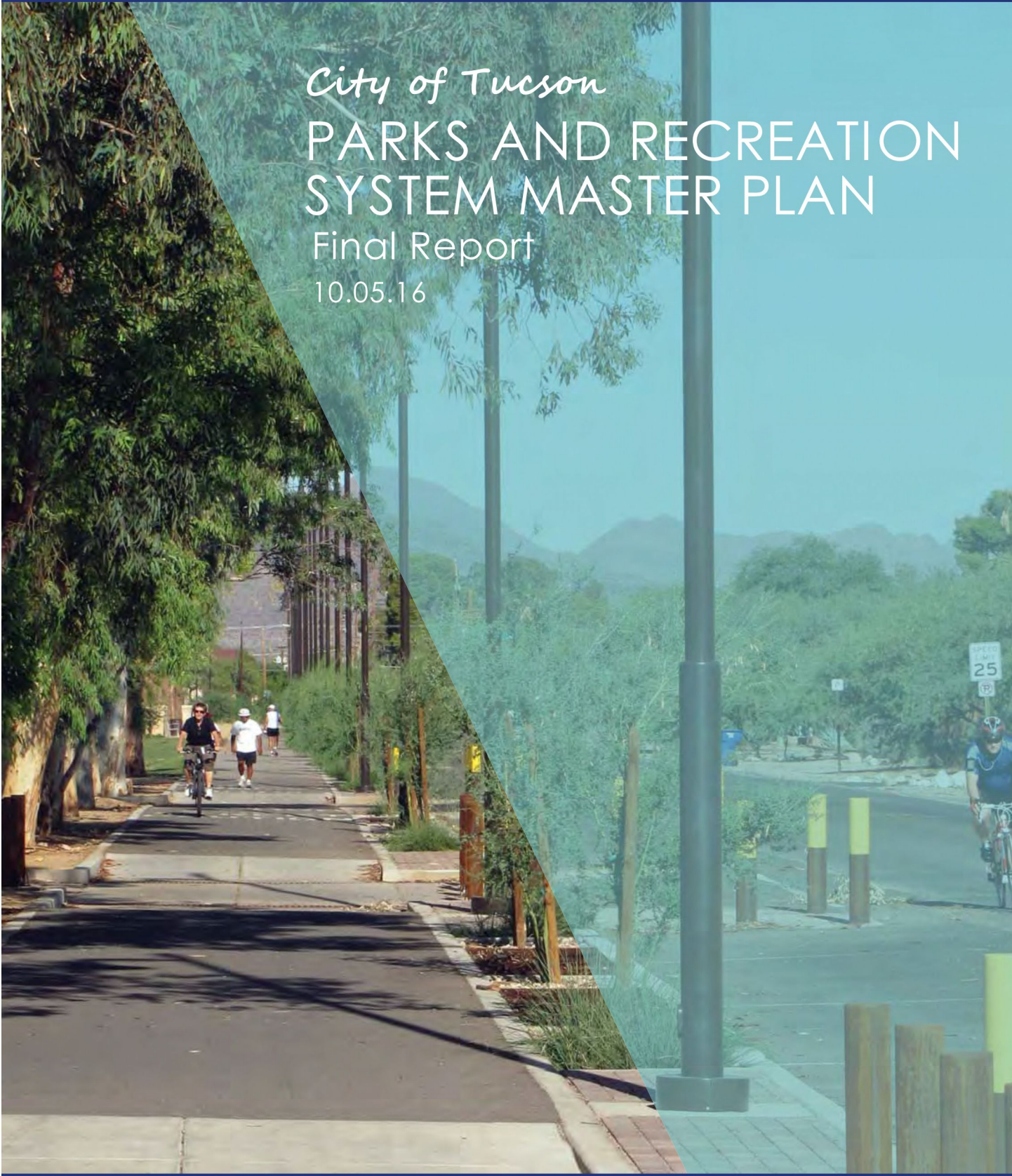




*City of Tucson*  
PARKS AND RECREATION  
SYSTEM MASTER PLAN  
Final Report  
10.05.16



# Acknowledgments

The Parks and Recreation System Master Plan Team would like to recognize the following people for their guidance, efforts and commitment during the development of the Master Plan.

## 2016 Mayor and Council

Jonathan Rothschild, Mayor  
Regina Romero, Ward I  
Paul Cunningham, Ward II  
Karin Uhlich, Ward III

Shirley Scott, Ward IV  
Richard Fimbres, Ward V  
Steve Kozachik, Vice Mayor, Ward VI

Michael J. Ortega, P.E., City Manager  
Albert Elias, Assistant City Manager  
Joyce Garland, CFO/Assistant City Manager

## Tucson Parks and Recreation Commission

Andrea Altamirano, Vice Chair, Ward I Appointee  
Caroline Grey-Ganz, Chair, Ward II Appointee  
Kendall Kroesen, Ward IV Appointee  
Willie Blake, Ward V Appointee  
Bob Kovitz, Ward VI Appointee  
Si Schorr, Mayor's Appointee

## Tucson Parks and Recreation Department

Fred H. Gray, Jr., Director  
Mike Hayes, Deputy Director  
Howard Dutt, Landscape Architect  
Glenna Overstreet, Administrator  
Jason Jacobs, Zoo Administrator  
Edna McBee, Finance Manager  
Jane Duarte, Capital Planning Manager  
Midge Irwin, Superintendent  
A.J. Rico, Superintendent

## Consultant Team

Norris Design  
ETC/Leisure Vision  
Trust for Public Land  
Gordley Group

Special thanks to the many Tucson residents who contributed their valuable ideas, energy, and time through the community survey, focus groups, community questionnaire, public open houses and other meetings conducted as a part of this Master Plan Process.

# Table of Contents

1. EXECUTIVE SUMMARY .....	v
2. INTRODUCTION .....	1
3. DEMOGRAPHIC ANALYSIS.....	7
4. RELEVANT PLAN REVIEW .....	19
5. PUBLIC OUTREACH.....	27
6. COMMUNITY SURVEY.....	35
7. PROGRAMMING ANALYSIS.....	57
8. BENCHMARKING ANALYSIS.....	71
9. INVENTORY AND CONDITIONAL ANALYSIS.....	81
10. LEVEL OF SERVICE (LOS) ANALYSIS.....	93
11. RESOURCE AND FUNDING ANALYSIS.....	111
12. OPERATIONS AND MAINTENANCE ANALYSIS.....	123
13. TRENDS ANALYSIS.....	131
14. TRUST FOR PUBLIC LANDS REPORT.....	143
15. RECOMMENDATIONS.....	157

## APPENDIX DOCUMENTS

- A - QUESTIONNAIRE RESULTS
- B - INVENTORY ANALYSIS TABLES
- C - LEVEL OF SERVICE (LOS) ANALYSIS TABLES
- D - BENCHMARKING SUMMARY DATA
- E - FUNDING OPPORTUNITIES
- F - COMMUNITY SURVEY RESULTS





## TUCSON PARKS AND RECREATION FACTS

---

Tucson manages **2,658** acres of parkland, calculating to **5.44** park acres per thousand residents. This does not include the open space/undeveloped parcels (371.6 acres) that fall under the responsibility of the Tucson Parks and Recreation Department or golf courses (712 acres).

---

Tucson Parks and Recreation provides programming that serves a broad diversity of Tucson's population.

---

Tucson Parks and Recreation is meeting community needs overall, based on Level of Service analysis showing that average LOS scores are consistently in the **60-70%** range – a figure that reflects acceptable service levels overall.

---

As part of the community outreach, there have been **44** in-person meetings consisting of stakeholder focus groups, City-wide public open houses, and face-to-face questionnaires at City of Tucson special events. Combined, **685** individuals have participated in some sort of outreach. These participants submitted **443** questionnaires, **67** comment cards, and **110** email comments.

---

Tucson Parks and Recreation maintenance employees are maintaining **26%** more park acres than the median of peer agencies.

---

Currently, the level of cost recovery meets the City's pricing policy objectives in each of the internal budget groups.

---

There are **3** regional parks in the Tucson Parks and Recreation system.

---

There are **12** metro parks in the Tucson Parks and Recreation system.

---

There are **13** community parks in the Tucson Parks and Recreation system

---

There are **64** neighborhood parks in the Tucson Parks and Recreation system.

---

There are **26** mini parks in the Tucson Parks and Recreation system.

---

The Tucson Parks and Recreation system maintains **27** school parks.

---

There are **11.48** miles of linear parks or greenways in the Tucson Parks and Recreation system.



# EXECUTIVE SUMMARY



## EXECUTIVE SUMMARY

**“To provide a park system offering high quality facilities, programs and services for Tucsonans of all ages and abilities.”**

City of Tucson Parks and Recreation Department's Mission

The Master Plan team is pleased to present the City of Tucson Parks and Recreation System Master Plan, developed through extensive public outreach to understand the community's perspective and establish support for the 5-Year plan. The Master Plan has been a collaborative process between the City of Tucson, its residents, partners, and stakeholders. The Master Plan serves as a roadmap to navigate community goals and build recommendations that provide policy makers an approach to leverage the City's parks and recreation resources with other community partners and initiatives. The Master Plan reinforces the objective to maintain the City of Tucson Parks and Recreation Department's national accreditation by the National Recreation and Parks Association's (NRPA) Commission for Accreditation of Park and

Recreation Agencies (CAPRA). The Master Plan is a “living document” that adapts to changes within the community over time.

Special thanks to the City of Tucson Mayor and Council Members who provided tremendous insight and aspects for consideration as the master planning team examined diverse community needs. The public outreach process and data-driven analyses are stronger because of the ward-based perspectives.

The City of Tucson is in the midst of recovery from the last recession. The City was forced to make budgetary decisions to maintain core services while weathering the economic downturn. The development of this Master Plan is timely as the City begins to experience new growth. The master plan process supports the reevaluation of the community's priorities to develop measurable, realistic goals for implementation over the next five years.

## Purpose

The purpose of the Tucson Parks and Recreation System Master Plan is to:

- Guide decision-making;
- Provide insight into changing community needs and perspectives;
- Understand the level of service being provided to the community;
- Evaluate available resources and how to most strategically invest;
- Develop a prioritized action plan that is Mayor and Council approved;
- Reinforce Plan Tucson; and,
- Support CAPRA accreditation.

## Approach

The planning process for the Parks and Recreation System Master Plan is based on extensive community outreach combined with data-driven analyses of parameters of the Tucson Parks and Recreation Department. The master plan team listened to input and ward-based considerations from the City of Tucson Mayor and Council members during ward-based progress meetings in the Fall 2015 and Summer 2016. Insight from the City's elected officials gives voice to the ward-based diversity in the Tucson community and is essential to understanding community needs.

The approach to developing the Tucson Parks and Recreation System Master Plan consists of:

- **Community Outreach:** An extensive series of public input opportunities across the community with broad advertising.
- **Community Survey:** A statistically valid survey of randomly selected households across the City of Tucson.
- **Demographic Analysis:** A review of Tucson's diverse community as it's changing over time.
- **Relevant Plan Review:** An assessment of long term goals through the review of relevant plans and studies including the 2006 Tucson Parks and Recreation 10-Year Strategic Service Plan and Plan Tucson.
- **Programming Analysis:** The review of operational and maintenance processes for the department as a whole and recommendations to maintain a safe, clean and quality parks system.
- **Benchmarking:** A benchmarking comparison

with other large parks and recreation departments in arid regions.

- **Inventory and Conditional Analysis:** The review and update of the existing inventory of parks, recreational facilities, trails, and recreation programs. Scoring between 1 (lowest) and 5 (highest) is assigned to park amenities. Scores for individual amenities in a park are aggregated to assign a conditional score for the park overall. **Level of Service Analysis:** An evaluation of the Level of service (LOS) being provided to the community compared with local, regional and national standards. Identification of potential gaps in existing parks and recreation facilities and programming.
- **Resource and Funding Analysis:** Identification of trends in operating and capital budgets over the last five years.
- **Operations Analyses:** A review of service, management and operations trends and approach. An analysis of the potential for improvement to existing parks, joint development opportunities, and public trails development recommendations.
- **Marketing:** Responding to the community's priority of increasing awareness of Tucson parks and recreation facilities and services, Gordley Group provides a foundation for developing a social media marketing approach. The prioritized recommendations for developing a social media marketing approach is included in the Prioritized Action Plan, a component of the recommendations.
- **Economic Impact of Tucson Parks:** An estimate of the economic impact of Tucson's parks and recreation developed by the Trust for Public Land.
- **Recommendations:** Prioritized action strategy to guide the department over the next five years that is informed by community input and data-driven analyses.

Tucson Parks and Recreation retained the master plan team of consultants in 2015 to provide an objective review of existing parks and recreation operations and develop prioritized recommendations to support strategic operations for the next five years. The master plan team consists of:

- Norris Design for parks and recreation planning and development;
- Gordley Group for marketing and public



outreach;

- ETC Institute/ Ron Vine and Associates for a statistically valid community survey; and,
- Trust for Public Land for an economic impact analysis of Tucson's parks.

## Areas of Focus

Public outreach resulted in the identification of key areas of focus as the department moves forward. The following areas of focus represent the Tucson community's key priorities and are intended to guide the City of Tucson's delivery of community services and recreation for the next five years.

### Reinvestment

Reinvestment in existing facilities and parks is a consistent theme expressed by the public and civic leaders during the public input process. As part of reinvestment, maintenance is paramount to deliver and improve the current level of services provided to the community.

### Awareness

Strategic marketing and communication efforts can help raise awareness and contribute to active lifestyles and a healthy community. Citizens' awareness of available programs and facilities was identified, as a part of the community survey and public engagement process, as a significant opportunity for the City to address to build a strong bridge between the Tucson Parks and Recreation Department and the community it serves.

### Partnerships

The City of Tucson Parks and Recreation Department has worked to establish and maintain strong partnerships with local agencies, neighborhood associations, sports organizations, school districts, and Pima County. Continuing to build on those partnerships, and expand to work with new agencies and organizations within and outside of the community, will be important moving forward. These partnerships will help to establish alternative sources of funding and in-kind services such as volunteerism, bringing together those with mutual goals to take advantage of existing facilities, share facilities, and provide additional programming and services to the community.

### Health and Wellness

In recent years, health and wellness has been pushed to the forefront of park and recreation

agencies and programming. In 2012, the National Recreation and Park Association established a health and wellness pillar, thus recognizing it as a critical area to focus their efforts. Through this master planning process, and various forms of public outreach, the greater Tucson community strongly recognizes the link between parks and recreation to the city's overall physical health, to quality of life, and to a sense of place. Parks provide measurable health benefits, from encouraging direct contact with nature and the local environment, to opportunities for physical activity and social interaction. Throughout the master planning process, the community has indicated a desire for the Tucson Parks and Recreation Department to focus on public health and wellness through parks, facilities and programs.

## Recommendations

Recommendations are the result of extensive community outreach coupled with data-driven analyses of the Tucson Parks and Recreation Department's facilities, programs, services and operations. Recommendations include a Prioritized Action Plan categorized by the four areas of focus – reinvestment, awareness, health and wellness, and partnerships. Also included in the plan's recommendations are capital improvement projects that respond to the community's call for reinvestment in priority, existing facilities – playgrounds, ramadas, restrooms, sports fields and lighting, centers and pools, as well as for investment in expanded connectivity with the development of multi-purpose paths that connect existing parks to neighborhoods.

The Prioritized Action Plan recommends targeting existing capital funding to the community's priority facilities as well as developing new sources of funding to invest in priority facilities through a proposed sales tax referendum or bond issue, a self-sustaining fund based on revenue allocation, an extraordinary maintenance fund based on ear marked operating funds, and a strengthened pursuit of grants from state and federal grant programs, some of which are now available after many years of being unfunded.

Recommended capital improvements focus on the community's priority facilities – playgrounds, ramadas, restrooms, sports fields and lighting, multi-purpose paths for connectivity, centers and pools. The capital improvements are prioritized

based on reinvestment, i.e. renovation or replacement. Renovations or replacements that result in decreased operations and maintenance impacts are the highest priority. New facilities that increase level of service are prioritized if the new facility reaches under-served areas of the community. Conditional or quality scores that were assigned to existing facilities during the inventory and assessment component of the master plan inform capital recommendations for renovation and replacement. Geographic gaps in levels of service across the Tucson community inform recommendations for new facilities.

## Summary

The master plan process yielded many diverse perspectives as we engaged in a productive dialogue with the community. The recurring commonalities among diverse stakeholders made it clear quality parks, trails and recreational facilities are very important (81% of survey respondents) to residents. The Tucson Parks and Recreation Department is a vital asset for the community that requires and deserves reinvestment to maintain and improve the delivery of services to the community.

Parks, recreation, programming, open space, trails, and community events are an integral part of Tucson's community fabric, serving to strengthen its community interaction, culture, image and unique sense of place. In turn, these resources help define the quality of life and make Tucson a great place to live. The Parks and Recreation System Master Plan is intended to be the guiding document to deliver the Tucson Parks and Recreation Department's mission for quality facilities, programming services for Tucsonans of all ages and abilities.

Thank you to the Mayor and Council, City Staff, Tucson Parks and Recreation Commission members and residents who contributed their time and input to this master plan for the betterment of the recreational experience in Tucson.











## INTRODUCTION

The City of Tucson Parks and Recreation Department has invested in an updated master plan to establish a 5-Year roadmap that is based on extensive community input coupled with data-driven analyses of the department's operations, programming, organizational structure and relevant planning. Starting in Fall 2015, the master plan update kicked off a public input process to seek out a high level of public participation from Tucson's citizens and stakeholders. Final recommendations include a prioritized action plan for strategic investment in responding to the community's priorities for reinvestment in existing facilities, increased public awareness of what's offered by the Tucson Parks and Recreation Department, health and wellness opportunities and partnerships. The final City of Tucson Parks and Recreation System Master Plan is scheduled for adoption by the Mayor and Council in Fall 2016.

Because of the global economic crises, the City of Tucson as an organization had to restructure and innovate to continue to meet the expectations of its citizenry. Although Tucson's growth slowed and many previous trends in parks and recreation were altered, the City of Tucson Parks and Recreation Department pursued its mission: To provide a park system offering high quality facilities, programs and services for Tucsonans of all ages and abilities.

The downturn in Tucson's economy that began shortly after the department's previous master plan was adopted and that persisted until signs of economic recovery in 2014, created a need for reassessment. The department's updated master plan, the Parks and Recreation System Master Plan, evaluates existing operations and prepares guidelines for the next five years that take into account revised priorities, new operating systems and new approaches to serving the citizens of Tucson.

### Purpose

With the importance of parks and recreation programs and services to the quality of life, the Tucson Parks and Recreation Department has an essential role in the lives of the people it serves. The purpose of the Tucson Parks and Recreation System Master Plan is to support the efficiency and effectiveness of the department's operations. The Tucson Parks and Recreation Department is accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA), part of the National Recreation and Parks Association. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.

# Tucson Parks and Recreation by the Numbers:

Tucson's population: **526,116**

Number of parks: **127**

Acres of developed parks: **2,658**

Number of recreation centers: **19**

Number of regional parks (200 - 400 acres): **3**

Number of metro parks (40 - 200 acres): **12**

Number of community parks (15 - 40 acres): **13**

Number of neighborhood parks (1 - 15 acres): **64**

Number of school/park joint use agreements: **27**

Number of mini-parks: **26**

Number of greenways/trails: **4**

Number of public plazas: **3**

Number of skate parks: **3**

Number of dog parks: **5**

Number of pools: **18**

Number of stand-alone splash pads: **2**

CAPRA standards for national accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with the standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and tax payers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality. Having a public supported master plan is one of the standards of excellence that is required to maintain accreditation.

For the Tucson Parks and Recreation Department, an updated master plan:

- Guides decision-making;
- Provides insight into changing community needs and perspectives;
- Assesses the level of service being provided to the community;

- Evaluates available resources and how to most strategically invest;
- Develops a prioritized action plan that is Mayor and Council approved;
- Reinforces Plan Tucson; and,
- Supports CAPRA accreditation.

## Approach

The Tucson Parks and Recreation System Master Plan develops a vision for sustainable operations and programming using objective tools that inform City leadership. The approach that is incorporated into the master planning process includes:

- **Demographic Analysis:** Review of Tucson's diverse community as it is changing over time.
- **Relevant Plan Review:** Assessment of long term goals through the review of relevant plans and studies including the 2006 Tucson Parks and Recreation 10-Year Strategic Service Plan and Plan Tucson.
- **Programming Analysis:** The review of the Tucson Parks and Recreation leisure classes and activities offered, and how they have changed over time.
- **Benchmarking:** A benchmarking comparison with other large parks and recreation departments in arid regions.
- **Inventory and Conditional Analysis:** Review and update of the existing inventory of parks, recreational facilities, trails, and recreation programs.
- **Level of Service Analysis:** An evaluation of the Level of Service (LOS) being provided to the community compared with local, regional and national standards. Identification of potential gaps in existing parks and recreation facilities and programming.
- **Resource and Funding Analysis:** Identification of trends in operating and capital budgets over the last five years.
- **Operations Analyses:** A review of service, management and operations trends and approach. An analysis of the potential for improvement to existing parks, joint development opportunities, and public trails development recommendations.



- Marketing: Responding to the community's priority of increasing awareness of Tucson parks and recreation facilities and services, Gordley Group provides a foundation for developing a social media marketing approach.
- Economic impact of Tucson parks: An estimate of the economic impact of Tucson's parks and recreation developed by the Trust for Public Land.
- Recommendations: Prioritized action strategy to guide the department over the next five years that is informed by community input and data-driven analyses.

## Tucson Parks and Recreation Department

The Tucson Parks and Recreation Department is a large department with a focus on urban parks and recreation that offers a tremendous diversity of programs, services and facilities for a broad range of interests. The Department collaborates with many local partners to meet the recreational needs of the Tucson community.

### Programs and Services

Tucson Parks and Recreation has a variety of leisure classes and opportunities for personalized interests. Pottery, health and fitness, motor development for children, walking, swimming, and a wide selection of indoor and outdoor recreation activities available for Tucsonans of all ages and abilities.

### Parks

Tucson's parks are great places to exercise, play, learn, picnic, and relax. Tucson Parks and Recreation operates and maintains parks throughout Tucson including Active and Passive Recreation Parks, Natural and Cultural Resource Parks, River Parks and Greenways, Plazas, and Gardens. In addition, the Department also

maintains many undeveloped park properties, which may be developed in the future, and open space properties, which are preserved as open space.

### Pools and Splash Pads

Eighteen pools are open either year-round, for an extended season or the summer season. Two stand-alone splash pads are offered for the extended season that allow residents an opportunity for cooling down with no entry fee. These features are very popular amongst residents of all ages and abilities.

### Rentals

Tucson Parks and Recreation rents sports fields and lights, ramadas, meeting space and special event areas.

In addition to parks, recreation centers, and pools, the City of Tucson Parks and Recreation Department has a variety of facilities and special places that can comfortably accommodate picnics, parties, and weddings. Tucson's facilities offer stunning outdoor locations, unique mountain views, opportunities to enjoy Tucson's diverse cultures, and opportunities to enhance the quality of life for Tucsonans.

### City Sports

Summer track and field, road races, and City sports leagues are the focus of Tucson Parks and Recreation's sports program. Events at the All-comers Track and Field include long jump, turbo javeline, shot put, high jump, 50/100/200/400 meter dash, 400/1600 relay and 800/1600/3200 meter runs. Ribbons are given to top finishers. Road Races events include 1-mile predict, 2K and 5K (distance may vary depending on location).

## Classes and Activities Offered by Tucson Parks and Recreation

Adaptive aquatics  
 Aquatics  
 Arts and crafts  
 Ceramics  
 Dance  
 Drawing and painting  
 Gymnastics  
 Jewelry  
 Health and fitness  
 Junior Staff in Training

KIDCO  
 Motor development  
 Music  
 Photography  
 Sports camps  
 Sports classes  
 Theater  
 Therapeutics  
 Youth and teen programs

## City Softball League

Tucson Parks and Recreation supports a softball league that develops teams based on a no-fee, free agent list of participants. Registration to be a team member is required.

## Special Events

Annual special events that are produced by Tucson Parks and Recreation are:

- Shakespeare in the Park;
- Halloween Boo Bash;
- Family Festival in the Park;
- Reid Park Holiday Arts and Crafts Fair;
- Senior Olympics Festival; and,
- Eggstravaganza.

The events are well attended and serve to build a connection between Tucson Parks and Recreation and the Tucson community.

## Reid Park Zoo

Reid Park Zoo's mission is "to encourage commitment to the conservation of biological diversity and to provide educational and fun experiences for visitors of all ages."

The Zoo, founded in 1965 with a collection of birds, prairie dogs, farm animals, and a few squirrel monkeys, has expanded to a 24-acre campus that houses hundreds of animals in naturalistic exhibits and host over 600,000 annually. Reid Park Zoo is accredited by the Association of Zoos and Aquariums (AZA).

## Reid Park Zoological Society

The mission of the Reid Park Zoological Society is "To support, advocate for, and enhance the value of Reid Park Zoo for the community."

## Partnerships

Many partnerships are part of Tucson Parks and Recreation's approach to meeting community needs. Key partners include Tucson Clean and Beautiful, Arizona Game and Fish, the Tucson Audubon Society and private donors interested in memorializing a loved one.

## Tucson Clean and Beautiful

Tucson Clean and Beautiful is a long standing partner in delivering quality open space to the Tucson community. The Adopt-a-Park and Public Areas program includes parks both in the City of Tucson and in eastern Pima County, as well as other public areas such as streets and paths/trails. There are currently over 260 public sites adopted by community groups throughout metropolitan Tucson with many more waiting to be adopted.

## Arizona Game and Fish Department

Arizona's Community Fishing Program is recognized nationally as one of the best in the country. The Program is a partnership with the Arizona Game and Fish Department (AZGF) and local Parks and Recreation Departments to intensively stock and manage park lakes for fishing recreation.

## Memorial Trees and Benches

Private donors may make a donation to the Tucson Parks and Recreation Department for the purpose of planting a tree or installing a bench with a plaque in memory of a deceased individual.

## Tucson Audubon Society

Over 350 species of birds have been sighted in the Tucson metropolitan area which makes Tucson a bird-watcher's paradise. Tucson is surrounded by beautiful natural areas which are prime birding sites, but you don't have to leave the city to see a large variety of birds.

**Table 1.1 - City of Tucson Pools and Splash Pads by Season**

Year-round	Extended Season	Summer Season
Catalina Pool	Amphitheater Pool	El Pueblo Pool
Clements Pool	Archer Pool	Freedom Pool
Edith Ball ARC	Balboa Heights Splash Pad	Himmel Pool
Sunnyside Pool	Catalina Park Splash Pad	Jacobs Pool
	Fort Lowell Pool	Kennedy Pool
	Quincie Douglas Pool	Mansfield Pool
	Udall Pool	Menlo Pool
		Palo Verde Pool
		Purple Heart Pool

Tucson Parks and Recreation and the Tucson Audubon Society has developed a map showing 45 birding sites in the greater Tucson metropolitan area. The printed version of the map is available at Tucson Parks and Recreation locations and Tucson Audubon Nature Shops.

### **Program Diversity**

Tucson Parks and Recreation has a tremendously diverse array of offerings that supports the many different stakeholders and user types. The Department has long standing partnerships and stakeholders with whom collaboration occurs. The Department's diverse offerings mirror the diversity of the Tucson community.

### **Master Plan Team**

The consultant team for the Parks and Recreation System Master Plan is led by Norris Design and includes Gordley Group for public outreach support and marketing recommendations, ETC Institute/Leisure Vision for a statistically valid citizen survey and the Trust for Public Land for the estimation of the economic impact of the City of Tucson's parks, programs and services.



# DEMOGRAPHIC ANALYSIS

3



## HIGHLIGHTS

1	Demographic data plays a critical role in parks and recreation master planning, and includes categories such as population, age, sex, race, household size, income, home value, etc.
2	The City of Tucson is growing at a slower rate than the communities around it. An age breakdown for the City shows a decrease in young families and an increase in residents over 65. However, the percentage of young people and families is still greater than the surrounding region.
3	The number of households in Tucson with low income levels is expected to decrease by 2020. Despite an upward trend in income, however, there will still be residents within the community that may not be able to afford City's services.
4	By the year 2020, 46% of the City of Tucson's population will identify themselves as Hispanic, which is higher than in the rest of the state or the country.
5	Tucson's Stress Index identifies distance to parks or open space as the greatest determining factor of park use, especially for youth.
6	Connecting residents to facilities and establishing facilities in proximity to residents will be important as the community grows.

## The Importance of Local Demographic Projections

An effective analysis tool to guide planning for the City of Tucson's parks and recreation facilities and services is a demographic and community profile analysis. Projections of Tucson's demographics for the years 2015 and 2020 help guide policy makers and staff in effectively allocating resources to priority needs in the community.

Tucson's local demographic projections are also useful in supplementing information related to regional and national trends in parks and recreation. Overlaying an analysis of local, regional and national trends in parks and recreation with Tucson's demographic projections provides a focused perspective on planning for Tucson's future parks and recreation needs and how City of Tucson policy makers may best approach those needs within the realities of budgets and staffing levels.

### Data Source

Unless otherwise noted, the raw data used for the demographic analysis that follows was compiled by evaluating data from Esri, which uses projections from the 2010 census for the 2015 and 2020 numbers. The team has chosen not to use Pima Association of Governments (PAG) data due to the fact that PAG only prepares population level projections. For this project it is essential to have those projections broken out by age, race, sex, households, income and housing. Our team concluded that the most reliable source of population data outside of PAG was Esri because of their use of Census data as the bases for their projections. See below for a further Analysis of Esri data and how it's collected.

Esri data: Esri begins with earlier county estimates from the US Census Bureau<sup>1</sup>. Because testing has revealed improvement in accuracy by using a variety of different sources to track county population trends, Esri also employs a time series of county-to-county migration data from the Internal Revenue Service, building permits and housing starts, plus residential postal delivery counts. Finally, local data sources that tested well against Census 2010 are reviewed. The end result balances the measures of growth from a variety of data series.

<sup>1</sup> The latest estimates available were 2013 population estimates from the Census Bureau, CO-EST2013-Alldata.xlsx.

The 2015/2020 updates also include an additional database from Metrostudy that more than doubles Esri's geographic coverage and the number of units planned and completed. The addition of this database gives the housing unit update a finer level of granularity and insight into smaller housing markets across the nation. Tracking residential development since 2010 with Esri's enhanced demographic and spatial analysis tools also provides better information for the five-year forecasts than past trends.



Esri's annually updated demographics database ensures the most accurate current-year estimates and 5-year projections of U.S. demographic data for categories including the following:

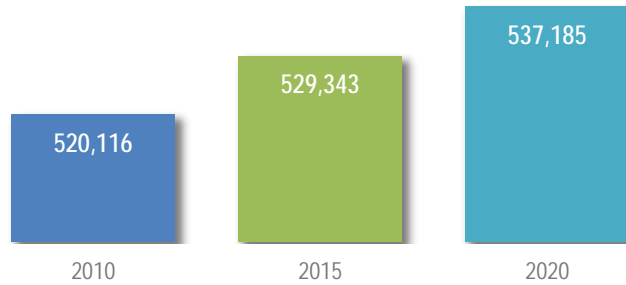
- Population—Such as age, sex, race, Hispanic origin, labor force, educational attainment, marital status, civilian labor force and employment by industry and occupation
- Households—Such as total households, total family households, average household size
- Income—Such as household income, per capita income, age by income, disposable income, net worth
- Housing—Such as home value, tenure (owner/renter), vacant units



## Population Forecast

The City of Tucson, Arizona appears to be growing at a slower rate than Pima County, the State of Arizona and the United States. Tucson is projected to experience a 0.29% annual population growth rate for the 5 year period between 2010 and 2020, from 529,343 to 537,185 residents. This rate of growth is below the rate projected for Pima County (0.51%), the State of Arizona (1.12%) and the U.S. (0.75%) for the same period. The projected population for Tucson is illustrated in Figure 3.1 depicts Tucson's population from the 2010 Census and population projections for 2015 and 2020 calculated by Esri based on the 2010 Census data.

**Figure 3.1: Population Projections**

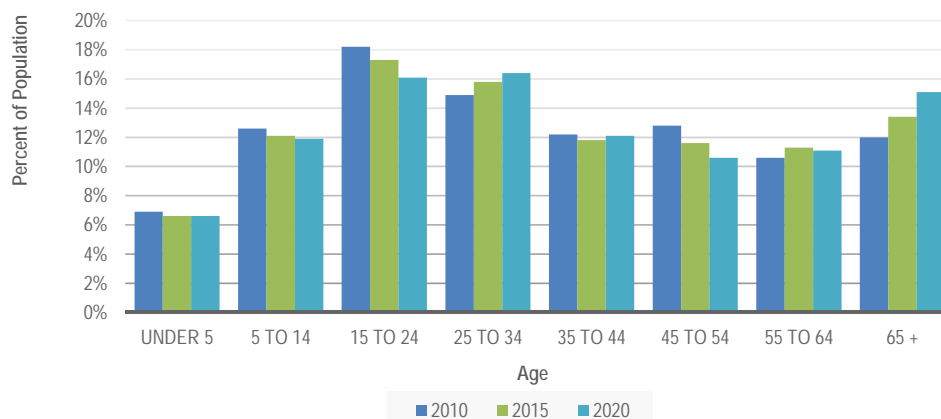


Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

## Age Distribution

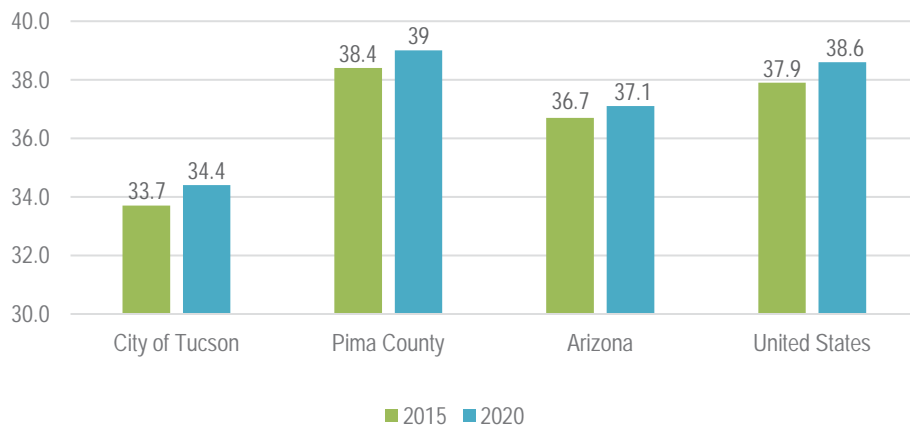
A profile of the distribution of age ranges within Tucson is critical to parks and recreation planning since different age groups can have different needs and usage patterns for parks and recreation facilities and programs. Figure 3.2 illustrates the population trend of the City of Tucson by age groups. The trend depicted in the chart indicates a continuous decline between 2010 and 2020 in the percentage of the population of those aged 15 to 24 and 45 to 54. These age groups together typically indicate families with children moving out of the house and parents of older children or early empty-nesters. It is possible that many of them are staying in Tucson and aging in place, as there is an increase in the next oldest age group of 25 to 34. Those age 55 and above have steadily been increasing since 2010, with a larger increase in those over 65. These trends indicate while there are still young families in the City of Tucson, as the population increases, their percentage of the whole will likely remain relatively stable, while those who are empty nesters or retirees are becoming a higher percentage of the population overall.

**Figure 3.2: Population by Age Group**



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

**Figure 3.3: 2015-2020 Projected Median Age**



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

The age of Tucson’s population, however, when evaluating the median age, is significantly younger than Pima County, the State of Arizona and the United States (Figure 3.3). This figure illustrates that the City of Tucson’s projected median age in 2020 will be 34.4 years, which is younger than the projected median age of Pima County (39), the State of Arizona (37.1) and the nation (38.6).

Despite the decreasing growth of young people shown by the 15 to 24 year olds category in Figure 3.2, Tucson has a higher percentage of the population within that category than Pima County, the State of Arizona and the United States (Figure 3.4). As depicted by the decreasing growth rates of young families shown by the under 5, 5 to 14 and 45 to 54 categories in Figure 3.2, Tucson has a lower percentage of the population within those categories as compared to Pima County, the State of Arizona and the United States (Figure 3.4). However, confirming the growth of those 25 to 34 and over 65 shown in Figure 3.2, Figure 3.4 shows those age groups represent a greater portion of the population than the region, state and nation. This split in growth data means that while there are a substantial number of young people and young families within Tucson, it will be important to meet the needs not only of those families but the older adults within the community as well. Also see Household Makeup for a more detailed breakdown of household makeup and trends.

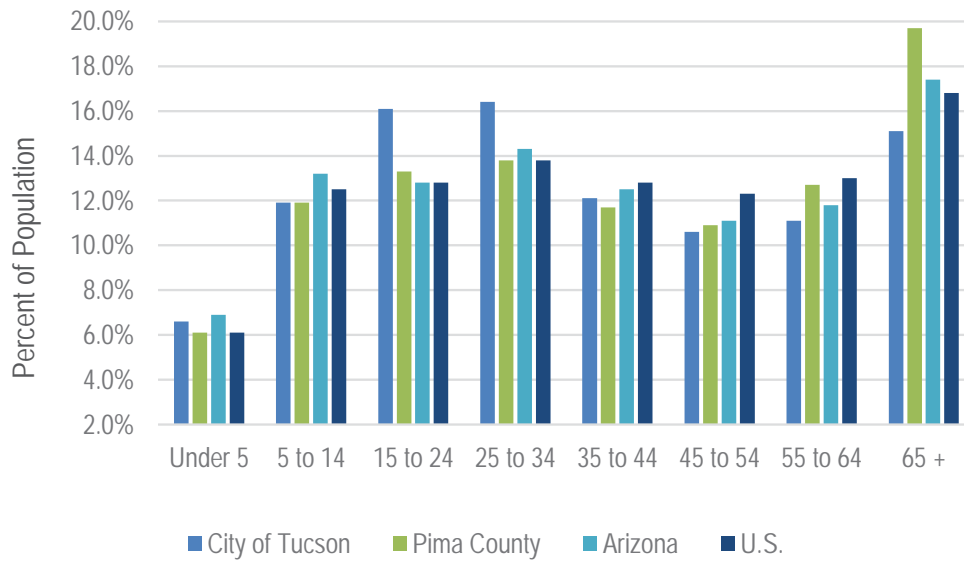
According to the National Recreation and Park Association (NRPA) physical activity is important to the well-being and health outcomes for all age groups. As an NRPA article entitled Quantifying

the Contribution of Public Parks to Physical Activity and Health states, “Urban green space and public recreation areas, or “parks,” are often viewed as key factors in increasing physical activity, thereby preventing obesity and reducing the incidence of chronic medical conditions, not to mention improving mental health and overall quality of life. Parks may also improve public health by increasing social interaction, reducing stress through exposure to nature, and more”<sup>2</sup>. Connecting and linking the users all age groups to parks and/or particular elements of parks will contribute to improved community-wide health.

<sup>2</sup> Han, B., Cohen, D., & McKenzie, T. L. (2013). Quantifying the Contribution of Neighborhood Parks to Physical Activity. *Preventive Medicine*, 57(5), 483–487. doi:10.1016/j.ypmed.2013.06.021



**Figure 3.4: 2020 Comparative Age Group Projections**



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

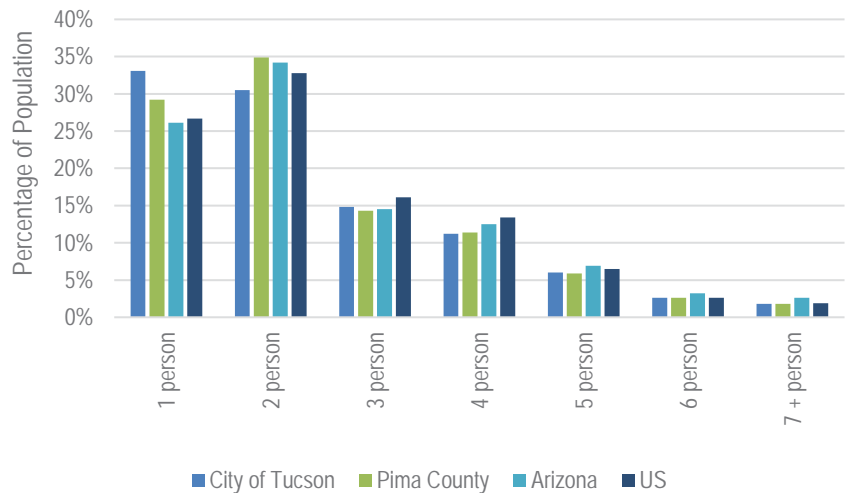
**Table 3.1 - City of Tucson, Arizona’s Demographic Groups and Recreation Needs**

Age Group	2010	2015	2020	Characteristics and Recreation Needs
Under 5	6.9%	6.6%	6.6%	Preschool and toddler programs
				Playground users
				Experience park and recreation facilities and programs with an adult
5 to 14	12.6%	12.1%	11.9%	Youth athletics and after-school programs
				Growing interest in non-traditional, individual activities
15 to 24	18.2%	17.3%	16.1%	Teen and young adult programs
				Extreme sports and adventure-related activities
25 to 34	15.0%	15.8%	15.4%	Adult program participants
				Young families
35 to 44 and 45 to 54	25.0%	23.4%	22.7%	Adult program participants
				Combined age groups - have similar needs and demands for recreation programs and facilities
				Families range from preschool to early empty nesters
55 to 64	10.6%	11.3%	11.1%	Active older adult programming
				Empty nesters approaching retirement
				Often have grandchildren who use facilities and programs
65 and older	11.9%	13.4%	15.1%	Older adult programs
				Social networking and healthcare related programs
				Range from healthy and active to more physically inactive

## Household Makeup

In 2015, Tucson's household makeup is fairly consistent with Pima County, with the average household size the same or just slightly lower (2.43) than Pima County (2.46), however Tucson's average household size is smaller than the State of Arizona's (2.63). Figure 3.5 shows a larger segment of the households with one person only and less households with two to four persons (compared to Pima County, the State of Arizona and the United States). In 2010, 30.5% of the households in the City of Tucson included children. This is 0.7% more than the percentage of households with children in Pima County (29.8%) and 3.1% less than households in the State of Arizona (33.6%). All of these statistics indicate smaller families with fewer children living at home. However, it is also important to note that the population over the age of 65 is expected to increase significantly in the next 5 years, which will increase both the number of one and two person households, and/or multi-generational households. Additionally, the expected population growth of 25 to 34 year old age group may result in more young families and households containing 3 or more persons. The smaller household size and households with children, as well as the increase in the mature demographic shows a divergent need of programming to meet the needs of the community.

**Figure 3.5: Households by Size**



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

## Household Income

Figure 3.6 shows an increase in household income over \$50,000 and decreases in household incomes below \$50,000 between 2015 and 2020. Yet, when reviewing household income data, it is important to keep in mind that the higher number of people in a household also impacts the amount of disposable income. When evaluating this trend against the local and state projections, Pima County and the State of Arizona also sees an increase in household incomes over \$50,000 and a decrease below \$50,000, which is also consistent with national trends.

**Figure 3.6: Median Household Income Trends**



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

Data shows that income and physical activity are positively correlated; when one rises, the other rises. The number of households in Tucson with low income levels is expected to decrease and those with moderate and higher income levels are expected to increase by 2020 (see Figure 3.6). For parks and recreation, income levels often influence programming, facilities and fee structures. For example, operations and maintenance costs will increase as the City takes on more parks, and when considering fee increases or additional programs or facilities, it will be important to evaluate those programs and



facilities for community vs. individual benefit. Additionally, despite an upward trend in income, there may still be residents within the community that may not have the ability to pay, but may be most in need of the City's services.

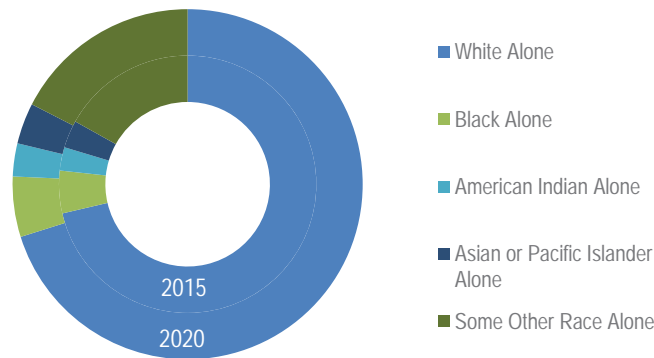
## Race and Ethnicity

Race and ethnicity influence cultural trends and play a role in park and recreation needs and desires. Trends can be found in the ways that different ethnic groups use parks, recreation facilities and the types of programs they seek. As Figure 3.7 illustrates, the City of Tucson's racial makeup is predominately "white alone"<sup>3</sup> and will remain so over the next five years. The City of Tucson is more racially diverse than Pima County, the State of Arizona and the United States as a whole. The percentage of the population in 2020 that is anticipated to be "white alone" will be higher in Pima County (71.5%), the State of Arizona (69.7%) and the United States (69.4%) than within the City of Tucson (66.7%).

2020 projections for Tucson show the population identifying themselves as Hispanic at 46.0% (which is higher than the percentage of state residents (32.1%) and US residents (19.1%)). Therefore, it will be important to consider Hispanics in the recreation programming, services and facilities. The City should provide services, facilities and programs similarly to peer agencies within the State of Arizona, but since the number of people identifying themselves as Hispanic is higher than national numbers, national trends in programming and services may not be as relevant.

It is also important to note that the data from the 2010 Census (and the associated projections provided by Esri) also shows that there is a larger percentage of people who chose the "Some other Race" category in Tucson (16.6%) as compared to Pima County (13.5%), the state (12.8%), and the US (7.1%). Further identifying Tucson as having a highly diverse racial composition.

**Figure 3.7: 2015 and 2020 Projected Population by Race**

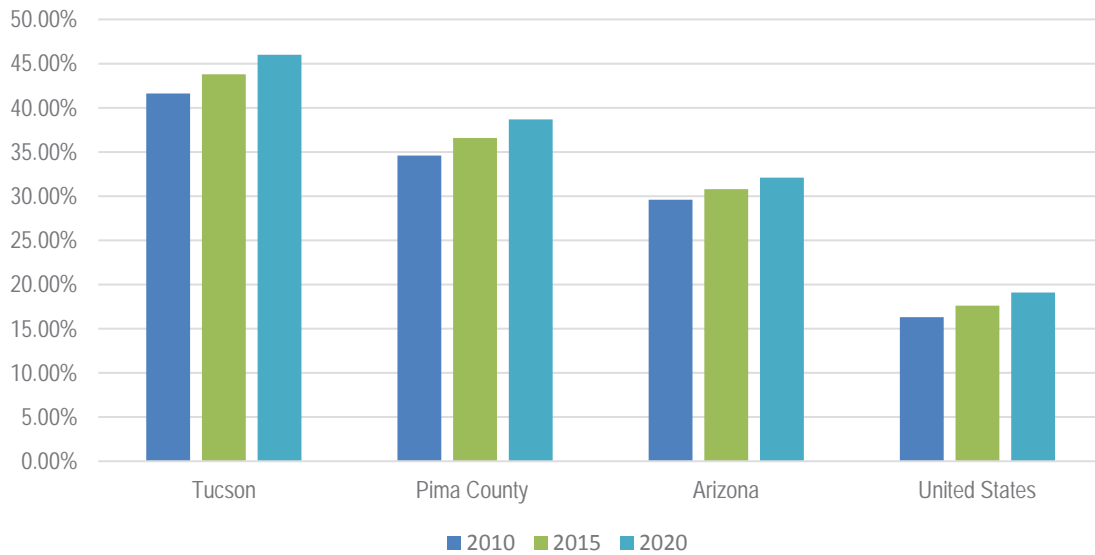


Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

<sup>3</sup> According to U.S. Office of Management and Budget, "White" refers to a person having origins in any of the original peoples of Europe, the Middle East, or North Africa. The White racial category includes people who marked the "White" checkbox. It also includes respondents who reported entries such as Caucasian or White; European entries, such as Irish, German, and Polish; Middle Eastern entries, such as Arab, Lebanese, and Palestinian; and North African entries, such as Algerian, Moroccan, and Egyptian. People who responded to the Census questionnaire on race by indicating only one race are referred to as the "race alone" population, or the group who reported only one race. For example, respondents who marked only the "White" category on the census questionnaire would be included in the White alone population. This population can be viewed as the minimum number of people reporting White.

**Figure 3.8: Comparison of Population by Hispanic Origin**



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography (downloaded by Norris Design Aug. 2015).

## City of Tucson Neighborhood Stress Index

The first City of Tucson Poverty and Urban Stress Report was published in February 2007, prior to the start of the longest recession since the Great Depression. In 2012, the City of Tucson updated its analysis of poverty and urban stress. It made use of data gathered by the US Census Bureau at the tract level to calculate measures of relative stress at the neighborhood level. Twenty seven indicators of need and dependency, with an emphasis on housing, were combined into an index. Census tracts within the city were then characterized in terms of the extent to which their stress levels were higher, or lower than the average stress levels across all tracts in the city. This measure of how “neighborhoods” differ from each other tells us nothing about how our neighborhoods compare with others within the state, or within the nation.

The results of this analysis shows that overall poverty within Tucson increased during the study years 2007-2012. However, the most recent U.S. Census Bureau American Community Survey (ACS) report on poverty providing 2013 data reports the City of Tucson’s poverty rate was determined to be at 21.8%, down from the reported 26.6% in 2011. Nevertheless, when examining individual indicators the newest data has mixed results when compared to 2011 data. The one-year ACS data reports that for the City of Tucson, 33.6% of all children (ages 0 to 17) live in poverty compared to 29.7% in 2011, indicating an increase in childhood poverty. The same report reveals that 18.5% (up from 14.7% in 2011) of all families are in poverty and 35.7% (down from 44.3% in 2011) of all female headed households with children (no spouse present) are below the poverty level.

By mapping and examining all twenty seven indicators of need and dependency, in particular access to parks and open space, a complete picture of Tucson’s high stress areas are easily discernable. The newest maps indicate that central Tucson as well as neighborhoods on either side of the I-10 corridor and especially south of Drexel Road between I-10 and I-19 are high stress areas.

Tucson’s Stress Index tells us a lot about adequate access to parks and open space for Tucson residents. According to an article entitled, “Spatial Disparities in the Distribution of Parks and Green Spaces in the USA”, living far from safe and well-equipped parks and public open spaces is more than an inconvenience, it is a contributing factor to a serious public health threat. Access to parks and open space directly correlates with decreased rates of obesity in adults and children. The benefits of parks include improved physical and mental wellness. Park and recreation programs provide positive

alternatives to gangs and crime. Parks contribute to community building and bring people together. Green space provides important economic and environmental benefits, creating green jobs, raising property values, filtering out air and water pollutants, and offering shady places to lie under a tree on a hot day. Parks help preserve our cultural heritage and Native American Sacred Sites.

### Health and Related Factors

Research shows that a person’s physical activity level, which by extension is a large determinant of their overall health, is determined by many factors, including education, income, number of household members, and gender. According to the Centers for Disease Control and Prevention in “Physical Activity and Good Nutrition: Essential Elements to Prevent Chronic Diseases and Obesity, At a Glance 2008”

“Despite the proven benefits of physical activity, more than 50% of U.S. adults do not get enough physical activity to provide health benefits; 25% are not active at all in their leisure time.”

“Activity decreases with age, and sufficient activity is less common among women than men and among those with lower incomes and less education.”

“About two-thirds of young people in grades 9–12 are not engaged in recommended levels of physical activity.”

Specifically in the State of Arizona, according to the CDC’s Physical Activity statistics, in 2013 (the latest year the data is available for the state), 51.9% of respondents meet the recommended physical activity objectives through lifestyle activities (i.e. household, transportation, or leisure-time activities). However, when specifically focusing on leisure-time physical activity, 25.2% of the respondents noted no leisure time physical activity within the previous month, this matches the 2008 data for Pima County as well (24.0%). Sports and leisure trends in Tucson, however, are positive. In the last 12 months, Tucsonan’s have been walking, biking, swimming, lifting weights and more. Table 3.2 shows the percentage of Tucsonan’s engaged in a particular activity within the last 12 months.

Research has also shown that the availability of opportunities to engage in physical activity is positively correlated with the amount of physical activity people engage in. Therefore, while the natural setting and mild climate of the State of Arizona encourages physical activities, the availability of local and accessible parks and recreation services are also vital to increasing physical activity across all age sectors and plays a key role in reducing obesity rates. When evaluating the availability of these opportunities, one must consider their accessibility and proximity to residents in addition to their mere existence. Physical barriers, safety concerns, and distance to parks and facilities often prevent residents from using the facilities and programs. Research has found that larger sizes of parks and open spaces does not necessarily increase how often or how much people use them, but rather the distance to the park or open space is the greatest determining factor, especially youth, who may not be able to walk or bike to and from a park from their homes or school because of distance or perceived barriers.

**Table 3.2 – City of Tucson, Arizona’s Sports and Leisure Trends**

Activity	Percent
Participated in aerobics in last 12 months	8.6%
Participated in basketball in last 12 months	8.4%
Participated in bicycling (mountain) in last 12 months	4.1%
Participated in bicycling (road) in last 12 months	9.1%
Participated in football in last 12 months	5.5%
Participated in Frisbee in last 12 months	5.4%
Participated in golf in last 12 months	8.9%
Participated in hiking in last 12 months	9.6%
Participated in jogging/running in last 12 months	13.0%
Participated in Pilates in last 12 months	2.5%
Participated in soccer in last 12 months	4.1%
Participated in softball in last 12 months	3.6%
Participated in swimming in last 12 months	14.5%
Participated in tennis in last 12 months	4.1%
Participated in volleyball in last 12 months	3.9%
Participated in walking for exercise in last 12 months	26.2%
Participated in weight lifting in last 12 months	10.5%



## Key Findings

The City of Tucson is growing at a slower rate than the communities around it. The age breakdown shows a decrease in young families and an increase in residents over 65. However, the percentage of young people and families is still greater than other communities in the region. Therefore, this split in growth data means that while there are a substantial number of young families within Tucson, it will be important to meet the needs not only of those families but the older adults within the community as well. The focus on additional services, facilities and programs should continue to serve a broad cross-section of the population. Connecting residents to facilities and establishing facilities in proximity to residents will be important as the community grows.











## HIGHLIGHTS

1	The 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan established six strategic directions based on the vision and core values developed during the planning process and over 140 specific actions.
2	Plan Tucson is a long-term policy document that emphasizes the connection between public safety and public health, and recognizes the City's important role in service delivery.
3	The Pima Regional Trail System Master Plan consists of 853 miles of existing and proposed trails, paths, greenways, river parks, bicycle boulevards, and enhanced corridors.



## Overview

The City of Tucson has well-established park, trail, open space, and recreation resources serving the community and region. The Tucson Parks and Recreation Department faces a challenge to provide for a large geographic area and a diverse population. A review of pertinent local and regional planning documents in relation to parks, open space, and recreation planning is part of the 2016 Parks and Recreation System Master Plan.

This review, in addition to conversations with representatives from the City of Tucson and other agencies, assists in providing a comprehensive understanding of common goals, as well as resources to improve key partnerships for parks, open space, recreation and trail connections within the City of Tucson. The planning documents highlighted in this section provide a wealth of information at a regional and community level, though only the portions most relevant to the City of Tucson are discussed in detail within this Master Plan. The timing of this master plan is optimal for thoughtful planning, sustainable programs and operations as many complimentary planning efforts are in the process for the region. An important part of this process was to analyze and integrate this Master Plan with current and previous planning projects, enabling the City to streamline planning efforts and maximize the use of resources. This master plan has taken the following documents into consideration during its development:

- 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan
- 2010 Pima Regional Trails System Master Plan
- 2012 City of Tucson General Plan – Plan Tucson
- 2015 Pima County Comprehensive Plan – Pima Prospers

## 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan

The 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan provides clearly defined strategic directions and goals to guide future parks and recreation actions. Additionally, three-year action plans with annual performance measures to track progress were established to ensure accountability. This plan did not define future decisions that had to be made. Instead, its purpose was to provide a framework to anticipate the future and guide decision-making in the present. This

meant that over time, staff had to stay abreast of the changing environment in order to make the best possible decisions at any given moment.

The 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan established six strategic directions each with their own goals, policies, and objectives based on the vision and core values developed during the planning process: Connectivity, Natural Resources, Accessibility, Signature Facilities, Resource Maximization, and Lifetime Customers. Within these strategic directions, over 140 specific actions were identified. This progress report has been prepared to highlight completed objectives, ongoing objectives, and incomplete items.

### Community Core Values:

The Department developed the Vision by incorporating the community's core values that will drive the overall vision, goals and management of the parks and recreation system in the future. These community values are:

- Park Accessibility
- Customer Service
- Youth
- Inclusion
- Equity
- Safety
- Family
- Recreation
- Health and Wellness
- Resource Management
- Environmental Stewards

### Vision Statement:

A vision statement was created that reflected the collection of input and data from the community and the Department. The vision drove the organization in its desired direction.

The City of Tucson Parks and Recreation Department will provide a variety of parks, recreation facilities and program experiences equitably throughout the community. Existing facilities will be aggressively maintained and additional facilities added as growth and demand dictate. Programs will be developed and maintained to the highest quality, ensuring a safe environment with exceptional service while developing a lifetime customer. Services will demonstrate a positive economic investment through partnerships with other service providers, both public and private, contributing to a high quality of life for Tucsonans.



## Strategic Directions:

To achieve the vision, the Department identified key strategic directions that drove the overall management of the parks and recreation system. The directions that were identified were:

- Provide CONNECTIVITY between parks, open space and recreational facilities
- Protect NATURAL RESOURCES
- Provide ACCESSIBILITY to parks and recreation facilities
- Develop SIGNATURE FACILITIES
- MAXIMIZE RESOURCES in managing and operating parks recreation facilities and programs
- Develop LIFETIME CUSTOMERS

## Key points

1. The 2006 City of Tucson 10-Year Strategic Service Plan was developed prior to the recession and emphasizes park system expansion and increased programming.
2. Programming has been greatly reduced in the last five years.
3. Impact fees were established to create a funding source for development driven system expansion.
4. Expansion of the parks system and improvements to existing facilities progressed between 2006 – 2012 through the delivery of bond programs (City of Tucson 2000 and Pima County's 2004 bonds) as well as the expenditure of Community Development Block Grants, impact fees and the Pima County Neighborhood Reinvestment program.
5. In 2016, among the primary funding sources for park development, bond programs have been fully delivered, Community Development Block Grants have been largely re-directed to non-parks projects and Pima County Neighborhood Reinvestment funds have been expended leaving impact fees as the main capital improvement funding source.
6. Some directives from the 2006 10-Year Strategic Service Plan have advanced more than others:
  - a. Provide CONNECTIVITY between parks, open space and recreational facilities – the most successfully implemented directive due to impact fee availability and the acquisition of new funding sources from alternative transportation sources and collaboration with the Department of Transportation.
  - b. Protect NATURAL RESOURCES – the recession reduced the department's capacity to create new staff positions to create a new emphasis on natural resource conservation and preservation. With no new staff positions forthcoming and existing staff needing training to effectively maintain water harvesting areas and native plant palettes, the department will need to consider partnerships with local providers that specialize in natural resource maintenance (Watershed Management, Southwest Conservation Corps, UA Agricultural Extension Service, Activate Tucson).
  - c. Provide ACCESSIBILITY to parks and recreation facilities – bond implementation and the delivery of traditional funding sources for park development (CDBG, PCNR, LWCF, Heritage funding) resulted in an increase in the park system's level of service. Operations and maintenance of the new facilities is a challenge with reduced staffing and operations budgets.
  - d. Develop SIGNATURE FACILITIES- bond implementation and the delivery of traditional, funding sources for park development (CDBG, PCNR, LWCF, Heritage funding) resulted in an increase in the park system's level of service. Currently, operations and maintenance of the new facilities is a challenge with reduced staffing and operations budgets. Specialized maintenance required by revegetation, native plant palettes and water harvesting is especially taxing on operations staff that are prioritizing basic, daily maintenance by necessity.
  - e. MAXIMIZE RESOURCES in managing and operating parks recreation facilities and programs – Reductions in staff and operating/capital budgets have forced the Parks and Recreation Department to maximize resources.
  - f. Develop LIFETIME CUSTOMERS – The development of life time customers has been hampered by the reduction in programming, the reduced accessibility of centers (reduced hours, reduced drop-in opportunities) and outreach to the public that was facilitated by capital development.

7. The 2016 perspective on maintaining existing facilities, limiting park system expansion and reducing center accessibility is a stark contrast to the pre-recession perspective of expansion, land acquisition and increased programming.

## **Pima Regional Trail System Master Plan**

The Pima Regional Trail System Master Plan is an update of the 1989 and 1996 Eastern Pima County Trail System Master Plan(s) with an emphasis on identifying facility opportunities in Tucson's urban core area and connections from the core to the surrounding trail system. The main goals of the plan are to provide a regional trail network within Pima County; improve / expand trail system within urban core; update trail plan to reflect regional growth; integrate the trail plan with regional land use plans; provide improved access to natural resource areas; and to integrate trails across jurisdictional boundaries. Collaborating jurisdictions included: City of Tucson; Pima County; City of South Tucson; Town of Marana; Town of Oro Valley; and, Town of Sahuarita. Plan elements included: Trails; Single-Track Trails; Paths; River Parks; Greenways; Enhanced Bicycle/Pedestrian Corridors; Bicycle Boulevards; and, Trails Parks. Supporting Elements include: Trailheads and Entry Nodes; Boundary Access Points; Crossings; Interpretive and Regulatory Signs; Pedestrian Districts; and, Pedestrian Activity Areas.

The goal of the update is to expand the trail system both internally to the urban areas and to explore new opportunities in the outlying areas. To do this, the Plan built on the efforts of the previous Master Plan, further exploring the urban context of downtown Tucson, identifying opportunities for trail facilities that might not meet the criteria for what is considered a standard trail, but nonetheless are important in making system connections; e.g. bicycle boulevards, pedestrian activated road crossings and greenways.

The updated trail system consists of 853 miles of existing and proposed trails, paths, greenways, river parks, bicycle boulevards, and enhanced corridors that connect regional destinations, parks, schools, and preserve areas. In addition, there are 1,422 miles of single-track level trails. New trail segments range from small segments that infill the trail system to close gaps to long segments that crisscross the southern area of Tucson where

development is just beginning. The trail system includes trails parks, trailheads, and boundary access points to increase user access to the system. Detailed design standards will guide the development of future improvements, ensuring that the trail facilities in Pima County are consistent so users can safely and confidently find their way through the system.

The Plan does not address maintenance standards for urban or suburban bicycle and pedestrian facilities. Trail development tends to include native plant palettes and water harvesting methods – two elements that are relatively new to jurisdictional operations and maintenance crews. It is recommended that future trail planning include maintenance guidelines and standards that may be the foundation of outsourced maintenance contracts and maintenance training for operations staff.

The Pima Regional Trail System Master Plan has been adopted by the Tucson Mayor and Council as well as the Pima County Board of Supervisors. Through its adoption, the plan provides a basis for coordinating trail system development through bond, impact fee, Arizona Department of Transportation managed grants, and Regional Transportation Authority (RTA) funds as well as through development agreements. Since its adoption in late 2010, trail development has progressed largely through impact fees, RTA funding and grants through federal Transportation Alternative Program allocations. It has provided the leverage necessary to demonstrate the community's commitment to a regional trail system that grant reviewers and funding administrators require. The Pima Regional Trail System Master Plan has been a successful, foundational, inter-jurisdictional planning document that has significantly moved the community's trail system forward.

## **Plan Tucson**

Plan Tucson is a long-term policy document intended to guide decisions affecting various elements that shape the City, such as housing, jobs, land use, transportation, water, and energy resources. Key to Plan Tucson are goals and policies that provide a framework to guide future actions with the understanding that how the city has grown in the past will not necessarily work in the future. A key emphasis of Plan Tucson is the integrative nature of the elements addressed.

To that end, the Tucson Parks and Recreation Department works closely with other City entities to address acquisition and development of parks and facilities, land annexations, regional planning issues, connections, master planned communities, cultural resource preservation, environmental conservation, and grant funding. The intent of the City's Plan Tucson is to coordinate with each of these various entities to ensure Tucson's parks system continues to meet and exceed the needs of city residents and visitors.

The policies included in Plan Tucson concentrate not only on existing parks (repairing, upgrading, and maintaining existing facilities), but look to expand the parks system to ensure an equitable distribution of parks and recreational resources and a range of recreational opportunities to serve a variety of needs, abilities, and ages including active and passive recreational options.

Plan Tucson policies emphasize the connection between public safety and public health and recognizes the City's important role in service delivery. Tucson's recreation centers play a role in the delivery of needed community services. In fact, nonprofit organizations, such as the Salvation Army, Community Food Bank, El Rio Health Clinic, Arizona Children's Association, and the Tucson Urban League use Parks and Recreation neighborhood centers to provide a variety of services to the community.

Finally, a strategic direction for which the Parks and Recreation Department has undertaken additional planning in recent years is connectivity between parks, open space and recreational facilities. Plan Tucson furthers this strategic direction by providing policy guidance to develop a multi-use trail system, collaborate with various entities to ensure the provision of shared use facilities, and to expand outreach to neighborhoods to facilitate the adoption and care of existing neighborhood parks.

Plan Tucson's policies with respect to Parks and Recreation are contained within the Social Environment Focus Area. The policies are:

- PR1 Maintain and implement the Commission for Accreditation of Park and Recreation Agencies standards addressing such characteristics as park size, service area radius, and operations.
- PR2 Prioritize repairing, maintaining, and upgrading existing recreational facilities.
- PR3 Ensure equitable distribution of recreational resources to reach all populations throughout the City and make them affordable to all.
- PR4 Ensure a range of recreational opportunities from passive to active.
- PR5 Provide lifelong recreational opportunities for people of all ages and abilities.
- PR6 Foster the integration of different generations and abilities through shared activities and facilities.
- PR7 Emphasize the role of public recreation programs in public safety (preventive) and public health (physical and mental).
- PR8 Support the integration of environmentally and historically sensitive building materials and methods in public recreational facility development and operation.
- PR9 Develop an urban multipurpose path system that provides mobility options, with recreational and health benefits, to access parks, residential areas, places of employment, shopping, schools, recreational facilities, transportation hubs, natural resources, and watercourses for people of all abilities.
- PR10 Collaborate with neighborhoods, local businesses, not-for-profit organizations and agencies, school districts, institutions of higher education, museums, Davis-Monthan Air Force Base, private partnerships and foundations, and other jurisdictions in developing approaches to meeting recreational needs, including the provision of shared use facilities.
- PR11 Encourage community and neighborhood events and ensure their safety through accessible City permitting and coordination.
- PR12 Expand outreach and partnerships with neighborhoods to facilitate the adoption and care of existing neighborhood parks.



City staff track the implementation of these policies through quarterly reporting on advances in the parks and recreation policies. Successful policy implementation is demonstrated through the renewed accreditation of the Parks and Recreation Department, development and expansion of the City's urban trail system, special events such as the Family Fun Festival, renovation of the historic properties west of Ft. Lowell Park and shared used facilities through partnerships with local schools and the YMCA.

## Pima Prospers

The 2015 Comprehensive Plan Policy Document, Pima Prospers, is Pima County's most important document regarding growth, development and sustainable change. It establishes government policy to guide public and private activities as they relate to growth, land use, parks and recreation, economic development, community services, public facilities, infrastructure and utilities, resource utilization and energy conservation. It is the basis for land development regulations and decisions (re-zonings and special use permits), capital improvements (public projects such as infrastructure, schools, parks, libraries), transportation, environmental, cultural and historic resource protection initiatives, new county programs and decisions on the distribution of county budget dollars to a multitude of programs and agencies.

Pima Prospers' Parks and Recreation Element identifies Goals, Policies and Strategies that provide a framework for recreational, social, educational, and community development services, to connect people with facilities, amenities and nature to improve the quality of life for County residents. A key tenant of this Element is collaboration with various departments including the Pima County Public Health Department. Pima County is the Public Health service provider for the City of Tucson, therefore, maintaining a close long-term relationship between the two jurisdictions is critical to ensure that health programming at Tucson parks and recreation facilities continues.

Pima Prospers Parks and Recreation Element establishes the following goals:

- Goal 1: Support healthy lifestyles through the provision of parks and recreation;
- Goal 2: Strengthen the County's ability to efficiently and cost-effectively manage parks, recreation and open space; and
- Goal 3: Strategically align parks and recreation with economic development.













# HIGHLIGHTS

1	A primary goal of the City of Tucson Parks and Recreation System Master Planning process was to integrate a comprehensive public engagement approach, which resulted in the identification of residents' concerns, needs, and priorities regarding the operation and quality of parks and recreation facilities, programs and services.
2	Overall, 44 in-person meetings consisting of Staff Focus Groups, Stakeholder Focus Groups, City-wide Public Open Houses, and City of Tucson Public Events were conducted as a part of the master planning process. Combined, 685 individuals participated in some sort of outreach. These participants submitted 443 questionnaires, 67 comment cards, and 110 email comments.
3	Stakeholder Focus Groups were conducted at thirteen meetings. Six Public Open Houses were conducted in Fall 2015 in each of the City's six Wards, and four in Spring 2016. In-person electronic questionnaires targeted at young families were administered at three major events in Fall 2015 and two in Spring 2016.
5	<p>Four main themes emerged from the outreach results:</p> <ul style="list-style-type: none"> <li>• Reinvestment</li> <li>• Awareness</li> <li>• Partnerships</li> <li>• Health and Wellness</li> </ul>

## Introduction

A primary goal of the City of Tucson Parks and Recreation System Master Plan is to integrate a comprehensive public engagement approach. Community engagement with the residents of Tucson, key stakeholders and City staff throughout the needs assessment process has resulted in the identification of residents' concerns, needs, and priorities regarding the operation and quality of parks and recreation facilities, programs and services. A diverse representation of interests and user groups participated in the needs assessment process through a series of forums including public open houses, focus groups, in-the-park interviews, project emails, and a project website.

Public outreach for the Parks and Recreation System Master Plan has been varied and multifaceted to catch as many participants and stakeholders as possible. Overall, there have been 44 in-person meetings consisting of Staff

Focus Groups, Stakeholder Focus Groups, City-wide Public Open Houses, and City of Tucson Public Events. Combined, 685 individuals have participated in some sort of outreach. These participants submitted 443 questionnaires, 67 comment cards, and 110 email comments.

## Staff Focus Groups

To kick off the Parks and Recreation System Master Plan outreach, a series of staff focus groups were coordinated in an effort to obtain staff's perspective on the City park system's strengths, challenges, and opportunities. These 16 meetings consisted of small focus groups of Parks and Recreation Department employees. Overall, 240 employees participated, submitting 25 comment cards, and two follow-up emails. Hundreds of in-person comments were also collected from each meeting and will be used as the foundation for the internal stakeholder analysis.

**Table 5.1 Public Outreach by the Numbers**

Outreach Event	Number of Meetings	Stakeholder Group Representation	Number of Attendees	Number of Questionnaires	Number of Comment Cards	Number of Emailed Comments
Staff Focus Groups	16	N/A	240	N/A	25	2
Stakeholder Focus Groups	13	42	54	38	16	N/A
Fall 2015 City-wide Public Open Houses	6	N/A	75	36	19	N/A
Intercept Questionnaires	3	N/A	79	79	N/A	N/A
Email Correspondence	N/A	N/A	N/A	63	N/A	81
Spring 2016 City-wide Public Open Houses	4	N/A	35	25	7	27
City of Tucson Public Events	2	N/A	202	202	N/A	N/A
<b>Total</b>	<b>44</b>	<b>42</b>	<b>685</b>	<b>443</b>	<b>67</b>	<b>110</b>

**Table 5.2 Stakeholder Focus Group Questionnaire Data**

Group	Outdoor Facilities	Indoor Facilities	Recreation Programming
Bike and Pedestrian Advocates	3.3	3.4	3.7
Facilities Users	3.8	3.3	3
Municipal Support	3.4	3.9	3.6
Sports Groups	2.9	4.1	3.8
Regional and Local Partners*	n/a	n/a	n/a
<b>Overall</b>	<b>3.1</b>	<b>3.8</b>	<b>3.6</b>



## Stakeholder Focus Groups

The Stakeholder Focus Groups consisted of a brief presentation and overview of the City’s Parks and Recreation System Master Plan Process, followed by a group discussion, moderated by team members from Norris Design, on the City park system’s strengths, challenges and opportunities. Participants were split into five groups based upon their specific interests. The five groups included bike and pedestrian advocacy groups, facilities users, regional and local partners, municipal support, and sports groups.

Four other groups including Pima County, City of Tucson Office of Integrated Planning, the Regional Transportation Authority, and Pima County Natural Resources Parks and Recreation (NRPR) took part in the stakeholder focus group meetings. These groups participated in the same meeting format as described above.

To gather important data from each focus group, each participant was asked to fill out a questionnaire and comment card ranking the City’s outdoor facilities, indoor facilities, and recreation programming. Participants were also given space on the questionnaire to fill in what they feel would improve the overall quality of the Tucson Parks and Recreation system.

Overall, when each of the questionnaires were analyzed, indoor recreation facilities were rated the highest with an average score of 3.81 out of 5, followed by recreation programming with an average score of 3.63 out of 5. Finally, outdoor facilities were rated with a score of 3.13 out of 5. Below is a breakdown of scores recorded for each group.

Further breaking down the data, Facilities Users rated their outdoor facilities the highest at 3.8, while Sports Groups rated their outdoor facilities the lowest at 2.94. Sports Groups rated their indoor facilities the highest among participants with a score of 4.1, while Facilities Users rated theirs the lowest at 3.33. Finally, Sports Groups rated their recreational programming the highest with a score of 3.77, while Facilities Users rated theirs the lowest with a score of 3. Overall, Sports Groups rated Tucson’s parks and recreational facilities the highest amongst the other groups, while Facilities Users are rated Tucson facilities the lowest.

Overall, 54 stakeholders, representing 42 different stakeholder groups, participated in the Stakeholder Focus Groups. They provided 38 completed questionnaires and 16 comment cards, at 9 separate meetings.

## Fall 2015 City-Wide Public Open Houses

Six City-wide Public Open Houses were conducted in September and early October of 2015. These open houses took place in each of the City’s six Wards. The Open Houses consisted of an introduction by City of Tucson Council Members and/or staff followed by a brief presentation and overview of the City’s Parks and Recreation System Master Plan Process. Presentations were followed by a break out session, moderated by team members from Norris Design, where each group shared their experiences with the City’s parks, how they used them, and then discussed strengths, weaknesses, and opportunities.

**Table 5.3 Fall 2015 City-Wide Open Houses Questionnaire Data**

Public Open House Location	Outdoor Facilities	Indoor Facilities	Recreation Programming
Ward 1 (El Rio Recreation Center)	3.2	3.3	3.2
Ward 2 (Sahuaro High School)	3.3	2.8	2.7
Ward 3 (Donna Liggins Recreation Center)	3.4	3.9	3.6
Ward 4 (Clements Neighborhood Center)	3	3.7	3.7
Ward 5 (El Pueblo Activity Center)	2.8	3.2	2.8
Ward 6 (Randolph Golf Course)	N/A	N/A	N/A
Submitted Questionnaires	3.0	3.1	3.2
Overall	3.1	3.2	3.1

Each participant was asked to fill out a questionnaire ranking the City's outdoor facilities, indoor facilities, and recreation programming. Participants were also given space on the questionnaire to fill in what they feel would improve the overall quality of the Tucson Parks and Recreation system.

After each of the questionnaires were analyzed, participants rated indoor recreation facilities the highest with an average score of 3.2 out of 5, followed by recreation programming and outdoor facilities which were both rated slightly below indoor facilities with a score of 3.1 out of 5. Below is a breakdown of scores recorded for each Ward office (note that there is no data for ward 6 as questionnaires were not distributed at this meeting).

Further breaking down the data, Ward 3 rated their outdoor facilities the highest at 3.4, while Ward 5 rated their outdoor facilities the lowest at 2.8. Ward 3 also rated their indoor facilities the highest among participants with a score of 3.9, while Ward 2 rated theirs the lowest at 2.8. Finally, Ward 4 rated their recreational programming the highest with a score of 3.7, while Ward 2 rated theirs the lowest with a score of 2.7. Overall, Ward 3 rated their parks and recreational facilities the highest amongst the other Wards, while Wards 2 and 5 are rated their facilities the lowest.

Overall, 75 participants took part in the City-wide Open Houses, 99 questionnaires were submitted (questionnaires were left at meeting locations for people to fill out at a later date, and participants were encouraged to take questionnaires home to pass out to neighbors, resulting in more questionnaires than in-person participants), and 19 comments cards were received.

### **Emailed Comments**

In addition to the in-person outreach efforts, an official email account was set up to receive comments by interested parties unable to attend outreach events. Overall, the account has received 110 comments from the general public. These emails and correspondences have been analyzed and added to the final outreach data.

### **Intercept Questionnaires**

In person, electronic questionnaires were administered at three events in fall 2015. These events include:

- Menlo Park Sports Night- November 16th
- Family Fun Festival at Reid Park- November 21st
- "Thanksgiving in the Barrio" at El Pueblo Community Center- November 24th

These events attract thousands of participants each year. Members of the project team were present at each event with an iPad to electronically capture questionnaire results from participants.

The questionnaire implementation specifically targeted young families as is represented in the overall age statistics gathered. A majority of the questionnaire participants were 34-54 years old (46.2%), with 18-33 years old (32.1%) and 55 and over (21.8%) following closely behind. Overall, the master planning team heard very positive comments about the park system and how important the programs are to families including their pets.

The questionnaire asked participants seven questions regarding the Tucson Parks and Recreation system. Below are the cumulative and location specific results of the questionnaires. In total, 79 participants completed the survey, 28 collected at Menlo Park, 39 collected at Reid Park and 12 collected at Thanksgiving in the Barrio.

Overall, the results of this questionnaire were very positive. Respondent's answers represented an active, family-oriented, and culturally diverse set of park users. Results from individual questionnaire locations did vary slightly in their responses. Overall, Menlo Park and respondents from the Family Fun Festival were more family oriented, while Thanksgiving in the Barrio participants were more interested in sports and culture.

### **Tucson Mayor and Council Study Session**

On February 9th, 2016 a presentation was made by members of the Master Plan team to the City of Tucson Mayor and Council as a part of a study session. The presentation covered the Master Plan purpose, approach, community outreach, initial results of the community survey, and next steps. The Mayor and Council members were then given a chance to ask staff and team members questions regarding the Master Plan process.

## Tucson Parks and Recreation Commission

On April 22nd, 2015 a presentation was made by the members of the Master Plan team to the Tucson Parks and Recreation Commission. On Wednesday, April 27th, 2016 an updated presentation was made to the Commission. A final presentation to share results and recommendations is scheduled prior to the Mayor and Council approval.

## Tucson Greens Committee

Two separate presentations were made as a part of this Parks and Recreation System Master Plan process to the Tucson Green Committee. The first occurred on November 4th, 2015. This presentation covered the elements of the Master Plan, a description of the approach to completing the Master Plan, and an update on what had been completed thus far. On February 18th, 2016, the team presented an update to the Committee including information on the public outreach that had occurred thus far, initial results of the community survey that was conducted by ETC Institute, and next steps in the process. At each meeting, the Greens Committee was given the chance to ask questions of the project team. Members of the Tucson Greens Committee encouraged the master planning team to include golf in the needs assessment process and were interested in the Community Survey results as data to support the Committee's marketing and guidance of golf programming.

## Spring 2016 City-Wide Open Houses

Four City-wide Open Houses were conducted in April of 2016 as a part of the second round of public participation for the City of Tucson Parks and Recreation Master Plan. These open houses took place in four of the City's Wards (2, 4, 5 and 6). The Open Houses consisted of an introduction by City of Tucson Council Members and/or staff followed by a brief presentation and preliminary results of the City's Parks and Recreation System Master Plan Process thus far. Following the presentations, participants were given time to ask questions of City of Tucson officials and the consultant team members from Norris Design and Gordley Group.

Each open house participant was asked to fill out a questionnaire. Results of the questionnaire are provided below.





## Spring 2016 Questionnaire Data

Representatives from Norris Design and Gordley Group attended two public events and conducted four public open houses as a part of the second round of public participation. At each event or open house questionnaires were distributed to attendees and who were encouraged to complete and return the questionnaire to designated staff from Norris Design or Gordley Group. Each questionnaire included nine questions and took less than five minutes to complete. The questionnaires were then analyzed in conjunction with previously collected data to identify trends and verify data.

Overall, citizens that participated in this questionnaire were well informed about City of Tucson Parks and Recreation events, they are likely to visit neighborhood parks and use the city's trail system. Questionnaire participants would like to see playground replacements, but would also support improvements to existing sports fields, renovate existing restrooms, and neighborhood park renovations. Participants would support investments in fitness classes in parks new walking and biking paths and new outdoor exercise stations. In the future, participants responded that they would participate in public outreach events and were interested in volunteering for the Parks and Recreation Department. Finally, a majority questionnaire participants were between the ages of 33-55 and live in west/south Tucson. The complete results of the spring 2016 questionnaire can be found in Appendix B.

## What We Heard

Throughout the multiple outreach venues, stakeholders and residents made clear that they are passionate about the parks and recreation system and their strong support of the benefits it provides. Participants were eager to share their

ideas for making the parks and recreation system the best it can be with the focus on existing parks facilities. Four main themes emerge from examining the outreach results that have been the foundation of the community needs assessment. These themes are:

- Reinvestment
- Awareness
- Partnerships
- Health and Wellness

Participants also made recommendations addressing specific facilities and programs based on the way they interact with the parks and recreation system and their particular interests and demographics.

## Reinvestment

Renovations and modifications to existing parks as well as ideas for new programming opportunities in existing parks were subjects that arose frequently in public open houses, stakeholder focus groups and staff focus groups.

Existing amenities that were mentioned most frequently as needing reinvestment or renovation were:

- Playgrounds – Renovation and replacement of playgrounds were frequently mentioned in public open houses as well as in staff focus groups. Playgrounds that outlived their useful lifespan have been removed but not replaced by staff with limited funding resources. The public has noticed that their favorite playground options have dwindled and are very supportive of finding a way to replace equipment and renovate existing play equipment with new components, shade and seating.
- Sport fields – Renovation of fields and a need for more fields, especially soccer fields, was a

**Table 5.4 Questionnaire Data**

Event	Number of Questionnaires	Location	Date
Eggstravaganza	118	Mansfield Park	March 26, 2016
Cesar Chavez Day	84	Rudy Garcia Park	March 19, 2016
Public Open House #1	6	Udall Center	April 13, 2016
Public Open House #2	9	Desert Sky Middle School	April 20, 2016
Public Open House #3	8	El Pueblo Activity Center	April 12, 2016
Public Open House #4	2	Randolph Golf Course	April 14, 2016
<b>Total Questionnaires</b>	<b>227</b>		



suggestion that was common among sports user stakeholder groups. Staff focus groups identified deferred maintenance of irrigation system and lighting system as key areas of future investment. New lighting systems on existing, unlit fields would help address the sports users' need for additional fields.

- Park Lighting – Dusk to dawn lighting to enjoy evenings in the park was mentioned often by the public. Deferred maintenance has affected the electrical infrastructure at existing parks.

Suggestions for new or additional amenities were focused on improvements to existing parks. Most frequently mentioned were:

- Sidewalks / walking paths / bicycle and pedestrian connections / greenways
- Shade – more shade in parks and on pedestrian and bicycle connections
- Ramadas – participants often mentioned a need for more ramadas for family gatherings and shade
- Sports fields with lights – baseball fields were more likely to be described as needing field improvements and soccer fields were most often mentioned as being in short supply for adult soccer or alternative sports such as ultimate Frisbee or rugby with youth sports being the prioritized user.
- Pickleball – An emerging sport that appeals to baby boomers especially, pickleball proponents called for re-purposing tennis courts into pickleball courts and the use of indoor racquet ball courts for pickleball.

## Awareness

Participants in public outreach efforts frequently mentioned that they did not know what parks facilities are available, where parks and specialty facilities are located, what programs are offered and where to easily find information about the parks and recreation system. Participants were familiar with the Program Guide, but did not know where to find one or when they are available. When participants were asked about their favorite parks or the types of facilities they used most often, they were quick to answer, but were largely unaware of other parks and facilities city-wide. Participants expressed a need for an easily accessible source of up to date information about current facilities and programs.

## Partnerships

Participants in public meetings and stakeholder focus groups frequently made recommendations for

increased coordination with community groups to develop partnerships and volunteerism to support programming facilities. Interest in partnerships was broad and included suggestions to use recreation centers in partnership with public service providers to meet the needs of seniors; community-build playground construction; preservation and programming of the City's historic resources through non-profits and volunteers; and programming health and fitness activities through private vendors in public parks.

## Health and Wellness

Participants in public open houses and stakeholder focus groups frequently mentioned the integration of health and wellness into their daily lives through facilities and programming in the existing parks and recreation system.







## HIGHLIGHTS

1	19% of people surveyed as a part of the City of Tucson Parks and Recreation System Master Plan participated in City of Tucson Parks and Recreation programming at least once in the past 12 months.
2	55% of City of Tucson households in ALL Wards have used trails, greenways and walking/biking paths over the past 12 months.
3	10% of City of Tucson households have visited senior centers over the past 12 months and 27% of households have visited recreation/community centers over the past 12 months.
4	65% of City of Tucson households rate funding maintenance/upgrades of existing parks, pools, and recreation facilities as a high importance.
5	Two thirds of City of Tucson households are very satisfied (29%) or somewhat satisfied (38%) with the overall value they receive from the City of Tucson Parks and Recreation Facilities and Services.



## Introduction

The results from the statistically valid survey of 1,225 households conducted by ETC Institute provides valuable information regarding the current parks and recreation system; citizen needs, unmet needs and priorities for the future system, and funding options. Close attention to the findings from the statistically valid citizen survey provides a “citizen based vision” of what the master plan represents.

While it is important for the master plan to be based on the vision of all of Tucson’s citizens, it must also be sure to integrate into the recommendations for the master plan, input received from different demographic groups. In doing so, the Master Plan is reflective of priorities for the entire community, while taking into consideration unique priorities of the various demographic groups, as well as priorities by Wards.

The Chapter is based on analysis of key survey questions by overall household respondents with more detailed analysis by:

- Wards
- Hispanic and non-Hispanic Ancestry
- Households with and without Children
- Household income

Additionally, a statistically valid survey was also conducted in the year 2000 by ETC Institute. This allows valuable “Trending Analysis” for questions asked in both surveys.

Sections of this chapter include:

1. Participation in programs
2. Usage and frequency of usage analysis for parks, facilities and trails
3. Growing importance of trails and neighborhood parks
4. Proportional investment analysis
5. Increasing usage of indoor facilities analysis

## Section 1: Participation in Programs

### Trending

Household participation in programs is significantly down since 2000. Part of the decline is attributable to budgetary and staffing reductions due to the recession.

Year 2000 Survey = 33% participation in programs at least once in the past 12 months.

Year 2015 Survey = 19% participation in programs at least once in the past 12 months.

## Further Analysis Regarding Participation in Programs

As Figure 6.1 shows, breakdowns of participation in programs by various demographic groupings shows some of the most significant differences in the survey.

### By Household Types

26% of households with children under 10 years of age participate in programs, as compared to only 16% of households with no children and all adults 55-years of age and older and 14% of households with no children and all adults 20-54 years of age and older.

Generally, there is a strong connection between participation in programs and usage of facilities. For example, 57% of households who use recreation/neighborhood centers also participate in programs, as compared to only 19% of households who use senior centers participating in programs. Not only are seniors underrepresented in participation in programs, this is also a strong connection with why senior centers are not used more often.

### By Ward

There are major differences in program participation by various Wards in the City. For example, participation in programs in Ward 1 is 24%; Ward 5 is 24%; and Ward 6 is 24%. However, participation in programs in Ward 2 is 16%; Ward 3 is 15%; and Ward 4 is 11%.

Showing the connection between usage of indoor facilities and participation in programs is dramatic. Usage of recreation/community centers in the Wards that have the highest participation in programs is much higher than usage of recreation/neighborhood centers in the Wards that have the lowest participation in programs as illustrated below.

### Ward 1

Participation in programs is 24%  
Usage of recreation/community centers is 29%

### Ward 2

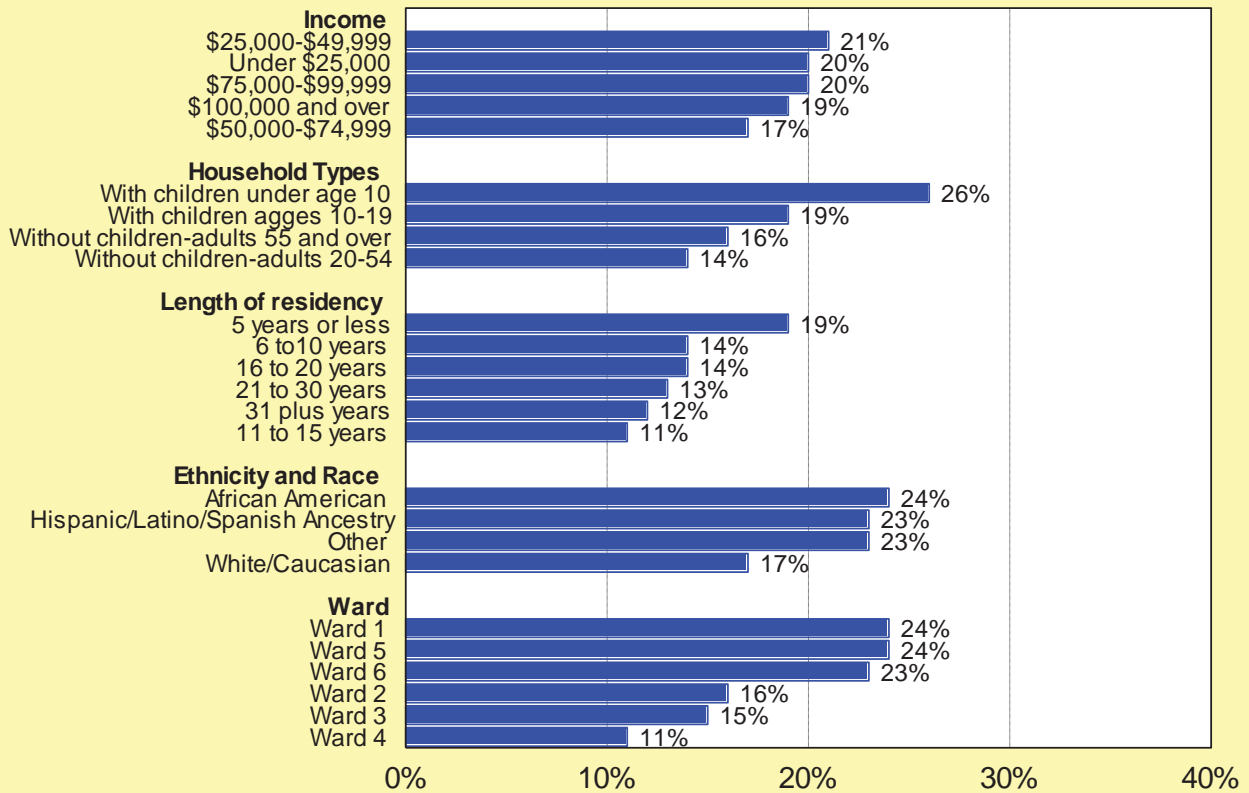
Participation in programs is 16%  
Usage of recreation/community centers is 22%



Figure 6.1: Participation in Programs by Demographic Groups

### Q3. Participation in Programs by Demographic Groupings

by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2015)

**Ward 3**

Participation in programs is 15%  
Usage of recreation/community centers is 22%

**Ward 4**

Participation in programs is 11%  
Usage of recreation/community centers is 19%

**Ward 5**

Participation in programs is 24%  
Usage of recreation/community centers is 43%

**Ward 6**

Participation in programs is 24%  
Usage of recreation/community centers is 29%

**Barriers to Participation in Tucson Parks and Recreation Programs**

Barriers to participation in programs offered by the City of Tucson Parks and Recreation Department is different for participants than for non-participants.

**Unaware of what is being offered**

Program participants..... 38%  
list this as a barrier

Non-program participants..... 54%  
list this as a barrier

**Unaware of facility locations**

Program participants..... 13%  
list this as a barrier  
Non-program participants..... 22%  
list this as a barrier

**Use services and facilities of other providers**

Program participants..... 7%  
list this as a barrier  
Non-program participants..... 14%  
list this as a barrier

Those participating in programs are significantly more likely to indicate they are “very satisfied” or “somewhat satisfied” with the overall value they are receiving from the parks and recreation department than those who don’t participate in programs as illustrated below:

**Very satisfied with overall value received from the Parks and Recreation Department**

Program participants.....37% very satisfied  
Non-program participants.....28% very satisfied

**Somewhat satisfied with overall value received from the Parks and Recreation Department**

Program participants.....42% somewhat satisfied  
Non-program participants.....37% somewhat satisfied

**Importantly, those indicating “neutral” are more likely to not participate in programs.**

Program participants.....5% neutral  
Non-program participants.....27% neutral

Generally, those indicating “neutral” are more likely to indicate “lack of knowledge” as a barrier and it is the case here.

**I am unaware of facility locations**

Very satisfied.....9% indicate as a barrier  
Neutral .....20% indicate as a barrier

**Unaware of what is being offered**

Very satisfied.....26% indicate as a barrier  
Neutral .....51% indicate as a barrier

**Section 2: Usage and Frequency of Usage Rating**

When looking at usage, it is important to analyze two interrelated factors. Those are (1) whether a household uses a particular facility and, (2) the frequency that the facility is used.

Ron Vine and Associates has developed a powerful analysis tool to evaluate these two interrelated measurements, Usage and Frequency of Usage Rating (U-F Rating).

**Usage**

The percent of households who indicated they have used a particular facility over the past 12 months was derived from Question#1 in the survey.

**Frequency of Usage**

The frequency of usage is based on households who indicated a facility was one of the three facilities they used the most often as ascertained through survey Question #2.

**Usage-Frequency Rating**

The U-F rating adds the percent of households who use a facility plus the percent of households who use a facility the most frequently. For example, the U-F rating for trails, greenways, and walking/ biking trails in Ward 1 is .83 which equals the percent of households using a trail, greenway, walking/biking path plus the percentage of households who use trails/greenways, walking/biking paths the most often (based on a sum of top 3 most frequently used).

**U-F Ratings for Specific Facilities**

U-F ratings in Table 6.7 are based on responses across all wards and are broken down by these demographics:

## Households

- Households with children under the age of 10 years of age
- Households with children between the ages of 10-19 years of age
- Households with no children and all adults 20-54 years of age
- Households with no children and all adults 55 years of age or older

## Race and ethnicity

- Hispanic respondents
- Caucasian respondents

## Facilities in each table

Each table contains the 6 different facilities that are used the most often across the community

Note: In a couple of instances more than 6 different facilities were indicated because of high usage of that facility in the specific demographics represented by the table.

Each table also contains 5 sports and indoor recreation facilities that were indicated as high importance in the site visit.

**Table 6.1: WARD 1**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	73%	1	48%	1	1.21	1
Ramadas/Picnic Areas and Shelters	61%	3	25%	3	0.86	2
Trails, Greenways/Walking Biking Paths	56%	4	27%	2	0.83	3
Reid Park Zoo	62%	2	20%	5	0.83	3
Playgrounds	45%	5	22%	4	0.67	5
Metro/Regional Parks	38%	6	10%	8	0.48	6
Baseball/Softball Fields	34%	7	13%	7	0.47	7
Swimming Pools	31%	8	14%	6	0.45	8
Recreation/Neighborhood Centers	29%	9	5%	12	0.34	9
Sports Fields	25%	10	9%	9	0.34	10
Senior Centers	21%	11	8%	10	0.29	11
Golf	17%	12	8%	10	0.25	12

**Table 6.2: WARD 2**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	80%	1	54%	1	1.34	1
Reid Park Zoo	63%	2	29%	3	0.92	2
Trails, Greenways/Walking Biking Paths	52%	3	35%	2	0.87	3
Ramadas/Picnic Areas and Shelters	48%	4	17%	5	0.65	4
Metro/Regional Parks	40%	5	14%	7	0.54	5
Playgrounds	35%	6	15%	6	0.50	6
Golf	27%	7	19%	4	0.46	7
Swimming Pools	25%	8	14%	7	0.39	8
Sports Fields	22%	9	10%	9	0.32	9
Recreation/Neighborhood Centers	22%	9	6%	11	0.28	10
Baseball/softball fields	18%	11	9%	10	0.27	11
Senior Centers	9%	12	3%	12	0.12	12

**Table 6.3: WARD 3**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	85%	1	61%	1	1.46	1
Trails, Greenways/Walking Biking Paths	71%	2	53%	2	1.24	2
Reid Park Zoo	59%	3	21%	3	0.80	3
Ramadas/Picnic Areas and Shelters	59%	3	17%	4	0.76	4
Metro/Regional Parks	54%	5	14%	7	0.68	5
Playgrounds	42%	6	17%	4	0.59	6
Swimming Pools	32%	7	15%	6	0.47	7
Baseball/Softball Fields	20%	9	10%	8	0.30	8
Sports Fields	19%	10	8%	9	0.27	9
Recreation/Neighborhood Centers	22%	8	5%	11	0.27	10
Golf	15%	11	8%	9	0.23	11
Senior Centers	2%	12	1%	12	0.03	12



**Table 6.4: WARD 4**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	81%	1	58%	1	1.39	1
Trails, Greenways/Walking Biking Paths	55%	3	36%	2	0.91	2
Reid Park Zoo	69%	2	28%	3	0.97	3
Ramadas/Picnic Areas and Shelters	50%	4	18%	5	0.68	4
Metro/Regional Parks	36%	6	11%	6	0.47	5
Playgrounds	44%	5	23%	4	0.67	6
Swimming Pools	28%	7	10%	7	0.38	7
Sports Fields	22%	8	10%	7	0.32	8
Golf	19%	9	10%	7	0.29	9
Baseball/Softball Fields	19%	9	6%	10	0.25	10
Recreation/Neighborhood Centers	19%	9	3%	11	0.22	11
Senior Centers	5%	12	2%	12	0.07	12

**Table 6.5: WARD 5**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community parks	84%	1	55%	1	1.39	1
Trails, Greenways/Walking Biking Paths	55%	4	32%	2	0.87	2
Ramadas/Picnic Areas and Shelters	63%	2	21%	3	0.84	3
Reid Park Zoo	63%	2	15%	6	0.78	4
Playgrounds	53%	5	21%	3	0.74	5
Swimming Pools	49%	6	20%	5	0.69	6
Metro/Regional Parks	43%	7	12%	8	0.55	7
Recreation/Neighborhood Centers	43%	7	11%	9	0.54	8
Baseball/Softball Fields	35%	9	14%	7	0.49	9
Sports Fields	27%	10	7%	10	0.34	10
Senior Centers	15%	11	7%	10	0.22	11
Golf	12%	12	4%	12	0.16	12

**Table 6.6: WARD 6**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	90%	1	63%	1	1.53	1
Trails, Greenways/Walking Biking Paths	73%	2	50%	2	1.23	2
Reid Park Zoo	71%	3	32%	3	1.03	3
Ramadas/Picnic Areas and Shelters	53%	4	13%	6	0.66	4
Metro/Regional Parks	50%	5	15%	4	0.65	5
Playgrounds	43%	6	14%	5	0.57	6
Swimming Pools	27%	8	9%	8	0.36	7
Recreation/Neighborhood Centers	29%	7	7%	10	0.36	8
Sports Fields	22%	9	12%	7	0.34	9
Baseball/Softball Fields	21%	10	6%	11	0.27	10
Golf	15%	11	9%	8	0.24	11
Senior Centers	9%	12	4%	12	0.13	12

**Summary of U-F Analysis by Wards**

**Table 6.7**

Facilities	Wards					
	1	2	3	4	5	6
	U-F	U-F	U-F	U-F	U-F	U-F
Neighborhood and Community Parks	1	1	1	1	1	1
Trails, Greenways/Walking Biking Paths	3	3	2	2	2	2
Reid Park Zoo	3	2	3	3	4	3
Ramadas/Picnic Areas and Shelters	2	4	4	4	3	4
Playgrounds	5	6	6	6	5	6
Metro/Regional Parks	6	5	5	5	6	5
Swimming Pools	8	8	7	7	7	7
Baseball/Softball Fields	7	11	8	10	9	10
Recreation/Neighborhood Centers	9	10	10	11	8	8
Sports Fields	10	9	9	8	10	9
Senior Centers	11	12	12	12	11	12
Golf	12	7	11	9	12	11

**Key Analysis Findings**

1. In all six Wards, Neighborhood and Community parks has the highest U-F rating.
2. Trails, Greenways/Walking and Biking paths are in top 3 highest U-F ratings in all six wards.
3. Indoor facilities, including recreation/ neighborhood centers and senior centers are among the lowest U-F ratings for all six Wards.
4. Golf courses have a significantly higher U-F rating in Ward 2 than in any other Ward.
5. Usage of recreation centers in Ward 5 is significantly higher than in any other Ward.
6. By a wide margin senior centers have the lowest U-F rating.

**Table 6.8 Households with Youth <10 Years Old**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	90%	1	63%	1	1.53	1
Playgrounds	70%	4	39%	2	1.09	2
Reid Park Zoo	74%	2	29%	3	1.03	3
Ramadas/Picnic Areas and Shelters	71%	3	20%	5	0.91	4
Trails, Greenways/Walking Biking Paths	57%	5	25%	4	0.82	5
Swimming Pools	48%	6	20%	5	0.68	6
Metro/Regional Parks	45%	7	8%	9	0.53	7
Recreation/Neighborhood Centers	30%	8	2%	11	0.32	8
Baseball/Softball Fields	17%	10	13%	7	0.30	9
Golf	18%	9	7%	10	0.25	10
Sports Fields	11%	11	10%	8	0.21	11
Senior Centers	7%	12	2%	11	0.09	12

**Table 6.9 Households with Youth 10-19 Years Old**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	87%	1	60%	1	1.47	1
Trails, Greenways/Walking Biking Paths	69%	2	44%	2	1.13	2
Reid Park Zoo	63%	4	19%	6	0.83	3
Ramadas/Picnic Areas and Shelters	64%	3	23%	3	0.87	4
Swimming Pools	40%	7	22%	4	0.62	5
Metro/Regional Parks	47%	6	15%	7	0.62	6
Playgrounds	49%	5	11%	8	0.60	7
Sports Fields	37%	8	20%	5	0.56	8
Recreation/Neighborhood Centers	35%	9	6%	11	0.41	9
Baseball/softball fields	27%	10	9%	9	0.36	10
Golf	15%	11	8%	10	0.23	11
Senior Centers	9%	12	4%	12	0.12	12

**Table 6.10 Households with No Youth and Adults 20-54 Years**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	78%	1	56%	1	1.34	1
Trails, Greenways/Walking Biking Paths	62%	2	47%	2	1.09	2
Reid Park Zoo	60%	3	22%	3	0.82	3
Ramadas/Picnic Areas and Shelters	51%	4	18%	4	0.69	4
Metro/Regional Parks	48%	5	16%	5	0.64	5
Natural Resource Parks	31%	6	15%	6	0.46	6
Playgrounds	31%	6	9%	9	0.40	7
Off-Leash Dog Parks	25%	9	12%	7	0.37	8
Outdoor Performance Centers	26%	8	7%	9	0.33	9
Recreation/Neighborhood Centers	25%	9	7%	9	0.32	10
Swimming Pools	24%	11	7%	9	0.31	11
Golf	20%	13	10%	8	0.30	12
Baseball/Softball Fields	22%	12	7%	9	0.29	13
Sports Fields	20%	13	6%	14	0.26	14
Senior Centers	8%	15	2%	15	0.10	15

**Table 6.11 Households with No Youth and Adults 55 Years Old and Over**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage-Frequency of Usage Rating	U-F
Neighborhood and Community Parks	75%	1	48%	1	1.23	1
Trails, Greenways/Walking Biking Paths	56%	3	40%	2	0.96	2
Reid Park Zoo	59%	2	25%	3	0.84	3
Ramadas/Picnic Areas and Shelters	39%	4	14%	4	0.53	4
Metro/Regional Parks	39%	4	13%	6	0.52	5
Outdoor Performance Centers	28%	6	10%	8	0.38	6
Playgrounds	25%	7	12%	7	0.37	7
Golf	16%	12	14%	4	0.30	8
Recreation/Neighborhood Centers	21%	8	8%	11	0.29	9
Senior Centers	18%	9	9%	9	0.27	10
Baseball/Softball Fields	17%	11	9%	9	0.26	11
Swimming Pools	17%	10	7%	12	0.24	12
Sports Fields	11%	13	5%	13	0.16	13



**Table 6.12**

Facilities	Households with Children Under 10	Households with Children 10-19	Households with no Children and Adults 20-54	Households with no Children and Adults 60 and Older
	U-F	U-F	U-F	U-F
Neighborhood and Community Parks	1	1	1	1
Trails, Greenways/ Walking Biking Paths	5	2	2	2
Reid Park Zoo	3	3	3	3
Playgrounds	2	7	7	7
Ramadas/Picnic Areas and Shelters	4	4	4	4
Swimming Pools	6	5	11	12
Metro/Regional Parks	7	6	5	5
Off-Leash Dog Parks	NA	NA	8	NA
Outdoor performance centers	NA	NA	9	6
Natural Resource Parks	NA	NA	6	NA
Recreation/ Neighborhood Centers	8	9	10	9
Baseball/Softball Fields	9	10	13	11
Golf	10	11	12	8
Sports Fields	11	8	14	13
Senior Centers	12	12	15	10

### Key Analysis Findings

1. For both households with and without children Neighborhood and Community parks has the highest U-F rating.
2. Trails, Greenways/Walking and Biking paths have the 2nd highest U-F ratings in households with children 10-19 and households with no children.
3. U-F ratings for household with children under 10 years of age are significantly higher than households with children 10-19 and all households with no children
4. The Reid Park Zoo has the 3rd highest U-F rating in households with and without children
5. Swimming pools have significantly higher U-F ratings in households with children than households without children.
6. Sports fields have a significantly higher “frequency of usage” rating in households with children 10-19 years of age than any other demographic group.

**Table 6.13 Hispanic, Latino, or Spanish Ancestry Respondents**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage + Frequency of Usage Rating	U-F
Neighborhood and Community Parks	83%	1	54%	1	1.37	1
Reid Park Zoo	67%	2	21%	5	0.88	2
Ramadas/Picnic Areas and Shelters	65%	3	23%	3	0.88	2
Trails, Greenways/Walking Biking Paths	54%	4	30%	2	0.84	4
Playgrounds	52%	5	23%	3	0.75	5
Metro/Regional Parks	43%	6	13%	8	0.56	6
Swimming Pools	39%	7	14%	7	0.53	7
Baseball/Softball Fields	36%	8	15%	6	0.51	8
Recreation/Neighborhood Centers	36%	8	8%	11	0.44	9
Sports Fields	29%	10	10%	9	0.39	10
Golf	17%	11	9%	10	0.26	11
Senior Centers	13%	12	5%	12	0.18	12

**Table 6.14 White/Caucasian Households**

Facilities	Households Using Facility over Past 12 Months	Usage Ranking	Households that Use the Facility the Most (Based on Sum of Top 3 Usages)	Frequency of Usage Ranking	Usage + Frequency of Usage Rating	U-F
Neighborhood and Community Parks	83%	1	57%	1	1.40	1
Trails, Greenways/Walking Biking Paths	62%	3	41%	2	1.03	2
Reid Park Zoo	65%	2	26%	3	0.91	3
Ramadas/Picnic Areas and Shelters	52%	4	16%	5	0.68	4
Playgrounds	44%	6	19%	4	0.63	5
Metro/regional Parks	45%	5	14%	6	0.59	6
Swimming Pools	31%	7	14%	6	0.45	7
Baseball/Softball Fields	22%	9	8%	9	0.30	8
Sports Fields	21%	10	8%	9	0.29	9
Recreation/Neighborhood Centers	24%	8	4%	11	0.28	10
Golf	17%	11	9%	8	0.26	11
Senior Centers	8%	12	4%	11	0.12	12

**Table 6.15**

Facilities	Hispanic	White/Caucasian
	U-F	U-F
Neighborhood and Community parks	1	1
Reid Park Zoo	2	3
Ramadas/Picnic Areas and Shelters	2	4
Trails, Greenways/Walking Biking Paths	4	2
Playgrounds	5	5
Metro/Regional Parks	6	6
Swimming Pools	7	7
Baseball/Softball Fields	8	8
Recreation/Neighborhood Centers	9	10
Sports Fields	10	9
Golf	11	11
Senior Centers	12	12

### Key Analysis Findings

1. A significantly higher percentage of Hispanic/Latino respondents indicated that someone in their household used recreation/neighborhood centers (36%) than White/Caucasian respondent households (24%).
2. A significantly higher percentage of Hispanic/Latino respondents indicated that someone in their household used baseball and softball fields (36%) /neighborhood centers (36%) than White/Caucasian respondent households (22%).
3. Usage of neighborhood and community parks; Reid Park Zoo; and metro/regional parks were very similar for both Hispanic/Latino and White/Caucasian respondent households.
4. While trails, greenways, and walking/biking paths were both used by a strong majority of households with Hispanic/Latino respondents and White/Caucasian respondents, frequency of usage was significantly higher for White/Caucasian respondent households.
5. The percentage of households who indicated they use swimming pools the most (based on a sum of the top 3 choices) is very similar for both White Caucasian and Hispanic/Latino respondents.

### Section 3: Growing Importance of Walking and Biking Trails and Neighborhood Parks Since 2000.

Table 6.16 indicates walking and biking trails have significantly grown in importance to City of Tucson households since the 2000 survey.

In the Year 2000 Survey, 28% of households rated walking and biking trails as one of the most important facilities to their households. In the Year 2015 Survey, 47% indicated walking and biking trails as one of the most important facilities to their household, a percentage increase of 19%.

While not as high as the percentage increase in importance for walking and biking trails, there has also been a substantial increase in importance for small neighborhood parks. In the Year 2000 Survey, 29% of households rated small neighborhood parks as one of the most important facilities to their households. In the Year 2015 Survey, 39% indicated small neighborhood parks as one of the most important facilities to their household, a percentage increase of 10%.

Importantly, small neighborhood parks and walking and biking trails were the two facilities that were most frequently used in ALL six Wards as indicated from the tables on the previous pages.

**Table 6.16**

Most Important Parks and Facilities	2000 Survey	2015 Survey	Percentage Difference
Walking and Biking Trails	28%	47%	19%
Small Neighborhood Parks	29%	39%	10%
Picnic Areas and Shelter	23%	19%	-4%
Playground Equipment	18%	19%	1%
Senior Centers	16%	10%	-6%
Community Recreation Centers	11%	8%	-3%

**Table 6.17**

Facilities	Needs	Most Important (Based on a Sum of Top 4 Choices)	Percent of Those Having a Need Who Rate the Facility of High Importance
Trails, Greenways/Walking Biking Paths	67%	47%	70%
Neighborhood and Community Parks	64%	39%	61%
Ramadas/Picnic Areas and Shelters	55%	19%	35%
Outdoor Restroom Facilities	55%	18%	33%
Playgrounds	40%	19%	48%
Metro/Regional parks	45%	15%	33%
Swimming Pools	39%	20%	51%
Natural Resource Areas	35%	12%	34%
Fitness and Exercise Facilities	34%	13%	38%
Outdoor Performance Centers	34%	9%	26%
Recreation/Neighborhood Centers	34%	8%	24%

Equally important, when you look at demographic profiles, the usage of trails will be going up.

For example, a higher percent of households with no children and adults 20-54 (62%) have used trails over the past 12 months than households with no children and adults 55 and over (45%) Frequent usage of trails is also higher for households with no children and adults 20-54 (47%) than households with no children and adults 55 and over (40%). The highest usage of trails is households with youth 10-19 years of age (69%). It should be anticipated that this higher usage by adults under 55 will continue in future years, further driving up the need for trails.

## Section 4: Proportional Investments Analysis

When considering financial investments (money and time) in each of the parks, trails, indoor and outdoor recreation facilities operated by the Tucson Parks and Recreation, it is important to allocate those financial investments considering three interconnected sources of citizen feedback. These are:

### Need for Park, Trail, or Facility

The percentage of households indicating a need for a particular park, trail or facility in Question#8. For example, Table 6.17 shows that 67% of households indicated a need for trails, greenways and walking/biking paths.

### Most Important Rating for Park, Trail or Facility

The percentage of households who indicated a need for a particular park, trail or facility, that rated it as one of their households 4 most important parks, trails or facilities in Question#9. For example, Table 6.17 shows that 47% of households that had a need for trails, greenways and waking/biking paths rated them as one of their 4 most important facilities.



## The Percent of those Having a Need for a Park, Trail or Facility That Rate it as One of Their 4 Most Important Parks, Trails, or Facilities

The percent of households who indicated a need for a park, trail or facility also indicated that need to be one the 4 most important parks, trails, or facilities to their household. For example, Table 6.17 on the following page shows that 67% of households indicated a need for trails, greenways and walking and biking paths and 47% of these households indicated trails, greenways and walking and biking paths were one of the 4 most important facilities to their household.

Therefore, by dividing 67% (4 most important) by 47% (need), you get an importance to need rating of 70%.

The PIA is a factor of the percent of those having a need who rate the need as important. The PIA factor takes into consideration both the percentage of households having a need and those rating the need as important for investment purposes.

Table 6.17 shows a PIA analysis for the 11 parks, trails and facilities who have at least 30% of households having a need for the facility. Table 6.18 shows a PIA analysis for the 15 facilities having needs of less than 30%.

**Table 6.18**

Facilities	Needs	Most Important (Based on a Sum of Top 4 Choices)	Percent of Those Having a Need Who Rate the Facility of High Importance
Off-leash dog parks	28%	12%	43%
Outdoor splash parks	23%	5%	22%
Outdoor basketball courts	22%	6%	27%
Indoor gym	21%	7%	33%
Multipurpose sports fields	21%	6%	29%
Senior centers	20%	10%	50%
Soccer fields	20%	10%	50%
Golf courses	19%	10%	53%
Baseball fields	16%	5%	31%
Softball fields	15%	5%	33%
Tennis courts	14%	3%	21%
Little league fields	13%	4%	31%
Skateboarding facilities	9%	2%	22%
BMX facilities	7%	2%	29%
Outdoor pickleball courts	2%	1%	50%

## Key Analysis Findings

- 47% of households indicating a need for trails, greenways/walking and biking trails indicated their need to be among the four most important to their household. Dividing the 47% of importance to the 67% having a need shows that 70% of those having a need of trails, greenways, walking and biking paths rate their needs as important to their household. This is the highest of any facility.
- The need for fitness and exercise facilities and recreation/neighborhood centers is the same (24%). However, 13% of respondents, rate fitness and exercise facilities as one of their four most important facilities while only 8% rate recreation/neighborhood centers as one of their four most important facilities. This will have particular importance for the analysis that follows regarding increasing usage of indoor facilities.

## Key Analysis Findings

- While only 2% of households have a need for outdoor pickleball courts, 50% of those households indicating they have a need rate the facility of high importance. 2% of households represent almost 5,000 households in the City of Tucson. So a proportional investment should be made based on the ½ of 5,000 households who indicate pickleball as a high priority.

2. Conversely, 20% of households indicate a need for Senior Centers (over 40,000 households). 50% of these households also indicate the facility to be of high importance. A proportional investment in Senior Centers should be based on a significantly higher percentage of households having a need and their need being in their top four most important facilities, than the proportional investment in outdoor pickleball courts.

## Section 5: Increasing Usage of Indoor Facilities

Only 10% of households have visited senior centers over the past 12 months and only 27% of households have visited recreation/community centers over the past 12 months. With the large capital investment, the City has put into building these facilities and the on-going investments (staffing, utilities, supplies, etc.) it takes to operate the facilities, it is incumbent on the City to identify ways the usage of the indoor centers can be higher.

The major factors which will influence increased usage of the indoor facilities are as follows:

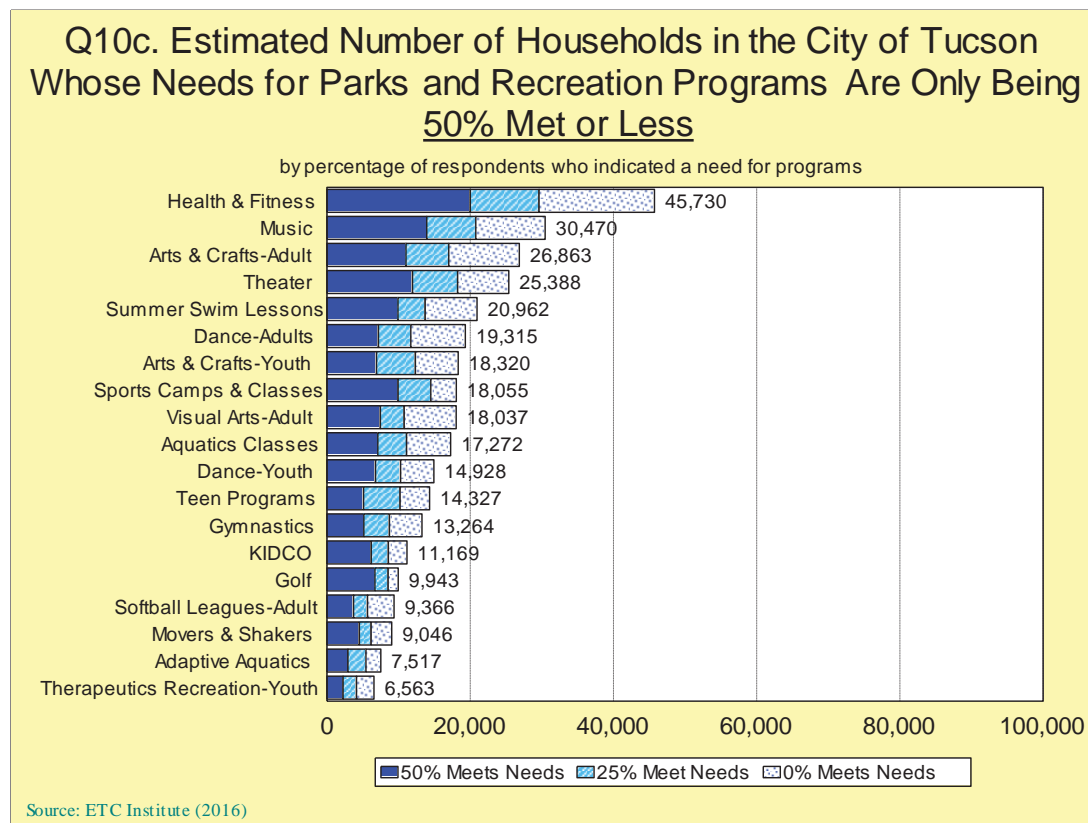
1. Increasing offerings of programs of highest importance. As indicated in Section 1 on Page 3, there is a high relationship of participating in programs and usage of community centers and participation in programs.

In order to increase programs of high importance, there needs to be a concentration on four interconnected areas. Those are:

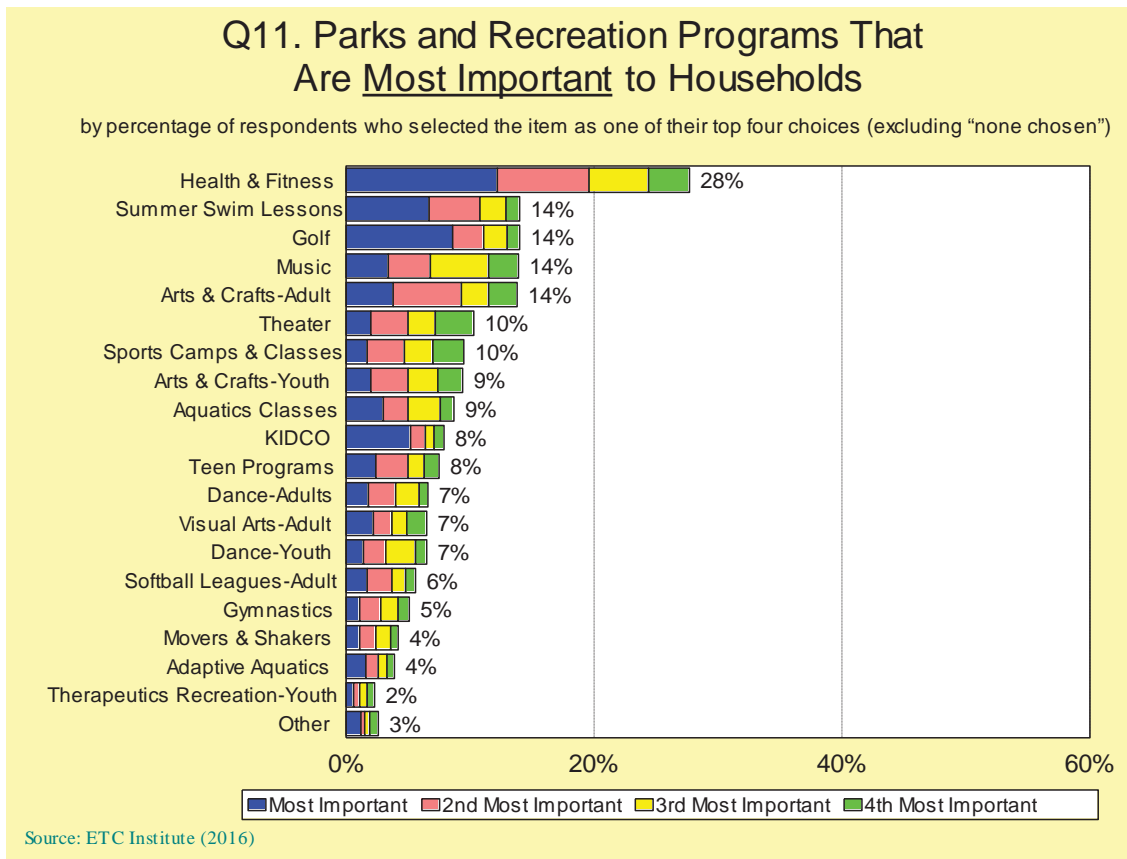
- Identify programs with high unmet needs in the community
- Identify programs of high importance in the community
- Identify programs of high importance that households participate the most often at indoor recreation/community centers and senior centers
- Increase programming in areas of importance to households.

While all of these areas are very important, probably the most important is item d. which identifies market opportunities in specific programs to increase usage of the recreation/community centers and senior center.

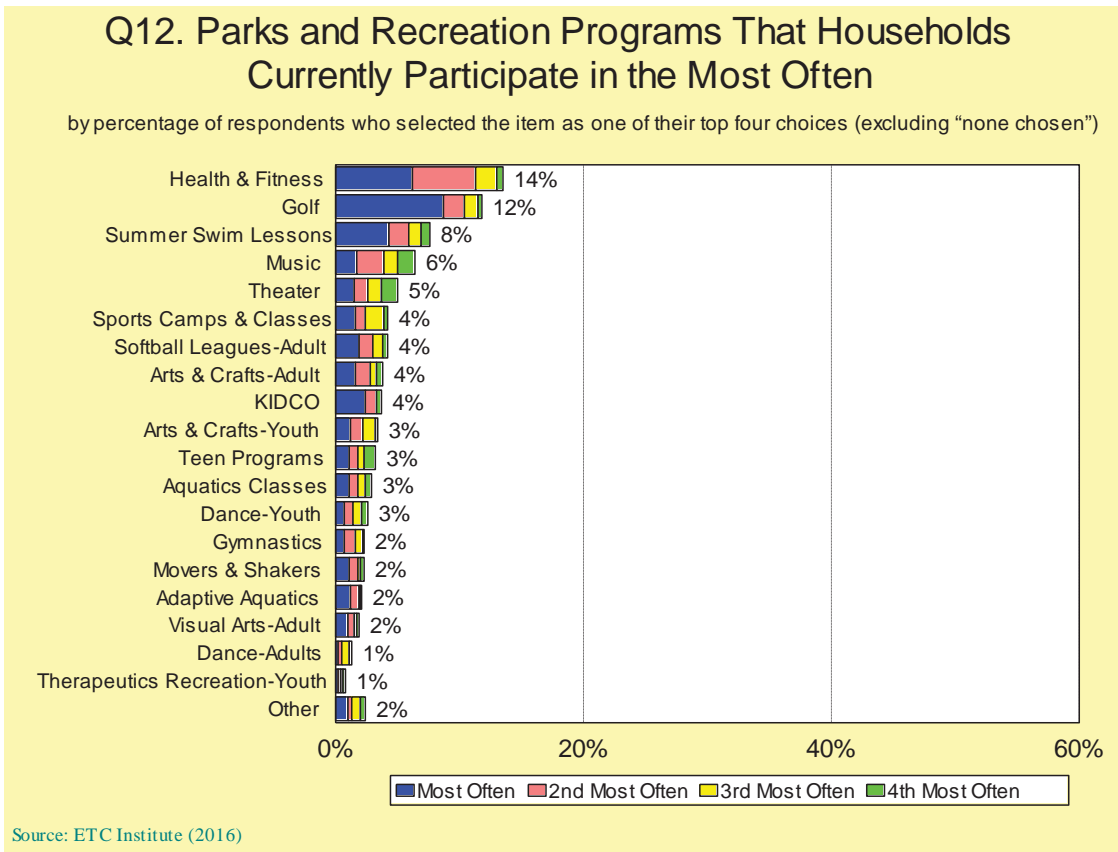
**Figure 6.2: Household Needs**



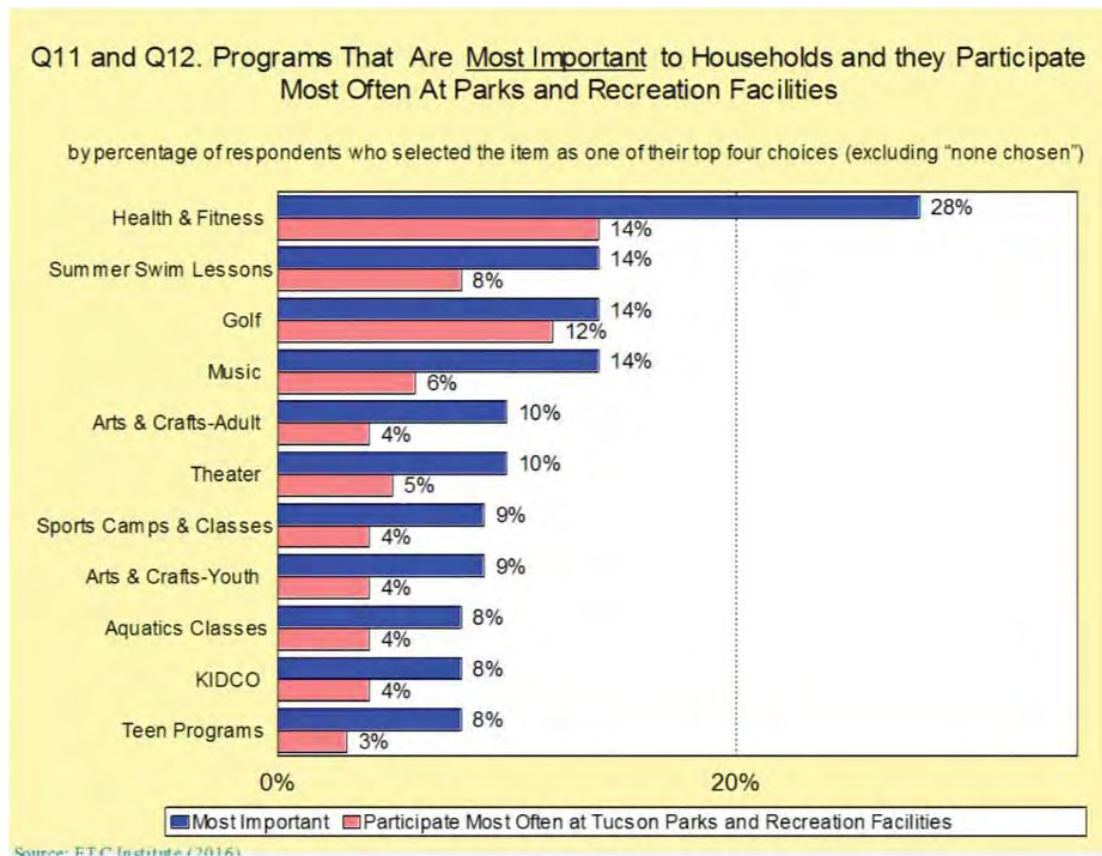
**Figure 6.3: Programs Most Important to Households**



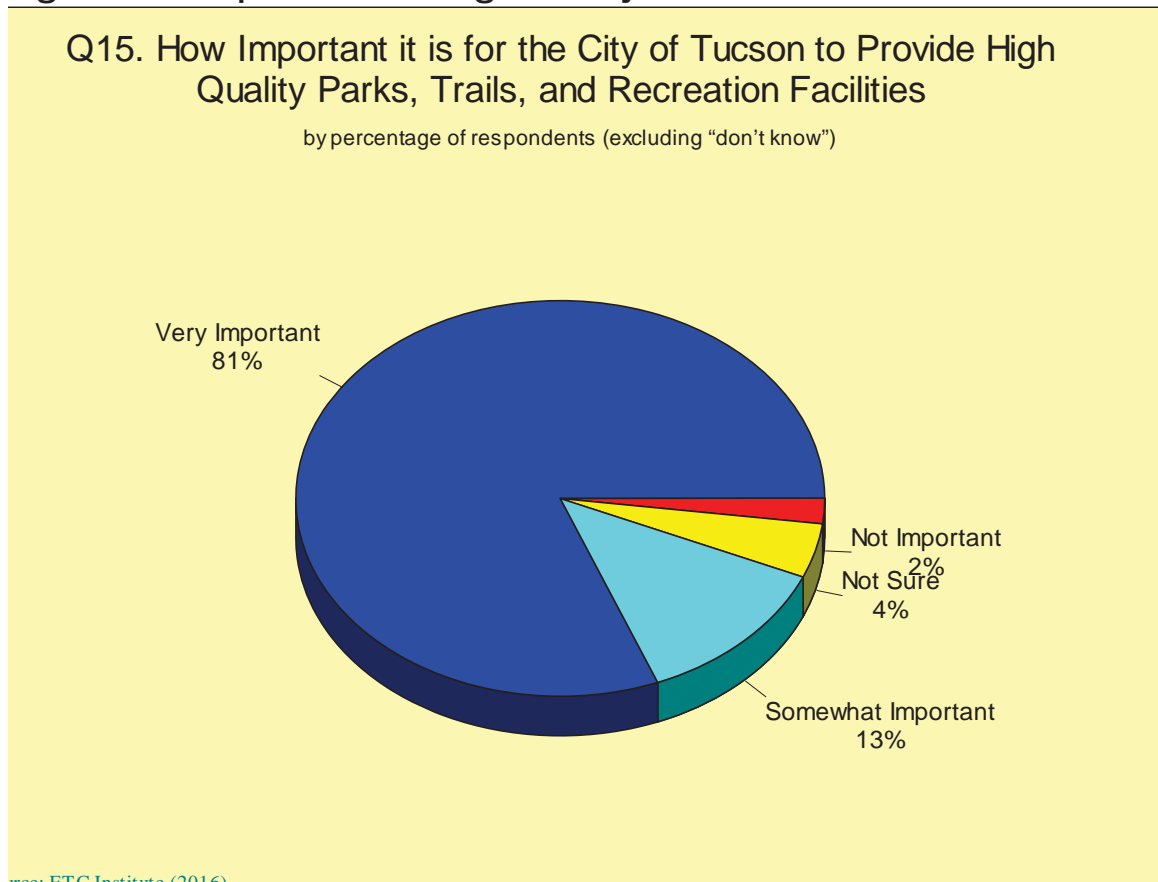
**Figure 6.4: Programs that Households Participate Most Often**



**Figure 6.5: Programs Most Important to Households**



**Figure 6.6: Importance of High Quality Parks**

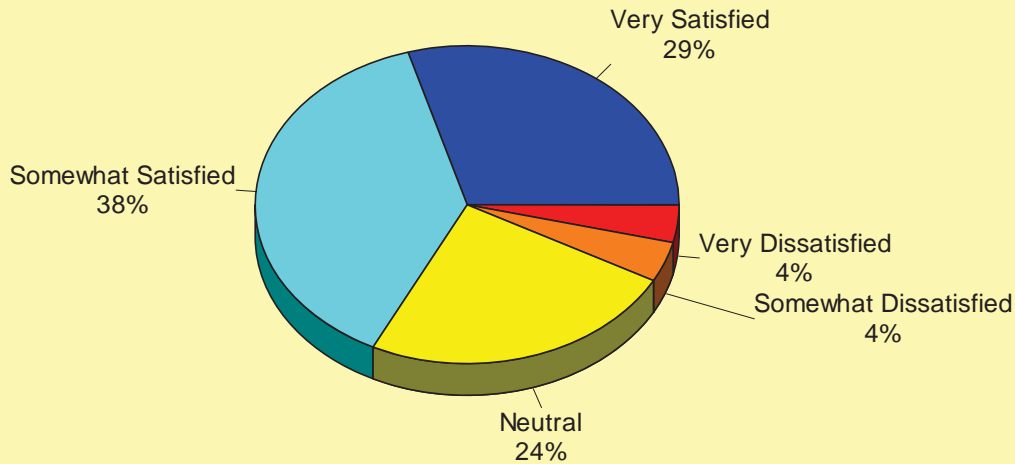




**Figure 6.7: Overall Satisfaction**

**Q14. Satisfaction with the Overall Value Households Receive from the City of Tucson Parks and Recreation Facilities and Programs**

by percentage of respondents (excluding don't know)



**Identify programs with high unmet needs in the community**

Figure 6.2 shows, there are over 45,000 households whose needs for health and fitness programs are currently not being met by any provider, not simply the Parks and Recreation Department. Other programming areas of particularly high unmet needs include: music, arts and crafts for adults, theater, summer swim lessons, dance for adults, arts and crafts for youth, sports camps and classes, and visual arts for adults.

**Identify programs of high importance in the community**

Figure 6.3 shows, by a wide margin, health and fitness programs are the most important programs for households, followed by summer swim lessons, golf, music and arts and crafts. Households are most likely to engage in programs that are most important (1st choice).

**Identify programs of high importance in the community that households participate at City of Tucson facilities the most often.**

Figure 6.4 shows, health and fitness programs and golf are by a wide margin the programs household respondents participate in the most often, followed by summer swim lesson, music, theater, and sports camps and classes

**Increase programming and participation in areas of importance to households offered at indoor facilities.**

Opportunities to increase programming at the recreation/community centers and senior centers are in large part based on how much available market there is in each programming area of importance that the City Parks and Recreation Department is not serving. Figure 6.5 shows what percent of households in the community rate the program as of high importance (blue line). Figure 6.5 also shows for the same programs, the percent of household in the community who use indoor facilities of the parks and recreation system for those programs (red line).

From Figure 6.5, it is quite clear that the City of Tucson Parks and Recreation Department has opportunities to increase programming and therefore usage of indoor facilities in areas of importance. Most dramatically opportunities exist to increase health and fitness programming where 28% of households indicated they feel health and fitness programs were among the 4 most important programs to their household, but only 14% participate frequently at City facilities.

Other opportunities to significantly increase programming and therefore usage of indoor facilities illustrated on Figure 6.5 include:

**Music**

Most Important to Households (sum of top 4 choices).....14%  
 Participate at City facilities (sum of top 4 choices).....6%

**Arts and Crafts**

Most Important to Households (sum of top 4 choices).....10%  
 Participate at City facilities (sum of top 4 choices).....4%

**Arts and Crafts-Adults**

Most Important to Households (sum of top 4 choices).....10%  
 Participate at City facilities (sum of top 4 choices).....4%

**Arts and Crafts-Youth**

Most Important to Households (sum of top 4 choices).....9%  
 Participate at City facilities (sum of top 4 choices).....4%

**Additional actions which will increase usage of indoor facilities**

1. Consider changing program times and having facilities open more hours over the weekends and in evenings. Program times are inconvenient is the 3rd biggest reason that households who don't participate in programs indicate as a reason that prevents them from participating more often. Indoor facilities that have limited hours Monday through Friday and over Weekends are also indicated as a barrier to more usage by both participants and non-participants in programs.

2. Improve marketing efforts. By a wide margin "unaware of what is being offered" is the number 1 reason preventing non-users for participating in programs and for program users to not participate more often. Fully 30% of program users and 42% of non-users indicate "unaware of what is being offered" as a reason preventing them from participating more often.

Particular attention should be paid to the website, which receives good ratings for usage and will only grow in importance as a marketing instrument. Attention should also be paid to improving the distribution of printed versions of the Program Guide. Only 25% of households gain information from printed versions of the Program Guide which is significantly lower than the 54% of households that is the national average for receiving information in this manner.

3. Placing a greater emphasis on having fitness equipment in the Recreation//neighborhood centers and Senior Centers. Importantly, 27% of households with adults 55 and over and having no children indicate health and fitness classes as one of the top four programs of importance to their households. The next highest program area of importance for households with adults 55 and over and no children is arts and crafts for adults at 15%.

4. 68% of Tucson households indicated that "improve physical health and fitness" was one of the key benefits from parks, trails, and recreation facilities and services that are most important to their household. Fully 49% of households indicated it was the #1 benefit.

**Summary**

As Figure 6.6 indicates, 81% of resident households feel it is very important for the City of Tucson to provide high quality parks, trails and recreation facilities. An additional 13% feel it is somewhat important. Only 2% of resident households feel it is not important for the City of Tucson to provide high quality parks, trails and recreation facilities.

A primary purpose of the Parks and Recreation System Master Plan is to ensure that the Vision of the residents for a high quality park system is identified, setting the stage for implementation.

On certain aspects of the Parks and Recreation System Master Plan, resident households across the City are very clear as to their Vision. Neighborhood parks, trails, greenways, walking and biking paths and the Reid Park Zoo are facilities of the highest importance in every Ward and across demographic groups.

Improving physical health and fitness is overwhelmingly the most important benefit resident households feel parks, trails, recreation facilities and services should provide and programs focused on health and fitness are by a wide margin the program having the most importance to offer.

Some of the barriers impacting the ability of the Parks and Recreation system to implement the vision of resident households for a high quality parks and recreation system can be accomplished easier than others, such as greater awareness of what is being offered.

Other actions such as capital investments for the current system and expansion of the park system will be more challenging, although there is strong support across the City for some actions in particular.

65% of household respondents feel that support for maintenance/upgrades of existing parks, pools, and recreation facilities are of high importance for funding. Nearly half (47%) of household respondents feel that support for development

of new paths, trails and greenways are of high importance. Strong support also exists for maintenance/improvements to Reid Park Zoo.

Possibly the most underutilized resource of the parks and recreation system are indoor facilities including neighborhood/community recreation centers and senior centers. Investments in these facilities will be among the most challenging because of the higher capital costs to make the improvements, but these improvements would have a dramatic and positive impact on increasing the number of households who participate in programs which is one of the biggest weaknesses of the parks system.

Finally, 2/3rds of resident households are very satisfied (29%) or somewhat satisfied (38%) with the overall value they receive from the City of Tucson Parks and Recreation Facilities and Programs, very similar to the national average of communities for very satisfied and somewhat satisfied.

At the same time as indicated on the previous page, 81% of resident households feel it is very important for the City of Tucson to provide high quality parks, trails and recreation facilities and an additional 13% feel it is somewhat important. For the Parks and Recreation system to truly realize the Vision of its residents', additional citizen priorities need to be implemented.



# PROGRAMMING ANALYSIS

7





## HIGHLIGHTS

1	Tucson Parks and Recreation provides programming that serves a broad range of Tucson's population.
2	Therapeutic programs are highly specialized courses serving the developmentally disabled, citizens with special needs, and seniors with age-related ailments.
3	Leisure classes open a world of possibilities for users. Courses in painting, photography, ceramics, or jewelry making relieve stress and invigorate the mind through creative outlets for participants.
4	The Tucson Parks and Recreation Department provides senior programming in centers across the city.
5	The number of programs has declined in response to the recession and the subsequent reductions in staff, center hours, and consolidation. This has resulted in fewer program participants over time.
6	Fewer locations for some youth programming has affected youth participation. Youth/Teen programs and locations have rebounded to near 2006 levels, while KIDCO locations and programs are in decline.

## Introduction

The City of Tucson's Parks and Recreation Department plays a critical role in Tucson's quality of life and provides countless opportunities for residents and visitors to play, exercise, learn and grow. The City of Tucson currently provides a wide range of year-round recreation programs that reach a diverse group of residents. Activities range from organized sports to summer camps and senior health classes.

Recreation programming is an important municipal service. Recreation programming provides opportunities to focus on health and wellness, providing a necessary balance for communities and individuals. Residents seek identity, self-esteem, personal growth and fulfillment in their leisure hours. Recreation gets people active, helping them to be both physically and mentally healthier. Recreation experiences are essential for the healthy development of our children, and helps to get the public involved in community life. Neighbors meet neighbors at recreation programs, children make lifelong friends, and community members access resources they otherwise would never have. Programming can be the catalyst that brings residents out to visit a park for the first time. The positive impacts of programming affect the whole community by improving the local economy, encouraging environmental preservation and conservation, and building community pride.

This chapter addresses trends in programming within the City of Tucson Parks and Recreation system. The following analysis examines changes in City of Tucson Parks and Recreation programming over time, and how those changes affect how citizens view, use, and participate in programming.

Tucson Parks and Recreation provides programming that serves a broad scope of Tucson's population. These programs are housed in neighborhood and recreation centers across the city. Programs offered include active, therapeutic and leisure classes. Active programs such as dance, gymnastics and aquatics courses improve the physical health of participants. Fitness courses serve a wide range of age and ability groups. Dance courses for example, offer courses for toddlers, teens, adults and seniors.

- Therapeutic programs are highly specialized courses serving the developmentally disabled, citizens with special needs, and seniors with age-related ailments. Therapeutic programs provide an invaluable service to their users. Families rely on these programs and serve to assist in providing care for their disabled family members.
- Leisure classes open a world of possibilities for users. Courses in painting, photography, ceramics, or jewelry making relieve stress and invigorate the mind through creative outlets for participants. Many of these courses require specialized facilities to operate. Facilities such as the pottery and ceramics studio at Randolph Regional Center provide space for users that would be difficult for them to access otherwise.
- The Tucson Parks and Recreation Department also provides senior programming in centers across the city. Courses provided include computer learning, mental and physical health. Seniors rely on these programs to improve their quality of life. Additionally, Pima Council on Aging administers senior meals program in some recreation centers.



**Table 7.1: 2015 Courses Offered per Program Type**

Program Type	Classes Offered	Program Type	Classes Offered
Adaptive Aquatics	43	Photography	14
Aquatics	60	Pottery	106
Arts & Crafts	36	Senior Olympics	646
Ceramics	6	Sports Camps	55
Dance	130	Sports Classes	47
Drawing & Painting	21	Summer Swim Lessons	4
Gymnastics	83	Teen Programs	44
Health and Fitness	93	Theatre	6
Jewelry	50	Therapeutic Programs	8
KIDCO	35	Workshops	4
Motor Development	90	Youth and Teens	22
Music	66	Youth Programs	2

## Methodology

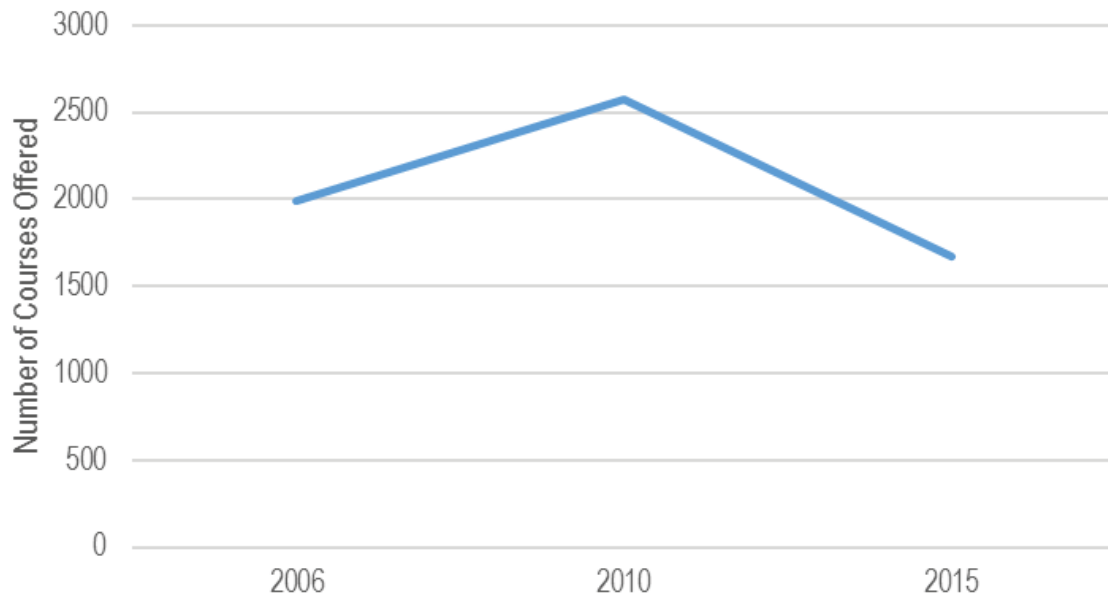
A variety of tools were used to assess the City of Tucson’s recreation programs, including: a comparison of programming offerings for 2006, 2010 and 2015 from the City of Tucson Park and Recreation Programs database; community survey results; and public outreach results. In combination, these tools provide a comprehensive overview of the City of Tucson’s Parks and Recreation programming trends.

A comparison of programming offerings for 2006, 2010 and 2015 from the City of Tucson Park and Recreation Programs database was conducted to examine changes in the number of programs offered each year, the number of participants, and the distribution of youth programming locations. The results of this analysis are substantiated, as shown below, though the community survey and community outreach results.

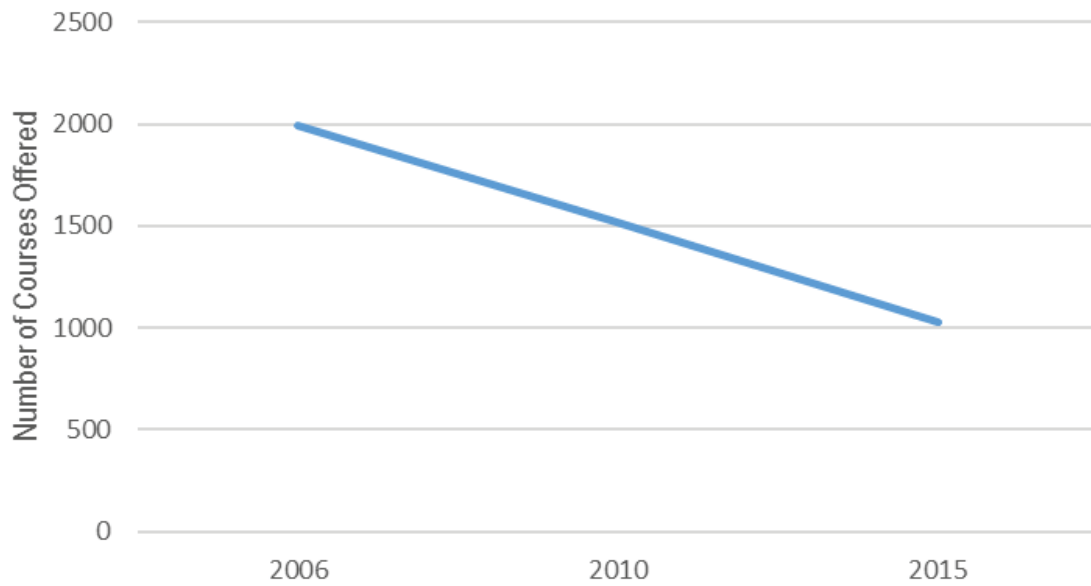
## Parks and Recreation Program Offerings for 2006, 2010, and 2015

An analysis of the City of Tucson’s Parks and Recreation program offerings between the years of 2006-2015 shows a significant decline over the last ten years. In 2006, 1,994 courses were offered with 41,573 participants. In 2015, 1,675 courses were offered with 18,552 participants. This represents a 16% reduction in programming provided and a 55% decline in participation in recreation programming.

**Figure 7.1: Recreation Programs Offered per Year**

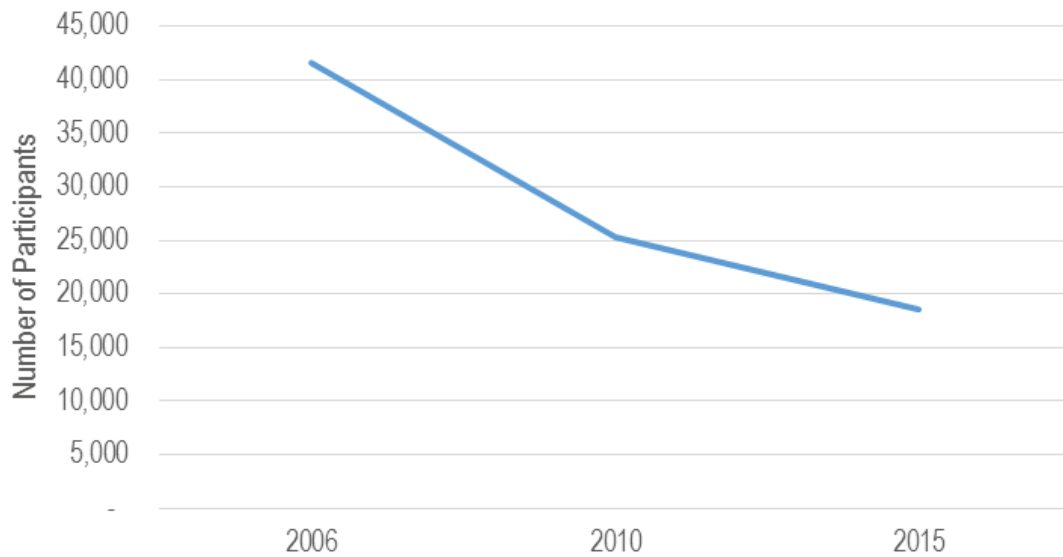


**Figure 7.2: Recreation Programs Offered per Year without Senior Olympics**





**Figure 7.3: Program Participants per Year**



As seen in the figures above, fewer courses are now being offered by the City of Tucson as compared to 2006 and 2010, resulting in a reduction of the number of enrolled participants. Figure 7.1 shows an increase of classes in 2006, this is due, however, to the addition of senior Olympics classes. When compared to Figure 7.2 - Recreation Programs Offered per Year Without Senior Olympics, there is a noticeable drop in classes offered. This decline may be due to a variety of factors including changes in budget, program enrollment, and interest. As shown in Figure 7.3, participation in programs fell from over 40,000 in 2006 to under 20,000 in 2015. In combination, this means that only a very small percentage of the population has the opportunity to participate in valuable recreation programming.

When examined separately and as seen in Table 7.2 and 7.3 below, the number of both youth and adult oriented programs has declined, in some cases dramatically, over the past ten years. It is important to note that popular programs like Aquatics, Jewelry, Pottery/Ceramics, Youth Dance and Youth Sports Classes have all had a reduction in course offerings. Courses in Adult Health and Fitness as well as Youth Sports Camps, however, increased over the same time period. This increase may reflect a shift in departmental priorities towards more fitness related activities. The following tables show the change in courses offered per year for both youth and adult offerings.

**Table 7.2: Youth Courses Offered per Year**

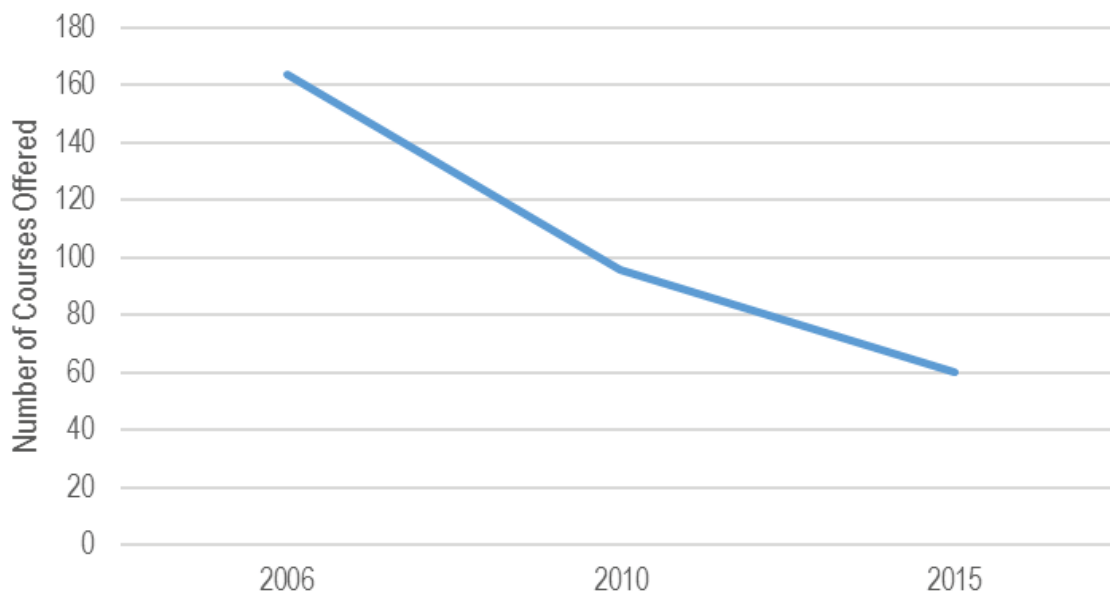
# of Courses Offered	2006	2010	2015	2006 – 2015 Change
Motor Development Courses	154	154	90	-42%
Sports Classes	163	74	37	-77%
Sports Camps	34	54	55	62%
Arts & Crafts	80	74	36	-55%
Drawing & Painting	15	15	9	-40%
Youth Dance	250	183	96	-62%

**Table 7.3: Adult Courses Offered per Year**

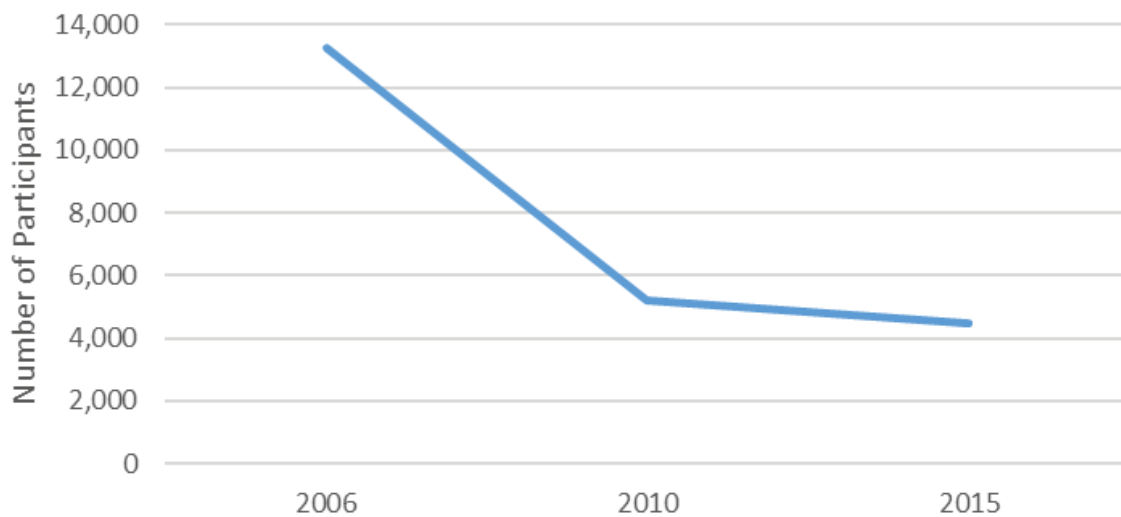
# of Courses Offered	2006	2010	2015	2006 – 2015 Change
Adult Courses Offered per Year	162	127	100	-38%
Jewelry Courses	65	65	50	-23%
Dance Courses	48	35	33	-31%
Health & Fitness	72	121	93	29%

Additionally, as seen in Figure 7.4, the number of Aquatics courses follow the same trends as above. The number of courses offered has been significantly reduced since the year 2006.

**Figure 7.4: Aquatics Courses Offered per Year**



**Figure 7.5: Aquatics Program Participants per Year**



**Figure 7.6: Aquatics Course Location Comparison**

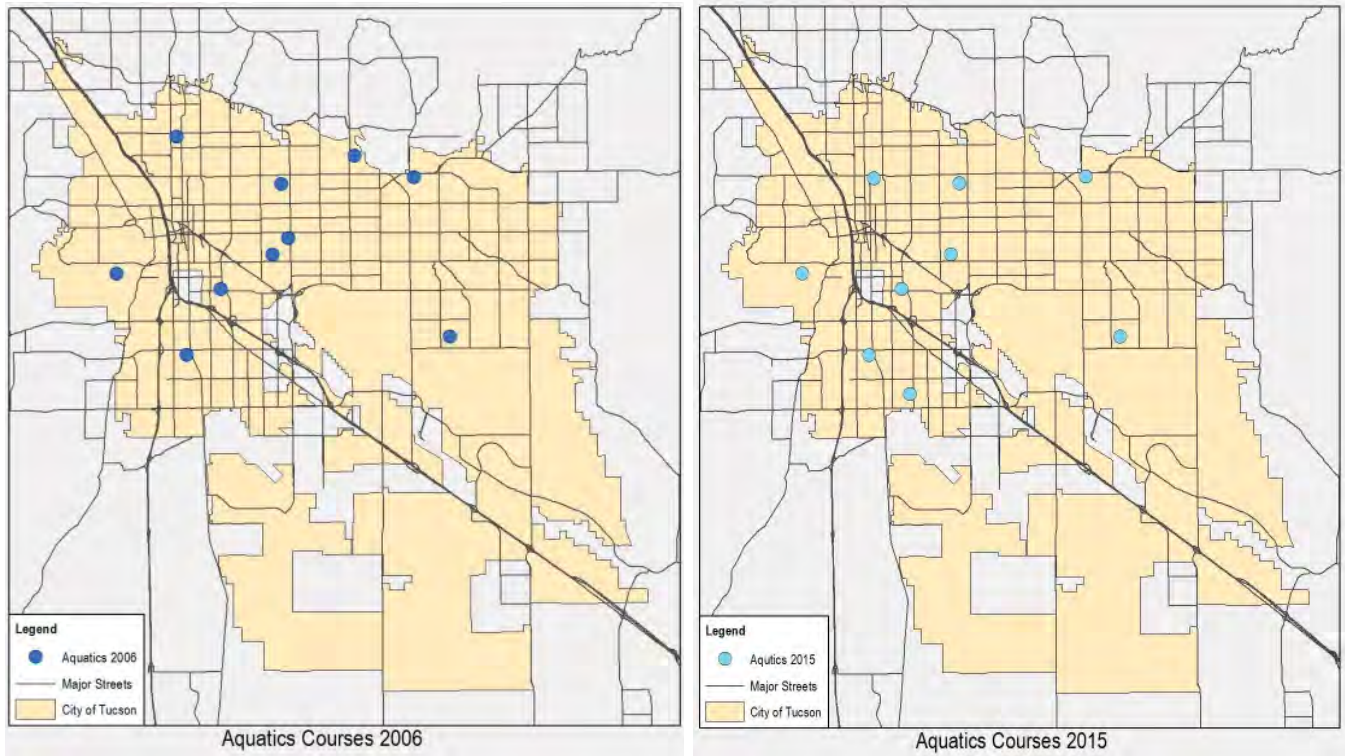


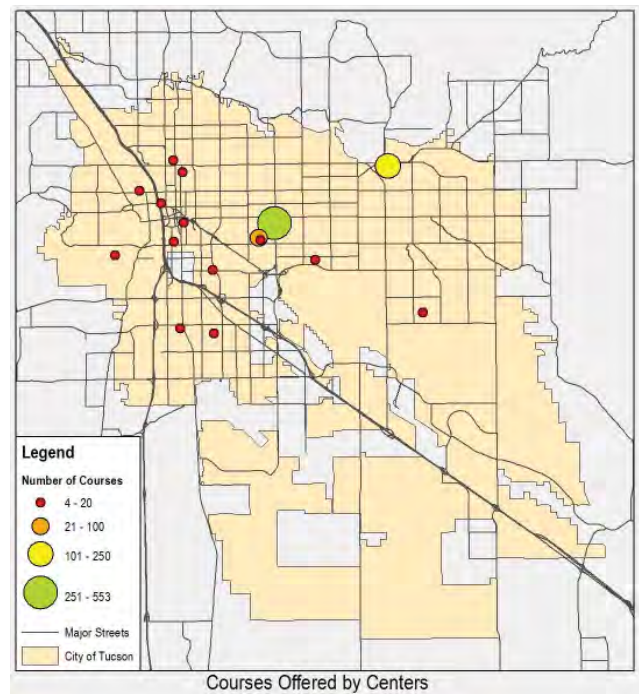
Figure 7.6 shows the locations of aquatics courses has changed little from 2006 to 2015. However, pool closures have affected where courses can be offered. The overall distribution of locations offering aquatics courses is consistently even.

Overall, the number of parks and recreation programming offered has been significantly reduced since 2006. At the same time, the City of Tucson’s population has grown significantly. This means that far fewer people, as a percentage of Tucson’s entire population, are involved with the City’s parks and recreation programming.

### Tucson Parks and Recreation Programming Locations

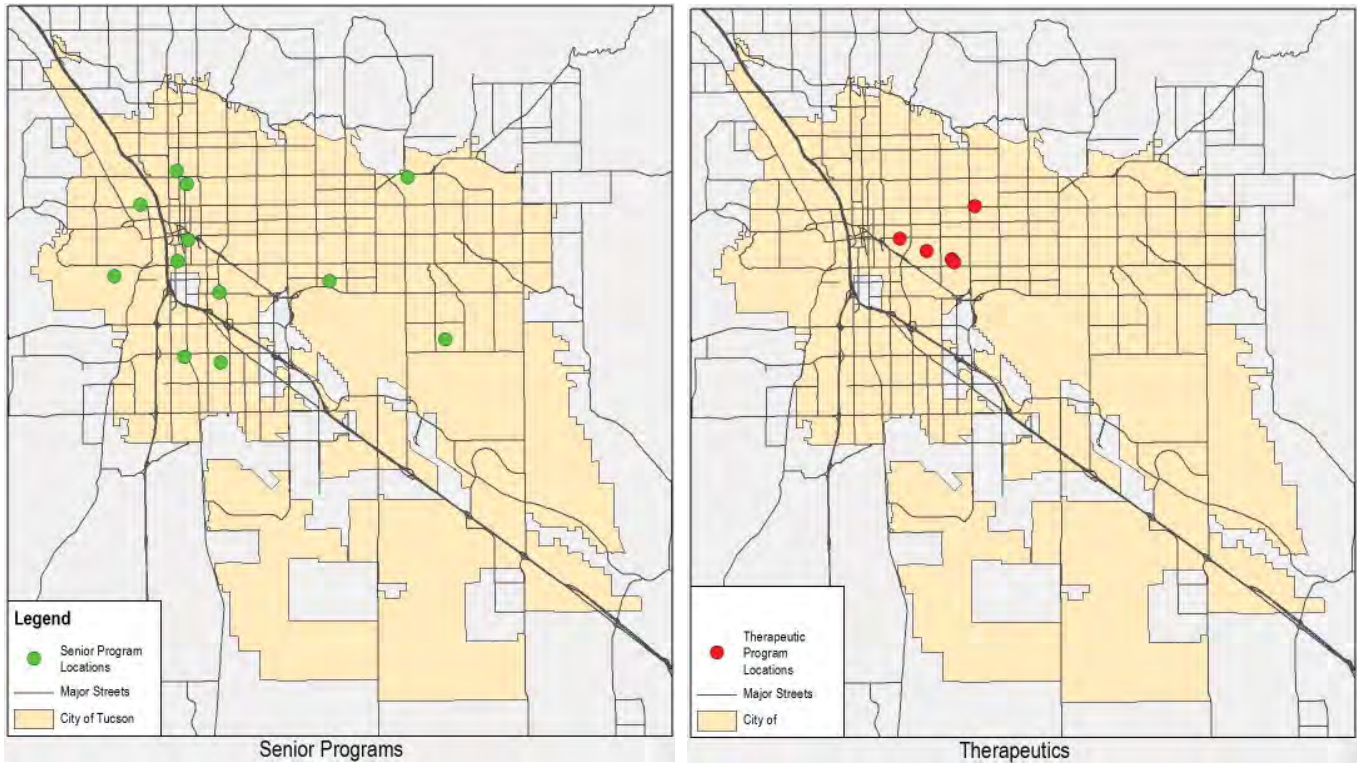
The majority of programming takes place in the various community centers throughout Tucson. The number of courses offered at each center provides insight to the distribution of courses. Figure 7.7 shows the largest number of courses offered are concentrated at the Randolph and Udall Centers. The Randolph Center, Edith Ball Adaptive Recreation Center and the Therapeutic Recreation Center share the same centrally located area. The Udall Center provides many course options for the northeast region of Tucson. Fewer courses are offered at the remaining centers, which vary in capacity for offering courses. Courses requiring specialized facilities, such as ceramics or therapeutics tend to be housed in designated centers. There may be opportunity to relocate courses that require less specialized facilities to other centers.

**Figure 7.7: Courses Offered by Center Location**





**Figure 7.8 and 7.9: Senior Program Locations and Therapeutic Program Locations**



Senior programs are distributed throughout the City of Tucson. The wide distribution of senior programs indicates that this type of programming requires little special equipment or expertise, and may be easy to develop in more neighborhood centers, such as in the eastern and southern regions of the City.

All therapeutic program are located centrally. No programs currently serve eastern or southern Tucson, which may be due to lack of demand or to lack of awareness that the Tucson Parks and Recreation offers therapeutic programs. Therapeutic programs include courses such as Social Club for adults and Discovery Day Program for children ages 6-16.

An analysis of the City of Tucson’s Parks and Recreation KIDCO and youth programming offerings by location, between the years of 2006-2015 and as seen in Table 7.3, shows a significant change in the number of program location sites over the last ten years. In 2006, 55 KIDCO sites were in operation. In 2015, only 23 locations were in operation, representing a 58% reduction in the number of KIDCO site locations. Conversely, in 2006, 14 Youth/Teen program location sites were in operation. In 2015, 20 Youth/Teen program location sites were in operation, representing a 43% increase in the number of youth/teen program locations.

**Table 7.3: KIDCO Program Site Locations**

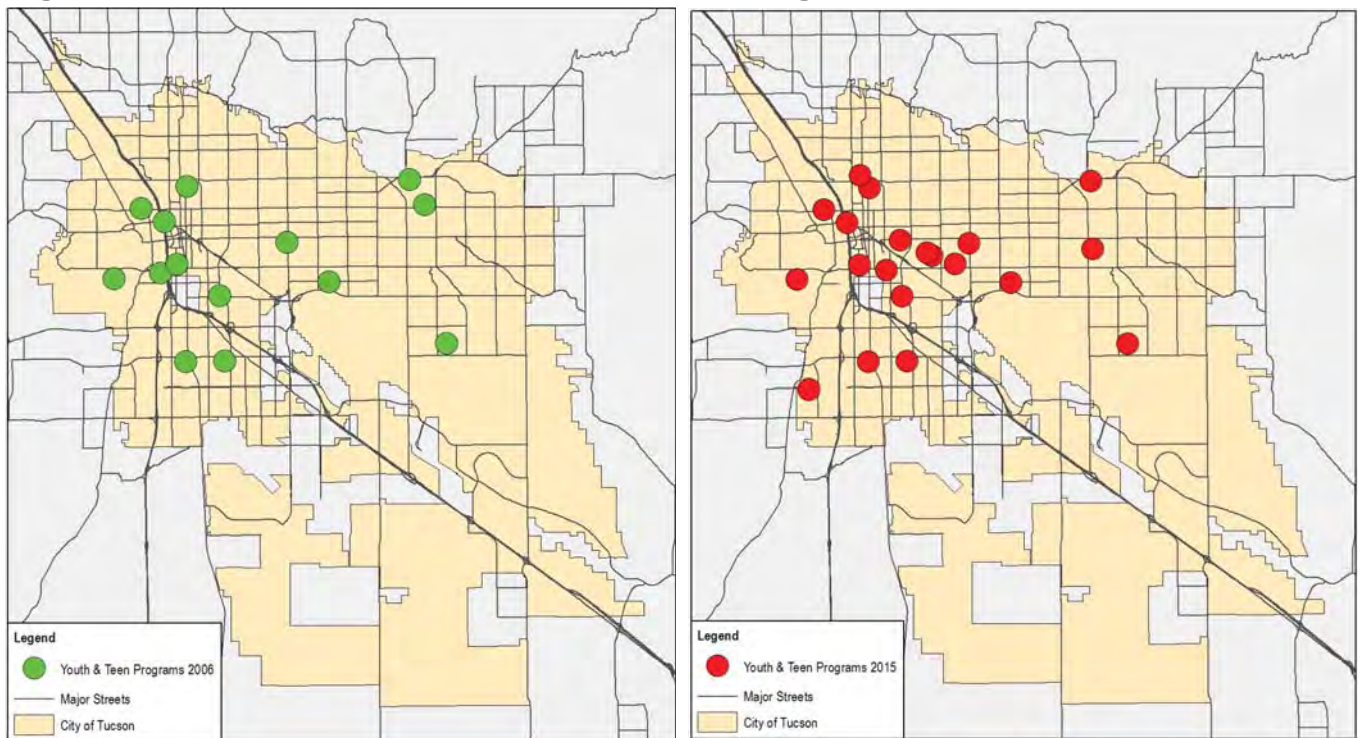
KIDCO Locations 2006	KIDCO Locations 2010	KIDCO Locations 2015	Percent Change 2006 - 2015
55	39	23	-58%

**Table 7.4: Youth/Teen Program Site Locations**

Youth / Teen Program Locations 2006	Youth / Teen Program Locations 2010	Youth / Teen Program Locations 2015	Percent Change 2006 - 2015
14	6	20	43%

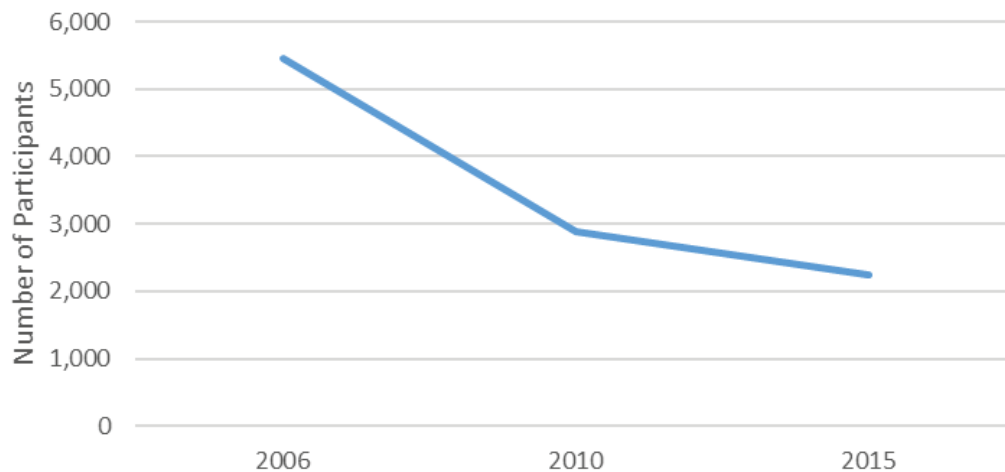


**Figure 7.10: 2006 and 2015 Youth and Teen Program Locations**



Youth and Teen programs and locations decreased sharply from 2006 to 2010 only to rebound in 2015. KIDCO has declined substantially in both courses offered and locations over the same time frame. A reduction in site locations and enrollment capacity due to recession-induced budgetary cuts provides insight into why participation has been reduced over the last ten years. Reducing programming locations may result in reduced participation due to increased travel time to programming locations or a reduction in available program enrollment spots.

**Figure 7.11: KIDCO Program Participants per Year**



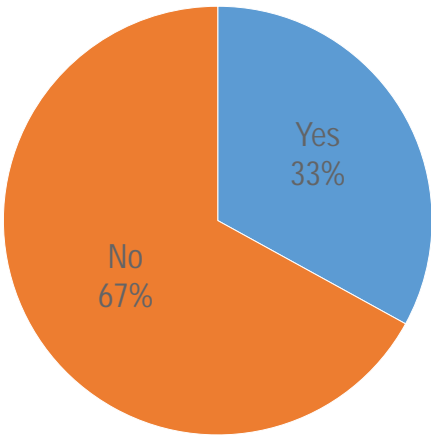
### **Programming Insight from the 2000 and 2015 Community Surveys**

As a part of this Parks and Recreation System Master Plan, the ETC Institute conducted a survey to examine how citizens use the Tucson Parks and Recreation system. The survey was distributed city-wide and had a total of 1,225 respondents. The results of this survey supports the data shown above, indicating below average program participation across the city.

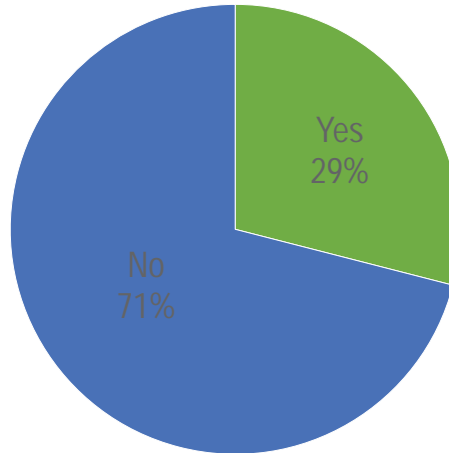
The results of the community survey show that within the previous 12 months, 19% of City of Tucson households participated in parks and recreation programs. This percentage is below the national benchmark of 34% for program participation. In comparison, the ETC Institute conducted a similar survey for Tucson Parks and Recreation in the year 2000. That survey found that 33% of respondents participated in Tucson Parks and Recreation programs. This exceeded the national average of 29% for 2000. Between 2000 and 2015, program participation across the city has fallen from 33% to 19%, equaling a 42% decrease in program participation. Figure 7.12, below, shows the City of Tucson and National Household Parks and Recreation Program Participation Levels.

**Figure 7.12: City and National Household Parks and Recreation Program Participation Levels**

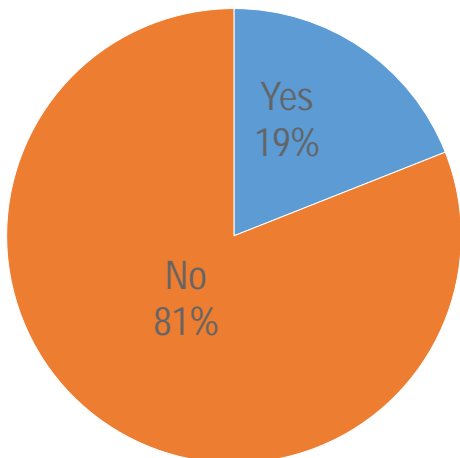
Tucson Household Participation in Parks and Recreation Programs - 2000



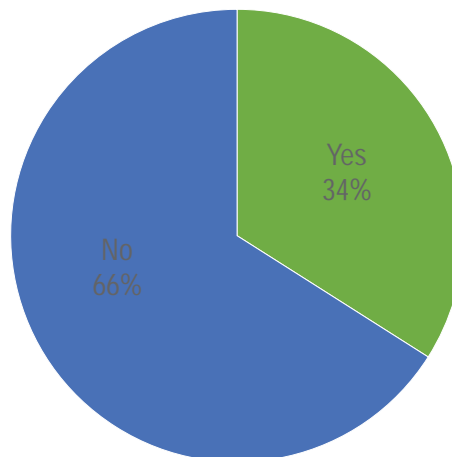
National Household Participation in Parks and Recreation Programs - 2000



Tucson Household Participation in Parks and Recreation Programs - 2015



National Household Participation in Parks and Recreation Programs - 2015



One reason for this decline in participation may come from users being unaware of what programs are being offered. Thirty-nine percent (39%) of survey respondents indicated they were unaware of what programs the City offered. This is significantly higher the national average of 22%. This lack of awareness may be a result of the preferred sources users obtain information about programs.

According to the community survey, the top three ways households learn about parks programs are: friends, family or neighbors (59%); newspaper articles (34%); and the City's website (26%). The rate at which users learned about parks programming from friends, family or neighbors is over twice the rate as from the City's website. This indicates that users are heavily dependent upon third-party word-of-mouth

to obtain information about parks programs. The average household age also plays a role in how parks programming is obtained. Households 55 and older prefer print media, (newspaper and program guide, for example), whereas households with children under 10 prefer a mix of the City website and the printed program guide.

In comparison, the survey conducted in the year 2000, indicated that the top three ways households obtained information for parks programming were: newspaper (21%); friends or coworkers (19%); and the Tucson Parks Program Guide (18%). This data shows a much more even distribution of obtaining information than the 2015 survey.

**Table 7.5: Top Three Ways Residents Learn about Tucson Parks and Recreation Programs**

Survey Year	2000	2015
1st	Newspaper – 21%	Friends, family/neighbors – 59%
2nd	Friends/coworkers – 19%	Newspaper articles – 34%
3rd	Tucson Parks Program Guide – 18%	City Website – 26%

Overall, household participation levels have fallen since the year 2000, and the way in which citizens receive information about what programs are offered has shifted. According to the community survey, sixty-seven percent (67%) of households indicated that they were either “very satisfied” (29%) or “somewhat satisfied” (38%) with the overall value their household receives from the City of Tucson Parks and Recreation Department facilities and programs. This means that overall residents like the programs offered by the City. If citizens don’t know these programs exist, it is unlikely that participation levels will increase. Finding and using the most effective form of marketing and outreach for programming needs to be a top priority for the City of Tucson Parks and Recreation Department to increase program participation per household.

### Program Specific Community Survey Results

On top of providing an overview of the state of parks and recreation programming in the City of Tucson, the community survey provided key data pertaining to program specific needs. This data will help to form an effective and viable master plan that will look to address current and future needs, assist in more efficient delivery of programs and services, and provide guidelines on how to program facilities and assets in the future.

#### Needs

The survey asked respondents to indicate, from a list of 19 programs, all of the programs that their household has a need for. The three programs that received the most responses were: Health and Fitness (37%), Music (23%), and Summer Swim Lessons (21%).

#### Met Needs

The 2015 survey asked respondents to indicate programs that are provided at a satisfactory rate. The four programs that received the highest responses included: Golf (70%), Adult Softball Leagues (53%), Movers and Shakers (52%), and Summer Swim Lessons (52%).

#### Programs Most Important to Households

According to the survey, health fitness and wellness programs are the most important to households. Based on the percentage of households who indicated the item as one of their top four choices, 28% indicated Health and Fitness were the most important to their household. Other most important programs include: Summer Swim Lessons (14%), Golf (14%), Music (14%), and Adult Arts and Crafts (14%).

## Program Use

According to the community survey, Health, Fitness and Wellness programs are used the most often. Based on the percentage of households who indicated the item as one of their top four choices, 14% indicated that they use Health and Fitness programs the most often. Other most utilized facilities include: Golf (12%), Summer Swim Lessons (8%), and Music (6%).

## Public Open House Results

In addition to the Community Survey, in the fall of 2015, six (6) public open houses were held to gather input from the community on how they use the park system. Attendees broke out into discussion groups at each meeting to discuss their own experiences. At these open houses, attendees consistently reported that they were unaware of the programs and services offered by the Parks and Recreation department. Open house questionnaires were also handed out at the public open houses. Participants were asked to rate and rank parks facilities and programs. On average, participants rated Tucson Parks and Recreation programming at 3.1 out of 5.

**Table 7.6: Public Open House Programming Response**

Question	Public Open House Average Response
On a scale of 1 to 5, with 5 being excellent and 1 being poor, how would you rate the recreation programming of the Parks and Recreation Department?	3.1

These results correlate the Community Survey results showing that on a whole residents like the programs offered by the City. The disconnect between citizens liking the offered programs and levels of participation, however, rests in the fact that citizens are overwhelmingly unaware that parks and recreation programming is available.

## Key Findings

Overall, fewer programs are being offered throughout the Tucson Parks and Recreation system. The number of programs has declined in response to the recession and the subsequent reductions in staff, center hours, and consolidation. This has resulted in fewer program participants over time.

Fewer locations for some youth programming has affected youth participation. Youth/Teen programs and locations have rebounded to near 2006 levels, while KIDCO locations and programs are in decline.

If increasing programming is a goal for the city, then marketing and outreach need to be a priority for the City of Tucson. Marketing and outreach have to occur more often and in a wide variety of formats to maintain the engagement of the public. Maintaining a high level of public engagement will inform staff about the community's programming needs. This is crucial in order to strategically address those needs with the reduced resources currently available. The Tucson Parks Foundation may be a potential partner in marketing, outreach and engagement.

Finally, the Parks and Recreation Department may want to consider outsourcing recreation center, community center, senior center and outdoor park space to non-city staff run programs. Potential partnerships with non-profits and community health grantees may result in higher resident participation rates with the added benefit of outside exposure to different groups of citizens.





# BENCHMARKING ANALYSIS

∞



# HIGHLIGHTS

1	Tucson has the highest percentage of managed land per 1,00 residents compared to benchmarked cities. Tucson has the lowest revenue levels compared to the benchmarked cities. Tucson is above the median for managed park acres.
2	Tucson offers a diverse selection of recreational facilities to its residents including 127 developed parks, 18 operational swimming pools, 19 recreational centers, five golf courses and a zoo.
3	Tucson has a greater number of indoor recreation facilities per resident compared to benchmarked cities.
4	Tucson is close to the median for the number of playgrounds per resident compared to benchmarked cities.
5	Sports fields are heavily programmed during peak seasons. Compared to benchmarked cities, Tucson is above average for the number of rectangular fields and diamond fields per resident.
6	Compared to benchmarked cities, Tucson is below average with 38 miles of trails.



## Comparative Analysis and Data

Benchmarking is a tool often used by agencies to measure where they fall in comparison to other similar agencies in regard to park acreage, budgets, staffing numbers and revenue recovery. This tool will give the City of Tucson's managers and decision-makers an indication of how the Parks and Recreation Department is delivering services, facilities, and programs to its residents in comparison to other agencies regionally and nationally. The purpose of this analysis is also to provide a snapshot of Tucson's parks and recreation resources, services and facilities, as well as provide a means to evaluate the City's progress over time. Benchmarking does have variables that may affect direct comparisons and those that may not be reflected in the data provided. For example, agencies in some cities may manage and operate sports leagues, while others may have nonprofit or community groups that provide athletics. Some agencies operate golf courses or zoos, while still others operate senior centers and teen centers. Further, agencies in some cities may contract maintenance work out to the private sector, while others perform varying degrees of maintenance activities in-house. This may affect staffing levels, per capita spending, as well as operating budget totals. The level of detail that is delivered from other agencies may not reflect what is available from the City of Tucson, but the analysis strives to cite these unique data points when necessary. The benchmarking information presented here can be used as a catalyst for the City of Tucson to continue to research best practices for more specific areas as they are needed, and primarily to benchmark against itself for improvements and resources needed over time.

## Data Sources

Specific information from five comparable agencies was collected. This data was then used to directly compare the City of Tucson against those agencies in select categories. See Table 8.2 for the details of the data. The departments that provided feedback included Mesa, AZ; Phoenix, AZ; Albuquerque, NM; Colorado Springs, CO and; Las Vegas, NV; communities of similar size that provide similar recreation, park and trail services. The communities were chosen primarily due to the perceived similarities to the City of Tucson and through discussions with Department management. Some of the key benchmarking data sought includes:

- Population
- Parks, open space and recreation acres
- Staffing and operations (full and part-time employees)
- Total operating and capital budgets
- Cost recovery (ability to generate revenues internal to the department to offset operating expenses)
- Types and numbers of specific parks and recreation facilities per population

Some readily apparent variables to consider when evaluating the City of Tucson against these agencies includes:

- City of Tucson's responsibilities and data include the management of Reid Park Zoo. While other benchmark cities contain zoos, none are managed by Parks and Recreation Departments.
- Tucson manages a very small proportion of open space (221.9 acres) compared with three of the benchmark cities surveyed: Phoenix (41,075 acres), Albuquerque (29,104 acres) and Colorado Springs (9,555 acres)

In addition to the direct contact with specific agencies, this benchmarking analysis also uses national medians and averages gathered from national sources. The National Recreation and Park Association's (NRPA) GIS-based tool PRORAGIS provides data of similar communities in order to assist in comparing amenities against national averages on data for similarly sized and funded communities. The 2015 Parks and Recreation Agency Performance Report provided to the City of Tucson by NRPA was used as an overall comparison on agency benchmarks. This included all agencies reporting through September of 2015, including counties and special districts as well as cities (this is noted in the Tables as "PRORAGIS all agencies"). The PRORAGIS online tool was used to collect on-demand, real-time data as an overall comparison on facility benchmarks. Customized reports were assembled from PRORAGIS data from January 2016 for Cities between 400,000 and 650,000 population and budgets between \$20,000,000 and \$50,000,000 (this is noted in the Tables as "PRORAGIS similar agencies"). The PRORAGIS customized report included a total of five (5) reporting agencies. While this data most closely resembles the parameters of operations for Tucson, it is not nationally comprehensive because of the low number of agencies reporting data.



## Benchmarking Analysis

### Community/Agency Overview

The City of Tucson has a population that is slightly lower than the average of the five (5) communities benchmarked against (City of Tucson 2016 population of 527,972 vs. 704,762 average of the other five communities). However, the large population of Phoenix (1,445,632) skews the average upward. Disregarding Phoenix, the average population of the remaining four cities surveyed drops to 519,544. In spite of being three times the size of the smallest city surveyed (439,886 Colorado Springs), Phoenix was included in the benchmarking based on its proximity, and its geographical and contextual similarity to Tucson.

**Table 8.1: Population of Benchmark Cities**

Agency	Total Number of Residents
Phoenix, AZ	1,445,632
Las Vegas, NV	619,419
Albuquerque, NM	556,495
Tucson, AZ	527,972
Mesa, AZ	462,376
Colorado Springs, CO	439,886

**Table 8.2: Developed Park Acres per 1,000 residents**

Agency	Total Acres of Developed Parks	Acres of Developed Parks per 1,000 residents
2015 PRORAGIS Median	n/a	9.40
Tucson, AZ	2,658	5.44
Colorado Springs, CO	2,212	5.03
Albuquerque, NM	2,316	4.16
Mesa, AZ	1,901	4.13
Phoenix, AZ	4,218	2.92
Las Vegas, NV	1,750	2.85

The City of Tucson, the State of Arizona appears to be growing at a slower rate than Pima County, the State of Arizona and the United States. Tucson is projected to experience a 0.29% annual population growth rate for the five (5) year period between 2015 and 2020, estimated population growth from 529,343 to 537,185 residents. This rate of growth is below the rate projected for Pima County (0.51%), the State of Arizona (1.12%) and the U.S. (0.75%) for the same period.

Tucson manages 3,741.6 acres of land including 2,658 acres of developed parks. This calculates to 5.44 acres of developed park acres per 1,000 residents. See Table 8.2. This results in the highest developed park acres per 1,000 residents of all benchmark communities, but well below the 2015 PRORAGIS Median of 9.4 acres per 1,000 residents. See Table 8.2. When non-park acreage is added to the calculations, Tucson again claims the highest spot among benchmarked cities at 7.41 acres of managed land per 1,000 residents (not including open space, conservation and preservation lands).

**Table 8.3a: Total Acres Managed per 1,000 residents**

Agency	Total Acres Managed	Acres actively managed per 1,000 residents
Tucson, AZ	3,922	7.41
Colorado Springs, CO	2,212	5.03
Albuquerque, NM	2,316	4.16
Mesa, AZ	2,534	5.48
Phoenix, AZ	4,218	2.92
Las Vegas, NV	1,750	2.85

\* Data does not include open space or conservation land space in either Table 6.3 or 6.3a.

**Table 8.3b Total Acres (Including Open Space) Managed per 1,000 residents**

Agency	Total Acres of Open Space	Total Acres Open Space per 1,000 residents
Albuquerque, NM	31,420	56.46
Phoenix, AZ	45,293	31.33
Colorado Springs, CO	11,767	26.75
2015 TPL Median	n/a	12.50
Tucson, AZ	4,298	8.12
Mesa, AZ	2,654	5.74
Las Vegas, NV	1,750	2.83

### Agency Resources

The City of Tucson employs the highest proportion of full time employees of all benchmark cities at 0.59 full time employees per 1,000 residents, and ranks just above the 2015 TPL Median of 0.51 full time employees per 1,000 residents. See Table 8.4a. At the same time, Tucson employs the lowest number of part time and seasonal employees of all benchmark cities. See Table 8.4b.

**Table 8.4a Full Time Labor Pool Ratios**

Agency	Full Time Employees	Full Time Employee Ratio per 1,000 residents
2015 PRORAGIS Median	n/a	0.79
Tucson, AZ	314	0.59
2015 TPL Median	n/a	0.51
Albuquerque, NM	268	0.48
Phoenix, AZ	679	0.47
Colorado Springs, CO	169	0.38
Mesa, AZ	137	0.29
Las Vegas, NV	93	0.15

**Table 8.4b Part Time Labor Pool Ratios**

Agency	Part Time Employees	Part Time Employee Ratio per 1,000 residents
Mesa, AZ	463	1.00
Albuquerque, NM	500	0.89
Las Vegas, NV	302	0.48
Colorado Springs, CO	202	0.45
Tucson, AZ	165	0.31
Phoenix, AZ	377	0.26

The total operating expenditure of the Tucson Parks and Recreation Department is \$71.76 per resident, just below the PRORAGIS median of \$84.74, but above the TPL median of \$70.00. Tucson ranked third among the six benchmark cities. See Table 8.5a

**Table 8.5a Per Capita Operating Expenditures**

Agency	Per Capita Operating Expenditures
Colorado Springs, CO	\$96.53
2015 PRORAGIS Median	\$84.74
Mesa, AZ	\$76.54
Tucson, AZ	\$71.76
2015 TPL Median	\$70.00
Albuquerque, NM	\$60.25
Phoenix, AZ	\$60.25
Las Vegas, NV	\$34.73

When evaluating the total expenditures of each department (total expenditure includes both operating and capital expenditure), Tucson falls to fourth in the rankings of benchmark cities. This is due in part to Tucson's low Capital budget (\$4,511,000 compared to the average of \$54,863,286 of the other agencies). See Table 8.5b.

**Table 8.5b Per Capita Total Expenditures (Operating and Capital)**

Agency	Per Capita Total Expenditures
Mesa, AZ	\$158.91
Phoenix, AZ	\$120.17
Colorado Springs, CO	\$119.09
2015 TPL Median	\$89.00
Tucson, AZ	\$80.31
Albuquerque, NM	\$68.95
Las Vegas, NV	\$34.89

Table 8.6a ranks agencies on total operating expenditures per acre (not maintenance specific). The City of Tucson (at \$11,341 per acre) is well above all the PRORAGIS Median of \$8,605, and higher than all other agencies except Mesa, AZ and Las Vegas, NV. It should be noted that Tucson, Las Vegas and Mesa all manage between 0 acres to 500 acres of open space. Conversely, the three remaining benchmark cities all manage vast tracts of open space: Colorado Springs (9,555 acres), Albuquerque (29,104 acres) and Phoenix (41,075 acres). Table 8.6b ranks agencies on total operating expenditures per acre, excluding open space, which limits the acreage to more maintenance-intensive sites and facilities.

**Table 8.6a Operating Expenditures per Total Acres Managed (Including Open Space)**

Agency	Operating Expenditures Per Acre
Mesa, AZ	\$17,512
Las Vegas, NV	\$12,295
Tucson, AZ	\$11,341
2015 PRORAGIS Median	\$8,605
Colorado Springs, CO	\$3,608
Phoenix, AZ	\$1,923
Albuquerque, NM	\$1,067

**Table 8.6b Operating Expenditures per Total Acres Managed (Excluding Open Space)**

Agency	Operating Expenditures Per Acre
Phoenix, AZ	\$20,649
Colorado Springs, CO	\$19,196
Mesa, AZ	\$18,617
Albuquerque, NM	\$14,478
Tucson, AZ	\$13,170
Las Vegas, NV	\$12,295

**Cost Recovery**

Tucson’s cost recovery percentage (15%) is the second lowest of the benchmark cities and well below the PRORAGIS median of 27.6%. See Table 8.7. Additionally, Tucson’s cost recovery percentage is the second lowest when compared to five nearby municipalities, as seen in Table 8.7a. Based on the City of Tucson’s budget information, revenues were generated by: center entry fees and memberships, program and class fees, park facility rental fees, and zoo admissions. The Department should regularly evaluate the bottom line of cost recovery, including evaluating the fee structure for all programs, rentals and facility use and developing a pricing policy and cost recovery goals that incorporate the community’s values as well as the mission of the Department. Lower cost recovery rates may be acceptable based on the policy and mission of the Department.

**Table 8.7 Cost Recovery Rankings (Revenue as a % of Operating Expenses)**

Agency	Cost Recovery Percentage
Las Vegas, NV	29.2%
2015 PRORAGIS Median	27.6%
Mesa, AZ	27.1%
Colorado Springs, CO	23.4%
Albuquerque, NM	18.2%
Tucson, AZ	15%
Phoenix, AZ*	-

**Table 8.7a Cost Recovery Rankings in Nearby Municipalities (Revenue as a % of Operating Expenses)**

Agency	Cost Recovery Percentage
Surprise, AZ	36.66%
Peoria, AZ	32.31%
Glendale, AZ	17.42%
Tempe	15.35%
Tucson, AZ	15%
Goodyear, AZ	7.09%

## Parks and Facilities

Tucson offers a diverse selection of recreational facilities to its residents including 127 developed parks, 7 recreation centers, 11 community/senior centers, 26 swimming pools, seven indoor recreational centers, five golf courses and a zoo. Within these parks are individual amenities that are typically benchmarked independently from total park acreages. Since the agencies polled vary in size, a comparison of parks and amenities is done on a per population basis.

## Indoor Facilities and Gyms

Tucson and other agencies surveyed have a diverse selection of indoor recreational facilities. Table 8.8 shows the number of indoor facilities and their respective average population per facility. Tucson has the lowest number of residents per indoor facility (29,331) and scores better than the PRORAGIS Median (36,445).

**Table 8.8 Total Indoor Recreation Facilities and Population per Facility**

Agency	Total Indoor Recreation Centers	Total Indoor Community/Senior Centers	Population per Indoor Facility (both types)
2015 TPL Median	n/a	n/a	28,571
Tucson, AZ	7	11	29,331
2015 PRORAGIS Median	N/A	N/A	36,445
Phoenix, AZ	7	27	42,518
Las Vegas, NV	8	5	47,647
Albuquerque, NM	2	8*	55,649
Colorado Springs, CO	2	5	62,840
Mesa, AZ	3	2	92,475

## Swimming Pools and Splash Pads

Tucson currently operates a total of 26 outdoor swimming pools and 5 splash pads. Table 8.9 illustrates Tucson's outstanding ranking in number of resident per pool (20,306), better than the PRORAGIS median (38,839) and far better than the five benchmark agencies.

**Table 8.9 Pool and Splash Pad Totals and Population per Pool**

Agency	Total number of Pools	Total number of spraygrounds	Population per Pool
Tucson, AZ	26	5	20,306
2015 PRORAGIS Median	n/a	n/a	38,839
Albuquerque, NM	12	3	46,374
Phoenix, AZ	29	9	49,849
2015 TPL Median	n/a	n/a	50,000
Mesa, AZ	9	2	51,375
Colorado Springs, CO	5*	3	87,977
Las Vegas, NV	6	22	103,236



## Playgrounds and Skate Parks

Playgrounds provide destinations for the youth of the community to recreate in a non-organized manner. Playgrounds of various sizes are offered throughout Tucson. When benchmarked against other agencies, Tucson ranks third in the number of residents per playground (3,940), and just below the PRORAGIS median (3,726). See Table 8.10 for more information. In addition to playgrounds, skate parks are an amenity that is very popular and heavily used but not as prevalent as playgrounds. With five skate parks, Tucson has one skate park for every 105,594 people. This is slightly better than the average of the other five benchmarked cities (129,921), and far better than TPL's national average of 1 skate park for 200,000 residents.

**Table 8.10 Playground Totals and Population per Playground**

Agency	Age 5+ Playgrounds	Age 2-5 Playgrounds	Total Playgrounds	Population per Playground
Albuquerque, NM	170	*	170	3,273
Colorado Springs, CO	130	*	130	3,383
2015 PRORAGIS Median	n/a	n/a	n/a	3,726
Tucson, AZ	115	19	134	3,940
2015 TPL Median	n/a	n/a	n/a	4,347
Las Vegas, NV	67	56	123	5,035
Phoenix, AZ	102	154	256	5,647
Mesa, AZ	66	*	66	7,005

\*not distinguished; included in total number

## Athletic Fields – Mixed Use Rectangular and Diamond Fields

Fields for team sports are in high demand in all jurisdictions, and fields are heavily programmed during peak seasons. In Tucson, there are 192 rectangular mixed-use fields designated for use. The City has 117 total diamond fields of various sizes for baseball and softball. Compared to other agencies and to PRORAGIS medians, Tucson is above average on rectangular mixed use fields and for ball diamond. See Table 8.11a and 8.11b for more information.

**Table 8.11a: Athletic Field Analysis (Rectangular Fields)**

Agency	Total Rectangular Fields	Population per Rectangular Field
Colorado Springs, CO	110	2,135
Albuquerque, NM	112	2,675
Tucson, AZ	192	2,764
Mesa, AZ	46	3,256
Las Vegas, NV	73	3,871
Phoenix, AZ	142	6,074
2015 PRORAGIS Median	n/a	8,945

**Table 8.11b: Athletic Field Analysis (Diamond Fields)**

Agency	Total Diamond Fields	Population per Diamond Field
Colorado Springs, CO	103	4,270
Tucson, AZ	117	4,512
2015 PRORAGIS Median	n/a	6,032
Albuquerque, NM	54	10,305
Las Vegas, NV	60	10,323
Mesa, AZ	26	17,783
Phoenix, AZ	29	49,849

## Trails

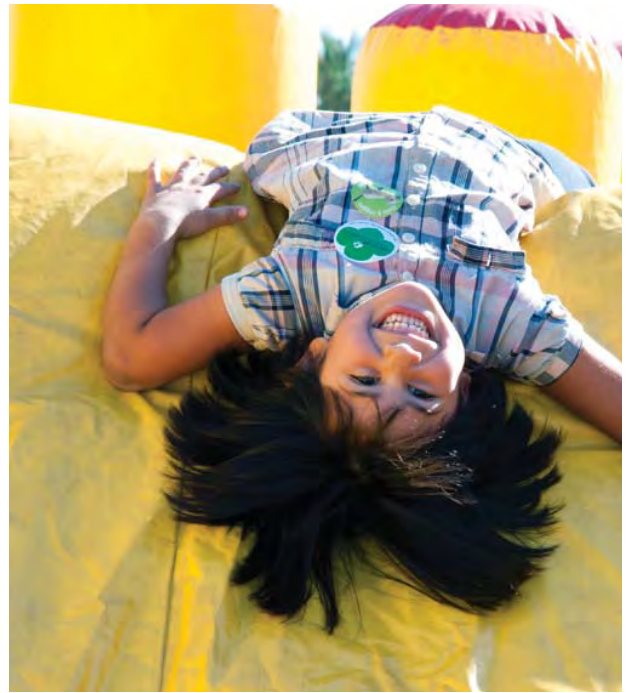
Trails, including multi-user hard surface trails, soft surface equestrian trails, hiking trails and nature trails are the links that tie a park system together and provide access to destinations around a city or region. When measured against the other benchmarked agencies and on the total miles of trails, Tucson is below average with 38 miles, while the population per mile of trail varies widely from agency to agency (See Table 8.12). It is important to note in this analysis, that the data provided by the agencies was for trails they managed or maintained, and that the total sidewalks and trails not within their management. Such walkways and trails are not included in these Tables, nor are bike lanes on roadways, this specifically includes zero trails maintained by Las Vegas, NV.

**Table 8.12: Total Miles of Trail Analysis**

Agency	Total miles of Trail	Population per Mile of Trail
2016 PRORAGIS Median	N/A	1,765
Las Vegas, NV	0	-
Colorado Springs, CO	181	2,430
Phoenix, AZ	421	3,433
Albuquerque, NM	145	3,837
Tucson, AZ	38	13,908
Mesa, AZ	4.5	101,621

## Key Findings

Tucson has the highest percentage of managed land per 1000 residents than any of the other benchmark cities but they also have the highest number of full time employees per 1000 residents. At 5.44 acres of developed parks per 1000 residents, Tucson has a lot to offer. The city, however, has the lowest amount of revenue compared to the other benchmark cities but is under the median for operating expenditures. Tucson has a range of amenities that it offers compared to other cities studied. For example, Tucson offers the highest number of pools and indoor recreational facilities per capita than the other benchmark cities, although it ranks in the middle for athletic fields and playgrounds. Overall, the City of Tucson is well above the median for managed park space and recreation space, but ranks second to last for public trails.



# INVENTORY AND CONDITIONAL ANALYSIS 9





# HIGHLIGHTS

1	As a part of the City of Tucson Parks and Recreation System Master Plan, a GIS database was created with over 6,000 park asset points and over 200 City-owned properties identified.
2	There are 26 mini parks in the Tucson Parks and Recreation system.
3	There are 64 neighborhood parks in the Tucson Parks and Recreation system.
4	The Tucson Parks and Recreation system maintains 27 school parks.
5	There are 13 community parks in the Tucson Parks and Recreation system.
6	The Tucson Parks and Recreation system includes 12 metro parks.
7	There are 3 regional parks in the Tucson Parks and Recreation system.
8	There are 11.48 miles of linear parks or greenways in the Tucson Parks and Recreation system.
9	There are 371.6 acres of open space or undeveloped parcels in the Tucson Parks and Recreation system.

## Introduction

A fundamental part of the planning process is to establish the current level of service (LOS) that the City of Tucson Parks and Recreation Department (TPRD) is providing. An accurate inventory of all parks and recreation assets is critical in determining the level of service of the system. Beginning in 2009, Norris Design conducted a GPS inventory, GIS mapping, and a conditional assessment of all City of Tucson park assets. The result was an accurate and comprehensive accounting of all park assets, from the largest assets such as park parcels and land holdings, to smaller support assets such as playground structures and drinking fountains. The breadth of information collected provided the City of Tucson with a clear understanding of all their assets and their respective conditions. As a part of this strategic master plan, Norris Design updated the inventory and conditional analysis of the City of Tucson park system. The combined efforts of the 2009 inventory and the inventory update conducted as a part of this Strategic plan have amassed a GIS database of over 6,000 park asset points and over 200 properties.

## Inventory Methodology

The inventory was completed and compiled in three steps:

- Collection and assessment of existing GIS data.
- Site visits and re-evaluation of the existing, quantitative and qualitative conditions of parks and recreation facilities (completed in Fall 2015).
- Processing and evaluating the results of site visit evaluations within a GIS environment.

As a part of the first step, the consultant team received digital aerial photography and the principal GIS base data from the Pima County Geographic Information Systems Department. The following GIS data was downloaded from the Pima County Geographic Information Systems (GIS) FTP Library by the team.

- Assessors Parcels
- Census Blocks and Tracts
- City of Tucson Ward Boundaries
- Corporate Limits
- Alternate Provider Park Locations
- Public School Locations
- Road Centerlines

Pima County Geographic Information Systems data layers were supplemented with high resolution color, geo-referenced aerial photographs (2014 flight data) which allowed the consultant team to identify the majority of parks and facility assets. The TPRD provided current park boundary and park classification data which included a comprehensive list of parks and recreation facility locations that are under TPRD management. The list included parks, golf courses, and maintenance responsibilities. It also included facilities under intergovernmental agreements with schools. The list was used to target locations for the site visits Table 9.2.

The second step of the process was to visit and re-evaluate all of the facilities, which was completed in Fall of 2015. Each park evaluation included assessment and ranking of both the primary assets and support assets. The primary assets, those amenities residents would specifically come to the park or facility to use, were evaluated based on the criteria listed in Table 9.1. The support assets, including items such as seating, bike racks, restroom facilities, etc. are considered assets which enhance a user's experience but are not features of the park which are typically the primary reason for use of the facility. A standard list of typical support assets was created prior to the site visit, and while on-site each element on the list was evaluated, based on the criteria in Table 9.1. and the following criteria:

- Does a facility with the existing primary assets and of this size, need this support asset? If it is not present, should it be?
- Is there a sufficient number of each support asset present for a facility of this size and capacity?
- Is this support asset located appropriately within the facility for convenient use by the public?
- Is this support asset operational and functional, or should it be repaired or replaced?

In addition to tangible features in the list of support assets, categories which were more of an evaluation of the broad "sense of place" or overall function of the facility's design were also included. These broad categories were evaluated by assessing the overall facility, access, as well as the site's setting.



**Table 9.1 Assets Rating Scale**

Rating	Description
5	A Primary Asset which meets the needs of the community in a manner significantly above the average of park amenities in Tucson and is of excellent quality and condition. A Support Asset which more than adequately serves the needs of the users of the facility, based on condition and/or quantity. No additions or enhancements are necessary in either asset level; however, continued maintenance to maintain this elevated level of service is required.
4	A Primary Asset which provides above-average service to the community and is of great quality and condition. A Support Asset which serves the needs of the users of the facility in an above-average manner, based on the condition and/or quantity.
3	A Primary Asset which adequately meets the needs of the community and is of average quality and condition. A Support Asset which adequately serves the needs of the users of the facility, condition and quantity are at an acceptable level. Enhancements or additional quantities may be appropriate for either asset level, but are not necessary.
2	A Primary or Support Asset which is nearly inadequate at meeting the needs of the community and is of below-average quality and condition.
1	A Primary Asset which is significantly below average in meeting the needs of the community, and is significantly below average in quality and condition. A Support Asset which does not adequately serve the needs of the users of the facility. In both categories, the amenity may be unusable or already removed but not replaced with this ranking. For support assets, in most cases, additional quantities or improvements are recommended.
X	Some support assets show an X instead of a ranking in the evaluation matrices. This indicates that the asset is not present and is not necessary for the facility, and therefore not evaluated. As a follow-up to the consultant team’s evaluation, the Norris Design team reviewed and finalized the data with City staff, including any necessary corrections and input of missing data into the GIS Database.

In the third step of the process, the conditional ratings are tallied for each park and a conditional score is compiled for both primary and support assets, summarized per park, and represented as a percentage score. A park with all assets that adequately meet the needs of the community will have a conditional score of 60% ( $3/5 = .6 \times 100 = 60\%$ ). Overall park scores are calculated by weighting the primary score at 75% and the support score at 25% and adding them together. For example, if the Primary Asset score is 77% and the Support Asset score is 73%, then the overall park score is  $(77 \times .75) + (73 \times .25) = 76\%$ . The intent of these scores is to provide a measurement of the quality of the parks and they are used to enhance the utility of the level of service mapping described in the next section of this report. See Table 9.2 for a list of the asset and overall park scores. In addition, maps of each facility and asset spreadsheets are generated to document the current inventory status.



**Table 9.2 Park Inventory Scores**

PARK NAME	CLASSIFICATION	PRIMARY SCORE	SUPPORT SCORE	OVERALL SCORE	ACRES
20-30 CLUB PARK	NEIGHBORHOOD	60%	57%	59%	1.5
ABRAHAM LINCOLN PARK	REGIONAL	76%	66%	73%	201.0
ALENE DUNLAP SMITH GARDEN	MINI	60%	54%	59%	0.1
ALVERNON PARK	NEIGHBORHOOD	63%	56%	61%	3.1
AMPHI HIGH SCHOOL	SCHOOL	65%	57%	63%	12.8
AMPHI NEIGHBORHOOD PARK	NEIGHBORHOOD	60%	48%	57%	1.7
ARMORY PARK	NEIGHBORHOOD	67%	60%	65%	4.0
ARROYO CHICO GREENWAY	GREENWAY	80%	60%	75%	0.5
BALBOA HEIGHTS PARK	NEIGHBORHOOD	68%	54%	64%	1.7
BLENMAN ELEMENTARY SCHOOL	SCHOOL	60%	53%	58%	3.3
BLOOM ELEMENTARY SCHOOL	SCHOOL	68%	55%	64%	6.3
BONITA PARK	NEIGHBORHOOD	60%	60%	60%	1.4
BRAVO PARK	NEIGHBORHOOD	60%	58%	59%	5.3
BRISTOL PARK	NEIGHBORHOOD	60%	57%	59%	2.0
CASE PARK	METRO	76%	56%	71%	53.0
CATALINA HIGH SCHOOL	SCHOOL	65%	53%	62%	15.0
CATALINA PARK	NEIGHBORHOOD	64%	64%	64%	3.7
CAVETT ELEMENTARY SCHOOL	SCHOOL	60%	50%	58%	4.6
CENTENNIAL PARK	MINI	60%	57%	59%	0.1
CESAR CHAVEZ PARK	MINI	60%	51%	58%	0.1
CHEROKEE PARK	MINI	60%	43%	56%	0.6
CHERRY AVENUE PARK	NEIGHBORHOOD	64%	64%	64%	5.0
CHILDRENS MUSEUM	NEIGHBORHOOD	80%	83%	81%	1.2
CHOLLA HIGH SCHOOL	SCHOOL	80%	50%	73%	2.9
CHRISTOPHER COLUMBUS PARK	REGIONAL	70%	60%	68%	231.7
CHUCK FORD LAKESIDE PARK	METRO	60%	63%	61%	49.8
CONNER PARK	NEIGHBORHOOD	70%	58%	67%	1.7
COOPER LONGFELLOW PARK	MINI	60%	65%	61%	0.3
CORBETT ELEMENTARY SCHOOL	SCHOOL	40%	46%	41%	0.3
COUNTRY CLUB ANNEX PARK	NEIGHBORHOOD	60%	58%	59%	2.8
DAVID G HERRERA AND RAMON QUIROZ PARK	NEIGHBORHOOD	52%	56%	53%	6.6
DAVIDSON ELEMENTARY SCHOOL	SCHOOL	75%	60%	71%	3.2
DE ANZA PARK	NEIGHBORHOOD	50%	50%	50%	4.4
DESERT AIRE PARK	NEIGHBORHOOD	50%	56%	52%	1.7
DESERT SHADOWS PARK	NEIGHBORHOOD	60%	60%	60%	5.7
DESERT VISTA CAMPUS - PCC	SCHOOL	40%	45%	41%	4.5
DOOLEN MIDDLE SCHOOL	SCHOOL	67%	55%	64%	8.0
DRACHMAN PRIMARY MAGNET SCHOOL	SCHOOL	60%	53%	58%	5.3
DUNHAM ELEMENTARY SCHOOL	SCHOOL	72%	53%	67%	5.8
EL PARQUE DE SAN COSME	MINI	100%	73%	93%	0.8
EL PASO AND SOUTHWESTERN GREENWAY	GREENWAY	100%	70%	93%	1.6
EL PRESIDIO PLAZA	PLAZA	63%	48%	59%	1.9



PARK NAME	CLASSIFICATION	PRIMARY SCORE	SUPPORT SCORE	OVERALL SCORE	ACRES
EL PUEBLO PARK	COMMUNITY	71%	60%	68%	32.2
EL RIO PARK	NEIGHBORHOOD	78%	63%	74%	4.8
EL TIRADITO WISHING SHRINE	MINI	80%	60%	75%	0.1
ESCALANTE PARK	NEIGHBORHOOD	55%	56%	55%	5.2
ESTEVAN PARK	NEIGHBORHOOD	60%	53%	58%	8.2
FORT LOWELL PARK	METRO	66%	60%	64%	62.7
FRANCISCO ELIAS ESQUER PARK	NEIGHBORHOOD	60%	60%	60%	6.3
FREEDOM PARK	COMMUNITY	61%	58%	61%	39.1
GARDEN OF GETHSEMANE	MINI	60%	63%	61%	0.7
GENE C REID PARK	METRO	73%	76%	73%	156.2
GOLF LINKS SPORTS COMPLEX	METRO	78%	56%	72%	49.0
GRANT AND CAMPBELL PARK	MINI	60%	53%	58%	0.5
GREASEWOOD PARK	METRO	70%	58%	67%	152.1
GRIJALVA ELEMENTARY SCHOOL	SCHOOL	60%	53%	58%	2.6
GRIJALVA PARK	NEIGHBORHOOD	89%	64%	83%	3.2
GROVES PARK	NEIGHBORHOOD	59%	51%	57%	11.9
HAROLD B WRIGHT PARK	NEIGHBORHOOD	70%	62%	68%	2.3
HARRIET JOHNSON PARK	NEIGHBORHOOD	56%	60%	57%	1.3
HIGHLAND VISTA PARK	NEIGHBORHOOD	63%	56%	61%	3.3
HIMMEL PARK	COMMUNITY	61%	58%	61%	25.4
HOFFMAN PARK	NEIGHBORHOOD	60%	58%	60%	3.8
HUDLOW ELEMENTARY SCHOOL	SCHOOL	71%	53%	66%	5.3
IRON HORSE PARK	NEIGHBORHOOD	73%	60%	70%	2.7
JACINTO PARK	NEIGHBORHOOD	77%	71%	76%	1.2
JACOBS PARK	METRO	60%	58%	60%	48.0
JACOME PLAZA	PLAZA	90%	53%	81%	2.0
JAMES THOMAS PARK	NEIGHBORHOOD	57%	56%	57%	8.9
JEFFERSON ELEMENTARY SCHOOL	SCHOOL	73%	55%	69%	1.3
JESSE OWENS PARK	COMMUNITY	57%	46%	54%	38.6
JOAQUIN MURRIETA PARK	METRO	50%	58%	52%	49.0
JOHN F KENNEDY PARK	METRO	63%	60%	62%	162.7
JUHAN PARK	COMMUNITY	74%	58%	70%	15.4
JULIAN WASH ARCHAEOLOGICAL PARK	NEIGHBORHOOD	85%	57%	78%	16.2
KEELING DESERT PARK	MINI	71%	63%	69%	0.4
LA MADERA PARK	NEIGHBORHOOD	64%	57%	63%	5.8
LA MARIPOSA PARK	MINI	73%	58%	69%	0.5
LA PILITA	MINI	80%	54%	74%	0.1
LA PLACITA PARK	MINI	80%	51%	73%	0.4
LAGUNA PARK	MINI	80%	61%	75%	0.2
LIMBERLOST FAMILY PARK	NEIGHBORHOOD	63%	69%	64%	6.6
LINDEN PARK	NEIGHBORHOOD	47%	44%	46%	4.3
MANSFIELD PARK	COMMUNITY	64%	64%	64%	20.8
MANUEL HERRERA JR PARK	NEIGHBORHOOD	70%	56%	66%	3.5
MANUEL VALENZUELA ALVAREZ PARK	MINI	60%	43%	56%	0.2
MCCORMICK PARK	NEIGHBORHOOD	64%	60%	63%	14.2

PARK NAME	CLASSIFICATION	PRIMARY SCORE	SUPPORT SCORE	OVERALL SCORE	ACRES
MELISSA AND NIVEN PARK	MINI	60%	57%	59%	0.1
MENLO PARK	NEIGHBORHOOD	66%	62%	65%	10.9
MENLO PARK ELEMENTARY SCHOOL	SCHOOL	62%	58%	61%	3.1
MESA VILLAGE PARK	NEIGHBORHOOD	50%	53%	51%	2.4
MICHAEL PERRY PARK	NEIGHBORHOOD	58%	60%	59%	7.6
MILES ELEMENTARY SCHOOL	SCHOOL	73%	55%	68%	2.6
MIRAMONTE PARK	MINI	60%	65%	61%	0.6
MIRASOL PARK	NEIGHBORHOOD	57%	60%	58%	5.3
MISSION MANOR PARK	COMMUNITY	57%	64%	59%	38.2
MITCHELL PARK	NEIGHBORHOOD	68%	67%	68%	1.6
MORRIS K UDALL PARK	METRO	76%	74%	76%	166.1
NORTH SIXTH AVENUE DOG PARK	NEIGHBORHOOD	70%	60%	68%	1.3
OAK TREE PARK	NEIGHBORHOOD	57%	56%	56%	7.4
OCHOA PARK	MINI	60%	58%	59%	0.7
ORMSBY PARK	NEIGHBORHOOD	51%	52%	51%	4.6
PALO VERDE PARK	COMMUNITY	54%	54%	54%	27.6
PANTANO RIVER PARK	RIVER PARK	80%	65%	76%	21.0
PARKVIEW PARK	NEIGHBORHOOD	60%	60%	60%	3.5
PARQUE DE ORLANDO Y DIEGO MENDOZA	MINI	60%	60%	60%	0.3
PIMA COMMUNITY COLLEGE WEST CAMPUS	SCHOOL	60%	50%	58%	1.4
PINECREST PARK	NEIGHBORHOOD	55%	55%	55%	1.6
PUEBLO GARDENS	NEIGHBORHOOD	68%	64%	67%	5.9
PURPLE HEART PARK	COMMUNITY	76%	71%	75%	37.2
RANDOLPH PARK	COMMUNITY	73%	72%	73%	26.6
RICHEY ELEMENTARY SCHOOL	SCHOOL	70%	50%	65%	2.5
RIO VISTA NATURAL RESOURCE PARK	COMMUNITY	89%	73%	85%	36.3
RIVERVIEW PARK	MINI	65%	60%	64%	0.8
ROBB WASH GREENWAY	GREENWAY	60%	0%	45%	0.6
RODEO GROUNDS	RODEO GROUNDS	60%	60%	60%	37.8
RODEO WASH GREENWAY	GREENWAY	69%	53%	65%	7.2
ROLLING HILLS PARK	NEIGHBORHOOD	66%	56%	64%	4.3
ROSE ELEMENTARY SCHOOL	SCHOOL	60%	50%	58%	6.0
ROSENDO S PEREZ PARK	MINI	60%	60%	60%	0.2
RUDY GARCIA PARK	METRO	57%	60%	58%	44.9
SAINT JOHN'S SCHOOL PARK	SCHOOL	80%	53%	73%	4.2
SAN ANTONIO PARK	MINI	73%	73%	73%	0.7
SAN GABRIEL PARK	MINI	60%	53%	58%	0.5
SAN JUAN PARK	COMMUNITY	73%	65%	71%	36.3
SANTA CRUZ PARK	SCHOOL	60%	58%	60%	12.7
SANTA CRUZ RIVER PARK	RIVER PARK	73%	63%	71%	87.8
SANTA RITA PARK	COMMUNITY	51%	56%	53%	22.2
SANTA ROSA PARK	NEIGHBORHOOD	58%	58%	58%	7.9
SCOTT AND CONGRESS PLAZA	PLAZA	60%	57%	59%	0.04

PARK NAME	CLASSIFICATION	PRIMARY SCORE	SUPPORT SCORE	OVERALL SCORE	ACRES
SEARS PARK	NEIGHBORHOOD	57%	44%	54%	9.7
SEMINOLE PARK	MINI	60%	51%	58%	0.4
SENTINEL PEAK PARK	REGIONAL	65%	60%	64%	372.8
SILVERLAKE PARK	METRO	83%	68%	79%	51.1
STEFAN GOLLOB PARK	NEIGHBORHOOD	44%	58%	47%	7.5
STREET SCENE PARK	MINI	50%	56%	51%	0.6
SUNNYSIDE PARK	SCHOOL	54%	56%	54%	32.5
SUNSET PARK	NEIGHBORHOOD	60%	69%	62%	1.1
SWAN PARK	NEIGHBORHOOD	47%	53%	48%	6.2
SWANWAY PARK	NEIGHBORHOOD	50%	40%	48%	2.3
TAHOE PARK	NEIGHBORHOOD	50%	60%	53%	2.5
TERRA DEL SOL PARK	NEIGHBORHOOD	76%	58%	71%	2.3
TOUMEY PARK	NEIGHBORHOOD	50%	54%	51%	6.6
TOWNSEND MIDDLE SCHOOL	SCHOOL	80%	53%	73%	7.4
VEINTE DE AGOSTO PARK	NEIGHBORHOOD	60%	47%	57%	1.0
VERDUGO PARK	NEIGHBORHOOD	65%	56%	63%	0.8
VILLA SERENA PARK	NEIGHBORHOOD	60%	58%	59%	1.5
VISTA DEL PRADO PARK	NEIGHBORHOOD	65%	50%	61%	8.6
VISTA DEL PUEBLO PARK	NEIGHBORHOOD	53%	56%	54%	3.7
VISTA DEL RIO CULTURAL RESOURCE PARK	NEIGHBORHOOD	56%	54%	56%	3.8
WAKEFIELD MIDDLE SCHOOL	SCHOOL	60%	56%	59%	5.0
WAVERLY CIRCLE PARK	MINI	60%	46%	56%	0.5
WHEELER ELEMENTARY SCHOOL	SCHOOL	80%	50%	73%	3.0
WILSHIRE PARK	NEIGHBORHOOD	47%	56%	49%	2.5
WRIGHT ELEMENTARY SCHOOL	SCHOOL	56%	53%	55%	2.6

## Park Classifications

Parks are classified following the system used in the 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan. Each park is classified based upon the size, service area and types of amenities. The following gives a description of the different types of parks contained in this Asset Inventory. For a detailed listing of each type of park, see Appendix C.

### Mini Park

There are twenty-six (26) mini parks in the Tucson Parks and Recreation system. The parks range in size from 0.1- 0.7 acres and serve a population living within 1/4 mile of the park. Mini parks are mostly located downtown or in neighborhoods. These parks are typically passive although some, for instance La Mariposa, function as small neighborhood parks and have play equipment. Most have limited primary assets and many have cultural significance or serve as public art galleries such as Keeling Desert Park. Mini parks only account for 0.25% of the acreage in the park system, but play an important role in providing public open space in locations where larger parks are not feasible and promoting the culture and the arts. 10 of the 26 mini parks are located in the downtown area. In the following chapter, the level of service maps show a high density of park service in the downtown area, but much of the service is from mini parks which do not provide much opportunity for active recreation. The overall conditional scores for mini parks range from 51-93%, but 12 of the 26 have scores below 60% which indicates that they are below average quality and condition.

## Neighborhood Park

There are sixty-four (64) neighborhood parks in the Tucson Parks and Recreation system. The parks range in size from 0.8- 16.2 acres and serve a population living within 1/2 mile of the park. There are more neighborhood parks than any other park classification in the system. A typical neighborhood park has play equipment, an open turf area, and picnic tables; however, neighborhood parks have a diverse range of assets. Some such as Menlo Park, James Thomas, and Michael Perry have lighted sports fields. Several neighborhood parks host aquatic or recreation centers. Despite the high number and widespread distribution of this park type, neighborhood parks just contribute 6.79% of the total acreage of the park system. The results of the community survey indicate that neighborhood parks are some of the most frequently used facilities across all demographics and in all Wards. Survey respondents also identified neighborhood parks as the second-most needed facility in the system. Like the name implies, neighborhood parks provide outdoor recreation space and health and fitness opportunities within walking distance of homes in a neighborhood.

The level of service maps in the next section reveal that there are some gaps in neighborhood park level service and based on the demand for these parks, new park development should prioritize this park type in those areas. The overall conditional scores for neighborhood parks range from 46-83%, but half have scores below 60% which indicates that they are below average quality and condition. The lower scores are due to the fact that many neighborhood parks only have a few primary assets such as playgrounds, basketball courts, and ramadas which if they are in poor condition will skew the overall conditional score. The consultant team observed that types of assets and this park size have a tendency toward higher incidences of vandalism care should be taken to police these parks more frequently and to select equipment that is more difficult to vandalize. Walking paths and fitness equipment are appropriate upgrades for neighborhood parks and also address the demand for health and fitness equipment indicated in the community survey results.

## School Park

The Tucson Parks and Recreation system maintains intergovernmental agreements (IGAs) with twenty-seven (27) schools to supplement the demand for neighborhood park level facilities. The parks range in size from 0.3- 32.5 acres and serve a population living within 1/2 mile of the park. Like the neighborhood parks, the school parks have a broad range of assets that typically includes play equipment and an open turf area. School parks contribute 3.82% of the total acreage of the park system. The gaps in neighborhood park level service discussed above could potentially be filled by creating IGAs with schools in those locations.



Although school parks potentially provide a cost-effective way to increase overall park level of service, IGAs have been historically been difficult to manage. In some cases, school faculty is unaware of or unwilling to fulfill the school's responsibilities and the status of several school parks have been jeopardized by school closures during the recession. Overall conditional scores for school parks range from 41-73%. 41% of school parks had conditional scores below 60%. In the case of school parks, the lower scores are due to high occurrences of vandalism and coordination challenges between the schools and the parks department in managing repair and replacement of equipment.

## Community Park

There are thirteen (13) community parks in the Tucson Parks and Recreation system. The parks range in size from 15.4- 39.1 acres and serve a population living within 1.5 miles of the





park. Community parks have similar assets as neighborhood parks but the parks are larger, have more of the assets, and are more likely to have organized programmed and lighted sports fields and aquatic centers. Of the thirteen community parks, all but four have lighted sports fields and only Juhan and Rio Vista Natural Resource parks do not have aquatic centers. There are 395.9 acres of Community parks that comprise 9.21% of the total acreage of the park system. Overall conditional scores for community parks range from 53-85% and only four have conditional scores below 60% (Jesse Owens, Mission Manor, Palo Verde, and Santa Rita). The lower scores at Owens, Mission Manor, and Santa Rita are due in large part to the condition of the aquatic centers which are all currently closed. The irrigation systems at Owens and Palo Verde are in critical need of replacement and the turf condition is a significant contributor to the low conditional scores at these parks.

### **Metro Park**

The Tucson Parks and Recreation system has twelve (12) metro parks ranging in size from

44.9- 166.1 acres. Metro parks are given a 3 mile service radius but many actually attract users from a much larger area. The metro park classification includes City of Tucson's flagship parks such as Reid, Udall, and Silverlake. Metro parks commonly have lighted sports field complexes, recreation centers, and aquatic centers. Several have assets that are unique within the system, for instance lakes, performance areas, and the Reid Park Zoo. Case and Greasewood parks include large open space/natural resource areas and are considered metro parks as a function of their size rather than a reflection of the assemblage of assets they contain. Metro parks supply 1,044.6.9 acres to the total acreage of the park system. At 24.3% of the system, the metro parks contribute more park land to the system than any other class of park. Overall conditional scores for community parks range from 52-79%. Two have conditional scores below 60% (Murrieta and Rudy Garcia). Joaquin Murrieta Park is a densely developed park in a great location, but has a low overall conditional score because of aging infrastructure. The aquatic center is currently closed and beyond repair and the sports fields need turf restoration and complete replacement of the irrigation system. Rudy Garcia Park has an overall conditional score of 58%. The deficiencies at this park can be addressed with upgrades and maintenance of the turf, irrigation and fencing of the sports fields, particularly the softball and multi-purpose field.

### **Regional Park**

There are three (3) regional parks in the Tucson park system. Regional parks comprise 805.4 acres (18.74% of the system) and vary from 201.0 to 372.8 acres. Regional parks have a 7 mile service radius. The regional parks are diverse; Lincoln Park has an asset collection that is similar to the Metro Parks, Columbus Park has a large lake and natural areas but also has some active recreation assets, Sentinel Peak Park is almost completely dedicated to open space/natural resource use. Overall conditional scores for community parks range from 64-73%.

### **Greenway**

Greenways consist of a shared-use path and support amenities such as ramadas, seating, public art, and play areas. The objective of the greenway system is to link the River Parks in Pima County's "Loop" system that surrounds the City of Tucson to parks, schools, and employment centers along intermediate watercourses that

transect the city. There are currently eight planned greenways in the Tucson Parks and Recreation System: Alamo, Arcadia, Arroyo Chico, Atturbury, El Paso and Southwestern, Robb, Rodeo, and Rose Hill. The Arroyo Chico, Atturbury, El Paso and Southwestern, and Rodeo Greenways have constructed trail segments but in the case of the Atturbury the trail is within existing parks (Lincoln and Charles Ford). Four greenways include property that is outside of existing parks. These four (Arroyo Chico, El Paso and Southwestern, Robb, and Rodeo) include 13.7 acres of park land which is only 0.32% of the total park system acreage. Although the greenways' contribution of park acreage is small, they add a disproportionate amount of parks service area. For example, 250,000 square feet of park land with a 1/2 mile service radius adds 1.2 square miles of service area. In contrast, 5,000' linear feet of greenway in a 50' wide right of way (also 5.7 acres) with a 1/2 mile service radius adds 2 square miles of service area. Overall conditional scores for the greenways with existing trail segments range from 65-93% which is an indication of the simplicity and durability of these parks.

## River Park

The City of Tucson Parks and Recreation Department maintains two segments of the Pima County "Loop" River parks system. The River Parks follow the larger watercourses of the Rillito Wash, Santa Cruz River, Pantano Wash, and Julian Wash. Like the greenways, the River Parks typically consist of a shared-use path with support amenities and connect parks, schools, and employment centers across the city. The River Parks in the Tucson Parks and Recreation Department system include 108.8 acres of park land which is 2.53% of the total park system acreage. River parks have the same relationship between park acreage and park service area as greenways. Overall conditional scores for the greenways with existing trail segments range from 71-76%.

## Golf

The City of Tucson Parks and Recreation Department maintains five golf courses at 4 locations. Each of the four locations also has a driving range. The course and driving ranges together comprise 712 acres of park land which is 18.24% of the total system acreage. The condition of the Golf courses and driving ranges were not evaluated for this Strategic Plan. The City of

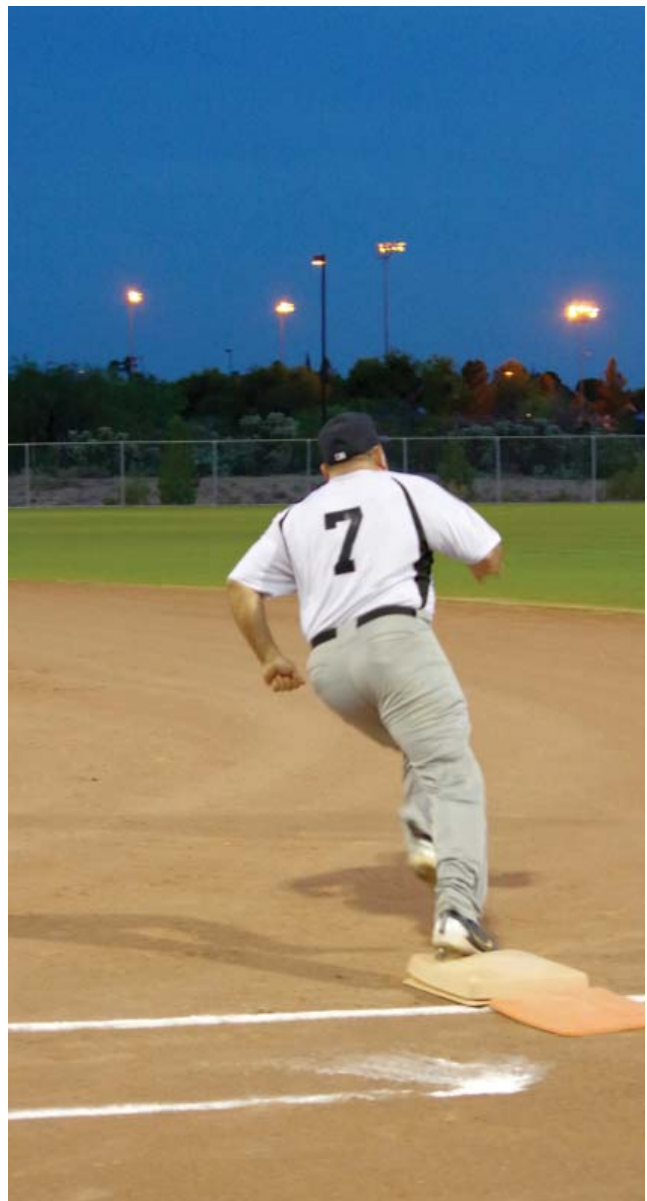
Tucson golf courses are managed and maintained under a private contract.

## Maintenance Responsibilities

The City of Tucson Parks and Recreation Department is responsible for maintaining a variety of non-park facilities. The condition of these facilities were not evaluated for this Strategic Plan.

## Open Space/Undeveloped Parcels

There are 371.6 acres of open space or undeveloped parcels in the Tucson Park and Recreation system. The properties range in size from 0.3 to 75.9 acres. Together these types of properties contribute 8.75% of the total system acreage. The condition of the open space and undeveloped parcels and were not evaluated for this master plan.





## GIS Mapping and Spatial Analysis

The consultant team assembled the data layers and aerial photograph into a database within ESRI's ArcMap™ 10.1 software. The GIS database allows city staff to quickly access the park inventory and assessment information, allowing for more comprehensive and accurate park planning efforts. In addition, GIS data facilitates participation in the National Recreation and Park Association's (NRPA) Park and Recreation Operating Ratio & Geographic Information System Benchmarking Database (PRORAGIS). Through PRORAGIS, the Parks and Recreation Department can generate reports and conduct comparative performance analyses with other participating municipalities. In turn, this should provide a greater understanding of park levels of service, maintenance and user needs, and subsequently a better overall park experience for the community.

### Additional uses for the GIS Database

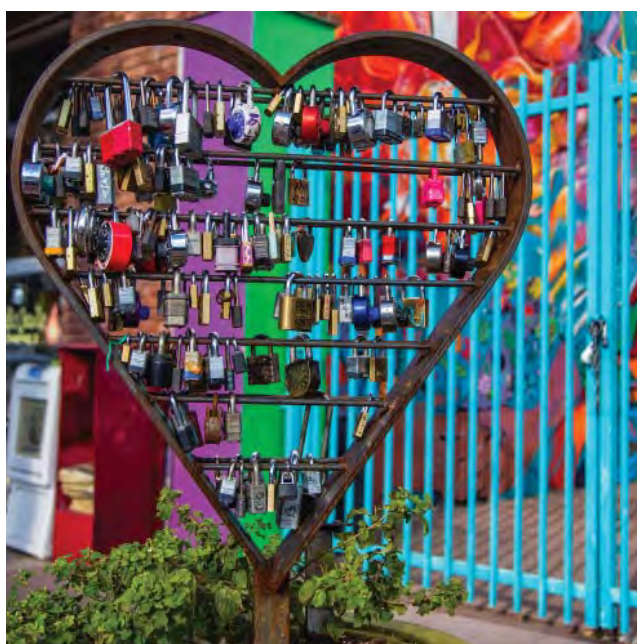
The digital nature of the GIS dataset is dynamic, and therefore can change and grow with the park system. The database contains information such as size, location, surface, etc. which pertains to individual assets (i.e. the playground at Jacobs Park).

In addition to storing information about individual assets, the databases are designed in a manner that allows the user to understand – through ArcMap's geoprocessing and query tools – the spatial relationships of all assets. Spatial relationships can be made within a single asset layer, for instance, a ranking of size of all the playgrounds in the park system. Also, relationships can be made between multiple asset layers, for instance – how many playgrounds are within Census tracts having a population density of less than 5,000 per square mile? These databases were developed to support analysis and queries required for short and long range planning efforts.

Another capability within the dataset is focused upon analysis of the surface types found within the entire park network: irrigated turf, athletic turf, ballfield skin, etc. This allows the Parks and Recreation Department to make data-based decisions regarding irrigation, improvements and maintenance analysis of the park system.

Another very important facet of the database is its ability to support Level of Service analysis. This is commonly handled by simply generating

a “buffer” with a specified radius around a given asset or park type. Areas that lie within the buffer are serviced by the entity. When all the service area buffers for a given asset type are overlapped, gaps in service can be identified. The GIS dataset was developed to support both quantitative and qualitative analysis. This provides the City of Tucson with a more robust means of truly understanding not only the quantity and distribution of the amenities they are providing to their residents, but the quality of those amenities as well. Level of Service mapping is discussed in greater detail in the next section.



# LEVEL OF SERVICE (LOS) ANALYSIS

10





## HIGHLIGHTS

1	Tucson manages 2,658 acres of parkland, which equals 5.44 park acres per thousand residents. This calculation does not include open space/undeveloped parcels (371.6 acres), or golf courses (712 acres) that fall under the responsibility of the Parks and Recreation Department.
2	As compared to NRPA national data, that the number of facilities in Tucson is below the median in terms of tennis courts, baseball, softball and soccer fields, play grounds and tot lots.
3	The intensity of Tucson Parks and Recreation services is highest near the downtown core and decreases towards the city limits in all directions.
4	The City of Tucson's average Level of Service (LOS) is consistently in the 60-70% range, which indicates that the current LOS is meeting community needs.

## Level of Service (LOS) Methodology

The consultant team used a “value-based” approach to assess the existing level of service (LOS). The methodology is not static; it evolves as the community changes. The team incorporated all of the information gathered through the community feedback (focus groups, staff and stakeholder meetings and statistically-valid survey), inventory, conditional assessments and spatial analysis to measure the level of service currently being provided to the Tucson community. The LOS analysis included the cumulative relationship of each facility’s location, service area, and conditional assessment scores – resulting in data reflecting the cumulative and average LOS across the Tucson community.

In the recommendations section of this document, the current level of service based on current population and projected growth will be used to establish and prioritize improvements, potential re-purposing and new amenities that could be developed to increase the level of service and best meet the current and future needs of the community. A list of policy criteria for these standards includes, but is not limited to the following:

- Population served
- Accessibility (ADA, bicycle, pedestrian, transit, and automobile)
- Environmental and natural resources
- Land use requirements
- Park and recreation development and maintenance
- Parks, trails and open space system connectivity
- Service areas

## Level of Service Guidelines

During the 1980’s, a set of standards was developed by the National Recreation and Park Association (NRPA) to assist agencies in measuring Level of Service (LOS) and help determine whether jurisdictions were meeting suggested “norms” with regard to types of parks, the amenities that should be in a park, and how many acres of parkland an agency should have. These guidelines are a starting point, as they do not take into account the unique qualities and needs of communities across the country. Local trends, climates and the popularity of some activities over others often dictate a greater need for particular facilities. The guidelines serve as a good baseline for determining a minimum standard

for parks and primary amenities. These guidelines, coupled with input received from the community, analysis of participation numbers for various activities and comparisons to similar communities, provide the necessary additional information for determining the number of facilities that are appropriate.

These guidelines, last updated in 1995, provide a template of typical park classifications, recommended number of acres per system, and recommended service levels based on population. Since these guidelines are relatively outdated, they are strictly intended as a guideline and do not take into account the unique character of the City of Tucson. For a public park provider such as the City of Tucson, the guidelines suggest, “A park system, at a minimum, should be composed of a ‘core’ system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 residents.” The types of parks that can be included to meet the standards can be a combination of the following classifications as determined by the NRPA:

- Regional Park
- Community Park
- Neighborhood Park
- School Park
- Mini Park
- Special Use Park
- Greenway
- Natural Resource Area/Preserve

Each classification is based upon the types of amenities, size, service area, and access to the facility. A detailed description of the different types of parks as defined by the NRPA guidelines can be found in Appendix D and general summaries of the park classifications in the Tucson parks system can be found in the Inventory and Conditional Analysis section of this report.

## Park Classification and Distribution Analysis

Utilizing the park categories as developed by NRPA, existing parks in the City of Tucson were classified as Regional, Metro, Community, Neighborhood, School, Mini, or Greenway. The Department also has facilities that do not easily fit into any of the NRPA classifications. Those additional facilities are classified as River Parks, Plazas, Rodeo Grounds, Open Space, and Undeveloped parcels. In addition, the Parks and Recreation Department has maintenance



responsibilities for other City of Tucson facilities such as the Ward Offices, the Tucson Convention Center, Thomas Price Service Center and others. Table 8.1 includes a comprehensive list of facilities noting classification and acreage of the properties overseen by the City of Tucson Parks and Recreation Department.

The Tucson park system includes one hundred twenty-seven (127) outdoor facilities/parks distributed across the City. The park system provides a diverse selection of amenities through the variety in size and programming at each facility. Generally, the Regional, Metro, and Community Parks provide lighted facilities for organized athletics, larger play grounds, lakes, and niche assets such as skate parks, dog parks, and recreation centers. The smaller Neighborhood and School Parks also play an important role in the system by providing picnic pavilions, small play grounds, basketball courts, and informal athletic fields within neighborhoods. Mini Parks serve the community with small play areas, community gathering spaces, and public art. Overall, the Tucson park system provides a comprehensive system of open green spaces available for public use.

## **Level of Service (LOS) Analysis**

### **Park Area per 1,000 residents**

While the old guidelines are intended to only be a guide, they do serve as a benchmark in which to evaluate the service being provided in a geographic area, in this case, within the municipal boundaries of the City of Tucson. The guidelines recommend a park area ratio of between 6.25 (minimum) and 10.5 (optimal) acres per 1,000 residents. A customized report from the 2015 NRPA PRORAGIS (Parks and Recreation Operating Ratio and GIS) database indicates the median park area ratio of 9.9 per 1,000 residents among all reporting jurisdictions. Tucson manages 2,658 acres of parkland, calculating to 5.44 park acres per thousand residents. This is below the recommended minimum of 6.25 acres/1,000 residents, but it does not include the open space/undeveloped parcels (371.6 acres), or golf courses (712 acres) that fall under the responsibility of the Parks and Recreation Department.

PRORAGIS Parks and Recreation Agency Report and significantly below the 11.1 acres/ 1,000 residents reported by jurisdictions with similar population density to Tucson. The Trust for Public

Land (TPL) has also collected data on parkland relative to population. TPL's study, 2015 City Park Facts measured all public park lands within the top 100 largest jurisdictions (by population) in the United States and reports median acres/ 1,000 residents as 12.5 for all cities and 14.8 for low-density cities.

It can be argued that these specialized non-traditional facilities are intended for a limited segment of park users and should not be included; however, the NRPA notes that different agencies have different standards for reporting park acreage. Some agencies only report traditional park acres, some others may include non-traditional park lands such as open space and golf courses, and other agencies may even include parks that are owned and operated by other agencies within their jurisdictional boundary. In other words, there is no way to know what other agencies are actually reporting. To address this issue, Table 8.2 shows how the inclusion or exclusion of various categories of parkland impacts the calculation of park area ratios within the City of Tucson limits. These statistics are valuable in the sense that they provide a way to compare jurisdictions but they are challenging to interpret due to the difficulty of gathering and verifying the accuracy and consistency of the data. Ultimately, the quality and distribution of parks within a jurisdiction is a more important measure of Level of Service and these issues will be addressed in the GIS (Geographical Information Services) Level of Service mapping later in this chapter.

It should be noted that these calculations do not take into account school properties (other than a few that have intergovernmental joint-use agreements and are managed by the City), church properties, private schools, or facilities outside the boundaries of Tucson. It also does not include private parks operated by homeowner's associations within Tucson. Although the facilities listed above do alleviate the need for some amenities, they can have limited or restricted access and, therefore do not provide the same opportunities for the community as public park facilities. Due to their limited access, these acres are not incorporated into the LOS methodology or analysis.

Table 8.3 shows the NRPA guidelines recommend minimum and maximum standards as well as the current level of service being provided by the City

of Tucson. Both Table 8.3 and 8.4 will be used for the development of recommendations for new facilities and renovation projects. Deficiencies in the current service patterns, facility distribution and community demand for improved service and specific amenity needs will result in facility recommendations for both existing facilities and future development. Table 8.3 uses the 2015 population and Table 8.4 uses the projected population for 2020 to determine where the shortfalls and overages in the park system exist relative to park acreage.

### Park and Recreation Assets

In addition to acreage for park facilities, programmed assets (a.k.a. – amenities) within the parks have also been evaluated against agencies that provided data for PRORAGIS for 2015. This allows the consultant team and City staff to benchmark Tucson against other agencies across the nation to determine the amenity shortfalls and overages in the current system, weigh them against community needs and desires, and plan for additional facilities as existing parks are updated and new park land is acquired (see Table 8.5).

Table 8.5 shows the median population per facility type for jurisdictions that participated in the 2015 PRORAGIS database. Comparison to the 2015 data shows that the number of facilities in Tucson is below the median in recreation centers, gyms, tennis courts, baseball, softball, and soccer fields, play grounds and tot lots. However, the data suggests that there are an adequate number of swimming pools, basketball courts, volleyball courts, and multipurpose fields. Table 8.6 provides a comparison of the median number of facilities per residents for the largest 100 cities in the United States to Tucson's facilities per resident as reported by TPL. In both Table 8.5 and Table 8.6, rows highlighted in grey indicate areas where Tucson is below the median score for a specific facility. In contrast, similar benchmarks compiled in the Trust for Public Land's (TPL) Center for City Park Excellence City Facts 2015 report show that Tucson is at or above the median value for recreation centers, ballfields, and play grounds.

### Key Findings

Like the park area statistics, the facilities statistics are valuable because they are the only available means of comparing jurisdictions. Unfortunately, the fact that some of the data in these reports is

contradictory further highlights the difficulty that these agencies have in collecting reliable data. It also emphasizes the value of the results of the community survey in gauging the facility needs of the Tucson Parks and Recreation system and the importance of evaluating the quality and distribution of the assets with level of service mapping. In general, the NRPA data indicates that facilities numbers are lower than other reporting jurisdictions and this should be considered in conjunction with the community survey results to prioritize the planning for new facilities. The TPL data suggests that Tucson is responding well to emerging trends in outdoor recreation facilities with relatively high per capita numbers of dog parks, disc golf courses, and skate parks.

### GIS Mapping and Spatial Analysis Conditional Analyses

Following the primary data gathering process described in the previous section, each park classification was assigned a service area radius, which was largely guided by NRPA standards, with customizations made based on the land area of the City of Tucson.

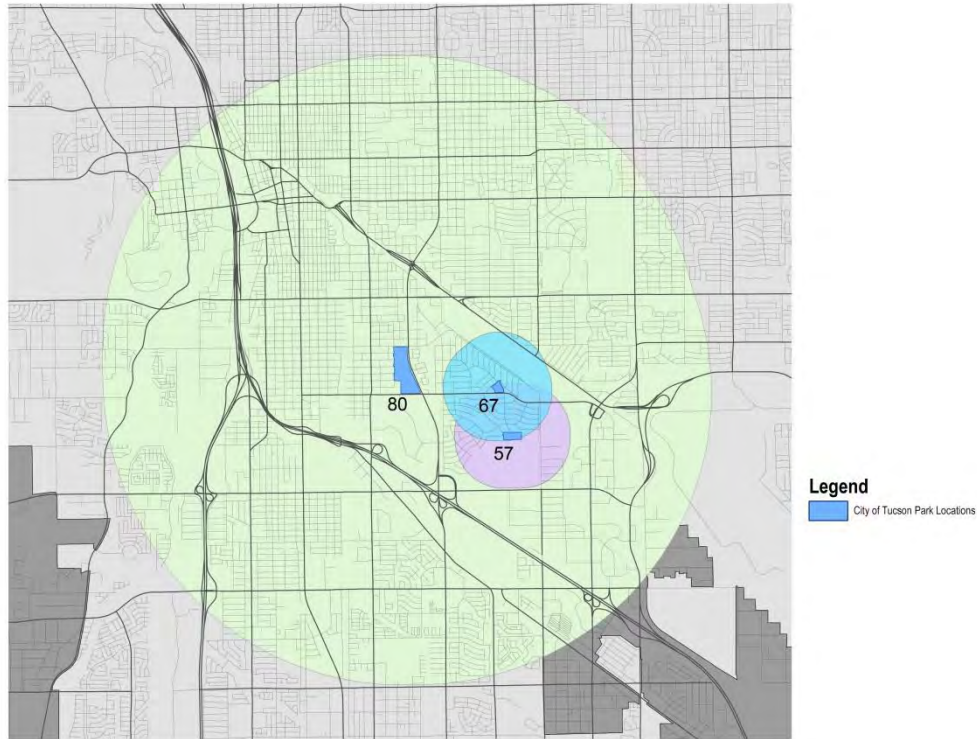
- Regional Parks/Rodeo Grounds – 7 miles
- Metro Parks – 3 Miles
- Community Parks – 1.5 Miles
- Neighborhood Parks/School Parks – 1/2 Mile
- Mini Parks, Plazas – 1/4 Mile
- Greenways– 1/4 Mile
- Riverparks -- 1/2 Mile

Using the service radii and the conditional scores, two basic analyses are conducted. Figure 10.1 shows a simplified example of three (3) overlapping service radii labeled with conditional scores for the corresponding parks. One analysis (Cumulative Analysis) sums the scores of the overlapping radii and the other (Average Analysis) averages the scores. Cumulative Analysis represents the intensity of park service for any given point within the jurisdictional limit. Using the same parks as Figure 10.1, Figure 10.2 demonstrates how the cumulative analysis adds the total of the overlapping scores. The cumulative maps show areas where there is a high degree of overlap in red and where there is less overlap in yellow. In effect, the people living within the red areas have a greater variety of parks to choose from than those living in the yellow areas. The Average Analysis demonstrates a how the quality as represented by the conditional score of each park impacts the level of service provided to people within an



area. Continuing with the example from Figure 10.1, Figure 10.3 illustrates how the average analysis represents the average of the overlapping scores. Areas with high average conditional scores are green and areas with lower average conditional scores are red. Used together these maps illuminate in terms of quantity and quality where there are gaps or deficiencies in level of service and support the prioritization of capital improvement or maintenance budgets.

**Figure 10.1**



**Figure 10.2**

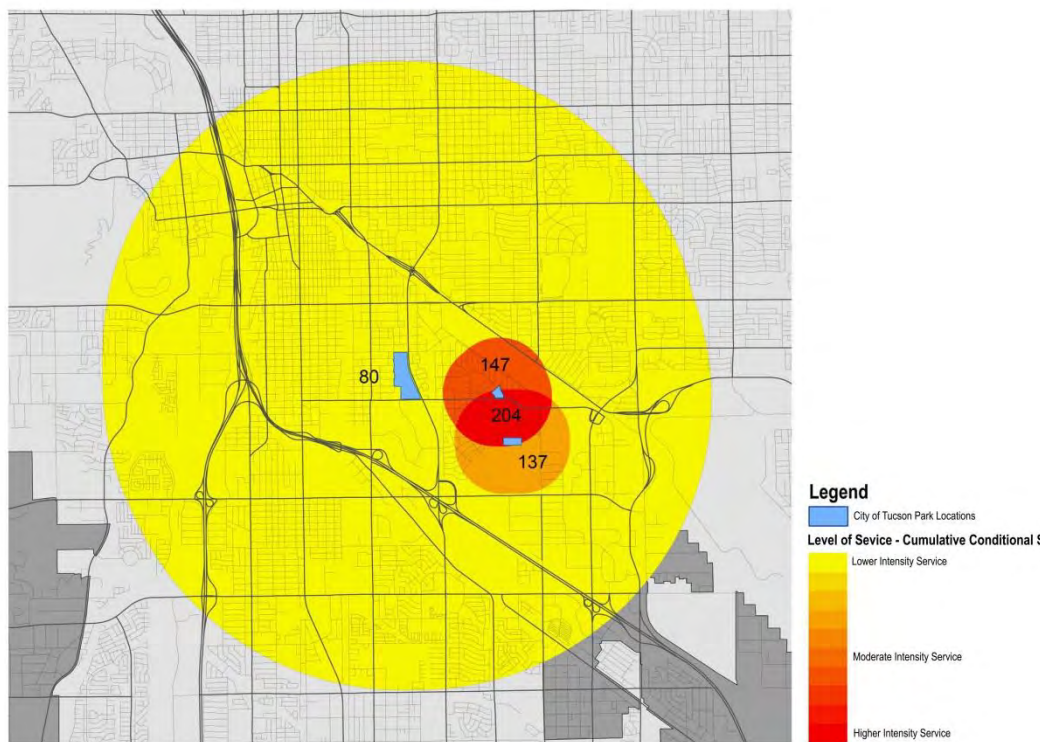
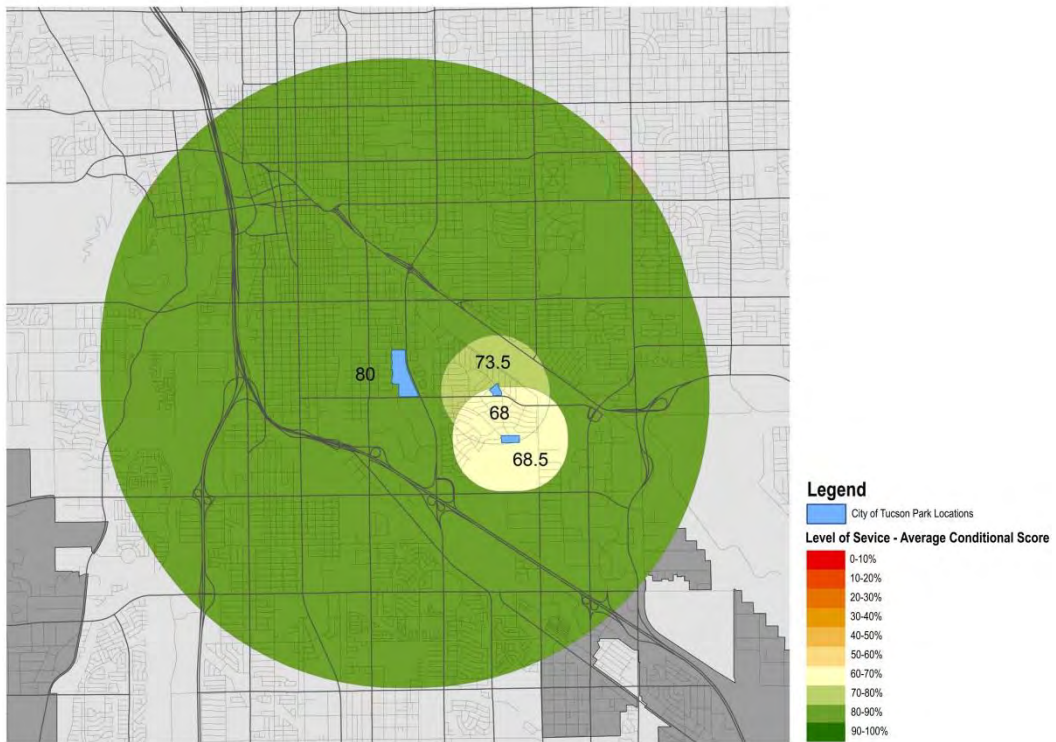


Figure 10.3





# City of Tucson Mapping and Spatial Level of Service Analysis

## Park System Level of Service Maps

### Figure 10.4 Tucson Park System Cumulative LOS Analysis

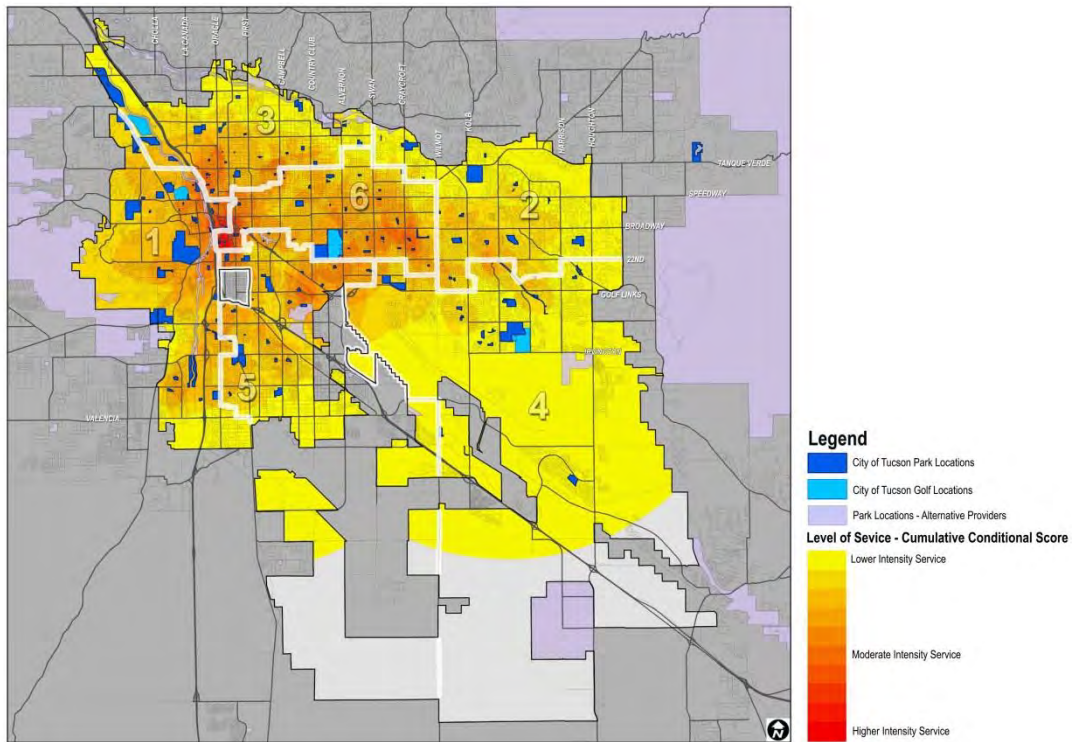


Figure 10.4 maps the cumulative conditional scores for the City of Tucson Parks and Recreation System. This map reveals that there is a trend of higher intensity service surrounding the downtown area that decreases towards the city limits in all directions. The decrease in park service density is most pronounced in the far eastern and southern parts of the City. This trend is tied to the development history of the city in the sense that the older, more densely populated parts of town have a greater number of parks and the newer development in the outer reaches of Wards 2 and 4 have fewer parks. This is most true in the areas south of Interstate 10 in Ward 4. A few notable areas that are densely populated, but have a low intensity of park service include southern Ward 1 and 5, northern Ward 3, and north of the University in Ward 6. Although the service is greater downtown, there is a greater concentration of mini parks and plazas in this area which have a limited range of assets. Access to assets like sports fields, aquatic centers and other assets more commonly found in larger parks is more challenging in this area.



**Figure 10.5 Tucson Park System Cumulative LOS Analysis- 1/2 Mile Service Radius**

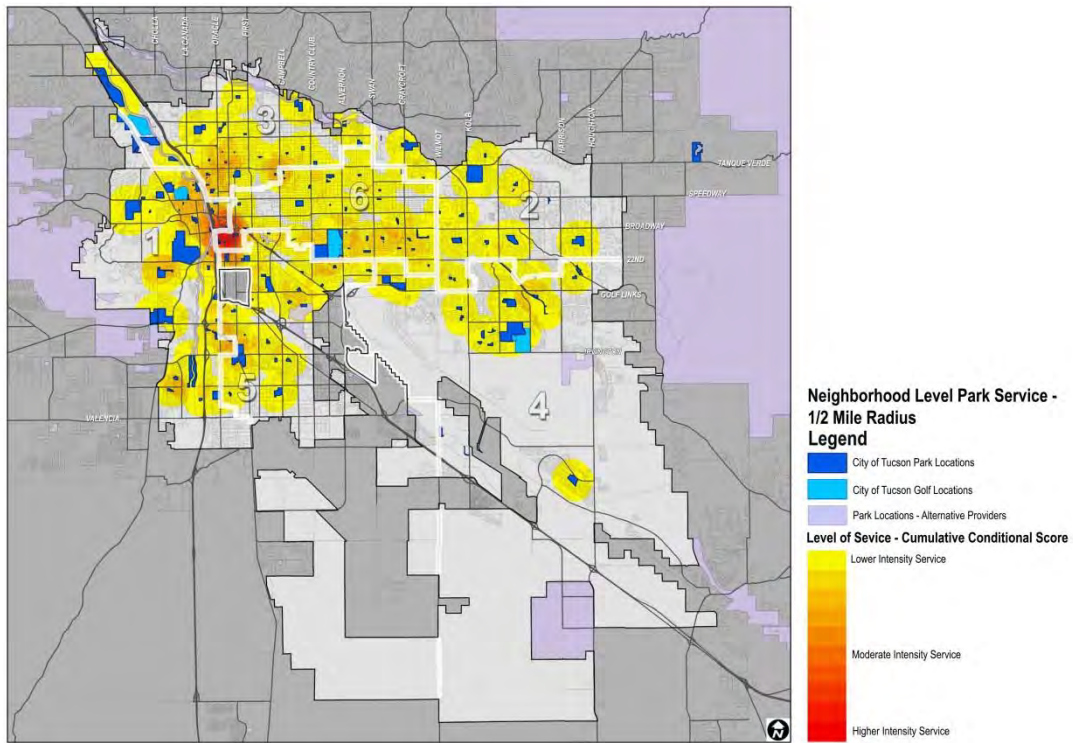


Figure 10.5 is the same analysis but all parks are given a 1/2 mile service radius. A 1/2 mile radius is used to approximate the distance most people would be willing to walk or bike to a park. The trends described above in Figure 10.4 are more pronounced in this analysis, and the pockets of low intensity service are very clearly defined. Many downtown parks are small, passive parks or plazas without active recreation assets. The lack of park service within walking distance is a reflection of Tucson's automobile centric development pattern.

**Figure 10.6 Tucson Park System Average LOS Analysis**

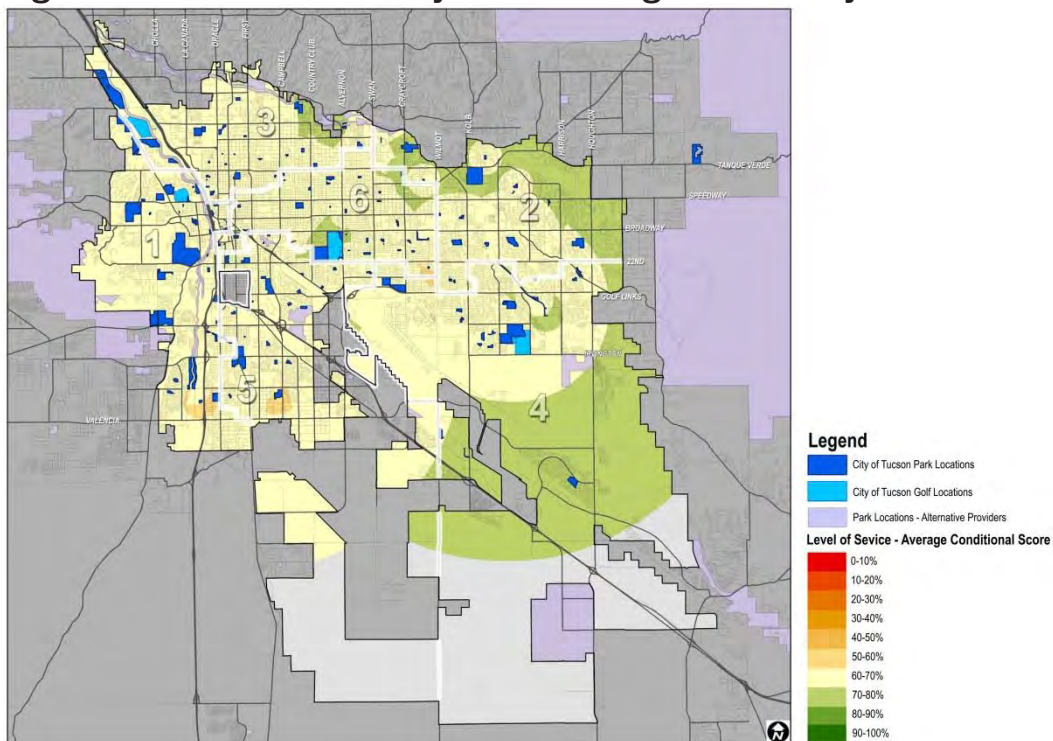




Figure 10.6 maps the average conditional score for the City of Tucson Park System using service radii based on the park classifications. Tucson's average LOS is consistently in the 60-70% range which indicates that the LOS is meeting community needs. Reid, Rio Vista, Ft. Lowell, Udall, Case, and Purple Heart Parks have high conditional scores which brings the average scores up in proximity to those parks. Low conditional scores at the Pima Community College Desert Vista Campus and at Sunnyside High School create isolated pockets of low average conditional scores.

**Figure 10.7 Tucson Park System Average LOS Analysis-1/2 Mile Radius**

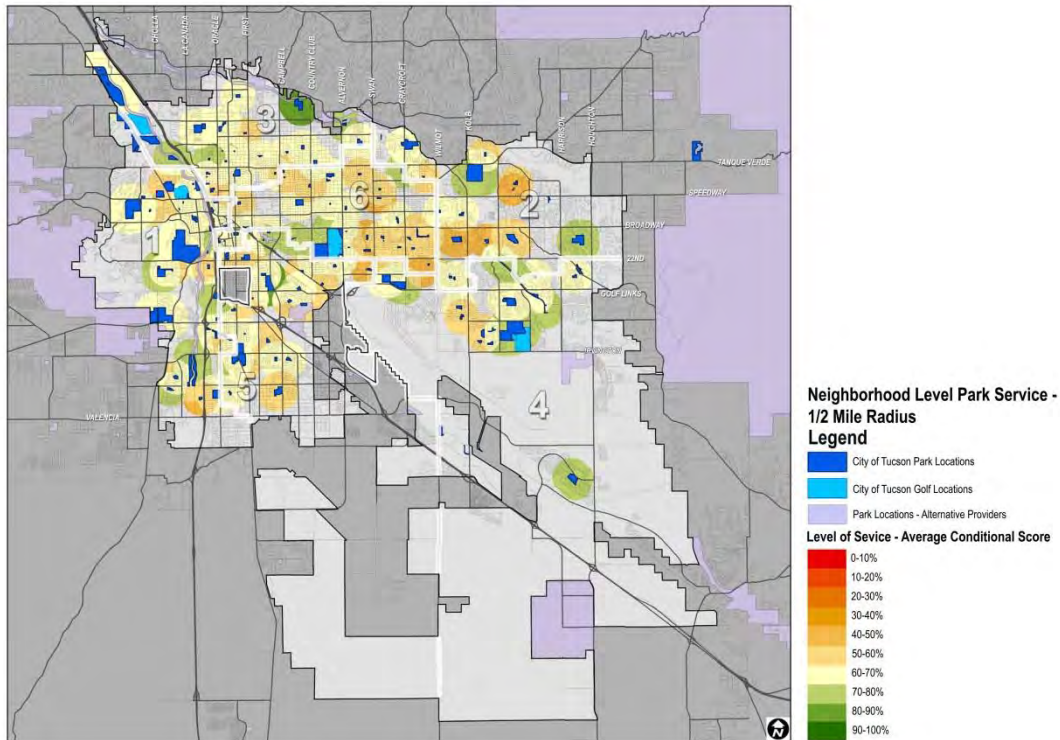


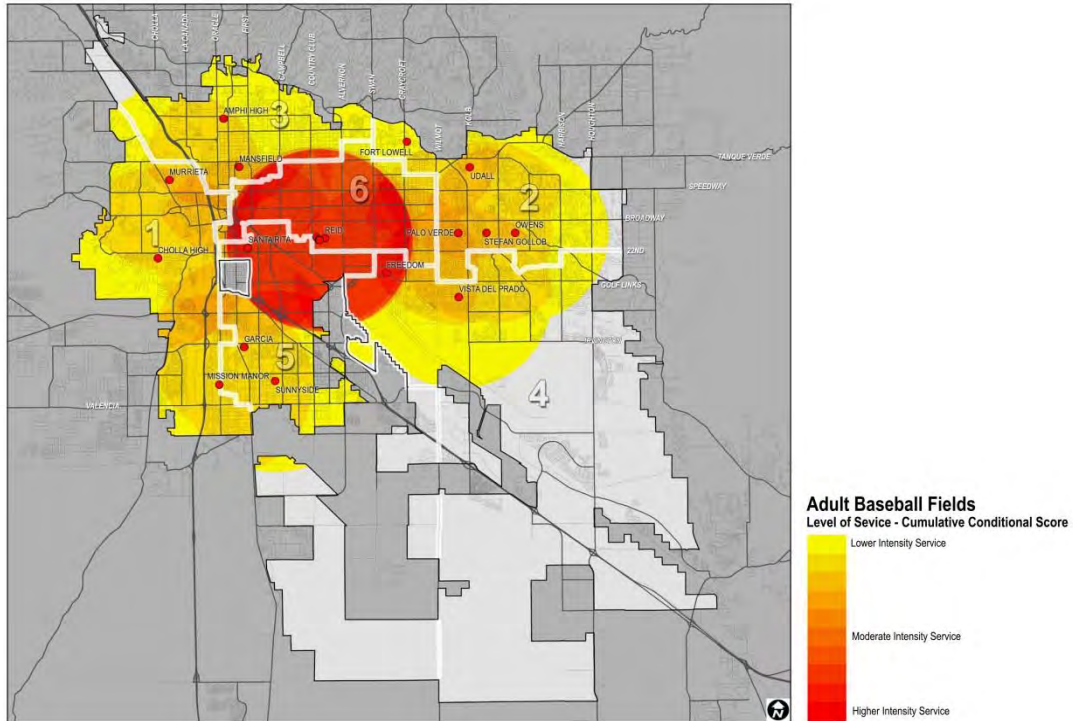
Figure 10.7 represents the average conditional scores for all parks using a 1/2 mile service area radius. This analysis reveals the extent to which the overall average LOS in Tucson is influenced by the high conditional scores of the larger parks. A significantly larger portion of the City is shown to have less than adequate LOS, particularly in the corridor between Broadway and 22nd St. east of Reid Park. In part, this is due to the fact that many of these parks are neighborhood-sized parks with only a handful of primary assets which skews the overall park conditional score. Most of them have only have playground, basketball court, and turf. Play equipment and basketball courts are particularly prone to vandalism and the turf irrigation systems are outdated and need replacement. Equipment replacement schedules and vigilant policing of these locations will help to improve the conditional scores of these parks. Palo Verde, Owens, and Gollob Parks are also in this corridor and have lower conditional scores. Palo Verde and Jesse Owens Park are Community Parks with aquatic centers, lighted sports fields and a full spectrum of primary assets. The low scores of these parks is the aftermath of nearly a decade of deferred maintenance as a result of diminishing general fund investment in the park system.

### Primary Asset Level of Service Maps

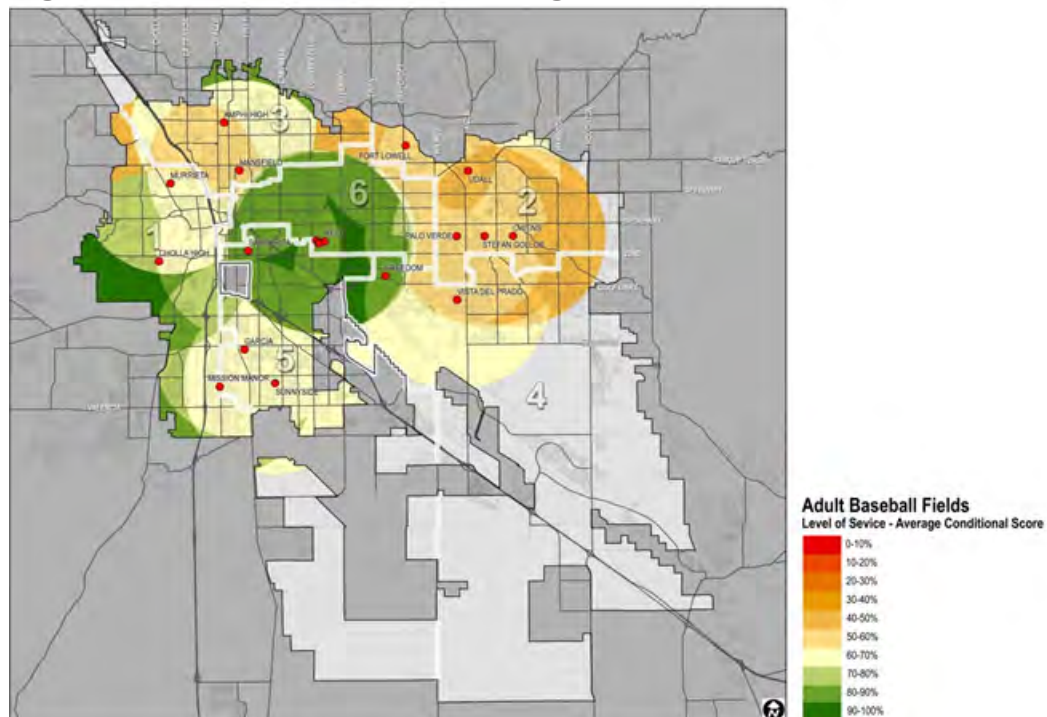
In addition to the parks, conditional scores were given to each primary asset in the park system which permits the Cumulative and Average Analyses to be performed on different asset classes. Like the park system maps, the asset LOS maps reveal patterns in the quality and distribution of the asset type spatially within the city limits. Generally speaking, there are three typical patterns in the asset level of service maps: Community Park level assets, Neighborhood Park Level assets, and Trending assets. An example map demonstrating of each of these patterns is provided here, and additional maps showing the different types of assets are provided in the LOS Mapping Appendix. Community Park level assets such as sports fields show a broad system-wide distribution. These assets are given a 3 mile service

radius because they tend to be in larger parks that draw users for a wider area. Sometimes such as in the case of adult baseball fields shown below in Figures 10.7 and 10.8, one park may have a complex of a certain type of asset with “best in system” level quality and higher than typical quantity of that particular asset. In these cases, there is typically still adequate service to the rest of the system but that location has enhanced facilities to allow for tournament level play. Assets with low conditional scores can be typically be improved with upgrades to irrigation, fencing, lighting, and shade.

**Figure 10.8 Adult Baseball Cumulative LOS Analysis**



**Figure 10.9 Adult Baseball Average LOS Analysis**





Neighborhood Park Level assets such as play grounds, picnic ramadas, and basketball courts are assets that are commonly the core primary assets in a Neighborhood park. Although these asset types are also present in larger park they are generally utilized by users who live within walking distance of the park and for this reason a 1/2 mile service radius is used in the analysis. The LOS maps for neighborhood level primary assets display quality and density patterns that closely resemble Figures 10.5 and 10.7 which show all the parks in the system with a 1/2 Mile service radius. Distribution of this category of asset tends to be equal across the system, but because of the 1/2 mile radius there are visible gaps in service that reflect Tucson's sprawling, automobile-centric development pattern. Strategic improvements to parks within service gaps and the development of city-wide pedestrian and bicycle facilities are needed to address these service level deficiencies. Figures 10.10 and 10.11 display these patterns in the conditional analyses of playgrounds.

**Figure 10.10 Play Grounds Cumulative LOS Analysis**

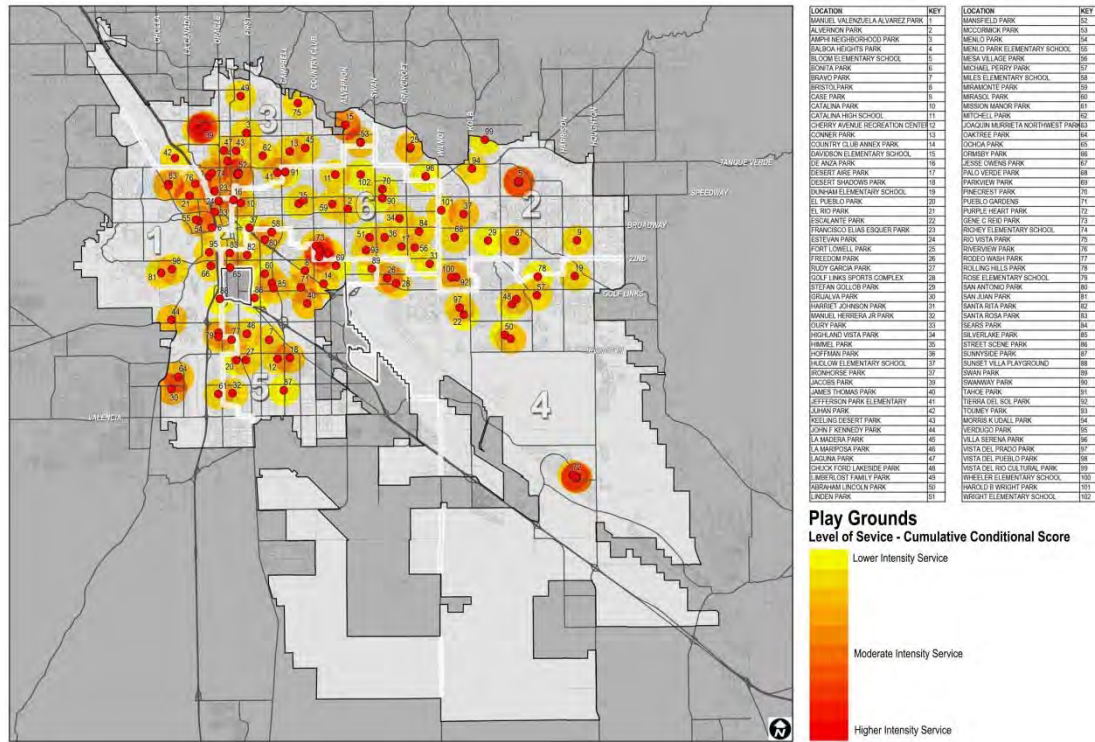
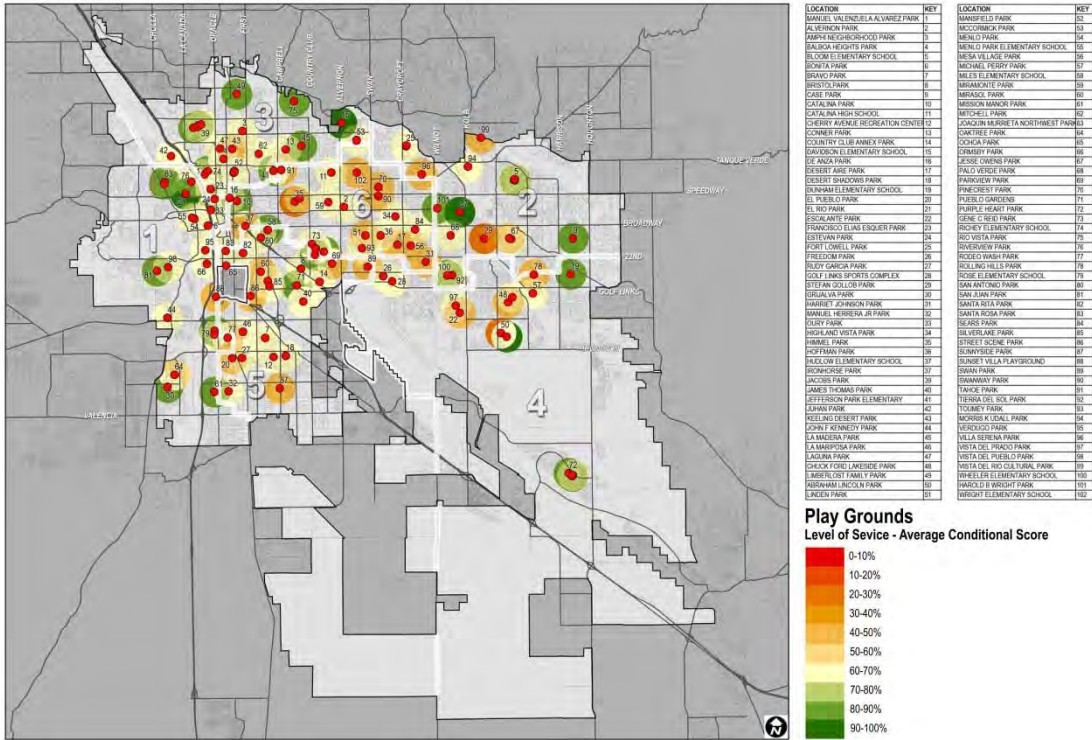


Figure 10.11 Playgrounds Average LOS Analysis



Trending assets are facilities that have been growing in demand in recent decades such as skate parks, splash pads, off-leash dog parks, and disc golf courses. As noted above in the discussion of the Trust for Public Lands Median Facility per Population measurements, Tucson is keeping pace with national trends towards incorporating these facilities. The trending assets tend to have high conditional scores but are not equally distributed within the park system. This is in part because there are fewer facilities, but also because of the restrictions on available funding mechanisms for new capital improvements such as impact fees and Community Block Development Grants. For example, Figures 10.12 and 10.13 illustrate average and cumulative LOS for skate parks.

Figure 10.12 Skate Parks Cumulative LOS Analysis

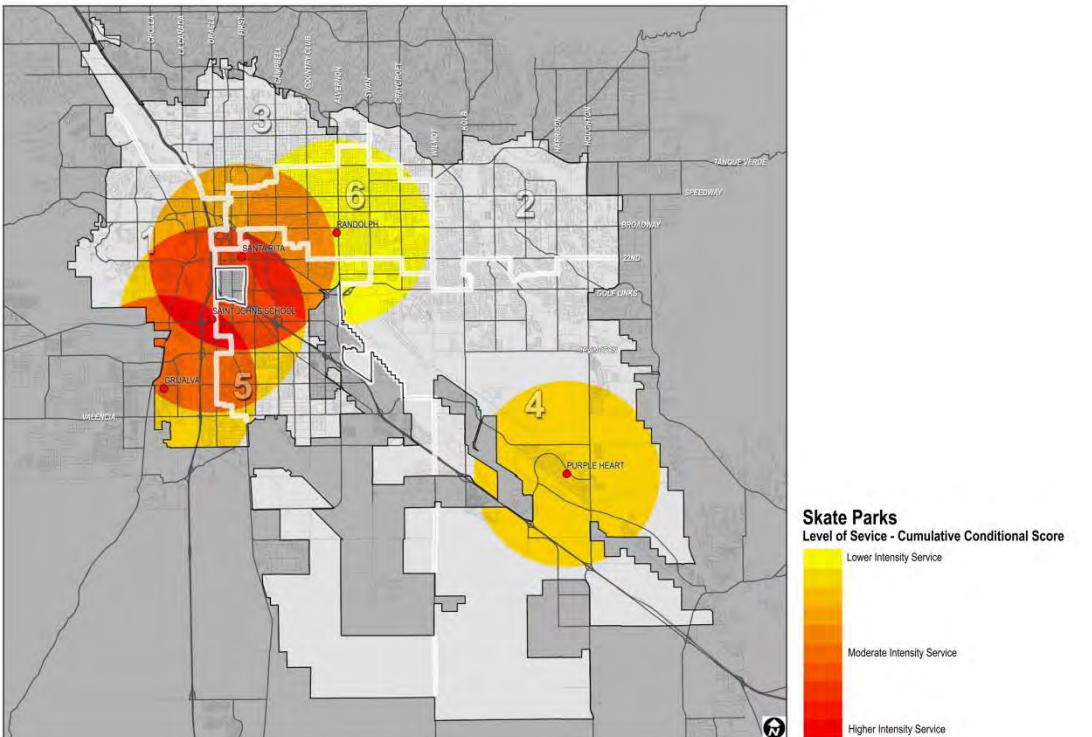
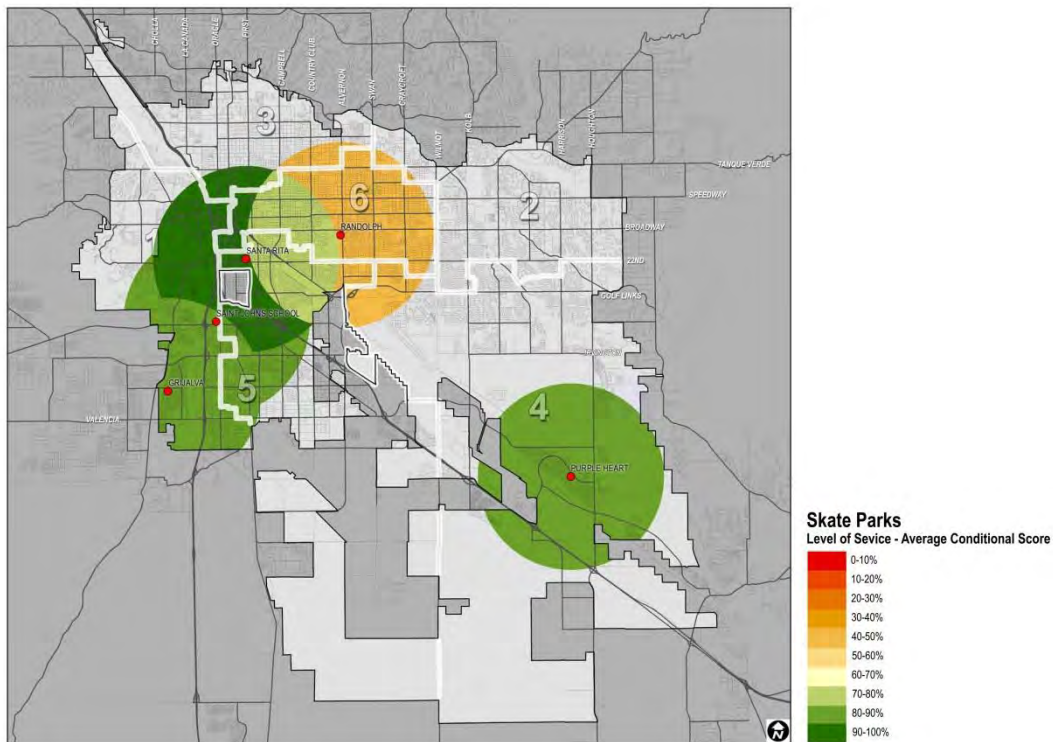




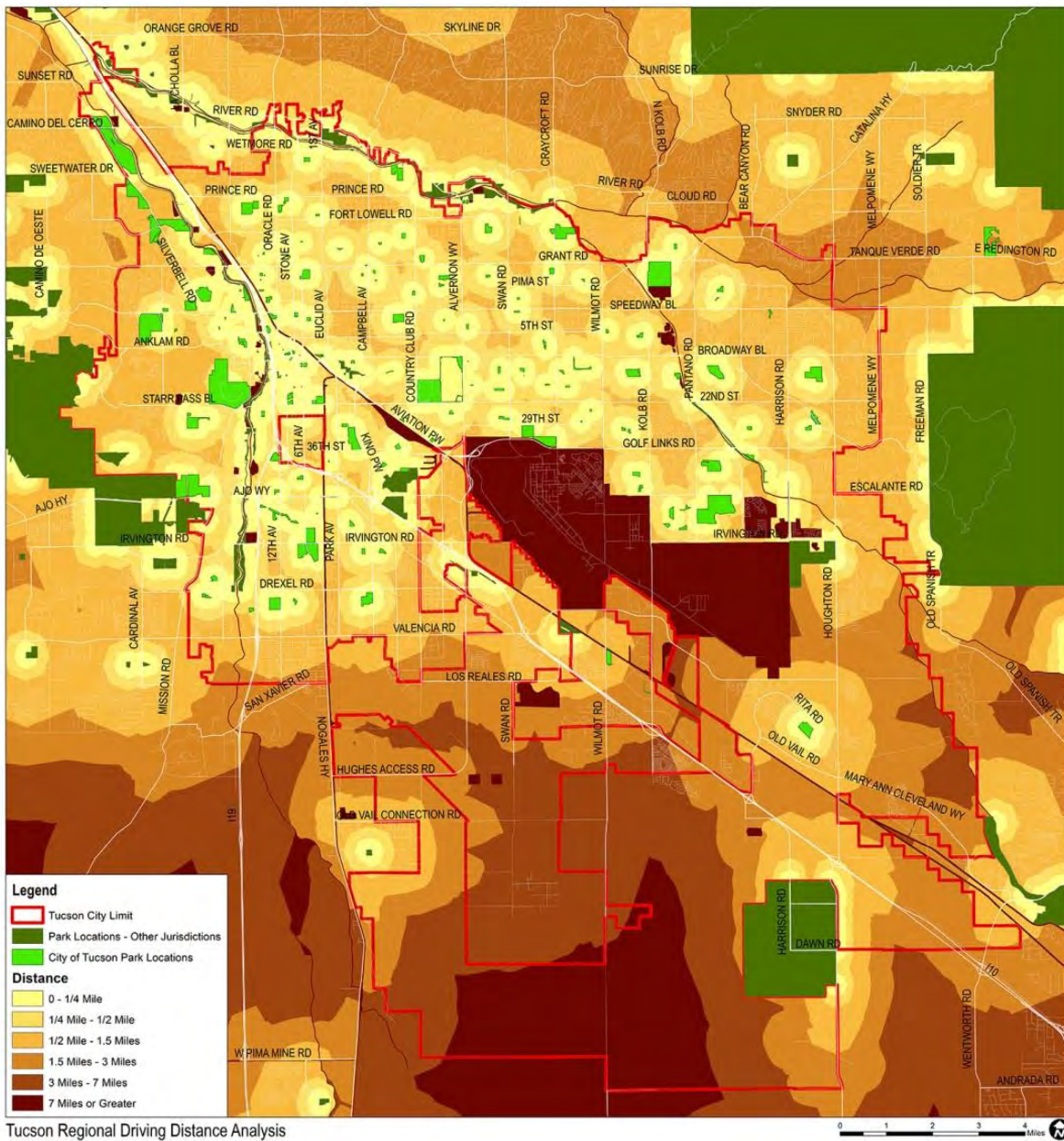
Figure 10.13 Skate Parks Average LOS Analysis



### Access Analyses

In addition to radius based conditional analyses, the consultant team used GIS to investigate access to parks based on the existing transportation network. These maps used a technique known as cost-distance analysis which assigns a value (cost) to the ease with which one can travel across a given area. In the case of travel by car, it obviously is easier to travel on the roads and harder to travel between areas where there are no roads. The analysis then measures the lowest cost distance from any point on the map to the nearest park. The distances can then be classified into “bands” of distances based what is most appropriate to the mode of travel. In each map, light yellow bands indicate the greatest access with ease of access decreasing as the color gets darker. The analyses were expanded to include all public parks in the region regardless of the managing agency. The consultant team used this technique to examine the ease of access to parks via automobile, walking/biking, or bus. In each case the network used to determine the costs varied to address the limitations of that mode of transportation. For instance, in the walking/biking analysis, only roads with sidewalks, bike lanes, and or bike boulevards were included in the network. For bus access, only the bus stops were used because users can only access the system via the stops. Figures 10.14, 10.15 and 10.16 reflect the park access via automobile, walking/biking, and bus respectively.

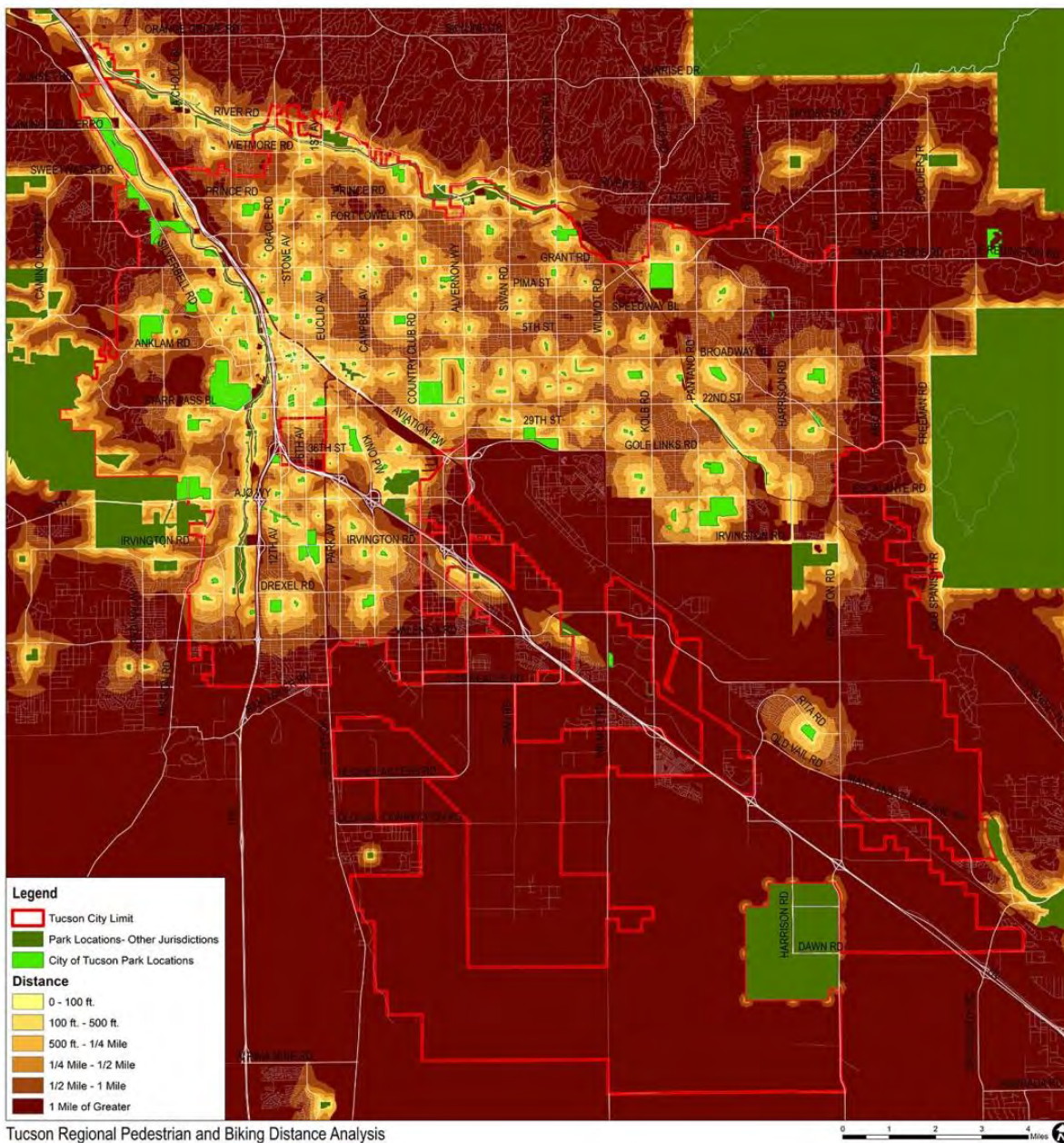
Figure 10.14 Automobile Access



The automobile access map has a similar pattern to Figure 10.10 Park System Cumulative LOS that shows greater access to parks in the area downtown with decreasing access towards the city limits especially in the extreme eastern and southern parts of the city. Davis-Monthan AFB is also a significant barrier to access.



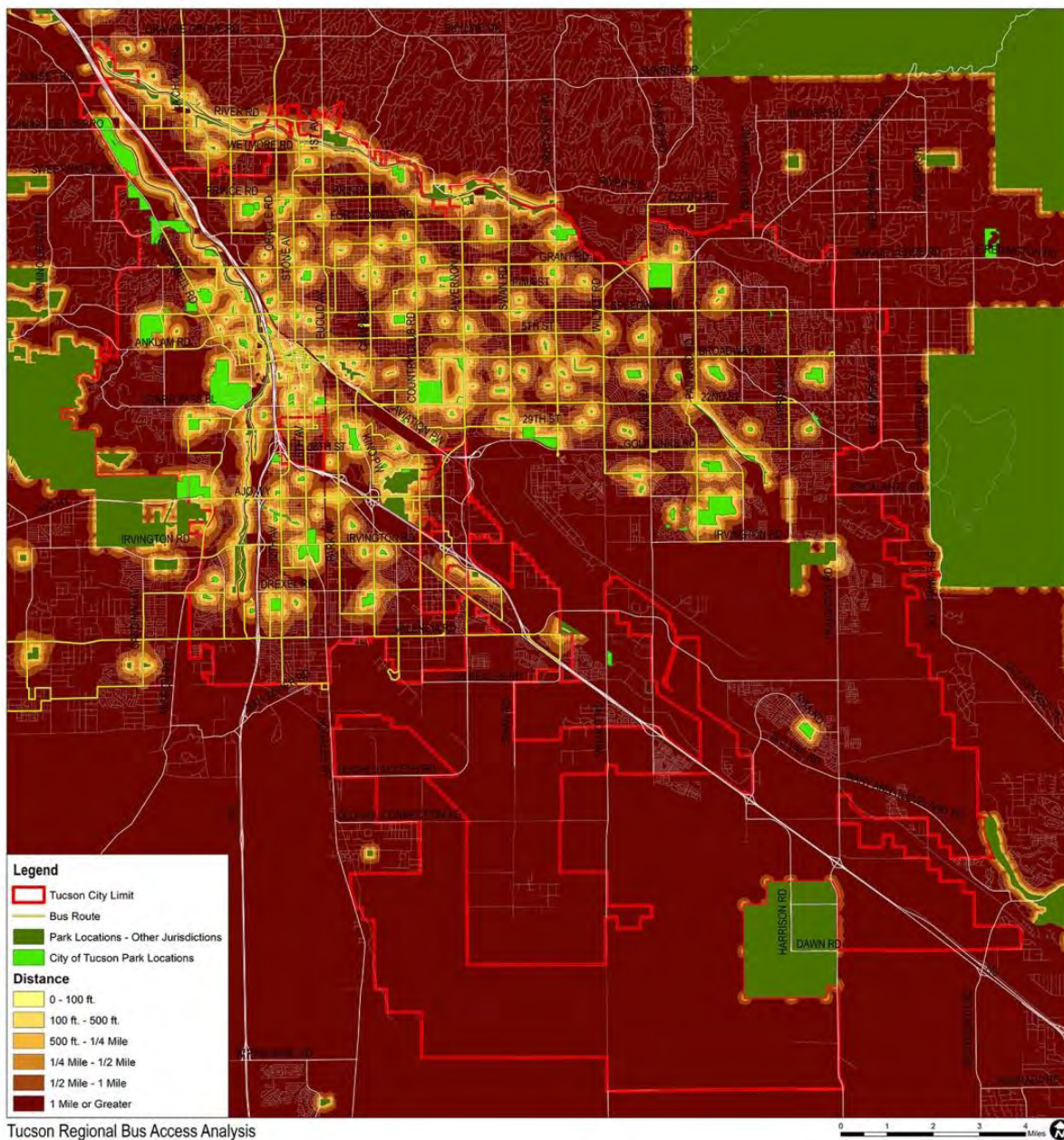
Figure 10.15 Walking/Biking Access



The walking/biking access map has similar pattern to Figure 10.11 Park System Cumulative LOS – 1/2 mile Radius which reveals areas within the City core where access to parks is more challenging. Greenways and the river paths significantly improve the access to parks by connecting the “dots” of high access immediately surrounding each park. This pattern can clearly be seen along the Rillito, Pantano, and Santa Cruz River paths. Based on the results of the Community Survey, there is high demand for safe walking paths within the city and providing these facilities will also efficiently improve both access and level of service.



Figure 10.16 Bus Access



The bus access map reveals a trend of decreasing access to parks for people with lower socio-economic status. Bus access is particularly challenging in the City of Tucson because the buses travel on major streets and many parks are located off of the major streets. As a result, bus riders need to walk to the parks from the stop. This may be a barrier to using the parks for lower income people with disabilities.





# RESOURCE AND FUNDING ANALYSIS







# HIGHLIGHTS

1	The City of Tucson operates on the July 1 - June 30 fiscal year (FY) and budgets on a one year cycle.
2	The City establishes and maintains a Mayor and Council approved pricing policy. The pricing policy is based on a tiered schedule of fees for service for market-based transactions and community services, with fees and charges set at a varying range of cost recovery addressing the direct and indirect activity costs and overhead costs. For all services offered in a competitive, market based economy or for services having partial cost recovery objectives, cost recovery ratios may vary according to policy objectives.
3	The City's proposed budget for FY 2017 projects total expenditures to be \$1,370,497,270 which is an increase of 0.2% from the estimated revenue for FY 2016 (\$1,367,212,540).
4	Currently, the level of cost recovery meets the City's pricing policy objectives in each of the internal budget groups.

## Funding and Budgeting Overview

### Budget Process

The City of Tucson operates on July 1 - June 30 fiscal year (FY) and budgets on a one year cycle. The City maintains a long-range fiscal perspective through the use of an annual operating budget, capital improvement plans, and multi-year financial forecasting. The Mayor and Council adopt the City's annual budget after public hearing(s). The City's budget preparation and approval is an ongoing process that begins immediately after the budget adoption with monthly financial reporting of revenues and expenditures with financial projections for the current and subsequent fiscal years. At the midpoint of the fiscal year, the finance team engages in a midyear review of the current fiscal year budget and begins the process of developing the budget for the next fiscal year.

The Mayor and Council may modify appropriations of funds for projects on a quarterly basis with majority approval. Changes in appropriations of funding during the year must be submitted by the City Manager to the Mayor and Council for review and approval, and must be accompanied by appropriate fiscal impact analysis. The level of expenditures is controlled at the General Fund level, and appropriations lapse at the end of each fiscal year unless re-appropriated by the Mayor and Council in the following fiscal year. The City Manager is authorized to transfer budgeted appropriations within the control accounts, including capital projects, provided no change is made to the total amount provided for any one fund.

Tucson's budget is based on the following long-term strategic objectives established by Mayor and Council to guide financial and operational decisions to achieve community expectations.

- Invest in planning efforts invigorating our City's economy.
- Maintain or enhance the provision of services with processes observable and beneficial to the community.
- Recognize the new workplace model and designate the resources and tools to promote delivery of mandated fundamental services.
- Eliminate redundant services.
- Provide a comprehensive infrastructure and asset stewardship plan.
- Provide salary packages attracting and retaining a quality workforce.

The strategic budgeting approach requires the directors of each department to consult with their team to evaluate trends, options and opportunities to address the citizen's needs. The budget process includes an analysis of the true cost of delivering services to the community. The directors and team are responsible for aligning their budget request with the Council's strategic goals to identify the performance criterion.

In regard to cost recovery through user fees, the City establishes and maintains a Mayor and Council approved pricing policy. The pricing policy is based on a tiered schedule of fees for service for market-based transactions and community services, with fees and charges set at a varying range of cost recovery addressing the direct and indirect activity costs and overhead costs. For all services offered in a competitive, market-based economy or for services having partial cost recovery objectives, cost recovery ratios may vary according to policy objectives.

### Funding Sources

The City of Tucson's General Fund is comprised of general property taxes, sales taxes, fees associated with licenses and permits, interest and rents, charges for current services, court and traffic fines and other taxes and revenues. These specific revenue sources fund the City's services and expenditures. Table 11.1 is a comparative breakdown of the percentages of these sources for the City's FY 2013 through 2017 budgets.





**Table 11.1: City of Tucson General Fund Revenues (FY 2013– 2017)**

General Fund Revenues (%GF)	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
Taxes	40.04%	38.36%	40.17%	39.84%	38.88%
State Shared Revenues	25.36%	25.44%	27.95%	28.07%	27.87%
Charges for Services	9.33%	8.34%	8.20%	8.65%	8.68%
Other Local Taxes	9.71%	7.75%	8.69%	8.79%	10.12%
Licenses and Permits	4.51%	4.14%	6.19%	6.01%	5.87%
Primary Property Tax	2.73%	2.66%	2.05%	2.91%	2.93%
Fines and Forfeitures	2.67%	3.07%	3.42%	2.22%	2.12%
Miscellaneous Revenues	0.35%	0.46%	0.43%	0.31%	0.25%
Non-Grant Contributions	0.43%	0.43%	0.61%	0.85%	0.93%
Other Funding Sources	4.88%	9.36%	1.49%	2.35%	2.37%

Through this period of economic recovery, Tucson has seen a slight increase in General Fund revenues and has maintained a level of stability with its funding sources mainly relying on taxes, most notably sales taxes, intergovernmental revenues through the state shared sales tax and urban revenue and property taxes sharing that comprise 70% of the General Fund revenues in the adopted FY 2017 budget. 94% of the General Fund revenues in the FY 2017 budget come from six sources as depicted in Table 11.2.

**Table 11.2: Major Revenue to the General Fund (FY 2013– 2017)**

General Fund Revenues (%GF)	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
Taxes	40.04%	38.36%	40.17%	39.84%	38.88%
State Shared Revenues	25.36%	25.44%	27.95%	28.07%	27.87%
Charges for Services	9.33%	8.34%	8.20%	8.65%	8.68%
Other Local Taxes	9.71%	7.75%	8.69%	8.79%	10.12%
Licenses and Permits	4.51%	4.14%	6.19%	6.01%	5.87%
Primary Property Tax	2.73%	2.66%	2.05%	2.91%	2.93%
Total	91.68%	86.69%	94.05%	94.27%	94.34%

The City is seeing some improvements from the economic recovery in FY 2016, as projected general fund revenues were estimated to see a 2% growth over FY 2015. The FY2017 budget projection projects 3% growth from FY2016. Despite the estimated revenue growth, the City continues to face significant budget challenges moving through FY 2017. A few positive factors influencing an improved revenue picture: continued sales tax growth and fractional upticks in building permits and plan reviews. With the growth in new commercial and residential development, FY 2016 reflects additional signs of recovery through the increase in City revenues. The budget improvements are expected to continue through FY2017.

#### General Financial Outlook

Tucson is in a similar position to many of its peer cities in Arizona. The overall economic outlook for Arizona and Tucson are better than in the last fiscal year but it is anticipated that the recovery will come slowly. Sales tax is forecasted to improve in FY2016 and FY2017. Assessed valuations are expected to increase in FY2016 and FY2017 and result in the growth of property tax collection. The City is projecting limited population growth over the next 3 to 5 years which is prudent based on all the economic indicators.

## Budget Overview

### City's Budget

The City's proposed budget for FY 2017 projects total expenditures to be \$1,370,497,270 which is an increase of 0.2% from the estimated revenue for FY 2016 (\$1,367,212,540) following a series of decreased budgets beginning in FY 2013 as depicted in Table 11.3.

**Table 11.3 City of Tucson Budget Trends (FY 2013-2017)**

Budget	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
Operations	1,020,960,660	1,045,938,820	1,052,586,620	945,253,700	962,744,180
Capital Projects	293,299,960	225,947,800	212,397,810	289,622,700	269,663,600
Debt Service	0	0	0	132,336,140	138,089,490
Total Expenditure	1,314,260,620	1,271,886,620	1,264,984,430	1,367,212,540	1,370,497,270
Percent Change	-1.8%	-3.2%	-0.5%	8.1%	0.2%

### Parks and Recreation Department Budget

The Tucson Parks and Recreation Department's total FY 2017 general fund budget is \$27,104,310, which is a decrease from the estimated FY 2016 (\$37,891,530) budget and below the peak in FY 2009 (\$48,040,650). The FY2107 projected budget realigned a portion of funding (\$7,339,800) from the Parks and Recreation budget to the General Services, Information Technology and Procurement Department budget for facility and park utilities, vehicle fuel, facility and vehicle maintenance, and information technology, and mail services. In addition, the Parks and Recreation Department reduced the overall FTEs in the department as a result of retired employees and the elimination of unstaffed positions. Funding for the Parks and Recreation Department decreased after FY 2009 but has experienced a slight increase in the core services over the past two fiscal years.

The City of Tucson Parks and Recreation Department uses a variety of revenue sources to fund its services and expenditures. These include the City's taxes, fees and permits, licenses, charges for services, fines and forfeits, grants and economic development, impact fees, and the enterprise fund for the golf courses. In addition, Tucson's Capital Improvement Plan has funded several improvements for the Department over the years. Currently, the only established funding for capital improvements is from funds generated by the Park Impact Fees from the Park Development Fund. Over the past years, bonds and other committed revenue sources funded improvements but these funds have been exhausted. The City has a capital improvement plan that is prioritized yearly focusing on reinvesting in existing parks and trail improvements.

In order to fund the development of existing and future facilities, the City collects development fees for parks expansion (revised criteria based on A.R.S. §9-463.05 for Development Impact Fees (DIF) dedicated to parks and recreation) as depicted in Figure 9.4. It is important to note that impact fees are "banked," unless a specific project has been identified for that fiscal year. The impact fee legislation and the reprieve on the development fee significantly impacted the revenue generation in FY 2015. As the tepid economic recovery in Tucson gradually improves, the increase in development and the collection of development impact fees will slowly improve over the next few years.

**Table 11.4 Parks and Recreation Department Park Development Fee Fund (FY 2012-2017)**

Fiscal Year	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
Park Development Fee	\$625,000	\$1,081,380	\$871,000	\$70,000	\$1,051,641	\$2,542,500
Total	\$625,000	\$1,081,380	\$871,000	\$70,000	\$1,051,641	\$2,542,500

The Department's current funding sources are limited and the demand for funding will continue to be challenging for the department moving forward. Another trend is a higher portion of funding is going to operations and maintenance of existing facilities. It will be necessary to increase funding for operations and maintenance as facilities continue to age and require significant reinvestment. Capital budgets that

include replacements and renovations have been reduced leaving amenities and infrastructure in the parks beyond their expected life cycle. Increased operations impacts from outdated amenities and infrastructure are challenging to absorb. The net effect of these trends has created a significant challenge to maintain an overall consistent level of service for the park facilities and has resulted in reduced program as a result of the economic recession and slow economic recovery.

Tucson's combined Parks and Recreation Department's total FY 2017 operating budget is \$28,514,890, as depicted in Table 11.5. The cost of service budgets (Table 11.6) highlights the specific delivery of

**Table 11.5 Parks and Recreation Department Budgets (FY 2013-2017)**

Fiscal Year	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
General Fund	\$38,170,913	\$36,270,253	\$36,154,456	\$36,454,370	\$ 27,104,310
Civic Contributions	\$491,324	\$210,668	\$227,720	\$634,490	\$634,490
Non-Federal Grants Fund	\$64,843	\$23,450	\$23,304	\$241,520	\$156,420
Other Federal Grants Fund	\$380,883	\$396,615	\$358,571	\$561,150	\$619,670
Total	\$39,107,963	\$36,900,986	\$36,764,051	\$37,891,530	\$28,514,890
Percent Change	2.67%	-5.64%	-0.37%	3.07%	-24.75%

**Table 11.6 Parks and Recreation Department Cost of Service Budgets (FY 2013-2017)**

Fiscal Year	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted	Percent of Total Budget
Administration	\$4,746,590	\$2,402,903	\$2,240,749	\$1,920,750	\$1,878,170	6.6%
Aquatics	\$2,812,266	\$2,652,476	\$2,779,905	\$3,028,260	\$2,618,750	9.2%
Capital Planning & Development		\$815,471	\$632,650	\$605,410	\$426,510	1.5%
Civic Events & Programming	\$647,006	\$535,687	\$462,649	\$495,200	\$430,210	1.5%
Hi Corbett Maintenance	\$667,220	\$579,316	\$544,228	\$619,030	\$357,620	1.3%
Historical & Cultural Programs	\$54,906	\$65,308	\$60,088	\$60,000	\$50,720	0.2%
KIDCO	\$1,612,801	\$1,677,932	\$1,725,688	\$1,632,120	\$1,603,270	5.6%
Leisure Classes	\$739,679	\$759,489	\$701,620	\$695,150	\$782,350	2.7%
Park Maintenance	\$13,268,619	\$14,176,233	\$14,280,814	\$14,133,580	\$8,718,930	30.6%
Recreation Centers	\$7,952,390	\$7,514,603	\$7,235,370	\$7,505,100	\$5,118,520	18.0%
Sports	\$742,857	\$358,417	\$363,561	\$369,650	\$375,220	1.3%
Tennis	\$109,185	\$101,557	\$86,265	\$88,710	\$17,190	0.1%
Therapeutic & Adaptive Recreation	\$1,221,639	\$1,238,039	\$1,233,209	\$1,091,110	\$1,058,010	3.7%
Zoo	\$3,595,745	\$3,392,822	\$3,659,262	\$3,646,350	\$3,389,340	11.9%
Grants	\$937,050	\$630,733	\$757,993	\$816,390	\$1,690,080	5.9%
Total	\$39,107,953	\$36,900,986	\$36,764,051	\$36,706,810	\$28,514,890	
Percent Change	2.67%	-5.64%	-0.37%	-0.16%	-22.32%	



programs and services to meet the community's needs. The classifications of programs and services reflect the organization of the FY 2017 budget. The cost of service delivery reflects the primary market needs that Tucson focuses on, such as youth services (KIDCO program, summer programs), and the regional draws such as sports tournaments. It is also important to note the civic services the Parks and Recreation Department provides through the community centers and senior centers which ultimately impacts the total cost recovery of the department.

## Capital Improvement Funding

Capital improvement funds are intended for major physical improvements or a non-recurring betterment to the physical property of the City, which differentiates from ordinary repairs or maintenance. The capital improvement budget has fluctuated significantly over the past five years from a range of \$8.6 million in FY 2012 to \$.4 million in FY 2015 and are projected at \$6.0 million for FY 2017. A sales tax referendum or a bond issue would be timely to serve as a catalyst for the park reinvestment and improvements. For future planning, it will be important to align the reinvestment needs with the funding required for recommended trail expansions and facility and amenity development on existing parks in the capital program.

The composition of funds in the Tucson Parks and Recreation Capital Budget has changed over the last five years. The types of funds in earlier Capital Budgets included funds that address replacement and renovation of existing park facilities. In the last five years, funding types that support the replacement of aging infrastructure and amenities have diminished. The FY 2016 and FY 2017 Capital Improvement Fund is 100% comprised of Park Development Fees with funds restricted to expanding the capacity of the parks system and restricting expenditures related to replacement or renovation. Because of this shift in composition of the Capital Budget, the Operating Budget is impacted with increasingly having to absorb the cost of replacement and renovation.

**Table 11.7 Capital Improvement Funding (FY 2013-2017)**

Fiscal Year	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
Capital Improvement Fund <sup>1</sup>	\$2,038,550	\$1,411,290	\$0	\$2,344,100	\$2,542,500
Capital Improvement Budget	\$4,143,032	\$1,483,039	\$452,176	\$1,249,420	\$6,083,700

<sup>1</sup>FY 2016 and 2017 Capital Improvement Fund is comprised of solely the Park Development Fund generated by Park Impact Fees.



## Cost Recovery Analysis

In order to make comparisons to Parks and Recreation Departments throughout the country, the average cost recovery (revenue over expenses) level for the combined Department was calculated (Table 11.8). This calculation shows the average cost recovery level from 2013-2017 is 16% (based on gross revenues from the General Fund), with a remaining operating expenditure level of 84%. This number has remained relatively consistent over the past five years from FY 2013 to FY 2017. Examples across the country show a wide range of subsidy levels or tax investment, from 15% to 80% and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and structure of agency budgets. Currently, the level of cost recovery meets the City's pricing policy objectives in each of the internal budget groups. As depicted in Table 11.8, the Department has consistently recovered revenue over the past few years as the economy has slowly improved. As household financial means are showing signs of improvement, the City should continue to monitor and enhance cost recovery.

Dr. John Crompton from Texas A & M, a leading educator and researcher on the benefits and economic impact of leisure services indicates that the national average of cost recovery is around 34%. Based on this information, the Department's cost recovery in the adopted FY 2017 budget (20%) is below the national average. Although there is always room for improvement, it is important to consider that this is not only affected by the macro economy but also community and political values associated with approved pricing policy plan and competitive fee levels. Regardless, there are some program areas that could increase revenue generation through the creation of new fees, new assessments or adjusting fee levels.

Cost recovery policies, detailed reporting, and tracking should be maintained. Each program area should track direct and indirect costs, establish a philosophy on a program's benefit to the community, determine cost recovery goals, and set pricing based on the community's values and Department's goals. The cost recovery tracking will increase cost recovery levels and revenue to the department. In addition, users are more likely to agree to fee increases when they themselves can see the net effect of the current fee versus the service level they would like.

## Budget and Funding Analysis

It is important to recognize the many benefits that Tucson's Parks and Recreation Department provides the community, including economic (business attraction and recreation tourism), health, environmental and quality of life advantages. The value that the community places on parks, recreation and leisure is strongly illustrated by the satisfaction levels indicated on the Community Survey (see the Community Survey section for more information). Considering these values, as well as the City's need for reinvestment in the parks and facilities, the increasing costs for utilities and maintenance, and the growing demand for health and wellness, the City needs to plan a budget to support the capital investments and increasing maintenance costs.

In order to keep the City on pace with other progressive community service providers and to provide recreation opportunities to the residents of the community, increases will need to be made to current funding levels. Potential long-term funding sources may include a dedicated property and/or sales tax, the creation of a special taxing district specifically dedicated for parks and recreation, higher or additional fees, and/or impact fees.

Yet, it is important to consider that the stability of revenues is somewhat uncertain given the tight economy, which has resulted in recovering property values, tightening credit capacity, rising energy and operational costs, and slowly recovering consumer spending, all which will still have potential impacts on future tax revenue. In addition, the populace may be more reluctant in during the economic recovery to support the idea of new or additional fees and taxes. In order to sustain the Department's quality services, programs and facilities, the City should be proactive in identifying, seeking out and supporting matching funds for grants and alternative funding (see Appendix for suggested sources).

**Table 11.8: Parks and Recreation Department's Cost Recovery (FY 2013 – 2017)**

Fiscal Year	FY 2013 Actual	FY 2013 Revenue	FY 2013 Cost Recovery	FY 2014 Actual	FY 2014 Revenue	FY 2014 Cost Recovery	FY 2015 Actual	FY 2015 Revenue	FY 2015 Cost Recovery	FY 2016 Estimated	FY 2016 Budget Revenue	FY 2016 Cost Recovery	FY 2017 Adopted	FY 2017 Budget Revenue	FY 2017 Cost Recovery
Aquatics	\$2,812,266	\$283,871	10%	\$2,652,476	\$198,512	7%	\$2,779,905	\$192,932	7%	\$3,028,260	\$86,280	3%	\$2,618,750	\$161,240	6%
Civic Events & Programming	\$647,006	\$117,542	18%	\$535,687	\$82,306	15%	\$462,649	\$100,899	22%	\$495,200	\$100,000	20%	\$430,210	\$100,000	23%
Hi Corbett Maintenance	\$667,220	\$325,684	49%	\$579,316	\$328,054	57%	\$544,228	\$319,283	59%	\$619,030	\$310,590	50%	\$357,620	\$293,300	82%
Historical & Cultural Programs	\$54,906			\$65,308			\$60,088			\$60,000			\$50,720	\$0	
KIDCO	\$1,612,801	\$747,583	46%	\$1,677,932	\$669,830	40%	\$1,725,688	\$644,721	37%	\$1,632,120	\$658,500	40%	\$1,603,270	\$700,000	44%
Leisure Classes	\$739,679	\$587,580	79%	\$759,489	\$584,683	77%	\$701,620	\$568,129	81%	\$695,150	\$586,430	84%	\$782,350	\$608,610	78%
Park Maintenance	\$13,268,619	\$293,868	2%	\$14,176,233	\$267,167	2%	\$14,280,814	\$276,982	2%	\$14,133,580	\$283,600	2%	\$8,718,930	\$330,200	4%
Recreation Centers	\$7,952,390	\$616,660	8%	\$7,514,603	\$608,059	8%	\$7,235,370	\$554,080	8%	\$7,505,100	\$518,940	7%	\$5,118,520	\$533,070	10%
Sports	\$742,857	\$478,090	64%	\$358,417	\$358,417	100%	\$363,561	\$363,561	100%	\$369,650	\$369,650	100%	\$375,220	\$375,220	100%
Tennis	\$109,185	\$15,385	14%	\$101,557	\$17,014	17%	\$86,265	\$15,208	18%	\$88,710	\$15,500	17%	\$17,190	\$15,030	87%
Therapeutic & Adaptive Recreation	\$1,221,639	\$152,055	12%	\$1,238,039	\$129,556	10%	\$1,233,209	\$109,204	9%	\$1,091,110	\$118,700	11%	\$1,058,010	\$130,700	12%
Zoo	\$3,595,745	\$1,983,146	55%	\$3,392,822	\$2,047,236	60%	\$3,659,262	\$2,497,235	68%	\$3,646,350	\$2,213,500	61%	\$3,389,340	\$2,362,920	70%
Total	\$39,107,953	\$5,723,785	15%	\$36,900,986	\$5,463,776	15%	\$36,764,051	\$5,773,499	16%	\$36,706,810	\$5,412,320	15%	\$28,514,890	\$5,814,730	20%
Percent Change			17%			-5%			6%			-6%			7%





## Key Findings

Despite the slow economic recovery that the City has experienced, the City has been focused on maintaining steady operations despite the significant challenges the City and Mayor and Council face to balance the budget. The Department has navigated the challenging budgetary conditions by maintaining the a level of quality in the park system and retaining key programs and services despite reduced funding, staffing and reduced reliance on the General Fund. Restructuring of the Department has allowed the Department to maintain and continue to serve with very limited and restrictive resources.

The City of Tucson serves a population of 529,343 as well as the residents of the Tucson metropolitan area including Pima County residents. Tucson manages 2,658 acres of developed parks, which calculates to 5.44 acres per thousand residents. The acreage of actual parkland, minus the open spaces, is below the national median for park acreage per thousand residents. Tucson has a growing capital budget, but is lower than the peer benchmark cities (See the Benchmarking

Analysis Section). It is critical that Tucson maintain the capital improvement budget to reinvest in existing facilities and expand the trail system. In addition, it is a priority to increase the Parks and Recreation Department's budget for operations and maintenance.

The Tucson Parks and Recreation Department's 2017 cost recovery percentage is comparable to the agencies polled with the City of Lakewood, Colorado and City of Mesa, Arizona having the highest at 54%. Tucson's rate is below the national average of 34% for cost recovery (Dr. John Crompton, Texas A&M University). The City should continue to explore opportunities to increase the cost recovery through additional or increased fees to release funding for additional programs, services and facilities. The City is working towards a stable financial position to finally provide a solid foundation for Tucson to increase reinvestment in facilities, programs and services as the economy improves.

Source: City of Tucson, Arizona Recommended Budget Fiscal Year 2017





# OPERATIONS AND MAINTENANCE ANALYSIS 12





## HIGHLIGHTS

1	As a part of this master planning process, maintenance and equipment levels were studied. It was found that equipment to maintain parks is limited and in need of frequent repairs. Budget shortages, however, have hampered equipment replacement and repair needs.
2	The number of staff positions related to park maintenance has decreased over the last ten years due to attrition, elimination of vacant positions and retirement.
3	Tucson Parks and Recreation maintenance employees are maintaining 26% more park acres than the median acreage of peer agencies.



## Introduction

Parks and recreation departments across the country have responded to economic and social drivers of change in the industry by doing more with less, and the City of Tucson Parks and Recreation Department is no exception. Over the last ten years, the number of park facilities and the different types of park facilities has increased. Tucson Parks and Recreation staff has been resourceful in maintaining quality services and facilities by finding efficiencies in agency re-organizations, staff reductions, minimizing overtime, and revising approaches to programming and park maintenance.

An analysis of the operations and maintenance staffing and procedures, creates insight into the current status of the Tucson Parks and Recreation's operations and maintenance systems and facilitates a data-driven perspective to develop recommendations and best practices for a 5-year horizon. This analysis is based on themes from focus groups, changes in operations and maintenance staffing since the 2006 City of Tucson Parks and Recreation 10-Year Strategic Service Plan, and comparisons to other jurisdictions. The operations and maintenance analysis reveals that new approaches to maintaining current levels of service in parks maintenance are required.

Throughout the master planning process of outreach and analysis, dominant themes in operations and maintenance were revealed:

- The public considers the parks to be very important public facilities and is largely satisfied with the level of maintenance in parks.
- Public awareness of available park facilities and amenities is a challenge.
- Failing infrastructure – irrigation and electrical systems are failing and, at some parks, are beyond repair.
- Playgrounds – play equipment is failing and replacement is unfunded.
- Preventative maintenance and re-investment projects are a challenge.

These themes were frequent among input from public open house and focus group attendees, questionnaire responses and the 2015 Community Survey. They are supported by an analysis of staffing and budget trends. They are, in fact, common themes for departments around the country.

## Staff Input

Staff is passionate and dedicated to the delivery of the Parks and Recreation Department's mission. In July 2015, the entire Parks and Recreation Department team participated in a series of staff focus groups to provide input for the master planning process. In August 2015, a workshop to develop the Community Survey questions provided an opportunity for input from Tucson Parks and Recreation leadership staff.

Staff is dedicated to serving the public and making parks maintenance the best it can be. They actively consider how to make parks maintenance systems more efficient and effective. There is a broad diversity of facilities and user groups who interact with the parks system. Front line staff is routinely approached by the public to take input and answer questions. Staff takes these interactions seriously and work hard to carry the messages from the public to their supervisors.

### Infrastructure

Infrastructure is failing. Both irrigation and electrical infrastructure need repair, replacement and preventative maintenance. Capacity to deliver any but the quickest repairs is a challenge. Replacement, although a strain on existing budgets, saves water, electricity and operations funding for the future and allows staff resources to be allocated to other park maintenance needs.

### Playgrounds

Playground equipment safety inspections are on-going. When a component in a playground is damaged through age or vandalism, the component is removed based on public safety. Replacement is not within the budget capacity. Front line staff are hearing park users' disappointment in the removal of play equipment.

### Regulatory Compliance

Increased enforcement of reclaimed water regulations and ADA compliance have increased the amount of staff time that is directed to inspections and compliance upgrades.

### Trends in Natural Resource Parks

Development of natural resource parks and areas of water harvesting are new in the last decade and especially in the last five years. Staff who are organized and trained to maintain Tucson's traditional parks by mowing grass, emptying trash, cleaning ramadas and restrooms and

inspecting playgrounds, have been assigned to maintain these new facilities. The natural resource parks typically have a diversity of native plants, sometimes complex hydrology, water harvesting basins and rock mulch. Maintenance of these specialized areas requires horticultural knowledge and awareness of design intent, and could be an opportunity for partnerships with local agencies or non-profits to maintain them.

### Equipment

Equipment to maintain parks is limited and in need of frequent repairs. There is limited capacity for replacing equipment and repairs are hampered by discontinued replacement parts. A frequently mentioned concern, equipment reliability and availability is currently unaddressed in the FY 2016 Operating Budget and is expected to be unfunded in the FY 2017 Operating Budget. Limited equipment availability hampers the efficient use of staff resources as crews compete for limited equipment to prepare sports fields in a short window of weeks to meet the needs of sports leagues prior the start of their season.

### Public and Park Stakeholder Input

Input from specialized park users and residents at large was gathered at public open houses and stakeholder focus groups held from September 2015 to January 2016. It is clear from those meetings that Tucson residents are very supportive of the Tucson parks and recreation system. Questionnaire responses reveal that residents perceive the maintenance levels at parks to be average (3.13 on a scale of 1 for poor and 5 for excellent). Sports field users in particular

were complimentary of department support for their leagues and the effort the department makes to maintain the fields. Their input on field conditions supports the themes of aging irrigation infrastructure and its effect on the quality of turf. Sports field users who completed the questionnaire rated outdoor facilities lower than respondents overall with an average rating of outdoor facilities by sports field users of 2.94. A more detailed report on community outreach results can be found in Chapter 3, Community and Stakeholder Engagement Summary.

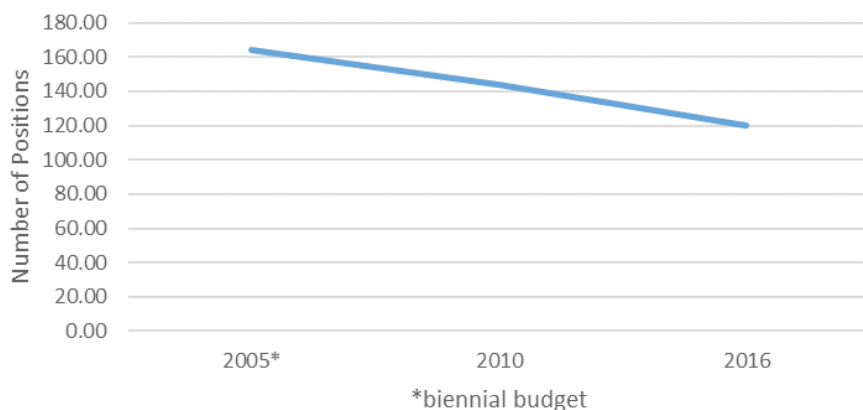
### Trends in Operations Staffing

The Tucson Parks and Recreation Department has been challenged each year since FY 2008 to find efficiencies in the operations budget and staffing approach. The department's organizational chart has changed many times as the number of operations districts have changed in number and their boundaries and responsibilities have been modified to find ways to maintain current levels of service in parks maintenance while accommodating staffing and budget changes.

The number of staff positions related to park maintenance has decreased over the last ten years due to attrition, elimination of vacant positions, layoffs and retirement. Figure 12.1 shows a 27% reduction in parks maintenance positions since FY 2006.

The number of Aquatics staff positions related to maintenance has also decreased. From FY 2005/6 to FY 2016, there was a 43% reduction in the number of aquatics positions (Fig. 10.2).

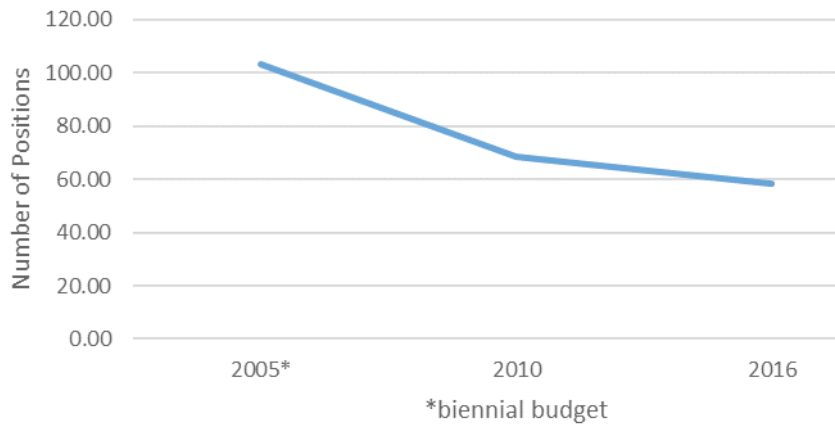
**Figure 12.1: Number of Positions per Year - Parks and Maintenance**



**Table 12.1**

Fiscal Year	Number of Parks Maintenance FTEs
2005/2006*	164.50
2010	144.25
2016	120.00

**Figure 12.2: Number of Positions per Year - Aquatics**



**Table 12.2**

Fiscal Year	Number of Parks Maintenance FTEs
2005/2006*	103.00
2010	68.50
2016	58.25

### Comparison of Operations Staffing Ratios to Other Jurisdictions

NRPA's PRORAGIS database allows a broad, national comparison of operations staffing levels across many parks and recreation departments. These departments vary widely between environments, size, and types of facilities maintained, so comparing Tucson's specific staffing ratios to this broad sampling must be considered a generalized perspective from which more specific analysis may be derived. The metric that PRORAGIS uses to compare departmental operations staffing across the county is acres of parkland per FTE (total acreage of all parks managed by an agency divided by the total number of full time maintenance employees). PRORAGIS breaks out this ratio between departments of different sizes as measured by how many total acres of parks maintained. The City of Tucson Parks and Recreation Department falls into the category of large departments that maintain 1,001 to 3,500 acres of parks. The comparison of Tucson Parks and Recreation's staffing to large departments across the country reveals that Tucson Parks and Recreation maintenance employees are maintaining 26% more park acres than the median of peer agencies.

This metric accounts for total parkland maintained, not type maintained. Tucson has a mostly urban park system of developed parks. Many departments across the nation manage a mixture of developed and undeveloped parklands. Developed parkland require more staff to operate than undeveloped parks. Taking this into consideration the metric of Acres of Parkland Maintained to FTE indicates the Tucson Parks and Recreation Department is understaffed by 20%.

**Table 12.3**

Agency	Acres of Parkland Maintained per Maintenance FTE
National Median for agencies with 1,001 to 3,500 acres of parks	18.3
Tucson	23.1

Other PRORAGIS metrics are directed at examining effectiveness of operations and maintenance. PRORAGIS categorizes parks and recreations departments by size. The City of Tucson's Parks and Recreation Department is comparable to departments in the Upper Quartile category within the PRORAGIS database. As seen in Table 12.4 below, comparing the City of Tucson's data to the PRORAGIS data from large parks and recreation departments across the country reveals that the Tucson Parks and Recreation Department's operating expenditures per capita are 51% lower than other large departments on average. Tax expenditures per capita are 39% lower in Tucson's parks and recreation department than in other large departments on average. Tucson's parks and recreation operating expenditures per FTE are 44% lower than other large departments. The Tucson Parks and Recreation Department is maintaining parks at a much lower cost than other comparable departments across the country while the number of residents per park in Tucson is similar to the number of residents per park in other departments nationally. This pattern is not sustainable and is or will be affecting the level of service provided to the community.



**Table 12.4**

PRORAGIS Effectiveness Ratios 2014 Agency Summary						
	City of Tucson	#	Lower Quartile	Median	Upper Quartile	Average
Operating Expenditures per Capita	\$72.02	324	\$46.16	\$83.48	\$149.73	\$141.47
Revenue per Capita	\$10.87	268	\$7.30	\$21.59	\$52.46	\$50.98
Total Revenue to Total Operating Expenditures	15.3%	273	14.8%	27.9%	47.2%	34.9%
Total Tax Expenditures per Capita	\$60.15	267	\$28.03	\$53.39	\$98.60	\$85.79
Operating Expenditures per Acre	\$14,018	274	\$4,056	\$8,379	\$20,292	\$20,192
Operating Expenditures per FTE	\$81,031	301	\$72,669	\$97,898	\$146,034	\$171,786
FTE's per 10,000 Population	8.8	309	4.1	8.0	15.6	12.3
Acres of Parks per 1,000 Residents	5.1	287	4.9	9.5	16.1	13.3
Number of residents per park	4,157	305	1,440	2,409	4,601	39,977
Number of acres per park	21.1	298	11.5	21.1	47.3	118.3
Number of Participants per Program	9	91	1	22	129	279
Benchmark Analysis 2014 Agency Summary						
	Tucson	ABQ	PHX	LV	MESA	CS
Operating Expenditures per capita	\$72.02	\$60.25	\$60.25	\$34.73	\$76.54	\$96.53
Total Revenue to Total Operating Expenditures	16.8%	18.2%	-----	29.2%	27.1%	23.4%
Operating Expenditures per Acre	\$13,170	\$14,478	\$20,649	\$12,295	\$18,617	\$19,196
Acres of Parks per 1,000 Residents	5.4	4.16	2.92	2.85	4.13	5.03
Acres of Open Space per 1,000 Residents	7.41	4.16	2.92	2.85	4.16	5.03

Five cities were studied and used for benchmark data because of their similarities to the Tucson Parks and Recreation Department. They are Phoenix, Albuquerque, Mesa, Las Vegas, and Colorado Springs. By comparison to these Cities, Tucson has more developed parks and more actively managed land per 1000 residents. The City, however, has the least revenue.

### Sustaining Maintenance Levels with Reduced Staff

Tucson Parks and Recreation Department has reduced staffing and operating expenditures over the last ten years while still maintaining parks facilities to a level that the public at large finds acceptable. The department's operations are more efficient compared to other large parks and recreation departments across the nation. The challenge over the next five years is sustaining this level of park maintenance with current staffing and budget resources while deferred maintenance, amenity and infrastructure replacements and renovations, and replacement of aged maintenance equipment continues to be unfunded.

Strategies for sustaining parks maintenance levels within a continued trend or leveling off of current maintenance staffing must rely on resources outside of the Tucson Parks and Recreation Department. Outside resources may come from:

- Contracted operations and maintenance
- Directed funding to deferred maintenance
- Partnerships with local agencies
- Volunteerism

## Contracted Operations and Maintenance

Deferred maintenance may be addressed with outsourced or contracted personnel when staff maintenance positions are reduced to levels that address daily, routine maintenance. Contracted maintenance is a trend nationally in the parks and recreation industry as recession induced changes to staffing park maintenance have been implemented across departments, especially larger, older parks and recreation departments.

Currently the Tucson Parks and Recreation Department is contracting mowing services city-wide. The staff positions related to mowing have been reallocated in FY 2016 to daily, routine parks maintenance activities such as irrigation repairs, trash collection, ramada and restroom cleaning and playground care. With the beginning of FY 2017 ahead, Tucson Parks and Recreation leadership are working to expand contracted maintenance to daily, routine maintenance activities at small parks throughout the city.

The advantage of contracted maintenance comes from the market driven cost of delivering services compared to staff delivery, the shifting of supervisory duties over front line staff to the private sector, and the accountability that may be written into the maintenance contract. Park maintenance contracts are complex contracts that require experienced contract administrators, site inspections and contract oversight throughout the year. Contract administration is a skill that has not been dominant among the tasks for existing supervisory or field staff. Existing staff may require training in contract administration, conflict resolution and best practices for enforcement of contract terms.

Disadvantages of contracted maintenance arise when contracts have been written without clear, enforceable terms. Without accountability, contracted maintenance can impact staff resources to address under performance of the contractor, or pursue fines or disincentives written into the contract. Some parks and recreation facilities interface with the public in a way that more directly influences public safety. Public swimming pools and their filtration systems require exacting safety standards to protect the City's investment and the public's health and safety. A qualifications based management contract with contractual accountability for public safety and the City's liability exposure would better align with the City's and the public's best interests.

The state of a park's irrigation system can impact staff's success with contracted services. If performance based measures are the basis of a maintenance contract and the existing irrigation system is in need of replacement. For example, a leaking system with a lack of water pressure and frequent ruptures can leave staff scrambling to address the repairs and replacement of the irrigation system while eliminating the City's leverage over performance contract compliance.

## Partnerships

Partnerships with local non-profits or sister agencies may relieve or supplement the scope of City staff to allow a higher level of service to the public. Partnerships to increase a parks system's level of service, improve public engagement, or provide specialty maintenance is a growing trend among parks and recreation departments nation-wide. While partnerships are a subject discussed in detail in the Trends Analysis Chapter, there are local agencies that are potential partners in supporting the maintenance of Tucson's parks system:

- Tucson Clean and Beautiful
- Southwest Conservation Corps
- Activate Parks
- Tucson Historic Preservation Foundation
- Tucson Parks and Recreation Foundation

## Key Points

Tucson Parks and Recreation has successfully navigated the recession driven restructuring of maintenance staffing and budget approach to create a department that is more efficient than the national average in maintaining parks facilities. The current level of staffing is designed for daily, routine maintenance activities and is challenged by special projects to prepare sports fields seasonally, respond to weather damage or vandalism, or address reinvestment. Public outreach efforts throughout the master planning process point to the public's strong support of reinvestment in Tucson's parks system. The objective over the next five years is to find ways to address deferred maintenance, aging infrastructure systems that are beyond their useful lifecycle, e.g. irrigation and electrical systems, park renovations, amenity replacements, playgrounds, and seasonal sports field renovations to support league play. With limited resources a reality and no new operational funds expected, the Tucson Parks and Recreation Department will need to be creative in building partnerships with local agencies in a way that benefits the City's partners and positions operation's staff up for success.









# TRENDS ANALYSIS

## Trends Analysis

Results of data-driven analyses that provide insight into Tucson Parks and Recreation's operations, i.e. the analyses of programs, operations, benchmarking, funding and resources, facility inventory, and level of service, all found in preceding chapters, mirror many of the trends that the parks and recreation industry is experiencing nationally. A review of national trends informs the interpretation of the local analyses. Interpretation is also aided by a review of local trends.

## National Trends in Parks and Recreation Agencies

The National Recreation and Parks Association (NRPA) provides research reports on timely topics and challenges in the parks and recreation industry. Over the last five years, the NRPA has identified key trends in the industry:

- Using data to guide operations;
- Public health and wellness;
- Conservation;
- Active transportation;
- Economic impact of parks;
- Social equity;
- Broad Support for Parks and Recreation;
- Doing more with less; and,
- Programming changes over time.

## Using Data to Guide Operations

The NRPA's 2016 'Using Data at Parks and Recreation Agencies' reports the results of a national survey to reveal how parks and recreation agencies are embracing data. The key findings of the research indicate:

- Park and recreation agencies are using data to support a number of key areas, including master planning, to measure facility usage, to inform programming decisions and to support current/increased funding.
- Park and recreation agencies are using a mix of internally collected data and information from other agencies and other third-party resources.
- Much of the data analysis is performed by department/program managers, frequently with Excel as the primary analysis tool.
- Two in five park and recreation agencies currently use dashboards to share key performance metrics and other insights with stakeholders.
- Park and recreation agencies lack time, resources and internal analytical skills to conduct proper analysis and are overwhelmed by the amount of data available to them today.

Tucson Parks and Recreation is currently making the transition towards more data-driven decision making. With a Geographic Information System

(GIS) Project Manager position, current GIS-based inventory, and new registration software, Tucson Parks and Recreation is positioned to advance the use of data in programming, operations, maintenance and planning decisions.

## Public Health and Wellness

Public health and wellness is one of the three pillars of NRPA's program for impacting communities. Public park and recreation agencies create healthy communities and play a fundamental role in enhancing the physical environments in which we live. Through facilities, outdoor settings, and services provided, they support good health for people of all abilities, ages, socio-economic backgrounds, and ethnicities. They foster change through collaborative programs and policies that reach a vast population to:

- Help reduce obesity and incidence of chronic disease by providing opportunities to increase rigorous physical activity in a variety of forms;
- Provide a connection to nature which studies demonstrate relieves stress levels, tightens interpersonal relationships, and improves mental health;
- Aid in reducing hunger in America and increasing access to nutritious food options; and,
- Foster overall wellness and healthful habits, such as becoming tobacco-free and engaging in enrichment opportunities that add balance to life.

Tucson Parks and Recreation is experiencing this trend towards collaborating to advocate for public health and wellness. Through partnerships that are long established or newly forming, Tucson Parks and Recreation has been part of making Tucson a healthier community for decades. Currently there is the potential to increase the department's communication of this important roles through a social media campaign. There is also the potential to expand the collaboration through partnerships with agencies like the National Parks Service and Activate Tucson, for example.

## Conservation

One of the NRPA's three pillars for impacting communities is conservation. It is the NRPA's mission that:

"The mission of public parks and recreation at all levels should support the conservation and stewardship of land, water, and natural resources.

Parks and public lands serve an essential role in preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing open space for current and future generations. Parks provide an essential connection for Americans of all ages and abilities to the life-enhancing benefits of nature and the outdoors. As the largest source of open space land in the country, parks and public lands are critical to the quality of life for all Americans. The quality of life for every person in every community is improved by clean, green, and accessible parks and open space.

Parks are key to ensuring the health of our environment because they play a critical role in maintaining healthy ecosystems, providing clean water and clean air, and enabling conservation of natural resources. Park and recreation professionals should become leaders in protecting open space for the common good, and actively lead in sustainably managing and developing land and resources for public use and environmental conservation for the benefit of the public and the resources. In addition, park and recreation professionals should provide education and interpretation of the value of conservation to the public, connect children and youth to nature and the outdoors, and coordinate environmental stewardship with other public and nonprofit entities."

Tucson Parks and Recreation, an urban parks and recreation system, has traditionally been the provider of natural resource parks in the City of Tucson. Case Natural Resource Park and Greasewood Park are two examples. The department has more recently collaborated with local partners to establish areas of re-vegetation and water harvesting. These areas create maintenance challenges and the department is moving towards new approaches to maintaining these urban conservation areas. The potential to increase collaboration with local partners to provide and maintain these areas is available and is recommended.

## Active Transportation

NRPA's report, 'Active Transportation and Parks and Recreation', addresses the national trend of multi-purpose paths being part of a larger community interest in multi-modal transportation. Community-wide systems to advance multi-modal transportation require collaboration

between transportation departments and parks and recreation departments. The benefits of this collaboration are consistent with the mission of the parks and recreation industry. The benefits are:

- Active transportation stimulates local economies through job creation, commercial business development and real estate values;
- Active transportation infrastructure builds healthy communities by encouraging physical activity as part of daily life;
- Active transportation promotes conservation and environmental sustainability by reducing air and water pollution and minimizing congestion; and,
- Active transportation provides transportation access to all citizens regardless of age, gender, socioeconomic status or disability.

Tucson Parks and Recreation has been participating in the development of a multi-modal transportation system through the master planning and incremental development of multi-purpose paths (i.e. greenways) throughout the urban core in collaboration with local and regional transportation agencies. These planned and partial implemented greenways align with urban water courses where possible and integrate the Tucson Department of Transportation's bicycle boulevards and other bicycle facilities. The continued development of Tucson's greenways is an important effort that responds to the community's priority for investment in connectivity.

## Economic Impact of Parks

NRPA's study, 'Economic Impact of Parks', responds to a national trend toward quantifying the benefits of parks and recreation to the economic health of a community. According to NRPA, "America's local and regional public park agencies generated nearly \$140 billion in economic activity and supported almost 1 million jobs from their operations and capital spending alone in 2013. When the spending at local and regional parks is combined with that of national and state parks, public parks are responsible for more than \$200 billion in annual economic activity."

Key findings from the report include:

- Local and regional public park agencies directly provided more than 356,000 jobs in the United States during 2013, equating to nearly \$32.3 billion in operations spending;
- Operations spending by park agencies

generated nearly \$80.0 billion in total economic activity, boosted the gross domestic product (GDP) by \$38.8 billion and supported nearly 660,000 jobs that paid in excess of \$24 billion in salaries, wages and benefits;

- Local and regional park systems spent an estimated \$22.4 billion on capital programs, leading to about \$59.7 billion in economic activity, a contribution of \$29.2 billion to the GDP, \$19.6 billion in labor income and more than 340,000 jobs; and
- In total, the nation's local and regional public park agencies spent nearly \$54.7 billion in 2013, leading to \$139.6 billion in economic activity, just under \$68.0 billion in contributions to the GDP, and nearly 1 million jobs that generated labor income of \$43.8 billion in 2013.

The Tucson Parks and Recreation System Master Plan includes an economic impact analysis of Tucson's parks and recreation. It focuses on the impact to increased property values, health and wellness and tourism and has been prepared by the Trust for Public Land with tourism data provided by Visit Tucson.

## Social Equity

Social equity is one of the NRPA's three pillars for impacting communities. The NRPA's position is: "Our nation's public parks and recreation services should be equally accessible and available to all people regardless of income level, ethnicity, gender, ability, or age. Public parks, recreation services and recreation programs including the maintenance, safety, and accessibility of parks and facilities, should be provided on an equitable basis to all citizens of communities served by public agencies. Social equity is a critical responsibility borne by every public park and recreation agency and the professionals that operate them. It is a right, not just a privilege, for people nationwide to have safe, healthful access to parks and recreation. The NRPA believes park and recreation agencies, through the provision of equal access to parks and recreation, should cultivate community ties through programs and services for all which produces public benefits by connecting people more deeply to the fabric of the community. This sense of connectedness makes communities livable and desirable."

Tucson Parks and Recreation has long supported social equity in Tucson's diverse community with



affordable fees for programs and services that are accessible community-wide and with partnerships with local social service agencies at City facilities. Continued success in supporting social equity can be informed by data-driven analyses of programs and participation and level of services analyses that identify gaps in service.

## Broad Support for Parks and Recreation

The NRPA's report, 'Americans' Broad-Based Support for Local Recreation and Park Services', is part of a national trend to document the strong public support that exists for parks and recreation.

Key findings from the report are:

- An overwhelming majority of Americans assert that they personally benefit from local parks and that their communities benefit from local parks;
- Americans are in agreement that NRPA's Three Pillars—Conservation, Health & Wellness and Social Equity—are chief priorities for local parks;
- Parks are a great value: 4 in 5 Americans concur that local parks are well worth the tax dollars spent on them;
- This passion for local parks has gone unabated over the past 25 years, even with dramatic demographic shifts in the United States and the ways technology transformed how we interact with others and entertain ourselves;
- Support for local parks is widespread, spanning different age groups, income strata, household types and political affiliations.

The community outreach for the Tucson Parks and Recreation System Master Plan affirmed the strong support Tucsonan's have for their parks and recreation system. Community survey results also demonstrate that Tucson households feel strongly that parks and recreation is important to their community and a vital investment.

## Doing More with Less

Parks and recreation agencies across the nation are being asked to do more with less. Agencies are asked to oversee the operation and maintenance of diverse facilities and responsibilities in addition to their traditional role. Some of these new responsibilities include performing art centers, historic preservation and street-side and median landscaping. With limited resources, parks and recreation departments are increasingly collaborating with other departments and agencies to provide proactive solutions to challenges in other agencies and support the solutions with economic impact analyses.

### Case Study: Fort Worth, TX – At-Risk Youth Initiative partnership with Police Department

*The city of Fort Worth used a holistic approach involving coordinated action from a number of city departments to address the problem of serious gang-related crime. The Fort Worth Parks and Community Services Department (which includes recreation) played a central role in the effort. Table 13.1 shows data that compare the number of serious offenses the year before the program was launched with the number 2 years after the initiative was implemented. The 22% improvement, reflects 152 fewer offenses.*

**Table 13.1 Changes in the Number of Serious Gang Related Offenses Committed in Fort Worth Over a 2-Year Period**

Type	Year Before the Initiative	Year 2 of the Initiative	% of Change
Murder	37	29	-22
Aggravated sexual assault	3	10	+233
Robbery	116	83	-28
Aggravated assault	421	319	-26
Burglary	43	27	-37
Theft	35	35	–
Auto theft	25	25	–
<b>Total</b>	<b>680</b>	<b>528</b>	<b>-22%</b>

Source: Crompton (2009), Strategies for Implementing Repositioning of Leisure Services - Managing Leisure 14, pg 107



## Changes in Programming Over Time

Programming is the largest generator of revenue for most agencies. The challenge facing many agencies with limited budgets is what to do about providing programs that generate lower revenue. Nationally, program attendance has stabilized since coming out of the recession, and has increased for the median and upper quartile of agencies nationwide.

Nationally, facility-based programs have been increasing across all types of classes. Organized team sports have had the largest increase while golf, martial arts and water safety have had the largest decreases in programs offered by agencies. Total park attendance has declined or remained static since 2010. One of the methods used to boost program and parks attendance is by partnering with outside organizations and foundations. Boston, Massachusetts is one example of a city that has successfully partnered with a local agency and has increased participation in health and wellness programs.

### Case Study: Boston Parks and Recreation

*Boston offers an illuminating example of the benefits of making free public recreation a highly visible agency priority. The city, ranked America's ninth fittest by the American College of Sports Medicine, provides a three-month-long series of free exercise classes in 18 city parks each year. One of its programs, "Troops for Fitness," is being sponsored by a partnership between The Coca-Cola Foundation and NRPA. The \$3 million grant funding supports veteran-led free classes in parks — including boot camps, golf clinics, cardio and strength training classes, running groups, yoga, hiking workouts and more.*

*As a result of initiatives like these, Boston Parks and Recreation is seeing park attendance soar during the warm-weather months. The department also enjoys overwhelming support from city residents.*

*Source: NRPA 2015 Field Report Summary*

Participation in programming over the last ten years can be examined on a national scale using NRPA's PRORAGIS data. There is a trend nationally of agencies offering fewer programs in individual activities such as golf, water safety and martial arts, for example, and more programs in organized team sports.

**Table 13.2 - Percent of Departments Offering Activity Types**

Activity	% of Departments Offering the Activity in 2010	% of Departments Offering the Activity in 2014
Organized team sports	83	88
Golf	61	52
Martial arts	70	62
Water safety	77	67

Source: NRPA's PRORAGIS data

Participation in programming nationally can be examined using PRORAGIS data. PRORAGIS data indicate that in large parks and recreation departments, i.e. the upper quartile of department sizes, that serve more than 250,000 residents, participation in programs, classes and events dropped during the recession and by 2014 nearly returned to pre-recession levels.

**Table 13.3 - Total Annual Attendance in Programs, Classes and Events in Large Departments Across the Nation**

2010	2011	2012	2013	2014
130,428,000	60,004,000	111,090,000	95,919,000	119,686,000

Source: NRPA's PRORAGIS data

## Trends in Sports

### Soccer

Youth soccer has risen in popularity over the past forty years. As of 2014 US Youth Soccer reports membership over 3 million. The trend in youth soccer did see a dip at the same time as the recession. From 2000 to 2008 membership in US Youth Soccer rose. Membership peaked in 2008 at 3.15 million members. From 2008 to 2013 membership declined to a low of 2.8 million in 2013. Membership has increased as of 2014 to back over 3 million. Arizona has over 50,000 members. Youth soccer should continue to recover from this dip in membership. Nationally the gender breakdown of boys and girls playing soccer has come close to evening out. In 2008, 52% of participants were boys, and 48% of participants were girls.

### Pickleball

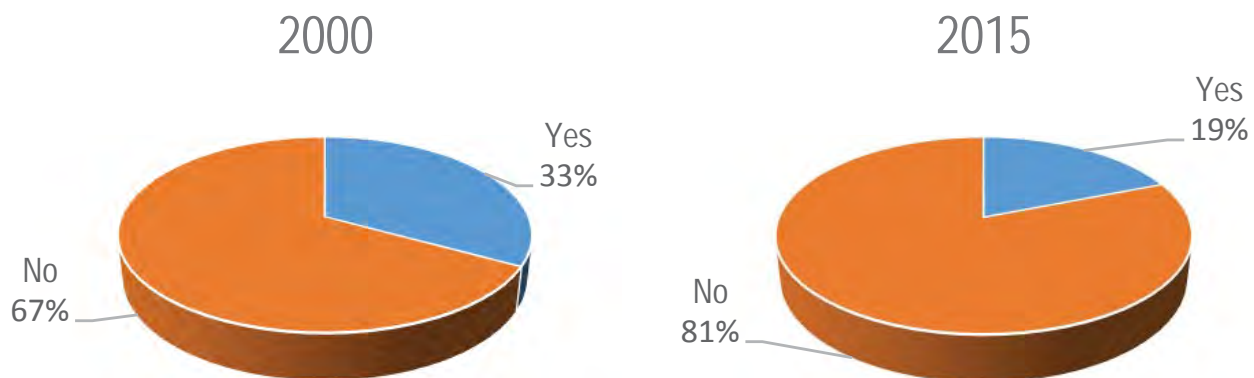
Pickleball is one of the fastest growing recreational sports in the country. Membership in the United States of America Pickleball Association (USAPA) doubled between 2010 and 2013. It is extremely popular among seniors. Over 70% of players nationwide are over the age of 60. Many seniors transition from tennis because pickleball reduces strain on the body. The number of pickleball courts has also increased to meet the growing demand. Places to play the sport have tripled from under 1,000 in 2010 to over 3,000 currently. According to the USAPA there are 30 places to play in the greater Tucson area. Of the 30 places to play 20 are private or require membership, and 10 are open to the public.

## Local Trends in Parks and Recreation

A comparison of the Tucson Parks and Recreation Department's statistically valid community survey completed in 2015 with a similar community survey completed in 2000 as part of the 10-Year Strategic Service Plan yields insight into local parks and recreation trends.

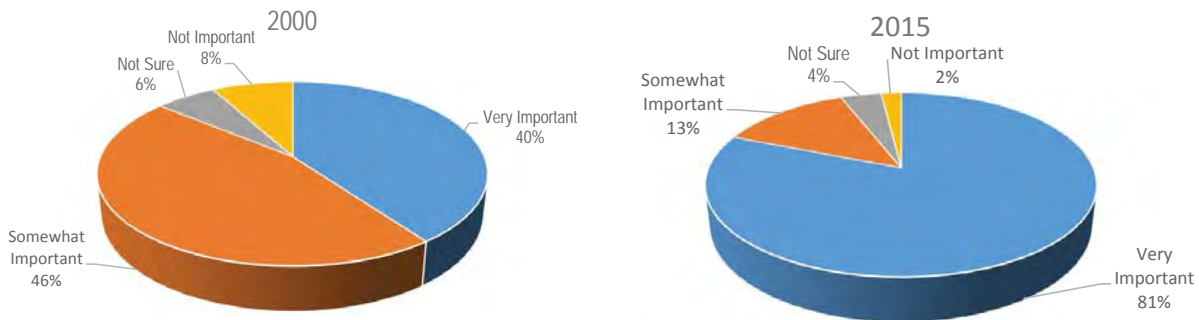
The results from Tucson households have similarities, but also show some interesting changes. For example, the percentage of households that participated in Parks in Recreation programs has decreased (Exhibit 13.1).

### Exhibit 13.1 - Households that Participated in Parks and Recreation Programs



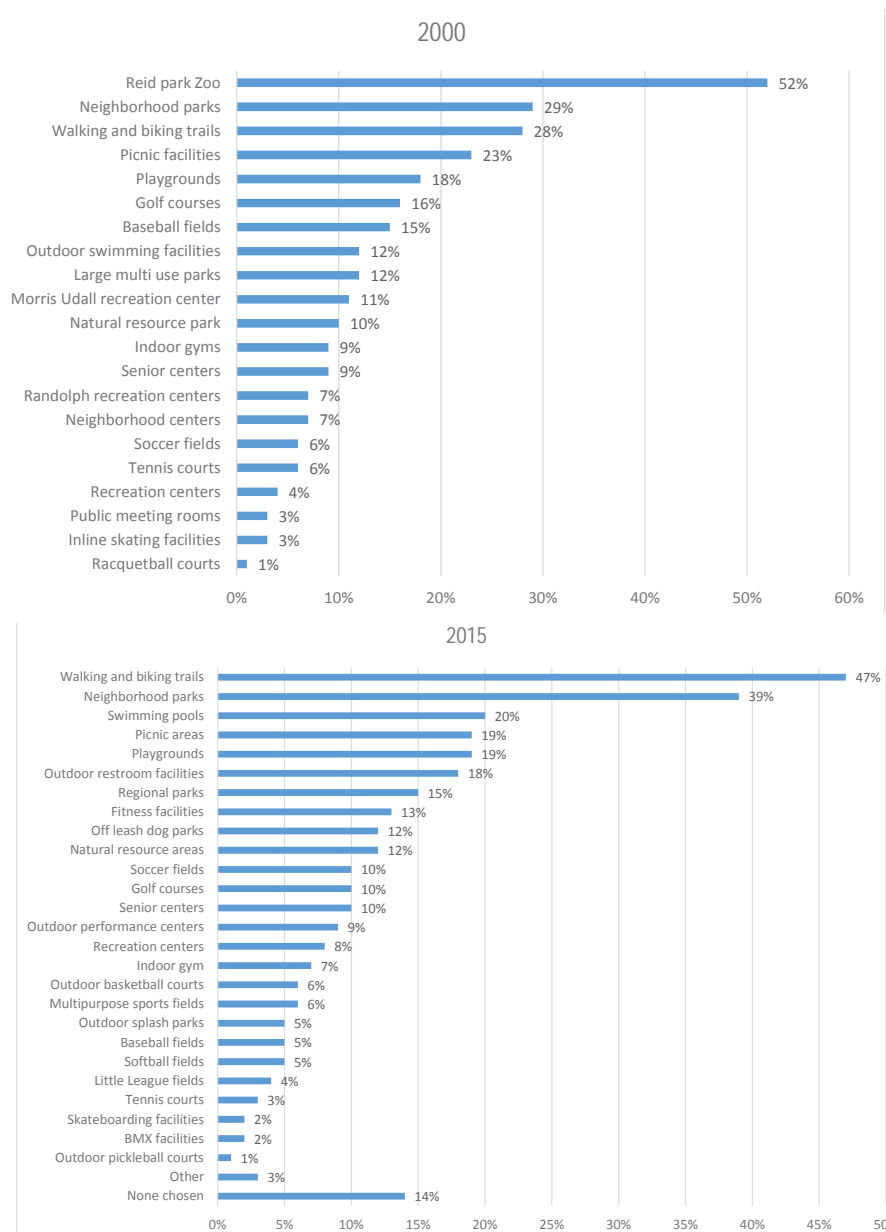
The importance of parks and recreation facilities to Tucson households, however, has seen increases. (Exhibit 13.2).

### Exhibit 13.2 - Importance of Parks and Recreation Facilities



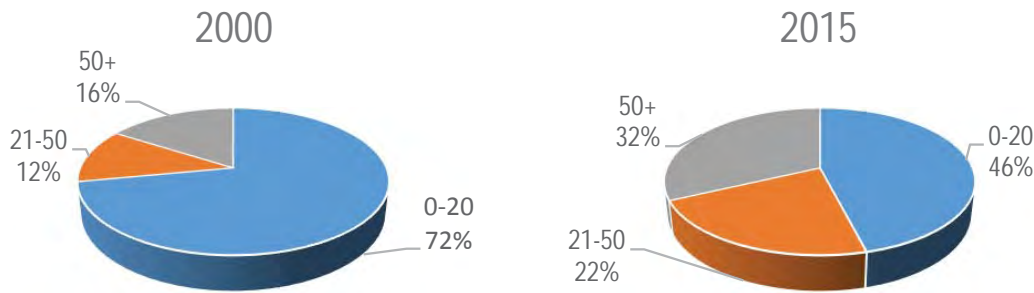
With respect to which parks and recreation facilities are the most important for households, Exhibit 13.3 shows walking and biking trails rank highest at 47% in 2015 compared to 28% in 2000.

### Exhibit 13.3 - Important Facilities to the Community



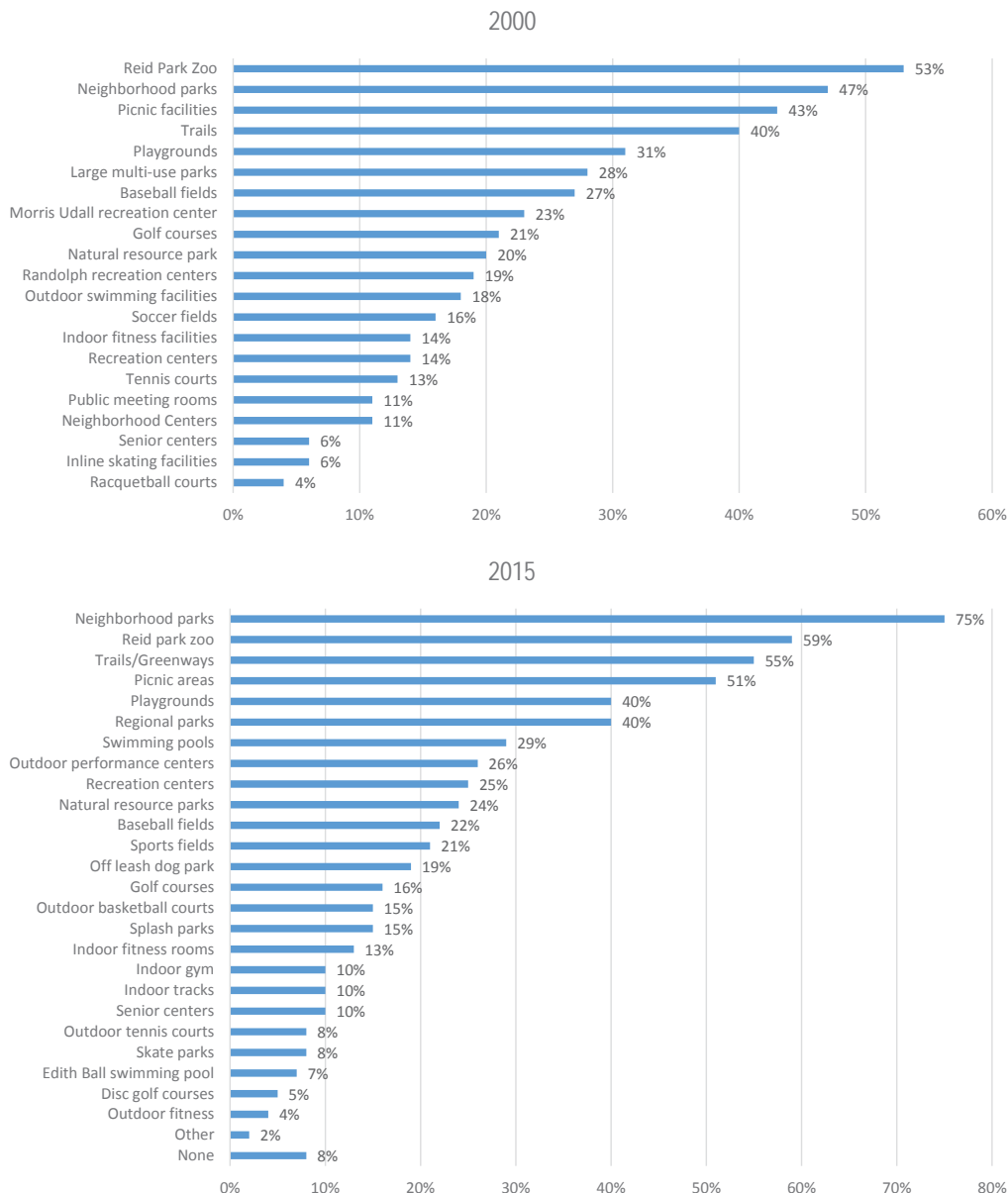
Neighborhood parks have become more important. Their importance rating has grown to 39% from 29% (Exhibit 13.3). In fact, park usage in general, has increased. Exhibit 13.4 shows the percent of people that have visited a park over fifty times in the last year has doubled.

### Exhibit 13.4 - Number of Days Households Visited a Park in Last 12 Months



This same trend can be seen in other ways in Exhibit 13.5. When asked what facilities households used in the last year, neighborhood parks grew from 47% (2000) to 75% (2015). Trail usage grew from 40% (2000) to 55% (2015).

### Exhibit 13.5 - Facilities Used in Past 12 Months





How households hear about parks has changed. In 2000, 21% of households heard about parks and recreation programs through newspapers, the most common answer. While the newspaper is still the second most common means of obtaining information, the 2015 survey shows 59% of people learn about these programs from friends and family members. The most significant change, though, is through the City's website. In 2000, the results showed <1% of people got information from the Parks and Recreation website. Today, that figure is 26%.

When Tucson households were asked what the city should focus their funding on, 53% of people in 2000 chose "improvements to existing Parks and Recreation facilities." This was also the highest answer in 2015, at 65% (a combined total of households' top three choices). One option that had very high numbers, 47% of people's combined three choices, that did not exist in the 2000 survey was "Development of new paths, trails, and greenways to connect existing parks." This last answer is representative of one of the most significant trends and changes that can be seen in Tucson. People are biking and hiking more, and there is a demand for new infrastructure in this category.

The demographics of the survey can tell us about user groups. Exhibit 13.6 shows a significant increase in people 45 years and older and a drop in people under the age of 35.

**Exhibit 13.6 - Age**

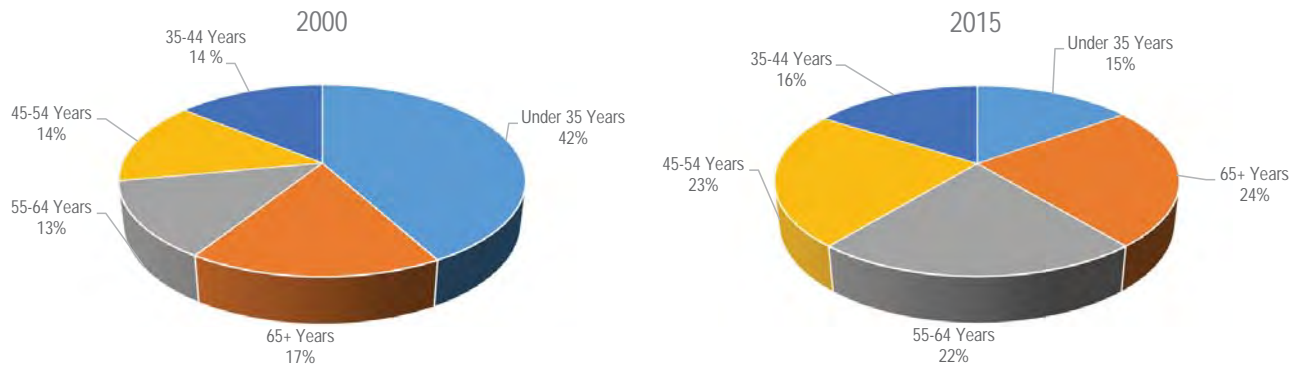
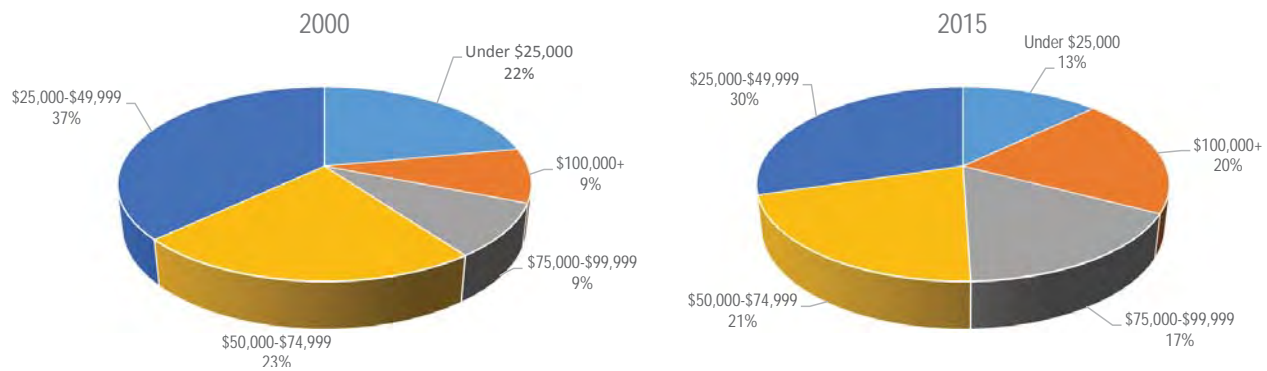


Exhibit 13.7 shows that income from Tucson residents has also shown some changes over the past 16 years. In 2015, more households are making over \$75,000 and fewer people are making less than \$25,000.



## Exhibit 13.7 - Income



Overall, the comparison of these two surveys (2000, 2015) provides insight into local trends in parks and recreation. One trend reflects an increase in participation in parks and recreation facilities but fewer people are participating in parks and recreation programs. There is a growing demand from the community for more health and fitness facilities and programs as well as walking and biking trails. Another change since 2000 that is important is the way in which households hear about parks and recreation programs. Many more people are on-line and communicating through the internet than they were sixteen years ago.

## Summary

National and local trends inform the interpretation of Tucson Parks and Recreation operations analyses and lead to effective recommendations for strategic action over the next five years. Many national trends are mirrored by local parks and recreation changes over time. Programming is an aspect of the parks and recreation industry that changes over time with national and community interests in sports and other activities. It's important to track trends over time to best deliver facilities and programs that most effectively meet the community's needs and are the most effective investment in public funding.













## The Economic Benefits Gained by the City of Tucson's Public Park and Recreation System

The Trust for Public Land  
August 2016

### Executive Summary

The City of Tucson's public park and recreation system provides millions of dollars in economic benefits each year. The Tucson parks and recreation system includes nearly 2,660 acres of city parkland consisting of urban and natural resource parks, recreation centers, sports fields, aquatics facilities, the Reid Park Zoo, dog parks, skate parks, community gardens, and greenways. The Tucson Parks and Recreation Department also provides a diverse set of opportunities involving sports, classes, and special events such as Easter Eggstravaganza, the Family Festival in Reid Park, Halloween Boo Bash, Holiday Arts and Crafts Fair, the Senior Olympics, and Shakespeare in the Park.

By providing park areas and access to an array of free and low-cost recreation activities, such as biking, birding, exercising, exploring nature, gardening, hiking, picnicking, swimming, and walking, parks in Tucson generate numerous economic benefits. Park amenities improve human health, attract visitors, boost spending at local businesses, support local jobs, create local tax revenue, and enhance property values. These amenities also offer an array of recreational opportunities, filter air pollutants, retain stormwater, and improve quality of life which drives economic development by attracting businesses

and employees. The remainder of this report seeks to quantify the economic benefits that result from health care cost savings, tourism, and enhanced property values. Specifically, this report quantifies the following economic benefits (see Table 14.1):<sup>1</sup>

- Independent research shows that park use translates into increased physical activity, resulting in medical care costs savings. While all Tucson residents who visit the city's parks and recreation centers improve their health simply by visiting, approximately 10,200 adult residents use Tucson parks, trails, and recreation centers exclusively to engage in physical activity at a level sufficient to generate measureable health benefits, yielding an annual medical cost savings of \$14.6 million (see Table 14.2).
- Tucson's parks and facilities attract visitors from outside the city, county, and state. At least 3 percent of visitors to Tucson come to visit parks and trails. These visitors are

<sup>1</sup> Tucson parks, trails, and recreation centers provide a number of other important economic benefits that have not been quantified at this time. Additional benefits include the value of recreational use by residents, the value of filtered air pollutants and stormwater cost savings, and improved quality of life which boosts the local economy by attracting businesses and residents. All numbers in the text and tables are rounded to three significant digits unless otherwise noted. Due to rounding, some report tables may appear not to sum.

estimated to spend \$64.0 million annually in the local economy and generate \$2.13 million in local tax revenue and \$3.18 million in state tax revenue, for a total of \$5.31 million in local and state taxes (see Table 14.4). In addition, sports facilities owned and operated by the Tucson Parks and Recreation Department attract visitors to their sports events which generate \$8.92 million in direct sales annually, supporting 3,160 direct jobs, and providing \$584,000 in direct local taxes (Table 14.5).

- Parks and trails increase the value of nearby residential properties because people enjoy living close to parks and trails and are willing to pay for the proximity. Parks in Tucson raise the value of nearby residential properties by \$111 million (see Table 14.6).

This study illustrates that parks, trails, and recreation centers in Tucson are important economic drivers that contribute millions annually in economic benefits.<sup>23</sup>

**Table 14.1 - Summary of Estimated Annual Benefits of Parks, Trails, and Recreation Centers**

Benefit Category	Total (2016\$)
Promoting Human Health	\$14,600,000
Park Tourism Value	
Total Park Visitor Spending	\$64,000,000
Local Sales Tax due to Park Visitor Spending	\$2,130,000
State Sales Tax due to Park Visitor Spending	\$3,180,000
Total Local and State Sales Tax due to Park Visitor Spending	\$5,310,000
Sports Tourism Value	
Total Direct Spending	\$8,920,000
Total Direct Local Taxes	\$584,000
Enhanced property value	\$111,000,000

**Introduction**

The City of Tucson’s public park and recreation system provides a myriad of public benefits. The Tucson parks and recreation system includes nearly 2,660 acres of city parkland consisting of urban and natural resource parks, recreation centers, sports fields, aquatics facilities, the Reid Park Zoo, dog parks, skate parks, community gardens, and greenways.<sup>4</sup> The Tucson Parks and Recreation Department also provides a diverse set of opportunities for residents and visitors alike involving sports, classes, and special events such as Easter Eggstravaganza, the Family Festival in Reid Park, Halloween Boo Bash, Holiday Arts and Crafts Fair, the Senior Olympics, and Shakespeare in the Park.

Parks in Tucson generate numerous economic benefits by providing natural areas and access to an array of free and low-cost recreation activities, such as biking, birding, exercising, exploring nature, gardening, hiking, picnicking, swimming, and walking. Park amenities improve human health, attract visitors, boost spending at local businesses, support local jobs, create local tax revenue, and enhance property values. This report quantifies the economic benefits that result from health care cost savings, tourism, and enhanced property values. While outside of the scope of this report, these amenities also offer an array of recreational opportunities, filter air pollutants, retain stormwater, and improve quality of life which drives economic development by attracting businesses and employees.

2 All numbers in the text and tables are rounded to three significant digits unless otherwise noted. Due to rounding, some report tables may appear not to sum.

3 The Total local and state sales tax due to park visitor spending value represents the sum of local and state taxes attributable to park visitor spending and cannot be summed with the other items in this column.

4 This acreage was calculated as part of the 2016 Tucson Parks and Recreation System Master Plan and was confirmed by Tucson Parks and Recreation.

## Promoting Human Health

In this analysis, The Trust for Public Land measured the collective economic savings realized on an annual basis by residents of Tucson who use parks, trails, and recreation centers in the city to exercise.<sup>5</sup> Several studies have documented the economic burden related to physical inactivity. Recent research has found that physical activity can lead to lower health care costs, fewer chronic diseases, and greater longevity.<sup>6</sup> Many medical problems can result from, or be exacerbated by, physical inactivity. This list of medical problems includes heart disease,<sup>7</sup> type 2 diabetes, stroke,<sup>8</sup> mental disorders,<sup>9</sup> and some forms of cancer.<sup>10</sup> One report released in August 2009 by the U.S. Centers for Disease Control and Prevention (CDC) estimated that obesity cost the U.S. economy \$147 billion in 2008 alone.<sup>11</sup> Lack of exercise is shown to contribute to obesity and its many effects, and for this reason experts call for a more active lifestyle.

The CDC recognizes that physical activity helps improve overall health and reduces the risk for chronic diseases. As such, the CDC promotes physical activity guidelines, defining sufficient activity as at least 150 minutes of moderate-intensity activity per week or at least 75 minutes of vigorous-intensity activity per week, along with muscle-strengthening activities at least two days per week.<sup>12</sup>

Park and recreation departments can support health.<sup>13</sup> Having access to places to walk can help individuals meet recommendations for regular physical activity.<sup>14</sup> Parks have been found to be one of the most commonly reported convenient places for improved physical and mental health, especially if the space is well maintained, safe, and accessible.<sup>15</sup> From a public health perspective, parks provide low-cost, high-yield wellness opportunities.<sup>16</sup>

Based on the CDC's guidelines for physical activity, The Trust for Public Land used the results of a

5 When considering their use of parks, individuals cannot reliably distinguish between parks owned and managed by different agencies. That is, they do not register the difference between a park owned and operated by the city and one owned and operated by the county. Therefore, residents may report using parks owned by the City of Tucson, Pima County, the National Park Service, or Arizona State Parks when responding about their use of parks in City of Tucson.

6 Han et al., "How Much Neighborhood Parks Contribute to Local Residents' Physical Activity in the City of Los Angeles: a Meta-Analysis."

7 Jacob Sattelmair et al., "Dose Response Between Physical Activity and Risk of Coronary Heart Disease: A Meta-Analysis," *Circulation* 124 (2011): 789-795; Edward Archer and Steven N. Blair, "Physical Activity and the Prevention of Cardiovascular Disease: From Evolution to Epidemiology," *Progress in Cardiovascular Diseases* 53 (2011): 387-396.

8 Larissa Roux et al., "Cost Effectiveness of Community-Based Physical Activity Interventions," *American Journal of Preventive Medicine* 35 (2008): 578-588.

9 Joshua Hayward et al., "Lessons from Obesity Prevention for the Prevention of Mental Disorders: The Primordial Prevention Approach," *BMC Psychiatry* 14 (2014): 254.

10 I-Min Lee et al., "Impact of Physical Inactivity on the World's Major Non-Communicable Diseases," *The Lancet* 380 (2012): 219-229.

11 "Adult Obesity Causes and Consequences," Centers for Disease Control and Prevention, accessed December 15, 2015, <http://www.cdc.gov/obesity/adult/causes.html>.

12 "How Much Physical Activity Do Adults Need?" Centers for Disease Control and Prevention, accessed January 27, 2015, <http://www.cdc.gov/physicalactivity/everyone/guidelines/adults.html>.

13 Paula Sanford and Joshua Franzel, *Improving Quality of Life: The Effect of Aligning Local Service Delivery and Public Health Goals*, International City/County Management Association, 2016, accessed August 2, 2016, [http://icma.org/en/icma/knowledge\\_network/documents/kn/Document/308297/Improving\\_Quality\\_of\\_Life\\_The\\_Effect\\_of\\_Aligning\\_Local\\_Service\\_Delivery\\_and\\_Public\\_Health\\_Goals](http://icma.org/en/icma/knowledge_network/documents/kn/Document/308297/Improving_Quality_of_Life_The_Effect_of_Aligning_Local_Service_Delivery_and_Public_Health_Goals).

14 B. Giles-Corti and R. J. Donovan, "The Relative Influence of Individual, Social, and Physical Environment Determinants of Physical Activity," *Social Science and Medicine* 54 (2002): 1793-1812.

15 K. E. Powell, L. M. Martin, and P. P. Chowdhury, "Places to Walk: Convenience and Regular Physical Activity," *American Journal of Public Health* 93, no. 9 (2003): 1519-1521.

16 M. A. Barrett and Daphne Miller, "Parks and Health: Aligning Incentives to Create Innovations in Chronic Disease Prevention," *Preventing Chronic Disease*, Centers for Disease Control and Prevention, 2014, DOI: <http://dx.doi.org/10.5888/pcd11.130407>.



professionally-conducted mail survey to determine how many adults were using the parks at a frequency and intensity that would result in medical care cost savings.<sup>17</sup> In accordance with CDC guidelines, the survey questionnaire inquired about vigorous-intensity activities like running and fast bicycling, as well as moderate-intensity activities like bicycling at a medium pace or walking. This analysis does not include low-heart-rate activities, such as picnicking or wildlife watching. Additionally, individuals must utilize the parks, trails, or facilities in Tucson exclusively to an extent that is sufficient to meet the CDC's physical activity guidelines. This analysis does not include individuals who use private facilities in conjunction with parks to meet the CDC's physical activity thresholds.

Residents use parks, trails, and facilities for a variety of activities. Within the last 12 months, 74.9 percent of survey respondents used neighborhood and community parks, 58.7 percent had visited Reid Park Zoo, 55.1 percent used trails, greenways, and paths, and 50.9 percent used ramadas, picnic areas, and shelters.<sup>18</sup> While the survey indicated high use by residents, only some of this use leads to health benefits. This analysis finds that 10,200 adult residents in Tucson improve their health to a degree that meets the CDC's physical activity guidelines by using parks, trails, and facilities in Tucson exclusively. This number does not include individuals who use Tucson parks in conjunction with other resources to participate in adequate levels of physical activity to meet the guidelines.

Based on previous work in health care economics, The Trust for Public Land assigned a value of \$1,180 as the annual medical cost savings between those in Tucson who exercise regularly and those who do not. This value was chosen based on a careful review of health care economics literature that focuses on the cost difference between physically active and inactive persons. The cost savings was based on the National Medical Expenditures Survey and has been widely cited in the literature.<sup>19</sup> The medical care cost savings were adjusted for inflation and brought to 2016 dollars.<sup>20</sup> For persons over the age of 65, health care cost savings are doubled because seniors typically incur two or more times the medical care costs of younger adults.<sup>21</sup> This doubling of health care cost savings is conservative. For example, one study found that average health care expenses for adults over 65 were over three times those of working-age people.<sup>22</sup>

---

17 Respondents provided information about a host of park and recreation related questions including information related to their visitation and exercise. The survey was conducted by ETC Institute in fall and winter of 2015. Please refer to the Master Plan for more details on the survey. Of the 1,225 respondents, 809 respondents are included in the health analysis because they provided information on their physical activity within parks.

18 Please see the Master Plan for more information.

19 M. Pratt, C. A. Macera, and G. Wang, "Higher Direct Medical Costs Associated with Physical Inactivity," *Physician and Sportsmedicine* 28, no.10 (2000): 63–70.

20 The July 2016 unadjusted medical cost Consumer Price Index was used to account for inflation. U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index for all urban consumers, not seasonally adjusted, U.S. City Average for Medical Care, accessed August 17, 2016, <http://data.bls.gov/>; Malik Crawford, Jonathan Church, Bradley Akin, editors, CPI Detailed Report Data for December 2015, Bureau of Labor Statistics, accessed February 17, 2016, <http://www.bls.gov/cpi/cpid1512.pdf>.

21 Roland D. McDevitt and Sylvester J. Schieber, *From Baby Boom to Elder Boom: Providing Health Care for an Aging Population*, (Washington, DC: Watson Wyatt Worldwide, 1996).

22 "The High Concentration of U.S. Health Care Expenditures," U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality, Research in Action, Issue 19, accessed August 2, 2016, <http://www.ahrq.gov/research/findings/factsheets/costs/expriach/index.html#HowAre>.

In 2015, the combined health savings from park, trail, and facility use for the residents of Tucson was \$14.6 million (2016\$) (Table 14.2).<sup>23,24</sup>

**Table 14.2 - Estimated Health Benefits of Physical Activity in Tucson Parks (2016\$)**

Category	
Adults 18-64 Years of Age	
Average Annual Medical Care Cost Difference Between Active and Inactive Persons Between 18 and 64 Years Old	\$1,180
Number of Adults (18–64) Physically Active in Parks	8,090
Subtotal of Health Care Benefits	\$9,540,000
Adults 65 Years of Age and Older	
Average Annual Medical Care Cost Difference Between Active and Inactive Persons over 65 Years Old	\$2,360
Number of Adults (65+) Physically Active in Parks	2,150
Subtotal of Health Care Benefits	\$5,080,000
Total Adults Physically Active in Parks	10,200
Total Annual Value of Health Benefits from Parks	\$14,600,000

## Tourism

Tourists come from outside the city, county, and state to visit parks and trails in Tucson and participate in a wide variety of activities, including birding along the Atturbury Wash Greenway in Lincoln Park, viewing exhibits at the Reid Park Zoo, and catching a baseball game at Hi Corbett Stadium. Though not always recognized, parks and trails play a significant role in the tourism economy of Tucson. Tourists’ activities, the number of visitors, and tourist spending determine the contribution of parks and trails to the tourism economy. In metropolitan Tucson, parks and trails are owned and managed by the City of Tucson’s Parks and Recreation Department, Pima County Natural Resources, Parks and Recreation Department, the National Parks Service and Arizona State Parks.<sup>25</sup> Unfortunately, visitor numbers and tourist expenditures are not tracked by all of these agencies and organizations. Thus, it is not possible to extrapolate the number of visitors to all of the parks and trails in the city based on those sources. Therefore, The Trust for Public Land extrapolated results from existing data to estimate the economic impact of Tucson’s park and trail visitors.

First, the Trust for Public Land estimated the total tourism impact in the City of Tucson as tourist expenditures in Tucson are not available. The closest geographic area the state tracks visitor spending for is Pima County.<sup>26</sup> In order to break out the proportion of Pima County’s tourism activity that occurs in Tucson, The Trust for Public Land utilized information regarding the location of hotel rooms. This was determined to be the most appropriate assumption because most visitors, 72 percent of nonresidents,

23 This estimate is conservative because it does not include health care cost savings that result when children use these resources to an extent that makes them healthier; however it has been shown that parks can increase the physical activity of youth.

24 Calculations are based on persons engaging in sufficient levels of moderate and/or vigorous activity in parks that meets the Center for Disease Control and Prevention’s physical activity guidelines .

25 When considering their use of parks, individuals cannot reliably distinguish between parks owned and managed by different agencies. That is, they do not register the difference between a park owned and operated by the city and one owned and operated by the county. Therefore, some non-residents may visit parks in Tucson that are not owned by the city.

26 In 2014, Dean Runyan Associates estimated \$2.82 billion in total travel spending, with \$2.23 billion in visitor travel spending. This spending generated \$74.3 million and \$111 million in local and state taxes, respectively. Additionally, this spending supported 23,400 jobs with an associated \$630 million in earnings. Source: Dean Runyan Associates, Arizona Travel Impacts: 1998-2014p, prepared for the Arizona Office of Tourism, 2015.

use paid accommodations.<sup>27</sup> Data compiled by Smith Travel Research indicates that 94 percent of the available rooms in Pima County are actually located in the City of Tucson.<sup>28</sup> Therefore, The Trust for Public Land estimated Tucson's visitor travel spending to be 94 percent of the visitor travel spending in Pima County, or \$2.10 billion (2014\$), as shown in Table 14.3.<sup>29</sup>

Next, The Trust for Public Land estimated the economic impact of tourists who came to Tucson for the primary purpose of visiting parks and trails. While there has been no hard study of all the reasons tourists come to Tucson, information provided by The Arizona Office of Tourism reveals that 3 percent of domestic overnight visitors to urban Arizona come primarily for the outdoors.<sup>30</sup>

The Trust for Public Land used this percentage because it represents the proportion of visitors whose main purpose of their trip was the outdoors. This assumption is conservative as it does not include the larger proportion of visitors that in addition to their primary visit purpose (e.g., visiting family) also participate in outdoor-related activities.<sup>31</sup> Extrapolating this percentage to Tucson, and adjusting to 2016 dollars, approximately \$64.0 million in visitor spending each year are attributable to visitors' use of parks and trails in Tucson. Spending by these park-related visitors generates \$2.13 million in local tax revenue, and \$3.18 million in state tax revenue, for a combined total of \$5.31 million in local and state taxes (See Table 14.4).<sup>32333435</sup>

**Table 14.3 - Tourism Spending in Tucson (2014\$)**

Category		
Pima County Tourism	Total Direct Travel Spending by Visitors to Pima County	\$2,230,000,000
	State Tourism Tax Revenue in Pima County	\$111,000,000
	Local Tourism Tax Revenue in Pima County	\$74,300,000
Tucson Tourism	Percentage of Hotel Rooms in Pima County that are Located in Tucson	94%
	Total Direct Travel Spending by Visitors to Tucson	\$2,100,000,000
	Local Tourism Tax Revenue in Tucson	\$69,900,000
	State Tourism Tax Revenue in Tucson	\$104,000,000

27 Arizona Office of Tourism, 2014 Arizona Domestic Overnight Visitors: Residents vs. Non-Residents, accessed December 17, 2015, <https://tourism.az.gov/sites/default/files/Non-resident%20and%20resident%2C%202014.pdf>.

28 Karrie Keen, Senior Client Account Manager, Smith Travel Research, e-mail message to author, December 11, 2015.

29 This includes spending by visitors who stay in paid accommodations, as well as visitors who come for the day, or stay in private residences or vacation homes.

30 Visiting the outdoors is the main purpose of 7 percent of trips to Arizona for all domestic overnight visitors; however, visiting the outdoors is the main purpose for trips for visitors to the rural parts of the state is 13 percent and to urban parts of the state is 3 percent. For the purposes of this study, we apply this statewide urban percentage to the City of Tucson. Source: Resources and Public Programs Section, Arizona 2013 SCORP: Statewide Comprehensive Outdoor Recreation Plan, Phoenix, AZ: Arizona State Parks, 2013, accessed December 9, 2015, [http://azstateparks.com/publications/downloads/2013\\_SCORP\\_c.pdf](http://azstateparks.com/publications/downloads/2013_SCORP_c.pdf).

31 For example, recent survey of visitors to Tucson, 46 percent of respondents indicated they had participated in outdoor desert activities including hiking, cycling, and birding and 49 percent participated in cave and desert attraction activities. Source: MMGY Global, Visit Tucson Visitor Inquiry Study, 2015.

32 Figures were adjusted from 2014\$ to 2016\$ using the unadjusted July 2016 Consumer Price Index (CPI) for all urban consumers and all items as well as the unadjusted 2014 annual average CPI for all urban consumers and all items. Source: Bureau of Labor and Statistics, Consumer Price Index, <http://www.bls.gov/data/>.

33 At the time of this analysis, 2014 was the most recent year for which visitor spending data were available.

34 For the purposes of this study, we apply this statewide urban percentage to the City of Tucson. See footnote 27.

35 The approximate local and state tourism tax revenue attributable to Tucson parks and trails value represents the sum of local and state taxes attributable to park visitor spending and cannot be summed with the other items in this column.



**Table 14.4 - Tourism Spending and the Outdoors in Tucson (2016\$)**

Category		
Tucson Tourism	Percentage of Tourists Whose Primary Reason to Visit Tucson is Outdoor Recreation	3%
	Approximate Spending of Tourists whose Primary Reason to Visit Tucson is Parks and Trails	\$64,000,000
	Approximate Local Tourism Tax Revenue Attributable to Tucson Parks and Trails	\$2,130,000
	Approximate State Tourism Tax Revenue Attributable to Tucson Parks and Trails	\$3,180,000
	Approximate Local and State Tourism Tax Revenue Attributable to Tucson Parks and Trails	\$5,310,000

In addition to outdoor recreation related tourism, many of the city's park facilities are used to host sports events that attract out-of-town visitors. In fiscal year 2015-2016, 18 events were hosted at Tucson Park and Recreation facilities. These events include sports camps, team trainings, championship competitions, and playoff games. Together, these events cumulatively generated \$8.92 million in direct sales, supported 3,160 direct jobs, and provided \$584,000 in direct local taxes.<sup>36</sup> This is a conservative estimate of the sports tourism value provided by the public parks and recreation system in Tucson because it represents the direct spending and taxes generated by only a subset of sporting events held at Tucson Parks and Recreation facilities. In addition, the sports tourism industry in Tucson is expected to grow and create additional economic impacts on the community as enhancements are made to these facilities.

**Table 14.5 - Sports Tourism at Tucson Parks and Recreation Facilities (2016\$)**

Direct Business Sales	Direct Jobs (persons)	Direct Local Taxes
\$8,920,000	3,160	\$584,000

### Enhanced Property Value and Increased Property Tax Revenue

Numerous studies have shown that public lands, parks and trails can have a positive impact on nearby residential property values.<sup>37</sup> For example, researchers have found that proximity to national forest land in Arizona and New Mexico increased surrounding property values.<sup>38</sup> All things being equal, most people are willing to pay more for a home close to a nice park. Property values are enhanced regardless of whether or not the residents visit and use the park or open space.

Property value in Tucson is affected primarily by two factors: distance from, and quality of, the park. While proximate value can be measured up to 2,000 feet from a park, most of the value— whether such

36 Debra Du Bois, Visit Tucson, e-mail message to author, August 16, 2016. These data were estimated using the DMAI Event Impact Calculator – Sports Module, which was developed by Tourism Economics to measure the economic value of an event. The calculator is updated annually and uses ten different data sources to provide an industry-wide standard.

37 Charlotte Ham, Using the Hedonic Property Method to Value Federal Lands Proximate to Urban Areas: A Case Study of Colorado Springs, Colorado (A dissertation submitted in partial fulfillment of the requirements for the Degree of Doctor of Philosophy, Colorado State University, 2011); Virginia McConnell and Margaret Walls, The Value of Open Space: Evidence from Studies of Nonmarket Benefits, (Washington D.C.: Resources for the Future, 2005); John L. Crompton, "The Impact of Parks on Property Values: Empirical Evidence from the Past Two Decades in the United States," *Managing Leisure* 10, no. 4 (2005): 203–218.

38 Charlotte Ham, "Marginal Implicit Prices for Federal Land Proximity: A Comparison of Local and Global Estimation Techniques" (Presentation for Camp Resources, August 7, 2012, accessed January 8, 2016, [https://www.google.com/url?sa=t&rct=j&q=&es-rc=s&source=web&cd=6&ved=0ahUKEwjNjq7K9zrKAhWGWBokHdOnCO4QFghHMAU&url=https%3A%2F%2Fcenrep.ncsu.edu%2Fcenrep%2Fwp-content%2Fuploads%2F2015%2F08%2FHam\\_Charlotte.pptx&usq=AFQjCNGtq5zvqjHE34C4jXQBntDTA-AB4Q&sig2=BdnSRFOAxcSXMMHBhhKxtg&cad=rja](https://www.google.com/url?sa=t&rct=j&q=&es-rc=s&source=web&cd=6&ved=0ahUKEwjNjq7K9zrKAhWGWBokHdOnCO4QFghHMAU&url=https%3A%2F%2Fcenrep.ncsu.edu%2Fcenrep%2Fwp-content%2Fuploads%2F2015%2F08%2FHam_Charlotte.pptx&usq=AFQjCNGtq5zvqjHE34C4jXQBntDTA-AB4Q&sig2=BdnSRFOAxcSXMMHBhhKxtg&cad=rja)).

spaces are large or small—is within the first 500 feet.<sup>39</sup> Therefore, this analysis of enhanced property value has been limited to 500 feet. The Parks and Recreation System Master Planning Team identified all homes within 500 feet of parks.<sup>40</sup> A home consists of a residential structure that is owned and taxed; thus, this analysis includes multiple unit dwellings (e.g., apartments) and single family homes.<sup>41</sup> As shown in Table 14.6, in 2015 there were 16,900 homes located within 500 feet of parks in Tucson with a total assessed value of \$2.22 billion (2016\$).<sup>42</sup>

Moreover, people's desire to live near a park also depends on the quality of the park. Beautiful natural resource areas with public access, scenic vistas, and diverse amenities are markedly valuable. Those with excellent recreational facilities are also desirable, although sometimes the greatest property values are realized a block or two away if there are issues of noise, lights, or parking. Less attractive or poorly maintained parks may provide only marginal value to surrounding property values, and in some cases, these areas may actually reduce nearby property values.

The Parks and Recreation System Master Planning Team conducted a park assessment for all of Tucson's parks as part of the 2016 Tucson Parks and Recreation System Master Plan. This process involved assessing each of the 127 parks based on a host of factors.<sup>43</sup> The Trust for Public Land and the Parks and Recreation System Master Planning Team explored how the resulting park assessment scoring could be integrated into this enhanced property value analysis, which relies on extensive economics literature measuring the impact of parks, trails, and other types of open space on property values. Some quality characteristics are explored in both the parks assessment as well as the economics literature. For example, the assessment measures negative issues including litter, vandalism, noise, and light pollution and the literature considers these issues as a justification for negative effects. However, park characteristics that provide the basis for the majority of the value in the literature are not within the scope of the park assessment. For example, property valuation literature often looks at general park characteristics, such as a park's type, ownership, and greenness, but the park assessment focused on specifics such as the availability of shade, seating, quality of the bathroom facilities, and turf condition, among other characteristics.

---

39 B. Bolitzer and N.R. Netusil, "The Impact of Open Spaces of Property Values in Portland, Oregon," *Journal of Environmental Management* 59, no. 3 (2000):185-193; John L. Crompton, "The Impact of Parks on Property Values: A Review of the Empirical Evidence," *Journal of Leisure Research* 33, no. 1 (2001): 1-31; Brad Broberg, "Everybody Loves a Park: Green Space Is a Premium When Building, Buying, or Selling," *National Association of Realtors, On Common Ground*, 2009, 20–25; John L. Crompton, *The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base* (Ashburn, Virginia:

National Recreation and Park Association, 2004); Sarah Nicholls and John Crompton, "The Impact of Greenways on Property Values: Evidence from Austin, Texas," *Journal of Leisure Research* 37, no. 3 (2005): 321-341.

40 This analysis includes only parks managed by the Tucson Parks and Recreation, however these parks may be owned by other public agencies. For example, the analysis includes some parks that are owned by Pima County as well as other municipal agencies, such as Tucson Water.

41 Other property types were not considered in this analysis because sufficient data were not available to quantify the benefit. Nonresidential property types are rarely studied in the literature as they are much more difficult to statistically analyze because there are more variables that influence value and fewer real estate transactions to compare.

42 In addition to the literature cited, this estimate relies on geospatial parks data provided by the City of Tucson, and parcel and tax assessment data provided by Pima County. Pima County assesses most residential properties using a market approach that uses current sales values and adjusts them for differences in property characteristics to arrive at a full cash value for the subject property. Total full cash value, is used in this analysis to determine the increased marginal property value that is attributable to parks. Source: "Glossary of Assessor Terms," Pima County Assessor's Office, accessed January 8, 2016, <http://www.asr.pima.gov/links/glossary.aspx#marketapp>. Values have been adjusted to 2016 dollars using the unadjusted July 2016 Consumer Price Index for all items and all urban consumers as well as the 2015 annual average Consumer Price Index for all items and all urban consumers. Source: Bureau of Labor and Statistics, Consumer Price Index, <http://www.bls.gov/data/>.

43 The park assessment conducted by Norris Design included the following: assessment and scoring of the condition of each asset (e.g. playground, sports field, ramada) in each park in the City of Tucson parks and recreation system.

As such, this analysis utilizes estimates from the published literature regarding the value of parks on property values. A conservative value of 5 percent has been assigned as the amount that parks add to the market value of all dwellings within 500 feet.<sup>44</sup> This 5 percent premium is conservative compared to other estimates across the country and in the southwestern United States. For example, researchers at Colorado State University have found that homes in neighborhoods with protected open space sell for 20 to 29 percent more than neighborhoods without such spaces.<sup>45</sup> Additionally, a 2009 report from the National Association of REALTORS® found the premium for homes near parks can extend three blocks and start at 20 percent for those homes directly adjacent (declining as distance from the park increases).<sup>46</sup> This analysis estimates that an added \$111 million (2016\$) in residential property value existed in 2015 because of proximity to parks in Tucson (Table 14.6).<sup>47,48,49</sup>

**Table 14.6 - Enhanced Residential Property Value due to Proximity to Parks in Tucson (2016\$)**

Total Market Value Within 500 Feet	Additional Market Value
\$2,220,000,000	\$111,000,000

These estimates are conservative for the following reasons. First, the estimates leave out all the value of dwellings located beyond 500 feet from a park, even though evidence exists for marginal property value beyond such distances. For example, one study in Portland, Oregon, found that public parks within 1,500 feet increases a home sales price by \$2,260 or 3.4 percent of the average home's value. Other studies have found that value can be measured at distances up to 2,000 feet. Second, these estimates only capture a 5 percent marginal value for parks, though studies have shown higher premiums. One study in Austin, Texas found that direct adjacency to greenbelts increased average home value by 5.7 or 12.2 percent, depending on the greenbelt. Other studies have found that parks can have up to a 20

44 John L. Crompton, *The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base* (Ashburn, Virginia: National Recreation and Park Association, 2004)

45 Christopher Hannum, et al., "Comparative Analysis of Housing in Conservation Developments: Colorado Case Studies," *Journal of Sustainable Real Estate* 4, no.1 (2012): 149-176.

46 Brad Broberg, "Everybody Loves a Park: Green Space Is a Premium When Building, Buying, or Selling," *National Association of Realtors, On Common Ground*, 2009, 20–25.

47 The residential property taxes paid for each parcel were used to determine how much additional tax revenue was raised by local units of government. In 2015, additional tax revenues derived from parks in Tucson was \$142,000 (2016\$) for the City of Tucson and \$478,000 (2016\$) for Pima County. The Pima County Treasurer's Office is responsible for levying taxes on parcels located within the City of Tucson. The full cash value, determined by the Pima County Assessor's Office, is used in combination with the tax rates set by the Pima County Board of Supervisors to calculate the taxes for each property. Each parcel is subject to pay taxes for all of the jurisdictions that collect property taxes in the parcel's location, including the City of Tucson, Pima County, school districts, and fire districts. For this analysis, the Pima County Treasurer's Office provided total Tucson and Pima County taxes paid in 2015 for each parcel within the City of Tucson. Primary and secondary taxes were included for both jurisdictions. Beginning with tax year 2015, limited property value is the basis for assessing, fixing, determining, and levying of both secondary and primary property taxes. Also beginning with tax year 2015, the limited value can only be increased by 5 percent over the previous year's limited unless a property has been changed as defined in A.R.S. § 42-13302 since the previous year. Source: "Frequently Asked Questions," Pima County Treasurer's Office, accessed January 8, 2016, <http://www.to.pima.gov/about/pctofaq>.

48 The \$140,000 in additional City of Tucson property taxes may seem low at first, however, property taxes are not a large portion of the City's budget. For example, in fiscal year 2015-2016, only 3 percent of the \$494 million general fund budget for the City of Tucson came from property taxes, while 40 percent of the budget came from the City's sales tax. Source: City of Tucson, *City of Tucson General Fund Budget*, accessed August 2, 2016, [https://www.tucsonaz.gov/files/budget/General\\_Fund\\_Budget\\_W156.pdf](https://www.tucsonaz.gov/files/budget/General_Fund_Budget_W156.pdf).

49 All numbers in the text and tables are rounded to three significant digits unless otherwise noted. Because of rounding, some report figures and tables may appear not to sum.

percent premium. Therefore, these estimates provide a lower bound estimate of the “true” impact of parks on property values.<sup>50</sup>

## Conclusion

While much previous research has focused on the economics of housing, manufacturing, retail, and the arts, until now, there has been no study in Tucson on the economic contributions of the city's park system. The Trust for Public Land believes that answering this question – “How much value does a city park system bring to a city?” – can be profoundly useful. For the first time, parks can be assigned the kind of numerical underpinning long associated with transportation, trade, residences, and other sectors. Urban analysts will be able to obtain a major piece of missing information about how cities work and how parks fit into the equation. Housing proponents and other urban constituencies will potentially be able to find a new ally in city park advocates. And mayors, city councils, and chambers of commerce may uncover the solid, numerical motivation to strategically acquire parkland in balance with community development projects.

This study illustrates that Tucson's parks are key economic drivers that contribute millions annually in economic benefits. As explained above, people who live in Tucson certainly gain from their parks. Approximately 10,200 adult residents of Tucson engage in physical activity at a level sufficient to generate measurable health benefits, yielding annual medical cost savings of \$14.6 million.

The park system in Tucson also contributes to the tourism economy. Approximately 3 percent of visitors to Tucson come for the purposes of visiting parks, trails, and recreation centers. These visitors spend \$64.0 million annually in the local economy and generate \$2.13 million in local taxes, \$3.18 million in state taxes, or a combined \$5.31 million in local and state taxes each year. In addition, some public recreation facilities host sports events which generate at least \$8.92 million in direct sales annually, supporting 3,160 direct jobs, and providing \$584,000 in direct local taxes.

People also enjoy living near the parks. The parks increase the value of nearby residential properties by \$111 million based on a conservative estimate of added value from proximity to a park.

The public park and recreation system in Tucson provides a number of other important economic benefits that have not been quantified at this time, including stormwater management, air pollution removal, recreational use by residents, and economic development. These benefits create substantial and sustained economic value.

---

50 B. Bolitzer and N.R. Netusil, “The Impact of Open Spaces of Property Values in Portland, Oregon,” *Journal of Environmental Management* 59, no. 3 (2000):185-193; John L. Crompton, “The Impact of Parks on Property Values: A Review of the Empirical Evidence,” *Journal of Leisure Research* 33, no. 1 (2001): 1-31; Brad Broberg, “Everybody Loves a Park: Green Space Is a Premium When Building, Buying, or Selling,” *National Association of Realtors, On Common Ground*, 2009, 20–25; John L. Crompton, *The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base* (Ashburn, Virginia: National Recreation and Park Association, 2004); Sarah Nicholls and John Crompton, “The Impact of Greenways on Property Values: Evidence from Austin, Texas,” *Journal of Leisure Research* 37, no. 3 (2005): 321-341.



## Bibliography

- Arizona Office of Tourism. 2014 Arizona Domestic Overnight Visitors: Residents vs. Non-Residents. Accessed December 17, 2015. <https://tourism.az.gov/sites/default/files/Non-resident%20and%20resident%2C%202014.pdf>
- Barrett, M. A. and Daphne Miller. "Parks and Health: Aligning Incentives to Create Innovations in Chronic Disease Prevention." Preventing Chronic Disease, Centers for Disease Control and Prevention (2014). DOI: <http://dx.doi.org/10.5888/pcd11.130407>.
- Bolitzer B., and N.R. Netusil. "The Impact of Open Spaces of Property Values in Portland, Oregon." *Journal of Environmental Management* 59 (2000):185-193.
- Broberg, Brad. "Everybody Loves a Park: Green Space Is a Premium When Building, Buying, or Selling." *National Association of Realtors, On Common Ground*, 2009, 20–25.
- Bureau of Labor and Statistics. Consumer Price Index. <http://www.bls.gov/data/>.
- Centers for Disease Control and Prevention. "Adult Obesity Causes and Consequences." Accessed December 15, 2015. <http://www.cdc.gov/obesity/adult/causes.html>.
- Centers for Disease Control and Prevention. "How Much Physical Activity Do Adults Need?" Accessed January 27, 2015. <http://www.cdc.gov/physicalactivity/everyone/guidelines/adults.html>.
- City of Tucson. City of Tucson General Fund Budget. Accessed August 2, 2016. [https://www.tucsonaz.gov/files/budget/General\\_Fund\\_Budget\\_W156.pdf](https://www.tucsonaz.gov/files/budget/General_Fund_Budget_W156.pdf)
- Crawford, Malik, Jonathan Church, and Bradley Akin, editors. CPI Detailed Report Data for December 2015. Washington D.C.: Bureau of Labor Statistics, accessed February 17, 2016, <http://www.bls.gov/cpi/cpid1512.pdf>.
- Crompton, John L. "The Impact of Parks on Property Values: A Review of the Empirical Evidence." *Journal of Leisure Research* 33 (2001):1-31.
- Crompton, John L. "The Impact of Parks on Property Values: Empirical Evidence from the Past Two Decades in the United States." *Managing Leisure* 10 (2005): 203–218.
- Crompton, John L. *The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base*. Ashburn, Virginia: National Recreation and Park Association, 2004.
- Dean Runyan Associates. *Arizona Travel Impacts: 1998-2014p*. Prepared for the Arizona Office of Tourism. 2015.
- Giles-Corti, B. and R. J. Donovan. "The Relative Influence of Individual, Social, and Physical Environment Determinants of Physical Activity." *Social Science and Medicine* 54 (2002): 1793–1812.
- Ham, Charlotte. "Marginal Implicit Prices for Federal Land Proximity: A Comparison of Local and Global Estimation Techniques." Presentation for Camp Resources. August 7, 2012. Accessed January 8, 2016. [https://www.google.com/l?sa=t&rct=j&q=&esrc=s&source=web&cd=6&ved=0ahUKEwjNjq7K9ZrKAhWGWBoKHd0nCO4QFghHMAU&url=https%3A%2F%2Fcenrep.ncsu.edu%2Fcenrep%2Fwp-content%2Fuploads%2F2015%2F08%2FHam\\_Charlotte.ptx&usq=AFQjCNGtlq5zvqjHE34C4jXQBntDTAAB4Q&sig2=BdnSRF0AxcSXMMHBhhKxtg&cad=rja](https://www.google.com/l?sa=t&rct=j&q=&esrc=s&source=web&cd=6&ved=0ahUKEwjNjq7K9ZrKAhWGWBoKHd0nCO4QFghHMAU&url=https%3A%2F%2Fcenrep.ncsu.edu%2Fcenrep%2Fwp-content%2Fuploads%2F2015%2F08%2FHam_Charlotte.ptx&usq=AFQjCNGtlq5zvqjHE34C4jXQBntDTAAB4Q&sig2=BdnSRF0AxcSXMMHBhhKxtg&cad=rja).
- Ham, Charlotte. *Using the Hedonic Property Method to Value Federal Lands Proximate to Urban Areas: A Case Study of Colorado Springs, Colorado*. A dissertation submitted in partial fulfillment of the requirements for the Degree of Doctor of Philosophy, Colorado State University, 2011.
- Han, Bing, Deborah A. Cohen, Kathryn Pitkin Derose, Terry Marsh, Stephanie Williamson, and Laura Raaen. "How Much Neighborhood Parks Contribute to Local Residents' Physical Activity in the City of Los Angeles: a Meta-Analysis." *Preventive Medicine* 69 (2014): S106-S110.
- Hannum, Christopher, Steven Lapos, Sarah E. Reed, Liba Pejchar, and Lindsay Ex. "Comparative Analysis of Housing in Conservation Developments: Colorado Case Studies." *Journal of Sustainable Real Estate* 4, no.1 (2012): 149-176.
- Hayward, Joshua, Felice N. Jacka, Elizabeth Waters, and Steven Allender. "Lessons from Obesity Prevention for the Prevention of Mental Disorders: The Primordial Prevention Approach." *BMC Psychiatry* 14 (2014): 254.

- I-Min Lee, Eric J. Shiroma, Felipe Lobelo, Pekka Puska, Steven N. Blair, and Peter T. Katzmarzyk. "Impact of Physical Inactivity on the World's Major Non-Communicable Diseases." *The Lancet* 380 (2012): 219–229.
- McConnell, Virginia and Margaret Walls. *The Value of Open Space: Evidence from Studies of Nonmarket Benefits*. Washington D.C.: Resources for the Future, 2005.
- McDevitt, Roland D. and Sylvester J. Schieber. *From Baby Boom to Elder Boom: Providing Health Care for an Aging Population*. Washington, DC: Watson Wyatt Worldwide, 1996.
- MMGY Global. *Visit Tucson Visitor Inquiry Study*. 2015.
- Nicholls, Sarah and John Crompton. "The Impact of Greenways on Property Values: Evidence from Austin, Texas." *Journal of Leisure Research* 37 (2005):321-341.
- Pima County Assessor's Office. "Glossary of Assessor Terms." Accessed January 8, 2016. <http://www.asr.pima.gov/links/glossary.aspx#marketapp>.
- Pima County Treasurer's Office. "Frequently Asked Questions." Accessed January 8, 2016. <http://www.to.pima.gov/about/pctofaq>.
- Powell, K. E., L. M. Martin, and P. P. Chowdhury. "Places to Walk: Convenience and Regular Physical Activity." *American Journal of Public Health* 93, no. 9 (2003): 1519–1521.
- Pratt, M., C. A. Macera, and G. Wang. "Higher Direct Medical Costs Associated with Physical Inactivity." *Physician and Sportsmedicine* 28 (2000): 63–70.
- Resources and Public Programs Section. *Arizona 2013 SCORP: Statewide Comprehensive Outdoor Recreation Plan*. Phoenix, AZ: Arizona State Parks, 2013. Accessed December 9, 2015. [http://azstateparks.com/publications/downloads/2013\\_SCORP\\_c.pdf](http://azstateparks.com/publications/downloads/2013_SCORP_c.pdf).
- Roux, Larissa, Michael Pratt, Tammy O. Tengs, Michelle M. Yore, Teri L. Yanagawa, Jill Van Den Bos, Candace Rutt, Ross C. Brownson, Kenneth E. Powell, Gregory Heath, Harold W. Kohl III, Steven Teutsch, John Cawley, I-Min Lee, Linda West, and David M. Buchner. "Cost Effectiveness of Community-Based Physical Activity Interventions." *American Journal of Preventive Medicine* 35 (2008): 578–588.
- Sanford, Paula and Joshua Franzel. *Improving Quality of Life: The Effect of Aligning Local Service Delivery and Public Health Goals*. International City/County Management Association. 2016. Accessed August 2, 2016. [http://icma.org/en/icma/knowledge\\_network/documents/kn/Document/308297/Improving\\_Quality\\_of\\_Life\\_The\\_Effect\\_of\\_Aligning\\_Local\\_Service\\_Delivery\\_and\\_Public\\_Health\\_Goals](http://icma.org/en/icma/knowledge_network/documents/kn/Document/308297/Improving_Quality_of_Life_The_Effect_of_Aligning_Local_Service_Delivery_and_Public_Health_Goals).
- Sattelmair, Jacob, Jeremy Pertman, Eric Ding, Harold W. Kohn III, William Haskell, and I-Min Lee. "Dose Response Between Physical Activity and Risk of Coronary Heart Disease: A Meta-Analysis." *Circulation* 124 (2011): 789-795.
- The Trust for Public Land. *2016 City Park Facts*. Accessed August 2, 2016. [https://www.tpl.org/sites/default/files/2016%20City%20Park%20Facts\\_0.pdf](https://www.tpl.org/sites/default/files/2016%20City%20Park%20Facts_0.pdf).
- U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality. "The High Concentration of U.S. Health Care Expenditures." Accessed September 18, 2013. <http://www.ahrq.gov/research/findings/factsheets/costs/expriach/index.html#HowAre>.
- U.S. Department of Labor, Bureau of Labor Statistics. *Consumer Price Index*. Accessed February 4, 2015. <http://data.bls.gov/pdq/querytool.jsp?survey=cu>.









# RECOMMENDATIONS

## INTRODUCTION

The recommendations of the Tucson Parks and Recreation System Master Plan are the result of extensive public outreach as well as data driven analyses of the City of Tucson's facilities and services - a level of service analysis, benchmarking, operation and programming trends and a statistically valid community survey. Information was collected through community and stakeholder input, site visits, inventory and analysis, and through regional and national standards and best practices. The following recommendations were formulated based on the key findings from the master planning process.

Four (4) focus areas were developed as a result of the master planning process. In combination, the focus areas: Reinvestment; Awareness; Partnerships; and, Health and Wellness, serve as the guiding principles for the Tucson Parks and Recreation System Master Plan's recommendations and strategies, and work together to best meet the needs of the community. The implementation of these focus

areas is outlined in the following sections through a prioritized action plan that outlines goals, objectives and strategic actions for each focus area.

The recommendations and strategies are packaged together into the Prioritized Action Plan, a spread sheet that is divided into a strategic 5-Year outlook (short term) and longer term recommendations (long term). Within those timeframes there are high (1), medium (2), and low priorities (3).

The Prioritized Action Plan will serve as a "living document" providing staff with a tool to assess the Department's accomplishments while planning for initiatives through an annual review. The action plan is formatted in this manner to assist the City in setting and implementing attainable goals for the next five years and beyond, providing a road map to establish achievable goals for capital projects and long-term operations.

## AREAS OF FOCUS

### Reinvestment

Reinvestment in existing facilities and parks is a consistent theme expressed by the public and civic leaders during the public input process. As part of reinvestment, maintenance is paramount to deliver and improve the current level of services provided to the community. The key findings of the Level of Service analysis, in combination with the community survey results, point to a need for an increased level of service via reinvestment in neighborhood park amenities including playgrounds, lighting, basketball courts, ramadas, and fields irrigation systems. The purpose of these recommendations is to recommend actions for maintaining high-quality parks, open spaces, trails, and recreation sites and assets over the next five years and beyond.

### Awareness

Strategic marketing and communication efforts can help raise awareness and contribute to active lifestyles and a healthy community. Citizens' awareness of available programs and facilities was identified, as a part of the community survey and public engagement process, as a significant opportunity for the City to build a strong bridge between the Tucson Parks and Recreation Department and the community it serves. The overarching theme of these recommendations is to increase public awareness, engagement, and to ultimately increase the use and community support of programming and facilities. To achieve these goals, the use of technology and social media will not only increase awareness of programs, facilities and special events, but also strengthen partnerships, create greater user engagement, and capture ongoing user feedback.

### Partnerships

The City of Tucson Parks and Recreation Department has worked to establish and maintain strong partnerships with local agencies, neighborhood associations, sports organizations, school districts, the Regional Transportation Authority, Pima Association of Governments, Pima County and other jurisdictions. Continuing to build on those partnerships, and expand to work with new agencies and organizations within and outside of the community, will be important moving forward. These partnerships will help to establish alternative sources of funding and in-kind services such as volunteerism, bringing together those with mutual goals to take advantage of existing facilities, share facilities, and provide additional programming

and services to the community. With the current economic and budgetary realities in mind, the need to create effective partnerships between all parties interested in recreation is only that much more important, ensuring that the department and the City as a whole may pursue common interests more effectively and efficiently. The goals, objectives and strategies outlined in this chapter explore the various opportunities the City may pursue in an effort to continue to build and strengthen partnerships and collaborative efforts.

### Health and Wellness

In recent years, health and wellness has been pushed to the forefront of park and recreation agencies and programming. In 2012, the National Recreation and Park Association established a health and wellness pillar, thus recognizing it as a critical area to focus their efforts. Through this master planning process, and various forms of public outreach, the greater Tucson community strongly recognizes the link between parks and recreation to the city's overall physical health, to quality of life, and to a sense of place. Parks provide measurable health benefits, from encouraging direct contact with nature and the local environment, to opportunities for physical activity and social interaction. Throughout the master planning process, the community has indicated a desire for the Parks and Recreation Department to focus on public health and wellness through parks, facilities and programs. The strategies in this section direct the department toward measurable action items and strategic partnerships that aim to increase Tucson's health and wellness through the Tucson Parks and Recreation System.





## Recommended Capital Improvement Projects

In order to respond to the community's priority of reinvesting in playgrounds, sports fields and lighting, ramadas, restrooms, trails, turf and recreation centers, as identified in the public outreach process for this master plan (Goal 1), key projects have been identified that will increase level of service, i.e. the accessibility of priority facilities, community-wide.

The recommended capital improvements are broken down by type (playgrounds, sports fields and lighting, pools, ramadas, restrooms, and trails) and are identified as renovations, replacements or new facilities. With the community's priority of reinvestment in existing facilities, capital improvement projects that are replacements or renovations are given high priority, i.e. a priority score of '1'. Replacements and renovations are informed by the master plan team's site visits to inventory facilities. The team assigned a conditional score to each park amenity that is between 1 (lowest) and 5 (the highest). An example of an amenity that is scored a '1' is a playground that is well beyond its useful life span and has had components removed because of damage. An example of an amenity that is scored a 5 is a new playground in new condition.

Goal 1 is a recommendation to reinvest in priority facilities including recreation centers. The master plan team did not complete an assessment of existing recreation centers as needed renovations have recently been identified by the Tucson Parks and Recreation Department.

New facilities are identified that will expand levels of service in identified gaps. New facilities are given a lower priority than renovations or replacements based on public input, however, new facilities that are in under-served areas of the community are given a higher priority.

Trails were identified in the public outreach process as something the public would like to invest in as a way of increasing bicycle and pedestrian connectivity in the urban core. The Tucson Parks and Recreation Department has completed master plans for planned urban greenways and trails throughout Tucson. Specific segments have not been identified as capital improvements as Goal 2 is a recommendation to implement those master plans.



# PRIORITIZED ACTION PLAN



## REINVESTMENT

**GOAL 1: Respond to the community’s priority of reinvesting in playgrounds, sports fields and lighting, pools, ramadas, restrooms, trails, turf and recreation centers, as identified in the public outreach process for this master plan.**

**OBJECTIVE 1.1:** Leverage existing capital assets to prioritize the replacement, renovation and new construction of playgrounds, sports fields and lighting, pool, ramadas, restrooms, trails and turf, to increase the level of service to the community.

### STRATEGIES:

1.1.01: Direct Capital Improvement Program budgets to replacing, renovating and/or building new playgrounds, sports fields and lighting, pools, ramadas, restrooms, trails and turf.

1.1.01.a: Prioritize replacements, renovations and new construction that reduces water and electrical usage and improves public safety.

**OBJECTIVE 1.2:** Diversify funding sources for reinvestment in the community’s priority facilities through a sales tax referendum or bond issue for reinvestment in the community’s top facility priorities.

### STRATEGIES:

1.2.01: Identify specific projects that will be funded by a future sales tax referendum or a future bond issue.

1.2.02: Leverage the Tucson Parks Foundation, Tucson Clean and Beautiful, neighborhood associations, the Parks and Recreation Commission and other key advocates and partners, to communicate the approach to spending sales tax revenue to the public.

1.2.03: Expedite the identified projects.

1.2.04: Communicate progress on delivery.

1.2.04.a.: Develop a web site that tracks progress on the delivery of the projects.

1.2.04.b: Send updates on delivery progress through Council newsletters, NewsNet and social media, for example.

**OBJECTIVE 1.3:** Diversify funding sources for reinvestment in the community’s priority facilities by identifying a stand-alone line-item in the operating budget for the next 5 years for addressing extraordinary maintenance.

### STRATEGIES:

1.3.01: Direct the general fund dollars in the extraordinary maintenance budget line-item to irrigation system improvements that reduce water use, result in consolidated turf areas, and decrease operations and maintenance impacts, and to electrical infrastructure renovation that reduces electrical usage and improves safety.

1.3.02: Provide updates on delivery to Mayor and Council.

1.3.03: Track savings from the increased efficiency in water and electrical delivery.

1.3.04: Direct resource savings towards increases in overall maintenance staffing levels.

**OBJECTIVE 1.4:** Diversify funding sources for reinvestment in the community’s priority facilities by securing grants to support reinvestment in the community’s priority facilities.



**STRATEGIES:**

1.4.01: Pursue grant opportunities that have been frozen and are now available.

1.4.02: Map the grant opportunities to prioritized facility reinvestment based on requirements. See Appendix F for a breakdown of grant opportunities.

**OBJECTIVE 1.5:** Diversify funding sources for reinvestment in the community's priority facilities by creating a Self-Sustaining Fund by directing 25% - 50% of parks and recreation revenue to reinvestment priorities.

**STRATEGIES:**

1.5.01: Direct a Self-Sustaining Fund to replacements, renovations and increases in levels of service.

1.5.02: Communicate to the public that a percentage of parks and recreation fees are reinvested.

**OBJECTIVE 1.6:** Maximize reinvestment city-wide for high visibility project impacts by leveraging the diversity of funding sources.

**STRATEGIES:**

1.6.01: Use funding sources as a match for further grant pursuits.

1.6.02: Expand the scope of high visibility projects to address underground infrastructure improvements for reduced operations and

maintenance impacts by combining funding sources and therefore minimizing construction costs.

**OBJECTIVE 1.7:** Continue to partner with civic groups and businesses to fund reinvestment priorities.

**STRATEGIES:**

1.7.01: Continue to pursue partnerships with Exerplay / Kiwanis Club, Kaboom, Musco Sports Lighting for Little League discounts and others.

**GOAL 2: Respond to the community's priority to increase connectivity through implementation of existing trails master plans.**

**OBJECTIVE 2.1:** Pursue funding for trails development within the urban core to increase the miles of trails available to the public to reach levels comparable to benchmark cities.

**STRATEGIES:**

2.1.01: Apply for Regional Transportation Authority Funding to implement one large project that consists of a series of segments of planned greenways. Leverage impact fees for trail development as well as completed trails plans and bicycle boulevard coordination to strengthen the application.

2.1.02: Secure Mayor and Council approval for existing trails master plans for the Arroyo Chico, Atterbury, Alamo and Arcadia Greenways.



2.1.03: Create a trails advocacy group to provide input and support for Tucson greenways.

2.1.04: Design the greenways to incorporate low impact design.

2.1.05: Create a partnership with Tucson Clean and Beautiful Youth Landscaping Training to support maintenance post-construction.

2.1.06: Create nodes along the trails in areas of lower level of service to increase public access to recreation opportunities.

2.1.07: Pursue trails funding through Arizona State Parks, the administrator of federal trails funding identified in the Fixing America's Surface Transportation Act (FAST).

2.1.08: Pursue Transportation Alternatives funding through the Regional Transportation Authority and the Arizona Department of Transportation, another component of FAST.

2.1.09: Pursue LWCF (Land and Water Conservation Fund) grants for trail development. Apply for multiple sources of federal funding to combine federal sources and minimize additional development costs associated with federal funding.

2.1.10: Pursue the newly re-activated Heritage Grant through the Arizona Game and Fish Department.

**GOAL 3: Expand the Tucson Parks and Recreation Department's capacity to make data-driven plans for renovating and building new facilities and programs.**

**OBJECTIVE 3.1:** Use an accurate asset inventory in the form of a Geographic Information System to inform planning, programming and development.

**STRATEGIES:**

3.1.01: Create a GIS map of facilities included in reinvestment planning and capital improvement plans to show distribution of targeted facilities, how improvements increase level of service and progress as projects are completed.

3.1.02: Maintain accurate GIS inventory and complete Level of Service Analysis every three years to assess community need for new development and strategic reinvestment.

3.1.03: Add utility locations and asset attributes to existing asset inventory (e.g. model of drinking fountain, electrical outlets at ramadas).

**Operations**

**GOAL 4: Reduce operations and maintenance impacts and strengthen the use of low impact design.**

**OBJECTIVE 4.1:** Reduce open turf areas in existing parks to targeted areas of use to minimize water usage, irrigation system maintenance and mowing expenses.

**STRATEGIES:**

4.1.01: New park facility development and renovations of existing park facilities will include the minimization of turf areas to programmable areas surrounded by trees, picnicking and other recreational opportunities that are outside of the turf area.

4.1.02: Leverage renovation of irrigation systems to reduce turf to areas of targeted use.

4.1.03: When reducing turf areas, ensure that existing trees that are left outside the new, reduced turf area are supported by deep root irrigation.

**OBJECTIVE 4.2:** Continue to improve maintenance practices and efficiencies.

**STRATEGIES:**

4.2.01: Refine maintenance practices including an integrated pest and weed management plan.

4.2.02: Leverage existing GIS asset data to begin the conversion to technology-based maintenance management.

4.2.03: Provide training that focuses on low impact methods and technologies to maintenance staff who deliver irrigation and electrical infrastructure maintenance. Free or inexpensive training is available from the University of Arizona Cooperative Extension Program, equipment vendors, local horticultural conferences, Arizona Parks and Recreation Association's Maintenance Day.

**GOAL 5: Leverage the community's interest in volunteerism toward planned, prioritized efforts.**

**OBJECTIVE 5.1:** Strategically invest in volunteer coordination to support programs, services, and operations.

**STRATEGIES:**

5.1.01: Recruit specific people for volunteering, especially retired professionals, who have the skills to address the department's challenges.

5.1.02: Create a Volunteer Coordinator position. Plano, TX has a good example of this position.

5.1.02.a: New position could act as a one stop for volunteer opportunities throughout the entire department.

5.1.03: Actively shop volunteer opportunities to businesses, non-profits, and faith groups.

5.1.04: Create an easily accessible, web-based interface for volunteers to direct their efforts to identified park maintenance/improvement priorities.

**GOAL 6: Leverage partnerships to relieve operations and maintenance resources.**

**OBJECTIVE 6.1:** Create a volunteer/partnership program to address the maintenance of natural resource parks and areas of water harvesting.

**STRATEGIES:**

6.1.01: Continue to partner with and refine agreements with the following organizations: Tucson Clean and Beautiful Youth training, SW Conservation Corps, Watershed Management Group, neighborhood associations and others.

6.1.02: Natural resource parks maintenance requires specialized knowledge. Partner with local non-profits (Watershed Management Group, Tucson Clean and Beautiful, the Arizona Landscape Contractors Association, or the University of Arizona Cooperative Extension) for specialized training in horticulture, arboriculture and botany.

6.1.03: Develop standards/procedures for water harvesting basin maintenance, for staff or contracted maintenance.

6.1.04: Pursue long-term partnership with Tucson Clean and Beautiful landscape training for at-risk youth.

**OBJECTIVE 6.2:** Increase human resources in parks facilities maintenance with general fund allocations that are alleviated by savings from increased efficiencies in water and electrical demands, turf reduction, and new funding sources(Objectives 1.2 and 1.3).

**STRATEGIES:**

6.2.01: Increase parks maintenance staffing to bring the Tucson Parks and Recreation Department in-line with park maintenance staffing levels in benchmark cities.

6.2.02: Develop a plan to increase staffing with a combination of in-house labor and contracted labor.

6.2.03: Coordinate maintenance contract terms and conditions with other agencies in Arizona that have implemented outsourcing and can share lessons learned, e.g. City of Glendale, Town of Avondale.

6.2.04: Designate an experienced and qualified contract administrator to develop and oversee maintenance contracts.

6.2.05: Consider developing a Park Ambassador to respond to community questions and comments, identify and track maintenance challenges, and track maintenance needs at parks using the existing, GIS-based asset inventory.

**OBJECTIVE 6.3:** Increase field equipment resources for park maintenance with general funding alleviated by savings from increased efficiencies in water and electrical demands, turf reduction, and new funding sources (Objectives 1.2 and 1.3).

**STRATEGIES:**

6.3.01: Fund the urgently needed replacement of field maintenance equipment. The lack of functional equipment is creating operational inefficiencies.

**Programming**

**GOAL 7: Strengthen the connection between the community's recreation needs and programming opportunities to improve public health and fitness and maintain public support for parks and recreation.**

**OBJECTIVE 7.1:** Assess the capacity of existing programming to meet the community's recreational needs.

**STRATEGIES:**

7.1.01: Complete a Fee/Revenue Review to identify opportunities for expansion or divestment in the recreation market. Divest in programming or services that are not financially feasible for the City, are offered by multiple, alternate providers or are not core services.





7.1.02: Revisit the recreational field allocation to maintain and increase community and league participation. Use the GIS inventory to review the distribution of recreational fields.

7.1.03: Continue to survey participants in existing programs and use the data to inform refinements to course offerings.

7.1.04: Take advantage of existing GIS capabilities and ActiveNet business management data to better locate programs to serve participants and identify community needs for programming and services.

7.1.05: Create a reporting mechanism to inform policy makers of trends and changes in program offerings.

**OBJECTIVE 7.2:** Leverage public health initiatives to market and activate existing recreational facilities.

**STRATEGIES:**

7.2.01: Coordinate programming and Health Impact Assessments with the Pima County Health Department, Activate Tucson (Activate Parks) and the National Parks Service's current program to collaborate with local jurisdictions to increase health and fitness.

**OBJECTIVE 7.3:** Strengthen the capacity of existing recreation centers to meet the community's recreational needs.

**STRATEGIES:**

7.3.01: Target local populations (neighborhoods) around small recreation centers through programming based on neighborhood needs.

7.3.02: Continue to pursue partnerships to deliver programming and services at centers. Some of the centers are especially good at growing and maintaining partnerships. Replicate partnerships at other centers where appropriate.

7.3.03: Evaluate the overall schedule for facilities. Reconsider Sunday and evening closures. Consider leasing facilities to alternate program providers to supplement hours of operation.

**OBJECTIVE 7.4:** Promote equitable access to aquatics programming across the city.

**STRATEGIES:**

7.4.01: Using the GIS level of service analysis in this master plan, distribute aquatics programs across the community to meet the needs of diverse swimmers (age, physical ability).

7.4.02: Provide aquatics programs through contracted providers to increase program opportunities, if operations budgets do not support staff provided programming.

7.4.03: Increase senior aquatics programming. Contract senior aquatics if insufficient staff availability exists; review equitable distribution of senior aquatics programming.

7.4.04: Organize a special task force to visit pools and gather public opinion to continue to tailor programming at each pool.



## AWARENESS

**GOAL 8: Strengthen and develop marketing and communications to build a strong relationship with the public.**

**OBJECTIVE 8.1:** Increase public awareness of existing parks and recreation facilities, services and programs through public engagement.

### STRATEGIES:

8.1.01: Create user friendly website with easily accessible information about parks, activities, programming and special events.

8.1.02: Reinvent the Tucson Parks Foundation to become the department's partner in communications, marketing, sponsorship and advocacy.

8.1.02.a: Create a plan to facilitate the reinvention of the Tucson Parks Foundation.

8.1.02.b: Consult with the Town of Gilbert Parks and Recreation Department staff, who recently leveraged a city-led process to establish a parks foundation, for guidance.

8.1.02.c: Follow standards from the National Association of Parks Foundations (<http://www.the-napf.org/>).

8.1.03: Establish a network of "Friends of" groups for neighborhood and community parks throughout the city to advocate for improvements and investment.

8.1.04: Conduct routine outreach to increase public engagement including:

- On-line questionnaires, feedback from public;
- Recreation programs – identify new classes to meet community needs, feedback on program options; and,
- Fun, bi-annual on-line surveys advertised via social media to gather public feedback on parks facilities and use of amenities.

8.1.05: Leverage the new Tucson Parks and Recreation Department's business management software, Active Net, to provide enhanced data gathering to identify changing community needs and participation trends, inform program offerings and record input from follow-up program user questionnaires.

8.1.06: Develop a communication campaign to improve the visibility to parks, facilities and events.

8.1.06.a: Increase park signage in the community to increase awareness of nearby parks.

8.1.06.b: Continue to maintain consistent, high quality park signage throughout the City.

**OBJECTIVE 8.2:** Increase public awareness of existing parks and recreation facilities, services and programs through social media marketing.

### STRATEGIES:

8.2.01: Develop a social media campaign that presents the department's voice and represents the Department's areas of focus for the next 5 years (i.e. Reinvestment, Awareness, Health and Wellness, Partnerships).



## 8.2.02: Grow the Social Media Presence.

8.2.02.a: Establish an annual goal for each social media platform.

- Facebook Likes/Share
- Twitter Followers/Tweets
- Instagram Followers

8.2.02.b: Develop plan for responding to people engaging with Parks through social media.

- Respond to people who post on the Park's Facebook page.
- Respond to people tagging Parks on Twitter, engage with people who are talking about Parks.

8.2.02.c: Identify content areas per audience and how best to communicate on social media.

- Identify community partners and work to share content.

## 8.2.03: Grow the Social Media Platform.

8.2.03.a: Determine goals that advance the department's areas of focus – identify goals for social media to help with class enrollment or attendance or other programming or service objectives.

8.2.03.b: Establish a budget for boosted posts and strategy on what to boost.

8.2.03.c: Involve community by re-gram of user-tagged pictures.

8.2.03.d: Develop and launch social media campaigns around specific ideas; promote those campaigns.

8.2.03.e: Introduce video and live video feeds from classes and activities at the parks.

8.2.03.f: Develop a "Find Your Park" campaign featuring photos, hashtags, and location tags.

8.2.03.g: Use social media platforms to promote the park system, events, staff and team highlights.

8.2.03.h: Highlight the unique community assets such as parks with a historical or natural resource focus (e.g. Eckbo's contributions, Veinte de Agosto as a potential candidate park for historical designation to establish special consideration, desert trails in Case or Greasewood Parks, history of Sentinel Peak).







8.2.03.i: Highlight diversity of the Tucson Parks and Recreation system, services, and users.

8.2.04: Create an organizational structure of staff within the department support system for social media marketing.

8.2.04.a: Identify a social media support team. Utilize staff members from other areas of the Parks department.

8.2.04.b: Educate staff on how to support the social media initiative.

8.2.04.c: Develop approach for reinstating an intern program.

**OBJECTIVE 8.3:** Increase public awareness of existing parks and recreation facilities, services and programs through improvements in departmental communication with the public.

**STRATEGIES:**

8.3.01: Create communication efficiencies through organization.

8.3.01.a: Set up a monthly or bi-monthly cross-discipline content meeting. Determine key content for upcoming month. Determine key communication points and visuals.

8.3.01.b: Develop internal calendar of events that can be accessed by the staff to keep up to date with events across all departments.

8.3.01.c: Develop events calendar consisting of all the events hosted by the Parks Department that can be easily accessed by the general public and promoted on social media.

8.3.01.d: Identify staff members that could potentially assist with social media.

8.3.02: Create communications efficiencies through training.

8.3.02.a: Launch intern program.

8.3.02.b: Train identified staff members to help with social media - what areas they will focus on and types of content needed.

8.3.03: Create brand consistency through message development.

8.3.03.a: Identify a Parks brand tagline that can be used across disciplines/audiences and unify all social media messaging.

8.3.03.b: Establish brand voice and how it is used with each target audience.

8.3.04: Create brand consistency through graphic development.

8.3.04.a: Create reusable templates for graphics.

8.3.04.b: Develop photography guidelines and expand library.

**OBJECTIVE 8.4:** Increase public awareness of existing parks and recreation facilities, services and programs through increased distribution of Activity Guide to reach potential users.

**STRATEGIES:**

8.4.01: Seek donation of radio spots to announce the activity guide.

8.4.02: Include reminder in Ward monthly newsletters.

8.4.03: Sell advertising in the guide to generate revenue for wider distribution.

8.4.04: Include in Tucson Weekly “What to do this Weekend” section and other local newspaper entertainment sections.

**OBJECTIVE 8.5:** Promote unique activities and events to a local, regional and national audience.

**STRATEGIES:**

8.5.01: Coordinate with Visit Tucson to promote various parks attractions.

8.5.01.a: Tourism opportunities such as bird and wildlife viewing, natural resources parks, Tucson’s birding trail and other opportunities with alternate providers such as the Tucson Audubon.

8.5.01.b: Tournaments/events program opportunities.

## PARTNERSHIPS

**GOAL 9: Strengthen Tucson Parks and Recreation Department’s connection to the community.**

**OBJECTIVE 9.1:** Create partnerships that promote public awareness of the Tucson Parks and Recreation Department and maximize resources in order to expand recreational opportunities throughout Tucson.

**STRATEGIES:**

9.1.01: Continue to identify potential government and community agencies that provide similar services or facilities that can be used to provide recreation and leisure activities.

9.1.01.a: Pima Council on Aging – Current and potential programming at centers.

9.1.01.b: Tucson Department of Transportation and Tucson Water.

9.1.01.c: Watershed Management Group demonstration sites.

9.1.01.d: Veteran connections.

9.1.01.e: Regionally focused agencies such as Visit Tucson and Pima County to coordinate tournaments.

9.1.01.f: The National Parks Service and their current program to activate the Tucson community.

9.1.01.g: Special and Senior Olympics.

9.1.02: Continue to partner with organizations that support youth activities and services that share the same values and goals to offer expanded programming.

9.1.03: Continue to work with school districts to share and expand facilities. Resolve access issues with new language in Intergovernmental Agreements that address communication and gates being opened. Meet biannually with school site administrative staff to identify and resolve access issues and maintain an annual report to the district superintendent to report on access and IGA compliance.

9.1.04: Continue to work with Pima County, the Regional Transportation Authority, South Tucson and other agencies to plan and construct trail extensions, fill in missing trail connections, and trailheads.

9.1.05: Continue to develop public/private partnerships and strategies with communities, businesses, commercial/retail owners and neighborhoods to share facilities for organized programming and services.

9.1.05.a: Non-profit programming providers.

9.1.05.b: Activate Parks, Tucson Clean and Beautiful, NPS outreach/support.

9.1.06: Develop or refine park related partnerships to increase the operational investment in parks city-wide.

9.1.06.a: Adopt a Park program.

9.1.06.b: Clean up the Park Day.

9.1.06.c: Friends of Parks organizations, e.g. Friends of Himmel Park.

9.1.06.d: Partner with Tucson Clean & Beautiful.

9.1.06.e: Partner with leagues for field maintenance.

9.1.06.f: Pima County Juvenile Court.

9.1.06.g: Concession coordination.

**OBJECTIVE 9.2:** Form partnerships to aid in fundraising and reinvestment efforts.

**STRATEGIES:**

9.2.01: Coordinate with Tucson Parks Foundation to prioritize fundraising for specific projects.

9.2.01.a: Develop project priority list for strategic fundraising.



9.2.01.b: Identify businesses and individuals to target for strategic fundraising.

9.2.01.c Use NRPA Fund Your Park for crowdsourcing fundraising campaigns.

9.2.02: Partner with University of Arizona Cooperative Extension for training on best horticultural practices.

9.2.03: Engage Watershed Management Group to reduce water consumption in park and at centers.

9.2.04: Coordinate volunteer efforts with businesses, non-profits and civic groups.

9.2.05: Partner with Tucson Clean and Beautiful YARDS program for landscape maintenance personnel.

9.2.06: Work with partners to proactively identify, seek out and support matching funds for grants and alternative funding.

9.2.07: Work with the planned University of Arizona Veterinarian program and the Reid Park Zoo for opportunities to grow the program and benefit the Reid Park Zoo.

## HEALTH AND WELLNESS

**GOAL 10: Meet growing demand for health and wellness opportunities.**

**OBJECTIVE 10.1:** Increase public awareness of health and wellness opportunities offered by Tucson Parks and Recreation.

### STRATEGIES:

10.1.01: Market the Tucson Parks and Recreation Department as a health and wellness provider.

10.1.02: Promote programming in parks (e.g. fitness stations or yoga groups) and create a strategy for third party program providers to use park space for programming.

10.1.03: Develop new health and wellness programs based on user input and feedback from marketing.

10.1.04: Locate therapeutics programming in underserved areas.

10.1.05: Highlight the diversity of the Tucson Parks and Recreation system by ensuring service delivery to a demographically diverse community.

**OBJECTIVE 10.2:** Increase Health and Wellness offerings through partnerships.

### STRATEGIES:

10.2.01: Contract space in existing parks and centers to public health and wellness groups.

10.2.02: Work with Pima County Public Health to explore potential partnership opportunities, collaborations, and space sharing.

10.2.03: Work with Pima Council on Aging to expand service to seniors.

10.2.04: Partner with area hospitals and healthcare providers to expand preventative healthcare measures such as screenings and clinics.



10.2.05: Partner with employers to sponsor fitness classes and sports leagues for employees.

10.2.06: Promote the Pima Council on Aging and senior fitness programming.

**OBJECTIVE 10.3:** Improve access to parks and recreation facilities through increased bicycle and pedestrian connectivity.

**STRATEGIES:**

10.3.01: Continue to develop trails and greenways to provide healthy, alternative transportation and connections to parks and centers.

10.3.02: Enhance trail connectivity in Tucson by continuing to link existing and planned trail segments.

10.3.03: Increase sidewalk connectivity where possible.

10.3.04: Work with Sun Tran and other agencies to help develop public transportation systems or routes that could assist in providing access to facilities.

10.3.05: Work with the Tucson Department of Transportation and non-profits, such as Living Streets Alliance, to continue to expand Tucson's bicycle facilities (i.e. bicycle boulevards, protected bicycle lanes, shared use facilities), especially in conjunction with improvement projects.

**OBJECTIVE 10.4:** Maintain and expand the recreation and sports programming.

**STRATEGIES:**

10.4.01: Maintain (and expand where appropriate) the class offerings that are open to both teens and adults.

10.4.02: Expand adaptive sports programming for those with physical disabilities.

10.4.03: Consider adding some fitness classes that are located outside in the neighborhood parks (yoga, tai chi, cross-fit, etc.).

10.4.04: Revisit the field allocation to maintain and increase equitable community participation.

**GOAL 11: Participate in city-wide public health initiatives.**

**OBJECTIVE 11.1:** Work toward fulfilling the public health and public safety policies outlined in Plan Tucson.

**STRATEGIES:**

11.1.01: Work to emphasize the role of public

recreation programs in public safety (preventive) and public health (physical and mental).

11.1.02: Continue to work across departments to encourage community and neighborhood events and ensure their safety through accessible City permitting and coordination.

11.1.03: Work with the Planning and Development Services Department to examine land use patterns; alternate mode transportation systems, including multipurpose paths; and public open space development and programming that encourage physical activity, promote healthy living, and reduce chronic illness.

11.1.04: Examine the potential of using park sites as temporary farmers' markets to help improve access to healthy, affordable food particularly in underserved areas of the city.

11.1.05: Support educational programs that promote healthy living.





## CAPITAL IMPROVEMENT PROJECTS

**GOAL 12:** Invest in capital improvements that address the four focus areas of reinvestment, awareness, health and wellness and partnerships.

**OBJECTIVE 12.1:** Invest in capital improvements that replace, renovate or create new playgrounds, restrooms, ramadas and sports fields and lighting.

### STRATEGIES:

12.1.01: Replace, renovate or build new playgrounds as described in the Table 15.2.

12.1.02: Replace, renovate or build new restrooms as described in the Table 15.3.

12.1.03: Replace, renovate or build new ramadas as described in the Table 15.4.

12.1.03: Replace, renovate or build new sports fields and lighting as described in the Table 15.5.

**OBJECTIVE 12.2:** Invest in capital improvements that improve recreation centers.

### STRATEGIES:

12.2.01: Implement center improvements identified by Tucson Parks and Recreation to renovate building systems and amenities.

**OBJECTIVE 12.3:** Implement Tucson Parks and Recreation's master plans for planned trails and urban greenways.

### STRATEGIES:

12.3.01: Identify gaps in existing trail and urban greenway alignments as priorities for new construction.





**Table 15.1 - Prioritized Action Plan**

Priority	Strategy Number	Category	Strategy Description
Goal 1: Respond to the community's priority of reinvesting in playgrounds, sports fields and lighting, pools, ramadas, restrooms, trails, turf and recreation centers, as identified in the public outreach process for this master plan.			
Objective 1.1: Leverage existing capital assets to prioritize the replacement, renovation and new construction of playgrounds, sports fields and lighting, pool, ramadas, restrooms, trails and turf, to increase the level of service to the community.			
1	1.1.01	Reinvestment	Direct Capital Improvement Program budgets for replacing, renovating and/or building new playgrounds, sports fields and lighting, pools, ramadas, restrooms, trails and turf.
1	1.1.01.a	Reinvestment	Prioritize replacements, renovations and new construction that reduces water and electrical usage and improves public safety.
OBJECTIVE 1.2: Diversify funding sources for reinvestment in the community's priority facilities through a sales tax referendum for reinvestment in the community's top facility priorities.			
1	1.2.01	Reinvestment	Identify specific projects that will be funded by a sales tax referendum or bond issue.
2	1.2.02	Reinvestment	Leverage the Tucson Parks Foundation, Tucson Clean and Beautiful, neighborhood associations, the Parks and Recreation Commission and other key advocates and partners, to communicate the approach to spending sales tax revenue to the public.
3	1.2.03	Reinvestment	Expedite the identified projects.
4	1.2.04	Reinvestment	Communicate progress on delivery.
4	1.2.04.a	Reinvestment	Develop a web site that tracks progress on the delivery of the projects.
4	1.2.04.b	Reinvestment	Send updates on delivery progress through Council newsletters, NewsNet and social media, for example.
OBJECTIVE 1.3: Diversify funding sources for reinvestment in the community's priority facilities by identifying a stand-alone budget line-item in the operating budget for the next 5 years for addressing extraordinary maintenance.			
1	1.3.01	Reinvestment	Direct the general fund dollars in the extraordinary maintenance budget line-item to irrigation system improvements that reduce water use, result in consolidated turf areas, and decrease operations and maintenance impacts, and to electrical infrastructure renovation that reduces electrical usage and improves safety.
3	1.3.02	Reinvestment	Provide updates on delivery to Mayor and Council.
3	1.3.03	Reinvestment	Track savings from the increased efficiency in water and electrical delivery.
4	1.3.04	Reinvestment	Direct resource savings towards increases in overall maintenance staffing levels.
OBJECTIVE 1.4: Diversify funding sources for reinvestment in the community's priority facilities by securing grants to support reinvestment in the community's priority facilities.			
1	1.4.01	Reinvestment	Pursue grant opportunities that have been frozen and are now available.

Priority	Strategy Number	Category	Strategy Description
1	1.4.02	Reinvestment	Map the grant opportunities to prioritized facility reinvestment based on requirements. See Appendix F for a breakdown of grant opportunities.
OBJECTIVE 1.5: Diversify funding sources for reinvestment in the community's priority facilities by creating a Self-Sustaining Fund by directing 25% - 50% of parks and recreation revenue to reinvestment priorities.			
1	1.5.01	Reinvestment	Direct a Self-Sustaining Fund to replacements, renovations and increases in levels of service.
2	1.5.02	Reinvestment	Communicate to the public that a percentage of parks and recreation fees are reinvested.
OBJECTIVE 1.6: Maximize reinvestment city-wide for high visibility project impacts by leveraging the diversity of funding sources.			
1	1.6.01	Reinvestment	Use funding sources as a match for further grant pursuits.
1	1.6.02	Reinvestment	Expand the scope of high visibility projects to address underground infrastructure improvements for reduced operations and maintenance impacts by combining funding sources and therefore minimizing construction costs.
OBJECTIVE 1.7: Continue to partner with civic groups and business to fund reinvestment priorities.			
1	1.7.01	Reinvestment	Continue to pursue partnerships with Exerplay / Kiwanis Club, Kaboom, Musco Sports Lighting for Little League discounts and others.
GOAL 2: Respond to the community's priority to increase connectivity through implementation of existing trails master plans.			
OBJECTIVE 2.1: Pursue funding for trails development within the urban core to increase the miles of trails available to the public to reach levels comparable to benchmark cities.			
2	2.1.01	Reinvestment	Apply for Regional Transportation Funding to implement one large project that consists of a series of segments of planned greenways. Leverage impact fees for trail development as well as completed trails plans and bicycle boulevard coordination to strengthen the application.
1	2.1.02	Reinvestment	Secure Mayor and Council approval for existing trails master plans for the Arroyo Chico, Atterbury, Alamo and Arcadia Greenways.
4	2.1.03	Reinvestment	Create a trails advocacy group to provide input and support for Tucson greenways.
3	2.1.04	Reinvestment	Design the greenways to incorporate low impact design.
2	2.1.05	Reinvestment	Create a partnership with Tucson Clean and Beautiful Youth Landscaping Training to support maintenance post-construction.
2	2.1.06	Reinvestment	Create nodes along the trails in areas of lower level of service to increase public access to recreation opportunities.

Priority	Strategy Number	Category	Strategy Description
1	2.1.07	Reinvestment	Pursue trails funding through Arizona State Parks, the administrator of federal trails funding identified in the Fixing America's Surface Transportation Act (FAST).
1	2.1.08	Reinvestment	Pursue Transportation Alternatives funding through the Regional Transportation Authority and the Arizona Department of Transportation, another component of FAST.
1	2.1.09	Reinvestment	Pursue LWCF (Land and Water Conservation Fund) grants for trail development. Apply for multiple sources of federal funding to combine federal sources and minimize additional development costs associated with federal funding.
1	2.1.10	Reinvestment	Pursue the newly re-activated Heritage Grant through the Arizona Game and Fish Department.
GOAL 3: Expand the Tucson Parks and Recreation Department's capacity to make data-driven plans for renovating and building new facilities and programs.			
OBJECTIVE 3.1: Use an accurate asset inventory in the form of a Geographic Information System to inform planning, programming and development.			
3	3.1.01	Reinvestment	Create a GIS map of facilities included in reinvestment planning and capital improvement plans to show distribution of targeted facilities, how improvements increase level of service and progress as projects are completed.
3	3.1.02	Reinvestment	Maintain accurate GIS inventory and complete Level of Service Analysis every three years to assess community need for new development and strategic reinvestment.
3	3.1.03	Reinvestment	Add utility locations and asset attributes to existing asset inventory (e.g. model of drinking fountain, electrical outlets at ramadas).
GOAL 4: Reduce operations and maintenance impacts and strengthen the use of low impact design.			
OBJECTIVE 4.1: Reduce open turf areas in existing parks to targeted areas of use to minimize water usage, irrigation system maintenance and mowing expenses.			
1	4.1.01	Reinvestment	New park facility development and renovations of existing park facilities will include the minimization of turf areas to programmable areas surrounded by trees, picnicking and other recreational opportunities that are outside of the turf area.
1	4.1.02	Reinvestment	Leverage renovation of irrigation systems to reduce turf to areas of targeted use.
1	4.1.03	Reinvestment	When reducing turf areas, ensure that existing trees that are left outside the new, reduced turf area are supported by deep root irrigation.
OBJECTIVE 4.2: Continue to improve maintenance practices and efficiencies.			
2	4.2.01	Reinvestment	Refine maintenance practices including an integrated pest and weed management plan.



Priority	Strategy Number	Category	Strategy Description
3	4.2.02	Reinvestment	Leverage existing GIS asset data to begin the conversion to technology-based maintenance management.
1	4.2.03	Reinvestment	Provide training that focuses on low impact methods and technologies to maintenance staff who deliver irrigation and electrical infrastructure maintenance. Free or inexpensive training is available from the University of Arizona Cooperative Extension Program, equipment vendors, local horticultural conferences, Arizona Parks and Recreation Association's Maintenance Day.
GOAL 5: Leverage the community's interest in volunteerism toward planned, prioritized efforts.			
OBJECTIVE 5.1: Strategically invest in volunteer coordination to support programs, services, and operations.			
3	5.1.01	Reinvestment	Recruit specific people for volunteering, especially retired professionals, who have the skills to address the department's challenges.
1	5.1.02	Reinvestment	Create a Volunteer Coordinator position. Plano, TX has a good example of this position.
1	5.1.02.a	Reinvestment	New position could act as a one stop for volunteer opportunities throughout the entire department.
3	5.1.03	Reinvestment	Actively shop volunteer opportunities to businesses, non-profits, and faith groups.
2	5.1.04	Reinvestment	Create an easily accessible, web-based interface for volunteers to direct their efforts to identified park maintenance/improvement priorities.
GOAL 6: Leverage partnerships to relieve operations and maintenance resources.			
OBJECTIVE 6.1: Create a volunteer/partnership program to address the maintenance of natural resource parks and areas of water harvesting.			
1	6.1.01:	Reinvestment	Continue to partner with and refine agreements with the following organizations: Tucson Clean and Beautiful Youth training, SW Conservation Corps, Watershed Management Group, neighborhood associations and others.
1	6.1.02	Reinvestment	Natural resource parks maintenance requires specialized knowledge. Partner with local non-profits (Watershed Management Group, Tucson Clean and Beautiful, the Arizona Landscape Contractors Association, or the University of Arizona Cooperative Extension) for specialized training in horticulture, arboriculture and botany.
1	6.1.03	Reinvestment	Develop standards/procedures for water harvesting basin maintenance, for staff or contracted maintenance.
1	6.1.04	Reinvestment	Pursue long-term partnership with Tucson Clean and Beautiful landscape training for at-risk youth.
OBJECTIVE 6.2: Increase human resources in parks facilities maintenance with general fund allocations that are alleviated by savings from increased efficiencies in water and electrical demands, turf reduction, and new funding sources (Objectives 1.2 and 1.3).			

Priority	Strategy Number	Category	Strategy Description
3	6.2.01	Reinvestment	Increase parks maintenance staffing to bring the Tucson Parks and Recreation Department in-line with park maintenance staffing levels in benchmark cities.
3	6.2.02	Reinvestment	Develop a plan to increase staffing with a combination of in-house labor and contracted labor.
1	6.2.03	Reinvestment	Coordinate maintenance contract terms and conditions with other agencies in Arizona that have implemented outsourcing and can share lessons learned, e.g. City of Glendale, Town of Avondale.
1	6.2.04	Reinvestment	Designate an experienced and qualified contract administrator to develop and oversee maintenance contracts.
3	6.2.05	Reinvestment	Consider developing a Park Ambassador to respond to community questions and comments, identify and track maintenance challenges, and track maintenance needs at parks using the existing, GIS-based asset inventory.
OBJECTIVE 6.3: Increase field equipment resources for park maintenance with general funding alleviated by savings from increased efficiencies in water and electrical demands, turf reduction, and new funding sources (Objectives 1.2 and 1.3).			
2	6.3.01	Reinvestment	Fund the urgently needed replacement of field maintenance equipment. The lack of functional equipment is creating operational inefficiencies.
GOAL 7: Strengthen the connection between the community's recreation needs and programming opportunities to improve public health and fitness and maintain public support for parks and recreation.			
OBJECTIVE 7.1: Assess the capacity of existing programming to meet the community's recreational needs.			
2	7.1.01	Reinvestment	Complete a Fee/Revenue Review to identify opportunities for expansion or divestment in the recreation market. Divest in programming or services that are not financially feasible for the City, are offered by multiple, alternate providers or are not core services.
2	7.1.02	Reinvestment	Revisit the recreational field allocation to maintain and increase community and league participation. Use the GIS inventory to review the distribution of recreational fields.
3	7.1.03	Reinvestment	Continue to survey participants in existing programs and use the data to inform refinements to course offerings.
1	7.1.04	Reinvestment	Take advantage of existing GIS capabilities and ActiveNet business management data to better locate programs to serve participants and identify community needs for programming and services.
3	7.1.05	Reinvestment	Create a reporting mechanism to inform policy makers of trends and changes in program offerings.
OBJECTIVE 7.2: Leverage public health initiatives to market and activate existing recreational facilities.			

Priority	Strategy Number	Category	Strategy Description
2	7.2.01	Reinvestment	Coordinate programming and Health Impact Assessments with the Pima County Health Department, Activate Tucson (Activate Parks) and the National Parks Service's current program to collaborate with local jurisdictions to increase health and fitness.
OBJECTIVE 7.3: Strengthen the capacity of existing recreation centers to meet the community's recreational needs.			
1	7.3.01	Reinvestment	Target local populations (neighborhoods) around small recreation centers through programming based on neighborhood needs.
1	7.3.02	Reinvestment	Continue to pursue partnerships to deliver programming and services at centers. Some of the centers are especially good at growing and maintaining partnerships. Replicate partnerships at other centers where appropriate.
3	7.3.03	Reinvestment	Evaluate the overall schedule for facilities. Reconsider Sunday and evening closures. Consider leasing facilities to alternate program providers to supplement hours of operation.
OBJECTIVE 7.4: Promote equitable access to aquatics programming across the city.			
2	7.4.01	Reinvestment	Using the GIS level of service analysis in this master plan, distribute aquatics programs across the community to meet the needs the diverse swimmers (age, physical ability).
3	7.4.02	Reinvestment	Provide aquatics programs through contracted providers to increase program opportunities, if operations budgets do not support staff provided programming.
3	7.4.03	Reinvestment	Increase senior aquatics programming. Contract senior aquatics if insufficient staff availability exists; review equitable distribution of senior aquatics programming.
4	7.4.04	Reinvestment	Organize a special task force to visit pools and gather public opinion to continue to tailor programming at each pool.
GOAL 8: Strengthen and develop marketing and communications to build a strong relationship with the public.			
OBJECTIVE 8.1: Increase public awareness of existing parks and recreation facilities, services and programs through public engagement.			
1	8.1.01	Awareness	Create user friendly website with easily accessible information about parks, activities, programming and special events.
2	8.1.02	Awareness	Reinvent the Tucson Parks Foundation to become the department's partner in communications, marketing, sponsorship and advocacy.
2	8.1.02.a	Awareness	Create a plan to facilitate the reinvention of the Tucson Parks Foundation.



Priority	Strategy Number	Category	Strategy Description
2	8.1.02.b	Awareness	Consult with the Town of Gilbert Parks and Recreation Department staff, who recently leveraged a city-led process to establish a parks foundation, for guidance.
2	8.1.02.c	Awareness	Follow standards from the National Association of Parks Foundations ( <a href="http://www.the-napf.org/">http://www.the-napf.org/</a> ).
4	8.1.03	Awareness	Establish a network of “Friends of” groups for neighborhood and community parks throughout the city to advocate for improvements and investment.
3	8.1.04	Awareness	Conduct routine outreach to increase public engagement including: <ul style="list-style-type: none"> <li>• On-line questionnaires, feedback from public;</li> <li>• Recreation programs – identify new classes to meet community needs, feedback on program options;</li> <li>• Fun, bi-annual on-line surveys advertised via social media to gather public feedback on parks facilities and use of amenities.</li> </ul>
1	8.1.05	Awareness	Leverage the new Tucson Parks and Recreation Department’s business management software, Active Net, to provide enhanced data gathering to identify changing community needs and participation trends, inform program offerings and record input from follow-up program user questionnaires.
2	8.1.06	Awareness	Develop a communication campaign to improve the visibility to parks, facilities and events.
2	8.1.06.a	Awareness	Increase park signage in the community to increase awareness of nearby parks.
2	8.1.06.b	Awareness	Continue to maintain consistent, high quality park signage throughout the City.
OBJECTIVE 8.2: Increase public awareness of existing parks and recreation facilities, services and programs through social media marketing.			
1	8.2.01	Awareness	Develop a social media campaign that presents the department’s voice and represents the Department’s areas of focus for the next 5 years (i.e. Reinvestment, Awareness, Health and Wellness, Partnerships).
1	8.2.02	Awareness	Grow the Social Media Presence.
1	8.2.02.a	Awareness	Establish an annual goal for each social media platform. <ul style="list-style-type: none"> <li>• Facebook Likes/Share</li> <li>• Twitter Followers/Tweets</li> <li>• Instagram Followers</li> </ul>
1	8.2.02.b	Awareness	Develop plan for responding to people engaging with Parks through social media. <ul style="list-style-type: none"> <li>• Respond to people who post on the Park’s Facebook page.</li> <li>• Respond to people tagging Parks on twitter, engage with people who are talking about Parks.</li> </ul>

Priority	Strategy Number	Category	Strategy Description
1	8.2.02.c	Awareness	Identify content areas per audience and how best to communicate on social media. <ul style="list-style-type: none"> <li>Identify community partners and work to share content.</li> </ul>
2	8.2.03	Awareness	Grow the Social Media Platform.
2	8.2.03.a	Awareness	Determine goals that advance the department's areas of focus – identify goals for social media to help with class enrollment or attendance or other programming or service objectives.
2	8.2.03.b	Awareness	Establish a budget for boosted posts and strategy on what to boost.
2	8.2.03.c	Awareness	Involve community by re-gram of user-tagged pictures.
2	8.2.03.d	Awareness	Develop and launch social media campaigns around specific ideas; promote those campaigns.
2	8.2.03.e	Awareness	Introduce video and live video feeds from classes and activities at the parks.
2	8.2.03.f	Awareness	Develop a “Find Your Park” campaign featuring photos, hashtags, and location tags.
2	8.2.03.g	Awareness	Use social media platforms to promote the park system, events, staff and team highlights.
2	8.2.03.h	Awareness	Highlight the unique community assets such as parks with a historical or natural resource focus (e.g. Eckbo's contributions, Veinte de Agosto as a potential candidate park for historical designation to establish special consideration, desert trails in Case or Greasewood Parks, history of Sentinel Peak).
2	8.2.03.i	Awareness	Highlight diversity of the Tucson Parks and Recreation system, services, and users.
2	8.2.04	Awareness	Create an organizational structure of staff within the department support system for social media marketing.
2	8.2.04.a	Awareness	Identify a social media support team. Utilize staff members from other areas of the Parks department.
2	8.2.04.b	Awareness	Educate staff on how to support the social media initiative.
2	8.2.04.c	Awareness	Develop approach for reinstating an intern program.
OBJECTIVE 8.3: Increase public awareness of existing parks and recreation facilities, services and programs through improvements in departmental communication with the public.			
1	8.3.01	Awareness	Create communication efficiencies through organization.
1	8.3.01.a	Awareness	Set up a monthly or bi-monthly cross-discipline content meeting. Determine key content for upcoming month. Determine key communication points and visuals.

Priority	Strategy Number	Category	Strategy Description
1	8.3.01.b	Awareness	Develop internal calendar of events that can be accessed by the staff to keep up to date with events across all departments.
1	8.3.01.c	Awareness	Develop events calendar consisting of all the events hosted by the Parks Department that can be easily accessed by the general public and promoted on social media.
1	8.3.01.d	Awareness	Identify staff members that could potentially assist with social media.
2	8.3.02	Awareness	Create communications efficiencies through training.
2	8.3.02.a	Awareness	Launch intern program.
2	8.3.02.b	Awareness	Train identified staff members to help with social media - what areas they will focus on and types of content needed.
3	8.3.03	Awareness	Create brand consistency through message development.
3	8.3.03.a	Awareness	Identify a Parks brand tagline that can be used across disciplines/audiences and unify all social media messaging.
3	8.3.03.b	Awareness	Establish brand voice and how it is used with each target audience.
3	8.3.04	Awareness	Create brand consistency through graphic development.
3	8.3.04.a	Awareness	Create reusable templates for graphics.
3	8.3.04.b	Awareness	Develop photography guidelines and expand library.
OBJECTIVE 8.4: Increase public awareness of existing parks and recreation facilities, services and programs through increased distribution of Activity Guide to reach potential users.			
3	8.4.01	Awareness	Seek donation of radio spots to announce the activity guide.
2	8.4.02	Awareness	Include reminder in Ward monthly newsletters.
3	8.4.03	Awareness	Sell advertising in the guide to generate revenue for wider distribution.
3	8.4.04	Awareness	Include in Tucson Weekly "What to do this Weekend" section and other local newspaper entertainment sections.
OBJECTIVE 8.5: Promote unique activities and events to a local, regional and national audience.			
1	8.5.01	Awareness	Coordinate with Visit Tucson to promote various parks attractions.
1	8.5.01.a	Awareness	Tourism opportunities such as bird and wildlife viewing, natural resources parks, Tucson's birding trail and other opportunities with alternate providers such as the Tucson Audubon.
1	8.5.01.b	Awareness	Tournaments/events program opportunities.
GOAL 9: Strengthen Tucson Parks and Recreation Department's connection to the community.			
OBJECTIVE 9.1: Create partnerships that promote public awareness of the Tucson Parks and Recreation Department and maximize			



Priority	Strategy Number	Category	Strategy Description
1	9.1.01	Partnerships	Continue to identify potential government and community agencies that provide similar services or facilities that can be used to provide recreation and leisure activities.
1	9.1.01.a	Partnerships	Pima Council on Aging – Current and potential programming at centers.
1	9.1.01.b	Partnerships	Tucson Department of Transportation and Tucson Water.
1	9.1.01.c	Partnerships	Watershed Management Group demonstration sites.
1	9.1.01.d	Partnerships	Veteran connections.
1	9.1.01.e	Partnerships	Regionally focused agencies such as Visit Tucson and Pima County to coordinate tournaments.
1	9.1.01.f	Partnerships	The National Parks Service and their current program to activate the Tucson community.
1	9.1.01.g	Partnerships	Special and Senior Olympics.
2	9.1.02	Partnerships	Continue to partner with organizations that support youth activities and services that share the same values and goals to offer expanded programming.
2	9.1.03	Partnerships	Continue to work with school districts to share and expand facilities. Resolve access issues with new language in Intergovernmental Agreements that address communication and gates being opened. Meet biannually with school site administrative staff to identify and resolve access issues and maintain an annual report to the district superintendent to report on access and IGA compliance.
1	9.1.04	Partnerships	Continue to work with Pima County, the Regional Transportation Authority, South Tucson and other agencies to plan and construct trail extensions, fill in missing trail connections, and trailheads.
2	9.1.05	Partnerships	Continue to develop public/private partnerships and strategies with communities, businesses, commercial/retail owners and neighborhoods to share facilities for organized programming and services.
2	9.1.05.a	Partnerships	Non-profit programming providers.
2	9.1.05.b	Partnerships	Activate Parks, Tucson Clean and Beautiful, NPS outreach/support.
1	9.1.06	Partnerships	Develop or refine park related partnerships to increase the operational investment in parks city-wide.
1	9.1.06.a	Partnerships	Adopt a Park program.
1	9.1.06.b	Partnerships	Clean up the Park Day.
1	9.1.06.c	Partnerships	Friends of Parks organizations, e.g. Friends of Himmel Park.
1	9.1.06.d	Partnerships	Partner with Tucson Clean & Beautiful.
1	9.1.06.e	Partnerships	Partner with leagues for field maintenance.

Priority	Strategy Number	Category	Strategy Description
1	9.1.06.f	Partnerships	Pima County Juvenile Court.
1	9.1.06.g	Partnerships	Concession coordination.
OBJECTIVE 9.2: Form partnerships to aid in fundraising and reinvestment efforts.			
3	9.2.01	Partnerships	Coordinate with Tucson Parks Foundation to prioritize fundraising for specific projects.
3	9.2.01.a	Partnerships	Develop project priority list for strategic fundraising.
3	9.2.01.b	Partnerships	Identify businesses and individuals to target for strategic fundraising.
3	9.2.01.c	Partnerships	Use NRPA Fund Your Park for crowdsourcing fundraising campaigns.
1	9.2.02	Partnerships	Partner with University of Arizona Cooperative Extension for training on best horticultural practices.
4	9.2.03	Partnerships	Engage Watershed Management Group to reduce water consumption in park and at centers.
2	9.2.04	Partnerships	Coordinate volunteer efforts with businesses, non-profits and civic groups.
1	9.2.05	Partnerships	Partner with Tucson Clean and Beautiful YARDS program for landscape maintenance personnel.
2	9.2.06	Partnerships	Work with partners to proactively identify, seek out and support matching funds for grants and alternative funding.
4	9.2.07	Partnerships	Work with the planned University of Arizona Veterinarian program and the Reid Park Zoo for opportunities to grow the program and benefit the Reid Park Zoo.
GOAL 10: Meet growing demand for health and wellness opportunities.			
OBJECTIVE 10.1: Increase public awareness of health and wellness opportunities offered by Tucson Parks and Recreation.			
1	10.1.01	Health and Wellness	Market the Tucson Parks and Recreation Department as a health and wellness provider.
2	10.1.02	Health and Wellness	Promote programming in parks (e.g. fitness stations or yoga groups) and create a strategy for third party program providers to use park space for programming.
2	10.1.03	Health and Wellness	Develop new health and wellness programs based on user input and feedback from marketing.
4	10.1.04	Health and Wellness	Locate therapeutics programming in underserved areas.
1	10.1.05	Health and Wellness	Highlight the diversity of the Tucson Parks and Recreation system by ensuring service delivery to a demographically diverse community.
OBJECTIVE 10.2: Increase Health and Wellness offerings through partnerships.			
2	10.2.01	Health and Wellness	Contract space in existing parks and centers to public health and wellness groups.
2	10.2.02	Health and Wellness	Work with Pima County Public Health to explore potential partnership opportunities, collaborations, and space sharing.

Priority	Strategy Number	Category	Strategy Description
1	10.2.03	Health and Wellness	Work with Pima Council on Aging to expand service to seniors.
3	10.2.04	Health and Wellness	Partner with area hospitals and healthcare providers to expand preventative healthcare measures such as screenings and clinics.
4	10.2.05	Health and Wellness	Partner with employers to sponsor fitness classes and sports leagues for employees.
3	10.2.06	Health and Wellness	Promote the Pima Council on Aging and senior fitness programming.
OBJECTIVE 10.3: Improve access to parks and recreation facilities through increased bicycle and pedestrian connectivity.			
1	10.3.01	Health and Wellness	Continue to develop trails and greenways to provide healthy, alternative transportation and connections to parks and centers.
1	10.3.02	Health and Wellness	Enhance trail connectivity in Tucson by continuing to link existing and planned trail segments.
2	10.3.03	Health and Wellness	Increase sidewalk connectivity where possible.
4	10.3.04	Health and Wellness	Work with Sun Tran and other agencies to help develop public transportation systems or routes that could assist in providing access to facilities.
2	10.3.05	Health and Wellness	Work with the Tucson Department of Transportation and non-profits, such as Living Streets Alliance, to continue to expand Tucson's bicycle facilities (i.e. bicycle boulevards, protected bicycle lanes, shared use facilities), especially in conjunction with improvement projects.
OBJECTIVE 10.4: Maintain and expand the recreation and sports programming.			
3	10.4.01	Health and Wellness	Maintain (and expand where appropriate) the class offerings that are open to both teens and adults.
3	10.4.02	Health and Wellness	Expand adaptive sports programming for those with physical disabilities.
3	10.4.03	Health and Wellness	Consider adding some fitness classes that are located outside in the neighborhood parks (yoga, tai chi, cross-fit, etc.).
2	10.4.04	Health and Wellness	Revisit the field allocation to maintain and increase equitable community participation.
GOAL 11: Participate in city-wide public health initiatives.			
OBJECTIVE 11.1: Work toward fulfilling the public health and public safety policies outlined in Plan Tucson.			
2	11.1.01	Health and Wellness	Work to emphasize the role of public recreation programs in public safety (preventive) and public health (physical and mental).
1	11.1.02	Health and Wellness	Continue to work across departments to encourage community and neighborhood events and ensure their safety through accessible City permitting and coordination.

Priority	Strategy Number	Category	Strategy Description
2	11.1.03	Health and Wellness	Work with the Planning and Development Services Department to examine land use patterns; alternate mode transportation systems, including multipurpose paths; and public open space development and programming that encourage physical activity, promote healthy living, and reduce chronic illness.
2	11.1.04	Health and Wellness	Examine the potential of using park sites as temporary farmers' markets to help improve access to healthy, affordable food particularly in underserved areas of the city.
2	11.1.05	Health and Wellness	Support educational programs that promote healthy living.
GOAL 12: Invest in capital improvements that address the four focus areas of reinvestment, awareness, health and wellness and partnerships.			
OBJECTIVE 12.1: Invest in capital improvements that replace, renovate or create new playgrounds, restrooms, ramadas and sports fields and lighting.			
1	12.1.01	Capital Improvement Projects	Replace, renovate or build new playgrounds as described in the Table 15.2.
1	12.1.02	Capital Improvement Projects	Replace, renovate or build new restrooms as described in the Table 15.3.
1	12.1.03	Capital Improvement Projects	Replace, renovate or build new ramadas as described in the Table 15.4.
1	12.1.04	Capital Improvement Projects	Replace, renovate or build new sports fields and lighting as described in the Table 15.5.
OBJECTIVE 12.2: Invest in capital improvements that improve recreation centers.			
1	12.2.01	Capital Improvement Projects	Implement center improvements identified by Tucson Parks and Recreation to renovate building systems and amenities.
OBJECTIVE 12.3: Implement Tucson Parks and Recreation's master plans for planned trails and urban greenways.			
1	12.3.01	Capital Improvement Projects	Build path segments to increase connectivity.



### Table 15.2 - Capital Improvement Projects | Playgrounds

Refer to the Recommendations Chapter for additional details regarding strategies that support these recommended capital improvements. In some cases, the strategy's description has been shortened for ease of reading in this chart.

Priority	Strategy Number(s)	Category	Location	Amenity
1	12.1.01	Reinvestment - Playgrounds - New	Gene C. Reid Park	Playground (5 - 12 year old)
1	12.1.01	Reinvestment - Playgrounds - New	Gene C. Reid Park	Playground (Tot lot)
1	12.1.01	Reinvestment - Playgrounds - Replacement	Abraham Lincoln Park	Playground (5 - 12 year old)
1	12.1.01	Reinvestment - Playgrounds - Replacement	Himmel Park	Playground (Tot lot)
1	12.1.01	Reinvestment - Playgrounds - Replacement	Swan Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Renovation	Mesa Village Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Renovation	Sunset Villa Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Renovation	Swanway Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
Proposed New	No	Install new equipment with shade in play area north of lake.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	No	Install new equipment with shade in play area north of lake.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
1	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
1	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
1	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Renovation needed.	\$200,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Renovation needed.	\$200,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
2	12.1.01	Reinvestment - Playgrounds - Renovation	Wilshire Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Chuck Ford Lakeside Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Desert Aire Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	El Pueblo Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Ironhorse Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Jesse Owens Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Keeling Desert Park	Playground (Tot lot)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Linden Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
2	No	Renovation needed.	\$200,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Yes	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Yes	Replacement recommended.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Yes	Replacement recommended.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
2	12.1.01	Reinvestment - Playgrounds - Replacement	Mirasol Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Oaktree Park	Playground (Tot lot)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Parkview Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Rodeo Wash Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Rolling Hills Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Sunnyside Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Sunnyside Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Tahoe Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement recommended. Add shade.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
2	12.1.01	Reinvestment - Playgrounds - Replacement	Vista del Prado Park	Playground (5 - 12 year old)
2	12.1.01	Reinvestment - Playgrounds - Replacement	Vista del Rio Cultural Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Alamo Greenway	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Alamo Greenway	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	Arcadia Greenway	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Arcadia Greenway	Playground (Tot lot)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
2	No	Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Proposed New	Proposed New	Install new playground along the proposed Alamo Greenway north of Speedway Boulevard increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground along the proposed Alamo Greenway north of Speedway Boulevard increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground along the proposed Arcadia Greenway near Glenn Street / Tucson Medical Center to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground along the proposed Arcadia Greenway near Glenn Street / Tucson Medical Center to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - New	Arroyo Chico Greenway	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Arroyo Chico Greenway	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	Barrio Nopal	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Barrio Nopal	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	Christopher Columbus Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Christopher Columbus Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	Christopher Columbus Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
Proposed New	Proposed New	Install new playground along Arroyo Chico Greenway at Treat Avenue to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground along Arroyo Chico Greenway at Treat Avenue to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground in Barrio Nopal (Old Nogales Highway/Elvira Road area) to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground in Barrio Nopal (Old Nogales Highway/Elvira Road area) to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on north side of Christopher Columbus Park to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on north side of Christopher Columbus Park to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on south side of Christopher Columbus Park to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees

Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - New	Christopher Columbus Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	Groves Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Groves Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	John F. Kennedy Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	John F. Kennedy Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - New	Silverlake Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - New	Silverlake Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Amphi Neighborhood Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
Proposed New	Proposed New	Install new playground on south side of Christopher Columbus Park to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on west side of Kennedy Park to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on west side of Kennedy Park to increase level of service / reduce gaps in access to playgrounds city-wide.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on west side of Silverlake Park per master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Proposed New	Install new playground on west side of Silverlake Park per master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - Renovation	Bonita Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Bristol Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Catalina High School	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Catalina High School	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Chuck Ford Lakeside Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Desert Shadows Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Desert Shadows Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Fort Lowell Park	Playground (Tot lot)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - Renovation	Freedom Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Golf Links Sports Complex	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Himmel Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Jacobs Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	James Thomas Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	James Thomas Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - Renovation	John F. Kennedy Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	John F. Kennedy Park	Playground (Tot lot)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
3	Yes	Renovation needed.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	Yes	Renovate for ADA compliance.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	Yes	Replacement recommended of equipment on west side of park. Lacks compliance with ADA and National Playground Safety Standards.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Needs more shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Needs more shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - Renovation	John F. Kennedy Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	John F. Kennedy Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Juhan Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Manuel Valenzuela Alvarez Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Mariposa Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Mission Manor Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Palo Verde Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Pinecrest Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
4	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Renovation needed.	\$200,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3		Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - Renovation	Morris K. Udall Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Oaktree Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Ochoa Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Ormsby Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Palo Verde Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Palo Verde Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Purple Heart Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Santa Rita Park	Playground (Tot lot)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$200,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.01	Reinvestment - Playgrounds - Renovation	Santa Rita Park	Playground (Tot lot)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Santa Rosa Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Sears Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Renovation	Toumey Park	Playground (5 - 12 year old)
3	12.1.01	Reinvestment - Playgrounds - Replacement	Wright Elementary School	Playground (5 - 12 year old)
4	12.1.01	Reinvestment - Playgrounds - Renovation	David G. Herrera and Ramon Quiroz Park	Playground (5 - 12 year old)
4	12.1.01	Reinvestment - Playgrounds - Renovation	Escalante Park	Playground (5 - 12 year old)
4	12.1.01	Reinvestment - Playgrounds - Renovation	Pueblo Gardens Park	Playground (5 - 12 year old)

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
3	No	Add shade.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	Yes	Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Add shade.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	No	Replacement needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	No	Renovation needed.	\$200,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	Yes	Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
4	No	Renovation needed.	\$30,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
4	12.1.01	Reinvestment - Playgrounds - Renovation	Villa Serena Park	Playground (5 - 12 year old)

**Table 15.3 - Capital Improvement Projects | Restrooms**

Refer to the Recommendations Chapter for additional details regarding strategies that support these recommended capital improvements. In some cases, the strategy's description has been shortened for ease of reading in this chart.

Priority	Strategy Number(s)	Category	Location	Amenity
2	12.1.02	Reinvestment - Restrooms - Replacement	Gene C. Reid Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Replacement	Gene C. Reid Park	Restroom
3	12.1.02	Reinvestment - Restrooms - New	Gene C. Reid Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Abraham Lincoln Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Catalina Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Chuck Ford Lakeside Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Fort Lowell Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Jesse Owens Park	Restroom

Conditional Score	Shade	Description of Project	Cost Estimate	Potential Funding Source
4	No	Renovation needed.	\$100,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
1	Replacement or demolition needed (NW of Reid Lake).	\$300,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
3	Replacement needed.	\$300,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Proposed New	Install new restroom (Camino Campestre/Bossard).	\$300,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.02	Reinvestment - Restrooms - Renovation	Michael Perry Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Rudy Garcia Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Rudy Garcia Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Santa Rita Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Sunnyside Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Renovation	Vista del Pueblo Park	Restroom
3	12.1.02	Reinvestment - Restrooms - Replacement	deAnza Park	Restroom

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$150,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Replacement needed.	\$300,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees

### Table 15.4 - Capital Improvement Projects | Ramadas

Refer to the Recommendations Chapter for additional details regarding strategies that support these recommended capital improvements. In some cases, the strategy's description has been shortened for ease of reading in this chart.

Priority	Strategy Number(s)	Category	Location	Amenity
1	12.1.03	Reinvestment - Ramadas - Renovation	Ormsby Park	Ramada
1	12.1.03	Reinvestment - Ramadas - Renovation	Rudy Garcia Park	Ramada
3	12.1.03	Reinvestment - Ramadas - New	Arroyo Chico Greenway	Ramada
3	12.1.03	Reinvestment - Ramadas - New	Barrio Nopal	Ramada
3	12.1.03	Reinvestment - Ramadas - New	Arcadia Greenway	Ramada
3	12.1.03	Reinvestment - Playgrounds - New	Alamo Greenway	Ramada
3	12.1.03	Reinvestment - Playgrounds - New	Silverlake Park	Ramada

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
2	Renovation to replace damaged roof on ramada #1.	\$50,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation to replace damaged roof needed on ramada #4.	\$50,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Proposed New	Install new playground along Arroyo Chico Greenway at Treat Avenue to increase level of service / reduce gaps in access to playgrounds city-wide.	\$125,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Install new ramada in Barrio Nopal (Old Nogales Highway/ Elvira Road area) to increase level of service / reduce gaps in access to playgrounds city-wide. Sunnyside Unified Schood District/Pima County partnership opportunity.	\$125,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Install new ramada along the proposed Arcadia Greenway near Glenn Street / Tucson Medical Center to increase level of service / reduce gaps in access to playgrounds city-wide.	\$125,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Install new ramada along the proposed Alamo Greenway north of Speedway Boulevard increase level of service / reduce gaps in access to playgrounds city-wide.	\$125,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
Proposed New	Install new ramada on west side of Silverlake Park per master plan.	\$125,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees



### Table 15.5 - Capital Improvement Projects | Sports Field and Lights

Refer to the Recommendations Chapter for additional details regarding strategies that support these recommended capital improvements. In some cases, the strategy's description has been shortened for ease of reading in this chart.

Priority	Strategy Number(s)	Category	Location	Amenity
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jesse Owens Park	Adult Baseball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Adult Baseball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Toumeny Park	MP Field - Large - not lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Menlo Park	MP Field - Small - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	James Thomas Park	Soccer Field - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Menlo Park	Soccer Field - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jacobs Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jacobs Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Softball - lighted

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Menlo Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Palo Verde Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Palo Verde Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Rudy Garcia Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Rudy Garcia Park	Softball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Youth Baseball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Palo Verde Park	Youth Baseball - lighted
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Joaquin Murrieta Park	baseball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Stefan Gollob Park	Baseball - pony
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Rudy Garcia Park	Little League

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span. Consult master plan.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #3. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Palo Verde Park	multi-purpose
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Jacobs-Ochoa Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Jacobs-Ochoa Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Lakeside Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Menlo Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Morris K. Udall Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Morris K. Udall Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Rudy Garcia Park	soccer
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Abraham Lincoln Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Abraham Lincoln Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Abraham Lincoln Park	softball

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
Replacement Lights	Lighting replacement needed at field #6. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field G. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field H. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field C. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field A. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field A. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field B. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed field A. High Pressure Sodium is beyond useful life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed on field #1. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed on field #2. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed on field #3. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Abraham Lincoln Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Freedom Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Joaquin Murrieta Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Joaquin Murrieta Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Joaquin Murrieta Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	John F. Kennedy Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Lakeside Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Menlo Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Rudy Garcia Park	softball
1	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Santa Rita Park	softball
2	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Christopher Columbus Park	Little League

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
Replacement Lights	Lighting replacement needed on field #4. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span. Consult master plan.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span. Consult master plan.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span. Consult master plan.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span. Consult master plan.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #1. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field #2. High Pressure Sodium is beyond useful life span.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
New Lights	New lights on existing field #1.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees



Priority	Strategy Number(s)	Category	Location	Amenity
2	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Christopher Columbus Park	Little League
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Mansfield Park	Adult Baseball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Groves Park	MP Field - Large - not lighted
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Stefan Gollob Park	MP Field - Large - not lighted
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Stefan Gollob Park	MP Field - Large - not lighted
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Sears Park	MP Field - Small - not lighted
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Sears Park	MP Field - Small - not lighted
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jacobs Park	Soccer Field - lighted
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Desert Vista Campus - PCC	Soccer Field - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jacobs Park	Soccer Field - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Santa Rosa Park	Soccer Field - no lights

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
New Lights	New lights on existing field #2.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants

Priority	Strategy Number(s)	Category	Location	Amenity
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Desert Vista Campus - PCC	Softball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jacobs Park	Softball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Jacobs Park	Youth Baseball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Youth Baseball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Youth Baseball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Rudy Garcia Park	Youth Baseball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Santa Rosa Park	Youth Baseball - no lights
2	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Joaquin Murrieta Park	Youth Baseball Infield - no lights
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Gene C. Reid Park	baseball
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Jacobs Park	baseball
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Joaquin Murrieta Park	baseball

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
2	Renovation needed. Consult master plan.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
New Lights	New lights on existing field #5.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #1.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #1. Consult master plan.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Santa Rosa Park	baseball
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Rudy Garcia Park	Little League
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Rudy Garcia Park	Little League
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Jacobs Park	multi-purpose
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Jacobs Park	multi-purpose
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Joaquin Murrieta Park	multi-purpose
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Palo Verde Park	multi-purpose
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Purple Heart Park	multi-purpose
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Estevan Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Golf Links Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Jacobs Park	soccer

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
New Lights	New lights on existing field #1.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #5.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #6.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field S.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field E.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #6. Consult master plan.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #3.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing MPF.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #1.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field C.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field A.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees

Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	John F. Kennedy Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Menlo Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Oak Tree Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Rudy Garcia Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Santa Rosa Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Juhan Park	softball
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Palo Verde Park	softball
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Purple Heart Park	softball
3	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Stefan Gollob Park	softball
3	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Fort Lowell Park	Adult Baseball - no lights
3	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Fort Lowell Park	Softball - no lights

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
New Lights	New lights on existing field A. Consult master plan.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field B.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #1.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field C.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field A.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	Light existing softball field.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #7.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #1.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on existing field #1.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
2	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
1	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants



Priority	Strategy Number(s)	Category	Location	Amenity
3	12.1.04	Reinvestment - Sports Fields and Lights - Renovation of Field	Fort Lowell Park	Softball - no lights
3	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Abraham Lincoln Park	soccer
3	12.1.04	Reinvestment - Sports Fields and Lights - Replace Lights	Abraham Lincoln Park	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Edsmonds Station	baseball
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Abraham Lincoln Park	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Abraham Lincoln Park	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Edsmonds Station	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	John F. Kennedy Park	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	John F. Kennedy Park	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Santa Cruz River Park	soccer
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Edsmonds Station	softball

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
1	Renovation needed.	\$250,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field A. Metal halide (not Musco) is reaching the end of its life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
Replacement Lights	Lighting replacement needed at field B. Metal halide (not Musco) is reaching the end of its life span.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants
New Field with Lights	Master planned fields (4).	\$3,400,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Install new softball or soccer field per master plan.	\$1,700,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Install new softball or soccer field per master plan.	\$1,700,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master planned fields (10).	\$8,500,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Field build out per master plan.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Install new soccer field with lights in NW sector of park. Consult master plan.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Install new field with lights north of the Arizona School for the Deaf and Blind.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master planned fields (4).	\$3,400,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees

Priority	Strategy Number(s)	Category	Location	Amenity
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Lakeside Park	softball
4	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	James Thomas Park	soccer
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Christopher Columbus Park	baseball
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Ft. Lowell Park	baseball
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Morris K. Udall Park	baseball
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Morris K. Udall Park	Little League
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Ft. Lowell Park	multi-purpose
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Christopher Columbus Park	soccer
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Ft. Lowell Park	soccer
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Morris K. Udall Park	soccer
5	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Morris K. Udall Park	softball

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
New Field with Lights	Install new softball field with lights on west side.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	New lights on second soccer field.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Construct new adult baseball field with lights per maste plan.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes one baseball field.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes two baseball fields.	\$2,000,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes two Little League fields.	\$1,700,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes two MPFs.	\$1,700,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Construct 9 new soccer fields with lights per master plan.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes two soccer fields.	\$1,700,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes 2 soccer fields.	\$1,700,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Master plan build out includes two softball fields.	\$1,600,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees



Priority	Strategy Number(s)	Category	Location	Amenity
5	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Sunnyside Park	baseball
5	12.1.04	Reinvestment - Sports Fields and Lights - New Lights	Sunnyside Park	softball
4	12.1.04	Reinvestment - Sports Fields and Lights - New Field with Lights	Jacobs Park	soccer

Conditional Score	Description of Project	Cost Estimate	Potential Funding Source
New Lights	Light existing baseball field on north side. Renegotiate IGA to include field.	\$292,500	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Lights	Light softball field on southeast sector. Renegotiate IGA to include field.	\$260,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees
New Field with Lights	Construct new soccer field and move ramada near existing soccer fields.	\$850,000	Proposed sales tax referendum/bond issue, proposed self sustaining fund, proposed extraordinary maintenance fund, grants, impact fees



# APPENDIX A - QUESTIONNAIRE RESULTS



# SPRING 2016 PUBLIC OPEN HOUSE QUESTIONNAIRE RESULTS

## Introduction

As a part of the second round of public participation for the City of Tucson Parks and Recreation System Master Plan, four public open houses were held, and two events were attended (Eggstravaganza and Cesar Chavez Day) in order to check-in and verify information gathered during the first round of open houses in Fall 2015. A questionnaire was distributed at each open house and event attendees were asked to complete the questionnaire by Norris Design and Gordley Group staff members. Overall, 218 questionnaires were completed. The results of this questionnaire are presented below.

## Methodology

Representatives from Norris Design and Gordley Group attended two public events and conducted four public open houses as a part of the second round of public participation for the City of Tucson Parks and Recreation Master Plan. At each event and or open house questionnaires were distributed to attendees and were encouraged to complete and return the questionnaire to designated staff from Norris Design or Gordley Group. Each questionnaire included nine questions and took less than five minutes to complete. The questionnaires were then analyzed in conjunction with previously collected data to identify trends and verify data.

## Spring 2016 Public Open House - Questionnaire Results

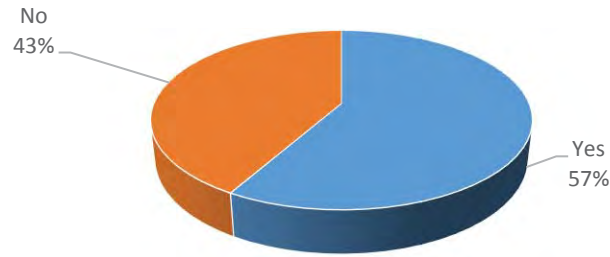
Overall, 218 questionnaires were returned as a part of this effort. The vast majority of the questionnaires were collected at two separate events. 118 questionnaires were collected at Eggstravaganza, which took place at Mansfield Park on March, 26th 2016. 84 questionnaires were collected at Cesar Chavez Day, which took place at Rudy Garcia Park on March 19th, 2016. The remaining 25 questionnaires were completed as a part of the four public open houses that were held between April 13th and April 20th of 2016. Below is a complete break-down of each question included in the questionnaire.

Event	Number of Questionnaires	Location	Date
Eggstravaganza	118	Mansfield Park	March 26, 2016
Cesar Chavez Day	84	Rudy Garcia Park	March 19, 2016
Public Open House Ward 2	6	Udall Center	April 13, 2016
Public Open House Ward 4	9	Desert Sky Middle School	April 20, 2016
Public Open House Ward 5	8	El Pueblo Center	April 12, 2016
Public Open House Ward 6	2	Randolph Golf Course	April 14, 2016
Total Questionnaires	227		

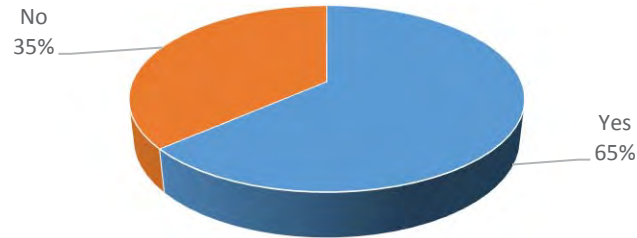
**Question 1:**

Have You heard of the following annual special events by Tucson Parks and Recreation?

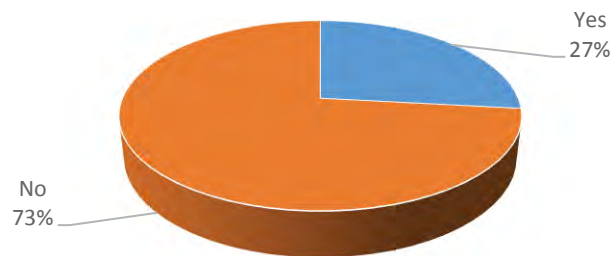
1a) Family Festival in the Park?



1b) Eggstravaganza?



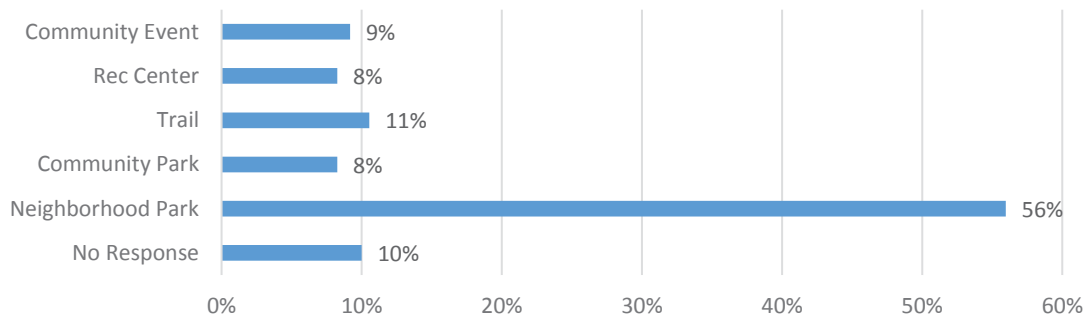
1c) Boo Bash?



When asked, a majority of Tucson residents (57-65%) who completed this questionnaire, were aware of or had heard of Family Fun Fest and Eggstravaganza, but were unaware of Boo Bash (73% responded that they had not heard of this City of Tucson event).

### Question 2:

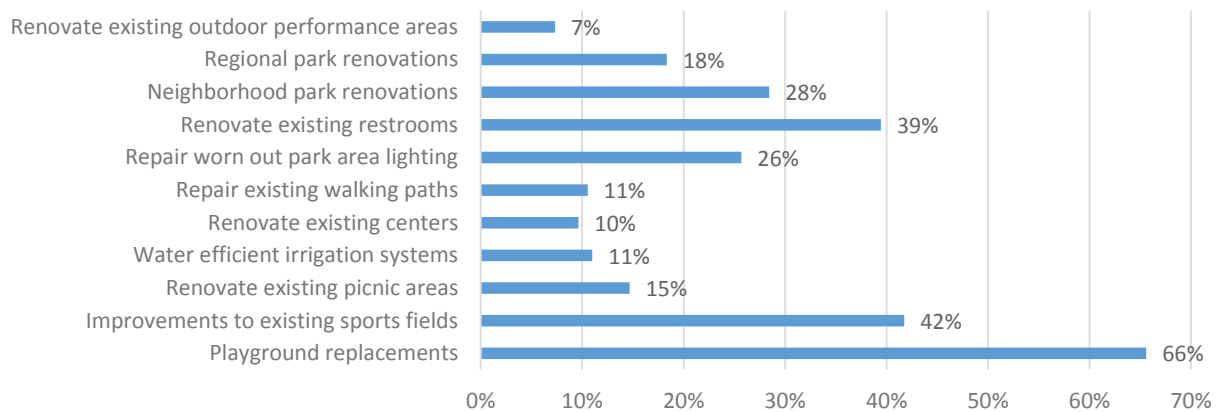
Which are you more likely to visit in the next month?



When asked where they were more likely to visit in the next month, a majority of Tucson residents who completed this questionnaire (56% of respondents), replied that they would visit a neighborhood park. Community events, recreation centers, and trails all split the remained of the responses, all garnering between 8-11% of responses.

### Question 3:

What types of reinvestment projects would you recommend the Tucson Parks and Recreation department prioritize? Choose Four.



When asked what types of reinvestment projects questionnaire participants would prioritize, participants overwhelmingly chose playground replacements. Improvements to existing sports fields, renovate existing restrooms, neighborhood park renovations, and repairing worn out park area lighting, however, also received a large percentage of votes from questionnaire participants.

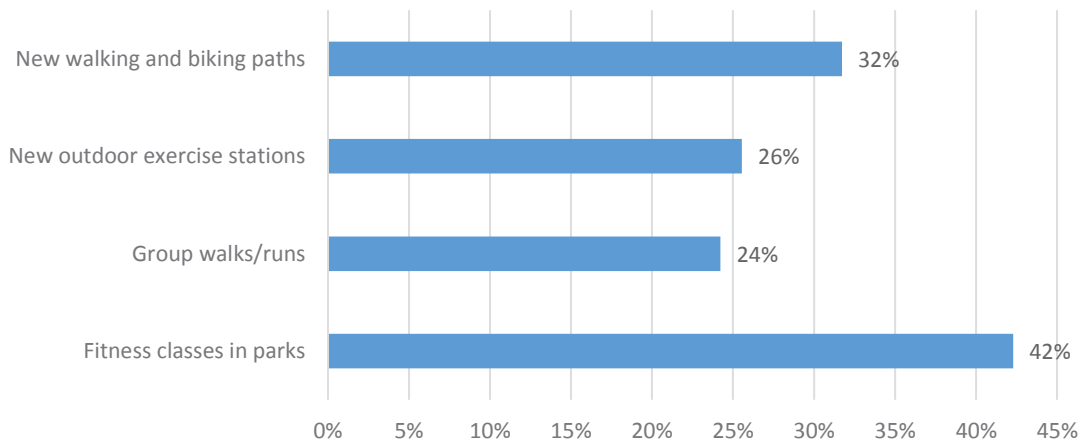
### Question 4:

What types of health and wellness programs or facilities would encourage you to use Tucson Parks and Recreation facilities more often?

This question was left open ended, so a variety of answers were received. The number one thing that questionnaire respondents wrote in for this answer was to include more bicycle and walking paths. Other responses included: pickleball, shade, roller derby center, splash pad, indoor facilities, indoor basketball courts, fitness rooms, water aerobics, support for disabled citizens, weight room upgrades, park clean up, health fairs, art programs, affordable classes, walking groups, drinking fountains, food bank services, safety, more sports fields and teams, playgrounds, and summer camps.

**Question 5:**

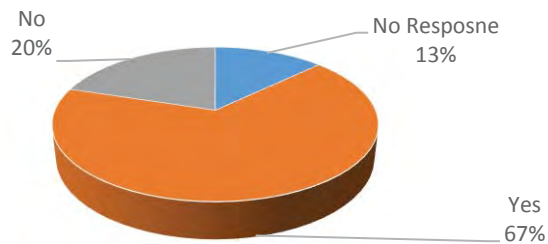
What types of investment in health and wellness programs or facilities in the Tucson Parks and Recreation system would you most support? (Respondents were able to choose multi-options)



When asked what types of investment in health and wellness programs or facilities questionnaire participants would support, fitness classes in parks was chosen the most times with 42% of respondents choosing this option. The other three options, new walking and biking paths, new outdoor exercise stations, and group walks/runs were all chosen at a similar rate meaning that all of the provided answers were of some importance to questionnaire participants.

**Question 6:**

Would you participate in routine public outreach by the Tucson Parks and Recreation department via social media, online surveys, or emailed input to inform the department about community needs?

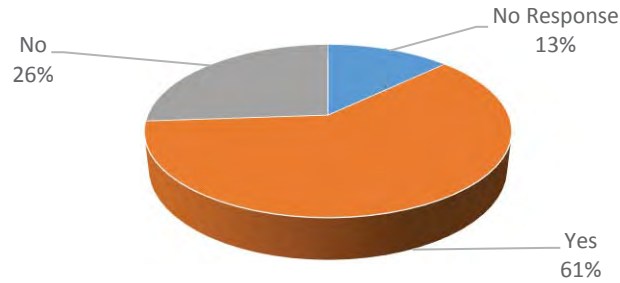


When asked if they would participate in public outreach by the Tucson Parks and Recreation Department, over 60% of questionnaire participants responded that they would participate, 20% said that they would not participate, and 13% had no response.



**Question 7:**

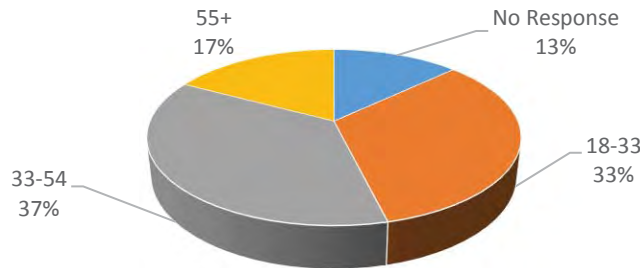
Would you consider volunteering your time at a Tucson Parks and Recreation facility or program?



When asked if they would consider volunteering personal time at a Tucson Parks and Recreation facility or program, 61% of questionnaire participants responded that they would volunteer their time, 26% responded that they would not volunteer, and 13% had no response.

**Question 8:**

What is your age?



37 percent of the questionnaire participants are between the ages of 33-54, 33% are between the age of 18-33 percent. 17% were over the age of 55 years old, and 13% of questionnaire participants did not respond to this question.

**Question 9:**

What is your zip code?

Zip Code	Number of People
85705	21
85713	20
85706	16
85745	14
85714	13
85712	11
85719	11

The zip code that had the most questionnaire participants is the 85705 zip code with 21 participants, followed by 85713 with 20, and 85706 with 16 participants. The top zip codes are all located within Tucson's west/southwest areas of the city.

## Findings

Overall, citizens that participated in this questionnaire were well informed about City of Tucson Parks and Recreation events, they are likely to visit neighborhood parks and use the city's trail system. Questionnaire participants would like to see playground replacements, and also support improvements to existing sports fields, renovate existing restrooms, and neighborhood park renovations. Participants would support investments in fitness classes in parks new walking and biking paths and new outdoor exercise stations. In the future, participants responded that they would participate in public outreach events and were interested in volunteering for the Parks and Recreation Department. Finally, a majority questionnaire participants were between the ages of 33-55 and live in west/south Tucson.



# APPENDIX B - INVENTORY ANALYSIS TABLES



**Table 9.3 Mini Parks**

LOCATION NAME	CLASSIFICATION	ACRES
ALENE DUNLAP SMITH GARDEN	MINI PARK	0.1
CENTENNIAL PARK	MINI PARK	0.1
CESAR CHAVEZ PARK	MINI PARK	0.1
CHEROKEE PARK	MINI PARK	0.6
COOPER LONGFELLOW PARK	MINI PARK	0.3
EL PARQUE DE SAN COSME	MINI PARK	0.8
EL TIRADITO WISHING SHRINE	MINI PARK	0.1
GARDEN OF GETHSEMANE	MINI PARK	0.7
GRANT AND CAMPBELL PARK	MINI PARK	0.5
KEELING DESERT PARK	MINI PARK	0.4
LA MARIPOSA PARK	MINI PARK	0.5
LA PILITA	MINI PARK	0.1
LA PLACITA PARK	MINI PARK	0.4
LAGUNA PARK	MINI PARK	0.2
MANUEL VALENZUELA ALVAREZ PARK	MINI PARK	0.2
MELISSA AND NIVEN PARK	MINI PARK	0.1
MIRAMONTE PARK	MINI PARK	0.6
OCHOA PARK	MINI PARK	0.7
PARQUE DE ORLANDO Y DIEGO MENDOZA	MINI PARK	0.3
RIVERVIEW PARK	MINI PARK	0.8
ROSENDO S PEREZ PARK	MINI PARK	0.2
SAN ANTONIO PARK	MINI PARK	0.7
SAN GABRIEL PARK	MINI PARK	0.5
SEMINOLE PARK	MINI PARK	0.4
STREET SCENE PARK	MINI PARK	0.6
WAVERLY CIRCLE PARK	MINI PARK	0.5
TOTAL		10.6

**Table 9.4 Neighborhood Parks**

LOCATION NAME	CLASSIFICATION	ACRES
20-30 CLUB PARK	NEIGHBORHOOD	1.5
ALVERNON PARK	NEIGHBORHOOD	3.1
AMPHI NEIGHBORHOOD PARK	NEIGHBORHOOD	1.7
ARMORY PARK	NEIGHBORHOOD	4.0
BALBOA HEIGHTS PARK	NEIGHBORHOOD	1.7
BONITA PARK	NEIGHBORHOOD	1.4
BRAVO PARK	NEIGHBORHOOD	5.3
BRISTOL PARK	NEIGHBORHOOD	2.0
CATALINA PARK	NEIGHBORHOOD	3.7
CHERRY AVENUE PARK	NEIGHBORHOOD	5.0
CHILDRENS MUSEUM	NEIGHBORHOOD	1.2
CONNER PARK	NEIGHBORHOOD	1.7
COUNTRY CLUB ANNEX PARK	NEIGHBORHOOD	2.8
DAVID G HERRERA AND RAMON QUIROZ PARK	NEIGHBORHOOD	6.6
DE ANZA PARK	NEIGHBORHOOD	4.4
DESERT AIRE PARK	NEIGHBORHOOD	1.7
DESERT SHADOWS PARK	NEIGHBORHOOD	5.7
EL RIO PARK	NEIGHBORHOOD	4.8
ESCALANTE PARK	NEIGHBORHOOD	5.2
ESTEVAN PARK	NEIGHBORHOOD	8.2
FRANCISCO ELIAS ESQUER PARK	NEIGHBORHOOD	6.3
GRIJALVA PARK	NEIGHBORHOOD	3.2
GROVES PARK	NEIGHBORHOOD	11.9
HAROLD B WRIGHT PARK	NEIGHBORHOOD	2.3
HARRIET JOHNSON PARK	NEIGHBORHOOD	1.3
HIGHLAND VISTA PARK	NEIGHBORHOOD	3.3
HOFFMAN PARK	NEIGHBORHOOD	3.8
IRON HORSE PARK	NEIGHBORHOOD	2.7
JACINTO PARK	NEIGHBORHOOD	1.2
JAMES THOMAS PARK	NEIGHBORHOOD	8.9
JULIAN WASH ARCHAEOLOGICAL PARK	NEIGHBORHOOD	16.2
LA MADERA PARK	NEIGHBORHOOD	5.8
LIMBERLOST FAMILY PARK	NEIGHBORHOOD	6.6
LINDEN PARK	NEIGHBORHOOD	4.3
MANUEL HERRERA JR PARK	NEIGHBORHOOD	3.5
MCCORMICK PARK	NEIGHBORHOOD	14.2
MENLO PARK	NEIGHBORHOOD	10.9
MESA VILLAGE PARK	NEIGHBORHOOD	2.4
MICHAEL PERRY PARK	NEIGHBORHOOD	7.6
MIRASOL PARK	NEIGHBORHOOD	5.3

**Table 9.4 Neighborhood Parks - Continued**

LOCATION NAME	CLASSIFICATION	ACRES
MITCHELL PARK	NEIGHBORHOOD	1.6
NORTH SIXTH AVENUE DOG PARK	NEIGHBORHOOD	1.3
OAK TREE PARK	NEIGHBORHOOD	7.4
ORMSBY PARK	NEIGHBORHOOD	4.6
PARKVIEW PARK	NEIGHBORHOOD	3.5
PINECREST PARK	NEIGHBORHOOD	1.6
PUEBLO GARDENS	NEIGHBORHOOD	5.9
ROLLING HILLS PARK	NEIGHBORHOOD	4.3
SANTA ROSA PARK	NEIGHBORHOOD	7.9
SEARS PARK	NEIGHBORHOOD	9.7
STEFAN GOLLOB PARK	NEIGHBORHOOD	7.5
SUNSET PARK	NEIGHBORHOOD	1.1
SWAN PARK	NEIGHBORHOOD	6.2
SWANWAY PARK	NEIGHBORHOOD	2.3
TAHOE PARK	NEIGHBORHOOD	2.5
TERRA DEL SOL PARK	NEIGHBORHOOD	2.3
TOUMEY PARK	NEIGHBORHOOD	6.6
VEINTE DE AGOSTO PARK	NEIGHBORHOOD	1.0
VERDUGO PARK	NEIGHBORHOOD	0.8
VILLA SERENA PARK	NEIGHBORHOOD	1.5
VISTA DEL PRADO PARK	NEIGHBORHOOD	8.6
VISTA DEL PUEBLO PARK	NEIGHBORHOOD	3.7
VISTA DEL RIO CULTURAL RESOURCE PARK	NEIGHBORHOOD	3.8
WILSHIRE PARK	NEIGHBORHOOD	2.5
TOTAL		291.9

**Table 9.5 School Parks**

LOCATION NAME	CLASSIFICATION	ACRES
AMPHI HIGH SCHOOL	SCHOOL PARK	12.8
BLENMAN ELEMENTARY SCHOOL	SCHOOL PARK	3.3
BLOOM ELEMENTARY SCHOOL	SCHOOL PARK	6.3
CATALINA HIGH SCHOOL	SCHOOL PARK	15.0
CAVETT ELEMENTARY SCHOOL	SCHOOL PARK	4.6
CHOLLA HIGH SCHOOL	SCHOOL PARK	2.9
CORBETT ELEMENTARY SCHOOL	SCHOOL PARK	0.3
DAVIDSON ELEMENTARY SCHOOL	SCHOOL PARK	3.2
DESERT VISTA CAMPUS - PCC	SCHOOL PARK	4.5
DOOLEN MIDDLE SCHOOL	SCHOOL PARK	8.0
DRACHMAN PRIMARY MAGNET SCHOOL	SCHOOL PARK	5.3
DUNHAM ELEMENTARY SCHOOL	SCHOOL PARK	5.8
GRIJALVA ELEMENTARY SCHOOL	SCHOOL PARK	2.6
HUDLOW ELEMENTARY SCHOOL	SCHOOL PARK	5.3
JEFFERSON ELEMENTARY SCHOOL	SCHOOL PARK	1.3
MENLO PARK ELEMENTARY SCHOOL	SCHOOL PARK	3.1
MILES ELEMENTARY SCHOOL	SCHOOL PARK	2.6
PIMA COMMUNITY COLLEGE WEST CAMPUS	SCHOOL PARK	1.4
RICHEY ELEMENTARY SCHOOL	SCHOOL PARK	2.5
ROSE ELEMENTARY SCHOOL	SCHOOL PARK	6.0
SAINT JOHN'S SCHOOL PARK	SCHOOL PARK	4.2
SANTA CRUZ PARK	SCHOOL PARK	12.7
SUNNYSIDE PARK	SCHOOL PARK	32.5
TOWNSEND MIDDLE SCHOOL	SCHOOL PARK	7.4
WAKEFIELD MIDDLE SCHOOL	SCHOOL PARK	5.0
WHEELER ELEMENTARY SCHOOL	SCHOOL PARK	3.0
WRIGHT ELEMENTARY SCHOOL	SCHOOL PARK	2.6
TOTAL		164.3



**Table 9.6 Community Parks**

LOCATION NAME	CLASSIFICATION	ACRES
EL PUEBLO PARK	COMMUNITY	32.2
FREEDOM PARK	COMMUNITY	39.1
HIMMEL PARK	COMMUNITY	25.4
JESSE OWENS PARK	COMMUNITY	38.6
JUHAN PARK	COMMUNITY	15.4
MANSFIELD PARK	COMMUNITY	20.8
MISSION MANOR PARK	COMMUNITY	38.2
PALO VERDE PARK	COMMUNITY	27.6
PURPLE HEART PARK	COMMUNITY	37.2
RANDOLPH PARK	COMMUNITY	26.6
RIO VISTA NATURAL RESOURCE PARK	COMMUNITY	36.3
SAN JUAN PARK	COMMUNITY	36.3
SANTA RITA PARK	COMMUNITY	22.2
TOTAL		395.9

**Table 9.7 Metro Parks**

LOCATION NAME	CLASSIFICATION	ACRES
CASE PARK	METRO PARK	53.0
CHUCK FORD LAKESIDE PARK	METRO PARK	49.8
FORT LOWELL PARK	METRO PARK	62.7
GENE C REID PARK	METRO PARK	156.2
GOLF LINKS SPORTS COMPLEX	METRO PARK	49.0
GREASEWOOD PARK	METRO PARK	152.1
JACOBS PARK	METRO PARK	48.0
JOAQUIN MURRIETA PARK	METRO PARK	49.0
JOHN F KENNEDY PARK	METRO PARK	162.7
MORRIS K UDALL PARK	METRO PARK	166.1
RUDY GARCIA PARK	METRO PARK	44.9
SILVERLAKE PARK	METRO PARK	51.1
TOTAL		1044.6

**Table 9.8 Regional Parks**

LOCATION NAME	CLASSIFICATION	ACRES
ABRAHAM LINCOLN PARK	REGIONAL PARK	201.0
CHRISTOPHER COLUMBUS PARK	REGIONAL PARK	231.7
SENTINEL PEAK PARK	REGIONAL PARK	372.8
TOTAL		805.4

**Table 9.9 Greenways**

LOCATION NAME	CLASSIFICATION	ACRES	Miles
ARROYO CHICO GREENWAY	GREENWAY	0.5	4.4
EL PASO AND SOUTHWESTERN GREENWAY	GREENWAY	2.4	.27
ROBB WASH GREENWAY	GREENWAY	0.6	.21
RODEO WASH GREENWAY	GREENWAY	10.3	1.1
TOTAL		13.7	5.98

**Table 9.10 River Parks**

LOCATION NAME	CLASSIFICATION	ACRES	Miles
PANTANO RIVER PARK	RIVER PARK	21.0	1.2
SANTA CRUZ RIVER PARK	RIVER PARK	87.8	4.3
TOTAL		108.8	5.5

**Table 9.11 Golf Courses**

LOCATION NAME	CLASSIFICATION	ACRES
SILVERBELL GOLF COURSE	GOLF COURSE	178.1
EL RIO GOLF COURSE	GOLF COURSE	106.4
FRED ENKE GOLF COURSE	GOLF COURSE	202.3
RANDOLPH DELL URICH GOLF COURSE	GOLF COURSE	120.3
RANDOLPH NORTH GOLF COURSE	GOLF COURSE	136.5
SILVERBELL DRIVING RANGE	DRIVING RANGE	9.6
EL RIO DRIVING RANGE	DRIVING RANGE	4.1
FRED ENKE DRIVING RANGE	DRIVING RANGE	16.2
RANDOLPH DRIVING RANGE	DRIVING RANGE	10.3
TOTAL		783.9

**Table 9.12 Maintenance Responsibilities**

LOCATION NAME	CLASSIFICATION	ACRES
COMMUNITY FOODBANK PLAYGROUND	MAINTENANCE RESPONSIBILITY	0.6
DAVIS MONTHAN AFB BALLFIELDS	MAINTENANCE RESPONSIBILITY	23.3
EAST DISTRICT COMPOUND	MAINTENANCE RESPONSIBILITY	10.3
EVERGREEN CEMETARY VETERANS PLOTS	MAINTENANCE RESPONSIBILITY	2.8
FORT LOWELL APARTMENTS	MAINTENANCE RESPONSIBILITY	2.5
GATEWAY PARK	MAINTENANCE RESPONSIBILITY	2.7
LEON PROPERTY	MAINTENANCE RESPONSIBILITY	0.2
MEL	MAINTENANCE RESPONSIBILITY	0.0
MISSION GARDENS	MAINTENANCE RESPONSIBILITY	3.5
MODELPLEX	MAINTENANCE RESPONSIBILITY	10.1
PERFORMING ARTS CENTER	MAINTENANCE RESPONSIBILITY	0.3
PRESIDIO SAN AGUSTIN DEL TUCSON	MAINTENANCE RESPONSIBILITY	0.4
SUNSET VILLA PLAYGROUND	MAINTENANCE RESPONSIBILITY	0.1
THOMAS PRICE CENTER	MAINTENANCE RESPONSIBILITY	46.1
TPD ACADEMY	MAINTENANCE RESPONSIBILITY	148.9
TPD HEADQUARTERS	MAINTENANCE RESPONSIBILITY	0.3
TPD HELIPORT	MAINTENANCE RESPONSIBILITY	0.6
TPD IMPOUND LOT	MAINTENANCE RESPONSIBILITY	5.0
TPD SANTA CRUZ SUBSTATION	MAINTENANCE RESPONSIBILITY	1.4
VISTA DEL RIO PLAYGROUND	MAINTENANCE RESPONSIBILITY	0.1
WARD 1	MAINTENANCE RESPONSIBILITY	0.4
WARD 5	MAINTENANCE RESPONSIBILITY	1.7
TOTAL		261.3

**Table 9.13 Open Space/Undeveloped Parcels**

NAME	CLASSIFICATION	ACRES
DISCOVERY RIDGE OPEN SPACE	OPEN SPACE	12.1
OPEN SPACE - SILVERBELL (RP521)	OPEN SPACE	1.1
OPEN SPACE - SILVERBELL-BOYER (RP531, 531)	OPEN SPACE	70.4
OPEN SPACE - SILVERBELL-GORET (RP5321)	OPEN SPACE	24.9
OPEN SPACE - SILVERBELL-HILLS OF GOLD (RP521)	OPEN SPACE	0.3
OPEN SPACE (RP533)	OPEN SPACE	27.5
OPEN SPACE (RP535)	OPEN SPACE	9.7
VALLE ALLEGRE OPEN SPACE	OPEN SPACE	75.9
ALAMO WASH AT VALLEY RANCH	UNDEVELOPED	0.3
ANKLAM WASH	UNDEVELOPED	4.0
FAIRVIEW LOTS	UNDEVELOPED	1.9
GROVES UNDEVELOPED	UNDEVELOPED	7.9
HIDDEN HILLS WASH AT HARRISON ESTATES	UNDEVELOPED	3.1
JULIAN WASH AT LA ESTANCIA DE TUCSON	UNDEVELOPED	1.4
LA MAR PARK	UNDEVELOPED	2.7
PAINTED HILLS NATURAL RESOURCE PARK	UNDEVELOPED	30.2
PAINTED SUNSET GREENWAY	UNDEVELOPED	0.6
RAILROAD WASH GREENWAY	UNDEVELOPED	0.2
ROBERT A PRICE SR. PARK	UNDEVELOPED	18.4
RODEO WASH GREENWAY	UNDEVELOPED	4.7
SILVER CREEK GREENWAY	UNDEVELOPED	1.4
SILVERBELL-GORET (UNDEDICATED)	UNDEVELOPED	73.1
TOTAL		371.6





# APPENDIX C - LOS ANALYSIS DATA

**Table 10.1 Tucson Parks and Recreation Facilities**

NAME OF FACILITY	CLASSIFICATION	ACRES
ABRAHAM LINCOLN PARK	REGIONAL PARK	201.0
CHRISTOPHER COLUMBUS PARK	REGIONAL PARK	231.7
SENTINEL PEAK PARK	REGIONAL PARK	372.8
CASE PARK	METRO PARK	53.0
CHUCK FORD LAKESIDE PARK	METRO PARK	49.8
FORT LOWELL PARK	METRO PARK	62.7
GENE C REID PARK	METRO PARK	156.2
GOLF LINKS SPORTS COMPLEX	METRO PARK	49.0
GREASEWOOD PARK	METRO PARK	152.1
JACOBS PARK	METRO PARK	48.0
JOAQUIN MURRIETA PARK	METRO PARK	49.0
JOHN F KENNEDY PARK	METRO PARK	162.7
MORRIS K UDALL PARK	METRO PARK	166.1
RUDY GARCIA PARK	METRO PARK	44.9
SILVERLAKE PARK	METRO PARK	51.1
EL PUEBLO PARK	COMMUNITY PARK	32.2
FREEDOM PARK	COMMUNITY PARK	39.1
HIMMEL PARK	COMMUNITY PARK	25.4
JESSE OWENS PARK	COMMUNITY PARK	38.6
JUHAN PARK	COMMUNITY PARK	15.4
MANSFIELD PARK	COMMUNITY PARK	20.8
MISSION MANOR PARK	COMMUNITY PARK	38.2
PALO VERDE PARK	COMMUNITY PARK	27.6
PURPLE HEART PARK	COMMUNITY PARK	37.2
RANDOLPH PARK	COMMUNITY PARK	26.6
RIO VISTA NATURAL RESOURCE PARK	COMMUNITY PARK	36.3
SAN JUAN PARK	COMMUNITY PARK	36.3
SANTA RITA PARK	COMMUNITY PARK	22.2
RODEO GROUNDS	RODEO GROUNDS	37.8
AMPHI HIGH SCHOOL	SCHOOL PARK	12.8
BLENMAN ELEMENTARY SCHOOL	SCHOOL PARK	3.3
BLOOM ELEMENTARY SCHOOL	SCHOOL PARK	6.3
CATALINA HIGH SCHOOL	SCHOOL PARK	15.0
CAVETT ELEMENTARY SCHOOL	SCHOOL PARK	4.6
CHOLLA HIGH SCHOOL	SCHOOL PARK	2.9
CORBETT ELEMENTARY SCHOOL	SCHOOL PARK	0.3
DAVIDSON ELEMENTARY SCHOOL	SCHOOL PARK	3.2
DESERT VISTA CAMPUS - PCC	SCHOOL PARK	4.5
DOOLEN MIDDLE SCHOOL	SCHOOL PARK	8.0
DRACHMAN PRIMARY MAGNET SCHOOL	SCHOOL PARK	5.3
DUNHAM ELEMENTARY SCHOOL	SCHOOL PARK	5.8
GRIJALVA ELEMENTARY SCHOOL	SCHOOL PARK	2.6
HUDLOW ELEMENTARY SCHOOL	SCHOOL PARK	5.3

JEFFERSON ELEMENTARY SCHOOL	SCHOOL PARK	1.3
MENLO PARK ELEMENTARY SCHOOL	SCHOOL PARK	3.1
MILES ELEMENTARY SCHOOL	SCHOOL PARK	2.6
PIMA COMMUNITY COLLEGE WEST CAMPUS	SCHOOL PARK	1.4
RICHEY ELEMENTARY SCHOOL	SCHOOL PARK	2.5
ROSE ELEMENTARY SCHOOL	SCHOOL PARK	6.0
SAINT JOHN'S SCHOOL PARK	SCHOOL PARK	4.2
SANTA CRUZ PARK	SCHOOL PARK	12.7
SUNNYSIDE PARK	SCHOOL PARK	32.5
TOWNSEND MIDDLE SCHOOL	SCHOOL PARK	7.4
WAKEFIELD MIDDLE SCHOOL	SCHOOL PARK	5.0
WHEELER ELEMENTARY SCHOOL	SCHOOL PARK	3.0
WRIGHT ELEMENTARY SCHOOL	SCHOOL PARK	2.6
20-30 CLUB PARK	NEIGHBORHOOD PARK	1.5
ALVERNON PARK	NEIGHBORHOOD PARK	3.1
AMPHI NEIGHBORHOOD PARK	NEIGHBORHOOD PARK	1.7
ARMORY PARK	NEIGHBORHOOD PARK	4.0
BALBOA HEIGHTS PARK	NEIGHBORHOOD PARK	1.7
BONITA PARK	NEIGHBORHOOD PARK	1.4
BRAVO PARK	NEIGHBORHOOD PARK	5.3
BRISTOL PARK	NEIGHBORHOOD PARK	2.0
CATALINA PARK	NEIGHBORHOOD PARK	3.7
CHERRY AVENUE PARK	NEIGHBORHOOD PARK	5.0
CHILDRENS MUSEUM	NEIGHBORHOOD PARK	1.2
CONNER PARK	NEIGHBORHOOD PARK	1.7
COUNTRY CLUB ANNEX PARK	NEIGHBORHOOD PARK	2.8
DAVID G HERRERA AND RAMON QUIROZ PARK	NEIGHBORHOOD PARK	6.6
DE ANZA PARK	NEIGHBORHOOD PARK	4.4
DESERT AIRE PARK	NEIGHBORHOOD PARK	1.7
DESERT SHADOWS PARK	NEIGHBORHOOD PARK	5.7
EL RIO PARK	NEIGHBORHOOD PARK	4.8
ESCALANTE PARK	NEIGHBORHOOD PARK	5.2
ESTEVAN PARK	NEIGHBORHOOD PARK	8.2
FRANCISCO ELIAS ESQUER PARK	NEIGHBORHOOD PARK	6.3
GRIJALVA PARK	NEIGHBORHOOD PARK	3.2
GROVES PARK	NEIGHBORHOOD PARK	11.9
HAROLD B WRIGHT PARK	NEIGHBORHOOD PARK	2.3
HARRIET JOHNSON PARK	NEIGHBORHOOD PARK	1.3
HIGHLAND VISTA PARK	NEIGHBORHOOD PARK	3.3
HOFFMAN PARK	NEIGHBORHOOD PARK	3.8
IRON HORSE PARK	NEIGHBORHOOD PARK	2.7
JACINTO PARK	NEIGHBORHOOD PARK	1.2
JAMES THOMAS PARK	NEIGHBORHOOD PARK	8.9
JULIAN WASH ARCHAEOLOGICAL PARK	NEIGHBORHOOD PARK	16.2
LA MADERA PARK	NEIGHBORHOOD PARK	5.8



**Table 10.1 Tucson Parks and Recreation Facilities - Continued**

LIMBERLOST FAMILY PARK	NEIGHBORHOOD PARK	6.6
LINDEN PARK	NEIGHBORHOOD PARK	4.3
MANUEL HERRERA JR PARK	NEIGHBORHOOD PARK	3.5
MCCORMICK PARK	NEIGHBORHOOD PARK	14.2
MENLO PARK	NEIGHBORHOOD PARK	10.9
MESA VILLAGE PARK	NEIGHBORHOOD PARK	2.4
MICHAEL PERRY PARK	NEIGHBORHOOD PARK	7.6
MIRASOL PARK	NEIGHBORHOOD PARK	5.3
MITCHELL PARK	NEIGHBORHOOD PARK	1.6
NORTH SIXTH AVENUE DOG PARK	NEIGHBORHOOD PARK	1.3
OAK TREE PARK	NEIGHBORHOOD PARK	7.4
ORMSBY PARK	NEIGHBORHOOD PARK	4.6
PARKVIEW PARK	NEIGHBORHOOD PARK	3.5
PINECREST PARK	NEIGHBORHOOD PARK	1.6
PUEBLO GARDENS	NEIGHBORHOOD PARK	5.9
ROLLING HILLS PARK	NEIGHBORHOOD PARK	4.3
SANTA ROSA PARK	NEIGHBORHOOD PARK	7.9
SEARS PARK	NEIGHBORHOOD PARK	9.7
STEFAN GOLLOB PARK	NEIGHBORHOOD PARK	7.5
SUNSET PARK	NEIGHBORHOOD PARK	1.1
SWAN PARK	NEIGHBORHOOD PARK	6.2
SWANWAY PARK	NEIGHBORHOOD PARK	2.3
TAHOE PARK	NEIGHBORHOOD PARK	2.5
TERRA DEL SOL PARK	NEIGHBORHOOD PARK	2.3
TOUMEY PARK	NEIGHBORHOOD PARK	6.6
VEINTE DE AGOSTO PARK	NEIGHBORHOOD PARK	1.0
VERDUGO PARK	NEIGHBORHOOD PARK	0.8
VILLA SERENA PARK	NEIGHBORHOOD PARK	1.5
VISTA DEL PRADO PARK	NEIGHBORHOOD PARK	8.6
VISTA DEL PUEBLO PARK	NEIGHBORHOOD PARK	3.7
VISTA DEL RIO CULTURAL RESOURCE PARK	NEIGHBORHOOD PARK	3.8
WILSHIRE PARK	NEIGHBORHOOD PARK	2.5
ARROYO CHICO GREENWAY	GREENWAY	0.5
EL PASO AND SOUTHWESTERN GREENWAY	GREENWAY	2.4
ROBB WASH GREENWAY	GREENWAY	0.6
RODEO WASH GREENWAY	GREENWAY	10.3
EL PRESIDIO PLAZA	PLAZA	1.9
JACOME PLAZA	PLAZA	2.0
SCOTT AND CONGRESS PLAZA	PLAZA	0.04
ALENE DUNLAP SMITH GARDEN	MINI PARK	0.1
CENTENNIAL PARK	MINI PARK	0.1
CESAR CHAVEZ PARK	MINI PARK	0.1
CHEROKEE PARK	MINI PARK	0.6
COOPER LONGFELLOW PARK	MINI PARK	0.3

EL PARQUE DE SAN COSME	MINI PARK	0.8
EL TIRADITO WISHING SHRINE	MINI PARK	0.1
GARDEN OF GETHSEMANE	MINI PARK	0.7
GRANT AND CAMPBELL PARK	MINI PARK	0.5
KEELING DESERT PARK	MINI PARK	0.4
LA MARIPOSA PARK	MINI PARK	0.5
LA PILITA	MINI PARK	0.1
LA PLACITA PARK	MINI PARK	0.4
LAGUNA PARK	MINI PARK	0.2
MANUEL VALENZUELA ALVAREZ PARK	MINI PARK	0.2
MELISSA AND NIVEN PARK	MINI PARK	0.1
MIRAMONTE PARK	MINI PARK	0.6
OCHOA PARK	MINI PARK	0.7
PARQUE DE ORLANDO Y DIEGO MENDOZA	MINI PARK	0.3
RIVERVIEW PARK	MINI PARK	0.8
ROSENDO S PEREZ PARK	MINI PARK	0.2
SAN ANTONIO PARK	MINI PARK	0.7
SAN GABRIEL PARK	MINI PARK	0.5
SEMINOLE PARK	MINI PARK	0.4
STREET SCENE PARK	MINI PARK	0.6
WAVERLY CIRCLE PARK	MINI PARK	0.5
TOTAL		2767.84

**Table 10.2 Tucson LOS Compared to 2015 Population**

Park Type	Park Land	Park Land and Open Space	Park Land, Open Space, and Golf	All TPRD Facilities and Maintenance Responsibilities	All TPRD and Alternate Providers
Mini Park	10.6	10.6	10.6	10.6	10.6
Plaza	3.9	3.9	3.9	3.9	3.9
Neighborhood	291.9	291.9	291.9	291.9	291.9
School	164.3	164.3	164.3	164.3	164.3
Community	395.9	395.9	395.9	395.9	395.9
Metro	1,044.6	1,044.6	1,044.6	1,044.6	1,044.6
Regional	805.4	805.4	805.4	805.4	805.4
Greenways	13.8	13.8	13.8	13.8	13.8
Riverparks	87.8	87.8	87.8	87.8	87.8
Rodeo Grounds	37.8	37.8	37.8	37.8	37.8
Golf	X	X	712	712	712
Open Space	X	221.9	221.9	221.9	221.9
Undeveloped	X	154.3	154.3	154.3	154.3
Other City Facilities	X	X	X	261.3	261.3
Alternate Facility Providers	X	X	X	X	1,969.2
<b>Total Acres</b>	<b>2,658.0</b>	<b>3,253.2</b>	<b>4,037.1</b>	<b>4,298.4</b>	<b>6,267.6</b>
Park Area Ratio	5.44	6.15	7.63	8.12	11.84
Park Area Ratio = Acres/ 1,000 residents (Tucson 2015 Pop. 529,343)					

**Table 10.3 Tucson LOS Compared to 2015 Population**

2015 Population - 529,343						
	Minimum NRPA guideline		Maximum NRPA guideline		Tucson Current Service Level - Town-owned parcels	
	Min ac/1000 pop	Acres required	Max ac/1000 pop	Acres required	Current ac/pop	Acres provided
Mini Parks / Plazas	0.25		0.50		0.03	
2015 Total Ac Required		132.3		264.7		14.5
Neighborhood/School Parks	1.00		2.00		0.86	
2015 Total Ac Required		529.3		1058.7		471.3
Community Parks	5.00		8.00		0.75	
2015 Total Ac Required		2646.7		4234.7		394
Metro Parks	0.00		0.00		1.97	
		0.0		0.0		1044.6
Regional Parks	0.00		0.00		1.52	
		0.0		0.0		805.4
Greenways	0.00		0.00		0.03	
		0.0		0.0		13.8
Riverparks	0.00		0.00		0.21	
		0.0		0.0		87.8
Rodeo Grounds	0.00		0.00		0.07	
		0.0		0.0		37.8
Golf	0.00		0.00		1.48	
		0.0		0.0		712
Open Space areas	0.00		0.00		0.71	
		0.0		0.0		371.6
	6.25	3308.4	10.50	5558.1	7.63	3952.8



**Table 10.4 Tucson LOS Compared to Older Guidelines (2020 Populations)**

2020 Projected Population – 537,185						
	Minimum NRPA guideline		Maximum NRPA guideline		Tucson Current Service Level - City owned parcels	
	Min ac/1000 pop	Acres required	Max ac/1000 pop	Acres required	Current ac/pop	Acres provided
Mini Parks / Plazas	0.25		0.50		0.03	
2020 Total Ac Required		134.30		268.59		14.5
Neighborhood/School Parks	1.00		2.00		0.85	
2020 Total Ac Required		537.19		1074.37		471.3
Community Parks	5.00		8.00		0.74	
2020 Total Ac Required		2685.93		4297.48		394
Metro Parks	0.00		0.00		1.94	
		0.0		0.0		1044.6
Regional Parks	0.00		0.00		1.50	
		0.0		0.0		805.4
Greenways	0.00		0.00		0.03	
		0.0		0.0		13.8
Riverparks	0.00		0.00		0.20	
		0.0		0.0		87.8
Rodeo Grounds	0.00		0.00		0.07	
		0.0		0.0		37.8
Golf	0.00		0.00		1.46	
		0.0		0.0		712
Open Space areas	0.00		0.00		0.70	
		0.0		0.0		371.6
	6.25	3357.4	10.50	5640.4	7.52	3952.8

**Table 10.5 NRPA PRORAGIS Population per Facility Comparison**

	2015 PRORAGIS Median Population per Facility – All Agencies	Tucson Population per Facility
Recreation/Community Center	28,216	34,334
Senior Center	69,060	183,114
Gym	28,856	87,995
Swimming Pool	38,839	22,889
Basketball court (outdoor)	7,978	7,961
Tennis court (outdoor)	4,186	6,243
Volleyball court	21,592	18,311
Baseball Field	7,620	8,323
Diamond Fields - Baseball (youth)	No data	12,208
Diamond Fields - Baseball (adult)	No data	26,159
Softball	7,224	10,771
Multi-Purpose Rectangular Field	8,945	8,583
Soccer Field	6,282	16,647
Playground (5-12 year olds)	3,726	4,777
Tot Lots	13,739	28,913

**Table 8.6 2015 TPL City Park Facts Median Facility per Population**

	Median	Tucson Facility per Population
Recreation/Community Center/ 20,000 residents	0.7	0.72
Playground/ 10,000 residents	2.3	2.53
Tennis court (outdoor)/ 10,000 residents	1.7	1.66
Basketball Hoops/ 10,000 residents	2.24	2.66
Ball Fields/ 10,000 residents	1.48	2.21
Dog Park/ 100,000 residents	0.9	0.94
Skate Parks/ 100,000 residents	0.5	0.94
Disc Golf Courses	0.42	0.57
Restrooms	26.35	16.25
Swimming Pools/ 100,000 residents	2.0	4.53

\*Grey cells indicate numbers lower than the median.



# APPENDIX D - BENCHMARKING SUMMARY DATA





**CITY OF TUCSON, AZ PARKS AND RECREATION BENCHMARKING**

Name of Comparison City, Department:	City of Albuquerque Parks and Recreation Department	Colorado Springs, Parks, Recreation and Cultural Services	City of Las Vegas	Mesa Parks, Recreation and Commercial Facilities	City of Phoenix Parks and Recreation Department	City of Tucson Parks and Recreation Department
Contact Person:	Christina Sandoval	Tilah Larson	Kelly Schwarz	Aimee Manis	Jarod Rogers	
Title:	Principal Planner	Program Coordinator	Sr. Management Analyst	Management Assistant II	Landscape Architect II	
Phone:	505-768-5370	719-385-6532	702-229-6720	480-644-5327	602-534-1089	
Email:	cmsandoval@cabq.gov	tlarson@springsgov.com	kschwarz@lasvegasnevada.gov	aimee.manis@mesaaz.gov	jarod.rogers@phoenix.gov	
<b>SIZE OF JURISDICTION (FY 2016)</b>						
Square miles that your jurisdiction serves	189	186	135.8	136.45	517	236
Jurisdiction population	556,495	439,886	619,419	462,376	1,445,632	527,972
<b>OPERATING BUDGET</b>						
What is your department's TOTAL operating budget for FY 2016?	33,532,000	42,463,603	\$21,516,060	35,391,896	87,100,000	37,891,530
What is your department's FY 2016 operating budget for the following categories?						
a. Personnel (expenditures for all salaries and benefits)	19,364,567	14,984,832	\$12,702,940	13,111,087	56,000,000	22,747,980
b. Services (expenditures for all functions of the Department)	12,971,688	17,552,537 (operating)	\$2,111,321	15,405,790	23,200,000	11,603,340
c. Supplies	1,195,745		\$852,000	3,098,694	4,000,000	3,540,210
d. Equipment	-			1,613,881	300,000	0
e. Other:			\$5,849,799	2,162,444	3,600,000	
What is the amount of tax-based funding in your FY 2016 operating budget? [The sum of the tax based funding sources below should be the total tax-based funding in your FY 2016 operating budget.]			Taxes that come to the City are not separated by department - they go into a general fund. We refer to these as Consolidated Tax (C-Tax).			
a. Sales tax	29,019,000	9,364,165			n/a	
b. Special tax for parks and recreation		6,269,152			n/a	
c. Property tax		1,184,185			n/a	

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
d. Other: _____		2,343,028		25,793,071	n/a	36,454,370
What is the amount of each of the different types of revenues (non-tax funding) in your FY 2016 operating budget? [These amounts should sum to the total non-tax revenues and funding for your FY 2016 operating budget.]						
a. Center entry fees/memberships	1,033,000	7,236,506	\$953,527	855,131		556,670
b. Programs and class fees	473,000	1,956,627	\$2,091,986	4,294,907		1,472,410
c. Park facility rentals	322,000	525,665	\$2,849,715	1,873,625		772,500
d. Facility or property lease agreements	203,000		\$338,069	362,546		
e. Concessions, resale items	158,000	27,225	\$49,176	826,868		
f. Civic contributions (donations)		190,326	\$12,765	28,384	1,600,000	634,490
g. Non-federal grants			\$2,525	40,000	442,000	241,520
h. Federal grants	108,000		\$0	0	273,000	561,150
i. Other: Golf Course Revenue (Green Fees & Concession Rev)	3,803,000		(\$17,861)	1,317,364		2,140,120
What was the amount of funding spent in your FY 2015 operating budget for operating aquatics facilities?	1,384,708	853,062	\$2,093,332	3,376,665	5,000,000	2,532,740
What was the total amount of funding spent on your water utility usage for irrigation in FY 2015?	5,353,107	2,602,689 (through Nov)	\$2,875,440	not available	3,600,000	

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
Do you contract with outside providers for park maintenance? If yes, how much did you spend in FY 2015 on contracted maintenance services?	1,648,361	3,943,854	No	3,719,384	2,200,000	
If you contract with an outside provider for maintenance services, which of the following tasks are contracted? [Please indicate all that apply and amount spent.]			N/A			
a. Mowing	-	1,200,000			Yes	
b. Tree trimming	-	500,000				
c. Irrigation system repair	58,000			3,101,015 mowing, trimming and irrigation		
d. Electrical system repair and preventative maintenance (lights, service panels)	-				Yes	
e. Aquatics/pool system maintenance	53,700	853,062				
f. Cleaning restrooms/picnic areas/park facilities	-				Yes, trailheads only	
g. Equipment repair	431,784				Yes, tractors, golf carts	
h. Routinely emptying park trash cans and picking up trash in parks.	-					
i. Other: Contractual Services/temp Staffing	1,104,877	1390792		618,369		
<b>CAPITAL BUDGET</b>						
What is the total amount of your department's FY 2016 capital improvement budget ?	4,847,000	\$9,926,234	\$100,000	38,086,481	86,622,000	4,511,000
What is the amount of the following funding sources in your FY 2016 capital improvement budget?						

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
a. Your jurisdiction's general fund	563,000	75,000	\$100,000 (minor capital projects; major capital projects are handled/budgeted by a different department)	2,048,544	0	
b. Dedicated tax-based funds for parks and recreation		5,201,000			52,900,000	
c. General obligation bonds	4,284,000			31,652,813	3,400,000	
d. Revenue bonds (municipal bonds for a revenue generating project)						
e. State grants/funding		127,100				
f. Federal grants/funding				2,585,697		
g. Non-state or federal grants/funding		450,000				
h. Civic contributions/donations		750,000			808,000	
i. Certificates of participation		1,110,137			0	
j. Impact/development fees		800,000		562,608	16,400,000	
k. Other:		1,487,997		1,272,819	13,114,000	
<b>PERSONNEL</b>						
How many full-time (full-benefit/year-round) positions are in your FY 2016 operating budget?	268	168.75	93	137	679	314
How many non-full-time employee positions (seasonal, non-permanent, part time) are in your FY 2016 operating budget?	500	202	302	463	377	165
<b>VOLUNTEERS</b>						



Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
How many volunteers supported your parks and recreation department activities in FY 2015?	4803	2000	Not Tracked	2258		
Do you have an established, volunteer coordination procedure for managing and training volunteers?	yes	Yes	No	yes		
If you track volunteering, what was the number of hours worked by volunteers in FY 2015?		145,000		38,101		
PROGRAMS						
What is the total, annual number of participants that registered for FY 2015 programs and classes?		841,566 (includes programs offered by facility partners)	68,184	19,369	33346	21,253
Does your department charge non-resident fees? [Yes/No]	No	no, but certain programs are sliding scale based on free and reduced lunch qualification	No	yes	Yes/ Recreation Pass Resident Fee	
Do agencies outside your department provide recreational programming in your centers? If yes, approximately what percentage of the recreational programming that's offered is by outside agencies?	0	40%	Yes, Approx. 10%	varies based on facility and program type	Yes, 3%	
If agencies outside your department provide recreational programming in your centers, what types of contracts with those agencies support the programming they provide? [Please indicate all that apply.]						
a. Intergovernmental agreements		no	Yes	x	Another City Department	
b. Lease agreements with private, for-profit providers		yes	Yes	x		
c. Lease agreements with non-profit providers		yes	Yes	x		

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
d. No formal agreement exists		we do not have agreements with some partners	Yes			
e. Other: _____			Yes			
<b>FACILITIES (FY 2016)</b>						
How many of the following facilities does your parks and recreation department/agency operate?						
Recreation centers (more active recreation than a community center)	2	2	8	3	7	7
Community centers (more passive recreation and programming than a recreation center)	0	5	0		21	8
Senior centers	8	0	5	1	1	3
Teen centers (stand alone)		0	0	1	5	0
Playgrounds (ages 5-12, and older)	170	130	67	66	102	115
Tot lots (ages 2-5)			56		154	19
Swimming pools (indoor)				0	0	0
Number owned by your department?	5	2	2	0	0	0
Number owned by other providers and programmed by your department through an agreement/contract?		0	0	0	0	0
Swimming pools (outdoor)				9	29	
Number owned by your department?	7	3	4			26

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
Number owned by other providers and operated/programmed by your department?		0	0	0	0	
Spraygrounds/splash pads	3	3	22	2	9	5
Skate parks/skate facilities	6	7	11	2	7	5
Large rectangular multi-use fields (120 ft x 225 ft or larger; not dedicated to a diamond or rectangular field based sport)		75		10	132	
Lighted			9			1
Not Lighted			0			30
Small rectangular multi-use fields (less than 120 ft x 225 ft; not dedicated to a diamond or rectangular field based sport)						
Lighted			7			4
Not Lighted	91		0			28
Soccer fields (any dimension; dedicated to soccer, football, rugby, ultimate frisbee or other rectangular field based sports)		35			10	
Lighted	3		47	18		25
Not Lighted	18		10	0		8
Adult baseball	0	103			6	
Lighted				6		17
Not Lighted				4		4

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
Youth baseball					6	
Lighted	11		40	4		25
Not Lighted	31			0		20
Softball (dirt infield) fields					17	
Lighted	12		19	12		46
Not Lighted			1	0		5
Indoor basketball courts	0	4	7	4	17	
Outdoor basketball courts	57 full,67 half	174	56	55	119	61
Indoor pickleball courts	0	0	4	0	25	
Outdoor pickleball courts	25	15	4		9	0
Indoor weight and fitness rooms	0	2	10	1	24	11
Outdoor weight and fitness stations		0	18	7	125	136
Golf courses	4	2	4	1	5	5
Sports stadium/arenas	0	2	N/A		2	2
Seating Capacity of Stadiums/Arenas			N/A	1250	15,775	
Outdoor amphitheater	1	0	1	1	1	5
Seating Capacity of Amphitheater			3000	5000	20,000	

Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
Zoo	Run by Cultural Services	0	No	0	1	1
PARK LANDS (FY 2016)						
How many individual parks or sites does your department maintain or have management responsibility over?					240	
Total number of developed parks	278	205	68	212	186	157
Total number of acres of developed parks	2316	2212	1750	1901	4218	2877
Total number of non-park sites (water quality facilities, fire stations, undeveloped land, etc.)				8	0	42
Total number of non-park site acres				633	0	637.5
Total acres of right-of-way				0		0
Of the open space for which your department has management or maintenance responsibility, how many acres of land are:						
Undeveloped land (future park site, currently not developed, little maintenance)?	385	855		633	1107	154.3
Designated open space (permanent set aside, no planned park amenities, little maintenance)?	29,104	9555		0		221.9
Natural resource parks (passive park amenities in a preserved, natural resource setting)?				120	41075	242
What is the total mileage of greenways and trails managed by your agency?	145	181		4.55	421	37.96



Name of Comparison City, Department: Contact Person: Title: Phone: Email:	City of Albuquerque Parks and Recreation Department Christina Sandoval Principal Planner 505-768-5370 cmsandoval@cabq.gov	Colorado Springs, Parks, Recreation and Cultural Services Tilah Larson Program Coordinator 719-385-6532 tlarson@springsgov.com	City of Las Vegas Kelly Schwarz Sr. Management Analyst 702-229-6720 kschwarz@lasvegasnevada.gov	Mesa Parks, Recreation and Commercial Facilities Aimee Manis Management Assistant II 480-644-5327 aimee.manis@mesaaz.gov	City of Phoenix Parks and Recreation Department Jarod Rogers Landscape Architect II 602-534-1089 jarod.rogers@phoenix.gov	City of Tucson Parks and Recreation Department
What is the total mileage of the following types of greenways and trails managed by your agency?						
a. Multi-purpose paths (hard path, at least 12 ft wide, bicycle/pedestrian/equestrian users; e.g. riverparks)	145			0	125 - we don't have data currently available that differentiates between these two categories	10.4
b. Multi-purpose paths in an urban setting that integrate with transportation systems (hard path, at least 12 ft. wide, off street, bicycle/pedestrian/non-equestrian/linear park user; e.g. a hard path that connects parks, schools, neighborhoods, shopping, civic destinations)				0		7.7
c. Multi-purpose paths inside a park (hard path, exercise for park users; e.g. perimeter walking paths)				0.84		19.9
d. Hiking trails (soft path, natural resource setting, non-motorized users)	130			3.31	205	0
e. Other:				0.4		0

# APPENDIX E - FUNDING OPPORTUNITIES

## POTENTIAL FUNDING AND REVENUE SOURCES

The following provides a reference for traditional and alternative sources for supplemental fiscal support:

### TRADITIONAL FUNDING

**Marketing and Customer Service** - The goal is to win “customers” and retain their loyalty. Understanding the community’s needs and desires, as illustrated through the community survey, the City of Tucson can learn how to tailor its offerings to provide better services to its residents.

A market opportunity could also involve improving services for existing participants so as to increase the number of participants or the amount of use by repeat customers. Doing so could be as simple as improving communication with current user groups to better inform the local community about traditional offerings; or it may require greater analysis of options involving expansion of service hours or level of services provided. An important aspect is the determination of appropriate user fees.

**User Fees** - User fees are determined by the City of Tucson’s Revenue and Pricing Policy. The Policy guides the fees for those who utilize park and recreation programs, and may include facility admission, facility and equipment rental fees, athletic leagues, etc. It is important that Department track both direct and indirect costs, so as to set fees to cover equipment, labor, and maintenance for the support services it is providing. An annual review of fees should be completed to inform potential fee adjustment requests for Mayor and Council’s consideration. A comprehensive fee study is suggested to revisit the revenue and pricing policy.

**Internal Facility Improvement Fund** - This funding source is generated from a percentage of admissions to facilities or special events that can be dedicated to existing and future capital improvements at specific facilities or throughout the system. The fee is allocated to a dedicated fund to support future maintenance and improvements.

**Bonds** - The City’s currently bonding capacity depends on the source of income and can only

be evaluated based on projected revenue to pay the debt service. If a future bond referendum is a possibility and a bond were passed for capital funds for the development of new parks and facilities, it would be extremely important to identify additional funds to support operations and maintenance to support the new facilities.

**Dedicated Sales Tax** - Increasing this tax provides a steady funding source that could be dedicated for major repairs, renovations, or improvements to park facilities and recreation amenities. The lack of adequate capital investment threatens the quality of existing assets and limits the improvements to meet the current and future needs of the residents. An increase to the sales tax would generate stable annual funding to support the ongoing capital needs. In the community survey, 81% of Tucson residents responded that quality parks, trails and programs are important.

**Impact Fees** – Impact fees are charges assessed by local governments against new development projects to recover the cost incurred by government in providing the public facilities required to serve new development. Impact fees are only used to fund facilities, such as roads and parks that are directly associated with the new development. They may be used to pay the proportionate share of the cost of public facilities that benefit the new development. Tucson’s impact fees will be in conformance with ARS 9-463-05.

**Utility Roundup Program** - Work with the public utilities to establish a programs where consumers can voluntarily pay the difference between their bill up to an even dollar amount. The funds are used to support utility improvements such as sports lighting, irrigation and HVAC costs.

**Lease Back** - Lease back provides funding from a private sector entity to develop a facility such as a recreation center or aquatics facility and leases the facility back to the municipality to pay off the capital cost over a multi-year period.

**Parking Fee** - Evaluate a parking fee for sports tournaments and special events.

### FEDERAL FUNDING

#### **Community Development Block Grants (CDBG)**

- Although the program funds housing, public facilities, economic development and community

projects, recreation could be a minor component of the project. For example, a mini-park could be constructed on land purchased through the housing project which services primarily low to moderate income individuals.

**Land & Water Conservation Fund** - For many years since the mid 1960's, the Land and Water Conservation Fund (LWCF) program provided funds for outdoor recreation acquisition and development. However, over the last few years the funding has been extremely limited. The program is administered through the Arizona State Parks. The total funding available is \$468,000 with a maximum grant of \$200,000. These are matching grants requiring 50% of grant award (minimum) funds, in-kind services, and other grants. Funded projects must be maintained in perpetuity. The following activities qualify for the application:

- Outdoor recreation facilities
- Acquisition of park lands
- Baseball and soccer fields, bike parks, pools, playground equipment

The key dates are as follows:

- Arizona State Parks posts the LWCF manual in October 2016
- Applications are due December 1, 2016
- Applications reviewed December – January 2017
- National Parks Service approval = Spring 2017

**Legacy Grants** - The grants are administered by Arizona State Parks for low-income, underserved, outdoor recreation opportunities with a 50,000+ population. The Legacy Grant provisions provide opportunities for funding in the range of \$250,000 - \$750,000 as 50/50 match from state, local or private sources. The projects must begin within 1 year of award and be completed within 3 years.

**National Recreational Trails Program** - The program was initiated through the TEA-21 legislation. Funds are awarded for the construction of trails and support facilities. Emphasis is for the construction of multi-use trails such as biking, hiking, equestrian, motorized, etc.

**Rehabilitation Service Programs** - This program is available through the US Department of Education, Office of Special Education and Rehabilitative Services. The intent of the program is to provide individuals with disabilities with

recreational activities and related experiences that can be expected to aid in their employment, mobility, socialization, independence, and community integration. Specific project activities may include: swimming, wheelchair basketball, camping, hiking, water skiing, hiking, camping, horseback riding, arts, and sports. Historically, applications are due in September of each year.

**Transportation Enhancement Funds and Safe Routes to School Funds** - These programs are related to transportation activities. The activities funded through Enhancement program are property acquisition, development of trails including hiking and biking, landscaping including trees, signage, and restoration of historic structures. The Safe Routes to Schools funds walking and bicycle facilities that connect residents to schools.

**Heritage Funds** - Passed by voters as a ballot initiative in 1990 by a 2-1 ratio, the fund provides up to \$10 million each year from Arizona lottery proceeds to the Arizona Game and Fish Department for the conservation and protection of the state's wildlife and natural areas. The Heritage Fund is used to protect endangered species, acquire habitat for the benefit of sensitive species, provide access to outdoor recreational opportunities, and educate children and adults about wildlife. The Arizona Game and Fish Commission administers the fund for the conservation of sensitive wildlife and sensitive wildlife habitat.

## TRAILS FUNDING

There are many ways to fund trail development. There are a variety of grants at the state and national level that support these initiatives. In addition to grant funding, partnerships with local organizations and businesses build community support. The following are available grants opportunities:

**The Recreational Trails Program** - In late 2015 the federal Fixing America's Surface Transportation (FAST) Act was passed. There are three components to FAST. One is the Recreational Trails Program (RTP) that uses fuel tax for trails programs. Eligible projects include: maintenance and restoration of existing recreational trails; development and rehabilitation of trailside and trailhead facilities and trail linkages for recreational trails; purchase and lease of recreational trail

construction and maintenance equipment; construction of new recreational trails (with specific requirements when federal land is involved); acquisition of easements and fee simple title for recreational trail corridors; and assessment of trail conditions. States are encouraged to work with qualified youth and conservation or service corps. RTP is the foundation for state trail programs across the country and awards are given in the following categories:

- Maintenance and Rehabilitation – maintaining, repairing damage to, or upgrading the quality of a trail to improve the trail experience, increase user safety, and/or enhance protection of the environment, including wildlife.
- Construction and Design – planning and building a trail, portions of a trail (e.g., a bridge), or trail-related facilities (e.g., a trailhead, shelter, etc.).
- Public-Private Partnerships and Access to/Use of Public Lands – facilitating and/or encouraging cost-effective partnerships between public and private entities, especially to increase access to and use of federal, state and local public lands, including parks, forests and wildlife refuges.
- Community Linkage – providing and/or enhancing opportunities for trail-based recreation and transportation within or near local communities.
- Education and Communication – using a variety of established and/or technologically innovative communications tools (e.g., web sites, social media and peer-to-peer information sharing) to increase environmental awareness, promote trail-related safety, encourage trail-related outdoor recreation and, overall, enhance trail use and enjoyment.
- Multiple-Use Management & Corridor Sharing –facilitating and/or encouraging the use of a trail corridor by more than one type of trail enthusiast, particularly those enthusiasts that do not ordinarily share trails or trail-related facilities.
- Accessibility Enhancement – facilitating and/or encouraging increased access to trail-related recreation opportunities for people with disabilities.
- Youth Conservation/Service Corps and Community Outreach – making effective use of the services and skills of qualified youth

conservation or service corps and other community organizations as project partners and supporters.

Nomination forms are available early each year. Award winners are selected from projects nominated by public agencies, trail administrators, or other project sponsors. Projects must be completed in order to receive an award. The average project received approximately \$25,000 from the RTP program.

**Transportation Alternatives Funds** - The Transportation Alternatives component of FAST funds a variety of transportation-related community projects in 12 categories: Provision of facilities for pedestrians and bicycles; Provision of safety and educational activities for pedestrians and bicyclists; Acquisition of scenic easements and scenic or historic sites (including historic battlefields); Scenic or historic highway programs (including the provision of tourist and welcome center facilities); Landscaping and other scenic beautification; Historic preservation; Rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals); Preservation of abandoned railway corridors (including the conversion and use of the corridors for pedestrian or bicycle trails); Inventory, control, and removal of outdoor advertising; Archaeological planning and research; Environmental mitigation to address water pollution due to highway runoff or, reduce vehicle-caused wildlife mortality while maintaining habitat connectivity; Establishment of transportation museums. Trails and pedestrian/bicycle facilities have historically accounted for about half of TAP funding. Project eligibility includes:

- Enhance a community socially, health wise, economically and culturally through recreational, educational, and cultural opportunities and experiences.
- Provide improved accessibility for persons with disabilities.
- Redevelop and re-purpose tracks and rails into a bicycle and pedestrian hub transformation from a disused single track rail line to a first class trail.
- Improve important ecological habitats.
- Linkage networks and connections – of communities and systems created from the various modes of transportation, multipurpose and interconnected.



- Provide safety for pedestrians and bicyclists.
- Cooperate and Collaborate on various levels including coalition building.
- Applications are due March 1, 2017 for a matching grant: 5.7% of total project costs, in-kind services and materials.

### **Regional Transportation Authority Funding -**

The 20-year, \$2.1 billion regional transportation plan was approved by Pima County voters on May 16, 2006. To date, the RTA has invested more than \$1 billion in transportation improvements across the region. The RTA has delivered more than 755 improvements and services, including:

- 244 miles of bicycle lane
- 147 miles of sidewalks
- 48 pedestrian crossings
- 108 bus pullouts
- 163 intersections

The Regional Transportation Authority is dedicated to improving the region's greenways, pathways, bikeways and sidewalks to provide safe travel options for all users. Projects are funded as part of the Environmental and Economic Vitality Element of the 20-year RTA plan.

Bicycle, sidewalk, safety and Safe Routes to School projects, including those that address the Americans with Disabilities Act, receive funding upon approval by the RTA Board based on recommendations from the joint Pima Association of Governments and Regional Transportation Authority Bicycle and Pedestrian Working Group and up through the committee review process.

The RTA Bicycle-Pedestrian Working Group reviews and recommends bicycle, pedestrian, sidewalk, ADA, Safe Routes to School, and safety projects for funding. Recommendations are forwarded through the committee process to the RTA Board for consideration.

The Working Group typically meets on the last Wednesday of each month. Categories of RTA funding that are applicable to greenway, trail and linear park development are:

- Elderly and Pedestrian Safety Improvements
- Greenways, Pathways, Bikeways, Sidewalks
- Bike and Pedestrian Crossings Map

## **ALTERNATIVE FUNDING MECHANISMS**

**Fundraising** - Local fundraising is a mechanism that has worked effectively for park and recreation agencies around the country. Although a vast amount of local effort is involved, this mechanism typically generates a vast amount of support and publicity. Local businesses, organizations and private individuals can pledge funding over a specific period of time. Currently, the Tucson Parks Foundation serves as 501c3 to facilitate the disposition of fundraising proceeds.

Volunteers and Commission Members often play an active role in fundraising for the parks and recreation agencies. Volunteers play a vital role in providing guidance, expertise, advocacy, political support, fundraising efforts, and to represent the agency's constituents. Volunteers can be involved through variety of fundraising tasks, such as establishing a Friends of Tucson Parks nonprofit or collaborating with an existing nonprofit to send direct mail letters, promoting sponsorship of programs and naming rights, seeking in-kind donations, hosting special events (i.e. – golf tournaments, fundraiser dinners, events to honor volunteers, silent auctions, and themed socials), and soliciting charitable donations of money and lands.

**Grants** - Grants are available to park and recreation agencies from both public and private sources. Grant opportunities exist for a wide variety of purposes including parks and recreation. Tucson should look for the alignment between its request and the objectives of the grant program. The request for funds should provide a solid basis for a positive response from the funder. There are numerous sources of information and assistance available to grant-seekers. Initial efforts should be focused on Arizona-based foundations. The Arizona Community Foundation provides a list of the state's top-giving foundations and is a good resource.

**Corporate Sponsorships** - The City of Tucson hosts a number of tournaments and other revenue-producing special events. The opportunities for revenue generation and corporate sponsorships associated with these types of events are significant and could greatly supplement existing funding and revenue sources to the City and the Parks and Recreation Department. The Department should put efforts into developing corporate sponsorship program and naming

rights for the development of new facilities and programs that would support these types of economic drivers for the City. These sponsorship opportunities should be offered with a tiered level of benefits, should quantify marketing exposure for each level, bundle packages on a system-wide level, and bundle the assets of sponsors (i.e. - money, marketing, and product supply).

#### **EXAMPLES:**

##### ***Phoenix Parks and Preserves Initiative (PPPI)***

- The Phoenix Parks and Preserves Initiative is a 1999 voter-approved one tenth of one-cent sales tax (one cent for every \$10 spent). The tax was renewed by 83 percent of voters for another 30 years in May 2008, showing that the public identifies the importance and value of recreation to their way of life in the Valley. This tax generates the main source of funding for all of the Parks and Recreation Department's capital improvement projects. The PPPI dedicates 60 percent of the funds toward the city's financing of park development, renovation and acquisition, and 40 percent to its expenses related to preserve land acquisition and maintenance.

***Phoenix Parks Foundation*** - PPF is a good example of a foundation providing financial assistance for parks, recreation and open space needs.

Scottsdale, Arizona - 2013 Secondary Tax Rate increase of \$.04 to \$.76 per \$100 assessed value. Growing Smarter Fund awarded \$20M in 2012 for open space acquisition.

***Mesa, Arizona*** - Mesa issued a bond in 2012 for \$70M for a compilation of projects to be completed in a 4 year horizon. iMesa- Community engagement tool to solicit input and guidance to imagine, invest and improve Mesa. <http://www.mesaaz.gov/imesa> Mesa recently sold a parcel of land in Pinal County to generate fund to repay the bonds for the Cubs Stadium and the renovation to Hohokam Stadium. <http://www.azcentral.com/community/mesa/articles/20131231mesa-farm-land-sale-stadium.html>

***Fort Collins, Colorado*** - \$.0025 (1/4 cent) sales tax for open space acquisition and management administered by Larimer County.

***Westminster, Colorado*** - Extended a .25% open space sales and use tax until 2032. The City of

Westminster residents voted in 2006 to extend the .25 percent open space sales and use tax for an additional 25 years, until 2032, and to authorize the city to bond the proceeds of the tax up to \$20 million in order to accelerate open space acquisitions and park development. Bonds totaling \$20 million were sold at the end of 2007 with \$12 million used to accelerate open space acquisitions.

# APPENDIX F - COMMUNITY SURRVEY RESULTS



# 2015 City of Tucson, AZ Parks and Recreation Citizen Survey

*...helping organizations make better decisions since 1982*

**Submitted by:**

ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas 66061

January 2016





# Contents

Section 1: Charts and Graphs .....	Page 1
Section 2: Benchmarks .....	Page 21
Section 3: Survey Instrument .....	Page 26

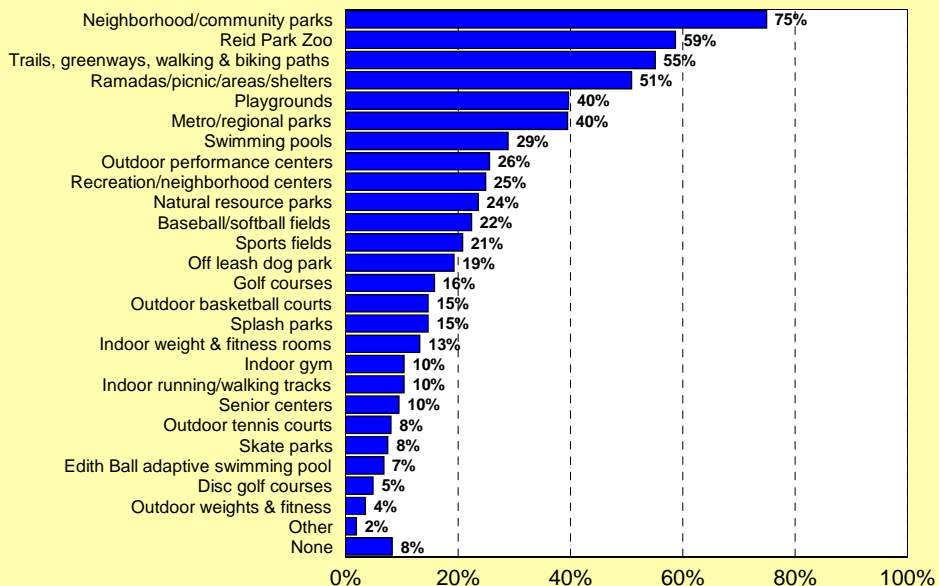
# **Section 1**

## ***Charts and Graphs***

---

### Q1. Facilities Households Have Used in the City of Tucson Parks and Recreation System Over the Past 12 Months

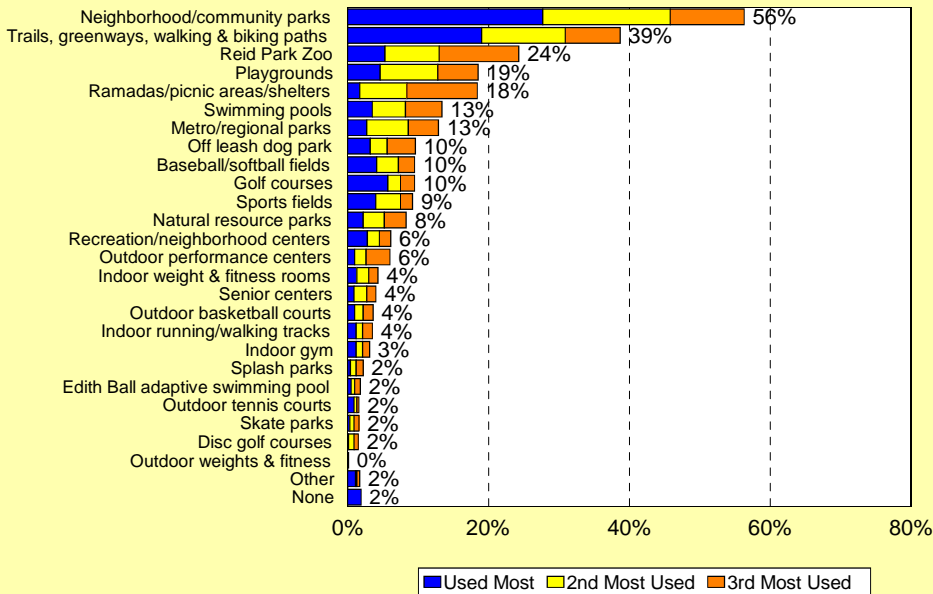
by percentage of respondents (excluding "none selected")



Source: ETC Institute (2016)

### Q2. Facilities Households Use the Most Often

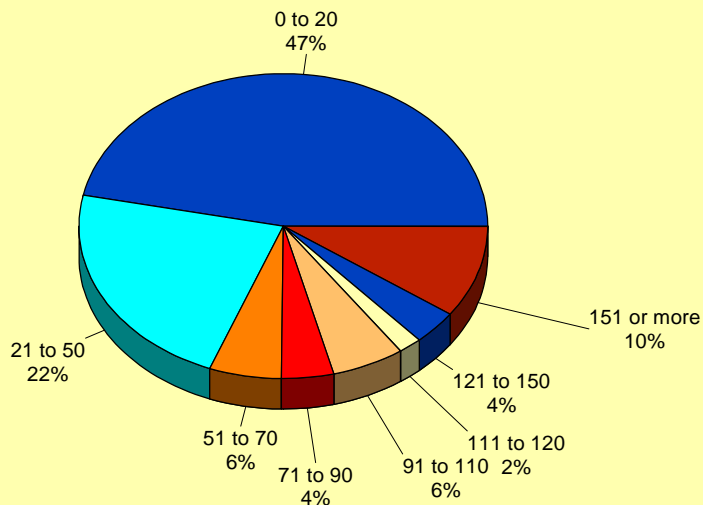
by percentage of respondents who used Tucson parks and recreation facilities over the past 12 months



Source: ETC Institute (2016)

### Q3. Approximate Amount of Days Households Have Visited the City of Tucson Parks Over the Past 12 Months

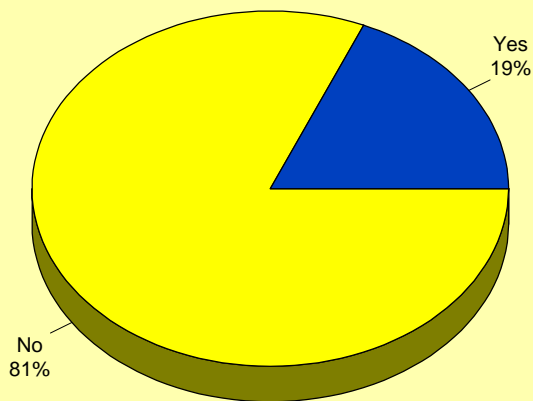
by percentage of respondents



Source: ETC Institute (2016)

### Q4. If Respondent Households Participated in Any Tucson Parks and Recreation Programs Over the Past 12 Months

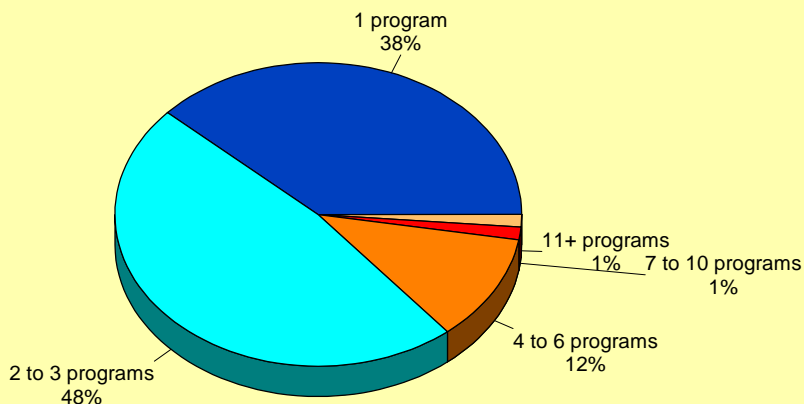
by percentage of respondents



Source: ETC Institute (2016)

### Q4a. Approximate Amount of Programs Households Have Participated in Offered by the City of Tucson Parks Over the Past 12 Months

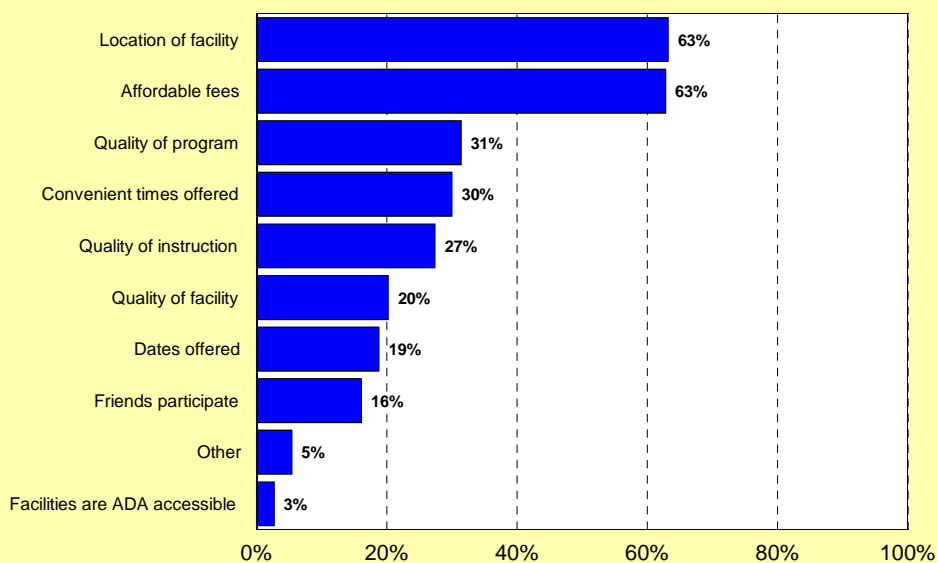
by percentage of respondents who have participated in programs over the past 12 months (excluding "not provided")



Source: ETC Institute (2016)

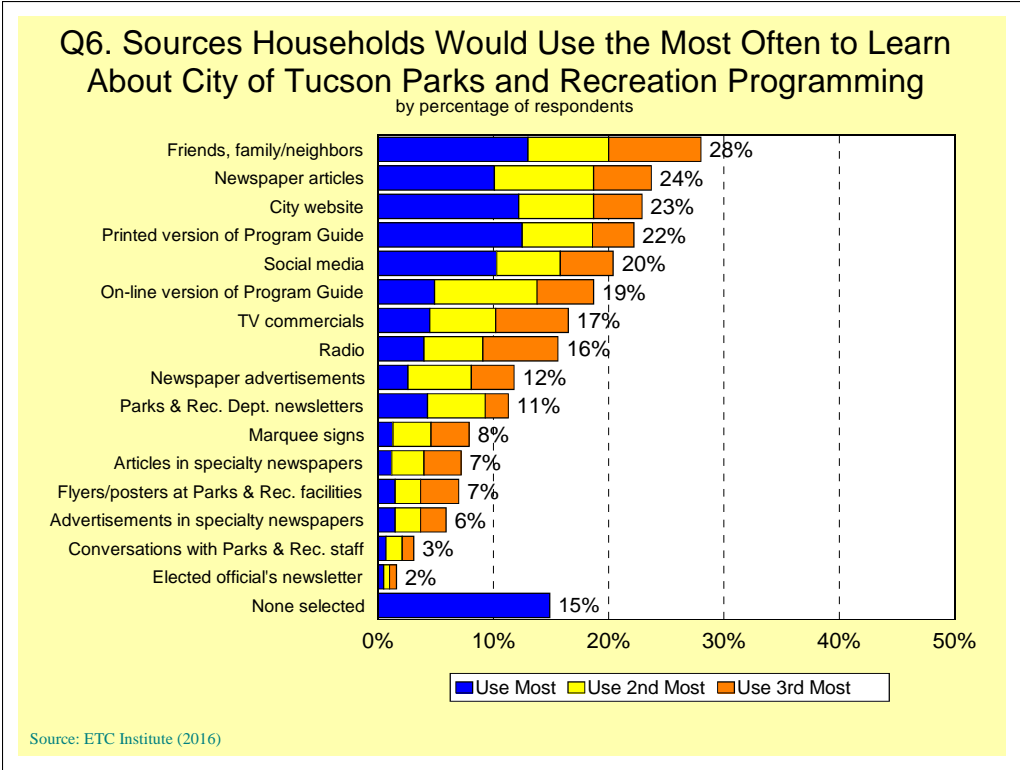
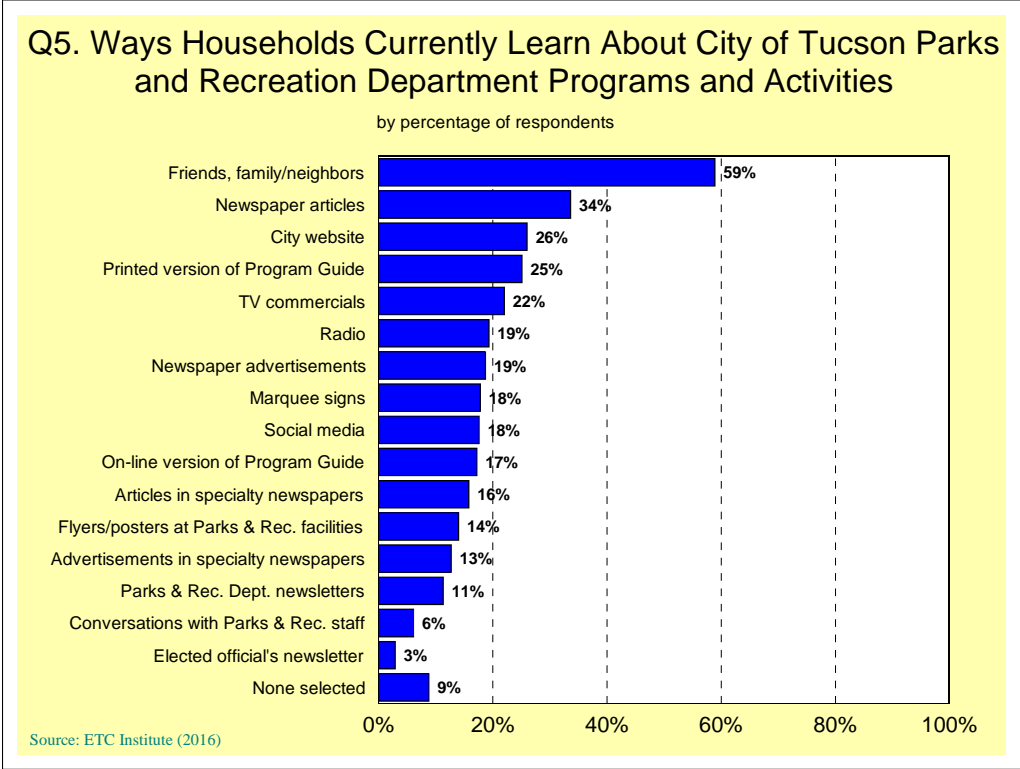
### Q4b. Primary Reasons Households Have Participated in Programs Offered by the City of Tucson Over the Past 12 Months

by percentage of respondents who participated in programs (up to 3 selections possible; excluding none selected)



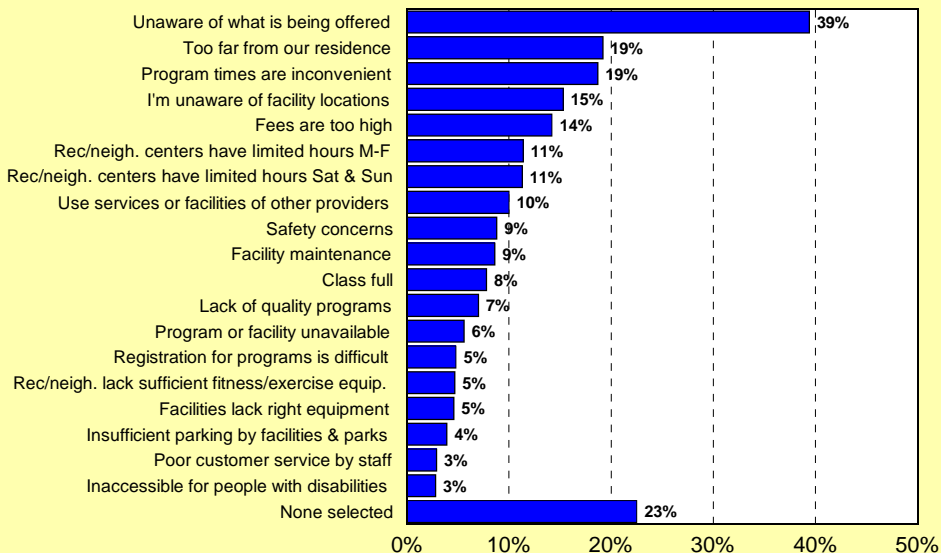
Source: ETC Institute (2016)





### Q7. Reasons that Prevent Household from Using Parks and Recreation Facilities of the City of Tucson Parks and Recreation Department at all or More Often

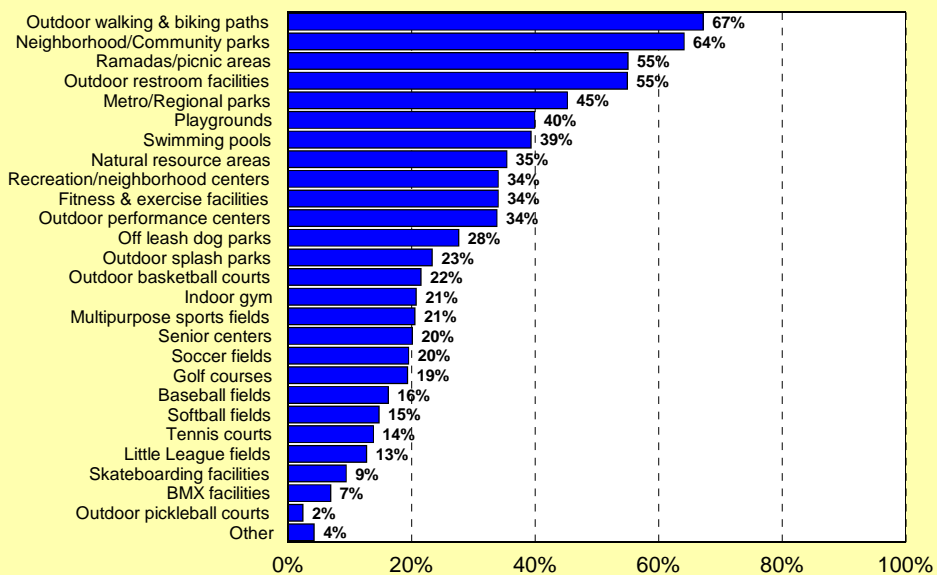
by percentage of respondents



Source: ETC Institute (2016)

### Q8. Households who Indicated a Need for Parks and Recreation Facilities

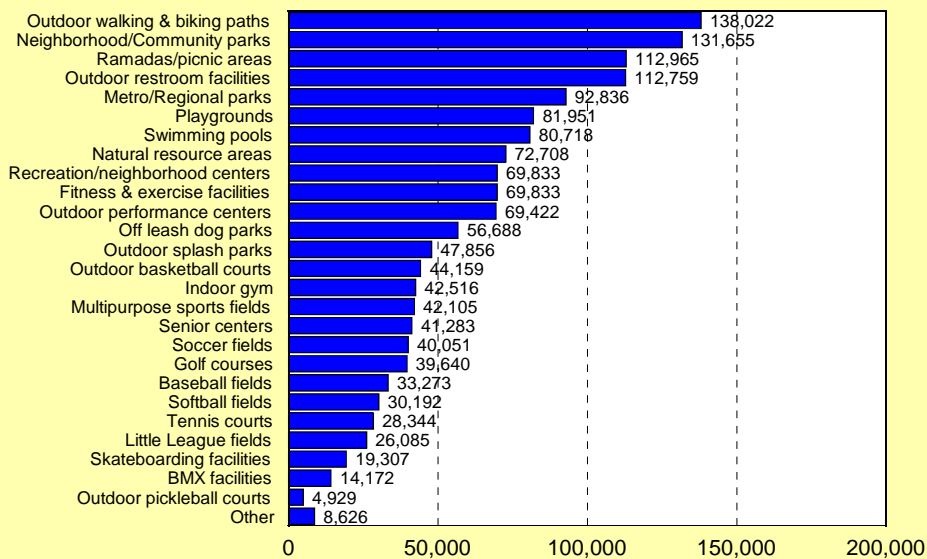
by percentage of respondents



Source: ETC Institute (2016)

### Q8a. Estimated Number of Households in the City of Tucson that Have a Need for Parks and Recreation Facilities

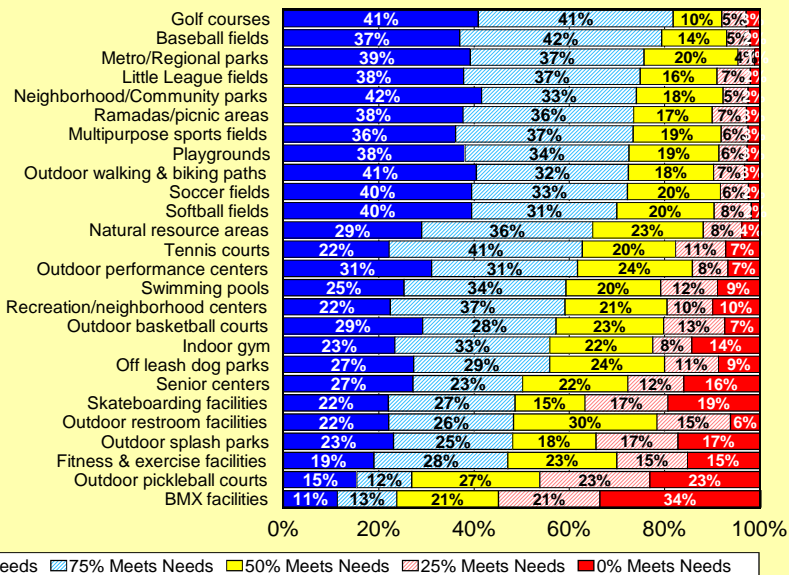
by number of households based on 205,390 households in the City of Tucson



Source: ETC Institute (2016)

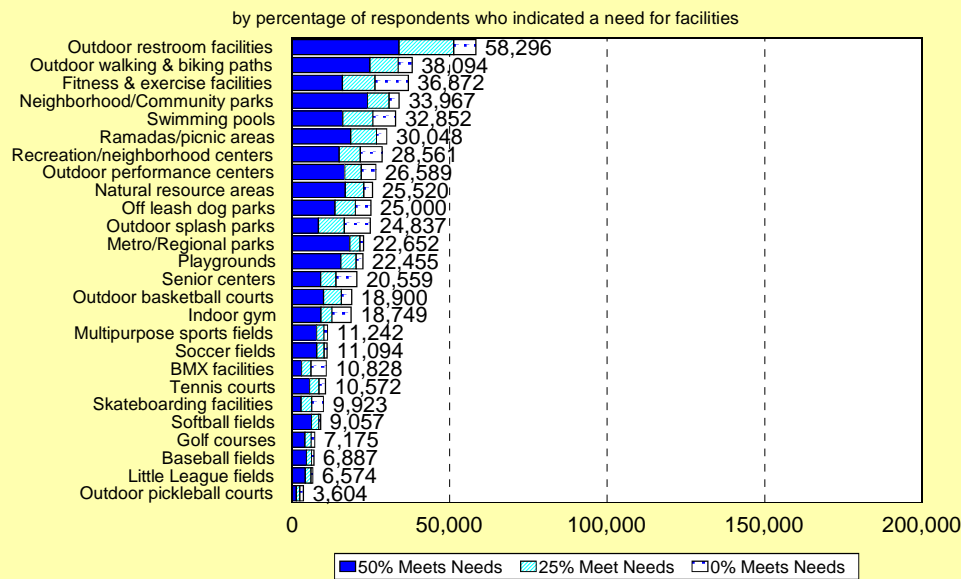
### Q8b. How Well Parks and Recreation Facilities in the City of Tucson Meet the Needs of Households

by percentage of households that have a need for facilities

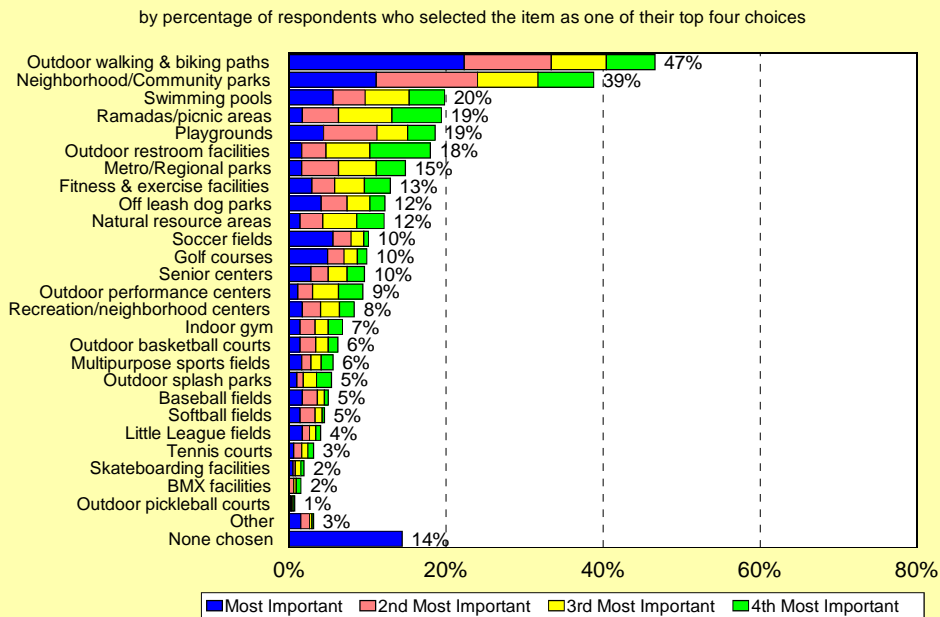


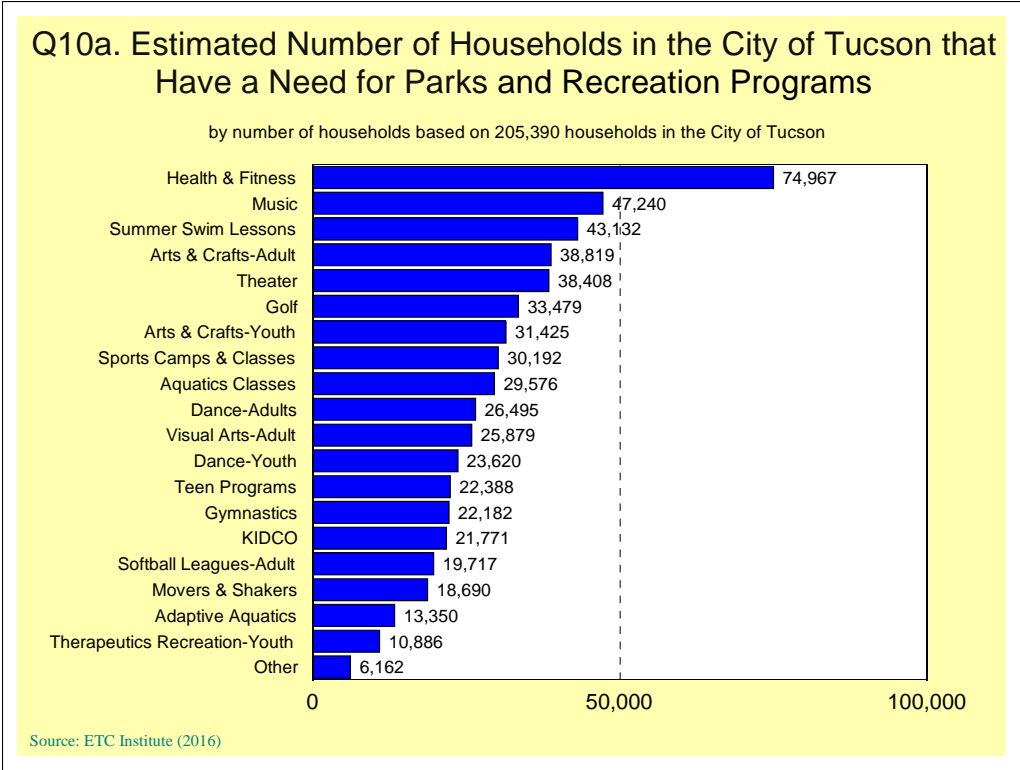
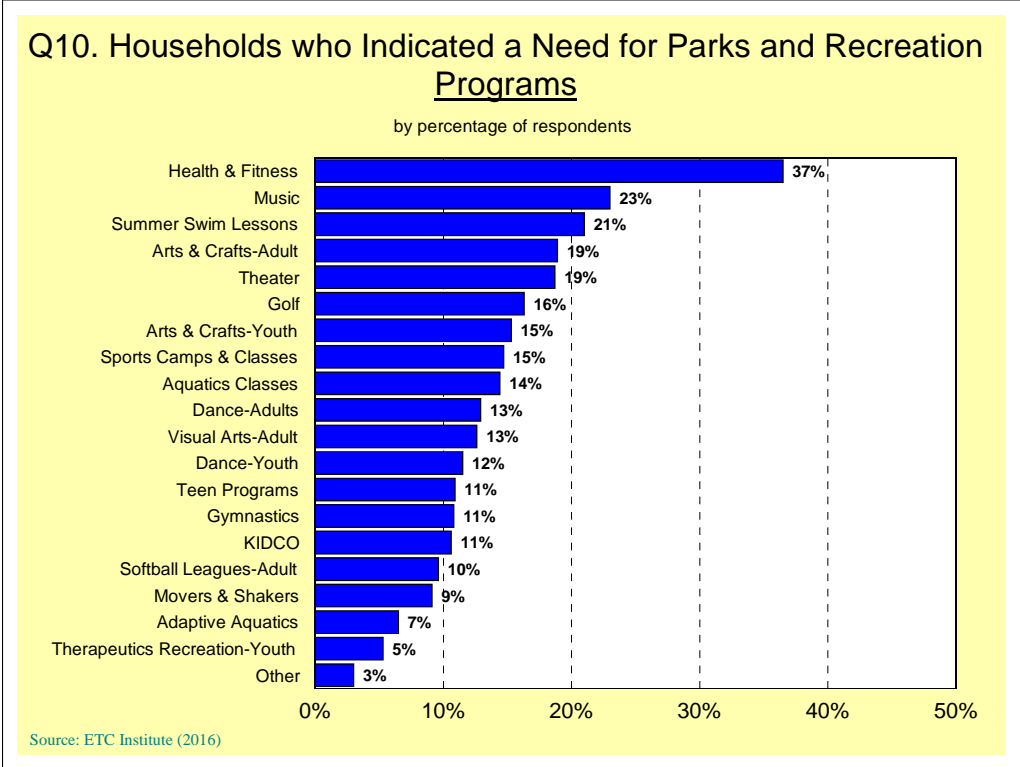
Source: ETC Institute (2016)

### Q8c. Estimated Number of Households in the City of Tucson Whose Needs for Parks and Recreation Facilities Are Only Being 50% Met or Less



### Q9. Parks and Recreation Facilities That Are Most Important to Households

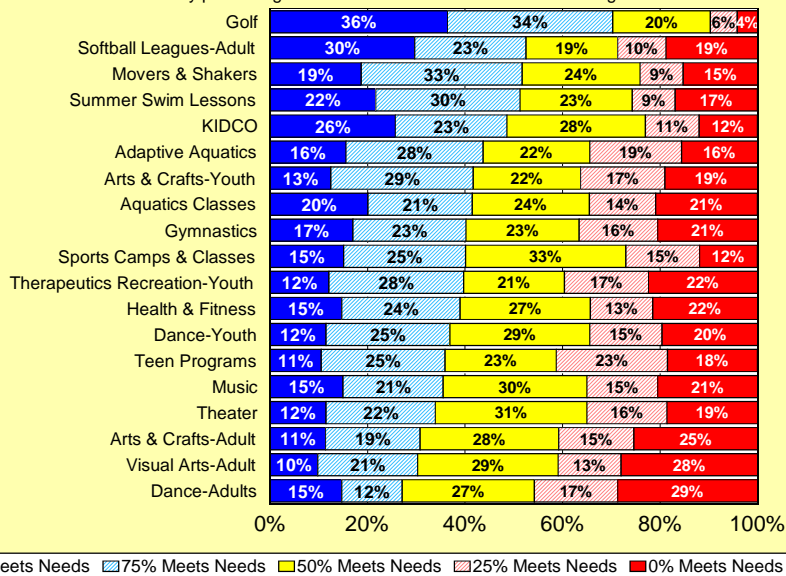






### Q10b. How Well Parks and Recreation Programs in the City of Tucson Meet the Needs of Households

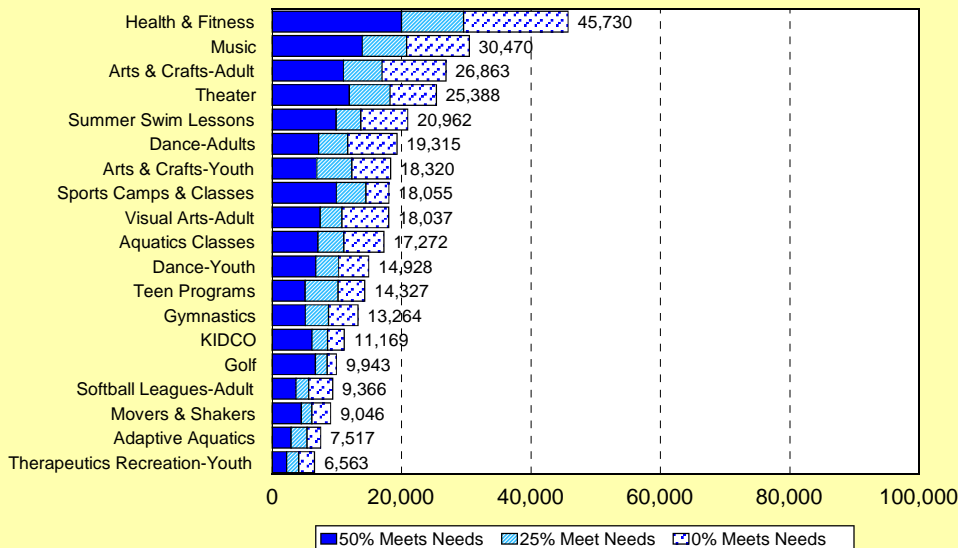
by percentage of households that have a need for Programs



Source: ETC Institute (2016)

### Q10c. Estimated Number of Households in the City of Tucson Whose Needs for Parks and Recreation Programs Are Only Being 50% Met or Less

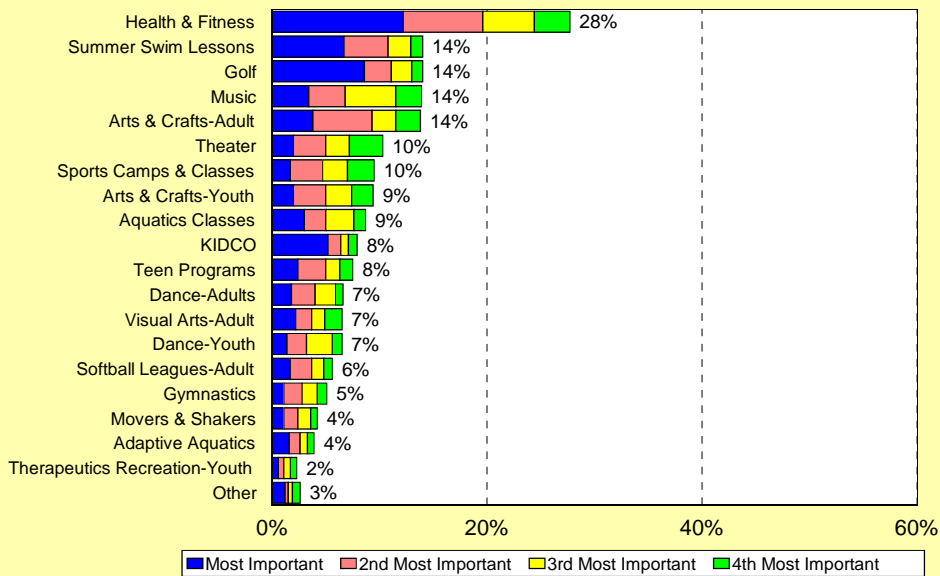
by percentage of respondents who indicated a need for programs



Source: ETC Institute (2016)

### Q11. Parks and Recreation Programs That Are Most Important to Households

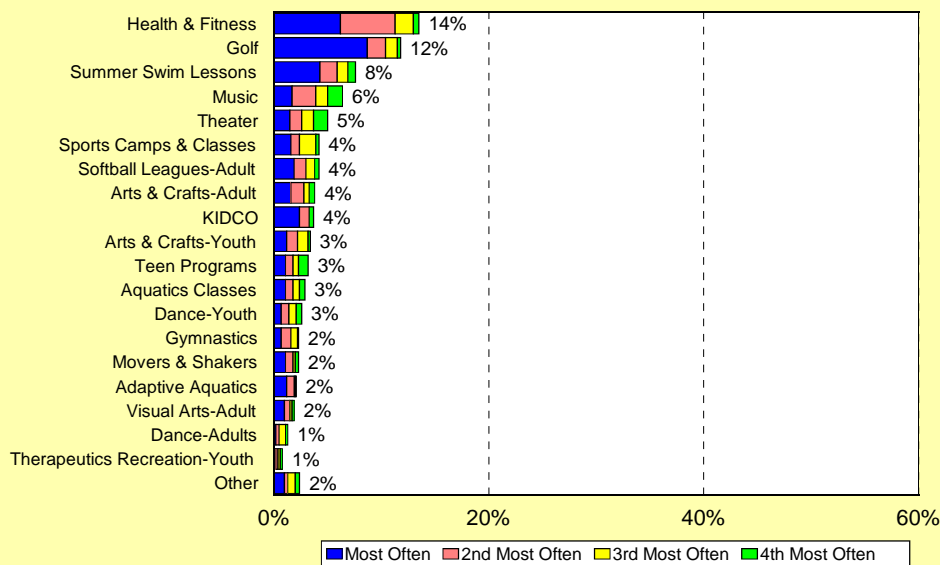
by percentage of respondents who selected the item as one of their top four choices (excluding "none chosen")



Source: ETC Institute (2016)

### Q12. Parks and Recreation Programs That Households Currently Participate in the Most Often

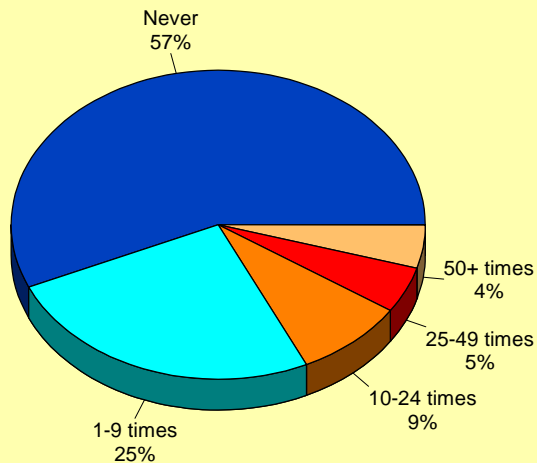
by percentage of respondents who selected the item as one of their top four choices (excluding "none chosen")



Source: ETC Institute (2016)

### Q13. How Often Households Have Used Recreation, Neighborhood, or Senior Centers Operated by the City of Tucson Parks and Recreation Department Over the Past 12 Months

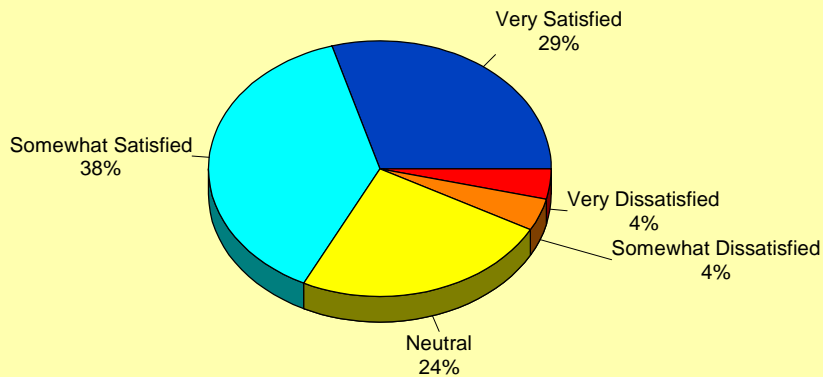
by percentage of respondents (excluding "not provided")



Source: ETC Institute (2016)

### Q14. Satisfaction with the Overall Value Households Receive from the City of Tucson Parks and Recreation Facilities and Programs

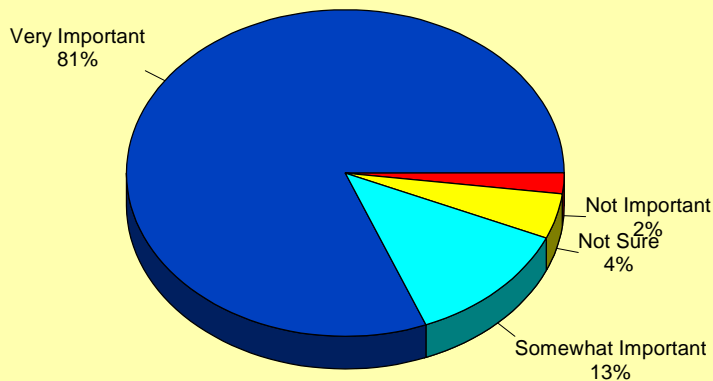
by percentage of respondents (excluding don't know)



Source: ETC Institute (2016)

### Q15. How Important it is for the City of Tucson to Provide High Quality Parks, Trails, and Recreation Facilities

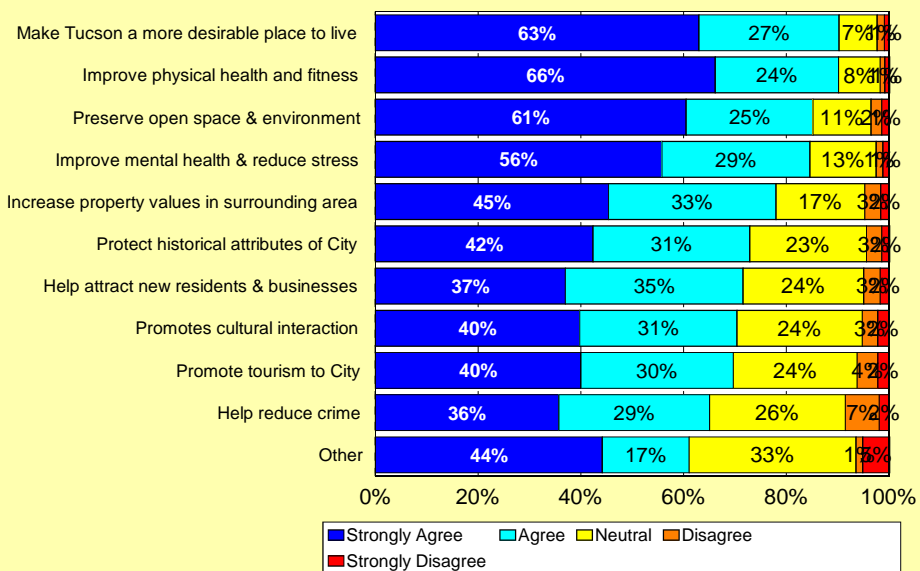
by percentage of respondents (excluding "don't know")



Source: ETC Institute (2016)

### Q16. Respondent Households Level of Agreement With Benefits Received from Parks, Trails, Recreation Facilities and Services

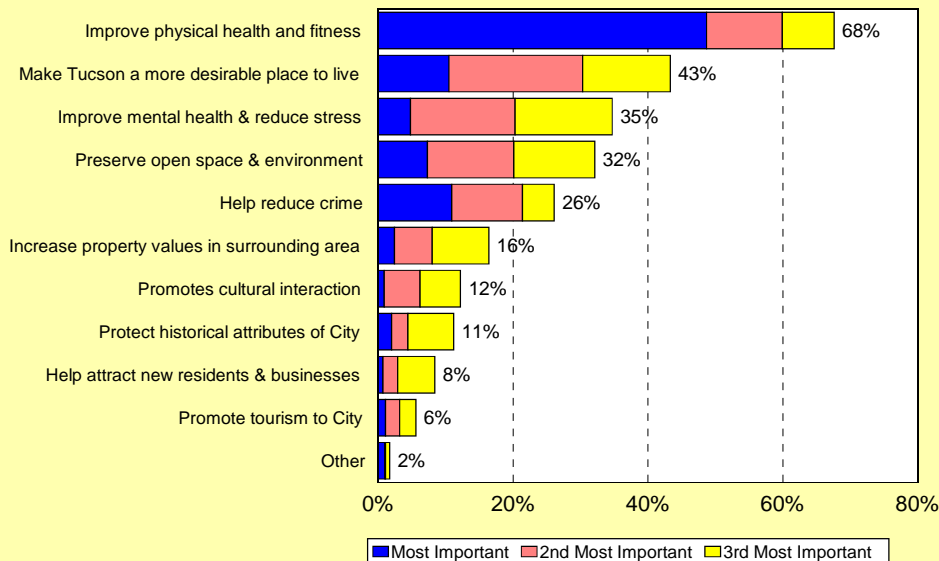
by percentage of respondents (excluding "don't know")



Source: ETC Institute (2016)

### Q17. Benefits from Parks, Trails, and Recreation Facilities and Services that Are the Most Important to Households

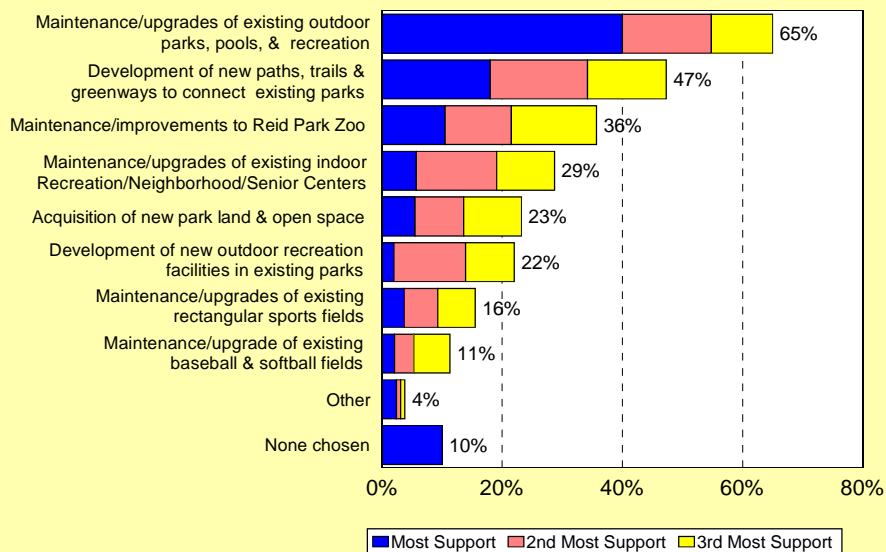
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2016)

### Q18. Improvements that Households Would Most Support Being Funded

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

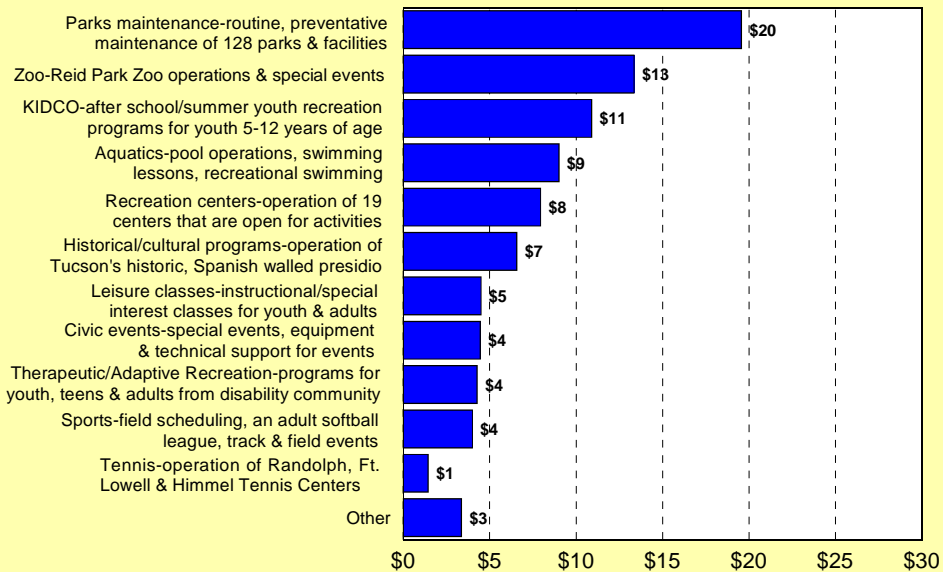


Source: ETC Institute (2016)



### Q19. How Households Would Allocate \$100 Toward Programs, Facilities, and Services

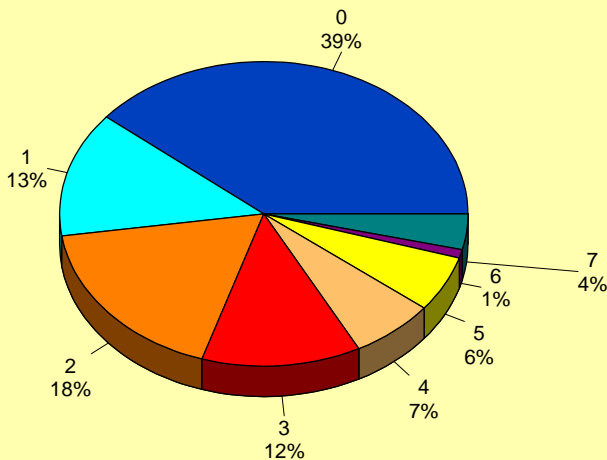
by percentage of respondents (excluding don't know)



Source: ETC Institute (2016)

### Q20. How Many Days Households Did Vigorous Physical Activities in City of Tucson Parks, Trails, or Recreation Facilities Over the Past 7 Days

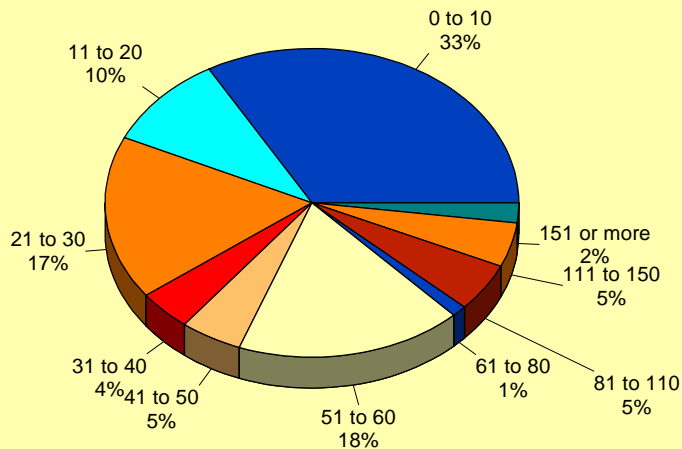
by percentage of respondents



Source: ETC Institute (2016)

### Q20a. Minutes Households Spend Per Day on Vigorous Physical Activities in City of Tucson Parks, Trails, and Recreation Facilities

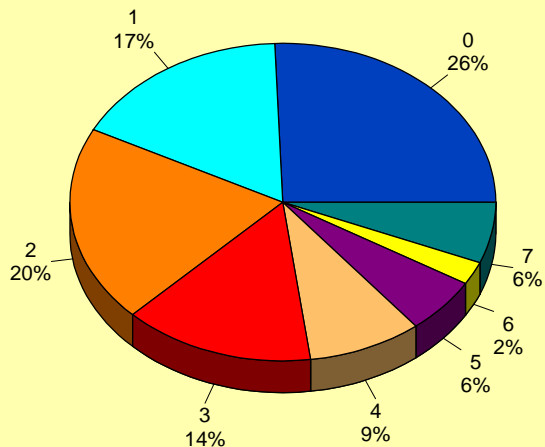
by percentage of respondents who have worked out vigorously over the past 7 days



Source: ETC Institute (2016)

### Q21. Days Households Did Moderate Physical Activities in City of Tucson Parks, Trails, or Recreational Facilities Over the Past 7 Days

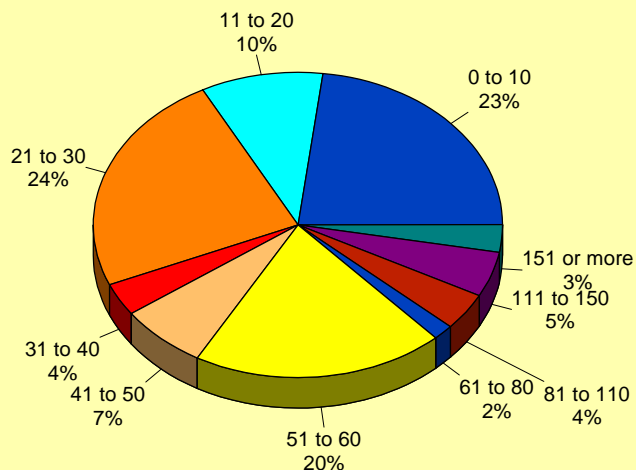
by percentage of respondents



Source: ETC Institute (2016)

### Q21a. Minutes Households Spend Per Day on Moderate Physical Activities in City of Tucson Parks, Trails, and Recreation Facilities

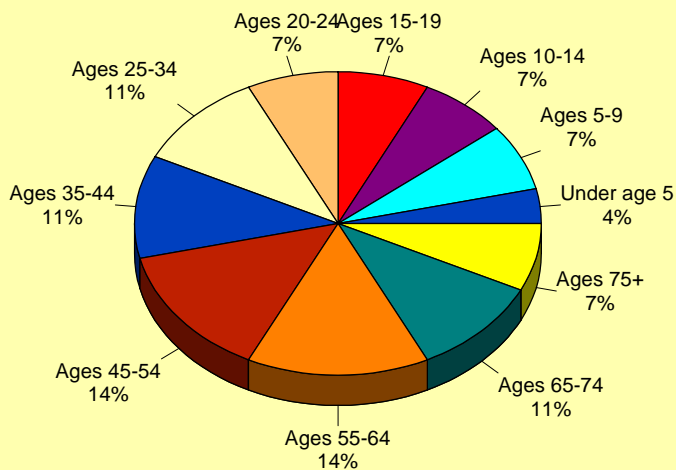
by percentage of respondents who have worked out vigorously over the past 7 days



Source: ETC Institute (2016)

### Q22. Demographics: Ages of People Living in Household

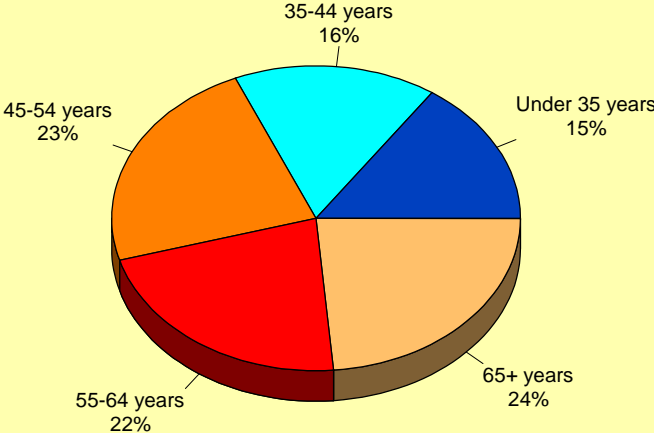
by percentage of respondents



Source: ETC Institute (2016)

### Q23. Demographics: Age of Respondent

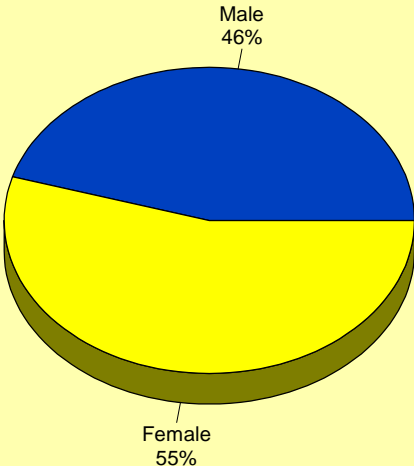
by percentage of respondents (excluding "not provided")



Source: ETC Institute (2016)

### Q24. Demographics: Gender

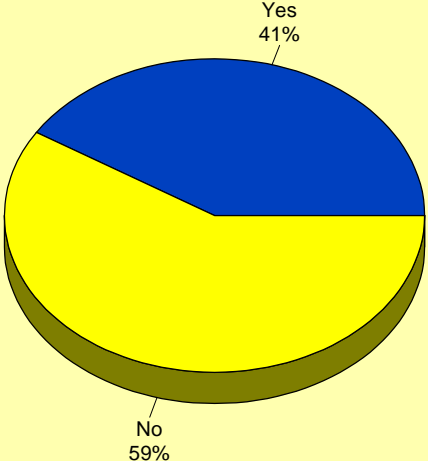
by percentage of respondents



Source: ETC Institute (2016)

### Q25. Demographics: Hispanic, Latino, or Spanish Ancestry

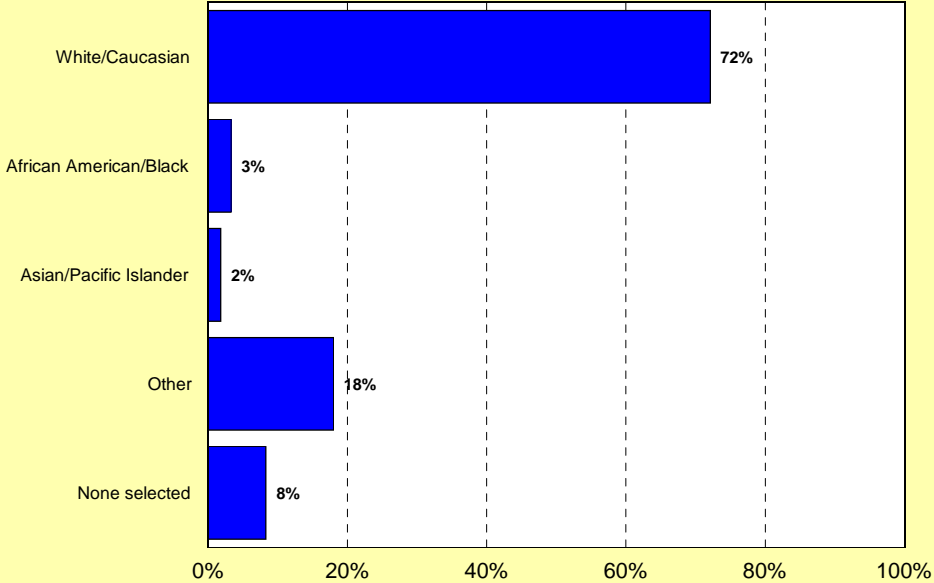
by percentage of respondents (excluding "not provided")



Source: ETC Institute (2016)

### Q26. Demographics: Race and Ethnicity

by percentage of respondents

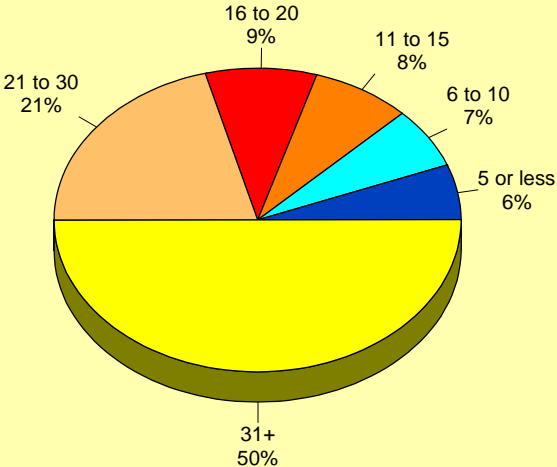


Source: ETC Institute (2016)



### Q27. Demographics: Length of Residence

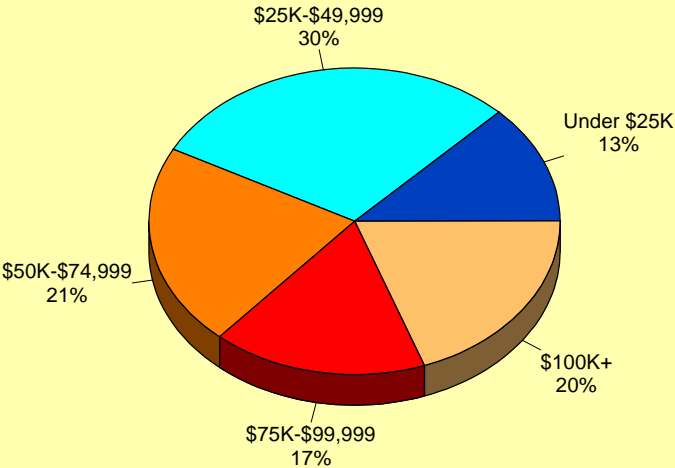
by percentage of respondents (excluding "not provided")



Source: ETC Institute (2016)

### Q28. Demographics: Household Income

by percentage of respondents (excluding "not provided")



Source: ETC Institute (2016)

## **Section 2**

# ***Benchmarks***

---

## National Benchmarking

*Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in over 49 states across the country.*

The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to “National Averages” and therefore provide a unique tool to “assist organizations in better decision making.”

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

*“National Averages” have been developed for numerous strategically important parks and recreation planning and management issues* including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

*Results from household responses for the City of Tucson were compared to National Benchmarks to gain further strategic information.* A summary of all tabular comparisons are shown on the following page.

**Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Tucson is not authorized without written consent from ETC Institute.**

<b>Benchmarking for Tucson Community Interest and Opinion Surveys</b>				
		<i>National Average</i>	<i>City of Tucson 2015</i>	
<b>Has your household visited any parks or facilities during the past year?</b>				
Yes		79%	75%	
No		21%	25%	
<b>Has your household participated in City/County/Park District recreation programs during the past year?</b>				
Yes		34%	19%	
No		66%	81%	
<b>Ways respondents learn about recreation programs and activities</b>				
Conversations with City/County/Park District staff		6%	6%	
Departmental Brochure (Seasonal program guide)		54%	25%	
Flyers/Materials at City/County/Park District facilities		18%	14%	
Newsletters/Flyers/Brochures		31%	11%	
Newspaper		39%	34%	
Radio		11%	19%	
TV/Cable Access		10%	22%	
Website		21%	26%	
Word of Mouth/Friends/Coworkers		42%	59%	
Newspaper Advertisements		20%	19%	
Social media - Facebook/Twitter		7%	18%	
<b>Recreation programs that respondent households have a need for</b>				
Adult arts, dance, performing arts		21%	15%	*took avg. of 3 items
Adult fitness and wellness programs		48%	37%	
Golf lessons and leagues (Golf lessons)		20%	16%	
Gymnastics/tumbling programs		16%	11%	
Teen programs		16%	11%	
Youth art, dance, performing arts		18%	12%	
Youth Learn to Swim programs		25%	21%	
Youth sports programs		27%	15%	
<b>Recreation programs that are the most important to respondent households</b>				
Adult arts, dance, performing arts		9%	8%	*took avg. of 3 items
Adult fitness and wellness programs		30%	28%	
Golf lessons and leagues		9%	14%	
Gymnastics/tumbling programs		5%	5%	
Teen programs		7%	8%	
Youth Learn to Swim programs		14%	14%	
Youth sports programs		15%	10%	

<b>Benchmarking for Tucson Community Interest and Opinion Surveys</b>			
		<i>National Average</i>	<i>City of Tucson 2015</i>
<b>Parks and recreation facilities that respondent households have a need for</b>			
18 Hole Golf Course		30%	19%
Community/Recreation Centers		44%	34%
Indoor Gyms/Multi-Purpose Rec Center		27%	21%
Off-leash dog parks		27%	28%
Outdoor Amphitheater		34%	34%
Outdoor basketball/multi-use courts		24%	22%
Outdoor Swimming Pools/Aquatic Center		44%	39%
Picnic Areas and Shelters		53%	55%
Playground Equipment for Children		43%	40%
Senior Centers (Senior activity space)		22%	20%
Skateboarding Park/Area		13%	9%
Small neighborhood parks		60%	64%
Soccer fields		22%	20%
Multipurpose sports fields		22%	21%
Splash park/pad		25%	23%
Tennis Courts (outdoor)		26%	14%
Walking & Biking Trails		69%	67%
Youth Baseball Fields		23%	16%
Youth Softball Fields		17%	15%
<b>Most Important Parks and Recreation Facilities to Respondent Households</b>			
18 Hole Golf Course		13%	10%
Community/Recreation Centers		13%	8%
Indoor Gyms/Multi-Purpose Rec Centers		7%	7%
Off-Leash Dog Park		12%	12%
Outdoor Amphitheater		8%	9%
Outdoor Basketball Courts		5%	6%
Outdoor Swimming Pools/Aquatic Facilities		18%	20%
Picnic Areas and Shelters		17%	19%
Playground Equipment for Children		19%	19%
Senior Centers (Senior activity space)		9%	10%
Skateboarding Area		3%	2%
Small Neighborhood Parks		28%	39%
Soccer		8%	10%
Multi-Purpose sports fields space		8%	6%
Splash park/pad		7%	5%
Tennis Courts (outdoor)		7%	3%
Walking and Biking Trails		42%	47%
Youth Baseball Fields		9%	5%
Youth Softball fields		5%	5%



<b>Benchmarking for Tucson Community Interest and Opinion Surveys</b>			
		<i>National Average</i>	<i>City of Tucson 2015</i>
<b>Reasons that Prevent Respondent Households From Using Programs or Facilities More Often</b>			
Facilities do not have right equipment		7%	5%
Facilities are not well maintained		6%	9%
Facility operating hours are not convenient		7%	11%
Fees are too expensive		13%	14%
I do not know location of facilities		12%	15%
I do not know what is being offered		22%	39%
Lack of accessibility (Not accessible for people w disabilities)		3%	3%
Lack of parking		5%	4%
Lack of quality programs		8%	7%
Poor customer service by staff		3%	3%
Program times are not convenient		16%	19%
Programs I am interested in are not offered		14%	6%
Registration for programs is difficult		3%	5%
Security is insufficient		7%	9%
Too far from residence		12%	19%
Use services of other agencies		8%	10%
Waiting list/programs were full		5%	8%
<b>Level of Satisfaction with the Overall Value Households Receive from the Parks and Recreation Department</b>			
Very Satisfied		27%	24%
Somewhat Satisfied		34%	31%
Neutral		20%	20%
Somewhat Dissatisfied		6%	3%
Very Dissatisfied		3%	3%
Don't Know		11%	20%

**Section 3**  
***Survey Instrument***

---



CITY OF  
TUCSON

Parks and Recreation  
Department

## ***A Few Minutes of Your Time Will Help Guide Tucson Parks and Recreation***

Dear City of Tucson Resident:

***Your response to the enclosed survey is extremely important...***

The City of Tucson is conducting a Parks and Recreation Survey to help establish priorities for the future needs and outline actions necessary to deliver high quality recreation facilities, programs and services. The survey is being done as a component of a citizen-driven master plan. **Your household was one of a limited number selected at random to receive this survey. Your participation is critical to the success of this effort.**

***Your time is appreciated...***

This survey will take approximately 12-15 minutes to complete, and each question is important. Thank you for your investment in Tucson's future.

***Please complete and return your survey within the next two weeks...***

Leisure Vision/ETC Institute, an independent consulting company, has been selected to administer this survey. They will compile the data received and present the results to the City. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.

If you would like to fill the survey out on-line, please go to ***[tucsonparksmasterplan.org](http://tucsonparksmasterplan.org)***

Please feel free to contact Howard Dutt at the City of Tucson Park and Recreation Department at 520-837-8040, if you have any questions. The Parks and Recreation Survey is a tool that will benefit all City of Tucson residents. A Parks and Recreation System Master Plan website has been established at ***[www.tucsonaz.gov/parks/masterplan](http://www.tucsonaz.gov/parks/masterplan)*** or email ***[parksmasterplan@tucsonaz.gov](mailto:parksmasterplan@tucsonaz.gov)*** for information and comments. Thank you for taking the time to let your voice be heard.

**Si usted tiene preguntas o no habla ingles, por favor llame al 1-844-811-0411. Gracias.**

Sincerely,

Fred H. Gray, Jr.  
Director  
Parks and Recreation Department

# City of Tucson Parks and Recreation Citizen Survey

Your input is an important part of the City of Tucson's ongoing effort to provide quality parks, recreation programs and services that the citizens of the Tucson need and value. This survey will take only 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. Thank you for your valuable input!

1. From the following list, please check ALL the types of facilities you or members of your household have used or visited in the City of Tucson Parks and Recreation System over the past 12 months.

- |  |   |
|--|---|
| <input type="checkbox"/> (01) Neighborhood/community parks             | <input type="checkbox"/> (15) Trails, greenways, walking and biking paths                   |
| <input type="checkbox"/> (02) Metro/regional parks                     | <input type="checkbox"/> (16) Reid Park Zoo   |
| <input type="checkbox"/> (03) Playgrounds                              | <input type="checkbox"/> (17) Golf courses  |
| <input type="checkbox"/> (04) Ramadas/picnic areas/shelters            | <input type="checkbox"/> (18) Off leash dog park  |
| <input type="checkbox"/> (05) Baseball/softball fields                 | <input type="checkbox"/> (19) Disc golf courses   |
| <input type="checkbox"/> (06) Sports fields i.e. soccer/football/rugby | <input type="checkbox"/> (20) Recreation/neighborhood centers                               |
| <input type="checkbox"/> (07) Outdoor tennis courts                    | <input type="checkbox"/> (21) Senior centers  |
| <input type="checkbox"/> (08) Outdoor basketball courts                | <input type="checkbox"/> (22) Indoor weight and fitness rooms                               |
| <input type="checkbox"/> (09) Swimming pools                           | <input type="checkbox"/> (23) Outdoor weights and fitness                                   |
| <input type="checkbox"/> (10) Edith Ball adaptive swimming pool        | <input type="checkbox"/> (24) Indoor gym i.e. basketball, volleyball, badminton, pickleball |
| <input type="checkbox"/> (11) Splash parks                             | <input type="checkbox"/> (25) Indoor running/walking tracks                                 |
| <input type="checkbox"/> (12) Skate parks                              | <input type="checkbox"/> (26) Other: _____  |
| <input type="checkbox"/> (13) Outdoor performance centers              | <input type="checkbox"/> (27) None [Please skip to Q#3.]                                    |
| <input type="checkbox"/> (14) Natural resource parks                   |   |

2. Which THREE of the facilities from the list in Question #1 does your household USE MOST OFTEN? [Using the numbers in the left hand column of Question #1 above, please write in the numbers below for your 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> choices, or circle 'NONE'.]

1<sup>st</sup>: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ 3<sup>rd</sup>: \_\_\_\_\_ NONE

3. Please write in approximately how many days you and members of your household have visited City of Tucson parks over the past 12 months? \_\_\_\_\_ days

4. Have you or other members of your household participated in any programming offered by the City of Tucson Parks and Recreation Department during the past 12 months? [Note: Please do not include youth sports as they are offered by other community providers at City parks.]

(1) Yes [Please answer Questions #4a and #4b.]  (2) No [Please go to Question #5.]

4a. The City of Tucson Parks and Recreation Department offers a variety of program types (refer to question 10 for a list of program types). Please indicate the approximate number of different program types you or members of your household participated in over the past 12 months?

(1) 1 program  (3) 4 to 6 programs  (5) 11 or more programs  
 (2) 2 to 3 programs  (4) 7 to 10 programs

**4b. From the following list, please check the THREE primary reasons why you and members of your household have participated in programming offered by the City of Tucson over the past 12 months.**

- |  |   |
|--|---|
| <input type="checkbox"/> (01) Quality of instruction   | <input type="checkbox"/> (06) Quality of program            |
| <input type="checkbox"/> (02) Location of facility     | <input type="checkbox"/> (07) Dates offered                 |
| <input type="checkbox"/> (03) Quality of facility      | <input type="checkbox"/> (08) Friends participate           |
| <input type="checkbox"/> (04) Affordable fees          | <input type="checkbox"/> (09) Facilities are ADA accessible |
| <input type="checkbox"/> (05) Convenient times offered | <input type="checkbox"/> (10) Other: _____                  |

**5. Please check ALL the ways you CURRENTLY learn about City of Tucson Parks and Recreation Department programs and activities.**

- |   |   |
|---|---|
| <input type="checkbox"/> (01) Friends, family/neighbors   | <input type="checkbox"/> (10) Advertisements in specialty newspapers (e.g. Bear Essential News, 50+ Publications) |
| <input type="checkbox"/> (02) City of Tucson website  | <input type="checkbox"/> (11) Newspaper articles (Arizona Daily Star)   |
| <input type="checkbox"/> (03) Printed version of Program Guide  | <input type="checkbox"/> (12) Newspaper advertisements (Arizona Daily Star)                                       |
| <input type="checkbox"/> (04) On-line version of the Program Guide  | <input type="checkbox"/> (13) TV commercials  |
| <input type="checkbox"/> (05) Parks and Recreation Department newsletters                                   | <input type="checkbox"/> (14) Radio   |
| <input type="checkbox"/> (06) Marquee signs   | <input type="checkbox"/> (15) Elected official's newsletter   |
| <input type="checkbox"/> (07) Conversations with Parks/Rec. staff   | <input type="checkbox"/> (16) Social media (e.g. Twitter, Facebook)   |
| <input type="checkbox"/> (08) Flyers/posters at Parks/Rec. facilities                                       |   |
| <input type="checkbox"/> (09) Articles in specialty newspapers (e.g. Bear Essential News, 50+ Publications) |   |

**6. In the FUTURE, which THREE of the sources listed in Question #5 above would you like to use MOST OFTEN to learn about City of Tucson Parks and Recreation programming? [Using the numbers from Question #5 above, please write in the numbers below for your 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> choices, or circle 'NONE'.]**

1<sup>st</sup>: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ 3<sup>rd</sup>: \_\_\_\_\_ NONE

**7. Please check ALL the reasons that prevent you or other members of your household from using parks and recreation facilities or programs of the City of Tucson Parks and Recreation Department more often.**

- |  |  |
|--|--|
| <input type="checkbox"/> (01) Class full   | <input type="checkbox"/> (11) Recreation/Neighborhood Centers lack sufficient fitness/exercise equipment |
| <input type="checkbox"/> (02) Facilities lack the right equipment                                    | <input type="checkbox"/> (12) Program or facility unavailable  |
| <input type="checkbox"/> (03) Safety concerns  | <input type="checkbox"/> (13) Fees are too high  |
| <input type="checkbox"/> (04) Lack of quality programs   | <input type="checkbox"/> (14) Poor customer service by staff   |
| <input type="checkbox"/> (05) Too far from our residence   | <input type="checkbox"/> (15) I'm unaware of facility locations  |
| <input type="checkbox"/> (06) Facility maintenance   | <input type="checkbox"/> (16) Use services or facilities of other providers                              |
| <input type="checkbox"/> (07) Program times are inconvenient   | <input type="checkbox"/> (17) Inaccessible for people with disabilities                                  |
| <input type="checkbox"/> (08) Registration for programs is difficult                                 | <input type="checkbox"/> (18) Unaware of what is being offered   |
| <input type="checkbox"/> (09) Recreation/Neighborhood Centers have limited hours Monday – Friday     | <input type="checkbox"/> (19) Insufficient parking by facilities and parks                               |
| <input type="checkbox"/> (10) Recreation/Neighborhood Centers have limited hours Saturday and Sunday |  |



8. Please indicate if YOU or any members of your HOUSEHOLD has a need for each of the parks and recreation facilities listed below by circling the YES or NO next to the park/facility.

If YES, please rate ALL the following parks and recreation FACILITIES of this type in the City of Tucson on a scale of 5 to 1, where 5 means “100% Meets Needs” and 1 means “Does Not Meet Needs” of your household.

Type of Facility	Do You Have a Need for this Facility?		If YES You Have a Need, How Well Are Your Needs Being Met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
01. Soccer fields	Yes	No	5	4	3	2	1
02. Baseball fields	Yes	No	5	4	3	2	1
03. Softball fields	Yes	No	5	4	3	2	1
04. Little League fields	Yes	No	5	4	3	2	1
05. Multipurpose sports fields	Yes	No	5	4	3	2	1
06. Outdoor walking and biking paths	Yes	No	5	4	3	2	1
07. Tennis courts	Yes	No	5	4	3	2	1
08. Outdoor basketball courts	Yes	No	5	4	3	2	1
09. Neighborhood/Community parks	Yes	No	5	4	3	2	1
10. Metro/Regional parks	Yes	No	5	4	3	2	1
11. Playgrounds	Yes	No	5	4	3	2	1
12. Ramadas/picnic areas	Yes	No	5	4	3	2	1
13. Skateboarding facilities	Yes	No	5	4	3	2	1
14. Outdoor performance centers	Yes	No	5	4	3	2	1
15. Natural resource areas	Yes	No	5	4	3	2	1
16. Outdoor pickleball courts	Yes	No	5	4	3	2	1
17. Swimming pools	Yes	No	5	4	3	2	1
18. Outdoor splash parks	Yes	No	5	4	3	2	1
19. BMX facilities	Yes	No	5	4	3	2	1
20. Off leash dog parks	Yes	No	5	4	3	2	1
21. Golf courses	Yes	No	5	4	3	2	1
22. Outdoor restroom facilities	Yes	No	5	4	3	2	1
23. Indoor gym, i.e. basketball, volleyball	Yes	No	5	4	3	2	1
24. Recreation/neighborhood centers	Yes	No	5	4	3	2	1
25. Senior Centers	Yes	No	5	4	3	2	1
26. Fitness and exercise facilities	Yes	No	5	4	3	2	1
27. Other: _____	Yes	No	5	4	3	2	1

9. Which FOUR of the facilities from the list in Question #8 are MOST IMPORTANT to your household? [Using the numbers in the left hand column of Question #8 above, please write in the numbers below for your 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> choices, or circle ‘NONE’.]  
 1<sup>st</sup>: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ 3<sup>rd</sup>: \_\_\_\_\_ 4<sup>th</sup>: \_\_\_\_\_ NONE

10. Please indicate if **YOU** or any members of your **HOUSEHOLD** has a need for each of the recreation programs listed below by circling the YES or NO next to the recreation program.

If YES, please rate the following recreation PROGRAMS on a scale of 5 to 1, where 5 means “100% Meets Needs” and 1 means “Does Not Meet Needs” of your household.

Type of Program	Do You Have a Need for this Program?		If YES You Have a Need, How Well Are Your Needs Being Met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
01. KIDCO	Yes	No	5	4	3	2	1
02. Teen Programs	Yes	No	5	4	3	2	1
03. Adaptive Aquatics	Yes	No	5	4	3	2	1
04. Aquatics Classes	Yes	No	5	4	3	2	1
05. Summer Swim Lessons	Yes	No	5	4	3	2	1
06. Visual Arts - Adult	Yes	No	5	4	3	2	1
07. Golf	Yes	No	5	4	3	2	1
08. Arts and Crafts-Youth	Yes	No	5	4	3	2	1
09. Arts and Crafts-Adult	Yes	No	5	4	3	2	1
10. Dance-Youth	Yes	No	5	4	3	2	1
11. Dance-Adults	Yes	No	5	4	3	2	1
12. Gymnastics	Yes	No	5	4	3	2	1
13. Health and Fitness	Yes	No	5	4	3	2	1
14. Movers and Shakers	Yes	No	5	4	3	2	1
15. Music	Yes	No	5	4	3	2	1
16. Sports Camps and Classes	Yes	No	5	4	3	2	1
17. Theater	Yes	No	5	4	3	2	1
18. Therapeutics Recreation -Youth	Yes	No	5	4	3	2	1
19. Softball Leagues - Adult	Yes	No	5	4	3	2	1
20. Other: _____	Yes	No	5	4	3	2	1

11. Which **FOUR** of the programs from the list in Question #10 are **MOST IMPORTANT** to your household? [Using the numbers in Question #10 above, please write in the numbers below for your 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> choices, or circle ‘NONE’.]

1<sup>st</sup>: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ 3<sup>rd</sup>: \_\_\_\_\_ 4<sup>th</sup>: \_\_\_\_\_ NONE

12. Which **FOUR** of the programs from the list in Question #10 do you currently participate in **MOST OFTEN** at City of Tucson Parks and Recreation Department facilities? [Using the numbers in Question #10 above, please write in the numbers below for your 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> choices, or circle ‘NONE’.]

1<sup>st</sup>: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ 3<sup>rd</sup>: \_\_\_\_\_ 4<sup>th</sup>: \_\_\_\_\_ NONE



**18. From the list below, please select the THREE improvements to City of Tucson Parks and Recreation facilities that you and members of your household would MOST SUPPORT being funded.** [Using the letters below, please write in the letters in the spaces below for your 1st, 2nd, and 3rd choices or circle none.]

1<sup>st</sup> Support                      2<sup>nd</sup> Support                      3<sup>rd</sup> Support                      None

- (A) Maintenance/upgrades of existing outdoor parks, pools, and recreation facilities
- (B) Maintenance/upgrades of existing indoor Recreation/Neighborhood/Senior Centers
- (C) Development of new paths, trails and greenways to connect existing parks
- (D) Development of new outdoor recreation facilities in existing parks
- (E) Acquisition of new park land and open space
- (F) Maintenance/upgrades of existing rectangular sports fields (e.g. soccer, football, lacrosse, rugby)
- (G) Maintenance/upgrade of existing baseball and softball fields
- (H) Maintenance/improvements to Reid Park Zoo
- (I) Other: \_\_\_\_\_

**19. How would you allocate \$100 to support programs, facilities and services within the categories of spending listed below?** [Please be sure your total adds up to \$100.]

- \$ \_\_\_\_\_ Aquatics – pool operations, swimming lessons, recreational swimming
- \$ \_\_\_\_\_ Civic events – special events, equipment and technical support for events
- \$ \_\_\_\_\_ Historical/cultural programs – operation of Tucson’s historic, Spanish walled presidio, Presidio San Augustin del Tucson
- \$ \_\_\_\_\_ KIDCO – after school/summer youth recreation programs for youth 5 – 12 years of age
- \$ \_\_\_\_\_ Leisure classes – instructional/special interest classes for youth and adults
- \$ \_\_\_\_\_ Parks maintenance – routine, preventative maintenance of 128 parks and facilities
- \$ \_\_\_\_\_ Recreation centers – operation of 19 centers that are open for activities
- \$ \_\_\_\_\_ Sports – field scheduling, an adult softball league, track and field events
- \$ \_\_\_\_\_ Tennis – operation of Randolph, Ft. Lowell and Himmel Tennis Centers
- \$ \_\_\_\_\_ Therapeutic/Adaptive Recreation – programs for youth, teens and adults from the disability community
- \$ \_\_\_\_\_ Zoo – Reid Park Zoo operations and special events
- \$ \_\_\_\_\_ Other: \_\_\_\_\_
- \$ 100 TOTAL**

**20. During the last 7 days, on how many days did you do vigorous physical activities like running or fast bicycling in City of Tucson parks, trails or facilities?** [Note: If none, please skip to Question #21]  
 \_\_\_\_\_ days

**20a. On average, how many minutes per day do you usually spend on vigorous physical activities in City of Tucson parks, trails, or recreation facilities?**  
 \_\_\_\_\_ minutes

21. During the last 7 days, on how many days did you do moderate physical activities like bicycling at a medium pace or walking in City of Tucson parks, trails or recreational facilities at a medium pace?  
[Note: If none, please skip to Question #22]  
\_\_\_\_\_ days

21a. On average, how many minutes per day do you usually spend on moderate physical activities in City of Tucson parks, trails, or recreation facilities?  
\_\_\_\_\_ minutes

22. Counting yourself, how many people in your household are?

Under age 5 _____	Ages 20-24 _____	Ages 55-64 _____
Ages 5-9 _____	Ages 25-34 _____	Ages 65-74 _____
Ages 10-14 _____	Ages 35-44 _____	Ages 75+ _____
Ages 15-19 _____	Ages 45-54 _____	

23. What is your age? \_\_\_\_\_

24. Your gender: \_\_\_\_\_(1) Male \_\_\_\_\_(2) Female

25. Are you or other members of your household of Hispanic, Latino, or Spanish ancestry?  
\_\_\_\_\_ (1) Yes \_\_\_\_\_ (2) No

26. Which of the following best describes your race? (Check all that apply)

_____ (1) African American/Black	_____ (3) White/Caucasian
_____ (2) Asian/Pacific Islander	_____ (4) Other: _____

27. How long have you lived in the City of Tucson? \_\_\_\_\_ years

28. What is your household income?

_____ (1) Under \$25,000	_____ (4) \$75,000-\$99,999
_____ (2) \$25,000-\$49,999	_____ (5) \$100,000 or more
_____ (3) \$50,000-\$74,999	

**This concludes the survey. Thank you for your time!**

Please return your completed survey in the enclosed postage paid envelope addressed to:  
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential.  
The address information printed to the right will  
ONLY be used to help identify areas with special interests.



