

City of Tempe Parks and Recreation Master Plan 2001



Leon Younger & PROS
In conjunction with
Design Workshop, Inc.
Leisure Vision/ETC Institute

Memorandum
Community Services



TO: Mayor and Council
THROUGH: Tom Canasi, Community Services Manager (480) 350-5305
FROM: Mark Richwine, Parks and Recreation Director (480) 350-5325
DATE: August 29, 2001
SUBJECT: Parks and Recreation Master Plan Executive Summary

Parks and Recreation has completed work on a master plan for parks, recreation programs, facilities and open space in Tempe. The work is a product of a consultant team, the Parks and Recreation Board, staff and many members of the community who participated in the focus groups, surveys and public meetings held during the process. The consultant team principal, Leon Younger, along with Parks and Recreation Board chair Bob Lofgren and past-chair Mel Kessler will be presenting the plan to Council.

The Comprehensive Parks and Recreation Master Plan identifies requirements and desires to meet the needs of the community, and recommends implementation strategies necessary to satisfy those expectations for the next five years. Five planning processes were utilized to build the Master Plan. The processes included:

1. Evaluation of current services and operations of Parks and Recreation through several community input processes.
2. Evaluation of current and future needs of parks, recreation services, recreation facilities, and open space and trails.
3. Creation of equity maps to visualize and determine existing gaps in services.
4. Development of a vision and vision action strategy based on a preferred future for the community.
5. Development of recommendation and an action plan for the future of Tempe. This will provide the greatest benefits to the residents and ensure sustainability of the plan.

Through the various inputs received from citizens and staff, the various outcomes can best be defined through the mission adopted by the Parks and Recreation Board and Parks and Recreation staff to “**build connected neighborhoods through effective use of parklands, trails, recreational services, facilities that creates a sense of place.**” To achieve the vision, sixteen key action strategies were created to guide the division service delivery system for the next five years.

Action Strategy 1. Create facility user group teams to provide feedback input and support for programs and services.

Action Strategy 2. Upgrade and add recreation facilities identified where gaps exist to enhance quality experiences for the customer.

Action Strategy 3. Create consistent policies to encourage equitable and efficient use of park and recreation facilities.

Action Strategy 4. Develop objective customer service standards, which establish a “Points of Pride” program.

Action Strategy 5. Establish an updated recreation facility development and redevelopment plan in order to keep recreation facilities well positioned in the market place.

Action Strategy 6. Create community opportunities for positive exchange in the design of recreation programs and facilities through staff involvement in establishing focus groups, surveys and user evaluations.

Action Strategy 7. Establish an effective recreation planning process internally and externally to determine an appropriate position in the market place for all services.

Action Strategy 8. Seek to develop a diverse and dynamic level of recreation programs focusing on enhancing opportunities for teens, seniors, people with disabilities, preschool age children and families.

Action strategy 9. In regards to the delivery of programs and services, Parks and Recreation will seek innovative and equitable partnerships with schools and other service providers in Tempe and the region.

Action Strategy 10. Nurture partners, develop linear parkland and place more emphasis on building park connections.

Action Strategy 11. Integrate new technologies to manage existing parks.

Action Strategy 12. Develop and implement creative park themes for facilities and programs to respond to public desire.

Action Strategy 13. Develop or redevelop parks and path systems to positively influence land values.

Action Strategy 14. Review design standards that impact the ability to deliver safe facilities, and make security enhancements during park development.

Action Strategy 15. Consider adding four gateways at the major entrances to the City to promote community pride through strategic enhancements. This will also foster economic development opportunities for the City.

Action Strategy 16. Create land acquisition opportunities in under-served areas to manage against park service gaps in Tempe.

Within in each action strategy, specific recommendations are made to help guide the division in the coming years. While the plans establishes an ambitious agenda, the guiding principals are the continued involvement of the community in the decision making process.

Staff and the Board would like to thank the Council for their support of parks and recreation services and would be glad to address any questions the Council may have regarding the plan.

- A. Citizen Survey**
- B. Focus Groups Analysis**
- C. Public Forums Analysis**
- D. Benchmark Analysis**
- E. Demographic Analysis**
- F. Program Analysis**
- G. Park Analysis**
- H. Facility Assessment**
- I. Equity Map Analysis**
- J. Glossary**

1. Executive Summary

2. Introduction

**3. Standards and
Levels of Service**

**4. Findings Analysis
and Conclusions**

**5. Recommended
Action Strategies**

**6. Implementation
Plan**

City of Tempe Master Plan

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City of Tempe Government

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City Council

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Parks and Recreation Staff and Members of the Master Plan Team

The City of Tempe Community Services Department, the Parks and Recreation Division and the Parks and Recreation Board have teamed with Leon Younger & PROS to create a Comprehensive Parks and Recreation Master Plan (CPRMP). The CPRMP is a dynamic document that has been created with the public's involvement and input in order to design a comprehensive plan for the citizens of Tempe. The plan examines parks, open space, recreation facilities and recreation programs in Tempe.

The necessity for this plan became apparent when city leaders recognized that their community was experiencing continuing population growth. With this increase in development came new issues, expectations, and demands for expansions and protection of parklands and open spaces. The anticipation of these changes has led to the research and design of the CPRMP in the hopes that every one of the demands is are met, and that the City of Tempe will continue to find itself among the best communities in the country to live work and play years into the 21st century.

The CPRMP identifies the Tempe Community Services Department, as well as the Parks and Recreation Division's desires (and subsequently their requirements) to meet the needs of the community for the next five years. Further, this Master Plan identifies the recommended action strategies necessary to satisfy those expectations, and is designed so that the implementation plan can give guidance in the following areas: the improvement of programs and services, the creation of a financially responsible organization, the acquisition and protection of open spaces, the improvement and establishment of new facilities, and finally, the overall continuation of improvement to Tempe Parks and Recreation. This CPRMP is only a tool. The department must continue to review community input and proactively make necessary changes in order to meet the needs and desires of the City of Tempe for many years to come. Finally, and most importantly, when working with a Master Plan such as this, with its goals, objectives and strategies, it is imperative that the community support and advocate the plan in order for the City of Tempe to reach its fullest potential.

INTRODUCTION OF THE PLAN

Purpose of the Plan

The City of Tempe is growing, aging and becoming more diverse in its economic development. In Tempe, Parks and Recreation services have become an integral part of establishing and sustaining a higher quality of life while highlighting an image and character that is uniquely Tempe's. To this end, Parks and Recreation services can affect the City through its abilities to:

- Provide social benefits by connecting people within the community regardless of income, background, and ability. Parks and Recreation services can build community pride and spirit if made a priority of the City.
- Provide economic benefits by improving the quality of life in the community and helping to attract businesses and residents to the City.
- Provide benefits to the environment by connecting people with nature through greenways, natural areas and open spaces managed by Parks and Recreation.
- Provide benefits to individuals by promoting physical fitness and self-improvement. Opportunities for exercise and being outdoors result in greater physical fitness, emotional well-being, and connectivity to nature and self-fulfillment.

The purpose in developing this Comprehensive Parks and Recreation Master Plan is to embrace the community's vision and values for Parks and Recreation services and to identify critical links between customers, staff, natural resources, parks, recreation facilities, programs, partners, and community leaders. Because of this commitment to the vision of the future role of parks and recreation in the City and the Community Services Department of the City of Tempe, Parks and Recreation Division initiated their Comprehensive Parks and Recreation Master Planning process using five unique planning processes to achieve a future parks and recreation system. The five planning processes are as follows.

During this process, the citizens of Tempe, staff, and consulting team helped shape this Plan by employing the following five processes:

1. Evaluating the current services and operations of the Parks and Recreation Division;
2. Evaluating the current and future needs for parks, recreation services, recreation facilities, open space and trails;
3. Creating equity access maps to visualize and determine gaps of services;
4. Development of a vision and vision action strategies based on a preferred future for the community; and
5. Development of recommendations and an action plan for the future that will provide the greatest benefits to the residents and ensure sustainability of the plan.

The Goals of the Master Plan

This entire planning process may be viewed as a goal setting, consensus building exercise with the intent being to develop recommendations and strategies for future actions along with the associated tactics that reflects the current and future needs of the community.

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The Park and Recreation Division identified the following desired outcomes of the planning process.

- Provide a variety of meaningful community involvement opportunities during the development of the Comprehensive Parks and Recreation Master Plan to reach as many citizens as possible.
- Plan to serve an expanding and changing population.
- Ensure coordination with other City and regional planning efforts.
- Plan for sufficient facilities maintenance of parks and buildings.
- Consider current community needs and interests rather than traditional services.
- Define the Division's vision and mission and basic service delivery philosophies.
- Set priorities for operation and capital improvement action plans.
- Identify mechanisms for funding to ensure the sustainability of the plan.
- Outline critical service delivery policies.
- Address the recreational needs of residents.
- Create partnerships to increase funding, expand facility use and improve recreational opportunities.

After the initial goals and objectives were established and community values identified, the guiding principles of equity, integrity, efficiency, creativity and forward thinking were incorporated into a visioning process. This process was then used to establish a clear vision of what the citizens of Tempe felt the Community Services Department, Parks and Recreation Division needs to address within the next five years. In developing the vision, they recognized that there is a reputable strength within the already established Parks and Recreation system. The support of City Leaders, high acreage levels per 1,000 residents, diverse recreation opportunities and citizen advocacy of alternative sources of transportation are just a few of the strengths that supplement the groundwork for the vision of the City's Parks and Recreation services. The visioning process incorporated the following aspects of the Divisional environment.

- The history of the City's relationship in developing parks, open space, greenways, and recreation services and facilities.
- Key values that the City of Tempe Community Services Department, Parks and Recreation Division want to integrate into the Park and Recreation system.
- Park trends in design that may or may not be applicable, but will be discussed with the key stakeholders and community leaders as opportunities to consider.
- The Division can embrace partnerships with schools, local non-for-profit organizations and agencies, businesses, and neighborhood groups so that parks can be developed to be safe, beautiful, and a fun places to be. This, in turn, can create memorable experiences for all of those persons that take advantage of the Parks and Recreation services available.

- What new type of amenities could be developed in the parks and what each amenity can bring in terms of users, length of stay, maintenance costs, compatible uses, and attractiveness.
- Programming the parks for utilization through structured programs, self-directed activities, environmental awareness, passive and active uses. Capitalizing upon the strengths of the community's wants and desires, programming will incorporate trends that meet those needs.

As the Parks and Recreation vision was discussed, developed, and adopted, many of these themes were directly incorporated into the vision statement and vision action strategies.

Principles that Guided the Planning Process

The heart of the Master Plan is a set of guiding principles, which form the foundation of the Plan. These included **Compassion, Community Involvement, Equity, Integrity, Efficiency, Creativity, and Forward Thinking**. Such principles are necessary as touchstones against which the Community can measure any plan. They also serve to remind the community of common interests as the community continues to change and become increasingly more diverse.

Focal Points

The Department identified nine desired focal points to be included in the analysis work provided by the consulting team.

1. Define the Division's mission and basic service delivery philosophies.
2. Set priorities for operation and capital improvement action plans.
3. Identify mechanisms for funding.
4. Outline critical service delivery policies.
5. Position the Division for national accreditation and state funding.
6. Maximize the four benefits of recreation – positive environmental, economic, social, and individual impact.
7. Set priorities for parkland use and acquisition needs.
8. Set priorities and strategies for recreation services.
9. Develop a sustainable plan and provide clear direction.

The Master Plan was organized into six categories.

1. Executive Summary
2. Introduction

3. Standards and Levels of Service
4. Findings Analysis and Conclusions
5. Recommended Action Strategies
6. Implementation Plan

The Department created an updated mission statement that followed the planning process and goal setting session. The Mission Statement adopted reads:

“Tempe Parks and Recreation will create and connect the Tempe community through people, parks and program services.”

The Vision

Community-wide visioning was a central focus of the Master Plan. The vision was created from citizen focus groups, community-wide forums and the citizen mail and phone survey that included both adults and youth.

To address the key issues, a guiding vision was needed. The vision for a future parks and recreation system emerged from the community involvement process and formed the basis for the Comprehensive Parks and Recreation Master Plan Vision, Recommended Action Strategies and the Implementation Plan. The Vision is:

Tempe's Park and Recreation vision is to build connected neighborhoods through effective use of parklands, multi-use paths, recreational services, and facilities that create a sense of place.

The Division will establish, with community leadership, a dynamic, proactive and innovative system of quality parks, facilities, and services to meet the current and future needs of all Tempe citizens.

Vision Action Strategies

Based on the Comprehensive Parks and Recreation Master Plan community involvement process and initial data findings, 16 key vision action strategies facing the Parks and Recreation Division were developed to make the Vision Statement a reality. The key issues to be addressed in the Master Plan are as follows:

- Action Strategy 1.** Create facility user group teams to provide feedback input and support for programs and services.
- Action Strategy 2.** Upgrade and add recreation facilities identified where gaps exist to enhance quality experiences for the customer.
- Action Strategy 3.** Create consistent policies to encourage equitable and efficient use of park and recreation facilities.
- Action Strategy 4.** Develop objective customer service standards, which establish a "Points of Pride" program.
- Action Strategy 5.** Establish an updated recreation facility development and redevelopment plan in order to keep recreation facilities well positioned in the market place.

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Action Strategy 6. Create community opportunities for positive exchange in the design of recreation programs and facilities through staff involvement in establishing focus groups, surveys and user evaluations.

Action Strategy 7. Establish an effective recreation planning process internally and externally to determine an appropriate position in the market place for all services.

Action Strategy 8. Seek to develop a diverse and dynamic level of recreation programs focusing on enhancing opportunities for teens, seniors, people with disabilities, preschool age children and families.

Action strategy 9. In regards to the delivery of programs and services, Parks and Recreation will seek innovative and equitable partnerships with schools and other service providers in Tempe and the region.

Action Strategy 10. Nurture partners, develop linear parkland and place more emphasis on building park connections.

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Action Strategy 16. Create land acquisition opportunities in under-served areas to manage against park service gaps in Tempe.

Key Findings

The foundation of the master plan is the gathering of relevant data to determine the future directions for the Tempe Community Services Department, Parks and Recreation Division. In this phase, there were multiple primary and secondary research components that were completed.

Demographic Report: This is a report on the community's population currently and the projections for the next five years categorized by the five geographic areas; established by the planning areas for the master plan. Key findings are as follows:

- The City of Tempe 1990 population was at 141,865 and is estimated at 159,496 in 1999 and projected to increase to 166,739 by the year 2004.
- The highest concentration of population is located in the upper middle-planning district on the east side (University Dr. to Broadway Rd. and Rural Rd. to Price Rd.).
- The significant growth areas are located in the northern half of the City (north of Broadway Rd.)
- The age group of 30-39 will represent the largest segment of the population at 16.5% by 2004.

Findings Summary:

Public Perception and Needs

- There is a low level of participation in programs by residents.
- The most important parks and recreation facilities to residents are neighborhood parks, bicycle paths, playgrounds, picnic facilities and large multi-use parks.
- Rio Salado should have facility development both for public and leased commercial recreation.
- Safety and security are concerns of the residents.

Partnerships

- Most partnership agreements were not specific in regards to costs, revenue disbursements, expected outcomes and insurance coverage.
- There were no set standards for vendors to meet.
- Partnering with both private and public organizations is strongly supported by the community.

Parks and Facilities

- Residents want more money allocated for the renovation of existing neighborhood parks and for the upgrading of Park and Recreation facilities infrastructures.
- The remaining open space should be acquired before it is developed for housing or businesses.

- Landscaping and enhanced visual imaging of the parks needs to be upgraded.
- There are existing gaps of available recreational facilities in the north, northwest and south regions of Tempe.

Recreation Programs and Services

- Program planning needs to have consistent standards, evaluations and pricing.
- Programs are not being evaluated for lifecycle placement.
- Teen and senior programming is a top priority for the residents.
- Increased marketing and program awareness is needed.

Funding

- Benchmarking revealed that Tempe is inline with direct cost recovery levels as other cities in the benchmark survey, but not with how indirect costs are applied to pricing of services.
- Fees for programs are generally below market rate when compared to benchmarks.
- Residents do support charging non-residents higher fees compared to resident fees.
- Updating the policies and procedures, as well as reorganizing the Division, could result in improved efficiencies.

Support and Vision

- There is great political support for parks and recreation and it is viewed as integral to a vital community.

Internal Readiness

- There is a need for staff to have performance measures, standards and evaluations as well as increased staff training.
- Elimination of duplicate services, internally and externally, is needed.
- There is a need to develop and implement operation and/or business plans for high-end recreational facilities.
- The Division needs to institute a consistent pricing policy.
- An enterprise fund is needed that allows recreational revenues to be funneled back to the facilities (they were generated from) for upgrades and preventative maintenance would eliminate costly major repairs.
- The programming staff has to become more market-driven in their approach to programs and customer development.
- The Parks Division must be included in all site-specific master plan efforts.
- There is a need for a resource management plan.
- Maintenance costs need to be tracked and communicated to the key decision makers.
- The Parks Division should consider outsourcing some services.
- Partnering opportunities should exist with the neighborhoods to develop volunteers and partners that can assist in maintaining established standards in parks.

- The Management Coordinator should be responsible for the outcomes and follow through on the Master Plan's objectives and tactics.
- The City may want to examine the alignment of Parks Maintenance and Recreation Divisions to assess the effectiveness and efficiency of providing service to the City.
- The development of a marketing section within the Division will enable increased awareness of program services and facilities. This section should also be responsible for creating and implementing a citywide parks marketing plan as well as individual mini-market plans for key recreational facilities and core program areas.

User Fees

- The Division needs to review its approach on how to apply and communicate program prices and how to develop a consistent pricing structure.
- Services need to be priced against a subsidy level and be based on the benefits derived by the individual using the services.
- There is a need for the tracking of indirect and direct costs to identify the cost per experience.
- The division needs to articulate to the user the value of the services they receive versus what they are just paying for.

Benchmark Analysis: A comparison of similar park and recreation departments was developed to determine best practices that can be incorporated into the operations of Tempe's Parks and Recreation. The cities used in the benchmark study were Mesa, AZ, Henderson, NV, and Boulder, CO. The key findings are as follows.

- **Parks and Facility Standards**
The City of Tempe's Parks and Recreation Division provides 1.9 acres per 1000 population for neighborhood parks, which is consistent with the NRPA recommended standard of 1 – 2 acres per 1000 population. The Division has 3.3-acres per 1000 population for community parks, which is below the NRPA recommended standard of 5 – 8 acres per 1000 population for community parks. The City of Tempe is below the national standard for providing regional parks of 11 acres per 1000 population. With the addition of the Rio Salado Park, the total for all parks in the City of Tempe is 1,870 acres. This is 11.7 acres per 1000, which is slightly below the national standard.
- **Maintenance Standards**
Generally, all the departments responding have written maintenance standards for some, if not all of the categories listed. Of the responding departments, only two have maintenance frequency standards and none have productivity standards.

- **Cost Recovery**

A majority of the respondents have a written cost recovery policy. In general, the cost recovery policy for Tempe is in line with national standards for the recovery of direct expenses. However, Tempe does not recover indirect expenses.
- **Agency Annual Budget and Staffing**

The findings indicate that General Fund tax monies, fees and charges, along with some form of sales tax funds most of the benchmark departments. The total operating budgets ranged from \$12 million (Tempe) to \$23.2 million dollars (Mesa). Mesa is also the largest city by population responding to the benchmark survey. The estimated fees and charges for fiscal year 1999 – 2000 ranged from \$1,769,367 in fees, or 14% of the operating budget (Tempe) to \$5,993,080 in fees, or 26% of the operating budget (Mesa).
- **Capital Improvement Program**

The average planning horizon for Capital Improvement Programs is over five years according to the benchmark findings. The money allocated for improvements ranged from \$12 million (Tempe) to \$122 million (Henderson) for the five-year period. The high growth rate of Henderson, Nevada accounts for the large amount of funds allocated for capital improvements. The most popular way to fund capital projects is through General Obligation Bonds. The second was from some form of sales tax, and third was by attaining grants.
- **Adults Sports Programs**

The City of Tempe is generally below market rate for the pricing of adult sports programs with the comparable cities in the study for most of the adult sports programs offered. The City should develop a full activity based costing of direct and indirect expenses and move the price, where appropriate, to full cost recovery at a minimum. Currently, the City of Tempe is recovering 100% of direct costs only.
- **Youth Sports Programs**

The City of Tempe is generally below the market rate for the comparable cities for most of the youth sports programs offered. The City should do a full activity based costing of direct and indirect expenses and price accordingly. Currently, the City of Tempe is recovering 50% of direct costs only.
- **Outdoor Facility Rentals**

The fees charged by Tempe for unlighted athletic fields are low when compared to the other responding agencies. The fees assessed for lighted athletic fields are consistent with the average charged by the other agencies. The fees for lighted and unlighted tennis court rentals are low. Fees for picnic shelter reservations are below the average market rate of the responding agencies for all size groups.

- **Specialty Facility Fees**

Outdoor swimming pool fees for Tempe are low compared to responding agencies on a national level. The fees charged for wave pool admission are more consistent with national averages for wave pools. Each agency identified pricing based on children, youth, adult and senior by differing ages. The City of Boulder uses the following breakdown: children 4 – 12, youth 13 – 18, adult 19 – 59, and senior 60+. Tempe, Henderson and Mesa use the following breakdown: children under 6, youth 6 – 17, adult 18 – 55, and senior 55+.

Partnering Agreements Summary: This analysis report evaluated the existing partnerships agreements and determined the level of benefit equity of both partners and where more equity is needed. The key findings are as follows.

- Clarification of costs (by both partners) needs to be included in agreements, even if there is no transfer of funds.
- The distribution of rental fees between the City and the Schools needs to be clarified and tracked by both partners.
- There should be a cross-indemnify with an “Additional Insured” clause in each partner’s insurance form.
- With the capital investment the City spends on school/park improvements that benefit the surrounding neighborhood, the City should have some right of first refusal or a higher level of priority than other recreational not-for-profit agencies.
- Five-year partnerships are too long.
- There are no performance measures outlined for contract vendors in terms of revenues to be produced by volume of sales.
- There are no mechanisms to encourage improved performance by the vendor or the inclusion of a higher percentage of the gross revenues as a part of the compensation for the city.
- The revenue generated per square foot does not seem to be calculated equitably.

Equity Map Analysis: Park, Recreational, and Cultural facilities were grouped by comparable type and mapped with service areas over population densities. The equity maps are separated into four categories: Park Facilities, Special Use Facilities-Recreational Activity, Special Use Facilities-Cultural Activity, and Special Use Facilities-Community Centers.

Park classifications followed the current City of Tempe standards, and were augmented by NRPA standards when applicable.

Key Findings

Park Facilities Maps: This map illustrates the location and service area for mini, neighborhood, community, urban, regional, and potential parks within the City.

- A significant gap in neighborhood and community parks occurs in the area south of the Superstition Freeway and north of Guadalupe. The availability of recreational services at nearby Kiwanis Community Park diminishes some of this inequity.
- A gap in regional and urban size facilities occurs in northeast and southeast Tempe. Chandler's Desert Breeze Park is located within a mile and a half of the gap area, and provides recreational service opportunities.
- The area north of Broadway Road has limited regional and urban park opportunities within the acceptable service area. The future parks within Rio Salado may provide these opportunities once developed.
- The 40-acre ADOT parcel at Kyrene and the Superstition Freeway is in a favorable location for future park development.
- The 40-acre ADOT parcel South of Warner and I-10 is not in a favorable location for park development at this time given its proximity to non-residential land uses. However, with the current deficiency of sports facilities in Tempe, the City may want to consider the development of this site for sports fields to help meet the growing need and demand.

Special Use Facility-Recreational Activity: This map illustrates the location and service area for school and golf facilities within the City.

- The golf courses adequately serve the community.
- Portions of Section 33N(Southern to Baseline and Kyrene to Priest), 9S (Guadalupe to Elliot and Kyrene to Priest), 15S (Elliot to Warner and Rural to Kyrene), and 12S (Guadalupe to Elliot and Price to McClintock) have gaps in neighborhood and community parks, in addition to school recreational facilities.
- The area north of the Red Mountain Freeway and west of Scottsdale Road is under-served by school facilities, but has an abundance of other facilities to fill the gap. A number of desert and desert oasis type parks, a golf course, SRP's PERA Club, and the Arizona Historical Society Museum all are located in this area.

Special Use Facility-Cultural Activity: This map illustrates the location and service area for libraries, museums, and specialty house facilities within the City.

- The areas south of Elliot Road and north of the Red Mountain Freeway have significant gaps in service of library facilities. The City of Chandler has recently opened a library at Ray Road and Rural Road. This new facility is located within half

a mile of Tempe's southern border, and relieves some of the demand from south Tempe residents.

- The Phoenix Zoo and Desert Botanical Garden are located within a mile of the northwest Tempe border. These community facilities are accessible to north Tempe residents, in addition to, all Tempe residents.
- The areas south of Elliot Road are outside of the service areas for all cultural facilities. Neighboring communities do not provide these services within an acceptable range.

Special Use Facility-Community Centers: This map illustrates the location and service area for community centers and athletic centers within the City.

- Gaps in Adult Center services occur in the southern and northern portions of the City.
- The areas south of Carver Road and north of the Red Mountain Freeway are outside the service areas for aquatic centers. With the degraded quality of the Clark Park facility, the areas in the northwest portions of the City are realistically under served.
- The City is currently in the process of building a Community Center adjacent to Jaycee Park.

Open Space Corridors: This map illustrates the location and access points for linear open space including; bike paths, rail corridors, canal corridors, and utility corridors.

- Few existing bike paths occur in open space corridors. Most occur with road right-of-ways.
- Canal corridors are available in the southwest, eastern, and northern portions of the City. These corridors are adjacent to residential land uses, but do not occur within close proximity of the most densely populated areas.
- Potential rail corridor uses are available throughout the center of the City. The Union Pacific Rail Road (UPRR) lines run north and south, and from the east to the west.

Program Analysis: evaluation of fifteen (15) program areas to determine service gaps and saturation in the Tempe area. The key findings are as follows.

Key Findings

- The Division should consider partnering with other service providers to meet the needs of the community while containing costs.
- The City should consider adding concession areas to all pool sites.
- Fees appear to be slightly below market rate for the services received.
- There appears to be a good variety of programs offered.
- The City might consider partnering with other service providers for program space.
- The sports camps seem to have a high degree of competition.

- Offering programs with a shorter amount of commitment time could help with program numbers.
- Special events appear to be well organized and attended. The City should consider adding additional sponsors for special events. This could help in the areas of promotions, staff time and expenses.
- A volunteer program could help with staffing issues at special events, programs, and in managing facilities.
- The City should consider adding intergenerational programs.
- The Division might consider adding specialty leagues such as 55 and older leagues or parent/child leagues.
- There is some duplication of services in the Division and by other service providers.

Public Forums: Community forum meetings were held to discuss met and unmet needs with the community in relationship to parks and recreation programming. The key findings are as follows.

Key Findings

- The existing facilities and park infrastructure need to be updated.
- More marketing and communication is needed on the services provided.
- There is a lack of recreation space for seniors and cultural arts activities.
- More park space needs to be dedicated to trails, shade, comfort stations and outdoor basketball courts.
- More budgetary dollars need to be committed to safety and security in parks, maintenance of parks and to purchase additional land.
- The development of more sponsors and partnerships to help offset operating costs should be included in the master plan.
- More use of non-resident fees to enhance revenues or to reduce non-resident usage of high demand/limited supply facilities.
- A greater shared use plan by the schools and the Division for recreation program space should be developed.
- A greater use of volunteers in recreation program and facility management would help with staff resources and expenses.
- More efforts to coordinate regional planning with other area parks and recreation agencies for regional facilities should be implemented.
- Use the neighborhood organizations more in design and upgrading of facilities and in developing program offerings.
- The City is facing over-development and is losing opportunities to acquire more open space.
- The recreation programs that need the most focus for the future are senior programs, adult sports, teens, programs for persons with disabilities, cultural arts programs and wellness and fitness programs.

- The types of recreation facilities most needed in Tempe are a teen center, more recreation centers, a skate park, a cultural arts center, an aquatic center, multi-use trails and dog parks.
- Several funding methods such as concessions, paid parking, user fees, increased property taxes, non-resident user fees and public and private partnerships can recover the operating and development costs for the Rio Salado Project.

Community Survey: A survey of 850 community residents was conducted to gather their opinions and expectations of the Tempe Parks and Recreation Division. The key findings are as follows:

Key Findings

- Most residents have not participated in the City's Parks and Recreation programs.
- Most residents who do participate in City parks and recreation programs learn about the program from brochures.
- Half of those surveyed use recreation programs provided by organizations other than Tempe Parks and Recreation.
- More than three-fourths of Tempe's residents have visited a City park during the past year.
- The top three reasons residents do not use Tempe's parks and recreation facilities are they are too busy, they are using other facilities and the times are not convenient.
- The most important parks and recreation facilities to the residents are neighborhood parks, walking and biking trails, playgrounds for children, picnic facilities and large multi-use parks.
- The most important improvements to existing parks that residents would be most willing to support with tax dollars are increasing visibility of law enforcement, renovating neighborhood parks, linking neighborhood parks with walking and biking trails, renovating playgrounds and expanding open areas.

Park Analysis: The findings in this portion of the report provide an overview of parks. Individual park analysis by defined zones has been completed. The community was divided into six zones. Zone One includes all Tempe parks located north of the Rio Salado. Zone Two includes all parks located north of Broadway Road and extends to the Rio Salado Project. Zone Three includes all parks located north of the Superstition Freeway and south of Broadway Road. Zone Four includes all parks located north of the Western Canal and south of the Superstition Freeway. Zone Five includes all parks located north of the southern most boundaries of Tempe and exists along Ray Road and south of the Western Canal. Zone Six includes all activity in the Rio Salado Project. This analysis reviews the parks in each zone. The review will focus on existing conditions of the parks within the zone.

Zone One - General Overview

Desert oasis, enhanced desert, natural desert and desert gardens characterize this zone. The parks that are considered to have the desert oasis design are Indian Bend Park, Papago Park, Moeur Park, Canal Park and a large portion of Papago Park and Tempe Women's Club Park has a mix of desert oasis and desert garden features.

Zone Two - General Overview

Half of the parks in this Zone were constructed between 1931 and 1968. Four parks were initiated between 1970 and 1997. The more recent parks include Allegre Park, Creamery Park and Victory Park. There is also an interesting mix of parks with unique design features in Zone Two. This is due to the many types of external influences that contribute to the design.

Zone Three - General Overview

Parks in Zone Three were constructed primarily during the 1970's with Ehrhardt Park being constructed in 1980. The parks in this zone reflect similar design and feature the same amenities. While the parks are nicely appointed, they tend to be sterile in their appearance without distinguishing characteristics to give them their own identity.

Zone Four - General Overview

Parks in Zone Four were constructed primarily during the 1970's and 1980's, with Palmer and Cole Parks being constructed in the late 1960's. With the exception of Kiwanis Community Park and Benedict Sports Complex, the parks in this zone reflect similar design and feature the same amenities. While the parks in the previous three zones were predominantly flood irrigated, some of these parks have the flood irrigation system while others have integrated irrigation systems and are influenced by retention basins.

Zone Five - General Overview

Parks in Zone 5 are constructed primarily during the 1980's and 1990's. These parks were built with the growth and development of new housing in the southern most regions of Tempe. With that in mind, the parks most dominant feature is the retention basin.

Zone Six - General Overview

The Salt River has played a major role in the growth and development of Tempe. Turning the Salt River into a recreation mecca is not a new idea, as recreation has played a major role along the riverbanks since the early 1920's. Tempe Beach Park at one time hosted a pool with a bathhouse and was a direct access to the Rio Salado for swimming. Much of the infrastructure for the Rio Salado project is underway with great opportunities for the citizens of Tempe for many years to come.

The primary goals of the Rio Salado Project are:

1. Encourage optimum development of land along the Salt River.
2. Promote the development of outdoor recreational activities.
3. Combine flood control with environmental design in a manner that achieves the social and economic benefits for the citizens of Tempe.

The Rio Salado Project continues to be a model of public-private partnerships established through the formation of a legal entity, the Rio Salado Community Facilities. It is important to note that recreation programming is important to the project, however, it is only one component of this multi-faceted program to stimulate economic development and enhance the quality of life for the community.

RECOMMENDATIONS

Feedback and Evaluations

It is necessary to continually improve on the delivery of services and programs to the citizens of Tempe. In order to effectively evolve with the changes in the community, the process to encourage users to provide feedback is essential. The staff will have to be trained to understand the value of citizen feedback, and how to implement these feedback mechanisms and then restructure programs and services based on the input derived. Through the use of a variety of feedback mechanisms, the staff can implement and receive consistent input into their programs. The feedback mechanisms can include focus groups, use evaluations, surveys, mystery shopper programs, and trailer calls. The staff will need to create tracking methods, and once the baseline data is established, then benchmark improvements and successes each year or quarter.

Facilities

Using information from the Master Plan's analyses, it is possible to develop a list of needed Parks and Recreation facilities based on service gaps and citizen input. The list will then have to be prioritized. The principles that need to be guiding any given capital project in parks and facilities in the future will have to be identified and standardized before any capital improvement is started.

Policies

There should be policies in place that create established guidelines and procedures, but not be too cumbersome in meeting the community's needs. Policies that are bureaucratic by design hinder progress and de-motivate employees in their jobs. An updated review of the existing policies in the following areas should be undertaken: Revenue development, administration, facility use, fees and charges, registration, reservations and budget management. Changes to policies should be initiated that will assist staff in becoming more responsive to the community and increase customer satisfaction.

Customer Service

The most important aspect of service delivery is providing the staff with constant pride and good attitude. Customer service standards eliminate breakdowns in the interpretation of what should be done. Customer Service standards need to be developed for all programs, recreation facilities and park related services. The staff will establish the "Points of Pride" program to ensure the support and buy-in from the entire organization in meeting customer expectations.

Parks Recreation Facility Development Plan

The Recreation Facility Development Plan will have to be updated to meet the needs of the community. The majority of this will be the establishment of standards for park design, maintenance, construction and recreation programs. The addition of new

amenities and features that can be added to the Kiwanis Park Recreation Center and adjacent facilities will be identified. Included in the update plans will be standards for maintenance and care of parks, citywide recreation facilities, and a schedule for replacement over the next ten years.

Recreation Planning

A review of the current program offerings and partnerships in place is needed. This review can be used to determine which core services should be provided by Tempe Parks and Recreation, and which programs will assist in positioning the Division for the future. Coordination of recreation program offerings and developing single sources for the public to access services will eliminate confusion and duplication for all involved. All program services should be founded on the community's desires, and the focus for the future will need to include opportunities for teens, seniors, persons with disabilities, preschool age children and families, along with traditional recreation services such as sports and aquatics. Programming opportunities will also have to be accessible. These include not only people with disabilities, but also those with lifestyles that conflict with current practices. Finally, marketing efforts need to become more effective in terms of market research and in promotional efforts.

Partnership Development

It is recommended that work be done with the appropriate agencies to develop and fund the pedestrian pathway system for the canals, rails, freeways and streets in order to connect the parks and recreation areas. The development of equitable partnerships that document both parties' input into the relationship is essential to understand the benefits each other provides to the service or project. Policies will have to be created to support the variety of partnerships in which Tempe will become involved. Public/public policies, public/not-for-profit policies, and public/private policies need to be created.

New Technologies

With the recent advancements in solar technology, the parks section needs to investigate how and where they can implement its use. The use of a cost-benefit study will identify areas that could reduce the demands on maintenance and impact on the operational budget.

Creative Themes

The use of color and park themes will enhance the attractiveness of parks and recreation facilities. With the assistance and input from the community, neighborhoods can develop park themes and create an identification for not only the park, but also the neighborhoods themselves. This will also deepen the commitment and advocacy of the neighborhood groups to their parks.

Land and Facility Values

A completed review of each of the park facilities to determine the value of the amenities and facilities should be conducted. A list of those features to be improved in each venue will need to be placed in a prioritized schedule. Standards that have been established will have to be implemented as replacements are incorporated. Improvements that would decrease crime and increase safety need to be a high priority. Finally, the future phases in the capital improvement projects should continue in order to further advance the land values for the City.

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Vision

Tempe's Park and Recreation vision is to build connected neighborhoods through effective use of parklands, trails, recreational services, and facilities that creates a sense of place.

The Division will establish, with Community leadership, a dynamic, proactive and innovative system of quality parks, facilities, and services to meet the current and future needs of all Tempe citizens.

As the City of Tempe enters the new millennium, it faces unprecedented opportunities and challenges. For any organization in the midst of change and challenges, planning is essential. A City has as its goal to ensure and enhance the quality of life for its citizens through the exercise of political leadership. This is an exciting time for the City, and Parks and Recreation services should be an integral part of the City's overall planning efforts. This Master Plan projects a long range vision while at the same time addresses current key issues. The Master Plan identifies goals and actions to achieve the established vision. By doing so, the Master Plan helps to chart a course and an approach to stay on that course. It also makes community leaders accountable by clearly and publicly articulating where the Parks and Recreation services are going and how the City expects to get there.

For cities, the comprehensive master planning process has both extrinsic and intrinsic value. By involving citizens, community leaders and community interests in preparing the plan, partnerships are formed and enhanced, and community pride is a by-product. Community pride is a necessary pre-condition for civic improvement. In Tempe, such pride exists and it creates the spirit necessary to meet the challenges that lie before them.

For the City of Tempe, the benefits of a comprehensive Master Plan for Parks and Recreation are many.

- It is an opportunity for the community to talk about its future.
- It provides a framework to guide allocation of City resources.
- It becomes a roadmap enabling the City to identify goals and objectives and track its progress toward achieving those goals.

Purpose of the Plan

The City of Tempe has experienced significant population and land area growth from 1960 to 1990, which is not uncommon for communities in the western United States. Located near the center of the Phoenix Metropolitan area, Tempe has the uncommon

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characteristic of being surrounded entirely by the cities of Phoenix, Scottsdale, Mesa and Chandler, and tribal lands. From 1950 to 2000, Tempe's land area grew from 17.5 square miles to 40 square miles. With limited area growth potential, Tempe has focused its community building activities on redevelopment and enhancement opportunities. The two most intense areas of redevelopment occur in the downtown and along the Salt River at Rio Salado Park. Downtown Tempe is the central business district comprised of generally mixed uses including retail, office, government, and residential. The Rio Salado project is a specific plan area that will include mixed-use developments, parks, and water-based recreation. As with many tourist destinations, many tourists made Tempe their home. From 1960 to 1990, Tempe grew in population from 24,897 to 141,865. By 2004, Tempe's population is projected to exceed 166,000. Growing employment opportunities and the enrollment growth of Arizona State University (46,000 enrollment) has also contributed to Tempe's population increase.

Park and open space development has kept pace with the City's growth. The preservation of desert parks in north Tempe and the development of new parkland in Rio Salado anchors a system that includes 1,870 acres for 159,496 citizens. This represents 11.7 acres per 1000 residents. According to the National Recreation and Parks Association (NRPA) a spatial standard of 10 acres of park land per 1000 persons is considered the basic parkland area needed. The success Tempe has had in improving existing parks and creating opportunities to add parkland to the system has been recognized nationally in the form of the City receiving 2 gold medal awards in the past 25 years.

Parks and open space have been identified in Tempe as a precious resource that should be maintained and appropriately developed to the maximum efficiency for the capital funding available. In 1999, Leon Younger & Pros, Design Workshop, Inc., and ETC Institute were asked to prepare a comprehensive parks and recreation master plan based on the needs of community as identified through the public participation process.

Why Parks and Open space are Important in Communities

Throughout history, parks and urban open spaces have provided a structure, and an aesthetic identity to urban environments as well as both, recreational opportunities and a component of economic development. While it is difficult to place a precise value on parks and open space, it provides a variety of benefits that contribute to a livable City:

- Accommodate recreation activities.
- Attract recreation enthusiasts.
- Increase property values.
- Provide public access to natural recreation areas and significant sites.
- Provide and enhance animal and plant habitats.
- Conserve, preserve and protect historic character.

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- Enhance aesthetic quality.
- Contribute to City's identity and marketability.
- Buffer homes and businesses from conflicting uses.
- Contribute to clean air and water performance.
- Maintain biodiversity.

These characteristics will be important to determine the future quality of life for Tempe residents. The Parks and Recreation Master Plan for Tempe provides the City with a series of recreation, beautification and economic development recommendations to be implemented both immediately and within the next ten years.

What is a Parks and Open Space Master Plan?

The Master Plan is a general, long-range planning tool used to achieve and maintain a high quality park, recreation and open space system. The first step in developing a master plan is to gain public input through multiple methods of resident and stakeholder participation and then take an inventory of the City's current assets. Open public forums and stakeholder focus groups were held to assess the current condition of the parks and open space system and to identify unmet needs. The findings are documented and analyzed and serve as the basis to identify the recreations system's strengths and weaknesses. The next step is to integrate these goals into a direction – a “vision” for the future which will address the shortcomings of the existing system, anticipate the community's future needs and serve as framework for achieving the community's recreation goals. Finally, developing priorities for action will ensure this vision is achieved. The plan will be an overall guide for implementing subsequent detailed plans and decisions. Through this directed, evolutionary process, individual actions over the coming ten years will ultimately fulfill the Master Plan goals.

Goals for the Plan, the Planning Process, and the Department

The underlining goal of any comprehensive Master Plan must be judged in the future by its sustainability. For a Parks and Recreation Master Plan, sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. Or, in the words of Thomas Jefferson, “the earth belongs to each generation during its course fully, and in its own right, no generation can contract debts greater than maybe paid during the course of its own existence.”

The idea of sustainability encourages and compels planners working with the community to respect one another's views as we plan a City's park and recreation needs together. In facing the challenges ahead, citizens and community leaders must shed their differences, accentuate the positive, and work together to sustain and uplift each other to achieve the goals outlined in the Master Plan.

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This entire planning process may be viewed as a goal setting, consensus-building exercise with the intent being to develop recommendations and strategies for future actions along with the associated tactics that reflect the current and future needs of the community.

Parks and Recreation identified the following desired outcomes of the planning process.

- Provide a variety of meaningful community involvement opportunities during the development of the Comprehensive Parks and Recreation Master Plan to reach as many citizens as possible.
- Plan to serve an expanding and changing population.
- Ensure coordination with other City and regional planning efforts.
- Plan for sufficient facilities maintenance.
- Consider current community needs and interests rather than traditional services.
- Define the Department's vision, mission and basic service delivery philosophies.
- Set priorities for operation and capital improvement action plans.
- Identify mechanisms for funding.
- Outline critical service delivery policies.
- Address the recreational needs of residents.
- Create partnerships to increase funding, expand facility use and improve recreational opportunities.

From the initial goals and objectives established, community values were incorporated into a visioning process to establish a clear vision of what the citizens of Tempe felt the Community Services Department, Parks and Recreation Division needs to address. The visioning process incorporated the following aspects of the Divisional environment.

- History of the City's relationship to parks, open space, greenways, and recreation services and facilities.
- Values that the City of Tempe Community Services Department, Parks and Recreation Division want to integrate into the park and recreation system.
- Park Trends in design that may or may not be applicable, but will be discussed with the key stakeholders and community leaders as opportunities to consider.
- Partnerships the Division can embrace with schools, local not-for-profit organizations and agencies, businesses, and neighborhood groups that can be developed to keep the parks safe, beautiful, and a fun place to be that can create memorable experiences for users of the parks.
- Type of amenities that could be developed in the parks and what each amenity brings in terms of users, length of stay, maintenance costs, compatible uses, and attractiveness.
- Programming the parks for utilization through structural programs, self-directed activities, environmental awareness, passive and active uses. Capitalizing upon the strengths of the community's wants and desires, programming will incorporate trends that meet those needs.

Principles that Guided the Planning Process

The heart of the Master Plan is a set of guiding principles, which form the foundation of the Plan. These included **Compassion, Community Involvement, Equity, Integrity, Efficiency, Creativity, and Forward Thinking**. Such principles are necessary as touchstones against which the Community can measure any plan. They also serve to remind the community of common interests as the community continues to change and increasingly becomes more diverse.

Strengths of the Existing System

The City of Tempe is guided by a vision to build a quality community environment that is measured by efficient systems, durable infrastructure and attractive visual appeal. Special mention is made in the General Plan 2020 to conserve the natural environment and provide “safe, usable open areas and recreation facilities that meet the needs of all Tempe residents and fit well into neighborhoods”. This master plan is developed with these goals in mind, and takes advantage of the existing strengths of the open space system. Strong community elements that provide a solid foundation for this master plan include:

1. A clear vision from City leaders that supports the creation and maintenance of a high quality park system.
2. Over eleven acres of parkland per 1,000 Tempe residents is above the national average.
3. Regional parks, when combined with other City parks, within Tempe-Papago, Rio Salado and Kiwanis- and within a 3-mile radius of Tempe-Phoenix Papago and South Mountain Park- provide residents with an opportunity to have access to a full range of recreational experiences.
4. Parkland development along the Tempe Town Lake will create diverse recreational opportunities within attractive and memorable recreational spaces.
5. Large community centers located within vibrant neighborhoods anchor a system of facilities with positive redevelopment potential.
6. A citizen endorsed approach to providing alternative means of transportation including the development of a Bike Advisory Committee and Bicycle Facilities Master Plan.
7. Accessibility to current and future modes of transportation that are less reliant on automobiles.
8. Vocal neighborhood representation with a vision of maintaining high quality neighborhood appearances, connectivity to City and regional systems and economic viability.

City of Tempe Master Plan

Introduction

The Division identified nine desired focal points to be included in the analysis work provided by the consulting team.

1. Define the Division's mission and basic service delivery philosophies.
2. Set priorities for operation and capital improvement action plans.
3. Identify mechanisms for funding.
4. Outline critical service delivery policies.
5. Position the Division for national accreditation and for state funding.
6. Maximize the four benefits of recreation – positive environmental, economic, social, and individual impact.
7. Set priorities for parkland use and acquisition needs.
8. Set priorities and strategies for recreation services.
9. The Plan will be sustainable and provide clear direction.

The Master Plan was organized into six categories:

1. Executive Summary
2. Introduction
3. Standards and Levels of Service
4. Findings Analysis & Conclusions
5. Recommended Action Strategies
6. Implementation Plan

The Division created an updated mission statement that followed the planning process and goal setting session. The Mission Statement adopted reads:

“Tempe Parks and Recreation will create and connect the Tempe community through people, parks and program services.”

Planning Process

To help focus efforts and energy, a framework for the planning effort was adopted early in the process. This three-step planning process includes the following major elements.

1. Phase I – Findings
2. Phase II – Recommendations
3. Phase III – Implementation

Findings and Observation Phase

The first step in the master planning process was the findings phase. The focus of all efforts in this phase was to gather data. The data consists of opinions, facts, and impressions of the entire parks and recreation system and all aspects of its operation.

At this stage, there was no assessment of how well or poorly the system was working. There were no judgments on how to fix problems or on how to improve the system, merely an attempt to gather as much information as possible concerning the status quo of the existing system.

One important function of the Findings and Observation Phase is that it provides a common baseline for understanding how the parks and recreation system and organization works. The later analysis of this unbiased collection of data identifies strengths and weaknesses in the system; it measures the effectiveness of service delivery; it gauges the attitudes of citizens and key leaders. The intent was to hear from people. In order to hear from them, multiple mechanisms and strategies were developed to encourage them to share their opinions. The following are some of the steps included in the Findings Phase.

- The public was asked to provide input through a mail survey, eleven focus groups, and five public hearings.
- An analysis of the existing local park and recreation markets and comparable parks and recreation markets across the nation was conducted. This market analysis included economic and demographic analysis of Tempe, as well as a benchmark analysis of existing parks and recreation agencies across the nation as comparison.
- Stakeholder interviews were conducted with key department staff, agency heads, elected officials, community leaders, the Parks and Recreation Board and special interest groups including youth leadership in the City.
- Independent program and facility audits and evaluations identified inefficiencies, opportunities for improvement, current conditions and other characteristics were completed.
- Equity maps were created to track and identify gaps in service radius areas for parks and recreation services.

Visioning and Recommendation Phase

The second major phase in the planning process was the Visioning and Recommendation Phase, in which all of the findings from the Findings and Observation Phase were summarized and analyzed. In the Recommendations Phase, various vision action strategies and tactics were offered as possible solutions to address the shortcomings and weaknesses of the organization and system. In addition, strengths and efficiencies of the Department were identified and used as a foundation for further improvement and examples of excellence. One of the first products of the Recommendations Phase was the development of the Vision Statement, which served as a catalyst and a guidepost for recommendations and will serve to follow through on implementation.

Implementation Phase

Once the vision was created and recommendations were approved, the final phase of the planning process was the Implementation Phase. Recommendations, strategies, and tactics were summarized and prioritized. The energies and efforts of the Division will be focused on the highest priority of these. Strong links between results from the Findings and Observation Phase and Recommendations Phase should result in wide acceptance of the strategies and tactics as well as the vision, which leads to a shared vision and to progress toward meeting common goals.

Organization of the Report

Following this introduction, the report is organized as follows:

- Section III: **Standards and Level of Service:**
Provides a discussion of service delivery standards and provides recommendations for service delivery goals for Tempe.
- Section IV: **Findings Analysis and Conclusions:**
Analysis of the findings and leads to the formulation of the recommendations.
- Section V: **Recommended Action Strategies:**
Describes 16 strategies developed by the Division and consulting team to address the challenges and opportunities presented by the findings.
- Section VI: **Implementation Plan:**
Provides a list of specific recommendations for each strategy, a timeline of actions to be taken by the Division, and a capital improvement priority list.

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Appendix: **Summaries of Major Components of the Findings Phase:**
Includes the citizen survey, public meetings interviews with focus groups, demographic analysis, analysis of model “benchmark” agencies, programs and facilities audits, and an assessment of the Division organization to implement the Action Strategies. Detailed results of various findings components are found in subsequent appendices.

City of Tempe Master Plan

Standards and Level of Service

Introduction

This section presents information about existing levels of parks and recreation service in Tempe and proposes new standards for levels of service to be achieved by 2010 based on population projections and service gaps. Solutions for achieving these levels of service will include partnerships with existing providers and creating new partners through joint development of capital projects. Partnerships can be with private and public organizations. In addition, this section presents models for new parks and facilities and strategies for acquiring land.

Level of Service

A community-wide analysis survey of all public, not-for-private, and private recreation facilities was completed as part of the plan. Many recreation service providers are capable of partnering with the City on recreation facilities where needed, both on a capital level and on a management level. The City has demonstrated its willingness to partner with the Boys and Girls Club on the new, multi-recreational center under construction. The key to effective partnering is having a common vision and values set in place.

Several strategies may be used to assess the need for new facilities and programs. One method is to compare the supply of facilities and programs against demand. If demand outstrips supply, there is a shortage of facilities or programs. If demand is less than supply, there is excess capacity and no immediate need for additional recreation facilities or programs.

One of the techniques that has proven effective and that is easy to understand is to develop standards. The community first agrees on the number of facilities or resources (such as acreage) that is desirable. The standard is generally based on population and density. An example would be a population of 5,000 per ball field. Communities around the United States have developed recreation (and other levels of service) standards against population levels per type of recreational facility.

The National Recreation and Park Association (NRPA) encourages communities to develop standards that reflect the values and needs of the Community against the population levels to be served by the community.

Service area analysis may also be developed for ease of access to parks and recreation facilities and programs. Where standards are normally presented in tabular format, a service area analysis is developed from population estimates or projections against a service radius of a half a mile to a mile. This method evaluates equity access, that is, how far users are from a given park, recreation facility or program service. If a

City of Tempe Master Plan Standards and Level of Service

Community decides for example that all citizens should have a community pool located within two miles of their residence, the map can easily show which areas of the City do not have that level of access. The following chart indicates the total resources in the community:

Recreation Facility Standards

Facility	City Facilities	Public Facilities	Private Facilities	Total Facilities	Recommended Standard (in population)	Facilities Required per standard	Additional facilities needed by 2004 (Population Estimate=167,000)
Softball Fields	22	17	1	40	1 / 5,000	33	0
Baseball Fields	3	14	0	17	1 / 5,800	29	12
Soccer Fields/ Football Fields	41	19	2	62	1 / 2,000 1 / 10,000	101	39
Running Tracks	0	6	0	6	1 / 10,000	17	11
Basketball Courts	44.5	46	9	99.5	1 / 1,250	134	34.5
Tennis Courts	51	28	18	97	1 / 4,000	42	0
Playgrounds	42	27	15	84	1 / 2,500	67	0
Shelters/ Ramadas	25	0	1	26	1 / 10,000	17	0
Swimming Facilities	4	2	5	11	1 / 15,000	11	0
Community Centers	3	0	3	6	1 / 30,000	6	0

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Standards and Level of Service

Community Centers Summary

The size and range of services delivered by these types of recreation facilities vary widely. The maps show gaps in service areas in northeast and southeast Tempe. With the population increasing in these areas, the northern area of Tempe is in greatest need for a community or recreation center.

Generally, a recreation center can service a 3-mile radius. Smaller facilities cannot support the population base that a larger center can. Facilities that consist of only a gym cannot be expected to delivery services to a population base much larger than 5,000 to 10,000 residents. Typically a recreation center will serve 1 square foot per population served. (ex: A 10,000 square feet center would serve 10,000 people)

In addition, many groups and individuals have expressed a need for more diverse space than a community center could provide. Seniors, teens, and those with disabilities have all expressed the need for more recreational space that is designated for their use.

Tempe's Existing Level of Service for Community Centers: 4

Benchmark: 1 center per 30,000 population served (6 recommended)

Difference: 2 additional facilities are needed

Capital Cost Estimate: \$6 - \$7 million per facility based on \$200 per square foot x 30,000 square feet per facility as a minimum plus associated overhead costs.

Swimming Facilities Summary

The need for renovation and repairs of existing pools has been mentioned in other sections of the Master Plan report, especially considering the gaps that exist in the north and south portions of the City. There are existing pool facilities in Chandler and Scottsdale that are available to these under-served areas. A cooperative agreement with these cities could result in meeting their needs and not requiring more new facility development by the City of Tempe.

New facilities that may be built should be designed to accommodate larger numbers of users than the existing pools. Two types of aquatic facilities can be designed: Community Pools and Signature Aquatic Centers. Community pools are defined as flat-water competitive pools with supporting play features and a water surface of approximately 10,000 sq. ft. Signature Aquatic Centers focus on interactive play features and contain approximately 20,000 sq. ft. of water surface, and provides zero depth entry with deep and shallow water along with moving water.

There is an opportunity with this Master Plan to develop signature facilities that can create a unique experience for users while a generating positive economic impact to the surrounding communities through developing new jobs and potential cottage businesses.

City of Tempe Master Plan

Standards and Level of Service

There are potential gaps in both the northern and southern portions of the city. If existing pools are renovated, they should be expanded, if possible, to accommodate more users to serve a larger geographical area.

Tempe's Existing Level of Service for Swimming Facilities: 4

Benchmark: 1 community pool per 25,000; (1 swimming center per 40,000 recommended)

Difference:

Capital Cost Estimate: \$5 million per new aquatic facility; \$2 million each for rehabilitating existing facilities

Athletic Fields Summary

Soccer, baseball, softball, football

Interest in soccer is growing nationally and the demands for fields are becoming increasingly competitive. The supply of the current fields is beyond the carrying capacity of what is available in Tempe. Tempe is also using their existing fields for more than one sport. Based on national service level standards, there is a need for more baseball, football and soccer fields in Tempe.

Tempe's Existing Level of Service for Fields: 66 fields for a population of 157,000

Benchmark: 1 field per 5,000 population (softball), 1 field per 5,800 population (baseball), 1 field per 2,000 population (soccer), 1 field per 10,000 population (football)

Difference: 0 softball, -12 baseball, and -39 football/soccer combination

Capital Cost Estimate: \$250,000 per field (could be less depending upon how many fields are in one location.)

Basketball Courts Summary

Tempe does not meet the standard for basketball courts. Increasing the number of basketball courts as well as many of the other recreational opportunities for drop-in games is known to have positive affects within neighborhoods. There have been suggested links between having such opportunities available and reducing youth crime and other at-risk behaviors. Considering a strong desire on the part of the public to provide facilities for teens; basketball courts could be one of those sources that is really needed.

There are opportunities for developing more signature recreation facilities for the community. Indoor and outdoor-supervised basketball complexes, perhaps combined with a community center or teen facilities, would not be land intensive and should be considered at existing as well as new parks.

Tempe's Existing Level of Service for Basketball Courts: 44.5

Benchmark: 1 court per 1,250 population (134 recommended)

Difference: -34.5

City of Tempe Master Plan Standards and Level of Service

Capital Cost Estimate: \$1.5 million per indoor facility/ \$40,000 per outdoor facility

Playground Facilities Summary

Tempe has some very old and dated playground equipment in some parks. These playgrounds offer little creativity and most are not handicapped accessible. Equipment is limited to basic play structures, slides, swings, and spring toys. The themes are simple in design. Most playgrounds have sand-play surfaces.

Playgrounds serve a multitude of demographic groups, children under 10, teens, adults, seniors and families. They require more preventative type maintenance and can last anywhere from ten to fifteen years. Playgrounds can be built not only for children under the age of ten, but recent experiments with teenaged playgrounds have been citing success. This type of teen playground could be included in the planning of other teen activities. Playgrounds can also be developed for the entire family including seniors that can provide a truly family experience with the grandparents.

Tempe's Existing Level of Service for Playgrounds: 42

Benchmark: 1 playground per 2,500 population (62 recommended)

Difference: 0

Capital Cost Estimate: \$55,000 (bigger neighborhood playgrounds) to \$150,000 (regional playgrounds)

City of Tempe Master Plan

Standards and Level of Service

Recommended Recreation Services

User Groups	Benefits	Priority Programs and Services	Partnerships
Senior Adults	<ul style="list-style-type: none"> ▪ Reduced alienation and loneliness ▪ Provides opportunities for community involvement and social interaction. ▪ Improves emotional and physical health. 	Intergenerational programs Health/fitness Environmental education Dance Tours/trips Games Classes Clubs Trail and open space use Swimming Art/cultural events Volunteers services Community gardening	Senior Centers Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions Childcare Providers School Districts Civic/Service Organizations Co. Parks and Recreation
Adults	<ul style="list-style-type: none"> ▪ Improves emotional and physical health. ▪ Provides opportunities for community involvement and social interaction. ▪ Provides leadership opportunities. 	Environmental education Classes Community Services Arts/Cultural events Volunteers Services Health and fitness Dance Sports/sports tournaments Trail and open space use Swimming Running/jogging/walking	Adults Sports Groups Colleges Senior Centers Assisted Living Center Businesses Health Providers Churches Private Providers Athletic Clubs/Organizations Other Governmental Jurisdictions
Teens (12 – 18 years)	<ul style="list-style-type: none"> ▪ Provides positive lifestyle choices and alternatives to self-destructive behavior. ▪ Provides source of self-esteem and positive self-image. ▪ Provides leadership opportunities. ▪ Improve social skills 	Environmental education Employment training Trips Arts/Cultural events Volunteer Services Health and fitness Dance Sports/sports tournaments Trail and open space use Swimming Rollerblading Before/after school programs Unstructured/drop in programs	School Districts County Parks and Recreation YMCA Youth Sports Providers Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions

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User Groups	Benefits	Priority Programs and Services	Partnerships
School age (5 – 12 years)	<ul style="list-style-type: none"> ▪ Enhances child development. ▪ Builds productive and contributing citizens. ▪ Fosters environmental and community stewardship. ▪ Improves social skills ▪ Provides source of self-esteem and positive self-image. 	Crafts Trips Arts/Cultural events Environmental education Safety Classes Holiday activities Sports/sports tournaments Trail and open space use Swimming Rollerblading Before/after school programs Summer fun programs	Schools districts YMCA Youth Sports Providers Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions
Pre-school (2 – 5 years)	<ul style="list-style-type: none"> ▪ Fosters environmental and community stewardship. ▪ Builds community pride. ▪ Builds productive and contributing citizens. 	Music Reading/story time Varied schedules Environmental education Water safety Tours Intergenerational programs Sports/sports tournaments Trail and open space use Swimming	Schools districts YMCA Youth Sports Providers Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions
Families	<ul style="list-style-type: none"> ▪ Builds strong families, the foundation of a stronger society. ▪ Provides positive lifestyle choices and reduces anti-social behavior. ▪ Reduces alienation and loneliness. 	Environmental education Arts/cultural events Holiday activities Trips/tours Trail and open space use Swimming Community gatherings	Schools districts YMCA Chamber of Commerce Downtown Development Associations Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions

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User Groups	Benefits	Priority Programs and Services	Partnerships
People with disabilities	<ul style="list-style-type: none"> ▪ Promotes emotional and physical health and rehabilitation. ▪ Provides opportunities for social interaction. ▪ Provides opportunities to gain life satisfaction through independence. ▪ Provides source of self-esteem and positive self-image. 	Adaptive programs Inclusive programs Specialized programs Environmental education Sports/sports tournaments Trail and open space use Swimming	School district Special Olympics Guide Dogs for the Blind Easter Seals School for the Deaf Assisted Living Centers Employment Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions
Diverse Cultural Groups	<ul style="list-style-type: none"> ▪ Promotes ethnic and cultural harmony. ▪ Builds strong communities. ▪ Build strong families, the foundation of a stronger society. 	Inclusionary programs Special Events Holiday Events Sports/sports tournaments Trail and open space use Swimming	Assisted Living Centers Businesses Health Providers Churches Private Providers Other Governmental Jurisdictions

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Standards and Level of Service

Demographics

A brief discussion of the demographics of Tempe is in order before we turn to models and standards, because the demographics of Tempe have an effect on recreation demand. Tempe continues to grow but at a slower rate due to lack of developable land. The population is projected to grow to 166,739 by 2004. This is an increase of 4.5% over 1999 population estimates of 159,496.

Findings

- The City of Tempe 1990 population was at 141,865 and estimated at 159,496 in 1999 and projected to increase to 166,739 by the year 2004. This is an increase of approximately 4.5% from 1999 to 2004 in population, which is estimated to be 7,243 persons over the next 5-year period.
- From 1999 to 2004, thirteen of the census tracts are projected to increase in the 1 - 5% range; four are projected to increase in the 6-10% range, three are projected to increase in the 11-20% range and one is projected to be 37%. Seven census tracts are projected to decline.
- The highest concentration of population is located in the upper middle planning district on the east side (University Dr. to Broadway Rd. and Rural Rd. to Price Rd.). One Census tract, 3186 (McKellips Rd. to Loop 202 and West of College Ave. to Priest Dr.), indicates an almost non-existent population of 2 with no expectation of growth.
- The contiguous Census tracts of 3187 (Loop 202 to University Dr. and Kyrene Rd. to Scottsdale Rd.), 3190 (University Dr. to Broadway Rd. and Kyrene Rd. to Rural Rd.), and 3191 (University Dr. to Broadway Rd. and Rural Rd. to McClintock Dr.) indicate a high concentration of 18 - 24 year olds. By the year 2004, it is anticipated these three areas will represent approximately 37% of this population age segment.
- Tracts 3186 (McKellips Rd. to Loop 202 and West of College Ave. to Priest Dr.), 3187 (Loop 202 to University Dr. and Kyrene Rd. to Scottsdale Rd.), 3188 (Loop 202 to University Dr. and Priest Dr. to Kyrene Rd.) and 3191 (University Dr. to Broadway Rd. and Rural Rd. to McClintock Dr.) account for the lowest median household incomes and are located in the northwest corner of Tempe.
- The significant growth areas are located in the northern half of the City (North of Broadway Road).

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- The increases in the population are occurring in the age groups of 45 - 64 with the age group of 15-17 showing the highest increase among the under 18 age groups. The aging of the baby boomers, who account for the highest amount of the population, impact the growth in the older age groups. It is projected by the year 2010, women between the ages of 40 and 64 will be the largest age demographic group.
- The age group of 30-39 will represent the largest segment of the population at 16.5% by 2004.
- The median age of the area is increasing from 31.6 (1999 Estimate) to 33.3 (2004 projection). This indicates a relatively younger composition to the area.
- The median household income is increasing in Tempe. By 2004, the age group of 45 - 54 is the group with the highest median household income followed by the 35 - 44.

<i>Rank</i>	<i>1989 Census</i>	<i>1999 Estimate</i>	<i>2004 Projected</i>
<i>Highest</i>	\$35 - 49,999	\$50 - 74,999	\$50 - 74,999
<i>Second</i>	\$15 - 24,999	\$35 - 49,999	\$35 - 49,999
<i>Third</i>	\$50 - 74,999	\$15 - 24,999	\$15 - 24,999

- The Tempe population is comprised mostly of whites from 74% in 1999 to 70.3% by 2004. This is followed by Hispanics at 14.9% in 1999 with an increase to 17.3% by the year 2004; and Asians are ranked third at 5.5% in 1999 with an increase to 6.2% by the year 2004. The rest of the community is made up other races, which will slightly increase by the year 2004.
- The southern or lower sections of the planning districts are not as diverse in their racial makeup as the northern or upper sections of the planning districts.
- The size of households is slightly decreasing. Tempe has household sizes decreasing from 2.47 in 1990, to 2.39 in 1999 and projected to continue to decrease to 2.37 by the year 2004. This is a partly due to the national trend of family sizes decreasing.
- The number of households is increasing. Tempe is projected to have the number of households increase from 1999 estimate of 64,486 to 68,060 by the year 2004. This is an increase of about 5.5%.

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Standards and Level of Service

Models

This section on models discusses future facilities that may be appropriate for Tempe. Models are typical facility types that are currently being built in other communities in the region and nation. Wherever possible, partnership and collocation with schools are desirable to take advantage of economies of scale concerning land acquisition, parking, and other features.

Multi-generational Recreation Centers Model (service radius – 3 miles)

The size of the facility is not as important as the service radius and the population contained within. The standard of size typically equates to one square foot per person targeted to be served by the center.

Recreation centers today are designed to serve all demographic groups in one setting. These include preschool, grade school, middle school, high school, single adults, young families, extended families, and seniors. Designated spaces for seniors and teens are usual components of these facilities. These facilities range from 50,000 sq. ft. up to 100,000 sq. ft. Since they serve large population areas versus neighborhood specific areas, they can generate substantial income to offset operational costs.

They can also contain the following amenities:

- Gyms
- Indoor walking track
- Game rooms
- Tutorial spaces
- Meeting rooms
- Indoor or outdoor aquatic spaces
- Cardiovascular and free weight fitness rooms
- Aerobic/dance rooms
- Art or performing art spaces
- Kid fit and preschool areas
- Climbing walls
- Locker rooms
- Sauna and steam areas
- Adequate storage space
- Offices
- Community gathering spaces
- Concession or restaurant spaces

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Family Aquatic Centers (service radius – 5 miles)

Warm water pools typically are designed to serve an outdoor and/or indoor aquatic experience. Bather capacity levels are a minimum of 450 indoor and 1,200 outdoor. These facilities can generate income to help offset operational costs. They usually include a minimum of three separate pools, with the following amenities:

- Zero depth entry
- In-water playgrounds
- Water slides
- Lear to swim areas
- Lazy rivers
- Resistant water areas
- Therapeutic pools
- Lap swim areas
- Water polo and basketball areas
- Deep water
- Picnic and birthday party areas
- Concessions
- Restrooms
- Zoned by targeted groups

Special Use Parks and Facilities

Special Park facilities are created to serve targeted groups or special interest groups in a certain type of recreation category. These facilities are typically citywide or neighborhood focused. Examples include dog parks, community gardens, golf courses, downtown event parks, disabled parks, walking parks, zoos, or botanical gardens. These special use parks and facilities can be very costly if not designed and managed correctly. They typically have a wide-demographic appeal and need to operate under a different type of criteria than a neighborhood or community park. The city has incorporated many of these special use parks and the community has appreciated them.

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Ball field Complexes (service radius – 10 miles)

Today, ball field complexes are designed for baseball, softball, football, and soccer in 4, 5, 6, 8, 10, 12 and 16 field complexes. These facilities are high economic revenue producers because of the special tournaments they can attract. In return, hotel rooms are sold, and food and entertainment establishments benefit.

Softball complexes for adults and girls are usually designed in 4, 5, 6, 8 or 10 field complexes. These type of sports complexes include amenities such as lights, concessions, batting cages, picnic areas, irrigated fields, scoreboards, quality sound systems, covered dugouts, good quality turf and covered play areas for children.

Baseball and football complexes are typically targeted to boys ages 6 – 18 and include the same amenities and design as softball complexes.

Soccer complexes are typically designed in 4, 6, 8, 10, 12 and 16 field complexes that can serve all levels of players. The complexes include lights, concessions, warm-up areas, irrigation, picnic areas, playgrounds, parking, restrooms, and fields that can easily be changed to reduce wear. The complexes range in size from 15 to 40 acres.

Mini-Parks (1 – 2 acres)

Mini-parks are small pocket parks that provide open play space in urban downtown centers and in high-density neighborhoods. These mini-parks are typically one or two dimensional in design and include a single play feature or an attraction like a fountain. These mini-parks are typically designed as in-fill areas and provide a breakup of pavement and houses. These mini-parks generally serve a population serving a quarter of a mile around the park.

Neighborhood Parks (2 – 10 acres)

Neighborhood parks range from 5 to 10 acres and include a picnic area, playground, outdoor courts for basketball or tennis, inline paths or walking paths, no restrooms and limited parking, low level lighting, and practice areas for baseball, softball, or soccer. Neighborhood parks generally serve a population residing in a half-mile radius around the park.

Community Parks (10 – 50 acres)

Community parks are generally 10 – 50 acres and contain active and passive spaces. Active and passive spaces could include lighted game field complexes, indoor and outdoor recreation centers and pools, walking paths, picnic areas, playgrounds, tennis courts,

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special event areas, ponds, entertainment areas, concessions, restrooms, natural areas, a nature center, gardens, and fountains. A special attraction like an off leash activity area, spray fountains, skateboard park or horticulture center could also be added. Community parks generally serve the population residing in a one to three-mile radius around the park.

Regional Parks (50+ acres)

Regional parks are major destination parks to most urban centers. They provide a high balance of active and passive spaces and can incorporate special event activities. Regional parks serve a population radius base of 3 miles and more.

Desert Nature Parks

The City should play an important role in the protection of desert resources. Lands with significant natural features, such as critical wildlife or plant habitat, rock outcroppings, and other features are fragile and should be protected by the City. Often such lands are appropriate for use as undeveloped open space. Desert parks are important features of any park system and should be developed by the City as a way of protecting important natural resources.

Benchmark

Standards are recommended for acreage of parkland and resources. These proposed standards are based on a number of sources, including historical provisions of services provided by Tempe, public preferences determined by a number of sources including survey research, NRPA guidelines, and recreation facilities in other benchmarked communities.

The benchmark agencies included in the Master Plan include Boulder, Colorado; Henderson, Nevada; and Mesa, Arizona.

Overall, the findings indicate that the cities responding to the benchmark survey meet the National Park and Recreation Association recommended standards for 1-2 acres/1000 population for neighborhood parks but are below the standard for 5-8 acres/1000 population for community parks.

The City of Tempe Community Services Department, Parks and Recreation Division provides 1.9 acres/1000 population for neighborhood parks, which is consistent with the NRPA recommended standard of 1 – 2 acres/1000 population. The Department has 3.3-acres/1000 population for community parks, which is below the NRPA recommended standard of 5 – 8 acres/1000 population for community parks. The City of Tempe meets

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national standard for providing regional parks of 11 acres per 1000 population. With the addition of the Rio Salado Park, the total for all parks in the City of Tempe is 1,870 acres.

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Findings Analysis and Conclusions

In this section, we are reviewing the data from national trends affecting parks and recreation as well as the local trends that are affecting specifically Tempe Parks and Recreation. These findings are segmented into two categories: National and local trends. Each area of data collection, its analysis, conclusions and strategic actions are included in this section.

National Trends

Land Values and Smart Growth

Nationally, smart growth has become the key planning tool for many communities who are now facing the reality of build out. Citizens are recognizing that urban sprawl, once considered an indicator of economic growth, is now becoming an indicator for overuse, depletion of natural resources and the end of available land for preservation.

Fortunately, new development does not have to be synonymous with over-development and urban sprawl. Growth can be managed concurrently with protecting the environment and ensuring quality recreation spaces for the various neighborhoods within the cities and counties. Smarter, denser growth is an economical way for communities to grow.

Smart growth is good for property owners. It has been examined and documented that before and after implementation of buffer zones, protection of sensitive areas, preservation of critical areas, the values of developed land and vacant land within a protected area have actually increased. Several studies have shown that parks and greenways increase the value of homes adjacent to them. Pennypack Park in Philadelphia is credited with a 33% increase in the value of nearby property. A net increase of more than \$3.3 million in real estate value is attributed to the park. A greenway in Boulder, CO was found to have increased aggregate property values by \$5.4 million, resulting in \$500,000 of additional tax revenue per year. Resource Analytics' 1994 report stated that homes adjacent to the Pea Island Wildlife Refuge in North Carolina command a 20% higher value than similar homes distant from the refuge. An EPA study in 1995 concluded that homeowners are willing to pay on average \$10,000 more to live next to well designed storm water ponds and wetlands.

Preservation of trees on development sites leads to direct savings for the property owners. Studies have shown that homes and businesses that retain trees save 20-25% in their energy bills for heating and cooling compared to site where trees are cleared. A national survey indicated that retention of trees on building sites enhance property values by 15% and helps units sell faster (Weyerhaeuser, 1989). Real estate agents told Bank America Mortgage that a home with trees is 20% more salable than without trees (Chesapeake Bay Foundation, 1996).

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A cleaner and healthier environment translates into a healthy business environment. A study published by the American Chemical Society (1996) illustrated that states with lower pollution levels and a better environment “generally have more jobs, better socioeconomic conditions and are more attractive to new businesses”.

By reducing the adverse environmental impacts, a community can prevent the need for costly measures to restore degraded systems. For example, the cost of restoring degraded water quality and habitats can be estimated anywhere from \$400-\$1,600 per acre and take up to two decades without the assurance of success.

As land development becomes more scattered and arbitrary, the necessity to protect open space is inherently imperative. Fortunately the movement to preserve land has grown over the last few years. State and local governments are now being pushed by citizens to acquire key land parcels before they are purchased by other entities intent on developing the land. This is usually done through zoning changes or instituting urban growth boundaries. The other actions are assumed by active land trusts that seek to purchase the land through conservation easements or outright dealings with the private landowner.

The net effect is the same, preservation of open spaces and key pieces of land. These open spaces provide aesthetic relief, recreational opportunities, new tourism, stronger agricultural base and a healthier ecosystem.

These studies and more point to the advantageous economics of open space, preservation of natural habitats and park development planning. Generally, land will not get less expensive than it is today; so securing open space and parkland now is a good investment for future growth of the community and ensuring a better quality of life for the citizens.

Management Tools

A few tools that communities are using to direct open space and park development and reduce other negative impacts are as follows.

- **Clustering** allows the same number of lots on a given parcel of land, but requires that they be clustered on one portion of the parcel. Sensitive areas, buffers and open spaces are situated on the remaining land.
- **Conservation easements** are created when landowners donate the development rights to their land to organizations such as the Tempe Community Services Department, Parks and Recreation Division Foundation. Landowners receive income-, property- and estate tax relief. Land trusts may also purchase development rights.
- **Land trusts** provide an alternative way to preserve open spaces, relying less on advocacy and public policy than on private land acquisitions. They hold conservation

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easements that permanently restrict harmful uses while leaving the land in private ownership.

Arizona

Arizona, like many states, has also adopted the Smart Growth planning philosophy as well as many subsequent legislative bills to ensure the preservation of land.

Arizona has been growing at a phenomenal rate and it continues to grow three times faster than the nation as a whole. In May 1998, the Arizona legislature enacted a new law establishing the Growing Smarter Commission charged with studying growth related issues and reporting findings and recommendations to the governor and other political leaders. Also in 1998, the Arizona legislature enacted a statute providing authorization to municipalities to establish procedures for transfer of development rights (SB 1238, Ch. 145 of the AZ Law of 1997).

The Arizona Preserve Initiative (API) was passed by the Arizona State Legislature as HB 2555 and signed by the Governor in 1996. It is designed to encourage the preservation of select parcels of state Trust Land in and around urban areas for open space to benefit future generations. The law guides the process by which Trust Land can be leased for up to 50 years or sold for conservation purposes.

Once areas are secured for conservation, it may be necessary to return it to its ecological balance and biodiversity. Arizona is fortunate to have an exemplary organization, Wildlands Project in Tucson. They work with groups throughout the United States to reestablish the food webs and nutrient cycles of land and add species that have been decimated when necessary. This critical process should follow the acquisition of conservation parcels.

Economic Impact

Expenditures by Residents

Leisure is often considered to be discretionary or free time, away from work and other responsibilities, where people choose their own activities. These activities can range from indoor fitness to watching a son or daughter play soccer. Outdoor recreation is a major component of leisure and is usually reported in leisure spending figures. These expenditures can account for a substantial part of a household's discretionary income. People spend more on leisure and recreation than the US Government spends on the national defense or housing construction.

- In 1990, 8.8 million people jogged at least twice a week throughout the year, an increase from 8.1 million in 1987. Nearly \$12 million was spent on athletic footwear in 1990. (U.S. News and World Report, April, 1, 1991)

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- One study estimated that \$620 million is spent annually by California residents for urban recreation activities such as playing sports, visiting parks, jogging, and bicycle riding. This generates an estimated \$400 million in personal income and 22,800 jobs (Loomis, 1989).
- The typical birdwatcher spends \$13 per day with almost half spent on food and beverages, one-fourth on gas and oil and most of the remainder on lodgings. Spending by birdwatchers contributed a total of \$27 million in wages and business income to California's economy. A total of nearly 2,000 jobs are supported by birdwatchers in California.
- As reported by the U.S. Fish and Wildlife Service, 30% of the total national wildlife-related recreation expenditures (\$18.1 billion in 1991) were related to wildlife viewing and photography. U.S. Fish and Wildlife Service, 1993.
- Trail users generated a total economic impact of \$1.2 million in a study of the Impact of Rail-Trails. Mostly people living nearby used these trails frequently. Users spent an average of \$9.21, \$11.02 and \$3.97 per person per day as a result of their trail visits.
- Cyclists spent an average of \$25.86 per visit/day.

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Findings Analysis and Conclusions

The following gives ranges of purchases that will be made by participants in various activities when these recreational activities are included in Tempe.

<i>Activity</i>	<i>Low End Cost</i>	<i>Mid-Range Cost</i>
Bicycling		
▪ Bicycle	\$100	\$300
▪ Helmet	\$20	\$50
▪ Lock, Rack, Car Rack	\$100	\$250
Skating		
▪ Inline skates	\$60	\$150
▪ Pads (wrist, knee, elbow)	\$25	\$75
▪ Helmet	\$20	\$50
Jogging		
▪ Shoes	\$25	\$175
▪ Clothing	\$50	\$300
▪ Timers, water bottles, portable radios/CD players	\$75	\$150
Birdwatching		
▪ Binoculars	\$50	\$350
▪ Spotting scopes	\$100	\$400
▪ Field guides	\$10	\$50
▪ Camera, lenses, film	\$20	\$1000

Expenditures by Tourists

Outdoor recreation, natural, historical and cultural resources are increasingly important attractions for travelers. Ecotourism is an environmentally responsible form of travel in which the focus is to experience the natural areas and culture of a region while promoting conservation and economically contributing to local communities (Adventure Travel Society, 1994). Ecotourism is one of the fastest growing areas of the travel industry. According to the Travel industry World Yearbook, in 1992, ecotourism comprised 10-20% of all travel.

- Ramsey Canyon Reserve and the San Pedro National Conservation Area (RNCA) in southern Arizona attract a significant number of visitors from outside the local area. Approximately two thirds of the visitors to these sites are from outside of Arizona and approximately 5% are from outside the United States. These visitors bring economic activity not only to southeastern Arizona, but the state as a whole. The typical non-resident visitor to Ramsey Canyon spends \$55 per day in Sierra Vista, while a non-resident visitors to the San Pedro RNCA spends \$51 per day in Sierra Vista. The total economic impact in the Sierra Vista is associated with nature-based visitors to

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Findings Analysis and Conclusions

Ramsey Canyon and the San Pedro RNCA is estimated at nearly \$3 million per year (Crandall, Leones, and Colby, 1992).

- One of the fastest growing areas of tourism includes cultural and historic community festivals, events and competitions. This will be a boom to community-based tourism. Greenways and trails can provide a link between historic and cultural sites.
- A 1993 study by the Travel Industry of Association of America shows that 35% of 1,500 respondents intended to visit a historic site while on vacation. A second study notes that visitors stay a half-day longer and spend \$62 more at historical site than at other locations. (Wall Street Journal 1993).
- Once trail construction is completed along Sonoita Creek in Patagonia State Park near Nogales, AZ, the trail is projected to bring \$150,000 into the area from increased visitation. The Arizona State Parks Board purchased seven square miles of riparian habitat along the Sonoita Creek from Rio Rico properties who planned to build homes on the site. (University of Arizona Water Resources Center 1994).
- San Antonio Riverwalk is considered the anchor of tourism industry in San Antonio, Texas. Tourism is the second largest economic sector in the City, accounting for \$1.2 billion annually. An auto survey concluded that the Riverwalk is the second largest tourist attraction in Texas. (San Antonio Department of Parks and Recreation).

Parks and recreation management is tracking the economic impact of recreation facilities, special events, sports tournaments, and environmental activities in their communities. Parks and Recreation agencies as well as their local government recognize they stimulate tourism by providing additional activities for visitors thereby prompting them to extend their stay in the area.

Partnerships

Partnerships are the way of the future for parks and recreation agencies across the country. They are generally categorized into these three types.

1. Public/public
2. Public/private
3. Public/not-for-profit

Each partnership type requires a policy approach that is different from the others due to the outcomes and the expectations by each type of partner.

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Public/Public Partnerships

These seek to acquire a 50-50 equity level of resources that both partners provide to the partnership. It is very important that the partners involved share common vision, values, and an understanding that by partnering they are growing their impact for serving the community. Typical public/public partnerships include:

- Parks and Recreation – School Districts
- Parks and Recreation – Libraries
- Parks and Recreation – Colleges and Universities
- Parks and Recreation – County Parks and Recreation
- Parks and Recreation – State Parks
- Parks and Recreation – Other City Departments

Public/Private Partnerships

These focus on the public sector gaining revenue from profits of the private sector partner. These partnerships are based on efficient business operation public attractions or operating services the City does not provide. Public/Private Partnerships require the City to track good output measurements to hold the private partner accountable because they are operating as an agent of the City and must adhere to a level of standards and expectations. Typical City Park and Recreation and Private Partnership include:

- Golf Course Management of all operations including maintenance
- Tennis Center Management
- Catering Services
- Restaurant Services
- Marina Operations
- Hospitality and Conference Management
- Camping and Campground Services
- Concession Management at Sports Complexes

Public/Private Partnerships generally cover three to four years for management contracts and 10, 15 and 20 years for lease management contracts. The private partner invests \$2-\$10 million in a public attraction and requires time to gain a return on their investment.

Public/Not-for-Profit Partnerships

These typically share the cost to provide the facility or program services. The not-for-profit typically has more flexibility to provide a service than the City and it allows both partners to gain revenues or efficiencies in operations from that partnership agreement. Depending on the amount of the not-for profit investment, the partnerships are based on three, five, ten or fifteen-year commitments. Both partners must establish a common vision and values. A good activity based costing system is required to track and

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demonstrate the value both partners are putting into the partnership agreement. Examples of public/not-for-profit partnerships on a City basis include:

- City Parks and Recreation – Youth or Adult Sports Associations
- Developing sports complexes jointly. Managing of the respective sport is done by the not-for-profit organization.
- City Parks and Recreation – Hospital
- Providing health and wellness services inside a multi-dimensional recreation center.
- City Parks and Recreation – Environmental Associations
- Partnering on land trusts, environmental centers, greenways development coordination, trail development
- City Parks and Recreation – Friends of Specific Park Area
- Raising funds or assisting in managing a park area and facility.

All three types of partnerships are designed to allow a City Park and Recreation Department to leverage their resources and build additional public advocacy and support.

Budget Trends

The latest trend in budget development is focused on Performance Budgeting. Revenues are created from a variety of revenue options including a designated funding source. These are tracked against inputs, outputs, measurable outcomes, performance levels and are based on what the department achieves against the dollars requested.

This requires the department to implement a sound activity based costing system to create good baseline data. They must measure the results of the products and services against a set of performance measures. Typical measures include:

- Customer satisfaction levels met
- Cost per experience
- Revenues to expenses achieved
- Capacity levels attained
- Cost per unit to deliver a service
- Retention levels obtained
- Partnering resources leveraged

Total operating budgets for City Parks and Recreation range from 35%-50% self-supporting in this country due to cities developing regional-type recreational facilities that are specialized and serve several demographic groups in one setting.

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Management Trends

Management trends are moving away from cylinder management toward matrix management. Matrix management focuses on pushing more decisions to lower levels in the organization. This allows work teams to exist between Divisions in order to achieve results without pushing decision making up to the supervisors and management levels. All work teams have outcomes to be achieved. Managers focus on achieving outcomes and reducing bureaucracy verses micromanaging details. Supervisors work in the field and lead many of the work teams. In cylinder management, all decisions are forced up to various levels based on the magnitude of the decision. Approval is sought in one Division before seeking approval in another Division. This impacts the results of the Division wanting to move a decision forward. Bureaucracy is heightened and not reduced.

Other management trends focus on outsourcing inefficient operations to businesses that can provide higher quality of services at a lower price. Examples for outsourcing services in other cities around the United State include:

- Golf management
- Tennis management
- Horticulture management
- Turf management
- Construction management
- Forestry management
- Custodial management
- Safety management
- Concession management
- Marina management
- Trash collection
- Wellness and fitness management
- Pre-school services

The City must know their true direct and indirect costs to compete against the private sector in order to evaluate efficiently outsourcing opportunities. To measure this, the City should develop a competitive readiness process that seeks to establish which delivery method will bring the highest level of services for the most efficient price.

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Recreation Facility Trends

The current focus is on multi-dimensional design and intergenerational uses in one setting. These include large multi-dimensional recreation centers and aquatic centers that can serve the entire family. Other trends include:

- Golf learning centers targeted to youth and beginning golfers
- Skateboard parks
- Dog parks
- Outdoor adventure centers
- Inline skate parks
- Sports complexes that are six, twelve or twenty plus courts or fields in one setting
- Ice related facilities
- Basketball academies
- Health and wellness centers

Typically, most facilities are operated 90-105 hours a week when available and can be high revenue producers. These facilities have the potential to generate income that can help offset operating and capital costs.

Recreation Program Trends

Recreation trends focus on quality over quantity, intergenerational activities, pricing, services to benefits and programs that are shorter in length to accommodate changing lifestyles of today's families and households.

Senior programs: Focus on providing different levels of senior services by targeting generations, 50-60, 60-70, 70-80 and 80+ programs. Each ten-year target group has separate needs and abilities. Most seniors feel 15 years younger than they are and programs need to reflect that same attitude.

Family Programs: Parents and children participate in activities together versus the parent observing the child. Programs include sports, arts, special events, wellness and fitness, trips, outdoor and environmental programs, aquatics, high-end computer games, and life skill courses.

Roller Sports: Activities targeted to inline skating, hockey, skateboarding, BMX tracks and cycling.

Teen Services: Provide after school, evening and weekend social spaces for music, dancing, computer games, computer learning, places to hang out and co-ed activities.

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Outdoor Adventure: Programs in canoeing, sailing, fishing, kayaking, white water rafting, rock climbing, mountain biking, camping and skateboarding.

Sports Development Programs: Targeted to skill camps, tournaments, and specialty leagues for youth, teens and adults. Co-ed programs for teens in soccer, softball, basketball and volleyball are very popular. Older adults' sports are very popular and should also be segmented by age groups. Women and girls sports are growing exponentially. With the advent of more professional women's sports teams and media coverage of women's sports, the opportunities are growing to offer these same types of sports and skill development programs to the communities.

Tempe Findings

Public Perception and Needs

Finding 1

There is a low level of participation in programs by residents. Most residents have not participated in Tempe's parks and recreation programs. Two thirds (66%) of those surveyed indicated they have not participated in Tempe's parks and recreation programs during the past 12 months. Nine percent of those surveyed were not aware that the City offered parks and recreation programs. The same sentiment was vocalized at the public forums. They felt that more marketing and communication was needed on the services provided by the department.

Strategic Action Conclusion: This finding suggests that a public awareness program and more effective marketing of program opportunities are warranted. The brochure is not reaching enough of the residents and other methods and tactics will have to be incorporated into the marketing efforts by Tempe.

Policy directive:

- Develop a strong marketing plan to be implemented over the next one to five years.
- Improve public relations to increase awareness of programs, facilities and services.

Finding 2

The most important parks and recreation facilities to residents of the City are neighborhood parks (47%), walking and biking trails (46%), playgrounds for children (28%), picnic facilities (27%) and large multi-use parks (24%).

Strategic Action Conclusion: While the City has a great number of parks and facilities, the facility audit noted significant gaps in neighborhood and community parks in the area south of Superstition Freeway and north of Guadalupe. There is also a gap in regional

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and urban sized facilities in northeast and southeast Tempe. There are few existing bike paths in the open space corridors. Most are with the road right of ways.

Policy directive:

- Prioritize and emphasize equitable development of neighborhood parks and larger multi-use parks that include playgrounds and picnic facilities, walking and biking trails that connect to other parks.

Finding 3

The residents generally feel that facilities should be developed in the Rio Salado Project, but also a portion of the project could be leased for commercial recreational development. The facilities most important to develop in Rio Salado are walking and biking trails (66%), a nature preserve (45%), picnic areas (45%), a concert pavilion and outdoor amphitheater (35%), large open areas (33%) and a community events area (25%).

Strategic Action Conclusion: The City has a great opportunity to generate revenue as well as meet the needs of the community with the development of Rio Salado Project. A Master Plan for the Project that includes some commercial development to increase revenue streams and park development to include trails, nature preserve and open areas, a concert pavilion and outdoor amphitheater with a special events area should be completed.

Policy directive:

- Adopt a Master Plan the Rio Salado Project with established partners to include various active and passive recreation areas that meet the needs of the citizens of Tempe and established partners.

Finding 4

The demographics of Tempe are in a slower state of growth. The Division needs to respond better to recreation needs of the growing and changing populations. The programs needed most are for seniors, adult sports, teens, persons with disabilities, cultural arts programs and wellness and fitness programs.

Strategic Action Conclusion: To date, the majority of the City's recreation resources have been expended for the benefit of children ages 5-14 and adults. There are fewer programs offered for seniors (retirees), teens and persons with disabilities or inclusion type programs. The public forum participants felt that the addition of specialty leagues for 55 and older, intergenerational programs, and increased program space for seniors are needed in Tempe. The aging of the population should be planned for future program opportunities. Active senior programs and non-traditional team sports for older adults should be a focus for the department. Programming life cycles and evaluation of the market through participation numbers, revenue generation, customer satisfaction surveys,

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and community input will need to become part of operating procedures in order to continually improve services and expectations.

Policy directive:

- Develop mechanisms such as evaluations, program lifecycle criteria for each phase, and surveys to ensure community input to meet their programming needs.

Finding 5

Safety and security are concerns of the residents. Some parks are perceived not to be safe places.

Strategic Action Conclusion: The Department needs a renewed emphasis on safety in the parks. The emphasis should include safe recreation policies and procedures that include safety inspections and maintenance procedures. Future design and programming needs to take into account safety standards.

Policy directive:

- Renewed emphasis on safety.
- Develop an ambassador program for neighborhoods to assist in maintaining safe parks and equipment.
- Create safety standards in design development of all amenities to parks and recreation facilities.
- Expand Park Ranger program to include all City parks.

Partnerships

Finding 1

Most partnership agreements were not specific in terms of costs involved, revenue disbursements, insurance coverage and terms.

Strategic Action Conclusion: The City has developed and established some long-term partnerships with the schools and other not-for-profit entities, which are assisting the delivery of services. The agreements though, need to be more detailed in the coverage of costs and disbursement of revenues. Insurance coverage is essential for both parties involved and must be included in all agreements. The term of the contracts should be in shorter lengths, one to two years with a review and evaluation at each six-month interval. This will ensure that each partner is meeting the expectations of the agreement.

Policy directive:

- Rewrite agreement template to include revenue sharing, delineated costs, insurance coverage and length of terms to be no longer than one to two years with evaluations at six months and the conclusion of the agreement.

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Finding 2

Vendor partnerships did not have the set standards for delivery of services, performance measures for revenue generation and no mechanisms to encourage performance improvements.

Strategic Action Conclusion: In order to make the partnerships more profitable for both the vendor and the City, the agreements will have to be specific in terms of revenue expectations. The agreements will also need to allow some latitude in terms of encouraging improved revenue performance. Each agreement should be reviewed and standards set for high, medium and below performance levels for revenue generation. Those meeting and exceeding revenue performance should be rewarded for the accomplishment with an agreed upon amount that exceeds the base amount.

Policy directive:

- Set standards for vendors for performance, quality control and revenue generation. Implement an incentive program to encourage high performance.

Finding 3

Partnerships with other organizations, both public and private, receive strong support from the focus groups and public forums. Most feel that establishment of stronger partnerships can offset operational costs.

Strategic Action Conclusion: Without exception, all groups interviewed believe that the City should work harder to secure sponsorships and partnerships to offset operational costs, increase shared uses of facilities and assist with facility management. To leverage the existing resources to a greater advantage, the Division should dedicate necessary resources to developing partnerships, including volunteer programs, park ambassador programs, corporate sponsors, etc.

Policy directive:

- Dedicate necessary resources to aggressively promote and implement partnerships and sponsorships with public, private and not-for-profit entities.

Parks and Facilities

Finding 1

Survey respondents and public forum participants want to see money budgeted toward renovating existing neighborhood parks and upgrading of park infrastructure (turf, trees, lighting, irrigation systems etc.)

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Strategic Action Conclusion: The facilities and park audits note many specific needs for repairs, renovations or updates in each of the zones. The prioritization of these improvements will be necessary for the maintenance staff to schedule while sustaining the other parks and facilities. Standards will have to be established for each category of parks. This will ensure equitable and quality improvements are made at each park and facility.

Policy directive:

- Park and recreation facility standards for maintenance, improvements, replacement schedule and repairs will need to be developed based on community needs.
- Develop a prioritized schedule of improvements and renovations based on equitable criteria for each of the neighborhood parks.

Finding 2

Acquiring open space before it is developed for housing or businesses received strong support from many of the public forums. Many residents understand that the City is near build out and that land will be lost if not acquired by the parks department. Currently the City of Tempe is below National Recreation and Park Standards for community parks per 1,000 people.

Strategic Action Conclusion: The acquisition of quality open space should be a priority for the department. Land will not be less expensive nor will it be available in the future. Key areas for trail connections and linear parks can link areas that have no available land to areas where park development is still a possibility.

Policy directive:

- First priority is to seek funds and alternative methods of conservation easements and land trusts to acquire quality open spaces and linear parks.
- Develop parks with the initiatives to encourage linkages to communities with less acreage and park space per 1,000 people.

Finding 3

Landscaping needs more attention, visual image of parks needs to be upgraded in certain zones and increased directional signage is an issue.

Strategic Action Conclusion: While trash pick up and supplies of trash receptacles keeps the parks free of debris, most of the zones, 1,2,3 and 4, are in need of an image enhancement to create an attractive and appealing park to visitors. The City should address this need to update and develop a program to upgrade playgrounds including making them all accessible, enhancing landscaping, increasing and updating signage to the parks and within the parks and color coating of playing surfaces (basketball and tennis courts).

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Policy directive:

- Development of criteria of park improvements and level of maintenance for each park category and zone based on asset life cycle.
- Improve and enhance the appearance of landscapes, signage, courts and playgrounds.

Finding 4

Planning areas in the middle, northeast, northwest and southeast have less recreational facilities and opportunities than in other parts of Tempe. The northern and southern portions of Tempe have gaps in adult center services and the areas south of Carver Road and north of Red Mountain Freeway are gap areas for aquatic centers.

Strategic Action Conclusion: Emphasis should be placed on developing facilities to serve these gap areas within the City. The development of the Rio Salado Project will alleviate some of the under-served areas in the north. With the population projections increasing in these areas also, it is progressively going to pressure the Division to plan in order to meet the recreational needs of these areas. Establishing some key partners in these areas, especially with the degradation of the Clark Park facilities in the north, may assist in the development of a facility that can accommodate the aquatic and recreation needs.

Policy directive:

- Prioritize facility development through partnerships with other entities in northern and southern areas of the City.
- Conduct feasibility studies for types of facilities needed in these key areas.

Programs and Services

Finding 1

Program planning does not include consistent standards, evaluations and pricing structure.

Strategic Action Conclusion: The Division needs to initiate a consistent system of collecting information about program costs and levels of satisfaction among the program participants. A full year of program pricing and customer satisfaction levels is needed to create the baseline standard for future decisions. Development of program standards based on community input for instructors and staff will ensure quality in delivery of programs which will in turn increase customer satisfaction and increased participation.

Policy directive:

- Establish systems for activity based costing and systematic and consistent program evaluations.
- Develop and consistently implement quality program standards for contractual and staff instructors.

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Finding 2

Programs are not evaluated internally for lifecycle placement.

Strategic Action Conclusion: The Division should create an evaluation team for programs after each season of programming. The program evaluation team can develop a set of criteria to determine where each program is at in its lifecycle, emerging, growing, maturing, and/or declining. Each phase of the lifecycle should have marketing strategies associated with it. This would allow each program to be positioned in the future and whether it should be terminated or extended from the offerings. Evaluation criteria can be revenue earned, participation levels met against minimums and maximums, marketing and promoting efforts achieved based on terms, lengths, seasonality, etc.

Policy directive:

- Create a program evaluation team that will develop evaluation criteria to review and analyze each program's lifecycle, market position and incorporate strategies to meet maximum success.

Finding 3

Survey and public forum participants believe strongly that the City should provide facilities and programs for teens and seniors as a top priority.

Strategic Action Conclusion: As described previously, the City should continue to provide strong programming efforts toward youth and adults while developing additional opportunities for teens and seniors. Market based programming will allow the Division staff to ensure that programs offered respond to the needs of the community they serve.

Policy directive:

- The Division should seek opportunities to provide more designated facilities and programs for teens and seniors.

Finding 4

Marketing and public awareness of programming efforts, services and facilities are not as targeted as they should be.

Strategic Action Conclusion: The Division will need to develop an overall Marketing Plan for the department to enhance public awareness and improve its image. Each of the recreation centers and programming areas should also develop site specific marketing plans targeted to the demographic groups they serve, geographically and by age group segments. Each facility is servicing a number of neighborhoods and has a distinct geographic boundary. Programming on the other hand draws people based on all ages and skills. Each of these types of core services should have its own market plan based on the specific targeted market to be served.

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Findings Analysis and Conclusions

Policy directive:

- Develop an overall market plan for the Division to enhance image and public awareness of the products and services provided by the city.
- Develop market plans for each recreational facility and core programming area for ages to be served.

Funding

Finding 1

When compared to other benchmarked cities and national standards, Tempe is in line with cost recovery of direct expenses, but is not in recovering indirect costs associated with expenses.

Strategic Action Conclusion: In order for the Division to reflect the level of subsidy associated with offering programs, the staff will have to develop a true activity based costing system which tracks indirect as well as direct costs of providing services. This will allow them to price services based on the set level of subsidy agreed to by the Park Board. In addition, many successful parks and recreation agencies have created a Parks Foundation to assist them in the raising of outside monies for parks, recreation facilities and program services. The Park Foundation is usually made up of a board of directors who are key leaders in the community and who can also create a strong advocacy for the Division. These Park Foundations also allow the Division more flexibility in contracting services, purchasing of equipment, acquiring parklands and other governmental functions. A Park Foundation generally allows an agency to work outside the governmental system, while incorporating checks and balances within reasonable limits. Given the current level of community support, the Division could become more entrepreneurial with less dependency on tax revenues for operating funds.

Policy directive:

- Make recreation facilities and program services more self-supporting by establishing subsidy levels for each core program and facility.
- Develop an entrepreneurial ethic among the Division staff by incorporating training in entrepreneurial thinking.
- Establish a Park Foundation in order to raise outside monies for project and program needs.
- Create a true activity based costing system to track the true cost of maintaining facilities and providing recreational services.
- Accurately determine the level of subsidy for all programs and facilities desired based on community values.

City of Tempe Master Plan

Findings Analysis and Conclusions

Finding 2

User fees for programs are generally priced below market levels. Most Tempe citizens can afford higher fees and most think user fees should offset a greater percentage of the Division's expenses based on the citizen survey. The Division should establish subsidy rates for program services with citizens' input based on the level of exclusivity for the recreation experience and the benefits received.

Strategic Action Conclusion: A recreation program that enhances self-sufficiency will need to include user prices that are based more on the current market rates. The Division will need to develop a system to ensure that those City residents who truly cannot afford to pay are not excluded from the opportunity to use recreation facilities or programs due to the new fee structuring. This can be accomplished through scholarships, vouchers, and by establishing a WorkReation program (a work credit program that offers free or reduced fees for participants who volunteer their time).

Policy directive:

Establish recreation prices for programs and recreation facilities based on community value.

Finding 3

Public forum participants supported charging non-residents higher fees compared to the resident's fees.

Strategic Action Conclusion: A user fee pricing program and policy that creates a percentage fee increase for non-residents should be developed and implemented on a consistent basis. The impact to fees may or may not be significant, but can increase public relations with the residents. Position the resident/non-resident fees as a reduced fee for residents in which the non-resident fee is the market rate fee. (Example: \$40 fee for swim lessons, resident rate would be \$35.)

Policy directive:

- Develop and implement a consistent resident/non-resident fee policy.
- Create a marketing position for implementation with staff and the public.

Finding 4

Reorganizing the Division, updating recreation programs and policy and procedures could result in improved efficiencies.

Strategic Action Conclusion: Concurrent with raising user fees and seeking out more partners, the Division needs to closely evaluate the existing organizational structure and policies and procedures in place. The activity based costing system developed will help the Division to determine the true cost of maintaining each facility and providing each program. With this information, and by updating existing policies and procedures, the

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Division will be able to identify areas where costs can be saved. Where appropriate, the Division may also wish to achieve cost saving through outsourcing of certain functions.

Policy directive:

- Evaluate and aggressively pursue opportunities for increased efficiency in the Division operations. This will include evaluating the current organizational structure for functionality and existing policies and procedures to reduce bureaucracy by seeking the most cost effective manner in delivering the service.

Support and Vision

Finding 1

There is great support politically for parks and recreation. Parks and recreation are seen as integral to the community's welfare, attractiveness, economic viability and increased quality of life.

Strategic Action Conclusion: The Division can utilize the momentum already existing to establish stronger community advocacy by developing a Park Foundation of key leaders. Tap into corporate funding, partnering opportunities and build new relationships with the community by educating them on the benefits of a well-managed park system.

Policy directive:

- Establish a Parks Foundation to create stronger community advocacy and provide additional operational monies.
- Increase public awareness on benefits of parks and recreation through a public relations campaign.
- Create a marketing campaign to publicize the implementation of the Master Plan, status of specific projects throughout the plan, and accomplishments and achievements as completed.
- Use the Master Plan as the foundation for the documentation process necessary to attain another NRPA Gold Medal Award.

Internal Readiness and Organizational Structure

The consultant team conducted many meetings with staff over a course of a year to evaluate current business practices of the Division. The meetings were used to determine the "organizational readiness" or ability to implement the planned recommendations and the staffs' ability to meet the community's vision for parks and recreation in the City of Tempe. The results of the time spent are summarized as a component of the findings report to draw out the importance of this management strategy in maximizing the actions required to make this Master Plan a success.

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Findings Analysis and Conclusions

Recreation Division

- Performance measures, standards and evaluations are needed to allow managers to track individual staff performance and program and facility management performance. This will require setting performance measures such as tracking cost per experience, customer satisfaction rates, revenues to expenses for programs provided, capacity levels met in programs and facilities and partnerships created. These are a few performance measures that make sense for the staff to demonstrate their success in delivery of services.
- Some staff training will be needed in the development of an activity based costing system, setting program and facility standards, developing performance measures, increasing marketing strategies and pricing of services.
- Currently there is some duplication of program efforts between the recreation sections internally and externally that need to be reevaluated and coordinated in a more efficient manner. This will probably take a major attitude adjustment on the part of some of the staff to reach out to make this a priority of their management thinking. A partnership plan is needed, as well as training on how to negotiate partnership agreements.
- There are no operations plans or business plans in place for some of the high-end recreation facilities. A business plan for each recreation center, pool and major program area would address technology, integration with other divisions and a more entrepreneurial approach to delivery of services.
- Consistency in pricing of services and an updated pricing manual would make great strides in easing the tension between Divisions within the system, i.e. those programs that charge for services and those who do not, along with a solid approach on pricing in general for consumptive activities.
- Some organizational alignment needs to be made to reduce the number of direct reports to the Park And Recreation Administrator. Ideally facility managers need to manage sites and program staff need to program the sites. Facility managers need to have full control of all aspects of the facility including giving maintenance direction on what needs to be accomplished at the sites they manage.
- Many of the recreation facilities are starting to really show wear and tear. The City needs to allow program and facility fees to remain in the area where it originated so staff will have an incentive to collect it and the facilities do not suffer for lack of funds.
- The program staff needs to approach programming in a way that develops a lifetime customer. Too many of the sections are cylinder driven and haven't looked at how to incorporate programs that can serve all ages through engaging persons to stay involved.

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Parks Maintenance Division

The Parks Division does a good job in working with the Recreation Division, and the staff understands that recreation needs are their customers. Traditionally, organizations combine the two divisions into one so that there is greater planning and coordination.

- The Parks Division staff must be included on all Master Planning efforts and trained jointly with the recreation staff in terms of implementing the goals of the plan.
- The maintenance on the recreation facilities both indoor and outdoor is not sufficiently funded for the expectations that the recreation staff and the community have for the system. This requires greater coordination in use of resources and planning to maximize both Divisional efforts.
- The Parks Division needs a resource management plan to obtain good baseline information on costs and asset life. So much of this effort is in the hands of one person and needs to be shared and incorporated into the Recreation Division and throughout the rest of the park management.
- Park maintenance cost need to be tracked and communicated to the sports groups and key decision makers of the level of investment the City is making in their activity.
- All Parks staff should be on a performance based management program like the Recreation Division so that they work more in harmony with the recreation staff.
- The Parks Division Superintendent should consider outsourcing opportunities that exist. Examples could include mowing, tree maintenance, horticulture and turf management
- The Parks maintenance staff must learn to partner with the neighborhoods on creating park partners and using volunteers to help in the delivery of maintenance standards.
- Additional operational costs need to be incorporated into new projects as they come on line. This would include staffing, equipment and technology support.
- Consistent park rules and regulations are needed to make all parks a success. If the City puts more resources at Rio Salado Park and neglects other neighborhood or community parks, the community will push back and demand equity of resources be applied throughout the city.

Administration, Planning and Support Services

- There should be a consideration to involve more Recreation staff into planning for capital improvements that impact their programs. This would include management improvements as well.
- The centralized registration process is working well in support services.
- It is the consultants' recommendation that the Management Coordinator be responsible for the outcomes of the Master Plan and incorporate the performance measures into a timeline.

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Findings Analysis and Conclusions

- There is no marketing section for the Division and no dedicated staff to this function. The Division needs to develop a small marketing section to create a systemized approach for the future unified marketing efforts in the areas of customer registration, research, and public information.
- A Division-wide marketing plan needs to be created as well as marketing plans for each major attraction and core program section as it applies to all age segments in the plan.

User Fee Analysis

Overview

The Consulting Team evaluated four areas of the user fee policy. These included the ordinance establishing the fee policy, program fees, admission fees and facility fees. In each of the analyses, inconsistencies exist in how fees are applied by different sections of the Divisions within the Department. It appears that certain sections within the Department such as sports and facilities take their own approach to earned income to support the operational cost very seriously. Other program sections approach users fees in a much different manner which creates some staff morale issues and a difference of philosophy that prohibits effective managing against a set of consistent program standards.

The Division needs to review its approach to how they apply program fees and their approach to pricing services based on the level of consumption and benefit the users receive. Today, across the United States, community leaders are setting program and facility prices based on a subsidy strategy versus just against direct cost. Over the past several years the indirect cost associated with providing services has dramatically increased. This results in the City paying more than they think against the policy established. Ideally, the Division should establish a true Activity Costing Model for all programs and facilities. This will allow the Division to make better decisions to determine a pricing subsidy structure. In many situations, the Division is pricing services to the 20% who can't pay versus the 80% who can.

All pricing should be done based on the level of benefit a person or group receives against the general benefits available to each taxpayer. Services should be priced against a subsidy level because the public's tax tolerance is different based on the type of activity being provided. Residents in the focus groups and in the public survey indicated they would be willing to pay additional fees for services to retain their exclusivity and quality of the program. The Division undervalues many of the services provided and has the ability to increase their earned income capability to offset operational and capital expenses.

The Division should track the true cost both indirect and direct to identify the cost per experience. Most users feel that if they are paying a fee, they are paying the full cost. The

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staff should inform the public of the true cost and how much the user is benefiting from city taxes versus what they pay. This will allow the City to clearly articulate how much the city is investing in each consumptive recreation service provided and can enjoy some credit for the investment made. This will also allow staff to make key decisions on being more consistent in their approach to setting subsidy levels for each type of recreation activity offered.

Ordinance, Resolution, Policy

The resolution 87.27 clearly states the City's expectation for pricing of services. This policy needs to be updated to include subsidy rates for each program area the Division provides. Currently the Division is not following the policy fully at Kiwanis Recreation Center. All other areas are not pricing services at the policy level indicated because direct cost and indirect cost are not tracked properly. In addition the public would like to see the City institute a non-resident fee for accessing facilities and programs. This would help control the overuse of game fields in the City and provide some additional revenues that could be applied back to the game fields in terms of additional turf care. Specialized services should include both direct and indirect costs because the taxpayer is still subsidizing private services where they do not receive a benefit.

Reservation fees need to be reevaluated based on the level of exclusivity the group receives. It doesn't make sense for the City to allow groups to make money off of City owned facilities without the City enjoying a percentage of dollars the group gains. Many of the groups who retain reservations have users who are not Tempe residents. This process should be re-evaluated and changed to be reflective of the intent of the policy.

Program Fees

Program fees should first be established by tracking the direct and indirect costs associated with providing the service. Then a determination of what level of subsidy is desired and a pricing plan needs to be communicated to the users against the subsidy rate established. Currently the staff has too much discretion to establish their own fees for the program they provide. This is inconsistent against the City's policy and tends to be based on the person's own philosophy toward charging fees versus the City's policy. Today, the public has different philosophies for how much tax they want to invest in a person's consumptive recreation experience. The City should gain the public's support for user fees and level of tax subsidy through a citizen survey. A consistent pricing form for all staff to follow in tracking direct and indirect cost should be incorporated into their management practices.

The fee reduction policy appears to be an appropriate approach to people who are disadvantaged. Ideally the City could ask adults if they are on any type of federal program such as food stamps or welfare to help in determining the level of need required. This allows for a more consistent approach to how the discounted prices are established.

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Refund Policy

The refund policy established by the Division is very clear in terms of the City refunding fees for services. Ideally the person requesting the refund should describe why they feel they need a refund so the City can learn from the problem identified. In addition the City may want to think about prorating the refund cost after the third week of a program instead of giving a full refund. An annual report summarizing refund activity should be prepared and used to develop recommendations to better meet the needs of the citizens of Tempe.

Family Discount Fees

The family discount fee program is consistent with other cities' approach to family fees and with the non-for-profit sector of recreation providers.

Fee Calculations

The fee calculation formula is very outdated and should be reevaluated. Under this formula, the City is not meeting the targeted goals for direct cost established in the policy ordinance. A consistent tracking form needs to be established for all program services and applied evenly across all program areas.

Admission Fees

The Admission Fees section of the policy manual is outdated and needs to be revised. Revenue goals for each of the recreation facilities established needs to include other earned income opportunities outside of user fees and program fees. The retiree golf discount is a very outdated rate for today's seniors. Seniors in the United States have the highest amount of discretionary income of all user groups and spend the most on themselves for recreation services. It does not make sense for the City to continue to subsidize senior golfers below what it costs the City to produce a round of golf. If this policy does not change in the next several years, the City will be in a very difficult financial situation as it applies to the golf budget when the baby boomers start retiring and will be expecting the same level of discounted golf. All over the United States cities are reversing their approach to subsidizing one age group at the expense of other golfers. Ideally the City should establish a primetime and non-primetime rate as well as a season and off-season rate so all golfers have the opportunity to enjoy a discount at non-primetimes if they choose.

Facility Fees

The facility fees established appear to be appropriate for the level of cost associated with providing the user the level of exclusivity of the facility for their personal use. The key is not to subsidize their exclusive uses. Once the City establishes a true activity based costing system they should re-evaluate these fees on a bi-annual basis based on the cost to produce the service or maintain the facility. Some fees appear to be very low for the

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cost to provide access to the field and the associated amenities available to the users. Tempe has world-class facilities that need operation dollars to keep them positioned well in the market place. Under valuing the cost of permitting a facility for someone's exclusive use doesn't make sense unless the City is a sponsor in the activity as well.

City of Tempe Master Plan

Recommended Action Strategies

This portion of the Master Plan presents recommendations for implementing the Vision for a future parks and recreation system. Master Plan recommendations address parkland facilities, land uses, maintenance, recreation programs, and management.

For each of these areas, the following information is provided:

- A brief description of the proposed Vision Action Strategy
- An issue statement describing trends, standards, and observations that affect decision-making
- Primary benefits associated with providing the facility or service
- Suggested benchmarks by which to measure progress

In several intensive day-long workshops the consulting team and staff analyzed the key findings summarized in section (5) and developed a Division vision statement, as well as (16) key strategies that the Division will use to work toward the vision articulated in the vision statement. The Vision Statement is:

Tempe's Park and Recreation Vision is to build connected neighborhoods through effective use of parklands, trails, recreational services, and facilities that creates a sense of place.

The Division will establish, with community leadership, a dynamic, proactive and innovative system of quality parks, facilities, and services to meet the current and future needs of all Tempe citizens.

Action Strategy 1. Create facility user group teams to provide customer feedback, input, and support for programs and services.

Issue Statement

During the Master Plan process many people involved in the focus groups and in public forums indicated a strong desire to be involved in providing the Division feedback into how it operates and maintains its facilities and programs. Suggested input feedback processes included the Division providing evaluation forms for users to fill out and return to the Division. In addition, the use of focus groups, pre-evaluation and post evaluation forms need to be developed and implemented as part of programs standards to be incorporated by staff as part of the accountabilities. This information is helpful in planning future programs to meet citizen's needs. Many times evaluations are only shared with the staff that developed the program, which does not allow other staff members to learn from the information gained. This information will also allow the staff to be more market driven in its approach to service delivery in making sure they are hearing what the community wants not what they think they need. The Division staff recognized that they were inconsistent in using user input feedback processes to gain valuable input.

City of Tempe Master Plan

Recommended Action Strategies

- All recreation programs have a lifecycle. The lifecycle begins in an emerging state, and then moves to a growth stage, a mature stage and a decline stage. By staying close to the customer through effective evaluation methods, the staff is able to keep the programs more in the growth stage versus the decline stage, which is more cost effective for the Division.
- When users feel they are heard, it allows them to be more loyal and committed to the Division and its mission.
- As the Division becomes more market focused, the capacity levels in facilities and in programs should be meeting higher levels and higher customer satisfaction levels.
- As the community diversity continues to change, this input process will make the Division more accountable to meet the goals established for quality service delivery.
- Lifecycle Parks

Benefits

- The Division demonstrates to users that they are listening to their needs.
- Provides users better access to basic recreation needs as directed by the users.
- The efficiency of the Division will increase through higher levels of program classes meeting minimums and facility capacity levels increasing to meet management expectations for the investment made.
- It will provide measurable outcomes to the management staff that they are meeting customer needs and targeted customer satisfaction levels.

Recommendations

To meet current and future needs of users of recreation facilities and recreation programs, the following are recommended:

- Create several evaluation processes that will encourage users to aid in providing staff valuable feedback, input and support for the programs and services they use.
- Train staff to understand the value and use of focus groups and the methods of effective facilitation.

Benchmarks

- Evaluation forms will be developed for pre and post evaluations.
- Pre-evaluation forms will be distributed on 10% of classes each year.
- Post-evaluations will be conducted on 25% of programs each quarter.
- Lifecycle analysis of all programs will be done on a yearly basis.
- The Division will create 10% new programs a year to keep up with program trends in the market place.
- All evaluations will be shared with staff involved in recreation services so they can learn from the information received.

City of Tempe Master Plan

Recommended Action Strategies

- A target of 95% customer satisfaction level will be targeted for all recreation services provided through effective use of customer feedback processes.
- Cancellation rates for classes will be no higher than 15% per session.
- User trailer calls will be made on 5% of participants in the program to track program standards.
- All staff will be trained on how to use focus groups to gain information. Internal trainers will be developed and teach other staff the process.
- A minimum of (2) focus groups will be conducted per year in each program/facility area the division provides.

Action Strategy 2. Where the identified gaps exist, upgrade and add recreation facilities to enhance quality opportunities for the community.

Issue Statement

During the Master Plan process equity studies were conducted to evaluate areas in the community that were lacking parks and recreation facilities based on access standards. The community of Tempe expects the City to demonstrate equity in the service delivery of programs and services. This demonstrates to residents that everyone is provided services on an equitable level. Several areas in the community were identified as underserved by parks and recreation facilities.

- Equity mapping demonstrates to residents and key leadership in the City where areas are underserved.
- By establishing an investment process that is fair the City will be able to address all gaps in services over a ten-year period.
- Upgrading neighborhood park facilities will help keep neighborhoods positioned well in quality and livability.

Benefits

- All residents benefit by equity access and it demonstrates that the City values fairness in access to City services.
- By developing a parks and recreation facility development plan the City will create a methodology for customizing facilities based on neighborhood demographics and amenities needed.
- Upgrading and adding recreation facilities will add economic value to neighborhoods and the park experience cost will be lowered when the community begins to see the redevelopment improvements are built on meeting their needs.

City of Tempe Master Plan

Recommended Action Strategies

Recommendations and Benchmarks

Review and identify principles and standards that need to be used on each capital project for existing and proposed facilities.

1. Establish a process to involve the community in defining park principles for park and recreation facilities.
2. Establish design and management principles for each park based on use and demographic appeal.
3. Determine if the program needs in the recreation facility meet expressed needs of the community.
4. Determine level of recreation facility standards for Tempe based on population type and numbers.
5. Establish an itemized parks resource management plan for tracking the asset value and lifecycle replacement needed for each amenity in each park.
6. Develop an activity based costing plan for each park in the system.
7. Purchase an asset management software program.
8. Establish a calendar for preventive maintenance scheduled improvements for all facilities and parks.
9. Establish tree replacement schedule.
10. Remove or relocate amenities in parks that are not used by residents.
11. Orient development of parks to reflect the desires of the most appropriate audience for the park, (neighborhood, community, region), and encourage development that promote alternative means for access that are less dependent on the automobile.

Prioritize gaps in parks and recreation facilities from needs assessment.

1. Identify potential sites in south Tempe for an adult center and multi-generational facility and examine potential partnerships. See Action Strategy 5.
2. Evaluate the ASU Research Park for a potential partnership for a south Tempe park facility site.
3. Promote the development of the recreation water sports center at Rio Salado Park to encourage positive use on the lake and to serve north Tempe.

Action Strategy 3. Create consistent policies to encourage equitable and efficient use of parks and recreation facilities.

Issue Statement

Currently the Division has inconsistent pricing strategies of program services and facility use rates. The Division not knowing the true costs in providing services to the community and the cost to operate and manage facilities causes this. Currently the Division does not communicate to users and key leadership what the direct and indirect cost is in providing the services, which in some cases creates many inequities. Ideally pricing strategies are built around subsidy levels agreed to versus what other providers are charging in the market area. The Division has good earned income potential through effective differential

City of Tempe Master Plan

Recommended Action Strategies

pricing. Registration and reservation policies need to be updated to ensure that Tempe residents receive priority access to facilities and programs. A pricing policy needs to be established that focuses on pricing services based on level of benefit received especially on consumptive services.

Benefits

- Taxpayers benefit because they are not paying for user consumptive services that only benefit the user.
- When the Division is able to track direct and indirect cost it will be able to communicate to users the level of investment they are making and the level of investment the City is making in their experience.
- Tempe residents benefit by effective policies because they get priority on City owned facilities and programs over non-residents.

Recommendations and Benchmarks

Review pricing policies as they apply to revenues, administration, facility use, program charges, registration and budget impact.

1. Update the City's revenue pricing policy by establishing a true activity based costing model for all facilities and programs.
2. Establish subsidy rates for existing programs and facilities to keep programs and facilities positioned well in the market place.
3. Update policies to accurately reflect subsidy levels for programs and facilities and tie staff performance measures in meeting the levels established.
4. Established pricing rates based on primetime and non-time use and season and off-season use to maximize revenues without leaving underserved groups from enjoying the programs or facilities available.
5. Establish a policy and appropriate fees for public/public use; public/not-for-profit use; and public/private use for the entire park system in programs and in facilities.
6. Review and update registration and reservation policies so that policies continue to benefit Tempe residents.
7. Establish a process of communicating registration policies to users.
8. Establish a consistent policy on the impact of indoor and outdoor spaces based on carrying capacity.
9. Establish a policy that recreation and park policies are reviewed biannually.
10. Add a facility maintenance fee into program fees to keep facilities positioned well in the market place.
11. Establish recognizable and sustainable use standards on game fields to ensure higher levels of care through reasonable scheduling.
12. The Division will aggressively pursue stronger equitable efforts to share facilities, both indoor and outdoor, to increase community access to the city and school districts properties.

City of Tempe Master Plan

Recommended Action Strategies

Action Strategy 4. Develop customer service standards by establishing a “Points of Pride Program”.

Issue Statement

The Division operating standards for recreation programs and facilities were inconsistent by program area and type of facility. By involving users, the design of program standards and facilities that the City manages, it will help to create a much improved customer service approach on how services are delivered. Through the community focus groups and public forums, the citizens identified inconsistencies in program standards. The staff in the Division also identified the inconsistencies in the delivery of the services they provide by each program area and each facility they manage. When the standards are consistent, the Division is seamless and the users are not confused.

Benefits

- Setting standards for managing programs and facilities allows the Division to present a consistent approach in the delivery of services. This benefits the users in that they get a consistent product or service, which they appreciate.
- Setting consistent standards allows the Division to track costs to provide the level of standards presented and adjust them as users desire and the cost to improve the service in a consistent manner.
- When the Division sets standards consistently, it is less likely to compete against each other for users in the same market area.

Recommendations and Benchmarks

Establish a “Points of Pride” program city wide in all programs and facilities managed by Parks and Recreation.

1. Establish measurement standards for points of pride.
2. Retrain staff on the new policies to move staff towards this direction.
3. Establish an image management plan for the Division and train for staff for all facilities and programs.
4. Establish a mystery shoppers program to inspect what the Division expects in the delivery of consistent standards for managing programs and services.

Action Strategy 5. Establish an updated recreation facility development plan to keep facilities positioned well in the market place.

Issue Statement

One of the highest priorities identified in the Master Plan is the creation of a Facility Development Plan. The plan will identify upgrades needed to existing parks and facilities and new development of community facilities. New facilities will be positioned to succeed in its market, and be added in areas of the City where gaps in recreational services exist.

City of Tempe Master Plan

Recommended Action Strategies

Benefits

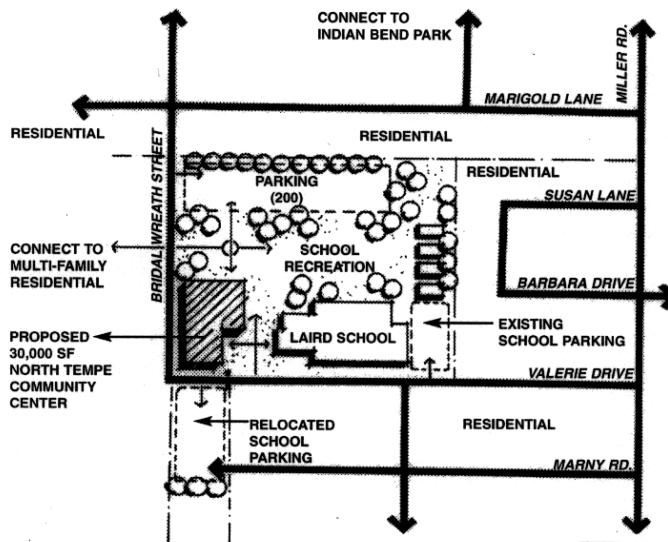
- By developing a Facility Development Plan residents will have a clear and justifiable approach to capital improvements that are needed and in the order of priority based on a set of criteria.
- Elected officials will get a clear picture of the Division's infrastructure needs and the cost to keep the parks and facilities up to a year 2000+ levels.
- New facilities and parks that are needed to balance out equity to the delivery of services will have costs associated so the City can properly plan for the improvements in the annual capital improvements program.

Recommendations and Benchmarks

Develop a capital improvement process that will allow the Division to establish program, design, and cost before capital dollars are requested.

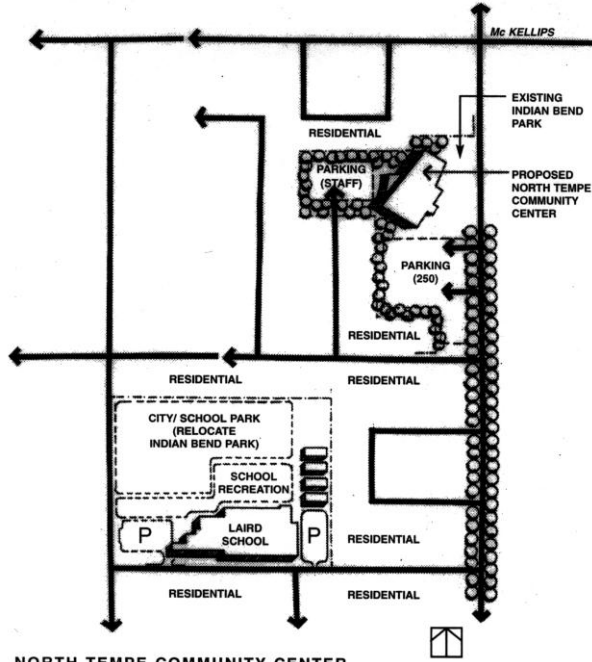
Develop program, select site and secure funding to build a Community Center in north Tempe. Upon reviewing demographic data and equity analysis, five potential sites have been identified for the future development/redevelopment of a North Tempe Community Center.

1. The five sites identified for potential consideration of a North Tempe Community Center include: the unbuilt area adjacent to Laird School, redevelopment of the entire Indian Bend Park, a potential 9.5 acre redevelopment opportunity at Curry Road and Miller Road, the area west of the ballfields and south of the Museum at Papago Park, and along 68th Street in Canal Park.
2. Examine potential partnerships available to develop the Community Center.
3. Review the development potential partnership opportunities, land cost, and neighborhood needs and determine the preferred site for the Community Center.
4. Confirm program amenities and budget for a capital improvement request.
5. Establish timeline for consultant selection, design and construction.

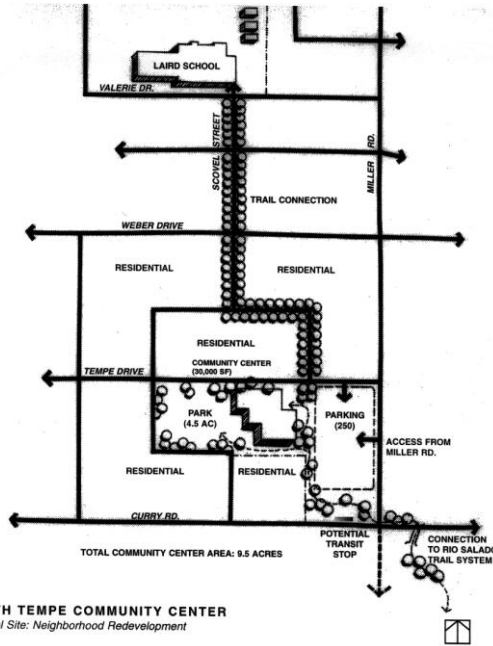


NORTH TEMPE COMMUNITY CENTER
Preferred Site Option: Laird School Redevelopment

City of Tempe Master Plan Recommended Action Strategies



NORTH TEMPE COMMUNITY CENTER
Optional Site: Indian Bend Park/Laird School



NORTH TEMPE COMMUNITY CENTER
Optional Site: Neighborhood Redevelopment

City of Tempe Master Plan

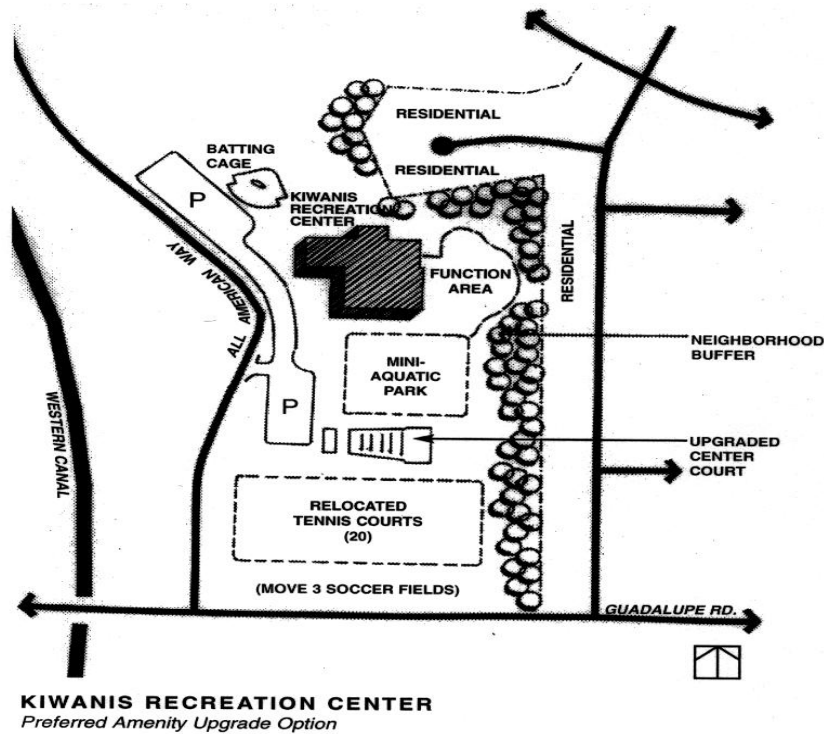
Recommended Action Strategies

Develop program, select site and secure funding to build a Community Center in south Tempe. Upon reviewing demographic data and equity analysis, four sites have been identified for potential development/redevelopment of a South Tempe Community Center.

1. The four sites identified to consider locating the Community Center include: Corbell Park, Waggoner Park, Harelson Park and Tempe Sports Complex.
2. Examine potential partnerships available to develop the Community Center.
4. Review the development potential partnership opportunities, land cost, and neighborhood needs and determine the preferred site for the Community Center.
5. Confirm program amenities and budget for a capital improvement request.
6. Establish timeline for consultant selection, design and construction.

Based on user needs, identify major amenities that can be added to Kiwanis Community Park and Recreation Center as new attractions.

1. Establish a mini outdoors-family water park at Kiwanis Park Recreation Center.
2. Add lighted tennis courts to the existing 15 and a center court to draw regional and national tournaments to Tempe working with the Tempe Convention and Visitors Bureau.
3. Construct a wellness/fitness center for the Kiwanis Recreation Center.



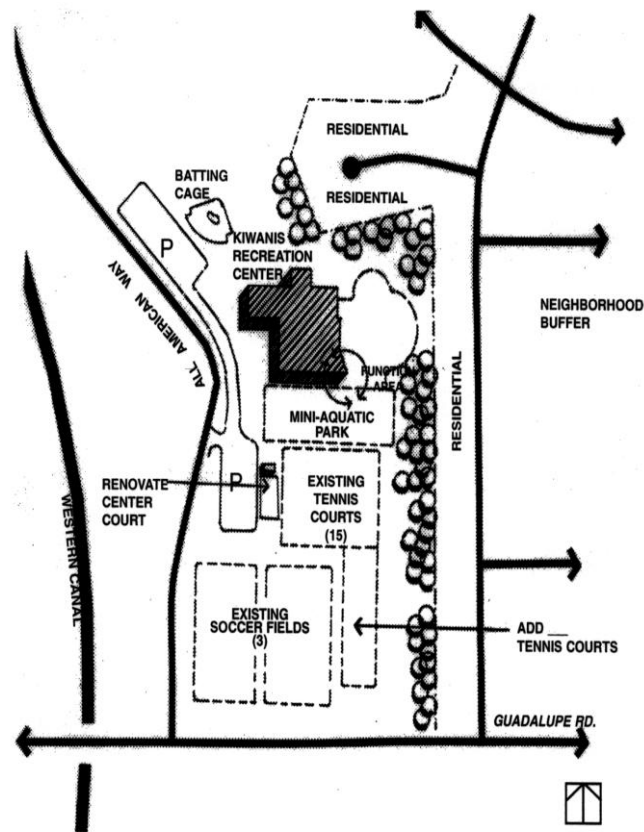
4. Establish another attraction within the Kiwanis Park Batting Cage area.
5. Re-evaluate parking need and circulation issues in Kiwanis Community Park.
6. Establish design concepts for all projects with a high cost benefit.

City of Tempe Master Plan

Recommended Action Strategies

Determine improvements and renovation cycle for park infrastructure and facilities for the purposes of placing them on a capital replacement schedule.

1. Establish a resource management system plan to create and manage asset life cycles for playgrounds, picnic shelters, sprinkler systems, lighting systems, parking lots, trees, light poles, game courts, restrooms and fencing.



KIWANIS RECREATION CENTER
Amenity Upgrade Option 2

Identify, determine and prioritize parks renovation life cycles for implementation.

1. Redesign and renovate existing older parks on a life cycle based on demographic changes and existing use, focusing on older parks with a minimum of 2-3 completed per year.

City of Tempe Master Plan

Recommended Action Strategies

Examine the role of the City in aquatic programming.

1. Address the need for adding 1 (one) outdoor aquatic facility to the system.
2. Determine program opportunities to offer at Clark Pool after remodel.

Remodel the recreation center and pool at Clark Park.

1. Once the citywide aquatic assessment is completed, determine how to position this pool facility in the market. Consider adding slide and play features that increase the quality of the recreation experience. Remodel the bathhouse and add color and character to promote an inviting character.
2. Renovate the 1,200 sq. ft. recreation center into a singular dimensional facility for a special activity, and move the other program activities to the West Side Center. Remodel into a design theme that responds to the neighborhood expectations.

Determine care and appearance of all athletic fields used by the Division.

1. Establish maintenance modes for classification based on type of fields, usage and maintenance level required.

Monitor the acquisition opportunities at both Pepperwood and Shalimar Golf Courses.

Consider redeveloping this facility into a youth golf and a neighborhood park.

1. Meet with the current property owners to discuss the future of these facilities.
2. If acquisition is an option, create a strategy to purchase and program each property according to community needs and interests. The golf amenities could be developed into youth golf centers.
3. Consider partnering with the facility owners to provide youth golf programs.

Create a Town Plaza adjacent to City Hall that will be the site of community gatherings and special events. This urban plaza would serve redevelopment activities that may include adding cultural facilities around City Hall.

Action Strategy 6. Create community opportunities for positive exchange in the design of recreation programs and facilities through staff involvement in establishing focus groups, surveys and user evaluations.

Issue Statement

The community throughout the Master Plan process expressed that it wants to be included in how their neighborhood parks get developed or redeveloped. Likewise it wants to have input in how program services are designed and the targeted benefits it receives. This will require Parks and Recreation to allow citizens to be involved in program focus groups and facility development charettes working with program staff and parks and recreation design professionals. By allowing this opportunity for citizen input, the community will become more of an advocate and it will use the services provided more because it meets its needs better and it has more ownership in the park, recreation facility or program provided.

City of Tempe Master Plan

Recommended Action Strategies

Benefits

- The benefit the community receives is that community members see themselves in the program, facility or park and they become the City's advocates for the service provided.
- The City benefits because it can operate the program, facility or park in a proactive position versus a reactive position.
- The taxpayers benefit because they are provided a more productive park, facility or program that is customized to fit who they are in the area they live, which will in return translate into a positive quality of life experience.

Recommendations and Benchmarks

Create consistent formats in evaluating community needs through focus groups for all program areas.

1. Program staff will be trained on how to facilitate recreation focus groups. Formats will be consistent in design and process.

Every two years develop a Citywide survey on how to determine how the community feels about the allocation of resources.

1. Establish a recreation program and parks maintenance survey and continue biannually.
2. Establish City benchmarks against previous surveys on how the program changes are affecting users and non-users feelings about Parks and Recreation.

Develop a system to share evaluations, surveys and focus group results with staff within Parks and Recreation and Community Services to establish effective feedback to manage change.

1. Parks and Recreation will create a program evaluation report that staff can access on a monthly basis through electronic communication.

Develop ongoing user pre and post evaluations and a shopper program.

1. Recreation staff will conduct evaluations on 25% of all classes each quarter.

Schedule neighborhood meetings during the master planning and design development phase of park redevelopment activities.

Consider partnering with neighborhood associations to provide recreational program maintenance and landscape upgrade support. Invite garden clubs to implement and maintain plots in key visual areas.

Action Strategy 7. Establish an effective recreation planning process internally and externally to determine an appropriate position in the market place for all services.

City of Tempe Master Plan

Recommended Action Strategies

Issue Statement

Currently Parks and Recreation does not have a clear understanding of how much of the market they impact in all areas of program services. By establishing a clear understanding of market position the Division then can accurately approach needs for new or upgraded facilities and where new program services should be provided. Currently the division permits sports facilities to be used by youth sports organizations and the City provides the maintenance cost, but the Division has very little input into how and to what extent these youth serving agencies are meeting the needs of the community. Most cities that provide the level of tax support for youth serving agencies have a lot of input into how the organization serves the youth in the community. Since the Division is investing many dollars into developing and maintaining sports facilities for these groups, consideration should be given to have greater input into how all youth sports that use City owned facilities are functioning in meeting the needs of youth. The City should receive feedback on the number of Tempe youth being provided service and, by each organization, the benefit of facilities provided by the City. In addition, the Division duplicates similar services of other City agencies and a formal process needs to be established that allows for joint planning among divisions and communication in carving out respective roles to maximize resources in the City.

Another issue that has come to the surface in the master planning process is the need for ongoing assessment of citizens needs through effective surveying.

Benefits

- The benefits of the City knowing what their market position is that it knows when to add facilities and when not to build facilities to meet recreation services.
- By knowing market position the Division can make decisions regarding partnering and when to leverage resources to maximize meeting community needs.
- The benefits for the City to have input into youth serving agencies operations will ensure that the groups are working in harmony to meet youth needs and will create a clear understanding and appreciation for each other's role in delivery of the services. Ultimately parties will gain valuable respect for each other's commitment and role in meeting youth needs.
- When the Division collaborates with other Divisions in the City on how services are provided and delivered. The residents win by maximizing their tax dollars and competition between divisions is eliminated.

Recommendations and Benchmarks

Establish a Youth Sports Authority to create a single voice on youth sports issues.

1. Identify all sports users of existing programs to invite them to establish a Youth Sports Commission coordinated by Parks and Recreation.

City of Tempe Master Plan

Recommended Action Strategies

Develop a program capacity analysis to position the Division's programs effectively in the market place.

1. Establish the market position for each program area in the system.
2. Target program areas with excess capacity to build programs towards meeting group needs.
3. Meet with other leisure service providers in Tempe to support each other's programs and position in the market place. This will allow for greater collaboration among providers.
4. Effectively repeat the same process within the City's other service providers under the Community Services Department.
5. Fill gaps in the market place in under served areas by working effectively with partners in the community.

Formalize internal coordination and planning of programs and services on a quarterly basis within Parks and Recreation, then duplicate the same process within Social Services and Cultural Services.

1. Establish core programs. Parks and Recreation will coordinate through the full life of a Tempe citizen to establish a lifetime user.
2. Resolve pricing issues among Community Services Divisions to resolve duplication of services and competition.
3. Establish an appropriate role for facility operators and programmers in the system to maximize each other's talents and skills.

Develop a performance budget process to accurately reflect citizen's needs with effective performance measures.

1. Acquire the appropriate activity based costing (ABC) software model for the Division to track true costs.
2. Implement and train staff on ABC and establish measurable performance measures against the operating budget.
3. Track cost per experience against each activity provided by the City.
4. Establish a staff training program to implement the ABC program and to track existing performance measures.
5. Establish a fully implemented performance budget for all services and facilities provided.

Develop an additional citizen survey to determine how to reach people who are too busy or change program times to meet their needs.

1. Identify those non-users who are too busy to meet with recreation programmers in focus groups to seek out how the Division can best serve their needs.
2. Develop a market strategy for the resultant change from the analysis gained.

City of Tempe Master Plan

Recommended Action Strategies

Establish an annual program fund that allows for \$100,000 of program opportunity monies annually to be made available for partnering, grants and implementing new programs or services.

1. Establish and create partnership where appropriate to maximize these opportunities.

Action Strategy 8. Seek to develop a diverse and dynamic level of recreation programs focusing on enhancing opportunities for teens, seniors, people with disabilities, preschool age children and families.

Issue Statement

In the community focus groups and the citizen mail and phone survey the community identified the target core recreation program areas they felt the City should concentrate its efforts on. These areas included: teenagers, seniors, people with disabilities, preschool age children and families. The program areas included activities in sports, arts, fitness, before and after school care, camps, outdoors adventure programs, teenage activities, senior activities, special events and parents and children doing the same activity.

Benefits

- The benefits of focusing on these core areas are that it allows the staff to develop programs that meet these program groups needs and for key leaders to demonstrate that they are committed to them as well.
- Program participants will see a greater volume of opportunities, which should meet their needs in all program areas of activities. The staff will be able to demonstrate the level of users who took advantage of the services provided.

Recommendations and Benchmarks

The staff will evaluate program planning of other cities that are recognized for their creative development and use of programs, partnerships and facility development in the core programs targeted.

1. Conference attendees will report back to other staff member's information gained on the targeted program areas that may apply to the City.
2. The Division will develop a staff training and development program that helps to create new strategies to initiate positive change and energy for programs and facilities. A new staff rewards program should be established for programs that produce high outcomes.

Develop an assessment tool for teen programs being provided in the City and determine what program areas are being left out that the City could provide.

1. Establish who else in the City is providing teen services in the community and collaborate with their efforts by not duplicating services but complementing their services.

City of Tempe Master Plan

Recommended Action Strategies

2. Determine the benefits teens are looking for in program services and provide them in the programs being developed.
3. Establish the City's role in delivering unmet needs for parks and recreation services.
4. Develop and lead a citywide teen program effort that addresses the needs of all teens in Tempe to meet their social, physical, health, cultural and recreational needs. Coordinate this effort citywide between all agencies serving teens.

Work jointly with middle schools and high schools on how to access teens to plan programs targeted to a variety of interests to enhance the City's efforts to meet their needs.

1. Develop a strategy to be on school campuses to work with teens and the schools to provide after hour programs and lunchtime programs with teens involved in the planning process.
2. Measure the outcomes of these efforts on participation and meeting the benefits identified.

Develop a holistic approach to the Community Services planning process to assess and establish which service areas should provide what type of preschool and teen activities.

1. Develop an ongoing research model of surveys for teens by ages, benefits needed and activities they seek. Involve all partners in sharing in the cost to establish the survey.
2. Contract with private businesses on activities that are high risk in entertainment value.
3. Work with other service providers to create a more comprehensive approach working with a Kid Fit Program for preschoolers in a variety of activities.
4. Offer a continuum of services within Parks and Recreation from age 3 to 21 that address all program areas and facilities needed.

Action Strategy 9. Seek innovative and equitable partnerships with schools and other service providers in Tempe and the region in the delivery of programs and services.

Issue Statement

Currently, the Division does very little partnering with other service providers in the City. The community voiced strong support for greater partnership efforts to be established with other City departments and other external service providers. The Division partners with youth sports groups for field use, but more planning efforts in the delivery of services are desired. Currently, a few established partnership agreements are in place. Some of the Parks and Recreation staff do not see the value in partnering and have resisted putting forth the effort to reach out and coordinate more closely with other service providers in the City. The Division must develop partnerships with those providers that share common values and vision with the City and then work jointly in

City of Tempe Master Plan

Recommended Action Strategies

planning services to maximize the whole community's resources. In the long term, these partners will become advocates that can help the City achieve its vision.

Benefits

- The Division maximizes its resources and creates new advocates.
- The Division is able to leverage its resources and fill in gaps in facilities and programs with more partners involved.
- Assessing grants will be easier for the Division when partners are involved in providing services.
- The Division and School District partnership will demonstrate maximum use of resources.

Recommendations and Benchmarks

Create equitable partnerships, program opportunities with youth sports, churches, neighborhood groups, YMCA, schools, ASU and private sector agencies to enhance service.

The Master Plan recommends that partnership agreements between the City and Kyrene School District #18, Tempe Elementary School District No. 3, and Tempe Union High School District be reviewed and revised to encourage cooperative shared use of athletic fields, play areas, parks and facilities.

In north Tempe, limited amount of vacant land is available near existing neighborhoods to locate a new community center. Partnering with Tempe Elementary School District #3 to share the Laird School site and develop a 30,000 sf community center is recommended.

In south Tempe, partnering Kyrene School District #28 to potentially redevelop a new community center and adult center adjacent to Kyrene Middle School is recommended. The enrollment at Getz School is low enough that Tempe Elementary School District #3 may consider closing the facility. The neighborhood surrounding Getz School does not currently have a neighborhood park. The Getz School site is a potential redevelop opportunity to provide neighborhood park services and address unmet needs.

In addition to shared land uses and facilities, the Master Plan recommends that the City and willing school districts consider sharing operations and maintenance responsibilities to efficiently operate school parks. Park field services staff could be expanded to service schools facilities adjacent to parks utilizing human and equipment resources already on-site. In lieu of paying for operations and maintenance services, the school district(s) would make their facilities accessible for more hours in peak use times.

Establish partnership policies for public/public, public/not-for profit and public/private relationships to ensure consistency.

City of Tempe Master Plan

Recommended Action Strategies

Establish partnerships with other cities in coordinating equitable facility and program development.

Establish a holistic approach to partnership development on programs for Rio Salado Park to proactively develop with Parks and Recreation.

Action Strategy 10. Nurture partners, develop linear parkland and place more emphasis on building connections.

Issue Statement

Currently many of the City of Tempe parks do not connect together with some form of a linkage connector like a bike trail, a pathway, or a green corridor. The community sees the value in these connections for walking, jogging and biking. In the public review process of the Master Plan asked that the City make every effort to try and connect parks. This is a national trend because citizens want to be able to cut down on traffic congestion and be able at the same time to access their parks and recreation areas safely. The City has a bicycle plan that addresses some of these connectors, but off-road access is the preferred access users desire especially for children who want to get to a park but are afraid to use a bike lane.

Benefits

- The community benefits from this type of linear park linkage because it can get more demographic groups safely to a park or recreation activity without interference with traffic.
- The community benefits because it will reduce traffic on streets with parents and users trying to get youth to activities.
- The users of the path linkages benefit because they get a more quiet and aesthetically pleasing experience.

Recommendations and Benchmarks

Develop designs, implement priorities and determine funding options, in conjunction with appropriate City organizations, for pedestrian pathway system for canals, rails, freeways and streets to connect to destination points.

1. Develop a consistent funding source to provide dollars for improving paths and arterial street, canal, rails and freeway crossings.
2. Connect open space path in The Groves and Kyrene/Elliot retail area to local and regional path system.
3. Complete improvements to El Paso gas easement, fill in underdeveloped trails and landscape to link Optimist Park to Kiwanis Community Park.
4. Make trail connections from Elliot, north to Western Canal and complete link to Ken McDonald Golf Course.

City of Tempe Master Plan

Recommended Action Strategies

5. Develop neighborhood-oriented standards of design that addresses safety and cost of linear park and trails.
6. Consider redesign of Ken McDonald hole #11 to a par 4 to avoid play over the path system by moving the tee box west of the canal.

Negotiate with ADOT/MAG to add pedestrian over passes.

1. Partner and coordinate efforts with the Transportation Division to link parks utilizing a multi-use path system plan.
2. Add or improve over passes at Country Club, Dorsey, Kyrene and College on US 60 and Balboa on AZ 101.
3. Obtain ADOT approval and seek ADOT funds and grants to help and support the cost.
4. Seek public approval in design and support by the neighborhoods involved.
5. Seek design solutions that work around private ownership.
6. Build advocacy for the concept with ADOT officials and the City of Tempe.

Consider cell phone towers in parks as a revenue producing opportunity.

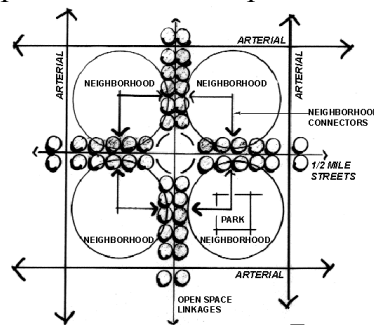
1. Seek an RFP from cell phone companies for potential cell tower sites.

Develop separate documents for understanding Salt River Project's and Union Pacific Rail Road operations/ maintenance requirements.

1. Evaluate the opportunity to create greenway utilities within the City working jointly with other service providers.

Consider alternative design solutions to provide path linkages along half-mile streets. Create a system of linked open space by utilizing the road network, but adopt a strategy to modify the character of those streets to become pedestrian and bicycle user friendly.

1. Reduce street pavement width to provide 6'-8' wide sidewalks on both sides of

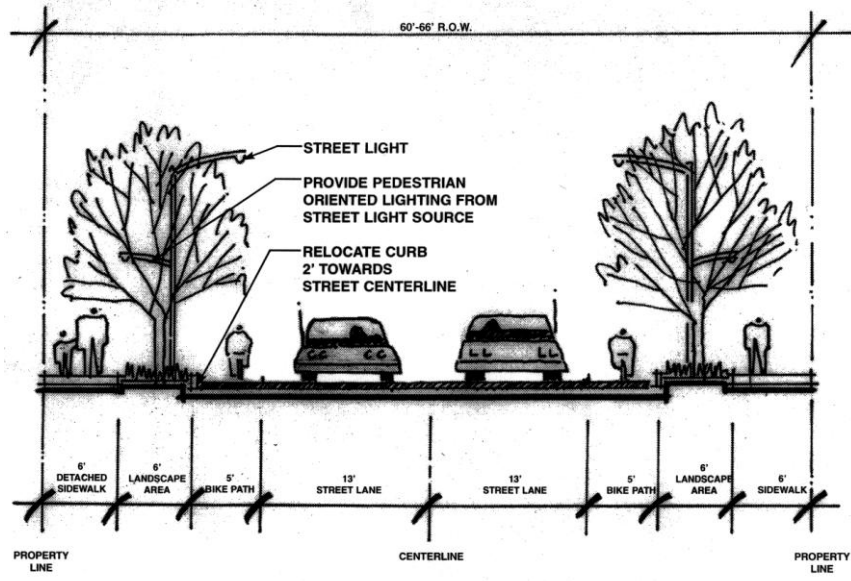


NEIGHBORHOOD LINKAGE DIAGRAM

City of Tempe Master Plan

Recommended Action Strategies

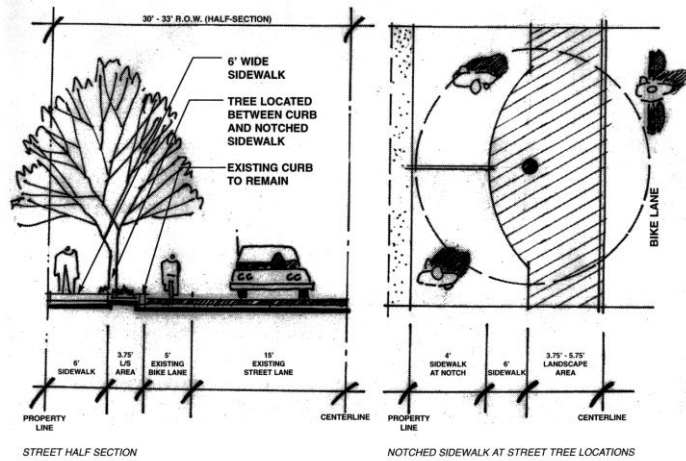
the street. Maintain bike lanes in the street. Consider detaching the sidewalks from the curb and adding a landscape buffer.



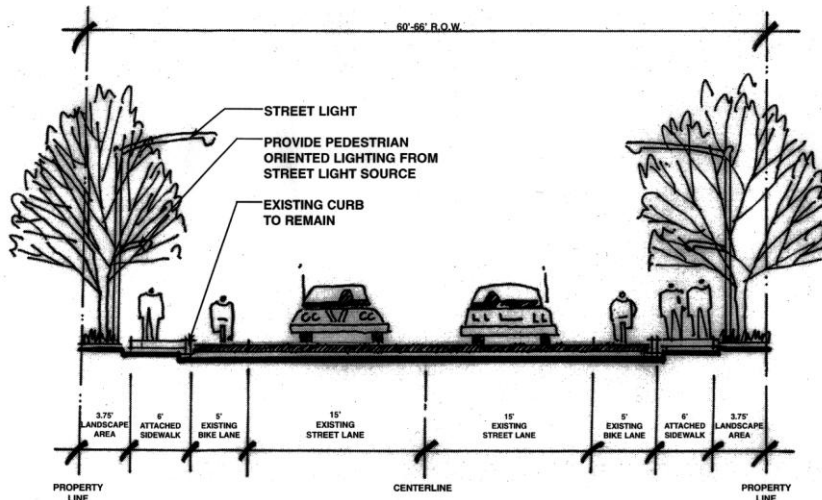
COLLECTOR STREET ENHANCEMENT DIAGRAM
PREFERRED OPTION - STREET, LANDSCAPE AND SIDEWALK IMPROVEMENTS

City of Tempe Master Plan

Recommended Action Strategies



COLLECTOR STREET ENHANCEMENT DIAGRAM
OPTION #2 - LANDSCAPE AND SIDEWALK IMPROVEMENTS



COLLECTOR STREET ENHANCEMENT DIAGRAM
OPTION #3 - LANDSCAPE AND SIDEWALK IMPROVEMENTS

2. Consider adding pedestrian orientated lighting along the new sidewalks system. Tie into street light power source.
3. Review the need for signalization for pedestrians and bicyclist at intersections without adequate safety signals.
4. Enhance street intersections to promote traffic calming and safe integration of vehicular and non-vehicular users.

Provide path linkages over three dam segments at Town Lake. Utilize the connections to provide crossings at key points around the lake.

City of Tempe Master Plan

Recommended Action Strategies

Create development guidelines that promote orientating future development and redevelopment activities onto open space corridors.

Develop the Sun Circle Equestrian Trail to its fullest potential and advocate the completion of this trail to connect to regional open space and park systems.

1. Develop designs for equestrian trail crossings over State Highway 101 and over Baseline Road at the Western Canal.
2. Include provisions to maintain trail conditions and adopt a sanitary process to dispose of horse manure.
3. Invite Citywide equestrian advocates to participate in the planning process.

Include art elements in the development of open space facilities and work with the Tempe Municipal Arts Commission to share in the funding of these projects.

Research the potential for sharing a portion of the SRP utility easement on the south side of the Western Canal. Consider developing a trail with broad landscape edges where allowable.

Maintain trail linkages by creating bridge connections over canals at four different locations. Canal crossing will occur at four points along the Western Canal, one point along the Tempe Canal, one point along the Kyrene Canal, and one point along the Crosscut Canal at Canal Park.

Action Strategy 11. Integrate new technologies into existing parks.

Issue Statement

The Division has many outdated maintenance components in the parks in the form of lighting, irrigation and computer software programs. This is costing the City valuable time in staffing and energy cost that could be eliminated through updating their equipment and incorporating new technology to help alleviate energy cost. The consulting team identified this issue with staff during the Master Plan process and sees this as a goal for the City to upgrade these infrastructure items as part of their long-term capital improvement programs. In the long term, the City will save money and utility costs and meet the water reduction requirements established by the state.

Benefits

- The benefits to the community are the savings over a long period of time in utility and water costs.
- The City benefits because of the time required for staff to manually manage these systems, which provides a major cost benefit.
- The efficiency of government continues to improve by having the technology available to improve on time and resources applied to these areas.

City of Tempe Master Plan

Recommended Action Strategies

Recommendations and Benchmarks

Upgrade existing ball field computer management system for lighting and expand to include park lighting.

1. Update modems and communication cards through another vendor (that can work within the heat over a multi-year basis). This will include adding other lighting in parks and parking lots.
2. Negotiate demand charges with utilities for lighting costs.

Study future solar technology opportunities that respond to park needs and are effective cost benefit, sufficient capacity and vandal resistant.

1. Develop an incentive and awards program for staff to track the cost of electricity and establish ways to bring utility costs down.

Create and/or upgrade inventories and audit for amenities and infrastructure.

1. Add CPS software program to record information received from maintenance audit information and from master plan.
2. Establish a visual inventory of each park condition.

Study new irrigation, chemical and turf products that reduce the demand on maintenance.

1. Balance improvements with the parks that provide the greatest savings against needs.
2. Save 20% on water usage for park turf.
3. Expand use of maxi-com controllers to manage City irrigation system to conserve water.

Explore the cost benefit of introducing energy saving electric fixtures at athletic fields and courts.

1. Complete a lighting study to evaluate the potential cost savings.

Partner with City's Utilities Energy Manager to work jointly on maximizing reductions in utilities.

Action Strategy 12. Develop and implement creative park themes to respond to public desire.

Issue Statement

During the community meetings and focus groups, many citizens asked that the City to consider customizing their neighborhood parks to the needs of the people who live in the neighborhood. Many of the parks discussed were designed around a set of standards dictated by the state or federal government in the 1960's and 70's as a requirement for state and federal monies. This gave the City a "cookie-cutter" approach to design standards that virtually made all neighborhood parks appear to look relatively the same due to the type of amenities that are in the parks. Today, the make up of the

City of Tempe Master Plan

Recommended Action Strategies

neighborhoods are different and this requires the City reaching out to the neighborhoods to seek their input in the design and operations of the park. Customized parks reflect the neighborhood and this is comes down to a “quality-of-life” issue for the people who live in those communities.

Benefits

- The community benefits because they get neighborhood parks that are targeted to their lifestyle.
- The City benefits because the parks have greater citizen ownership, which should translate into greater usage and less vandalism.
- The City as a whole benefits because the stability of the neighborhoods are stronger when the park acts as an anchor and resembles the people who live there.

Recommendations and Benchmarks

Develop a process to include neighborhood representatives when creating themes and park identification.

1. Establish principles for baseline design and allow the neighborhoods to customize according to demographic appeal orienting development of parks to the appropriate audience, (neighborhood, community, region), and encourage development that promote alternative means for access that are less dependent on the automobile.
2. Involve the neighborhood representatives in the planning process for parks.

Use a variety of references (i.e. Historical, cultural, social, artistic, environmental and architectural) as a guide to create park themes.

1. Allow playground companies to propose a design concept for neighborhoods to pick and choose based on need.

Integrate art principles into park development and redevelopment opportunities.

1. Work jointly with the Tempe Municipal Arts Commission on art standards that could apply to neighborhood and community parks.

Add color and vibrancy to equipment, ramadas and furnishings.

1. Develop image upgrade plans for all parks in the system.

Action Strategy 13. Develop or redevelop parks and path systems to positively influence land values.

Issue Statement

Currently the City has many neighborhood parks that need to be upgraded. This is an excellent time for the City to demonstrate that they are reinvesting in older neighborhoods by upgrading their neighborhood park. The community asked in the citizen survey that the City make a concentrated effort to upgrade existing parks and

City of Tempe Master Plan

Recommended Action Strategies

recreation facilities as part of the Master Plan process. All parks need to be designed around a set of principles in relationship to what the park is supposed to do for the neighborhood and solve for the community. This same methodology applies to community parks and regional parks. In addition there still remains a few areas of the City that are underserved by a neighborhood park and the City needs to make every effort to ensure that equity is met throughout the City in citizen access to parks.

Benefits

- The community has equitable access to a neighborhood park
- The Division demonstrates its commitment to older neighborhoods in the form of redevelopment and renovation of their parks and recreation facilities.
- The Division continues to make every effort to keep all of their facilities up to the highest market potential as possible so that they can meet the needs of all residents.

Recommendations and Benchmarks

Commit to redeveloping 2-3 neighborhood parks per year for the next ten years.

1. Develop criteria that measures the quality, acreage, and citizen need for each neighborhood park. Identify parks with the greatest redevelopment need based on this criteria and re-master plan the park.
2. Create a realistic time line to plan, design, and implement park improvements.
3. Meet with the public to present the objectives and timeline, and gain input on design issues.

Add four to six off leash activity areas in new and existing parks in the next five years. Develop standards for size, site furnishings, turf types and rotation in order to add off leash activity areas in neighborhood parks.

1. Identify acceptable size (minimum 2 acres) and amenity standards to maximize the dog and dog owner experience.
2. Distribute off leash activity areas throughout the City including adding one at ASU Research Park, Papago Park, the Tempe Sports Complex, Kiwanis Park, and the proposed ADOT parcel at Kyrene and US 60. Potential off leash activity areas may also be developed at Canal Park and Rio Beach.

Park development at Rio Salado will respond to the expectations of the community. During the development of this Master Plan, specific questions were asked in a citizen survey regarding development, programming, and recreation around Town Lake. This survey is considered a valid guide to understand the community's needs.

1. Target development and redevelopment activities in Tempe Beach and Rio Beach Parks on recreation and open space activities to benefit the entire community.
2. Consider locating Regional, Commercial and Specialty Recreation facilities in the vacant area west of Priest Drive and north of Rio Salado Parkway. These facilities are destination oriented and targeted at specific segments of the population.

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Recommended Action Strategies

Adjacent office and industrial land uses will be impacted less by this type of recreational facility.

Tempe has several sport field complexes and has tried to respond to the demand to add more fields for Youth and Adult Sports Leagues. Adding more sports fields, than currently planned, to the inventory is not recommended because it conflicts with the responses received in the citizen survey. Attention should be turned to improving the current field conditions and attempting to attract more Tempe residents as users.

1. Partner with school districts to jointly use fields and courts. This would include the use of indoor facilities. Consider offering to provide maintenance and operations expertise to offset the cost to the City.
2. Add automatic irrigation systems to sports fields that are currently being flood irrigated.
3. Incorporate field rotation techniques at all City-managed fields to improve maintenance and playing conditions.
4. Consider using sports complex fields for competition activities and designate practice activities to other fields.
5. Complete renovation of the five fields at Benedict Sports Complex by adding concrete sidewalks on tops of the berms and consider relocation of the bathroom closer to the activity areas.
6. Include survey questions in the future regarding the need for sports fields and courts to monitor the demand.
7. Work to find more practice field sites.

Develop a park master plan for Hayden Butte Park that protects its cultural resources, responds to non-park development at its edges, capitalizes on its location adjacent to downtown and Rio Salado, and addresses the functional and visual aspects of the antennas.

Update the park master plan for Canal Park. In addition to the current ramadas and trails, consider adding a potential North Tempe Community Center, a dog park on the lake island and a bridge connection to the crosscut canal trail.

Review the park master plan for Papago Park and its trail system. Evaluate the condition of the existing pedestrian and equestrian trails, and determine levels of improvements to maintain a high quality of experience. This park has been identified as a potential location for a North Tempe Community Center at a location south of the Arizona Historical Society Museum and west of the ball field. Shared parking is an option to explore. Review need for additional shade ramadas and drinking fountains.

Review each park facility life cycle based on community needs to determine value of park amenities and programs at the site. Any potential redevelopment should respect the

City of Tempe Master Plan

Recommended Action Strategies

Papago Park Conservation strategies included with the 2020 General Plan. Specifically, plans should address the conservation, reclamation and restoration of Papago Park's remaining natural and open spaces within and contiguous to, the boundaries of the City of Tempe by:

- *Preserving and reclaiming open space, special features and panoramic views in, from and through the natural environment in Papago Park;*
 - *Protecting and restoring flora and fauna indigenous to the natural environment within Papago Park;*
 - *Reclaiming and restoring damaged and inappropriately developed areas.*
1. Develop a resource allocation system to create baseline data on management cost against asset value.
 2. Review parks and amenities for safety, ADA and code compliance for the purpose of developing a program for funding, replacement and or renovation.

Review water quality in lakes and determine potential remodeling strategies to improve water quality and to reduce maintenance.

1. Establish feasibility of getting water to park sites from reclamation plants. Incorporate reclaimed water into park irrigation and lake systems.

Audit irrigation and lighting systems in parks developed before 1990 to establish an upgrade program to lower water application or energy consumption.

Implement projects identified as Future Phase in the CIP program, such as KRC expansion and Papago Park.

1. Establish a cost benefit for enhancements and improvements.
2. Consider incorporation of transit facilities in future regional park facilities or park enhancements.

Evaluate conditions of parks with flood irrigation, and determine cost benefit to convert to an auto system.

1. Establish a priority schedule for parks needing upgrading.

Incorporate Xeriscape landscaping principles of any non-programmable spaces in parks.

1. Establish a priority schedule for parks that need to be converted and gain neighborhood support.
2. Establish a water use program and priorities for how parks get converted.

Explore restroom facility alternatives and consider the creation of standards, which determine how parks receive bathrooms.

City of Tempe Master Plan

Recommended Action Strategies

Review Arizona Department of Water Resources guidelines to determine if they apply to ball fields and if these need to be adjusted for maintenance intense areas.

Action Strategy 14. Review design standards that impact the ability to deliver safe facilities and make security enhancements during park redevelopment efforts.

Issue Statement

The community asked throughout the Master Plan process that the City make parks as safe as possible. This will require an ongoing effort to ensure that every attempt is made to design safety into the parks and work with neighborhoods and users to help in keeping the parks safe. Safety is a community wide effort and it requires the parks staff working closely with the police department and the users to ensure that this occurs. Lighting in some parks needs to be upgraded and enhanced and it requires the City to evaluate lighting in all of its inspection efforts.

Benefits

- The community benefits because they can feel safe in their parks, which will allow greater usage.
- The City as a whole benefits because the neighborhoods help identify safety issues for the City to address and overall it will help reduce crime and vandalism in the parks.
- The neighborhoods benefit because they get a safe area to play and the youth can learn to enjoy a positive experience without fear of harassment.

Recommendations and Benchmarks

Review design standards for effectiveness and prepare benchmark against other communities.

1. Analyze recent park improvements that have been implemented under current Crime Prevention Through Environmental Design (CPTED) standards. Identify conditions that need improvement and identify opportunities to relax standards that exceed acceptable security levels and have high capital cost.
2. Review park area lighting standards for security, light quality, and aesthetic design. Make recommendations to update illumination, product, and maintenance design criteria.
3. Inspect park lighting during the evening on a regular basis to identify defective units.

Expand Park Ranger Program to community and neighborhood parks to improve security and increase perception of public safety.

1. Establish regular visibility of Park Rangers in trouble spots and high uses areas in the parks.
1. Develop a Park Watch Program and Park Ambassador Program to complement the Park Ranger Program

City of Tempe Master Plan

Recommended Action Strategies

2. Get citizens involved in park safety programs through a Park Watch Program, Park Ambassador Program and Path Monitors.

Action Strategy 15. Consider adding four gateways at major entrances to the City to promote community pride through strategic enhancements and foster economic development opportunities for the City.

Issue Statement

The City identified that the parks and recreation system plays a major role in the image of the City. They would like the City to consider intensifying the image level of the four major entrances to the City to foster community pride and economic development. This will take a commitment on the City's part to do so, but the return on investment will be high.

Benefits

- The City benefits through an enhanced sense of pride that is created for all residents.
- The image value increases the City's ability to attract new residents and businesses to Tempe.

Recommendations and Benchmarks

Research parcel availability for new gateway parks.

Initiate partnering request for development of gateways and identify funding alternative sources available.

Identify a method for designating and implementing the gateways. Artist/architect collaborations, design competitions, and local business sponsorships are alternative ways to implement gateway designs.

Action Strategy 16. Create land acquisition opportunities in under-served areas to manage against gaps in Tempe.

Issue Statement

Opportunities to acquire vacant and non-vacant land will be reviewed for their potential to supply the City with needed parkland acreage or facilities. Partnership opportunities will be explored if necessary to achieve the acreage and density goals per population area. In the review of underserved areas the citizens desire parks to be established in redevelopment areas and in unproductive industrial areas in the City to help meet open space needs. Most of the acquisition needs are in neighborhood parks and in special use parks.

Benefits

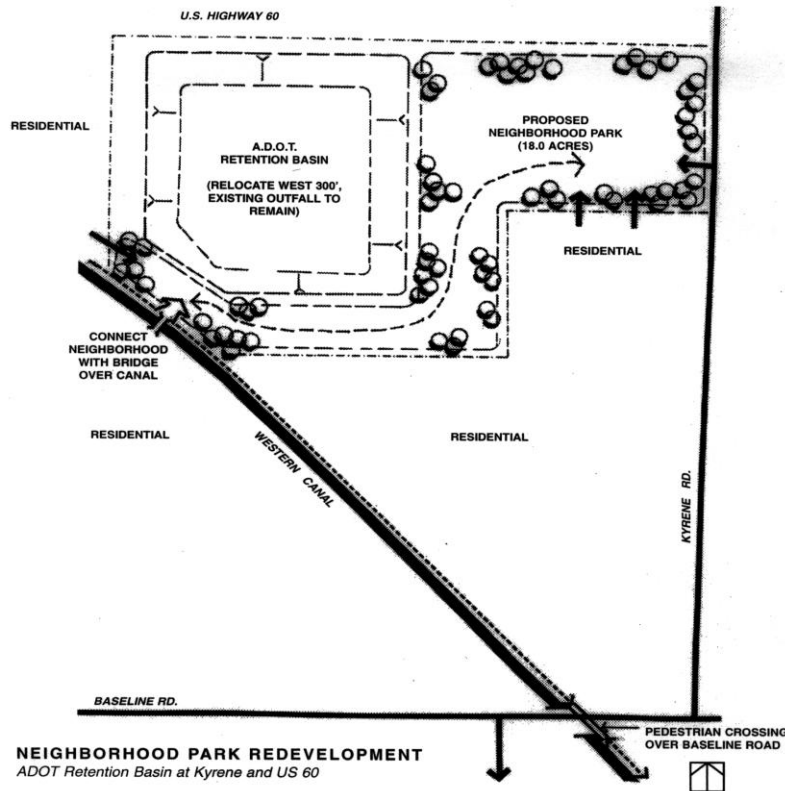
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Recommended Action Strategies

- Open space and neighborhood parks help to frame a community and position its image value.
- Parks add to the quality of life and the economic value of a community because parks create wealth in a community. Businesses and citizens want to live in a community that respects the value of land and a balance between development and open space.

Recommendations and Benchmarks

Enter into negotiations with ADOT to acquire land currently being used as retention basins.



1. Create a neighborhood park development plan and capital improvement budget for the 30-acre parcel south of State Highway 360 and west of Kyrene Road.
2. Consider acquiring an 8-acre parcel north and east of the ADOT basin if current residential property owners plan to redevelop. This acquisition would allow for vehicular access off Kyrene and provide for non-retention land to be developed

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Recommended Action Strategies

- for recreation opportunities.
3. Consider acquiring 30-acre ADOT parcel currently being used as a retention basin, part of Interstate 10 and south of Warner Road. Monitor demographic shifts in neighborhood development plan and plan to develop as sports field complex if population continues to increase in this quadrant of the City.

Monitor potential land acquisition and redevelopment opportunities with private and public entities to provide parkland and facilities.

1. Review potential redevelopment opportunity on 9.5 acres of distressed neighborhood property west of Miller Road and north of Curry. This area is planned mixed-use and is one of 5 sites being considered for the North Tempe Community Center.
2. Monitor the Mitchell School lease with ASU, and prepare an analysis of potential re-use opportunities. An assessment of the building condition will be needed to determine if asbestos abatement is required. If re-use is possible, consider uses that have low traffic impact on the neighborhood. Cultural and art programs is a desirable use.
3. Negotiate agreements to develop linear parks along SRP and UPRR right-of-way.

City of Tempe Master Plan Implementation Plan

Overview

The following pages illustrate the specific actions related to each of the 16 action strategies described in the previous sections. The consulting team and staff developed these actions as specific implementation measures that will help the City and the Community Services Department realize the new Vision for the City of Tempe Parks and Recreation Division. The Division should evaluate progress on this list of actions on an annual basis and add, delete, or adjust actions as appropriate and necessary to respond to changing priorities and conditions. It is expected that the list of actions be examined and reevaluated at least every two years. In doing so, the Division should retain the Vision Statement and the 16 vision action strategies as the constant goal and framework toward which all sections contribute.

The action matrix indicates which findings the action responds to, the priority or importance of each action to the success of the Vision and the plan, a general schedule or performance measure, and an estimated cost.

Also included in this section are the financial goals and projections for implementing the plan, including a list of funding sources that could be applied to fund each strategy in order to implement the Plan.

The capital costs associated with each of the action recommendations are attached to implement these recommendations.

Capital Costs

Creating a connected linear open space system

Recommended Actions

- A. Develop designs, implementation priorities and funding options for pedestrian pathway system for canals, rails, freeways and streets to connect to destination points.
 1. Connect open space path in The Groves and Kyrene/Elliot retail area to local and regional path system.
 - **Construction costs: ¼ mile length @ \$1,250,000/mile = \$312,500**
 - **Planning, Design and Engineering: \$46,875**
 2. Complete improvements to El Paso gas easement; fill in underdeveloped paths and landscape to link Optimist Park to Kiwanis Community Park.
 - **Construction cost: 2 ½ mile length @ \$1,250,000/mile = \$3,125,000**

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- **Planning, Design and Engineering: \$375,000**
3. Make path connections from Elliot, north to Western Canal and complete link to Ken McDonald Golf Course.
 - **Trail construction: 1 ¼ mile length @ \$1,250,000/mile = \$1,562,500**
 - **Planning, Design and Engineering: \$187,500**
- B. Negotiate with ADOT/MAG to add pedestrian over passes.
1. Add or improve over passes at Country Club, Dorsey, Kyrene and College on US Highway 60, and at 5th Street, Alameda, the UPRR and Western Canal on State Highway 101.
 - **Retrofit Pedestrian/Bicycle overpass over highway:
Construction: 1 overpass @ \$1,250,000/overpass = \$1,250,000
Planning, Design and Engineering: \$225,000**
 - **Pedestrian/Bicycle overpass over highway:
Construction: 5 overpasses @ \$1,700,000/overpass = \$8,500,000
Planning, Design and Engineering: \$1,530,000**
 - **Pedestrian /Bicycle overpass over railroad corridor/canal:
Construction: 2 overpass @ \$850,000/overpass = \$1,700,000
Planning, Design and Engineering: \$255,000**
- C. Consider alternative design solutions to provide path linkages along half-mile streets. Create a system of linked open space by utilizing the road network, but adopt a strategy to modify the character of those streets to become pedestrian and bicycle user friendly.
1. Reduce street pavement width to provide 6'-8' wide sidewalks on both sides of the street. Maintain bike lanes in the street. Consider detaching the sidewalks from the curb and adding a landscape buffer.
 - **Street width reduction and new curb, sidewalk and landscape:
Construction: \$1,450,000/mile
Planning, Design and Engineering \$261,000 per mile**
 2. Consider adding pedestrian orientated lighting along the new sidewalks system. Tie into street light power source.
 - **Lighting enhancements:
Construction: \$500/light
(measure from length of road remodel above and fill in)
Design and Engineering: \$450 per light**
- D. Provide path linkages over three dam segments at Town Lake. Utilize the connections to provide crossings at key points around the lake.
- **Construction cost:**

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Downstream dam: \$1,250,000
Upstream dam (north): \$500,000
Upstream dam (south) \$750,000

- **Planning, Design and Engineering: \$450,000 for all three segments.**

- E. Develop the Sun Circle Equestrian Trail to its fullest potential and advocate the completion of this trail to connect to regional open space and park systems.
1. Develop designs for equestrian trail crossings over State Highway 101 and over Baseline Road at the Western Canal.
 - **Equestrian trail:**
Construction: \$750,000/mile
Planning, Design and Engineering: \$135/mile
 - **Equestrian overpass over highway and roadway:**
Construction: 2 overpass @ \$1,500,000/overpass = \$3,000,000
Planning, Design and Engineering: \$540,000

Park Land Development and Redevelopment

Recommended Actions

- A. Commit to redeveloping two neighborhood parks per year for the next ten years.
4. Develop criteria in which to measure the quality, acreage, and citizen need for each neighborhood park. Identify parks with the greatest redevelopment need based on this criteria.
 - **Renovation construction cost: \$75,000/acre x 100 acres = \$7,500,000**
(Assume each park at 5 acres x 2/year x 10 years = 100 acres)
 - **Planning, Design and Engineering: \$56,250/park x 20 = \$1,125,000**
(Assume each park at 5 acres x \$11,250/acre = \$56,250/park)
- B. Monitor the acquisition opportunity at Pepperwood Golf Course. Consider redeveloping this facility into a Youth Golf Center and a neighborhood park.
1. If acquisition is an option, then create a strategy to purchase the entire property and develop the southern most 4 acres into a neighborhood park. The remaining golf amenity would be developed into a Youth Golf Center taking advantage of the existing clubhouse and parking lot.
 - **Land acquisition costs: \$110,000/acre x 23 acres = \$2,530,000**
 - **Construction/Youth Golf Facility: \$450,000**
 - **Construction/neighborhood park: \$90,000/acre x 4 acres = \$360,000**
 - **Planning, Design and Engineering: \$121,500 for entire facility**
- C. Remodel the community building and pool at Clark Park.
1. Once the citywide aquatic assessment is completed, determine how to position this pool facility in the market. Consider adding slide and play

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features that increase the recreation experience. Remodel the bathhouse and add color and character to promote an inviting character.

- **Remodel construction/building: \$90/s.f. x 1,400 s.f. = \$126,000**
- **Remodel construction/pool and deck areas: \$2,218,000**
- **Remodel construction/park: \$75,000/acre x 10 acres = \$750,000**
- **Planning and design: \$585,000**

2. Renovate the 1,200 sq. ft. community center into a singular dimensional facility for a special activity, and move the other program activities to the West Side Center. Remodel into a design theme that responds to the neighborhood expectations. Consider integration with a remodeled park facility.

- **Remodel construction costs: \$200/square foot x 2,000 s.f. = \$400,000**
- **Planning and design: \$72,000**

D. Consider creating a Town Plaza adjacent to City Hall that will be the site of community gatherings and special events. This urban plaza would serve redevelopment activities that may include adding cultural facilities around City Hall.

- **Construction costs: \$300,000/acre x 4 acres = \$1,200,000**
- **Planning and design: \$216,000**

E. Add four-six off leash activity areas in new and existing parks in the next five years. Develop standards for size, site furnishings, turf types and rotation in order to off leash activity areas in neighborhood parks.

- **Construction costs: \$35,000/acre x 12 acres = \$420,000**
- **Planning, Design and Engineering: \$12,600/park x 6 = \$75,600**

F. Tempe has several sport field complexes and has tried to respond to the demand for add more fields for Youth and Adult Sports Leagues. Adding more sports field to the inventory is not recommended because in conflicts with the responses received in the citizen survey. Attention should be turned to improving the current field conditions and attempting to attract more Tempe residents as users.

1. Add automatic irrigation to sports fields that are currently being flood irrigated.

- **Construction costs: \$125,000 per field**
- **Planning and design: \$22,500 per field**

2. Renovate the five remaining fields at Benedict Sports Complex. Level the grade to acceptable playing quality and re-sod playing surfaces and problem areas. In the long term, add concrete sidewalks on top of the berms and consider relocating the bathroom closer to the users activity areas.

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- **Renovation construction cost:** \$125,000/field x 5 fields = \$625,000
- **Planning, Design and Engineering:** \$22,500/field x 5 fields = \$112,500

Key Facilities

Recommended Actions

- A. Five sites have been identified for redevelopment of a north Tempe Community Center.
- **Land costs:** \$125,000/acre x 6 acres = \$750,000
 - **Construction costs:** \$7,000,000
 - **Planning, Design and Engineering:** \$1,260,000
- B. Four sites have been identified for potential redevelopment of a South Tempe Community Center.
- **Land costs:** \$125,000/acre x 5 acres = \$625,000
 - **Construction costs:** \$6,000,000
 - **Planning, Design and Engineering:** \$1,080,000
- C. Based on user needs, identify major amenities that can be added to Kiwanis Community Park and Recreation Center as new attractions.
1. Establish a mini outdoors-family water park on the East Side of the Kiwanis Park Recreation Center.
 - **Construction costs:** \$1,500,000
 - **Planning, Design and Engineering:** \$270,000
 2. Add lighted tennis courts to the existing 15 and a center court to draw regional and national tournaments to Tempe working with the Tempe Convention and Visitors Bureau.
 - **Construction/Tennis Courts:** \$100,000/court x 20 courts = \$2,000,000
 - **Construction/Center Court:** \$250,000 x 1 court = \$250,000
 - **Planning, Design, and Engineering:** \$405,500
 3. Construct a wellness/fitness center for the Kiwanis Recreation Center.
 - **Construction costs:** \$150/square foot x 10,000 s.f. = \$1,500,000
 - **Planning and design:** \$270,000

Land Acquisition Opportunities

Recommended Actions

- A. Enter into negotiations with ADOT to acquire land currently being used as retention basins.

City of Tempe Master Plan Implementation Plan

1. Create a neighborhood park development plan and capital improvement budget for the 30-acre parcel south of State Highway 360 and west of Kyrene Road.
 - **Land acquisition cost: \$90,000/acre x 12 acres = \$1,080,000**
 - **Construction/Sports fields: \$2,400,000**
 - **Planning, Design and Engineering: \$432,200**

2. Consider acquiring an 8-acre parcel north and east of the ADOT basin if current residential property owners plan to redevelop. This acquisition would allow for vehicular access off Kyrene and provide for non-retention land to be developed for recreation opportunities.
 - **Land acquisition cost: \$125,000/acre x 8 acres = \$1,000,000**
 - **Construction/Neighborhood Park: \$1,200,000**
 - **Planning, Design and Engineering: \$216,000**

3. Consider acquiring 30-acre ADOT parcel currently being used as a retention basin, part of Interstate 10 and south of Warner Road. Monitor demographic shifts in neighborhood development plan and plan to develop as sports field complex if population continues to increase in this quadrant of the city.
 - **Land acquisition cost: \$90,000/acre x 30 acres = \$2,700,000**
 - **Construction/Sports fields: \$4,800,000**
 - **Planning Design and Engineering: \$864,000**

Community Gateways

Recommended Actions

- A. Initiate partnering request for development of gateways and identify funding alternative sources available.
 - **Land acquisition cost: \$110,000/acre x 8 acres = \$880,000**
 - **Construction cost: \$450,000/gateway x 4 = \$1,800,000**
 - **Planning, Design, Engineering: \$54,000/gateway x 4 = \$216,000**

City of Tempe Master Plan

Appendices-Focus Group Analysis

Focus Group Analysis

Overview and Process

Community focus group meetings for Tempe Community Services Department, Parks and Recreation Division Strategic Plan were conducted on March 29-30, 1999. These meetings were held at the Tempe Public Library and included 10 to 12 people in each focus group.

The City prepared a list of focus group participants. Those invited were business people, neighborhood leaders, City staff, non-profit association members, sports groups, youth leaders, partners, program participants, school administration staff and economic development and tourism leaders.

Focus group questions were prepared by the consulting team and approved by the City prior to the meetings. Approximately 140 people were involved in the focus groups.

The following questions were asked.

1. How long have you been a resident of Tempe?
2. How satisfied are you with the present level of services provided by the Tempe Community Services Department, Parks and Recreation Division?
 - Physical conditions of the parks.
 - Recreation Facilities
 - Recreation Programs
3. Where would you like to see the City of Tempe put their efforts in the future in managing the parks and recreation system for the next five years?
4. Should the City upgrade existing facilities, build new facilities or do both in terms of meeting the needs for park facilities, recreation centers and pools?
 - Park Facilities
 - Recreation Center
 - Pools
 - Game fields
 - Golf Courses
 - Tennis Courts
 - New facilities that you would like to see developed.

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5. Given that some of the City of Tempe's older facilities such as pools and Recreation Centers are under utilized and have been expensive to maintain. Do you think Recreation Centers should serve one or two neighborhoods or should they be designed and built to be larger and serve several neighborhoods with one location?
 - Should small, older facilities be closed?
 - Should the City continue to operate older facilities with reduced hours of operation?
 - Should the City consider privatizing older facilities?
6. What do you feel is most needed in recreation programs?
 - Preschool Programs
 - Grade School Programs
 - Disadvantaged Youth Programs
 - Adult Programs
 - Senior Adult Programs
 - Programs for People with Disabilities
 - Family Programs
7. How do you feel about the City subsidizing Youth Sports Associations through maintaining and developing game fields?
8. What methods for funding construction of parks, recreation facilities and programs would you suggest the City consider if it is determined that changes to the Parks and Recreation services are needed?
 - Parks
 - Recreation Facilities
 - Recreation Programs
9. Would you like to see the Tempe Community Services Department, Parks and Recreation Division establish partnerships with other providers in the City to create programming and facility development opportunities?
 - Which partners make the most sense?
10. Do you believe Recreation and Parks services need to be:
 - Self -Supporting

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- Supported by Taxes
 - Combination of Both
 - Percent of Budget
11. Should the City expand recreation services? If yes, in what areas? If yes, to what levels?
 12. How would you like to see the Rio Salado Park be developed? How would you like to see the park financed?
 13. Should the City of Tempe establish a different price structure for recreation services between residents and non-residents? What would you like the difference to be?
 14. What do you think the City of Tempe Community Services Department, Parks and Recreation Division should do to create greater support and advocacy from the public for parks and recreation?
 15. Where are lighting improvements needed in parks?
 16. How would you like to see the use of the railroad and canal corridors be used more effectively?
 17. Are there re-development areas in the City that need parks?
 18. Should the City of Tempe subsidize special events with tax dollars or should the events be totally supported by the promoters?
 19. How should the City of Tempe manage the congestion on Friday and Saturday nights in downtown Tempe?
 20. Should the golf courses be privately or publicly managed?
 21. Is an amphitheater needed in the City?
 22. Do you feel the City needs to buy more parkland? If so in what areas of the City and what types of parks are needed?
 - Neighborhood Parks
 - Community Parks
 - Specialty Parks

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23. Do you feel there are parts of Tempe that are underserved in parks? In Recreation services?
24. Do you feel the Tempe community would support a parks bond issue for updating the Parks and Recreation system?
25. What are the strengths of the Community Services Department, Parks and Recreation Division?
26. What are the key weaknesses?

Key Findings

Question 1. How long have you been a resident of Tempe?

- All participants were Tempe residents. Their length of residency varied from three years to thirty years.

Question 2. How satisfied are you with the present level of services provided by the Tempe Community Services Department, Parks and Recreation Division?

- Above average. Generally speaking, people are pleased. (Stated 11 times)
- There is a need for additional game fields for all sports. (Stated 10 times)
- More room is needed at the Senior Center with additional senior programs. (Stated 4 times)
- Very well managed City and Department. (Stated 12 times)
- North Tempe feels isolated. A community center and public pool are needed in this area. (Stated 3 times)
- Game field conditions are poor due to overuse. They need to be managed and scheduled more efficiently. (Stated 8 times)
- There is too much non-resident use of City owned facilities especially on soccer fields. (Stated 6 times)
- More recreation programs are needed in South Tempe. (Stated 4 times)
- More indoor recreation facilities are needed including indoor soccer. (Stated 6 times)
- The parks need to be updated and modernized. (Stated 5 times)
- More in-line skating and skateboard facilities are needed. (Stated 4 times)
- Existing pools require upgrading and additional swimming pools are needed. (Stated 6 times)
- Longer hours of operation are needed at the pools. (Stated 4 times)

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- Quiet areas and more passive spaces are needed. (Stated 3 times)
- There are some concerns about the golf courses in terms of price and maintenance on the course.
- Currently, the recreation programs and facilities are very affordable and the City should try to maintain this level of service. (Stated 6 times)
- More programs for seniors, families, teens and people with disabilities are needed. (Stated 12 times)
- A greater level of partnership is needed between the schools and the City in use of gym and school areas and in joint development of pools.
- The standard acre size of neighborhood parks needs updated.
- An updated policy plan is needed for desert parks and integration of this policy with other agencies.
- There are some poor feelings between the South Tempe area and the Boys and Girls Club. (Stated 3 times)
- The City needs to stay focused on the series of linear parks that was called for in the Year 2000 Plan that was never started.
- More lighting and landscaping along the sidewalks and canal is needed.
- The recreation programs have become stagnant and need more creativity. (Stated 3 times)
- A policy on restricted use of game fields is needed.
- Tennis program and facilities are highly received. (Stated 4 times)
- More dog run areas are needed.
- There is inadequate parking in some parks. (Stated 4 times)
- The current level of park upgrading is very appreciated. (Stated 6 times)
- The upgrade of signage is appreciated.
- Parks north of the river have security issues that need to be better managed.
- Youth feel parks are not safe in the evening. (Stated 8 times)
- More sand volleyball areas in parks are needed. (Stated 5 times)
- The park lakes are very polluted and need to be cleaned up.
- Create more teen social spaces that are nice for dates up to 11 p.m. (Stated 6 times)
- More water park areas are needed and targeted to younger adults. (Stated 9 times)
- Parks need restrooms with doors in women's restroom areas.

Overall Findings

Overall, the citizens love Tempe parks. They would like maintenance levels increased in all areas. Additional outdoor game fields, indoor facilities and space are needed for recreation type activities. In general, recreation programs are well accepted by the community; however, citizens would like the programs to incorporate more creativity.

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The citizens appreciate the current upgrades; however, safety and visibility in some parks continue to be a concern. Additional lighting and landscaping are needed in parks and along the canals.

Some recreation facilities and pools need to be upgraded and should be more user friendly. Longer hours are also needed at the pools. Non-resident use needs to be managed more consistently. All groups expressed their concern with overuse of fields. Teens, families, seniors and people with disabilities are program areas that require additional focus.

Question 3. Where would you like to see the City of Tempe put their efforts in the future in managing the parks and recreation system for the next five years?

- More cooperation with existing agencies in the City such as the School District and in staff allocation. (Stated 10 times)
- More efforts to expand Social Services and Kid Zone.
- Before and after school childcare.
- The City needs to bring neighborhood parks up to modern standards and meet ADA standards. Adding restrooms is also needed. (Stated 8 times)
- Increase security in parks, and use neighborhoods as a security tool. (Stated 7 times)
- Add multi-ethnic recreation programs.
- The golf course needs to have a new multi-use clubhouse.
- Off leash activity areas are needed with dew bags.
- Have positive signage in parks.
- More money needs to be allocated for existing infrastructure. (Stated 4 times)
- A mobile recreation center is needed for the summer.
- Program offerings need to be expanded and made more diverse. Also, target programs to renters. (Stated 2 times)
- Create more park advocacy groups to lobby support and funding from the Council.
- Fully develop the Rio Salado Park so citizens can enjoy. (Stated 4 times)
- Add neighborhood parks where needed through the use of impact fees.
- Add a skateboard park. (Stated 4 times)
- The Apache Redevelop Park needs some park open space.
- Improved marketing and communication efforts to inform citizens of services offered with a consistent updated website.
- ASU does not completely meet the students' recreation services needs. Coordination is needed.
- More senior, teenagers and young children programs are needed. (Stated 8 times)

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- More shade structures in parks are needed. Turf materials that do not generate heat need to be added. (Stated 2 times)
- Developing of sports complexes for youth.
- Some citizens are concerned with the City relinquishing some of the City baseball programs and sports programs over to other baseball-affiliated organizations like Little League.
- More zero depth pools are needed, and pools need to stay open through Labor Day. (Stated 4 times)
- Manage homeless people in parks and those who are living in ramadas. (Stated 3 times)
- Develop regional planning efforts with other communities on development of parks to Tempe borders to relieve stress. (Stated 3 times)
- Non-residents should not be subsidized in recreation programs. (Stated 2 times)
- Develop practice spaces for all sports.
- More personnel on site are needed in parks.
- Emphasize quality of program facilities and parks to increase use.
- More multi-dimensional recreation facilities are needed along with baseball and soccer fields and lighted basketball courts. (Stated 3 times)
- The south area of Tempe needs parks.
- Bring Parks and Recreation together to improve quality and communication. (Stated 2 times)
- Continuous bike trails around parks and connection of existing parks. (Stated 4 times)
- More lighting of game fields to allow rest for existing fields.
- Update existing game fields.
- Reduce bureaucracy in the system, and increase ease of access.
- Inform the neighbors when parks are being updated. (Stated 2 times)
- Connect programs and facilities with the transit system.
- Improve maintenance levels in parks.
- Both South Tempe and North Tempe need recreation centers.
- Build another arts center and allow the recreation Division to program the space.
- Buy park space when possible.
- The City needs to lead in capital improvement expenditures and leave the operational costs to users and partners.
- Higher levels of part-time staff are needed to keep facilities open longer.
- Stop paying coaches of youth sports teams.

Overall Findings

Over the next five years, the City needs to spend the majority of their resources on developing stronger partnerships with the school system and other agencies in recreation program development.

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The City needs to continue to update and modernize parks. In addition, citizens would like more resources placed on improving existing recreation facilities and pools. Because security is an issue, more visibility is needed to encourage higher use by citizens.

There needs to be greater program efforts towards seniors, teens, youth and families. Where possible, trails to interconnect parks should be developed. The Rio Salado Park needs to be fully developed. Regional Park planning of recreation facilities should be completed.

Question 4. Should the City upgrade existing facilities, build new facilities or do both in terms of meeting the needs for park facilities, recreation centers and pools?

- Park Facilities
- Recreation Center
- Pools
- Game fields
- Golf Courses
- Tennis Courts
- New facilities that you would like to see developed.
- The City and their partners need to do both. (Stated 3 times)
- The City needs to make sure that they put the needed money into all parks not just Rio Salado. (Stated 7 times)
- The City needs to demonstrate equity of spending in all areas of the City especially in older neighborhoods. (Stated 7 times)
- North Tempe is underserved and needs additional facilities.
- The pools need to be upgraded and programmed. They also need a theme. (Stated 4 times)
- More game fields are added to the park system.
- Add new facilities to bus routes.

Overall Findings

The citizens feel that the City needs to build new facilities in under-served areas. They need to demonstrate equity in spending of City resources in all areas and not make Rio Salado a money pit. North Tempe residents feel they are excluded from facilities. More game fields need to be added.

Question 5. Given that some of the City of Tempe's older facilities such as pools and Recreation Centers are underutilized and have been expensive to maintain, do you think Recreation Centers should serve one or two neighborhoods or should they be designed and built to be larger and serve several neighborhoods with one location?

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- Should small older facilities be closed?
- Should the City continue to operate older facilities with reduced hours of operation?
- Should the City consider privatizing older facilities?
- Multi-purpose facilities are needed along with one-stop shopping recreation centers.
- Combining resources between the City and schools should be done to serve several neighborhoods. Users need to cover operating costs.
- Non-residents should pay more to help offset impact of regional facilities.
- Consolidate facilities and make them larger. Make them destination facilities. Close smaller facilities when they are at the end of their useful life. (Stated 8 times)
- Find creative uses of older schools that can serve as community centers. (Stated 7 times)
- Recreation centers and pools need to be changed to reflect the needs of parents. Childcare facilities need to be added.
- Do not close older recreation facilities and pools. This sends a bad message to the neighborhoods. (Stated 4 times)

Overall Findings

The citizens want larger multi-dimensional recreation facilities. The City needs to work with schools to convert older schools into recreation centers. Most citizens do not see the value of privatizing recreation centers, and closing older facilities sends a bad message to the neighborhood. The citizens suggest converting small centers for other uses.

Question 6. What do you feel is most needed in recreation programs?

- Preschool Programs
- Grade School Programs
- Disadvantaged Youth Programs
- Adult Programs
- Senior Adult Programs
- Programs for People with Disabilities
- Family Programs
- Develop a transportation program so people can to get to programs and facilities. (Stated 3 times)
- Computer schedule of recreation programs by area, time and telephone numbers with program and facility information listed.
- More afterschool programs are needed. (Stated 5 times)

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- More disability programs are needed. Because these have slowly declined over the years, the City needs to integrate those programs.
- A Tempe Senior Day Care facility is needed.
- Change recreation programs to match the demographics of the neighborhood and incorporate senior programs in all facilities.
- Programs, including transportation, are needed for the elderly.
- A large sports tournament complex is needed for soccer and softball to enhance economic development.
- More half and full day preschool programs are needed. (Stated 2 times)
- More senior programs are needed. (Stated 5 times)
- More youth programs in all program areas especially 11–13 years of age. (Stated 2 times)
- An outdoor adventure program series is needed. (Stated 2 times)
- Programs for teens and disadvantaged youth are needed. (Stated 2 times)
- Kid Zone needs to be available for low-income families.
- More cultural programs are needed including dance classes.
- More passive recreation is needed.

Overall Findings

The citizens would like the City to focus on more programs targeted towards preschool and afterschool, youth ages 11–13, teens and seniors. Transportation coordination is needed so people can access recreation facilities and programs. More disability programs for youth and adults should be added.

Question 7. How do you feel about the City subsidizing Youth Sports Associations through maintaining and developing game fields?

- A closer review of fees for sports groups that have exclusive use may be needed. In return, the policy may need updated. (Stated 2 times)
- The City needs to cater to Tempe residents before out-of-town teams. (Stated 5 times)
- The parks are overused. To help reduce overuse, the fee structure needs to change.
- The City should subsidize some level of team sports especially 12 and under and limit subsidy for individual sports. (Stated 3 times)
- There is inequity of access and subsidy for girl's sports compared to what is provided for boy's sports. (Stated 3 times)
- If the City subsidizes youth sports, the youth sports organization should adhere to the City's philosophy of play.
- The City should subsidize sports for disadvantaged youth.
- Better enforcement of non-resident use needs to be established.
- Ask other cities with no facilities to invest in their citizens.

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Overall Findings

The non-resident user fee policy needs to be updated and enforced. Also, those groups that have exclusive use of fields may need to pay more for that right.

The participants feel it is appropriate for the City to subsidize youth team sports to some level up to age 12. An equity study of subsidy and access for girl's sports in comparison to boy's sports is needed to compare where inequities exist. If the City continues to subsidize youth team sports, the groups need to follow the City's philosophy on play.

Question 8. What methods for funding construction of parks, recreation facilities and programs would you suggest the City consider if it is determined that changes to the Parks and Recreation services are needed?

- Parks
- Recreation Facilities
- Recreation Programs
- Restructure user fees and evaluate the classes that can be self-supporting and move programs in that direction.
- By user fees or changing the mileage rate for parks and recreation.
- Direct solicitation of businesses for sponsorship of recreation programs. (Stated 2 times)
- Real estate transfer fees. (Stated 3 times)
- The City should not go into debt to fund anything.
- Develop a Parks Foundation. (Stated 3 times)
- Create more partnerships to help offset the City's cost. (Stated 6 times)
- Get the professional sports teams to invest in facilities. (Stated 3 times)
- Joint development and operations of regional facilities with other cities. (Stated 3 times)
- Control resident and non-resident use versus building more recreation facilities.
- Lease land to private enterprises and use revenues from the land to offset cost.
- A bond issue.
- There were very mixed comments on naming rights. (Stated 3 times)
- Developer impact fees. (Stated 3 times)
- Business Excise Tax
- If the City has to get creative in funding alternatives, it probably means the City cannot afford it.
- Grants (Stated 2 times)
- Add more friends groups to the system.

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Overall Findings

The City should develop more partnerships by creating more recreation programs and facilities to offset costs. The City needs to restructure some fee policies to help offset costs. Real estate transfer fees and developer impact fees should help fund recreation improvements.

Some support exists for corporate sponsorships to reduce program cost and establish a Parks Foundation. Regional development of recreation facilities between cities is desired. Selling naming rights for revenue had very mixed reviews.

Question 9. Would you like to see the Tempe Community Services Department, Parks and Recreation Division establish partnerships with other providers in the City to create programming and facility development opportunities?

Which partners make the most sense?

- Golf course privatization makes sense.
- Establish partnerships with social service agencies. (Stated 3 times)
- Sports groups (Stated 8 times)
- YMCA
- Church groups
- Corporations
- Neighboring cities (Stated 5 times)
- National corporations located in Tempe (Stated 8 times)
- ASU (Stated 5 times)
- Public/private partnerships are okay. (Stated 3 times)
- Public non-profit
- More partnerships with the arts community
- Schools (Stated 8 times)
- Neighborhood associations (Stated 6 times)

Overall Findings

The citizens support partnerships to help offset the City's cost in developing facilities and programs. The partnerships the City should pursue include sports groups, national corporations, schools, ASU, neighborhood associations and neighboring cities.

Question 10. Do you believe Recreation and Parks services need to be self-supporting, supported by taxes, combination of both, or percent of budget?

Overall Findings

All citizens involved feel a combination of taxes and user fees should support parks and recreation services.

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Question 11. Should the City expand recreation services? If yes, in what areas and to what levels?

Overall Findings

The City needs to expand services in senior areas, teens, preschool, youth, people with disabilities, arts and outdoor adventure programs. The citizens would like to see indoor soccer facilities added, more pools, an indoor playground, skate parks, more game fields and additional recreation centers.

Question 12. How would you like to see the Rio Salado Park be developed? How would you like to see the park financed?

- Finance the park from land leases.
- User fees (Stated 3 times)
- Concessionaires (Stated 2 times)
- More passive use of the park is needed. 70% passive to 30% active. (Stated 4 times)
- The park needs to add to the overall quality of life in Tempe or it should not be developed.
- Prices should be flexible enough so all residents can use the park. (Stated 4 times)
- The land adjacent to Tempe Beach Park should be held out to connect the park to residential areas.
- The City should be willing to spend substantial tax dollars in design, development and maintenance, and the public should be a higher priority than commercial.
- This park should be a stabilizing factor to the area.
- 75% of land should be public access.
- The City does not have to develop the entire park now. Leave some areas for the future, and maximize the space that is available.
- The City should be paid back for its development cost. (Stated 2 times)
- The developers should bear the cost of maintenance in the park.
- Sell the naming rights to finance the park.
- Program and design the park based on who you want to visit the park.
- The park needs to be managed in a consistent manner, similar to other Tempe parks. (Stated 5 times)
- The park should be event-driven.
- The park needs to be managed differently than other Tempe parks. (Stated 3 times)
- All park related fees need to be accounted differently.
- The park should be 50% active and 50% passive.

Overall Findings

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The park should maintain a good balance between active spaces and passive spaces. The majority of the park should be funded through land leases. Tempe residents need to be able to access the park at little cost.

The park needs to be managed consistently with other Tempe parks only at a higher level. The community supports a certain level of corporate sponsorship involved in financing the operational cost of the park.

Question 13. Should the City of Tempe establish a different price for recreation services between residents and non-residents? What would you like the difference to be?

- Set the price that would substantially limit non-resident use.
- Evaluate what other cities are doing.
- The non-residents should pay for the resident's fee.
- Residents should still have priority.
- Tempe residents could only use some fields.
- The park needs to be economic driven. The key is to capture the opportunities that support breaking even on the park and game fields cost.
- Yes, non-resident rates should be 25% more. The existing levels in golf are appropriate.
- Subsidize programs based on cost accounting.

Overall Findings

The citizens support a non-resident rate that limits use and the City's level of subsidy for non-residents. Non-resident rates should be 25% higher than Tempe resident rates.

Question 14. What do you think the City of Tempe Community Services Department, Parks and Recreation Division should do to create greater support and advocacy from the public for parks and recreation?

- Clarity in the vision statement.
- Working with neighborhood associations.
- Provide the resources to the department to leverage partnerships.
- More equity in the service delivery.
- They are doing an excellent job and that needs to be demonstrated in the community.
- More effort on design and management of facilities and programs.

Overall Findings

The City can create more advocacies by working more closely with neighborhoods and non-profit associations. Partnering and facility design and management will create advocacy.

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Question 15. Where are lighting improvements needed in parks?

- Should be a neighborhood driven issue.
- Architecturally sound and efficient.

Overall Findings

Improved lighting in parks is desired, but should be driven by individual neighborhoods. The lighting should be architecturally sound and efficient.

Question 16. How would you like to see the use of the railroad and canal corridors be used more effectively?

- As a transportation system for trails.
- Rail systems are secondary routes under the transportation plan.
- Higher profile is needed for getting people out of their cars on the network.
- A tremendous opportunity for bikeways and trails.
- The owners of the canal and the railroad tracks do not want to sell or participate.
- The light rail should go down the linear park along the right-of-way.
- Apache Blvd. should not be used for transit.
- Parks and recreation needs to look at the greenways and rail corridors as right-of-ways.
- Use the linear parks for off leash activity areas.

Overall Findings

Corridors for trails and linear parks or as secondary transportation routes to get people out of their cars need to be developed. This should be a long-term goal of the City.

Question 17. Are there re-development areas in the City that need parks?

- North Tempe
- North of Broadway
- Apache Blvd. needs parks.
- Improving on what they have instead of adding more.
- Every area north of Broadway is in need of some parks.
- Minor expansion of existing parks and intensify the use of existing parks.

Overall Findings

North Tempe, north of Broadway and Apache Blvd. are areas that need parks.

Question 18. Should the City of Tempe subsidize special events with tax dollars or should the events be totally supported by the promoters?

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- By the promoter.
- What events are missing in town and maybe entice them in the seed money but let them go on their own.
- The City should support some events, i.e., the parade.
- Anytime you close off a street, they should pay.
- Should be on a case-by-case basis.
- The City does not subsidize any event and by choice. The City may choose to be a sponsor of the event if desired.
- It is a mess and needs re-thinking.
- Yes, the promoter should demonstrate a business plan for the cost benefit to the City in order to be involved.
- The City should not provide support for promoters.
- Family pricing of the block party needs to be affordable.
- Promoters need to cover all costs.
- Mill Avenue has the ability to give back to the City on the profits that are made.
- If it is a benefit to the whole community, then some City subsidy should come into play.
- The City needs to be able to share in the event.
- The City has a review process that is focused on safety.
- This will be a major issue that can be developed in which people will need to be involved.

Overall Findings

The citizens should subsidize some special events only if the entire City benefits. If not, the promoters should cover the cost of conducting the entire event.

Question 19. How should the City of Tempe manage the congestion on Friday and Saturday nights in downtown Tempe?

- Close Mill Avenue on weekends.
- Crowd capacity controls need to be implemented.
- Make Mill and Fifth a walking mall.
- Cars driving around are there to be seen.
- Open to all suggestions.
- Additional police officers are needed.
- Make it a pedestrian area only.
- Make use of the mass transit system to solve traffic problems.
- This is a law enforcement issue and not a park issue.

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- Narrowing Mill Avenue to two lanes and allow for angle parking is an inexpensive way. Also, put in old fashion parking meters to help eliminate the problem.
- 3rd Street in Denver is a good example.

Overall Findings

The City needs to try different alternatives to see which ones work the best. Further study and involvement by businesses and people impacted by any future decisions is needed.

Question 20. Should the golf courses be privately or publicly managed?

- It does not matter who manages the property.
- Fear of losing high school play and junior programs if privately managed.
- Everybody is happy.
- No, the maintenance should be done by the Community Services Department, Parks and Recreation Division and not maintained by the private operator.
- Need more marshals on the course.
- More oversight is needed on the golf courses.
- It works well now, why change it.
- To keep golf affordable it must be publicly managed.
- Access to the golf course after-hours needs to be available for walking.

Overall Findings

There were very mixed reviews by citizens on how to manage the golf courses. If privately managed, the citizen fear the prices will increase. This management area needs more education of golfers on the benefits of privatization to move forward.

Question 21. Is an amphitheater needed in the City?

- No (Stated 2 times)
- Yes (Stated 3 times)
- Yes, in Rio Salado

Overall Findings

A majority of the people involved in the focus group feel there is a need for an amphitheater. Some felt Rio Salado Park would be a great location.

Question 22. Do you feel the City needs to buy more parkland? If so, in what areas of the City and what types of parks are needed?

- Neighborhood Parks

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- Community Parks
- Specialty Parks
- Neighborhood parks are most needed.
- Yes, more park areas are needed in the Apache area and in the canal area.
- More community parks are needed.
- Specialty parks for special events; golf and game fields are needed.
- A skateboard park is needed in the Rio Salado Park.
- Buy as much parkland as possible.
- A multi-dimensional sports complex is needed in South Tempe.

Overall Findings

Neighborhood and community parks are needed the most. Specialty parks for game fields, golf and special event areas are also desired.

Question 23. Do you feel there are parts of Tempe that are underserved in parks? In Recreation services?

- During the last ten years, the City has done a good job in balancing the gaps in the market.
- North Tempe is still underserved.
- More indoor children complexes for playgrounds are needed.
- The North Tempe area needs some type of recreation center.
- More parks are needed in the southern and northern areas.

Overall Findings

North and South Tempe need parks and recreation facilities the most.

Question 24. Do you feel the Tempe community would support a parks bond issue for updating the Parks and Recreation system?

- Yes (Stated 4 times)
- No
- There needs to be a bond issue on livability.
- Yes, based on timing.

Overall Findings

The majority of citizens feel Tempe residents would support a bond issue for parks and recreation; however, timing is a critical factor to consider.

Question 25. What are the strengths of the Community Services Department, Parks and Recreation Division?

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- High quality staff and very open in working groups that have an interest in helping out the citizens. They are very cooperative.
- The part-time staff is very good and energetic.
- Good special groups focused.
- The City has enjoyed good policy leaders and how to develop the community and the partnerships with the schools.
- The new leadership is more open for community input than past leadership.
- Programs are adapting to change.
- Responsive staff.

Overall Findings

The residents feel the Department's strengths include current staff and their willingness to seek public input and then change as the community desires.

Question 26. What are the key weaknesses?

- There is a need for more services for the special needs population, elderly seniors, and attracting seniors to Rio Salado Park.
- There is a need for a skateboard park.
- More social issues are coming into Tempe and the City needs to deal better with this factor. Tempe residents should have priority over non-residents on using programs and facilities.
- All fees are too low and need to be changed.
- The City needs to reach out to demographic groups that do not speak English.
- There is a lack of management personnel in some facilities.
- Recovering from doing more with less.
- The museum does not (and is not expected to) generate revenue.
- The City offers programs without adequate research to determine if there is a need for that particular program.
- Need better equipment inside recreation facilities.
- Making decisions without asking the people that it impacts.
- The agency needs to be more market driven and communicate more on status of projects and park management.
- There is a lack of awareness and effective communication.
- They miss 9 out of 10 good public relations stories that exist.
- Bureaucracy is too much.
- Low neighborhood involvement.
- Pools should be open longer.
- Park maintenance needs to be updated.
- Popular parks are overused, and neighborhood parks are underutilized.

City of Tempe Master Plan

Appendices-Focus Group Analysis

- Service duplication exists.

Overall Findings

There is a lack of communication with the public on changes being made, especially those individuals impacted by the change. More programs are needed for seniors and disadvantaged people in Tempe. Additional personnel are needed to keep facilities open longer. The City has become over extended. More parks and facilities need to be more revenue driven.

City of Tempe Master Plan

Appendices-Public Forum Analysis

Public Forums Analysis

Overview and Process

Public forum meetings for the Tempe Community Services Department, Parks and Recreation Division strategic plan were held on May 10, 11, 12, and 13, 1999. The public meetings were held at Pyle Adult Recreation Center, Arizona State Historical Museum, Escalante Community Center and Kyrene Middle School. The meetings began with the consultant describing the strategic plan process. The consultant facilitating the public forums asked a series of questions and all information was recorded. There were a total of 31 citizens who participated in the public forums meetings.

The questions that were asked were as follows:

1. What are the greatest strengths of the Tempe Community Services Department, Parks and Recreation Division? A strength is a positive attribute that exists today in Tempe.
2. What are the greatest weaknesses of the Tempe Community Services Department, Parks and Recreation Division? A weakness is a negative condition that exists in Tempe.
3. What opportunities can the Tempe Community Services Department, Parks and Recreation Division take advantage of in the future? Think of emerging conditions that could have a positive effect on the future if proper action is taken now.
4. What are the greatest threats facing the Tempe Community Services Department, Parks and Recreation Division? A threat is an emerging condition that could negatively impact the Community Services Department, Parks and Recreation Division if not addressed.
5. What is the best way for the Division to communicate with you on the services they provide?
6. What recreation program areas need the most focus for the future?
7. What types of recreation facilities are most needed in Tempe or need the most focus?
8. What types of recreation facilities are most needed in the Rio Salado Project?
9. In your opinion, what is the best way to cover the operating cost of the Rio Salado Project and the improvements identified?

City of Tempe Master Plan

Appendices-Public Forum Analysis

Key Findings

Question 1. What are the greatest strengths of the Tempe Community Services Department, Parks and Recreation Division?

- A common place for community activities.
- Program diversity. (Stated 6 times)
- Good quality and diversity of services provided. (Stated 4 times)
- There is tremendous potential for program growth.
- There is a good amount of facilities and facility types.
- The staff is committed to the department.
- The commitment to open space.

Key Issues

The greatest strengths of the Division appear to be program diversity and quality of services provided. There appears to be a good amount of recreation facilities and facility types available to citizens. The City has made a commitment to open space and current staff.

Question 2. What are the greatest weaknesses of the Tempe Community Services Department, Parks and Recreation Division?

- Limited space for senior programs.
- Buildings need to be updated and renovated.
- There is a lack of cultural arts. (Stated 4 times)
- The number of disabled programs offered has declined. (Stated 5 times)
- Safety and security in some areas is not adequate. (Stated 5 times)
- There needs to be more trails of all types. (Stated 3 times)
- Some of the parks are over crowded.
- Maintaining infrastructure of facilities. (Stated 5 times)
- Due to the lack of shade and comfort stations, some parks are not user friendly.
- The lack of mini parks.
- Equipment is outdated. (Stated 4 times)
- Marketing is not as strong as it could be. (Stated 6 times)
- Inequity of amenities and maintenance.
- Budgetary constraints appear to be an issue. (Stated 3 times)
- There is a lack of outdoor basketball courts.

City of Tempe Master Plan

Appendices-Public Forum Analysis

Key Issues

The greatest weaknesses of the Parks and Recreation system, that the strategic plan must address, are updating existing facilities and park infrastructure. Some park equipment is outdated and needs to be replaced. More marketing and communication is needed on the services provided. There is a lack of recreation space for seniors and cultural arts activities. More park space needs to be dedicated to trails, shade, comfort stations and outdoor basketball courts. More programs are needed for people with disabilities. More budgetary dollars need to be committed to safety and security in parks, park maintenance, and monies to purchase additional parkland.

Question 3. What opportunities can the Tempe Community Services Department, Parks and Recreation Division take advantage of in the future?

- Follow the trends from the NRPA.
- More sponsors and partners should be in place. (Stated 4 times)
- Non-residents user fees should be used to help enhance revenue. (Stated 3 times)
- There should be more shared programs between the schools and departments.
- A volunteer program needs to be used. (Stated 2 times)
- The department could consider regional planning with other areas.
- Use the neighborhood organizations to the department's advantage.
- A teen center and more teen programs are needed. (Stated 6 times)

Key Issues

Developing more sponsorship and partnerships would help offset operating costs. Using non-resident fees will enhance revenues. Sharing resources between the Division and the schools for recreation program space is a great opportunity. Volunteers should be utilized in recreation programs and facility management. Regional planning with other City recreation facility types should be developed. Work with neighborhood organizations in design and facility upgrade and program offerings. A teen center with more teen programs is needed.

Question 4. What are the greatest threats facing the Tempe Community Services Department, Parks and Recreation Division?

- Over-development of the City and losing the opportunities for open space. (Stated 7 times)
- Under funding of programs and facilities. (Stated 5 times)
- Total reliance on CIP.
- Other service providers in the area. (Stated 2 times)
- Barriers that are hard to overcome.
- Security issues in the parks could keep citizens from participating. (Stated 4 times)

City of Tempe Master Plan

Appendices-Public Forum Analysis

- Lack of resources needed to enhance programs.

Key Issues

Over-developing of the City and losing the opportunities to acquire more open space are threats that face the City. Also, under-funding of program and facilities and lack of resources to enhance programs are also threats. Security issues in parks could keep citizens from using parks if not better managed.

Question 5. What is the best way for the Division to communicate with you on the services they provide?

All of these tools were stated in every meeting.

- The brochure is a good tool.
- Water bill inserts
- Newspaper
- Web site
- Public Service Announcements
- Neighborhood associations
- Cable TV channel
- Electronic billboards
- Direct mail
- Focus groups

Key Issues

The most effective ways to communicate with citizens include the park brochure, website, neighborhood associations, the newspaper and direct mail pieces.

Question 6. What recreation program areas need the most focus for the future?

- Senior programs in all areas. (Stated 7 times)
- Adult sports programs. (Stated 2 times)
- Teen and youth programs for the 13-17 year age range. This was stated in every group several times.
- Programs for persons with disabilities.
- A cultural arts program. (Stated 3 times)
- Preschool Programs
- Wellness and Fitness programs
- Adventure type programs.

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Appendices-Public Forum Analysis

Key Issues

Senior programs, adult sports, teens, persons with disabilities, cultural arts, and wellness and fitness programs are areas that require more attention in the future.

Question 7. What types of recreation facilities are most needed in Tempe or need the most focus?

- A teen center. (Stated at every meeting several times)
- More recreation centers.
- A skate park. (Stated 4 times)
- A cultural arts center.
- Aquatics centers. (Stated in every group)
- Multi-use trails.
- Dog Parks (Stated 6 times)
- More practice sports fields.

Key Issues

The types of recreation facilities most needed in Tempe include a teen center, more recreation centers, a skate park, a cultural arts center and aquatic center, multi-use trails and off leash activity areas.

Question 8 and question 9 are directed toward the Rio Salado Project. The responses to the questions were consistent and mentioned in every group.

Question 8. What types of recreation facilities are most needed in the Rio Salado Project?

- Sports fields of all types.
- Boating activities.
- Active and passive recreation areas.
- All facilities need to be user friendly.
- Do an inventory and see what is most needed.
- Trails of all types.
- Open space and greenways.
- Amphitheater
- Equestrian center.

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Appendices-Public Forum Analysis

Key Issues

The types of recreation facilities most needed in the Rio Salado Project are sports fields of all types, a combination of active and passive areas, trails and an amphitheater.

Question 9. In your opinion, what is the best way to cover the operating cost of the Rio Salado Project and the improvements identified?

- Concessions
- Paid parking
- User fees
- Property tax
- Non-resident user fees.
- Public/ private partnerships
- Sponsors
- Corporate partnerships

Key Issues

Several funding methods could cover operating and development costs of the Rio Salado Project. These include concessions, paid parking, user fees, increase property taxes, non-resident user fees and public and private partnerships.

City of Tempe Master Plan

Appendices-Benchmark Analysis

Benchmark Analysis

A comparative study of five similar cities was undertaken by sending a survey to the participating cities. The responding cities included Boulder, Colorado, Henderson, Nevada, and Mesa, Arizona. The survey collected data in the areas of parks and facility standards, maintenance standards, cost recovery, agency budget and staffing levels, program fees and facility fees.

The primary objective of the Benchmark Analysis was to determine how Tempe compared to the other five cities in the aforementioned areas. A complete file of all data received is included in the Benchmark Data section of this report.

Key Findings and Recommendations

Parks and Facility Standards

Overall, the findings indicate that the cities responding to the benchmark survey meet the National Park and Recreation Association recommended standards for acres/1000 population for neighborhood parks but are below the standard for acres/1000 population for community parks.

The City of Tempe Community Services Department, Parks and Recreation Division provides 1.9 acres/1000 population for neighborhood parks, which is consistent with the NRPA recommended standard of 1 – 2 acres/1000 population. The Department has 3.3 acres/1000 population for community parks, which is below the NRPA recommended standard of 5 – 8 acres/1000 population for community parks.

Maintenance Standards

Generally, all the departments responding have written maintenance standards for some, if not all of the categories listed. In addition, the departments also contracted out some of their maintenance tasks. Examples include, restroom cleaning, trash removal, landscaping/tree maintenance, plumbing, electrical, custodial, lighting and parking lot cleaning.

Of the responding departments, only two have maintenance frequency standards and none have productivity standards.

Cost Recovery

A majority of the respondents have a written cost recovery policy.

In general, the cost recovery policy for Tempe is in line with national standards for the recovery of direct expenses. However, Tempe does not recover indirect expenses. A full

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Appendices-Benchmark Analysis

activity based costing model should be developed and a policy established to recover indirect expenses that are consistent with national standards.

Cooperative Use of Facilities

All responding departments do some type of cooperative use and development of facilities with the school district in their community. The types of facilities and activities shared vary by City and include use of athletic fields, classrooms for after school programs, pools and gyms.

Agency Annual Budget and Staffing

The findings indicate that a General Fund, Fees and Charges and some form of sales tax, funds most of the departments. The total operating budgets ranged from \$12 million (Tempe) to \$23.2 million dollars (Mesa). Mesa is also the largest city by population responding to the benchmark survey. The estimated fees and charges for fiscal year 1999 – 2000 ranged from \$1,769,367 (Tempe) to \$5,993,080 (Mesa).

Capital Improvement Program

The average planning horizon for Capital Improvement Programs is five years according to the findings. The money allocated for improvements ranged from \$12 million (Tempe) to \$122 million (Henderson). The high growth rate of Henderson, Nevada accounts for the large amount of funds allocated for capital improvements.

The most popular way to fund capital projects is through General Obligation Bonds. The second was some form of tax, and third was by attaining grants.

Non-Traditional Parks and Recreation Functions

It is not typical for the responding agencies to conduct non-traditional parks and recreation functions. However, most agencies participate in beautification projects within their parks.

Adults Sports Programs

The City of Tempe is generally below the market rate for the comparable cities for most of the adult sports programs offered. The City should do a full activity based costing of direct and indirect expenses and move the price, where appropriate, to full cost recovery at a minimum. Nationally, the practice is for departments to recover 100% of direct and indirect costs for adults sports programs. Currently, the City of Tempe is recovery 100% of direct costs only.

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Appendices-Benchmark Analysis

Youth Sports Programs

The City of Tempe is generally below the market rate for the comparable cities for most of the youth sports programs offered. The City should do a full activity based costing of direct and indirect expenses and price accordingly. Nationally, the practice is for departments to recover 50% of direct and indirect costs for youth sports programs. Currently, the City of Tempe is recovery 50% of direct costs only.

Program Information

- **Special Events-Boulder**
 - ⇒ Great Rubber Duck Race, May 31
 - ⇒ Depends on season

- **Special Events-Henderson**
 - ⇒ 4th of July, July 4, \$18,000 (rev), \$18,000 (exp) \$10,000 (sponsors)
 - ⇒ Easter Spring Festival, Spring, \$5000 (rev), \$5000 (sponsors)
 - ⇒ Speciascope-DARE, Spring, \$18,000 (exp), \$16,000 (sponsors)
 - ⇒ National Night Out, August,
 - ⇒ Halloween, October 31, \$5000 (rev), \$15,000 (exp)
 - ⇒ Concert Series

- **Special Events-Mesa**
 - ⇒ Concerts Under the Stars, May – June
 - ⇒ Concerts in the Park, May – June
 - ⇒ Summer Spotlight Series, June - July

- **Special Events-Tempe**
 - ⇒ MLK Celebration, January
 - ⇒ 4th of July, July 4
 - ⇒ Halloween Carnival, October 31, \$5,333 (exp), In-kind/Product/Media
 - ⇒ Christmas Tree Lighting, November 27, \$7,629 (exp)
 - ⇒ New Year’s Eve Block Party, December 31
 - ⇒ Tour de Temp Bike Rally, October 25, \$400 (exp), In-kind/Product
 - ⇒ Fun Factory, December 3, \$3,172 (exp)

- **Non-Resident Fees**

Non-resident fee policies vary among the respondents. Boulder charges an additional 25% to non-residents and Tempe only charges an additional \$1.00 for summer golf to non-residents.

City of Tempe Master Plan

Appendices-Benchmark Analysis

Outdoor Facility Rentals

The fees charged by Tempe for unlighted athletic fields are on the low end compared to the other responding agencies. The fees assessed for lighted athletic fields are consistent with the average charged by the other agencies and the fees for lighted and unlighted tennis court rentals are at the low end. Fees for picnic shelter reservations are below the average market rate of the respondents for all size groups.

Indoor Facility Rentals

The fees assessed for indoor facility rentals by Tempe are consistent with the agencies that responded to the benchmark survey.

Specialty Facility Fees

Outdoor swimming pool fees for Tempe are low compared to respondents and national standards. The fees charged for wave pool admission are more consistent with national averages for wave pools.

Each agency identified children, youth, adult and senior by differing ages. Boulder uses the following breakdown: children 4 – 12, youth 13 – 18, adult 19 – 59, and senior 60+. Tempe, Henderson and Mesa use the following breakdown: children under 6, youth 6 – 17, adult 18 – 55, and senior 55+.

City of Tempe Master Plan

Appendices-Demographic Analysis

Demographic Analysis

The US Census Bureau and Claritas Inc. provided a national firm specializing in population projections and market trends reports the data. For this project, the areas analyzed were the City of Tempe and its 31 Census tracts. The raw data is supplied by Claritas. We then put it into tables, charts and graphs to clarify the market segments and recognize shifts.

Understanding the demographic environment is important for the following reasons:

1. To understand the market area being served and distinguish customer groups.
2. To determine changes that are occurring in the area and make proactive decisions to accommodate these shifts. People's wants change with age.
3. To consider the department's own objectives and resources in relationship to the demographic makeup.

Claritas is unsurpassed in the reliability of their demographic projections. Claritas draws on the largest number of post-census population and household data sources in the industry to create annual current-year-update estimates and five-year projections. Contributing data comes from the Bureau of the Census and other federal agencies like the Bureau of Labor Statistics, City and regional planning agencies as well as private sources. They contact about 1,600 organizations to acquire data for use in its projections. Claritas estimates are grounded in the most authoritative, localized sources that can be found. Ultimately, the Claritas' multi-step, multi-source methodology is the incorporation of the most accurate input at all levels of geography. This second report contains data from the 1995 Maricopa County census report.

Findings:

- The City of Tempe 1990 population was at 141,865 and estimated at 159,496 in 1999 and projected to increase to 166,739 by the year 2004. This is an increase of approximately 4.5% from 1999 to 2004 in population, which is estimated to be 7,243 persons over the next 5-year period.
- From 1999 to 2004, thirteen of the census tracts are projected to increase in the 1 - 5% range; four are projected to increase in the 6-10% range, three are projected to increase in the 11-20% range and one is projected to be 37%. Seven census tracts are projected to decline.
- The highest concentration of population is located in the upper-middle planning district on the east side (University Dr. to Broadway Rd. and Price Rd. to Rural Rd.). One Census tract, 3186 (McKellips Rd. to Loop 202 and Priest Dr. to West of Scottsdale Rd.) indicates an almost non-existent population of 2 with no expectation of growth.

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Appendices-Demographic Analysis

- The contiguous Census tracts of 3187 (Loop 202 to University Dr. and Kyrene Rd. to Scottsdale Rd.) 3190 (University Dr. to Broadway Rd. and Kyrene Rd. to Rural Rd.) and 3191 (University Dr. to Broadway Rd. and Rural Rd. to McClintock Dr.) indicate a high concentration of 18 - 24 year olds. By the year 2004, it is anticipated these three areas will represent approximately 37% of this population age segment.
- Tracts 3186 (McKellips Rd. to Loop 202 and Priest Dr. to West of Rural Rd.), 3187 (Loop 202 to University Dr. and Kyrene Rd. to Scottsdale Rd.), 3188 (Loop 202 to University Dr. and Priest Dr. to Kyrene Rd.) and 3191 (University Dr. to Broadway Rd. and Rural Rd. to McClintock Dr.) account for the lowest median household incomes and are located in the northwest corner of Tempe.
- The significant growth areas are located in the northern half of the City (North of Broadway Road).
- The increases in the population are occurring in the age groups of 45 - 64 with the age group of 15-17 showing the highest increase among the under 18 age groups. The aging of the baby boomers, who account for the highest amount of the population, impact the growth in the older age groups. It is projected by the year 2010, women between the ages of 40 and 64 will be the largest age demographic group.
- The age group of 30-39 will represent the largest segment of the population at 16.5% by 2004.
- The median age of the area is increasing from 31.6 (1999 Estimate) to 33.3 (2004 projection). This indicates a relatively younger composition to the area.
- The median household income is increasing in Tempe. By 2004, the age group of 45 - 54 is the group with the highest median household income followed by the 35 - 44.
- The three highest income levels will stay fairly consistent for the next 5 years. The \$50-74,999 income level is mostly comprised of the 35-44 and the 15-34 age groups. The \$35-49,999 is mostly comprised of the 15-34 and 35-44 age groups and the \$15-24,999 is largely the 15-34 year old age group.

<i>Rank</i>	<i>1989 Census</i>	<i>1999 Estimate</i>	<i>2004 Projected</i>
<i>Highest</i>	\$35 - 49,999	\$50 - 74,999	\$50 - 74,999
<i>Second</i>	\$15 - 24,999	\$35 - 49,999	\$35 - 49,999
<i>Third</i>	\$50 - 74,999	\$15 - 24,999	\$15 - 24,999

City of Tempe Master Plan

Appendices-Demographic Analysis

- The Tempe population is comprised mostly of whites from 74% in 1999 to 70.3% by 2004. This is followed by Hispanics at 14.9% in 1999 with an increase to 17.3% by the year 2004; and Asians are ranked third at 5.5% in 1999 with an increase to 6.2% by the year 2004. The rest of the community is made up other races, which will slightly increase by the year 2004.
- The southern or lower sections of the planning districts are not as diverse in their racial makeup as the northern or upper sections of the planning districts.
- The size of households is slightly decreasing. Tempe has household sizes decreasing from 2.47 in 1990, to 2.39 in 1999 and projected to continue to decrease to 2.37 by the year 2004. This is a partly due to the national trend of family sizes decreasing.
- The number of households is increasing. Tempe is projected to have the number of households increase from 1999 estimate of 64,486 to 68,060 by the year 2004. This is an increase of about 5.5%.

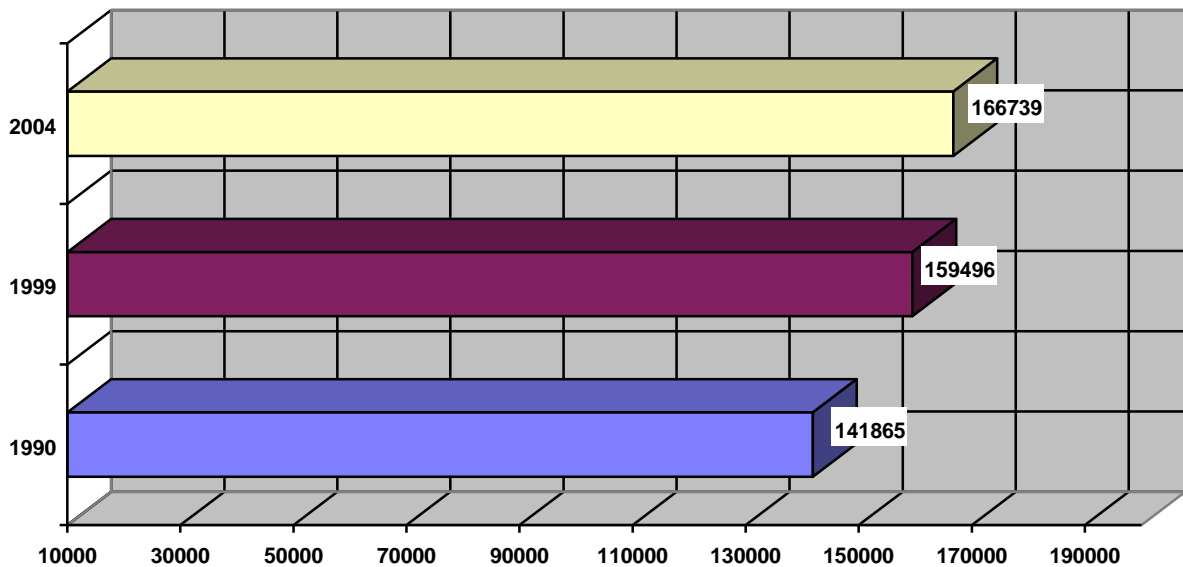
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Appendices-Demographic Analysis

City of Tempe Population

Ages	1990 Census	1999 Estimate	2004 Projected	% Change 98-03
Under 5 years	9,406	9,784	9,795	0.1
Age 5 - 9	8,486	10,023	10,059	0.4
Ages 10 - 14	7,947	9,655	10,233	6.0
Ages 15 - 17	4,937	5,472	5,942	8.6
Ages 18 - 20	13,161	12,233	11,599	-5.2
Ages 21 - 24	16,197	13,577	13,157	-3.1
Ages 25 - 29	16,493	14,569	13,430	-7.8
Ages 30 - 34	13,432	14,172	13,936	-1.7
Ages 35 - 39	11,275	13,962	13,613	-2.5
Ages 40 - 44	9,906	13,282	13,927	4.9
Ages 45 - 49	7,609	11,193	13,230	18.2
Ages 50 - 54	5,570	8,937	10,872	21.7
Ages 55 - 59	4,523	6,719	8,595	27.9
Ages 60 - 64	3,633	4,399	5,984	36.0
Ages 65 - 69	3,163	3,187	3,551	11.4
Ages 70 - 74	2,381	2,647	2,617	-1.1
Ages 75 +	3,746	5,688	6,199	9.0
Total	141,865	159,496	166,739	4.5
Median Age	28.3	31.6	33.3	

Total Population 1990 Census - 1999 Estimate - 2004 Projected

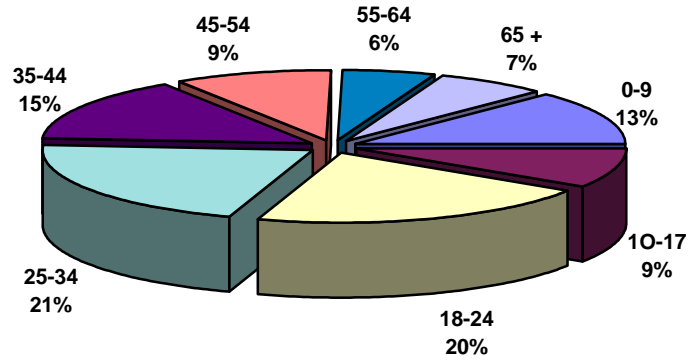


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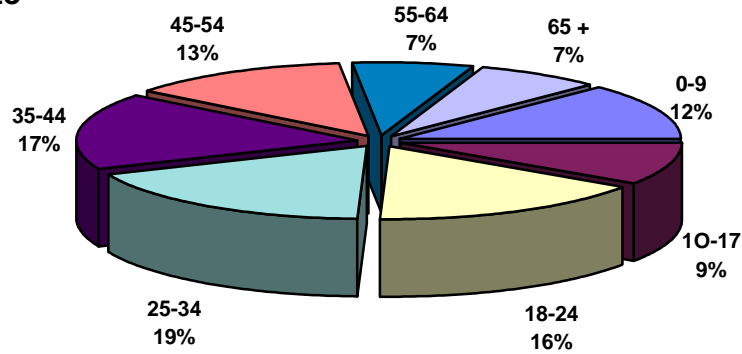
Appendices-Demographic Analysis

Tempe Population by Age Groups

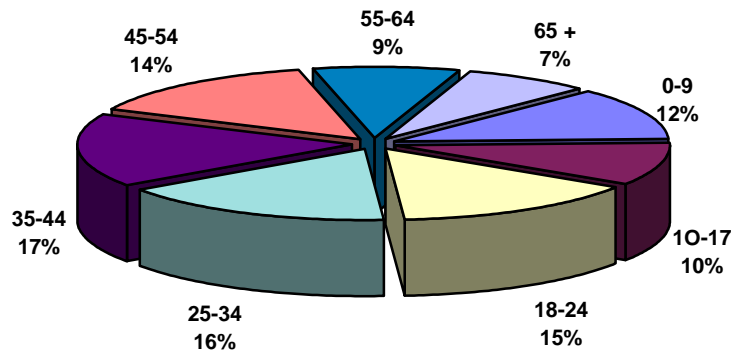
1990 Census



1999 Estimate



2004 Projected



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Appendices-Demographic Analysis

2004	Number of Households	Median Household Income	Per Capita Income	2004 Projected Population
Tempe	68,060	\$46,301	\$26,788	166,739
3184.00	1,483	\$30,926	\$15,035	3,748
3185.01	1,588	\$34,943	\$20,033	3,545
3185.02	1,086	\$56,786	\$35,238	2,320
3186.00	1	\$4,999	\$25,834	2
3187.00	294	\$13,864	\$5,851	2,898
3188.00	3,262	\$21,553	\$12,854	6,519
3189.00	2,916	\$39,630	\$23,220	6,774
3190.00	983	\$41,513	\$16,835	3,909
3191.00	6,443	\$17,815	\$10,480	14,037
3192.00	4,419	\$24,862	\$13,866	9,644
3193.00	698	\$44,773	\$18,151	2,037
3194.01	2,446	\$56,687	\$27,341	6,190
3194.02	1,620	\$71,603	\$31,028	4,441
3194.03	2,096	\$47,713	\$24,394	5,310
3194.04	1,507	\$58,494	\$29,570	3,439
3195.00	2,515	\$52,444	\$26,413	6,111
3196.00	2,637	\$43,513	\$24,841	5,923
3197.02	3,655	\$49,985	\$22,102	8,889
3197.03	2,410	\$32,405	\$18,993	4,719

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Appendices-Demographic Analysis

2004	Number of Households	Median Household Income	Per Capita Income	2004 Projected Population
3197.04	400	\$50,278	\$21,824	1,128
3198.00	3,181	\$35,769	\$19,508	7,228
3199.02	1,064	\$60,197	\$25,182	2,854
3199.03	2,818	\$72,184	\$43,060	6,604
3199.04	1,955	\$78,460	\$33,803	5,384
3199.05	2,214	\$72,625	\$34,865	5,719
3199.06	1,599	\$94,784	\$47,423	4,074
3199.07	3,228	\$113,225	\$51,053	9,502
3199.08	925	\$57,610	\$24,648	2,341
3200.01	5,985	\$54,254	\$27,176	13,281
5227.09	833	\$108,097	\$37,322	2,363
5227.20	2,650	\$164,016	\$60,080	8,116

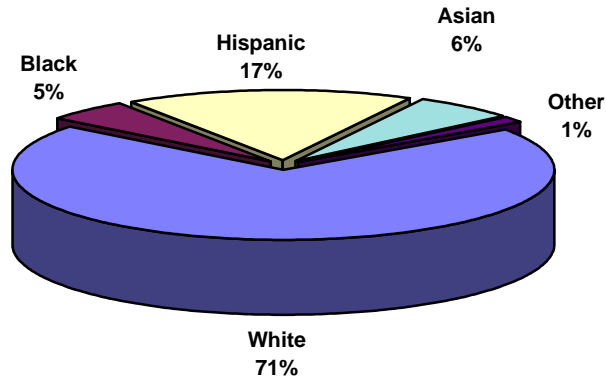
Median Household Income: Average of the total money received in the stated calendar year by all household members that are 15 years of age or older.

Per Capita Income: Average amount of income per person in a population, regardless of age.

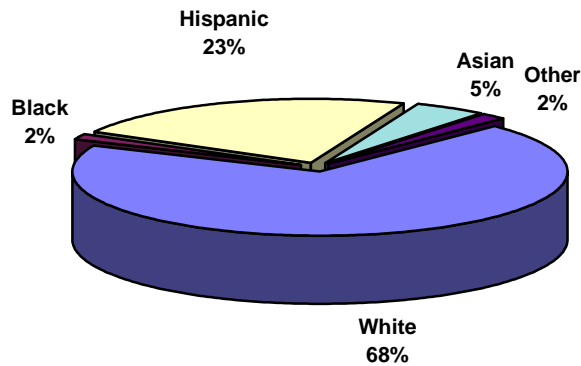
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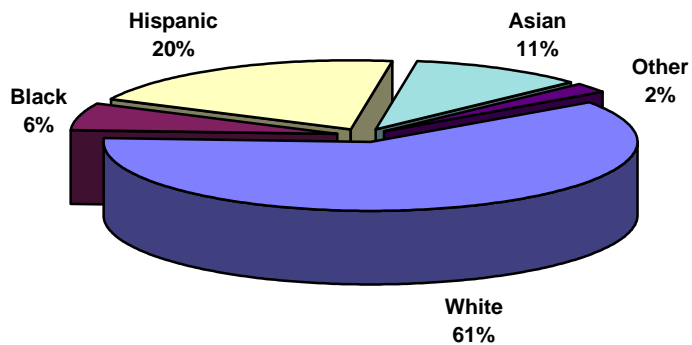
Tempe - 2004 Projected Racial Population



Tempe Upper* Census Tracts - 2004 Projected Racial Population



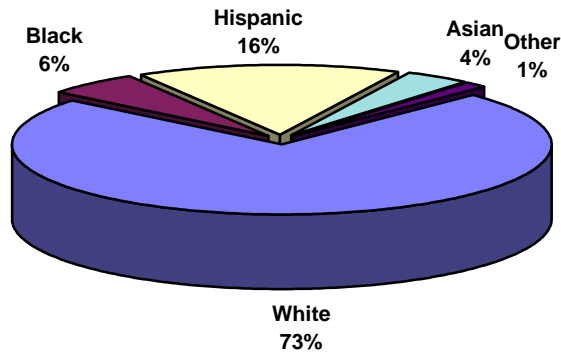
Tempe Upper Middle* Census Tracts - 2004 Projected Racial Population



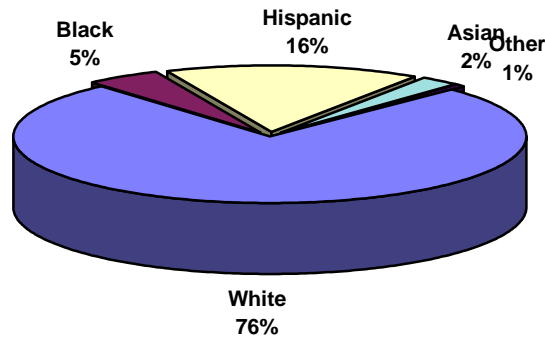
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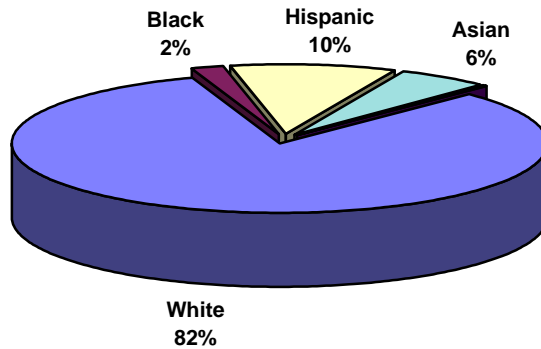
Tempe Middle* Census Tracts - 2004 Projected Racial Population



Tempe Lower Middle Census Tracts - 2004 Projected Racial Population



Tempe Lower Census Tracts - 2004 Projected Racial Population

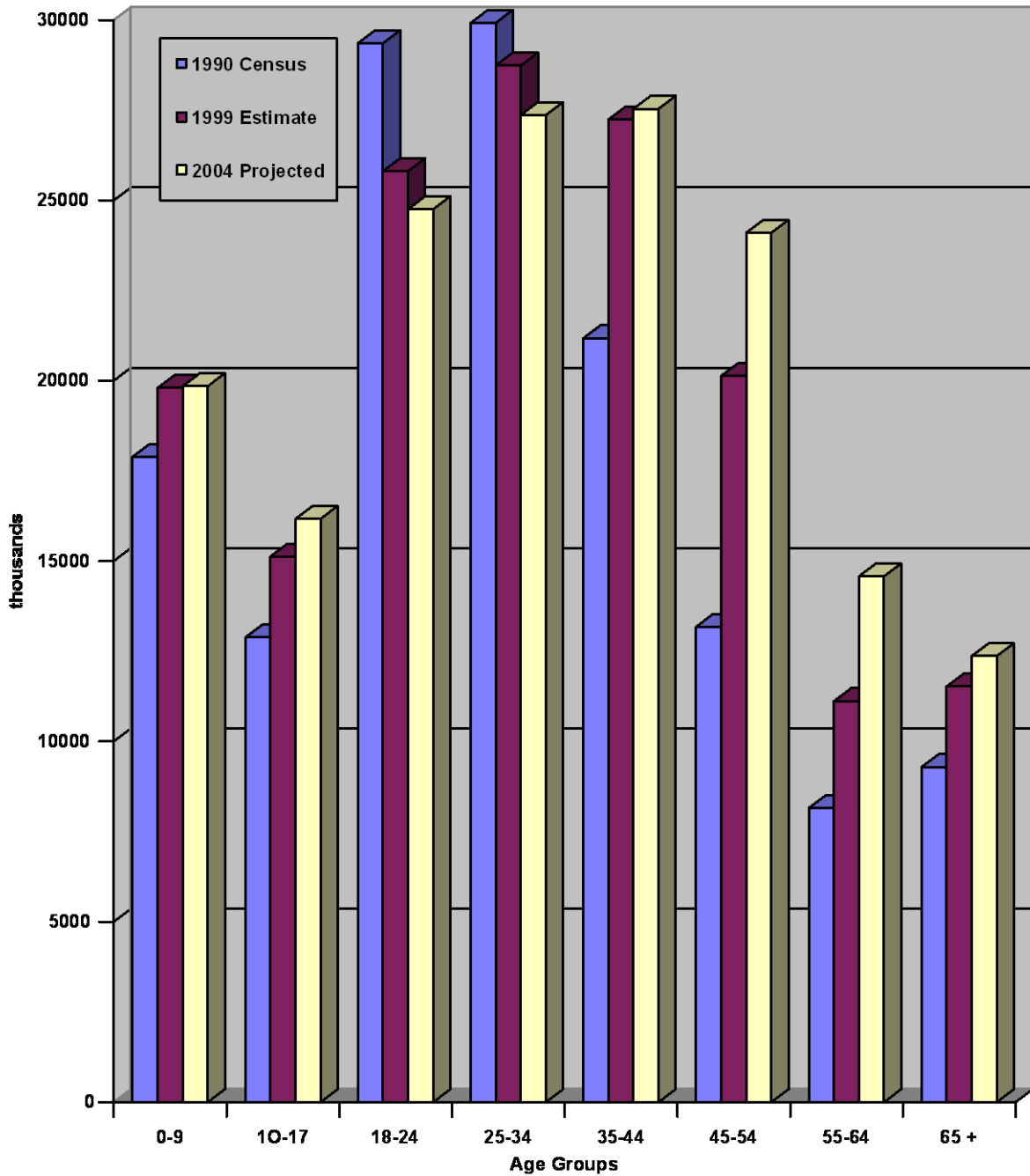


*Census tracts do not match planning districts exactly.

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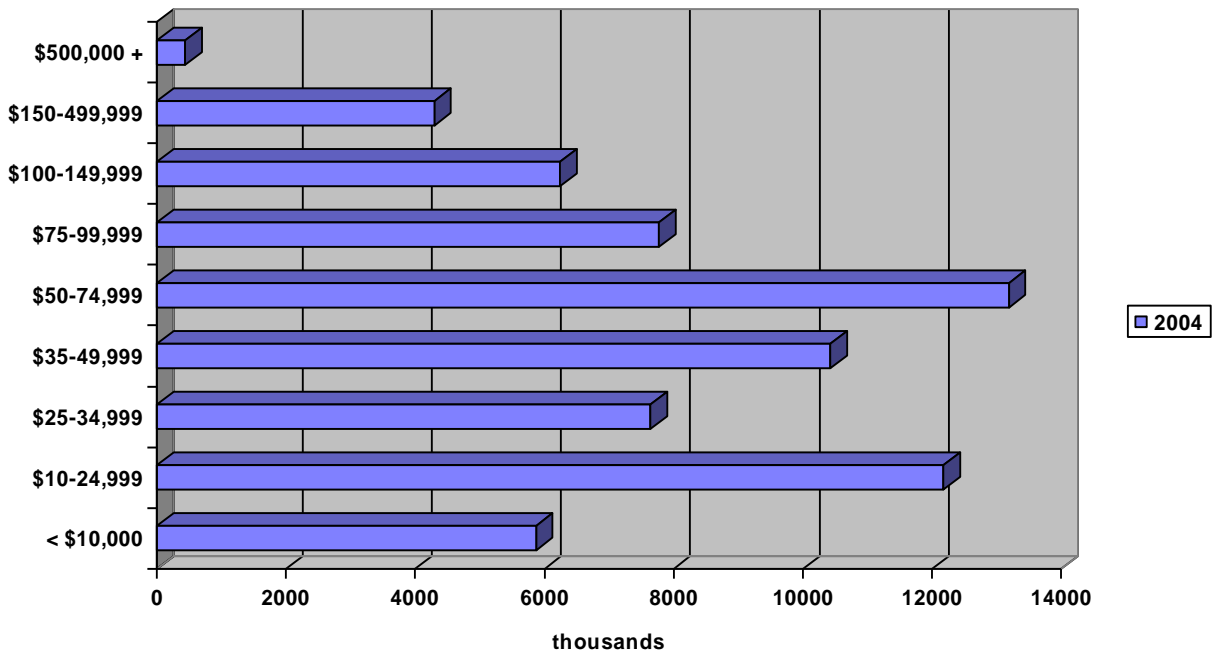
Population by Ages for Tempe / 1990 - 1999 (estimate) - 2004 (projections)



City of Tempe Master Plan

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**Number of Households by Income for Tempe
2004 Projected**



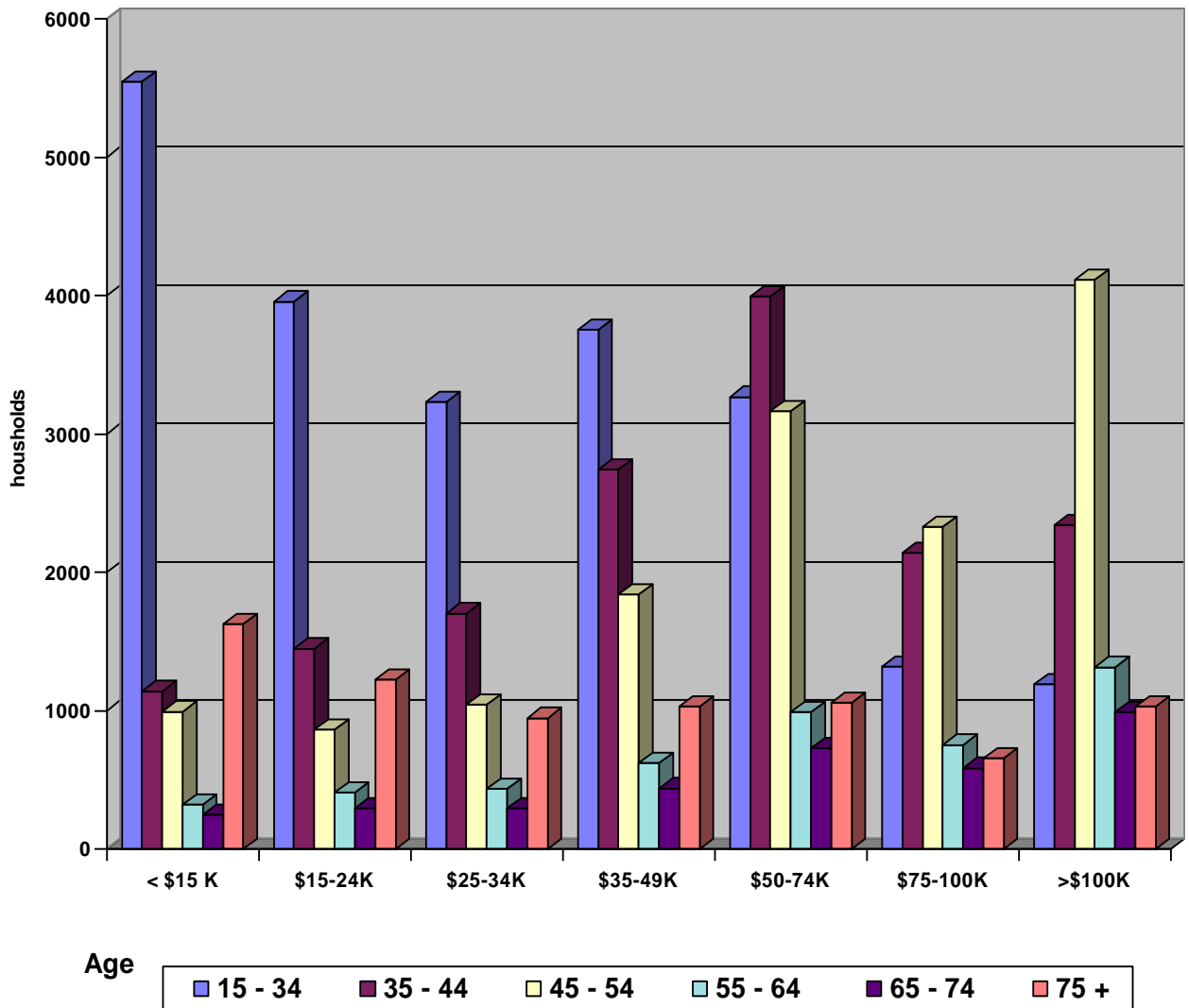
**Income Data by Households for Tempe
1990 Census - 1999 Estimated - 2004 Projected**

Income	1990	%	1999	%	2004	%
Under \$10,000	7,532	13.6	6,227	9.7	5,871	8.6
\$10,000 - \$14,999	4,413	7.9	4,026	6.2	3,993	5.9
\$15,000 - \$24,999	9,621	17.3	8,350	12.9	8,187	12.0
\$25,000 - \$34,999	8,398	15.1	8,265	12.8	7,645	11.2
\$35,000 - \$49,999	10,689	19.2	10,462	16.2	10,427	15.3
\$50,000 - \$74,999	9,271	16.7	13,015	20.2	13,191	19.4
\$75,000 - \$99,999	3,406	6.1	6,840	10.6	7,773	11.4
\$100,000 - 149,999	1,523	2.7	4,763	7.4	6,238	9.2
\$150,000 - \$499,999	622	1.1	2,341	3.6	4,298	6.3
\$500,000 or more	65	.2	197	.3	437	.6
Total Households	55,540		64,486		68,060	

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**Household Income by Age of Householder for Tempe
2004 Projected**



City of Tempe Master Plan

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Population Projections - Census Tract 3184.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	288	301	299
Age 5 - 9	202	300	305
Ages 10 - 14	175	245	299
Ages 15 - 17	111	121	156
Ages 18 - 20	159	130	114
Ages 21 - 24	308	197	180
Ages 25 - 29	427	317	260
Ages 30 - 34	355	386	359
Ages 35 - 39	242	355	340
Ages 40 - 44	197	292	349
Ages 45 - 49	167	225	285
Ages 50 - 54	124	179	219
Ages 55 - 59	111	160	170
Ages 60 - 64	93	100	143
Ages 65 - 69	92	76	81
Ages 70 - 74	72	64	56
Ages 75 +	80	133	133
Total	3,203	3,581	3,748
Median Age	29.2	32.3	32.6

Population Projections - Census Tract 3185.01

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	215	216	221
Age 5 - 9	221	225	224
Ages 10 - 14	188	213	212
Ages 15 - 17	107	133	126
Ages 18 - 20	190	154	146
Ages 21 - 24	348	223	216
Ages 25 - 29	381	278	242
Ages 30 - 34	381	356	314
Ages 35 - 39	251	349	338
Ages 40 - 44	168	317	333
Ages 45 - 49	164	218	311
Ages 50 - 54	163	163	209
Ages 55 - 59	146	151	153
Ages 60 - 64	137	126	140
Ages 65 - 69	126	98	99
Ages 70 - 74	106	93	79
Ages 75 +	128	181	182
Total	3,420	3,494	3,545
Median Age	30.8	34.3	36.1

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Population Projections - Census Tract 3185.02

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	128	126	132
Age 5 - 9	64	129	125
Ages 10 - 14	51	105	128
Ages 15 - 17	41	34	66
Ages 18 - 20	205	141	108
Ages 21 - 24	352	265	227
Ages 25 - 29	315	223	200
Ages 30 - 34	212	228	211
Ages 35 - 39	154	238	224
Ages 40 - 44	117	187	224
Ages 45 - 49	81	145	185
Ages 50 - 54	90	99	141
Ages 55 - 59	92	81	99
Ages 60 - 64	70	76	72
Ages 65 - 69	46	64	63
Ages 70 - 74	27	45	45
Ages 75 +	36	56	70
Total	2,081	2,242	2,320
Median Age	28.2	32.1	34.1

Population Projections - Census Tract 3186.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	0	0	0
Age 5 - 9	0	0	0
Ages 10 - 14	0	0	0
Ages 15 - 17	0	0	0
Ages 18 - 20	0	0	0
Ages 21 - 24	1	1	1
Ages 25 - 29	1	0	0
Ages 30 - 34	0	0	0
Ages 35 - 39	0	1	1
Ages 40 - 44	1	0	0
Ages 45 - 49	0	0	0
Ages 50 - 54	0	0	0
Ages 55 - 59	0	0	0
Ages 60 - 64	0	0	0
Ages 65 - 69	0	0	0
Ages 70 - 74	0	0	0
Ages 75 +	0	0	0
Total	3	2	2
Median Age	27.5	30.5	30.5

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Population Projections - Census Tract 3187.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	17	14	7
Age 5 - 9	14	5	3
Ages 10 - 14	9	3	5
Ages 15 - 17	19	17	12
Ages 18 - 20	2,467	2,119	2,025
Ages 21 - 24	670	481	499
Ages 25 - 29	101	121	94
Ages 30 - 34	39	108	70
Ages 35 - 39	21	31	72
Ages 40 - 44	13	8	10
Ages 45 - 49	8	11	5
Ages 50 - 54	6	9	7
Ages 55 - 59	2	0	4
Ages 60 - 64	2	2	0
Ages 65 - 69	5	0	0
Ages 70 - 74	3	1	0
Ages 75 +	3	54	85
Total	3,399	2,984	2,898
Median Age	19.8	19.8	19.9

Population Projections - Census Tract 3188.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	380	393	396
Age 5 - 9	277	398	395
Ages 10 - 14	191	346	391
Ages 15 - 17	105	160	194
Ages 18 - 20	604	422	359
Ages 21 - 24	1,211	893	815
Ages 25 - 29	1,096	858	758
Ages 30 - 34	640	703	677
Ages 35 - 39	373	651	613
Ages 40 - 44	251	501	623
Ages 45 - 49	141	317	482
Ages 50 - 54	106	215	305
Ages 55 - 59	88	133	204
Ages 60 - 64	63	84	119
Ages 65 - 69	54	51	65
Ages 70 - 74	40	38	40
Ages 75 +	58	84	83
Total	5,678	6,247	6,519
Median Age	25.3	28.0	29.7

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Population Projections - Census Tract 3189.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	389	391	375
Age 5 - 9	367	398	402
Ages 10 - 14	323	377	388
Ages 15 - 17	192	205	224
Ages 18 - 20	390	297	235
Ages 21 - 24	780	529	494
Ages 25 - 29	880	616	572
Ages 30 - 34	732	719	634
Ages 35 - 39	605	703	655
Ages 40 - 44	359	620	660
Ages 45 - 49	264	506	593
Ages 50 - 54	210	317	491
Ages 55 - 59	242	239	309
Ages 60 - 64	229	177	209
Ages 65 - 69	203	158	136
Ages 70 - 74	133	153	123
Ages 75 +	195	266	274
Total	6,493	6,671	6,774
Median Age	29.6	33.6	35.5

Population Projections - Census Tract 3190.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	74	40	22
Age 5 - 9	70	47	21
Ages 10 - 14	59	43	27
Ages 15 - 17	59	63	41
Ages 18 - 20	1,377	1,527	1,546
Ages 21 - 24	717	623	608
Ages 25 - 29	375	279	258
Ages 30 - 34	259	292	219
Ages 35 - 39	169	262	271
Ages 40 - 44	144	171	221
Ages 45 - 49	58	102	119
Ages 50 - 54	48	71	66
Ages 55 - 59	42	27	48
Ages 60 - 64	48	28	21
Ages 65 - 69	60	17	18
Ages 70 - 74	65	30	12
Ages 75 +	108	301	391
Total	3,732	3,923	3,909
Median Age	21.9	21.9	22.3

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Population Projections - Census Tract 3191.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	543	578	579
Age 5 - 9	300	590	571
Ages 10 - 14	187	493	597
Ages 15 - 17	146	186	299
Ages 18 - 20	2,398	2,325	2,044
Ages 21 - 24	3,065	2,671	2,410
Ages 25 - 29	1,870	1,663	1,674
Ages 30 - 34	918	1,375	1,286
Ages 35 - 39	456	1,195	1,293
Ages 40 - 44	240	808	1,161
Ages 45 - 49	174	412	758
Ages 50 - 54	97	235	385
Ages 55 - 59	86	153	221
Ages 60 - 64	92	88	134
Ages 65 - 69	82	79	64
Ages 70 - 74	66	82	69
Ages 75 +	79	442	492
Total	10,799	13,375	14,037
Median Age	23.2	24.7	26.5

Population Projections - Census Tract 3192.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	631	668	684
Age 5 - 9	370	658	670
Ages 10 - 14	260	568	663
Ages 15 - 17	155	205	349
Ages 18 - 20	812	627	511
Ages 21 - 24	1,606	1,227	1,123
Ages 25 - 29	1,393	1,124	1,020
Ages 30 - 34	768	953	902
Ages 35 - 39	490	909	884
Ages 40 - 44	319	662	890
Ages 45 - 49	242	441	646
Ages 50 - 54	160	278	428
Ages 55 - 59	158	227	272
Ages 60 - 64	152	133	216
Ages 65 - 69	131	124	109
Ages 70 - 74	92	104	95
Ages 75 +	108	175	182
Total	7,847	9,083	9,644
Median Age	25.3	27.6	29.0

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Population Projections - Census Tract 3193.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	148	163	175
Age 5 - 9	163	170	162
Ages 10 - 14	122	150	161
Ages 15 - 17	61	87	82
Ages 18 - 20	92	78	88
Ages 21 - 24	143	100	113
Ages 25 - 29	188	168	138
Ages 30 - 34	174	183	162
Ages 35 - 39	119	167	174
Ages 40 - 44	109	160	165
Ages 45 - 49	70	116	154
Ages 50 - 54	86	93	114
Ages 55 - 59	66	73	84
Ages 60 - 64	70	70	71
Ages 65 - 69	55	40	52
Ages 70 - 74	42	44	40
Ages 75 +	96	101	102
Total	1,804	1,963	2,037
Median Age	29.6	31.8	33.1

Population Projections - Census Tract 3194.01

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	322	330	335
Age 5 - 9	382	331	343
Ages 10 - 14	425	349	335
Ages 15 - 17	300	271	227
Ages 18 - 20	325	297	262
Ages 21 - 24	387	363	390
Ages 25 - 29	482	487	432
Ages 30 - 34	465	499	523
Ages 35 - 39	415	498	508
Ages 40 - 44	454	459	493
Ages 45 - 49	394	435	473
Ages 50 - 54	354	448	445
Ages 55 - 59	328	371	425
Ages 60 - 64	235	265	327
Ages 65 - 69	213	219	219
Ages 70 - 74	143	160	169
Ages 75 +	133	258	284
Total	5,757	6,040	6,190
Median Age	32.7	35.9	37.4

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Population Projections - Census Tract 3194.02

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	260	230	218
Age 5 - 9	321	247	231
Ages 10 - 14	364	271	244
Ages 15 - 17	247	186	153
Ages 18 - 20	264	234	212
Ages 21 - 24	306	297	293
Ages 25 - 29	359	359	309
Ages 30 - 34	349	344	367
Ages 35 - 39	393	317	340
Ages 40 - 44	442	343	308
Ages 45 - 49	424	424	356
Ages 50 - 54	289	380	395
Ages 55 - 59	222	302	347
Ages 60 - 64	172	201	257
Ages 65 - 69	123	128	265
Ages 70 - 74	84	109	98
Ages 75 +	79	135	159
Total	4,698	4,507	4,441
Median Age	33.3	36.3	37.8

Population Projections - Census Tract 3194.03

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	314	306	307
Age 5 - 9	278	316	314
Ages 10 - 14	353	304	324
Ages 15 - 17	265	194	183
Ages 18 - 20	304	256	208
Ages 21 - 24	423	341	339
Ages 25 - 29	469	438	386
Ages 30 - 34	367	504	467
Ages 35 - 39	344	421	487
Ages 40 - 44	416	352	408
Ages 45 - 49	361	346	350
Ages 50 - 54	320	431	377
Ages 55 - 59	241	311	384
Ages 60 - 64	189	215	274
Ages 65 - 69	149	155	162
Ages 70 - 74	119	125	126
Ages 75 +	104	187	214
Total	5,016	5,202	5,310
Median Age	31.4	34.4	36.3

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Population Projections - Census Tract 3194.04

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	197	176	168
Age 5 - 9	183	186	177
Ages 10 - 14	219	177	188
Ages 15 - 17	136	112	98
Ages 18 - 20	133	114	98
Ages 21 - 24	188	161	160
Ages 25 - 29	229	210	190
Ages 30 - 34	243	228	214
Ages 35 - 39	231	207	228
Ages 40 - 44	305	226	207
Ages 45 - 49	280	247	220
Ages 50 - 54	202	266	241
Ages 55 - 59	129	224	241
Ages 60 - 64	103	130	198
Ages 65 - 69	104	83	99
Ages 70 - 74	136	68	67
Ages 75 +	832	733	645
Total	3,850	3,548	3,439
Median Age	42.7	44.5	44.8

Population Projections - Census Tract 3195.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	381	383	380
Age 5 - 9	354	392	396
Ages 10 - 14	351	378	399
Ages 15 - 17	205	212	226
Ages 18 - 20	304	253	239
Ages 21 - 24	504	388	388
Ages 25 - 29	607	470	418
Ages 30 - 34	523	569	500
Ages 35 - 39	407	553	552
Ages 40 - 44	375	502	546
Ages 45 - 49	350	364	494
Ages 50 - 54	284	381	361
Ages 55 - 59	268	332	365
Ages 60 - 64	206	224	287
Ages 65 - 69	186	170	181
Ages 70 - 74	92	139	133
Ages 75 +	128	211	246
Total	5,525	5,921	6,111
Median Age	30.5	34.3	36.0

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Population Projections - Census Tract 3196.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	297	301	304
Age 5 - 9	250	314	314
Ages 10 - 14	260	305	326
Ages 15 - 17	177	146	176
Ages 18 - 20	313	236	208
Ages 21 - 24	607	421	324
Ages 25 - 29	592	455	447
Ages 30 - 34	497	599	534
Ages 35 - 39	413	548	570
Ages 40 - 44	334	480	543
Ages 45 - 49	306	396	480
Ages 50 - 54	243	337	391
Ages 55 - 59	248	282	331
Ages 60 - 64	291	218	262
Ages 65 - 69	280	195	172
Ages 70 - 74	174	192	155
Ages 75 +	211	350	386
Total	5,493	5,775	5,923
Median Age	32.5	36.0	37.9

Population Projections - Census Tract 3197.02

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	617	658	655
Age 5 - 9	463	656	670
Ages 10 - 14	337	587	663
Ages 15 - 17	195	306	383
Ages 18 - 20	311	261	277
Ages 21 - 24	714	487	457
Ages 25 - 29	1,159	973	797
Ages 30 - 34	843	876	868
Ages 35 - 39	641	875	832
Ages 40 - 44	427	760	846
Ages 45 - 49	269	609	764
Ages 50 - 54	239	413	608
Ages 55 - 59	167	262	399
Ages 60 - 64	141	199	238
Ages 65 - 69	115	120	158
Ages 70 - 74	88	94	93
Ages 75 +	84	167	181
Total	6,810	8,273	8,889
Median Age	28.3	31.4	33.1

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Population Projections - Census Tract 3197.03

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	187	240	258
Age 5 - 9	141	227	270
Ages 10 - 14	136	249	262
Ages 15 - 17	73	110	153
Ages 18 - 20	73	62	90
Ages 21 - 24	136	111	127
Ages 25 - 29	300	234	190
Ages 30 - 34	295	307	265
Ages 35 - 39	229	415	371
Ages 40 - 44	191	371	447
Ages 45 - 49	118	264	391
Ages 50 - 54	122	231	298
Ages 55 - 59	165	142	243
Ages 60 - 64	185	151	138
Ages 65 - 69	267	249	206
Ages 70 - 74	303	335	313
Ages 75 +	425	618	697
Total	3,346	4,316	4,719
Median Age	42.7	42.7	44.2

Population Projections - Census Tract 3197.04

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	95	81	74
Age 5 - 9	84	84	79
Ages 10 - 14	56	71	70
Ages 15 - 17	41	40	41
Ages 18 - 20	54	40	38
Ages 21 - 24	147	81	66
Ages 25 - 29	173	108	77
Ages 30 - 34	151	122	116
Ages 35 - 39	108	121	102
Ages 40 - 44	76	109	102
Ages 45 - 49	60	75	107
Ages 50 - 54	65	64	63
Ages 55 - 59	66	40	53
Ages 60 - 64	41	47	35
Ages 65 - 69	37	37	38
Ages 70 - 74	21	17	25
Ages 75 +	31	46	42
Total	1,306	1,183	1,128
Median Age	30.1	33.5	35.1

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Population Projections - Census Tract 3198.00

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	549	530	527
Age 5 - 9	435	512	519
Ages 10 - 14	390	485	493
Ages 15 - 17	226	244	271
Ages 18 - 20	460	345	326
Ages 21 - 24	806	581	517
Ages 25 - 29	927	672	605
Ages 30 - 34	691	717	646
Ages 35 - 39	518	707	661
Ages 40 - 44	376	568	673
Ages 45 - 49	336	453	537
Ages 50 - 54	278	320	438
Ages 55 - 59	237	300	304
Ages 60 - 64	179	201	257
Ages 65 - 69	143	139	152
Ages 70 - 74	112	116	102
Ages 75 +	123	186	200
Total	6,786	7,076	7,228
Median Age	27.8	31.2	32.8

Population Projections - Census Tract 3199.02

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	222	658	210
Age 5 - 9	234	656	207
Ages 10 - 14	224	587	215
Ages 15 - 17	128	133	118
Ages 18 - 20	95	114	125
Ages 21 - 24	148	148	171
Ages 25 - 29	255	178	172
Ages 30 - 34	303	212	182
Ages 35 - 39	291	256	215
Ages 40 - 44	226	259	240
Ages 45 - 49	149	255	254
Ages 50 - 54	91	176	228
Ages 55 - 59	75	124	169
Ages 60 - 64	61	64	104
Ages 65 - 69	58	37	49
Ages 70 - 74	64	47	36
Ages 75 +	237	181	159
Total	2,861	2,829	2,854
Median Age	32.1	34.6	35.6

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Population Projections - Census Tract 3199.03

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	256	265	258
Age 5 - 9	301	273	277
Ages 10 - 14	416	287	284
Ages 15 - 17	327	245	181
Ages 18 - 20	349	314	263
Ages 21 - 24	434	440	440
Ages 25 - 29	433	532	470
Ages 30 - 34	362	559	595
Ages 35 - 39	422	428	568
Ages 40 - 44	609	495	475
Ages 45 - 49	600	649	557
Ages 50 - 54	385	598	679
Ages 55 - 59	287	431	541
Ages 60 - 64	194	270	383
Ages 65 - 69	147	221	227
Ages 70 - 74	92	133	177
Ages 75 +	111	191	229
Total	5,725	6,331	6,604
Median Age	34.8	37.9	39.7

Population Projections - Census Tract 3199.04

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	348	306	280
Age 5 - 9	473	308	296
Ages 10 - 14	579	390	316
Ages 15 - 17	371	316	250
Ages 18 - 20	287	295	281
Ages 21 - 24	285	338	357
Ages 25 - 29	341	433	383
Ages 30 - 34	467	345	411
Ages 35 - 39	593	344	342
Ages 40 - 44	653	493	330
Ages 45 - 49	533	564	510
Ages 50 - 54	340	470	494
Ages 55 - 59	247	360	415
Ages 60 - 64	154	225	297
Ages 65 - 69	131	144	170
Ages 70 - 74	79	83	104
Ages 75 +	95	145	148
Total	5,976	5,559	5,384
Median Age	33.3	35.7	36.7

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Population Projections - Census Tract 3199.05

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	506	463	452
Age 5 - 9	473	461	445
Ages 10 - 14	429	455	449
Ages 15 - 17	241	270	269
Ages 18 - 20	204	250	270
Ages 21 - 24	247	294	338
Ages 25 - 29	437	353	347
Ages 30 - 34	610	362	354
Ages 35 - 39	596	490	369
Ages 40 - 44	510	552	479
Ages 45 - 49	362	490	524
Ages 50 - 54	233	426	458
Ages 55 - 59	160	284	396
Ages 60 - 64	144	165	244
Ages 65 - 69	79	92	124
Ages 70 - 74	62	83	69
Ages 75 +	77	103	129
Total	5,370	5,593	5,716
Median Age	31.2	33.5	34.1

Population Projections - Census Tract 3199.06

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	118	211	236
Age 5 - 9	119	202	243
Ages 10 - 14	128	220	245
Ages 15 - 17	105	180	183
Ages 18 - 20	82	143	170
Ages 21 - 24	104	189	243
Ages 25 - 29	141	258	260
Ages 30 - 34	139	248	321
Ages 35 - 39	156	271	280
Ages 40 - 44	233	380	379
Ages 45 - 49	166	346	432
Ages 50 - 54	94	292	347
Ages 55 - 59	58	201	301
Ages 60 - 64	31	121	209
Ages 65 - 69	23	60	106
Ages 70 - 74	13	32	55
Ages 75 +	11	47	64
Total	1,721	3,401	4,074
Median Age	32.3	35.9	37.4

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Population Projections - Census Tract 3199.07

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	560	671	695
Age 5 - 9	578	694	724
Ages 10 - 14	537	691	729
Ages 15 - 17	321	454	481
Ages 18 - 20	268	401	483
Ages 21 - 24	180	411	535
Ages 25 - 29	271	571	566
Ages 30 - 34	585	359	622
Ages 35 - 39	755	538	410
Ages 40 - 44	783	988	685
Ages 45 - 49	559	880	990
Ages 50 - 54	366	717	872
Ages 55 - 59	201	520	696
Ages 60 - 64	105	307	485
Ages 65 - 69	73	157	259
Ages 70 - 74	48	87	128
Ages 75 +	56	106	142
Total	6,246	8,552	9,502
Median Age	33.5	35.2	34.3

Population Projections - Census Tract 3199.08

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	176	155	137
Age 5 - 9	186	162	143
Ages 10 - 14	179	147	152
Ages 15 - 17	101	87	81
Ages 18 - 20	97	91	80
Ages 21 - 24	245	162	144
Ages 25 - 29	379	222	180
Ages 30 - 34	249	230	199
Ages 35 - 39	250	245	211
Ages 40 - 44	258	220	232
Ages 45 - 49	179	205	197
Ages 50 - 54	111	182	184
Ages 55 - 59	92	140	161
Ages 60 - 64	66	71	114
Ages 65 - 69	46	44	50
Ages 70 - 74	22	35	29
Ages 75 +	35	43	47
Total	2,671	2,441	2,341
Median Age	29.6	34.2	36.3

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Population Projections - Census Tract 3200.01

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	690	842	868
Age 5 - 9	580	861	897
Ages 10 - 14	427	800	920
Ages 15 - 17	195	405	494
Ages 18 - 20	356	357	414
Ages 21 - 24	993	796	734
Ages 25 - 29	1,638	1,541	1,433
Ages 30 - 34	1,259	1,477	1,484
Ages 35 - 39	846	1,240	1,233
Ages 40 - 44	584	1,184	1,277
Ages 45 - 49	307	929	1,214
Ages 50 - 54	206	601	963
Ages 55 - 59	152	325	607
Ages 60 - 64	112	191	312
Ages 65 - 69	86	129	157
Ages 70 - 74	57	92	106
Ages 75 +	62	138	168
Total	8,550	11,908	13,281
Median Age	28.2	31.2	33.0

Population Projections - Census Tract 5227.09

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	3	135	198
Age 5 - 9	5	171	213
Ages 10 - 14	8	213	273
Ages 15 - 17	0	16	65
Ages 18 - 20	0	52	62
Ages 21 - 24	1	65	99
Ages 25 - 29	6	149	202
Ages 30 - 34	2	72	90
Ages 35 - 39	5	193	248
Ages 40 - 44	3	60	119
Ages 45 - 49	4	125	149
Ages 50 - 54	1	63	97
Ages 55 - 59	4	149	183
Ages 60 - 64	4	110	169
Ages 65 - 69	1	34	49
Ages 70 - 74	1	37	37
Ages 75 +	2	69	110
Total	50	1,713	2,363
Median Age	34.6	33.9	33.6

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Population Projections - Census Tract 5227.20

Ages	1990 Census	1999 Estimate	2004 Projected
Under 5 years	565	589	580
Age 5 - 9	653	676	647
Ages 10 - 14	617	684	704
Ages 15 - 17	305	394	430
Ages 18 - 20	211	355	411
Ages 21 - 24	178	373	455
Ages 25 - 29	298	439	500
Ages 30 - 34	591	330	464
Ages 35 - 39	827	558	376
Ages 40 - 44	793	876	628
Ages 45 - 49	513	746	834
Ages 50 - 54	295	607	713
Ages 55 - 59	180	444	596
Ages 60 - 64	77	239	406
Ages 65 - 69	57	121	198
Ages 70 - 74	30	52	93
Ages 75 +	34	69	81
Total	6,224	7,552	8,116
Median Age	32.4	34.0	33.6

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Program Analysis

A program analysis was completed on 15 program areas to measure quality, participation, fee structure and comparison with national trends and other agencies. The department's programming staff selected the programs that were analyzed.

Program Area- Recreation Swim

Program Notes

- Recreation swim is held at three outdoor aquatic facilities.
- There is a wave pool at one of the locations.
- Two pools have in-water play features.

Program Strengths

- There is good availability of times for lap swim and open swim times.
- Participation numbers are up almost 18% from previous seasons.
- Some pools have in-water play features and zero depth entries, which is a national trend in aquatic facilities.
- Staff appears to be well trained and qualified.
- There is a good variety of fee options available.

Program Weaknesses

- Revenue and expenses appear to be out of balance with expenses outweighing revenues.
- Concessions are very limited at all pool sites.
- There is limited number of programmed activities such as special events.

Key Findings

- The recreation swim program appears to be well organized and managed. Good opportunities exist for program growth by adding special events and other programmed activities. The City should consider adding concession areas to all pool sites. This helps keep participants at the pools longer. Concessions can also be an added revenue source. Fees appear to be slightly below market rate for the service received.

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Program Area- Swim Lesson and Recreation Swim Teams

Program Notes

- Classes are held at a variety of locations.
- There are a variety of swim team types.

Program Strengths

- Classes are held for all age groups and ability levels.
- The staff appears to be well trained and qualified.
- There are a good variety of times offered for classes.
- There is good opportunity for program growth.

Program Weaknesses

- Revenue versus expenses appears to be out of balance with expenses outweighing revenues.
- Participation numbers are down from previous seasons.
- Coaches qualified to coach dive team appear hard to recruit and retain.

Key Findings

- The swim lessons and swim teams provide a good service to Tempe residents. The fees appear to be below market rate for service provided. The City should consider partnering with other service providers to help offset program cost and help recruit coaches. Combining teams from sites where program numbers are low could help reduce cost.

Program Area- Classes at Kiwanis Recreation Center

Program Notes

- Classes are held for participants of all ages.
- There are a variety of classes offered.
- Programs are for both male and female participants.

Program Strengths

- There appears to be a good number of programs offered in this program area.
- Programs provide a good opportunity for learning new skills.
- Program fees appear to be at market rate.
- Participation numbers are up in most program areas.
- Program descriptions are well written and contain all pertinent information.

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Program Weaknesses

- Classroom space appears to be limited in this program area.
- Expenses and revenues were not available for analysis.
- There appears to be a need for enhanced marketing.

Key Findings

- There appears to be a good variety of programs offered in this program area. The City should consider partnering with other service providers for program space. There was not enough information given in this program area for a complete analysis.

Program Area- Sports Camps

Program Notes

- There are a variety of camps offered.
- Programs are offered for participants from 3rd grade to 12th grade.
- Programs in this area are for both boys and girls.

Program Strengths

- Participation numbers appear to be up from previous seasons.
- There are a good variety of types of camps offered.
- Coaches are experienced and qualified.
- Programs provide good opportunity for participants to enhance skills.
- Fees appear to be at market rate for services provided.

Program Weaknesses

- There are several other service providers in this program area. Competition for services appears to be high.
- Program expenses appear to outweigh program revenues.

Key Findings

- The program area seems to have a high degree of competition. The City should consider partnering with other service providers to offer programs and help enhance growth potential. There is also the opportunity for partnering with sports agencies or celebrities to help facilitate sports camps.

Program Area-Racquet Sports

Program Notes

- Programs are provided for a wide variety of ages.
- Lessons and tournaments are provided in both tennis and racquetball.

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Program Strengths

- The programs provide a good opportunity to learn and enhance new skills.
- Programs are provided for a variety of skill levels.
- Tennis lesson participation numbers have increased from previous sessions.
- State-of-the-art tennis centers are provided for programs.

Program Weaknesses

- Participation in tournaments has declined.
- Staff is part time or temporary and turnover is high.
- Court space for some programs is limited.
- Racquetball league participation numbers are low.

Key Findings

- Some programs have good participation numbers, while other areas have declined. Offering programs with a shorter commitment time could entice people to participate. Marketing and revenue and expense information was not provided for analysis.

Program Area-Community Special Events

Program Notes

- Programs are both internal and external in nature.
- Programs provide a wide variety of participation opportunities.

Program Strengths

- Programs provide good revenue opportunities.
- Participation numbers are up in most program areas.
- Programs help increase and promote a sense of community.
- The programs reach a large number of participants in a short amount of time.
- Staff is well organized and manages the programs well.

Program Weaknesses

- Programming special events is very time consuming for staff.
- Some events appear to be repetitious.
- The event policy for outside groups appears to be inconsistent.

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Key Findings

- Special events appear to be well organized and attended. The City should consider partners or sponsors for special events. This could help in the areas of promotions, staff time and expenses. A volunteer program could also help with staffing issues.

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Program Area- Senior Programs

Program Notes

- A good variety of programs are offered in this program area.

Program Strengths

- The program staff appears experienced and well qualified.
- Programs provide good opportunity for social interaction.
- There is a good balance between revenue and expenses.

Program Weaknesses

- Participation numbers have declined in this program area.
- Marketing of programs appears to be inadequate.
- Lack of transportation for programs is inadequate.

Key Findings

- Partners for programs could help with program expenses. The City should consider adding intergenerational programs. This helps provide more interaction for all family members.

Program Area- Trips

Program Notes

- Trips are scheduled on a year round basis.
- Trips are co-sponsored by Retirees of Tempe Association.

Program Strengths

- Programs provide a good opportunity for social interaction.
- Program information that is provided in the travel guide is adequate.
- Program participation numbers are steady.
- Participants cover 100% of program cost.
- There are a good variety of trips offered.

Program Weaknesses

- Programs are limited to only seniors.
- Some program numbers are low.

Key Findings

- The program area offers a good service for the community. The City might consider offering intergenerational trips. This would help promote family participation.

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Program Area- Special Recreation

Program Notes

- Programs are provided for participants 5 to 22 years of age.
- Two programs are offered in this program area.

Program Strengths

- The programs provide a good opportunity for social interaction.
- Programs teach and enhance skills for all levels.
- Participation numbers are up from 100 to 149 this session.
- Program fees are at market rate for services offered.

Program Weaknesses

- Expenses outweigh revenues in this program area.
- Program expansion is limited due to budget and qualified staff.
- Marketing efforts for the program appear to be inadequate.
- There is not currently a staff person who is a certified therapeutic recreation specialist.

Key Findings

- Special recreation programs are well organized and managed. Partnering with other service providers could help expand the program offerings. There is good opportunity for additional programs in this area with additional staff. This program area provides a good service to the community.

Program Area-Youth Basketball

Program Notes

- This program is for participants from 1st grade to 8th grade.
- Programs are for both boys and girls.
- The program is seven weeks in length and allows for both practices and games.

Program Strengths

- The program has a well-established history.
- The program is non-competitive in nature.
- Program provides a good opportunity for social interaction.
- Participants learn and enhance new skills.
- Program evaluations were completed and participants appear satisfied with the programs.
- Teamwork and sportsmanship are encouraged.

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Program Weaknesses

- There appears to be a high level of competition in this program area.
- The program fees are low compared to market rate.
- Participation numbers for age groups have declined.
- Total expenses for the program exceed the program revenues.

Key Findings

The youth basketball program appears to be a well-established program. Program fees should be at market rate. The City might look at partnering with other service providers to help offset program cost. Volunteers could also help with program costs.

Program Area- High School Basketball League

Program Notes

- Program is for participants in high school under the age of 18 years.
- Participation is encouraged over competition.
- The season is seven weeks in length.

Program Strengths

- The program provides the opportunity for participants who don't participate at school.
- The program has good space available for games.
- Program staff is well qualified.
- The program provides good opportunity for social interaction.
- Teamwork and sportsmanship are encouraged.

Program Weaknesses

- Program fees are below market rate for services provided.
- Participation numbers are low and in decline.
- Program expenses exceed program revenues.

Key Findings

- The program provides a good opportunity for high school age participants to play a sport and enhance skills. Program fees appear to be low and should be at market rate. The City might consider using volunteer coaches to help offset program costs.

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Program Area- Youth Sports

Program Notes

- Programs are for participants from 1st grade to 12th grade.
- Both boys and girls participate in the youth sports program.
- Programs in this area include: summer baseball and softball, in-line hockey, softball camp, wrestling camp, flag football, t-ball and coach pitch program.

Program Strengths

- There are a good variety of types of program offered.
- The programs provide a good opportunity for social interaction.
- Program staff is well qualified.
- The programs focus on participation rather than competition.
- Programs are provided at a good variety of times and locations.
- Participation numbers are up in some program areas.

Program Weaknesses

- Program expenses exceed revenues in most program areas.
- Participation numbers are low in some program areas.
- The program fees are below market rate for services provided.
- Marketing materials were not available for analysis.

Key Findings

- The youth sports program area provides a good variety of program opportunities. Program fees need to be at market rate for the services provided. All marketing materials should spell out features, benefits and advantages of the programs. The City appears to control a high percentage of the market for these programs. The City might consider partnering with other service providers to help increase participation numbers in areas where the numbers are low.

Program Area- Adult Athletic Leagues

Program Notes

- Programs are held for participants ages 18 years and up.
- There are both men's and women's leagues offered.
- Adult sports leagues include: Men's basketball, co-recreational soccer, and men's flag football, softball and men's baseball.

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Program Strengths

- There are a good variety of leagues offered.
- Programs provide a good opportunity for social interaction.
- Program fees appear to cover all of the programs direct cost.
- All program schedules appear to be well organized.
- Most programs run two seasons, some run three seasons.
- Officials appear to be well qualified.

Program Weaknesses

- Field space availability for some leagues appears to be limited.
- Participation numbers in some areas are low.
- Marketing materials were not available for program analysis.

Key Findings

- There are a good variety of programs offered in this program area. The City appears to control a high percentage of the market for these programs. The City could consider sponsors and partners to help with program costs and supplies. The department might consider adding specialty leagues such as 55 and older leagues or parent/child leagues.

Program Area- Youth Special Interest Classes

Program Notes

- Programs are provided for a wide variety of ages.
- Programs range from outdoor adventure to basic life skill training.

Program Strengths

- There are a wide variety of classes offered in this program area.
- Programs provide a good opportunity to learn new skills in many areas.
- The programs are offered for a good age range.
- The programs provide a good opportunity for social interaction.
- Marketing materials provide all pertinent information and benefits of the program offered.

Program Weaknesses

- Some program fees are low and are not at market rate.
- Transportation for some programs appears to be an issue.
- There appears to be a high level of competition within the City for these programs.
- Some of the program instructors are not adequately prepared for instruction.

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Key Findings

- While there are a good variety of classes offered some of the services are duplicated in other areas of the department and by other service providers in the area. The City should consider partnering with other service providers to help offset program cost and provide programs at a higher quality level. Program fees should be at market rate for the services provided.

Partnerships Analysis

Agreement between the City of Tempe and the District 3 Elementary Schools

This is an agreement to allow the City to install lights on fields owned by the schools. The agreement describes the terms, the distribution of use and maintenance responsibilities.

Considerations:

- Clarification of the cost of the use needs to be included in the agreement, even if there is no transfer of funds.
- If rental fees are assessed to an outside agency, the distribution of these fees between the City and the Schools needs to be clarified.

Agreement between the City of Tempe, Curry and McKemy Jr. High Schools

This is an agreement to allow the City to install lights on fields owned by the schools. The agreement describes the terms, the distribution of use and maintenance responsibilities.

Considerations:

- Clarification of the cost of the use needs to be included in the agreement, even if there is no transfer of funds.
- If rental fees are assessed to an outside agency, the distribution of these fees between the City and the Schools needs to be clarified.

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Agreement between the Youth Athletic Leagues and the City of Tempe conducted at the schools

This is a standard agreement that identifies the extent of use, the terms and conditions of fees, and times when fees are passed through to the City.

Considerations:

- Cross-indemnify with an “Additional Insured” clause in each partner’s insurance form.
- The City of Tempe is not one of the agencies listed where no fee is charged.
- With the capital investment the City spends on school improvements or other venues, the City ought to have some right of first refusal or a higher level of priority than other not-for-profit entities.

Agreement between Recreation Tech. and the City of Tempe for Concessions

This is an agreement to engage in contract concessions for the boating venue, Kiwanis Fields, Benedict Fields, and the Tempe Sports Complex.

Considerations:

- Five-year contract appears to be too long a stretch.
- There are no performance measures for the vendor in terms of revenue produced by the vendor. Use a scale similar to Tempe Diablo but to a lesser degree.
- Create a mechanism to encourage improved performance by the vendor and include a % of the gross as a part of the compensation.
- The revenue generated per square foot does not seem to be calculated equitably as indicated by the following chart.

Location	Sq. Ft.	Income per Sq. Ft.	Income per Year per Sq. Ft.	Revenue	% of Gross
Kiwanis	500	\$8.40	\$4,200	\$58,613	7%
K. Ball Park	200	\$12.00	\$2,400	\$16,107	15%
Benedict	160	\$11.25	\$1,800	\$23,188	8%
Tempe SC	340	\$14.10	\$4,800	\$18,000 (projected)	26%

Park Analysis

Introduction to Park Analysis

The City of Tempe Park and Recreation Department park analysis will encompass all parks and recreation facilities managed by the City. For the purposes of this report parks and recreation facilities will be identified as parks. Should recreation facilities exist within a given park these facilities will be addressed on an individual basis. In these instances, name and type will identify the facility.

The findings in this portion of the report provide an overview of parks. Zones defined by the planning team early in the process have completed individual park analyses. The community was divided into six zones. Zone One includes all Tempe parks located north of the Rio Salado. Zone Two includes all parks located north of Broadway Road and extends to the Rio Salado Project. Zone Three includes all parks located north of the Superstition Freeway and south of Broadway. Zone Four includes all parks located north of the Western Canal and south of the Superstition Freeway. Zone Five includes all parks located north of the southern most parcels of Tempe and exists along Ray Road and south of the Western Canal. Zone Six includes all activity in the Rio Salado Project.

This analysis will review the parks in each zone. The review will focus on existing conditions of the parks within the zone. Recommendations will be offered at a later time in the overall master plan process. With a few exceptions, it is understandable and noteworthy that parks, recreation and facility growth within each zone parallels the growth that has occurred in the community.

The Nearest Neighbor index calculation reported in each zone is used to determine the equitable distribution of parks within the Zone. The index ranges from 0 (all points are closely clustered) to 2.15 (all points are uniformly distributed). It is important to note that park distribution in the community is fairly equitable. There are a few exceptions to this finding and they will be discussed in the recommendation phase of the project.

Generally, the parks in the system are consistent in offerings to the community. Parks are generally appointed with a playground, BBQ grills and picnic opportunities, and athletic components such as basketball, softball and soccer. Most parks have a nice variety of trees for relief from the sun.

An important consideration when designing a play experience for a particular user is the duration of time necessary to captivate the user. Design features in playgrounds need to consider the potential for the participant to enjoy the feature for a period of thirty minutes or more. If the feature does not accomplish this litmus test, there is not enough opportunity on the playground to capture the imagination of the user. A couple of

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playgrounds in the Tempe Parks and Recreation system that would pass this test are Escalante and Kiwanis Parks.

Park Descriptive

Each park has been classified by landscape character zones, and has been noted in the park inventory and analysis. For the purposes of this analysis, four character zones have been established based on the current style of park character that is present in Tempe. Our analysis has determined that most parks in Tempe are typical of the Desert Oasis character. Without question, this is an appropriate park development style to have in a community positioned in the center of a major metropolitan area. New parks that have been built recently tend to be more reminiscent of the Desert Garden character. The north portion of Tempe is the only area where Enhanced Desert and Native Desert character parks are found.

Desert Oasis Character Zone

Cool, inviting, areas rich with color provide an exciting contrast to the Sonoran desert. In urban area within desert communities, these oasis areas provide relief and respite from the activities of City life. These areas entice the visitor to visit the park, and linger in a comfortable setting. All the while, taking advantage of the programmed and self-directed amenities the park has to offer. Oasis areas are mostly turf, and have a good distribution of non-native and desert-adapted canopy trees with lush foliage. Accent trees, palms, and shrubs are used sparingly in key areas to demark entries, intersections, and focus points. The use of water features is an appropriate material to accentuate the cool atmosphere of the Oasis zone.

Desert Garden Character Zone

Water conserving plant material that is native and/or adapted to the Sonoran desert creates a contrasting landscape texture when used in Oasis character parks. Bold plantings rich with color and texture is used to greet the visitor, and to frame important park areas. These areas provide textures and forms that add interest and aesthetic value to the surroundings. Plant groupings are spaced denser than found naturally, and take on an ornamental appearance. Desert Gardens take full advantage of the planting opportunities the Sonoran desert affords. The Desert Garden character can be combined with the Oasis character to create parks that fulfill the need for open turf areas, and provide an interesting landscape forms in transition areas, edges, and entries.

Enhanced Desert Character Zone

Enhanced desert landscape materials are found in areas within, or near, native open spaces where native plant materials are used to accent the natural Sonoran setting. Natural vegetation patterns of the surrounding landscape are enhanced by slightly increasing the density of the plantings. Accent plants, such as agaves and prickly pears,

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are used to add color and interest to these areas where the visitor can get a true sense of the beauty and diversity of the environment. A temporary irrigation system is installed initially, and can be abandoned once the plant materials reach a stage of self-sufficiency.

Native Desert Character Zones

One of the most unique park characteristics that desert communities can offer the public is the natural desert environment with very little development impact. These Native areas, such as Papago and parts of Canal Park, are valued for their interesting botanical and wildlife ecosystems and educational opportunities difficult to find in the growing metropolitan area. Development within these parks is minimized. Low impact shade structures, unpaved path systems, and health safety corrections are the limits of disturbance. The natural environment is the amenity in these parks.

Zone One

General Overview

An interesting and diverse mix of parks exists in Zone One. Desert oasis, enhanced desert, natural desert and desert gardens characterize this zone. These individual design features illustrate the application of potential diversity in the southwest. Three parks are considered to have the desert oasis design. These are Indian Bend Park, Papago Park and Moeur Park. Canal Park and a large portion of Papago Park is considered natural desert and Tempe Women's Club Park has a mix of desert oasis and desert garden features.

Park Distribution and Access

Schools don't play a role in park design in Zone One. The parks are easy to locate, as they are all placed on major thoroughfares with high visibility.

The index for the Zone is 2.63. This would imply the distribution within the Zone is not as uniform as desired. The major contributor to this is Canal Park and Papago Parks and the amount of space they occupy. The location of the park entry and its relationship to the remainder of the zone will also contribute to the calculation. Another factor is the location of Indian Bend Park, which is unique in relationship to the other parks in the Zone.

Playgrounds

Playgrounds all have sand playing surfaces with play features that are relatively consistent. Equipment is limited to swings, slides and spring toys. Themes in each of the playgrounds are simple in design and offer little creativity. No effort is made to comply with the desire to make the playgrounds accessible to people with physical limitations. Tempe Women's Club facility is unique in its design as it focuses on smaller children given the play features at the site. This playground is the more recent addition in the zone. The walkway is accessible yet the playground does not reflect an effort toward

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desired accessibility for the disabled.

Light Recreation, Trails and Pathways

The parks appear to be adequately appointed with BBQ grills and picnic facilities. This is a normal staple in all parks managed by the Tempe Community Services Department, Parks and Recreation Division. It appears this feature in the parks may be over done. Some parks have a minimum of 3 picnic tables and BBQ grills however most have on the average of 6.

Much attention is given to the distribution of trashcans as they are generously distributed through the parks and are cared for frequently. This feature has reduced the amount of debris in the parks. Trails and restrooms are available in Canal, Papago and Moer Parks. Trails are used for walking, running, bicycles and horses.

Organized Play Areas

There are two tennis courts and an open field for soccer or sandlot ball in Indian Bend Park. Papago Park hosts day and night softball and basketball.

Grounds Condition

Grounds throughout the parks are fair to average. The parks are not characterized as lush. This may at first appear to be due to the time of year or overuse of the parks. However, upon further analysis, it can be attributed to flood irrigation and the lack of overseeding during grass growing seasons. Canal Park offers a poor transition for the user in two areas. The first is the transition between the parking lot and the park entry. The second is the open space beyond the Canal Zone. There seems to be little attention to direct the user. While there is a concerted effort to create the appearance of a native desert, the facility doesn't accomplish this end.

Tempe Women's Club Park is tastefully done and offers the best opportunity for diversity in color during the changing seasons. The remaining parks appear to be colorless with the only enhancements for color being the grass and trees.

Facility Condition

Facilities are generally in excellent condition. The outdoor basketball court surfaces in Papago Park need to be color coated. This attention will give the parks more color and allow for longer life of the asphalt-playing surface.

Zone Two

General Overview

Half of the parks in this Zone were constructed between 1931 and 1968. Four parks were initiated in the seventies and early eighties with three in the 1990's. The more recent

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parks include Allegre Park, Creamery Park and Victory Park. Allegre is devoted to a beautiful enhanced oasis turf surrounded by desert gardens and a wrought iron fence. Victory Park is a mini park that is ideal for visiting neighbors and viewing the Tempe Canal. The park has some wonderfully appointed benches enhanced by ceramic tile created by local school children. Creamery Park was constructed to accommodate detention and provide open space for the newly developed multifamily housing next to the park. A particularly interesting feature of this park is the off leash activity area fully appointed with water and wonderful grass. This feature is also offered at Mitchell Park.

There is also an interesting mix of parks with unique design features in Zone Two. This is due to the many types of external influences that contribute to the design. For example, Hayden Butte Park is a distinctive landmark in Tempe seen many times when one watches football games on television. The park is host to several miles of trails used for hiking and fitness. Tempe Beach Park is a Works Progress Administration Park that will serve as a major gateway to the Rio Salado project. This park is currently undergoing some major renovations and will become a focal entrance point to the Tempe Town Lake. The park has unique construction features shaping the ball diamond stadium and the old tennis courts. These can become major features in the future renovation of the park.

Most of the parks are easy to locate, due to the fact that they are placed on major thoroughfares with high visibility. The Nearest Neighbor index for the Zone is 2.60. This would imply the distribution within the Zone is not as uniform as desired. The major contributor to this is Victory Park. It is located in a unique location in relationship to the other parks in the Zone.

Park Distribution and Access

Schools play a role in park design at two of the parks. Mitchell Park was acquired from the school district when the elementary school was closed. Some improvements have been done to enhance the site. The school building is currently leased to ASU and offers a disappointing external appearance for the neighborhood. The park is nicely appointed with opportunities for recreation.

This has its disadvantages. Parks don't appear to have uniquely distinguishing characteristics that separate them from other park designs. This is considered to be a disadvantage to the system.

A Boys and Girls Club is located in Jaycee Park. This is a unique and great opportunity for the park system to play a contributing role in the development of the participants from the Boys and Girls Clubs. The City of Tempe is currently redeveloping Jaycee Park and constructing the West-Side Multi-Generational Center.

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Daley, Clark and Escalante Parks are all considered community parks within the system. This is a disadvantage for the system to have all but one of the community parks located in the same Zone. Each of the parks offers unique contributions to the system. Clark Park is the most unkept. The pool has received recent improvements but the recreation center shows wear and the lack of attention.

Daley Park is nicely appointed with many of the same features as Clark Park. It offers two softball fields, but doesn't have a pool or recreation center. While the park attracts many vagrants, they don't seem to be a deterrent to use by families and children.

As Mitchell Park, Escalante Park is also adjacent to a school. This park shows a significant amount of use. Part of the large amount of use can be attributed to the high Hispanic population in the neighborhood. It is the nature of their heritage to participate in large family gatherings and enjoy the amenities offered in an outdoor environment. Escalante Community Center is a community-based center that attracts a diversity of use from older adults to youth at risk.

Playgrounds

The playgrounds in this zone offer more opportunities to the disabled, as three of the playgrounds are accessible. These playgrounds are located in Daley, Escalante and Creamery Parks. The remainder of the playgrounds has sand-playing surfaces with play features that are relatively consistent.

Light Recreation

The parks are adequately appointed with BBQ grills and picnic facilities. As indicated earlier, this is a normal staple in all parks managed by the Community Services Department, Parks and Recreation Division. It will be interesting to assess the reservation system offered by the agency to determine use and the need for so many areas for picnics.

Organized Play Areas

Organized play areas are offered in Daley, Hudson, Clark, Mitchell, Jaycee and Escalante Parks. Organized play includes an array of softball/baseball fields, a basketball court, a soccer field and a volleyball court.

Grounds Condition

Grounds throughout the parks are fair to average. The parks are not characterized as lush. Flood irrigation curtails the growth of turf under shade trees. Many times in the summer the shade tree is the only relief from the heat. Without a grass cover, this idea is less appealing.

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Facility Condition

Facilities are generally in excellent condition. The outdoor basketball court surfaces need to be color coated.

Zone Three

General Overview

Parks in Zone 3 were constructed primarily during the 1970's with Ehrhardt Park being constructed in 1980. The parks in this zone reflect similar design and feature the same amenities. While the parks are nicely appointed, they tend to be sterile in their appearance without distinguishing characteristics to give them their own identity.

Some of the parks are not as easy to locate as others are. This is due to some of them being placed along US 60 (Superstition Freeway). Other parks such as Petersen Park have a high degree of visibility, as they are located on major thoroughfares in the community.

The Nearest Neighbor index for the Zone is 2.35. This would imply the distribution within the Zone is sound but not as uniform as desired. The major contributor to this is the vast amount of space in the western portion of the zone devoted to industry, highway interchanges and cemeteries. Peterson and Dwight Parks tend to be isolated from other parks due to this phenomenon. A point that can be made about the influence of the index is that parks exist near residents.

Park Distribution and Access

Schools play a major role in park design at one-half of the parks. Schools are located adjacent to Hollis, Joyce, Meyer, Rotary, and Sellah Parks. An interesting design feature of each of these school-park sites is that there is a fence separating the school playground from the park playground. In most instances, the playground features are similar in design and character. This appears to be an unfortunate use of agency tax funds and a lack of cooperative spirit with another unit of government.

As in Zone Two, the parks are nicely appointed with opportunities for recreation. But, there is much duplication of park amenities and parks don't have their own character. Playgrounds have older structures on them and don't appear to capture the imagination of the participant. Due to the age of the parks there are some very nice slopes and mature trees that offer relief from the sun. Although there appears to be duplication of playgrounds in many of these parks, there appears to be intergovernmental agreements toward use of the athletic fields, basketball and volleyball facilities.

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Playgrounds

All the playgrounds have sand-playing surfaces with play features that are relatively consistent. Equipment is limited to swings, slides and spring toys. Playgrounds follow the same theme as those found in Zone One and Two.

Light Recreation

The parks appear to be adequately appointed with BBQ and picnic facilities. Trashcans are also generously distributed through the parks and are cared for frequently.

Organized Play Areas

Casual play areas are offered in Dwight, Ehrhardt, Hollis, Meyer, Rotary and Sellah Parks. Organized play for basketball is available at Sellah Park.

Grounds Condition

Grounds throughout the parks are fair to average. As in Zone Two, the parks are not characterized as lush.

Facility Condition

Facilities are generally in excellent condition. Once again, the outdoor basketball court surfaces need to be color coated.

Zone Four

General Overview

Parks in Zone 4 were constructed primarily during the 1970's and 1980's, with Palmer and Cole Parks being constructed in the late 1960's. With the exception of Kiwanis and Benedict Sports Complex, the parks in this zone reflect similar design and feature the same amenities. While the parks in the previous three zones were predominantly flood irrigated, some of these parks have the flood irrigation system while others have integrated irrigation systems and are influenced by detention basins. The parks are, once again, nicely appointed, however, they also tend to be sterile in their appearance without distinguishing characteristics to give them separate identities.

Some of the parks are not as easy to locate as other parks in the zone. Road directional signs would aid in guiding users to several of these parks such as Scudder, Optimist, Redden and Stroud. Others such as Kiwanis, Benedict and Gaicki have a high degree of visibility, as they are located on major thoroughfares in the community.

The Nearest Neighbor index for the Zone is 2.19. This would imply the distribution within the Zone is nearly ideal.

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Park Distribution and Access

Schools play a major role in park design at one/half of the parks. Schools are located adjacent to eight of the 12 park sites in the Zone. Design features of each of these school-park sites reflect some softening of park-school design. Negotiators have recognized the positive benefits of designing schools with parks to grow the size of the open space amenity and cooperate in the cost of the addition. In other school-park facilities a fence separating the school playground from the park playground still exists.

As in other Zone's, the parks are nicely appointed with opportunities for recreation. The parks in Zone 4 continue to be consistent in design and amenities. Playground structures are reflective of the age the park was constructed.

Playgrounds

All the playgrounds have sand-playing surfaces with play features that are relatively consistent. Equipment is limited to swings, slides and spring toys. The only accessible playground is located in the north end of Kiwanis Community Park. This structure is very creative and offers much to the imagination of the user.

Light Recreation

The parks appear to be adequately appointed with BBQ and picnic facilities. Kiwanis Community Park offers some great opportunities for diversity in play experiences. These are discussed in another portion of this report. Trashcans are generously distributed through the parks and are cared for frequently.

Organized Play Areas

Casual play areas are offered in all the parks. Much of the organized play areas such as soccer fields and basketball courts in the newer parks are located in detention basins. Benedict Sports Complex requires some makeover. The concession stand is located in a place that does not foster sales. Shade is needed to encourage use of the picnic tables around the concession stand. The turf on the play fields is weak due to the amount of play on the fields. Access pathway systems are less than attractive to the user. While useful, the temporary storage lockers are unappealing to the view. Much of the unfortunate appearance is due to the temporary nature of the agreement with the school district. It is difficult to make positive changes with capital dollars without knowing the duration of time an organization will have with the improved asset.

Grounds Condition

Grounds throughout the parks in Zone 4 are average to good depending on the form of irrigation. The parks that still use flood irrigation are not characterized as lush. Parks that use integrated irrigation systems have excellent playing surfaces and excellent ground cover.

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Facility Condition

Facilities are generally in excellent condition. Once again, the outdoor basketball court surfaces and tennis court surfaces need to be color coated.

Zone Five

General Overview

Parks in Zone 5 are constructed primarily during the 1980's and 1990's. These parks were built with the growth and development of new housing in the southern most regions of Tempe. With that in mind the parks most dominant feature is the detention basin.

Detention basins aren't as costly to the system in Arizona as it is with park systems in the northern part of the country due to the small amount of rainfall. Therefore, the detention doesn't affect use as much. The irrigation systems used for the parks encourage positive ground cover in these parks. The parks are nicely appointed with various recreational amenities. There is a noticeable shortage of flowers.

As in other zones, some of the parks are not as easy to locate. Road directional signs would aid in guiding users to several of these locations. These signs would work best on the roads with heavy traffic so the driver who is unfamiliar with the streets doesn't have to rely on small street signs for directions. Signage has not been added to the Tempe Sports Complex to date due to the newness of the site.

The Nearest Neighbor index for the Zone is 2.32. This would imply the distribution of park sites within the Zone is quite good.

Park Distribution and Access

Schools play a major role in park design in more than half of the parks. Schools are located adjacent to five of the 9 park sites in the Zone. As in Zone 4, design features of each of these school-park sites reflect some softening of park-school designs found in Zones 2 and 3. The positive benefits of designing schools with parks to grow the size of the open space amenity and cooperate in the cost of the development of the space are reflected in this zone. Some school-park facilities, however, have a fence separating the school playground from the park playground.

As in other Zone's, the parks are nicely appointed with opportunities for recreation. The parks in Zone 4 continue to be consistent in design and amenities.

Playgrounds

All the playgrounds are not accessible and have sand-playing surfaces with play features that are relatively consistent. Equipment is limited to swings, slides and spring toys. Themes in each of the playgrounds are simple in design and offer little creativity.

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Light Recreation

The parks are adequately appointed with BBQ and picnic facilities. Trashcans are generously distributed through the parks and are cared for frequently.

Organized Play Areas

Casual play areas are offered in all the parks. Much of the organized play areas, such as soccer fields, sand volleyball and basketball courts, and are located in detention basins. The Tempe Sports Complex is an exceptional addition to the system. Given the amount of play and the demand for league activity from the residents and non-residents of Tempe, this addition may not be enough. Staff indicates the probability of losing 1 or 2 of the Benedict fields, which may impact the play field use in the future.

Grounds Condition

Grounds throughout the parks in Zone 5 are good to excellent because of the irrigation systems. Turf on the athletic fields appears to be in good condition given the amount of play from soccer practice and games.

Facility Condition

Facilities are generally in excellent condition. Once again, the outdoor basketball court surfaces and tennis court surfaces need to be color coated.

The east side of Waggoner Park appears to be overly congested with play features. The congestion affects the quality of play experiences for the user and influences the quality of the turf. A park BBQ option is offered dangerously close to one of the soccer goals.

Zone Six

General Overview

The Salt River has played a major role in the growth and development of Tempe. Until 1911 the untamed river provided the region with water during the rainy seasons. Once the Roosevelt Dam was constructed, the flow of water through the valley was tamed. The retention allowed for irrigation control for agriculture and the opportunity to construct bridges for trains and road travelers. Once this occurred, Tempe experienced an ever-increasing growth in population.

Turning the Salt into a recreation Mecca is not a new idea, as recreation has played a major role along the riverbanks since the early 1920's. Tempe Beach Park at one time hosted a pool with a bathhouse and was a direct access to the Rio Salado for swimming.

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The dream to convert the Salt River from a dry river bed into an inland waterway that would host a linear green belt with a vast array of park and recreation opportunity was initiated in 1968, and until recently, has been only an idea.

Much of the infrastructure for the Rio Salado project is underway. The 218-acre Tempe Town Lake opened in November 1999. Trails have been added along both shores of the river and the shorelines have new, uniquely creative, concrete borders designed for viewing and access to the waterway by small craft. A sample green-belt park with two relief ramadas has been created toward the western end of the north shoreline.

Much work will be necessary to create a recreation open space design for the perimeters of the park. Current ideas include the incorporation of private and public sector money in the development. Research during the City of Tempe Master Plan process will help to glean new information.

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Facility Assessment

Introduction

The facilities reviewed can be separated into three categories. The first category is active recreation and includes Clark Park Pool and Recreation Center, Escalante Community Center and pool, Kiwanis Recreation Center and Kiwanis Community Park, and McClintock Pool.

The second category is what we call the Community Cultural Center, which includes the Pyle Adult Recreation Center, Edna Vihel Center for the Arts, Tempe Public Library and the Tempe Historical Museum. The final category is the Tempe Diablo Stadium.

This review will provide an overview of the facility and the amenities offered in the facility. The Strengths, Weaknesses, Opportunities and Threats, where applicable, will be listed for all facilities after the facility discussion.

Category One Facilities

Clark Park Pool and Recreation Center

Clark Park is one of Tempe's Community Parks. The 10-acre park is located in the Western part of Zone 3 and is bordered by 19th and Roosevelt Streets. Clark Park is comprised of a pool, one lighted ball diamond, a basketball court, two sand volleyball courts, a small recreation center with two meeting rooms and an office, several ramadas for family gatherings, several BBQ's with picnic tables, a restroom facility and playground for children, horseshoe and shuffleboard courts. A limited amount of on street and off street parking is available to the user.

There is no administrative function at Clark Park. Staff located in other facilities schedules the classes programmed in the Recreation Center. Instructors are given keys to gain entry. Once classes are taught the center is closed.

Strengths

- Located in a neighborhood and provides residents in the immediate vicinity of the facility opportunities for play.
- The site has a nice variety of recreational opportunities.
- Improvements to the pool are being initiated.
- Excellent tree cover.
- Community members are interested in the activity at the park and will contribute comments about activity changes with the pool and the park.

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Weaknesses

- Park is an older park that will require improvements in the future to increase usage.
- Recreation Center is dark and dingy and while new paint was used in the rooms, the colors chosen do not fit a theme or pattern for the rest of the park.
- Wood structure on the ceiling of the veranda of the recreation center is showing wear.
- Windows on the backside of the recreation center are covered with wood and give the appearance the building is not in use.
- No plant life exists around the recreation center, which gives it a stark appearance.
- Turf in the park needs attention, as there are dirt patches under trees and in transition areas and the grass is beginning to brown.
- Utilities are exposed and offer an unattractive appearance to the user.
- Playground is non-descript and is not accessible.
- Pool fence is showing age.
- Plant life around the exterior of the pool is inconsistent.
- Pool building is aged and the guardroom is dingy.
- The covered bleacher section is unattractive.
- The baby pool is not inventive and has little to offer the user.
- Makeshift signs at the cashier office need review.

Opportunities

- Recreation Center can be improved with new windows.
- Wood structure on the ceiling of the veranda needs to be stained or changed to preserve it from the weather.
- Windows on the backside of the recreation center need to be treated in an alternative way.
- Design a plant scheme for the exterior circumference of the building.
- The interior of the recreation center needs to be painted in colors that are consistent with a park theme.
- Determine other strategies to enhance the appearance of the park
- Find methods to provide ornamental covering of the utilities
- Engage in the re-creation of playgrounds to encourage theme topics and accessibility.
- Consider another appearance for the pool fence.
- Create a plant scheme for the exterior fence line of the pool.
- Determine ways to create an attractive appearance to the exterior of the pool.
- Determine if the covered bleacher section in the pool is necessary. Use the area for additional, covered, user space.

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- Create new play features in the baby pool.
- Design the playground and create a theme for the park with the new design features.
- New use of the recreation center needs to be determined.

Threats

- Street people use the park as a location for relief and to sleep.
- Irrigation structures under the sidewalks are dangerous to the user.
- The exposed utilities are inviting play alternatives and can cause injury to those who play on them.
- Parking alignment is difficult at times when the park is crowded.
- Barb wire on the top of the fence surrounding the pool.
- Lack of bathrooms to use without supervision.

Escalante Community Center and Pool

The Escalante Community Center is located in a 10-acre multi-generational Community Park. The park is located in the eastern part of Zone 2 and is bordered by River Road and Orange Street. The park has an outdoor pool with a two-flume water slide and a water playground feature. The pool also has a grass knoll and an accessible playground within the pool fence line. There is a bathhouse and vending machines service the concession needs.

Park amenities include one lighted ball diamond, two lighted basketball courts, two ramadas for family gatherings, several BBQ grills with picnic tables, a large, up-to-date accessible playground, and off street parking in two locations.

The recreation center is a 36,000 square foot facility that offers the community a variety of classes for all ages, educational assistance through a computer lab, and aid to youth at risk. The presence of community service officers helps people in need. There are meeting rooms used to host classes, a full service older adult center and a large two-court gymnasium. The Tempe Community Action Agency offers assistance to lower-income and disadvantaged families. The facility also has a game room with fitness equipment and a small room with additional fitness equipment.

Strengths

- Provides a variety of services to many age groups and interests in the community.
- The center is a beautiful facility that has many features to benefit the community.
- Excellent cooperative relationships with many community services provided in one center.
- Excellent array of park amenities to benefit the community.
- Located next to an elementary school.
- Excellent tree cover in the park.

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- Excellent full-service pool.
- Excellent full-service playground.
- Excellent gymnasium facility.
- Good space for programming classes.
- Computer lab for the residents.
- Presence of the local police.
- Attractive wrought iron fencing around the pool.
- Color combinations work very well in the park.

Weaknesses

- Turf in the park is inconsistent, as there are several patches without grass.
- Courts need color coating.
- The fence line between the school and the park is a deterrent for extended or cooperative use.
- Duplication of playgrounds and athletic fields between the park and the school.
- Dirt/gravel pathway between the ball diamond and the recreation center needs to be corrected.
- Lack of flowers and cover to enhance the appearance of the park.
- Area behind the backstop of the ball diamond is over worn and lacks ground cover.

Opportunities

- A program to determine the level of turf management would enhance the areas where there is stress to the turf.
- Color coat basketball courts.
- In the future, work with the school district to improve the integration of the park / school sites to eliminate the barriers created by the fence lines.
- Economize on the expenditure of funds and reduce duplication by incorporating the schools in discussions regarding site features.
- Dirt/gravel pathway between the ball diamond and the recreation center needs to be made permanent to match other pathway corridors in the park.
- Design a beautification plan that will include flowers and ground cover to enhance the appearance of the park.
- An alternative plan needs to be set in place behind the backstop of the ball diamond to reduce the over worn appearance.

Kiwanis Community Park, Wave Pool and Recreation Center

Kiwanis Community Park is the feature park of the Tempe Park system and is a true Community Park as identified by NRPA standards. The 125-acre park is located just south of central Tempe on Mill Avenue and Baseline Road, and is a part of Zone 4.

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Kiwanis Park has five distinct regions of activity for the community and one Community Center. One region is designed for the community member who is interested in athletics. It includes soccer fields, the community's major tennis center, and batting cages, a superb ball diamond complex and several sand volleyball courts. Adjacent to the area is several picnic ramadas available use on a fee-based reservation or a first-come, first-served basis.

Another region is designed for corporations and large community gatherings. This section of the park includes eight shelters for picnics that include BBQ pits, benches, running water and electricity. This section also has restrooms, basketball, volleyball and playgrounds for those who use the corporate picnic area. The space is fenced off for security and privacy.

Another area is called Sister City Gardens. Sister City Gardens is a lovely area separated from the influence of the other park areas by trees and large knolls. There are bathrooms, a mini stage for performances, nice benches in shaded areas, flowers and plaques that commemorate an international high school student exchange programs.

The fourth area is the lake region. The lake region is nicely appointed with several shelters used to view the lake, a boat rental area, concession stand, and a path that circles the lake. The lake is used for fishing and public boating. No swimming is permitted. The lake region also features 12 ramadas used for picnics.

The last area is comprised of open space, a portion of which is used for a soccer field. The area also includes a very creative, large, two-part playground for the younger adventurer. One part of the playground is accessible and is under a large cover. The other playground area is sand based and is also quite large.

There is a large very attractive community center in the park as well. The facility is comprised of two main features, an indoor wave pool and a gymnasium. Support services to these amenities include a concession stand, an indoor water slide, locker room facilities, two meeting rooms, and office space for the staff. There is a second level in the facility devoted to offices and one large meeting room. The meeting room also serves as a viewing area for the gymnasium and the wave pool. There is also a 15 court lighted tennis center.

The spacious lobby and front desk has very helpful staff that is ready to offer information and help with user needs. Adjacent to the lobby is an enclosed pro-shop with soft goods to support swimming and tennis activity.

The community center also has an expansive outdoor green space with sand volleyball designed for rentals for corporate parties, families and school groups. Significant space is allowed for parking at each one of the regions discussed.

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Strengths

- Significant opportunity for diverse recreation activity.
- The park is designed very well and considers many population groups who use it.
- Have excellent features for generating revenue including the corporate picnic area, the pool and the batting cages.
- Newly installed gym floor is excellent.
- Lake is a pleasant facility and offers several vantage points for viewing and use.
- The Sister City Gardens area is unique in use and design and offers a nice location for solitude in a busy community.
- The indoor wave pool is a unique system for use by residents and non-residents.
- Tennis facility is a USTA winning venue.
- Missing tiles in pool area were replaced.
- Areas to view basketball and the pool from inside the lobby are excellent.
- The pro shop can be a viable revenue producer and provider of products.
- Class registration system will be an asset once staff gets accustomed to using it.

Weaknesses

- Signage on roads approaching the park would be a benefit to people who are unfamiliar to the area.
- Soccer turf areas show extra stress and need attention.
- Turf around the ramadas is very poor and the timber on the ramadas requires attention.
- Grass area used for picnics at the pool is showing stress from use.
- The second level of the center is not accessible.
- The color scheme and paint in the center is fresh, but the colors are dark and require added artificial light.
- Colors in hallway to the pool are dark.
- Colors in the wave pool ceilings and walls are dark. This is evident on cloudy days more so than sunny days.
- Pool deck needs color coating.
- Area behind desk is insufficiently lighted.
- Detention basin to the north of the building is dry and without turf.
- There are 14 full garbage receptacles and two dumpsters from use of the outside picnic area.
- Base of fence around grass areas is bordered with wood slats that are rotting.
- Limited meeting and classroom space.
- Too many locations for collecting cash without a tie-in.
- No health and fitness space or center is available.

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Opportunities

- Signage on roads approaching the park would be a benefit to people who are unfamiliar to the area.
- Create a plan to reduce the stressed turf areas and for reducing the stressed grass areas used for picnics at the pool.
- Design an improved system for the transition areas around the ramadas
- Put protective coating on the timbers or replace the timbers on the ramadas.
- Change the color scheme in the center to reduce the need for artificial light indoors.
- Lighten the colors in the wave pool ceilings and walls.
- Color coat pool decks.
- Lighten colors and improve lighting behind desk.
- Determine how the turf conditions in the basin to the north of the building can be improved.
- Determine a more effective and sanitary method of disposing the garbage from the picnic area.
- Paint or replace the exterior fence line of the picnic area.
- Repair or replace the system of borders around the grass area of the tennis courts.
- Concession area is excellent for the creation of revenues.
- Ceiling banners are attractive yet there may be a time to replace them with another ceiling space filler.
- Space offers opportunities for growth of amenities.

Threats

- Exposed utilities in active park areas.
- Vagrants in the corporate picnic parking lot and the Sister City Gardens area.

McClintock Pool

McClintock Pool is cooperatively owned and managed by the high school and the City of Tempe. The pool is located at McClintock High School. It is a heated, long course pool (50 meters) and is used by the high school, the US Swim Team, swim classes and open swim activity.

The pool includes a bathhouse for men and women, an office for the manager on duty and an observation office for the head guard. This office has a view of the pool area. The pool uses the bag system of collecting bather clothes.

The deck includes one spectator viewing area with bleachers and a grass area with one picnic ramada. There is no concession area. A sport drink vending machine is on the

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pool deck and a concessionaire operates a portable concession stand for the patrons. There is a water slide and a zero depth entry baby pool with water toys.

Plenty of parking is offered to the patron, as the pool is adjacent to the high school.

Strengths

- Long course pool is a positive resource in the community.
- Cooperative arrangement with the school district.
- Pool has some nice play amenities to support swimming.
- Layout of the pool facility is good.
- The distribution of the use is equitable, with lap lanes open pool swimming and play features.
- The site also has good parking available.

Weaknesses

- Pool floors in showers are not clean.
- Remnants of graffiti on the exterior surface of the pool building.
- No privacy areas for patrons in either locker room other than the bathroom stalls.
- Floors need to be painted.
- Shower ceilings need to be painted.
- Turf in viewing area is uneven and has bare spots.
- Deck needs new color coating.

Opportunities

- Graffiti retardant paint can be painted on the exterior surface of the pool building.
- Paint floors and ceilings to improve appearance and offer a sense of cleanliness.
- Repair turf in viewing area.
- Place the deck on a schedule to receive new color coating.

Threats

- Transition time between school use and park use might be reviewed. Seems to be little time for preparing pool for summer use.

Category Two Facilities

Pyle Adult Recreation Center, Edna Vihel Center for the Arts, Tempe Public Library, and Tempe Historical Museum

This Community Center is a classic one-stop shopping location for the cultural arts and senior citizens. This four-facility center is located at Rural Road and Southern Avenue in the center of the community in Zone 3. The park is comprised of an adult recreation center, a community arts center, the library and a museum.

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The Pyle Adult Recreation Center is comprised of two large meeting rooms for community type meeting activity, a catering kitchen, six classrooms, a billiards room and a dance floor. A large lobby is host to the center and includes a front desk that is the central focal point for information. Staff offices are behind the reception desk. Near the entrance is an office and a large storage area used for the Kids Zone Program. On a covered patio are five picnic benches.

The center is host to many older adult activities such as instructional classes, Bingo, cards and billiards. The community uses the rooms as meeting space. Although resident groups have priority, non-resident groups can use the space without paying a fee but a Tempe resident must reserve the site and attend. The six classrooms are used for programs but they seem to take a back seat to community meeting space.

The Kid Zone uses a significant space for storage and offices. Access to this area is adjacent to the main entrance of the building.

Edna Vihel Center for the Arts is used for performing and visual arts classes. There is a reception desk and accompanying offices as you enter the facility. Two classrooms, a kiln room, and one large community room with a divider are used to host the classes. One room that used to house information services is now used for storage.

Tempe Public Library has three levels. The first floor and the lower level are used for all library collections. There is a large community room on the lower level that is currently used for pre-school programming. The room can be divided into two rooms and offers a small stage and a catering kitchen. The outdoor amphitheater can be accessed from this room. The second floor is used as administrative offices for Community Services.

Tempe Historical Museum houses a splendid historical record of the City of Tempe and its growth from early Native American days to present time. The museum has a front desk and administration offices and classrooms space. The front desk also serves as the tourist information desk. Historical archives are catalogued and kept on site. Across from the front desk is the retail shop that sells items germane to the history of Tempe. The highlight of the facility is the historical displays, dioramas, and artifacts from many eras of the community.

Strengths

- Beautifully appointed grounds and parking areas.
- Excellent presentation of amenities and program features for the community.
- Have used unique ways to feature some of the facilities.
- Local artist sculpture in front of the library.

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- Sun dial and foot imprints of important people in the community in front of the museum.
- Mosaic craftwork on the bench in front of the Arts Center.
- Use of flowers and plant life to highlight the exterior courtyard of the facility.
- Newer structures have very attractive architecture.
- Bike trail around the perimeter of the parking lot.
- Very good ground cover and trees highlight the park.
- Desert garden is beautifully appointed and tastefully lit.
- Introduction of fine art, pictures and sculpture are positive appointments.
- Amphitheater outside the library.

Weaknesses

- Garbage cans on the exterior of the facility are not uniform, some are high profile and others are 55-gallon drums.
- Sign on the south end of the parking lot would aid traffic arriving from the south.
- Signs in roadway as one approaches the facility would benefit the new resident.
- Courtesy room in Vihel Center that is being used as storage needs another way to disguise the room.
- Floors in the Pyle Center Orange Room and Yellow Room need new covering or cleaned.
- Wall coverings in the Pyle Center require change.
- Color combinations in the Pyle Center are outdated
- Organization and structure of office alignment in the Pyle Center require review.
- Not a lot of room for expansion due to parking ordinances and existing space.
- Define use of meeting rooms and method of distribution rooms.
- Programs for the center seem to be an afterthought due to other priorities.

Opportunities

- Replace 55-gallon drums with cans that are uniform with other high profile in the park.
- Sign on the south end of the parking lot would aid traffic arriving from the south.
- Signs in roadway as one approaches the facility would benefit the new resident.
- Cover windows in the old courtesy room with another form of material.
- Change surface and clean floors on the concrete floors of the Pyle Center.
- A redo of the color combinations of the walls in the center will update to current standards.
- Potential for generating fees from rentals of the rooms in the center.

Threats

- Inability to program classes in the Pyle Center due to free room rentals.

City of Tempe Master Plan

Appendices-Facility Assessment

- Loss of program income due to the lack of use for programs.
- Loss of identity due to the diversity of program locations.

Category Three Facilities

Tempe Diablo Stadium Complex

Tempe Diablo Stadium is located on the western boundary of the City of Tempe. The stadium serves as the spring training home of the Anaheim Angels Professional Baseball Team. During an eight-week period of time during the spring the Angels occupy the stadium to prepare for the regular baseball season. The Disney Corporation owns the Angels. Any negotiations with the team need to be completed with the representatives of Disney.

The main complex includes a 9,500-person stadium. The lower level has home team and visitor locker rooms. This level also includes a second set of locker rooms that could potentially be used for teams who would like to use the stadium when the Angels aren't in residence. While these locker rooms are not as plush as the main locker rooms, they offer opportunities that will be discussed later. There is also a training room and offices for the coaches. Meeting rooms are also available for the team.

The stadium level is in full view of the playing field and includes five concession areas and public restroom facilities. Two areas are designed for group parties. These are located at the end of each foul line of the park.

The Media level includes press areas for the print media and press boxes for the home and visitor radio and TV media. This level is where the facility supervisor has an office. The Angels have approximately 3200 feet of office space as well. This space is reserved year round for the Angels executives. However it is only occupied for a short time of the year. Another covered patio is available on this level for catered parties and gatherings.

Revenues in the facility are generated from a number of sources. They include:

- The agreement with the Angels for a portion of the ticket sales.
- A portion of revenues from the Concessionaire who provides food services.
- Revenues from the rental of the stadium for training and team building activities from corporations.
- Revenues from rentals of the parking areas for car and mobile home sales show.
- Sales of advertising on signs in the stadium, including the scoreboard.
- Extension Facilities
- The complex shares the same site as The Buttes Hotel, although the hotel shares no direct affiliation with the facility. In addition to the stadium, there are a number of other athletic facilities that support the stadium. There are two

City of Tempe Master Plan

Appendices-Facility Assessment

additional lighted major league diamonds, a practice infield and pitchers training area, two lighted softball fields and five lighted soccer fields. Parking is distributed throughout the site for these support facilities.

- In addition to baseball, softball and soccer, the organization has done a nice job in soliciting additional use of the vast open space. Particularly the parking lots. Additional activities such as auto shows, the sale of travel trailers and motor homes and holiday light and fireworks shows call the stadium parking lots home.

Strengths

- It is positive for the City of Tempe to be associated with Major League Baseball.
- The stadium is an exceptional facility recently renovated for long-term use.
- There are plenty opportunities for generating additional revenue.

Weaknesses

- Extra work with the Angels is needed to help them become a good partner with the City.
- Exploration of all avenues to generate profits from the existing agreements.
- Create a mechanism of communication to take advantage of major community activities during the preseason of Spring Baseball.
- Create a means to participate in special events to promote baseball with the community.
- Determine ways to allow access to the City in certain areas of the facility to foster the generation of funds and experience a profit.
- Spring baseball is a short season and thus requires creative management to fill capacity in the facility.
- 25-year agreement with the Angels with two opportunities for extension by the Angels.
- Current arrangement with the Angels may prevent the City of Tempe from using creative means to generate new revenue.

Opportunities

- If the Angels want to leave their contract early, they have to locate a suitable occupant.
- There is a tremendous opportunity to make up for the losses in revenue with creative programming.
- The opportunity to sell the stadium name rights to a valley corporation will generate significant revenues on an annual basis for the City.
- Fantasy baseball.
- Performance training baseball schools for kids on the support facilities.
- High School baseball packages where the HS team plays in the stadium against another HS after selling a certain number of tickets to an Angel game.

City of Tempe Master Plan

Appendices-Facility Assessment

- Corporation day at the park during home games.
- Combination baseball tickets and Disney trips for a lucky fan.
- Contests for field announcer of the day.

Threats

- Partners may block creative opportunities.
- The inability to generate new money will hinder the remainder of the agency revenues.
- Agreements with other organizations may be hindered due to the existing agreement with the Angels.

City of Tempe Master Plan

Appendices-Equity Map Analysis

Equity Map Analysis

Overview and Process

Park, Recreational, and Cultural facilities were grouped by comparable type and mapped with service areas over population densities. The four equity maps are separated into four categories; park facilities, special use facilities-recreational activity, special use facilities-cultural activity, and special use facilities-community centers. Park classifications followed current City of Tempe standards, and augmented by NRPA standards when applicable. Furthermore, parks are identified as “active”, or “passive”, depending on the availability of amenities. For example, parks without lighted sports fields, sport courts, or programmable facilities are considered passive parks. Physical barriers without access, such as canals and freeways, are considered limits for facilities with service areas less than one mile. Facilities with service areas 5 miles or larger are located accordingly, but service areas are not graphically shown. Population density is depicted by the number of housing units per section based on the 1995 special census. Five categories of population range provided an opportunity to understand the park facility and service area relationship with the concentration of potential users. The recommendation standard in association with future facilities needed is based on the projected 2004 population.

Service Area Radius Guide:

- Mini and Neighborhood Parks (1-5 acres) -1/4 mile
- Neighborhood Parks (5-10 acres) – ½ mile
- Community Parks (10-50 acres) – 1 mile
- Large Urban and Regional Parks (50+ acres) – 3 miles
- Desert Parks – varies based on size, follows categories above
- Golf Course / 9-hole (50-70 acres) – 10 miles
- Golf Course /18-hole (110-150 acres) – 10 miles
- Aquatic Centers – 5 miles
- Neighborhood Pools – 2 miles
- Sports Complex (40-80 acres) – 10 miles
- Museums and Libraries – 3 miles
- Adult Centers – 2 miles
- Community Centers – 3 miles
- YMCA/YWCA – 3 miles
- Canals – ½ mile at access points
- Sports Fields – 2 miles

City of Tempe Master Plan

Appendices-Equity Map Analysis

Key Findings

Park Facilities Maps: This map illustrates the location and service area for mini, neighborhood, community, urban, regional, and potential parks within the City.

- A significant gap in neighborhood and community parks occurs in the area south of the Superstition Freeway and north of Guadalupe. The availability of recreational services at nearby Kiwanis Community Park diminishes some of this inequity.
- A gap in regional and urban size facilities occurs in northeast and southeast Tempe. Chandler's Desert Breeze Park is located within a mile and a half of the gap area, and provides recreational service opportunities.
- The area north of Broadway Road has limited regional and urban park opportunities within the acceptable service area. The future parks within Rio Salado will provide these opportunities once developed.
- The 40-acre ADOT parcel at Kyrene and the Superstition is in a favorable location for future park development.
- The 40-acre ADOT parcel at South of Warner and I-10 is not in a favorable location for park development at this time given its proximity to non-residential land uses. Land banking this parcel for parkland may be appropriate if population shifts begin to occur towards this area.

Special Use Facility-Recreational Activity: This map illustrates the location and service area for school and golf facilities within the City.

- The golf courses adequately serve the community.
- Portions of Section 33N (Southern Ave. to Baseline Rd. and Priest Dr. to Kyrene Rd.), 9S (Guadalupe Rd. to Elliot Rd. and Priest Dr. to Kyrene Rd.), 15S (Elliot Rd. to Warner Rd. and Kyrene Rd. to Rural Rd.), and 12S (Guadalupe Rd. to Elliot Rd. and McClintock Dr. to Price Rd.) have gaps in neighborhood and community parks, in addition to school recreational facilities.
- The area north of the Red Mountain Freeway and west of Scottsdale Road are under serviced by school facilities, but have an abundance of other facilities to fill the gap. A number of desert and desert oasis type parks, a golf course, SRP's PERA Club, and the Arizona Historical Society Museum all are located in this area.

City of Tempe Master Plan

Appendices-Equity Map Analysis

Special Use Facility-Cultural Activity: This map illustrates the location and service area for libraries, museums, and specialty house facilities within the City.

- The areas south of Elliot Road and north of the Red Mountain Freeway have significant gaps in service of library facilities. The City of Chandler is in the process of building a library at Ray Road and Rural Road. This new facility will be located within half a mile of Tempe's southern border, and relieve some of the demand from south Tempe residents.
- The Phoenix Zoo and Desert Botanical Garden are located within mile of the northwest Tempe border. These community facilities are accessible to north Tempe residents, in addition to, all Tempe residents.
- The areas south of Elliot Road are outside of the service areas for all cultural facilities. Neighboring communities do not provide these services within an acceptable range.

Special Use Facility-Community Centers: This map illustrates the location and service area for community centers and athletic centers within the City.

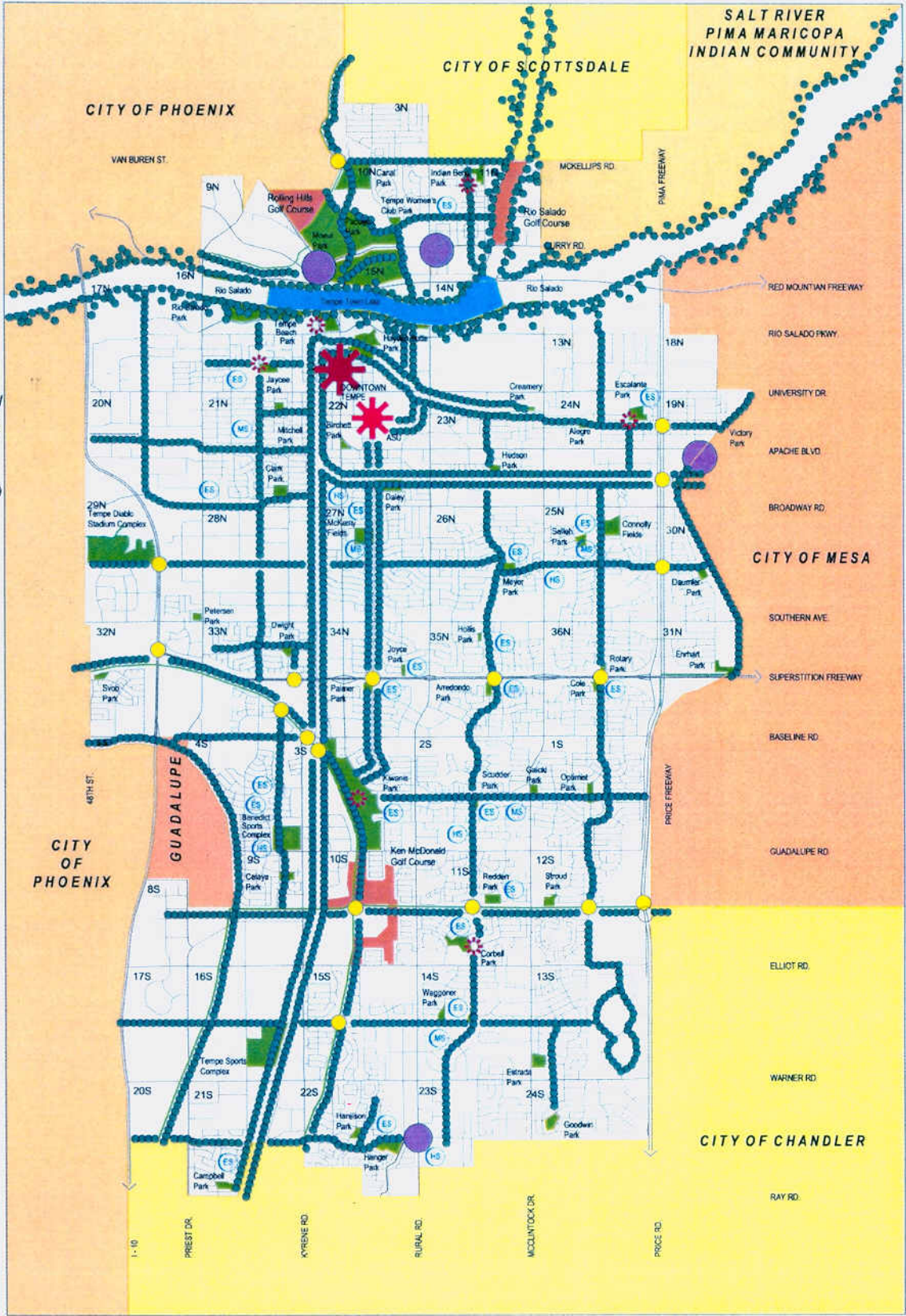
- Gaps in Adult Center services occur in the southern and northern portions of the City.
- The areas south of Carver Road and north of the Red Mountain Freeway are outside the service areas for aquatic centers. With the degraded quality of the Clark Park facility, the areas in the northwest portions of the City are realistically under served.
- The City is currently in the process of constructing a Community Center to be built adjacent to Jaycee Park.

Open Space Corridors: This map illustrates the location and access points for linear open space including; bike paths, rail corridors, canal corridors, and utility corridors.

- Few existing bike paths occur in open space corridors. Most occur with road right-of-ways.
- Canal corridors are available in the southwest, eastern, and northern portions of the City. These corridors are adjacent to residential land uses, but do not occur within close proximity of the most densely populated areas.
- Potential rail corridor uses are available throughout the center of the City. The Union Pacific Rail Road (UPRR) lines run north and south, and from the east to the west before ending at Priest Drive.

CONCEPT PLAN LEGEND

-  Downtown Tempe
-  University Campus
-  Town Lake
-  Community Gateway
-  Specialty Facilities
-  Existing Parks
-  Existing Schools (Elementary, Middle, High school)
-  Pedestrian/ Bicycle/ Equestrian Bridges
-  Trail (off-street, on street, pedestrian, bicycle, equestrian)



CONCEPT MASTER PLAN



MASTER PLAN LEGEND

-  Downtown Tempe
-  University Campus
-  Town Lake
-  Community Gateway
-  Existing Parks
-  Existing Schools (Elementary, Middle, High school)
-  Trail - On Street
-  Trail - Canal
-  Trail - Railroad R.O.W.
-  Trail - Open Space
-  Trail - Equestrian
-  Pedestrian/ Bike Bridge - Canal
-  Pedestrian/ Bike Bridge - Railroad R.O.W.
-  Pedestrian/ Bike Bridge - Equestrian
-  Pedestrian/ Bike Bridge - Roadway
-  Pedestrian/ Bike Bridge - Freeway
-  Land Aquisition Vacant
-  Land Aquisition Development
-  1 Community Center-North - Site TBD
-  2 Community Center-South - Site TBD
-  3 Water Sports Center
-  4 Mini - Aquatic Park
-  5 Pool and Bath House Renovation
-  6 Dog Parks
-  7 Soccer Fields Complex
-  8 Skate Park
-  9 Environmental Learning Park (Partner with School District)
-  10 Tennis Court Renovation
-  11 Town Plaza
-  12 Horse Stables
-  13 Community Center-West

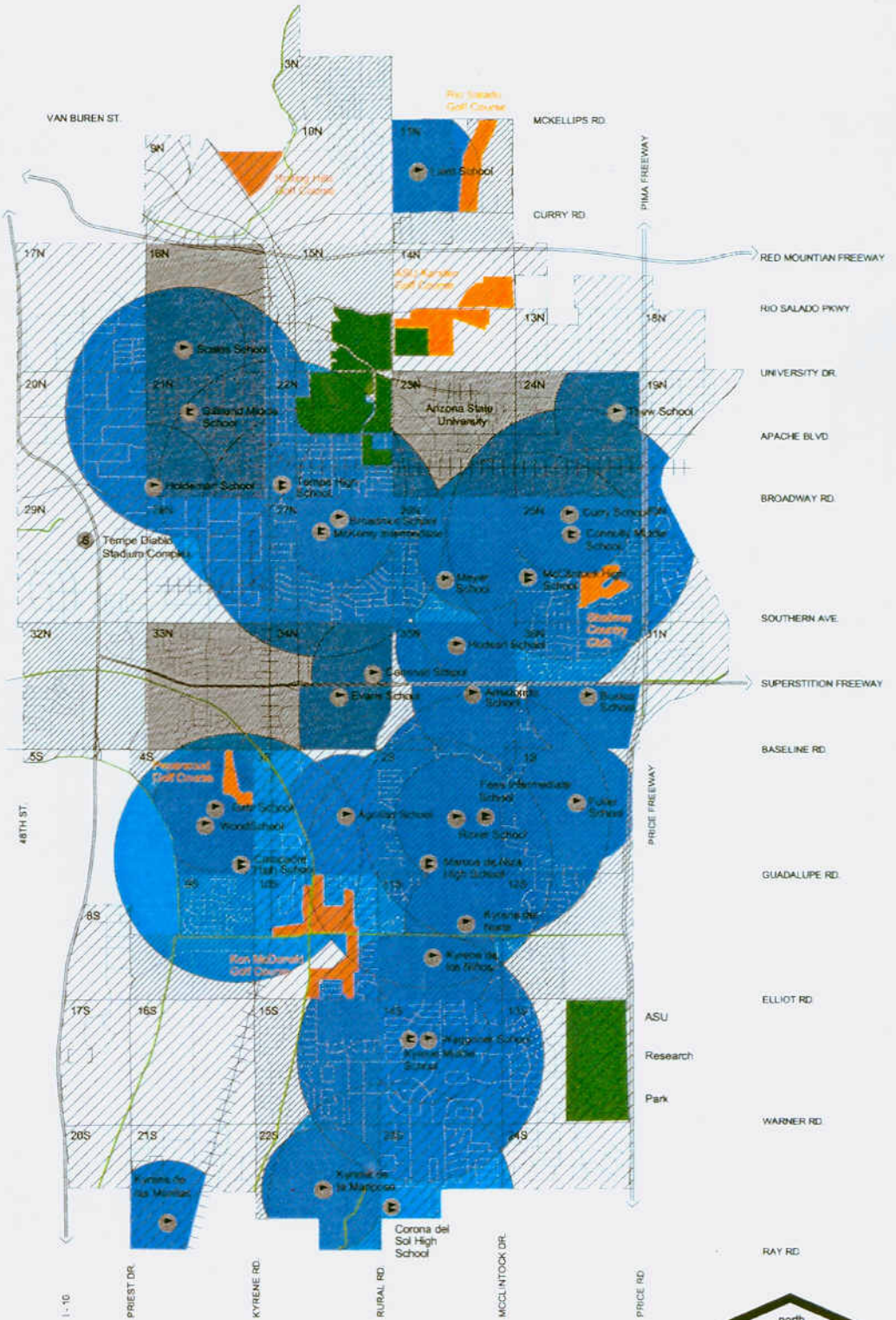


PARKS MASTER PLAN



INCOME AND AGE DEMOGRAPHICS PER SECTION

Sections	AGE				INCOME	261	497	242	303
	Under 13	14 to 21 years	22 to 35 years	36 and over					
3N	826	389	1996	468					
9N	0	0	2	0					
10N	233	360	1304	193					
11N	517	836	4094	233					
12N	13	2425	807	6					
14N	138	138	128	138					
15N	13	2425	807	6					
16N	966	836	4094	233					
17N	1280	210	670	179					
18N	180	57	420	106					
19N	480	209	982	256					
20N	178	178	178	178					
21N	925	721	4190	785					
22N	201	1926	1965	258					
23N	1014	3842	5885	275					
24N	1542	1716	5631	564					
25N	588	739	2877	680					
26N	1171	864	3436	722					
27N	879	567	3304	985					
28N	101	55	337	25					
29N	119	45	300	71					
30N	284	191	947	203					
31N	190	129	808	775					
32N	1573	940	5927	709					
33N	1180	1007	4195	643					
34N	1095	3732	578	869					
35N	968	724	812	1010					
36N	778	530	2586	628					
15	1007	667	2963	863					
25	507	819	3848	720					
35	557	308	1523	441					
45	1023	638	3430	173					
55	160	94	432	45					
65	72	50	441	8					
85	831	463	2864	202					
105	438	257	1930	241					
115	1105	808	3250	565					
125	586	323	2018	223					
135	581	239	1659	214					
145	626	354	1491	189					
155	258	123	563	82					
165	323	128	774	72					
175	165	165	165	165					
205	215	215	215	215					
215	412	116	854	66					
225	902	378	2119	243					
235	801	285	1114	126					
245	314	235	722	57					
50	375	952	969						
189	526	1148	736						
78	268	363	275						
226	812	536	961						
46	51	66	111						
194	586	752	438						
50	299	356	277						
79	454	977	536						
15	101	637	436						
10	78	613	268						
11	148	561	196						
5	30	264	136						
165	165	165	165						
215	215	215	215						
6	34	353	121						
17	66	747	394						
2	5	227	136						
7	31	386	261						

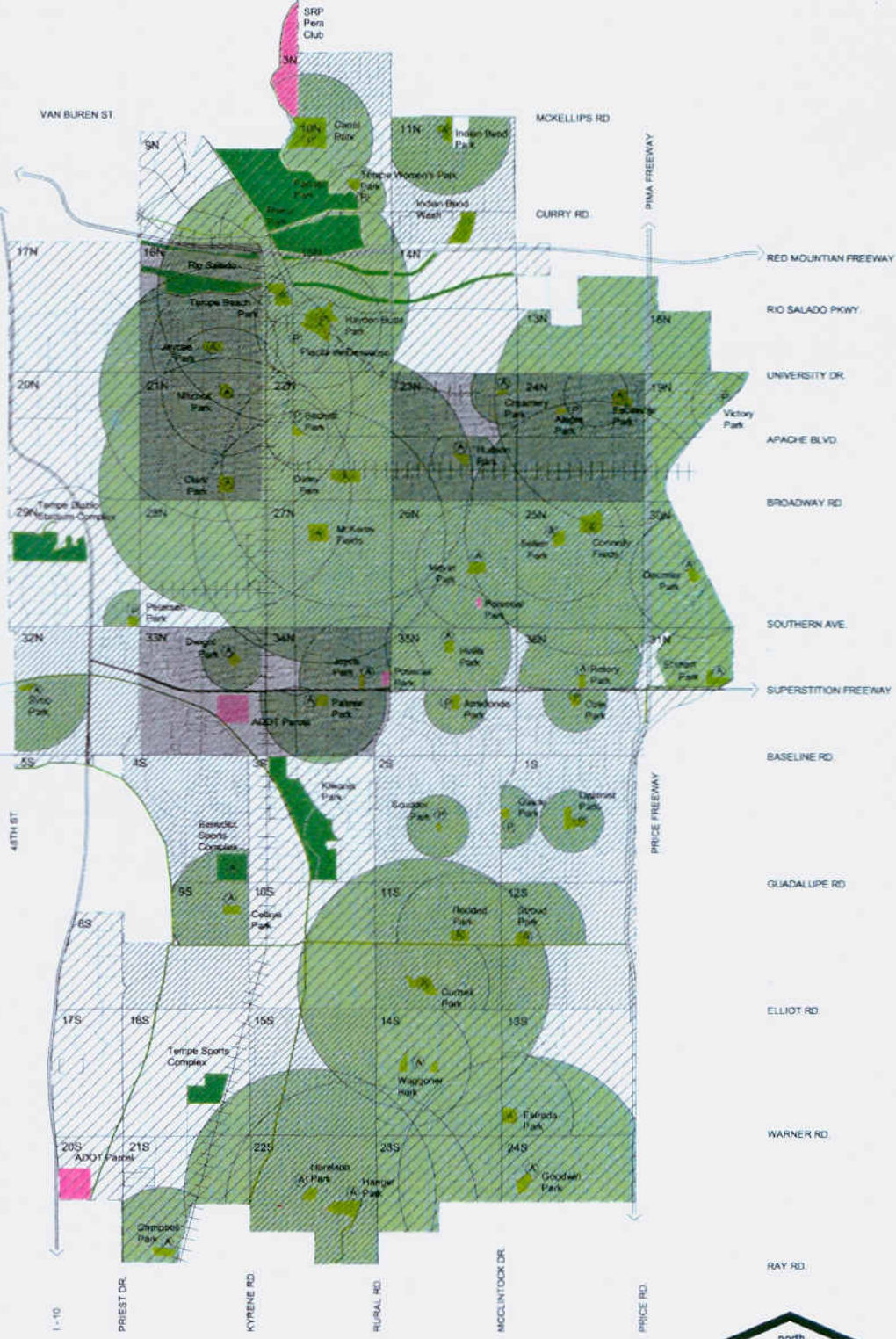


SPECIAL USE FACILITY - RECREATIONAL ACTIVITY

LEGEND	PUBLIC SCHOOLS	CATEGORY	OWNERSHIP	POPULATION
	ELEMENTARY SCHOOL	STADIUM	CITY OWNED	0-3,000
	INTERMEDIATE/MIDDLE	ARIZONA STATE UNIVERSITY	NON-CITY OWNED	3,000-7,000
	HIGH SCHOOL	CITY OWNED GOLF	OPEN TO PUBLIC	7,000 +
		NON-CITY OWNED GOLF OPEN TO PUBLIC		(Population per Section)

INCOME AND AGE DEMOGRAPHICS PER SECTION

Sections	AGE	Income	% of pop.
	Under 13	14 to 24 years	25 to 64 years
30N	826	389	488
31N	0	0	0
12N	233	305	324
11N	117	836	4004
13N	15	2425	607
14N	*136	*136	*136
15N	13	2425	607
16N	968	838	4054
17N	1280	210	670
18N	180	57	429
19N	480	256	982
20N	*176	*176	*176
21N	825	721	4182
22N	201	1026	1940
23N	1074	3842	6889
24N	1542	1216	5031
25N	858	738	2877
26N	1171	854	3406
27N	879	967	2304
28N	101	55	337
29N	119	45	300
30N	294	101	947
31N	180	120	808
32N	1872	940	5827
33N	1188	1027	4185
34N	1265	312	578
35N	968	734	812
36N	778	530	2988
15	1007	887	2863
25	927	819	3844
35	357	308	1523
45	188	36	432
55	72	53	441
65	81	423	2864
75	438	257	1592
85	1105	608	3202
95	595	323	2018
105	587	339	1859
115	528	354	1491
125	258	123	363
135	323	128	774
145	185	145	185
155	215	215	215
165	412	118	954
175	802	378	2119
185	501	280	1114
195	314	335	722
50	375	952	389
60	189	329	1148
70	78	268	382
80	296	812	598
90	48	51	68
100	1	1	1
110	154	584	752
120	50	259	358
130	78	454	677
140	15	101	837
150	10	76	813
160	1	4	175
170	5	30	264
180	185	185	185
190	215	215	215
200	8	34	353
210	17	88	147
220	2	5	227
230	7	31	306

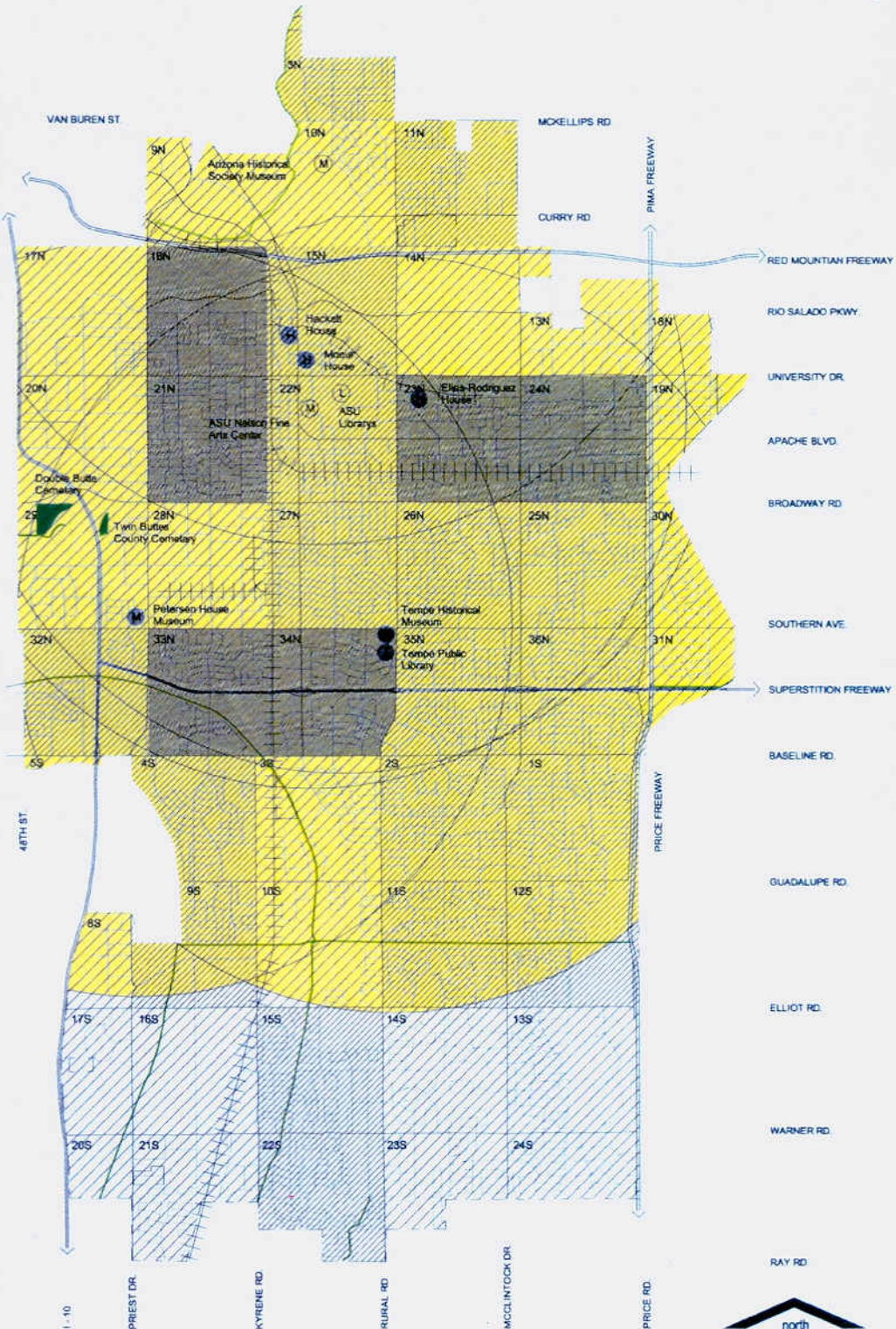


PARK FACILITIES - COMMUNITY

LEGEND		CATEGORY		OWNERSHIP		POPULATION	
	MINI-PARKS (1/4 Mile Radius)		REGIONAL PARKS		CITY OWNED		0-3,000
	NEIGHBORHOOD PARKS		URBAN PARKS		OPEN TO PUBLIC		3,000-7,000
	ACTIVE (1/2 Mile Radius)		SPORTS COMPLEX		NON-CITY OWNED		7,000 +
	PASSIVE (1/4 Mile Radius)				OPEN TO PUBLIC		(Population per Section)
	COMMUNITY PARKS						
	ACTIVE (1 Mile Radius)						
	PASSIVE (1/2 Mile Radius)						
	POTENTIAL PARKS						

INCOME AND AGE DEMOGRAPHICS PER SECTION

Sections	AGE				INCOME				Not reported
AGE	Under 13	14 to 21 years	22 to 39 years	40 and over	50 to 14,999	15,000 to 49,999	50,000 to 80,000+		
3N	826	399	1996	468	261	497	242	503	
5N	0	0	0	0	0	0	0	0	
12N	233	340	1304	153	180	225	326	263	
11N	517	836	4094	233	147	274	205	232	
13N	13	2425	607	8	48	43	28	55	
14N	139	139	139	139	139	139	139	139	
15N	13	2425	607	8	92	36	35	153	
16N	966	836	4094	233	815	1069	317	734	
17N	1280	210	670	179	18	55	20	123	
18N	180	57	420	106	81	134	62	62	
19N	480	209	962	256	97	193	63	300	
20N	1776	1776	1776	1776	1776	1776	1776	1776	
21N	825	721	4180	785	383	871	626	836	
22N	301	1935	1583	258	133	236	241	332	
23N	1014	3842	8989	275	1939	1476	554	1733	
24N	1542	1216	5631	564	983	1258	751	1034	
25N	868	738	2877	680	232	460	690	800	
26N	1171	894	3406	722	220	635	809	643	
27N	879	587	3304	885	307	565	740	848	
28N	101	55	337	25	19	81	71	25	
29N	118	45	300	71	28	64	43	57	
30N	284	191	947	253	23	83	303	130	
31N	190	129	808	775	38	231	284	365	
32N	1873	940	5827	739	298	485	254	360	
33N	1180	1067	4785	643	286	997	648	826	
34N	1095	3732	578	869	381	940	721	924	
35N	968	724	812	1010	148	576	854	682	
36N	776	530	2686	628	71	271	231	517	
15	1007	687	2853	663	50	375	950	569	
25	827	819	3848	720	189	509	1148	738	
35	957	308	1523	441	78	268	360	279	
45	1023	638	3430	173	225	812	539	593	
55	190	94	432	45	48	51	68	111	
65	72	53	441	8	-	-	-	-	
85	831	403	2864	222	104	588	750	438	
105	438	257	1500	241	50	259	358	277	
115	1106	608	3200	556	76	454	977	536	
125	896	323	2018	223	15	101	637	439	
135	561	328	1859	214	10	78	613	268	
145	826	354	1491	186	11	148	561	198	
155	258	123	563	82	1	4	175	123	
165	323	128	774	72	5	30	264	138	
175	1165	1165	1165	1165	1165	1165	1165	1165	
205	215	215	215	215	215	215	215	215	
215	413	116	954	86	6	34	353	121	
225	902	378	2119	243	17	88	747	394	
235	501	280	1114	126	2	5	227	136	
245	314	236	722	57	7	31	386	201	



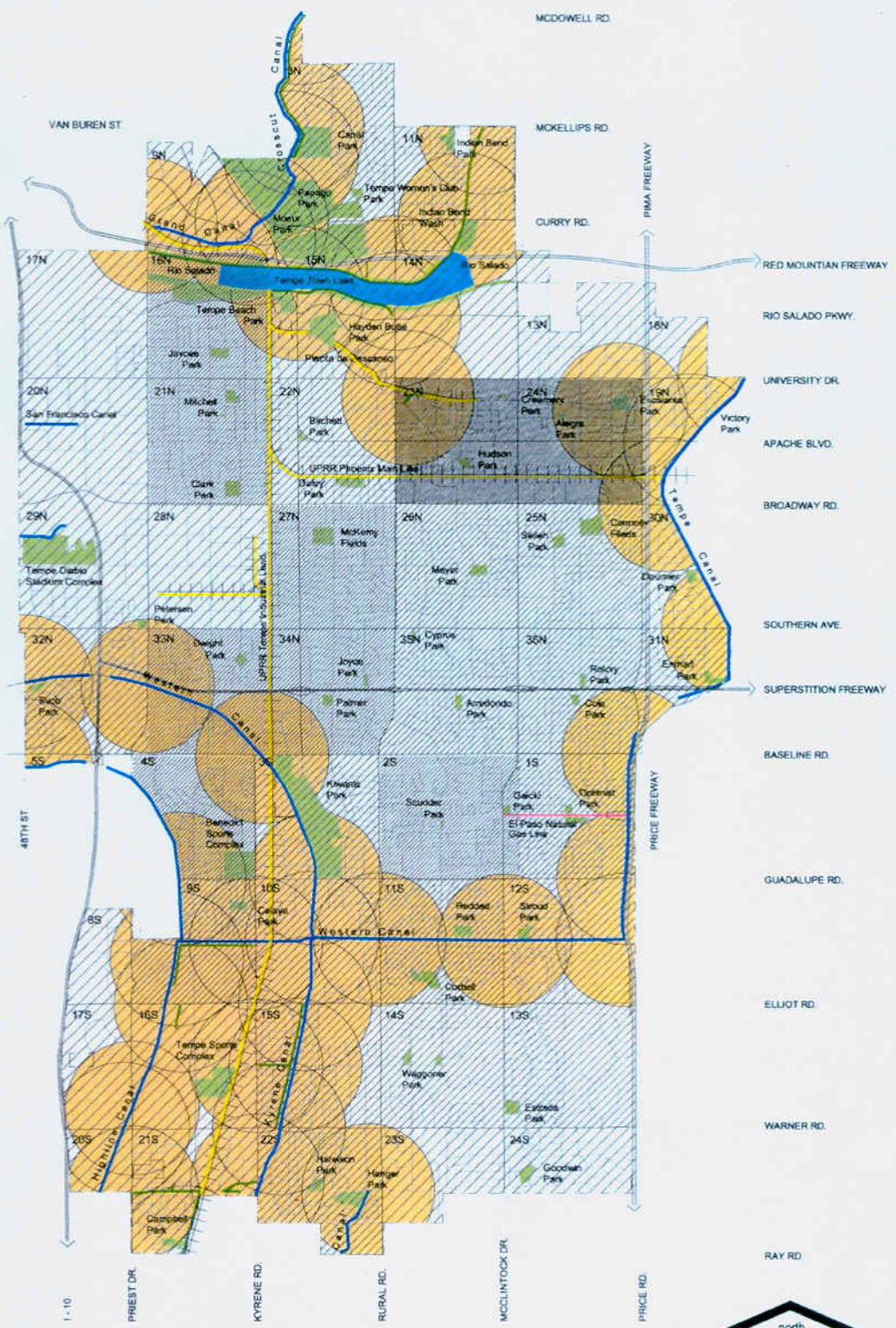
SPECIAL USE FACILITY - CULTURAL ACTIVITY

LEGEND

CATEGORY	OWNERSHIP	POPULATION
(L) LIBRARY	(C) CITY OWNED OPEN TO PUBLIC	(Diagonal lines) 0-3,000
(M) MUSEUMS	(L) NON-CITY OWNED OPEN TO PUBLIC	(Horizontal lines) 3,000-7,000
(H) HOUSE		(Solid black) 7,000+
(Green square) CEMETERY		(Population per Section)



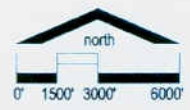
Sections	AGE				INCOME				Per person
	Under 13								
	14 to 21 years	22 to 39 years	40 and over		\$0 to 14,999	\$15,000 to 49,999	\$50,000 to 99,999	\$100,000 to 499,999	Per person
3N	826	399	1996	408	261	497	242	503	
9N	0	0	0	0	0	0	0	1	
10N	233	360	1304	193	192	235	335	265	
11N	517	836	4094	233	147	274	295	232	
12N	13	2425	667	8	48	43	28	59	
13N	13	2425	667	8	48	43	28	59	
14N	13	2425	667	8	48	43	28	59	
15N	13	2425	667	8	48	43	28	59	
16N	966	836	4094	233	815	1069	317	734	
17N	1280	210	670	179	18	55	20	123	
18N	180	57	420	106	81	134	62	62	
19N	480	202	982	296	87	190	83	300	
20N	1178	1178	1178	1178	1178	1178	1178	1178	
21N	925	721	4180	795	393	871	626	836	
22N	201	1505	1565	258	133	236	241	332	
23N	1514	3842	4869	275	1526	1475	554	1733	
24N	1542	1218	5631	584	363	1258	751	1034	
25N	808	728	2677	880	332	460	690	600	
26N	1171	804	3406	722	229	635	803	643	
27N	879	567	3304	985	307	565	740	846	
28N	115	45	300	71	18	91	71	25	
29N	294	181	947	203	23	83	303	130	
30N	190	129	806	775	38	233	284	365	
31N	1873	940	5807	728	296	485	254	560	
32N	1190	1007	4195	843	290	997	848	926	
33N	1095	3732	578	869	381	842	721	821	
34N	968	724	812	1010	148	578	894	862	
35N	778	530	2548	628	71	271	121	517	
1S	1007	687	2853	863	50	375	952	569	
2S	927	819	3448	720	189	509	1148	736	
3S	567	308	1523	441	78	268	383	279	
4S	1023	628	3430	173	226	812	539	583	
5S	180	84	432	45	48	51	68	111	
6S	72	52	441	8	7	1	1	1	
9S	831	423	2864	252	104	586	752	438	
10S	438	257	1500	241	50	258	358	277	
11S	1105	608	3230	555	76	454	977	536	
12S	595	323	2018	223	15	101	837	439	
13S	561	239	1659	214	10	76	613	268	
14S	628	354	1491	189	11	148	561	196	
15S	208	123	563	82	1	4	175	123	
16S	323	128	774	72	5	30	264	136	
17S	1165	1165	1165	1165	1165	1165	1165	1165	
20S	715	715	715	715	715	715	715	715	
21S	412	116	954	86	8	34	353	121	
22S	802	378	2119	243	17	88	747	384	
23S	501	280	1114	125	2	5	227	138	
24S	314	235	722	57	7	31	388	201	



OPEN SPACE CORRIDORS

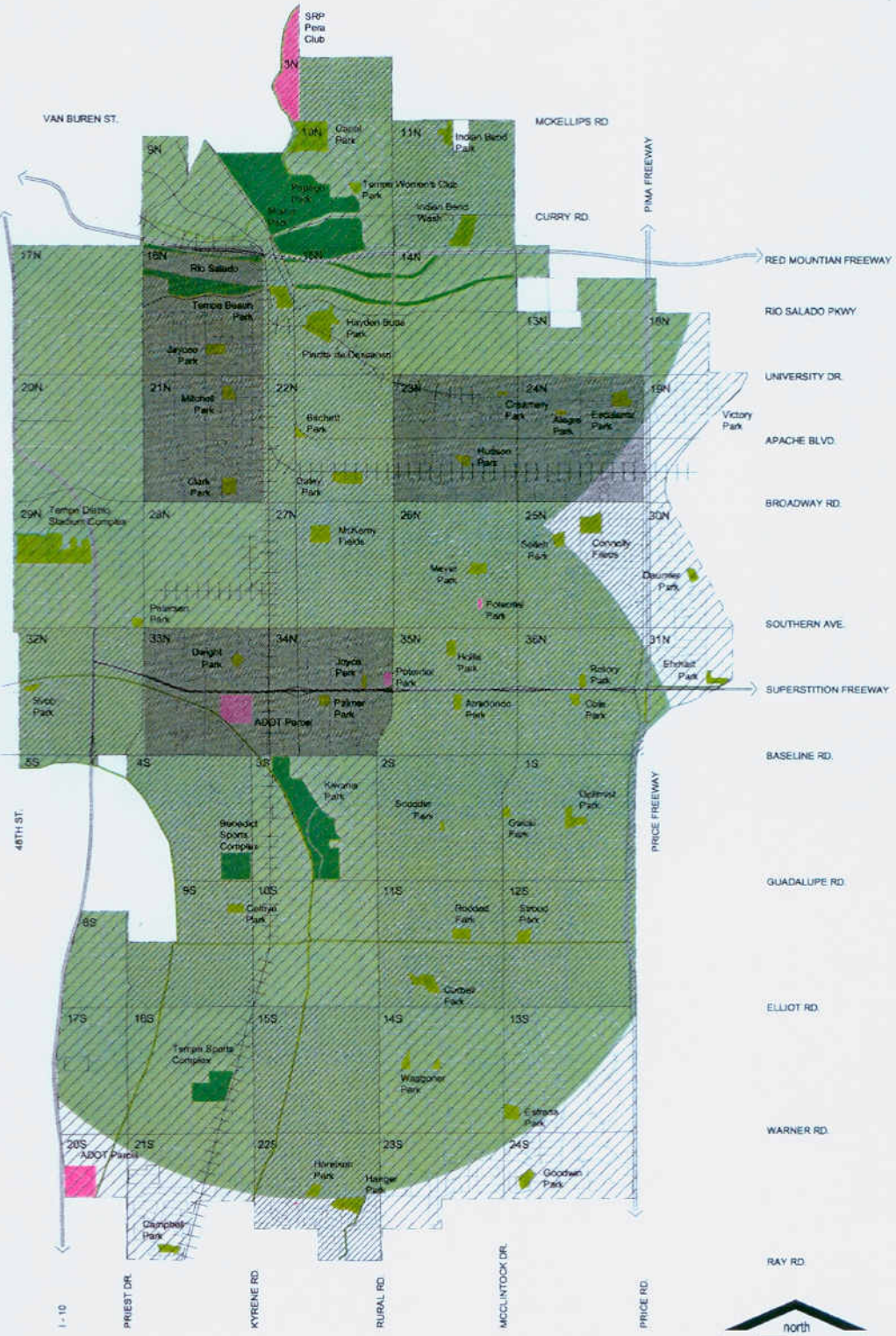
LEGEND	CATEGORY	OWNERSHIP	POPULATION
	EXISTING BIKE PATH		
	EXISTING RAIL CORRIDOR		
	EXISTING CANAL CORRIDOR		
	EXISTING UTILITY CORRIDOR		
	EXISTING PARKS		

(Population per Section)
 0-3,000
 3,000-7,000
 7,000+



INCOME AND AGE DEMOGRAPHICS PER SECTION

Sections	AGE				INCOME				Per Section
AGE	Under 13	14 to 21 years	22 to 35 years	36 and over	Under \$14,999	\$15,000 to \$19,999	\$20,000 to \$29,999	\$30,000 to \$9,000+	Per Section
3N	854	396	1996	459	26	41	242	521	521
9N	0	0	2	0	0	0	0	1	1
10N	233	360	1304	193	182	235	335	265	265
11N	517	836	4094	233	147	274	295	232	232
13N	13	2425	607	8	48	49	28	59	59
14N	13N	13N	13N	13N	13N	13N	13N	13N	13N
15N	13	2425	607	8	52	36	35	153	153
16N	966	836	4094	233	815	1069	217	734	734
17N	1290	210	478	179	18	55	20	123	123
18N	190	57	420	156	61	134	62	62	62
19N	480	205	982	296	57	183	53	300	300
20N	117N	117N	117N	117N	117N	117N	117N	117N	117N
21N	625	721	4180	785	392	871	826	836	836
22N	201	1535	1985	258	133	236	241	332	332
23N	1014	3642	6889	275	1539	1478	554	1720	1720
24N	1542	1216	5631	564	383	1258	751	1024	1024
25N	868	738	2817	886	232	480	890	800	800
26N	1171	894	3406	722	229	635	859	843	843
27N	879	567	3304	985	307	585	740	846	846
28N	101	55	337	25	15	81	71	25	25
29N	119	45	300	71	26	84	43	57	57
30N	284	191	947	203	33	83	303	133	133
31N	190	129	898	775	38	233	284	363	363
32N	1873	940	5807	709	296	485	254	560	560
33N	1180	1007	4195	843	286	967	648	828	828
34N	1095	3732	578	869	381	940	721	924	924
35N	968	724	812	1010	148	576	894	862	862
36N	778	530	2586	628	71	271	731	517	517
15	1007	887	2993	863	30	375	952	569	569
25	527	819	3648	720	89	526	1148	738	738
35	557	308	1523	441	78	268	350	279	279
45	1023	638	3430	173	226	812	539	583	583
55	190	94	432	45	48	51	68	111	111
65	72	53	441	8	*	*	*	*	*
85	831	403	2884	252	154	586	752	439	439
105	438	257	1500	241	55	292	398	277	277
115	1105	808	3230	555	78	454	977	536	536
125	595	302	2018	223	15	101	837	438	438
135	581	239	1659	214	10	78	613	268	268
145	626	354	1481	189	11	148	581	196	196
155	258	123	563	82	1	4	175	123	123
165	323	128	774	72	5	30	254	138	138
175	185	165	165	165	185	165	165	165	165
205	215	215	215	215	215	215	215	215	215
215	412	116	864	68	8	34	353	121	121
225	503	378	2118	243	17	88	747	394	394
235	501	280	1114	126	2	5	227	138	138
245	314	235	722	57	7	31	386	201	201



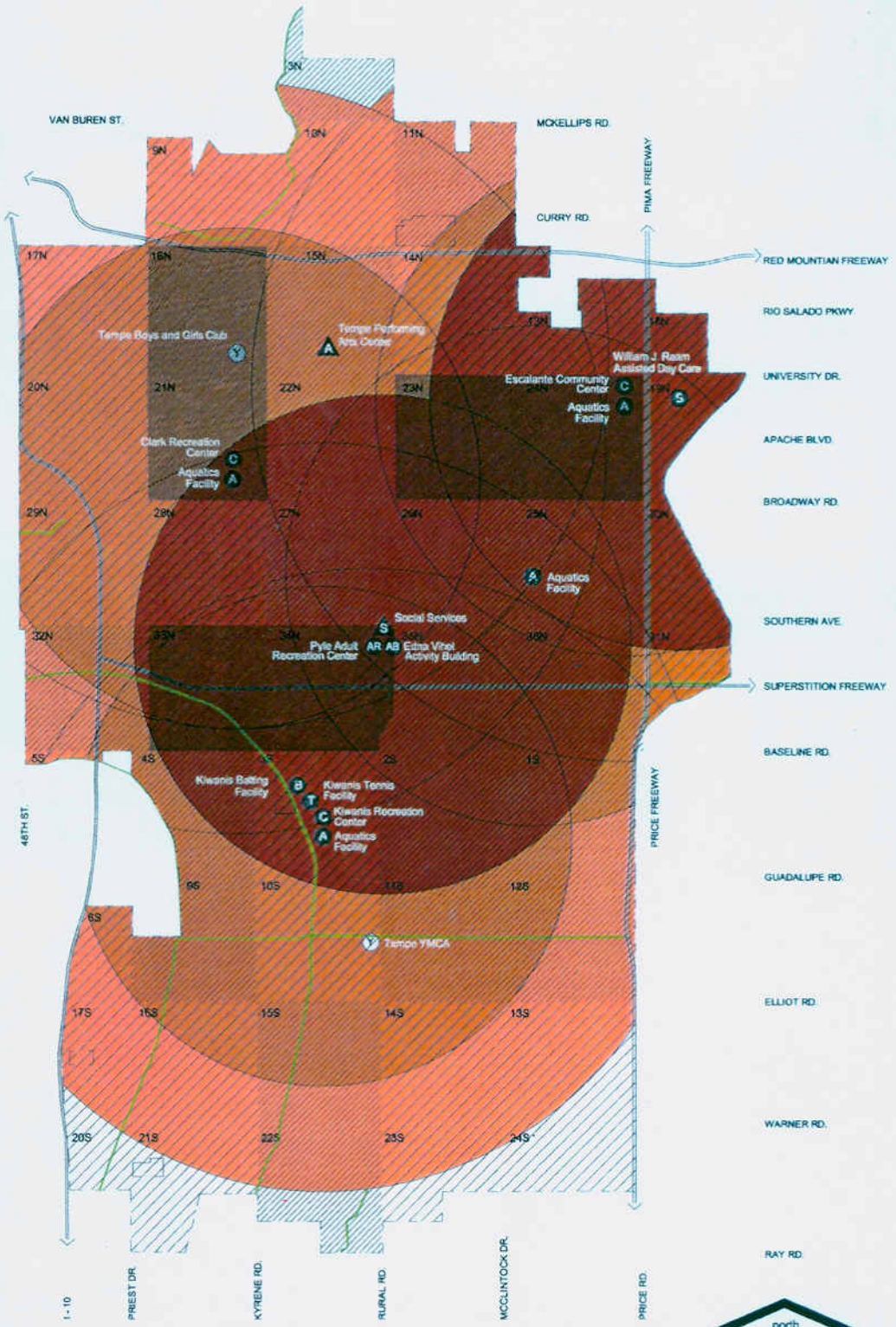
PARK FACILITIES - REGIONAL

LEGEND	CATEGORY	OWNERSHIP	POPULATION
	REGIONAL PARKS (3 Mile Radius)		POTENTIAL PARKS
	URBAN PARKS (3 Mile Radius)		CITY OWNED OPEN TO PUBLIC
	SPORTS COMPLEX (10 Mile Radius)		NON-CITY OWNED OPEN TO PUBLIC
	MINI-PARKS		
	NEIGHBORHOOD PARKS		0-3,000
	COMMUNITY PARKS		
			3,000-7,000
			7,000 +
			(Population per Section)



INCOME AND AGE DEMOGRAPHICS PER SECTION

Sections	AGE				INCOME			
	Under 13	14 to 21 years	22 to 39 years	40 and over	50 to 14,999	15,000 to 49,999	50,000 to 99,999	Not reported
3N	826	396	1996	488	261	497	242	503
9N	0	0	0	0	0	0	0	1
10N	233	300	1304	193	162	235	335	265
11N	517	636	4094	233	147	274	205	232
13N	13	2425	807	8	48	49	28	59
14N	*136	*136	*136	*136	*136	*136	*136	*136
15N	13	2425	807	8	52	36	35	153
16N	366	636	4264	233	813	1069	317	734
17N	1286	210	670	176	18	55	20	123
18N	180	57	420	106	81	134	82	82
19N	400	209	982	256	97	193	63	300
20N	*176	*176	*176	*176	*176	*176	*176	*176
21N	925	721	4180	785	363	871	626	836
22N	201	1835	1565	258	133	226	241	332
23N	1014	3642	6885	275	1939	1478	554	1733
24N	1542	1216	3631	564	963	1258	751	1034
25N	888	736	2677	695	232	460	690	600
26N	1171	894	3466	722	229	633	809	643
27N	875	507	3304	585	307	565	743	848
28N	101	55	337	25	15	81	71	25
29N	119	45	300	71	26	64	43	57
30N	284	191	947	202	23	83	303	130
31N	190	126	808	775	38	233	284	365
32N	1873	940	5927	708	296	485	254	560
33N	1180	1007	4195	643	286	997	648	925
34N	1095	3732	578	866	381	940	721	924
35N	968	724	812	1010	148	578	864	662
36N	178	330	2596	628	71	271	731	517
15	1007	887	2953	883	50	375	952	589
25	327	815	3848	726	169	506	1148	736
35	507	308	1523	441	78	268	393	279
45	1023	638	3430	173	226	812	539	583
55	150	94	432	45	48	51	68	111
65	72	53	441	8	-	-	-	-
95	831	403	2864	202	104	586	752	438
105	438	257	1500	241	30	259	358	277
115	1105	608	3230	355	78	454	977	536
125	596	323	2018	225	15	191	837	439
135	561	236	1658	214	10	78	813	268
145	626	354	1481	186	11	148	561	196
155	258	121	593	82	1	4	175	133
165	323	128	774	72	5	30	294	136
175	*185	*185	*185	*185	*185	*185	*185	*185
205	*215	*215	*215	*215	*215	*215	*215	*215
215	410	116	654	86	6	24	350	121
225	802	378	2719	243	17	88	347	384
235	501	280	1114	125	2	5	227	136
245	314	235	722	57	7	31	386	201



SPECIAL USE FACILITY - COMMUNITY CENTERS

LEGEND	CATEGORY	AREA RADIUS	OWNERSHIP	POPULATION
(A)	TEMPE PERFORMING ARTS CENTER	ADULT CENTER SERVICE AREA 2 MILE RADIUS	(C) CITY OWNED OPEN TO PUBLIC	(Diagonal lines) 0-3,000
(S)	SOCIAL SERVICES	AQUATICS FACILITY SERVICE AREA 2 MILE RADIUS	(L) NON-CITY OWNED OPEN TO PUBLIC	(Horizontal lines) 3,000-7,000
(S)	SENIOR CENTER	COMMUNITY CENTER SERVICE AREA 3 MILE RADIUS		(Vertical lines) 7,000+
(AR)	ADULT RECREATION CENTER			(Population per Section)
(AB)	ACTIVITY BUILDING			
(A)	AQUATICS CENTER			
(B)	BATTING FACILITY			
(T)	TENNIS FACILITY			
(C)	COMMUNITY CENTER			
(Y)	YOUTH CENTER			



MINI - PARKS

- ① Placita de Descanso Park
- ② Birchett Park
- ③ Tempe Women's Club Park
- ④ Victory Park

NEIGHBORHOOD PARKS

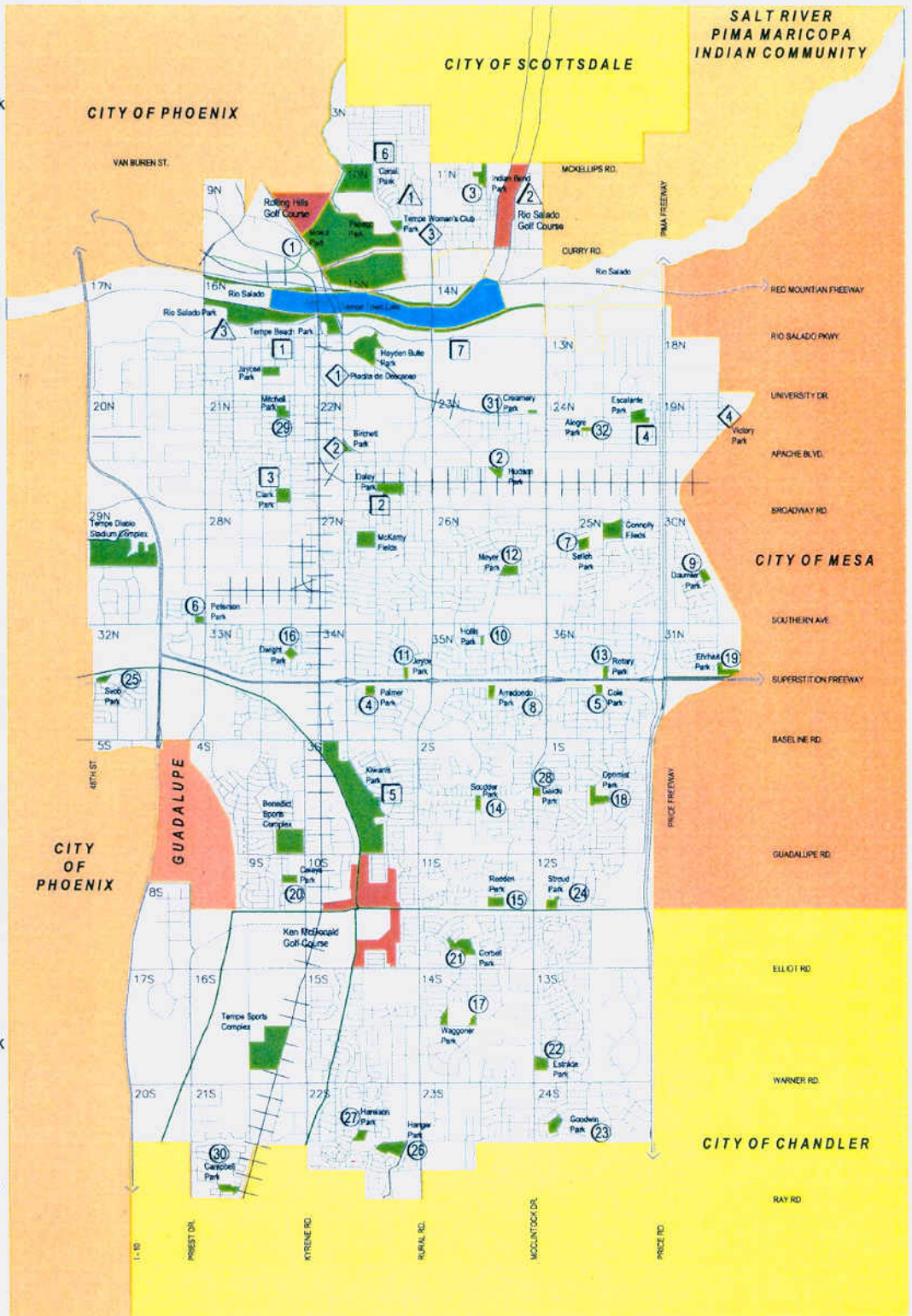
- ① Moeur Park
- ② Hudson Park
- ③ Indian Bend Park
- ④ Palmer Park
- ⑤ Cole Park
- ⑥ Petersen Park
- ⑦ Selleh Park
- ⑧ Arredondo Park
- ⑨ Daumler Park
- ⑩ Hollis Park
- ⑪ Joyce Park
- ⑫ Meyer Park
- ⑬ Rotary Park
- ⑭ Scudder Park
- ⑮ Redden Park
- ⑯ Dwight Park
- ⑰ Waggoner Park
- ⑱ Optimist Park
- ⑲ Ehrhardt Park
- ⑳ Celaya Park
- ㉑ Corbell Park
- ㉒ Estrada Park
- ㉓ Goodwin Park
- ㉔ Stroud Park
- ㉕ Svob Park
- ㉖ Hanger Park
- ㉗ Harelson Park
- ㉘ Gaicki Park
- ㉙ Mitchell Park
- ㉚ Campbell Park
- ㉛ Creamery Park
- ㉜ Alegre Park

COMMUNITY PARKS

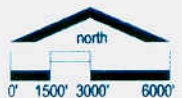
- ① Tempe Beach Park
- ② Daley Park
- ③ Clark Park
- ④ Escalante Park
- ⑤ Kiwanis Community Park
- ⑥ Canal Park
- ⑦ Hayden Butte Park

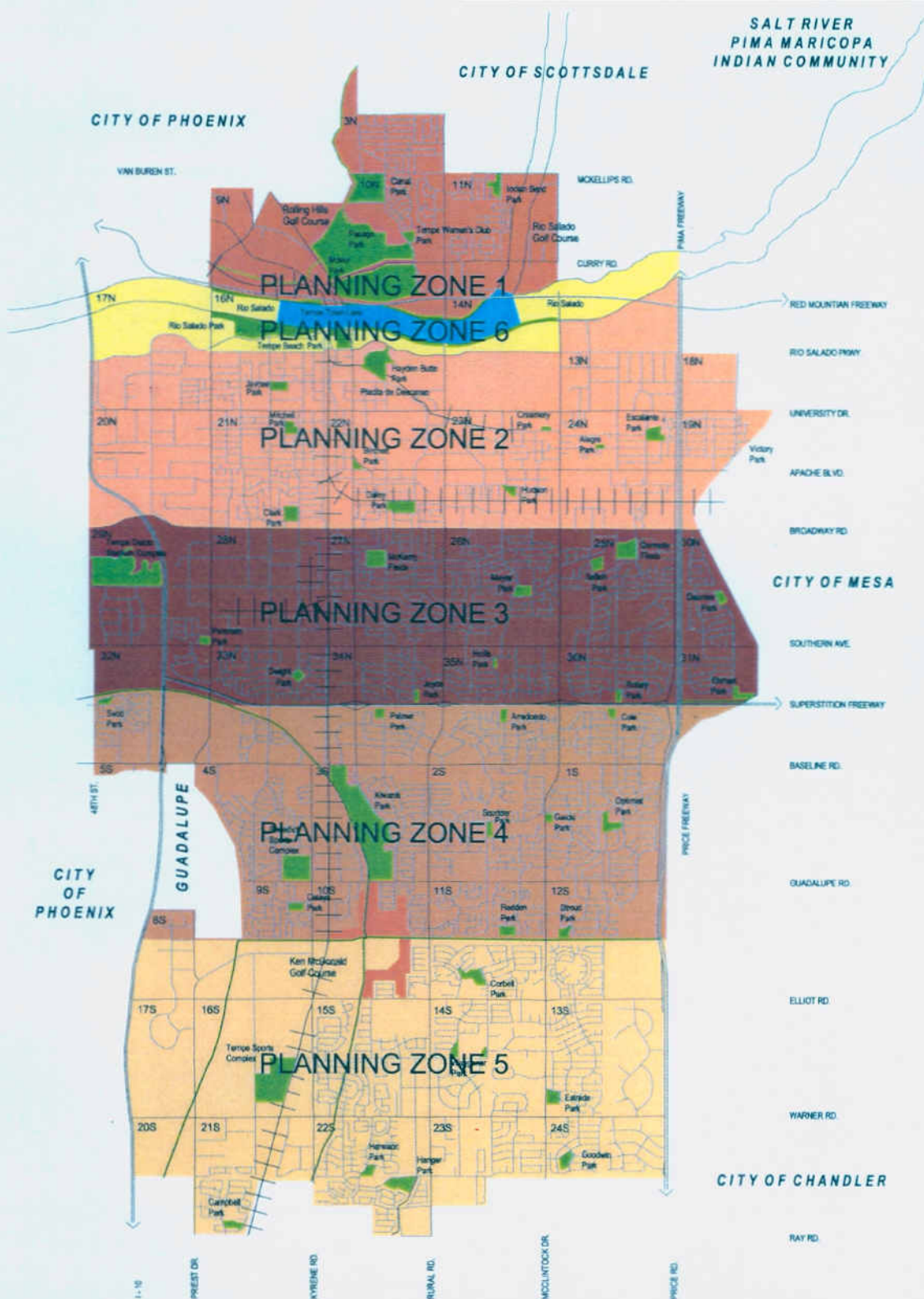
REGIONAL PARKS

- ① Papago Park
- ② Indian Bend Wash Park
- ③ Rio Salado Park



CURRENT TEMPE PARKS





PLANNING ZONES



Parks and Recreation Citizen Survey

Executive Summary of Results

Conducted for

Tempe Department of Parks and Recreation

by

Leisure Vision

a division of ETC Institute

in association with

Leon Younger and PROS
and
Design Workshop

May 1999

Tempe Parks and Recreation Strategic Plan

Executive Summary of Citizen Survey Results

Overview

Tempe Parks and Recreation Department conducted a citizen survey during April and May 1999 to help determine parks and recreation priorities for the community. Residents in about 850 different households were selected at random to participate in the survey, which was administered by mail with extensive follow-up by phone. The overall results have a 95% confidence with a precision of at least +/- 3.5%. The sample was designed to obtain statistically significant results for four geographic zones in Tempe based on zip codes. At least 200 surveys were completed in each district. The results for each district have a 95% level of confidence with a precision of at least +/- 6%.

Major Findings

Programs: Awareness, Participation, and Priorities

- # **Most residents have not participated in the City's parks and recreation programs.**
Two-thirds (66%) of those surveyed indicated they have not participated in Tempe's parks and recreation programs during the past 12 months. Nine percent (9%) of those surveyed were not aware that the City offered parks and recreation programs.

- # **Most residents who participate in City parks and recreation programs learn about the programs from brochures.** Of the 34% of residents who have participated in programs during the past year, 48% learned about the programs from brochures and 25% learned about the programs from friends or coworkers.

- # **Half of those surveyed (50%) use recreation programs provided by organizations other than Tempe Parks and Recreation Department.** The four most frequently listed organizations were: private health clubs (37%), the YMCA (26%), other cities (23%), and school districts (23%).

Parks and Facilities: Usage, Satisfaction, and Priorities

- # **More than three-fourths (78%) of Tempe=s residents have visited a City park during the past year.** Four percent (4%) indicated they have not visited a City park because they do not know where City parks are located. Of those who have visited a City park, 80% rated the overall condition of the parks as excellent (29%) or good (51%); 9% rated them as fair; 11% did not provide a rating.
- # **The top three reasons residents do not use Tempe=s parks and recreation facilities** are that they are too busy to use them (43%), they are using other facilities (20%), and the times are not convenient (12%).
- # **The most important parks and recreation facilities to residents of the City** based on the sum of the top choices given by respondents are: neighborhood parks (47%), walking and biking trails (46%), playgrounds for children (28%), picnic facilities (27%), and large multi-use parks (24%).
- # **The most important improvements to existing parks that residents would be most willing to support with tax dollars** based on the sum of the top choices given by respondents are: increasing visibility of law enforcement (47%), renovating neighborhood parks (44%), linking neighborhood parks with walking and biking trails (44%), renovating playgrounds (25%), and expanding open space areas (21%).

Funding Issues

- # **The average percentage of program costs that residents think should be recovered through user fees are as follows:**
 - Programs for senior citizens (56%)
 - Programs for teenagers (54%)
 - Programs for grade school age children (52%)
 - Programs for preschool age children (50%)
 - Programs for persons with disabilities (44%)

On average, residents would allocate \$100 of additional funding for parks and recreation as follows:

- \$23 toward improvements to existing neighborhood parks
- \$15 toward the acquisition and development of new neighborhood parks
- \$13 toward the construction of new game fields for youth and adults (softball, soccer, baseball)
- \$13 toward the construction of community recreation facilities (pools and recreation centers)
- \$19 toward the acquisition and development of trails and linear parks
- \$12 toward the development of special facilities such as skateboard parks, rock climbing walls, etc.
- \$ 5 Other
- \$100 Total

More than three-fourths (77%) of residents are inclined to vote in favor for a bond issue to fund improvements to the City=s parks and recreation system. More than one-third (39%) indicated that they would vote in favor and 38% said they might vote in favor. Only 6% indicated that they would vote against a bond issue if it were proposed at a future election.

The Rio Salado Project

More than half (56%) of residents thought that the most important criteria that could be used to evaluate whether or not to allow commercial development in the Rio Salado Project is the ability to develop facilities needed by Tempe residents. Less than one-fifth (19%) rated the ability for the city to generate income; 12% felt that experience operating similar facilities was the most important criteria; 7% rated the ability to develop facilities that may bring visitors to the area as the most important criteria.

- # **The most important facilities to develop in the Rio Salado Project** based on the sum of the top choices given by respondents are: walking and biking trails (66%), a nature preserve (45%), picnicking areas (45%), a concert pavilion and outdoor amphitheater (35%), large open areas (33%), and a community events area (25%).

- # **A majority (60%) of residents would support putting aside a portion of the Rio Salado Project to lease for commercial recreational development.** Twenty percent (20%) would not support putting a portion of the project aside for commercial development and another 20% weren't sure. The 60% that were supportive thought that, on average, 30% of the Rio Salado Project should be set aside for commercial development.

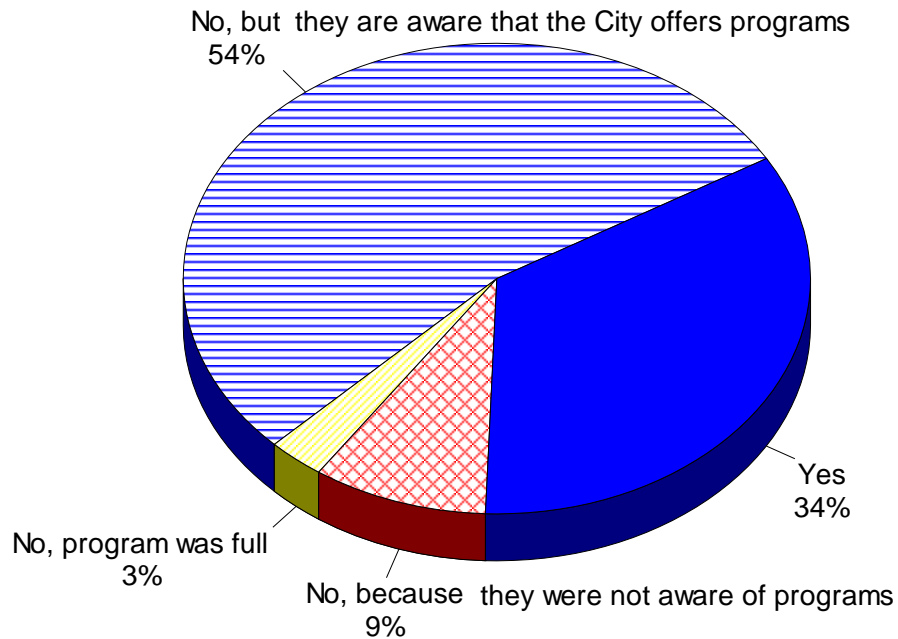
- # **Respondents generally feel that facilities in the Rio Salado Project should be developed by the city.** There were five facilities that residents thought should be developed by commercial developers: shopping facilities, a golf course driving range, an amusement park, an 18-hole golf course, and concert pavilion/outdoor amphitheater. The results for all facilities follow:

<u>Type of Facility</u>	<u>The City</u>	<u>Commercial Developers</u>
Walking and biking trails	84	13
Picnicking areas	82	13
Playground equipment	77	15
Large open areas	74	17
Youth sports fields	65	18
Nature preserve	65	21
Community events site	60	29
Adult sports fields	56	23
Basketball courts	54	25
Tennis courts	48	29
Outdoor swimming pool	44	27
Concert pavilion/outdoor amphitheater	41	46
In-line skating areas/skate parks	40	40
18-hole golf course	19	47
Golf course driving range	16	64
Shopping activities	11	64
Amusement park	8	51

Charts/Graphs

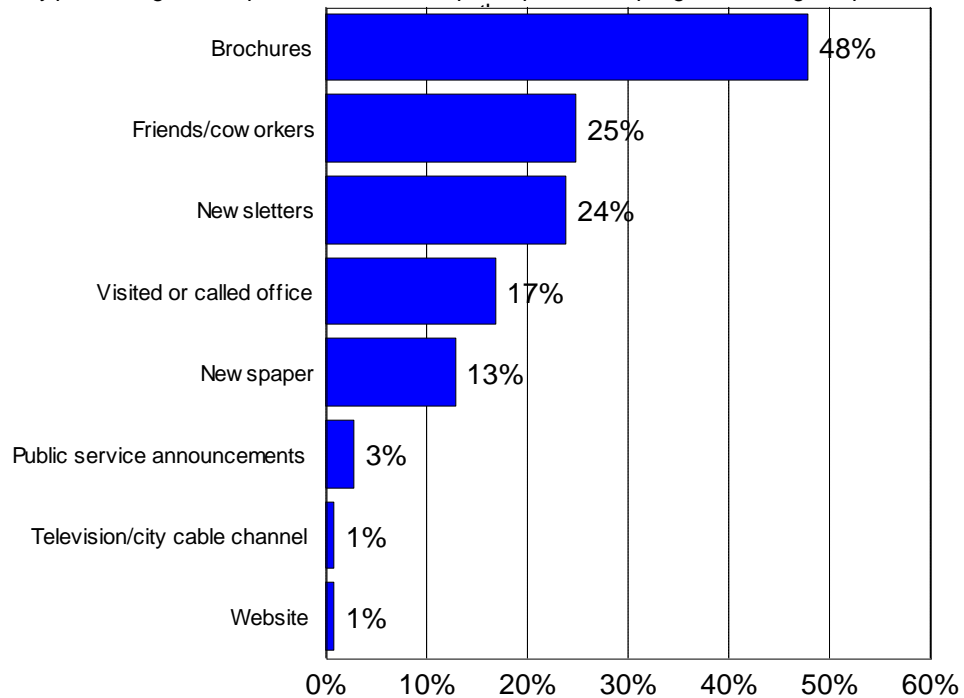
Have You Participated in any Tempe Parks and Recreation Programs During the Past 12 Months?

by percentage of respondents



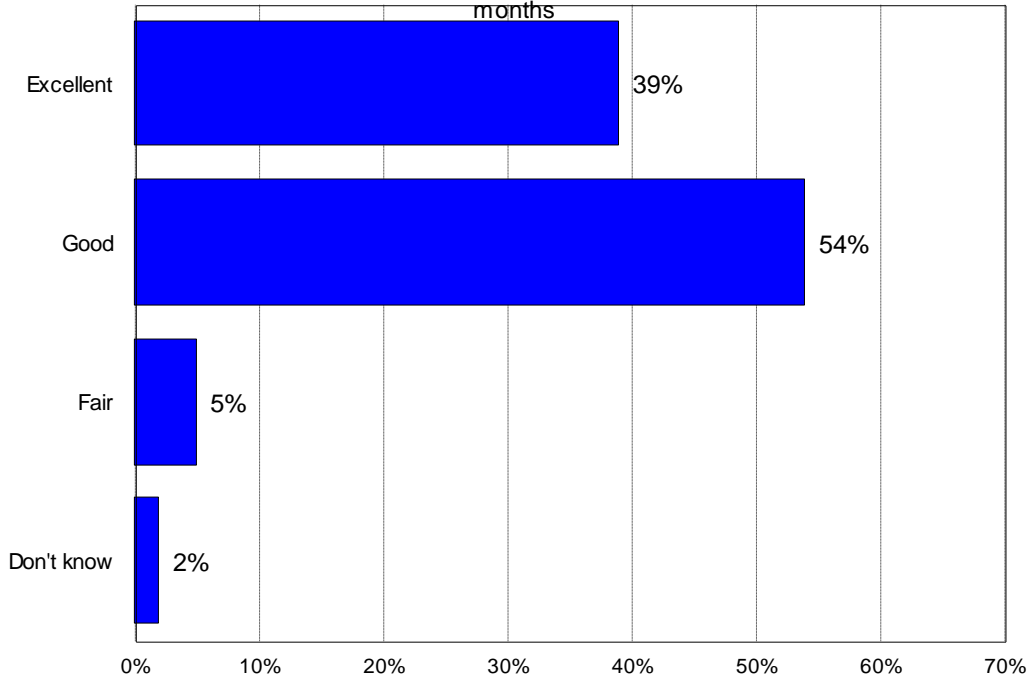
How Did You Hear About the Programs?

by percentage of respondents who had participated in a program during the past 12



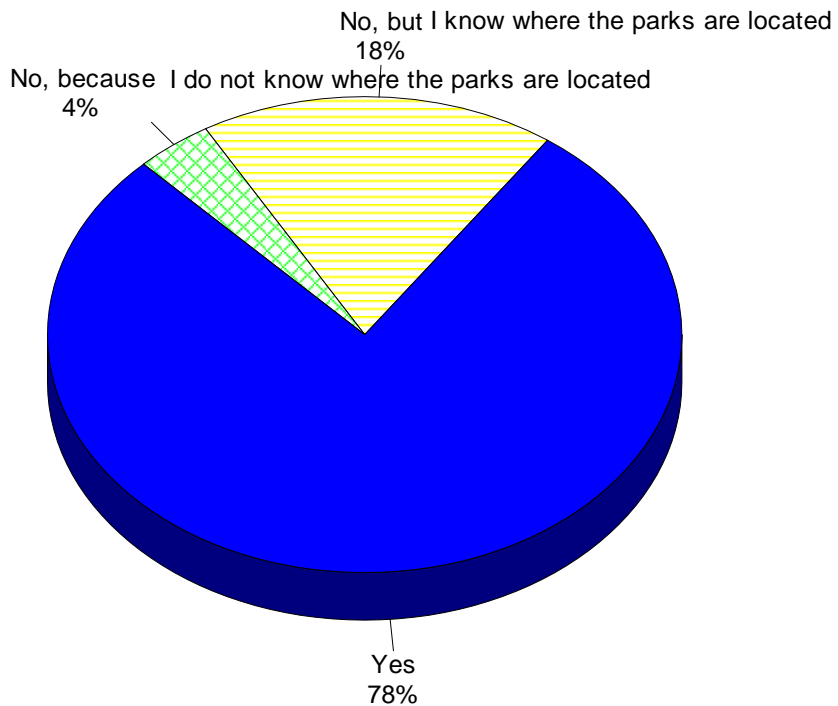
Overall Ratings of Recreational Programs Offered by The City of Tempe

by percentage of respondents who had participated in a program during the past 12 months



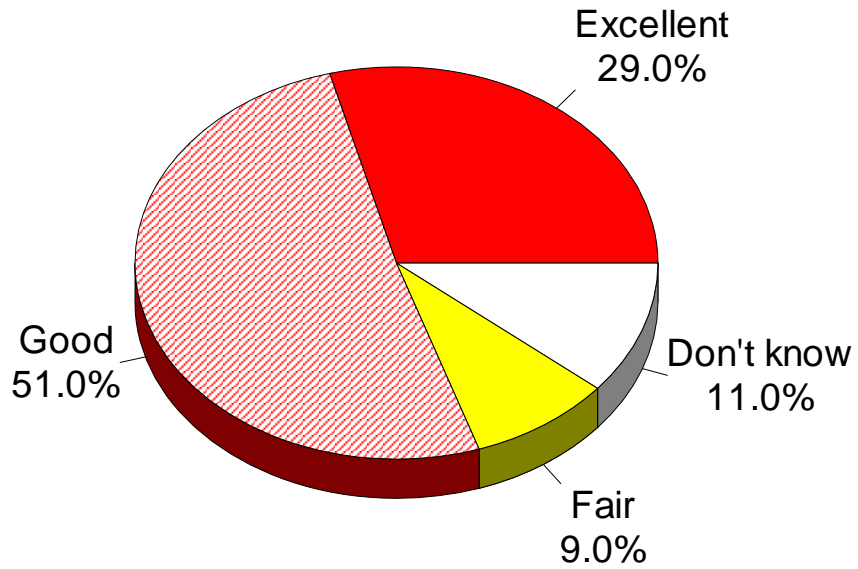
Have You Visited Any City Parks in Tempe During the Past Year?

by percentage of respondents



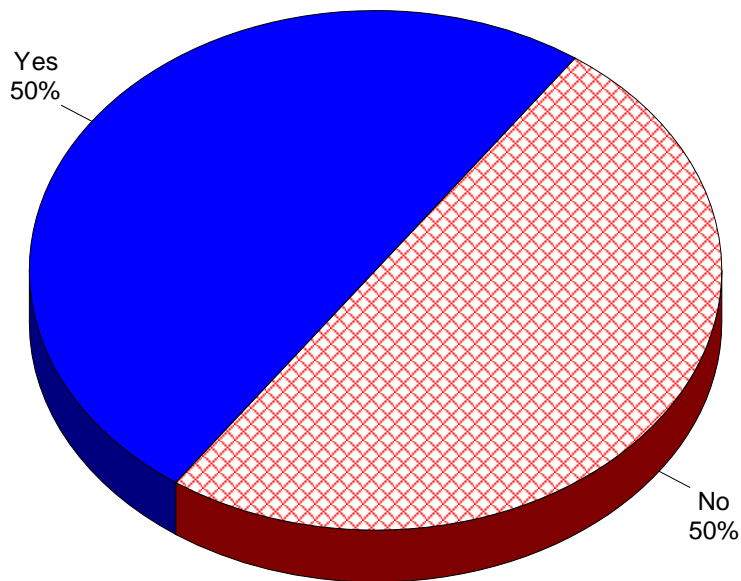
Overall Ratings of the Physical Condition of the City of Tempe Parks Residents Have Visited

by percentage of respondents



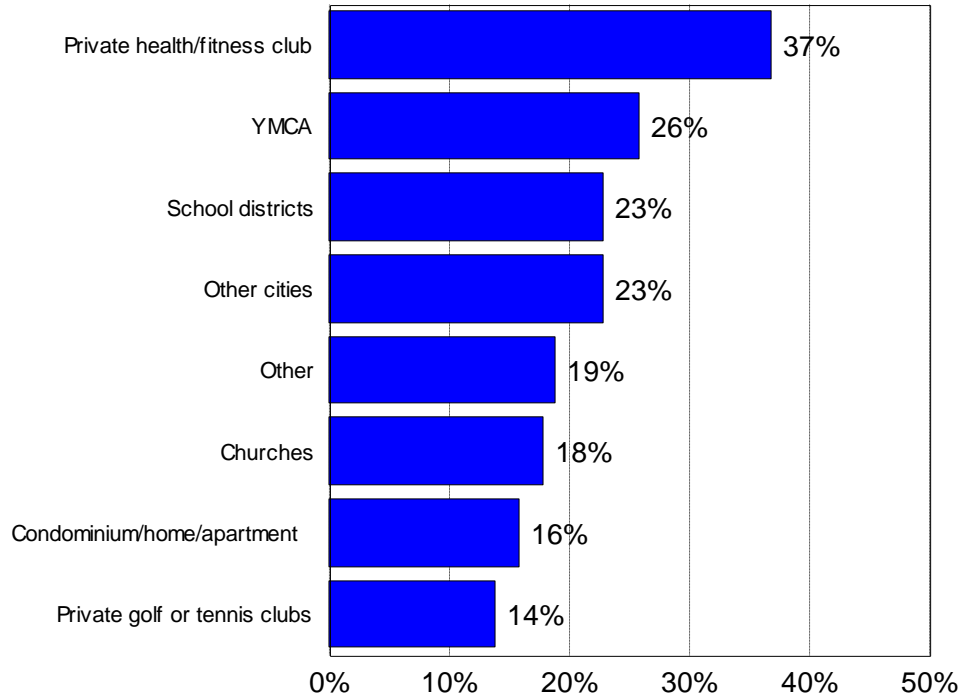
Do You Use Recreation Programs or Facilities Provided by Other Organizations?

by percentage of respondents



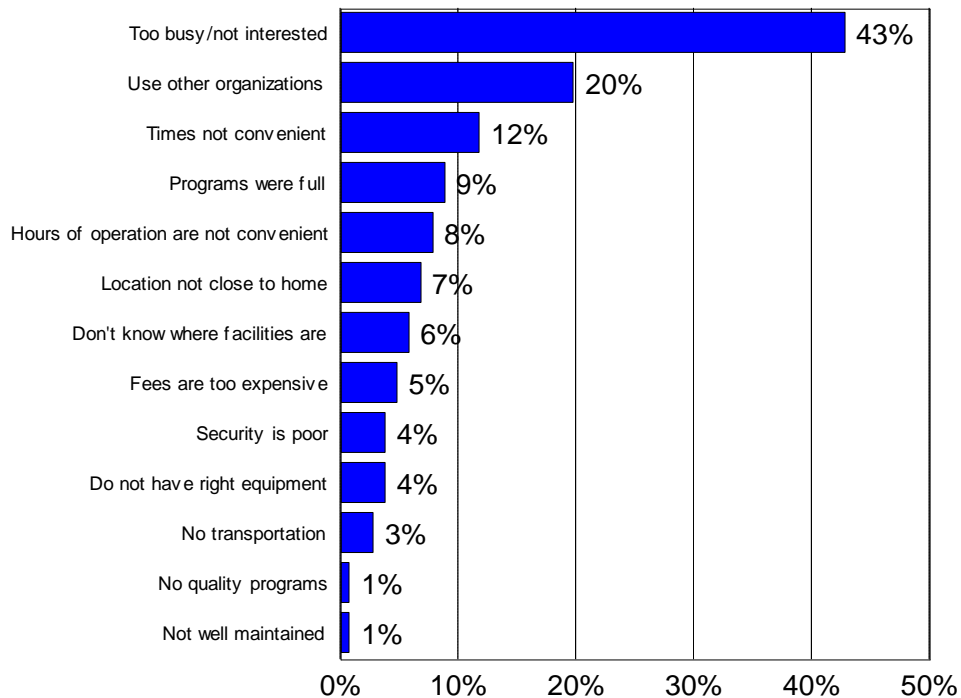
Other Organizations That Provide Recreation Programs or Facilities to Respondents

by percentage of respondents who use recreation programs or facilities offered by other organizations



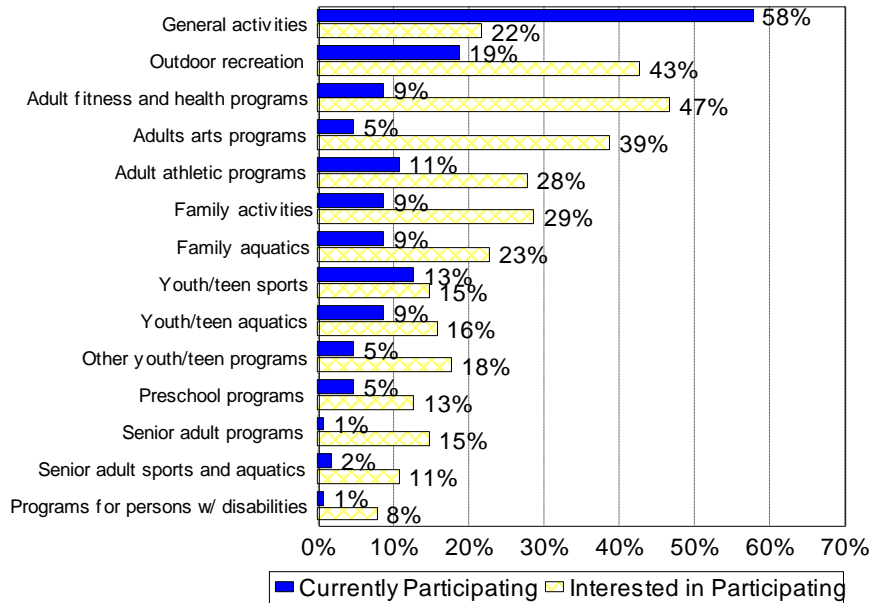
Reasons That Prevent Respondents From Using City of Tempe Parks and Recreation Facilities or Programs More Often

by percentage of respondents



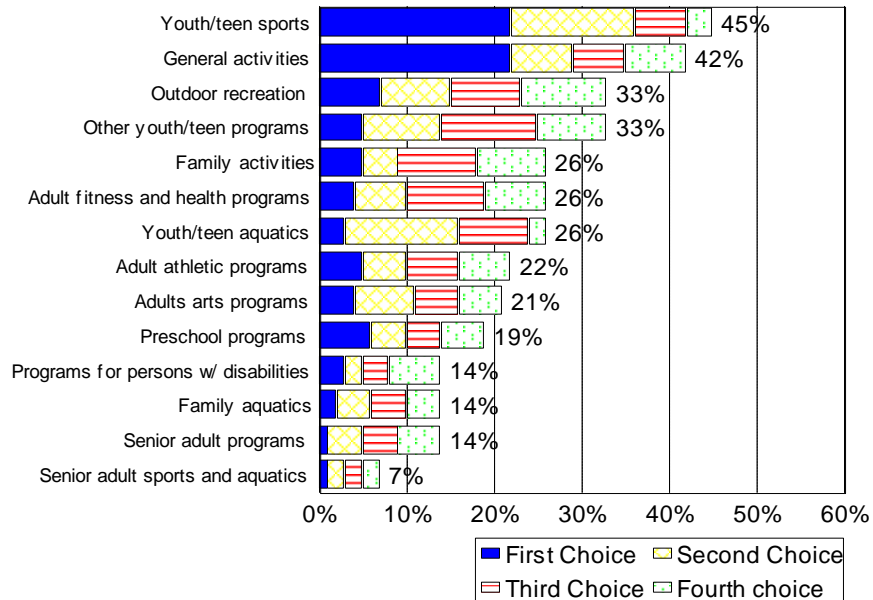
Participation in Various Recreational Programs

by percentage of respondents



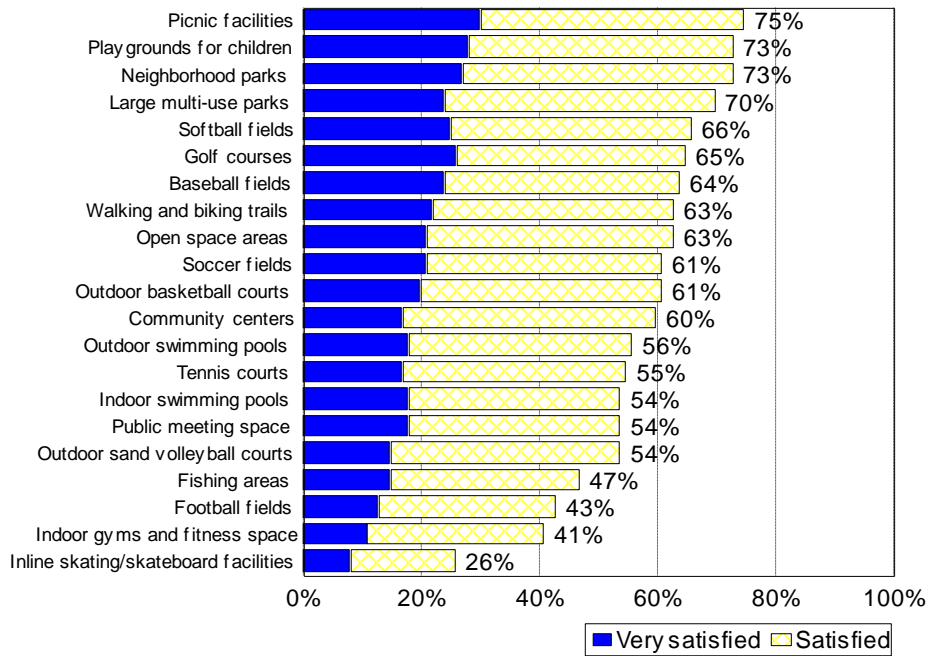
Recreational Programs That Should Receive the Highest Priority

by percentage of respondents



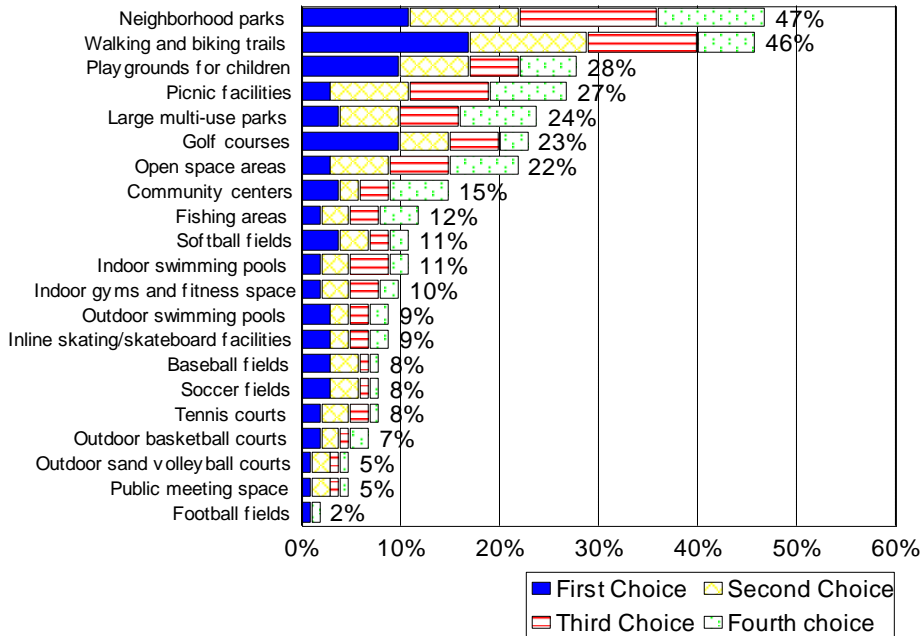
Satisfaction with Various Recreational Facilities in Tempe

by percentage of respondents (without "don't know" responses)



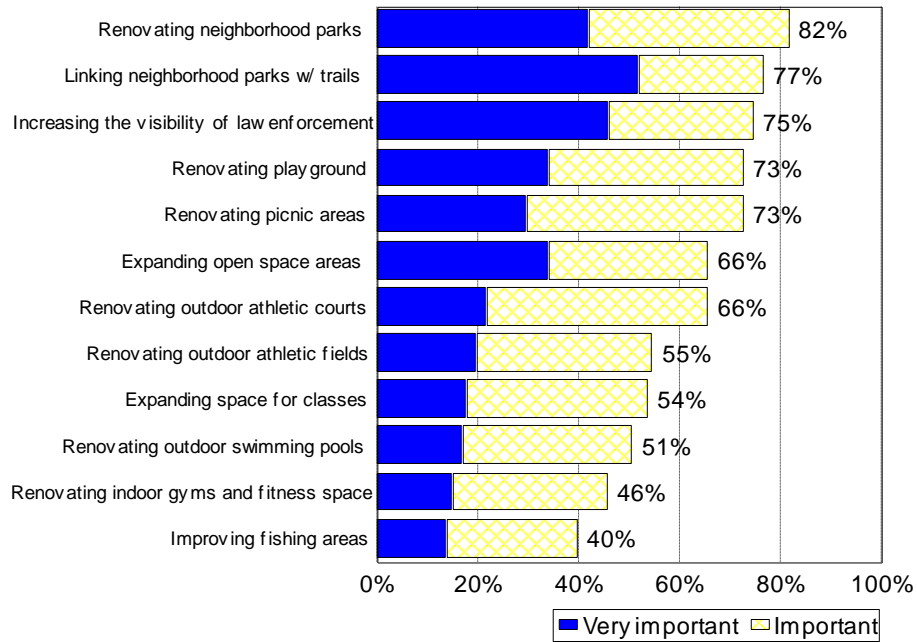
Most Important Recreational Facilities in Tempe

by percentage of respondents



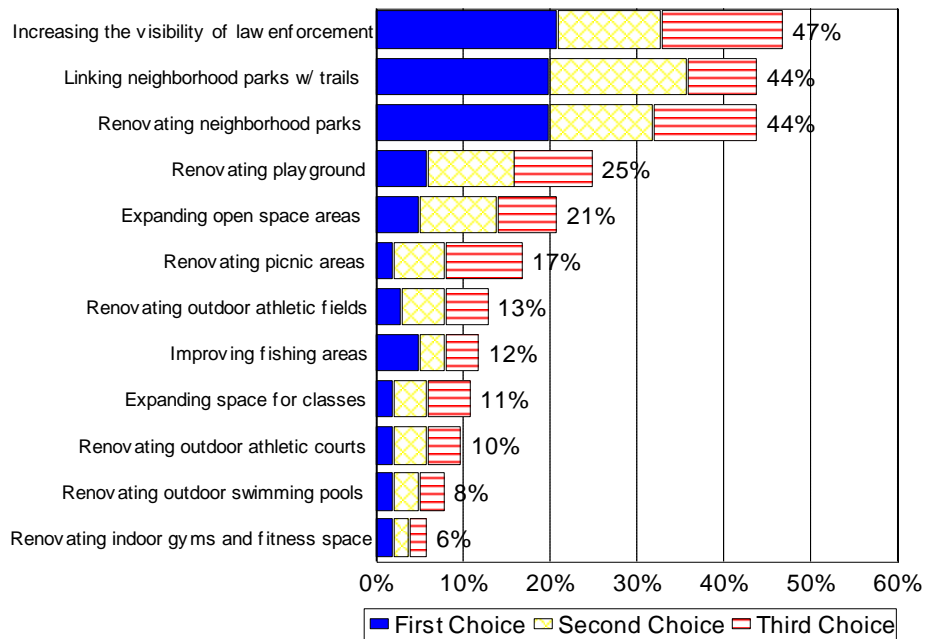
Importance of Various Improvements That Could Be Made to the Existing Parks and Recreation Facilities

by percentage of respondents

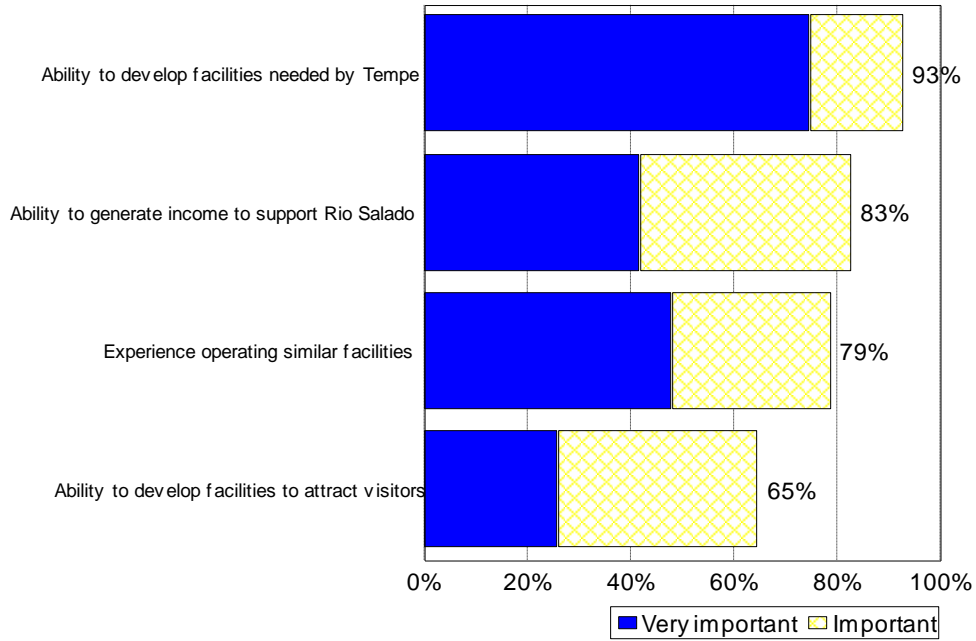


Improvements That Residents Would Be Most Willing to Support with Tax Dollars

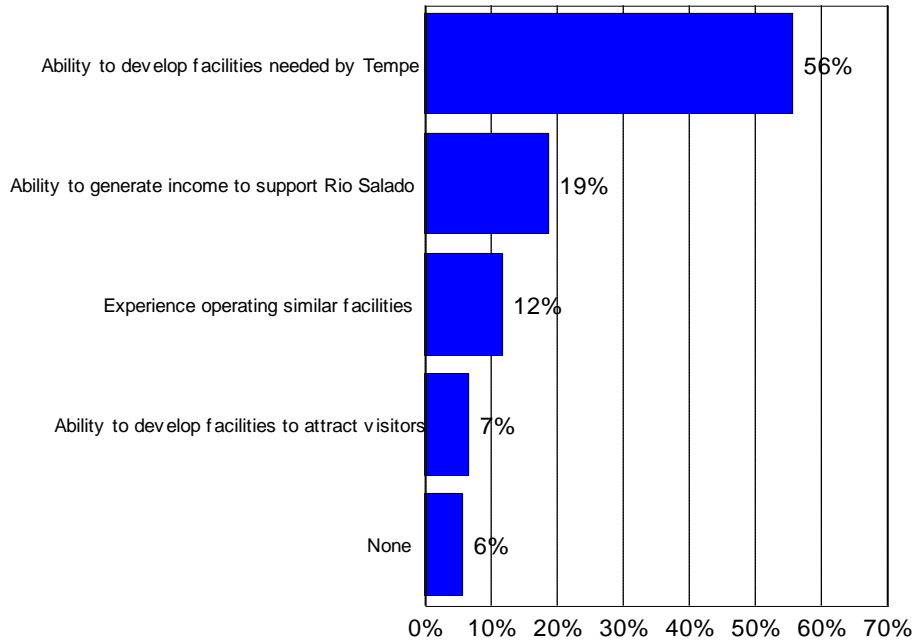
by percentage of respondents



Importance of Criteria That Tempe Could Use to Evaluate Whether or Not to Allow Commercial Development in the Rio Salado Project by percentage of respondents

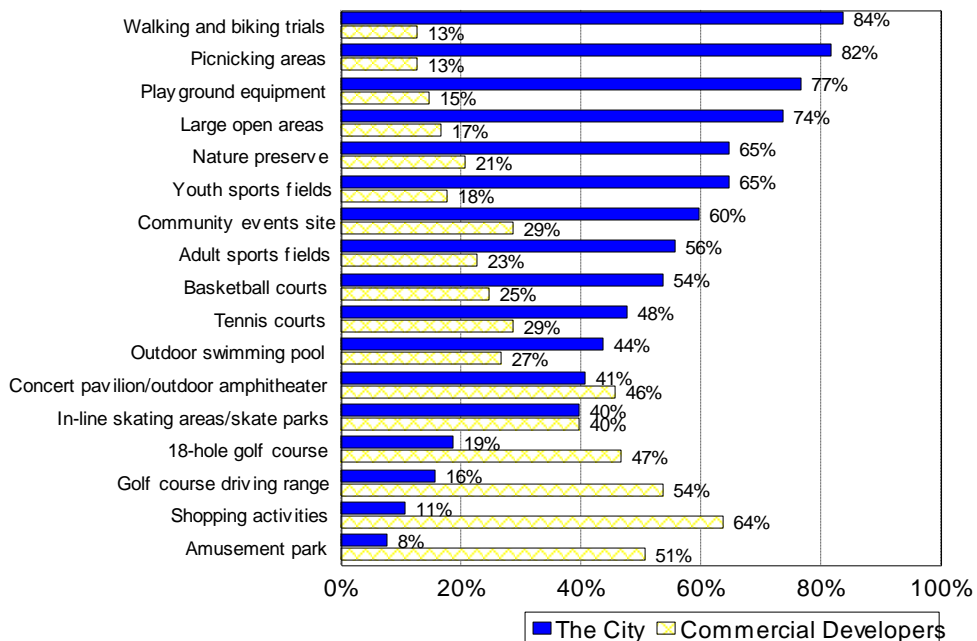


Most Important Criteria That Tempe Could Use to Evaluate Whether or Not to Allow Commercial Development in the Rio Salado Project by percentage of respondents



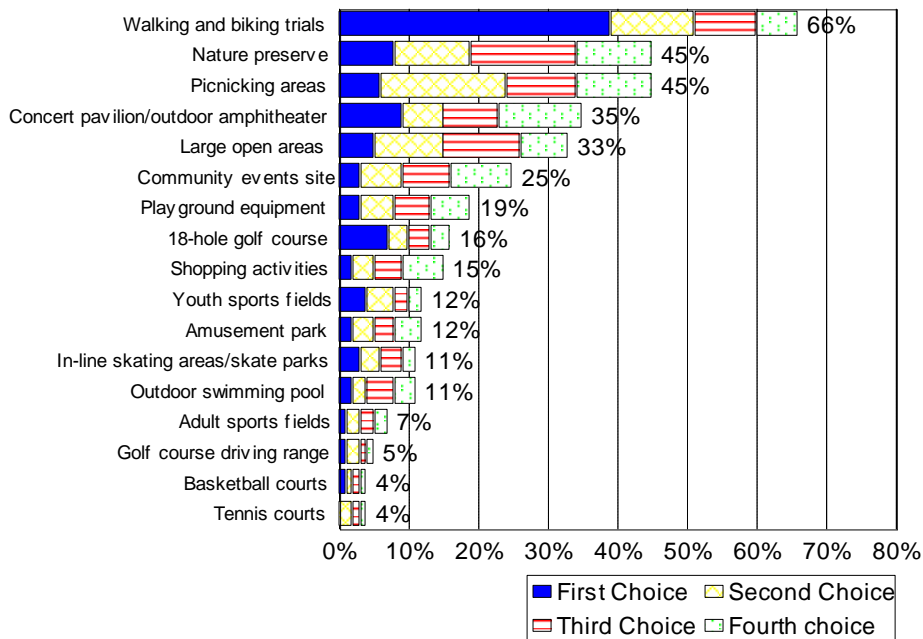
Who Should Develop Facilities in the Rio Salado Project?

by percentage of respondents



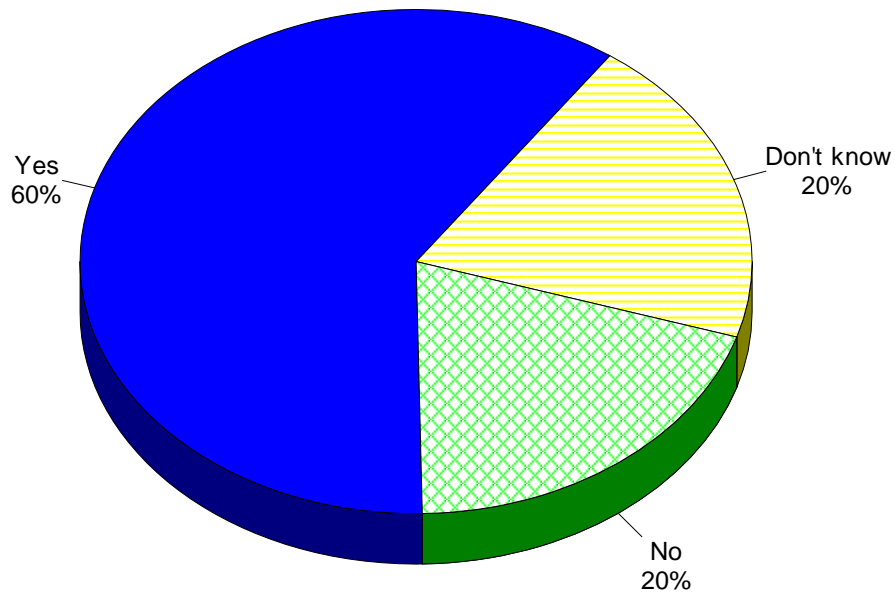
Most Important Facilities to Develop in the Rio Salado Project

by percentage of respondents

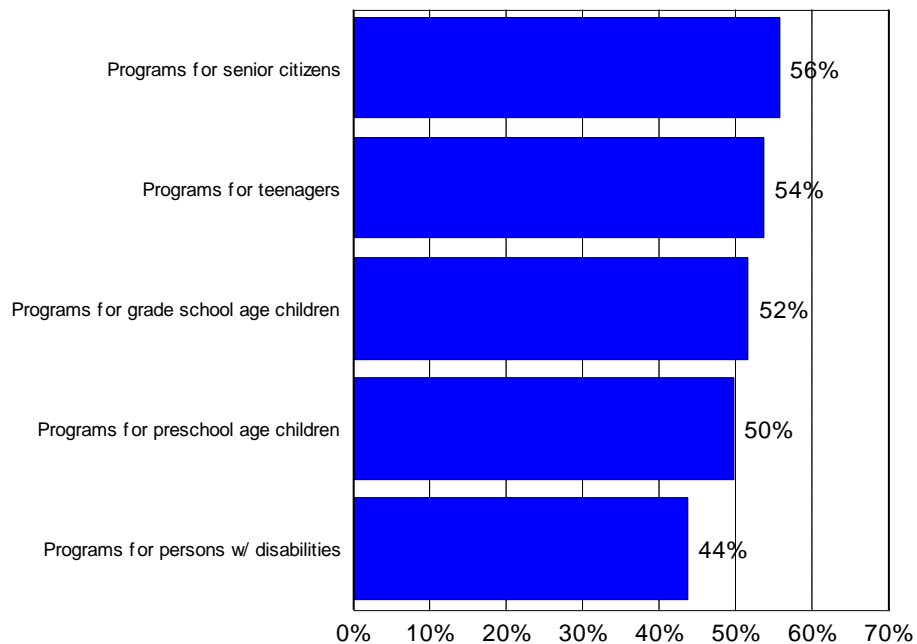


Would You Support Setting Aside a Portion of the Rio Salado Project for Lease for Commercial Recreational Development?

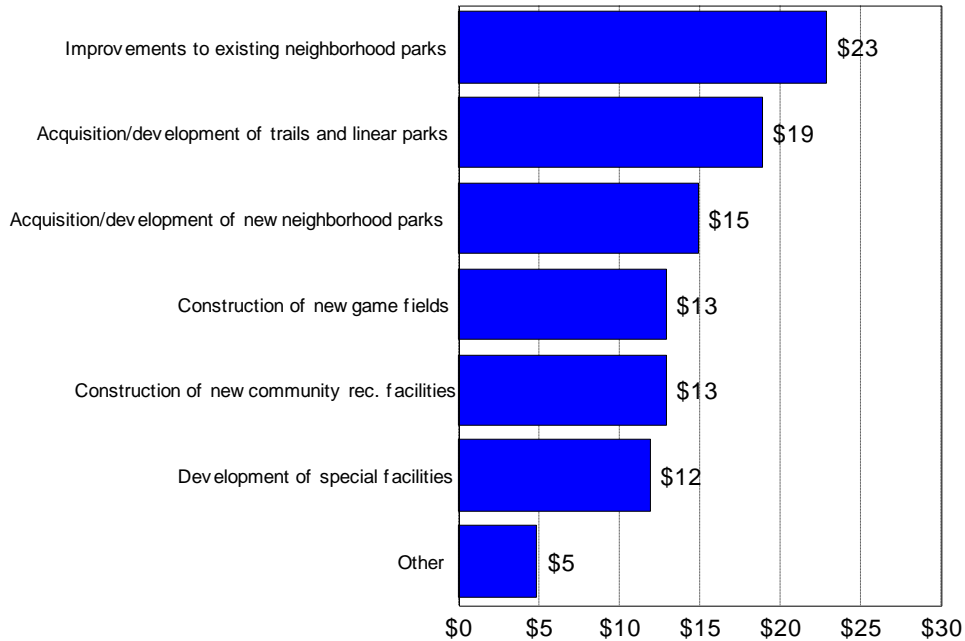
by percentage of respondents



Mean Percentage of Program Costs That Respondents Think Should Be Recovered From User Fees

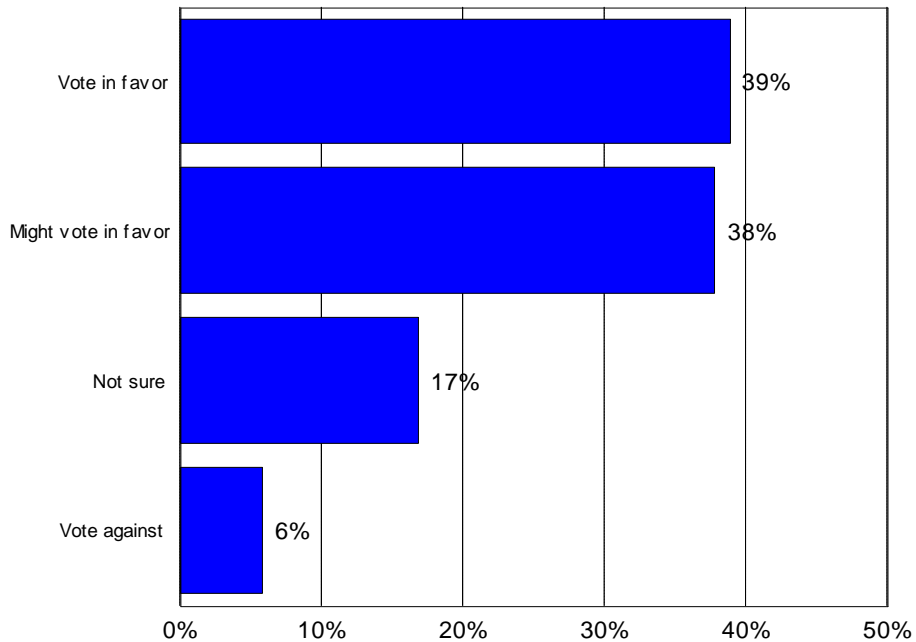


Mean Percentage of \$100 of Additional Funding That Respondents Think Should Be Spent on Parks and Recreation Programs and Facilities



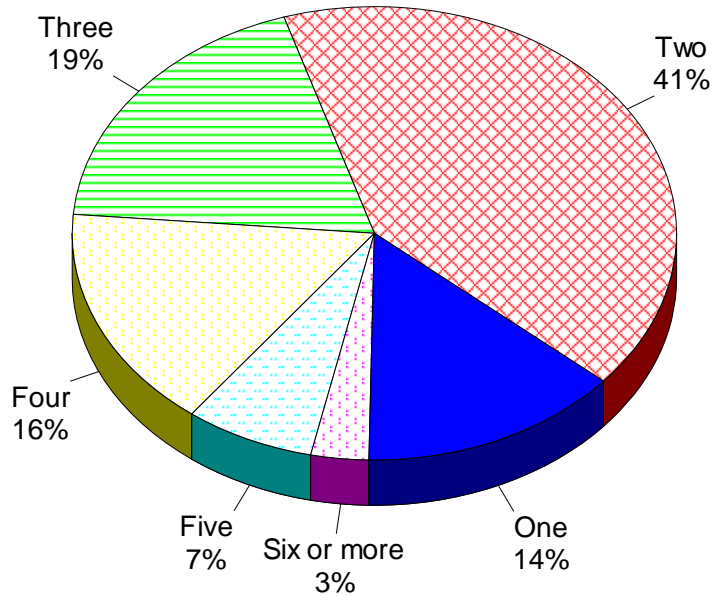
How Would You Vote Regarding a Bond Issue to Fund Improvement to Tempe's Parks and Recreation System?

by percentage of respondents



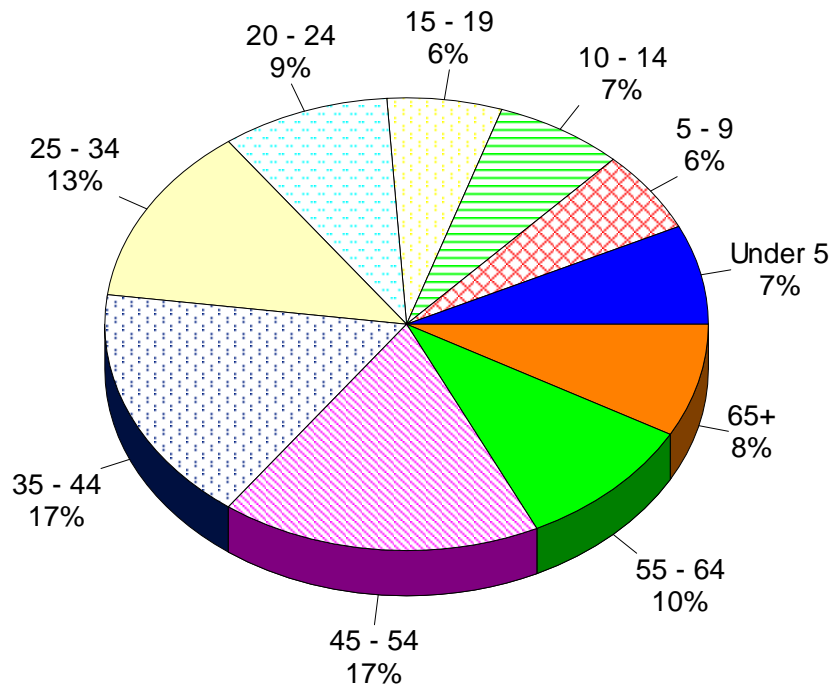
How Many People Live in Your Household?

by percentage of respondents



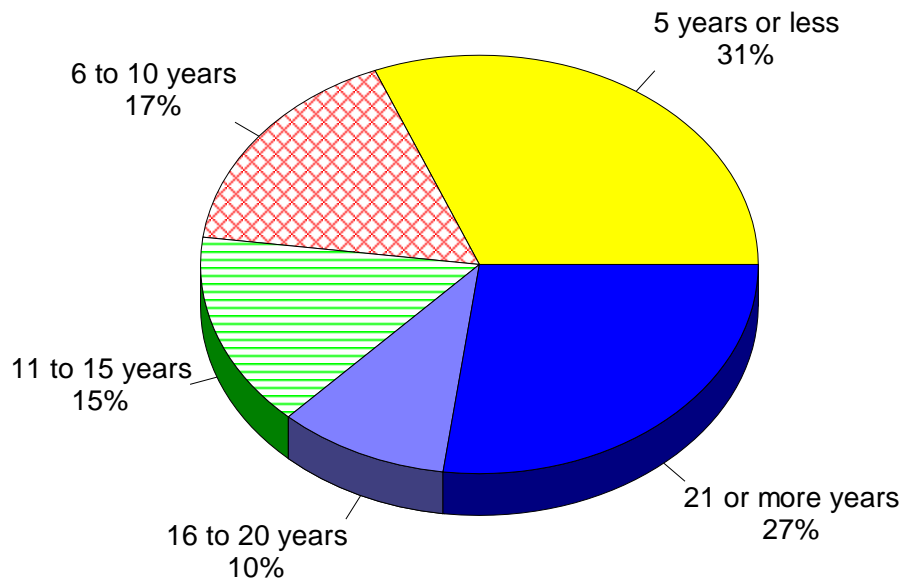
Household Age Distribution

by percentage of respondents



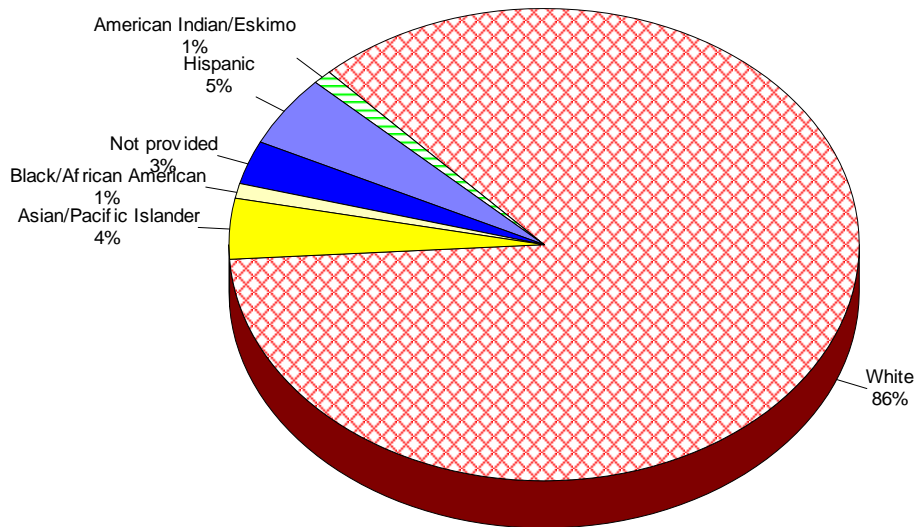
How Many Years Have You Lived in Tempe?

by percentage of respondents



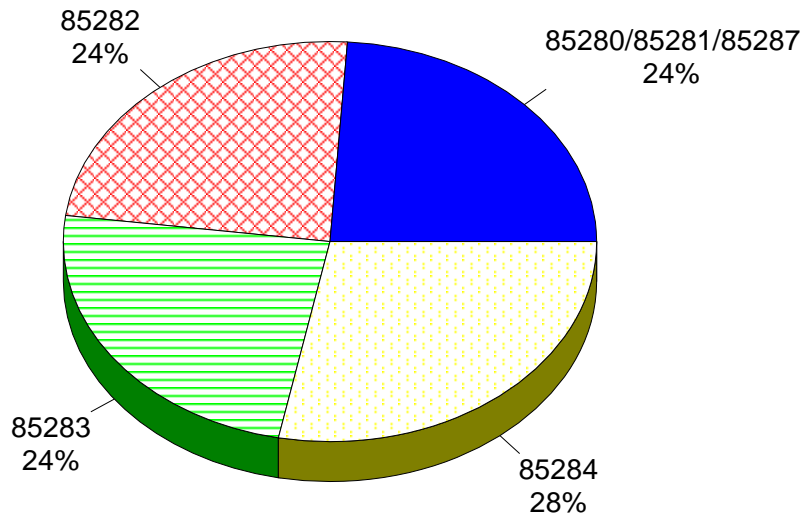
Racial/Ethnic Distribution

by percentage of respondents



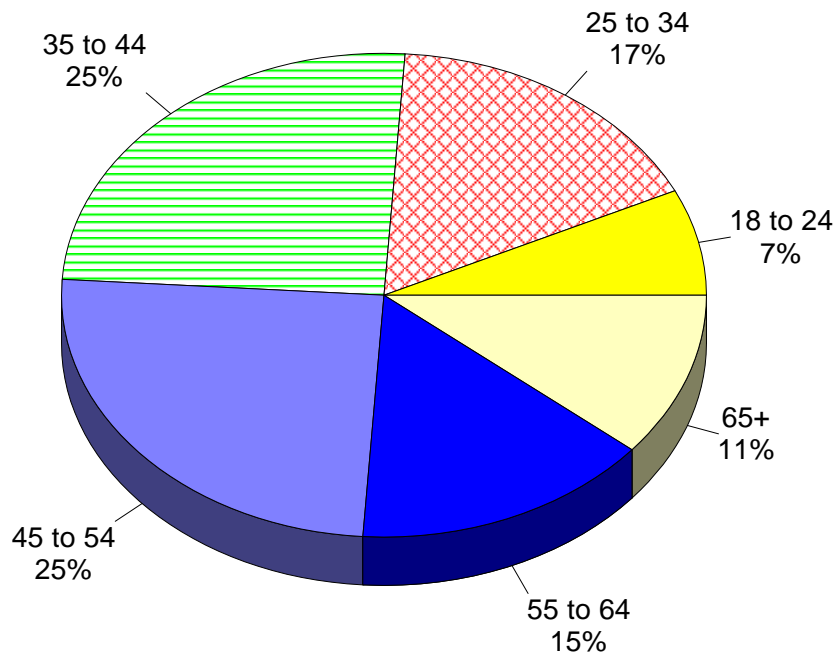
What Is Your Zip Code?

by percentage of respondents



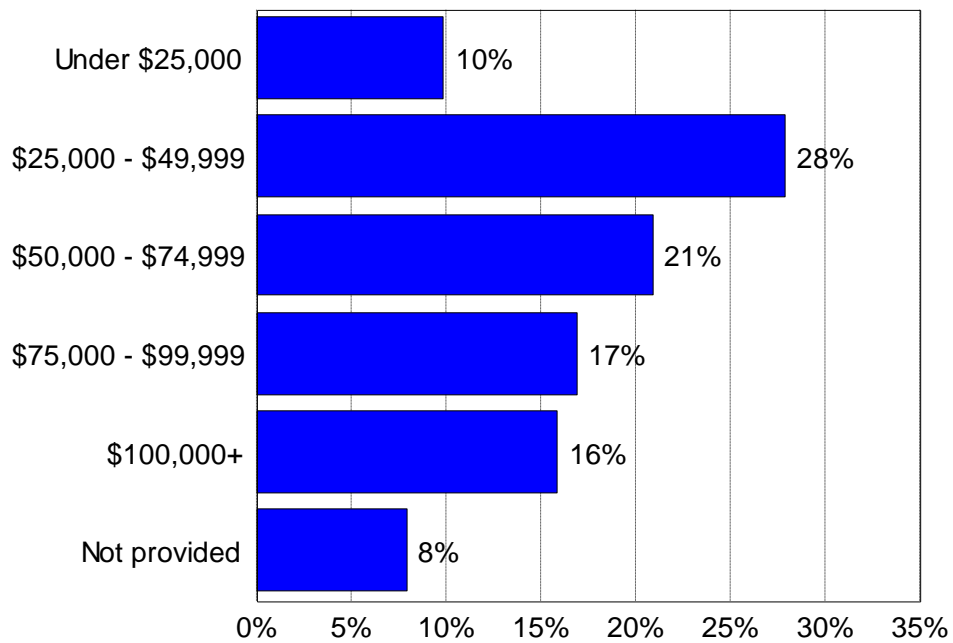
What is Your Age?

by percentage of respondents



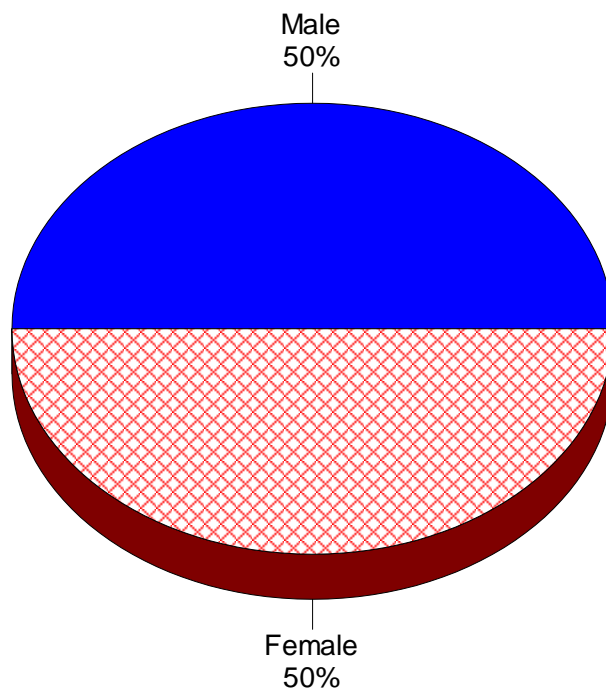
Household Income Distribution

by percentage of respondents



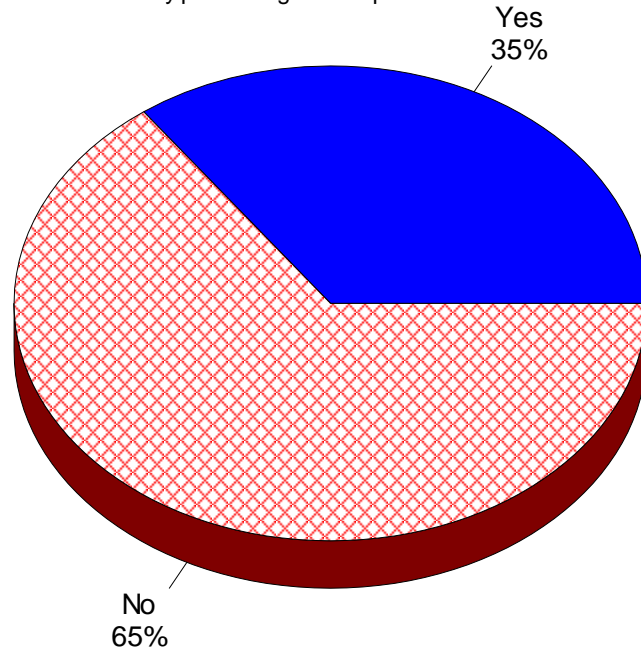
Respondent's Gender

by percentage of respondents



Would You Be Interested in Participating in a Focus Group or Other Discussion About Improvements to the City of Tempe's Parks and Recreation System Sometime in the Future?

by percentage of respondents



Tempe, Arizona Citizen Survey

3. Have you or other members of your household participated in any programs offered by or through City of Tempe Parks and Recreation during the past 12 months? b

	<u>Percentage of Respondents</u>
Yes	34
No, the program was full when they tried to register	3
No, but they are aware that the City of Tempe offers programs	54
No, because they did not know that the City of Tempe offered programs	9

3a. [If yes to Q#3] How did you find out about the programs?

Percentage of Respondents

Newspaper	13
Brochures	48
Newsletters	24
Friends/coworkers	25
Television/city cable channel	1
Website	1
Visited or called a parks and recreation office	17
Public service announcements	3

3b. [If yes to Q#3] Overall, how would you rate the recreational programs offered by the City of Tempe?

Percentage of Respondents

Excellent	39
Good	54
Fair	5
Don't know	2

4. Have you or members of your household visited any of the City of Tempe parks during the past year?

Percentage of Respondents

Yes: Which Ones? (please write the name or location of the parks)	78
No, but they know where City of Tempe parks are located	18
No, because they do not know where City of Tempe parks are located	4

5. Overall, how would you rate the physical condition of the City of Tempe parks you have visited?

	<u>Percentage of Respondents</u>
Excellent	29
Good	51
Fair (need some improvements)	9
Poor (need many improvements)	<1
Don't know; I have not visited a City of Tempe park recently	11

6. Do you or other members of your household use recreation programs or facilities provided by organizations other than The City of Tempe Parks and Recreation Department?

	<u>Percentage of Respondents</u>
Yes [Ask Question 6a]	50
No [Go to Question 7]	50

6a. [If YES to Q#6] Who provides the recreation programs or facilities that you use? (Please check all that apply)?

	<u>Percentage of Respondents</u>
YMCA	26
Private health/fitness club	37
School districts which ones?	23
Churches	18
Other cities which ones?	23
Condominium/home owner=s association/apartment complex	16
Private golf or tennis clubs	14
Other	19

7. Can you please tell me the reasons that prevent you or members of your household from using City of Tempe parks and recreation facilities or programs more often? (Check all that are mentioned)

	Percentage of <u>Respondents</u>
Facilities are not well maintained	1
Facilities do not have the right equipment	4
Security is poor	4
Hours of operation are not convenient	8
The location of facilities and programs are not close to my home	7
Fees are too expensive	5
Programs were full	9
I do not have transportation to get there	3
Members of my household use facilities/programs provided by other organizations	20
We are too busy or just not interested	43
I do not know where the City of Tempe facilities are located	6
The City of Tempe does not have quality programs	1
Program times are not convenient	12
Don't know	18

8. I am going to read a list of several recreational programs. For each program I read, please tell me whether you or other members of your household have participated in the activity during the past 12 months AND if NOT would you be interested in participating.

<u>Type of Activity</u>	<u>Currently Participate</u>	<u>Interested in Participating</u>	<u>Not Interested</u>	<u>Don't Know</u>
General Activities (like walking/jogging, and biking)	58	22	17	3
Preschool Programs (like creative play, arts/crafts, music)	5	13	72	10
Youth/Teen sports (like basketball, baseball, soccer, football)	13	15	63	9
Youth/Teen aquatics (like swimming lessons, general recreation, and competitive swimming)	9	16	65	10
Other youth/teen programs (arts/crafts, music, summer camps, tennis and after school)	5	18	67	10
Adult athletic programs (basketball, volleyball, tennis, softball)	11	28	53	8
Adult arts programs (dancing, acting, writing, and drawing)	5	39	49	7
Adult fitness and health programs (aerobics, CPR, martial arts)	9	47	37	7
Senior adult programs (senior trips, arts/crafts, music)	1	15	74	10
Senior adult sports & aquatics (team sports, fitness, aquatics)	2	11	77	10
Family aquatics (like parties, general recreation, swimming)	9	23	59	9
Family activities (ball games, cultural events, parent-tot programs)	9	29	53	9
Outdoor recreation (like hiking, rock climbing, camping, astronomy, boating)	19	43	30	8
Programs for persons with disabilities (trips, camps, team sports, aquatics, classes)	1	8	80	11

9. Which FOUR of the activities should receive the highest priority for parks and recreation programs and services?

	<u>First Choice</u>	<u>Second Choice</u>	<u>Third Choice</u>	<u>Fourth Choice</u>	<u>Top Four</u>
General Activities (like walking/jogging, and biking)	22	7	6	7	42
Preschool Programs (like creative play, arts/crafts, music)	6	4	4	5	19
Youth/Teen sports (like basketball, baseball, soccer, football)	22	14	6	3	45
Youth/Teen aquatics (like swimming lessons, general recreation, and competitive swimming)	3	13	8	2	26
Other youth/teen programs (arts/crafts, music, summer camps, tennis and after school)	5	9	11	8	33
Adult athletic programs (basketball, volleyball, tennis, softball)	5	5	6	6	22
Adult arts programs (dancing, acting, writing, and drawing)	4	7	5	5	21
Adult fitness and health programs (aerobics, CPR, martial arts)	4	6	9	7	26
Senior adult programs (senior trips, arts/crafts, music)	1	4	4	5	14
Senior adult sports & aquatics (team sports, fitness, aquatics)	1	2	2	2	7
Family aquatics (like parties, general recreation, swimming)	2	4	4	4	14
Family activities (ball games, cultural events, parent-tot programs)	5	4	9	8	26
Outdoor recreation (like hiking, rock climbing, camping, astronomy, boating)	7	8	8	10	33
Programs for persons with disabilities (trips, camps, team sports, aquatics, classes)	3	2	3	6	14
None	6	--	--	--	6

10. *Using a five-point scale where >1=means AVery Dissatisfied and >5' means AVery Satisfied, please rate your overall satisfaction with the availability of the following types of recreational facilities in Tempe*

	<u>Very Dissatisfied</u>	<u>Dissatisfied</u>	<u>Neutral</u>	<u>Satisfied</u>	<u>Very Satisfied</u>	<u>Don't Know</u>
Baseball fields	1	2	16	21	13	47
Softball fields	1	2	16	23	14	44
Soccer fields	1	3	16	21	11	48
Football fields	1	2	20	13	7	57
Tennis courts	1	5	17	20	9	48
Inline skating/skateboard facilities	4	9	16	7	3	61
Golf courses	1	6	14	24	16	39
Outdoor basketball courts	1	3	18	22	11	46
Outdoor sand volleyball courts	1	4	19	19	6	51
Outdoor swimming pools	1	6	15	19	9	50
Playgrounds for children	1	4	14	32	20	29
Picnic facilities	1	5	13	36	24	21
Walking and biking trails	2	11	14	30	16	27
Indoor gyms and fitness space	2	9	17	14	5	53
Indoor swimming pools	2	5	18	20	10	45
Public meeting space	1	3	19	18	9	50
Fishing areas	2	6	20	17	8	47
Open space areas	2	7	17	30	15	28
Neighborhood parks	1	5	16	39	23	16
Large multi use parks for active and passive recreation	1	6	15	33	17	28
Community centers	1	4	18	25	10	42

11. Which FOUR of the facilities I just read do you think are most important to the members of your household?

	<u>First Choice</u>	<u>Second Choice</u>	<u>Third Choice</u>	<u>Fourth Choice</u>	<u>Top Four</u>
Baseball fields	3	3	1	1	8
Softball fields	4	3	2	2	11
Soccer fields	3	3	1	1	8
Football fields	1	<1	<1	1	2
Tennis courts	2	3	2	1	8
Inline skating/skateboard facilities	3	2	2	2	9
Golf courses	10	5	5	3	23
Outdoor basketball courts	2	2	1	2	7
Outdoor sand volleyball courts	1	2	1	1	5
Outdoor swimming pools	3	2	2	2	9
Playgrounds for children	10	7	5	6	28
Picnic facilities	3	8	8	8	27
Walking and biking trails	17	12	11	6	46
Indoor gyms and fitness space	2	3	3	2	10
Indoor swimming pools	2	3	4	2	11
Public meeting space	1	2	1	1	5
Fishing areas	2	3	3	4	12
Open space areas	3	6	6	7	22
Neighborhood parks	11	11	14	11	47
Large multi use parks for active and passive recreation	4	6	6	8	24
Community centers	4	2	3	6	15
None	8	--	--	--	8

12. I am going to read several improvements that could be made to the existing City of Tempe parks and recreation facilities. Please tell me whether you think each improvement is very important, somewhat important, or not important.

	<u>Very Important</u>	<u>Somewhat Important</u>	<u>Not Important</u>	<u>Don't Know</u>
Renovating neighborhood parks	42	40	5	13
Renovating existing outdoor athletic courts (tennis, basketball, volleyball courts)	22	44	10	24
Renovating playground	34	39	7	20
Renovating picnic areas	30	43	10	17
Renovating existing indoor gyms and fitness space	15	31	17	37
Linking neighborhood parks with walking/biking trails	52	25	8	15
Expanding open space areas	34	32	14	20
Renovating existing outdoor swimming pools	17	34	14	35
Renovating existing outdoor athletic fields (baseball, softball, soccer, football)	20	35	15	30
Increasing the visibility of law enforcement at parks	46	29	10	15
Expanding space for classes, meetings, and other passive recreation programs	18	36	18	28
Improving fishing areas	14	26	26	34

13. Which THREE improvements from the list I just read would you be most willing to support with your tax dollars?

	<u>First Choice</u>	<u>Second Choice</u>	<u>Third Choice</u>	<u>Top Three</u>
Renovating neighborhood parks	20	12	12	44
Renovating existing outdoor athletic courts (tennis, basketball, volleyball courts)	2	4	4	10
Renovating playground	6	10	9	25
Renovating picnic areas	2	6	9	17
Renovating existing indoor gyms and fitness space	2	2	2	6
Linking neighborhood parks with walking/biking trails	20	16	8	44
Expanding open space areas	5	9	7	21
Renovating existing outdoor swimming pools	2	3	3	8
Renovating existing outdoor athletic fields (baseball, softball, soccer, football)	3	5	5	13
Increasing the visibility of law enforcement at parks	21	12	14	47
Expanding space for classes, meetings, and other passive recreation programs	2	4	5	11
Improving fishing areas	5	3	4	12
None	8	--	--	8

14. I am going to read you a list of criteria that the City of Tempe could use in evaluating whether or not to allow commercial recreational development in the Rio Salado Project. Please tell me if each of the following criteria should be very important, somewhat important, or not important in the evaluation.

	<u>Very Important</u>	<u>Somewhat Important</u>	<u>Not Important</u>	<u>Don't Know</u>
The ability to develop facilities needed by Tempe residents	75	18	3	4
The ability to develop facilities that may bring visitors to the area	26	39	31	4
The ability for the city to generate income to provide tax supported Rio Salado recreational development	42	41	9	8
Experience operating similar facilities	48	31	10	11

15. Which ONE of the evaluation criteria do you feel is the most important in selecting non tax supported developments in the Rio Salado Project from the list I just read?

	<u>Most important</u>
The ability to develop facilities needed by Tempe residents	56
The ability to develop facilities that may bring visitors to the area	7
The ability for the city to generate income to provide tax supported Rio Salado recreational development	19
Experience operating similar facilities	12
None	6

16. I am going to read you a list of facilities that could be developed in the Rio Salado Project. For each one, please tell me whether you think the facility should be developed by the city, should be developed by a commercial developer, or should not be developed in the project.

<u>Type of Facility</u>	<u>Commercial</u>	<u>Not The City</u>	<u>Don=t Developers</u>	<u>Should Be Developed</u>	<u>Know</u>
Walking and biking trails	84	13	1	2	
Youth sports fields	65	18	12	5	
Adult sports fields	56	23	15	6	
Picnicking areas	82	13	2	3	
Golf course driving range	16	54	26	4	
Amusement park	8	51	37	4	
Playground equipment	77	15	4	4	
Large open areas	74	17	5	4	
In-line skating areas/skate parks	40	40	16	4	
18-hole golf course	19	47	30	4	
Tennis courts	48	29	18	5	
Basketball courts	54	25	16	5	
Outdoor swimming pool	44	27	24	5	
Nature preserve	65	21	10	4	
Shopping activities	11	64	22	3	
Community events site	60	29	7	4	
Concert pavilion/outdoor amphitheater	41	46	9	4	

17. Which FOUR of the facilities I just read would you most like to see developed in the Rio Salado Project?

	<u>First Choice</u>	<u>Second Choice</u>	<u>Third Choice</u>	<u>Fourth Choice</u>	<u>Top Four</u>
Walking and biking trails	39	12	9	6	66
Youth sports fields	4	4	2	2	12
Adult sports fields	1	2	2	2	7
Picnicking areas	6	18	10	11	45
Golf course driving range	1	2	1	1	5
Amusement park	2	3	3	4	12
Playground equipment	3	5	5	6	19
Large open areas	5	10	11	7	33
In-line skating areas/skate parks	3	3	3	2	11
18-hole golf course	7	3	3	3	16
Tennis courts	<1	2	1	1	4
Basketball courts	1	1	1	1	4
Outdoor swimming pool	2	2	4	3	11
Nature preserve	8	11	15	11	45
Shopping activities	2	3	4	6	15
Community events site	3	6	7	9	25
Concert pavilion/outdoor amphitheater	9	6	8	12	35
None	4	--	--	--	4

18. Would you support setting aside a portion of the Rio Salado Project for lease for commercial recreational development?

	<u>Percentage of Respondents</u>
Yes	60
No	20
I don=t know	20

[FOR THOSE THAT ANSWERED YES TO 18 ONLY. FOR ALL OTHERS SKIP TO QUESTION 20.]

19. Approximately what percentage of the Rio Salado Project would you support being leased for commercial recreational development?

Mean percentage respondents would support: 30%

20. **User fees for adult recreation programs, ages 18-50 offered by the City of Tempe currently recover 100% of the direct cost of providing the program. Tax costs currently subsidizes a portion of the cost for many other programs. Knowing this, what percentage of the cost of providing the following types of programs do you think should be recovered from user fees?**

<u>Program</u>	<u>Mean Percentage From User Fees</u>
Programs for preschool age children	50
Programs for grade school age children	52
Programs for teenagers	54
Programs senior citizens	56
Programs for persons with disabilities	44

21. **What percentage of the participants in groups who use facilities do you think should be Tempe residents for them to receive preferential treatment to use Tempe parks and recreational facilities?**

Mean percentage of participants respondents think should be Tempe residents: 63%

22. **If an additional \$100 were available for City of Tempe parks and recreation programs and facilities, how would you allocate the funds among the following items? I will read you 6 categories of funding and then let you tell me what percentage of additional funding should be spent in each category.**

	<u>Mean percentage Of additional funding</u>
Improvements to existing neighborhood parks	23
Acquisition/Development of new neighborhood parks	15
Construction of new game fields for youths and adults (softball, soccer, baseball)	13
Construction of new community recreation facilities (pools and recreation centers)	13
Acquisition/development of trails and linear parks	19
Development of special facilities such as skateboard parks, rock climbing walls, etc.	12
Other	5

23. **If a bond issue were proposed at a future election and the funds from the tax were used to improve the City=s parks and recreation system which of the following best describes the way you would most likely vote?**

	<u>Percentage of Respondents</u>
Vote in favor	39
Might vote favor	38
Not sure	17
Vote against	6

DEMOGRAPHICS

1. Counting yourself, how many people live in your household?

	<u>Percentage of Respondents</u>
One	
Two	15
Three	41
Four	19
Five	16
Six or more	9

2. How many persons in your household (counting yourself) are?

	<u>Percentage of Respondents</u>
Under 5 years	7
5 - 9 years	6
10 - 14 years	7
15 - 19 years	6
20 - 24 years	9
25 - 34 years	3
35 - 44 years	17
45 - 54 years	17
55-64 years	10
65+ years	8

24. How many years have you lived in the City of Tempe?

	<u>Percentage of Respondents</u>
Five or less	31
6 to 10	17
11 to 15	15
16 to 20	10
21 or more	27

Mean number of years respondents have lived in Tempe: 15

25. How would you describe your race/ethnicity (please check all that apply)?

	<u>Percentage of Respondents</u>
Asian/Pacific Islander	4
White	86
American Indian/Eskimo	1
Black/African American	1
Hispanic	5
Not provided	3

26. What is your home zip code?

	<u>Percentage of Respondents</u>
85280/85281/85287	24
85282	24
85283	24
85284	28

27. What is your age?

	<u>Percentage of Respondents</u>
18 to 24	7
25 to 34	17
35 to 44	25
45 to 54	25
55 to 64	15
65+	11

28. What is your sex?

	<u>Percentage of Respondents</u>
Male	50
Female	50

29. What is your total annual household income?

	<u>Percentage of Respondents</u>
Under \$25,000	10
\$25,000 to \$49,999	28
\$50,000 to \$74,999	21
\$75,000 to \$99,999	17
\$100,000 or more	16
Not provided	8

Optional: Would you be interested in participating in a focus group of other discussion about improvements to the City of Tempe's parks and recreation system sometime in the future?

	<u>Percentage of Respondents</u>
Yes	35
No	65

Survey Instrument

Tempe, Arizona

Phone: _____

Interviewer: _____

This is _____ calling for the City of Tempe. The City of Tempe would like your input to help us plan the future of the City's parks and recreation system. Even if you do not plan to use parks and recreation facilities, your opinions are important so that we can use your tax dollars wisely. The survey will take less than 10 minutes and we would appreciate your time.

1. **Counting yourself, how many people live in your household?** _____

2. **How many persons in your household (counting yourself) are?**

Under 5 years _____ 20 - 24 years _____ 55-64 years _____

5 - 9 years _____ 25 - 34 years _____ 65+ years _____

10 - 14 years _____ 35 - 44 years _____

15 - 19 years _____ 45 - 54 years _____

3. **Have you or other members of your household participated in any programs offered by or through the City of Tempe Parks and Recreation during the past 12 months?**

____(1) Yes {ask questions #3a-#3b}

____(2) No, the program was full when they tried to register

____(3) No, but they are aware that the City of Tempe offers programs {go to question #4}

____(4) No, because they did not know that the City of Tempe offered programs {go to question #4}

3a. **[If yes to Q#3] How did you find out about the programs?**

____(1) newspaper _____(5) television/city cable channel

____(2) brochures _____(6) website

____(3) newsletters _____(7) visited or called a parks and recreation office

____(4) friends/coworkers _____(8) public service announcements

3b. **[If yes to Q#3] Overall, how would you rate the recreational programs offered by the City of Tempe?**

____(1) Excellent

____(2) Good

____(3) Fair

____(4) Poor

____(9) Don't know

4. **Have you or members of your household visited any of the City of Tempe parks during the past year?**

____(1) Yes: Which Ones? (please write the name or location of the parks)

(a) _____ (b) _____ (c) _____

____(2) No, but they know where City of Tempe parks are located

____(3) No, because they do not know where City of Tempe parks are located

5. **Overall, how would you rate the physical condition of the City of Tempe parks you have visited?**
 ___(1) Excellent
 ___(2) Good
 ___(3) Fair (need some improvements)
 ___(4) Poor (need many improvements)
 ___(9) Don't know; I have not visited a City of Tempe park recently
6. **Do you or other members of your household use recreation programs or facilities provided by organizations other than The City of Tempe Parks and Recreation Department?**
 ___(1) Yes [Ask Question 6a]
 ___(2) No [Go to Question 7]
- 6a. [If YES to Q#6] **Who provides the recreation programs or facilities that you use?** (Please check all that apply)?
 ___(1) YMCA
 ___(2) Private health/fitness club
 ___(3) School districts; which ones? _____
 ___(4) Churches
 ___(5) Other cities; which ones? _____
 ___(6) Condominium/home owner=s association/apartment complex
 ___(7) Private golf or tennis clubs
 ___(8) Other: _____
7. **Can you please tell me the reasons that prevent you or members of your household from using City of Tempe parks and recreation facilities or programs more often? (Check all that are mentioned)**
 ___(01) Facilities are not well maintained
 ___(02) Facilities do not have the right equipment
 ___(03) Security is poor
 ___(04) Hours of operation are not convenient
 ___(05) The location of facilities and programs are not close to my home
 ___(06) Fees are too expensive
 ___(07) Programs were full
 ___(08) I do not have transportation to get there
 ___(09)Members of my household use facilities/programs provided by other organizations
 ___(10) We are too busy or just not interested
 ___(11) I do not know where the City of Tempe facilities are located
 ___(12) The City of Tempe does not have quality programs
 ___(13) Program times are not convenient

8. I am going to read a list of several recreational programs. For each program I read, please tell me whether you or other members of your household have participated in the activity during the past 12 Months AND if NOT would you be interested in participating.

<u>Type of Activity</u>	<u>Currently Participate</u>	<u>Interested in Participating</u>	<u>Not Interested</u>
(A) General Activities (like walking/jogging, and biking)	_____	_____	_____
(B) Preschool Programs (like creative play, arts/crafts, music).....	_____	_____	_____
(C) Youth/Teen sports (like basketball, baseball, soccer, football)	_____	_____	_____
(D) Youth/Teen aquatics (like swimming lessons, general recreation, and competitive swimming).....	_____	_____	_____
(E) Other youth/teen programs (arts/crafts, music, summer camps, tennis and after school)	_____	_____	_____
(F) Adult athletic programs (basketball, volleyball, tennis, softball)	_____	_____	_____
(G) Adult arts programs (dancing, acting, writing, and drawing)	_____	_____	_____
(H) Adult fitness and health programs (aerobics, CPR, martial arts)	_____	_____	_____
(I) Senior adult programs (senior trips, arts/crafts, music)	_____	_____	_____
(J) Senior adult sports & aquatics (team sports, fitness, aquatics).....	_____	_____	_____
(K) Family aquatics (like parties, general recreation, swimming).....	_____	_____	_____
(L) Family activities (ball games, cultural events, parent-tot programs)....	_____	_____	_____
(M) Outdoor recreation (like hiking, rock climbing, camping, astronomy, boating).....	_____	_____	_____
(N) Programs for persons with disabilities (trips, camps, team sports, aquatics, classes).....	_____	_____	_____

9. Which **FOUR** of the activities should receive the highest priority for parks and recreation programs and services? Write in the letters below for their 1st, 2nd, 3rd, and 4th choices using the letters from the list in question #8 above.

_____ _____ _____
 1st 2nd 3rd 4th

10. Using a five-point scale where >1=means AVery Dissatisfied and >5' means AVery Satisfied, please rate your overall satisfaction with the availability of the following types of recreational facilities in Tempe

		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know
(A)	Baseball fields	1	2	3	4	5	9
(B)	Softball fields	1	2	3	4	5	9
(C)	Soccer fields.....	1	2	3	4	5	9
(D)	Football fields	1	2	3	4	5	9
(E)	Tennis courts.....	1	2	3	4	5	9
(F)	Inline skating/skateboard facilities.....	1	2	3	4	5	9
(G)	Golf courses	1	2	3	4	5	9
(H)	Outdoor basketball courts	1	2	3	4	5	9
(I)	Outdoor sand volleyball courts	1	2	3	4	5	9
(J)	Outdoor swimming pools.....	1	2	3	4	5	9
(K)	Playgrounds for children.....	1	2	3	4	5	9
(L)	Picnic facilities.....	1	2	3	4	5	9
(M)	Walking and biking trails.....	1	2	3	4	5	9
(N)	Indoor gyms and fitness space	1	2	3	4	5	9
(O)	Indoor swimming pools	1	2	3	4	5	9
(P)	Public meeting space.....	1	2	3	4	5	9
(Q)	Fishing areas	1	2	3	4	5	9
(R)	Open space areas.....	1	2	3	4	5	9
(T)	Neighborhood parks.....	1	2	3	4	5	9
(U)	Large multi use parks for active and passive recreation.....	1	2	3	4	5	9
(V)	Community centers	1	2	3	4	5	9
	Other: _____	1	2	3	4	5	9

11. Which **FOUR** of the facilities I just read do you think are most important to the members of your household? Write in the letters below for their 1st, 2nd, 3rd, and 4th choice using the letters from the list in question #10 above.

1st

2nd

3rd

4th

12. I am going to read several improvements that could be made to the existing City of Tempe parks and recreation facilities. Please tell me whether you think each improvement is very important, somewhat important, or not important.

	<u>Very Important</u>	<u>Somewhat Important</u>	<u>Not Important</u>	<u>Don't Know</u>
(A) Renovating neighborhood parks	1	2	3	9
(B) Renovating existing outdoor athletic courts (tennis, basketball, volleyball courts)	1	2	3	9
(C) Renovating playground	1	2	3	9
(D) Renovating picnic areas	1	2	3	9
(E) Renovating existing indoor gyms and fitness space	1	2	3	9
(F) Linking neighborhood parks with walking/biking trails	1	2	3	9
(G) Expanding open space areas	1	2	3	9
(H) Renovating existing outdoor swimming pools	1	2	3	9
(I) Renovating existing outdoor athletic fields (baseball, softball, soccer, football).....	1	2	3	9
(J) Increasing the visibility of law enforcement at parks	1	2	3	9
(K) Expanding space for classes, meetings, and other passive recreation programs.....	1	2	3	9
(L) Improving fishing areas.....	1	2	3	9
Other:	1	2	3	9

13. Which THREE improvements from the list I just read would you be most willing to support with your tax dollars? Write in the letters below for their 1st, 2nd, and 3rd choice using the letters from the list in question #12 above.

1st

2nd

3rd

The following few questions are about potential use for the open space in the Rio Salado Project. Tempe= portion of the project extends from Hayden Road to the Hohokam Expressway. There are opportunities for tax supported open space development and non tax supported commercial recreational development.

14. I am going to read you a list of criteria that the City of Tempe could use in evaluating whether or not to allow commercial recreational development in the Rio Salado Project. Please tell me if each of the following criteria should be very important, somewhat important, or not important in the evaluation.

	<u>Very Important</u>	<u>Somewhat Important</u>	<u>NotDon't Important</u>	<u>Know</u>
(A) The ability to develop facilities needed by Tempe residents	1	2	3	9
(B) The ability to develop facilities that may bring visitors to the area	1	2	3	9
(C) The ability for the city to generate income to provide tax supported Rio Salado recreational development.....	1	2	3	9
(D) Experience operating similar facilities.....	1	2	3	9

15. Which ONE of the evaluation criteria do you feel is the most important in selecting non tax supported developments in the Rio Salado Project from the list I just read? [READ THE LIST AGAIN] Write in the letters below for their most important criteria.

Most important

16. I am going to read you a list of facilities that could be developed in the Rio Salado Project. For each one, please tell me whether you think the facility should be developed by the city, should be developed by a commercial developer, or should not be developed in the project.

<u>Type of Facility</u>	<u>The City</u>	<u>Commercial Developers</u>	<u>Should Not Be Developed</u>
(A) Walking and biking trails	_____	_____	_____
(B) Youth sports fields	_____	_____	_____
(C) Adult sports fields	_____	_____	_____
(D) Picnicking areas	_____	_____	_____
(E) Golf course driving range	_____	_____	_____
(F) Amusement park	_____	_____	_____
(G) Playground equipment	_____	_____	_____
(H) Large open areas	_____	_____	_____
(I) In-line skating areas/skate parks	_____	_____	_____
(J) 18-hole golf course	_____	_____	_____
(K) Tennis courts	_____	_____	_____
(L) Basketball courts	_____	_____	_____
(M) Outdoor swimming pool	_____	_____	_____
(N) Nature preserve	_____	_____	_____
(O) Shopping activities	_____	_____	_____
(R) Community events site.....	_____	_____	_____
(S) Concert pavilion/outdoor amphitheater	_____	_____	_____

17. Which **FOUR** of the facilities I just read would you most like to see developed in the Rio Salado Project? Write in the letters below for their 1st, 2nd, and 3rd choice using the letters from the list in question #16 above.

_____ _____ _____ _____
 1st 2nd 3rd 4th

18. Would you support setting aside a portion of the Rio Salado Project for lease for commercial recreational development?

- ____(1) Yes
- ____(2) No
- ____(3) I don=t know

[FOR THOSE THAT ANSWERED YES TO 18 ONLY. FOR ALL OTHERS SKIP TO QUESTION 20.]

19. Approximately what percentage of the Rio Salado Project would you support being leased for commercial recreational development?

_____ %

20. User fees for adult recreation programs, ages 18-50 offered by the City of Tempe currently recover 100% of the direct cost of providing the program. Tax costs currently subsidizes a portion of the cost for many other programs. Knowing this, what percentage of the cost of providing the following types of programs do you think should be recovered from user fees?

<u>Program</u>	<u>% From User Fees</u>
(A) Programs for preschool age children	_____ %
(B) Programs for grade school age children	_____ %
(C) Programs for teenagers	_____ %
(D) Programs senior citizens.....	_____ %
(E) Programs for persons with disabilities	_____ %

21. What percentage of the participants in groups who use facilities do you think should be Tempe residents for them to receive preferential treatment to use Tempe parks and recreational facilities?

_____ %

22. If an additional \$100 were available for City of Tempe parks and recreation programs and facilities, how would you allocate the funds among the following items? I will read you 6 categories of funding and then let you tell me what percentage of additional funding should be spent in each category. [please be sure that their allocations add up to \$100]:

- \$ _____ Improvements to existing neighborhood parks
- \$ _____ Acquisition/Development of new neighborhood parks
- \$ _____ Construction of new game fields for youths and adults (softball, soccer, baseball)
- \$ _____ Construction of new community recreation facilities (pools and recreation centers)
- \$ _____ Acquisition/development of trails and linear parks
- \$ _____ Development of special facilities such as skateboard parks, rock climbing walls, etc.
- \$ _____ Other: _____
- \$ 100 TOTAL

23. If a bond issue were proposed at a future election and the funds from the tax were used to improve the City=s parks and recreation system which of the following best describes the way you would most likely vote?

- ____(1) vote in favor
- ____(2) might vote favor
- ____(3) not sure
- ____(4) vote against

Demographics

24. **How many years have you lived in the City of Tempe?** _____ years
25. **How would you describe your race/ethnicity** (please check all that apply)?
____(1) Asian/Pacific Islander ____ (4)Black/African American
____(2) White ____ (5) Hispanic
____(3) American Indian/Eskimo ____ (6) Other: _____
26. **What is your home zip code?**
____(1) 85280/85281/85287
Do you live north or south of the Salt River? __ (1) North __ (2) South
____(2) 85282
____(3) 85283
____(4) 85284
27. **What is your age?** _____ years
28. **Your sex:** ____ (1) Male ____ (2) Female
29. **What is your total annual household income?**
____(1) Under \$25,000 ____ (3) \$50,000 to \$74,999 ____ (5) \$100,000 or more
____(2) \$25,000 to \$49,999 ____ (4) \$75,000 to \$99,999

Optional: *Would be interested in participating in a focus group or other discussion about improvements to the City of Tempe=s parks and recreation system sometime in the future?*

[IF YES] Can you please tell me your name and phone number.

Name: _____ Phone Number: _____

This concludes the survey; We thank you for your time.

City of Tempe Parks and Recreation
Recommendations and Tactics

Action Strategy 1. Create facility user group teams to provide feed back input and support for programs and services.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Create a process that will encourage users to aid in providing feedback input and support for programs and services.	1. Evaluation form needs to be developed. a. Establish a 95% level of customer satisfaction on all programs provided.	2001/4 th Qtr.	Rec. Supervisors		
	2. Post evaluations need to be developed and implemented on a consistent basis.	2002/1 st Qtr.	Evaluation Team		
	3. An internal feedback system of results and reporting mechanism needs implemented and shared with all parties involved in the programs.	2002/2 nd Qtr.	Rec. Supervisors		
	4. Develop pre-evaluations on 10% of classes.	2002/2 nd Qtr.	Rec. Supervisors		
	5. 25% of programs will be evaluated each quarter.	2002/1 st Qtr.	Rec. Supervisors		
	6. Establish a life cycle analysis yearly on programs and offer a minimum of 10% of new programs	2002/3 rd Qtr.	Rec. Supervisors.		

	<p>annually.</p> <p>7. Cancel rate for classes will be no higher than 15% per session.</p> <p>8. Develop trailer calls on 5% of classes.</p> <p>9. A follow-up communication to users is needed and managed by supervisors.</p> <p>10. Offer new residents their first program free in selected introductory programs.</p>	<p>2002/3rd Qtr.</p> <p>2002/1st Qtr.</p> <p>2002/3rd Qtr.</p> <p>2002/3rd Qtr.</p>	<p>Rec. Supervisors</p> <p>Rec. Supervisors</p> <p>Rec. Supervisors</p> <p>Rec. Supervisors</p>		
<p>B. Train staff to understand the value and use of focus groups and the methods of effective facilitation.</p>	<p>1. Create a facilitation model that will be used in focus groups.</p> <p>2. Establish internal trainers to teach staff focus group techniques and sharing of information.</p> <p>3. Train staff.</p> <p>4. A minimum of two focus groups per year will be conducted in each program/facility area.</p>	<p>2001/3rd Qtr.</p> <p>2003/1st Qtr.</p> <p>2001/4th Qtr.</p> <p>2002/1st Qtr.</p>	<p>Rec. Supervisors</p> <p>Admin.</p> <p>Admin.</p> <p>Rec. Supervisors</p>		

Action Strategy 2. Upgrade and add recreation facilities identified where gaps exist to enhance quality experiences for the customer.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
<p>A. Review and identify principles and standards that need to be used on a given capital project in parks and facilities.</p>	<p>1. Establish a process to involve the community in defining park principles for park and recreation facilities.</p>	<p>2001/3rd Qtr.</p>	<p>Parks Board</p>		
	<p>2. Establish principles for each park based on use and demographics appeal.</p>	<p>2001/4th Qtr.</p>	<p>Parks Board</p>		
	<p>3. Determine if the program needs in the facility meet expressed needs of the community.</p>	<p>2001/4th Qtr.</p>	<p>Mark Richwine</p>		
	<p>4. Determine level of facility standards for Tempe based on population type and numbers.</p>	<p>2001/ Ongoing</p>	<p>Mark Richwine</p>		
	<p>5. Establish an itemized resource management plan for asset value and lifecycle replacement.</p>	<p>2002/1st Qtr.</p>	<p>Bill Burkhart</p>		
	<p>6. Develop an activity based costing plan for each park in the system.</p>	<p>2002/1st Qtr.</p>	<p>Bill Burkhart</p>		
	<p>7. Purchase an asset management software program.</p>	<p>2002/1st Qtr.</p>	<p>Bill Burkhart</p>		
	<p>8. Establish a calendar for</p>				

	<p>preventive maintenance schedule improvements for all facilities and parks.</p> <p>9. Establish tree replacement schedule.</p> <p>10. Remove, add and relocate amenities in parks that are not used or needed by residents.</p>	<p>2002/2nd Qtr.</p> <p>2001/4th Qtr.</p> <p>2002/1st Qtr.</p>	<p>Resource Coord./ Bob Pohlit Bill Burkhart</p> <p>Bill Burkhart/Resource Coord./Bob Pohlit</p>		
B. Prioritize gaps in parks, open space and recreation facilities from needs assessment.	<p>1. Narrow sites in Tempe for neighborhood park development.</p> <p>2. Identify potential sites in north Tempe for a recreation center and examine potential partnerships.</p> <p>3. Identify potential sites in south Tempe for an adult center and multi-generational facility and examine potential partnerships.</p> <p>4. Evaluate the ASU Research Park for a potential south Tempe park facility site.</p> <p>5. Develop a recreation/water sports center at Rio Salado Park to encourage positive use on the lake and to serve north Tempe.</p>	<p>2002/2nd Qtr.</p> <p>2002/1st Qtr.</p> <p>2002/2nd Qtr.</p> <p>2002/3rd Qtr.</p>	<p>Bob Pohlit</p> <p>Bob Pohlit</p> <p>Bob Pohlit</p> <p>Bob Pohlit</p>		

		2002/1 st Qtr.	Mark Richwine		
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Action Strategy 3. Create consistent policies to encourage equitable and efficient use of the facilities.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Review policies in the following areas: revenues, administration, facility use, fees and charges, registration, budget.	1. Update revenue policy by establishing a true Activity Based Costing model for all facilities and programs.	2001/4 th Qtr.	Admin.		
	a. Establish subsidy rates for existing programs and facilities to keep positioned well in the market place.	2001/4 th Qtr.	Parks Board		
	b. Update policies to accurately reflect a subsidy level and tie performance measures to them.	2001/4 th Qtr.	Parks Board		
	c. Establish pricing rates based on primetime, non-primetime and season/off-season to maximize revenues without leaving under served groups from enjoying the programs or facilities.	2001/4 th Qtr.	Parks Board		
	d. Establish a policy and appropriate fee for public/public use, public/not for profit use for the entire	2001/4 th Qtr.	Parks Board		

	<p>park system in programs and facilities by 2000.</p> <p>2. Review and update registration and reservation policies so that policies to continue benefiting Tempe residents.</p> <p>a. Establish a process of communicating registration policies to users.</p> <p>3. Establish a consistent policy on impact for indoor and outdoor spaces based on level of productivity.</p> <p>4. Establish a process for making sure parks and recreation policies are reviewed biannually.</p> <p>5. Add a facility maintenance fee into program fees to keep facilities positioned well in the market place.</p> <p>6. Establish recognizable and sustainable use standards on game fields to ensure higher levels of care through reasonable scheduling.</p>	<p>2001/4th Qtr.</p> <p>2002/2nd Qtr.</p> <p>2002/2nd Qtr.</p> <p>2002/3rd Qtr.</p> <p>2002/2nd Qtr.</p> <p>2002/1st Qtr.</p> <p>2002/1st Qtr.</p>	<p>Parks Board</p> <p>Parks Board</p> <p>Jim McGeorge</p> <p>Parks Board</p> <p>Parks Board</p> <p>Parks Board</p> <p>Parks Board</p>		
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Action Strategy 4. Develop objective customer service standards, to establish a “Point of Pride” program.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Establish a “Points of Pride” program.	1. Establish measurement standards for Points of Pride.	2001/3 rd Qtr.	Rec. Supervisors		
	2. Retrain staff on the new policies to move staff towards this direction.	2001/4 th Qtr.	Rec. Supervisors		
	3. Establish an image management plan for the department and training for staff.	2001/4 th Qtr.	Rec. Supervisors		
	4. Establish mystery shoppers to inspect what you expect.	2002/1 st Qtr.	Jim McGeorge		

Action Strategy 5. Establish an Updated Recreation Facility Development Plan to Keep Recreation Facilities Positioned Well in this Market Plan

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Develop a capital improvement process that will allow the division to establish program, design and cost before capital dollars are asked for.	1. Establish process to determine program design and cost for capital improvement projects.	2002/1 st Qtr.	Bob Pohlit		

<p>B. Based on user needs, identify major amenities that can be added to Kiwanis Community Park and Recreation Center as new attractions.</p>	<ol style="list-style-type: none"> 1. Establish a mini outdoor family water park at Kiwanis Park Recreation Center. 2. Establish design concepts for all projects with a high cost benefit to return money to the department. 3. Add lighted tennis courts to the existing 15 and a center court to draw regional and national tournaments to Tempe working with the Tempe Convention and Visitors Bureau. 4. Construct a wellness/fitness center for the Kiwanis Recreation Center. 5. Establish another attraction within the Kiwanis Park Batting Cage area. 6. Add additional parking to help manage the crowds in Kiwanis Community Park. 	<p>2002/4th Qtr.</p> <p>2002/4th Qtr.</p> <p>2002/4th Qtr.</p> <p>2002/4th Qtr.</p> <p>2002/4th Qtr.</p> <p>2003/3rd Qtr.</p>	<p>Mike Armfield</p> <p>Dave Bucher/Bob Pohlit</p> <p>Dave Bucher/Tim Barnes</p> <p>Dave Bucher/Bob Pohlit</p> <p>Dave Bucher</p> <p>Bob Pohlit/Dave Bucher/Mike Armfield</p>		
<p>C. Determine improvements and renovation cycle for park amenities and facilities for the purposes of placing them on a capital replacement schedule.</p>	<ol style="list-style-type: none"> 1. Establish a resource management system plan to create and manage asset life cycles for playgrounds, picnic shelters, sprinkler systems, lighting, parking lots, trees, light pole, game 				

	courts, restrooms and fencing.	2001/4 th Qtr.	Bob Pohlit/Bill Burkhart		
D. Identify, determine and prioritize parks renovation cycle for implementation.	1. Redesign & renovate existing older parks on a life cycle based on demographic changes and existing use, focusing on older parks with a minimum of two (2) completed per year.	2001/4 th Qtr.	Bob Pohlit		
E. Examine the role of the City in aquatics programming.	1. Address the need for an additional pool.	2001/4 th Qtr.	Mike Armfield		
	2. Establish the feasibility for what to do with Clark Pool.	2001/4 th Qtr.	Mike Armfield		
F. Determine care and appearance standards of all athletic fields used by the Division.	1. Establish a maintenance of care mode for classification based on type of parks, usage and maintenance level required.	2001/4 th Qtr.	Bob Pohlit/Bill Burkhart		

Action Strategy 6. Create community opportunities for positive exchange in the design of recreation programs and facilities through staff involvement in establishing focus groups, surveys and user evaluations.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Create consistent formats in evaluating community needs through focus groups for all program areas.	1. Program staff will be trained on how to facilitate recreation focus groups. Formats will be consistent in design and process.	2001/4 th Qtr.	Rec. Supervisors		
B. Every two years develop a citywide survey on how the community feels about how	1. Establish a recreation program and parks maintenance survey in 2002				

resources are being used.	and 2004 and continue biannually. 2. Establish city benchmarks against previous surveys on how the program changes are effecting users and non-users feelings on the system.	2002/1 st Qtr. 2002/2 nd Qtr.	Mark Richwine Mark Richwine		
C. Develop a system to share evaluations, surveys and focus group results with staff within Parks and Recreation and Community Services to establish effective feedback to manage change.	1. The division will create a program evaluation report that staff can access on a monthly basis through electronic communication.	2002/2 nd Qtr.	Rec. Supervisors		
D. Develop ongoing user pre and post evaluations and shopper program.	1. Recreation staff will conduct evaluations on 25% of all classes each quarter.	2002/1 st Qtr.	Rec. Supervisors		

Action Strategy 7. Establish effective recreation planning process internally and externally to determine an appropriate position in the market place for all services.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Establish a Youth Sports Authority to create a single voice on youth sports issues.	1. Identify all users of existing programs to invite into the Youth Sports Authority.	2001/4 th Qtr.	LarryWest/Resource Coordinator		
B. Develop a program capacity analysis, by program area, to position the division's	1. Establish market position by program area that supports the action strategy.	2002/3 rd Qtr.	Rec. Supervisors		

<p>programs effectively in the market place.</p>	<ol style="list-style-type: none"> 2. Target program areas with excess capacity to build programs towards meeting group needs. 3. Meet with other service providers to support each group's programs. 4. Effectively repeat the same process within other divisions in Community Services. 5. Fill gaps in the market place in under served areas working effectively with partners in the community. 	<p>2002/2nd Qtr.</p>	<p>Rec. Supervisors</p>		
		<p>2002/2nd Qtr.</p>	<p>Rec. Supervisors</p>		
		<p>2002/2nd Qtr.</p>	<p>Rec. Supervisors</p>		
		<p>2002/3rd Qtr.</p>	<p>Rec. Supervisors</p>		
<p>C. Formalize internal coordination and planning of programs and services on a quarterly basis within Parks & Recreation then duplicate the same process with Social Services and Cultural Services.</p>	<ol style="list-style-type: none"> 1. Establish core programs the Recreation Division will coordinate through the full life of a citizen. 2. Resolve price competition among Community Services divisions to resolve duplication of services. 3. Establish an appropriate role for facility operators and programmers in the system. 	<p>2002/3rd Qtr.</p>	<p>Rec. Supervisors</p>		
		<p>2002/4th Qtr.</p>	<p>Rec. Supervisors</p>		
		<p>2002/4th Qtr.</p>	<p>Rec. Supervisors</p>		
<p>D. Develop a performance budget process to accurately reflect citizens needs.</p>	<ol style="list-style-type: none"> 1. Acquire the appropriate ABC model for the division. 2. Implement and train staff on ABC and establish performance measures against the budget. 	<p>2002/3rd Qtr.</p>	<p>Mark Richwine</p>		
		<p>2002/3rd Qtr.</p>	<p>Mark Richwine</p>		

	<p>3. Use a performance measure of cost per experience against each activity provided.</p> <p>4. Establish staff training program to get the system up and working and establish existing performance measures to the budget process.</p> <p>5. Establish a fully-implemented performance budget.</p>	<p>2002/4th Qtr.</p> <p>2003/1st Qtr.</p> <p>2002/3rd Qtr.</p>	<p>Rec. Supervisors</p> <p>Mark Richwine</p> <p>Rec. Supervisors</p>		
E. Develop an additional survey to access how to reach people who are too busy or change program times to meet their needs.	1. Identify those non-users who are too busy to meet with recreation programmers in focus groups to seek out how the division can best serve their needs through program changes. Implement changes and track results.	2002/1 st Qtr.	Mark Richwine		
F. Develop a market strategy for the resultant change from the analysis gained.	1. Share benchmark results with staff and create new program strategy to serve under served areas.	2002/2 nd Qtr.	Mark Richwine		

G. Establish a program that allows for \$100,000 annually of program opportunity monies	<ol style="list-style-type: none"> 1. Create partnerships. 2. Evaluate effectiveness of the program. 	2001/3 rd Qtr.	Mark Richwine		
		2002/3 rd Qtr.	Rec. Supervisors		

Action Strategy 8. Seek to develop a diverse and dynamic level of recreation programs focusing on enhancing opportunities for teens, seniors, and people with disabilities, preschool age children and families.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Evaluate program planning of other cities that are recognized for their creative development and use of programs, partnerships and facility development.	<ol style="list-style-type: none"> 1. Conference attendees will report back to other staff member's information gained from conferences. 2. Develop a staff training/development program that helps to create new strategies to initiate positive change and energy for programs and facilities; reward the new creativity that provides high levels of outcomes. 	2001/3 rd Qtr.	All staff.		
		2001/3 rd Qtr.	Mark Richwine		
B. Develop an assessment tool for teen programs being provided in the city and determine what program trends are being left out.	<ol style="list-style-type: none"> 1. Establish who the players are in providing services in the community. 2. Determine the benefits teens are looking for. 3. Establish the role and unmet benefits for parks and recreation services. 	2001/3 rd Qtr.	Rec. Supervisors		
		2002/1 st Qtr.	Rec. Supervisors		
		2002/1 st Qtr.	Rec. Supervisors		

	<p>4. Develop and lead a citywide teen program effort that addresses the needs of all teens in Tempe to meet their social, physical, health, cultural and recreational needs. Coordinate this effort citywide between all agencies serving teens.</p>	2002/2 nd Qtr.	Rec. Supervisors		
<p>C. Work jointly with middle schools and high schools on how to access teens as a means to plan programs targeted to their interests with activities.</p>	<p>1. Develop a strategy to be on a campus to work with teens and the schools to provide after hour programs and lunchtime programs with teens involved in planning.</p>	2002/3 rd Qtr.	Rec. Supervisors		
<p>D. Develop a holistic approach to the Community Services planning process to assess and establish which service areas should provide what type of preschool and teen activities.</p>	<p>1. Develop an ongoing research model of survey for teens by ages, benefits needed and activities they seek. All partners share equitably in cost.</p> <p>2. Contract with private businesses on activities that are high risk in entertainment value.</p> <p>3. Work with other service providers to create a more comprehensive approach working with parents to establish a Kid Fit Program</p>	2002/3 rd Qtr.	Rec. Supervisors & other divisions		
		2002/3 rd Qtr.	Rec. Supervisors & other divisions		

	<p>for preschoolers in a variety of activities.</p> <p>4. Offer a continuum of services from age 3 through 21 in the division.</p>	<p>2002/3rd Qtr.</p> <p>2003/1st Qtr.</p>	<p>Rec. Supervisors</p> <p>Rec. Supervisors</p>		
<p>E. Review the development of another adult center in Tempe to match the growth of the adult population and provide for the wider range of interest of seniors.</p>	<p>1. Examine demographics and potential needs.</p> <p>2. Look at establishing partners for development of a center and programs.</p> <p>3. Target in the CIP</p> <p>4. Add nutrition sites for seniors on the south side of Tempe as needed.</p>	<p>2001/4th Qtr.</p> <p>2002/2nd Qtr.</p> <p>2002/3rd Qtr.</p> <p>2003/1st Qtr.</p>	<p>Leigh Schofield</p> <p>Leigh Schofield Leigh Schofield & Bob Pohlit</p> <p>Leigh Schofield</p>		
<p>F. Develop a strategy to target younger seniors with the current programs that are being provided in Tempe and what might be needed in the future.</p>	<p>1. Develop a list of program interest through user surveys.</p> <p>2. Establish gaps in the market through a needs assessment.</p> <p>3. Test some programs.</p>	<p>2001/4th Qtr.</p> <p>2001/4th Qtr.</p> <p>2002/2nd Qtr.</p>	<p>Michele Ray-Sezate</p> <p>Michele Ray-Sezate</p> <p>Michele Ray-Sezate</p>		
<p>G. Create disability study of needs in Tempe and the region to identify the city and recreation services role in meeting the needs of the disabled.</p>	<p>1. Establish partnerships with other service providers in the City to avoid duplication of services.</p> <p>2. Work with Commission on Disability Concerns to aid in the study of the needs of the disabled in Tempe.</p>	<p>2001/2nd Qtr.</p> <p>2001/4th Qtr.</p>	<p>Leigh Schofield</p> <p>Leigh Schofield</p>		

<p>H. Develop a strategy to theme programs targeted to families of all ages to enjoy recreational opportunities together in a fun environment.</p>	<p>1. Establish a family program section.</p>	<p>2003/3rd Qtr.</p>	<p>Leigh Schofield</p>		
<p>I. Establish a market strategy for serving 18-24 year old adults in the recreation programs and services they desire.</p>	<p>1. Identify the 18-24 age group by zip code or planning area. 2. Identify other service providers and conduct an interest survey with these groups. 3. Partner with ASU 4. Target sports groups and programs to this age groups 5. Lower age for adult sports to 16 years. 6. Link with surveys for this age group to other surveys being conducted.</p>	<p>2001/4th Qtr. 2002/1st Qtr. 2002/3rd Qtr. 2002/3rd Qtr. 2001/3rd Qtr. 2002/1st Qtr.</p>	<p>Rec. Supervisors Rec Supervisors Rec. Supervisors Larry West Larry West Rec. Supervisors</p>		
<p>J. Determine and implement an equitable approach to female sports access to facilities in Tempe.</p>	<p>1. Track primetime available of girls sports access on existing recreation facilities.</p>	<p>2001/4th Qtr.</p>	<p>Larry West/Resource Coordinator</p>		
<p>K. Evaluate equity spending in the community based on demographics to ensure a</p>	<p>1. Through ABC costing and tracking, both maintenance and recreation programs</p>				

good return on the investment.	will be costed out by zone to measure equity levels provided.	2002/4 th Qtr.	Admin.		
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Action Strategy 9. Parks and Recreation will seek innovative and equitable partnerships with schools and other service providers in Tempe and the region in the delivery of programs and services.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Create equitable partnerships and program opportunities with youth sports, churches, neighborhood groups, YMCA, schools, ASU and private sector agencies to enhance service.	Meet with common groups and agencies to develop partnerships and program opportunities.	2002/1 st Qtr.	Admin. & Rec. Supervisors		
B. Establish partnership policies for public/public, public/not-for profit and public/private relationships to ensure consistency.		2001/4 th Qtr.	Admin. & Rec. Supervisors		
C. Establish partnerships with other cities in coordinating equitable facility and program development.	Meet with adjacent city's parks & recreation staff to determine facility and program partnerships.	2001/4 th Qtr.	Admin. & Rec. Supervisors		
D. Establish a holistic approach to partnership development of programs for Rio Salado					

Park to proactively develop with Parks and Recreation Department.		2001/3 rd Qtr.	Admin. & Leigh Schofield		
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Action Strategy 10. Nurture partners and develop linear parkland and place more emphasis to build connections.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Develop designs, implementation priorities and funding options for a pedestrian pathway and bicycle system for canals, rails, freeways and streets to connect to destination points.	<ol style="list-style-type: none"> 1. Develop a consistent funding source to provide dollars for improving paths and arterial street, canal, rails and freeway crossings. 2. Connect open space path in The Groves and Kyrene/Elliott retail area to local and regional path system. 3. Complete improvements to El Paso gas easement, fill in underdeveloped trails and landscape to link Optimist Park to Kiwanis Community 	<p>2002/3rd Qtr.</p> <p>2004</p>	<p>Admin. & Transportation</p> <p>Admin. & Transportation</p> <p>Admin. & Transportation</p>		

	<p>Park.</p> <p>4. Make trail connections from Elliot, north to Western Canal and complete link to Ken McDonald Golf Course.</p> <p>5. Develop neighborhood-oriented standards of design that addresses safety and cost on linear park and trails.</p> <p>6. Consider redesign of Ken McDonald hole #11 to a par 4 to avoid play over the path system by moving the tee box west of the canal.</p>	<p>2004</p> <p>2004</p> <p>2001/4th Qtr.</p> <p>2004</p>	<p>Admin. & Transportation</p> <p>Admin. & Transportation</p> <p>Admin. & Transportation</p>		
B. Negotiate with ADOT/Mag to add pedestrian over passes.	<p>1. Partner and coordinate efforts with the Transportation Division to link parks.</p> <p>2. Add or improve over passes at Country Club, Dorsey, Kyrene and College on US 60 and Balboa on HWY 101.</p> <p>3. Obtain ADOT approval and seek ADOT funds and grants to help and support the cost.</p> <p>4. Seek public approval in design and support by the neighborhoods involved.</p>	<p>2001/4th Qtr.</p> <p>2005</p> <p>2003</p> <p>2004</p>	<p>Admin. & Transportation</p> <p>Admin. & Transportation</p> <p>Admin. & Transportation</p> <p>Admin. & Transportation</p>		

	<ol style="list-style-type: none"> 5. Seek design solutions that work around private ownership. 6. Build advocacy for the concept with ADOT officials and the City of Tempe. 	<p>2004</p> <p>2003</p>	<p>Admin. & Transportation</p> <p>Admin. & Transportation</p>		
C. Consider cell phone towers in parks as a revenue producing opportunity.	1. Seek an RFP from cell phone companies for potential cell tower sites.	2002/1 st Qtr.	Admin.		
D. Develop separate documents for understanding SRP's and UPRR operations/maintenance requirements.	1. Evaluate the opportunity to create greenway utilities within the City working jointly with other service providers.	2002/4 th Qtr.	Admin.		

Action Strategy 11. Integrate new technologies to existing parks.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Upgrade existing ball field computer management system for lighting and expand to include park lighting.	1. Update modems and communication cards through a vendor (that can work within the heat over a multi-year basis.) This will include adding other lighting in parks and parking lots.	2002 3 rd Qtr.	Bob Pohlit		
	2. Negotiate demand charges with utilities for lighting	2002/2 nd Qtr.	Bob Pohlit		

	costs.				
B. Study future solar technology opportunities that respond to park needs and are cost benefit effective, sufficient capacity and vandal resistance.	1. Develop an incentive and reward program for staff to track the cost of electricity and establish ways to bring utility costs down.	2002/1 st Qtr.	Public Works – Field Services		
C. Create and/or upgrade inventories and audit for amenities and infrastructure.	1. Add software program to record information received from maintenance audit information and from master plan. 2. Establish visual inventory of each park condition.	2002/1 st Qtr. 2001/4 th Qtr.	Public Works Bob Pohlit		
D. Study new irrigation, chemical and turf products that reduce the demand on maintenance.	1. Balance improvements with the parks that provide the greatest savings against needs. 2. Save 20% water usage. 3. Expand use of maxi-com controllers to manage City irrigation system to conserve water.	2003/3 rd Qtr. 2002/4 th Qtr. 2002/1 st Qtr.	Bill Burkhart Bill Burkhart Bill Burkhart		
E. Explore the cost benefit of introducing energy saving electric fixtures at athletic fields.	1. Complete a lighting study to evaluate the potential cost savings. 2. Partner with city’s utilities energy manager to work jointly on maximizing	2003/3 rd Qtr.	Bob Pohlit		

	reductions in utilities.	2002/2 nd Qtr.			
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Action Strategy 12. Develop and implement creative themes to respond to public desire.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Develop a process to include neighborhoods when creating themes and park identification.	1. Establish principles in design for baseline design and allow the neighborhoods to customize according to demographic appeal.	2001/4 th Qtr.	Mark Richwine/Jim McGeorge/Bob Pohlit		
	2. Involve the neighborhoods in the planning process for parks.	2001/4 th Qtr.	Mark Richwine/Jim McGeorge/Bob Pohlit		
B. Use a variety of references as a guide to create park themes.	1. Allow playground companies to propose a design concept for neighborhoods to pick and choose based on need.	2002/1 st Qtr.	Bob Pohlit		
C. Integrate art principles into park development and redevelopment opportunities.	1. Work jointly with the Tempe Arts Commission on art standards that could apply to neighborhood and community parks.	2001/4 th Qtr.	Mark Richwine/Jodi Ulich		
D. Add color and vibrancy to equipment, ramada's and furnishings.	1. Develop image upgrade plans for all parks in the system.	2002/2 nd Qtr.	Bob Pohlit		

Action Strategy 13. Develop or redevelop parks and path system to positively influence land values.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Review each park facility life cycle based on community needs to determine value of park amenities and programs at the site.	1. Develop a resource allocation to create base line data on management cost against asset value.	2002/1 st Qtr.	Bob Pohlit		
	2. Review parks and amenities for safety, ADA and code compliance for the purpose of developing a program for funding, replacement and or renovation.	2002/3 rd Qtr.	Bob Pohlit		
B. Review water quality in lakes and determine potential remodeling strategies to improve water quality and to reduce maintenance.	1. Establish feasibility of getting water to park sites from reclamation plants.	2002/4 th Qtr..			
C. Audit irrigation and lighting systems in parks developed before 1990 to establish an upgrade program to lower water application or energy consumption.		2002/2 nd Qtr.	Bob Pohlit		
D. Expand Park Ranger Program to community and neighborhood parks.	1. Establish regular visibility of Park Rangers in trouble spots and high use areas in the parks. 2. Develop a Park Watch	2003/3 rd Qtr.	Admin. & Police		

	<p>Program and Park Ambassador Program to compliment the Park Ranger Program.</p> <p>3. Get citizens involved in park safety programs through a Park Watch Program, Park Ambassador Program and Path Monitors.</p>	2001/4 th Qtr.	Admin. & Police		
		2001/4 th Qtr.	Admin. & Police		
E. Develop standards for size, site furnishings, turf types and rotation in order to add dog parks in neighborhood parks.	1. Identify locations for additional dog parks and meet with users on design standards.	2001/4 th Qtr.	Admin.		
F. Implement projects identified as Future Phase in the CIP program, such as Tempe Sports Complex, KRC and Papago Park.	1. Establish a cost benefit for enhancements and improvements.	2002/3 rd Qtr.	Admin.		
	2. Consider incorporation of transit facilities in future regional park facilities or park enhancements.	2002/3 rd Qtr.	Admin.		
G. Evaluate conditions of parks with flood irrigation, and determine cost benefit to convert to auto system.	1. Establish a priority schedule for parks needing upgrading.	2002/3 rd Qtr.	Bob Pohlit		
H. Incorporate Xeriscape landscaping principles of any non-programmable spaces in	1. Establish a priority schedule for parks that need to be converted and gain				

parks.	neighborhood support. 2. Establish a water use program and priorities for how parks get converted.	2002/3 rd Qtr. 2003/1st Qtr.	Bob Pohlit Bob Pohlit/Water Utilities/Field Services		
I. Explore bathroom facility alternatives and consider the creation of standards, which determine how parks receive bathrooms.		2002/3 rd Qtr.	Bob Pohlit		
J. Review ADWR guidelines to determine if they apply to ball fields and if these need to be adjusted for maintenance intense areas.		2002/1 st Qtr.	Bob Pohlit/Water Utilities/Field Services		

Action Strategy 14. Review design standards that impact the ability to deliver safe facilities and make security enhancements during park redevelopment..

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
A. Review design standards for effectiveness and prepare benchmark against other communities.	1. Analyze recent park improvements that have been implemented under current CPTED standards. Identify conditions that need improvement and identify opportunities to relax standards that exceed acceptable security levels and have high capital cost.	2002/2 nd Qtr.	Bob Pohlit & Police		

	<p>2. Review park area lighting standards for security, light quality and aesthetic design. Make recommendations to update illumination, product and maintenance design criteria.</p>	2002/3 rd Qtr.	Bob Pohlit		
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Action Strategy 15. Consider adding four gateways at the major entrances to the City to promote community provide through strategic enhancements and foster economic development opportunities for the City.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
<p>A. Research parcel availability for new gateway parks.</p> <p>B. Initiate partnering request for development of gateways and identify funding alternative sources available.</p> <p>C. Identify a method for designating and implementing the gateways. Artist/architect collaborations, and local business sponsorships are alternative ways to implement gateway designs.</p>		<p>2003/1st Qtr.</p> <p>2003/3rd Qtr.</p> <p>2003/4th Qtr.</p>	<p>Bob Pohlit</p> <p>Bob Pohlit</p> <p>Bob Pohlit</p>		

Action Strategy 16. Create Land Acquisition Opportunities in under-served areas to manage against park gaps in Tempe.

Recommendations	Tactics	Timeline	Assigned To	Status	Cost
<p>A. Enter into negotiations with ADOT to acquire land currently being used as retention basis.</p>	<ol style="list-style-type: none"> 1. Create a neighborhood park development plan and capital improvement budget for the 30-acre parcel south of State Highway 360 and west of Kyrene Road. 2. Consider acquiring an 8-acre parcel north and east of the ADOT basin if current residential property owners plan to redevelop. This acquisition would allow for vehicular access of Kyrene and provide for non-retention land to be developed for recreation opportunities. 3. Consider acquiring 30-acre ADOT parcel currently being used as a retention basin, part of Interstate 10 and south of Warner Road. Monitor demographic shifts in neighborhood development plan and plan to develop as sports field complex if population 	<p>2004/1st Qtr.</p> <p>2003/4th Qtr.</p>	<p>Admin.</p> <p>Admin.</p>		

	continues to increase in this quadrant of the city.	2005	Admin.		
	4. Review potential redevelopment opportunity on 9.5 acres of distressed neighborhood property west of Miller Road and north of Curry. This area is planned mixed-use and is one of 5 sites being considered for the North Tempe Community Center.	2002	Admin.		
	5. Monitor the Mitchell School lease with ASU, and prepare an analysis of potential re-use opportunities. An assessment of the building condition will be needed to determine if asbestos abatement is required. If re-use is possible, consider uses that have low traffic impact on the neighborhood. Cultural and art programs is a desirable use.	2003	Admin.		

Glossary of Terms

ABC: Activity Based Costing is an attempt to measure the true cost of an activity or program by capturing both the direct and indirect costs. This also includes the addition of overhead costs as well (i.e. square feet cost for utilities, building costs, administrative salaries, etc.)

Accountability: Behavioral standards, as well as measurable outcomes for tasks which have been assigned to employees with the understanding that their performance will be measured against these standards.

Action Plan: A sequenced and prioritized chronology of intent, commitment and tactics. Includes defining what one is going to accomplish and some of the key activities involved in achieving that goal.

Activity: Motion toward a clearly targeted result. Activity is something one does, as contrasted with something one gets done (result).

ADOT: Arizona Department of Transportation

Amenities: A feature that adds or contributes to the value or attractiveness of a site or setting.

Analyze: To divide the whole into its component parts (who, what, where, when, how, why) in order to determine the nature and function of, and proportion and relationship between, the parts.

Appraisal: Determination of the value and possibilities implicit in a person's performance and personality at a particular time.

Appropriation: An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Arterial Street: A general term for a street that serves to move considerable numbers of vehicles within the community. In a larger sense it includes freeways and expressways on a county and regional level. Examples of such streets are Rural Road, McClintock Drive, Broadway Road and Baseline Road.

Assets: Property owned by the City, which has a monetary value.

Asset Management: Managing the useful life of a facility or piece of equipment.

ASU: Arizona State University

Attributable Revenue: The revenue generated as a direct consequence of the provision of a specific governmental activity, such as fees for service, state or federal aid for programs, and income from sales. If the government no longer provided the service, the revenue would also stop.

Baseline Standard: Those minimum standards that are set for the basic operation of a service or area.

Benchmark: A measure of performance in relation to the external environment, especially competition's, against which future changes are evaluated.

Biodiversity: The tendency in ecosystems, when undisturbed, to have a great variety of species forming a complex web of interactions. Human population pressure and resource consumption tends to reduce biodiversity to low levels.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital project, such as buildings, street and bridges.

Bond Anticipation Notes (BANs): Short-term interest bearing security issued in anticipation of a long-term bond issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Budget: A comprehensive financial plan of operation which allocates limited revenues among competing expenditure requirements for a given time period. There can be two types of budgets - the annual operating budget and the Capitol Improvement Plan.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Document: The official written statement prepared by the Executive Department which presents the proposed budget to the legislative body.

Budget Message: A general discussion of the proposed budget presented in narrative form as a supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Executive.

Capacity Management: Measuring how much a facility is being used and targeting the ideal level of use for the facility to ensure customer enjoyment.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Fund: A fund established to account for all resources, principal and proceeds, which are used for planning, acquisition, and construction phases of capital projects.

Capital Improvement Plan (CIP): A plan for capital expenditures to be incurred each year over a period of future years setting forth each capital projects, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

Capital Improvements: Physical assets, constructed or purchased; the acquisition of land; or improvements to land or buildings. Capital improvements typically involve physical assets such as buildings, streets, water and sewage systems, recreational facilities, and major pieces of equipment.

Capital Outlay: Expenditures for equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

City Budget: Tax revenues allocated to the parks department by the City Council.

Coach / Counsel: A person who helps other develop insights and actions to achieve mutually understood goals. This pertains particularly to helping others identify, surface, fuse and focus their present and potential strengths.

Collaborate: Coordination in action. A blend of strengths to produce positive symbiosis and synergy.

Collector Street: A street that provides for traffic movement within neighborhoods or a community and serves as a connection between arterial streets and local streets. Examples of such streets are Alameda Drive, Hardy Drive and College Avenue.

Commitment: An internalized, then externalized, concentration of desire and energy focused on various degrees of achievement. An “integrity of intent.”

Communication: Shared meaning, shared understanding.

Compensation: Full value, psychological or financial, provided or received for energy expended in accomplishing results.

Consistency: Unity of thought, word or deed over a continuum of time, space or relationship.

Consultative Management: A style of management where leaders involve team members in decision making, problem solving and process improvement. The tough-minded leader places a premium in asking, listening, and hearing. Thus, when he or she, makes a decision and stresses the logical deployment of strengths, team members are expected to meet lean, stretching commitments. Clear-cut accountability is a crucial operational requirement.

Continuous Improvement Cycle: A system of six steps used routinely to improve and evaluate programs and facilities.

Control: An end result of interactive processes involving clarity of expectation and the achievement thereof. Control is not a tool per se. It is a result of excellence in applying the other concepts in the tough-minded leadership system.

Control Measures: An established baseline against which performance is measured which then allows supervisors to facilitate the correction of unwanted variances.

Coordination: Shared meaning and shared understanding that permits and requires the synchronized effort of appropriate people to achieve mutually understood goals.

Cost of Non-Quality: The sum of all costs incurred as a result of products or services, which did not have quality.

Cost of Quality: The sum of all costs, which are investments in the design, delivery or production of products and services and the development and training of the workplace to provide quality.

Cost Effectiveness: The ability to deliver the product/service within the established budget without waste of time or materials.

CPTED: Crime Prevention Through Environmental Design.

Craftsmanship: Ability to meet the standards using the technical skills and experience unique to the professions.

Creativity: The ability to think outside the routine patterns, to see separate systems and process into their component parts and reconfigure, add and delete to produce an optimal result.

Critical Success Indicators: Internal measures of success, which must be met in order to, assure the positive completion of the business plan or any work plan.

Culture: The pervasive philosophy, central values, beliefs, attitudes and practices of an organization, and the microelements that make things happen.

Customer Friendly: Programs and services that value customers themselves and are easy and hassle-free.

Customer-Led Automated Marketing Systems (CLAMS): A total operational system fed by imaginatively programmed touch-screened computers to provide constant and comprehensive customer input as a basis for ongoing evaluation and improvement of the entire pyramid.

Customer Satisfaction Survey: The use of different types of research tools, which collect opinions from customers and provide data for program improvement. These can include pre-evaluations, post-evaluations, and focus groups.

Debt Service: The payment of principal and interest on borrowed funds, according to a pre-determined payment schedule.

Delivery Engineering (Re-Engineering): Creating a step-by-step process in order to consistently delivery quality programs and facilities to users.

Demographics: The study and statistical reporting of populations and groups of people including factors such as: age, race, family size, income, and/or other statistical information as determined by the research.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be comprised of sub-department, agency, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. The portion of the cost of a capital asset which is charged as an expense during a particular period. This represents the decrease in value of physical assets due to use and the passage of time.

Develop: To generate, synthesize, nurture and ultimately create something better.

Directive: Words or actions, felt or implied, that arbitrarily indicate an action or result desired. Tends to suggest “compression and pushing” rather than “evoking and stretching.”

Dissatisfaction: A preoccupation with past failures; a tendency to dwell on what didn't work. This term should not be confused with dissatisfaction, which is a healthy, hungry desire to change, grow and move onward and upward.

Donor Base: Gifts from individuals and corporations as well as grants from foundations and government.

Dream: A deeply felt hope of the possible. Dreams lift and move individuals and organizations to the highest level.

Earned Income: The various sources of revenue that can offset program and facility costs that are outside of user fees. These can include advertising, sponsorship, trade-outs, in-kind services, partnerships, use of private contractors, merchandising, concessions, hospitality, naming rights, etc.

Easement: A broad term that grants the right to use a property or properties belonging to another. It is typically associated with rights-of-way and utility companies in enabling them to provide service.

Empathy: The imaginative projection of one's consciousness into the consciousness of another. The ability to put oneself in another person's shoes.

Empower: To create and foster a relationship in which the other person or persons understand their significance, possibilities and strengths. People who are empowered have a clear understanding of their authority, responsibility, accountability and valued role on the team, and they have autonomy that is symbiotic with others. You obtain power by giving power.

Enhancements: To make greater, more desirable or attractive in ways, which are beyond the baseline, standards. In neighborhood parks, the community must participate in enhancements.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Enterprise Funding: Revenue from projects in which dollars are paid for services rendered and are collected and held in a designated revenue fund to cover expenses from the activity the money was generated from.

Equipment: One of the major expense codes used to categorize appropriations. Equipment includes County appropriations for office, construction, plant, laboratory, grounds, motor vehicles, safety, tools and shop equipment.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year. The amount of revenue estimated is the amount approved by the Legislature.

Evaluate: To identify the relative value of a person, place, thing or relationship. The values (strengths) are often revealed by analysis.

Expenses: Charges incurred for operation, maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts and other charges.

Excellence: What happens when you give an undertaking your best shot and know it.

Expectations: The unstated standards/specifications which both internal and external customers have for the design and delivery of products and services.

External Customer: Any person, company or entity outside the organization, which receives a product, service or other deliverable.

Fair Market Pricing: The fee charges cover the total cost.

Federal Aid: The financing of eligible projects through the use of Federal funds other than Federal Revenue Sharing.

Federal Revenue Sharing: The financing of eligible projects through the use of Revenue Sharing funds.

Fee Schedule: Fees cover partial costs.

Feedback: Telling one another the truth as it is evidenced. The ability to give straightforward answers, to separate opinion from fact, and to discuss differences without resentment. Information that clearly indicated the progress and corrective needs of an ongoing project.

Fiscal Year (FY): A twelve-month period designated as the operating year for an entity. For the County, the fiscal year is the same as the calendar year - January 1 to December 31 - also called the Budget Year. The fiscal year for the State of New York is April 1 - March 31 - also called the Budget year. The fiscal year for the State of New York is April 1 - March 31. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Flexibility / Resilience: The opposite of rigidity. The living and committed responsiveness to possibilities, difficulties and opportunities.

Focus: A point at which energy converges; concentrated centering of effort. A focus team shares these perceptions and acts accordingly.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Fully Functional Team: A team that epitomizes and validates the tough-minded principles in action. A group that consistently meets, surpasses and developed new dimensions of goal actualization.

Functional Area: Support units, which service internal customers in the line of business. Examples include human resources, finance, and accounting.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities (CB) which are segregated for the purpose of carrying on specific activities or attaining certain objectives (see General Fund).

GAPS: Grants, Alliances, Partnerships and Sponsorships. A multi-faceted, non-traditional strategy to counter the diminishing dollars available. It involves leveraging resources to solicit more community business/organization contributions of cash, goods, services, and volunteers toward park facilities and recreation programs and projects.

Gateway: A specialized treatment of specific locations on the boundaries of the community which may utilize a unique pavement treatment, landscaping, traffic signals as well as distinctively designed signs. The intent of this treatment is to readily identify entry into as well as exit from, the community, and to promote a specific identity.

General Fund: The largest fund within the City, the General Fund accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, services charges, and other types of revenue. This fund usually includes most of the basic operating services.

General Obligation Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the terms is also used to refer to bonds, which are to be repaid from taxes and other general revenues.

Goal: Something one wishes to accomplish. Broader and more timeless than an objective. Expressed as a desired and targeted happening.

Go-Giver: A positive term replacing "go-getter." A go-giver is a tough-minded person who knows what one can achieve much more when major energies are directed toward giving encouragement, knowledge, inspiration and understanding to others rather than seeking self-aggrandizement only.

Grants: Contributions from established foundations or government sources often with restrictions about its use. These require a detailed proposal. A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Incident File: A document in which key episodes (both positive and negative) are recorded. To be used for development coaching and counseling.

Innovation: Newness in action. Ever-searching, ever-changing concepts, methods, research and application.

Integrity: Strength, reality, authenticity, toughness.

Interactive: A program or service or event that allows people to actively participate as opposed to being a spectator.

Interdependent: Reciprocal interaction of mutually dependent team members. Such interaction becomes synergistic when the individual team members are provided with feelings of significance, constant learning, positive values and examples, focus and clear expectations.

Internal Customer: Any person from within the organization who receives internal products or services and who expects a certain standard to be met by others within the organization.

Interest: The price paid for the use of money, or the return on investment obtained from investing or lending money.

Intuitive Leadership: The demonstrated capacity to take correct actions without necessarily knowing why. Accurate guesses, whether educated or merely sensed. A feel, a sense, a sensation in the gut of what is appropriate. Quick and ready insight.

Involvement: Joint and shared use of talents to develop, clarify and achieve symbiotic relationships and synergistic results.

Job Description: A listing of key result requirements that constitute or define a job or position.

Key Result Areas: Major areas of an individual position or job. They are usually determined so that objectives or standards will be established for all significant responsibilities of the position. Term may also be used to apply to a major emphasis of an enterprise or project.

Land Stewardship: The act of managing the land and its resources in a sustainable or restorative manner.

Lead Management: A management style which encourages supervisors to establish an adult-to-adult working relationship with employees that is participatory. The basic skills are effective communication of expectations, coaching to achieve competence, positive reinforcement for success along with feedback in areas requiring improvement, joint problem-solving and the use of routine accountability structure which enable employees to become self-sufficient.

Leaders: People who articulate the mission, create the environment, set the tone, provide the support, and allocate the resources necessary to promote strategic action plans and continuous improvements.

Leadership: The exercise of a system of expectations -- an ever-changing, ever-dynamic gestalt of interacting minds -- designed to mobilize and maximize the most effective use of strengths to achieve objectives.

Leadership by Expectation: Leadership in which a complete and pervasive system of expectations is established throughout the organization and is fueled by the logical deployment of strengths. Leadership by expectation involves the belief that people are the alpha and omega of all organizational success.

Leadership by Renewal: The consistent practice of the principles and methods outlined with primacy given to the belief that all team members are more productive and actualized when they are reaching, growing, involved, empowered and discovering new feelings of individual significance. It is a tough-minded axiom that a leader must first become this kind of person in order to provide true leadership by renewal.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.

Local Street: A street that provides for direct access to residential, commercial, industrial land for local traffic and connects to collector and/or arterial streets.

Local Dollars: The difference between appropriations and revenues, which must be raised through the property tax levy.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Management by Objectives: A management style where, ostensibly, all decisions and actions are executed for the purpose of achieving and exceeding clearly defined and agreed-upon objectives.

Management Process: In the tough-minded management lexicon, this means the following sequence: research, vision or mission, plan, organize, coordinate, execute, control.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition for reimbursement of expenditures.

Marketing: The process of determining what users really want, how much they will pay for it, and their ability to purchase the product or service.

Matrix: An inner-connected framework of systems in which effectiveness is dependent upon the successful participation of staff from more than one functional area and interact with each other.

Matrix Management: The behaviors used by managers and supervisors to coordinate multiple processes and systems from different work groups toward a common outcome.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations:

Maximum Maturity (M.M.): The maximum maturity limits the duration that debt can be outstanding to less than that allowed by the P.P.U. The M.M. is specified in the borrowing resolution. This is done primarily to avoid the issuance of Capital Notes as there is no requirement for the five-percent cash if the maximum maturity is fifty percent or less of the P.P.U. It can be used by the Legislature to limit the time period allowed for debt repayment to less than that allowed for under Local Finance Law.

Mission: A clear, precise statement (100 words or less) about the intent of a support service. The mission tells (1) who is the customer; (2) what is the product or service; (3) how it is delivered; and (4) what is unique or value-added about this provider.

Mixed use: A specialized land use characterized by development that could combine up to three land uses: residential, service commercial and retail commercial. This form of development integrates vertically and/or horizontally, permitted uses, tied together by common legal agreements and shared parking.

Multi-Use Facility: Facility that has more than one designed use, preferably 5 or 6 users per amenity that allows the manager to change the use based on the seasonality, trend, revenue opportunity to increase the capacity.

Native Vegetation: A plant whose presence and survival in a specific region is not due to human intervention or cultivation.

Natural Work Team: A supervisor and his/her direct report(s) who work together on a routine basis. These teams work independently to improve those processes which begin and end within their span of control.

Negative: Any action that involves retreating from the challenge and discipline required to achieve positive results.

Neighborhood: An area within a community that contains individuals sharing common needs such as school or schools, shopping or service areas, recreation areas or geographical features.

Neighborhood Parks: Parks that attract people within walking or easy bicycling distance.

Nurture: To provide insights, expectations, reinforcement; asking, listening and hearing that help people grow.

Objective: Something one wants to achieve. A specific statement of quality, quantity, and time values.

Open Space: A term normally associated with active and passive recreation areas, such as parks, playgrounds and golf courses. In the context of this document, the term has been broadened to include storm water retention areas, railroad and canal bank right-of-way and utility easements.

Open Listening: Truly open “hearing” with heart, mind and soul. A felt and expressed desire to truly understand another person.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel.

Organization: “Organ in action.” In business, government and other kinds of endeavors, the collective functioning of a group to achieve mission, goals, and objectives.

Other Sources: The financing of projects from sources other than tax supported, federal and/or State Aid (i.e. private funds, fees).

Park Ambassadors: Volunteer leaders from both the Parks Department and the community at large who are willing to adopt a local park, monitor baseline standards, and suggest enhancements to the local park.

Parks Foundation: A private not-for-profit organization, which is separate from the Parks Department, which raises money from donors and allocates those resources to the Department for specific projects.

Participation: Encouraging the inclusion of more people in defining, planning, designing and critiquing the work process.

Partnership: A less formal relationship where the project or program is of mutual benefit, but may not always generate revenue.

Pay-As-You-Go: The strategic use of tax revenues to finance projects in an effort to reduce the issuance of debt and the related interest costs, i.e. use of tax revenues to finance annually recurring projects.

Performance: Discernible and productive actions moving beyond target or intent and actually fulfilling commitment.

Performance Budget: Expenses are outlined into three (3) categories:

Inputs: How much are we going to spend for this activity?

Outputs: What we expect to get in return on the investment made, such as number of people involved, revenue earned, customer satisfaction level, etc.

Outcomes: What we really received in terms of participation, revenue, customer satisfaction, etc.

Performance Improvement Team: A team of employees from several levels and/or departments of the organization working together to improve performance within an accurately documented and controlled process.

Performance Standards: A baseline level of achievement. Commonly defined as, “A standard indicates performance is satisfactory when . . . “ Meeting standard performance is the basic requirement for maintaining a position. Extra reward should be bestowed only when the standard is exceeded.

Period of Probable usefulness (P.P.U.): The maximum period of time available, by law, to repay indebtedness. P.P.U.s for various types of projects are mandated by Local Finance Law, and range between 3 and 40 years.

Philosophy: A body of truths and firm beliefs. Organizationally it is the basis for the development of mission, goals, objectives, organization, expective action plans and controls.

Plan: An orderly assortment of actions designed to fulfill a mission or accomplish a goal or objective. An objective by itself is not a plan; it is only the basis for one.

Positive Action Teams: Teams of employees from several levels and or departments of the organization, working together to solve problems, to improve processes, or to access the potential in new arenas.

Possibility Team: A Dynamic group of people assembled to blend strengths to discover, recommend and achieve innovative improvement in all dimensions of the organization.

Power: Qualities emanating from the leader that exert compass-like pull, both subtle and overt. Such qualities provide both direction and attraction, purpose and pull. Positive, forward-focused influence.

Power Teams: A team that is lifted and stretched toward new and exciting levels of positive achievement. A team that is value-centered and value-led.

P-Pyramid: The pyramidal triangle that presents the following sequence of Ps: Philosophy (principles), Policies (programs), Processes (practices), Programs (people), Purpose (profit). These Ps represent the complete infrastructure of any organization.

Presence: A total appearance or impression projected by an individual. A person with presence emanates confidence and effectiveness and inspires the confidence of others.

Principal: The par value or face value of a bond, note, or other fixed amount security, excluding accrued interest.

Program/Facility Design Team: Putting together programs or recreation facilities with the objectives of the customer as determine by market research with the customer in mind.

Process Flow Diagram: A set of intentionally sequenced actions designed to accomplish a particular outcome, product or service.

Profitability: In financial terms, profitability refers to revenue over cost. At our organization, we place emphasis on improving the profitability of both products and relationships, rather than making profit per se.

Promotional Design: creating brochures and advertisements that explain the benefits of the programs and facilities in way that are meaningful to the customer.

Purpose: An overriding, lifting, stretching end to be attained.

Quality: Meeting or exceeding the standards for the delivery of the products and services where the customer has contributed the development of the standard.

Regional Attractions: Facilities and events, which draw people from the area and which, may generate revenue. These activities may hold the public's attention all day.

Renewal: Innovation and renovation. The process of making fresh, strong and good; new physical, mental and spiritual strength. Bond Anticipation Notes (BANs) and Capital Notes are short term borrowing, one year or less, and they have to be renewed at maturity. A renewal is the re-borrowing of the debt, less the scheduled principal payment.

Renewal Organization: The type of organization in which all the Ps, with emphasis on the people, are geared toward the practice of these definitions.

Replicable: Able to be copied or reproduced. Systematic repetition of an idea or procedure.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Respect: Feelings, felt and expressed, that reflect enhanced awareness of the dignity, worth and individuality of another person.

Responsibility: Response-ability, or ability to respond. Responding fully to the pledge of a commitment; responding in a manner consistent with full integrity.

Results: The final happening. Not to be confused with a measurement of a result.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments (state and federal aid), fines, forfeitures, grants, shared revenues and interest income.

Revenue Anticipation Notes (RANs): Revenue Anticipation Notes are issued in anticipation of the receipt of revenues, generally non-tax revenues. They are typically used for cash flow borrowings. Specific revenues are set aside on receipt, for payment of the RAN and interest upon its maturity. The debt cannot extend beyond twelve months and must be paid in full at maturity.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for a current or future period: typically, a future fiscal year.

Revenue Source: A category of revenue, such as local source, state aid, or federal aid.

RFP: Request for Proposal.

Right-of-Way: The portion of land over which a public route or street is build or adjacent land the City has a right to develop or use.

Satisfaction Survey: Any survey sent to customers or users of a service to determine how pleased they are with the level of services offered.

Self-Funding: Dollars that are shifted from one program to another.

Self-Led Teams: Where focus, commitment and follow-through are generated from within the team. The synergistic conjunction of motivated individual members of the team.

Serial Bond: A written promise to pay specified sum of money (principal face value) at a specified future date (maturity date[s]) along with periodic interest paid at a specified percentage of the principle (interest rate). Serial bonds are typically used for long-term debt.

Shopper Program: A system whereby unidentifiable observes act as normal shoppers and check an operation's effectiveness at meeting pre-determined standards.

Soft costs: Expenditures associated with real estate development that are incorporated into construction costs. These include architect fees, legal fees, marketing costs, interest, origination fees, appraisals and other third-party charges.

Solar energy: Energy received from the sun in the form of electromagnetic radiation in the wavelength range from 0.3 to 2.7 microns. This includes all visible light as well as some ultraviolet and infrared radiation.

Sponsorship: A funding of a program made in exchange for promotion and recognition of the contributing organization.

Stakeholder: All parties concerned with the organization's development including but not limited to customers, employees, suppliers and users of the products or services and the community.

Standards: A set of characteristics with clearly defined ranges within which a given product or service must perform in order to be acceptable.

Strategic: Analyzing the future impact of decision by taking a long range and big picture approach.

Strategy: A careful plan or method focused on macro goals. Completed, fulfilled and sometimes exceeded with the aid of tough-minded tactics and micro-focused action steps.

Strengths: The true realities in life. Conversely, weaknesses are only what is absent or lacking. Strengths are the only building blocks, the only resources one can employ in every dimension of life. The meaning of strength and integrity is the same.

Structure: The formal policies, procedures and management systems, which define how the organization is intended to operate.

Structuring Skills: the ability to complete the improvement process by designing S.M.A.R.T. Action plans which are Specific, Measurable, Assignable, Result-oriented and Timelined.

Symbiosis: A relationship where living or working together provides and enhances mutual advantage.

Synergy: Working together, combined action or operation. The whole is greater than the sum of the parts.

System: A set of intentionally sequenced, often complex, interactive processes linked to accomplish a particular outcome, product or service.

System of Values: A complete and functionally compatible combination of essential truths. Values are the subjective interpretation of the immutable laws of the universe that shape and guide human reactions. The orderly expression and transfer of tough-minded values into practices is the essential process involved in building a climate of productivity.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the County's financial plan for the various funds.

Team: A combination of people or other productive units working in dynamic and positive conjunction with each other to produce synergistic results. A group that shares a common toughness of mind.

Teaming: An ongoing process; a leading-edge example of all of the "we" factors in action.

Team Motivation: Motive power in action, expressed synergistically. A tough-minded blend of pull (goals) and push (accountability).

Theory X. A management style described by Douglas McGregor in "The Human Side of Enterprise." It illustrates the reverse of all that is advocated by these definitions by stressing the use of organizational rank and directiveness as one's first expedient.

Theory Y: Another management style created by Douglas McGregor. It places a premium on caring about people and empowering them to give their best efforts to team accomplishment. It is in general agreement with tough-minded leaders.

Theory Z: A management style described in William Ouchi's book "Theory Z", it is based on 13 steps practiced by Japanese companies. This approach derives from numerous applications of tough-minded management techniques initially introduced to Japanese business people by Konosuke Matsushita, then chairman of the board of Matsushita Industries. He has credited Batten, Batten, Hudson & Swab, Inc. as the source of these seminal techniques.

Tomorrow-Mindedness: An approach in which all the Ps in the organization are designed and instrument to anticipate, create and innovate to meet requirements of the future. A tomorrow-minded leader is responsible rather than reactive.

Tool: Any useable resource or combination of resources to instrument a desirable level of achievement. Something one usually employs directly to get something done.

Total Quality: Integrity of function and composition, from alpha to omega.

Trust: The feeling that expectations will be met. The implicit belief in the integrity or strength of the potential behavior of another person.

Unsatisfaction: A healthy and hungry desire for new growth, new effectiveness, new levels of achievement. The reverse of dissatisfaction.

User Fees: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

User Friendly: Programs and services that are easy to understand, access and operable by the general public.

Valuability: Ability to value; ability to ascribe value to an event, circumstance, object or person and act on that value. Subjective interpretation and response -- as in response-ability or responsibility.

Value: The intrinsic worth (or strength) of any person or thing.

Value-Added: A product or service that has added features and benefits to delight the customer.

Value System: A dynamic, reciprocating and reinforcing conjunction of values.

Viewshed: Everything visible from a specific vantage point.

Vision: A transcendent view of the possible.

Visioneering: Having vision fed by a synergistic blend of resources tooled for actual achievement. The term we use to describe the tough-minded leader's kit of tools for the future.

Vital: Bursting with life and positively directed energy.

Warmth: Emotion and caring, flowing towards others, that transmit feelings of affirmation and reassurance.

Wisdom: The ability or gift of transcendent vision. To see the "big picture", to visualize the immediate need or problem in proper perspective. A knowledge of fundamental truths and the ability to use them in a meaningful, developing and positive way, producing a course of action that achieves desired results.

Xeriscaping: Creative landscaping design for conserving water that uses drought-resistant or drought-tolerant plants.

Zoning: The legal means used by the City Council to implement the projected land use plan of the community. Zoning situates land use in the form of districts in relation to one another, defines the land uses that may be used in each district, provides adequate space for each development as well as ensuring that uses can be properly serviced by government.

*City of Tempe Parks & Recreation
Master Plan 2001*