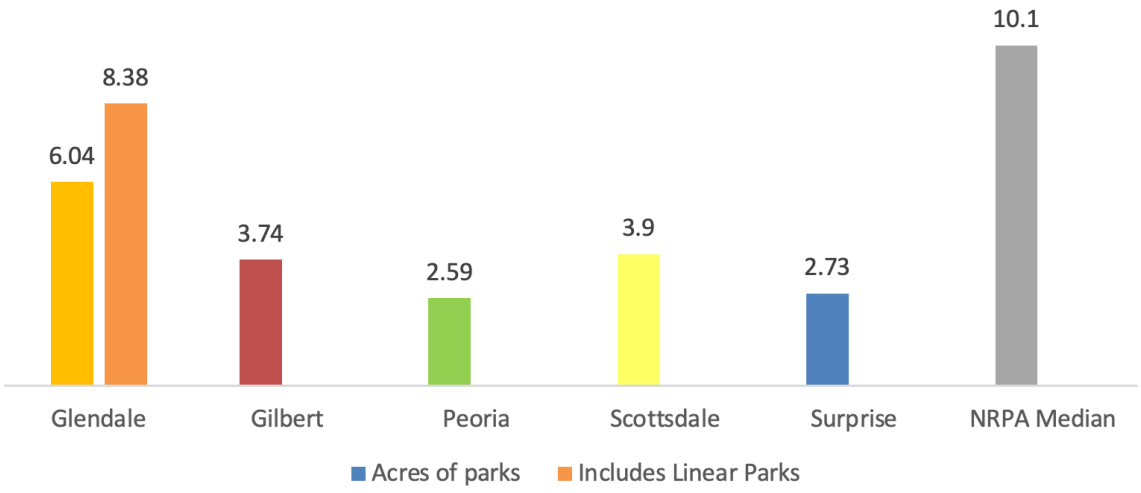
*Source: ESRI Business Analyst, U.S. Census (*Data Provided by City of Glendale)*

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Park Acres per 1,000 Residents

National data indicates the typical agency operates 10.1 acres of parks per 1,000 residents. Out of the agencies compared, Glendale offered the highest number of acres per park than any other agency, at 6.04 acres of parks per 1,000 residents. The total number of park acres – originally 2,102 – was adjusted to exclude linear park acreage (1,516 acres). The data indicates there is more parkland to maintain and operate in Glendale compared to other agencies.

Figure 21: Acres of Parks per 1,000 Residents



Source: NRPA Park Metrics

B. Full Time Equivalents

Glendale had the lowest number of full time equivalent (FTE) per population than other agencies. It was estimated there were only 1.91 FTEs per 10,000 residents, compared to other agencies, who at a minimum had 4 FTEs (Surprise) and at a maximum had 14.75 FTEs (Scottsdale). On a national level, there are 8.3 FTEs on staff for every 10,000 residents living in the jurisdiction served by the parks and recreation agency. This means there were fewer employees to serve residents for parks and recreation services in Glendale than the typical parks and recreation agency would have available.

Table 4: Full Time Equivalent (FTE) per 10,000 Population

	Glendale	Gilbert	Peoria	Scottsdale	Surprise	NRPA Median
FTEs per 10,000 population	**1.91**	**6.22**	**11.01**	**14.75**	**4.1**	**8.3**

Source: NRPA Park Metrics

Glendale had one of the highest operating expenditures per full-time equivalent (FTE) compared to the other agencies. On a national level, the annual operating expenditures at the typical park and recreation agency for each full-time equivalent employee was $93,230. It should be noted that PFRSE utilizes contract services for maintenance operations such as restroom cleaning, mowing, weed abatement, and litter pick-up. This use of contract services accounts for some of the difference seen in the FTE per 10,000 population and in the national annual operating expenditures per FTE comparison. Again, it is important to take all data in a benchmarking study with context, realizing that while benchmarking can be a great comparative tool, findings, on their own, do not lend themselves to being a decision-making tool.

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C. Revenue & Expenditures

Glendale had the lowest expenditures per park acre ($3,036) than the other agencies. This means the City spent less to maintain and operate each park acre. For comparison, Scottdale spends 420% more to operate an acre of parkland than Glendale.

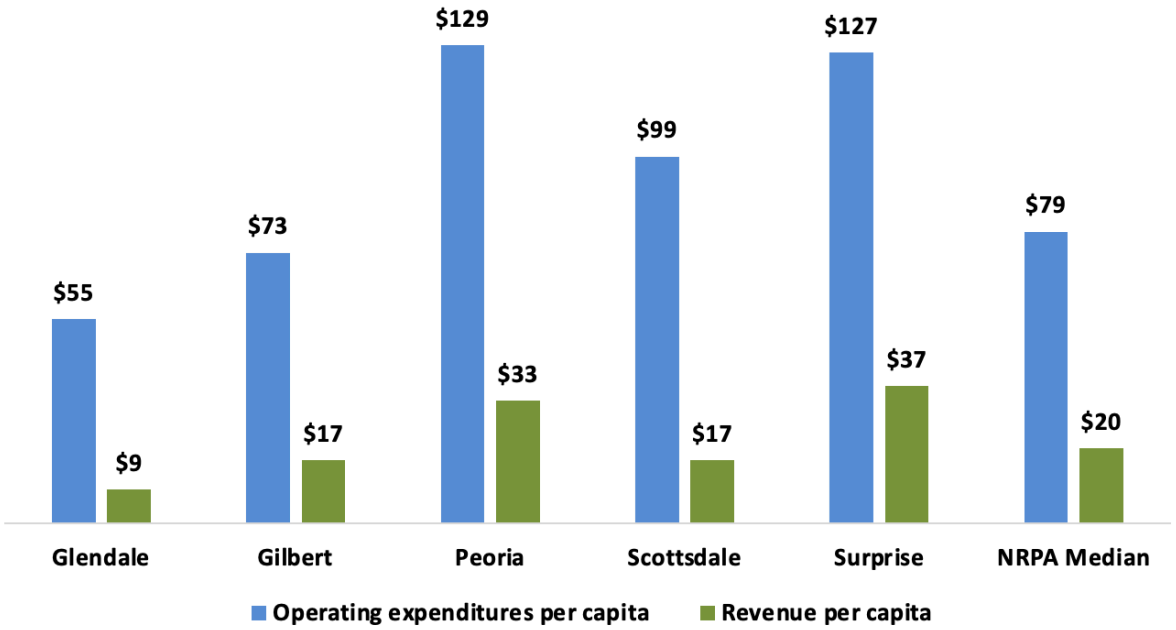
Table 5: Park Operating Expenditures per Acre of Parkland

	Glendale	Gilbert	Peoria	Scottsdale	Surprise
Park operating expenditures per Park Acre	**$3,036**	**$6,437**	**$11,995**	**$17,203**	**$8,383**

Source: NRPA Park Metrics

Glendale had the lowest operating expenditures per capita at $55 per year. The national median operating expenditures per capita is $78.69 per year. This is an indication that Glendale operates efficiently to reduce costs and reduce the tax burden for residents. When comparing revenue per capita, Glendale was the lowest of the other agencies at only $9 per resident – meaning there is additional opportunity and a need to bring in revenue sources. The median for NRPA Park Metrics data is $20 revenue per resident.

Figure 22: Expenditures & Revenue Per Capita

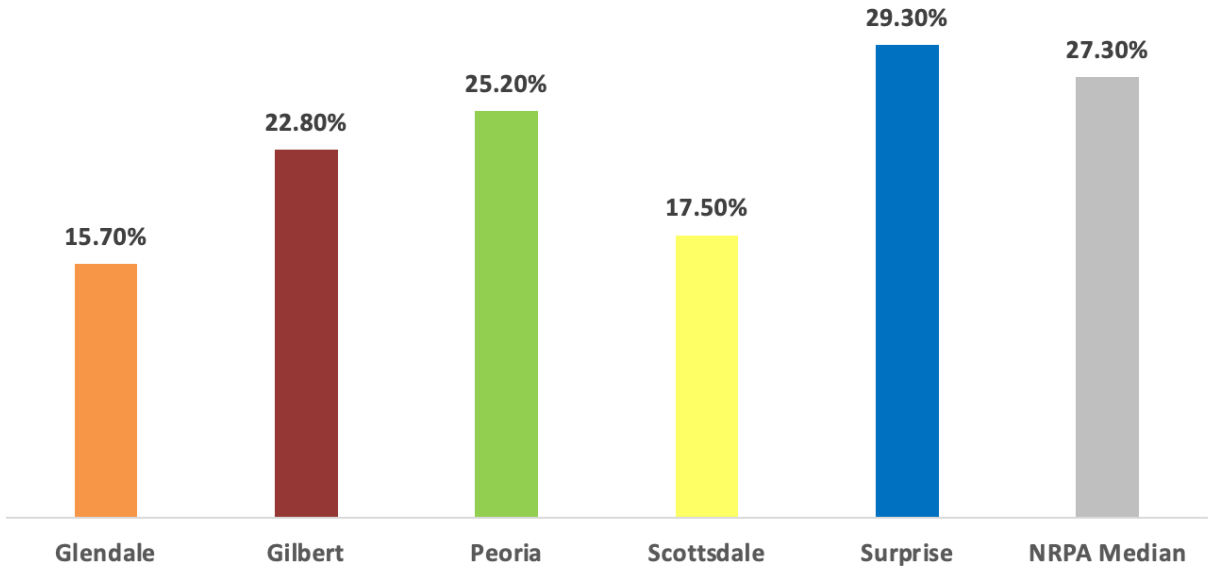


Source: NRPA Park Metrics

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One way to look at revenue generation is by analyzing cost recovery as a percentage of operating expenditures. According to NRPA Agency Performance Report, 27.3 percent of a typical agency's operating expenditures is recovered from non-tax revenues. In this case, Glendale is bringing in 15.70 percent revenue compared to operating expenditures.

Figure 23: Total Revenue to Total Operating Expenditures



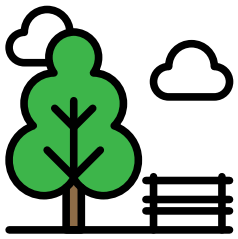
Source: NRPA Park Metrics

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IV. Our System

Glendale's parks and recreation system is diverse and far-reaching. As of October 2019, when the inventory assessment was conducted, PFRSE owns and maintains more than 2,000 acres of land, of which 1,112 acres are conservation parkland and 46 miles are trails. The system encompasses seven regional parks (regional parks, specialty parks and conservation areas), eight community parks, and fifty-seven neighborhood parks.

To assess residents' access to outdoor and indoor recreation opportunities, 12 city-owned indoor recreation facilities (including two facilities having pro-shops and several that are operated through public-private partnerships) were assessed. The components at these sites were compiled into the inventory assessment and used to identify gaps in access to recreation.



A. GRASP Assessment of Existing Facilities

Parks and facilities were inventoried and assessed for function and quality in October 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: component and modifier. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site. Further definitions and discussions are found in ***Appendix C***.



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GRASP® Assessment Methodology

The series of detailed GIS (Geographic Information System) inventory conducted by the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled initially and were confirmed or revised in October 2019 when each site was visited by the consultant team.

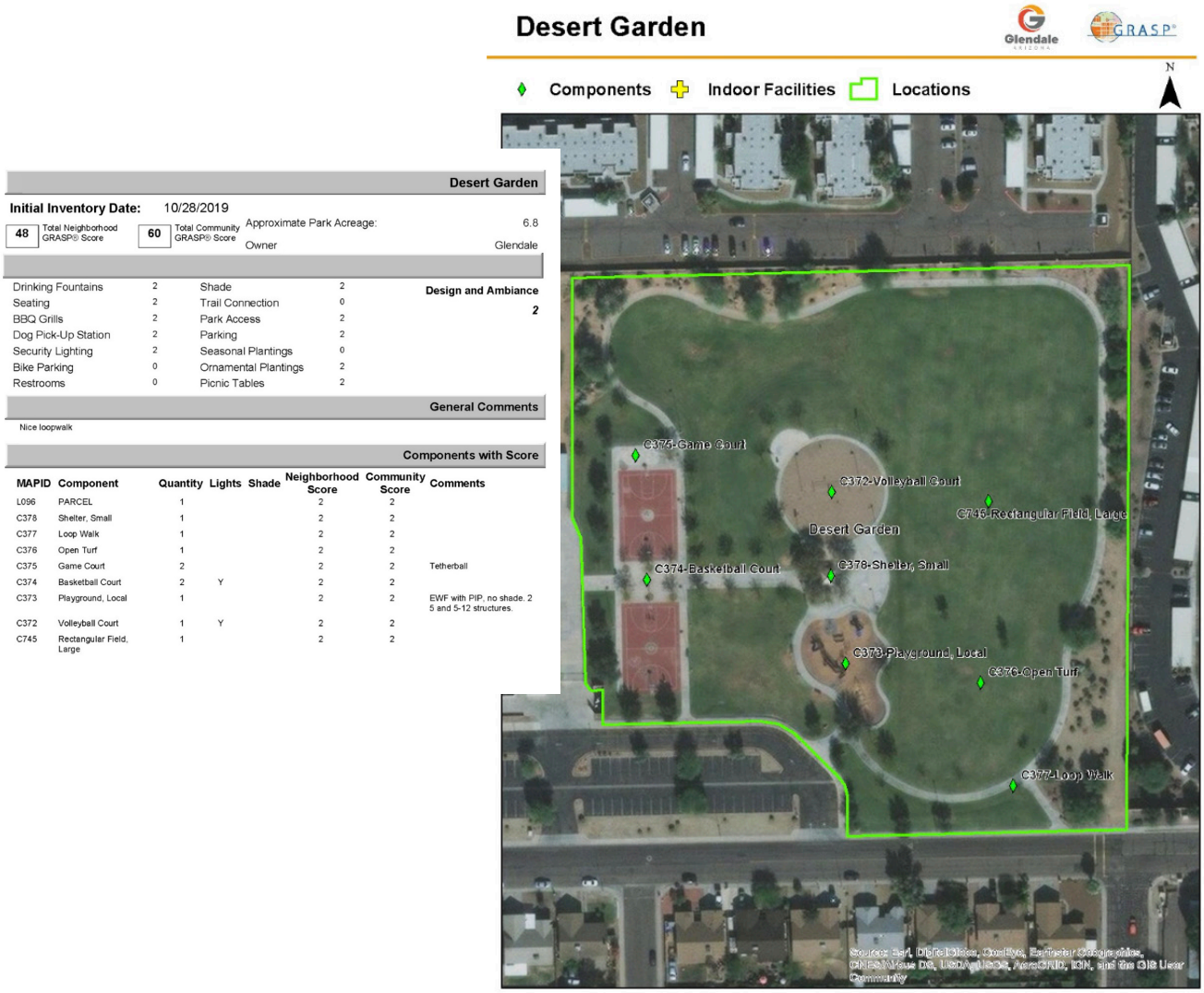
Evaluation of each element determined if components were serving their intended functions and captured any components in need of refurbishment, replacement, or removal. The inventory also included the recording of modifiers such as shade, drinking fountains, and restrooms.

Collection of the following information occurred during site visits:

- Component type and geo-location
- Component functionality
- Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
    - 1 = Below Expectations
    - 2 = Meets Expectations
    - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

Figure 24 shows an example of the resulting inventory datasheet and map for Desert Garden Park.

Figure 24: Example of GIS Inventory Map and Datasheet for Desert Garden



Desert Garden

Initial Inventory Date: 10/28/2019

48	Total Neighborhood GRASP® Score	60	Total Community GRASP® Score	Approximate Park Acreage:	6.8
				Owner	Glendale

Drinking Fountains	2	Shade	2	**Design and Ambiance**
Seating	2	Trail Connection	0	**2**
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

General Comments

Nice loopwalk

Components with Score

MAPID	Component	Quantity	Lights	Shade	Neighborhood Score	Community Score	Comments
L096	PARCEL	1			2	2	
C378	Shelter, Small	1			2	2	
C377	Loop Walk	1			2	2	
C376	Open Turf	1			2	2	
C375	Game Court	2			2	2	Tetherball
C374	Basketball Court	2	Y		2	2	
C373	Playground, Local	1			2	2	EWF with PIP, no shade. 2 5 and 5-12 structures.
C372	Volleyball Court	1	Y		2	2	
C745	Rectangular Field, Large	1			2	2	

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following images:





Note: these are illustrative images and do not imply a direct comparison to any specific playgrounds or existing conditions in Glendale.

In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, scenery. These modifier values then serve to enhance or amplify component scores at any given location.

Compiled GIS information collected during the site visit includes all GIS data and staff input. This review packet consists of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

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Table 6: Regional Parks, Specialty Parks, and Conservation Areas

Location	Classification	GIS Acres	Aquatics, Spray Pad	Basketball Court	Concessions	Diamond Field	Disc Golf	Dog Park	Educational Experience	Event Space	Fitness Course	Garden, Display	Loop Walk	Natural Area	Open Turf	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Target Range	Trail, Multi-use	Trailhead	Volleyball Court	Water, Open	Total Component/Park	Unique Components/Park
Elsie McCarthy Sensory Garden	Specialty	1.4										1	1					1										3	3
Foothills	Regional	29.0			1	3		1	1				1		1	1	1				7	1			1			19	11
Glendale Heroes Regional Park	Regional	60.3	1	3						1					1	1	1			10	1	1	1			3		24	11
Grand Canal Linear	Regional	94.9					1								4	1	1				11			1	2			21	7
Sahuaro Ranch	Regional	73.0			1	4		1	2	1		1	1		1	1			3	9						4		29	12
Skunk Creek Linear	Regional	94.0																						1				1	1
Thunderbird Conservation	Conservation	1112.1								1				1							15				3		1	21	5
Thunderbird Paseo	Regional	214.9		2			1				1	1					1		2		4			1	1			14	9
System Totals:		**1679.6**	**1**	**5**	**2**	**7**	**2**	**2**	**3**	**3**	**1**	**3**	**3**	**1**	**7**	**4**	**4**	**1**	**5**	**19**	**38**	**2**	**1**	**3**	**7**	**7**	**1**		
% of Parks w/ Component			**13%**	**25%**	**25%**	**25%**	**25%**	**25%**	**25%**	**38%**	**13%**	**38%**	**38%**	**13%**	**50%**	**50%**	**50%**	**13%**	**25%**	**25%**	**63%**	**25%**	**13%**	**38%**	**50%**	**25%**	**13%**		

Table 7: Community Parks

Location	Classification	GIS Acres	Aquatics, Complex	Basketball Court	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Educational Experience	Fitness Course	Inline Hockey	Loop Walk	Open Turf	Playground, Destination	Playground, Local	Public Art	Racquetball	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Volleyball Court	Water Access, Developed	Water, Open	Total Component/Park	Unique Components/Park
Bonsall North	Community	8.0		2					1		1		1		1		6			3	4	2			21	9
Bonsall South	Community	8.6										1	1		1	1			1				1	1	7	7
Chapparal	Community	11.3		1			1			1		1	1		1		1			3	2	1			13	10
Glendale Youth Sports Complex	Community	13.6																5							5	1
Hidden Meadows	Community	11.0											1		1					2					4	3
Northern Horizon	Community	35.3						1	1			1	1	1						2					7	6
O'Neil	Community	11.6		1			1						1		1	1	4	1	1			1			12	9
Orangewood	Community	35.1		2								1			1					4		2			10	5
Paseo Sports Complex	Community	13.0			1	4																			5	2
Paseo Tennis Center	Community	7.7																			19				19	1
Rose Lane	Community	15.9	1	1		1							1		1		4			4		2			15	8
System Totals:		**171.2**	**1**	**7**	**1**	**5**	**2**	**1**	**2**	**1**	**1**	**4**	**7**	**1**	**7**	**2**	**15**	**6**	**2**	**18**	**25**	**8**	**1**	**1**		
% of Parks w/ Component			**9%**	**45%**	**9%**	**18%**	**18%**	**9%**	**18%**	**9%**	**9%**	**36%**	**64%**	**9%**	**64%**	**18%**	**36%**	**18%**	**18%**	**55%**	**27%**	**45%**	**9%**	**9%**		
Average		**15.6**																							**11**	**6**

Table 8: Neighborhood Parks

Location	Classification	GIS Acres	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Pickleball Court	Playground, Local	Public Art	Racquetball	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Volleyball Court	Total Component/Park	Unique Components/Park
Acoma	Neighborhood	4.8		1										1	1		1					1	2		7	6
Arrowhead Lakes	Neighborhood	4.1		1											1		1					2		1	6	5
Bicentennial	Neighborhood	5.2		1											1		1		4			1			8	5
Butler	Neighborhood	5.0		1										1	1		1					1			5	5
Carmel	Neighborhood	4.8		1										1	1		2					2		1	8	6
Cholla	Neighborhood	5.6		1			1								1		1		4			1	2	1	12	8
Clavelito	Neighborhood	1.9		1											1		1					1			4	4
Country Gables	Neighborhood	4.0								1							1			1	2			1	6	5
Delicias	Neighborhood	4.5		1										1	1		1					1			5	5
Desert Garden	Neighborhood	6.8		2							2			1	1		1			1		1		1	10	8
Desert Mirage	Neighborhood	5.9		2			1							1	1		1					1		1	8	7
Desert Rose	Neighborhood	6.9		1						1				1			1				1			2	7	6
Desert Valley	Neighborhood	6.8					3			1					1		1			1		1		1	9	7
Discovery	Neighborhood	9.6		1		2								1	1		1					5		2	13	7
Dos Lagos	Neighborhood	5.6		1											1		2				1	2		2	9	6
El Barrio	Neighborhood	0.2								1					1							1			3	3
Gardenwood	Neighborhood	1.4													1										1	1
Greenbrier	Neighborhood	3.0		1										1	1		1					4		1	9	6
Greenway Granada	Neighborhood	6.1		1											1		1					1		1	5	5
Heritage	Neighborhood	3.3		1											1		1								3	3
Hillcrest	Neighborhood	8.2												1	1		1					2			5	4
Horizon	Neighborhood	4.3													1		1					1			3	3
Kings	Neighborhood	5.0					1								1		1					1			4	4
Lawrence	Neighborhood	2.9		1			1							1			1					1			5	5
Lions	Neighborhood	4.5				1									1		1								3	3
Manistee Ranch	Neighborhood	6.6						1				1													2	2
Mary Silva	Neighborhood	4.2								1				1	1		1					2		1	7	6
Maryland Lakes	Neighborhood	6.4													1										1	1
Memmingen	Neighborhood	4.7		3											1		1					1	2	2	10	6

Table 9: Neighborhood Parks Continued

Location	Classification	GIS Acres	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Pickleball Court	Playground, Local	Public Art	Racquetball	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Volleyball Court	Total Component/Park	Unique Components/Park
Mission	Neighborhood	5.0		1			1								1		1		4	1		2			**11**	**7**
Mondo	Neighborhood	5.0													1		1								**2**	**2**
Montara	Neighborhood	5.1		1											1		1		4			1	1		**9**	**6**
Murphy	Neighborhood	2.3							1					1				1							**3**	**3**
Myrtle	Neighborhood	0.5													1							1			**2**	**2**
New World	Neighborhood	8.2		1			1								1		1			1		2		1	**8**	**7**
Oasis	Neighborhood	4.9		1											1		1					1		1	**5**	**5**
Ocotillo Rose	Neighborhood	2.3												1	1		1					1			**4**	**4**
Orangewood Vista Park	Neighborhood	9.4		4			1				10			1	1		1								**18**	**6**
Pasadena	Neighborhood	2.7		1			1			1					1		1					1		1	**7**	**7**
Paseo Neighborhood	Neighborhood	1.1													1		1					1			**3**	**3**
Plaza Rosa	Neighborhood	0.2															1								**1**	**1**
Rovey	Neighborhood	0.2													1										**1**	**1**
Sands	Neighborhood	5.0		1											1	1	1		4			1	2		**11**	**7**
Sierra Verde	Neighborhood	8.2		1	2										1		1				1	3		2	**11**	**7**
Sonorita	Neighborhood	0.6		1											1		1								**3**	**3**
Sunnyside	Neighborhood	8.0		1			1			1					1		1					2		1	**8**	**7**
Sunset	Neighborhood	3.6													1		1								**2**	**2**
Sunset Palms	Neighborhood	8.0		1			1								1		1	1	4		1	2			**12**	**8**
Sunset Ridge	Neighborhood	7.0		1											1		1					2			**5**	**4**
Sunset Vista	Neighborhood	4.2		1				1					1	1			1					2		1	**8**	**7**
Sycamore Grove	Neighborhood	4.8	1	2													1				1	1		2	**8**	**6**
Tarrington Ranch	Neighborhood	4.2		1	1									2	1		1								**6**	**5**
Tierra Buena	Neighborhood	5.0		1			1								1		1		4			1	2	1	**12**	**8**
Triangle	Neighborhood	0.1																							**0**	**0**
Utopia	Neighborhood	3.0		1											1		1					1		1	**5**	**5**
Windsor	Neighborhood	0.6													1										**1**	**1**
System Totals:		**251.7**	**1**	**43**	**3**	**3**	**14**	**2**	**1**	**7**	**12**	**1**	**1**	**18**	**47**	**1**	**49**	**2**	**28**	**5**	**7**	**59**	**11**	**29**		
% of Parks w/ Component			**2%**	**63%**	**4%**	**4%**	**21%**	**4%**	**2%**	**13%**	**4%**	**2%**	**2%**	**30%**	**84%**	**2%**	**84%**	**4%**	**13%**	**9%**	**11%**	**70%**	**11%**	**41%**		
Average		**4.5**																							**6**	**5**

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Table 10: Indoor Locations

Facility/Location	Aquatics, Lap pool	Aquatics, Leisure Pool	Arts and Crafts	Auditorium/Theatre	Childcare/Preschool	Educational Experience	Fitness/Dance	Food - Counter Service	Food - Vending	Kitchen - Commercial	Kitchen - Kitchenette	Kitchen- Commercial	Kitchen -Commercial	Multipurpose	Multi-purpose	Public Art	Racquetball	Retail/Pro-shop	Second floor empty expansion	Specialty Services	Sport Court	Track - Indoor	Weight/Cardio Equipment	Weights/ Cardio Equipment	Total Components/Facility	Unique Components/Facility
CowTown Skate Boards																		1							1	1
Foothills Aquatic & Recreation Center	1	1			1		2	1					2		6		3			1	1	1		2	22	12
Glendale Adult Center			3	1			1			1					6	2			1				1		16	8
Glendale Civic Center										1					9										10	2
Glendale Civic Center Annex															5					1					6	2
Glendale Community Center												1			3						1				5	3
Manistee Ranch Museum														1											1	1
ONeil Recreation Center											1			2											3	2
Paseo Racquet Center								1	1									1							3	3
Rose Lane Recreation Center											1				3										4	2
Sahuaro Ranch Park Historical Area						1									1										2	2
Wheels in Motion Action Sports																		1							1	1
System Totals	1	1	3	1	1	1	3	2	1	2	2	1	2	3	33	2	3	3	1	2	2	1	1	2	74	24
% of Facilities with Component	8%	8%	8%	8%	8%	8%	17%	17%	8%	17%	17%	8%	8%	17%	58%	8%	8%	25%	8%	17%	17%	8%	8%	8%		

A formula was then applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and the entire park or location. The study uses the resulting score to compare sites to each other and to analyze the overall performance of the park and recreation system through a park rankings analysis.

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Park Rankings

In addition to locating components, assessments included the functional quality of each element. The following tables (organized by classification) display the ranking of each park based on an overall score for its components and modifiers. In general, parks at the top of the list offer added and enhanced recreation opportunities than those ranked lower. The bar length for each park reflects its overall score in proportion to the highest-ranking. There is no perfect score. Scores are cumulative and based on the total number and quality of the components at a park in addition to the availability of modifiers. Scores can be compared across classifications but are more applicable within the same class.

Table 11: Regional Park Ranking Table

LOCATION	GRASP® Score
Sahuaro Ranch	211.9
Glendale Heroes Regional Park	181.2
Grand Canal Linear	108
Foothills	107.9
Thunderbird Conservation	103.2
Thunderbird Paseo	67.2
Skunk Creek Linear	8.8

Table 12: Community Park Ranking Table

LOCATION	GRASP® Score
Paseo Tennis Center	278.4
Chapparal	69.6
Orangewood	64.8
Paseo Sports Complex	52.8
Bonsall North	48
Rose Lane	46.2
Glendale Youth Sports Complex	44.4
Northern Horizon	40.8
O'Neil	39.6
Hidden Meadows	21.6
Bonsall South	19.2

Table 13: Neighborhood Park Ranking Table

LOCATION	GRASP® Score	LOCATION (cont)	GRASP® Score (cont)
Cholla	88.8	Mission	31.2
Sunset Palms	76.8	Oasis	31.2
Discovery	74.4	Hillcrest	28.8
Sands	72	Sunset Ridge	26.4
Sierra Verde	72	New World	22.2
Montara	64.8	Ocotillo Rose	21.6
Orangewood Vista Park	63.8	Paseo Neighborhood	21.6
Desert Garden	60	Memmingen	19.8
Dos Lagos	60	Heritage	19.2
Bicentennial	57.6	Lions	19.2
Sycamore Grove	55.2	Murphy	19.2
Desert Mirage	52.8	El Barrio	16.8
Sunset Vista	52.8	Sunset	16.8
Desert Valley	50.4	Acoma	15.6
Desert Rose	48	Clavelito	15.6
Greenbrier	48	Country Gables	14.4
Sunnyside	48	Manistee Ranch	14.4
Mary Silva	40.8	Myrtle	13.2
Pasadena	40.8	Sonorita	12
Tierra Buena	40.8	Kings	11
Carmel	36	Gardenwood	9.6
Tarrington Ranch	36	Horizon	9.6
Utopia	36	Plaza Rosa	8.8
Butler	33.6	Mondo	4.8
Arrowhead Lakes	32.4	Rovey	4.8
Greenway Granada	32.4	Maryland Lakes	4.4
Elsie McCarthy Sensory Garden	32.4	Windsor	3.3
Delicias	31.2	Triangle	2.2
Lawrence	31.2		

Park Comparisons Using the GRASP® Data set

Based on the data set derived from the inventory assessments PFRSE parks are compared to other agencies across the county. The GRASP® National Data set currently consists of 66 agencies, 4,540 parks, and over 23,975 components.

When comparing PFRSE parks against other agencies and parks in the data set, Glendale has three parks in the top 100 parks in terms of overall GRASP® score.

PFRSE also has twelve parks in the top ten percent.

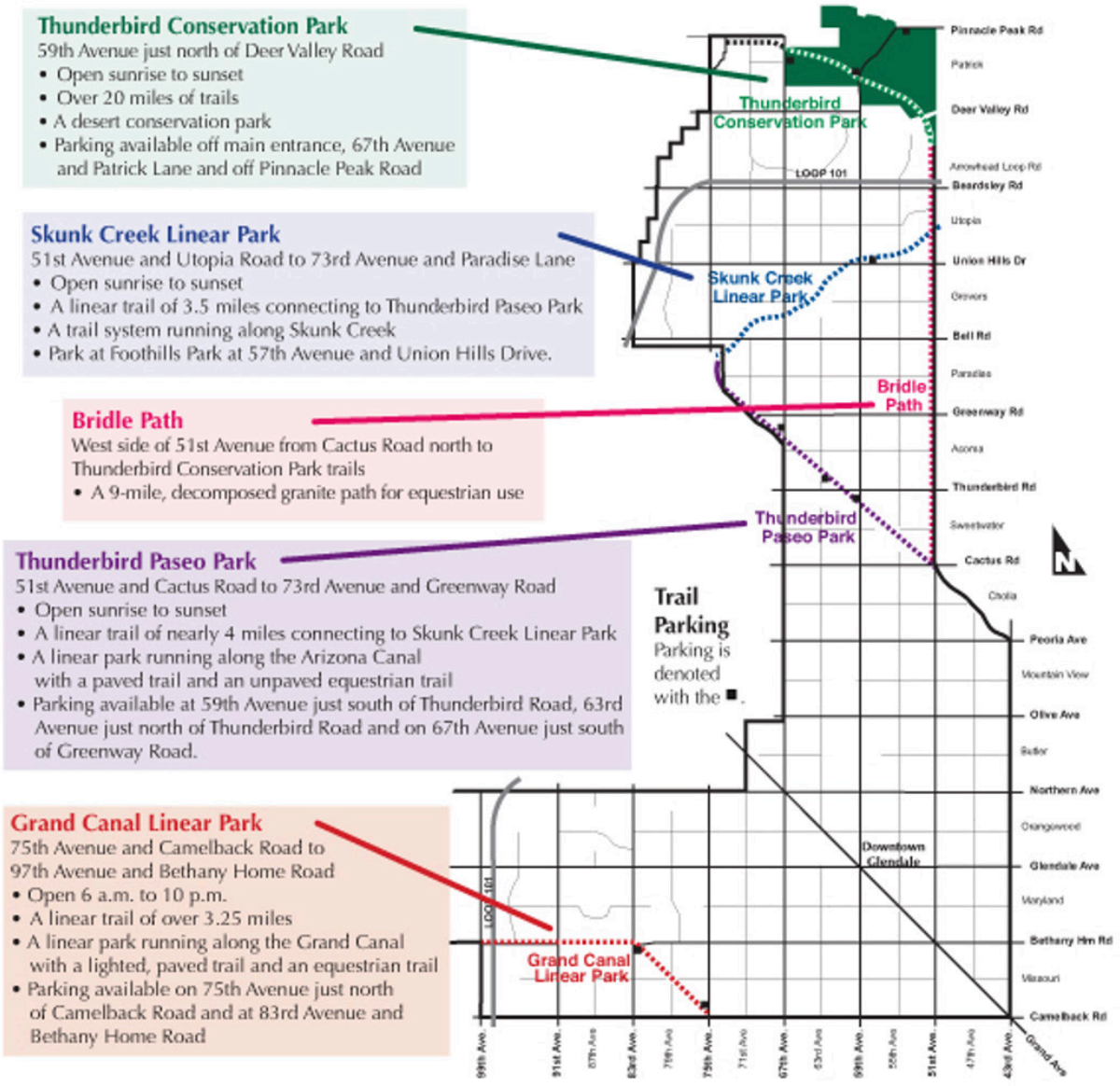


Trails

Nearly 46 miles of trails exist in the Glendale system. The following map and descriptions (displayed in ***Figure 25***) are available from the City website. Trails GIS data was also obtained from the City and incorporated into the GRASP® Inventory and Level of Service analysis.



Figure 25: Glendale Trails



B. Level of Service Analyses

Why Level of Service?

Level of Service (LOS) describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many cities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of park and recreation services across the City.

Perspectives

Perspectives are maps and data generated using the GRASP® methodology. Each perspective shows service across the study area. Data analysis also incorporates statistics. Maps, tables, and charts provide benchmarks or insights that are useful in determining community success in delivering recreation opportunities. Find further discussion on Perspectives and other GRASP® terminology in ***Appendix C***.

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Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of Perspectives for examining the park and recreation system:

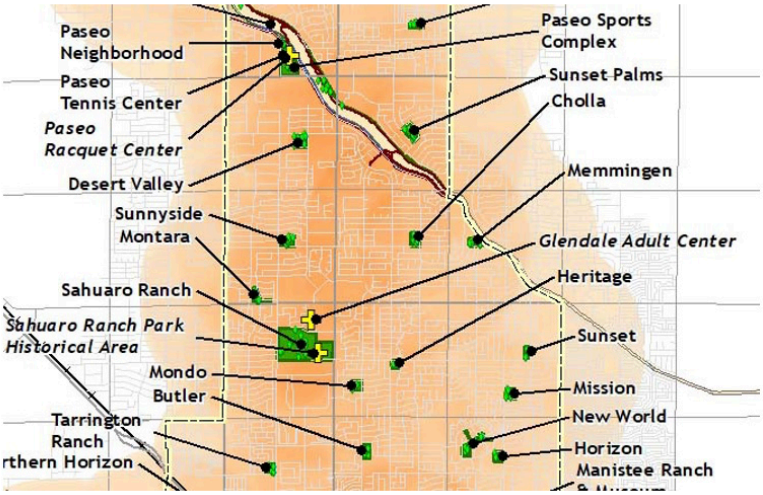
1. Neighborhood Access
2. Walkable Access

A ***Neighborhood Access*** perspective uses a travel distance of one mile to the inventory and is assumed to be a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This suitable distance captures users traveling from home or elsewhere to a park or facility by way of a bike, bus, or automobile.

A ***Walkable Access*** perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk. See Appendix C for further discussion on walkability standards.

For each analysis, combining the service area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative value of all features.

Figure 26: Example of GRASP® Level of Service Perspectives



GRASP® Level of Service Perspectives Using Overlapping Suitable Distance to Yield a "Heat Map" that Provides a Measurement of LOS for any Location Within a Study Area (Orange Shades Represent the Variation in LOS Values Across the Map)

Assumptions:

1. Proximity relates to access. A feature within a specified distance of a given location is considered "accessible" from that location." "Access" in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood access relates to one-mile proximity, a reasonable distance for a drive in a car, or by bicycle.
3. Walkable access relates to ½-mile proximity, a moderate ten-minute walk.
4. Walkable access is affected by barriers, obstacles to free, and comfortable foot travel.
5. The LOS value of a map point is the cumulative value of all features accessible at that location.

Neighborhood Access to Outdoor Recreation

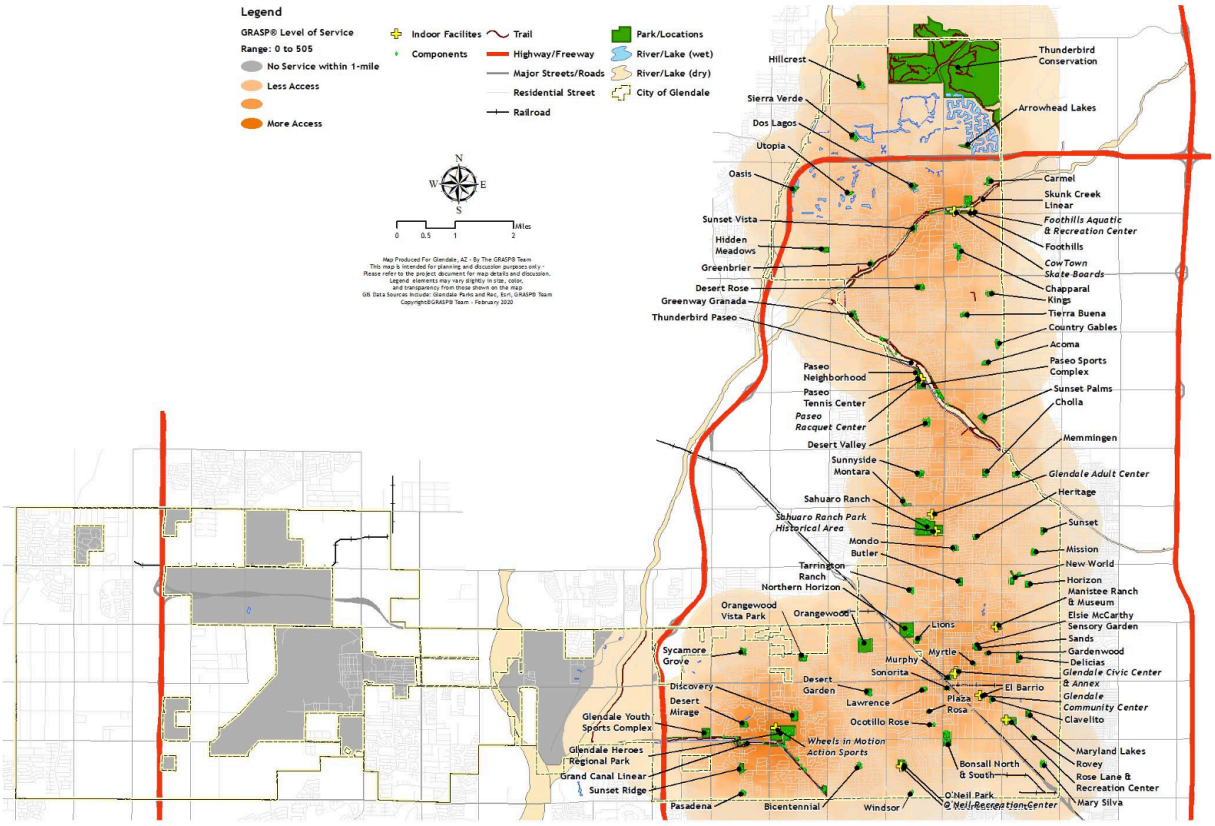
A series of "heat maps" were created to examine neighborhood access to outdoor recreation opportunities which are available in parks. Neighborhood access looks at access to the system parks based on a 1-mile service area but also gives higher scores to those living within walking distance (10-min/half-mile).

The orange shades on ***Figure 27*** represent a resident's level of service at their house or work. Darker shades indicate greater access to a greater number or enhanced parks and components. Areas in gray indicate residents must go farther than one mile to access a recreation opportunity. The highest value of outdoor recreation in parks is just west of Heroes Regional Park. From this location, a resident has access to 75 components at seven parks, a trail, and an indoor facility.

Analysis of this perspective indicates that 82 percent of the Glendale residents are within one mile of an outdoor recreation opportunity.

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Figure 27: Glendale Neighborhood Access to Outdoor Recreation



Walkability Analysis

Walkability analysis measures access to recreation components by walking. To evaluate walkability in Glendale, a half mile walkable distance radius was placed around each component and assessed according to the component's GRASP® score. Scores within the half mile walkable distance were doubled to reflect added value of being within the walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Walkability is a measure of how user-friendly an area is to people traveling on foot. This benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others.

Pedestrian Barriers

Environmental barriers can limit walkability. The LOS in this analysis has been "cut-off" by identified barriers where applicable.

Pedestrian barriers in Glendale, such as major streets, highways, streams, and arroyos/rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark red lines, serve as separate areas that are accessible without crossing a major street or another obstacle. Green parcels represent existing parks and open space.

Figure 28: Walkability Barriers "Cut-off" Service Areas

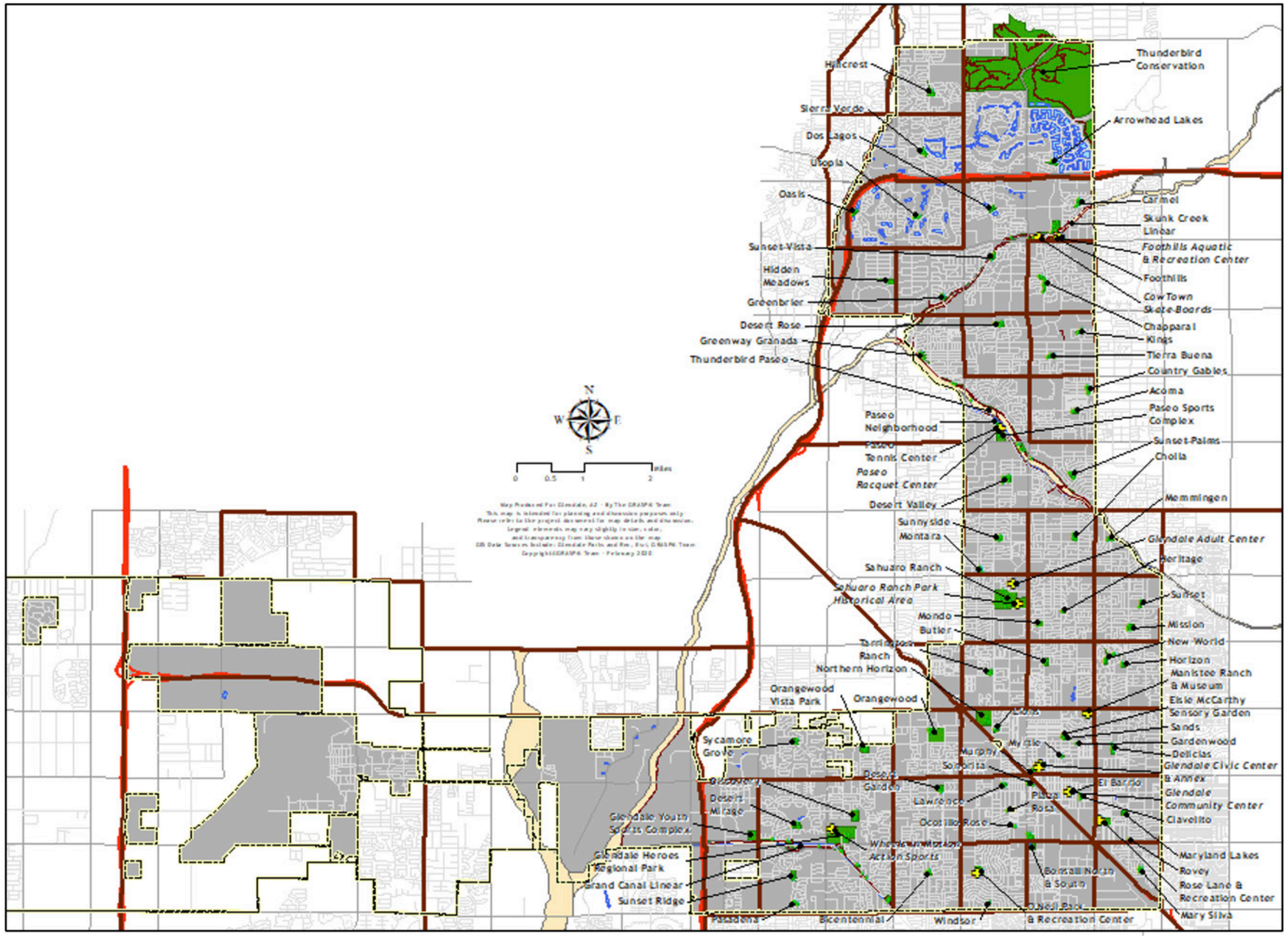
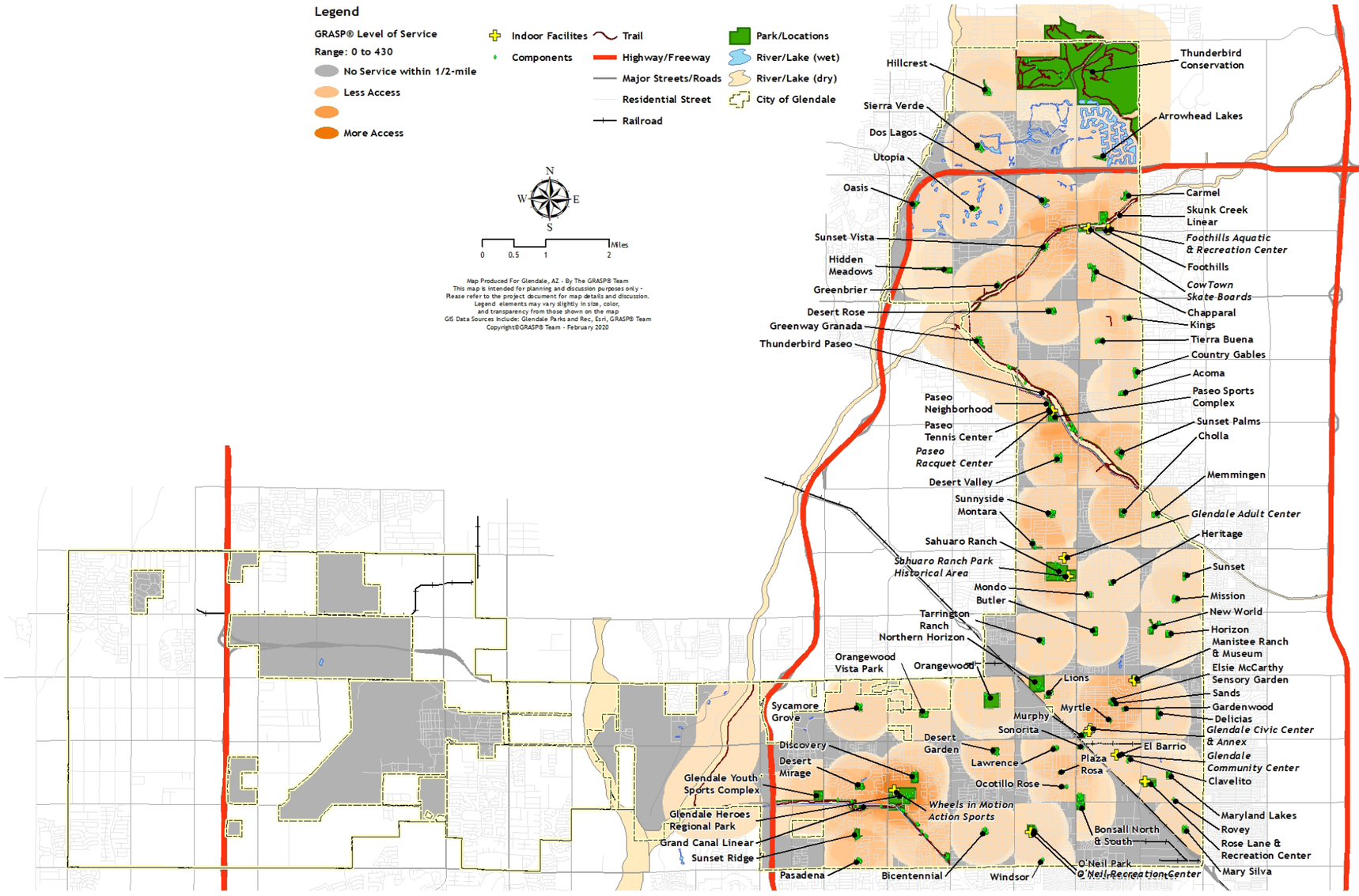


Figure 29: Walkable Access to Outdoor Recreation



Walkable Access to Recreation

The analysis shows the LOS available across Glendale, based on a ten-minute walk. Darker gradient areas on the maps indicate where there are more and higher quality recreation assets available based on a half-mile service area. Gray areas on these maps suggest that recreation opportunities are beyond a ten-minute walk. In general, these maps show that Glendale has a good distribution of parks and facilities at a walkable scale but that there are perhaps some gaps in the system where facilities can be improved, and assets expanded. It is also evident in this analysis that pedestrian barriers play a significant role in walkable access to parks throughout Glendale.

Areas of higher concentration are notable around the City with the highest value just North of Heroes Regional Park. The red star reflects the most significant GRASP® value area (430) in Figure x above. From the red star, a resident has access to 48 outdoor recreation components in four parks, a trail, and an indoor facility.

Table 14: Figure 30 Statistics

	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre
Glendale	67%	0 to 430	81	13

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about 50 percent (81 vs. 155) of that for someone who can drive to areas that have some access to recreation opportunities.

Determining a Level of Service Standard

The orange shading in the LOS maps allows for a quick understanding of service distribution across the City. Showing where LOS is adequate or inadequate is an advantage of using GIS analysis. To do this the question of "what constitutes an appropriate level of service for Glendale residents?" must be determined.

Using the average score of all parks in Neighborhood park classification, one could consider this measurement as a standard for the Glendale system. Three parks occur in an average score range and may constitute the average park in this classification type. These parks are displayed with their associated components in ***Table 15***. This table indicates that of these three parks, basketball courts, open turf, playgrounds, small shelters, and volleyball courts are standard components. They are present at all three of these parks. Additional components that occur less frequently at these parks include a practice diamond, a loop walk, racquetball courts, and tennis courts. These three parks average six unique components, and there may be more than one of these components, such as multiple racquetball courts or tennis courts, for example.

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Table 15: Summary of Average Neighborhood Parks

Location	Classification	GIS Acres	Basketball Court	Diamond Field, Practice	Loop Walk	Open Turf	Playground, Local	Racquetball	Shelter, Small	Tennis Court	Volleyball Court	Total Component/Park	Unique Components/Park
Arrowhead Lakes	Neighborhood	4.1	1			1	1		2		1	**6**	**5**
Carmel	Neighborhood	4.8	1		1	1	2		2		1	**8**	**6**
Tierra Buena	Neighborhood	5.0	1	1		1	1	4	1	2	1	**12**	**8**
System Totals:		**14.0**	**3**	**1**	**1**	**3**	**4**	**4**	**5**	**2**	**3**		
% of Parks w/ Component			**100%**	**33%**	**33%**	**100%**	**100%**	**33%**	**100%**	**33%**	**100%**		
Average		**4.7**										**9**	**6**

These parks and components are likely to attract users from a walkable distance. The following map (***Figure 32***) brackets the level of service values to areas that are below or above the value provided by parks in this range and is known as the target score for Glendale. GIS analysis shows where LOS is above or below the threshold value. Purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option is to work with other City Departments to reduce pedestrian barriers in the area surrounding parks which score below the target score.

Figure 30 displays the walkable access to recreation assets level of service based on where people live. Using the data shown in Walkable Access to Recreation Gap Identification, and census data (Esri GIS data enrichment techniques), the analysis indicates that parks are well placed in or close to residential areas and capture a higher percentage of the population than land area. With 59 percent of residents in the target zone and about 84 percent within walking distance of some outdoor recreation opportunities, Glendale is better positioned than indicated by the previous analysis.

Figure 30: Walkable Access to Assets Based on Population

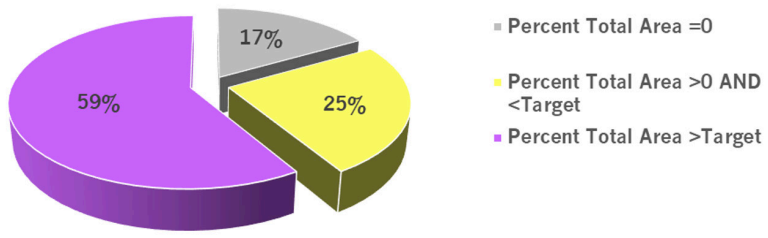


Figure 31: Walkable Access Gap Identification

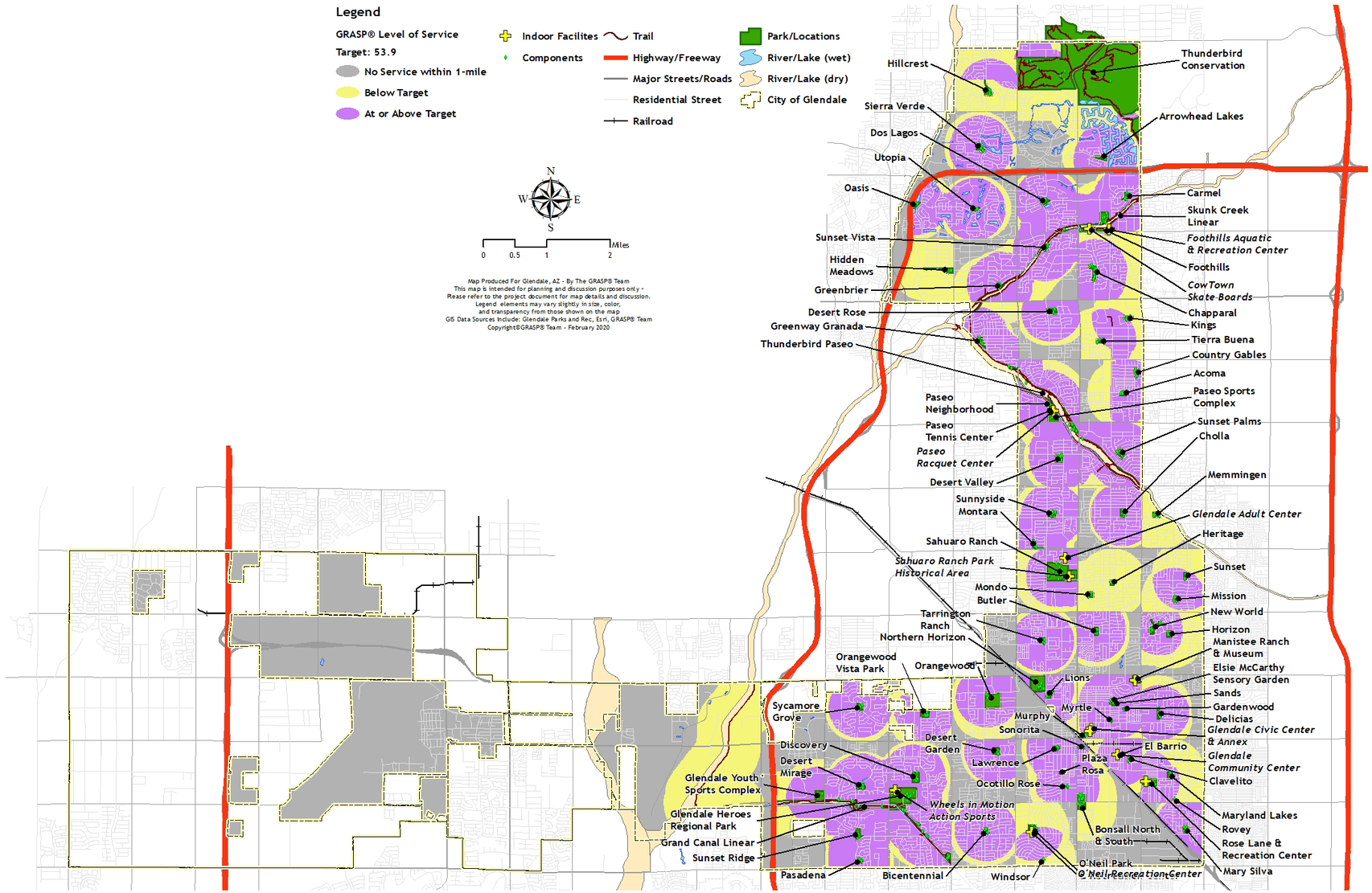
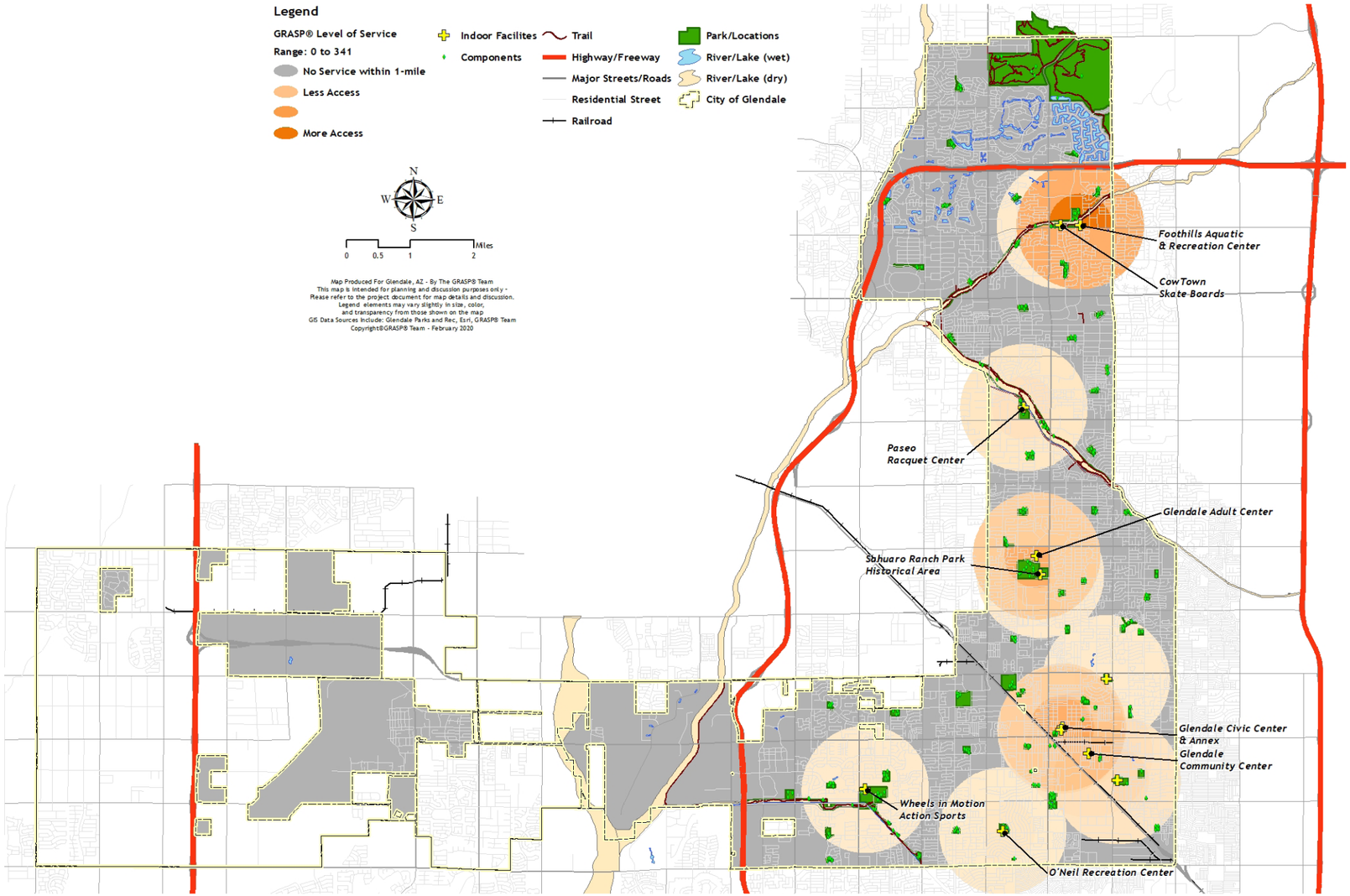


Figure 32: Access to Indoor Facilities



Access to Indoor Facilities

The analysis shows access to indoor facilities across Glendale based on a one mile and 1/2-mile service area. Indoor facilities in Glendale differ significantly in their offerings, size, and function. For those reasons, the following analysis should be considered, but not be regarded as the only method of determining indoor recreation level of service in Glendale. Darker gradient areas on the maps indicate where there are more and higher quality indoor assets available. Gray areas on these maps suggest that recreation opportunities are beyond a one-mile radius. In general, these maps show that Glendale has limited distribution of indoor facilities. The highest level of service is provided at FRAC. An equivalate facility is not available in south Glendale. Other facilities that offer limited indoor opportunities are reasonably distributed around the City.

Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout an area from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired level of service for a location should depend on the type of service, the characteristics of the site, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process. Future planning efforts can model similar levels of service to new, developing neighborhoods, or it may be that different levels of service are suitable, and the City should utilize a new set of criteria to reflect these distinctions.

Traditional LOS Analyses

Capacities Analysis

A traditional tool for evaluating parks and recreation services is capacity analysis. This analysis compares the number of inventoried assets to population and projects future needs based on providing the same ratio of components per population (i.e., as the population grows over time components may need to be added to maintain the same proportion). ***Table 16*** shows the current capacities for certain components in Glendale. There are no correct ratios for the components, this table must be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

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Table 16: Glendale Capacities

	Current Glendale Inventory	*CURRENT POPULATION 2019*	Current Ratio per 1000 Population	Population per component	*PROJECTED POPULATION 2024*	Total # needed to maintain current ratio of all existing facilities at projected population	*Number that should be added by all providers to achieve current ratio at projected population*
		250,784			272,960		
Aquatics, Spray Pad	2		0.01	125,392		2	*0*
Basketball Court	55		0.22	4,560		60	*5*
Basketball, Practice	3		0.01	83,595		3	*0*
Concessions	3		0.01	83,595		3	*0*
Diamond Field	15		0.06	16,719		16	*1*
Diamond Field, Practice	16		0.06	15,674		17	*1*
Disc Golf	2		0.01	125,392		2	*0*
Dog Park	3		0.01	83,595		3	*0*
Educational Experience	7		0.03	35,826		8	*1*
Event Space	4		0.02	62,696		4	*0*
Fitness Course	9		0.04	27,865		10	*1*
Game Court	12		0.05	20,899		13	*1*
Garden, Display	4		0.02	62,696		4	*0*
Loop Walk	25		0.10	10,031		27	*2*
Open Turf	61		0.24	4,111		66	*5*
Playground, Destination	5		0.02	50,157		5	*0*
Playground, Local	60		0.24	4,180		65	*5*
Public Art	5		0.02	50,157		5	*0*
Racquetball	43		0.17	5,832		47	*4*
Rectangular Field, Large	16		0.06	15,674		17	*1*
Shelter, Large	28		0.11	8,957		30	*2*
Shelter, Small	115		0.46	2,181		125	*10*
Skate Park	2		0.01	125,392		2	*0*
Tennis Court	36		0.14	6,966		39	*3*
Trail, Multi-use	3		0.01	83,595		3	*0*
Trailhead	7		0.03	35,826		8	*1*
Volleyball Court	44		0.18	5,700		48	*4*
Water, Open	2		0.01	125,392		2	*0*

This capacities table bases analysis on the number of assets without regard to distribution, quality, or functionality and does not consider residents needs. If only using this data, a higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In practice, LOS is more accurately and more usefully measured by using a combination of location and quality as well as their quantity. It is important that the information contained within the table above is used with discretion and only in conjunction with the other analyses presented in this plan.

NRPA Benchmark LOS Analysis

Comparing Glendale to recent national statistics published by the National Recreation and Park Association in their "2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks", the agency fails to meet the median components except for basketball courts, dog parks, and playgrounds. Dependent on field classification amongst agencies, Glendale is either below the median or has a surplus in both diamond and rectangle fields.

Table 17: Comparison to NRPA Outdoor Park and Recreation Facilities – Median Population Served per Facility

Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Glendale Residents per Facility	Glendale Current Quantity	Need to add to meet current median	Need to add with projected population
Residents Per Park	NA	2,889	3,344	75	87	12
Acres of Park Land per 1,000 Residents	NA	8.9	8.4	2013	129	326
Basketball Courts	86.5%	8,792	4,560	55	0	0
Dog Park	62.9%	99,707	83,595	3	0	0
Playgrounds	93.9%	4,623	3,858	65	0	0
Skate Park	38.2%	107,773	125,392	2	0	0
Tennis Courts	81.1%	5,589	6,966	36	9	13
Diamond Fields: baseball - youth	78.3%	12,293	16,719	15	5	7
Diamond Fields: softball fields - youth	59.0%	23,220				
Diamond Fields: softball fields - adult	64.8%	26,714				
Diamond Fields: baseball - adult	78.3%	47,754				
Rectangular Fields: multi-purpose	64.5%	13,233	15,674	16	3	5
Rectangular Fields: soccer field - youth	46.9%	12,875			3	5
Rectangular Fields: soccer field - adult	40.7%	20,478				
Rectangular Fields: football field	37.2%	44,580				

Comparison based on median for 100,000 - 250,000 population comparison

Acres of Parks per 1,000 Residents LOS Analysis

Similar calculations can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping (Community Parks, Neighborhood Parks, Regional Parks, Specialty Parks, and Conservation Parks). Computation of the acreage consists of only Glendale parks. Residents per park and acres of parks per 1,000 people fall slightly short of the NRPA published benchmarks for similar size cities.

Table 18: Acres of Park per 1,000 Residents

		2019 GIS Acres*
INVENTORY		
Glendale Parks		**2,103**
Current Ratio of Park Acres per 1000 Population		
CURRENT POPULATION 2019	**250,784**	
Current Ratio of Park Acres per 1000 Population		**8.4**
Population per acre		**119**
PROJECTED POPULATION - 2024	**272,960**	
Total acres needed to maintain current ratio of City of Glendale existing facilities at projected population		**2289**
Acres that should be added to maintain current ratio at projected population		***186***

This capacity table indicates that Glendale provides approximately 8.4 acres per 1,000 people or 119 people per acre of "park." It also shows that based on projected population growth that the City would need to add 186 acres over the next five years in order to maintain the current ratio of 8.4 acres per 1,000 residents.

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C. LOS Conclusions

Proximity; availability of transportation; pedestrian barriers such as major roads (ex: Thunderbird Road), highways, and waterways and canals; and, overall size of the City are relevant factors affecting Glendale levels of service. The current provision of assets is, to a certain degree, equitable across Glendale, assuming residents have access to motorized transportation. The City provides neighborhood and walkable levels of service in most areas, while non-residential regions may have limited access to opportunities. The quality and standards of the amenities at existing parks should be improved and increased across the entire system.

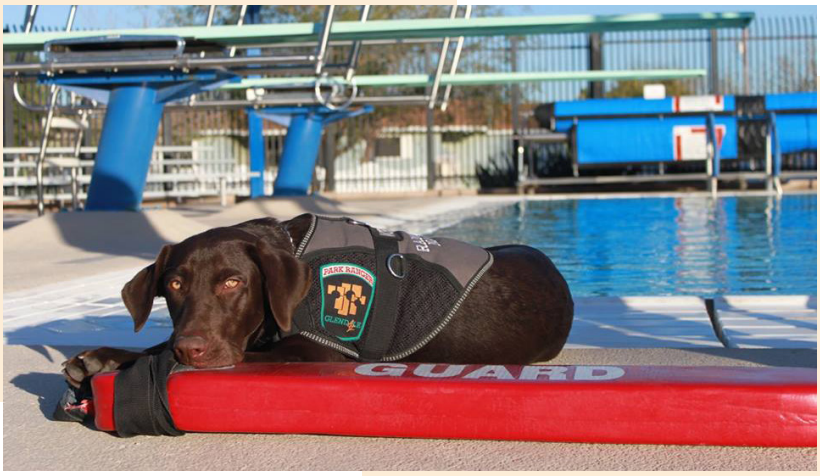
One way to increase overall LOS is to add assets in any area with lower service or to acquire land or develop partnerships in areas lacking current service. However, further evaluation of these low service areas should be conducted as inventory efforts for this study did not include alternative providers such as homeowner association parks which may supplement the service at the walkable levels.

Many areas where walkability gaps exist are residential in nature. Some residential areas have less access to quality recreation opportunities, while other regions have no walkable access.

Pedestrian barriers and lack of trails also may limit access to recreation throughout Glendale. Additional analysis and a review of the information received from surveys, focus groups, and other sources, including staff knowledge, contribute to identify the best locations for future improvements to addressing pedestrian barriers.

In addition to improving existing park conditions and adding service in low scoring areas, it is evident that access to indoor facilities lacks equitability throughout the system. Foothills Recreation and Aquatics Center provides a higher LOS than other indoor facilities in the City. The southern area is in need of indoor facility improvements to create a more equitable service in Glendale.

In considering improvements it should be noted that there are substantial maintenance issues with the pool at Rose Lane Aquatics Center making development of an aquatic facilities at a central location a better option to achieve service equity and financial goals. This location could be considered at Glendale Heroes Regional Park.



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V. Our Programs & Services

PFRSE prides itself on the quality and diversity of public recreation programs and activities the City offers and purposefully seeks to make participation affordable and financially accessible for all residents.

A. Recreation Programs



The *Glendale @ Play* is the Department's seasonal catalog of program, activity and event offerings. The brochure is published three times a year. While programs and activities vary seasonally, PFRSE catalogs and tracks participation in the following categories:

- Special Interest Classes
- Fitness
- Youth Athletic Programs, Leagues and Camps
- Adult Sports Leagues
- Aquatics
- Adult Programs and Services at GAC
- Special Events

Descriptions of program categories and 2019 participation rates are summarized below, with key observations provided at the end of the section.

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Special Interest Classes

Special Interest Classes are offered throughout the year to provide an opportunity for adults and youth to experience new activities or further expand current knowledge and abilities. The range of programs offered throughout the year include painting, cooking, and dance classes, cheer instruction, language courses, and tumbling. Participants may sign up for a class that is offered on a monthly basis, six- or eight-week sessions or as an individual workshop. In 2019, 230 classes were offered and 122 were cancelled. Most classes did not meet the minimum registration numbers required to proceed with the offering. The 108 successful offerings served 627 attendees. Collectively, the 108 classes had a capacity to reach 1425 registered participants.



Fitness

The Parks and Recreation Department provides a diverse array of fitness activities year-round for adults and seniors. Most classes are conducted at the FRAC. In 2019, 72 fitness classes were offered with 386 registered participants. Collectively, fitness classes were at 27 percent capacity.

Youth Athletic Programs, Leagues and Camps

PFRSE provides year-round youth athletic programs including archery, tennis, football, soccer, and basketball. In 2019, 136 programs were offered. Many classes did not meet the minimum registration numbers required to proceed with the offering. The 73 successful offerings served 466 attendees. Collectively, the 73 classes had a capacity to reach 1350 registered participants.

PFRSE also offers youth sports leagues in basketball and baseball. Youth sports leagues are designed to be recreational in nature where ability is not a prerequisite, and each participant gets an equal chance to play. Youth sports leagues shows strong registration numbers; however, numbers are minimal for older youth. PFRSE has the most success with youth 5 to 10 years old.

In addition to youth athletic programs and leagues PFRSE offers Foothills 360, a 10-week youth summer day camp. In 2019 the camp served 1,534 youth. Camp capacity is 1,600.

Adult Sports Leagues

The Parks and Recreation Department offers adult sports leagues that provide recreational opportunities in basketball and softball. Adult co-ed, as well as men's and women's programs are offered. Adult softball is broken into four seasons. Registration trends are typical with the lowest registration occurring in the winter and highest in the Spring. Spring softball team enrollment exceeds 50 teams while Spring hovers near 20 teams. Overall, softball registration numbers are strong. In 2019, 224 teams registered for softball. The Department's Racquetball league and Basketball leagues also show strong registration numbers year-round.

Aquatics

The PFRSE swim lesson program strives to provide a safe, fun, and creative experience to people of all ages. On average, the Department provides group swim lessons to nearly 5,000 participants annually.

Adult Programs and Services

Glendale Aquatics Center offers a variety of programs for adults. The range of programs offered throughout the year include arts and crafts, computers and technology, dance, language courses, music, fitness and other special events. Programs at Glendale Aquatics Center have consistent enrollment and provide a variety of opportunities to users. In 2019, Glendale Aquatics Center offered 43 classes with nearly 1,000 participants registered.

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Special Events

PFRSE is responsible for coordinating and managing free family-friendly events held annually throughout the community. In 2019, special events and programs hosted by the Department included:

- Glendale Glitters Holiday Light Display
- Glendale Glitters Spectacular Weekend
- Glitter & Glow
- Movies by Moonlight
- Touch A Truck
- Folk & Heritage Festival
- Summer Band Concert Series
- The Chocolate Experience
- Live! @ Murphy Park



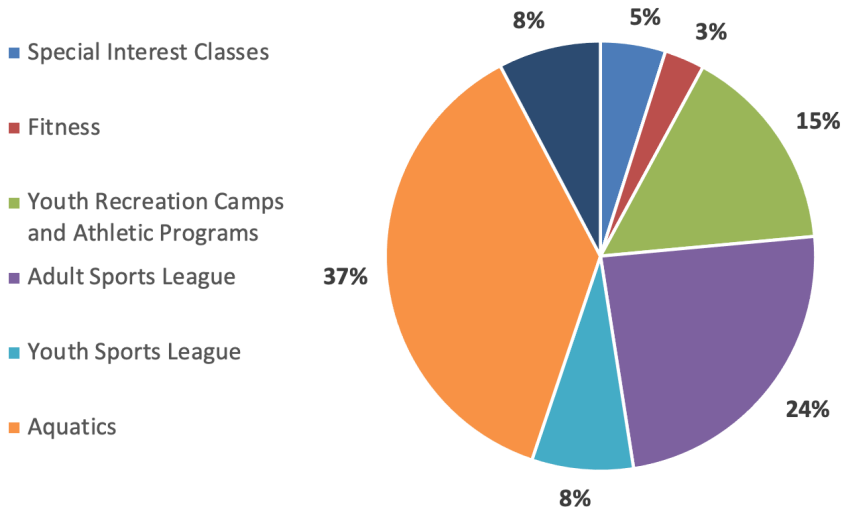
Participation Trends

In 2019, PFRSE programs and activities showed moderate participation rates. Registration data and participation estimates provided by staff for 2019 using the City's internal Parks and Recreation booking software, Civic Rec, reported:

- 627 individuals registered for Special Interest Classes
- 386 adults registered Fitness Classes
- 1,534 youth registered for Youth Recreation Camps; 466 youth registered for Youth Athletic Programs
- 265 teams registered for Adult Softball or Basketball Leagues; 193 individuals registered for the Racquetball League
- 977 youth registered for Youth Sports Leagues
- 4,752 individuals registered for Aquatics programs
- 989 adults registered for Adult Programs and Services at GAC
- 50,000+ estimated participants at Special Events (no registration)
- 84 individuals registered for Lifeguard and CPR/AED training
- Drop-in visits to FRAC and GAC combined total approximately 324,700
- An estimated 2,919 individuals participated in fee-based events held at FRAC and GAC

The percentage of program registration by program category is shown below.

Figure 33: Percent of 12,802 Total Registered Participants by Program Category



**Adult Sports Leagues calculated using an average of 12 members per team.*

Programs and Services Conclusions

- Registration data reflects interest and participation at the GAC, in Aquatics programs, Youth Recreation Camps and Adult Sports Leagues.
- Demand may warrant considering growth in Youth Recreation Camps. Adding summer sites and school break camps should be evaluated.
- Program attendance is low causing cancellation rates to be high in the Special Interest Classes, Fitness Classes and Youth Athletics program categories.
- A number of classes are run at 33% capacity or lower. The method used to establish class minimums and maximums and current subsidy levels needs further evaluation for consistency throughout the Department.

- Department marketing efforts should be evaluated. Insufficient marketing staff and/or budget is likely contributing to low registration rates.
- At age ten registration numbers for Youth Sports Leagues sharply decline. The Department should consider divesting from offering youth sports leagues to youth over the age of 10. Each sport should be evaluated independently. Independent youth sports leagues and organizations in the community may be better equipped to serve older youth.
- Teen programming that is non-sports oriented and driven by youth input may be introduced into the program portfolio.
- The Department does not have a consistent way to evaluate the success of current program offerings.

B. Program Development

While the residents of Glendale are satisfied with the programs that are offered, they do have a demand for more program offerings. Included among the additional programs, residents expressed a desire to see more programming for special events, seniors, aquatics, pickle ball, additional adult sports, and non-traditional sports opportunities. Social gatherings and fitness classes were also desired.

New recreation trends may indicate the need for changing the current program offerings. Changing program offerings requires careful consideration, planning, and proper communication with the community. Programs need to be continually assessed for viability. Decisions regarding changes, expansions, enhancements, and/or program eliminations need to be made carefully and with proper data. Starting new programs, based on community demand and/or trends, need to be well researched, planned, and advertised to provide the best possibility of their success. If new program interest seems enough based on a survey or community input, then the new programs should be developed, advertised, and implemented.

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C. Program Evaluation

PFRSE should have a process in place to evaluate the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs, including eliminating or suspending existing programs. A few simple questions should be asked of participants and staff about each program that includes:

- Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the Department could provide referrals for its customers.
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?

VI. Key Findings & Recommendations

The themes and corresponding recommendations below interrelate with one another and with Envision Glendale 2040 Economic Vitality, Public Facilities and Services, Environmental Sustainability, and Connectivity Themes.

Providing cost-effective parks and recreation services within the City is key to meeting residents' expectations and needs. In addition to servicing community members, having quality park and recreation system features that meet a consistent standard, regardless of area within the City's boundaries, elevate economic development. Throughout this master plan process community members expressed a desire to see existing facilities maintained, renovated, and improved upon before taking on projects in undeveloped parklands. Analysis conducted in support of this plan propel projects aimed at assuring older neighborhoods serviced by walkable park and recreation system facilities are prioritized in future years.

A. Improving Access to Community Experiences with Programs and Services

As a concentrated part of the Parks and Recreation Master Plan Update, the City sought to conduct a data-driven analysis to determine if any income, race, or age disparities in access to public parks, open space, recreation facilities (collectively referred to as the 'parks and recreation system') and recreation programming exist within the City of Glendale.

Disparity considers if there are differences in access to park and recreation system amenities, facilities, and recreation services between population groups.

To answer this question the gaps in parks and recreation services were identified using the LOS analysis techniques explained in Chapter IV. Addressing these gaps will ensure that all community members have access to the many great benefits that PFRSE has to offer. Specifically, the Disparity Report (***Appendix B***) provides specific analysis and recommendations which have been incorporated into Goal One in the Strategic Action Plan. Implementing these goals will help minimize gaps in service over the next 10 years as the City prioritizes opportunities for programming and parks and recreation system improvements.

In addition to addressing issues of disparity, a number of other access-related objectives, when accomplished, will improve people's ability to access the parks and recreation system. These objectives are described in this section.



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Access and Connectivity

A priority for improving access to the park and recreation system is improving walkability in Glendale. Pedestrian barriers (i.e., major streets, highways, streams, and arroyos/rivers) play a significant role in reducing people's ability to access parks. It is recommended that PFRSE work with Public Works to assess pedestrian barriers identified in this plan (see Figure X) and to create the bicycle and pedestrian system's trail elements identified in Glendale: The Next Step 2025 and prioritized in Envision Glendale 2040. This will then allow residents to more safely access the parks system.

Facility Improvements & Programming

Community survey results indicated a desire from the community for existing facilities to be maintained and improved upon. The GRASP® analyses of access to outdoor recreation shows there is an opportunity to prioritize improvements on both a smaller scale and on a larger scale. It is recommended that small scale improvements be prioritized and made to parks in areas which fall below the target service level. These gap areas can be identified using the ***Figure 32: Walkable Access Gap Identification Map***. Examples of parks falling in these gap areas are:

- Mondo Park
- Heritage Park
- Hillcrest Park
- Hidden Meadows Park

It is also recommended that larger scale capital projects at various park and recreation system sites be undertaken in the next 10 years to improve access to indoor and outdoor park and recreation system amenities and to allow for the continuation and expansion of youth and adult recreation sports activities. These projects are discussed in Chapter VII – Capital Priorities and are:

- Sahuaro Ranch Park Master Plan and Improvements
- Grand Canal Linear Park Improvements
- Thunderbird Conservation Park Improvements (including opportunities for new environmental education programming)
- Thunderbird Paseo Linear Park Improvements
- Skunk Creek Linear Park Improvements
- Glendale Heroes Regional Park Concept Validation and Build Out

In general, Glendale residents have limited access to indoor facilities and the programming available within those facilities. The highest level of service is provided at FRAC. An equivalent facility is not available in the central and southern areas of the City. It is recommended that a feasibility study be conducted to determine what specific programming needs are in these areas and to evaluate the existing sites where indoor facilities are located in addition to the undeveloped portion of Glendale Heroes Regional Park. Once a study reveals the programming needs and opportunities for renovating existing buildings or developing a new facility, the City is encouraged to pursue investing in the provision of indoor facilities to meet the programming needs identified in this plan. Namely these are additional aquatics programming, youth activities and after-school programming, youth and adult recreation sport leagues (i.e., basketball and volleyball), and fitness and wellness activities.

In order for facilities and programming to remain accessible to low-income households, it is suggested that the City consider implementing a sliding scale membership fee program at FRAC (and other recreation center facilities) and develop a financial plan for the management of the Glendale Youth Scholarship Fund. However, these should only be done once a full resource allocation study has been conducted and can inform fee-related aspects of managing the park and recreation system.

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B. Improving Financial and Asset Management

In support of the creation of more standardized park and recreation system facilities, there are a number of actions the City can support and PFRSE should pursue over the next decade.

Best Practices

Resource and data collection during this planning process revealed opportunities for PFRSE to implement a number of best practices for managing public park and recreation system facilities and for operating recreation programs. Leveraging best practices will, over time, better enable PFRSE to meet the public's expectations and deliver better services.

As an example, it is recommended that PFRSE continue to follow the park classification system as expressed in the inventory section of Our System (Chapter IV) and as detailed in Appendix C and in the geographic information system (GIS) data resulting from this planning effort. Based on these classifications, PFRSE should create and adopt various management standards such as those addressing irrigation, turf management, trail maintenance, and park maintenance standards which are aligned with the level of maintenance required for the various park types. For example, a community park with a sports complex will require a higher level of maintenance than a neighborhood park which offers open turf used as a practice field.

Additionally, facility hours at Thunderbird Conservation Park and Foothills Recreation and Aquatics Center should be reconsidered based on consistency with neighboring agency hours of operation, improving customer experience expectations, and mitigating labor implications.

All PFRSE services should also be annually evaluated using a services assessment process. This will allow for the services portfolio to be evaluated against certain criteria and will lead to the determination of what programs should be continued, modified, or divested from on a regular basis. The services assessment process description which includes an evaluation matrix has been provided to staff as a resource document.

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Plan-informed Budget Development

As a CAPRA agency, PFRSE has done well to undertake this, and other planning efforts to assess current conditions and to base future actions. It is suggested this mode of operation continue. Pursuing the maximum utilization of Lucity, the City's asset management system, and the existing tree inventory data; assessing indoor facilities' and tree maintenance needs; and partnering with regional agencies such as the City of Peoria and State of Arizona Game and Fish Department in planning efforts are recommended in order to best inform PFRSE's annual operating budgets and capital improvements plans.

Appropriate Personnel for Maintaining Quality of Life

As the City is able to fund capital projects and increases operational funding for programs, it is critical that staffing also be adjusted to accommodate increases in responsibilities. Program areas such as Foothills Recreation and Aquatic Center, special events and youth after-school and summer camp programming should be prioritized for staff expansion – need and capacity issues necessitate these actions. Trail and conservation-based staff should be added, and maintenance contracted, so ecologically important properties' resources remain preserved. As this is done maintenance standards should be applied to ensure visitor safety.

Safety of visitors is an important aspect of PFRSE's ability to improve community experiences when visiting park and recreation system facilities. Open-ended community survey comments and comments received during public input sessions described a general concern for public safety and well-being due to the use of parks for unintended activities and purposes. Moving forward, it is suggested that the City fund additional FTE hours for dedicated Ranger staff, additional Parks and Recreation staff. Contracting services for administrative assistance is also suggested. This, along with improved design using principles aimed at deterring criminal activity, increased activation of neighborhood parks, and improvements to parks, will help increase use of the park and recreation system.

Additionally, asset management data should be utilized to determine the real-costs for addressing deferred maintenance at indoor and outdoor facilities and to develop and inform the asset replacement schedule.

C. Process Solutions

Finding opportunities to use innovative solutions, to conduct meaningful public engagement, and to employ purposeful communications will further PFRSE's ability to best serve the diverse population residing in Glendale and will produce accountability for the services it provides.

Processes and Policies

Given the resources allocated to maintain and operate the park and recreation system so that gaps in access to recreation are minimized and partnerships are mutually beneficial, it is wise to pursue strategies that take full advantage of those resources. Recommended actions which will allow for the maximization of resources include 1) adopting a resource allocation (cost recovery) policy based on outcomes from a public process. (Information about this process has been provided as a resource document.); 2) conducting public engagement for planning projects; 3) adopting a quid pro quo policy for use of public facilities, and 4) continuing the development of an annual report which can be used to generate support for the park and recreation system.

Marketing

According to community survey results, one area of improvement is in creating awareness of parks and recreation services and park and recreation system features. Ideal reasons for increasing awareness are to increase use of the park and recreation system, to improve people's health and well-being, to generate political and funding support. It is suggested that the many tools already available to PFRSE be leveraged to make information about services more accessible and identifiable. It is also recommended that a marketing plan be developed. This plan should identify engagement and marketing objectives and policies; identify community groups and organizations; outline processes and procedures for interacting with groups; recognize internal training needs; and provide strategies for understanding community needs.

Public Engagement

Engaging people in park and recreation system planning projects ensures that facilities are created by those they are intended to serve. Building relationships with community groups which represent the diverse population residing in Glendale and employing engagement best practices will help encourage participation. Working to conduct engagement in a way that represents and reaches people who are less inclined to be involved in local government projects is essential to providing a community-benefiting park and recreation system.

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D. Strengthening the Department

The City of Glendale has shown its commitment to unifying its workforce by creating a strong workplace culture, training its employees, and providing the tools and technology necessary to perform work duties. The City's mission, "We improve the lives of those we serve every day," acts as the unification of work efforts. In turn, the values outline how Glendale's staff are expected to contribute. To increase PFRSE employees' commitments to their valuable work, there are a number of recommendations to be considered. First, ensure that policies that explain expectations are written and made available to each appropriate staff member. Second, the use of consistent personnel management practices to recruit, retain, and lead staff is recommended. For example, establishing equitable pay amongst staff members, especially in Parks Maintenance, would go far to foster a positive workplace culture. Employees are the heart of the City and their engagement within the organization will directly translate into their work – leading to improved lives of Glendale's residents.

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VII. Implementation Plan

A. Goals, Objectives, and Action Items

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving City parks, recreation, open space, and trails. All cost estimates are in 2020 figures. Estimated costs are dependent on the extent of the enhancements and improvements determined and known at this time.

Timeframe to complete is designated as:

- Short-term (up to 5 years)
- Mid-term (5-7 years)
- Long-term (8-10 years)

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Table 19: Action Plan

Goal 1: Strive to improve residents' access to quality parks and recreation experiences throughout Glendale.

Objective 1.1: Increase residents' access to outdoor recreation facilities by funding strategic park and recreation system improvements and connections.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Evaluate gray areas on the ***Walkable Access to Outdoor Recreation Gap Identification*** map which are residential in nature. Partner with City transportation planners to prioritize improving access to nearby, existing park and recreation system infrastructure for gray areas in residential areas. If improving walkability is not possible, focus on determining if the development of a neighborhood park is feasible.	Dependent upon specific transportation-related and/or park development opportunities	-	Short-term

1.1.b Areas below target service levels should be prioritized for reducing physical barriers in partnership with City Departments but also for making annual park improvements such as adding shaded areas and splash pads. Parks which do not meet target scores should be prioritized for park improvements and possible activation through programming.	$150,000-$200,000/ year; Dependent Upon Site Specifics	Reduction in Maintenance Expenditures	Short-term
1.1.c Master Plan Historic Sahuaro Ranch Park and prioritize improvements to this site which will address deferred maintenance issues and will maximize the opportunities to increase outdoor/ environmental programs, interactive agricultural displays, festivals and events, and nutrition learning opportunities.	$300,000 for Master Plan	$20,000-$30,000/ year	Short-term
1.1.d Improve access to Thunderbird Conservation Park by prioritizing improvements to trails and infrastructure; dedicating budget and staffing resources to implement improvements and to maintain improved conditions; prioritizing the developing environmental education and recreation programs that appeal to youth, families, and older adults; and celebrating and positioning Thunderbird Conservation Park as a highly valuable environmental resource within the urban setting.	$11,000,000-$13,000,000	$30,000-$40,000/ year	Mid-term
1.1.f Focus on improving connection of parks to planned bicycle routes and recreation corridors, including trails, such as along New River, Skunk Creek, the Thunderbird Paseo Park, and the Agua Fria River.	-	-	Ongoing
1.1.g Monitor usage of recreation amenities and determine whether to remove/redesign/repurpose racquetball courts which have hiding areas and restricted sight lines.	-	-	Long-term

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Objective 1.2: Increase residents' access to indoor recreation facilities.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Complete Heroes Regional Park or conduct a feasibility study to determine if market demand and site conditions can support an equivalent facility to FRAC at a central or southern location, or through multiple, smaller locations. Areas to consider could include Heroes Regional Park, Rose Lane Park and Aquatics Center, and the Glendale Community Center.	$25,000-$35,000 for Feasibility Study	-	Long-term
1.2.b Confirm the improvement/ buildout concepts at Glendale Heroes Regional Park through a master plan public process. Buildout the park based on master planning outcomes.	$35,000,000-$50,000,000; Dependent Upon Planning Outcomes	$350,000-$440,000/ year	Long-term
1.2.c Consider appropriateness for indoor recreation facilities to be accessible via a drive-to distance (greater than 1-mile). If this is determined, it is recommended that the City support and fund partnership work with public transportation providers to supply transportation methods and routes to indoor recreation facilities, particularly for youth, for households with low incomes, and for persons experiencing disabilities.	-	$30,000/year	Long-term
1.2.d Support and make capital improvements at existing indoor facilities.	Dependent Upon Planning Outcomes and Site Specifics	Dependent Upon Programming Needs	Long-term
1.2.e Pursuant to Americans with Disabilities Act requirements, create and implement a plan to remove barriers to existing park and recreation system facilities.	Dependent Upon Site Specifics	-	Ongoing

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Objective 1.3: Provide fee-based recreation programs that appeal to the diverse Glendale population.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Modify the program portfolio at facilities to appeal to younger adults and families as well as older adults by including a variety of options like additional yoga classes or nutrition and wellness classes or massage therapy or family group fitness classes. Continue offering programs which are most attended by older adults.	-	-	Short-term
1.3.b As demographics change, consider creating marketing strategies for Glendale Adult Center which promote it as a facility for people aged 18 and above.	-	-	Long-term
1.3.c Track, measure, and monitor age data for participants at FRAC and GAC and other fee-based program locations using the registration software.	-	-	Short-term
1.3.d Continue to provide sports leagues for adults.	-	-	Short-term
1.3.e Continue focusing youth fee-based programming on skill-development.	-	-	Short-term
1.3.f Continue to focus on providing recreation level youth sports.	-	-	Mid-term
1.3.g Continue providing aquatics programs.	-	-	Short-term

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1.3.h Contract with Arizona Association of Environmental Education and other providers to develop and implement equitable and inclusive nature-based environmental education programs at locations such as Thunderbird Conservation Park, Sahuaro Ranch Park, and, perhaps, Manistee Ranch Park.	-	$20,000-30,000/year	Mid-term

Objective 1.4: Continue to provide and expand free youth programs to residents experiencing economic hardship and to offer no-cost facility-based events.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Prioritize the continued offering and eventual expansion of free afterschool and summer camp programs. Consider bringing free afterschool and summer camp programs entirely under the management and administration of PFRSE. Create a youth-driven initiative that empowers older youth to learn new skills, develop new relationships, stay away from negative risks, and gain valuable work experience through volunteerism. Begin with afterschool and summer camp programs and extend youth-led programming as resources are available. Utilize the Glendale Youth Scholarship Fund to expand free programming to qualifying participants.	-	$30,000-$40,000/ year	Short-term
1.4.b Host a free healthy lifestyle-inspired event at a linear park, Thunderbird Conservation Park or at Sahuaro Ranch Park.	-	$3,000/year	Mid-term
1.4.c Track participation rates in free events and consider divesting of an event when participation rates decline.	-	-	Long-term

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Objective 1.5: Celebrate Glendale's diverse community with well-designed and financially resourced City-hosted special events.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Increase participation in special events by celebrating their purpose and connection to the mission of the City and of PFRSE – improving lives through health and wellbeing at excellent facilities. Continue hosting, and expand upon, special events at park and recreation system sites where activation will increase use of parks and build support for the facilities and services PFRSE provides. Prioritize funding to manage and implement each additional city-hosted special events.	-	$100,000-$130,000/ year	Mid-term
1.5.b Hold additional special events and festivals with cultural aspects that aim at sharing cultural elements through food, storytelling, dance, and arts. Use focus groups and liaisons within representative cultural communities in Glendale to determine the types of events that will appeal to the diverse population.	-	$75,000-$85,000/ year	Long-term

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Objective 1.6: Foster community connection by enticing residents to use indoor and outdoor facilities in new and improved ways.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.6.a Provide group fitness classes or non-sports classes at outdoor and indoor facilities located within gap areas identified in access maps. Consider developing a Fitness in the Parks program to activate parks and increase usage of local parks.	-	$8,000/year	Short-term
1.6.b Consider a sliding scale membership fee program to FRAC for residents living below the poverty level for their household size.	-	Determined through Resource Allocation Process	Mid-term

Objective 1.7: Maximize the City's provision of free and low-cost services to youth in financial need.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a Create a financial plan for the management of the Glendale Youth Scholarship Fund that outlines objectives and strategies for increasing youth access to park facilities and recreation programs.	$25,000-$35,000	Staff time	Mid-term

Goal 2: Implement strategies to improve resource alignment and asset management.

Objective 2.1: Manage facilities and programs using best practices.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Align park classification types with park maintenance standards so that maintenance levels match uses.	-	-	Short-term
2.1.b Create and adopt irrigation and turf standards which align with the appropriate standards based on the various park classifications.	-	-	Short-term
2.1.c Establish a plan to meet the irrigation and turf standards.	-	-	Short-term
2.1.d Adopt and implement general maintenance park standard which are in alignment with park classification types.	-	-	Short-term
2.1.e Consider expanding hours of operation at FRAC to 6am-10pm.	-	-	Mid-term

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2.1.f Adhere to trail standards that address proper trail construction and maintenance.	-	-	Mid-term
2.1.g Adopt maintenance standards which support park classification standards.	-	$22,000-$27,000	Mid-term
2.1.h Adopt an ordinance that protects existing conservation and agricultural parcels in the system.	-	-	Mid-term
2.1.i Conduct an annual services assessment process which evaluates which programs should be continued, modified, or divested from based on established criteria, or determinants, to develop a programming plan that includes program objectives.	-	-	Mid-term
2.1.j Update the PFRSE security plan for buildings and facilities that includes evacuation procedures, Ranger and other staff responsibilities and roles, and other safety procedures.	-	$20,000-$25,000	Long-term

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Objective 2.2: Improve budget development by conducting study and planning efforts to assess and improve the system on a regular basis.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Utilize the existing asset management software system to manage and track equipment, inventory and other PFRSE assets.	-	Staff time	Short-term
2.2.b Conduct a facilities assessment to determine indoor facilities' replacement needs.	-	$25,000	Short-term

2.2.c Utilize tree inventory information to prioritize tree maintenance and replacement needs.	-	-	Short-term
2.2.d Utilize the asset management system to perform and track preventative maintenance tasks and to determine deferred maintenance needs.	-	Staff time	Mid-term
2.2.e Develop an Animal Management Plan for Sahuaro Ranch Park and other affected park sites.	$35,000-$40,000	-	Mid-term
2.2.f Create a Glendale Urban Tree Shade Plan.	-	$20,000	Long-term
2.2.g Represent parks and recreation services in future City General Plan updates.	-	-	Ongoing
2.2.h Update the Parks and Recreation Master Plan between 2029-2031.	-	$120,000-$140,000	Long-term
2.2.i Work with regional, State of Arizona, and federal agency partners to coordinate planning efforts.	-	-	Ongoing

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Objective 2.3: Gradually improve the allocation of resources provided to PFRSE in support of maintaining the quality of life for Glendale residents.

Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
2.3.a Consider increasing FTEs to special events to support community and City desire to increase the number of special events and festivals.	-	$40,000-$50,000/ year plus benefits	Short-term

2.3.b Consider increasing FTE hours to Park Maintenance for Ranger Services and general park maintenance and operations. Add specialist positions for duties such as irrigation maintenance, electrical functions, and arborist tasks.	-	TBD	Mid-term
2.3.c Hire full-time staff to administer and manage the trail system and conservation-based properties.	-	$60,000-70,000/year plus benefits	Mid-term
2.3.d Contract out trail maintenance.	-	$25,000/year	Mid-term
2.3.f Increase FTEs and part-time staffing at FRAC to support expanded hours of operation and to increase the community's access to recreation programming.	-	$13,000-$20,000/ year	Mid-term

Goal 3: Advance our processes through innovative solutions, meaningful engagement, and purposeful communications.

Objective 3.1: Improve processes and policies which maximizes resources and improves communications within the agency and with the public.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Conduct a facilitated resource allocation (subsidy level) public process.	-	$25,000	Mid-term
3.1.b Conduct public engagement when making large-scale capital improvements to facilities.	-	-	Ongoing
3.1.c Develop and adopt a quid pro quo policy applicable when the City agrees to allow a non-City agent to utilize and/or operate a public facility.	-	-	Mid-term

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3.1.d Continue to create and publicize an annual report which highlights PFRSE successes in its service delivery and master plan accomplishments.	-	$4,000-5,000/year	Ongoing
3.1.e Cooperate in the City's development and periodic review and updating of a disaster mitigation and recovery plan.	-	$20,000-$25,000	Mid-term
3.1.f Conduct an Economic Benefits Study that analyzes the benefits of the park and recreation system. Market the findings to demonstrate the value services bring to the City.	-	$20,000-$30,000	Long-term
3.1.g Maintain a recreation programs evaluation process that is easily accessible and simple to use.	-	-	Ongoing

Objective 3.2: Use GlendaleOne, Glendale@Play, GlendaleAZ.com, and other marketing efforts to further awareness about parks and recreation services.

Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
3.2.a Continue to designate a staff person to direct the monitoring of, and responses to, GlendaleOne inputs.	-	Staff time	Ongoing
3.2.b Create digital content for Knowledge Base (Frequently Asked Questions).	-	Staff time	Short-term
3.2.c Place a Glendale@Play banner on the Department homepage.	-	Staff time	Short-term

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3.2.d Develop a community relations and marketing plan.	-	$30,000	Mid-term
3.2.e Implement a wayfinding and signage program.	$200,000-$250,000	-	Long-term

Objective 3.3: Conduct public outreach that allows for diverse interests to be involved in planning processes.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Build relationships with community leaders, nonprofits, and cultural groups who/which can serve as information liaisons. Acknowledge their efforts.	-	Staff time	Ongoing
3.3.b Avoid using jargon and acronyms during meetings and in marketing messages.	-	-	Ongoing
3.3.c Provide food and childcare at public engagement events.	-	$2,000/year	Ongoing
3.3.d Consider holding meetings and input events at “neutral” locations which are accessible by public transportation.	-	-	Ongoing
3.3.e Consider having virtual or digital engagement opportunities that are well-publicized.	-	TBD	Ongoing

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Goal 4: Strengthen the Department through the use of tools and technology, positive workplace culture, and professional development of our workforce.

Objective 4.1: Ensure Department systems, policies and procedures are reviewed and updated periodically and made available to appropriate staff.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Maintain, and make accessible to staff, a handbook that outlines and explains the code of ethics, administrative and operational policies and Standard Operating Procedures.	-	-	Ongoing
4.1.b Create a communication matrix which illustrates how PFRSE manages internal communications within the City.	-	Staff time	Short-term

Objective 4.2: Improve workplace culture through personnel management practices.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Work with Human Resources to establish parity amongst Parks Maintenance Staff working 40 hours a week.	-	$50,000-80,000/year	Short-term
4.2.b Encourage supervisors to clearly communicate expectations, coach, mentor and train staff, and conduct, at a minimum, written performance reviews twice a year.	-	Staff time	Short-term
4.2.c Attract qualified personnel by creating a workplace where PFSE values and performance goals are clear, collaboration is expected, and contributions are recognized. Market the social, community, and personal benefits of working for PFRSE when recruiting and retaining staff.	-	-	Mid-term

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4.2.d Develop employees based on PFRSE needs by providing required trainings, maintaining training logs, and participation in education opportunities.	-	TBD	Mid-term
4.2.e With Human Resources, periodically review the compensation plan to ensure compensation levels of other peer agencies are considered as comparative data points.	-	Staff time	Ongoing

B. Capital Priorities

Prioritizing Investment in Existing Parks

Community survey results strongly showed support for prioritizing maintenance of, and improving, existing facilities. Considering this, it is important to make improvements to parks which are important to the community. As expressed in the community survey, desired features are:

- Park amenities (i.e., increasing shade, adding picnic amenities, updating playgrounds, splash pads), and
- Additional walking and biking paths.

Opportunities also exist for increasing park usage by providing restrooms in community and regional parks; providing environmental programs; improving the condition of open turf areas at parks across the system; and increasing the availability and useability of athletic courts.

In order to better understand the opportunities for making these needed improvements, a number of specific system sites were evaluated based on the community priorities noted above and the sites' abilities to address these community needs. The sites visited and evaluated for improvements are:

- Sahuaro Ranch Park,
- Thunderbird Conservation Park,
- Skunk Creek Linear Park
- Thunderbird Paseo Linear Park
- Grand Canal Linear Park
- Glendale Heroes Regional Park

Resulting from these site visits a number of conceptual designs and drawings have been provided to the City. The sites' evaluations, concepts, and recommended improvements are described below and are only conceptual in nature. **Each site will require a public master planning process to confirm and finalize improvements**. A full package of comprehensive conceptual drawings for each site is available in ***Appendix E***.

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Sahuaro Ranch Park Master Planning and Conceptual Improvements

Short-term	Sahuaro Ranch Park is an accessible, much-utilized site in need of master planning. The historic area can be re-envisioned to maximize gathering and event opportunities and to better allow for community-desired programming. Through a master planning process the park area can be improved with a confirmation of its park classification type and resulting maintenance standards.

Sahuaro Ranch Park is a unique site offering visitors both recreational and historical experiences. Within the overall park there are 17 acres which host the historic area and includes numerous buildings, a rose garden, barnyard, orchards, palm, and olive tree groves as well as the chance for spotting one of the many peacocks that live at the park. The remaining 63 acres are utilized as the recreational component and has numerous amenities including, softball and soccer fields, volleyball courts, ramadas of varying sizes, playgrounds, picnic areas, and a dog park.

Figure 34: Current Sahuaro Ranch Park Diagram

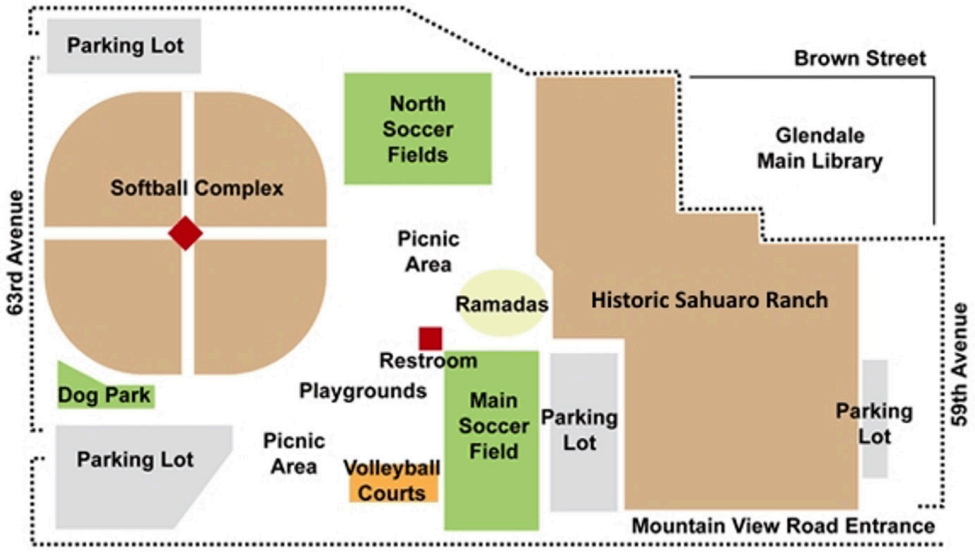
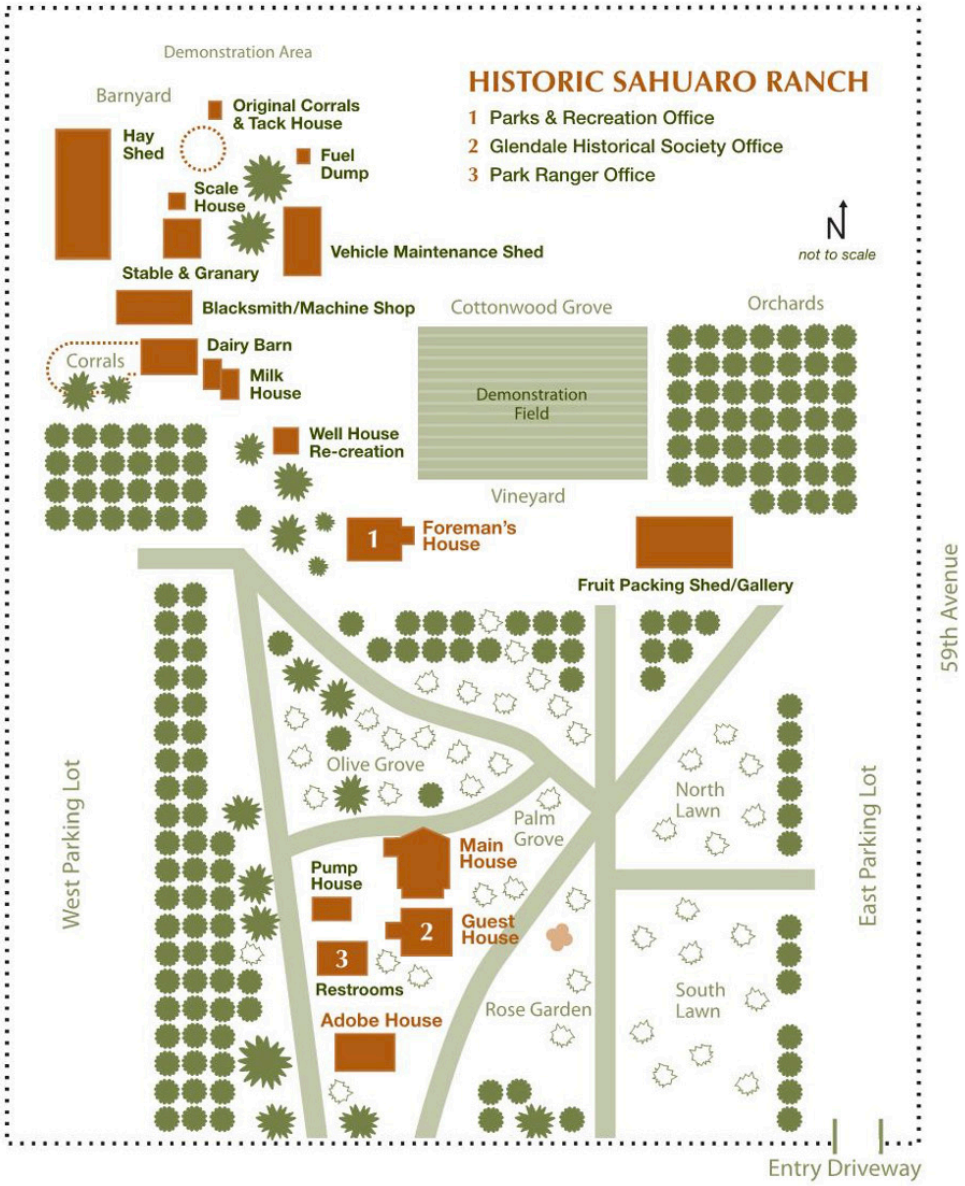


Figure 35: Current Historic Sahuaro Ranch Map



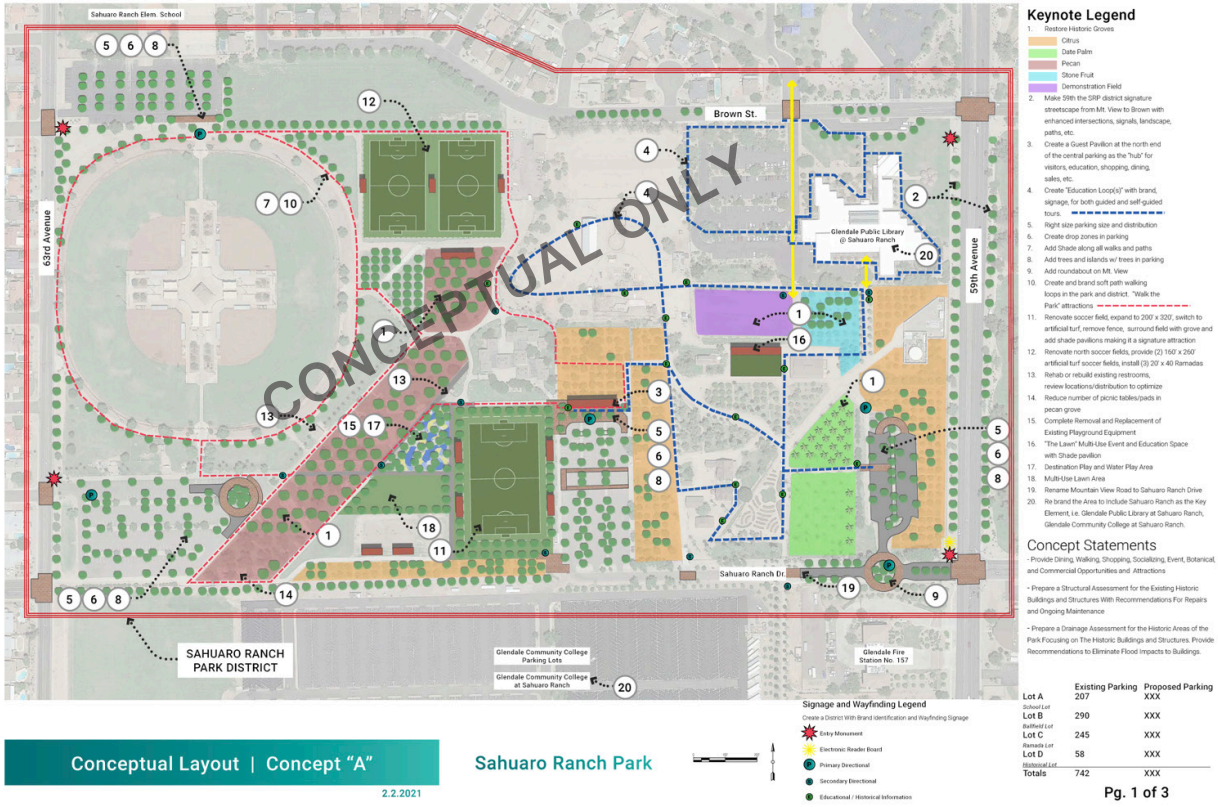
Recommendations to Consider when Master Planning:

- Provide dining, walking, shopping, socializing, event, botanical, and commercial opportunities and attractions.
- Continue, and improve upon, historic preservation of all existing buildings and orchards.
- Prepare a structural assessment for the existing historic buildings and structures with recommendations for repairs and ongoing maintenance.
- Prepare a drainage assessment for the historic areas of the park focusing on the historic buildings and structures.
- Identify recommendations to eliminate flood impacts to buildings.
- Enhance interpretative signage throughout park.
- Continue to host recreational league play of athletic programs.
- Provide tours and educational field trips in partnership with non-profit organizations and local schools.

Facilities and Practices to Consider Changing or Improving: (Potential cost for improvements)

- Consider re-establishing the Pecan Grove. ($80,000)
- Consider removal of the fence around soccer field. ($65,000)
- Consider creating sloped edges along soccer fields to create distinction between the playing area and the general use (non-field-of-play) area.
- Removal of some tables and/or pads in picnic area. ($30,000)
- Enhance the connection across Mountain View Road into Historic District. ($150,000)
- Enhance the connection from Brown Street through library into Historic District. ($250,000)
- Consider removal of existing signage at 59th Ave and Mountain View Road intersection to be replaced with new signage perpendicular to roadway. ($125,000)
- Consider creating a sense of entry at main entry drive with signage and landscaping. ($135,000)
- Consider new interpretive center for increased opportunities for classes and events within the historic area of the park. ($1,500,000)

Figure 36: Sahuaro Ranch Park Conceptual Improvements



Grand Canal Linear Park Conceptual Improvements

Mid-term	Bicycle and pedestrian improvements as well as safety improvements are needed at Grand Canal Linear Park. These modifications will increase access to park components and to other recreation facilities and destinations.

Grand Canal Linear Park is a great park for walking, horseback riding and biking. It is roughly 3-1/4 miles of trail that runs along the Grand Canal. It has a paved, lighted trail with wonderful landscaping throughout and crosses the canal several times. This park is a great trail park that links to the Glendale Heroes Regional Park, State Farm Stadium and Westgate. The 75th Avenue and Camelback Road portion of the park features a wheelchair accessible playground with slides and swings.

Figure 37: Grand Canal Linear Park Conceptual Improvements at 83rd Avenue



Recommendations to Consider when Master Planning:

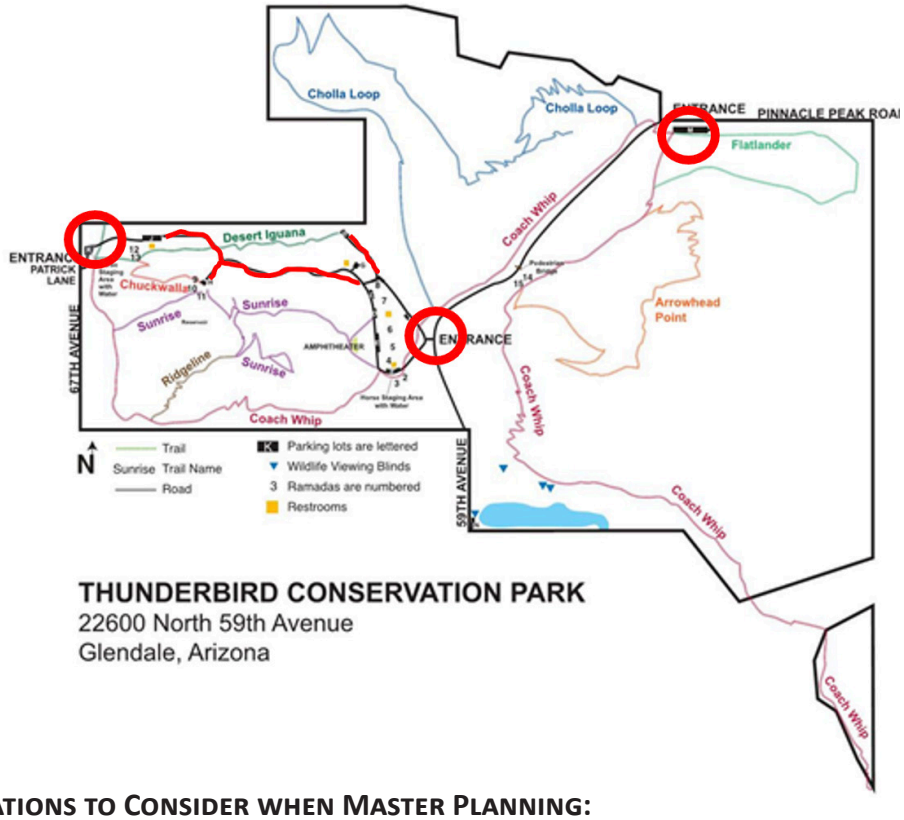
- Control undesired access points.
- Increase maintenance of trees, shrubs, and turf with looped and redundancy in irrigation components.
- Replace irrigation controls.
- Provide trail “eco-counters” along corridor to document volume of trail use.
- Ensure connectivity between Grand Canal Linear Park and adjacent developing land.
- Improve existing disc golf course by providing concrete pads at “tee” locations.

Thunderbird Conservation Park Conceptualized Enhancements

Mid-term	Thunderbird Conservation Park serves as Glendale's only park dedicated to preserving the desert environment. To balance impacts caused by recreational uses with resource protection, it is important to make renovations to the site and to follow necessary maintenance standards. Due to the community's interest in environmental education opportunities, improvements which will appropriately allow for this use are recommended.

As a native desert Conservation Park, the focus is on preservation of the desert vegetation, habitat along with the natural topography. Access is through three trailheads located at 55th, 59thand 67th Avenues. Trails and access roads branch from these trailheads into the Park.

Figure 38: Thunderbird Conservation Park Map



Recommendations to Consider when Master Planning:

Thunderbird Conservation Park Trailheads

- Provide native desert restoration by hydro-seeding and land sculpting disturbed areas.
- Update built facilities with new elements that meet user needs and can be maintained. Decommission under-utilized and non-functional facilities.
- Provide primary trailhead with breezeway: indoor/outdoor classroom space, restroom, shade structures.
- Provide secondary trailhead with Breezeway: restroom, classroom, and shade structure.
- Provide entry monument sign.
- Provide trail signage.
- Provide historic and environmental interpretive signs.
- Double or increase available parking.

- Enhance/repair existing trails/system. Decommission social, un-utilized and non-maintainable trails.
- Create and fund a trail maintenance program.
- Continue fishing activities at pond.

Specific Facilities and Practices to Consider Changing or Enhancing: (Potential cost for improvements)

- Entry monument and gateway. (3 X $150,000 ea. - $450,000)
- Trail and environmental signage. ($150,000)
- Trailhead parking, restrooms, drinking fountain, environmental education, shade. (3 X $3,000,000 ea. - $9,000,000)
- Close all existing restrooms and ramadas at trailhead locations and only have new restrooms at the 3 rehabilitated trailheads. ($150,000)
- Review all existing ramadas outside of trailheads for demo, re-hab. ($50,000)
- Access road to water tank and upper ramada overlook. Consider closing road to all but service access and making a “silent road” for hikers and biking. ($30,000)
- Revitalize and enhance existing amphitheater into a desert botanical garden. ($300,000)
- Rehab and revegetate demo/closed areas and scarred areas. ($25,000)

Figure 39: Thunderbird Conservation Park Overview

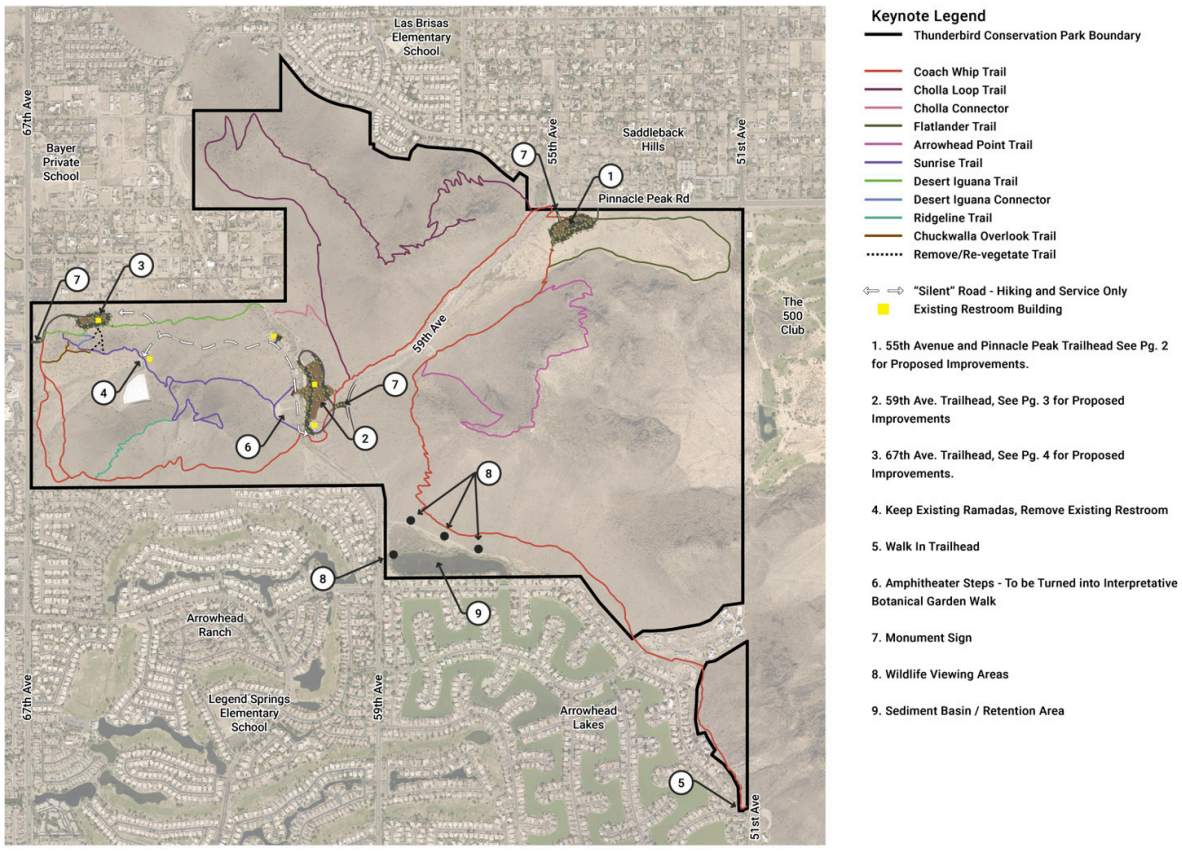


Figure 40: Thunderbird Conservation Park – 55th Avenue Trailhead Conceptual Layout



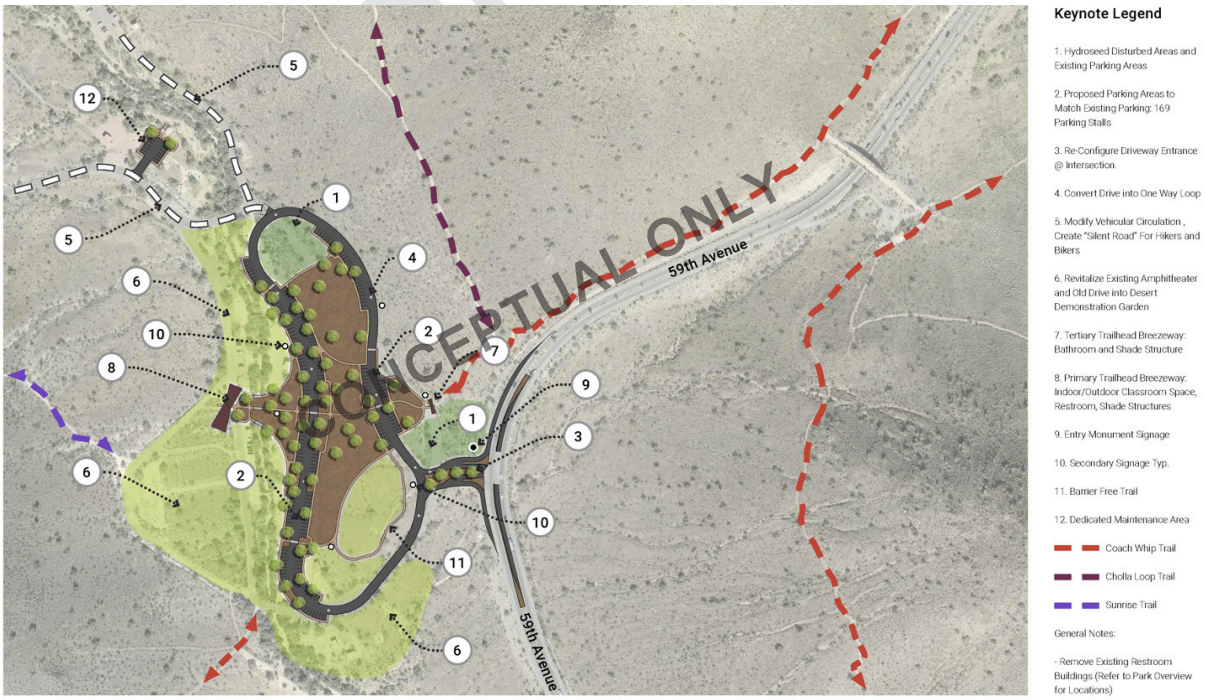
Conceptual Layout | 55th Avenue Trailhead

Thunderbird Conservation Park

2.2.2021

Pg. 2 of 5

Figure 41: Thunderbird Conservation Park - 59th Avenue Trailhead Conceptual Layout



Conceptual Layout | 59th Avenue Trailhead

Thunderbird Conservation Park

Pg. 3 of 5

Figure 42: Thunderbird Conservation Park - 67th Avenue Trailhead Conceptual Layout



Thunderbird Paseo Linear Park Conceptualized Improvements

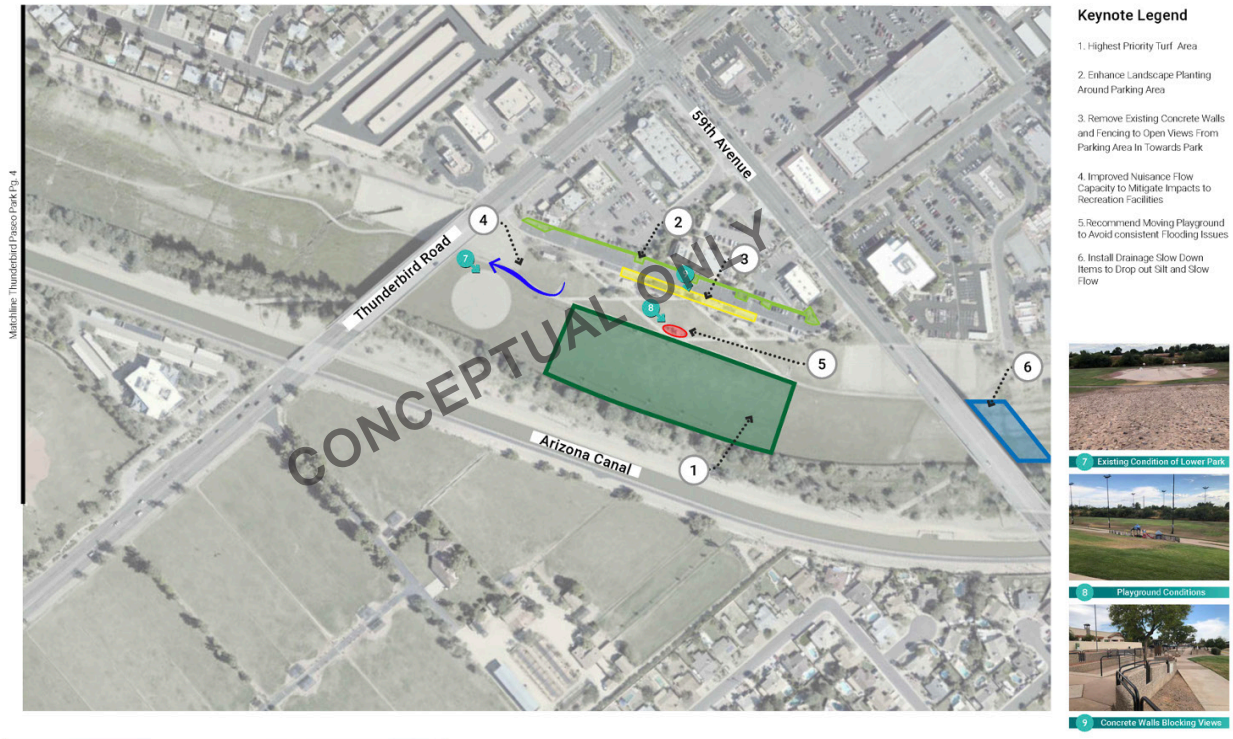
Mid-term	To improve safety and visitor experiences at Thunderbird Paseo Linear Park, it is recommended that landscape and trailhead improvements be made. The existing disc golf course should be upgraded to increase activity at this park site.

Thunderbird Paseo Park is a linear park, following along Skunk Creek Wash, for walking, horseback riding and biking. This linear park provides nearly four miles of trails that connect to Skunk Creek Linear Park.

Figure 43: Thunderbird Paseo Linear Park at 67th Avenue Conceptual Improvements



Figure 44: Thunderbird Paseo Linear Park at Thunderbird Road Conceptual Improvements



Recommendations to Consider when Master Planning:

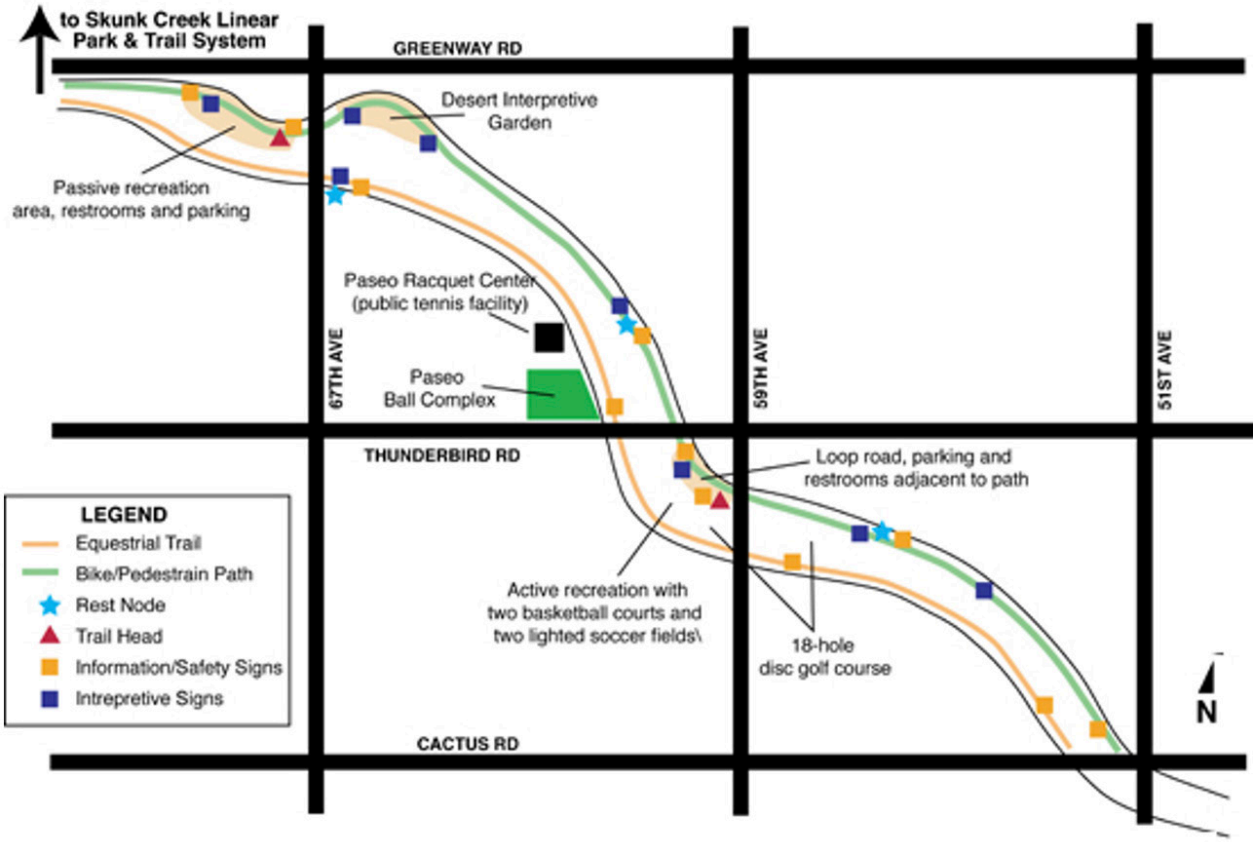
- Provide landscape enhancements along 73rd Avenue.
- Provide trail counters along corridor to document and monitor volume of trail use.
- Implement trailhead enhancements at 67th Avenue and Thunderbird.
- Provide improvements to existing disc golf course.

Skunk Creek Linear Park Improvements

Mid-term	Like the other linear parks, improvements to this park will increase use by providing a safer, more inviting experience that builds upon the character of Glendale.

Skunk Creek Linear Park is a linear park which follows Skunk Creek Wash and provides a trail for walking, horseback riding and biking. The trail system runs along a natural creek bed. This park provides roughly 3.5 miles of trails that connect to the Thunderbird Paseo Park trails. Historically, this trail corridor was landscaped. The current condition of this landscape needs refreshing to improve visitor experience and to create community pride.

Figure 45: Skunk Creek Linear Park Map



Recommended Plan of Conceptual Improvements

- Investigate adjacent communities' interest in providing solar lighting at intersections and key nodes.
- Provide connections at existing desire lines (social trails/paths).
- Connect gaps in trail and adjacent neighborhood connections in partnership with Public Works to improve neighborhood access to trail system and parks.
- Provide trail counters along corridor to document and monitor volume of trail use.
- Redo irrigation and landscaping along path.
- Redo signage along path.

Figure 46: Skunk Creek Linear Park – Conceptual Improvements at Bell Road



Glendale Heroes Regional Park Concept Validation and Build Out

Long-term	Pursuit of a public process to validate the concepts stemming from this master plan is suggested. Community needs this site can alleviate include improved access to indoor facilities, outdoor athletic courts, turf sports fields, fitness space, and programs which are on-par with Foothills Recreation and Aquatics Center; walking paths; additional outdoor courts and playing fields; and provision of a dog park.

When built out Glendale Heroes Regional Park will be an 81-acre regional park featuring a variety of facilities and amenities.

Currently the park facilities include:

- Group Ramada area with fifteen (15) separate ramadas
- Large Group Ramada Complex. The group picnic area contains ten covered ramadas, with 72 people per ramada for a total capacity for all 10 ramadas is 720 people.

- Splash Pad
- Lake/water feature
- Two (2) Playgrounds/tot lots - located near the splash pad, and near the ramadas
- Volleyball Courts
- Basketball Courts
- X-Court
- Archery Range
- Restrooms - (located near the splash pad, and near the ramadas)
- Parking lots (3 lots located at the NW area, Library and Group Ramada area)
- Heroes Regional Park Recreation Building
- Heroes Regional Park Library is a 7,515 square feet of building space features books, movies, music, and more. Special features include separate outdoor Youth, Teen and Adult Patios and a drive-up book return.

Unrealized facilities include:

- Recreation & Aquatics Center
- Dog park
- Multi-use/soccer/ball fields

Figure 47: Glendale Regional Heroes Park Conceptual Improvements



Recommendations to Consider when Master Planning:

- Pursue a public process to validate the 2000 Glendale Heroes Regional Park Master Plan recommendations which remain undeveloped and to incorporate current community input and to test recommended park improvements resulting from this master plan process which are noted below.
  - Design and construct a recreation and aquatics center. ($20,000,000-$27,000,000)
  - Provide multi-purpose lighted fields, dog park, basketball courts. The need for multi-purpose lighted fields are needed to accommodate the demand for sports requiring this outdoor recreation facility.
  - Create loop walks to connect neighborhoods with pathways.
  - Create opportunities for families and individuals to utilize the park by providing ramadas and comfort amenities such as benches, picnic tables, and trash receptacles.
  - Supply adequate parking.

C. Funding Mechanisms

Many improvements, including those made to parks and recreation facilities, make a positive contribution to the fiscal well-being of the City. Capital projects such as enhancing existing facilities promote economic development and growth which leads to the generation of additional operating revenues. These new revenue sources provide the funding needed to maintain, improve and expand the City's infrastructure.

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Operating Expenditures

Ongoing maintenance and operating costs are generally paid out of the General Fund.

Capital Improvements

Capital projects are currently funded from the following sources: grants, facility capital funds, construction funds Development Impact Fees. Large projects typically are financed using a mix of funding sources.

Funding Sources

General Obligation (G.O.) Bond

The City uses G.O. Bonds to fund facility, infrastructure and equipment capital improvements for capital programs such as Transportation, Parks and Recreation, Cultural Facilities, Flood Control, Government Facilities, Libraries, Public Safety, and City Court. G.O. bonds are backed by "the full faith and credit" of the City and the debt service (principal and interest) on the bonds is repaid from secondary property taxes levied each fiscal year during the budget process. Arizona State law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. A municipality's secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. In contrast, primary property tax revenue may be used for any lawful purpose.

Development Impact Fee

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay Development Impact Fees (DIF) when they construct new residential and commercial developments. These fees are designed to cover a city's increased costs for providing new or expanded infrastructure in the following categories: streets, parks, libraries, police, fire, and water/sewer.

Municipal Property Corporation Bond

A city may form a Municipal Property Corporation (MPC) to finance a large capital project. An MPC is a non-profit organization over which the City exercises oversight authority, including the appointment of its governing board. This mechanism allows the City to finance a needed capital improvement and then purchase the improvement from the corporation over a period of years.

In order for the MPC to market the bonds, a city will typically pledge unrestricted excise taxes. Unrestricted excise taxes are generally all excise, transaction privilege, franchise and income taxes within the City's General Fund. This means MPC debt service is paid with General Fund operating dollars.

Grants

The majority of Glendale's grants for capital projects come from the federal or state government. There are two major types of grants. Open, competitive grant programs usually offer a great deal of latitude in developing a proposal and grants are awarded through a competitive review process. The existing Arizona Heritage Fund grants for parks and historic preservation capital projects are an example of competitive grants.

Pay-As-You-Go (PAYGO)

Some capital improvements are paid for on a cash basis and are either included in the capital budget and/or as part of the department's operating budgets on a pay-as-you-go basis. PAYGO is used to avoid the interest costs that may be incurred when using other financing instruments. The City's operating budget also provides for the maintenance of capital assets and expenses associated with the depreciation of city facilities and equipment.

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Lease Financing

Lease financing provides long-term financing for the purchase of equipment or other capital improvements and does not affect the City's G.O. bond capacity or require voter approval. In a lease transaction, the asset being financed can include new capital needs, assets under existing lease agreements or, in some cases, equipment purchased in the past for which the government or municipal unit would prefer to be reimbursed and paid over time. Title to the asset is transferred to the City at the end of the lease term.

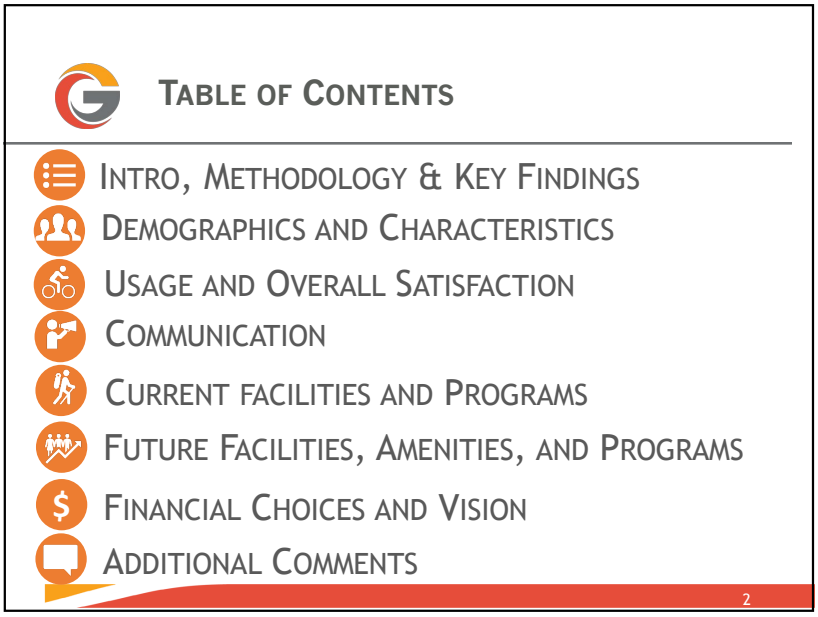
Local Improvement District

Local improvement districts (LIDs) are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a supplemental assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed.

Appendix A: Community Survey Report



1



2

Introduction

The purpose of this study was to gather community feedback on Glendale's facilities, amenities, programs, future planning, communication, and more.

This survey research effort and subsequent analysis were designed to assist Glendale in assessing the needs of the community for park and recreation services and facilities.

3

3

Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey)
Mailed survey with an option to complete online

2 = Open Link Survey
Online survey available to all residents

4,250 Mailings of Glendale Residents

276
Completed Invite Surveys

356
Completed Open Link Surveys

The Invite Survey represents the randomly sampled survey of all Glendale residents. A sample size of 276 completed invite surveys leads to a margin of error of +/- 5.9%. The Open Link Survey allows for all other residents to share their opinion and are compared throughout the report.

4

Weighting of the Data

The underlying data from the invitation survey were weighted by age to ensure appropriate representation of Glendale residents across different demographic cohorts in the sample.

Using U.S. Census Data, the age distributions in the sample were adjusted to more closely match the population profile of Glendale.

Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of the Glendale population.

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5

Key Findings

Glendale residents are, in general, positive about parks, recreation facilities, and programs. However, there is a consistent theme to improve what is currently offered and allocating resources to improve amenities. Across many survey topics, this priority is brought up by respondents.

Adding/improving restrooms and improving park amenities are the two most important ways to encourage people to use their local parks. This reinforces the desire to improve what is currently offered.

The top three priorities for the future among invite respondents are improving park amenities, adding additional walking / biking paths, and events and festivals. These three priorities were selected among a list of several future changes by most respondents.

6

6

Key Findings

Respondents would prefer the Department maintain a balance of improving current offerings and developing new sites/facilities. If the respondent chose one emphasis, overwhelmingly respondents chose to prioritize improving current facilities/parks.

Open-ended comments highlight the need to ensure parks are safe, park/facility-specific needs, and praise for the City's efforts currently. Many comments highlight how important parks are to respondents' families too.

Thunderbird Conservation Park, community/ neighborhood parks, and Foothills Recreation Center all received high importance and high needs met ratings among facilities in Glendale. This is a positive sign as it shows that these areas are important and receiving necessary attention.

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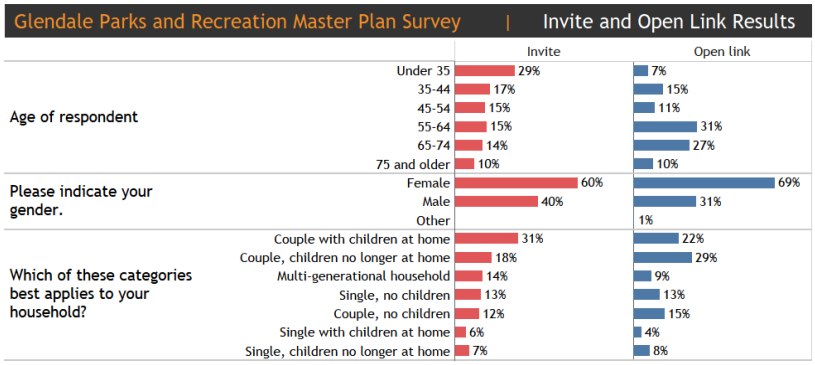
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DEMOGRAPHICS

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Demographics

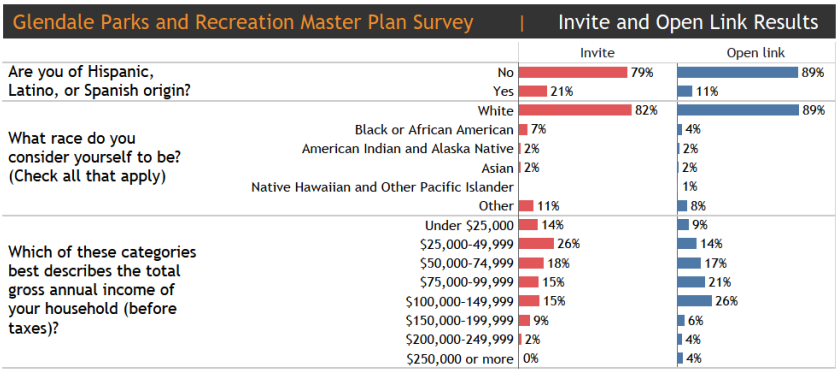
Age, a weighted variable, is well distributed across all ranges. The open link results are a slightly older age demographic than the invite results. Invite respondents were more likely to be female (60%), a common finding in survey research. Most invite respondents were couples with children at home (31%) followed by couples with grown children (18%). In total, approximately 51% of households likely have children at home (not guaranteed among all multi-generational households).



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Demographics

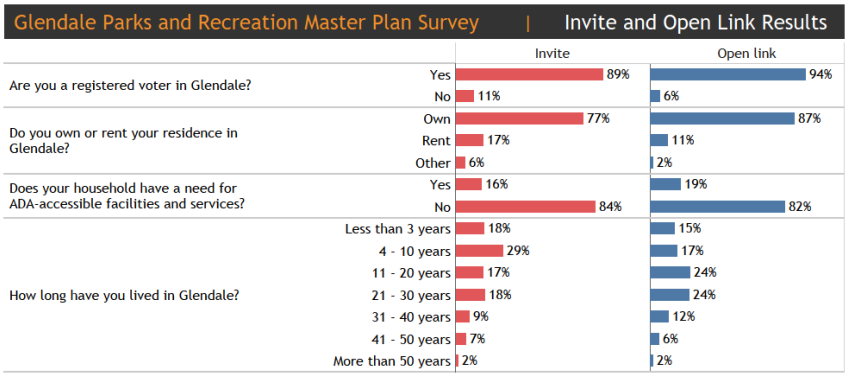
Approximately, 21% of invite respondents identify as Hispanic, Latino, or Spanish Origin, compared to 11% of open link respondents. Furthermore, 82% of respondents identified as white with 11% as other and 7% as Black or African American. Household incomes were higher among open link respondents while most respondents in the invite sample earned between $25,000-$99,999 per year.



10

Demographics

The majority of respondents (83%) are registered voters in Glendale. Furthermore, most respondents (77%) own their home with 17% renting. Approximately 16% of invite respondents have a need for ADA-accessible facilities and services. Invite respondents have lived in Glendale a wide range of years with 18% living there less than three years to 18% living more than 30 years. Open link responses are similar, but they are more likely to own their home and have lived longer in Glendale.



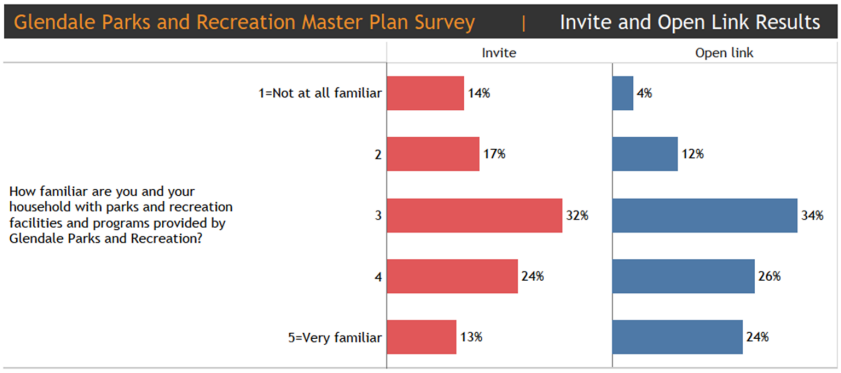
11

Usage and Overall Satisfaction

12

Familiarity with Parks and Recreation

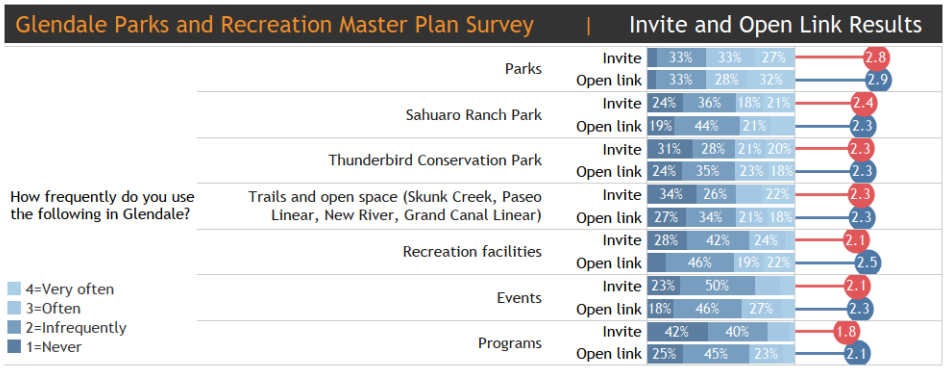
Invite respondents in Glendale are moderately familiar; however, there are people on both ends of the familiarity scale. For instance, 37% rated their familiarity as either a 4 or 5 out of 5 compared to 31% rating their familiarity a 1 or 2 out of 5. Most respondents are in the middle of the range. Open link respondents are more familiar with parks and recreation offerings than invite respondents.



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Usage of Parks and Recreation

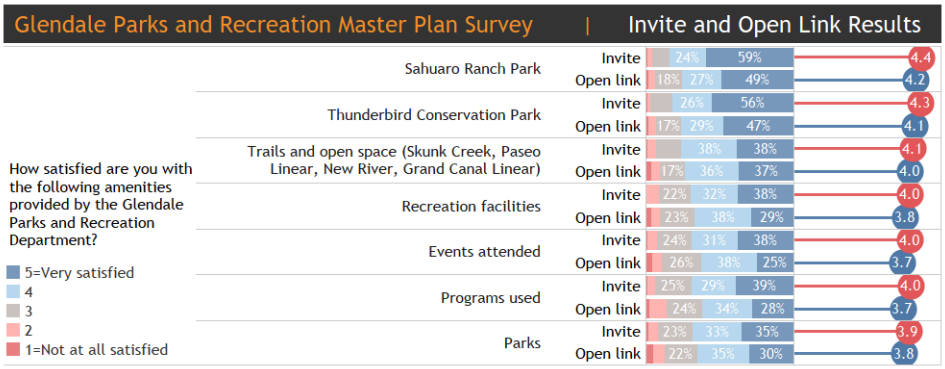
Parks are used most frequently by both invite and open link respondents with 60% using them “often” or “very often.” Sahuaro Ranch Park, Thunderbird Conservation Park, and trails and open space follow in frequency of use by invite respondents. The least used offerings are programs. This is not uncommon as only a smaller segment of residents typically participate in programs.



14

Satisfaction with Current Offerings

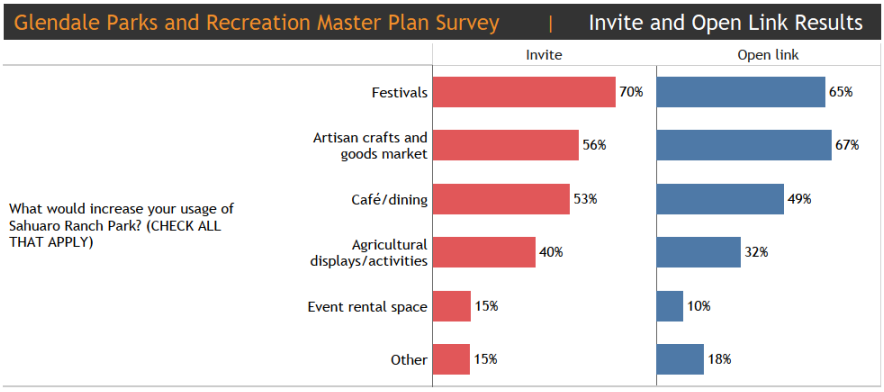
When asked how satisfied respondents were with amenities in Glendale provided by the Parks and Recreation Department, Sahuaro Ranch Park (4.4), Thunderbird Conservation Park (4.3), and trails and open space (4.1) rate near the top. All facilities rated had positive responses from both groups. Overall, parks rated lowest in satisfaction, but there were more respondents that were satisfied than not satisfied even on the lowest rated amenity.



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Increasing Usage of Sahuaro Ranch Park

Festivals (70%), artisan crafts and goods market (56%), and a café/dining area all saw rather high percentages for increasing usage of Sahuaro Ranch Park. Somewhat lower on the list were agricultural displays/services (40%), event rental space (15%) and any other ideas (15%). Open link respondents were similar in their responses.



16

Encourage or Improve Local Parks

When asked what would improve their local park or encourage them to revisit, invite and open link respondents both said added/improved restrooms and improved park/facility amenities as the top two responses. Following was better maintenance of facilities, aquatic features, and improved communication about what is offered. Overall these results trended very similar across both groups.



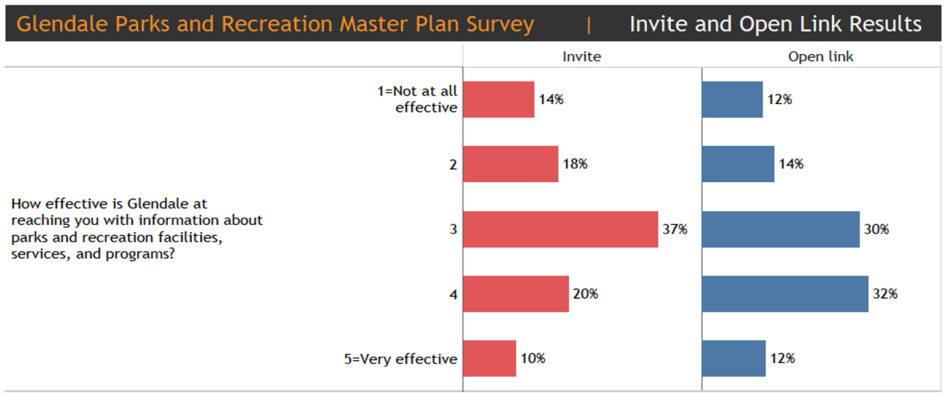
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Communication and Vision

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Communication Effectiveness

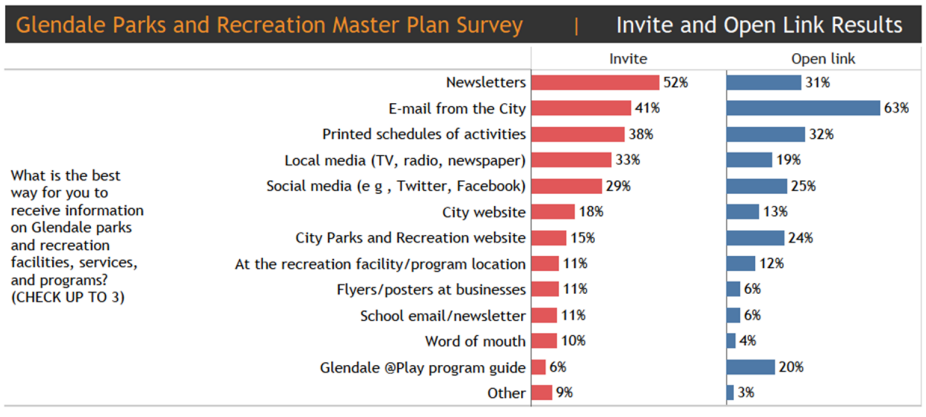
Glendale is perceived as moderately effective with their communication across the invite sample. Approximately 37% of respondents said that communication effectiveness rated a 3 out of 5. About 30% of invite respondents rated the communication effectiveness either a 4 or 5. Open link respondents were slightly more positive. This is likely because they are paying attention to current communications too.



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Communication Methods

Newsletters (52%), emails from the City (41%) and a printed schedule of activities (38%) are the primary communication methods that invite respondents prefer to be contacted about parks and recreation services. Open link respondents lean more towards online resources than invite respondents.



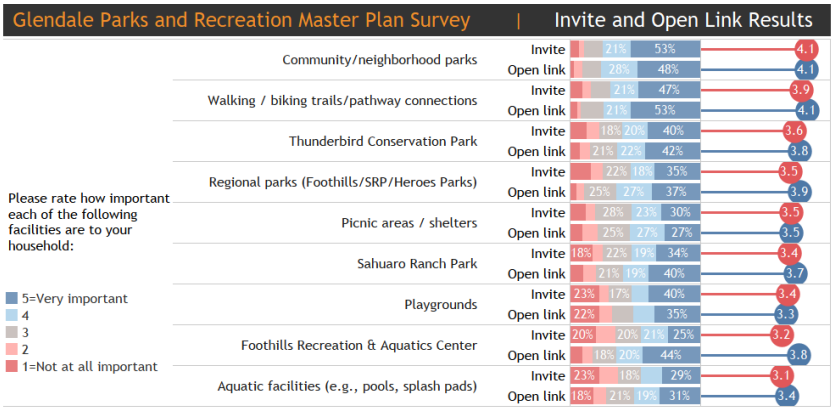
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Current Facilities and Programs

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Importance of Facilities – Top Facilities

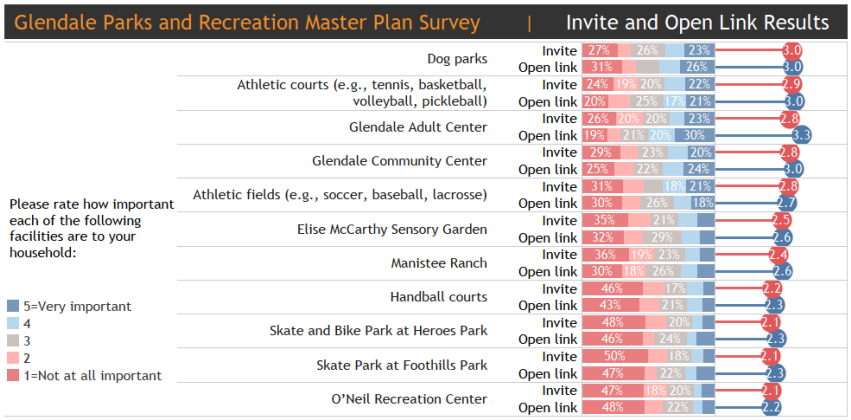
Community/neighborhood parks (4.1), walking/biking trails and pathways (3.9), and Thunderbird Conservation Park (3.6) are the most important facilities to invite and open link respondents. Regional parks, picnic areas/shelters, and Sahuaro Ranch Park follow behind as a next level of importance among invite and open link respondents.



22

Importance of Facilities – Bottom Facilities

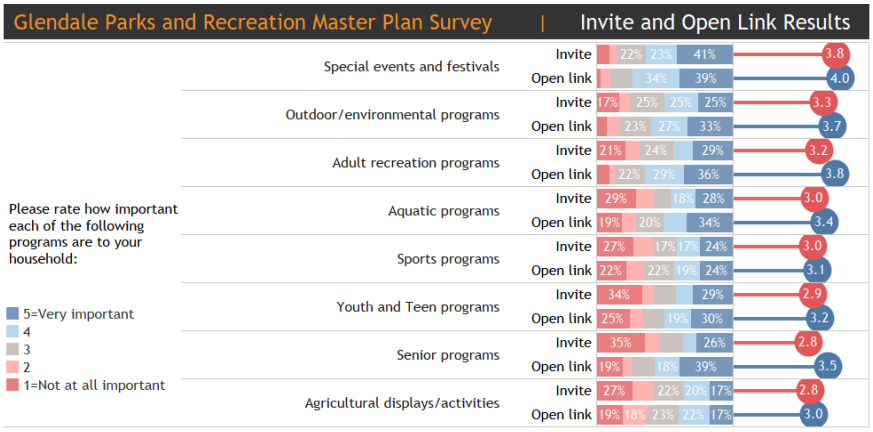
Towards the middle-to-bottom of the list are dog parks, athletic courts, and the Glendale Adult Center. The least important facilities are the O'Neil Recreation Center and skate parks at Heroes and Foothills Parks.



23

Importance of Programs

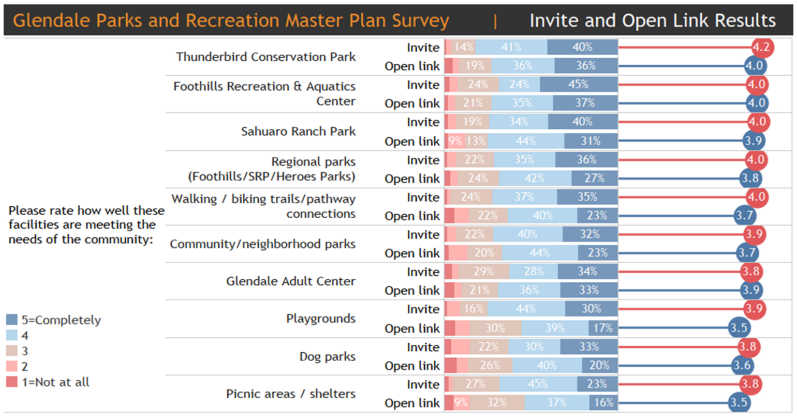
For programs, special events and festivals (3.8 invite) are of most importance to both invite and open link respondents. Outdoor environmental programs (3.3), adult recreation programs (3.2) and aquatics programs (3.0) are relatively important too. Senior programs are much more important to open link respondents.



24

Needs Met of Facilities – Top Facilities

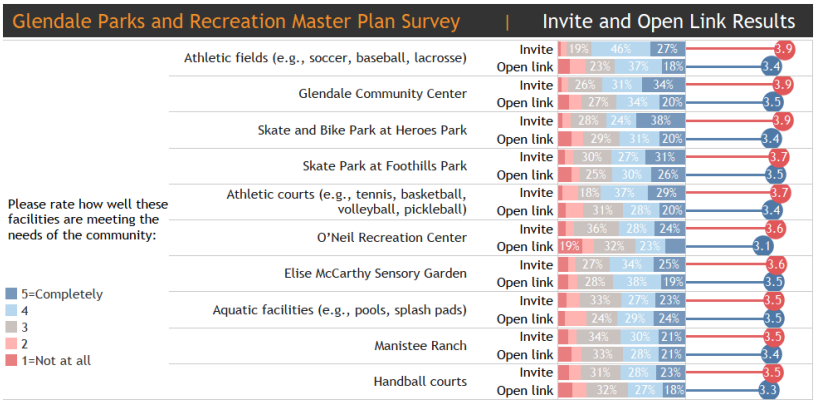
Thunderbird Conservation Park (4.2), Foothills Recreation & Aquatics Center, Sahuaro Ranch Park, Regional Parks, and walking/biking trails and pathways (4.0 each) all meet the needs of the community quite well. Additionally, many of these facilities are also some of the more important facilities to respondents.



25

Needs Met of Facilities – Bottom Facilities

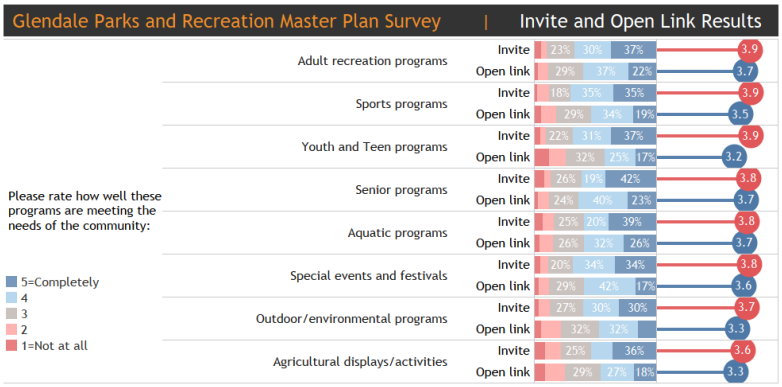
Handball courts (3.5), Manistee Ranch (3.5), and Aquatic facilities (3.5) all rated near the bottom of the list for meeting the needs of the community. The O'Neil Recreation Center had the largest difference between invite and open link respondents with more open link respondents saying that it does not meet their needs.



26

Needs Met of Programs

Among programs, adult recreation programs (3.9), sports programs (3.9), and youth/teen programs (3.9) all appear to be meeting the needs of the community somewhat well. Agricultural displays/activities and outdoor/environmental programs are meeting the community's needs the least; however, the difference compared to the top of the list is small in how well they are meeting Glendale's needs.



27

Importance-Performance Matrix

High importance/ Low needs met

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

High importance/ High needs met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

Low importance/ Low needs met

These "niche" facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

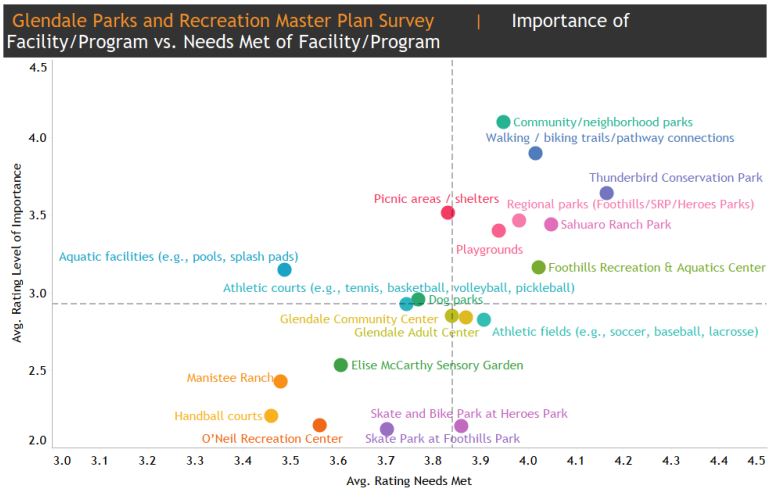
Low importance/ High needs met

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

28

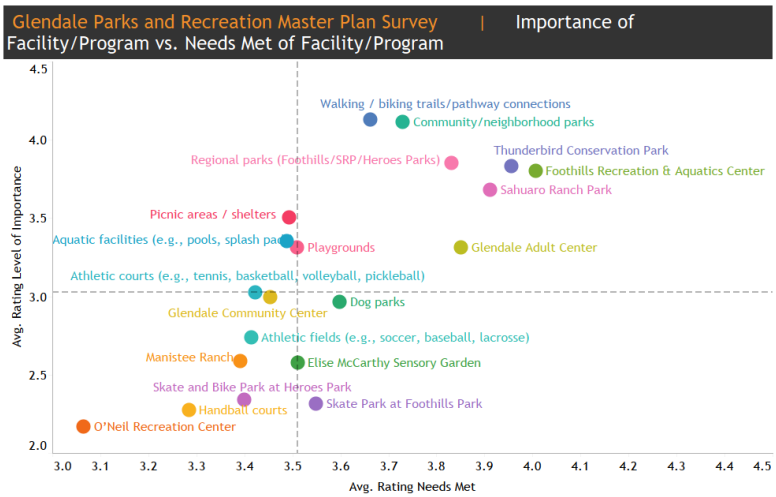
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Importance – Performance Matrix of Facilities - Invite



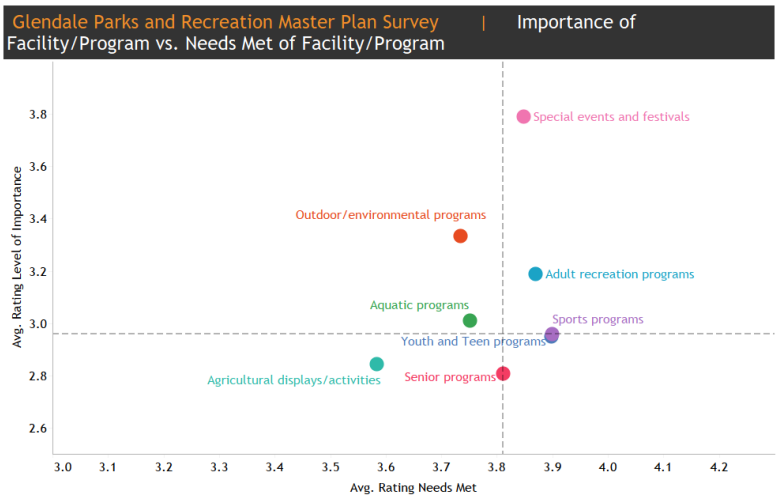
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Importance – Performance Matrix of Facilities - Open link



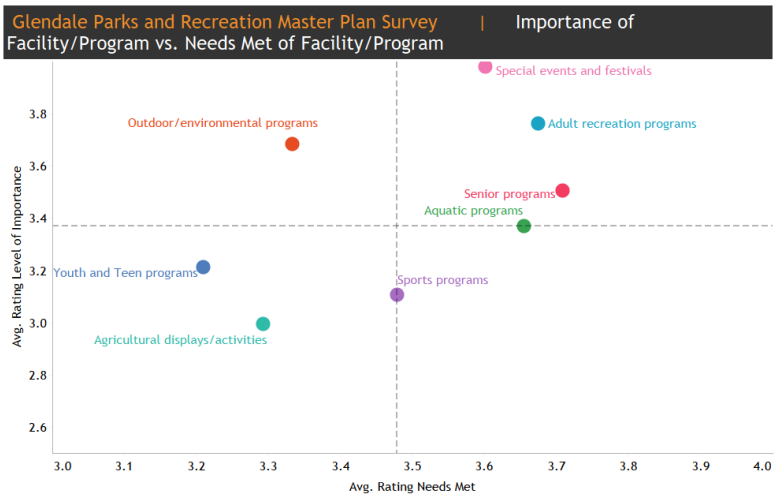
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Importance – Performance Matrix of Programs - Invite



31

Importance – Performance Matrix of Programs - Open Link



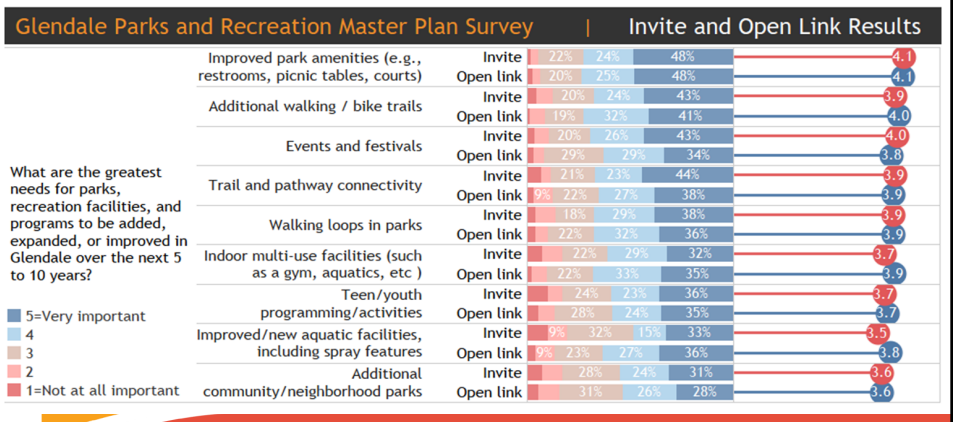
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Future Facilities, Amenities, and Programs

33

Future Needs – Top Needs

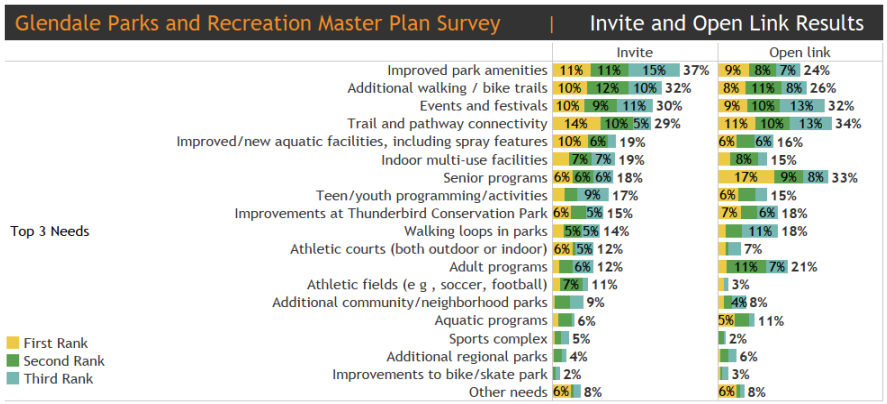
Invite respondents highlighted improved park amenities, additional walking/bike trails, and events/festivals as the top needs for the future. Trail and pathway connectivity and walking loops in parks were also popular among both groups. There was strong consensus among invite and open link respondents for the top five improvements to be made.



34

Top 4 Priorities

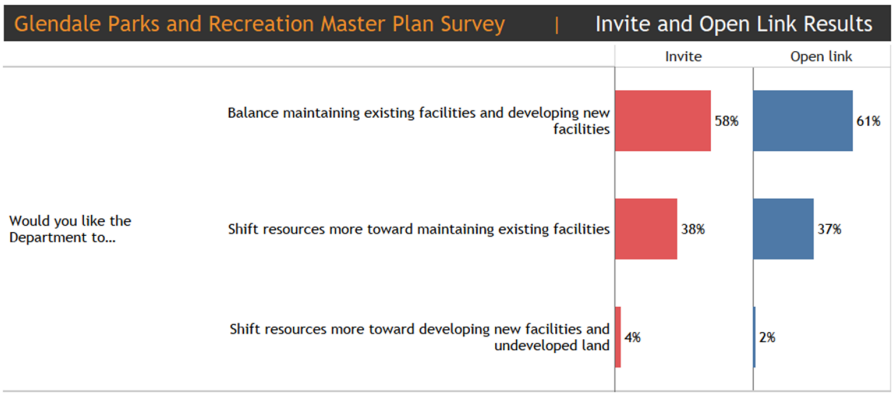
Prioritized, improved park amenities (37%), additional walking/bike trails (32%), events and festivals (30%), and trail and pathway connectivity (29%) are highest amongst invite respondents. Open link respondents rated trail and pathway connectivity the #1 priority. Senior programs were also much more important to open link respondents; however, that sample skewed older.



35

Balancing New Development and Existing Maintenance

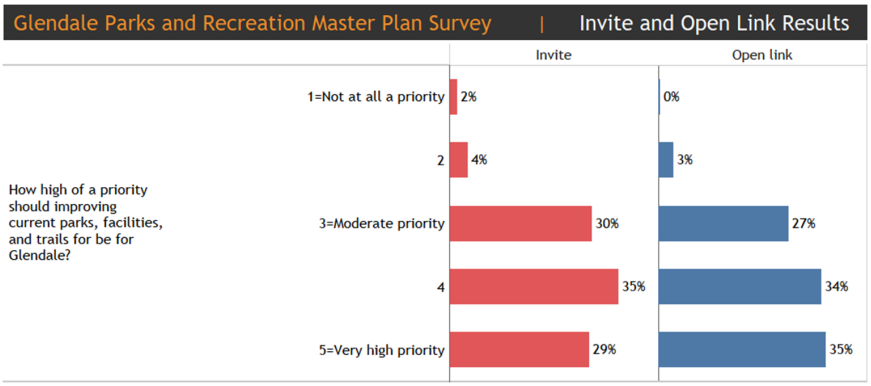
Both invite and open link respondents prefer the Department to balance maintaining existing facilities and developing new facilities (58% and 61%). If the respondent chose one emphasis over another, many more want the Department to shift resources to maintain existing facilities. Very few respondents want to shift more resources towards developing new facilities.



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Improving Current Facilities

Respondents place a high priority on improving current parks, facilities, and trails in Glendale. Only 6% of invite and 3% of open link respondents rated improving facilities as a priority either as a 1 or 2 out of 5. However, 64% of invite and 69% of open link respondents rated the priority either a 4 or 5 out of 5. Similar results are found on other questions regarding improving amenities in Glendale.



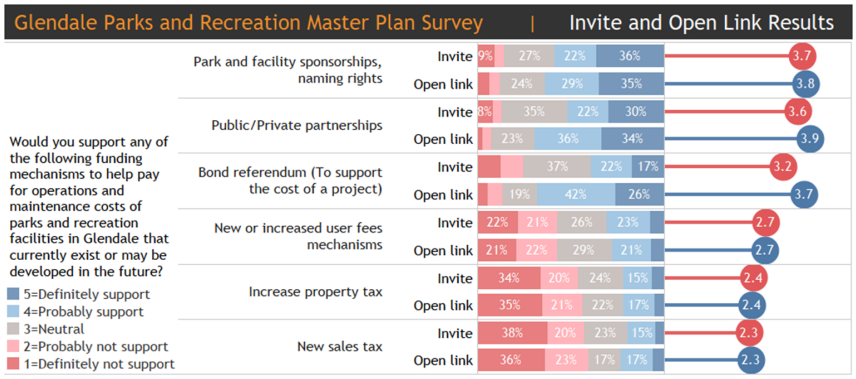
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$ Financial Choices And Vision

38

Funding Mechanisms

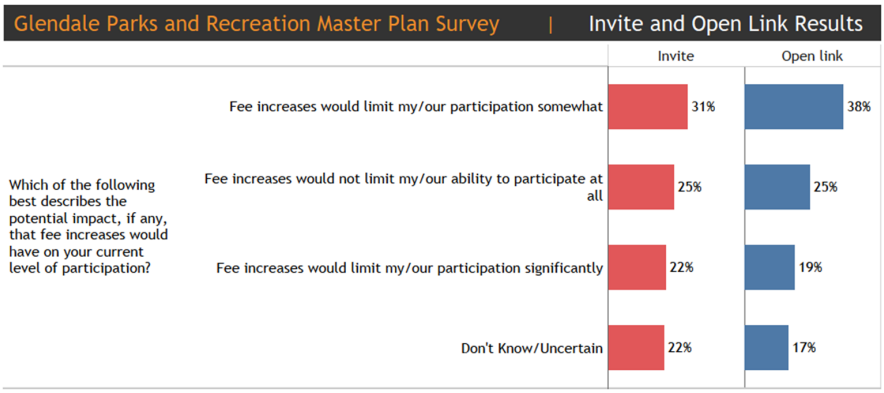
Only two funding mechanisms received over 50% support from respondents; park and facility sponsorships (58% support) and public/private partnerships (52% support). Respondents were lukewarm or unsure of the other funding options. New or increased needs, increased property taxes, and new sales taxes were majority negative among all respondents. Open link respondents were much more positive about bond referendums.



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Fee Increases

Fee increases would limit participation, significantly or somewhat, in approximately 53% of invite respondents and 57% of open link respondents. Only 25% of respondents' participation in both groups would not be impacted. 22% of invite and 17% of open link respondents are unsure at the moment if it would impact them.



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Visions for the Future

Ensuring parks and facilities are safe, maintaining current facilities and parks, and ensuring facilities and programs are affordable are the top three most important visions for the future. Protecting environmental resources and improving aesthetics and appearance of parks is important too.



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Additional Comments

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Additional Comments

At the end of the survey, respondents were given the opportunity to provide any additional comments about parks and recreation facilities and programs, needs, and opportunities in Glendale. The most frequently mentioned words are “park,” “need,” “Glendale”, and “facility.” A full listing of comments are in the appendix.



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Additional Comments

A random selection of verbatim responses is shown below from Glendale’s comments. Many comments focus on improving what is offered currently, praise for the City for making Glendale better, and improving safety in parks/playgrounds across Glendale.

Please focus on redeveloping older parks prior to building new park infrastructure. They have been loved to death and its time for Glendale's leadership to substantially reinvest in them. Don't be afraid to be bold and pursue quality of life bond initiatives for this purpose. Other cities have figured this out & look at park assets as major economic drivers - when will Glendale? Parks are often the heart and soul of a City and we have done too good of a job of minimizing their importance over the past 10 years.

On the whole I think Glendale does a decent job, but better communication re what's available would be very useful and increase participation!

Thank you for doing a great job! My family and I enjoy the many parks in the City of Glendale.

Glendale is a great city and I would love for the parks and open areas to be maintained to keep Glendale beautiful and safe. Also having fireworks again would be awesome!

In general, the parks are in pretty good condition, however it is evident that they have been ignored for a long time. Restrooms, playgrounds, turf, buildings. I have seen projects done in the City that cost a lot of money being spent, however only benefits a few residents. Favoritism at it's worst when it comes to Glendale.

Safety of playground and park resources is a priority. For the parks in Glendale currently, I think the city is doing a great job!

Unfortunately, in and out of our parks and on our streets, all over the place, we have trash everywhere. It's so much worse than it was twenty years ago.

I love the parks that surround Glendale. Sometimes at night I don't feel as safe. So maybe more security is needed.

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Appendix B: City of Glendale 2020 Parks and Recreation Disparity Report



Glendale

PUBLIC FACILITIES, RECREATION AND SPECIAL EVENTS

2020 Parks and Recreation Disparity Report

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I. Purpose and Methodology

As a concentrated part of the Parks and Recreation Master Plan Update, the City sought to conduct a data-driven analysis to determine if any income, race, or age disparities in access to public parks, open space, recreation facilities (collectively referred to as the 'park system') and recreation programming exist within the City of Glendale. For the purposes of this assessment, disparity considers if there are differences in access to park system amenities, facilities, and recreation services between population groups.

To answer this question any gaps in parks and recreation services must be identified. Addressing gaps ensures that every member of all communities has access to the many great benefits that Glendale Parks and Recreation offer. Specifically, this assessment aims to provide knowledge which can be used to help minimize gaps in service over the next five to ten years by informing priority opportunities for programming and park system improvements.

Making decisions based on data means decision-makers can be more confident that their actions will bring success since there is data to support decisions. The following quantitative data points served to identify any gaps in Glendale Parks and Recreation programming and park system facilities.

Data Point	Information Provided
2018-2019 Civic Rec Software Program Registration Report	This report captures **paid programs only** and does not include free programs and events. Free programs and events include but is not limited to afterschool programs and summer camps offered at O'Neil Recreation Center and Glendale Community Center. This report was provided by PRFSE staff and covers registration information from April 2018-December 2019.
2020 Parks and Recreation Master Plan Update - Community Survey	The statistically-valid community survey was sent to 4,250 randomly selected owned and rented households in Glendale. 276 completed random sample surveys were received. A further 356 residents' opinions were solicited when the survey was made available to all households through an online link which was marketed using City social media outlets and the recreation programming registration email database. This survey research effort and analysis assist in assessing the needs of the community for park and recreation services and facilities.
2020 Parks and Recreation Master Plan Update - Community Survey Crosstab Tables (***Appendix A***)	This grouping of tables provides a cross-tabulation (or crosstab) of income, race, and age characteristics with responses from the 2020 Parks and Recreation Master Plan Update Community Survey. These tables show the relationships between responses and household income, age, and race demographic characteristics considered in this disparity report.
2020 Parks and Recreation Master Plan Update – Parks and Facilities Inventory Assessment and Level of Service Analysis (***Appendix C***)	The 2020 Parks and Facilities Inventory Assessment and Level of Service Analysis serves as an 'access to recreation' analysis tool. Park components throughout the Glendale system were evaluated and scored by consultant team members who visited every park site in October 2019. The results from these assessments were then used to analyze Glendale's level of service (LOS) by yielding analytical maps and data that have been used to examine access to recreation across the Glendale parks system.

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2020 Parks and Recreation Master Plan Update - Demographic Profile	This report looks at the City of Glendale's demographic profile as it relates to parks and recreation services. This report was based on data from a combination of sources (ESRI Business Analyst, American Community Survey, and U.S. Census). Age, ethnicity and racial diversity, and household income information data reveal the composition of City of Glendale residents at a given point in time.
2019 City of Glendale Community Profile Report	This report was provided to the consultant by the City of Glendale and was used to further extrapolate data on race and ethnicity, and age distribution.
City of Glendale, Public Facilities, Recreation, and Special Events Recreation Programming Report	This information was provided in August 2020 to the consultant by Recreation Division staff and detailed free program offerings and public-private programs. Public-private programs are operated by private organizations, held at City facilities, and marketed using City resources.

Park and Facilities Data Collection Explained

For the 2020 City of Glendale Parks and Recreation Master Plan Update, consultant staff visited seventy-five parks and facilities and recorded observations using a proprietary GRASP® qualitative assessment tool. This information was then fed into a GIS-based GRASP® dataset for Glendale. The data provides the City with a series of metrics that show the current level-of-service (LOS) provided by the park system from a variety of perspectives, and identifies gaps in service.

Methods of Analysis

Before the analysis was conducted, the datasets were checked for missing data and confirmed by PFRSE staff in June 2020. Park system level of service analysis was conducted using GRASP® maps and demographic data. Programming analysis was similarly performed using programming locations, programming and demographic data. The mapping patterns and trends found helped to understand relationships between access to park and recreation programs and facilities and income, age, and race. This approach contributes new knowledge and understanding to the City's understanding of where gaps exist within parks and recreation services and facilities. The recommendations resulting from this disparity assessment will be incorporated into the goals, objectives, and strategies specified in the 2020 Parks, Recreation, and Open Space Master Plan Update. This report provides a detailed description of how those recommendations have been derived.

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II. Demographics: Household Income, Race, and Age

Analyzing local population and census data, also referred to as demographic data, to assess income-, race-, and age-based access to recreation opportunities will help support future PFRSE efforts to more effectively achieve the City's mission of improving the lives of all Glendale residents through parks and recreation services and facilities.

Qualitative GRASP® scores and Level of Service Analysis

Parks and facilities were inventoried and assessed for function and quality in October 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, trail, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site.

A formula was applied that combines the qualitative assessments of a site's components and modifiers on a scale of 1 – 3 (1 being low, 3 being high) to generate a score for each component, and, summarily, for the entire park or location. The resulting scores are used to compare all of Glendale's outdoor recreation sites to one another so the overall performance of Glendale's park system can be analyzed and gaps in service can be identified geographically.

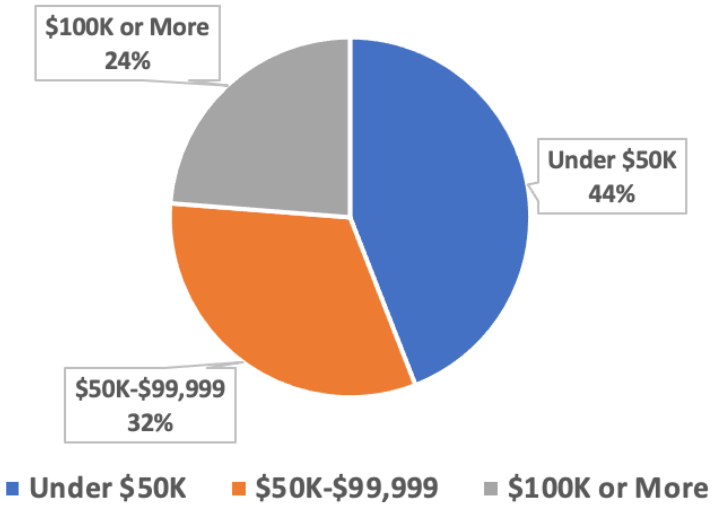
For the purposes of this project, outdoor recreation facilities evaluated using the GRASP®-IT tool included regional parks, community parks, neighborhood parks, specialty parks, conservation areas, and trails. Indoor facilities were located and their components were identified.

Appendix C: Parks and Facilities Inventory Assessment and Level of Service Analysis details inventory findings and LOS conclusions.

Household Income

According to the City of Glendale 2019 Community Profile Report the 2019 median household income in Glendale was $54,405; approximately $3,366 less than the Arizona state median income level and was approximately $6,143 lower than the U.S. median income level.

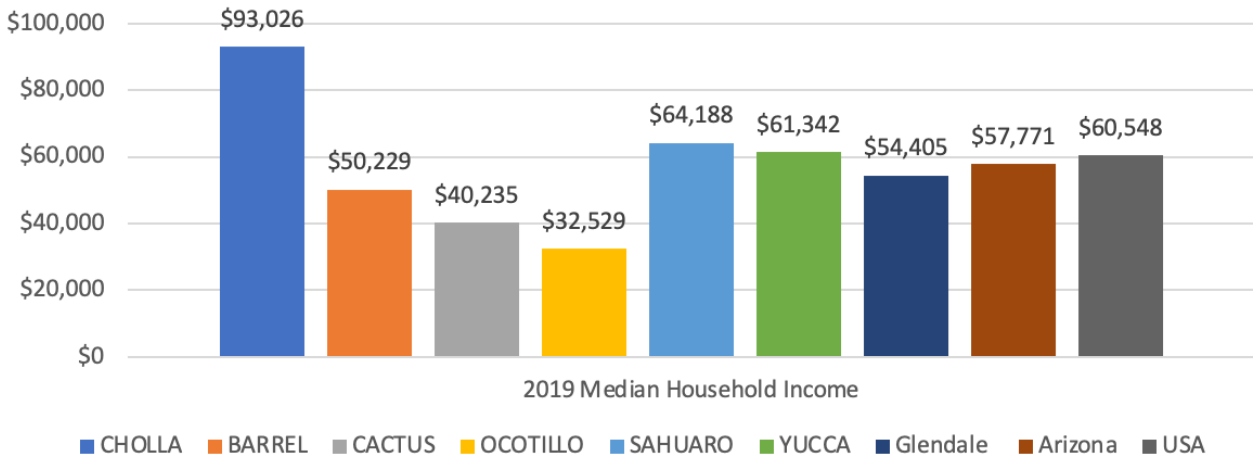
Figure 48: Household Income



Source: City of Glendale 2019 Community Profile Report

Figure 49 shows that within Glendale, the median household income is highest in the Cholla District. The Ocotillo District has the lowest median household income while the Yucca District has a median household income most similar to that of the median household income in the United States. According to the City of Glendale 2019 Community Profile Report the average household size in the City is 2.8. The 2019 poverty guidelines for the 48 contiguous states for a household of three was $21,330.

Figure 49: 2019 Estimated Median Household Income



Race

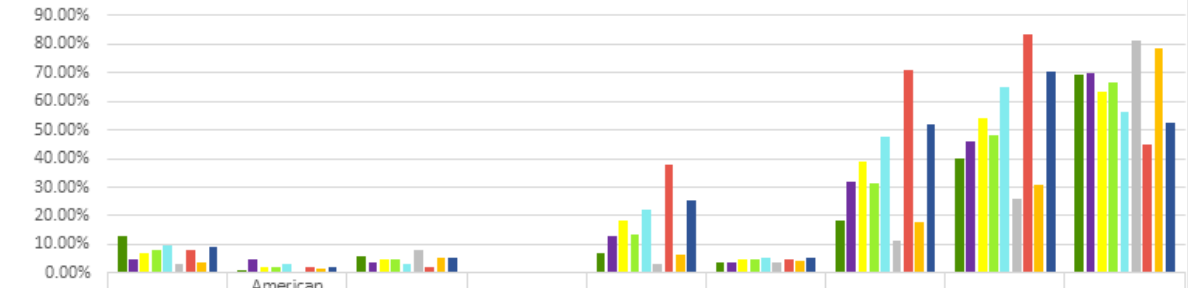
Demographic reporting reveals the following information about Glendale's race and ethnic makeup:

- Those that identify as Hispanic make up more than 39 percent of the total population. This is more than the Hispanic population of 31 percent in Arizona and 18 percent in the US.
- There is a high proportion of citizens who identify as another race not specified on the U.S. Census (18%).
- Roughly 7 percent of the population identify as Black or African American, and very few identify as American Indian/Alaska Native, Asian, or Pacific Islander.

According to Census.gov, **the concept of race is separate from the concept of Hispanic origin.** Percentages for the various race categories add to 100 percent, and should not be combined with the percent Hispanic or percent Minority. Visit https://www.census.gov/topics/population/race/about.html for more information about the census and how race data is defined by the U.S. Census Bureau.

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Figure 50: 2019 Comparison of Race and Ethnicity



	Black/African American	American Indian/Alaska Native	Asian	Pacific Islander	Other Race	Two or More Races	Hispanic	Minority	White Population
USA	12.93%	0.98%	5.82%	0.19%	6.99%	3.49%	18.57%	40.20%	69.60%
ARIZONA	4.77%	4.60%	3.45%	0.21%	12.97%	3.96%	31.94%	46.17%	70.03%
GLENDALE	7.16%	1.84%	4.67%	0.20%	18.32%	4.60%	39.02%	54.37%	63.21%
BARREL	8.08%	2.15%	4.73%	0.27%	13.44%	4.64%	31.31%	48.32%	66.67%
CACTUS	9.90%	2.97%	2.99%	0.25%	22.28%	5.12%	47.64%	64.74%	56.49%
CHOLLA	3.24%	0.71%	7.96%	0.16%	2.97%	3.69%	11.47%	26.00%	81.27%
OCOTILLO	8.29%	1.92%	1.87%	0.14%	37.93%	4.70%	71.17%	83.52%	45.16%
SAHUARO	3.95%	1.27%	5.21%	0.17%	6.54%	4.14%	18.07%	30.80%	78.71%
YUCCA	9.24%	1.95%	5.50%	0.23%	25.20%	5.27%	51.80%	70.19%	52.60%

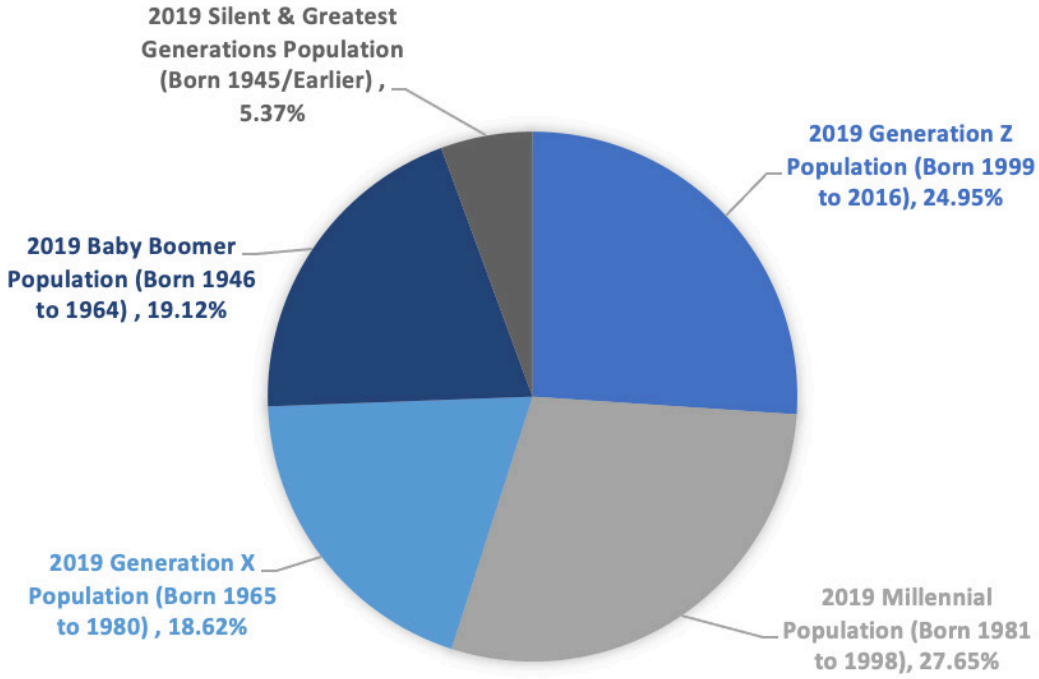
Source: Esri Business Analyst

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Age

Knowing the age distribution of Glendale's population in 2019 can inform levels of program and facility needs for various age groups., The median age of residents in Glendale is 33.8 years which is lower than the state median age of 37.3 years. In fact, Millennials (born 1981 – 1998) make up approximately twenty-eight percent of the City's population and Generation Z (born 1999 – 2016) is right behind them at twenty-five percent. The Baby Boomer (born 1946-1964) and Silent & Greatest Generation (born 1945 or earlier) groups together account for twenty-four percent of Glendale's 2019 population.

Figure 51: 2019 Estimated Population of Glendale by Generation



Source: Esri Business Analyst - City of Glendale 2019 Community Profile Report

37.5% of households in Glendale have children under the age of 19.

Understanding demographic data provides information with which we can assess whether Glendale's park system and recreation programs are achieving equitable service levels for clients across different incomes, races, and ages. But this demographic data alone does not tell the full story. It is the physical park assets and the recreation programs offered which we must also understand in order to determine where gaps in service, or any issues of disparity, are present.

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III. Community Needs Assessment

As stated in the Commission for Accreditation of Park and Recreation Agencies standards, "evaluation and research are systematic processes that park and recreation professionals use to better understand the impacts of their efforts on the communities they serve". Specifically, conducting a needs assessment allows for the identification of existing and projected gaps in service. It also determines facility and service priorities.

To understand the community's needs, the 2020 Parks and Recreation Master Plan Updates process included a statistically-valid, random sample community survey. This survey was conducted between November 2019 and January 2020. Two hundred seventy-six randomly sampled Glendale residents responded. These respondent's results in the survey report and in the following figures are referred to as "Invite" responses. To expand input from the community at-large, an additional 356 "Open Link" responses were collected and results have been compared against the statistically-valid, invite results. The survey methodology and complete responses can be found in ***Appendix A***.

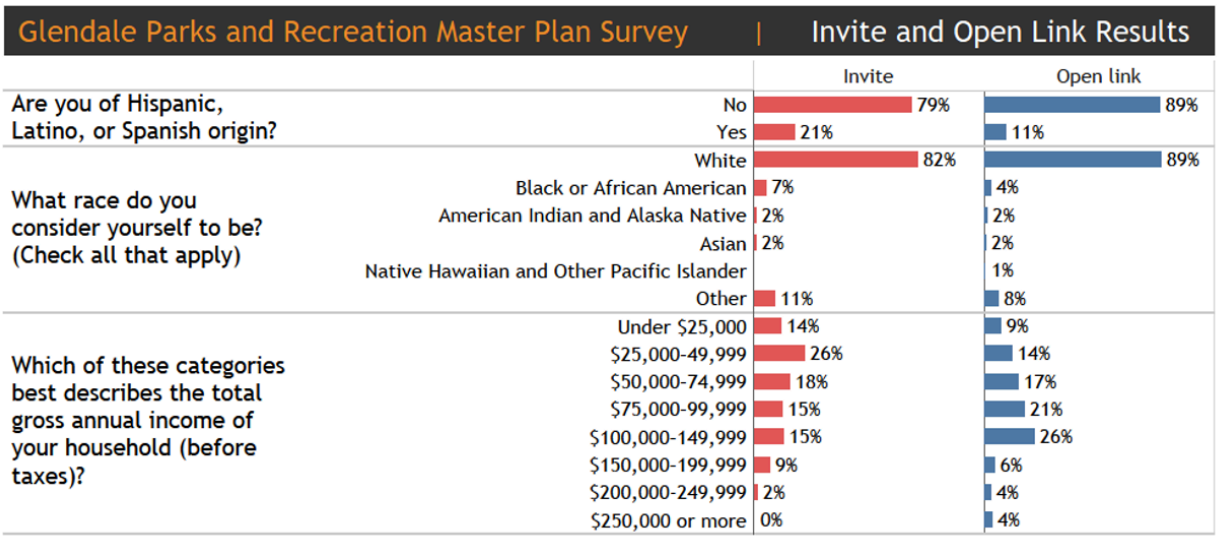
The survey and the survey report were developed and administered by RRC Associates, a data analysis firm and consultant team member on the 2020 Parks and Recreation Master Plan Updates project.

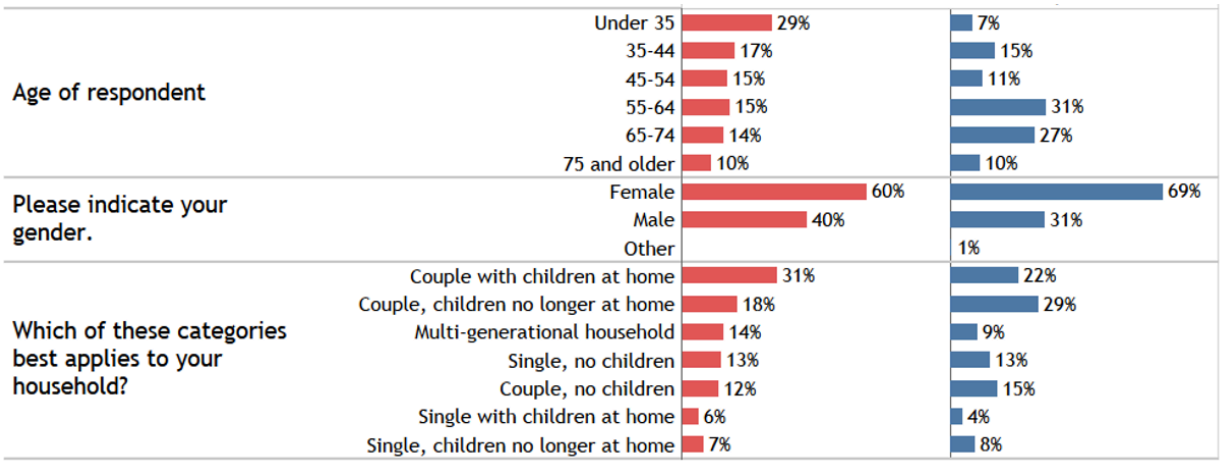
Who Responded

Demographic data such as income, age, and race allow for the breakdown of overall survey response data into meaningful groups of respondents. In the case of the 2020 Parks and Recreation Master Plan Updates Community Survey, the following demographic data was collected:

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Figure 52: Community Needs Assessment - Who Responded



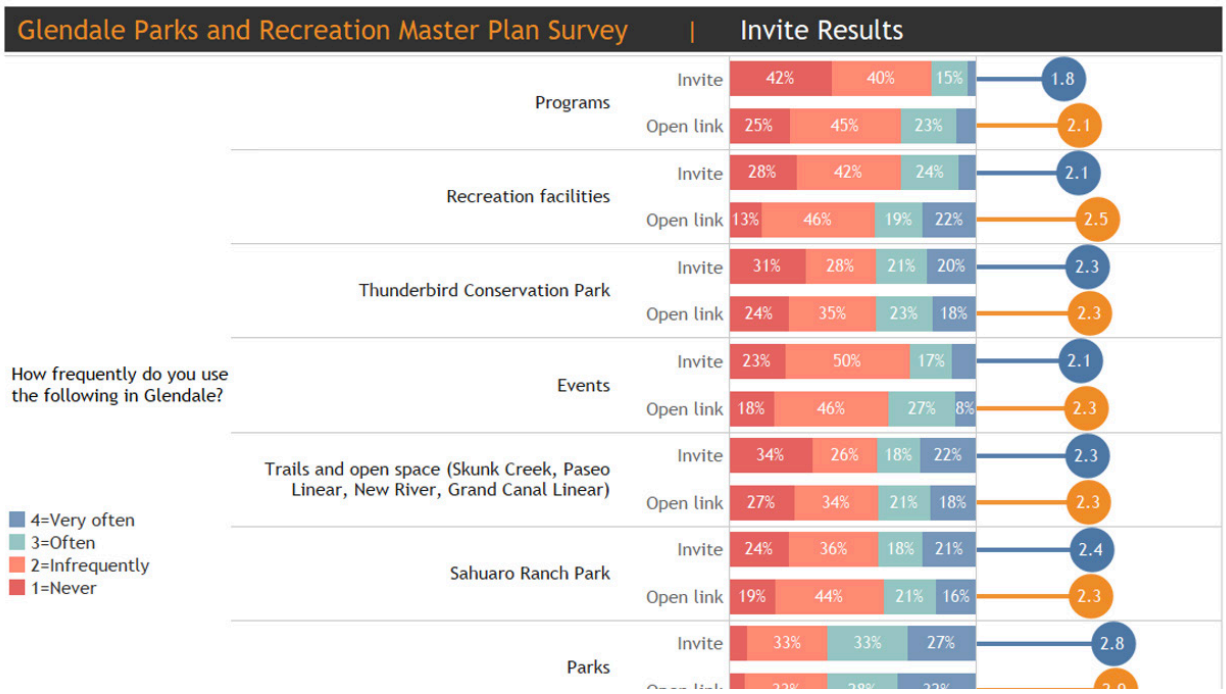


To ensure appropriate representation of Glendale residents across different demographic respondents in the sample, the underlying data from the invitation survey were weighted by age.

Usage

As part of understanding the current state of the park system, the Community Survey asks respondents about their frequency of use for variance Glendale's parks and recreation facilities and programs. Summarily, both Invite and Open link respondents indicated that parks were most frequently visited with sixty percent of respondents using them "often" or "very often" (***Figure 53***). Historic Sahuaro Ranch Park, Thunderbird Conservation Park, and trails and open space followed in frequency of use by invite respondents. The least used offerings are programs. This is not uncommon as only a smaller segment of residents typically participates in programs.

Figure 53: Community Survey - Invite and Open Link Results on Frequency of Use of Facilities and Services



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Cross tabulation is a quantitative method used in statistical analysis to find patterns and trends within mutually exclusive groups within raw data. For this disparity report, the mutually exclusive groups were divided by household income, age, and race.

To understand the relationships between household income level, race, age, and frequency of use, a series of cross tabulation of data was created. While the average frequencies of use of the varying household income levels are relatively close (in statistical terms), ***Figures 55, 56, and 57*** show some differences in use based on demographic characteristics.

Key Use Differences

Households with income under $50,000 and over $150,000 participate less often in programs and use recreation facilities less frequently than households with incomes between $50,000 and $149,999.

Respondents between the ages of 35-44 indicate a slightly higher frequency of use of programs and recreation facilities than any other age groups. However, this age group's use averages just above 'infrequently use'.

Historic Sahuaro Ranch Park was often visited by respondents whose household income was less than $99,999.

Thunderbird Conservation Park is infrequently visited by respondents whose household income is less than $50,000, who are non-white, and over the age of 65.

Trails and open spaces are infrequently used by respondents over the age of 75. Respondents with household incomes over $150,000 often use trails and open space whereas all other household income level respondents use these facilities less frequently. Both non-white and white respondent results average use of trails and open space is in the infrequent range.

Parks are often visited by respondents aged 44 and under.

While no disparities are seen with participation in special events, it should be noted that average results for all characteristics fall in the never to infrequently use range.

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The numbers in the circles along the right side of the figure show the average frequency of use for a given characteristic on a 4-point scale where 1 = Never Use and 4 = Very Often. The characteristic considered in the case of *Figure 55* is household income.

Figure 54: Community Survey - Invite Results by Household Income on Frequency of Use of Facilities and Services

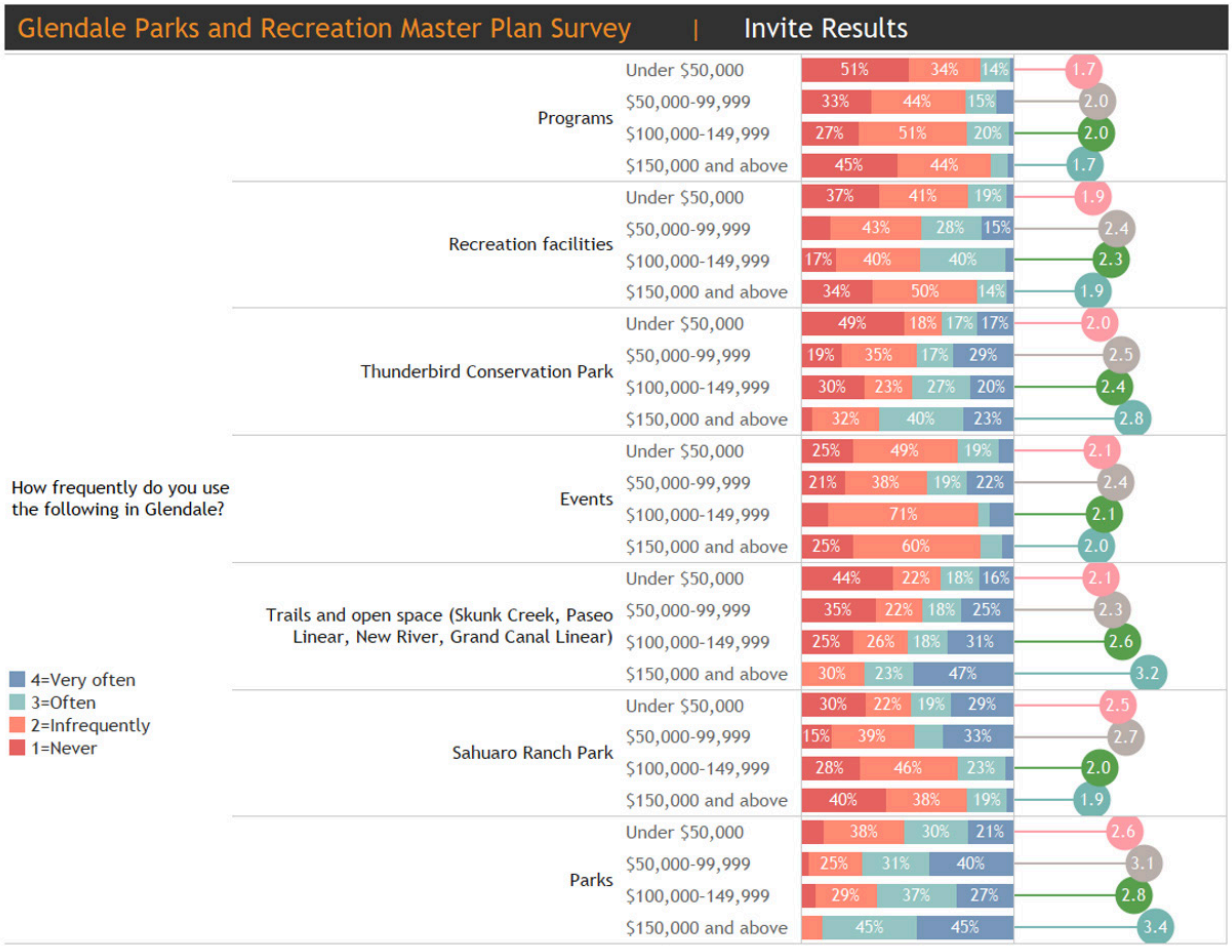


Figure 55: Community Surve - Invite Results by Household Income on Frequency of Use of Facilities and Services

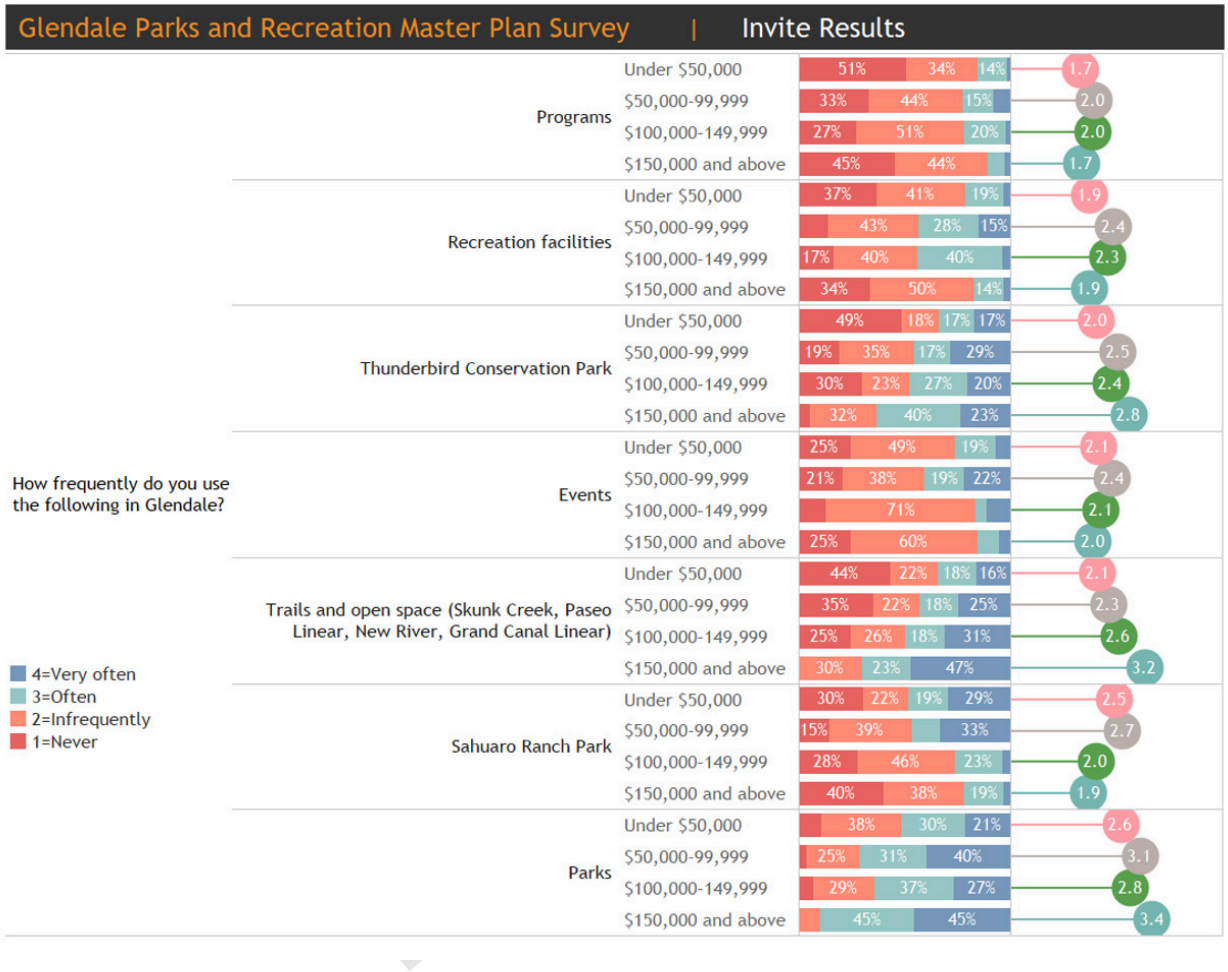
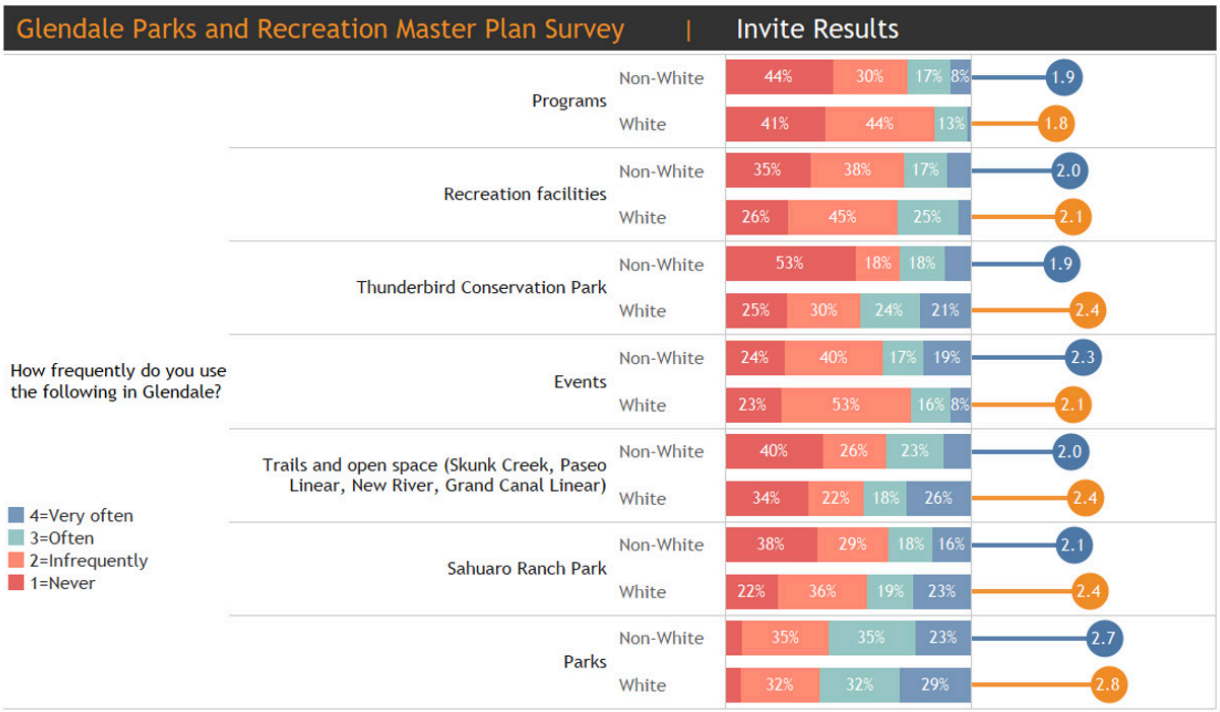
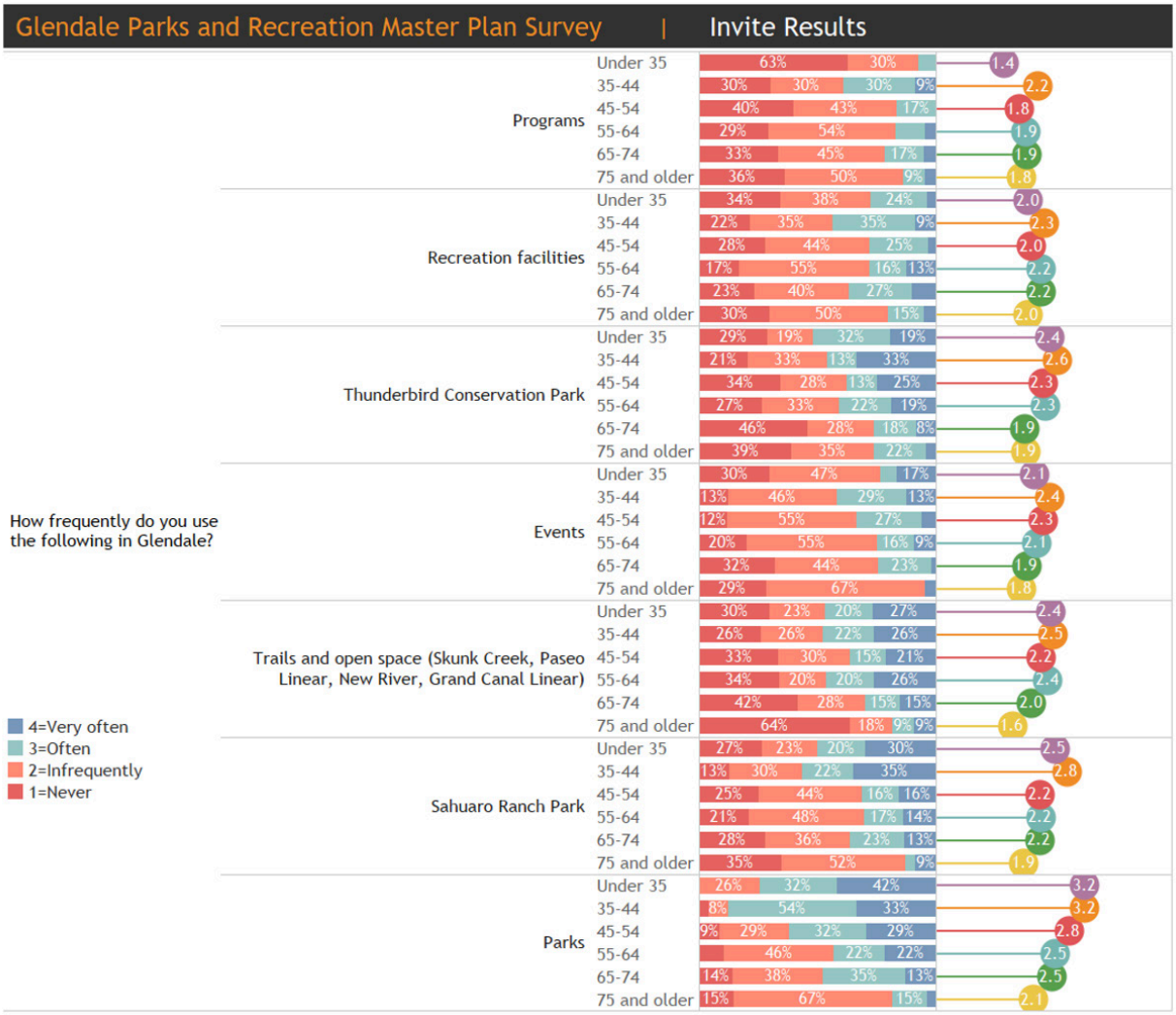


Figure 56: Community Survey - Invite Results by Race (Non-white, White) on Frequency of Use of Facilities and Services



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Figure 57: Community Survey - Invite Results by Age on Frequency of Use of Facilities and Services



Program Importance

As part of the community needs assessment, the survey also asked for respondents to rate the level of importance of various program areas to their households. Using a scale of 1 to 5, 1 being not important at all and 5 being very important, respondents gave their importance rating on:

> Special events and festivals,
>
> Outdoor/environmental programs,
>
> Adult recreation programs,
>
> Aquatic programs,
>
> Sports programs,
>
> Youth and teen programs,
>
> Senior programs, and
>
> Agricultural displays/activities.

To understand the relationships between household income level, race, and age and program importance to a household, a series of cross tabulation of data was created. While the average frequencies of use of the varying household income levels are relatively close (in statistical terms), ***Figures 59, 60, and 61*** show some differences in use based on demographic characteristics. Note that 3 on a 5-point Likert Scale indicates a neutral rating selection.

Key Program Importance Differences

All program areas are comparatively more important to respondents whose household income was less than $150,000 and who were non-white.

The highest average importance ratings amongst all program areas and all characteristics were special events and festivals with averages between 3.7 and 4.3 indicating this is an important – very imporant program area.

Senior programs were important to respondents aged 55 and above.

Youth and teen programs are important to respondents between the ages of 35-64.

Respondents aged 74 and below indicated outdoor/environmental programs are important.

Sports programs are important to non-white respondents and to respondents aged 54 and under.

Figure 58: Community Survey - Invite Results by Household Income on Program Importance

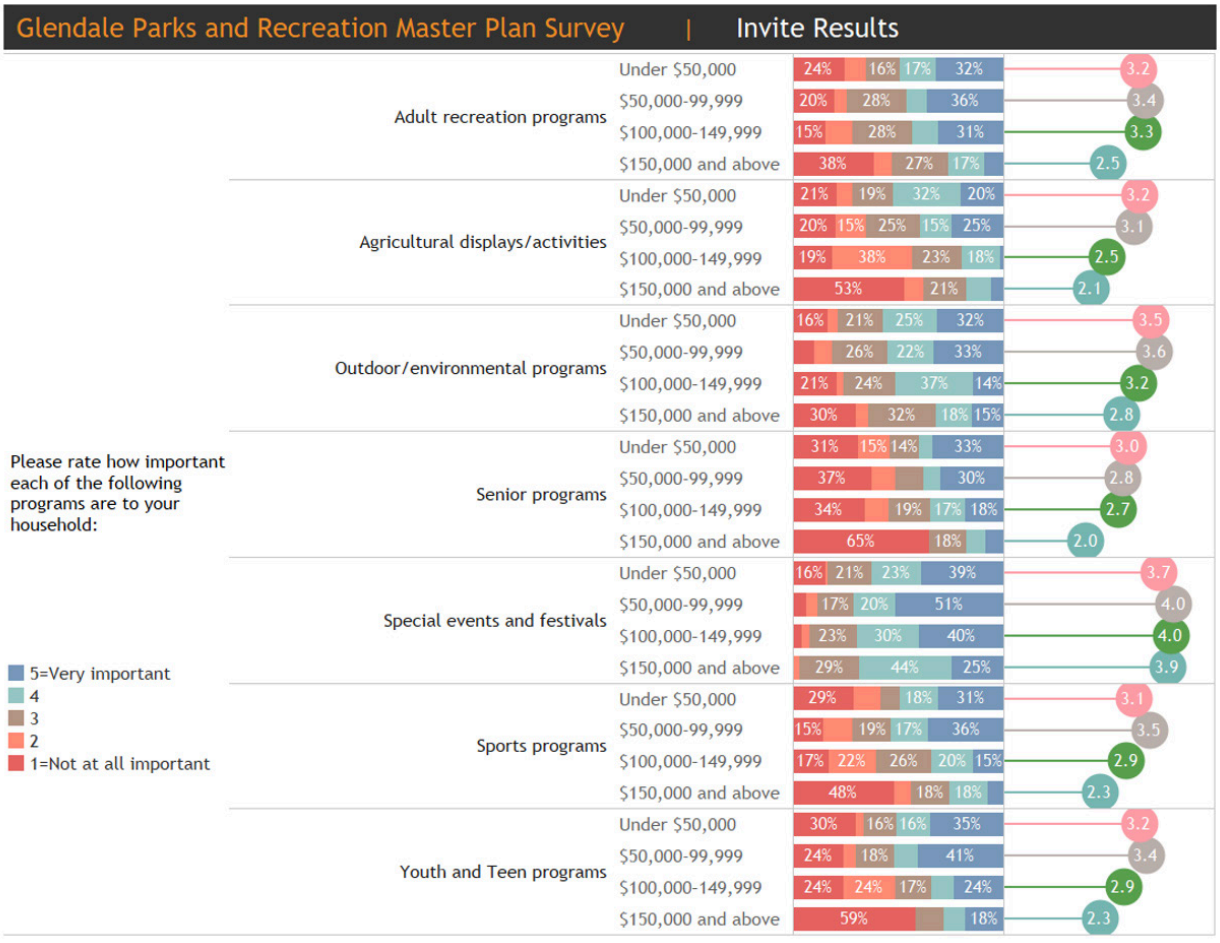


Figure 59: Community Survey - Invite Results by Race on Program Importance

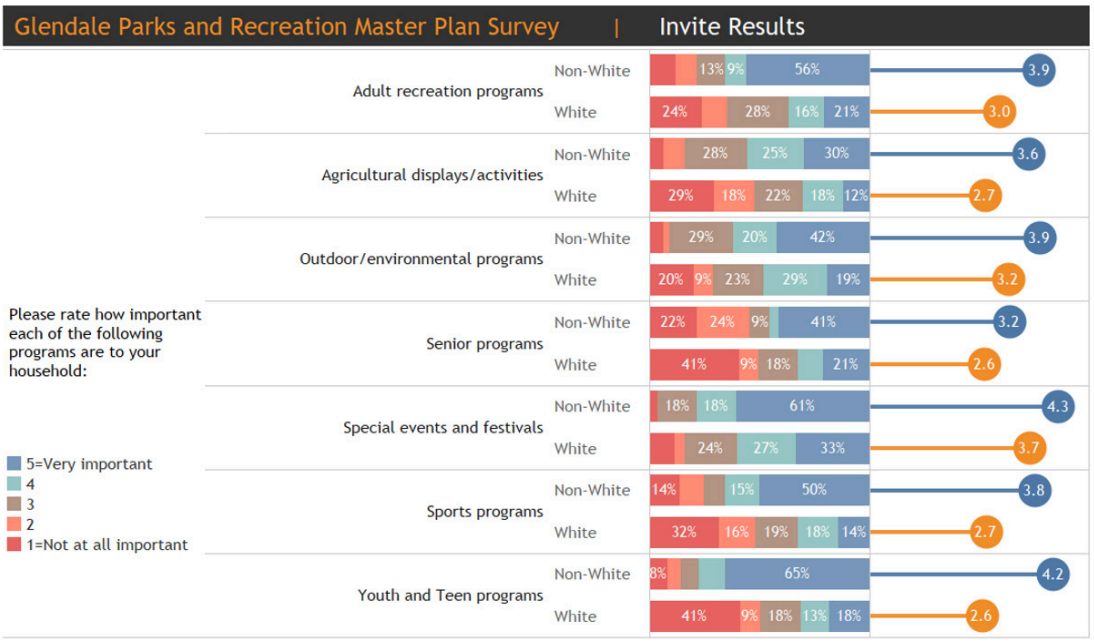
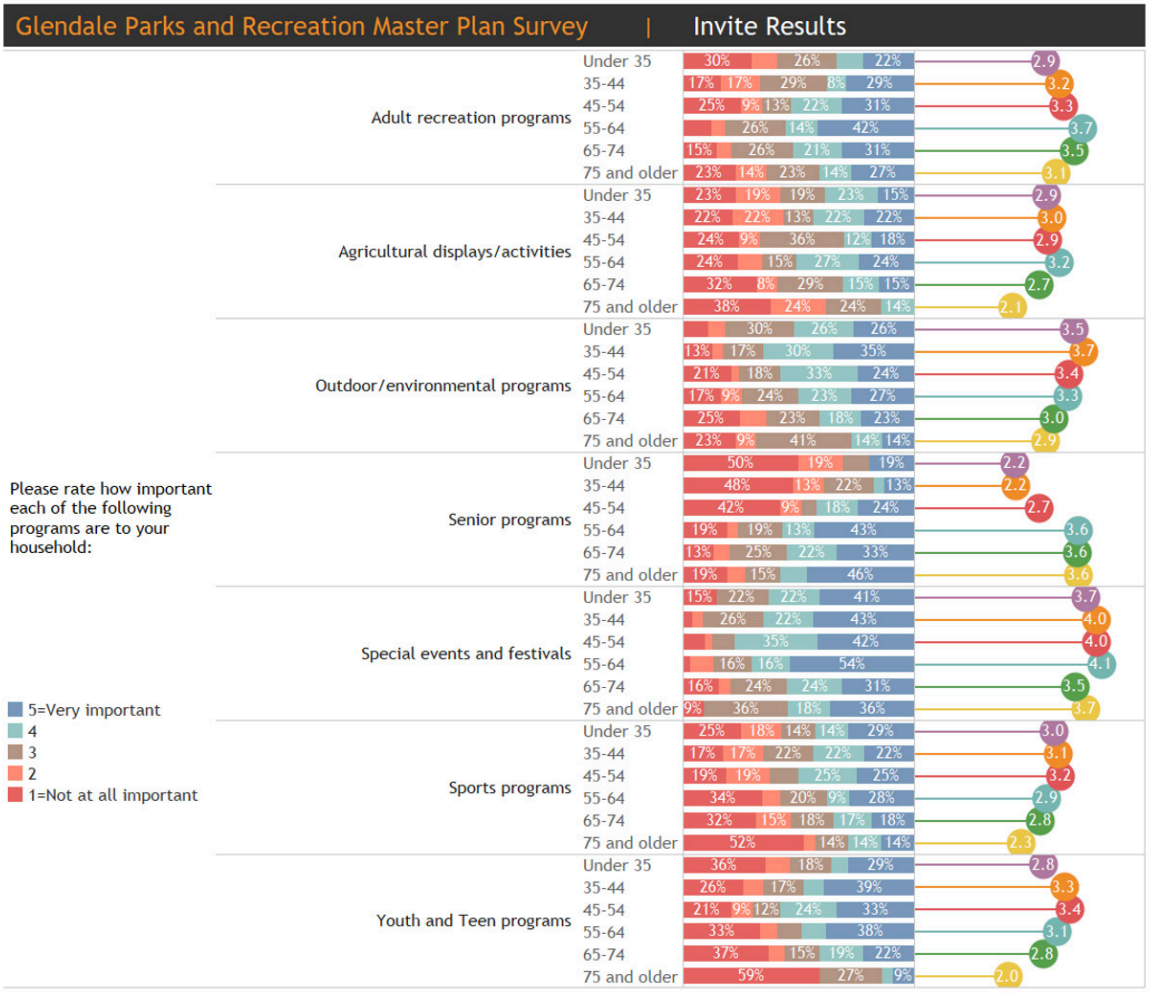


Figure 60: Community Survey - Invite Results by Age on Program Importance



Interestingly, usage results indicate that programs are used less frequently to infrequently yet importance ratings of programs show, on average, that all program areas are generally important. This indicates there is an opportunity to improve community awareness about programs offered in addition to evaluating and modifying PFRSE's program portfolio.

IV. Park System Inventory and Recreation Programs

PFRSE provides services and facilities to create a better quality of life for Glendale residents. Recreation programming enhances the social, physical, mental, and economic health of the community. Special events are held to foster a greater sense of community pride. Parks system facilities are meant to ensure the safety and security of park and facility visitors. Collectively PFRSE strives to provide Glendale residents with superior customer service, connections to the community, portray a positive image of Glendale, and contribute to the economic health of the City.

This holistic look at the park system and recreation programs offered is essential to addressing any discrepancies in usage by the diverse population in Glendale. Ultimately, the idea is to create a system where all Glendale residents have the ability to access facilities and services regardless of income, race, age, or any other characteristics.

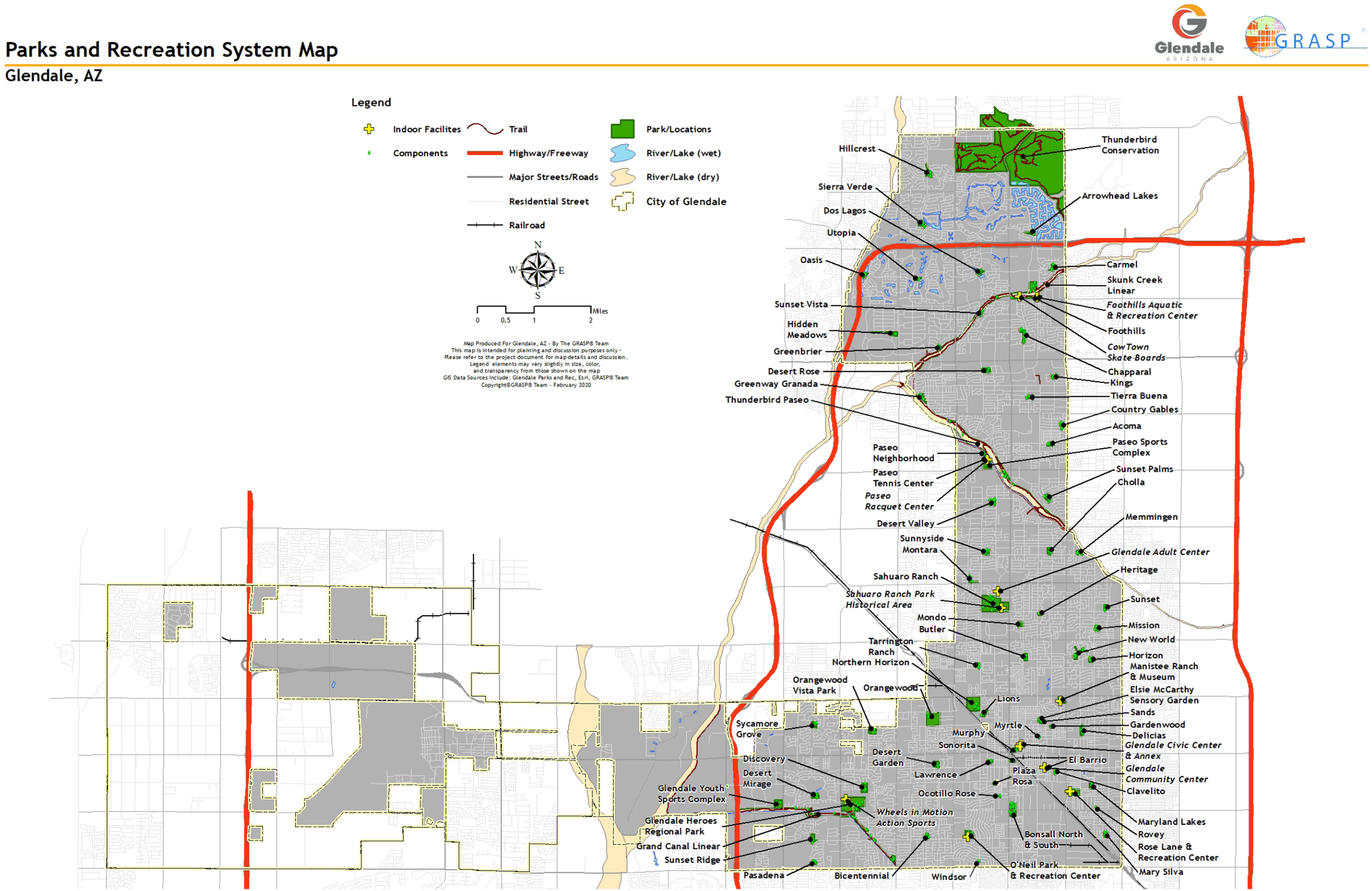
Recommendations found in this section will be included in the 2020 Parks and Recreation Master Plan Updates and take into consideration the usage and current satisfaction results provided in the Community Survey.

Park System

PFRSE's park system sites which were visited in October 2019 as part of the 2020 City of Glendale Parks and Recreation Master Plan Update Inventory Assessment and LOS Analysis. The system encompasses seven regional parks (regional parks, specialty parks, and conservation areas), eight community parks, and fifty-seven neighborhood parks. Twelve city-owned indoor recreation facilities, including two facilities having pro-shops and several that are operated through private-public partnerships were located and their components were compiled into the inventory assessment and used to asses access to outdoor and indoor recreation facilities in Glendale. The full inventory assessment and level of service analysis can be found in ***Appendix C***.

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Figure 61: Glendale Parks and Recreation System Map



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LOS evaluates how parks and facilities in Glendale serve the community. LOS measurements for a park or other feature is a function of two main variables: what is available at the specific location and how easy it is for a user to get to it. It is understood that people use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination of these modes. For the purposes of this study, walkable access to outdoor recreation facilities and drivable access to indoor recreation facilities best reveal gaps in service levels.

Access to Outdoor Recreation Facilities

In general, LOS mapping shows that Glendale has a good distribution of parks and facilities at a walkable scale. However, there are gaps in the system where facilities can be improved and assets expanded. Walkability common standards when evaluating LOS using radial distances form a destination:

- A distance of ½ mile is used as the typical distance from which a 10-minute walk to a selected destination would originate.
- Walkable access is affected by barriers - obstacles to free and comfortable foot travel.

In Glendale, barriers and obstacles "cut-off" people's ability or willingness to access a park. (These barriers were identified by the consultant and confirmed by PFRSE staff in December 2019.) To a large extent, these are major streets, highways, and a railroad. It is evident that pedestrian barriers play a significant role in walkable access to parks throughout Glendale. Any efforts the City can make to seek a built environment that serves various users of varying ages and abilities would increase access to outdoor recreation facilities.

It is not necessarily beneficial for all parts of the community to have equal coverage. A desired LOS for a location should depend on the type of service being provided, the characteristics of the space where the service would be or is provided, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might have lower parks and recreation LOS than residential areas.

The map in ***Figure 63: Walkable Access to Outdoor Recreation Gap Identification*** shows where LOS is above or below Glendale's minimum LOS standard. This minimum standard is also referred to as a 'target score' and is based on community expectations arising from existing conditions experienced at City park facilities in October 2019. (See ***Appendix C*** for specific information regarding Glendale's target score measurement.) Purple areas indicate where walkable LOS values meet or exceed the target score. Yellow areas should be considered areas of opportunity as these are areas where outdoor recreation assets are currently available but do not meet the target score. Areas within the gray coloring represent areas which have no walkable access to an outdoor recreation facility.

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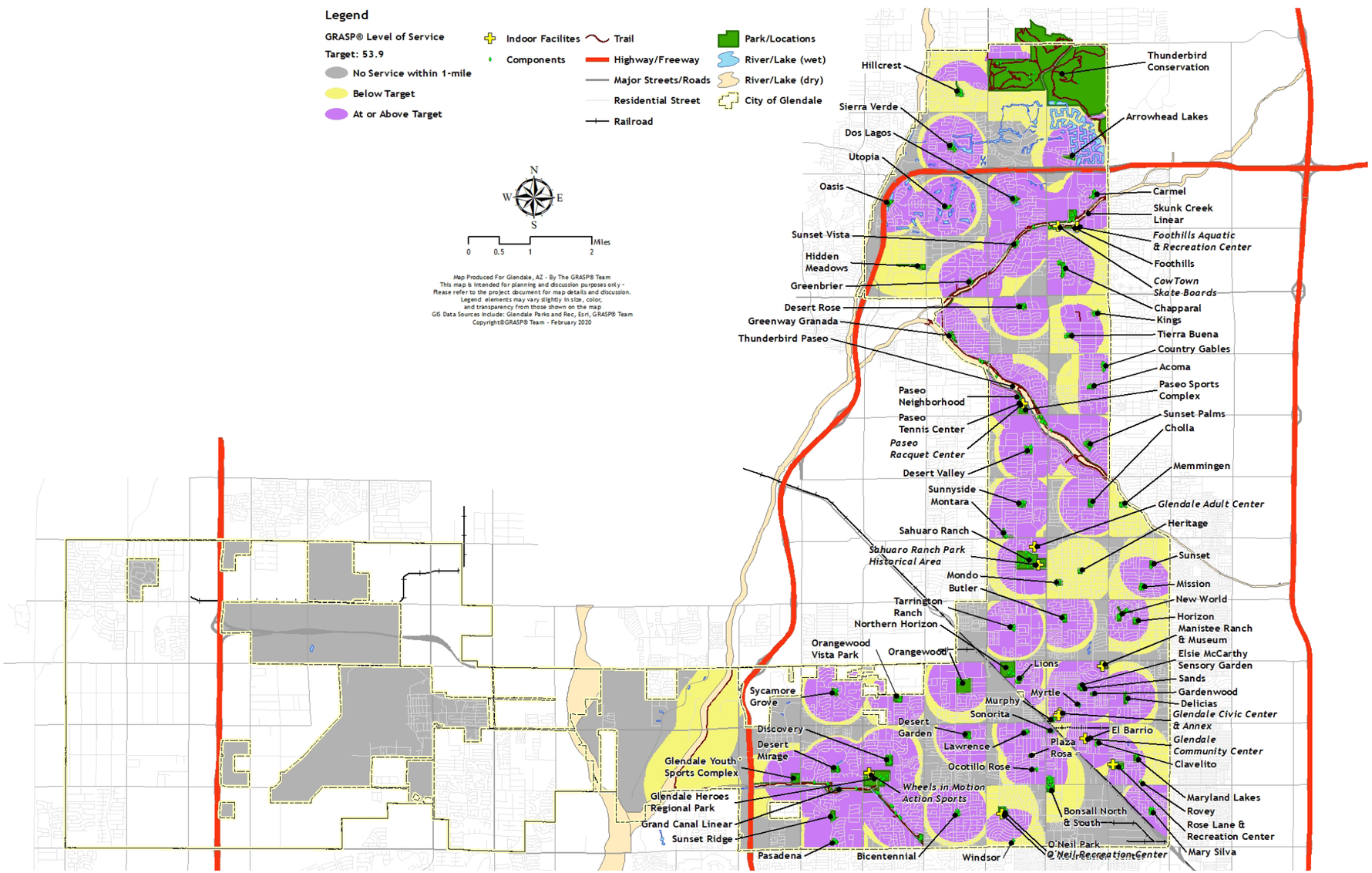
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Figure 62: Walkable Access to Outdoor Recreation Gap Identification

Possible Gaps in Walkable Access to Outdoor Recreation Opportunties

Glendale, AZ



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Is there a Difference in Service Levels?

Yes. Residents' geographic relationships to outdoor facilities and their walkable access to these facilities reveal gaps in service throughout the City. Seventeen percent of the City's land area has no walkable access and twenty-five percent of the City's land area has access to an outdoor recreation facility that scores lower than the average Glendale outdoor facility. Many of the physical barriers to access are due to the motorized transportation infrastructure. Other walkable access issues pertain to outdoor park facilities having low-scoring components at park locations.

RECOMMENDATIONS:

- Evaluate whether or not gray areas are residential in nature.
  - If they are, work with City transportation planners to prioritize reducing physical barriers in order to improve access to nearby, existing park system infrastructure. If improving walkability is not possible, focus on determining if the development of a neighborhood park is feasible.
  - Areas below target service levels (areas in yellow) should next be prioritized for reducing physical barriers but also for making park improvements such as adding shaded areas and spray pads. Because these areas already have existing park infrastructure, the opportunity to improve usage and encourage more use is likely to produce a more rapid impact on access LOS.
  - As seen on ***Figure 63***, one yellow area of note is the neighborhood near Heritage and Mondo Parks. While this neighborhood has two parks within walking distance for most residents, these parks, even with their combined values, do not equal the target score as indicated by the yellow color on the map. Parks which do not meet target scores could be prioritized for park improvements and possible activation through programming.
  - Other areas of priority include Hillcrest Park, Hidden Meadows Park, O'Neil Park, and Windsor Park.
- Increase access to Thunderbird Conservation Park.
  - Prioritize park improvements to trails and infrastructure. Dedicate budget and staffing resources to implement improvements and to maintain improved conditions.
  - Prioritize developing environmental education and recreation programs that appeal to youth, families and older adults.
  - Celebrate and position Thunderbird Conservation Park as a highly-valuable environmental resource within the urban setting.
- Increase usage of Historic Sahuaro Ranch Park given its central location.
  - Prioritize improvements to this site to address deferred maintenance issues while maximizing the opportunities to increase outdoor/environmental programs and interactive agricultural displays and nutrition learning opportunities.

Access to Indoor Recreation Facilities

PFRSE indoor recreation facilities vary amongst size, function, components, and offerings. Due to these differences, this analysis is limited and should not be used on its own to make decisions. ***Figure 64: Access to Indoor Recreation Facilities*** applies a reasonable travel distance from the edge of the each of the eleven indoor facilities where indoor components are located. In this case, the distance is ½-mile to account for walkable access and one mile to account for a wider catchment area that considers the industry's common understanding that residents will drive to indoor services and facilities. A catchment area is a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. In this case, the catchment area was used to show ½-mile access to a Glendale indoor recreation facility.

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The orange gradient in this map indicates LOS measurements for indoor recreation facilities. The lighter orange areas indicate areas where there are fewer expected, or minimum quality, indoor assets available. Conversely, the darker orange areas illustrate areas where higher quality indoor recreation facilities are accessible within the ½-mile and one-mile radii. Gray areas indicate no service access to indoor facilities.

In general, it appears that in Glendale there is a limited distribution of indoor recreation facilities. The highest level of service is provided at Foothills Recreation and Aquatics Center. An equivalent facility is not available in central, south or southwest Glendale although there are plans for a recreation center and aquatics complex at Glendale Heroes Regional Park. Other indoor facilities do exist throughout the City but these have few components to access or offer limited, niche indoor recreation opportunities. Future capital improvement program planning has identified potential upgrades for each of the three centers at O'Neil Recreation Center, Glendale Community Center, and Rose Lane Recreation Center and the completion of Glendale Heroes Regional Park.

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Figure 63: Access to Indoor Recreation Facilities

Access to Indoor Facilities

Glendale, AZ

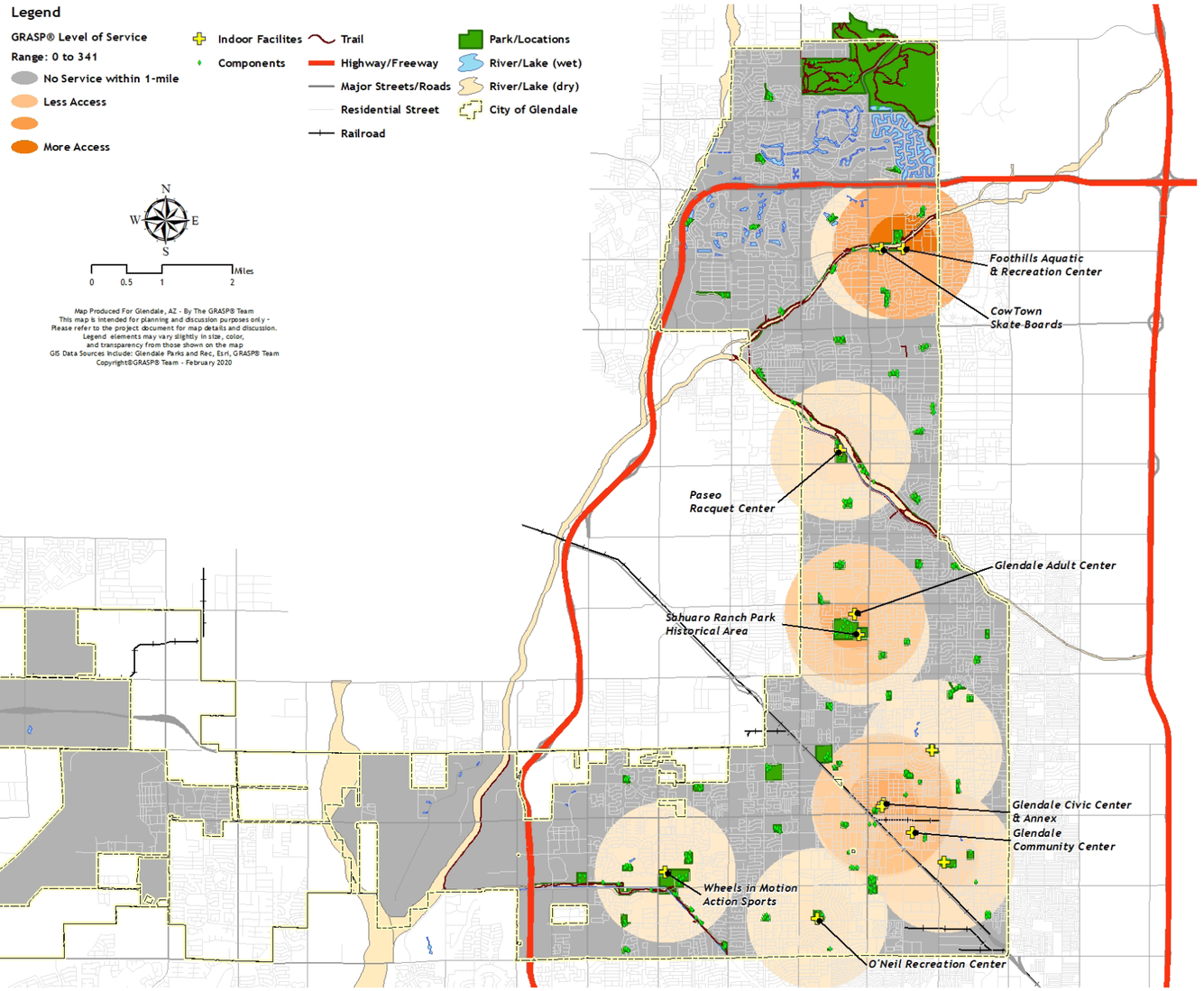


Table 20: Summary of Glendale Indoor Recreation Facilities

Facility/Location	Aquatics, Lap pool	Aquatics, Leisure Pool	Arts and Crafts	Auditorium/Theatre	Childcare/Preschool	Educational Experience	Fitness/Dance	Food - Counter Service	Food - Vending	Kitchen - Commercial	Kitchen - Kitchenette	Kitchen- Commercial	Kitchen -Commercial	Multipurpose	Multi-purpose	Public Art	Racquetball	Retail/Pro-shop	Second floor empty expansion	Specialty Services	Sport Court	Track - Indoor	Weight/Cardio Equipment	Weights/ Cardio Equipment	Total Components/Facility	Unique Components/Facility
CowTown Skate Boards																		1							**1**	**1**
Foothills Aquatic & Recreation Center	1	1			1		2	1					2		6		3			1	1	1		2	**22**	**12**
Glendale Adult Center			3	1			1			1					6	2			1				1		**16**	**8**
Glendale Civic Center										1					9										**10**	**2**
Glendale Civic Center Annex															5					1					**6**	**2**
Glendale Community Center												1			3						1				**5**	**3**
Manistee Ranch Museum														1											**1**	**1**
ONeil Recreation Center											1			2											**3**	**2**
Paseo Racquet Center								1	1									1							**3**	**3**
Rose Lane Recreation Center											1				3										**4**	**2**
Sahuaro Ranch Park Historical Area						1									1										**2**	**2**
Wheels in Motion Action Sports																		1							**1**	**1**
System Totals	**1**	**1**	**3**	**1**	**1**	**1**	**3**	**2**	**1**	**2**	**2**	**1**	**2**	**3**	**33**	**2**	**3**	**3**	**1**	**2**	**2**	**1**	**1**	**2**	**74**	**24**
% of Facilities with Component	**8%**	**8%**	**8%**	**8%**	**8%**	**8%**	**17%**	**17%**	**8%**	**17%**	**17%**	**8%**	**8%**	**17%**	**58%**	**8%**	**8%**	**25%**	**8%**	**17%**	**17%**	**8%**	**8%**	**8%**		

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Is there a Difference in Service Levels?

Yes. Figure X shows that Glendale has a limited distribution of indoor facilities, all of which offer differing types of components and, therefore, uses. The highest LOS is provided at Foothills Recreation and Aquatics Center (FRAC). An equivalent facility, or combination of facilities, is not presently available in south Glendale. Other facilities that offer limited indoor opportunities are distributed throughout the City as seen in ***Figure 64***.

RECOMMENDATIONS:

- Complete Heroes Regional Park or conduct a feasibility study to determine if market demand and site conditions can support an equivalent facility to FRAC at a central or southern location, or through multiple, smaller locations.
  - General areas to consider could include Heroes Regional Park, Rose Recreation Center, and the Glendale Community Center.
  - Re-engage the community in the planning process to determine the programming and facility needs of present-day residents.
- Consider that it may be most appropriate for indoor recreation facilities to be accessible via a drive-to distance (greater than 1-mile).
  - If this is determined, it is recommended that the City support and fund partnership work with public transportation providers to supply transportation methods and routes to indoor recreation facilities, particularly for youth, for households with low incomes, and for persons experiencing disabilities.
- Support and make capital improvements at existing indoor facilities.

Recreation Programs

Described in the City of Glendale Annual Budget Book Fiscal Year 2019-2020, recreation programs provide Glendale residents with the opportunity "to enhance the social, physical, mental and economic health of our community through a variety of diverse recreation programs and facilities. Recreation programs and (recreation) events are held at the Foothills Recreation and Aquatics Center, the Glendale Adult Center, Historic Sahuaro Ranch, the three community centers and at basketball, tennis, skate courts and other recreation facilities throughout the city."

Fee-based Recreation Programs

Between April 2018, when PFRSE began using CivicRec registration software, and December 2019, the Department had 12,802 total fee-based program registrants. Registrants paid a fee for classes, clinics, and leagues in seven different program categories. Fee-based recreation programs are offered at Foothills Recreation and Aquatics Center which is accessible to people of all ages and at Glendale Adult Center which is open to people aged eighteen and older.

Registration or participation does not require a person to provide household income or race demographic data. Therefore, only age-based assertions about differences in service levels can be conducted for fee-based recreation programs and facility use.

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Table 21: Sample of Fee-based Program Types and Age Groups Served by Program Category

Program Category	Program Type	Age Group
Special Interest Classes	Dance Painting Cooking	Youth Adult Senior
Fitness	Yoga Judo T'ai Chi	Adult Senior
Youth Recreation Camps and Athletic Programs	Foothills 360 Baseball Skills Soccer Skills Multi-Sport	Youth
Adult Sports League	Softball Basketball	Adult Senior
Youth Sports League	Baseball Basketball	Youth
Aquatics	Swim Lessons	Youth Adult Senior
Adult Programs and Services at GAC	Palo Verde Bingo Ceramics Line Dancing	Adult Senior

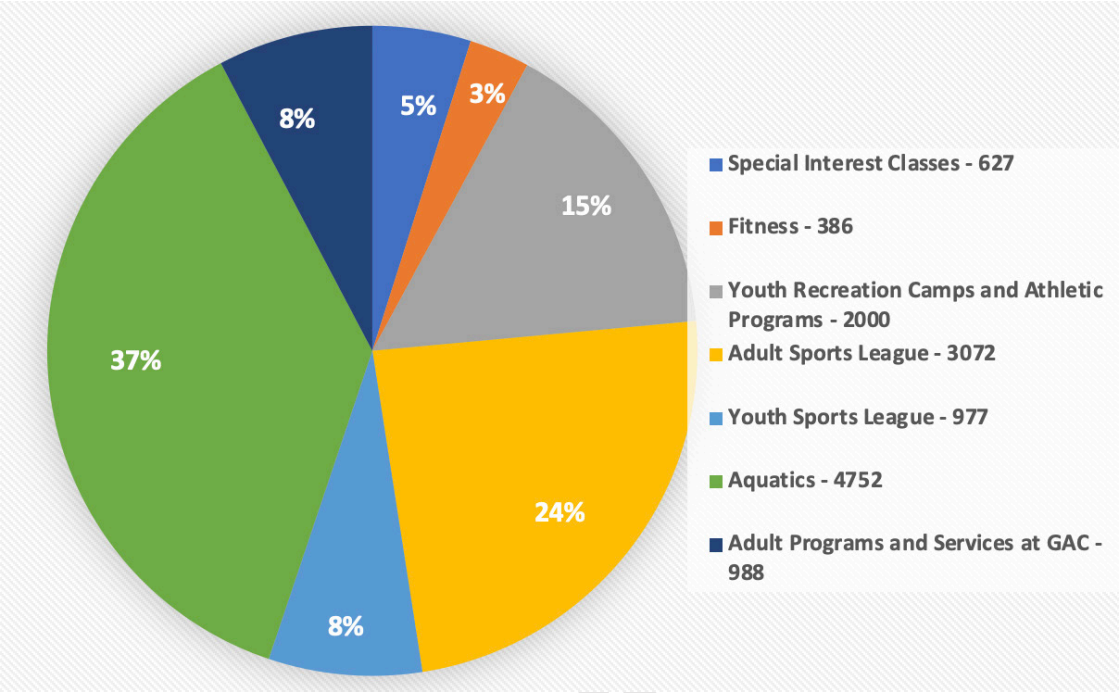
Program categories are made up of various program types. Registration data and participation estimates provided by staff for the period between April 2018 and December 2019 were derived using a Civic Rec Software Report.

- 627 individuals registered for Special Interest Classes
- 386 adults registered in Fitness Classes
- 1534 youth registered for Youth Recreation Camps; 466 youth registered for Youth Athletic Programs
- 265 teams registered for Adult Softball or Basketball Leagues; 193 individuals registered for the Racquetball League
- 977 youth registered for Youth Sports Leagues
- 4,752 individuals registered for Aquatics programs
- 84 individuals registered for Lifeguard and CPR/AED training
- 989 adults registered for Adult Programs and Services at Glendale Adult Center (GAC)
- Drop-in visits to Foothills Recreation and Aquatics Center (FRAC) and GAC combined total approximately 324,700
- An estimated 2,919 individuals participated in fee-based events held at FRAC and GAC

The percentage of fee-based program registrations (does not include daily use or drop-in visitation numbers) for the period between April 2018-December 2019 by program category in ***Figure 65***.

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Figure 64: Fee-based Registrants by Program Category (12,802 Total Registrants)



Drop-In Programming and Facility Use for Recreating

Fee-based recreation programs also include drop-in classes at Foothills Recreation and Aquatics Center (FRAC) and Glendale Adult Center (GAC) which are included in facility memberships. Non-members can also participate by paying a day-use fee upon entry. PFRSE staff estimated nearly 325,000 visits were made at FRAC and GAC for recreational use such as playing table games, using the fitness center, playing court games, and swimming. Drop-in, daily use of Rose Lane Pool is also available for use upon paying a fee.

Is there a Difference in Service Levels?

Inconclusive. Because demographic registrant data is not collected, it is not possible to make fully-informed assertions about who, specifically, is being served by fee-based programs and facility use for the purposes of recreating. Only assumptions about disparity based on age can be made. Because membership and drop-in use is only available to people aged 18 and older at Glendale Adult Center, access to this facility is limited. This facility is primarily programmed for and marketed to appeal to older adults. In Glendale, adults born before 1964 make up twenty-four percent of the population. With multiple generations comprising the Glendale population (and financial challenges a reality), opportunities to share spaces should be taken advantage of by the City. Both Millennials and Baby Boomers embrace healthy lifestyles through fitness and recreation opportunities.

RECOMMENDATIONS:

- Modify the program portfolio at facilities to appeal to younger adults and families as well as older adults by including a variety of options like additional yoga classes or nutrition and wellness classes or massage therapy or family group fitness classes. Continue offering programs which are most attended by older adults.
- Create marketing strategies for GAC which promote it as a facility for people aged 18 and above.
- Track, measure, and monitor age data for participants at FRAC and GAC and other fee-based program locations using the registration software.

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- Continue to provide sports leagues for adults.
- Continue focusing youth fee-based programming on skill-development.
- Consider divesting of youth leagues if private organizations are filling the competitive role.
  - If private organizations are no longer able to fill the competitive role, the development of leagues may become an appropriate role for PFRSE.
    - In the future, partnering with neighboring agencies to hold leagues for various sports may be essential to the success of youth leagues.
- Continue providing aquatics programs.

Free Programs

By providing ways to get involved with and stay invested in the park system, effective programming brings many benefits to health and wellbeing to Glendale residents. PFRSE works to bring recreation programming to the general public through facility-related events and, primarily, to low-income households by providing recreation programs for youth which are free of charge to participants. Between April 2018-December 2019, three facility-related annual events served an estimated 1,199 community members of various household income levels, races, and ages. These free events are smaller in scale than City-hosted special events and are designed, marketed, financially managed, and operated by the PFRSE Recreation Division.

The primary focus of free programming is through afterschool programs and summer camps offered at Glendale Community Center and at O'Neil Recreation Center. PFRSE staff estimated that 7,000-10,500 youth attended afterschool and summer camp programs between April 2018-December 2019. In recent years these free afterschool and summer camp programs were administered and managed by non-profit organizations in agreement with the City for use of the two facilities.

Is there a Difference in Service Levels?

Yes. Free afterschool and summer camp programs are primarily designed and marketed to households with lower incomes and to youth.

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RECOMMENDATIONS:

- Prioritize the continued offering and eventual expansion of free afterschool and summer camp programs.
  - Consider bringing free afterschool and summer camp programs entirely under the management and administration of PRFSE.
    - Create a youth-driven initiative that empowers older youth to learn new skills, develop new relationships, stay away from negative risks, and gain valuable work experience through volunteerism. Begin with afterschool and summer camp programs and extend youth-led programming as resources are available.
  - Utilize the Glendale Youth Scholarship Fund to expand free programming to qualifying participants.
- Host a healthy lifestyle- inspired event at a linear park, Thunderbird Conservation Park or at Sahuaro Ranch Park.
- Track participation rates in free events and consider divesting of an event when participation rates decline.

City-hosted Special Events

City-hosted special events connect residents and visitors to one another and set out to create community pride. PFRSE is responsible for coordinating and managing City-hosted free events held annually. In 2018 and 2019, special events hosted by the Department included:

- Glendale Glitters Holiday Light Display
- Glendale Glitters Spectacular Weekend
- Glitter & Glow
- Movies by Moonlight
- Touch A Truck
- Folk & Heritage Festival
- Summer Band Concert Series
- The Chocolate Experience
- Live! @ Murphy Park

It is estimated that these events see at least 50,000 attendees each year. Registration is not required for these offerings. Qualitative descriptions provided by staff on who special events are designed for and marketed to have been used to determine if any disparities in LOS exist.

City-hosted special events are the predominant pathway for providing programming that appeals to the diverse population within Glendale and brings people together in large gatherings. The City's special events are designed for and marketed as inclusive, family-friendly, multi-cultural occasions. Special events in Glendale provide an opportunity for people of differing races, ages and income levels to gather together and should be well-marketed and designed to appeal to celebrate Glendale's multi-cultural population.

PFRSE markets their programs, including special events, through public service announcements, GlendaleAZ.com, and social media accounts. Marketing efforts often include Spanish language materials. To facilitate good communication between Spanish-speaking community members and the Department, PFRSE employs several staff who are bilingual in Spanish and English.

Is there a Difference in Service Levels?

No. City-hosted events are designed to be welcoming for all community members. However, Community Survey responses indicate there is likely an opportunity to increase resident participation in City-hosted special events.

RECOMMENDATION:

- Increase engagement in and elevate special events by celebrating their purpose and connection to the mission of the City and of PFRSE – improving lives through health and wellbeing at excellent facilities.
  - Continue hosting and expand upon special events at park system sites where activation will increase use of parks and build support for the facilities and services PRFSE provides.
  - Prioritize funding to manage and implement each additional city-hosted special events.
- Hold additional special events and festivals with cultural aspects that aim at sharing cultural elements through food, storytelling, dance, and arts.
  - Use focus groups and liaisons within representative cultural communities in Glendale to determine the types of events that will appeal to the diverse population.

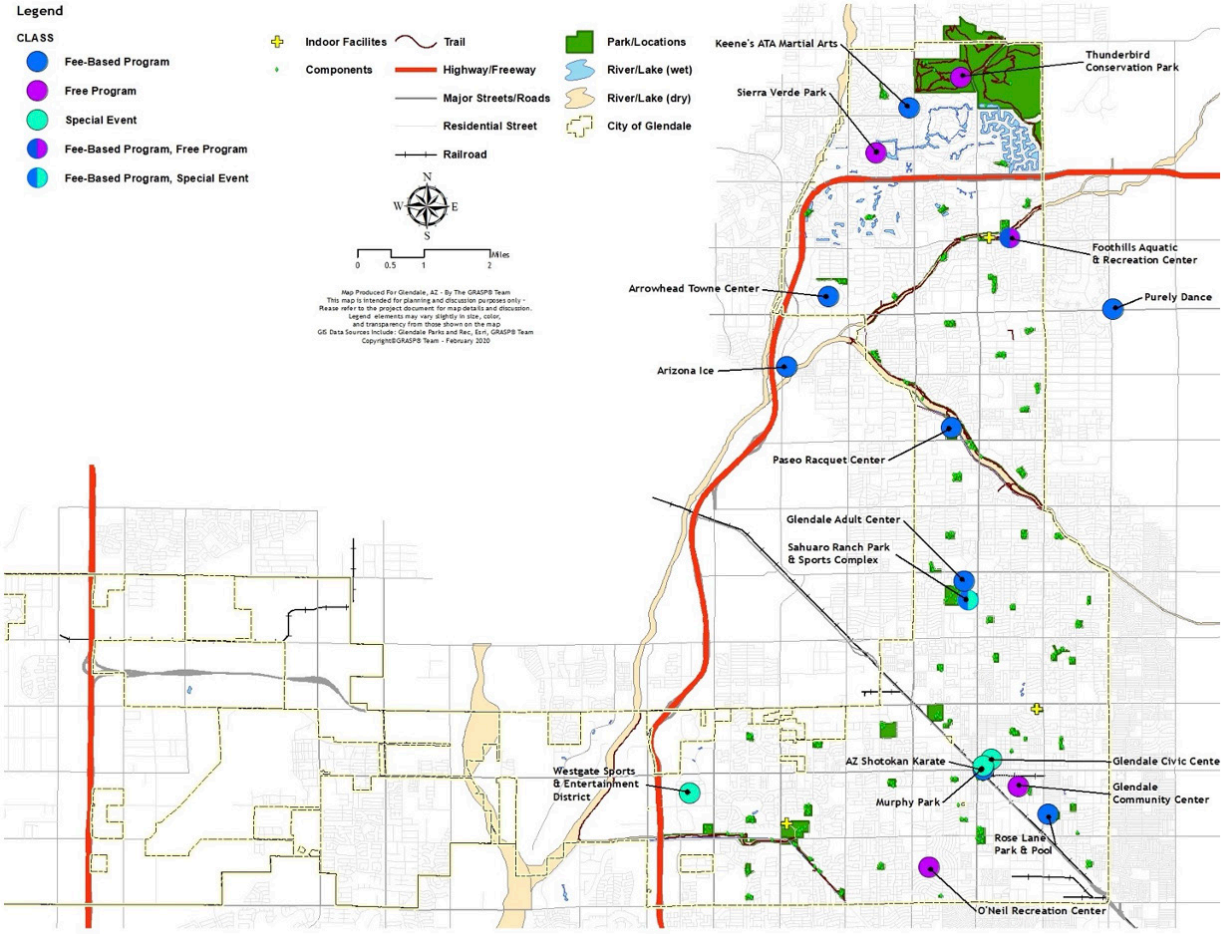
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Locations of Facilities Used for Program Delivery

National Recreation and Park Association (NRPA) supported research shows that recreation programs in parks can change how people interact with their surroundings. Communities like Glendale that have recreational facilities to host social events, recreational activities, and gatherings has been shown to help strengthen bonds, increase wellness, and build relationships. People are more likely to have an improved community experience when they care about their surroundings and one another because a positive sense of community connects them.

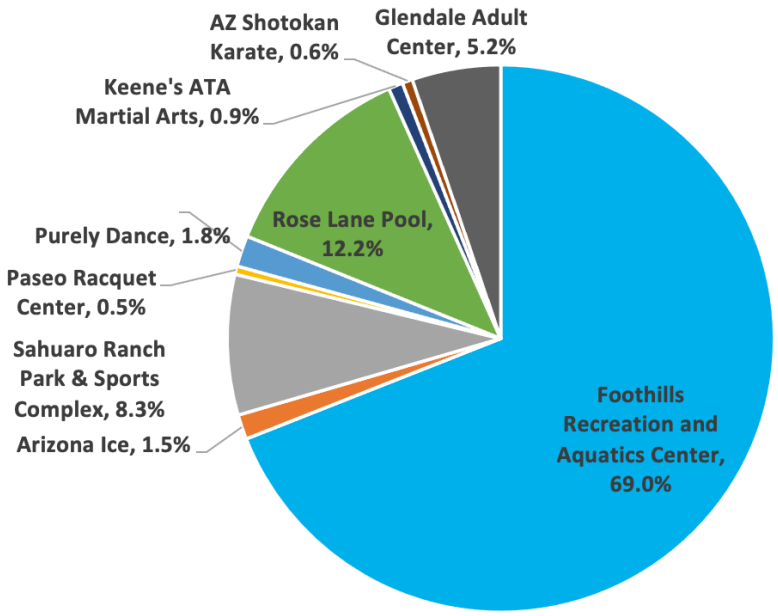
Creating this sense of community is done each time PFRSE delivers its programs at many of its indoor and outdoor park system facilities throughout the City. From a City-hosted special event at Westgate Sports and Entertainment District to free after school programs provided by private organizations at O'Neil Recreation Center to fee-based adult sports leagues at Foothills Recreation and Aquatics Center, there are a number of programs offered at a variety of indoor and outdoor facilities.

Figure 65: Locations of Programs Offered between April 2018-December 2019



Analysis of the number of fee-based program data (does not include free, day use, or drop-in visitation numbers) shows that from April 2018-December 2019 Foothills Recreation and Aquatics Center (FRAC) hosted a majority of fee-based programs. Given this facility's variety of programmable space, this emphasis on use is not surprising.

Figure 66: Number of Fee-Based Programs Held at City- and Non-City-Owned Locations by Percent



Source: 2018-2019 Civic Rec Software Program Registration Report

Is there a Difference in Service Levels?

Yes. Recreation program information shows that the largest opportunity for accessing indoor facilities and fee-based and drop-in programs is at Foothills Recreation and Aquatics Center. Access to this facility is likely different for those who have more disposable income (i.e., individuals with higher household incomes) than for those with less (i.e., individuals with lower household incomes). Also, access to indoor facilities level of service analysis showed that physical access Foothills Recreation and Aquatics Center is challenged for residents living farther away from the facility than those living in closer proximity.

RECOMMENDATIONS:

- Provide group fitness classes or non-sports classes at outdoor and indoor facilities located where gap areas have been identified (See Figures X and Y).
  - Develop a Fitness in the Parks program to activate parks and increase usage of local parks.
- Consider a sliding scale membership fee program to Foothills Recreation and Aquatics Center for residents living below the poverty level for their household size.
- ***See Section III: Access to Indoor Recreation Facilities*** for additional recommendations.

Youth Scholarship Fund

Glendale's Youth Scholarship Fund is in place to remove economic barriers to participation for Glendale children in families experiencing economic need in a given year. Approval criteria is based on Arizona Department of Economic Security standards. Scholarship applications are available online at www.glendaleaz.com/parksandrec. The fund is dependent upon fundraising and donations therefore, the reach of the scholarship fund is dependent upon the fund's balance.

Between April 2018 and December 2019, fifty-three youth received scholarships totaling $4,076.27. During the same period $767.10 was donated by individuals.

RECOMMENDATION:

- Create a financial plan for the management of the Glendale Youth Scholarship Fund that outlines objectives and strategies for increasing youth access to park facilities and recreation programs.

With a comprehension of Glendale's demographics and where disparities within the park system services and facilities exist, a baseline for understanding the current conditions is established. To further expand upon recommendations for addressing known disparities, it is essential to next compare this current state with an ideal state as envisioned by the residents of Glendale as revealed through the 2020 Parks and Recreation Master Plan Updates Community Survey.

V. Conclusion

With this better understanding of differences in levels of service Glendale can develop policies and operational practices that ensure that PFRSE is being attentive and responsive to these disparities. These policies and practices are outlined in the table below.

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Table 22: Policy Statement and Actions for Improving Service Disparities

Policy: Strive to improve residents' access to quality parks and recreation experiences throughout Glendale

Objective 1.1: Increase residents' access to outdoor recreation facilities by funding strategic park improvements.

Actions
1.1.a Evaluate whether or not gray areas on the ***Walkable Access to Outdoor Recreation Gap Identification*** map are residential in nature. If they are, work with City transportation planners to prioritize reducing physical barriers in order to improve access to nearby, existing park system infrastructure. If improving walkability is not possible, focus on determining if the development of a neighborhood park is feasible.
1.1.b Areas below target service levels should be prioritized for reducing physical barriers but also for making park improvements such as adding shaded areas and spray pads. Parks which do not meet target scores could be prioritized for park improvements and possible activation through programming.
1.1.c Increase access to Thunderbird Conservation Park by prioritizing improvements to trails and infrastructure; dedicating budget and staffing resources to implement improvements and to maintain improved conditions; prioritizing the developing environmental education and recreation programs that appeal to youth, families and older adults; and celebrating and positioning Thunderbird Conservation Park as a highly-valuable environmental resource within the urban setting.

1.1.d Increase usage of Historic Sahuaro Ranch Park given its central location by prioritizing improvements to this site which will address deferred maintenance issues and will maximize the opportunities to increase outdoor/environmental programs, interactive agricultural displays, and nutrition learning opportunities.

Objective 1.2: Increase residents' access to indoor recreation facilities.

Actions
1.2.a Complete Heroes Regional Park or conduct a feasibility study to determine if market demand and site conditions can support an equivalent facility to FRAC at a central or southern location, or through multiple, smaller locations. Areas to consider could include Heroes Regional Park, Rose Lane Park and Aquatics Center, and the Glendale Community Center.
1.2.b Consider that it may be most appropriate for indoor recreation facilities to be accessible via a drive-to distance (greater than 1-mile). If this is determined, it is recommended that the City support and fund partnership work with public transportation providers to supply transportation methods and routes to indoor recreation facilities, particularly for youth, for households with low incomes, and for persons experiencing disabilities.
1.2.c Support and make capital improvements at existing indoor facilities.

Objective 1.3: Provide fee-based recreation programs that appeal to the diverse Glendale population.

Actions
1.3.a Modify the program portfolio at facilities to appeal to younger adults and families as well as older adults by including a variety of options like additional yoga classes or nutrition and wellness classes or massage therapy or family group fitness classes. Continue offering programs which are most attended by older adults.
1.3.b As demographics change, consider creating marketing strategies for GAC which promote it as a facility for people aged 18 and above.
1.3.c Track, measure, and monitor age data for participants at FRAC and GAC and other fee-based program locations using the registration software.
1.3.d Continue to provide sports leagues for adults.
1.3.e Continue focusing youth fee-based programming on skill-development.
1.3.f Consider divesting of youth leagues if private organizations are filling the competitive role.
1.3.g Continue providing aquatics programs.

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Objective 1.4: Continue to provide and expand free youth programs to residents experiencing economic hardship and to offer no-cost facility-based events.

Actions
1.4.a Prioritize the continued offering and eventual expansion of free afterschool and summer camp programs. Consider bringing free afterschool and summer camp programs entirely under the management and administration of PRFSE. Create a youth-driven initiative that empowers older youth to learn new skills, develop new relationships, stay away from negative risks, and gain valuable work experience through volunteerism. Begin with afterschool and summer camp programs and extend youth-led programming as resources are available. Utilize the Glendale Youth Scholarship Fund to expand free programming to qualifying participants.
1.4.b Host a free healthy lifestyle- inspired event at a linear park, Thunderbird Conservation Park or at Sahuaro Ranch Park.
1.4.c Track participation rates in free events and consider divesting of an event when participation rates decline.
1.3.e Continue focusing youth fee-based programming on skill-development.
1.3.g Continue providing aquatics programs.

Objective 1.5: Celebrate Glendale's diverse community with well-designed and financially resourced City-hosted special events.

Actions
1.5.a Increase engagement in and elevate special events by celebrating their purpose and connection to the mission of the City and of PFRSE – improving lives through health and wellbeing at excellent facilities. Continue hosting and expand upon special events at park system sites where activation will increase use of parks and build support for the facilities and services PRFSE provides. Prioritize funding to manage and implement each additional city-hosted special events.
1.5.b Hold additional special events and festivals with cultural aspects that aim at sharing cultural elements through food, storytelling, dance, and arts. Use focus groups and liaisons within representative cultural communities in Glendale to determine the types of events that will appeal to the diverse population.

Objective 1.6: Foster community connection by enticing residents to use indoor and outdoor facilities in new and improved ways.

Actions
1.6.a Provide group fitness classes or non-sports classes at outdoor and indoor facilities located within gap areas identified in access maps. Consider developing a Fitness in the Parks program to activate parks and increase usage of local parks.
1.6.b Consider a sliding scale membership fee program to Foothills Recreation and Aquatics Center for residents living below the poverty level for their household size.

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Objective 1.7: Maximize the City's provision of free and low-cost services to youth in financial need.

Actions
1.7.a Create a financial plan for the management of the Glendale Youth Scholarship Fund that outlines objectives and strategies for increasing youth access to park facilities and recreation programs.

Inevitably, there will be challenges to being able to accomplish the goals related to reducing disparity. In its 2018 Parks and Recreation Inclusion Report, National Recreation and Parks Association found that the two highest ranked challenges to keeping services from being accessible to all were insufficient funding and inadequate staffing.

Investing in facility improvement projects in prioritized areas, providing both financial and staffing resources to PFRSE, supporting the development of a diverse portfolio of programs, and adopting administrative policies which give all residents opportunities to participate will improve access to quality park and recreation facilities and programming for all residents within Glendale for years to come.

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Appendix C: Parks and Facilities Inventory Assessment and Level of Service Analysis

Parks and facilities were inventoried and assessed for function and quality in October 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and the entire park or location. The study uses the resulting score to compare sites to each other and to analyze the overall performance of the park system.

Assessment Summary

Observations and conclusions based on visits to each park or facility include the following:

- Parks generally well maintained although there is an obvious deferred maintenance backlog
- An appropriate mix of park types or classifications
- Good distribution of properties
- Several unique properties combined with standard neighborhood parks
- Park design projects can continue incorporating native landscape and reducing large areas of turf while maintaining a park look and feel
- Opportunities exist to increase public art in parks
- Glendale is ahead of the curve on playground shade but should continue to add when appropriate
- Work needed in updating playground surfacing and court surfaces
- Park identification signs and branding practices can be continued

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Neighborhood Parks

The following tables are a list of all neighborhood parks and their associated components.

Table 23: Summary of Glendale Neighborhood Parks

Location	Classification	GIS Acres	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Pickleball Court	Playground, Local	Public Art	Racquetball	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Volleyball Court	Total Component/Park	Unique Components/Park
Acoma	Neighborhood	4.8		1										1	1		1					1	2		**7**	**6**
Arrowhead Lakes	Neighborhood	4.1		1											1		1					2		1	**6**	**5**
Bicentennial	Neighborhood	5.2		1											1		1		4			1			**8**	**5**
Butler	Neighborhood	5.0		1										1	1		1					1			**5**	**5**
Carmel	Neighborhood	4.8		1										1	1		2					2		1	**8**	**6**
Cholla	Neighborhood	5.6		1			1								1		1		4			1	2	1	**12**	**8**
Clavelito	Neighborhood	1.9		1											1		1					1			**4**	**4**
Country Gables	Neighborhood	4.0								1							1			1	2			1	**6**	**5**
Delicias	Neighborhood	4.5		1										1	1		1					1			**5**	**5**
Desert Garden	Neighborhood	6.8		2							2			1	1		1			1		1		1	**10**	**8**
Desert Mirage	Neighborhood	5.9		2			1							1	1		1					1		1	**8**	**7**
Desert Rose	Neighborhood	6.9		1						1				1			1				1			2	**7**	**6**
Desert Valley	Neighborhood	6.8					3			1					1		1			1		1		1	**9**	**7**
Discovery	Neighborhood	9.6		1		2								1	1		1					5		2	**13**	**7**
Dos Lagos	Neighborhood	5.6		1											1		2				1	2		2	**9**	**6**
El Barrio	Neighborhood	0.2								1					1							1			**3**	**3**
Gardenwood	Neighborhood	1.4													1										**1**	**1**
Greenbrier	Neighborhood	3.0		1										1	1		1					4		1	**9**	**6**
Greenway Granada	Neighborhood	6.1		1											1		1					1		1	**5**	**5**
Heritage	Neighborhood	3.3		1											1		1								**3**	**3**
Hillcrest	Neighborhood	8.2												1	1		1					2			**5**	**4**
Horizon	Neighborhood	4.3													1		1					1			**3**	**3**
Kings	Neighborhood	5.0					1								1		1					1			**4**	**4**
Lawrence	Neighborhood	2.9		1			1							1			1					1			**5**	**5**
Lions	Neighborhood	4.5				1									1		1								**3**	**3**
Manistee Ranch	Neighborhood	6.6						1				1													**2**	**2**
Mary Silva	Neighborhood	4.2								1				1	1		1					2		1	**7**	**6**
Maryland Lakes	Neighborhood	6.4													1										**1**	**1**
Memmingen	Neighborhood	4.7		3											1		1					1	2	2	**10**	**6**

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Table 24: Summary of Glendale Neighborhood Parks

Location	Classification	GIS Acres	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Pickleball Court	Playground, Local	Public Art	Racquetball	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Volleyball Court	Total Component/Park	Unique Components/Park
Mission	Neighborhood	5.0		1			1								1		1		4	1		2			**11**	**7**
Mondo	Neighborhood	5.0													1		1								**2**	**2**
Montara	Neighborhood	5.1		1											1		1		4			1	1		**9**	**6**
Murphy	Neighborhood	2.3							1					1				1							**3**	**3**
Myrtle	Neighborhood	0.5													1							1			**2**	**2**
New World	Neighborhood	8.2		1			1								1		1			1		2		1	**8**	**7**
Oasis	Neighborhood	4.9		1											1		1					1		1	**5**	**5**
Ocotillo Rose	Neighborhood	2.3												1	1		1					1			**4**	**4**
Orangewood Vista Park	Neighborhood	9.4		4			1				10			1	1		1								**18**	**6**
Pasadena	Neighborhood	2.7		1			1			1					1		1					1		1	**7**	**7**
Paseo Neighborhood	Neighborhood	1.1													1		1					1			**3**	**3**
Plaza Rosa	Neighborhood	0.2															1								**1**	**1**
Rovey	Neighborhood	0.2													1										**1**	**1**
Sands	Neighborhood	5.0		1											1	1	1		4			1	2		**11**	**7**
Sierra Verde	Neighborhood	8.2		1	2										1		1				1	3		2	**11**	**7**
Sonorita	Neighborhood	0.6		1											1		1								**3**	**3**
Sunnyside	Neighborhood	8.0		1			1			1					1		1					2		1	**8**	**7**
Sunset	Neighborhood	3.6													1		1								**2**	**2**
Sunset Palms	Neighborhood	8.0		1			1								1		1	1	4		1	2			**12**	**8**
Sunset Ridge	Neighborhood	7.0		1											1		1					2			**5**	**4**
Sunset Vista	Neighborhood	4.2		1				1					1	1			1					2		1	**8**	**7**
Sycamore Grove	Neighborhood	4.8	1	2													1				1	1		2	**8**	**6**
Tarrington Ranch	Neighborhood	4.2		1	1									2	1		1								**6**	**5**
Tierra Buena	Neighborhood	5.0		1			1								1		1		4			1	2	1	**12**	**8**
Triangle	Neighborhood	0.1																							**0**	**0**
Utopia	Neighborhood	3.0		1											1		1					1		1	**5**	**5**
Windsor	Neighborhood	0.6													1										**1**	**1**
System Totals:		**251.7**	**1**	**43**	**3**	**3**	**14**	**2**	**1**	**7**	**12**	**1**	**1**	**18**	**47**	**1**	**49**	**2**	**28**	**5**	**7**	**59**	**11**	**29**		
% of Parks w/ Component			**2%**	**63%**	**4%**	**4%**	**21%**	**4%**	**2%**	**13%**	**4%**	**2%**	**2%**	**30%**	**84%**	**2%**	**84%**	**4%**	**13%**	**9%**	**11%**	**70%**	**11%**	**41%**		
Average		**4.5**																							**6**	**5**

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Table 25: Summary of Glendale Community Parks

Location	Classification	GIS Acres	Aquatics, Complex	Basketball Court	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Educational Experience	Fitness Course	Inline Hockey	Loop Walk	Open Turf	Playground, Destination	Playground, Local	Public Art	Racquetball	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Volleyball Court	Water Access, Developed	Water, Open	Total Component/Park	Unique Components/Park
Bonsall North	Community	8.0		2					1		1		1		1		6			3	4	2			**21**	**9**
Bonsall South	Community	8.6										1	1		1	1			1				1	1	**7**	**7**
Chapparal	Community	11.3		1			1			1		1	1		1		1			3	2	1			**13**	**10**
Glendale Youth Sports Complex	Community	13.6																5							**5**	**1**
Hidden Meadows	Community	11.0											1		1					2					**4**	**3**
Northern Horizon	Community	35.3						1	1			1	1	1						2					**7**	**6**
O'Neil	Community	11.6		1			1						1		1	1	4	1	1			1			**12**	**9**
Orangewood	Community	35.1		2								1			1					4		2			**10**	**5**
Paseo Sports Complex	Community	13.0			1	4																			**5**	**2**
Paseo Tennis Center	Community	7.7																			19				**19**	**1**
Rose Lane	Community	15.9	1	1		1							1		1		4			4		2			**15**	**8**
System Totals:		**171.2**	**1**	**7**	**1**	**5**	**2**	**1**	**2**	**1**	**1**	**4**	**7**	**1**	**7**	**2**	**15**	**6**	**2**	**18**	**25**	**8**	**1**	**1**		
% of Parks w/ Component			**9%**	**45%**	**9%**	**18%**	**18%**	**9%**	**18%**	**9%**	**9%**	**36%**	**64%**	**9%**	**64%**	**18%**	**36%**	**18%**	**18%**	**55%**	**27%**	**45%**	**9%**	**9%**		
Average		**15.6**																							**11**	**6**

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Regional Parks, Specialty Parks, and Conservation Areas

The following table is a list of all remaining Glendale Parks, including Specialty, Regional, and Conservation Areas. Find associated components in the table as well.

Table 26: Summary of Glendale Regional Parks, Specialty Parks, and Conservation Areas

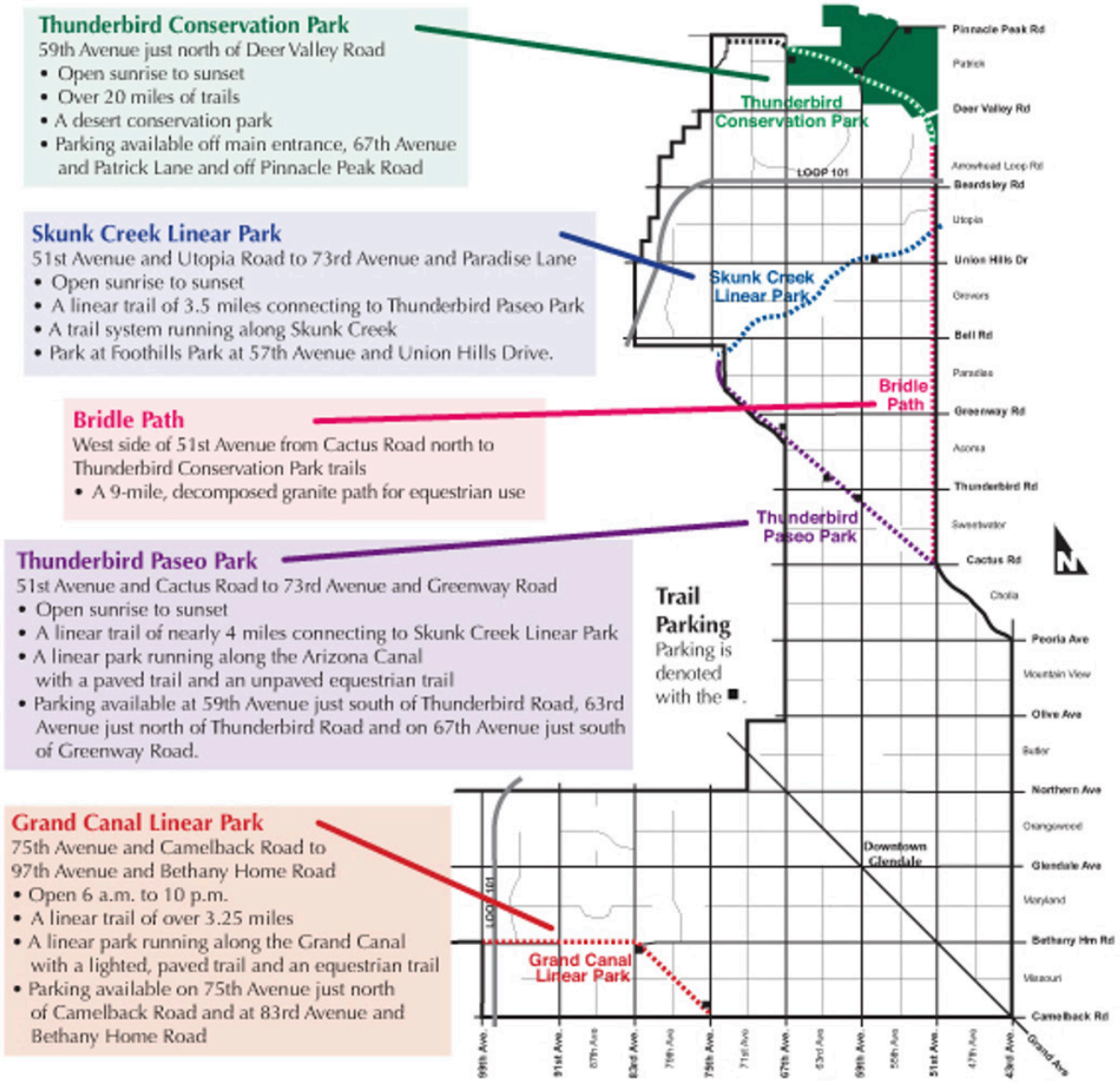
Location	Classification	GIS Acres	Aquatics, Spray Pad	Basketball Court	Concessions	Diamond Field	Disc Golf	Dog Park	Educational Experience	Event Space	Fitness Course	Garden, Display	Loop Walk	Natural Area	Open Turf	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Target Range	Trail, Multi-use	Trailhead	Volleyball Court	Water, Open	Total Component/Park	Unique Components/Park
Elsie McCarthy Sensory Garden	Specialty	1.4										1	1					1										**3**	**3**
Foothills	Regional	29.0			1	3		1	1				1		1	1	1				7	1			1			**19**	**11**
Glendale Heroes Regional Park	Regional	60.3	1	3						1					1	1	1			10	1	1	1			3		**24**	**11**
Grand Canal Linear	Regional	94.9					1								4	1	1				11			1	2			**21**	**7**
Sahuaro Ranch	Regional	73.0			1	4		1	2	1		1	1		1	1			3	9						4		**29**	**12**
Skunk Creek Linear	Regional	94.0																						1				**1**	**1**
Thunderbird Conservation	Conservation	1112.1								1				1							15				3		1	**21**	**5**
Thunderbird Paseo	Regional	214.9		2			1				1	1					1		2		4			1	1			**14**	**9**
System Totals:		**1679.6**	**1**	**5**	**2**	**7**	**2**	**2**	**3**	**3**	**1**	**3**	**3**	**1**	**7**	**4**	**4**	**1**	**5**	**19**	**38**	**2**	**1**	**3**	**7**	**7**	**1**		
% of Parks w/ Component			**13%**	**25%**	**25%**	**25%**	**25%**	**25%**	**25%**	**38%**	**13%**	**38%**	**38%**	**13%**	**50%**	**50%**	**50%**	**13%**	**25%**	**25%**	**63%**	**25%**	**13%**	**38%**	**50%**	**25%**	**13%**		

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Trails

Nearly 46 miles of trails exist in the Glendale system. The following map and descriptions are available from the city website. Trails GIS data was also obtained from the City and incorporated into the GRASP® Inventory and Level of Service analysis.

Figure 67: Glendale Trails



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Indoor Facilities

Table 27: Summary of Glendale Indoor Locations

Facility/Location	Aquatics, Lap pool	Aquatics, Leisure Pool	Arts and Crafts	Auditorium/Theatre	Childcare/Preschool	Educational Experience	Fitness/Dance	Food - Counter Service	Food - Vending	Kitchen - Commercial	Kitchen - Kitchenette	Kitchen- Commercial	Kitchen -Commercial	Multipurpose	Multi-purpose	Public Art	Racquetball	Retail/Pro-shop	Second floor empty expansion	Specialty Services	Sport Court	Track - Indoor	Weight/Cardio Equipment	Weights/ Cardio Equipment	Total Components/Facility	Unique Components/Facility
CowTown Skate Boards																		1							**1**	**1**
Foothills Aquatic & Recreation Center	1	1			1		2	1					2		6		3			1	1	1		2	**22**	**12**
Glendale Adult Center			3	1			1			1					6	2			1				1		**16**	**8**
Glendale Civic Center										1					9										**10**	**2**
Glendale Civic Center Annex															5					1					**6**	**2**
Glendale Community Center												1			3						1				**5**	**3**
Manistee Ranch Museum														1											**1**	**1**
ONeil Recreation Center											1			2											**3**	**2**
Paseo Racquet Center								1	1									1							**3**	**3**
Rose Lane Recreation Center											1				3										**4**	**2**
Sahuaro Ranch Park Historical Area						1									1										**2**	**2**
Wheels in Motion Action Sports																		1							**1**	**1**
System Totals	**1**	**1**	**3**	**1**	**1**	**1**	**3**	**2**	**1**	**2**	**2**	**1**	**2**	**3**	**33**	**2**	**3**	**3**	**1**	**2**	**2**	**1**	**1**	**2**	**74**	**24**
% of Facilities with Component	**8%**	**8%**	**8%**	**8%**	**8%**	**8%**	**17%**	**17%**	**8%**	**17%**	**17%**	**8%**	**8%**	**17%**	**58%**	**8%**	**8%**	**25%**	**8%**	**17%**	**17%**	**8%**	**8%**	**8%**		

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Park Rankings

In addition to locating components, assessments included the functional quality of each element. The following tables (organized by classification) display the ranking of each park based on an overall score for its components and modifiers. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower. The bar length for each park reflects its overall score in proportion to the highest-ranking. There is no ultimate or perfect score. Scores are cumulative and based on the total number and quality of the components at a park in addition to the availability of such amenities as restrooms, drinking fountains, seating, parking, and shade Scores can be compared across classifications but are more applicable within the same class.

Table 28: Neighborhood Park Ranking Table

LOCATION	GRASP® Score	LOCATION (cont)	GRASP® Score (cont)
Cholla	88.8	Mission	31.2
Sunset Palms	76.8	Oasis	31.2
Discovery	74.4	Hillcrest	28.8
Sands	72	Sunset Ridge	26.4
Sierra Verde	72	New World	22.2
Montara	64.8	Ocotillo Rose	21.6
Orangewood Vista Park	63.8	Paseo Neighborhood	21.6
Desert Garden	60	Memmingen	19.8
Dos Lagos	60	Heritage	19.2
Bicentennial	57.6	Lions	19.2
Sycamore Grove	55.2	Murphy	19.2
Desert Mirage	52.8	El Barrio	16.8
Sunset Vista	52.8	Sunset	16.8
Desert Valley	50.4	Acoma	15.6
Desert Rose	48	Clavelito	15.6
Greenbrier	48	Country Gables	14.4
Sunnyside	48	Manistee Ranch	14.4
Mary Silva	40.8	Myrtle	13.2
Pasadena	40.8	Sonorita	12
Tierra Buena	40.8	Kings	11
Carmel	36	Gardenwood	9.6
Tarrington Ranch	36	Horizon	9.6
Utopia	36	Plaza Rosa	8.8
Butler	33.6	Mondo	4.8
Arrowhead Lakes	32.4	Rovey	4.8
Greenway Granada	32.4	Maryland Lakes	4.4
Elsie McCarthy Sensory Garden	32.4	Windsor	3.3
Delicias	31.2	Triangle	2.2
Lawrence	31.2		

Table 29: Community Park Ranking Table

LOCATION	GRASP® Score
Paseo Tennis Center	278.4
Chapparal	69.6
Orangewood	64.8
Paseo Sports Complex	52.8
Bonsall North	48
Rose Lane	46.2
Glendale Youth Sports Complex	44.4
Northern Horizon	40.8
O'Neil	39.6
Hidden Meadows	21.6
Bonsall South	19.2

Table 30: Regional Park Ranking Table

LOCATION	GRASP® Score
Sahuaro Ranch	211.9
Glendale Heroes Regional Park	181.2
Grand Canal Linear	108
Foothills	107.9
Thunderbird Conservation	103.2
Thunderbird Paseo	67.2
Skunk Creek Linear	8.8

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Glendale parks are comparable to other agencies across the county by using these scores. The GRASP® National Dataset currently consists of 66 agencies, 4,540 parks, and over 23,975 components.

When comparing Glendale parks for all other agencies and parks in the dataset, Glendale has three parks in the top 100 parks in terms of overall GRASP® score.

It also has twelve parks in the top ten percent. These numbers are excellent when compared to recent GRASP® studies.



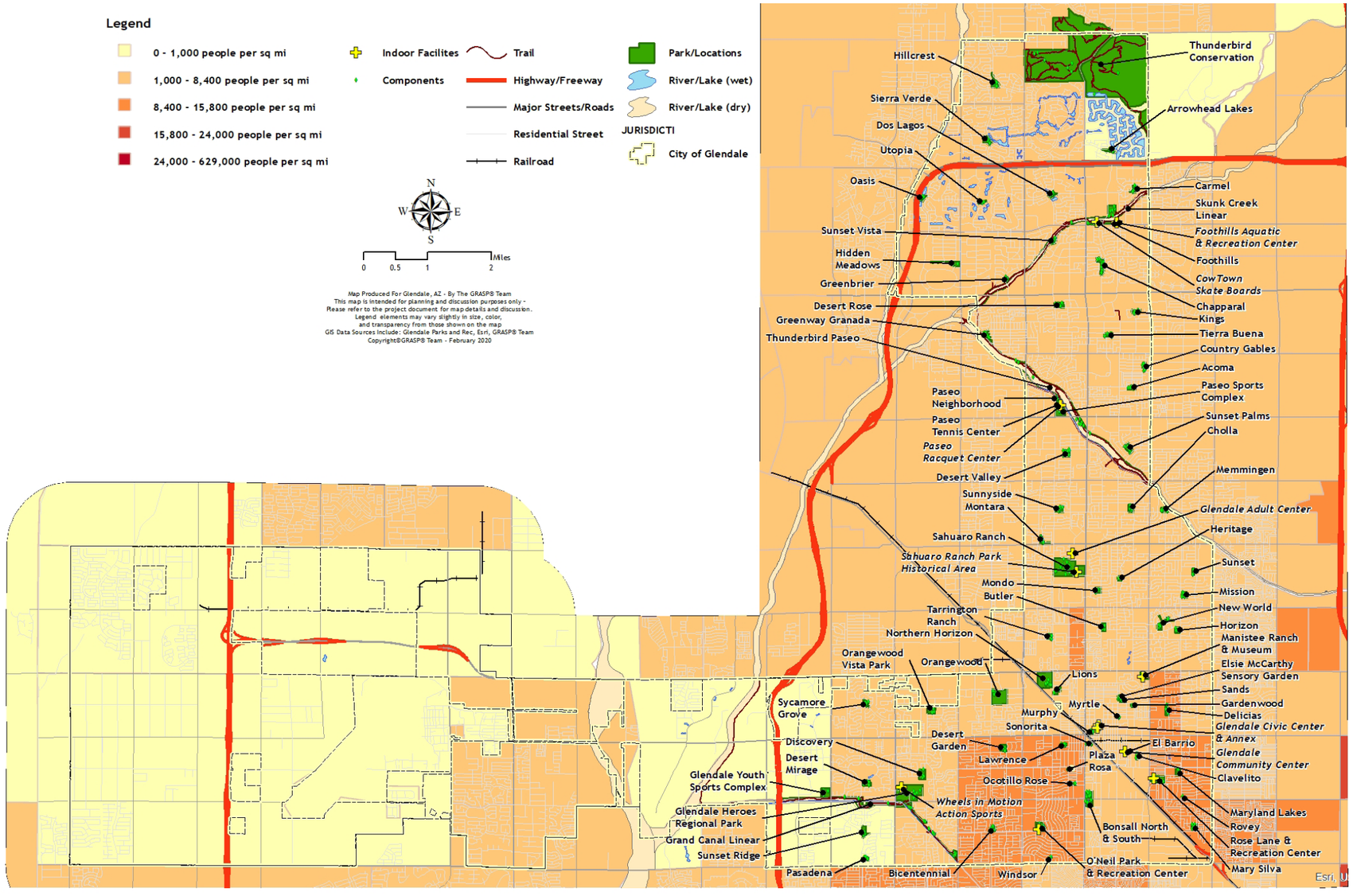




Population Distribution and Density

When discussing access to recreation, it is helpful to understand the population distribution and density in Glendale. In ***Figure 69***, areas of higher population density are shown in darker orange, while areas that are less densely populated are lighter in color. Much of Glendale has a similar low density, as indicated by the brighter orange and yellow tones

Figure 68: 2019 Population Density Based on Population per Square Mile by Census Tract



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Level of Service Analyses

Level of Service (LOS) measurements evaluate how parks, open spaces, and facilities in Glendale serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

Why Level of Service?

Level of Service (LOS) describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many cities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of park and recreation services across the City.

Perspectives

Perspectives are maps and data generated using the GRASP® methodology. Each perspective shows service across the study area. Data analysis also incorporates statistics. Maps, tables, and charts provide benchmarks or insights that are useful in determining community success in delivering recreation opportunities.

Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of Perspectives for examining the park and recreation system:

1. Neighborhood Access
2. Walkable Access

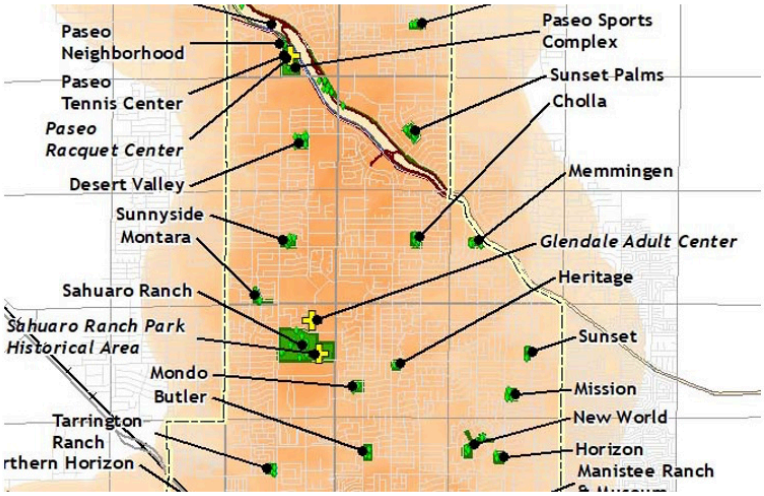
A ***Neighborhood Access*** perspective uses a travel distance of one mile to the inventory and is assumed to be a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This suitable distance captures users traveling from home or elsewhere to a park or facility by way of a bike, bus, or automobile.

A ***Walkable Access*** perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk.

For each analysis, combining the service area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative value of all features.

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Figure 69: Example of GRASP® Level of Service Perspectives



GRASP® Level of Service Perspectives Using Overlapping Suitable Distance to Yield a "Heat Map" that Provides a Measurement of LOS for any Location Within a Study Area (Orange Shades Represent the Variation in LOS Values Across the Map)

Assumptions:

1. Proximity relates to access. A feature within a specified distance of a given location is considered "accessible" from that location." "Access" in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood access relates to one-mile proximity, a reasonable distance for a drive in a car, or by bicycle.
3. Walkable access relates to ½-mile proximity, a moderate ten-minute walk.
4. Walkable access is affected by barriers, obstacles to free, and comfortable foot travel.
5. The LOS value of a map point is the cumulative value of all features accessible at that location.

Neighborhood Access to Outdoor Recreation

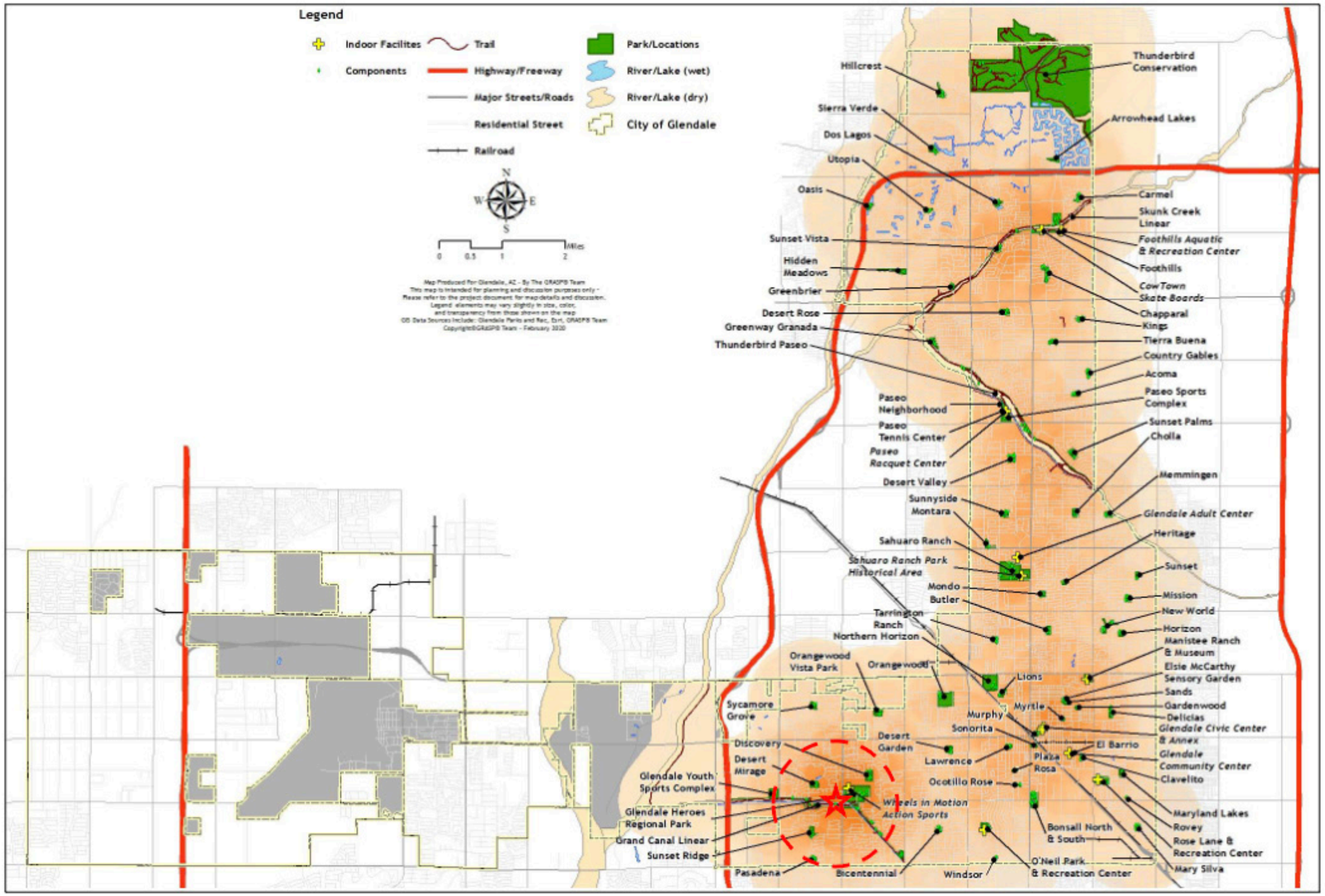
A series of "heat maps" were created to examine neighborhood access to outdoor recreation opportunities which are available in parks. Neighborhood access looks at access to the system parks based on a 1-mile service area but also gives higher scores to those living within walking distance (10-min/half-mile).

The orange shades represent a resident's level of service at their house or work. Darker shades indicate greater access to a greater number or enhanced parks and components. Areas in gray indicate residents must go farther than one mile to access a recreation opportunity. The highest value of outdoor recreation in parks is just west of Heroes Regional Park. From this location, a resident has access to 75 components at seven parks, a trail, and an indoor facility.

In general, this map shows that Glendale has an excellent distribution of parks and facilities, with 99% of all residents living within one mile of a City recreation opportunity.

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Figure 70: Glendale Neighborhood Access to Outdoor Recreation



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Further analysis of this perspective indicates that 82 percent of the Glendale residents are within one mile of an outdoor recreation opportunity.

Table 31: Figure 71 Statistics

	A	B	C	D	E
	Percent of Total City with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre	GRASP® Index
Glendale	82%	0 – 505	155	25	11

Column A: Shows the percentage of the City that has at least some service (LOS >0). Eighty-two percent of Glendale has at least some access to recreation opportunities within one-mile. This percentage is above the average for compared cities. Much of the area without service appears to be Luke Air Force Base.

Column B: For any location on the map, there is a numerical value that corresponds to the orange shading called the GRASP® value and results from the overlay or cumulative value of the scores of components accessible from that location. Values for different locations on the map can be compared to one another, so a person in a location with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lower value (lighter orange) area. Glendale GRASP® values range from a low of 0 to a high of 505.

Column C: Glendale's value of 155 is below the average and median GRASP® value for other comparable GRASP® agencies. This lower value may be a result of a higher percentage of lower-scoring parks than other agencies. For example, Glendale may have more parks in the Neighborhood Park classification as compared to Henderson, who has a higher rate of Community Parks.

Column D: Shows the results of dividing the number from Column C by the population density of the area. Compared to other similar-sized agencies for which GRASP® data is available, Glendale's population density is above the average and median. Glendale's score of 25 is significantly lower than the other agencies.

Column E: The GRASP® Index, effectively the GRASP® value per capita, involves dividing the total value of all the components in the system by the population of Glendale. These last two numbers (column C & D) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived using all components and does account for vital regional resources residents may access outside those limits. Glendale's score of 11 is below the average and median on the comparable list.

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GRASP® Comparative Data

The table below provides comparative data from other communities of similar population to Glendale across the country. Because every community is unique, there are no standards or "correct" numbers. However, there are several interesting similarities and differences when making these comparisons.

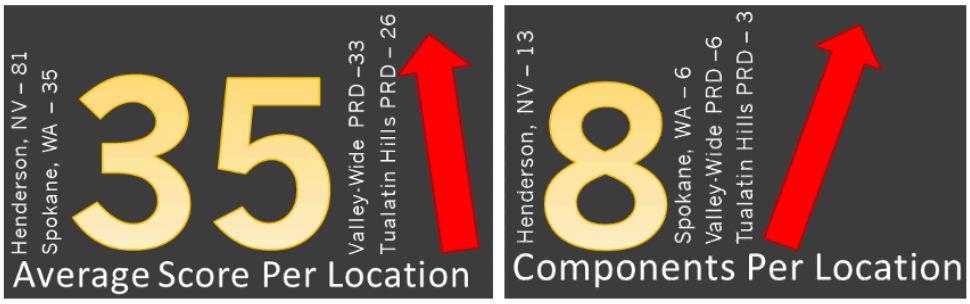
First, comparing the total number of locations, Glendale is below the average and median when compared to similar agencies, but Spokane's total number of parks skews these factors.



Glendale is low in the parks and components per capita. The system fails to meet the average or median in both categories.



In contrast, though, City of Glendale parks are the median value in average score per location. It is above the median and average in the number of components per site.



In the end, these comparisons would indicate that Glendale residents have access to fewer parks and components than other similar size agencies. Still, the parks that they do have access to are relatively similar or more developed than other agency parks. Find these comparisons and others in the following table. Please note that the inventory and analysis only include Glendale owned properties. Residents may have additional access to recreation opportunities provided by alternative providers such as HOA parks.

Table 32: GRASP® Comparative Data

STATE	WA	AZ	OR	CA	NV
CITY	Spokane	Glendale	Tualatin Hills PRD	Valley-Wide PRD	Henderson
YEAR	2009	2020	2018	2020	2018
POPULATION	200,844	250,784	265,078	*275,064*	290,567
STUDY AREA SIZE (Acres)	38,440	39,660	*35,010*	*490,802*	*68,249*
# OF SITES (Parks, Facilties, etc.)	107	75	270	65	65
TOTAL # OF COMPONENTS	673	594	898	414	854
AVG. # COMPONENTS per SITE	6.3	7.9	3.3	6.4	13.1
TOTAL GRASP® VALUE (Entire System)	3,705	2,622	7,125	2,154	5,236
GRASP® INDEX	18	10	27	8	18
AVG. SCORE/SITE	35	35	26	33	81
% of TOTAL AREA w/LOS >0	99%	82%	100%	9%	83%
AVG. LOS PER ACRE SERVED	220	155	489	84	202
NUMBER OF COMPONENTS PER POPULATION	3.4	2.4	3.4	1.5	2.9
AVERAGE LOS/POP DEN PER ACRE	42	25	65	150	47
Population Density (per acre)	5	6	8	1	4
% of Population with Walkable Target Access	NA	59%	72%	22%	46%
People per Park	1,877	3,344	982	4,232	4,470
Park per 1k People	0.5	0.3	1.0	0.2	0.2

Walkability analysis measures access to recreation components by walking. One-half mile catchment radii have been placed around each component and shaded according to the component's GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Walkability is a measure of how user-friendly an area is to people traveling on foot. This benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others.

Pedestrian Barriers

Environmental barriers can limit walkability. The LOS in this analysis has been "cut-off" by identified barriers where applicable.

Pedestrian barriers in Glendale, such as major streets, highways, streams, and arroyos/rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark red lines, serve as discrete areas that are accessible without crossing a major street or another obstacle. Green parcels represent existing parks and open space.

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Figure 71: Walkability Barriers "Cut-off" Service Areas

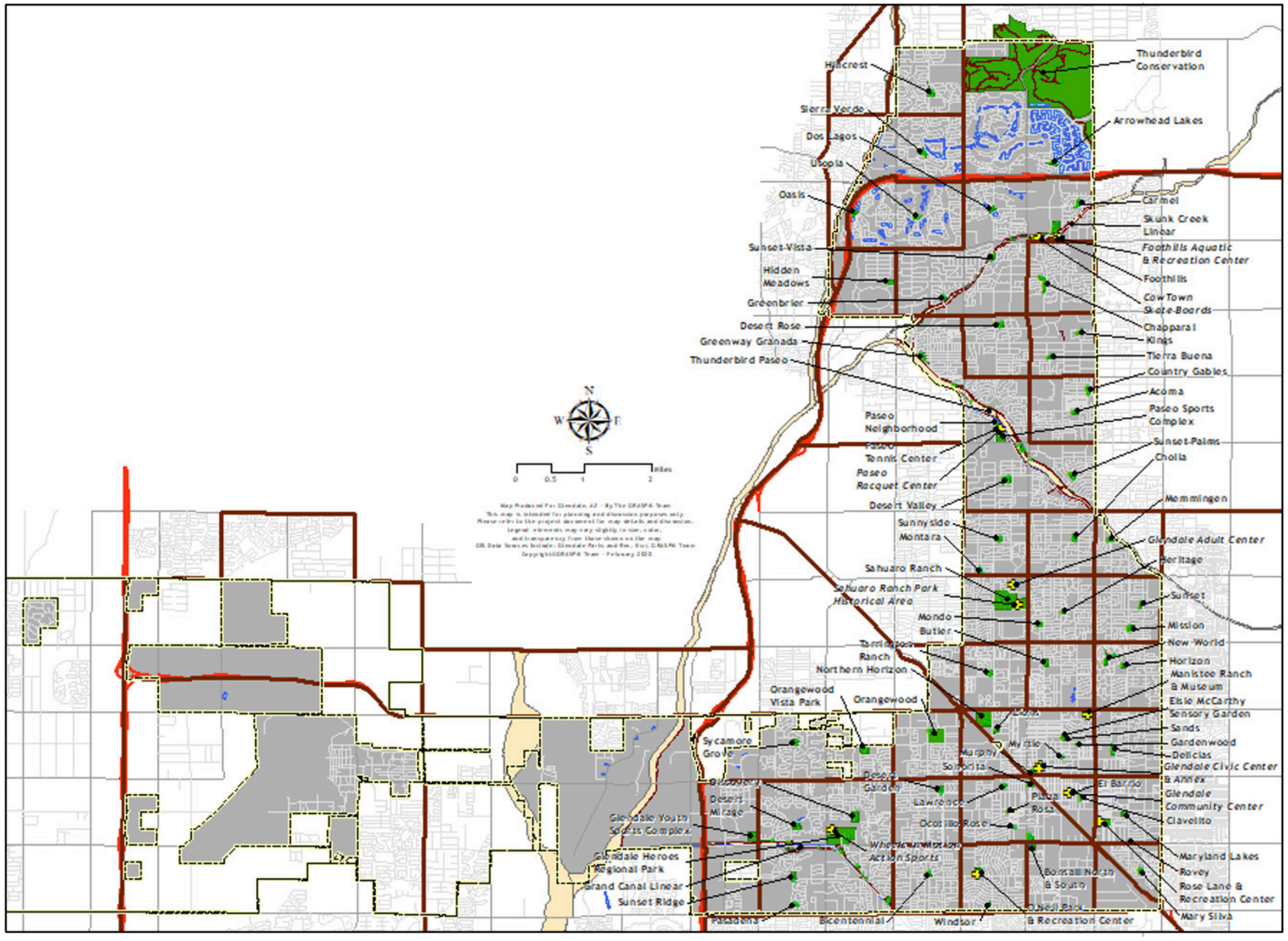
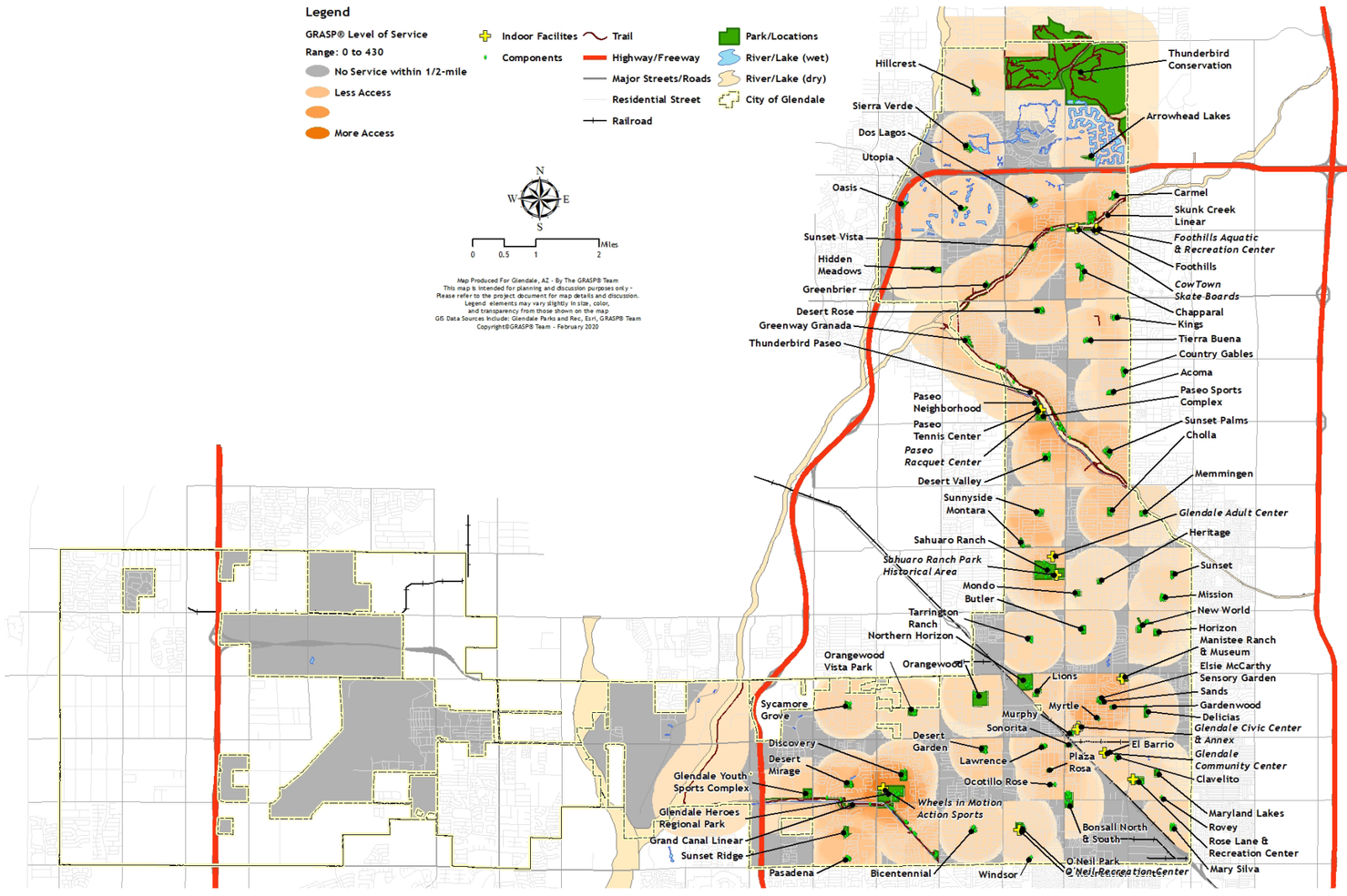


Figure 72: Walkable Access to Outdoor Recreation



Walkable Access to Recreation

The analysis shows the LOS available across Glendale, based on a ten-minute walk. Darker gradient areas on the maps indicate where there are more and higher quality recreation assets available based on a half-mile service area. Gray areas on these maps suggest that recreation opportunities are beyond a ten-minute walk. In general, these maps show that Glendale has a good distribution of parks and facilities at a walkable scale but that there are perhaps some gaps in the system where facilities can be improved, and assets expanded. It is also evident in this analysis that pedestrian barriers play a significant role in walkable access to parks throughout Glendale.

Areas of higher concentration are notable around the City with the highest value just North of Heroes Regional Park. The red star indicates the most significant GRASP® value area (430) in Figure x above. From the red star, a resident has access to 48 outdoor recreation components in four parks, a trail, and an indoor facility.

Table 33: Figure 73 Statistics

	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre
Glendale	67%	0 to 430	81	13

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about 50 percent (81 vs. 155) of that for someone who can drive to areas that have some access to recreation opportunities.

Determining a Level of Service Standard

The orange shading in the LOS maps allows for a quick understanding of service distribution across the City. Showing where LOS is adequate or inadequate is an advantage of using GIS analysis. To do this the question of "what constitutes an appropriate level of service for Glendale residents?" must be determined.

Using the average score of all parks in Neighborhood park classification, one could consider this measurement as a standard for the Glendale system. Three parks occur in an average score range and may constitute the average park in this classification type. These parks are displayed with their associated components in ***Table 34***. This table indicates that of these three parks, basketball courts, open turf, playgrounds, small shelters, and volleyball courts are standard components. They are present at all three of these parks. Additional components that occur less frequently at these parks include a practice diamond, a loop walk, racquetball courts, and tennis courts. These three parks average six unique components, and there may be more than one of these components, such as multiple racquetball courts or tennis courts, for example.

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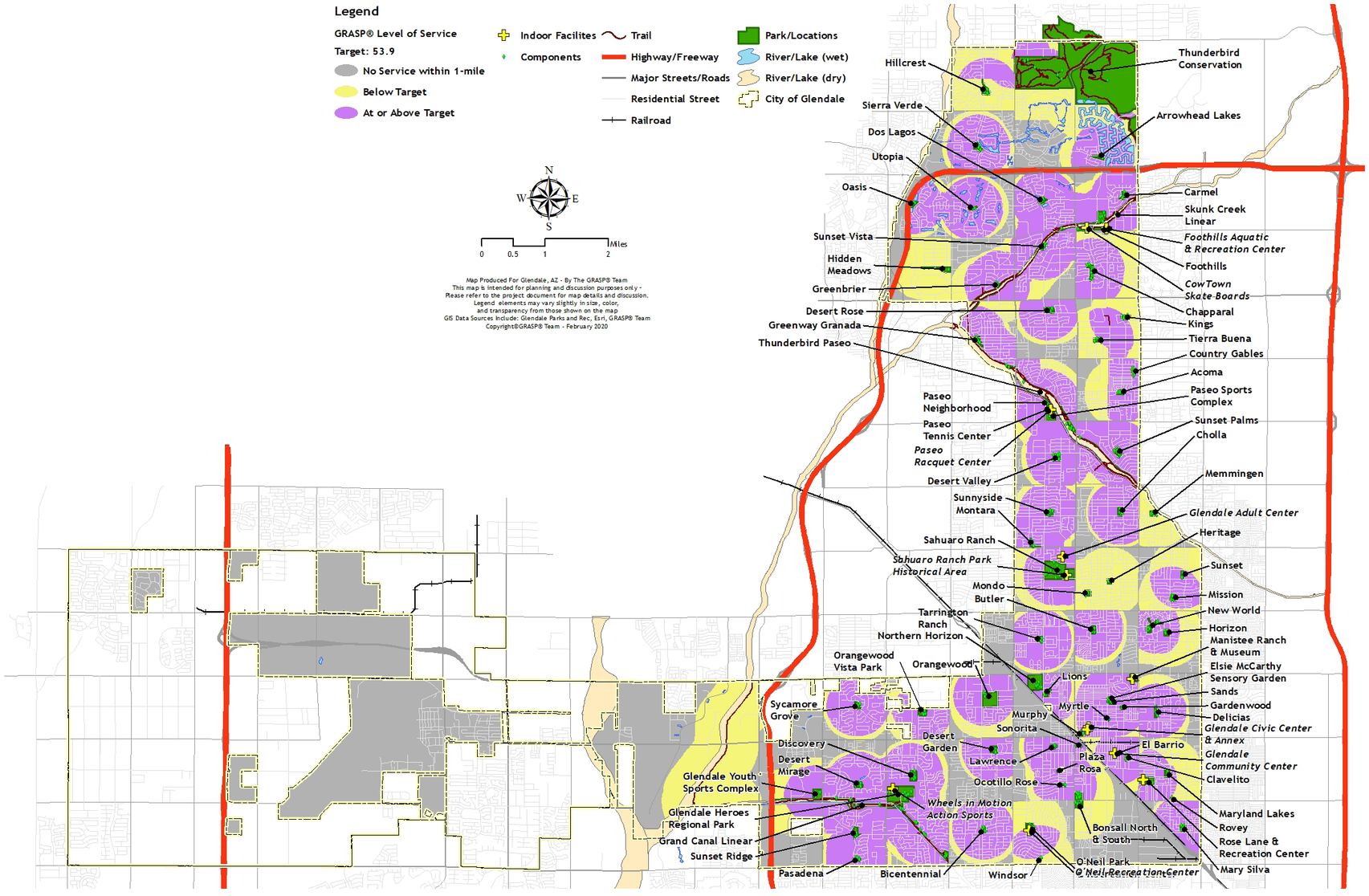
Table 34: Summary of Average Neighborhood Parks

Location	Classification	GIS Acres	Basketball Court	Diamond Field, Practice	Loop Walk	Open Turf	Playground, Local	Racquetball	Shelter, Small	Tennis Court	Volleyball Court	Total Component/Park	Unique Components/Park
Arrowhead Lakes	Neighborhood	4.1	1			1	1		2		1	**6**	**5**
Carmel	Neighborhood	4.8	1		1	1	2		2		1	**8**	**6**
Tierra Buena	Neighborhood	5.0	1	1		1	1	4	1	2	1	**12**	**8**
System Totals:		**14.0**	**3**	**1**	**1**	**3**	**4**	**4**	**5**	**2**	**3**		
% of Parks w/ Component			**100%**	**33%**	**33%**	**100%**	**100%**	**33%**	**100%**	**33%**	**100%**		
Average		**4.7**										**9**	**6**

These parks and components are likely to attract users from a walkable distance. The following map (***Figure 74***) brackets the level of service values to areas that are below or above the value provided by parks in this range and is known as the target score for Glendale. GIS analysis shows where LOS is above or below the threshold value. Purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option might be to address pedestrian barriers in the immediate area.

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Figure 73: Walkable Access Gap Identification



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On the Walkable Access Gap Identification map, regions shown in purple have LOS that exceeds the target value. Forty-five percent of the City is above the target, and about 55 percent is outside of walkable access.

Figure 74: Walkable Access to Assets Based on Percentage of Land within City Boundary that Scores Above Target (Purple) or Below Target (Yellow)

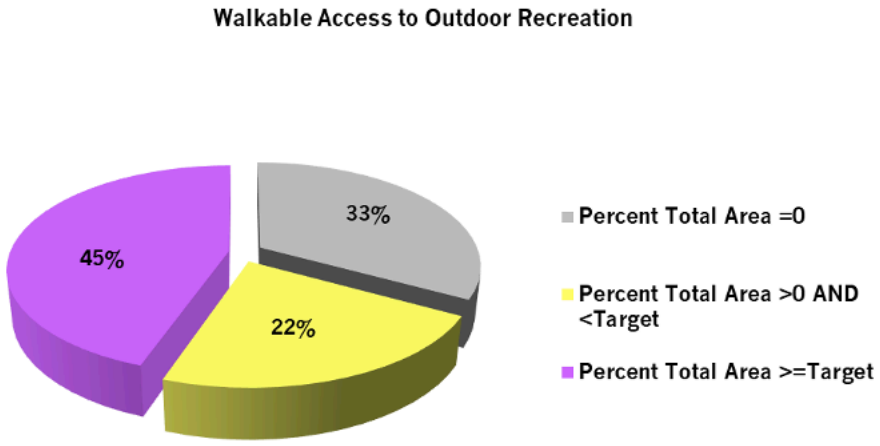


Figure 75: Walkable Access to Assets Based on Population

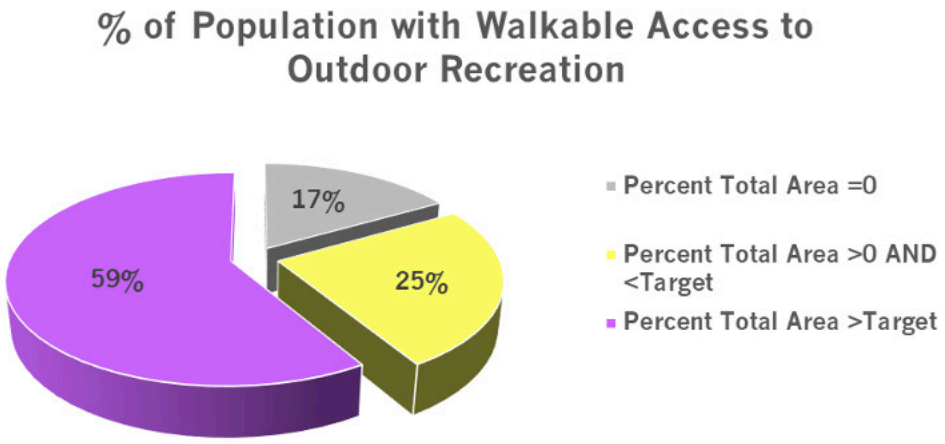


Figure 76 displays the level of service based on where people live. Using the data shown in Walkable Access to Recreation Gap Identification, and census data (Esri GIS data enrichment techniques), the analysis indicates that parks are well placed in or close to residential areas and capture a higher percentage of the population than land area. With 59 percent of residents in the target zone and about 84 percent within walking distance of some outdoor recreation opportunities, Glendale is better positioned than the previous analysis indicated.

Additional Discussion on Access to Outdoor Recreation

While the above analyses are typical, they may not reflect the model that an agency such as Glendale may follow in the level of service provision. The expansiveness of the City likely makes it difficult for complete walkable coverage. On the other hand, the City may find its market is more in providing recreational opportunities at the broader drive-to distance.

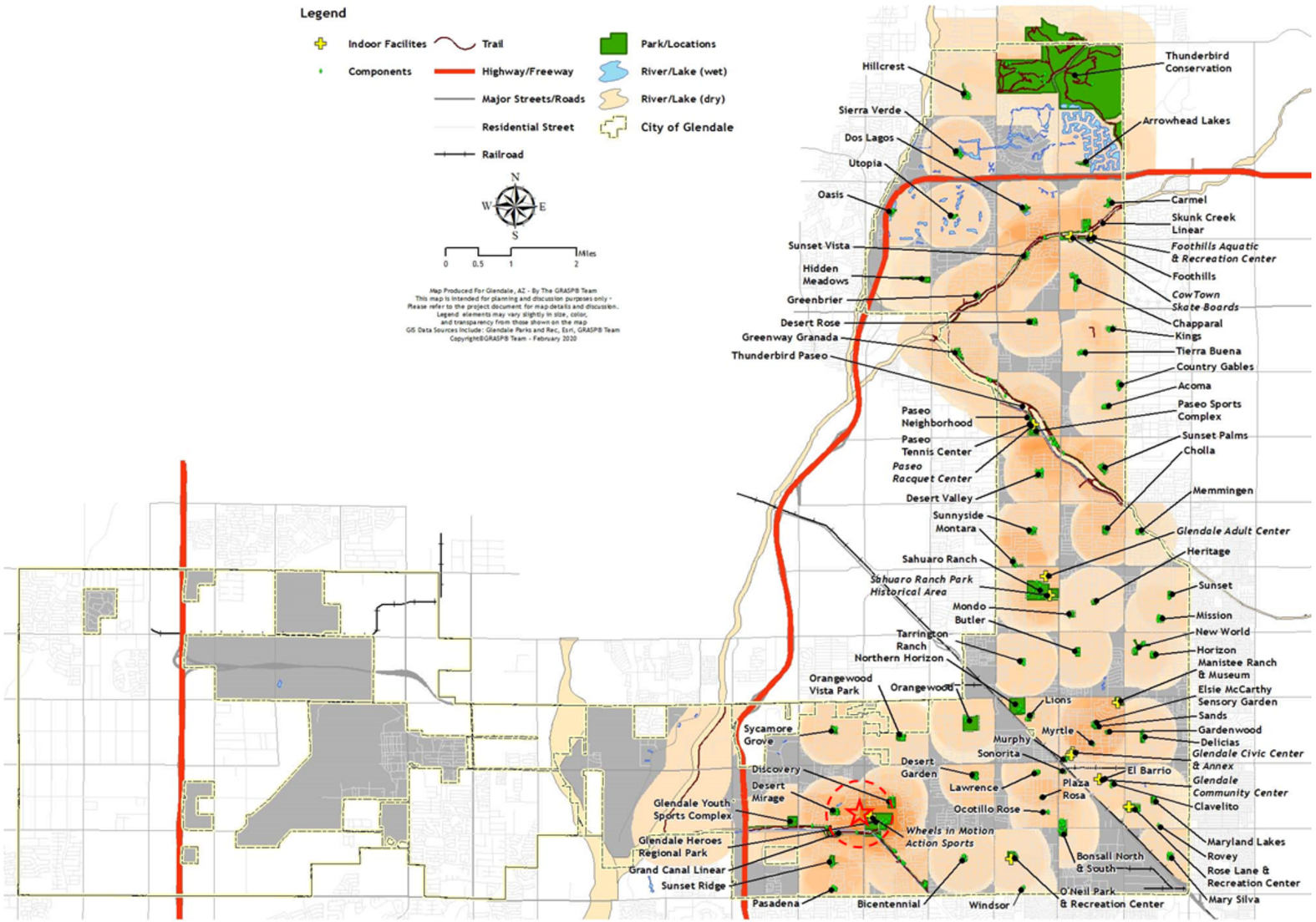
As an example, one area of note would include the neighborhood around Heritage and Mondo Parks. While this neighborhood has two parks within walking distance for most residents, these parks, even combined values, do not equal the target score as indicated by the yellow color on the map. Other areas of note include around Hillcrest Park, Hidden Meadows Park, and O'Neil/Windsor Parks. These areas could likely benefit from park upgrades and additional components where space allows.

Access to Indoor Facilities

The analysis shows access to indoor facilities across Glendale based on a 1-mile and 1/2-mile service area. Indoor facilities in Glendale differ significantly in their offerings, size, and function. For those reasons, the following analysis should be considered, but not be regarded as the only method of determining indoor recreation level of service in Glendale. Darker gradient areas on the maps indicate where there are more and higher quality indoor assets available. Gray areas on these maps suggest that recreation opportunities are beyond a one-mile radius. In general, these maps show that Glendale has limited distribution of indoor facilities. The highest level of service is provided at Foothills Recreation Center. An equivalate facility is not available in south Glendale. Other facilities that offer more limited indoor opportunities are more reasonable distributed around the City.

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Figure 76: Access to Indoor Facilities



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More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout an area from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired level of service for a location should depend on the type of service, the characteristics of the site, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process. Future planning efforts can model similar levels of service to new, developing neighborhoods, or it may be that different levels of service are suitable, and the City should utilize a new set of criteria to reflect these distinctions.

Other Types of Analysis

Traditional analyses may also evaluate the recreational level of service.

Capacities Analysis

A traditional tool for evaluating parks and recreation services is capacity analysis. This analysis compares the number of assets to population and projects future needs based on providing the same ratio of components per population (i.e., as the population grows over time components may need to be added to maintain the same proportion). ***Table 35*** shows the current capacities for selected elements in Glendale. While there are no correct ratios for these components, this table must be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

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Table 35: Glendale Capacities

	Current Glendale Inventory	*CURRENT POPULATION 2019*	Current Ratio per 1000 Population	Population per component	*PROJECTED POPULATION 2024*	Total # needed to maintain current ratio of all existing facilities at projected population	*Number that should be added by all providers to achieve current ratio at projected population*
		250,784			272,960		
Aquatics, Spray Pad	2		0.01	125,392		2	*0*
Basketball Court	55		0.22	4,560		60	*5*
Basketball, Practice	3		0.01	83,595		3	*0*
Concessions	3		0.01	83,595		3	*0*
Diamond Field	15		0.06	16,719		16	*1*
Diamond Field, Practice	16		0.06	15,674		17	*1*
Disc Golf	2		0.01	125,392		2	*0*
Dog Park	3		0.01	83,595		3	*0*
Educational Experience	7		0.03	35,826		8	*1*
Event Space	4		0.02	62,696		4	*0*
Fitness Course	9		0.04	27,865		10	*1*
Game Court	12		0.05	20,899		13	*1*
Garden, Display	4		0.02	62,696		4	*0*
Loop Walk	25		0.10	10,031		27	*2*
Open Turf	61		0.24	4,111		66	*5*
Playground, Destination	5		0.02	50,157		5	*0*
Playground, Local	60		0.24	4,180		65	*5*
Public Art	5		0.02	50,157		5	*0*
Racquetball	43		0.17	5,832		47	*4*
Rectangular Field, Large	16		0.06	15,674		17	*1*
Shelter, Large	28		0.11	8,957		30	*2*
Shelter, Small	115		0.46	2,181		125	*10*
Skate Park	2		0.01	125,392		2	*0*
Tennis Court	36		0.14	6,966		39	*3*
Trail, Multi-use	3		0.01	83,595		3	*0*
Trailhead	7		0.03	35,826		8	*1*
Volleyball Court	44		0.18	5,700		48	*4*
Water, Open	2		0.01	125,392		2	*0*

The usefulness of the capacity table to project future facility needs based on population growth, if the future population's interests and behaviors are the same as today's, and that today's capacities are in line with today's needs. The capacities table bases its analysis on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS provided by assets is more accurately a combination of location and quality as well as their quantity, which is why this table should be used with discretion, and only in conjunction with the other analyses presented here.

Table 36: Comparison to NRPA Outdoor Park and Recreation Facilities – Median Population Served per Facility

Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Glendale Residents per Facility	Glendale Current Quantity	Need to add to meet current median	Need to add with projected population
Residents Per Park	NA	2,889	3,344	75	87	12
Acres of Park Land per 1,000 Residents	NA	8.9	8.4	2013	129	326
Basketball Courts	86.5%	8,792	4,560	55	0	0
Dog Park	62.9%	99,707	83,595	3	0	0
Playgrounds	93.9%	4,623	3,858	65	0	0
Skate Park	38.2%	107,773	125,392	2	0	0
Tennis Courts	81.1%	5,589	6,966	36	9	13
Diamond Fields: baseball - youth	78.3%	12,293	16,719	15	5	7
Diamond Fields: softball fields - youth	59.0%	23,220				
Diamond Fields: softball fields - adult	64.8%	26,714				
Diamond Fields: baseball - adult	78.3%	47,754				
Rectangular Fields: multi-purpose	64.5%	13,233	15,674	16	3	5
Rectangular Fields: soccer field - youth	46.9%	12,875			3	5
Rectangular Fields: soccer field - adult	40.7%	20,478				
Rectangular Fields: football field	37.2%	44,580				

Comparison based on median for 100,000 - 250,000 population comparison

Comparing Glendale to recent national statistics published by the National Recreation and Park Association in their "2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks", the agency fails to meet the median components except for basketball courts, dog parks, and playgrounds. Dependent on field classification amongst agencies, Glendale is either below the median or has a surplus in both diamond and rectangle fields.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping. Computation of the acreage consists of only Glendale parks. Residents per park and acres of parks per 1,000 people fall slightly short of the NRPA published benchmarks for similar size cities.

Table 37: Acres of Park Land per 1,000 Residents

		2019 GIS Acres*
INVENTORY		
Glendale Parks		**2,103**
Current Ratio of Park Acres per 1000 Population		
CURRENT POPULATION 2019	**250,784**	
Current Ratio of Park Acres per 1000 Population		**8.4**
Population per acre		**119**
PROJECTED POPULATION - 2024	**272,960**	
Total acres needed to maintain current ratio of City of Glendale existing facilities at projected population		**2289**
Acres that should be added to maintain current ratio at projected population		***186***

This capacity table indicates that Glendale provides approximately 8.4 acres per 1000 people or 119 people per acre of "park." It also shows that based on projected population growth that the City should consider adding 186 acres over the next five years.

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Key Conclusions

Proximity, availability of transportation, pedestrian barriers, and overall size of the City are relevant factors affecting Glendale levels of service. The current provision of assets is, to a certain degree, equitable across Glendale, assuming resident's access to motorized transportation. The City provides neighborhood and walkable levels of service in most areas, while non-residential regions may have limited access to opportunities. The quality and standards of the amenities at existing parks should be improved and increased across the entire system.

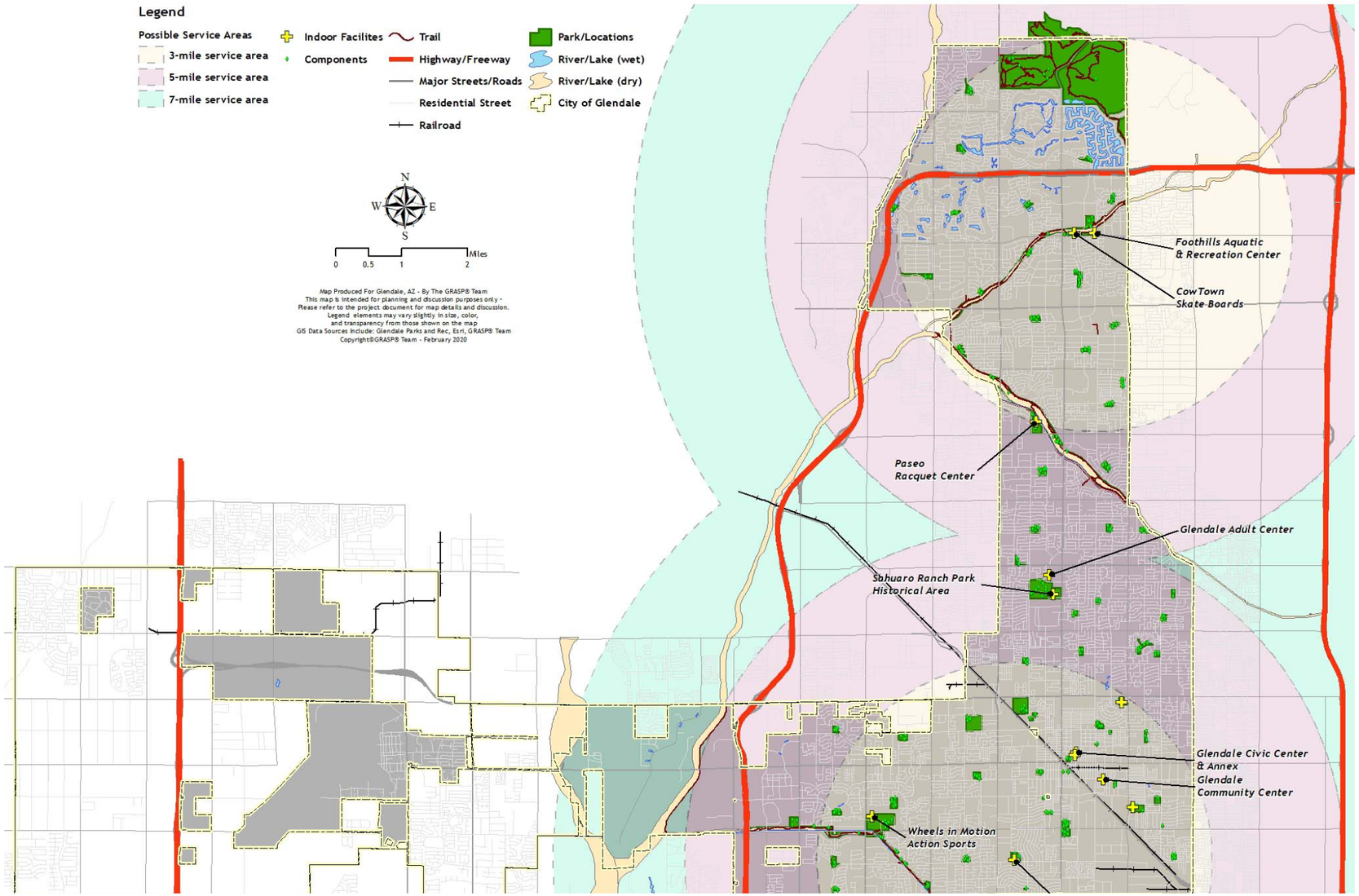
The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. Some gaps in walkable service exist throughout Glendale, and many of these areas are likely residential in nature. Inventory efforts for this study did not include alternative providers such as homeowner association parks that may supplement the service at the walkable levels. Some residential areas have less access to quality recreation opportunities, while other regions have no walkable access. Pedestrian barriers and lack of trails also may limit access to recreation throughout Glendale. Additional analysis and a review of the information received from surveys, focus groups, and other sources, including staff knowledge, contribute to identify the best locations for future improvements.

In addition to improving existing park conditions and adding service in low scoring areas, it is also evident that access to indoor facilities lacks equitability from north to south. The following figure illustrates an option of improving Rose Lane Aquatics Center and Park. This southern location appears to be a reasonable option to creating more equitable service in Glendale and uses existing facilities. However, there are feasibility challenges with the pool at Rose Lane Aquatics Center so development of aquatic facilities at a central location may better achieve service equity and financial goals.

The map below shows the impacts to access to indoor facilities given three-mile, five-mile and seven-mile service areas on Foothills Recreation Center and potential improvements at Rose Lane Aquatics Center and Park.

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Figure 77: Improving access to indoor facilities analysis



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Appendix D: Community Survey Methodology

The City of Glendale Parks and Recreation Master Plan Update Community Survey used a traditional mail survey approach coupled with an option to complete the survey online or by smartphone through a password protected website. The mail survey, also referred to as the Invite Survey, was structured to allow for a random selection of respondents to the survey in Glendale in order to obtain a representative sample from the community. In total, 4,251 households within the city limits of Glendale were randomly selected to receive the Invite Survey. The Invite Survey generated 276 complete surveys which resulted in a margin of error of +/- 5.9% at a 95% confidence level. Responses were collected from all major ZIP codes (85301 through 85310) across Glendale, representing a thorough geographic participation.

Margin of error represents a level of accepted uncertainty and confidence level represents how confident RRC, a survey firm with expertise in parks, open space, and trails needs assessment studies, is that the results represent the greater population. Error is present in all survey data because the purpose of a survey is to use a smaller sample to estimate how an entire population would respond.

For example, if this study was repeated with a new sample of 276 of randomly selected Glendale residents, RRC assumes the actual result for any given question is still within +/- 5.9% of the result we find on this Invite Survey. Thus, if a "yes/no" question is asked of respondents and the response is 50 percent "yes," we would be 95 percent confident (a commonly used threshold) that the actual result is between 44.1 percent and 55.9 percent. A common target for margin of error is +/-5%; however, the random selection methodology of the survey truly drives how well the data represents the population and the margin of error is only one part of the process of gathering representative results.

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To ensure results represent residents of Glendale, Invite Survey responses are weighted by age to better represent the community. In this case, younger residents were not as well represented. In general, mail surveys tend to have a higher than average age than the local population. Weighting is therefore applied to ensure younger residents are given a representative share of responses. This is a common practice in survey research and facilitates representative results.

Comparing findings to another sample of data is another method to use to confirm survey data. In this case, comparing Open Link Survey sample responses further validates Invite Survey results. The 356 completed responses from the Open Link Survey show very similar results to the Invite responses, placing more confidence in the results of the Invite Survey sample despite a lower sample size.

The margin of error is acceptable (and significant at even a 90% confidence level) and the process used to produce the Community Survey Report followed a standardized approach within the parameters of budget allocated to the research to allow for a random sample of respondents from across Glendale to participate. Results were weighted to correct for issues of underrepresentation of younger populations and Open Link Survey results track very similarly to the Invite Survey sample. All together these steps garner valid results from residents. Therefore, RRC is confident the results are valid and represent Glendale residents.

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Appendix E: Site Specific Park Improvement Projects



Keynote Legend

Parking Data:

Needed Amenity Parking:

- 70 / Soccer Field =	**350**
- 40 / Dog Park =	**40**
- 150 / Group Ramada =	**150**
- 20 / Archery Range =	**20**
- Miscellaneous =	**50**
	Total = 610

Provided Parking:

-Existing Pavilion Parking =	**240**
-Existing Library Parking =	**127**
-Proposed North Field Parking =	**180**
-Proposed South Field Parking =	**140**
-Proposed Additional Library Parking =	**50**
-Proposed Basketball Parking =	**40**
-Proposed Recreation & Aquatic Center Parking =	**220**
	Total = 997

Conceptual Layout

2.2.2021

Heroes Park

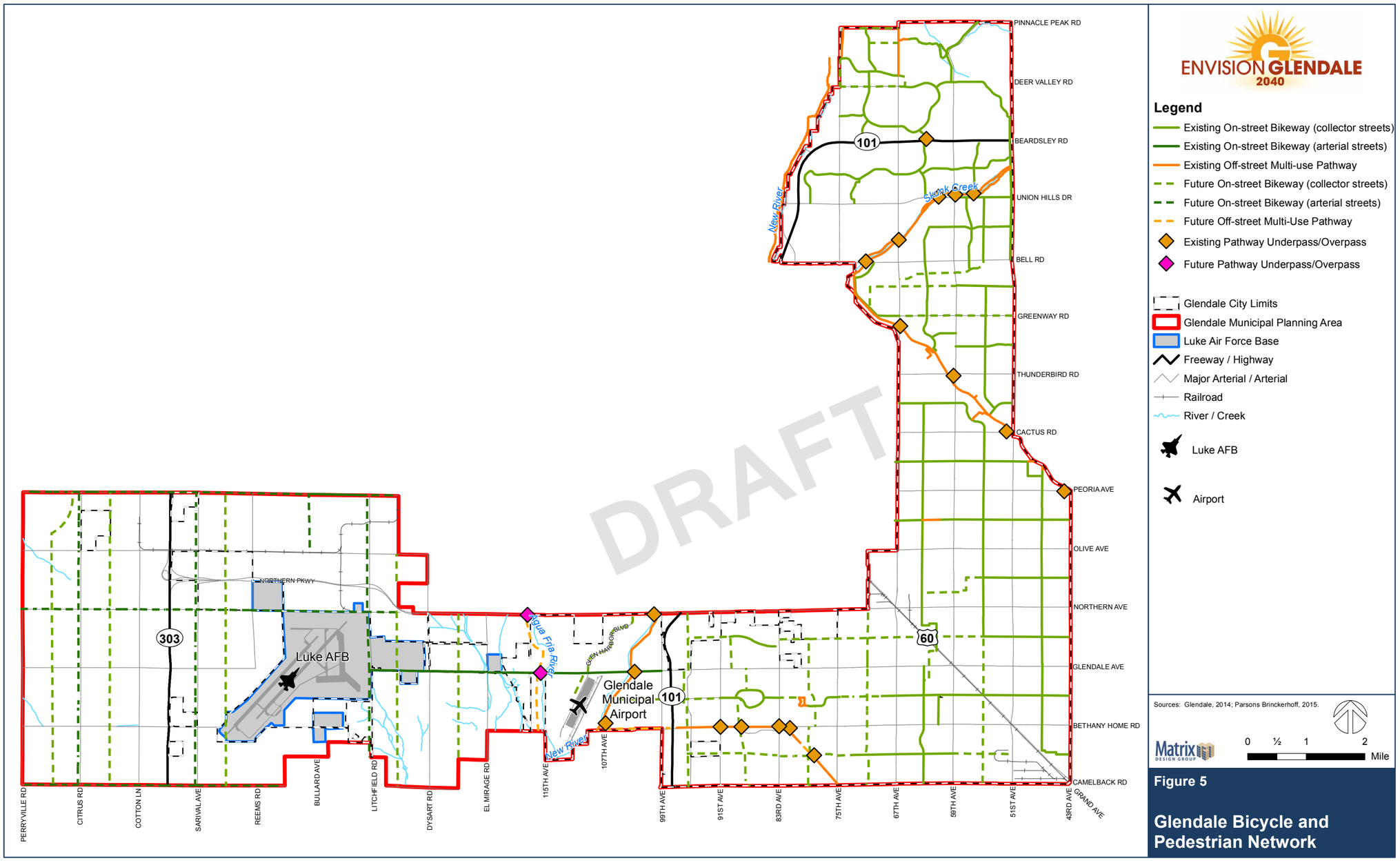
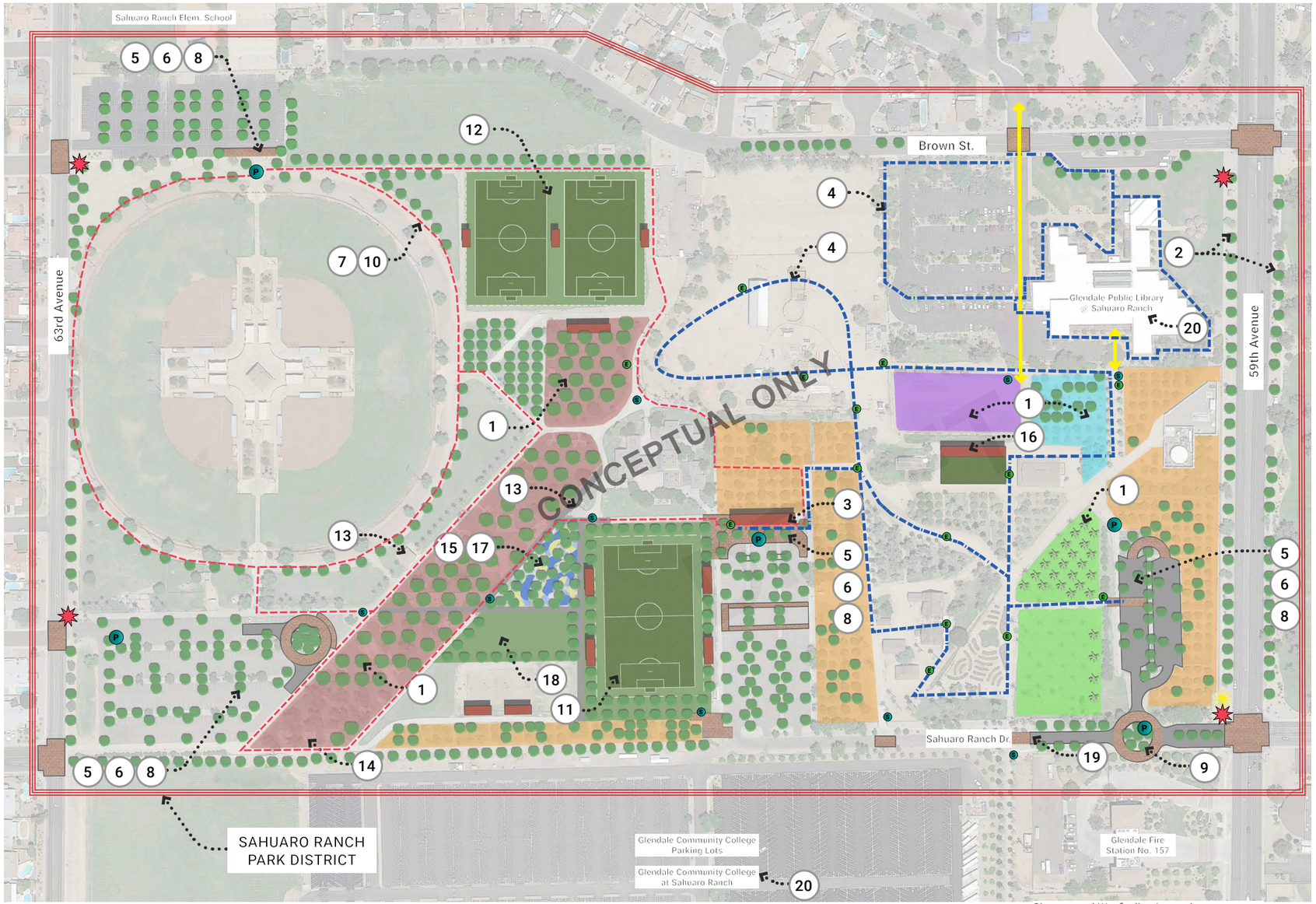


Figure 5

Glendale Bicycle and Pedestrian Network



Keynote Legend

1. Restore Historic Groves
   - Citrus
   - Date Palm
   - Pecan
   - Stone Fruit
   - Demonstration Field
2. Make 59th the SRP district signature streetscape from Mt. View to Brown with enhanced intersections, signals, landscape, paths, etc.
3. Create a Guest Pavilion at the north end of the central parking as the "hub" for visitors, education, shopping, dining, sales, etc.
4. Create "Education Loop(s)" with brand, signage, for both guided and self-guided tours.
5. Right size parking size and distribution
6. Create drop zones in parking
7. Add Shade along all walks and paths
8. Add trees and islands w/ trees in parking
9. Add roundabout on Mt. View
10. Create and brand soft path walking loops in the park and district. "Walk the Park" attractions
11. Renovate soccer field, expand to 200' x 320', switch to artificial turf, remove fence, surround field with grove and add shade pavilions making it a signature attraction
12. Renovate north soccer fields, provide (2) 160' x 260' artificial turf soccer fields, install (3) 20' x 40 Ramadas
13. Rehab or rebuild existing restrooms, review locations/distribution to optimize
14. Reduce number of picnic tables/pads in pecan grove
15. Complete Removal and Replacement of Existing Playground Equipment
16. "The Lawn" Multi-Use Event and Education Space with Shade pavilion
17. Destination Play and Water Play Area
18. Multi-Use Lawn Area
19. Rename Mountain View Road to Sahuaro Ranch Drive
20. Re brand the Area to Include Sahuaro Ranch as the Key Element, i.e. Glendale Public Library at Sahuaro Ranch, Glendale Community College at Sahuaro Ranch.

Concept Statements

- Provide Dining, Walking, Shopping, Socializing, Event, Botanical, and Commercial Opportunities and Attractions

- Prepare a Structural Assessment for the Existing Historic Buildings and Structures With Recommendations For Repairs and Ongoing Maintenance

- Prepare a Drainage Assessment for the Historic Areas of the Park Focusing on The Historic Buildings and Structures. Provide Recommendations to Eliminate Flood Impacts to Buildings.

	Existing Parking	Proposed Parking
Lot A *School Lot*	207	XXX
Lot B *Guilfield Lot*	290	XXX
Lot C *Rancho Lot*	245	XXX
Lot D *Historical Lot*	58	XXX
Totals	742	XXX

Pg. 1 of 3

Signage and Wayfinding Legend

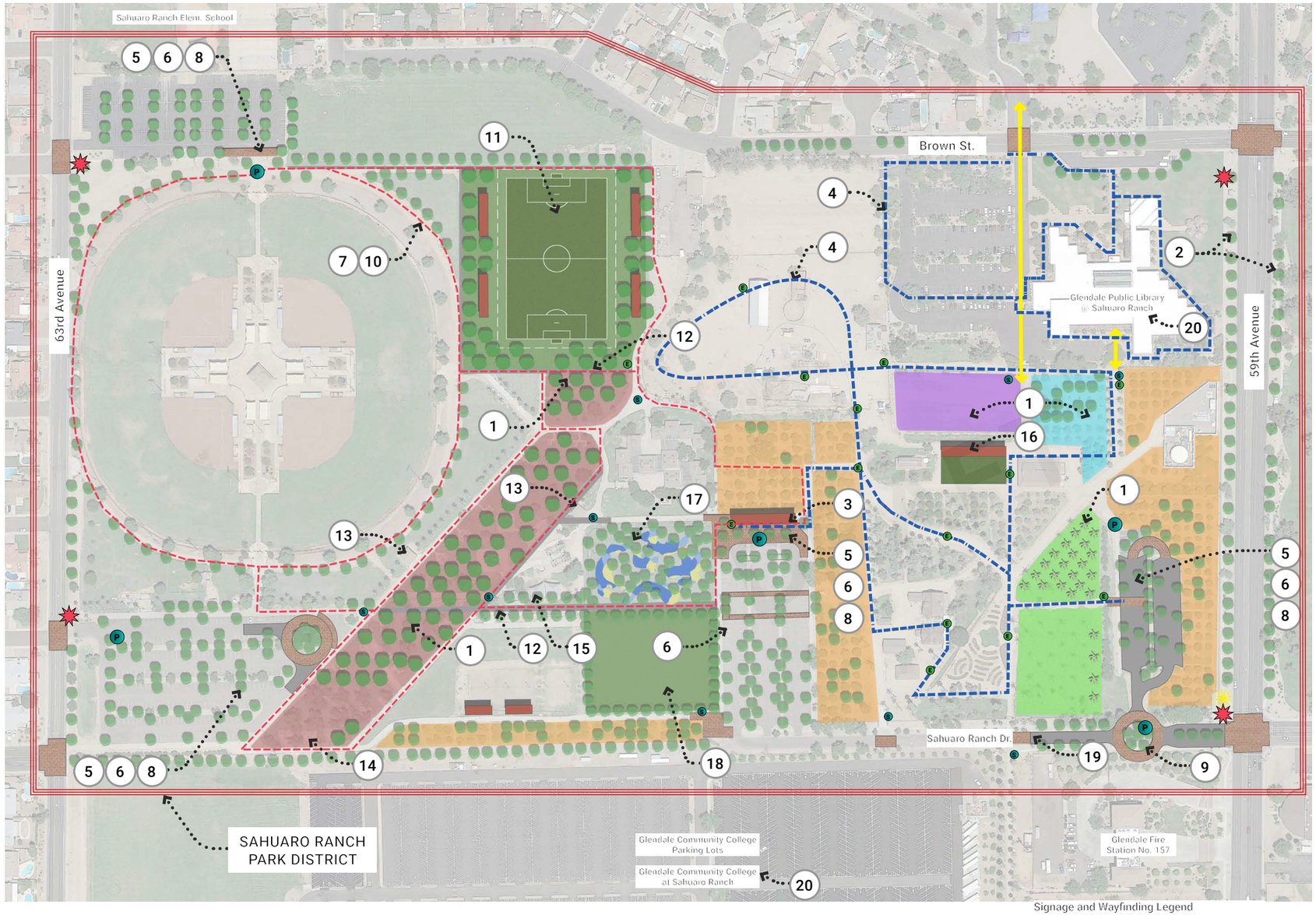
Create a District With Brand Identification and Wayfinding Signage

- Entry Monument
- Electronic Reader Board
- Primary Directional
- Secondary Directional
- Educational / Historical Information

Conceptual Layout | Concept "A"

Sahuaro Ranch Park

2.2.2021



Keynote Legend

1. Restore Historic Groves
   - Citrus
   - Date Palm
   - Pecan
   - Stone Fruit
   - Demonstration Field
2. Make 59th the SRP district signature streetscape from Mt. View to Brown with enhanced intersections, signals, landscape, paths, etc.
3. Create a Guest Pavilion at the north end of the central parking as the "hub" for visitors, education, shopping, dining, sales, etc.
4. Create "Education Loop(s)" with brand, signage, for both guided and self-guided tours.
5. Right size parking size and distribution
6. Create drop zones in parking
7. Add Shade along all walks and paths
8. Add trees and islands w/ trees in parking
9. Add roundabout on Mt. View
10. Create and brand soft path walking loops in the park and district. "Walk the Park" attractions
11. Move Main Soccer Field North, Expand to 225' x 360', Switch to Artificial Turf, surround field with grove and add shade pavilions making it a signature attraction
12. Reconfigure Sidewalks
13. Rehab or rebuild existing restrooms, review locations/distribution to optimize
14. Reduce number of picnic tables/pads in pecan grove
15. Complete Removal and Replacement of Existing Playground Equipment
16. "The Lawn" Multi-Use Event and Education Space with Shade pavilion
17. Destination Play and Water Play Area
18. Multi-Use Lawn Area
19. Rename Mountain View Road to Sahuaro Ranch Drive
20. Re brand the Area to Include Sahuaro Ranch as the Key Element, i.e. Glendale Public Library at Sahuaro Ranch, Glendale Community College at Sahuaro Ranch.

Concept Statements

- Provide Dining, Walking, Shopping, Socializing, Event, Botanical, and Commercial Opportunities and Attractions

- Prepare a Structural Assessment for the Existing Historic Buildings and Structures With Recommendations For Repairs and Ongoing Maintenance

- Prepare a Drainage Assessment for the Historic Areas of the Park Focusing on The Historic Buildings and Structures. Provide Recommendations to Eliminate Flood Impacts to Buildings.

	Existing Parking	Proposed Parking
Lot A *School Lot*	207	XXX
Lot B *Ballfield Lot*	290	XXX
Lot C *Ramada Lot*	245	XXX
Lot D *Historical Lot*	58	XXX
Totals	742	XXX

Signage and Wayfinding Legend

Create a District With Brand Identification and Wayfinding Signage

- Entry Monument
- Electronic Reader Board
- Primary Directional
- Secondary Directional
- Educational / Historical Information

Conceptual Layout | Concept "B"

2.2.2021

Sahuaro Ranch Park


Murphy Bridle Path | Phoenix, Arizona

1 Shaded Walkway


Audubon Park | New Orleans, Louisiana

2 Shaded Walkway


Event Space | Palouse County, Idaho

3 Pole Barn Event Space


Maggie Daly Park | Chicago, Illinois

4 Destination Playground


Tumbleweed Park | Chandler, Arizona

5 Destination Playground

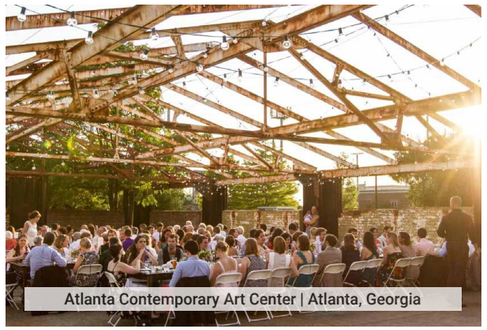

6 Mutli Use Event Lawn


Peoria Sports Complex | Peoria, Arizona

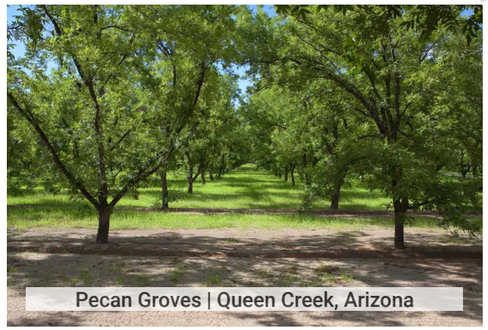
7 Themed Splash Pad


Citrus Groves | Waddell, Arizona

8 Citrus Groves


Atlanta Contemporary Art Center | Atlanta, Georgia

9 Outdoor Event Space


Pecan Groves | Queen Creek, Arizona

10 Pecan Groves


11 Educational Opportunities


Roundabout Art Monuments | Bend, Oregon

12 Themed Roundabout @ Entry Drive

Photo Inspiration

Sahuaro Ranch Park

2.2.2021



Keynote Legend

1. Hydroseed Disturbed Areas and Existing Parking Areas

2. Proposed Parking Area to Match Existing Parking: 165 Parking Stalls

3. Re-Configure Driveway Entrance @ Intersection with Access Gate and Treadle

4. Convert Drive into One Way Loop

5. Reclaim Edge and Revitalize with Desert Demonstration Garden

6. Secondary Trailhead Breezeway: Restroom, Classroom, and Shade Structure

7. Trail Connection to Pinnacle Peak Road

8. Aesthetic Screen Wall

9. Emergency Vehicle Access Only with Gates

10. Entry Monument Signage

11. Secondary Signage Typ.

Coach Whip Trail

Flatlander Trail

New Trail Connection

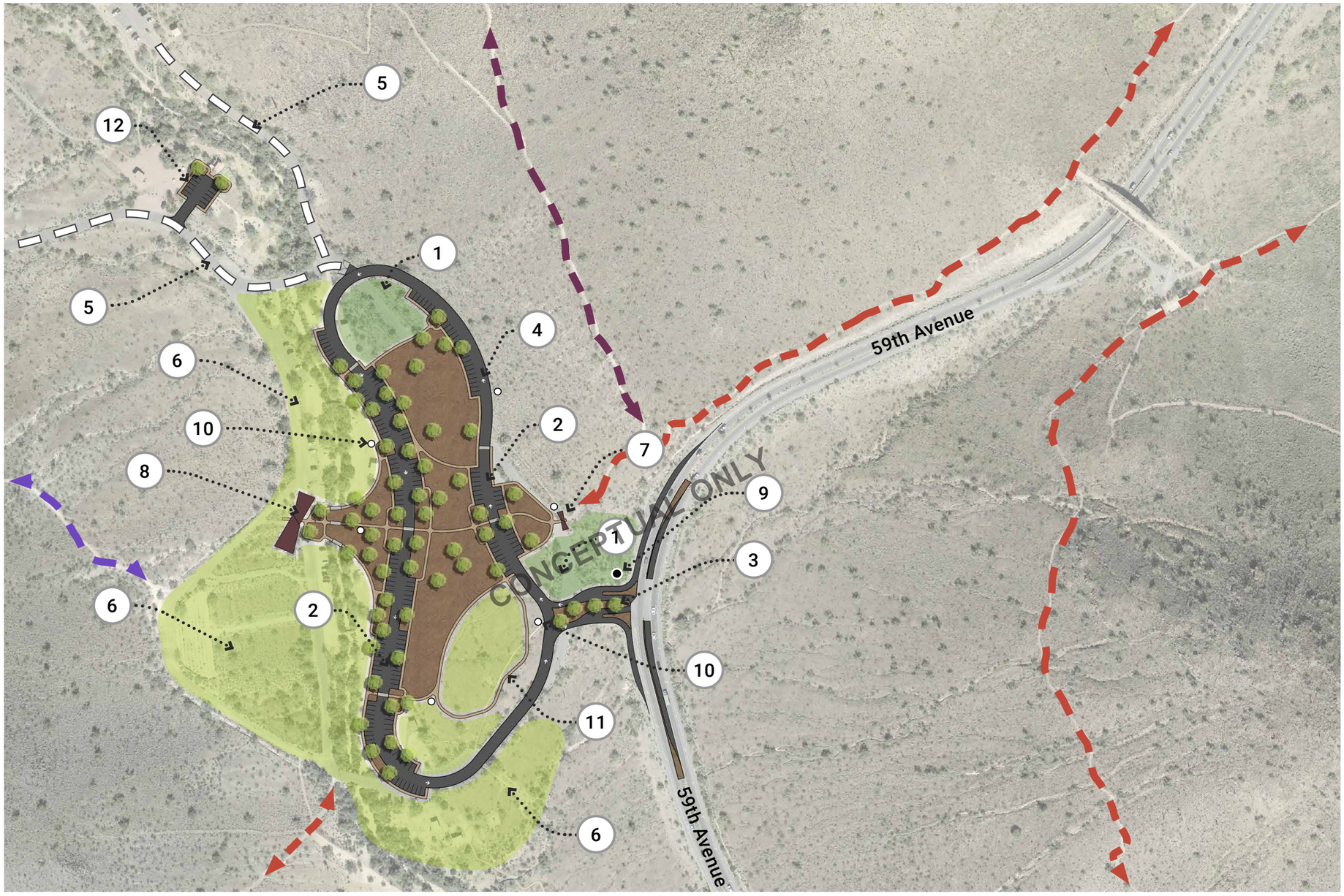
General Notes:

- Remove Existing Restroom Buildings (Refer to Park Overview for Locations)

Conceptual Layout | 55th Avenue Trailhead

Thunderbird Conservation Park

2.2.2021



Keynote Legend

1. Hydroseed Disturbed Areas and Existing Parking Areas

2. Proposed Parking Areas to Match Existing Parking: 169 Parking Stalls

3. Re-Configure Driveway Entrance @ Intersection.

4. Convert Drive into One Way Loop

5. Modify Vehicular Circulation , Create "Silent Road" For Hikers and Bikers

6. Revitalize Existing Amphitheater and Old Drive into Desert Demonstration Garden

7. Tertiary Trailhead Breezeway: Bathroom and Shade Structure

8. Primary Trailhead Breezeway: Indoor/Outdoor Classroom Space, Restroom, Shade Structures

9. Entry Monument Signage

10. Secondary Signage Typ.

11. Barrier Free Trail

12. Dedicated Maintenance Area

Coach Whip Trail

Cholla Loop Trail

Sunrise Trail

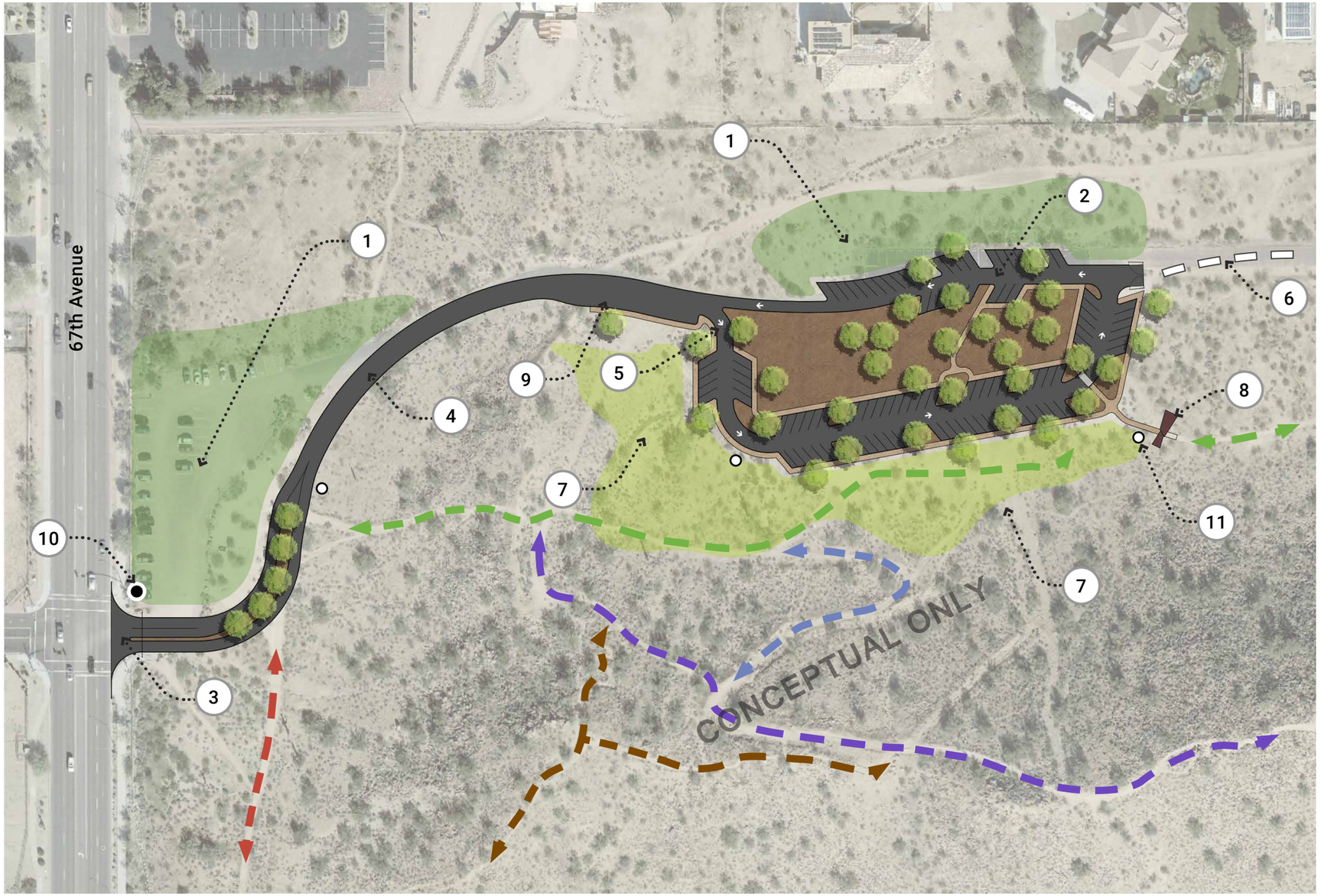
General Notes:

- Remove Existing Restroom Buildings (Refer to Park Overview for Locations)

Conceptual Layout | 59th Avenue Trailhead

Thunderbird Conservation Park

2.2.2021



Keynote Legend

1. Hydroseed Disturbed Areas and Existing Parking Areas

2. Proposed Parking Areas to Match Existing Parking: 100 Parking Stalls

3. Re-Configure Driveway Entrance @ Intersection with Access Gate and Treadle

4. Re locate Entry Driveway to Parking Lot

5. Convert Drive into One Way Loop

6. Modify Vehicular Circulation , Create "Silent Road" For Hikers and Bikers

7. Reclaim Edge and Revitalize with Desert Demonstration Garden

8. Tertiary Trailhead Breezeway: Restroom and Shade Structure

9. Equestrian Parking

10. Entry Monument Signage

11. Secondary Signage Typ.

- Coach Whip Trail
- Sunrise Trail
- Desert Iguana Trail
- Desert Iguana Connector
- Chuckwalla Overlook

General Notes:

- Remove Existing Restroom Buildings (Refer to Park Overview for Locations)

Conceptual Layout | 67th Avenue Trailhead

Thunderbird Conservation Park

2.2.2021



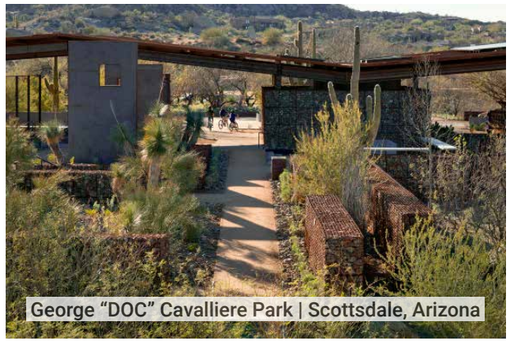
Brown's Ranch Trailhead | Scottsdale, Arizona

1 Shade Structure



Piestewa Peak Trailhead | Phoenix, Arizona

2 Shade Structure



George "DOC" Cavalliere Park | Scottsdale, Arizona

3 Trailhead Breezeway



Piestewa Peak Trailhead | Phoenix, Arizona

4 Ranger Station



Piestewa Peak Trailhead | Phoenix, Arizona

5 Restroom Building



Liberty Wildlife | Phoenix, Arizona

6 Group Education



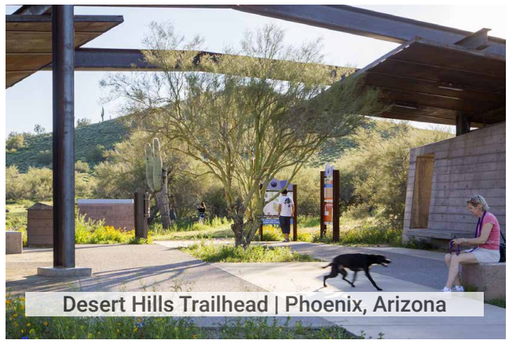
Desert Hills Trailhead | Phoenix, Arizona

7 Entry signage



Deem Hills Trailhead and Park | Phoenix, Arizona

8 Desert Revegetation



Desert Hills Trailhead | Phoenix, Arizona

9 Trailhead Breezeway



Desert Hills Trailhead | Phoenix, Arizona

10 Trail Signage



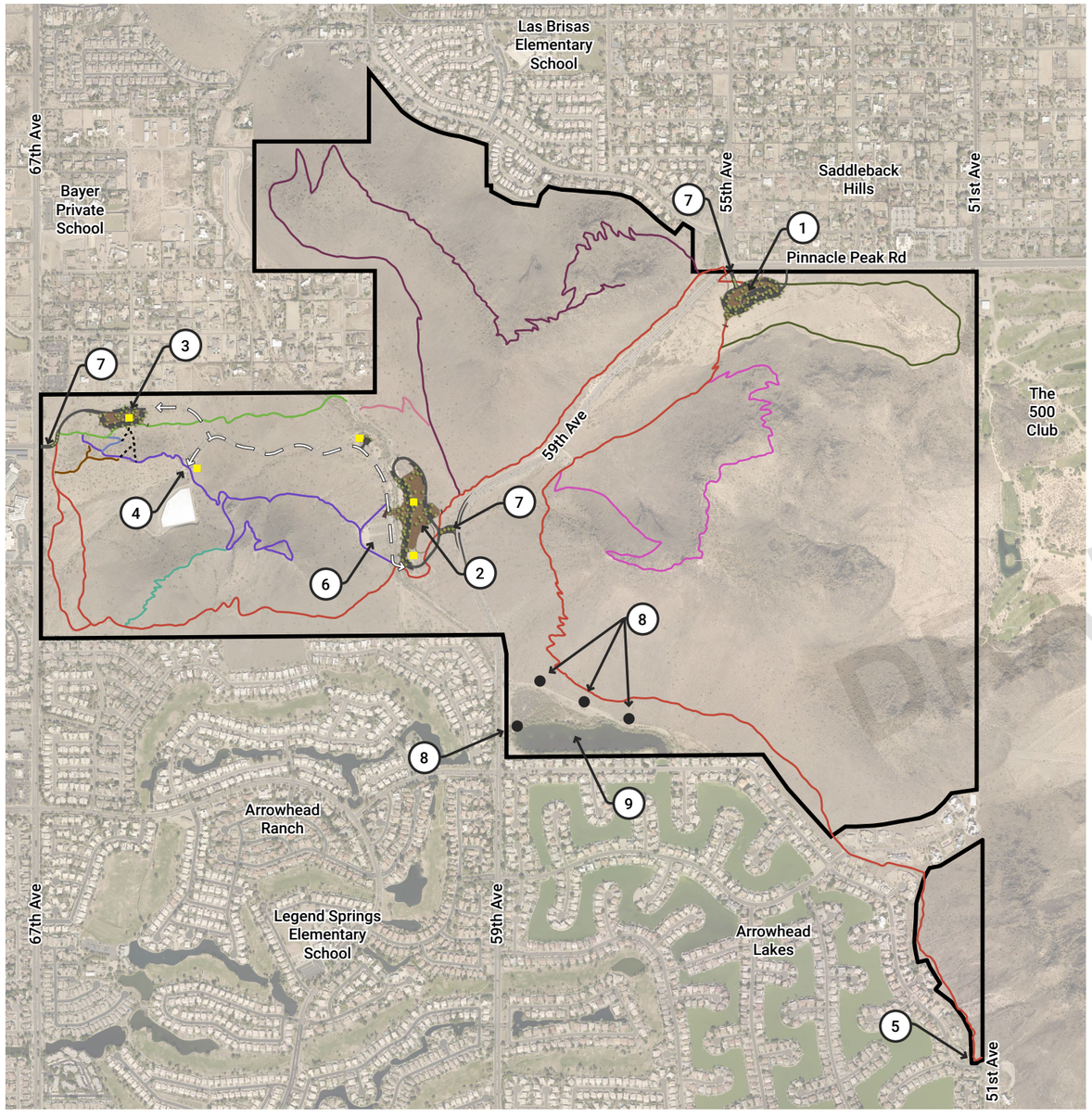
Desert Hills Trailhead | Phoenix, Arizona

11 Trail Signage



Deem Hills Trailhead and Park | Phoenix, Arizona

12 Desert Revegetation



Keynote Legend

- Thunderbird Conservation Park Boundary
- Coach Whip Trail
- Cholla Loop Trail
- Cholla Connector
- Flatlander Trail
- Arrowhead Point Trail
- Sunrise Trail
- Desert Iguana Trail
- Desert Iguana Connector
- Ridgeline Trail
- Chuckwalla Overlook Trail
- Remove/Re-vegetate Trail
- "Silent" Road - Hiking and Service Only
- Existing Restroom Building

1. 55th Avenue and Pinnacle Peak Trailhead See Pg. 2 for Proposed Improvements.

2. 59th Ave. Trailhead, See Pg. 3 for Proposed Improvements

3. 67th Ave. Trailhead, See Pg. 4 for Proposed Improvements.

4. Keep Existing Ramadas, Remove Existing Restroom

5. Walk In Trailhead

6. Amphitheater Steps - To be Turned into Interpretative Botanical Garden Walk

7. Monument Sign

8. Wildlife Viewing Areas

9. Sediment Basin / Retention Area

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Thunderbird Conservation Park Overview

2.2.2021

Thunderbird Conservation Park

Appendix F: Parks and Recreation Influencing Trends

The changing pace of today's world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of city residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving your community.

Part I: Recreation Behavior and Expenditures of Glendale Citizens

- Local Recreational Expenditures
- Outdoor Recreation Behavior
- Fitness and Health Behavior
- Team Sport Participation

Part II: Parks and Recreation Trends Relevant to Glendale

- Community Events and Festivals
- Community Gardens
- Conservation
- Cultural Tourism
- Food Trucks
- Generational Trends in Recreation
- Impacts of Homelessness
- Marketing & Social Media
- Nature Programming/Nature Deficit Disorder
- Older Adults and Senior Programming
- Outdoor Fitness Trails
- Pickleball
- Preventative Health
- Recreational Preferences by Ethnicity
- Signage and Wayfinding
- Urban Park Revenue

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Part I: Recreation Behavior and Expenditures of Glendale Households

Local Recreational Expenditures

Data from the Bureau of Labor Statistics provides insights about consumer expenditures per household in 2019. The following information was sourced from ESRI Business Analyst, which provides a database of programs and services where Glendale residents spend their money. The table below shows the average dollars spent on various recreational products/services. Money spent on Sports/Rec/Exercise Equipment related to Entertainment and Recreation generated the highest revenues of $15.4 million per year in Glendale.

Table 38: Recreational Expenditures in Glendale, AZ

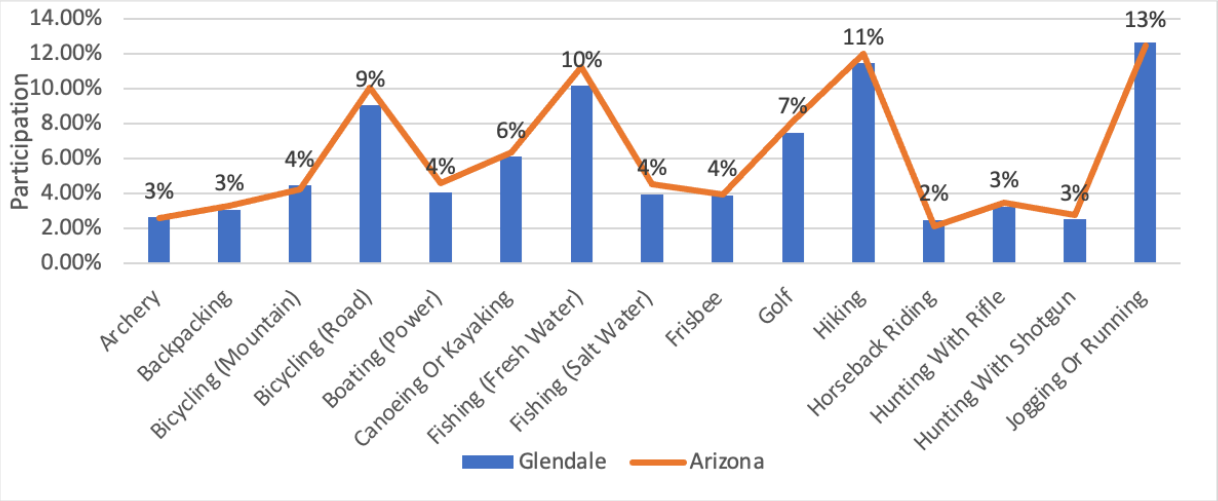
Variable	Average per Resident	Total
Entertainment/Recreation -Sports/Rec/Exercise Equipment	$181.42	$15,440,773
Entertainment/Recreation - Toys/Games/Crafts/Hobbies	$104.45	$8,889,974
Hunting & Fishing Equipment	$64.19	$5,463,208
Pet Services	$55.53	$4,725,915
Camp Fees	$40.70	$3,463,877
Bicycles	$25.76	$2,192,715
Rental of Boats/Trailers/Campers/RVs	$18.79	$1,599,469
Camping Equipment	$18.15	$1,544,423
Water Sports Equipment	$6.61	$562,356
Winter Sports Equipment	$4.29	$364,739

Outdoor Recreation Behavior

In ***Figure 78***, data from ESRI Business Analyst shows popular outdoor recreation activity participation by households in Glendale. Participation was also pulled from the State of Arizona for comparison. The most popular activities in the Glendale included:

- Jogging or Running (13%)
- Hiking (11 %)
- Fishing (Fresh Water) (10%)

Figure 78: Outdoor Recreation Behavior of Glendale compared to the State of Arizona



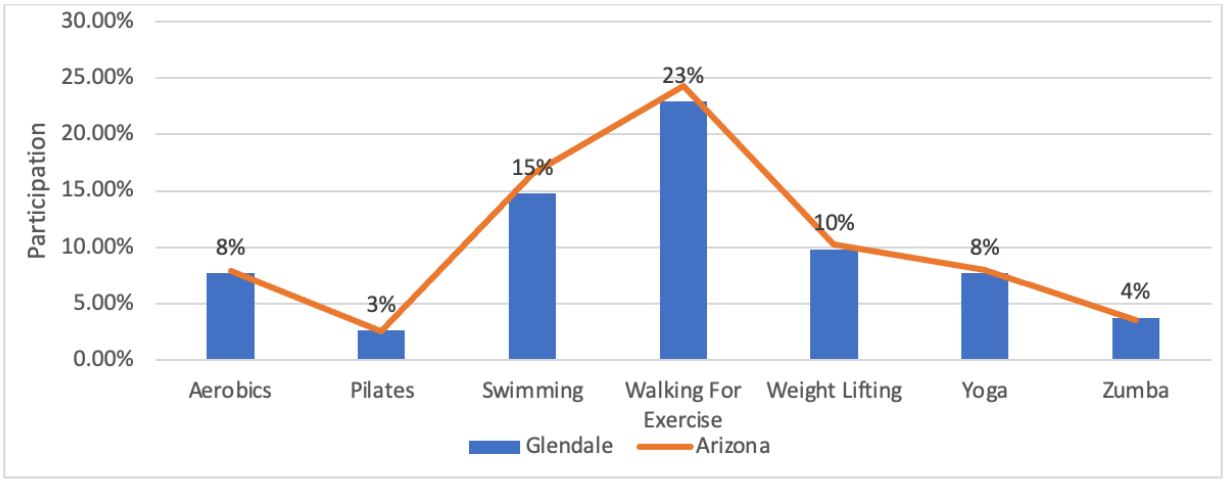
DRAFT

Fitness and Health Behavior

The figure below shows household participation in various fitness activities. Participation was higher in Glendale than the State of Arizona, specifically for the following activities:

- Walking for Exercise (23%)
- Swimming (15%)
- Weight Lifting (10%)

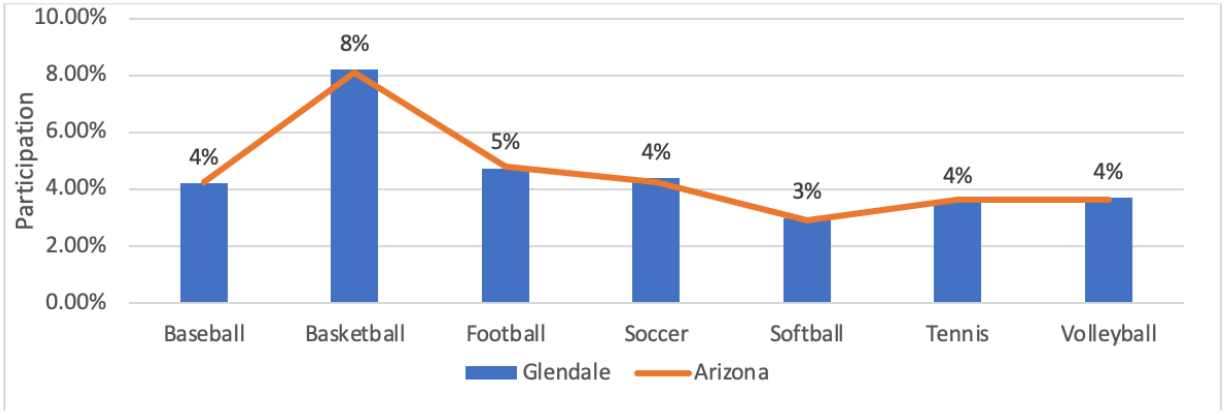
Figure 80: Fitness and Wellness Participation of Glendale compared to the State of Arizona



Team Sport Participation

According to census data, households in Glendale had highest participation in basketball (8%), followed by football (5%), baseball, soccer, tennis, and volleyball (4%).

Figure 80: Team Sport Household Participation in Glendale compared to State of Arizona



Part II: Parks and Recreation Trends Relevant to Glendale

Community Events and Festivals

In the context of urban development, from the early 1980's there has been a process that can be characterized as "festivalization," which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of "cultural experience."

The success rate for festivals should not be evaluated simplistically solely on the basis of profit (sales), prestige (media profile), size (numbers of events). Research by the European Festival Research Project (EFRP)[1] indicates there is evidence of local and city government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, tourists). There is also a growing number of smaller, more local, community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational, and participative value. For more information on the values of festivals and events, see the CRC Sustainable Tourism research guide[2] on this topic.

Community Gardens

Communities around the country are building community gardens for a number of far-reaching environmental and social impacts. According to GreenLeaf Communities, which supports scientific research in environmental and human health, community gardens offer benefits including:[3]

Environmental	Social
Reducing waste through composting	Increase intake of vegetables and fruits
Improving water infiltration	Promotes relaxation and improves mental health
Increasing biodiversity of animals and plants	Increases physical activity
Improve air and soil quality	Reduces risk of obesity and obesity-related diseases

Some studies show that community gardens can improve the well-being of the entire community by bringing residents together and creating social ties. This activity can reduce crime, particularly if gardens are utilized in vacant lots. In fact, vacant land has the opposite effect of community gardens, including increased litter, chemical and tire dumping, drug use, and decreased property values. By creating community gardens, neighborhoods can teach useful skills in gardening, food production, selling, and business. The National Recreation and Park Association published an in-depth guide to building a community garden in parks through the Grow Your Park Initiative, which can be found on their website.[4]

1 EFRP is an international consortium seeking to understand the current explosion of festivals and its implications and perspective. http://www.efa-aef.eu/en/activities/efrp/, accessed October 2012.

2 Ben Janeczko, Trevor Mules, Brent Ritchie, "Estimating the Economic Impacts of Festivals and Events: A Research Guide," Cooperative Research Centre for Sustainable Tourism, 2002, http://www.sustainabletourismonline.com/1005/events/estimating-the-economic-impacts-of-festivals-and-events-a-research-guide, accessed October 2012.

3 Katie DeMuro, "The Many Benefits of Community Gardens" Greenleaf Communities, https://greenleafcommunities.org/the-many-benefits-of-community-gardens, accessed January 2019

4 Laurie Harmon and Laurel Harrington, "Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation." National Recreation and Park Association, https://www.nrpa.org/uploadedFiles/nrpa.org/Grants_and_Partners/Environmental_Conservation/Community-Garden-Handbook.pdf, accessed January 2019

Conservation

One of the key pillars of parks and recreation is the role that it plays in conservation. Managing and protecting open space, providing opportunities for people to connect with nature, and educating communities about conservation are all incredibly important. One of the key components of conservation is addressing climate change. Local parks and recreation can help by building climate resilient communities through water management, green infrastructure, and sustainability. A report by NRPA in 2017 titled "Park and Recreation Sustainability Practices" surveyed over 400 park and recreation agencies and found the top five ways that local departments are taking action on conservation and climate change include:

- Alternative Transportation – 77% reduce carbon footprint through offering transportation alternatives
- Watershed Management – 70% adopt protective measures for watershed management
- Air Quality – 53% plant and manage tree canopy that improves air quality
- Sustainable Education – 52% educate the public about sustainability practices
- Stormwater Management – 51% proactivity reduce stormwater through green infrastructure[5]

Cultural Tourism & Public Art

Public Art is a one aspect of cultural tourism that creates valuable revenue potential. According to the World Tourism Organization, cultural tourism involves visiting sites with historical and cultural value, which "creates admiration, national pride, and the rediscovery of our achievements of our ancestors." A 2012 global survey by the World Tourism Organization identified six key categories for cultural tourism:

Figure 81: Six Pivotal Areas as the Basis of Cultural Tourism



Food Trucks



It is estimated that in 2017, the food truck industry accounted for approximately $2.7 billion in food revenue. Popularity has increased since the late 2000's, partly because of the hit on brick and mortar businesses, and partly because of the ability of social media to connect on-the-go businesses with consumers. According to the 2015 Harvard Kenny School Article "On the Go: Insights into Food Truck Regulation," the rise of food trucks placed a responsibility on city officials to regulate and enforce policies related to four main areas: Economic Activity, Public Health, Public Safety, and Public Space.[6]

In regard to public space, cities like Portland, Oregon, have established a set of regulations that promote economic development by encouraging the use of vacant lots. These vacant lots are turning into "Food truck hubs," which help improve the aesthetics of the area and deter crime. Information and regulations are easily found online which facilitates the creation of new food truck businesses. Centralizing the permitting process for mobile food vendors also assists with getting new businesses on the road.

5 NRPA, "NRPA Report: Park and Recreation Sustainability Practices,"2017. https://www.nrpa.org/our-work/Three-Pillars/conservation/climate-resilient-parks/

6 On the Go: Insights into Food Truck Regulation, Harvard Kennedy School Ash Center, 2015: https://datasmart.ash.harvard.edu/sites/default/files/2018-01/On_the_Go.pdf

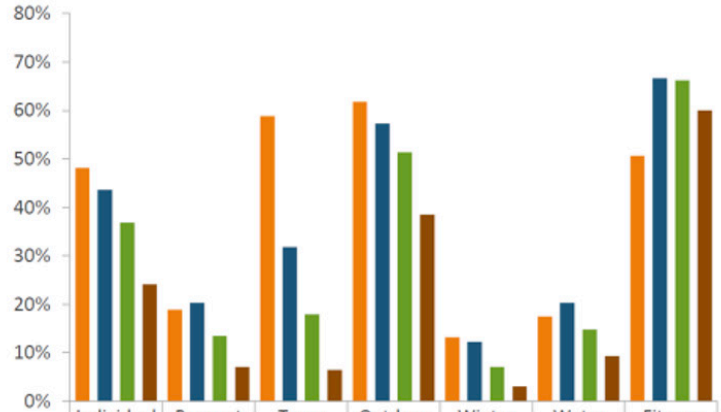
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Generational Trends in Recreation

Activity participation varies based on age, but it also varies based on generational preferences. In regard to generational activity, according to the Sports & Fitness Industry Association (SFIA) report, Millennials had the highest percentage of those who were "active to a healthy level," but a quarter also remained sedentary. Nearly 28 percent of Generation X were inactive, with Baby Boomers at 33 percent inactive. Baby Boomers prefer low impact fitness activities such as swimming, cycling aquatic exercise, and walking for fitness.

Figure 82: Generational Trends

- In 2015, over 80% of Gen Z were active, with a quarter being active to a healthy level. Gen Z had the least percentage of inactives.
- Almost half (49%) of all Millennials were involved in high calorie burning activities.
- 48% of Gen X participated at least once a week in an fitness activity/sport.
- The Boomer generation was the least active in 2015, 34% reporting no activity and only 37% involved in high calorie burning exercises.



	Individual Sports	Racquet Sports	Team Sports	Outdoor Sports	Winter Sports	Water Sports	Fitness Sports
Gen Z (2000+)	48.2%	18.8%	58.8%	61.8%	13.1%	17.5%	50.6%
Millennials (1980-1999)	43.6%	20.2%	31.8%	57.4%	12.2%	20.3%	66.7%
Gen X (1965-1979)	36.9%	13.4%	17.9%	51.4%	7.0%	14.8%	66.2%
Boomers (1945-1964)	24.1%	7.1%	6.4%	38.6%	2.9%	9.2%	60.0%

Baby Boomers

As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers are second only to Generation Y and Millennials in participation in fitness and outdoor sports.[7]

Boomers look to park and recreation professionals to provide opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests that activities such as bingo, bridge, and shuffleboard will likely be avoided because boomers relate these activities with old age.

Generation X

This generational group is comprised of individuals in the 37 to 52-year old age range. Many members of this generation are in the peak of their careers, raising families, and growing their connections within the community. As suggested by the 2017 Participation Report from the Physical Activity Council, members

7 Physical Activity Council, 2012 Participation Report, 2012.

of Generation X were "all or nothing" in terms of their levels of physical activity; with 37 percent reported as highly active, and 27 percent reported as completely inactive. As further noted in the Report, over 50 percent of Generation X was likely to have participated in fitness and outdoor sports activities. An additional 37 percent participated in individual sports.

The Millennial Generation

The Millennial Generation is generally considered those born between about 1981 and 1996, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation's most populous age group.[8]

As Millennials tend to be more tech-savvy, socially conscious, achievement-driven age group with more flexible ideas about balancing wealth, work and play. They generally prefer different park amenities, and recreational programs, as opposed to their counterparts in the Baby Boomer generation. Engagement with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association's official blog, Open Space, Scott Hornick, CEO of Adventure Solutions suggests the following seven things to consider to make your parks millennial friendly:[9]

1. Group activities are appealing.
2. Wireless internet/Wi-Fi access is a must – being connected digitally is a millennial status-quo, and sharing experiences in real time is something Millennials enjoying doing.
3. Having many different experiences is important – Millennials tend to participate in a broad range of activities.
4. Convenience and comfort are sought out.
5. Competition is important, and Millennials enjoy winning, recognition, and earning rewards.
6. Facilities that promote physical activity, such as trails and sports fields, and activities like adventure races are appealing.
7. Many Millennials own dogs, and want places they can recreate with them.

In addition to being health conscious, Millennials often look for local and relatively inexpensive ways to experience the outdoors close to home; on trails, bike paths, and in community parks.[10]

Generation Z

As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse and 25 percent is Hispanic.

Characteristics cited for Generation Z, the youth of today, include:[11]

1. The most obvious characteristic for Generation Z is the widespread use of technology.
2. Generation Z members live their lives online and they love sharing both the intimate and mundane details of life.
3. They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
4. Generation Z tend to be independent. They don't wait for their parents to teach them things or tell them how to make decisions, they Google it.

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8 Richard Fry, "Millennials overtake Baby Boomers as America's Largest Generation", Pew Research Center Fact Tank, April 25,2 016, http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/, accessed May 2015

9 Scott Hornick, "7 Ways to Make Your Park More Millennial Friendly", Parks and Recreation Open Space Blog, August 19, 2015, http://www.nrpa.org/blog/7-ways-to-make-your-parks-millennial-friendly, accessed May 2016

10 "Sneakernomics: How The 'Outdoor' Industry Became The 'Outside' Industry", Forbes, September 21, 2015, http://www.forbes.com/sites/mattpowell/2015/09/21/sneakernomics-how-the-outdoor-industry-became-the-outside-industry/2/#50958385e34d, accessed May 2016

11 Alexandra Levit, "Make Way for Generation Z", New York Times, March 28, 2015, http://www.nytimes.com/2015/03/29/jobs/make-way-for-generation-z.html, accessed May 2016

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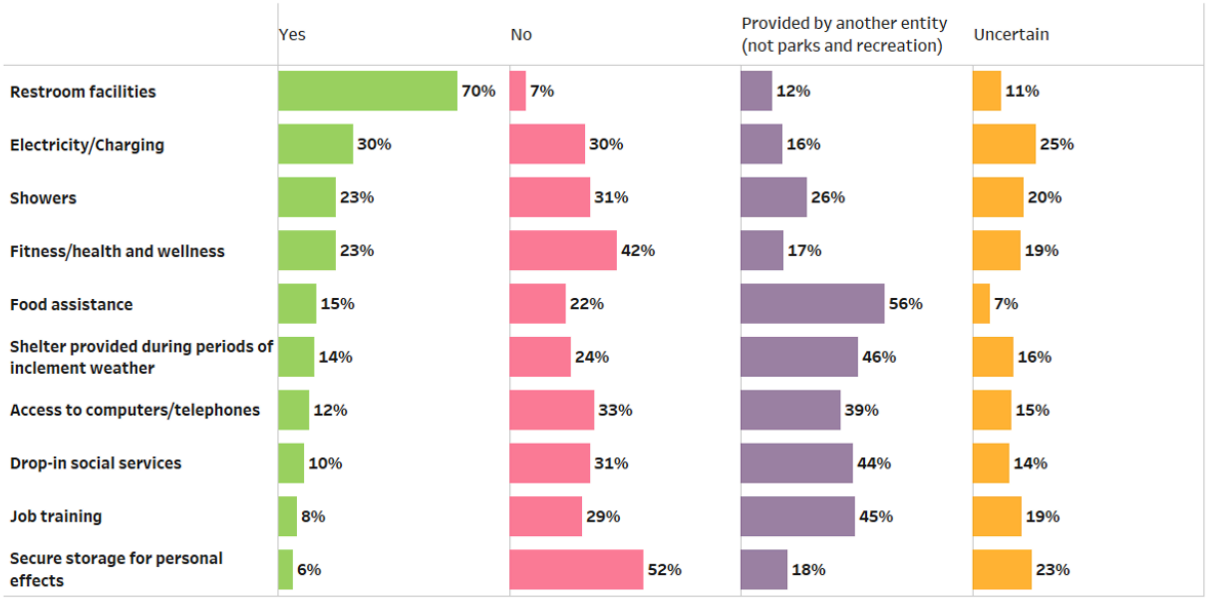
With regard to physical activity, a 2013 article published by academics at Georgia Southern University noted that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation X (born between 1965 and 1981). It suggests that due to increased use of technology, Generation Z spends more time indoors, is less physically active, and more obese compared to previous generations. The researchers noted that Generation Z seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint, but Generation Z also tends to fear, and often struggles with, some basic physical activities and sports.

Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in the figure below, many agencies offer services far beyond traditional "parks and recreation" services. Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

Figure 83: Are the following services are offered to the homeless population by parks and recreation agencies in your community?



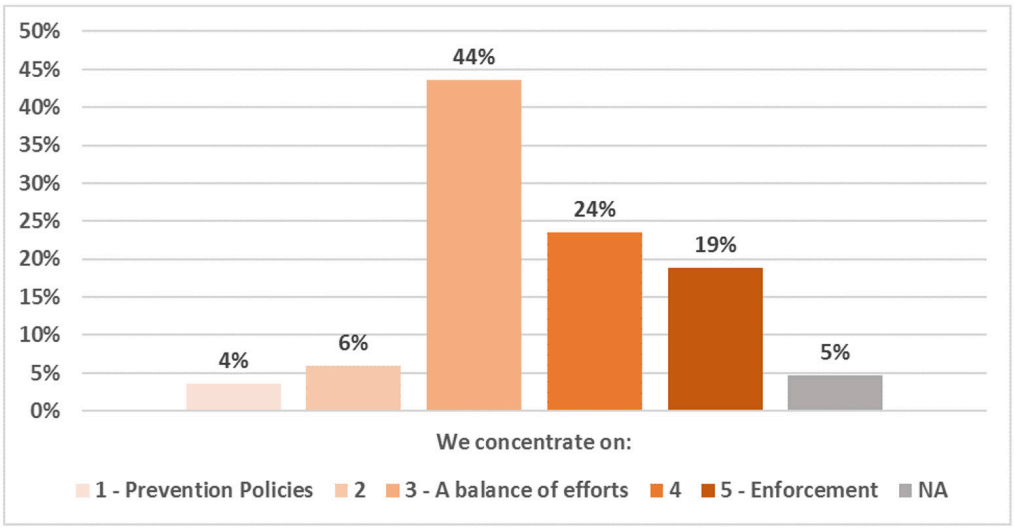
Source: GP RED Homelessness Redline Survey 2018

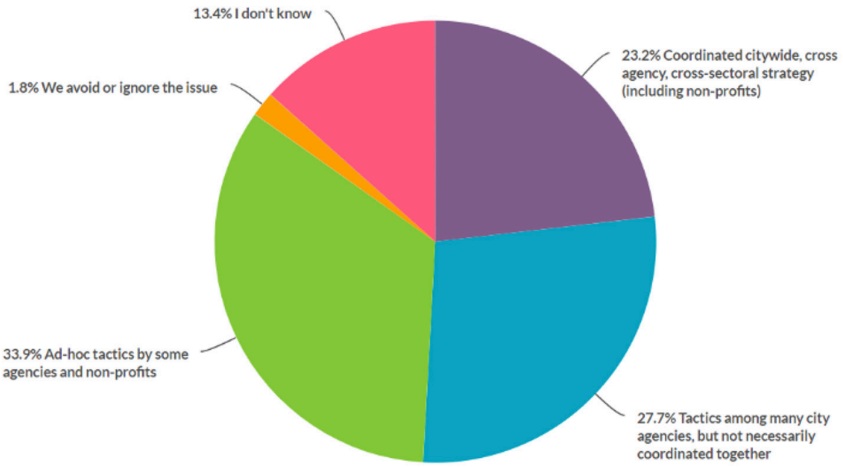
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This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in the figure below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement.

Figure 84: Tactical Approaches to Managing Homelessness

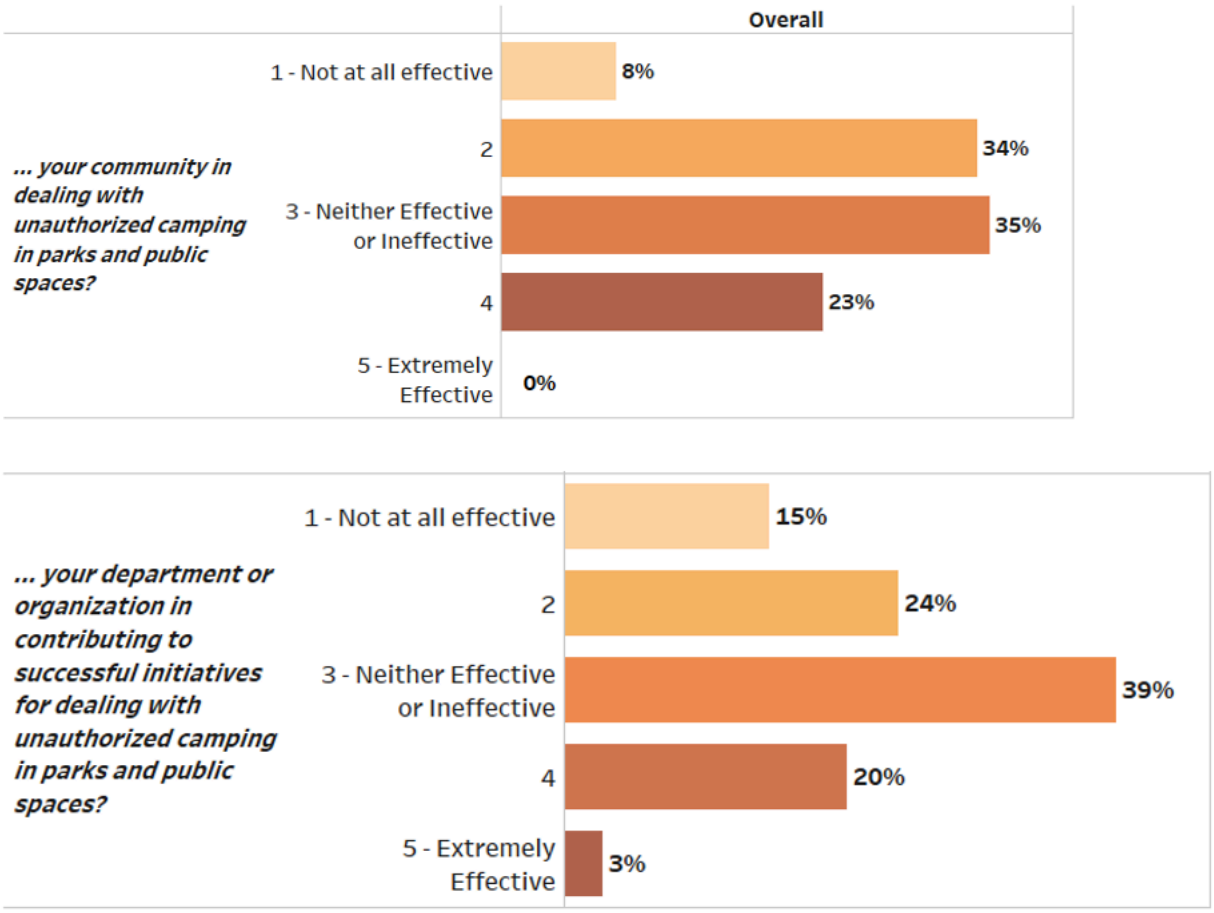




Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

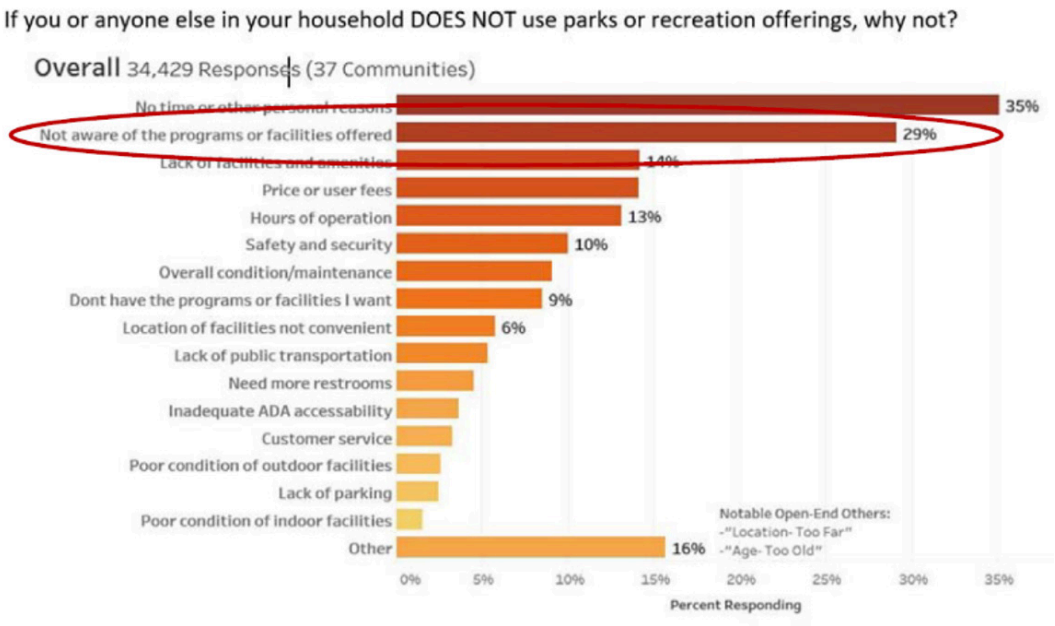
Figure 85: How effective is your community/ is your organization?



Source: GP RED Homelessness Redline Survey 2018

Marketing and Social Media

Awareness of parks and recreation services is critical to the success of any agency. According to a study in collaboration with the National Recreation and Park Association and GP RED of approximately 35,000 responses, one of the primary reasons that patrons do not participate in programs and services is due to lack of awareness.



In today's modern world, there is ample opportunity to promote and market parks and recreation services. It begins with a needs assessment that details how the community prefers to receive information. Then, a marketing plan should be developed that is catered to the agency's resources, including staff, time, and budget. This should guide the agency for one to three years.

Technology has made it easier to reach a wide-reaching, location-dependent audience which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing, however it is becoming a critical piece to receiving participants. Without dedicated staff and support, it is difficult to keep up with social media trends which seem to change daily. Furthermore, with an overarching desire to standardize a municipalities' brand, there may be limitations to the access and control that a parks and recreation agency has over their marketing. It is essential that professionals become advocates for additional resources, training, and education. Having a strong presence on social networks, through email marketing, and through traditional marketing will help enhance the perception from the community.

Nature Play

Playing in nature is an educational opportunity that has numerous benefits, from increasing active and healthy lifestyles, to developing a conservation mindset, to understanding the ecosystems and wildlife that depend on them.[12] According to the report, "Nature Play & Learning Places: Creating and Managing Places where Children Engage with Nature" there is a genuine need in today's society for learning spaces that spark creative play with natural materials, such as plants, vines, shrubs, rocks, water, logs, and

12 Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation

other elements. This is the premise of the concept of Nature Play, which is defined as:



Nature Play spaces can provide valuable lessons for children, not only in regards to learning their natural environment and appreciation for nature, but also for personal development. These spaces, similar to playgrounds, provide safe spaces to take risks and understand behavioral outcomes. One of the most essential elements in planning Nature Play spaces is to conduct a risk assessment to reduce the unnecessary potential of injury. For instance, natural objects such as logs and boulders may be placed strategically for climbing, but consider where the child might land if he or she were to fall or jump off. Similarly, trees can be used as natural climbing features, with consideration to removing shrubs and nearby smaller trees below. Nature Play can happen in forest-based schools, play zoos, gardens, and summer camps. American Camp Association reported that there are approximately 5,000 day camps that currently operate in the U.S.

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires.

As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers are second only to Generation Y and Millennials in participation in fitness and outdoor sports.[13]

Boomers will look to park and recreation professionals to provide opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests that activities such as bingo, bridge, and shuffleboard will likely be avoided because boomers relate these activities with old age.

Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.[14] Whether it's Silver Sneakers, a freestyle low-impact cardio class, or water aerobics, more Americans are realizing the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

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13 Physical Activity Council, 2012 Participation Report, 2012.
14 American College of Sports Medicine, "Survey Predicts Top 20 Fitness Trends for 2015", http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015, accessed January 2015.

Outdoor Fitness Trails



A popular trend in urban parks with trail use for health, wellness, and fitness activities is to install outdoor fitness equipment along the trails. These kinds of exercise stations have been modernized to withstand weather and heavy use. These can be spaced out or a more popular option is to cluster the fitness apparatus just off the trail with a peaceful and pleasing view of nature or playgrounds.

Outdoor Recreation

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating $65.3 billion in federal tax revenue. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity was running – which included both jogging and trail running. Participation among Hispanics and Asians has increased by 1.0 percent and 0.9 percent in the last five years, respectively.[15]

In the State of Arizona, the outdoor recreation economy generates:

- 201,000 direct jobs
- $21.2 billion in consumer spending
- $5.7.4 billion in wages and salaries
- $1.4 billion in state and local tax revenue

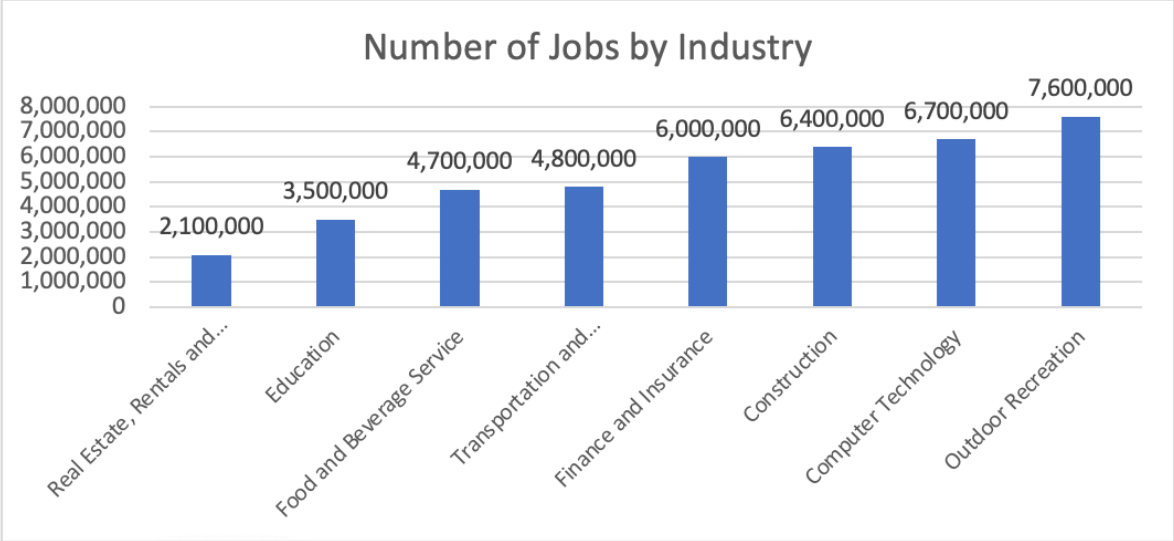
There is good evidence that American's want for outdoor recreation drives commerce. Current figures for consumer spending on outdoor recreation are greater than $887 billion dollars annually. This means Americans spend more money on outdoor recreation than they do on motor vehicles and parts, or household utilities, or pharmaceuticals and gas/fuel combined.

Not only does outdoor Recreation encourage consumer spending on recreation products, trips and travel, it also provides employment for more than 7.6 million Americans. Our country is a global leader in recreation, and the demand of our citizens creates jobs and careers for many highly skilled workers in a wide variety of professions. The Bureau of Labor statistics finds, for example, that more Americans directly employed in the industry of hunting and fishing than are employed in oil and gas extraction. There are also more people employed in recreational motorcycling and off-roading than there are lawyers in the US. Outdoor recreation is creating healthier communities, providing positive past times, driving commerce, and it is the livelihood of millions of Americans.

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15 Outdoor Industry Association, Accessed January 2020: https://outdoorindustry.org/

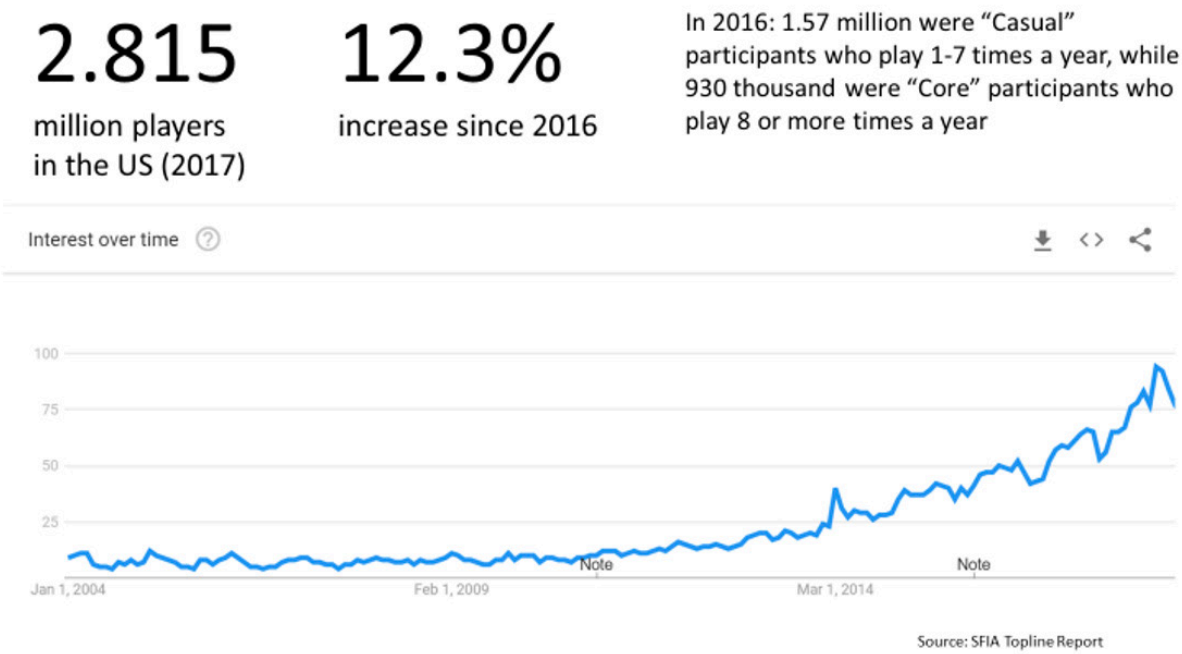
Figure 88: Number of Jobs by Industry



Pickleball

Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults. However, now the sport is being taught in schools across the country. Pickleball will continue to grow, judging by its growth in just the last several years. From 2016 to 2017, pickleball grew 12.3 percent to 2.815 million players. Dedicated pickleball courts are desired by avid players, rather than playing on striped tennis courts.

Figure 88: Pickleball Trends



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Preventative Health

Research has shown conclusively that parks and recreation agencies can use systems thinking approaches to have a beneficial effect on modifiable health behaviors by helping to address:

- Increased physical activity
- Enhanced social and parental engagement
- Improved nutrition
- Better transportation and access to facilities and spaces
- Perceptions of personal and community safety
- Reduced smoking, alcohol, and drug use

Five primary factors and corresponding indicators have been deduced from the literature reviews and additional validation. These factors include: 1) nutrition regimen; 2) social interaction; 3) transportation services; 4) physical activity; and 5) safety.

Community-specific indicators and factors can be evaluated through various processes and then addressed through collaborations with a variety of community partners or "actors", such as schools, public health, medical, other governmental agencies, private and non-profit sectors.[16]

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space:[17]

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and physiological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

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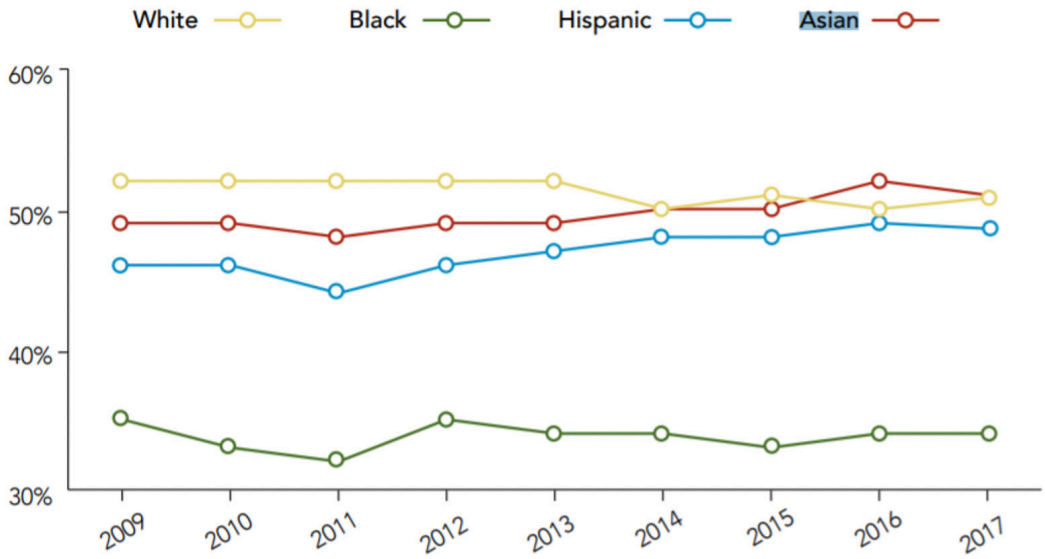
Multiculturalism/Racial Diversity

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 Outdoor Participation Report, participation rates among diverse groups is evolving quickly, even in the last ten years. African-Americans have participation rates less than 40 percent consistently in the last decade. Meanwhile, Asians have increased in participation since 2011, reaching over 50 percent in 2016. Hispanics are also increasing participation. The figure below, sourced from the 2018 Outdoor Participation Report, demonstrates these changes since 2009.

16 Penbrooke, T.L. (2017). Local parks and recreation agencies use of systems thinking to address preventive public health factors. (Doctoral Dissertation). North Carolina State University, Raleigh, NC. Retrieved from: http://www.gpred.org/resources/ under PhD Dissertations.

17 Paul M. Sherer, "The Benefits of Parks: Why America Needs More City Parks and Open Space," The Trust for Public Land, San Francisco, CA, 2006

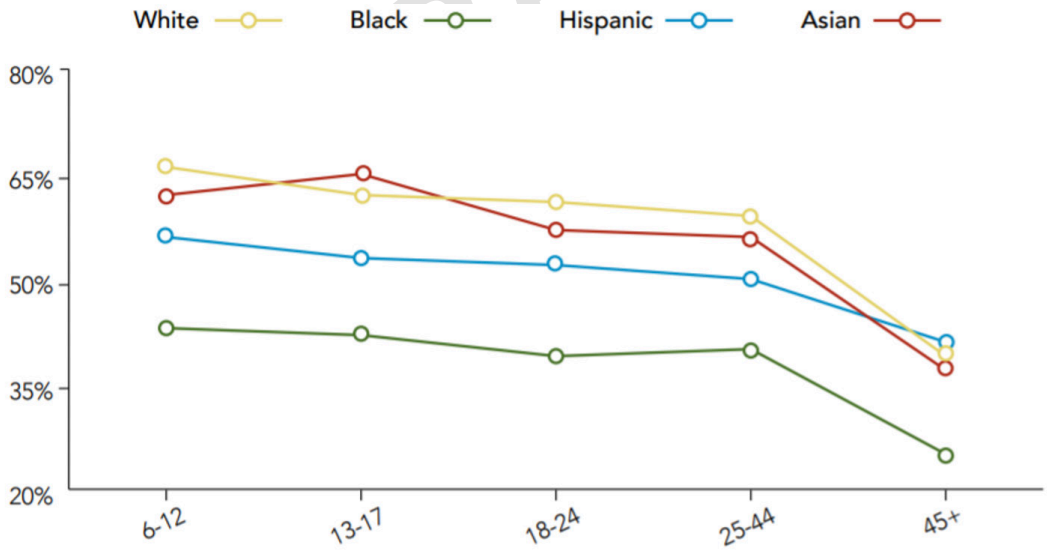
Figure 88: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. ***Figure 89*** demonstrates that those under 18 have much higher participation rates than all other age groups.

Figure 89: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)

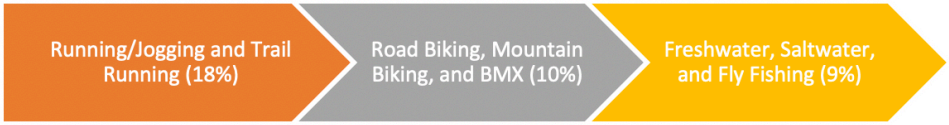


Source: 2018 Outdoor Participation Report, Outdoor Industry Association

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According to the report by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of each race to understand potential barriers. Below is a compiled list of the motivations and reasons that various races participate, as well as the top activities that each group participates in.

African Americans



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
• Get Exercise (61%) • Be with Family and Friends (53%) • Keep Physically Fit (52%) • Be close to nature (40%) • Observe Scenic Beauty (33%)	• I do not have anyone to participate with (21%) • Too Busy with Family Responsibilities (20%) • Outdoor Recreation Equipment is Expensive (19%) • I do not have the skills or abilities (18%) • I do not have enough information (15%)

Asian Americans



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
• Get Exercise (65%) • Be with Family and Friends (59%) • Observe Scenic Beauty (52%) • Keep Physically Fit (50%) • Enjoy the Sights and Smells of Nature (50%)	• Outdoor Recreation Equipment is Expensive (21%) • I do not have anyone to participate with (21%) • I do not have the skills or abilities (20%) • Too Busy with Family Responsibilities (19%) • Too busy with other recreation activities (12%)

Research about outdoor recreation among Asian Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino)[18] found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous with regard to recreation-related issues. Another study[19] found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60 percent of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.

Caucasians



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
• Get Exercise (57%) • Be with Family and Friends (47%) • Keep Physically Fit (44%) • Be Close to Nature (42%) • Observe Scenic Beauty (37%)	• Too busy with family responsibilities (24%) • Outdoor recreation equipment is expensive (18%) • I do not have anyone to participate with (18%) • I do not have the skills or abilities (15%) • I have a physical disability (11%)

Hispanics



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
• Get Exercise (61%) • Keep Physically Fit (45%) • Be with Family and Friends (39%) • Observe Scenic Beauty (33%) • Be Close to Nature (32%)	• Too Busy with Family Responsibilities (19%) • Outdoor Recreation Equipment is Expensive (18%) • I do not have anyone to participate with (16%) • Places for Outdoor Recreation are Far Away (13%) • Places for Outdoor Recreation are Expensive (13%)

18 P.L. Winter, W.C. Jeong, G.C. Godbey, "Outdoor Recreation among Asian Americans: A Case Study of San Francisco Bay Area Residents," Journal of Park and Recreation Administration, 2004.
19 Harry Zinne and Alan Graefe, "Emerging Adults and the Future of Wild Nature," International Journal of Wildness, December 2007.

In the United States, the Hispanic population increased by 43 percent over the last decade, compared to five percent for the non-Hispanic population, and accounted for more than half of all the population growth. According to Emilyn Sheffield, the growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.[20]

Shade Structures

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds, and pools, as "a weapon against cancer and against childhood obesity"[21] in an effort to reduce future cancer risk and promote exercise among children. A study found that melanoma rates in people under 20 rose three percent a year between 1973 and 2001, possibly due to a thinning of the ozone layer in the atmosphere. It is recommended that children seek shade between 10 a.m. and 4 p.m., but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, the playground equipment is hot enough to scald the hands of would-be users.

Trees would help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. So, many communities are building shade structures instead. The non-profit Shade Foundation of American is a good resource for information about shade and shade structures (www.shadefoundation.org).

Signage and Wayfinding

To increase perception and advocacy, a parks and recreation professional needs to prioritize opportunities that impact the way the community experiences the system. This can start with signage, wayfinding, and park identity. The importance of signage, wayfinding, and park identity to encourage awareness of locations and amenities cannot be understated. A park system impacts the widest range of users in a community; reaching users, and non-users, across all demographic, psychographic, behavioral, and geographic markets. In a narrower focus, the park system is the core service an agency can use to provide value to its community (ex. partnerships between departments or commercial/residential development, high-quality and safe experiences for users, inviting community landscaping contributing to the overall look or image of the community). Signage, wayfinding, and park identity can be the first step in continued engagement by the community, and a higher perception or awareness of a park system; which can lead to an increase in health outcomes.

Cary, NC is a good example of a city who has implemented a cohesive and comprehensive Wayfinding, Signage, and Identity Plan, as depicted in the images below. The key element is that each sign and wayfinding device provides a cohesive identity that help residents identify parks and recreation holdings and point to their awareness. In a city of trees, such as Cary, staff believes this has greatly helped resident knowledge and awareness.

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20 Emilyn Sheffield, "Five Trends Shaping Tomorrow Today," *Parks and Recreation,* July 2012, p. 16-17.
21 Liz Szabo, "Shade: A weapon against skin cancer, childhood obesity", USA Today, June 30, 2011, www.usatoday.30.usatoday.com/news/health/wellness/story/2011/06/Shade-serves-as-a –weapon-against-skin-cancer-childhood-obesity/48965070/1, accessed May 2015

Figure 90: Cary, NC Site-Specific Signage

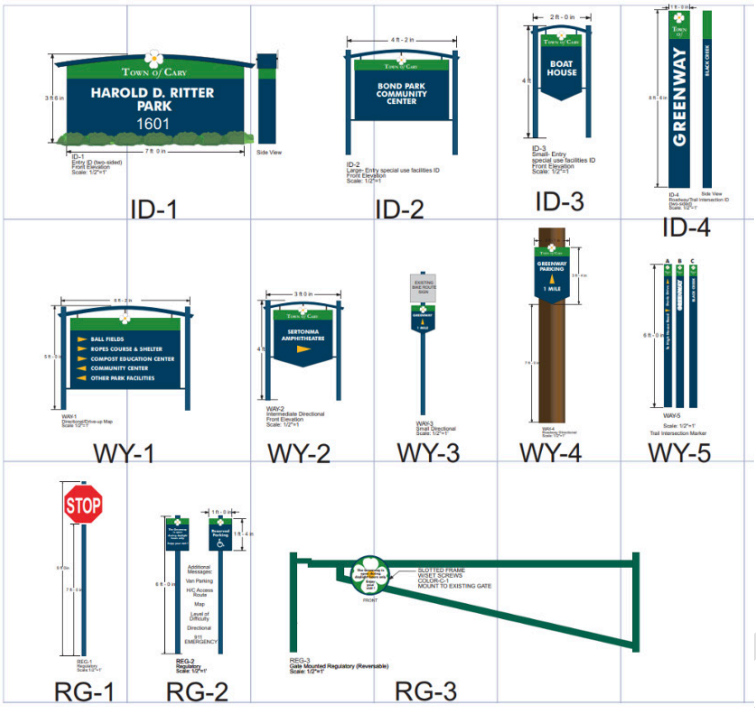
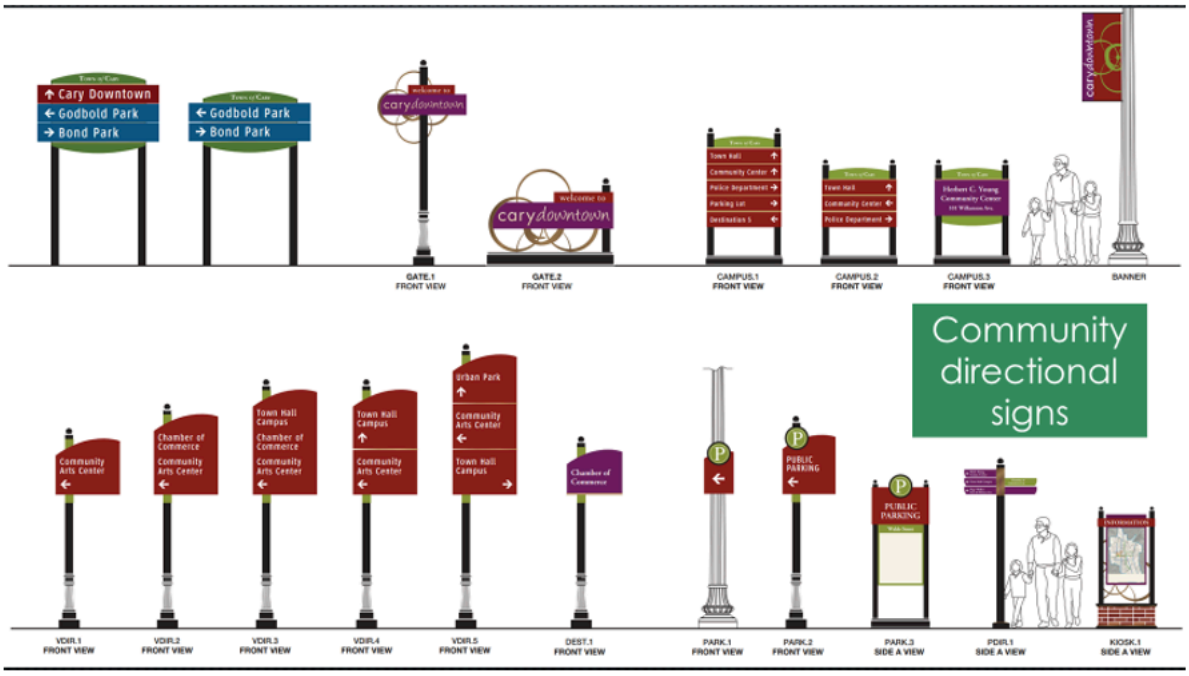


Figure 91: Cary, Directional Signage



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Appendix G: GRASP® Methodology and Using the Data to Make Informed Decisions

A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a Level of Service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a Level of Service assessment

GRASP® Level of Service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool, is used to conduct inventories of more than 100 park systems nationwide.

Low-score component: a component given a GRASP® score of "1" or "0" as it fails to meet expectations

Lower-service area: an area of a city that has some GRASP® Level of Service but falls below the minimum standard threshold for the overall Level of Service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

No-service area: an area of a city with no GRASP® Level of Service

Perspective: a perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

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Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the Level of Service provided by a particular recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum Level of Service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system within which major barrier crossings, including such things as crosswalks, pedestrian underpasses, or bridges. Different networks are separate from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard surface trail, such as a city sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another city utility department.

B. GRASP® Components and Definitions

Table 39: GRASP® Outdoor Component List

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A human-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A human-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.

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Basketball, Practice	A basketball goal for half-court play or practice that includes goals in spaces associated with other uses.
Batting Cage	A batting cage is a stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined camping receives a quantity of one for each park or location. Use this component when the quantity of sites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area used for the practice of diamond sports. Distinguished from ballfield in that it doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.

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Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. Distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. Distinguished from public art by the presence of interpretive signs or other information.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad, including bocce, shuffleboard, lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	A garden area that is designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, an arboretum.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in “Winter Sport.”
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.

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Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from “Games Court,” which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under any other component definition. Specified in comments
Passive Node	A place that is designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.

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Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180’ x 300’ (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in any manner of configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. May be associated with a playground but is not part of it. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating. The park may or may not allow freestyle biking. May be specific to one user group or allow for several user types. It can accommodate multiple abilities. Typically has a variety of concrete or modular features.

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Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connection to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards
Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. The type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. Specified in comments, including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, nordic ski area, sledding hill, toboggan run, recreational ice. The type specified in the comments.

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Table 40: GRASP® Indoor Component List

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. Intended for short-term child watch or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with a commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food - Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	An active recreation space such as a gymnasium that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	A kitchen meeting local codes for commercial food preparation.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing
Multi-Purpose Room	A multi-purpose room can host a variety of activities, including events, classes, meetings, banquets, medical, or therapeutic uses. It also includes rooms or areas designated or intended as games rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	Outdoor space or seating area designed to be used exclusively in conjunction with indoor space and primarily accessed through an indoor space.

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Retail/Pro-shop	An area for retail sales of sporting equipment, gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location that includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.

C. Inventory Methods and Process

To complete a detailed GIS (Geographic Information System) inventory, the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, field teams visited sites to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Evaluations include assessments to ensure a component was serving its intended function, noting any parts in need of refurbishment, replacement, or removal. The inventory also included the recording of site comfort and convenience amenities such as shade, drinking fountains, restrooms, called modifiers.

Collection of the following information during site visits:

- Component type and geolocation
- Component functionality
  - Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:

    1 = Below Expectations
    2 = Meets Expectations
    3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

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Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following images:

Figure 92: GRASP® Asset Scoring Comparison





In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, scenery. These modifier values then serve to enhance or amplify component scores at any given location.

Compiled GIS information collected during the site visit includes all GIS data and staff input. This review packet consists of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

Analysis of the existing parks, open space, trails, and recreation systems often determine how they are serving the public. Level of Service (LOS) in parks and recreation master plans defines the capacity of the various components and facilities to meet the needs of the public in terms of the size or quantity given a population or user group.

D. Composite-Values Level of Service Analysis Methodology

Level of Service (LOS) measures how parks, open spaces, trails, and facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

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Why Level of Service?

LOS indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

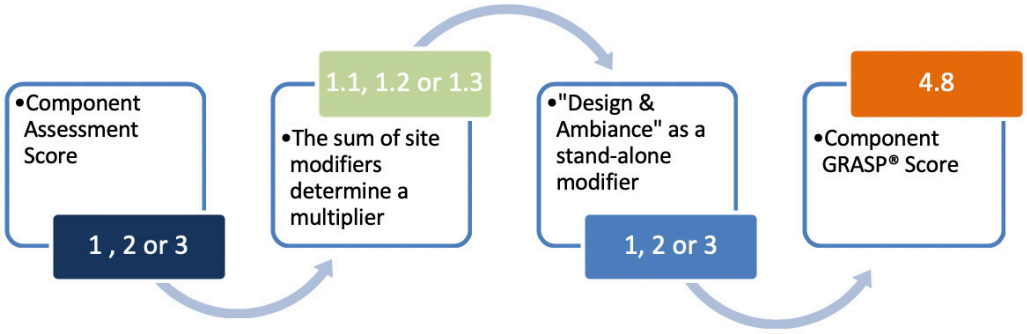
Analysis of the existing parks, open space, trails, and recreation systems determine how the systems are serving the public and the capacity of the various components and facilities to meet the needs of the users or residents.

An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze the Level of Service provided by assets. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a **GRASP® Score**. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for both component and modifier scores, every park, and facility in the inventory.

Figure 93: GRASP® Score calculation



Catchment Areas

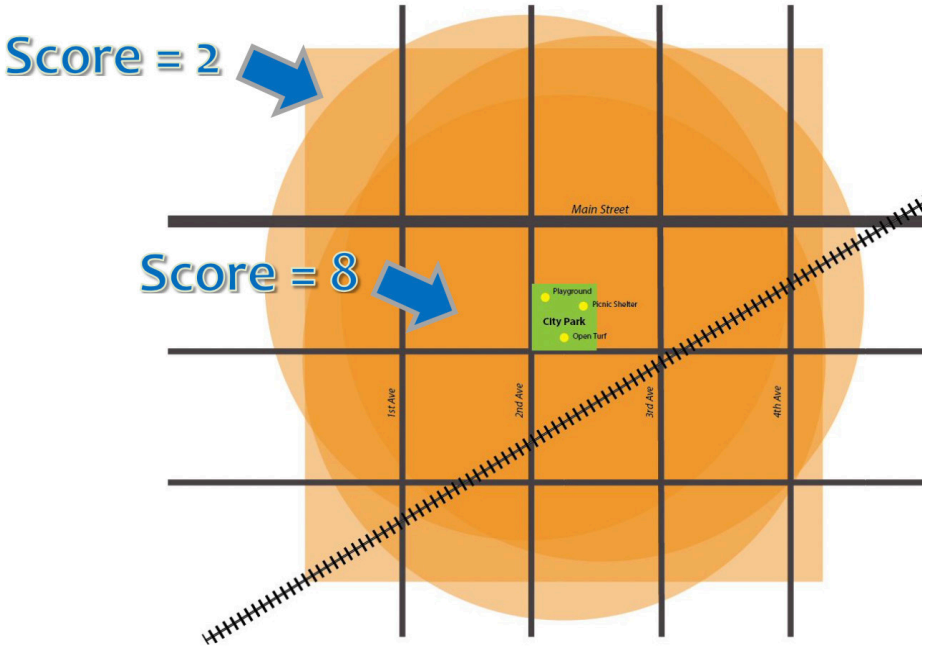
Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

Maps and data produced using the GRASP® methodology are known as ***Perspectives.*** Each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights a community may use to determine its success in delivering services.

Plotting service areas for multiple components on a map produces a picture that represents the cumulative Level of Service provided by that set of elements in a geographic area.

Figure 94: GRASP® Process



This example graphic illustrates the GRASP® process, assuming all three components and the park boundary itself, is scored a "2". The overlap of their service areas yields higher or lower overall scores for different parts of a study area.

On a map, darker shades result from the overlap of multiple service areas and indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets.

More on Utilizing GRASP® Perspectives

GRASP® Perspectives evaluate the Level of Service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired Level of Service for a location should depend on the type of service, the characteristics of the place, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have a lower Level of Service for parks and recreation opportunities than residential areas.
GRASP® Perspectives should focus attention on gap areas for further scrutiny.

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

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E. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies, and parks & recreation professionals have long been looking for ways to benchmark and provide "national standards" for how much acreage, how many ballfields, pools, playgrounds, a community should have. In 1906 the fledgling "Playground Association of America" called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time, "rule of thumb" ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted.

In 1983, Roger Lancaster compiled a book called, "Recreation, Park and Open Space Standards and Guidelines," which was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation "that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as "the NRPA standards," but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible "standards," several of which have been published by NRPA. Many of these publications benchmarked and other normative research to try and determine what an "average LOS" should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The popularly referred to "NRPA standards" for LOS, as such, do not exist.

Today, NRPA has shifted to an annual Agency Performance Review publication. The following three tables provide similar but updated information to the table of commonly referenced LOS capacity standards included in the 2006 document. "The 2019 NRPA Agency Performance Review presents the data and key insights from 1,075 park and recreation agencies collected by the Agency Performance Survey. This annual report provides critical park and recreation metrics on budgets, staffing, facilities, and more."[22]

In conducting planning work, it is critical to realize that the above standards can be valuable when referenced as "norms" for capacity, but not necessarily as the target standards for which a community should strive. Each city is different, and many factors that are not addressed by the criteria above. For example:

- Does "developed acreage" include golf courses"? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it's an urban land-locked community? What if it's a small town surrounded by open Federal lands?
- What about quality and condition? What if there's a bunch of ballfields, but they are not maintained?
- And many other questions.

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F. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the Level of Service is appropriate to address these and other relevant questions. It is called composite-values methods is applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies, Design Concepts, a landscape architecture, and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Program.)** For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. Explanations and characteristics listed above affect the amount of service provided by the parts of the system follow.

Quality – The service provided by a component, whether it is a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some "monkey-bars."

Condition – The condition of a component also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface and well-maintained grass provide more service than one that is full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within walking distance than it is to someone living across town. Therefore, service is dependent upon proximity and access.

Comfort and Convenience – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort and convenience enhance the experience of using a component and encourages people to use an element. Easy access and the availability of drinking fountains, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Design and Ambiance – Simple observation proves that places that "feel" right, attract people. A sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, and this enhances the service provided by the components within it.

The GRASP® methodology records a geographic location of components as well as the capacity and the quantity of each element. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but when they exist in proximity to a component, they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of Perspectives and for any given

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location. Typically, this begins with a decision on **"relevant components"** for the analysis, collection of an accurate inventory of those components, analysis. Maps and tables represent the results of the GRASP® analysis.

G. Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database that is available and owned by the agency for use in a variety of ways. The database tracks facilities and programs and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it is useful in projecting long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also integrates with other tools to help agencies make decisions. It is relatively easy to maintain, update, and creates an easily understood graphic depiction of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a "one." Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is raised as well. The following is an outline strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components.

I. Determine why the component is functioning below expectations.
   - Was it poorly conceived in the first place?
   - Is it something that was not needed?
   - Is it the wrong size, type, or configuration?
   - Is it poorly placed, or located in a way that conflicts with other activities or detracts from its use?
   - Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed?
   - Has it been damaged?
   - Or, has the maintenance of the component been deferred or neglected to the point where it no longer functions as intended?
   - Does component scores low because it is not available to the public in a way that meets expectations?
   - Is the component old, outdated, or otherwise dysfunctional, but has historical or sentimental value? An example would be an old structure in a park such as a stone barbecue grill, or other artifacts that are not restorable to its original purpose, but which has historical value.

II. Depending on the answers from the first step, a select a strategy for addressing the low-functioning component:
   - If the need for that type of component in its current location still exists, then the component should be repaired or replaced to match its original condition as much as possible.
     - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other examples could be playgrounds with old, damaged, or outdated equipment, or courts with poor surfacing or missing nets.

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- If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs.
- If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
- Remove a component because of changing demands, unless it can be maintained in good condition without excessive expense or has historical or sentimental value. Inline hockey rinks may fall into this category. If a rink has been allowed to deteriorate because the community has no desire for inline hockey, then maybe it should be repurposed into some other use.

III. It is possible that through ongoing public input and as needs and trends evolve, there is the identification of new demands for existing parks. If there is no room in an existing park for the requests, the decision may include removal or re-purpose a current component, even if it is quite functional.
    - As the popularity of tennis declined and demand for courts dropped off in some communities over recent decades, perfectly good courts became skate parks or inline rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for inline rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts are now permanent locations of their own. They become more elaborate facilities as skateboarding, and other wheel sports have grown in popularity and permanence.
    - One community repurposed a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses is ideal. In time this facility either becomes a permanent facility or is constructed elsewhere. Or, it could turn out that dog parks fade in popularity like inline hockey rinks are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is an excellent interim solution.

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Table 41: GRASP® Outdoor Low Scoring Components

Park or Location	Component	GIS Map ID	Quantity	Neighborhood Score	Community Score	Lights	Shade	Comments
Heritage	Playground, Local	C503	1	1	1			Old, no shade, on sand.
Horizon	Open Turf	C507	1	1	1			Bland and dry
Kings	Open Turf	C510	1	1	1			
Lawrence	Loop Walk	C514	1	1	1			Mostly on road
Mission	Playground, Local	C521	1	1	1			Old equipment on EWF
Mission	Rectangular Field, Large	C524	1	1	1			
Mission	Open Turf	C525	1	1	1			Dry and patchy
Mondo	Playground, Local	C527	1	1	1			Tiny equipment on sand with no shade
Mondo	Open Turf	C528	1	1	1			Patches of dirt.
New World	Volleyball Court	C534	1	1	1	Y		Holes and weeds in sand. One light broken.
New World	Open Turf	C536	1	1	1			Very dry and patchy.
O'Neil	Rectangular Field, Large	C537	1	0	2	Y		Locked fencing with bleachers
O'Neil	Diamond Field, Practice	C540	1	1	1			No infield and outfield is intersected by fence from rectangle field
Rose Lane	Playground, Local	C553	1	1	1		Y	Built on sand with no ADA ramp.
Sunnyside	Fitness Course	C563	1	1	1			Old equipment on sand
Tierra Buena	Open Turf	C583	1	1	1			Big patches of dirt
Sunset Ridge	Shelter, Small	C615	2	1	1			Abused and old table
Thunderbird Conservation	Event Space	C622	1	1	1			Amphitheatre
Arrowhead Lakes	Playground, Local	C627	1	1	1		Y	Equipment is old and on sand surfacing
Hidden Meadows	Playground, Local	C633	1	1	1			Old and on sand, good tree shade
Hillcrest	Open Turf	C637	1	1	1			Patchy turf
Pasadena	Basketball Court	C645	1	1	1			Cracked surfacing. Floods when irrigating.
Sands	Pickleball Court	C657	1	0	0	Y		Very broken hard court surface and no poles or nets. Unusable.
Foothills	Concessions	C674	1	0	2			Locked.
Foothills	Playground, Destination	C675	1	1	1			Small for this park
Foothills	Trailhead	C677	1	1	1			Trail access, but really lacks amenities to create a great trailhead
Thunderbird Paseo	Fitness Course	C684	1	1	1			Old
Country Gables	Fitness Course	C694	1	1	1			
Sahuaro Ranch	Educational Experience	C701	1	0	2			Old farming equipment.
Windsor	Open Turf	C704	1	1	1			Patchy
Orangewood Vista Park	Game Court	C706	10	1	1			Tetherball court, no tethered balls.
Grand Canal Linear	Playground, Local	C717	1	1	1			Old equipment on sand with no shade.
Glendale Heroes Regional Park	Open Turf	C730	1	1	1			Turf problems
Discovery	Open Turf	C739	1	1	1			Much dirt.
Ocotillo Rose	Open Turf	C743	1	1	1			
Mary Silva	Fitness Course	C753	1	1	1			Many features circumnavigating park. Needs refurbishment.
Rose Lane	Volleyball Court	C755	1	0	1			Part of pool rental. Over grown and low on sand. Locked.
El Barrio	Fitness Course	C757	1	1	1			Very minimal stretching feature.
Bonsall North	Tennis Court	C346	4	1	1	Y		Netting needs attention.
Bonsall North	Inline Hockey	C348	1	0	2			Good concrete, locked fence
Bonsall North	Shelter, Small	C352	3	0	0			Fenced off
Bonsall South	Shelter, Large	C354	1	1	1			Worn
Desert Mirage	Open Turf	C383	1	1	1			Patchy
Discovery	Diamond Field	C388	2	1	1			Infield and outfield need maintenance
Lions	Diamond Field	C392	1	0	2			Locked fence, lights, scoreboard, covered dugout, bleachers.
Memmingen	Shelter, Small	C393	1	1	1			Beaten and rusty
Memmingen	Playground, Local	C394	1	1	1			Far from other components. Aged. Accessible and on EWF.
Memmingen	Volleyball Court	C398	2	1	1			Lacks paint and nets, on concrete
Paseo Tennis Center	Tennis Court	C400	19	0	3	Y	Y	Well kept with good fencing, seating, and shade structures. Locked.
Paseo Sports Complex	Diamond Field	C403	4	0	3	Y		Locked. Well kept with good turf and covered dugouts
Sahuaro Ranch	Concessions	C405	1	0	2	Y		Locked.
Sahuaro Ranch	Diamond Field	C406	4	0	3	Y		Locked.
Sahuaro Ranch	Rectangular Field, Large	C411	1	0	3	Y		Locked.
Thunderbird Paseo	Basketball Court	C425	2	1	1			Needs surfacing and paint
Thunderbird Paseo	Playground, Local	C427	1	1	1			Sun beaten plastics, built on PIP. 2-5 and 5-12 structures.
Foothills	Diamond Field	C432	3	0	2	Y		Well-kept with locked access
Foothills	Playground, Local	C436	1	1	1		Y	Small older playground on sand with deteriorating rubber surfacing
Acoma	Basketball Court	C441	1	1	1			Needs resurfacing
Acoma	Playground, Local	C443	1	1	1			Old, without shade, on sand
Acoma	Open Turf	C445	1	1	1			Patched with dirt
Carmel	Basketball Court	C457	1	1	1			Needs surfacing
Carmel	Volleyball Court	C458	1	1	1			Lacks sand border
Carmel	Playground, Local	C460	2	1	1		Y	Old and built on sand. 2-5 and 5-12 structures.
Country Gables	Playground, Local	C471	1	1	1			Old and on sand
Greenbrier	Playground, Local	C498	1	1	1			On sand with no shade and aged equipment
Greenbrier	Open Turf	C501	1	1	1			Patchy turf
Greenway Granada	Playground, Local	C592	1	1	1		Y	Some old equipment, some new, built on sand

Modifiers in green meet or exceed Glendale standards. Red highlighted modifiers scored low. Modifiers, in yellow that was not present at the time of site visits, scored a zero. These scores do not imply that all parks and facilities should have all modifiers but instead that the presence of modifiers positively impacts the user experience.

Table 42: Low Scoring Outdoor Modifiers

Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security Lighting	Bike Racks	Restrooms	Available Shade	Trails Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Acoma	1	1	2	2	0	2	0	1	0	0	2	2	0	1	2
Arrowhead Lakes	2	2	2	2	2	2	2	0	0	0	2	2	0	2	2
Bicentennial	2	2	2	2	0	2	0	0	2	0	2	2	0	2	2
Bonsall North	1	2	2	2	0	2	0	0	2	0	2	1	0	0	2
Bonsall South	1	2	2	2	0	2	0	1	2	0	2	2	0	2	2
Butler	2	2	2	2	2	2	0	0	2	0	2	0	0	2	2
Carmel	2	2	2	2	2	2	2	0	2	0	2	2	0	2	2
Chapparal	2	2	2	2	2	2	2	0	2	0	2	2	0	2	2
Cholla	2	2	2	2	0	2	0	2	2	0	2	2	0	1	1
Clavelito	1	1	2	2	2	2	0	0	2	0	2	0	0	2	2
Country Gables	1	2	1	2	2	2	0	0	1	0	2	0	0	0	2
Delicias	2	2	2	2	2	2	2	0	2	0	2	0	0	2	2
Desert Garden	2	2	2	2	2	2	0	0	2	0	2	2	0	2	2
Desert Mirage	2	2	2	2	0	2	2	0	2	0	2	2	0	2	2
Desert Rose	2	2	2	2	2	2	2	0	2	0	2	0	0	2	2
Desert Valley	2	2	2	1	0	2	1	0	0	0	2	2	0	0	1
Discovery	2	2	2	2	2	2	2	0	2	0	2	1	0	0	2
Dos Lagos	2	2	2	2	2	2	2	0	2	0	2	0	0	1	2
El Barrio	2	2	2	2	0	0	0	0	2	0	2	0	0	1	2
Elsie McCarthy Sensory Garden	3	0	2	0	0	2	0	0	2	0	2	2	2	2	0
Foothills	2	2	2	2	2	2	2	1	2	3	2	2	0	2	2
Gardenwood	2	0	2	0	2	2	0	0	2	0	2	0	0	2	0
Glendale Heroes Regional Park	2	2	2	2	0	2	2	2	2	0	2	2	0	2	2
Glendale Youth Sports Complex	2	2	2	0	0	0	0	2	0	2	2	2	0	0	0
Grand Canal Linear	2	2	2	2	2	2	2	0	1	2	2	2	0	2	2
Greenbrier	2	2	2	2	2	2	2	0	2	0	2	0	0	2	2
Greenway Granada	2	2	2	2	0	2	0	0	2	2	2	0	0	2	2
Heritage	2	2	2	2	2	2	2	0	2	0	2	0	0	2	2
Hidden Meadows	2	2	2	2	0	1	2	0	2	0	2	0	0	3	2
Hillcrest	2	2	2	2	0	2	2	0	2	0	2	2	0	2	2
Horizon	1	0	2	2	0	1	0	0	2	0	2	1	0	2	2
Kings	1	0	2	1	2	2	0	0	1	0	2	0	0	1	0
Lawrence	2	2	2	2	0	2	2	0	2	0	2	0	0	2	2
Lions	2	2	2	2	0	2	0	0	2	0	2	0	0	2	2
Manistee Ranch	2	0	2	0	0	2	0	0	2	0	2	2	0	3	0
Mary Silva	2	2	2	2	0	2	0	0	2	0	2	0	0	2	2
Maryland Lakes	1	0	0	0	0	0	0	0	2	0	2	0	0	0	0
Memmingen	1	0	2	0	0	2	0	0	0	0	2	0	0	0	1

Location (Cont)	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security Lighting	Bike Racks	Restrooms	Available Shade	Trails Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Mission	1	2	2	2	0	2	0	0	2	0	2	0	0	1	2
Mondo	1	0	2	2	2	2	0	0	2	0	2	0	0	1	2
Montara	2	2	2	2	2	2	2	0	2	0	2	0	0	2	2
Murphy	2	2	2	0	0	2	2	2	2	0	2	2	0	2	0
Myrtle	2	0	2	0	0	2	0	0	1	0	2	0	0	2	1
New World	1	2	1	2	2	2	1	0	1	0	2	2	0	1	2
Northern Horizon	2	2	2	2	2	2	2	0	0	0	2	2	0	2	2
Oasis	2	2	2	2	0	2	2	0	2	0	2	0	0	2	2
Ocotillo Rose	2	2	2	0	0	2	2	0	2	0	2	0	0	2	2
O'Neil	1	2	2	2	0	2	0	2	2	0	2	2	0	0	2
Orangewood	2	2	2	2	0	2	2	0	2	0	2	0	0	2	2
Orangewood Vista Park	2	2	0	0	0	2	0	0	0	0	2	1	0	0	0
Pasadena	2	2	2	2	2	2	0	0	2	0	2	0	0	0	2
Paseo Neighborhood	2	2	2	2	2	1	0	0	2	2	2	0	0	0	2
Paseo Sports Complex	2	2	2	0	0	2	0	2	2	2	2	2	0	0	2
Paseo Tennis Center	2	2	2	0	0	2	0	2	2	2	2	2	0	0	2
Plaza Rosa	2	0	2	2	0	0	0	0	0	0	2	0	0	1	2
Rose Lane	1	2	2	2	0	2	0	2	0	0	2	2	0	2	2
Rovey	1	0	2	0	0	2	0	0	2	0	2	0	0	2	2
Sahuaro Ranch	2	2	2	3	2	2	2	2	2	0	2	2	2	3	3
Sands	2	2	2	2	2	2	2	1	0	0	2	2	0	2	2
Sierra Verde	2	2	2	2	2	2	2	0	2	0	2	2	0	2	2
Skunk Creek Linear	2	0	0	0	0	0	0	0	0	3	2	0	0	0	0
Sonorita	1	2	2	2	2	2	0	0	2	0	2	0	0	1	2
Sunnyside	2	2	2	2	2	2	0	0	2	0	2	0	0	0	2
Sunset	2	0	2	2	2	2	0	0	2	0	2	0	0	2	2
Sunset Palms	2	2	2	2	2	2	0	0	2	0	2	0	0	0	2
Sunset Ridge	2	2	2	2	2	2	1	0	1	0	2	0	0	2	1
Sunset Vista	2	2	2	2	0	2	2	0	2	2	2	0	0	2	2
Sycamore Grove	2	2	2	2	0	2	0	0	2	0	1	0	0	2	2
Tarrington Ranch	2	2	2	2	2	2	0	0	2	0	2	0	0	3	2
Thunderbird Conservation	2	2	2	2	2	0	2	1	0	3	2	1	0	0	2
Thunderbird Paseo	2	2	2	2	2	2	2	2	0	2	2	2	0	0	2
Tierra Buena	1	2	2	2	2	2	0	0	0	0	2	0	0	0	1
Triangle	1	0	0	0	0	2	0	0	2	0	2	0	0	0	0
Utopia	2	2	2	2	2	2	0	0	2	0	2	0	0	2	2
Windsor	1	0	1	0	0	0	0	2	1	0	2	0	0	0	0

Table 43: Low Scoring Indoor Modifiers

Location	Design & Ambiance	Site Access	Aesthetics	Entry	Entry Aesthetics	Building Condition	Entry Desk	Office Space	Overall Storage	Restrooms	Locker Rooms
Glendale Civic Center	2	2	2	2	2	2	2	2	2	2	0
Glendale Community Center	1	2	2	2	1	2	2	2	1	2	0
Rose Lane Recreation Center	2	2	1	2	1	1	2	2	0	2	0
Wheels in Motion Action Sports	2	2	2	2	2	2	2	0	0	0	0
CowTown Skate Boards	2	2	2	2	2	2	2	0	2	0	0
Glendale Civic Center Annex	2	2	2	2	2	2	0	2	2	2	0
Paseo Racquet Center	2	2	2	2	2	2	2	2	2	2	0
Sahuaro Ranch Park Historical Area	2	1	2	2	0	2	0	0	0	2	0
Foothills Aquatic & Recreation Center	3	2	2	2	2	2	2	2	2	2	2
Manistee Ranch Museum	2	1	2	2	2	2	0	0	0	0	0
O'Neil Recreation Center	1	2	2	2	2	1	2	2	2	2	0
Glendale Adult Center	2	2	2	2	2	2	2	2	2	2	2

H. Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider prioritization of identified gap areas. For example, in the walkable access analysis, several regions with low or no service were identified. Further investigations of these areas can help when prioritizing future improvements or recreation opportunities. These priorities may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components as they are affected by wear and tear over time.

Addressing Low-Scoring Components

Low scoring components are addressed previously in ***Section G***.

Booster Components

Another way to enhance the level of service is through the addition of booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components.

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High Demand Components

The statistically-valid survey asks respondents to rank facilities by importance based on those they felt the city needed to add or improve. Consider these high demand components when adding new elements to the system.

The highest priority for added, expanded, or improved recreation activities listed by survey respondents are:

a. Make improvements or renovate existing amenities at parks to encourage use of local parks
b. Update or improve indoor facilities such as community centers
c. Improve current level of service and quality of facilities and programs
d. Allocate resources to maintain the current system
e. Increase trail and pathway connectivity by connecting the communities with walking/biking trails
f. fContinue and expand events and festivals

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and by adding components that could serve as future program opportunities.

Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park.
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities.
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

I. Walkability and Recreational Connectivity

Walkability is an essential consideration in recreation. Various walkability metrics and methodologies have emerged to assist park and recreation managers and planners in understanding this dynamic. These include:

It is vital to take bicycles and public transportation users into account as well as pedestrians. The concept of "complete streets" refers to a built environment that serves various types of users of varying ages and abilities. Many associations and organizations guide on best practices in developing walkable and bikeable complete streets infrastructure. One such entity, the Association of Pedestrian and Bicycle Professionals (APBP, www.apbp.org) actively promotes complete streets in cities around the country. Another such organization, the National Association of City Transportation Officials (NACTO, www.nacto.

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org), recently released the NACTO Urban Street Design Guide, which provides a full understanding of complete streets based on successful strategies employed in various North American cities. This most comprehensive reference on the topic is a valuable resource for all stakeholders involved in city planning. It proves to be a critical reference in building the cities of tomorrow.

Recreational Connectivity

The infrastructure available to get people to and from destinations is increasingly vital as many people prefer a leisurely walk or bike ride to a trip in the car. Users expect easy access to parks, recreation centers, and other community resources. Employing different modes of travel to include walking and bicycling may be referred to as **recreational connectivity.**

Recreational connectivity is the ability to access a variety of recreational opportunities or amenities by multiple modes of transportation. In addition to recreational trails, this may also include city sidewalks, bicycle paths, bicycle routes, and public transit infrastructure. Of course, the scope of creating and maintaining such a network is a substantial undertaking that involves many players. Along with a community expectation for this type of user-friendly network infrastructure comes the hope that stakeholders work together in the interest of the public good. At the municipal level, this might include public works, law enforcement, private land-owners, public transit operators, and user groups, as well as the local parks and recreation department.

The concept of recreational connectivity is essential within the scope of parks and recreation planning but also has more profound implications for public health, the local economy, and public safety, among other considerations. As more people look for non-automotive alternatives, a complete network of various transportation options is in higher demand. Other elements of this infrastructure might consist of street/railroad crossings, sidewalk landscaping, lighting, drainage, and even bike-share and car-share availability.

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Where to Start?

Recognizing that trail development occurs at a variety of scales, many trails serve park users only while others are citywide or regional extent. Also, people with a destination in mind tend to take the most direct route, while recreationists tend to enjoy loop or circuit trails more than linear pathways. An exemplary trail system provides multiple opportunities for users to utilize trail segments to access different parts of the city directly or enjoy recreational circuits of various sizes. By employing park trails, city trails, and regional trails, users should ideally be able to select from several options to reach a destination or spend time recreating. Simple, early steps such as creating preferred routes and loops on city sidewalks or low traffic streets are a great place to start.

Connecting People to Trails

As the trail system develops, additional resources are desirable to support users. It is worthwhile to consider signage and wayfinding strategies, trailheads and access points, public trail maps, and smartphone applications as strategies to connect people to trails and affect positive user experience.

Signage and Wayfinding

Signage and wayfinding strategies enhance a system by promoting ease of use and improving access to resources. Branding is an essential aspect of adequate signage and wayfinding markers. A hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit, and which can positively impact city identity and open economic opportunities.

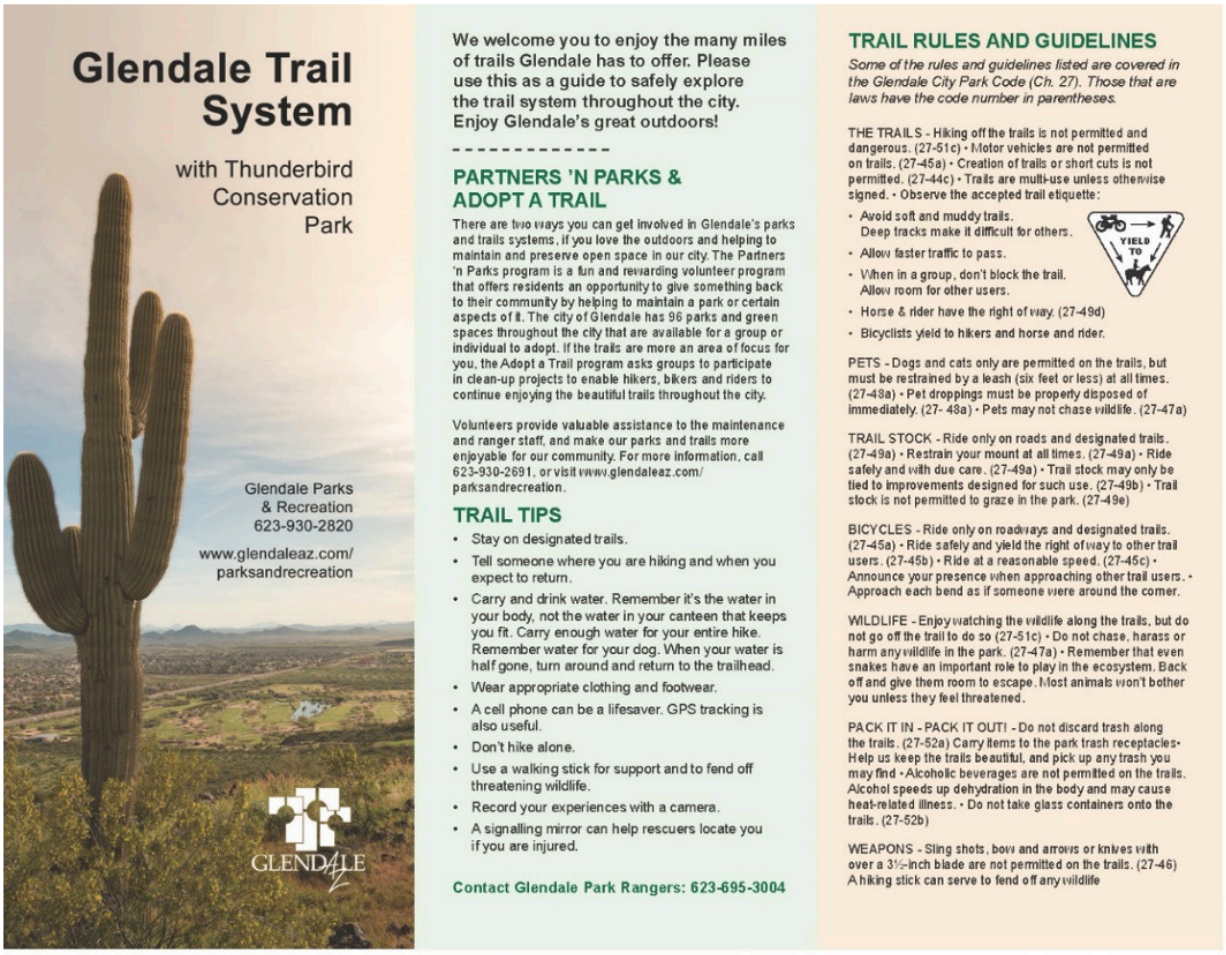
Trailheads & Access Points

It is also vital to provide users access to trails. There are two ways to approach this. First, develop formal trailheads to include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead provides access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points are appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. Trailheads and access points should be primary points of interest on any trails mapping.

Map & App Resources

By making trail maps, available users may enjoy trails with greater confidence and with a better understanding of distances, access points, amenities, and the system. The following trails brochure is available from the city website. This brochure is an excellent resource for the public.

Figure 95: City Trails Brochure



GLENDALE'S TRAIL SYSTEM

Trail parking is denoted with the ¤ on the map. All trails below are designated as "easy," except those at Thunderbird Conservation Park. See information inside this brochure for designations for those trails.

Know Your Ability and Choose the Right Trail

Every year, more than 200 people are rescued while hiking in Valley parks and preserves. Make an informed decision on which trail to hike. Choose a trail that is within your ability and your hike will be more enjoyable. Some of the rules and guidelines listed are covered in the Glendale City Park Code. Those that are laws have the code number in parentheses.


New River Trail

THUNDERBIRD CONSERVATION PARK

59th Avenue, ½ mile north of Deer Valley Road

- Open sunrise to sunset
- Over 20 miles of trails
- A desert conservation park
- Parking available off main entrance, 67th Avenue and Patrick Lane and off Pinnacle Peak Road at 55th Avenue

SKUNK CREEK LINEAR PARK

51st Ave. & Utopia Road to 73rd Ave. & Paradise

- Open sunrise to sunset
- A linear trail of 3.5 miles connecting to Thunderbird Paseo Park and various neighborhood parks
- A trail system running along Skunk Creek
- Park at Foothills Park at 57th Ave. & Union Hills Dr.

GRAND CANAL LINEAR PARK

75th Avenue and Camelback Road to New River Trail

- Open 6 a.m. to 10 p.m.
- A linear trail of 7.5 miles
- A linear park running along the Grand Canal, with a lighted, paved trail and an equestrian trail. Trail heads west to University of Phoenix Stadium, Westgate Entertainment District, Glendale Youth Sports Complex, Glendale Heroes Regional Park and then to 75th Avenue North of Camelback Road
- Parking available on 75th Avenue just north of Camelback Road, 83rd Avenue and Bethany Home Road and 107th Avenue and Bethany Home Road
- Equestrian parking located on 51st Avenue, south of Bethany Home Road.

THUNDERBIRD PASEO PARK

51st Ave. & Cactus Road to 73rd Ave. & Paradise Lane

- Open sunrise to sunset
- A linear trail of nearly 4 miles connecting to Skunk Creek Linear Park
- A linear park running along the Arizona Canal with a paved trail and an unpaved equestrian trail
- Parking available at 59th Avenue just south of Thunderbird Road and on 67th Avenue just south of Greenway Road

NEW RIVER TRAIL

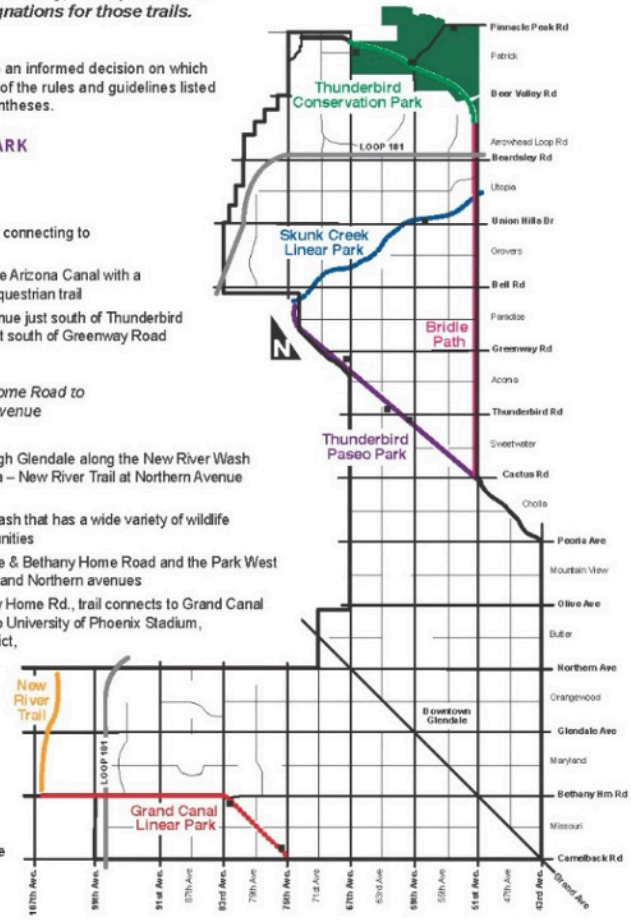
107th Avenue and Bethany Home Road to 101st Avenue and Northern Avenue

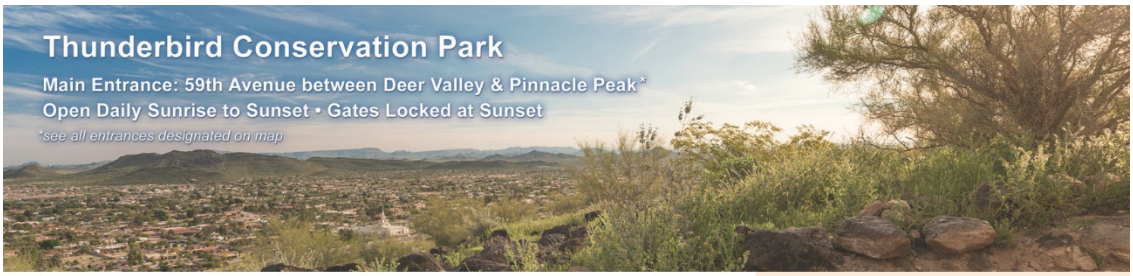
- Open 6 a.m. to 10 p.m.
- A paved trail of 2 miles through Glendale along the New River Wash and connects to City of Peoria – New River Trail at Northern Avenue (continues north)
- Trail runs along New River Wash that has a wide variety of wildlife for great photography opportunities
- Parking available at 107th Ave & Bethany Home Road and the Park West Entertainment Center at 99th and Northern avenues
- At 107th Avenue and Bethany Home Rd., trail connects to Grand Canal Linear Park and heads east to University of Phoenix Stadium, Westgate Entertainment District, Glendale Youth Sports Complex, Glendale Heroes Regional Park and then to 75th Avenue

BRIDLE PATH

West side of 51st Ave. from Cactus Road north to Thunderbird Conservation Park

- A 9-mile, decomposed granite path for equestrian use





Thunderbird Conservation Park

Main Entrance: 59th Avenue between Deer Valley & Pinnacle Peak*
Open Daily Sunrise to Sunset • Gates Locked at Sunset
**see all entrances designated on map*

TRAIL DESCRIPTIONS

Help us protect this fragile environment by staying on the trails.

Easiest · Easy · Moderate · Moderate Difficult · Difficult · Extremely Difficult

Ratings: *During the hotter months when the temperature and/or humidity is high, trails will be rated at least one level higher.*

- **COACH WHIP:** Originates at 67th Avenue parking lot at Patrick Lane and concludes at 51st Avenue & Potter. Not designated as a looped trail. Approximately 5.0 miles. ***Rating: Moderate.***
- **FLATLANDER:** Originates at 55th Avenue and Pinnacle Peak parking lot and is a looped trail. Approximately 1.25 miles. ***Rating: Easy.***
- **CHOLLA LOOP:** Originates at parking lot A and ends at Coach Whip near 55th Avenue and Pinnacle Peak Road. Approximately 3.0 miles. ***Rating: Moderate to Moderate/Difficult in certain areas.***
- **SUNRISE:** Originates at the north end of the amphitheater or near Ramada 11. A branch of this trail originates at Ramada 11, travels west and intersects the Coach Whip trail on the west side of the park. Approximately 2 miles with the west branch. ***Rating: Moderate to Moderate/Difficult in certain areas.***
- **RIDGELINE:** Originates off of the Coach Whip trail and intersects with the Sunrise trail. Approximately 0.4 miles. ***Rating: Moderate.***
- **DESERT IGUANA:** Originates at 67th Avenue and Patrick Lane parking lot and concludes at parking lot B. Approximately 0.75 miles. ***Rating: Easy.***
- **CHUCKWALLA:** Originates at Ramada 13 and concludes at Ramada 9. Approximately 0.25 miles. ***Rating: Moderate.***
- **ARROWHEAD POINT:** Originates south of Pinnacle Peak parking lot along the Coach Whip trail and ends at Ramadas 14 and 15. Approximately 1.5 miles. ***Rating: Moderate/Difficult.***

WILDLIFE

One of the things hikers and nature lovers enjoy about this park is the wildlife. You may encounter many Sonoran Desert inhabitants in Thunderbird Conservation Park, including everything from hummingbirds to vultures, and jackrabbits to coyotes. In fact, more than 50 species of birds, reptiles and mammals make the area home. For a complete list of the wildlife in the area, visit www.glendaleaz.com/parksandrecreation/thunderbirdpark.cfm.

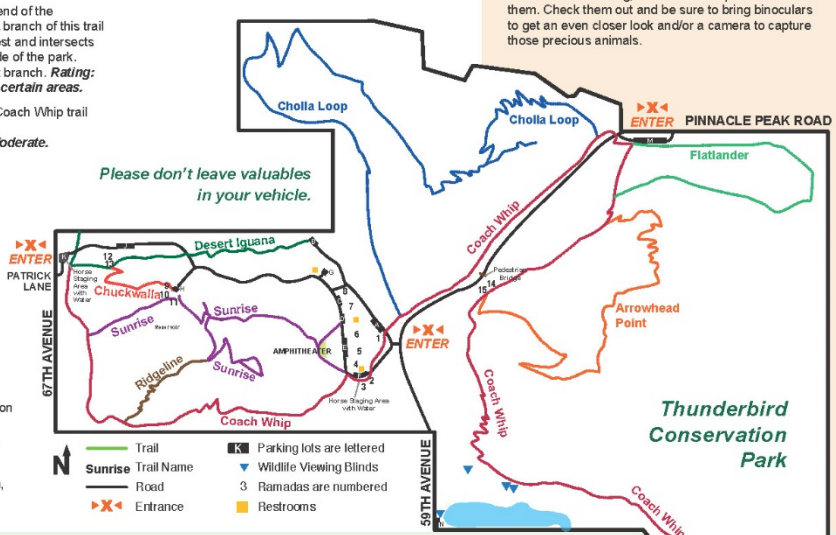
VIEWING BLINDS

Four wildlife viewing blinds are located at Thunderbird Conservation Park in the southern section of the park. Three of the viewing blinds are accessible from the trails off Pinnacle Peak Road (located north of the sedimentation basin) and the fourth is handicapped-accessible, located off 59th Avenue and Melinda Lane (just west of the of the sedimentation basin.) These blinds provide areas for viewing the park's 50+ different species of birds and wildlife attracted to the man-made water feature. They feature a decorative block wall with "windows" for viewing, benches and a path to access them. Check them out and be sure to bring binoculars to get an even closer look and/or a camera to capture those precious animals.



PICNIC AREAS

Thunderbird Conservation Park has 15 ramadas (covered picnic areas). Ramadas 1-13 are available for reservation or are on a first-come, first-served basis when not reserved. To reserve a ramada, call the Parks & Recreation office at 623-930-2820 or do so online at www.glendaleaz.com/parksandrecreation, at least 24 hours in advance.



CAUTIONS

- Teddy bear cholla (jumping cactus) have segments that readily detach and have very sharp spines that easily penetrate shoe leather. A large comb and pliers are useful in removing them.
- Several species of rattlesnakes inhabit some of our parks. If encountered, always leave them a way to escape. Do not tease or harass the snake. The result may be a bite and a trip to the hospital. Always look where you place your hands and feet. When hiking, walk with a heavy foot. The snake will sense your approach and leave before you get to it.
- Scorpions and spiders may be found under rocks, in bushes and other places. As with snakes, always look where you place your hands and feet and before you it down.
- To avoid bees, yellow jackets and wasps, do not wear perfume or scented lotions. Avoid swarms and nests. Do not make loud noises. Bees, yellow jackets and wasps will defend their hives and nests if threatened. If attacked, get out of the area as quickly as possible and call 911 and/or Park Rangers. Report the attack to the Glendale Parks and Recreation Department at 623-930-2820.
- Other wildlife (coyotes, fox, javelina, etc.) — If encountered on the trail, freeze where you are. Leave a route for the animal to escape. If you are blocking the only escape route, slowly move out of the way and allow the animal to pass

Contact Glendale Park Rangers: 623-695-3004

PARK RULES

These rules apply to all city parks

- The city noise ordinance applies in parks and regulates amplified sound (music).
- Vehicles may park in designated areas only. No overnight parking. Motorized vehicles are restricted to paved roads.
- Bicycles, unicycles, skateboards and skates are allowed only on walkways and paths. Do not ride on the grass or other surfaces and equipment.
- No fishing or boating in the lake.
- Collecting of firewood is prohibited.
- No fires except for charcoal fires in grills designated for such use except when fire danger is high and posted.
- No glass containers.
- No alcoholic beverages, except beer with Beer Permit
- No explosives, slingshots, bow and arrows.
- No horses, donkeys and mules (except on designated trails).
- No shopping carts.
- Violations of park rules may result in fines or imprisonment.
- Park rangers and city police officers are authorized to issue citations and/or file civil code infraction complaints for rule, regulation and ordinance violations.
- It is unlawful to obstruct city officials in the performance of their official duties in a park or to furnish false information to city officials.

DO NOT

- Use park when closed.
- Litter or dump.
- Hunt or harass animals.
- Damage, change or remove park property.
- Abandon animals.
- Golf.
- Climb trees.
- Smoke in enclosed facilities and restrooms.
- Swim or operate water craft or pollute in waters.
- Operate unlicensed motorized vehicles (ATVs, motorized skateboards).
- Operate radio-controlled models and model rockets.
- Land or launch airplanes, helicopters, gliders, hot air balloons or parachutes. *(27-51)*
- Hike or ride off marked trails. *(27-51)*

PERMITS REQUIRED FOR:

- Amplified sound equipment
- beer consumption
- facility/park reservations
- special equipment, vending operations or sale of goods.

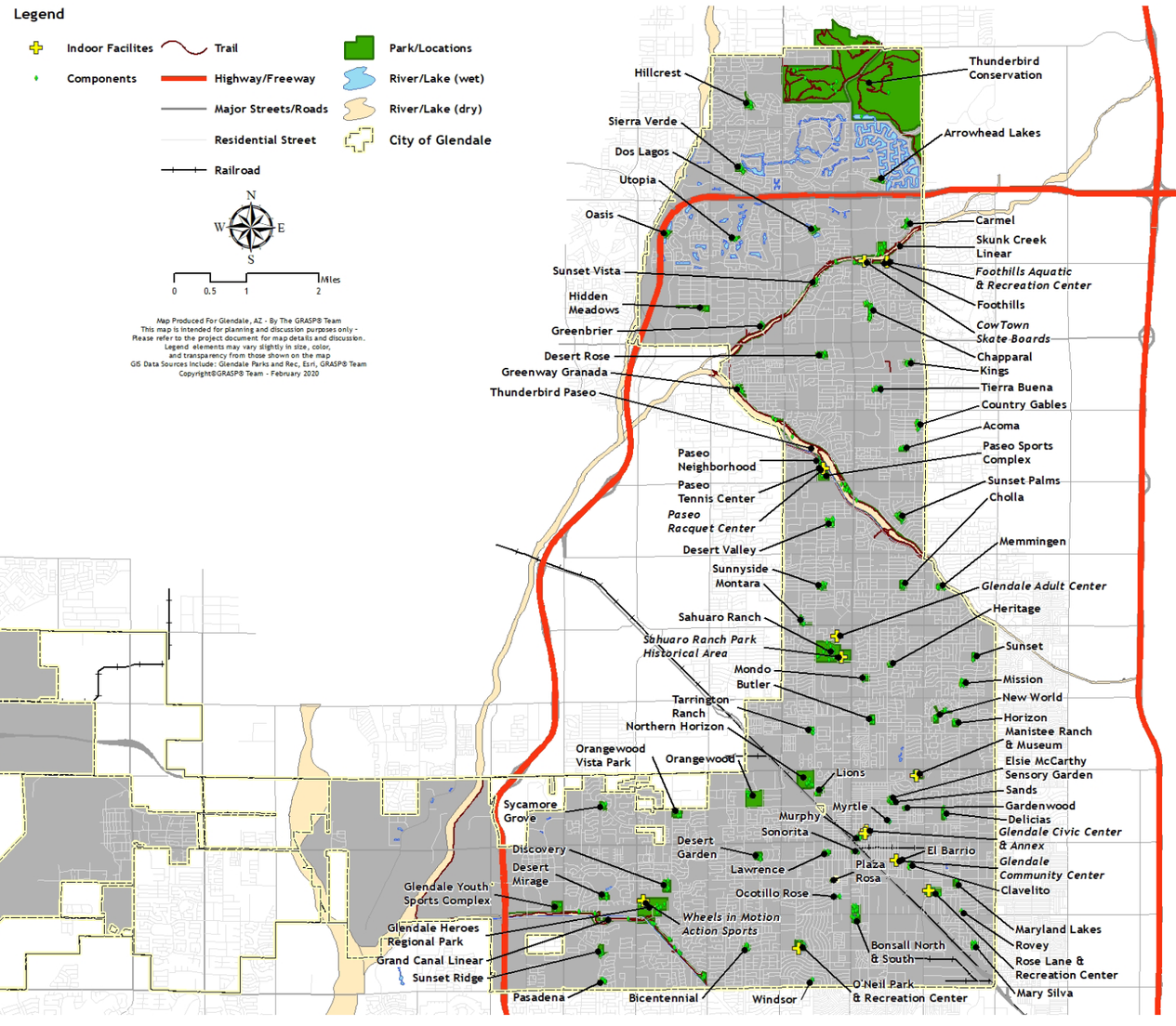
Another way of trail mapping is through web-based smartphone technologies. Maps made available on this type of platform are more dynamic for users, always on hand, and can be easily updated. Upfront investment needed for this type of resource may be cost-prohibitive at present. However, it is likely as technologies advance; these costs become more manageable in the future. It may be worth considering the development of web-based maps in long term planning decisions.

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Appendix H: Maps

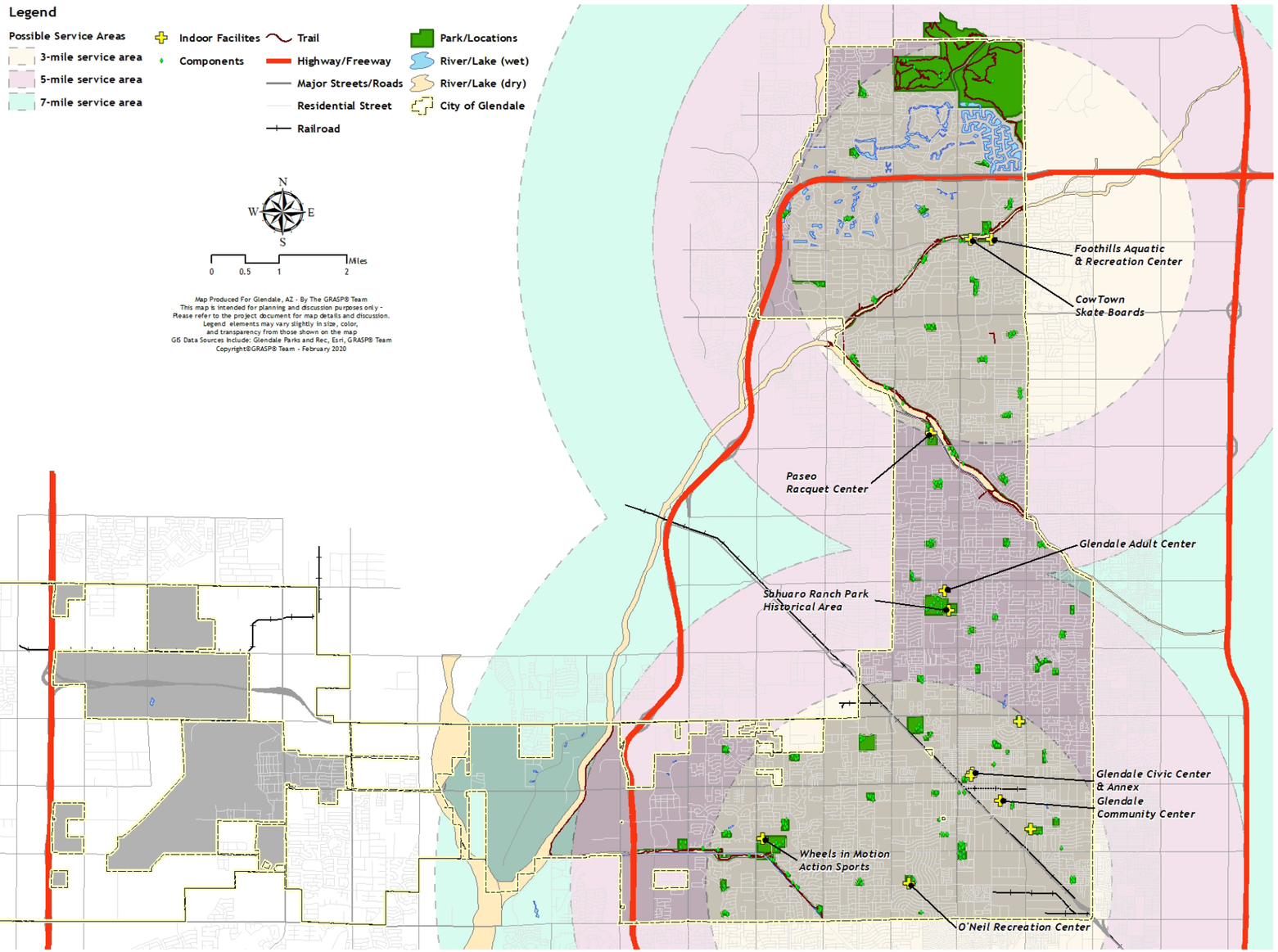
Parks and Recreation System Map

Glendale, AZ



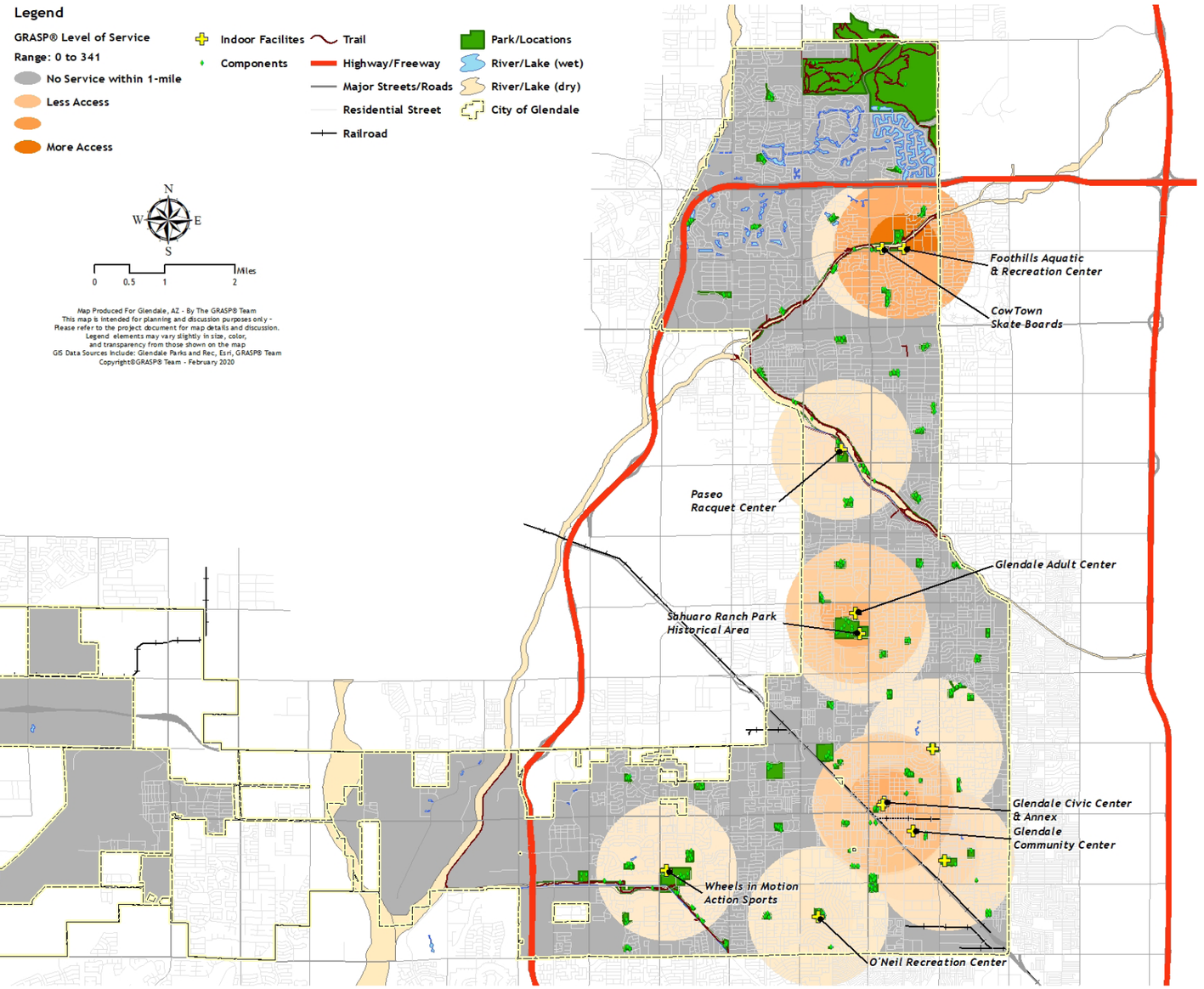
Improved Access to Indoor Facilities

Glendale, AZ



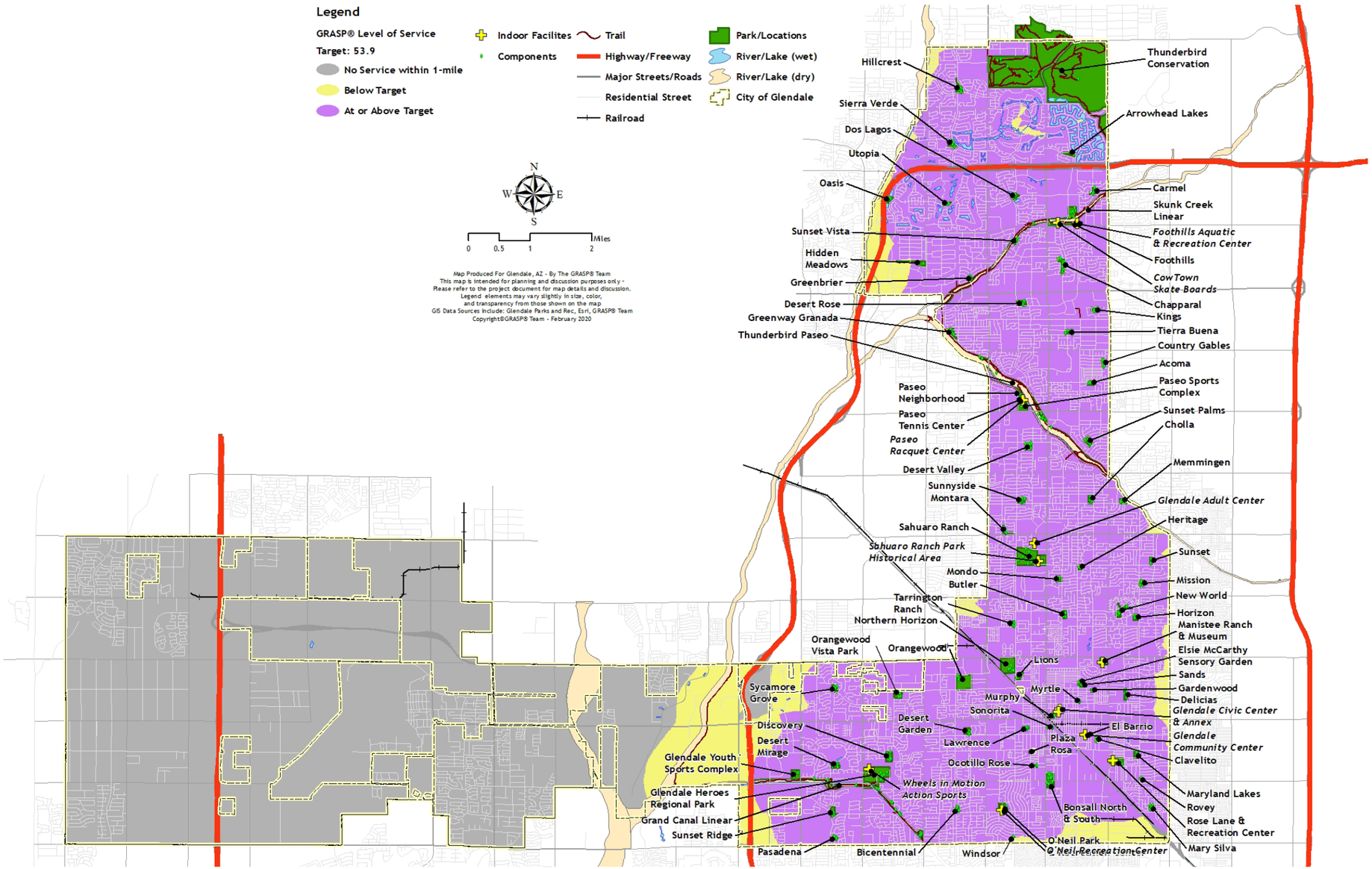
Access to Indoor Facilities

Glendale, AZ



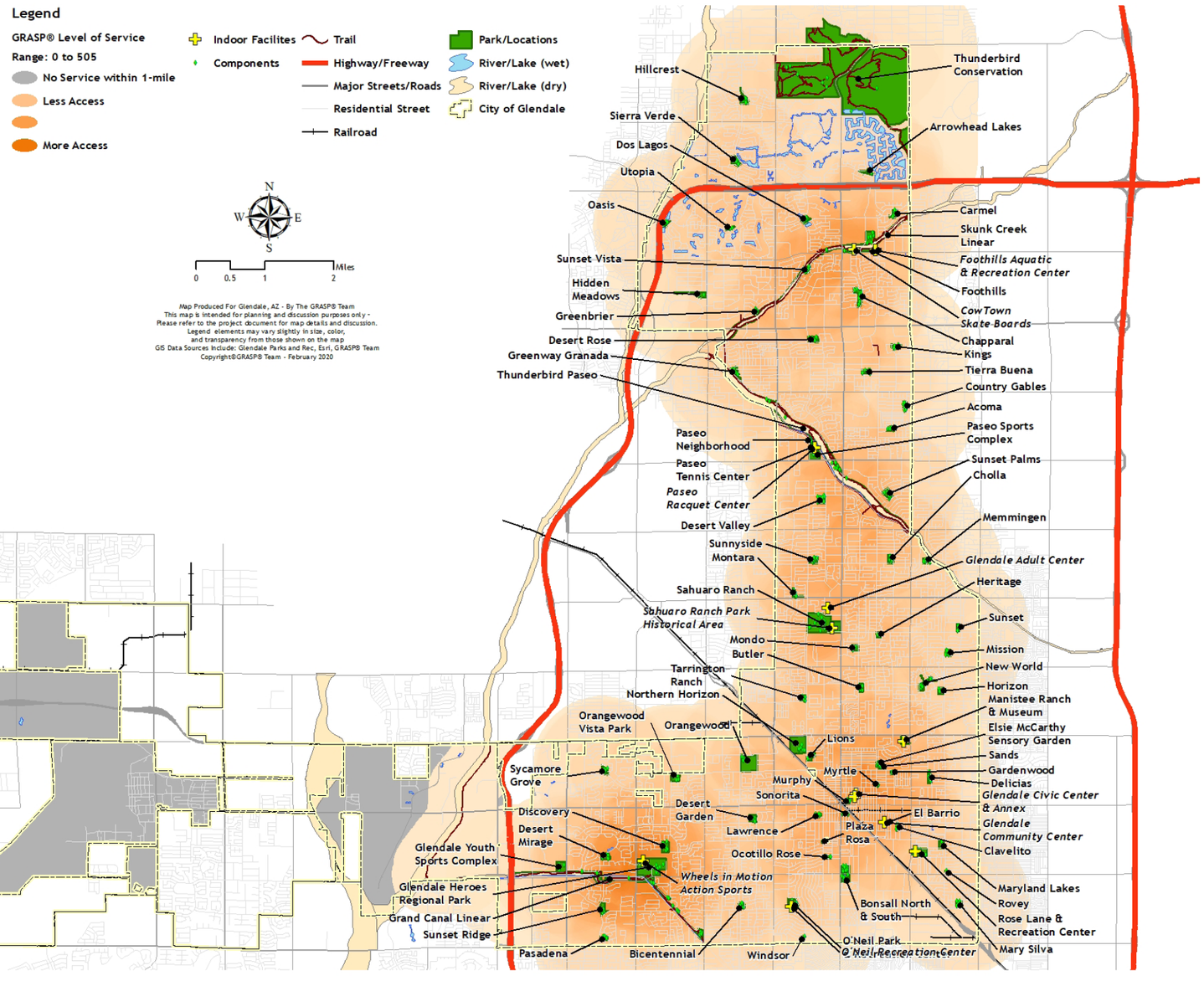
Possible Gaps in Neighborhood Access to Outdoor Recreation Opportunties

Glendale, AZ



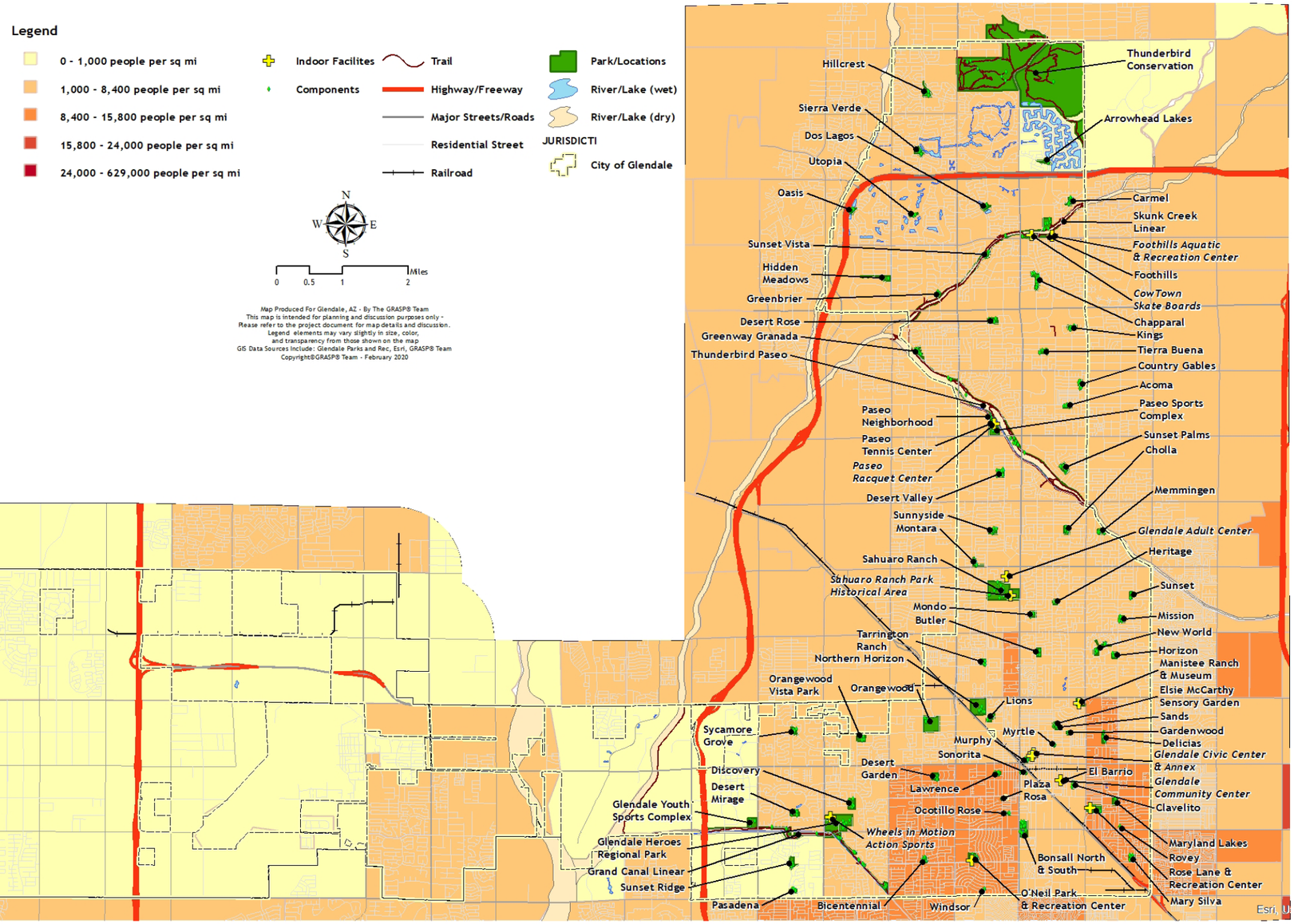
Neighborhood Access to Outdoor Recreation Opportunities

Glendale, AZ



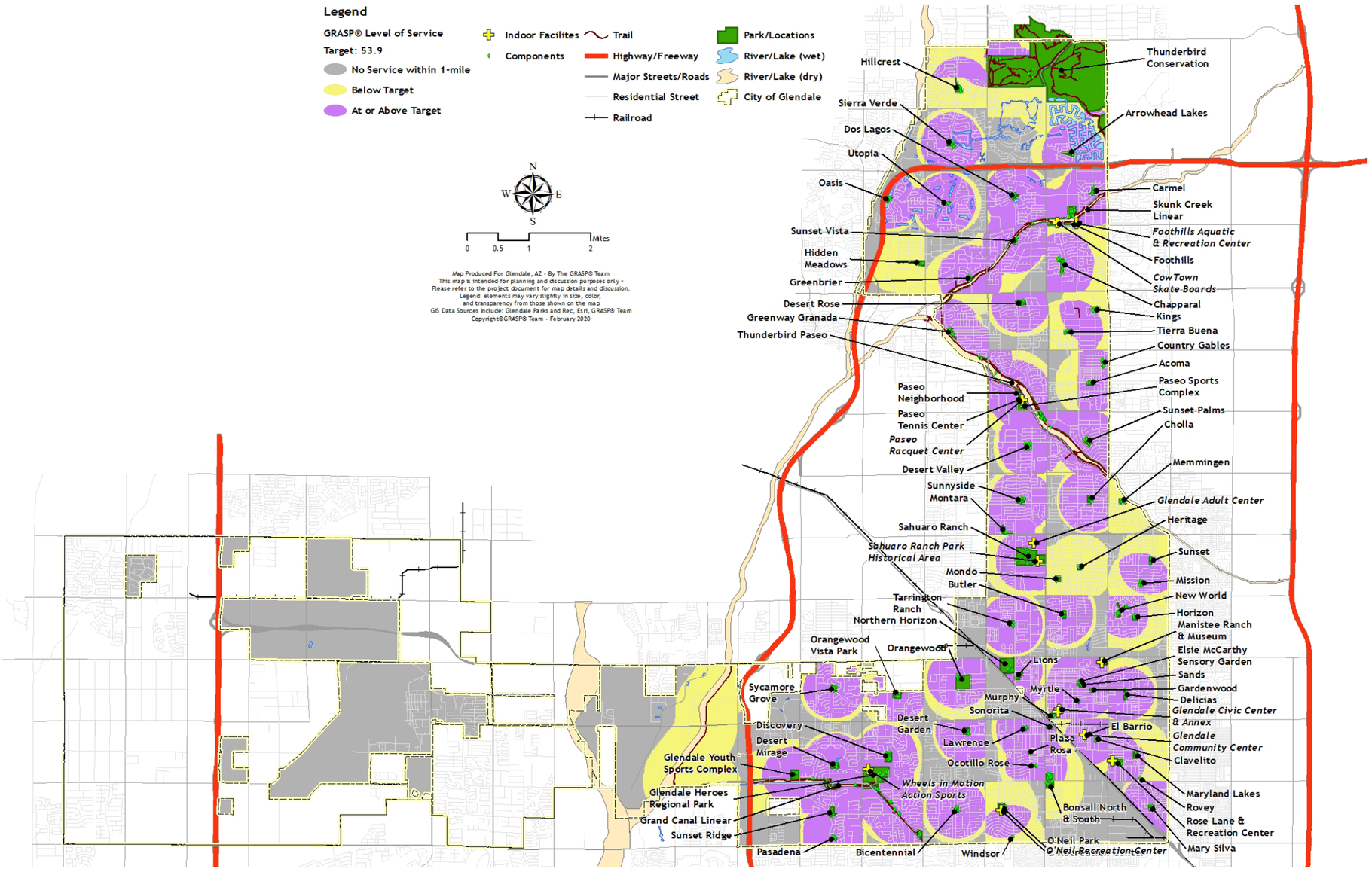
Population Density (Esri 2019 Estimated Population per Square Mile)

Glendale, AZ



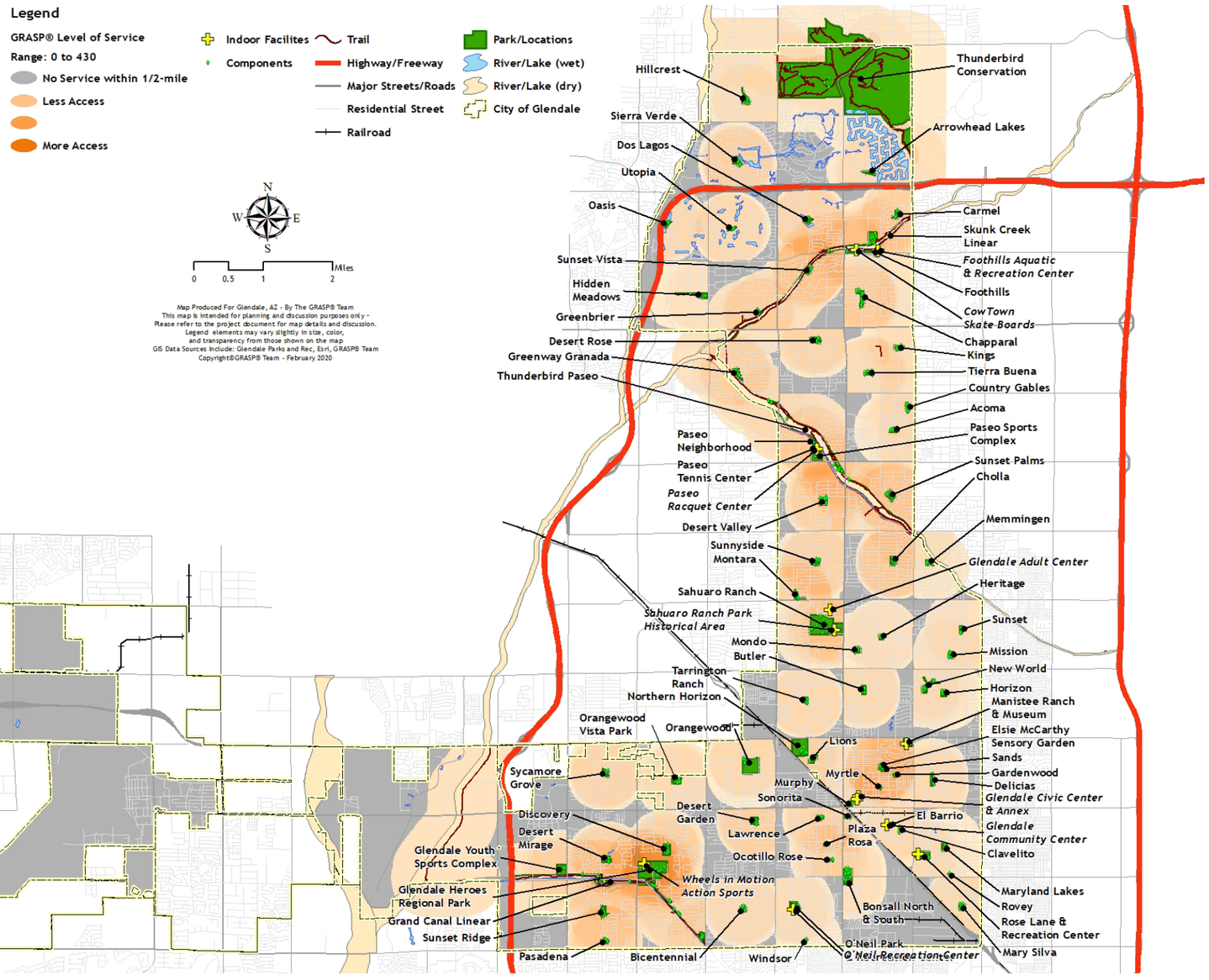
Possible Gaps in Walkable Access to Outdoor Recreation Opportunties

Glendale, AZ



Walkable Access to Outdoor Recreation Opportunties

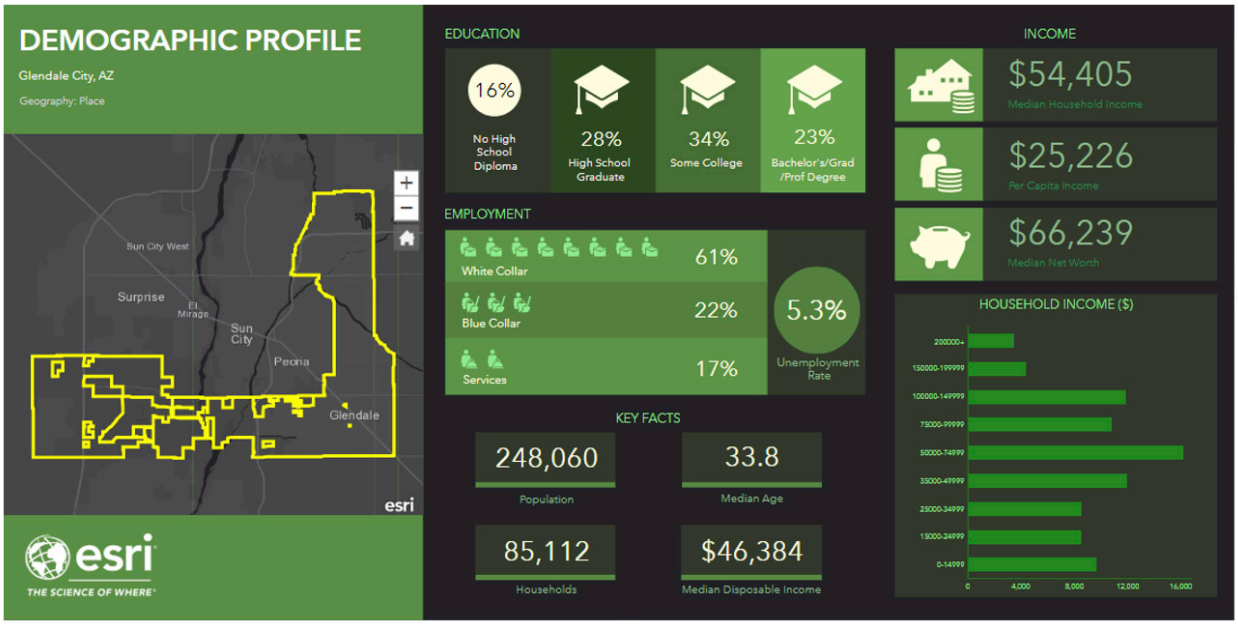
Glendale, AZ



Appendix I: Community Profile

Trends emerge from analyzing population data, which can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. This demographic profile was compiled in October 2019 from a combination of sources including ESRI Business Analyst, American Community Survey, and U.S. Census. In addition, data from the Glendale Planning and Development Services, Public Works, and the Parks Recreation and Open Space department was also included in the report below. The following topics will be covered in detail in this report:

- Population Summary
- Gender & Age Distribution
- Race/Ethnic Character
- Educational Attainment
- Household Data
- Employment
- Health Rankings

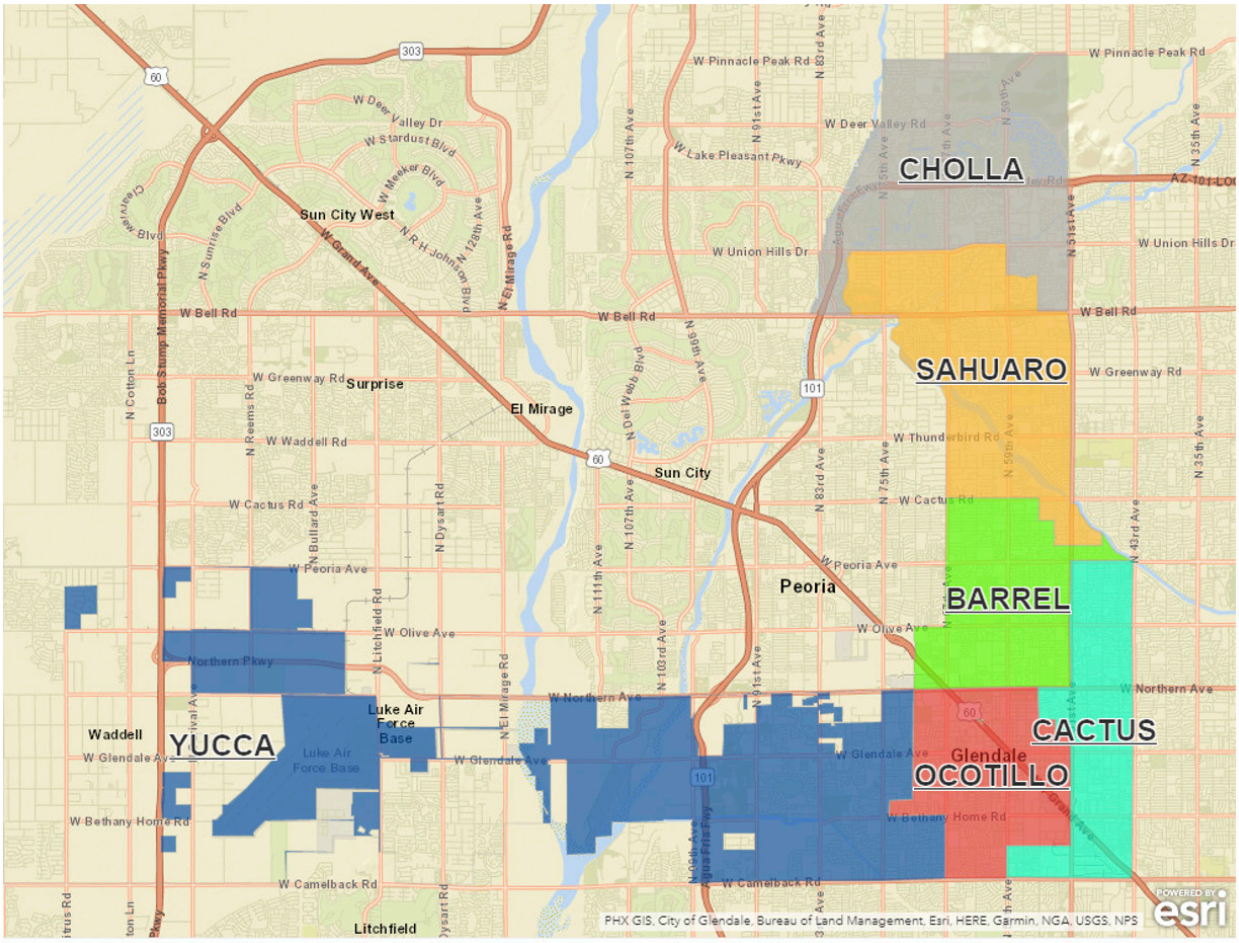


Key facts about Glendale in 2019:

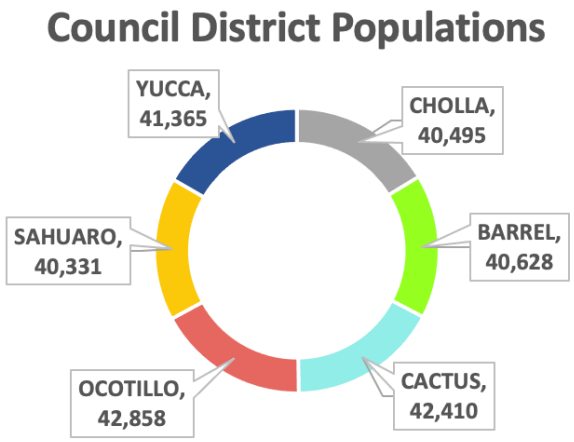
- The population topped 248,060 in 2019
- The average median age in the district was 33.8 years old, lower than the median age in Arizona (37.3)
- The median household income in Glendale was over $54,405

Glendale is approximately 61.94 square miles, divided into five district council areas. For the purposes of collecting relevant data, the statistically valid survey asked respondents to indicate which subarea they resided in. To make further comparative analysis, this demographics study will compare data from the district council areas, while also looking at the city as a whole. When it is meaningful, comparisons to the State of Arizona and the United States will also be highlighted. ***Figure 96*** below shows the five council areas, labeled by name. The map below was sourced from the Glendale Open Data site.

Figure 96: Glendale Council District Boundary Map



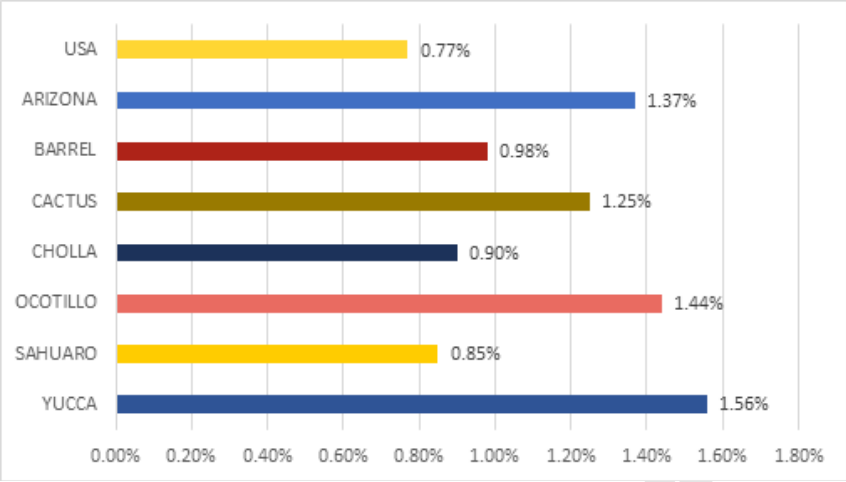
Based on numbers from the U.S. Census Bureau, 100% percent of the total population of Glendale lives within these district council areas, with Ocotillo being the most populated (17%) and Sahuaro being the least populated (16%).



Population Growth

Growth rates can be a strong comparative indicator of an area's economic development. In the case of Glendale, the annual population growth rate for the city (1.17%) is predicted to be less than the growth rate of the state of Arizona (1.35%), but greater than the US avergage (0.77%) between 2019 and 2024. Yucca is estimated to have the highest growth rate at 1.56 percent, twice the national average, while

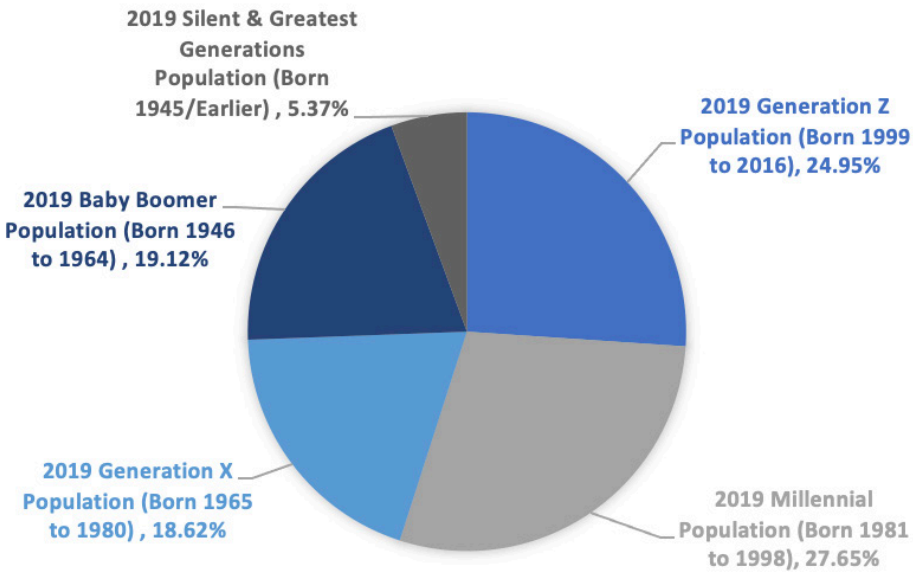
Figure 97: Glendale Population Annual Growth Rates (2019 – 2024)



Population Gender & Age Distribution

Analyzing the gender and age distribution in Glendale, AZ, can help determine program and service needs for particular demographics. Similar to state and national populations, Glendale has roughly the same amount of males (49.18%) and females (50.82%). The median age of residents is 33.8, slightly lower than Arizona (37.3). As many municipalities are finding, Millennials are starting to become the largest generational group of their residents. In Glendale, Millennials (born 1981 – 1998) make up approximately 28 percent of the population, with Generation Z (born 1999 – 2016) right behind them at 25 percent.

Figure 98: Estimated Population of Glendale by Generation in 2018



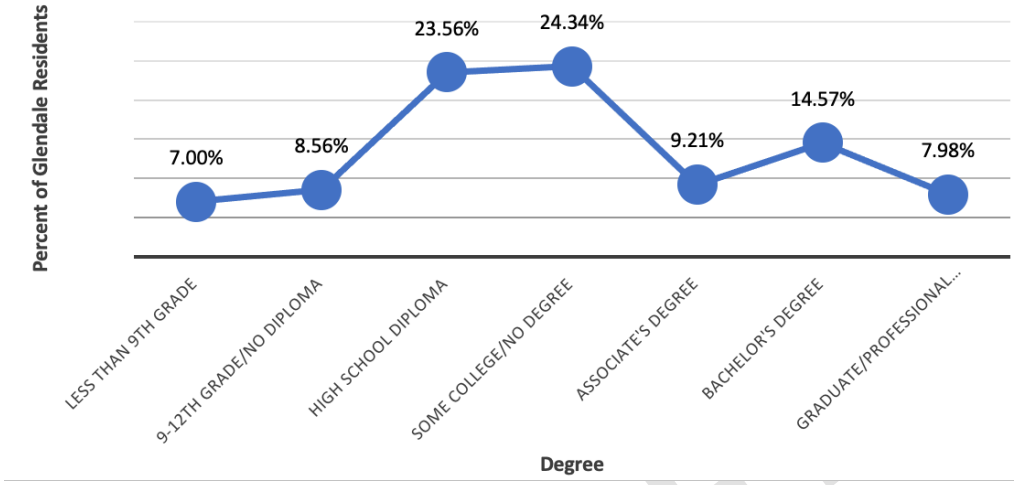
Source: Esri Business Analyst

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Education

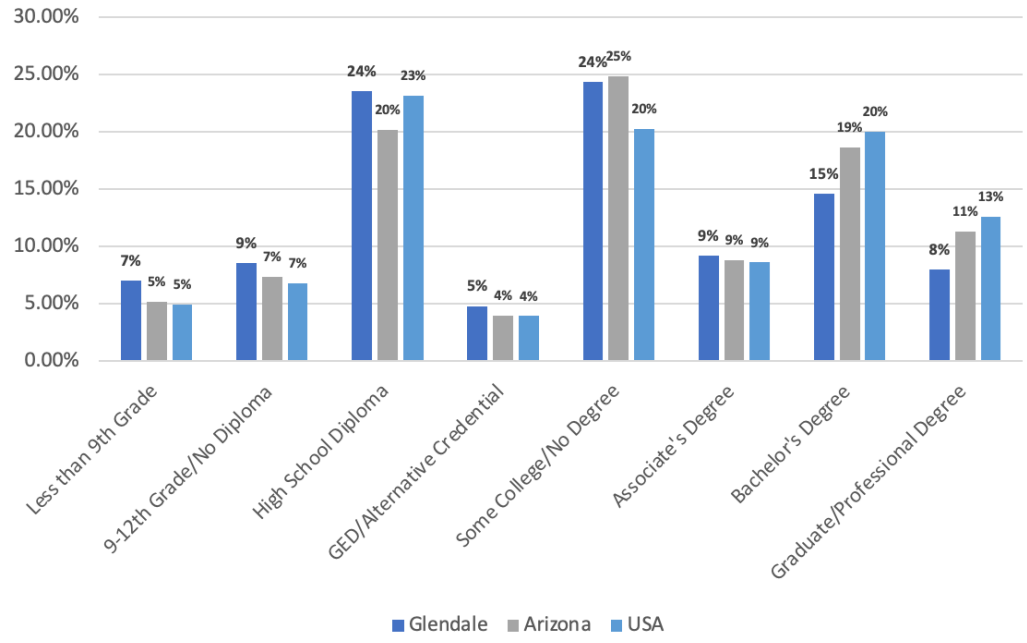
According to a Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.[23] The educational attainment for Glendale can be seen in ***Figure 99***. Those with a Bachelor's degree, on average, received over twice the annual income than those with a high school diploma.

Figure 99: 2018 Glendale Residents by Educational Attainment Level



A breakdown of the educational attainment by City residents over the age of 25 was measured, as illustrated in ***Figure 100***. Over 79 percent of Glendale residents had obtained a high school degree or higher (compared to 84 percent Arizona average).

Figure 100: 2018 Educational Attainment



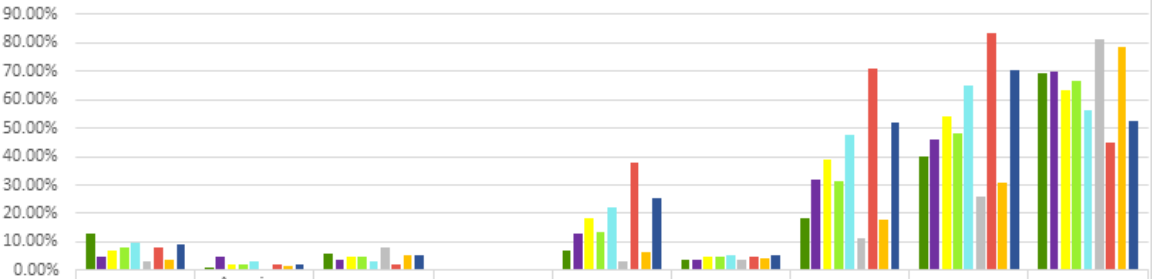
23 Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey Reports, US Census Bureau, http://www.Census.gov/prosd/2011pubs/acs-14.pdf, September 2011.

Race/Ethnicity

In the United States, communities are generally becoming more diverse. Before comparing this data, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish are included in all of the race categories. Figure X reflects the approximate racial/ethnic population distribution.

- Glendale is more diverse than the average United States population with a non-white population of 63 percent.
- Those that identify as Hispanic make up more than 39 percent of the total population. This is more than the Hispanic population of 31 percent in Arizona and 18 percent in the US.
- There is a high proportion of citizens who identify as another race not specified on the U.S. Census (18%).
- Roughly 7 percent of the population identify as Black or African American, and very few identify as American Indian/Alaska Native , Asian, or Pacific Islander

Figure 101: 2019 Comparison of Race and Ethnicity



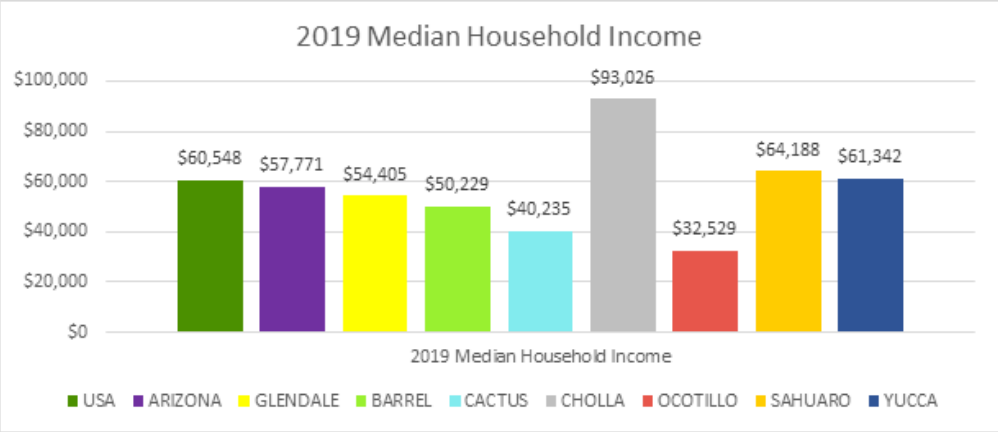
	Black/African American	American Indian/Alaska Native	Asian	Pacific Islander	Other Race	Two or More Races	Hispanic	Minority	White Population
USA	12.93%	0.98%	5.82%	0.19%	6.99%	3.49%	18.57%	40.20%	69.60%
ARIZONA	4.77%	4.60%	3.45%	0.21%	12.97%	3.96%	31.94%	46.17%	70.03%
GLENDALE	7.16%	1.84%	4.67%	0.20%	18.32%	4.60%	39.02%	54.37%	63.21%
BARREL	8.08%	2.15%	4.73%	0.27%	13.44%	4.64%	31.31%	48.32%	66.67%
CACTUS	9.90%	2.97%	2.99%	0.25%	22.28%	5.12%	47.64%	64.74%	56.49%
CHOLLA	3.24%	0.71%	7.96%	0.16%	2.97%	3.69%	11.47%	26.00%	81.27%
OCOTILLO	8.29%	1.92%	1.87%	0.14%	37.93%	4.70%	71.17%	83.52%	45.16%
SAHUARO	3.95%	1.27%	5.21%	0.17%	6.54%	4.14%	18.07%	30.80%	78.71%
YUCCA	9.24%	1.95%	5.50%	0.23%	25.20%	5.27%	51.80%	70.19%	52.60%

Employment & Income

The most current data from the U.S. Census Bureau and the American Community Survey, illustrated in ***Figure 102***, indicates that the median household income in Glendale is approximately $3,366 less than in Arizona, and is approximately $6,143 lower than the U.S. median income. Of the five districts, Cholla has the highest local median income($93,026), $32,478 higher than the national average, while Octillo has the lowest median income, $28,019 lower than the national average.

Site	2019 Median Income
Cholla	$93,026
Barrel	$50,229
Cactus	$40,235
Ocotillo	$32,529
Sahuaro	$64,188
Yucca	$61,342
Glendale	$54,405
Arizona	$57,771
USA	$60,548

Figure 102: 2019 Estimated Median Household Income

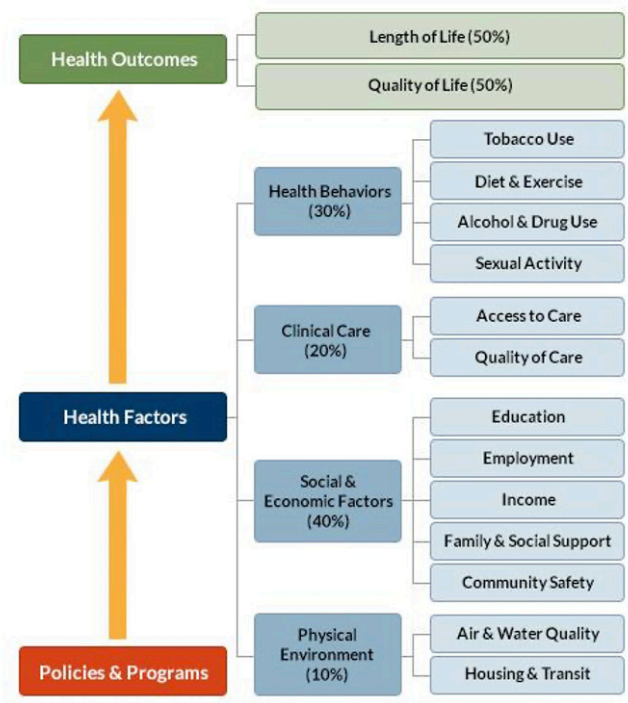


Median household income is highest in Cholla, which is significantly higher than the average in the state of Arizona or the country. Ocotillo has the lowest median household income. Yucca has a median household income most similar to that of the United States. Disposable income, according to the U.S. Census, is after-tax household income, and follows similar patterns to that of median household income.

Understanding the status of the community's health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation's County Health Rankings and Roadmaps provide annual insight on the general health of national, state, and county populations. The 2019 Rankings model shown in ***Figure 103*** highlights the topic areas reviewed by the Foundation.

The health ranking for gauged the public health of the population based on "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.[24]

Figure 103: County Health Ranking Model



State Health Ranking

In 2018, the United Health Foundation's America's Health Rankings Annual Report ranked Arizona as the 30th healthiest state nationally. The health rankings consider and weigh social and environmental factors that tend to directly impact the overall health of state populations as illustrated in ***Figure 104***. The state moved up two positions in the ranking since 2016.

24 University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, City Health Rankings 2018, http://www.Cityhealthrankings.org

Maricopa County ranked

1st of out 15

counties for Health Outcome

STRENGTHS

of Arizona health include:

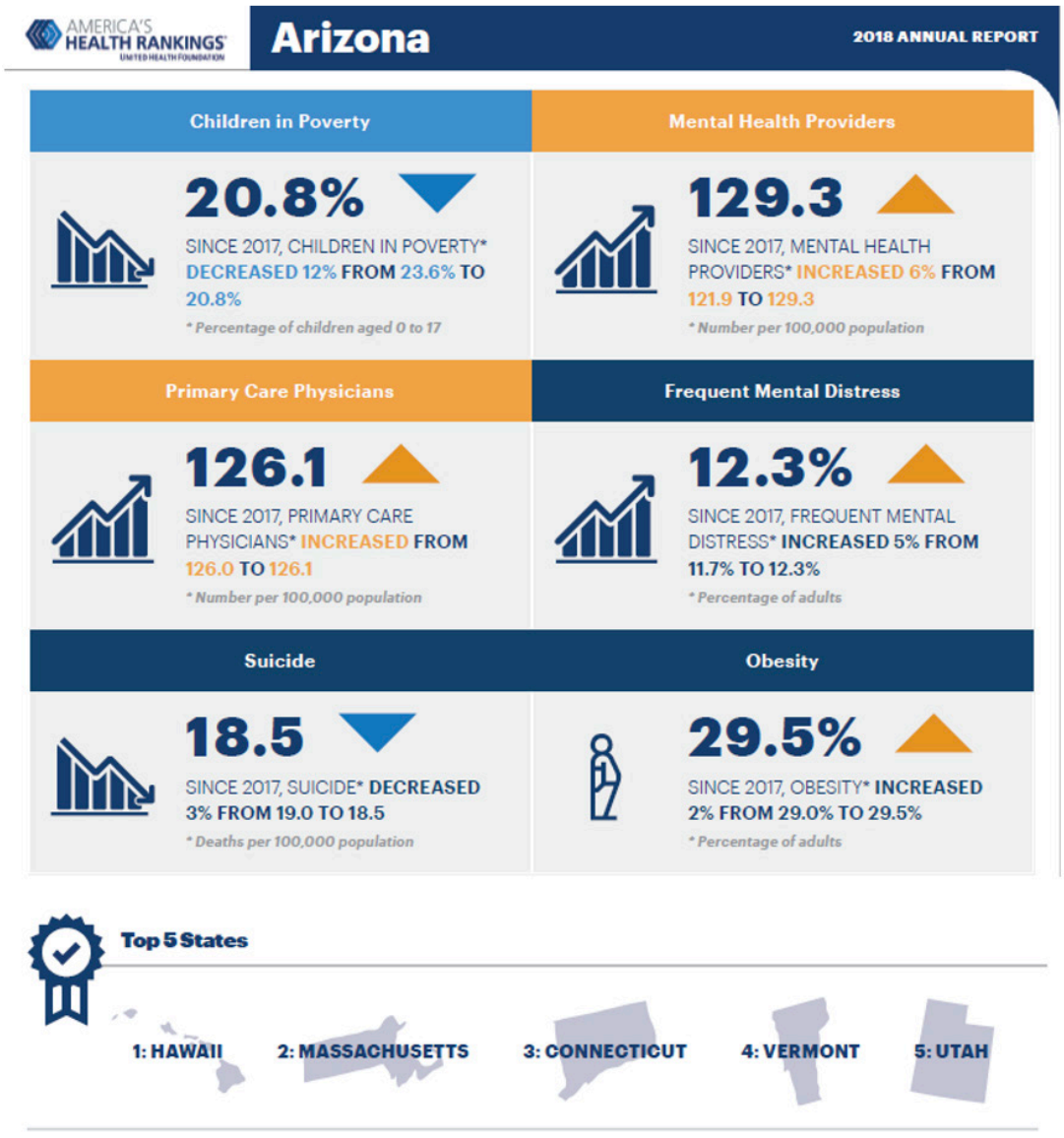
- Low cancer death rate
- Low prevalence of smoking
- Low prevalence of low birthweight

CHALLENGES

of Arizona health include:

- Low percentage of high school graduation
- High levels of air pollution
- Lower rate of mental health providers

Figure 104: 2017 Arizona Health Ranking Overview



Source: United Health Foundation's America's Health Rankings Annual Report 2017