

URBAN OPEN SPACE PLAN APPENDICES

City of Tempe, Arizona
DECEMBER 2007

www.tempe.gov/comdev/urbanopenspace.htm



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Section 1 – Demographic Analysis

The Market and Demographic Analysis provides a clear understanding of the market size, economic factors and trends that would help determine the potential client base within the target market area.

1.1 Methodology

Data used was the most current and was obtained from the U.S. Census Bureau's 2005 American Community Survey.

1.2 Tempe, Arizona

Tempe is the most densely populated city in the State of Arizona; consisting of slightly more than forty square miles of landlocked area, 4,133.61 of Tempe's residents reside on every square mile of land. Based on the 2005 Census estimate, the current population is 166,171 – something that will surely be eclipsed upon completion of numerous development projects slated for the area which has seen a surge in development projects over the last twenty months leading to more than one billion dollars in construction. As of January 1, 2007, thirty-one of the forty-three approved development projects are currently in at least the design and development phase; of those, twenty-three have been permitted, and eighteen are under construction or completed.

Population categorization by age segment demonstrates the relative youth of the City (see **Figure 1**); the largest single age segment is comprised of those between the ages of twenty-five and thirty-four (17.7% of the total population), while the under-five age segment is nearly as large as all of those aged sixty-five and above. Currently, the four oldest age segments (all of those aged fifty-five and above) are also the smallest age segments. Analyzing ages by major age segment presents the same scenario – the baby boomers are a very small minority (14.0%); in contrast, those aged fifty-five and above total nearly one quarter (22.5%) of the total U.S. population. This population composition lends itself to a very wide range of recreational, educational, and entertainment options and implies relatively large demands for active recreation programs and services targeted at youth, adolescent, and adults.

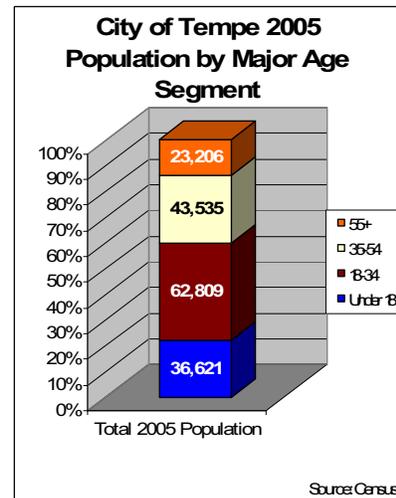


Figure 1 - Population by Major Age Segment

Gender

Gender distribution is nearly equal; males consist of slightly more than half (51.1%) of the total population. Sixty-five percent of Americans say they participate in a sport or recreation of some kind; sixty-one percent of women participate and sixty-nine percent of men say they participate. The top ten recreational activities for women are walking, aerobics, general exercising, biking, jogging, basketball, lifting weights, golf, swimming and tennis. The top ten recreational activities for men are golf, basketball, walking,

jogging, biking, lifting weights, football, hiking, fishing and hunting. By comparison, in 1990, fishing, hunting, and golf were mentioned by men as most often done sport activities while women mentioned swimming, walking and golf. Based on current participation trends, men and women shared a desire for six of the top ten recreational activities; in any ninety-day span, men claim to participate in their favorite activities an average of sixty-five times and women a total of fifty-seven times. With more women participating in recreational activities further into adulthood, more are opting for less team oriented activities that dominate the female youth recreation environment and shifting more towards a diverse selection of individual participant activities as evident in the top ten recreational activities mentioned prior.

Analyzing the population by gender reveals that as the population increases in age (see **Figure 2**), the female share rises dramatically. The male to female ratio for those that are eighteen and over is nearly even (Male – 50.8%; Female – 49.2%); analyzing gender for those aged sixty-five years and above reveals a ten percent gap in gender make up (Male – 45.4%; Female – 54.6%). Some of this can be explained by the longer lifespan associated with the female gender. This does however depict the need for senior class programming geared towards females, with one of the most popular recreational activities other than walking being water aerobics.

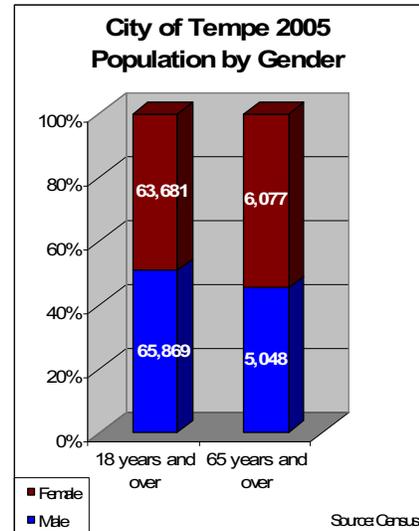


Figure 2 - Population by Gender

Tempe is predominantly non Hispanic or Latino with those being classified as white alone accounting for nearly seventy percent (67.0%; 111,319 persons) of the total population. The next largest individual race is that of Mexican (20.1%; 33,469 persons), followed by Asian alone (4.5%; 7,535 persons) and black (2.9%; 4,784) and American Indian or Alaskan Native (2.3%; 3,758). All other races combined total just over three percent of the population (3.2%; 5,306 persons).

The white population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the white populace has an affinity for outdoor non-traditional sports. Utilizing the Ethnicity Study performed by American Sports Data, Inc., an index of the most popular activities was analyzed. Based on the index, with regard to ethnic sports participation, a demographic index is simply the participation rate of a given segment divided by the overall participation rate for the sport or activity, the white populace is most likely to participate at shooting sporting clays (Index of 127) as compared to the general population. Unlike each of the three other ethnic groups analyzed, the white population does not have an activity that they participate in considerably more than the general population – this can be attributed to a few different things with the most evident being the white populations rather large portion of the total population diluting the index. The second through fifth activities in which the white population is more apt to participate in than the general population are:

- Bow Hunting – Index of 124
- Sailing – Index of 124
- Snowshoeing – Index of 123
- Shooting Trap/Skeet, Kayaking, and Hunting with a Firearm – Index of 121

The most popular activities in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

- Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year)
- Recreational Walking – 37.0% participation rate
- Recreational Bicycling – 20.6% participation rate
- Bowling – 20.4% participation rate
- Treadmill Exercise – 19.1% participation rate

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) along with the high index's of bow hunting and sailing demonstrate the high value that the white population places on outdoor activities.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. As with many consumer goods, different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups are coming in ever-greater contact with white middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments. However, this trend is projected to increase as more baby-boomers begin to retire and the minority populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics. Based on the 2000 Census, the Phoenix Metropolitan Area had the sixth largest Hispanic population with nearly four hundred and fifty thousand total persons, slightly more than thirty-four percent of the entire population.

Hispanic population is more than twice as likely as the population as a whole to participate in boxing (Index of 264). The next four activities of the top five that the Hispanic population is more likely to participate in than the general population are as follows:

- Bicycling, BMX – Index of 182

- Soccer, Outdoor – Index of 177
- Roller Hockey – Index of 172
- Paintball – Index of 155

Although the index for each of the aforementioned activities was high, none of the activities led in total participation by Hispanics. The most popular activity for Hispanics is recreational swimming (33.2% participation rate), followed closely by recreational walking (31.2% participation rate). Rounding out the top five most popular activities by Hispanics is as follows:

- Recreational Bicycling – 19.7% participation rate
- Bowling – 18.5% participation rate
- Running/Jogging – 18.0% participation rate

For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The Asian population is a very different yet distinct ethnic group than the three main groups in the U.S. – white, black, and Hispanic. Most closely compared the Hispanic population in terms of the varying levels of education and cultivation among the many ethnic groups within the Asian population as a whole, most seem to shy away from traditional team sports and outdoor and water based activities. The activity participated in most by the Asian population as compared to the total population is lacrosse (Index of 615); Asian's are more than six times more likely to participate than the total population. Activities two through five are:

- Squash – Index of 414
- Mountain/Rock Climbing – Index of 262
- Yoga/Tai Chi – Index of 229
- Martial Arts – Index of 227

The top five activities in recreational activities in regards to participation percentages are:

- Recreational Walking – 33.3% participation rate
- Recreational Swimming – 31.9% participation rate
- Running/Jogging – 21.6% participation rate
- Bowling – 20.5% participation rate
- Treadmill Exercise – 20.3% participation rate

The black population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The black populace exhibits a strong sense of neighborhood and local community through large special events and gathering with extended family and friends including sacred family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain

biking, are not much of a factor in the participatory recreational activities. Analyzing the top five activities that blacks are more likely to participate in than the populations a whole, double dutch (Index of 423), a form of jump rope utilizing two ropes spun in opposite directions, is by far the activity most associated with the black participant whom is more than four times as likely to participate in double dutch than the population as a whole. The remainder of the top five activities black persons are more likely to participate in than the total population is as follows:

- Boxing – Index of 208
- Football, Tackle – Index of 199
- Bicycling, BMX – Index of 172
- Basketball – Index of 160

As depicted with the Hispanic participation, the index does not equate to total participation. The top five activities based on participation rate for the black populace is:

- Recreational Walking – 26.7% participation rate
- Recreational Swimming – 20.2% participation rate
- Basketball – 19.8% participation rate
- Bowling – 17.5% participation rate
- Running/Jogging – 14.3% participation rate

Double dutch, the most likely activity that the black population is to participate in as compared to the total population only returned a participation rate of 2.5%; tackle football, ranked third in the index had a participation rate of 4.0%.

Households and Income Characteristics

Currently, there is an estimated 66,893 households out of which slightly more than twenty-three percent have children under the age of eighteen living on site – twenty-seven percent of households have one or more people under the age of eighteen and thirty-four percent are married-couple families. Half of households are non-family households – nearly twenty percent more than the U.S. average. This can be attributed in part to permanent students living off campus of the university, young alumni, and the convenient location of the City to all other points in the Valley. With half of all households comprised of non-family occupants and the relatively young population, it is assumed that more non-traditional/non-team recreational activities would be preferred.

The median household income in Tempe is \$45,644 (see **Figure 3**). This represents the earnings of all persons age 15 years or older living together in a housing unit. Tempe’s median household income is slightly less than

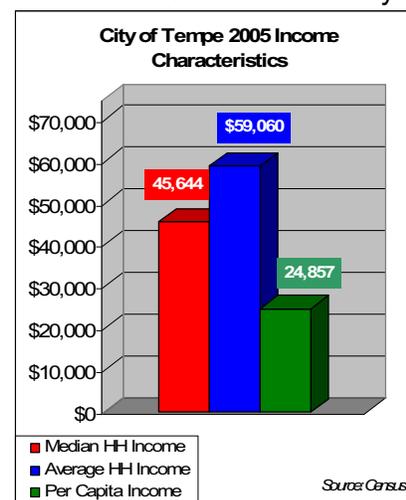


Figure 3 - Income Characteristics

the average U.S. household income reported for 2005 of \$46,242. Compared to the surrounding communities average household income Tempe falls in the middle – more than Phoenix (\$42,353) and Mesa (\$44,861) and less than Scottsdale (\$60,057) and Chandler (\$62,010). Although the household income is considerably less than two neighboring communities, this does not preclude the populace from participating in recreational activities.

Section 2 – Market Analysis

The City of Tempe’s Parks and Recreation Department, a 2006 National Recreation & Park Association Gold Medal Award Winner, has fifty-one parks, many of which contain amenities such as picnic tables and barbecue grills, basketball courts, playgrounds, and soccer fields (see Figure 4). The most popular amenities are:

- Picnic tables, barbecue grills, etc. – found in forty parks (78.4% of all parks)
- Basketball courts – found in thirty-two parks (62.7% of all parks)
- Playground/playground equipment – found in thirty-two parks (62.7% of all parks)
- Soccer field(s) – found in twenty-one parks (41.2% of all parks)
- Baseball/Softball field(s) – found in fourteen parks (27.5% of all parks)
- Restroom(s) – found in twelve parks (23.5% of all parks)
- Volleyball court(s) – found in eight parks (15.7% of all parks)

The Parks and Recreation Department also has large and specialty amenities, such as recreational and multi-generational centers, dog parks, lakes and lagoons, a swimming pool, a skate park, and a batting cage.

Tempe is currently in the early stages of a development boom, most of which is occurring in the northern sector near Town Lake, which over the last twenty months has produced more than one billion dollars in construction. As of January 1, 2007, thirty-one of the forty-three approved development projects are currently in at least the design and development phase; of those, twenty-three have been permitted, and eighteen are under construction or completed (please see list at the end of this Section). With the inevitable increase in population associated with the major development comes the increased demand for recreational, leisure, and entertainment. The development, some of which is being described as “the Southwest’s premiere mixed-use development (that) includes accoutrements promoting a 24-hour lifestyle in an energetic location,” and “a location that’s quickly becoming known as the gateway to downtown Tempe and affords us that crucial connection to the Phoenix core,” must be able to accommodate not only the demand place on the area by the residential clientele but by the influx in daily work force and weekend guests.

Parks and Park Amenities

Park Name	Picnic Tables /BBQ Grills	Basketball Court	Playground Equipment	Soccer Field	Baseball/ Softball Field(s)	Restrooms	Volleyball Courts	Dog Park	Water/Lake Area	Recreation/ Multi-Generational Center	Trail	Mini-Park	Tennis Court	Horseshoe Court(s)	Water Play Structure	Baseball Backstop	Batting Cage	Disc Golf	Pool	Preserve/ Wildlife	Skate Park	Stadium	
Allegre	X	X	X	X	X																		
Arizonado																							
Benedict Fields						X										X							
Birchett																							
Campbell	X		X	X								X											
Canal	X								X														
Chilaya	X	X																					
Clark	X	X					X												X				
Cole	X	X	X																				
Corbell	X	X	X	X																			
Creamery	X	X	X	X				X						X									
Daley	X	X	X				X																
Daumler	X	X	X																				
Diablo Stadium																							X
Dwight	X	X	X	X																			
Einhardt	X	X	X																				
Escalante	X	X	X							X													
Estrada	X	X	X																				
Gajcki	X	X	X																				
Goodwin	X	X	X																				
Hanser	X	X	X	X																			
Harrison	X	X	X	X									X										
Harrison	X	X	X	X																			
Harrison Butte Preserve																							
Hollis	X	X	X	X																			
Hudson	X	X	X																				
Indian Bend																							
Indian Bend Wash																							
Jaycee	X	X	X																				
Joyce	X	X	X																				
Kiwans Community	X	X	X	X																			
Meyer	X	X	X	X																			
Mitchell	X	X	X	X																			
Moer	X	X	X	X																			
Optimist	X	X	X	X																			
Palmer	X	X	X	X																			
Pascago	X	X	X	X																			
Petersen	X	X	X	X																			
Plazita de Descanso																							
Redden	X	X	X																				
Rio Salado	X	X	X																				
Rotary	X	X	X																				
Sauder	X	X	X																				
Seals	X	X	X																				
Sixth Street / City Hall																							
Strood	X	X	X	X																			
Strob	X	X	X	X																			
Tempe Beach	X	X	X	X																			
Tempe Sports Complex	X	X	X	X																			
Tempe Women's Club	X	X	X	X																			
Victory	X	X	X	X																			
Waggoner	X	X	X	X																			

Figure 4 - Park and Park Amenities

Current Tempe Projects and Descriptions

Armory

- Thirty-story mixed use project with rental units, two residential condominium towers, and twenty-five thousand square feet of retail/office space

Artisan Village

- Arts related development

ASU Gateway

- No information available

ASU Town Lake Property

- Lake front development; unknown

Block 12

- Unknown development; likely residential/mixed-use development

The Brownstones of Tempe

- Sixty three luxury condominiums featuring one, two, and three bedroom

Campus Edge

- Large-scale mixed-use project on the light rail corridor
- Eight stories; one hundred residential condominiums with five thousand square feet of flexible commercial space

Centerpoint on Mill

- Twenty-one and one-half acre mixed-use development featuring residential, retail, entertainment, and offices

Centerpoint Condominiums

- Twenty-two and thirty story residential towers with seven hundred and twenty condominium units and ground floor retail and boutique grocery

Eighth and Rural Condominiums

- Twelve-story condominium and retail building with one hundred fifty six condominium units and eight thousand six hundred forty square feet of retail

KML Mosaic

- Mixed-use development featuring one hundred fifteen condominium units, grocery store, retail, and restaurant

5th and Farmer

- Two rectangular parcels totaling nearly eight acres

Bridgeview at Hayden Ferry Lakeside

- Waterfront condominiums

Hayden Ferry Lakeside Phase Two Office

- Eight and twelve story Class A office space; three hundred thousand total square feet

Hayden Ferry Lakeside Bridgeview

- One hundred and four luxury condominium units

Hayden Flour Mill

- Seven total acres to be restored and developed with condominiums, retail shops, a bakery, and museum and office space

Lakeside Linear Park

- Multi-use path along lake edge with plazas and shade structures

Light Rail Bridge over Town Lake

- Light rail bridge featuring programmable light system

Dolce Villagio Town Homes

- Thirty-seven total luxury units with two or three car garages

SWC Mill and University

- To be developed corner lot

Millstone Town homes

- Enclave of forty eight town home units

Grigio

- Five hundred and fourteen luxury apartments and condominiums located on the north shore of Tempe Town Lake with nearly nine thousand square feet of office and retail space

Lakeshore

- Thirty three-story condos with luxury amenities

Landsource Tempe

- Urban condominium project with one hundred twenty residential units totaling one hundred thirty thousand square feet of residential space, twelve thousand square feet of live/work space, and ten thousand square feet of retail

Le Meridian Hotel

- Five star hotel on the banks of Tempe Town Lake with a spa, conference space, restaurant, and fitness club

Northshore at Playa Del Norte

- One hundred thirty-four luxury waterfront condominiums

Perry Place Condominiums

- One hundred fifty-six one, two, and three bedroom condominium units

Papago Gateway Corporate Center

- Six-story Class A office building with two hundred twenty-five thousand square feet of LEED certified office and biotech facilities complete with a cafeteria, fitness center, and nine hundred car parking structure

Pedestrian Bridge at West End

- Pedestrian access bridge at the downstream dams spanning nine hundred feet

Pier 202

- Twenty-seven acre mixed-use Lake development occurring at eastern end of lake
- One thousand residential units, three hundred thousand square feet of office space, eighty five thousand square feet of retail, three hundred fifty hotel rooms and a pedestrian bridge over the lake near the east dam

Onyx

- Mixed-use development featuring retail, office, and restaurant space
- Gateway park complete with sculptures, art work stations, lake front plazas, amphitheater, boat docks, restaurant plazas, and a floating concert dock

Plaza Del Rio

- Public plaza and events area located on the waterfront

525 Town Lake

- Stylish urban residence featuring resort style amenities and a dog park

Riverside Linear Park – Priest to Hardy

- Three quarters mile multi-use path located along the south bank of the Salt River that will connect to a series of small plazas

Tempe Center for the Arts

- Eighty-eight thousand square foot multi use facility

Tempe Market Place

- One million three hundred thousand square feet of shopping, dining, and entertainment making it the largest center of its kind in the nation
- Featuring a multi-screen movie theater, Dave and Busters adult dining and recreation, national destination and lifestyle tenants, multiple high profile restaurants; outdoor fireplaces, raised dining patios, three hundred seat amphitheater, and water features

Tempe Mission Palms Expansion

- Existing three hundred room resort; possible expansion to include one hundred ninety-two additional rooms and additional meeting space

Tempe Town Lake Welcome Center and Boathouse

- Features full service marina center dedicated to housing boats and equipment dedicated to rowing, and an event, activity, and visitor's center
- Potential for retail, restaurant, catering kitchen and lounge, and fitness center with locker rooms; multiple large multi-purpose facilities with the ability to accommodate one hundred fifty plus persons and five hundred fifty plus persons;

University Square

- More than three acres, 1.4 million square feet, of development featuring a thirty-story hotel with two hundred twenty five rooms, twelve-story office building, twenty-three-story residential/condominium building consisting of two hundred forty residences; ground floor restaurants and retail outlets topped with offices and additional residential condominiums

Section 3 – Sport, Fitness, and Cultural Arts Trends

Using the 2005 Superstudy of Sports Participation, the following national participation trends were identified for core activities – both fitness and recreational. General demographics of sport participants are also identified.

3.1 Fitness Activities

The popularity of fitness in the United States continues to grow. In 2004, Americans devoted a total of nearly thirty billion (29.6) activity days to physical fitness. Health club memberships, an important indicator of interest in fitness, have reached record setting numbers. The forty-one (41.3) million members in 2004 represented a four-and-one-half percent increase over the prior year, and a one hundred forty percent (138%) increase over the initial benchmark year of 1987.

Interest in “softer” forms of exercise is growing, especially with activities that integrate mind and body aspects into exercise routines. Between 2004 and 2005, strong rates of growth were witnessed in Yoga/Tai Chi (18.1%); Pilates experienced the first year of decline, however very small (-1.8%), but still represents a nearly five hundred percent increase since 2000. Participation in water exercise has enjoyed a rebirth, experiencing a growth of seven percent (7.3%) from 2004 to 2005; over the same period of time fitness swimming has declined in participation, witnessing a seven percent (6.9%) decrease from the previous year, however, fitness swimming has shown signs of growth during the period of 2000 to 2005 with a increase in total participation of three-and-one-half percent (3.5%).

Participation in traditional aerobics classes has been on a steady and significant decline since the early 1990’s. This trend has been attributed to multiple factors, including the aging of the fitness population and their need for less strenuous form of cardiovascular exercise and the sudden popularity and increase in Yoga and Pilates type of fitness activities. Since 1998, participation in both high-impact and low-impact aerobics is down thirty-three percent (32.9%) and twenty-nine percent respectively, and step aerobics participation has decreased by thirty-four-and-one-half percent. Low-impact aerobics did however experience a seven percent (6.8%) increase in participation from 2004 to 2005.

Activity Description	2004	2005	1-Year Change 2004-2005
GENERAL FITNESS			
Aerobics (Net)	15,767	15,811	0.3%
- Aerobics (High Impact)	5,521	5,004	-9.4%
- Aerobics (Low Impact)	8,493	9,071	6.8%
- Aerobics (Step)	8,257	7,062	-14.5%
Aquatic Exercise	5,812	6,237	7.3%
Fitness Bicycling	10,210	10,211	0.0%
Fitness Walking	40,299	36,348	-9.8%
Runnng/Jogging	37,310	37,810	1.3%
Fitness Swimming	15,636	14,553	-6.9%
Pilates Training	10,541	10,355	-1.8%
Yoga/Ta Chi	12,414	14,656	18.1%

Resistance training appeals to a wide range of participants, from youth involved in sports, to fitness enthusiasts interested in overall conditioning, to older adults committed to maintaining independent lifestyles. Resistance training in its earliest forms has been around for centuries, but beginning in the 1960s, gradual introduction of exercise machines into the still-rare strength training gyms would begin to revolutionize the way Americans viewed resistance training. Since the late 1990's, an increasing number of women have taken up resistance training, leading to the latest industry phenomenon of women only and express workout facilities.

Hand weights were the only form of free weight exercise to experience growth from 2004 to 2005, increasing by four percent (4.2%); barbells (-5.0%) and dumbbells (-9.6%) lead to all free weight exercise (net) experiencing a decline of six-and-one-half percent from the previous year. Resistance machines did not fare much better, experiencing a six percent (6.2%) decline in participation over the same time. However, both type of resistance training have shown strong growth over a six year period ending in 2005, with free weights (net) gaining an estimated nine percent (9.4%) in participation and resistance machines increasing by fifteen percent (15.1%).

Participation in equipment based aerobic fitness has continued to be a mainstay in most exercise routines. Treadmill exercise, the reigning king of all equipment based aerobic fitness, with nearly double the participants than the next closest activity, which has begun to show signs of an activity in the mature stage of the growth cycle, posted the smallest increase over a prior year's participation (1.1%) recorded to date. However, since 1998, participation has increased by nearly thirty percent (29.4%).

The activity with the largest growth since 1998 has been the elliptical trainer (331.8%). The elliptical trainer is a more gentle, knee friendly machine than the treadmill, resulting in a strong following among the less experienced and older participants. Stationary cycling on an upright bike has experienced sharp declines since 1998 (-25.0%); however, the senior friendly recumbent bike has experienced an increase of fifty percent (50.9%) over that same period.

Activity Description	2004	2005	1-Year Change 2004-2005
EQUIPMENT BASED FITNESS			
Free Weights (Net)	52,056	48,684	-6.5%
- Barbells	24,103	22,899	-5.0%
- Dumbbells	31,415	28,402	-9.6%
- Hand Weights	30,143	31,417	4.2%
Weight Resistant Machines	30,903	28,986	-6.2%
Stationary Cycling (Net)	31,431	28,525	-9.2%
- Stationary Cycling (Upright Bike)	17,889	15,567	-13.0%
- Stationary Cycling (Spinning)	6,777	6,896	1.8%
- Stationary Cycling (Recumbent Bike)	11,227	10,220	-9.0%
Treadmill Exercise	47,463	47,984	1.1%
Stair-Climbing Machine Exercise	13,300	13,332	0.2%
Elliptical Motion Trainer	15,678	16,679	6.4%

Figure 6 - Equipment Based Fitness Participation

3.2 Aquatic Activity – Recreational Swimming

Nearly four out of ten people (34%) in the United States, ages six and above, swim at least once per year. Nationally, the average swimmer swam thirty-one (31.1) days during 2005. Of all swimmers that swim at least once per year, thirty-six (36.4%) are under the age of eighteen. Not surprisingly, youth have the highest participation rates of all swimmers. Generally speaking, the older a person, the less likely he/she is to swim.

Frequent swimmers, or those swimming fifty-two or more days per year, represent six percent of the national population. These are the individuals most likely to participate in swimming programs or purchase season passes to pools. However, the average number of participation days during the last twelve months is slightly more than thirty-one, and nearly forty-two percent of all participants swam at least twenty-five days over that period of time. Females represent nearly sixty percent (59.6%) of all frequent participants. While the average age of frequent swimmers is twenty-five, children under the age of eighteen swim at the highest participation rates of all age groups (21.1% of children age 6 to 11; 12.8% of youth age 12 to 17). Adults aged thirty-five to forty-four represent that largest group of frequent swimmers eighteen and above (3.9% participation rate); this can be attributed to the likelihood that this group represent a large percentage of parents of youth swimmers, and the devotion to fitness that this age group has expressed. The average household income of frequent participants is greater than the national average. Generally speaking, the higher the income of the household, the more likely a person is to be a frequent swimmer.

Participation rates in swimming have remained steady over the last eight years that statistical data has been recorded by ASD. While there has been a slight decline of three percent (3.2%) in total participation, with over ninety-one million (91.3) Americans swimming at least once during 2005, swimming remains the most popular sport activity in the United States.

Swimming is unquestionably a lifetime sport. Swimmers, on average, have been swimming for slightly more than eighteen (18.3) years. Beginners, or those that have been swimming one year or less, represent only five percent (4.6%) of all swimmers. Nearly eighty percent have been swimming for six of more years.

3.3 Aquatic Activity – Aquatic Exercise

Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, elderly patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, and muscles, and the affect that the pressure of the water assists in reducing swelling of injuries.

More than six million persons participated in aquatic exercise in 2005, with the overwhelming majority (75.1%) being female. The average age of participant is forty;

frequent participants (100+ days) are generally older (average age of 48). Females represent eighty-six percent (85.8%) of all frequent users.

The average number of participation days during the last twelve months is nearly fifty-seven (56.6), equal to nearly twenty-six more days than the average recreational swimmer. Slightly more than fifty-five percent of all persons who participated in aquatic exercise in the last twelve months exercised at least twenty-five days.

Participation rates in aquatic exercise have remained steady over the last eight years that statistical data has been recorded by ASD. While there had been a slight decline since 1998, the last recorded year showed an increase in participation of eight percent (7.9%).

3.4 Court Sports

According to American Sports Data, both basketball and volleyball have experienced long-term declines in total participation. Since its height in 1998 of forty-two (42.4) million participants, basketball participation has steadily declined to thirty-two (31.9) million participants (-24.6%). Between 2001 and 2002, declines in participation were less severe, with participation down only five percent (5.4%). However, more than one out of every ten Americans participated in basketball during 2005. Basketball is most popular among the younger generation, with the majority of users (70.0%) being less than twenty-four years of age (average age of 21); the largest participation per age segment belongs to those that are twelve to seventeen years of age. Although it is a predominantly male sport, twenty-six percent (25.7%) of women under the age of eighteen participate in the sport. Fifty three percent of participant participated in basketball activities at least twenty-five times in the last twelve months, with the average number of days of participation of nearly forty-four (43.5). Although basketball does not seem to be a lifelong sport, it does seem to grab the attention of the youth, adolescent, and early adult population for a considerable length of time – the average number of years participated is nine (9.4), with thirty-four percent of all participants having participated for more than ten years.

Although sand/beach volleyball has followed in a similar path as basketball, experiencing a thirty-five percent (34.9%) decrease since 1998, court volleyball has actually posted gains in participation over the past three years. Court volleyball participation consists predominantly of females (61.4% of all participants). The majority of participants fall within the twelve to seventeen year age segment, and along with the six to eleven age segment, make up more than half of all participants. This indicates that the grade school and club teams account for a large portion of participants. Although the average number of days participated in the last twelve months is thirty-three (32.6), only forty-one percent (40.8%) participated more than twenty-five times. Length of participation averages nearly six (5.9) years, with seventeen percent (17.3%) having participated more than ten years, indicating that the sport has relatively new and short-lived participants.

3.5 Traditional (“Bat and Ball”) Team Sports Trends

Traditional sports, referred to as the social glue that bonds the country, play an important role in American society. By teaching important values of teamwork and discipline while stressing physical fitness and a healthy lifestyle, sports have been the building block for many of Americans.

The sport that evokes more nostalgia among Americans than any other is baseball. So many people play the game as children and grow to become devout followers of the professional game that it has become known as "the national pastime"; however, based on participation, baseball has experienced a seventeen percent decrease between 1998 and 2005. Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional “bat and ball” sports with nearly thirty-two (32) million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited number of supplies needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings.

The sport that has had the largest increase in popularity, although a relatively modest one million six hundred thousand American’s participate, is Lacrosse. Lacrosse increased by seventy-six percent from 2004 to 2005; ice hockey (29% increase), touch football (8.4% increase), and outdoor soccer (8.1% increase) are the four sports with the largest percentage increase in participation from 2004 to 2005. Of the four sports with the largest growth, only soccer has been a staple of American children for more than a decade.

Activity Description	2004	2005	1-Year Change 2004-2005
BAT & BALL SPORTS			
Baseball	9,694	10,255	5.8%
Basketball	34,223	31,963	-6.6%
Football, Tackle	5,440	5,794	6.5%
Football, Touch	12,993	14,083	8.4%
Ice Hockey	1,998	2,585	29.4%
Lacrosse	914	1,622	77.5%
Racquetball	5,533	4,909	-11.3%
Soccer, Outdoor	14,608	15,786	8.1%
Softball, Fast Pitch	4,042	3,519	-12.9%
Softball, Slow Pitch	14,267	12,859	-9.9%
Tennis	18,345	18,305	-0.2%
Volleyball, Court	11,762	12,371	5.2%
Volleyball, Sand/Beach	7,741	6,884	-11.1%

Figure 7 - Traditional Sports Trends

Diamond Sports

According to American Sports Data, baseball, and softball, both fast pitch and slow pitch, have all experienced sharp declines in the past decade. Baseball, although thought of as the national pastime, has dipped from fifteen million participants in the early 1990’s to a modest total of ten million three hundred thousand (33.6%). Since 2000, participation

has been relatively flat, hovering around ten million participants. Baseball is a sport predominantly played by those under the age eighteen, with the majority of those youth being under twelve. According to ASD, league play past the age of eighteen is miniscule. The majority of all participants fall within the six to eleven year age segment, and along with the twelve to seventeen age segment, make up more than half of all participants (66%). Average number of days participated in the last twelve months is nearly forty-seven (43.6), fifty-five percent participated more than twenty-five times – this indicates a strong presence in the league play. Length of participation average seven (7.2) years, with twenty-three percent (23.2%) having participated more than ten years, indicating that the sport has a relatively short-lived lifespan – evident by the many youth leagues including club and travel teams; however, as they participant ages, the sport experiences a sharp decline in participation.

Softball has two advantages over baseball – participants are offered two versions, fast pitch and slow pitch, and slow pitch allows those with a sedentary lifestyle to participate. Since participation records were first kept, fast pitch softball has remained stable with an estimated current participation level of three-and-one-half million, down from a high of four million in 2004. Slow pitch softball has also experienced a decline, falling from a high of nineteen (19.4) million participants in 1998 to slightly less than thirteen million in 2005 (33.7% decline). Slow pitch softball is played by nearly all age segments, the majority of those being twenty-five to thirty-four; more than half of all participants (52%) are twenty-five and above. The average age of a participant in slow pitch softball is twenty-seven (27.4). Average number of days participated in the last twelve months is twenty-four (23.9), only thirty-five percent participated more than twenty-five times. Length of participation averages ten (9.7) years, with thirty-six percent (36.4%) having participated more than ten years.

Field Sports

Field sports have boomed in recent years, however, it has been the relatively obscure sports making the biggest impact. All of the field sports analyzed increase in single year participation percentages with Lacrosse making the largest percentage gains (77.5% increase; 1.6 million participants in 2005) followed by touch football, soccer, and then tackle football. Only touch football has been statistically tracked for participation since 1987; it has experienced a drastic decrease (31%) since 1987, but has been stable since 1998 (14 million participants in 2005). Tackle football, tracked since 2000, posted the largest participation numbers ever in 2005 (5.8 million participants). Soccer, long a staple of youth sports, has only been tracked for participation by ASD since 2003, however, participation has been relatively stable (15.7 million participants in 2005).

Both touch and tackle football is predominantly played by those under the age eighteen. Average number of days participated in the last twelve months is twenty-three (23.3; touch) and fifty-four (53.6; tackle). League play is responsible for the large number of participation days in tackle football, whereas touch football has relatively few practices and many unorganized participation days. Length of participation average for touch football is six years while tackle football averages just under four (3.9) years of participation by individual. Nineteen percent (19.2%) have participated more than ten

years in touch football; only six and one-half percent participate more than ten years in tackle football. Although touch football reports ample participation numbers, the majority of those can be attributed to un-organized “pick-up” games held everywhere from front yards to alleys. Tackle football’s participation is mainly confined to leagues, requiring a dedicated facility.

Although soccer has been played for decades, American Sports Data has only recently been recording participation data. Soccer has remained steady, although a slight decrease of two percent has occurred from 2003 to 2005, participation did increase by a little more than one million participants from 2004 to 2005 ((15.7 million participants in 2005). Soccer is most popular among the younger generation, with the half of users (50.3%) being less than twelve years of age, and another twenty-five percent between the ages of twelve and seventeen (average age of 14.9). Fifty percent of participants participated in soccer activities at least twenty-five times in the last twelve months, with the average number of days of participation of forty-one (41.1). The average number of years for soccer participation is six (6.1), with eighteen percent (17.6%) of all participants having participated for more than ten years.

Lacrosse saw the largest increase in participation of all activities tracked by American Sports Data from 2004 to 2005. A total of one million six hundred thousand individuals participated in 2005, a seventy-seven and one-half percent (77.5%) increase from 2004. Although lacrosse has only recently been tracked by ASD, 2005 had nearly half a million more participants than any other year – a relatively small number for more traditional type sports, but an important number to remember. Due to the short time period of survey results, it is still too early to tell if Lacrosse is a trend or a fad. Lacrosse is most popular among the younger generation, with eighty-five percent of participants being under the age of twenty-five. Only thirty-three percent of participants participated in lacrosse activities at least twenty-five times in the last twelve months, with the average number of days of participation at twenty-seven (26.6). The average number of years for lacrosse participation is four (3.7), with seven percent (6.9%) of all participants having participated for more than ten years.

Recreational sports participation by major age segment is presented in the following figures. Average participation based on American Sports Data, 2003, is applied to the estimated population of the County to generate an estimated market size for each sport. This estimated market refers to all individuals who participate at least once per year in the respective sport. Average number of days participating was multiplied by the estimated market size for an estimated total participation days per sport. Average age of participant is also listed.

3.6 Cultural and Performing Arts

In 2002, the National Endowment of the Arts commissioned the Survey of Public Participation in the Arts (SPPA) researched American trends in the arts, and specifically personal participation in the arts, through questions on performing and creating art.

The SPPA found that over seventy-six percent of adults have experienced art in some form in the twelve months ending August of 2002. According to the survey results,

singing in a choir, chorale or other vocal group remained the most popular form of personal performance in 2002; with ten (9.8) million adults participating, it had more than double the number of participants than any other type of personal performance except dance. Weaving and sewing and other needlework remained the two most popular of all the visual arts activities. Though these activities have relatively higher levels of participation than other performing arts or visual arts activities, both experienced statistically significant declines from 1992 to 2002. Measured in millions of adult participants, only photography, ballet, composing music, and writing literature increased in activity from 1992 to 2002. The percentage of adults who said that they had performed classical music in the previous twelve months dropped by one-half in 2002, from four percent to two percent; adults who performed dance other than ballet also dropped by one-half, from eight percent to four percent, of respondents. Both declines are statistically significant.

Based on the 2002 survey, more respondents took classes in the performing arts in the prior twelve months (6 million participants) than in the visual arts (5 million participants). The most popular type of class was music — two percent of respondents reported that they had taken a music class in the past twelve months (4 million participants); about the same share of adults participated in performing arts and visual arts activities (59%) in the twelve months ending August 2002. For performing arts, most adults participated by watching or listening to music, plays, or dance on television, the radio, via audio recordings, or the internet. Over half of adults say they have viewed some type of performing arts media in the previous twelve months. Participation through attendance at live events is smaller (32 %), with more adults attending plays, both musical and non-musical plays, than other types of performing arts events.

For the visual arts, participation is most often in the form of attending an art museum or gallery or an arts and crafts fair or festival. In addition, nearly thirty-nine percent report personally creating some type of visual art; however, this does include ownership of an original artwork. Approximately one-half of U.S. adults experienced “literature”, poetry, plays, novels, or short stories, in some way in 2002.

Section 4 – Outdoor Activity Trends

Technology has promised to simplify the American way of life and promised abundant leisure for years. Unfortunately, for most people, this promise of simplicity and leisure has turned out to be a myth. With sixty percent of women now in the work force, an unheard of sum two decades ago, and many individuals working multiple jobs, it is apparent that the society as a whole has either opted for greater financial security, or found the workload a necessity, over leisure time. The implications that this epidemic has for public recreation are vast – the public has shifted their attention away from traditional team sports and have begun to increasingly want their recreation, entertainment, and leisure near at hand in order to take advantage of the small blocks of time which are available, much of which takes place after the work day and on weekends and holidays. Recent studies conducted by the Bureau of Outdoor Recreation indicate that Americans prefer relatively simple outdoor recreation opportunities. The well-balanced recreation system provides opportunities for both indoor and outdoor activities of both an active and a passive nature.

Previous surveys conducted by and reported in the Roper Report demonstrate widespread public recognition of the positive contributions to quality of life resulting from participation in outdoor recreation. The general population links recreation to overall happiness, family unity, health, improved educational opportunities, and deterrence of crime and substance abuse. The latest trend of declining participation, which began in 2001, in many recreational activities and the frequency of participation clearly put the benefits arising from recreation participation, both perceived and actual, at risk.

As the continuing growth in ownership and use of electronic communications and leisure options by the typical American – a trend that today is clearly visible to all by just taking a stroll down the local market, retail corridor, or airport – those in the recreation industry must address this technological phenomenon and form a strategy to effectively integrate into activities desired. The ability to convert traditionalist type activities into a technologically intertwined pastime may be the catalyst for increased participation in the near future.

Outdoor Recreation Participation as Reported in the Roper Report

Americans participate in a wide range of outdoor recreation activities, from traditional bat and ball sports, “European” influenced sports such as lacrosse and squash, to outdoor enthusiast activities such as hiking, camping, hunting, and fishing. Although there are variations in participation by activity, region, income, and race, outdoor recreation in general remains a pervasive leisure-time use across the nation.

Nearly nine in ten (87%) of the total population participated in an outdoor recreational activity over the past twelve months; average number of activities participated in was 5.4 of the 37 outdoor recreation activities tracked by the Roper Report. Walking for fitness/recreation, driving for pleasure, and swimming continue to be the three top choices of the public in terms of outdoor participation with each listed by more than four in ten Americans.

According to the Roper Report, beginning in 2001, and continuing into 2003, the trend of increasing outdoor recreation participation changed into downward trend. For 2003, only six tracked activities showed an increase in participation:

- Driving for pleasure
- Swimming
- Picnicking
- Golf
- Canoeing/kayaking
- Rowing

Only driving for pleasure experienced an increase of note. Twenty-one activities experienced a decline in participation, including hiking, in-line skating, walking for fitness, running/jogging, and visiting cultural sites.

Many factors have been attributed to the decline in outdoor activities – the biggest single factor is the ever shrinking pool of leisure time available. Non-direct competitors to outdoor recreation has also began to encroach, most notably are the Internet and other multi-media outlets.

Not only was total participation reportedly experiencing a decline, but so to was the frequency of which those actual participated. Between 2001 and 2003 a five point drop was reported in participation in recreational activities several times per week (26% versus 21%) and a seven point drop in those reporting participation several times per month (29% versus 22%). The age segment most likely to participate on a frequent basis has shifted from the eighteen to twenty-nine year old age segment to the next two age segments up – thirty to forty-four age group and forty-five to fifty-nine age group.

The quandary facing a portion of the population, low household income, which many times reduce the ability of one to pursue a higher education, thus reducing the potential earning power, has a direct correlation on participation. As one's education level increases, so does their average participation frequencies in outdoor recreation; similarly, households reporting incomes of seventy-five thousand dollars or more participate in an average of nearly six activities (5.8) as opposed to only four activities (3.8) as reported by households earning incomes below thirty thousand dollars.

Nature Based Outdoor Tourism Trends in Western and Mid-Western MSA

A study performed in conjunction by USDA Forest Service and the Southern Research Station of the eight western and mid-western metropolitan statistical areas (MSA) found that larger percentages of Denver, Minneapolis, Phoenix, and Seattle populations participate in nature-based tourism activities relative to all the major western metro areas combined. Phoenix residents participate at relatively high rates only in the two hunting activities – big game and small game hunting.

Relative to total population of all persons 16 or older, western MSA residents participate at notably higher rates in day hiking, developed camping, driving off road, primitive camping, coldwater fishing, backpacking, and small game hunting. The only notably lower participation rate for western MSA residents is canoeing.

The table shown in **Figure 8** portrays twenty nature-based outdoor tourism activities. They are listed in order by percentage of the Phoenix MSA population sixteen or older who participated between 2000 and 2004 (first column in the table). The numbers in the column second from the right depicts the ratio of the percentage of people in each western metro area who participate in an individual activity divided by the overall percentage participating across the eight western metro areas combined; converting the data to ratios more easily illustrates which activities and which metro areas have larger or smaller percentages of people participating. Especially noteworthy are ratios larger than one point five, which indicate much higher percentages of a particular metro area population participating, or a ratio less than zero point seven, indicating a much lower participation rate.

As mentioned previously, the only two categories in which the Phoenix MSA participate at higher levels than the other MSA's are big and small game hunting. Two categories which are participated in at levels much lower than all comparable western and mid-western MSA's are canoeing and cross country skiing. Even though big and small game hunting surveyed well for participation in the Phoenix MSA, no activity lead all eight surveyed MSA's in participation – assumedly due to the smallest total populace among the eight surveyed – and only two activities finished second in total participation among all eight MSA's – small game hunting and off road driving.

Activity	Phoenix MSA % of Pop Participating 2000-2004	U.S. Total % of Pop Participating 2000-2004	Combined Western MSA % of Pop Participating 2000-2004	Phoenix MSA Ratio of % of Participation**	Rank of Phoenix MSA Ratio to Western MSA Ratios
Picnicking	49%	54.2%	53.7%	0.91	T-6
Day hiking	44%	32.6%	41.5%	1.05	4
View/photograph other wildlife	41%	45.2%	40.9%	1.00	5
Visit a wilderness or primitive area	41%	32.6%	34.4%	1.19	3
Swimming in lakes and streams, etc.	38%	42.3%	39.4%	0.95	T-6
View/photograph birds	29%	32.5%	29.1%	0.99	4
Developed camping	25%	26.7%	29.0%	0.88	6
Drive offroad	25%	18.6%	17.5%	1.40	2
Primitive camping	21%	16.1%	15.9%	1.31	3
Warmwater fishing	18%	22.4%	14.6%	1.23	4
Mountain biking	18%	20.9%	22.8%	0.79	7
Coldwater fishing	16%	13.4%	13.0%	1.19	3
Backpacking	15%	10.5%	13.3%	1.15	4
Rafting	12%	10.0%	8.6%	1.41	3
Horseback riding on trails	8%	7.7%	7.6%	1.05	4
Small game hunting	8%	7.1%	4.1%	2.02	2
Big game hunting	7%	8.4%	4.0%	1.65	3
Downhill skiing	7%	8.4%	10.1%	0.72	6
Canoeing	4%	9.7%	6.6%	0.55	7
Cross country skiing	1%	3.7%	3.6%	0.28	7

Figure 8 - Western and Mid-Western MSA Outdoor Activity Participation

Retirees Participation in Outdoor Activities

Retirees sixty-five and older remain active in many activities well into their senior years. Just under thirty-five million Americans, or about one of every eight persons (12.4%), were sixty-five years or older at the time of the 2000 Census. Over ninety percent of these older Americans are retired; almost all are retired by age seventy-five.

For purposes of this study, retirees were broken into three age groups, sixty-five to seventy-four, seventy-five to eighty-four, and eighty-five and above; data was gathered from the National Survey on Recreation and the Environment (NSRE). Across all the activities surveyed, with the only exception being gardening or landscaping for pleasure, the percentage of retirees who participate in an activity is less than that for those people under age sixty-five. With a few exceptions among activities, participation percentage falls from age sixty-five to age eighty-five and above. For the more passive activities, such as walking, family gatherings outdoors, sightseeing and viewing/photographing wildlife and flowers, the decrease with age is gradual. With the more physically demanding activities, such as swimming, hiking and mountain biking, the decrease in percentage participating sharply increases with age; however, some percentage of even the oldest of retirees participate across most activities, regardless of how physically demanding they are.

Although age does play a role in the ability to participate in all activities, eleven of activities surveyed by NSRE illustrate the enduring quality regardless of age, such as:

- Walking for pleasure
- Family gatherings
- Gardening and landscaping for pleasure
- View/photograph natural scenery
- Visit nature centers, etc.
- Driving for pleasure
- Picnicking
- Sightseeing
- Visit historic sites
- View/photograph other wildlife
- View/photograph wildflowers, trees, etc.

As the retiree population grows in future years, accessible opportunities for these popular activities should be accommodated.

Section 5 – Conclusion

5.1 Recreation Facility Standards

Recreation, described as the social glue of American society, is a vital component of the human species. Not only does recreation provide an outlet for exercise and fitness but it also achieves the goal of greater self-actualization – a need placed at the pinnacle of the hierarchy of human needs by psychologist Abraham Maslow, to be satisfied only after the basic needs for food, clothing and shelter; self-actualization refers to “man’s desire for fulfillment...to become everything that one is capable of becoming.”

Utilizing the 1999 Master Plan’s recreation facility/amenity needs assessment as a base, an update was performed for the projected 2010 population. Population projections were derived by applying straight line linear regression to populations for 1990 (141,865), 1999 (159,496), and 2005 (166,171); population estimates for 1990 and 1999 were taken from the 1999 Master Plan while 2005 estimates utilized the 2005 Community Survey from the U.S. Census.

Based on recent trend data from the American Sports Data, Inc., traditional sports have been on a slow decline over the past decade. Even so, due to the high percentage of participants, a small decline results in a relatively small reduction in users. By simply applying the standards from the 1999 Master Plan, the largest increase in facility need from 2004 to 2010, with a base facility count from 1999, will be in the form of basketball courts (2004 Need – 90; 2010 Need – 97), and rectangular playing fields, including soccer and football fields (2004 Need – 44; 2010 Need – 49). A complete updated chart is presented in **Figure 9**.

Facility/Amenity	Existing Facilities (1999)	Recommended Standard (1999)	Additional Needed, 2004*	Additional Needed, 2010**
Softball Fields	32	1 / 5,000	1	3
Baseball Fields	3	1 / 5,800	25	27
Soccer/Football Fields	39	1 / 2,000 (Soccer) 1 / 10,000 (Football)	44	49
Running Tracks	-	1 / 10,000	16	18
Basketball Courts	44	1 / 1,250	90	97
Tennis Courts	51	1 / 4,000	-	-
Playgrounds	41	1 / 2,500	26	29
Shelters/Ramadas	25	1 / 10,000	-	-
Swimming Facilities	4	1 / 15,000	7	8
Community Centers	1	1 / 50,000	2	3

*Population estimate of 167,000 by Year 2004; as reported in P&R Master Plan performed in 1999; Surplus/deficit calculated from base year of 1999

**Population estimate of 175,610; derived by applying straight line linear regression to years 1990 (pop 141,865), 1999 (pop 159,496), and 2005 (pop 166,171); Surplus/deficit calculated from base year 1999

Figure 9 - Facility/Amenity Need

5.2 Recommendations

Based on a survey conducted by the Forest Service and the Southern Research Station from 1999 to 2004, participation in walking, outdoor family gatherings, gardening, viewing/photographing natural scenery, and visiting nature centers topped the lists for all time periods. Across the years of surveying, the population participating increased for many activities between fall 1999 and spring 2004.

Important aspects to be considered for the development of facilities and amenities is the steady decline in traditional recreational activities, especially team sports, over the past decade (see **Figure 10**).

Activity	1987	1990	1993	1998	2000	2003	2004	2005	% '98-'05	% '87-'05
Baseball	15,098	15,454	1,586	12,318	10,881	10,885	9,694	10,255	-16.7%	-32.1%
Basketball	35,737	39,808	42,138	42,417	37,552	35,439	34,223	31,963	-24.6%	-10.6%
Ice Hockey	2,393	2,762	3,204	2,915	2,761	2,789	1,998	2,585	-11.3%	8.0%
Football, Touch	20,292	20,894	21,241	17,382	15,456	14,119	12,993	14,083	-19.0%	-30.6%
Football, Tackle	n/a	n/a	n/a	n/a	5,673	5,751	5,440	5,794	n/a	n/a
Lacrosse	n/a	n/a	n/a	926	751	1,132	914	1,622	75.2%	n/a
Soccer, Outdoor	n/a	n/a	n/a	n/a	n/a	16,133	14,608	15,786	n/a	n/a
Softball, Fast Pitch	n/a	n/a	n/a	3,702	3,795	3,487	4,042	3,519	-4.9%	n/a
Softball, Slow Pitch	n/a	n/a	n/a	19,407	17,585	14,410	14,267	12,859	-33.7%	n/a
Volleyball, Court	n/a	n/a	n/a	n/a	n/a	11,008	11,762	12,371	n/a	n/a
Volleyball, Sand/Beach	n/a	11,560	13,509	10,572	8,762	7,454	7,741	6,884	-34.9%	n/a
Racquetball	10,395	9,213	7,412	5,853	5,155	4,875	5,533	4,909	-16.1%	-52.8%
Tennis	21,147	21,742	19,346	16,937	16,598	17,325	18,345	18,305	8.1%	-13.4%
Martial Arts	n/a	n/a	n/a	5,368	5,722	6,883	6,898	6,028	12.3%	n/a
Roller Hockey	n/a	n/a	2,323	3,876	3,287	2,718	1,788	2,094	-46.0%	n/a
Roller Skating, In-Line	n/a	4,695	13,689	32,010	29,024	19,233	17,348	16,490	-48.5%	n/a
Skateboarding	10,888	9,267	5,388	7,190	11,649	11,090	10,592	11,382	58.3%	4.5%
Bicycling, BMX	n/a	n/a	n/a	n/a	3,977	3,365	2,642	2,480	n/a	n/a
Bicycling, Recreational	n/a	n/a	n/a	54,575	53,006	53,710	52,021	51,431	-5.8%	n/a
Walking, Recreational	n/a	n/a	n/a	80,864	82,561	88,799	92,677	87,628	8.4%	n/a
Artificial Wall Climbing	n/a	n/a	n/a	4,696	6,117	8,634	7,659	8,869	88.9%	n/a
Recreational Swimming	n/a	n/a	n/a	94,371	93,976	96,429	95,268	91,314	-3.2%	n/a
Aerobic Dancing	21,225	23,015	24,839	21,017	17,326	16,451	15,767	15,811	-24.8%	-25.5%
Aquatic Exercise	n/a	n/a	n/a	6,685	6,367	7,141	5,812	6,237	-6.7%	n/a
Fitness Bicycling	n/a	n/a	n/a	13,556	11,435	12,048	10,210	10,211	-24.7%	n/a
Fitness Walking	27,164	37,384	36,325	36,395	36,207	37,945	40,299	36,348	-0.1%	33.8%
Running/Jogging	37,136	35,722	34,057	34,962	33,680	36,152	37,310	37,810	8.1%	1.8%
Fitness Swimming	16,912	18,045	17,485	15,258	14,060	15,899	15,636	14,553	-4.6%	-13.9%
Pilates Training	n/a	n/a	n/a	n/a	1,739	9,469	10,541	10,355	495.5%	n/a
Yoga/Tai Chi	n/a	n/a	n/a	5,708	7,400	13,371	12,414	14,656	156.8%	n/a
Free Weights	22,553	26,728	28,564	41,266	44,499	51,567	52,056	48,684	18.0%	115.9%
Weight Resistant Machines	15,261	16,776	19,446	22,519	25,182	29,996	30,903	28,986	28.7%	89.9%
Stationary Cycling	30,765	39,823	35,975	30,791	28,795	30,952	31,431	28,525	-7.4%	-7.3%
Treadmill Exercise	4,396	11,484	19,685	37,073	40,816	45,572	47,463	47,984	29.4%	991.5%
Stair Climbing, Machine Exercising	2,121	13,498	22,494	18,609	15,828	14,321	13,300	13,332	-28.4%	528.6%
Elliptical Motion Trainer	n/a	n/a	n/a	3,863	6,176	13,415	15,678	16,679	331.8%	n/a

Figure 10 - Activity Participation Trends, 1987 to 2005

Traditional sport activities such as baseball, basketball, touch football, racquetball, aerobics (dancing), and stationary cycling have all experienced both short (1998 to 2005) and long term (1987 to 2005) declines; these are depicted in red highlights on **Figure 10**. Ice hockey, fast-pitch and slow-pitch softball, sand volleyball, roller hockey, in-line roller skating, recreational bicycling, recreational swimming, aquatic exercise, fitness bicycling, and stair climbing exercise (machine) have all experienced short term decline. However, of those activities that have experienced declines, four do have participation of greater than twenty-five million persons; they are:

- Stationary Cycling – Twenty-eight million participants (28.525M)
- Basketball – Thirty-one million participants (31.963M)
- Recreational Bicycling – Fifty-one million participants (51.431M)

- Recreational Swimming – Ninety-one million participants (91.314M)

Although the traditional sports have experienced declines, this does not imply the endorsement of lowering the facility and amenity standards; this is evident by the sizeable and continued support, while somewhat stagnant, of these participants groups.

With the increased density destined for the Tempe area and the confirmation of the continued participation in non-team/sport oriented outdoor activities such as walking, running/jogging, and gatherings, it is recommended that the City invest in a variety of program and activity amenities, including:

- Grand natural areas – areas suitable for large gatherings, special events, and outdoor leisure; can include plazas, “green oasis”, respite/shade areas, native botanical restoration areas, demonstration areas, alternative sport activities such as disc golf, croquet, and bocce ball, and multiple trail links
- State of the art trail network – multi-use trail network providing multiple trail heads and linkages and consisting of various surfaces programmed towards multi-faceted users and varying degrees difficulty/specialty of use; surfaces ranging from three-quarters inch minus crushed granite, soft/nature paths, paved asphalt or concrete; programmed to accommodate recreational walking and bicycling, fitness walking and bicycling, hiking, in-line skating, and mountain biking
- Non-traditional recreational amenities – urban skate park designed to incorporate the “urban environment” seen in metropolitan and business district areas complete with stairs, benches, hand rails, etc.
- Water related recreation – dedicated recreational area at the lake shore for remote controlled boats; complete with picnic/shade pavilion and staging area

By focusing on the non-team/sport related activities, the City of Tempe is able to address the trends of the entire population. As presented in the Demographic Analysis, each of the analyzed ethnic groups – white, Hispanic, Asian, and black – participated as an ethnic group in recreational swimming and recreational walking more than almost any other activity; each ethnic group had a participation rate for recreational swimming and recreational walking ranked in the top five of all surveyed recreational activities including traditional sports and exercise. Running/jogging was also one of the five most participated in activities for three of the four ethnic groups while recreational bicycling was ranked in two of the four ethnic groups as one of the five most popular activities.

Although age does play a role in the ability to participate of a particular individual in some activities, eleven of activities surveyed by NSRE illustrate the enduring quality regardless of age, including:

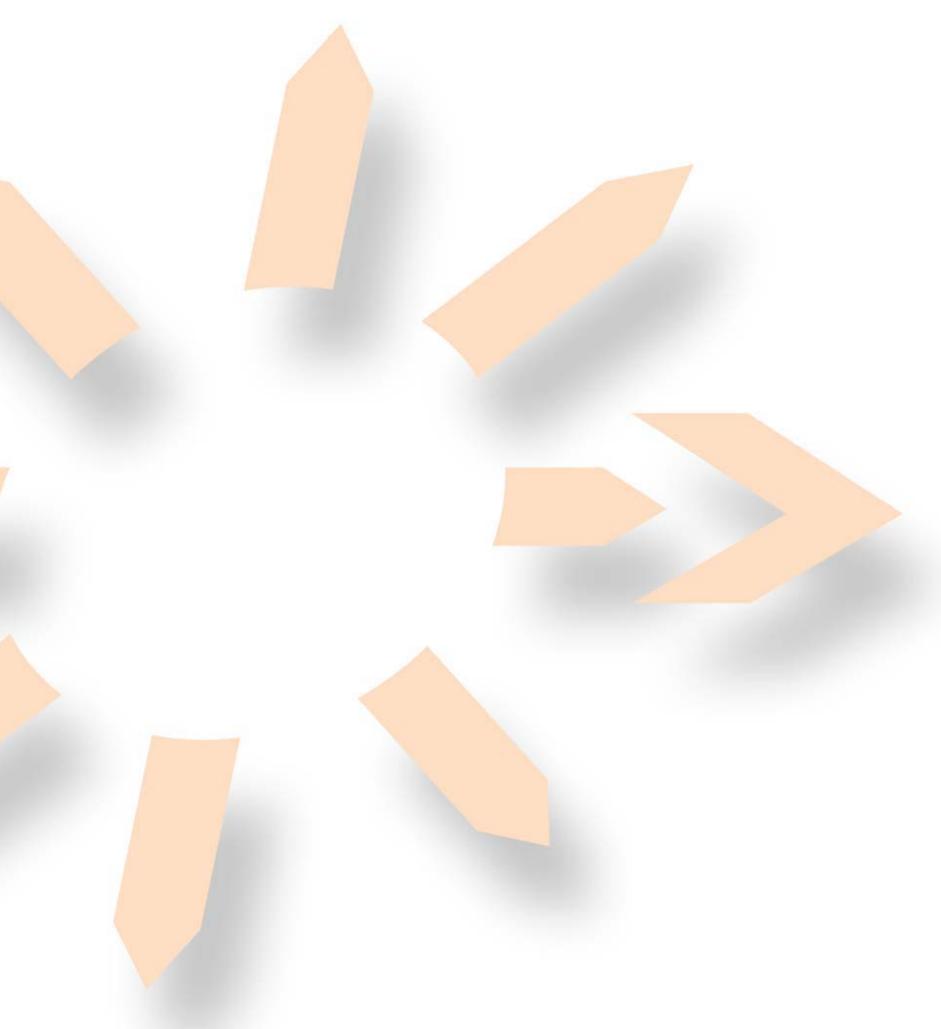
- Walking for pleasure
- Family gatherings
- Gardening and landscaping for pleasure
- View/photograph natural scenery

- Visit nature centers, etc.
- Driving for pleasure
- Picnicking
- Sightseeing
- Visit historic sites
- View/photograph other wildlife
- View/photograph wildflowers, trees, etc.

In 2004, national spending on recreational and entertainment products and services nearly topped seven hundred and six billion dollars, something not too exorbitant when considering that studies have determined that the goal of leisure and entertainment goes beyond simple pleasure toward achieving greater self actualization and provide emotional satisfaction. With trends emerging that entail emerging destinations, new products, involved participants, and specialty markets, great opportunity exists in the form of a blank canvas for the City of Tempe.

City of Tempe Parks and Recreation Department

Maintenance Management Plan Report



Prepared by:

pros 
consulting
LLC

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1. Project Introduction

The City of Tempe Parks and Recreation Department desires a Maintenance Management Plan as part of the Tempe Urban Open Space Development Plan. The Maintenance Management Plan documents the required resources to adequately maintain the urban parks. PROS developed a Park Maintenance Model as a tool to document current needs and to provide a basis for documenting additional maintenance requirements for future parks and facilities. The Maintenance Management Plan will provide users with higher levels of park enjoyment in a safe and well maintained park.

This Maintenance Management Plan focus is on achieving maintenance outcomes for the eight maintenance zones that are currently managed by Department staff. This Maintenance Management Plan is designed to describe the operational needs of the maintenance staff to key decision makers in order to achieve the maintenance goals and outcomes that are desired by users of the site based on a quantifiable basis.

1.1 Project Purpose & Goal

The purpose of this Maintenance Management Plan is to provide a proactive outcome based approach to maintenance management, with a focus on eight maintenance zones in this park site area. These maintenance zone areas were created based on desired programmed experiences and the maintenance needs of the eight zones to meet current and future visitor and user expectations of the park.

The final maintenance recommendations will include strategies to maximize maintenance staff working at the site, volunteers, and lifecycle asset management of existing and future amenities. The maintenance recommendations will also identify the operational resources needed to accomplish effective and efficient maintenance operations to support a sustainable park for years to come.

1.2 Process and Methodology

The development of this document was accomplished through an on-site review of the current park property by management zone, the determination of current maintenance standards in place, the identification of desired outcomes, by Department staff and the documentation of personnel resources required. The recommendations present a comprehensive approach to maintenance operations by the eight management zones and identify new maintenance standards and management strategies for the park service staff to follow.

Analysis of this information was performed and translated into a maintenance model organizing the Department's parks by zone, asset and asset elements. Three levels of maintenance standards were prepared and the appropriate level applied to each park task and element including frequency and quality of maintenance activities. Man-hours were applied to each task and element according to the desired outcomes and summarized to identify estimated man-hour requirements. These man-hour estimates established the base-line to determine labor costs by zone and asset.

For this analysis, each full-time equivalent employee (FTE) equals 1,677 available hours per year. The FTE available hours is based on a total of 2,080 hours per year less 325 hours per employee for leave time (vacation time, sick time, military leave, and jury leave) less 52 hours for training, and less 26 hours for meetings.

This Maintenance Plan is focused solely on the task and functions currently performed by full-time employees and does not include the benefits derived from the Department's Volunteer program or other programs such as the Adopt-A-Tree Program.

1.3 Report Format

The following report presents the findings of the data collection and analysis, focusing on organizing the information into a quantifiable format. This plan can be used by the Department maintenance staff as a decision-making tool as well as a budget management tool for implementing and monitoring recommendations. This report is organized to present the following elements:

- Maintenance Standards
- Recommended Action Plan
- Operational Costs

2. Maintenance and Operating Standards

Maintenance standards are developed for each maintenance zone with existing amenities. These standards will include but not be limited to frequency, duration, and tasks. These standards will cover major elements from turf, hard surfaces, landscaping, trees, natural areas, irrigation, and related amenity structures in place.

Based on data collected during the site visit, maintenance standards for the Department were developed in both qualitative and quantitative formats, organized by Levels of Service. These two formats provide guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for the City of Tempe area.

2.1 Maintenance Standards

PROS has developed expected industry standards in hours per tasks and annual frequencies by Levels of Services. The PROS Standards are based on NRPA data and include information regarding parks in western states. PROS Standards consist of typical park and recreation maintenance tasks and presents the standards in three levels with Level 1 being the highest standards and Level 3 being the lowest of the three standards. The current Department tasks and levels of efforts have been compared with the three levels of the PROS Standards.

2.2 PROS Quantitative Maintenance Standards

Quantitative standards precisely identify the number of man-hours necessary to complete a maintenance task or function to the level described in the qualitative standards for the same task. Quantitative standards are determined by multiplying the number of units to be maintained by the number of man-hours needed to complete the task one time by the frequency with which the unit needs to be maintained. The general national industry descriptions are presented below. The recommended standards and levels of effort are adjusted for the client's region.

2.2.1 Level 1 – Maintenance Mode for Quantitative Maintenance Standards

Mowing and Detailing

- Mow to the maximum recommended height for the specific turf variety at least once weekly during growing season

- Edge sidewalks, borders, fences and other appropriate areas once weekly during the growing season
- Install sod as needed and mow weekly
- Weeds should cover no more than 15% of the grass surface consistent
- Inspect thatch layer regularly and remove as needed
- Remove grass clippings only if coverage is unsightly or impacts health of the lawn
- Test soil as needed and apply fertilizer according to optimum plant requirements 2-3 times during growing season
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards within 3 days

Landscape Maintenance

- Prune shrubs as necessary annually September to January
- Shear formal shrubs every three weeks during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary September to January
- Apply fertilizer to plant species once per year as needed according to their optimum requirements
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures within 3 days
- Place 4" of organic mulch around each tree within a minimum 18" ring
- Place 4" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees that pose an immediate hazard upon discovery
- Remove or treat invasive plants within 5 days of discovery
- Replant trees and shrubs as necessary

Irrigation System Maintenance

- Inspect irrigation drip systems a minimum of once per month
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 10 days during the wet season
- Inspect and adjust and/or repair drip emitters as necessary weekly during the dry season
- Modify systems as necessary to increase irrigation coverage or efficiency

Road, Trail and Parking Lot Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from roads, walks, lots and hard surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Repair concrete walks, scenic view area, curbs and other surfaces as needed
- Repair asphalt trails, or soft surface trails, parking lots, roadways and other surfaces as needed

General Maintenance and Support Services

- Inspect fences, gates and other landscape structures at least once annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery.

- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects
- Prune shrubs and trees as necessary
- Weed by hand or mechanically as necessary
- Provide pest control as needed and as per IPM thresholds
- Plant and renovate areas as necessary

2.2.2 Level 2 - Maintenance Mode for Quantitative Maintenance Standards

Mowing and Detailing

- Mow to maximum recommended height for the specific turf variety at least once every two weeks during growing season
- Edge sidewalks, borders, fences and other appropriate areas at least monthly during the growing season
- Install sod or seed to maintain uniform turf coverage of 80%
- Weeds should cover no more than 25% of the grass surface
- Apply fertilizer according to optimum plant requirements at least twice each year
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according IPM threshold standards within 10 days

Landscape Maintenance

- Prune shrubs as necessary every two years September to January
- Shear formal shrub hedges monthly during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary every three years September to January
- Apply fertilizer to plant species only if plant health dictates
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds within 10 days
- Place 4" of organic mulch around shrub beds to minimize weed growth
- Place 4" of organic mulch around each tree within a minimum 18" ring
- Remove or barricade hazardous limbs and plants immediately upon discovery. Remove barricaded hazards within 3 days consistent with procedures for bird nesting survey
- Remove or barricade hazardous trees immediately upon discovery. Remove barricaded hazards within 3 days consistent with procedures for bird nesting survey.
- Remove or treat invasive plants within 10 days of discovery
- Replant as trees and shrubs as necessary

2.2.3 Level 3 - Maintenance Standards

Mowing and Detailing

- Areas should be left in a natural state. Unless legal requirements dictate, areas are not mowed, trimmed, fertilized, or irrigated
- Weed control limited to legal requirements for eradication of noxious plants
- Respond only for safety-related concerns or where addressed by agency policies

Landscape Maintenance

- Respond only for safety-related concerns or where addressed by agency policies

Road, Trail and Parking Lot Maintenance

- Respond only for safety-related concerns

2.3 Work Priorities for Levels

Following are recommended work priorities by level:

2.3.1 Level 1 & 2 Work Priorities

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Special request from the Director or designee determined to require immediate attention
- Priority 4: Emergency or routine work intended to improve services for visitors, or the general public.
- Priority 5: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 6: Emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility.

2.3.2 Level 3 Work Priorities

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 4: Emergency or routine work intended to approve the aesthetics or attractiveness of an area or facility.

2.4 Tempe Levels of Service

The City of Tempe park system is primarily urban parks with a moderate level of usage that requires a level of maintenance geared to the level of impact by the volume of visitors existing and planned for the future. The current Tempe levels of service were compared to the PROS Maintenance Standards to assess the current levels of service by Zone. Figure 1 shows the approximate level of service compared to the actual service levels. The comparison shows the current maintenance hours by zone and each of the PROS Standard hours for each of the three Levels of Service. The current Department maintenance hours shows the total number of FTEs to be between PROS Standard Level 2 and Level 3 standards.

The estimated maintenance costs by zone are shown in Figure 2. The estimated costs are based on the current Department weighted average wage by zone times the estimated maintenance hours. The current Department maintenance appears to be between the PROS Standard Level 2 and the Level 3 standards.

The average cost per acre by zone by Level of Service is shown in Figure 3. The current level of service is approximately \$11,000 per acre, which is between PROS Standard Level 2 and Level 3 standards.

Consultant Zones	Tempe Annual Hours Task	PROS Standards			Tempe Level Based on PROS Standards
		Level 1 Annual Hours	Level 2 Annual Hours	Level 3 Annual Hours	
North Tempe / Papago Park	5,951.20	22,681.46	12,217.02	6,105.06	3.0
Passive / Active Sports District	458.90	1,698.39	914.06	453.13	3.0
Rio Salado Corridor	21,155.40	62,595.82	31,972.76	15,431.19	2.5
SE Quadrant	2,316.40	3,432.37	1,760.09	828.13	1.5
South East Neighborhoods	300.00	311.52	179.73	84.75	1.0
South West Neighborhoods	1,227.00	4,736.33	2,784.51	1,410.81	3.0
Sunset / Riverside	1,130.00	3,132.64	1,681.34	772.41	2.5
Urban Core (Mill Avenue)	5,558.75	14,564.41	7,547.46	3,573.25	2.5
Total	38,097.65	113,152.93	59,056.96	28,658.71	
Full-Time Employees (1,677 hours)	23	68	36	18	

Figure 1 - Service Levels by Zone

Based on 1677 available hours per full-time employee (FTE), the current level of service would require 23 FTEs, the PROS Standards for Level 1 would require 68 FTEs and Level 2 would require 36.

Zone	Weighted Average Hourly Wage	Tempe Annual Hours Task	Current Labor Cost	Level 1 Annual Hours	Level 1 Labor Cost	Level 2 Annual Hours	Level 2 Labor Cost	Level 3 Annual Hours	Level 3 Labor Cost
North Tempe / Papago Park	25.17	5,951.20	\$ 149,794	22,681.46	\$ 570,901	12,217.02	\$ 307,507	6,105.06	\$ 153,667
Passive / Active Sports District	22.90	458.90	\$ 10,510	1,698.39	\$ 38,899	914.06	\$ 20,935	453.13	\$ 10,378
Rio Salado Corridor	22.39	21,155.40	\$ 473,656	62,595.82	\$ 1,401,480	31,972.76	\$ 715,850	15,431.19	\$ 345,494
SE Quadrant	29.03	2,316.40	\$ 67,236	3,432.37	\$ 99,629	1,760.09	\$ 51,089	828.13	\$ 24,037
South East Neighborhoods	27.38	300.00	\$ 8,213	311.52	\$ 8,528	179.73	\$ 4,920	84.75	\$ 2,320
South West Neighborhoods	27.54	1,227.00	\$ 33,791	4,736.33	\$ 130,435	2,784.51	\$ 76,683	1,410.81	\$ 38,853
Sunset / Riverside	21.46	1,130.00	\$ 24,248	3,132.64	\$ 67,222	1,681.34	\$ 36,079	772.41	\$ 16,575
Urban Core (Mill Avenue)	29.58	5,558.75	\$ 164,420	14,564.41	\$ 430,795	7,547.46	\$ 223,243	3,573.25	\$ 105,692
Total		38,097.65	\$ 931,869	113,152.93	\$ 2,747,890	59,056.96	\$ 1,436,307	28,658.71	\$ 697,016

Figure 2 - Anticipated Costs by Levels of Service by Zone

The average labor, materials and administrative cost for maintenance services per acre by zone is shown in Figure 3.

Zones	Acres	Current Cost Per Acre	Level 1 Cost Per Acre	Level 2 Cost Per Acre	Level 3 Cost Per Acre
North Tempe / Papago Park	81.19	\$ 6,473	\$ 12,744	\$ 6,975	\$ 3,596
Passive / Active Sports District	25.00	1,664	3,794	2,024	998
Rio Salado Corridor	60.76	31,582	33,114	16,930	8,152
SE Quadrant	2.21	89,859	103,667	53,271	25,078
South East Neighborhoods	3.00	9,464	5,792	3,342	1,576
South West Neighborhoods	12.00	9,031	31,343	17,774	8,838
Sunset / Riverside	7.00	11,243	29,624	16,016	7,448
Urban Core (Mill Avenue)	1.15	440,287	1,007,867	511,147	228,767
Total	192.31	\$ 599,603	\$ 1,227,947	\$ 627,479	\$ 284,452

Figure 3 - Average Labor, Materials and Administrative Maintenance Cost per Acre by Zone

Based on the current management and administrative staffing ratios, Level 1 service would require 2 additional staff members and Level 2 would require 1 additional position. Level 3 service would not require additional personnel.

2.5 Equipment Requirements

PROS compared the equipment inventory based on the Department's current utilization efficiency to the PROS Standards to develop an equipment needs assessment for the three PROS Standards Levels of Service. Based on the current equipment efficiency, the small equipment requirements for the PROS Levels of Service are shown in Figure 4.

Major Maint. Equip.	Current Inventory Total	Units Needed Current	Units Needed Level 1	Units Needed Level 2	Units Needed Level 3	Additional Units Needed Current	Additional Units Needed Level 1	Additional Units Needed Level 2	Additional Units Needed Level 3
Chainsaw	6	6	6	5	3	0	0	-1	-3
Hedge Trimmer	3	3	3	2	0	0	0	-1	-3
Backpack Blower	8	8	8	6	4	0	0	-2	-4
Line Trimmer	11	11	11	8	5	0	0	-3	-6
Extension Hedge Trimmer	2	2	2	1	0	0	0	-1	-2
Power Pole Saw	4	4	4	4	4	0	0	0	0
Hand Held Blower	7	7	7	3	2	0	0	-4	-5
Graffiti Blaster	1	1	1	1	1	0	0	0	0
Rototiller	1	1	1	1	1	0	0	0	0
Aerator	1	2	2	1	1	1	1	0	0
Pressure Washer (Non-Fleet)	1	4	4	2	1	3	3	1	0

Figure 4 - Small Equipment Needs by Levels of Service

Maintenance staff share major equipment within and across consultant zones and overlap with non-zone areas City-wide. The major equipment requirements to achieve the Maintenance Standards Levels are shown in Figure 5. Major equipment should be increased on a prorated basis as the Level of Service changes, or when.

Equipment Item	Number of Units Needed			
	Current	Level 1	Level 2	Level 3
Backhoe	3	9	5	2
Boat	1	3	2	1
Bobcat	1	3	2	1
Cart	5	15	8	4
Dump Truck	7	21	11	5
Generator	1	3	2	1
Mower	5	15	8	4
PU	4	12	6	3
Sprayer	2	6	3	1
Sweeper	3	9	5	2
Trailer	8	24	13	6
Trencher	1	3	2	1
Truck	2	6	3	1
Washer	1	3	2	1
Total	44	132	72	33

Figure 5 - Major Equipment Needs by Levels of Service

The estimated equipment cost and expected useful lives are shown in Figure 6. The cost estimates are based on retail market prices. The useful lives are based on PROS experience with the same and similar equipment. The Estimated Cost column shows the prices of one unit of the individual capital items. Initial Cost columns show the estimated purchase costs for based on the units required to meet the Levels of Service and are based on the units from Figures 4 and 5. The Annual Costs is the annualized purchase cost of the units of equipment based on the estimated useful life.

Equipment Items	Estimated Cost	Estimated Useful Life	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
			Initial Cost	Initial Cost	Initial Cost	Annual Cost	Annual Cost	Annual Cost
Backhoe	\$ 62,000	10	\$ 558,000	\$ 310,000	\$ 124,000	\$ 55,800	\$ 31,000	\$ 12,400
Boat	\$ 20,000	10	\$ 60,000	\$ 40,000	\$ 20,000	\$ 6,000	\$ 4,000	\$ 2,000
Bobcat	\$ 26,000	10	\$ 78,000	\$ 52,000	\$ 26,000	\$ 7,800	\$ 5,200	\$ 2,600
Cart	\$ 8,500	5	\$ 127,500	\$ 68,000	\$ 34,000	\$ 25,500	\$ 13,600	\$ 6,800
Dump Truck	\$ 78,500	15	\$ 1,648,500	\$ 863,500	\$ 392,500	\$ 109,900	\$ 57,567	\$ 26,167
Generator	\$ 5,500	8	\$ 16,500	\$ 11,000	\$ 5,500	\$ 2,063	\$ 1,375	\$ 688
Mower	\$ 15,000	5	\$ 225,000	\$ 120,000	\$ 60,000	\$ 45,000	\$ 24,000	\$ 12,000
PU	\$ 23,500	10	\$ 282,000	\$ 141,000	\$ 70,500	\$ 28,200	\$ 14,100	\$ 7,050
Sprayer	\$ 24,000	5	\$ 144,000	\$ 72,000	\$ 24,000	\$ 28,800	\$ 14,400	\$ 4,800
Sweeper	\$ 90,000	10	\$ 810,000	\$ 450,000	\$ 180,000	\$ 81,000	\$ 45,000	\$ 18,000
Trailer	\$ 8,000	10	\$ 192,000	\$ 104,000	\$ 48,000	\$ 19,200	\$ 10,400	\$ 4,800
Trencher	\$ 60,000	7	\$ 180,000	\$ 120,000	\$ 60,000	\$ 25,714	\$ 17,143	\$ 8,571
Truck	\$ 24,000	7	\$ 144,000	\$ 72,000	\$ 24,000	\$ 20,571	\$ 10,286	\$ 3,429
Washer	\$ 10,000	7	\$ 30,000	\$ 20,000	\$ 10,000	\$ 4,286	\$ 2,857	\$ 1,429
Chainsaw	\$ 400	4	\$ 2,400	\$ 2,000	\$ 1,200	\$ 600	\$ 500	\$ 300
Hedge Trimmer	\$ 190	2	\$ 570	\$ 380	\$ -	\$ 285	\$ 190	\$ -
Backpack Blower	\$ 240	2	\$ 1,920	\$ 1,440	\$ 960	\$ 960	\$ 720	\$ 480
Line Trimmer	\$ 300	2	\$ 3,300	\$ 2,400	\$ 1,500	\$ 1,650	\$ 1,200	\$ 750
Extension Hedge Trimmer	\$ 500	3	\$ 1,000	\$ 500	\$ -	\$ 333	\$ 167	\$ -
Power Pole Saw	\$ 400	3	\$ 1,600	\$ 1,600	\$ 1,600	\$ 533	\$ 533	\$ 533
Hand Held Blower	\$ 150	2	\$ 1,050	\$ 450	\$ 300	\$ 525	\$ 225	\$ 150
Graffiti Blaster	\$ 6,400	5	\$ 6,400	\$ 6,400	\$ 6,400	\$ 1,280	\$ 1,280	\$ 1,280
Rototiller	\$ 700	5	\$ 700	\$ 700	\$ 700	\$ 140	\$ 140	\$ 140
Aerator	\$ 150	5	\$ 300	\$ 150	\$ 150	\$ 60	\$ 30	\$ 30
Pressure Washer (Non-Fleet)	\$ 900	2	\$ 3,600	\$ 1,800	\$ 900	\$ 1,800	\$ 900	\$ 450
Totals			\$ 4,518,340	\$ 2,461,320	\$ 1,092,210	\$ 468,001	\$ 256,812	\$ 114,846

Figure 6 - Equipment Cost and Useful Lives

2.6 Materials, Supplies and Administrative Costs

PROS estimated the materials, supplies and administrative costs based on the fiscal year ending 2007 budget amounts and allocated the budget amounts to the Park maintenance zones based on the labor hours. The materials and supply costs for current service levels and the Level 1, Level 2, and Level 3 from the maintenance standards model. The materials and supply costs are based on the Department's 2007 annual budget and the cost per zone are estimated based on the available budget detail. The estimated current materials, supplies and administrative costs are shown in Figure 7 and the Figure 8 shows the costs by Level of Service.

Zones	Materials-Supplies-Fees-Services *	Administrative Support **	Total
North Tempe / Papago Park	226,662	38,126	264,788
Passive / Active Sports District	18,794	3,320	22,114
Rio Salado Corridor	476,351	44,037	520,388
SE Quadrant	94,866	16,760	111,626
South East Neighborhoods	12,286	2,171	14,457
South West Neighborhoods	50,250	8,878	59,128
Sunset / Riverside	46,278	8,176	54,454
Urban Core (Mill Avenue)	223,928	39,561	263,489
Total	1,149,415	161,029	1,310,444

Figure 7 - Materials, Supplies and Administrative Costs for Zones

Materials, Supplies and Administration Cost				
Zones	Current	Level 1	Level 2	Level 3
North Tempe / Papago Park	\$ 264,788	\$ 521,327	\$ 285,335	\$ 147,082
Passive / Active Sports District	22,114	50,417	26,894	13,260
Rio Salado Corridor	520,388	545,634	278,958	134,324
SE Quadrant	111,626	128,779	66,175	31,153
South East Neighborhoods	14,457	8,848	5,105	2,407
South West Neighborhoods	59,128	205,218	116,377	57,868
Sunset / Riverside	54,454	143,480	77,570	36,071
Urban Core (Mill Avenue)	263,489	603,157	305,896	136,906
Total	\$ 1,310,444	\$ 2,206,860	\$ 1,162,309	\$ 559,070

Figure 8 - Materials, Supplies and Administrative Costs for Zones

2.7 Facility Needs

The facility requirements are based on the service levels and resulting staff and equipment requirements to house and service the additional resources. The details are based on information provided by the Development Services Department/City Architect. The land prices are based on the average land costs for industrial property within the City. Figure 9 shows the additional facilities and costs needed to serve all zones at Level 1 and Figure 10 shows the requirements to serve all zones at Level 2. No additional facilities are required to achieve Level 3 services.

Area/Function	Exterior (SF) ±	Interior Sheds(SF) ±	Interior Offices(SF) ±	Totals
Service Level 1 - 45 Additional Employees and Related Equipment				
Offices (2)			250	250
Cubicles (8)			800	800
Break/Conference Room			2,000	2,000
Bathroom (with Lockers/showers)			2,000	2,000
Storage (tools/materials/supplies)		1,200	2,000	3,200
Mechanic Shop			1,200	1,200
Fleet Equipment Parking (70)	18,000			18,000
Employee Parking (45)	6,885			6,885
Visitor Parking (5)	765			765
Totals (SF) ±	25,650 ±	1,200	8,250 ±	35,100 ±
Improvements Costs per SF	\$ 25	\$ 120	\$ 200	
Total Improvement Cost per SF	\$ 641,250	\$ 144,000	\$ 1,650,000	\$ 2,435,250
Land Area	32,063	1,500	10,313	43,875
Estimated Land Costs	\$ 100	\$ 100	\$ 100	
Total Land Cost	\$ 3,206,250	\$ 150,000	\$ 1,031,250	\$ 4,387,500
Total Facility Cost	\$ 3,847,500	\$ 294,000	\$ 2,681,250	\$ 6,822,750

Figure 9 - Facility Needs - Service Level 1

Area/Function	Exterior (SF) ±	Interior Sheds(SF) ±	Interior Offices(SF) ±	Totals
Service Level 2 - 13 Additional Employees and Related Equipment				
Offices (1)			125	125
Cubicles (2)			200	200
Break/Conference Room			1,000	1,000
Bathroom (with Lockers/showers)			1,000	1,000
Storage (tools/materials/supplies)		600	1,000	1,600
Mechanic Shop		none	none	-
Fleet Equipment Parking (23)	5,000			5,000
Employee Parking (21)	3,213			3,213
Visitor Parking (5)	765			765
Totals (SF) ±	8,978 ±	600	3,325 ±	12,903
Improvements Costs per SF	\$ 25	\$ 120	\$ 200	
Total Improvement Cost	\$ 224,450	\$ 72,000	\$ 665,000	\$ 961,450
Land Area	11,223	750	4,156	16,129
Estimated Land Costs	\$ 100	\$ 100	\$ 100	
Total Land Cost	\$ 1,122,250	\$ 75,000	\$ 415,625	\$ 1,612,875
Total Facility Cost	\$ 1,346,700	\$ 147,000	\$ 1,080,625	\$ 2,574,325

Figure 10 - Facility Needs - Service Level 2

2.8 Technology Need

To maximize the benefits of this analysis, PROS recommends the implementation of a computerized maintenance management system. The benefits of an Automated Maintenance System include improved tracking of Department resources, improved resource allocations based on needs and standards, documentation of Department efficiencies, and documentation of additional resource requirements as the system grows.

The implementation requirements include data gathering, staff training, development of standards (prepared as part of this analysis), and sufficient human resources to input the daily

work results. The efficiencies achieved by automated maintenance reporting significantly exceed the resource requirements.

The field technology should include mobile data terminal to receive work orders and input work results in the field. The field input can be enhanced by the use of bar code system implementation which includes the coding of assets and work tasks.

2.9 Contract Maintenance Services

The Department contracts selected maintenance services through a competitive bid process. The major contracts include:

- Landscape Maintenance
 - Areas maintained include:
 - Rio Salado Marina
 - Tempe Canal Bike Path
 - Indian Bend Was
 - Right-of-ways
 - Medians
 - Birchett Park
 - Jaycee Park
 - Contract is priced on a per square foot basis
- Tree Trimming Services for Alleys and Right of Ways
 - Contract is based hourly rates for trimming and disposal
- Tree Trimming Services for Downtown Trees
 - Contract is on a per tree basis and varies by type of tree
- Palm Tree Trimming
 - Contract is a fixed annual fee for 1797 Palms
 - The skinning is priced based on the size of the palms
 - The trimming is based on the estimated annual hours required

The contracted services cost shown in Figure 11 is based on the estimated expenditures for the Fiscal Year Ending 2007.

Zones	Contract Cost *	Materials-Supplies-Fees-Services **	Contract Administration ***	Total
North Tempe / Papago Park	41,340	2,125	8,133	51,598
Passive / Active Sports District				-
Rio Salado Corridor	26,680	4,135	3,781	34,596
SE Quadrant	6,165		1,407	7,572
South East Neighborhoods			-	-
South West Neighborhoods	8,836		659	9,495
Sunset / Riverside	18,849		1,099	19,948
Urban Core (Mill Avenue)	77,750	9,600	4,220	91,570
Total	179,620	15,860	19,299	214,779

* Contract Cost - Landscape Maintenance; Palm/Tree Trimming and Termite Control

** Materials-Supplies-Fees-Services estimated based on Contract areas in the various zones

*** Contract Administration based on fully-loaded hourly rate of Contract Administrator and estimated hours to perform contract administrative task/oversight

Figure 11 - Contracted Services by Zone

The Department should continue to monitor existing contracts and to identify potential contracting opportunities that are beneficial to the Department.

2.10 Special Event Maintenance Costs

Special events are served by staff working during regular hours and while working overtime. The current work management reporting does not identify the amount of regular hours that are used to serve special events. Figure 12 shows an example of the maintenance costs associated with a special event covering 25 acres. Figure 13 shows a special event covering 10 acres.

	Scenario 1A	Scenario 1B	Scenario 1C
Event Area (Acres):	25	25	25
Event Days:	1	2	3
Standards:			
Set Up Hours Per Acre	2.0	2.0	2.0
Take Down Hours Per Acre	4.0	4.0	4.0
Event Hours Per Acre	0.5	0.5	0.5
End of Day Hours Per Acre	-	1.0	1.0
Total Area Related Hours	163	225	263
Event Attendance:	30,000	50,000	100,000
Standards:			
Litter Control Hours Per 100 Persons	0.015	0.015	0.015
Power Washing Hours Per 100 Persons	0.015	0.015	0.015
Total Attendance Related Hours	9	30	90
Total Hours	172	255	353
Average Regular Labor Rate	\$ 25.00	\$ 25.00	\$ 25.00
Additional Overtime Costs			
Percent of Overtime Hours Worked	50%	50%	50%
Additional Overtime Costs	\$ 6.25	\$ 6.25	\$ 6.25
Average Total Labor Rate	\$ 31.25	\$ 31.25	\$ 31.25
Estimated Labor Costs	\$ 5,359.38	\$ 7,968.75	\$ 11,015.63
Estimated Materials Costs	1,715.00	2,550.00	3,525.00
Total Estimated Costs	\$ 7,074.38	\$ 10,518.75	\$ 14,540.63

Figure 12 - Maintenance for Special Event - 25 Acres

	Scenario 1A	Scenario 1B	Scenario 1C
Event Area (Acres):	10	10	10
Event Days:	1	2	3
Standards:			
Set Up Hours Per Acre	2.0	2.0	2.0
Take Down Hours Per Acre	4.0	4.0	4.0
Event Hours Per Acre	0.5	0.5	0.5
End of Day Hours Per Acre	-	1.0	1.0
Total Area Related Hours	65	90	105
Event Attendance:	10,000	30,000	50,000
Standards:			
Litter Control Hours Per 100 Persons	0.015	0.015	0.015
Power Washing Hours Per 100 Persons	0.015	0.015	0.015
Total Attendance Related Hours	3	18	45
Total Hours	68	108	150
Average Regular Labor Rate	\$ 25.00	\$ 25.00	\$ 25.00
Additional Overtime Costs			
Percent of Overtime Hours Worked	50%	50%	50%
Additional Overtime Costs	\$ 6.25	\$ 6.25	\$ 6.25
Average Total Labor Rate	\$ 31.25	\$ 31.25	\$ 31.25
Estimated Labor Costs	\$ 2,125.00	\$ 3,375.00	\$ 4,687.50
Estimated Materials Costs	680.00	1,080.00	1,500.00
Total Estimated Costs	\$ 2,805.00	\$ 4,455.00	\$ 6,187.50

Figure 13 - Maintenance for Special Event - 10 Acres

3. Maintenance Management Plan

A Maintenance Management Plan was created to support the desired outcomes expected for each maintenance zone. The plan includes an operational budget, as well as zone management individual plans that apply to weekly and monthly work plans for managers to follow to meet the outcomes desired. Performance measures were established to hold staff accountable for meeting the standards desired.

Following are key recommendations supporting this plan:

3.1 Key Recommendations

- Adopt a maintenance standard level of service for each zone as presented in the model and continue to address maintenance impacts as new areas and facilities are added
- Use the maintenance standards as a basis for comprehensive maintenance planning which continue or improve the service levels that the Department provides currently
- Train full-time and part-time staff, as well as volunteers on the standards desired
- Code budget line items as possible for maintenance activities and expenditures to allow accounting, tracking and monitoring
- Develop realistic annual maintenance goals and objectives to be included in the work program for staff and serve as the baseline for performance measurements and evaluations
- Develop a specific site budget for the new park sites based on frequency standards, expected outcomes, and volume of users to manage against
- Seek sponsors for the park amenities to offset operational costs
- Inspect maintenance standards against expected outcomes and report out results
- Implement a computerized maintenance management system
- Expand volunteer program or other similar programs to increase the workforce while minimizing operational costs
- Contract out non-skilled labor versus using city skilled labor employees who make higher wages for non-skilled work

3.2 Performance Measures

Following are recommended performance measures organized by zone:

- Park maintenance standards established for this zone meet 90% consistency based on on-site expectations
- Visitor comments on cleanliness of the site reflect through on site surveys at 90% satisfaction level
- Volunteer support hours meet 95% of established hourly goals for this zone site area
- Repairs to the site for vandalism are repaired within 24 hours of recognition of the problem at 95% compliance
- Staff hours assigned to this zone for maintenance meet 95% of the hours budgeted for an established to achieve the level of maintenance standards desired

- The Park Maintenance Budget is based on set maintenance standards developed by creating staff hours or contract hours that are needed to meet the desired standard at 95% accuracy

3.3 Financing the Cost of Maintenance

- The City of Tempe must establish a method for financing the maintenance cost for the northern urban park areas of the city through the following methods to meet the standards desired by the retail community, the University, the business community, other city departments managing attractions in the area, and the residents that make up the area outlined in this plan. To accomplish this, PROS suggests the following financing options be used to achieve this maintenance costs desired by everyone outlined in this study.
- Establish a dedicated sales tax of park maintenance in the targeted Zones to support the higher levels of maintenance desired by the retail community, business community and the residents of the area
- Establish a Transient Occupancy Tax on the hotels in the targeted zones to support the maintenance costs they desired
- Establish a benefit district for the regional zones included in this study to be dedicated to park maintenance that includes increases in developer impact fees to the market value
- Reduce the cost of park maintenance labor by contractor out non-skilled labor to the private sector versus paying skilled labor rates for non skilled tasks

4. Appendix: Maintenance Standards Model

Projected workload projections based on 2006 maintenance standards were prepared by applying labor hours per task with the associated maintenance standard. The standards and detailed results are shown on the following pages.

The City of Tempe Parks and Recreation Department Maintenance Standards Model has been given the Department management their future use.

**Tempe Parks & Recreation
Maintenance Standards**

Consultant Zones	Park-Facility Name	Task-Function	Quantity	Unit	# of times per Freq	Times Per Year	Task Frequency	Season	Total # of FTEs	Total # of Hours Per Unit	Total Annual Hours	Average Hours per Unit	Description	Unit	Level 1 Frequency	Level 1 Times Per Year	Level 1 Annual Hours	Level 2 Frequency	Level 2 Times Per Year	Level 2 Annual Hours	Level 3 Frequency	Level 3 Times Per Year
North Tempe / Papago Park	Canal Park	Check Lake Level	700	Sq. Ft.	1	12 Monthly	12 Monthly	All Seasons	1	0.35	0.0032	3.0	0.0032 SF	1/month	12	3.0	3.0	Bi-monthly	6	1.5	1/quarter	4
North Tempe / Papago Park	Canal Park	Mowing - Acre - Sp-Fl	40	Acres	3	1 Annually	1 Annually	Spring-Fall	3	24	60,000	21,600	1,000,000	Acre	1/week	40	1,600.0	1/14 days	20	800.0	1/18 days	15
North Tempe / Papago Park	Canal Park	Pest Control - Acre	40	Acres	1	3 Annually	3 Annually	Spring-Fall	1	0.20	0,000	60.0	3,000,000	Acres	Seasonal	20	240.0	Seasonal	2	24.0	Seasonal	1
North Tempe / Papago Park	Canal Park	Pest Control - Pre Emergence - Acre	40	Acres	2	5 Annually	5 Annually	Spring and Fall	1	0.30	0,000	120.0	6,000,000	Acres	2/year	2	16.0	2/year	2	16.0	2/year	1
North Tempe / Papago Park	Canal Park	Remove Transient Camps	40	Acres	5	2 Annually	2 Annually	All Seasons	1	0.30	0,000	30.0	4,000,000	Incident	As needed	6	960.0	As needed	6	960.0	As needed	6
North Tempe / Papago Park	Canal Park	Replace Doggie Bags	2	Each	1	52 Weekly	52 Weekly	Spring-Fall	3	24	17,647	216.0	0.50,000	Each	1/week	52	10.4	Bi-weekly	26	5.2	1/month	12
North Tempe / Papago Park	Canal Park	Shrub Trimming	136	Each	3	2 Annually	2 Annually	Spring-Fall	3	24	17,647	216.0	0.50,000	Each	2/year	2	136.0	1/year	110	110.0	1/week	52
North Tempe / Papago Park	Canal Park	Tree Trimming	106	Each	3	2 Annually	2 Annually	Spring-Fall	3	24	17,647	216.0	1,100,000	Each	1/day	220	220.0	2/week	110	110.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Aeration	250830	Sq. Ft.	2	4 Annually	4 Annually	Spring and Fall	1	0.4	0,002	216.0	0.0008	SF	1/year	1	116.6	1/2years	0.5	58.3	1/2year	0.33
North Tempe / Papago Park	Indian Bend Park	Backsplat Repair	1	Each	1	52 Weekly	52 Weekly	All Seasons	1	0.25	1,000	5.0	0.0008	SF	1/year	1	37.6	1/year	1	37.6	1/year	0.5
North Tempe / Papago Park	Indian Bend Park	Basin Repair	1	Each	1	52 Weekly	52 Weekly	All Seasons	1	0.25	1,000	5.0	0.0008	SF	1/year	1	37.6	1/year	1	37.6	1/year	0.5
North Tempe / Papago Park	Indian Bend Park	Drinking Fountain Repair	1	Each	1	4 Quarterly	4 Quarterly	All Seasons	1	0.25	25,000	13.0	0.25,000	Each	2/week	100	25.0	1/week	52	13.0	2/year	24
North Tempe / Papago Park	Indian Bend Park	Drinking Fountain Repair	1	Each	1	4 Quarterly	4 Quarterly	All Seasons	1	1.00	1,000	4.0	0.50,000	Each	1/quarter	4	2.0	1/quarter	4	2.0	1/quarter	2
North Tempe / Papago Park	Indian Bend Park	Grills Repair	7	Each	1	0.5	0.07143	All Seasons	1	0.5	0.07143	26.0	0.10,000	Each	1/week	52	36.4	Bi-weekly	26	18.2	1/month	12
North Tempe / Papago Park	Indian Bend Park	Grills Repair	7	Each	1	4 Quarterly	4 Quarterly	All Seasons	1	0.28571	8.0	0.50,000	Each	1/quarter	4	14.0	1/quarter	4	14.0	1/quarter	2	4
North Tempe / Papago Park	Indian Bend Park	Line Trimming - Sp-Fl	250830	Sq. Ft.	1	18 Monthly	18 Monthly	Spring-Fall	2	5	0,000	180.0	0.0005	SF	1/week	36	414.6	Bi-weekly	18	207.3	1/month	9
North Tempe / Papago Park	Indian Bend Park	Line Trimming - Winter	250830	Sq. Ft.	1	3 Monthly	3 Monthly	Winter	2	5	0,000	30.0	0.0005	SF	1/week	6	69.1	1/month	6	69.1	1/month	3
North Tempe / Papago Park	Indian Bend Park	Mowing - W	250830	Sq. Ft.	2	18 Monthly	18 Monthly	Spring-Fall	1	2.5	0,000	45.0	0.0002	SF	1/week	40	230.3	1/14 days	20	115.2	1/8 days	15
North Tempe / Papago Park	Indian Bend Park	Pest Control - Pre Emergence	250830	Sq. Ft.	1	3 Monthly	3 Monthly	Winter	1	2.5	0,000	7.5	0.0002	SF	1/week	12	69.1	1/14 days	6	34.5	1/8 days	5
North Tempe / Papago Park	Indian Bend Park	Pest Control - Pre Emergence	250830	Sq. Ft.	2	2 Annually	2 Annually	Spring and Fall	1	0.4	0,002	26.0	0.00725	SF	2/year	2	62.1	2/year	2	62.1	2/year	1
North Tempe / Papago Park	Indian Bend Park	Playground Inspections	6	Each	1	12 Monthly	12 Monthly	All Seasons	1	0.4	6,667	48.0	2,000.0	Inspection	Bi-monthly	6	72.0	1/quarter	4	48.0	2/year	2
North Tempe / Papago Park	Indian Bend Park	Playground Repair	6	Each	1	12 Monthly	12 Monthly	All Seasons	1	0.4	6,667	48.0	2,000.0	Inspection	Bi-monthly	6	72.0	1/quarter	4	48.0	2/year	2
North Tempe / Papago Park	Indian Bend Park	Rake Granite	16136	Sq. Ft.	2	2 Annually	2 Annually	Spring and Fall	2	2	1,000	8.0	0.0013	SF	2/month	24	50.3	1/month	12	25.2	1/quarter	4
North Tempe / Papago Park	Indian Bend Park	Replace Doggie Bags	2	Each	1	52 Weekly	52 Weekly	All Seasons	1	0.25	1,000	10.4	0.10,000	Each	1/week	52	10.4	Bi-weekly	26	5.2	1/month	12
North Tempe / Papago Park	Indian Bend Park	Stewalk Blowing	5640	Sq. Ft.	2	2 Annually	2 Annually	Spring and Fall	1	0.5	0.0009	1.0	0.0030	SF	2/week	52	88.2	1/week	52	88.2	1/week	24
North Tempe / Papago Park	Indian Bend Park	Table Repair	10	Each	4	2 Annually	2 Annually	All Seasons	1	2.0	2,000	8.0	0.50,000	Each	1/quarter	4	20.0	1/quarter	4	20.0	2/year	2
North Tempe / Papago Park	Indian Bend Park	Tables Inspect	2	Each	1	52 Weekly	52 Weekly	All Seasons	1	0.5	0.0500	26.0	0.10,000	Each	1/week	52	52.0	Bi-weekly	26	26.0	1/month	12
North Tempe / Papago Park	Indian Bend Park	Tennis Repair	2	Each	1	4 Quarterly	4 Quarterly	All Seasons	1	0.25	12,500	13.0	0.12,500	court	Bi-weekly	26	6.5	1/month	12	12.0	Bi-monthly	6
North Tempe / Papago Park	Indian Bend Park	Tennis Repair	2	Each	1	4 Quarterly	4 Quarterly	All Seasons	1	0.25	12,500	13.0	0.12,500	court	Bi-weekly	26	6.5	1/month	12	12.0	Bi-monthly	6
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week	110	121.0	1/week	52
North Tempe / Papago Park	Indian Bend Park	Trash Removal	1	Each	1	52 Weekly	52 Weekly	All Seasons	2	0.75	0.6818	78.0	0.10,000	Each	1/day	220	242.0	2/week				

Rio Salado Corridor	Mill Ave Bridge South	Shrub Trimming	23 Each	1	1	Annually	Winter	2	2	0.08696	4.0	0.50000	Each	2	23.0	1/Year	1	11.5	1/2years	0.5	
Rio Salado Corridor	Mill Ave Bridge South	Shrub Trimming	23 Each	2	1	Annually	Spring and Fall	2	2	0.04348	4.0	0.50000	Each	2	23.0	1/Year	1	11.5	1/2years	0.5	
Rio Salado Corridor	Mill Ave Bridge South	Trash Removal	2 Each	2	0.5	260 Daily	All Seasons	2	2	0.12500	130.0	0.10000	Each	1	220	44.0	2/week	110	22.0	1/week	52
Rio Salado Corridor	Mill Ave Bridge South	Tree Trimming	2 Each	2	0.5	260 Weekly	All Seasons	2	2	0.25000	260.0	0.10000	Each	1	220	44.0	2/week	110	22.0	1/week	52
Rio Salado Corridor	Mill Ave Bridge South	Tree Trimming	5 Each	2	2	Annually	Spring and Fall	2	2	0.40000	8.0	1.00000	Each	1	5	5.12	years	0.5	2.8	1/3year	0.33
Rio Salado Corridor	Mill Ave Bridge South	Tree Trimming	36 Each	2	0.35	364 Weekly	All Seasons	2	2	0.03694	182.0	0.30000	Each	1	26	28.4	1/quarter	12	13.0	1/quarter	4
Rio Salado Corridor	Mill Ave Bridge South	Tree Trimming	36 Each	2	0.35	364 Weekly	All Seasons	2	2	0.03694	182.0	0.30000	Each	1	26	28.4	1/quarter	12	13.0	1/quarter	4
Rio Salado Corridor	Mill Ave Bridge South	Tree Trimming	28 Each	4	1.25	468 Weekly	All Seasons	4	1	0.24464	2340.0	0.00000	SF	1	220	0.0	2/week	110	0.0	1/week	52
Rio Salado Corridor	Mill Ave	Pest Control - Pre Emergence - Planter	1 Each	30	30.00000	4	Annually	Spring-Fall	1	30	30.00000	120.0	0.13825	Each	2	60.0	2/Year	2	60.0	1/Year	1
Rio Salado Corridor	Mill Ave	Pest Control - Pre Emergence - Planter	217 Each	1	30	0.13825	Spring-Fall	1	30	0.13825	120.0	0.13825	Each	2	60.0	2/Year	2	60.0	1/Year	1	
Rio Salado Corridor	Mill Ave	Power Washing - Each	1 Each	260	20.00000	5	All Seasons	1	260	20.00000	5200.0	0.10000	Each	26	2.6	1/quarter	12	1.2	1/quarter	4	
Rio Salado Corridor	Mill Ave	Power Washing - Each	4 Each	1	10	2.50000	All Seasons	1	10	2.50000	2600.0	0.10000	Each	26	10.4	1/quarter	12	4.8	1/quarter	4	
Rio Salado Corridor	Mill Ave	Power Washing - Each	6 Each	1	10	1.66667	All Seasons	1	10	1.66667	2600.0	0.10000	Each	26	10.4	1/quarter	12	4.8	1/quarter	4	
Rio Salado Corridor	Mill Ave	Power Washing - Each	5	260	20.00000	5	All Seasons	1	260	20.00000	5200.0	0.10000	Each	26	59.8	1/quarter	12	27.6	1/quarter	4	
Rio Salado Corridor	Mill Ave	Power Washing - Each	1 Each	2	0.25	0.25000	All Seasons	2	0.25	0.25000	182.0	0.20000	Each	4	0.1	1/quarter	4	0.1	1/quarter	4	
Rio Salado Corridor	Mill Ave	Power Washing - Each	217 Each	2	0.25	0.25000	All Seasons	2	0.25	0.25000	182.0	0.20000	Each	4	0.1	1/quarter	4	0.1	1/quarter	4	
Rio Salado Corridor	Mill Ave	Power Washing - Each	217 Each	4	0.25	0.25000	All Seasons	4	0.25	0.25000	182.0	0.20000	Each	4	0.1	1/quarter	4	0.1	1/quarter	4	
Rio Salado Corridor	Temp Beach Park	Backpack Blowing	276646 Sq. Ft.	2	2.75	0.11000	All Seasons	2	2	0.11000	2750.0	0.00000	SF	26	0.0	1/Year	2	0.0	1/Year	0.2	
Rio Salado Corridor	Temp Beach Park	Backpack Blowing	25 Acres	2	1.25	0.06250	All Seasons	2	2	0.06250	130.0	0.25000	Each	100	100.0	1/week	52	52.0	2/week	24	
Rio Salado Corridor	Temp Beach Park	Drinking Fountain Repair	4 Each	1	0.25	0.00000	All Seasons	1	4	0.25000	4.0	0.50000	Each	1	4	8.0	1/quarter	4	8.0	2/Year	2
Rio Salado Corridor	Temp Beach Park	Drinking Fountain Repair	733 Ln. Fl.	1	52	Weekly	All Seasons	1	52	Weekly	13.0	0.00030	LF	1	52	11.4	Bi-weekly	26	5.7	1/month	12
Rio Salado Corridor	Temp Beach Park	Fence Inspection	1989 Ln. Fl.	1	0.25	0.00013	All Seasons	1	0.25	0.00013	13.0	0.00030	LF	52	31.0	Bi-weekly	26	15.5	1/month	12	
Rio Salado Corridor	Temp Beach Park	Fence Repair	733 Ln. Fl.	2	2	Annually	Summer-Winter	1	2	0.00273	4.0	0.03000	LF	2	2	4.4	2/Year	2	4.4	1/Year	1
Rio Salado Corridor	Temp Beach Park	Fence Repair	1989 Ln. Fl.	2	2	Annually	Summer-Winter	1	2	0.00101	4.0	0.03000	LF	2	2	11.9	2/Year	2	11.9	1/Year	1
Rio Salado Corridor	Temp Beach Park	Graffiti Removal	25 Acres	2	104	Monthly	All Seasons	2	0.5	0.02000	104.0	0.10000	Acre	1	12	30.0	1/month	12	30.0	1/month	12
Rio Salado Corridor	Temp Beach Park	Graffiti Removal	16 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/month	12	30.0	1/month	12
Rio Salado Corridor	Temp Beach Park	Graffiti Removal	16 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/month	12	30.0	1/month	12
Rio Salado Corridor	Temp Beach Park	Grass Trimming	76 Each	5	4.7	0.08184	All Seasons	1	4.7	0.08184	1222.0	0.50000	Each	12	456.0	as needed	8	34.0	as needed	4	
Rio Salado Corridor	Temp Beach Park	Grass Trimming	276646 Sq. Ft.	4	6	0.00002	All Seasons	4	6	0.00002	936.0	0.00000	SF	36	457.3	Bi-weekly	18	226.8	1/month	9	
Rio Salado Corridor	Temp Beach Park	Liter Removal - SF	1 Each	7	364	Weekly	All Seasons	1	1	1.00000	546.0	0.00000	SF	220	0.0	2/week	110	0.0	1/week	52	
Rio Salado Corridor	Temp Beach Park	Liter Removal - SF	30 Each	15	1	0.03333	All Seasons	15	1	0.03333	546.0	0.00000	SF	220	0.0	2/week	110	0.0	1/week	52	
Rio Salado Corridor	Temp Beach Park	Mowing - Sp-FI	276646 Sq. Ft.	1	4.4	0.00002	All Seasons	4	4.4	0.00002	171.6	0.00002	SF	40	254.0	1/14 days	20	127.0	1/18 days	15	
Rio Salado Corridor	Temp Beach Park	Parking Cleaning	42109 Sq. Ft.	1	4	Quarterly	All Seasons	1	2.00000	0.00005	4.0	0.00005	SF	1	12	22.7	1/quarter	12	22.7	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	71781 Sq. Ft.	4	24	Bi-Monthly	All Seasons	8	1	0.00001	192.0	0.00013	SF	2	224.0	1/month	12	112.0	1/quarter	4	
Rio Salado Corridor	Temp Beach Park	Rake Granite	2 Each	7	0.1	0.05000	All Seasons	2	0.1	0.05000	728.0	0.50000	Building	730	730.0	1/day	365	365.0	1/day	365	
Rio Salado Corridor	Temp Beach Park	Rake Granite	680 Each	4	12	0.07685	All Seasons	4	12	0.07685	48.0	0.50000	Each	2	680.0	1/Year	1	340.0	1/2years	0.5	
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.03125	26.0	0.10000	Each	1	1	30.0	1/quarter	4	30.0	1/quarter	4
Rio Salado Corridor	Temp Beach Park	Rake Granite	26 Each	1	0.5	0.03125	All Seasons	1	0.5	0.0312											

City	Address	Project	Area	Frequency	Season	Building	1 Month	12 Month	24 Month	120.0 B-monthly	60.0 1/Quarter	4
Jayside Park	Restroom Repair	5 Each	1	12 Monthly	All Seasons	24.0	1/Quarter	12	120.0 B-monthly	60.0 1/Quarter	4	
Jayside Park	Sweeping Parks	7 Acres	2	2 Annually	Summer-Fall	1.5	1/Quarter	4	2.8 2/year	1.4 1/year	1	
Jayside Park	Trash Removal	19 Acres	4	208 Weekly	All Seasons	416.0	1/Week	220	416.0 2/week	208.0 1/week	52	
Jayside Park	Volleyball Court Repair	3529 Sq. Ft.	1	4 Quarterly	All Seasons	4.0	1/Week	36	127.04.0 1/10days	27.95.25.0 Bi-weekly	18	
Jayside Park	Backpack Inspection	1.15 Acres	1	52 Weekly	All Seasons	13.0	B-weekly	12	0.0 1/month	0.0 1/quarter	4	
Jayside Park	Backpack Cleaning	1.15 Acres	8	48 Monthly	All Seasons	98.0	B-weekly	26	0.0 1/month	0.0 1/quarter	4	
Jayside Park	Backpack Cleaning	1.15 Acres	8	39 Weekly	All Seasons	98.0	B-monthly	12	0.0 1/month	0.0 1/quarter	4	
Jayside Park	Empty Ashtrays	7 Each	5	260 Weekly	Spring-Fall	195.0	B-monthly	12	0.0 1/month	0.0 1/quarter	4	
Jayside Park	Irrigation Check	10 Each	4	4 Annually	All Seasons	26.0	1/Week	26	5.5 1/monthly	2.75 1/quarter	4	
Jayside Park	Irrigation System Repair/Install	10 Each	4	52 Weekly	All Seasons	13.0	as needed	12	60.0 as needed	40.0 as needed	4	
Jayside Park	Irrigation System Repair/Install	10 Each	4	4 Annually	All Seasons	32.0	as needed	8	60.0 as needed	40.0 as needed	4	
Jayside Park	Line Trimming - Sp-F	17900 Sq. Ft.	1	107 Weekly	Spring-Fall	802.5	1/Week	36	29.6 Bi-weekly	14.8 1/month	9	
Jayside Park	Line Trimming - Winter	17900 Sq. Ft.	1	3 Monthly	Spring-Fall	9.0	1/Week	12	9.9 1/monthly	4.9 1/month	3	
Jayside Park	Mowing - W	17900 Sq. Ft.	1	3 Monthly	Winter	23.4	1/Week	40	16.4 1/14 days	8.2 1/18 days	15	
Jayside Park	Mowing - W	17900 Sq. Ft.	1	3 Monthly	Winter	18.0	1/Week	2	4.9 1/14 days	2.5 1/18 days	5	
Jayside Park	Power Washing	7587 Sq. Ft.	6	52 Weekly	All Seasons	71.0	3/Week	156	355.1 1/week	118.4 2/month	24	
Jayside Park	Power Washing	7587 Sq. Ft.	2	24 Monthly	All Seasons	48.0	3/Week	156	355.1 1/week	118.4 2/month	24	
Jayside Park	Power Washing - SF	762 Sq. Ft.	4	4 Annually	All Seasons	20.0	1/Quarter	4	19.8 1/quarter	4.9 1/2/year	2	
Jayside Park	Replace Doggie Bags	1 Each	1	52 Weekly	All Seasons	5.2	1/Week	26	5.2 Bi-weekly	2.6 1/month	12	
Jayside Park	Shrub Trimming	1356 Each	3	2 Annually	Spring and Fall	144.0	2/year	1	1,356.0 1/year	678.0 1/2years	0.5	
Jayside Park	Sidewalk Blowing	11252 Sq. Ft.	2	24 Monthly	All Seasons	14.4	1/Week	104	351.1 1/week	175.5 2/month	24	
Jayside Park	Sidewalk Power Washing	11252 Sq. Ft.	1	12 Monthly	All Seasons	12.0	3/Week	156	526.6 1/week	175.5 2/month	24	
Jayside Park	Spray Herbicides	17900 Sq. Ft.	3	3 Annually	Spring-Fall	4.5	Seasonal	3	3.7 Seasonal	2.5 Seasonal	1	
Jayside Park	Trash Removal	9 Each	1	12 Monthly	All Seasons	6.0	1/day	220	198.0 2/week	99.0 1/week	52	
Jayside Park	Trash Removal	9 Each	1	260 Weekly	All Seasons	65.0	1/day	110	198.0 2/week	99.0 1/week	52	
Jayside Park	Water control plants	1366 Each	2	208 Weekly	All Seasons	104.0	2/Week	75	2,542.5 1/week	1,224.2 1/month	36	
Jayside Park	Water control plants	6903 Sq. Ft.	1	3 Monthly	Winter	0.3	B-weekly	6	0.7 1/month	0.3 1/quarter	1	
Jayside Park	Backpack Cleaning - Winter	6903 Sq. Ft.	1	39 Weekly	Spring-Fall	3.9	B-monthly	6	0.6 1/month	0.3 1/quarter	1	
Jayside Park	Backpack Cleaning	6903 Sq. Ft.	1	65 Weekly	Winter	6.5	B-monthly	26	3.9 1/monthly	1.8 1/quarter	4	
Jayside Park	Empty Ashtrays	4 Each	5	4 Annually	All Seasons	0.6	1/Quarter	4	0.8 1/quarter	0.2 1/year	2	
Jayside Park	Garbage Can Lids Cleaning	7 Each	4	4 Annually	All Seasons	1.0	1/Week	52	91.0 Bi-weekly	45.5 1/month	12	
Jayside Park	Irrigation Check	7 Each	1	52 Weekly	All Seasons	13.0	as needed	12	42.0 as needed	28.0 as needed	4	
Jayside Park	Irrigation System Repair/Install	7 Each	4	4 Annually	All Seasons	32.0	as needed	12	42.0 as needed	28.0 as needed	4	
Jayside Park	Irrigation System Repair/Install	9489 Sq. Ft.	1	39 Weekly	Spring-Fall	11.7	1/Week	36	15.7 Bi-weekly	7.8 1/month	9	
Jayside Park	Line Trimming - Sp-F	9489 Sq. Ft.	1	39 Weekly	Spring-Fall	11.7	1/Week	36	15.7 Bi-weekly	7.8 1/month	9	
Jayside Park	Line Trimming - Winter	9489 Sq. Ft.	1	39 Weekly	Winter	11.7	1/Week	36	15.7 Bi-weekly	7.8 1/month	9	
Jayside Park	Mowing - Sp-F	9489 Sq. Ft.	1	39 Weekly	Spring-Fall	11.7	1/Week	36	15.7 Bi-weekly	7.8 1/month	9	
Jayside Park	Mowing - W	9489 Sq. Ft.	1	39 Weekly	Winter	11.7	1/Week	36	15.7 Bi-weekly	7.8 1/month	9	
Jayside Park	Pest Control - Pre Emergence	9489 Sq. Ft.	8	8 Annually	Spring and Fall	0.9	1/Week	12	2.6 1/14 days	1.3 1/18 days	15	
Jayside Park	Rake Planters	265 Each	4	4 Annually	All Seasons	14.0	1/Quarter	2	23.7 2/year	23.7 1/year	1	
Jayside Park	Shrub Trimming	265 Each	3	2 Annually	All Seasons	6.0	1/Quarter	4	21.2 2/year	4.2 2/2/year	2	
Jayside Park	Spray Herbicides	9489 Sq. Ft.	3	3 Annually	Spring and Fall	96.0	Seasonal	2	265.0 1/year	132.5 1/2years	0.5	
Jayside Park	Trash Removal	62 Each	3	260 Weekly	All Seasons	2.0	1/day	220	68.0 2/week	34.0 1/week	52	
Jayside Park	Tree Trimming	20 Each	3	16 2/5 Annually	Spring and Fall	144.0	1/day	110	68.2 1/2years	34.1 1/1/2year	0.33	
Jayside Park	Empty Ashtrays	17 Each	5	4 Annually	All Seasons	26.0	B-monthly	26	15.6 1/monthly	7.8 1/quarter	4	
Jayside Park	Garbage Can Lids Cleaning	26 Each	4	4 Annually	All Seasons	2.0	1/Quarter	4	3.4 2/quarter	1.7 1/quarter	2	
Jayside Park	Irrigation Check	26 Each	1	52 Weekly	All Seasons	38.0	1/Week	26	38.0 Bi-weekly	19.0 1/month	12	
Jayside Park	Irrigation System Repair/Install	26 Each	4	4 Annually	All Seasons	6.0	1/Week	26	16.0 1/month	8.0 1/quarter	4	
Jayside Park	Irrigation System Repair/Install	26 Each	1	3 Monthly	Winter	48.0	as needed	12	156.0 as needed	104.0 as needed	4	
Jayside Park	Irrigation System Repair/Install	11189 Sq. Ft.	1	39 Weekly	Spring-Fall	15.6	1/Week	18	156.0 as needed	104.0 as needed	4	
Jayside Park	Line Trimming - Sp-F	11189 Sq. Ft.	3	2.5 0.00222	802.5	0.00005 SF	1/Week	36	18.5 Bi-weekly	9.2 1/month	9	
Jayside Park	Line Trimming - Winter	11189 Sq. Ft.	1	3 Monthly	Winter	39.0	1/Week	12	6.2 Bi-weekly	3.1 1/month	6	
Jayside Park	Mowing - Sp-F	11189 Sq. Ft.	1	12 Monthly	Spring-Fall	3.0	1/Week	12	3.1 1/14 days	1.5 1/18 days	15	
Jayside Park	Mowing - W	26175 Sq. Ft.	1	12 Monthly	All Seasons	42.0	1/Week	12	14.1 1/month	7.1 1/quarter	4	
Jayside Park	Pest Control - Pre Emergence	11189 Sq. Ft.	2	2 Annually	Spring and Fall	4.0	2/year	2	28.0 2/year	28.0 1/year	1	
Jayside Park	Power Washing	18175 Sq. Ft.	1	3.5 0.0013	62.0	0.00030 SF	3/Week	52	1,225.0 1/week	408.2 2/month	24	
Jayside Park	Power Washing	26175 Sq. Ft.	6	3.5 0.0013	62.0	0.00030 SF	3/Week	52	1,225.0 1/week	408.2 2/month	24	
Jayside Park	Purchase Flowers	50 Each	4	4 Annually	Spring and Fall	16.0	4/year	4	16.0 4/year	16.0 2/year	2	
Jayside Park	Send Fill Ashtrays	20 Each	3	3 Annually	All Seasons	10.0	2/year	2	20.0 2/year	20.0 1/year	1	
Jayside Park	Stake Walk Blowing	24392 Sq. Ft.	2	1.5 0.00069	312.0	0.00030 SF	2/Week	104	761.0 1/week	380.5 2/month	24	
Jayside Park	Spray Herbicides	11189 Sq. Ft.	3	3 Annually	Spring-Fall	3.0	Seasonal	3	2.3 Seasonal	1.5 Seasonal	1	
Jayside Park	Trash Removal	17 Each	5	260 Weekly	All Seasons	78.0	1/day	220	374.0 2/week	187.0 1/week	52	
Jayside Park	Tree Trimming	131 Each	2	2 Annually	Spring and Fall	120.0	1/year	0.5	144.1 1/2years	72.1 1/year	0.33	
Jayside Park	Water Affairs/Baskets	50 Each	2	24 Monthly	All Seasons	6.0	2/Week	75	93.8 1/week	45.0 1/month	8	
Jayside Park	Water Affairs/Baskets	50 Each	4	208 Weekly	All Seasons	48.0	2/Week	75	93.8 1/week	45.0 1/month	8	
Jayside Park	Water Fountain/Flowers	50 Each	5	260 Weekly	All Seasons	285.0	2/Week	75	93.8 1/week	45.0 1/month	8	
Jayside Park	Water potting plants	50 Each	1	12 Monthly	All Seasons	65.0	2/Week	75	93.8 1/week	45.0 1/month	8	
Jayside Park	Water potting plants	50 Each	1	52 Weekly	All Seasons	65.0	2/Week	75	93.8 1/week	45.0 1/month	8	
Jayside Park	Water potting plants	50 Each	1	1.25 0.02500	1,406.3	0.00030 SF	3/Week	156	3,145.5 1/week	1,048.5 2/month	24	
Jayside Park	Water potting plants	67212 Sq. Ft.	1.25	15 Monthly	All Seasons	22.8	2/Week	104	2,097.0 1/week	1,048.5 2/month	24	
Jayside Park	Water potting plants	25 Each	0.25	65 Daily	All Seasons	40.6	1/day	220	550.0 2/week	275.0 1/week	52	
Jayside Park	Trash Removal	25 Each	1.75	91 Weekly	All Seasons	11.4	1/day	110	275.0 1/week	137.5 2/week	52	
Jayside Park	Trash Removal	25 Each	14	728 Weekly	All Seasons	2,184.0	1/day	220	550.0 2/week	275.0 1/week	52	
Jayside Park	Trash Removal	38 Each	0.25	65 Daily	All Seasons	40.6	1/day	110	836.0 2/week	418.0 1/week	52	

Urban Core (Mill Avenue)	Downtown Box Area 1	Trash Removal	38 Each	1.75	91 Weekly	All Seasons	0.5	0.25	0.00658	11.4	0.10000 Each	1/day	220	636.0 2/week	110	418.0 1/week	52
Urban Core (Mill Avenue)	Downtown Box Area 1	Trash Removal	38 Each	14	728 Weekly	All Seasons	1	3	0.07895	2,184.0	0.10000 Each	1/day	220	636.0 2/week	110	418.0 1/week	52
Urban Core (Mill Avenue)	PD-Courts	Backpack Blowing - Winter	342 Sq. Ft.	1	13 Weekly	Winter	1	0.5	0.00146	6.5	0.00002 SF	Bi-weekly	6	0.0 1/month	3	0.0 1/quarter	1
Urban Core (Mill Avenue)	PD-Courts	Backpack Cleanup - Each	5 Each	1	39 Weekly	Spring-Fall	1	0.25	0.05000	9.8	0.00000 Each	Bi-monthly	6	6.0 1/month	12	12.0 1/quarter	4
Urban Core (Mill Avenue)	PD-Courts	Empty Ashtrays	6 Each	5	280 Weekly	All Seasons	1	0.1	0.01667	26.0	0.00000 Each	Bi-monthly	26	4.7 1/monthly	12	2.2 1/quarter	4
Urban Core (Mill Avenue)	PD-Courts	Garbage Can Lids Cleaning	3 Each	4	12 Monthly	All Seasons	1	0.25	0.03333	0.1	0.00000 Each	1/quarter	4	0.6 1/quarterly	12	1.9 1/2/year	2
Urban Core (Mill Avenue)	PD-Courts	Grass Trimming - Sp-FI	3 Each	4	12 Monthly	All Seasons	1	1.5	0.50000	0.1	0.00000 Each	1/quarter	52	39.0 1/quarterly	26	19.5 1/2/year	12
Urban Core (Mill Avenue)	PD-Courts	Irrigation System Repair/Install	3 Each	1	52 Weekly	All Seasons	1	1.5	0.50000	76.0	0.50000 Each	as needed	12	18.0 as needed	8	12.0 as needed	4
Urban Core (Mill Avenue)	PD-Courts	Line Trimming - Sp-FI	342 Sq. Ft.	1	39 Weekly	Spring-Fall	1	0.1	0.00029	3.9	0.00005 SF	1/week	36	0.6 Bi-weekly	18	0.3 1/month	9
Urban Core (Mill Avenue)	PD-Courts	Line Trimming - Winter	342 Sq. Ft.	1	3 Monthly	Winter	1	0.1	0.00029	0.3	0.00005 SF	1/week	12	0.2 Bi-weekly	6	0.1 1/month	3
Urban Core (Mill Avenue)	PD-Courts	Mowing - Sp-FI	342 Sq. Ft.	1	39 Weekly	Spring-Fall	1	0.1	0.00029	3.9	0.00002 SF	1/week	40	0.3 1/14 days	20	0.2 1/18 days	15
Urban Core (Mill Avenue)	PD-Courts	Pest Control - Pre Emergence	239 Each	8	8 Annually	Spring-Fall	1	1.75	0.00512	14.0	0.00125 SF	2/year	2	0.9 2/year	2	0.9 1/year	2
Urban Core (Mill Avenue)	PD-Courts	Rake Planters	239 Each	1	12 Monthly	All Seasons	1	0.5	0.00209	6.0	0.00200 Each	1/quarter	4	19.1 1/quarter	4	19.5 1/2/year	2
Urban Core (Mill Avenue)	PD-Courts	Shrub Trimming	239 Each	2	2 Annually	Spring-Fall	1	8	0.03347	16.0	0.50000 Each	2/year	2	239.0 1/year	1	119.5 1/2/year	0.5
Urban Core (Mill Avenue)	PD-Courts	Spray Herbicides	342 Sq. Ft.	3	3 Annually	Spring-Fall	1	1	0.00252	3.0	0.00007 SF	Seasonal	3	0.1 Seasonal	1	0.0 Seasonal	1
Urban Core (Mill Avenue)	PD-Courts	Trash Removal	4 Each	5	280 Weekly	All Seasons	1	0.1	0.02500	26.0	0.10000 Each	1/day	220	66.0 2/week	110	44.0 1/week	52
Urban Core (Mill Avenue)	PD-Courts	Tree Trimming	9 Each	4	4 Annually	Spring-Fall	1	6	0.06667	24.0	1.10000 Each	1/year	1	9.9 1/2/year	0.5	3.0 1/3/year	0.33



Summary of Studies Consulted

TEMPE URBAN OPEN SPACE PLAN

SUMMARY OF STUDIES CONSULTED DURING PROJECT

1978 VISION OF RIO SALADO – Goals

- Goals are prioritized – “encourage development” ranked higher than “promote recreation”, “utilize sensitive environmental planning”, “improve regional quality of life” and “provide educational opportunities.”
-

2001 VISION OF RIO SALADO – Goals

- Goals not stated as being prioritized – much more extensive and detailed list
 - Key goals relevant to project include:
 - Link developments, residences with recreational opportunities
 - Public nature precludes private control. Discourage exclusive access agreements.
 - Public and private open spaces, cultural amenities, inviting green areas, lots of shade, trails and activity.
 - Wide variety of passive and active opportunities
 - A few major events mixed with many smaller ones, year-round
 - Even during heavy use, provide places for quiet enjoyment
 - Extensive lake edge trail system (includes picnickers)
 - Private funding to supply majority of \$\$\$. Long-range, City to support only cultural amenities and governance
 - Ample space for family activities
 - Many water activities, many locations
 - Provide space for both widely popular activities and less-popular ones like lawn bowling, table games, archery
 - Variety of cultural amenities – art center, Sister Cities village, water conservation center
 - Locations for conventions, trade shows, large gatherings
 - Plenty of shade
 - Keep parking away from the lake
 - Do flood control stuff
 - On City land along path provide cafes, sale of “refreshments” - mobile vendors and in private development
 - Shopping in developments not on the shore
-

RIO SALADO RECREATION SURVEY – August 1998

Assesses attitude of Tempe Citizens toward recreational uses at Rio Salado. Key findings include:

- 76% feel fishing should be allowed
- 72% feel kayaks, canoes, rowboats, paddleboats should be allowed without restriction
- 61% feel water taxis, tour and dinner boats should be allowed with reasonable restrictions
- 60% feel sailboats should be allowed with reasonable restrictions

TEMPE URBAN OPEN SPACE PLAN

- 65% feel electric powered boats should NOT be allowed
 - split on whether fishing from boats in lake should be allowed (45% OK with reasonable restrictions; 35% should not allow)
 - 86% gas powered boats should NOT be allowed
 - strong support (60%+) for public boat launch facilities and charging fees to offset operation costs + charging parking for boat trailers
 - Boat rentals were favored over boat launch facilities and public boating if space is limited.
 - Activities would like to participate in at the lake – top picks were walking, jogging, nature paths and shaded picnic and barbeque areas. Next-tier responses were bike paths, playgrounds for children, skate/rollerblade paths, restaurants/food, volleyball courts.
 - Activities that should not be allowed – top pick was alcohol, drinking, followed by motorized equipment, skateboarding, rollerblading, scooters. Second-tier responses (about half the number of top pick responses) included loud concerts, parties, noise from motor or power boats.
-

RIO SALADO PATHWAY – PHOENIX TO TEMPE

- Plan for trail from 28th Street to Priest on south bank of Rio Salado
 - Feasibility study completed for shared-use trail and public amenities
 - Part of regional loop – From 28th Street, Rio Salado Pathway, connects to Rio Salado/Tempe paths, to Indian Bend Wash to CAP Aqueduct path to Agua Fria River to west leg of Rio Salado trail/path to 28th Street.
 - Phoenix path from 28th Street west of 19th Avenue part of Rio Salado Habitat Restoration Project (completed)
 - Features include underpasses at I-10, SR-143, Priest Drive and several lookout/rest areas.
-

A GUIDE TO TEMPE TOWN LAKE

- General guide to lake rules, facilities, including boating and fishing
 - Small group beer permits are available for Tempe residents only at Tempe Beach Park with or without a picnic table reservation. Beer permits without a picnic table are not valid after sundown.
-

DONOVAN RYPKEMA STUDY (1995)

- Desirable qualities to preserve and enhance ("Funky" diversity – character, independent

TEMPE URBAN OPEN SPACE PLAN

- merchants, not too neat and clean; Remaining small old buildings = affordable retail spaces)
 - Missing qualities: Sense of discovery; Sense of Evolution over time; Breadth of rental opportunities
 - Markets: Primary: ASU students & staff; Downtown workers & residents; Secondary: Close-in residents, Tempe residents, visitors
-

DTC SOUTHEAST QUAD STUDY (1996)

- Retain historic buildings
 - Link Mill Ave and ASU – "Block 2" a critical place to create a destination, or critical mass of new businesses
 - Importance of children's areas and green spaces
 - Farmers market at City Hall
 - Streets and alleys as public spaces
 - Warns that creating 6th Street Park will create a space that is hard to enliven (Market Hall, Children's climbable art, and information center could be destinations)
 - 35-foot building height restriction
-

SCHULER MARKET STUDY (2004)

- Key market segments for Tempe downtown and activities they enjoy
 - (a) "Young and the Restless" – Bohemians, grad students, edgy, cyber-age. Prefer Mill Ave to malls, live music, informal dining, wi-fi.
 - (b) "Aspiring Young Families" – Y&R grown up, follow the sun. Similar preferences to above...tattoos, active, fitness clubs, spectator sports.
 - (c) "Inner City Tenants" – 20-30-somethings, less education than AYF. Clubs, bars, fast food, Bohemian.
 - (d) "Dorms to Diplomas" – currently in school, low incomes, conspicuous on Mill Ave. Rock shows, dancing, going to movies, visiting theme parks, playing pool.
 - (e) "College Towns" – similar to Dorms to Diplomas, but in grad school - most have lived here a while. Bohemian, enjoy lifestyle & politics of college town, like proximity to shopping, entertainment, being in the middle of things.
 - (f) "Enterprising Professionals" – Like AYF, but wealthier, career track. Love the Mill Ave lifestyle, but live in a nicer home. Walk or bike to work, like fun restaurants and sports bars.
 - (i) Centerpoint crowd – under 55. Married and single. Office workers looking for opportunities (age-appropriate bookstores, music stores, and retail.
 - For these audiences, Mill Ave is the largest retail/entertainment district in the area.
-

IDA RETAIL CONSULTANT PANEL (2004)

- Although Mill Ave is possibly the best walking street in the valley, the "stroll experience" is not welcoming – no feel of style or dignity
- A vision for downtown that I shared by stakeholders is needed

TEMPE URBAN OPEN SPACE PLAN

- The City and DTC should undertake a major housekeeping effort – trees, streets, color, banners, awnings
 - Don't go after the "Scottsdale crowd" – selectively recruit independents
 - Overall brand/theme: Authenticity; Walkability; Unique, memorable, entertaining experience; Creative class – the "smart side" and University
-

COMPREHENSIVE TRANSPORTATION PLAN (Selected sections)

Transit and Green Streets MAP

- Transit Streets include: Rural Road, Mill Avenue/Van Buren – Apache, Rio Salado Parkway, College Avenue from University to Fifth Street, University Drive
- Green Streets include: 68th Street from Tempe border (north) to 202 Freeway (past Tempe Papago Park), Curry Road -- Van Buren to Rural, McKellips Road – Hayden to west terminus at Papago Park, Continental Drive (?) – Scottsdale/Rural Road to terminus on west (short of the park), road on north side of shopping center (McAllister?), from 68th to Miller Road, Miller Road – McKellips to Curry, First Street – Rio Salado Parkway west to Priest, Fifth Street – University west to Priest, Stadium Drive – Fifth Street to Rural Road, Ash Avenue – Rio Salado Parkway to University, Hardy Drive – Rio Salado Parkway to south, forever.
- Green Street Principles:
 - Focus on non-motorized amenities, including separation of pedestrians from street traffic, bike lanes, min. 5-ft. sidewalks with ADA crossings of streets, alleys and driveways, shade trees and cooling ground cover, seating, pedestrian-level lighting, prohibition on right-of-way encroachment
 - Vehicular travel principles: assume these to be residential streets; prohibit through commercial traffic; discourage non-local traffic; 30 mph max. speed limit; use traffic calming; discourage cut-through traffic & monitor this; 10-ft travel lanes; no center turn lanes; passing prohibited; provide on-street parking if possible after providing bike lanes and travel lanes; consider landscaped entry medians and drop flared/multi-lane intersections.
 - Transit: bus service provided along with pullover space at stops; use raised elements in centerline of travel lanes opposite bus stops.
 - Signage and markings: small/residential street sign sizes; sign height appropriate to bike/ped focus; consider informational signs re: Green Street

Bicycle and Pedestrian Facilities 2030 MAP

- Bike lanes proposed on the following streets: McKellips, Continental, Van Buren, Curry, Rio Salado Parkway to 52nd Street, First Street, Fifth Street, Stadium Drive, University Drive, Apache Boulevard, 13th Street, 52nd Street, Priest Drive, Hardy, Ash (RSP to University), Mill Avenue, College Avenue, Rural Road, Hayden/McClintock Boulevard

TEMPE URBAN OPEN SPACE PLAN

- Multi-use paths proposed: Crosscut Canal path extended south to Curry/Van Buren then south to Town Lake, Town Lake paths (shows both dam paths) but shows paths extending east to McClintock and west to the Hohokam Freeway; Rio Salado Parkway, path paralleling Hohokam Fwy (east side), Indian Bend Wash, McClintock Drive from lake south to railroad tracks (?) south of University, Farmer/railroad path from lake south around curve to Price Road and south from the curve, forever; many paths through ASU campus, path south of Apace extending a short distance west from Rural, paths connecting to Town Lake from ASU parking lot west of Rural, at Farmer, between Farmer and Hardy, at Hardy, between Hardy and Priest and between Priest and 52nd Street; and old rr tracks/8th Street south of University from Rural to location west of McClintock; linkage from old rr tracks to Terrace.
- Bicycle/pedestrian crossings proposed at: both ends of lake, on Priest between 13th Street and University (school?), along railroad tracks south of Apache, on University Drive where the old RR tracks trail heads north.

Tempe Transportation Plan 2030

- Encourages reduction of SOV trips
 - Create/preserve conditions conducive to walking and neighborhood preservation
 - Measures of success specified support our planning approach - bike/ped use of 33% a goal, double transit trips by 2030, bike/ped access to schools, parks, transit, shopping; frequent transit within 5-10 minute walk of homes; one-mile bike grid; reduce SOV trips by 20% by 2030.
 - Pedestrian network, key implementation strategies include:
 - Implement provisions of Ped Overlay District (???)
 - Bike network, key strategies:
 - provide bike parking - long-term
 - Parking and Access Management
 - work with DTC to update Downtown Parking Management Plan
 - development code updates
-

OTHER STUDIES REFERENCED

- Portals and Loops
 - Papago Park Master Plan
 - ULI study of Papago Park
-

TEMPE URBAN OPEN SPACE PLAN

SCHEMATIC AND CONCEPT DESIGNS STUDIED DURING PROJECT

STUDY OF CONCEPTS FOR VOR AREA

- Indoor Sports Facility concept plan shows:
 - SRP - 18 ac along entire Priest frontage
 - 50 acres of “recreation” west of this
 - “indoor sports facility site” west of this to the VOR
 - nothing west of 52nd St. (Extended)
 - Youth Sports Facility concept plan shows:
 - SRP - 18 ac along entire Priest frontage
 - 50 acres west of this – entire area to 52nd St. extended (? More than 50) as sports fields – looks like 12 fields + parking + two buildings
 - Later (9/05) concept for Indoor Sports Facility shows:
 - north of 52nd St. curve, a, 87,000 s.f. building + three fields and parking
-

STUDY OF CONCEPTS FOR AREA BETWEEN THE BRIDGES - FROM ASU SALA WORKSHOP

Geometric (circle template) plan including:

- sun shades
 - grass hill
 - water feature
 - picnic tables for 190 people
 - Grand stairway up to Mill Ave.
 - concession stand
 - fixed benches and tables
 - “closure circles” seating 1200 people
 - some trees
-

SCHEMATIC DESIGN, TOWN LAKE WELCOME CENTER AND BOATHOUSE

- Owned and operated by City
- Accommodate Town Lake operations and events staff, park rangers
- Accommodate needs of independent rowers and organization including ASU, high school teams, clubs
- Additional community spaces with revenue-generating potential
- Staging area for special events
- Ground level is all boat storage and repair facility with small vending area on east (not facing lake)
- Main level (up one) is fitness, classroom, lockers, restroom and showers, offices, community

TEMPE URBAN OPEN SPACE PLAN

- conference room
 - upper level is “great room”, classroom, donor lounge, restrooms and storage
 - designed to store boats and allow direct movement from storage to lake, no ground-floor amenity for the public
 - Per our conversations, need to expand thinking, expand food & beverage opportunities, something for families and kids, the general public at ground level...
-

SOUTH CAMPUS RESIDENTIAL COMMUNITY - PHASE II

- 362 students drawn out of the surrounding neighborhood residential community
 - two seven-story residential towers atop two floors of retail around an activity plaza
 - All pedestrian and bike traffic to main campus goes through plaza via a path...right through middle of plaza to a mid-block crossing of Apache. *Is there special intersection/crossing treatment here? Why path right through busy ped area – vastly increases conflict potential and risk.*
 - 25,000-30,000 s.f. of retail
 - building and landscape to match scale and height of Hassayampa Academic Community to the north across Apache
 - conform to CPTED Crime Prevention through Environmental Design principles
 - plaza to include shade elements, no mention of green building, other conservation
 - Phase I is to the south.
 - Location: between Rural and McAllister.
-

OTHER SITE PLANS / CONCEPT PLANS STUDIES

- 7TH and Mill
- Stadium Towers
- Centerpoint
- CVS
- Grigio, Northshore
- Hayden Flour Mill
- Mosaic
- Onyx
- The Pier (formerly Pier 202+)
- Residence Inn Marriot
- Tempe Gateway
- Tempe Transportation Center
- Town Lake Current and Future Projects Plan



Community Consultation

- a. Public Power of 10 Workshop, Nov 24
- b. Community Zone maps (1 through 8)
- c. Public Workshop Vision Plan feedback, Feb 26th
- d. Staff Power of 10 Workshop, October 24, 2006
- e. Downtown Tempe Community (DTC) Place Games
- f. ASU Student Place Games

TEMPE URBAN OPEN SPACE PLAN

POWER OF TEN COMMUNITY WORKSHOP

November 24, 2006

EXERCISE:

Mark on your map:

- Identify & Rank the Ten best places in your zone (Green Marker)
- What are the Ten biggest opportunities? (Red Marker)
- What are Key Linkages, existing and needed? (Blue Marker)

List on your flip chart:

- Who are the most important audiences who would use these places?
- Brainstorm Ten new activities that would attract these people to those opportunity spaces.

GROUP I – North Tempe

Best Places

1. Zoo
2. Botanical garden
3. Hole in the Rock
4. Rolling Hills Golf
5. Indian Bend Wash
6. North Tempe Multi-Gen Center
7. Crosscut Canal
8. Canal Park
9. Marina
10. Papago Stables
11. Tempe Papago Park

Additional places mentioned on separate sheet of paper turned in at/after workshop:

Eve. (??eue.) Park

Frisbee golf

Cross Country trails

Dog run

Phoenix Stadium

Marg. Th.

Moeur Park

Bowt HS

Amchc? Or Amehc?

Col. B.? or CoP.B??

Az Historical Museum

10 Biggest Opportunities

1. County Island
2. Eisendrath House
3. Arizona Historical Museum
4. LoPiano Bosque
5. Boathouse
6. The Greenline
7. Reservoir (1918)
8. J. Martinez Lake

TEMPE URBAN OPEN SPACE PLAN

9. Loma del Rio Ruins
10. Indian Bend Park
11. Curry Horse Underpass
12. Freeway Interface east
13. Curry art center
14. Scottsdale Maintenance Yard

Mentioned on separate sheet

15. Scottsdale Road streetscape
16. Scottsdale Road – create more prominent Tempe identity
17. Tempe Gateway @ SEC McKellips/Scottsdale Road
18. A swimming pool is needed – #1 amenity desired in north Tempe survey
19. LAIRD School – remodel, eliminating temporaries
20. Need a community meeting place, great restaurant, Grand Orange and/or pub

Activities

Attracting users

1. Guided walks and self-guided walks
2. Bird/wildlife observers
3. Historic resource tours
4. Ride open air trolleys
5. Bike rentals
6. Affordable golf events
7. Urban camping – group
8. Theme family events
9. Exhibitions/well-advertised
10. Classes
11. Small music performances
12. Rock climbing
13. Native American interpretive
14. Regional and city competitions

Key Linkages

Existing

1. Mill Avenue bridge
2. Crosscut Canal
3. Indian Bend Wash
4. College Avenue bike path
5. Cross-country paths
6. Hiking

Needed

1. North lakeshore
2. Crosscut/lake connection
3. Mill/Curry
4. Botanical to zoo; zoo to Crosscut to lake
5. Scottsdale Road--McKellips to #2 (Crosscut to lake) (east/west)
6. Continental (east/west)
7. Canal bridges
8. Pedestrian path on west dam
9. Wash to N.Gen to Weber

TEMPE URBAN OPEN SPACE PLAN

Most Important Users

1. Neighbors
2. Tourists
3. City residents
4. Valley residents
5. School kids – elementary, junior high
6. High schoolers - sports
7. National Guard
8. Water recreationalists
9. Golfers
10. Equestrians (rent/own)
11. Walk/run/hike/bike
12. Philanthropic events (10k/outdoor)

GROUP 2

Best Places

1. Tempe Beach Park
2. Splash playground at Tempe Beach Park
3. Marina at Tempe Town Lake
4. Tempe Center for the Arts
5. South bank – Hayden Ferry Lakeside waterfront
6. North bank – boat beach launch; sand soccer/volleyball
7. Karsten Golf Course
8. Indian Bend Wash
9. Marquee Theater
10. Historic ballfield at Tempe Beach Park
11. AZ Historical Museum
12. Rolling Hills and Rio Salado Golf Courses
13. Loma del Rio

Opportunities (east to west, not in order of importance)

1. Pier 202 site
2. ASU lakefront
3. Boat launch east of Rural Road
4. Playa del Norte/Grigio, including new park
5. Unincorporated County island (202/Rural/Curry/Miller)
6. Nam West (Club Rio site) development
7. Welcome Center and boathouse
8. Papago Park – recreation, archaeology
9. Between the Mill Ave. Bridges (south bank)
10. Pocket park at Rio Salado Parkway west of Ash
11. Event venue - for large gated events (move from Tempe Beach Park), west of Tempe Center for the Arts
12. Redevelopment of Priest maintenance yard
13. Regional sports fields

(noted on map)

14. More boat and pedestrian access through development projects
15. Opportunities for restaurants at lake edge
16. Group uses
17. Playground

TEMPE URBAN OPEN SPACE PLAN

18. Environmental education center
19. Way-finding (find “DJ” your way)
20. Opportunities for pick-up events
21. Vendors
22. Water taxi
23. Students’ beach
24. More bus pullouts

Activities to attract

1. Regional sports venue – amateur field sports
2. Bike park
3. Skate park
4. Lakeside restaurant, café, market
5. Market – flowers, food, artists, fish market at Marina
6. More children’s activities
7. Duck boats
8. Water taxi
9. Seating and shade
10. Enhance splash playground

Audiences

NOW

1. Lake Users – boating, rowers, sailors, anglers (also triathlon)
2. Path/Park Users – bikers, hikers, runners, families and splash playground users, ballfield users
3. Cultural – arts patrons and students
4. Athletic events – triathlon, spectators
5. Dining/entertainment – restaurants, people watching, free entertainment
6. Residents/families
7. Pets
8. Office workers
9. ASU students and spectators at ASU events

FUTURE

1. Tourists
2. Athletes
3. Elite rowers
4. Regional competitions
5. Boathouse
6. Vendors
7. Bicyclists
8. Water taxi

Linkages

1. North/south path system at Town Lake and along banks of Salt River corridor
2. Indian Bend Wash
3. Rural Road connection between neighborhoods in north Tempe to and across lake
4. On lake links under bridges for boaters and lake users
5. Trailered boat ramp at Marina
6. Light rail and stations – Center Parkway important to Town Lake; look for pedestrian

TEMPE URBAN OPEN SPACE PLAN

- connection to lake from Center Parkway
- 7. Mill Avenue link to Lake – visually and access
- 8. Bus pullouts – connections to local transit
- 9. Pedestrian bridges at east and west dams
- 10. Bridges are an impediment to some

TEMPE URBAN OPEN SPACE PLAN GROUP 3

10 Top Destinations (ranked)

1. Flour Mill
2. Tempe Beach
3. Mill Avenue
4. Heritage zone part of Mill Avenue – historic
5. House of Tricks core
6. Butte
7. Monti's (tie with 7)
8. Hayden Square/Hackett House complex
9. City Hall
10. Mission Palms (tie with 9)
11. Bunny Plaza/Movie Park

Opportunities

1. Tempe Center
2. University Drive
3. 7th Street
4. Centerpointe
5. Block 12
6. City Hall
7. 5th Street
8. Transit Center
9. Hayden Square parking lot west of the square
10. 4th Street where dead-ends west of Mill -- farmers market
11. 3rd Street – LRT stop
12. 3rd St. – Park & US Airways parking
13. Farmer Arts District
14. Develop alleys off Mill, east and west
15. Hotel parking along Mill

Possible Activities

1. Fewer cars for more walking (close Mill)
2. Farmers market
3. Arts district – galleries, work spaces, education in arts, entertainment (performing arts)
4. Bikes and pedestrians (separate from cars)
5. Gathering areas – tables and benches, shade trees and other shade
6. Retail -local businesses (mom and pop), unique chains (fewer chains)
7. More dining with street presence, fewer bars
8. Big and small community events – diverse
9. Running/biking/walking rubberize paths

Audiences

1. Accessible
2. Diverse
3. Inclusive
4. All ages

TEMPE URBAN OPEN SPACE PLAN

Linkages

1. Arterials, alleys
2. Pedestrian link through Centerpointe to University
3. Butte trails

GROUP 4

Best Places and their audiences

	Best Places	Audiences
1	Scales School	Whole neighborhood, community resource, not fenced and locked up
2	Jaycee Park/Westside Multi-Generational Center, police supply yard	Whole neighborhood, currently co-opted by Boys & Girls Club; people not going to B&G Club don't feel welcome. Should be truly multi-gen
3	New connector at Westfall	Neighbors, dog walkers
4	Macayo's/historic houses	Neighbors and visitors, larger community
5	Tempe Beach/ballpark	Whole community
6	Tempe Center for the Arts	Regional
7	Mucho Gusto	Regional
8	Oregano's	Regional
9	Starbucks/University & Hardy	Commuters and neighborhood - patio packed with neighbors
10	Harlow's, east of Hardy on University	Neighbors – it's THE spot
11	Rosita's Plaza	Neighborhood - been there forever
12	Brown (the elms, great street to walk)	Very local, neighbors walk and bike
13	Fifth Street	Heart of the neighborhood - residents, no cut-through traffic
14	Casey Moore's Oyster House	Regional – ASU – neighbors, business community, downtown
15	Carney cul-de-sac	Local folks
16	Third & Roosevelt cul-de-sac	Local folks
17	New stuff at Beck/University (north side)	Local folks and residents

Ten Biggest Opportunities – and Associated Activities

TEMPE URBAN OPEN SPACE PLAN

Opportunity		Activity
1	Scales School – being rebuilt	Community playground – open, toddler size, horseshoe pits at Jaycee Park
2	Priest & Rio Salado Pkwy gateway	Symbolic, public art
3	Riparian area/promenade	
4	Area west of Arts Center - arts related recreation, open space	More museums, community performance space, community-based, hands-on art experience
5	Priest to halfway to Arts Center, River to Rio Salado Parkway	Commercial development
6	Police property facility	Convert to community swimming pool
7	Farmer Arts District - from lake to south of University, railroad tracks to Farmer	Small artist galleries/live/work; pedestrian-oriented, coffee, farmer's market, no kitsch – juried art, funky incubator spaces on Farmer, higher-end spaces near the Arts Center.
8	Beck & Fifth Street	Neighborhood place, northeast corner
9	Entire length of University	Neighborhood goods and services – shops, not just restaurants; make more pedestrian oriented. Implement the design that's been planned – narrowed street with bike lanes, wide sidewalks, some on-street parking
10	Neighborhood entrances/gateways at: –both ends of Fifth Street –Hardy & Rio Salado Parkway	Retail facing Fifth Street/Plaza, hang-out, close for events, coffee, deli
11	Priest & University gateway	Bus stop (whirligigs?)
12	Pocket parks at: –Wilson and Sixth Street –Wilson and Third Street	Movable tables and chairs, small kids stuff, BBQ, family hangouts, sandboxes with covers, dog walks, poop bags, shade, picnic tables, drinking fountains
13	Parking lot at Margo and Third St. (Never used)	Movable tables and chairs, small kids stuff, BBQ, family hangouts, sandboxes with covers, dog walks, poop bags, shade, picnic tables, drinking fountains
14	First Street to Rio Salado Parkway	Planned infill
15	Mitchell School/Childsplay	
16	APS Substation	beautification/art

Key Linkages

1. New Westfall
2. Length of Farmer

TEMPE URBAN OPEN SPACE PLAN

3. Between First Street and Rio Salado, linkage to lake
4. Length of Hardy – link to the lake
5. Length of Beck – link to Gilliland, First to past University – link to school for pedestrians and cyclists
6. Roosevelt – link neighborhoods south of University to Westside Multi-Gen Center; need signal at University for walkers/bicyclists
7. Rio Salado – pedestrian linkages – it's a car parkway not a people parkway
8. Connections to Art Center across Rio Salado Pkwy – pedestrian bridge at First St.
9. Fifth Street - beautiful but improve linkage across tracks to Mill Avenue
10. First Street linkage to Mill Avenue, supposed to be back-door route to downtown
11. University - improve for pedestrians
12. Third Street improve pedestrian and bike linkages across railroad tracks to light rail stop
13. Sixth Street improve pedestrian and bike linkages across railroad tracks to Centerpointe.

Other comments

Plant trees everywhere – Hardy, Beck, First Street, University, Roosevelt, Rio Salado Parkway – to provide shade and encourage walking and biking

GROUP 5

Ten Best Places

1. Mitchell Park/school
2. University Drive – local restaurants
3. Gammage
4. Historic district (Marla??) – flood irrigation, half district
5. Casey Moore's Oyster House
6. Art Museum/Music School
7. Barnes House – local events
8. Public art
9. Clark Park - pool
10. Hardy/University restaurant corner

Ten Biggest Opportunities

1. University Drive (west) of tracks
2. University Drive (east of tracks)
3. Mill Avenue south of University
4. Tempe Center (ASU + Tempe)
5. Mitchell Park
6. Mitchell School - Childsplay
7. RR Tracks
8. Hardy/University restaurant corner
9. Historic district, flood irrigation
10. Hardy Drive (divides neighbors to e/w, not pedestrian)

Key Linkages

1. University Drive – especially at crossings
2. Railroad tracks - City TOW land

TEMPE URBAN OPEN SPACE PLAN

3. Mill Avenue
4. 13th Street
5. Hardy Drive
6. 10th Street, light at Mill to ASU - Gammage/art/music
7. Historic district – alleys
8. Birchett Park

Most Important Users/Audiences

1. Mitchell Park
locals, kids and adults, dog owners
regional, soccer players, basketball players, skaters
2. Mitchell School
Regional center for theater training, productions, families
3. Casey Moore's Oyster House
students, locals, theater goers, event spectators
4. Barnes House
local events, community groups
5. Gammage
theatergoers, speakers
6. Art Museum/Music School/ceramic center
visitors – regional, national
7. University Drive
local restaurants (regional?), Bike shops, liquor store customers
8. Historic district (Maple/Ash)
Local residents, developers, renovators
9. Neighborhood public art – art lovers

GROUP 6

10 Top Destinations (range from natural to historic to unique contemporary features)

1. A Mountain/Hayden Butte (Natural & Hohokam “artifacts”)
2. Old St. Mary's/Newman Center
3. College Street marketplace
4. Mt. Carmel Church/San Pablo Barrio
5. House of Tricks
6. Birchett House
7. Hatton Hall
8. Mosque/church
9. Studio 5C
10. City Hall and park
11. Mission Palms
12. Plazita – Harry Mitchell statue
13. Old Main and park
14. Arboretum, east side of the Butte
15. ASU sports venues

also mentioned in the group's presentation

16. River

TEMPE URBAN OPEN SPACE PLAN

17. Governor's Mansion
18. Flour Mill

Opportunities

1. Tempe Center
 2. University Drive
 3. Transit Center
 4. City Hall
 5. Old St. Mary's School/ASU Art Annex (Mona plumber??)
 6. Forest Street
 7. Seventh Street
 8. Mission Palms forecourt
 9. Expand downtown character off Mill Avenue
 10. More mom and pop commercial/retail
- also mentioned in the group's presentation*
11. Connect to ASU
 12. More retail to serve residents

Audiences

1. Students (ASU) + faculty and staff
2. City employees
3. Tourists (including Heritage Tourism)
4. Sports fans
5. Transit users/commuters
6. Employment (Chase, US Air)
7. "Foodies" – come just to dine

Activities

1. Hayden Butte access – develop top of Butte as a place
2. Guided/Self-guided tours
3. Necessities – milk, dry cleaning
4. \$5 lunch
5. Mom & pop stores – not chain retail

Key Linkages

1. Alley locations – remain pedestrian
 2. Re-establish vehicular access at Sixth Street park
 3. Light rail alignment (pedestrian)
 4. Myrtle alignment
 5. Hayden Butte trail connections at Fifth/College and Second/Mill
 6. College Avenue pedestrian development
 7. Myrtle to Mill auto connection (from Fifth Street)
- also mentioned in the group's presentation*
8. Rio Salado Parkway a barrier to peds and bikes
 9. Railroad tracks – from Macayo's to stadium along LRT route/tracks
 10. Re-establish the historic street grid east of City Hall

GROUP 7

TEMPE URBAN OPEN SPACE PLAN

10 Top Places

1. Butte/A Mountain
2. Flour Mill
3. Monti's
4. Beach Park
5. Sun Devil Stadium
6. WF Arena
7. Packard Stadium
8. Karsten Golf Course
9. Lake (South) Walking Path
10. Ferrington Stadium

Opportunities

1. Lake access from R/S
2. Butte access from north and south
3. Rural Road - east and west sides
4. South plaza at stadium and arena
5. Frat row
6. Baby Butte
7. Between the bridges

New Activities

1. Ferry across lake
2. Canal boats - tours
3. Cafes
4. Kiosks
5. Small spontaneous retail opportunities
6. Small boat/kayak launch
7. Rock climbing at Butte
8. Softball at Ferrington Stadium east of Rural

Audiences

1. Tourists, locals
2. Tourists, young and old locals
3. Hikers, outdoor types
4. Sports fans
5. Residents, workers, locals

GROUP 8

10 Top Places – need to decipher from map – no sheet turned in, no opportunities listed, etc.

Activities/Uses

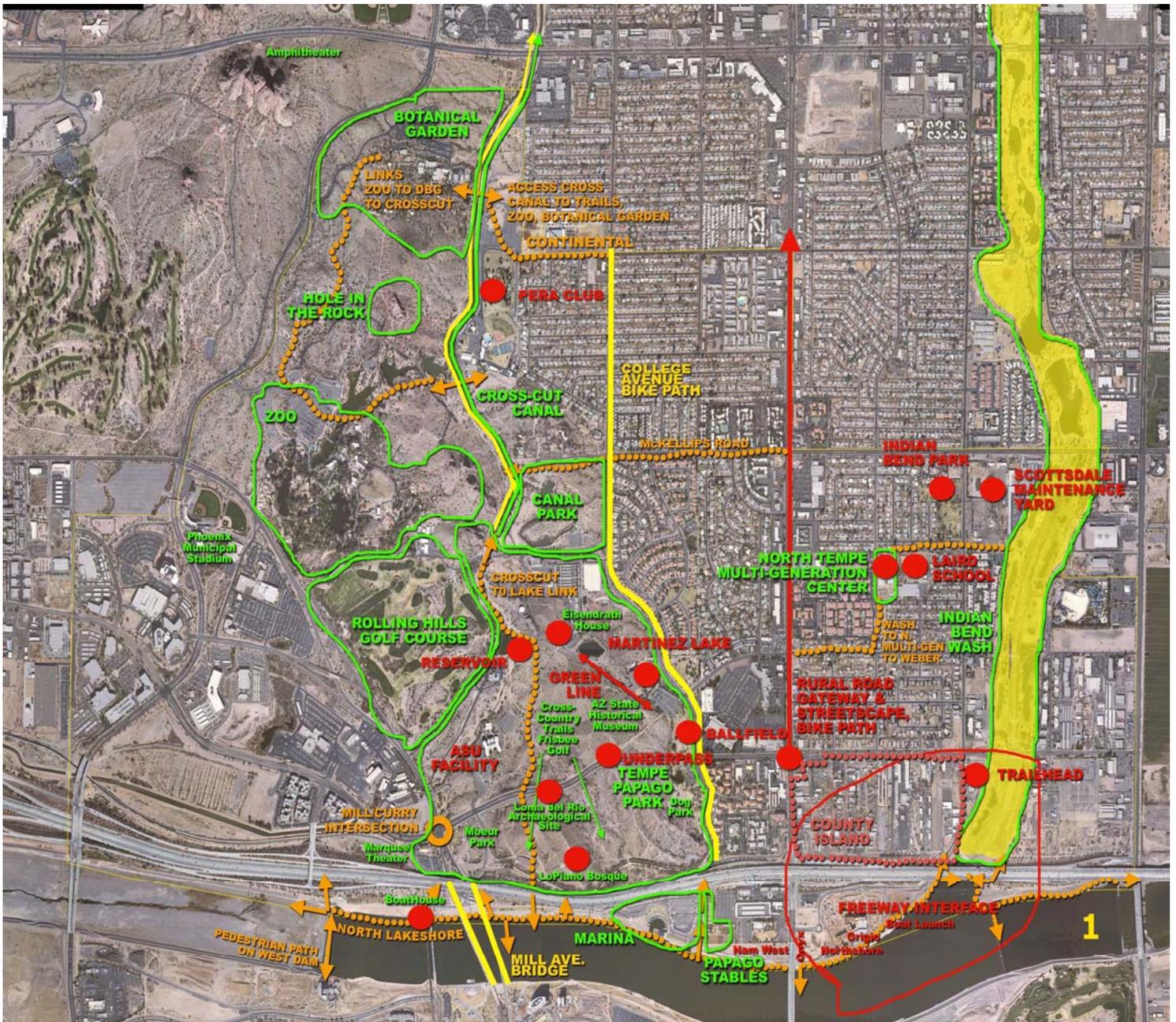
1. Student housing and recreation
2. Light rail
3. Mixed-use development
4. Honors College mixed use
5. Arts/schools

TEMPE URBAN OPEN SPACE PLAN

6. Student housing

Audiences

1. Neighbors
2. ASU - staff, faculty, students, visitors
3. Highest density, highest ethnic diversity in Tempe
4. LRT - new residents, professionals
5. Business and conference-goers



TEMPE URBAN OPEN SPACE MASTER PLAN -- COMMUNITY WORKSHOP

GROUP 1 -- NORTH TEMPE

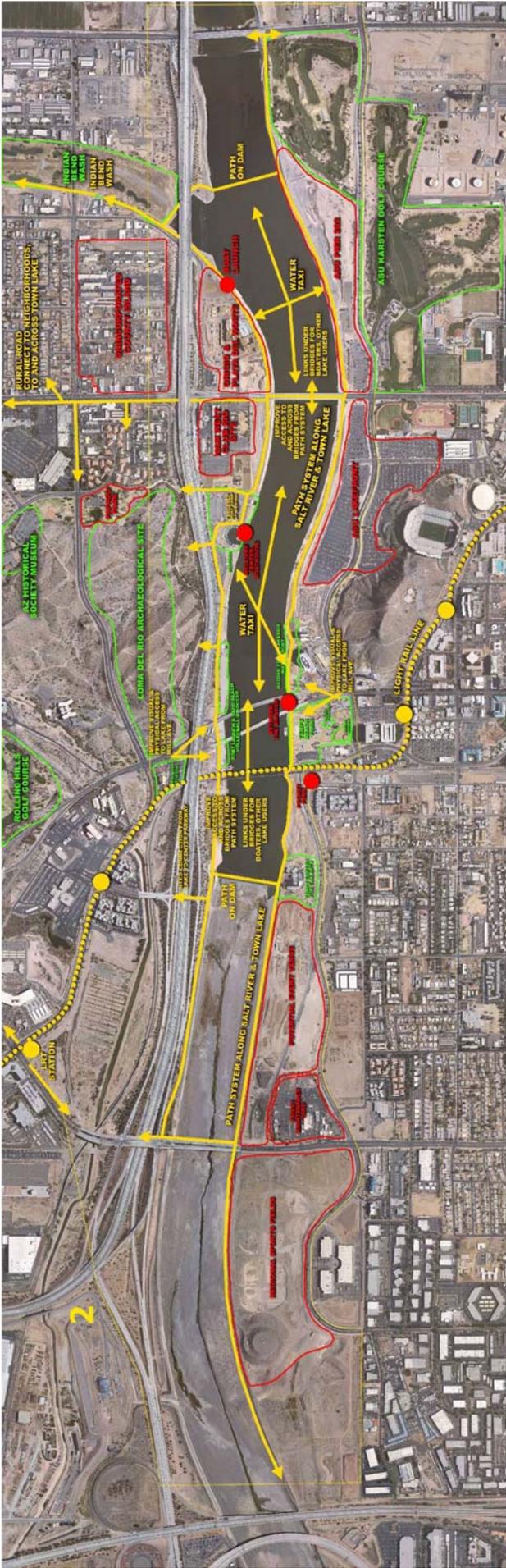
- BEST PLACES
- OPPORTUNITIES
- EXISTING LINKAGES
- NEEDED LINKAGES

- ACTIVITIES**
1. Guided walks and self-guided walks
 2. Bird/wildlife observers - Green Line is a good place to birdwatch
 3. Historic resource tours
 4. Ride open air trolleys
 5. Bike rentals
 6. Affordable golf events
 7. Urban camping - groups, Boy Scouts - at Canal Park
 8. Theme family events
 9. Exhibitions/well-advertised
 10. Classes
 11. Small music performances in park
 12. Rock climbing
 13. Native American interpretive
 14. Regional and city competitions

- MOST IMPORTANT USERS**
1. Neighbors
 2. Tourists
 3. City residents
 4. Valley residents
 5. School kids - elementary, junior high, Goldwater High School
 6. High schoolers - sports
 7. National Guard
 8. Water recreationalists
 9. Golfers
 10. Equestrians (rent/own)
 11. Walk/run/hike/bike
 12. Philanthropic events (10k/outdoor)
 13. Regional and City competitions

Other Opportunities Mentioned
 Need community meeting place, restaurant, pub
 Need a swimming pool - #1 amenity
 Curry Art Center

Other Existing Linkages Mentioned
 Multi-use trails, cross-country paths



TEMPLE URBAN OPEN SPACE MASTER PLAN - COMMUNITY WORKSHOP
GROUP 2 -- TOWN LAKE

- BEST PLACES
- OPPORTUNITIES
- LINKAGES

ACTIVITIES

1. Amateurs, wave - amateur field sports
2. Skate park
3. Lakeside restaurant
4. Market - flowers, food, artists, fish market at Marina
5. Mass children's activities
6. Duck boats
7. Water taxi shade
8. Enhance splash playground
9. Boat rental
10. Enhance splash playground

AUDIENCES

1. Lake Users - boating, rowers, sailors, anglers (also triathlon)
2. Runners, joggers, walkers, runners, families and splash playground users, ballfield users
3. Athletic events - triathlon, spectators
4. Dining/entertainment - restaurants, bars, live entertainment
5. Residents/families
6. Pairs
7. Pairs
8. ASU students and spectators at ASU events

Future

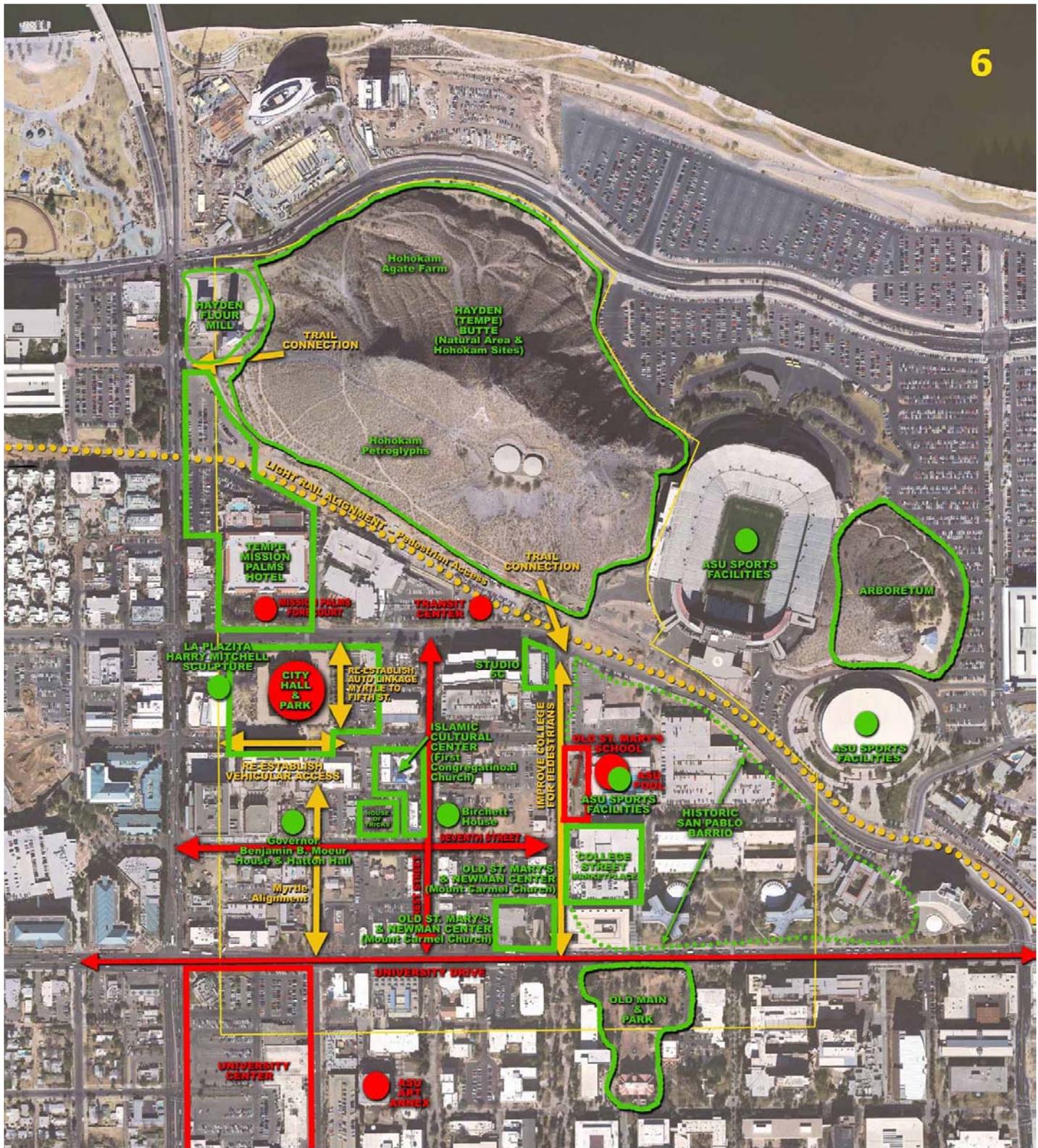
1. Tourists
2. Athletes
3. Regional competitions
4. Regional competitions
5. Boathouse
6. Bicyclists
7. Bicyclists
8. Water taxi

OTHER OPPORTUNITIES MENTIONED

- More boat and pedestrian access through
- Opportunities for restaurants at lake edge
- Group uses
- Environmental education center
- Opportunities for pick-up events
- Opportunities for pick-up events
- Students' beach
- More bus pullouts

OTHER LINKAGES

- Use pullouts - summertime
- Use pullouts



GROUP 6 – Southeast Quadrant

- BEST PLACES
- OPPORTUNITIES
- LINKAGES

2/8/07

OTHER OPPORTUNITIES

1. Expand downtown character off Mill Avenue
2. More mom and pop retail, commercial
3. More retail to serve residents
4. Improve connections to ASU

OTHER LINKAGES

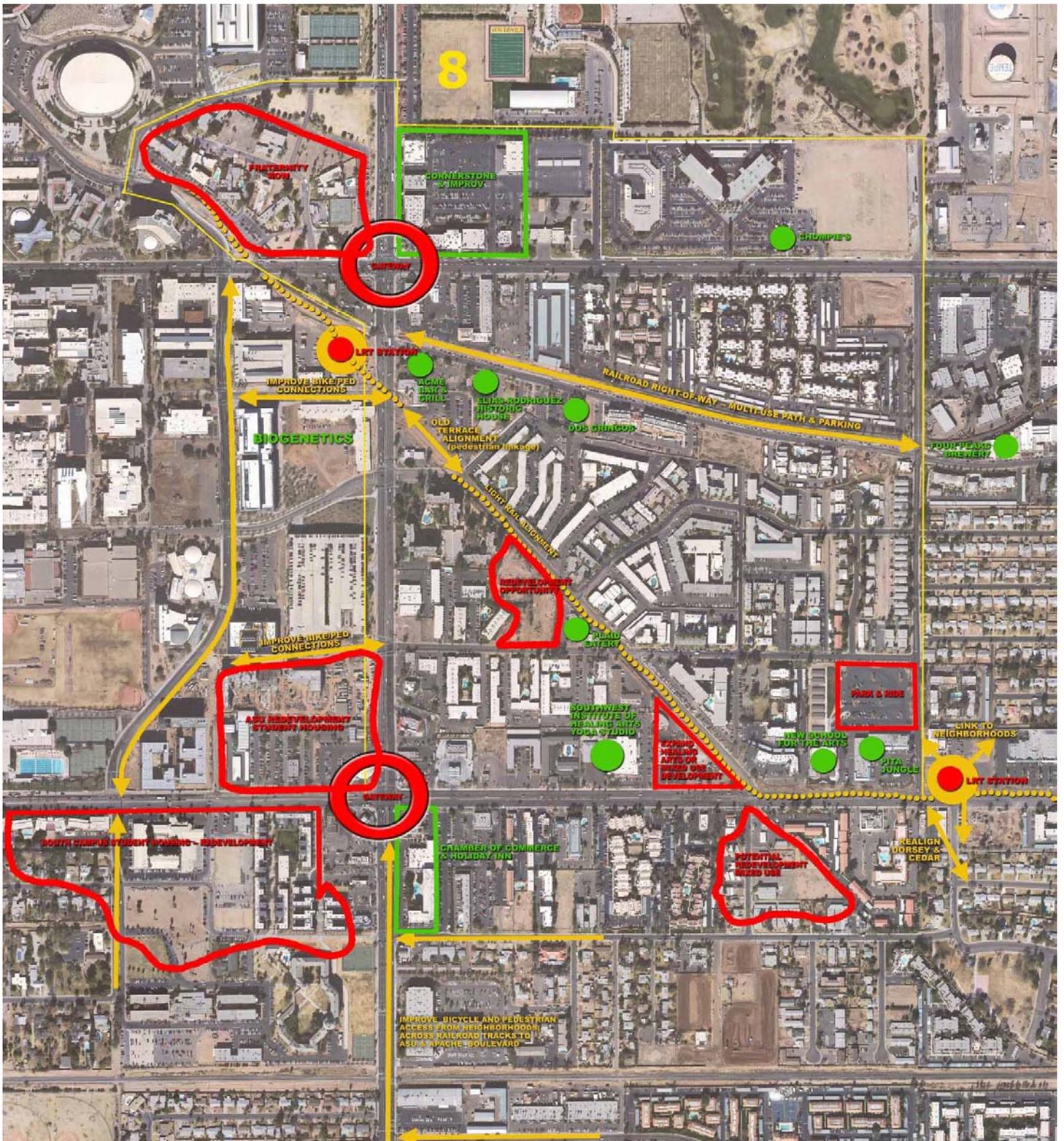
- Alleys - pedestrian linkages
- Rio Salado Parkway a barrier to bicyclists & pedestrians
- Re-establish historic street grid east of City Hall
- Pedestrian linkage along railroad tracks from Macayo's to Transit Center

ACTIVITIES

1. Hayden Butte access - develop top of Butte as a place
2. Guided/Self-guided tours
3. Necessities - milk, dry cleaning
4. \$5 lunch
5. Mom & pop stores - not chain retail

AUDIENCES

1. Students (ASU) + faculty and staff
2. City employees
3. Tourists (including Heritage Tourism)
4. Sports fans
5. Transit users/commuters
6. Employment (Chase, US Air)
7. "Foodies" - come just to dine



GROUP 8 – Southeast Neighborhoods

- BEST PLACES
- OPPORTUNITIES
- LINKAGES

OTHER LINKAGES
 Linkages needed in all directions - to, from and through

- NEW ACTIVITIES**
1. Student housing and recreation
 2. Light rail
 3. Mixed-use development
 4. Honors College mixed use
 5. Arts/schools
 6. Restaurants & entertainment, especially ethnic restaurants

- AUDIENCES**
1. Neighbors
 2. ASU - staff, faculty, students, visitors
 3. Highest density, highest ethnic diversity in Tempe
 4. LRT - new residents, professionals
 5. Business and conference-goers (Holiday Inn)
 6. Tempe City staff - new fire and police station on Apache
 7. Concert-goers
 8. Students at New School and Healing Arts
 9. Restaurant patrons (Haj Baba and Pita Jungle have regional appeal)

TEMPE URBAN OPEN SPACE PLAN

PUBLIC COMMENTS ON DRAFT VISION PLACEMAKING COMMUNITY TOWN HALL MEETING Tempe Mission Palms, FEBRUARY 26 2007, 6-8PM

ZONE 1

- Outline Eisendrath House property ~ 9 acres
- Modify link – multi-use path
- Coord. with County re: bike paths + sidewalks south side of Curry – Scottsdale to Miller – Billboards
- Race Course – Galvin Pkwy. – McDowell – Curry – Washington – Galvin
- Way Finding – Identify:
 - Points of interest
 - Historic Places

ZONE 2

- Childrens' / Family entertainment to TBP – ex. Puppet theater, storytelling, magic, juggling, face painting, choral group
- Miss the little train + other vendors – bike rentals.
- Between the bridges really, really important
- Touching the water – like at Millennium Park in Chicago
- Need a playground for kids
- Work with developer to have visual as well as physical access to Town Lake

ZONE 3

- Acknowledge Historic Resources w/ “Freedom Trail”, self-guided tour, maps, signage, etc.
- Gateways:
 - Rio Salado Parkway
 - 5th and Farmer
 - 5th and Ash Avenue
- Mill Avenue Bridges: Old one in particular needs wide sidewalk
- Swimming Pool – historically accurate

ZONE 4

[no written comments]

TEMPE URBAN OPEN SPACE PLAN

ZONE 5

- Traffic calming
- Reduce number of vehicle access points
- Use small empty lots as kids playgrounds

ZONE 6

- Butte as a destination / park [enhance access to base and top]
- Develop ASU Arboretum trail as access route to lake
- “Beautify” [?] the Butte [maybe by elimination – eliminate antennae, tanks, etc.]
- Feature Historic Resources – esp. Birchett House – period landscapes
- College Avenue as a strong pedestrian link
- ‘Calm’ University Drive – emphasize crossings / connections to ASU
- Landscape on and around Butte should be strictly native

ZONE 7

[no written comments]

ZONE 8

[no written comments]

TEMPE URBAN OPEN SPACE PLAN

SUMMARY OF POWER OF TEN WORKSHOP COMMENTS STAFF WORKSHOP

October 24, 2006

Group I

Ten Best Places

- \$ Town Lake
- \$ Mill Avenue
- \$ Tempe Beach Park
- \$ Bunny Plaza
- \$ Mill Avenue shops courtyard
- \$ ASU
- \$ Tempe Butte
- \$ Karsten Golf Course
- \$ Sixth Street Park
- \$ Hayden Square
- \$ Marina

Opportunities

- \$ Centerpointe plaza – could be a real town square
- \$ Hayden Ferry Lakeside
- \$ Arts Center and Park
- \$ Space between Bridges
- \$ Marina
- \$ Light rail
- \$ Transportation stations
- \$ Sixth Street park – link hotel to park amphitheater; terminus of loop system to Flour Mill.
- \$ Block 12 – 7th Street connection to Mill and College – very heavily used but very plain; add ornamental lights – enhance its character.
- \$ Jimmy Soos (?), connect between Mill and Arts Center (?Marketplace)
- \$ Papago Park – connect it to the Lake and Mill Avenue

Activities We Don't Have Now

- \$ horseshoe pits
- \$ bocce ball
- \$ Better Butte trails – Phase 2 of trails planned for Butte (on north side) not implemented; opportunity for interpretation of area culture, history/prehistory along trails
- \$ Marina Recreation/Welcome Center
- \$ The top of the butte – should be more of a feature/center up there
- \$ Sun Devil Stadium – improve connections to/from/across to the lake. It's surrounded by a sea of asphalt, especially on Town Lake side. Green it! Think of other uses for it and its parking after the game.
- \$ Street entertainment – especially in small courtyards and lawn areas
- \$ The linear parks along the lakeshores
- \$ Linear park along Ash with trails
- \$ Pedestrian loops in Hayden Ferry
- \$ Restoration of the street grid
- \$ Wayfinding

Group 2

Top 10

- \$ Gammage and ASU Art Museum
- \$ The Bunnies
- \$ Mill Avenue (it's authentic)
- \$ Tempe Beach park (both passive and active recreation)
- \$ Sixth Street Park (underutilized, expand diversity of events such as Obama rally)
- \$ House of Tricks
- \$ ASU sports facilities
- \$ Town Lake/Marina (boating hub)
- \$ TCA (Tempe Center for the Arts) and Park (west anchor of the downtown area)
- \$ Papago Park (huge draw, important to lifestyle of area, diverse recreational opps)

Opportunities

- \$ A Mountain – hard to find/orient to trailheads, access; not a great place NOW, need for trailheads and trail facilities.
- \$ ASU Gateway Project (Mill/University, SEC) – link to ASU and a potential ceremonial campus gateway which is now lacking
- \$ Farmer/Ash/RR along tracks – the Farmer Arts District project; is the railroad a barrier or a buffer?
- \$ Papago Park – need better, easier connections between Mill and the lake to the park.
- \$ Centerpointe Plaza – the non-bunny part, doesn't work now; poor execution; DMB plans to reconstruct this area; a restaurant on the plaza would help.
- \$ Flour Mill – significant community icon, represents Tempe history; need to link to it.
- \$ LRT Station(s) – will bring major changes to traffic and pedestrian flows downtown
- \$ Hayden Square amphitheater/plaza – what should this be? Redesigned open space? Buildings? Used to work well...used to be heavily programmed and used by the community.
- \$ SE Quadrant – College Ave./Block 12 area. There was a SE Quadrant Plan done about 7 years ago. Involves connection from east side of City Hall over to College and includes the Seventh Street connection + City Hall Park (Sixth Street) to Mission Palms Hotel.
- \$ Rio Salado Parkway – Tempe Marketplace development to Monster(.com). What can be added to tie it all together? Marketplace can possibly serve as remove parking for downtown events. Look at street character, ped/bike uses.
- \$ CONNECTIONS – have a lot of north/south connections but lack east/west linkages (e.g., between Farmer Arts District to College Ave.). Focus on these (5th, 6th, 7th and University are possibles).
- \$ Used to have more live music and street performers downtown...need venues for these.

Group 3

10 Best Places

- \$ Marina
- \$ A Mountain
- \$ Tempe Beach Park (splash playground, events, Gonzales Field)
- \$ Sun Devil Stadium
- \$ ASU campus
- \$ Mill Avenue District
- \$ Tempe Center for the Arts
- \$ City Hall
- \$ Mill Avenue Bridges
- \$ Gammage Auditorium

TEMPE URBAN OPEN SPACE PLAN

- \$ Surrounding older neighborhoods
- \$ Papago Park

Opportunities

- \$ Lot 59 – link to ASU residential areas, ASU edge treatment
- \$ alleys
- \$ roof gardens
- \$ Third Street/Mill Ave - connect to the lake/Flour Mill area
- \$ US Air redevelopment etc.
- \$ Mission Palms expansion
- \$ Area between the bridges
- \$ Pedestrian bridge at west end of lake, across the dam
- \$ Water taxi service to get people across the lake
- \$ LRT stations/light rail transportation
- \$ Redevelopment of Apache Boulevard and Rural Road
- \$ Boathouse/Welcome Center
- \$ Linear Town Lake parks along shorelines (north and south), Pier 202
- \$ Need for arts-related development
- \$ Need to create another “Mill Avenue”
- \$ Underutilized parcels in downtown
- \$ 5th/Farmer

Linkages

Existing

- \$ A Mountain trail – need to improve
- \$ FLASH (neighborhood circulator)
- \$ bike trails/facilities
- \$ bridges
- \$ Indian Bend Wash connection to Rio Salado
- \$ Trail/path to Phoenix along Rio Salado

Potential/Opportunities to improve

- \$ Mill Avenue, 3rd Street to Lake
- \$ Rio Salado Parkway
- \$ better access – north, east, west
- \$ Scottsdale Road to Rural Road – connect from Scottsdale to Chandler
- \$ College Avenue from Apache to I-60 – make it a green street, pilot project for traffic calming
- \$ 7th Street, College to Mill
- \$ College Avenue, University to Fifth Street
- \$ Link to the Lake – how can we connect through/across/at the Sun Devil Stadium?
- \$ Connect to the Mill Avenue/Apache curve at Gammage – pedestrian access to/along Apache from downtown
- \$ Connect campus and city paths
- \$ Tie to light trail at Terrace Ave.
- \$ Papago Park – better connections to the city/Mill Ave./Town Lake
- \$ Connect to neighborhoods near the downtown and beyond
- \$ Connect to a sense of nature
- \$ University Drive, west of Mill Avenue.

Activities

- \$ Street/park vendors – flowers, food, fun stuff – multiple locations, including transportation centers and City Hall/Sixth Street park
- \$ Farmers market at Sixth Street park(?) and transportation center
- \$ At Fifth Street/College, create a real urban plaza
- \$ Rent bikes and skates at transportation center and lake
- \$ Create an art walk (ASU museums, City M, artist studios, etc.)
- \$ More lakefront activities - boating, rowing clubs, nature connections
- \$ More reflecting/quiet places
- \$ Outdoor conference rooms, meeting/gathering places
- \$ Kid play areas
- \$ Urban hiking/fishing
- \$ Golfing, tennis, frisbee golf, sand volleyball, sand soccer
- \$ Theater in the park – live music, dancing
- \$ Need a real bookstore downtown
- \$ Need rendezvous, secret places
- \$ Oasis places

Group 4

Top 10

- \$ Mill Avenue, Fourth Street to University, places to eat and hang out
- \$ Mill Avenue Courtyard shops
- \$ House of Tricks patio
- \$ Casey Moore's
- \$ Hayden Square Amphitheater
- \$ Tempe Beach Park
- \$ Butte trail to the top
- \$ ASU sports complex
- \$ Cady Mall at ASU
- \$ Tempe Town Lake

Opportunities

- \$ Marina and Welcome Center complex – need to link to downtown
- \$ Fifth Street/Farmer development – both a destination and a link between downtown and areas to the west
- \$ Pennysaver site – incorporate into the park and link to rest of the area
- \$ Area between the bridges
- \$ Area in front of Hayden Ferry Lakeside development
- \$ Old Ash Avenue right-of-way – link back to Fourth Street/Maple – loop it
- \$ Sixth Street/City Hall park – make it a real focal point, activate and program it
- \$ Karsten Golf Course – people don't know about it; market it
- \$ ASU gateways – enhance arrival experience into Tempe (view from air?)

Linkages

- \$ Waterfront to Tempe Art Center to neighborhoods
- \$ From Arts Center to downtown – VERY IMPORTANT
- \$ Link to Gammage Auditorium
- \$ Create a recreational trail loop around the Butte

TEMPE URBAN OPEN SPACE PLAN

Activities

- \$ Skate park - on periphery of downtown
- \$ Public market held on a regular basis
- \$ A public podium/soapbox – look at the crowd Obama drew at City Hall, need more of this
- \$ Dog run
- \$ Open space for frisbees, etc.
- \$ Gaming, such as chess
- \$ Places for tailgate parties
- \$ Places to picnic and barbeque
- \$ Street vendors
- \$ Performance spaces along the streets – programmed and not programmed
- \$ Temporary art – whimsey and folly, rotating exhibits; may lead to permanent art installations
- \$ Kid activities

Other comments

- \$ Need gateways
- \$ We should triangulate off the bunnies

Group 5

Top 10

successes – shown on map in brown

- \$ Tempe Arts Center
- \$ The bridges
- \$ Tempe Beach Park
- \$ Centerpointe development
- \$ Mill Avenue
- \$ City Hall/Sixth Street park
- \$ Transit Center at College/Fifth Street
- \$ ASU
- \$ Tempe Butte
- \$ Karsten Golf Course
- \$ Marina
- \$ Papago Park
- \$ New development projects along lake, north and south

Opportunities

failed (?) opportunities – shown on map in red

- \$ west dam (??maybe opportunity for path across dam)
- \$ north side of lake west of LRT bridge
- \$ North Beach area
- \$ Links across freeway to Papago near North Beach and Marina
- \$ Welcome/Reception Center building
- \$ Development west Rural, at north end of Rural Road bridge
- \$ Open space area east of Playa del Norte, west side of Indian Bend Wash at Rio Salado
- \$ Parking lot, east side of Rural Road at Rio Salado Parkway
- \$ South lakeshore linear park
- \$ Development on south shore, west of Rural Road
- \$ ASU Parking lots around Sun Devil Stadium
- \$ Sun Devil Stadium

- \$ Tempe Butte
- \$ Area between bridges on south bank of lake
- \$ Farmer Arts District area
- \$ Possible infill projects west of Mill, south of Art Center (Fourth Street)
- \$ Area next to/west of Tempe Beach Park (is this the Pennysaver site?)
- \$ Parking lot behind condos between LRT line and Fifth Street
- \$ Centerpointe plaza redevelopment
- \$ Both Gateway project at SEC Mill/University and the SWC Mill/University
- \$ Redevelopment potential along University west of College
- \$ College Avenue, University to LRT station
- \$ Block 12
- \$ Armory Project
- \$ Alpha Drive/fraternity row area between rail line and Rural Road (north and south of University drive)
- \$ Possible linkage through stadium parking lot from Rio Salado Parkway to Alpha Drive.

Activities (presented as series of “bitches”

- \$ Can't swim in the lake
- \$ Can't buy men's clothing, a suit of clothes downtown
- \$ No place to play frisbee or flag football
- \$ Need art galleries, art, more museums
- \$ Street performers
- \$ Tour de Lake trail – a complete loop around the lake
- \$ No good place to get a good breakfast burrito, outside breakfast dining
- \$ Need lakefront outdoor dining
- \$ A bakery
- \$ More public art – increase percent for art requirement
- \$ Creative, visible signage for public parking

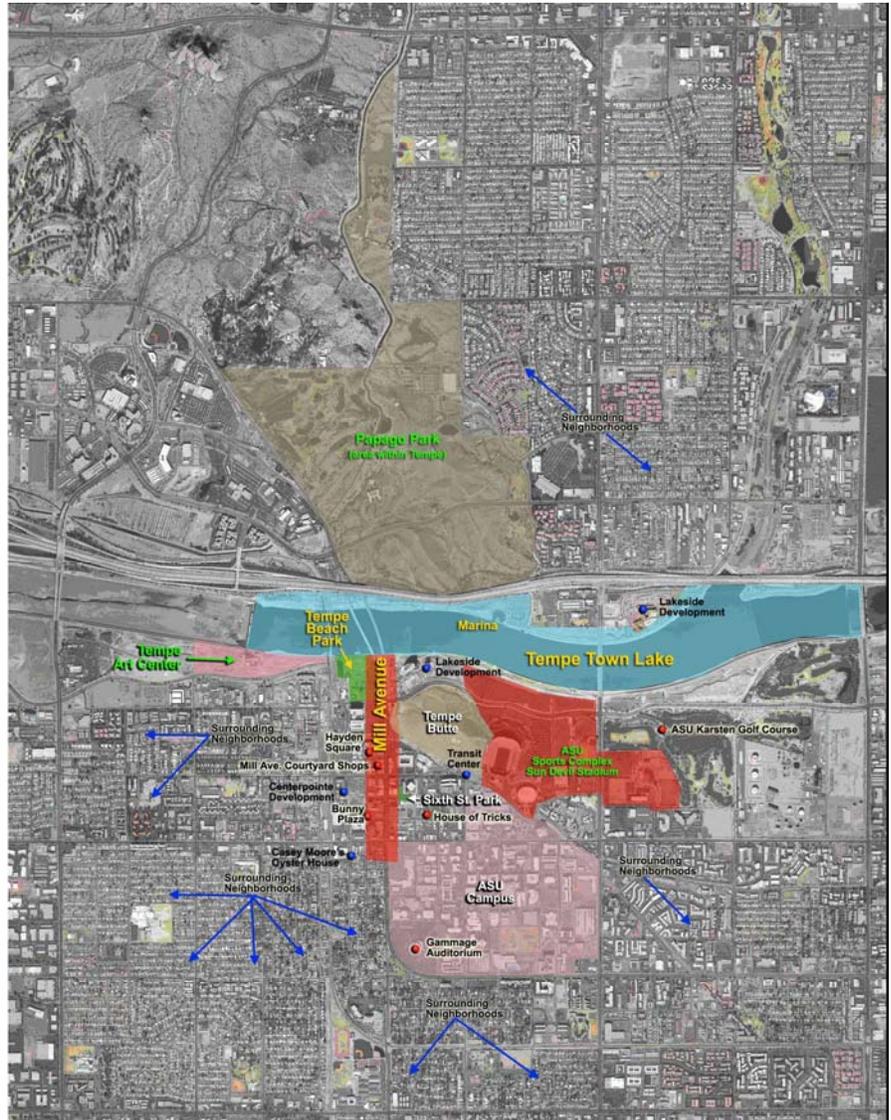
TEMPE URBAN OPEN SPACE PLAN

10 Best Tempe Places

Based on City staff workshop held on October 25, 2006

Number of times mentioned as being one of Tempe's Ten Best Places (lettering color)

-  5 mentions (mentioned by all 5 groups)
-  4 mentions
-  3 mentions
-  2 mentions
-  1 mention



Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

As promised, we have completed the initial Place Game exercises. Originally it was to be 3 locations – Jack Rabbit Square/7th Street, City Hall Podium and the 'Heritage Core' of Mill Avenue between 4th and 6th Streets. In the event I have reported on 4 locations by regarding the intersection of 5th Street and Mill as a separate aspect of the Heritage Core.

LEARNING FROM THE PLACE GAME

1. When Phil Myrick introduced us to the 'Place Game', and we tried it out at his workshop in November, I immediately thought it a good idea. I realized that my professional experience encouraged me to be quite good at being judgemental (and rather negative) when rating places, as on the left page of the questionnaire, but that the crucial side is the right page with its positive questions.
2. Previous experience of exercises in public involvement has taught me the value of many opinions, as long as they are noted. I found that the variety of ideas noted by the individuals in the groups was inspiring. I have done my best to be inclusive of all comments when summarizing, using a new form that I have devised, and has been approved by Phil Myrick.
3. Subsequently Phil Myrick asked for an overall summary for each location. This I have produced. I think it reads like a design brief that provides a vision for designers and the public to take forward. These summaries put flesh on the bones of ideas we have discussed for years. But they are not the last word – rather the beginning that allows designers to visualize without tying them down.

SUMMARY OF FINDINGS

- Jack Rabbit Square/7th Street should be recognized for its importance to the community, and expanded as an attractive pocket park, with more interactive activities.
- City Hall Podium presents a great opportunity to create a hub for community artistic and cultural activities rather than the deadspot it is now – a stage for experimenting with events in relation to a rejuvenated 6th Street Park. We suggest that it be conceived as the Downtown Art Park.
- Heritage Core needs to be supported and defended as a very distinctive part of Tempe, not just the downtown.

This is just a start. In December we identified 5 other Destinations to be analyzed, and 7 other places to be considered as Opportunities. In addition there are many other locations in the square mile around City Hall that is the subject of the Open Space Plan.

In my opinion the Place Game is a very valuable technique, which is capable of producing exciting and inspiring results. We should do all in our power to continue it.

John Minett
2/20/07

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE City Hall Podium

Rate the Place

Monday 1/29/07: 2-3pm

No. in group 3

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	1.6	3	3.3	1	Monochrome. Podium is a barrier. No shade. Only benches in shade of City Hall.
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	2	4	3.6	2	Invisible from Mill. Signage not welcoming. Poor integration
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	1	1	1	1	Was the center for Art Festival, but no longer. Just access to City Hall.
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	1	1	2	1	No social reason to come.

Identify Opportunities

1. What do you like best about this place?

It is an interesting architectural statement. View of City Hall, A Mountain, Mission Palms, trees in garden quad. Potential stage for activities and events. Could handle many people. Needs a sense of arrival.

2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.

Make a stage for live events: music, cinema, art, lunchtime shows interacting with 6th Street Park. Soften with temporary moveable features, planters, seating, tables, umbrellas, sidewalk vendors, color, decorative fencing/railing on outside. Create 'Downtown Art Park' with installations, sculpture, changeable lighting. Install colorful shade structure over entrance from park. Clean garden roofing.

3. What changes would you make in the long term that would have the biggest impact?

Create a space for regular small events: book fair, antique fair, swap meet, concerts, Theater in the Park. Improve entrance from Mill Avenue through Piazzetta as gateway. Remove central light pole, dumpster enclosures, and some of concrete art blocks. Underground transformers. Provide easy ramps for trolleys. Build a mezzanine connected to 6th Street Park for patio dining. Add 3 floors to City Hall to make a reverse pyramid. Build 5 storey buildings on east to provide an edge.

4. Ask someone who is in the "place" what they like about it, and what they would do to improve it?

Nobody came there in the hour we were there from 2 - 3 pm on a Monday!

5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.

Create a 501c3 Podium Foundation to funnel funds. Less expensive than City process. Then ask for contributions from the City Council, DTC, TCVB, Garden Club, Residents of Orchid House, Harkins, Hooters block owners, Mission Palms, Local artists, Street performers, Tempe Symphony, Childsplay etc.

City Hall Podium

The place outside City Hall is traditionally the hub of a city – the center of commerce and cultural activity, as well as politics and government. In contrast, the podium around City Hall in Tempe is a deadspot. It provides a platform for the interesting architectural statement that is City Hall, and a roof for the offices underneath that line the delightful garden quad, but little else.

There is an inner and an outer podium. The inner part next to the main offices has little attraction, but does provide shade for uncomfortable concrete seating. The outer podium is a large flat unshaded slab. It has been used for Festival Arts vendor's tents, but this was discontinued because of difficult access for vendors or for public to see what was happening. Latterly it proved successful as the venue for Main Stage bands at the Festival of the Arts. Raised above the adjacent parks and street, it looks like a stage waiting for something to happen.

The main access to City Hall from Mill Avenue is via the Plazita, but at present City Hall cannot be seen due to a number of encumbrances.

PROPOSALS

Short term:

- Explore its value as a stage by experimenting with a variety of temporary and easily set up and dismantled events: art exhibitions, installations, concerts, films, colorful lighting etc.
- Install a colorful shade structure over entrance to garden quad from 6th street Park. (Maybe colors should be changed according to season, or by use of lighting.)
- Create a plan for regular activities with the aim of making the podium and the adjacent 6th Street Park into a Downtown Art Park.
- Work with the Greek Restaurant to alter the Plazita in order to create a more visible and pleasant access from Mill Avenue to the City Hall.

Long term:

- Continue to use the podium for temporary activities including markets, such as flower markets and book fair, in specially created spaces.
- Plan its use and access in relation to 6th Street Park and the proposed park extension on the east side of City Hall.
- Plan to have a permanent program of events.
- Underground utilities in the access from Plazita.

Implementation:

Consider setting up a 501c3 Podium Foundation to funnel funds, with contributions from all parties with an interest.

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE **Hayden Square**

Rate The Place

at **PPS Workshop 11/17/06**

No. in group **5**

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	3	3	2	2	
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	2	4	1	1	
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	1	1	2	2	
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	1	2	2	1	

Identify Opportunities

<i>1. What do you like best about this place?</i>
Idea, Scale, Potential,
<i>2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.</i>
Remove fences, More daytime uses, Shade canopy, Open house
<i>3. What changes would you make in the long term that would have the biggest impact?</i>
Remove level changes, Address fountain
<i>4. Ask someone who is in the "place" what they like about it, and what they would do to improve it?</i>
"Fix fountain, More events"
<i>5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.</i>
City, DTC, Sister Cities, Property owners/ Leasers

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE Plazita & 6th Street Park

Rate The Place

at PPS Workshop 11/17/06

No. in group 5

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	2	2.5	3	1.5	Where comfortable seating no shade, where shade uncomfortable seating.
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	2	4	2	1	Open up 6 th Street, at least to limited traffic.
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	1.5	1	1	1	Underused.
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	1		1	1	Nice design but not enough reason to go there.

Identify Opportunities

<i>1. What do you like best about this place?</i>
Nice features: design/art.
<i>2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.</i>
Picnic tables, More permanent seating along main path – moveable in hardscape, Temporary public art by emerging artists, Interpret the art, Music, Rename the park, Play equipment.
<i>3. What changes would you make in the long term that would have the biggest impact?</i>
Better night lighting, More permanent shade, Make it an events place – weddings etc., Lease out space in 525 Building.
<i>4. Ask someone who is in the "place" what they like about it, and what they would do to improve it?</i>
"Just cutting through the plazita. It looked nice, but no reason to stay.
<i>5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.</i>
Childsplay, TLT, Tempe Symphony, DTC, ASU, Program uses/performances etc.

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE 5th to 6th on Mill

Rate The Place
group 7

Thursday 2/1/07: 12-12.30pm

No. in

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	3	2	3	2	Fences look awful . With planters block the sidewalk.Bird problem in evening.
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	2	3	4	3	
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	4	3	4	4	
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	3			2	Clusters of homeless Nothing for kids.

Identify Opportunities

<i>1. What do you like best about this place?</i>
Look, Eateries, Theater. Variation of awnings. There is a sense of happening - personality. Plazita makes good meditation space - Tempe's 'Paley Park'. Urban Outfitters have good window displays.
<i>2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.</i>
Allow sitting, flowerpots, sidewalk tables, loitering. Allow & encourage jaywalking, street vendors & performers. NE corner at 6 th street very hot. Needs shade. Tempe chair should be back in piazzetta. Plaques of famous Tempe people or events in front of Art cinema. Take out tree in front of cinema. Encourage Greek restaurant to remove 'exterminators tent' and fence and spill out on sidewalk. Shade ATM on 6 th .
<i>3. What changes would you make in the long term that would have the biggest impact?</i>
Package of urban design features to emphasize historic core. Re-route traffic to bypass Mill. Take out medians, widen sidewalks. Make pedestrian only from Rio Salado to University. Provide more shady spots to linger and sit. Shade (either tree or structure) at every intersection. Maybe a mist system that interacts with pedestrian push button. Remove median. Make ped zone with colorful shade canopies. Consider making Mill 'shared space'.
<i>4. Ask someone who is in the "place" what they like about it, and what they would do to improve it?</i>
Police bike squad would like fences removed (as in Chandler). They can feel trapped when trouble occurs.
<i>5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.</i>
CoT Transportation, DTC, shop owners.

Mill Avenue - 4th Street to 6th Street

This part of Mill Avenue has been designated the Heritage Core of the City of Tempe in the recently produced document on 'Community Design Principles'. It contains many of the historic buildings in the downtown. The variety of buildings, range of eateries and businesses, give it a personality and a 'historic feel' missing from much modern development. This is further enhanced by the Ficus shade trees, wide brick sidewalks and outdoor seating that attract large numbers of pedestrians. In fact, according to a DTC surveys there are more pedestrians on an average day (23,000) compared with vehicles (18,000). Planters and fences are seen as obstructions.

The aim should be to further improve the pedestrian quality of the street while preserving and enhancing its historic character.

PROPOSALS

Short term

- Consider either removing planters where possible or raising them as seats.
- Consider replacing fences with alternative means of demarcation, such as hanging baskets. (The police bike squad would like fences removed and replaced with an alternative as in Chandler.)
- Consider more seating areas without fences.
- Replace ramada on NE corner of Mill & 4th Street with vendor kiosk.
- Develop a plan for trees on Mill that groups trees to provide a variety of shady sitting spaces and allows buildings to be better viewed.
- Install historic plaques on buildings denoting people and events.
- Use Art cinema as special focus for plaques.
- Encourage Greek restaurant to take down tent and replace with tables and chairs on sidewalk and Plazita.
- Create 'cool corners' at intersections. i.e. a misting system that interacts with pedestrian push button. (NE corner of Mill and 6th described as "the hottest place in the world".)

Long term

- Introduce package of urban design features and techniques to emphasize the historic core as a pedestrian friendly place.
- Redesign Mill Avenue in stages with wider sidewalks and no medians.
- Introduce mid-block crossings at places where pathway meets street (Plazita & Brickyard)
- Remove traffic signals and allow jaywalking so that traffic moves slowly. (cf. Shared surface model).
- Consider removing all traffic from some sections.
- Encourage street performers.

Implementation

City Council, C o T Transportation, DTC, building and storeowners

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE 4th to 5th on Mill

Rate The Place

Thursday 2/1/07: 11.30-12.00 No. in group 7

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	3	4	3	3	East side has best look - mix of storefronts. Good circulation.
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	3.5	3	4	2.5	4 th Street waiting for something to happen.
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	2.5	2	3	3	Hope Diner adds spark to corner
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	3	1	3	2.5	Nothing for kids.

Identify Opportunities

<p><i>1. What do you like best about this place?</i></p> <p>Has a historic feel. Buildings have a lot of variety & comfortable human scale. Interesting restaurants. Area has personality with wide sidewalks, trees, places to sit, few fences. 4th Street great opportunity for multi-use space. Coconut Club breezeway + small wood posts.</p>
<p><i>2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.</i></p> <p>Signage to direct attention to 'off-Mill' slots and businesses. Remove 'problem' planters. Redesign planters. Add pots and/or hanging baskets in place of fences/planters. Provide visual interest (street art, vendor kiosks), and consistent theme of signage to unify district. Place historic plaques on buildings. Put seating in front of diner to create meeting place. Replace covered seating on NE corner of 4th/Mill with vendor or kiosk. Look at building/tree relation; consider removing some trees so that shops can be seen and grouping to create shady spots.. Plant tall trees at corners. Need entry feature for Mill Ave shops.</p>
<p><i>3. What changes would you make in the long term that would have the biggest impact?</i></p> <p>Retain and enhance historic character, with special signage & light poles to give special historic identity. Provide mid-block ped xings. Remove median and parking spaces. Create 'thruway' for high speed walking leaving sidewalk for wandering/sitting. Put Vegas style canopy over Hayden Square. Make W.side more inviting like E.side. Needs better shops, signage. Install series of integrated public art elements. Get Improv and theater downtown, and bars with music. Rehab 425 building.</p>
<p><i>4. Ask someone who is in the "place" what he or she likes about it, and what they would do to improve it?</i></p>
<p><i>5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.</i></p> <p>Ask ASU to schedule features, performances, chamber music etc.</p>

SITE Mill Avenue - 4th Street to 6th Street

This part of Mill Avenue has been designated the Heritage Core of the City of Tempe in the recently produced document on 'Community Design Principles'. It contains many of the historic buildings in the downtown. The variety of buildings, range of eateries and businesses, give it a personality and a 'historic feel' missing from much modern development. This is further enhanced by the Ficus shade trees, wide brick sidewalks and outdoor seating that attract large numbers of pedestrians. In fact, according to a DTC surveys there are more pedestrians on an average day (23,000) compared with vehicles (18,000). Planters and fences are seen as obstructions.

The aim should be to further improve the pedestrian quality of the street while preserving and enhancing its historic character.

PROPOSALS

Short term

- Consider either removing planters where possible or raising them as seats.
- Consider replacing fences with alternative means of demarcation, such as hanging baskets. (The police bike squad would like fences removed and replaced with an alternative as in Chandler.)
- Consider more seating areas without fences.
- Replace ramada on NE corner of Mill & 4th Street with vendor kiosk.
- Develop a plan for trees on Mill that groups trees to provide a variety of shady sitting spaces and allows buildings to be better viewed.
- Install historic plaques on buildings denoting people and events.
- Use Art cinema as special focus for plaques.
- Encourage Greek restaurant to take down tent and replace with tables and chairs on sidewalk and Plazita.
- Create 'cool corners' at intersections. i.e. a misting system that interacts with pedestrian push button. (NE corner of Mill and 6th described as "the hottest place in the world".)

Long term

- Introduce package of urban design features and techniques to emphasize the historic core as a pedestrian friendly place.
- Redesign Mill Avenue in stages with wider sidewalks and no medians.
- Introduce mid-block crossings at places where pathway meets street (Plazita & Brickyard)
- Remove traffic signals and allow jaywalking so that traffic moves slowly. (cf. Shared surface model).
- Consider removing all traffic from some sections.
- Encourage street performers.

Implementation

City Council, C o T Transportation, DTC, building and storeowners

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE 7th Street / Jack Rabbit Square

Rate The Place

Friday 2/1/07: 8.30-10.00

No. in group 4

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	3	3	3.5	1.5	Liability concern at fountain, however it has great feeling.
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	2	3.5	1.5	2	
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	2	2	2	2	
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	2	1	2.5	2	

Identify Opportunities

<i>1. What do you like best about this place?</i>
Peaceful, quiet, comfortable. Place to get away from bustle of Mill. The tree canopy Feeling of space. Humane area, variance from grid. The mix of offices and retail. The proximity to Tempe Town Lake. Place much used by Fathers and children on Saturdays. People sit there at lunchtime.
<i>2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.</i>
Add/incorporate some chess/checkerboard patterns to existing elements. Add some banners/elements to direct people to the area. Add softer seating and tables. Extend park to the south. Put in real park benches, not concrete blocks. Underground utility boxes. Take out small patches of grass. Clarify access to water and rabbits. Improve seating. Remove concrete blocks.
<i>3. What changes would you make in the long term that would have the biggest impact?</i>
Delete the sea of paving surrounding the area and add some kiosk type retail use to bring life to the area. Eliminate some of the bollards. Ensure leasing plan for adjacent buildings includes retail uses. Change out concrete to user-friendly benches, tables and shade structures. More benches clearly identified. Encourage access to water and rabbits. Take out valet parking drop off. Remove dumpster enclosure.
<i>4. Ask someone who is in the "place" what they like about it, and what they would do to improve it?</i>
"I like the landscape. The new building is improving it. Feels like a center, which Mesa and Gilbert don't have."
<i>5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.</i>
The Centerpoint Owners Association, DMB, DTC. Allow City staff and DTC to suggest improvements.

SITE 7th Street/'Jack Rabbit Square'

Although publicly accessible, 7th Street is a privately owned street. The owners DMB are planning to redevelop the central portion outside Harkins Movie Theater.

In the words of a passer this area "feels like a center" compared to neighboring cities. With its tree canopy, fountains and sculpture, it is a peaceful quiet oasis away from the bustle of Mill Avenue. Now that a 20-story building is rising on the northwest side, it is one of the most enclosed spaces in Tempe. Every story that is added has the affect of shrinking the feeling of space, so that it will soon feel like a small pocket park.

The rabbit sculptures and waterfalls are a great attraction to children and parents on Saturdays, and to workers at lunch break. But the area is spoiled by the huge amount of concrete paving, concrete benches and muddle regarding access to the fountain and rabbits. It will not be helped that the frontage of the new Centerpoint tower, now being built, has the entrance to the parking garage off this space.

PROPOSALS

Short term

- Redesign as an attractive pocket park.
- Remove concrete bollards and concrete seating.
- Combine grass areas to make for easier mowing.
- Extend the 'park area' toward the south.
- Introduce 'proper' park seating.
- Remove notices prohibiting access to fountain and sculptures.
- Make clear that access is personal responsibility.
- Introduce kiosks on the edge of the park.

Long term

- Remove dumpster enclosure from frontage.
- Increase retail frontage.
- Make paved areas more visually attractive with less concrete.
- Create activity centers, such as chess or table tennis.
- Underground utilities.
- Encourage Avenue Communities to make the new Centerpoint elevation to the park as attractive and active as possible.

Implementation

The site belongs to DMB who are planning to redevelop. Encourage them to work with the DTC and City staff when developing their ideas so that this area becomes a truly attractive and popular center.

Downtown Tempe Community

PLACE GAME

summary of group analysis - February 2007

SITE 5th & Mill Intersection

Rate The Place

Thursday 2/1/07: 11-11.20am

No. in group 7

	Overall attractiveness	Feeling of Safety	Cleanliness & Quality of Maintenance	Comfort of places to sit	COMMENTS
COMFORT & IMAGE	3	3	3	2	Noisy from vehicles. NE corner does not work.
	Visibility from a distance	Ease in walking to the place	Transit access	Clarity information & signage	
ACCESS & LINKAGES	3	3	4	3	Parking seem scattered & inaccessible. Tone problem at xing
	Mix of stores & services	Frequency community events	Overall busy-ness of area	Economic vitality	
USES & ACTIVITIES	3	3	3	3	Lacks good breakfast places, Dislike businesses on SE corner,
	No. of people in groups	Evidence of volunteerism	Sense of pride & ownership	Presence of children & seniors	
SOCIABILITY	3	1	2	2	Not much for kids or families.

Identify Opportunities

<i>1. What do you like best about this place?</i>
Feels like the center of Tempe & Mill. Easy to meet people because everyone knows where it is and how to get there. Nice fence and seating at Starbucks on NW corner. Some good detail. Good place for people watching.
<i>2. List ideas that you would do to improve this place that could be done right away and wouldn't cost a lot.</i>
A central landmark like a clock tower. SW corner: scooter parking on sidewalk, at least near bike racks. Get rid of mag racks ("urban confetti") or improve & consolidate design. Add seating in front of post office - outdoor space to read mail. SE corner location fencing makes for poor circulation. Voyuersistic window display, though some people find corner uncomfortable. NE corner terrible. building needs to be used until replaced. No shade. No sitting place. Tone of xwalk signals difficult to hear because of traffic noise..
<i>3. What changes would you make in the long term that would have the biggest impact?</i>
New buidling on NE corner. Put 2 stripes of wide concrete on sidewalk for wheelchairs. Bricks are very uncomfortable. Install pay toilet kiosks, public info kiosks. Needs more activity - shoppers. Post office could be converted.
<i>4. Ask someone who is in the "place" what they like about it, and what they would do to improve it?</i>
<i>5. What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.</i>
City of Tempe, DTC, Private ownership.

SITE: Intersection of 5th Street & Mill Avenue – Fackler Square

Proposed Design Brief

Sitting at a table outside Starbucks, this intersection was said to “feel like the center of Tempe... It’s an easy place to meet people because everyone knows where it is, and how to get there.” It has even been given a name – Fackler Square, although it’s not a Square in the normally accepted mode.

This intersection is the center point of the Heritage Core of the City of Tempe.

The northwest corner outside Starbucks is clearly the number 1 corner. It is a good place to watch people, but a poor place to converse because of loud traffic noise. It has seating that is well integrated with the sidewalk and fencing that acts as a barrier to traffic. The southwest corner, has great potential as there is a large space in front of the post office waiting for something – seating, art installation, newstand, Decaux style toilet. Instead the corner is dominated by a multiplicity of magazine racks. The southeast corner has badly arranged fencing that makes walking difficult and adds nothing valuable to the space. (It is the fencing that the bike police highlighted as a problem.) The northeast corner is a blank spot because of a building that has been empty and boarded up for years.

The noise of the traffic makes it difficult to hear the sound provided with traffic signals.

PROPOSALS

Short term

- Get rid of or improve and consolidate design of magazine racks near post office.
- Provide scooter parking on southwest corner near bike racks.
- Make positive use of the space in front of post office with seating and newspaper kiosk or similar.
- Remove fencing outside The Library on southeast corner. Make positive uses of space.
- Encourage temporary reuse of building on northeast corner until a permanent use is found.
- Change the sounds on the traffic signals to make them audible over traffic noise.
- Experiment with a feature in the center of intersection to provide a focus.

Long term

- Remove short-term car parking on 5th street near post office, and redesign as part of a pedestrian place.
- Redesign northeast corner building to incorporate people place, as at northwest corner.
- Place permanent feature in center of intersection, such as obelisk or clock tower, as part of redesign of Mill Avenue.
- Install public toilets in southwest or northeast corner.

Implementation

City of Tempe, DTC, adjacent owners.

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

Place	1. What do you like best?	2. Most important audiences	3. New activities	4. Right away ideas	5. Long-term ideas	6. Ask someone	6. Partnerships & talent
TEMPE BEACH PARK AREA							
Ash Ave Abutment	historical location in the park	park visitors	information center for TBP	not much	restore bridge abutment make it a destination point for park visitors	restore site	partner with grant writers
		veterans activities	small store	write grants			
		mini-chamber of commerce	historical information				
			veterans' memorial				
			lake lookout/overview point				
Splash Playground	gives children wonderful opportunity to experience Tempe and form lasting good will as they grow up	schools	seesaw	wider variety of vending machines	water tunnel not so dull - brighter colors for small children are exciting	Would like no homeless Soft landings	contract with vendors Cox lifeguards - increased training and better uniforms
		children	increase winter activities	on-call vendors		clean	
		parents	in-ground trampoline	coin-op lockers		safe	
		grandparents	merry-go-round	use kids imagination & character			
		day care field trips	swings				
			playground that opens early				
			vending machines				
			vendors				
			lockers				
			Love the light poles				
			use more color throughout playground				
			Fix railings - railings built for adults. Smaller children can go through the bottom				
Tempe Beach Park	views of buildings, lake, mountains, Mill Ave. bridge, 202 freeway	children students	fountain or two exercise equipment eteries, snack bar	add snack vending machines	have train exhibit sign, train goes right by it	good place to relax after class and enjoy lunch	Valley Metro - help make exhibit, history of light rail
			fishng				
Tempe Beach Park	can go near the water and jog or walk OR can go around by playground or grass area	neighbors near ASU employees/patrons from Mill nearby businesses taking a break	more shaded areas, shady trees (paddle boats, etc.) waterfront restaurant/shops more benches	planting, shade more benches art exhibits/installations to bring color (see #3)	develop property on east side of bridge for waterfront restaurants, people enjoy sight and sound of water	more shade pretty plants	ASU art program - students create sculpture or art pieces for display, decorative benches or overhangs
TOWN LAKE							
Marina	ample space attractive landscaping lovely views varied terrain	2. Most important audiences people with water craft picnickers	3. New activities food vendors on weekends	4. Right away ideas no comment	5. Long-term ideas build the boat house food, eating facilities shade	6. Ask someone no comment	6. Partnerships & talent no comment

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

Town Lake - Rural to Mill	water	families	mix of uses and prices	no comment	no comment	not focus on luxury condos make lake more user friendly (swimming and boating)	local kids
	could be great place if done right	college students	affordable family housing make more like lake and not a useless canal				ASU
			hotel				ASU College of Design
			restaurants				PPS
			shops				
			clubs				
Town Lake - North	openness open land and water access to in urban setting sense of nature	children young people in groups joggers	vegetation picnic area more access to water exercise stations that feature the water	vegetation exercise stations more picnic areas path closer to the lake, access to the lake	aesthetics water features ramadas with picnic areas shade	aesthetics - beautify the area add trees and plants	benefit concern to raise money for the area/park
			path near the lake				
			playground				
Town Lake	the water	active people children people in their 20s and 30s	retail events - concerts corporate offices group meeting areas more recreation space	more seating areas more picnic areas different recreation options	add retail	add small convenience store where you can buy water and snacks	no comment
			a stage	water balloons		kid reading looked scared, said "the bench"	The CAED could have a ball with grant from NPS
			wireless internet				
			trampolines				
			super soakers				
Town Lake, south side	not too crowded	students business people on lunch families on weekend picnics	public art display artisan fair on select days bike rental lake cleaning exercise areas	allow local artists to display work on the grounds	adding better parking options to draw non-locals to area	lady w/ dog: liked openness but wanted to let dog run free	ASU College of Art could put its larger works on display
Town Lake, west - from First Street to Hardy Drive and RSP	views of scenic landscape, buildings and mountains	construction workers residents office workers people without kids	walking/biking trail shaded area for employee relaxation more trees, landscaping to make more attractive wider open spaces for games workout stations	walking/bike trail made of sustainable element such as decomposed granite or stabilized soil provision of sidewalks	create walking connections between this area, Arts Center and Tempe Beach Park	a sitting area with artistic features to foster sense of identity and place	landscape architect
							local artists
Town Lake - North	less people			no comment	better access to parking closer bus stop benches	better signage	no comment
					waterfall into lake		
					incorporate all age groups by catering to them daily		
Town Lake - South	idea of community park or gathering place	college students couples	baseball football	shaded areas (tarps, etc.)	very open and pretty		YMCA City of Tempe Sports & Rec

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

	attractive large enough to roam around pond		festivals cleaning (cleaning crews) does not need much more one large open space for soccer, football, frisbee more grills at ramadas for get- togethers	clean up trash and graffiti on mountains	night patrol dog park pond	teach future generations to clean
Papago Park	trails access from apartments	bikers and hikers, joggers families with kids		bird feeders to attract variety of birds	more shade over picnic areas poured rubber for playground instead of sand replace concrete with decomposed granite	ASU School of Planning students
Papago Park	scenery it's like this safe little haven in the middle of the city	school field trips social gatherings, picnics	bonfires regular night hikes stargazing organized community events rock climbing	get more organizations to use the park more more hiking trails with marked paths	LIKE: scenery Would like a pond or stream through it	ASU and local organizations build a shelter or welcome center for it
Papago Park - Mosur Park	good open space in surrounding area	runners	picnic days community service	dog poop bags better lighting	like: location Would like: less concrete, alternative paving material	City of Tempe, civil Tempe schools
	more natural area, character		kids march to zoo earth day/planting, celebration renaissance reenactment dog day	new turn maintenance, trash pickup paint new trees		ASU community neighborhoods Phoenix Zoo, DBG
*notes that place game does not address ecological issues						
MILL AVENUE DISTRICT						
Place	1. What do you like best?	2. Most important audiences	3. New activities	4. Right away ideas	5. Long-term ideas	6. Ask someone
Borders/Seattle's Best Coffee	variety of stores and restaurants within walking distance of campus noone driving by my as I sit outside	college students adults local businessmen city staff and officials	book discussions small concerts in square art shows book readings, signings children's area - games, toys book drives for local kids	better outdoor seating public art in plaza by ASU buildings more bike racks rearrange plants so don't block store windows	incorporate affordable residential uses create connections to ASU Brickyard buildings	6. Partnerships & talent ASU Borders local artists
Brickyard on Mill	social interaction between different individuals and groups	businessmen/women students for class tourists for recreation, shopping, restaurants	live music attractive art green areas	beautification of area more (natural) lighting live music	residential condos on top floor right off Mill green modifications that teach about conserving environment design contest to upgrade area with creative art structures	LIKE easy access for place to sit and observe people as they pass by (man drinking coffee) WOULD LIKE area is not always clean local talent - musicians, artists, farmers market ASU student contests related to schooling such as design contest, art contest, ways to show off skills local businesses volunteer to keep clean

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

				water structures secret pathways booming open marketplace eating tables/picnic residential condos on top floor garden/meditation area beautification of area	more green/garden type attractions regular art exhibits volunteer staff to keep clean			
Hayden Square	green grass beautiful brickwork lamp posts secluded and away from the street	employees of offices college students	music concerts bistro tables & chairs, benches coffee or soda kiosk arts and crafts fair children's plays garden club artist venue beer/wine/food tastings by local restaurants newspaper/magazine stand greenhouse water feature poetry readings street entertainers	landscaping with colorful native plants public art tables and chairs benches twinkle lights	advertise Hayden Square as the coolest outdoor venue in Tempe for music and art	tables & chairs benches cheap food, hotdog vendor	get local musicians and artists involved in advertising and spreading the word	
West of Mill between 6th and 7th Streets (behind Fat Tuesdays)	comfortable environment has large fountain in the center lots of flowers and trees shade canopies ample seating	shoppers visitors to Mill	live music festivals more shopping venues mobile (?wireless access?) shop/stall vendors more restaurants mixed use for Mill to bring people, life to place	atmosphere is great as it is...just needs more retail space to draw people to area	increase signage directing people to the area continue developing high density residential towers such as Centerpointe.	have more to do besides sit and watch the fountain	Centerpoint towers are under construction very close to area. Once people start moving in area will become more successful.	
North end of Mill by Old Mill	the old mill	pedestrians to parking lot 59		more light	develop for multi-use	no comment	parks & rec Valley Forward Mountain View Developers??	
Fackler Square, 5th/Mill	love the environment	college students	family day small carnival	improve walking for peds & bikes, make them wider	more ped and bike paths vs roadway	they love the people and small community more attractions for children and families	no comment	
Starbucks, 5th/Mill	an institution where you can meet people and study	adults students businessmen/women	live music second story patio more seating walk-up window for ordering	hanging plants mister system shade	mister system more seating on second story patio walk-up window	liked location want walk-up window	Starbucks. to increase activity	

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

Mill Avenue District	the variety of restaurants	college students	make more family oriented (see answer to 3)	make area more pedestrian oriented, maybe even pedestrian only	Asked young professional. LIKED - diverse types of stores and restaurants within walkable distance	local farmers could be involved in a market activity
	outdoor restaurant seating	middle-aged professionals	more parks/green spaces for gathering		WOULD LIKE to improve surrounding areas so Mill isn't quite as isolated from surrounding community	ASU art or design students could help design shade structures or green spaces
			Saturday/Farmers' market in season			
			more shaded areas for sitting, gathering			
			water features for hot weather, but water features that are sustainable and water-efficient			
			artistic/unique shade structures			
Mill Avenue	walkable space	consumers	add shade structures	improve seating	more shaded seating	University film/arts department
			street/block celebrations	shade structures		Valley Art Theater
			outdoor film festival	outdoor film festivals		
Mill Avenue	laid-back nature during day and busy upbeat tempo at night	college crowd due to proximity to ASU	more large-scale events such as Tempe Festival of the Arts or Red Bull Flugtag	use unused space on west side of Mill (around Cold Stone, side alley shop area, Brickyard) to bring in new stores, restaurants, public events	Doesn't like - shady panhandlers asking for booze money every block. Doesn't feel safe unless in a group	give local bands a chance to play Friday and Saturday nights; would jump at chance, get exposure, create positive atmosphere for Tempe
	wide variety restaurants, retail	ASU pep rallies promote with ASU athletics to make Mill the go-to spot before and after games	clean up the bird poop	don't kill college atmosphere by bringing in high-rise condos	Likes: exciting nightlife	
		evening music concerts with local bands in unused spaces	make parking easier; major deterrent if have to pay to park near Mill 80% of time	consistent maintenance of area	heard that 80% Brickyard space unused City should use this better	ASU DPS close to Mill create special Mill Ave. patrol
		block parties such as the Halloween bash - Mill comes alive		do something with Hayden Flour Mill - museum		ASU work with City to stimulate college atmosphere - bands, athletic event support
		link to Tempe Beach Park to create entertainment center				
Mill Avenue	likes busyness, atmosphere of stores and people	college students	clean up the homeless, make them move	allow building new, larger facilities	more parking	Tempe City Council or Planning Department
		younger crowd	provide bus or shuttle for intoxicated bar guests	more parking		
Mill Avenue	greenery	college students	increases number of events	changing transit system so is oriented to late nightlife, reduce drunk driving, connect to other late night spots in other cities	beater parking, especially at night	urban designers, transportation specialists, event planners, cab companies, public schools
	width of streets	businessmen/women	clean up the area			
	human scale	Tempe residents	extend greenery on Mill to side streets like Fifth, others			
	very walkable feel	people looking for entertainment, nearby cities	classes - integrate college			

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

				educational activities for children, like little museums									
	joins many uses together - condos to SW, restaurants to east, offices to north...night clubs scattered around. All surround this open space	office workers - daytime, lunch	rent fountain space for weddings	remove some of the brick to add more grass and trees - very hot in summer and not much shade. would add to beauty of area									partner with businesses and urban designer to beautify space and attract more people
	fountain	college-age adults (nights, evenings - entertainment)	space for public speeches	maintenance of the fountain									likes: great place to go during lunch and after work, variety of places to eat, other activities would like benches or chairs, someplace to sit - not on steps or ledges (only places to sit if not in restaurants)
	semi-amphitheater		add vendors	repaint the gazebo									team with ASU design students, studio class
	great potential, many audiences		carnival	add benches and tables									
			picnic area	add more shade									
				add misters									
Centerpointe - Bunny Plaza	upscale but not stuffy	families with kids targeted to families, kids but not many of them go there...downtown not that kind of place. Usually business people and young singles, so this area fails in that respect.	reading days for children, with people in costume to represent book characters	block off through street to make safer for pedestrians + provide more open space	landscaping the blocked-off street tie into area, make more usable public open space								Avenue Communities invest in the spaces and allow city activities here
	gargantuan rabbit sculptures a fun element		small marketplace of street vendors.	new ordinances to allow street vendors and performers to do business here.	work with downtown businesses to do events like First Friday in Phoenix or That Thursday Thing in Glendale								artistic talent for street performers, art shows, public art, artist designed benches could be found through Wet Paint
	set off Mill so isn't surrounded by traffic or crowded with people		outdoor music concerts - large open space would work well	more group seating									Chase donate funds to pay for improvements, activities
	abundance of shade - great in summer		street performers better than on crowded Mill sidewalks	more comfortable seating									Borders Bookstore could help put on kids reading days
Mill Avenue (University to Rio Salado)	always people around	ASU students	game place with arcades and laser tag	better signage, visibility for Butte trailhead	eliminate or reduce traffic on Mill to reduce noise and stress from traffic. To do this, remove parking, discourage motorists.								City of Tempe planners and transportation staff
	small town sense of activity and belonging	families of students	bowling	courtyards, sitting areas on Mill (break up walk from University to Rio Salado)									businesses
	many things to do on Mill eating, drinking, shopping, services		places for students not old enough to drink	quieter sitting areas with fountain, benches									more entertainment
	fun place to meet people		more sports activities	eliminate on-street parking and widen Mill sidewalks									
			grocery store										
			better visibility for trailhead, Tempe Butte										
Mill Avenue	gathering place for ASU students	ASU students	art festivals	reduce number of transients	add affordable housing to make Mill more livable and desirable for ASU students, who could live close to campus								ASU school of fine arts to bring art festivals, more cultural feel to area

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

Place	1. What do you like best?	2. Most important audiences	3. New activities	4. Right away ideas	5. Long-term ideas	6. Ask someone	6. Partnerships & talent
	a lot of vegetation with different feel than desert landscape	visitors	music festivals parades food festivals public speakers	reduce light timing on north and southbound sides of road		like variety of shops and restaurants	local developers like D.R. Horton to build affordable condos
Mill Avenue	walkability night life	ASU students	art shows public speakers arts and crafts fair community service activities live music	better lighting more police officers	improved parking affordable housing	like: nightlife need to improve safety	ASU to build student housing, residence halls on Mill Ave.
Sixth Street Park	refreshing change from cars and crowds on Mill Avenue grass (although mostly dead) is pleasant place to sit, read, enjoy small water feature in alley by My Big Fat Greek Rest. provides soothing ambient noise Park new, clean with modern aesthetic Attractive but not highly used Should provide things to attract people on daily basis and not just for events.	Mill Ave shoppers City workers homeless	chairs and tables not just uniform rows of park benches benches don't say "sit and stay" super sized chess game vendor carts for food, refreshments street performers and music more activities so people watching becomes a sport here	add movable tables and chairs	open it up to Mill, increase visibility but balance with maintaining as quiet, relaxing place open up retail and restaurants that front on Mill and back onto the park so the park is visible from them or add back patios	spoke to two homeless men, liked relative quiet, good place to play chess. Nobody telling him to leave and can drink his beer there in peace. would like tables where could play chess on cloth board would like more trash receptacles	restaurants like My Big Fat Greek Restaurant to use the back of the business, open up to the park work with businesses to provide sound equipment, stage for performers and encourage them to play here.
OTHER							
Julio's Too College/American Way	good food, generous portions, reasonably priced Margaritas	students faculty event crowd (across street from WFA and stadium) ASU staff	ASU game day special promotions couple with ticket agencies for discounts better signage lower fence around outside seating area to make more inviting improve entrance access	make tables outside movable remove two outside tables to give more comfortable feel	give building face-lift, more pizzazz improve entrance access	more comfortable seating washrooms especially for Julio's (not shared with other businesses in complex)	use common area in the complex as a link between Julio's and the bar in same complex
Between the bridges	location to parking, Beach Park & shops shade	Hayden Ferry residents Tempe Beach patrons	beer garden other food, restaurant	grade so it drains create nodes for sitting in shade, gathering	access to Mill/RSP intersection via stairway landscape	good shade but lacks appeal to park goers	parks & rec and concession vendors street department

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

	architecture of bridges & lights	Mill Ave patrons	picnic area	clean up debris		Rio Salado Foundation
Tempe bridge @ Mill	importance of providing bike/ped access across Rio Salado	great for whole community to access different activities not much on north side yet	shaded ramada arbor with seating at east end (both side, four needed) garbage cans	repaint with mountain, sunset or watery colors needs to get noticed drinking fountains	rail between peds and moving vehicles drinking fountains add shaded rest areas at each end, both sides restrooms and garbage cans	Sister Cities painter/artists for new color scheme artists for art along walk ironworkers for railing corp or landscape study for arbor/r design
Fifth Street & Forest	A Mountain - opportunity for natural beauty, outdoor enjoyment	nearby residents students families visitors	outdoor enjoyment ecological education picnic area transportation center local shops & restaurants art shows garden space self-guided walking tours of gardens	natural setting could be highlighted add sitting and eating areas signs educating about natural plants or geological forms artistic gardens w/ sculpture or ceramics	more parking more trees and natural elements	local elementary and high schools for art contributions City recreation departments for education, rec programs ASU for planning, labor public for input and art trail user opinions
SEC University & Mill (old Tempe Center site)	location - directly across from ASU Coor Building	students Gage historic community, lacks mixed use, retail space	retail space open space, courtyard festival activities musical and social activities	minor improvements won't make a difference	redevelop for mixed use retail, classroom, residential	Planning, design, architecture students to assist in design Likes: Chili's always busy Would like open space, courtyard for students strip mall is an eyesore
NEC University/Rural (Cornerstone Center)	location, close to ASU campus easy to walk there can grab quick meal or hang out at sports bar many services, shops, variety improv comedy club - good late night place plaza creates quaint place to hang out	students businessmen/women	back lot very empty - extend shops into this area structured parking - parking a problem, especially with new ASU bldg at northeast corner and when show is at Improv shortage of seating areas add central area in plaza with benches, a fountain plaza lacks shade trees public bathrooms parking lot floods when it rains	public mailbox extra trees, shade fix potholes and pavement	extend plaza out. Sixshooters not good plaza location. There are enough bars on Mill to go bar-hopping, not here mostly daytime uses, except improv expand retail, restaurants, services more outdoor seating needed	ASU - extend and benefit the campus small business owners - expend shops, businesses

TEMPE URBAN OPEN SPACE PLAN

ASU STUDENTS
PLACE GAME SUMMARIES

College between University and stadium	shops	college students	bar video arcade sports activities church activities small park	new signs for businesses new paint for older buildings	reconstruct and restore Newman Church	LIKE: brick sidewalks	businesses can help pay for improvements
University Drive, Mill to Hardy	proximity to Mill, possibility of connection to Mill Ave. District	ASU students	better lighting	all answers to #3 plus	improve surrounding area with affordable housing	LIKE: lots of restaurants, Starbucks drive-thru	no comment
	local residents in lower-middle classes		better sidewalks	artistic venues	increase student presence with student-oriented businesses and business hours	IMPROVE: train crossing,	
			more landscaping	diversified retail	improve aesthetic from street view	more shade	
			outdoor seating	community gardens		businesses location to street more like Mill	
			artwork				
			freshly painted facades				
SWC Mill and University	busy corner across from campus and right by downtown	students	restaurants coffee shop with internet connection	reuse the building for office or commercial	add landscaping to cool down asphalt by planting trees	demolish building and add high-rise condo/office building, mixed use.	no comment
	neighborhood residents nearby	neighborhood residents nearby	supermarket, Whole Foods children daycare park				
SEC Rio Salado Parkway and Farmer	proximity to both downtown and Town Lake	neighborhood residents nearby	community or city gardens - place of meditation, beauty, tranquility, natural beauty, relaxation, restore soul, etc.	buy land for public use	expand the garden to other land in the area and create an art district	no people on the site	ASU + City of Tempe + City of Phoenix + local artists
	vacant land, classified as industrial or commercial, privately owned	Mill Ave patrons		clean up property			
		new condo residents in area		plant trees, vegetation to block views of railroad			
				design parking space			