



KIWANIS

CITY OF TEMPE



Tempe[®] ARIZONA

**KIWANIS PARK
MANAGEMENT PLAN
OCTOBER 2020**



ACKNOWLEDGEMENTS

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INTRODUCTIONS

Consultant Teams:

GreenPlay, LLC, was founded in 1999 and is headquartered in Colorado with ten regional offices around the country. We operate as a CONSORTIUM OF EXPERTS specifically to provide management and consulting services for parks, trails, recreation, open space, and related quality of life agencies. We serve as a resource for agencies by organizing teams that are responsive, experienced in the field, and who understand the needs of individual communities. Our firm works nation-wide with 23 employees and over 75 technical consortium affiliates and sub-consultants to complete projects for large and small agencies throughout the nation. GreenPlay has successfully completed nearly 600 projects, working with local, state, and national government agencies, as well as with private sector organizations. GreenPlay team members have direct experience working for parks and recreation departments across the country as senior level administrators. GreenPlay consultants bring over 175 years of combined expertise in developing plans and documents that work conceptually and are implementable in each individual community.

Environmental Planning Group, LLC (EPG) is an interdisciplinary landscape architecture and environmental planning firm located in Phoenix with additional offices throughout the West. EPG specialize in planning, design, construction documentation, and construction administration for parks, trails, open space, and recreational facilities. With nearly two decades of award-winning experience and more than 300 completed projects in recreation planning and design comprising more than 300,000 acres, EPG has helped shape the municipal recreation experience across the Southwest and Intermountain West.

Plan Finalization Context:

Much of the data gathering and analysis of this report was conducted in 2019, with final analysis and formatting in 2020. During that time, the world was struck by the coronavirus global pandemic and issues of social equity and systemic racism have become increasingly evident.

The coronavirus disease 2019 (COVID-19), the country's most devastating pandemic in modern history, was officially declared a global pandemic on March 11, 2020, by the World Health Organization and continues to be a major global pandemic during the finalization of this report. As stated by the National Recreation and Parks Association (NRPA), and confirmed locally, parks are essential, especially during a health crisis, and a recent survey found that 83% of adults find exercising at local parks and open spaces is essential to maintaining their mental and physical health during the Covid-19 pandemic.

While in the midst of the Covid-19 pandemic, the inexcusable death of George Floyd has elevated issues of systemic racism and discrimination to the national and local forefront. This, along with other social equity issues, economic justice, as well as cultural, social, and political forces at play, will undoubtedly effect change in parks, open spaces, and recreation systems, similar to Covid-19, in ways beyond those possibly anticipated or than we could project during this planning effort.

Kiwanis Park and Recreation Center, as well as their programs and events, will continue to play an essential role in providing inclusive, equitable, and safe options for Tempe's diverse residents, staff, and visitors.

I. EXECUTIVE SUMMARY

A. Kiwanis Park and Recreation Center

Kiwanis Park is a unique facility within the Tempe park system. It was Tempe’s first regional park, providing several distinct active and passive/open space recreation opportunities for the community. At 125 acres, the park’s setting is focused around the 12.7-acre lake and is uncharacteristic for a Valley-area park with its unique undulating hills and rolling grassy areas. The Kiwanis Recreation Center includes the Valley’s first and only indoor wave pool. The one-of-a-kind Cloud at Kiwanis Park is a splash play area that attracts hundreds of people every summer.

The land for the park was purchased in 1972 with a 50 percent grant from the Bureau of Recreation. The site was selected as a result of an open space study completed by the City in 1969, and it was named after the Kiwanis Club, which donated funds for the development of this regional park. The park has served Tempe and area residents since 1974; the Kiwanis Recreation Center opened in 1988.

The park, which is just over one mile long, varies between approximately 1/8- to 1/4-mile wide, and runs alongside Salt River Project’s Western Canal and the Western Canal Multi-Use Path. Additionally, the larger park and recreation center includes eight distinct, yet interconnected activity zones, which aid in the management of the park.

B. Plan Purpose and Methodology

Purpose

The purpose of this planning effort is to create a management plan for Kiwanis Park and Kiwanis Recreation Center to guide decision-making for park and recreation center use, maintenance strategies, identity, and future improvements. Recently, the park and recreation center have received multiple separate improvements, which have been planned and implemented independently from one another. This plan will provide a unified vision for the park and recreation center for the next 15 years.

Strategic Priorities

Each recommendation of this plan will address one or more of Tempe City Council’s Five Strategic Priorities:

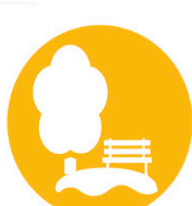
Figure 1: Five Strategic Priorities



Safe & Secure
Communities



Strong Community
Connections



Quality of Life



Sustainable Growth
& Development



Financial Stability
& Vitality

Guiding Principles

This management plan follows five guiding principles to ensure quality and diversity throughout the planning effort:

1. **Public Ownership:** Balance between special events and everyday experiences
2. **Connectivity:** To, through and from the park
3. **Opportunity:** Vibrant combination of active and passive activities for all walks of life
4. **Sustainability:** Social equity, health/wellness, asset preservation, environmental stewardship and economic value
5. **Identity:** Balancing the single park identity with multiple distinct activity zones

C. Planning Process

GreenPlay, along with Environmental Planning Group (EPG), worked with staff and residents in an inclusive way to develop the Kiwanis Park Management Plan. The project consisted of the following tasks:

- Strategic Kick Off
- Review and incorporation of other city planning documents
- Community and Stakeholder Engagement
- Market Assessment
- Program Analysis
- Maintenance Analysis
- Asset Inventory and Assessment
- Funding Analysis
- Draft Plan with Recommendations
- Final Plan with Recommendations

D. Recommendations

Six desired outcomes were developed:

1. Enhance user experiences through environmental and built infrastructure
2. Enhance user experiences through events, leagues and programs, service delivery and affordability
3. Enhance organizational efficiencies
4. Increase financial opportunities
5. Focus on environmental sustainability
6. Improve stakeholder understanding and support

E. Relevant Planning Documents

The planning process included the review and implementation of several city plans that are already in place, including:

- 2001 Parks and Recreation Master Plan
- Aquatics Needs Assessment Study
- Arts and Culture Plan
- Character Area Plan
- Previous Kiwanis Park Community Surveys
- General Plan 2040
- Parks and Recreation Capital Improvement Program Plan
- Transportation Master Plan
- Urban Forestry Master Plan
- Rio Salado and Beach Park Master Plan
- Climate Action Plan

II. ACTION PLAN

The following recommendations, objectives, and action items have been developed to guide implementation of the plan.

Timeframe:

- Ongoing
- Short-term to be completed in the next 5 years
- Mid-term to be completed in the next 5-10 years
- Long-term to be completed in the next 10-15

Recommendation 1: Enhance User Experiences Through Environmental and Built Infrastructure



Objective 1.1: Proactively maintain facilities and amenities.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.1.a Prioritize safety and cleanliness, especially in restrooms, the lake, on pathways, and high-use areas of the park.		Staff time	Ongoing
1.1.b Conduct maintenance tasks in accordance with established service level.		Staff time	Ongoing
1.1.c Prioritize maintenance of existing trees to help sustain and enhance benefits of the urban forest.		Staff time	Ongoing

1.1.d Develop annual park maintenance plan.		Staff time or consultant fees	Short-term
1.1.e Prioritize and maintain asset management practices to ensure lowest possible life-cycle costs.		Staff time	Ongoing
1.1.f Minimize community disruptions by coordinating repair or replacement efforts.		Staff time	Ongoing
1.1.g Continue to implement Capital Improvement Program for existing infrastructure.		Staff time	Ongoing
1.1.h Capture operating impacts in order to maintain infrastructure.		Staff time	Ongoing

Objective 1.2: Increase shade.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.2.a Implement Urban Forestry Master Plan principles, goals, and targets.	Cost of new and replacement trees	Staff time	Ongoing
1.2.b Replace missing trees and plant new trees to help sustain canopy and maintain species and age diversity	Cost of removal and installation of trees	Staff time/annual maintenance cost	Short-term

1.2.c Plant additional trees and install shade structures in areas of highest use.	Cost and installation of new trees and shade structure/s	Staff time/annual maintenance cost	Short-term/Mid-term
1.2.d Utilize certified and trained urban forest staff for maintaining the park's urban forest.		Staff time	Ongoing
1.2.e Assess and update the park's tree inventory annually.		Staff time	Ongoing
1.2.f Develop and implement annual park urban forest assessment.		Staff time	Short-term/Ongoing

Objective 1.3 Enhance safety and security.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.3.a Prioritize park cleanliness.		Staff time	Ongoing
1.3.b Ensure doors are installed on all restroom stalls.	Cost of new doors and installation	Staff time/annual maintenance cost	Short-term
1.3.c Assess overall park, recreation center and pathway lighting, especially along trails and secluded areas, to increase general safety and security.		Staff time	Short-term/ Ongoing annually

1.3.d Convert High Pressure Sodium (HPS) lighting to LEDs and consider additional lighting in secluded areas or areas of high visitation that may be under lit.	Cost of new lighting and installation	Staff time/annual maintenance cost	Short-term
1.3.e Add security cameras as recommended by the City's security assessment.	Cost of new cameras and installation	Staff time/annual maintenance cost	Short-term
1.3.f Consider adding fencing or more frequent monitoring of secluded areas, as well as areas of the park that experience increased vandalism.	Cost of additional fencing and installation	Staff time/annual maintenance cost	Short-term/Mid-term
1.3.g Educate and enforce leash laws.		Staff time	Ongoing
1.3.h Perform infrastructure inspections according to manufacturer recommendations; prioritize and address repair needs.		Staff time	Ongoing

Objective 1.4 Update and modernize Kiwanis Park, as well as individual activity zones.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
<p>1.4.a Develop conceptual plans for the Ruben Romero Activity Zone, Sister Cities Activity Zone, North Activity Zone, Recreation Center Activity Zone and the Ballfield Activity Zone.</p> <ul style="list-style-type: none"> • Consider relocating the Dick and Jane Neuheisel Sister Cities Garden to a different location/ activity zone within the park. • Consider adding or modifying primary and support amenities to expand and/or improve the use of areas. 	<p>Consultant scope and fees</p>	<p>Staff time</p>	<p>Short-term</p>
<p>1.4.b Address items identified in the Asset Inventory and Assessment.</p>	<p>Cost of replacement and installation</p>	<p>Staff time/annual maintenance cost</p>	<p>Short-term</p>
<p>1.4.c Consider standardized items for high demand/high use components when adding or replacing park components or amenities.</p>	<p>Cost of replacement and installation</p>	<p>Staff time/annual maintenance cost</p>	<p>Short-term/ Ongoing</p>

1.4.d Consider specific design standards for Kiwanis Park.	Design fees	Staff time/annual maintenance cost	Short-term/ Ongoing
1.4.e Ensure design standards align with Kiwanis/The Lakes character area.		Staff time/annual maintenance cost	Short-term/ Ongoing

Objective 1.5 Update and modernize the Kiwanis Recreation Center.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.5.a Develop conceptual plan for the renovation of the Kiwanis Recreation Center and Aquatic Facility that incorporates resiliency and sustainability.	Design fees	Staff time	Short-term
1.5.b Develop a comprehensive equipment asset inventory management plan including age, size, capacity, maintenance history and practices, projected service life, etc.		Staff time	Short-term
1.5.c Perform a facility equipment audit.		Staff time	Short-term/Ongoing
1.5.d Work closely with other City teams such as Facility Maintenance and Custodial to maintain the current infrastructure.		Staff time	Ongoing

1.5.e Work with the Facilities team to track planned, corrective, and reactive maintenance.		Staff time	Ongoing
1.5.f Ensure facilities, activities, and events are accessible to the community.		Staff time	Ongoing

Objective 1.6: Enhance accessibility and inclusion.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.6.a Implement Tempe's ADA transition plan.	Design and construction	Staff time/annual maintenance cost	Short-term
1.6.b Focus increasing outreach efforts to underrepresented park users.		Staff time	Ongoing
1.6.c Consider developing and implementing a fully inclusive play area in the North Lake Activity Zone.	Design and construction	Staff time/annual maintenance cost	Short-term
1.6.d Consider partnering with boards and commissions beyond the Parks, Recreation, Golf and Double Butte Cemetery Board, such as the Commission for Disability Concerns, in future Kiwanis Park planning efforts.		Staff time	Ongoing

Objective 1.7 Improve sports fields.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.7.a Explore lighting unlit fields.	Design and construction	Staff time/annual maintenance cost	Short-term/Mid-term
1.7.b Explore gating entrances to ballfields.	Cost of fencing and installation	Staff time/annual maintenance cost	Short-term
1.7.c Explore overseeding ballfields.		Supplies/staff time/annual maintenance cost	Ongoing
1.7.d Develop and implement annual turf management plan for sports fields.		Staff time/annual maintenance cost	Short-term/Ongoing
1.7.e Develop and implement field-lining standards for turf multi-use fields.		Staff time/annual	Short-term/Ongoing

Objective 1.8 Explore additional amenities in areas of low use.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.8.a Consider additional amenities in identified areas of low service, like a dog park, exercise equipment, etc., as referenced in the Asset Inventory and Assessment.	Based on amenity and design estimates	Staff time/annual maintenance cost	Short-term/Mid-term
1.8.b Continue to provide park open space.		Staff time/annual maintenance cost	Ongoing

1.8.c Consider uses for the open concrete pad within the Dick and Jane Neuheisel Sister Cities Garden.		Staff time/annual maintenance cost	Ongoing
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Objective 1.9 Improve primary and support assets.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.9.a Plan infrastructure investments consistent with community needs, anticipated growth, and adaptation strategies.	Based on amenity and design estimates	Staff time/annual maintenance cost	Short-term
1.9.b Consider adding or modifying support amenities to expand and/or improve the use of areas.	Based on amenity and design estimates	Staff time/annual maintenance cost	Short-term
1.9.c Explore improving/replacing support assets throughout the park.	Based on amenity and replacement cost estimates	Staff time/annual maintenance cost	Short-term/Mid-term
1.9.d Integrate technology into infrastructure.	Based on technology options and estimates	Staff time/annual maintenance cost	Short-term

Objective 1.10 Improve park connectivity.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.10.a Continue to improve connectivity through the park and within activity zones.	Based on options	Staff time/annual maintenance cost	Short-term
1.10.b Continue to develop and highlight connections to neighborhoods.		Staff time	Short-term/Ongoing
1.10.c Connect people to other trails/paths in partnership with other City departments, as opportunities become available.		Staff time/annual maintenance cost	Short-term/Ongoing

Objective 1.11 Improve parking.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.11.a Evaluate existing parking for additional opportunities.		Staff time or consultant fees	Short-term
1.11.b Evaluate existing parking lot lighting infrastructure and levels.		Staff time or consultant fees	Short-term/Mid-term
1.11.c Provide additional parking opportunities with necessary infrastructure, like lighting.	Design and construction	Staff time/annual maintenance cost	Short-term/Mid-term

1.11.d Explore striping on-street parking.		Staff time or consultant fees	Short-term
1.11.e Reevaluate the need for red curbing through the park.		Staff time or consultant fees	Short-term

Objective 1.12: Improve wayfinding and signage.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
1.12.a Add signage, wayfinding, and mobile apps.	Design, materials, and installation	Staff time/annual maintenance cost	Short-term
1.12.c Mark trail distances throughout park.	Design, materials, and installation	Staff time/annual maintenance cost	Short-term
1.12.d Install comprehensive park map.	Design, materials, and installation	Staff time/annual maintenance cost	Short-term
1.12.e Consider installing new flag poles with lighting and leaving flags out at the Dick and Jane Neuheisel Sister Cities Gardens throughout the year.	Design, materials, and installation	Staff time/annual maintenance cost	Short-term
1.12.f Develop a tree tour application for the park.		Staff time	Short-term
1.12.g Identify surrounding non-motorized connections such as multi-use paths and bike boulevards.		Staff time	Short-term

Recommendation 2: Enhance User Experiences Through Activities, Events, Leagues, and Programs, Service Delivery and Affordability



Safe & Secure Communities



Strong Community Connections



Quality of Life



Sustainable Growth & Development



Financial Stability & Vitality

Objective 2.1: Establish a service delivery model that promotes social equity as well as community health and wellness.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
2.1.a Expand access by enhancing programming for target populations.		Staff time	Short-term/Ongoing
2.1.b Cultivate additional partnerships with diverse community groups to develop and expand opportunities that serve more individuals.		Staff time	Short-term/Ongoing
2.1.c Identify cultural recreation interests within the community and develop activities, events, leagues, and programs that align with those interests.		Staff time	Short-term/Ongoing

<p>2.1.d Work with other service providers to add new activities, events, leagues, programs, etc. based on new recreation trends.</p> <ul style="list-style-type: none"> Active older adult programs such as Silver Sneakers, youth and teen summer camps, e-sports etc. 		Staff time	Short-term/Ongoing
<p>2.1.e Maintain and enhance quality of life activities, events, leagues, programs including community health and wellness and quality of facilities.</p>		Staff time	Short-term/Ongoing
<p>2.1.f Actively lead in promoting and organizing improvements to community health and wellness and quality of life within the community.</p>		Staff time/cost of promotions	Short-term/Ongoing

Objective 2.2: Ensure customer satisfaction is a top priority.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
2.2.a Develop customer service practices that are reliable, responsive, and affordable.		Staff time	Short-term/Ongoing
2.2.b Tailor customer service to meet the expectations of a diverse range of individuals and community groups.		Staff time	Short-term/Ongoing

Objective 2.3: Ensure financial sustainability of activities, events, leagues, and programs at Kiwanis Park and Recreation Center.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
2.3.a Efficiently use services and operations to produce economic vitality and engender overall community improvement.		Staff time	Short-term/Ongoing
2.3.b Review rates to be in line with cost recovery methodology; consider affordability.		Staff time or consultant fees	Short-term/Ongoing

<p>2.3.c Review and update current youth scholarship program for park and center activities, events, and services.</p> <ul style="list-style-type: none"> • Simplify the application process 		Staff time	Short-term/Ongoing
<p>2.3.d Explore a range of partnership models that expand the reach of the center, invite people to the center and leverage financial resources including, grants, donations, endowments, etc.</p>		Staff time	Short-term/Ongoing
<p>2.3.e Develop and maintain relationships with foundations and nonprofits to leverage fundraising opportunities.</p>		Staff time	Short-term/Ongoing
<p>2.3.f Manage services, infrastructure, and operations to provide for long-term financial sustainability.</p>		Staff time	Short-term/Ongoing

Objective 2.4: Provide quality volunteer opportunities and experiences that support facility operations and engage the community.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
2.4.a Evaluate volunteer satisfaction, including retention and quality of experience, for future improvement.		Staff time	Short-term/Ongoing
2.4.b Increase volunteer recognition and incentives.		Staff time/cost of incentives	Short-term/Ongoing
2.4.c Associate the volunteer's experience and expertise with applicable opportunities.		Staff time/cost of incentives	Short-term/Ongoing
2.4.d Develop a park ambassador program.		Staff time/cost of incentives	Short-term/Ongoing

Objective 2.5: Ensure service sustainability and affordability through data collection and analysis.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
2.5.a Develop a performance management system to create metrics, collect data and evaluate strategies to determine activity, event, and service effectiveness.		Staff time	Short-term/Ongoing
2.5.b Continue user satisfaction evaluations and surveys.		Staff time	Short-term/Ongoing

<p>2.5.c Understand and plan for future variability (trends, extreme environmental events, community emergencies, etc.).</p> <ul style="list-style-type: none"> • Plans for and actively manages to maintain business continuity • Annually review research on best practices, local and national trends • Collaborate with other entities in the implementation of the City’s Climate Action Plan • Develop practices and procedures that support the Parks and Recreation Division’s Continuity of Operations Plan 		Staff time	Short-term/Ongoing
<p>2.5.d All activities, events, and services should be in alignment with the City’s performance measures.</p>		Staff time	Short-term/Ongoing
<p>2.5.e Conduct facility and participation counts and program evaluations.</p>		Staff time	Short-term/Ongoing

Objective 2.6: Integrate technology into programs and services.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
2.6.a Continue to integrate and educate the community on the benefits of technology in parks and recreation services such as the tennis center’s PlaySight technology.		Staff time	Short-term/Ongoing
2.6.b Manage and utilize data from automated and smart systems.		Staff time	Short-term/Ongoing
2.6.c Expand public Wi-Fi beyond the recreation center into the park.	Cost of infrastructure for Wi-Fi	Staff time/annual cost for Wi-Fi	Short-term/Ongoing
2.6.d Remain aware of and adopt in a timely manner technology improvement.		Staff time	Short-term/Ongoing

Recommendation 3: Enhance Organizational Efficiencies



Safe & Secure Communities



Strong Community Connections



Quality of Life



Sustainable Growth & Development



Financial Stability & Vitality

Objective 3.1: Enhance the public's perception of park maintenance.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.1.a Publicize the park's annual maintenance plan.		Staff time	Short-term/Ongoing
3.1.b Consider adding a Volunteer Coordinator to help supplement maintenance activities in Kiwanis Park and other parks.		Staff time/annual cost of Volunteer Coordinator position	Short-term
3.1c Publicize opportunities for residents and park users to collaborate on volunteer projects.		Staff time	Short-term/Ongoing

Objective 3.2: Increase staff and resources as the number of programs, amenities and facilities within Kiwanis Park and Recreation Center increases.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.2a Ensure that staffing levels are adequate to meet both qualitative and quantitative standards for a regional park.		Staff time/annual cost of new positions	Short-term/Ongoing
3.2b Proactively solicit volunteer support for the park, including areas like the rose garden, etc.		Staff time/annual cost of Volunteer Coordinator position	Short-term/Ongoing

Objective 3.3: Ensure the organizational structure of the division remains efficient in managing Kiwanis Park and Recreation Center.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.3.a Regularly review organization structure and performance.		Staff time/annual cost of new positions	Short-term/Ongoing
3.3.b Develop ongoing performance improvements informed by performance monitoring.		Staff time/annual cost of Volunteer Coordinator position	Short-term/Ongoing

Objective 3.4: Enhance and improve activities, programs, and services in Kiwanis Park to stay ahead of recreation trends.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.4.a Continue to monitor national and regional trends.		Staff time	Short-term/Ongoing

Objective 3.5: Enhance the sense of ownership and pride amongst Kiwanis Park users.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.5.a Increase awareness of activities, events, leagues, and programs, and the park.		Staff time/cost of promotions	Short-term/Ongoing
3.5.b Publicize opportunities for residents and park users to collaborate on volunteer projects.		Staff time/cost of promotions	Short-term/Ongoing

Objective 3.6: Explore additional partnerships to assist with funding, volunteering, and marketing.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.6.a Look to develop relationships with local business, service agencies, clubs, and organizations to seek funding (rose garden maintenance).		Staff time	Short-term/Ongoing
3.6.b Partner with other City departments on shared equipment.		Staff time	Short-term/Ongoing

Objective 3.7: Enhance safety and security.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.7.a Continue working with the Police, Human Services, and other City Departments to develop strategies to enhance safety and security in the park.		Staff time	Short-term/Ongoing

Objective 3.8: Plan for changing demographics and growth.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.8.a Continue to monitor local demographics.		Staff time	Short-term/Ongoing

Objective 3.9: Implement a leadership and employee development program.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.9.a Develop and maintain a trained and satisfied workforce at all levels of the organization.		Staff time/cost of incentives	Short-term/Ongoing
3.9.b Work with employees to align performance expectations and job descriptions.		Staff time/cost of incentives	Short-term/Ongoing
3.9.c Encourage and support additional training and certification.		Staff time/cost of training and certifications	Short-term/Ongoing

3.9.d Develop employee focused organizational objectives and targets aligned with the City's performance measures.		Staff time/cost of incentives	Short-term/Ongoing
3.9.e Plan to minimize future vacancy impacts through succession planning.		Staff time	Short-term/Ongoing
3.9.f Provide opportunities for leadership development through community involvement and special projects.		Staff time	Short-term/Ongoing

Objective 3.10: Create internship opportunities.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.10.a Develop an internship for college students pursuing a parks and recreation or related field degree.		Staff time/cost of internship	Short-term/Ongoing

Objective 3.11 Improve Operations and Maintenance Yard.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
3.11.a Explore improving/renovating/expanding existing Operations and Maintenance Yard and associated facilities.	Design and construction	Staff time/annual maintenance cost	Short-term/Mid-term

Recommendation 4: Increase Financial Opportunities



Safe & Secure
Communities



Strong Community
Connections



Quality of Life



Sustainable Growth
& Development



Financial Stability
& Vitality

Objective 4.1: Continue to monitor affordability of programs and services occurring within Kiwanis Park and the Kiwanis Recreation Center.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.1.a Monitor resource allocation, spending, and cost recovery associated with program and services to ensure continued affordability for the community.		Staff time	Short-term/Ongoing

Objective 4.2: Review current Development/Developer Fees.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.2a Monitor State regulations with regards to Development/ Developer Fee levels.		Staff time	Short-term/Ongoing

Objective 4.3: Explore additional funding options to improve overall park and recreation center experiences.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.3.a Seek funding to align maintenance with existing qualitative and quantitative standards (labor, materials, supplies and equipment).		Staff time	Short-term/Ongoing

4.3.b Continue to explore additional funding sources and develop strategies to seek alternative funding sources.		Staff time	Short-term/Ongoing
4.3.c Capture operating impacts in order to maintain additional infrastructure.		Staff time	Short-term/Ongoing

Objective 4.4: Explore opportunities to increase sponsorships

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.4.a Continue to explore additional sponsorship opportunities for special events.		Staff time	Short-term/Ongoing

Objective 4.5: Continue to pursue grant and philanthropic opportunities.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.5.a Consider new grant opportunities available for programming and parks and facility improvements.		Staff time	Short-term/Ongoing

Objective 4.6: Pursue alternative funding opportunities.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.6.a Conduct conversations with other City departments to explore partnerships and alternate funding sources.		Staff time	Short-term/Ongoing

Objective 4.7: Determine sustainability of current funding methodology for Kiwanis Park and the Kiwanis Park Recreation Center.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.7.a Conduct a Funding Opportunities Exercise to determine the sustainability of the current Departmental funding mechanisms.		Staff time or consultant fees	Short-term/Ongoing
4.7.b Understand and plan for full lifecycle cost of services, infrastructure, and operations		Staff time	Short-term/Ongoing
4.8.c Monitor participation statistics for program and services to ensure inclusivity of all residents.		Staff time	Short term/Ongoing

Objective 4.8: Develop a business plan for the Kiwanis Recreation Center (facility, activities, and services).

Actions	Capital Needs	Operational Needs	Timeframe to Complete
4.8.a Evaluate and adjust recreation activities, events and programs to improve service delivery based on trends and community needs.		Staff time	Short-term/Ongoing
4.8.b Maintain sustainable management practices.		Staff time	Short-term/Ongoing
4.8.c Determine the total costs associated with the operation of Kiwanis Park and Recreation Center activities and services.		Staff time or consultant fees	Short-term/Ongoing
4.8.d Identify direct and indirect costs of providing services.		Staff time or consultant fees	Short-term/Ongoing
4.8.e Establish a cost recovery methodology that includes direct and indirect expenditures. <ul style="list-style-type: none"> • Establish cost recovery rates for programs and services based on community or individual benefit • Develop objectives for activities and services that specify outcomes or impact • Identify cost recovery rates 		Staff time or consultant fees	Short-term/Ongoing

Recommendation 5: Focus on Environmental Sustainability



Safe & Secure
Communities



Strong Community
Connections



Quality of Life



Sustainable Growth
& Development



Financial Stability
& Vitality

Objective 5.1: Promote sustainable infrastructure.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
5.1.a Develop a long-term capital plan for developing sustainable facilities.		Staff time or consultant fees	Short-term/Ongoing
5.1.b Develop and implement park asset management plan to extend life of non-living infrastructure.		Staff time or consultant fees	Short-term/Ongoing
5.1.c Explore additional sustainable infrastructure design options, such as solar, water reclamation, use of bio-filters, low impact design, or alternative hardscapes, etc.	Design, materials, and installation	Staff time or consultant fees	Short-term/Ongoing
5.1.d Develop a park-wide tree/vegetation management plan dependent upon activity zone.		Staff time	Short-term/Ongoing

Objective 5.2: Promote sustainable maintenance practices.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
5.2.a Explore use of battery-powered equipment.		Staff time/annual maintenance cost/ equipment cost	Short-term
5.2.b Continue to implement City's Integrated Pest Management (IPM) Program.		Staff time/annual maintenance cost	Ongoing
5.2.c Develop annual turf management program.		Staff time/annual maintenance cost	Short-term
5.2.d Implement a tree management plan.		Staff time/annual maintenance cost	Short-term

Objective 5.3: Support the City's Climate Action Plan initiatives within Kiwanis Park.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
5.3.a Support community-wide priorities by implementing Urban Forestry Master Plan principles, goals and targets, as well as considering green infrastructure innovations in future capital projects and renovations.	Trees and installation	Staff time/annual maintenance cost	Short-term
5.3.b Support municipal priorities for city buildings, outdoor lighting, water infrastructure, EV charging stations.	Design and construction	Staff time/annual maintenance cost	Short-term

Objective 5.4: Support Water Conservation goals.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
5.4.a Monitor landscape water usage and aim to be within +/- 20% of calculated ET-based water needs, with the exception of athletic turf areas which may require additional water to help turf recover from stress caused by heavy use.		Staff time/annual maintenance cost	Ongoing
5.4.b Provide necessary training to all new and existing employees on water conservation methods and best practices, including proper use of new technologies related to water efficiency.		Staff time/cost of training	Short-term/Ongoing
5.4.c Implement installation of Calsense controllers to allow for appropriate watering schedule adjustments	Materials and installation	Staff time/annual maintenance cost	Short-term
5.4.d Conduct routine audits of large turf areas to identify opportunities for identifying more efficient sprinkler irrigation technology.		Staff time/annual maintenance cost	Ongoing

5.4.e Regularly maintain and adjust sprinkler irrigation system components to ensure good coverage and uniform application of water.		Staff time/annual maintenance cost	Ongoing
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Objective 5.5: Support Solid Waste diversion goals.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
5.5.a Install recycling containers in the park.	Containers and installation	Staff time/annual maintenance cost	Short-term
5.5.b Continue to provide residential Christmas tree recycling drop-off location.		Staff time/annual maintenance cost	Ongoing
5.5.c Utilize compost in the park in varying forms and locations.		Staff time/annual maintenance cost	Ongoing
5.5.d Consider redesigning neighborhood recycling drop-off area.	Design and construction	Staff time or consultant fees	Short-term

Objective 5.6: Meet plant fertility needs.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
5.6.a Utilize compost to improve soil health and structure.		Staff time/annual maintenance cost	Ongoing
5.6.b Fertilize turf, trees and plants as needed for optimum health.		Staff time/annual maintenance cost	Ongoing

Recommendation 6: Improve Stakeholder Understanding and Support

Objective 6.1: Identify and consult with community stakeholders about recreation services, programs, events, and facilities.



Actions	Capital Needs	Operational Needs	Timeframe to Complete
6.1.a Develop and implement a community engagement plan. <ul style="list-style-type: none"> • Develop a framework for developing and managing community partnerships • Engage the community through focus groups, discussions, surveys, etc. 		Staff time or consultant fees	Short-term

6.1.b Engender understanding and support from oversight bodies, community interests and regulatory bodies.		Staff time	Short-term
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Objective 6.2: Effectively position Kiwanis Park and Recreation Center as a destination.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
6.2.a Develop and implement a marketing and outreach plan for the services, programs, events, and facilities in Kiwanis Park.		Staff time or consultant fees	Short-term/Ongoing
6.2.b Track and evaluate media coverage (social media, internet, print, TV, radio, etc.).		Staff time	Ongoing
6.2.c Increase number of community outreach events that build support for the services, programs and facilities in Kiwanis Park		Staff time/cost of promotions and events	Ongoing
6.2.d Develop a park and recreation center identity for signage, wayfinding, etc.		Staff time or consultant fees	Short-term

6.2.e Actively promote an appreciation of the true value of Parks and Recreation Services, and its role in the social, economic, community, and environmental health of the community.		Staff time/cost of promotions and events	Ongoing
6.2.f Develop tree tour application.		Staff time/annual maintenance cost	Short-term/ Ongoing

Objective 6.3: Engage with community organizations and partners to advance initiatives that position Kiwanis Park and Recreation Center as a destination in the community.

Actions	Capital Needs	Operational Needs	Timeframe to Complete
6.3.a Initiate community partnerships to improve service performance.		Staff time/cost of promotions and events	Ongoing
6.3.b Host roundtable discussions with community partners.		Staff time/cost of promotions and events	Ongoing
6.3.c Track projects, services, programs, etc. completed in association with community partners.		Staff time	Ongoing

III. COMMUNITY AND PARK PROFILE

A. Demographic Profile

Market Assessment – Demographic and Trends Studies

A demographic study of Tempe and the area surrounding Kiwanis Park was conducted to better understand the population today and to be able to project the changes anticipated for the population for the next five to fifteen years.

By analyzing population data, trends emerge that can inform decision-making and resource-allocation strategies specific for Kiwanis Park. A complete demographic profile was compiled in July 2019 from a combination of sources including the Esri Business Analyst, American Community Survey, and U.S. Census.

The following topics from the complete Tempe, Arizona, demographic profile are specifically relevant to the development of the Management Plan for Kiwanis Park and Recreation Center. Understanding the makeup of the most likely users of Kiwanis Park and Recreation Center helps the development of recommendations for programs, services, amenities, and facilities.

Figure 2: Median Age Between 2010 and 2024

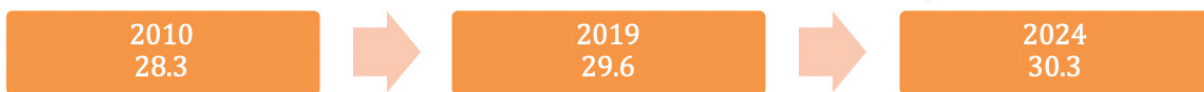
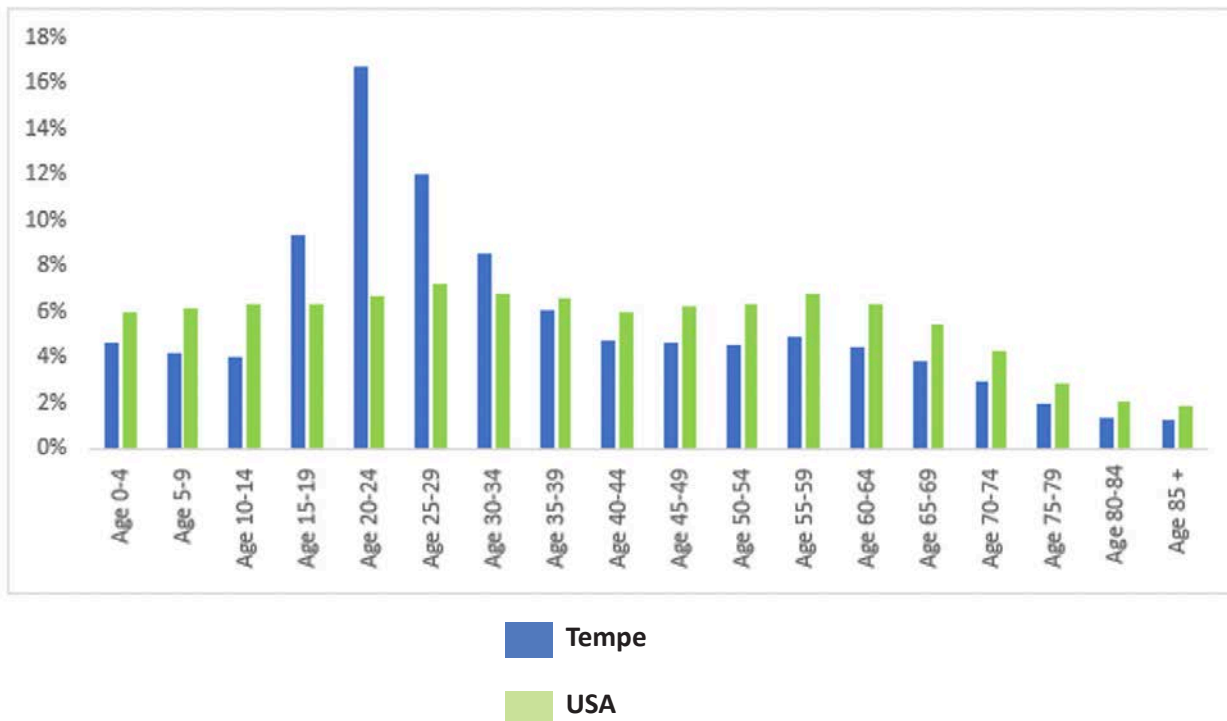


Figure 3: 2019 Age Distribution

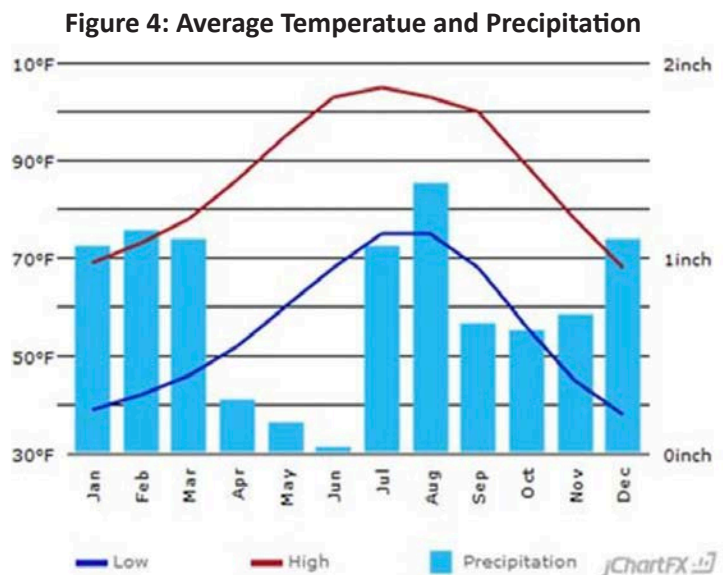


The key demographic information identified will help guide the recommendations for this Management Plan:

- The potential population using Kiwanis Park is most likely to be an equal number of males and females.
- Median age of 29.6 years old, increasing to 30.3 years old over the next five years.
- High concentration of those between 15 and 34 years old. This age range makes up 47 percent of the population and is expected to remain stable for the next five years.
- The average Tempe household size is 2.29.
- In terms of commuting, about 17 percent of workers spend seven or more hours commuting back and forth to work each week, and 72.7 percent of commuters drive alone in a car to work.
- Implications for recommendations include:
 - Focusing on the 15 – 34 year-old age range
 - Ensuring adequate parking
 - Ensuring access to park, facilities, and amenities before and after normal work hours

B. Area Characteristics and Climate

Kiwanis Park is located in the geographic center of the City of Tempe. It is located with two major east-west arterials as boundaries, Baseline Road and Guadalupe Road, which also provide easy park access. The adjacent subdivision to the east, University Royal 2, was platted in 1972 with home construction soon following. Neighboring Aguilar Elementary School was constructed in the mid-1970s and underwent a complete tear-down and rebuild in 2010. Adjoining the park on its west property line is the SRP Western Canal, which was constructed from 1912 to 1913 and provided water for the surrounding agricultural area. Historical images prior to the park's construction in the mid-1970s show that the park site was in agricultural use for crop production.



Source: <https://www.usclimatedata.com>

Except for a few scattered buttes, the Tempe area is a relatively flat plain that gently slopes towards the Salt River approximately four miles to the north. The eastern foothills of Phoenix South Mountain Park are two miles to the west. The park's average elevation is approximately 1,180 feet above mean sea level.

Tempe is situated in the Sonoran Desert biome and experiences an arid, desert climate. Most months are characterized by moderate temperatures in the winter and high temperatures in the summer. Year-round, most days have low humidity and are sunny. In late summer, the monsoon season brings a temporary rise in humidity and an occasional tropical storm from the south and south-east. Temperatures can reach 120° in the summer and drop as low as 25° in the winter. The average high daytime temperature is 105° in July and the average low nighttime temperature is 38° degrees in December. Average annual precipitation is 9.33 inches, with the most rainfall occurring between July and August and December through March.

C. Existing Site Characteristics

Kiwanis Park covers approximately 125 acres. Unlike the surrounding flat plain, the park's topography has been created to include small rolling hills across the park proper that drop to the Kiwanis Lake elevation, which is roughly 15 feet below street grade. The park is irrigated via a pumping system with the lake as its reservoir, which is filled from the Western Canal. Additionally, the stormwater runoff from the surrounding area to the east drains into Kiwanis Lake.

AESTHETICS: Existing aesthetics in the project area include views of the urban park, distant mountains, and adjacent suburban, commercial, and industrial developments.

BIOLOGICAL RESOURCES: Most of the property is covered by an urban landscape setting that includes xeriscape and turf horticultural areas. No rare species of plants are known to exist on the project site. However, plants that are considered protected by the Arizona Native Plants law (ARS §3-901 to §3-934) may occur on the property as ornamental plantings. According to the Arizona Game and Fish Department's Online Environmental Review Tool, the park area is of low to moderate value per the Species and Habitat Conservation Guide.

GEOLOGY: The site's original soils were identified as Laveen Loam with 0 to 1 percent slopes, which is considered to be prime farmland if irrigated. The natural landform location for Laveen loam is as alluvial fans and stream terraces with a parent material of well drained, mixed alluvium. Salinity maximum in profile is very slightly saline to slightly saline (2.0 to 4.0 mmhos/cm). Available water storage in the profile is high (about 10.2 inches). Laveen Loam's USDA texture classification is Loam.

HYDROLOGY: Based on the Arizona Department of Water Resources Well Registry, Salt River Project has two wells in the vicinity. The depth to groundwater is 88 feet (reported in 2018) and 120 feet (reported in 2008) below ground surface. The Well Registry includes several monitoring wells in the vicinity, presumably related to the industrial land uses located west of Western Canal.

LAND USE AND PLANNING: Per the City of Tempe Zoning Map, the park property is zoned Single Family Residential (R1-6) and Agriculture (AG). Land annexed into the City have an automatic zone of AG until such time as the City Council adopts a different zoning district for the annexed area. The AG zone is considered a residential district. Adjacent zoning includes:

- General Industrial District (GID) to the north and southwest
- Planned Commercial Center Neighborhood (PCC-1) along Baseline Road
- Single Family Residential (R1-6) to the east
- Agriculture (AG) to the south (Ken McDonald Golf Course)
- Heavy Industrial (Maricopa County Zoning IND-3) to the west within the county island

Figure 5: 1969 Aerial View



Source: <https://www.gis.maricopa.gov>

D. Transportation

VEHICULAR: The park lies between two arterials, Baseline Road, and Guadalupe Roads. Additionally, Mill Avenue, Cornell Drive, and All America Way are classified as collectors, providing convenient vehicular access to the park from the north, east, and south. Western Canal is a physical barrier, obstructing vehicular access from the west. U.S. 60 is located one-half mile to the north of Baseline Road.

TRANSIT: The City of Tempe and Valley Metro operate multiple routes that travel adjacent to the park and provide stops nearby. The routes include:

- Orbit Saturn – Cornell Drive and All America Way with flag stops in the park
- Route 62 (Hardy/Guadalupe) – Guadalupe Road
- Route 66 (Mill/Kyrene) – Baseline Road
- Route 65 (Mill/Kyrene) – Baseline Road
- Route 77 (Baseline) – Baseline Road
- Route 521 (Tempe Express 1) – Mill Avenue and Cornell Drive

MULTI-USE PATH: Non-motorized access is available to the park from:

- Western Canal Multi-use Path
- El Paso Multi-use Path

The Western Canal Multi-use Path runs along the eastern bank of the Western Canal and is immediately adjacent to the park, while the El Paso Multi-use path connects the surrounding neighborhood to the east border of the park shared with Aguilar Elementary School. The park's sidewalk system provides direct connection to these multi-use paths in three locations. Both multi-use paths feature a 10-foot wide concrete ADA compliant path, complete with lighting, landscaping, rest nodes, and public art.

BICYCLE: Bike in Tempe (BIKEiT) is Tempe's system of wayfinding signage that identify lower-stress bike facilities placed on either off-street pathways, or streets with low motorized traffic volumes and speeds. Bike boulevards are meant to connect Tempe neighborhoods to major activity centers and destinations; catering to cyclists of all ages and abilities. There are three dedicated BIKEiT bike boulevards that converge onto Kiwanis Park:

- Handlebars (runs north to south along the Western Canal)
- Pedal (runs north to south along College Avenue)
- Spoke (runs east to west along Cornell Drive/Southshore Drive)

In addition to these three bike boulevards that directly connect to Kiwanis Park, another nearby bike boulevard, Brake, runs east to west approximately one-half mile south of the park and connects riders to the Handlebars route along Western Canal, which in turn provides access to the park. Though not a designated bike boulevard, bicycle lanes are also provided along Guadalupe Road, All America Way, and Mill Avenue.

Implications for recommendations include:

- Increase access from Guadalupe and Baseline Roads
- Increase access from Western Canal Path

IV. COMMUNITY ENGAGEMENT

Public input helps guide all City of Tempe planning efforts and is an important part of the process. A robust community engagement effort took place throughout the planning process and included the following:

A. Strategic Kick Off (SKO) – Staff Engagement

The first step in the process was to conduct interviews and meetings with staff to gather qualitative information that would guide the development of the Kiwanis Park Management Plan from various perspectives. A Project Vision, Critical Success Factors, Performance Indicators, and Guiding Principles were developed early in the planning process to assist with the development of this management plan.

B. Focus Groups and Stakeholder Interviews

Focus groups, stakeholder interviews, and public meetings were also conducted with community members to gather additional qualitative information. The focus groups and stakeholder interviews were held June 3 - 5, 2019, at Kiwanis Park. The goal of these sessions was to gather qualitative information that would guide the development of the Kiwanis Park Management Plan. Participants included city staff, park and facility users, community and neighborhood members, and stakeholders. Over the course of three days, 11 meetings were held with 37 community members and stakeholders. Input sought about Kiwanis Park and Kiwanis Recreation Center included: strengths, areas of improvement, additional activities desired, new amenities desired, underserved portions of the community, financial support, and key issues/values.

C. Public Survey

A public survey specific to Kiwanis Park was conducted during July 2019 that sought quantitative information. The goal was to gather important input and feedback that would guide the development of the Kiwanis Park Management Plan. The survey was posted on Tempe Forum from July 1 - 31, 2019 and 543 unduplicated survey responses were received. Input ensures the plan reflects the needs and desires of the community. Additionally, questions about Kiwanis Park were also included in the survey for the concurrent Parks and Recreation Master Plan update.

D. Findings and Visioning

Additional input was sought in conjunction with the findings presentation and public meeting, held on Sept. 9, 2019. The public meeting included 20 attendees who were given the opportunity to provide input at the meeting through a written survey; the same survey was posted online from Sept. 9 - 23, 2019, through the Tempe Forum. A total of 111 unduplicated survey responses were received: six at the public meeting, and 105 on Tempe Forum.

E. Draft Plan Presentation

Final input was collected on the draft plan online and at public meetings held on December 7 and 9, 2019. The public meetings included five attendees who were given the opportunity to provide input at the meeting through a written survey; the same survey was posted online from December 7 - 22, 2019, through the Tempe Forum. A total of 44 unduplicated survey responses were received: two at the public meeting, and 42 on Tempe Forum, with 71 percent of respondents supporting the draft plan.

F. Parks, Recreation, Golf and Double Butte Cemetery Board

The Parks, Recreation, Golf and Double Butte Cemetery Board has been a key component in the public engagement process for the plan's development and recommendation. The management planning process and updates have been included on five Board meetings, providing opportunities for Board input, as well as the public. At the October 21, 2020, Board Meeting, the final plan was proposed by staff and recommended by the Board.

V. PARKS AND RECREATION TRENDS

A. Parks and Recreation Influencing Trends Specific to Kiwanis Park

Parks and recreation is vital to the Tempe community, with Kiwanis Park as a key regional park component of a larger, diverse park, and recreational system. “Just as water, sewer, and public safety are considered essential public services, parks are vitally important to establishing and maintaining the quality of life in a community, ensuring the health of families and youth, and contributing to the economic and environmental well-being of a community and a region.”¹

The changing pace of today’s world requires analyzing recreation trends from state, local and national levels. Understanding the participation levels of the City’s residents, using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that assisted in the development of the Management Plan. These new shifts of participation in outdoor recreation, sports, cultural, and community programs are an important component of understanding and serving your community. These trends will influence the planning and management of Kiwanis Park and Recreation Center over the next 15 years. A complete Trends Report is included as a separate document.

National Trends

The National Recreation and Parks Association (NRPA) identified three pillars² that capture the prevalent impacts of park and recreation services nationally: conservation, social equity, and health and wellness. These trends, along with other important elements, like transportation, economic development, and technology, have been considered in planning for future operational and infrastructure priorities. These quality of life resources protect and enhance our environment, strengthen our economy, improve our physical and mental health, as well as foster social and equity benefits for community members.

State and Local Trends

The Arizona Statewide Comprehensive Outdoor Recreation Plan (SCORP)³ promotes a holistic, statewide view to guide outdoor recreation managers and decision makers on policy and funding issues. During the creation of this plan, it became apparent how the state initiatives supported the national pillars. Though similar to the national pillars, a few changes were made to make them more relevant in Arizona: conservation, optimizing system vitality, accessibility, and inclusion of thriving individuals and communities. Additionally, the AZ SCORP committee identified seven priorities that inform and influence park and recreation infrastructure and service: engagement, collaboration and partnerships, marketing, communication and educational opportunities, funding, technology, youth inclusion, and connectivity.

Outdoor Recreation Behavior

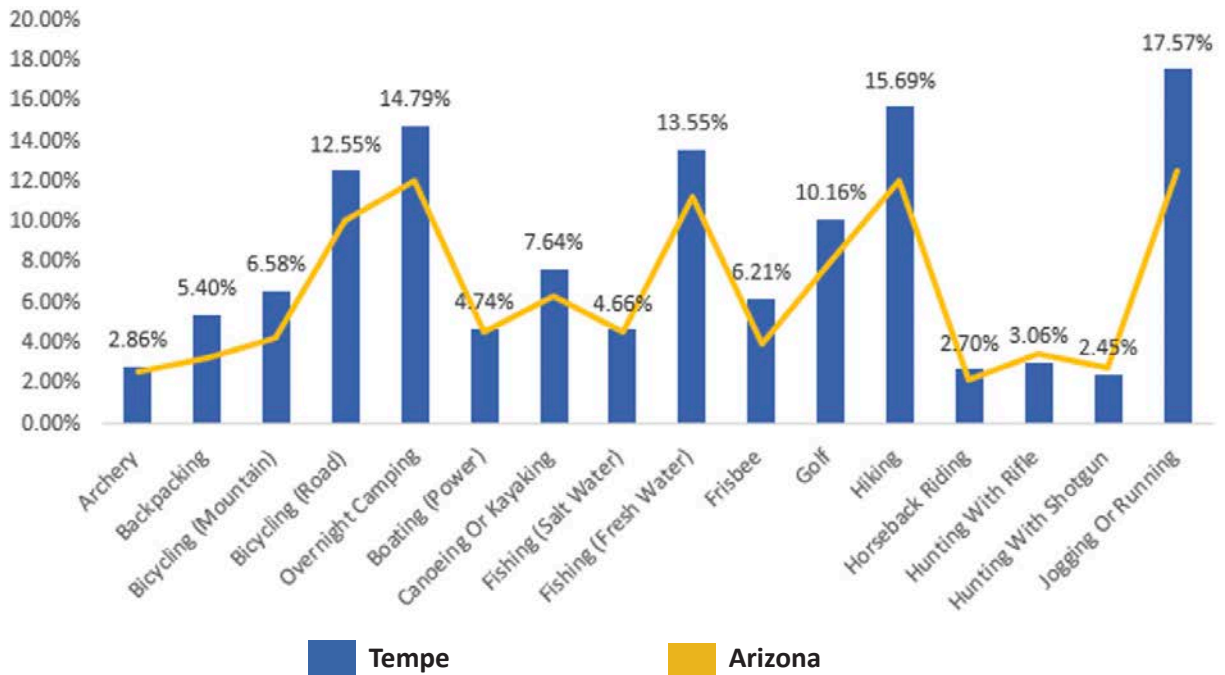
Understanding the outdoor recreation trends of likely users of Kiwanis Park helps the development of recommendations for programs, services, amenities, and facilities. The following graphic shows that jogging/running and fishing are all outdoor activities that potential users of Kiwanis Park participate in at a high level, confirmed through the public survey.

¹ <https://www.nrpa.org/uploadedFiles/nrpa.org/Advocacy/Resources/Parks-Recreation-Essential-Public-Services-January-2010.pdf>

² <https://www.nrpa.org/our-work/Three-Pillars/>

³ <https://d2umhuunwbec1r.cloudfront.net/gallery/0004/0044/CD0A6D173F214CBDBF094883D028D137/ASPT-SCORP2017-web.pdf>

Figure 6: Outdoor Recreation Behavior of Tempe Compared to the State of Arizona



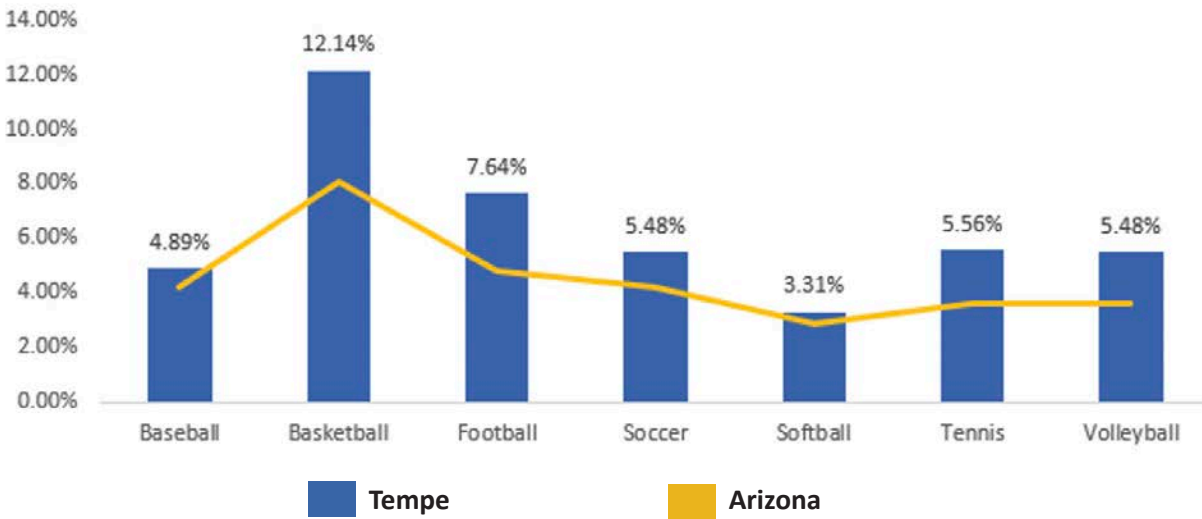
Implications for recommendations include:

- Ensuring path and trail connectivity, as well as proper maintenance and condition
- Consider future alterations and improvements to the aquatic facility within Kiwanis Recreation Center
- Consider expanded fitness facility and programs in the recreation center
- Consider developing outdoor fitness area/s or nodes

TEAM SPORT PARTICIPATION

Understanding the team sport trends of likely users of Kiwanis Park helps the development of recommendations for programs, services, amenities, and facilities. The following graphic shows basketball, football, tennis, and volleyball are the top four fitness/wellness activities in which potential users of Kiwanis Park and Recreation Center participate.

Figure 7: Team Sport Household Participation in Tempe Compared to State of Arizona



Implications for recommendations include:

- Ensuring availability of indoor and outdoor basketball and volleyball courts.
- Continued focus on providing high quality tennis facilities and programs.
- Consider enhancements to diamond and rectangular fields at Kiwanis Park.
- Continue to maintain and enhance field and facilities.

AQUATICS AND WATER RECREATION TRENDS

Indoor swimming, including leisure and therapeutic pools as well as indoor and outdoor spray pads, are becoming increasingly popular. These trends in collaboration with the findings from the recently completed Aquatics Needs Assessment will be considered when making recommendations for this Management Plan. Implications for recommendations include:

- Consider future alterations to aquatic facility within Kiwanis Recreation Center.

SPLASH PLAY AREAS

The “Cloud” at Kiwanis Park, Tempe’s largest splash play amenity opened in 2018.

Splash pads or splash playgrounds have seen enormous growth in popularity over the past decade. Compared to a traditional aquatic facility, splash play areas typically incur lower maintenance costs, less programming, and lower staffing costs. Over a third of survey respondents said that the City should plan to add splash play areas to the list of features. Implications for recommendations include:

- Continue upgrading and maintaining existing Cloud splash playground.
- Consider adding additional splash pads in other locations of Kiwanis Park.

DOG PARKS

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.⁴ Implications for recommendations include:

- Consider the addition of a dog park to Kiwanis Park.

⁴ Joe Bush, “Four-Legged-Friendly Parks, Recreation Management, February 2, 2016.

TREES AND SHADE STRUCTURES

Finding ways to utilize Kiwanis Park throughout the summer months is challenging due to the extreme heat that Tempe experiences. The greatest temperature reduction in parks is accomplished through a combination of trees and shade structures. Though trees provide increasing protection and benefits as they mature, they also take time to grow large enough to make a significant impact. Therefore, the installation of shade structures can provide immediate, necessary shade, especially important for extending use in play areas when weather gets warm. Implications for recommendations include:

- Add additional shade structures at high use and spectator areas at soccer and softball fields.
- Add additional shade and trees throughout the park, especially in areas most likely to experience extreme heat, like around playgrounds with rubber surfacing.
- Consider species selection dependent upon the area.
- Maintain and expand existing ramadas.

Signage and Wayfinding

To increase perception and advocacy, a parks and recreation professional needs to prioritize opportunities that impact the way the community experiences the system. This can start with signage, wayfinding, and park identity. Signage, wayfinding, and park identity encourages awareness of locations and amenities. A park system impacts the widest range of users in a community; reaching both users and non-users across all demographic, psychographic, behavioral, and geographic markets is an important opportunity. In a narrower focus, the park system is the core service an agency can use to provide value to its community (for example, partnerships between departments or commercial/residential development, high-quality and safe experiences for users, inviting community landscaping contributing to the overall look or image of the community, etc.). Signage, wayfinding, and park identity can be a central part of continued engagement by the community, and it can provide a higher perception or awareness of a park system, which can positively impact health outcomes. Implications for recommendations include:

- Develop a clear identity for Kiwanis as a regional park.
- Consideration for improved entrance and wayfinding signage to Kiwanis Park.
- Improve signage throughout Kiwanis Park.
- Consideration of improved signage designating each specific activity zone of the park.
- Implementation of future park signage design standards.
- Develop a tree tour application for the park.

VI. SERVICE LEVEL AND ASSET INVENTORY/ASSESSMENT

A. Asset Inventory and Assessment

A tour of Kiwanis Park and Kiwanis Recreation Center was conducted to assess the primary assets such as facilities, activity areas, and amenities. An updated accurate inventory and assessment of Kiwanis Park and all associated facilities and amenities is critical in the development of management plan recommendations. The asset inventory and assessment is available as a separate document.

A fundamental part of the planning process is to assess Kiwanis Park and the Kiwanis Recreation Center's current service level and asset inventory. The City of Tempe utilizes a qualitative maintenance standard based on the use facility function, use, popularity, and recreation provided to park and facility users. To assess the current service level, the GreenPlay team conducted an inventory, mapped amenities, and provided a general assessment of Kiwanis Park's recreation opportunities and facilities. The result is a comprehensive accounting of the park's primary and support assets, from the largest primary assets, such as the lake and the Kiwanis Recreation Center, to smaller support assets, such as picnic tables, benches, and drinking fountains. The assessment provides the City of Tempe with a clear understanding of the current Kiwanis Park assets and their existing conditions. The database allows city staff to quickly access the park inventory and assessment information, which aids in park planning and asset management budgeting efforts. The inventory and assessment provides a greater understanding of park maintenance, user needs, and subsequently, a better overall park experience for the community.

VII. PARK LAYOUT

A. Activity Zones

The main park and recreation center features can be subdivided into eight activity zones, not including the four-acre city operations yard:

- **North Activity Zone:** This 17-acre activity zone stretches from the northern boundary of the park (Baseline Road) to the northern section of the Lake Activity Zone. The activity zone contains both active and passive opportunities and is often used for events. It also includes The Cloud splash play area and a covered playground. Additional recreational amenities include a concession area, restroom facility, parking lot, covered picnic ramadas, benches/tables, and paths.
- **Lake Activity Zone:** This 32-acre activity zone stretches from the southern section of the North Activity Zone to the northern section of the Ruben Romero Activity Zone. The focal point of the activity zone is the lake itself, which provides boating and community fishing opportunities for park users. In addition to the lake, this area includes covered picnic ramadas, lakeside fishing ramadas, a restroom facility, and paths.
- **Ruben Romero Activity Zone:** This 6-acre activity zone stretches from the southwestern section of the Lake Activity Zone to the northern section of the Sister Cities Activity Zone. This fenced in area is only available for use by reservation and is not left open. It is utilized as an event and rental space, and includes multiple covered picnic ramadas, sand volleyball courts, basketball courts and a restroom facility.
- **Sister Cities Activity Zone:** This 8-acre activity zone stretches from the southern section of the Ruben Romero Activity Zone to the northern section of the Kiwanis Recreation Center Activity Zone's western parking lot. The focal point of the activity zone is the Dick and Jane Neuheisel Tempe Sister Cities Garden, which commemorates the Tempe Sister Cities' international exchange program and honors its members, volunteers, program participants, and supporters. The secluded area is open year-round and is available for wedding and event rentals. It includes an event space/stage, restroom facility, uncovered tables/benches, and internal paths.
- **Fiesta Activity Zone:** This 11-acre activity zone stretches from the Mill Avenue/All America Way intersection to the northern section of the Ballfield Activity Zone. The activity zone contains both active and passive opportunities and is often used for corporate events, as well as small and large reservations. It also includes a large playground area, covered picnic ramadas, restroom facility, sand volleyball courts, basketball court, parking area and paths.
- **Ballfield Activity Zone:** This 15-acre activity zone stretches from the southern section of the Fiesta Activity Zone to the northern section of the Recreation Center Activity Zone. The activity zone contains both active and passive opportunities. The four diamond fields are the focal point of the activity zone, which are open for use either by reservation or for drop-in play. The area also includes restroom facilities, bleachers and paths.

- **Recreation Center Activity Zone:** This 22-acre activity zone stretches from southern section of the Ballfield Activity Zone to the northern section of the South Activity Zone. The activity zone contains both active and passive opportunities. The recreation center, wave pool, batting cages, and tennis center are the focal points of the activity zone.
- **South Activity Zone:** This 10-acre activity zone stretches from the northern section of the Recreation Center Activity Zone to the southern boundary of the park (Guadalupe Road). The activity zone contains both active and passive opportunities and is often used for events. It also includes three multi-use rectangular fields, open space and paths.

Figure 8: Activity Zones Map



VIII. PROGRAM ANALYSIS

A review of recreation/customer service programs/sports programs, policies, and practices was conducted for Kiwanis Park and the Kiwanis Recreation Center. Understanding participants' perception of the quality of customer experience and service, as well as the consistency of staff in managing policies and operations is an important element in the development of recommendations for a Management Plan.

A review of programs and services offered in Kiwanis Park and at the Kiwanis Park Recreation Center was conducted. Information was provided by Tempe staff, during public engagement activities and through the need's assessment survey conducted by Tempe staff. Overall analysis indicates that the correct mix of programs and services is being offered to meet community needs and desires.

The following areas were identified as areas for potential enhancement or change and had implications for recommendations for the management plan:

- Consider retiring current programs with high cancellation rates

XI. MAINTENANCE ANALYSIS

The city utilizes both qualitative and quantitative standards in order to influence park experiences. GreenPlay reviewed maintenance standards and practices, a field visit was conducted, and public outreach comments were taken into consideration to help guide future maintenance operations. Overall, many areas of the park are well-maintained, but there are multiple areas where task frequencies are not aligned with the park's overall service level, which negatively affect the quality of park maintenance and park user experience, as indicated by some public comments. Unfortunately, this is a result of lower staffing levels than the service level requires as a regional park.

The following areas were identified as areas for potential enhancement or change, and had implications for recommendations for the management plan:

- Prioritize safety and cleanliness tasks, especially in restrooms, the lake, and other high-use areas of the park.
- Ensure adequate maintenance on picturesque and unique areas of the park, such as the rose garden.
- Ensure areas that are relatively hidden and not frequently visited by the public (such as: Dick and Jane Neuheisel Sister Cities Garden and Ruben Romero Activity Zone) are kept in good condition, enabling smaller, targeted efforts to prepare for events and reservations.
- Ensure proper reporting of maintenance items that are under the jurisdiction of other departments, such as graffiti.
- Align all park maintenance tasks with service level standards; seek funding for areas that are below standards (labor, supplies and equipment).
- Properly align maintenance funding and task frequencies to extend service lives of amenities and infrastructure, as well as improving aesthetics.
- Assess trees and remove as needed due to disease, damage, or natural senescence; remove or machine grind stumps below grade.
- Replace missing trees and plant new trees to help sustain canopy and maintain species and age diversity.
- Identify and implement design modifications that could improve maintenance or reduce task burdens, especially in areas of extreme slope and run-off.



**KIWANIS PARK
MANAGEMENT PLAN
OCTOBER 2020**