



Town of Oro Valley Parks and Recreation Master Plan 2021



ACKNOWLEDGMENT

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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 PROJECT PURPOSE AND GOAL

The purpose of Town of Oro Valley’s Parks and Recreation Master Plan is to create a roadmap for future renovation and expansion of parks, trails, open space and facilities and programming for the Town over the next 10 years. This plan is based on recognized park planning principles and standards, and reflects input from residents and stakeholders in Oro Valley, Town staff, the Parks and Recreation Advisory Board and the Town Council.

The Master Plan focuses on identifying the Town’s current and future recreation needs to aid Town staff and decision-makers in providing and expanding an equitable distribution of recreational facilities and opportunities to Town of Oro Valley residents and stakeholders.

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.

1.3 SUMMARY OF DEMOGRAPHICS ANALYSIS

- **Population:** The population is increasing and is projected to experience 20% 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:** Oro 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 Oro 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 2034. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.
- **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.
- **Household Income:** With median and per capita household income averages well above 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 revenue generation.
- **Tapestry Segmentation:** A highly unique tapestry segmentation indicates that Oro Valley is comprised primarily of residents that are approaching or in retirement.



1.4 SUMMARY OF COMMUNITY INPUT THEMES

Input from the community confirmed that Oro Valley's parks are loved by many, but there are gaps in service and amenities and additional Town investment is needed to maintain and enhance existing 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.
- **Investing in the Existing Parks System** - Continue to focus on reinvesting in and maintaining existing parks.
- **Open Space** - Desire to preserve the defunct Rancho Vistoso golf course, at least in part, as an open space conservation area was consistently expressed through all community input opportunities.
- **Trails and Connectivity** - Desire for a connected, accessible recreational trail system that also supports active transportation and safe routes to school.
- **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 fiscally sustainable funding strategies, without increasing taxes, may be required to meet the needs of the community over the next 10 years.

1.5 SUMMARY OF PROGRAM/SERVICE AND PARK/FACILITY PRIORITY RANKINGS

The purpose of the Program/Service and Park/Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program and service needs for the community served by the Town. The analysis completed evaluated both quantitative and qualitative data including the following community engagement initiatives that occurred January-May 2020:

- Master Plan Project Website January - May, 2020 - www.planyourparksov.com
 - 927 comments received
- Focus Group and Stakeholder Meetings - January 23rd and 24th, 2020
 - 37 participants
- Town Hall Meeting - January 23rd, 2020
 - 130 participants
- Intercept Surveys - Nine dates - February - March, 2020
 - 404 participants
- Statistically Valid Survey - February - April, 2020
 - 443 completed surveys representing
- On-Line Survey - April - May, 2020
 - 372 completed surveys

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

Recreation Program/Service	Priority
Community special events	High
Fitness & wellness programs	
Adult learning classes	
Senior programs & services	
Art classes	
Walking/jogging/running/cycling clubs	Medium
Performing arts programs	
Golf lessons/clinics	
Environmental education programs	
Pickleball lessons/clinics	
Open swim	Low
Water fitness programs/lap swimming	
Weightlifting/bodybuilding programs	
Running events	
Reservation/rental of picnic shelters	
After school programs/out of school camps	
Tennis lessons & leagues	
Family oriented programs	
Bicycle lessons & clubs	
Learn to swim programs	
Volleyball programs	
Soccer programs	
Programs for people with special needs	
Reservation/rental of indoor meeting space	
Archery	
Basketball programs	
Sand volleyball programs	
Recreation/competitive swim team	
Gymnastics	
Softball programs	
Reservation/rental of athletic fields	
Football programs	
Baseball programs	
Lacrosse programs	

Facility/Amenity	Priority
Trails (natural surface)	High
Trails (multi use paved)	
Open space conservation areas/trails	
Neighborhood parks	
Restroom buildings	
Large community parks	
Performing Arts Venue (stage)	
Community gardens	Medium
Golf	
Dog parks (off leash)	
Recreation/community center	
Playgrounds	
Pavilions/picnic sites	
Amphitheater	
Aquatics facility recreation/lap pool	Low
Aerobics/dance rooms/dance floors	
Aquatics facility splash pad/water play features	
Pickleball courts	
Environmental education center	
Disc golf course	
Tennis courts	
Skateboarding/bicycle parks (concrete)	
Banquet/meeting rooms	
Basketball/volleyball courts inside	
Baseball/softball fields	
Sand volleyball courts	
Remote control (RC) hobby facility	
Football/soccer/lacrosse fields	
Dirt bicycle pump/BMX track	
Basketball/volleyball courts outside	
Archery range	
Aquatics facility competition pool	

1.6 SUMMARY OF LEVEL OF SERVICE ANALYSIS

LEVEL OF SERVICE 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 Oro Valley community, these standards help to identify park and facility/amenity gaps and surpluses.

The findings of the LOS standards analysis are summarized below.

HOMEOWNER ASSOCIATION PARK INVENTORY AND LEVEL OF SERVICE (LOS)

- Homeowner associations provide parks and recreation amenities to their residents within three park classifications.
- Some park and recreation amenities in homeowner associations are ONLY available to residents of those communities, such as swimming pools and tennis courts.
- Currently, homeowner associations offer a LOS of 6.03 acres of parkland per 1,000 population that complements the Town’s public park system.



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

- The Town of Oro Valley provides publicly accessible parks to all residents by offering 16.018 acres of parkland within five park classifications.
- Currently, the Town offers 1.11 square feet of indoor recreation/community center per person to its residents,
- Linear miles of shared use paths and soft surface trails were not calculated in this population-based service level analysis because they are based on connected networks rather than population.

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 and address the gaps per park type to increase the current LOS standard for the projected population in 2035.

LEVEL OF SERVICE ASSUMPTIONS

- The Town of Oro Valley’s population will increase to 54,986 within next 15 years.
- Homeowner associations will provide some park and recreation amenities to residents living within the homeowner associations.
- The Town of Oro Valley will need to take a two-pronged approach to further developing the parks and recreation system.
 1. Level of Service provided by Homeowner Associations
 2. Level of Service provided by the Town of Oro Valley



LEVEL OF SERVICE RECOMMENDATION FOR HOMEOWNER ASSOCIATIONS

Park Type	Current Service Levels			Recommended Developed Park Service Levels			2035 Standards	
	Current Service Level			Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Mini Park	0.79	acres per	1,000	0.10	acres per	1,000	Meets Standard	- Acre(s)
Neighborhood Parks	1.16	acres per	1,000	1.25	acres per	1,000	Need Exists	16 Acre(s)
Recreation/Special Use Area	4.08	acres per	1,000	3.25	acres per	1,000	Meets Standard	- Acre(s)
Total Developed Park Acreage	6.03	acres per	1,000	4.60	acres per	1,000	Needs Exists	16 Acre(s)
Recommended Park Development by HOA							Needs Exists	16 Acre(s)
OUTDOOR AMENITIES								
Basketball Court	1.00	court per	3,976	1.00	court per	4,000	Need Exists	2 Court(s)
Playgrounds	1.00	site per	2,177	1.00	site per	2,350	Need Exists	2 Site(s)
Ramadas - Small Group	1.00	site per	1,577	1.00	site per	1,750	Need Exists	2 Site(s)
Swimming Pool - Neighborhood	1.00	site per	1,988	1.00	site per	3,500	Meets Standard	- Site(s)
Tennis Courts	1.00	court per	6,532	1.00	court per	8,000	Meets Standard	- Court(s)
Volleyball Courts - Outdoors	1.00	court per	7,621	1.00	court per	30,000	Meets Standard	- Court(s)

LEVEL OF SERVICE RECOMMENDATION FOR THE TOWN OF ORO VALLEY

Park Type	2020 Park Inventory		Current Service Levels		Recommended Developed Park Service Levels			2035 Standards		
	Town of Oro Valley	Total Inventory	Current Service Level		Recommended Developed Park Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Community Parks	48.00	48.00	1.05	acres per	1,000	1.10	acres per	1,000	Need Exists	12 Acre(s)
Regional Parks	213.00	213.00	4.66	acres per	1,000	3.50	acres per	1,000	Meets Standard	- Acre(s)
Recreation/Special Use Area	320.00	320.00	7.00	acres per	1,000	5.75	acres per	1,000	Meets Standard	- Acre(s)
Total Developed Park Acreage	581.00	581.00	12.71	acres per	1,000	10.35	acres per	1,000	Need Exists	12 Acre(s)
Greenbelt/Trail Corridor	5.80	5.80	0.13	acres per	1,000	NA	acres per	1,000	NA	- Acre(s)
Conservation Area/Trail Park	154.70	154.70	3.38	acres per	1,000	NA	acres per	1,000	NA	- Acre(s)
Recommended Land Acquisition (Needs Exist less the Current Undeveloped Park Land)								Need Exists	12 Acre(s)	
OUTDOOR AMENITIES										
Archery Range (Fixed)	1.0	1.00	1.00	range per	45,726	1.00	range per	75,000	Meets Standard	- Range(s)
Archery Range (Walking)	1.0	1.00	1.00	range per	45,726	1.00	range per	75,000	Meets Standard	- Range(s)
Baseball / Softball Diamond (Lighted)	7.0	7.00	1.00	field per	6,532	1.00	field per	5,000	Need Exists	4 Field(s)
Basketball Court	2.0	2.00	1.00	court per	22,863	1.00	court per	12,000	Need Exists	3 Court(s)
Dog Park (off-leash dog area)	2.0	2.00	1.00	site per	22,863	1.00	site per	20,000	Need Exists	1 Site(s)
Golf Course (18 hole)	2.5	2.50	1.00	Course per	18,290	1.00	Course per	25,000	Meets Standard	- Course(s)
Multi-purpose Field (Lighted)	10.0	10.00	1.00	field per	4,573	1.00	field per	3,000	Need Exists	8 Field(s)
Outdoor Swimming Facility	2.0	2.00	1.00	court per	22,863	1.00	site per	60,000	Meets Standard	- Court(s)
Pickleball Court	6.0	6.00	1.00	court per	7,621	1.00	court per	4,000	Need Exists	8 Court(s)
Playgrounds	3.0	3.00	1.00	site per	15,242	1.00	site per	15,000	Need Exists	1 Site(s)
Ramadas - Large Group	13.0	13.00	1.00	site per	3,517	1.00	site per	3,500	Need Exists	3 Site(s)
Skatepark/BMX Park	0.0	-	1.00	site per	#DIV/0!	1.00	site per	100,000	Need Exists	1 Site(s)
Splash Pad	1.0	1.00	1.00	site per	45,726	1.00	site per	30,000	Need Exists	1 Site(s)
Tennis Courts	32.0	32.00	1.00	court per	1,429	1.00	court per	2,000	Meets Standard	- Court(s)
Volleyball Courts - Outdoors	2.0	2.00	1.00	court per	22,863	1.00	court per	30,000	Meets Standard	- Court(s)
INDOOR RECREATION CENTER										
Indoor Recreation Center Space (square feet)	50,783	50,783	1.11	SF per person		1	SF per Person		Need Exists	4,203 Square Feet



LEVEL OF SERVICE RECOMMENDATIONS SUMMARY

Based on the assumptions and LOS recommendations above,

- Homeowner associations should be expected to develop 16 acres of neighborhood parks by 2035.
 - It is recommended that the size of each neighborhood park be no less than 2 acres. If the developer cannot provide this size of park, the Town should consider receiving cash in-lieu.
- The Town of Oro Valley should be expected to develop one community park no less than 12 acres in size by 2035. These community parks will serve all residents of the Town.
 - It is recommended that this community park be developed north of Tangerine Road and be viewed as a long term project that takes place after 2030 unless an opportunity arises that allows the project to be expedited.

1.7 SUMMARY OF CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the expansion of existing 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 enhance 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 11. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements.
- **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, outdoor basketball courts, playgrounds and lighted multi-purpose fields.
- **Visionary** - Complete park renovation, land acquisition and enhanced park/trail development, such as the phased in renovation of the Community Center and expansion of Naranja Park.

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

SUMMARY BY TIER	
Tier	Estimated Total Project Cost
Sustainable Projects	\$16,515,000
Expanded Service Projects	\$9,950,000
Visionary Projects	\$37,150,000
TOTAL	\$63,615,000

1.8 SUMMARY OF PRIORITIZED CAPITAL IMPROVEMENT PROJECTS

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 as follows:

- Financial Viability
- Health and Safety Projects
- Benefit-Driven Projects
- Opportunity-Driven Projects

The table below provides a complete list of the prioritized capital improvements recommended for completion within the next 10 years.

RECOMMENDED PRIORITY PROJECTS	
SUSTAINABLE (LIFECYCLE REPLACEMENT) PROJECTS	
Project	Estimated Capital Project Cost
Community Center Site and El Conquistador Lifecycle Replacement (Parking, Golf Course Irrigation, Tennis and Pickleball Courts Replaced, Other)	\$7,700,000
Honey Bee Canyon Park Lifecycle Replacement	\$200,000
James D. Kriegh Park Lifecycle Replacement	\$1,500,000
Oro Valley Aquatic Center Lifecycle Replacement	\$1,500,000
Riverfront Park Lifecycle Replacement	\$2,500,000
Steam Pump Ranch Lifecycle Replacement	\$3,000,000
Tho'ag Park Lifecycle Replacement	\$15,000
West Lambert Lane Park Lifecycle Replacement	\$100,000
SUBTOTAL LIFECYCLE REPLACEMENT PROJECTS	\$16,515,000
PRIORITIZED SHARED USE PATH PROJECTS	
Project	Estimated Capital Project Cost
Tangerine Road to Rancho Vistoso Community Shared Use Path Extension (2.1 Miles)	\$750,000
Pedestrian Bridge across CDO Wash (500 linear feet)	\$1,000,000
CDO Wash to James D. Kriegh Park Shared Use Path (1.5 miles)	\$1,000,000
Naranja Drive Shared Use Path (2 miles)	\$1,000,000
La Cañada Shared Use Path (1 Mile)	\$500,000
Rancho Vistoso Shared Use Path (6 miles)	\$1,800,000
SUBTOTAL SHARED USE PATH PROJECTS	\$6,050,000
VISIONARY PARK AND FACILITY PROJECTS	
Project	Estimated Capital Project Cost
Naranja Park - Phase 1	\$10,000,000
Community Center - Phase 1	\$5,000,000
Amphi School District Partnership	\$1,500,000
SUBTOTAL VISIONARY PARK PROJECTS	\$16,500,000
GRAND TOTAL RECOMMENDED PRIORITY PROJECTS	\$39,065,000



1.9 STRATEGIC DIRECTION

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, renovating and expanding parks and facilities. In short, investment in the Town's park and recreation system should be a priority.

The Town of Oro Valley is a steadily growing and aging community and based on population projections will continue to grow and age over the next 15 years. As of today, the Town does not lack sufficient park land to meet the needs of residents, however, there are some geographical inequities particularly for community parks. As a result, other amenities provided through this park type are in shortage such as playgrounds, ramadas and athletic fields. While most of these inequities will require long-term solutions, some areas of improvement in the short-term can be accomplished with partnerships such as joint-use opportunities with Amphi 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 \$65M with approximately \$39M of that being identified as priority projects.

1.10 IMPLEMENTING THE MASTER PLAN

Findings have been synthesized into a framework of strategic recommendations for the Town of Oro Valley Parks and Recreation Department. It is recommended that the strategies align with seven major categories:

1. **Maintaining the Parks and Recreation System:** Maintain the proportion of park acres per population through a variety of park type amenities, and open space options.
2. **Connectivity:** Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Oro Valley.
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.
4. **Economic Development through Parks:** Invest in infrastructure and services at the Community Center, Steam Pump Ranch and Naranja Park.
5. **Programming:** Continually provide programming in alignment with community priorities while seeking to increase community participation in programs and services.
6. **Operations and Staffing:** Continue to empower and train current department employees while growing staff to meet the emerging needs of the community.
7. **Financing the Park System:** Pursue partnerships and adequate funding to support existing parks, the renovation of parks, and expansion of the shared use path system.

CHAPTER TWO - COMMUNITY NEEDS ASSESSMENT

The efforts in creating the Phase One of the Master Plan were based on 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 Town of Oro 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.

2.1 QUALITATIVE INPUT SUMMARY

In January of 2020, the consultant team conducted a series of town hall, stakeholder and focus group meetings in partnership with Town staff that included representatives from various stakeholder groups, including the school districts, athletic organizations, youth leadership boards, and the development community. 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.

Input from the community confirmed that Oro Valley's parks are loved by many, but there are gaps in service and amenities and additional Town investment is needed to maintain and enhance existing 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 completion of Naranja Park and the reinvestment in Steam Pump Ranch can potentially serve as economic catalysts.
- Generalized opportunities to enhance the economic impact via tourism were cited through a number of existing Town offerings, including, but not limited to golf, pickleball, tennis, athletic field sports, competitive swimming and festivals/events.

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 development community and the Amphitheater Unified School District.



OPEN SPACE

- Desire to preserve the defunct Rancho Vistoso golf course, at least in part, as an open space conservation area was consistently expressed through all community input opportunities.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and safe routes to school.

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 fiscally sustainable funding strategies, without increasing taxes, may be required to meet the needs of the community over the next 10 years.
- Continuing to secure funding through grant programs will be critical for funding park development over the next 10 years.

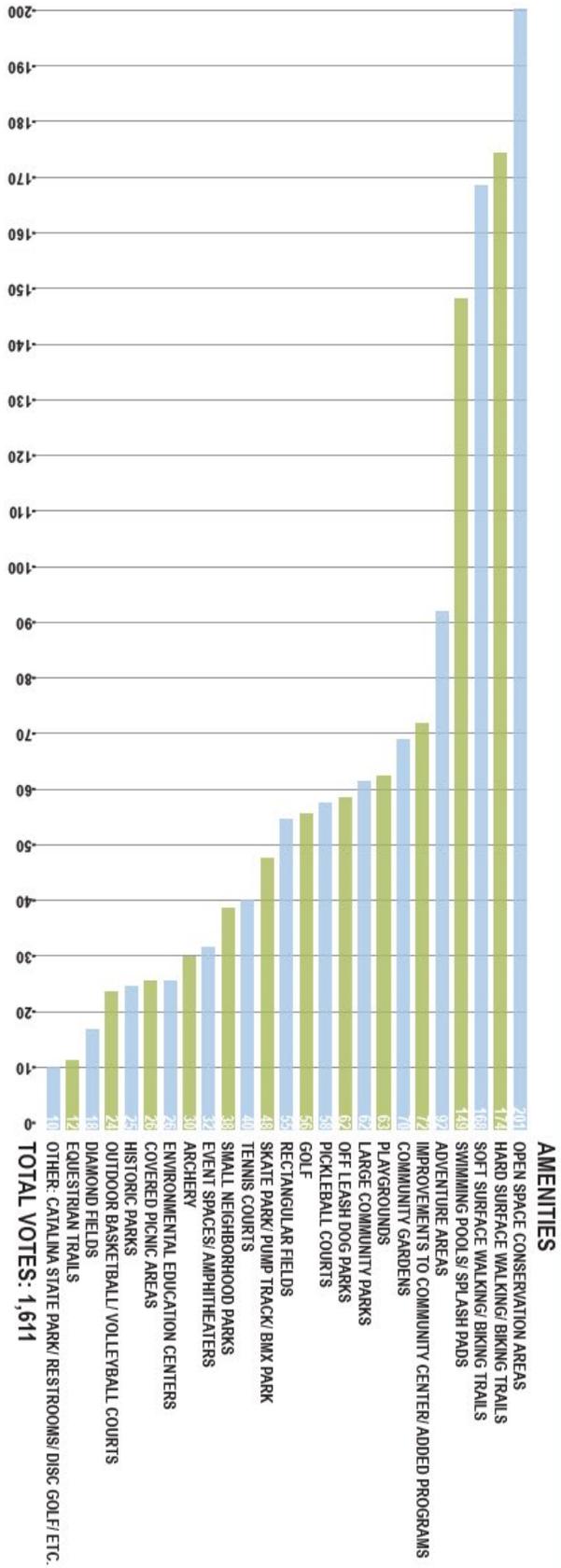
2.2 INTECEPT SURVEY FINDINGS

In February and March of 2020, the consultant team and the Town of Oro Valley's Parks and Recreation Advisory Board conducted a series of intercept surveys to gather input from residents regarding the importance of park and recreation facilities and amenities. The intercept surveys were conducted utilizing a display board-dot exercise methodology on the following dates and events:

- Friday, February 7th at First Friday (evening)
- Saturday, February 8th at Farmer's Market (morning)
- Wednesday, March 4th at Riverfront Park (evening)
- Sunday, March 8th at Safeway (mid-day)
- Monday, March 9th at Naranja Park (evening)
- Wednesday, March 11th at Naranja Park (evening)
- Thursday, March 12th at Aquatic Center (mid-day)
- Sunday, March 15th at Safeway (mid-day)
- Monday, March 16th at Community Center (morning)

The graphic on the following page summarizes the findings of the intercept surveys

ORO VALLEY PUBLIC OUTREACH SUMMARY



TOWN OF ORO VALLEY PARKS & RECREATION MASTER PLAN





2.3 PROJECT WEBSITE INPUT

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.planyourparksov.com. The website provided residents with an open participation portal to provide feedback on their park and recreation needs. The below provides a summary of the 926 responses received via the project website from January-May 2020.

Area of Interest	Volume of Comments
Preserving Golf Course in Vistoso as Open Space	High
Reinvesting in Community Center	
Reinvesting in Golf Courses	
Take Care of What We Already Have	
Community Connectivity through Trails	
Expansion of Trails in Parks (Naranja Park)	
Expansion of Pickleball Courts	Medium
Expansion of Athletic Fields	
Aquatic Center Expansion and Fees	
Community Special Events are desired	
Dog Parks are Important	
Conservation at SteamPump Ranch	
Completing Naranja Park	Low
Expansion of Tennis Courts	
Skateparks and BMX Parks	
Increased Programs and Services for Children	
Disc Golf Courses	

2.4 ON-LINE SURVEY

As part of the community input process, the consultant team, in conjunction with the Parks and Recreation Department, conducted an on-line, Survey Monkey survey from April 20 - May 3, 2020. This survey was completed as an additional way to provide residents an opportunity of their parks and recreation preferences. A summary of the results of the 372 completed surveys are as follows:

2.4.1 PROGRAM/SERVICE IMPORTANCE

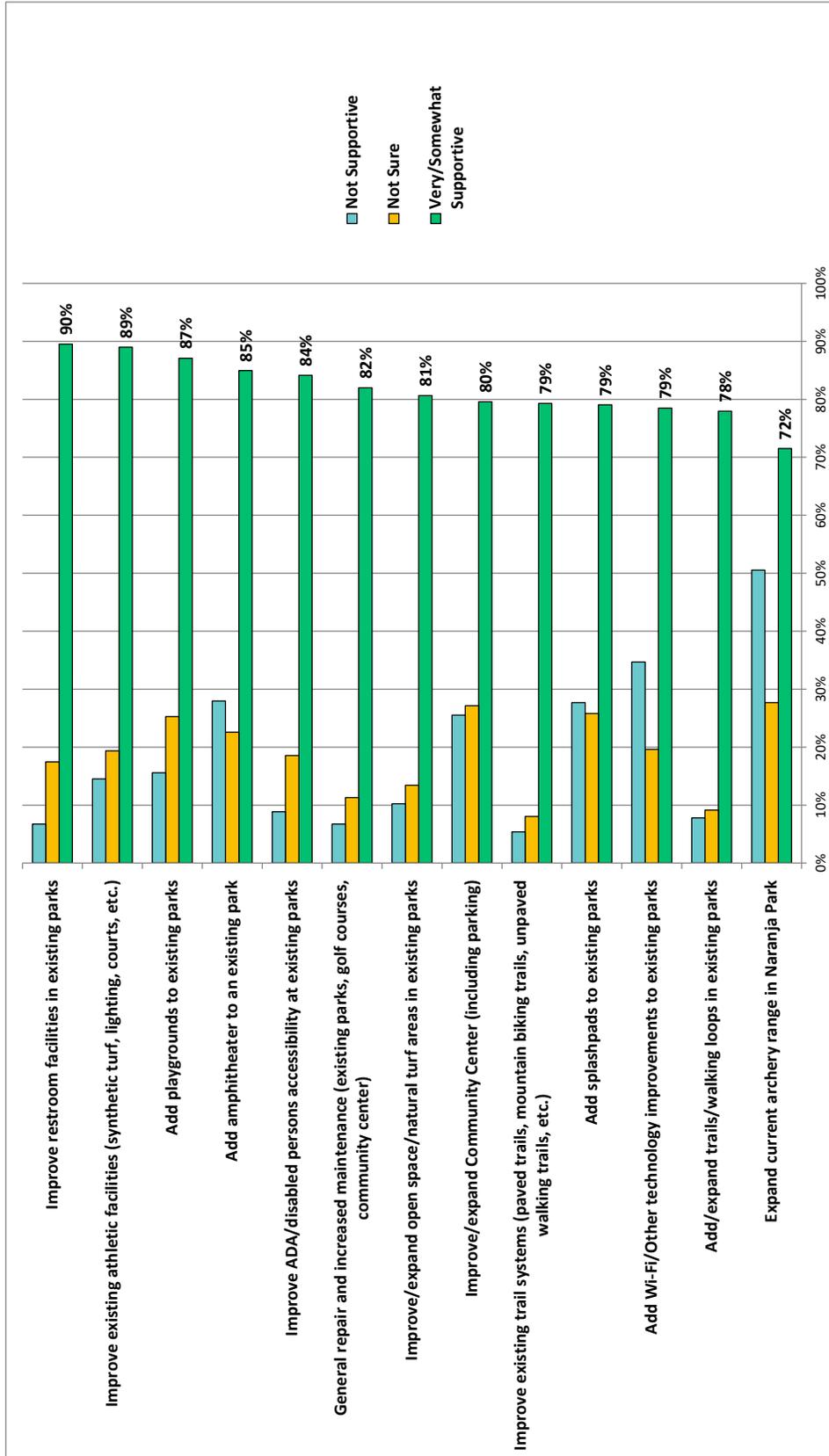
Recreation Program/Service	Priority
Community special events (concerts, festivals, etc.)	High
Fitness and wellness programs (Yoga/Tai Chi classes, etc.)	
Walking/jogging/running/cycling clubs	
Senior programs and services	
Environmental education programs	
Reservation/rental of picnic shelters	Medium
Performing arts programs	
Art classes (pottery, painting, music, etc.)	
Reservation/rental of indoor meeting space	
Water fitness programs/lap swimming	
Open Swim	
Weightlifting/bodybuilding programs	Low
Bicycle lessons and clubs	
Golf lessons/clinics	
Adult learning classes (language, tech, etc.)	
Tennis lessons and leagues	
Learn to swim programs	
Sand volleyball programs	
Basketball Programs	
Pickleball lessons/clinics	
Disc golf course	
Volleyball programs	
Running events (5K, 10K, Marathons)	
Soccer programs	
Programs for people with special needs	
Softball programs	
Baseball Programs	
Reservation/rental of athletic fields	
After school programs/out-of-school camps	
Family-oriented programs (Mommy & Me, Daddy & Me, etc.)	
Gymnastics	
Football programs	
Recreation/competitive swim team	
Lacrosse programs	
Archery	



2.4.2 FACILITY IMPORTANCE

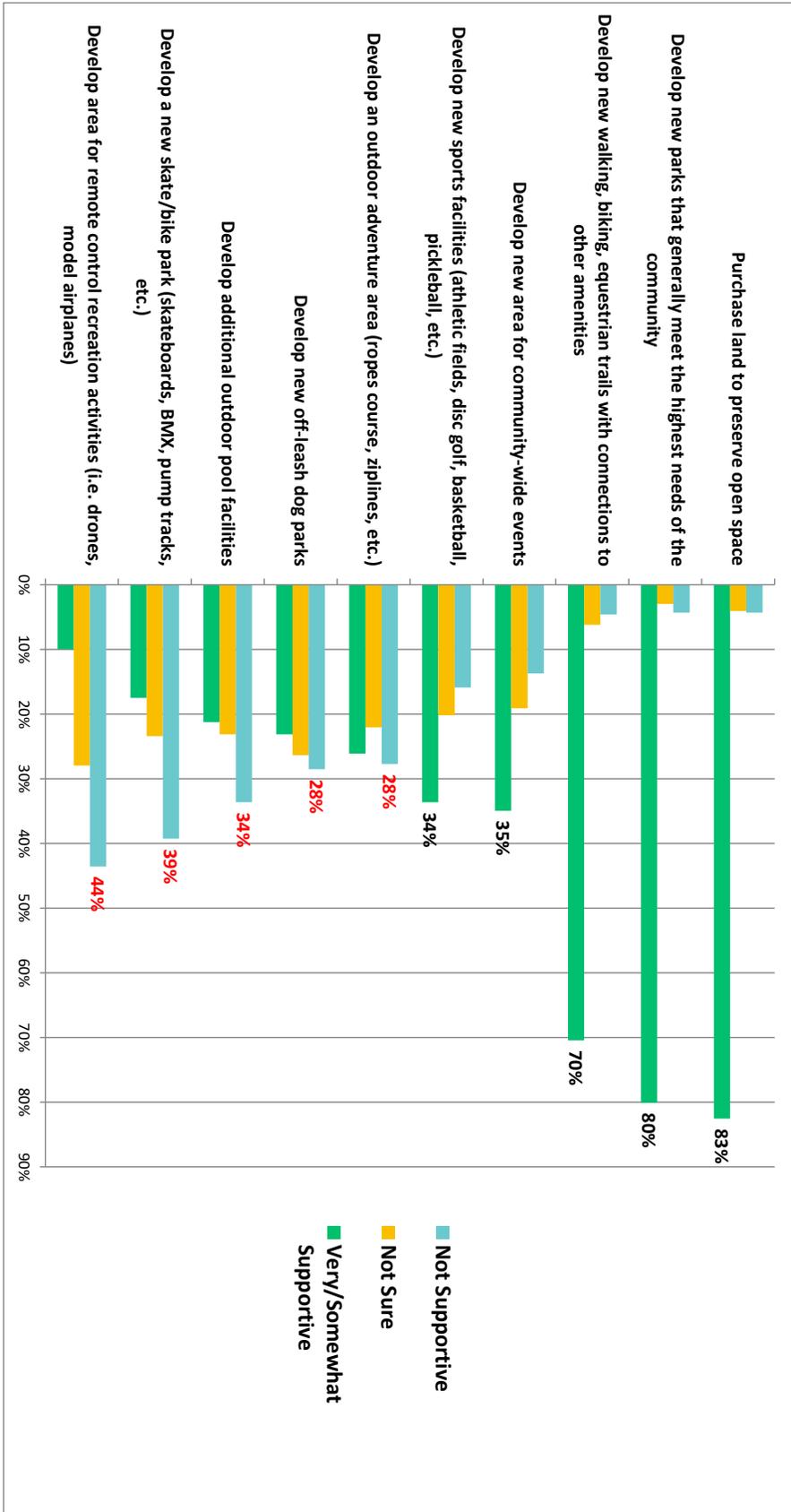
Facility/Amenity	Priority
Open space conservation areas/trails	High
Trails (natural surface)	
Trails (multi-use paved)	
Neighborhood parks	
Restroom buildings in parks	
Large community parks	
Pavilions/picnic sites	
Community gardens	
Environmental education center	Medium
Performing Arts Venue (stage)	
Recreation/Community Center	
Playgrounds	
Dog parks (off-leash)	
Amphitheater	
Skateboarding/Bicycle parks (concrete)	
Tennis courts	
Basketball/Volleyball courts – outside	Low
Basketball/Volleyball courts – inside	
Golf	
Pickleball courts	
Disc golf course	
Sand volleyball courts	
Football/Soccer/Lacrosse fields	
Aquatics Facility – recreation/lap pool	
Aquatics Facility – splash pad/water play features	
Baseball/Softball fields	
Banquet/meeting rooms	
Dirt bicycle pump/BMX track	
Remote Control (RC) Hobby facility	
Aerobics/dance rooms/dance floors	
Aquatics Facility – competition pool	
Archery range	

2.4.3 FUNDING SUPPORT TO IMPROVE EXISTING SYSTEM – WITHOUT INCREASING TAXES





2.4.4 FUNDING SUPPORT TO EXPAND SYSTEM – WITHOUT INCREASING TAXES



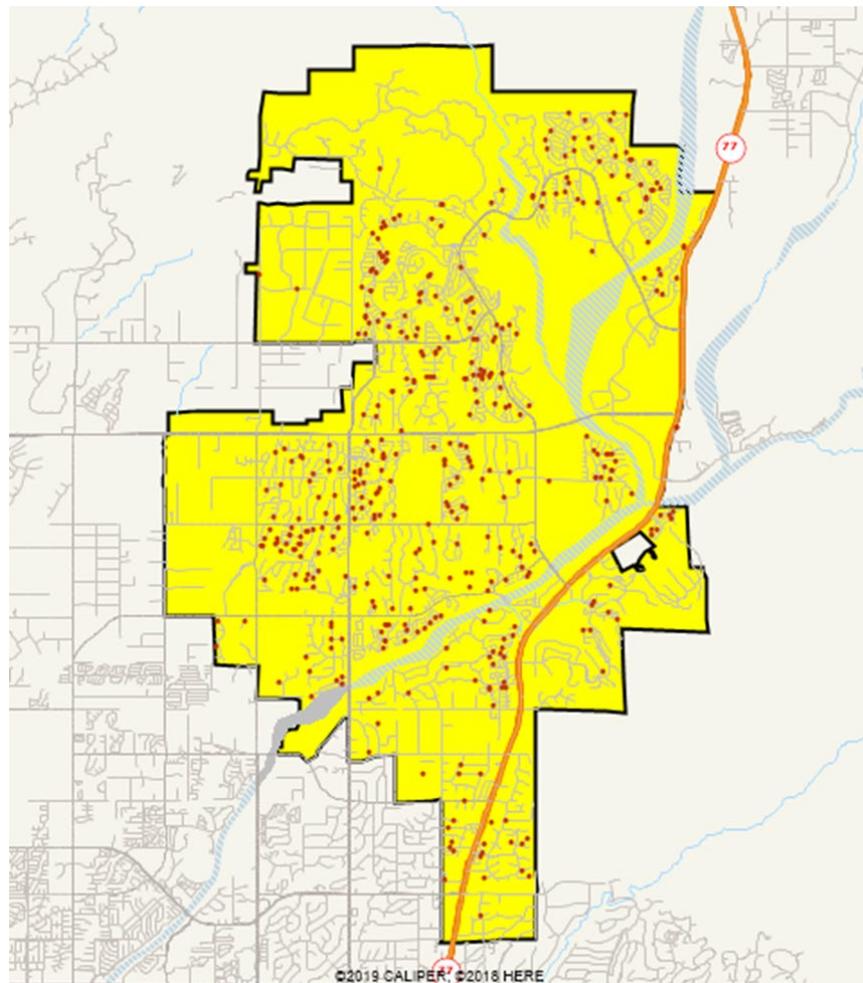
2.5 STATISTICALLY VALID SURVEY

2.5.1 OVERVIEW

ETC Institute administered a needs assessment survey for Town of Oro Valley February-April 2020. The survey was administered as part of the Town's Parks and Recreation Needs Assessment for their residents. The survey results will aid the Town in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

2.5.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Town of Oro 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. The goal was to obtain completed surveys from at least 375 resident households. The goal was exceeded with a total of 443 resident households completing the survey. The overall results for the sample of households have a precision of at least $\pm 4.8\%$ at the 95% level of confidence. The following scatterplot graph indicates where completed surveys were received from residents in Town of Oro Valley.



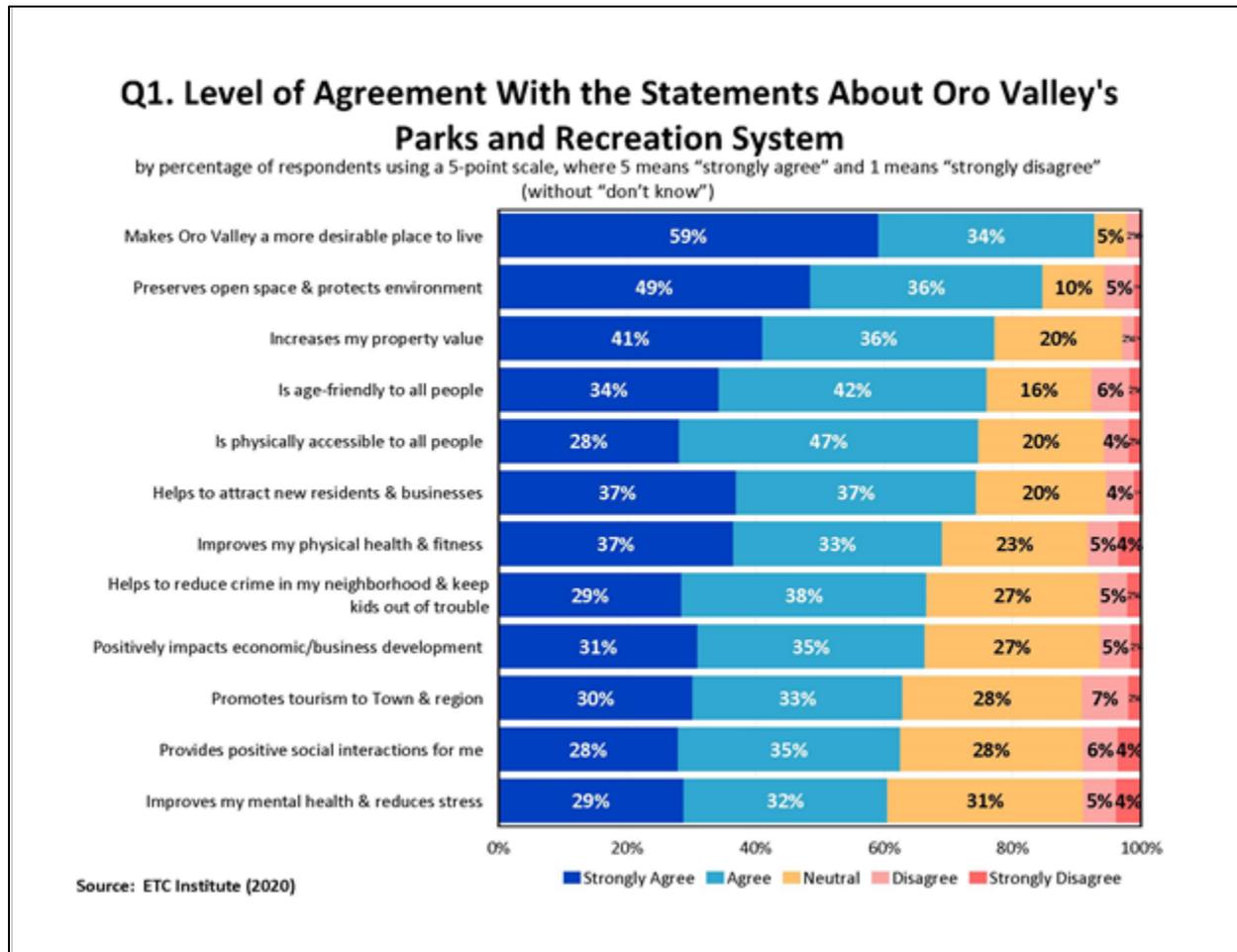
The major findings of the survey are summarized on the following pages. Complete survey results are provided as a separate document.



2.5.3 AGREEMENT WITH THE BENEFITS OF PARKS AND RECREATION

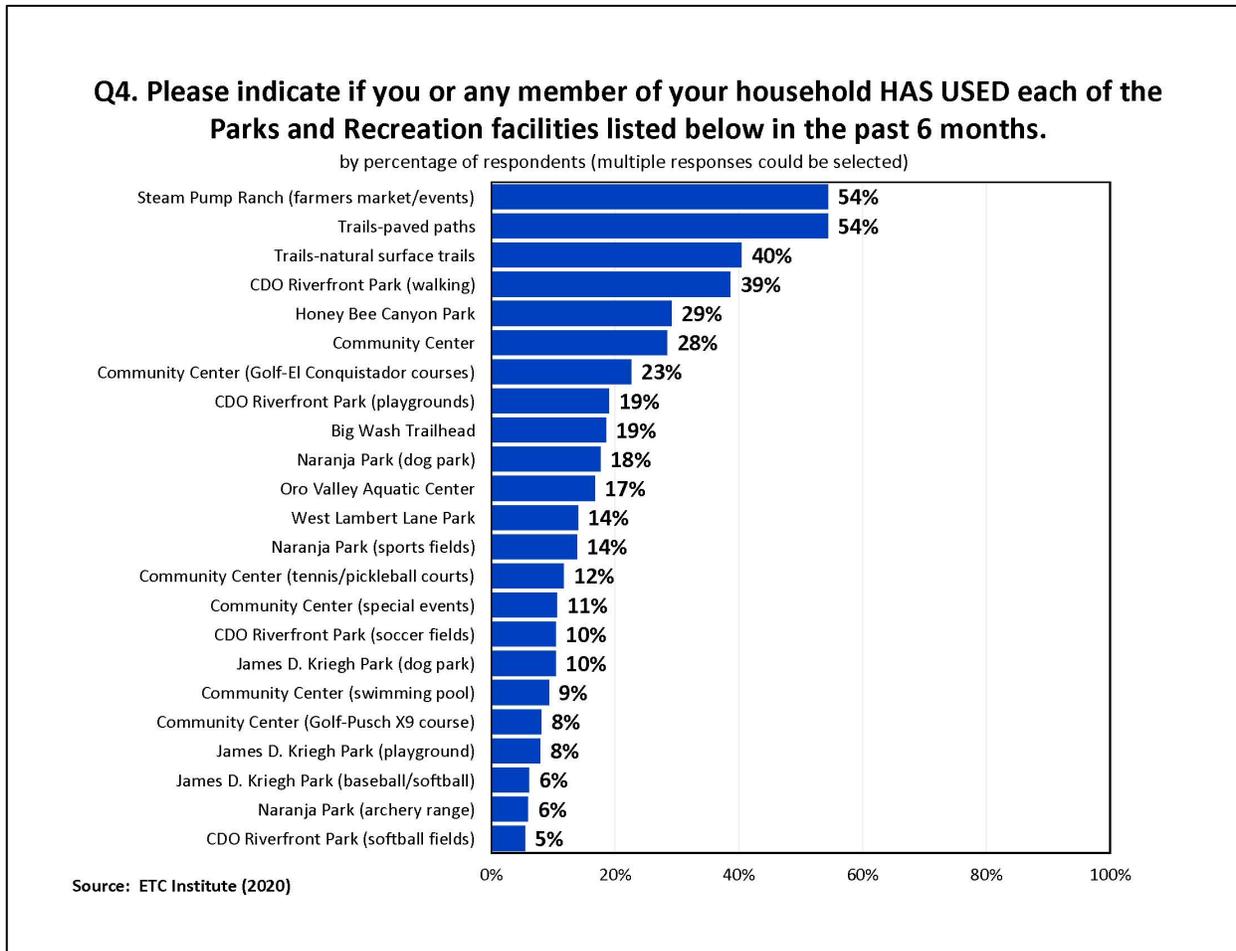
Respondents were asked to indicate their level of agreement with the benefits of Oro Valley’s Recreation system.

- Ninety-three percent (93%) indicated that the system Makes Oro Valley a More Desirable Place to Live.
 - Other benefits most agreed with include:
 - Preserves Open Space and Protects the Environment (85%).
 - Increases My Property Value (77%).
 - Is Age-Friendly to All People (76%).
 - Is Physically Accessible to All People (75%).
 - Helps to Attract New Residents and Businesses (74%).
 - Improves My Physical Health and Fitness (70%).
 - Helps to Reduce Crime (67%).
 - Positively Impacts Economic/Business Development (66%).
 - Promotes Tourism to the Town (63%).



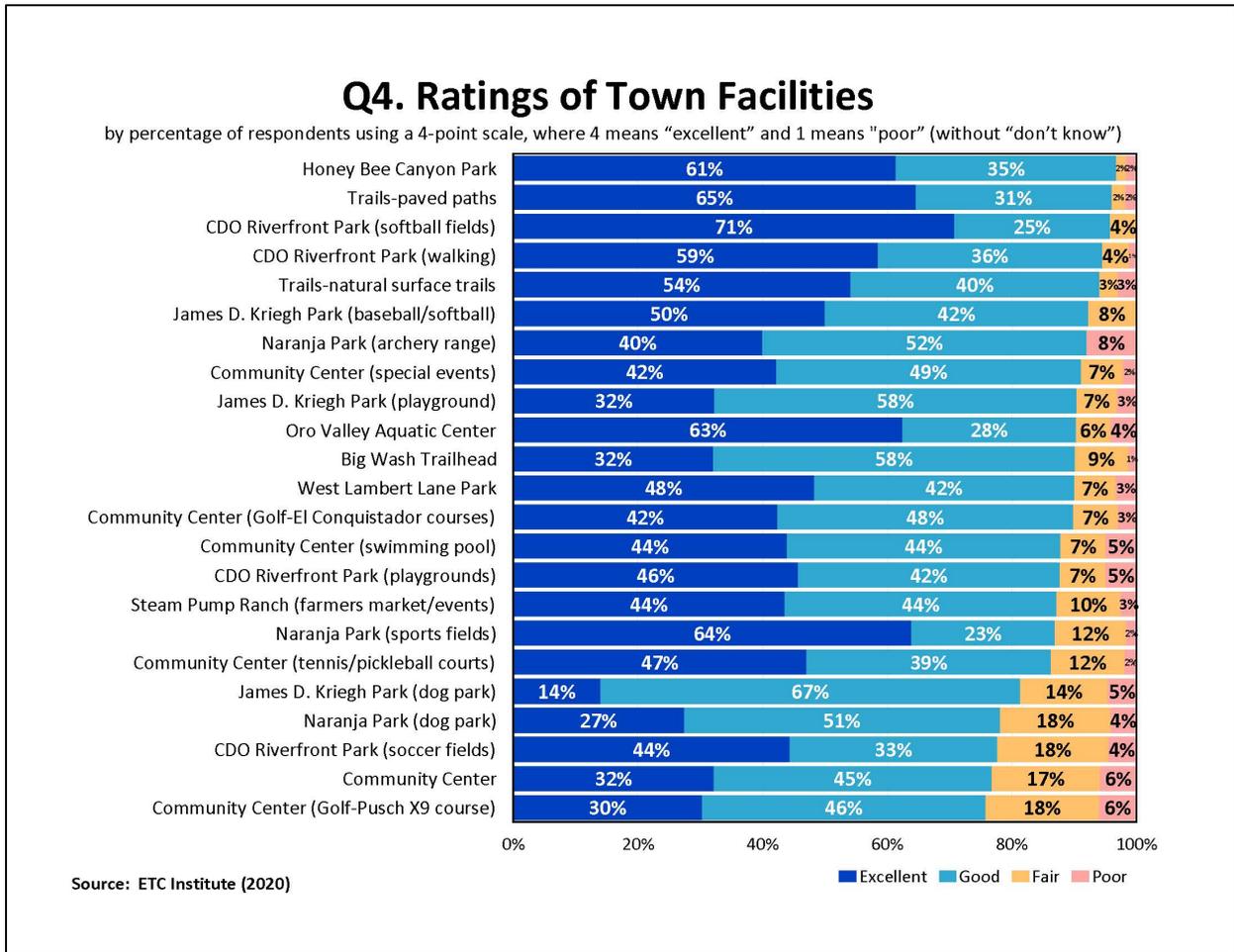
2.5.4 PARK AND FACILITY UTILIZATION AND CONDITION RATINGS

- **Utilization:**
- Fifty-four percent (54%) indicated they have utilized both Steam Pump Ranch and Paved Trails in the last six months.
 - Other most utilized parks and facilities in Oro Valley include:
 - Natural Surface Trails (40%).
 - CDO Riverfront Park (walking) (39%).
 - Honey Bee Canyon Park (29%).
 - Community Center (28%).
 - Community Center Golf Courses (23%).





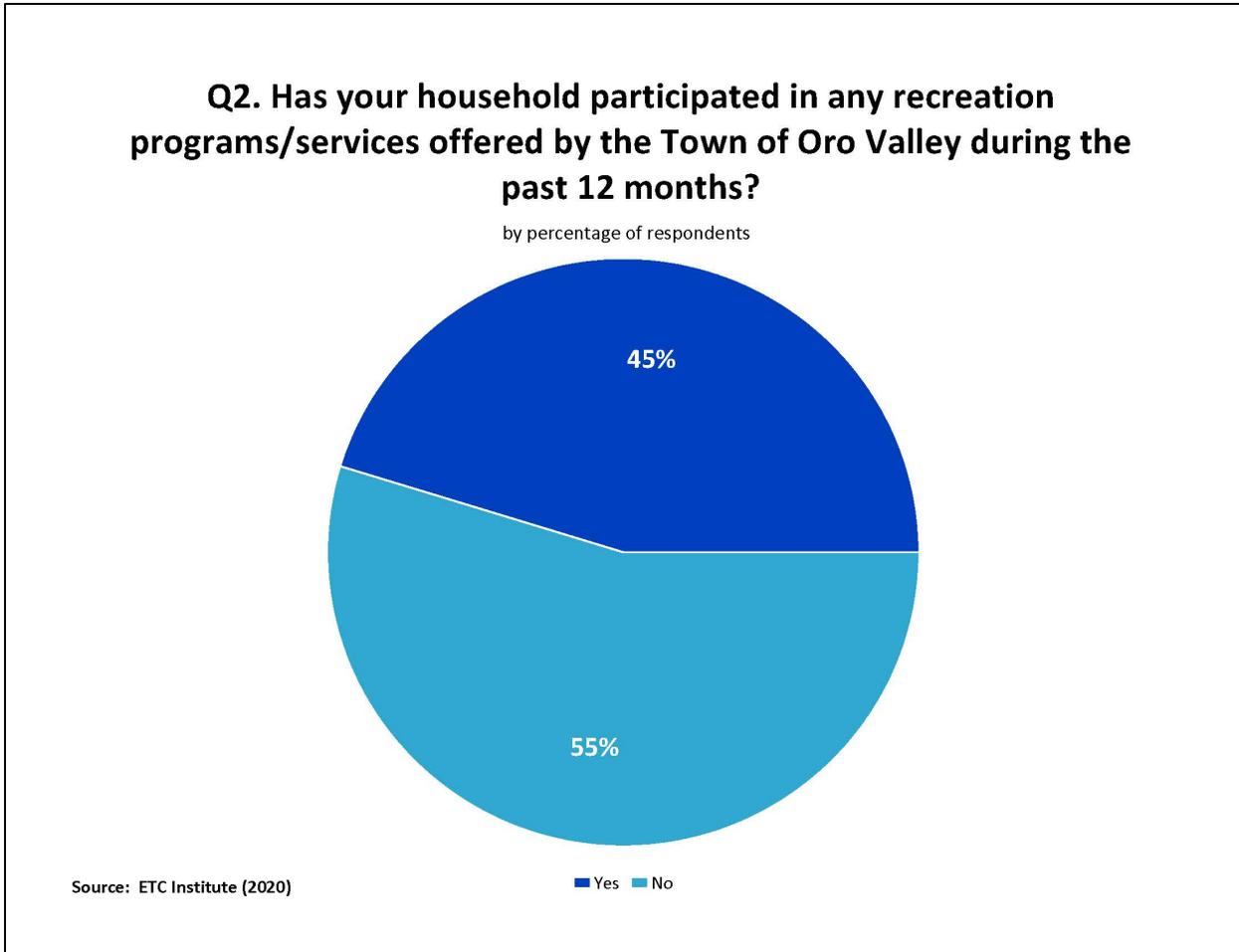
- **Condition Ratings of Parks and Facilities:**
 - Ninety-four percent (95%) of Oro Valley’s parks and recreation facilities were given a condition rating that exceeded the national benchmark for excellent of 29%. The only two locations that received below national benchmark ratings were:
 - James D. Kriegh Dog Park (14%).
 - Naranja Park Dog Park (27%).



2.5.5 PROGRAM PARTICIPATION AND QUALITY RATINGS

- **Program Participation and Ratings:**
 - Forty-one percent (45%) of households participated in Oro Valley Parks and Recreation Department programs and services over the past 12 months.

The national benchmark for program participation is 33%.



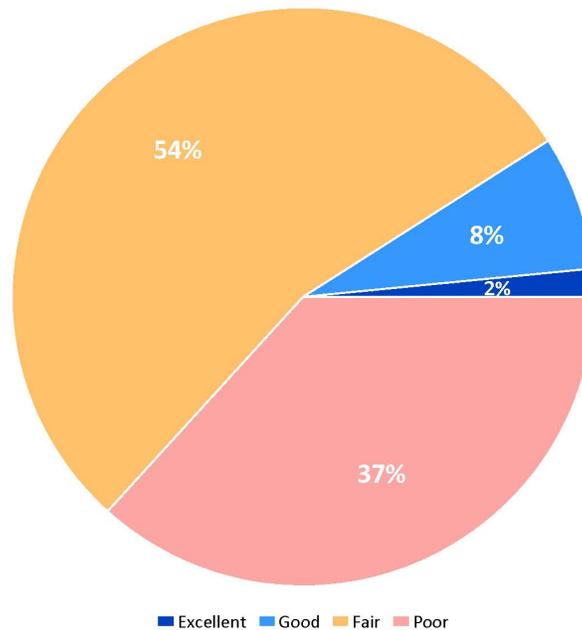


- **Program Quality:**
 - Of households who participated in programs, only two percent (2%) rated the programs as “excellent”.

The national benchmark for excellent is 33%.

Q2a. How would you rate the overall quality of the Town of Oro Valley recreation programs/services in which your household has participated?

by percentage of respondents who used programs (without “not provided”)



Source: ETC Institute (2020)

2.5.6 WAYS HOUSEHOLDS CURRENTLY LEARN ABOUT PROGRAMS AND ACTIVITIES

- **Newspaper (51%) Was the Most Utilized Source of Information When Learning About Program and Activity Offerings.**
 - Forty-seven percent (47%) of households indicated they relied on Friends & Neighbors as an information source.
 - Other most used sources include:
 - Town Website (35%).
 - Local Magazines/Publications (34%).
 - Temporary Signs at Parks or Around Town (31%).
 - Emails/E-Blasts (31%).

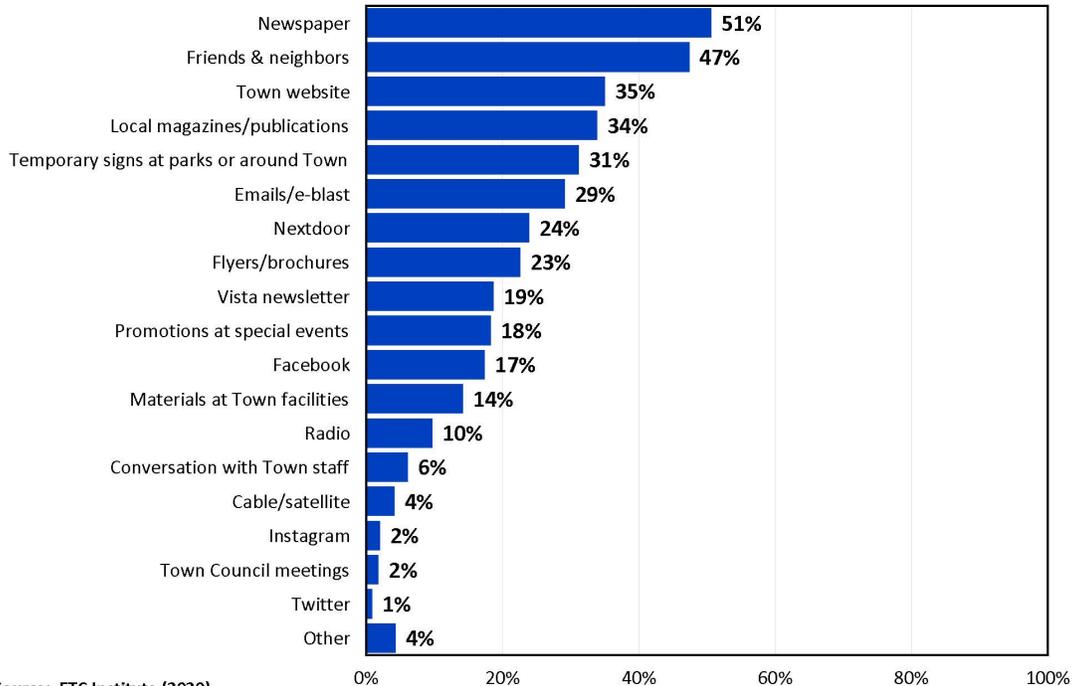
The national benchmark for newspaper is 31%.

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

The national benchmark for website is 31%.

Q12. From the following list, please CHECK ALL of the following ways YOU CURRENTLY LEARN about recreation programs and activities.

by percentage of respondents (multiple choices could be made)



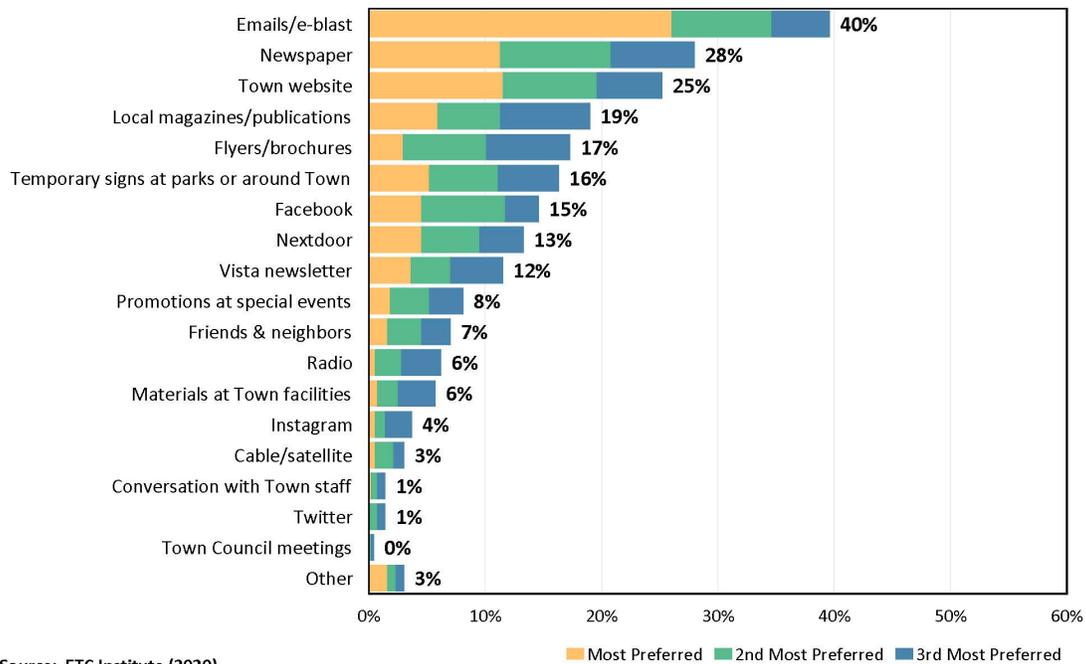


2.5.7 WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- **Emails/E-Blasts (40%) Was the Most Preferred Source of Information When Learning About Program and Activity Offerings.**
 - Twenty-eight percent (28%) of households indicated they would prefer to continue to receive parks and recreation information source via the newspaper.
 - Other most preferred sources include:
 - Town Website (25%).
 - Local Magazines/Publications (19%).
 - Flyers and Brochures (17%).

Q13. From the list in Question 12, which THREE methods of communication would you MOST PREFER the Town to use to communicate with you about recreation programs, activities, and/or events?

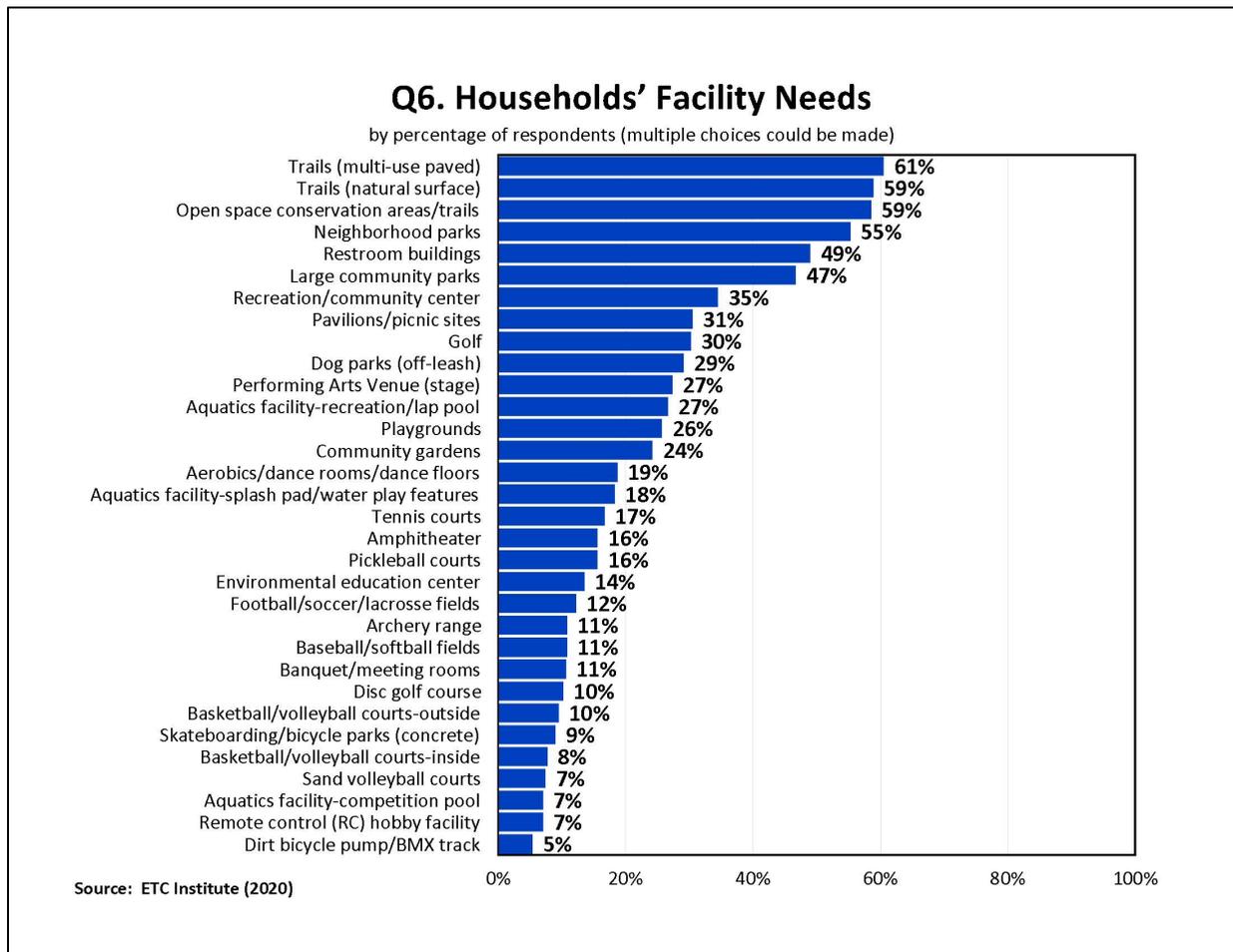
by percentage of respondents who selected the items as one of their top three choices



2.5.8 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:**
 - Sixty-one percent (61%) indicated a need for Multi-Use Paved Trails.
 - Other most needed facilities include:
 - Natural Surface Trails (59%).
 - Open Space Conservation Areas/Trails (59%).
 - Neighborhood Parks (55%).
 - Restroom Buildings (49%).
 - Large Community Parks (47%).
 - Recreation/Community Center (35%).
 - Pavilions/Picnic Sites (31%).
 - Golf (30%).

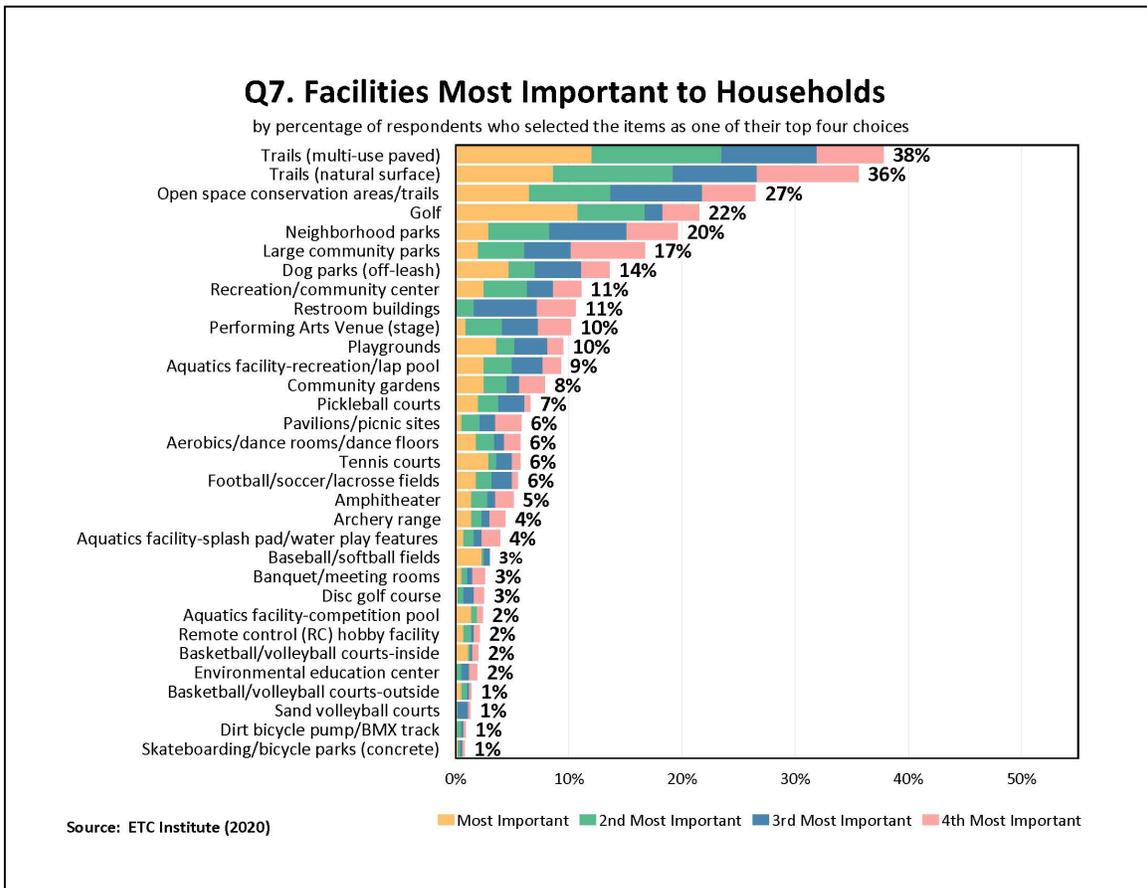




- **Facility Importance:**
 - Based on the sum of respondents' top four choices, 38% indicated Multi-Use Paved Trails were the most important to their household.
 - Other most important facilities include:
 - Natural Surface Trails (36%).
 - Open Space Conservation Areas and Trails (27%).
 - Golf (22%).
 - Neighborhood Parks (20%).

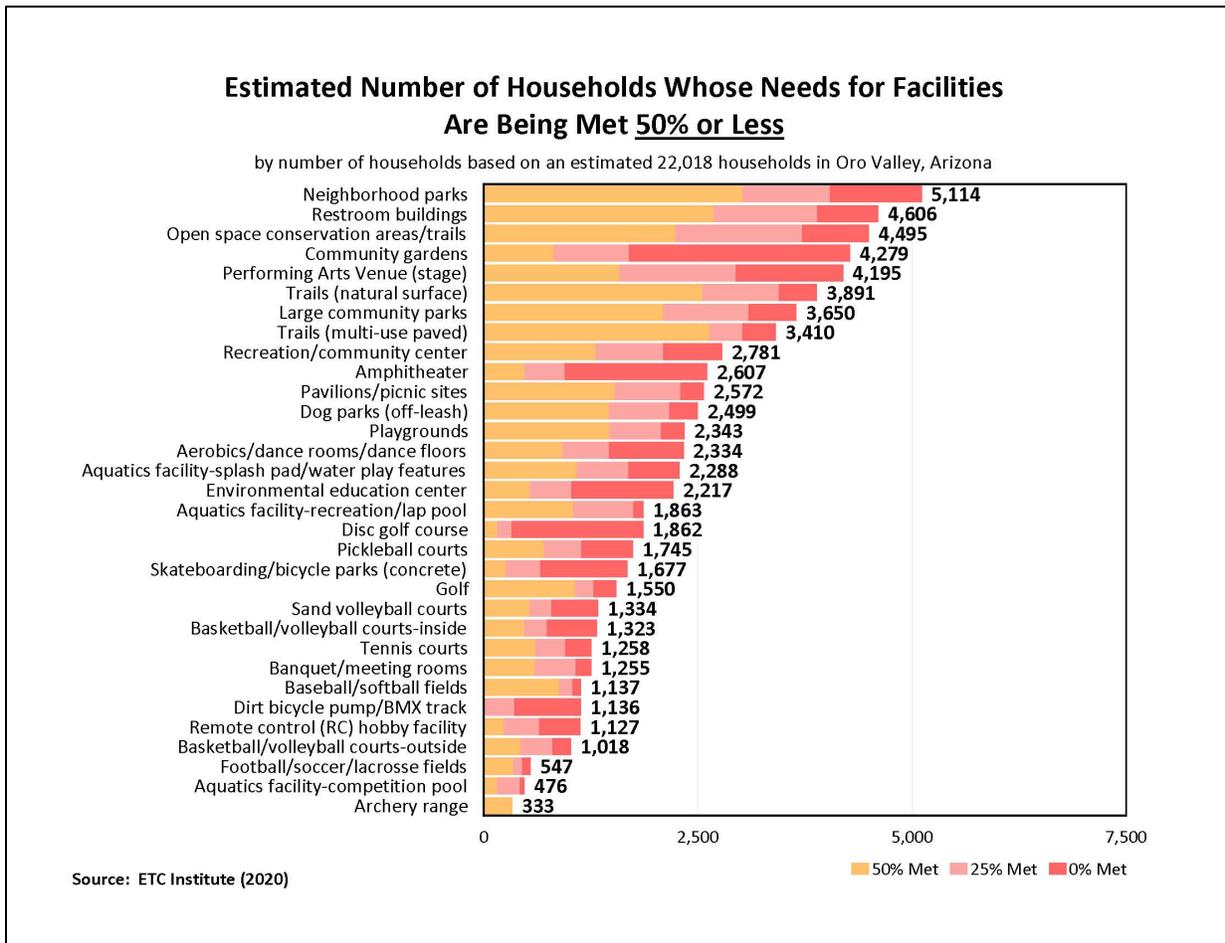
National benchmark for Multi-Use Paved Trails is 45%.

National benchmark for Golf is 9%.



• **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, 5,114 households (23%) indicated an unmet need for Neighborhood Parks.
- Other unmet needs include:
 - Restroom Buildings - 4,606 households (21%).
 - Open Space Conservation Areas and Trails - 4,495 households (20%).
 - Community Gardens - 4,279 households (19%).
 - Performing Arts Venue (Stage) - 4,195 households (19%).
 - Natural Surface Trails - 3,891 households (18%).
 - Large Community Parks - 3,650 households (17%).
 - Multi-Use Paved Trails - 3,410 households (15%).

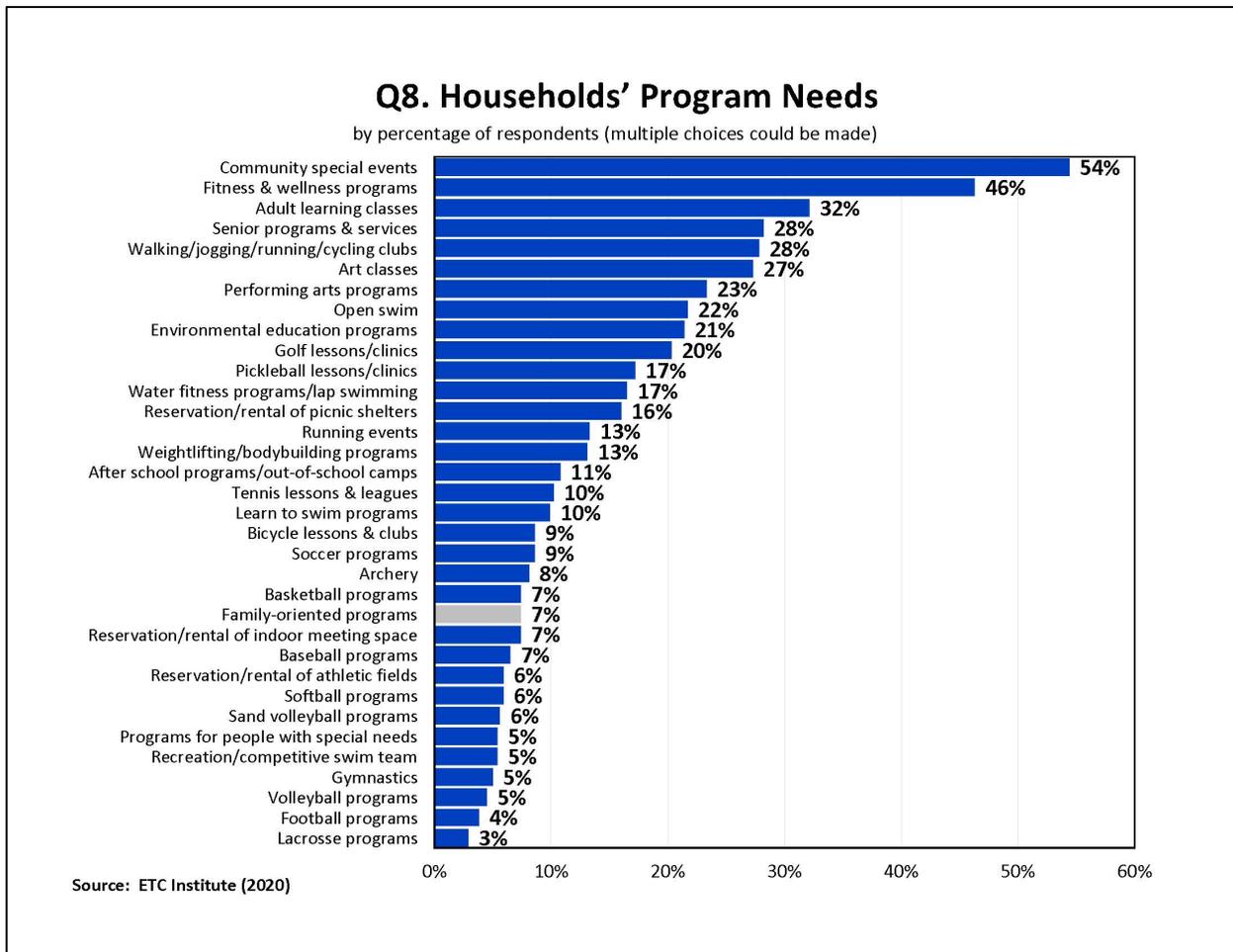




2.5.9 PROGRAM NEEDS, UNMET NEEDS AND IMPORTANCE

• **Recreation Program Needs:**

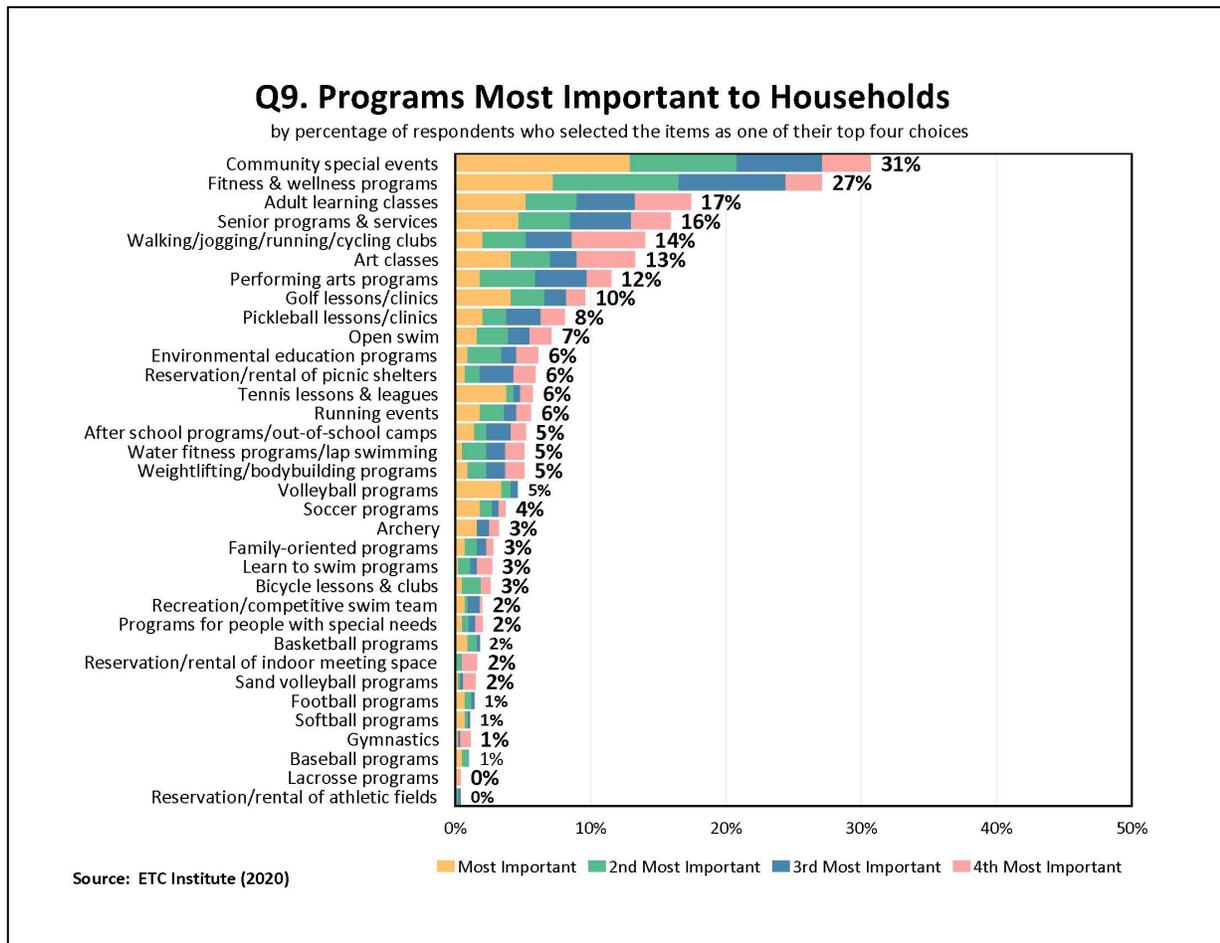
- Fifty-four percent (54%) of households indicated a need for Community Special Events.
- Other most needed programs include:
 - Fitness and Wellness Programs (46% of households).
 - Adult Learning Classes (32% of households).
 - Senior Programs and Services (28% of households).
 - Walking/Jogging/Running/Cycling Clubs (28% of households).
 - Art Classes (27% of households).



• **Recreation Program Importance:**

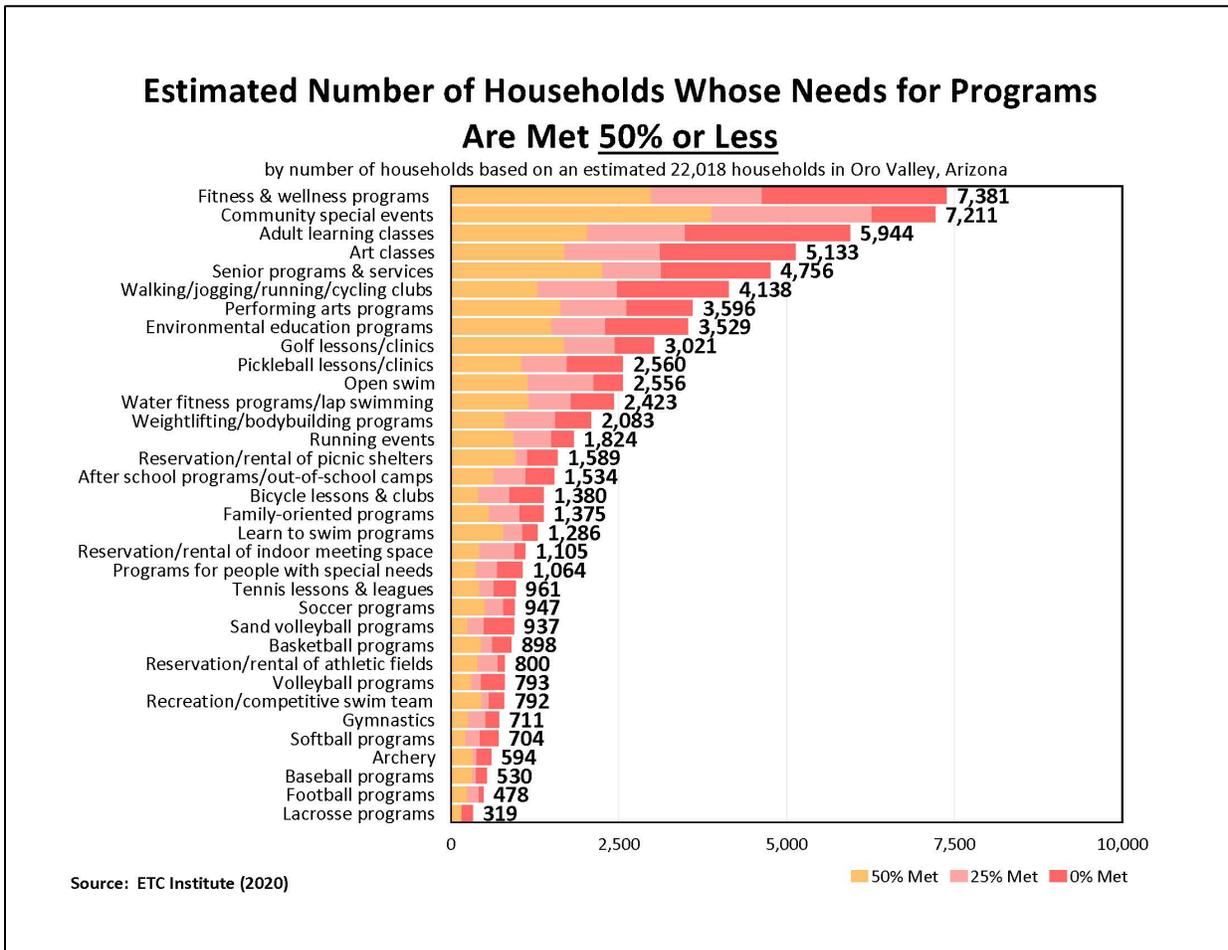
- Based on the percentage of households who indicated the program as one of their top four choices, 31% indicated Community Special Events were the most important to their household.
- Other most important recreation programs include:
 - Fitness and Wellness Programs (27% of households).
 - Adult Learning Classes (17% of households).
 - Senior Programs and Services (16% of households).
 - Walking/Jogging/Running/Cycling Clubs (14% of households).
 - Art Classes (13% of households).

National benchmark for Community Special Events is 21%.





- **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, 7,381 households (34%) responded that Fitness and Wellness Programs had the greatest level of unmet need.
 - Other unmet needs include:
 - Community Special Events - 7,211 households (33%).
 - Adult Learning Classes - 5,944 households (27%).
 - Art Classes - 5,133 households (23%).
 - Senior Programs and Services - 4,756 households (22%).
 - Walking/Jogging/Running/Cycling Clubs - 4,138 households (19%).

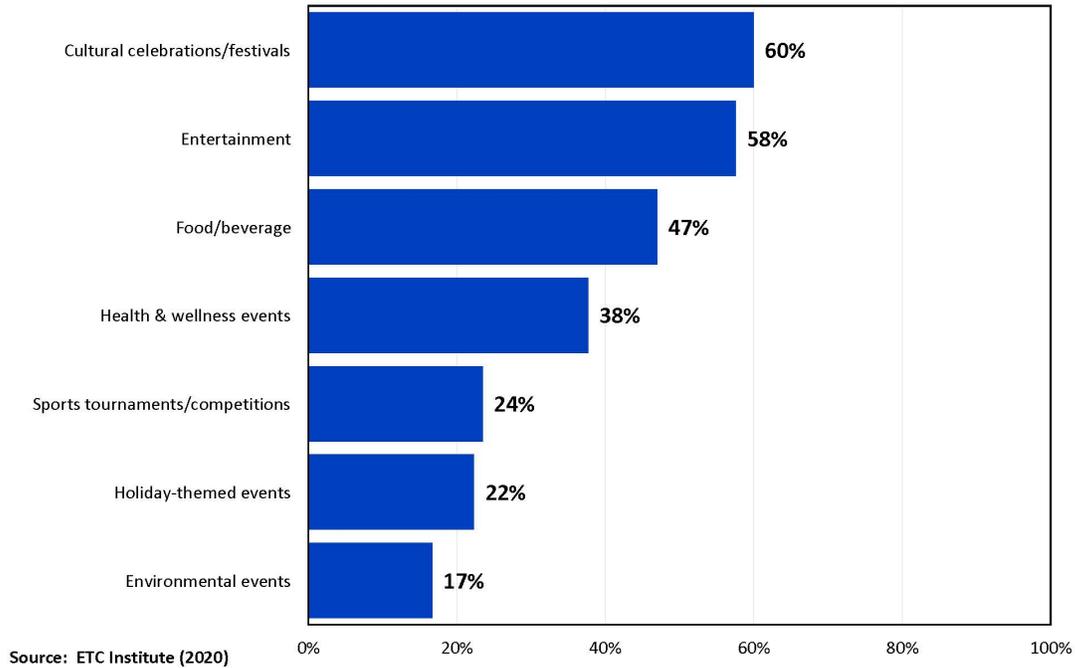


2.5.10 SPECIAL EVENT CONCEPTS MOST INTERESTED IN

- Based on the percentage of households who indicated a concept as one of their top three choices, 60% indicated Cultural Celebrations/Festivals was the concept most interesting to their household.
 - Other special event concepts most interested in include:
 - Entertainment (58% of households).
 - Food/Beverage (47% of households).
 - Health and Wellness Events (38% of households).

Q3. From the following list, please check the THREE SPECIAL EVENT concepts that you and the members of your household WOULD BE MOST INTERESTED in.

by percentage of respondents (multiple responses could be selected)

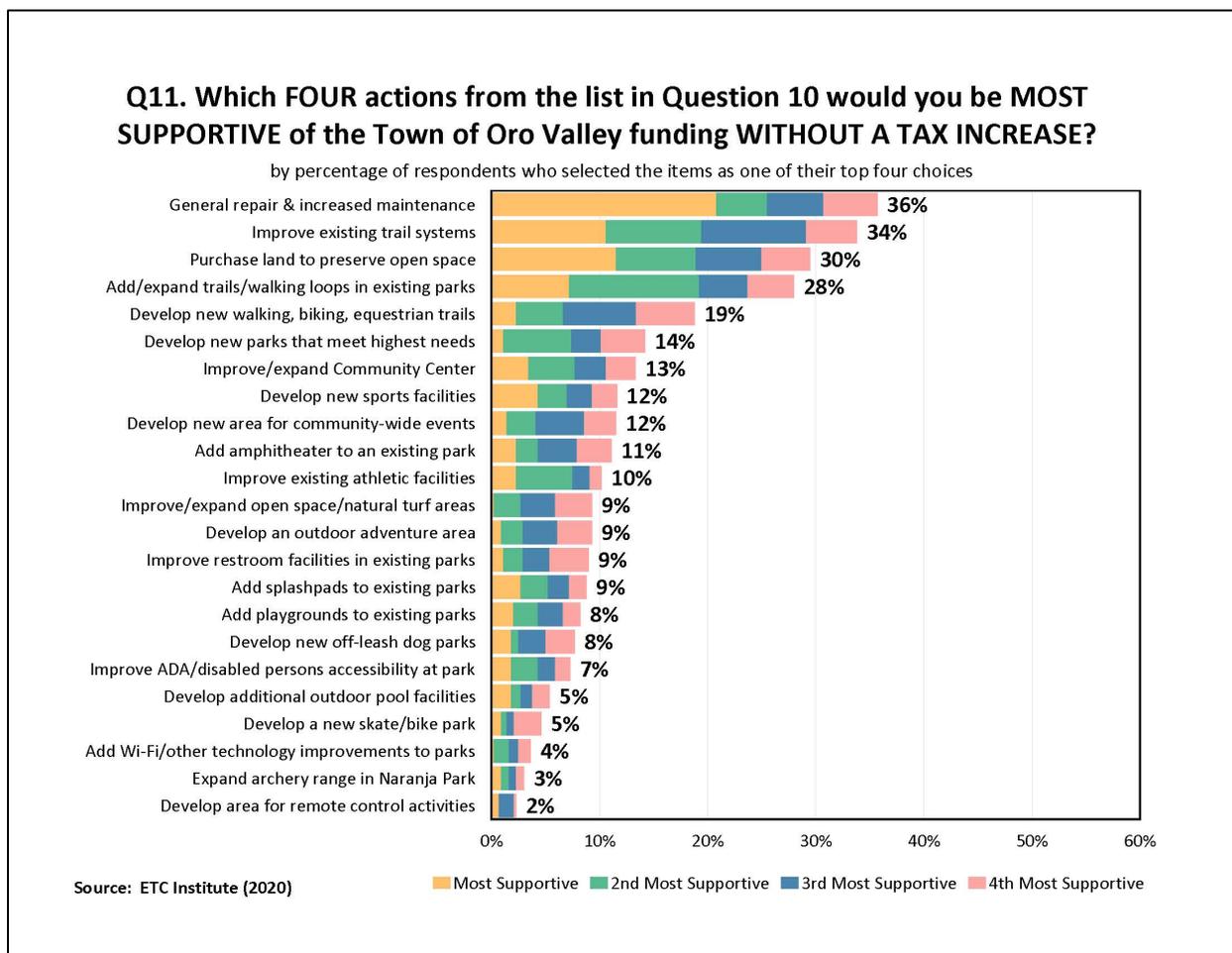




2.5.11 POTENTIAL IMPROVEMENTS MOST WILLING TO SUPPORT **WITHOUT A TAX INCREASE**

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

- Based on the percentage of households who indicated support for improvements, 36% were most supportive of General Repair and Increased Maintenance to the existing systems.
- Other most supported actions include:
 - Improve Existing Trail Systems (34%).
 - Purchase Land to Preserve Open Space (30%).
 - Add/Expand Trails/Walking Loops in Existing Parks (28%).



2.6 SUMMARY OF COMMUNITY NEEDS - PRIORITY RANKINGS

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

- Quantitative data includes the local demographics, recreation trends, statistically valid survey and the on-line.
- Qualitative data includes community input via stakeholder interviews, staff input, intercept surveys, the project website, and planning team observations.

A weighted scoring system was used to determine the priorities for recreation programs/services and facilities/amenities.

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).

2.6.1 PROGRAM/SERVICE AND FACILITY/AMENITY RANKINGS – TOWN AS A WHOLE

Recreation Program/Service	Priority
Community special events	High
Fitness & wellness programs	
Adult learning classes	
Senior programs & services	
Art classes	
Walking/jogging/running/cycling clubs	Medium
Performing arts programs	
Golf lessons/clinics	
Environmental education programs	
Pickleball lessons/clinics	
Open swim	Low
Water fitness programs/lap swimming	
Weightlifting/bodybuilding programs	
Running events	
Reservation/rental of picnic shelters	
After school programs/out-of-school camps	
Tennis lessons & leagues	
Family-oriented programs	
Bicycle lessons & clubs	
Learn to swim programs	
Volleyball programs	
Soccer programs	
Programs for people with special needs	
Reservation/rental of indoor meeting space	
Archery	
Basketball programs	
Sand volleyball programs	
Recreation/competitive swim team	
Gymnastics	
Softball programs	
Reservation/rental of athletic fields	
Football programs	
Baseball programs	
Lacrosse programs	

Facility/Amenity	Priority
Trails (natural surface)	High
Trails (multi-use paved)	
Open space conservation areas/trails	
Neighborhood parks	
Restroom buildings	
Large community parks	
Performing Arts Venue (stage)	
Community gardens	Medium
Golf	
Dog parks (off-leash)	
Recreation/community center	
Playgrounds	
Pavilions/picnic sites	
Amphitheater	
Aquatics facility-recreation/lap pool	
Aerobics/dance rooms/dance floors	
Aquatics facility-splash pad/water play features	
Pickleball courts	Low
Environmental education center	
Disc golf course	
Tennis courts	
Skateboarding/bicycle parks (concrete)	
Banquet/meeting rooms	
Basketball/volleyball courts-inside	
Baseball/softball fields	
Sand volleyball courts	
Remote control (RC) hobby facility	
Football/soccer/lacrosse fields	
Dirt bicycle pump/BMX track	
Basketball/volleyball courts-outside	
Archery range	
Aquatics facility-competition pool	



2.6.2 PROGRAM AND SERVICE HIGH PRIORITY RANKINGS BY HOUSEHOLD TYPE

Program and Service Prioritization by Household Type						
High Priority Programs and Services	Town-Wide	Households with Young Children Ages 0-9	Households with Teens/Young Adults Children Ages 10-19	Households Young/Middle Age Adults Ages 20-54 NO Children	Households Ages 55-69 NO Children	Households Ages 70+ NO Children
Community special events	●	●	●	●	●	●
Fitness & wellness programs	●	●	●	●	●	●
Adult learning classes	●	○	○	●	●	●
Senior programs & services	●	○	○	○	●	●
Art classes	●	●	●	●	○	○
After school programs/out-of-school camps	○	●	○	●	○	○
Family-oriented programs	○	●	○	○	○	○

2.6.3 FACILITY AND AMENITY HIGH PRIORITY RANKINGS BY HOUSEHOLD TYPE

Facility and Amenity Prioritization by Household Type						
High Priority Facilities and Amenities	Town-Wide	Households with Young Children Ages 0-9	Households with Teens/Young Adults Children Ages 10-19	Households Young/Middle Age Adults Ages 20-54 NO Children	Households Ages 55-69 NO Children	Households Ages 70+ NO Children
Trails (natural surface)	●	●	●	●	●	●
Trails (multi-use paved)	●	○	○	●	●	●
Open space conservation areas/trails	●	●	●	●	●	●
Neighborhood parks	●	●	●	●	●	●
Restroom buildings	●	○	●	●	●	●
Large community parks	●	●	●	●	●	○
Performing Arts Venue (stage)	●	○	●	○	●	○
Community gardens	●	○	○	●	○	●
Aquatics facility-splash pad/water play features	○	●	○	○	○	○
Community recreation center	○	○	○	○	○	●
Golf	○	○	○	○	○	●
Off leash dog areas	○	○	●	○	○	○
Playgrounds	○	●	○	○	○	○

CHAPTER THREE – PROGRAM AND SERVICES ASSESSMENT

3.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Oro Valley Parks and Recreation Department has a professional staff that annually delivers a comprehensive parks and recreation program to Oro 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. Formal and informal cooperative relationships with 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 Oro 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.



3.1.1 ORO VALLEY PARKS AND RECREATION DEPARTMENT CORE PROGRAM AREAS

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

Core Program Area	Contracted Service with Another Organization (Yes or No)	Brief Description
Aquatics	No	Recreational swim, lap swim, pool rentals, OVAC memberships and aquatics classes at Oro Valley Aquatic Center and Community and Recreation Center
Camps	Yes/No	Provide camps as a quality method of day care for adults who work in the summer and school breaks. Located at multiple sites with varying subject matter offered, therapeutic and adaptive options as well.
Community Events	No	Large and small events that bring the community together including residents, surrounding communities and local businesses.
Culture and Enrichment Programs	No	Programs and activities focus on the educational component for both both adult and youth.
Golf	Yes	Golf operations
Recreation and Fitness	Yes/No	Programs and activities focused on movement. Provide opportunities to increase physical and mental health through movement, exercise, engagement in life-giving activities
Rental Spaces	Yes/No	Provide quality indoor and outdoor spaces that residents and non-residents can reserve to administer their personal events and activities, and special groups a space to have meetings include tennis

PLEASE NOTE: The Department offers programs and services that are directly administered by staff and contracted through third party partner organizations. Approximately 20% of programs/services are provided by third party partners and 80% are directly provided by the Parks and Recreation Department.

3.1.2 ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by Oro 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.

3.1.3 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 Oro 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 high priority program and service priority rankings by household type resulting from this analysis are as follows:

Program and Service Prioritization by Household Type						
High Priority Programs and Services	Town-Wide	Households with Young Children Ages 0-9	Households with Teens/Young Adults Children Ages 10-19	Households Young/Middle Age Adults Ages 20-54 NO Children	Households Ages 55-69 NO Children	Households Ages 70+ NO Children
Community special events	●	●	●	●	●	●
Fitness & wellness programs	●	●	●	●	●	●
Adult learning classes	●	○	○	●	●	●
Senior programs & services	●	○	○	○	●	●
Art classes	●	●	●	●	○	○
After school programs/out-of-school camps	○	●	○	●	○	○
Family-oriented programs	○	●	○	○	○	○



3.2 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.

AGES SERVED							
Primary Market (P) or Secondary Market (S)							
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+)
Aquatics	S	P	P	P	P	P	P
Camps	P	P	S				
Community Events	P	P	P	P	P	P	P
Culture and Enrichment Programs				S	P	P	P
Golf		S	S	P	P	P	P
Recreation and Fitness				P	P	P	P
Rental Spaces		P	P	P	P	S	
	2	4	3	5	6	6	5

3.2.1 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 three or more core program areas.

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.

3.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by Town of Oro 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	12%	13	50.0%	50-60%
Take-Off	11%	12		
Growth	27%	30		
Mature	50%	55	50.0%	40%
Saturated	0%	0	0.0%	0-10%
Decline	0%	0		
Total	100%	110		

3.3.1 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. This is to be expected as many program and services have been introduced to the community within the last five years due to the purchase of the El Conquistador Golf & Tennis at Pusch Ridge and Community Center. A combined total of 50% of programs fall into the Introduction, Take-off and Growth stages. In addition to the purchase of the golf course and community center, this lifecycle distribution is due to the increase in program offerings in recent years provided by partner organizations - 56% of programs/services offered via third party contractors and partner organizations are in the Introduction, Take-off and Growth stage. A comparison of the program/service lifecycle stages between Town provided and Contractor/Partner provided is in the table to the right:

Lifecycle Stage Comparison		
	Town Provided	Contractor / Partner Provided
Introduction	14%	0%
Take-Off	13%	0%
Growth	22%	56%
Mature	51%	44%
Saturated	0%	0%
Decline	0%	0%
Total	100%	100%

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, 50% of programs are 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.

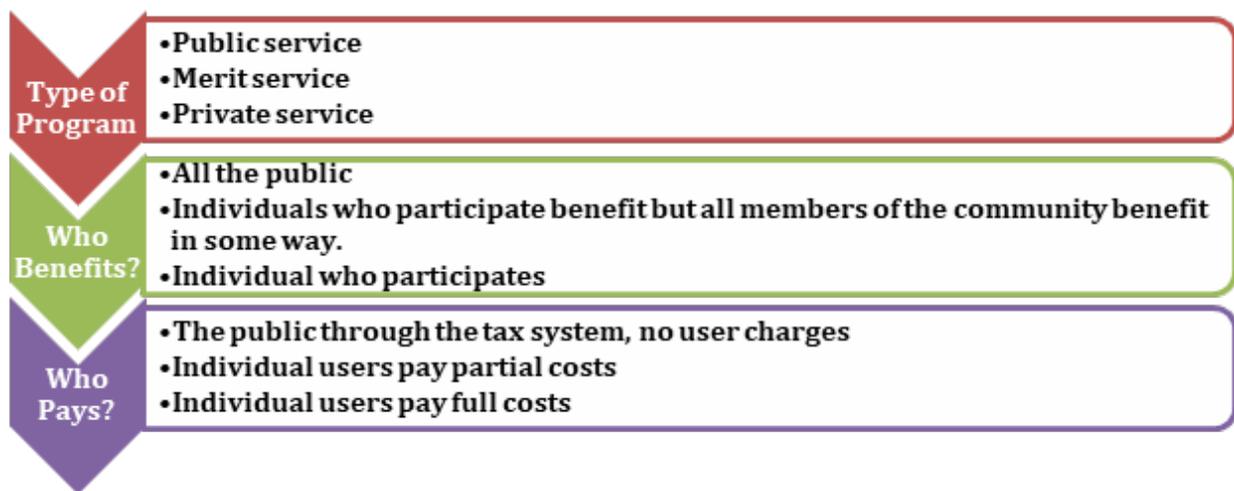
A total of 0% of programs/services are saturated or declining, which is below that of the best practice recommendation of 10%. It is recommended to keep as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never 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.

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.

3.4 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?

3.4.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the Town of Oro 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 Oro 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.

3.4.2 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 Oro 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.

3.4.3 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	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, nominal or fee tailored to public needs Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> Substantial public benefit (negative consequence if not provided) 	<ul style="list-style-type: none"> Public and individual benefit 	<ul style="list-style-type: none"> Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none"> Limited or no alternative providers 	<ul style="list-style-type: none"> Alternative providers unable to meet demand or need 	<ul style="list-style-type: none"> Alternative providers readily available
Access	<ul style="list-style-type: none"> Open access by all 	<ul style="list-style-type: none"> Open access Limited access to users 	<ul style="list-style-type: none"> Limited access to users

3.4.4 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 6.4. 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 on the following page represents a summary of programs and services, and the classification of those programs.

RECREATION AND CULTURE

Programs	Benefit Level	Service Category
Recreation & Culture		
2nd Saturday @ SPR	Community/Individual	Important
4th of July	Community/Individual	Important
Archery Class	Community	Essential
Archery Expo	Community	Essential
Archery Memberships	Individual	Value-Added
Archery Shoots	Community	Essential
Archery drop in's	Individual	Value-Added
Beyond Event	Community	Essential
Bike Swap Sell	Community	Essential
Celebrate Oro Valley	Community	Essential
Concerts at the Ranch	Community	Essential
Crazy 4 horses	Individual	Value-Added
Dog obedience	Individual	Value-Added
Eggstravangaza	Community	Essential
Fall Break Nature Camp	Individual	Value-Added
Field Rentals	Individual	Value-Added
Hot Cocoa 5K	Individual	Value-Added
Inhouse leagues	Individual	Value-Added
Monster Mash/Haunted Hay (car) Ride	Community	Essential
Move Across 2 Ranges	Individual	Value-Added
National Trails Day	Community	Essential
Roundup at the Ranch	Individual	Value-Added
Sliversneakers	Individual	Value-Added
Spring Break Nature Camp	Individual	Value-Added
Steam Pump Ranch Rentals	Individual	Value-Added
Stem + Art = Steam @ SPR	Community/Individual	Important
Team Dance	Individual	Value-Added



AQUATICS

Programs	Benefit Level	Service Category
Aquatics		
Group Swim Lessons	Individual	Value Added
Lap and Recreational Swim	Individual	Value Added
Lifeguarding Courses	Individual	Value Added
One Time/Short Term Users	Individual	Value Added
OVAC Classroom	Individual	Value Added
OVAC Membership	Community/Individual	Important
Sunfish Ramada	Individual	Value Added
Swim Meets	Individual	Value Added
Swim Team	Individual	Value Added

COMMUNITY RECREATION CENTER - OPEN PROGRAMS

Programs	Benefit Level	Service Category
Community Recreation Center (CRC) Programs/Services - Open		
Art Class	Individual	Value Added
Community Center Trips	Individual	Value Added
Fall Break Camp	Individual	Value Added
Lego Camp	Individual	Value Added
Martial Arts	Individual	Value Added
Spooktacular	Community	Essential
Spring Break Camp	Individual	Value Added
Summer Break Camp	Individual	Value Added
Winter Break Camp	Individual	Value Added

COMMUNITY RECREATION CENTER - MEMBERSHIP DRIVEN PROGRAMS AND SERVICES

Programs	Benefit Level	Service Category
Community Recreation Center (CRC) Programs/Services - Membership Driven		
Memberships	Individual	Value Added
Aqua Class	Program/Service included as part of membership	Value Added
Cardio, Core, Tone Classes	Program/Service included as part of membership	Value Added
Dance Classes	Program/Service included as part of membership	Value Added
Kids Korner	Program/Service included as part of membership	Value Added
Movies on the Lawn	Program/Service included as part of membership	Value Added
Pickleball	Program/Service included as part of membership	Value Added
Pilates Classes	Program/Service included as part of membership	Value Added
Pool	Program/Service included as part of membership	Value Added
Spin Class	Program/Service included as part of membership	Value Added
Stretch Classes	Program/Service included as part of membership	Value Added
Tai Chi, Qigong Class	Program/Service included as part of membership	Value Added
Tennis	Program/Service included as part of membership	Value Added
Yoga Class	Program/Service included as part of membership	Value Added
Zumba Class	Program/Service included as part of membership	Value Added



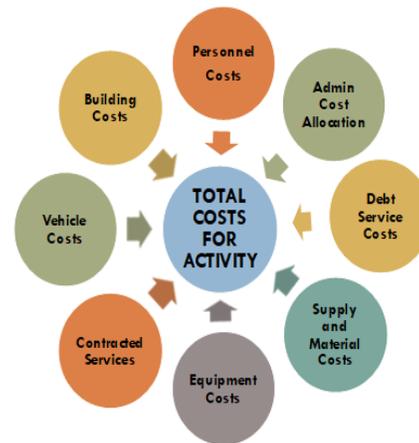
3.5 UNDERSTANDING THE FULL COST OF SERVICE

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 Oro 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.

3.5.1 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 Oro Valley Parks and Recreation Department worked with the Consultant Team to establish direct cost only recovery targets for all recreation 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.

RECREATION AND CULTURE PROGRAMS

Programs	Total Revenues	Direct Program Expenditures	Total Revenues Over/(Under) Total Expenditures	Current Cost Recovery	Target Cost Recovery	Potential Net Revenue Increase
Recreation & Culture						
2nd Saturday @ SPR	\$2,100	\$4,263	(\$2,163)	49.3%	60%	\$458
4th of July	\$14,100	\$27,811	(\$13,711)	50.7%	60%	\$2,587
Archery Class	\$0	\$5,348	(\$5,348)	0.0%	25%	\$1,337
Archery Expo	\$0	\$600	(\$600)	0.0%	25%	\$150
Archery Memberships	\$13,532	\$8,527	\$5,005	158.7%	100%	\$0
Archery Shoots	\$0	\$718	(\$718)	0.0%	25%	\$179
Archery drop in's	\$7,342	\$0	\$7,342	100.0%	100%	\$0
Beyond Event	\$0	\$440	(\$440)	0.0%	25%	\$110
Bike Swap Sell	\$0	\$700	(\$700)	0.0%	25%	\$175
Celebrate Oro Valley	\$400	\$8,000	(\$7,600)	5.0%	25%	\$1,600
Concerts at the Ranch	\$0	\$1,800	(\$1,800)	0.0%	25%	\$450
Crazy 4 horses	\$7,640	\$6,876	\$764	111.1%	100%	\$0
Dog obedience	\$4,145	\$3,316	\$829	125.0%	100%	\$0
Eggstravangaza	\$0	\$3,000	(\$3,000)	0.0%	25%	\$750
Fall Break Nature Camp	\$3,075	\$2,500	\$575	123.0%	50%	\$0
Field Rentals	\$91,080	\$0	\$91,080	100.0%	100%	\$0
Hot Cocoa 5K	\$4,500	\$3,768	\$732	119.4%	100%	\$0
Inhouse leagues	\$12,000	\$8,200	\$3,800	146.3%	100%	\$0
Monster Mash/Haunted Hay (car) Ride	\$3,300	\$9,206	(\$5,906)	35.8%	25%	\$0
Move Across 2 Ranges	\$6,500	\$8,000	(\$1,500)	81.3%	100%	\$1,500
National Trails Day	\$0	\$700	(\$700)	0.0%	25%	\$175
Roundup at the Ranch	\$4,000	\$2,000	\$2,000	200.0%	100%	\$0
Sliversneakers	\$2,010	\$1,608	\$402	125.0%	100%	\$0
Spring Break Nature Camp	\$3,078	\$2,500	\$578	123.1%	100%	\$0
Steam Pump Ranch Rentals	\$5,000	\$2,000	\$3,000	250.0%	100%	\$0
Stem + Art = Steam @ SPR	\$11,340	\$22,911	(\$11,571)	49.5%	60%	\$2,407
Team Dance	\$23,917	\$21,525	\$2,392	111.1%	100%	\$0
Recreation & Culture Totals	\$219,059	\$156,317	\$62,742	140.1%		\$11,878

AQUATICS

Programs	Total Revenues	Direct Program Expenditures	Total Revenues Over/(Under) Total Expenditures	Current Cost Recovery	Target Cost Recovery	Potential Net Revenue Increase
Aquatics						
Group Swim Lessons	\$30,000	\$0	\$30,000	100.0%	100%	\$0
Lap and Recreational Swim	\$50,000	\$0	\$50,000	100.0%	100%	\$0
Lifeguarding Courses	\$2,070	\$1,517	\$553	136.5%	100%	\$0
One Time/Short Term Users	\$60,000	\$0	\$60,000	100.0%	100%	\$0
OVAC Classroom	\$975	\$0	\$975	100.0%	100%	\$0
OVAC Membership	\$188,000	\$575,000	(\$387,000)	32.7%	50%	\$99,500
Sunfish Ramada	\$450	\$0	\$450	100.0%	100%	\$0
Swim Meets	\$60,000	\$0	\$60,000	100.0%	100%	\$0
Swim Team	\$125,000	\$0	\$125,000	100.0%	100%	\$0
Aquatics Totals	\$486,495	\$576,517	(\$90,022)	84.4%		\$99,500



COMMUNITY RECREATION CENTER - OPEN PROGRAMS

Programs	Total Revenues	Direct Program Expenditures	Total Revenues Over/(Under) Total Expenditures	Current Cost Recovery	Target Cost Recovery	Potential Net Revenue Increase
Community Recreation Center (CRC) Programs/Services - Open						
Art Class	\$20,650	\$16,520	\$4,130	125.0%	100+	\$0
Community Center Trips	\$3,732	\$3,040	\$692	122.8%	100+	\$0
Fall Break Camp	\$5,528	\$4,810	\$718	114.9%	100+	\$0
Lego Camp	\$7,962	\$6,500	\$1,462	122.5%	100+	\$0
Martial Arts	\$11,100	\$8,800	\$2,300	126.1%	100+	\$0
Spooktacular	\$0	\$3,046	(\$3,046)	0.0%	25%	\$762
Spring Break Camp	\$5,500	\$4,800	\$700	114.6%	100+	\$0
Summer Break Camp	\$122,000	\$100,000	\$22,000	122.0%	100+	\$0
Winter Break Camp	\$3,390	\$3,347	\$43	101.3%	100+	\$0
CRC Open Totals	\$703,457	\$498,178	\$205,279	141.2%		\$762

COMMUNITY RECREATION CENTER - MEMBERSHIP DRIVEN PROGRAMS/SERVICES

Programs	Total Revenues	Direct Program Expenditures	Total Revenues Over/(Under) Total Expenditures	Current Cost Recovery	Target Cost Recovery	Potential Net Revenue Increase
Community Recreation Center (CRC) Programs/Services - Membership Driven						
Memberships	\$523,345	\$147,456	\$375,889	354.9%	100+	\$0
Aqua Class	\$0	\$5,967	(\$5,967)	0.0%	100+	\$0
Cardio, Core, Tone Classes	\$0	\$22,421	(\$22,421)	0.0%	100+	\$0
Dance Classes	\$0	\$1,474	(\$1,474)	0.0%	100+	\$0
Kids Korner	\$250	\$30,839	(\$30,589)	0.8%	100+	\$0
Movies on the Lawn	\$0	\$3,946	(\$3,946)	0.0%	100+	\$0
Pickleball	\$0	\$1,550	(\$1,550)	0.0%	100+	\$0
Pilates Classes	\$0	\$2,211	(\$2,211)	0.0%	100+	\$0
Pool	\$0	\$96,390	(\$96,390)	0.0%	100+	\$0
Spin Class	\$0	\$9,514	(\$9,514)	0.0%	100+	\$0
Stretch Classes	\$0	\$3,905	(\$3,905)	0.0%	100+	\$0
Tai Chi, Qigong Class	\$0	\$4,960	(\$4,960)	0.0%	100+	\$0
Tennis	\$0	\$3,334	(\$3,334)	0.0%	100+	\$0
Yoga Class	\$0	\$9,664	(\$9,664)	0.0%	100+	\$0
Zumba Class	\$0	\$3,685	(\$3,685)	0.0%	100+	\$0
CRC - Membership Driven Totals	\$523,595	\$347,316	\$176,279	150.8%		\$0

In summary, the Oro Valley Parks and Recreation Department can increase its revenue by 8% (or \$112,140) by implementing the cost of service recommendations.

The cost recovery goals are expected to be achieved over a 2-3 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 2021/2022. 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 150% of direct 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

3.6 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place and utilized consistently across all core program areas.
- **Customer Satisfaction and Retention:** The Department does 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 consistently utilize survey tools to continually gather feedback on the quality of current program offerings or the community’s 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, its current Marketing Plan should be updated to include target marketing strategies such as:
 - **Mass marketing:** The target market for this kind of strategy is a large, varied group of people such special events that appeal to all Town residents.
 - **Differentiated marketing:** The target market for this strategy is large groups of people within a targeted market who share specific character traits such as age specific programming.
 - **Niche marketing:** For this kind of target marketing, the Department targets a smaller, select group of people who share particular interests in a specific type of program or service, such as swim lessons.
 - **Micromarketing:** This strategy involves offering customized and individualized services to Town residents, such as pavilion reservations for birthday parties.
- **Volunteers:** The Department has a strong volunteer program.
- **Partnerships:** The Department utilizes a number of partner providers to deliver programs to Oro Valley residents but does not have a developed formal partnership policy or codified, written agreements with all partners.
- **Competition:** The Department has a general understanding of other service providers.



3.7 OTHER KEY RECOMMENDATIONS

- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Oro 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 survey.
- **Ongoing Evaluation:** The Division should continue to utilize its current evaluation tools to measure the success of its performance. As the Division does so, it should ask itself three simple questions:
 - Service Rationale - Do we need to provide this service?
 - Service Level and Scope - What quality and quantity of service do we need to provide?
 - Service Effectiveness - Is the service achieving its intended outcomes?
- **Public Input:** The Department should seek to incorporate opportunities to continually engage the residents of Oro Valley utilizing tools such as pre-program surveys, focus group meetings, town hall meetings, and bi-annual needs based surveys utilizing Shape Oro Valley.
- **Marketing:** Develop a formalized approach to marketing programs and services to the community - including those offered by partner organizations.



3.8 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.

Recreation Program/Service	Action	Timeline
Community special events	CONTINUE/EXPAND	IMMEDIATELY
Fitness & wellness programs	CONTINUE/EXPAND	UPON RENOVATION OF COMMUNITY CENTER
Adult learning classes	CONTINUE/EXPAND	UPON RENOVATION OF COMMUNITY CENTER
Senior programs & services	CONTINUE/EXPAND	UPON RENOVATION OF COMMUNITY CENTER
Art classes	CONTINUE/EXPAND	UPON RENOVATION OF COMMUNITY CENTER
Walking/jogging/running/cycling clubs	EVALUATE	SHORT-TERM
Performing arts programs	EVALUATE	SHORT-TERM
Golf lessons/clinics	CONTINUE/EXPAND	SHORT-TERM
Environmental education programs	EVALUATE	SHORT-TERM
Pickleball lessons/clinics	CONTINUE	SHORT-TERM
Open swim	CONTINUE	SHORT-TERM
Water fitness programs/lap swimming	CONTINUE	SHORT-TERM
Weightlifting/bodybuilding programs	CONTINUE	UPON RENOVATION OF COMMUNITY CENTER
Running events	FACILITATE	SHORT-TERM
Reservation/rental of picnic shelters	CONTINUE	SHORT-TERM
After school programs/out of school camps	CONTINUE	SHORT-TERM
Tennis lessons & leagues	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Family oriented programs	CONTINUE	SHORT-TERM
Bicycle lessons & clubs	EVALUATE	LONG-TERM
Learn to swim programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Volleyball programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Soccer programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Programs for people with special needs	EVALUATE	LONG-TERM
Reservation/rental of indoor meeting space	FACILITATE	SHORT-TERM
Archery	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Basketball programs	FACILITATE	SHORT-TERM
Sand volleyball programs	FACILITATE	LONG-TERM VIA PARTNERSHIP
Recreation/competitive swim team	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Gymnastics	EVALUATE	LONG-TERM VIA PARTNERSHIP
Softball programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Reservation/rental of athletic fields	FACILITATE	SHORT-TERM
Football programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Baseball programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP
Lacrosse programs	FACILITATE	SHORT-TERM VIA PARTNERSHIP



CHAPTER FOUR – PARK AND FACILITY INVENTORY/ASSESSMENTS

4.1 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.

4.1.1 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.

4.1.2 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.

Though the Town of Oro Valley does not own any mini parks, Homeowner Associations in Oro Valley do provide 45 individual mini parks totaling 36 acres to their residents.

4.1.3 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.

Though the Town of Oro Valley does not own any neighborhood parks, Homeowner Associations in Oro Valley do provide eight (8) neighborhood parks totaling 53 acres to their residents.

- 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.

4.1.4 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.

James D. Kriegh Park and Riverfront Park are examples of Town of Oro Valley parks that fit the Community Park classification.

- 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.

4.1.5 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.

Naranja Park is an example of a Town of Oro Valley park that fits the Regional Park classification.

- 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.

4.1.6 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.

The Town of Oro Valley does not own any parks that fit the Sports Complex classification.

- 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 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 entrances and throughout complex.
- Size of park: Preferably 20 or more acres for stand-alone complexes.

4.1.7 SPECIAL USE AREAS

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:

The Aquatic Center, the Community Center, Steam Pump Ranch, Greenock Park and Tho'ag Park and El Conquistador Golf & Tennis at Pusch Ridge are examples of Town of Oro Valley assets that fit the Special Use Areas classification.

- **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.
- **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.

4.1.8 CONSERVATION AREA/TRAIL PARKS

Conservation area/trail parks are undeveloped but may include natural or paved trails. Conservation area/trail 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. Conservation area/trail parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

Honey Bee Canyon Park and West Lambert Lane Park are examples of Town of Oro Valley parks that fit the Conservation Area/Trail Park classification.

- 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.

4.1.9 LINEAR PARKS/TRAILS CORRIDORS

Linear Parks/Trails Corridors 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.

CDO Shared Use Path is an example of a Town of Oro Valley asset that fits the Greenbelt/Trails Corridor classification.

- Site Selection: Located consistent with approved Bicycle, Pedestrian and Trails Master Plan or the like.
- 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 as 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 Linear Park. 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.

4.2 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.

4.2.1 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.

4.2.2 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

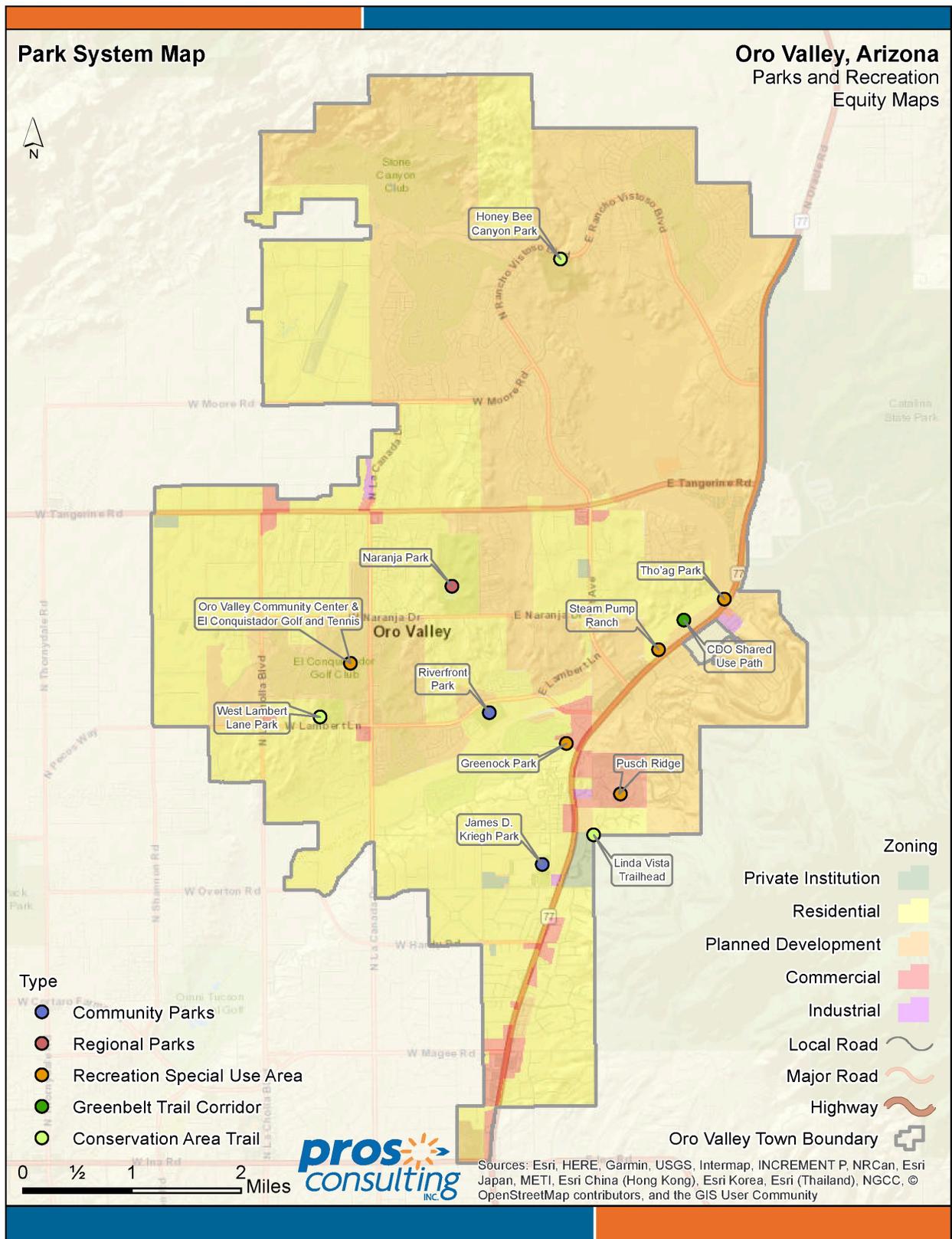
- Conditions in this category function properly and are early enough in their lifecycle that improvements are not currently needed.

The table below summarizes the assessment of the Town’s parks system.

EXISTING TOWN-OWNED PARKS				
Park	Address	Park Classification	Acreage	Overall Condition Rating
CDO Shared Use Path	La Canada Drive to Steam Pump Ranch	Greenbelt/Trail Corridor	5.8	B
Greenock Park	Greenock Dr and Oracle Rd	Recreation/Special Use Area	0.5	C
Honey Bee Canyon Park	13880 North Rancho Vistoso Boulevard	Conservation Area/Trail Park	7.7	A
James D. Kriegh Park	23 West Calle Concordia	Community Park	18	C
Linda Vista Trailhead	730 E Linda Vista Rd	Conservation Area/Trail Park	107	B-C
Naranja Park	810 W Naranja Drive	Regional Park	213	B-C
Oro Valley Community Center & El Conquistador Golf and Tennis	10555 W. La Canada Drive	Recreation/Special Use Area	255	B-C
Pusch Ridge Golf	10000 N. Oracle Road	Recreation/Special Use Area	47	B
Riverfront Park	551 West Lambert Lane	Community Park	30	B
Steam Pump Ranch	10901 N. Oracle Road	Recreation/Special Use Area	15.2	B-C
Tho’ag Park	N Rams Field Pl and Oracle Rd	Recreation/Special Use Area	2.3	B
West Lambert Lane Park	1750 W. Lambert Lane	Conservation Area/Trail Park	40	B
EXISTING TOWN-OWNED RECREATION FACILITIES				
Facility	Address	Facility Classification	Inventory	Condition Rating
Oro Valley Aquatic Center	23 West Calle Concordia	Aquatic Facility	1 aquatic center	B
Oro Valley Community Center	10555 W. La Canada Drive	Community Center	50,783 square feet	B-C

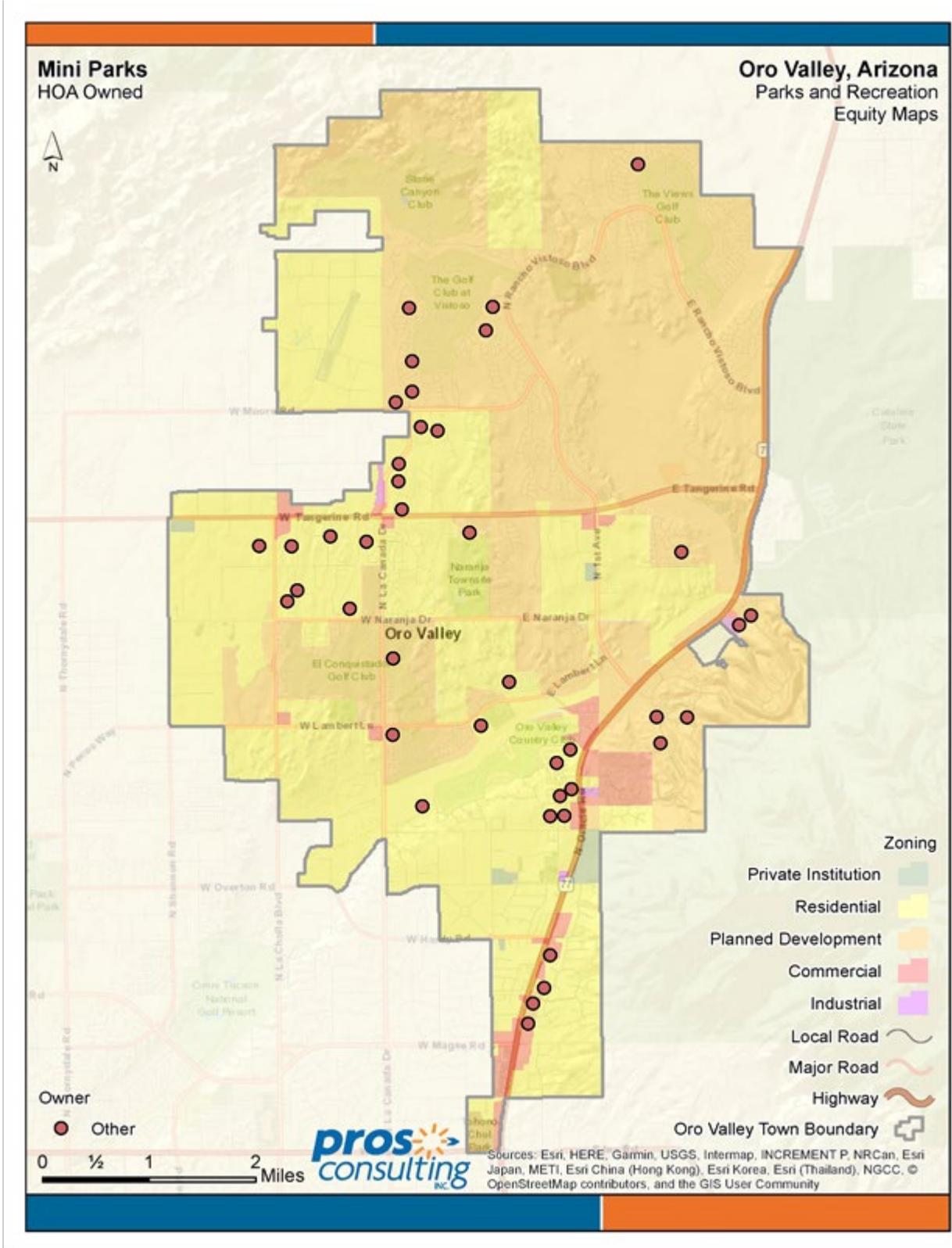
A comprehensive inventory and assessment technical report has been provided to the Town as a stand-alone document.

TOWN OF ORO VALLEY CURRENT PARK SYSTEM SUMMARY MAP

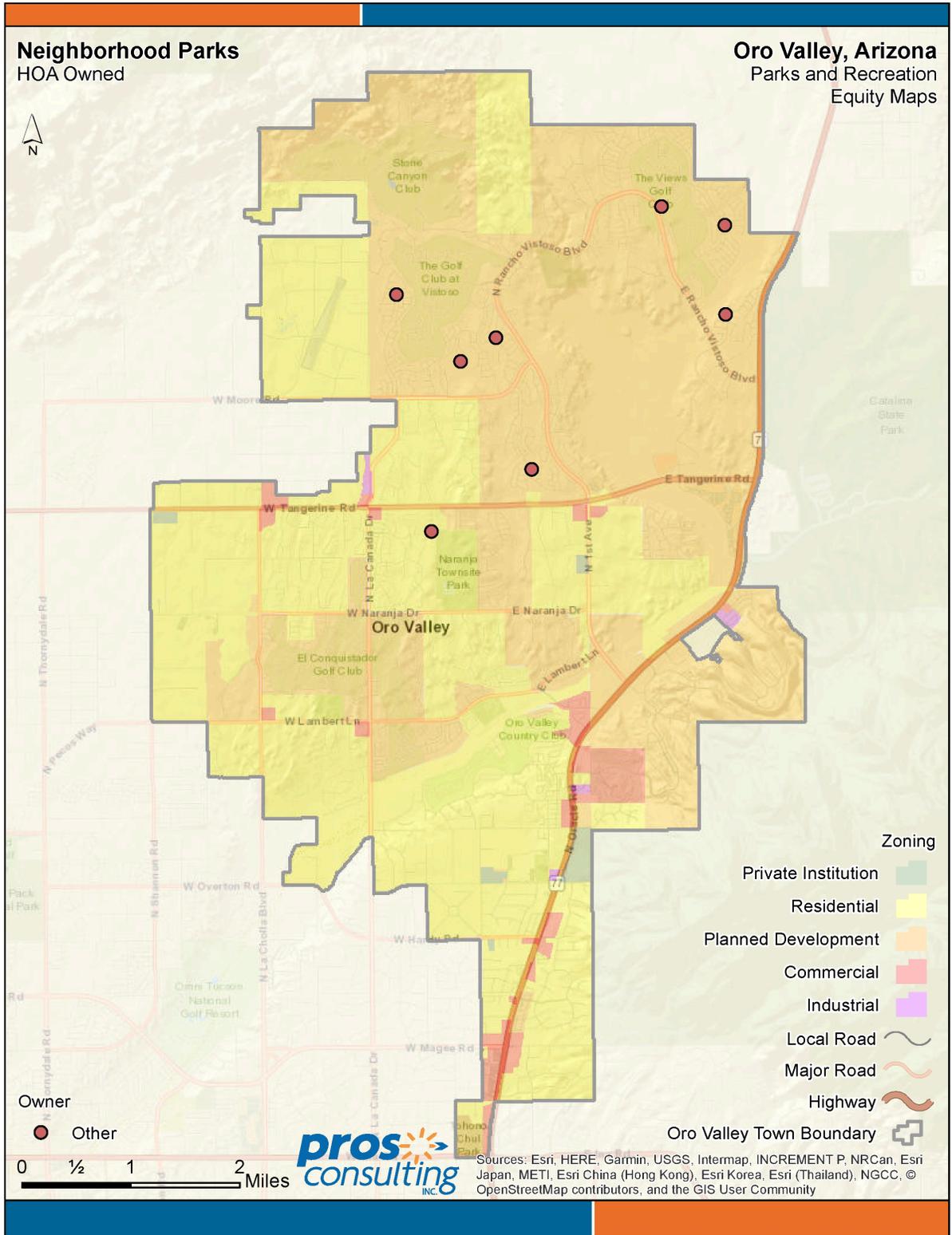




ORO VALLEY HOMEOWNER ASSOCIATION MINI PARKS

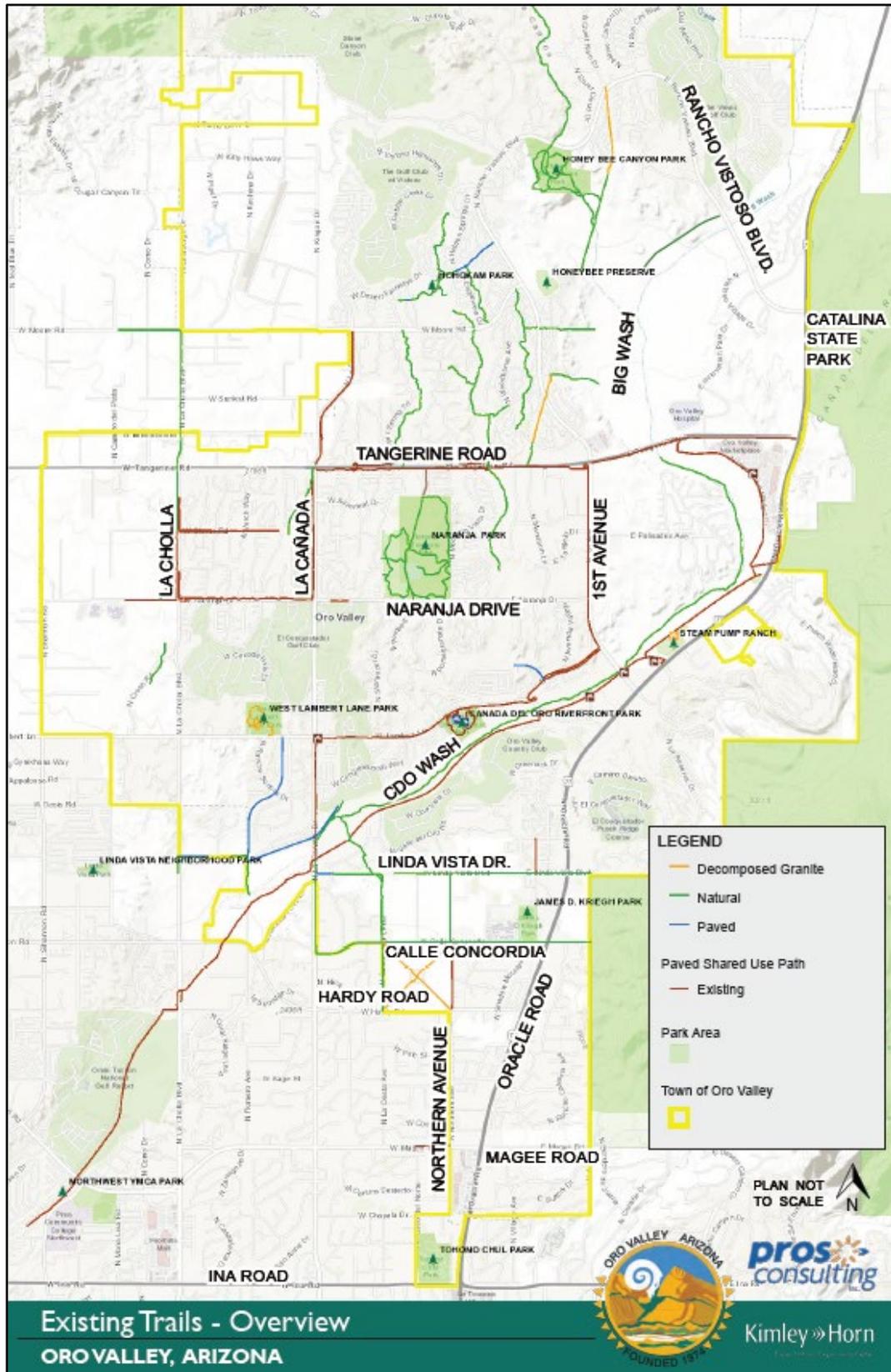


ORO VALLEY HOMEOWNER ASSOCIATION NEIGHBORHOOD PARKS





TOWN OF ORO VALLEY CURRENT SHARED USE PATH SYSTEM SUMMARY MAP



4.3 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 and developed LOS standards using a combination of local, regional and national resources, including:

- Demographic projections (including population, age and diversity segmentation).
- General Plan Policy Document.
- National Recreation and Park Association (NRPA) guidelines.
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2020 Study of Sports.
- Market Potential Recreation participation as it applies to activities that occur in the United States and Oro Valley area.
- Ability for the Town to acquire park land for developed parks, trails and open space.
- Community and stakeholder input including the online survey and general observations.
- Planned yet not developed parks in the Town.
- The ability for the Town to financially sustain a high-quality park, open space and trail system.

4.3.1 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 Oro Valley community, these standards help to identify park and facility/amenity gaps and surpluses.

The findings of the LOS standards analysis are summarized below

HOMEOWNER ASSOCIATION PARK INVENTORY AND LEVEL OF SERVICE (LOS)

- Homeowner associations provide parks and recreation amenities to their residents within three park classifications
 - Mini Parks
 - Neighborhood Parks
 - Special Use Parks (Vista Views Golf Course).
- Some park and recreation amenities in homeowner associations are ONLY available to residents of those communities, including but not limited to:
 - Swimming Pools
 - Tennis Courts
 - Pickleball Courts
 - Golf Course



- Currently, homeowner associations offer a LOS of 6.03 acres of parkland per 1,000 population that complements the Town’s public park system (275.71 acres of mini, neighborhood and special use parks).

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

- The Town of Oro Valley provides publicly accessible parks to the community within five park classifications to all residents of the Town.
 1. Community Parks - 1.05 acres per 1,000 population (48 acres)
 2. Regional Parks - 4.66 acres per 1,000 population (213 acres)
 3. Special Use Parks - 6.99 acres per 1,000 population (319.5 acres)
 4. Conservation/Trail Parks - 3.38 acres per 1,000 population (154.7 acres)
 5. Linear Parks/Trail Corridors - 0.13 acres per 1,000 population (5.8 acres)
- Currently, the Town offers 1.11 square feet of indoor recreation/community center per person to its residents,
- Linear miles of shared use paths and soft surface trails were not calculated in this population-based service level analysis because they are based on connected networks rather than population.

KEY UNMET PARK AND AMENITY NEEDS

- Neighborhood Parks.
- Community Parks.
- Baseball/Softball Diamonds (lighted).
- Outdoor Basketball Courts.
- Dog Parks (off-leash dog area).
- Multi-purpose Fields (lighted).
- Pickleball Courts.
- Playgrounds.
- Reservable Ramadas.
- Ramadas - Small Group.
- Skatepark/BMX Park.
- Splash Pad.

4.3.2 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 and address the gaps per park type to increase the current LOS standard for the projected population in 2035.

LEVEL OF SERVICE ASSUMPTIONS

- The Town of Oro Valley’s population will increase to 54,986 within next 15 years.
- Homeowner associations will provide some park and recreation amenities to residents living within the homeowner associations.
- The Town of Oro Valley will need to take a two-pronged approach to further developing the parks and recreation system.

3. Level of Service provided by Homeowner Associations - The appropriate LOS of neighborhood parks and recreation amenities that homeowner associations should provide to residents of homeowner associations by 2035.
4. Level of Service provided by the Town of Oro Valley - The appropriate LOS of community, regional and special use parks and trails as well as recreation amenities that the Town should provide to all of the Town’s projected population of 54,986 by 2034.

LEVEL OF SERVICE RECOMMENDATIONS FOR HOMEOWNER ASSOCIATIONS

Park Type	Current Service Levels		Recommended Developed Park Service Levels		2035 Standards	
	Current Service Level	Current Service Level	Recommended Developed Park Service Levels	Recommended Developed Park Service Levels	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Mini Park	0.79 acres per	1,000	0.10 acres per	1,000	Meets Standard	- Acre(s)
Neighborhood Parks	1.16 acres per	1,000	1.25 acres per	1,000	Need Exists	16 Acre(s)
Recreation/Special Use Area	4.08 acres per	1,000	3.25 acres per	1,000	Meets Standard	- Acre(s)
Total Developed Park Acreage	6.03 acres per	1,000	4.60 acres per	1,000	Needs Exists	16 Acre(s)
Recommended Park Development by HOA						
16 Acre(s)						
OUTDOOR AMENITIES						
Basketball Court	1.00 court per	3,976	1.00 court per	4,000	Need Exists	2 Court(s)
Playgrounds	1.00 site per	2,177	1.00 site per	2,350	Need Exists	2 Site(s)
Ramadas - Small Group	1.00 site per	1,577	1.00 site per	1,750	Need Exists	2 Site(s)
Swimming Pool - Neighborhood	1.00 site per	1,988	1.00 site per	3,500	Meets Standard	- Site(s)
Tennis Courts	1.00 court per	6,532	1.00 court per	8,000	Meets Standard	- Court(s)
Volleyball Courts - Outdoors	1.00 court per	7,621	1.00 court per	30,000	Meets Standard	- Court(s)



LEVEL OF SERVICE RECOMMENDATIONS FOR THE TOWN OF ORO VALLEY

Park Type	2020 Park Inventory		Current Service Levels		Recommended Developed Park Service Levels		2035 Standards	
	Town of Oro Valley	Total Inventory	Current Service Level	Recommended Developed Park Service Levels	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed		
Community Parks	48.00	48.00	1.05 acres per 1,000	1.10 acres per 1,000	Need Exists	12 Acre(s)		
Regional Parks	213.00	213.00	4.66 acres per 1,000	3.50 acres per 1,000	Meets Standard	- Acre(s)		
Recreation/Special Use Area	320.00	320.00	7.00 acres per 1,000	5.75 acres per 1,000	Meets Standard	- Acre(s)		
Total Developed Park Acreage	581.00	581.00	12.71 acres per 1,000	10.35 acres per 1,000	Need Exists	12 Acre(s)		
Greenbelt/Trail Corridor	5.80	5.80	0.13 acres per 1,000	NA acres per 1,000	NA	- Acre(s)		
Conservation Area/Trail Park	154.70	154.70	3.38 acres per 1,000	NA acres per 1,000	NA	- Acre(s)		
Recommended Land Acquisition (Needs Exist less the Current Undeveloped Park Land)								
12 Acre(s)								
OUTDOOR AMENITIES								
Archery Range (Fixed)	1.0	1.00	1.00 range per 45,726	1.00 range per 75,000	Meets Standard	- Range(s)		
Archery Range (Walking)	1.0	1.00	1.00 range per 45,726	1.00 range per 75,000	Meets Standard	- Range(s)		
Baseball / Softball Diamond (Lighted)	7.0	7.00	1.00 field per 6,532	1.00 field per 5,000	Need Exists	4 Field(s)		
Basketball Court	2.0	2.00	1.00 court per 22,863	1.00 court per 12,000	Need Exists	3 Court(s)		
Dog Park (off-leash dog area)	2.0	2.00	1.00 site per 22,863	1.00 site per 20,000	Need Exists	1 Site(s)		
Golf Course (18 hole)	2.5	2.50	1.00 Course per 18,290	1.00 Course per 25,000	Meets Standard	- Course(s)		
Multi-purpose Field (Lighted)	10.0	10.00	1.00 field per 4,573	1.00 field per 3,000	Need Exists	8 Field(s)		
Outdoor Swimming Facility	2.0	2.00	1.00 court per 22,863	1.00 site per 60,000	Meets Standard	- Court(s)		
Pickleball Court	6.0	6.00	1.00 court per 7,621	1.00 court per 4,000	Need Exists	8 Court(s)		
Playgrounds	3.0	3.00	1.00 site per 15,242	1.00 site per 15,000	Need Exists	1 Site(s)		
Ramadas - Large Group	13.0	13.00	1.00 site per 3,517	1.00 site per 3,500	Need Exists	3 Site(s)		
Skatepark/BMX Park	0.0	-	1.00 site per #DIV/0!	1.00 site per 100,000	Need Exists	1 Site(s)		
Splash Pad	1.0	1.00	1.00 site per 45,726	1.00 site per 30,000	Need Exists	1 Site(s)		
Tennis Courts	32.0	32.00	1.00 court per 1,429	1.00 court per 2,000	Meets Standard	- Court(s)		
Volleyball Courts - Outdoors	2.0	2.00	1.00 court per 22,863	1.00 court per 30,000	Meets Standard	- Court(s)		
INDOOR RECREATION CENTER								
Indoor Recreation Center Space (square feet)	50,783	50,783	1.11 SF per person	1 SF per Person	Need Exists	4,203 Square Feet		

LEVEL OF SERVICE RECOMMENDATIONS SUMMARY

Based on the assumptions and LOS recommendations above,

- Homeowner associations should be expected to develop 16 acres of neighborhood parks by 2035. These neighborhood parks will likely serve only homeowner association residents.
 - It is recommended that the size of each neighborhood park be no less than 2 acres. If the developer cannot provide a park of this size, the Town should consider receiving cash in-lieu.
- The Town of Oro Valley should be expected to develop one community park no less than 12 acres in size 2035. These community parks will serve all residents of the Town.
 - It is recommended that this community park be developed north of Tangerine Road.
 - It is recommended that the development of a 12+ acre community park be viewed as a long term project that takes place after 2030 unless an opportunity arises that allows the project to be expedited.

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 community need and address the gaps per park type to increase the current level of service standard for the projected population in 2035.





Town of Oro Valley Parks and Recreation

The table below details the COMBINED (Town of Oro Valley and homeowner associations) and recommended Level of Service.

Park Type	2020 Park Inventory			Current Service Levels		Recommended Developed Park Service Levels		2035 Standards	
	Town of Oro Valley	Other Inventory	Total Inventory	Current Service Level	Recommended Developed Park Service Levels	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed		
Mini Park	-	36.17	36.17	0.79 acres per 1,000	0.10 acres per 1,000	Meets Standard	- Acre(s)		
Neighborhood Parks	-	53.19	53.19	1.16 acres per 1,000	1.25 acres per 1,000	Need Exists	16 Acre(s)		
Community Parks	48.00	-	48.00	1.05 acres per 1,000	1.10 acres per 1,000	Need Exists	12 Acre(s)		
Regional Parks	213.00	-	213.00	4.66 acres per 1,000	3.50 acres per 1,000	Meets Standard	- Acre(s)		
Recreation/Special Use Area	319.50	186.35	505.85	11.06 acres per 1,000	9.00 acres per 1,000	Meets Standard	- Acre(s)		
Total Developed Park Acreage	580.50	275.71	856.21	18.72 acres per 1,000	14.95 acres per 1,000	Need Exists	28 Acre(s)		
Linear Parks/Trail Corridors	5.80	-	5.80	0.13 acres per 1,000	NA acres per 1,000	NA	- Acre(s)		
Conservation Area/Trail Park	154.70	-	154.70	3.38 acres per 1,000	NA acres per 1,000	NA	- Acre(s)		
Recommended Land Acquisition (Needs Exist less the Current Undeveloped Park Land)									
OUTDOOR AMENITIES									
Archery Range (Fixed)	1.0	-	1.00	1.00 range per 45,726	1.00 range per 75,000	Meets Standard	- Range(s)		
Archery Range (Walking)	1.0	-	1.00	1.00 range per 45,726	1.00 range per 75,000	Meets Standard	- Range(s)		
Baseball / Softball Diamond (lighted)	7.0	-	7.00	1.00 field per 6,532	1.00 field per 5,000	Need Exists	4 Field(s)		
Basketball Court	2.0	11.5	13.50	1.00 court per 3,387	1.00 court per 3,000	Need Exists	5 Court(s)		
Dog Park (off-leash dog area)	2.0	-	2.00	1.00 site per 22,863	1.00 site per 20,000	Need Exists	1 Site(s)		
Golf Course (18 hole)	2.5	-	2.50	1.00 Course per 18,290	1.00 Course per 25,000	Meets Standard	- Course(s)		
Multi-purpose Field (Lighted)	10.0	-	10.00	1.00 field per 4,573	1.00 field per 3,000	Need Exists	8 Field(s)		
Outdoor Swimming Facility	2.0	-	2.00	1.00 site per 22,863	1.00 site per 60,000	Meets Standard	- Site(s)		
Pickleball Court	6.0	-	6.00	1.00 court per 7,621	1.00 court per 4,000	Need Exists	8 Court(s)		
Playgrounds	3.0	21.0	24.00	1.00 site per 1,905	1.00 site per 2,000	Need Exists	3 Site(s)		
Reservable Ramadas	13.0	2.0	15.00	1.00 site per 3,048	1.00 site per 3,000	Need Exists	3 Site(s)		
Ramadas - Small Group	-	29.0	29.00	1.00 site per 1,577	1.00 site per 1,750	Need Exists	2 Site(s)		
Skatepark/BMX Park	-	-	-	1.00 site per #DIV/0!	1.00 site per 100,000	Need Exists	1 Site(s)		
Splash Pad	1.0	-	1.00	1.00 site per 45,726	1.00 site per 30,000	Need Exists	1 Site(s)		
Swimming Pool - Neighborhood	-	23.0	23.00	1.00 site per 1,988	1.00 site per 3,500	Meets Standard	- Site(s)		
Tennis Courts	32.0	7.0	39.00	1.00 court per 1,172	1.00 court per 1,500	Meets Standard	- Court(s)		
Volleyball Courts - Outdoors	2.0	6.0	8.00	1.00 court per 5,716	1.00 court per 7,500	Meets Standard	- Court(s)		
INDOOR RECREATION CENTER									
Indoor Recreation Center Space (square feet)	50,783	-	50,783	1.11 SF per person	1 SF per Person	Need Exists	4,203 Square Feet		

4.4 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

4.4.1 SERVICE AREA EQUITY MAPPING – CURRENT INVENTORY

The Oro 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.

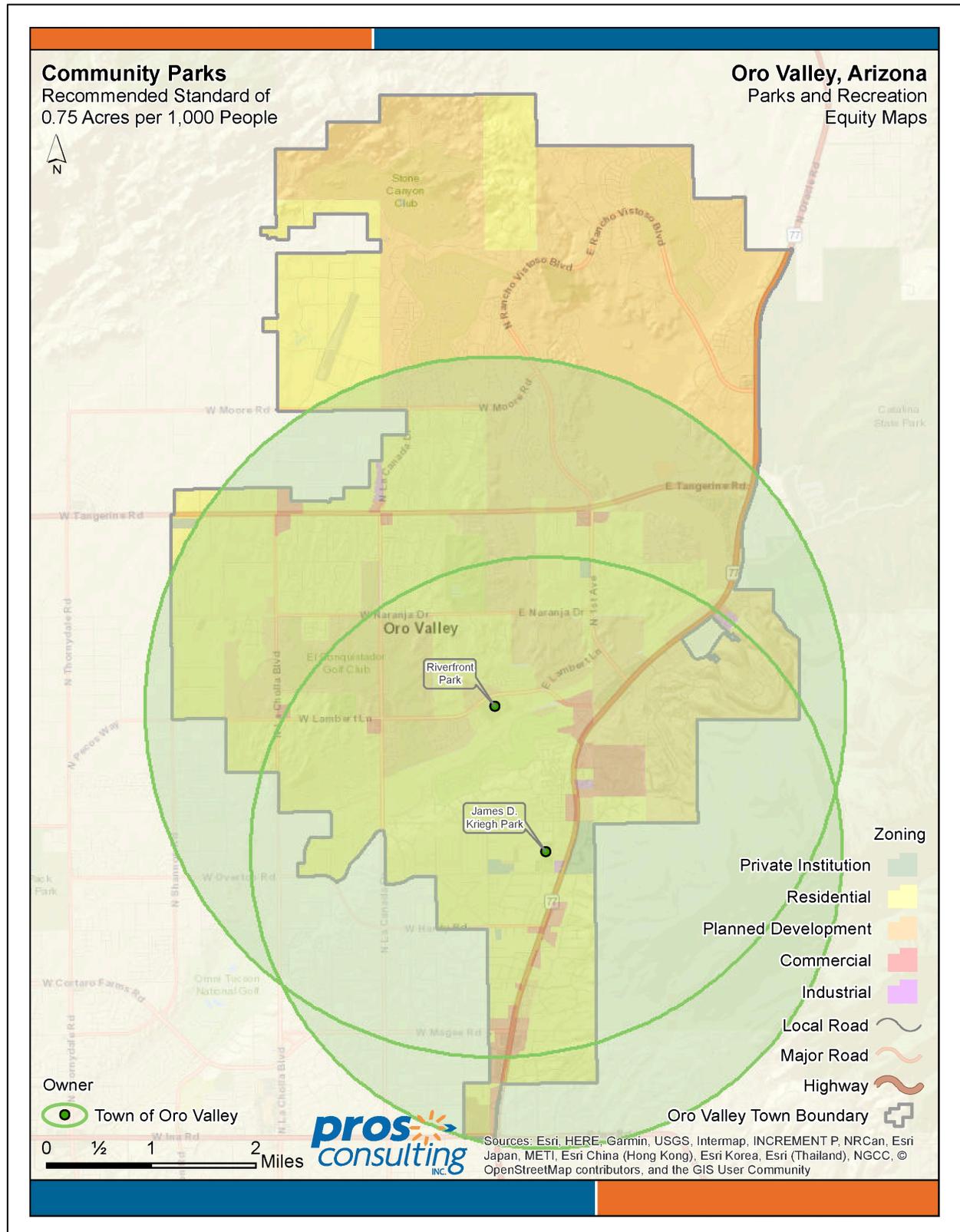
Although there are occasions when the service area may extend beyond the Town's borders, only Oro Valley's population was utilized for calculating service area standards in this analysis.

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 **ONLY** identify the following existing **Town of Oro Valley parks and amenities**. The do not provide equity mapping analysis of homeowner association parks and amenities as, as stated previously, these parks and amenities are not typically available to all Oro Valley residents.

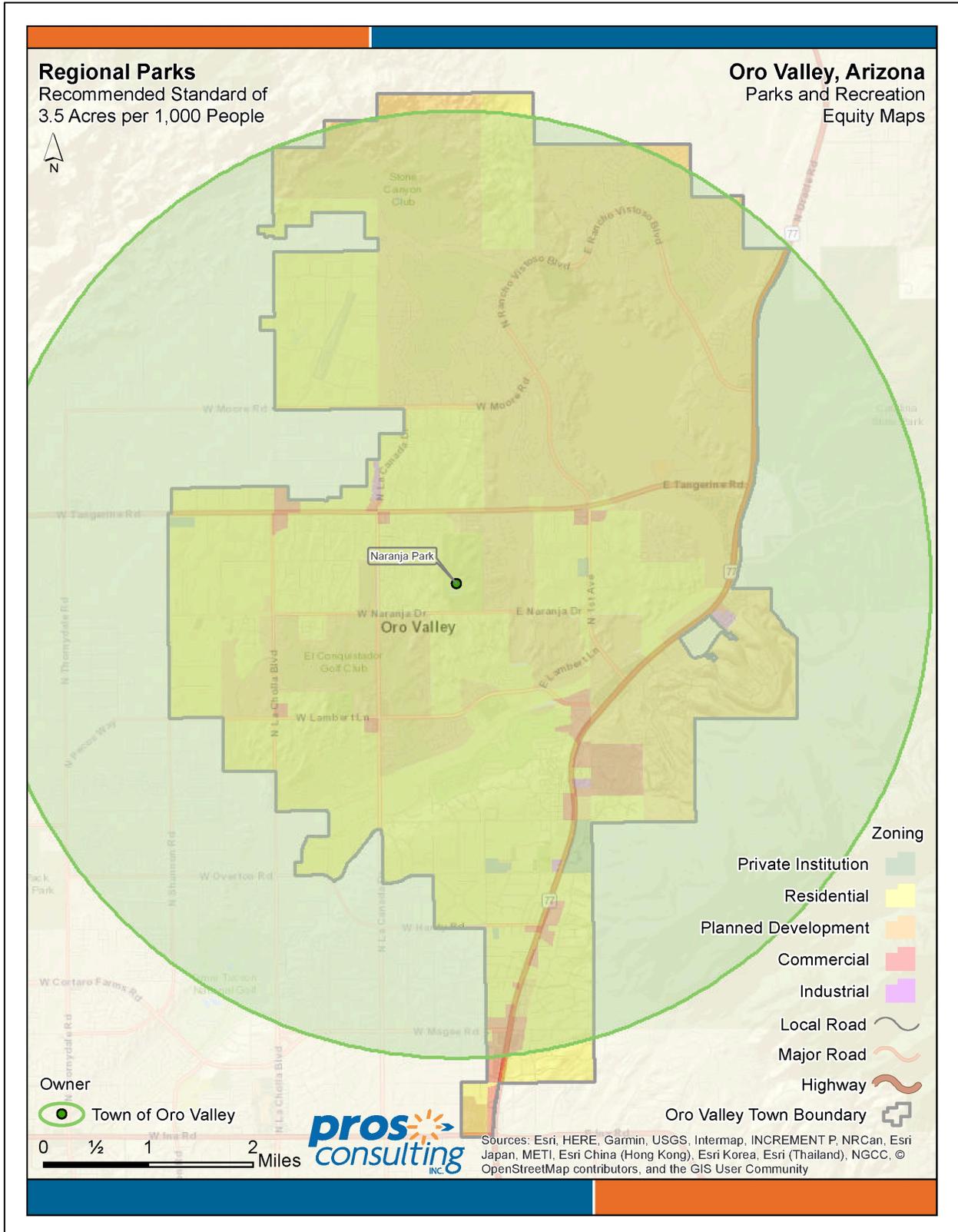
- Community Parks
- Regional Parks
- Special Use Parks
- Archery Range (Fixed)
- Archery Range (Walking)
- Baseball / Softball Diamond (lighted)
- Basketball Court
- Dog Park (off-leash dog area)
- Multi-purpose Field (Lighted)
- Outdoor Swimming Facility
- Pickleball Court
- Playgrounds
- Reservable Ramadas
- Splash Pad
- Swimming Pool - Neighborhood
- Indoor Recreation/Community Centers



Community Parks - Address the need for a community park in the northern part of the community as shown by the graphic.



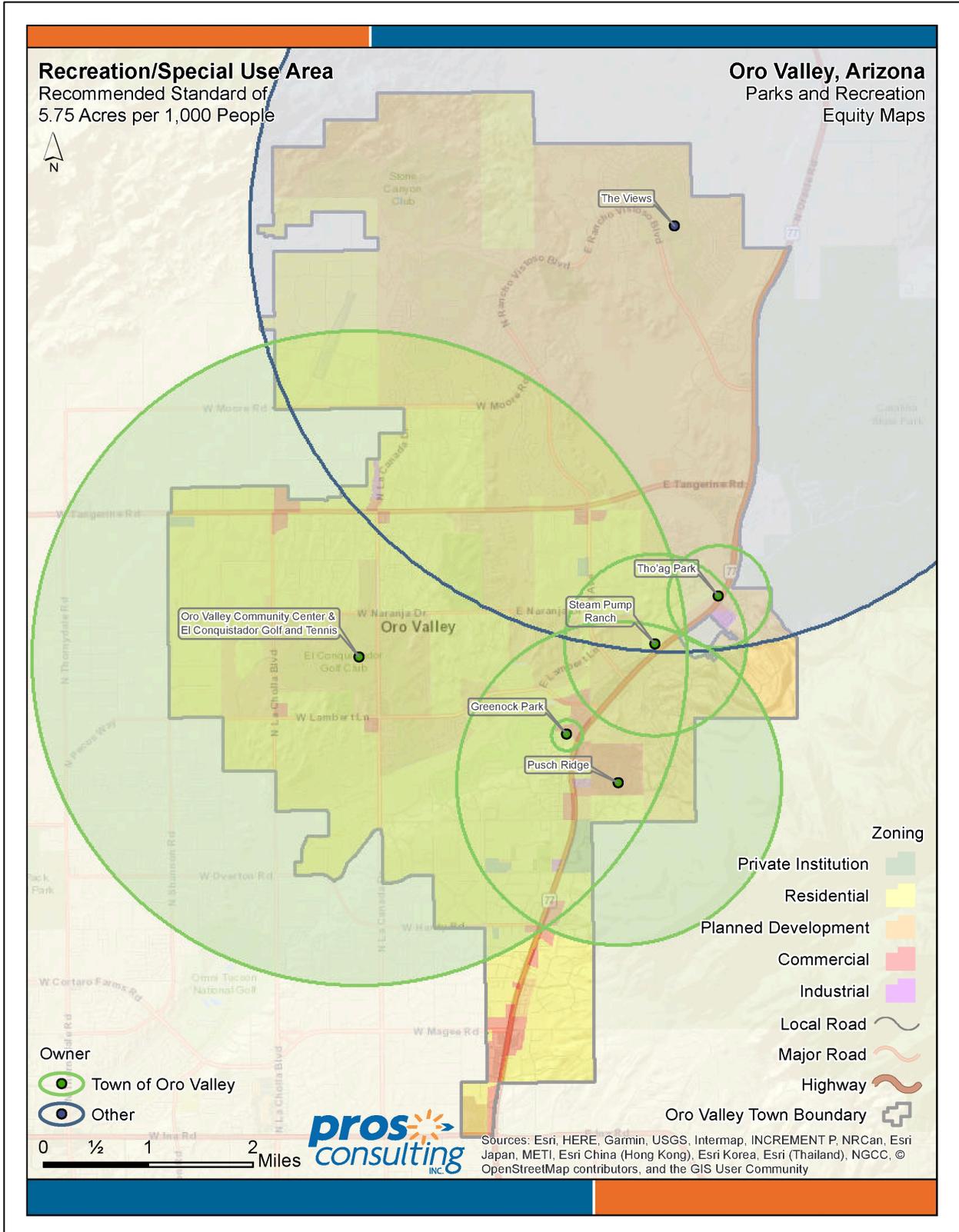
Regional Parks - Naranja Park provides unique opportunities and significant equity for almost the entire Town.



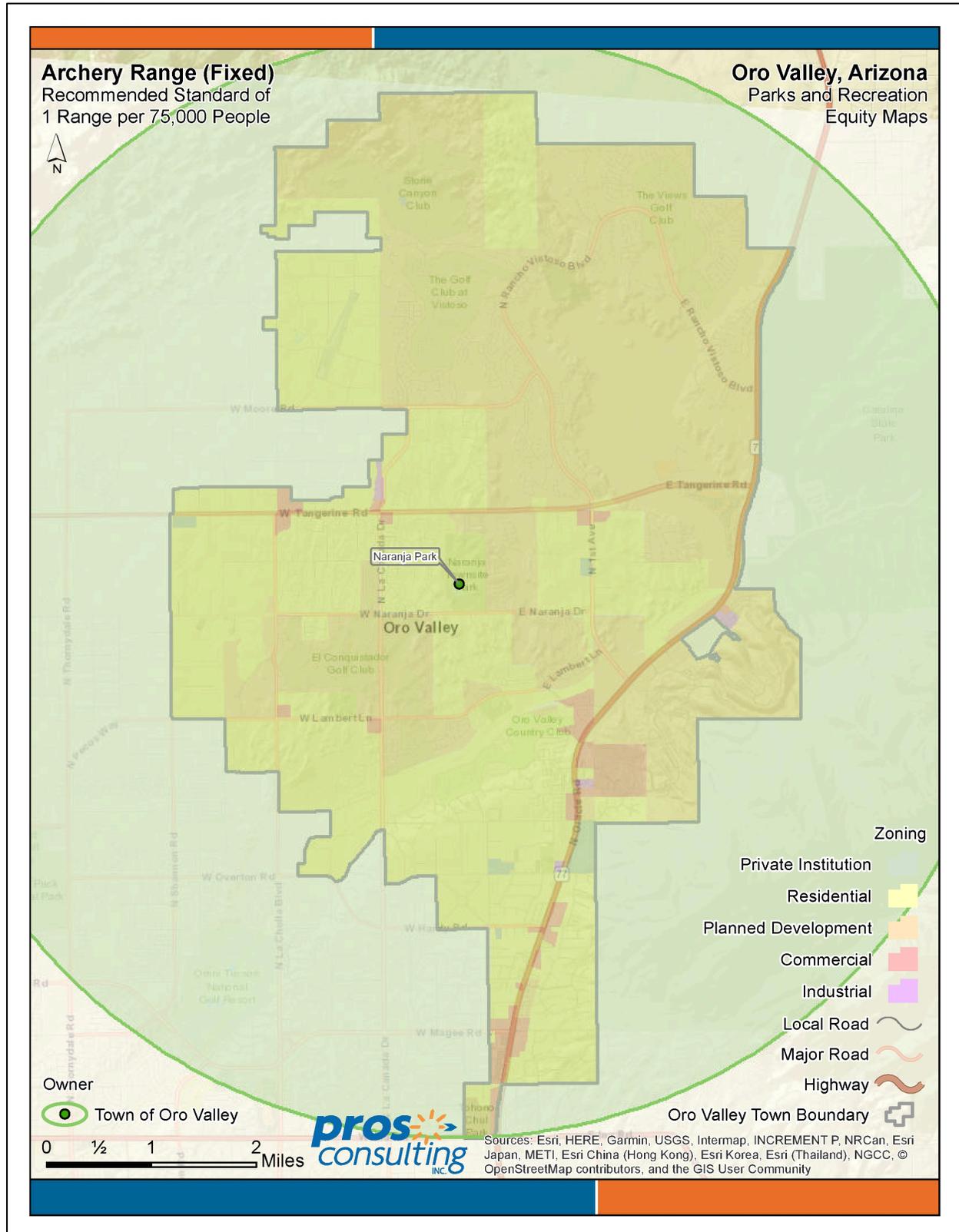


Town of Oro Valley Parks and Recreation

Special Use Parks - These parks provide unique opportunities and significant equity throughout the entire community.

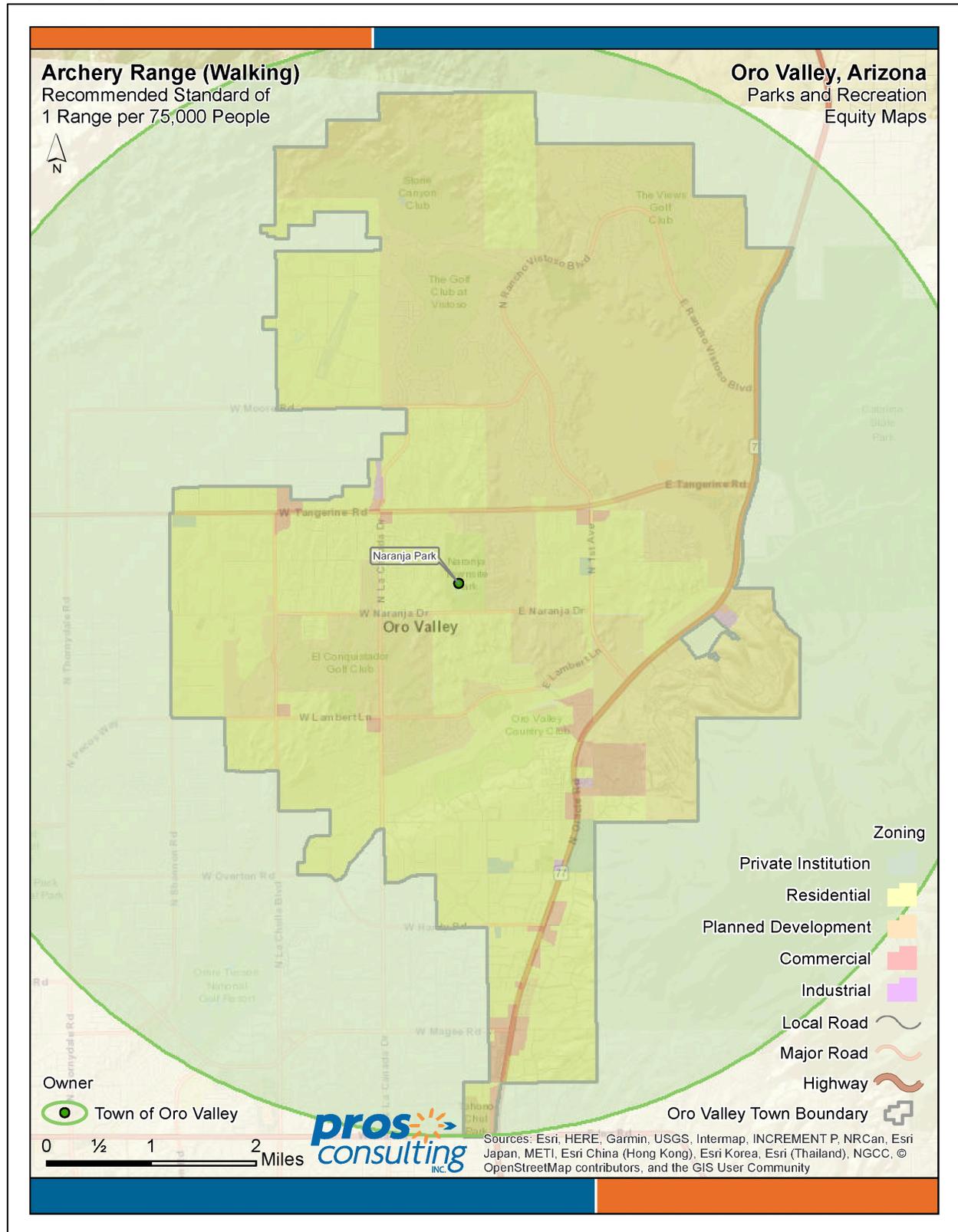


Archery Range Fixed - The existing archery range (fixed) provides full coverage throughout the community.

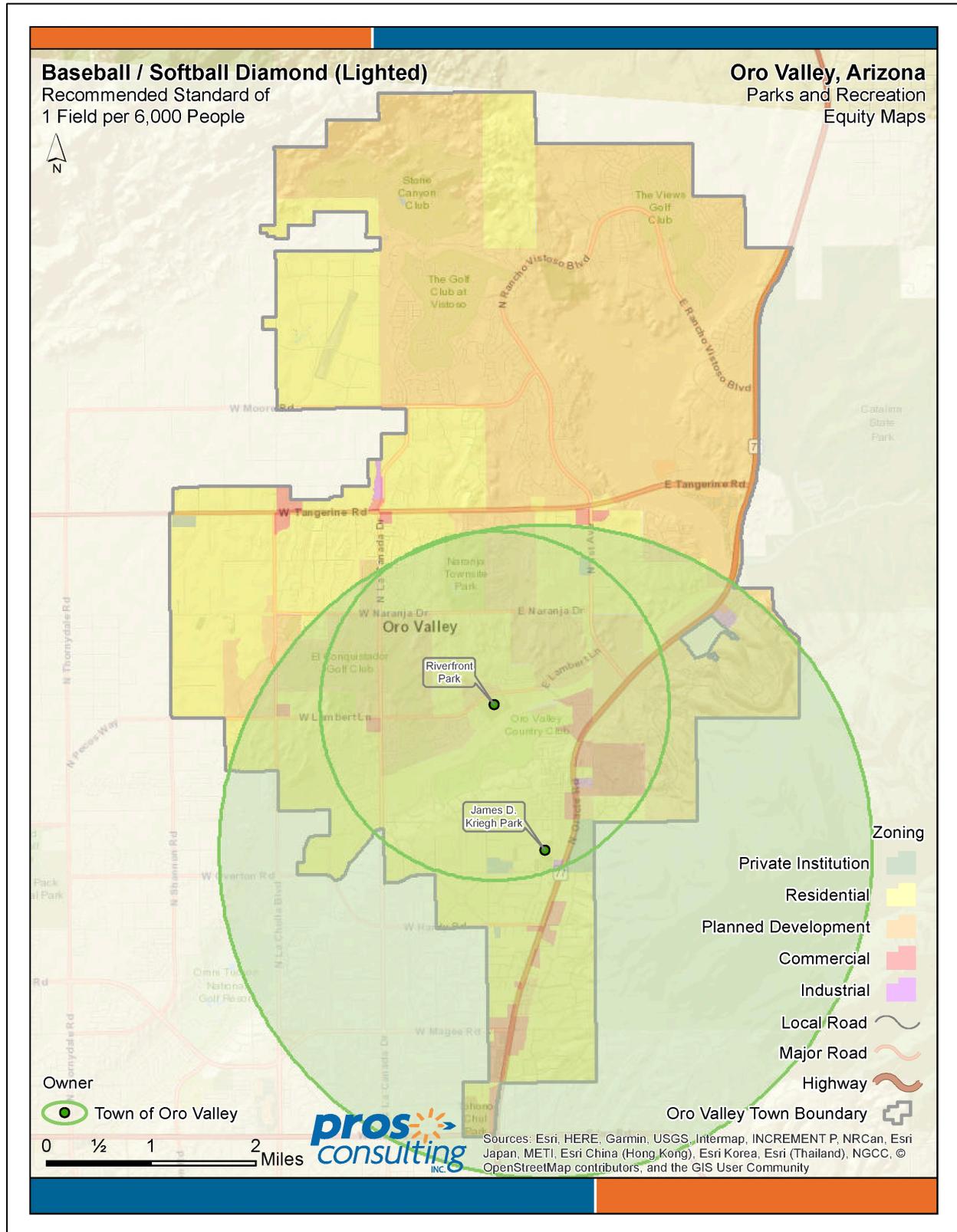




Archery Range Walking - The existing walking archery range provides full coverage throughout the community.

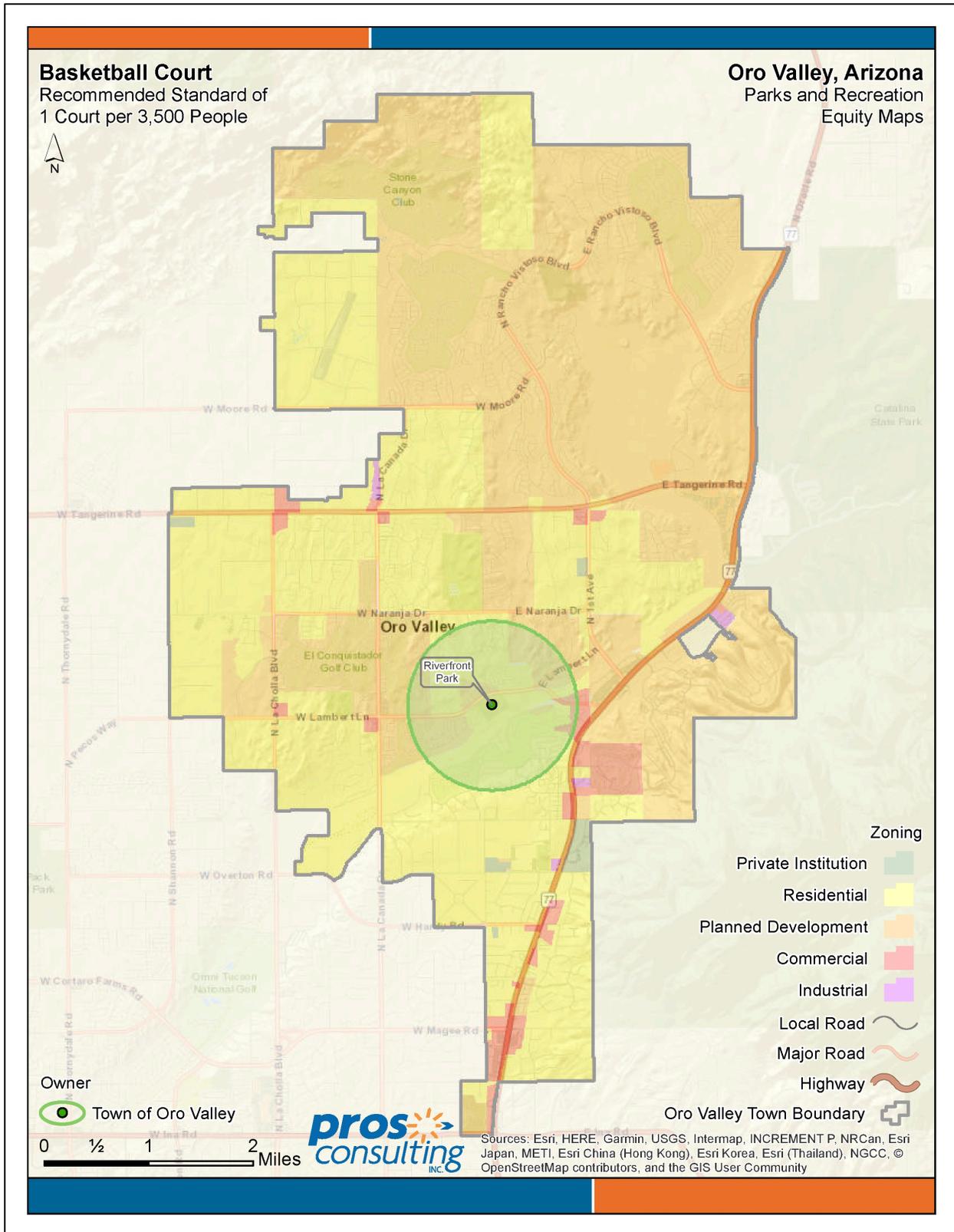


Baseball / Softball Diamond (lighted) - Existing rectangular fields provide adequate equity for the southern half of the Town.

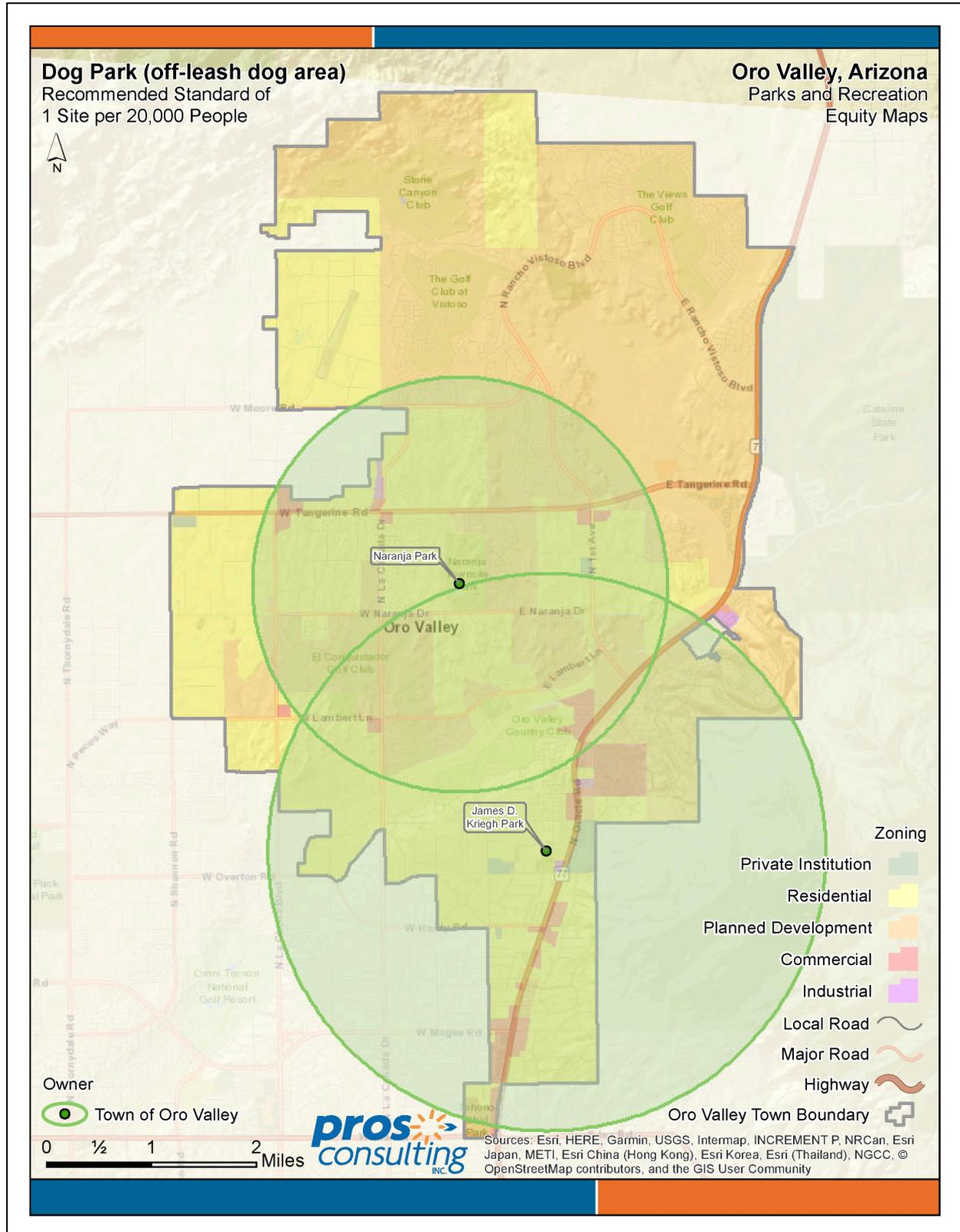




Basketball Court - Opportunities exist to add basketball courts throughout the entire parks and recreation system.

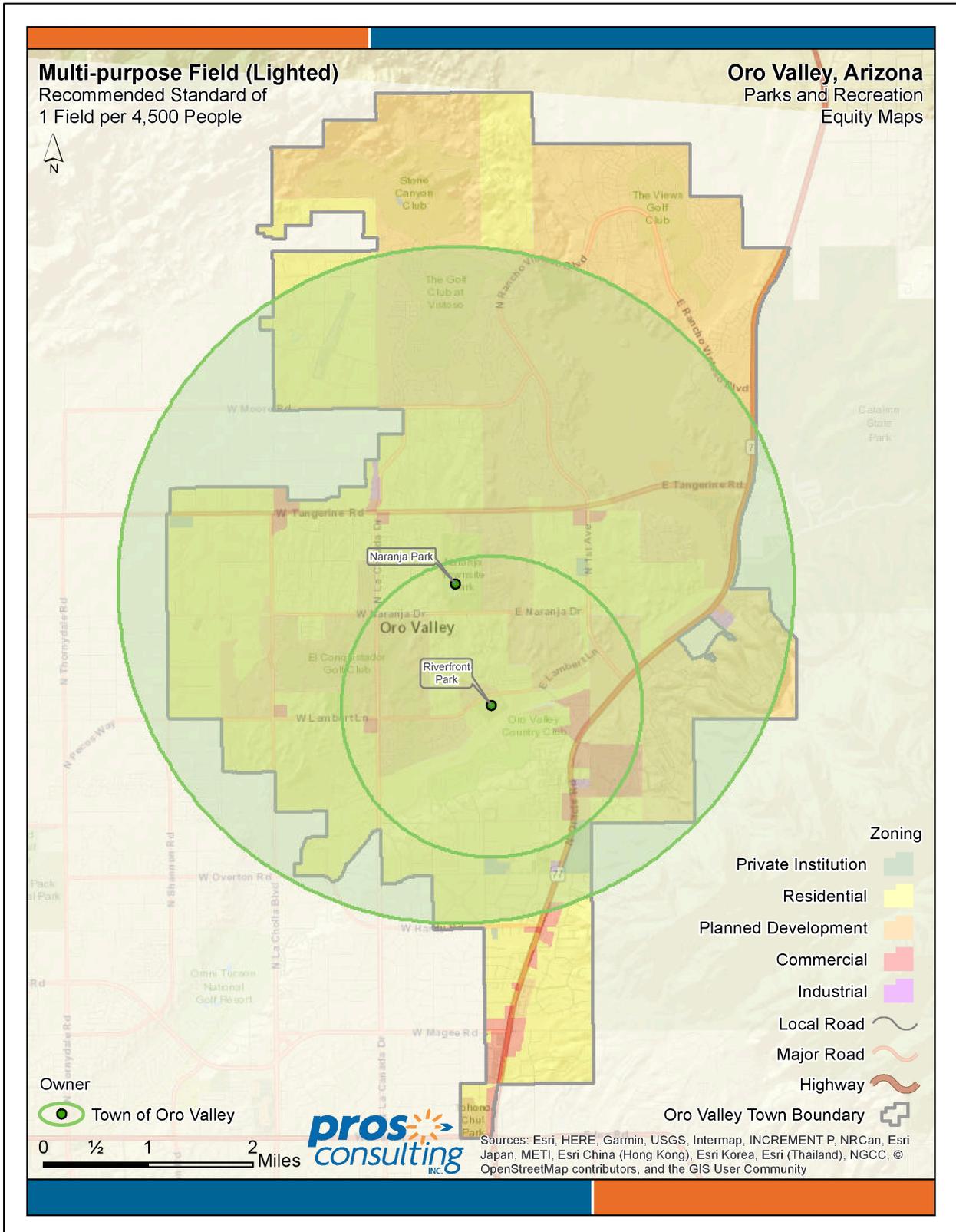


Dog Parks (off-leash dog areas) - Opportunity exists to develop an additional dog park to provide coverage for the northern part of the community.

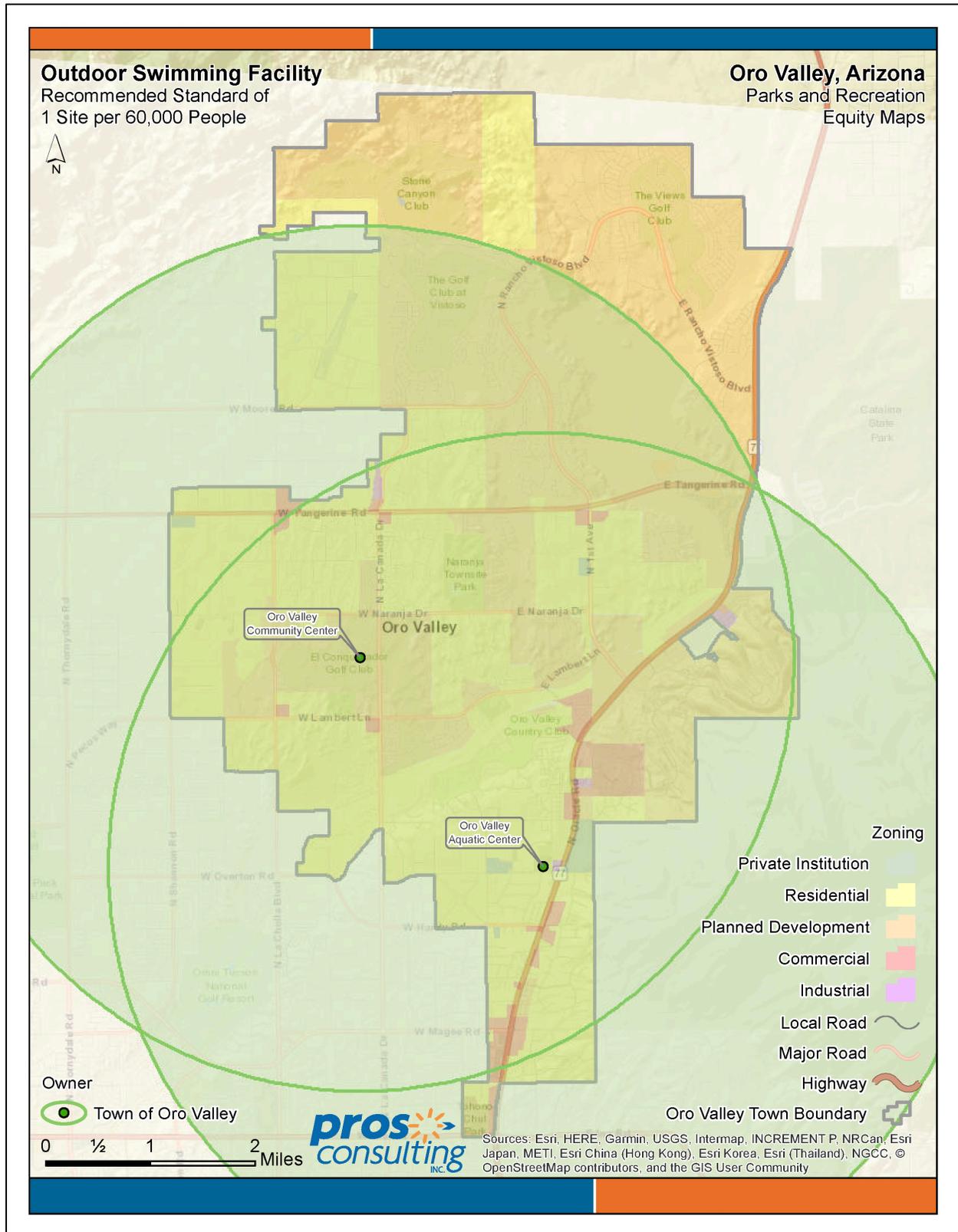




Multi-purpose Field (Lighted) - Existing lighted multi-purpose fields provide adequate coverage in the central part of the Town.

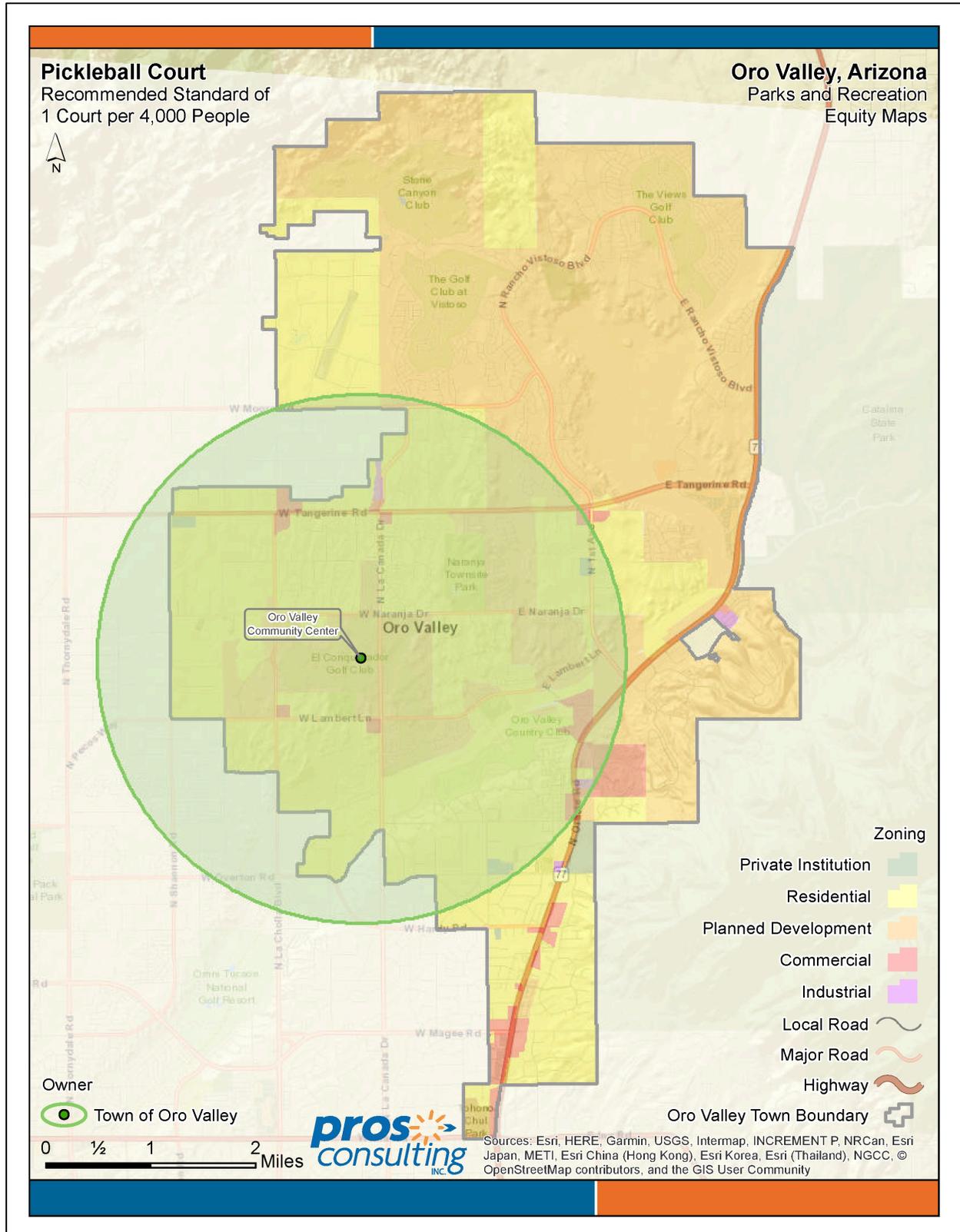


Outdoor Swimming Facility - Existing pools provide equity for the majority of the community.

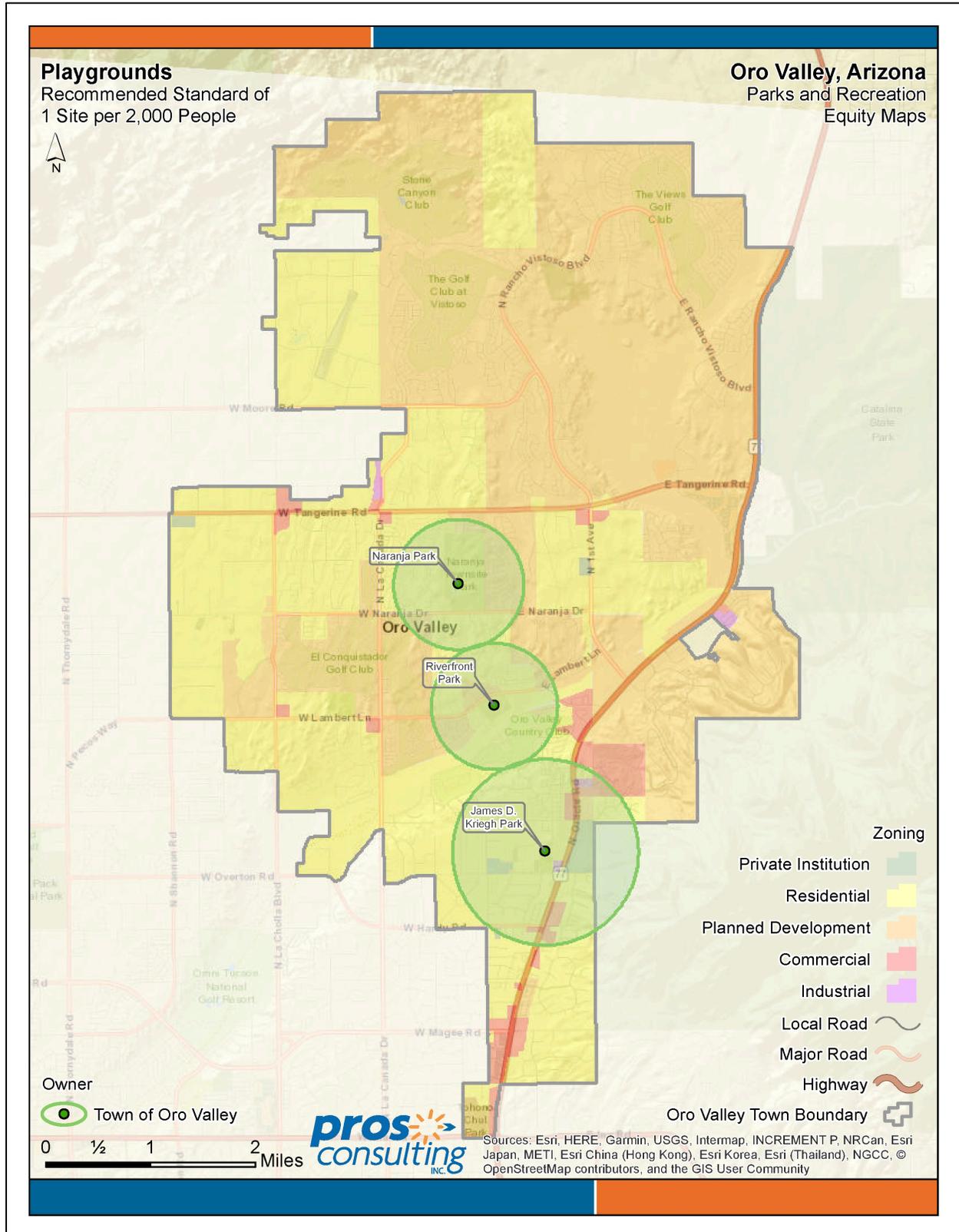




Pickleball Courts - Opportunities exist to add pickleball courts to provide for better equity for the community.

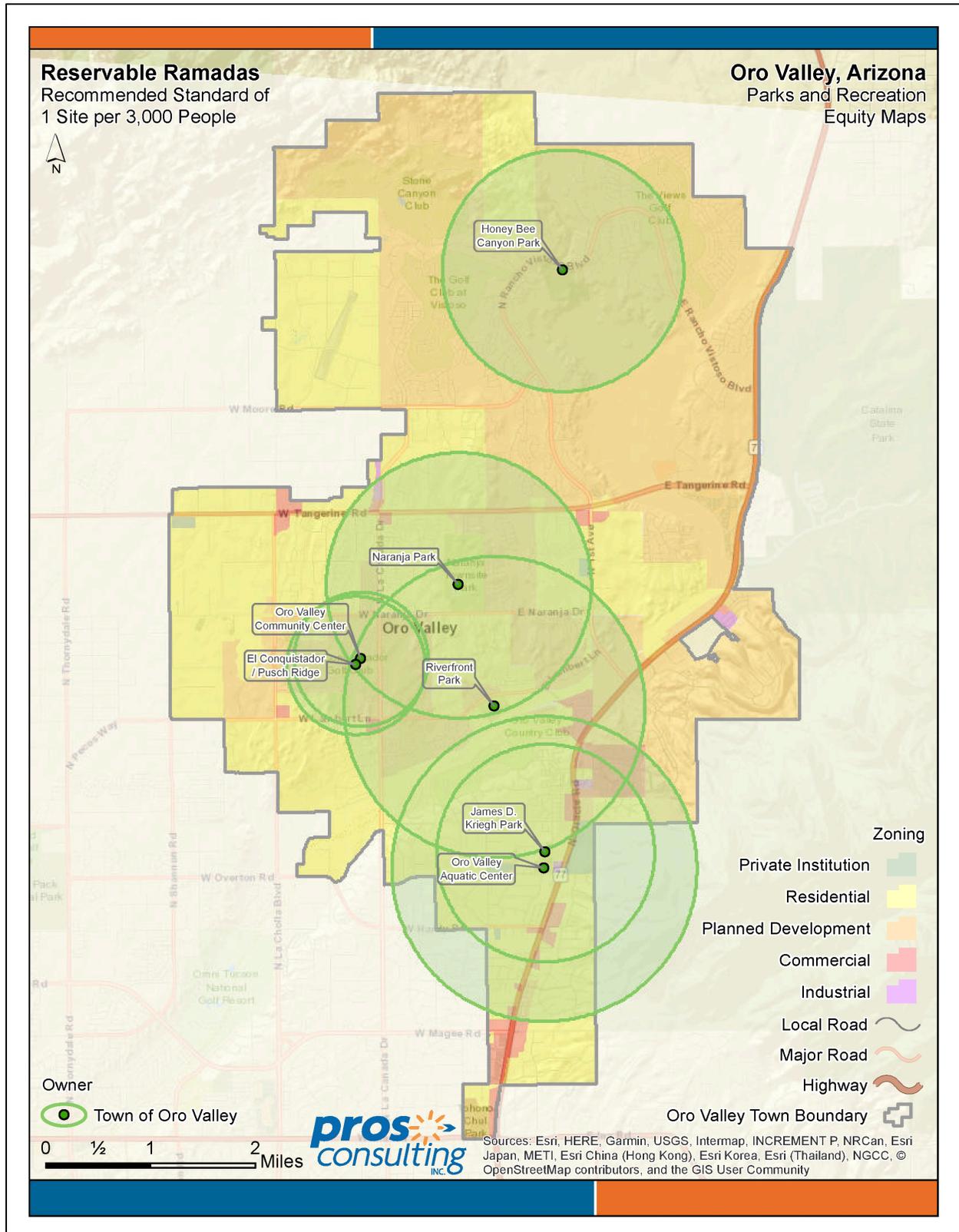


Playgrounds - Opportunities exist to add playgrounds to the parks and recreation system to existing community parks.

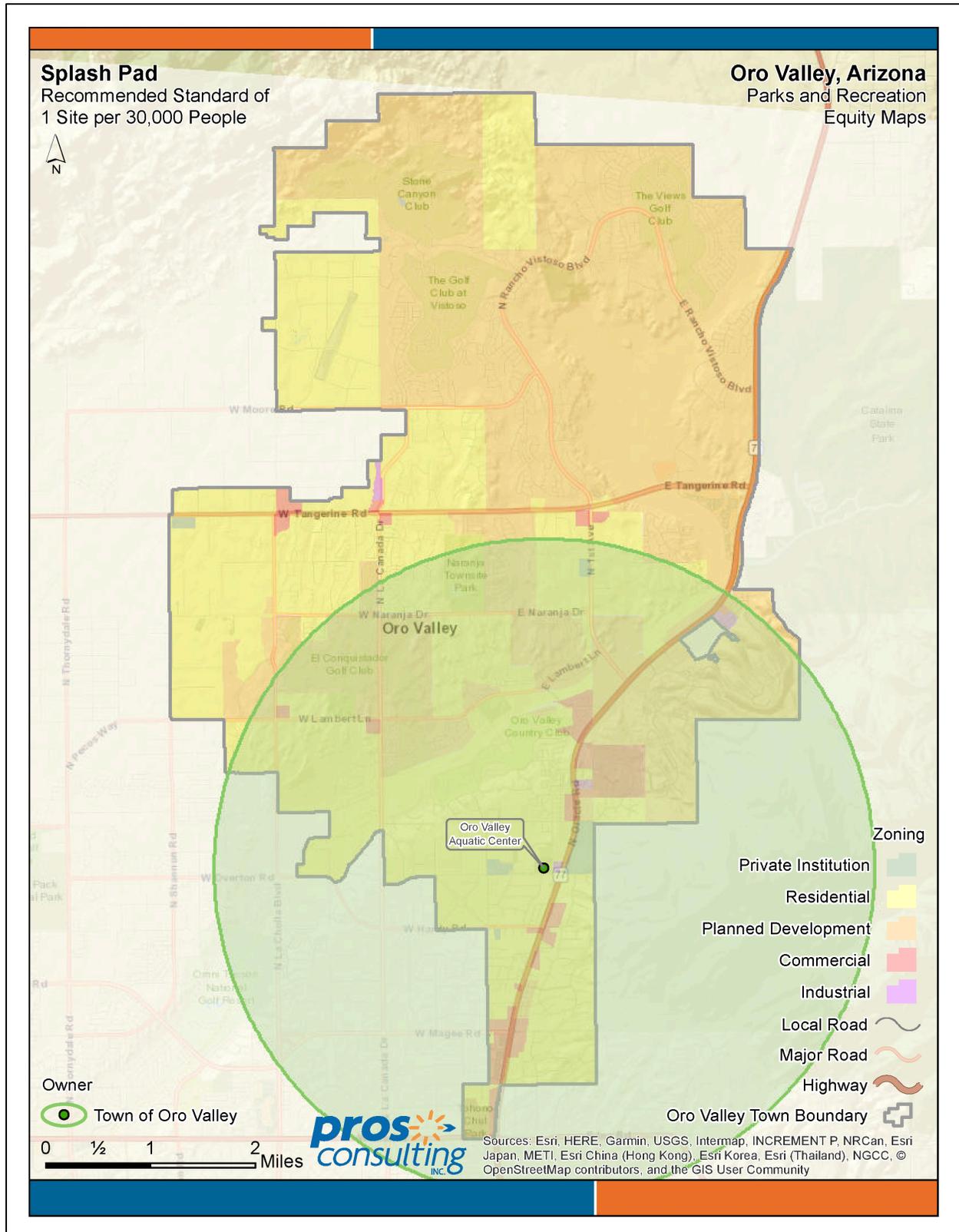




Reservable Ramadas - Opportunities exist to add reservable ramadas to the parks and recreation system within existing community parks.

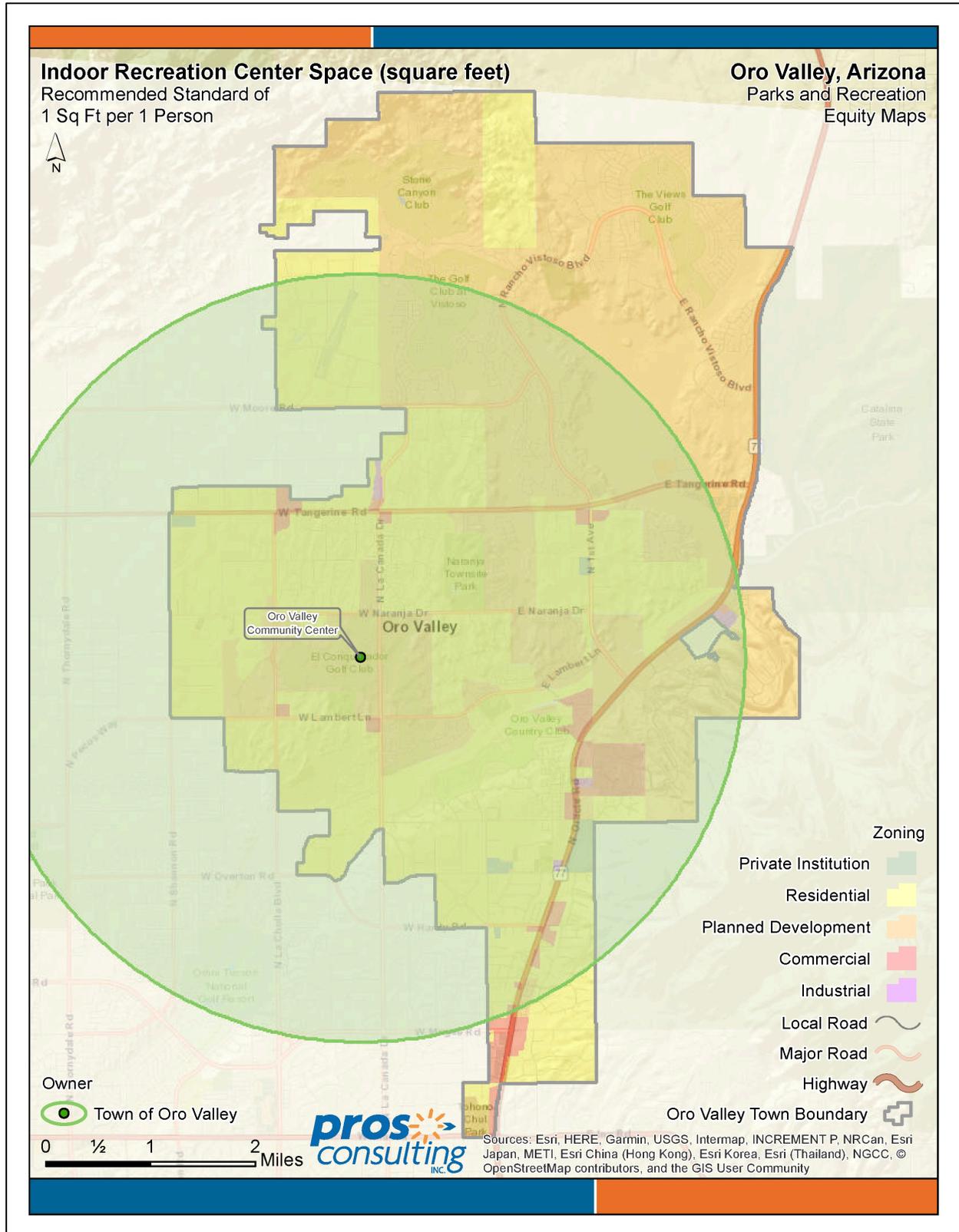


Splash Pad - Opportunities exist to add splashpads to the parks and recreation system within existing community and regional parks.





Indoor Recreation/Community Centers - The existing community center provides adequate equity for the community.

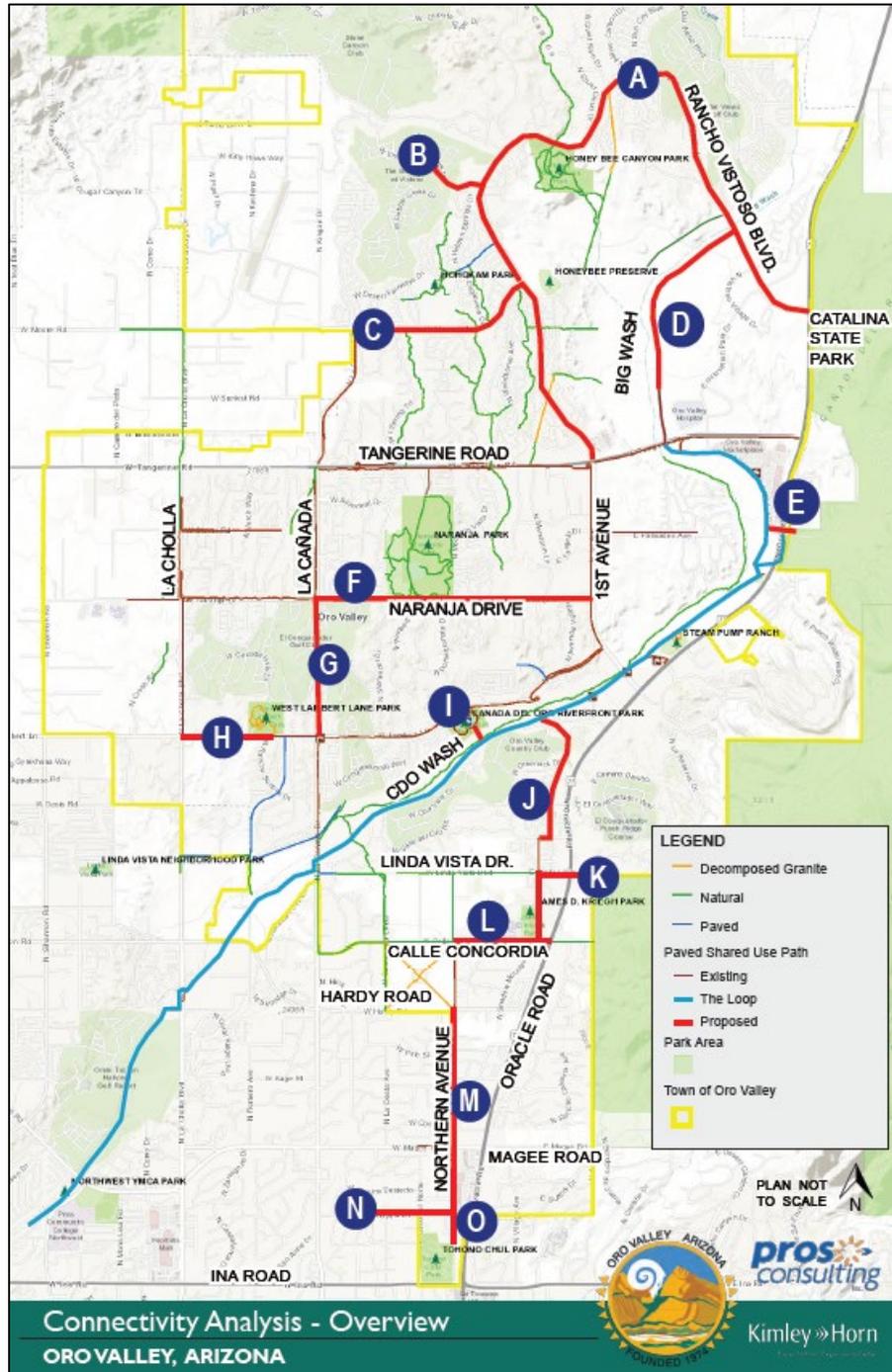


CHAPTER FIVE - SHARED USE PATH CONNECTIVITY ANALYSIS

As part of the master plan, a high level connectivity analysis was performed to prioritize the opportunities to create a more connected trail network in Oro Valley with the following goals:

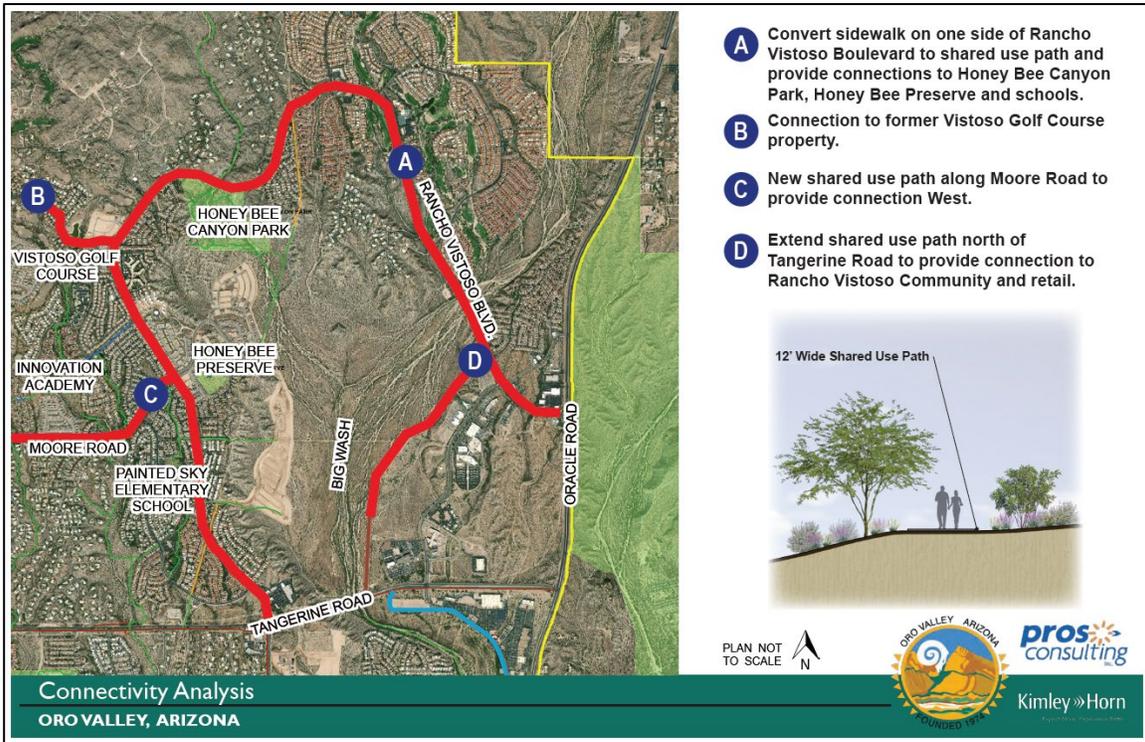
1. Identify missing shared use path segments.
2. Identify possible opportunities to generally expand the shared use path system
3. Prioritize the opportunities to better connect and expand the shared use path system.

5.1 CONNECTIVITY ANALYSIS MAP - OVERALL

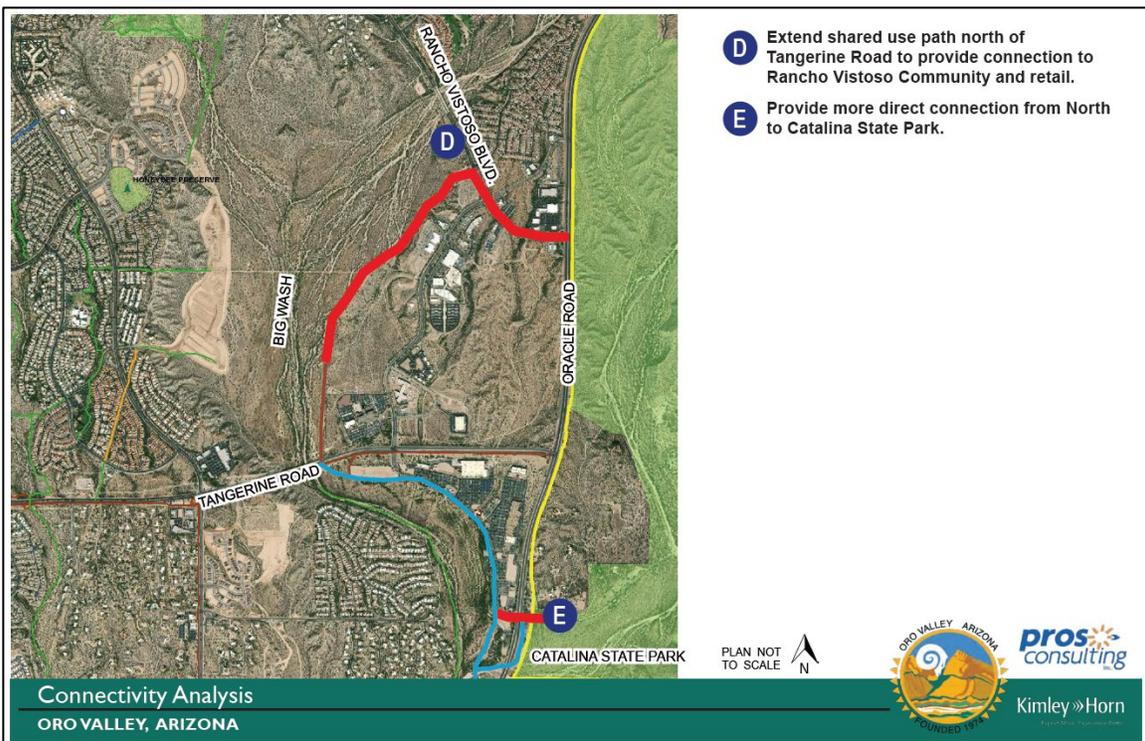


The following sections provide an up close look of opportunities that increase connectivity within certain geographical areas of the community.

5.2 CONNECTIVITY ANALYSIS – RANCHO VISTOSO COMMUNITY LOOP



5.3 CONNECTIVITY ANALYSIS – CATALINA STATE PARK



5.4 CONNECTIVITY ANALYSIS – NARANJA PARK AND COMMUNITY CENTER



5.5 CONNECTIVITY ANALYSIS - COMMUNITY CENTER AND LAMBERT LANE





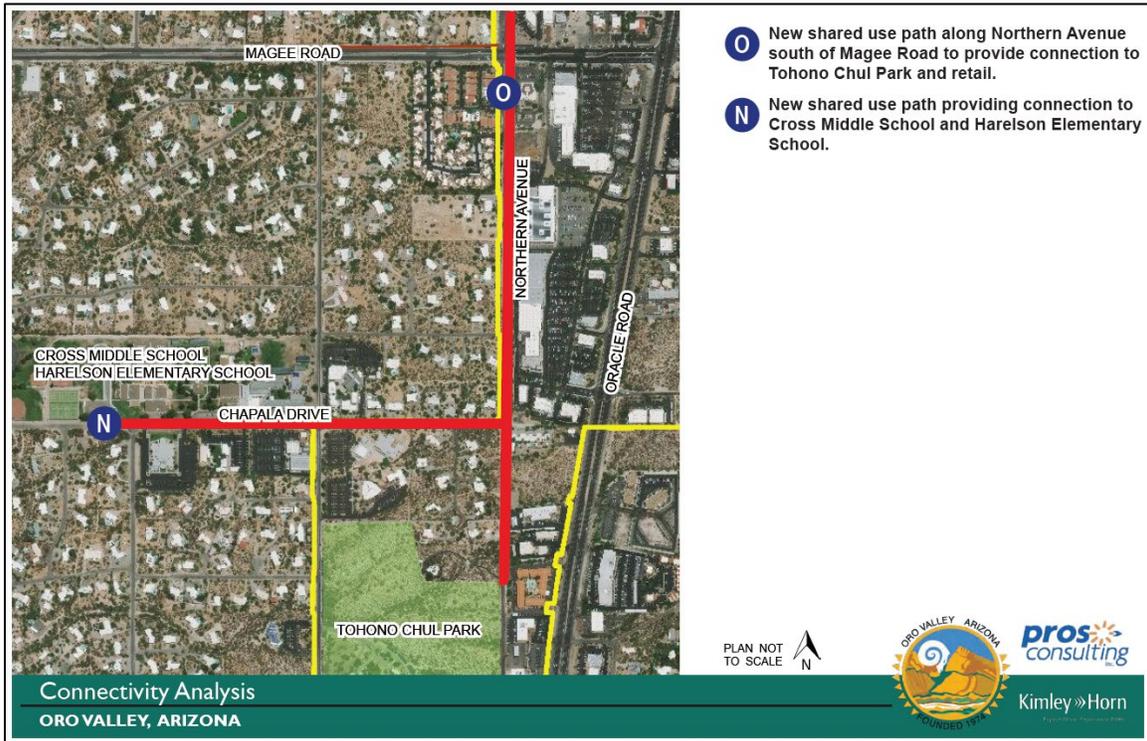
5.6 CONNECTIVITY ANALYSIS - RIVERFRONT PARK TO JAMES D. KRIEGH PARK



5.7 CONNECTIVITY ANALYSIS – JAMES D. KRIEGH PARK AND RETAIL CENTER



5.8 CONNECTIVITY ANALYSIS – NORTHERN AVENUE



5.9 CONNECTIVITY ANALYSIS COST ESTIMATES

The chart to the right provides a cost estimate for each recommended segment resulting from the shared use path system.

NEW SHARED USE PATHS		
Map Label	Asset	Estimated Total Project Cost
A	Tangerine Road to Rancho Vistoso Community Shared Use Path Extension	\$750,000
B	Shared Use Path to Catalina State Park	\$200,000
C	Pedestrian Bridge across CDO Wash	\$1,000,000
D	CDO Wash to James D. Kriegh Park Shared Use Path	\$1,000,000
E	Linda Vista Trailhead Shared Use Path	\$300,000
F	Naranja Drive Shared Use Path	\$1,000,000
G	La Cañada Shared Use Path	\$500,000
H	James D. Kriegh Park to Retail Shared Use Path	\$350,000
I	Northern Avenue Shared Use Path #1	\$750,000
J	Northern Avenue Shared Use Path #2	\$350,000
K	School Connectivity Shared Use Path - Cross Middle School to Harelson Elementary	\$250,000
L	Rancho Vistoso Shared Use Path	\$1,800,000
M	Vistoso Golf Course Property Shared Use Path	\$350,000
N	Moore Road Shared Use Path	\$750,000
SUBTOTAL SHARED USE PATH DEVELOPMENT		\$9,350,000



5.10 PROPOSED PRIORITY SHARED USE PATH SEGMENTS

Upon presenting the results of the complete connectivity analysis in work sessions with the community, the Parks and Recreation Advisory Board and Town Council, a prioritization of shared use path segments was developed. The following table provides the prioritized shared use path segments.

PRIORITIZED SHARED USE PATH PROJECTS		
Map Label	Project	Estimated Capital Project Cost
A	Tangerine Road to Rancho Vistoso Community Shared Use Path Extension (2.1 Miles)	\$750,000
C	Pedestrian Bridge across CDO Wash (500 linear feet)	\$1,000,000
D	CDO Wash to James D. Kriegh Park Shared Use Path (1.5 miles)	\$1,000,000
F	Naranja Drive Shared Use Path (2 miles)	\$1,000,000
G	La Cañada Shared Use Path (1 Mile)	\$500,000
L	Rancho Vistoso Shared Use Path (6 miles)	\$1,800,000
SUBTOTAL SHARED USE PATH PROJECTS		\$6,050,000



CHAPTER SIX – CONCEPT PLAN DEVELOPMENT

Based on the outcomes of the park and facility assessments as well as the community needs and level of service analyses, the consulting team, working in coordination with the residents of Oro Valley and the Town, developed conceptual site plans for six existing parks/facilities as follows:

1. Community Center Site
2. Community Center
3. Riverfront Park
4. James D. Kriegh Park
5. Steam Pump Ranch
6. Naranja Park

PLEASE NOTE: Site specific concept plans are not intended to fully reflect what will happen as parks and facilities are developed or re-developed. Rather, concept plans create a visual of what is realistically possible within any given location.

6.1 CONCEPT PLAN DEVELOPMENT MILESTONES

The development of each of the concept plans was an iterative process that combined the technical expertise of staff and the consulting team with community consensus. The following reflects the milestones of the concept plan development process:

- October, 2020 - Draft concept plans were developed by the consulting team.
- November 12, 2020 - Draft concept plans were presented to the public via Zoom.
- November 17, 2020 - Draft concept plans were presented to the Parks and Recreation Advisory Board.
- November 18-December 18, 2020 - Draft concept plans were posted on the Town’s website for public review and comment.
 - 321 comments were provided by Town of Oro Valley residents
- December 19, 2020 - January 6, 2021 - The consulting team reviewed each comment and grouped the comments into “categories”. These categories of comments were then evaluated utilizing several criteria to determine if changes could be incorporated into the plans, including, but not limited to:
 - Community Need
 - Quality of experience
 - Safety
 - Condition of existing facilities and amenities
 - Consistency with previous planning efforts
 - Functionality
 - Compatibility with adjacent experiences within a specific park or other parks in the system
 - Impact on adjacent residential



Town of Oro Valley Parks and Recreation

- Topography
 - General operational impact
 - Pedestrian/bicycle/vehicular circulation within the park
 - Ingress/Egress
 - Lighting
 - Natural, historic and cultural resources
 - Noise and light pollution
- January 7, 2021 - Final concept plans were presented to the public via Zoom.
 - January 19, 2021 - Final concept plans were presented to the Parks and Recreation Advisory Board.
 - March 3, 2021 - Final concept plans were presented to the Town Council.

6.2 FINAL CONCEPT PLANS

6.2.1 COMMUNITY CENTER SITE CONCEPT PLAN

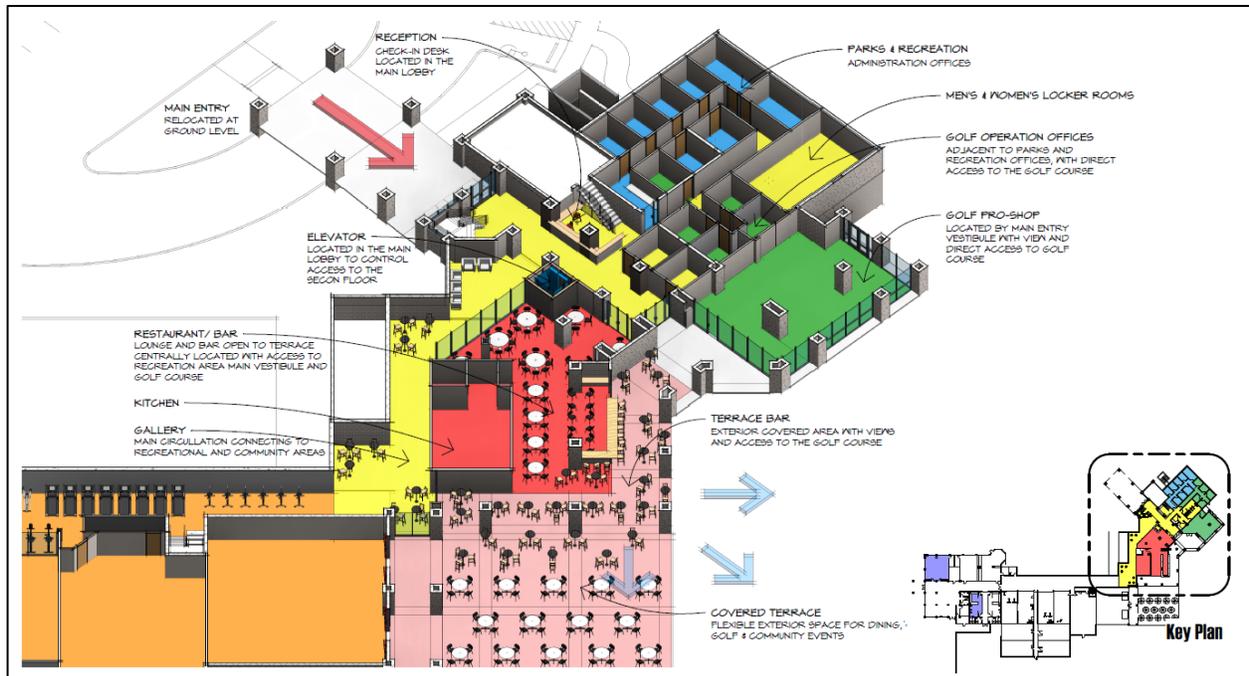


Highlights include:

- Reconfigured and expanded parking
- Complete renovation of tennis and pickleball courts
- Expansion of pickleball courts
- Creation of outdoor play area

6.2.2 COMMUNITY CENTER CONCEPT PLAN

FIRST LEVEL - MAIN ENTRY AND GOLF OPERATIONS

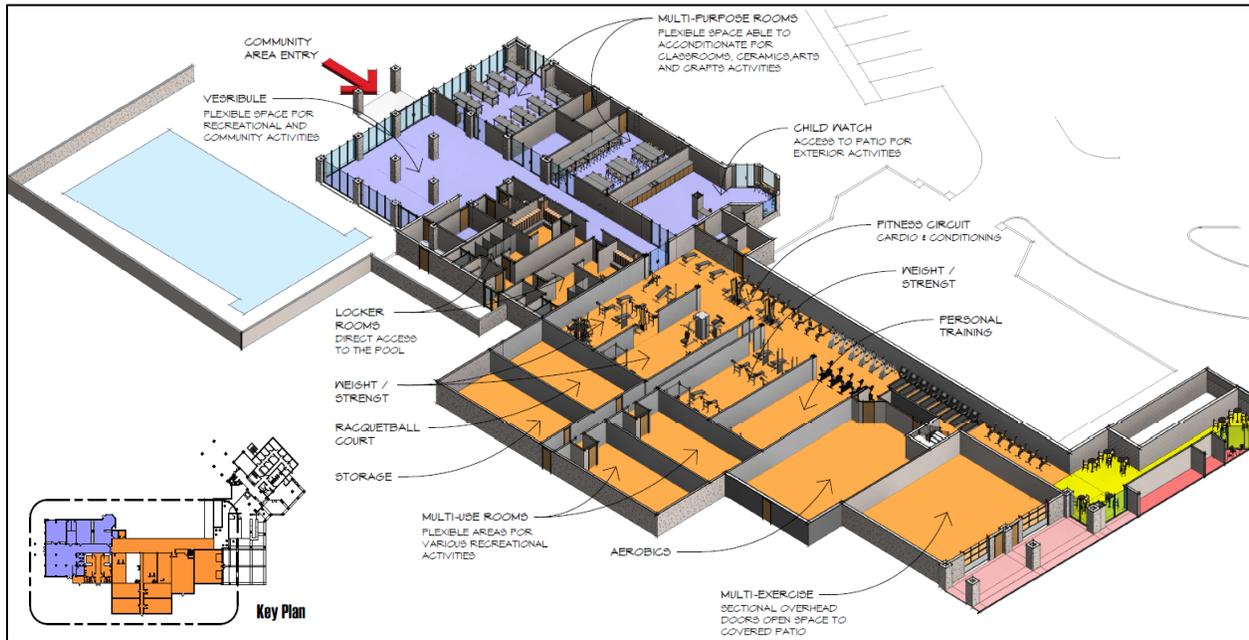


Highlights include:

- Single point of entry and improved ADA accessibility including installation of an elevator.
- Improved men's and women's golf locker rooms.
- Improved circulation.
- Development of covered terrace and flexible exterior space.



FIRST LEVEL - RECREATION AND COMMUNITY SPACE

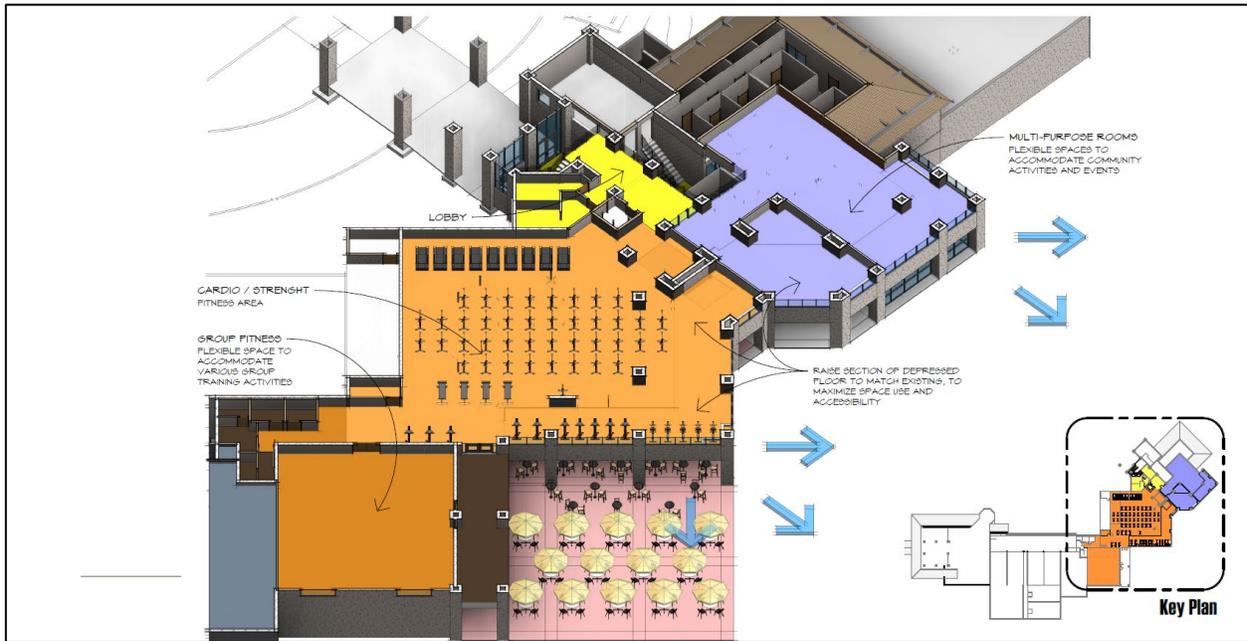


Highlights include:

- Expansion of health, fitness and wellness center including group exercise rooms.
- Expansion of flexible multi-purpose rooms
- Development of child watch space.
- Renovated and relocated locker rooms that provide direct access to outdoor swimming pool.



SECOND LEVEL - COMMUNITY AND RECREATION SPACE



Highlights include:

- Expansion of cardio and strength training equipment space.
- Creation of flexible multi-purpose space.



6.2.3 JAMES D. KRIEGH PARK AND ORO VALLEY AQUATIC CENTER CONCEPT PLAN

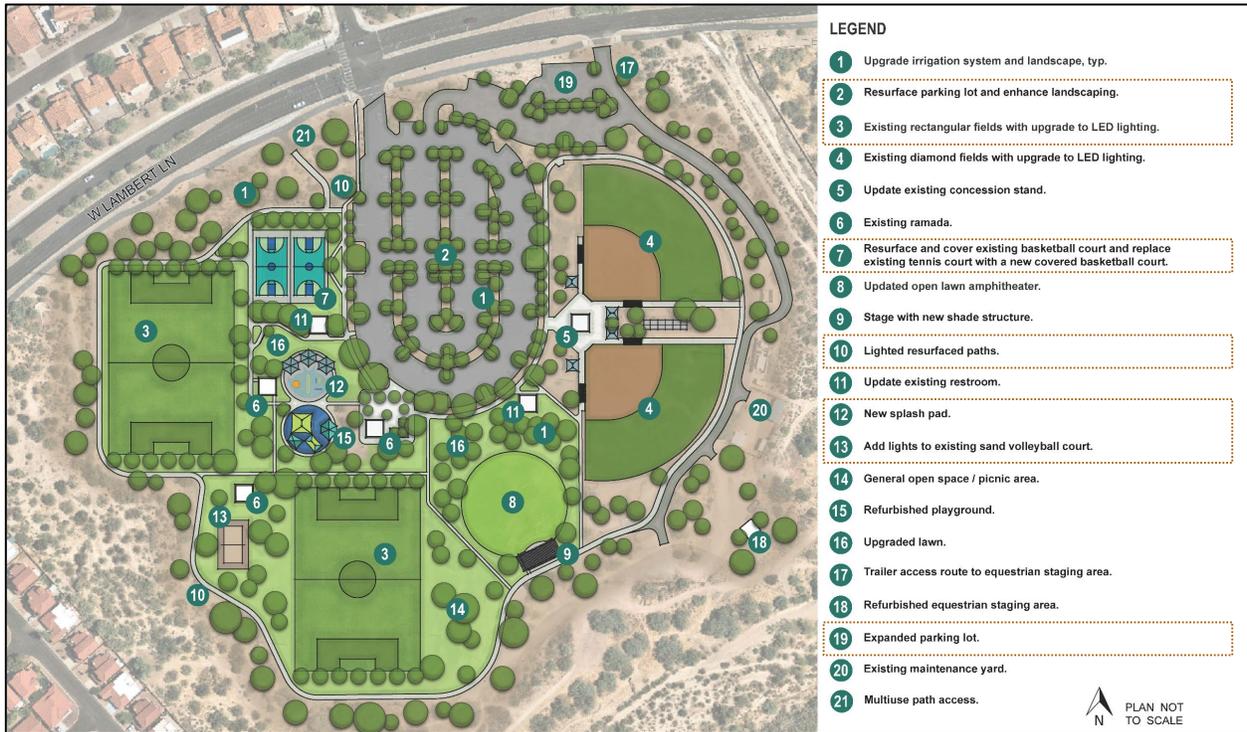


Highlights include:

- Lifecycle replacement of park amenities including playground and aquatic center pump room.
- Lighted ¾ mile walking loop trail.
- New off-leash dog area.
- New playground and small ramadas near diamond fields.
- Lighted sand volleyball court.
- New outdoor basketball courts.
- Expanded parking and improved vehicular circulation.



6.2.4 RIVERFRONT PARK CONCEPT PLAN

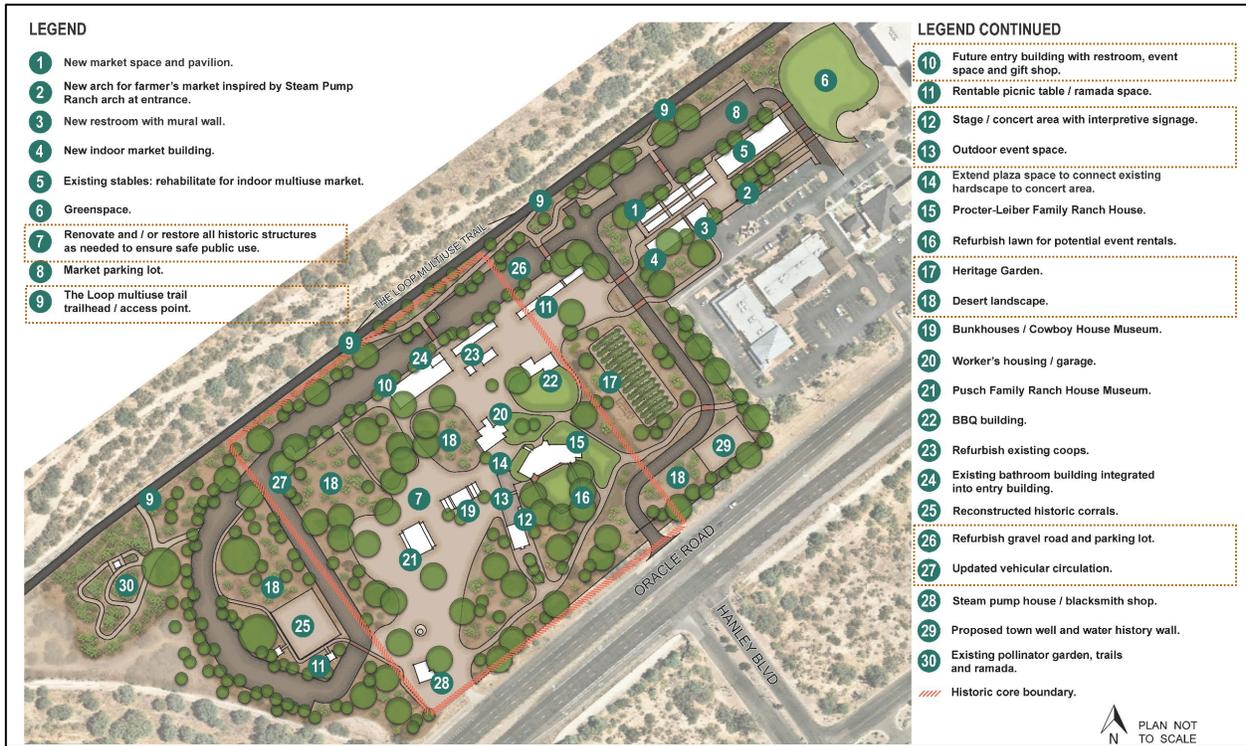


Highlights include:

- Lifecycle replacement of park amenities including athletic field lighting, irrigation and playground.
- New splash pad.
- Expanded parking.
- Renovated open lawn amphitheater area and new stage with shade structure.
- New covered outdoor basketball courts.



6.2.5 STEAM PUMP RANCH CONCEPT PLAN



Highlights:

- Alignment with 2015 Master Plan Update.
- Preservation of historic core including restoration of all historic structures.
- Updated vehicular circulation.
- New entry building with restrooms and event space.
- Development of trailhead and access points to The Loop shared use path.
- Expansion of Heritage Garden.



6.2.6 NARANJA PARK CONCEPT PLAN



Highlights include:

- Soft surface trail development throughout the park.
- Lighted paved trail around core of park.
- New skatepark and bike pump track.
- Development of two new large multi-purpose athletic fields.
- Addition of pickleball and outdoor basketball courts.
- Expanded parking.
- New splash pad.





6.3 CONCEPT PLAN COST ESTIMATES

The following chart provides a cost estimate for each concept plan.

CONCEPT PLAN COST ESTIMATES	
Project	Estimated Capital Project Cost
Community Center Site	\$7,700,000
Community Center Facility	\$9,000,000
James D. Kreigh Park and Aquatic Center	\$6,500,000
Naranja Park	\$17,000,000
Riverfront Park	\$4,000,000
Steam Pump Ranch	\$6,000,000
CONCEPT PLAN COST ESTIMATES	\$50,200,000



CHAPTER SEVEN – PARTNERSHIPS

Oro Valley Parks and Recreation would like to identify other entities that would like to partner with them to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including Oro Valley Parks and Recreation, and particularly beneficial for the citizens of Oro Valley.

In working with Town staff, the Amphitheater Public Schools were identified as the key partner to assist the Parks and Recreation Department in meeting some of the recommendations identified in the Master Plan.

7.1 PARTNERSHIP OPPORTUNITIES WITH AMPHITHEATER PUBLIC SCHOOLS

7.1.1 OPPORTUNITY #1 – GENERAL JOINT USE OF SCHOOL BUILDINGS AND AQUATIC FACILITIES

- **Joint Use Agreements** - Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage of facilities.
 - **Oro Valley Parks and Recreation Role and Benefit** - general access to elementary school and middle school facilities, including but not limited to gymnasiums, multi-purpose rooms, athletic fields, etc. for purposes of providing recreation programs to the residents of Oro Valley that cannot be provided within the Town’s facilities and parks.
 - **Amphitheater Public Schools Role and Benefit** - access to Oro Valley aquatic facilities for purposes of supporting swim team needs, including but not limited to practices, clinics, and meets.
 - **Amphitheater School District Requirements for Joint Use of School Buildings**
 - Department would need to utilize District facility rental program to reserve and schedule space with the understanding that school functions are the priority.
 - If the program provides a benefit to District students, fees can be reduced or waived to reflect the value in kind being provided to students.
 - An Inter-Governmental Agreement would be required to the Town of Oro Valley to receive reduced/discounted fees.



7.1.2 OPPORTUNITY #2 – INTERLOCAL AGREEMENT FOR IMPROVEMENT OF CORONADO K-8 SCHOOL ATHLETIC FIELDS AT 3401 E WILDS RD, TUCSON, AZ 85739



- **Interlocal Agreements** - Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/maintenance and enhancement of sports fields or other facilities.
 - **Property Ownership:** Pima County
 - **Amphitheater Public Schools:** Lease Property from Pima County
- **Oro Valley Parks and Recreation Role and Benefit** - Share in the investment, reinvestment and expansion (restroom facilities) of the athletic field maintenance and infrastructure of the athletic fields at Coronado K-8 School so as to provide a higher quality and experience to the community, specifically for the Oro Valley Little League. <https://www.orovalleyll.com/>
- **Amphitheater Public School Role and Benefit** - Share in the investment, reinvestment and expansion (restroom facilities) of the maintenance and infrastructure of the athletic fields at Coronado K-8 School so as to provide a higher quality and experience for school extracurricular activities.
- **Pima County Role** - Pima County has an existing IGA with the Amphitheater School District that will expire in 2023. In summary, the agreement requires that the fields be made available to the public for use when not utilized by the school district. In turn, the County maintains the athletic field lighting and assumes responsibility for the operational costs associated with the lights.

If a partnership is sought within the next three years, Pima County would need to be included as a partner due to the existing IGA. If the partnership is not pursued within the next 3 years (after the expiration of the existing IGA), Pima County would not need to be involved.

7.1.3 OPPORTUNITY #3 – INTERLOCAL AGREEMENT FOR DEVELOPMENT OF PROPERTY ADJACENT TO IRONWOOD RIDGE HIGH SCHOOL AT 2475 W NARANJA DR, TUCSON, AZ 85742



- **Interlocal Agreements** - Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint development and operations/maintenance of recreational facilities.
- **Description of Land**
 - **Location:** Ironwood Ridge High School
 - **Size:** Approximately 14 acres
 - **Ownership:** Amphitheater Public Schools
- **Oro Valley Parks and Recreation Role and Benefit** - Share in the investment, reinvestment and expansion of the recreational facilities that would benefit the Oro Valley community. For example, development and operations of an aquatic facility that are guided by both capital construction and operations and management agreements between the Town and Amphitheater Public Schools.
- **Amphitheater Public Schools Role and Benefit** - Share in the investment, reinvestment and expansion of the recreational facilities that would benefit the Oro Valley community and schools. For example, development and operations of an aquatic facility that are guided by both capital construction and operations and management agreements between the Town and Amphitheater Public Schools.



CHAPTER EIGHT - 10 YEAR CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the replacement of current assets with the expansion and/or renovation of existing 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 expand/renovate existing parks and 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, outdoor basketball courts, playgrounds and lighted multi-purpose fields. 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 enhanced park/trail development, such as the phased in renovation of the Community Center and expansion of Naranja Park. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support expansion/future development.

8.1 10-YEAR CAPITAL IMPROVEMENT PLAN – GENERAL ASSUMPTIONS

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

- All projects reflect the park and recreation values of the community.
- 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.
- Cost estimates are provided in 2021 dollars.

The following sections detail the complete capital improvement plan associated with the Master Plan.

8.2 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks and facilities.

SUSTAINABLE PROJECTS (Lifecycle Replacement)			
EXISTING PARKS			
Asset	Brief Description	Estimated Total Project Cost	Timeline
Community Center Site	Lifecycle Replacement via Concept Plan Implementation	\$7,700,000	Short Term (1-5 years)
Honeybee Canyon Park	Restroom replacement (prefab); irrigation and landscape replacement	\$200,000	Short Term (1-5 years)
James D. Kriegh Park	Lifecycle Replacement via Concept Plan Implementation	\$1,500,000	Long Term (6-10 years)
Riverfront Park	Lifecycle Replacement via Concept Plan Implementation	\$2,500,000	Long Term (6-10 years)
Steam Pump Ranch	Lifecycle Replacement via Concept Plan Implementation	\$3,000,000	Short Term (1-5 years)
Tho'ag Park	FFE replacement; signage	\$15,000	Short Term (1-5 years)
West Lambert Lane Park	Interpretive signage replacement; renovate trails	\$100,000	Long Term (6-10 years)
SUBTOTAL EXISTING PARKS		\$15,015,000	
EXISTING RECREATION FACILITIES			
Asset	Brief Description	Estimated Total Project Cost	Brief Description
Oro Valley Aquatic Center	Pump room, pool deck, slide, locker room shower replacement	\$1,500,000	Short Term (1-5 years)
SUBTOTAL EXISTING RECREATION FACILITIES		\$1,500,000	
TOTAL SUSTAINABLE PROJECTS		\$16,515,000	

8.3 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 parks 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	Timeline
Big Wash Trailhead	Restroom and Parking lot	\$250,000	Long Term (6-10 years)
CDO Shared Use Path	Increase accessibility to Pusch Ridge	\$200,000	Long Term (6-10 years)
James D. Kriegh Park	Expanded Services via Concept Plan Implementation	\$5,000,000	Long Term (6-10 years)
Riverfront Park	Expanded Services via Concept Plan Implementation	\$1,500,000	Long Term (1-5 years)
Steam Pump Ranch	Expanded Services via Concept Plan Implementation	\$3,000,000	Long Term (6-10 years)
SUBTOTAL EXISTING PARKS		\$9,950,000	
TOTAL EXPANDED SERVICE PROJECTS		\$9,950,000	



8.4 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of improvements to parks 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.

8.4.1 EXISTING PARKS AND FACILITIES

VISIONARY PROJECTS (New/Major Upgrade)			
EXISTING PARKS			
Asset	Brief Description	Estimated Total Project Cost	Timeline
Amphi School District Partnerships	Improvement to Diamond Athletic Fields	\$1,500,000	Short-Term (1-5 years)
Naranja Park	Implementation of Concept Plan	\$17,000,000	Short-Term (1-5 years)
SUBTOTAL EXISTING PARKS		\$18,500,000	
EXISTING RECREATION FACILITIES			
Asset	Brief Description	Estimated Total Project Cost	Timeline
Community Center Site	Expanded Services via Concept Plan Implementation	\$1,000,000	Short Term (1-5 years)
Community Center Building	Implementation of Concept Plan	\$8,900,000	Short-Term (1-5 years)
SUBTOTAL EXISTING RECREATION FACILITIES		\$8,900,000	

8.4.2 ADMINISTRATIVE PROJECTS

VISIONARY PROJECTS (New/Major Upgrade)			
ADMINISTRATIVE PROJECTS			
Asset	Brief Description	Estimated Total Project Cost	Timeline
Park Master Plan Update 2030	Update 2021 Master Plan	\$200,000	Long-Term (6-10 years)
Trails Master Plan	Complete a Comprehensive Trails Master Plan	\$200,000	Long-Term (6-10 years)
SUBTOTAL ADMINISTRATIVE PROJECTS		\$400,000	



8.4.3 SHARED USE PATHS

NEW SHARED USE PATHS			
Asset	Brief Description	Estimated Total Project Cost	Timeline
Tangerine Road to Rancho Vistoso Community Shared Use Path Extension	Extend shared use path north of Tangerine Road to provide connection to Rancho Vistoso Community and retail (funded through Pima County)	\$750,000	Short-Term (1-5 years)
Shared Use Path to Catalina State Park	Direct connection from North to Catalina State Park	\$200,000	Long-Term (6-10 years)
Pedestrian Bridge across CDO Wash	Pedestrian bridge across CDO Wash to connect to 2.69 mi CDO Linear Park shared use path.	\$1,000,000	Short-Term (1-5 years)
CDO Wash to James D. Kriegh Park Shared Use Path	New shared use path providing connection to James D. Kriegh Park.	\$1,000,000	Short-Term (1-5 years)
Linda Vista Trailhead Shared Use Path	New shared use path providing connection to Linda Vista Trailhead.	\$300,000	Long-Term (6-10 years)
Naranja Drive Shared Use Path	New shared use path along Naranja Drive between La Cañada and 1st Avenue.	\$1,000,000	Short-Term (1-5 years)
La Cañada Shared Use Path	New shared use path along La Cañada to provide connection to Community Center.	\$500,000	Long-Term (6-10 years)
James D. Kriegh Park to Retail Shared Use Path	New shared use path providing connection to James D. Kriegh Park and retail.	\$350,000	Long-Term (6-10 years)
Northern Avenue Shared Use Path #1	New shared use path along Northern Avenue between Hardy and Magee Roads to provide connection to James D. Kriegh Park and retail.	\$750,000	Long-Term (6-10 years)
Northern Avenue Shared Use Path #2	New shared use path along Northern Avenue south of Magee Road to provide connection to Tohono Chul Park and retail.	\$350,000	Long-Term (6-10 years)
School Connectivity Shared Use Path #1	New shared use path providing connection to Cross Middle School and Harelson Elementary School.	\$250,000	Long-Term (6-10 years)
Rancho Vistoso Shared Use Path	Convert sidewalk on one side of Rancho Vistoso Boulevard to shared use path and provide connections to Honey Bee Canyon Park, Honey Bee Preserve and schools.	\$1,800,000	Long-Term (6-10 years)
Vistoso Golf Course Property Shared Use Path	Connection to former Vistoso Golf Course property.	\$350,000	Long-Term (6-10 years)
Moore Road Shared Use Path	New shared use path along Moore Road to provide connection West.	\$750,000	Long-Term (6-10 years)
SUBTOTAL SHARED USE PATH DEVELOPMENT		\$9,350,000	

8.4.4 VISIONARY PROJECTS SUBTOTAL

VISIONARY PROJECTS (New/Major Upgrade)	
SUBTOTAL EXISTING PARKS	\$18,500,000
SUBTOTAL EXISTING RECREATION FACILITIES	\$8,900,000
SUBTOTAL SHARED USE PATH DEVELOPMENT	\$9,350,000
SUBTOTAL ADMINISTRATIVE PROJECTS	\$400,000
TOTAL VISIONARY PROJECTS	\$37,150,000



8.5 CAPITAL IMPROVEMENT SUMMARY BY TIER

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

SUMMARY BY TIER	
Tier	Estimated Total Project Cost
Sustainable Projects	\$16,515,000
Expanded Service Projects	\$9,950,000
Visionary Projects	\$37,150,000
TOTAL	\$63,615,000

8.6 PRIORITIZED CAPITAL IMPROVEMENTS

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 utilized are as follows:

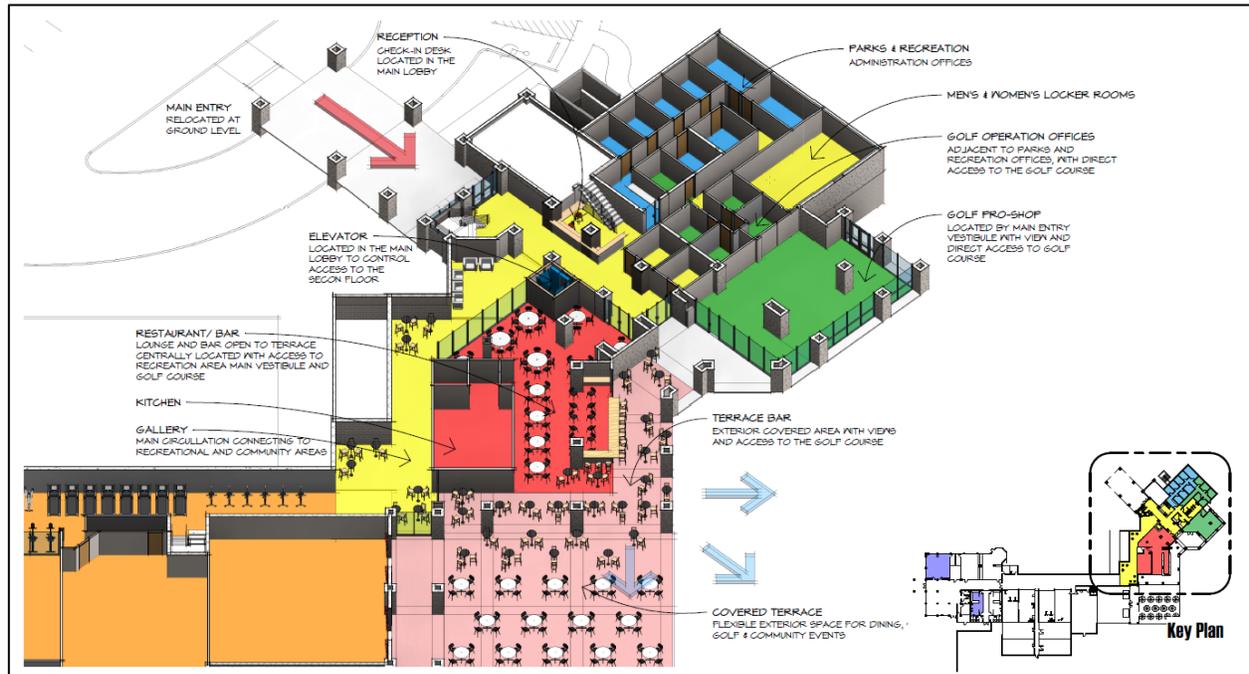
- **Financial Viability** - All projects must demonstrate that funding is available for both capital and long-term operations and maintenance costs. The Town should not take on a project that it cannot afford to maintain including a phased in approach for the Community Center facility and Naranja Park.
- **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, capitalize on a viable partnership 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.



8.6.1 COMMUNITY CENTER – PHASE ONE

The following represents the concept plan for a proposed Phase One for the renovation of the existing Community Center.

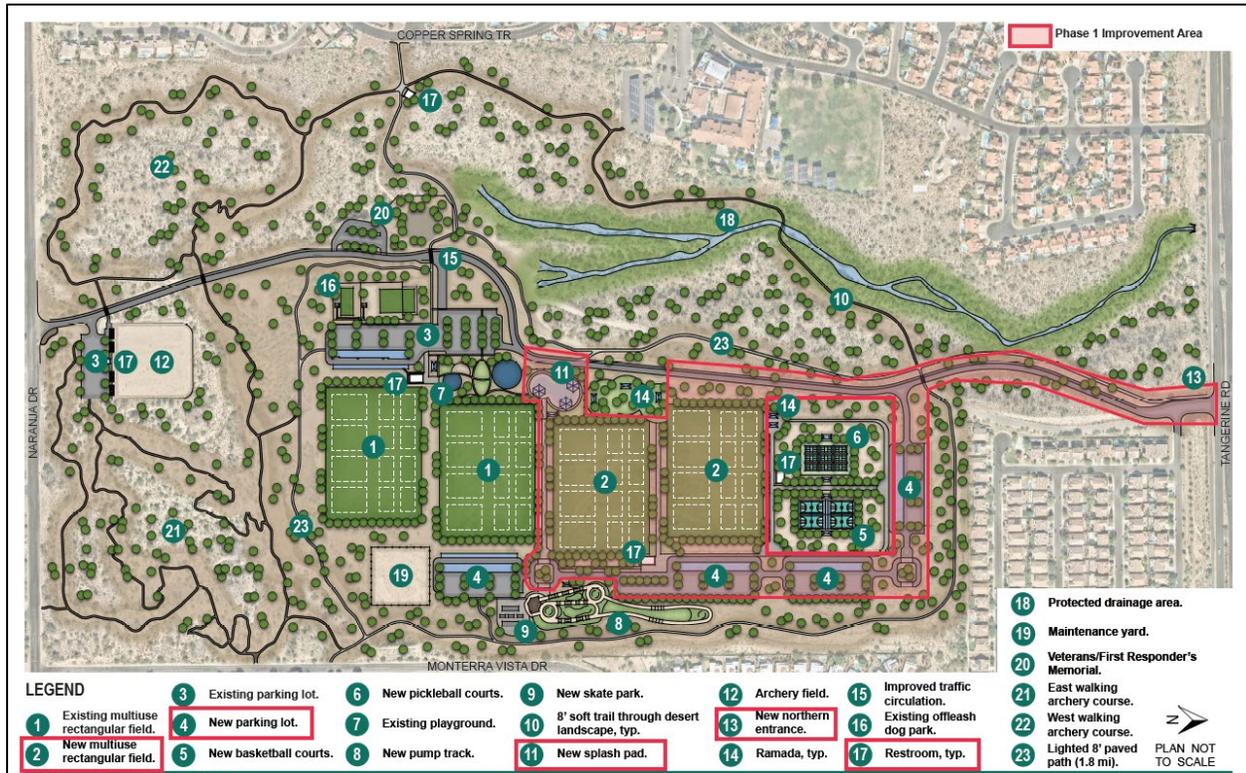
FIRST LEVEL - MAIN ENTRY AND GOLF OPERATIONS



Highlights include:

- Single point of entry and improved ADA accessibility including installation of an elevator.
- Improved men's and women's golf locker rooms.
- Improved circulation.
- Development of covered terrace and flexible exterior space.

8.6.2 NARANJA PARK – PHASE ONE



Highlights include:

- New multi-purpose rectangular fields.
- New splash pad.
- New northern entrance.
- New parking lot.
- New restrooms and other support facilities.



The following table provides a complete list of the prioritized capital improvements recommended for completion within the next 10 years.

RECOMMENDED PRIORITY PROJECTS	
SUSTAINABLE (LIFECYCLE REPLACEMENT) PROJECTS	
Project	Estimated Capital Project Cost
Community Center Site and El Conquistador Lifecycle Replacement (Parking, Golf Course Irrigation, Tennis and Pickleball Courts Replaced, Other)	\$7,700,000
Honey Bee Canyon Lifecycle Replacement	\$200,000
James D. Kreigh Lifecycle Replacement	\$1,500,000
Oro Valley Aquatic Center Lifecycle Replacement	\$1,500,000
Riverfront Park Lifecycle Replacement	\$2,500,000
Steam Pump Ranch Lifecycle Replacement	\$3,000,000
Tho'ag Park Lifecycle Replacement	\$15,000
West Lambert Lane Park Lifecycle Replacement	\$100,000
SUBTOTAL LIFECYCLE REPLACEMENT PROJECTS	\$16,515,000
PRIORITIZED SHARED USE PATH PROJECTS	
Project	Estimated Capital Project Cost
Tangerine Road to Rancho Vistoso Community Shared Use Path Extension (2.1 Miles)	\$750,000
Pedestrian Bridge across CDO Wash (500 linear feet)	\$1,000,000
CDO Wash to James D. Kriegh Park Shared Use Path (1.5 miles)	\$1,000,000
Naranja Drive Shared Use Path (2 miles)	\$1,000,000
La Cañada Shared Use Path (1 Mile)	\$500,000
Rancho Vistoso Shared Use Path (6 miles)	\$1,800,000
SUBTOTAL SHARED USE PATH PROJECTS	\$6,050,000
VISIONARY PARK AND FACILITY PROJECTS	
Project	Estimated Capital Project Cost
Naranja Park - Phase 1	\$10,000,000
Community Center - Phase 1	\$5,000,000
Amphi School District Partnership	\$1,500,000
SUBTOTAL VISIONARY PARK PROJECTS	\$16,500,000
GRAND TOTAL RECOMMENDED PRIORITY PROJECTS	\$39,065,000



CHAPTER NINE - 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.

9.1 PRIMARY FUNDING SOURCES

9.1.1 SALES TAX

One potential funding source for the parks, recreation, open space and trails system is an additional percentage sales tax that is committed to maintaining park sites, infrastructure, recreational fields, and trails. The advantage of a sales tax is that it collects revenues from both residents and non-residents who shop, eat, recreate and conduct business in the Town of Oro Valley.

9.1.2 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.

9.1.3 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, amphitheatres, 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.

9.1.4 PARK DEVELOPMENT FEES (IMPACT 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.

9.1.5 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.

9.1.6 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.

9.2 OTHER FUNDING SOURCE OPTIONS

9.2.1 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.

9.2.2 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.

9.2.3 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

9.2.4 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.

9.2.5 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.

9.2.6 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.

9.2.7 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.

9.2.8 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.

9.2.9 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.

9.2.10 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.

9.2.11 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.

9.2.12 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.

9.3 PRIORITIZED CAPITAL IMPROVEMENT PROJECTS – FUNDING STRATEGY

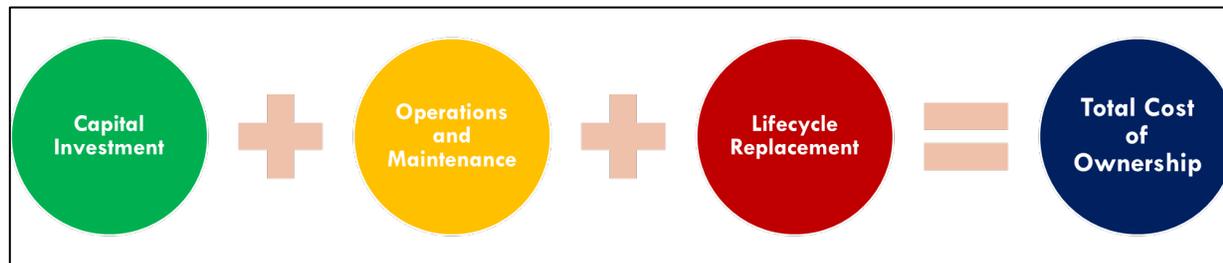
To determine the financial viability of the prioritized capital improvement plan identified in Chapter , the consulting team and Town staff developed a funding strategy framework for each project as identified in the table below:

RECOMMENDED PRIORITY PROJECTS		FUNDING		
SUSTAINABLE (LIFECYCLE REPLACEMENT) PROJECTS				
Project	Estimated Capital Project Cost	Town of Oro Valley Funding	Other Funding Sources	Notes
Community Center Site and El Conquistador Lifecycle Replacement (Parking, Golf Course Irrigation, Tennis and Pickleball Courts Replaced, Other)	\$7,700,000	\$5,775,000	\$1,925,000	75% TOV; 25% Grants
Honey Bee Canyon Lifecycle Replacement	\$200,000	\$200,000		100% TOV
James D. Kreigh Lifecycle Replacement	\$1,500,000	\$1,125,000	\$375,000	75% TOV; 25% Grants
Oro Valley Aquatic Center Lifecycle Replacement	\$1,500,000	\$1,500,000		100% TOV
Riverfront Park Lifecycle Replacement	\$2,500,000	\$1,875,000	\$625,000	75% TOV; 25% Grants
Steam Pump Ranch Lifecycle Replacement	\$3,000,000	\$1,500,000	\$1,500,000	50% TOV; 50% (Grants, Partnerships, Donations; Pima County)
Tho'ag Park Lifecycle Replacement	\$15,000	\$15,000		100% TOV
West Lambert Lane Park Lifecycle Replacement	\$100,000	\$50,000	\$50,000	50% TOV; 50% (Partnerships, Grants)
SUBTOTAL LIFECYCLE REPLACEMENT PROJECTS	\$16,515,000	\$12,040,000	\$4,475,000	
VISIONARY SHARED USE PATH PROJECTS				
Project	Estimated Capital Project Cost	Town of Oro Valley Funding	Other Funding Sources	Notes
CDO Wash to James D. Kriegh Park Shared Use Path (1.5 miles)	\$1,000,000	\$500,000	\$500,000	50% TOV; 50% Grants
La Cañada Shared Use Path (1 Mile)	\$500,000	\$500,000		100% TOV
Naranja Drive Shared Use Path (2 miles)	\$1,000,000		\$1,000,000	100% (PAG/RTA)
Pedestrian Bridge across CDO Wash (500 linear feet)	\$1,000,000	\$500,000	\$500,000	50% TOV; 50% Grants
Rancho Vistoso Shared Use Path (6 miles)	\$1,800,000	\$900,000	\$900,000	50% TOV; 50% Grants
Tangerine Road to Rancho Vistoso Community Shared Use Path Extension (2.1 Miles)	\$750,000		\$750,000	100% Pima Co Flood Control District
SUBTOTAL SHARED USE PATH PROJECTS	\$6,050,000	\$2,400,000	\$3,650,000	
VISIONARY PARK AND FACILITY PROJECTS				
Project	Estimated Capital Project Cost	Town of Oro Valley Funding	Other Funding Sources	Notes
Naranja Park - Phase 1	\$10,000,000	\$ 9,000,000	\$ 1,000,000	90% TOV; 10% Other
Community Center - Phase 1	\$5,000,000	\$ 4,500,000	\$ 500,000	90% TOV; 10% Other
Amphi School District Partnership	\$1,500,000	\$500,000	\$1,000,000	33% TOV; 67% (Amphi, Pima Co)
SUBTOTAL VISIONARY PARK PROJECTS	\$16,500,000	\$14,000,000	\$2,500,000	
GRAND TOTAL RECOMMENDED PRIORITY PROJECTS	\$39,065,000	\$28,440,000	\$10,625,000	



9.4 OPERATIONAL IMPACT OF PRIORITIZED CAPITAL IMPROVEMENT PROJECTS

It is critically important to view the financial sustainability of the Parks and Recreation system through the concept of “Total Cost of Ownership” as shown in the graphic below.



As shown above, understanding the annual, ongoing expenditures associated with the operations and maintenance of each capital improvement project is an important component of the total cost of ownership concept and is necessary to ensure the financial viability of the parks system. The following table summarizes the operational impact of each prioritized capital improvement proposed in Chapter 8.

RECOMMENDED PRIORITY PROJECTS	FUTURE OPERATIONAL IMPACT				
	Project	<i>Estimated Annual Operations and Maintenance Costs</i>	<i>Increase in Annual Operations and Maintenance Costs</i>	<i>Estimated Annual Revenue Generated</i>	<i>Estimated Annual General Fund Subsidy Required</i>
Naranja Park - Phase 1	\$250,000	\$85,000	\$91,000	\$159,000	\$45,000
Community Center Building Phase 1	\$1,200,000	\$220,000	\$1,025,000	\$175,000	\$175,000
Community Center Site	\$50,000	\$0	\$0	\$0	\$0
Tangerine Road to Rancho Vistoso Community Shared Use Path Extension (funded through Pima County) (2.1 Miles)	\$11,550	\$11,550	\$0	\$11,550	\$11,550
Pedestrian Bridge across CDO Wash (500 linear feet)	\$1,000	\$1,000	\$0	\$1,000	\$1,000
CDO Wash to James D. Kriegh Park Shared Use Path (1.5 miles)	\$8,250	\$8,250	\$0	\$8,250	\$8,250
Naranja Drive Shared Use Path (in conjunction with roadway project) (2 miles)	\$11,000	\$11,000	\$0	\$11,000	\$11,000
Rancho Vistoso Shared Use Path (6 miles)	\$33,000	\$33,000	\$0	\$33,000	\$33,000
La Cañada Shared Use Path (1 Mile)	\$5,500	\$5,500	\$0	\$5,500	\$5,500
Community Center Site and El Conquistador Lifecycle Replacement (Parking, Golf Course Irrigation, Tennis and Pickleball Courts Replaced, Other)	(\$15,000)	(\$15,000)	\$0	(\$15,000)	(\$15,000)
Honey Bee Canyon Lifecycle Replacement	\$0	\$0	\$0	\$0	\$0
James D. Kriegh Lifecycle Replacement	(\$15,000)	(\$15,000)	\$0	(\$15,000)	(\$15,000)
Oro Valley Aquatic Center Lifecycle Replacement	\$0	\$0	\$0	\$0	\$0
Riverfront Park Lifecycle Replacement	(\$5,000)	(\$5,000)	\$0	(\$5,000)	(\$5,000)
Steam Pump Ranch Lifecycle Replacement	(\$15,000)	(\$15,000)	\$0	(\$15,000)	(\$15,000)
Tho'ag Park Lifecycle Replacement	\$0	\$0	\$0	\$0	\$0
West Lambert Lane Park Lifecycle Replacement	\$0	\$0	\$0	\$0	\$0
Amphi School District Partnerships	\$125,000	\$125,000	\$0	\$125,000	\$125,000
TOTAL OPERATIONAL IMPACT - PRIORITIZED PROJECTS	\$1,645,300	\$450,300	\$1,116,000	\$479,300	\$365,300

In summary, there will be an NET increase of approximately \$365,000 (in 2021 dollars) to the Parks and Recreation Department’s annual operating budget if each of the prioritized project is implemented.

CHAPTER TEN - STRATEGIC IMPLEMENTATION

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

1. Maintaining the Parks and Recreation System.
2. Connectivity.
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.

1. Maintaining the Parks and Recreation System	
Maintain the proportion of park acres per population through a variety of park type amenities, and open space options.	
Strategy	Collaborate with local partners, primarily the development community and Amphitheater Public Schools to develop parks, recreation facilities, and spaces to achieve the levels of service targeted in this plan and that are aligned with other planning efforts.
Strategy	Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in Oro 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 (community, regional, special use, etc.) to guide landscape architects when re-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 Naranja Park and the Community Center) 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 while incorporating the necessary improvements identified within this plan to ensure a safe, viable and sustainable system.



2. Connectivity

Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Oro Valley.

Strategy	Work with other Town departments to implement the prioritized “connectivity” projects to create a more walkable and bikeable community while improving access to desirable destinations.
Strategy	Prioritize existing Town-owned land and future land acquisition decisions to focus investments in the shared use path system that achieves active transportation strategies and the development of a contiguous network.
Strategy	Coordinate with the plans in surrounding jurisdictions to ensure a connected system of shared use paths within Pima County.
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 shared use paths and amenities and a comprehensive shared use path and soft surface trails master plan.

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 this master plan 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	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 Community Center, Steam Pump Ranch and Naranja Park.

Strategy	Develop athletic fields that can support sports tourism through mid-scale soccer, lacrosse, rugby and football tournaments as part of the development of Naranja Park.
Strategy	Continue to grow local participation in tennis and pickleball through the re-development of the outdoor courts at the Community Center site while encouraging those courts to be utilized for regional tournaments.
Strategy	Consider the development of Naranja Park in a way that supports the expansion of special events and festivals that appeal to people living within a 2 hour drive time of Oro Valley.

5. Recreation Programming

Continually seek to increase community participation in programs and services.

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 are 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, open space management, etc.
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7. Financing the Parks System

Pursue adequate funding to support existing parks, expanding 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	Create a partnership policy that creates the framework for equitable and mutually beneficial partnerships with the private sector, non-profits and other governmental agencies.
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 recover 150% of direct costs from user fees, permits, reservations, earned income and effective partnerships.



CHAPTER ELEVEN - CONCLUSION

The Town of Oro 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, renovating and expanding 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 Oro 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 Oro Valley is a steadily growing community and based on population projections will continue to grow over the next 15 years. 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 does not lack sufficient park land to meet the needs of residents, however, there are some geographical inequities particularly for community parks. As a result, other amenities provided through this park type are in shortage such as playgrounds, ramadas and athletic fields. While most of these inequities 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 Amphi 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 \$63M with approximately \$39M of that being identified as priority projects.

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 - 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).

America's local and regional public park agencies generated over

**\$154 BILLION IN
ECONOMIC
ACTIVITY**

and supported almost

1.1 MILLION JOBS

from their operations and capital spending alone in 2015

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.

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.

ADDITIONAL ECONOMIC BENEFITS

Oro 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.

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.

APPENDIX B - COMMUNITY PROFILE

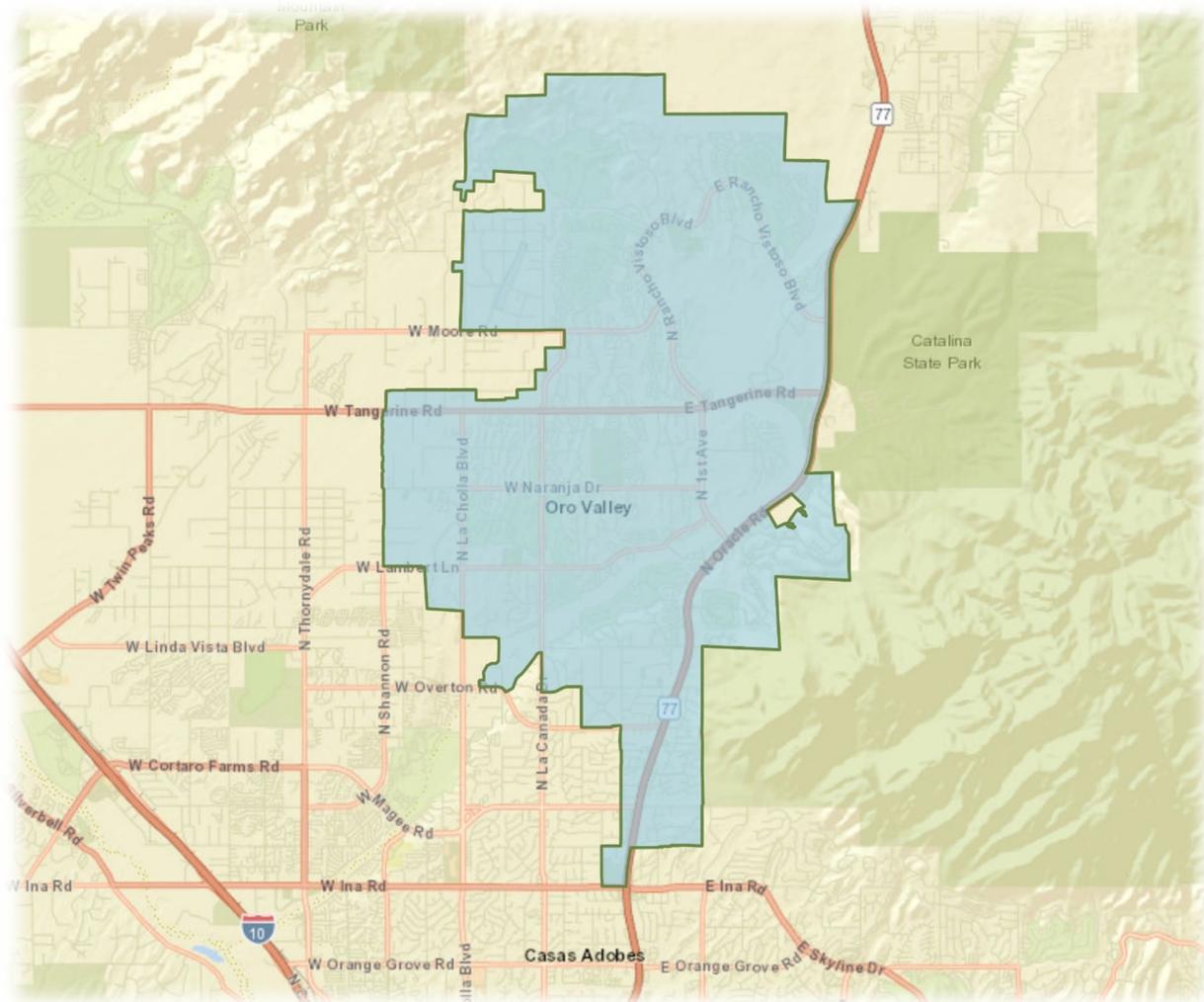
DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of the Town of Oro Valley, Arizona. This analysis reflects the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

Future projections are all based on historical patterns. Unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

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 November 2019 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for projected 2029 and 2034 demographics. This information will help support the development of the Town's Parks and Recreation Master Plan.





RACE AND ETHNICITY DEFINITIONS

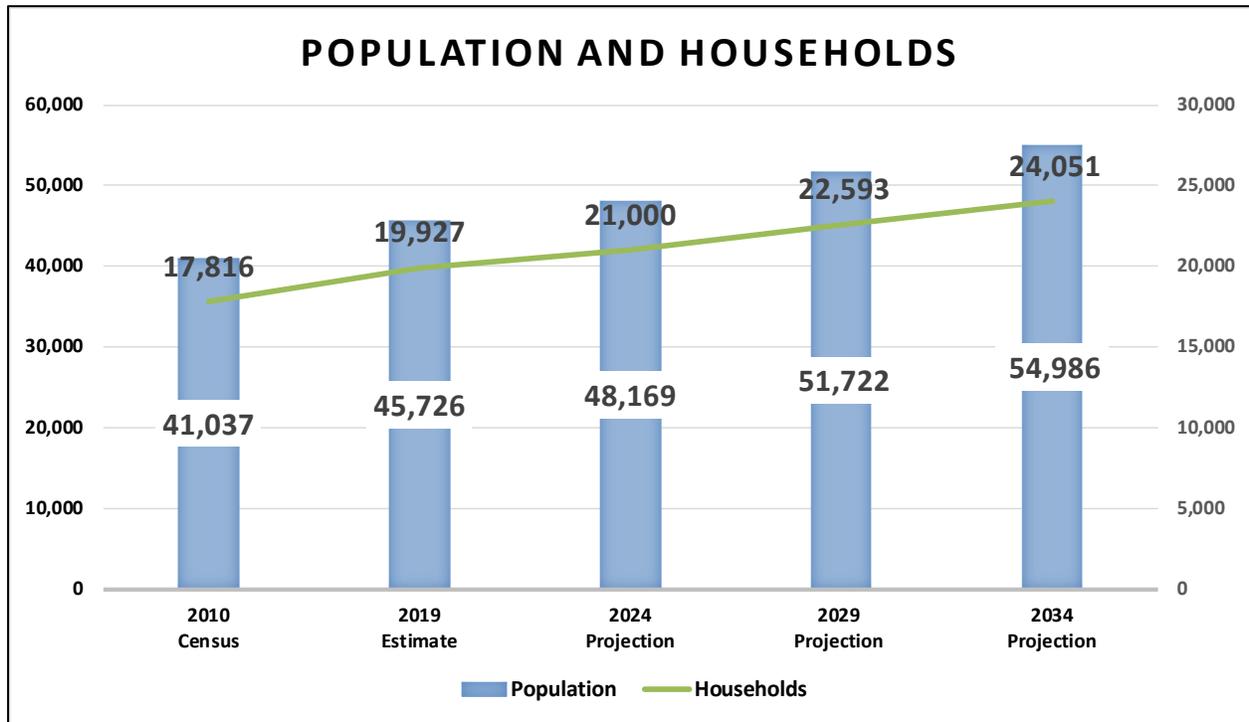
The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis as follows:

- 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
- Some Other Race - Includes all other responses not included in the "White", "Black or African American", "American Indian and Alaska Native", "Asian" and "Native Hawaiian and Other Pacific Islander" race categories described above.
- Two or more races - People may have chosen to provide two or more races either by checking two or more race responses
- 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

ORO VALLEY POPULACE

POPULATION

The Town’s population has experienced a growing trend in recent years and is estimated at 45,726 individuals in 2019. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2034, the Town is expected to have 54,986 residents living within 24,051 households - this equates to a household size of 2.29.



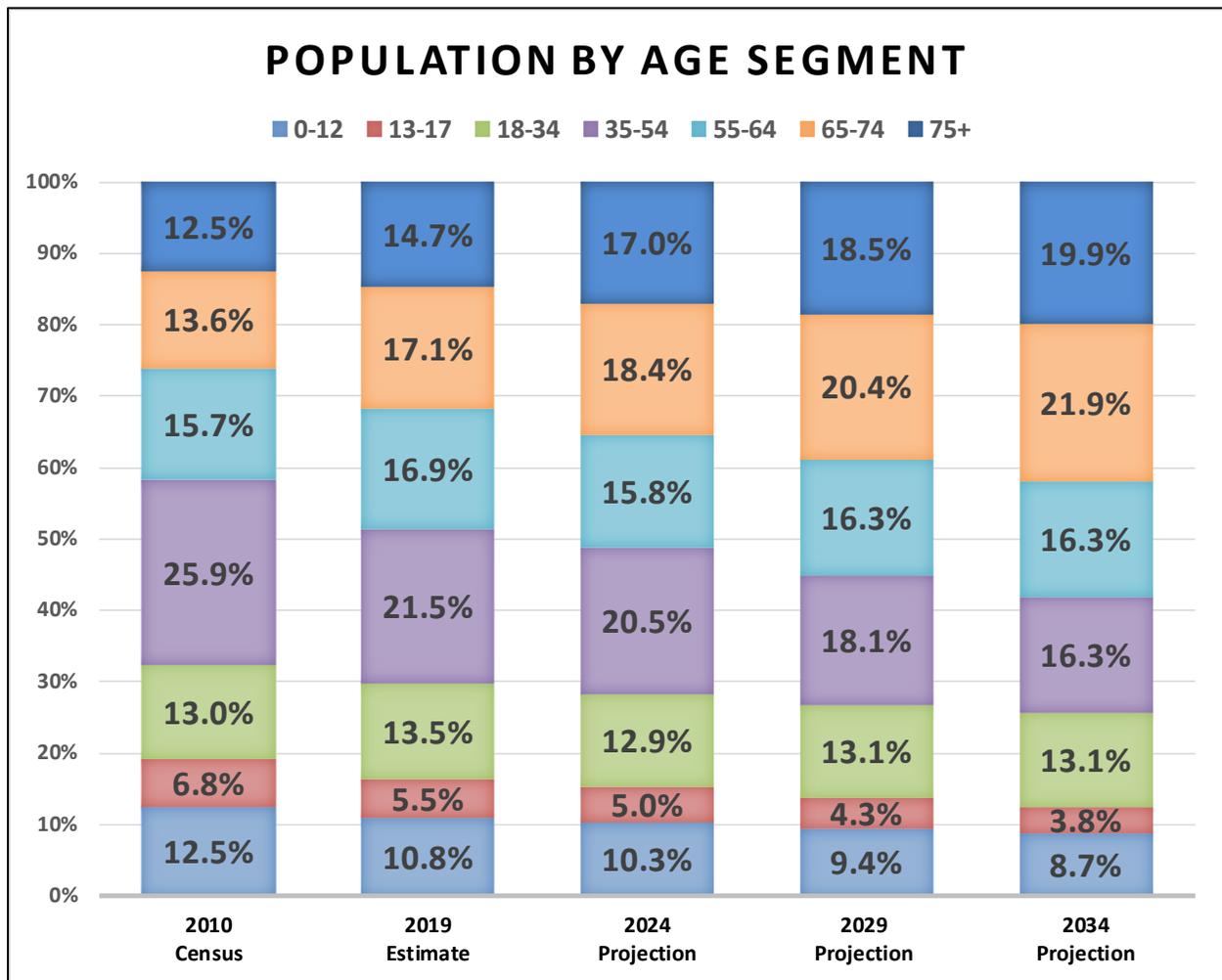


AGE SEGMENT

Evaluating the population by age segments, the Town exhibits an unbalanced distribution among the major age segments. Currently, the largest grouping of age segments is the 55+ segment, making up 48.7% of the population.

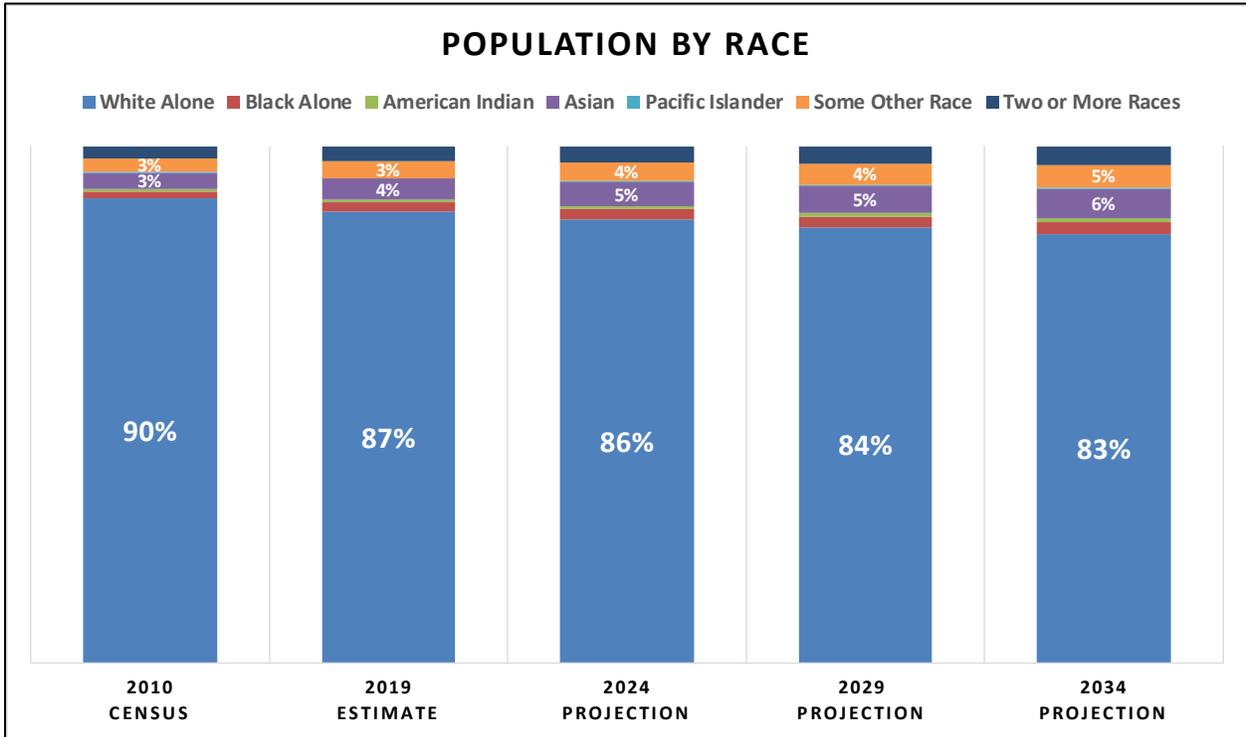
Looking forward, the overall age composition of the population within the Town is projected to age significantly. Over the next 15 years, the 55+ age segment, which currently is the largest age segment in Oro Valley, will increase by 9.4% while all other major age segments are projected to decrease. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment and the overall attraction of Oro Valley to retirees.

Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least three different program age segments for older adults. When updating 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.

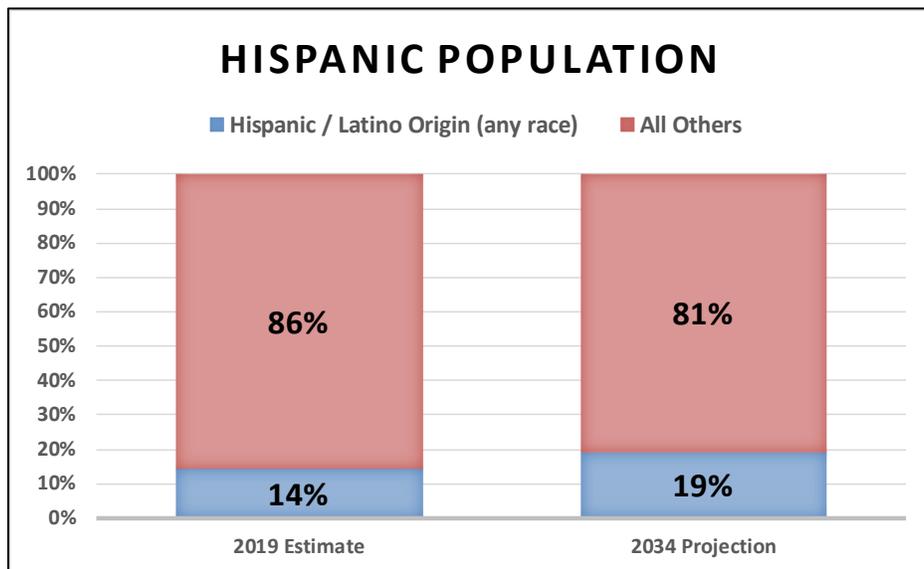


RACE AND ETHNICITY

In analyzing race, the Town’s current population is not highly diverse. The 2018 estimates show that 87% of the Town’s population falls into the White Alone category, while the Asian category (4%) represents the largest minority. The predictions for 2034 expect that the Town’s population by race will diversity slightly with a decrease in the White Alone population by approximately 4% while the Asian and Some Other Race categories will increase by 2% each.



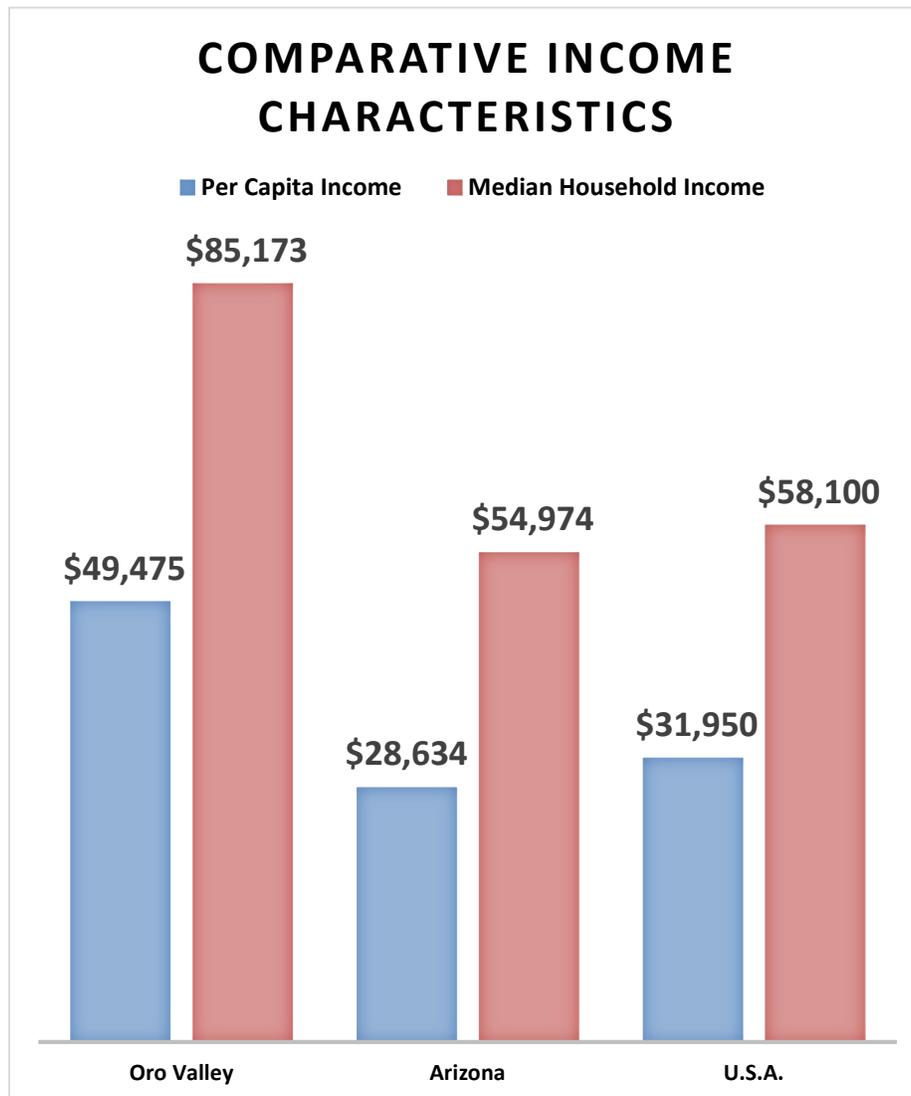
Based on the 2019 estimate, those of Hispanic/Latino origin represented 14% of the Town’s total population. The Hispanic/Latino population is expected to experience a slight increase to 19% by 2034.





HOUSEHOLDS AND INCOME

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



TAPESTRY SEGMENTATION

Tapestry segmentation provides an accurate, detailed description of Oro Valley’s residents in which distinctive lifestyle segments are identified based on their socioeconomic and demographic composition.

Many jurisdictions have 10+ tapestry segments that make up the majority (50%+) of its population. Oro Valley has five segments that comprise 78.4% of its population. The five tapestry segments that make-up a majority of the Town’s population are illustrated in the chart below as well as how they compare to the United States.

Tapestry Segment	Descriptor	Household Size	Median Age	Median Household Income	Percent of Town Households (2018)	Percent of US Households (2018)
Exurbanites	Active in their communities, generous in their donations, and seasoned travelers. Expansive home style in less crowded neighborhoods. Lifestyle is both affluent and urbane.	2.5	51.0	\$103,400	32.9%	1.9%
Golden Years	Independent, active seniors nearing the end of their careers or already in retirement. Actively pursuing travel, sports, dining out, museums, and concerts. Focused on physical fitness, and enjoying their lives.	2.06	52.3	\$71,700	15.7%	1.3%
The Elders	Favor communities designed for senior or assisted living. Housing varies from mobile homes to single-family residences to high-rise apartments. These seniors are informed, independent, and involved.	1.68	72.3	\$42,800	11.2%	0.7%
Silver & Gold	Most affluent senior market and growing. Affluence provides the opportunity to retire to sunnier climates that feature exclusive communities. Possess free time, stamina, and resources to enjoy the good life.	2.03	63.2	\$72,100	9.9%	0.8%
Savvy Suburbanites	Well educated, well read, and well capitalized. Suburban lifestyle includes home remodeling and gardening plus sports and exercise. Enjoy good food and wine, plus cultural events.	2.85	45.1	\$108,700	8.7%	3.0%
Subtotal					78.4%	7.7%

Simply, the make-up of the Oro Valley is very unique. The tapestry segmentation data is useful information that can assist the department in better understanding the community that they serve.

The following provides a brief description of the five largest tapestry segments in Oro Valley.

EXURBANITES

Exurbanites are now approaching retirement but showing few signs of slowing down. They are active in their communities, generous in their donations, and seasoned travelers. They take advantage of their proximity to large metropolitan centers to support the arts, but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane.

MEDIAN AGE: 51

MEDIAN HOUSEHOLD INCOME: \$103,400

MARKET PROFILE:

- Prefer vehicles are late model luxury cars or SUVs.
- They are active supporters of the arts and public television/radio.
- Attentive to ingredients, they prefer natural or organic products.
- Gardening and home improvement are priorities.



- Financially active with wide-ranging investments.

GOLDEN YEARS

Independent, active seniors nearing the end of their careers or already in retirement best describes *Golden Years* residents. This market is primarily singles living alone or empty nesters. Those still active in the labor force are employed in professional occupations; however, these consumers are actively pursuing a variety of leisure interests—travel, sports, dining out, museums, and concerts. They are involved, focused on physical fitness, and enjoying their lives. This market is smaller, but growing, and financially secure.

MEDIAN AGE: 52

MEDIAN HOUSEHOLD INCOME: \$71,700

MARKET PROFILE:

- Avid readers, they regularly read daily newspapers, particularly the Sunday edition.
- Subscribe to cable TV; news and sports programs are popular.
- Use professional services to maintain their homes inside and out and minimize their chores.
- Leisure time is spent on sports (tennis, golf) or simple exercise like walking.
- Good health is a priority; Healthy eating, coupled with vitamins and dietary supplements.
- Active social lives include travel, especially abroad, plus going to concerts and museums.
- Residents maintain actively managed financial portfolios

THE ELDERS

With a median age of 72.3 years, this is Tapestry Segmentation's oldest market. *The Elders* residents favor communities designed for senior or assisted living, primarily in warmer climates with seasonal populations. Most of these householders are homeowners, although their housing varies from mobile homes to single-family residences to high-rise apartments. These seniors are informed, independent, and involved.

MEDIAN AGE: 72

MEDIAN HOUSEHOLD INCOME: \$42,800

MARKET PROFILE:

- Vehicles are just a means of transportation, but their first choice is luxury sedans.
- Banking is commonly done in person; shopping is by phone or in person.
- Shopping includes apparel and exercise equipment.
- Avid readers, with audio books and e-readers. Newspapers and magazines are staples for news and entertainment. Cable TV is also a must, primarily watching news or movie channels, but also golf, weather, and history channels.
- Sociable seniors, partial to a variety of clubs and organizations and generous with their time and support.

SILVER & GOLD

This is the most affluent senior market and is still growing. The affluence of *Silver and Gold* has afforded the opportunity to retire to sunnier climates that feature exclusive communities and vacation homes. These consumers have the free time, stamina, and resources to enjoy the good life.

MEDIAN AGE: 63

MEDIAN HOUSEHOLD INCOME: \$72,100

MARKET PROFILE:

- Partial to luxury cars or SUVs; highest demand market for convertibles.
- Maintain a regular exercise regimen and pay attention to healthier eating habits.
- Pursue the luxuries that well-funded retirement affords: an active social life, travel, hobbies, and sports (especially golf) and liberal use of home maintenance services to minimize chores.
- Avid readers of newspapers, magazines, and books.
- Generous supporters of charitable organizations.

FRESH AMBITIONS

Residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the Town's cultural events.

MEDIAN AGE: 45

MEDIAN HOUSEHOLD INCOME: \$108,700

MARKET PROFILE:

- Residents prefer late model, family-oriented vehicles: SUVs, minivans, and station wagons.
- Gardening and home remodeling are priorities, usually Do It Yourself.
- There is extensive use of housekeeping and personal care services.
- Foodies: They like to cook and prefer natural or organic products.
- These investors are financially active; not afraid of debt.
- Physically fit, residents actively pursue a number of sports, from skiing to golf, and invest heavily in sports gear and exercise equipment.



ORO VALLEY DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above.

POPULATION

- The population is increasing and is projected to experience 20% 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

- Oro 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 Oro 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 well above 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 revenue generation.

TAPESTRY SEGMENTATION

- Highly unique tapestry segmentation that indicates that Oro Valley is comprised primarily of residents that are approaching or in retirement.

APPENDIX C - RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trend 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 trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

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.



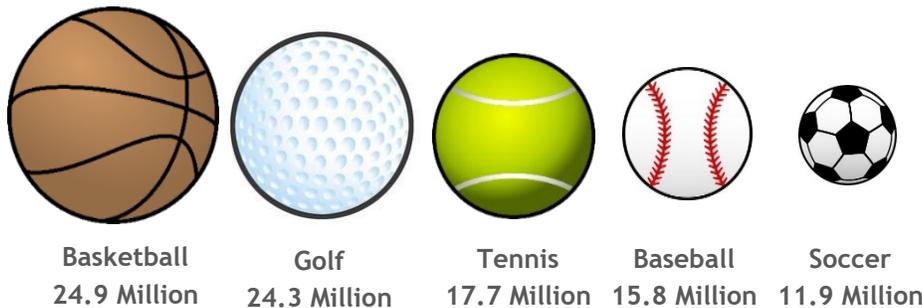
NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

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 as a new alternative may 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%)
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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.



**Swimming
(Fitness)
28.2 Million**



**Aquatic
Exercise
11.2 Million**



**Swimming
(Competition)
2.8 Million**

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.



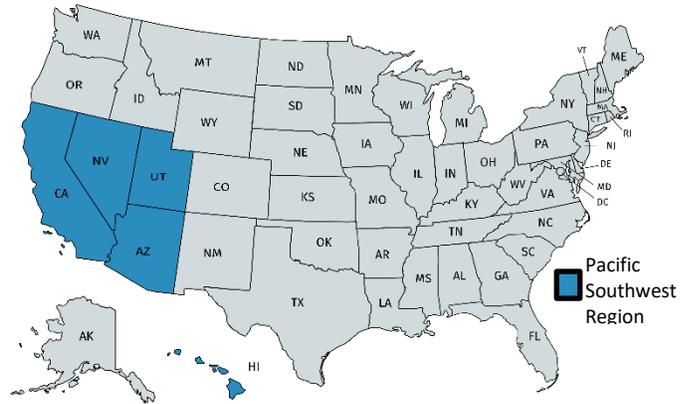


NATIONAL AND REGIONAL PROGRAMMING TRENDS

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.

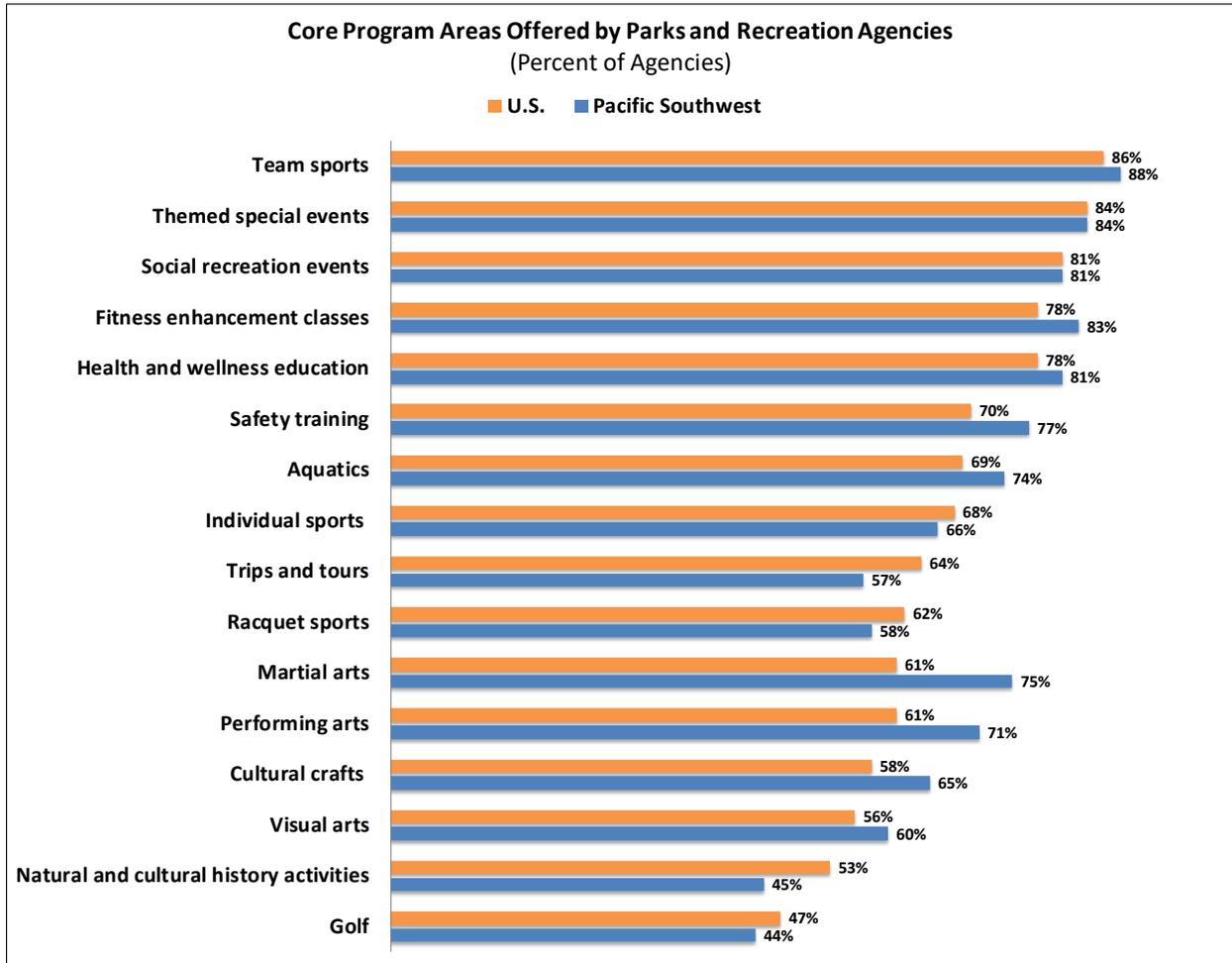


According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below.

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.





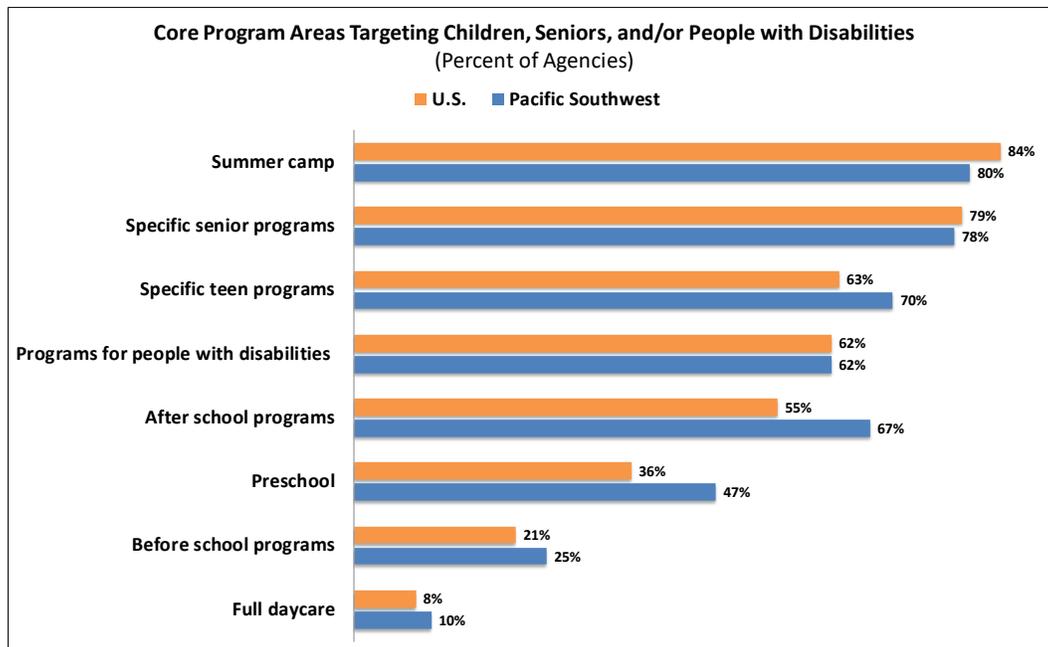
TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

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)
<ul style="list-style-type: none"> • Summer camp (84%) 	<ul style="list-style-type: none"> • Summer camp (80%)
<ul style="list-style-type: none"> • Senior programs (79%) 	<ul style="list-style-type: none"> • Senior programs (78%)
<ul style="list-style-type: none"> • Teen programs (63%) 	<ul style="list-style-type: none"> • 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.



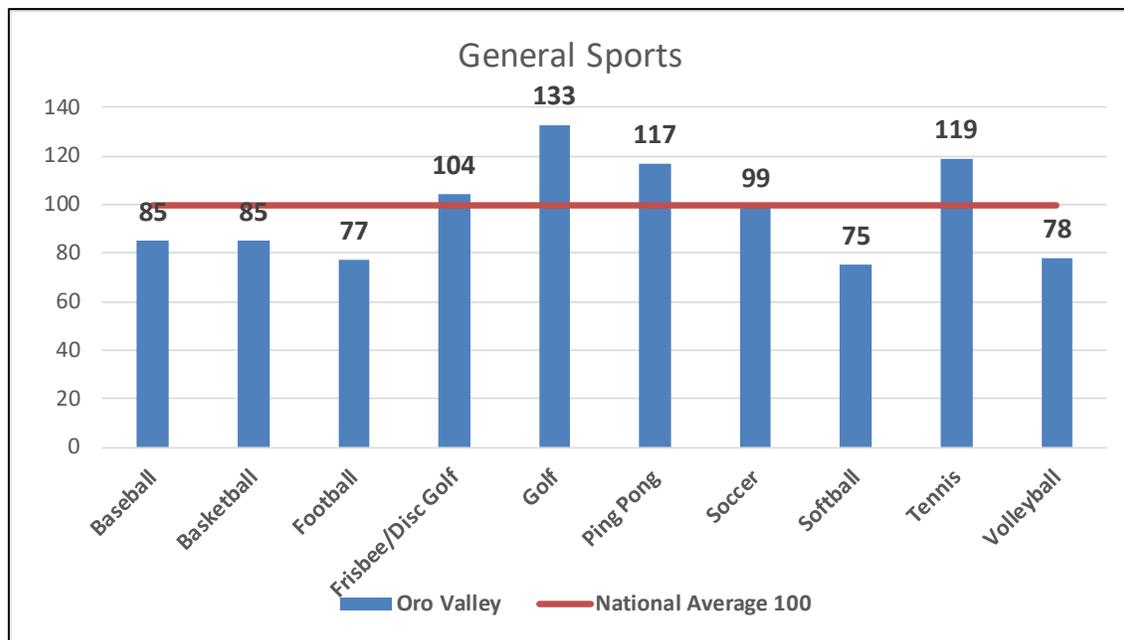
LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the Town and its surrounding area. 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 recreation.

Overall, Oro Valley demonstrates above average market potential index (MPI) numbers. Looking at the three categories (general sports, fitness, and outdoor recreation), even though they each have a few activities with MPI scores above the national averages, a majority of the activities' MPI scores are above 100. These overall MPI scores show that Oro Valley has average to below average participation rates when it comes to programs, services and activities. This becomes significant for when the Town considers expanding facilities/parks or starting up new programs; giving them a strong tool to estimate resident attendance. In an aging community, it is expected that the lowest MPI numbers would be in the general sports category, as most team sports are participated in by people under the age of 40.

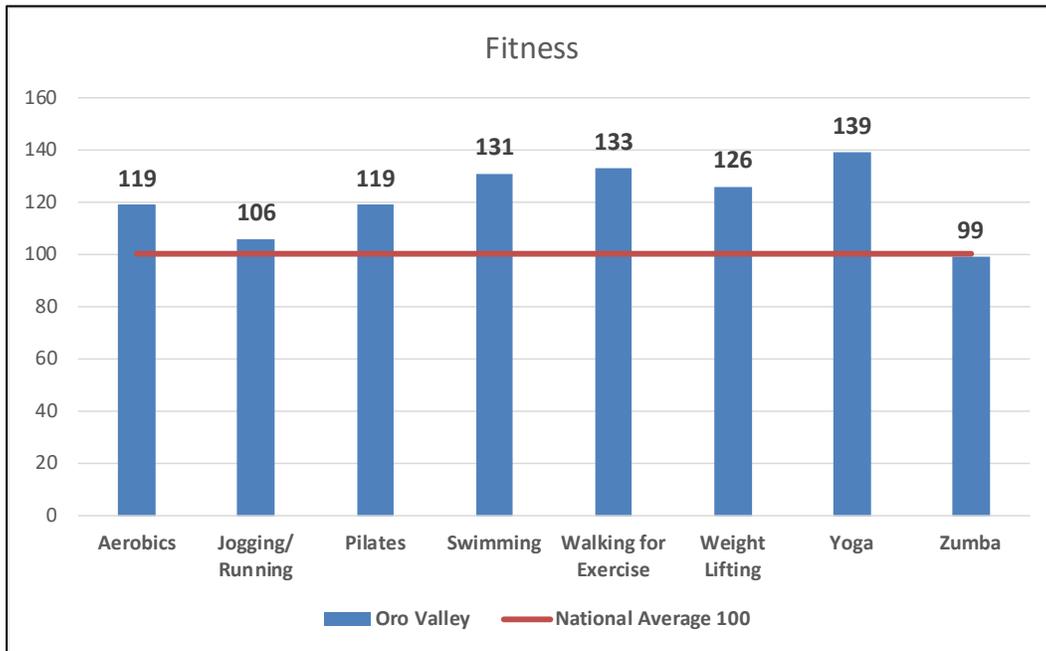
High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the Town will actively participate in offerings provided by the Town.

GENERAL SPORTS MPI

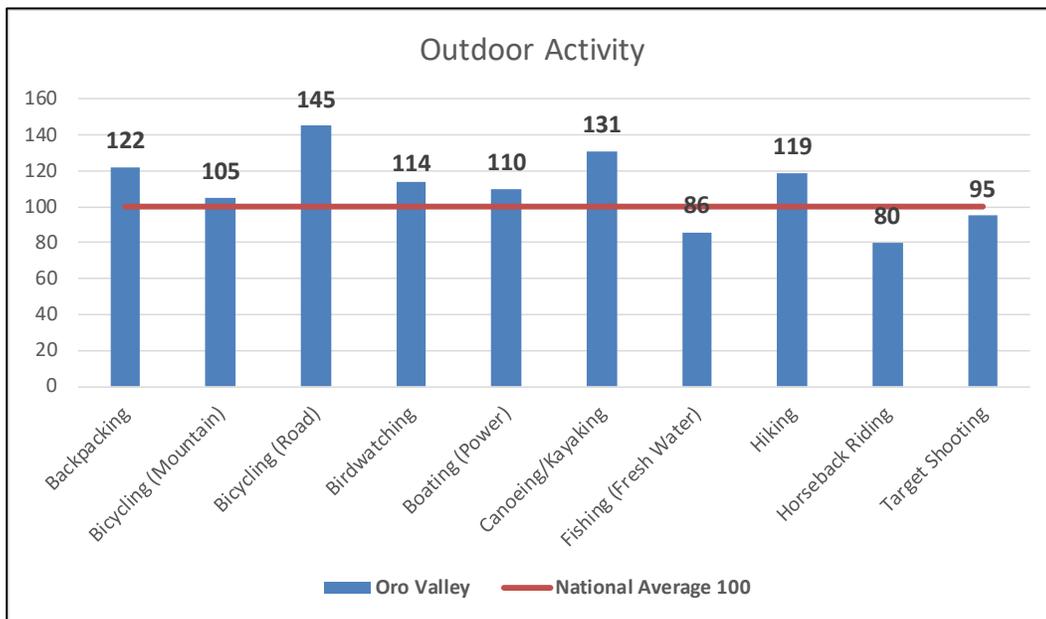




GENERAL FITNESS MPI



OUTDOOR ACTIVITY MPI



SUMMARY

It is critically important for the Oro 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 Oro Valley. Here are some major takeaways for local and national recreation trends:

- Basketball remained the most popular sport nationally while 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 Oro Valley.
- Tackle football and touch football are losing participants nationally and locally.
- 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 Oro 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.



APPENDIX D - PARTNERSHIP POLICY GUIDELINES

PURPOSE OF PARTNERSHIPS

The purpose of a partnership policy is to guide the process for the Oro Valley Parks and Recreation in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and/or operation of partnered recreational facilities and/or programs that may occur on Oro Valley Parks and Recreation owned or leased property.

Oro Valley Parks and Recreation would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with them to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including Oro Valley Parks and Recreation, and particularly beneficial for the citizens of Oro Valley.

ISSUES ADDRESSED

Oro Valley Parks and Recreation has developed partnerships over many years that have helped to support the management of parks and recreation facilities, programs and services, while also providing educational and recreational opportunities for the citizens of Oro Valley. The recommended policy will promote fairness and equity within the existing and future partnerships while helping staff to manage against what may cause conflicts internally and externally. Certain partnership principles should be adopted by Oro Valley Parks and Recreation for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation to the Oro Valley Parks and Recreation Director that describes the reason for creation of the partnership and establishes an outcome that benefits each partner's involvement.
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports back to the Parks Board on the outcomes of the partnership and how equitable the partnership remains.
- All partnerships will track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing.
- Each partner will not treat one another as a client-to-client relationship, but will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Oro Valley.
- Full disclosure by both partners to each other will be made available when issues arise.
- Annual informing of each other's staff on the respective partner's values and yearly goals and work plans so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies.

EXPECTED OUTCOMES AND BENEFITS

- Increased visibility
- Increase in services and programs
- Tax dollars spent on services are maximized through collaboration
- Promotes a positive image
- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
- Aligned vision and goals
- Reach more people, provide more services, reduce expenditures and generate more revenue
- Eliminates duplication of efforts, strengthens the community and achieve greater outcomes
- Public believes in and supports the role of Oro Valley Parks and Recreation in partnerships
- Public involvement enriches their understanding of Oro Valley Parks and Recreation
- Engaged public enhances current and future development of programs and facilities

GUIDING PROCEDURES

PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with Oro Valley Parks and Recreation based on its work with other cities, towns, schools, and other municipal services in the area. Working together on the development, sharing, and/or operating, parks and recreation facilities and programs will be as follows in the future:

- Each partner will meet annually to plan and share activity-based costs and equity invested by each partner in the partnership.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired.
- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement.
- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.



- If conflicts arise between partners, the Director of Oro Valley Parks and Recreation Board along with the other public agency's highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved.
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired.

PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with Oro Valley Parks and Recreation and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within the Oro Valley Parks and Recreation system. These principles are as follows:

- The not-for-profit partner agency or group involved with Oro Valley Parks and Recreation must first recognize that they are in a partnership with the Department to provide a public service or good; conversely, the Department must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency.
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year.
- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with Oro Valley Parks and Recreation. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned.
- Each partner will appoint a liaison to serve each partnering agency for communication purposes.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed.
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner when requested to support a better understanding of the resources available to the partnership.
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement.
- If conflicts should arise during the partnership year, the Oro Valley Parks and Recreation Director and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue.
- It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner.
- Financial payments by the not-for-profit agency will be made monthly to Oro Valley Parks and Recreation as outlined in the working agreement to meet the 50% equity level of the partnership.

PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to Oro Valley Parks and Recreation and includes businesses, private groups, private associations, or individuals who desires to make a profit from use of Department facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on Department-owned property, or who has a contract with the Department to provide a task or service on the Department's owned facilities. The partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Oro Valley Parks and Recreation staff must recognize that they must allow that entity to make a profit.
- In developing a public/private partnership, the Oro Valley Parks and Recreation staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement.
- In developing a public/private partnership, the Oro Valley Parks and Recreation staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by Oro Valley Parks and Recreation Staff. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the Department, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the Oro Valley Parks and Recreation staff to achieve the goals of the partnership set out in the partnership recital. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The Oro Valley Parks and Recreation staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved.
- The Department has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the Director of Oro Valley Parks and Recreation and the highest ranked officer from the other partnership will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.



THE PARTNERING PROCESS

The steps for the creation of a partnership with Oro Valley Parks and Recreation are as follows:

- Oro Valley Parks and Recreation will create a public notification process that will help inform any and all interested partners of the availability of partnerships with Oro Valley Parks and Recreation. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with Oro Valley Parks and Recreation.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on Oro Valley Parks and Recreation Mission and Goals, and the Selection Criteria, an Oro Valley Parks and Recreation staff person or appointed representative will be assigned to work with potential partners.
- The Oro Valley Parks and Recreation representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Oro Valley Parks and Recreation representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Oro Valley Parks and Recreation staff member, providing guidance for the partners as to necessary steps.
- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt Oro Valley Parks and Recreation to seek a Request for Proposal (RFP) from competing/ collaborating organizations.
- Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than \$5,000, and Oro Valley Parks and Recreation has not already undergone a public process for solicitation of that particular type of partnership, then Oro Valley Park will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.
- For development projects, a Formal Proposal from the partners for their desired development project will need to be presented for the Oro Valley Park's official development review processes and approvals. The project may require approval by the Legal Counsel of the Town.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Oro Valley Parks and Recreation staff, while some projects may proceed most efficiently if Oro Valley Parks and Recreation contributes staff resources to the partnership.
- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Oro Valley Parks and Recreation staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.

- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
 - Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements
- Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing Oro Valley Parks and Recreation for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.
- If all is approved, the Partnership begins. Oro Valley Parks and Recreation is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.