



**NOTICE OF A REGULAR MEETING OF THE PARKS AND RECREATION COMMISSION
OF THE TOWN OF CLARKDALE
WEDNESDAY, FEBRUARY 8, 2023 AT 5:00 PM**

In Person: Clark Memorial Clubhouse, 19 N. Ninth St., Clarkdale AZ

OR

Join Zoom Meeting

<https://us02web.zoom.us/j/83421170403?pwd=N3VnU3RFL3FuYzJBN1ZITW5jcTJWdz09>

Meeting ID: 834 2117 0403

Passcode: 896272

Town of Clarkdale Vision

The Town of Clarkdale connects our unique history, proximity to the Verde River, and small-town charm to a future with a vibrant economy.

We cultivate an environment where residents and businesses can thrive; providing services and jobs for our residents and capitalizing upon tourism.

We sustainably enhance our infrastructure, support the arts and education, and develop recreational opportunities to create a bright future for our entire community.

PURSUANT TO A.R.S. §38-431.02, NOTICE IS HEREBY GIVEN that the Parks and Recreation Commission of the Town of Clarkdale will hold a Regular Meeting on Wednesday, February 8, 2023, at 5:00 PM. Members of the Parks and Recreation Commission will attend either in person, by telephone or via Zoom. A quorum of Town Council members may be present at this meeting; however, they will not deliberate or take any action on items. All members of the public are welcome to attend.

ALL ITEMS ON THIS AGENDA ARE SCHEDULED FOR DISCUSSION AND POSSIBLE ACTION, UNLESS OTHERWISE NOTED.

1. CALL TO ORDER

2. ROLL CALL

3. PUBLIC COMMENT

The Parks and Recreation Commission invites the public to provide comments at this time. Members of the Parks and Recreation Commission may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. §38-431.01 (G), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date. Persons interested in making comments on a specific agenda item are asked to complete a brief form and submit it to

the Clerk or liaison during the meeting. Each Speaker is asked to limit their comments to five minutes.

4. REPORTS

A. Copper Penny Park Pickleball

B. Verde River @ Clarkdale

C. Caballero Park Updates

D. Concerts in the Park Updates

E. Selma Mongini Updates

5. MINUTES

A. Approval of Minutes

Discuss, consider and act upon the approval of the draft minutes from the regular meeting held on Jan. 11, 2023.

6. DISCUSSION ITEMS ONLY - NO ACTION TAKEN

A. Trails Master Plan

Discussion only regarding the selection of a Trails Master Plan vendor.

B. Parks and Recreation Strategic Plan

Discussion only regarding the final S.W.O.T. analysis results and determine how those elements fit into the Town Strategic Plan and General Plan related to Parks and Recreation in Clarkdale.

7. FUTURE AGENDA ITEMS

Parks and Recreation Commission may propose items to be placed on a future agenda. This item is for discussion only.

8. ADJOURNMENT

Values

Values are the guiding principles that provide an organization with purpose and direction. The Town of Clarkdale's organizational values are:

COPPER

Customer focused

Open, transparent and equitable

Preserving our history, charm, and environment

Planning for a sustainable future
Economic and social resiliency
Resourceful and innovative

Mission

The Town of Clarkdale serves the community by providing amenities, infrastructure, services, and public safety to enhance quality of life. We are stewards of our history while we sustainably and resiliently plan for the future with an emphasis on community engagement and transparency.

Persons with a disability may request reasonable accommodations by contacting the Town Hall at (928) 639-2400 (TTY: 1-800-367-8939) at least 72 hours in advance of the meeting.



Staff Report

Item Number: 5.A.

<u>Agenda Item:</u>	Approval of Minutes Discuss, consider and act upon the approval of the draft minutes from the regular meeting held on Jan. 11, 2023.
<u>Staff Contact:</u>	Joni Westcott, Parks Manager
<u>Meeting Date:</u>	February 8, 2023
<u>Strategic Goal:</u>	Not applicable.
<u>Background:</u>	Review of the draft minutes from the regular meeting held on Jan. 11, 2023.
<u>Budget Impact:</u>	No budget impact.
<u>Recommendation:</u>	Staff recommends approval of the draft minutes from the regular meeting held on Jan. 11, 2023.



**MINUTES OF A REGULAR MEETING OF THE PARKS AND RECREATION COMMISSION
OF THE TOWN OF CLARKDALE
WEDNESDAY, JANUARY 11, 2023 AT 5:00 PM**

Members Present: *Chairperson Backus and Commissioners Cheryl Kessel, Ben Kramer, Becky Keck, Robyn Aasmundstad. Commissioner Jeri Miuccio was absent.*

Other Municipal Officials Present: *Joni Westcott, Parks and Recreation Manager; Chell Smart, Parks and Recreation Specialist and Public Information Officer.*

Audience: *No members of the public were present in the audience or on zoom.*

1. CALL TO ORDER – *Chairperson Backus called the meeting to order at 5 p.m.*

2. ROLL CALL - *All members present.*

3. PUBLIC COMMENT - *No public comment.*

4. REPORTS – *Manager Westcott provided reports on the following topics.*

A. Clark Memorial Clubhouse Repairs and Upgrades

Public Works is initiating some repairs and upgrades for the Clark Memorial Clubhouse that will affect rentals and events in the next few months. New HVAC system for the auditorium, refinished wood floor in Ladies Lounge (due to rental damage), and the back balcony will be resurfaced with a durable product to protect the concrete and ultimately the lower levels of the Clubhouse structure.

B. Grants Updates

Applying for the Yavapai Apache Nation Prop 202 funds grant with a request for continued funds to manage the Verde River @ Clarkdale River Access Points.

Applying for a T-Mobile Hometown Grant to fund a sustainable shaded solar picnic table with charging stations and Wi-Fi capability. The approximate cost of table, installation, and equipment is \$17,000; all of which may be covered under the grant.

Received funding notification for the Community Development Block Grant (CDBG) and have submitted the final specs for the park to the NACOG team for creation of the bid package which will go out to public for bid shortly after the first of the year.

Received Arizona Department of Tourism grant for resurfacing Lower TAPCO River Access Point parking and picnic areas. Project should be complete in early 2023.

Land and Water Conservation Fund (LWCF) application for \$1M will be submitted to National Parks by Arizona State Parks in January now that remediation of Selna Mongini Park is complete and Arizona Department of Environmental Quality (ADEQ) presented a completion report of the project. Fund notification should come through by the end of March at the latest.

C. Copper Penny Park Pickleball

A fence and surface leveling has been proposed as part of the solution for keeping pickleballs from rolling into the rip rap drainage ditch at Copper Penny Park. The Public Works department will meet with the developer to discuss these requested improvements.

D. Holiday Event Updates

No holiday event updates were given.

E. Trails Master Plan Progress

Additional updates on the Trails Master Plan were presented. The Town is now interviewing companies to draft the Trails Master Plan. Information about next steps and the company that is selected will be included at the next Parks and Recreation Commission meeting.

F. Verde River @ Clarkdale

Manager Westcott noted that she spoke with Wendy Jackson who requested information about the Selna Mongini Park plan. The resident understands that a pool is not included in the park plan per her suggestion. She also shared concern regarding the potential pickleball court noise for the neighborhood.

5. MINUTES

A. Approval of Minutes

Discuss, consider and act upon the approval of the draft minutes from the meeting held on Nov. 9, 2022.

Action: Approve Nov. 9, 2022 Parks and Recreation minutes.

Motion: Commissioner Kramer

Second: Vice Chair Kessel

Vote: Approved 5-0

Voting Member	Aye/Nay
Chairperson Allyn Backus	Aye
Vice Chairperson Cheryl Kessel	Aye
Commissioner Ben Kramer	Aye

Commissioner Jeri Miuccio	Absent
Commissioner Becky Keck	Aye
Commissioner Robyn Aasmundstad	Aye

6. DISCUSSION ITEMS ONLY - NO ACTION TAKEN

A. Boards and Commissions Absentee Policy

Review Ordinance #390 pertaining to the Boards and Commission Absentee policy.
Manager Westcott reviewed Ordinance #390 and explained responsibilities of attendance. Commissioners were also encouraged to sign up on the website to automatically receive notifications related to Town meeting schedules.

B. Holiday Event Debrief

Recap of the 2022 Holiday event and discuss items to consider in 2023.

A discussion was had regarding the 2022 holiday event. The following items were suggested:

- Future participants can take photos with their own phone or camera, rather than printing photos.*
- The line could be made a part of the event with crafts, activities, refreshments along the way.*
- Commissioners agreed that the outdoor location at the park is preferred, weather permitting.*
- There were concerns about hearing the entertainment (carolers) at the Santa event. It was suggested that holiday music could be played at future events.*
- Children and family members could stand in front of Santa to allow more participants to get photos with Santa in the allotted time.*
- Crafts were popular and should be continued.*

C. Parks and Recreation Strategic Plan (Item moved to end of meeting)

Discuss opportunities and threats pertaining to Parks and Recreation in Clarkdale as part of the 2023 Parks and Recreation Strategic Plan development process.

D. Caballero Park Plan

Discuss the status of the Caballero Park plan and grant updates.

A discussion was had, and Commissioners were briefed on the upcoming bid process. The bid period commenced on Jan. 4, a pre-bid meeting is scheduled for Jan. 19, and all bids are due by Feb. 9. Potential elements of the park plan were discussed, including safety concerns related to bucket infant swings. Additional grant funding is being pursued for a solar wifi table at Caballero Park and updates will be given at future meetings.

7. ACTION ITEMS

A. 2023 Concerts in the Park

Discuss, consider and act upon elements of the 2023 Concerts in the Park series.

A discussion was had regarding the proposed schedule for the 2023 Concert in the Park season. Commissioners agreed to assist with leading some of the events. The following dates were

proposed: May 20, June 10, July 15, Aug. 12, Aug. 26, Sep. 9, Sep. 23.

Action: Approve proposed Concert in the Park schedule with dates as listed.

Motion: *Vice Chair Kessel*

Second: *Commissioner Kramer*

Vote: Approved 5-0

Voting Member	Aye/Nay
Chairperson Allyn Backus	Aye
Vice Chairperson Cheryl Kessel	Aye
Commissioner Ben Kramer	Aye
Commissioner Jeri Miuccio	Absent
Commissioner Becky Keck	Aye
Commissioner Robyn Aasmundstad	Aye

8. SELECTION OF CHAIR AND VICE-CHAIR

A. Chairperson of the Parks and Recreation Commission

Discuss, consider and act upon the selection of Chairperson for the Parks and Recreation Commission for a term of one year.

Action: Approve Allyn Backus as Chairperson.

Motion: *Commissioner Kramer*

Second: *Commissioner Keck*

Vote: Approved 5-0

Voting Member	Aye/Nay
Chairperson Allyn Backus	Aye
Vice Chairperson Cheryl Kessel	Aye
Commissioner Ben Kramer	Aye
Commissioner Jeri Miuccio	Absent
Commissioner Becky Keck	Aye
Commissioner Robyn Aasmundstad	Aye

B. Vice Chairperson of the Parks and Recreation Commission

Discuss, consider and act upon the election of a Vice Chairperson for the Parks and Recreation Commission to serve a term of one year.

Action: Approve Cheryl Kessel as Vice Chairperson.

Motion: Commissioner Kramer

Second: Commissioner Backus

Vote: Approved 5-0

Voting Member	Aye/Nay
Chairperson Allyn Backus	Aye
Vice Chairperson Cheryl Kessel	Aye
Commissioner Ben Kramer	Aye
Commissioner Jeri Miuccio	Absent
Commissioner Becky Keck	Aye
Commissioner Robyn Aasmundstad	Aye

C. Parks and Recreation Strategic Plan (Item moved to end of meeting)

Discuss opportunities and threats pertaining to Parks and Recreation in Clarkdale as part of the 2023 Parks and Recreation Strategic Plan development process.

A discussion was had regarding the Strategic Plan SWOT analysis. All identified strengths, weaknesses, opportunities, and threats were prioritized. See attached "2023 PRC SWOT Priorities Strategic Plan" document.

9. FUTURE AGENDA ITEMS

Parks and Recreation Commission did propose the following item to be placed on a future agenda:

- *Park restroom policies.*

10. ADJOURNMENT - Chairperson Backus adjourned the meeting without objection at 6:43 p.m.

APPROVED:

Chairperson, Allyn Backus

SUBMITTED BY:

Parks and Recreation Specialist and Public Information Officer, Chell Smart

Top five Parks and Recreation Strategic Planning Priorities

Strengths Prioritized

1. Quality of events.
2. Volunteering.
3. Staff accessed grant funding.
4. Park access.
5. Verde River Access Points.

Weaknesses Prioritized

1. Limited resources.
2. More public involvement.
3. Equitable access to parks in all neighborhoods.
4. Trails in Clarkdale.
5. Offer more classes.

Opportunities Prioritized

1. Trail connectivity with maps.
2. Promote educational and stewardship opportunities in parks with a focus on the Verde River ecosystem.
3. Beautification of neighborhoods through parks, including public art elements.
4. Creation of Strategic Plan.
5. Increase resources through grant pursuit, municipal funding, volunteerism, shared services, community partnerships, developer agreements, etc.

Threats Prioritized

1. Loss of talented grant writers/loss of volunteers.
2. Encroachment of open space corridors.
3. Failing to have developers prioritize parks, trails, and open space as part of developer agreements.
4. Staffing and budget limitations.
5. Council priorities changing over time.



Staff Report

Item Number: 6.A.

Agenda Item: **Trails Master Plan**
Discussion only regarding the selection of a Trails Master Plan vendor.

Staff Contact: Joni Westcott, Parks Manager

Meeting Date: February 8, 2023

Strategic Goal: This item supports the following strategic goal:

- Goal Area 3 - Enhance the quality and availability of parks, recreation, and cultural opportunities.

Background: Town staff has been working on the selection of an appropriate vendor to work with the Town to develop a Trails Master Plan for Clarkdale. A thorough investigation and interview process was conducted by staff with the assistance of volunteer Felicia Coates to determine who might provide the most comprehensive and implementable product to guide the Town into the future with respect to recreational trails of all types.

Staff will present qualities and proposed deliverables that stood out through the extensive interview process. In addition, the Commission and staff will plan for a joint meeting with the Council to discuss the desired elements that should be included in the plan.

Budget Impact: \$30,000 Capital Improvement Fund Acct. #24-5-0800-8023
\$10,000 General Fund Acct. #01-5-0800-8023

Recommendation: Discussion only regarding the selection of a Trails Master Plan vendor.



Staff Report

Item Number: 6.B.

<u>Agenda Item:</u>	Parks and Recreation Strategic Plan Discussion only regarding the final S.W.O.T. analysis results and determine how those elements fit into the Town Strategic Plan and General Plan related to Parks and Recreation in Clarkdale.
<u>Staff Contact:</u>	Joni Westcott, Parks Manager
<u>Meeting Date:</u>	February 8, 2023
<u>Strategic Goal:</u>	This item supports the following goal: • Goal Area 2 - Enhance the quality of life for residents, businesses, and visitors to Clarkdale. • Goal Area 3 - Enhance the quality and availability of parks, recreation, and cultural opportunities.
<u>Background:</u>	Commissioners have completed their collaborative development of strengths, weaknesses, opportunities, and threats (S.W.O.T.) pertaining to parks and recreation in Clarkdale. Attached are the combined results and priorities as defined by the Commission. Work will now begin to assess how those defined S.W.O.T. elements align with the Town Strategic Plan and General Plan.
<u>Budget Impact:</u>	No budget impact.
<u>Recommendation:</u>	Staff recommends the Commission review the final S.W.O.T. analysis results and determine how those elements fit into the Town Strategic Plan and General Plan related to Parks and Recreation in Clarkdale.

Strategic Plan 2022/2024



Clarkdale Town Council

Mayor Robyn Prud'homme-Bauer

Vice Mayor Debbie Hunseder

Council Member Marney Babbitt-Pierce

Council Member Lisa O'Neill

Council Member Bill Regner



The History of Clarkdale

Established in 1912 and built by Senator William Andrews Clark, Clarkdale was founded as a modern copper-smelting company town for the employees of the mines in Jerome and their families. Ahead of its time, Clarkdale is renowned as the first master planned community in the State of Arizona. The Town of Clarkdale was incorporated in mid-1957.

Organizational Structure

Clarkdale is operated under a Council Manager form of government. The Town Council and Mayor are elected at large and serve four year terms. They are responsible for adopting the annual budget, making policy decisions, adopting ordinances, and with hiring and supervising the Town Manager and the Magistrate Judge.

The Town Manager's responsibilities include proposing the annual budget and overseeing daily operations, the budget, and the workforce.



48
Team
Members

Vision

The Town of Clarkdale connects our unique history, proximity to the Verde River, and small-town charm to a future with a vibrant economy. We cultivate an environment where residents and businesses can thrive; providing services and jobs for our residents and capitalizing upon tourism. We sustainably enhance our infrastructure, support the arts and education, and develop recreational opportunities to create a bright future for our entire community.

Mission

The Town of Clarkdale serves the community by providing amenities, infrastructure, services and public safety to enhance quality of life. We are stewards of our history while we sustainably and resiliently plan for the future with an emphasis on community engagement and transparency.

Values

Values are the guiding principles that provide an organization with purpose and direction. The Town of Clarkdale's organizational values are:

COPPER

Customer Focused

Open, transparent and equitable

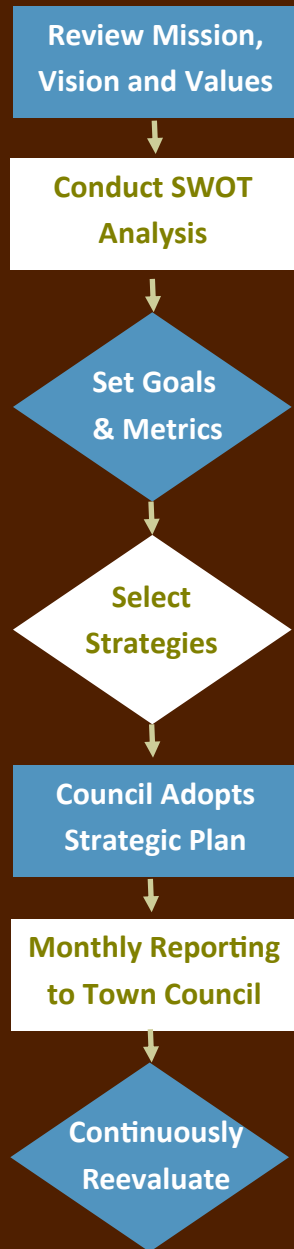
Preserving our history, charm, and environment

Planning for a sustainable future

Economic and social resiliency

Resourceful and innovative

Strategic Planning at a glance...



Kayakers enjoying the Verde River in Clarkdale.

Strategic Planning Process

- Annually, the Town Council, in coordination with Staff revisit the Vision, Mission and Values.
- The Council, Leadership Team, and Staff Members collaboratively identify organizational strengths, weaknesses, opportunities and threats (SWOT). These items come from a variety of sources, including: feedback from citizens, key performance indicators (metrics), regulatory requirements, changing legislation, studies assessments of existing infrastructure, feedback from employees, new technology, economic conditions, budget outcomes and more.
- The SWOT, Vision, Mission and Values are then used to identify key organizational goals and metrics to determine success.
- Once goals are set, the organization looks for strategies and tactics to achieve the goals.
- Council meets in work sessions to evaluate the strategic plan and ultimately adopts the annual plan.
- All strategies are placed on a project matrix that is updated by the Leadership Team monthly and provided to the Town Council.
- This is an annual process so projects are continually assessed to determine relevancy. It is a living document so the organization can pivot to take advantage of emerging opportunities.



Goals

The Town of Clarkdale has selected the following goals for Fiscal Years 2022-2023 and 2023-2024, based upon the SWOT analysis, vision, mission and input from stakeholders and staff.



GOAL AREA 1

Preserve and celebrate Clarkdale's unique, complex history.



GOAL AREA 2

Enhance the quality of life for residents, businesses and visitors to Clarkdale.



GOAL AREA 3

Enhance the quality and availability of parks, recreation and cultural opportunities.



GOAL AREA 4

Strengthen and diversify our economy through cultivating a business friendly climate for business attraction and strategically capitalizing upon tourism.

Goals

The Town of Clarkdale has selected the following goals for Fiscal Years 2022-2023 and 2023-2024, based upon the SWOT analysis, vision, mission and input from stakeholders and staff.



GOAL AREA 5

Plan for the maintenance and growth of quality infrastructure that is sustainable and resilient.



GOAL AREA 6

Strategically invest in organizational development to enhance efficiency and service delivery and to attract and retain an exemplary workforce.

Strategies and Tactics



GOAL AREA 1

**Preserve and celebrate
Clarkdale's unique, complex
history.**

MEASUREMENT

- ♦ Retain national historic status.
- ♦ Growing opportunities to share and highlight our history.
- ♦ Condition indexes of facilities.

1. Implementation of a Historic Preservation Ordinance. (2022)
2. Preserve historic integrity of Town Complex to maintain the historic nature of the structures, as identified in the CIP. (Ongoing)
3. Support community partners and their historic preservation efforts. (Ongoing)
4. Complete an assessment of the Town campus to determine all deferred maintenance needs. (2022/2023)
5. Apply for grants and seek funding to make needed repairs identified in the assessment. (Ongoing)
6. Implement short term repairs to complex identified in the CIP for 2022/2023.
7. Work with the Historic Preservation Society to reopen the museum to the public. (2022/2023)
8. Complete a neighborhood revitalization plan to position the Town to apply for additional CDBG funds for Patio Park. (2023)
9. Replace faded history boards throughout Town. (2022/2023)
10. Work with the Museum or Historic Preservation Board to utilize oral history and use of QR codes in the self guided tours of the history boards and buildings. (Ongoing)
11. Create and maintain inventories of historic properties, sites, landscapes, signage, and other historic features. (HP Strat Plan: Ongoing)
12. Develop a program of public education regarding historic preservation and its importance to Clarkdale. (HP Strat Plan: Ongoing)
13. Develop an education program along the Verde River regarding its historic importance to Clarkdale (trading route, home to Sinaquas, Yavapais and Apaches). 2023/2024
14. Consider design review for commercial and multi-family in the historic district via the historic preservation ordinance. (2022/2023)
15. Assist residents with planning and execution of the preservation of historic properties (establish list of resources). (Ongoing)

Strategies and Tactics



GOAL AREA 2

Enhance the quality of life for residents, businesses and visitors to Clarkdale.

MEASUREMENT

- ♦ Crime stats.
- ♦ Citizen satisfaction.
- ♦ Affordable housing options.

1. Ensure adequate staffing, training and equipment for Police Department and Code Enforcement. (Ongoing)
2. Implement a Town reverse 911 system. Promote thoroughly. (2022)
3. Conduct exercises to prepare for emergency situations. (Ongoing)
4. Seek a variety of communication methods to ensure we are reaching our residents with important Town information. (Ongoing)
5. Seek ways to grow inclusiveness in the Town through workgroups, public forums, focus groups, surveys and relationship building. (Ongoing)
6. Conduct outreach to promote diverse board participation and volunteerism and build upon the robust board process. (Ongoing)
7. Actively work to keep the heart of the community, downtown, vibrant through economic development activities, code enforcement, public infrastructure investment and maintenance.
8. Identify the type(s) of new housing needed to achieve a vibrant economy. (2022/2023)
9. Identify parcels appropriate for the diversity of housing needed for a vibrant economy. (2022/2023)
10. Identify those aspects of the Town that give it the “small town charm” and retain them. (Ongoing)
11. Advocate for equitable funding for the Junior College in the Verde Valley. (Ongoing)
12. Educate new residents about water and fire and its impact on sustainability in Clarkdale. (Ongoing)
13. Launch a Citizen Police Academy. (2023)
14. Host a National Night Out Event. (2022)
15. Continue Neighborhood Clean Ups. (Ongoing)
16. Review Codes. (Ongoing)

Strategies and Tactics



GOAL AREA 3

Enhance the quality and availability of parks, recreation and cultural opportunities.

MEASUREMENT

- ◆ Park space per capita.
- ◆ Trail miles.
- ◆ Satisfaction surveys.
- ◆ Quantity, quality and attendance at events and programming.

1. Produce a map showing trails and future connectivity. (2023/2024)
 - Put trails map on Town website and kiosks.
 - Promote trails connectivity via work with Verde Front.
2. Complete Selna Mongini park project. (2022-2024)
3. Evaluate bike lanes for new/reconstruction of roadways. (Ongoing)
4. Update the gazebo. (2022)
5. Utilize CDBG funds to revitalize Caballero Park. (2022/2023)
6. Implement a park maintenance schedule. (2023)
7. Add a public works staff member to ensure park maintenance goals are met. (2022/2023)
8. Continue working with developers to add parks and amenities to new developments. (Ongoing)
9. Annually update or replace aging park infrastructure. Work toward establishing a five-year replacement plan. (Ongoing)
10. Partner with other entities for events and programming; specifically those that support the environment and sustainability as well as the arts. (Ongoing)
11. Continue to enhance services and amenities related to the Verde River. (Bathrooms, RAPS, dust control and parking.) (Ongoing)
12. Actively work on a plan to connect our neighborhoods through trails, sidewalks, pathways and bike lanes. (Ongoing)
13. See strategy for an arts incubator in Goal 4.
14. Develop specific programming for each park. (Ongoing)
15. Ensure all park amenities are listed on the website. (2022)

Strategies and Tactics



GOAL AREA 4

Strengthen and diversify our economy through cultivating a business friendly climate for business attraction and strategically capitalizing upon tourism.

MEASUREMENT

- ◆ Sales tax.
- ◆ Business sustainability.
- ◆ Stability of population.
- ◆ Jobs/employment.

1. Continue partnering with the Verde Canyon Railroad. (Ongoing)
2. Continue operations of Verde River. (Ongoing)
3. Explore the feasibility of Broadband in Clarkdale. 2022/2023
4. Provide water/wastewater infrastructure along 89A for future residential and commercial growth. (2023/2024)
5. Strategically assist with economic development opportunities in the downtown area, on the 89 Bypass and Broadway. (Ongoing)
6. Establish a Tourism Marketing Working Group. (2022)
7. Work with community to identify marketing brand. (2022)
8. Fiscally capitalize upon tourism (Retail development). (Ongoing)
9. Retain a consultant to work with site selectors to attract businesses that meet the needs of Clarkdale. (2023)
10. Collaborate regionally to provide workforce housing. (Ongoing)
11. Partner with the college as an asset for workforce training as well as business services and lifelong learning opportunities. (Ongoing)
12. Support entrepreneurship and attract "locate anywhere" businesses, using VVREO, SBDC, REDC, ACA & Local First. (Ongoing)
13. Conduct analysis and study with ASU to develop an arts incubator and/or pop up shops in downtown. (2023/2024)
14. Implement local "shop online" educational campaign. (2023)
15. Create an economic development web page with tools and referrals to business start up assistance. (2023)
16. Complete an updated study on the Bittercreek Industrial Area in partnership with ASU. Develop a strategic plan for the Bittercreek Area involving the stakeholders and the understanding of being located next to a Class 1 Airshed: Residential, commercial businesses, light manufacturing. (2023)
17. Begin study of a wayfinding program. (2023/2024)
18. Establish a business development working group. (2023)
19. Promote light industrial freight as a regional asset. (Ongoing)

Strategies and Tactics



GOAL AREA 5

Plan for the maintenance and growth of quality infrastructure that is sustainable and resilient.

MEASUREMENT

- ◆ Annual investment in capital projects.
- ◆ Condition of roadways (condition indexing).
- ◆ Line breaks.
- ◆ Customers on water and sewer.

1. Auditorium AC Upgrade. (2022)
2. Broadway Overlay Phase II (2022-2024)
3. 89A Water and Sewer Improvements (2022-2024)
4. Continue annual CIP planning process with addition of scoring methodology and public participation. (Ongoing)
5. Get projects shovel ready so we may seek grants for major capital projects. (Ongoing)
6. Complete the IIP (Infrastructure Improvement Plan) and Rate Study for water and wastewater. (2022/2023)
7. Implement 2022/2023 CIP projects.
8. Ensure adequate funding is budgeted for maintenance of water and wastewater plants. (Ongoing)
9. Complete a plan for ongoing street maintenance to extend the life of our paved system. (2023/2024)
10. Bring Mescal Well online. (2022-2024)
11. Begin planning for new storage tank in the next three years. (2024)
12. Possibly begin design of Bitter Creek Bridge II (pending grant outcome). (2022)
13. Work on preparing for road connectivity—particularly Black Hills Drive and Centerville. (2022-2024)
14. Expand wastewater capture and add more re-use of effluent (purple pipe). (2022-2024)

Strategies and Tactics



GOAL AREA 6

Strategically invest in organizational development to enhance efficiency and service delivery and to attract and retain an exemplary workforce.

MEASUREMENT

- ◆ Turnover of staff metrics.
- ◆ Time with vacancies.
- ◆ Employees per capita.
- ◆ Citizen satisfaction survey.
- ◆ Employee satisfaction survey.
- ◆ Process improvement events and outcomes (Kaizen).
- ◆ Completion of DMAIC projects).

1. Continue recently implemented employee newsletter. (Ongoing)
2. Continue adding low cost/high impact benefits. Determine which benefits are most highly valued by staff. (2023)
3. Host employee appreciation events quarterly. (Ongoing)
4. Do annual 1 on 1s with all employees to discuss compensation.
5. Ensure quarterly 1 on 1s with supervisors and direct reports are occurring and are documented. (Ongoing)
6. Investigate and select an electronic time keeping system. (2023)
7. Begin early steps of launching a Six Sigma program; balance with creative hot-washes (lessons learned). (Ongoing)
8. Establish key performance indicators (metrics) maintained monthly. (Ongoing)
9. Establish a succession planning process and look for opportunities to create career ladders. (2022-2024)
10. Improve organizational onboarding process. (2023)
11. Assess options to outsource non specialized tasks. (Ongoing)
12. Seek technological and process improvement through process mapping events (Kaizen) and auditing IT risks. (Ongoing)
13. Continue online employee training program. (Ongoing)
14. Conduct annual benchmarking for pay and benefits. (Ongoing)
15. Create safety committee (to minimize risk and control costs.
16. Launch customer service training program. (2023/2024)
17. Put in place customer service complaint portal so residents can check the status of issues. (2022/2023)
18. Review policies related to response time and other operational topics to update employee manual. (2022/2023)
19. Maintain use of project matrix to establish priorities. (Ongoing)
20. Revamp performance review process. (2023)
21. Implement Incode improvements (P.O.s, etc.) (2023/2024)
22. Do the Q12 employee survey every two years. (Ongoing)



Town of Clarkdale

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Chapter 10: Recreation and Open Space Element

“...an open space element that includes a comprehensive inventory of open space areas, recreational resources and designations of access points to open space areas and resources; an analysis of forecasted needs, policies for managing and protecting open space areas and resources and implementation strategies to acquire additional open space areas and further establish recreational resources; and policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and a consideration of any existing regional open space plans.

“...a recreation element showing a comprehensive system of areas and public sites for recreation, including the following and, if practicable, their locations and proposed development: natural reservations, parks, parkways and scenic drives, beaches, Playgrounds and playfields, open space, bicycle routes, and other recreation areas.

3.1 Introduction

The Recreation and Open Space element addresses current recreation and open space resources in and around the Town of Clarkdale. In addition, this element is intended to identify and provide appropriate guidelines for protecting parks and recreational areas, open space resources, wildlife and natural habitat, the Verde River, its riparian corridors within, and surrounding Clarkdale, flood plains and drainage areas.

3.2 Current Recreation Resources

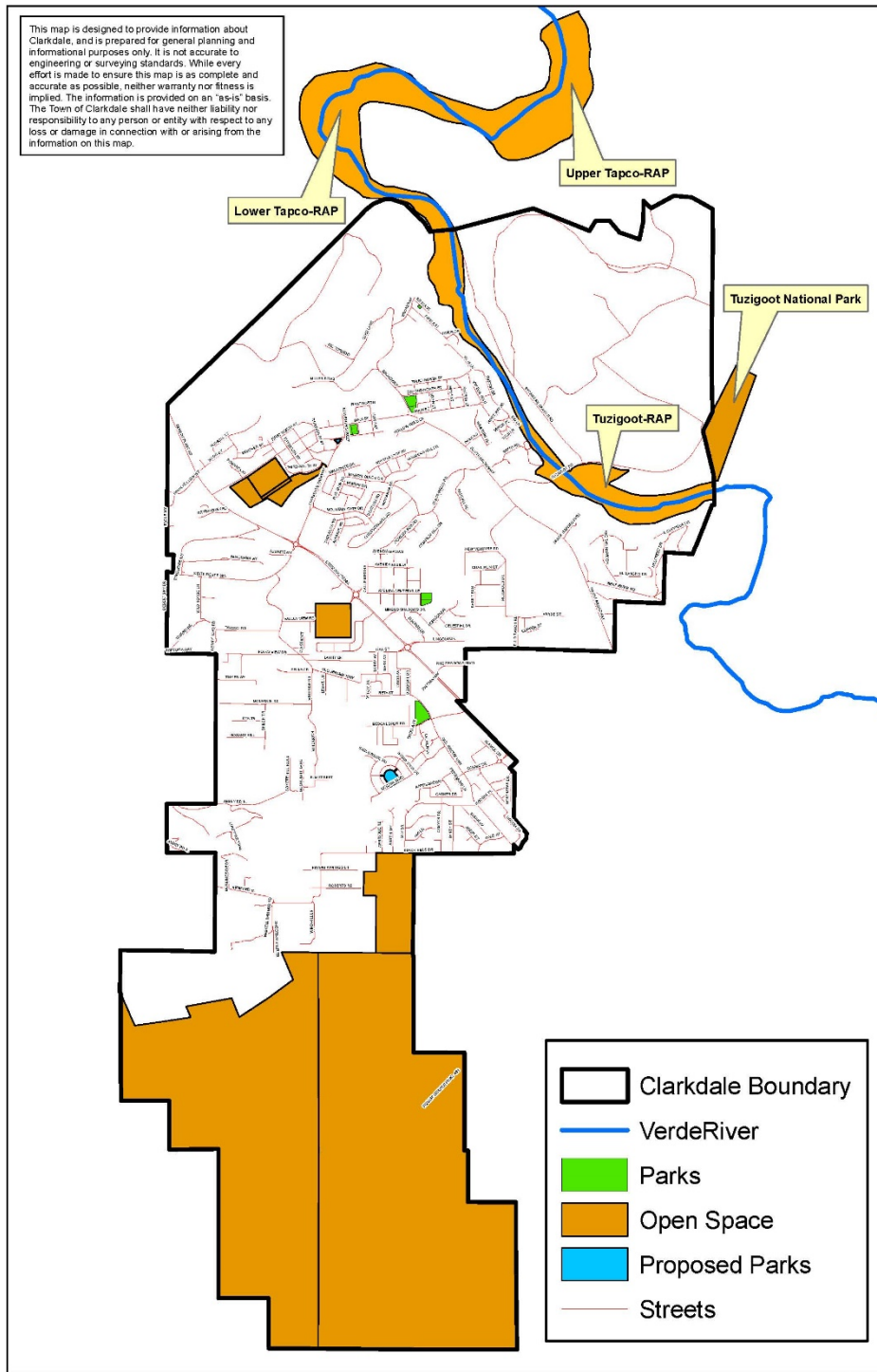
Clarkdale strives to enhance quality of life, strengthen a sense of place, provide the best possible recreational opportunities while protecting natural open spaces and environmentally sensitive areas for present and future generations. Clarkdale has many of these types of resources.

3.2.1 Parks The Town maintains five (5) park sites that total over 10 acres. In addition, maintenance and services are provided at the Verde River Access points (Lower TAPCO and Tuzigoot RAP). Clarkdale follows the National Parks and Recreation Association’s classification system as its standard of development for parks, open spaces, and greenways.



Figure ROS-1: Existing Open Space and Recreation Resources

Assets	Standard	Acreage	ADA Access	Basketball Court	Baseball/Softball Field	BBQ Pits	Exercise Station	Fishing	Horseshoe Pits	Kayak Launch/Dock	River/Stream	Multi-Use Fields	Open Turf	Pickleball Court	Picnic Tables	Playground	Ramadas	Rental Space	Restrooms	River Access Points	Soccer Field	Trails	Volleyball Court
NEIGHBORHOOD PARKS																							
Town Park		1.92	•										•	•	•	•		•	•				
Selma-Mongini Park		2.41		•	•	•							•	•	•	•							
Copper Penny Park		3.8	•	•	•	•			•				•	•	•	•			•			•	
Centerville Park		2.04	•	•	•								•	•	•	•			•				
Caballero Park		0.17		•	•									•	•								
SPECIAL USE AREAS/FACILITIES																							
Clark Memorial Clubhouse		1.1	•															•	•				
Town Park Gazebo																		•					
REGIONAL PARKS																							
Tuzigoot River Access Point		69.28	•					•		•									•	•		•	
Lower TAPCO River Access		110	•					•		•	•				•		•		•	•		•	
OPEN SPACE																							
Crossroads Trail System		.8 mi																				•	
Dorothy Benatz Trail		.5 mi																				•	
Crystal Springs Trail		.5 mi																				•	
Blowout Wash Trail		3.4 mi																				•	
Designated Bike Lanes on Roadway		2.25 mi																					
Verde River @ Clarkdale		5.0 mi									•												
Verde River Riparian Corridor		221.72*									•												
Valley View Cemetery		20																					
SCHOOL PARKS																							
Yavapai College		121	•											•		•	•					•	
YC Verde Valley Campus Trail		1.7 mi												•		•		•				•	
Clarkdale-Jerome School		40.48	•	•	•						•	•	•	•	•				•		•		
Clarkdale-Jerome School Nature Trail		0.07									•											•	
PUBLIC LAND																							
Tuzigoot National Monument																							
Tavasci Marsh (National Parks)		112	•																•			•	
Prescott National Forest Land		1,709																				•	
Tavasci Marsh Overlook Trail		1.9 mi																				•	
PROPOSED																							
Track K(Crossroads) Neighborhood		2.83																					
Sunset Oasis - Special Use/mini		0.25																					
Mountain Gate Private/ Neighborhood Park		6	•	•	•								•	•	•	•	•		•			•	
Mescal Wash Trail		1.0 mi																					
Mountain Gate Connective Trail System		4 mi.																					•
*Does not include Tuzigoot River Access Point or Lower TAPCO River Access acreage. Total Verde River Riparian Corridor acreage including River Access Points is 401 acres.																							



Make this an 11X 17

Figure ROS-2: Parks and
 Open Space Map

3.2.2 School Recreational Facilities

The Clarkdale Jerome Elementary School provides 40 acres of open space in the community. The facility includes three (3) playgrounds, basketball courts, softball/baseball/soccer fields and features a nature trail and waterway. Yavapai Community College has 120 acres of open space that includes a large vineyard, a winery, an open pavilion and a trail system that connects to Blowout Wash Trail.

3.2.3 Trails and Natural Land Features

There are a number of trails located within the Clarkdale Town boundaries, however, most are currently underdeveloped. Throughout the town there exists a series of traditional footpaths and trails that crisscross the area and many have the capability to connect to other trails. As defined by respondents in a 2020 community survey, trail system opportunities were the number one amenity request in Clarkdale. Respondents requested trails of varying types including those that connect neighborhoods to local recreation features, local businesses, schools, neighboring communities and federal/state lands. Respondents also desired more trails near waterways.

Opportunities exist to work with developers of large projects to incorporate space for parks and trails within their planned communities. This strategy has worked well with the Mountain Gate and Crossroads at Mingus projects. The Mountain Gate community will include a defined trail system. The trail system will be dedicated to the Town upon completion. Some of the proposed trails can merge with existing traditional trails to connect residents to the Downtown area, Town Park, Selma Mongini Park, the Verde River, and the Clarkdale Jerome Elementary School.

The Crossroads at Mingus project established a decomposed granite trail system throughout the development as well as a newly developed 3.8-acre park that includes a developed trail path. The Tract K park is currently in the planning stages and will add a nearly 3-acre passive style park to the developed community. In the future, this park will be dedicated to the Town.

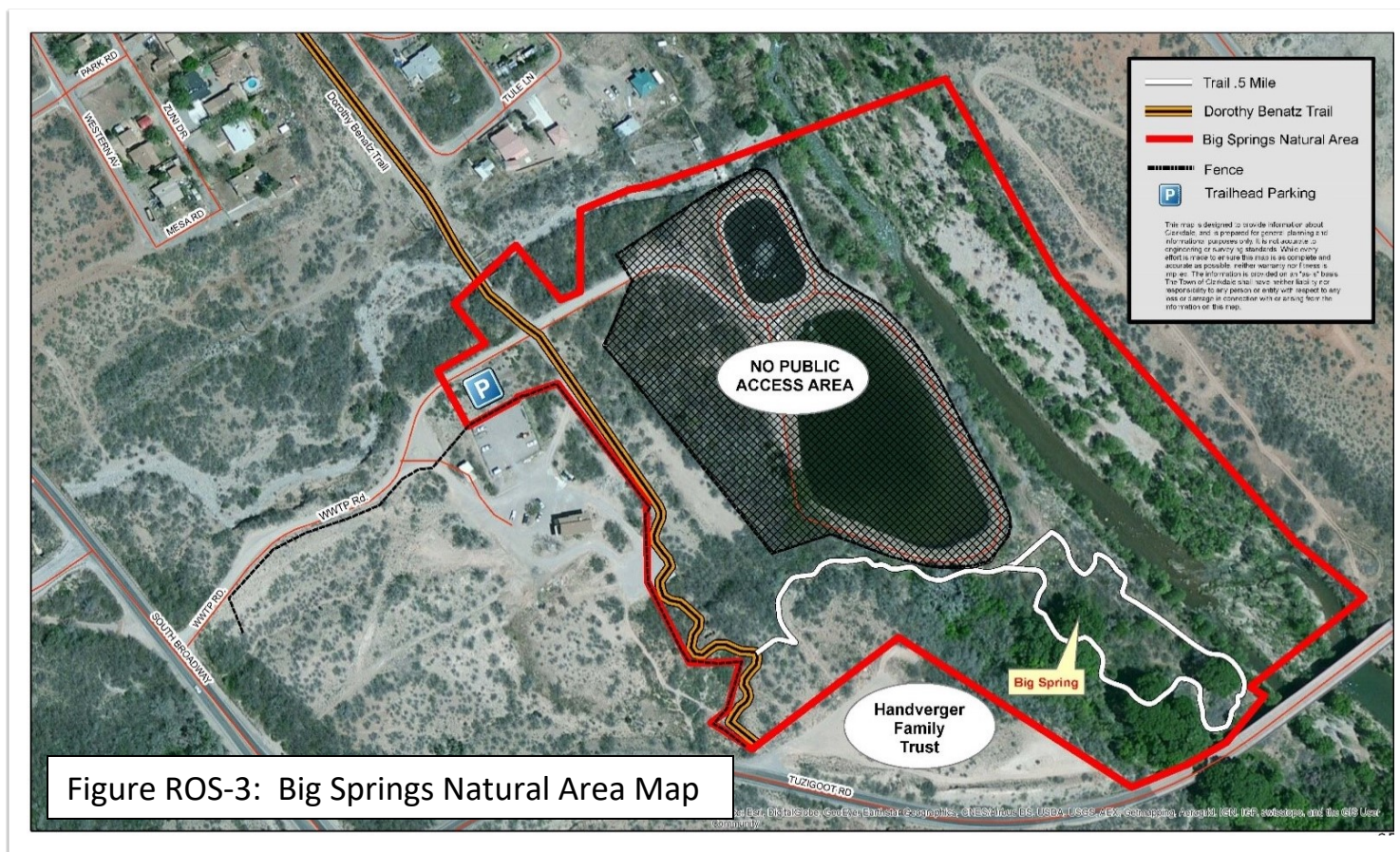
A Clarkdale specific, comprehensive non-motorized trail plan will help guide Clarkdale and assist with funding strategies in improving current trails and developing new trails. The benefits to a town-wide interconnected trail system:

- Conserving and linking natural areas
- Increasing property value
- Connecting the Clarkdale community with valuable natural resources
- Providing educational opportunities
- Promoting physical and mental health of our community
- Increasing economic development benefits

Numerous motorized trail opportunities exist on National Forest Service lands surrounding Clarkdale town boundaries.

In addition, it will be important to work together with representatives of local, state, and federal agencies to create a Comprehensive Regional Trail plan for the mutual benefit of healthy natural environments, strong economies and sustainable communities for all.

BIG SPRING NATURAL AREA, designated in 2015, is a historic natural spring, located on Town property near the Town's Wastewater Treatment Plant and Tuzigoot Bridge. Once called Tu Cho Ha Li'i' by the Apaches which translates to "Big Spring", the area is rich in flora and fauna and due to its historic nature warrants environmental protection. A half mile looping trail, developed by volunteers and designated "Crystal Springs Trail" by the Town Council in 2015, takes users to the spring and the river's edge along a diverse trail path.



THE VERDE RIVER is a treasured resource in the State of Arizona. It is one of the desert's few free-flowing rivers sustaining a large wildlife population and lush riparian community. The Verde and its adjacent plant communities provide food and shelter for the wildlife traveling along its banks.

As Arizona's only Wild and Scenic River, the Verde River provides unique recreational opportunities, including hiking, birdwatching, fishing, and kayaking. Rich in natural beauty, the upper Verde and its tributaries support extensive woody riparian and wetland vegetation that provides critical habitat for native fish, birds and mammals, including several federally endangered and threatened species.

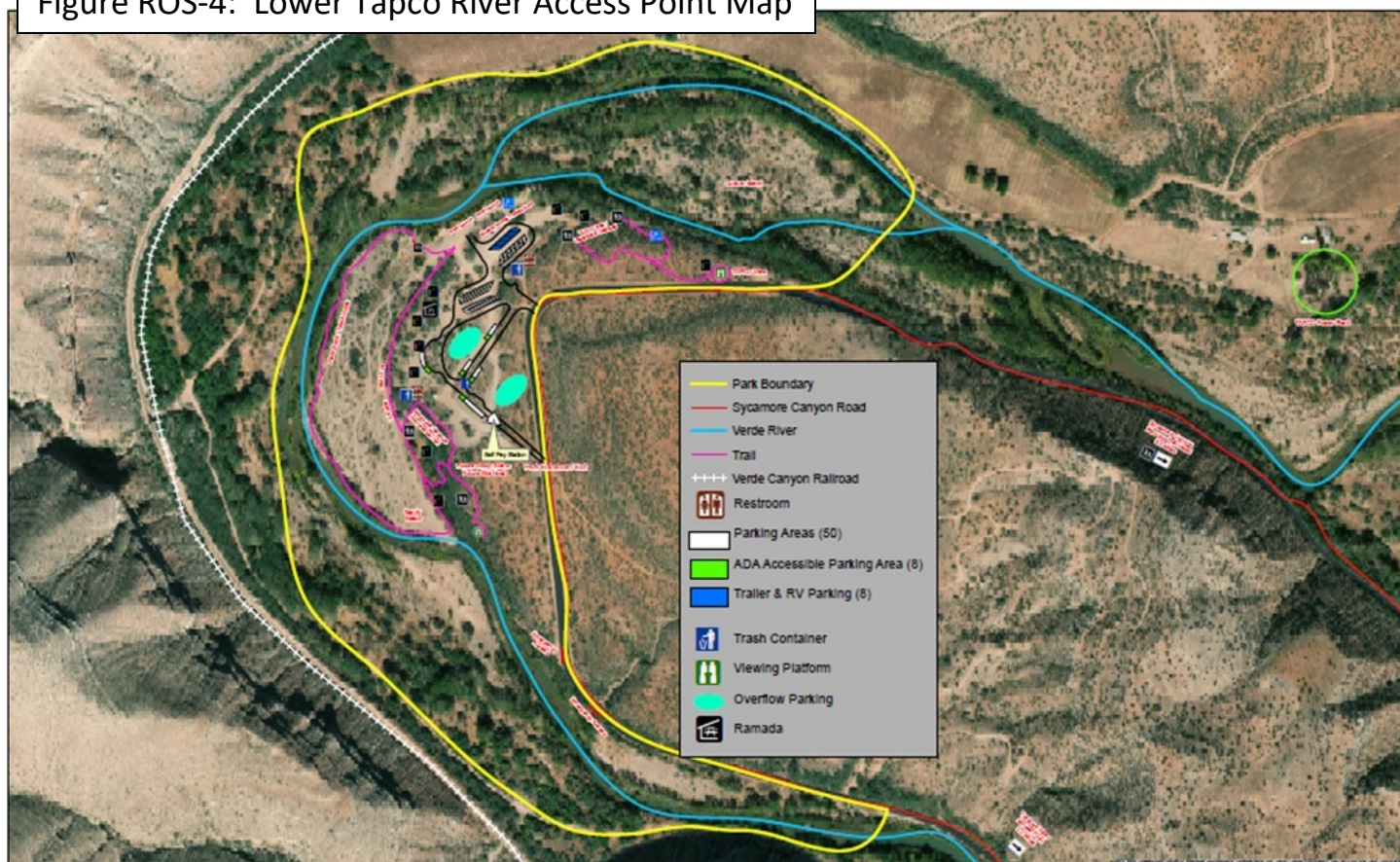
Verde River @ Clarkdale Project is comprised of a 3.5-mile stretch beginning at the Lower TAPCO River Access Point and ending at the Tuzi River Access Point of the Verde River, within and adjacent to the Town of Clarkdale. This project is a pivotal part of the Town's Sustainable Clarkdale vision and seeks to provide access and recreational opportunities to promote better understanding and stewardship of this precious resource. The vision includes protection, preservation and restoration of the river and its habitat while honoring existing water rights, enhancing the public's experience and improving the economy of Clarkdale.

Since the project's inception in 2011, the Town of Clarkdale has greatly expanded public river access on the Verde River, including site improvements at the 69-acre Tuzigoot River Access Point (Tuzi RAP), owned by Arizona State Parks and cooperatively managed by the Town of Clarkdale. In addition, in 2014 the Town opened and improved the Lower TAPCO River Access point (TAPCO RAP), a 110-acre area located just off Sycamore Canyon Road, through an agreement with landowner, Freeport McMoRan.

Lower TAPCO River Access Point (RAP) provides public access to a beautiful section of the Verde River corridor. This private property, owned by Freeport-McMoRan Copper and Gold, Inc., is managed by the Town of Clarkdale under an Access License Agreement. The Access License is revocable, so it is important to make sure the area is used responsibly.

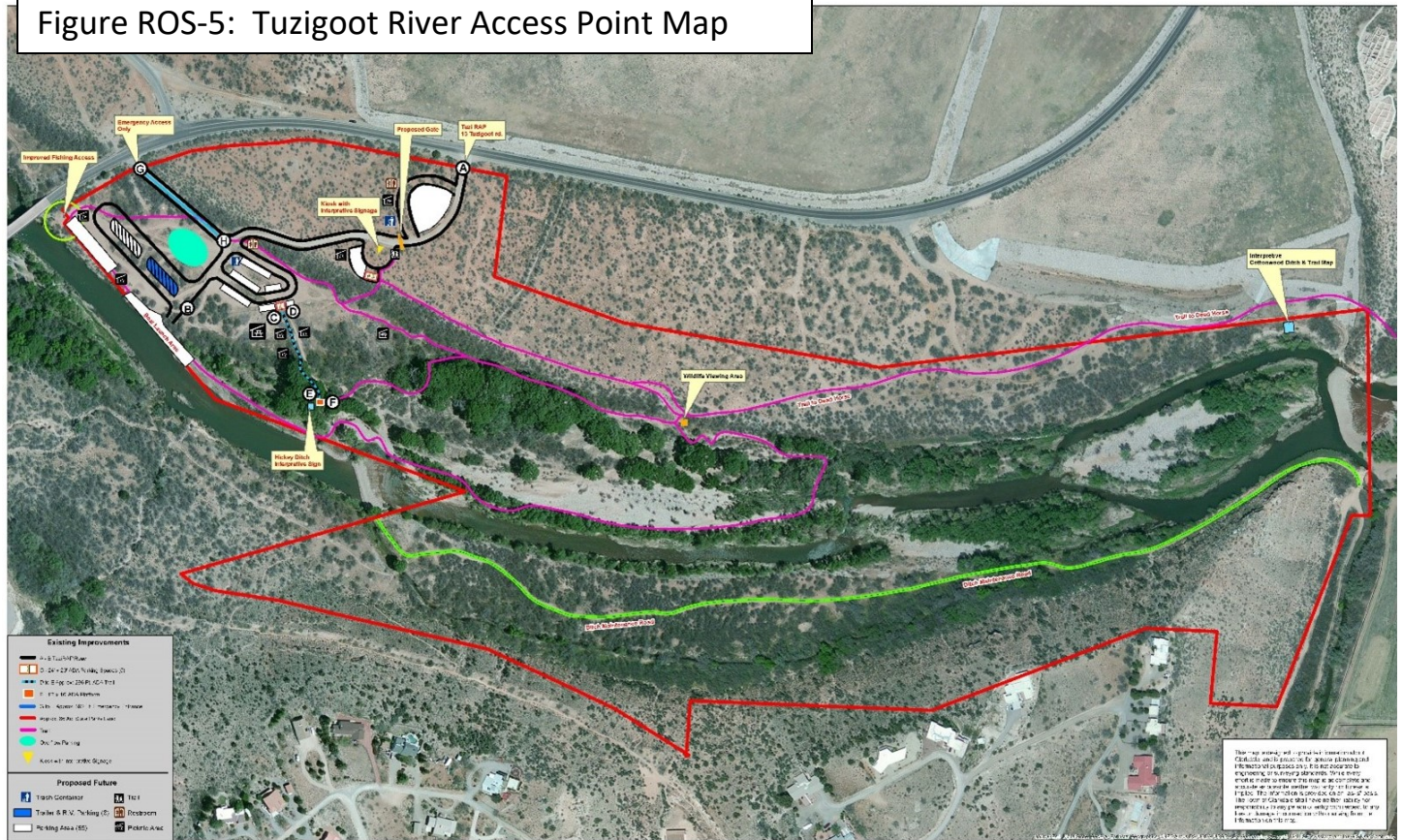
Lower TAPCO RAP opened to the public on June 2014 as a day use area and is open year-round. This RAP has gained popularity with kayakers and other river recreators with approximately nine (9) acres of designated parking/roads and a small half-acre area designated for public and commercial boat launching. In addition, there are two (2) ramadas with picnic tables. A portable restroom is available at this time, with future plans for a permanent restroom.

Figure ROS-4: Lower Tapco River Access Point Map



Tuzi River Access Point (RAP) is located on property owned by Arizona State Parks and is part of the Verde River Greenway State Natural Area. This site operates year-round during daylight hours and is the takeout area for boaters who put in upriver. In 2012, the Town of Clarkdale entered into an agreement with Arizona State Parks to cooperatively manage 69.28 acres of the land as part of the Verde River @ Clarkdale. Since the inception of this agreement, the Town of Clarkdale has improved the parking area, the takeout trail and installed a floating dock for easier kayak removal.

Figure ROS-5: Tuzigoot River Access Point Map



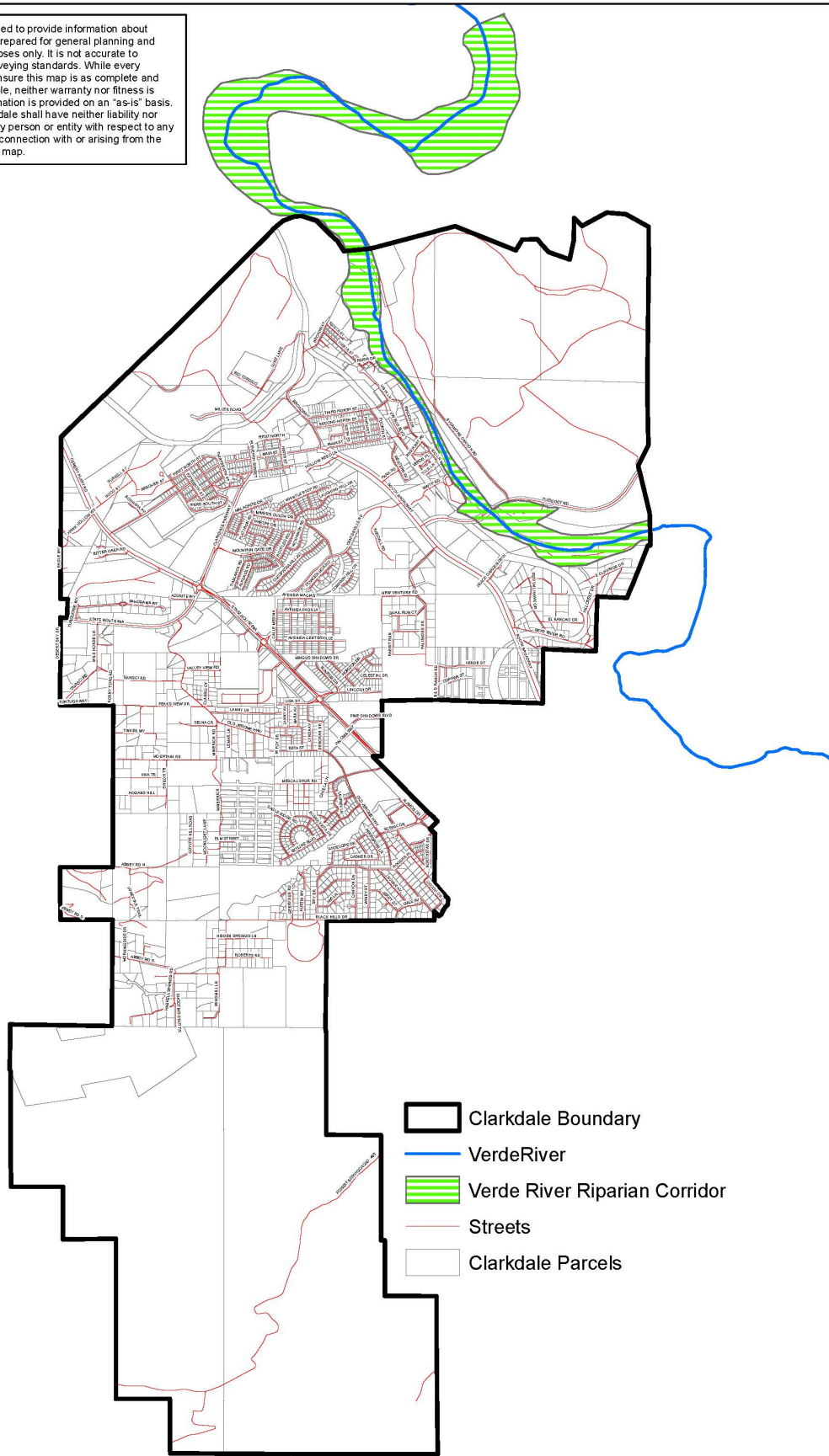
The Hickey Ditch Dam diverts approximately 15 cubic feet per second (cfs) of irrigation water to Dead Horse Ranch State Park and a few other private ranches located here. It forms a 2.5-acre upriver pool that is popular with fishermen, boaters and other recreationalists.

Clarkdale Riparian Corridor provides 400 acres of unique vegetation along a five (5) mile stretch of the Verde River from the proposed Upper TAPCO River Access Point to just beyond the Tuzigoot River Access Point. It serves a variety of functions important to people and the environment as a whole by preserving water quality, protecting stream banks from erosion, providing storage area for flood waters, providing food and habitat for fish and wildlife, and preserving open space and aesthetic surroundings.

Make this an 11X 17

Figure ROS-6: Verde River
Riparian Corridor

This map is designed to provide information about Clarkdale, and is prepared for general planning and informational purposes only. It is not accurate to engineering or surveying standards. While every effort is made to ensure this map is as complete and accurate as possible, neither warranty nor fitness is implied. The information is provided on an "as-is" basis. The Town of Clarkdale shall have neither liability nor responsibility to any person or entity with respect to any loss or damage in connection with or arising from the information on this map.



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Verde River Riparian Corridor Map ROS-8



0 1,052,100 4,200 6,300 8,400 Feet

GIS / Espolt

National Park Service

Tuzigoot National Monument is located on 112 acres and contains a 110-room prehistoric site with a visitor center and exhibits. The Tuzigoot site also includes a portion of Tavaschi Marsh (a spring-fed marsh of approximately 70 acres) and a stretch of the Verde River connecting to Dead Horse Ranch State Park.

Forest Land

The United States Forest Service manages over 70% of the land in the Verde Valley. This includes over 200,000 acres managed by the Prescott National Forest and over 400,000 acres managed by the Coconino National Forest. Because these surrounding landscapes define much of Clarkdale's geographical identity, and because the health of regional natural resources are tied to the health and wellbeing of the entire landscape, the long term protection and management of these lands in a healthy, sustainable manner is of paramount importance and therefore a critical, permanent goal.

Shared recreational resources of the region include Coconino National Forest (including Sycamore Canyon), Prescott National Forest, Deadhorse State Park and Jerome State Park.

Community Facilities

The following Town facilities house and/or involve community activities.

Clark Memorial Clubhouse. The 15,356 square foot Clubhouse building is owned by the Town of Clarkdale and was constructed in 1926. The clubhouse was created as a community centerpiece for a thriving mining town and is a registered landmark with the National Park Service's National Register of Historic Places. The building is an architectural treasure inside and out, containing an Auditorium, Men's Lounge, Ladies' Lounge, Kitchen, and a Back Patio. A variety of public and private events are held here each year.

Town Park Gazebo. Located at the Town Park at 1001 N Main St, this outdoor facility provides covered protection for local and private events, as well as band performances during Clarkdale's annual *Concerts in the Park* series. A large grass area surrounds the gazebo allowing for open seating as well as lighting for evening-based events.

Special Use Facilities

The Entertainment District. Located on Main Street in the historic central business district of downtown Clarkdale, this area includes buildings historically used as restaurants, a general store, a brewery, bars, business offices and a variety of other retail establishments. The Clarkdale Downtown Business Alliance schedules festivals and block parties which take place on Main Street and their business lots and include vendor booth exhibits and outdoor concerts throughout the year.

3.3 Looking Towards 2032

Parks and Recreation resources will need to adapt in accordance with population and local needs. The development of a Parks and Recreation strategic plan should be created to guide future Parks & Recreation planning. Any strategic plan should consider input gathered in the *2020 10-Year Future of Clarkdale's Parks & Recreation Opportunities Survey*. Parks and open space programs should be designed to accommodate the broad range of people in the community, including elderly residents, youth, families, persons with disabilities, healthy people, sports enthusiasts, nature watchers, tourists and everyone else.

3.3.1 Park Needs Analysis

Current National Recreation & Parks Association Recommendation Benchmarks

In the past, Parks and Recreation needs assessments were determined using rigid guidelines from the National Recreation and Parks Association (NRPA), such as 6.2 acres of park facilities per 1,000 residents. Because parks & recreation agencies are as diverse as the communities they serve, what works well for one agency may not work best for Clarkdale. Set formulas can fail to recognize specific priorities and needs of the local population being served. Current recommendations from the *NRPA 2019 Performance Review* reflect this understanding by focusing on comparing benchmarks of similar communities to establish best practices. There is also renewed emphasis on public input as part of a community needs assessment. As such, information from community surveys and other public outreach is important in determining future needs.

EXISTING AND FUTURE NEEDS

Clarkdale performs well above the benchmarks set by the current 2019 NRPA comparison standards for Parks and Parkland per 1,000 residents. With a projected 20% increase in population in the next 10 years, Clarkdale park offerings still fall well within these standards. Future needs assessment should include NRPA benchmarks, best practices and public input via community surveys and outreach. **See Figure 1 and Figure 2.**

There are currently 623 residents per park in Clarkdale. To calculate residents per park, the total population (4,362) is divided by the five (5) neighborhood parks and two (2) regional parks listed in the Parks and Recreation inventory spreadsheet (189.62 acres total). See NRPA 2019 Performance Review Figure 1 showing 1,300 as the average residents per park for populations of less than 20,000.

Current NRPA benchmarks reveal that jurisdictions with populations of less than 20,000, average 12 acres of parkland per 1,000 residents (with a lower quartile of 5.2 acres and an upper quartile of 20.8 acres). See NRPA 2019 Performance Review Figure 2. This measure is calculated by dividing the total number of Clarkdale park acres by the town population (4,362) and multiplying the factor by one thousand. The total acreage data is gathered through Yavapai County GIS analysis and mapping.

Current analysis of Clarkdale shows a 2020 total of 43.47 acres of parkland per 1,000 residents. Total parkland includes the 5 neighborhood parks and 2 regional parks listed in the Parks & Recreation inventory spreadsheet (189.62 acres total).

Figure ROS-7: National Recreation & Parks Association Service Benchmark



Source: National Recreation and Parks Association



Playground – Yavapai Apache Nation

OUTDOOR AND INDOOR FACILITIES NEEDS ASSESSMENT

Figure ROS 8: 2020 - 2032 Clarkdale Outdoor Facilities Current and Future Needs Assessment

<i>Facility Type</i>	<i>NRPA Recommended Level of Service (1 per X residents)</i>	<i>Existing Clarkdale Facilities</i>	<i>2020* Surplus (+)/Deficit (-)</i>	<i>2032** Surplus (+)/Deficit (-)</i>
Playgrounds	2,523	8	+6	+5
Basketball courts	4,090	6	+5	+4
Tennis courts (outdoor)	2,922	0	-2	-2
Diamond fields: baseball - youth	3,396	2	0	0
Diamond fields: softball fields - adult	5,072	0	0	-1
Rectangular fields: multi-purpose	4,683	3	+3	+2
Dog parks	10,000	0	0	0
Diamond fields: softball fields - youth	5,691	2	+2	+2
Diamond fields: baseball - adult	7,804	0	0	0
Swimming pools (outdoor only)	8,023	0	0	0
Tot lots	6,998	0	0	0
Community gardens	7,914	0	0	0
Rectangular fields: soccer field - youth	3,294	3	+2	+1
Multiuse courts - basketball/pickleball	7,866	4	+4	+4
Rectangular fields: soccer field - adult	7,665	0	0	0
Skate parks	10,118	0	0	0
Rectangular fields: football field	7,500	0	0	0
Multi-purpose synthetic fields	8,530	0	0	0
Trail system (miles)	3 miles	8.87 miles	+5.87 miles	+5.87 miles

Current NRPA benchmarks indicate that tennis courts and adult use sports fields might be areas to consider for future development.

*2020 population of 4,362

**2021 population estimate calculated at 20% growth of 5,234

Figure ROS-9: 2020 - 2032 Clarkdale Indoor Facilities Current and Future Needs Assessment

Facility Type	NRPA Recommended Level of Service (1 per X residents)	Existing Clarkdale Facilities	2020* Surplus (+)/Deficit (-)	2032** Surplus (+)/Deficit (-)
Recreation centers	8,916	0	0	0
Community centers	9,601	0	0	0
Senior centers	12,209	0	0	0
Performance amphitheaters	10,812	0	0	0
Nature centers	10,816	0	0	0
Stadiums	8,625	0	0	0
Ice rinks	9,028	0	0	0
Teen centers	13,622	0	0	0
Arenas	8,148	1	+1	+1

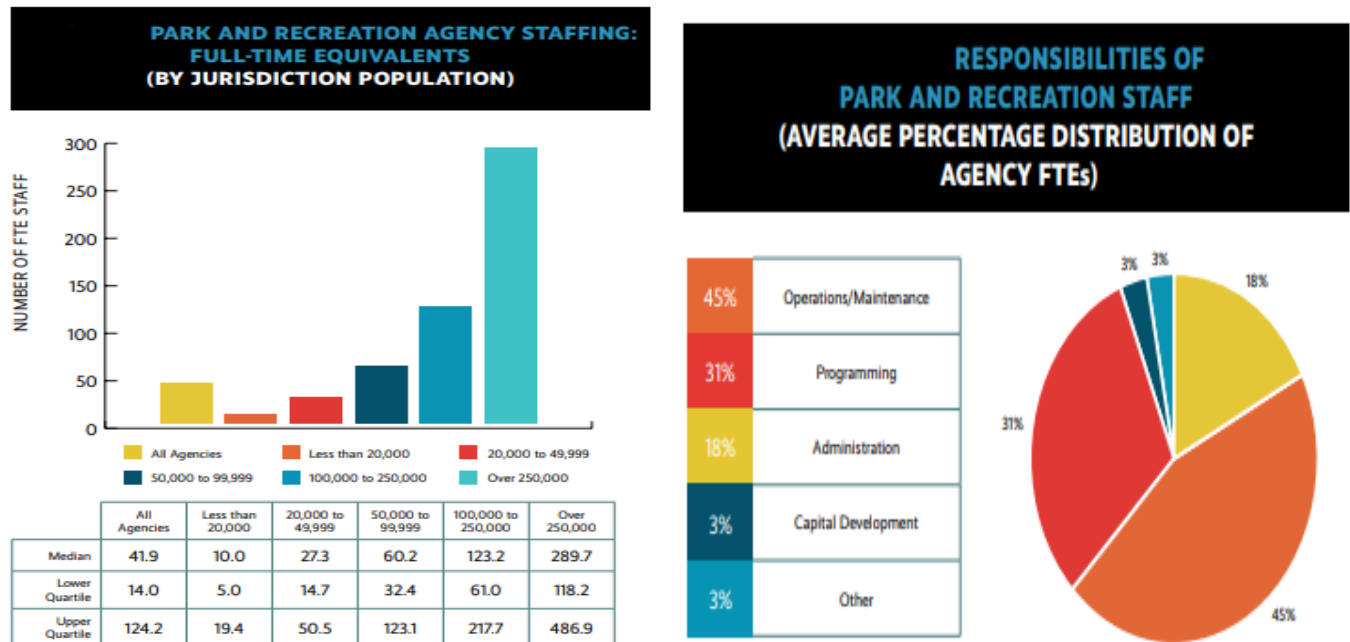
*2020 population of 4,362

**2021 population estimate calculated at 20% growth of 5,234



FUTURE STAFFING Future staffing levels will need to consider current population levels as well as community needs. The 2019 NRPA Performance Review offers comparisons of similar sized Parks & Recreation agencies, including analysis of population size and staffing.

Figure ROS-10: Park and Recreation Staffing Benchmarks and Activities



Source: National Recreation and Parks Association

3.3.2 Current and Future Park Standards

PARK DEFINITIONS AND SERVICE AREAS

Any comprehensive park plan will consider the whole population of Clarkdale as well as visitors to the area and include both active and passive recreational facilities and resources.

- Active opportunities examples include playgrounds, ball courts and athletic facilities
- Passive opportunity examples include walking paths, picnic areas and sitting areas

A tiered system of parks for Clarkdale would include mini, neighborhood, community, and regional type parks:

1. **Pocket Parks/Mini Parks.** These parks are small outdoor spaces, usually no more than ¼ of an acre, providing a safe and inviting environment for surrounding community members. They meet a variety of needs and functions, including providing small event spaces, play areas for children, spaces for relaxing or meeting friends, taking lunch breaks, etc. This park type is not intended to serve an entire town in the same way as a neighborhood or community park. These parks are created with the needs and interests of specific, nearby residents in mind. These parks should exist within a 5 to 10-minute walk of intended users. Any pocket park must receive community interest, support, and participation in the planning and maintenance phases.
2. **Neighborhood Parks.** The opportunity to walk to a neighborhood park facility from each home is a desirable amenity addressing a range of quality of life issues as well as economic development concerns. Neighborhood

parks should be located within existing residential areas and should be required as part of all new planned developments and subdivisions. Neighborhood parks are usually from one-half to five acres in size and would service an area approximately one-half mile in radius, or a convenient walking distance from surrounding homes. Each park should correspond to the prevailing interests of the nearby residents and could include amenities such as a children's play area, picnic tables, walking paths, ball courts, ball fields, pet areas and open space areas. Five neighborhood parks are currently a part of Clarkdale's inventory.

3. **Community Parks.** Community parks and facilities serve the interests of the entire town. Such town-wide or community-scale parks serve a wider range of interests than neighborhood parks and may include multi-purpose sports fields, play courts, tot lots, ramadas, restrooms, and parking lots. Ranging between 30 and 50 acres in size, these parks focus on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces. Community parks usually serve two or more neighborhoods within a ½ to 3-mile distance. This type of park should have adequate off-street parking and include adequate open space and landscaped areas.
4. **Regional Parks.** These parks encompass a larger area of land and may be 50 acres in size or larger. This type of park usually serves the residents of several towns and surrounding areas. It is in the interest of Clarkdale residents to support and participate in regional park facilities whether they are located within the Town or in a neighboring community. Regional parks may include all the things found in a town-wide park, such as baseball and soccer fields, as well as larger developed facilities, including swimming pools, indoor recreational facilities, multi-purpose trails, an outdoor amphitheater, camping areas and larger areas of land preserved as open space. Tuzigoot River Access Point area and Lower TAPCO River Access area are both regional parks.
5. **School Parks.** Depending on circumstances, combining parks with school sites can fulfill the space requirements for other classes of parks, such as neighborhood, community, sports complex, and special use. As an example, Clarkdale Jerome School fulfills the role of a community park in Clarkdale. By combining public resources, school parks allow for expanding the recreation, social and education opportunities available to the community in an efficient and cost-effective manner. The important outcome in the joint-use relationship is that both the school district and the park system benefit for shared use of facilities and land area.



3.4 Goals, Objectives, and Policies

1. GOAL: PRESERVE AND ENHANCE NATURAL FEATURES AND OPEN SPACE.

OBJECTIVE: Create and maintain a high quality of life through the provision of adequate natural open space.

ACTIONS:

- Establish criteria for defining “natural open space” using appropriate measures.
- Establish standards for the appropriate quantity of natural open space and trails needed for the Town as a whole and for individual development projects.
- Review existing codes and amend or revise to accomplish protection of identified open space areas.
- Identify and formally recognize natural open space, scenic assets and cultural resources that may be preserved, protected and enhanced; and which may include floodplains, wildlife corridors, recreation areas, historical sites, and donated private land.

2. GOAL: WORK TO ACHIEVE SUSTAINABILITY THROUGH REGIONAL COOPERATION ON OPEN SPACE ISSUES.

OBJECTIVE: Identify sustainability related goals and implement best practices.

ACTIONS:

- Research sustainability commissions and develop a program for Clarkdale that accomplishes its priorities.

OBJECTIVE: Work cooperatively with local school districts, governmental agencies and public/private organizations to educate the community on the value of open space and natural resources.

ACTIONS:

- Promote partnerships and educational opportunities that enhance public understanding of open space values and build support for open space preservation as described in the Verde River @ Clarkdale Master Plan.

3. GOAL: PROVIDE ACCESS TO LINKAGES BETWEEN OPEN SPACE, PARKS, AND USER-SPECIFIC DESTINATIONS.

OBJECTIVE: Connect the Clarkdale community to recreational opportunities through an open space network of government owned and private lands.

ACTIONS:

- Obtain necessary easements and access agreements from landowners to connect recreational components of public parks, open space and the proposed Clarkdale trails system.
- Provide a trail system that connects the Town’s open space, parks, schools, and local business districts in a cohesive manner and, where appropriate, include multi-use designations (pedestrian and bikes).
- Ensure that the Town’s trail system is integrated into the design of all capital improvement project plans, including those for parks, drainage channels, roadways, etc.

4. GOAL - PROVIDE ACTIVE AND PASSIVE RECREATIONAL OPPORTUNITIES, INCLUDING PUBLIC ACCESS TO OPEN SPACE, PARKS, AND TRAILS.

OBJECTIVE: Continue to provide and expand recreational services and park facilities to serve Clarkdale residents and visitors.

ACTION:

- Complete planned facility and amenity improvements at undeveloped and under-developed park properties.
- Develop parks standards for size, population served, type of facility, and location that is appropriate for Clarkdale.
- Evaluate existing and future parks by adopting standards for the intended primary user groups.
- Establish appropriate amenities for each park type or recreational facility according to their classification.
- Parks should have a mix of passive and active recreation amenities and programs that address the various interests of user groups to promote a healthy lifestyle.
- Evaluate unserved areas for future park placement to optimize recreational opportunities for the community.

OBJECTIVE: New developments shall participate in the Town's recreation and open space system.

ACTIONS:

- Require new development, at the conceptual stage, to provide open space and public parks to serve their new neighborhoods and community, in accordance with adopted standards for size, location, and the needs of the primary users.
- During the development process, establish public access easements and rights-of-way to create connected public trails, paths, and bicycle routes.
- Encourage developers to build linkages from their parks and open space areas to the appropriate nearest segment of the Clarkdale trails system. If no trail exists, encourage a contribution toward future trail development.
- New development should address the linking of their open space, parks, and trails, as appropriate and feasible, to adjacent developments.

OBJECTIVE: Provide sufficient resources to maintain, acquire, develop, and upgrade parks, trails, and open space recreational facilities, and assure their long-term maintenance and operation.

ACTIONS:

- Obtain adequate funding for staffing, acquisition and construction of new parks, trails, trailheads, recreation facilities and open space through sales tax, bonds, fees, grants, donations and other means.
- Implement Park Facilities Needs Assessment and translate into a five-year capital improvement plan. Determine facility life cycles and identify long-term capital spending requirements.
- Promote volunteer participation in all aspects of recreation maintenance and operation.

OBJECTIVE: Design and operate recreational programming, open space areas, trails, and facilities in sustainable, safe and efficient ways and provide ADA accessible options when appropriate.

ACTIONS:

- Work with the Parks & Recreation Commission to evaluate the Parks & Recreation strategic plan for continued relevance.
- Develop public trails, paths, open spaces, and parks that are attractive, safe, and easy to maintain.
- Implement energy and water efficient strategies when appropriate.
- Promote volunteer participation in all aspects of recreation programs and services. Volunteer programs might include training, established standards and recognition programs.
- Continue to offer recreational programming to meet the needs of the Clarkdale community.

5. GOAL – PROVIDE PUBLIC ACCESS TO VERDE RIVER RECREATION WITH PRESERVATION IN MIND.

OBJECTIVE: Protect and preserve the Verde River and its habitat while allowing responsible public access.

ACTIONS:

- Support relevant aspects of the Verde River @ Clarkdale Master Plan that encourages responsible recreation compatible with the natural and cultural environment.
- Develop plan features, such as parks and a trail system, that allow people to recreate at the river and connect with other points of interest.
- Obtain voluntary conservation easements and development rights from landowners to secure access and protect sensitive areas from further development.
- Support regional planning efforts with stakeholders to create and maintain coordinated regional protection and environmental sustainability of the Verde River corridor.



SWOT ANALYSIS PRIORITIZED RESULTS

Strengths Prioritized (Keep order)

1. Quality of Events.
2. Volunteering.
3. Staff accessed grant funding.
4. Park access.
5. Verde River Access Points.

Weaknesses Prioritized

1. Limited resources.
 2. More public involvement.
 3. Equitable access to parks in all neighborhoods.
 4. Trails in Clarkdale.
 5. Offer more classes (river, education, resources).
- Equitable access to parks in all neighborhoods.

Opportunities Prioritized

1. Trail connectivity with maps.
2. Promote educational and stewardship opportunities in parks and focus on river system.
3. Beautification of neighborhoods through parks including public art elements.
4. Creation of Strategic Plan to guide.
5. Increase resources through grant pursuit, municipal funding, volunteerism, shared services, community partnerships, developer agreements, etc.

Threats Prioritized

1. Loss of talented grant writers/loss of volunteers.
2. Letting growth encroach on open space corridors.
3. Failing to have developers make improvements as part of developer agreements.
4. Staffing and budget limitations.
5. Council priorities changing over time.

1/11/23