



Town of Prescott Valley Parks and Recreation Master Plan 2020



PRESCOTT VALLEY PARKS AND RECREATION DEPARTMENT
PURPOSE

THE DEPARTMENT OF PARKS AND RECREATION IS COMMITTED TO PROVIDING PARKS, FACILITIES, ART AND LEISURE OPPORTUNITIES TO OUR CULTURALLY DIVERSE POPULATION THROUGH THE RESOURCES OF COMMUNITY INVOLVEMENT, DEDICATED STAFF AND SOUND MANAGEMENT.



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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 PROJECT PURPOSE AND GOAL

The purpose of the Town of Prescott Valley's Parks and Recreation Master Plan is to provide a roadmap for future development of recreational facilities and opportunities for the Town over the next 10 years, consistent with the General Plan 2025 requirements. This plan is based on recognized park planning principles and standards and reflects input from residents and stakeholders in Prescott Valley, Town staff, the Parks and Recreation Commission, the Arts and Culture Commission and Town Council.

The Town of Prescott Valley Parks and Recreation Master Plan (Master Plan) focuses on identifying the Town's current and future recreation needs to aid Town staff and decision-makers in providing and expanding and equitable distribution of recreational facilities and opportunities to Prescott Valley residents and stakeholders. This includes preserving the Town's open space areas and expanding the Town's trails network to better connect people to nature, recreation and outdoor education opportunities. Primary outcomes of the Master Plan include:

- Evaluation of the existing parks, trails and open space system;
- Establishing the vision, goals and policies to guide decision-making;
- Documenting priorities and needs of the current and projected population growth based on data-driven input;
- Developing a 10-year capital improvement plan that outlines projects, anticipated costs, potential funding sources, operation and maintenance implications and implementation strategy;
- Providing a record of issues discussed and decisions made;
- Evaluation of current user fees charged and establishing cost thresholds; and
- Evaluation of total cost of ownership of constructing and operating the parks and recreation system.

1.2 PROJECT PROCESS

The foundation of the Master Plan was to incorporate a variety of data and mine local knowledge using a comprehensive stakeholder participation process and community surveys. The stakeholder input process incorporated a variety of methods that included interviews, focus group meetings, and public forums/presentations. The data generated from these critical community interactions helped to define the true unmet recreation needs of the community, as well as address key operational issues, provide recommendations for business-related changes, and strategize on how to best position the Town and Parks and Recreation Department to move forward for optimum results.



1.2.1 PLANNING EFFORTS CONSIDERED

A number of local planning efforts helped guide the development of the Master Plan. The following highlights some of these efforts:

- Town of Prescott Valley 2025 General Plan
- 2002 Parks and Recreation Master Plan
- 2001 Arts and Cultural Assessment
- Parks and Recreation Annual Reports
- Park Development Guidelines
- Department Policies and Procedures

1.2.2 ELEMENTS OF THE PLAN

The planning process for the *Master Plan* was completed with Town staff and included:

- The collection of available information;
- Data analysis to determine inventory and condition of current facilities;
- Determination of supply and demand within the community; and
- Developing recommendations for meeting the needs of the community through an analysis of programs and facilities.

The data collected from the staff and onsite facility assessments was utilized to identify key factors, issues, and concerns regarding the parks and recreation system and how the Town's Parks and Recreation Department manages operations.

1.3 PRESCOTT VALLEY MASTER PLAN ORGANIZATION

This *Master Plan* presents the overall analysis, findings, and recommendations for the next 10 years. This study begins with an Executive Summary that provides an overview, and the following sections respond to the primary outcomes, determine needs and offer operational and capital improvement recommendations.



1.4 SUMMARY OF COMMUNITY PROFILE AND NEEDS

Following the assessment of the Town's parks and recreation system, a variety of key findings were identified to support the implementation of the *Master Plan*. These key findings help to guide decision-making for the next five to ten years.

1.4.1 MARKET ANALYSIS KEY FINDINGS

- **Population:** The population is increasing and is projected to experience 91% population growth over the next 15 years. It is anticipated that 100% of the projected growth will occur within Master Planned Communities. With a growing population, park and recreation services must continue to grow to keep up with the population. Additionally, development will continue over the next 15 years and the Town, in partnership with the development community will need to strategically invest, develop, and maintain parks and facilities in relation to current and future master planned communities.
- **Age Segmentation:** Prescott Valley has a very broad age segmentation with the largest group being 55+ and the second largest group being 0-17. Over the next 15 years, while most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing, making up 15% of the population by 2034 - an increase of 4% over 2019. This is significant as providing access to services and programs will need to be focused on a multitude of age segments simultaneously and each age segment has different activity interests. Equal distribution across all age segments will require the Town to continue to provide programs, services, parks and facilities that appeal to all residents of the community.
- **Race and Ethnicity:** A homogenous population will likely focus the Town on providing traditional programming and service offerings while always seeking to identify emerging activities and sports.
- **Households and Income:** With median and per capita household income averages slightly below the state averages and national averages, it would be important for the Town to prioritize providing offerings that are first class with exceptional customer service while modestly seeking opportunities to create revenue generation.



1.4.2 COMMUNITY INPUT KEY FINDINGS

Input from the community confirmed that Prescott Valley's parks are loved by many, but there are gaps in service and amenities and additional Town investment is needed to maintain and develop new parks for the growing community. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the Town's overall attitude of being an active player in the betterment of the community.
- The development of Agua Fria park can serve as an economic catalyst, including sports tourism.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Opportunities exist to, in part, help meet the recreational needs of the community, in partnership with the Arizona State Land Trust, the development community, the Humboldt Unified School District and the Prescott YMCA of Yavapai County.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.

ADVOCACY AND AWARENESS

- Increased and targeted Communication/Marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Multiple funding strategies are required to meet the needs of the community.
- Focus on opportunities to expand the Town's partnership with the Arizona State Land Trust, the development community and the Prescott YMCA of Yavapai County to meet the recreation needs of the community.
- Securing funding through grant programs will be critical for funding park development over the next 10 years.

1.4.3 PROGRAM AND FACILITY PRIORITY RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs, art and culture program needs and recreation program needs for the community served by the Town. The analysis completed evaluated both quantitative and qualitative data.

The results of the priority rankings are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third) and are summarized below:

Recreation Program/Service	Priority
Community special events (concerts, festivals)	High
Fitness & wellness programs (Yoga/Tai Chi, etc.)	
Open swim	
Senior programs & services	
Water fitness programs/lap swimming	
Target shooting (archery, etc.)	Medium
Adult learning classes (language, tech, etc.)	
Outdoor programs (nature programs, etc.)	
Gardening classes, farm to table classes/events	
Performing arts programs	
Walking/jogging/running clubs	
After school programs/out of school camps	
Environmental education & programs	
Programs for people with special needs	Low
Youth learn to swim programs	
Reservation/rental of picnic shelters	
Pickleball lessons/clinics	
Running events (5K, 10K, Marathons)	
Music classes	
Adult basketball/volleyball programs	
Golf lessons/clinics	
Gymnastics	
Youth basketball/volleyball programs	
Open gymnasium for pick up basketball/volleyball	
Tennis lessons & leagues	
Youth baseball/softball programs	
Reservation/rental of indoor meeting space	
Youth football programs	
Recreation/competitive swim team	
Sand Volleyball programs	
Bicycle lessons & clubs	
Youth lacrosse programs	
Reservation/rental of athletic fields	

Art Program/Service	Priority
Community festivals	High
Music	
After school programs	
Theatre	
Programs in parks	
Events that celebrate cultural diversity	Medium
Work by local artists	
Film	
Digital media classes	
Lectures	
Dance	
Visual art exhibitions	
Open mic events	Low
Performing arts classes	
Multi media art exhibitions	
Open artist studios	
Literary & poetry events	
Visual arts classes	

Facility/Amenity	Priority
Aquatics facility indoor pool/natatorium	High
Walking & hiking trails (natural surface)	
Walking & biking trails (multi use paved)	
Restroom buildings	
Shooting ranges (archery, target shooting)	
Recreation/multi generational center	
Adventure area (ropes course, zip line, etc.)	
Open space conservation areas/trails	
Aquatics facility waterpark	Medium
Dog parks (off leash)	
Neighborhood parks	
Performing arts venue (stage)	
Amphitheater	
Fishing	
Large community parks	
Aerobics/dance rooms/dance floors	Low
Pavilions/picnic sites	
Community gardens	
Aquatics facility splash pad	
Playgrounds	
Environmental education center	
Mountain bike trails	
Pickleball courts	
Disc golf course	
Outdoor exercise equipment	
Basketball/volleyball courts inside	
Banquet/meeting rooms	
Outdoor board games (chess, checkers)	
Remote Control (RC) Hobby facility	
Tennis courts	
Sand volleyball courts	
Internet cafe	
Concession stands	
Basketball/volleyball courts outside	
Bicycle pump track	
Softball fields	
Skateboarding/bicycle parks	
Baseball fields	
Soccer/lacrosse multi purpose fields	
Football fields	



1.5 SUMMARY OF LEVEL OF SERVICE ANALYSIS

1.5.1 LEVEL OF SERVICE KEY FINDINGS

The Prescott Valley Parks and Recreation Department currently has a quality staff that operates and manages a unique system of parks, trails, community facilities, and open spaces that are generally in good condition.

MASTER PLANNED COMMUNITIES PARK INVENTORY AND LEVEL OF SERVICE (LOS)

- Currently, the master planned communities in Prescott Valley make-up 40% (or 19,756 people) of the Town's population.
- Master planned communities provide parks and recreation amenities to their residents.
- Some park and recreation amenities in master planned communities are ONLY available to residents of the master planned communities, including but not limited to:
 - Resident Clubs
 - Swimming Pools
 - Tennis Courts
 - Pickleball Courts
- Currently, master planned communities offer a LOS of 1.19 acres of parkland per 1,000 population to its residents (23.83 acres of mini and neighborhood parks). This falls short of the 3.4 acres of neighborhood park parkland targeted in the General Plan.
- Currently, master planned communities offer a LOS of 4.1 square feet of indoor recreation/community center per person to its residents. This exceeds best practice guidelines of 2.0 square feet per person.

TOWN OF PRESCOTT VALLEY PARK INVENTORY AND LEVEL OF SERVICE (LOS)

1. The Town of Prescott Valley provides two distinct parkland levels of service to its residents.
 1. **A level of service of parkland for the 30,244 residents that do not reside in master planned communities.**
 - Currently, the Town offers a LOS of 5.87 acres of parkland per 1,000 population to the 30,244 residents that do not reside in master planned communities (63.20 acres of mini, neighborhood, community and special use parks). This falls short of the 6.8 acres of parkland targeted in the General Plan.
 2. **A level of service of community park parkland for the community as a whole (currently, 50,000 residents).**
 - Currently, the Town offers a LOS of 2.26 acres of community park parkland per 1,000 population to its 50,000 residents (113.0 acres of mini, neighborhood, community and special use parks). This falls short of the 3.4 acres of community park parkland targeted in the General Plan.

2. Currently, the Town does offers ONLY 0.35 square feet of indoor recreation/community center per person to its residents, which is further limited by the fact that it is in the form of a Boys and Girls Club and thereby not available to Town residents as a whole. This is well below the best practice guidelines of 2.25 square feet per person.
3. Trails were not calculated in this population-based service level analysis because they are based on connected networks rather than population.

KEY UNMET FACILITY NEEDS

- Aquatics facility-indoor pool/natatorium.
- Walking & hiking trails (natural surface and multi-use paved).
- Restroom buildings.
- Shooting ranges (archery, target shooting).
- Recreation/multi-generational center.
- Adventure area (ropes course, zip line, etc.).
- Open space conservation areas/trails.

1.5.2 LEVEL OF SERVICE KEY RECOMMENDATIONS

Based on a thorough review of the parks and recreation system and stakeholder input, it is recommended that the Town pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current LOS standard for the projected population in 2034.

LEVEL OF SERVICE ASSUMPTIONS

- The Town of Prescott Valley's population will increase by 45,608 within next 15 years.
- 100% of growth will occur within master planned communities.
- Master planned communities will provide some park and recreation amenities to residents living within the master planned community.
- The Town of Prescott Valley will need to take a three-pronged approach to further developing the parks and recreation system.
 1. Level of Service for Master Planned Communities - The appropriate LOS of parks and recreation amenities that master planned communities should provide to residents of master planned communities by 2034.
 2. Level of Service for the Town of Prescott Valley Residents Not Residing in Master Planned Communities - The appropriate LOS of parks and recreation amenities that the Town should provide to the population of 30,000 that don't reside in Master Planned Communities by 2034.
 3. Level of Service for the Town as a Whole - The appropriate LOS of parks and recreation amenities that the Town should provide to all the Town's projected population of 95,608 by 2034.

LEVEL OF SERVICE FOR MASTER PLANNED COMMUNITIES

	2019 Park Inventory	Current Service Levels			Recommended Developed Park Service Levels			2034 Standards		
Park Type	Town of Prescott Valley Inventory	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Mini Park	10.30	0.34	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Neighborhood Parks	45.40	1.51	acres per	1,000	3.40	acres per	1,000	Need Exists	57	Acre(s)
Community Parks	113.00	3.77	acres per	1,000	3.40	acres per	1,000	Meets Standard	-	Acre(s)
Special Use Parks	7.50	0.25	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Total Developed Park Acreage	176.20	5.87	acres per	1,000	6.80	acres per	1,000	Need Exists	57	Acre(s)

LEVEL OF SERVICE FOR RESIDENTS NOT RESIDING IN MASTER PLANNED COMMUNITIES

	2019 Park Inventory	Current Service Levels			Recommended Developed Park Service Levels			2034 Standards		
Park Type	Total Inventory	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Community Parks	113.00	2.26	acres per	1,000	3.40	acres per	1,000	Need Exists	212	Acre(s)
Open Space/Conservation Lands	100.00	2.00	acres per	1,000	NA	acres per	1,000	NA	NA	Acre(s)

LEVEL OF SERVICE FOR THE TOWN AS A WHOLE

	2019 Park Inventory	Current Service Levels			Recommended Developed Park Service Levels			2034 Standards		
Park Type	HOA Inventory	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Mini Park	4.63	0.23	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Neighborhood Parks	19.20	0.96	acres per	1,000	3.40	acres per	1,000	Need Exists	202	Acre(s)
Total Developed Park Acreage	23.83	1.19	acres per	1,000	3.40	acres per	1,000	Need Exists	202	Acre(s)

LEVEL OF SERVICE RECOMMENDATIONS SUMMARY

Based on the assumptions and LOS recommendations above,

- Master planned communities should be expected to develop 212 acres of neighborhood parks by 2034. These neighborhood parks will serve only master planned community residents.

- The Town of Prescott Valley should be expected to develop 57 acres of neighborhood parks by 2034. These neighborhood parks will serve residents of the Town who do not reside within master planned communities.
- The Town of Prescott Valley should be expected to develop 212 acres of community parks by 2034. These community parks will serve all residents of the Town.

1.6 CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the Town's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in Chapter 7. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding such features as splashpads at Antelope, Bob Edwards and Civic Center. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development, such as the phased in development of Agua Fria Park and 57 acres of future neighborhood parks. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.



1.6.1 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks, facilities, and amenities as well as administrative planning efforts.

Tier	Estimated Total Project Cost
Sustainable Projects	\$17,834,040

SUSTAINABLE PROJECT HIGHLIGHTS

- \$8.0 Million or 44%: Synthetic Turf Replacement at Mountain Valley Park
- \$3.9 Million or 22%: System-wide Restroom Building Replacement.
- \$1.6 Million or 9%: System-wide Playground Replacement.
- \$750,000 or 4%: Lake/Pond Restoration (Fain and Urban Lakes).
- \$625,000 or 3%: Athletic Field Lighting Replacement (Mountain Valley).
- \$500,000 or 3%: System-wide Irrigation System Replacements.
- \$325,000 or 2%: Park Master Plan 2030/Urban Forest Management Plan Updates.

1.6.2 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet community needs with a focus on enhancements to existing facilities. The following provides a summary of the expanded service recommendations.

Tier	Estimated Total Project Cost
Expanded Service Projects	\$1,242,000

EXPANDED SERVICE PROJECT HIGHLIGHTS

- \$1,215,000 or 98%: Splashpads at Antelope, Bob Edwards and Civic Center.
- \$27,000 or 2%: Fencing at Antelope Park.

1.6.3 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities to meet unmet needs of the community. It provides a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified to meet the needs of the community and to implement high priority projects for the Town.

Tier	Estimated Total Project Cost
Visionary Projects	\$111,737,000

VISIONARY PROJECT HIGHLIGHTS

- \$100.1 Million or 89%: New Park Development (210 acres of Agua Fri Park and 57 acres of neighborhood parks)
- \$3.4 Million or 3%: Park Redevelopment (Sunflower, Tonto North, Tonto South)
- \$8.2 Million or 8%: The Barlow-Massicks House Restoration at Fain Park

1.6.4 CAPITAL IMPROVEMENT PLAN SUMMARY

The following tables summarize the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	\$17,834,040
Expanded Service Projects	\$1,242,000
Visionary Projects	\$111,737,000
TOTAL	\$130,813,040

1.7 FUNDING THE MASTER PLAN

To achieve the outcomes identified in the key findings and recommendations as presented in the Master Plan, a reliable and sustainable funding plan is needed. Staff identified and analyzed 36 funding sources that may be used to fund portions of the capital improvement plan as part of the Master Plan process. The following summarizes the primary funding sources that should be pursued to develop the CIP.

1.7.1 GRANTS

The grant market continues to grow annually. Grant writers and researchers are essential if the Department is to pursue grants. Matching dollars are required for most federal grants and many state grants.

1.7.2 COMMUNITY PARKS FOUNDATION

The Friends of Prescott Valley Parks Foundation is a joint-development funding source with Prescott Valley. The foundation operates as a 501(c)(3) non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs.

The dollars that are raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that Prescott Valley's Parks and Recreation Department needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sale of park-related memorabilia, etc.

Private donations may be received in the form of cash, securities, land, facilities, recreation equipment, art, or in-kind services.

1.7.3 CAPITAL IMPROVEMENT FEES

Many park and recreation systems add a capital-improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters, and special-use facilities like sports complexes. The dollars gained either offset the cost of the capital improvement or the revenue bond that was used to develop or enhance the special-use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.

1.7.4 PARK DEVELOPMENT FEES

Many municipalities seek developer contributions for parklands and for the development of trails that run through the property being developed. The developer perceives the enhanced value such improvements mean for her or his development. Park or trail dedication as a requirement of subdivision development is a reliable means for maintaining equity of access to parks and trails.

1.7.5 PARK, OPEN SPACE, AND TRAIL BOND ISSUES

Agencies typically seek park bonds to meet park related needs. The key is to use debt financing through bonds to address needs that are both unmet and clearly a community priority. It is best to propose a capital-bond project that serves a variety of users and needs. Even in the worst economic downturn, most bond issues have been passing because communities are the direct recipient of the money, and the funding directly benefits residents.

1.7.6 PARTNERSHIPS

Partnerships are joint-development funding sources or operational funding sources formed between separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

1.8 IMPLEMENTING THE MASTER PLAN

The Master Plan Implementation Matrix can be utilized by the Department to develop and prioritize work plans. The key to success for the Department is to continue to build on current achievements while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance recreation experiences for the residents of Prescott Valley.



CHAPTER TWO – ECONOMIC IMPACT OF PARKS AND RECREATION

The following summarizes the research findings from 2015 when the National Recreation and Parks Association (NRPA) joined forces with the Center for Regional Analysis at George Mason University to estimate the impact of spending by local park and recreation agencies on the U.S. economy. The research adds to the growing body of evidence that the benefits of parks extend well beyond their role as a public amenity and an enhancement to quality of life in their communities.

The analyses covered three areas: a national-level study, state-level assessments, and economic impacts of selected case study parks. Key characteristics of the research include the following:

- The study is focused exclusively on the direct, indirect (business transactions of park agency vendors) and induced (employees spending their earnings) effects local and regional park agencies' spending have on economic activity. The research does not measure the effects of visitor spending or the benefits local and regional park agencies generate for the environment, health and wellness, and property values.
- Data for this analysis comes from the U.S. Census Bureau survey of local government employment and spending data from 1,169 local and regional park agencies accessed from NRPA's PRORAGIS database and/or park system budget data posted online. Data for the case study park analyses were supplied by the relevant park agencies.
- The analyses provide estimates of economic activity (output or the value of transactions), value added (equivalent to gross domestic product), labor income (salaries, wages and benefits) and employment (headcount jobs).



2.1 KEY FINDINGS FROM THE NATIONAL STUDY

The U.S. Census Bureau reports that local park and recreation agencies had nearly 371,000 people on their payrolls in 2015. That translates into nearly \$31 billion of operations spending by these agencies. That \$31 billion ripples through the U.S. economy as park and recreation employees spend their paychecks, and park and recreation agency vendors hire workers and purchase products and services to serve their clients.

As a result, \$31 billion of local park and recreation agency operations spending expanded to nearly \$91 billion in total economic activity during 2015. That activity boosted real gross domestic product (GDP) by \$48.7 billion and supported more than 732,000 jobs that accounted for nearly \$34 billion in salaries, wages and benefits across the nation.

Further, local park and recreation agencies also invested an estimated \$23.2 billion on capital programs in 2015. The capital spending led to an additional \$63.6 billion in economic activity, a contribution of \$32.3 billion to GDP, \$21.3 billion in labor-related income and nearly 378,000 jobs.

Combining the impact of operations and capital spending finds the nation's local park and recreation agencies generated \$154.4 billion in economic activity in 2015, nearly \$81.1 billion in value added and more than 1.1 million jobs that boosted labor income by \$55.1 billion. Operations and capital spending by local and regional public park agencies generated over \$154 billion in economic activity and supported almost 1.1 million jobs in 2015.

2.2 WHAT THE RESULTS MEAN

These estimates of the economic impact generated from park and recreation agency spending come from an input-output model that estimates direct, indirect and induced effects of those expenditures.

- Direct Effects are the spending by local park and recreation agencies, whether for operations or capital programs, and include spending for equipment, utilities, goods, services and personnel.
- Indirect Effects capture the spending associated with local park and recreation agencies' vendors. An example is an agency contracting with a local company to spray for mosquitoes. The pest control company will need to hire employees, purchase pesticides and contract with a bookkeeping service. The bookkeeping service rents office space, hires workers, and purchases office supplies, etc.
- Induced Effects reflect the impact of consumer spending (from wages) by park and recreation agency employees and employees working for an agency's vendors.

The model estimates the total effects on output, labor income, value added and employment. Output is essentially a measure of the value of transactions. Labor income includes salaries, wages and benefits. Value added is the measure most equivalent to GDP and includes property income, dividends, corporate profits and other measures. Employment is the number of headcount jobs. The databases used to build the economic input-output model account for fulltime versus part-time employment in the relevant sectors of the economy.

2.3 ADDITIONAL ECONOMIC BENEFITS

Prescott Valley's Parks and Recreation Department generates additional economic benefits. While the figures presented in this report are significant, they represent only one aspect of the economic benefits of public parks, and consequently are conservative estimates of the full economic benefits of local parks and recreation.

Beyond the impact of local park and recreation agency spending, other critical economic contributions from public parks include:

- **Economic Development:** Parks and recreation improves the quality of life in communities and benefits the local economic development of a region. A recent survey notes that three-quarters of corporate executives' rate quality-of-life features as important factors when choosing a location for a headquarters, factory or other company facility.
- **Visitor Spending:** Many local park and recreation agency amenities spur tourism to their respective locales, generating significant economic activity, including (but not limited to) increased sales at local restaurants/bars and hotels. The August 2017 NRPA Park Pulse poll found that park and recreation amenities—such as beaches, parks, trails and secluded and relaxing places—are important to people when choosing a vacation destination.
- **Health and Wellness:** Parks and recreation promotes improved physical and mental health. This not only helps people feel better but can also help lower medical and insurance costs for those people taking advantage of those facilities and activities. Three in five respondents to the November 2017 NRPA Park Pulse poll indicate they would take up walking or jogging in local parks, trails or around their neighborhoods if advised by their doctors to be more physically active.
- **Conservation and Resiliency:** Park and recreation agencies' protection of land, water, trees, open spaces and wildlife improves air and water quality in communities. Through effective land management methods and green infrastructure investments, parks and recreation services make communities more resilient to natural disasters, reducing disaster recovery and insurance costs. Eighty-seven percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey agree that their local government and local park and recreation agency should make the needed investments to ensure their communities are more resilient to natural disasters.
- **Property Values:** Economic research has demonstrated consistently that homes and properties located near parklands have higher values than those farther away. Higher home values not only benefit the owners of these properties but, in many communities across the United States, add to the tax base of local governments. Eighty-five percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey seek high-quality park and recreation amenities when they are choosing a place to live.

2.4 SUMMARY

Park and recreation agencies advance our nation's communities in many ways. Not only are parks leading the way in terms of conservation, health and wellness and social equity, they are also engines of significant economic activity.

The powerful impact parks and recreation has on economic activity, when combined with the ability to deliver healthier and happier communities, highlights the fact that these offerings are not merely a "nice-to-have," luxury government service. Rather, parks and recreation facilities, programs and services are a critical aspect of what makes a Town, City or County a vibrant and prosperous community.

CHAPTER THREE - COMMUNITY PROFILE

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of Prescott Valley. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

3.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in the fall of 2019 and reflects actual numbers as reported in the 2010 Census and estimates for 2019 and 2024 as obtained by ESRI and the Town of Prescott Valley. Straight line linear regression was utilized for projected 2029 and 2034 demographics as park and recreation development should always be considered with an eye to the future.

3.2.1 RACE AND ETHNICITY DEFINITIONS

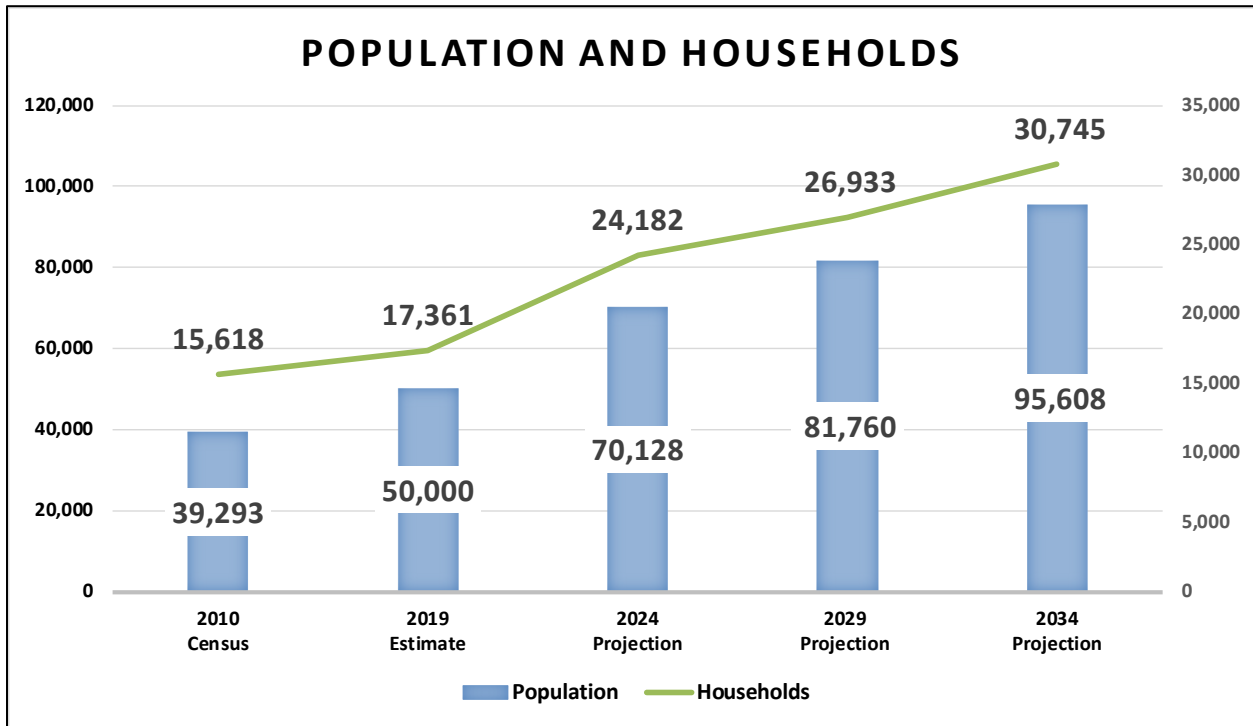
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black - This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

3.3 PRESCOTT VALLEY POPULACE

3.3.1 POPULATION

The Town's population has experienced a growing trend in recent years and is estimated at 50,000 individuals in 2019. Projecting ahead, the total population is expected to continue to grow substantially over the next 15 years. Based on predictions through 2034, the Town is expected to have 95,608 residents living within 30,745 households.



MASTER PLANNED COMMUNITY SUBSET OF THE TOWN OF PRESCOTT VALLEY'S POPULATION

SUBDIVISION	APPROVED LOTS	PLATTED LOTS	% BUILD OUT	ESTIMATED POPULATION	% of PRESCOTT VALLEY POPULATION
Granville	3,400	2,741	80%	6,881	14%
Mingus West	466	222	48%	557	1%
Pronghorn	1,440	1,259	87%	3,160	6%
Quailwood	987	987	100%	2,477	5%
StoneRidge	3,034	1,198	39%	3,006	6%
Viewpoint	2,600	1,464	56%	3,675	7%
CURRENT TOTAL	11,927	7,871	66%	19,756	40%

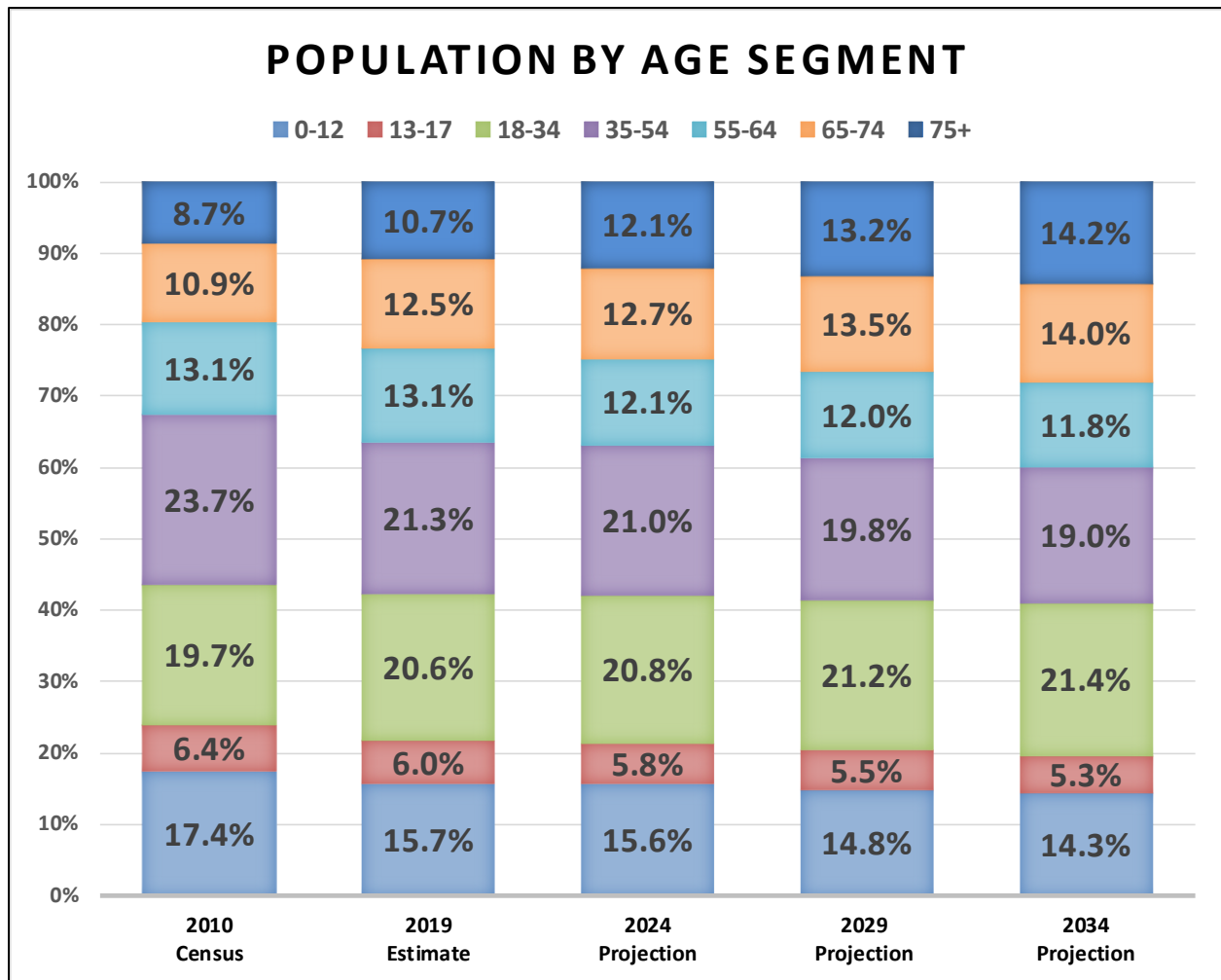
- The Town of Prescott Valley's population will increase by 45,608 within next 15 years.
- 100% of growth will occur within master planned communities.

3.3.2 AGE SEGMENT

Evaluating the population by age segments, the Town exhibits a slightly unbalanced distribution among the major age segments. Currently, the largest grouping of age segments is the 55+ segment, making up 35.6% of the population.

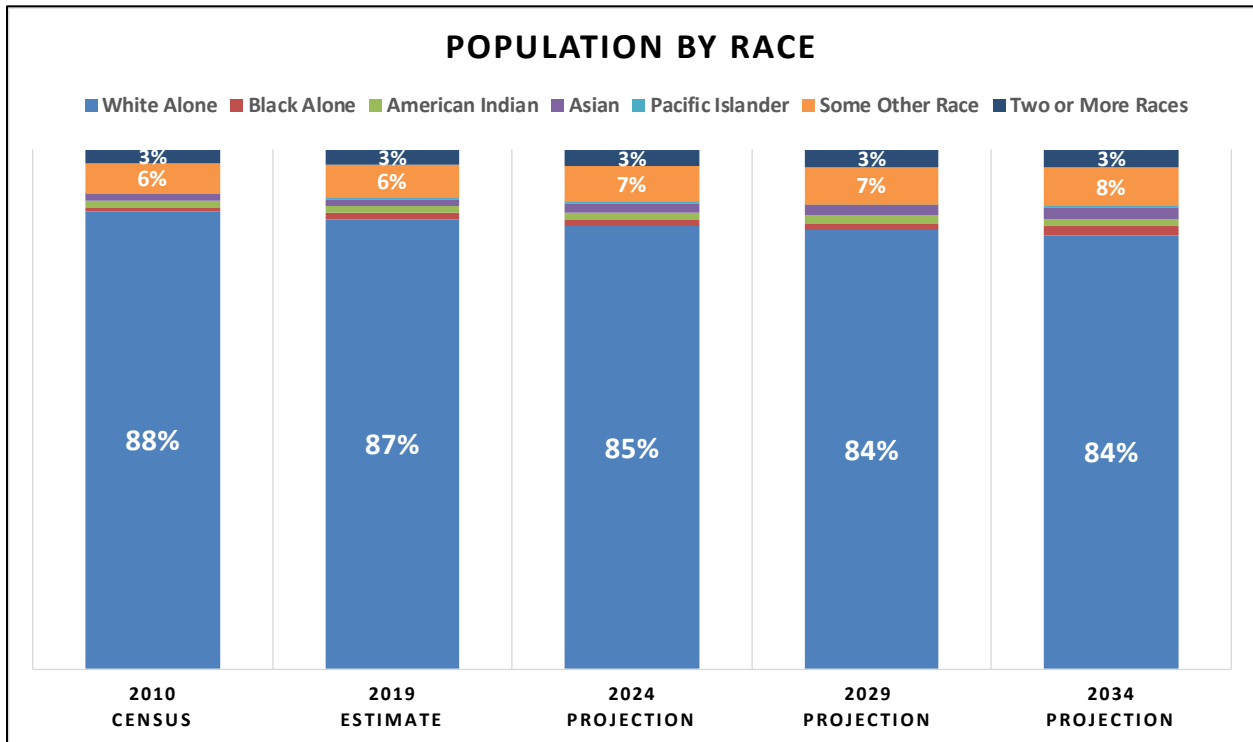
Looking forward, the overall age composition of the population within the Town is projected to remain relatively unchanged. Over the next 15 years, the 55+ age segment, which currently is the largest age segment in Prescott Valley, will increase by 3.6% while those who are 0-17 are projected to decrease by 2.2%, making up 19.9% of the population by 2034. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the Town should evaluate recreation experiences that would cater to active adults who are 55-64, 65-74, and 75+ age segments.

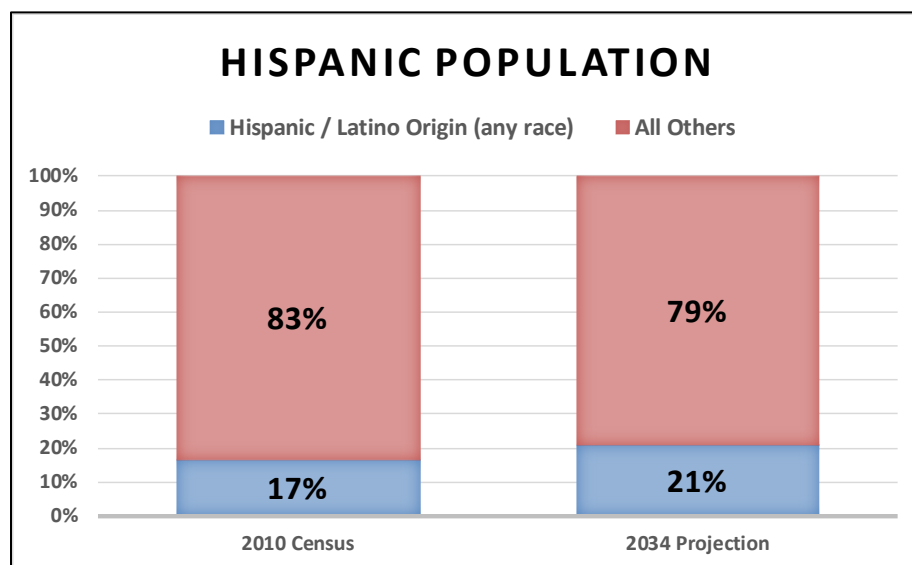


3.3.3 RACE AND ETHNICITY

In analyzing race, the Town's current population is not highly diverse. The 2019 estimates show that 87% of the Town's population falls into the White Alone category, while the Some Other Race category (6%) represents the largest minority. Looking ahead to 2034, it is expected that the Town's population by race will diversify slightly with a decrease in the White Alone population by approximately 3% with modest gains in other categories.

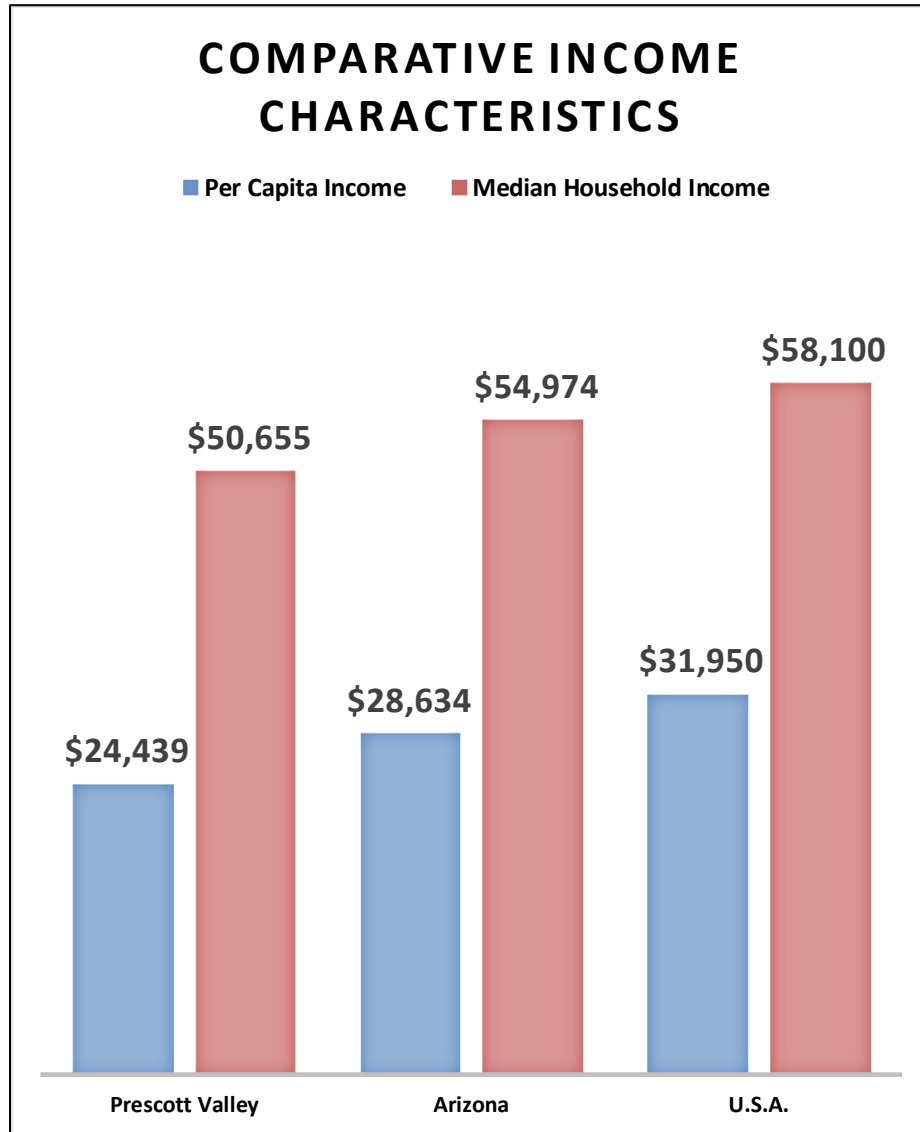


Based on the 2010 Census, those of Hispanic/Latino origin represented 17% of the Town's total population. The Hispanic/Latino population is expected to experience a slight increase to 21% by 2034.



3.3.4 HOUSEHOLDS AND INCOME

The Town's per capita and median household income levels are slightly below that of state and national averages.



PRESCOTT VALLEY DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above.

POPULATION

- The population is increasing and is projected to experience 91% population growth over the next 15 years.
- With a modestly growing population, park and recreation services will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.

AGE SEGMENTATION

- Prescott Valley currently has a very broad and slightly unbalanced age segmentation with the largest group being 55+ with the second largest group being 0-17.
- Over the next 15 years, the 55+ age segment, which currently is the largest age segment in Prescott Valley, will increase by 3.6% while those who are 0-17 are projected to decrease by 2.2%, making up 24.7% of the population by 2033.
- This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.
- This is significant as providing access to services and programs will need to be focused on multitude of age segments simultaneously as age segmentation is a strong determinant of recreational preferences.
- Equal distribution across all age segments will require the Town to continue to provide programs, services, parks and facilities that appeal to all residents of the community.

RACE AND ETHNICITY

- A homogenous population will likely focus the Town on providing traditional programming and service offerings while always seeking to identify emerging activities and sports.

HOUSEHOLDS AND INCOME

- With median and per capita household income averages slightly below state and national averages, it is important for the Town to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create modest revenue generation.

3.4 NATIONAL RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

3.4.1 METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends.
- Core vs. Casual Participation Trends.
- Non-Participant Interest by Age Segment.



The study is based on findings from surveys carried out in 2019 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

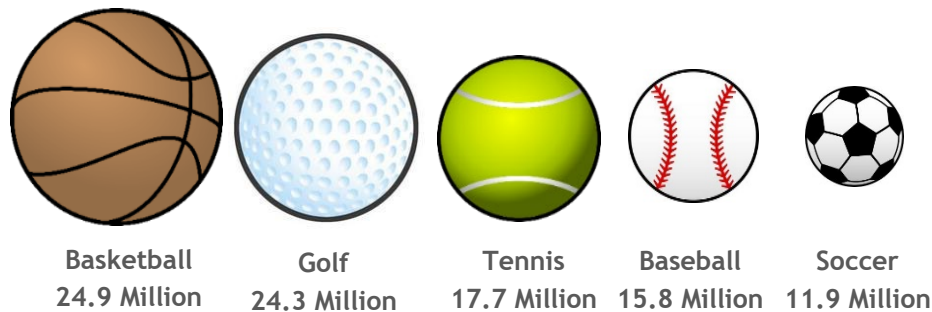
3.4.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last 5-years, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. In Addition, target type game venues or Golf Entertainment Venues have increased drastically (84.7%) as a 5-year trend. Using Golf Entertainment has a new alternative to breathe life back into the game of golf.



FIVE-YEAR TREND

Since 2014, Golf- Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Boxing for Competition (8.2%), Golf-Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey and Softball -Fast Pitch have increased core participation. While less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).



Fitness Walking
111.4 Million



Treadmill
56.8 Million



Dumbbell Free Weights
51.4 Million



Running/Jogging
49.5 Million



Stationary Cycling
37.1 Million

FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all have a strong core users base (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



Hiking
(Day)
49.7 Million



Bicycling
(Road)
39.4 Million



Fishing
(Freshwater)
39.2 Million



Camping
(<¼mi. of Car/Home)
28.2 Million



Camping
(Recreational Vehicle)
15.4 Million

FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

ONE-YEAR TREND

From 2018-2019, Competition Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.4 Million



Canoeing
9.0 Million



Snorkeling
7.7 Million



Jet Skiing
5.1 Million



Sailing
3.6 Million

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

ONE-YEAR TREND

Similarly, to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5%), and Water Skiing (-4.8%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



3.5 NATIONAL AND REGIONAL PROGRAMMING TRENDS

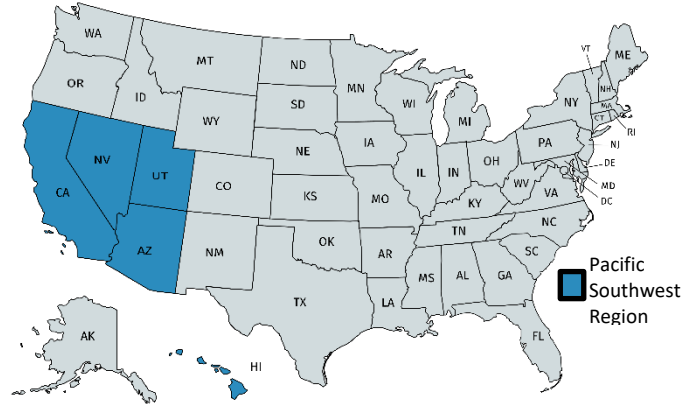
PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (PACIFIC SOUTHWEST REGION)

NRPA's *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2019.

The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

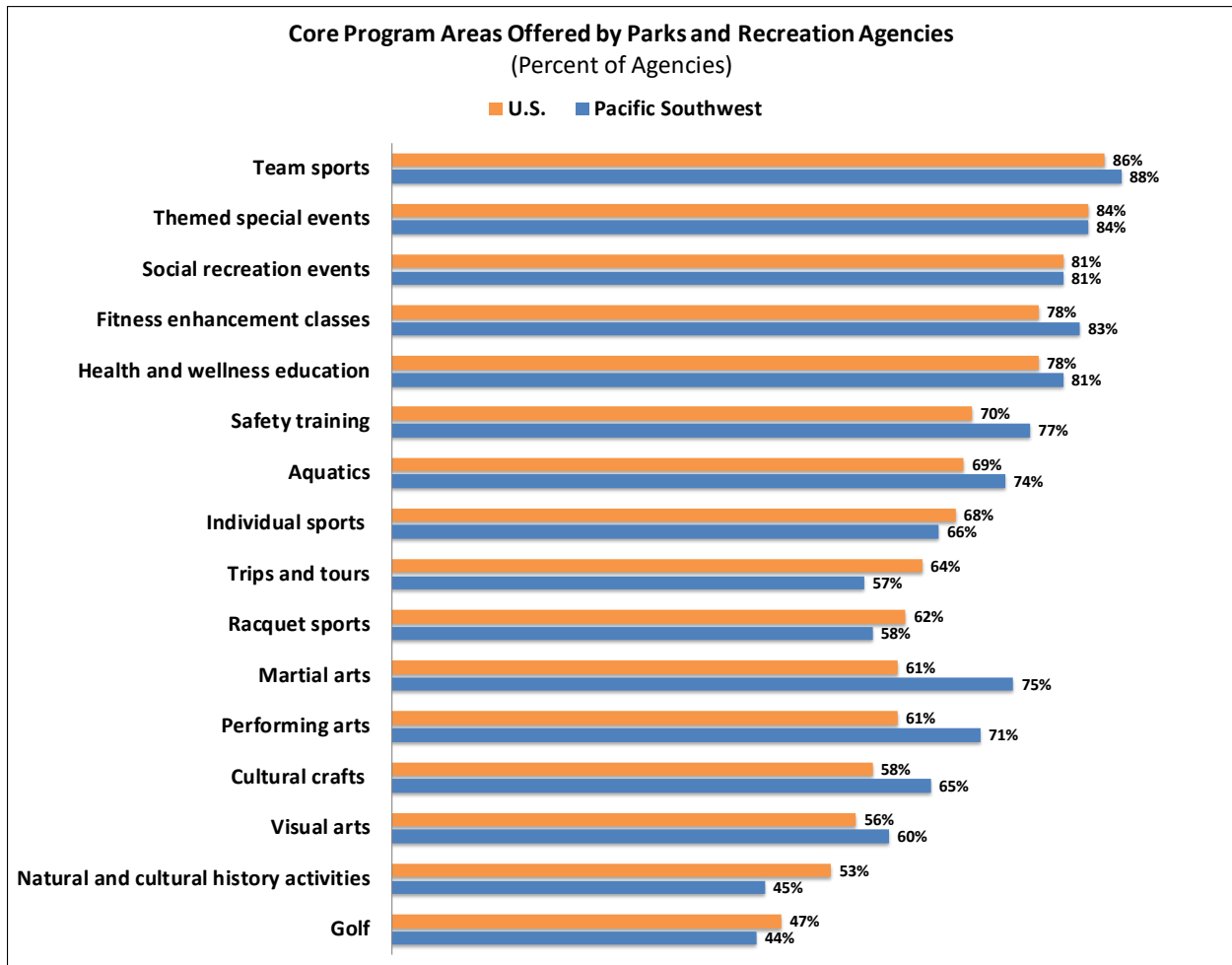
According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below.

When comparing Pacific Southwest agencies to the U.S. average, team sports, themed special events, social recreation events, fitness enhancement classes, and health and wellness education were all identified as the top five most provided program areas offered regionally and nationally.



Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Pacific Southwest Region (% of agencies offering)
• Team sports (86%)	• Team sports (88%)
• Themed special events (84%)	• Themed special events (84%)
• Social recreation events (81%)	• Fitness enhancement classes (83%)
• Fitness enhancement classes (78%)	• Social recreation events (81%)
• Health and wellness education (78%)	• Health and wellness education (81%)

In general, Pacific Southwest park and recreation agencies offered programs at a slightly higher rate than the national average. Based on a discrepancy threshold of 5% or more, Pacific Southwest agencies are offering fitness enhancement classes, safety training, aquatics, martial arts, performing arts, and cultural crafts at a higher rate than the national average. Contradictory, the Pacific Southwest Region is trailing the national average in regards to trips and tours and natural and cultural history activities. A complete comparison of regional and national programs offered by agencies can be found below.



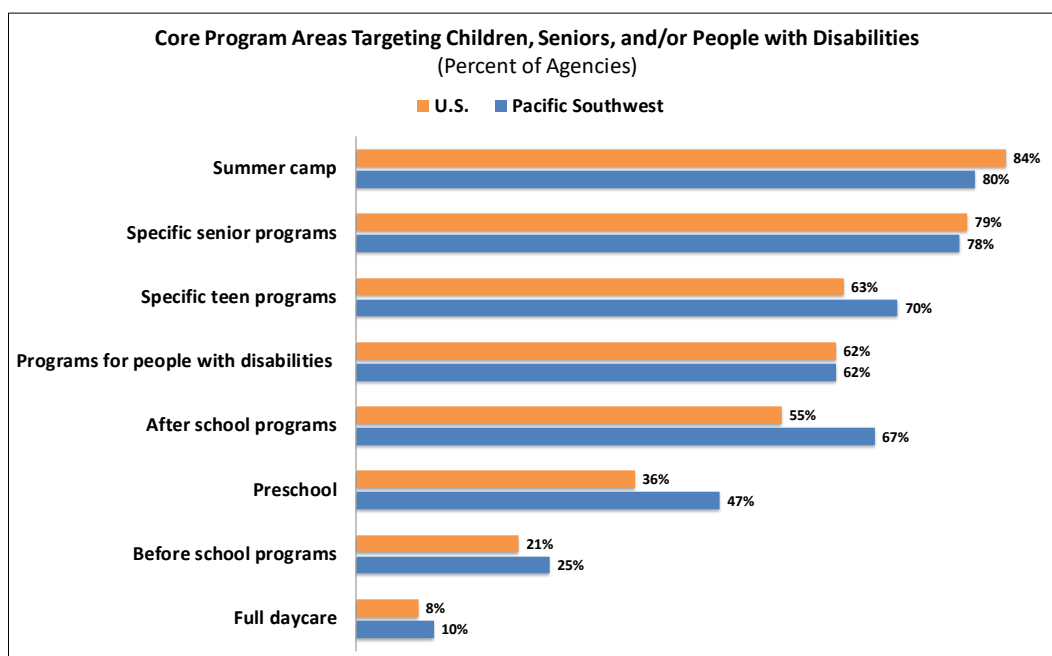
TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2019 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Pacific Southwest Region (% of agencies offering)
Summer camp (84%)	Summer camp (80%)
Senior programs (79%)	Senior programs (78%)
Teen programs (63%)	Teen programs (70%)

Agencies in the Pacific Southwest tend to offer targeted programs at a significantly higher rate than the national average. This is especially evident when looking at specific teen programs, after school programs, and preschool school programs. A complete comparison of regional and national programs offered by agencies can be found below.



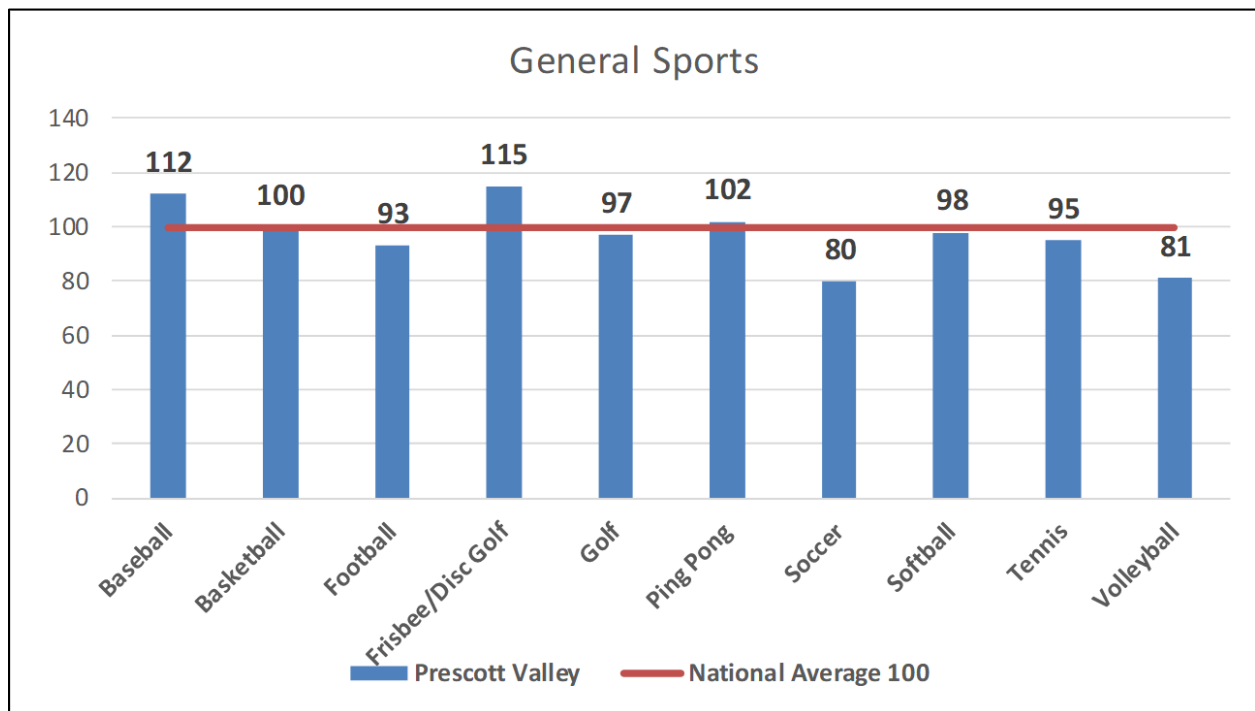
3.6 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the Town of Prescott Valley. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The Town is compared to the national average in three (3) categories - general sports, fitness and outdoor activity.

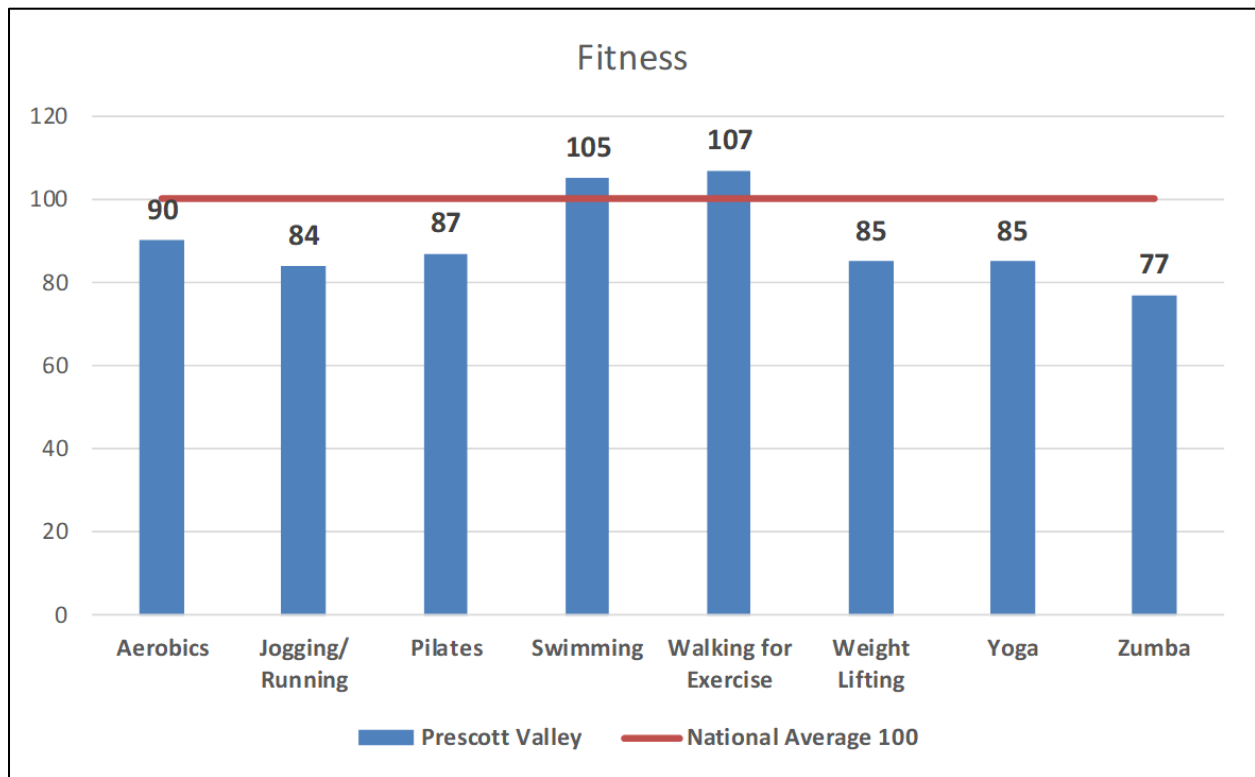
Overall, Prescott Valley demonstrates average to below average market potential index (MPI) numbers. Looking at the four categories (general sports, fitness, outdoor activity and art & culture), even though they each have a few activities with MPI scores above the national averages, a majority of the activities' MPI scores are below 100. These overall MPI scores show that Prescott Valley has average to below average participation rates when it comes to programs, services and activities. This becomes significant for when the Town considers building new facilities/parks or starting up new programs; giving them a strong tool to estimate resident attendance.

High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the Town will actively participate in offerings provided by the Town.

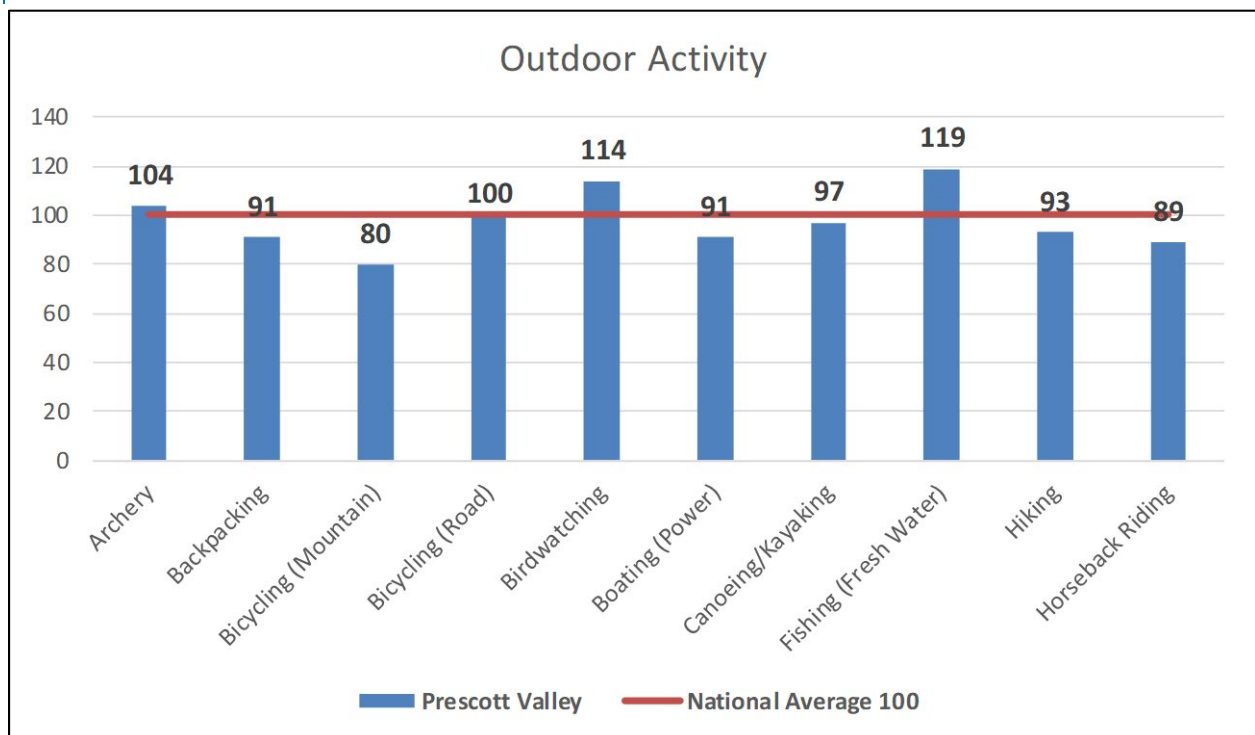
3.6.1 GENERAL SPORTS MPI



3.6.2 GENERAL FITNESS MPI



3.6.3 OUTDOOR ACTIVITY MPI



3.7 SUMMARY

It is critically important for the Prescott Valley Parks and Recreation Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Prescott Valley. Here are some major takeaways for local and national recreation trends:

- Basketball remained the most popular sport nationally while frisbee/disc golf is the most popular sport locally.
- Nationally, pickleball has emerged as the overall fastest growing sport offered at by local park and recreation agencies and it has made its presence felt in Prescott Valley.
- Tackle football and touch football are losing participants nationally, however participation remains relatively strong in Prescott Valley.
- All listed aquatic activities have experienced strong participation growth over the last five years, both locally and nationally though competition swimming has seen a decrease in the last year.
- Fitness walking remained the most popular fitness activity nationally and locally and will likely grow in popularity in Prescott Valley as the trail system expands over the next 10 years.
- Outdoor recreational activities are on the rise nationally. Hiking is extremely popular both nationally and locally.
- Based on national measurements, income level has a negative impact on inactivity rate. Lower income households tend to have higher inactivity rate.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.
- Ownership of health and fitness tracking devices has increased in recent years.

CHAPTER FOUR - COMMUNITY NEEDS ASSESSMENT

The efforts in creating this Master Plan were based in an evaluation of existing resources and capacity as well as community input. Thus, a key consideration to creating a vision for parks and recreation in Prescott Valley is to understand current community values, needs, and desires. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via the project website, a statistically valid survey, and reinforced through intercept and electronic surveys. The surveys were written to reflect issues and wishes that emerged from the qualitative data gathered through discussions with staff. Triangulation occurs when findings of the qualitative work is supported by the quantitative work. The following sections discuss this process and resulting findings.

4.1 QUALITATIVE INPUT SUMMARY

In the spring and summer of 2019, the consultant team conducted a series of focus group, stakeholder and public meetings, in partnership with Town staff, that included representatives from various stakeholder groups, including Humboldt Unified School District, the Chamber of Commerce, athletic organizations and the development community, and launched the project website, which included survey and input opportunities. The results of these focus group discussions, as well as the input received via the project website, were condensed to a series of key themes that emerged.

Discussion with staff, community leaders and citizens revealed the following key themes related to parks and recreation in Prescott Valley.

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the Town's overall attitude of being an active player in the betterment of the community.
- The development of Agua Fria park can serve as an economic catalyst, including sports tourism.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Opportunities exist to, in part, help meet the recreational needs of the community, in partnership with the Arizona State Land Trust, the development community, the Humboldt Unified School District and the Prescott YMCA of Yavapai County.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.

- Increased and targeted Communication/Marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

- Multiple funding strategies are required to meet the needs of the community.
- Focus on opportunities to expand the Town's partnership with the Arizona State Land Trust, the development community and the Prescott YMCA of Yavapai County to meet the recreation needs of the community.
- Securing funding through grant programs will be critical for funding park development over the next 10 years.

As part of the community input process, the consultant team, in conjunction with the Parks and Recreation Department, developed and administered a project website, www.pvpparks.com. The website provided residents with an open participation portal to provide feedback on their park and recreation needs. The below provides an artistic interpretation of the 100+ responses received via the project website.



4.3 STATISTICALLY VALID SURVEY

4.3.1 OVERVIEW

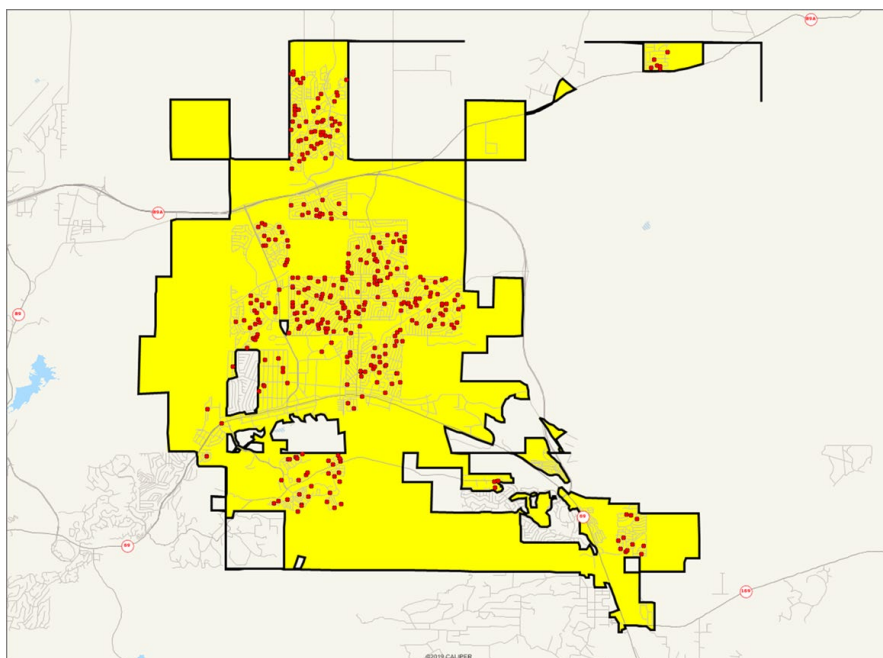
ETC Institute administered a needs assessment survey for Prescott Valley during the fall of 2019. The survey was administered as part of the Town's Parks and Recreation Master Plan for their residents. The survey results will aid Prescott Valley in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

4.3.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Prescott Valley. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Prescott Valley from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 402 households completing the survey. The overall results for the sample of 402 households have a precision of at least $\pm 4.9\%$ at the 95% level of confidence. The following scatterplot graph indicates where completed surveys were received from residents in Prescott Valley.

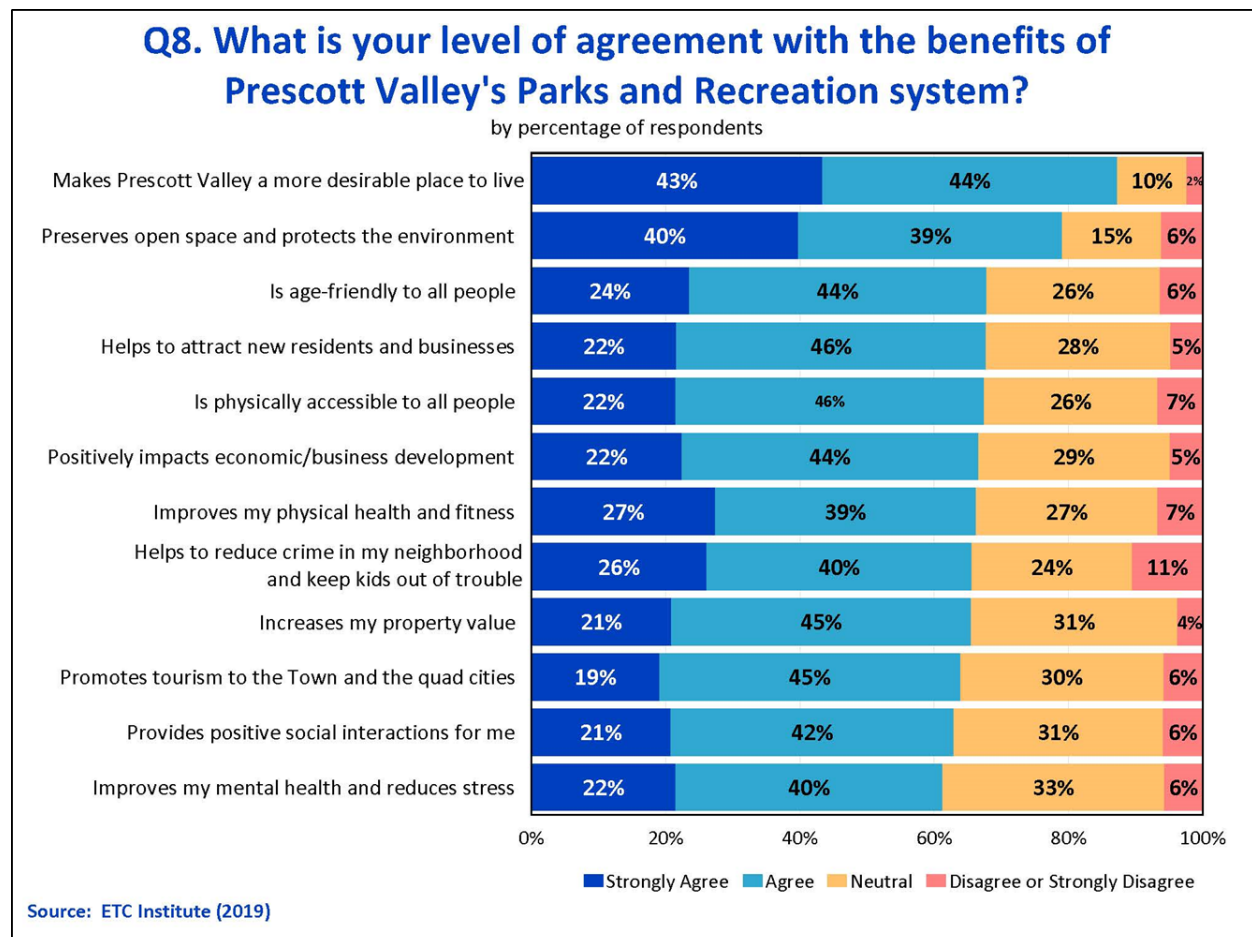


The major findings of the survey are summarized below and on the following pages. Complete survey results are provided as a separate document.

4.3.3 AGREEMENT WITH THE BENEFITS OF PARKS AND RECREATION

Respondents were asked to indicate their level of agreement with the benefits of Prescott Valley's Recreation system.

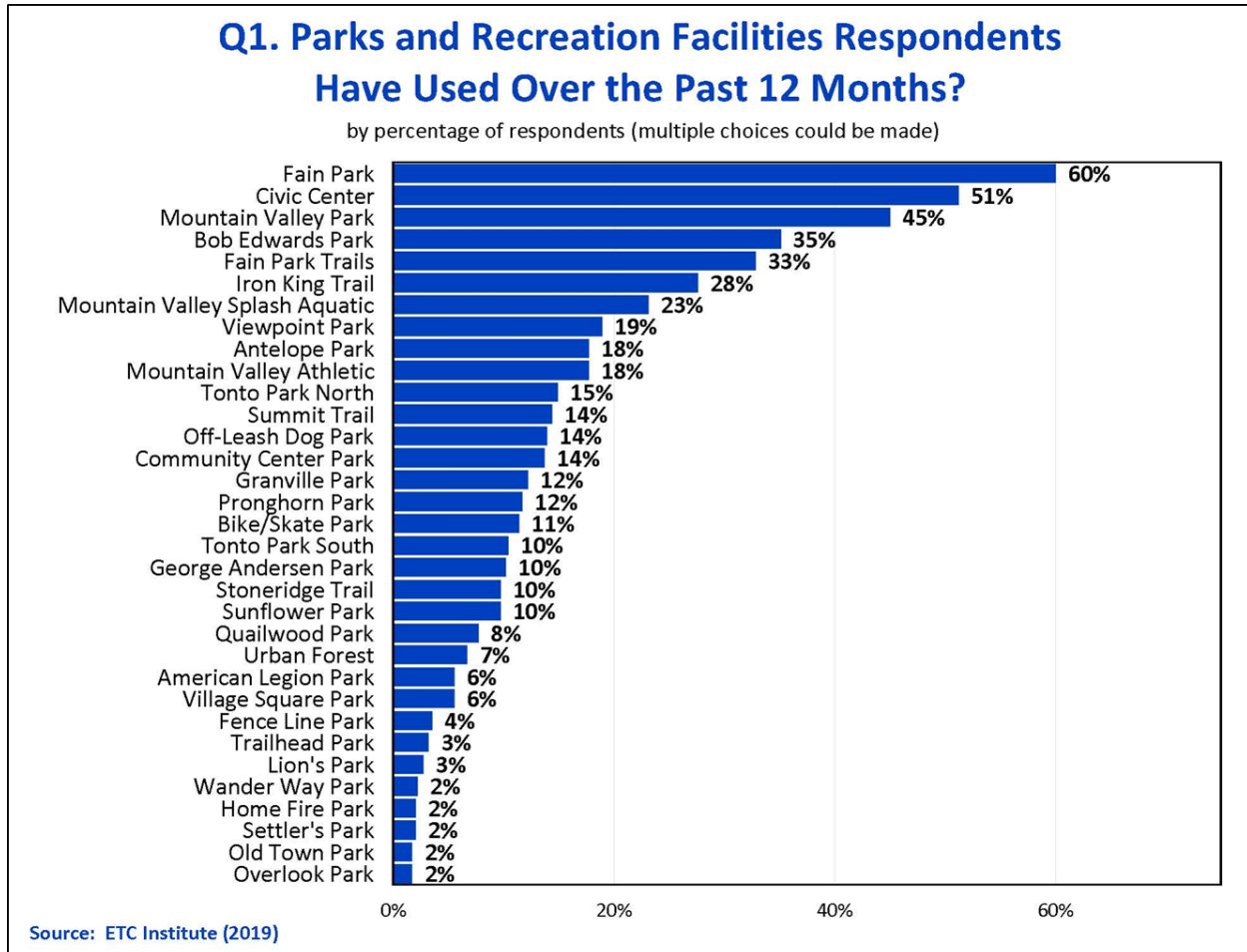
- Eighty-seven percent (87%) indicated that the system Makes Prescott Valley a More Desirable Place to Live.
 - Other benefits most agreed with include:
 - Preserves Open Space and Protects the Environment (79%).
 - Is Age-Friendly to All People (68%).
 - Helps to Attract New Residents and Businesses (68%).
 - Is Physically Accessible to All People (68%).
 - Positively Impacts Economic/Business Development (66%).
 - Improves My Physical Health and Fitness (66%).
 - Helps to Reduce Crime (66%).
 - Increases My Property Value (66%).
 - Promotes Tourism to the Town (66%).



4.3.4 PARK AND FACILITY UTILIZATION AND CONDITION RATINGS

- **Utilization:**
 - Eighty-eight percent (88%) of households used parks and trails over the past 12 months.

The national benchmark for park and trail utilization is 76%.

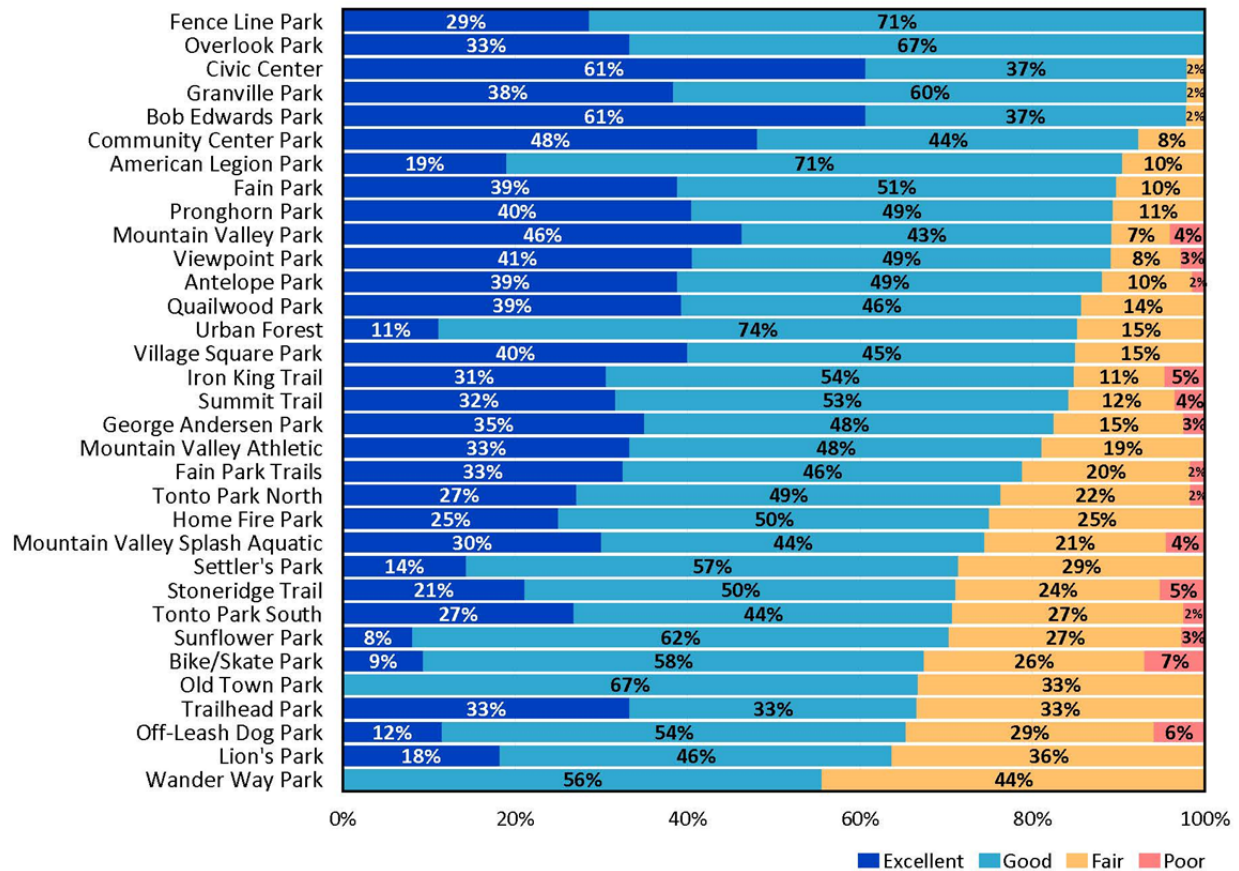


- **Condition Ratings of Parks:**
 - Twenty-nine percent (29%) of households rated the condition of the parks and trails as excellent.

The national benchmark for excellent is 29%.

Q1-1. Rating the Condition of Facilities Used by Respondents

by percentage of respondents who have used the parks and recreation facility



Source: ETC Institute (2019)

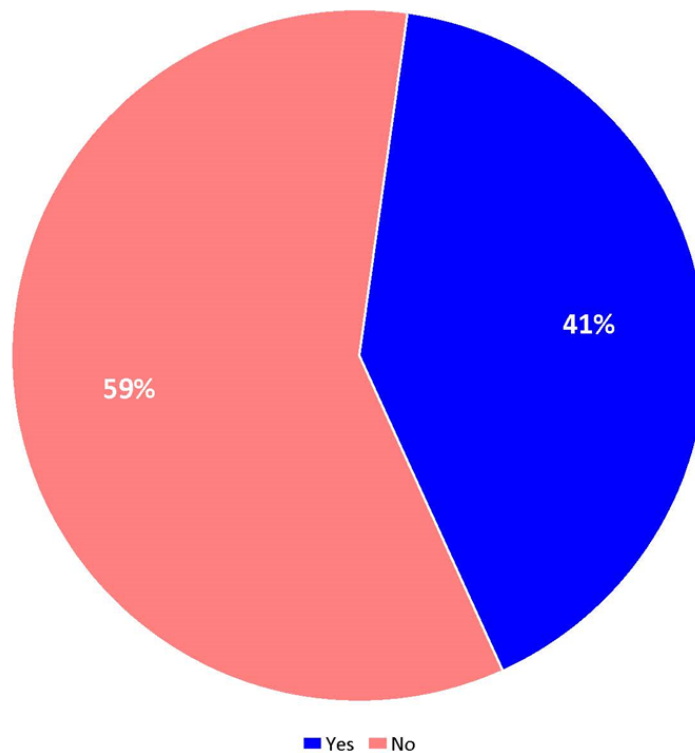
4.3.5 PROGRAM PARTICIPATION AND QUALITY RATINGS

- **Program Participation and Ratings:**
 - Forty-one percent (41%) of households participated in Prescott Valley Parks and Recreation Department programs and services over the past 12 months.

The national benchmark for program participation is 33%.

Q6. Has your household participated in any recreation programs offered by the Town of Prescott Valley during the last 12 months?

by percentage of respondents

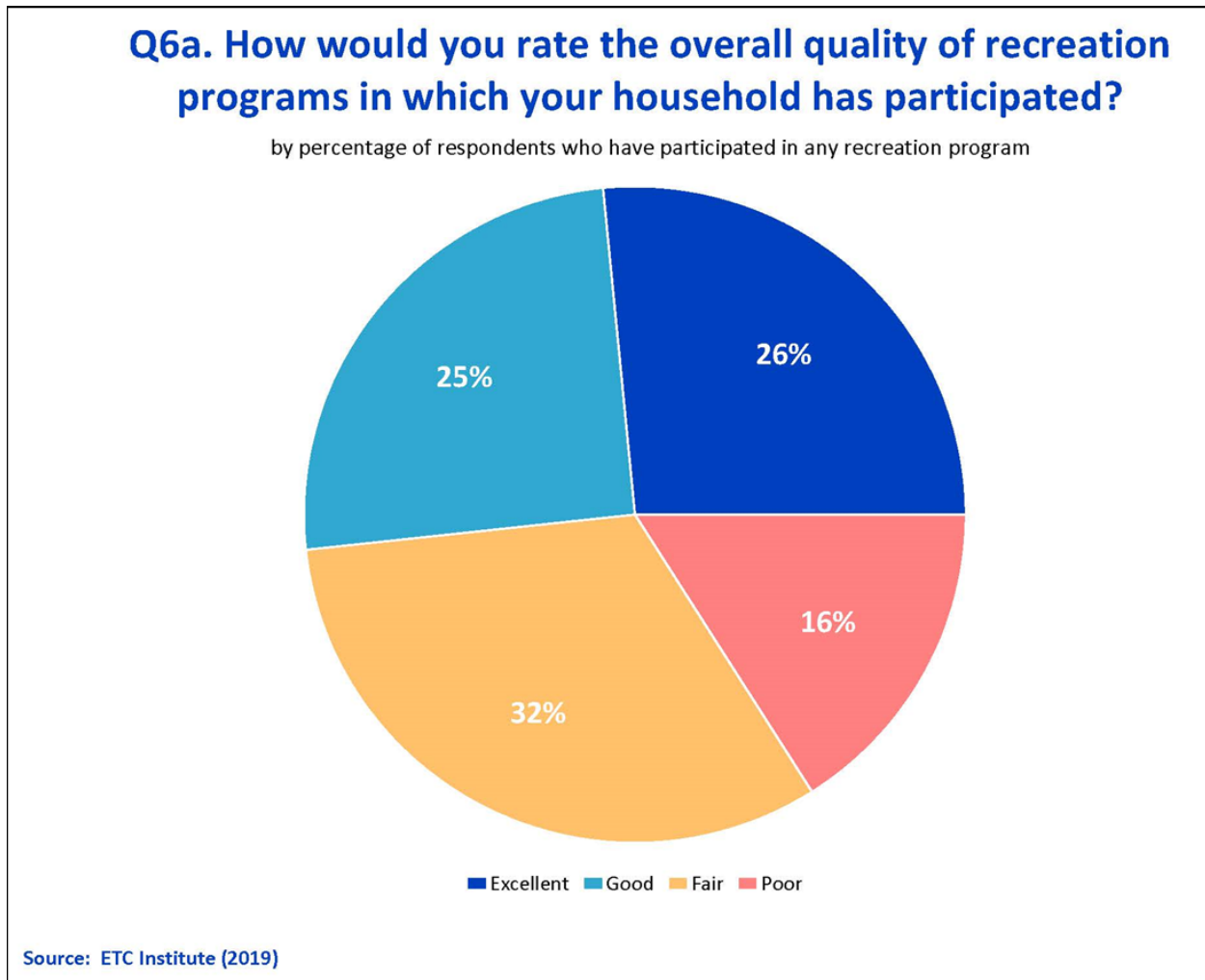


Source: ETC Institute (2019)

- **Program Quality:**

- Of households who participated in programs, 26% rated the programs as “excellent”.

The national benchmark for excellent is 33%.



4.3.6 WAYS HOUSEHOLDS CURRENTLY LEARN ABOUT PROGRAMS AND ACTIVITIES

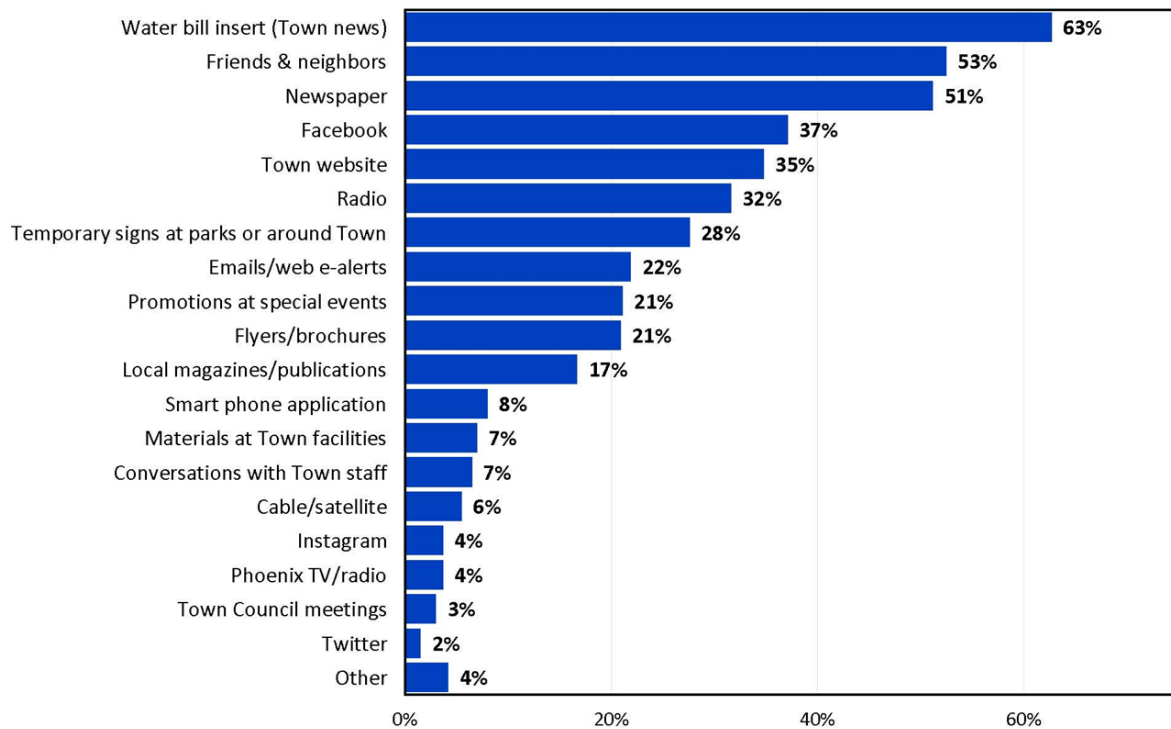
- **From Friends and Neighbors Was the Most Utilized Source of Information When Learning About Program and Activity Offerings.**
 - Sixty-three percent (63%) of households indicated they utilize the water bill insert (Town News) as an information source.
 - Other most used sources include:
 - Friends and Neighbors (53%).
 - Newspaper (51%).
 - Facebook (37%).
 - Town Website (35%).

The national benchmark for from friends and neighbors is 43%.

The national benchmark for website is 31%.

Q4. Ways Respondents Learn About Recreation Programs and Activities

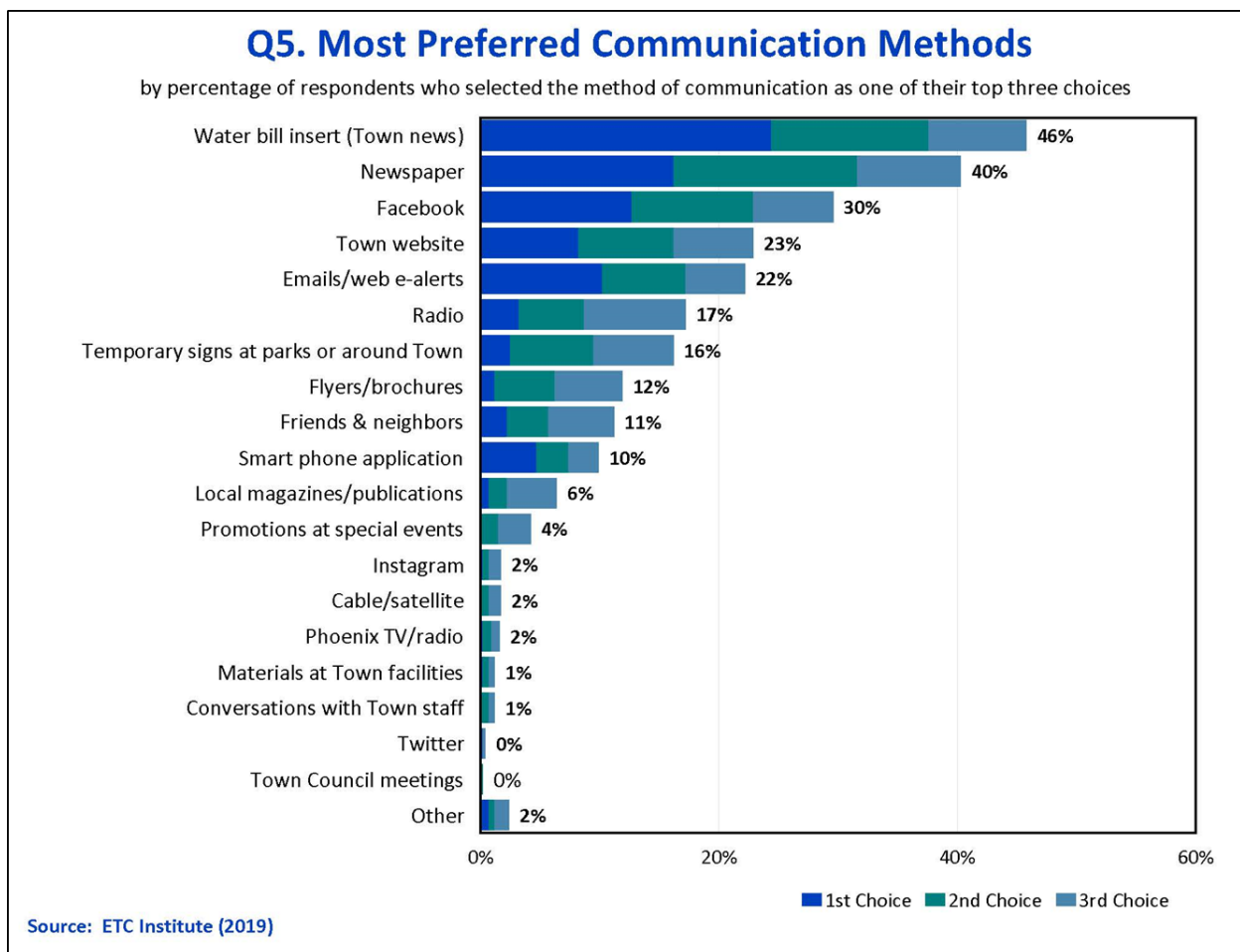
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

4.3.7 WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- **Emails Was the Most Preferred Source of Information When Learning About Program and Activity Offerings.**
 - Forty-six percent (46%) of households indicated they would prefer to continue to receive parks and recreation information source via the water bill Insert (Town News).
 - Other most preferred sources include:
 - Newspaper (40%).
 - Facebook (30%).
 - Town Website (23%).



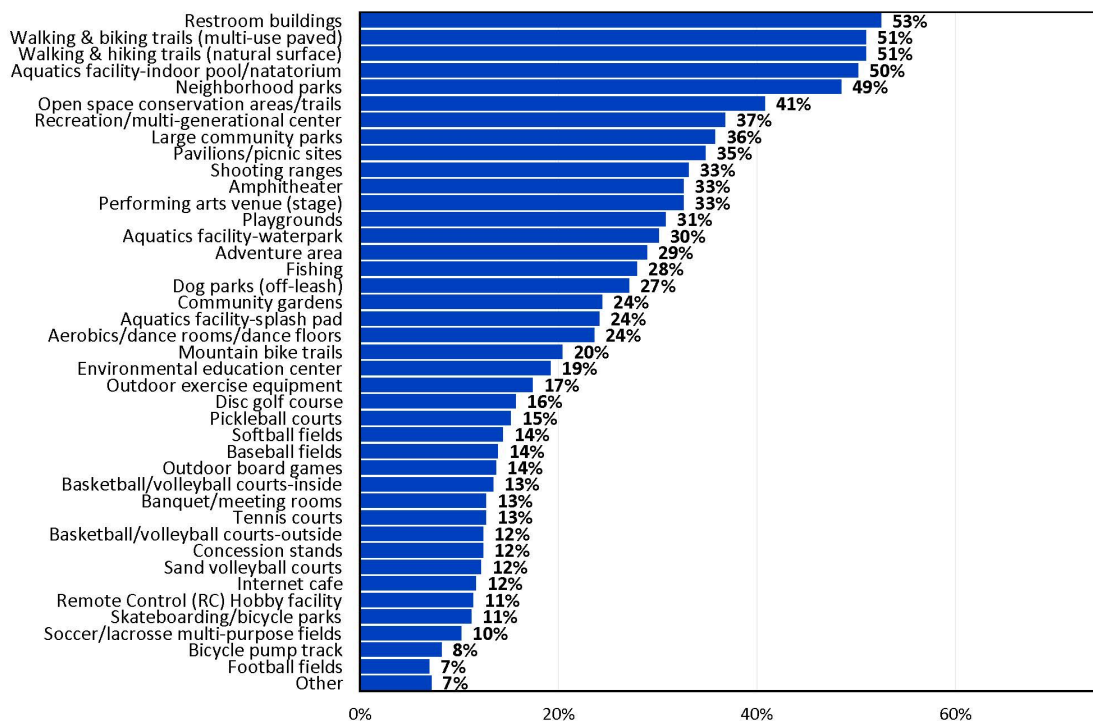
4.3.8 FACILITY NEEDS, UNMET NEEDS AND IMPORTANCE

Respondents were asked to indicate from a list of facilities/amenities whether or not they had a need. If the respondent indicated a need for the facility, they were then asked to rate how well their needs were being met.

- **Facility Needs:**
 - Fifty-three percent (53%) indicated a need for restroom buildings in parks.
 - Other most needed facilities include:
 - Walking and Biking Trails (multi-use paved) (53%).
 - Walking and Biking Trails (natural surface) (51%).
 - Aquatics Facility-Indoor Pool/Natatorium (50%).
 - Neighborhood Parks (49%).
 - Open Space Conservation Areas/Trails (41%).

Q11. Facilities Respondent Households Have a Need For

by percentage of respondents (multiple choices could be made)



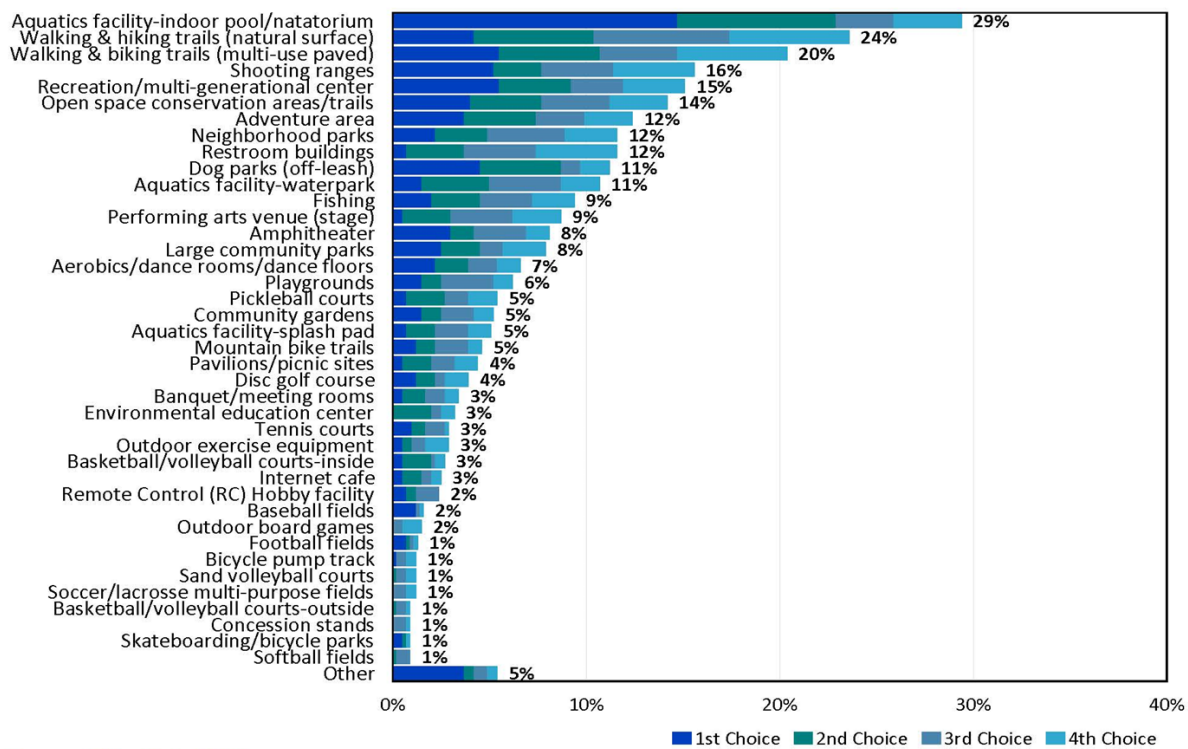
Source: ETC Institute (2019)

• **Facility Importance:**

- Based on the sum of respondents' top four choices, 29% indicated Aquatics Facility-Indoor Pool/Natatorium were the most important to their household.
- Other most important facilities include:
 - Walking and Biking Trails (multi-use paved) (24%).
 - Walking and Biking Trails (natural surface) (20%).

Q12. Facilities That Are Most Important to Households

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



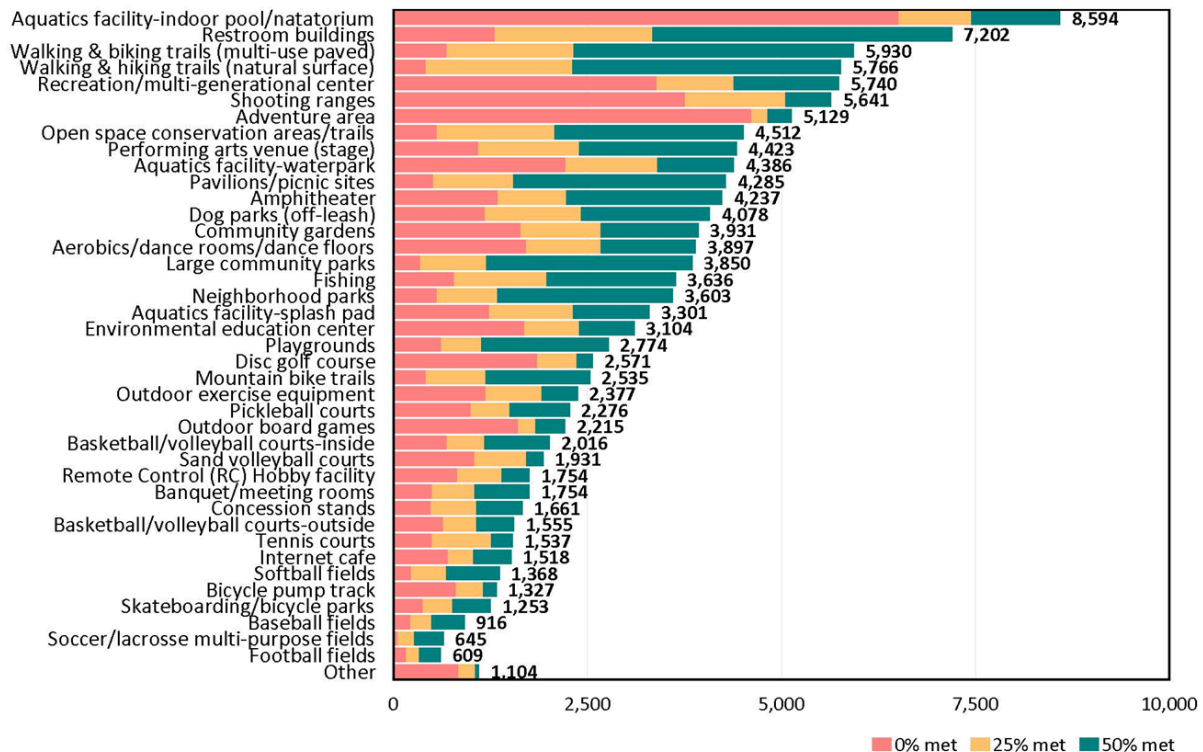
Source: ETC Institute (2019)

• **How Well Household Needs Are Being Met for Facilities:**

- Based on the number of households who indicated their needs were only being met 50% or less, 8,594 households indicated an unmet need for Aquatics Facility-Indoor Pool/Natatorium.
- Other unmet needs include:
 - Restroom Buildings (7,202 households).
 - Walking and Biking Trails (multi-use paved) (5,930 households).
 - Walking and Biking Trails (natural surface) (5,766 households).
 - Recreation/Multi-Generational Center (5,740 households).
 - Shooting Ranges (5,641 households).
 - Adventure Area (5,129 households).

Q11-3. Estimated Number of Households Whose Needs for Facilities Are Being Met 50% or Less

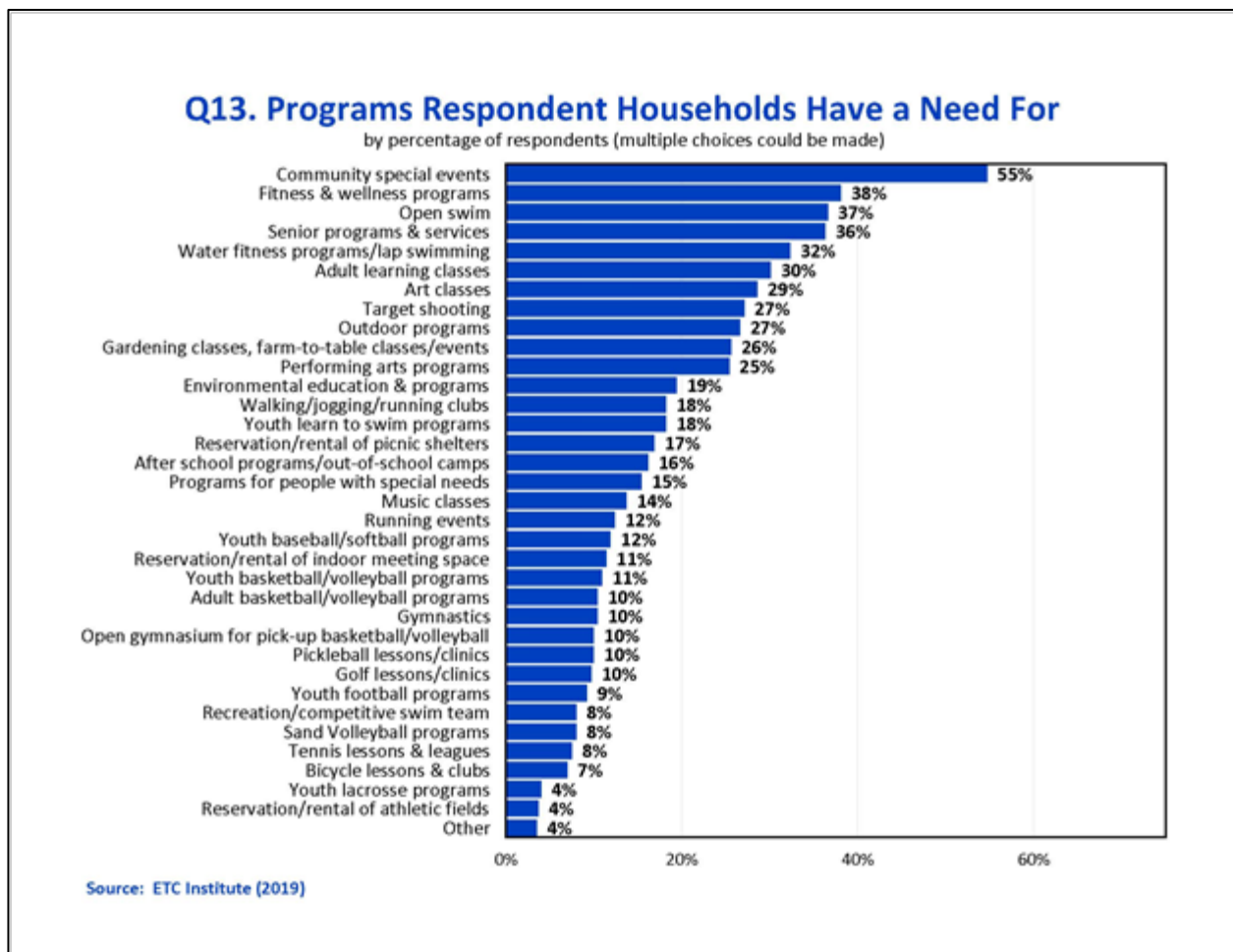
by number of households based on an estimated 19,000 households in Prescott Valley



Source: ETC Institute (2019)

4.3.9 PROGRAM NEEDS, UNMET NEEDS AND IMPORTANCE

- **Recreation Program Needs:**
 - Fifty-five percent (55%) of households indicated a need for Community Special Events.
 - Other most needed programs include:
 - Fitness and Wellness Programs (38% of households).
 - Open Swim (37% of households).
 - Senior Programs and Services (36% of households).
 - Water Fitness Programs/Lap Swimming (32% of households).

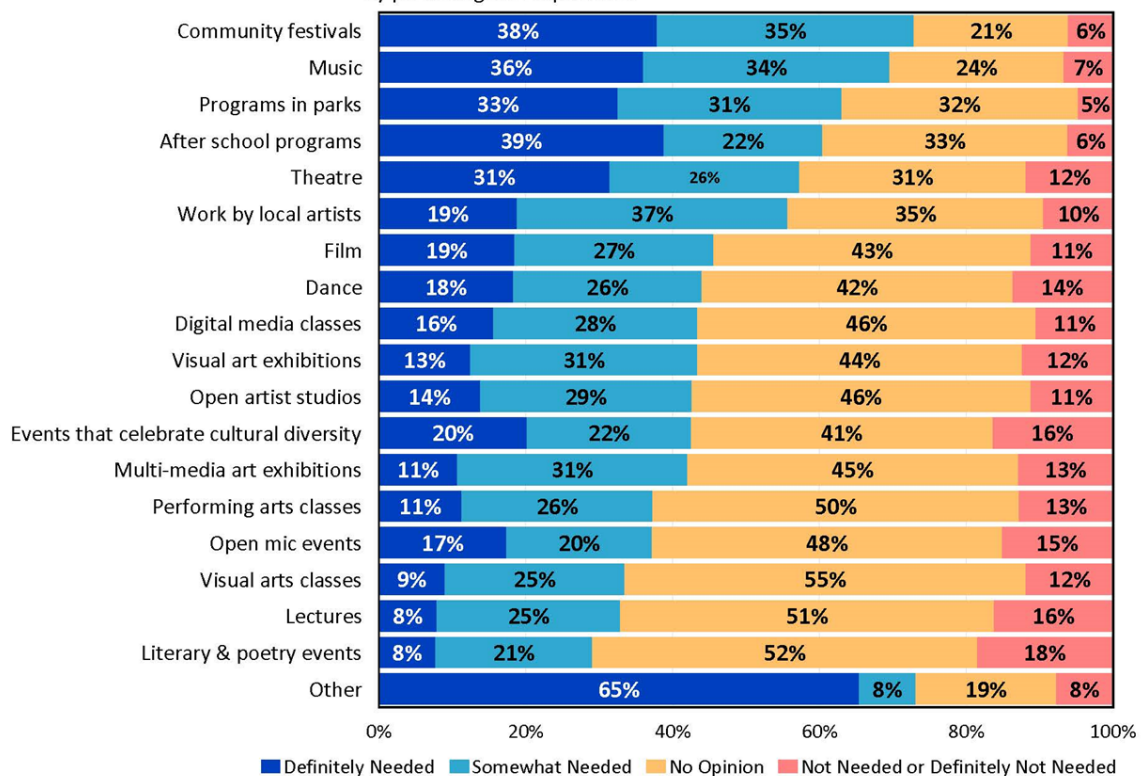


- **Art and Entertainment Activity Needs:**

- Seventy-three percent (73%) of households indicated a need for Community Festivals.
- Other most needed art and entertainment activities include:
 - Music Programs (70% of households).
 - Programs in Parks (64% of households).
 - After School Programs (61% of households).
 - Theatre Programs (55% of households).

Q15. Arts and Entertainment Activities That Are Needed in Prescott Valley According to Respondents

by percentage of respondents



Source: ETC Institute (2019)

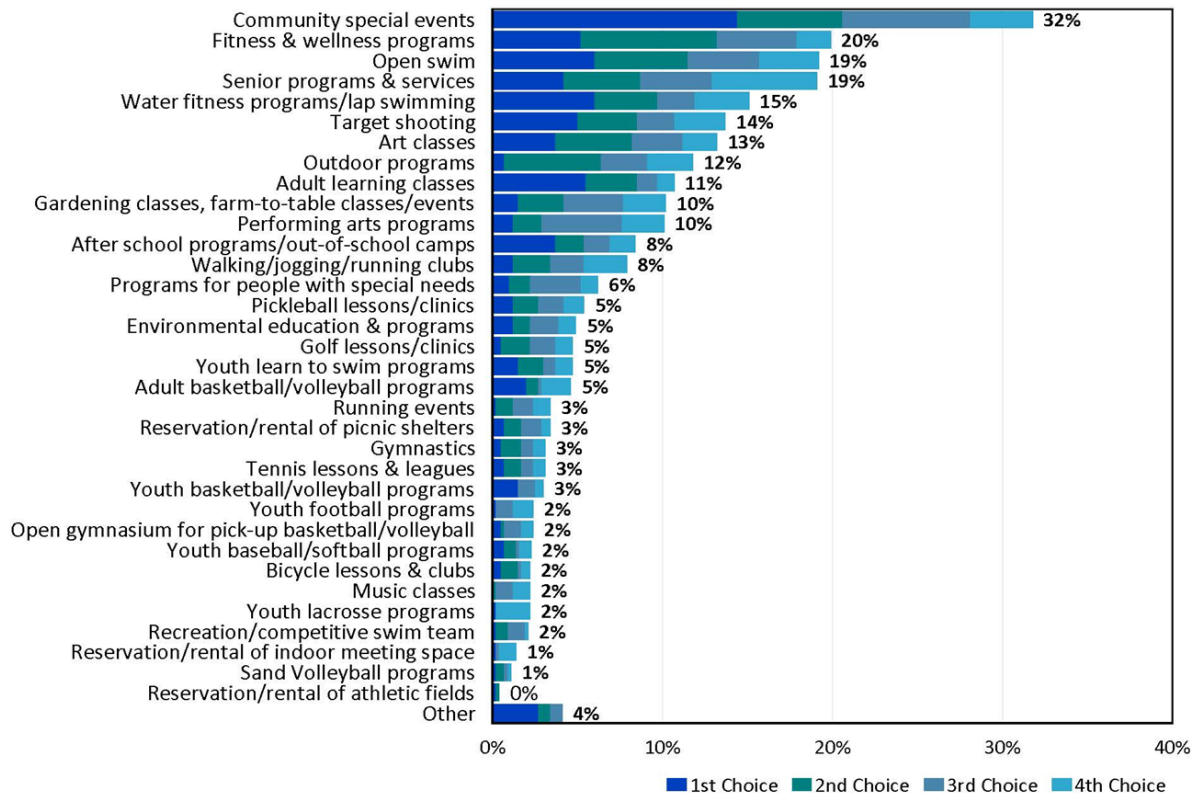
- **Recreation Program Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 32% indicated Community Special Events were the most important to their household.
- Other most important recreation programs include:
 - Fitness and Wellness Programs (20%).
 - Open Swim (19%).
 - Senior Programs and Services (19%).
 - Water Fitness Programs/Lap Swimming (15%).

National benchmark for Community Special Events is 21%.

Q14. Programs That Are Most Important to Households

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

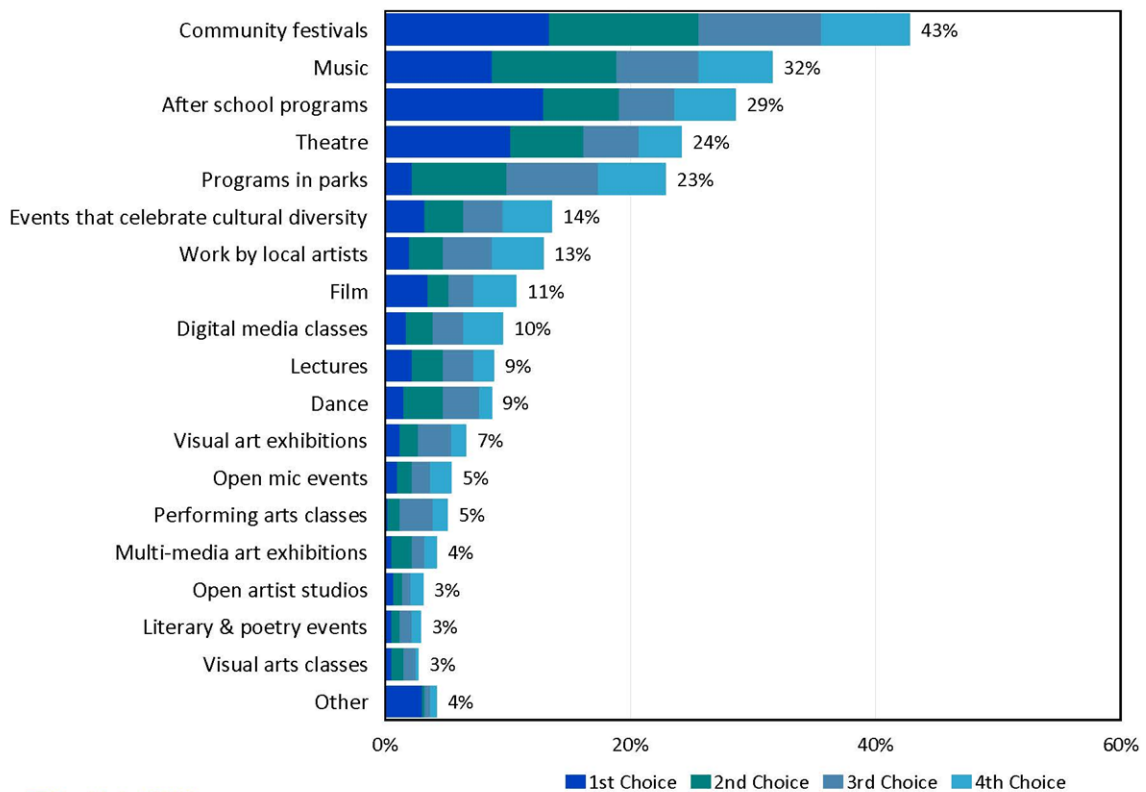


- **Art and Entertainment Activity Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 43% indicated Community Festivals were the most important to their household.
- Other most important art and entertainment activities include:
 - Music Programs (32%).
 - After School Programs (29%).
 - Theatre Programs (24%).
 - Programs in Parks (23%).

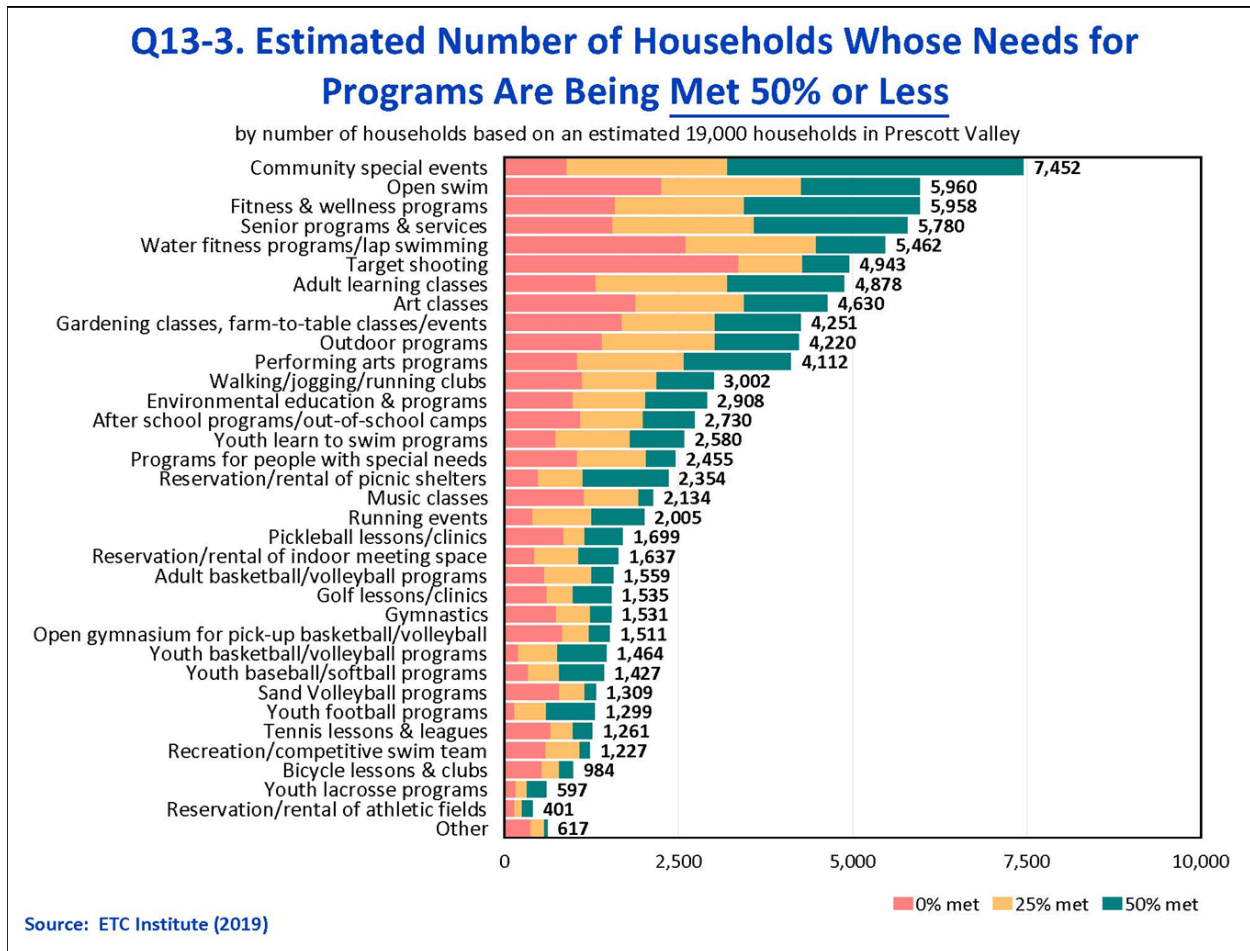
Q16. Arts and Entertainment Activities Most Important to Households

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



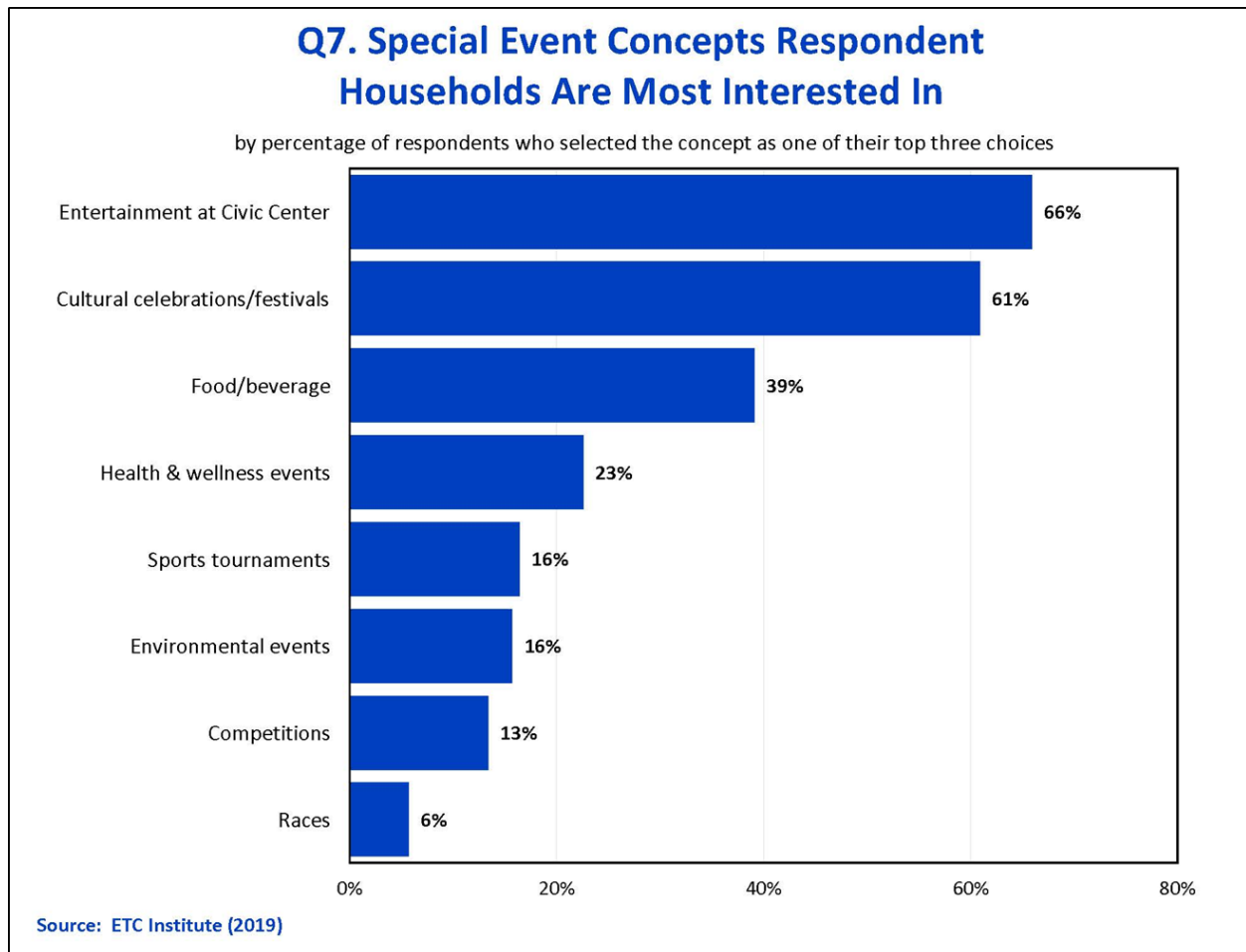
• **How Well Needs Are Being Met for Programs:**

- Based on the number of households who indicated their needs were only being met 50% or less, 7,452 households responded that Community Special Events had the greatest level of unmet need.
- Other unmet needs include:
 - Open Swim (5,960 households).
 - Fitness and Wellness Programs (5,958 households).
 - Senior Programs and Services (5,780 households).
 - Water Fitness Programs/Lap Swimming (5,462 households).
 - Target Shooting (4,943 households).



4.3.10 SPECIAL EVENT CONCEPTS MOST INTERESTED IN

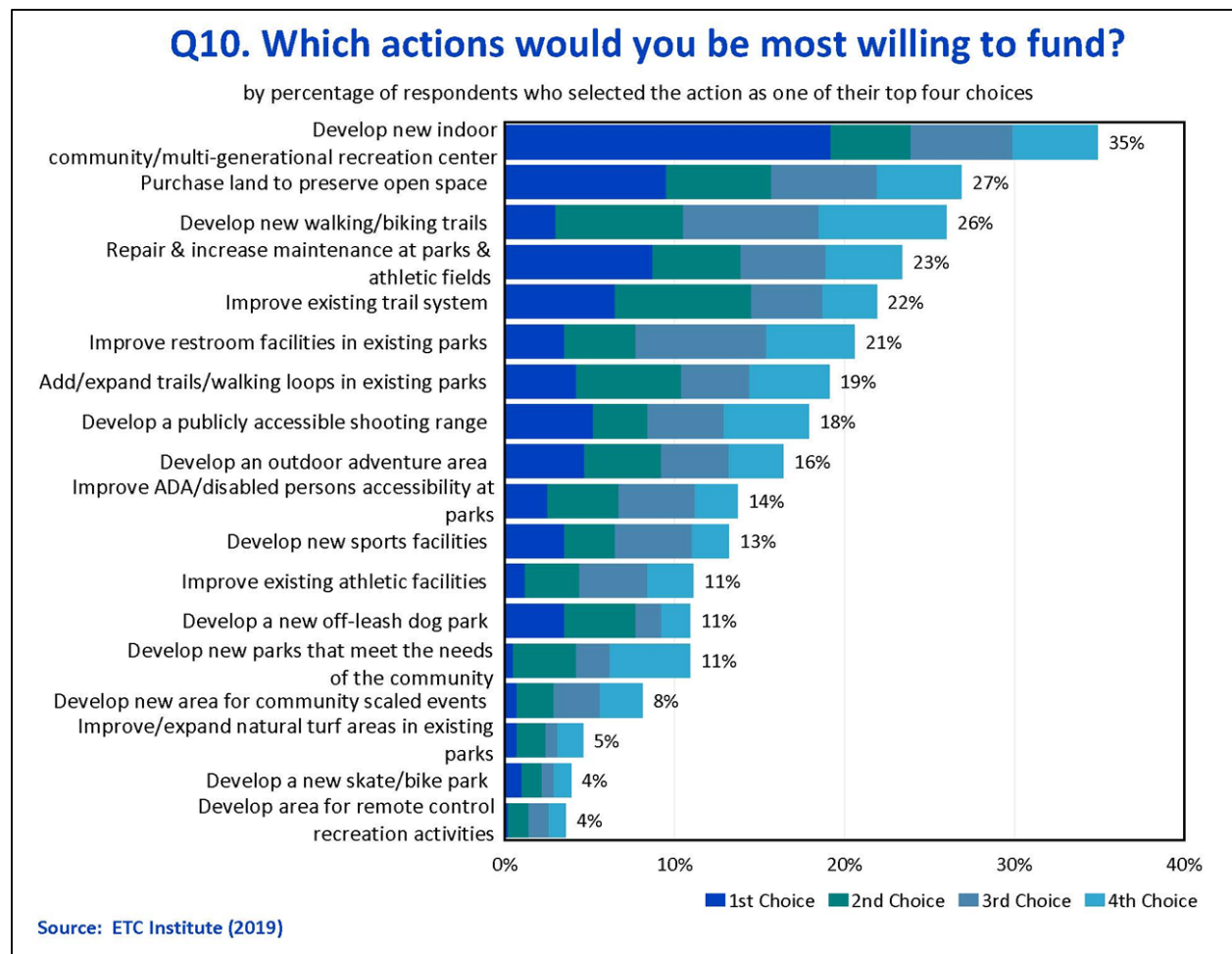
- Based on the percentage of households who indicated a concept as one of their top three choices, 66% indicated Entertainment at the Civic Center was the concept most interesting to their household.
 - Other special event concepts most interested in include:
 - Cultural Celebrations/Festivals (61% of households).
 - Food/Beverage (39% of households).



4.3.11 POTENTIAL IMPROVEMENTS MOST WILLING TO FUND

Respondents were asked to indicate their level of funding support for the improvements to the Prescott Valley parks, trails, and recreation system.

- Based on the percentage of households who indicated support for improvements, 35% were most supportive of Developing New Indoor Community/Multi-Generational Recreation Center.
- Other most supported actions include:
 - Purchase Land to Preserve Open Space (27%).
 - Develop New Walking and Biking Trails (26%).
 - Repair and Increase Maintenance at Parks and Athletic Fields (23%).
 - Improve Existing Trail System (22%).
 - Improve Restroom Facilities in Existing Parks (21%).



4.4 NEEDS ASSESSMENT PRIORITY RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by Prescott Valley Parks and Recreation. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically valid survey and the electronic community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.
- A weighted scoring system was used to determine the priorities for recreation programs.

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

4.4.1 PROGRAM RANKINGS – RECREATION AND ARTS/ENTERTAINMENT

Recreation Program/Service	Priority
Community special events (concerts, festivals)	High
Fitness & wellness programs (Yoga/Tai Chi, etc.)	
Open swim	
Senior programs & services	
Water fitness programs/lap swimming	
Target shooting (archery, etc.)	
Adult learning classes (language, tech, etc.)	Medium
Outdoor programs (nature programs, etc.)	
Gardening classes, farm-to-table classes/events	
Performing arts programs	
Walking/jogging/running clubs	
After school programs/out-of-school camps	
Environmental education & programs	
Programs for people with special needs	
Youth learn to swim programs	
Reservation/rental of picnic shelters	Low
Pickleball lessons/clinics	
Running events (5K, 10K, Marathons)	
Music classes	
Adult basketball/volleyball programs	
Golf lessons/clinics	
Gymnastics	
Youth basketball/volleyball programs	
Open gymnasium for pick-up basketball/volleyball	
Tennis lessons & leagues	
Youth baseball/softball programs	
Reservation/rental of indoor meeting space	
Youth football programs	
Recreation/competitive swim team	
Sand Volleyball programs	
Bicycle lessons & clubs	
Youth lacrosse programs	
Reservation/rental of athletic fields	

Art Program/Service	Priority
Community festivals	High
Music	
After school programs	
Theatre	
Programs in parks	
Events that celebrate cultural diversity	Medium
Work by local artists	
Film	
Digital media classes	
Lectures	
Dance	
Visual art exhibitions	Low
Open mic events	
Performing arts classes	
Multi-media art exhibitions	
Open artist studios	
Literary & poetry events	Low
Visual arts classes	

Further analysis of the program and service priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following charts identify highest program priorities by age/household type.

4.4.2 PROGRAM RANKINGS – HOUSEHOLDS AGES 55+ WITH NO CHILDREN

Recreation Program/Service Households - NO Children Ages 55+		Priority
Senior programs & services	High	
Community special events (concerts, festivals)		
Fitness & wellness programs (Yoga/Tai Chi, etc.)		
Adult learning classes (language, tech, etc.)		
Performing arts programs		

4.4.3 PROGRAM RANKINGS – HOUSEHOLDS AGES 18-54 WITH NO CHILDREN

Recreation Program/Service Households - NO Children Ages 18-54		Priority
Community special events (concerts, festivals)	High	
Fitness & wellness programs (Yoga/Tai Chi, etc.)		
Water fitness programs/lap swimming		
Open swim		
Senior programs & services		

4.4.4 PROGRAM RANKINGS – HOUSEHOLDS WITH CHILDREN (AGES 10-17)

Recreation Program/Service Households - Children Ages 10-17		Priority
Community special events (concerts, festivals)	High	
Open swim		
Target shooting (archery, etc.)		
Water fitness programs/lap swimming		
After school programs/out-of-school camps		
Art classes (pottery, painting, etc.)		

4.4.5 PROGRAM RANKINGS – HOUSEHOLDS WITH CHILDREN (AGES 0-10)

Recreation Program/Service Households - Children Under 10		Priority
Open swim	High	
Youth learn to swim programs		
After school programs/out-of-school camps		
Target shooting (archery, etc.)		
Community special events (concerts, festivals)		
Outdoor programs (nature programs, etc.)		

4.4.6 FACILITY RANKINGS - OVERALL

Facility/Amenity	Priority
Aquatics facility -indoor pool/natorium	High
Walking & hiking trails (natural surface)	
Walking & biking trails (multi-use paved)	
Restroom buildings	
Shooting ranges (archery, target shooting)	
Recreation/multi-generational center	
Adventure area (ropes course, zip line, etc.)	
Open space conservation areas/trails	
Aquatics facility -waterpark	Medium
Dog parks (off-leash)	
Neighborhood parks	
Performing arts venue (stage)	
Amphitheater	
Fishing	
Large community parks	
Aerobics/dance rooms/dance floors	
Pavilions/picnic sites	
Community gardens	
Aquatics facility -splash pad	
Playgrounds	
Environmental education center	Low
Mountain bike trails	
Pickleball courts	
Disc golf course	
Outdoor exercise equipment	
Basketball/volleyball courts-inside	
Banquet/meeting rooms	
Outdoor board games (chess, checkers)	
Remote Control (RC) Hobby facility	
Tennis courts	
Sand volleyball courts	
Internet cafe	
Concession stands	
Basketball/volleyball courts-outside	
Bicycle pump track	
Softball fields	
Skateboarding/bicycle parks	
Baseball fields	
Soccer/lacrosse multi-purpose fields	
Football fields	



CHAPTER FIVE - PROGRAM AND SERVICES ASSESSMENT

5.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Prescott Valley Parks and Recreation Department has a professional staff that annually delivers a comprehensive parks and recreation program to Prescott Valley residents. Department staff are responsible for the management and implementation of a diverse array recreation programs, special community-wide events, and the operation of multiple facilities. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, outdoor adventure, aquatics, sports, health, fitness, senior services and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, the Humboldt Unified School District, various nonprofit agencies and other community partners assist with delivering select programs and indoor space to provide access for programs.

CORE PROGRAM APPROACH

The vision of the Department is to be a premier parks and recreation system in the region providing all residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as Prescott Valley. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the offerings of a program area.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

5.1.1 PRESCOTT VALLEY PARKS AND RECREATION DEPARTMENT CORE PROGRAM AREAS

The Parks and Recreation currently offers programs in six Core Program Areas. These core program areas are listed below:

Division	Core Program Area	Brief Description
Recreation	Adult Sports	Adult Softball serves residents 15 years and older, two seasons a year- Spring & Fall. Adult Basketball serves residents 15 years and older, two seasons a year- Spring & Winter. Adult Volleyball serves residents 15 years and older, two seasons a year- Spring & Fall.
Recreation	Aquatics	Provides a holistic outdoor aquatics program during the summer months including swim lessons, fitness programs, special events, and swim teams.
Art and Culture	Art Classes	Any arts related instructors are handled by the A&C coordinator. This includes: dance, visual arts, and music.
Art and Culture	Art Events	Occasions for the community to enjoy arts related programming in a fun, affordable, family-friendly atmosphere. Programs include: Movies Under the Stars, Gold Fever Day, Family Arts Festival, and summer concerts (Theater on the Green).
Recreation	Community and Outdoor Programs	Provides multi-generational, enrichment and outdoor recreation classes for the community.
Art and Culture	Public Art	Opportunities for the community to participate and enjoy public art exhibits at no cost - includes: Art at the Center, Public Art Exhibit, Youth Art Month, Underpass Mural Program, and Create A Tree.

5.1.2 ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by Prescott Valley currently appear to meet some of the community's major needs as identified in the survey results, but the program mix must be evaluated on a regular basis to ensure that the offerings within each Core Program Area - and the Core Program Areas themselves - align with changing leisure trends, demographics, and needs of residents. NRPA recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- **Conceptual foundations of play, recreation, and leisure** - Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- **Organizational philosophy, mission, and vision** - Programs and services should support the Town's and the Department's vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.
- **Constituent interests and desired needs** - Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.
- **Creation of a constituent-centered culture** - Programs and services reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.

- **Experiences desirable for clientele** - Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
- **Community opportunities** - When planning programs and services, a Department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.

5.1.3 COMMUNITY INPUT FINDINGS

The efforts in creating this Master Plan were based on an evaluation of existing resources and capacity, as well as community input. Thus, a key consideration to creating a roadmap for parks and recreation programming in Prescott Valley is to understand current community values, needs, and interests. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via the project website input, a statistically valid survey, and reinforced thru intercept and electronic surveys. The program and service priority rankings resulting from this analysis are as follows:

Recreation Program/Service	Priority
Community special events (concerts, festivals)	High
Fitness & wellness programs (Yoga/Tai Chi, etc.)	
Open swim	
Senior programs & services	
Water fitness programs/lap swimming	
Target shooting (archery, etc.)	
Adult learning classes (language, tech, etc.)	Medium
Outdoor programs (nature programs, etc.)	
Gardening classes, farm-to-table classes/events	
Performing arts programs	
Walking/jogging/running clubs	
After school programs/out-of-school camps	
Environmental education & programs	
Programs for people with special needs	
Youth learn to swim programs	
Reservation/rental of picnic shelters	Low
Pickleball lessons/clinics	
Running events (5K, 10K, Marathons)	
Music classes	
Adult basketball/volleyball programs	
Golf lessons/clinics	
Gymnastics	
Youth basketball/volleyball programs	
Open gymnasium for pick-up basketball/volleyball	
Tennis lessons & leagues	
Youth baseball/softball programs	
Reservation/rental of indoor meeting space	
Youth football programs	
Recreation/competitive swim team	
Sand Volleyball programs	
Bicycle lessons & clubs	
Youth lacrosse programs	
Reservation/rental of athletic fields	

Art Program/Service	Priority
Community festivals	High
Music	
After school programs	
Theatre	
Programs in parks	
Events that celebrate cultural diversity	Medium
Work by local artists	
Film	
Digital media classes	
Lectures	
Dance	
Visual art exhibitions	
Open mic events	Low
Performing arts classes	
Multi-media art exhibitions	
Open artist studios	
Literary & poetry events	
Visual arts classes	



5.2 AGE SEGMENT ANALYSIS

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, Primary and secondary markets were identified.

5.2.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department provides a strong balance of programs across all age segments. All segments, except Preschool, are targeted as a primary market for multiple programs.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department further segment this group into 65-74 and 75+. These two sub-segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department. Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.

AGES SERVED							
Primary Market or Secondary Market							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Adult (55-64)	Senior (65+)
ADULT SPORTS				Primary	Secondary		
AQUATICS	Secondary	Primary	Primary	Primary	Secondary	Secondary	
ART CLASSES	Primary	Primary	Primary	Primary	Primary	Primary	Primary
ARTS EVENTS	Primary	Primary	Primary	Primary	Primary	Secondary	Secondary
COMMUNITY AND OUTDOOR PROGRAMS	Secondary	Primary	Secondary	Secondary	Primary	Primary	Primary
PUBLIC ART		Primary	Primary	Primary	Primary	Primary	Primary
	2	5	4	5	4	3	3

5.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by Town of Prescott Valley staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation.
- Take-Off - Rapid participation growth.
- Growth - Moderate, but consistent participation growth.
- Mature - Slow participation growth.
- Saturated - Minimal to no participation growth; extreme competition.
- Decline - Declining participation.

This analysis is not based on strict quantitative data, but rather is based on staff's knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Department's recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	20%	9	45.7%	50-60%
Take-Off	2%	1		
Growth	24%	11		
Mature	35%	16	34.8%	40%
Saturated	11%	5	19.6%	0-10%
Decline	9%	4		
Total	100%	46		

5.3.1 RECREATION PROGRAM LIFECYCLE ANALYSIS - CURRENT DISTRIBUTION AND RECOMMENDATIONS

Overall, the lifecycle analysis results indicate a slightly unbalanced distribution of all programs across the life cycle. A combined total of 45.7% of programs fall into the **Introduction**, **Take-off** and **Growth** stages.

While it is important to provide new programs to align with trends and help meet the evolving needs of the community, it is also important to have a stable core segment of programs that are in the Mature stage. Currently, the Department has 34.8% of their programs in this category. It is recommended that this be approximately 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the Mature stage should be tracked for signs they are entering the Saturation or Decline stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community's needs.

A total of 19.6% of programs are saturated or declining. It is recommended keeping as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be "over-tweaking" their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For Departments challenged with doing the most they can with limited resources, this has the potential to be an area of concern. The core program that contributes most to the Saturated and Decline stage is Community and Outdoor programs.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, it is recommended to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

5.4 PARTICIPATION ANALYSIS

A participation analysis involves reviewing every program identified by staff to determine participation rates for each as a way of informing strategic decisions about the overall recreation program portfolio. The levels of program participation rates are as follows:

- 0% - indicates that program had no enrollment.
- 1-24% - indicates enrollment at the rate of 1-24% of the maximum enrollment for the program.
- 25-49% - indicates enrollment at the rate of 25-49% of the maximum enrollment for the program.
- *50-74% - Indicates enrollment at the rate of 50-74% of the maximum enrollment for the program.
- 75-99% - Indicates enrollment at the rate of 75-99% of the maximum enrollment for the program.
- 100+% - indicates enrollment at the rate of 100% or greater of the maximum enrollment for the program.

* Achieving 50% enrollment is typically viewed as the threshold in which a program will be held.

This analysis is based on strict quantitative data collected for program enrollment for the period of July 2018 - June 2019. The tables below show the distribution of the various program participation categories of the Department's recreation programs.

TOTAL PROGRAMS OFFERED	TOTAL POSSIBLE MAXIMUM ENROLLMENT	ACTUAL ENROLLMENT	PERCENTAGE OF ACTUAL ENROLLMENT TO MAX ENROLLMENT
42	32,088	14,708	46%

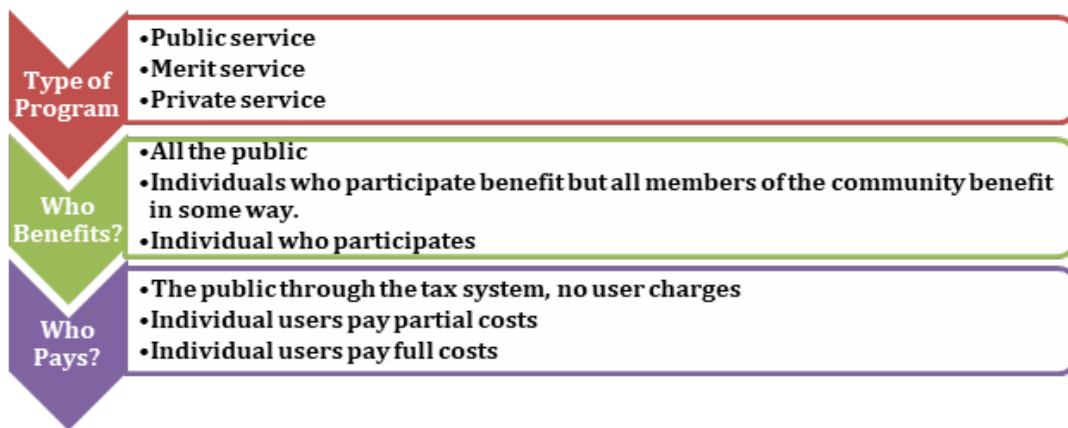
TOTAL PROGRAMS OFFERED	PERCENTAGE of Programs with 0% of Max enrollment	PERCENTAGE of Programs with 1-24% of Max Enrollment	PERCENTAGE of Programs with 25-49% of Max Enrollment	PERCENTAGE of Programs with 50-74% of Max Enrollment	PERCENTAGE of Programs with 75-99% of Max Enrollment	PERCENTAGE of Programs with 100+% of Max Enrollment
42	0.0%	38.1%	19.0%	21.4%	16.7%	4.8%
	0	16	8	9	7	2

Recreation Program Participation Analysis - Current Distribution

With an overall participation rate of 46% coupled with only 42.9% of all programs offered having at least 50% enrollment, the analysis results indicate a less than effective and efficient approach to delivering recreation programs to Prescott Valley residents. The core program areas that contribute most to the unbalanced distribution of actual program enrollment is Art Classes.

5.5 PROGRAM AND SERVICE CLASSIFICATION

The Parks and Recreation Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community’s interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the concept detailed by Dr. John Crompton, Distinguished University Professor in the Recreation, Park and Tourism Sciences Department at Texas A&M University and Dr. Charles W. Lamb, Chair, Department of Information Systems and Supply Chain Management at Texas Christian University. In *Marketing Government and Social Services*, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:



The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted?
- For what purpose?
- For what benefits?
- For what cost?
- For what outcome?

5.5.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the Town of Prescott Valley Parks and Recreation Department. These systems need to reflect the statutory obligations of the Town, the support functions performed, and the value-added programs that enrich both the customer’s experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Then funding source expectations can then be assigned and this data used in future cost analysis. The results of this process are a summary of classification definitions and criteria, classification of programs within the Town of Prescott Valley Parks and Recreation Department and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program. These classifications need to be organized to correspond with cost recovery expectations defined for

each category. For the Master Plan effort, each program area is assigned a specific cost recovery target that aligns to these expectations.

5.5.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the legislative intent and expectations of the Department; the ability of the Department to meet public needs within the appropriate areas of service; and the mission and core values of Town of Prescott Valley's Parks and Recreation Department.
2. Develop criteria that can be used to evaluate each program and function within the Department and determine the classification that best fits.

5.5.3 PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the Department staff to follow when classifying programs, and how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a "Essential Public Service", "Important Public Service", and "Value Added Service" will provide the Department and its stakeholders a better understanding of why and how to manage each program area as it applies to public and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public and private benefit exists as they apply to each program area. Public benefit is described as, "everyone receives the same level of benefit with equal access". Private benefit is described as "the user receives exclusive benefit above what a general taxpayer receives for their personal benefit".

PROGRAM CLASSIFICATIONS

Program Characteristics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	• High public expectation	• High public expectation	• High individual and interest group expectation
Financial Sustainability	• Free, nominal or fee tailored to public needs • Requires public funding	• Fees cover some direct costs • Requires a balance of public funding and a cost recovery target	• Fees cover most direct and indirect costs • Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	• Substantial public benefit (negative consequence if not provided)	• Public and individual benefit	• Primarily individual benefit
Competition in the Market	• Limited or no alternative providers	• Alternative providers unable to meet demand or need	• Alternative providers readily available
Access	• Open access by all	• Open access • Limited access to users	• Limited access to users

5.5.4 CLASSIFICATION OF SERVICES - KEY RECOMMENDATIONS

The following recommendations should be considered to improve the fiscal performance and the delivery of programs and services.

- **Implement the Classification of Services and Cost Recovery Goals:** Through the program assessment analysis, the major functional program areas were assessed and classified based on the criteria identified in Section 5.5. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:
 - Core 0-25%.
 - Important 25-75%.
 - Value Added 75%+.

The tables below represent a summary of programs and services, the classification of those programs, the current direct cost of service recovery goal and the recommended TOTAL cost of service recovery goals to be achieved within 5 years.

ADULT SPORTS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Adult Sports	Basketball	Merit	Important	User Fees/General Fund	50%
Adult Sports	Softball	Merit	Important	User Fees/General Fund	50%
Adult Sports	Volleyball	Merit	Important	User Fees/General Fund	50%
Field Allocation	Field Reservations	Community	Essential	General Fund	0-25%

AQUATICS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Aquatic - Special Events	Polar Bear Splash	Merit	Important	User Fees/General Fund	50%
Aquatic - Special Events	Swim-in Movie	Individual	Value Added	User Fees	75 - 100%
Aquatic - Special Events	Teen nights	Individual	Value Added	User Fees	75 - 100%
Aquatic - Special Events	Rentals/outside parties	Merit	Important	User Fees/General Fund	50%
Aquatic - Swim Lessons	First session	Community	Essential	General Fund	0-25%
Aquatic - Swim Lessons	Second session	Community	Essential	General Fund	0-25%
Aquatic - Swim Team/ IGA	Rec swim team	Individual	Value Added	User Fees	75 - 100%
Aquatic - Swim Team/ IGA	BMHS swim team	Community	Essential	General Fund	0-25%
Aquatic - Swim Team/ IGA	Additional IGA use	Community	Essential	General Fund	0-25%
Aquatic - General	Open swim	Community	Essential	General Fund	0-25%
Aquatic - General	Swim-related classes	Individual	Value Added	User Fees	75 - 100%
Aquatic - General	Therapy swim	Community	Essential	General Fund	0-25%

ART CLASSES

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Art Classes	BEGINNER BALLET	Individual	Value Added	User Fees	75 - 100%
Art Classes	INTERMEDIATE BALLET	Individual	Value Added	User Fees	75 - 100%
Art Classes	BEGINNER TAP	Individual	Value Added	User Fees	75 - 100%
Art Classes	INTERMEDIATE TAP AND JAZZ	Individual	Value Added	User Fees	75 - 100%
Art Classes	GUITAR/BASS/UKULELE	Individual	Value Added	User Fees	75 - 100%
Art Classes	PIANO LESSONS	Individual	Value Added	User Fees	75 - 100%
Art Classes	APPALACHIAN MOUNTAIN DULCIMER	Individual	Value Added	User Fees	75 - 100%
Art Classes	PAINTING WORKSHOPS	Individual	Value Added	User Fees	75 - 100%
Art Classes	DRAWING WORKSHOPS	Individual	Value Added	User Fees	75 - 100%
Art Classes	HULA BEGINNER	Individual	Value Added	User Fees	75 - 100%
Art Classes	HULA ADVANCED	Individual	Value Added	User Fees	75 - 100%
Art Classes	KNITTING WORKSHOPS	Individual	Value Added	User Fees	75 - 100%

ART EVENTS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Art Events	FAMILY ARTS FESTIVAL	Merit	Important	User Fees/General Fund	50%
Art Events	MOVIES UNDER THE STARS	Community	Essential	General Fund	0-25%
Art Events	SUMMER CONCERTS	Merit	Important	User Fees/General Fund	50%
Art Events	GOLD FEVER DAY	Merit	Important	User Fees/General Fund	50%

COMMUNITY AND OUTDOOR PROGRAMS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Community and Outdoor Programs	AM Yoga	Merit	Important	User Fees/General Fund	50%
Community and Outdoor Programs	Backcountry Chef	Individual	Value Added	User Fees	75 - 100%
Community and Outdoor Programs	Becoming a Backpacker	Individual	Value Added	User Fees	75 - 100%
Community and Outdoor Programs	Chair Yoga	Community	Essential	General Fund	0-25%
Community and Outdoor Programs	Evening Yoga	Merit	Important	User Fees/General Fund	50%
Community and Outdoor Programs	Move It!	Community	Essential	General Fund	0-25%
Community and Outdoor Programs	Strength & Balance	Community	Essential	General Fund	0-25%
Community and Outdoor Programs	50+ Aerobics	Community	Essential	General Fund	0-25%
Community and Outdoor Programs	Basic Dog Obedience	Individual	Value Added	User Fees	75 - 100%
Community and Outdoor Programs	Be a Better Basketball Player	Merit	Important	User Fees/General Fund	50%

PUBLIC ART

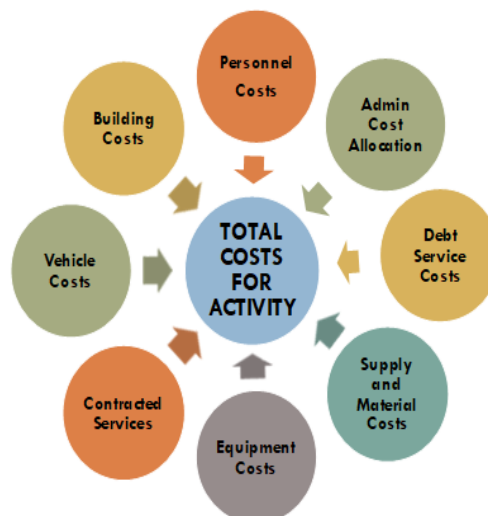
Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Public Art	ART AT THE CENTER	Individual	Value Added	User Fees	75 - 100%
Public Art	PUBLIC ART EXHIBIT	Merit	Important	User Fees/General Fund	50%
Public Art	YOUTH ART MONTH	Community	Essential	General Fund	0-25%
Public Art	CREATE A TREE	Merit	Important	User Fees/General Fund	50%
Public Art	UNDERPASS MURALS	Merit	Important	User Fees/General Fund	50%

5.6 UNDERSTANDING THE FULL COST OF SERVICE

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program but provides information that can be used to price programs based upon accurate delivery costs. The figure to the right illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants.
- Number of tasks performed.
- Number of consumable units.
- Number of service calls.
- Number of events.
- Required time for offering program/service.



Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by Prescott Valley between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Department staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

5.6.1 COST OF SERVICE RECOMMENDATIONS

To more accurately track cost of service and cost recovery, the consulting team recommends the following:

1. **Develop New Pricing Policy Based on Classification of Programs and Services:** Given the recommended shift in philosophical approach, it is important to refocus the division on cost recovery goals by functional program area or line of service. Pricing based on established operating budget recovery goals will provide flexibility to maximize all pricing strategies to the fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

The Prescott Valley Parks and Recreation Department worked with the Consultant Team to establish cost recovery targets for all recreation and art and culture programs and services offered by the Department. These targets were based on best practice benchmarks established by high performing park and recreation agencies in the southwestern United States that are similar in size and demographics to the Town as well as current cost recovery achieved by the Department. The following tables outline current cost recovery as well as targeted cost recovery and the increase in net revenue for each program if the targets were achieved.

ADULT SPORTS

Program	Number of Participants	Total Direct Expenditures	Total Indirect Expenditures	Total Revenues	Net Revenues Over (under) Total Expenditures	Total Investment Per Participant	Current Cost Recovery	Level of Benefit	Classification	Minimum Proposed Cost Recovery	Net Revenue Increase
Softball	1056	\$7,680.00	\$29,312.00	\$21,060.00	(\$15,932.00)	(\$15.09)	57%	Individual	Value Added	75-100%	\$6,684.00
Basketball	36	\$600.00	\$4,320.00	\$1,800.00	(\$3,120.00)	(\$86.67)	37%	Individual	Value Added	75-100%	\$1,890.00
Volleyball	294	\$1,920.00	\$16,480.00	\$9,000.00	(\$9,400.00)	(\$31.97)	49%	Individual	Value Added	75-100%	\$4,800.00
TOTALS	1,386	\$10,200.00	\$50,112.00	\$31,860.00	(\$28,452.00)	(\$20.53)					\$13,374.00

AQUATICS

Program	Number of Participants	Total Direct Expenditures	Total Indirect Expenditures	Total Revenues	Net Revenues Over (under) Total Expenditures	Total Investment Per Participant	Current Cost Recovery	Level of Benefit	Classification	Minimum Proposed Cost Recovery	Net Revenue Increase
Polar Bear Splash	300	\$525.00	\$157.70	\$1,099.00	\$416.30	\$1.39	161%	Merit	Important	50%	\$0.00
Swim In Movie	125	\$580.63	\$126.16	\$500.00	(\$206.79)	(\$1.65)	71%	Individual	Value Added	75 - 100%	\$30.09
Teen Nights	50	\$1,043.36	\$504.64	\$180.00	(\$1,368.00)	(\$27.36)	12%	Individual	Value Added	75 - 100%	\$981.00
Rentals/Outside Parties	3,100	\$4,825.00	\$7,175.00	\$9,158.00	(\$2,842.00)	(\$0.92)	76%	Individual	Value Added	75 - 100%	\$0.00
Swim Lessons	713	\$17,376.00	\$4,037.12	\$31,117.25	\$9,704.13	\$13.61	145%	Community	Essential	0-25%	\$0.00
Rec Swim Team	36	\$2,450.00	\$1,261.60	\$4,545.00	\$833.40	\$23.15	122%	Community	Essential	0-25%	\$0.00
BMHS Swim Team	15	\$6,750.00	\$5,046.40	\$0.00	(\$11,796.40)	(\$786.43)	0%	Individual	Value Added	75 - 100%	\$8,847.30
Additional IGA use	850	\$1,565.04	\$1,850.00	\$0.00	(\$3,415.04)	(\$4.02)	0%	Community	Essential	0-25%	\$0.00
Open Swim	10,632	\$22,888.71	\$9,793.17	\$40,191.00	\$7,509.12	\$0.71	123%	Community	Essential	0-25%	\$0.00
Swim-related classes	1,433	\$5,198.80	\$1,419.30	\$5,498.50	(\$1,119.60)	(\$0.78)	83%	Community	Essential	0-25%	\$0.00
Therapy Swim	247	\$2,450.00	\$1,261.60	\$969.00	(\$2,742.60)	(\$11.10)	26%	Individual	Value Added	75 - 100%	\$1,814.70
TOTALS	17,501	\$65,652.54	\$32,632.69	\$93,257.75	(\$5,027.48)	(\$0.29)					\$11,673.09

ART AND CULTURE

Program	Number of Participants	Total Direct Expenditures	Total Indirect Expenditures	Total Revenues	Net Revenues Over (under) Total Expenditures	Total Investment Per Participant	Current Cost Recovery	Level of Benefit	Classification	Minimum Proposed Cost Recovery	Net Revenue Increase
App. Mountain Dulcimer Class	8	\$0.00	\$95.00	\$0.00	(\$95.00)	(\$11.88)	0%	Individual	Value Added	75-100%	\$71.25
Art at the Center	2	\$475.00	\$292.50	\$0.00	(\$767.50)	(\$383.75)	0%	Individual	Value Added	75-100%	\$575.63
Ballet & Tap classes	287	\$13,467.40	\$1,378.00	\$15,844.00	\$998.60	\$3.48	107%	Individual	Value Added	75-100%	\$0.00
Create A Tree	40	\$200.00	\$585.00	\$0.00	(\$785.00)	(\$19.63)	0%	Individual	Value Added	75-100%	\$588.75
Family Arts Festival	2,000	\$1,200.00	\$1,663.00	\$750.00	(\$2,113.00)	(\$1.06)	26%	Merit	Important	50%	\$681.50
Gold Fever Day	1,100	\$9,500.00	\$2,080.00	\$3,000.00	(\$8,580.00)	(\$7.80)	26%	Merit	Important	50%	\$2,790.00
Guitar/Bass/Ukulele Lessons	33	\$3,022.00	\$1,033.50	\$4,030.00	(\$25.50)	(\$0.77)	99%	Individual	Value Added	75-100%	\$0.00
Hula Classes	50	\$1,100.75	\$213.75	\$1,295.00	(\$19.50)	(\$0.39)	99%	Individual	Value Added	75-100%	\$0.00
Knitting Workshops	9	\$256.00	\$105.00	\$320.00	(\$41.00)	(\$4.56)	89%	Individual	Value Added	75-100%	\$0.00
Movies Under the Stars	3,050	\$4,750.00	\$1,950.00	\$3,750.00	(\$2,950.00)	(\$0.97)	56%	Community	Essential	0-25%	\$0.00
Painting & Drawing workshops	20	\$960.00	\$212.00	\$1,200.00	\$28.00	\$1.40	102%	Individual	Value Added	75-100%	\$0.00
Piano Lessons	904	\$10,735.50	\$1,812.50	\$12,630.00	\$82.00	\$0.09	101%	Individual	Value Added	75-100%	\$0.00
Public Art Exhibit	81	\$65.00	\$1,501.50	\$40.00	(\$1,526.50)	(\$18.85)	3%	Merit	Important	50%	\$743.25
Summer Concert Series	530	\$7,500.00	\$585.00	\$0.00	(\$8,085.00)	(\$15.25)	0%	Merit	Important	50%	\$4,042.50
Underpass Murals	15	\$475.00	\$975.00	\$475.00	(\$975.00)	(\$65.00)	33%	Merit	Important	50%	\$250.00
Youth Art Month	390	\$175.00	\$877.50	\$0.00	(\$1,052.50)	(\$2.70)	0%	Community	Essential	0-25%	\$0.00
TOTALS	8,519	\$53,881.65	\$15,359.25	\$43,334.00	(\$25,906.90)	(\$3.04)					\$9,742.88

COMMUNITY AND OUTDOOR PROGRAMS

Program	Number of Participants	Total Direct Expenditures	Total Indirect Expenditures	Total Revenues	Net Revenues Over (under) Total Expenditures	Total Investment Per Participant	Current Cost Recovery	Level of Benefit	Classification	Minimum Proposed Cost Recovery	Net Revenue Increase
50+ Aerobics	2,251	\$3,840.00	\$861.00	\$4,359.00	(\$342.00)	(\$0.15)	93%	Community	Essential	0-25%	\$0.00
Strength & Balance	543	\$2,272.00	\$585.00	\$2,715.00	(\$142.00)	(\$0.26)	95%	Community	Essential	0-25%	\$0.00
Move It!	394	\$1,676.00	\$585.00	\$1,970.00	(\$291.00)	(\$0.74)	87%	Community	Essential	0-25%	\$0.00
Be a Better Basketball Player	195	\$4,788.00	\$1,824.00	\$5,985.00	(\$627.00)	(\$3.22)	91%	Merit	Important	50%	\$0.00
AM Yoga	287	\$1,377.00	\$585.00	\$1,722.00	(\$240.00)	(\$0.84)	88%	Merit	Important	50%	\$0.00
Basic Dog Obedience	29	\$2,700.00	\$350.00	\$3,375.00	\$325.00	\$11.21	111%	Individual	Value Added	75 - 100%	\$0.00
Chair Yoga	86	\$344.00	\$585.00	\$430.00	(\$499.00)	(\$5.80)	46%	Community	Essential	0-25%	\$0.00
Kickstart Bootcamp for Women	42	\$3,674.00	\$620.00	\$4,593.00	\$299.00	\$7.12	107%	Individual	Value Added	75 - 100%	\$0.00
Yoga Lite	45	\$340.00	\$585.00	\$426.00	(\$499.00)	(\$11.09)	46%	Merit	Important	50%	\$36.50
Daddy Daughter Date Night	86	\$2,100.00	\$665.00	\$2,040.00	(\$725.00)	(\$8.43)	74%	Individual	Value Added	75 - 100%	\$33.75
Run for the Hill of It	57	\$1,556.00	\$1,545.00	\$1,435.00	(\$1,666.00)	(\$29.23)	46%	Individual	Value Added	75 - 100%	\$890.75
TOTALS	4,015	\$24,667.00	\$8,790.00	\$29,050.00	(\$4,407.00)	(\$1.10)					\$961.00

In summary, the Prescott Valley Parks and Recreation Department can increase its revenue by 26% (or \$35,751) by implementing the cost of service recommendations.

The cost recovery goals are expected to be achieved over a 5-year period and there should be no expectation that they be realized immediately. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the completion of the Department's cost of service analysis will occur in 2019/2020. This process will have an impact on cost recovery as it will result in the refinement of foundational business elements including but not limited to service levels, service delivery, pricing and the guidelines developed to secure external operational funding sources such as grants, donations and partnerships. Additionally, external factors such as economic conditions and changes to the Town's financial policies will have a bearing on achieving a cost recovery goal in which revenue offsets 50% of expenditures.

2. **Develop Pricing Strategies:** As the Parks and Recreation Department embarks on the implementation of a new pricing policy, it will be necessary to expand upon and implement pricing strategies that will not only increase sales but also maximize the utilization of the Town's parks, programs and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. It is recommended that the Department continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

• Primetime	• Incentive Pricing
• Non-primetime	• Length of Stay Pricing
• Season and Off-season Rates	• Cost Recovery Goal Pricing
• Multi-tiered Program Pricing	• Level of Exclusivity Pricing
• Group Discounting and Packaging	• Age Segment Pricing
• Volume Pricing	• Level of Private Gain Pricing

5.7 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place, however, they are not utilized consistently across all core program areas.
- **Customer Satisfaction and Retention:** The Department does not currently track customer satisfaction ratings and customer retention percentages.
- **Staff Training/Evaluation:** The Department has a staff training program and solid evaluation methods in place.
- **Public Input:** The Department does not utilize survey tools to continually gather feedback on needs and unmet needs for programming.
- **Marketing:** The Department utilizes a number of marketing strategies to inform Town residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department has a strong volunteer program.

- **Partnerships:** The Department utilizes a number of partner providers to deliver programs to Prescott Valley residents and has developed a formal partnership policy.
- **Competition:** The Department has a general understanding of other service providers.

5.8 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Prescott Valley is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Evaluation:** Implement the program assessment/evaluation tool and cost of service/pricing policy as recommended.

5.9 PROGRAM PLAN SUMMARY

The Department is delivering programs, services and events to Town residents; *however, it does have opportunity for improvement.* The chart below provides a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.

PROGRAM	ACTION	TIMELINE
HIGH PRIORITY		
Community Special Events	EXPAND	SHORT-TERM
Fitness and Wellness Programs	EXPAND	LONG-TERM (with new rec center)
Art Classes	IMPLEMENT	SHORT-TERM
Walking/Jogging/Running Clubs	IMPLEMENT	SHORT-TERM
Adult Learning Classes	CONTINUE/EXPAND	SHORT-TERM
After School Programs/Out of School Camps	CONTINUE/EXPAND	SHORT-TERM
Gardening Classes; Farm-to-Table Classes/Events	IMPLEMENT	SHORT-TERM
Outdoor Programs	IMPLEMENT	SHORT-TERM
MEDIUM PRIORITY		
Senior Programs and Services	CONTINUE	SHORT-TERM
Environmental Education Programs	IMPLEMENT	SHORT-TERM
Music Classes	CONSIDER	SHORT-TERM
Youth Learning/Enrichment Classes	CONTINUE	SHORT-TERM
Water Fitness Programs/Lap Swimming	CONTINUE	SHORT-TERM
Youth Soccer Programs	FACILITATE/CONTINUE	SHORT-TERM
Youth Learn to Swim Programs	CONTINUE	SHORT-TERM
Running Events	CONSIDER	SHORT-TERM
Programs for People with Special Needs	CONTINUE	SHORT-TERM
Performing Arts Programs	CONSIDER	LONG-TERM
Youth Basketball/Volleyball Programs	CONTINUE	SHORT-TERM
Gymnastics	CONSIDER	LONG-TERM (with new rec center)
LOW PRIORITY		
Youth/Baseball/Softball Programs	CONTINUE/FACILITATE	SHORT-TERM
Adult Basketball/Volleyball Programs	CONTINUE	SHORT-TERM
Golf Lessons/Clinics	CONSIDER	LONG-TERM
Bicycle Lessons and Clubs	CONSIDER	LONG-TERM
Youth Football Programs	FACILITATE/CONTINUE	SHORT-TERM
Tennis Lessons and Leagues	CONSIDER	LONG-TERM
Recreation/Competitive Swim Team	CONSIDER	LONG-TERM (with new rec center)
Sand Volleyball Programs	CONSIDER	LONG-TERM
Youth Lacrosse Programs	CONSIDER	LONG-TERM

CHAPTER SIX - FACILITY ASSESSMENTS AND SERVICE LEVELS ANALYSIS

6.1 PARK CLASSIFICATION AND PARK DESIGN PRINCIPLES

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Every park, regardless of type, needs to have an established set of outcomes. Park planners and designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park.

PLEASE NOTE: All parks and recreation facilities and amenities are required, by federal law, to adhere to Americans with Disabilities Act (ADA) regulations.

6.1.1 TERMINOLOGY UTILIZED IN PARK DESIGN PRINCIPLES

- **Land Usage:** The percentage of space identified for either passive use or active use in a park. A Parks, Recreation and Open Space Master Plan should follow land usage recommendations.
- **Programming:** Can include active or passive programming. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, disc golf, reading, or walking the dog.
- **Park/Facility Classifications:** Includes Pocket Park, Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Recreation/Special Use Park and Greenbelts and Conservation.
- **Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.
- **Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by the community as deserving of special recognition due to its design, location, function, natural resources, etc.

Design Principles for each park classification are included in the following sections.

6.1.2 MINI PARKS

A mini park is a small outdoor space, usually less than 0.25 acres up to three acres, most often located in an urban area surrounded by commercial buildings or houses. Mini parks are small spaces that may serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful mini parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces and inviting; and are sociable places. In general, mini parks offer minimal amenities on site and are not designed to support programmed activities. The service area for mini parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park. Please note, the below table includes master planned community parks.

Prescott Valley Mini Parks		
Castle Court Park	Granville Pocket Park #5	Settler's Park
Fence Line Park	Home Fire Park	Tonto North Park
Granville Pocket Park #1	Lion's Park	Tonto South Park
Granville Pocket Park #2	Old Town Park	Victorian Estates Park
Granville Pocket Park #3	Overlook Park	Village Square Park
Granville Pocket Park #4	Pronghorn Ranch Unit 4 Park	Wander Way Park

6.1.3 NEIGHBORHOOD PARK

A neighborhood park should be three to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one mile. Neighborhood parks should have safe pedestrian access for surrounding residents; parking typically not provided for neighborhood parks less than 5 acres in size, but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- Service radius: 1.0-mile radius.
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.
- Length of stay: One-hour experience or less.
- Amenities: One signature amenity (e.g. playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12; no reservable shelters; loop trails; one type of sport court; benches, small picnic shelters next to play areas.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.
- Revenue facilities: none.
- Land usage: 85 percent active/15 percent passive.
- Programming: Typically, none, but a signature amenity may be included which is programmed.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.

- **Parking:** Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- **Lighting:** Security only.
- **Size of park:** Typically, Three to 10 acres.

Please note, the below table includes master planned community parks.

Prescott Valley Neighborhood Parks		
American Legion Park	Granville East Community Center	Quailwood Community Clubhouse
Community Center Park	Granville West Community Center	Santa Fe Station Park
George Andersen Park	Pronghorn Park	StoneRidge Community Center
Granville Park	Pronghorn Ranch Clubhouse	Sunflower Park
Granville Clubhouse	Quailwood Park	

6.1.4 COMMUNITY PARK

Community parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, tennis courts, extreme sports amenity, loop trails, picnic areas, reservable picnic shelters, sports courts, restrooms with drinking fountains, large turf and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

Community parks generally range from 10 to 75 acres depending on the community. Community parks serve a larger area - radius of one to three miles and contain more recreation amenities than a Neighborhood park.

- **Service radius:** One to three-mile radius.
- **Site Selection:** On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks.
- **Length of stay:** Two to three hours experience.
- **Amenities:** Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Sport Fields and Sport Complexes are typical at this park.
- **Revenue facilities:** One or more (e.g. pool, sports complex, pavilion).
- **Land usage:** 65 percent active and 35 percent passive.

- **Maintenance Standards:** Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- **Parking:** Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- **Lighting:** Amenity lighting includes sport field light standards.
- **Signage:** Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- **Other:** Strong appeal to surrounding neighborhoods; loop trail connectivity; linked to Regional Park, trail or recreation facility.
- **Size of park:** Typically, 10 to 75 acres.

Prescott Valley Community Parks		
Antelope Park	Mountain Valley Park	Viewpoint Park
Bob Edwards Park	Urban Forest Park	

6.1.5 REGIONAL PARK

A regional park functions as a destination location that serves a large area of several communities, residents within a Town, City or County, or across multiple counties. Depending on activities within a Regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 75 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

- **Service radius:** Three mile or greater radius.
- **Site Selection:** Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- **Length of stay:** All or multiple day experience.
- **Amenities:** 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities);

restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park.

- Revenue facilities: Typically, park designed to produce revenue to offset operational costs.
- Land usage: Up to 50 percent active/50 percent passive.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Other: Linked to major trails systems, public transportation available, concessions, and food and retail sales available, dedicated site managers on duty. Wi-Fi and Telephone/Cable TV conduit.
- Size of park: Typically, 75 to 1,000 acres.

The Town of Prescott Valley does not currently have any parks that fit the Regional Park classification.

6.1.6 SPORTS COMPLEX

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide 4 to 16+ fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between Town and Schools and or sports associations and dependent upon adequate funding.

- Service radius: Determined by community demand.
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.
- Amenities: Four to sixteen or more fields or sports courts in one setting; restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting.

- Revenue facilities: Four or more (e.g. fields, concession stand, picnic pavilion).
- Land usage: 95 percent active and 5 percent passive.
- Programming: Focus on active programming of all amenities.
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.
- Size of park: Preferably 20 or more acres for stand-alone complexes.

The Town of Prescott Valley does not currently have any parks that fit the Sports Complex classification.

6.1.7 RECREATION/SPECIAL USE AREAS

Recreation/special use areas are those spaces that don't fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park. Special use facilities generally fall into four categories:

- **Cemeteries** - burial-ground that is generally viewed as a large public park or ground laid out expressly for the interment of the dead. Cemeteries are normally distinct from churchyards, which are typically consecrated according to one denomination and are attached directly to a single place of worship. Cemeteries can be viewed as historic sites.
- **Historic/Cultural/Social Sites** - unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in community or regional parks. *The Indian Heritage Museum site, currently being planned by the State, would fall into this category.*
- **Indoor Recreation Facilities** - specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in community or regional Parks.
- **Outdoor Recreation Facilities** - Examples include baseball stadiums, aquatic parks, disc golf, skateboard, BMX, and dog parks, which may be located in a park.
 - Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
 - Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
 - Site Selection: Given the variety of potential uses, no specific standards are defined for site selection.

- Length of stay: varies by facility.
- Amenities: varies by facility.
- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
- Land usage: varies by facility.
- Programming: varies by facility.
- Maintenance Standards: Provide the highest-level maintenance with available funding.
- Parking: On-street or off-street parking is provided as appropriate. Goal is to maximize usable park space. As necessary, provide a minimum of five to 10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- Lighting: Security or amenity only.
- Signage: Directional and regulation signage to enhance user experience.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.

Prescott Valley Special Use Parks	
Civic Center	Trailhead Park

6.1.8 OPEN SPACE/NATURAL AREA PARKS

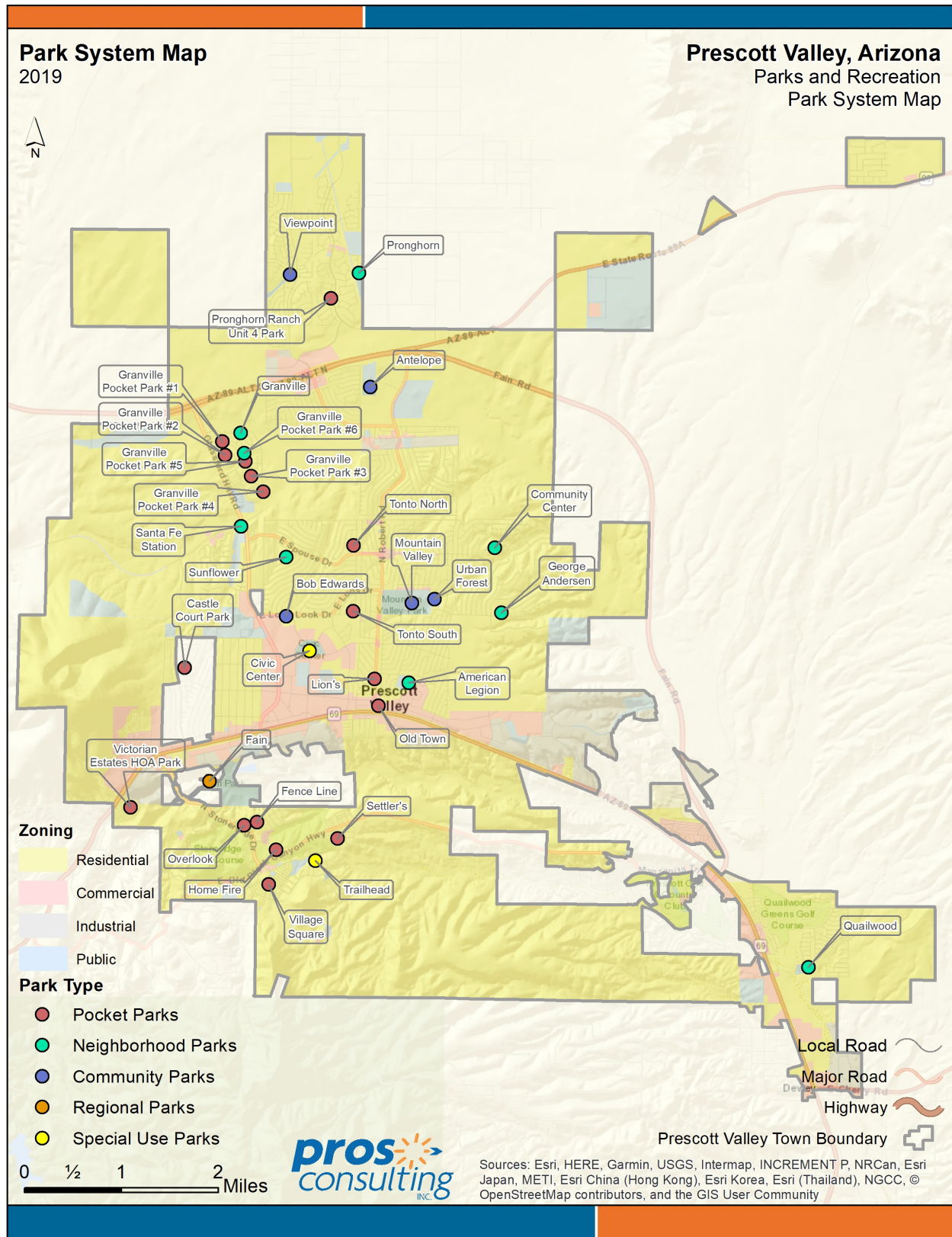
Open space/natural area parks are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open space/natural area parks contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/natural area parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities.
- Maintenance standards: Demand-based maintenance with available funding.
- Lighting: None.
- Signage: Interpretive kiosks as deemed appropriate.
- Landscape Design: Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

Prescott Valley Open Space/Conservation Parks
Fain Park

The map on the following page highlights the Town's existing park system.

TOWN OF PRESCOTT VALLEY CURRENT PARK SYSTEM SUMMARY MAP



6.1.9 GREENBELTS/TRAILS

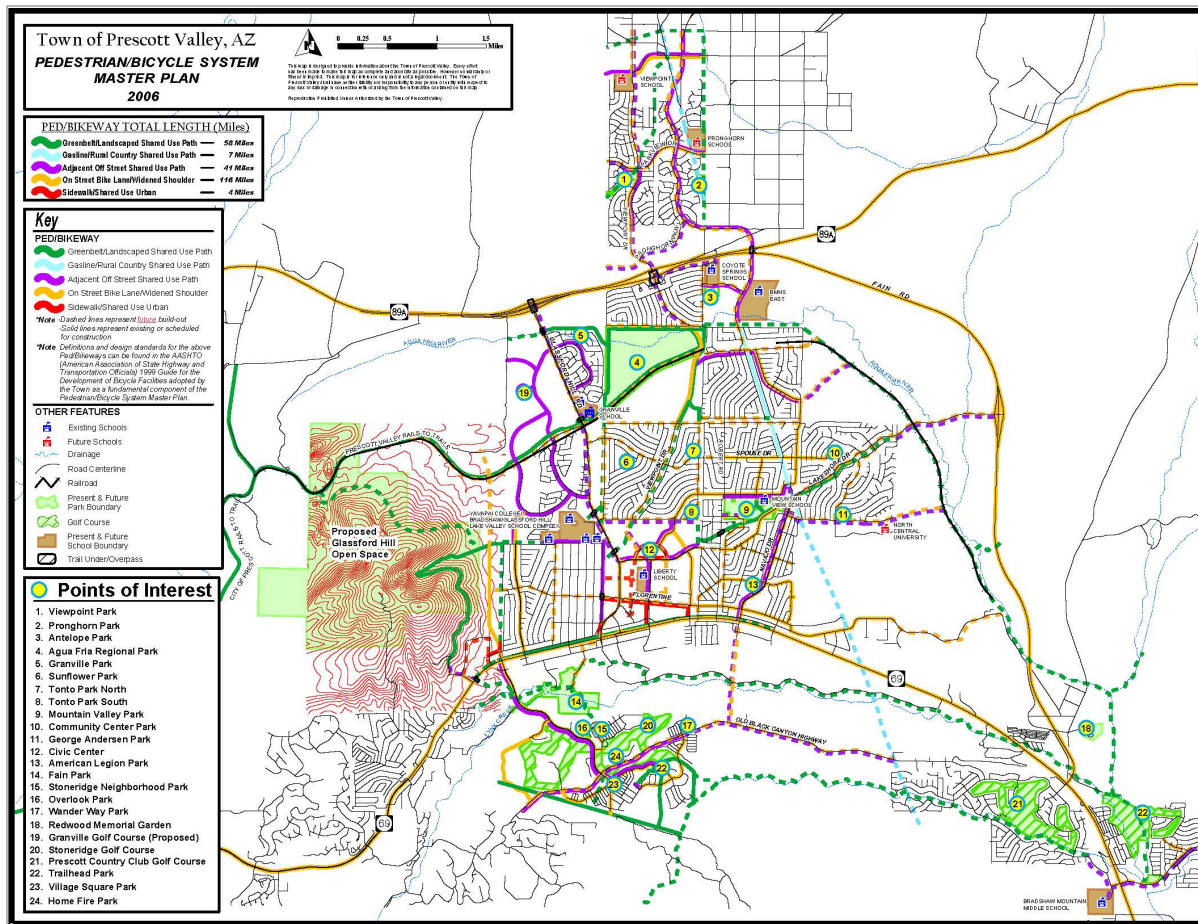
Greenbelts/Trails are recognized for their ability to connect people and places while serving as active transportation facilities. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills three guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of active transportation, provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- Site Selection: Located consistent with approved Bicycle, Pedestrian and Trails Master Plan.
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: Security lighting at trailheads and along trail is preferred.
- Signage: Mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- Other: Connectivity to parks or other Town attractions and facilities is desirable.
- Size: Typically, at least 30 ft. width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 8-10 feet wide to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the Town.

The map on the following page identifies current and future trails/recreation corridors and the linkages that connect (or will connect) Prescott Valley's parks with its neighborhoods and destination locations.



TOWN OF PRESCOTT VALLEY PARK SYSTEM WITH TRAILS



6.2 DEVELOPED PARK/FACILITY INVENTORY AND ASSESSMENT

An assessment and general onsite inspection of each park, facility and grounds property managed by the Department was completed utilizing the following asset condition rating system. An inventory and overall assessment for the entire system has been provided as separate stand-alone documents.

6.2.1 CONDITION RATING CRITERIA

A = Excellent

- Looks new and is in excellent mechanical and aesthetic condition.

B = Very Good

- Has minor mechanical and equipment defects but is in excellent mechanical and aesthetic condition.

C = Good

- Has some repairable mechanical and equipment defects and is free of major problems.

D = Fair

- Has some mechanical and equipment defects that require major repair and/or replacement.

F = Poor

- Has major defects and requires significant lifecycle replacement.

6.2.2 LIFECYCLE STAGE CRITERIA

In addition to conducting an overall assessment of each park, a determination was made on the lifecycle stage of the assets of each park. Lifecycle stage was identified as:

Priority 1 = Currently Critical

- Conditions in this category require immediate action by the end of the current fiscal year.

Priority 2 = Potentially Critical

- Conditions in this category, if not corrected expeditiously, will become critical soon.

Priority 3 = Necessary, But Not Yet Critical

- Conditions in this category require appropriate attention to preclude predictable deterioration and associated damage or higher costs if deferred further.

Priority 4 = Recommended

- Conditions in this category include items that represent a sensible improvement to existing conditions, include finishes that have deteriorated and are required to maintain the required aesthetic standards. These are not required for the most basic functioning of the facility.

Priority 5 = Early in Lifecycle

- Conditions in this category function properly and are early enough in their lifecycle that improvements are not currently needed.

The table on the following page summarizes the assessment of the Town's parks system.

6.2.3 PARK AND FACILITY ASSESSMENT AND LIFECYCLE RATINGS

ASSET CONDITION AND LIFECYCLE RATINGS				
EXISTING PARKS				
Park	Park Classification	Acreage	Overall Condition Rating	Overall Lifecycle Tier
American Legion	Neighborhood Park	2.5	C	3
Antelope	Community Park	10	B	3
Bob Edwards	Community Park	9.5	A	5
Civic Center	Special Use Park	5.5	A	4
Community Center	Neighborhood Park	4.5	B-C	3
Fain	Open Space/Conservation	100	B-C	3
Fence Line	Pocket Park	1.5	A	4
George Andersen	Neighborhood Park	5.5	B	3
Granville	Neighborhood Park	4	A-B	4
Home Fire	Pocket Park	0.5	A	4
Lion's	Pocket Park	0.1	D	2
Mountain Valley	Community Park	69	B-C	3
Old Town	Pocket Park	0.4	B	3
Overlook	Pocket Park	1.4	A	4
Pronghorn	Neighborhood Park	5.8	B	3
Quailwood	Neighborhood Park	5.9	A	4
Santa Fe Station	Neighborhood Park	12.7	A	5
Settler's	Pocket Park	0.5	A	4
Sunflower	Neighborhood Park	4.5	B	3
Tonto North	Pocket Park	1.2	C	3
Tonto South	Pocket Park	2.2	C	3
Trailhead	Special Use Park	2	A-B	4
Urban Forest	Community Park	12	B-C	3
Viewpoint	Community Park	12.5	C	2
Village Square	Pocket Park	1.2	B	3
Wander Way	Pocket Park	1.3	B	3
EXISTING RECREATION FACILITIES				
Facility	Facility Classification	Square Footage	Condition Rating	Lifecycle Tier
Mountain Valley Splash	Outdoor Aquatic Center	NA	D	1

A comprehensive inventory and assessment technical report has been provided to the Town as a stand-alone document.

6.3 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop parks also increases as will the costs to do so.

The consultant team evaluated LOS standards using a combination of local, regional and national resources, including:

- 2025 General Plan Policy Document; Public Services and Facilities Element.
- National Recreation and Park Association (NRPA) guidelines.
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2019 Study of Sports.
- Recreation participation as it applies to activities that occur in the United States and Prescott Valley area.
- Community and stakeholder input including statistically valid survey and general observations. This information allowed standards to be customized to the Prescott Valley Parks and Recreation system.
- Planned yet not developed parks within each park classification system in Prescott Valley.
- The ability for the Town to financially sustain a high-quality park system.

6.3.1 LEVEL OF SERVICE STANDARDS KEY FINDINGS

These resources provide LOS guidelines based on population to inform and support investment decisions related to parks, facilities and amenities. When coupled with local input on the needs of the Prescott Valley community, these standards help to identify park and facility/amenity gaps and surpluses.

The findings of the LOS standards analysis are summarized below

MASTER PLANNED COMMUNITIES PARK INVENTORY AND LEVEL OF SERVICE (LOS)

- Currently, master planned communities in Prescott Valley make-up 40% (or 19,756 people) of Town's population.
- Master planned communities provide parks and recreation amenities to their residents.
- Some park and recreation amenities in master planned communities are ONLY available to residents of the master planned communities, including but not limited to:
 - Resident Clubs
 - Swimming Pools
 - Tennis Courts
 - Pickleball Courts
- Currently, master planned communities offer a LOS of 1.19 acres of parkland per 1,000 population to its residents (23.83 acres of mini and neighborhood parks). This falls short of the 3.4 acres of neighborhood park parkland targeted in the General Plan.

- Currently, master planned communities offer a LOS of 4.1 square feet of indoor recreation/community center per person to its residents. This exceeds best practice guidelines of 2.0 square feet per person.

TOWN OF PRESCOTT VALLEY PARK INVENTORY AND LEVEL OF SERVICE (LOS)

- The Town of Prescott Valley provides two distinct parkland levels of service to its residents.
 1. **A level of service of parkland for the 30,244 residents that do not reside in master planned communities.**
 - Currently, the Town offers a LOS of 5.87 acres of parkland per 1,000 population to the 30,244 residents that do not reside in master planned communities (63.20 acres of mini, neighborhood, community and special use parks). This falls short of the 6.8 acres of parkland targeted in the General Plan.
 2. **A level of service of community park parkland for the community as a whole (currently, 50,000 residents).**
 - Currently, the Town offers a LOS of 2.26 acres of community park parkland per 1,000 population to its 50,000 residents (113.0 acres of mini, neighborhood, community and special use parks). This falls short of the 3.4 acres of community park parkland targeted in the General Plan.
- Currently, the Town does offers ONLY 0.35 square feet of indoor recreation/community center per person to its residents, which is further limited by the fact that it is in the form of a Boys and Girls Club and thereby not available to Town residents as a whole. This is well below the best practice guidelines of 2.25 square feet per person.
- Trails were not calculated in this population-based service level analysis because they are based on connected networks rather than population.

KEY UNMET FACILITY NEEDS

- Aquatics facility-indoor pool/natatorium.
- Walking & hiking trails (natural surface and multi-use paved).
- Restroom buildings.
- Shooting ranges (archery, target shooting).
- Recreation/multi-generational center.
- Adventure area (ropes course, zip line, etc.).
- Open space conservation areas/trails.

6.3.2 LEVEL OF SERVICE KEY RECOMMENDATIONS

Based on a thorough review of the parks and recreation system and stakeholder input, it is recommended that the Town pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current LOS standard for the projected population in 2034.

LEVEL OF SERVICE ASSUMPTIONS

- The Town of Prescott Valley's population will increase by 45,608 within next 15 years.
- 100% of growth will occur within master planned communities.
- Master planned communities will provide some park and recreation amenities to residents living within the master planned community.
- The Town of Prescott Valley will need to take a three-pronged approach to further developing the parks and recreation system.
 4. Level of Service for Master Planned Communities - The appropriate LOS of parks and recreation amenities that master planned communities should provide to residents of master planned communities by 2034.
 5. Level of Service for the Town of Prescott Valley Residents Not Residing in Master Planned Communities - The appropriate LOS of parks and recreation amenities that the Town should provide to the population of 30,000 that don't reside in Master Planned Communities by 2034.
 6. Level of Service for the Town as a Whole - The appropriate LOS of parks and recreation amenities that the Town should provide to all of the Town's projected population of 95,608 by 2034.

LEVEL OF SERVICE FOR MASTER PLANNED COMMUNITIES

	2019 Park Inventory	Current Service Levels			Recommended Developed Park Service Levels			2034 Standards	
Park Type	HOA Inventory	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Mini Park	4.63	0.23	acres per	1,000	0.00	acres per	1,000	Meets Standard	- Acre(s)
Neighborhood Parks	19.20	0.96	acres per	1,000	3.40	acres per	1,000	Need Exists	202 Acre(s)
Total Developed Park Acreage	23.83	1.19	acres per	1,000	3.40	acres per	1,000	Need Exists	202 Acre(s)

LEVEL OF SERVICE FOR RESIDENTS NOT RESIDING IN MASTER PLANNED COMMUNITIES

	2019 Park Inventory	Current Service Levels			Recommended Developed Park Service Levels			2034 Standards		
Park Type	Town of Prescott Valley Inventory	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Mini Park	10.30	0.34	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Neighborhood Parks	45.40	1.51	acres per	1,000	3.40	acres per	1,000	Need Exists	57	Acre(s)
Community Parks	113.00	3.77	acres per	1,000	3.40	acres per	1,000	Meets Standard	-	Acre(s)
Special Use Parks	7.50	0.25	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Total Developed Park Acreage	176.20	5.87	acres per	1,000	6.80	acres per	1,000	Need Exists	57	Acre(s)

LEVEL OF SERVICE FOR THE TOWN AS A WHOLE

	2019 Park Inventory	Current Service Levels			Recommended Developed Park Service Levels			2034 Standards		
Park Type	Total Inventory	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Community Parks	113.00	2.26	acres per	1,000	3.40	acres per	1,000	Need Exists	212	Acre(s)
Open Space/Conservation Lands	100.00	2.00	acres per	1,000	NA	acres per	1,000	NA	NA	Acre(s)

LEVEL OF SERVICE RECOMMENDATIONS SUMMARY

Based on the assumptions and LOS recommendations above,

- Master planned communities should be expected to develop 212 acres of neighborhood parks by 2034. These neighborhood parks will serve only master planned community residents.
- The Town of Prescott Valley should be expected to develop 57 acres of neighborhood parks by 2034. These neighborhood parks will serve residents of the Town who do not reside within master planned communities.
- The Town of Prescott Valley should be expected to develop 212 acres of community parks by 2034. These community parks will serve all residents of the Town.

Based on a thorough review of the parks and recreation system and public input, it is recommended that the Town pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current level of service standard for the projected population in 2034.

The table on the following page details the current and recommended LOS TO BE PROVIDED BY the Town of Prescott Valley.

	2019 Park Inventory	Current Service Levels	Recommended Developed Park Service Levels			2034 Standards	
Park Type	Total Inventory	Current Service Level	Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Mini Park	10.30	0.21 acres per	0.00	acres per	1,000	Meets Standard	- Acre(s)
Neighborhood Parks	45.40	1.51 acres per	3.40	acres per	1,000	Need Exists	57 Acre(s)
Community Parks	113.00	2.26 acres per	3.40	acres per	1,000	Need Exists	212 Acre(s)
Special Use Parks	7.50	0.15 acres per	0.00	acres per	1,000	Meets Standard	- Acre(s)
Open Space/Conservation Lands	100.00	2.00 acres per	NA	acres per	1,000	NA	NA Acre(s)
Total Developed Park Acreage	276.20	4.13 acres per	6.80	acres per	1,000	Need Exists	269 Acre(s)
OUTDOOR AMENITIES							
Archery Range	-	1.00 site per	1.00	site per	50,000	Need Exists	2 Site per
Baseball/Softball Fields (Lighted)	6.00	1.00 field per	1.00	field per	8,500	Need Exists	5 Field(s)
Baseball/Softball Fields (Not-Lighted)	7.00	1.00 field per	1.00	field per	8,500	Need Exists	4 Field(s)
Disc Golf Course	-	1.00 site per	1.00	site per	50,000	Need Exists	2 Site(s)
Dog Park	1.00	1.00 site per	1.00	site per	15,000	Need Exists	1 Site(s)
Outdoor Basketball Courts	6.00	1.00 court per	1.00	court per	25,000	Meets Standard	- Court(s)
Outdoor Swimming Pool	1.00	1.00 site per	1.00	site per	50,000	Meets Standard	- Site(s)
Pickleball Courts	4.00	1.00 court per	1.00	court per	10,000	Meets Standard	- Court(s)
Picnic Shelters	41.00	1.00 site per	1.00	site per	650	Need Exists	5 Site(s)
Playgrounds	17.00	1.00 site per	1.00	site per	1,500	Need Exists	3 Site(s)
Rectangular Fields (Lighted)	3.00	1.00 field per	1.00	field per	17,000	Need Exists	3 Field(s)
Rectangular Fields (Not-Lighted)	5.00	1.00 field per	1.00	field per	10,000	Need Exists	1 Field(s)
Sand Volley Ball Courts	2.00	1.00 court per	1.00	court per	50,000	Meets Standard	- Court(s)
Skate Park	1.00	1.00 site per	1.00	site per	50,000	Need Exists	1 Site(s)
Tennis Courts	6.00	1.00 court per	1.00	court per	10,000	Meets Standard	- Court(s)
INDOOR RECREATION CENTER							
Indoor Rec/Community Center (square feet)	17300	0.35 SF per person	2.25	SF per Person		Need Exists	50,200 Square Feet

6.4 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

6.4.1 SERVICE AREA EQUITY MAPPING – CURRENT INVENTORY

The Prescott Valley Parks and Recreation system has evolved over time and distribution of sites and facilities throughout the community is reflected in the current site locations.

To further illustrate the distribution of current park types and amenities in the Town, an equity-mapping analysis was conducted to show the service areas and the gaps in service of the *current* inventory of park types and amenities based on the *recommended* LOS standard. The recommended standard established per 1,000 residents per acre of park type or number of residents per type of amenity are also indicated in the map title.

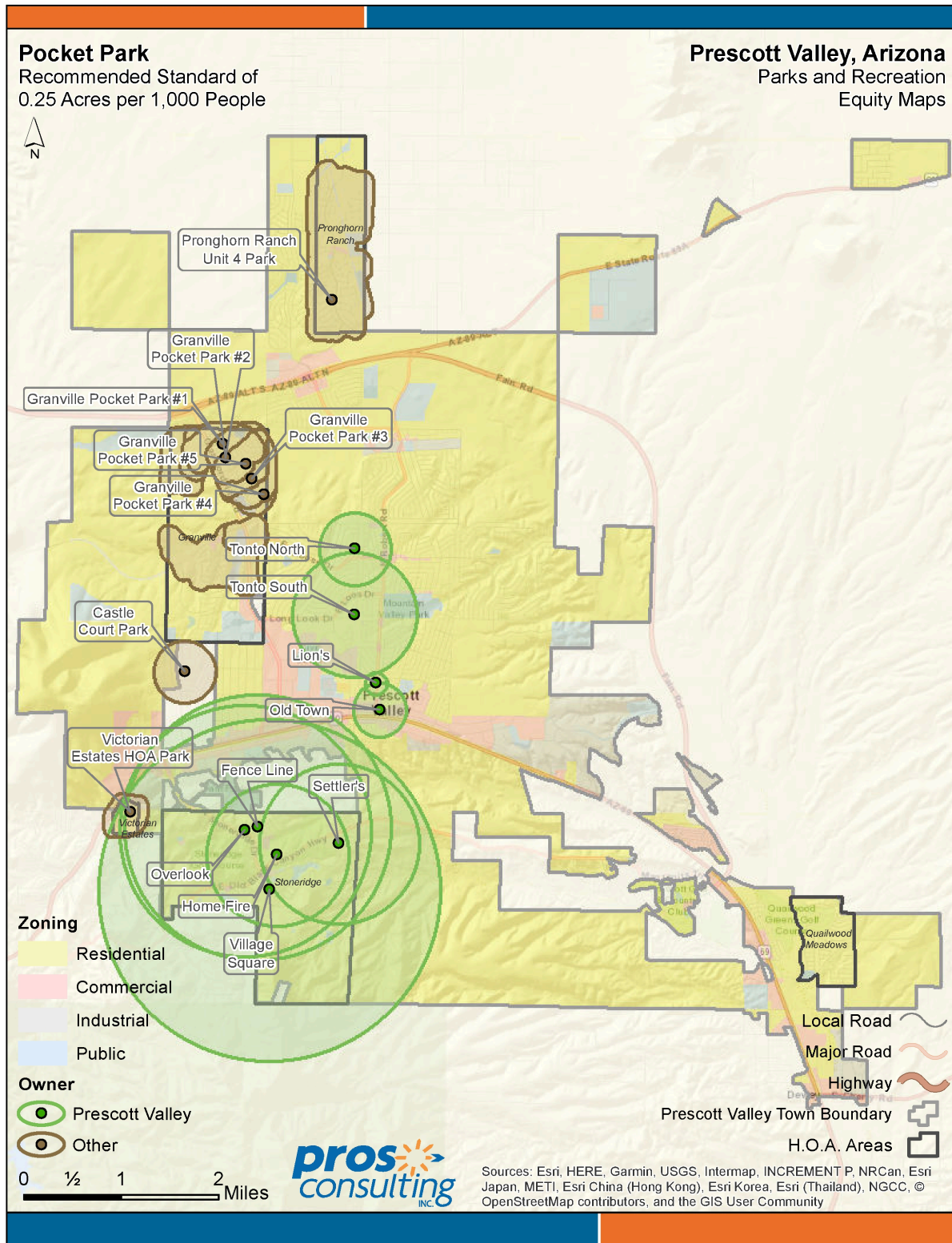
The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities.

Although there are occasions when the service area may extend beyond the Town's borders, only Prescott Valley's population was utilized for calculating service area standards in this analysis.

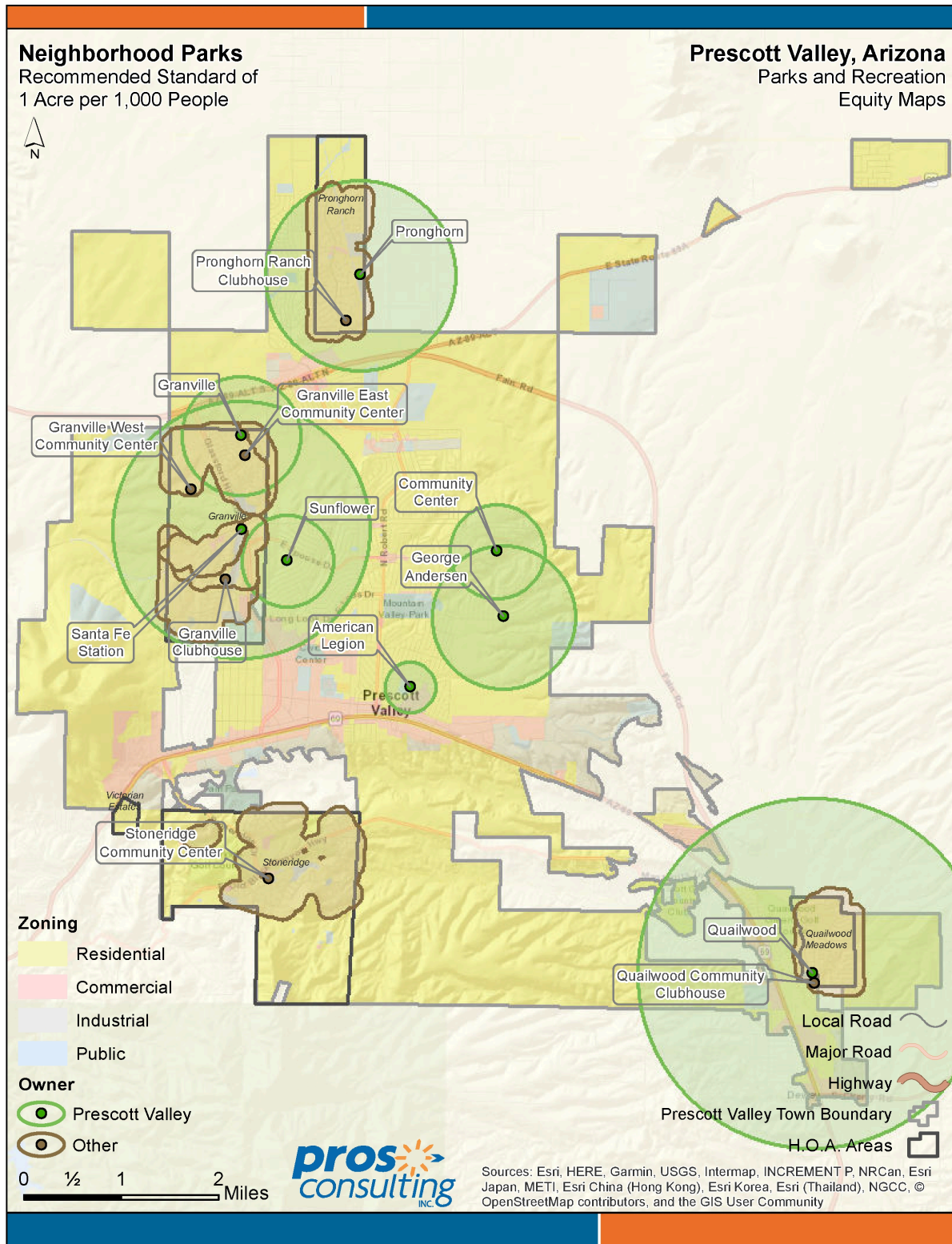
Community-wide maps of existing park types or classifications identified in this Master Plan, as well as the major park amenities, are provided in the pages that follow. The maps on the following pages identify existing:

- Mini Parks
- Neighborhood Parks
- Community Parks
- Special Use Parks
- Ball Diamond Fields
- Rectangular Fields
- Playgrounds
- Dog Park
- Outdoor Basketball Courts
- Tennis Courts
- Pickleball Courts
- Picnic Shelters
- Skate Park
- Indoor Recreation/Community Centers
- Outdoor Swimming Pools

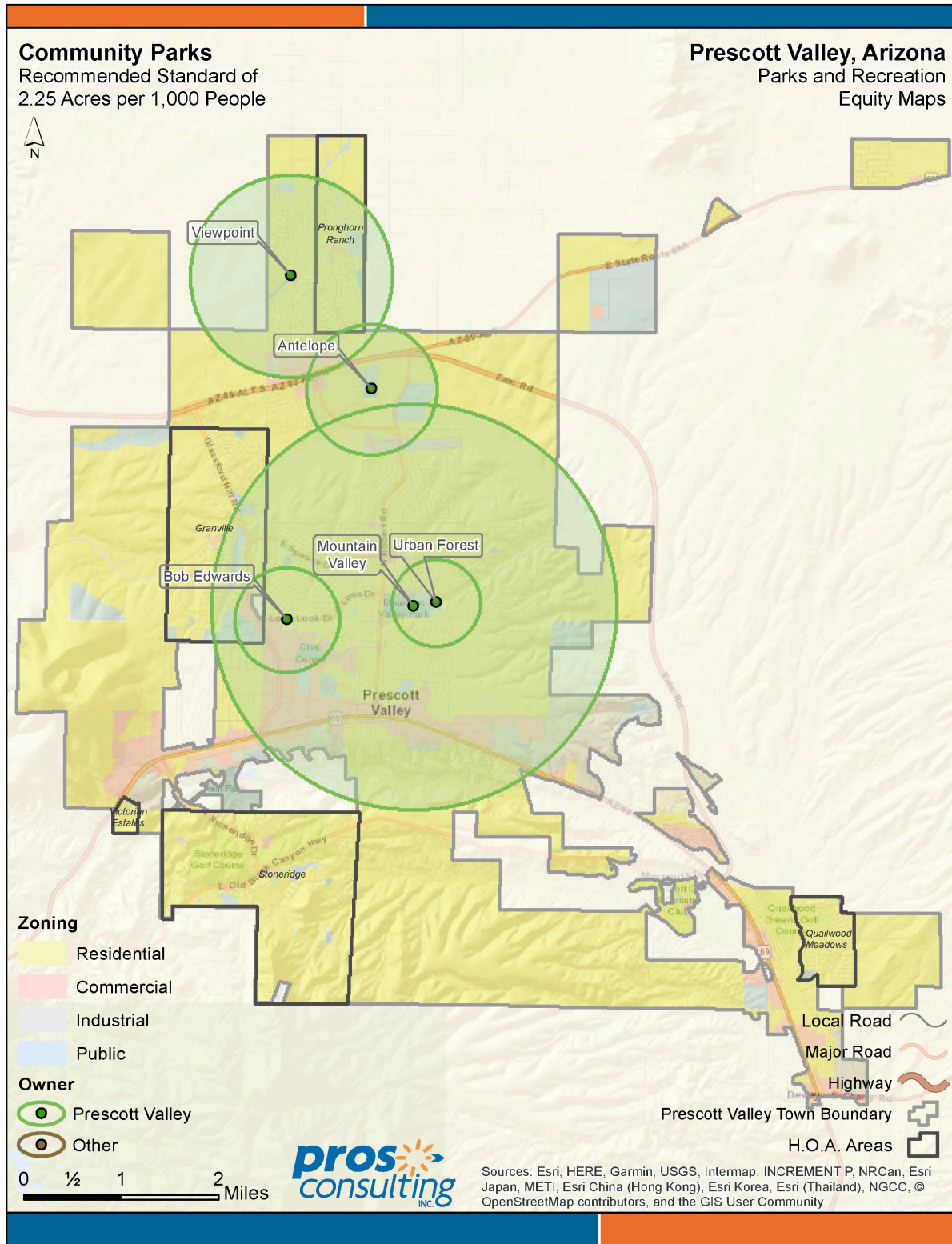
Mini Parks - Per the 2025 General Plan and the recommended Level of Service in the Master Plan, it is not recommended that the Town pursue the development of Mini Parks in the future.



Neighborhood Parks - Opportunities exist to develop neighborhood parks as part of master planned community development.



Community Parks - Opportunities exist to develop community parks as part of the Agua Fria Park Project in partnership with the Arizona State Land Trust.



Special Use Parks
Recommended Standard of
0.25 Acres per 1,000 People

Prescott Valley, Arizona
Parks and Recreation
Equity Maps

Zoning

- Residential
- Commercial
- Industrial
- Public

Owner

- Prescott Valley
- Other

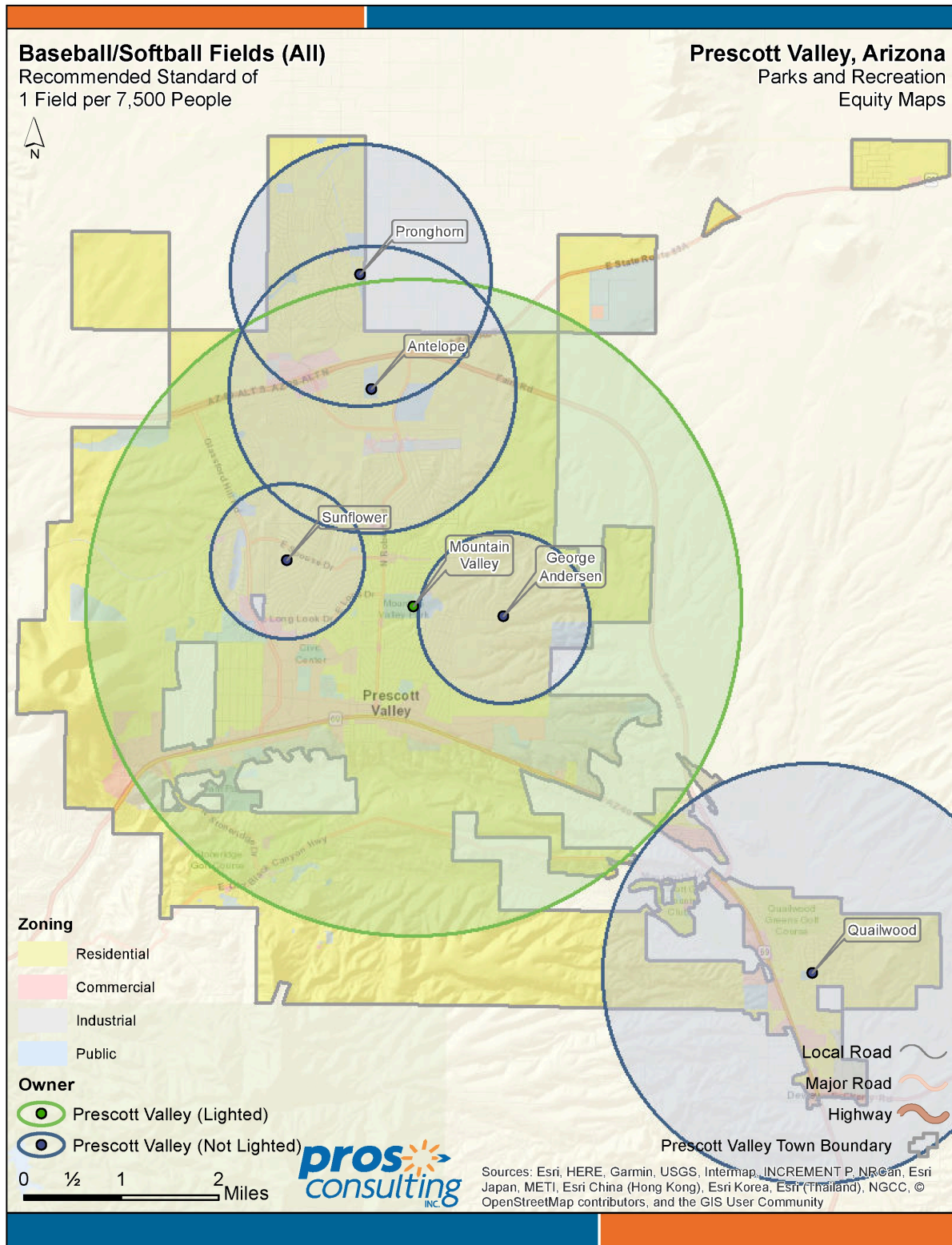
Legend:

- Local Road
- Major Road
- Highway
- Prescott Valley Town Boundary
- H.O.A. Areas

Scale: 0 1/2 1 2 Miles

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community

Baseball/Softball Fields - Existing ball diamond fields provide adequate equity throughout the community.



Rectangular Fields (All)
Recommended Standard of
1 Field per 15,000 People

Prescott Valley, Arizona
Parks and Recreation
Equity Maps

Zoning

- Residential
- Commercial
- Industrial
- Public

Owner

- Prescott Valley (Lighted)
- Prescott Valley (Not Lighted)

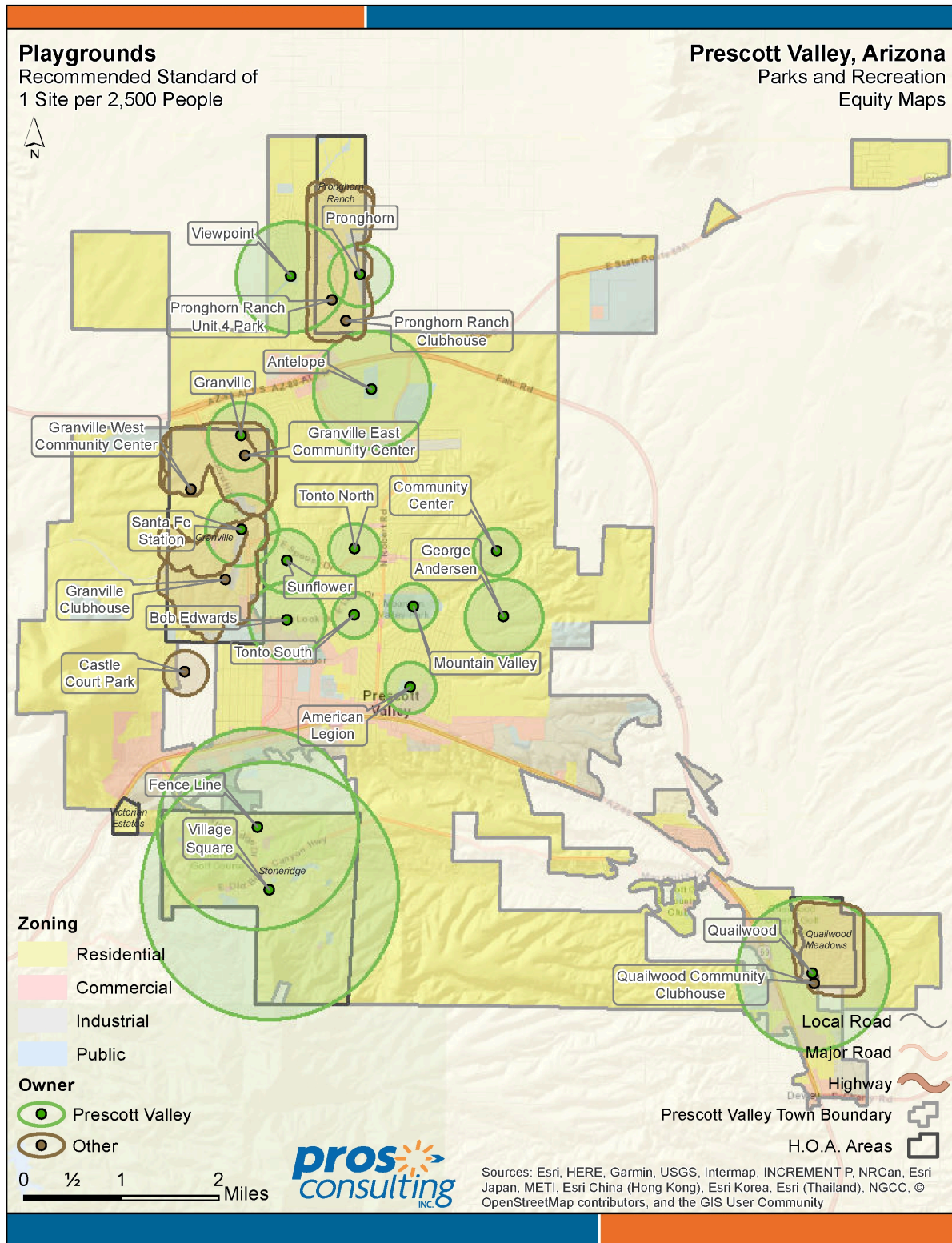
Legend:

- Local Road
- Major Road
- Highway
- Prescott Valley Town Boundary

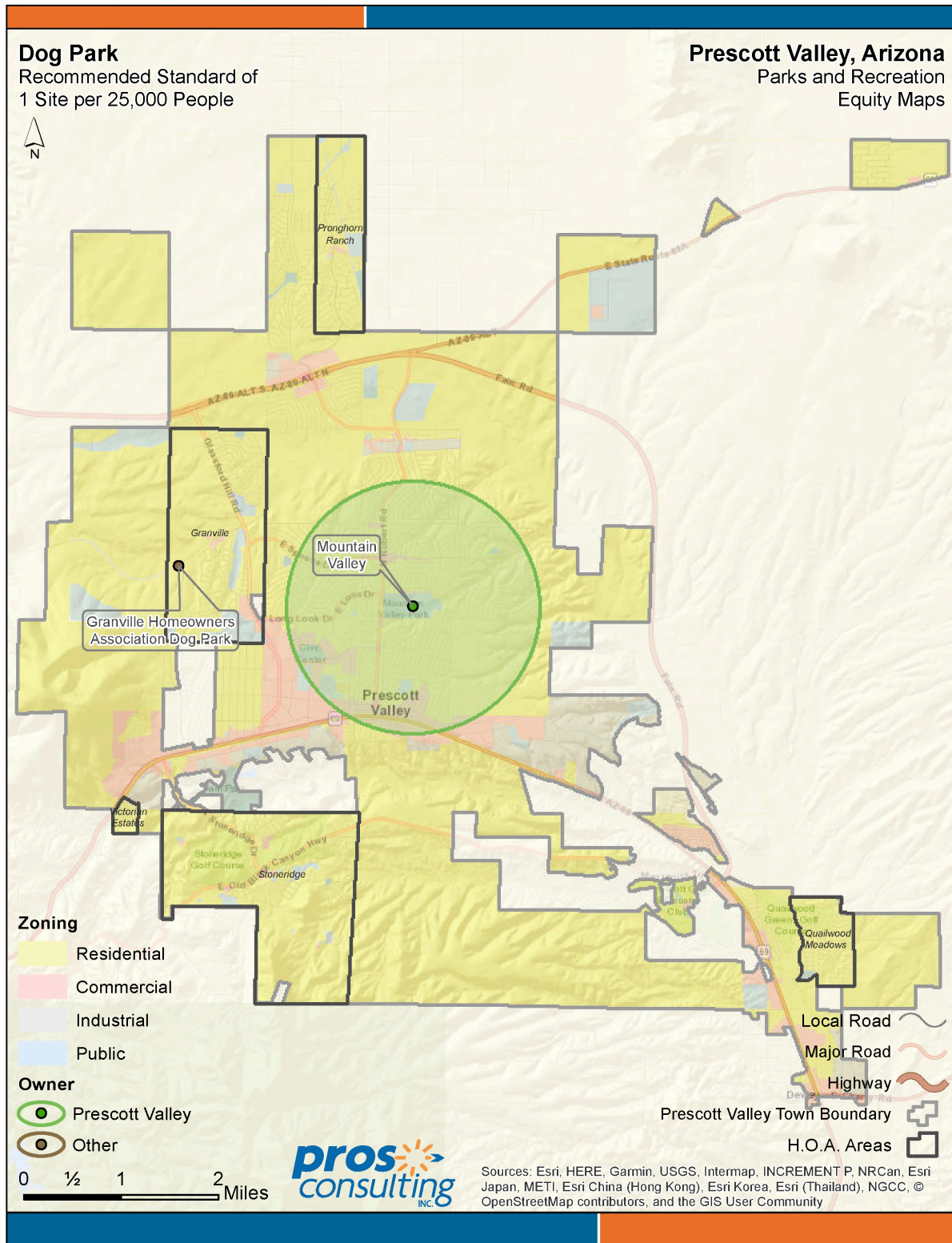
Scale: 0 1/2 1 2 Miles

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community

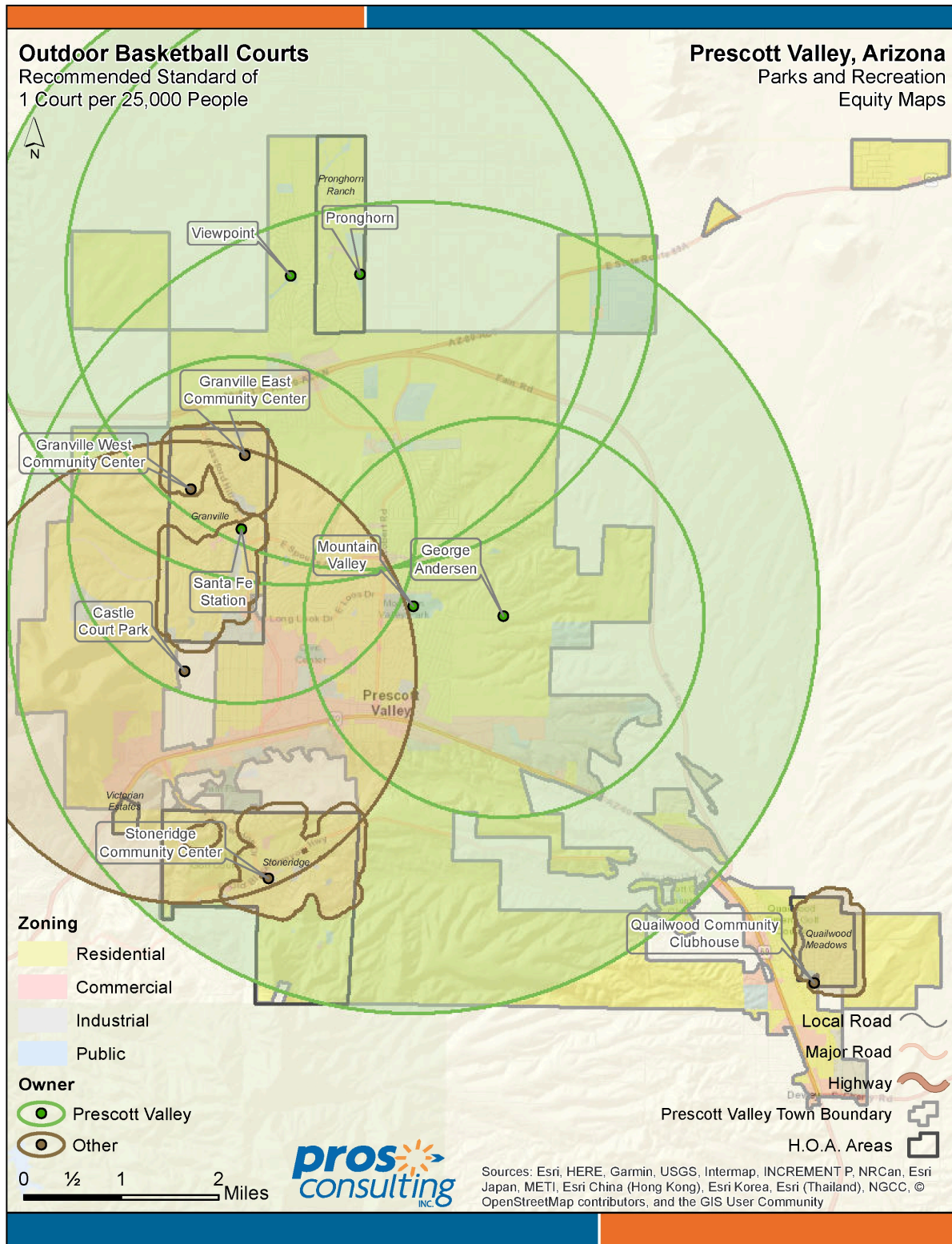
Playgrounds - Opportunities exist to add playgrounds to the parks and recreation system as neighborhood and community parks are developed.



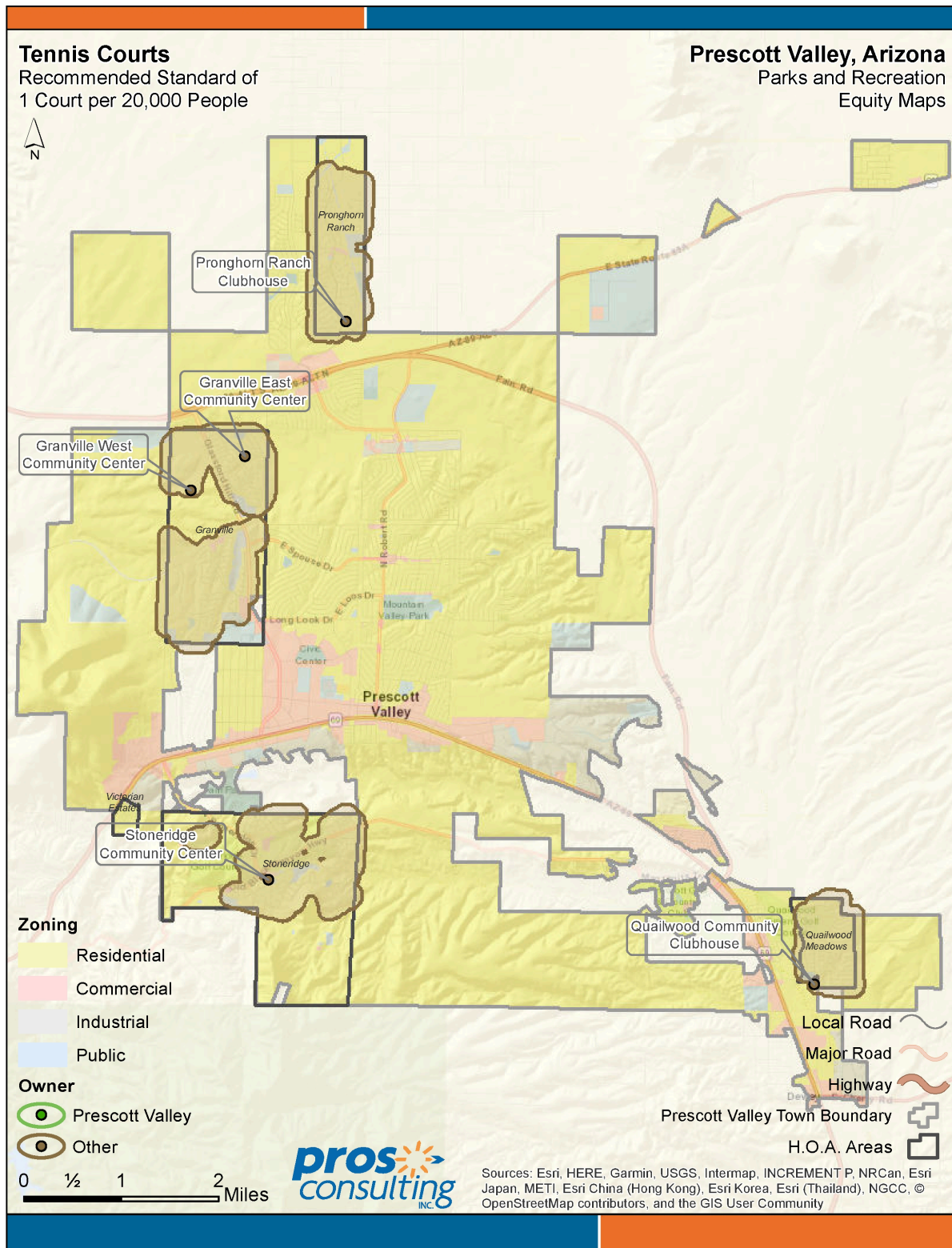
Dog Parks - Opportunity exists to develop additional dog parks in the northern and southern parts of the Town as part of future neighborhood park as well as Agua Fria Park developments.



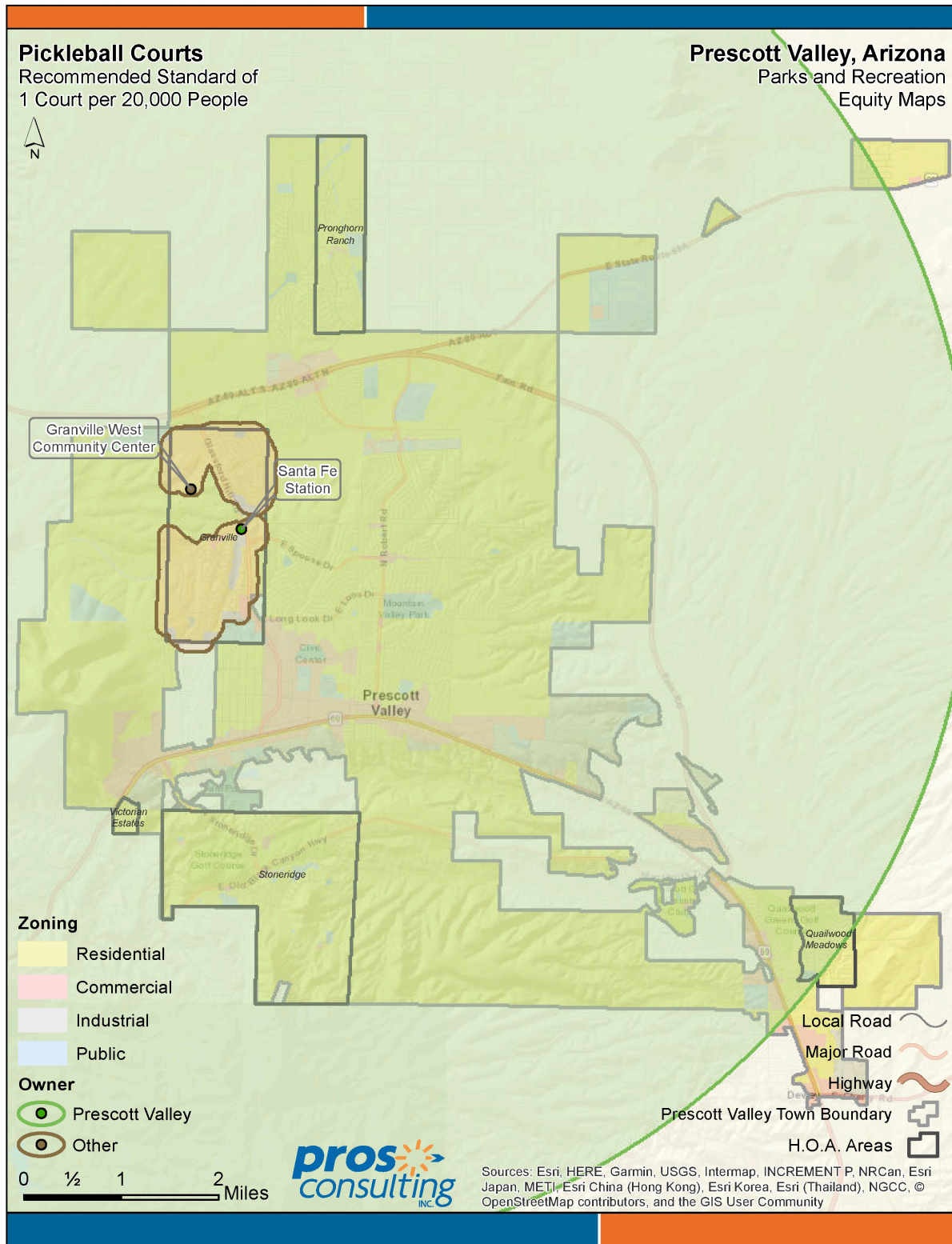
Outdoor Basketball Courts - Existing basketball courts provide for significant equity throughout the Town's developed areas.



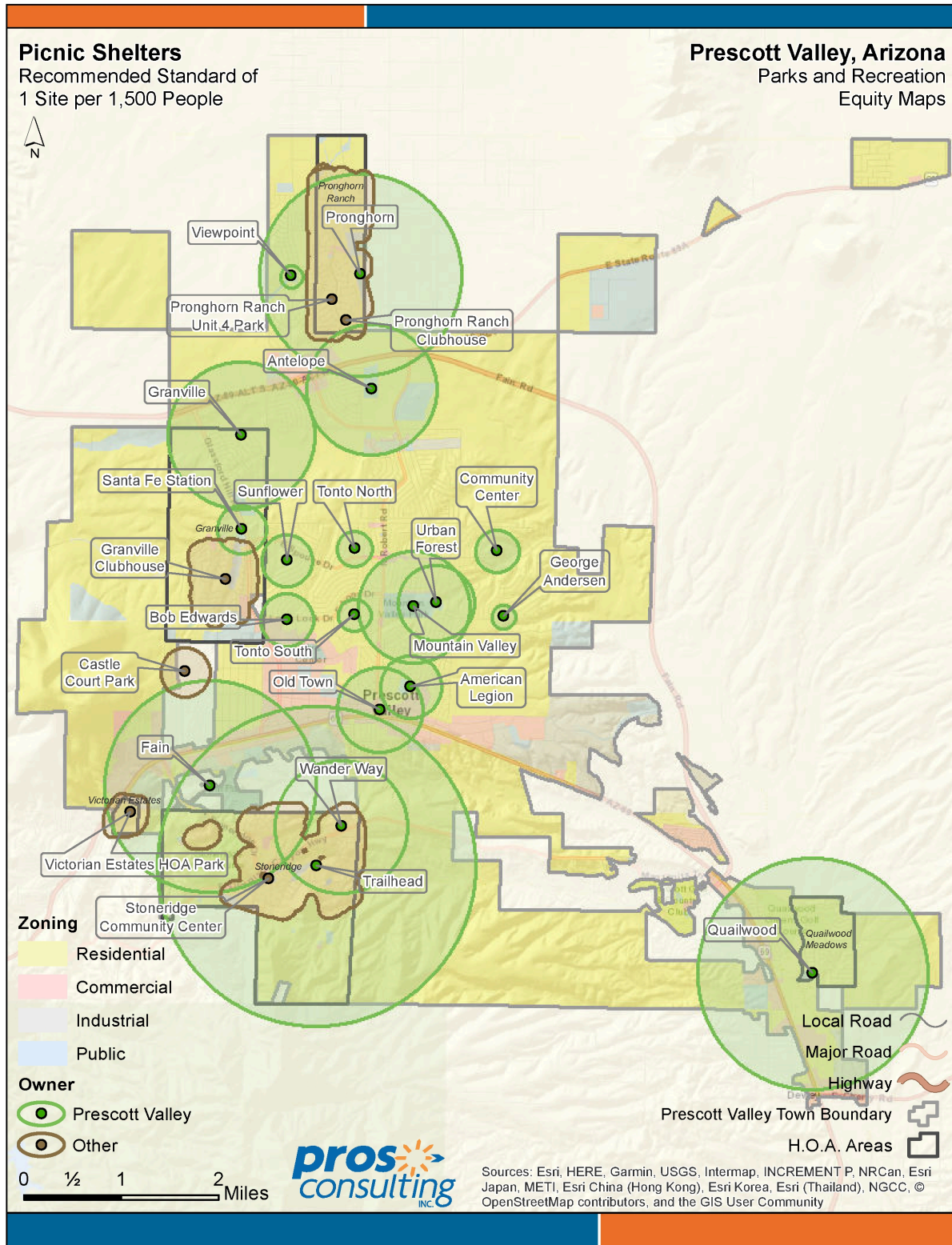
Tennis Courts - Existing tennis courts do not provide for equity outside of master planned communities.



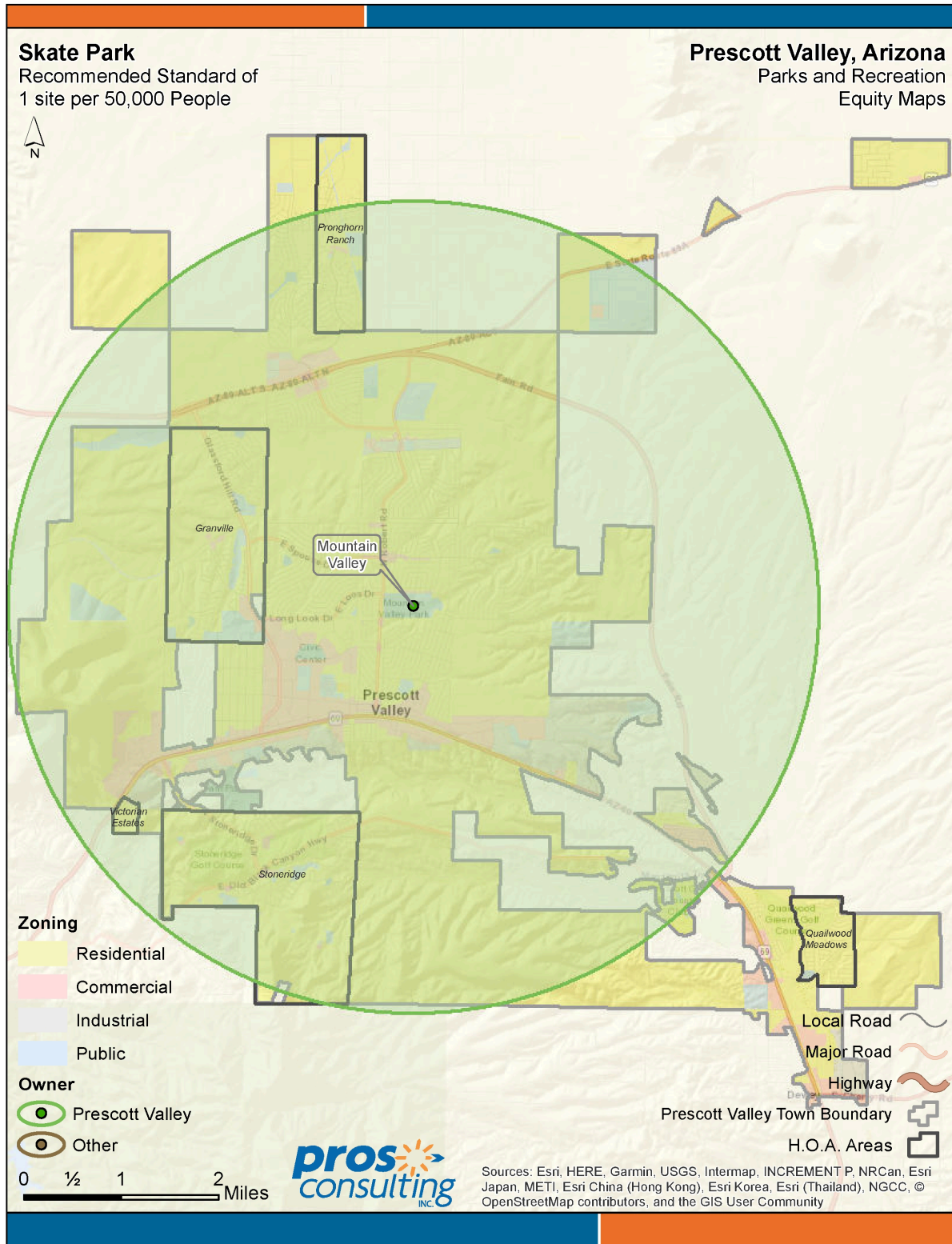
Pickleball Courts - Existing pickleball courts provide for significant equity throughout the Town's developed areas.



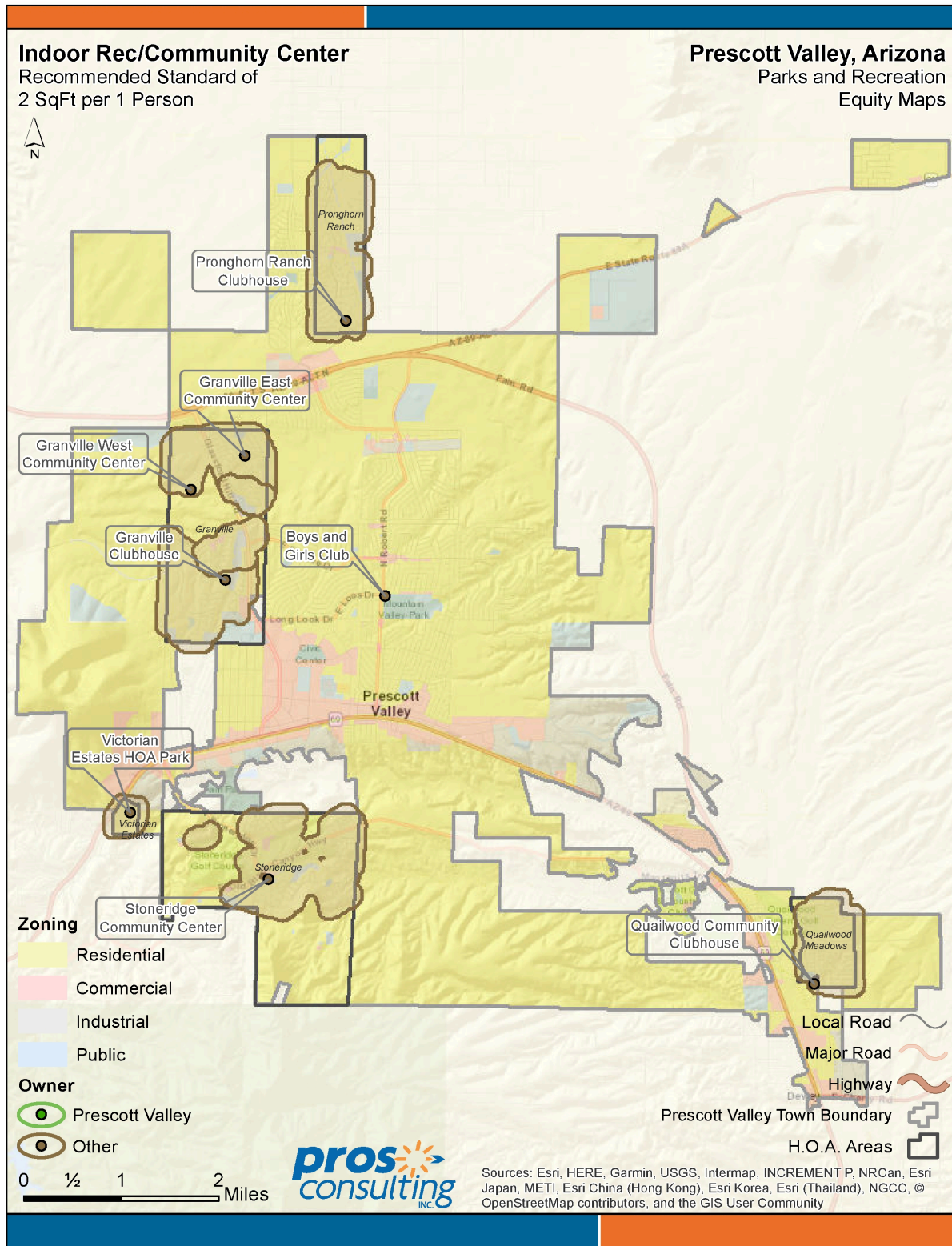
Picnic Shelters - Opportunities exist to add reservable shelters to the parks and recreation system in neighborhood and community parks as they are developed.



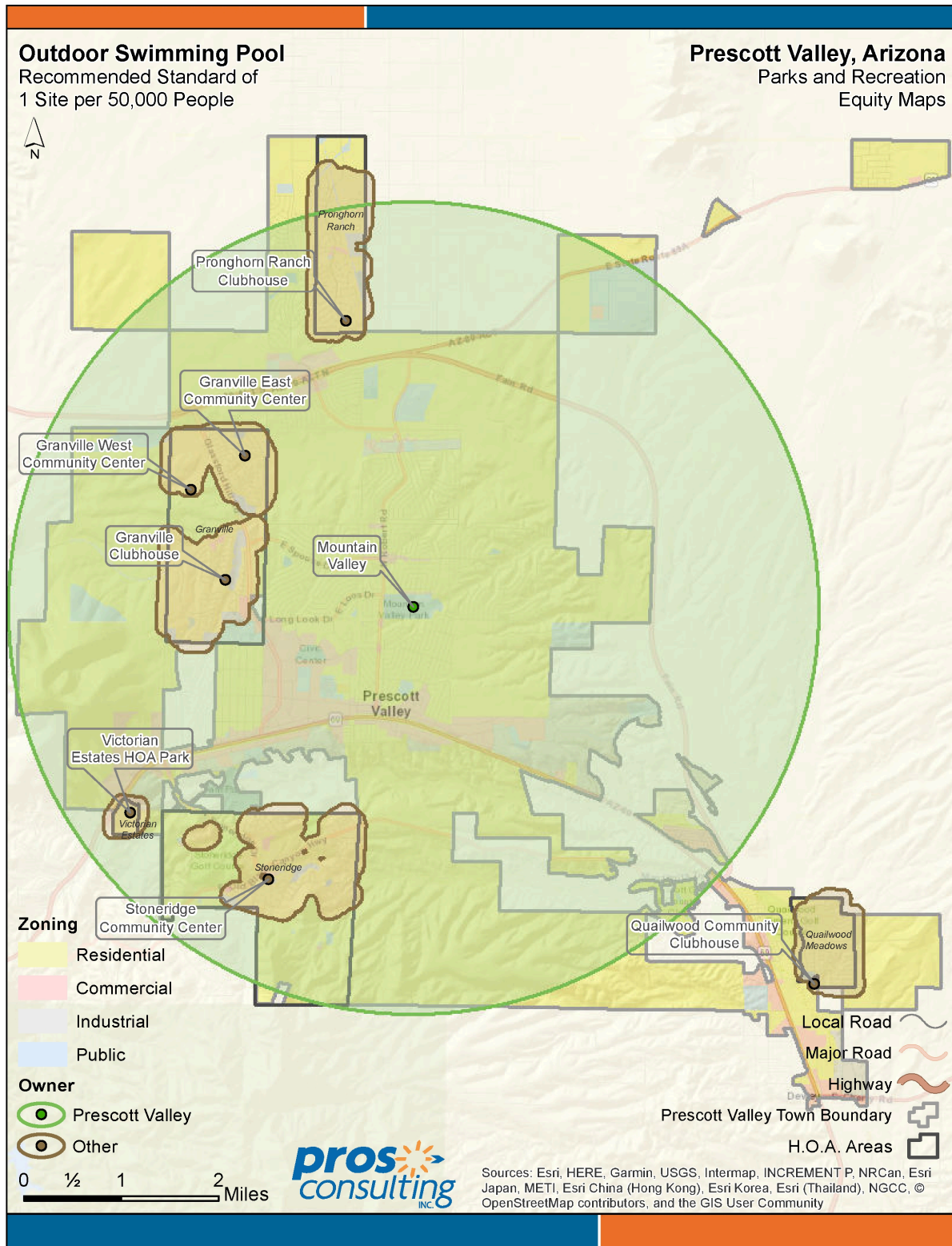
Skate Park - Though adequate coverage exists today; opportunity will exist to add a skatepark as the Town's population nearly doubles in the next 15 years.



Indoor Recreation/Community Centers - Existing recreation facilities do not provide for equity outside of master planned communities.



Outdoor Swimming Pools - Existing outdoor swimming facilities provide for equity within and outside of master planned communities.



CHAPTER SEVEN – 10-YEAR CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the Town's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in this chapter. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding such features as splashpads at Antelope, Bob Edwards and Civic Center. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development, such as the phased in development of Agua Fria Park and 57 acres of future neighborhood parks. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

7.1 10-YEAR CAPITAL IMPROVEMENT PLAN DEVELOPMENT – GENERAL ASSUMPTIONS

The following are the general assumptions utilized in the development of the recommended 10-year capital improvement plan:

- All projects must be financially viable.
- Only projects likely to be implemented within 10-year plan period are included in the plan.
- Projects must be consistent with other planning efforts, where applicable.
- A 5% cost escalator has been applied for each year, to estimate total costs of the CIP.

7.2 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks and trails as well as administrative planning efforts.

SUSTAINABLE PROJECTS (Repair Existing)		
EXISTING PARKS		
Asset	Brief Description	Estimated Total Project Cost
American Legion	Horseshoe Pit, Parking Lot, Playground, Restroom Building, Spectator Shade Area, Storage Building, Swing Set Replacement	\$759,875
Antelope	Footbridge, Parking Lot, Picnic Shelter, Large Group Pavilion, Concrete Pad, Playground, Restroom Building, Swing Set Replacement	\$765,250
Civic Center	Potable Water Source for Events and Expansion of Electrical Capacity	\$125,000
Community Center	Parking Lot, Playground, Restroom Building Replacement	\$568,750
Fain	Footbridge, Parking Lot, Picnic Area, Interpretive Area, Observation Platform, Unmanned Aircraft Area, Walking Path (non-paved) Replacement and Lake/Pond Dredging	\$1,219,710
Fence Line	Picnic Area and Entry Signage Replacement	\$9,875
George Andersen	Baseball/Softball Diamond, Basketball Court, Parking Lot, Restroom/Pavilion Replacement	\$667,500
Granville	Playground, Restroom Building, Entry Signage Replacement	\$543,125
Home Fire	Entry Signage	\$3,125
Lion's	Picnic Area and Entry Signage Replacement	\$9,875
Mountain Valley	Athletic Field Lighting, Footbridge, Picnic Area, Par Course, Picnic Shelter, Restroom Building, Scorer Tower/Restroom Building, Skate/Bike Park, Storage Building Replacement, Synthetic Turf Replacement and Outdoor Aquatic Center Assessment	\$9,837,250
Old Town	Disposal of Property	(\$16,100)
Pronghorn	Parking Lot, Picnic Shelter, Playground, Restroom Building, Entry Signage and Soccer Field Replacement	\$747,375
Quailwood	Baseball/Softball Diamond, Parking Lot, Playground, Entry Signage Replacement	\$315,625
Settler's	Entry Signage	\$3,125
Trailhead	Entry Signage	\$3,125
Urban Forest/Yavapai Lakes	Lake/Pond Dredging and Parking Lot, Restroom Building Replacement	\$500,000
Viewpoint	General Turf Improvements - System-Wide	\$602,750
Village Square	Parking Lot, Playground, Restroom Building, Swing Set Replacement	\$202,500
Wander Way	Horseshoe Pit, Picnic Shelter, Entry Signage Replacement	\$73,225
Misc System-Wide Parks Irrigation Improvements	ADA Improvements, FFE Replacement	\$500,000
SUBTOTAL EXISTING PARKS		\$17,440,960
EXISTING TRAILS		
Asset	Brief Description	Estimated Total Project Cost
System-wide	Paved Trail Maintenance	\$68,080
SUBTOTAL EXISTING TRAILS		\$68,080
ADMINISTRATIVE PROJECTS		
Asset	Brief Description	Estimated Total Project Cost
Urban Forestry Mgmt Plan Update	Update Urban Forest Management Plan	\$100,000
Parks Master Plan Update 2030	Update Parks Master Plan in 2030 (10 Year Update)	\$225,000
SUBTOTAL ADMINISTRATIVE PROJECTS		\$325,000
TOTAL SUSTAINABLE PROJECTS		\$17,834,040

7.2.1 SUSTAINABLE PROJECT HIGHLIGHTS

- \$8.0 Million or 44%: Synthetic Turf Replacement at Mountain Valley Park
- \$3.9 Million or 22%: System-wide Restroom Building Replacement.
- \$1.6 Million or 9%: System-wide Playground Replacement.
- \$750,000 or 4%: Lake/Pond Restoration (Fain and Urban Lakes).
- \$625,000 or 3%: Athletic Field Lighting Replacement (Mountain Valley).
- \$500,000 or 3%: System-wide Irrigation System Replacements.
- \$325,000 or 2%: Park Master Plan 2030/Urban Forest Management Plan Updates.

7.3 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the expanded service options.

EXPANDED SERVICE PROJECTS (Upgrade and Renovation)		
EXISTING PARKS		
Asset	Brief Description	Estimated Total Project Cost
Antelope	Add Fencing and Splashpad	\$432,000
Bob Edwards	Add Splashpad	\$405,000
Civic Center	Add Splashpad	\$405,000
SUBTOTAL EXISTING PARKS		\$1,242,000
TOTAL EXPANDED SERVICE PROJECTS		\$1,242,000

7.3.1 EXPANDED SERVICE PROJECT HIGHLIGHTS

- \$1,215,000 or 98%: Splashpads at Antelope, Bob Edwards and Civic Center.
- \$27,000 or 2%: Fencing at Antelope Park.



7.4 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities desired by the community. It can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the Town's focus because they feature a high probability of success.

VISIONARY PROJECTS (New/Major Upgrade)		
EXISTING PARKS		
Asset	Brief Description	Estimated Total Project Cost
Fain	Barlow Massick Site Improvements and Natural Area Management Study	\$8,225,000
Sunflower	Site Specific Master Plan and Park Redevelopment	\$1,885,000
Tonto North	Site Specific Master Plan and Park Redevelopment	\$548,500
Tonto South	Site Specific Master Plan and Park Redevelopment	\$953,500
SUBTOTAL EXISTING PARKS		\$11,612,000
NEW PARK DEVELOPMENT		
Asset	Brief Description	Estimated Total Project Cost
Agua Fria Park		
Phase 1 - 70 acres	New Community Park	\$26,250,000
Phase 2 - 70 acres	New Community Park	\$26,250,000
Phase 3 - 70 acres	New Community Park	\$26,250,000
Neighborhood Park Development (57 acres)	New Neighborhood Parks	\$21,375,000
SUBTOTAL NEW PARK DEVELOPMENT		\$100,125,000
TOTAL VISIONARY PROJECTS		\$111,737,000

7.4.1 VISIONARY PROJECT HIGHLIGHTS

- \$100.1 Million or 89%: New Park Development (210 acres of Agua Fri Park and 57 acres of neighborhood parks)
- \$3.4 Million or 3%: Park Redevelopment (Sunflower, Tonto North, Tonto South)
- \$8.2 Million or 8%: The Barlow-Massicks House Restoration at Fain Park

7.5 CAPITAL IMPROVEMENT SUMMARY BY TIER

The following table summarizes the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	\$17,834,040
Expanded Service Projects	\$1,242,000
Visionary Projects	\$111,737,000
TOTAL	\$130,813,040

7.6 CAPITAL IMPROVEMENT SUMMARY BY PROJECT TYPE AND TIMELINE

The following tables summarize the capital improvement plan associated with the Master Plan by project type and timeline.

Project Type	Estimated Total Project Cost
Existing Parks	\$30,294,960
Existing Trails	\$68,080
New Park Development	\$100,125,000
Administrative Projects	\$325,000
TOTAL	\$130,813,040

Term	Estimated Total Project Cost
Short Term (Years 1-5)	\$15,128,855
Long Term (Years 6-10)	\$115,684,185
TOTAL	\$130,813,040

7.6.1 YEARS 1-5 HIGHLIGHTS

- **Park Improvements:** Projects include, but not limited to, the lifecycle replacement of synthetic turf, irrigation systems, playgrounds, benches, signage, parking lots, lake/dredging and restrooms buildings.
- **Trail Improvements:** Minor repaving projects system-wide.
- **Administrative Projects:** Urban Forest Management Plan project.

7.6.2 YEARS 6-10 HIGHLIGHTS

- **Park Improvements:** Projects include splashpad additions at Antelope, Bob Edwards and Civic Center.
- **New Park Development:** Projects include the development of 57 new acres of neighborhood parks and a three phase development of Agua Fria Park.



7.7 PROJECT PRIORITIZATION CRITERIA

In order to help prioritize projects based on limited funding sources, staff developed draft criteria for evaluating a project's ability to meet a variety of park and recreation needs and provide additional benefits. The criteria are shown in the table on the following page and focus on the following:

- **Financial Viability** - All projects must demonstrate that funding is available for both capital and long-term operations and maintenance costs. The Town should not take on a project that it cannot afford to maintain.
- **Immediate Projects** - Projects needed due to health, safety, legal and/or ADA issues, as well as to protect the Town's current investment in facilities.
- **Benefit-Driven Projects** - Projects that meet the park land and amenity needs of the community, complete a partially-developed project and/or serve as a potential catalyst for economic development.
- **Opportunity-Driven Projects** - Projects that leverage resources and offer partnership opportunities, are located on a significant site and/or promote economic development opportunities.

Town of Prescott Valley Parks and Recreation Master Plan Update Project Prioritization Criteria		
	Category	Description
For All Projects	1. Financial Viability	All projects must demonstrate that funding is available for capital AND long-term operation/maintenance costs.
	2. Health/Safety/Legal/ADA	Immediate health & safety risk, ADA improvements, settlement requirements.
Immediate	3. Taking Care of Existing Investments	Lifecycle replacement and enhancement of existing parks, trails and building facilities.
	4. High Unmet Need	Development of amenities based on unmet needs identified in the Level of Service (LOS) analysis.
Benefit-Driven	5. Parkland Deficiency	Land/project is located in a park-poor area (deficient in meeting 6.4 acres of parkland/ per 1,000 residents and/or contributes park land needed based on the LOS analysis.
	6. Completeness	Site or trail is partially improved. Benefits are limited until site is fully developed.
	7. Economic Revitalization	Potential for project to serve as a catalyst for other investment.
	8. Ability to Leverage Resources	Are other projects occurring on or near the site or are there other funding sources available?
Opportunity-Driven	9. Partnership Opportunities	Partnership will help fund improvements and/or long-term operation/maintenance costs.
	10. Site Significance	Site has been identified as a public priority.

CHAPTER EIGHT – CAPITAL IMPROVEMENT PLAN FUNDING

In order to continue to build and maintain the parks and recreation system, funding should be pursued for operations and capital improvement projects, such as those presented in this plan.

New, sustainable funding sources are essential to implementing a capital improvement plan. There is substantial potential for increasing revenues for the parks and recreation system while still providing affordable recreation opportunities. The following are high level funding options that should be vetted as the Department updates its Needs Assessment and develops a one to ten-year capital improvement program in 2021.

8.1 PRIMARY FUNDING SOURCES

8.1.1 GRANTS

The grant market continues to grow annually. Grant writers and researchers are essential if the Department is to pursue grants. Matching dollars are required for most federal grants and many state grants.

8.1.2 COMMUNITY PARKS FOUNDATION

The development of a Prescott Valley Parks Foundation would be a joint-development funding source with Prescott Valley. The foundation would operate as a non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs.

The dollars that would be raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that Prescott Valley's Parks and Recreation Department needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park-related memorabilia, etc.

Private donations may be received in the form of cash, securities, land, facilities, recreation equipment, art, or in-kind services.

8.1.3 CAPITAL IMPROVEMENT FEES

Many park and recreation systems add a capital-improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters, and special-use facilities like sports complexes. The dollars gained either offset the cost of the capital improvement or the revenue bond that was used to develop or enhance the special-use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.

8.1.4 PARK DEVELOPMENT FEES

Many municipalities seek developer contributions for parklands and for the development of trails that run through the property being developed. The developer perceives the enhanced value such improvements mean for her or his development. Park or trail dedication as a requirement of subdivision development is a reliable means for maintaining equity of access to parks and trails.

8.1.5 PARK, OPEN SPACE, AND TRAIL BOND ISSUES

Agencies typically seek park bonds to meet park related needs. The key is to use debt financing through bonds to address needs that are both unmet and clearly a community priority. It is best to propose a capital-bond project that serves a variety of users and needs. Even in the worst economic downturn, most bond issues have been passing because communities are the direct recipient of the money, and the funding directly benefits residents.

8.1.6 PARTNERSHIPS

Partnerships are joint-development funding sources or operational funding sources formed between separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

8.2 OTHER FUNDING OPTIONS

8.2.1 FRIENDS ASSOCIATION

Friends associations are typically formed to raise money for a single purpose, such as a specific park facility or program that will better the community.

8.2.2 CORPORATE AND PERSONAL LEAD GIVING

Corporate and personal giving involves the Department seeking corporate funds or personal gifts via a foundation partner or through personal contacts that are used to catalyze wider giving in support of a specific project or operation. The lead donations set the precedent for additional giving over a period of one year up to five years.

8.2.3 DONATIONS

Private donations are a popular form of fundraising by public agencies, particularly for facilities and services that are highly visible and valued by the public. Donations can be channeled through a foundation or friends group aligned with the parks and recreation system's priorities. Donations can be made through one or more of the following methods:

- Donations of cash to a specific park or trail segment by community members and businesses
- Donations of services by large corporations to reduce the cost of park or trail implementation, including equipment and labor to construct and install elements of a specific park or trail
- Reductions in the cost of materials purchased from local businesses that support parks and trails implementation, and can supply essential products for facilities

8.2.4 USER FEES

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services in operating a park or a recreation facility, or in delivering programs. A perception of "value" needs to be instilled in the community for the benefits the agency is providing to the user for exclusive use. Future fees could be charged by the agency based on cost-recovery goals for the

parks and core recreation services, based on the level of exclusivity the user receives compared to the general taxpayer.

8.2.5 RECREATION SERVICE FEES

This is a dedicated user fee for the purpose of constructing and maintaining recreation facilities. The fee can apply to all activities that require a reservation. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special-interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

8.2.6 PARK REVOLVING FUND

This is a dedicated fund replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program-user fees, and rental fees within one or more parks. The agency could establish a revolving fund to support maintenance at multiple parks.

8.2.7 ADVERTISING SALES

Advertising can occur with trash cans, playgrounds, dog parks, trails, flower pots, and as part of special events to pay for operational costs.

8.2.8 MAINTENANCE ENDOWMENT FUND

This is a fund dedicated exclusively for a park's maintenance and is funded by a percentage of user fees from programs, events, and rentals. The fee is paid by users and is added to a dedicated fund for facility and equipment replacement, such as fitness equipment, water slides, lights, artificial turf, and park-maintenance equipment.

8.2.9 LEASE BACKS

This is another source of capital funding wherein banks or private placement-fund companies develop a park or recreation attraction or complex by purchasing the land, developing a recreational attraction, and then leasing it back to the agency to pay off the land or capital costs over a 30- to 40-year period. Agencies may find this source attractive because typically they can increase operational budgets more easily than finding capital dollars to pay off the lease over a set period of time.

8.2.10 FRANCHISE FEE FOR UTILITY RIGHT-OF-WAYS

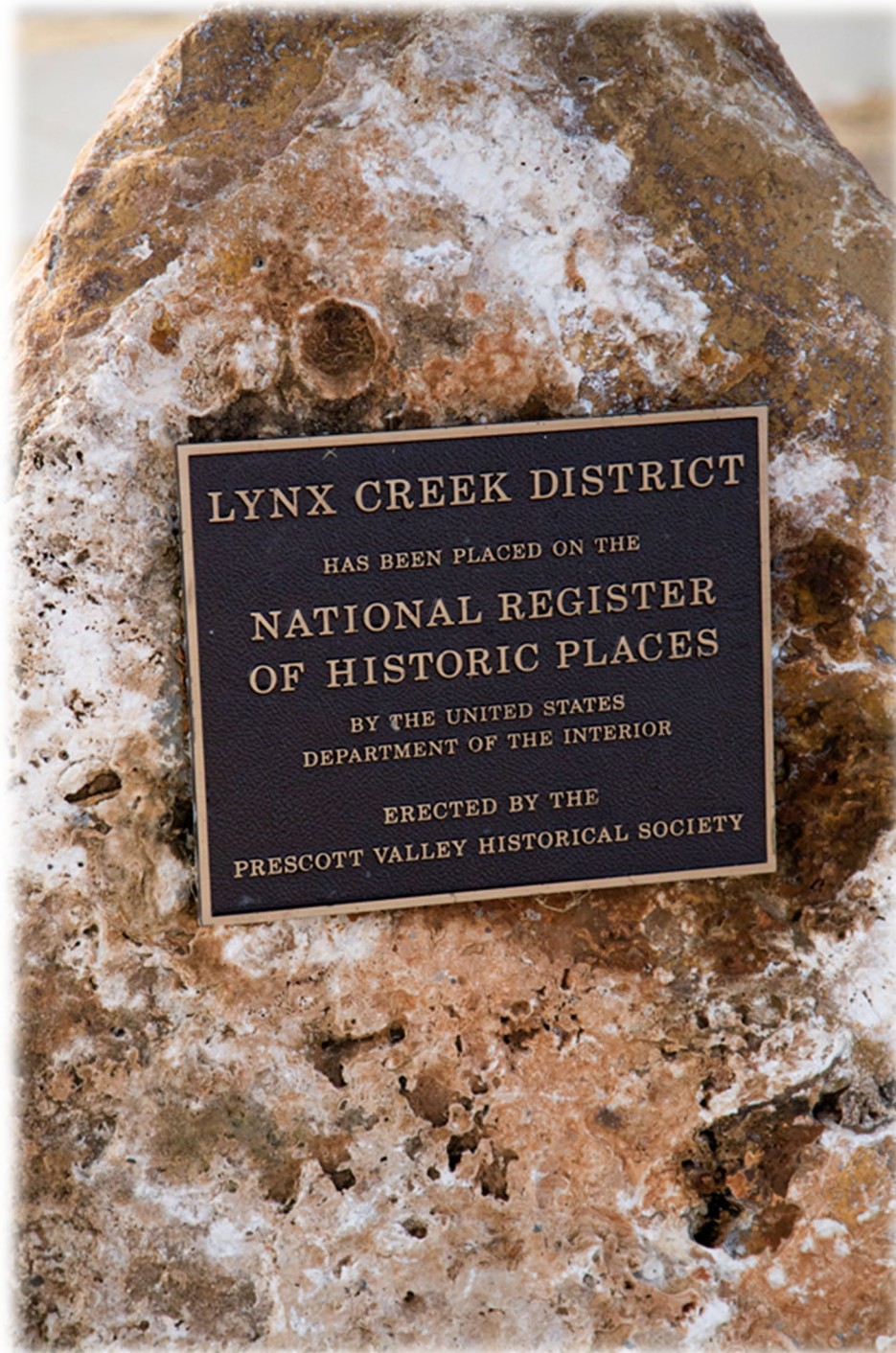
Many agencies have sold the development rights below the ground to utility companies for fiber optic lines, water, sewer, electricity lines, and cable conduits on a linear foot basis.

8.2.11 CATERING PERMITS AND SERVICES

This allows caterers to work in the park-and-recreation system on a permit basis with a set fee or a percentage of food sales returning to the Department. Many Departments have their own catering-service contracts and receive a percentage (10-15%) from the sale of food and drinks. This may be most suitable for large or special events occurring on publicly-owned properties. Another form of fee income is the temporary business license.

8.2.12 PRIVATE CONCESSIONAIRES OPERATING WITHIN A LAND LEASE

Contracts with private businesses to provide and operate desirable recreational activities provide compensation to the agency through a land lease. Contractors may include coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets, and small businesses. Land leases are usually based on 15% of the value of the land plus a percentage of gross revenues from the contractor on an annual basis.



CHAPTER NINE – PARKS MAINTENANCE ASSESSMENT

Parks, facilities and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The chart below illustrates the acreage maintained by the Town of Prescott Valley's Parks and Recreation Department.

Park Type	Total Inventory
Mini Park	10.30
Neighborhood Parks	45.40
Community Parks	113.00
Special Use Parks	7.50
Open Space/Conservation Lands	100.00
Total Developed Park Acreage	276.20

Parks have played a major role in the livability of Prescott Valley since its inception. Today, the park system consists of approximately 276 acres of developed, natural area, and green spaces woven throughout the Town. Today, park facilities include one outdoor pool, 17 playgrounds, 41 picnic shelters, one skate park, one dog park, four pickle ball courts, six outdoor basketball courts, 20 athletic fields and miles of hard and soft surface multi-use trails. The Core Services that the Park Maintenance Division provides are:

- Park Lands Management and Maintenance.
- Community Partnerships and Events.

9.1 PARKS MAINTENANCE KEY FINDINGS

- **Lines of Service:** The core lines of service (functions) performed by the Parks Division are numerous and are as follows:

Park Maintenance Lines of Service
Athletic Field Lining/Layout
Citizen Inquiries
Concrete repair/replacement
Department Special Event Support
Dog Park Maintenance
Education and Outreach
Equipment Maintenance
Facility Grounds Maintenance
Furniture, Fixtures, Systems (lighting, etc.) Maintenance and Repair
Integrated Pest Management
Irrigation Systems
Lake Management
Maintenance Yard Management
Natural Resource/Open Space
Park Building Maintenance
Park Permit/Special Event Facilitation
Parking lot repair/ maintenance
Pathway and Trail Maintenance
Restroom Custodial Services
Snow and Ice Removal
Splash Pad Maintenance
Trash Removal
Tree Pruning and Maintenance
Turf Management

- **Maintenance Standards and Development of Work Plans** - Through the review of data and workshops with staff, the PROS Consulting team determined that the Parks division does have maintenance standards in place including:
 - Athletic Fields - Primarily Levels 1 and 2.
 - General Parks and Grounds - Primarily Levels 1 and 2.
 - Landscape Beautification - Primarily Level 2.
 - Natural Areas - Primarily Level 3.
 - Playgrounds - Primarily Levels 1 and 2.
 - Trails - Primarily Level 2.
 - Urban Forestry - Primarily Levels 2 and 3.
- **Work Order Management System** - The Parks Division should consider procuring or implementing a cloud based Work Order Management System.
- **Resources:** Staff does not lack the necessary equipment or resources to perform tasks in accordance with the maintenance standards that guide the Division's work.
- **Third Party Contracting of Services** - Given the "varying" cycles of the economy, it is imperative that the division continually evaluates the capacity and cost of service in the private sector. Currently, the Town of Prescott Valley has a 3rd party contractor provide services for some of the HOA park sites. Currently, Parks does not track unit activity costs and therefore cannot analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor. Without this level of analysis, the division is unable to determine if it is more effective and efficient to perform work "in-house" or to "contract it out".
- **Task Time Analysis:** As part of the park maintenance operations analysis, the Prescott Valley Parks Division conducted a high-level task time analysis of full-time employees in the core areas in which it performs regular routine maintenance. The following chart provides a summary of the results of this effort.

Prescott Valley Parks Maintenance Task Time Analysis - FULL TIME STAFF					
Task	# of Staff	Hours Spent	Per	Total Annual Manhours	Percentage of Time
Administrative/Supervision	1.00	30.00	Weekly	1500.00	9%
Morning Load	7.00	0.75	Weekly	262.50	2%
Windshield Time	8.00	5.00	Weekly	2000.00	12%
Break	8.00	2.00	Weekly	800.00	5%
Playground Inspection	7.00	2.00	Weekly	700.00	4%
Routine Parks Maintenance	7.00	6.00	Weekly	2100.00	13%
Routine Facility Maintenance	8.00	2.00	Weekly	800.00	5%
Routine Trail Maintenance	2.00	1.00	Weekly	100.00	1%
Routine Landscaping Maintenance	8.00	5.00	Weekly	2000.00	12%
Equipment Repair	8.00	0.50	Weekly	200.00	1%
Trail Clearing	2.00	1.00	Weekly	100.00	1%
Tree Inspections and Protection	8.00	1.00	Weekly	400.00	2%
Tree Planting	8.00	20.00	Annually	160.00	1%
Athletic Field Maintenance	8.00	200.00	Annually	1600.00	10%
Integrated Pest Management	2.00	90.00	Annually	180.00	1%
Irrigation	2.00	750.00	Annually	1500.00	9%
Tree Pruning and Maintenance	8.00	25.00	Annually	200.00	1%
Snow Removal	8.00	4.00	Annually	32.00	0%
Repair (Parks, Trails, Facilities, Natural Areas)	8.00	80.00	Annually	640.00	4%
Special Projects (for other Departments/Partners)	8.00	40.00	Annually	320.00	2%
Special Event/Park Shelter Rental/Rental Support	8.00	60.00	Annually	480.00	3%
Meetings/Training/Misc.	8.00	52.00	Annually	416.00	2%
End of Day Unload	6.00	0.50	Weekly	150.00	1%
			TOTAL	16640.50	100%
TOTAL ANNUAL "UNPRODUCTIVE TIME"		3212.50			19%

- 81% of all labor efforts for general parks and grounds maintenance is attributed to scheduled maintenance. This equates to 6.48 hours of every 8-hour day per person.
- Only 19% of all labor efforts for general parks and grounds maintenance is expended on traveling from location to location as well as “loading and unloading” of equipment at the beginning and end of each work day. This equates to ONLY 1.52 hours of every 8-hour day per person, well below best practice guideline of 2.75 hours per day.
- Overall, approximately 6.48 hours (or 81%) of every 8-hour work day per person is spent performing actual work in the field. This exceeds the best practice guideline of 5.6 hours.
- **Annual Park/ Funding/Cost of Service:** The following charts provide a cost of service/funding analysis for the maintenance of parks in Prescott Valley. The below charts illustrate the following:
 - Acreage for each park by park classification maintained.
 - Annual funding allocated for park maintenance.
 - Annual funding allocated across each park by park classification for maintenance.
 - Total annual funding expended on maintenance for each park by park classification.
 - Best practice cost per acre/square foot expended on maintenance for each park by park classification.
 - Additional annual funding needed to meet best practice cost per acre for each park/facility.

MINI PARK ANALYSIS

<i>Classification</i>	<i>Acreage</i>	<i>Park Name</i>	<i>Cost per Acre - Town Park Staff</i>	<i>Cost per acre - Landscape Services</i>	<i>TOTAL cost per acre</i>
Mini Park	0.1	Lion's	\$ 58,994.64	\$ -	\$ 58,994.64
Mini Park	0.4	Old Town	\$ 14,748.66	\$ -	\$ 14,748.66
Mini Park	2.2	Tonto South	\$ 24,134.17	\$ -	\$ 24,134.17
Mini Park	1.5	Fence Line	\$ 11,012.33	\$ 6,953.33	\$ 17,965.67
Mini Park	0.5	Home Fire	\$ 33,037.00	\$ 20,860.00	\$ 53,897.00
Mini Park	0.5	Settler's	\$ 33,037.00	\$ 20,860.00	\$ 53,897.00
Mini Park	1.2	Village Square	\$ 13,765.42	\$ 8,691.67	\$ 22,457.08
Mini Park	1.3	Wander Way	\$ 12,706.54	\$ 8,023.08	\$ 20,729.62

NEIGHBORHOOD PARK ANALYSIS

<i>Classification</i>	<i>Acreage</i>	<i>Park Name</i>	<i>Cost per Acre - Town Park Staff</i>	<i>Cost per acre - Landscape Services</i>	<i>TOTAL cost per acre</i>
Neighborhood Park	2.5	American Legion	\$ 17,934.37	\$ -	\$ 17,934.37
Neighborhood Park	4.5	Community Center	\$ 9,963.54	\$ -	\$ 9,963.54
Neighborhood Park	5.5	George Andersen	\$ 8,151.99	\$ -	\$ 8,151.99
Neighborhood Park	4.0	Granville	\$ 11,208.98	\$ -	\$ 11,208.98
Neighborhood Park	4.5	Sunflower	\$ 9,963.54	\$ -	\$ 9,963.54
Neighborhood Park	5.8	Pronghorn	\$ 7,730.33	\$ 7,943.97	\$ 15,674.30
Neighborhood Park	5.9	Quailwood	\$ 7,599.31	\$ 5,413.05	\$ 13,012.36
Neighborhood Park	12.7	Santa Fe Station	\$ 3,530.39	\$ 3,937.01	\$ 7,467.40

COMMUNITY PARK ANALYSIS

<i>Classification</i>	<i>Acreage</i>	<i>Park Name</i>	<i>Cost per Acre - Town Park Staff</i>	<i>Cost per acre - Landscape Services</i>	<i>TOTAL cost per acre</i>
Community Park	10.0	Antelope	\$ 9,675.12	\$ -	\$ 9,675.12
Community Park	9.5	Bob Edwards	\$ 10,184.34	\$ -	\$ 10,184.34
Community Park	69.0	Mountain Valley	\$ 1,402.19	\$ -	\$ 1,402.19
Community Park	12.0	Urban Forest	\$ 8,062.60	\$ -	\$ 8,062.60
Community Park	12.5	Viewpoint	\$ 7,740.10	\$ -	\$ 7,740.10

OPEN SPACE AND SPECIAL USE PARK ANALYSIS

<i>Classification</i>	<i>Acreage</i>	<i>Park Name</i>	<i>Cost per Acre - Town Park Staff</i>	<i>Cost per acre - Landscape Services</i>	<i>TOTAL cost per acre</i>
Open Space	100.0	Fain	\$ 660.74	\$ -	\$ 660.74
Open Space	1.4	Overlook	\$ 5,899.46	\$ 2,488.21	\$ 8,387.68
Open Space	2.0	Trailhead	\$ 4,129.63	\$ 1,741.75	\$ 5,871.38
Special Use Park	5.5	Civic Center	\$ 10,511.77	\$ -	\$ 10,511.77

IN-HOUSE VS. THIRD PARTY MAINTENANCE COST OF SERVICE SUMMARY

PARK TYPE	Acres	Cost per acre
Neighborhood Parks (Staff Only)	16.5	\$ 11,444
Neighborhood Parks (Staff and Contractor)	24.4	\$ 12,051
Mini Parks (Staff Only)	2.7	\$ 32,625
Mini Parks (Staff and Contractor)	5.0	\$ 33,789

- As noted in the chart above, whether work is provided solely by the Park Maintenance Division or in combination with a third party contractor, the cost per acre is very similar.

PARK MAINTENANCE COST OF SERVICE SUMMARY

PARK TYPE	Cost per acre	Best Practice Cost Per Acre
Mini Parks	\$ 33,352	\$ 30,000
Neighborhood Parks	\$ 11,672	\$ 12,000
Community Parks	\$ 7,413	\$ 7,500
Special Use Parks	\$ 10,512	\$ 11,000
Open Space	\$ 4,973	\$ 5,000

- As noted in the chart above, current cost per acre by park classification expended to maintain the Prescott Valley park system is generally in-line with best practice cost per acre.
- Staffing:** The Parks Division is comprised of approximately eight FTEs with an additional one FTE of service provided by third party contract turf maintenance. Best practice ratio of staff per park acres maintained at a best practice Level 2 maintenance standard for mini, neighborhood, and community parks is 1:15-20 acres. With the responsibility of actively managing 176.2 acres of mini, neighborhood and community parks, the division DOES have the staffing capacity to manage the developed parks system consistently at a Level 2 maintenance standard as the current ratio of combined FTEs to park acres is 1:19.6 acres. *A reduction in staffing levels or an increase in park acreage without additional staff would create a hardship for the Division to perform work at a Level 2 maintenance standard.*

9.2 PARK MAINTENANCE KEY RECOMMENDATIONS

- Implement a Work Order Management System:** A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary “actual cost” data for work being performed.
- Systematic Approach to Contracting Services:** Through the further development of management processes, the Parks Division must begin to track unit activity costs through the implementation of a work order management system and in turn, would internally analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor.
- Annual Park/Facility Operation and Maintenance Funding:** It is recommended that the current cost per acre be adjusted annually and serve as a guide for operational budget development as the park system expands in commensurate with population growth.
- Parks Division Staffing:** It is recommended that a staffing level ratio of 1 FTE for every 15-20 acres of mini, neighborhood and community parks be maintained as the park system expands.
- Update Work Plans Based on Maintenance Standards as needed:** Maintenance standards are based on a Level (1), (2) and (3) modes (tasks and frequencies of each task) and follow best practices as established by the National Recreation and Park Association. The division can continue to customize the standards based on the park and recreation values of the Prescott Valley community and need to be adopted and implemented by staff and followed regardless of

whether work is performed by Town staff or third-party contractors. Best practice maintenance standards have been provided as separate Excel document to staff.

- **Cost Avoidance:** Maintenance operations are typically spent in divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies.
 - **Adopt-a-Trail Programs:** These are typically small-grant programs that fund new construction, repair or renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment, etc.), as well as providing maintenance support. These programs are similar to the popular “adopt-a-mile” highway programs most states utilize. Adopt-a-trail programs can also take the form of cash contributions in the range of \$12,000 to \$16,000 per mile to cover operational costs.
 - **Adopt-a-Park Programs:** These are small-grant programs that fund new construction and provide maintenance support. Adopt-A-Park programs can also take the form of cash contributions in the range of \$1,000 to \$5,000 per acre to cover operational costs.
 - **Operational Partnerships:** Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.



CHAPTER TEN - STRATEGIC IMPLEMENTATION

The consultant synthesized its findings to develop a framework of strategic recommendations for the Town of Prescott Valley Parks and Recreation Department. It is recommended that the strategies align with seven major categories of best practices:

1. Growing the Park System.
2. Trails.
3. Park Land Improvements.
4. Economic Development through Parks.
5. Programming.
6. Operations and Staffing.
7. Financing the Park System.

The implementation matrix should be evaluated and refined as development, economic and political circumstances shift and be used to validate the Town's vision and mission. A complete implementation plan matrix, including tactics, accountability, timelines and performance measures, will be provided as a separate document.

1. Growing the Park System	
Increase the proportion of park acres per population through a variety of park type amenities, and open space options.	
Strategy	Collaborate with local partners, primarily master planned communities and the Prescott YMCA, to develop innovative parks, recreation facilities, and spaces to achieve the levels of service targeted in this plan and that are aligned with other planning efforts including, but not limited, to the 2025 General Plan, the 2006 Trails Master Plan and the 2001 Arts and Cultural Assessment.
Strategy	Utilizing the 2006 Trails Master Plan as a guide to strive for parks and green spaces to be within a 10-minute walk/bike ride for every household in Prescott Valley.
Strategy	Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in Prescott Valley and connect to population centers that will support the needs of all residents through well designed parks and recreation amenities.
Strategy	Utilize the design principles in this plan for each type of park (neighborhood, community, special use, sports complex, etc.) to guide landscape architects when designing parks and operational staff to follow for maintaining the park or amenity after it is developed.
Strategy	Determine if any current or future parks (other than Agua Fria Park) are to be defined as destination location parks that frame the highest quality of land management maintenance and park related services.
Strategy	Continually update the lifecycle asset management plan for the Department.

2. Trails	
Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Prescott Valley.	
Strategy	Work with other Town departments to identify and connect sidewalk and bike lanes to trails to improve access to desirable destinations.
Strategy	Prioritize existing Town-owned land and future land acquisition decisions to focus investments in a bike pedestrian trail system that achieves active transportation strategies and the development of a contiguous network.
Strategy	Continually update the lifecycle asset management plan for the ongoing maintenance of the trail system.
Strategy	Continually encourage and seek funding for the development of trails and trail amenities, and construct in appropriate areas of the Town per the 2006 Trails Master Plan; Consider partnerships for the maintenance of the trails.

3. Park Land Improvements	
Provide a park and recreation system offering the community a variety of parks and services that integrate environmental design, safety, community needs and emerging trends.	
Strategy	Utilizing the General Plan 2025 as a guide, implement improvements that are mindful of environmental stewardship to aid in the protection of park resources and ensure that they will be protected for future generations.
Strategy	Create a formal Public Art Policy and continue to encourage art in parks to generate interest and appreciation.
Strategy	Make all parks and services welcome and accessible to all level of users, i.e., adults, children, seniors, and all-abilities through clean restrooms when feasible, seating or benches, running water fountains or water stations, and park features usable for all abilities in parks (ADA).
Strategy	Consider the incorporation of technology into the design of parks and programming through partnerships to produce a state-of-the-art park system (systems such as cameras, irrigation, Wi-Fi, pedestrian counters, automated restrooms, solar, Sybertech trash receptables, etc.).

4. Economic Development through Parks	
Invest in infrastructure and services at the future Agua Fria Park.	
Strategy	Develop athletic fields that can support sports tourism through mid-scale baseball, softball and soccer tournaments as part of the development of Agua Fria Park.
Strategy	Grow outdoor recreation activities through partnerships that facilitate target shooting/archery ranges as part of the development of Agua Fria Park.

Strategy	Develop a portion of Agua Fria Park in a way that supports the expansion of special events and festivals that appeal to folks living within a 2 hour drive time of Prescott Valley.
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5. Recreation Programming

Maintain community participation in programs at 40% in an effort to continually exceed national standards.

Strategy	Refine core program services that align with community need.
Strategy	Track lifecycles of programs and drop programs in their down cycle by adding new programs to take their place.
Strategy	Create additional target marketing strategies to inform residents of the services being provided.
Strategy	Develop a yearly program plan specifically for the core program areas.
Strategy	Update the special event policy to ensure equitable utilization of Town resources when supporting external events.
Strategy	Create equitable partnerships across the system with sports and not-for-profit groups.
Strategy	Engage volunteers in the delivery of programs and services to build advocacy and support for the park and recreation system.

6. Operations and Staffing

Empower and train current department employees while growing staff to meet the emerging needs of the community.

Strategy	Ensure job descriptions are reviewed and updated and salary assessments is completed to meet pay levels that keep salaries competitive.
Strategy	Seek to achieve Gold Medal Certification within the next 5 years and CAPRA accreditation within the next 10 years.
Strategy	Create a succession plan for the Department.
Strategy	Continually encourage and seek funding to meet the emerging functions of the Department, including, but not limited to, trail maintenance, work order management, urban forest management, open space management, etc.

7. Financing the Parks System	
Pursue adequate funding to support existing parks, new parks, and other park types.	
Strategy	Ensure a fiscally sustainable parks system by leveraging financially-driven decisions.
Strategy	Ensure the Development Impact Fee for Parks and funding from other funding sources, including grants, are pursued to maintain the current level of service for parks and recreation within the community.
Strategy	Seek additional funding opportunities to support capital and operational needs as identified in the Plan.
Strategy	Establish a performance measure for the Recreation Division to become 48% self-supporting from user fees, permits, reservations, earned income and effective partnerships (national benchmark for high performing agencies is 48%)



CHAPTER ELEVEN - CONCLUSION

The Town of Prescott Valley's Parks and Recreation Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from community input, park and program inventory review, comparison to national standards and trends and an assessment of the current economic and political climate. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process. Several strategic recommendations resulted from this effort and were aligned into the seven major categories of implementation actions found in Chapter 10.

Overall, the park system is highly valued by community residents and leaders. It serves multiple purposes including recreational, environmental, educational, social, economic development and higher quality of life. Adequate funding for upkeep of existing parks is a priority for residents as well as developing new parks and facilities. Improved communication between the community and the Department is another opportunity for enhancing programs, services and project activities. In short, investment in the Town's park and recreation system should be a priority.

Programmatically, the Prescott Valley Parks and Recreation Department is meeting some of the major needs of the community, but a regular review of offerings will ensure successful outcomes.

Operationally, the department is meeting expectations. The continued development of processes that will allow for improved maintenance decision-making and utilization of contractual services is recommended as staffing and funding levels are below needs.

The Town of Prescott Valley is a growing community and based on population projections will continue to grow significantly. While growth can be positive it can also stress the existing park system if strategies and policies are not in place to meet the new growth. As of today, the Town lacks sufficient park land to meet the needs of residents particularly in neighborhood and community park types. As a result, other amenities provided through these park types are in shortage such as athletic fields, indoor facility space and reservable picnic shelters. While most will require long-term solutions, some areas of improvement in the short-term can be accomplished with enhanced partnerships such as joint-use opportunities with Humboldt Unified School District as well as close coordination with the development community.

To ensure that the Town has a plan for capital projects, a three-tier approach was developed that organizes projects into the following categories: Sustainable projects, Expanded Services projects and Visionary projects. Each of these approaches provides a way to categorize and prioritize projects which ultimately furnished a comprehensive capital improvement plan totaling \$123M to be accomplished over the next 10 years.

The Parks and Recreation Master Plan includes a system-wide approach for accomplishing short and long-term goals, initiatives, tactics and measurements to ensure that as the Town grows in population, the Department does so as well - effectively, efficiently and sustainably - while providing world-class services, programs, parks, and facilities to the community for many years to come.

APPENDIX A – RECREATION PROGRAM STANDARDS

Recreation program standards are developed to support core recreation services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following standards may be considered for implementation.

HIGH-QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Prescott Valley Parks and Recreation Department is investing in their experience.
- Each instructor or program supervisor will be provided a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.

- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Parks and Recreation Department.
- Staff will be dressed in the appropriate Prescott Valley recreation uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs will be in place for those that require financial assistance in order to participate in Prescott Valley Parks and Recreation Department recreation facilities and programs.
- Results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- On a regular basis, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.

- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in Prescott Valley Parks and Recreation Department annually.

