

Parks, Recreation, Trails and Open Space Master Plan



Submitted to:

Town of Sahuarita Parks and Recreation Department



Sahuarita, Arizona

March 24, 2008

Submitted by:

BWR

In association with:

**SAGE Landscape Architecture & Environmental
ETC/Leisure Vision**

CREDITS

Members of the Town Council

- Mayor, Lynne Skelton
- Vice-Mayor, Phil Conklin
- Council Member, Charles E. Oldham
- Council Member, Scott Downs
- Council Member, Marty Moreno
- Council Member, Roger Minor
- Council Member, John J. Sullivan

Members of the Parks & Recreation Commission

- Chairperson, Kara Egbert
- Vice-Chair, Diane Huckins
- Commission Member, Vincent D. Luna
- Commission Member, Dave Clark
- Commission Member, Hans Duerr
- Commission Member, Laura M. Acosta
- Commission Member, Karen Geores

Master Plan Steering Committee

- Parks and Recreation Commission Member, Kara Egbert
- Parks and Recreation Commission Member, Hans Duerr
- Former Economic Development Commission Member, April Clement
- Planning and Zoning Member, Robert Tomlinson
- Parks and Recreation Director, Debbie Summers
- Planning & Zoning Director, John Neunuebel
- Assistant Town Manager, Larry Dobrosky

Key Members of Town Staff

- Town Manager, Jim Stahle
- Assistant Town Manager, Larry Dobrosky
- Parks & Recreation Director, Debbie Summers
- Recreation Coordinator, Mario Orosco
- Recreation Programmer, Melissa Hinkle
- Parks & Facilities Manager, Brian DeBreceny
- Parks Project Manager, Ken Ventura
- Parks and Recreation Foreman, Phil Clark

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EXECUTIVE SUMMARY

INTRODUCTION

The implementation of this Comprehensive Parks, Recreation, Trails and Open Space Master Plan in the first decade of the 21st century presents a number of serious challenges and intriguing opportunities. The Parks and Recreation Department has faced challenges since its creation in 2001. As a new Department at that time, it originated in the Public Works Department but soon became a Department of its own in 2003 under the leadership of a full-time Director of Parks and Recreation. In that period between 2003 and today, the Department has been challenged with meeting the leisure demands of a rapidly growing community while creating the necessary infrastructure (policies, management team, recreation program, facility and park maintenance program, etc.) for a new Department. Opportunities for long term success will depend on the Department's ability to position itself as an important function of Town Government by raising the level of awareness about the benefits of parks and recreation programs and by developing the policies which are written to sustain it.

In order to move forward with this Master Plan, the Department will strive to achieve the goals set forth in the plan and make all decisions using the vision and mission statements as a guide. The goals presented in this comprehensive plan overview are intended to be forward looking, balance limited resources with responsibilities, and to re-position the Parks and Recreation Department as a key player in the growth and development of the Town.

OUR VISION AND MISSION

The Town of Sahuarita Parks & Recreation Department's primary purpose is to ***create community through people, parks and programs***. We do this by providing the public with a variety of recreational opportunities and facilities. We are responsible for operating and maintaining the Town's parks, facilities, buildings and for issuing permits for special events, picnics, and sport fields. We strive to plan a mixed variety of programs, classes, special activities and events. Anamax Park, Sahuarita Lake Park, and Parque Los Arroyos are the three current parks that our community can benefit from and enjoy!

OUR GOALS

- To support our employees by providing them with the necessary training and resources with which to effectively do their jobs.
- To identify existing and future partnerships to leverage Town resources.
- To protect the environment: water resources; vegetation and habitat; and wildlife.
- To maintain the park system at a level which meets, or exceeds, citizen expectations.
- To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.
- To be fiscally responsible and sustainable by creating a cost recovery system which is based on a fee system that varies between 100% subsidy for services that benefit the entire community to 0% subsidy for services that benefit specific individuals/groups.
- To acquire land in the planning area which provides open space for protection of sensitive areas and defined space for active facilities.
- To provide greenways and trails which link parks, commercial and residential areas.

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- To adopt standards which clarify the future need for land, park types and facilities.
- To identify new facilities that citizens are supportive of.

Note: As goals one through ten are detailed below, the reader will note that italicized beneath each goal is a reference to the Town's General Plan.

Goal #1 - To support Department employees by providing them with the necessary training and resources with which to effectively do their jobs.

❖ *Continuing Education and Professional Development*

It is recommended that:

- Participation in professional associations, continuing education, on the job training and cross training be encouraged.
- Office space, meeting space and storage space be provided as new facilities are built.
- Technology upgrades be provided.



Goal #2 - To identify existing and future partnerships to leverage Town resources.

❖ *REC 1.6.1 work with the School District*



It is recommended that:

- A formal Joint Partnership Policy be created
- Existing partnerships be identified
- The Department meet annually with existing partners individually to evaluate the relationship to determine if it is a win/win situation
- The Town organize and produce an annual recognition luncheon to honor its partners
- The Department facilitate an annual partnership collaboration with all the partners

Goal #3 - To protect our environment: water resources; vegetation and habitat; and wildlife.

- ❖ *REC 2.5 maintain wildlife corridors*
- ❖ *ENV 1.1 conserve the Town's water*
- ❖ *ENV 1.8 protect wildlife habitat*

It is recommended that:

- The use of groundwater be reduced
- The use of reclaimed water be increased
- Storm water runoff be reduced
- Riparian corridors be retained and maintained that have been identified as important biological resources
- The river channel be preserved and enhanced to encourage groundwater recharge and quality riparian habitat and to protect valued views of the river from development

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- Uplands be managed to enhance desert habitat and to protect the functioning of the riparian ecosystems within the watershed
- View sheds be preserved
- Wildlife habitats and native plant species be protected
- Systems to conserve energy and resources be incorporated into the future development and operation of parks, programs and facilities managed by the Parks and Recreation Department

Goal #4 - To maintain the park system at a level which meets, or exceeds, citizen expectations.

❖ *Level of service expectations*

It is recommended that:

- The park maintenance budget be increased annually from the current \$6400 per acre to an amount which keeps pace with inflation so that the current maintenance standard not be reduced
- Assignments which prevent the park maintenance staff from spending more time in the park system be evaluated and redirected
- Equipment be provided to the park maintenance staff which enables them to work more efficiently and effectively in the park system



Goal #5 - To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.

❖ *REC 1.5 provide a variety of recreation opportunities*

It is recommended that:

- As the recreation program expands, it will acknowledge that all age groups have program needs and will produce those that are most in demand
- The Department continue to support the need for facilities, both indoor and outdoor, to provide the arenas within which the programs will occur
- The Department continue to negotiate with the school district (s) to share resources
- The Department explore the most effective marketing methods available to it so that citizens are aware of the services that are available to them
- The Department be aware of what others are providing in the Town and work to avoid duplicative services, when appropriate
- The Department improve its operational procedures and policies
- Resources be allocated to an ongoing staff development program
- A process for evaluating all programs be utilized at all times
- Department staff quantify the participation and economic impact of attractions, programs and special events in Sahuarita which result in revenue to the Town to support needed services



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Goal #6 - To position the Department to be in alignment with the Town's fiscal targets.

❖ *Fiscal responsibility to Council and community*

It is recommended that:

- The Department create and adopt a formal Cost Recovery Policy
- The Cost Recovery Policy be reviewed annually
- Creation of the Cost Recovery Policy be a participatory process with elected officials, the Parks and Recreation Commission, user groups and citizens-at-large
- The current cost recovery percentage of 13% of total budget will be increased
- Earned income options be evaluated for their appropriateness in Sahuarita
- A foundation be analyzed for its appropriateness in Sahuarita

Goal #7 - To acquire land in the planning area which provides open space for protection of sensitive areas and limited space for active facilities.

❖ *REC 1.3.1 provide recreational open space*

❖ *REC 1.5.5 provide inter-generational opportunities*

It is recommended that:

- An additional district park be developed west of Town located in the vicinity of West Twin Buttes Road between North La Canada Drive and South Mission Road.
- A regional park be located northeast of the Town, approximately between Sahuarita Road and Pima Mine Road.
- A regional park be located in the east central area of Sahuarita, east of South Nogales Highway and between the Santa Rita Experimental Range and Wildlife Refuge and East Dawson Road.
- Conservation land be 70% of the district and regional park land acquisitions in the northeast, southeast and west of the Town Boundary
- Neighborhood parks within an HOA become the responsibility of the HOA when possible. It is also proposed that all future neighborhood parks developed within designated communities be the responsibility of the HOA. It is not the intention of the Town of Sahuarita to be responsible for the ownership and maintenance of neighborhood parks within designated neighborhoods
- The Department continue to promote open space awareness through educational programs and activities



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Goal #8 - To provide greenways and trails which link parks, commercial and residential areas.

- ❖ *REC 1.5.4 uses Santa Cruz floodplain for recreation both passive/active uses*
- ❖ *REC 1.7 opportunities for bicycles, pedestrians and equestrians*

It is recommended that:

- The Department work with Pima County to complete a Trail Master Plan.
- The Pima County Trail Plan and the Sahuarita Town Trail Plan be connected to a strong spine along the Santa Cruz River which connects some existing parks, the new district park, the new regional parks, residential and commercial areas and the Town Center to the system.
- The Departments of Parks and Recreation and Planning and Zoning work to encourage developers to build the trail spine



Goal #9 - To adopt standards which clarify the future need for land, park types and facilities.

- ❖ *REC 1.3 expand park and recreation opportunities*

It is recommended that:

- Increase the current standard of eight acres of park land per 1,000 population to allow for the acquisition of two new park types (district and regional).
- Land acquisition standards be linked to the need to protect land to the northeast, southeast and west of the Town Boundary and to acquire land along the Santa Cruz River to provide green space and a mechanism for extending the greenway and trail system.
- Facility standards are linked to the need to balance indoor and outdoor facilities.
- Facility standards are linked to citizen preferences for new facilities; e.g. adventure sports for young people, dog areas, and splash pads.
- Facility standards are linked to the popularity (life cycle) of activities; e.g. athletic fields.

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Goal #10 - To identify new facilities that will be needed as the Town continues to grow.

❖ REC 1.4.1 improve and expand recreational facilities

It is recommended that:

- Athletic fields for soccer, baseball, softball and football be developed.
- An outdoor aquatic facility be constructed adjacent to an indoor recreation center in addition to the planned facility for Anamax Park.
- An indoor recreation center be added in addition to the planned facility for Anamax Park.
- A nature pavilion be developed.
- Several outdoor basketball courts be developed.
- An Adventure Park which will include a BMX Track and a skate park be developed.
- A skate park be constructed at the new regional park and several skate spots throughout the Town be developed.
- More dog areas be developed.
- An amphitheatre be developed.
- A Town Center Plaza will be developed.
- Numerous large and small ramadas be developed.
- Several splash pads be constructed throughout the Town.

CHAPTER 1. CITIZEN INVOLVEMENT

INTRODUCTION

It was determined by the Town of Sahuarita and its staff of the Parks and Recreation Department that the creation of the Parks, Recreation, Trails and Open Space Master Plan would occur in an open process and citizen driven. To accomplish that goal, the consultant facilitated several meetings in 2006 in June, August, September, October and December and again in 2007 in February, March and April. Input opportunities included individual interviews of key stakeholders, steering committee meetings, Parks Commission Meetings, focus groups and public meetings.

The voice of citizens-at-large was heard through the distribution of a statistically valid citizen survey in the fall of 2006 (September and October). From the distribution of 2,000 surveys to randomly selected households, 466 responses were returned which resulted in a level of confidence in the survey results of 95% at a precision of +/- 4.5%.

TYPES OF CITIZEN INPUT OPPORTUNITIES

Key Stakeholder Interviews - Input from interviews was used for two purposes: a) to identify key issues about which citizens are concerned; and, b) to determine, on a preliminary basis, if there are similar thoughts about which improvements are best for the Town's park system and recreation program. All comments from the interviews have been considered by the consultant as final recommendations are made.

Statistically Valid Citizen Survey – The survey was used to test key issues which were identified early in the planning process as stakeholder interviews were conducted. Results of the citizen survey were used in conjunction with the data received from key stakeholder interviews, Steering Committee Meetings and Parks and Recreation Commission Meetings to create final master plan recommendations.

Parks Commission and Steering Committee Meetings – The consultant met with the Parks and Recreation Commission and Steering Committee on several occasions to solicit their input on important planning issues.

Community Values

During the planning process, the consultant asked a number of questions which provided insights about the community's value system which have been listed below. Ultimately, the value system will be the key driver for recommendations in this report, thus the foundation upon which all decisions are tested. It has been determined that the most cherished values in Sahuarita are listed below:

- To protect the environment and open space
- To provide efficient and effective municipal services
- To partner and leverage resources with others; e.g. Pima County, school district, private developments
- To proactively manage growth
- To provide a balance between indoor and outdoor opportunities
- To provide equitable access to programs and facilities
- To develop a system of trails and greenways which provide linkages to points of interest and the environment

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Chapter 1: Citizen Involvement

IDENTIFICATION OF KEY ISSUES

Several issues were mentioned during the citizen involvement process. Listed below are the comments from Council Members, the Parks and Recreation Commission and Staff. In addition to these comments, the Steering Committee has been involved and is in alignment with the comments below.

Town Council Member Comments

Each Town Council Member was interviewed. Their comments are listed below.

- Need to manage growth
- Differences of opinion between the need for small, close-to-home parks versus larger community parks
- Need a consistent and expedient delivery system of Town services (projects need to flow more smoothly)
- Some for and some opposed to an indoor aquatic facility which accommodates competitive events
- Support for the Anamax Park expansion project
- Community Garden
- Spraypark
- Clustered athletic facilities
- Indoor facilities for basketball and other activities
- Trails and greenways
- North Park development
- A community gathering spot in the new Town Center
- A large, diverse park which accommodates multi-generational users
- A balance between indoor and outdoor facilities
- The need for a sustainable park system
- Protection of the environment
- The importance of citizen involvement into all Town processes
- Emphasis on programming for families
- The importance of partnerships to leverage Town resources
- The Park and Recreation Area Design Standards Manual needs to be changed so the Town has a choice between land or cash instead of land only that is ultimately not useable

Parks and Recreation Commission Comments

Not all members of the Parks and Recreation Commission were interviewed on an individual basis; however, all of the Commissioners have been actively involved during the planning process at regularly scheduled Commission Meetings at which times the consultant has made presentations. Listed below are some of the comments that have been mentioned by members of the Commission.

- Need a consistent and expedient delivery system of Town services (projects need to flow more smoothly)
- Support for trails and greenways
- A large indoor recreation center
- A community gathering spot near the new Town Center
- Protection of the environment
- Interest in an aquatic facility
- The importance of partnerships
- Support for a community garden
- Shaded areas at playgrounds, athletic fields and in the park system is a good idea

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Chapter 1: Citizen Involvement

Staff Comments

The consultant met with members of staff on several occasions. Listed below are some of the comments made by staff:

- The impact of rapid growth on everything the Department does
- The challenge of completing projects on time and within budget
- Focus of programming is primarily on youth at this time but need more facilities to expand programming for all ages
- Imbalance between funding and expectations
- There is a need for office space
- More indoor programming space is needed in a large recreation center
- New facilities being discussed include an indoor gym, skatepark, aquatic facility, multi-use athletic fields, trails, community garden, tennis courts and volleyball
- As the Town grows, more staff will be needed
- Would appreciate a more consistent working relationship with the school district
- Many non-residents are users of facilities and programs
- The programs are heavily subsidized
- Developers are setting expectations to home buyers that the Town is positioned to meet their needs for facilities and programs which is not an accurate statement at this time
- The maintenance staff spends approximately 35% to 40% of its time outside the park system as it accommodates other Town Government needs such as setting up for meetings and facility maintenance of non-park facilities.
- There will be a need for more athletic fields as the Town grows
- The importance of taking care of what we have before we build new
- Need to find a balance between programs and facilities provided by the developers versus Department staff

SUMMARY

Town Council members, the Parks and Recreation Commission and staff are thinking similarly on a number of opportunities which include the following:

Issues which Stakeholders are in agreement with

- The need to proactively manage growth
- A desire for a community gathering spot in the new Town Center
- The importance of balancing indoor and outdoor opportunities
- The challenge of building projects on time and within budget
- The fundamental mandate to protect the environment
- The value of trails and greenways which link trails, schools, points of interest and the environment
- The need for new facilities such as a recreation center, athletic fields, the expansion of Anamax Park and the development of North Park
- The need to balance the Park and Recreation Area Design Standards Manual in a way that is growth friendly while providing the Town with the outcomes it needs to address the impact of growth for new facilities and services

Issues which Stakeholders are not in agreement with

- The need for an indoor aquatic facility
- The need for small, close-to-home parks

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Chapter 1: Citizen Involvement

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CHAPTER 2. CITIZEN SURVEY

OVERVIEW OF THE METHODOLOGY

The Town of Sahuarita conducted a statistically significant Community Interest and Opinion Survey during September and October of 2006 to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Town of Sahuarita. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Town of Sahuarita officials, as well as members of the BWR project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In September 2006, surveys were mailed to a random sample of 2,000 households in the Town of Sahuarita. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 466 surveys having been completed. The results of the random sample of 466 households have a 95% level of confidence with a precision of at least +/-4.5%.

SURVEY SUMMARY

Current Usage and Satisfaction with Town of Sahuarita Parks and Recreation Services

The survey responses show that the Town of Sahuarita is doing many excellent things in providing parks and recreation services with opportunities for improvements. A few key findings are as follows:

- 83% of household respondents indicated that they have used at least one of the three (3) Town of Sahuarita parks over the past year. 72% of households use Sahuarita Lake Park, with 99% of respondents rating the condition of the park as excellent (59%) or good (40%). 66% of households use Anamax Park, with 88% of respondents rating the condition of the park as excellent (35%) or good (53%).

Comparisons to national benchmarking averages and conclusions - The usage rates for the total park system in the Town of Sahuarita of 83% is considerably higher than the national benchmarking average of 72% of households using parks during the past year. In fact, Sahuarita Lake Park at 72% usage has as high a usage as the average park system, which is very high for any individual park.

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Leisure Vision's national benchmarking averages show that 33% of households rate the conditions of parks as excellent and 54% rate the conditions as good. Both of these averages are far exceeded by the ratings for Sahuarita Lake Park. Anamax Park is very comparable to these national averages. Parque Los Arroyas Park with 43% of users rating its condition as excellent and 33% as good far exceeds the excellent ratings but is significantly lower than the good ratings.

- 22% of household respondents indicated that they have participated in programs offered by the Town of Sahuarita over the past 12 months. 89% of program participants indicated that the quality of the programs were excellent (37%) or good (52%).

Comparisons to national benchmarking averages - These ratings are significantly lower than the national benchmarking average of 29% of households participating in recreation programs during the past year and show opportunities for improvements. Nationally, 87% of households rate the quality of local parks and recreation programs as either excellent (33%) or good (54%). These percentages are comparable to the Town of Sahuarita.

Therefore the Town of Sahuarita's recreation programming is lower than the national benchmarking averages with opportunities to increase programming, with the quality of the programs being rated very comparable to national averages.

The Town of Sahuarita Newsletter is an effective means of communicating information about programs and activities. 86% of households learn about programs and activities through the newsletter. We have found that anytime, a newsletter is used by more than 70% of households it a high percentage. In fact the national average for usage is 49%. The Town of Sahuarita also gets good coverage from the newspaper and through their website. Both of these sources of marketing are above the national averages for these marketing means.

At the same time, 31% of residents indicate that not knowing what is being offered is a barrier to using the parks and recreation system more often. This is considerably higher than the national benchmark of 21% and may indicate some difficulties in communicating the overall service message and/or the contents of the marketing methods. It could also be a factor in programming usage being low.

Needs, Unmet Needs, and Priorities for Parks, Trails, Open Space, Recreation Facilities and Programs

The survey clearly showed opportunities for improvements to parks, trails, outdoor and indoor recreation facilities and programs. A few key findings are as follows:

- ***The Town of Sahuarita has high unmet needs for a wide variety of outdoor and indoor programming spaces.*** Out of 26 facilities there was only one facility (outdoor pools) that as many as 40% of those having a need for the facility indicated their needs being completely met. Normally, we see a much higher percentage of facilities having at least 40% of their needs 100% being met.

Even more significant, over ½ of the 26 facilities are indicated to have less than 20% of respondents with needs having their needs 100% being met. Ratings are very low for a wide variety of indoor programming spaces for teens, indoor basketball and volleyball courts, indoor swimming/leisure/therapy pools, and indoor walking and jogging track. All of these unmet needs for facility spaces impact programming and I believe have a major impact on program usage being only at 22% of households.

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You will note that along with walking and biking trails and outdoor swimming pool for recreation, indoor fitness and exercise facilities and indoor swimming/leisure/therapy pools are among the 4 most important parks and recreation facilities to respondents.

While there are many public, non-profit and private providers of parks, trails, indoor and outdoor recreation facilities in the Town of Sahuarita, the needs for these facilities is outpacing the current efforts of these combined organizations to provide these services.

- ***The Town of Sahuarita has even higher unmet needs for a wide variety of outdoor and indoor programs.*** Out of 19 programs there was not one program area that as many as 17% of those having a need for the program indicated their needs being completely met. There are significantly high unmet needs for programs in the Town of Sahuarita.

The most important programs to respondents are adult fitness and wellness programs, special events and concerts, water fitness programs, nature programs, senior adult programs and youth sports.

- ***Walking is the primary way that respondents get to trails.*** This is very unusual. In most communities the primary ways that respondents get to parks and facilities is by automobile.
- ***Over 80% of respondents indicate they would use indoor recreation and aquatic spaces if they were built.*** This is a high percentage and shows strong support for these spaces. Additionally, Q22 substantiates this strong support as indoor recreation facilities are the 2nd most supported action for the Town to take to fund with tax dollars.

It is not unusual for walking and jogging tracks, aerobics/fitness/space, weight room, warm water therapeutic area, and leisure pool to be in the top facilities. It is somewhat unusual for space for meetings to be higher rated than lanes for lap swimming.

Last, while no one option gathered a majority of support, building one indoor facility at 41% has nearly 3 times the support than building two separate facilities (14%). It would normally also be the more cost effective from a revenue flow and controlling cost standpoint.

Actions Respondents Are Willing to Fund With Taxes and Priority Importance of Parks and Recreation

To act upon their needs and priorities for outdoor and indoor parks, recreation, trails, and aquatic facilities and programs, respondent households were asked a series of questions regarding actions they are most willing to fund with their tax dollars (Q22) and how important it is to fund improvements to parks, trails, open space and recreation services compared to other Town priorities.

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Key Findings

- **Based on the sum of their top 4 choices, “conduct renovations for walking/biking trails” (47%) is the action respondents would be most willing to fund with their tax dollars.** The other actions that respondents would be most willing to fund with their tax dollars are: “conduct renovation for indoor recreation facilities” (37%) and “purchase land to develop natural parks” (35%). It should also be noted that “conduct renovations for walking/biking trails” and “conduct renovation for indoor recreation facilities” had the highest percentage of respondents select it as their first choice as the action they would be most willing to fund with their tax dollars.

It is also important to note that 80% of respondents selected one of the 11 actions. This shows strong overall support for improving the parks and recreation system.

- ***Last, eighty percent (80%) of respondents feel that funding parks, trails, open space and recreation services is either very important (42%) or somewhat important (38%) compared to other priorities for the Town.*** Only 11% of respondents feel it is not important, and 9% indicated “not sure”. These are very strong percentages and show support for parks, trails, open space and recreation services being a priority in the Town.

Final Conclusions

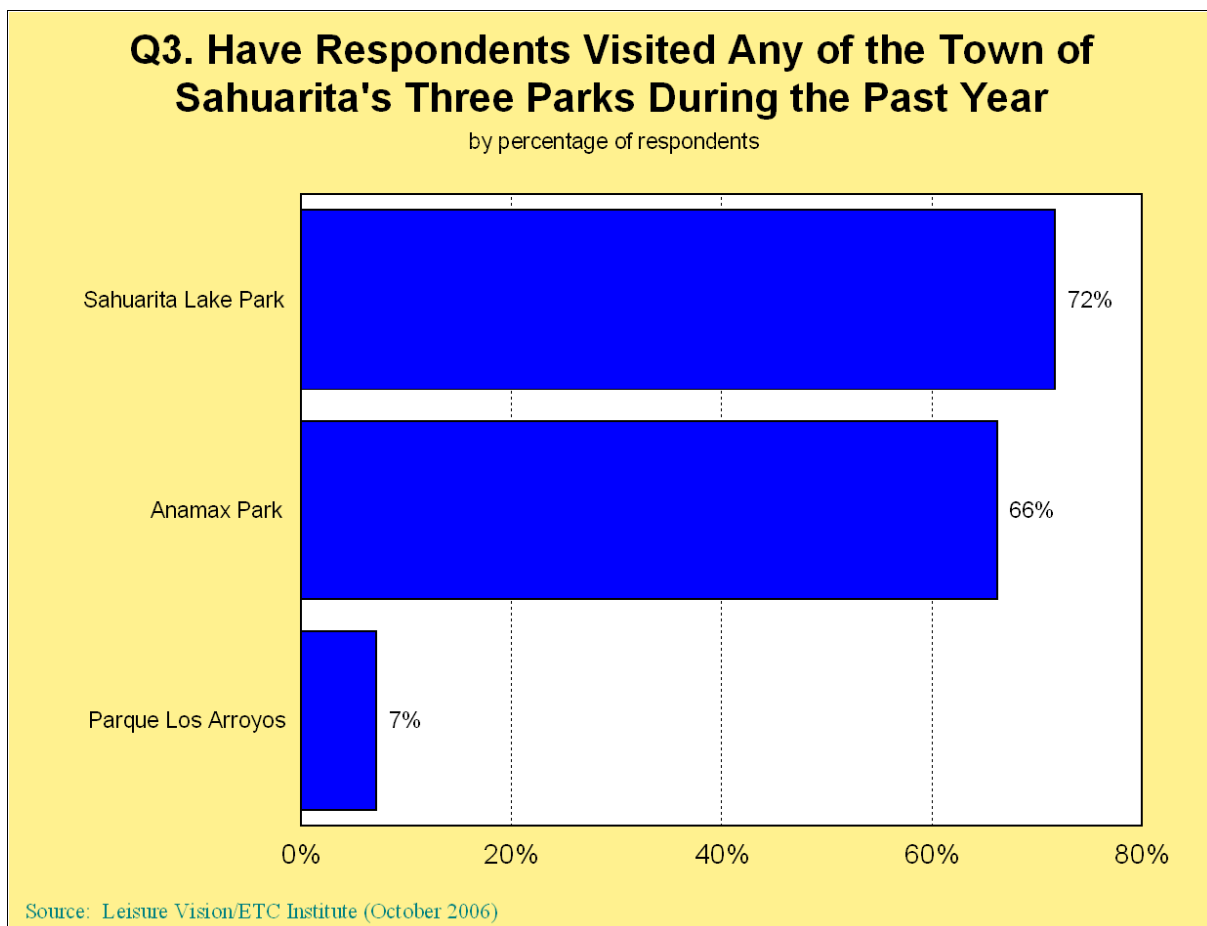
Results from the citizen survey clearly show that there is strong usage and satisfaction with parks in the Town of Sahuarita. Participation in recreation programs is lower than national benchmarks and is an opportunity area for improvements. Survey results also show significant unmet needs for a wide range of outdoor and indoor facilities and recreation programs. Of particular importance to residents is continued development of trails, development of an indoor recreation facility, and purchasing land for natural area parks. Improvements to the park system rank as a high priority to residents as compared to other Town priorities.

SURVEY RESPONSES TO ALL QUESTIONS

Visitation of Sahuarita Parks During the Past Year

From a list of three Sahuarita parks, respondents were asked to indicate all of the ones their household has visited during the past year. The following summarizes key findings:

Approximately three out of four respondent households (72%) have visited Sahuarita Lake Park during the past year. Sixty-six percent (66%) of respondent households have visited Anamax Park during the past year, and 7% of respondents have visited Parque Los Arroyos during the past year.



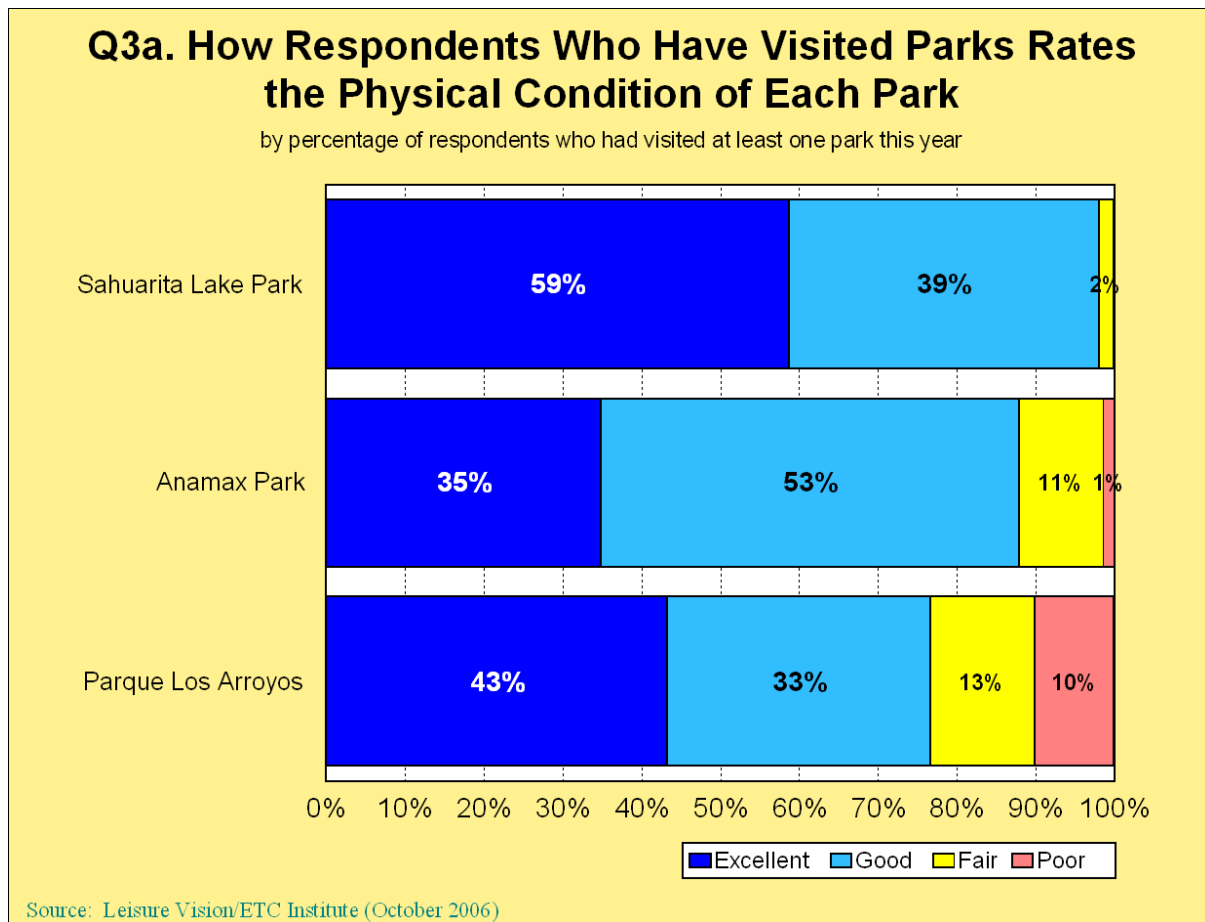
Town of Sahuarita, Arizona

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Physical Condition of Sahuarita Parks

Respondent households that have visited Sahuarita parks during the past year were asked to rate the physical condition of each of the parks they have visited. The following summarizes key findings:

- **Ninety-eight percent (98%) of respondent households that have visited Sahuarita Lake Park during the past year rated it as either excellent (59%) or good (39%).** Eighty-eight percent (88%) of respondent households that have visited Anamax Park during the past year rated it as either excellent (35%) or good (53%), and 76% rated Parque Los Arroyos as either excellent (43%) or good (33%).



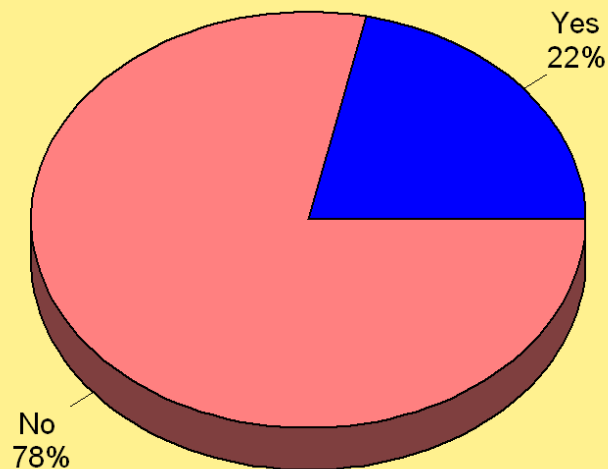
Participation in Sahuarita Recreation Programs

Respondents were asked if they or members of their household have participated in any recreation programs offered by the Town of Sahuarita during the past 12 months. The following summarizes key findings:

- **Twenty-two percent (22%) of respondent households have participated in recreation programs offered by the Town of Sahuarita during the past 12 months.**

Q4. Have Respondent Households Participated in Any Recreation Programs Offered by the Town of Sahuarita during the Past 12 Months

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

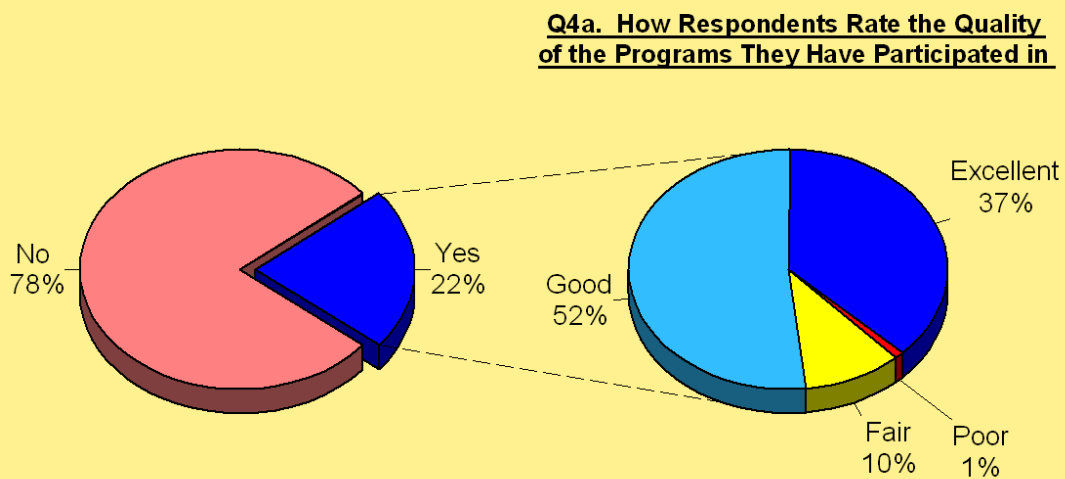
Quality of Sahuarita Recreation Programs

Respondent households that have participated in recreation programs offered by the Town of Sahuarita during the past 12 months were asked to rate the quality of the programs they have participated in. The following summarizes key findings:

- **Of the 22% of respondent households that have participated in Town of Sahuarita recreation programs during the past 12 months, 89% rated the programs as either excellent (37%) or good (52%).** In addition, 10% of respondents rated the programs as fair, and only 1% rated them as poor.

Q4. Have Respondent Households Participated in Any Recreation Programs Offered by the Town of Sahuarita During the Past 12 Months

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

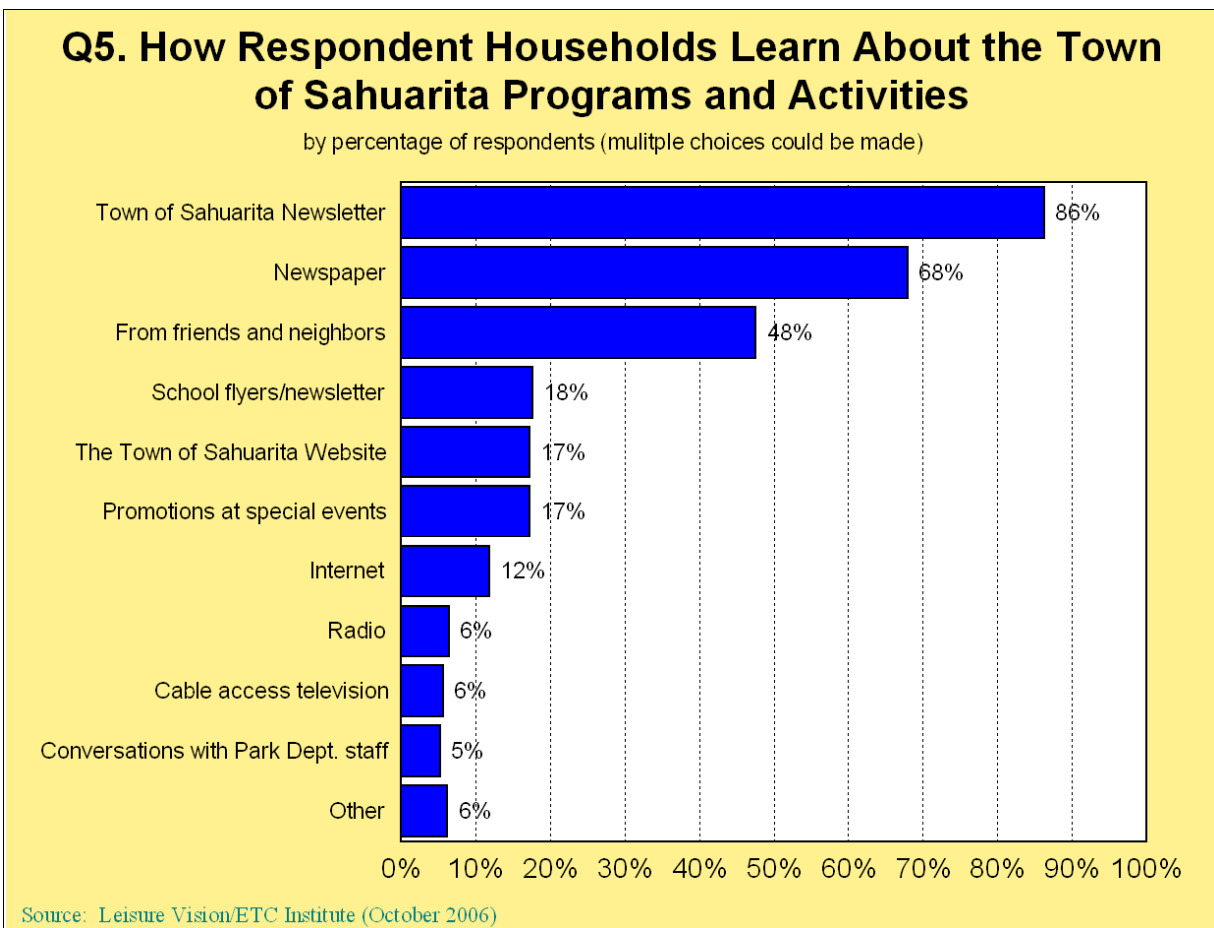
Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

Ways Respondents Learn About Sahuarita Programs and Activities

From a list of 10 options, respondents were asked to indicate all of the ways they learn about Town of Sahuarita programs and activities. The following summarizes key findings:

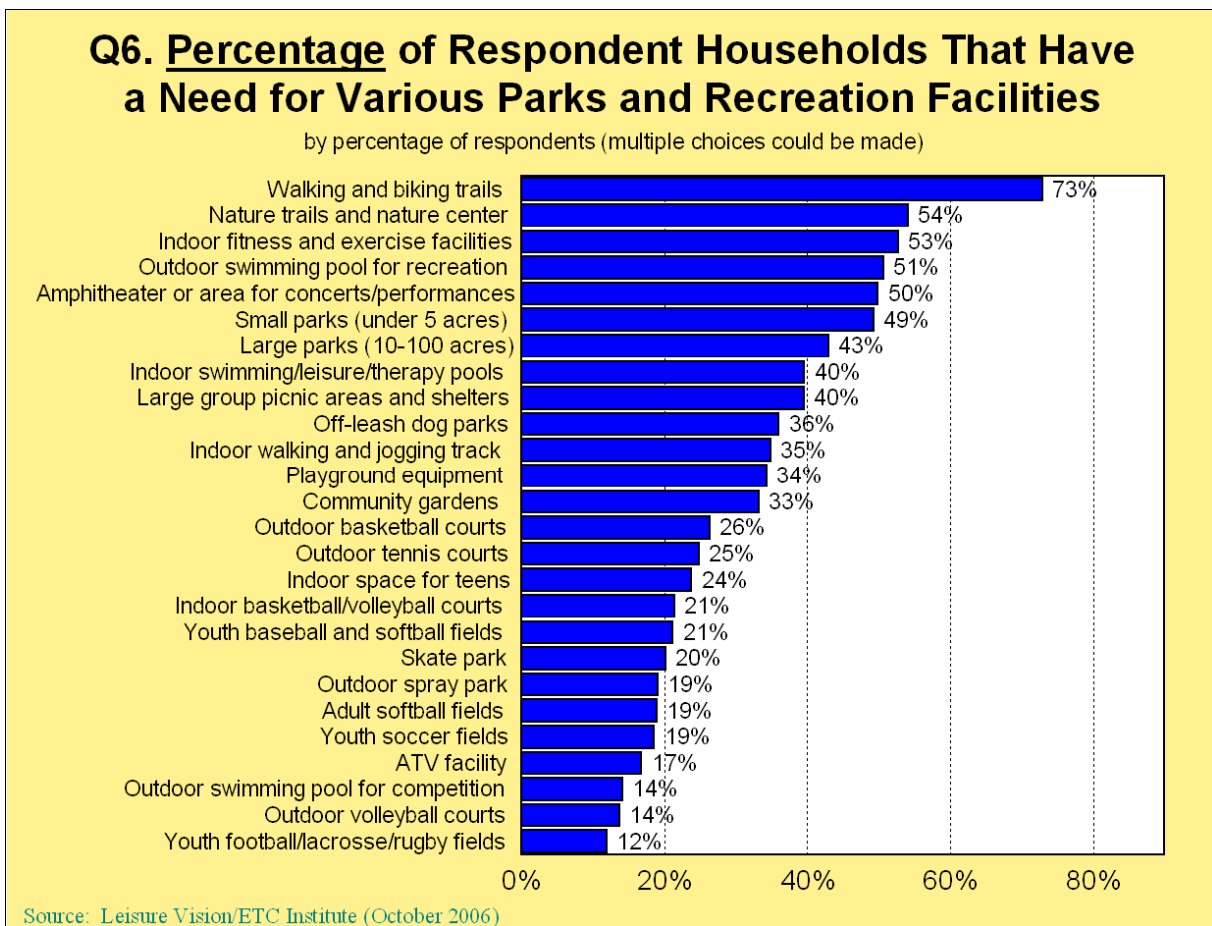
- **The Town of Sahuarita Newsletter (86%) is the most frequently mentioned way that respondents learn about Town of Sahuarita programs and activities.** The other most frequently mentioned ways that respondents learn about Town of Sahuarita programs and activities include: newspaper (68%), and from friends and neighbors (48%).



Need for Parks and Recreation Facilities

From a list of 26 various parks and recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Five of the 26 parks and recreation facilities had at least 50% of respondent households indicate they have a need for it.** These five facilities include: walking and biking trails (73%), nature trails and nature center (54%), indoor fitness and exercise facilities (53%), outdoor swimming pool for recreation (51%) and amphitheater or area for concerts/performances (50%).

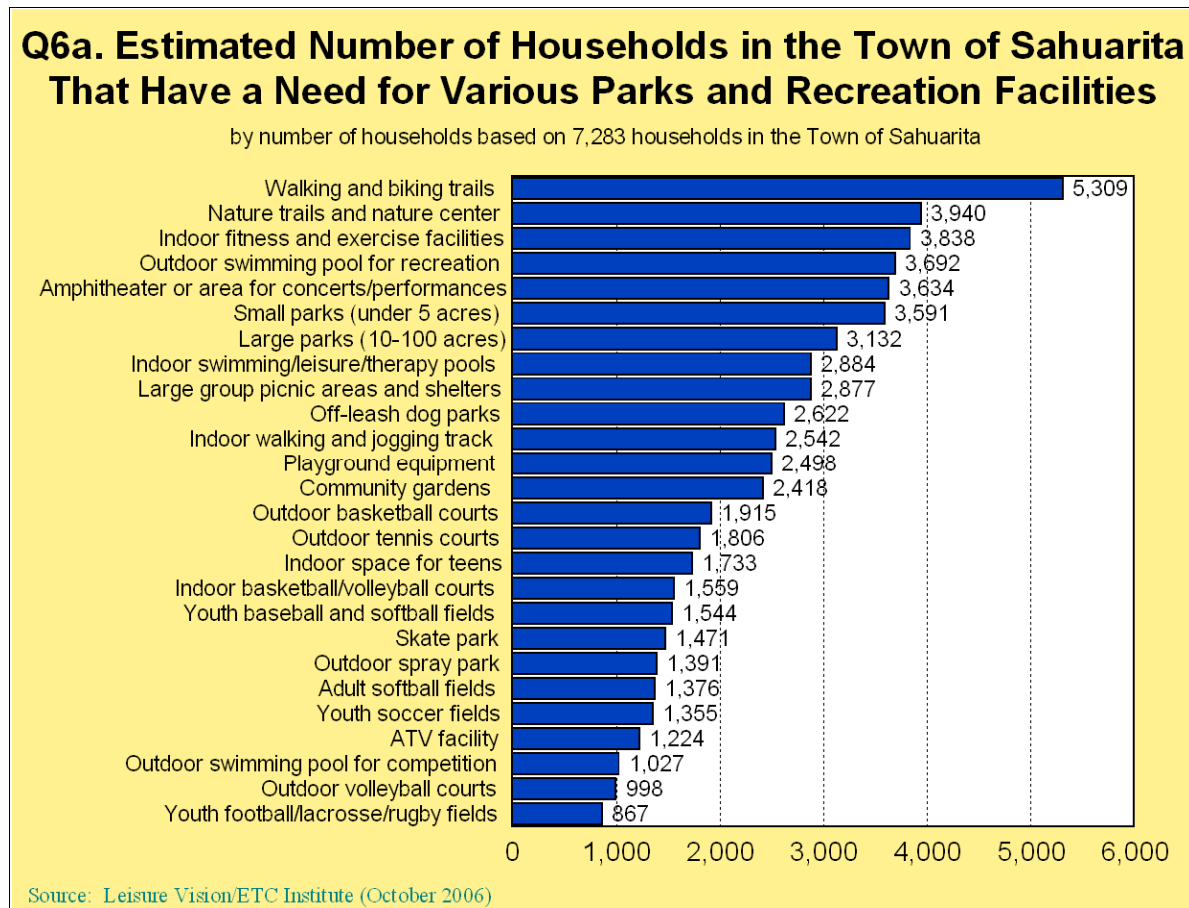


Town of Sahuarita, Arizona

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Need for Parks and Recreation Facilities in Sahuarita

From the list of 26 parks and recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the Town of Sahuarita that have a need for various parks and recreation facilities, based on 7,283 households in Sahuarita.



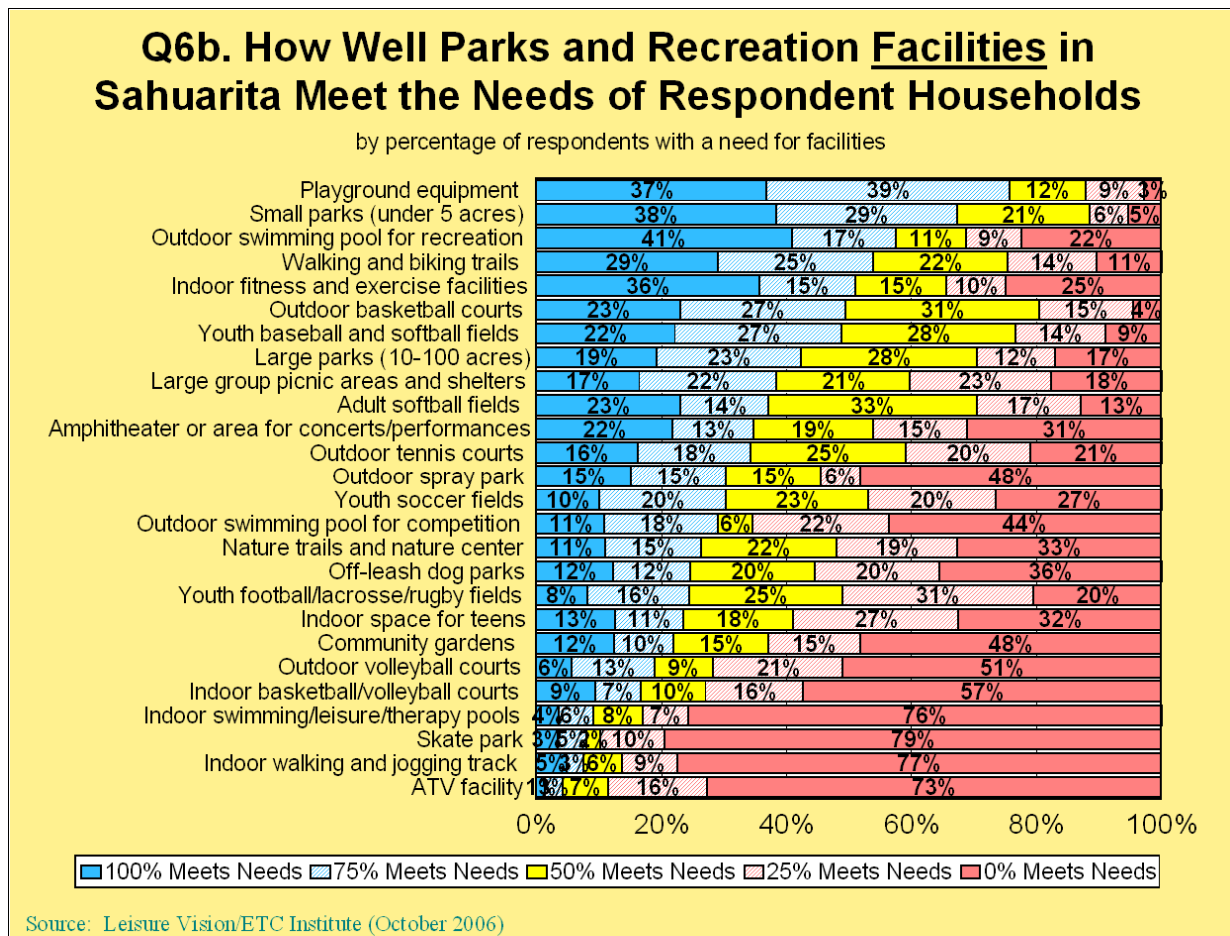
Town of Sahuarita, Arizona

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How Well Parks and Recreation Facilities Meet Needs

From the list of 26 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well these facilities in Sahuarita meet their needs. The following summarizes key findings:

- For all 26 facilities, less than 45% of respondents indicated the facility completely meets the needs of their household.



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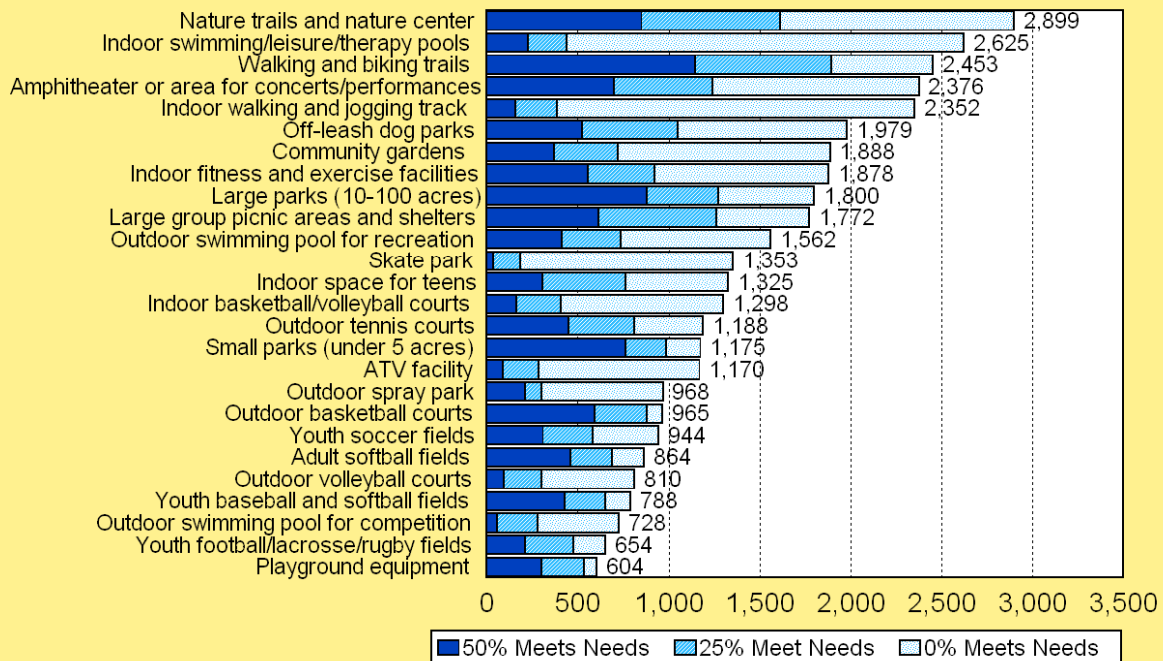
Chapter 2: Citizen Survey

Sahuarita Households with Their Facility Needs Being 50% Met or Less

From the list of 26 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The graph below shows the estimated number of households in the Town of Sahuarita whose needs for facilities are only being 50% met or less, based on 7,283 households in Sahuarita.

Q6c. Estimated Number of Households in the Town of Sahuarita Whose Needs for Parks and Recreation Facilities Are Only Being 50% Met or Less

by number of households based on 7,283 households in the Town of Sahuarita



Source: Leisure Vision/ETC Institute (October 2006)

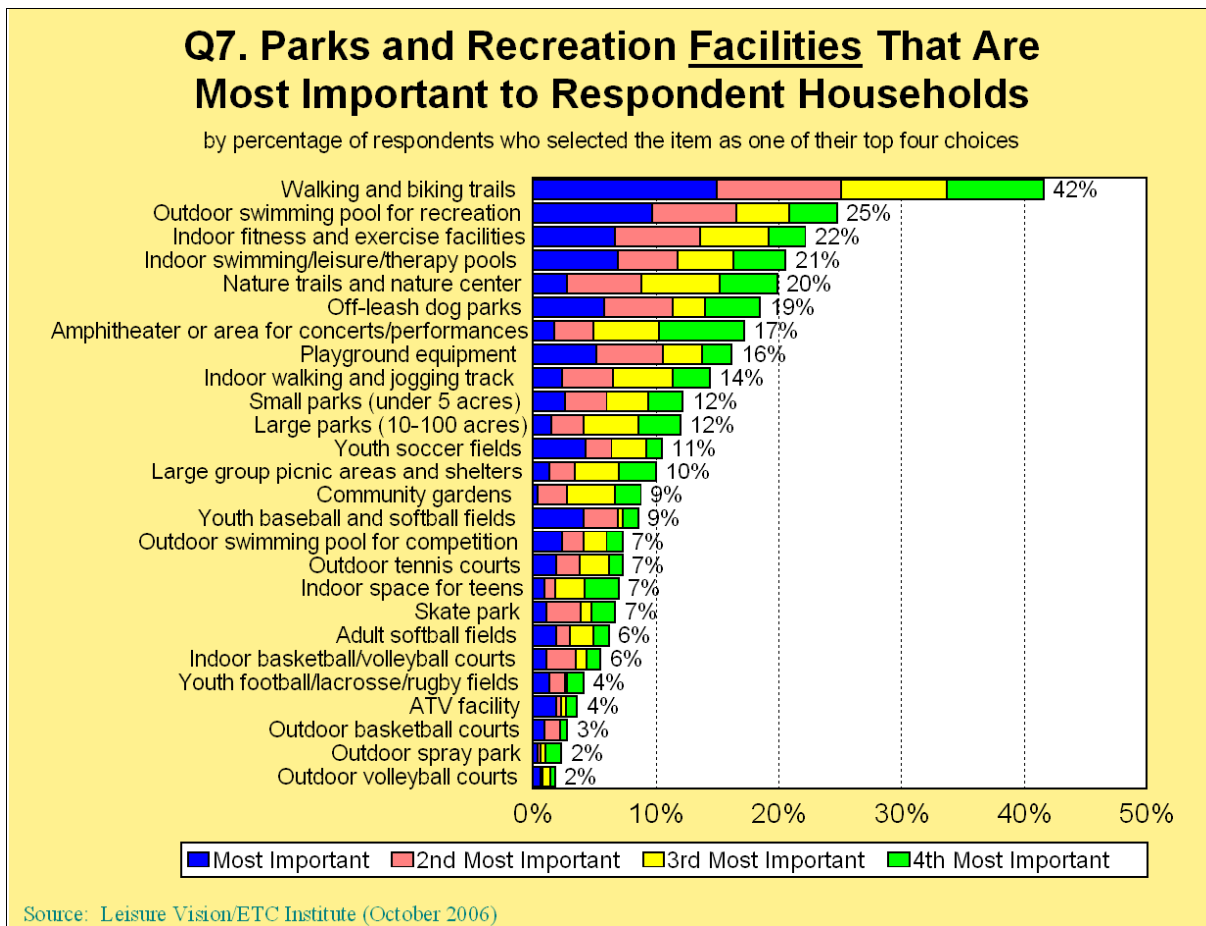
Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

Most Important Parks and Recreation Facilities

From the list of 26 parks and recreation facilities, respondents were asked to select the four facilities that are most important to their household. The following summarizes key findings:

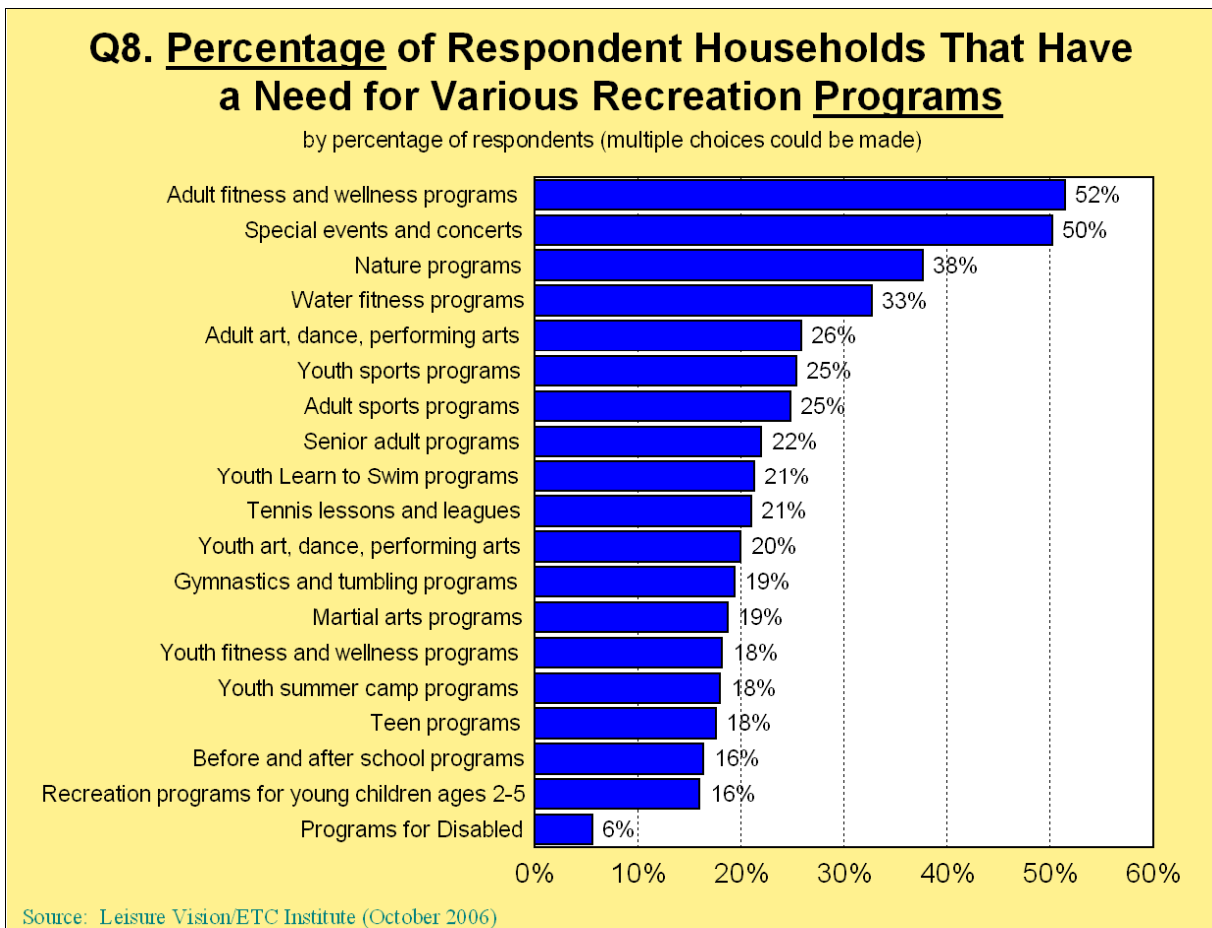
- **Based on the sum of their top 4 choices, the facilities that respondents rated as the most important are: walking and biking trails (42%), outdoor swimming pool for recreation (25%), indoor fitness and exercise facilities (22%), indoor swimming/leisure therapy pool (21%), and nature trails and nature center (20%).** It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.



Need for Recreation Programs

From a list of 19 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Four of the 19 recreation programs had over 30% of respondent households indicate they have a need for them.** These four programs include: adult fitness and wellness programs (52%), special events and concerts (50%), nature programs (38%) and water fitness programs (33%).



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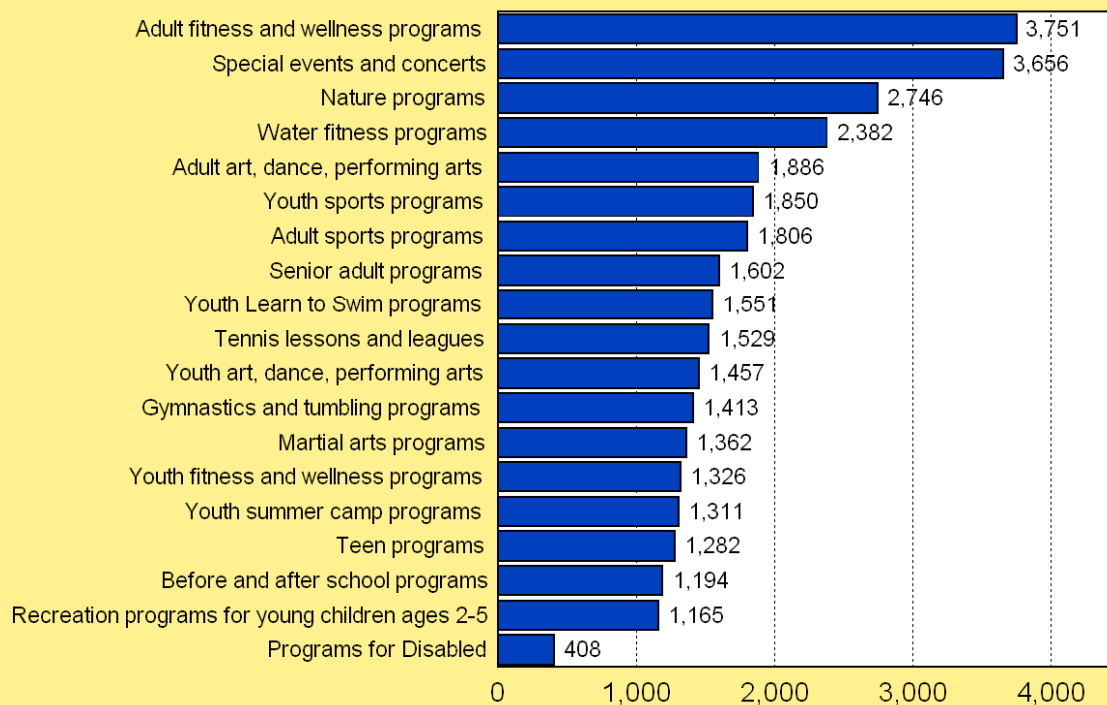
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Need for Recreation Programs in Sahuarita

From the list of 19 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the Town of Sahuarita that have a need for various recreation programs, based on 7,283 households in Sahuarita.

Q8a. Estimated Number of Households in the Town of Sahuarita That Have a Need for Various Recreation Programs

by number of households based on 7,283 households in the Town of Sahuarita



Source: Leisure Vision/ETC Institute (October 2006)

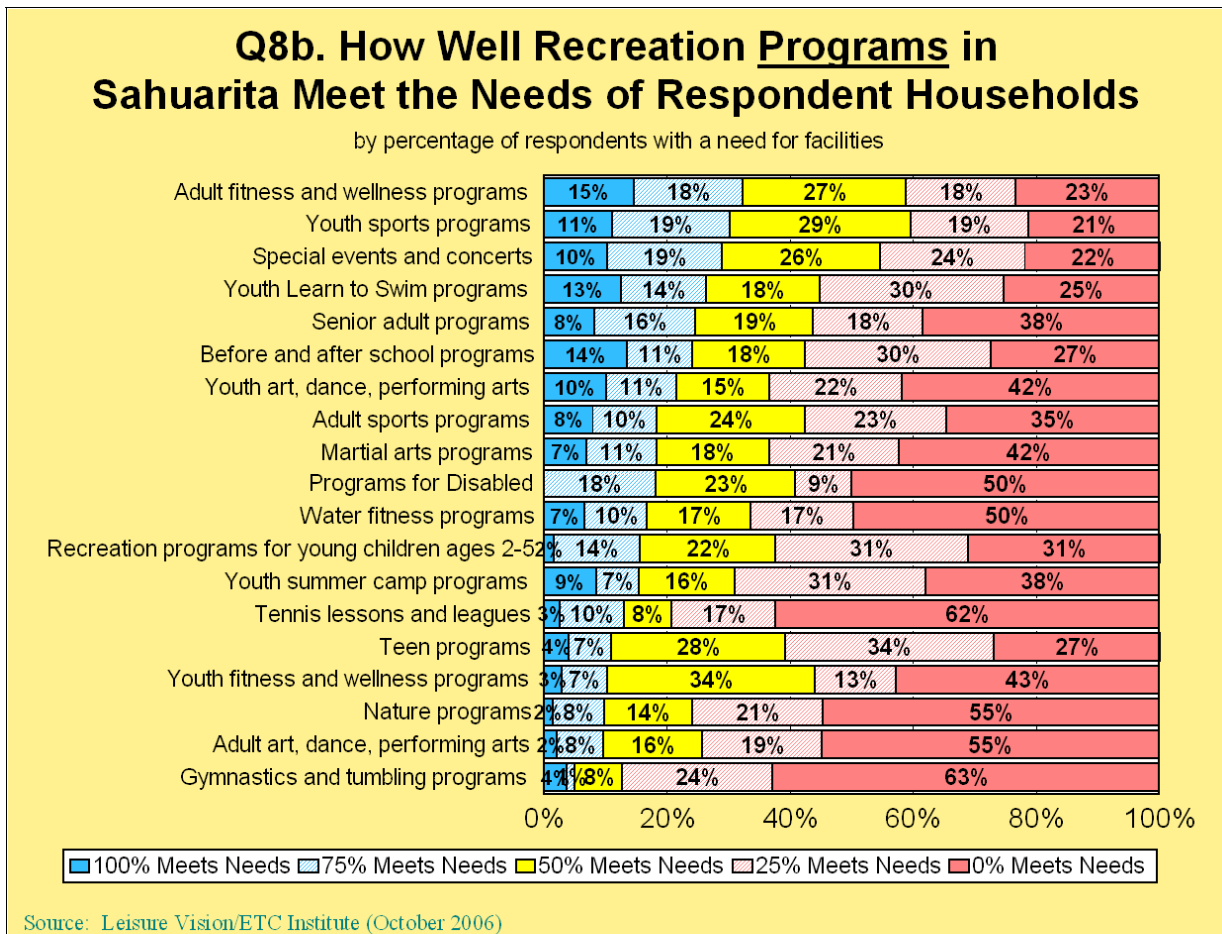
Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

How Well Recreation Programs Meet Needs

From the list of 19 recreation programs, respondent households that have a need for programs were asked to indicate how well the programs available to Town of Sahuarita residents meet their needs. The following summarizes key findings:

- For all 19 programs, 15% or less of respondents indicated the program completely meets the needs of their household.

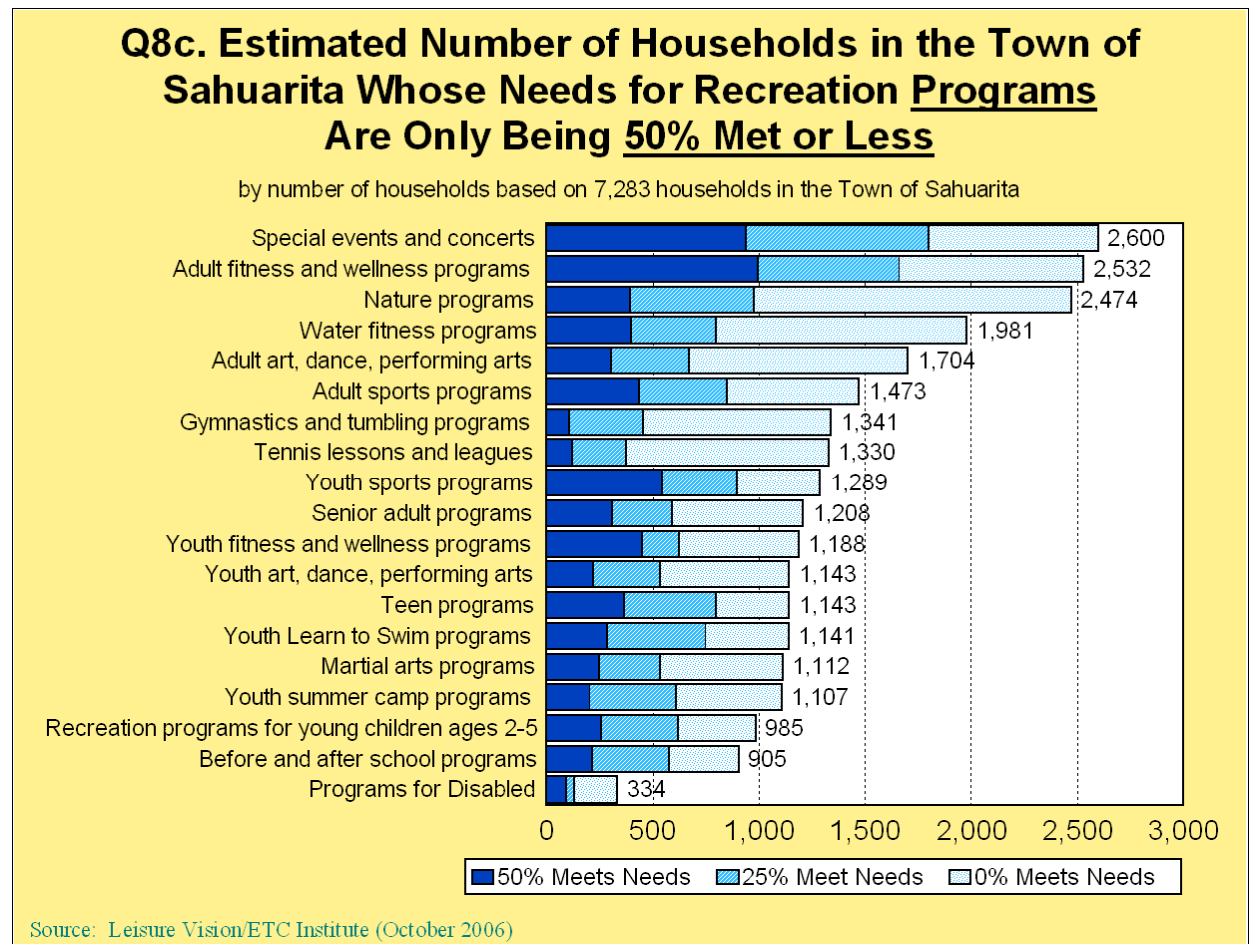


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Sahuarita Households with Their Program Needs Being 50% Met or Less

From the list of 19 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The graph below shows the estimated number of households in the Town of Sahuarita whose needs for programs are only being 50% met or less, based on 7,283 households in Sahuarita.



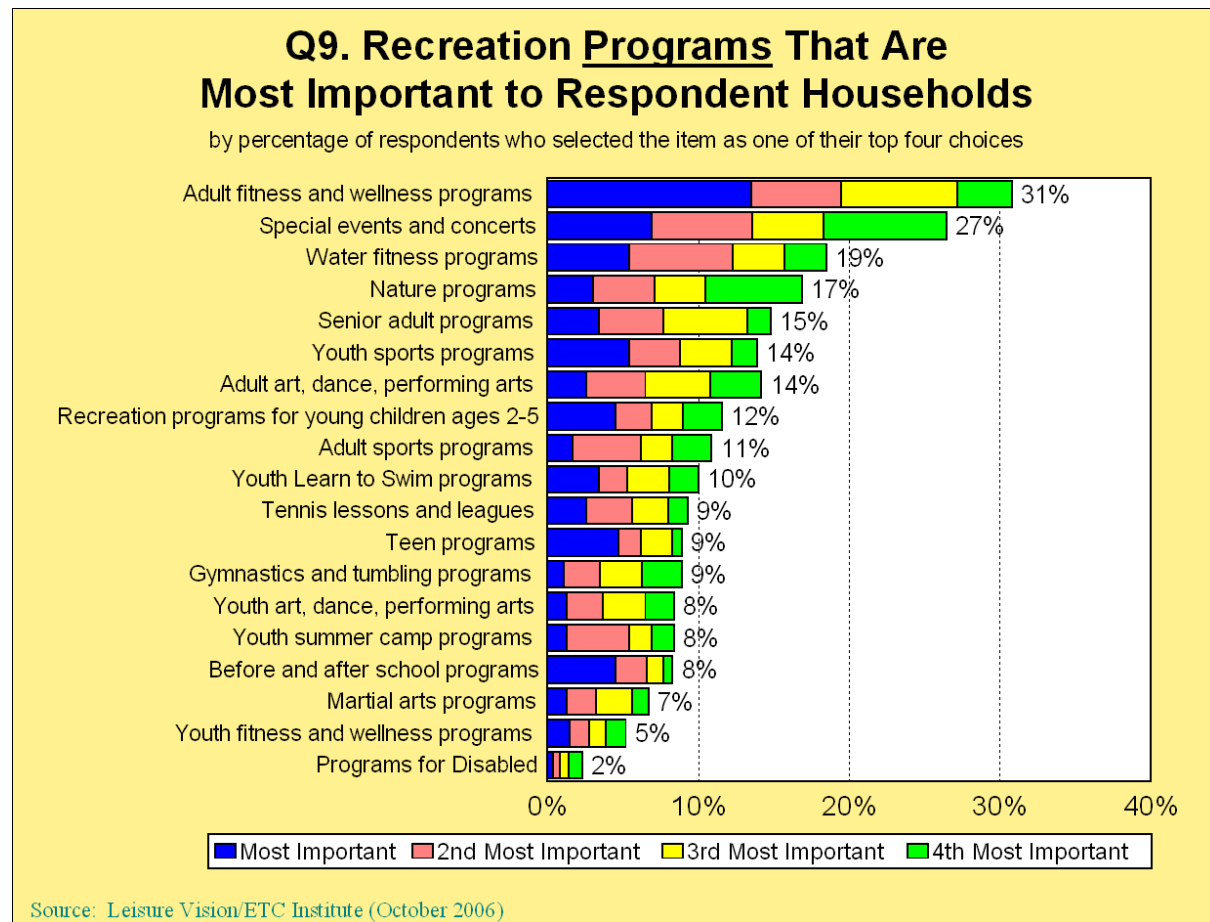
Town of Sahuarita, Arizona

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Most Important Recreation Programs

From the list of 19 recreation programs, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- **Based on the sum of their top 4 choices, the programs that respondents rated as the most important are: adult fitness and wellness programs (31%), special events (27%), water fitness programs (19%) and nature programs (17%).** It should also be noted that adult fitness and wellness programs had the highest percentage of respondents select it as their first choice as the most important program.



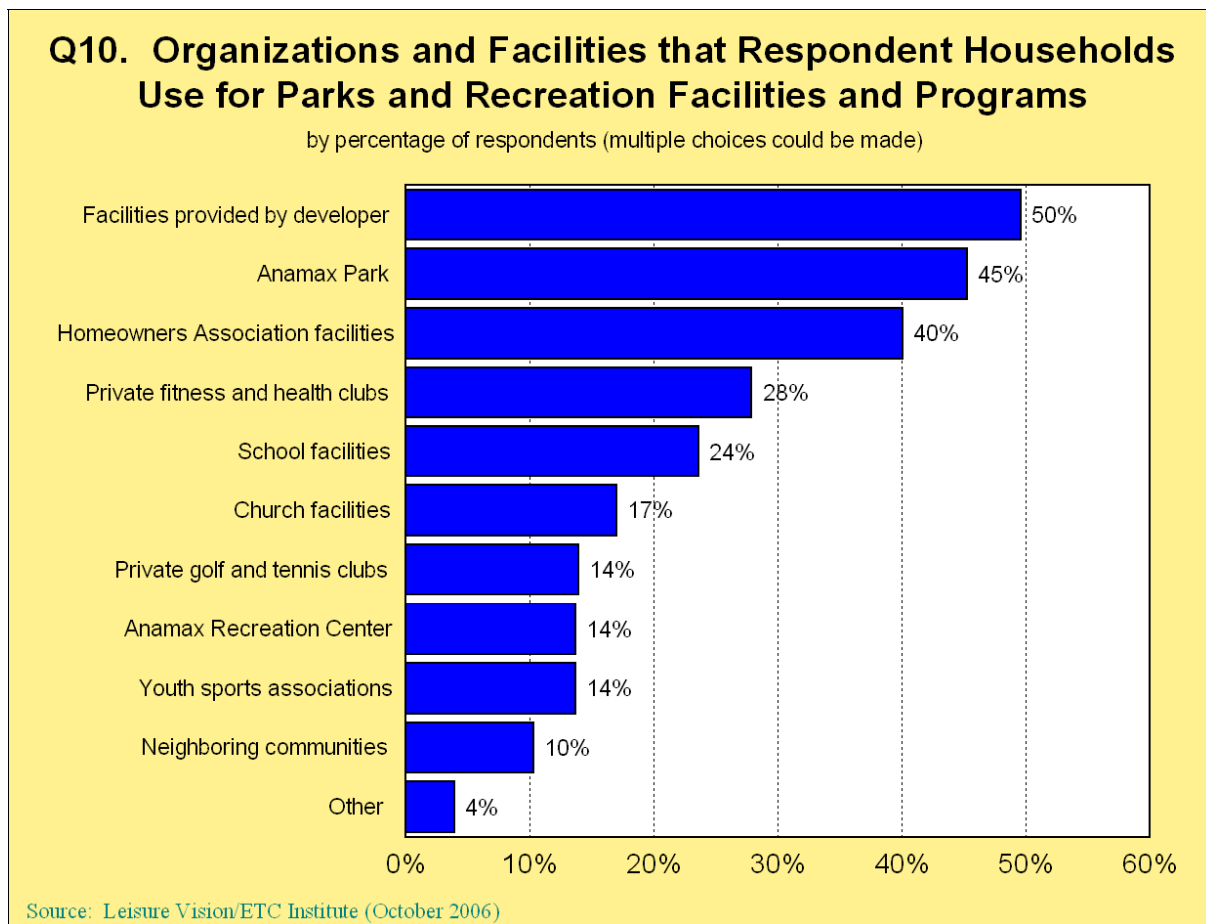
Town of Sahuarita, Arizona

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Organizations/Facilities Used for Parks & Recreation Facilities & Programs

From a list of 10 options, respondents were asked to select all of the organizations/facilities they use for parks and recreation facilities and programs. The following summarizes key findings:

- **The organizations/facilities used by the highest percentage of respondent households are: facilities provided by developer (50%), Anamax Park (45%) and Homeowners Association facilities (40%).** It should also be noted that 84% of respondents use at least one of the organizations/facilities listed.



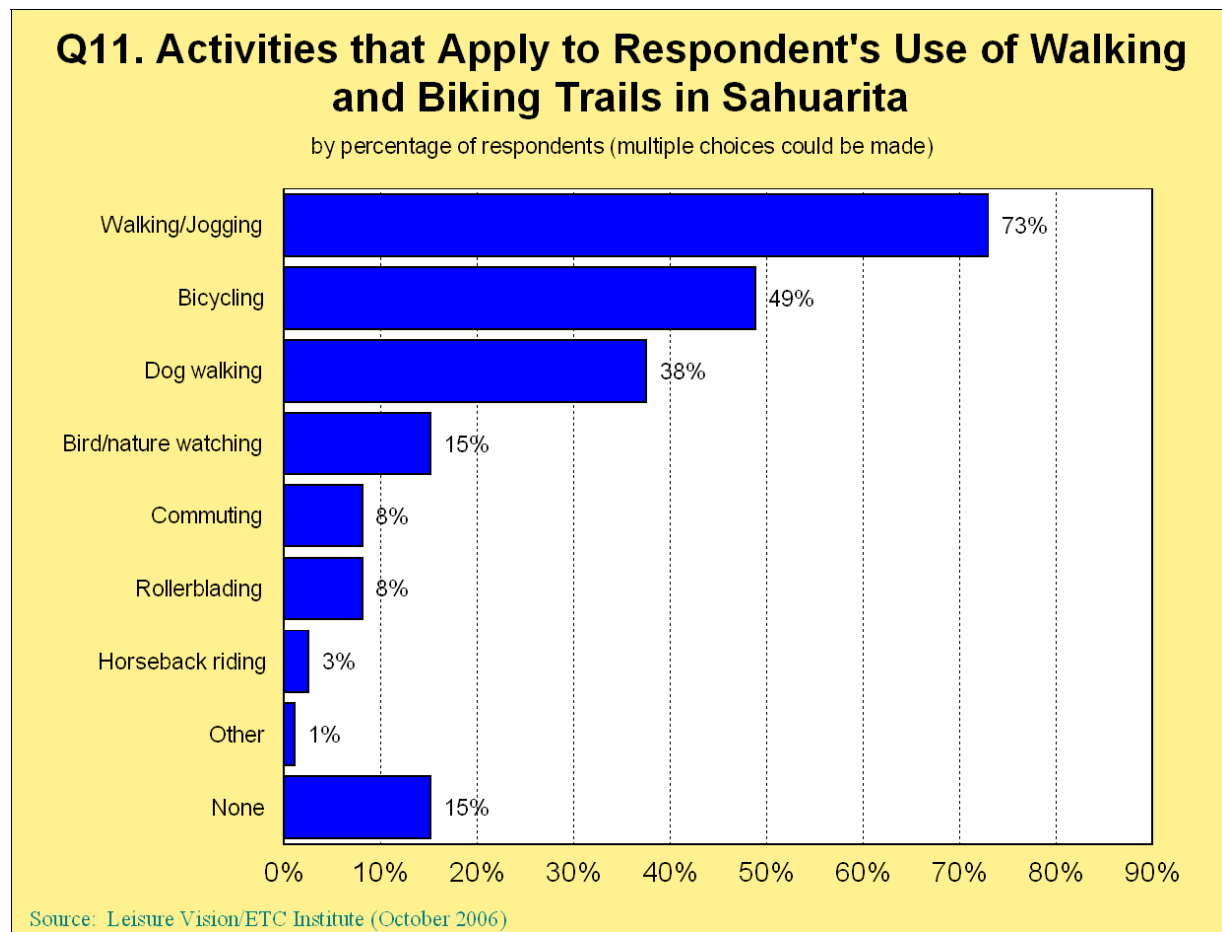
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Activities Participated in at Walking and Biking Trails

From a list of seven options, respondents were asked to select all of the activities they participate in on walking and biking trails in Sahuarita. The following summarizes key findings:

- **The activities that the highest percentage of respondent households participate in at walking and biking trails in Sahuarita are: walking/jogging (73%), bicycling (49%), dog walking (38%).** It should also be noted that 89% of respondent households have participated in at least one of these activities.



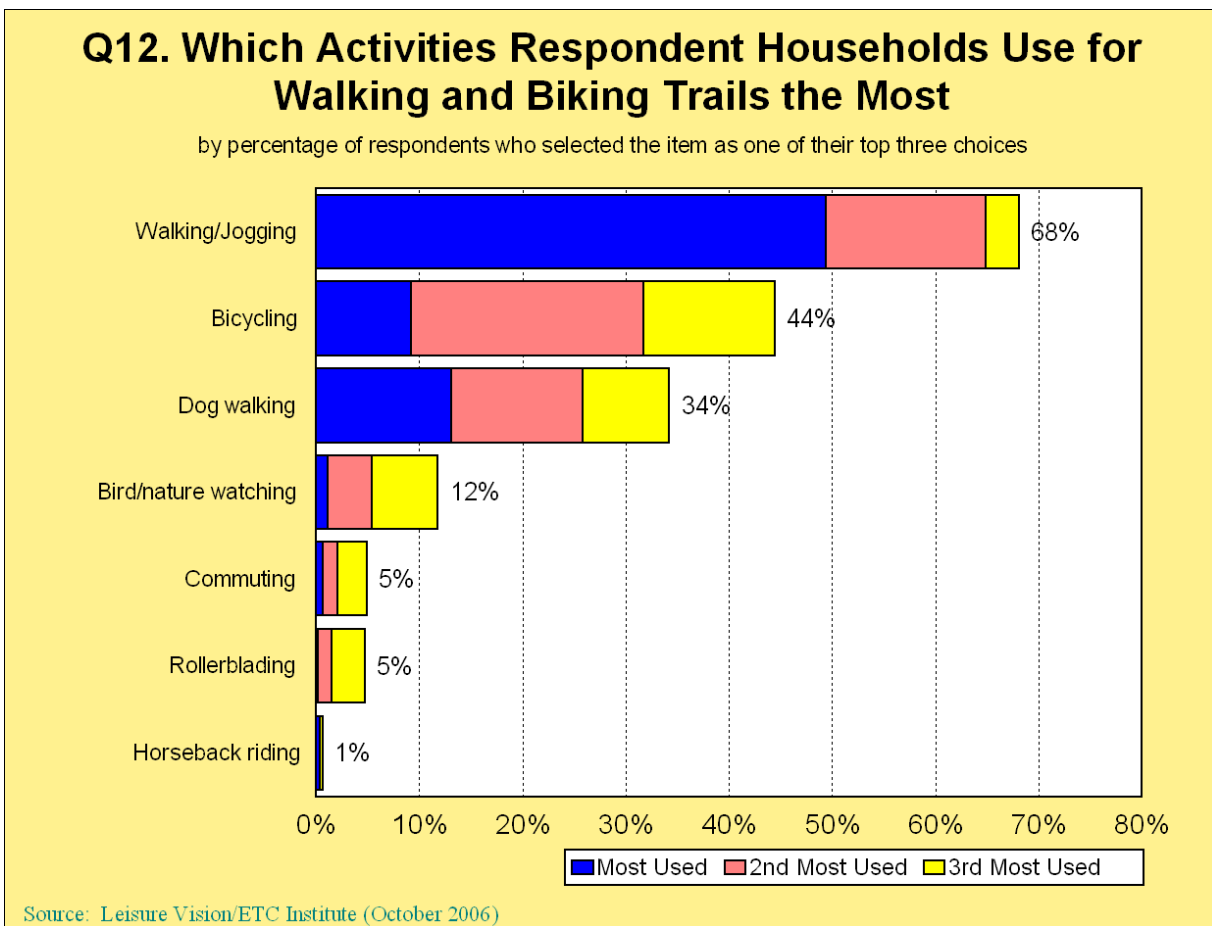
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Activities Participated in the Most at Walking and Biking Trails

From the list of seven options, respondents were asked to select the three that their household participates in the most on walking and biking trails in Sahuarita. The following summarizes key findings:

- **Based on the sum of their top 3 choices, the activities that respondent households participate in the most at walking and biking trails in Sahuarita are: walking/jogging (68%), bicycling (44%), and dog walking (34%).** It should also be noted that walking/jogging had the highest percentage of respondents select it as their first choice as the activity they participate in most often.



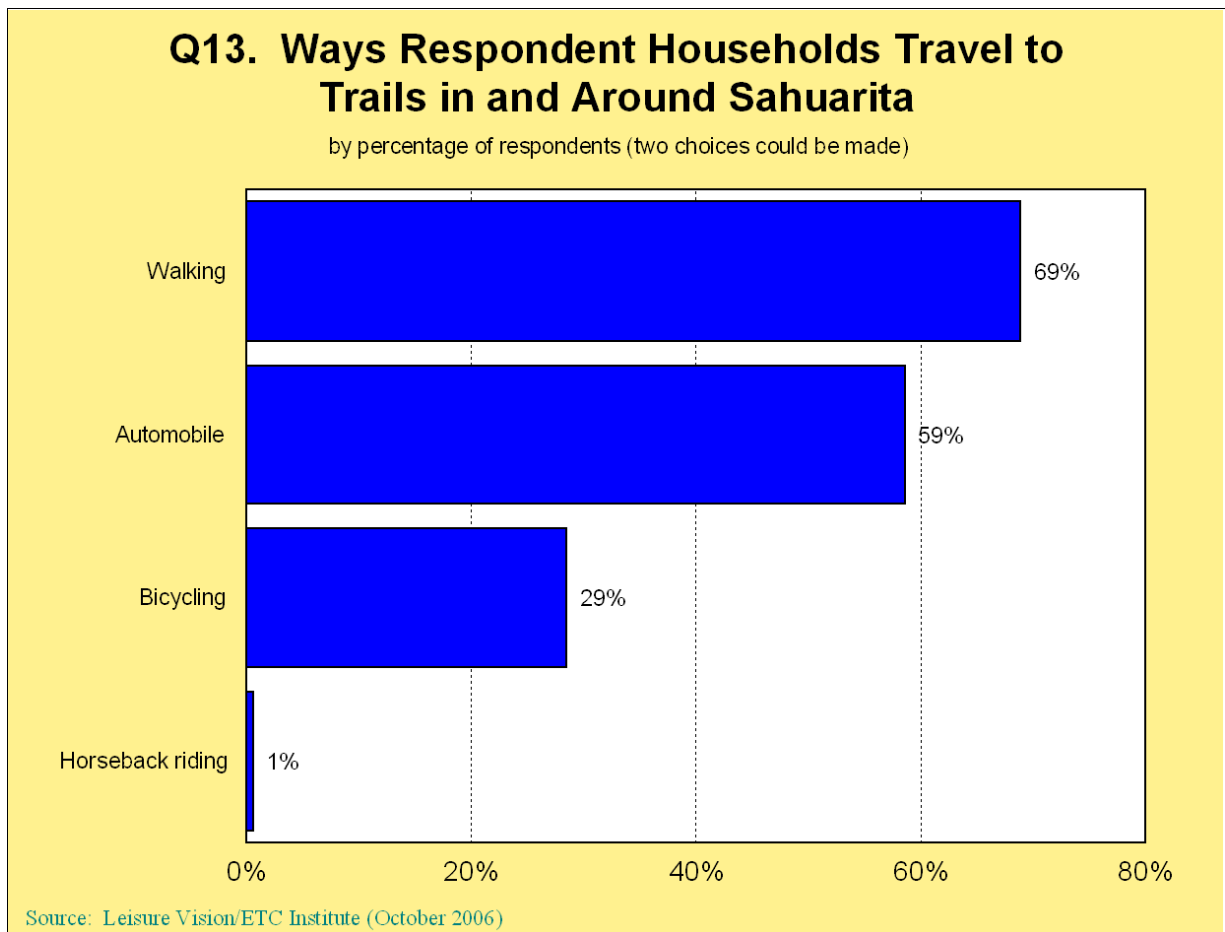
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Primary Ways Respondents Travel to Trails in Sahuarita

From a list of four options, respondents were asked to select the two primary ways they travel to trails in and around Sahuarita. The following summarizes key findings:

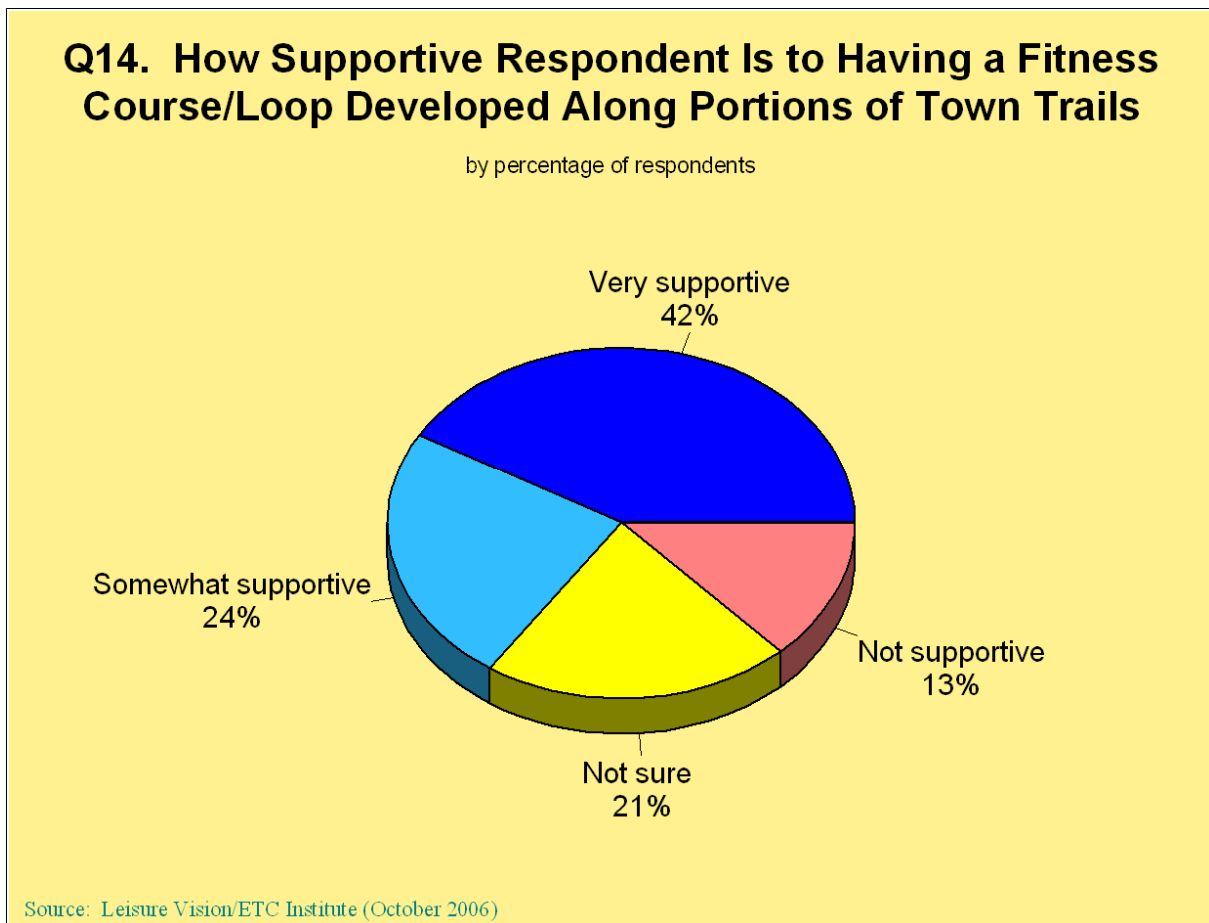
- **Sixty-nine percent (69%) of respondents travel to trails in and around Sahuarita by walking.** In addition, 59% of respondents travel to trails by automobile, 29% by bicycling, and 1% by horseback riding.



Support for Having Fitness Course/Loop Developed on Portions of Town Trails

Respondents were asked to indicate their level of support for having a fitness course/loop developed along portions of town trails. The following summarizes key findings:

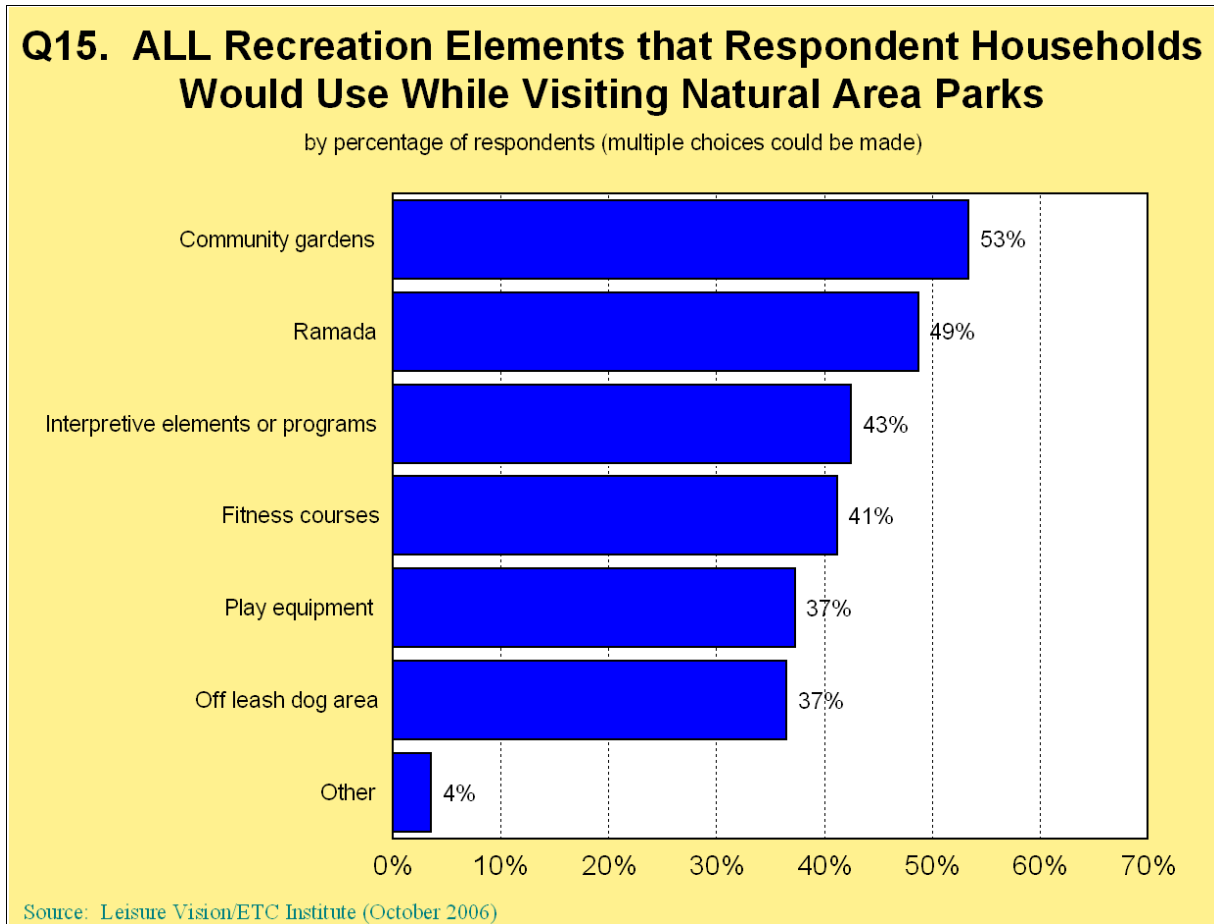
- **Sixty-six percent (66%) of respondents are either very supportive (42%) or somewhat supportive (24%) of having a fitness course/loop developed along portions of town trails.** In addition, 13% of respondents are not supportive, 21% indicated “not sure”.



Use of Recreational Elements While Visiting Natural Area Parks

From a list of six options, respondents were asked to select all of the recreational elements their household would use while visiting natural area parks. The following summarizes key findings:

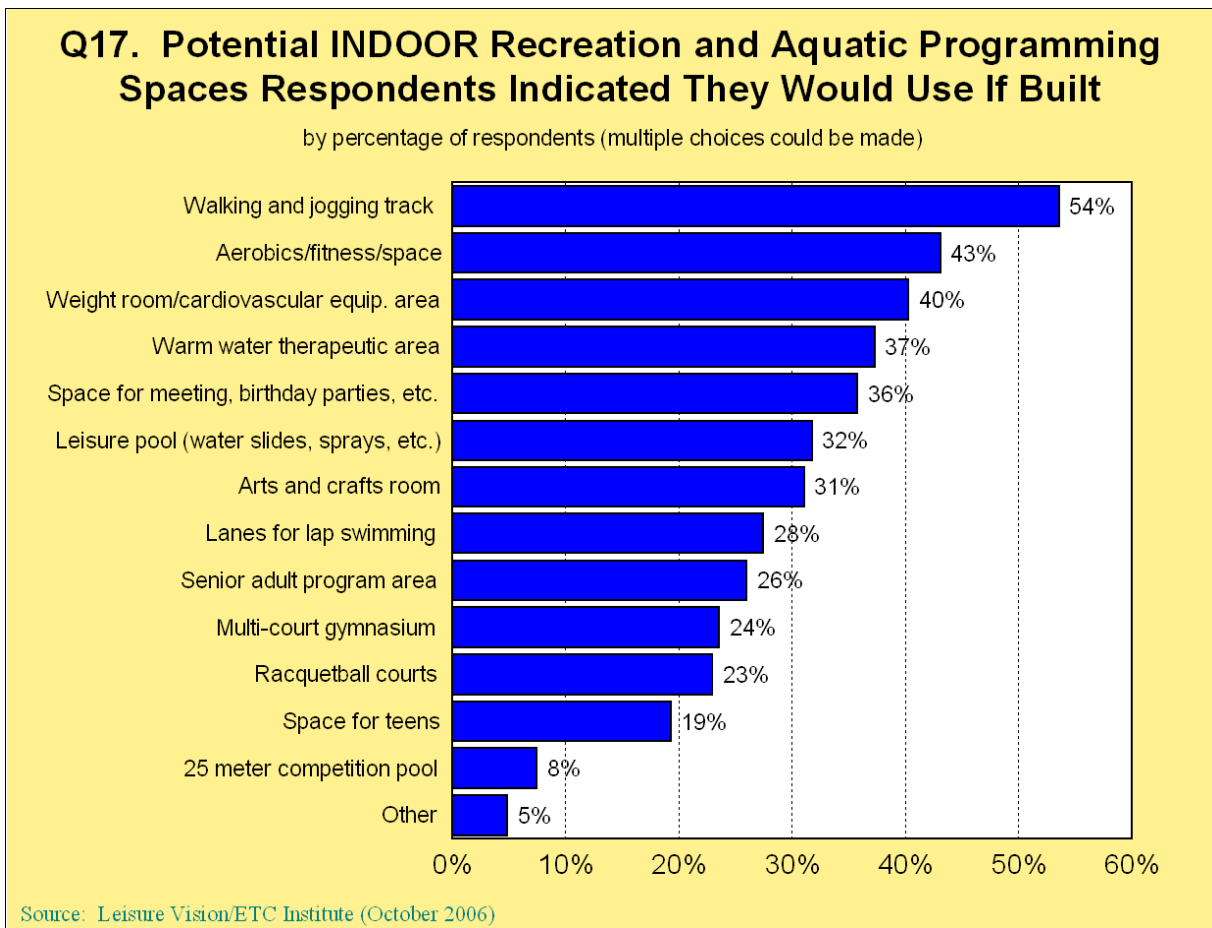
- The recreational elements that the highest percentage of respondents would use while visiting natural area parks are: community gardens (53%), Ramada (49%), and Interpretive elements or programs (43%).



Use of Potential Indoor Recreation and Aquatic Programming Spaces

From a list of 13 indoor recreation and aquatic programming spaces that could be developed in Sahuarita, respondents were asked to indicate all of the ones their household would use if developed, either by the Town or by a privately owned facility. The following summarizes key findings:

- **The programming spaces that would be used by the highest percentage of respondents are: walking and jogging track (54%), aerobics/fitness space (43%) and weight room/cardiovascular equipment area (40%).** It should also be noted that 82% of respondents indicated they would use at least one of the 13 indoor recreation and aquatic programming spaces.



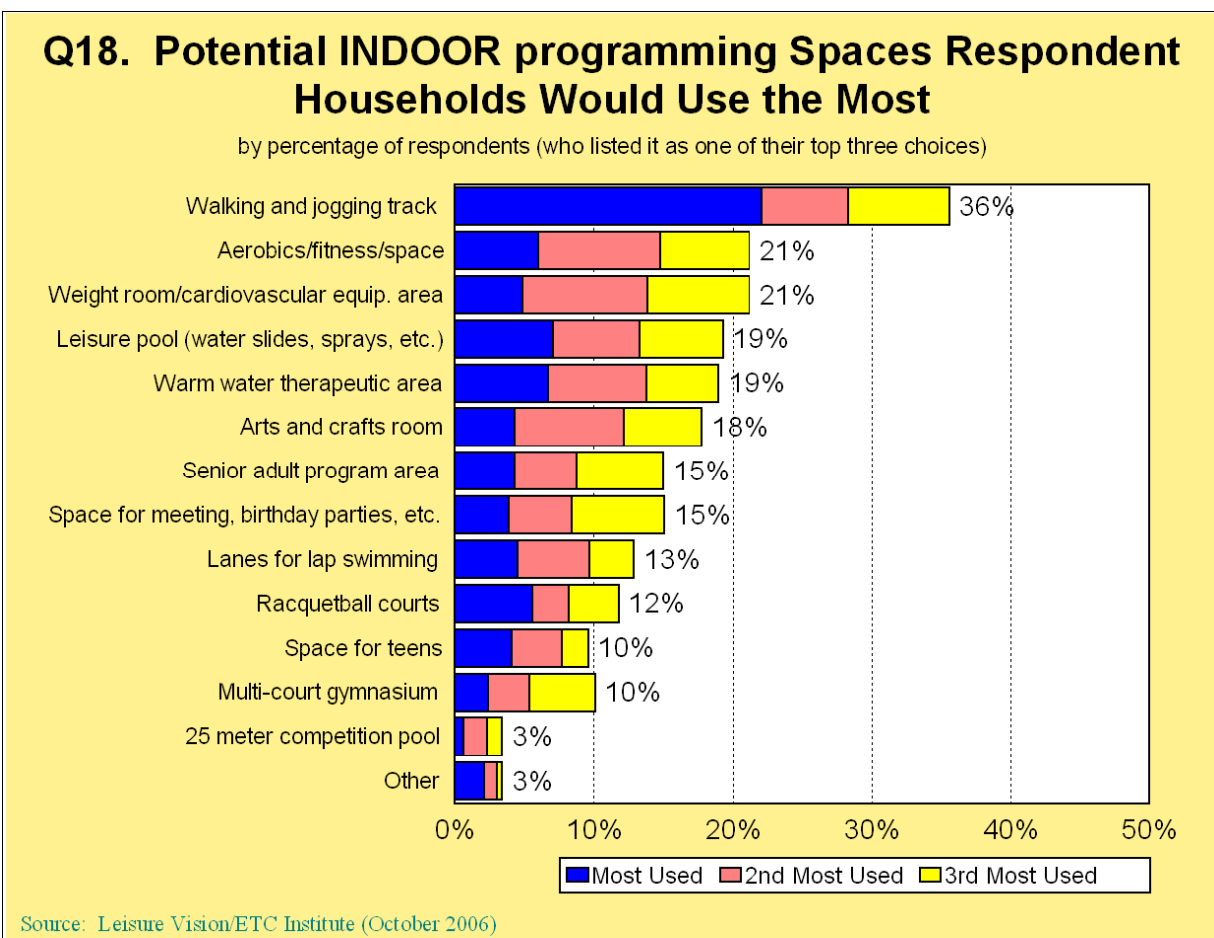
Town of Sahuarita, Arizona

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Indoor Recreation and Aquatic Programming Spaces Respondents Would Use the Most

From the list of 13 indoor recreation and aquatic programming spaces that could be developed in Sahuarita, respondents were asked to select the three that their household would use the most. The following summarizes key findings:

- **Based on the sum of their top 3 choices, the programming spaces that respondents would use the most are: walking and jogging track (36%), aerobics/fitness/space (21%) and weight room/cardiovascular equipment area (21%).** It should also be noted that a walking and jogging track had the highest percentage of respondents select it as their first choice as the indoor recreation and aquatic programming space they would use most often.



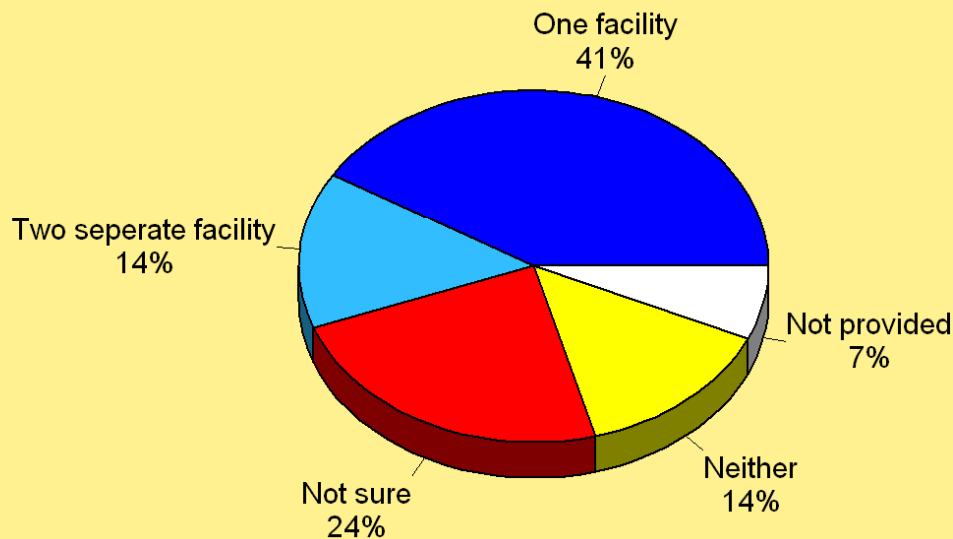
Preferred Option for Developing a New Aquatic and/or Recreation Facility

From a list of four options, respondents were asked to indicate their preferred option for developing a new aquatic facility and/or recreation facility in Sahuarita. The following summarizes key findings:

- **Forty-one percent (41%) of respondents prefer developing an aquatic facility with a gymnasium/recreation center in ONE building.** An additional 14% of respondents prefer developing an aquatic facility with a gymnasium/recreation center in TWO completely separate buildings, and 24% indicated “not sure”. Fourteen percent (14%) of respondents do not feel that a new aquatic facility or recreation facility is needed in Sahuarita.

Q19. Best Description of Respondent's Preferred Option For Developing a New Aquatic Facility and/or Recreation Facility

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

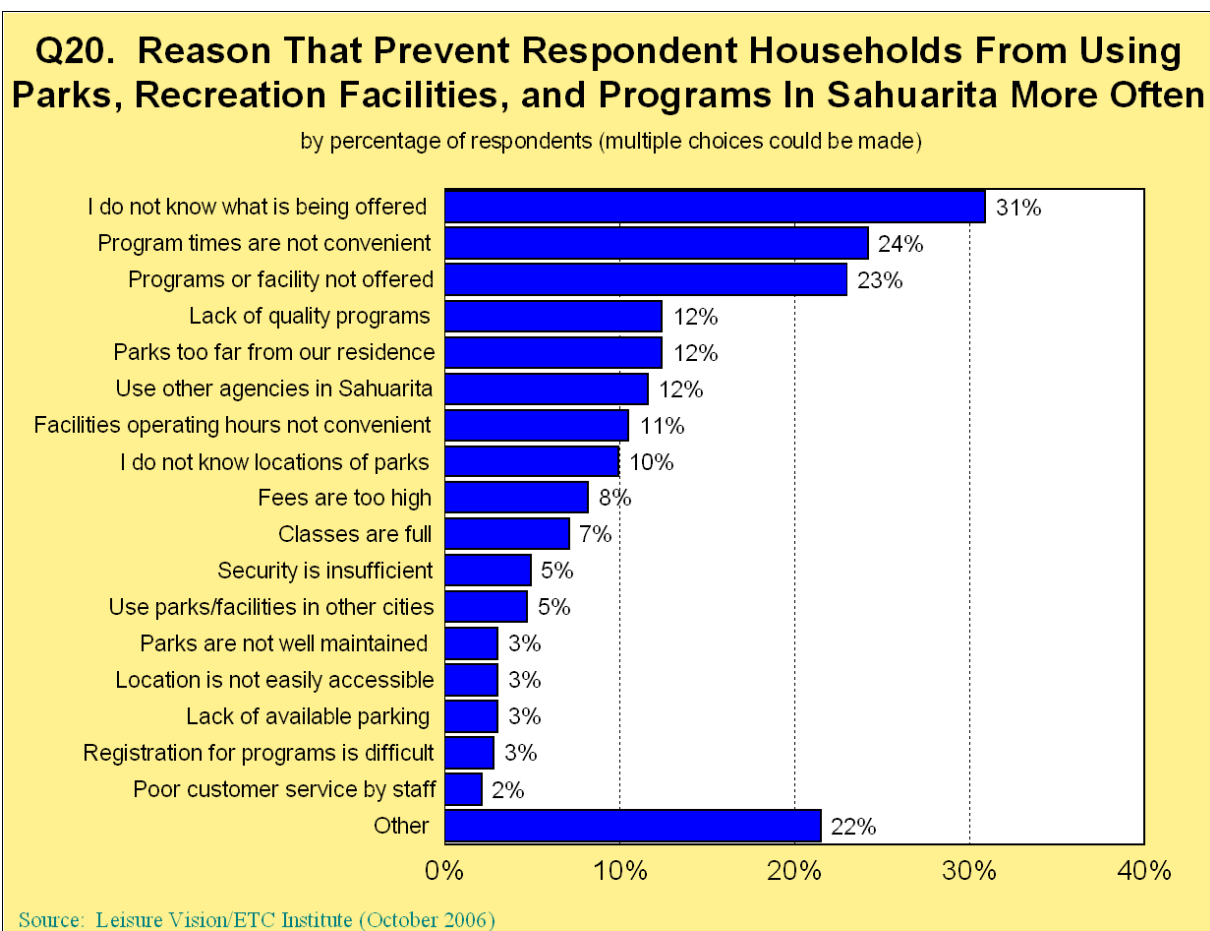
Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

Reasons Preventing the Use of Parks, Facilities and Programs More Often

From a list of 17 reasons, respondents were asked to select all of the ones that prevent them and members of their household from using parks, recreation facilities, and programs of the Town of Sahuarita more often. The following summarizes key findings:

- **“I do not know what is being offered” (31%) is the reason preventing the highest percentage of respondent households from using parks, recreation facilities, and programs of the Town of Sahuarita more often.** The other most frequently mentioned reasons preventing respondents from using parks, facilities, and programs more often include: “program times are not convenient” (24%), and “program or facility not offered” (23%).



Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

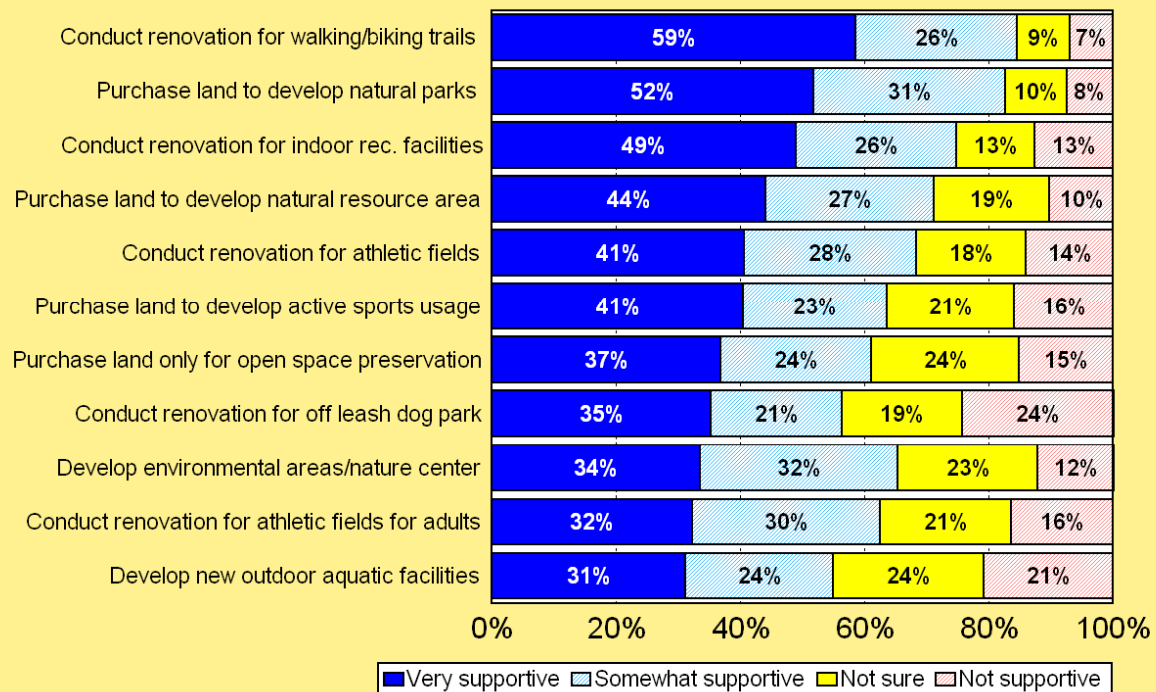
Support for Actions to Improve & Expand Parks and Recreation Facilities

From a list of 11 actions the Town of Sahuarita could take to improve and expand parks and recreation facilities in Sahuarita, respondents were asked to indicate their level of support for each one. The following summarizes key findings:

- **There are two actions that over 50% of respondents are very supportive of: conduct renovation for walking/biking trails (59%) and purchase land to develop natural parks (52%).** It should also be noted that all 11 actions had at least 55% of respondents indicate being either very supportive or somewhat supportive of them.

Q21. Level of Support for Actions That Could Be Taken to Improve and Expand Parks and Recreation Facilities in Sahuarita

by percentage of respondents (excluding "don't know" responses)



Source: Leisure Vision/ETC Institute (October 2006)

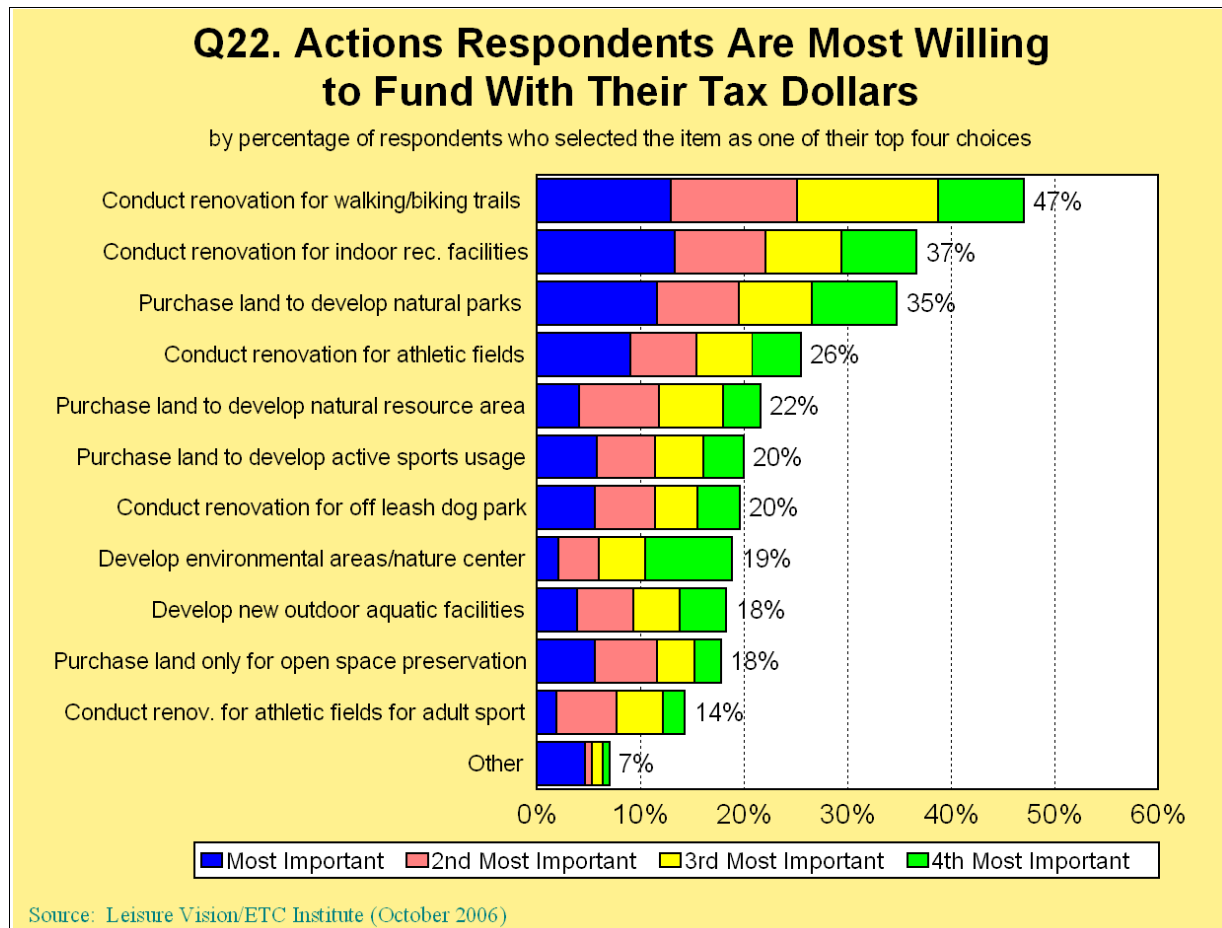
Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

Actions Respondents Would Be Most Willing to Fund with Tax Dollars

From the list of 11 actions the Town of Sahuarita could take to improve and expand parks and recreation facilities in Sahuarita, respondents were asked to select the four they would be most willing to fund with their tax dollars. The following summarizes key findings:

- **Based on the sum of their top 4 choices, “conduct renovations for walking/biking trails” (47%) is the action respondents would be most willing to fund with their tax dollars.** The other actions that respondents would be most willing to fund with their tax dollars are: “conduct renovation for indoor recreation facilities” (37%) and “purchase land to develop natural parks” (35%). It should also be noted that “conduct renovations for walking/biking trails” and “conduct renovation for indoor recreation facilities” had the highest percentage of respondents select it as their first choice as the action they would be most willing to fund with their tax dollars.



Town of Sahuarita, Arizona

Chapter 2: Citizen Survey

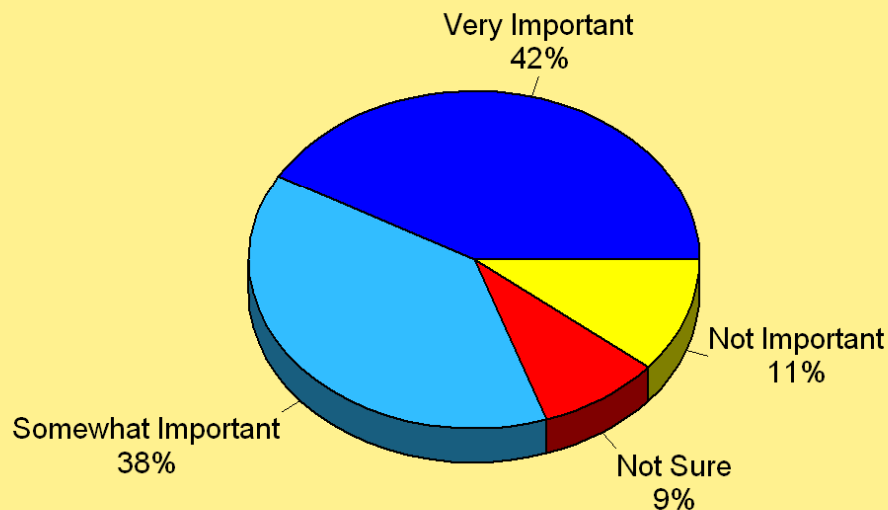
Importance of Funding Parks, Trails, Open Space, and Recreation Services Compared to Other Priorities for Sahuarita

Respondents were asked how important they feel it is for the Town of Sahuarita to fund parks, trails, open space and recreation services compared to other priorities for Sahuarita. The following summarizes key findings:

- **Eighty percent (80%) of respondents feel that funding parks, trails, open space and recreation services are either very important (42%) or somewhat important (38%) compared to other priorities for the Town.** Only 11% of respondents feel it is not important, and 9% indicated “not sure”.

Q23. How Important Respondent Households Feel it is to Fund Town of Sahuarita Parks, Trails, Open Space, and Recreation Services

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

Demographics

Q1. Demographics: Number of People in Household

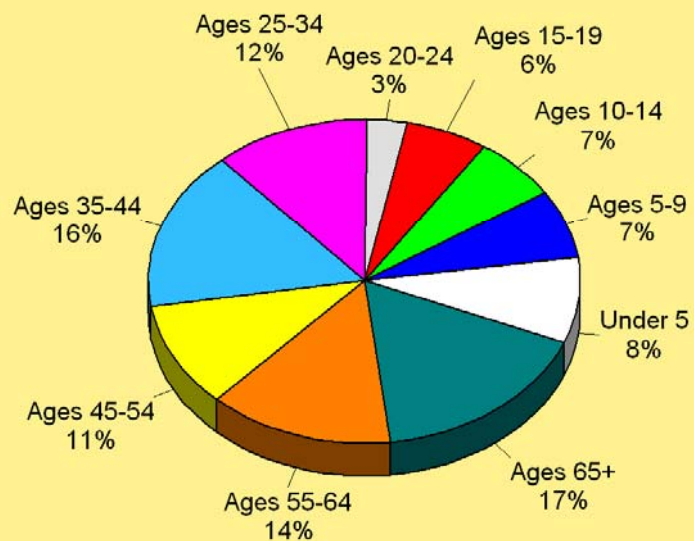
by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

Q2. Demographics: Ages of People in Household

by percentage of respondents

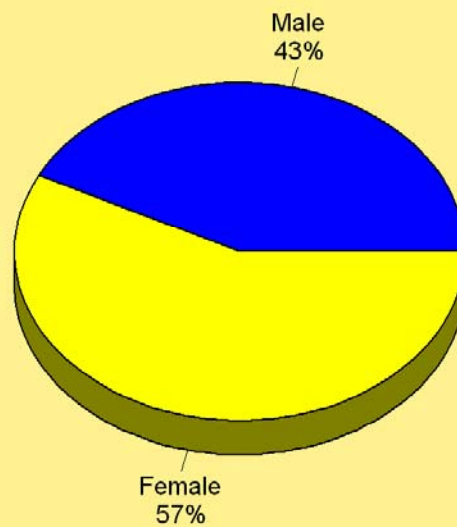


Source: Leisure Vision/ETC Institute (October 2006)

Demographics (Continued)

Q24. Demographics: Gender

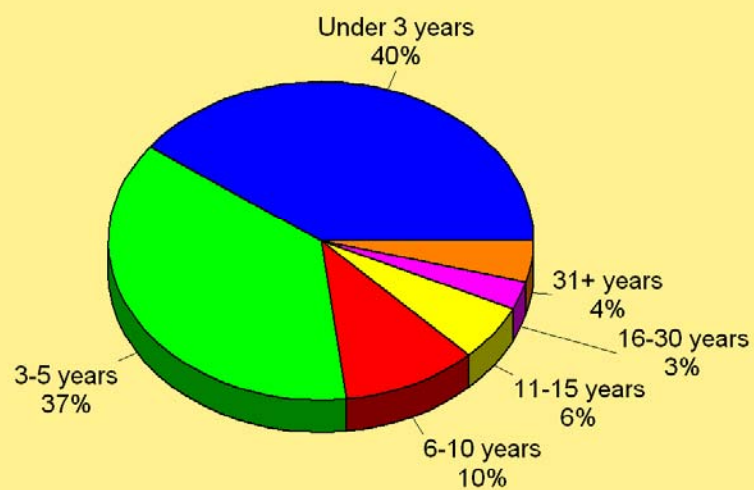
by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

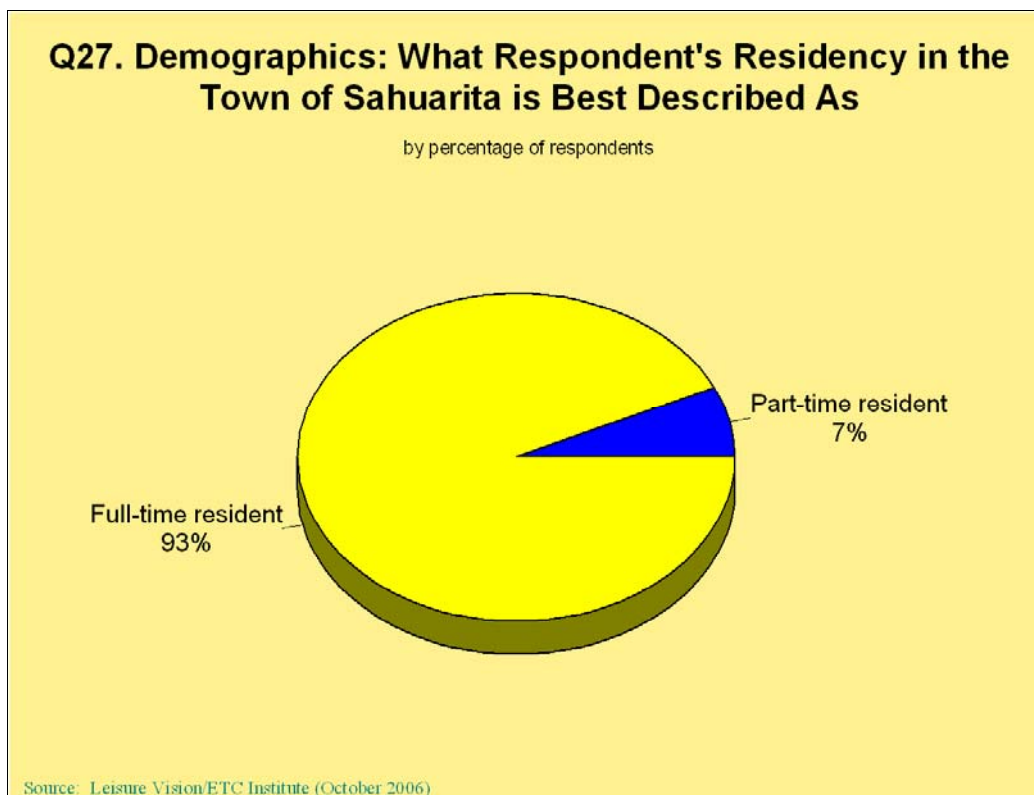
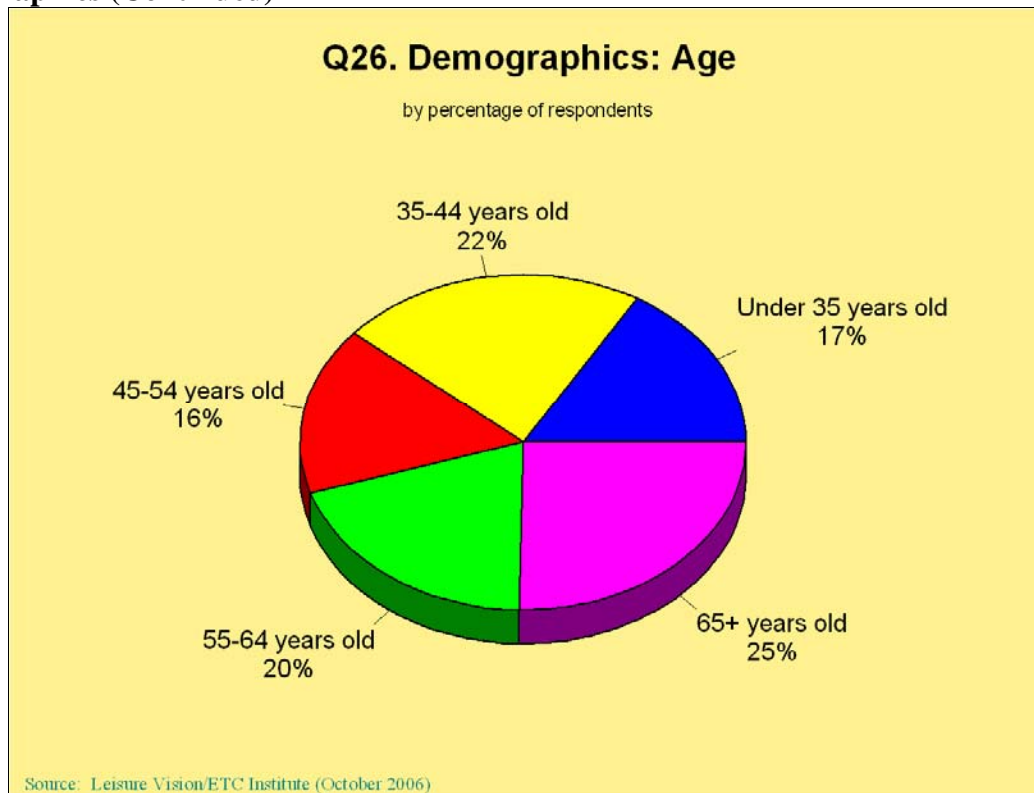
Q25. Demographics: How Long Respondents Have Lived in the Town of Sahuarita

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

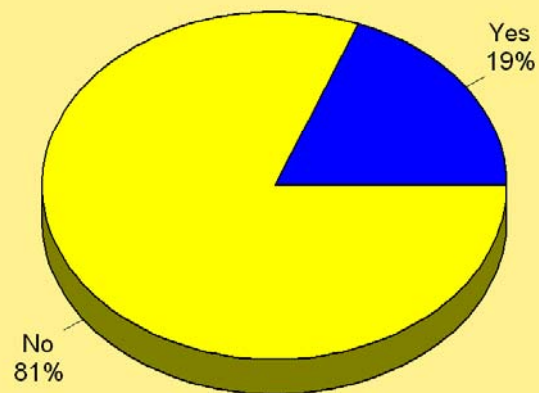
Demographics (Continued)



Demographics (Continued)

Q29. Demographics: If Anyone in Respondent Household of Hispanic, Latino, or Spanish Ancestry

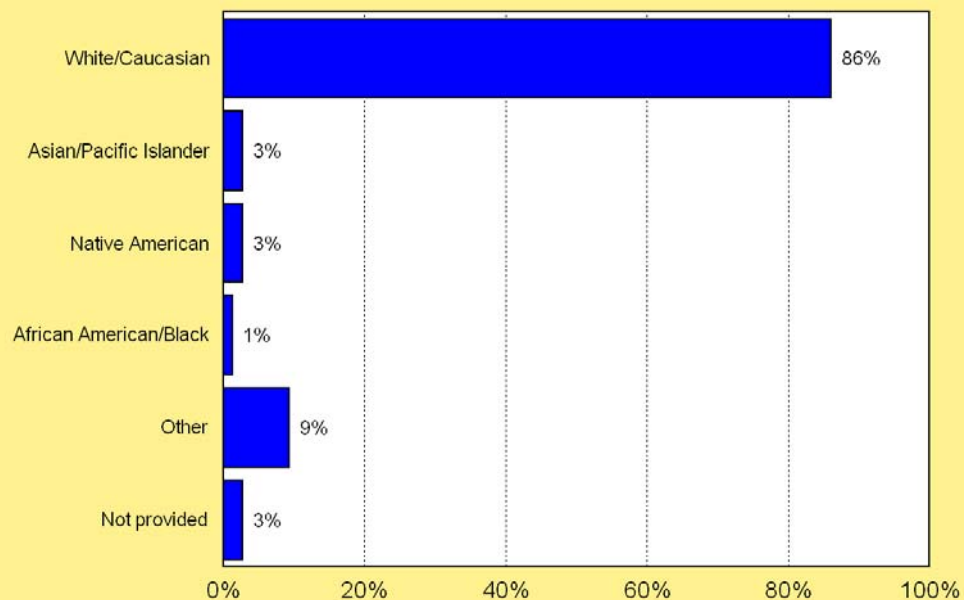
by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

Q30. Demographics: Race

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2006)

CHAPTER 3. DEMOGRAPHIC ANALYSIS

Sahuarita has experienced hyper growth which is not reflected in the U.S. Census Count; therefore, the Town utilizes the actual building permits to calculate its population, a method which reflects more accurately the current population.

With the growth rate in mind, this Chapter includes Sahuarita's demographic trends as they relate to the Tucson metropolitan area trends and national trends. It also includes analysis by the Census Block Groups within Sahuarita and its surrounding area. Finally, there is a summary of key findings and discussion of how these demographic trends relate to the Town of Sahuarita's Park Master Planning efforts.

INTRODUCTION

Sahuarita is the newest jurisdiction in Pima County and had a Census 2000 population count of 3,242. It is located 20 miles south of Tucson along I-19 in the Santa Cruz Valley. Incorporation of this community occurred in September of 1994 and is now about 30 square miles in area. Dramatic growth is anticipated in Sahuarita as a result of the development of a 2,810-acre master planned residential community. Sahuarita's growth rate was 99 percent between 1990 and 2000. The Census Bureau estimated the 2006 Town of Sahuarita's population as 9,007.

Population estimates/projections for years beginning in 2001 were also generated by the Town of Sahuarita Planning & Zoning Department. Sahuarita estimated its 2006 population to be 18,199.

CURRENT POPULATION

Table 3.1 identifies the 1990 to 2005 Population and percent change for Sahuarita and Pima County. Sahuarita's population has increased threefold in just the last 5-6 years. Pima County's population has also increases substantially by adding over 81,000 people since 2000.

Sahuarita's growth rate was 99 percent between 1990 and 2000. The July 1, 2005, Census population estimate is 9,007. Sahuarita estimates its 2006 population to be 18,199.

Table 3.1: Population Trends (1990-2005)

	Census			Change (90-00)		Change (05-00)	
	1990	2000	Estimate 2005	No.	%	No.	%
Sahuarita	1,629	3,242	9,007	1,613	99.0%	5,765	177.8%
Pima County	666,957	843,746	924,786	176,789	26.5%	81,040	9.6%

Source: Arizona Dept of Commerce, US Census Bureau

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

POPULATION ESTIMATE AND PROJECTION

Accurate and reliable population estimates and projections provide important data for decision-makers in many fields. Population estimates are based upon real data for a date that has passed, whereas population projections are based upon educated guesses about future conditions. Both estimates and projections take into account current economic, demographic, and land use trends.

Population estimates/projections for years beginning in 2001 were generated by the Town of Sahuarita Planning & Zoning Department (April 2006) using a variety of data sources including Town of Sahuarita Building Safety Department and Pima Association of Governments. The Town projects a 2010 population of 26,890, which is a very aggressive growth rate. The Town's estimated population for 2006 was 18,199, which was must higher than the Census' estimated population of 9,007.

In October 2002, the PAG Population Planning Committee approved a set of socioeconomic projections for use in the PAG 2030 transportation model. Population, housing, and employment information are allocated to Traffic Analysis Zones (TAZ), which are then used as inputs to the transportation model. There are currently 860 Traffic Analysis Zones covering eastern Pima County and slivers of Western Cochise County and Southern Pinal County. A rough estimate of the TAZs covering the Sahuarita area reveal a projected population of 54,871.

Sahuarita's population is expected to be 54,871 by 2030, an increase of 45,864 people from the 2005 Census estimate.

Table 3.2 presents the 2000 Census population and the 2030 population projections for Sahuarita, using and modifying data from several sources. In reality, since Sahuarita is such a fast paced growth community, growth will depend in large part on annexation, housing market trends and migration rates. In that regard, fast growth in the near-term due to the burgeoning master-planned communities, and, a slower growth for the long-term are more appropriate for future population projection.

Therefore, for planning purposes, a future 2030 population of 54,871 persons will be assumed in this document.

Table 3.2: Population Projection (2000-2030)

	2000 Census	2005	2010	2015	2020	2025	2030
Sahuarita Planning and Zoning	3242	13,990	26,890				
Growth rate		332%	92%				
TAZ (PIMA Association of Govt.)							54,779
Adjusted Growth	3,242	9,007	19,635	29,453	39,761	47,714	54,871
Growth rate		178%	118%	50%	35%	20%	15%

Source: Town of Sahuarita, PIMA Association of Governments, BWR

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

RACIAL AND ETHNIC TRENDS

Table 3.3 identifies the racial and ethnic trends from the 2000 Census. Minority population (Non-white) in the County is about 29 percent of the total population. African Americans make up 3.7% and Hispanics 29.3% of the County population respectively. Race statistics show Sahuarita residents are about 90% White. Statistics on Ethnicity, which is different from Race, shows that over 24% of the Town's people identified themselves as Hispanic. It must be noted that in addition to identifying themselves as Hispanic, people also belong to one or more racial category, therefore the numbers do not add up to the total population or 100%.

Table 3.3: Racial and Ethnic Trends (Census (2000))

	Sahuarita		Pima County	
	Number	%	Number	%
White	2,912	89.8	656,275	77.8
Black or African American	25	0.8	30,893	3.7
American Indian and Alaska Native	57	1.8	33,910	4.0
Asian	37	1.1	22,373	2.7
Native Hawaiian and Other Pacific Islander	3	0.1	2,097	0.2
Some other race	282	8.7	127,000	15.1
Hispanic or Latino (of any race)	784	24.2	247,578	29.3

Source: US Census Bureau

Note: Race classifications include people of multiple races and are therefore double counted in cases. As a result percentages do not add up to 100%. Persons belonging to Hispanic ethnicity are also included in Race categories.

HOUSEHOLD TYPE AND SIZE

The average household size in Sahuarita is 2.8, compared to 2.5 for the metropolitan area. The 2000 Census found that 80% of the households in Sahuarita are "families". The term "size of household" includes all the people occupying a housing unit. "Size of family" includes the family householder and all other people in the living quarters that are related to the householder by birth, marriage, or adoption. The Town, in general, has a significantly higher percentage of family and married-couple households, than does the County as a whole.

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

Table 3.4: Household Type and Size (Census 2000)

	Sahuarita		Pima County	
	Number	%	Number	%
HOUSEHOLDS BY TYPE				
Total households	1,155	100	332,350	100
Family households (families)	928	80	212,092	64
Married-couple family	815	71	158,471	48
Female householder, no husband	78	7	39,217	12
Nonfamily households	227	20	120,258	36
Householder 65 years and over	59	5	31,271	9
Average household size	2.8		2.5	
Average family size	3.1		3.1	

Source: US Census Bureau

INCOME

Median household income in Sahuarita is \$53,194, which is \$16,436 more than that of the County. Per capita income is also higher than the MSA average. Most of the difference may be attributed to Sahuarita's higher percentage of family and married couple households on dual incomes.

54% of the Town's households and 36% of the County's households have an average household income of over \$50,000.

Table 3.5: Income Distribution (Census 2000)

	Sahuarita		Pima County	
	Number	%	Number	%
Households	1,169	100	332,497	100
Less than \$10,000	45	4	34,224	10
\$10,000 to \$14,999	43	4	23,849	7
\$15,000 to \$24,999	99	9	51,181	15
\$25,000 to \$34,999	134	12	48,844	15
\$35,000 to \$49,999	217	19	57,733	17
\$50,000 to \$74,999	297	25	58,835	18
\$75,000 to \$99,999	170	15	27,889	8
\$100,000 to \$149,999	132	11	18,830	6
\$150,000 to \$199,999	18	2	5,359	2
\$200,000 or more	14	1	5,753	2
Median household income (\$)	53,194		36,758	
Per capita income (\$)	22,075		19,785	

Source: US Census Bureau

AGE DISTRIBUTION

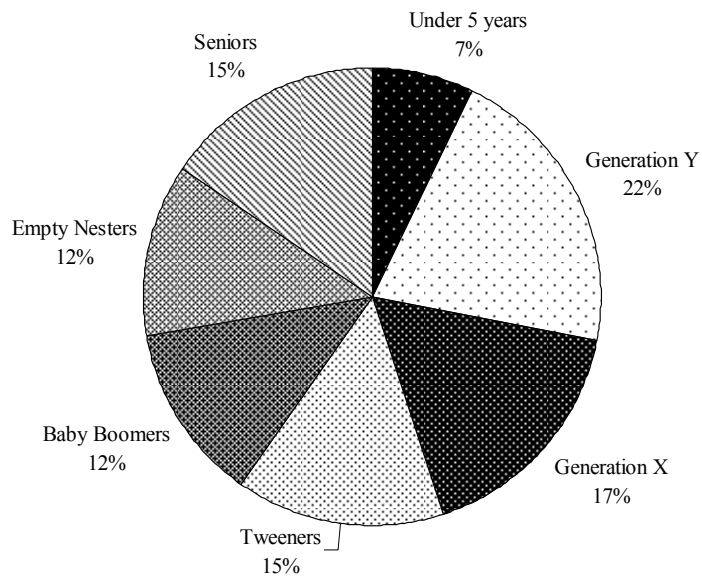
Age distribution shows that when compared to the County, Sahuarita has a higher percentage of empty-nesters (adults whose grown children have left home) and seniors (55 years and older). The median age in Sahuarita is 37.9—only slightly higher than the County average of 35.7.

The pie chart in **Figure 3.1** identifies the proportion of each major age group in Sahuarita. **Table 3.6** compares the Town statistics with the County.

Sahuarita is an attractive place for relatively wealthy active adults and seniors. In fact, the current spurt of master planned communities are actively marketing Sahuarita to the active adult population as a great place to retire by offering them lifestyle choices they can afford and enjoy.

In the next 25-30 years, however the age make-up of the population will change significantly. The Town will have a higher percentage of empty-nesters and seniors.

Figure 3.1: Age Distribution (2000)



Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

Table 3.6: Age Distribution (Census 2000)

		Sahuarita		Pima County	
		Number	%	Number	%
Under 5 years	Under 5 years	232	7.2%	55,829	7.2%
	5-19 Generation Y	674	20.8%	180,051	21.9%
	20-34 Generation X	555	17.1%	177,659	20.6%
	35-44 Tweeners	479	14.8%	126,061	16.9%
	45-54 Baby Boomers	401	12.4%	110,563	13.7%
	55-64 Empty Nesters	401	12.4%	74,096	8.3%
65 years and over	Seniors	500	15.4%	119,487	11.4%
Total		3,242		843,746	

Source: US Census Bureau

HOUSING

Sahuarita experienced a surge of new housing construction activity during the 1990s and continues to grow at a rapid pace. The total number of housing units in 2000 was 1,242 and was close to 3,600 by 2005. The Town is continuing to grow at a rapid pace and will add another 18,000 homes by 2030. **Table 3.7** shows the major housing characteristics according to the 2000 Census.

According to the Tucson Association of Realtors, the median housing value in the Tucson area experienced a 76% increase in just the last 6 years.

Table 3.7: Major Housing Characteristics (Census 2000)

		Sahuarita		Pima County	
		Number	%	Number	%
Housing Units		1,242		366,737	
Owner-Occupied Units		1,155	93	332,350	91
	Less than \$50,000	12	2	7,257	4
	\$50,000 to \$99,999	121	16	60,211	36
	\$100,000 to \$149,999	247	33	50,073	30
	\$150,000 to \$199,999	227	30	23,583	14
	\$200,000 to \$299,999	114	15	17,550	10
	\$300,000 to \$499,999	22	3	8,026	5
	\$500,000 to \$999,999	4	1	2,169	1
	\$1,000,000 or more	0	0	428	0
	Median Housing Value	148,900		114,600	
Renter-Occupied Units		228		118,434	
	Median Rent (\$)	764		544	

Source: US Census Bureau

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

Home sales down, but prices up

Tucson-area listings double vs. June 2005; price averages \$273,701

TEYA VITU

Tucson Citizen

If you want to buy a house, more homes are on the Tucson-area market than ever before.

Think it's a buyer's market?

Think again.

The median sales price edged up to \$225,000 in June, a 2.5 percent increase from \$219,500 in June 2005 and a \$3,750 jump from last month, the Tucson Association of Realtors' monthly statistical digest shows.

That means Tucson may not fall off Forbes' recent list of unaffordable cities. Forbes recently released a report that showed Tucson is the seventh least affordable housing market in the country, right behind New York City.

The housing boom last year, fueled by outside investors, pushed prices up quickly while at the same time wages here stayed fairly flat. Many potential homeowners watched as prices soared out of reach.

From the first quarter of 2005 to the first quarter of 2006, the median home price rose nearly 25 percent, the report said. They're up 76 percent since 2001. Prices still are rising but at a slower rate, primarily because of the increase in homes on the market.

The Realtor group's Multiple Listing Service recorded 8,725 active home listings and 3,232 new listings in June, more than double the active listings in June 2005 and a 41 percent increase in new listings from 2,293 a year ago.

With more homes on the market, predictably the average days a home stayed on the market jumped from 28 days to 46.

Last summer, homes sold faster than ever before, down to an average of 26 days in July and August, said Rick Hodges, chief executive of the Realtors' group.

"Historically, if you look over the past 10 years, it is still a strong market," Hodges said. "It's just not white hot. That is a pace that cannot be sustained."

The average sales price in June was \$273,701, about \$9,000 below the record high of \$282,439 in March but higher than any month before this year.

"It's going up at a stable rate," Hodges said.

Arizona Daily Star

Published: 07.20.2006

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

EDUCATION

Sahuarita residents as a whole have higher levels of education than the County average. **Table 3.8** identifies education characteristics from the 2000 Census.

Table 3.8: Education Characteristics (Census 2000)

	Sahuarita		Pima County	
	Number	%	Number	%
Less than 9th Grade	110	5.1	34,722	6.4
9th or 12th Grade	198	9.1	55,761	10.2
High School Graduate	475	21.9	127,343	23.3
Some College, No Degree	651	30	145,579	26.7
Associate Degree	127	5.9	36,687	6.7
Bachelor's Degree	416	19.2	86,752	15.9
Graduate/Prof. Degree	193	8.9	59,356	10.9
% High School Graduates or Higher		85.8		83.4
% Bachelor's Degree or Higher		28.1		26.7

Source: US Census Bureau

APPLICATION OF DEMOGRAPHIC CHARACTERISTICS TO PARKS AND RECREATION PLANNING

Sources for the data included in this application of demographic characteristics to parks and recreation planning include six sources: a) the *American Demographics Magazine*; b) The National Council on Aging (NCOA); c) the American Association for Retired People (AARP); d) the Illinois Association of Park Districts (IAPD); e) the authors of the book *Recreation Trends and Markets* (Kelly and Warnick); f) *The Roper Starch Worldwide's ValueScope Service*; and, g) the MapInfo Corporation.

Education

As previously mentioned in this chapter, the educational level in Sahuarita is higher when compared with Pima County.

From a planning perspective, there is research which concludes that leisure services are selected, in part, based on one's educational achievements. The Parks and Recreation Department should be aware of the choices that one will make for services, based on their educational level and corresponding higher income earning power and provide choices for services; for example:

- Offer services that are priced for those who do not earn a lot of money, but also, provide services that are priced for those who can afford to spend more on goods and services that are important to them.

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

Activities which are attractive to those with more earning power include such things as:

- Golf is a preferred choice for those who earn higher incomes which is typically based on one's educational background.
- Travel for pleasure is also a choice for those who earn higher incomes.
- Membership in high end health clubs and private lessons for various skills is a choice for those with higher incomes.

Racial Composition

The racial composition in Sahuarita is 90% white while 24% of the Town's population claims to be Hispanic. A detailed analysis of the racial composition is provided in Table 3.3 above. Significant research has been completed by Texas A & M University which gives valuable insights into the emphasis our Parks and Recreation Department must provide when serving a diverse group. Those insights are as follows:

- Non-whites reported more constraints to use of outdoor facilities than did whites
- Race was highly related to information and access constraints
- Whites are more likely than non-whites to participate in most kinds of outdoor recreation activities
- Blacks and Hispanics are more likely than other racial groups to participate in two categories of close to home activities: a) team and individual sports; and, b) going to parks and picnicking. Regarding team and individual sports participation, 72% of Whites prefer individual sports while 57% of Blacks and 52% of Hispanics prefer team sports.
- A larger proportion of whites than minorities participate in wildland or primitive types of recreation.
- In general, Hispanic and African Americans place greater emphasis on developed facilities and services in outdoor recreation areas compared to white, non-Hispanics.
- Generally, Hispanic American visitors compared to white, non-Hispanics were found to participate in larger group sizes, have greater representation of nuclear and extended families, and place greater emphasis on social benefits of outdoor recreation.
- Majority of Latinos prefer written communications to be in Spanish and there is limited comprehension of International Symbols (pictorial signs without words).
- Most minority visitors stayed more than 5 hours

Town of Sahuarita, Arizona

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- Latinos recreate in large groups (average 15)
- Strong minority group preference for improved site facilities and amenities including more picnic tables and barbecue grills, desire for large picnic tables and group configurations of those tables.
- Hispanics' strongest preference was to have a place to recreate with families.

African Americans were significantly less likely than whites to participate in three categories of recreation behavior:

- Rural and wildland activities (hiking, observing and photographing nature, tent camping, driving for pleasure).
- Activities involving water, ice or snow.
- Activities that are relatively expensive to participate in such as golf.

Blacks and whites did not differ in their participation in fishing and hunting or low cost activities such as jogging, walking and picnicking

There are more similarities in the leisure patterns of different ethnic subcultures than there are differences between them.

Differences may reflect differences in income levels rather than differences in ethnic background.

Gender

From a planning perspective, there are some trends which differentiate the female from the male user of parks and recreation services. Those differences are:

Females

- Women participate in fitness programs outside the home more than men do
- There is increased interest in opening traditional men's sports to women
- Women's and girls sports are growing exponentially which is due, in part, to the increasing number of women's professional teams and media coverage
- Yoga and Tai Chi are two of the more popular activities selected by females in an indoor setting
- A greater percentage of females participate in exercise walking, exercising with equipment, swimming, aerobic exercising, workouts at a club, volleyball, ice/figure skating and kick boxing than do males
- Women are more likely to use exercise equipment that focuses on cardiovascular well-being

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Males

- The fastest growing expenditure for sports-related activities by male teens is for adventure sports for skateboarding, in-line skating, BMX biking and cycling
- Participation in structured programs is decreasing and movement is toward individual activities
- Most popular activities, in order, include exercise walking, camping, exercising with equipment, swimming, bowling and fishing
- Men are more likely to use exercise equipment that stresses muscular development/toning

Age

Age and income are the two best predictors of what one will choose to do in their leisure time. The median age in Sahuarita is 37.9. This compares nationally with a median age of 35.3.

From a planning perspective for parks and recreation services, it is helpful to analyze the preferences by citizens relative to their age group. Most quantifiable data is available as presented here:

Table 3.9: Age Distribution by Generation

Age Group Designation	Age Range	Sahuarita Percentage
Under 5 years	0-5	7%
Generation Y	5 to 20	22%
Generation X	20 to 34	17%
Baby Boomers	35 to 54	27%
Empty Nesters	Over 55	27%

The relationship between the age groups and their predictable preferences for services are captured in the section below.

NATIONAL TRENDS BY GENERATION/AGE GROUP

National Trends: Spending Power by Generation

In a nation of 110 million households, **the average household controls approximately \$38,000** of its household income each year. And while all U.S. households devote their budgets to the same broad categories – housing, food, transportation and recreation, for example, the demographic composition of each residence will help determine the priority assigned to each product and service. According to researchers at the *American Demographics Magazine*, ages of people living in the household determine, to a very large degree, the way that money is spent. Every demographic group skimps on at least one part of its budget and spends big on others according to MapInfo Corporation; and, while income, education, occupation and geography play a role in shaping spending decisions, one demographic category of age has a huge impact on how a household parcels out its annual budget. As a consumer moves through life,

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spending priorities also go through a maturation process. The 20 something's budget leans toward the pursuit of education and entertainment while people in their 30's are more likely to devote their dollars to raising a family and outfitting their homes. Spending peaks in nearly every category at about 50 and healthcare costs start to eat up a larger chunk of budgets in the golden years. A synopsis of spending power by generation follows:

The Generation Y Budget

- Born 1977-94
- Percentage with college degree is 65%
- Average annual household income is \$19,744
- Spending priority is education at 229% more of their budget than the average U.S. household
- To understand the spending priorities of Gen Y's, think personal appearance and fun. Collectively, this group spends 70% more than average on alcoholic beverages, 38% more than average on tobacco and 25% more than average on food away from home. When they are at home, the critical appliance is a home entertainment system; this group spends 31% more than average on televisions, radio and sound equipment.

Reference: American Demographics Magazine

The Generation X Budget

- Born 1965-76
- Percentage with college degree is 62%
- Average annual household income is \$45,498
- With careers launched and families started, Generation X is at the stage in life when there are suddenly a host of demands competing for their time, and their budgets. As a result, Generation Xers are spending about the same as the average household; the one exception is for personal services. Time is at a premium for harried Xers, so they're outsourcing the tasks of daily life which include everything from domestic help to babysitting. Xers spend 78% more than average on personal services, more than any other age group, and therefore spend 15% less than average on housekeeping supplies.
- Spending priority is children.

Reference: American Demographics Magazine

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The Younger Baby Boomer Budget

- Born 1956-65
- Percentage with college degree is 58%
- Average annual household income is \$56,500
- Baby boomers represent 42% of all U.S. households and control 50% of all consumer spending. This group totals nearly 78 million people, so Boomers are divided into two age groups: younger boomers who are ages 35 to 44 and older boomers who are ages 45 to 54. Spending of younger boomers is still directed by their children. Their home is still the castle and family is the priority. For the first time at this stage of their life, a majority, 69%, of householders own their homes instead of renting them. So, it's no surprise that the younger boomers are directing a large share of their budgets to their homes than all other age groups. Spending on kids also shapes the younger boomer's budget. This household devotes a significant amount of money toward keeping a growing family busy. This group spends 11% more than the average on pets, toys and playground equipment, the highest index of all age demographics.
- Spending priorities are home and family.

Reference: American Demographics Magazine

The Older Boomer Budget

- Born 1946-55
- Percentage with college degree is 62%
- Average annual household income is \$58,889
- Upgrading the home, getting the kids out of the house, and going away are the top three priorities for the 45-54 year old group and they've got more money in the budget to pay for it all. Floating between the parenting and grandparenting years, older boomers are temporarily out of the kids market. They spend 11% below average on pets, toys and playground equipment, 50% less than average on clothing for tykes under the age of two and 33% less than average on clothing for school-aged children. Older boomers are now directing their funds to upgrading their homes in small ways, spending 50% more than average on housewares and spending 13% more than average on clothing. Older boomers are planning vacations and spend 23% more than average on hotels and vacation homes. Older boomers are spending 20% more than average on life insurance and other insurances; yet, children are still a drain on the budget as they are spending 47% more than average on education for tuition.
- Spending priority is vacations

Reference: American Demographics Magazine

Town of Sahuarita, Arizona

Chapter 3: Demographic Analysis

The Empty Nester Budget

- Born 1936-45
- Percentage with college degree is 49%
- Average annual household income is \$48,108
- 81% of the people in this category are homeowners and most have turned the corner on their mortgages. They spend 17% more than average on household furnishings and equipment and 20% more than average on replacing appliances. With new budget flexibility, they spend 26% more than average on new cars and trucks.
- Spending priorities are life insurance, housewares and household equipment

Reference: American Demographics Magazine

The Senior Budget

- Born 1935 and earlier
- Percentage with college degree is 36%
- Average annual household income is \$25,220
- Fixed incomes mean tighter budgets, and as many seniors transition into their retirement years, average household income and spending declines substantially. Seniors spend money maintaining what they've already accumulated. Preserving the home, for example, eats up a large share of the budget – 86% more than in the average household. Given the amount of time spent at home, seniors also direct a larger chunk of their budgets to food to be eaten there. For example, they spend 50% more than average on fresh fruits and vegetables, 33% more than average on fresh milk and cream and 25% more than average on baked goods. And while a growing number of seniors are in good health, the data shows that seniors spend an average of \$3,247 a year on health care, six times more than the average person under the age of 25.
- Spending priorities are health care.

Reference: American Demographics Magazine

CHAPTER 4. ENVIRONMENTAL ANALYSIS

INTRODUCTION

This chapter is written to inventory and analyze the environmental resources within the current Town boundaries and potential services area. Included in the assessment are evaluations of the existing conditions of water, habitat and wildlife resources available within the plan area. This report is intended to serve as base information for the final master plan. In addition, general regional environmental information was also inventoried and integrated into the report. This information is intended to allow the master plan to integrate into the surrounding context.

METHODS

Existing documents were reviewed that contain information from previous studies in the area. These included several biological evaluations that were completed for other projects near the plan area. In addition, the Town of Sahuarita General Plan, Pima County Comprehensive Plan, and the Pima County Code were reviewed to determine the community's priorities and applicable local requirements regarding environmental resources. Specific species were coordinated with the Sonoran Desert Conservation Plan (SDCP), its Priority Conservation Areas (PCA) and Conservation Land System (CLS). Study methods for this Resource Evaluation included inspection of aerial photography, site visits and existing studies of the area. A list of references is included at the end of this report in Appendix E.

INVENTORY AND ANALYSIS CRITERIA

Environmental Resource criteria evaluated:

- 1) Available water resources.
- 2) Riparian habitat and vegetation communities (identification of protected or special status species within the plan area).
- 3) Wildlife Resources (identification of protected or special status species within the plan area).

The potential for each special status species to occur in the plan area was based on a qualitative and quantitative comparison of the habitats used by protected species and those that occur in the plan area as well as currently available documentation from local, state and federal agencies.

PLAN AREA GENERAL INFORMATION

Site

Currently, the Town of Sahuarita encompasses about 30 square miles with 52% total land used for farms and ranches. Seventeen percent (17%) of the land in the town is considered vacant (PAG, 2003). The potential service areas total about 53 square miles, the east side encompasses around 24 square miles and the west side about 29 square miles.

The mean annual precipitation is about 14 inches and the mean annual air temperature is about 65 degrees Fahrenheit. The general elevation is 2,844 ft. above sea level.

Town of Sahuarita, Arizona

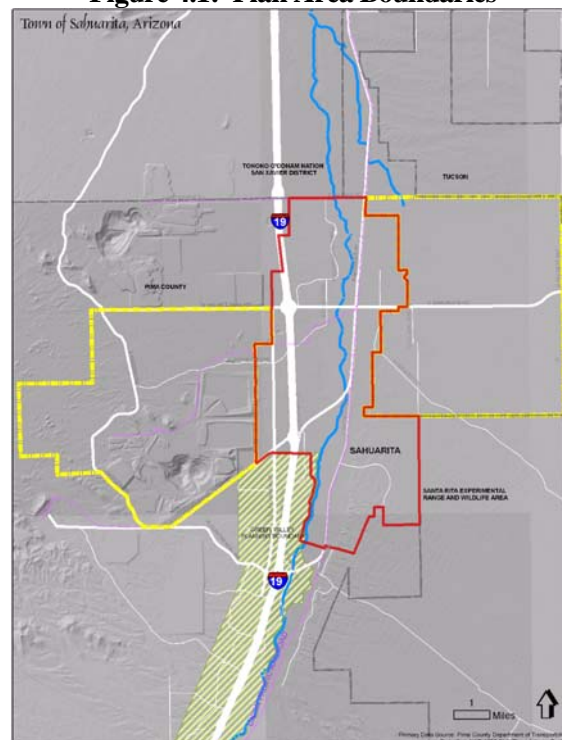
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Regional Resources

To the north, the Town of Sahuarita boundary abuts the Tohono O’odham Nation Reserve, San Xavier District. The southern most edge of the City of Tucson boundary is about one mile from the north east corner of the town boundary. The southeast town boundary abuts the Santa Rita Experimental Range and Wildlife Area (figure 4.1). This is dedicated State Land operated by the University of Arizona for rangeland agricultural study. Roughly 13 miles southeast from the Town Center is the boundary of the Coronado National Forest in the Santa Rita Mountains.

The east potential service area is in unincorporated Pima County and is dominated by State Lands designated as disposable and therefore open to future development. The west potential service area is in unincorporated Pima County, consists of mainly private lands and includes major portions of the Sierrita Mine, Twin Buttes Mine and Mission Mine.

Figure 4.1: Plan Area Boundaries



Red=2006 Town Boundary Yellow = Potential Service Areas Boundaries

WATER RESOURCES

Inventory

Water resources available to the planning area include groundwater, Central Arizona Project (CAP) water, reclaimed water and rainwater harvesting. There are no perennial streams located within Sahuarita and no water bodies listed by the state as impaired or having unique water status. However, approximately a third of the area within the current Town boundary is located in the 100-year floodplain of the Santa Cruz River and its washes.

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The Town of Sahuarita maintains a non-natural, ten acre lake, located within the Rancho Sahuarita master planned community. It is stocked with fish year round (rainbow trout, white amur and bass in the winter and catfish in the summer). Groundwater flow direction is primarily from south to north, roughly parallel to surface drainages, with local deflections due to pumping and recharge. Groundwater quality in the area is generally considered good.

Water providers

Currently the Town of Sahuarita is served by five water providers that utilize groundwater. Each provider essentially covers a different geographic area or subdivision:

- Farmers Water Company: services areas owned by Farmer Investment Company (FICO) and the Madera Highlands Development. No CAP allotment and no effluent use.
- Community Water Company of Green Valley: service area approximately eight square miles long South La Canada Road. Water source is groundwater from the Tucson Basin Aquifer. The company has a total Central Arizona Project allocation of 2,858 acre-feet with plans to extend pipeline from Pima Mine south for recharge.
- Las Quintas Serenas: No CAP allocations, no effluent use.
- Rancho Sahuarita Water Company: No CAP allocation at present, no current effluent use.
- Quail Creek Water Company: serves the area covered by the Quail Creek Specific Plan.

There are CAP water lines and a recharge station located in the northwest end of the Town limits near Pima Mine Road. Future access to CAP at this location could be possible. Private wells provide the rest of the residential water supply and are regulated by the Arizona Department of Water Resources Tucson Active Management Area. Pima County Department of Environment, under the Safe Drinking Water Act and the Arizona Corporation Commission (ACC), regulates the small water utilities.

There are two wastewater treatment facilities that serve the Town of Sahuarita. The Green Valley Wastewater Treatment Plant is owned and operated by Pima County. Capacity goal is 5 mgd and it currently operates at 1.7 mgd with a capacity of 4.1 mgd. The Town owns and operates the wastewater treatment facility located in the Rancho Sahuarita subdivision.

In general, the Town of Sahuarita and Pima County future plans include the increased use of reclaimed water, especially for golf courses. Goals as expressed in the Town's General Plan include water conservation and increase use of effluent (reclaimed water). Promoting the use of rainwater harvesting and xeriscaping is a goal for residential and commercial irrigation.

General Plan Water Resources Element Goals:

- ENV-1.1.4 Encourage the use of drought tolerant plants, low flow irrigation and water conserving fixtures in all new developments.
- ENV-1.1.5 Require on-site retention and detention of storm water runoff for new developments with consideration for rainwater harvesting for landscape irrigation.

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Inventory Summary

- Currently available water resources are a finite supply of groundwater, reclaimed effluent and harvested rainwater.
- The current main source of water is pumped groundwater.
- There are no natural perennial surface streams or water bodies within the plan area.
- There is a future possibility of connecting to the Central Arizona Project (CAP), a canal that serves as an alternative source of surface water and protects and maintains water levels of the Colorado River.
- There is capacity for the Santa Cruz River to recharge the aquifer with stormwater.

Objectives and Strategies

Objective #1: Reduce the use of groundwater

- Strategy: All park irrigation to be accomplished by the use of reclaimed water, rainwater harvesting, and low-flow irrigation with potable water (Town of Sahuarita General Plan ENV-1.1.4)
- Strategy: Use high performance turf on new athletic fields and as many existing fields as possible.
- Strategy: Require new plantings to be drought-tolerant native plants. Coordinate plant list with Pima County Landscape Manual and Sonoran Desert Conservation Plan.
- Strategy: Provide a deep understanding of this issue through education and demonstration programs.

Objective #2: Increase use of reclaimed water

- Strategy: Encourage newly constructed golf courses or expansions of existing golf courses to be irrigated with reclaimed water through development policies and agreements
- Strategy: Plan large-scale future parks and open space in association with recharge fields from wastewater treatment facilities.

Objective #3: Reduce storm water runoff (Town of Sahuarita General Plan ENV-1.1.5)

- Strategy: Reduce volume and velocity of storm water runoff in parks by requiring on-site retention/detention and rainwater harvesting.
- Strategy: Review City of Tucson Water Harvesting Guidance Manual (<http://dot.ci.tucson.az.us/stormwater/downloads/2006WaterHarvesting.pdf>) and adapt as needed for official department guidelines to require innovative park, open space and trail storm water designs.
- Strategy: Plan open space with existing or enhanced native vegetation along washes and the river in association with Pima County Flood Control District to function as flood water control areas, slowing flows and reducing storm water volumes.

VEGETATION AND HABITAT RESOURCES

Inventory

The natural vegetation communities in the plan area are in the Arizona Upland subdivision of the Sonoran Desert scrub and in the transition with semi-desert grassland communities (Brown, 1994). The Upper Santa Cruz Subarea Report (SDCP) included in the Sonoran Desert Conservation Plan describes the habitat in the Upper Santa Cruz Sub area as consisting primarily of mixed grass scrub leading to palo verde-mixed cacti. The trees in this subdivision include blue palo verde (*Cercidium floridum*), ironwood (*Oleyna tesota*), mesquites (*Prosopis* spp.) and cat-claw acacia (*Acacia greggii*). The central portion of the subarea is urbanized and has drainages that support mixed scrub and cordgrass habitats. Sonoran mixed scrub includes saltbush, creosote bush and bursage. Agricultural land, mainly pecan groves, occupies the south-central portion of the Upper Santa Cruz subarea. There are no areas of critical habitat identified within the Upper Santa Cruz Sub area (SDCP, 2000).

Soils are typically loams or sandy loams. The grabe loam is common throughout the Town, as is comoro sandy loam. The comoro series consists of very deep, well or somewhat excessively well drained soils formed in stratified alluvium. comoro soils are on alluvial fans and flood plains and have slopes of 0 to 8 percent. The grabe series consists of very deep well drained soils that formed in stratified alluvium. Grabe soils are found on flood plains and alluvial fans and have slopes of 0 to 3 percent. (National Cooperative Soil Survey U.S.A., 2006)

Natural areas within the Town of Sahuarita contain the Santa Cruz River and associated floodplain and ephemeral washes. The wash boundaries have developed Xeroriparian vegetation composed of larger trees and dominant plants which include catclaw acacia, velvet mesquite, blue palo verde and barrel cactus and hackberry. The washes serve as travel and migration corridors and provide nesting habitat and resting cover. Associations of larger trees provide structural diversity. Several exotic grasses, including buffelgrass and Lehman's lovegrass are present in the vicinity of the town (SAGE, 2004).

Inventory Summary

Vegetation and habitat resources include riparian areas, priority conservation area wildlife habitats, and open space. Sahuarita currently has relatively undisturbed riparian corridors that have been identified as important biological resources.

- The Town of Sahuarita and its extraterritorial area contains important protected riparian areas, including many tributary washes connecting the Santa Cruz River and the Santa Rita Mountains, that serve as wildlife corridors.
- The Pima County Floodplain Ordinance protects riparian habitat in the plan area through floodplain use permits.
- Special Plan S-18 Floodplain Management Area applies to the Sahuarita reach of the Santa Cruz River.
- Sahuarita does not abut any part of the riparian area proposed reserve system as shown in the Sonoran Desert Conservation Plan.
- Other important wildlife habitat includes corridors and linkages to larger regional open spaces.

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Objectives and Strategies

Objective #4: Retain, maintain and restore riparian corridors identified as important biological resources.

- Strategy: Obtain open space, greenway and park land in riparian areas identified in Master Plan.
- Strategy: Develop and implement open space stewardship program to protect and enhance native wildlife habitat.
- Strategy: Identify resources to establish a land stewardship volunteer coordinator position.
- Strategy: Implement a land stewardship volunteer program for restoration/management of habitat using low tech site specific methods.
- Strategy: Include significant undeveloped open space buffer areas between the Santa Cruz River and other important riparian areas and future development.

Objective #5: Preserve and enhance the natural function of the river channel to encourage groundwater recharge and quality riparian habitat and protect valued views of the river from development

- Strategy: Obtain a minimum of 340 acres along the river for open space and trails to preserve open space, view sheds, and provide recreational amenities as in Master Plan.
- Strategy: Create development policies that mandate use of low-tech storm water retention and erosion control for river edge development to protect the functioning of riparian ecosystems within the watershed.
- Strategy: Design and implement a volunteer program to maintain and restore riparian areas as part of the land stewardship volunteer program using low tech site specific methods.
- Strategy: Develop riparian habitat restoration/enhancement seed and plant list specific to the Town and based on the Pima County Landscape Manual and the Sonoran Desert Conservation Plan.

Objective #6: Manage uplands to enhance desert habitat and protect the functioning of riparian ecosystems within the watershed

- Strategy: Obtain uplands connected to critical riparian areas in protected areas of parks, open space and trails as in Master Plan.
- Strategy: Design and implement a low-tech storm water retention system.
- Strategy: Design and implement erosion control measures to reduce excessive storm flow run off, loss of soil, and scouring.
- Strategy: Eradicate invasive species, in particular buffelgrass (*Pennisetum ciliare*) and fountain grass (*Pennisetum setaceum*), in protected open space and throughout the Town.
- Strategy: Identify and explore partnerships with regional institutions, agencies, etc. with local presence and interest (e.g., University of Arizona Santa Rita Experimental Range, Coronado National Forest, and State Land Office)

Objective #7: Preserve view sheds for the residents.

- Strategy: Preserve land identified by citizens as priority view sheds, including Madera Canyon in the Santa Rita Mountains, Sahuarita Lake, and the Pecans/River/Anza Trail by obtaining land for parks, open space and trails.
- Strategy: Obtain a combination of open space types: i.e., space with public access and non-accessible scenic space that incorporates views and low-density private lands as in Master Plan.

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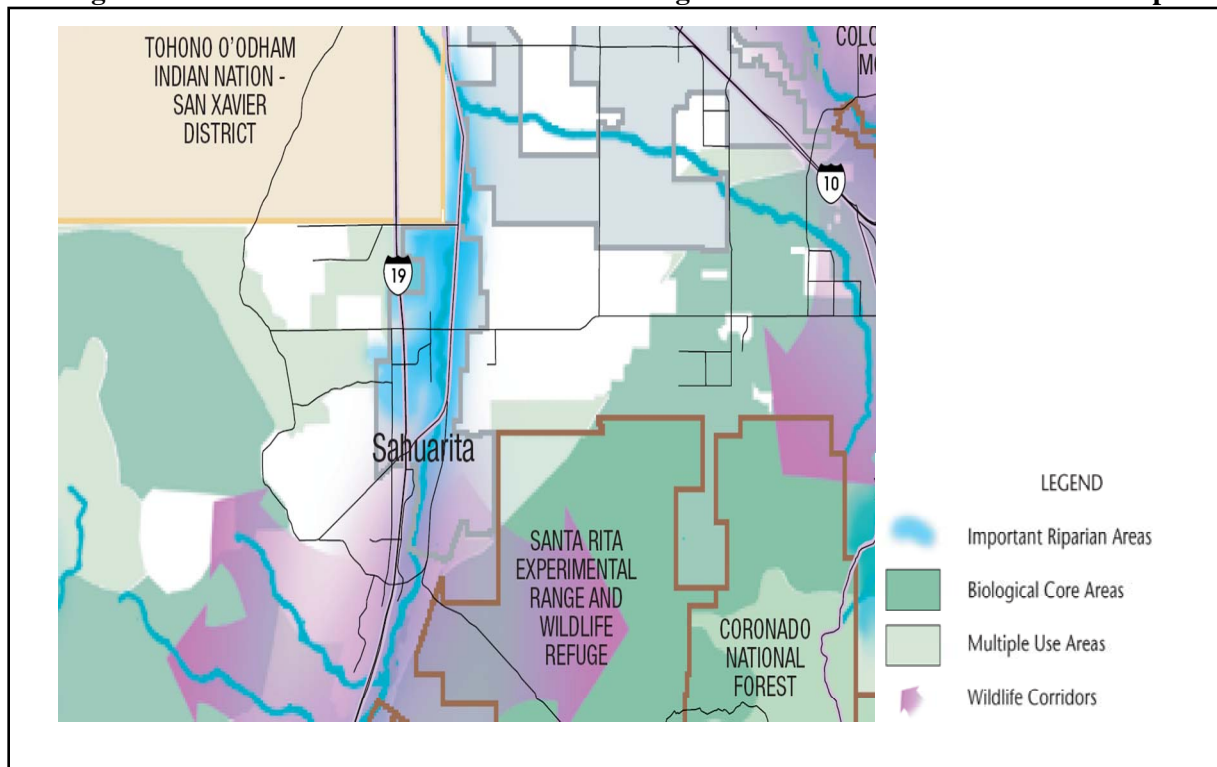
- Strategy: Encourage and support as a Department and Municipality, regional efforts to preserve and protect the Santa Rita Mountains, the Anza Trail and the Santa Cruz River from development which would threaten or endanger these natural resources

REGULATORY CONTROLS

The Sonora Desert Conservation Plan identifies the important riparian habitat within and around the Town of Sahuarita as Xeroriparian B and C. Several of these habitats are located in the potential service areas. Xeroriparian habitats are typically associated with ephemeral streams. The plant species are similar to the upland areas but the plant densities are greater due to increased availability of water. The subclasses of Xeroriparian habitats are based on the total vegetation volume with B consisting of moderately dense vegetation ($<0.856 \text{ M}^3/\text{M}^2$ and $> 0.675 \text{ M}^3/\text{M}^2$) and C consisting of less dense vegetation than B (PCFCD 1994).

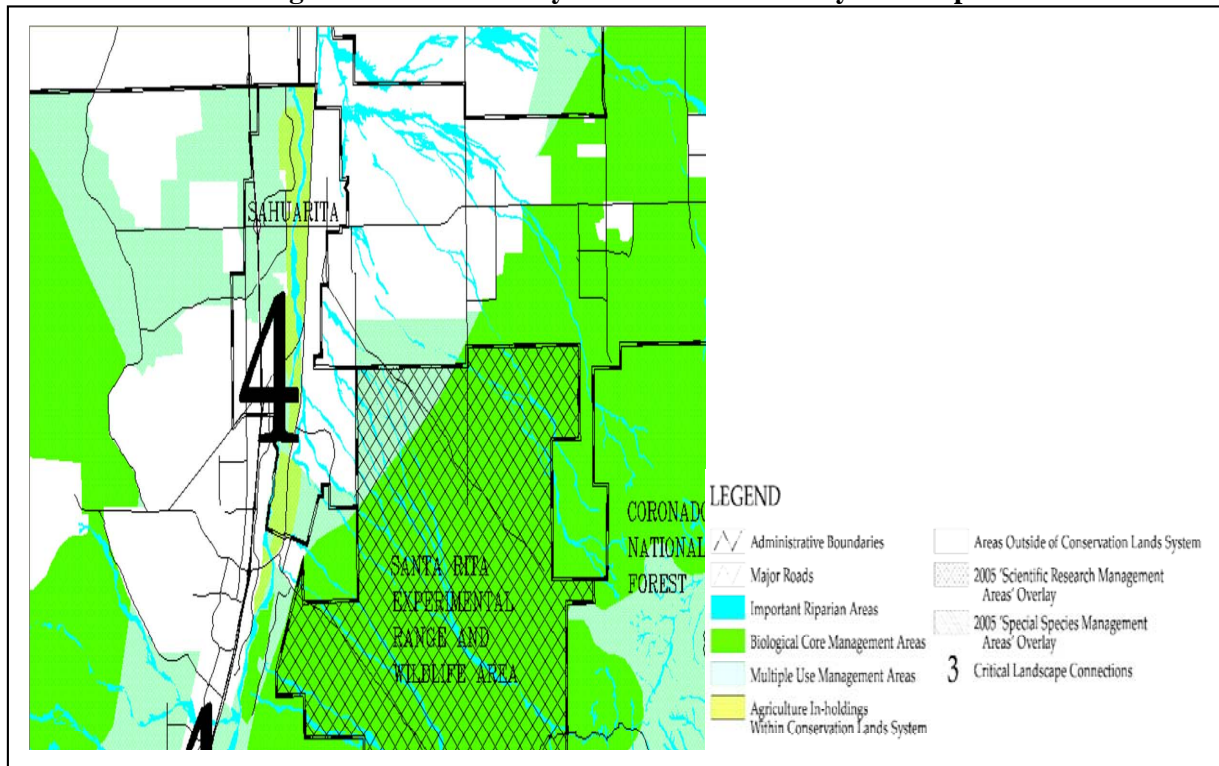
The Sonora Desert Conservation Plan Biological Corridors and Critical Habitat map indicates a wildlife corridor linking to the Santa Rita Experimental Range across the southern portion of town (Figure 4.2.).

Figure 4.2: Sonora Desert Conservation Plan Biological Corridors and Critical Habitat Map



The Pima County Conservation Lands System identifies multiple important riparian areas with the plan area (Figure 4.3). These apply to important riparian areas and washes with flows of 250 cubic feet per second or greater. These areas must achieve a level of 95% conservation or greater. Pima County Development Services is using various tools, including the site analysis inventories, to help achieve the conservation goal of 95% on these lands. There is no similar guidance for smaller watercourses. In addition a critical landscape connection is also identified.

Figure 4.3: Pima County Conservation Lands System Map



Pima County Code Title 16 contains the Floodplain and Erosion Hazard Management ordinance. This ordinance protects riparian areas in unincorporated Pima County and excludes those incorporated areas of cities or towns that have elected to assume separate floodplain management powers. The ordinance describes important riparian areas as follows:

16.08.440 Important Riparian Area

These ordinances expand or refine elements of Title 16, Floodplain and Erosion Hazard Management which provides the history of the cited ordinance.

- Ordinance 2005 FC-2 § 2 (part)- 2005; Amends Title 16 to reflect the most current floodplain erosion and riparian habitat regulations
- Ordinance 1999 FC-1 § 1 (part), 1999; Codifies Title 16 Floodplain and Erosion Hazard Management
- Ordinance 1994 FC-2 (part), 1994: Adds new chapter to Title 16, watercourse and riparian habitat protection and mitigation requirements
- Ordinance 1988 FC-2 Art. 10 (B), 1988) Floodplain and erosion hazard management

In addition, the Town of Sahuarita falls within the Pima County Special Plan S-18 Floodplain Management Area for the Upper Santa Cruz River (Upper Santa Cruz Valley Sub region). The Santa Cruz River Special Area Policy states: 'Land use planning in the Santa Cruz River floodplain from the Santa Cruz County line downstream to the Tohono O'odham Nation shall be based on a river management study. Channelization, encroachment, development or rezoning may be restricted within the Santa Cruz River 100-year floodplain or erosion hazard area, whichever is greater, west of the Southern Pacific Railroad, until completion of the river management study. A landowner proposing to modify the Santa Cruz River floodplain prior to the completion of said study shall be responsible for providing a

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comparable study addressing impacts of the proposed development, based on a scope of work acceptable to the Flood Control District. The study scope and results shall be submitted to the District for review and approval.'

On October 13, 2005, Pima County purchased the 68-acre Granite property, at a cost of \$212,443, located along the Santa Cruz River on the west side of Old Nogales Highway, in the Town of Sahuarita. This property was purchased to preserve the natural floodplain conditions, provide open space, and to establish an easement for the Juan Bautista de Anza National Historic Trail.

Inventory Summary

Vegetation and Habitat resources include:

- Riparian areas, priority conservation area wildlife habitats (see Wildlife Resources section) and open space.
- The Town of Sahuarita area contains important, protected riparian areas.
- Pima County Floodplain Ordinance protects riparian habitat in the plan area through floodplain use permits.
- These riparian areas serve as wildlife corridors.
- Sahuarita does not abut any part of the riparian area proposed reserve system as shown in the SDCP.

Goals as expressed by the Town of Sahuarita General Plan and the Sonoran Desert Conservation Plan:

- Retain riparian linkage.
- Maintain or restore the connection between interdependent components of river systems: channel, overbank floodplain, distributary flow zones, riparian vegetation and connected shallow groundwater.
- Manage uplands as appropriate to protect the functioning of riparian ecosystems within the watershed.
- Preserve view sheds for the residents. Residents want a combination of open space types: space with public access and non-accessible scenic space that incorporates views and low density private lands.

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WILDLIFE RESOURCES

Inventory

Federal, state and local government agencies have identified a number of species which may occur in the plan area that they deem essential to protect from extinction for the preservation of a diverse ecosystem.

Table 4.1: Summary of USFWS Special Status Species for Pima County and their potential to occur in the plan area.

Species	Listing Status	Potential to occur within plan area
Bald eagle	AD, T	No potential to occur. No appropriate habitat within the plan area.
Brown pelican	DM, E	No potential. Species is uncommon in Arizona. No large bodies of water on parcel.
Cactus ferruginous pygmy-owl	Delisted in May 2006	Moderate potential to occur. Plan area located in Survey Zone 2, with low quality habitat.
Chiricahua leopard frog	T	No potential to occur. No appropriate habitat within the plan area.
Desert pupfish	E	No potential to occur. No appropriate habitat within the plan area.
Gila chub	PE	No potential to occur. No appropriate habitat within the plan area.
Gila topminnow	E	No potential to occur. No appropriate habitat within the plan area.
Huachuca water-umbel	E	No potential to occur. No appropriate habitat within the plan area.
Jaguar	E	No potential to occur. No appropriate habitat within the plan area.
Kearney blue star	E	No potential to occur. No appropriate habitat within the plan area.
Lesser long-nosed bat	E	Potential to occur. Plan area is within species range, but may lack appropriate roosting sites and foraging habitat.
Masked bobwhite	E	No potential to occur. No appropriate habitat within the plan area.
Mexican spotted owl	T	No potential to occur. No appropriate habitat within the plan area.
Nichol Turk's head cactus	E	No potential to occur. No appropriate habitat within the plan area.
Ocelot	E	No potential to occur. No appropriate habitat within the plan area.

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Species	Listing Status	Potential to occur within plan area
Pima pineapple cactus	E	Potential to occur. Plan area located within known PPC range. Habitat is the Sonoran desertscrub or semi-desert grassland. Occurs in alluvial valleys or on hill sides in rocky to sandy or silty soil
Sonoran Pronghorn	E	No potential to occur. No appropriate habitat within the plan area
S.W. willow flycatcher	E	No potential to occur. No appropriate habitat exists within the plan area.
Acuna Cactus	C	Low potential to occur, some areas with suitable habitat may be in the plan area. Check elevation 1300-2000
Sonoyta mud turtle	C	No potential to occur. No appropriate habitat exists within the plan area
Yellow-billed cuckoo	C	Potential to occur. Species documented in plan area. Occurs in dense canopy cover away from development and along riparian corridors.
E = Endangered, T = Threatened, AD = Proposed Delisting, C =Candidate, DM = Delisted Taxon, Recovered, Being Monitored First Five Years PE = Proposed Endangered Species Source: USFWS 2006 website http://ifw2es.fws.gov/EndangeredSpecies/lists/ListSpecies.cfm		

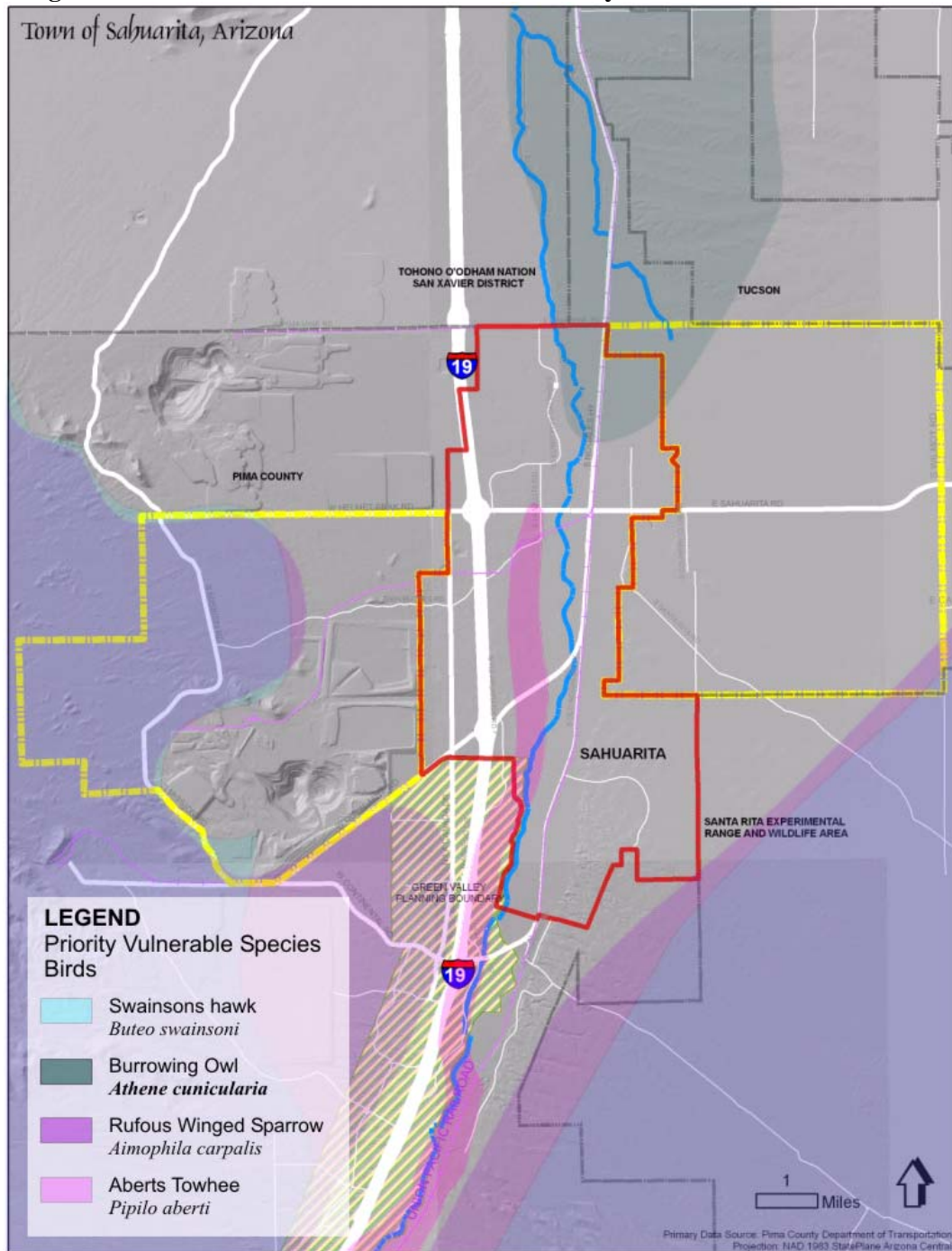
Pygmy-owl survey Zone 2 includes the plan area. Though de-listed in 2006 there is a potential for this species to be listed as an endangered species again in the near future.

Pima County Sonoran Desert Conservation Plan Priority Vulnerable Species maps for the Plan Area:

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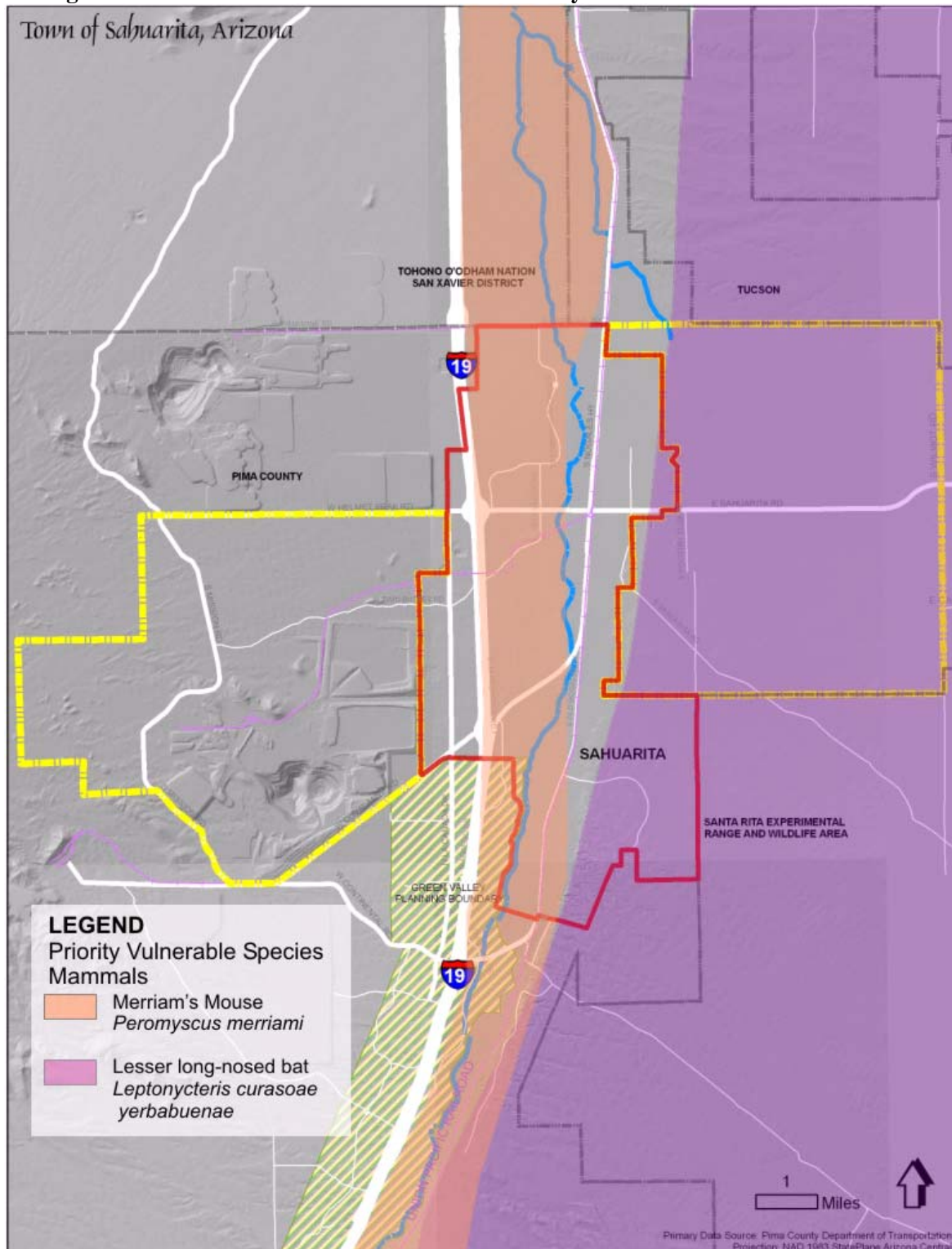
Figure 4.4: Sonoran Desert Conservation Plan Priority Conservation Areas for Birds



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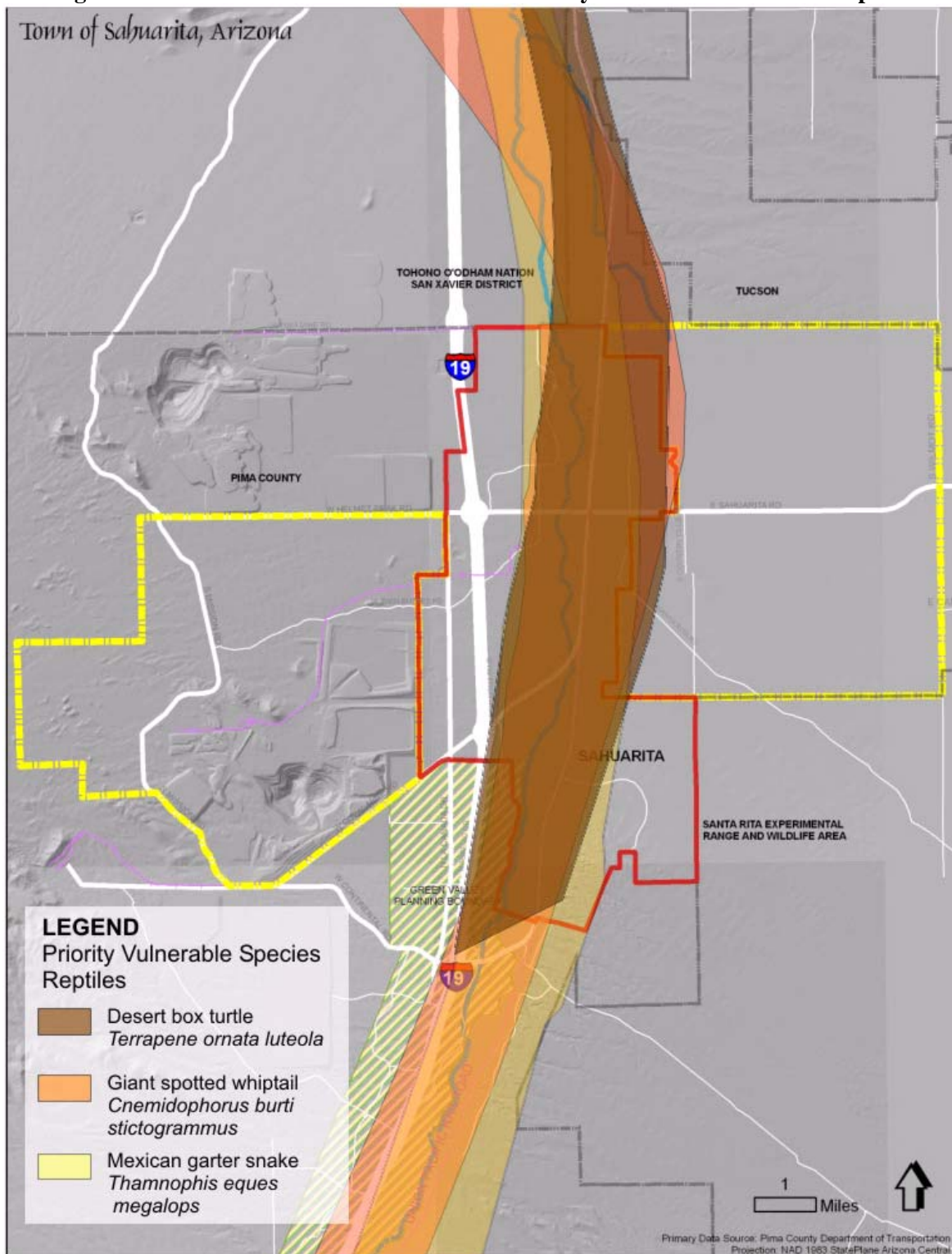
Figure 4.5: Sonoran Desert Conservation Plan Priority Conservation Areas for Mammals



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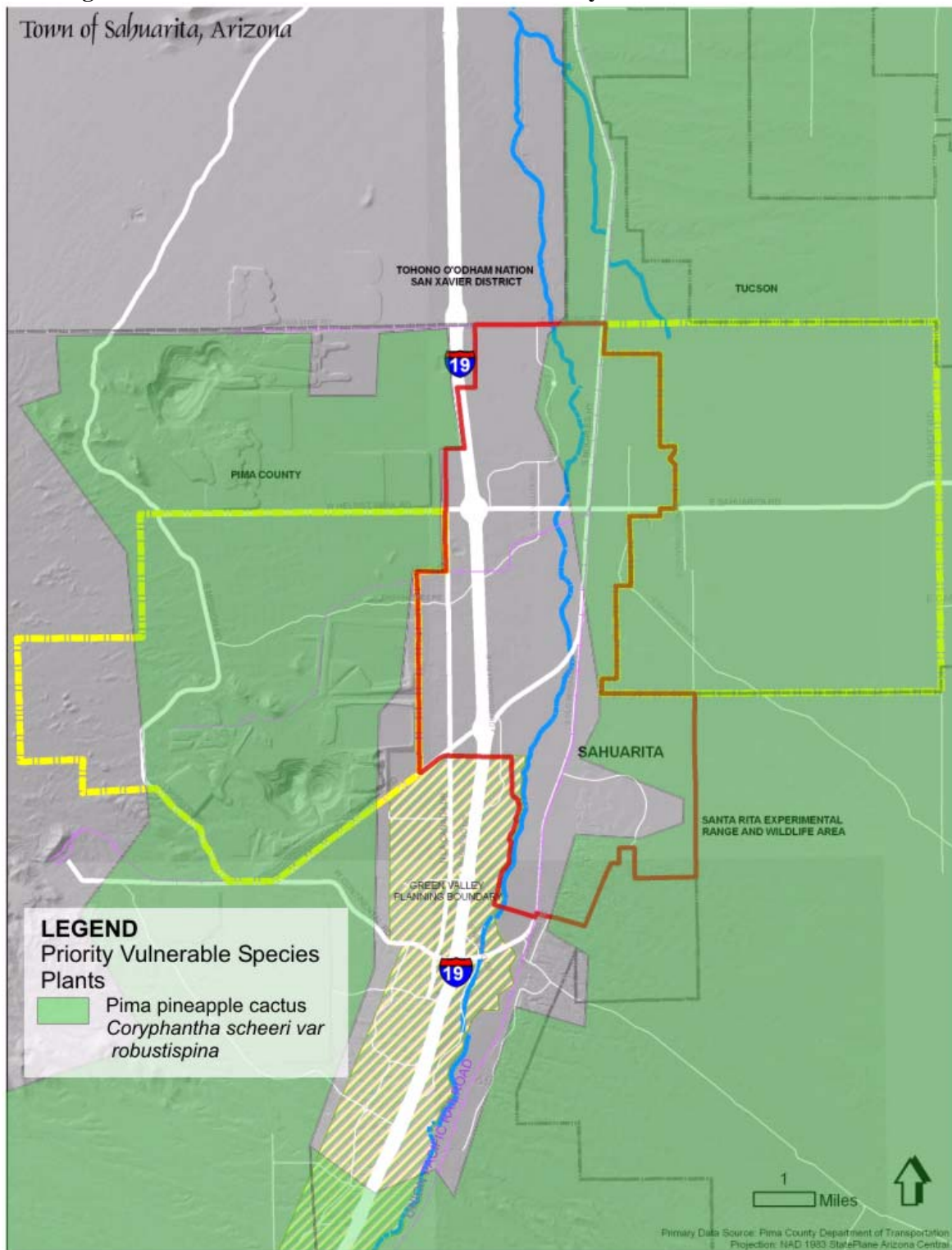
Figure 4.6: Sonoran Desert Conservation Plan Priority Conservation Areas for Reptiles



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Figure 4.7: Sonoran Desert Conservation Plan Priority Conservation Areas for Plants



Of the four Bat species identified in the Town of Sahuarita's General Plan as requiring special consideration, only the Lesser Long-Nosed Bat was found to have potential habitat within the study area based on the Sonoran desert Conservation Plan.

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The goals and objectives outlined in the Town of Sahuarita General Plan Environmental Element include the following that pertain directly to wildlife:

- ENV-1.8: Protect existing wildlife habitats and native plant species.
- ENV-1.8.2: Avoid sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites, and migration corridors, where possible. Where unavoidable, protect such areas with buffers and innovative design practices.
- ENV-1.8.3: Establish wildlife corridors and other linear linkages between large open space areas.
- ENV-1.8.4: Enforce the protection of threatened and/or endangered species.

Inventory Summary

- Major stressors to the biological resources in the Plan area include habitat loss, alteration, degradation, fragmentation, and human use and over use.
- Unique and critical resources that are important to protect include the riparian areas that serve as wildlife corridors.
- AZ game and Fish heritage data management system identified the Pima Pineapple Cactus as an endangered species that could be in the area.
- Priority Vulnerable Species identified by the SDCP in the project area include four bird species, two mammal species, three reptile species and one plant species. Of these, the Lesser Long-Nosed Bat and the Pima Pineapple Cactus are species recognized by USFWS as endangered.
- The objective under Goal Rec 2 is to develop a Town Master Plan for Open Space that encourages interconnections between natural open space corridors as important wildlife corridors and habitat and also, builds on the presence of the Santa Cruz and other major washes as focal point for the open space system.
- Align open space protection and acquisition decisions to meet objectives outlined in the Town of Sahuarita's General Plan, specifically: ENV-1.4: Preserve the Town's environmental resources through the coordination of regional land conservation planning efforts and ENV-1.8: Protect existing wildlife habitats and native plant species.
- Additional species identified as Priority Vulnerable Species in this Master Plan: Swainson's hawk (*Buteo swainsoni*), Burrowing owl (*Athene cunicularia*), Rufous Winged sparrow (*Aimophila carpalis*) Abert's towhee (*Pipilo aberti*), Desert box turtle (*Terrapene ornate luteola*), Giant spotted whiptail (*Cnemidophorus burti*) Mexican Garter snake (*Thamnophis eques megalops*)

Objectives and Strategies

The objectives outlined in the Town of Sahuarita General Plan Environmental Element include the following that pertain directly to wildlife:

Objective #8: Protect existing wildlife habitats and native plant species. (Town of Sahuarita General ENV-1.8)

- Strategy: Obtain park open space to protect existing wildlife through preservation and enhancement of native habitats and native plant species.

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Objective #9: Avoid sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites, and migration corridors, where possible. Where unavoidable, protect such areas with buffers and innovative design practices. (Town of Sahuarita General Plan ENV-1.8.2)

- Strategy: Obtain park land as identified in the Master Plan in areas along the relatively undisturbed riparian corridors identified as important biological resources.
- Strategy: Require significant undeveloped open space buffer areas between the Santa Cruz River and other important riparian areas and future development. Dimensions of buffer are to be determined with requirements noted in species survey (see below).

Objective #10: Establish wildlife corridors and other linear linkages between large open space areas. (Town of Sahuarita General Plan ENV-1.8.3)

- Strategy: Secure park land identified in the Master Plan in the eastern potential service area to link habitat in the southern part of the Town of Sahuarita to the Santa Rita Experimental Range.

Objective #11: Enforce the protection of threatened and/or endangered species. (Town of Sahuarita General Plan ENV-1.8.4)

- Strategy: After new park, open space or trail land is obtained, conduct a species survey for each site during the planning stage to identify, prioritize and protect significant habitat for threatened wildlife species. Use this survey to determine specific protection activities for each site and areas which may receive modest development for recreation.

Objective #12: Incorporate systems to conserve energy and resources into the future development and operation of parks, programs and facilities managed by the Parks and Recreation Department.

- Strategy: After new park, open space or trail land is obtained, conduct a species survey for each site during the planning stage to identify, prioritize and protect significant habitat for threatened wildlife species. Use this survey to determine specific protection activities for each site and areas which may receive modest development for recreation.

RESOURCE ANALYSIS

Three environmental resources were evaluated in the plan area: water, habitat and wildlife. Analysis of the potential for these resources as components within the Parks, Recreation, Trails and Open Space Master Plan is outlined below.

WATER RESOURCES

Inventory Summary

Current available water resources are limited to groundwater, reclaimed effluent and harvested rainwater. The current main source of water is pumped ground water. There are no natural perennial surface streams or water bodies within the plan area.

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Analysis

To support the goals stated in the Town of Sahuarita General Plan and the Pima County Sonoran Desert Conservation Plan, future parks, trails and open space goals should include: reduced use of ground water for irrigation, increased use of reclaimed effluent for irrigation of parks and open space native plant enhancements, and increased use of harvested rainwater for irrigation in parks and open space native plant enhancements.

On a large scale future parks and open space could be planned to function in association with recharge fields from wastewater treatment facilities. Large scale future parks and open space could also be planned to provide areas between development and the Santa Cruz River and associated riparian areas which function in the groundwater recharge system. In addition, open space with existing or enhanced native vegetation along washes and the river could be planned in association with Pima County Flood Control District to function as flood water control areas, slowing flows and reducing storm water volumes.

HABITAT RESOURCES

Inventory Summary

Current habitat resources include: important, protected riparian areas and priority conservation area wildlife habitats. Regulatory protections consist of Pima County Floodplain Ordinance Use Permits which influences the extent and character of urban development in riparian habitat. The riparian areas serve as wildlife corridors. Sahuarita does not abut any part of the riparian area proposed reserve system as shown in the Pima County Sonoran Desert Conservation Plan. Invasive species have been documented in the plan area.

Analysis

Sahuarita currently has relatively undisturbed riparian corridors that have been identified as important biological resources. At this stage an appropriate goal for planning open space is to assist with riparian area conservation and preservation.

Planned preservation of riparian areas should 1) include linkages, the Santa Cruz river corridor and significant washes; 2) discourage channelization of the river and 3) include significant undeveloped open space buffer areas between the Santa Cruz as well as other important riparian areas and future development.

Park and open space planning goals for upland watershed management can include appropriate, low-tech storm water retention and erosion control to protect the functioning of riparian ecosystems within the watershed.

Parks, trails and open space goals include the preservation of significant view sheds to the Santa Rita Mountains for residents.

A parks program to eradicate invasive, in particular Buffelgrass, *Pennisetum cilare* and Fountain Grass *Pennisetum setaceum*, grasses in protected open space could be established in association with parks volunteers.

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The west side potential service area includes lands currently being mined. If considered for future use such as open space, these areas may be considered a brownfield project requiring environmental site assessments and remediation following federal guidelines prior to re-establishing native vegetation.

WILDLIFE RESOURCES

Inventory Summary

Major stressors to the biological resources in the Plan area include habitat loss, alteration, degradation, fragmentation, and human use and over use. Unique and critical resources for the wildlife are the riparian areas which serve as wildlife corridors for animals with both short and long ranges.

AZ game and Fish heritage data management system identified the Pima Pineapple Cactus as an endangered species that could be in the area. There are ten species in the plan area identified on the Sonoran Desert Conservation Plan Priority Vulnerable Species maps. In addition, four species are recognized by USFWS as threatened, endangered or a candidate (Lesser long-nosed bat, Pima pineapple cactus, Acuna Cactus, Yellow-billed cuckoo). The Town of Sahuarita recognizes four bat species are requiring special consideration.

Analysis

To reduce the stressors to biological resources in Sahuarita, it is important to protect the areas identified as relatively undisturbed riparian corridors and that serve as habitat for threatened wildlife. Within the Town Master Plan for Open Space planning area the potential for the several different USFWS threatened or endangered species to exist has been identified. Open space planning efforts can coordinate with the Sonoran Desert Conservation plan to identify and prioritize significant habitat on potential open space parcels. A species survey conducted for each parcel under consideration can determine the value of the land for providing habitat. Open space should protect existing wildlife through preservation and enhancement of native habitats and native plant species, avoid disturbances to sensitive plant and animal sites, and establishment protected wildlife corridors.

CONCLUSION

Through careful planning of open space and recreational resources, the Town of Sahuarita can protect the identified water, habitat and wildlife resources. Many are regulated and identified as important, vulnerable or critical by local, state and federal agencies. The main environmental feature of the plan area is the Santa Cruz River and its tributary wash system. This feature is a key component of the three resources inventoried and is also the most likely areas for urban development. The Town can contribute to the protection of open space and native habitat in these areas, selecting land which will protect the most vulnerable plant and wildlife species as well as water resources. Planned acquisition of land through the designation of recreational open space contributes to the current protection afforded by government regulations. There are many opportunities for park open space and recreation to protect these resources while providing a place for the residents of Sahuarita to enjoy nature.

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CHAPTER 5. RECREATION PROGRAM ANALYSIS

INTRODUCTION

The Parks and Recreation Department is managed by professional staff. Staff seeks guidance on policy matters from a group of citizens who are appointed by the Town Council. This appointed group is called the Parks and Recreation Commission which serves as an advisory commission to the Town Council.

As the consultant worked with staff and the Parks and Recreation Commission during this process, an acute understanding of the organization's history, current condition, and functions was required so that informed decisions could be made to move the Department productively into the future. For planning purposes, the productive future includes measures that will be necessary such as community demographics, market analysis, financial indicators, targeted resource allocation, projected shifts in community growth, leisure behavior and recreation activity trends.

The Town of Sahuarita has taken a proactive approach in positioning itself to respond to what its community's needs and demands are expected to be in the future as it relates to recreation programs and facilities.

The Recreation Program Analysis is a component of the master planning process for the Town of Sahuarita's Parks and Recreation Department. The Analysis was completed based upon staff feedback via personal and phone interviews, feedback from the Parks and Recreation Advisory Commission, Department reports including financial statements, the Town's website, survey results, and from observation made during on-site visits.

The following framework is intended to be a preliminary guide for the Town in its efforts to establish a menu of recreation programs, services and activities that are responsive, progressive and appropriate for its growing community.

DEPARTMENT'S STATEMENT OF PURPOSE

The Town of Sahuarita Parks & Recreation Department's primary purpose is to ***create community through people, parks and programs***. We do this by providing the public with a variety of recreational opportunities and facilities. We are responsible for operating and maintaining the Town's parks, facilities, buildings and for issuing permits for special events, picnics, and sport fields. We strive to plan a mixed variety of programs, classes, special activities and events. Anamax Park, Sahuarita Lake Park, and Parque Los Arroyos are the three current parks that our community can benefit from and enjoy!

DEMOGRAPHICS AND TRENDS

The role of the public sector is to identify those challenges of change that are the most critical to the health and well-being of a community and to create and manage the strategies that will be used to respond. As it relates to community demographics, leisure trends and behaviors, this approach will be of the greatest importance to the Town of Sahuarita's Parks and Recreation Department as it creates recreational opportunities in the future.

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Demographics

According to the latest census conducted in 2000, there were 3,242 residents. Estimates today suggest the population in 2007 is just above 18,000 with a projected population of 26,890 in the year 2010.

Trends influencing leisure behaviors and public sector administration

A vast number of trends affecting public parks and recreation and individual leisure behaviors are prevalent today. Below is a list of trends and issues that impact people's leisure pursuits and have impacted the types of programs, services and activities departments offer. As well, these trends can have impacts on facility development, and the management and administration of departments in general.

- The Graying of America – increase in the number of older adults
- Early retirements
- Obesity
- “Cocooning” – staying indoors more (i.e., shopping on-line, video games vs. playgrounds)
- Rise in pet ownership
- A shift from “owning” to “experiencing”
- Diversity in religious beliefs
- Greater cultural diversity
- Increasing crime (violence, vandalism)
- A more environmentally sensitive culture
- Inclusion/accessibility
- Urban sprawl – the decline of “social capital”
- Increased interest in specialized facilities
- A more litigious society
- Massive public sector debt
- Increased competition for shrinking dollars
- Greater division between “haves” and “have-nots”

FINDINGS

Finding #1 - Recreation division staffing

The Parks and Recreation Department currently employs four full-time professional staff to manage the programs, services, activities, and recreation facilities of the department (a full-time Recreation Coordinator, full-time Recreation Programmer and two Recreation Leaders). Complimentary staff includes a seasonal/part-time staff who act in a variety of capacities including as class instructors, after-school program leaders and others. The more specialized classes offered utilize contract instructors who have more specialized certification and training in areas such as karate.

Finding #2 - Current menu of programs, services and activities

Sahuarita Parks and Recreation currently provides a traditional menu of recreation activities. Among those programs, services and activities currently offered include creative dance, a tots program, adult dance, karate and fitness classes, hiking club, sports camps, adult softball league and many special events. In addition, the Department has obtained licensing through Arizona Health Services to operate its after school, summer camp and school break programs.

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Finding #3 - Existing facilities

The Department currently manages the following properties that have the capacity to host recreation program, service and activity offerings.

- Anamax Park is a 13 acre site that includes three lighted ball fields (one softball and two Little League), one and one half lighted basketball courts, one off-leash dog area, a covered playground area, four ramadas, and several picnic areas with grills. This park also has a planned expansion area of 22 acres. Plans include a recreation center and pool complex, skate park, multi-use fields, tennis courts, picnic areas, pathways and a community garden.
- Sahuarita Lake Park is a 15 acre facility composed of a 10 acre lake surrounded by a 5 acre border of land made up of a pathway, pockets of grass and patios around the perimeter. Sahuarita Lake is a non-swimming lake and part of the Arizona Game and Fish Urban Fishing Program. There are also several picnic areas and benches, fitness equipment, two gazebos, and an outdoor amphitheater located on the property.
- Parque Los Arroyos is a 7 acre neighborhood park with a grassy area about the size of a soccer field, a covered play area, three ramadas and several picnic areas with grills.

Finding #4 - Future planned facilities

- Anza Trail School Park is an 11 acre joint-use park the Town has funded at the new Sahuarita K-8 School called Juan Batista de Anza Trail School. It will have tennis courts and basketball courts, one youth baseball field, one softball field and one multi-use field, one playground, picnic areas, bike racks, drinking fountains and a concession/restroom facility.
- North Park is a 10 acre park with 3 multi-use fields, a play area, pathway and possibly basketball court and some skate features jointly being planned and built with assistance from the Town's Public Works Department.
- Quail Creek is a 25 acre park to be built by the Quail Creek Community Facilities District and to be turned over to the Town when completed. Facilities include an off leash dog area, playground, pathways, baseball/softball fields, a multi-use field and a restroom/concession/maintenance building.

Finding #5 - Low cost recovery rates

Feedback received from staff and financial reports indicates that recreation programs, services and activities operate at low cost recovery rates, thus receiving significant subsidies. This "essential service" philosophy is followed suggesting that recreation is a valuable service within the community and currently has little expectation of recovering its costs from users.

Finding #6 - Primary market yet to be determined

It is known that the Town of Sahuarita is growing at a fast pace. This aggressive growth by design is expected to result in many older adults planning their retirement in the area, an infusion of younger families and an increasing number of minority groups, especially Hispanic.

Finding #7 - Current marketing efforts

Information concerning programs, services and activities is disseminated to the communities of Sahuarita and Tucson, as well as other surrounding areas via the following methods:

- Informational flyers placed in the lobby of the Anamax Recreation Center and Town Hall, at Sahuarita Lake, Parque Los Arroyos, distributed to local schools (Sahuarita Unified School District, Great

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Expectations Charter School and the Continental Unified School District), and to participants in existing programs, services and activities;

- A Town newsletter sent directly to households in the community;
- Public Service Announcements (PSA's) submitted to local newspapers such as the Tucson Daily Star and Green Valley News/Sahuarita Sun.
- Town of Sahuarita website at www.ci.sahuarita.az.us.

Finding #8 - Operational policies and procedures

The Department has general operational policies and procedures through the Town's Code Title 12 in place but these do not assist and direct in the more specific oversight, management and administration of recreational programs, services, activities and facilities.

Finding #9 - Market competition - other recreation service providers

A competitive market has been established as it relates to alternative recreational programs, services and activities within the community with continued interest to gain more momentum. Private developments have been aggressive and forward thinking in their efforts to position themselves as places within the community to not only reside, but to play as well. Development strategies that address behaviors such as "cocooning" encourage residents to remain in one location for all of their basic and leisure needs.

Rancho Sahuarita is one such development that has attempted to satisfy this interest. A development of single family units, this contrast to typical urban sprawl has allowed for significant recreational amenities and services for its residents. A water park, many pocket parks and future pool, tennis and basketball facilities will be scattered throughout the neighborhoods, along with walking trails and linear parks. This series of activities have positioned this private development to recruit residents with the lure of healthy lifestyles in a concentrated area, emphasizing convenience. Within this development, there is a 15 acre Lake Park which was built by the developer and given to the Town to be a public park, used by all residents including the residents of Rancho Sahuarita. Amenities include an outdoor amphitheater, fitness trail, picnic areas and the regular stocking of fish for anglers.

Other recreation service providers in the area include Green Valley Recreation, Inc., a non-profit organization serving the leisure and social needs of the adult retirement community. Green Valley Recreation owns and operates one member services center and 12 recreation centers, providing programs, services and activities to a private membership base of over 12,000 households.

CURRENT RECREATION DIVISION STRENGTHS AND GROWTH OPPORTUNITIES

Strengths

- Professional staff with a commitment to the field
- Community support for recreation programs, services, activities and facilities
- Town leadership support for the Department
- Current financial stability

Growth Opportunities

- Facility development – Mega Complex or Community Complexes based upon community values
- Joint facility use agreement with School District and the YMCA
- Program development – structured; identifying trends, community interests, etc.; formal budgeting
- Established cost recovery goals for each program and service

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- Advanced marketing efforts
- Program evaluation process

RECOMMENDATIONS

Recommendation #1 - Enhance program, service and activity offerings

As is the case with many public Parks and Recreation Departments across the country, there continues to be the proverbial challenge of balancing resources with the expectation of being “everything to everyone.” While this is a wonderful ideal, it is not pragmatic in today’s fiscal reality, nor should it be the standard as many programs, services and activities can be had elsewhere.

A philosophical position must be taken based upon community values to determine the Department’s priorities as they relate to population served and to what degree resources are expected to be allocated. This philosophy is critical when making decisions relative to cost recovery goals, resource allocation such as facility space and staffing, and others.

As a governmental entity, a primary interest should be in serving those who are underserved. Underserved communities typically include low income families and persons with disabilities, but this is to be based on the values and direction of the community and its leaders.

Although Sahuarita currently has a small number of persons who live in lower income communities, they do exist. Further, persons with disabilities tend to be an invisible community, therefore, outreach efforts and appropriate resources will be necessary in order to engage this population.

Another issue to consider is avoiding program, service and activity offerings that are offered to a large span of ages (i.e., 12 and up). There is an inherent flaw in this type of program planning. It is necessary to plan for age ranges as there are distinct differences in interests and abilities as age spans increase. This is also important when offering services to those over 50 or 60 years of age. Existing now are four generations of people over the age of 50 and it cannot be assumed that everyone in the “older adult” market wishes to recreate together as the outcome will result in less interest by many potential customers.

A review of the citizen survey suggests a strong community desire for fitness and wellness options. That said, the Department should create specific work plan items to address this high interest in fitness. A simple and responsive approach to this community message will be to prioritize this program area as it has been determined to be one of potential growth and development.

Recommendation #2 - Incorporate cost recovery rates

While this ideal philosophy creates an expectation within the community that programs, services and activities will remain at low to no cost into the future, the Department must be reminded that its primary source of funding for recreation are sales taxes. While there may be a steady and stable stream of dollars into the system currently, sales taxes are one of the least stable funding sources available.

It is recommended that the Department create a Cost Recovery Model based upon definitions and criteria that can guide the Department in appropriate cost recovery rates for all programs, services and activities managed. Definitions and categorizations are intended to address populations served, type of service, facility used, and other criteria that assist in the determination of cost recovery rates. A Cost Recovery Model (Fees and Charges Policy) is given in Appendix D.

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Considerations when determining cost recovery rates, facility use and user fees are:

- Q: Is the program, service or activity managed by the Department (therefore, provisions made to allow all residents the opportunity to participate)?
- Q: Is the program, service or activity managed by an outside organization? If so, is participation open and available to any resident or is participation restricted by income, ability, etc?
- Q: What type of facility or space is required and to what extent?
- Q: How many people will be served?
- Q: Does the program, service or activity directly benefit the user more than the community at-large or is there an equivalent benefit to both?
- Q: Are users Town residents? Non-residents?
- Q: Does the program, service or activity serve an under-represented population (i.e., persons with disabilities, low income)?
- Q: In the event the program, service, or activity is managed by an outside organization, will it displace or impact other residents' use of a facility or space?
- Q: What are the direct and indirect costs of the program, service or activity to the Department?

A significant question the Department should address as it determines cost recovery goals and subsidy levels is the traditional method of subsidizing younger and older populations to a greater extent. This common practice is beginning to be scrutinized and evaluated as it is difficult to justify that age is an indicator of a person's ability to pay.

Recommendation #3 - Allocate resources to meet community demands

Per conversations with staff and feedback received from the survey tool, it is evident that there are significant changes that can be put into place that will provide for a more comprehensive array of services to the community in the immediate future.

Anamax Recreation Center weekday business hours of operation are from 8:00 a.m. to 5:00 p.m. while the Recreation Center program hours of operation are from 8:00 a.m. to 7:30 p.m. On Saturday, the Center is open from 9:00 a.m. to 4:00 p.m. There is room for the hours of operation to be expanded. It is recommended that the Department research and evaluate the direct costs necessary to expand the hours of operation beyond its current schedule. This evaluation should also include the financial opportunity the Department may recognize as it relates to revenue gained from fees and charges for the services that might be provided. This would require expenditures such as an employee to open the building, availability of maintenance staff, additional utility costs, other indirect costs and the direct cost associated to the program that is being offered. The obvious opportunity would be the expansion of the activities provided by the Department to the community and possible revenue generation based upon a fair and appropriate cost recovery goal and the subsequent user fees charged.

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Additionally, while there are many plans to add to the number of recreation facilities within the system, this will not happen in the immediate future. Therefore, efforts should be made to begin conversations and negotiations between the Town and Schools for shared use of facilities now to allow for additional program opportunities. More detail is shared in the item below.

Recommendation #4 - Initiate collaborative efforts between the Department and local school districts for facility use on a consistent basis

Based on the consultant's interviews with both Town and School Staff and the consultant team's direct observations, the cooperative and collaborative relationship between the School District and Parks and Recreation Department can be expanded. Currently, during the summer months when school is not in session, the Parks and Recreation Department operates a pool for public community swim programs and open swim and has use of the adjacent gym for open gym. During the school year, the Department has used the gymnasium and fields for one day events such as the "NFL sponsored Punt, Pass and Kick Competition".

There is a tremendous community benefit to be gained by the Town and the Schools working in concert with each other and jointly utilizing existing facilities for the greater good of the community. As Town and School District facilities are publicly owned, local residents would expect there to be a cooperative relationship for the use of these tax supported properties. An example of this expanding cooperation is the construction of the Anza Trail School Park. The Town is funding the park construction on school property and will have use of the park during non school hours, during the evenings, weekends and summer.

Both parties are encouraged to recognize that the joint development, maintenance and use of either Town or School District facilities would provide recreational benefits to the community at large. Thus, a formal Joint Use Agreement is encouraged.

A formal agreement is a guiding document regarding the rights and responsibilities of each party as they relate to joint use and maintenance of each property site, and concerning the construction, installation, and ownership of any future improvements on such sites. (*Reference: Appendix F which is a Sample Partnership Agreement Document*)

Recommendation #5 - Establish stronger marketing methods

Feedback and conclusions drawn from the citizen survey indicate that a significant number of people (31%) state that they are not aware of the Department's parks, facilities and programs. As current marketing efforts are fair, they are not reaching a broad audience of the community, or are not understood or acknowledged.

The Department is encouraged to expand its marketing efforts. There are many marketing avenues available beyond what is currently being done. (*Reference: Appendix A which is a sample of Marketing and Management Guidelines*)

Further outreach through major events such as *Fiesta Sahuarita* that draw significant numbers of people is one method. Promotional pieces that can be distributed to those in attendance might include postcards with program details and photos that add a human element, or inexpensive giveaways that list program information. An example of this type of give-away might be a plastic tumbler that lists summer activities with locations and dates, and includes the Town's logo, department name, website link, and phone number.

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Connections with local radio stations are invaluable as well. Live remotes at events are great ways to highlight the Department and a specific activity to a wide audience through a powerful medium. Coupons, giveaways, program registrations, and other items can be given away during the remote. Sahuarita can benefit from the positive marketing experiences that are utilized by Oro Valley and Marana as they utilize the Tucson market to expand their audience which results in greater participation in programs and events.

Expanding upon the strengths of the current registration system can allow for direct email newsletters.

The use of legally posted temporary signs through the approval of the Planning and Zoning Department will also be a useful tool.

Recommendation #6 - Avoid duplication of services

As mentioned in a previous section of the Analysis, recreation providers in direct competition with the Department exist within and surrounding the Sahuarita community. It is in the Department's best interest to direct their efforts and resources towards programs, services and activities that do not compete with others for the same users when there is no viable benefit to the community or the Department. In the event there are programs, services and activities offered by other providers that are not available to the community at-large, an assessment of perceived benefit to the general public and the Department should be conducted.

Recommendation #7 - Improve on the operational policies and procedures

Policies are broad mandates that direct operations while procedures define how a policy is to be administered.

Policies that the Department either has or would be well-served to implement are the following:

- **Personnel**
 - Job description design and content
 - Employment practices relative to criminal background checks
 - Hiring and termination of seasonal employees
 - Performance evaluation processes
 - Training
 - Standard operating procedures
- **Facility Based**
 - Risk management practices such as participant behaviors and disciplinary actions, and emergency procedures
 - Accessibility (ADA)
 - Maintenance practices
 - Lease/rental agreements
 - Establishing fees and charges
 - Hours of operation
 - Facility evaluation processes
 - Standard operating procedures

- **Program**
 - Risk management practices such as participant behaviors and disciplinary actions, and emergency procedures
 - Accessibility and inclusion practices (ADA)
 - Program evaluation processes
 - Establishing fees and charges
 - Special events/permits
- **Finance**
 - Budget
 - Petty cash
 - Collection methods
 - Record keeping

Recommendation #8 - Encourage and support staff development opportunities and training

Continuing education is an avenue to achieve individual recognition, enhance self-esteem, and gain respect of peers and the public. It fosters a sense of confidence by ensuring that staff is educated about issues that affect the services they plan, implement and manage as stewards of department, and it enhances the credibility of the individual. Continuing education also ensures that staff is current about issues that affect the business of recreation service delivery, and creates an expectation for a higher standard of performance.

There are many continuing education opportunities available to recreation professionals today and the Department has joined the National Recreation and Park Association (NRPA) and the Arizona Park and Recreation Association (APRA) for this reason and utilizes their resources. In addition, opportunities are available through Athletic Business, The Disney Institute and others.

Recommendation #9 - Implement a comprehensive program evaluation process

There are three purposes for designing and administering program evaluations. They are 1) program development; 2) organizational management; and 3) to establish accountability.

There is not one evaluation procedure that can meet all of the evaluation needs of the recreation division. A solid beginning for the Department will be to establish two primary types of program evaluations, a Participant Evaluation and a Staff-driven Evaluation.

The Participant Evaluation should be designed in such as way that it gauges the thoughts, opinions and feelings of the participant or their representative about the program, service, activity and facility in which they participated. Questions can be open or closed-ended and should address quality and effectiveness of program, service, activity and facility, instructor, and also request their feedback concerning information about their overall leisure interests. It can also request demographic information and be used as a marketing tool to identify their residence.

The Staff-driven Evaluation is an administrative evaluation that analyzes logistics, budgetary considerations, and other planning items. Both evaluations are intended to contribute to overall improvement.

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CHAPTER 6. USER FEE ANALYSIS

INTRODUCTION

As the Department continues to grow, each of its decisions will set the standard for all future decisions; none of which are more true than the fees that are charged for programs and services. Citizens become accustomed to the pricing levels that are set and begin to equate the price with their perceived value of the experience. This chapter has been written to provide the Town with an outline to be followed as pricing decisions are made.

BEST PRACTICES – PRICING AND COST RECOVERY

National best practices exist for those agencies that have a formal cost recovery process. It is against these best practices that the Department should benchmark itself as decisions are made about the reasons for assessing fees and the percentage of costs that should be recovered. Several graphics are provided in this section to provide clarity to the text.

- Figure 6.1 represents the resources that clients invest and is described below in the text.
- Figure 6.2 represents the programs and services provided by the Department in three categories: public, merit and private. Each category is described below.
- Figure 6.3 represents the four stages of pricing that should be analyzed by the Department as pricing decisions are being considered.
- Figure 6.4 represents the Department's costs for providing programs and services. Costs are categorized by Direct, Indirect, Fixed and Capital Expenditures. After costs have been calculated by category, they are considered during the pricing discussion to work in tandem with Figure 6.5, the Pricing Pyramid.

Nature of Pricing

Pricing – Political Considerations

In many communities, public opposition to fees, or fee increases is an issue. In these cases, elected officials can be provided with reasons for change based on income redistribution, equity and efficiency.

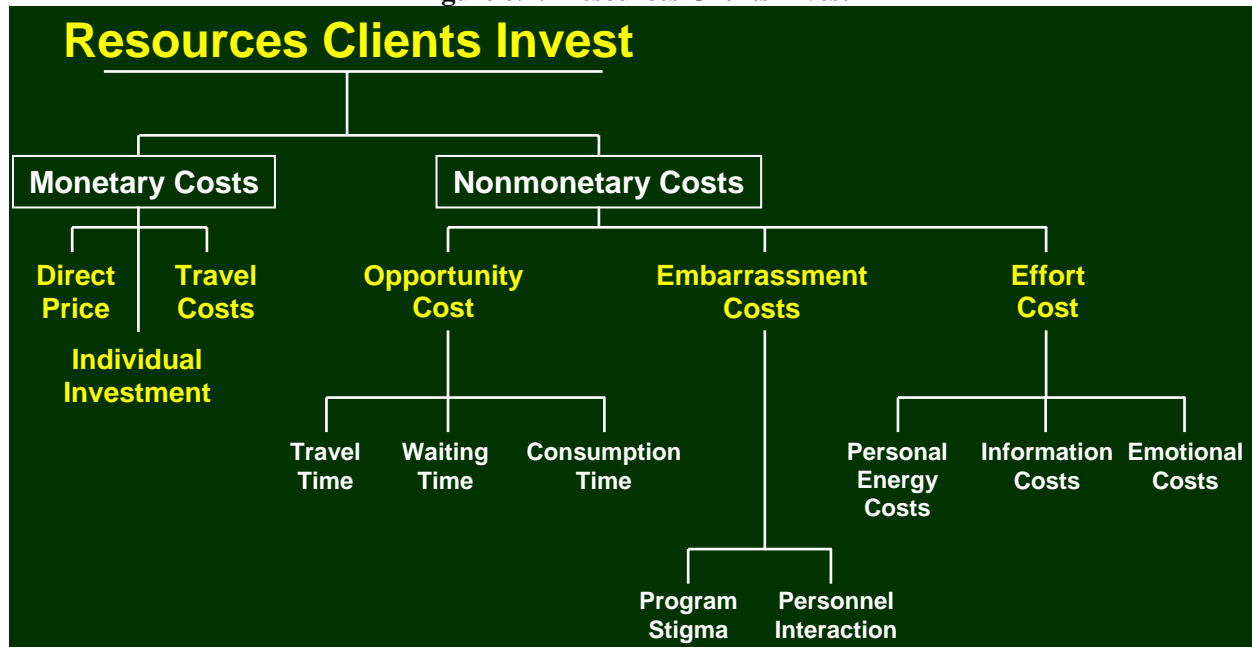
Pricing – Monetary Costs

There are three components of direct costs that users incur; namely, **direct price** (registration fee), **travel costs** (gasoline) and **individual investment** (special equipment such as tennis shoes, ball glove, etc.).

Pricing – Non Monetary Costs

There are three components of non-monetary costs that users may incur; namely, **opportunity costs** (travel time, waiting time, consumption time), **embarrassment cost** (if an eligible client for certain programs and reduced fees is subjected to an unsympathetic interviewer, and/or staff, and **effort cost** (sometimes it is difficult to learn about programs so that a person can choose to get involved).

Figure 6.1: Resources Clients Invest



Objectives of Pricing

The reason (s) for establishing a price must be clear. In other words, the most fundamental question is, ***What are my objectives for establishing a price?*** Generally, best practices include four reasons for pricing which are detailed below.

Income Redistribution

There are three components of income redistribution:

- Services supported by taxes allow income groups to help pay for basic services that lower income groups may not otherwise be able to afford.
- If low income groups are non-users, then subsidized services impose a hardship on them and they are subsidizing those who can afford it.
- Taxes are regressive for the poor.

Equity

Equity means that a price should be fair. The methodology used to determine if a price is fair has several components which are detailed below.

Consideration should be given to the philosophy that those who benefit from a service should pay for it.

There are four equity categories: basic, merit, enhanced and specialized. The idea is to look at pricing strategies through the eyes of the one who benefits:

- **Basic Services** benefit all people in the community. The community should pay for these services through the tax system with no charges or minimum charges.

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- **Merit Services** benefit all members of the community somewhat but individuals who participate benefit most. In this case, individual users pay partial costs.
- **Enhanced Services** benefit specific interest groups, abilities and/or ages. They benefit the individual more than the general community.
- **Specialized Services** benefit smaller special interest groups or ability levels, most commonly at a competitive or specialized level. They benefit the individual more than the general community.

Figure 6.2: Service Categories

BASIC	MERIT	ENHANCED	SPECIALIZED SERVICES
<i>(No Charge or Minimal Charge up to 15%)</i>	<i>(Costs Recovery between 15% and 35%)</i>	<i>(Cost Recovery between 35% and 70%)</i>	<i>(Cost Recovery between 70% and 100%)</i>
<ul style="list-style-type: none">• Neighborhood Parks	<ul style="list-style-type: none">• Youth Sports• Swim Lessons	<ul style="list-style-type: none">• Individual Specialty Classes	<ul style="list-style-type: none">• Group Trips

Efficiency

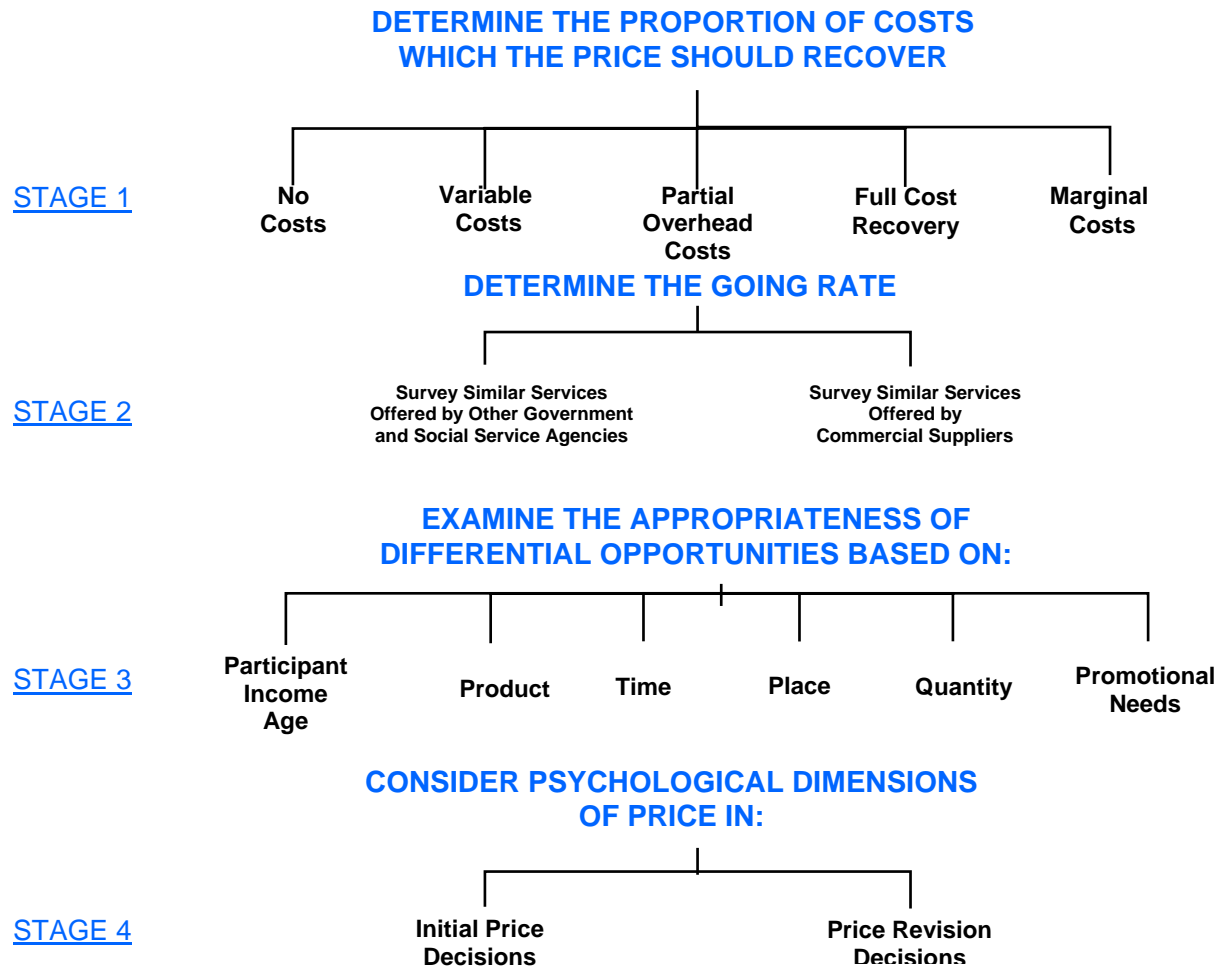
Efficiency is concerned with getting the most out of a given set of resources, so that society derives the maximum possible benefit from the services offered and from the scarce resources used to finance those services. There are several components of efficiency which are detailed below.

- A demand priority indicator. In other words, prime times should be worth more than non prime times (weekday versus weekend, daytime versus evenings).
- Pricing requires accountability for quality of services.
- More responsible use by client groups. Research shows that users place a higher value on a service for which there is a fee.
- Private sector may be encouraged to deliver competitive services. Perhaps the private sector should be encouraged to offer services so that public agencies can concentrate on less profitable services.

Revenue Production

When consideration to producing revenue is given, the agency needs to consider user sensitivity (elasticity of demand), the proportion of costs that the direct cost represents, and the affluence of the target market.

Figure 6.3: Four Stages of Establishing a Price



Town of Sahuarita, Arizona

Chapter 6: User Fee Analysis

Stage 1 – determine the proportion of costs which the price should recover.

Figure 6.4: Services Costs by Category

DIRECT COSTS	INDIRECT COSTS	FIXED COSTS	CAPITAL EXPENDITURES
Instructor Costs	Administrative Salaries	Insurance Payments	New Facility
Materials	Office Expense	Office Equipment	Modifications to an Existing Facility
Advertising	Inter-departmental charges	Repayment of Bonds	
Postage			
Brochure			

Stage 2 – determine the going rate. Survey other governmental, not-for-profit, social service agencies and commercial providers.

Stage 3 – examine the appropriateness based on **participant category** (children, senior citizens and economically disadvantaged); **product** (pricing differentials can be used to offer client groups extra levels of service beyond that usually provided); **place** (consider charging non-residents the full cost of service while consider giving residents a reduced price, if necessary); **time** (peak vs. non-peak, weekday vs. weekend, seasonal vs. non seasonal); **quantity of use** (season or multi-use discount pass) and **incentives** (price discounts may be used as an incentive for people to try a service).

Stage 4 – consider psychological dimensions such as the **reference price** (the initial price is the most important pricing decision); **protection of self-esteem** (many services are directed at physically and economically disadvantaged and a modest fee may help reduce the stigma or indignity the user feels); **price-quality relationship** (market research studies show that perceptions of product quality vary directly with price).

SAHUARITA – EXISTING CONDITIONS

The planning process provided opportunities for the consultant to interact with Town Council Members, the Town Manager, the Parks and Recreation Commission, Department Staff and user groups. In a sense, the community-at-large was also involved as they participated in the citizen survey of randomly selected households.

In addition, the consultant was provided specific budgets for the After School Program, Day Camps, Summer Camp, the Summer Swim Program, the Fitness Program and the Toddler Program.

Town of Sahuarita, Arizona

Chapter 6: User Fee Analysis

Based on the data collected from the interviews, citizen survey and specific program budgets, several observations have been made and are detailed below.

Political Considerations

The Town Council, Town Manager and Parks and Recreation Commission have not established a formal, or informal, cost recovery policy at this time. It is not clear to the consultant if there is strong support for a formal pricing mechanism at this time.

Monetary Costs

The Department tracks its direct program costs which include salaries for those directly involved with the production of the program, marketing expenses and supplies. Indirect costs are much more difficult to track and a top-down effort will be required to collect this kind of data. For example, total building costs and inter-departmental charges can only be evaluated if the data is made available through a process which is implemented by the Town Council and administered by the Finance Department.

Non Monetary Costs

Non monetary costs (travel time, waiting time, consumption time, embarrassment costs and efforts costs) are not a significant issue at this time due to the relatively small size of the Town. However, as the Town boundaries grow and the population increases, the Department will see a change in current conditions.

Pricing Equity

Given the fact that the current programming effort is primarily on the youth, the pricing philosophy is consistent. However, as the Town boundary expands and the population grows, there will be greater demand for programs/services and a need to adopt the pricing methodology presented in this chapter.

Establishing a Price

The current effort does consider parts of the Four Stage Pricing Methodology detailed above. However, there are pieces of the puzzle missing which include the cost data for all direct and indirect costs and a formal pricing philosophy.

Percentage of Cost Recovery

As shown in Table 6.1 below, the Department generates \$115,000 annually from fees and charges. This equals 13% of its total budget and 42% of its Recreation Division Budget.

Table 6.1: Percentage of Cost Recovery for 2005/2006

(Taken from Finance Budget Report of July 6, 2006)

Item	Data
Total Department Expenditures in FY 05/06	\$875,600
Total Recreation Division Expenses	\$272,600
Total Revenue Recovery (not budgeted)	\$115,000
Cost Recovery Percentage of Total Budget	13%
Cost Recovery Percentage of Recreation Division Budget	42%

FINDINGS

The consultant has identified four findings in this chapter which will result in a series of recommendations that must be followed to successfully implement the master plan.

Finding #1 – There is not a formal cost recovery policy.

Finding #2 – The pricing philosophy is based on the Department’s desire to establish a positive relationship with citizens by providing quality services at an affordable cost.

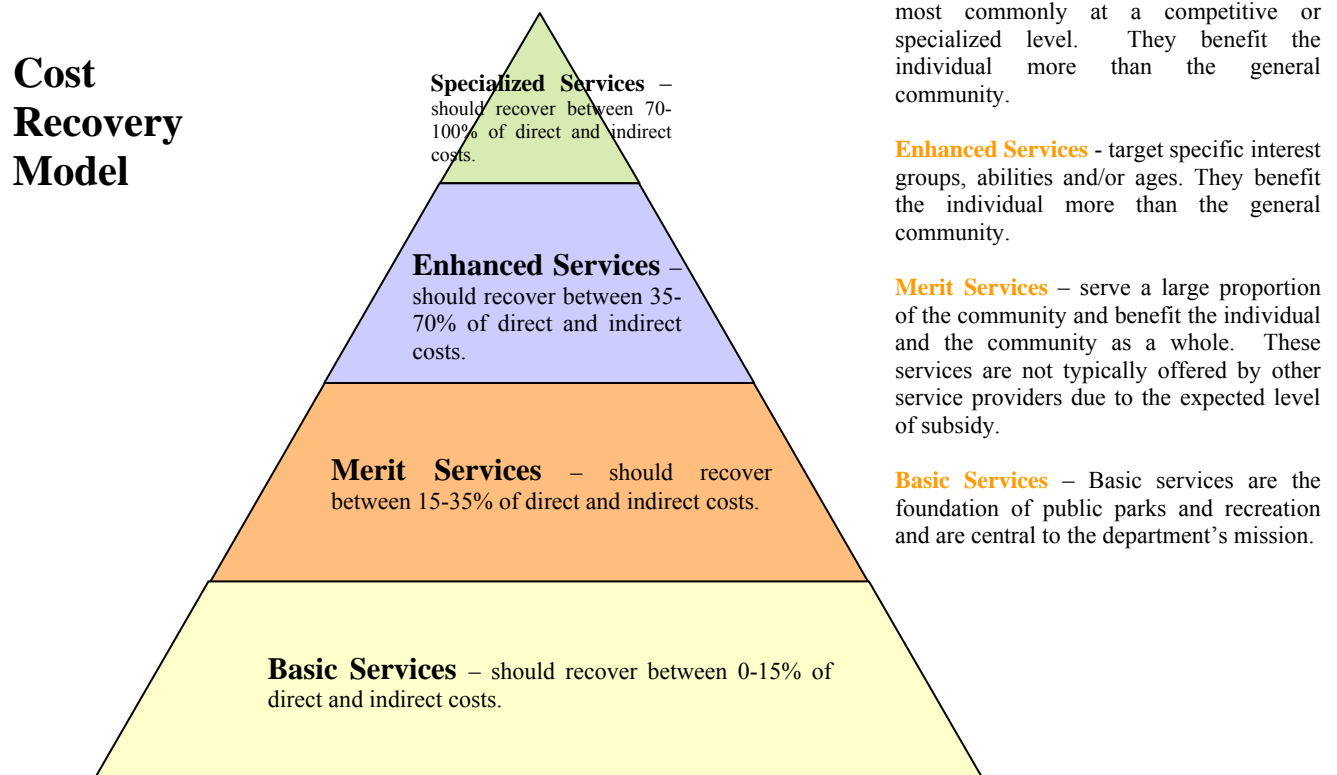
Finding #3 – Cost tracking is not in place at this time with the exception of supplies and staff salaries. A cost tracking process for all costs is dependent on the Finance Department to create a mechanism for that purpose.

Finding #4 – Cost recovery for the Department’s total budget is 13%, while it is 42% for the Recreation Division.

RECOMMENDATIONS

Recommendation #1 – The Department should adopt a formal Cost Recovery Policy. A sample policy authored by the consultant is included in the Appendix D of this report. Figure 6.1 portrays the methodology used to determine the services for which there should be fee.

Figure 6.5: Pricing Pyramid



Town of Sahuarita, Arizona

Chapter 6: User Fee Analysis

Recommendation #2 – The Department should be supportive of an effort to be led by the Finance Department to implement a cost tracking system which provides the Department with the cost detail needed to evaluate all costs and the proportion of those costs which are to be recovered through fees.

Recommendation #3 – The current fee structure is sufficiently low that there is room for expansion of fees, if it is desirable by staff to do so based on its assessment of local conditions. Table 6.2 shows cost recovery percentages by agencies around the United States for selected services which can be benchmarked by the Department as important pricing decisions are made.

Table 6.2: Typical Cost Recovery Percentages for Recreation and Cultural Arts

Service/Program	Cost Recovery Percentage
Aquatics - Leisure	80%
Cultural Arts	75%
Youth Sports	50%
Youth Services	25%
Fitness	100%
Family Services /Camps	100%
Senior Services / Programs	65%
Special Events	35%
Adult Team Sports	100%
Environmental Education	65%

Recommendation #4 – A detailed cost of service analysis should be performed for each program and service. A thorough cost of service analysis will provide a basis for establishing fees based on the recommended pricing policies.

CHAPTER 7. PARKS, GREENWAYS, TRAILS AND STANDARDS

INTRODUCTION

The park system consists of six parks (4 developed and 2 undeveloped) that occupy 103 acres of land providing about 5 to 6 acres per 1000 population. Citizen support for the system is apparent and cited by them as part of the culture of the Town that sets it apart from other communities. The parks are in various stages of development and provide both passive and active recreation opportunities. The Town also has a Trail Plan for pedestrians and bicyclists which currently consist of 20 trail miles.

The Town has identified a need for additional open space and park land to address a growing population and the regional initiative to protect the rare Sonoran Desert ecoregion. An inventory and analysis of existing parks, land development trends and regional conservation efforts will determine the future development of the park system. The key challenge facing the park system is to acquire land for both active recreation and for conservation of those environmentally distinctive lands that give Sahuarita its unique character.

PARK SYSTEM INVENTORY AND ANALYSIS

Evaluation of Physical Conditions

Park Evaluation Rating Form

Included in Appendix B of this report is a park evaluation form for each park. The form was completed by a landscape architect with formal education and experience for this type of work.

Park Rating Criteria

Each park's condition was rated using a scale of excellent, good, fair or poor. Of the developed parks two rated excellent, one rated good and one was under construction. Definitions for each category are as follows:

Excellent is reserved for those parks that are state-of-the-art in both construction and design. These parks will not require any major repairs or modernization for at least ten years. Very little leeway is given for imperfections such as peeling paint, graffiti, rust, or inadequate play area surfacing, etc.

Good is a rating given to those parks whose design and amenities are strong in appearance but are showing the normal wear and tear expected throughout a park system. Maintenance appears to be regular, the grass is mowed, play area surfacing is kept at an acceptable depth and free of weeds, structures are painted and major repairs or renovation is at least five to ten years away.

Fair is a rating in which the property itself may very well be attractive but the amenities are in a state of decline. Maintenance is less frequent or at least can not turn back the clock on normal decline. Play equipment is still safe but maybe rusting, bleaching or covered with mildew; structures such as restroom buildings are in need of repairs such as paint, shingles or cleaned of graffiti; ball fields are playable but

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Chapter 7: Parks, Greenways, Trails and Standards

the infields are grass covered creating a hazard, fencing is warped or rusting, dugouts are undersized or may flood when it rains and bleachers are not up to code. These parks need major repairs or renovation within three to five years.

Poor is a rating for which the park and its amenities, as a whole, are at the end of their life cycle. Typically, a park in poor condition is not well maintained. There may be trash on site as well as glass and weeds. The amenities are out of date and in many cases are unsafe or fail to meet current codes. Frequently, parks in this category appear to have been all but abandoned. These parks need rebuilding following a new master plan as soon as it can be scheduled.

Classification of Parks by Type

In the Parks and Recreation Profession, parks are categorized by type. In Sahuarita, the park types that are currently used include: neighborhood parks, community parks, regional parks, district parks, school parks, linear parks/greenways, and special purpose parks/alternative recreation areas. Based on the vision for the parks, open space, trails and greenway system as detailed in this report, the current park types and descriptions are appropriate for Sahuarita. Descriptions of each type of available parks are provided.

Neighborhood Parks are the basic unit of the park system, which serve as a recreational and social focus of a neighborhood with both passive and active activities. They are not intended to be used for programmed activities that result in overuse, noise, parking problems and congestion. They may occur in conjunction with a school site. They should be geared for those living within the service area. A Neighborhood Park accommodates a variety of ages including children, adults and seniors. These parks are usually smaller than 10 acres in size and are developed centrally within the neighborhood to encompass 1/2 mile service radius. Neighborhood Parks primarily facilitate recreational activities including play structures, sitting areas and open space. Ideally, these parks are linked to the neighborhood and to each other by a pathway system and respond to the need for basic recreational amenities close to home. ***There is one Town owned neighborhood park; Parque Los Arroyos and several private parks in master planned communities such as Rancho Sahuarita, Madera Highlands, Laya Verdie and Rancho Adrego.***

Community Parks are larger in size and serve a broader purpose than neighborhood parks. Their focus is on meeting the recreation needs of several neighborhoods or large sections of the community as well as preserving unique landscapes and open spaces. They allow for group activities and offer other recreational opportunities not feasible, nor desirable, at the neighborhood level. As with neighborhood parks, they should be developed for both active and passive recreation activities. These parks are typically 10 to 40 acres in size with a service radius of approximately 2 miles. Design features might include large play structures, informal fields for youth play, tennis courts, volleyball courts, shuffleboard courts, horseshoe areas, swimming pools, disc golf, trails, group picnic areas, open space and unique landscapes/features, nature study areas, ornamental gardens and facilities for cultural activities such as plays and concerts in the park. ***There are four community parks; Anamax Park and Sahuarita Lake Park are currently developed while North Park and Quail Creek are scheduled to be developed in 2007-08.***

District Parks serve both active and passive recreational needs for the entire community. They are designed to contain large programmed and staffed recreation centers, competition quality lighted athletic fields, game courts, aquatic facilities and other sport activity areas. They also provide playgrounds, picnic areas, pathways and open space for passive recreation activities. These parks are 40 to 100 acres in size and have a service radius of 2 ½ to 5 miles. ***The only local district park, Sahuarita Park, is owned and operated by Pima County.***

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Chapter 7: Parks, Greenways, Trails and Standards

Regional Parks serve a larger purpose than community parks. Regional parks are larger and have more amenities than district level parks and will attract users for longer periods of time due to their size and features. Regional parks will typically include features which lend themselves to neighborhood level and community level activities such as playgrounds, shelters, walking trails and athletic facilities, but also include large acres of passive land. This land may be conservation areas and un-programmed spaces. ***There are no regional parks at this time.***

Special Use Parks/Areas are designed to serve a particular community recreational need, such as a skateboard facility, a natural resource based trails park, an equestrian center, a sports complex, a dog area, an amphitheater or performing arts facility, or an off-highway vehicle park. They range in size from one half acre to 640 acres or more, depending on the special purpose. Location of special purpose parks has to be carefully planned to ensure that access, traffic control, lighting and noise issues do not negatively impact neighborhoods. Alternative recreation areas are designed to complement and serve the special needs of a given residential subdivision project and/or its surrounding area. These areas include recreation activities for active adult, educational programs, special needs or expanded capacity. ***The Town has some Selected Use Areas at this time,*** however, the consultant sees an opportunity to add park and open space amenities to the existing Town Center concept to provide the Town with a very special place that combines government; shopping, recreation in the form of festival/gathering space, tourism, open space and a sense of place in the form of a key public signature park. The plaza area of the Town Center should be capable of accommodating crowds of 1000 to 2000 people a day during seasonal festivals or performance based events. This will require not only adequate open space but restrooms, safety accommodations, lighting, electrical hook-ups, drinking and running water for exhibitors, permanent and temporary shade structures, public art, convenient parking and a walkable layout of all of the above amenities. The plaza area should be connected to the Santa Cruz River Greenway and other trail segments.

School Parks combine Town-owned parks with school sites and fulfill the space requirements for other types of close-to-home parks. The use of the park will be limited to the school district during its hours of operation and the Town shall have full use of the park for recreational purposes at all other times. ***There is one School Park at this time which is the Anza Trail Park.*** (An Intergovernmental Agreement (IGA) was used to create this park which was approved on January 25, 2006 for a term of 50 years. The agreement specifies that the development costs of \$2.3 Million will be paid by the Town in 2006 and 2007 and that maintenance of the park will be the sole responsibility of the School District. The intergovernmental agreement for this park is included in Appendix C of this master plan.)

Linear Parks/Greenways are regional park or park-like features developed along watercourses and/or road rights-of-way, and are intended to provide recreation and fitness opportunities, as well as alternative modes of transportation such as hiking, biking, horseback riding, canoeing, etc. ***Sahuarita currently has a pedestrian and bike trail system throughout the community that falls within this category. Part of the trail system is on street and there are some segments that are on dedicated easements. There are no designated greenways.***

Currently, there are no Undeveloped Remnant Land parcels in Sahuarita's inventory. Sometimes, these sites can serve a useful purpose while other times they cannot. It is important that each potential future parcel be evaluated for its usefulness as a valuable asset to the park system so that it may be rejected or developed accordingly.

Town of Sahuarita, Arizona

Chapter 7: Parks, Greenways, Trails and Standards

Compilation of Inventory and Conditions Assessment

Table 7.1 below is a compilation of the parks by type, their size in acres and their condition assessment by the consultant landscape architecture team.

Table 7.1: Park and Open Space Inventory and Evaluation

Park Type	Acres	Condition
Neighborhood Parks		
Parque Los Arroyos	7	Excellent
Community Parks		
Anamax Park	13	Good
Anamax Park Expansion	22	Undeveloped
North Park	10	Undeveloped
Quail Creek Park	25	Undeveloped
Sahuarita Lake Park	15	Excellent
School Parks		
Anza Trail Park	11	Under Construction
T O T A L Park Acres	103	
Trails		
Bike Trails	15	Good to Excellent
Pedestrian Trails	5	Good

GENERAL OBSERVATIONS AND COMMENTS FROM THE PARK SYSTEM INVENTORY

Park Management – The care of the park system has been entrusted to a few dedicated employees whose only focus is to do what they do. This value that the park employees share must be understood, appreciated and expanded as the park system grows. Of concern are the following:

- The current maintenance facility is too small to store the equipment, supplies and offices of the current staff.
- The technology does not exist which integrates staff with one another and to other Town Departments.
- There is a need for park maintenance equipment
- Staff spends an extraordinary amount of time doing tasks for other Town Departments, thus less time in the park system to care for it.
- The park maintenance staff is on duty seven days per week, thus there are rarely enough staff on hand at one time during the week to complete projects which require more than two people to complete.

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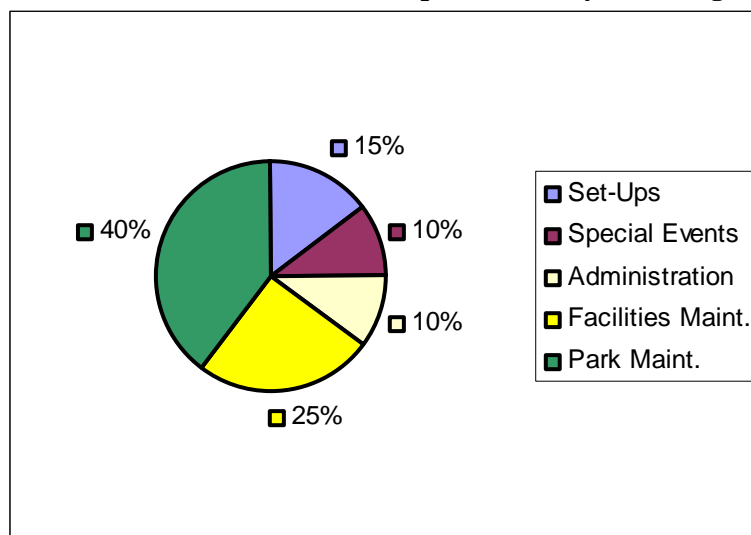
Chapter 7: Parks, Greenways, Trails and Standards

Table 7.2 and Figure 7.1 below detail and graphically portray the percentage of time that the maintenance crew spends doing tasks for the Town which are not directly related to the care of the park system. As shown in the details below, the park maintenance staff spends less than 50% of its time in the park system; in fact, it is only 40%.

Table 7.2: Park Maintenance Staff Time by Duty and Percentage of Time

Duty	Percentage of time	Description
Set-ups	15%	Council, CIP, Budget, HOA, Parks and Recreation Commission, P & Z, EDC, other miscellaneous meetings
Special Events	10%	Fiesta Sahuarita, Town picnic, Easter event, Triathlon, Concert Series, misc. recreation events, and other sponsors that need supervision and post event cleanup
Administration	10%	Time of the Manager and the Foreman
Facilities Maintenance	25%	Town Hall, Police Department, Court House, Public Works, Waste Water, etc.
Park Maintenance	40%	Time spent on maintaining the park system
TOTAL	100%	

Figure 7.1: Park Maintenance Staff Responsibilities by Percentage of Time



Levels of Service – The current per acre budget, not including salaries, is \$6,400. This budget has allowed the park maintenance staff to provide an elevated level of service which has been recognized by key stakeholders and citizens in the survey. However, maintenance costs are going up and new parks are being acquired which will affect the level of service in the future if the budget is not increased.

Town of Sahuarita, Arizona

Chapter 7: Parks, Greenways, Trails and Standards

Park Quality - The park system consists of three developed parks whose quality is rated by the consultant as either good or excellent. Typically, park systems have a range of good to poor parks with a majority of the parks falling in the good and fair categories. It is important to work toward the improvement of all parks until they are excellent and providing all the quality amenities citizens desire.

Park Development – Due to the park types available in the Town, which are either neighborhood parks or community parks, it is important that the balance between active and passive uses be carefully monitored. Most experts recommend that the percentage of development of a park not exceed 60% to 70%. Current development of Sahuarita's parks does not fit within that range and pressure for more facilities is going to reduce the percentage of open space. It is notable that citizens have stressed their support for environmental conservation and therefore it is important to acquire land, separate from the local level of service (LOS) that addresses this issue.

Environmental Conservation - The conservation of natural resources is of great importance to the people of Sahuarita, as well as ecologists and environmentalists in the region. The Town of Sahuarita is part of the Sonoran Desert Ecoregion, which is widely recognized as one of the most important ecoregions in the world. The Santa Cruz River is an ecological bridge between the Sonoran Desert and high desert grasslands and encompasses a variety of landscapes that support a diversity of plants, animals, and habitats. Development in large regional parks should be minimal with at least two thirds of the land designated as conservation areas. Preserving this land as regional parks will protect riparian habitats and insure survival of several vulnerable species of plants and animals.

Park Ownership - There are currently 13 parks located in Sahuarita, six of which are town owned and maintained (three have not been developed). Of the remaining parks, six are owned by Home Owner Associations (HOA) and one by Pima County. Parks within the Town of Sahuarita are classified according to size and purpose.

Neighborhood Parks –There are seven neighborhood parks in Sahuarita, one is owned and maintained by the Town; the others are owned and maintained by HOA's. Although the Town currently owns and maintains a neighborhood park, future management of parks and open space will be reserved for those parks 10 acres or greater in size.

Community Parks – There are four community parks in Sahuarita, all of which are owned and managed by the Town. Two of the parks are developed (Anamax Park and Lake Park) and include amenities such as a recreation center, an amphitheater, ramadas, gazebos, a playground, sports fields, off-leash dog areas, picnic areas and walking trails. Two are planned for development (North Park and Quail Creek Park) which will add sports fields, ramadas, play areas, off-leash dog areas, picnic areas and walking trails.

District Parks – There is only one district park in the study area, Sahuarita Park, which is managed by Pima County. The park contains the Joan M. Sweatland Community Center, sports fields and courts, a playground, picnic areas, and ramadas.

Regional Parks – There are currently no regional parks in Sahuarita; however, two are proposed in this master plan. Both will be located east of the Santa Cruz River and will require land acquisition which will be allocated mostly for conservation purposes. The conservation areas will provide several benefits including protection of riparian habitats, erosion control, and protection of endangered species.

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School Parks – There is currently one School Park under construction in Sahuarita at Anza Trail School. The park will contain amenities such as a baseball field, a softball field, an overlaid multi-purpose field, basketball courts, tennis courts, playground, walking trails, picnic tables and grills.

Park and Facility Standards – The Town has included in its Parks and Recreation Area Design Standards Manual the level of service requirements for parks and facilities.

GREENWAYS AND TRAILS

Introduction

Greenways are corridors of linear open space managed for conservation, recreation, and alternative transportation. They follow linear landscape features such as rivers, streams, canals, railroads, utility easements or country roads. The purpose of a greenway is to link parks, nature preserves, cultural features, historic sites and town centers with each other and with communities, while improving air and water quality. Furthermore, it is to link these places or destinations together through a system of trails at both a local and regional scale.

Trails are paths used for walking, bicycling, rollerblading, horseback riding or alternative transportation. Greenways often include trails, pathways, boardwalks, bicycle paths and bicycle lanes from rural to urban areas. As a greenway transitions from the suburbs to the town it may change from a dirt path to an asphalt trail to a bike lane that is part of existing roadway. All of these can be segments of the same greenway.

Greenways and trails provide outdoor recreation activities, like walking, bicycling, rollerblading, and wildlife observation. Many of these outdoor facilities promote fitness and a healthier lifestyle. Greenways allow people an opportunity to experience and learn about natural areas, which in turn benefits conservation efforts. They also provide people with an alternative transportation option that make communities more livable.

Greenways are an integral component of a great park system. They provide opportunities to mitigate loss of open space due to development and offer passive recreation areas that exist in linear patterns. They link parks, provide pedestrian access, and connect natural conservation areas and wildlife habitats.

STATUS

There are currently 5 miles of pathways and 15 miles of bike lanes in the Town of Sahuarita's proposed trail system, which includes a Pedestrian and Bicycle Plan. The Pedestrian Plan is a system of multi-use trails that links communities to parks, schools and the Santa Cruz River by using existing and proposed roadways, easements and open space. The Bicycle Plan consists of bike paths and bike lanes that follow major roadways from community centers to the town center, the Santa Cruz River and other destinations.

Pima County also has a proposed trail system that connects communities to town centers, regional parks, natural and cultural areas, and the Santa Cruz River. The County's trail system is composed of a proposed 1,503 miles and currently has 56 miles of developed trails; 30 miles in river parks and 26 miles of natural resources trails in Tucson Mountain Park. There are 17 designated trails and five designated greenways.

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Chapter 7: Parks, Greenways, Trails and Standards

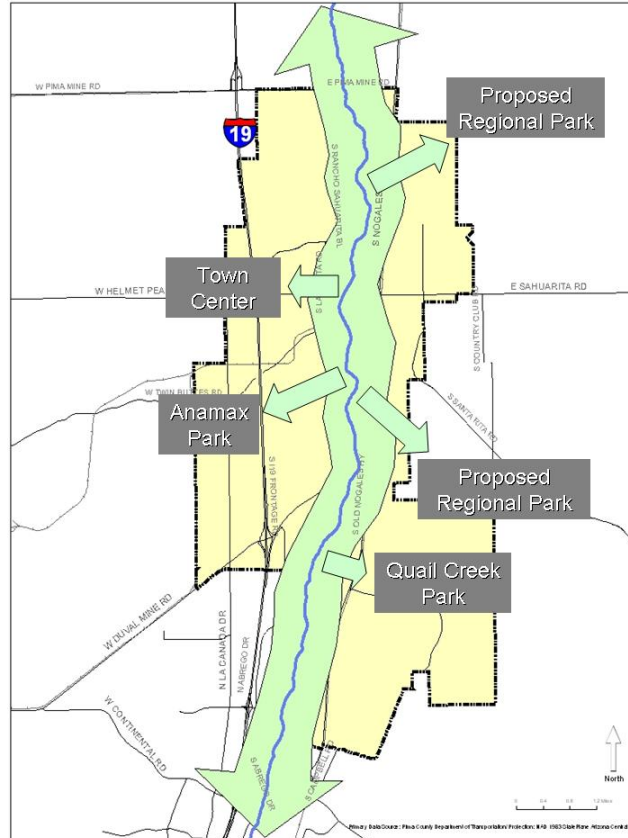
PROPOSED DEVELOPMENT

Greenways and trails are an essential element of a great park system and provide the basis for a livable and vibrant community. The citizens of Sahuarita have a need for greenways and trails in their community as indicated by the recently completed citizen survey. Although the Town has developed a proposed trail system in its Pedestrian and Bicycle Plans, there are no planned greenways for this area.

A central greenway along both sides of the Santa Cruz River would provide a connection to proposed Town and County trails, create recreation opportunities, prevent future development in the flood plain and provide essential habitat corridors to nearby riparian areas. This greenway would also serve as a means to achieve the Sahuarita Town Center/Santa Cruz River Vision identified in a Sonoran Institute Sub area Plan. As stated in the Plan, “Sahuarita’s Town Center/Santa Cruz River area will be the civic and cultural heart of the community; a vibrant, safe gathering place where residents and visitors congregate to shop, stroll, dine, conduct their daily business; a place where people of ages live, work and recreate.” The vision indicates the importance of strong linkages to the Santa Cruz River and its connected system of trails. The proposed Santa Cruz River Greenway would allow the citizens of Sahuarita to fulfill this vision.

Additional greenways and trails should be planned to link the Santa Cruz River Greenway spine to the existing parks and as new parks are planned accommodations should be made to link them as well. The figure below provides a concept of the proposed greenway and trail system.

Figure 7.2: Greenway System Schematic



Town of Sahuarita, Arizona

Chapter 7: Parks, Greenways, Trails and Standards

FINDINGS

The consultant has identified thirteen findings in this chapter which will result in a series of recommendations that must be followed to successfully implement the master plan.

Finding #1 – There are numerous management issues affecting the current and future maintenance of the park system; e.g. office and storage space; duties outside the park system to support other departments; the need for equipment. *This finding will be addressed in Recommendation #1 below.*

Finding #2 – The park maintenance budget must be increased annually to keep pace with inflation and to meet the current level of service that citizens expect. *This finding will be addressed in Recommendation #2 below.*

Finding #3 - There is a need for district and regional parks to the west, northeast and southeast of the current Town boundary. *This finding will be addressed in Recommendation #3 below.*

Finding #4 – Regarding the Town’s General Development Guidelines, the consultant is in agreement with the existing Guidelines which state that the developer be responsible for small neighborhood parks. *This finding will be addressed in Recommendation #3 below.*

Finding #5 – There is a need to conserve land to provide open space opportunities, to protect environmentally sensitive areas, to provide outdoor educational opportunities and other benefits that citizens have expressed a desire for in meetings and the statistically valid citizen survey. *This finding will be addressed in Recommendation #3 below.*

Finding #6 – There are adopted standards for park types and facilities in the Parks and Recreation Area Design Standards Manual. See **Table 7.4** below. *This finding will be addressed in Recommendation #3 below.*

Finding #7 - There is a need to develop a Greenway/Trails Master Plan in cooperation with Pima County and to complete the greenway and trail system using it as a guide. *This finding will be addressed in Recommendation #4 below.*

Finding #8 – The current Pima County Trail Plan, the Sahuarita Trail Plan and Sahuarita Bike Plan provide access to the new district and regional parks that are to be acquired during the implementation of this master plan. *This finding will be addressed in Recommendation #4 below.*

Finding #9 - There is a need to complete the current Anamax Master Plan. *This finding will be addressed in Recommendation #5 below.*

Finding #10 - A concept plan must be completed for Quail Creek and North Parks. *This finding will be addressed in Recommendation #6 below.*

Finding #11 – There is a need for a Town Center plaza area which would be designed and developed to provide a community gathering spot for special events and an attraction so unique to Sahuarita that it would become a source of pride for the entire community. *This finding will be addressed in Recommendation #7 below.*

Finding #12 – There is a need to revise the current Level of Service Standards to account for the new vision created by this master plan. *This finding will be addressed in Recommendation #8 below.*

Finding #13 – There is a need for new parks and facilities. *This finding will be addressed in Recommendation #10 below.*

RECOMMENDATIONS

Recommendation #1 – Park Management

The recommendation is multi-faceted. Specific recommended actions are as follows:

- The duties of the park maintenance staff that are portrayed above in **Table 7.2 and Figure 7.1** which preclude them from spending more than 40% of their time in the park system should be reconsidered by Town Management to be outsourced, or handled by new employees to be hired specifically for the purposes that are needed.
- Provide a larger maintenance facility with plenty of room for equipment maintenance, storage and office space.
- Upgrade the technology which allows staff to communicate with one another and with other Town Departments.
- Provide the necessary equipment to care for the park system.

Recommendation #2 - Per Acre Maintenance Budget

Citizen expectations for a beautiful park system that is maintained at a high level have been set! To validate citizen expectations, the citizen survey confirmed that 83% use the park system which exceeded that national benchmark of 72% while 87% rate the condition of the park system as either excellent or good which exceeds the national benchmark of 84%. With this thought in mind, the per acre park maintenance budget should be increased to provide adequate funding to continue the tradition that has been established. The park system is changing very rapidly with the addition of more park acreage, greater responsibilities for maintaining the park system and increasing park maintenance costs.

Based on FY 06/07 costs for maintaining the existing park system, the recommendation is to increase funding from its current level of \$6400 per acre. This increase will position the Department to continue its current level of service which has resulted in an expectation by citizens that the parks will continue to look the way they do now. **Table 7.3** below details the existing parks and the budget allocated for their upkeep. The three parks in the table below total 35 acres which results in a per acre expenditure of \$6400.

Table 7.3: Park Maintenance Budget (FY 06/07) by Park Name

Park name	Current maintenance budget
Lake Park	\$112,100
Anamax Park	\$79,300
Los Arroyos	\$32,500
T O T A L	\$223,900*

* Total maintenance budget does not include salaries

Recommendation #3 - Land Acquisition and Development

Given the philosophy that there is no minimum quota for the acquisition of conservation land and very high goals should be set to protect as much of this resource as possible, the recommendation is to acquire land to the west, northeast and southeast of the current Town boundary and along the Santa Cruz Greenway as previously mentioned in this chapter. The land to be acquired will be developed at a percentage not to exceed 30% active area. The intention of the actively developed areas is to provide user access to the property by providing the facilities indicated in **Table 7.6**. The acquisition of land, which will total 783 acres, is detailed below in **Table 7.4** and is allocated toward conservation land at 70% of the total (548 acres) and 30% for active uses at 235 acres.

Town of Sahuarita, Arizona

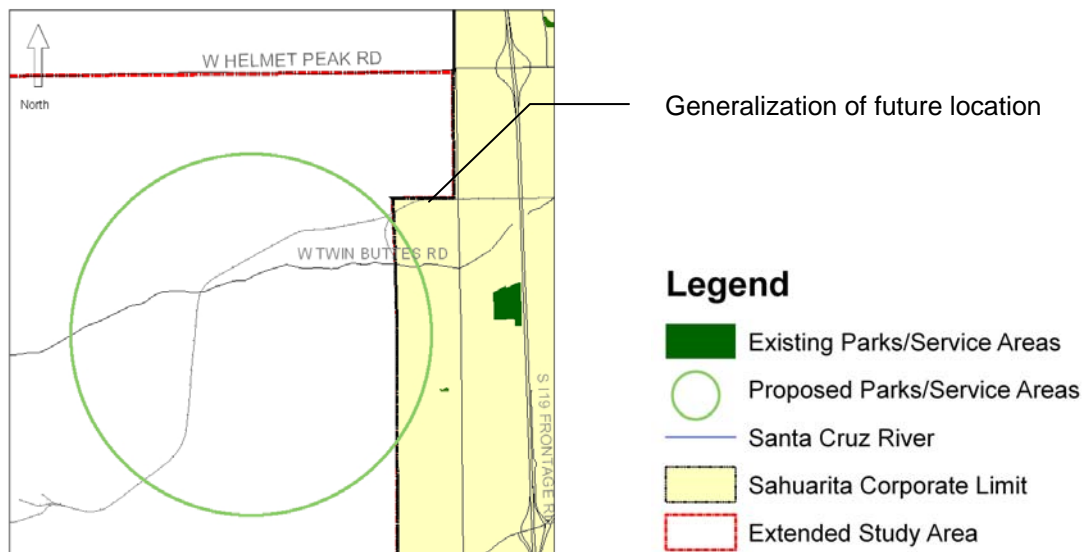
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Table 7.4: Land Acquisition Recommendation by Gross Acreage and Percentage for Conservation and Development

Name	Gross Acreage	Conservation Land at 70% of Gross Acreage	Developed Acres at 30% of gross acres
Northeast Regional Park	200	140	60
Southeast Regional Park	200	140	60
West District Park	83	58	25
Santa Cruz Greenway	300	210	90
T O T A L	783	548	235

District Parks – An additional district park is proposed west of Town located in the vicinity of W Twin Buttes Road between North La Canada Drive and South Mission Road as portrayed below in **Figure 7.3**. Land acquisition or a partnership with a developer will be necessary to expand the park outside of the Town boundary. The majority of land west of the Sahuarita corporate limit is designated as private, with a small portion of State Trust Lands adjacent to West Helmet Peak Road. The proposed park will be developed to meet active recreation needs and provide open space for passive recreation and conservation. Typical district park elements include play structures, sports fields, courts, swimming, disc golf, trails, group picnic areas, open space, landscape features, nature study areas and gardens.

Figure 7.3: Proposed District Park (West)

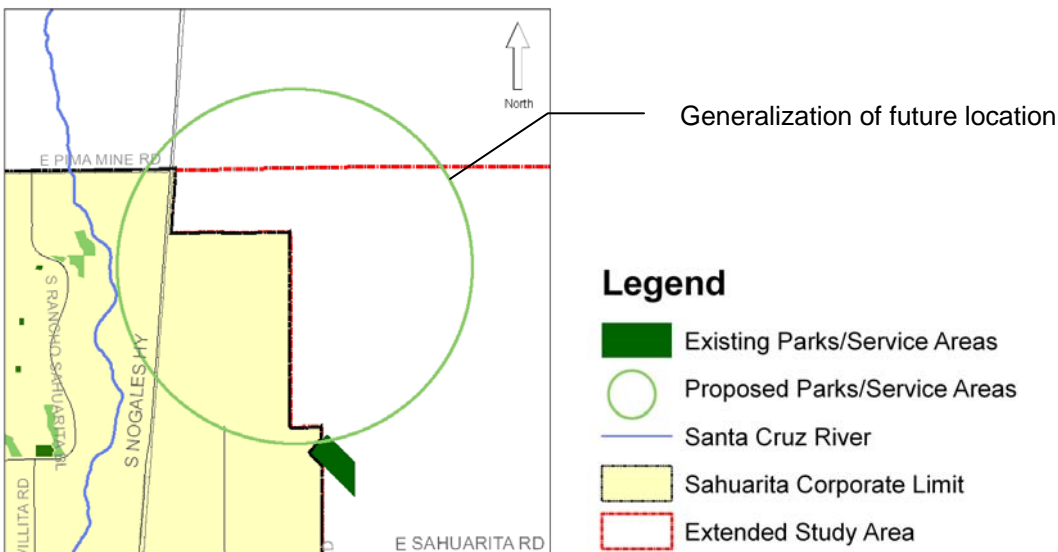


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Regional Parks – The first regional park will be located northeast of the Town, approximately between Sahuarita Road and Pima Mine Road and is portrayed below in **Figure 7.4**. It is recommended that land outside of the Town boundary in this area, which is Disposable State Land, should be acquired to expand park holdings. The park will be configured with approximately 70 to 80 percent of the land as conservation area and 20 to 30 percent active recreation area. Preserving this area as a regional park will provide habitat for several vulnerable species of plants and animals. These species include the Desert box turtle, Giant spotted whiptail, Mexican garter snake, Burrowing Owls, Sawinson’s Hawk, the Lesser long-nosed bat and the Pima pineapple cactus. The conservation area will also serve to protect highly sensitive cultural/archeological resources believed to be in this area.

Figure 7.4: Proposed Regional Park (North East)

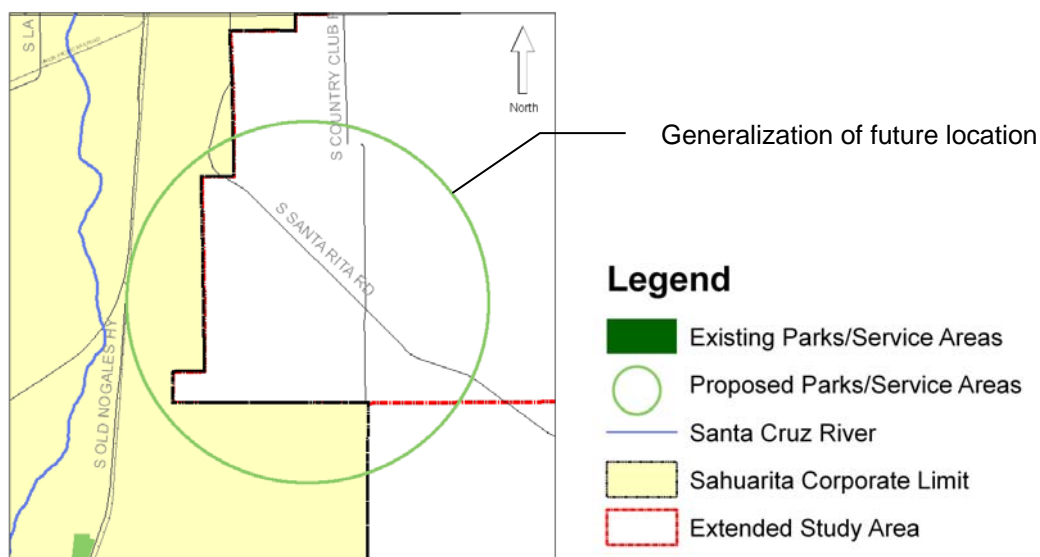


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The second regional park will be located in the east central area of Sahuarita, east of South Nogales Highway and between the Santa Rita Experimental Range and Wildlife Refuge and East Dawson Road as portrayed below in **Figure 7.5**. Land acquisition outside of the Town boundary will be necessary to increase the conservation element of the park. The majority of land east of the Town is Disposable State Land, with a small portion to the south designated as State Trust Lands and Private Lands. The park will be configured with approximately 70 to 80 percent of the land as conservation area and 20 to 30 percent active recreation area. The conservation area of the park will provide valuable habitat for the Lesser long-nosed bat, Desert box turtle, Giant spotted whiptail, Mexican garter snake and Pima pineapple cactus. The conservation area will also provide protection for cultural/archeological resources in this highly sensitive area.

Figure 7.5: Proposed Regional Park (South East)



Neighborhood Parks – It is recommended that any neighborhood park within an HOA should become the responsibility of the HOA. It is also proposed that all future neighborhood parks developed within designated communities be the responsibility of the HOA. It is not the intention of the Town of Sahuarita to be responsible for the ownership and maintenance of neighborhood parks within designated neighborhoods

Recommendation #4 - Greenways and Trails

The recommendation is to develop a Greenway and Trail Master Plan in conjunction with Pima County. The master plan will connect the Pima County Trail Plan and the Sahuarita Town Trail Plan to a strong spine along the Santa Cruz River which connects some existing parks, the new district park, the new regional parks, residential and commercial areas and the Town Center to the system.

Recommendation #5 - Anamax Park Master Plan

The recommendation is to complete the Anamax Park Master Plan. The primary features of the Anamax Master Plan includes athletic facilities, a recreation center and an aquatic facility.

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Recommendation #6 - Quail Creek and North Park Concept Plans

The recommendation is to complete a new concept plan for Quail Creek Park and North Park. The concept plan for Quail Creek Park should include lighted athletic fields, trails, conservation area and an open-sided nature pavilion for environmental education programs. The concept plan for North Park should provide athletic fields.

Recommendation #7 – Town Center Plaza

The recommendation is to design and construct a Town Center Plaza to provide citizens with a community gathering spot for special events and a unique attraction to the Town of Sahuarita which will serve as a source of pride for the entire community.

Recommendation #8 – Levels of Service Standards

The recommendation is to adopt standards which are applicable to parks by type and acreage requirements and for facilities. **Table 7.5** below is the consultant’s recommendation for the standards that should be adopted.

Table 7.5: Park and Facility Standards

Park Type	Current Sahuarita Standard	National Guideline	Recommended
Neighborhood Parks	10 acres or less in size	2 acres/1,000	10 acres or less in size and to be provided by the developer and/or HOA
School Parks	10 acres or less in size	2 acres/1,000	10 acres or less in size
Community Parks	10 to 40 acres each	3 acres/1,000	3 acres/1,000
District Parks	40 to 100 acres each	5 acres/1,000	5 acres/1,000
Regional Parks	100 acres or greater each	10 acres/1,000	10 acres/1,000
Linear Parks/Greenways	No maximum	N/A	No maximum
Special Purpose Parks	As needed	N/A	As needed
Conservation Land	No standard	N/A	No maximum
Soccer fields	No standard	1 per 5,000	1 per 5,000*
Baseball fields	No standard	1 per 7,000	1 per 7,000*
Softball fields	No standard	1 per 7,000	1 per 7,000*
Football fields	No standard	1 per 10,000	1 per 10,000*
Outdoor aquatic facility	No standard	15 sq. ft. per person based on 3% to 5% of the total population	1 ea. of 10,000 to 15,000 sq. ft for 20,000 1 ea. of 20,000 to 33,500 sq. ft. for 45,000
Indoor recreation center	No standard	N/A	100,000 to 125,000 sq. ft.
Nature pavilion	No standard	N/A	1 per community
Outdoor basketball courts	No standard	1 per 4,000	1 per 5,000
Skate Park	No standard	N/A	1 ea. 20,000 to 30,000 sq. ft.
Skate Spot	No standard	N/A	1 per 10,000
BMX Track	No standard	N/A	1 per community
Splash Pads	No standard	N/A	1 per 10,000

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Park Type	Current Sahuarita Standard	National Guideline	Recommended
Dog Park	No standard	N/A	1 per 10,000
Large ramada	No standard	N/A	1 per 7,500
Small ramada	No standard	N/A	1 per 5,000

* population is not the sole predictor of demand for sports fields of any activity, thus these generalizations need to be tempered by measurable demand

Recommendation #9 - New Facilities

The recommendation is to provide additional parks, greenways, trails, and facilities as shown in the **Table 7.6** below. *The actual distribution of facilities included in Table 7.6 are specified in Chapter 9, Table 9.1 of this report, the Distribution of New Parks and Facilities and Capital Development Chapter.* The recommendations are made with the realization that pools, clubhouses, trails, dog areas, ramadas, an amphitheater and other amenities are provided by master planned communities for their residents.

Table 7.6: Recommended Additional Parks by Type, Greenways and Trails and Facilities

Item	Town of Sahuarita Existing Facilities	Provided by others but not public*	Surplus and/or (deficiency) based on 20,000	Surplus and/or (deficiency) based on 45,000	Total Surplus and/or (deficiency)
Close to home parks	1	6*	0	0	0
Community parks	5	0	0	2	0
District parks	0	1	0	(1)	(1)
Regional parks	0	0	0	(2)	(2)
Conservation land	0	0	(548) acres is the deficiency which is calculated above in Table 7.4		
Greenways	0	0	(10) miles to be included in the 300 acres to be acquired along the Santa Cruz River and major washes		
Trails	0	15 miles	(160) miles as calculated from the Town of Sahuarita Bicycle Plan and Pedestrian Plan		
Developed or planned development of park acreage	103	48.7*	(235) acres is the deficiency which is calculated above in Table 7.4		
Athletic fields					
• Soccer	2		(4)	(2)	(6)
• Baseball	0		(3)	(3)	(6)
• Softball	3		0	(3)	(3)
• Football	1		(2)	(1)	(3)
Outdoor aquatics	0	1*	(1)	0	(1)
Indoor recreation center	1 5,000 ft ²	1*	1 (25,000 ft ²)	(75,000 ft ² to 100,000 ft ²)	(100,000 ft ² to 125,000 ft ²)
Nature pavilion	0	0	(1)	0	(1)
Outdoor basketball	1.5	0	(4)	(4)	(8)
Adventure Park					
• Skate Park	0	0	(1)	0	(1)
• BMX Track	0	0	(1)	0	(1)

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Item	Town of Sahuarita Existing Facilities	Provided by others but not public*	Surplus and/or (deficiency) based on 20,000	Surplus and/or (deficiency) based on 45,000	Total Surplus and/or (deficiency)
Skate Spots	0	0	(2)	0	(2)
Splash Pads	0	0	(2)	(1)	(3)
Dog Area	1	3*	(1)	(1)	(2)
Large ramadas	1	0	(2)	(3)	(5)
Small ramadas	6	varies*	(8)	(6)	(14)
Amphitheatre	1	1*	Current facility seats approximately 300 people and need one to seat approximately 1,000 people		
Town Center Plaza	0	0	(1)	0	(1)

* parks or facilities provided by others that are not open to the public without restriction are not included in the formula when deficiencies are calculated

Close to Home Parks – The recommendation is to provide close to home parks through the developer, and/or Home Owner Association’s per the adopted Parks and Recreation Area Design Standards Manual.

Community Parks – No new community parks are recommended because the current community parks are sufficient to meet the long term demand.

District Parks – One new district park is recommended in the future because of projected population growth and inequitable access to the park system on the west side of Sahuarita.

Regional Parks – The citizen survey and stakeholder interviews have resulted in a broad base of support for conservation lands and have pointed out an appreciation for the natural features in the region. Therefore, two new regional parks are recommended of 200 acres each; one northeast and one southeast of the current Town limits. Neither of these parks would be developed with greater than 30% active area resulting in the addition of 280 acres of conservation land.

Conservation Land – The recommendation is to acquire 548 acres of conservation land, 280 of which is included in the Regional Park recommendation mentioned above; 58 acres are included in the new District Park west of Sahuarita and 210 acres are included in the Santa Cruz Greenway. The current deficiency based on 20,000 population equals 240 acres. This information is detailed in **Table 7.4** above.

Greenways – The recommendation is for approximately 10 miles of greenway, the majority of which is along the Santa Cruz River. This acquisition will provide for trails, passive park development and conservation of the floodway/floodplain.

Trails – The recommendation is to develop an additional 160 miles of trails that would accommodate bicycle and pedestrian uses. The trail system, when completed, would link the system to residential areas, commercial areas, parks, schools and the major greenway spine along the Santa Cruz River.

Developed Park Acreage – The recommendation is to acquire and eventually develop an additional 235 acres to accommodate the active programming uses in **Table 7.4** above. The 235 acres of land to be acquired would be in the two regional parks to the northeast and southeast of the Town boundary; in the new District Park to the west of the Town; and, for a greenway along the Santa Cruz River. The 235 acres represents 30% of the 783 acres needed for the two new regional parks, the district park and the greenway. The consultant recognizes that the Town has immediate plans to develop Quail Creek Park and North Park to also accommodate some of the active recreation program deficiencies in **Table 7.6** above.

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Athletic Fields – The need for athletic fields was determined by visiting with professional staff of the Parks and Recreation Department and with representatives of the athletic associations. Currently, in 2006/07, youth soccer has 525 participants, youth football has 250 participants and youth baseball has 560 participants. Future needs are based on the philosophy that these sports will continue to be popular; in fact, the three major youth groups project a 10% to 15% increase in participation over the next several years, thus the need to provide additional fields.

Outdoor Aquatics – An outdoor aquatic facility is recommended for several reasons: a) survey respondents preferred an outdoor aquatic facility over an indoor aquatic facility; b) the weather in Sahuarita is conducive to an outdoor facility (with shaded areas); and, c) construction and maintenance costs for an outdoor facility is dramatically less than for an indoor facility. The location for an outdoor facility should be adjacent to a recreation center.

Indoor Recreation Center – Following the Anamax Park Expansion Project and the construction of an additional 25,000 sq. ft. to the existing center, the recommendation is to plan for a large center as the population increases to 45,000. Several reasons are given for this recommendation: a) citizens are very supportive of having facilities of this type as quantified in the citizen survey, focus groups and individual interviews; b) there is an imbalance at this time between the outdoor opportunities in Sahuarita versus the indoor opportunities; c) the indoor facility at Anamax Park is quite small and does not lend itself to a variety of indoor opportunities; d) as the Town continues its rapid growth, many new residents will come to Town with an expectation that indoor facilities are provided as they are in most communities. Finally, it should be noted that there are existing private facilities at Quail Creek, Rancho Sahuarita, La Joya Verde, Sonora at Rancho Sahuarita and Rancho Resort; however, use of these facilities is limited to residents of those developments with the exception of Quail Creek which can be used by the public, provided a user fee is paid.

Nature Pavilion – A nature pavilion is an open-sided structure covering amphitheater-style seating with a stage area and minimal additional infrastructure. A nature pavilion is recommended for several reasons: a) citizens have expressed their support for it in the survey and in some of the stakeholder meetings; b) citizens of Sahuarita are very supportive of any initiative to protect the environment and to educate its citizens accordingly, thus a Nature pavilion is an opportunity to fill this need. The preferred location for a nature pavilion is in Quail Creek Park.

Outdoor Basketball – Of the need for 8 basketball courts, there will be 2 at Anza Trail Park, 1 at North Park, 1 at Parque Los Arroyos, 2 in the new District Park and 2 in the Regional Parks.

Adventure Park – The recommendation is to construct an Adventure Park that would be the home for, as a minimum, a large skate park and a BMX Track.

- **Skate Park** – The recommendation is to construct a large skate park, not less than 20,000 to 30,000 sq. ft. This need is driven by the fact that skateboarding and adventure sports, in general, are where young people are spending their money versus other organized and very traditional sports. Skateboarding is no longer a fad, it is a trend and is due to the improvements to the equipment, the national exposure on television through the X-Games and ESPN coverage on a regular basis, and the ability of the participants to accomplish so much more on their skateboards due to the equipment and the skate parks which are designed to provide a variety of challenges.
- **BMX Course** – The recommendation is to construct a BMX Course for the same reasons that a skate park is recommended. Young people are spending their money on the adventure sports; the equipment is better now than in the past; there is national coverage for the sport and young people enjoy the challenge and excitement of executing their tricks on a well-designed course.

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Skate Spots – The recommendation is to construct two skate spots which are geographically located in the park system. These spots would feature a smaller number of obstacles than the larger skate park which is recommended for the Adventure Park.

Splash Pads – The recommendation is to construct 3 splash pads which are geographically distributed in community parks. This recommendation is driven by the following thoughts: a) splash pads are very reasonably priced when compared with formal outdoor aquatic facilities; b) management and maintenance of splash pads is very low; c) families are very frequent users of splash pads as they are safe, fun and attractive due to their interactive features and their colorful appearance.

Dog Areas – New dog areas are recommended at Quail Creek (1) and in a new large regional park (1). Dog areas are popular on a national basis as it can generally be said that dog owners for many years have sought out less-used parks and open space areas and have allowed their dogs to exercise off their leashes, in spite of leash laws. These dog owners represent, for the most part, responsible pet owners with well-behaved, well-trained dogs. They enjoy socializing with other pet owners while their dogs engage in active play, knowing that the active play will make their dogs calmer and more rational at home. When the weather is inclement dog walkers are often the only people in the parks. It is quite possible that dog owners use parks more often, year-round, than other people. But when the weather is good the parks are more heavily used, and there are more encounters with people apprehensive about an unfamiliar dog and its owner. This is as much a problem for dog owners as for non-dog-owners. Finally, it should be noted that Santa Rita Town Homes, Madera Highlands and Rancho Sahuarita are developing dog areas as HOA facilities; however, these are private facilities to be used by their homeowner residents.

Large Ramadas - Large ramadas are being recommended which will accommodate 32 to 64 people. This recommendation responds to the reality and Best Practices that all park systems have a need for large areas to accommodate various types of gatherings for family reunions, company picnics and special events. The large ramadas should be located at North Park (1), new District Park (1), new Southeast Regional Park (2), and the new Northeast Regional Park (2).

Small Ramadas – Small ramadas are being recommended to accommodate 8 to 16 people. This recommendation responds to the reality and Best Practices that all park systems will have a need for small pavilions to accommodate various types of gatherings for family reunions, individual family picnics, company picnics and special events. The small ramadas will be at Quail Creek Park (2), the new Northeast Regional Park (2), the new Southeast Regional Park (2), new District Park (2), Phase One of the Santa Cruz Greenway (2), Phase Two of the Santa Cruz Greenway (2) and North Park (2).

Amphitheatre – The recommendation is to construct a large amphitheatre in the Town Center Plaza Area to accommodate crowds of up to 1,000 seated people. Citizens expressed their support for a facility of this type in the survey and it will serve as a focal point and community gathering spot in the Town Center Plaza Area for special events of all types.

Town Center Plaza – The recommendation is to design and construct amenities in the Town Center Plaza area which result in the creation of an environment which serves the community as its focal point and community gathering spot for numerous special events.

CHAPTER 8. GENERAL DESIGN GUIDELINES & PRINCIPLES

INTRODUCTION

In this chapter, the consultant has reviewed the existing Parks and Recreation Area Design Standards Manual to determine if the existing standards are accomplishing their intended purpose and to make necessary changes that will be required to implement the Master Plan. For the most part, the Manual is adequate; however, the consultant is recommending six changes which are detailed below.

BACKGROUND

The Town of Sahuarita Parks and Recreation Department's Recreation Area Design Manual was adopted by the Town as the implementation tool of the subdivision ordinance to assist the development community in meeting the requirements established by the Town Ordinance. The Parks and Recreation Area Design Manual provides the information necessary for developers and their consultants to determine the combination of developed recreation area and/or fees suitable for their project, and to produce a Recreation Area Plan (RAP) that meets the demographic profile of their development and satisfies the requirements of the Ordinance.

CHANGES TO THE PARKS AND RECREATION AREA DESIGN STANDARDS MANUAL

Change #One (Regional Parks) - The first recommended change to the Recreation Area Design Manual is in Section 5 where a definition of Regional Parks needs to be modified as stated below.

Regional parks exceed 100 acres in size. Regional parks may be urban parks, natural resource parks (i.e. natural open space parks with passive recreation features such as trails), or "hybrid" parks that contain both developed and natural features. Examples include Drachman Agua Caliente Park, Thomas Jay Regional Park and Tucson Mountain Park.

Minimum features for parks in this size and category include: district park features plus high quality natural open space; i.e. significant natural resource values, trails, skate parks, equestrian facilities and large facilities such as community centers and aquatic centers.

Change #Two (Parking) - The second recommended change to the Design Manual relates to vehicular parking for high use facilities in the park system.

One Space per every 20 units is minimum required for all parks. Parks with programs or facilities which may draw large crowds and which may require additional parking shall refer to Chapter 18.75 of the Town Code for additional parking requirements based on use. If the use is not defined, it is recommended that guidelines established by the National Recreation and Park Association or Pima County be used.

Change #Three (Park Maintenance) - The third recommended change to the Design Manual relates to park maintenance and is referenced in the Recreation Area Plan, Item 7.

For approval of the RAP if the Town will be responsible for park maintenance, the developer is required to coordinate with the Town of Sahuarita, Parks and Recreation Department to ensure the proposed park or park facility will not inflict unreasonable maintenance requirements on the Town.

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Chapter 8: General Design Guidelines & Principles

Change #Four (Linear Parks/Greenways) - The fourth recommended change to the Design Manual relates to linear parks/greenways in Section 5 of the Manual. There are two parts.

First, in the “minimum features” list for Linear Parks/Greenways, activity plazas should be added. For this report, Activity Plazas are defined as paved areas that can accommodate a variety of programs of various sizes; e.g. community festivals, family reunions, wedding receptions, special events.

Second, the following new subheading is recommended for the description to address any improvements along the river or washes which may require bank stabilization for flood control.

Recommended Features:

- In some locations, bank stabilization may be required. Coordination between Pima County Regional Flood Control District, the Town of Sahuarita, and the developer, is required to determine the need and responsibility of individual bank stabilization projects.

Change #Five (Open Space) - The fifth recommendation is to create a goal of 70% to 80% open space and/or conservation area in each of the new regional and district parks. The basis for this recommendation is to protect as much land as possible for conservation and open space while still providing for 20% to 30% for active recreation in each of these new parks. This change reflects stated citizen preferences both in the citizen survey and in the public involvement process.

Change #Six (In-Lieu Fees) – The current in-lieu fee calculation requires the developer to pay an amount of \$1,200 per lot which does not correlate to the current development cost for a park; therefore, the in-lieu fee needs to be re-calculated. Based on that perspective, the new in-lieu fee calculation should use the following considerations:

- Developers should be assessed for neighborhood parks
- Developers should be assessed for only the active part of large regional and district parks when those park types meet the neighborhood demand when they provide close-to-home opportunities
- The fee should be re-calculated once every three years
- A detailed description of the type and quality of land that will be accepted should be included in the Recreation Area Design Standards Manual
- Land offers are subject to approval of suitability
- Service areas may need to be created to establish where fee may be used so that it is used in proportion to the demand that created the need
- Consider adding language which includes the development of trails and greenways

Notwithstanding the criteria above, it is generally understood that the development of large parks is funded by community-wide funding mechanisms such as bonds.

Change #Seven (Park Acres per 1,000 population) – The current standard is eight acres per 1,000 population which includes the Town’s and developer commitment to close-to-home parks. The emphasis in this Comprehensive Master Plan is on large district and regional parks with 70% conservation land which the developer would not contribute toward under the current formula. Given those conditions, the current standard of eight acres of park land per 1,000 population is appropriate for the foreseeable future for the close-to-home parks, excluding the change in that percentage driven by the acquisition of large district and regional parks. The current standard should be reviewed periodically review the current standard to allow for new events which would further alter the formula.

CHAPTER 9. DISTRIBUTION OF NEW PARKS AND FACILITIES AND CAPITAL DEVELOPMENT COSTS

INTRODUCTION

The need for new parks and facilities has been established in this report. In this chapter, the distribution of the planned improvements and cost estimates has been developed. **Table 9.1** represents the distribution of facilities and the capital development costs follow.

Capital development costs are provided for a standard park development package and unique facilities such as skate parks, skate spots, greenways, trails, athletic fields, the Town Plaza, etc. All cost estimates are 2007 dollars; costs include contractor markups and owner contingency and design fees. Not included in costs are land acquisition; infrastructure (water, electricity, telephone line to site and sewer; parking lot lighting; grading/drainage improvements and environmental mitigation/restoration.

DISTRIBUTION OF NEW PARKS AND FACILITIES

New facilities will be located in a new district park, two new regional parks and some of the existing parks. Detailed below are the locations for the new parks.

- Regional Park “A” – to be located northeast of the Town, approximately between Sahuarita Road and Pima Mine Road.
- Regional Park “B” – to be located at the east central area of Sahuarita, east of South Nogales Highway and between the North La Canada Drive and South Mission Road.
- District Park – to be located west of Town in the vicinity of W. Twin Buttes Road between La Canada Drive and South Mission Road.

Table 9.1: Distribution of New Parks and Facilities

Park or Facility	Distribution/Location	Comments
Conservation Land	Northeast, southeast and west of the Town Boundary	Will not be developed more than 30% for active purposes when part of a larger park
Santa Cruz Greenways	Phase One - 3.0 miles south of W. Helmet Peak Phase Two – 2.5 miles north of W. Helmet Peak Road connecting to North Park Phase Three – 1.5 miles	
Trails	Along a strong spine of the Santa Cruz River	Will incorporate both the Pima County and Town of Sahuarita Plans
Soccer Fields	Regional Park “A” North Park	
Baseball Fields	Regional Park “B” North Park	
Softball Fields	Regional Park “B”	

Town of Sahuarita, Arizona

Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

Park or Facility	Distribution/Location	Comments
Football Fields		
Practice Sports Fields (baseball/softball, soccer/football)	District Park	
Outdoor Aquatics	Regional Park "B"	
Indoor Recreation Center	Regional Park "B"	
Outdoor Basketball	Anza Trail Park North Park Parque Los Arroyos District Park Regional Parks "A" and "B"	
Adventure Park	Regional Park "A"	
Skate Spots	Regional Park "A"	
Splash Pads	District Park In new parks provided by Developers	
Dog Areas	Quail Creek Park Regional Park "B"	
Large Ramadas	Regional Park "A" and "B" District Park	
Small Ramadas	Quail Creek Park Regional Park "A" Regional Park "B" District Park Santa Cruz Greenway, Phase One Santa Cruz Greenway, Phase Two North Park	
Xeriscape Demonstration Garden	Regional Park "B"	
Amphitheatre	Town Center Plaza	
Nature Pavilion	Quail Creek Park	

Town of Sahuarita, Arizona

Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

PROBABLE COSTS FOR PLANNED IMPROVEMENTS

Project Description:	Quantity	Unit	First Q. 2007 Dollars
Regional Park "A"			
200 Acres Land Acquisition (Northeast)			
Development of 30% of the park to include:	200 Acres	NIC NIC	
Grading, drainage, and utility infrastructure		NIC NIC	
Standards package ¹		LS	\$3,728,000
Entry feature (stucco masonry monument sign)	1 (25'Lx 4'H)	LS	\$86,000
Lighting for parking lot	~400 cars	LS	\$168,000
Lighting for soccer fields (fields in standards)	3	LS	\$280,000
Add'l soccer field	1		\$101,000
Skate park	1	LS	\$403,000
BMX course	1	LS	\$230,000
Maintenance Building	1 @ (3,200ft²)	LS	\$575,000
Large Ramada (metal, 30' x 40', with electric)	1	LS	\$47,000
Project Total			\$5,618,000
Regional Park "B"			
200 Acres Land Acquisition (Southeast)			
Development of 30% of the park to include:	200 Acres	NIC NIC	
Grading and drainage improvements		NIC NIC	
Standards package ¹		LS	\$3,728,000
Entry feature (stucco masonry sign wall)	1 (25'Lx 4'H)	LS	\$86,000
Lighting for parking lot	~400 cars	LS	\$168,000
Lighting for Baseball fields (fields in standards)	2	LS	\$1,000,000
Lighting for Softball fields (fields in standards)	3	LS	\$311,000
Maintenance Building	1 @ (3,200ft²)	LS	\$575,000
Xeriscape demonstration gardens	1 @ (10,000ft²)	LS	\$50,000
Recreation Center (35,000ft²)	1 @ (35,000ft²)	LS	\$9,000,000
Aquatic Center - Indoor/Outdoor	1	LS	\$8,000,000
Large Ramada (metal, 30' x 40', with electric)	1	LS	\$47,000
Dog Areas	1 @ (2 acres)	LS	\$260,000
Project Total			\$23,225,000

Town of Sahuarita, Arizona

Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

Project Description:	Quantity	Unit	First Q. 2007 Dollars
District Park:			
83 acres Land Acquisition (West)	83 Acres	NIC NIC	
Grading and drainage improvements		NIC NIC	
Standards package ¹		LS	\$3,728,000
Entry feature (stucco masonry sign wall)	1 (25'Lx 4'H)	LS	\$86,000
Lighting for parking lot	~400 cars	LS	\$168,000
Practice sports fields: 1 baseball/softball; 1 soccer/football			
	2	LS	\$600,000
Large Ramada (metal, 30' x 40', with electric)	1	LS	\$86,000
		Project Total	\$4,668,000
Santa Cruz Riverside Greenway:			
Phase One 3.0 mi. length (south of W. Helmet Peak			
Land acquisition	300 acres	NIC NIC	
Standards package ³			\$569,000
Bank stabilization ⁴	6 miles	LS	\$18,000,000
Lighting	3 miles	LS	\$795,000
Activity Plaza	1	LS	\$150,000
		Phase One total	\$19,514,000
Santa Cruz Riverside Greenway:			
Phase Two ~2.5 mi. length (north of W. Helmet Peak Road, connecting to North Park)			
Land acquisition		NIC NIC	
Grading and drainage improvements		NIC NIC	
Standards package ³ as applicable			\$569,000
Lighting	2.5 miles	LS	\$662,000
Activity Plazas	1	LS	\$150,000
Bank Stabilization ⁴	5 miles	LS	\$15,000,000
		Phase Two total	\$16,381,000
Santa Cruz Riverside Greenway:			
Phase Three ~1.5 miles long (approx. Duval Mine Road south to the Town boundary)			
Land acquisition		NIC NIC	
Grading and drainage improvements		NIC NIC	
Standards package ³ as applicable			\$569,000
Lighting			
Activity Plazas			\$150,000
Bank Stabilization ⁴	3 miles		\$9,000,000
		Phase Three total	\$9,719,000
		Project Total	\$45,614,000
Town Center Festival Plaza Special Use Park			
Land acquisition	3 acres	NIC NIC	
Grading and drainage improvements		NIC NIC	
Shade structures and arbors	4 @ 640 sq ft each		\$414,000
Landscape feature		LS	\$345,000
Concession restroom building	1800 sf	LS	\$518,000
Vendor buildings	10 stalls @ 225 sf	LS	\$173,000
Lighting and electrical outlets		LS	\$230,000
Seating - permanent and portable		LS	\$101,000
Stage/performance spaces		LS	\$47,000
Storage building supply and furniture (stucco)	2400 sq ft.	LS	\$90,000
Entry feature (stucco masonry sign wall)	1 (25'Lx 4'H)	LS	\$86,000
Landscaping		LS	\$223,000
Sound system	1	LS	\$194,000
Plaza paving	2 acres of paving, bricks, texture plantings	LS	\$750,000
Grills			\$5,000
		Project Total	\$3,176,000

Town of Sahuarita, Arizona

Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

Project Description:	Quantity	Unit	First Q. 2007 Dollars
Quail Creek Park:			
25 acre Community Park	Land is currently owned		
Grading and drainage improvements		NIC NIC	
Standards package ²		LS	\$2,746,000
Entry feature (stucco masonry sign wall)	1 (25'Lx 4'H)	LS	\$86,000
Lighting for parking lot	~400 cars	LS	\$168,000
Interpretive and informational signage		LS	\$100,000
Nature Pavilion	1	LS	\$200,000
Project Total			\$3.3 Million
North Park:			
~10 acres			
Grading and drainage improvements		NIC NIC	
Standards package ²		LS	\$2,001,000
Lighted soccer field	2	LS	\$1,500,000
Lighted softball field	1	LS	\$1,000,000
Entry feature (stucco masonry monument sign)	1 (25'Lx 4'H)	LS	\$86,000
Lighting for parking lot	200 cars	LS	\$84,000
Project Total			\$4,671,000

Not Included in Costs-- land acquisition, Infrastructure: water, electricity, telephone (line to site), sewer; parking lot lighting, grading/drainage improvements, and environmental mitigation/restoration.

¹**Standards Package** consists of TOS standard amenities for District Parks. See Standard Package Document for details.

²**Standards Package** consists of TOS standard amenities for Community Parks. See Standard Package Document for details.

³**Standards Package** consists of TOS standard amenities for Trails/Greenways. See Standard Package Document for details.

⁴**Bank stabilization** cost unit includes both banks per mile. Actual cost dependent on coordination with Pima County Flood control District.

NOTES

- Costs include contractor mark ups and owner contingency & design fees. See Standard Package Document for details.

STANDARDS PACKAGE COST ESTIMATES

Community Park Standards Package - Based on 25 Acres

Item	Quant.	Unit	Unit \$	Total
Water Fountain		5 Each	1200	\$ 6,000.00
Restroom Bldg		3 Each	115000	\$ 345,000.00
Linkages-1000'x4' Stabilized DG	4000 SF		0.75	\$ 3,000.00
Signs		6 Each	300	\$ 1,800.00
Post & Cable barrier	500 LF		7.5	\$ 3,750.00
Landscaping 50-24" Box 200-5 Gal + DG/Seed		1 Acre	25000	\$ 25,000.00
Irrigation For 1 Acre Land & Turf		1 Each	36458	\$ 36,458.00
Turf		2 Acre	23958	\$ 47,916.00
Parking 200 cars @ 350sf/car		200 Each	1200	\$ 240,000.00
Trash Receptacles		15 Each	450	\$ 6,750.00
Bike Rack		15 Each	350	\$ 5,250.00
Park Bench		15 Each	800	\$ 12,000.00
Security Lighting (10 per 25 Acre)		10 Each	2700	\$ 27,000.00
Ramada 20'x28', no elect w/ pad		4 Each	20000	\$ 80,000.00
Picnic Table w/ Bench		18 Each	800	\$ 14,400.00
Grill		14 Each	330	\$ 4,620.00
Basketball Court w/ PT slab		2 Each	47500	\$ 95,000.00
Playground Equipment		1 Each	55000	\$ 55,000.00
Jogging Path 4000'x4' AC	16000 SF		2.8	\$ 44,800.00
Baseball Field (includes Backstops)		2 Each	85000	\$ 170,000.00

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Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

Item	Quant.	Unit	Unit \$	Total
Soccer Field (includes End Fencing)		1 Each	65000	\$ 65,000.00
Subtotal				\$ 1,288,744.00
Contractor Markup (Cont-10,GC-10,Prof-6,Bond-3,Tax-3.97)			137%	\$ 1,770,734.26
Total w/ Owner Contingency & Design			113%	\$ 2,000,929.71

District/Regional Park Standards Package based on 200 Acres w/ 60 Acres Developed

Item	Quant.	Unit	Unit \$	Total
Water Fountain		6 Each	1200	\$ 7,200.00
Restroom Bldg		4 Each	115000	\$ 460,000.00
Linkages-3000'x4' Stabilized DG	12000	SF	0.75	\$ 9,000.00
Signs		8 Each	250	\$ 2,000.00
Fencing -500' 6' CL	500	LF	12	\$ 6,000.00
Landscaping 4 Acres		4 Acre	25000	\$ 100,000.00
Irrigation For 4 Acres Land & SF Turf		1 Each	157811	\$ 157,811.00
Turf		9 Acre	23958	\$ 215,622.00
Parking 400 cars @ 350sf/car		400 Each	1200	\$ 480,000.00
Post & Cable Barrier	500	LF	7.5	\$ 3,750.00
Trash Receptacles		15 Each	450	\$ 6,750.00
Bike Rack		12 Each	350	\$ 4,200.00
Park Bench		15 Each	800	\$ 12,000.00
Security Lighting (10 per 25 Acre of Dev. Area)		24 Each	2700	\$ 64,800.00
Ramada 20'x28', no elect w/ pad		5 Each	20000	\$ 100,000.00
Picnic Table w/ Bench		20 Each	800	\$ 16,000.00
Grill		16 Each	330	\$ 5,280.00
Basketball Court w/ PT slab		2.5 Each	47500	\$ 118,750.00
Playground Equipment		1 Each	55000	\$ 55,000.00
Jogging Path 6000'x4' AC	24000	SF	2.8	\$ 67,200.00
Baseball Field		3 Each	85000	\$ 255,000.00
Soccer Field		2 Each	65000	\$ 130,000.00
Natural Trail 3 mi. x 10' W DG	158400	SF	0.75	\$ 118,800.00
Hydroseed 1.5 Acre	65340	SF	0.09	\$ 5,880.60
Subtotal				\$ 2,401,043.60
Contractor Markup (Cont-10,GC-10,Prof-6,Bond-3,Tax-3.97)			137%	\$ 3,299,033.91
Total w/ Owner Contingency & Design			113%	\$ 3,727,908.31

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Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

Linear Park/Greenways per Mile of Park

Item	Quant.	Unit	Unit \$	Total
Paved Path 5280'x15' AC	79200 SF		2.8	\$ 221,760.00
Natural Surface Path 5280'x10' DG	52800 SF		0.75	\$ 39,600.00
Pedestrian Bridge 12'x25' w/ Foundations		1 Each	50000	\$ 50,000.00
Landscaping 1/2 Acre		1 Each	15000	\$ 15,000.00
Irrigation For 1/2 Acre		1 Each	7500	\$ 7,500.00
Shade Structure 10'x10' no pad		1 Each	5000	\$ 5,000.00
Parking 12 Cars 2 Horse Trailers		16 Each	1200	\$ 19,200.00
Water Fountain		1 Each	1200	\$ 1,200.00
Post & Cable Barrier		500 LF	7.5	\$ 3,750.00
Signs		1 Each	250	\$ 250.00
Linkages-1000'x4' Stabilized DG	4000 SF		0.75	\$ 3,000.00
Subtotal				\$ 366,260.00
Contractor Markup (Cont-10,GC-10,Prof-6,Bond-3,Tax-3.97)			137%	\$ 503,241.24
Total w/ Owner Contingency & Design			113%	\$ 568,662.60

All Standards Packages Exclude Infrastructure

FUTURE DEVELOPMENT COSTS

As the Town begins implementation of this Master Plan, the estimates detailed in the tables above are indicating a wide range of development expenses. As we look at those in a cost per acre estimate for future construction, we see several categories of expense which are based on 2007 construction estimates received on similar projects in Sahuarita.

- A standard development package for a park of approximately 25 acres, should be budgeted at a minimum of \$80,000 per acre.
- A standard development package for a park of approximately 200 acres, should be budgeted at a minimum of \$19,000 per acre.
- Park acreages that fall between these examples of 25 to 200 acres will vary proportionately.
- The improvements which exceed the standard development package as shown in the tables above gives insights about the wide range of expense for unique improvements such as recreation centers, athletic complexes, aquatic facilities, large skate parks. These facilities do not lend themselves to a cost per acre calculation.

Town of Sahuarita, Arizona

Chapter 9: Distribution of New Parks and Facilities and Capital Development Costs

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CHAPTER 10. ACTION PLAN

INTRODUCTION

As the Parks and Recreation Department works with Town leaders to implement the Master Plan, a number of key issues must be addressed. Issues which have been identified during the planning process include the following:

Key Issues

- The need to proactively manage growth.
- A desire for a community gathering spot in the new Town Center.
- The importance of balancing indoor and outdoor opportunities.
- The challenge of building projects on time and within budget.
- The fundamental mandate to protect the environment.
- The value of trails and greenways which link trails, schools, points of interest and the environment.
- The need for new facilities such as a recreation center, athletic fields, the expansion of Anamax Park and the development of North Park.
- The need to balance the Parks and Recreation Area Design Standards Manual in a way that is growth friendly while providing the Town with the outcomes it needs to address the impact of growth for new facilities and services.

Goals

1. To support our employees by providing them with the necessary training and resources with which to effectively do their jobs.
2. To identify existing and future partnerships to leverage Town resources.
3. To protect the environment: water resources; vegetation and habitat; and wildlife.
4. To take care of the existing parks and facilities at a level which meets, or exceeds, citizen expectations.
5. To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.
6. To position the Department to be in alignment with the Town's fiscal targets.
7. To acquire land in the planning area which provides open space for protection of sensitive areas and limited space for active facilities.
8. To provide greenways and trails which link parks, commercial and residential areas.
9. To adopt standards which clarify the future need for land, park types and facilities.
10. To provide new facilities that citizens are supportive of.

GOALS AND ACTION STRATEGIES

Action Strategies have been developed which are intended to provide the Department with a “road map” which must be followed to address the key issues and goals listed above.

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Chapter 10: Action Plan

Note: As goals one through ten are detailed below, the reader will note that italicized beneath each goal is a reference to the Town's General Plan.

10.1: Goal #1

To support Department employees by providing them with the necessary training and resources with which to effectively do their jobs.

❖ *Continuing Education and Professional Development*

- 10.1.1: Strategy – Recognize staff's need for continuing education by supporting participation in professional associations, on the job training and cross training.
- 10.1.2: Strategy – Incorporate the need for additional office space, meeting space and storage space into all future facility plans.
- 10.1.3: Strategy – Upgrade technology.

10.2: Goal #2

To identify existing and future partnerships to leverage Town resources.

❖ *REC 1.6.1 work with the School District*

- 10.2.1: Strategy – Create a Joint Partnership Policy.
- 10.2.2: Strategy – Identify existing partnerships
- 10.2.3: Strategy – Meet annually with existing partners on an individual basis to evaluate the relationship to determine if it is a win/win situation
- 10.2.4: Strategy – Organize an annual recognition luncheon to acknowledge the contributions that its partners have made to the Town.
- 10.2.5: Strategy – The Department to facilitate an annual partnership collaboration with all the partners.

10.3: Goal #3

To protect the environment: water resources; vegetation and habitat; and wildlife.

❖ *REC 2.5 maintain wildlife corridors*

❖ *ENV 1.1 conserve the Town's water*

❖ *ENV 1.8 protect wildlife habitat*

- 10.3.1: Strategy – Reduce the use of groundwater.
- 10.3.2: Strategy – Increase the use of reclaimed water.
- 10.3.3: Strategy – Reduce storm water runoff.
- 10.3.4: Strategy – Retain and maintain riparian corridors that have been identified as important biological resources.

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- 10.3.5: Strategy – Preserve and enhance the river channel encourage groundwater recharge and quality riparian habitat and to protect valued views of the river from developed areas.
- 10.3.6: Strategy – Manage the uplands to enhance desert habitat and to protect the functioning of the riparian ecosystems within the watershed.
- 10.3.7: Strategy – Preserve view sheds.
- 10.3.8: Strategy – Protect wildlife habitats and native plant species.
- 10.3.9: Strategy – Avoid sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites and migration corridors, where possible. Where unavoidable, protect such areas with buffers and innovative design practices.
- 10.3.10: Strategy – Establish wildlife corridors and other linear linkages between large open space areas.
- 10.3.11: Strategy – Enforce the protection of threatened and/or endangered species.
- 10.3.12: Strategy – Incorporate systems to conserve energy and resources into the future development and operation of parks, programs and facilities managed by the Parks and Recreation Department.

10.4: Goal #4

To maintain the park system at a level which meets, or exceeds, citizen expectations.

❖ Level of service expectations

- 10.4.1: Strategy – Increase the park maintenance budget from \$6400 to an amount which annually keeps pace with inflation so that the current maintenance standard not be reduced.
- 10.4.2: Strategy – Evaluate and redirect assignments which prevent the park maintenance staff from spending more time in the park system.
- 10.4.3: Strategy – Provide equipment to the park maintenance staff which enables them to work more efficiently and effectively in the park system.

10.5: Goal #5

To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.

❖ REC 1.5 provide a variety of recreation opportunities

- 10.5.1: Strategy – Provide programs which acknowledge the unique needs of all age groups and produce those that are most in demand.
- 10.5.2: Strategy – Continue to support the need for facilities, both indoor and outdoor, to provide the arenas within which its programs will occur.
- 10.5.3: Strategy – Continue to negotiate with the school district (s) to share resources.

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- 10.5.4: Strategy – Explore the most effective marketing methods available to it so that citizens are aware of the services that are available to them.
- 10.5.5: Strategy – Maintain an awareness of what others are providing in the Town and work with them to avoid duplicative services, when appropriate.
- 10.5.6: Strategy – Improve operational procedures and policies.
- 10.5.7: Strategy – Allocate resources to an ongoing staff development program.
- 10.5.8: Strategy – Implement a continuous process for evaluating programs.
- 10.5.9: Quantify the participation and economic impact of attractions, programs and special events in Sahuarita which result in revenue to the Town to support needed services

10.6: Goal #6

To position the Department to be in alignment with the Town's fiscal targets.

❖ *Fiscal responsibility to Council and community*

- 10.6.1 Strategy – Create and adopt a formal Cost Recovery Policy.
- 10.6.2: Strategy – Review the Cost Recovery Policy annually.
- 10.6.3: Strategy – Facilitate a participatory process for the creation of the Cost Recovery Policy with elected officials, the Parks and Recreation Commission, user groups and citizens-at-large.
- 10.6.4: Strategy – Increase the current cost recovery of the total budget of 13%.
- 10.6.5: Strategy – Evaluate earned income opportunities which are appropriate for Sahuarita.
- 10.6.6: Strategy – Analyze the appropriateness of forming a Foundation for parks and recreation.

10.7: Goal #7

To acquire land in the planning area which provides open space for protection of sensitive areas and limited space for active facilities.

❖ *REC 1.3.1 provide recreational open space*

❖ *REC 1.5.5 provide inter-generational opportunities*

- 10.7.1: Strategy – Develop an additional District Park west of Town to be located in the vicinity of W. Twin Buttes Road between North La Canada Drive and South Mission Road.
- 10.7.2: Strategy - Acquire land for a new Regional Park in the east central area of Sahuarita, east of South Nogales Highway and between the Santa Rita Experimental Range and Wildlife Refuge and East Dawson Road.
- 10.7.3: Strategy – Acquire a new Regional Park northeast of the Town, approximately between Sahuarita Road and Pima Mine Road.

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- 10.7.4: Strategy – New district and regional level parks referenced above in 10.7.1, 10.7.2 and 10.7.3 will include conservation land in an amount of 70% of the total acreage.
- 10.7.5: Strategy – Neighborhood parks within an HOA will become the responsibility of the HOA, when possible. All future neighborhood parks developed within designated communities will be the responsibility of the HOA as the Town does not intend to be responsible for the ownership and maintenance of neighborhood parks within designated neighborhoods.
- 10.7.6: Strategy – The Department to continue to promote open space awareness through educational programs and activities.

10.8: Goal #8

To provide greenways and trails which link parks, commercial and residential areas.

- ❖ *REC 1.5.4 use Santa Cruz floodplain for recreation both passive/active uses*
- ❖ *REC 1.7 opportunities for bicycles, pedestrians and equestrians*

- 10.8.1: Strategy – Work with Pima County to complete a Trail Master Plan.
- 10.8.2: Strategy – Connect the Pima County Trail Plan and the Sahuarita Town Trail Plan to a strong spine along the Santa Cruz River which connects parks, residential, commercial and the Town Center to the system.
- 10.8.3: Strategy – Complete the Parks and Recreation Department Greenway and Trail Master Plan to coordinate trail development in the targeted areas with priorities for development.

10.9: Goal #9

To adopt standards which clarify the future need for land, park types and facilities.

- ❖ *REC 1.3 expand park and recreation opportunities*

- 10.9.1: Strategy – Increase the current standard of eight acres of park land per 1,000 population to allow for the acquisition of two new park types (district and regional) which are recommended to accommodate the demands which will result from continued population growth and the desire to conserve and protect the natural environment. (The recommendation is to acquire 483 acres of district and regional park land which, when added to the current 103 acres will increase the acres per 1,000 at a projected population of 54,000 in 2030 to 10.4 acres per 1,000).
- 10.9.2: Strategy – Link land acquisition standards to the need to protect land to the northeast, southeast and west of the Town boundary and along the Santa Cruz River.
- 10.9.3: Strategy – Link facility standards to the need to balance indoor and outdoor facilities.
- 10.9.4: Strategy – Link facility standards to citizen preferences for new facilities; e.g. adventure sports for young people, dog areas, splash pads.
- 10.9.5: Strategy – Link facility standards to the popularity (life cycle) of activities; e.g. athletic fields.

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10.10: Goal #10

To identify new facilities that will be needed as the Town continues to grow.

❖ *REC 1.4.1 improve and expand recreational facilities*

10.10.1: Strategy – Construct athletic fields for soccer, baseball, softball and football.

10.10.2: Strategy – Construct an outdoor aquatic facility adjacent to an indoor recreation facility in addition to the new facility planned for Anamax Park.

10.10.3: Strategy – Construct an indoor recreation center which is in addition to the new center planned for Anamax Park.

10.10.4: Strategy – Construct a nature pavilion.

10.10.5: Strategy – Construct several outdoor basketball courts to be distributed geographically throughout the Town.

10.10.6: Strategy – Construct an Adventure Park which will include a BMX Track and a skate park.

10.10.7: Strategy – Construct a skate park at the Regional Park and several skate spots throughout the Town.

10.10.8: Strategy – Construct more dog areas throughout the Town.

10.10.9: Strategy – Construct an amphitheatre.

10.10.10: Strategy – Support the development and programming of the Town Center Plaza.

10.10.11: Strategy – Construct numerous large and small ramadas.

10.10.12: Strategy – Construct several splash pads throughout the Town.

Town of Sahuarita, Arizona

Chapter 10: Action Plan

Table 10.1: Action Plan Strategy Matrix

Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
10.1 STAFF	10.1.1: Strategy – Recognize staff’s need for continuing education by supporting participation in professional associations, on the job training and cross training. ✓ Tactic a: Evaluate staff needs to determine which professional associations provide the most targeted training. ✓ Tactic b: Evaluate job training needs to determine from whom those needs can be provided. ✓ Tactic c: Evaluate cross training needs to determine the support that will be required to allocate the resources for the cross training effort; e.g. staff size is small now and will be difficult to provide mentoring opportunities due to the ongoing daily staff requirements to manage the park system.	Director	1-3	Staff morale is improved which results in higher productivity.
	10.1.2: Strategy – Incorporate the need for additional office space, meeting space and storage space into all future facility plans. ✓ Tactic a: Quantify the current shortage of space based on existing responsibilities, geographics, etc. ✓ Tactic b: Calculate the need for additional space as responsibilities increase.	Director	1-3	
	10.1.3: Strategy – Upgrade technology. ✓ Tactic a: Determine the current potential uses for technology. ✓ Tactic b: Detail the gaps between potential uses and capabilities of current hardware and software. ✓ Tactic c: Benchmark Sahuarita technology needs with other similar agencies to determine how the software products are working in their business. ✓ Tactic d: Request funding from the Town Council. ✓ Tactic e: budget for staff training so that full use of the software will be utilized.	Town Manager	1-3	
10.2 PARTNERSHIPS	10.2.1: Strategy – Create a Joint Partnership Policy. ✓ Tactic a: Review the Model Joint Partnership Policy provided in the Appendix of this report. ✓ Tactic b: Modify the Model Joint Partnership Policy provided in the Appendix of this report to meet unique expectations in Sahuarita.	Director	1-3	Town resources are leveraged which results in more services to citizens.
	10.2.2: Strategy – Identify existing partnerships. ✓ Tactic a: Discuss this item at a staff meeting to ensure that all existing partners have been identified. ✓ Tactic b: Create a formal partnership list and electronic database with all contact information. ✓ Tactic c: Review the partnership list on an annual basis to keep it current.	Director	1-3	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.2.3: Strategy – Meet annually with existing partners on an individual basis to evaluate the relationship to determine if it is a win/win situation. ✓ Tactic a: Make contact with existing partners. ✓ Tactic b: meet with existing partners to evaluate the partnership by using the Model Joint Partnership Agreement in the Appendix of this report. ✓ Tactic c: Be willing to revise, or eliminate, partners based on the criteria established in the Partnership Policy.	Director	1-3	
	10.2.4: Strategy – Organize an annual recognition luncheon to acknowledge the contributions that its partners have made to the Town. ✓ Tactic a: Identify an appropriate location which is adequate to accommodate the crowd size that is expected. ✓ Tactic b: Organize and produce the event as a very special event with consideration of an entertaining presenter and comments by respected elected officials from the Town.	Director	8-10	
	10.2.5: Strategy – Facilitate an annual partnership collaboration with all partners. ✓ Tactic a: Facilitate an annual, joint meeting with all partners to discuss the opportunities available to the Town by an ongoing partnership strategy.	Director	1-3	
10.3 ENVIRONMENTAL	10.3.1: Strategy – Reduce the use of groundwater. ✓ Tactic a: Encourage xeriscape landscaping. ✓ Tactic b: All park irrigation to be accomplished by the use of reclaimed water, rainwater harvesting and low-flow irrigation potable water. ✓ Tactic c: Use high performance turf on new athletic fields and as many existing fields as possible. ✓ Tactic d: Require new plantings be drought-tolerant native plants. Coordinate plant list with Pima County Landscape Manual and Sonoran Desert Conservation Plan. ✓ Tactic e: Provide a deep understanding of this issue through education and demonstration programs	Director	4-7	The environment is protected to the best of our ability.
	10.3.2: Strategy – Increase the use of reclaimed water. ✓ Tactic a: Encourage the use of gray water for irrigation ✓ Tactic b: Require newly constructed golf courses or expansions of existing golf courses to be irrigated with reclaimed water through development policies and agreements ✓ Tactic c: Plan large-scale future parks and open space in association with recharge fields from wastewater treatment facilities.	Director	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.3.3: Strategy – Reduce storm water runoff. ✓ Tactic a: Encourage the development of rain gardens, the use of rain barrels and the careful design of grading. ✓ Tactic b: Reduce volume and velocity of storm water runoff in parks by requiring on-site retention/detention and rainwater harvesting. ✓ Tactic c: Review City of Tucson Water Harvesting Guidance Manual and adapt as needed for official Department guidelines to require innovative park, open space and trail storm water designs. ✓ Tactic d: Plan open space with existing or enhanced native vegetation along washes and the river in association with Pima County Flood Control District to function as flood water control areas, slowing flows and reducing storm water volumes.	Director	4-7	
	10.3.4: Strategy – Retain and maintain riparian corridors that have been identified as important biological resources. ✓ Tactic a: Identify the riparian corridors. ✓ Tactic b: Restrict high impact development in those areas. ✓ Tactic c: Establish protected riparian corridors to serve as wildlife corridors with links to large protected open space. ✓ Tactic d: Obtain open space, greenway and park land in riparian areas identified in the Master Plan. ✓ Tactic e: Develop and implement open space stewardship program to protect and enhance native wildlife habitat. ✓ Tactic f: Identify resources to establish a land stewardship volunteer coordinator position. ✓ Tactic g: Implement a land stewardship volunteer program for restoration and management of habitat using low tech site specific methods. ✓ Tactic h: Include significant undeveloped open space buffer areas between the Santa Cruz River and other important riparian areas and future development.	Director	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	<p>10.3.5: Strategy – Preserve and enhance the river channel to encourage groundwater recharge and quality riparian habitat and to protect valued views of the river from developed areas.</p> <ul style="list-style-type: none"> ✓ Tactic a: Design detention/retention features. ✓ Tactic b: Create zoning and development guidelines that encourage views of the river. ✓ Tactic c: Link protected uplands to protected riparian/wildlife corridors. ✓ Tactic d: Obtain a minimum of 340 acres along the river for open space and trails to preserve open space, view sheds and provide recreational amenities that have been identified in this Plan. ✓ Tactic e: Create development policies that mandate use of low-the water retention and erosion control for river edge development to protect the functioning of riparian ecosystems within the watershed. ✓ Tactic f: Design and implement a volunteer program to maintain and restore riparian areas as part of the land stewardship volunteer program using low-tech site specific methods. ✓ Tactic g: Develop a riparian habitat restoration/enhancement seed and plant list specific to the Town and based on the Pima County Landscape Manual and the Sonoran Desert Conservation Plan. 	Director	1-3	
	<p>10.3.6: Strategy – Manage the uplands to enhance desert habitat and to protect the functioning of the riparian ecosystems within the watershed.</p> <ul style="list-style-type: none"> ✓ Tactic a: Identify threatened upland locations. ✓ Tactic b: Restrict development in those areas. ✓ Tactic c: Link protected uplands to protect riparian/wildlife corridors. ✓ Tactic d: Obtain uplands connected to critical riparian areas in protected areas of parks, open space and trails as described in this Master Plan. ✓ Tactic e: Design and implement a low-tech storm water retention system ✓ Tactic f: Design and implement erosion control measures to reduce excessive storm flow runoff, loss of soil and scouring. ✓ Tactic g: Eradicate invasive species, in particular buffelgrass and fountain grass in protected open space and throughout the Town. ✓ Tactic h: Identify and explore partnerships with regional institutions and agencies with local presence and interest. 	Town Council	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.3.7: Strategy – Preserve view sheds. ✓ Tactic a: Identify important view sheds. ✓ Tactic b: Restrict development which would interfere with those views. ✓ Tactic c: Preserve land identified by citizens as priority view sheds, including Madera Canyon in the Santa Rita Mountains, Sahuarita Lake and the Pecans/River/Anza Trail by obtaining land for parks, open space and trails. ✓ Tactic d: Obtain a combination of open space types: i.e. space with public access and non-accessible scenic space that incorporates views and low-density private lands as in this Master Plan. ✓ Tactic e: Encourage and support as a Department and Municipality, regional efforts to preserve and protect the Santa Rita Mountains, the Anza Trail and the Santa Cruz River from development which would threaten or endanger these natural features.	Town Council	1-3	
	10.3.8: Strategy – Protect wildlife habitats and native plant species. ✓ Tactic a: Identify land suitable for, or containing, protected and/or endangered native wildlife. ✓ Tactic b: Establish development guidelines to protect those areas. ✓ Tactic c: Link protected areas to protected riparian/wildlife corridors. ✓ Tactic d: Obtain park open space to protect existing wildlife through preservation and enhancement of native habitats and native plant species.	Town Council	1-3	
	10.3.9: Strategy – Avoid sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites and migration corridors, when possible. Where unavoidable, protect such areas with buffers and innovative design practices. ✓ Tactic a: Obtain park land as identified in this Master Plan in areas along the relatively undisturbed riparian corridors identified as important biological resources. ✓ Tactic b: Require significant undeveloped open space buffer areas between the Santa Cruz River and other important riparian areas and future development. Dimensions of buffer are to be determined with requirements noted in the species survey.	Town Council	1-3	
	10.3.10: Strategy – Establish wildlife corridors and other linear linkages between large open space areas. ✓ Tactic a: Secure park land identified in this Master Plan in the eastern potential service area to link habitat in the southern part of the Town to the Santa Rita Experimental Range.	Town Council	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.3.11: Strategy – Enforce the protection of threatened and/or endangered species. ✓ Tactic a: After new park, open space or trail land is obtained, conduct a species survey for each site during the planning stage to identify, prioritize and protect significant habitat for threatened wildlife species. Use this survey to determine specific protection activities for each site and areas which may receive modest development for recreation.	Town Council	1-3	
	10.3.12: Strategy – Incorporate systems to conserve energy and resources into the future development and operation of parks, programs and facilities managed by the Parks and Recreation Department. ✓ Tactic a: All of the tactics detailed in 10.3.1 through 10.3.8 are elements of this strategy.	Town Council	4-7	
10.4 PARK MAINTENANCE	10.4.1: Strategy – Increase the park maintenance budget from \$6400 per acre on an annual basis to keep pace with inflation so that the current maintenance standard is not reduced. ✓ Tactic a: Promote the current condition of the park system and the funding required to maintain it at its current level. ✓ Tactic b: Promote the current condition of the park system and citizen expectations for it to continue at that level as is evidenced in public meetings and the citizen survey. ✓ Tactic c: Be proactive with requests for increases to offset inflation and other unanticipated impacts on the system such as major vandalism. ✓ Tactic d: Anticipate the reality of an aging system and calculate the associated costs with keeping the system modern and in good condition.	Town Council Town Manager Director	1-3	Citizens will continue to rate the Park system as excellent or good.
	10.4.2: Strategy – Evaluate and redirect assignments which prevent the park maintenance staff from spending more time in the park system. ✓ Tactic a: Identify the issues which prevent the staff from spending more time in the park system. ✓ Tactic b: Quantify the amount of time required to complete tasks that are not in the park system. ✓ Tactic c: Quantify the total number of man hours required to maintain the park system on an annual basis. ✓ Tactic d: Promote the number of hours required annually to maintain the park system with emphasis on the gap between the hours needed and the hours that are available through the annual budgeting process. ✓ Tactic e: Promote the additional budget needed to fill the gap between the annual hours needed versus the hours available.	Town Manager Director	1-3	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.4.3: Strategy – Provide equipment to the park maintenance staff which enables them to work more efficiently and effectively in the park system. ✓ Tactic a: Identify the equipment needed and its cost. ✓ Tactic b: Quantify the efficiencies and outcomes that would result from having additional equipment. ✓ Tactic c: Share the needs of staff to maintain a high level of morale which would result from having resources with which to do their jobs.	Town Manager	1-3	
10.5 RECREATION	10.5.1: Strategy – Provide programs which acknowledge the unique needs of all age groups and produce those that are most in demand. ✓ Tactic a: Develop a planning tool/matrix of all 14 age segment groups in spans of five years; e.g. 20 to 25, etc. ✓ Tactic b: Identify programming needs of those age groups; e.g. focus groups, public meetings, formal surveys, etc. ✓ Tactic c: Analyze from tactic b which age groups are underserved. ✓ Tactic d: Analyze the available facilities to determine their capacity for program types, program numbers, etc. ✓ Tactic e: Identify the program life cycle for each program that is considered and invest in those that are growing and stable but move away from those that are in the state of decline. ✓ Tactic f: Determine which programs will be directly provided or facilitated by Town staff. ✓ Tactic g: Provide programs for all age groups, if possible; e.g. directly provide, facilitate or by other providers. ✓ Tactic h: Directly provide or facilitate programs that meet the athletic, cultural, environmental and educational needs of the citizens. ✓ Tactic i: Follow a specific program planning process which includes brainstorming, research, discussion of options, development of a model program, survey participants, try it and work through a decision process that thoroughly evaluates the program.	Director	4-7	Citizens will rate programs as excellent or good.
	10.5.2: Strategy – Continue to support the need for facilities, both indoor and outdoor, to provide the arenas within which its programs will occur. ✓ Tactic a: Identify the facilities that are needed now per this master plan. ✓ Tactic b: Prioritize the needs for facilities based on current program demand, life cycle of current and anticipated future programs. ✓ Tactic c: Promote the need for facilities at appropriate meetings. ✓ Tactic d: Pursue facilities which are larger rather than smaller to meet citizen expectations for quality experiences; e.g. large recreation centers, aquatic facilities, etc.	Director	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.5.3: Strategy – Continue to negotiate with the school district (s) to share resources. ✓ Tactic a: Develop a strong relationship with school district officials as opportunities present themselves. ✓ Tactic b: Meet with school district officials at both formal and informal times (lunch/dinner) to get to know one another on a personal level. ✓ Tactic c: Use the Model Joint Partnership Policy in the Appendix of this report to facilitate the discussions.	Director	1-3	
	10.5.4: Strategy – Explore the most effective marketing methods available to it so that citizens are aware of the services that are available to them. ✓ Tactic a: Ask citizens how they hear about the programs. ✓ Tactic b: Establish a marketing strategy on how to communicate with each age of the 14 age segments that translates into their involvement in the program. ✓ Tactic c: Cross promote when possible with other service providers to reinforce the opportunities that are available. ✓ Tactic d: Identify all potential and realistic marketing tools that are available. ✓ Tactic e: Commit to a strong marketing program by allocating resources. ✓ Tactic f: Keep the website fresh so that customers will be attracted to it more often. ✓ Tactic g: Most customers do not know who we are, what we are selling, what it means to them and why they should be interested, thus our task is enormous to give them the answers to those questions.	Director	4-7	
	10.5.5: Strategy – Maintain an awareness of what others are providing in the Town and work with them to avoid duplicative services, when appropriate. ✓ Tactic a: Identify other providers. ✓ Tactic b: Meet with other providers to fully understand each other's mission. ✓ Tactic c: When duplicative programs are offered, be up front with other providers to help them understand the reasons for duplication.	Director	4-7	
	10.5.6: Strategy – Improve operational procedures and policies. ✓ Tactic a: Identify existing operational procedures and policies. ✓ Tactic b: Identify the gap between existing procedures and those that are needed. ✓ Tactic c: Work toward the development of new procedures and policies that will advance the Mission of the Department. ✓ Tactic d: If it doesn't get measured, it doesn't get done, so hold everyone accountable for their actions.	Director	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	10.5.7: Strategy – Allocate resources to an ongoing staff development program. ✓ Tactic a: Define the staff development needs. ✓ Tactic b: Allocate resources toward the development program. ✓ Tactic c: Commit to a development program as our staff is priceless. ✓ Tactic d: Staff development programs should include customer service, marketing (how to write program descriptions, etc.), how to develop customer feedback programs, components of activity based costing, performance measures, creative thinking, secret shopper program, conflict resolution, teamwork, personal development and communication.	Director	4-7	
	10.5.8: Strategy – Implement a continuous process for evaluating programs. ✓ Tactic a: Use a pre-program questionnaire to determine the customers' expectations with the understanding that customers sign up for programs for various reasons; e.g. fitness, just to socialize, etc. ✓ Tactic b: Use a post-program questionnaire to analyze if customer expectations were met. ✓ Tactic c: Take action when expectations are not met.	Director	1-3	
	10.5.9: Strategy – Department staff will quantify the participation and economic impact of attractions, programs and special events in Sahuarita which result in revenue to the Town to support needed services. ✓ Tactic a: Staff will identify the major attractions and events which bring visitors to Town. ✓ Tactic b: Staff will either circulate among the crowds, or use data developed by Texas A & M University to calculate the amount spent per day by each visitor. ✓ Tactic c: Calculations will be made to determine the total economic impact of each attraction and special event. ✓ Tactic d: Based on economic impact calculations, informed decisions will be made by Town leaders relative to the resources that should be invested into facilities which enhance the Town's economy.	Director	1-3	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
10.6 FINANCIAL	10.6.1: Strategy – Create and adopt a formal Cost Recovery Policy. ✓ Tactic a: Review the Model Cost Recovery Policy provided in the Appendix of this report. ✓ Tactic b: Analyze current costs for providing programs and services. ✓ Tactic c: Determine the percentage of current costs that should be recovered. ✓ Tactic d: Seek Town Council support for the Policy. ✓ Tactic e: Include citizens, staff and key stakeholders in the development of the Policy.	Town Council Town Manager Director	1-3	Revenue will be generated at a level which is in alignment with the expectations of the Town Council. Reasonable rates of recovery will provide an opportunity to provide more services for more citizens. Those who benefit from programs will pay their fair share. Non program users will not be asked to subsidize programs for those who use them.
	10.6.2: Strategy – Review the Cost Recovery Policy annually. ✓ Tactic a: Review the Policy on an annual basis with the Parks and Recreation Commission and Town Council; make adjustments as needed.	Director	4-7	
	10.6.3: Strategy – Facilitate a participatory process for the creation of the Cost Recovery Policy with elected officials, the Parks and Recreation Commission, user groups and citizens-at-large. ✓ Tactic a: As stated, the policy will be more accepted if its preparation is done in an open and participatory process.	Director	1-3	
	10.6.4: Strategy – Increase the current cost recovery of the total budget of 13%. ✓ Tactic a: The national benchmark for total budget recovery is 34%, thus there is room to increase the percentage in Sahuarita. ✓ Tactic b: Use the new Cost Recovery Policy to determine which programs should recover a higher percentage of their costs (say adults) versus those who should not (say lower income level). ✓ Tactic c: Use the new Cost Recovery Policy to ensure that fees for rental of facilities are market-driven.	Town Council Town Manager Director	4-7	
	10.6.5: Strategy – Evaluate earned income opportunities which are appropriate for Sahuarita. ✓ Tactic a: Identify a menu of earned income options; e.g. advertising, gifts catalog, grants, partnerships, contracting opportunities, maintenance endowment. ✓ Tactic b: Utilize those from the menu that are appropriate for Sahuarita.	Director	4-7	
	10.6.6: Strategy – Analyze the appropriateness of forming a Foundation. ✓ Tactic a: Brainstorm with key stakeholders about the pros and cons of forming a Foundation. ✓ Tactic b: Seek legal counsel on aspects of the concept that may be worrisome for the Town.	Director	4-7	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
10.7 LAND ACQUISITION	10.7.1: Strategy – Develop an additional District Park west of Town to be located in the vicinity of W. Twin Buttes Road between North La Canada Drive and South Mission Road.	Town Council Town Manager Director	4-7	Land will be acquired in locations which will protect sensitive resources while providing some active spaces for development.
	10.7.2: Strategy – Acquire land for a new Regional Park in the east central area of Sahuarita, east of South Nogales Highway and between the Santa Rita Experimental Range and Wildlife Refuge and East Dawson Road.	Town Council Town Manager Director	4-7	
	10.7.3: Strategy - Acquire a new Regional Park northeast of the Town, approximately between Sahuarita Road and Pima Mine Road.	Town Council Town Manager Director	4-7	
	10.7.4: Strategy – New district and regional level parks referenced above in 10.7.1, 10.7.2 and 10.7.3 will include conservation land in an amount of 70% of the total acreage.	Town Council Town Manager Director	4-7	
	10.7.5: Strategy – Neighborhood parks within an HOA will become the responsibility of the HOA, when possible. All future neighborhood parks developed within designated communities will be the responsibility of the HOA as the Town does not intend to be responsible for the ownership and maintenance of neighborhood parks within designated neighborhoods. ✓ Tactic a: Work with developers to educate them and ensure that the spirit of the Recreation Area Design Standards Manual is constructed for close to home parks.	Town Council	1-3	
	10.7.6: Strategy – The Department to continue to promote open space awareness through educational programs and activities. ✓ Tactic a: The Department will utilize all available resources to market, promote and educate the benefits of a healthy environment; e.g. Activity Guide, website, newsletter. ✓ Tactic b: Programs and special events will thematically capture the essence of environmental awareness to create a culture in the Town which embraces the importance of this commitment.	Director	1-3	

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
	<p>Tactics for Strategies 10.7.1 through 10.7.4.</p> <ul style="list-style-type: none">✓ Tactic a: Establish a funding mechanism to acquire the land.✓ Tactic b: Develop concept plans for each site which include the amenities established in Table 9.1 of this report.✓ Tactic c: Develop an operational cost plan for each park site.✓ Tactic d: Commit to the percentage of conservation land at each site to be 70%.✓ Tactic e: Create maintenance standards for each park that is consistent with the current maintenance standard in Sahuarita.✓ Tactic f: The annual budget will be created to include a funding level that is consistent with the current standard with allowances for inflation and other unforeseen factors.✓ Tactic g: Staff will become familiar with other revenue generating opportunities, when possible, to augment the maintenance and development of the parks.			

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
10.8 TRAILS & GREENWAYS	10.8.1: Strategy – Work with Pima County to complete a Trail Master Plan.	Director	1-3	Citizens are highly supportive of greenways and trails.
	10.8.2: Strategy – Connect the Pima County Trail Plan and the Sahuarita Town Trail Plan to a strong spine along the Santa Cruz River which connects existing parks, the new district park, new regional parks residential and commercial areas and the Town Center to the system.	Town Council Town Manager Director	4-7	
	10.8.3: Strategy – Complete the Parks and Recreation Department Greenway and Trail Master Plan to coordinate trail development in the targeted areas with priorities for development.	Town Council	1-3	
	Tactics for Strategies 10.8.1 through 10.8.3. ✓ Tactic a: Seek grants to support the development of the system. ✓ Tactic b: Prioritize and develop construction specifications to speed the development of the system. ✓ Tactic c: Enhance the use of the trail and greenway system by creating names and themes which will result in energy and advocacy for its completion. ✓ Tactic d: Evaluate opportunities to co-locate neighborhood park amenities along the trail corridor. ✓ Tactic e: Continue to seek developer support for trails in newly developed areas. ✓ Tactic f: Create an Adopt-a-Trail Program with local clubs, schools, HOA's. ✓ Tactic g: Teach and train volunteers on correct trail and greenway care. ✓ Tactic h: Create appropriate signage for trail partners invested in the program. ✓ Tactic i: Create clean-up/fix-up days along the trail with various groups. ✓ Tactic j: Celebrate volunteer trail partners on an annual basis in a recognition luncheon or dinner. ✓ Tactic k: If a Foundation is created, seek their support for hand tools and equipment for trail maintenance. ✓ Tactic l: Meet with law enforcement officials to focus on safety and security. ✓ Tactic m: Establish a trail ranger program. ✓ Tactic n: Establish a neighborhood watch program. ✓ Tactic o: Create maintenance standards.			

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
10.9 STANDARDS	10.9.1: Strategy – Increase the current standard of eight acres of park land per 1,000 population to allow for the acquisition of two new park types (district and regional).	Town Council	1-3	Town leaders will know what the expectations are as decisions are made about new parks, trails and facilities.
	10.9.2: Strategy – Link land acquisition standards to the need to protect land to the northeast, southeast and west of the Town boundary and along the Santa Cruz River.	Town Council	1-3	
	10.9.3: Strategy – Link facility standards to the need to balance indoor and outdoor facilities.	Town Council	1-3	
	10.9.4: Strategy – Link facility standards to citizen preferences for new facilities; e.g. adventure sports for young people, dog areas, splash pads.	Town Council Town Manager Director	1-3	
	10.9.5: Strategy – Link facility standards to the popularity (life cycle) of activities; e.g. athletic fields.	Town Council Town Manager Director	1-3	
	Tactics for strategies 10.9. 1 through 10.9.5. ✓ Tactic a: Review, analyze and adopt the new standards are referenced in this report. ✓ Tactic b: Review standards on an annual basis to evaluate current needs based on trends, actual participation levels, and political realities. ✓ Tactic c: Adjust facility standards in those instances that other public providers enter into the market. ✓ Tactic d: Do not invest in facilities that are nearing the end of their life cycle; e.g. participation may decline in selected sports, cultural programs, etc. ✓ Tactic e: Seek community consensus on their preferred balance between indoor and outdoor opportunities. ✓ Tactic f: Distribute parks and facilities so that reasonable equity is achieved. ✓ Tactic g: Analyze current capacity of facilities to determine the point at which new facilities are needed.			

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Goal	Strategy	Responsibility	Priority # of Years	Outcome (s)
10.10 NEW FACILITIES	10.10.1: Strategy – Construct athletic fields for soccer, baseball, softball and football.	Town Council	1-3	Citizens are supportive of these facilities and their construction will serve to retain the existing citizens while attracting new citizens.
	10.10.2: Strategy – Construct an outdoor aquatic facility adjacent to an indoor recreation facility in addition to the planned facility for Anamax Park.	Town Council	1-3	
	10.10.3: Strategy – Construct an indoor recreation center will be constructed which is in addition to the new center planned for Anamax Park.	Town Council	8-10	
	10.10.4: Strategy – Construct a nature pavilion.	Town Council	4-7	
	10.10.5: Strategy – Construct several outdoor basketball courts to be distributed geographically throughout the Town.	Town Council	4-7	
	10.10.6: Strategy – Construct an Adventure Park which will include a BMX Track and a skate park.	Town Council	8-10	
	10.10.7: Strategy – Construct a skate park at the Regional Park and several skate spots throughout the Town.	Town Council	1-3	
	10.10.8: Strategy – Construct more dog areas throughout the Town. ✓ Tactic a: as shown in Table 9.1 of this report.	Town Council	4-7	
	10.10.9: Strategy – Construct an amphitheatre.	Town Council	8-10	
	10.10.10: Strategy – Support the development and programming of the Town Center Plaza.	Town Council	4-7	
	10.10.11: Strategy - Construct several large and small ramadas throughout the Town.	Town Council	1-3	
	10.10.12: Strategy – Construct several splash pads throughout the Town.	Town Council	4-7	
	Tactics for strategies 10.10.1 through 10.10.11. ✓ Tactic a: Review the documentation in this report which details citizen support for selected facilities; e.g. trails and greenways are first choice. ✓ Tactic b: Identify a long term funding mechanism for facilities. ✓ Tactic c: Work closely with citizens to ensure that any requests for their financial support for a funding mechanism for new facilities are targeted to those which they have expressed support for in this master plan. ✓ Tactic d: Continue to analyze local conditions to determine that the current facility needs have not changed due to unforeseen conditions; e.g. another provider comes to Town; program trends may have changed, etc. Tactic e: Develop a business plan for each new facility to anticipate the fiscal aspects for each; e.g. revenue projections, if any; anticipated routine maintenance costs; anticipated staffing and operating costs; long term capital development costs.			

A Summary of Chapter 10 is Shown in Appendix G.

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CHAPTER 11. THE VISION

INTRODUCTION

The Town of Sahuarita is a relatively new Town which aspires to be all that it can be. Everyone is working hard to create a Vision which paints a picture of what the future will look like as the needs of a diverse population with wide ranges of both young and old, retired, young families and different levels of household income are matched with the demands for parks, open space, conservation areas, trails, greenways and recreation programs which require both indoor and outdoor recreation facilities.

The Process

In March 2007, Town leaders assembled to talk with one another in a workshop about their Vision for the Parks and Recreation Department and the role it should play in the development of the Town. Attending the workshop were representatives of the Town Council, Town Staff, the Parks and Recreation Commission and the Master Plan Steering Committee. The visioning workshop agenda included a SWOT Analysis (internal strengths and weaknesses and external opportunities and threats) and specific discussions of the ten themes that have surfaced during the planning process.

Department Strengths - Internal

- The new Dog Park
- Fiesta Sahuarita has provided activities which are attractive to the entire community
- A good Parks and Recreation Commission
- A good staff
- An ability to do the best we can with what we have
- Fiscally responsible
- Variety of services for all age groups
- Projects have been funded with cash, not bonds
- Good communication with the public for events/programs
- Cooperative efforts with outside agencies; e.g. YMCA, developers
- Valued partnerships

Department Opportunities - External

- Educate the public to set expectations for the process required to get an idea implemented from start to finish
- The Town is doing a lot of things for the first time and has an opportunity to do it right the first time
- New partnerships and improving existing partnerships
- Is a good time for innovative ideas
- The Town's population includes a lot of retired, highly educated citizens, who have time to volunteer
- An opportunity to create an identity and focal point in the new Town Center. Popular amenities could include a fairgrounds area and an arena
- New events can be organized and produced by using Town resources and other partners

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Department Weaknesses - Internal

- Need indoor facilities
- More adult programming is needed
- New revenue sources
- Need ball fields
- Processes to implement projects take time
- Need to manage expectations on projects (explains delays and the reasons)
- Shortage of water
- Park facilities versus developer-provided facilities (too similar/redundant)
- Perception of unlimited open space
- Need additional staff

Department Threats - External

- Scarcity of water
- Mines (man-made mesas)
- Developers are dividing the Town
- Lack of money (surviving sales tax)

Themes

It was clear from the workshop discussion that the Department will continue to play a major role in the future of Sahuarita. Ten themes that have surfaced during the planning process were discussed and include:

Theme #1 – The need for staff training and resources.

- Town Council is supportive of participation in professional associations for staff training and development
- The lack of facility, office and maintenance space needs to be addressed
- Technology needs to be improved to provide for the sharing of information
- The Pay for Performance Model can be improved

Theme #2 - To identify existing and future partnerships to leverage Town resources.

- May be opportunities with the Indian Tribes as there is some funding through the casinos
- May be new opportunities with the County beyond trails

Theme #3 - To protect the environment: water resources; vegetation and habitat; and wildlife.

- Regarding stewardship, there must be an open mind for urban density to preserve open space
- Major washes are important links in addition to the Santa Cruz

Theme #4 - To take care of the existing parks and facilities at a level which meets, or exceeds, citizen expectations.

- Need to evaluate services from a cost/benefit perspective to determine which services should be completed by Town staff versus contractors.

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Theme #5 - To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.

- This topic was not specifically discussed in the workshop; however, it has been obvious to all those who have participated in the planning process that this theme is supported by citizens.
- The citizen survey determined that the greatest need for programs is for adult fitness and wellness programs; special events and concerts; nature programs; and water fitness programs, among others.

Theme #6 - To position the Department to be in alignment with the Town's fiscal targets.

- This topic was not specifically discussed at the workshop; however, based on various discussions with Town officials, it is assumed that there is strong support for the development of fiscal targets that will be created in concert with the Park and Recreation Commission and Department.

Theme #7 - To acquire land in the planning area which provides open space for protection of sensitive areas and limited space for active facilities.

- This topic was not specifically discussed in the workshop; however, the areas identified by the consultant during the planning process for preservation/conservation have been strongly endorsed.

Theme #8 - To provide greenways and trails which link parks, commercial and residential areas.

- This topic was not specifically discussed in the workshop; however, the trail and greenways identified by the consultant during the planning process for trails and greenways have been strongly endorsed.

Theme #9 - To adopt standards which clarify the future need for land, park types and facilities.

- This topic was not specifically discussed in the workshop; however, recommended standards have been included in the final report and have been endorsed.

Theme #10 - To provide new facilities that citizens are supportive of.

- Outdoor swimming pool – would need to be different than those already provided by developers
- Indoor swimming pool – more expensive to operate; different from ones provided by developers; would provide year round opportunities
- Town Center:
 - Need a place to gather as a community
 - Could include a band shell for concerts and theater
 - Would attract tourists, too if other attractions were included such as restaurants and shops
 - An arena could provide opportunities for monster trucks
 - A fairgrounds area could accommodate fireworks and would be a regional draw
 - The Anza Trail is one part of the Town's history and the new trail will create a new opportunity to celebrate the Town's history and culture.

Town of Sahuarita, Arizona

Chapter 11: The Vision

Unity and Relationship of Vision Statements

To achieve the ultimate goal of implementing the Comprehensive Parks, Recreation, Trails and Open Space Master Plan, the Vision of the Parks and Recreation Department must be compatible and supportive of other approved Vision Statements in the Town's government structure. There are three relevant vision statements on record at this time; namely, the Town of Sahuarita's Vision Statement; the Vision Statement for the Sahuarita Town Center and Santa Cruz River Corridor Study and the Parks and Recreation Department's Vision Statement. Each Vision Statement is listed below followed by a paragraph which links them to one another.

Parks and Recreation Department Vision

Vision

To create community through people, parks and programs.

Mission

The Parks and Recreation Department will be the champion for parks, public places, natural areas and recreational opportunities which will give life and beauty to the Town. These assets will connect people to place, self and others. The Department will strive to work with citizens to create a culture which will treasure and care for this legacy, building on the past to provide for future generations.

Vision of the Town of Sahuarita

It is envisioned that in the year 2020, the Town of Sahuarita will:

- Demonstrate its commitment to social and environmental sustainability through the measurement of both short and long term impacts of our decisions;
- Provide economic vitality through employment opportunities of all types;
- Coordinate transportation enhancements with appropriate land uses to enable more mobility choices and greater accessibility;
- Maintain or improve our high standards of appearance, aesthetics, public amenities and levels of service;
- Continue to value, conserve and protect the Santa Cruz River and its washes and tributaries;
- Encourage neighborhood and housing diversity to enhance our community;
- Recognize our cultural heritage, along with historical and archaeological preservation areas, and promote the arts and tourism to increase awareness of the Sonoran desert environment in which we live.

Town of Sahuarita, Arizona

Chapter 11: The Vision

Vision of the Sahuarita Town Center and Santa Cruz River Corridor Study

An important component and area of emphasis for the development of the Town is the emergence of the Town Center Area and recognition of the value of the most important natural feature, the Santa Cruz River. Completed in June 2006, the Sahuarita Town Center/Santa Cruz River Corridor Study spoke at length about the health of the Town and that the quality of life of its residents are dependent upon the balancing of multiple factors, including environmental, economic and social considerations. The study further concluded that these components are interrelated and essential to the continued health and sustainability of the community. With this premise in mind, a Vision Statement was created which reads as follows:

Sahuarita's Town Center/Santa Cruz River will be the civic and cultural heart of the community; a vibrant, safe gathering place where residents and visitors congregate to shop, stroll, dine, conduct their daily business; a place where people of all ages live, work, and recreate. Our Center will have a distinctive identity that is recognizable throughout the region. The compact pattern and integrated circulation system of Sahuarita's Town Center/Santa Cruz River area will encourage residents and visitors to travel to, from, and within the area using a variety of modes, including walking, automobile, bicycle, equestrian, and transit. Strong linkages to the Santa Cruz River and its connected system of trails and open space will serve as an important part of our community's identity.

Relationship of Vision Statements

The essence of each of the Vision Statements is that their implementation will add **quality to life** for Sahuarita residents and visitors.

All of the Vision Statements either directly, or indirectly, speak to the following key principles:

- Development of the Town Center (Parks, Recreation, Trails and Open Space and the Town Center and Santa Cruz River Corridor Study) to:
 - include attractions that will be connected to the trail and greenway system
 - build synergy through careful location and design of civic facilities
 - facilitate arts and cultural activities and uses as well as community-building events such as parades and festivals
- Giving life and beauty to the Town
- Recognizing and preserving the culture
- Providing opportunities to connect people with one another

Recommendation

It is recommended that the Town of Sahuarita aggressively pursue the initiatives that will result in the completion of the various objectives needed to implement the themes mentioned above. Most specifically mentioned are the completion of the trail and greenway system to connect attractions; development of a strong program to facilitate arts and cultural activities and community building events such as parades and festivals; and, development of the Town Center. Key stakeholders and citizens-at-large are supportive of these efforts, thus the timing is right to move forward.

Town of Sahuarita, Arizona

Chapter 11: The Vision

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CHAPTER 12. MANAGEMENT AND IMPLEMENTATION

INTRODUCTION

The impetus for the development of this Comprehensive Parks, Recreation, Trails and Open Space Master Plan has been the recognition by key stakeholders that the preferred future for the Town of Sahuarita must be established proactively. Rapid growth, and the demands placed upon Town leaders as a result of that growth, result in the creation of an environment in which good, long term decision must be made with a solid plan which is based on reliable data. This Comprehensive Master Plan provides that data upon which informed decisions can be made. The critical factors that will dictate the successful implementation of the Plan are described below.

ORGANIZATIONAL READINESS – PARKS AND RECREATION DEPARTMENT

The Parks and Recreation Department must be in a state of readiness! Based on the consultant's experiences in numerous other cities and counties throughout the United States, the opinion is that the Parks and Recreation Department is staffed by a highly dedicated, professionally trained and productive staff. However, there are some current challenges which staff must overcome if it is to meet the current and future demands placed on it; e.g. the park maintenance staff is assigned duties which keep it from working full-time within the park system. To position the Department to succeed, resources must be made available which provide the equipment, staffing and financial resources to maintain a high standard of care which citizens have come to expect. As a minimum, there will be future staff needs for marketing expertise, partnership management and revenue development.

ORGANIZATIONAL READINESS – TOWN OF SAHUARITA AND THE PARKS AND RECREATION COMMISSION

The life of this Comprehensive Plan will be short-lived if the Town Council, Parks and Recreation Commission and other partners do not buy into its recommendations. There must be a group meeting to discuss the Plan's vision and to reach consensus on an approach which will prioritize improvements with a dedicated funding source. Further, the Plan must be used as a tool when the Parks and Recreation Commission meets on a monthly basis. All agenda items should be tied to one of the strategies in the Plan.

FIRST STEP (S) IN THE IMPLEMENTATION PROCESS

At times, it can be a challenge to determine the most important first step (s) in the implementation process. These suggestions are offered:

- Seek support and consensus for the Comprehensive Plan among key stakeholders (Town Council, Town Manager and the Parks and Recreation Commission)
- Determine where the political realities are relative to the most supportable projects. A few of the top priorities should be:
 - Land acquisition
 - Trail and greenway development
- Prioritize planned improvements and secure a dedicated funding source

Town of Sahuarita, Arizona

Chapter 12: Management and Implementation

COMMITMENT TO EXCELLENCE

In Sahuarita, the vision for excellence has been laid out in this Comprehensive Plan. There are national guidelines and data compiled by The Trust for Public Lands (TPL) which benchmarks important park system criteria such as the per capita expenditure for parks and recreation, the acres per 1,000 population, and the percentage of park land of the total land base in the Town but, at the end of the day, the most important benchmark is the one that is the most appropriate for the Town. From that perspective, Sahuarita's own unique *Standard of Excellence* is described as the following:

- A park maintenance budget which is adjusted for inflation and other unforeseen circumstances on an annual basis from its current benchmark of \$6400 per acre
- The preservation and conservation of new district and regional park land whose total is recommended at 483 acres, 70% of which is to be set aside for passive purposes
- The development of the facilities that are detailed in this report (aquatics, athletics, splash pads, dog areas, a youth adventure park, indoor recreation center, large and small ramadas)
- The development of the trail and greenway system

PERFORMANCE INDICATORS AND COMMUNICATION OF RESULTS

The Comprehensive Plan was developed in cooperation with citizens-at-large and key stakeholders in the Town. As a result, its recommendations which are detailed in Chapter 10 outline a number of goals, strategies, tactics and outcomes which represent their preferences. Based on that criteria, the performance indicators that should be followed include:

- The Comprehensive Plan will be used by the Parks and Recreation Commission to develop its agenda for its monthly meeting
- Staff will ensure that a participatory process becomes the culture when important planning decisions are made, thereby retaining the trust and integrity that it currently has
- Staff will facilitate annual meetings to discuss the key elements of the Plan to ensure that it is not forgotten and that steps are being taken to advance its implementation
- Staff will organize opportunities to promote the successes of the Plan as they occur – it is important to promote the successes so that citizens continue to see themselves in the results of the Plan, as their preferences drove the Plan's recommendations

CONCLUSION

The Town of Sahuarita and its Parks and Recreation Department have accomplished a great deal over the last few years without having a Master Plan to follow. This Master Plan was developed based on what the citizens desire for parks, trails, recreation and open space in the Town. The Plan when fully developed will be an excellent tool for the Town to enhance livability for people living in the Town and for attracting visitors and future residents.

The Master Plan provides an excellent road map for the Parks and Recreation Departments to follow and will provide a proactive approach to management of the park system. The Master Plan won't be easy to implement. It will require a strong commitment by the Town Council, Town Manager, Parks and Recreation Commission, Staff and the public to advocate for. However, the benefits are enormous and worth the effort. Sahuarita is already an attractive destination and its quality of life will be enhanced when this Plan is implemented.

The consultants work is completed. Now is the time to begin the journey of implementation and enhancement.

LIST OF MAPS

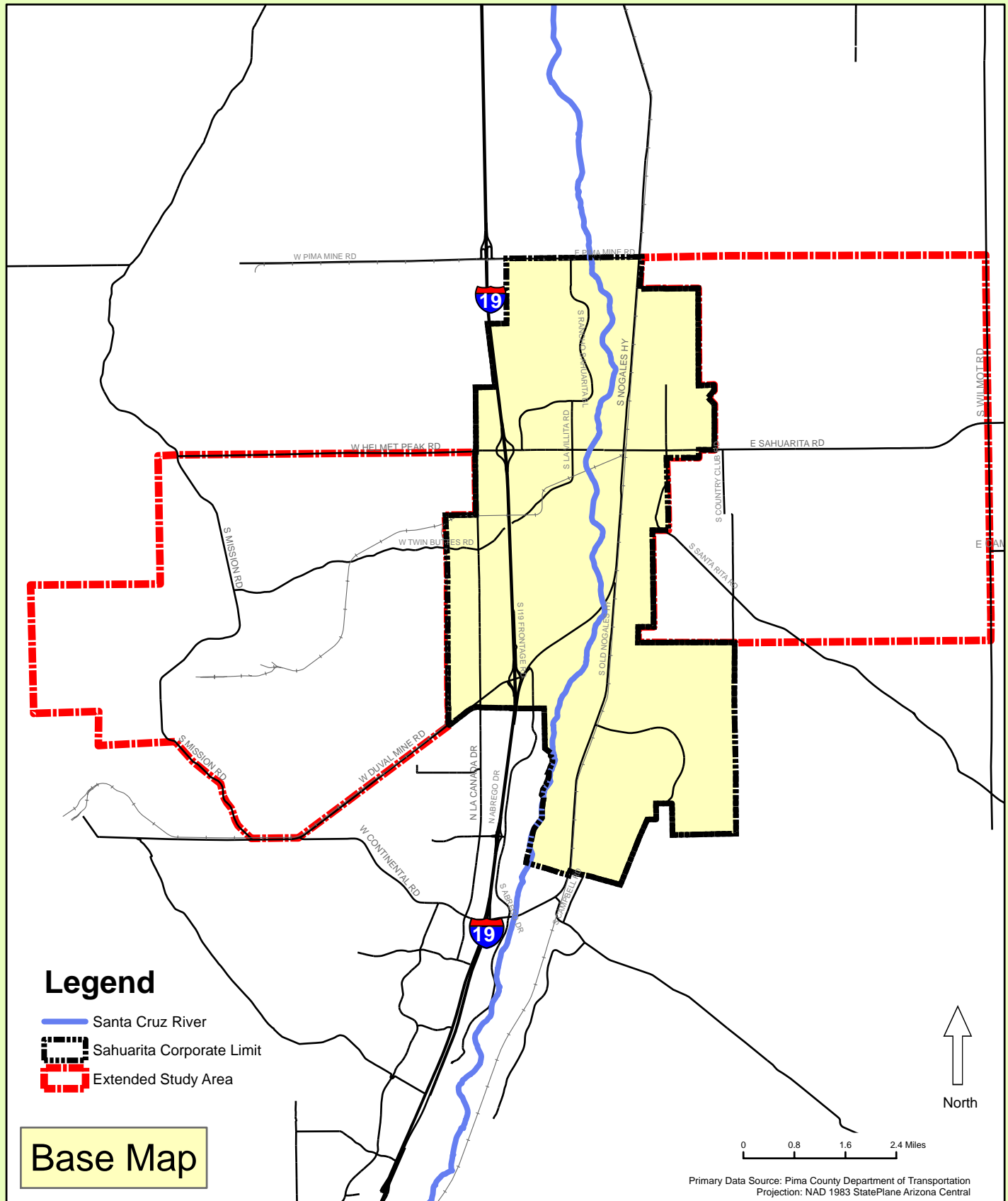


1. *Park Base Map*
 2. *Vegetarian Features Map*
 3. *Water Features Map*
 4. *Park Map*
 5. *Bike Map*
 6. *Trail Map*
 7. *Pima County Trail Map*
 8. *Cultural Resources Map*
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Parks, Recreation, Trails and Open Space Plan



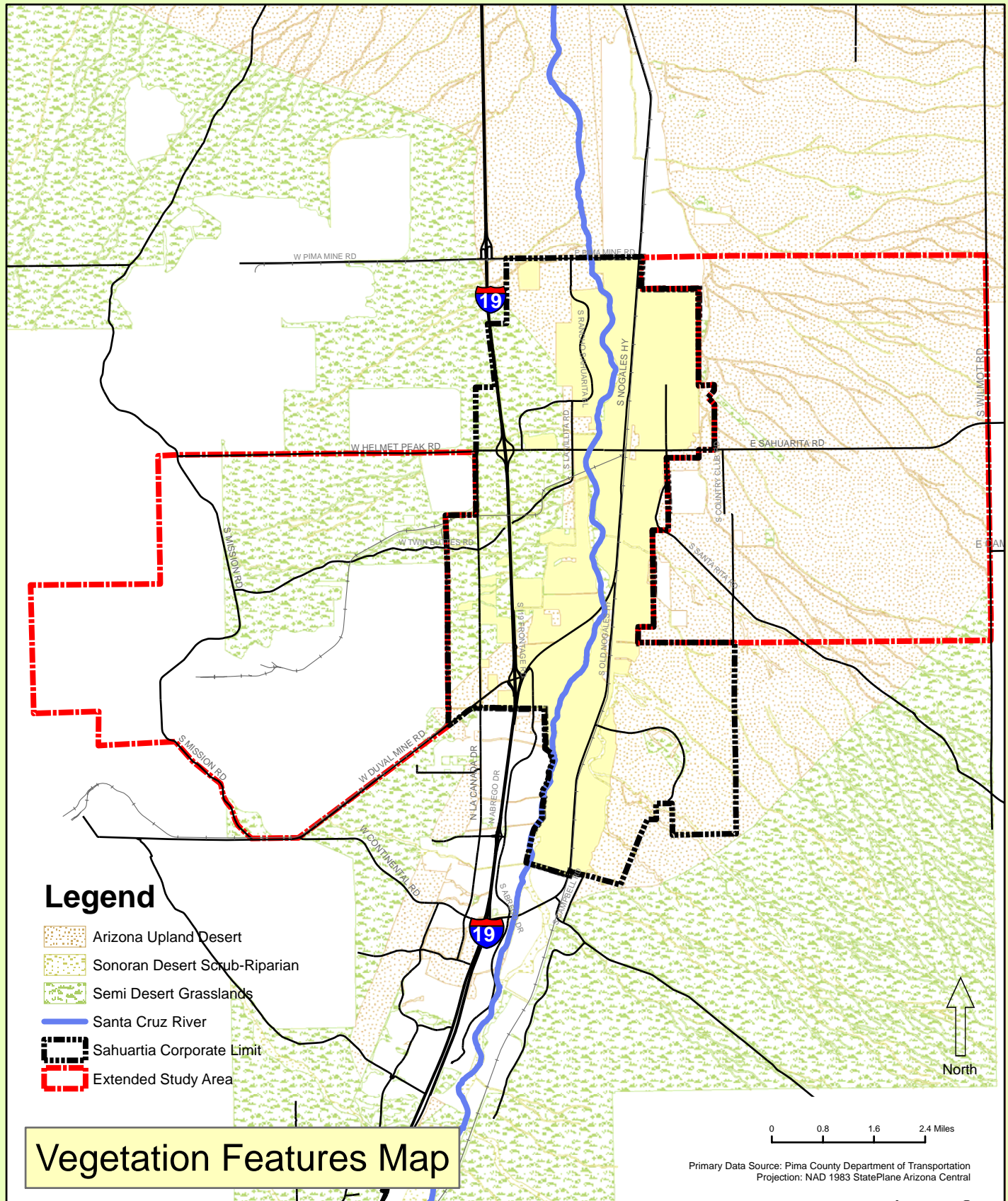
Town of Sahuarita, Arizona



Parks, Recreation, Trails and Open Space Plan



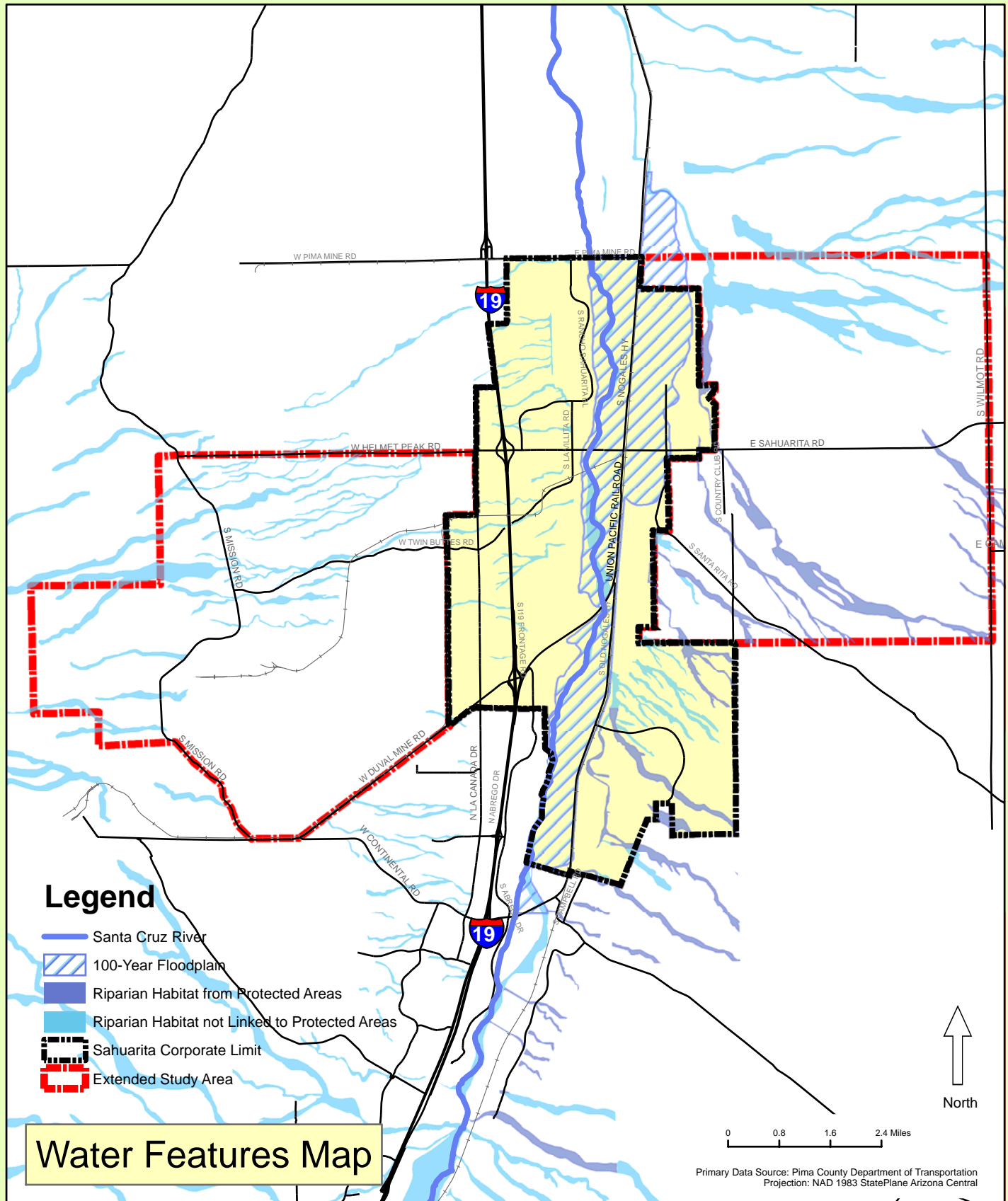
Town of Sahuarita, Arizona



Parks, Recreation, Trails and Open Space Plan



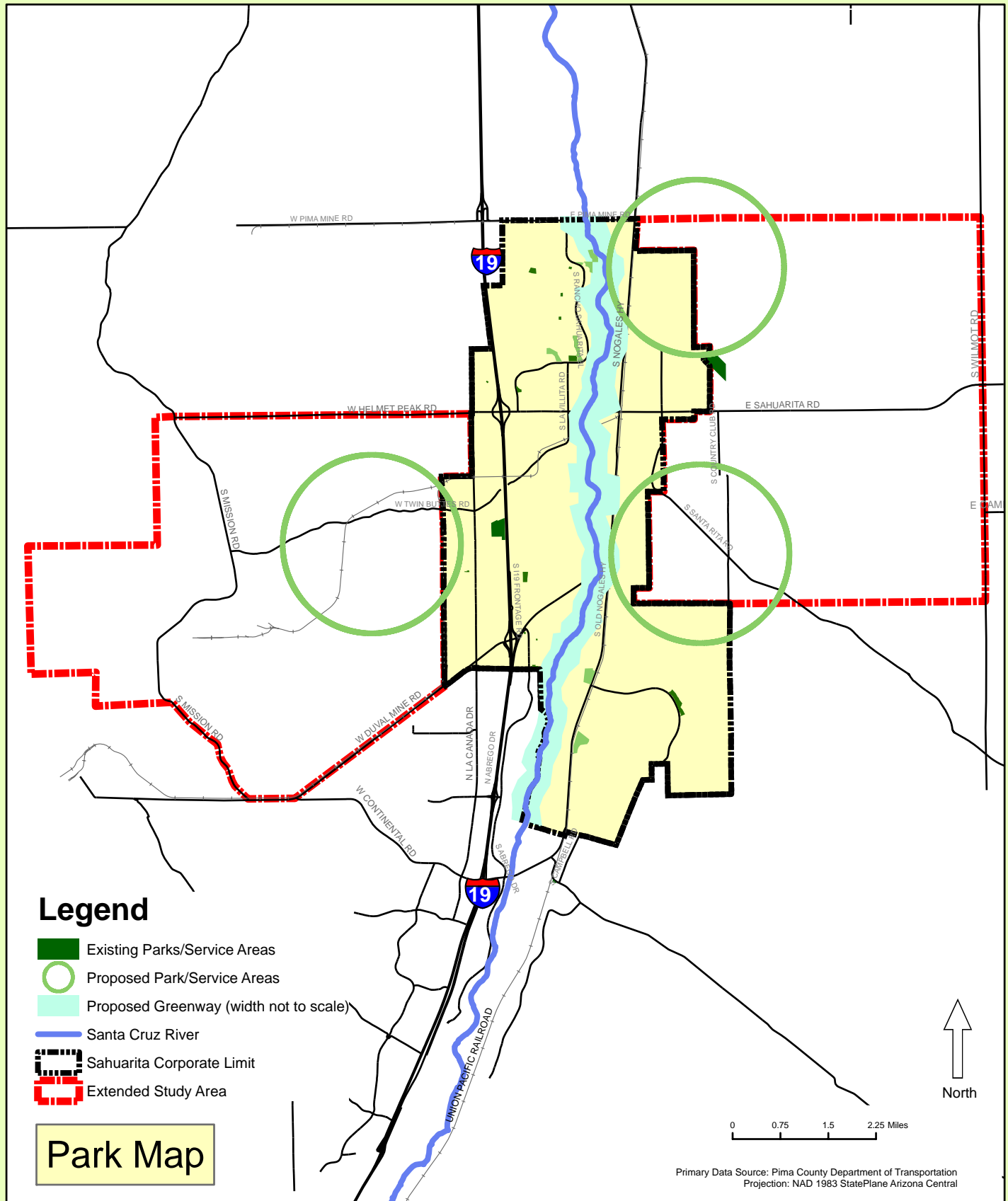
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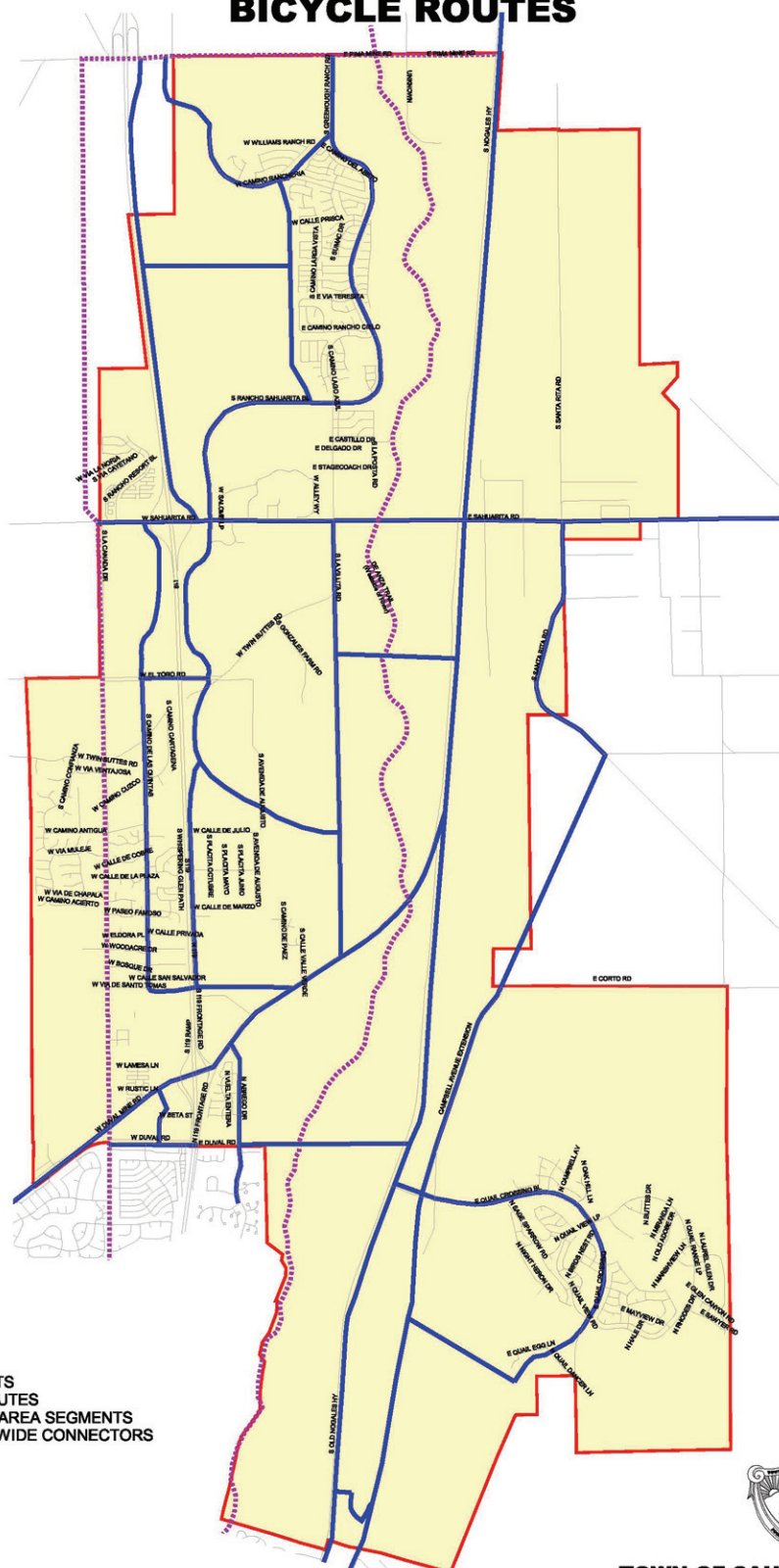
Parks, Recreation, Trails and Open Space Plan



Town of Sahuarita, Arizona



BICYCLE ROUTES



STREETS
BICYCLE ROUTES
LOCAL AREA SEGMENTS
TOWN WIDE CONNECTORS



Bike Map

1 0 1 2 3 Miles



TOWN OF SAHUARITA
Sahuarita, Arizona
June 2005

PEDESTRIAN ROUTES



Trail Map

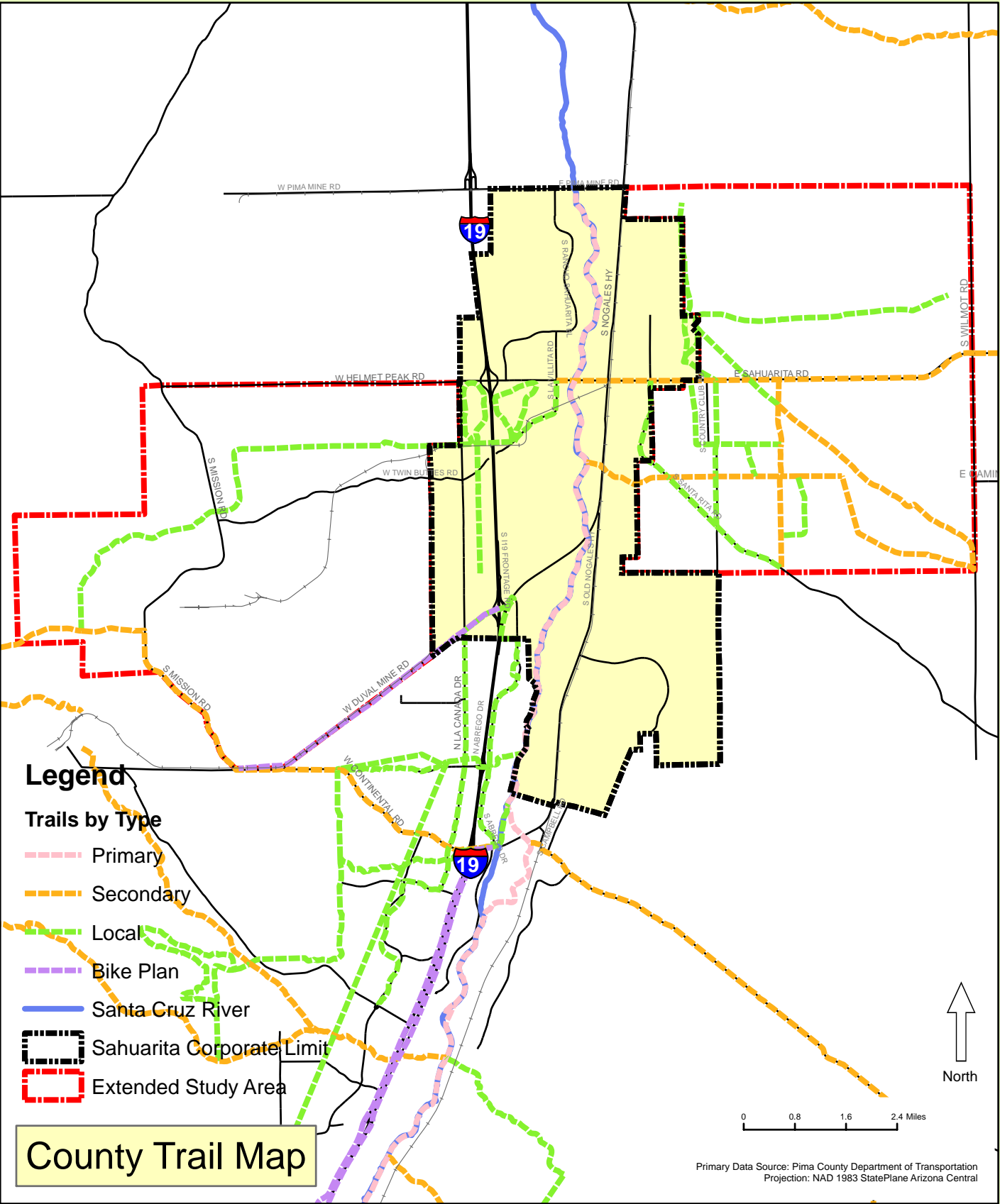


TRAILS MAP
TOWN OF SAHUARITA
Sahuarita, Arizona
June 2005

Parks, Recreation, Trails and Open Space Plan



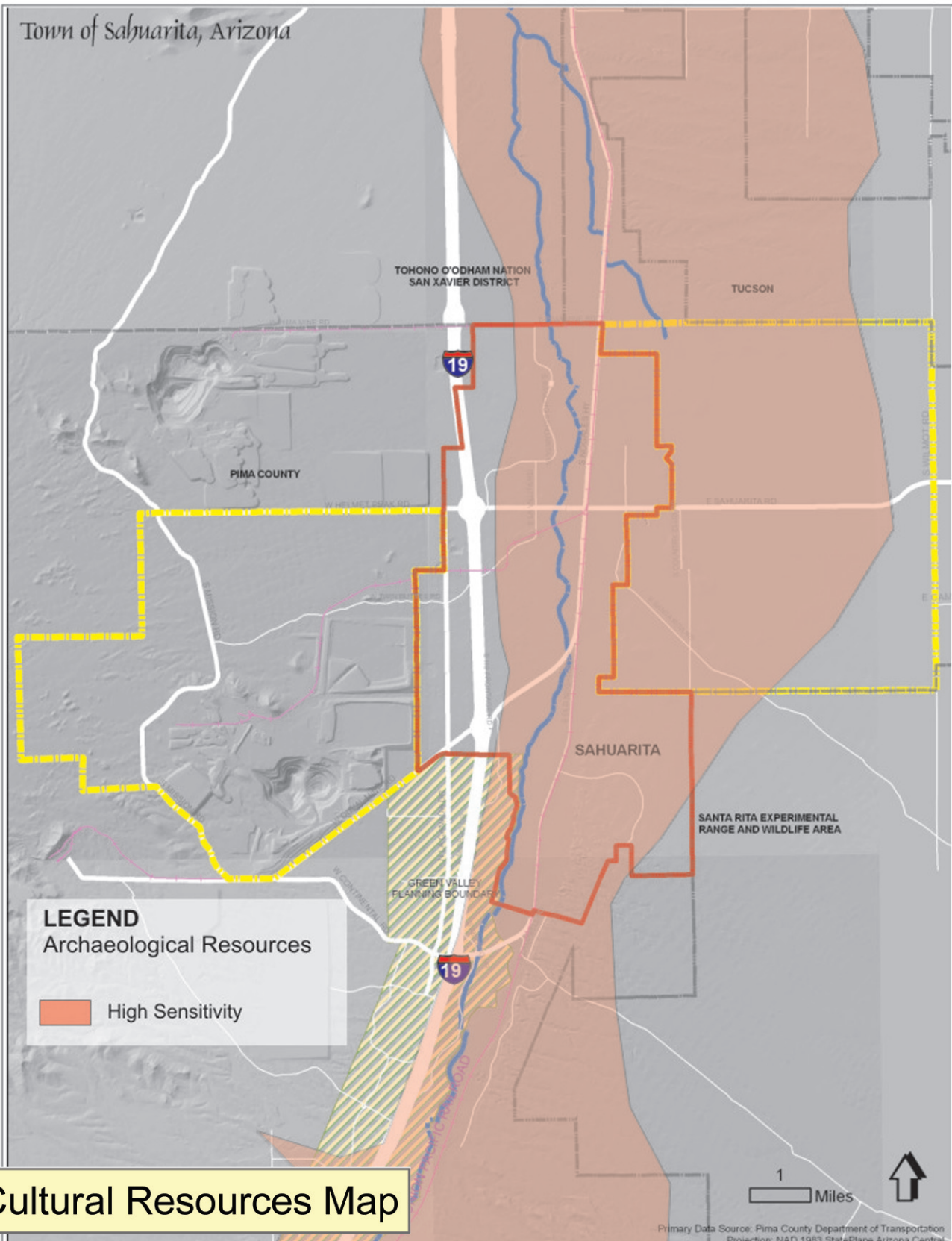
Town of Sahuarita, Arizona



Parks, Recreation, Trails and Open Space Plan



Town of Sahuarita, Arizona



Cultural Resources Map

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APPENDIX A



Marketing and Management Guidelines

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

INTRODUCTION

This document was authored by Dick Horton of the BWR. It addresses a number of considerations that an agency should evaluate as programming and marketing decisions are made.

For starters, every agency must realize that it cannot be everything to everyone. Second, to offer a successful recreation program, it must be both efficient – which is accomplished by doing the right things and effective – which is accomplished by doing things right.

To analyze the success of an agency's program; i.e. efficiency and effectiveness, several steps must be taken as follows:

- several recreation programs must be analyzed in-depth for their strengths and weaknesses;
- core programs (market segments) must be identified which are intended to be the major focus of the Recreation Division in the future; and,
- program life cycles must be reviewed to determine if core programs are in a growth stage, maturation stage or declining stage.

To analyze the effectiveness of the recreation program, performance measures must be created to guide staff as it benchmarks itself against industry standards. Performance measures should include:

- Percentage of repeat customers the agency needs to be successful
- Percentage of old programs offered which determines if the agency is conservative and traditional
- Percentage of old programs offered which determines if the agency is innovative and on the creative edge
- Percentage of programs offered versus percentage of programs held (cancellation rate)

Outcomes of the analysis for efficiency and effectiveness can be recommendations for:

- new program ideas
- staff training guidelines
- program standards
- the role the agency should play in the community to provide services (direct provider, a facilitator, or in an outreach capacity)

Performance Measures must be established to provide senior staff with information it can use to manage the department. In addition to the Table E.1, measures should include: a) the number of repeat customers; b) customer satisfaction rate; c) capacity of each facility and program; d) most effective forms of marketing per program; e) maintenance standards.

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

Table A.1 – Performance Measures

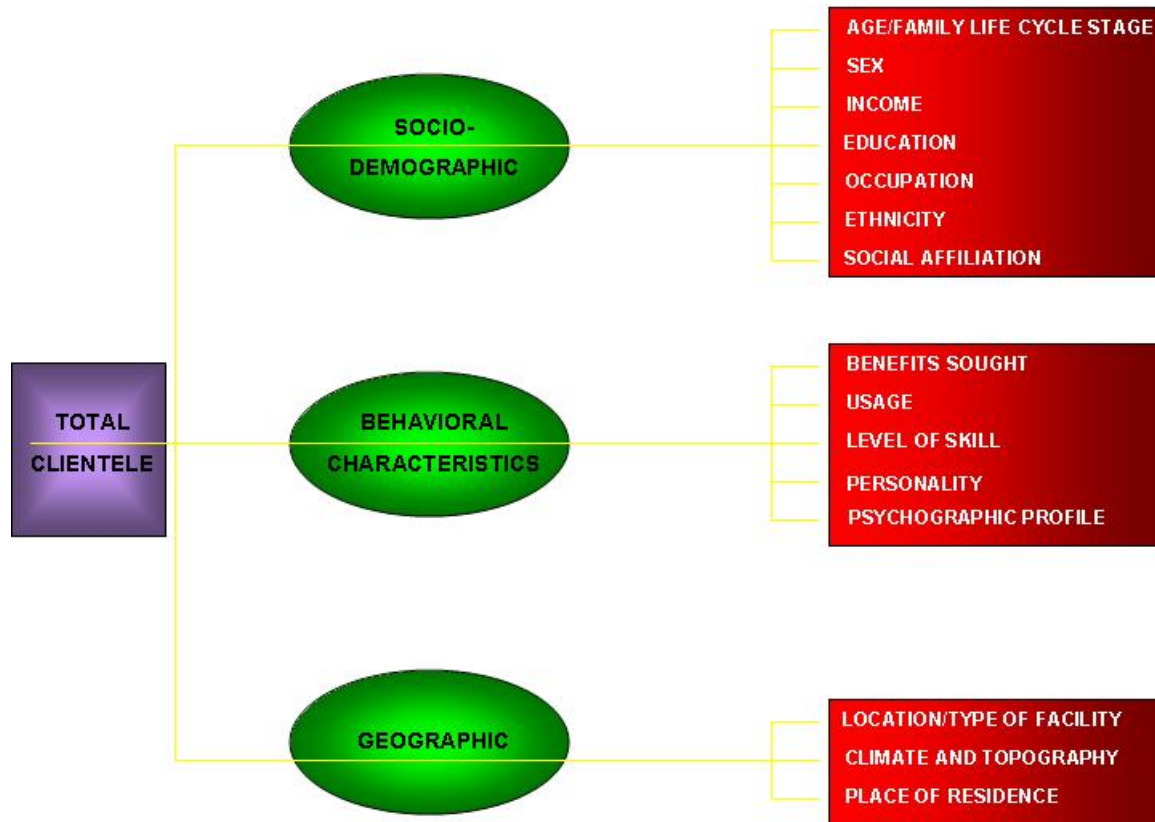
Item	Description	Measure
Promotion Costs	Brochure, printing, postage, advertising and posters	10% to 15%
Production Costs	Instructors, handouts, and materials	45% to 50%
Administrative Costs	Administrative salaries and benefits, staff travel and training, computers and office expenses	35% to 40%
Old Programs	One that has been offered successfully in previous years	70% to 90% of total programs offered by the Department
New Programs	New programs keep the Department on the cutting edge and will promote the Department as one with new interests and people will read the brochure more often to fine out about what new activities are being offered	10% to 30% of the total programs offered by the Department
Return Participation Rate	The number of participants from previous sessions who attend new sessions	60% to 70%

MARKET SEGMENTATION

Selection of the groups that we are most capable of serving with our resources is one of our most important and difficult decisions. As staff works within the community with citizens to determine a wide array of programs and services that they are interested in, the realization sets in that our resources are limited and that we cannot meet everyone's needs. As a result, we must set priorities and determine what our core services will be. Again, a critical decision as this determination of the groups we will serve establishes our marketing program, allocation of resources, requirements for staff capabilities and coordination with other providers in the community.

Market segmentation is defined as the process of dividing users into potential client groups. Broadly speaking, market segmentation simply reflects reality. It recognizes the different client groups have different wants, which in turn influence market demand. Market segmentation may be defined as the process of dividing a total clientele into potential groups consisting of people who have relatively similar service or program preferences. A potential client group may be defined as a group of individuals or organizations that share one or more similar characteristics and who have relatively similar service or program preferences.

Figure A.1 – Characteristics for Segmenting Clientele



CORE PROGRAM ANALYSIS

Municipal agencies and privately owned businesses find it equally as important to identify and manage their core businesses, but what are they? If an agency does not know the answer to that question, it stands the chance of investing resources in the wrong things and eroding its customer base.

Core businesses are the programs and services that differentiate the agency from other providers in the community through the eyes of the citizens. Other non-core programs and services are routinely referred to as “context” activities. Context activities are still important but are not competitive differentiators and can be handled in other ways such as outsourcing to contractors, or partnering, with other providers.

The significance of understanding one’s core and context services is a matter of focus. If the agency does not identify and manage its core services effectively, it will lose customers to other providers and its program will decline. To succeed over the long term, an agency must focus on the things that truly makes it different than other providers in the community! Every agency must understand what draws new customers to its programs and services and keeps existing ones coming back. Once these things are understood, it is extremely important to direct the bulk of available resources to them.

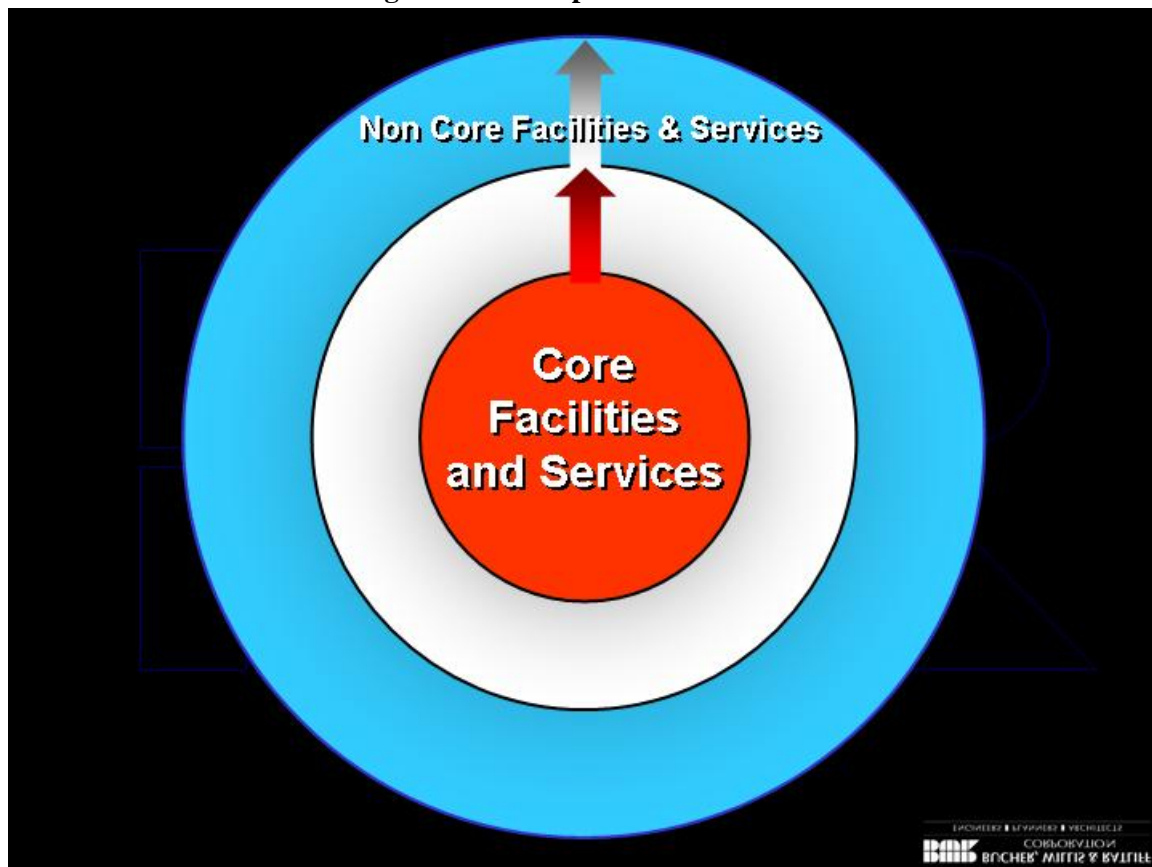
TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

Criteria used to make final selections for core services should include the following indicators:

- Full-time dedicated staff
- Dedicated facilities to support the program or service
- Represents a significant percentage of agency's budget
- Has a large target market or wide demographic appeal
- Controls a significant percentage of total market
- Operates 3 or 4 seasons per year
- Has long history of being provided by the agency
- Has the ability to earn income
- Partnerships opportunities exist

Figure A.2 – Graphic View of Core Services



PROGRAM LIFE CYCLE ANALYSIS

Description of Program Life Cycle: Each program offered by any agency has a predictable life cycle. For analytical and management purposes, an agency should always know where each of its programs is on the life cycle. For example, it would not be good to have all programs declining in enrollment; it is important to have some new programs in their growth stage, etc.

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

The introduction stage does not mean to imply that every program which is offered will succeed; in fact, according to the Learning Resources Network (LERN), an agency should expect that only one of twenty new program ideas will be highly successful. The number of old courses to offer each year should vary between 70% and 90%. If 70% of programs offered are old programs which have previously been offered and have been successful, that is an indication that the agency is more innovative and on the creative edge. If, on the other hand, 90% of programs offered are old courses, that is an indication that the agency is more conservative and traditional.

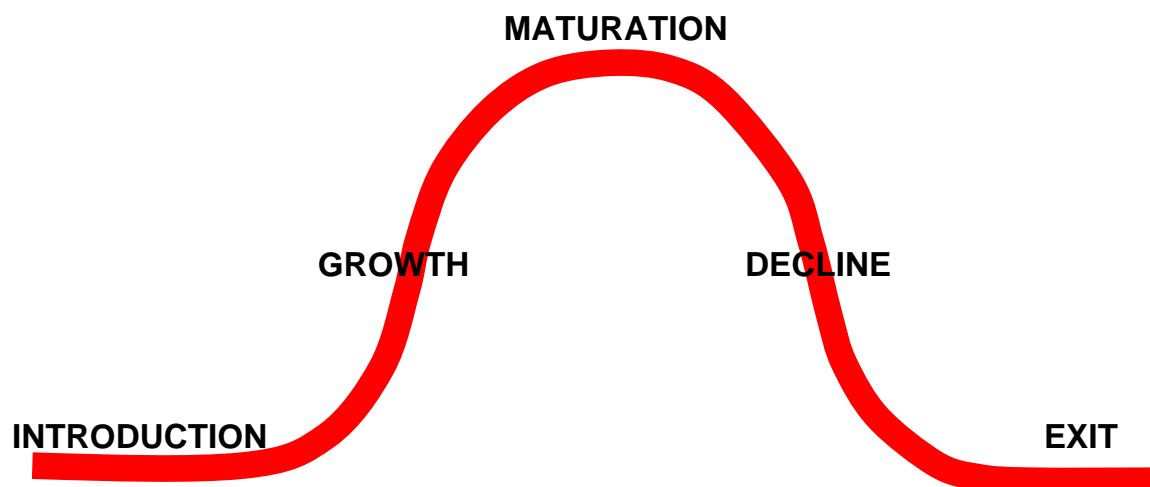
The growth stage is an indication of the popularity of a program. To succeed, an agency needs 60% to 70% of its participants to be repeat customers. The rule of thumb is that it is six times easier, and costs less, to get a participant to return to a program. If 60% to 70% of participants are not returning, it is an indication that something is wrong with the location, time, promotion, customer satisfaction, or product mix and the agency needs to understand the reason (s).

The maturation stage varies for all programs. Softball, for example was at a level, mature stage, for a couple of decades. The challenge to management during the maturation stage is to continue to satisfy its customers. The reliance during this stage is on repeat customers as very few new participants are entering the program.

The decline stage is the stage when participation decreases. Decline in participation may occur when other programs become more attractive to participants; new programs may have been introduced which provide a new source of satisfaction; or, just the search for a new experience.

The exit stage occurs when a conscious decision has been made to eliminate the program from the activity guide. Management must make a decision at this point relative to the continuation of programs which fall in this category by continuing with a low level of participation, or to eliminate them from the activity guide.

Figure A.3 – Program Life Cycle Model



TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

STAFF TRAINING GUIDELINES RECOMMENDATIONS

Introduction

To ensure the best quality of service delivery, staff will be trained in specific areas. Important training areas are as follows:

Vision and Goal Setting

This will be done in a retreat format and all full time staff will be involved. This will help to insure that staff has the same vision and are working toward the same goals.

Policy and Procedures

All staff will attend an in-service training session on current policies and procedures to insure they are familiar with them and the department's expectations that they will be followed.

Customer Service

All full-time and part-time staff will be trained in customer service and will learn the difference between average and exceptional customer service. Also to be addressed are phone etiquette, how to handle difficult customers and the importance of a positive employee image.

Marketing

Staff will be trained to write program descriptions, how to create flyers, identification of customer needs and gaps in services, marketing standards and guidelines.

Identifying Other Service providers

Staff will learn as much as possible about other service providers. They will learn how to analyze other providers to determine which audiences they own, which audiences have they left un-served or underserved, which program/activity areas are their strengths, and, which gaps in the program/activity areas they have left for BREC.

Customer Feedback Programs

Program staff will be trained to learn how to establish and monitor customer feedback programs. This will include the best way to write surveys, methods of distribution and other methods of gathering customer feedback.

Activity Based Costing

Fees and charges and important managerial decisions cannot be made in the absence of knowing what true costs are for each program. Activity Based Costing (ABC) provides an easy-to-use tool which tracks all costs by program.

Performance Measures

As mentioned on numerous occasions in this report, there are a number of performance measures that need to be in place to ensure progress toward the agency's goals. Again, if it doesn't get measured, it doesn't get done. Training needs to be provided on an on-going basis which confirms the most important measures, the reasons why they are important and the results of the data collected during the process.

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

Creative Thinking

Although most staff will say that it is not creative in its thought process, the reality is that each of us has something to offer. Our era requires new ideas, new ways of avoiding costs, new ways of collaborating with others, new ways of involving citizens in the planning process, etc.

Secret Shopper Program

An important management tool is to implement a Secret Shopper Program. Although we would rather not believe it, it is true from time to time that some of our employees will not provide the level of service which is required for us to succeed. The Secret Shopper Program is intended to send an associate to our facilities to “test” our service.

Conflict Resolution

Each employee will deal with conflict on a regular basis. There are proven methods which improve our ability to deal with others in these times of need.

Teamwork

All of us are a part of a team. There are proven methods of developing a team and for understanding our role on a team. Everyone needs to be aware of their role and the things they can do to provide the citizens of the community with a department they can be proud of.

Personal Development

Development is an on-going requirement to succeed in life and in the workplace. Each person has a given set of skills and abilities which can be improved.

Communication

Everyone needs to understand that communication is a two-way street. It is common to say that top management doesn't distribute the message to all employees; however, we also understand that employees have a responsibility to seek the information they are looking for.

RECREATION PROGRAMMING AND MARKETING RECOMMENDATIONS

Based on the analysis of existing programs, review of input received from staff and citizens at interviews and formal meetings and best practices within the parks and recreation profession, the following recommendations are made:

Role for Provision of Services: The agency cannot be everything to everyone. It must carefully select those services which it can be a direct provider of, which services it should facilitate, and, which services for which it should provide outreach services.

- Direct Provider Role – in effect, the agency pre-assembles the essential program ingredients such as leadership, materials, and facilities to create a number of immediate, ready-made participation opportunities. The shortcoming of this approach relates to its facility-centered orientation. This approach assumes that citizens will somehow have the means and ability to attend those activities offered.

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

- **Facilitator Role** – the adoption of the facilitator role requires the agency to serve as an enabling agent and take on the tasks of coordination, referral and technical assistance. This system involves the co-sponsorship of programs with other agencies. Implicit in the adoption of the facilitator role is the recognition that no one agency, relying exclusively on its own resources, can meet all the leisure needs of a community.
- **The Outreach Role** – This role is defined as the effort that takes place when a social service agency, like recreation, reaches out and assists through personal contacts those citizens systematically excluded from, unaware of, or unreceptive to an agency's service or those of related agencies.

Figure A.4: Provider Role Options



Programming Approach: There must be a clearly defined approach to programming. Program and service standards must be in place for recreation programs to ensure quality or consistency. Lack of an approach and service standards results in inconsistencies in program delivery and customer service. Customer service and program evaluations must be done routinely and consistently to track customer satisfaction with programs and services. In larger agencies, there joint programming efforts must be encouraged within the recreation division. If this is done, inconsistencies in programming from site to site will be minimized and resources will be used more efficiently.

Recommendation: To create a clearly defined approach to the programming in each program area, the following needs to be done:

- Develop program standards in all core service areas.
- Have defined customer service standards.
- Develop a staff training and development program for full time and part time staff to ensure quality service delivery.
- Develop a customer feedback program that could include pre and post program surveys, trailer calls, focus groups, mid-program participant surveys and mystery shopper programs.

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

- Curriculums and program descriptions for core programs need to be written and implemented. For example, each program should be detailed on a Program Planning Sheet. The Sheet should ask for the following information:
 - ◇ Identification of the Target Issue for which the program is being developed
 - ◇ Identification of the Program Goals
 - ◇ Program Title
 - ◇ Facility Needs
 - ◇ Supplies
 - ◇ Evaluation Plan

Programming Vision: The agency must have a clear vision in place for its recreation services division. The vision will help ensure that staff is not operating on individual goals, objectives and vision. Staff must work in teams and avoid working in cylinders.

Recommendation: Create business plans for each core business area. This would help serve as a guide in managing the business and provide clear understanding of the business. It is also going to help in evaluating the key components of the core service such as profit and loss, size of the market and the effectiveness of the organization.

Elements of a business plan include:

- Business Identification
- Market Information
- Operations Assessment
- Implementation Strategies

Identifying the Business Includes:

- History
- Vision and mission Statements- specific to business area
- Core Programs/Services
- Product Service Mix - hours of operation, locations, etc.

Business plans will provide a clear direction and illustrate alternatives for the future of your business or service. Business plans are a very positive and effective management tool.

Program Marketing: Effective marketing will increase awareness and recognition of programs and facilities.

Recommendation: A marketing plan must be created for each core business. To be identified are target markets, potential partnerships, and other possible marketing tools. Marketing standards must be in place that include logos, themes, program descriptions and a marketing calendar. Proven marketing techniques include:

- Mail the program guide twice to past participants
- Include a second registration form in the program guide so the reader can share a form with a friend

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

- Put an adult on the cover of the program guide. Adults tend to know and assume that recreation programs are for children and youth, but many overlook the fact, or are not aware, that recreation programs are also available for adults
- Do not put non-program information in the program guide. Most people do not like to read, thus the insertion of non-program in the guide will make it more difficult for them to find the program registration information they need
- Four program guides should be distributed each year (spring, summer, fall, winter). Each brochure should have a different cover graphic and a different color scheme on the cover so people know that this is a new guide. If sessions are combined into two each year, fewer people will register for the classes that begin later. The more brochures, the better registrations will be
- Switch from late fees to early registration discounts. Take registrations anytime, even after the class starts and stop charging late fees. Late fees discourage people from registering and participating because many people object to the implicit label of being something “bad” because they are registering late. Instead, switch to early registration discounts. You can set your initial fee a little higher, offer an early registration discount and you still have the same net revenue that you would have had otherwise.
- Don’t set maximums for class size. Just add another class if you have interest.

New Program Development: There is an eight step process which must be followed to create new programs; that process is listed below.

Recommendation: The Recreation Department should pursue an eight step process as defined below. A process which requires:

- brainstorming – the gathering of new ideas from all sources, including staff and participants. No idea is a bad idea. It is a critical first step without which the other stages cannot succeed.
- research – at the same time brainstorming is occurring, it is important to also be doing research. Research includes data and numbers on current participants and activities, analysis of the competition, and the review of the total environment within which BREC is operating at the time.
- discussion of options – from the brainstorming and research process, choices are narrowed down to two or three options. A small work group of the appropriate persons (staff, advisory board, focus group, or leadership) is the preferred choice to make final decisions.
- development of a model program – it is critical to work out a potential new program on paper. Without putting some numbers to paper, such as response rate, cost of promotion and production, anticipated participants, it is difficult, if not impossible, to succeed.
- survey – current BREC participants should be surveyed to gain additional and final information on what will make the new program (s) a success.
- try it – new ideas are offered after a strong promotional effort. If sufficient time and effort has been spent on the stages 1 through 5, this effort should provide evidence that the new program will be successful over the long term.

TOWN OF SAHUARITA, ARIZONA

Programming and Marketing Guidelines

- decision process – often times, not enough energy and thought is put into the analysis of the results of the first effort to offer a new program. Sometimes new programs are discontinued when they actually have demonstrated some potential for long-term success. Eliminate unsuccessful programs for sure, however, the program evaluation committee must carefully consider the elements of a successful program before eliminating a new program without careful consideration.
- evaluation – every program requires ongoing evaluation to improve. All new programs will need to be refined and tuned to improve its quality.

Registration Process: The registration process must be easy and citizens must be reminded that it is easy once the necessary procedures are in place.

Recommendation: The more ways the agency can allow people to register, the more registrations it will have. Recommended registration opportunities include:

- Mail
- Fax
- Phone
- E-Mail

APPENDIX B



Park Inventory Evaluation Forms

PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis

Park Name:	Anamax Park
Location:	17501 S. Camino de las Quintas
Classification:	Community Park
Acreage:	13 Acres
Overall Park Rating:	Good +



Strengths



This park has a wide range of facilities, including a 5,000 SF recreation center, 1.5 lighted basketball courts, covered playground, four ramadas, picnic facilities with grills, walking trails, three lighted baseball fields, one overlaid lighted football/soccer field, and an off leash dog area. A master plan exists to expand the park amenities to include two lighted multi-purpose fields, pool/recreation center complex, desert garden/learning center, skate facilities and additional picnicking.

Weaknesses

The turf grass throughout the park takes a beating from over use and the maintenance facility is too visible to park users. The slope of the ball fields is too steep and more shade is needed over the sliding boards.



Recommendations



The maintenance area should be screened with a plant buffer and smaller shrubs should be used to help block unattractive views. If possible, increase efforts to improve the turf, although it is recognized that the pending expansion of the park may redistribute some foot traffic. It may also make the park even more popular. Consider regarding the ball fields to achieve a better slope and consider the addition of more shade structures.

PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis



Park Name:	Anza Trail Park
Location:	Rancho Sahuarita Blvd.
Classification:	School Park
Acreage:	11 acres
Overall Park Rating:	Under Construction for 2007

Strengths

This new park is a cooperative agreement with the school district. It will include two ball fields, one soccer field overlaid, one play area, two tennis courts, two basketball courts, picnic facilities and a walking trail.



Weaknesses

The facility lacks shade structures for the play area and picnic areas. The play area is undefined and needs to be evaluated for accessibility and definition of boundaries. In addition, lack of sports courts and field lighting minimizes the usefulness of the site for Town programs.

Recommendations

The first recommendation is for the Town to coordinate with the School District to have lights installed on the athletic fields and court areas. A process to purchase and install three ramadas over the current tables and a shade canopy over the play area should be enacted as soon as financially able.

PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis



Park Name:	North Park
Location:	
Classification:	Community Park
Acreage:	10 Acres Proposed
Overall Park Rating:	Undeveloped

Strengths

The potential size of this park and its location, if developed, are both strengths. Also, it is part of the Public Works property in the northeast corner of town. The park will be close to a residential neighborhood and the Santa Cruz River corridor with its proposed trail. Proposed amenities for the site include multi-purpose fields, junior league baseball field, play area, basketball court, skate spot, walking trails and picnic facilities.

Weaknesses

This property is part of the water treatment plant, which is a weakness because of the utilitarian nature of such infrastructure.



Recommendations

The first recommendation is for the Town to complete the agreement for use of the land. Once that is complete, develop a concept plan to capture the advantages of the location and size of the site. The plan should include connections to the Santa Cruz River corridor and provide for screening of the treatment plant. If residential is developed to the south of this site, a pedestrian connection should be made.

PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis



Park Name:

Parque Los Arroyos

Location:

Los Arroyos Subdivision

Classification:

Neighborhood Park

Acreage:

7 Acres Proposed

Overall Park Rating:

Excellent

Strengths

This is a new park with a mix of activities. The park has a walking trail, ramadas, a playground, restroom facilities, a parking lot and a large grassed area for games. It is adjacent to a new neighborhood



Weaknesses



The park lacks signage and does not have a strong visual link to the neighborhood.

Recommendations

Add signage at the street to let people know there is a park. The park is newly landscaped and quite attractive, however, be mindful that as the plants grow, they could become a barrier to good site lines of people moving around.



PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis



Park Name:	Quail Creek Park
Location:	Quail Crossing Boulevard
Classification:	Not Determined at this Time
Acreage:	25 Acres Proposed
Overall Park Rating:	Undeveloped

Strengths

This park is a large open area that drains to the river. It is already fenced in on the east side. Proposed amenities for the site include multi-purpose fields, junior league baseball field, play area, basketball court, off leash dog area, splash area, walking trails and picnic facilities.



Weaknesses



The majority of the park property is in the floodway with the balance of the site in the floodplain. Development of the park, including fencing, is very restricted. There are no trees or aesthetic natural features.

Recommendations

The planning process should consider the floodway, mitigation opportunities, open space needs and potential future adjacent development. Incorporate the proposed amenities into a concept plan for the site.

PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis

Park Name:	Sahuarita Lake Park
Location:	15466 S. Rancho Sahuarita Blvd.
Classification:	Signature Park
Acreage:	15 Acres
Overall Park Rating:	Excellent



Strengths



Sahuarita Lake Park consists of a one-mile trail with fitness stations, an amphitheatre, the lake, urban fishing, two gazebos, two restrooms, picnic facilities, benches, walks and parking. The park was donated by the adjacent developer and is a high level design.

Weaknesses

The entrance signage is small and could be clearer. There is a lack of shade around the picnic tables and benches; there is a need for more designated parking at both the south end of the lake and parking, especially handicapped needs, to be added to the north end of the lake.



Recommendations



Screening of the adjacent water park should be added, as well as screening of the utilities at the entrance to the park. Add shade over picnic tables and some benches.

PARKS, RECREATION, TRAILS AND OPEN SPACE

SAHUARITA, ARIZONA

Park Inventory and Analysis



Park Name:

Sahuarita Park (County Owned)

Location:

Classification:

Regional Park

Acreage:

Overall Park Rating:

Good

Strengths

This regional park provided by the County has lighted softball fields with soccer fields overlaid on the softball field outfields, ramadas, a small center and parking. The park emphasizes sports fields as the primary park usage.



Weaknesses



This park could be much larger to become the sports center in Sahuarita.

Recommendations

APPENDIX C



*IGA School Agreement for
Anza Trail Park*

**Intergovernmental Agreement
between
Town of Sahuarita and Sahuarita Unified School District No. 30**

This Intergovernmental Agreement ("Agreement") is entered into this 25th day of January, 2006, by and between the Town of Sahuarita, a body politic and corporate of the State of Arizona ("Town"), and Sahuarita Unified School District No. 30, an Arizona unified school district ("District").

Recitals

- A. Town and District may contract for services and enter into agreements with one another for joint or cooperative action pursuant to A.R.S. § 11-951, *et seq.*
- B. The District is authorized by A.R.S. § 15-342(13) to enter into intergovernmental agreements and contracts with other governing bodies as provided in A.R.S. § 11-952.
- C. The District owns, or will own, during the term of this Agreement, a K-8 school site on Rancho Sahuarita Boulevard ("School Site").
- D. The Town desires to construct a public park ("Park") on a portion of the School Site, and parties desire to enter into this Agreement to provide for the joint use, maintenance obligations, and other issues relating to the joint use of the Park.
- E. The District is willing to contract for construction of park facilities to be paid for by the Town as provided herein.
- F. The District is willing to maintain the Park on a portion of the School Site.

Agreement

- 1. **RECITALS.** The foregoing Recitals are hereby incorporated in this Agreement as though fully set forth.
- 2. **DEVELOPMENT OF PARK.** The Town and District agree to jointly develop the Park on that portion of the School Site as shown on the Site Plan attached hereto as Exhibit A ("Site Plan").

3. **DESIGN AND CONSTRUCTION OF THE IMPROVEMENTS.**

- a. **DISTRICT DESIGN AND CONSTRUCTION.** District agrees to design and construct certain improvements as shown on the Site Plan and as described on the Scope of Work attached hereto as Exhibit B ("Improvements").
- b. **DEVELOPMENT PLAN APPROVAL.** District shall provide the Town with copies of all existing technical documents and drawings required for design of the Improvements. Upon completion of the design of the improvements, and upon design of any future improvements to the Park, the District shall submit the development plan(s) to the Town for approval.
- c. **USE OF LICENSED PROFESSIONALS.** All Improvements shall be designed by licensed professional engineers and architects, and shall be constructed by licensed contractors in accordance with applicable codes and regulations of authorities having jurisdiction.
- d. **CONSULTANTS.** If consultants are employed to design the Improvements, the District shall prepare the contracts for design and choose the consultants. District shall have the usual rights of the owner of a public design contract, including the authority to approve changes and make payments.

4. **FUNDING OF IMPROVEMENTS.** The Town agrees to pay up to \$1,000,000 for the Improvements in fiscal year 2005-06 (July 1, 2005, through June 30, 2006), and up to an additional \$1,300,000 for the Improvements in fiscal year 2006-07 (July 1, 2006, through June 30, 2007). The Town agrees to make payments to District within ten (10) days after receipt of an invoice from District itemizing the Improvements constructed as of the date of the invoice. Any cost for the Improvements which exceeds \$2,300,000 shall be the sole responsibility of the District.

5. **USE AND MAINTENANCE OF THE PARK.**

- a. **USE OF THE PARK.** During the hours of operation of the public school on the School Site, the District shall have full use of the Park for educational and recreational purposes. At all other times the Town shall have full use of the Park for recreational purposes, the Park shall be governed by the Town's park regulations as set forth in the Sahuarita Town Code as amended from time to time, and the Town shall be responsible for the cost of park programs.
- b. **MAINTENANCE OF THE PARK.** The District shall be responsible for the full cost of maintenance of the Park, and shall maintain the Park to reasonable standards for similar parks as agreed between the parties to the extent necessary to permit use for District and Town purposes.

6. **TERM AND TERMINATION OF THIS AGREEMENT.**

- a. **EFFECTIVE DATE.** This Agreement shall be effective following execution and approval by the governing bodies of the parties on the date it is recorded with the Pima County Recorder.

- b. **TERM.** To the extent permitted by law, this Intergovernmental Agreement shall remain in effect for fifty (50) years following the date of recording of this Agreement unless terminated earlier according to the terms of this Agreement.
 - c. **TERMINATION.**
 - i. **FOR CAUSE.** A party may terminate this Agreement for material breach of the Agreement by the other party. Prior to any termination under this paragraph, the party allegedly in default shall be given written notice by the other party of the nature of the alleged default. The party said to be in default shall have forty-five (45) days to cure the default. If the default is not cured within that time, the other party may terminate this Agreement. Any such termination shall not relieve either party from liabilities or costs already incurred under this Agreement.
 - d. **CONFLICT OF INTEREST.** This Intergovernmental Agreement is subject to the provisions of A.R.S. § 38-511.
 - e. **NON-APPROPRIATION.** It is acknowledged that all obligations of the Town and District hereunder to make payments to or to incur costs as provided in this Agreement shall be subject to annual appropriation by the respective governing bodies and to any limitation imposed by budget laws or other applicable state or local law or regulation, and are undertaken subject to and in accordance with such processes and constitutional limitations. Notwithstanding any other provision in this Agreement, this Agreement may be terminated if for any reason the District Board or the Town Council does not appropriate sufficient monies for the purpose of maintaining this Agreement. In the event of such cancellation, District and Town shall have no further obligation to the other party other than for payment for services rendered prior to cancellation.
7. **LEGAL AUTHORITY.** Neither party warrants to the other its legal authority to enter into this Agreement. If a court, at the request of a third person, should declare that either party lacks authority to enter into this Agreement, or any part of it, then this Agreement, or parts of it affected by such order, shall be null and void, and no recovery may be had by either party against the other for lack of performance or otherwise.
8. **OWNERSHIP OF PROPERTY UPON TERMINATION.** Any termination of this Agreement shall not relieve any party from liabilities or costs already incurred under this Agreement. Any usable personal property, real property and fixtures thereto acquired for purposes of this Agreement shall be the property of the District at termination of this Agreement.
9. **INDEMNIFICATION.**
- a. **MUTUAL INDEMNITY.** To the fullest extent permitted by law, each party to this Agreement shall indemnify, defend and hold the other party, its governing board or body, officers, departments, employees and agents, harmless from and against any and all suits, actions, legal or administrative proceedings, claims, demands, liens, losses, fines or penalties, damages, liability, interest, attorneys' fees, consultants' and accountants' fees, or costs and expenses of whatsoever kind and nature, resulting from or arising out of any act or omission of the indemnifying party, its agents,

employees or anyone acting under its direction or control, whether intentional, negligent, grossly negligent, or amounting to a breach of contract, in connection with or incident to the performance of this Agreement.

b. **NOTICE.** Each party shall notify the other in writing within thirty (30) days of the receipt of any claims, demands, suits or judgments against the receiving party for which the party intends to invoke the provisions of this Article. Each party shall keep the other party informed on a current basis of its defense of any claims, demands, suits or judgments under this Article.

c. **NEGLIGENCE OF INDEMNIFIED PARTY.** The obligations under this Article shall not extend to the negligence of the indemnified party, its agents or employees.

d. **SURVIVAL OF TERMINATION.** This Article shall survive the termination, cancellation or revocation, whether in whole or in part, of this Agreement.

10. **NOTIFICATION.** All notices or demands upon any party to this Agreement shall be in writing, unless other forms are designated elsewhere, and shall be delivered in person or sent by mail addressed as follows:

The Town

Town of Sahuarita
P.O. Box 879
Sahuarita, Arizona 85629
Attn: James Stahle

With a copy to:

Sahuarita Town Attorney
P.O. Box 879
Sahuarita, Arizona 85629
Attn: Daniel J. Hochuli, Esq.

The Owner:

Sahuarita Unified School District No. 30
P.O. Box 26
Sahuarita, AZ 85629-0026
Attn: District Superintendent

With a copy to:

Deconcini McDonald Yetwin & Lacy, P.C.
2525 E. Broadway Blvd., #200
Tucson, Arizona 85716
Attn: Spencer Smith

11. **CONSTRUCTION OF AGREEMENT.**

a. **ENTIRE AGREEMENT.** This instrument constitutes the entire agreement between the parties pertaining to the subject matter hereof, and all prior or contemporaneous agreements and understandings, oral or written, are hereby superseded and merged herein.

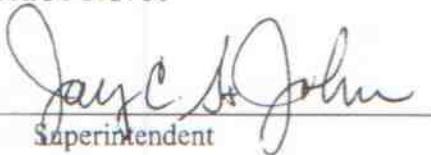
- b. **AMENDMENT.** This Agreement shall not be modified, amended, altered or changed except by written agreement signed by both parties.
 - c. **CONSTRUCTION AND INTERPRETATION.** All provisions of this Agreement shall be construed to be consistent with the intention of the parties as expressed in the recitals hereof.
 - d. **CAPTIONS AND HEADINGS.** Captions and headings are for index purposes only and shall not be used in construing this Agreement.
 - e. **SEVERABILITY.** In the event that any provision of this Agreement or the application thereof is declared invalid or void by statute or judicial decision, such action shall have no effect on other provisions and their application which can be given effect without the invalid or void provision or application, and to this extent, the provisions of the Agreement are severable. In the event that any provision of this Agreement is declared invalid or void, the parties agree to meet promptly upon request of the other party in an attempt to reach an agreement on a substitute provision.
12. **LEGAL JURISDICTION.** Nothing in this Intergovernmental Agreement shall be construed as either limiting or extending the legal jurisdiction of Town or District.
13. **NO JOINT VENTURE.** It is not intended by this Intergovernmental Agreement to, and nothing contained in this Intergovernmental Agreement shall be construed to, create any partnership, joint venture or employment relationship between the parties or create any employer-employee relationship between the District and any Town employees, or between the Town and any District employees. Neither party shall be liable for any debts, accounts, obligations nor other liabilities whatsoever of the other, including (without limitation) the other party's obligation to withhold social security and income taxes for itself or any of its employees.
14. **NO THIRD PARTY BENEFICIARIES.** This Agreement is not intended to and shall not create any right in any person or entity as a third party beneficiary.
15. **COMPLIANCE WITH LAWS.** The parties shall comply with all applicable federal, state and local laws, rules, regulations, standards and executive orders, without limitation to those designated within this Intergovernmental Agreement.
- a. **ANTI-DISCRIMINATION.** The provisions of A.R.S. § 41-1463 and Executive Order Number 994 issued by the Governor of the State of Arizona are incorporated by this reference as a part of this Intergovernmental Agreement.
 - b. **AMERICANS WITH DISABILITIES ACT.** This Intergovernmental Agreement is subject to all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36.
16. **WAIVER.** Waiver by either party of any breach of any term, covenant or condition herein contained shall not be deemed a waiver of any other term, covenant or condition, or any subsequent breach of the same or any other term, covenant or condition herein contained.

17. **FORCE MAJEURE.** A party shall not be in default under this Agreement if it does not fulfill any of its obligations under this Agreement because it is prevented or delayed in doing so by reason of uncontrollable forces. The term "uncontrollable forces" shall mean, for the purpose of this Agreement, any cause beyond the control of the party affected, including but not limited to failure of facilities, breakage or accident to machinery or transmission facilities, weather conditions, flood, earthquake, lightning, fire, epidemic, war, riot, civil disturbance, sabotage, strike, lockout, labor dispute, boycott, material or energy shortage, casualty loss, acts of God, or action or non-action by governmental bodies in approving or failing to act upon applications for approvals or permits which are not due to the negligence or willful action of the parties, order of any government officer or court (excluding orders promulgated by the parties themselves), and declared local, state or national emergency, which, by exercise of due diligence and foresight, such party could not reasonably have been expected to avoid. Either party rendered unable to fulfill any obligations by reason of uncontrollable forces shall exercise due diligence to remove such inability with all reasonable dispatch.
18. **REMEDIES.** Either party may pursue any remedies provided by law for the breach of this Agreement. No right or remedy is intended to be exclusive of any other right or remedy and each shall be cumulative and in addition to any other right or remedy existing at law or in equity or by virtue of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement.

SAHUARITA UNIFIED SCHOOL
DISTRICT NO. 30

By:
Its:


Superintendent

TOWN OF SAHUARITA

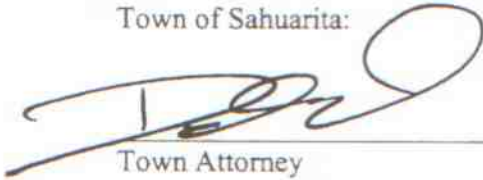
By:
Its:


Mayor

Intergovernmental Agreement Determination

The foregoing Intergovernmental Agreement between the Town of Sahuarita and Sahuarita Unified School District No. 30 has been reviewed pursuant to A.R.S. § 11-952 by the undersigned, who have determined that it is in proper form and is within the powers and authority granted under the laws of the State of Arizona to those parties to the Intergovernmental Agreement represented by the undersigned.

Town of Sahuarita:


Town Attorney

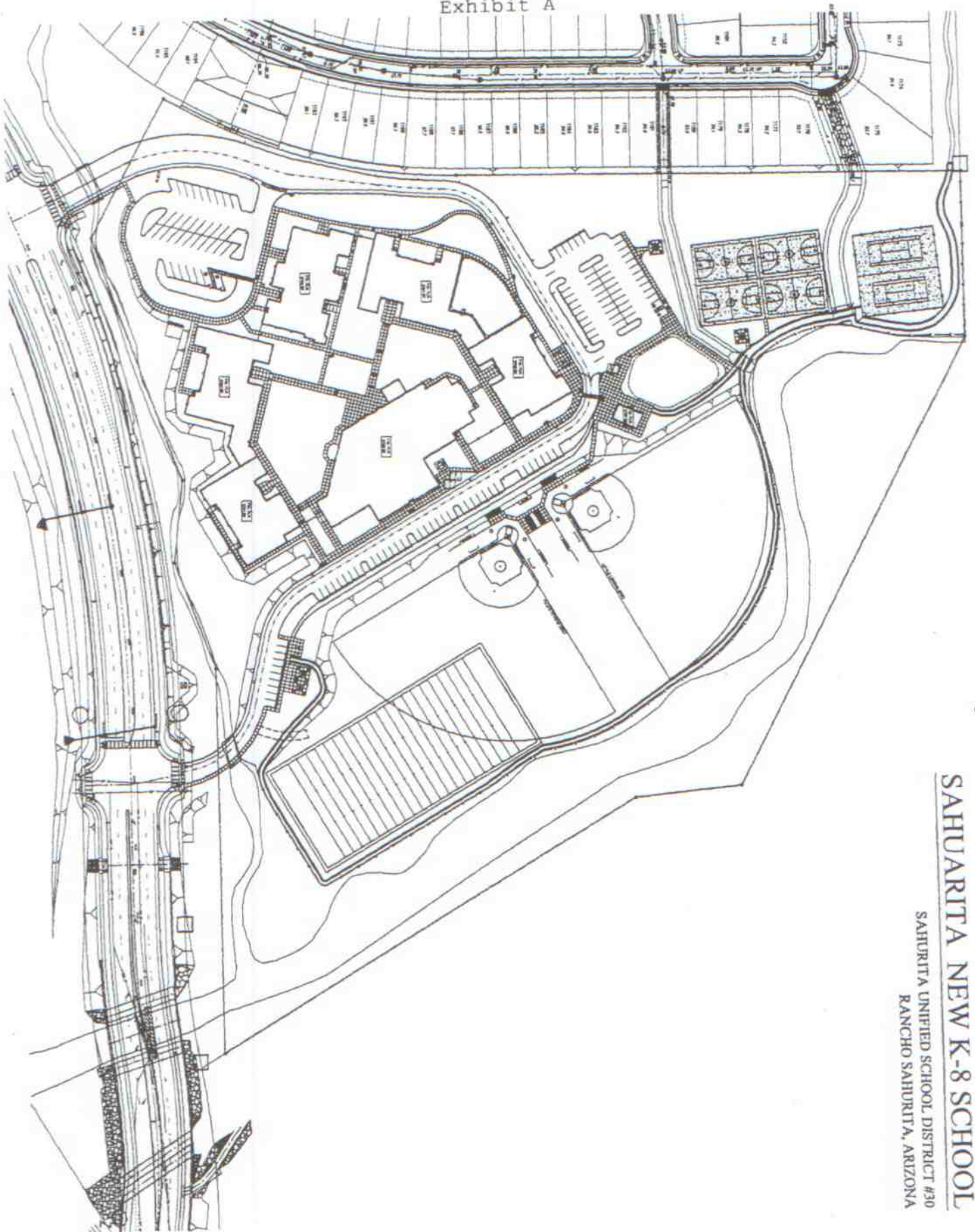
Sahuarita Unified School District No. 30:


Attorney for the District

EXHIBITS

- A. Site Plan of park
- B. Scope of Work for park

Exhibit A



SAHUARITA NEW K-8 SCHOOL
SAHUARITA UNIFIED SCHOOL DISTRICT #30
RANCHO SAHUARITA, ARIZONA

Emc2 GROUP Architects Planners, PC

CLARIFICATIONS AND EXCLUSIONS

GUARANTEED MAXIMUM PRICE NO. 2 AND NO. 3

CLARIFICATIONS:

The following project scope assumptions, either supplementing or altering information contained in the listed documents, have been incorporated in Guaranteed Maximum Prices (GMP's) No.'s 2 and 3:

1. The GMP is based on a construction duration of 388 calendar days from Owner's Notice to Proceed or local jurisdiction's issuance of Building Permits, whichever is later, until Substantial Completion, including normal weather delays.
2. The GMP includes a total Construction Restricted Reserve of \$341,901. The Construction Restricted Reserve is the amount available to the Contractor for funding actual construction costs that exceed estimated costs contained in the GMP. This restricted reserve has been supplemented by an additional \$85,475, which represents the amount that was previously included in the GMP for Sundt's Preconstruction Services. As these Preconstruction services were included under the previously executed Construction Management contract, they must be reduced by amounts attributable to taxes, bond, insurance, and fees, when plied to construction-related changes.
3. The GMP includes Allowances and Bid Alternates (Alternates reflect the items accepted by the Sahuarita Unified School District on December 7, 2005) as further described within this Proposal.
4. Included in the GMP are the costs associated with air quality/dust control permits, temporary facilities permits, temporary utility permits, construction signage permits, traffic control permits, and business licenses. All other permits are to be obtained by the owner.
5. The GMP includes costs associated with the engineering and deferred submittal (excluding permit related fees) of the fire sprinkler, steel joist, and steel stairs. No other design fees (architectural fees, consultant fees, etc.) are included in this GMP.
6. Ornamental iron is included in the GMP as prime painted steel to be field painted.
7. All concrete is natural gray without pigmentation.
8. Normal shrinkage cracking of the slab is expected and shall not be cause for removal or replacement of structurally sound slabs. Moisture content of installed slabs cannot be controlled or guaranteed by the contractor to meet floor covering manufacturer requirements and waterproof sealer is not included.

(CLARIFICATIONS, continued)

9. Four picnic benches are included in the GMP at the four locations of the future Ramadas. These items are not identified in the project documents, but are included in the GMP at the request of the Town of Sahuarita. Cost included is based on providing Patterson Williams Model No. 1120-06 Long Life Maintenance Free Picnic Table that will be fixed to the ramada slabs with concrete anchors.
10. Four grills are included in the GMP at the four locations of the future Ramadas. These items are not identified in the project documents, but are included in the GMP at the request of the Town of Sahuarita. Cost included is based on providing Patterson Williams Model No. 1140-10 15" x 40" Double Grill with a 7" x 20" shelf. Grills will be mounted on a 2'-0" by 2'-0" 6" thick slab and located adjacent to the Ramada locations.
11. Included in the GMP are twenty plastisol coated steel 55 gallon trash receptacles manufactured by Belson to be installed in the park at locations designated by the owner.
12. Twenty plastisol coated 8'-0" long steel benches with backs are included in the GMP. Benches to be installed at various locations in the park as designated by the owner.
13. The GMP includes the set of two tennis courts indicated on the project documents and one set of basketball courts (two of the four indicated on the project documents).
14. GMP pricing reflects the deletion of sixteen of the roadway lights and light pole bases. Conduit will be installed per the project documents to the locations of the deleted poles, but no pullboxes will be provided. Roadway lights are included in the GMP only in parking lots or adjacent to the roadside parking.
15. GMP includes a prefinished parapet cap at top of wall conditions as depicted in the project documents.
16. One Knox Box 3200 series with a recessed mounting kit (for use by the local fire department) is included in the GMP.
17. The elevators included in the GMP are Two (2) Thyssen Krupp Amee 25 Oildraulic Holeless Passenger Elevators. This model most closely approximates the model indicated in the project specifications (the model referenced in the specification is no longer being manufactured), however, this product does not require a jack hole.



(CLARIFICATIONS, continued)

18. Power is provided to Building E (the Concession Stand) from panel HMC2 located in Building C2. Service to Building E includes a 60 Amp, 3 pole breaker from panel HMC2 to the concession stand through a 1 ¼" conduit with 3 #6 and one #6 ground wire. This power plan eliminates the need to provide the switchgear and associated wiring for the concession stand, and these items are excluded from the GMP.
19. Standard primer for structural steel members (beams, joists, etc.) is included in the GMP in lieu of the specified Tnemec paint.
20. Stamped steel floor boxes are included in the GMP as an approved alternate to the specified floor boxes. If utilized, stamped steel boxes shall be encased in concrete.
21. This GMP includes the utilization of the "bermed" fill located on the Northeast corner of the property that is stockpiled on the other side of the wash.
22. Sidewalks in the playfield have been modified per the architect's response to Pre-Bid Coordination Question No. 1.8, which changes a portion of the sidewalk adjacent to the loop road to 2" asphalt over a 4" aggregate base course.
23. Power will be provided to the locations of the skylights in the media center per the project documents, however, no provisions are included in the GMP for the installation of the skylights or the motorized shades for these skylights.
24. Elevator pit walls are included as cast-in-place concrete per details 124 and 125 on sheet S204.
25. Millwork on the project is included as custom cabinets complying with the project specifications. Millwork will not be pre-manufactured as per the project specifications sections 12320 and 12348.
26. The GMP includes the use of standard size door frames in lieu of the custom sizes indicated on the project documents.
27. Draper and Patterson Williams are included as approved manufacturers for site furnishings, gym equipment, and outdoor equipment.
28. No retaining walls are included in the GMP to provide transitions at the berm between the loop road and the layfield. Retaining walls are not required per the architect's response to Pre-Bid Coordination Question No. 2.12
29. Masonry is included on the project as standard grey block for all applications.
30. Slab on grade will include either D9 or W9 (6 x 6 -10/10) for typical 4" slab on grade, and D16 or W16 (6 x 6 -6/6) for the 5" slabs in the multi purpose and gymnasium.
31. Detail 117 on sheet S401 indicating a concrete curb at interior CMU walls has been deemed unnecessary per the Architect's response to Pre-Bid Coordination Question No. 3.4.

(CLARIFICATIONS, continued)

32. Control joints are not required for the slab on metal decking per the Engineer's response to Pre-Bid Coordination Question No. 3.7.
33. Slab reinforcement in the gymnasium at the location for the bleachers is to be installed per the typical details in the structural drawings. No additional provisions are included in the GMP to provide added reinforcement for the slab at the bleacher locations.
34. Plastic laminate countertops will be installed throughout the project, with the exception of Science Lab D149, Science Lab D151, and Science Prep D150 which will all have epoxy resin countertops. Clad stainless steel countertops will be provided as indicated in the project documents at the Concessions Building room E104.
35. Wood caps for the project are included as maple with a clear finish.
36. The walls at the platform are included in the GMP as shown on detail 111 on sheet S401, which indicates concrete stem walls below the platform and metal stud walls above the platform floor.
37. Sealed masonry is included on the project as specified in section 07190 of the project manual. Dry block and the associated testing of the Dry Block system is excluded from the GMP.
38. Cabco and Arizona Block are included as approved suppliers of masonry materials for the project.
39. Normal Weight CMU units will be furnished on the project in lieu of the "Medium Weight" CMU units indicated in the project specifications.
40. The chain link fence at the wash is to be provided 6'-0" tall in lieu of the lower heights indicated on the architectural and civil drawings of the project documents.
41. Decomposed granite is included in the GMP provided by local suppliers. Colors to be selected by the Architect from the manufacturers standard available colors.
42. Sidewalks are included in the GMP per the layouts indicated on the Architectural site plans. The location of ramps will be as indicated on the Civil site drawings. Grades for exterior sidewalks are to be per the Civil site drawings.
43. Tennis courts will be constructed per the details provided for the basketball courts regarding slab thickness, reinforcement, and grade beams.
44. Stall doors in masonry partitions are included with baked enamel finish.
45. The GMP includes shower curtain rods, shower curtains, grab bars, shower seats and towel hooks. Items that are part of the base scope of work are included in the GMP, while the items associated with the Locker Room are included in the Alternate Pricing.
46. One 18" x 30" framed mirror will be provided over each lavatory and one 24" x 30" framed mirror will be provided over each wash fountain.



CLARIFICATIONS, continued)

47. For ceramic wall tile, Group I tile is included in the GMP for field tile with Group II or III for accent colors.
48. Roofing is included per specification section 07543 – Single Ply PVC Membrane Roofing as a complete system that includes a ten year warranty. This roofing system does not require recover board in order to obtain the specified warranty, so no recover board has been included in the roofing system. Insulation thickness will be provided such that the roof assembly will attain an R-30 insulation rating.
49. Roof drainage is accomplished via through-wall scuppers with tube steel rainwater leaders and splash blocks at grade. No interior roof drains are included.
50. Exterior glazing is included to match existing color as close as possible to the glazing at the Sahuarita High School Campus using standard available tinted glass products.
51. The GMP includes USG abuse board to 5'-0" above the finished floor in the corridors.
52. Exterior plaster finish is 2-coat portland cement over CMU and 3-coat at stud-framed walls with sand finish to match existing. Stucco will be painted with an acrylic latex exterior enamel. All stucco accessories are galvanized steel.
53. Work adjacent to Rancho Sahuarita Boulevard (Rip rap, etc.) is indicated on the project documents as "By Others." No provisions are included in the GMP for this work.
54. The off site drainage apron (indicated on detail 5, sheet 9 of the Grading, Paving, and Drainage Plans) is indicated to be performed "By Others." No provisions are included in the GMP for this work.
55. Grading, paving, and drainage work indicated on the left side of sheet 4 in the Grading, Paving, and Drainage Plans is indicated to be performed "By Others." No provisions are included in the GMP for this work.
56. Proposal includes schedule 40 PVC sleeves for landscaping in lieu of ductile iron sleeves specified. Landscape lines are included as class 200 rubber ring pipe in lieu of the C-900 main cited in the project documents.
57. The GMP includes jacking and boring for the domestic water service and the sewer. No jack and bore is provided for any other utilities. It is assumed that additional utilities (gas, electrical, etc.) can be located above the conarches spanning the washes.
58. The list of "Approved" items by the Sahuarita Unified School District Board per the Board Meeting of December 7, 2005 are included in the GMP. An itemized list of these "Accepted Bid Alternates" is listed and attached herewith.

EXCLUSIONS:

The following items are excluded from the Guaranteed Maximum Price:

1. Professional design and engineering services not specifically included as a responsibility of Sundt Construction, Inc.
2. All materials testing and special inspections, including special inspections for structural items and compliance inspections required by the reviewing agencies responsible for issuing permits.
3. Storm Water Prevention Plan preparation.
4. The owner shall secure all governmental approvals and permits related to the design and construction of the project other than those specifically listed above. All permits and fees associated with the project including, but not limited to, construction permits, plan check fees, off-site permits, off-site plan check fees, signage, sewer assessment fees, water meter fees, utility company fees, locating fees, environmental permits, grading permits, demolition permits, building (structural, mechanical/plumbing/fire protection and electrical) permits, and impact fees.
5. Preparation and submission of the Notice on Intent to Clear
6. Environmental inspections reporting, permits, and clearances other than for construction-related dust control.
7. Archaeological inspections, reporting, permits, and clearances.
8. Native plant documentation, salvage and/or authorization to clear.
9. Adjustment and/or removal of undocumented private utilities.
10. Reproduction costs for Contract Documents necessary to Estimate, Schedule, Bid, and Construct the project.
11. Abatement or removal of hazardous materials including, but not limited to, asbestos or mold infested materials.
12. The chain link fencing at the outer radius edge of the baseball field outfield is not included in the Guaranteed Maximum Price. The intent is that the owner will provide a movable outfield fence at some point in the future.
13. No provisions for a non-potable (reclaimed) water service are indicated on the project documents, and none are included in the GMP. Additionally, no provisions for jacking and boring for a future sleeve for a non-potable service is included in the GMP.
14. Specification section 03300.3.03.D limits the area of concrete pours to 4,000 square feet. This requirement has been waived by the architect and is not included in the GMP pricing.
15. No clocks are required on the project per the response to Pre-Bid Coordination Question No. 2.9, and none are included in the GMP.
16. No FRP panels are included in the project.

(EXCLUSIONS, continued)

17. No vapor barrier is included under the slab for the gymnasium floor. Vapor barrier is provided as part of the Wood Gymnasium Floor assembly above the slab.
18. No split face CMU is indicated on the project and none has been included in the GMP.
19. No remote drinking fountains in the park are required on the project, and none has been included in the GMP.
20. No fencing is included in the GMP for the set of bicycle racks adjacent to the ramada located at the Southeast corner of the site.
21. Herbicide and prime coat for the asphalt paving are not typical applications, and are therefore excluded from the scope of work.
22. All switchgear and associated wiring required to provide power to the concession stand. An alternate plan, as described in the clarifications above, is included in the GMP to provide power to the concession stand.
23. Monument signage of any kind.
24. Refrigerator in the Science Prep room D150. This item to be furnished and installed by the owner.
25. Traffic control stantions (This item, listed in the kitchen equipment specification, is to be provided and installed by the Owner).
26. Paper towel dispensers. These items are to be furnished and installed by the owner.
27. All window coverings.
28. Speed bumps, humps or other speed control related items are not indicated on the project documents and are not included in the GMP.

Additionally, the following list represents the list of "Deferred" and "Omitted" items by the Sahuarita Unified School District Board per the Board Meeting of December 7, 2005. All of the following items are excluded from the Guaranteed Maximum Price.

1. Sound Panels in the Gym and Band Room
2. Additional Hoops in the Gym. Two hoops are included in the GMP at either end of the gym. The two spare hoops located over the retractable bleachers are excluded.
3. Conduits to the cable trays, as specified in the Electrical drawings is not included in the GMP. Communications cabling will be installed on J hooks to the cable trays in accessible ceilings.
4. Retractable Bleachers in the Gymnasium.
5. Landscaping and irrigation inside the loop road per the project drawings. An allowance is included to provide minimal erosion control ground cover and sleeves to accommodate the future installation of an irrigation system inside the loop road.
6. Locker Room.
7. Motorized and fixed Projection Screens.



SUNDT
CONSTRUCTION, INC.

(EXCLUSIONS, continued)

8. Projection supports in the classrooms.
9. Skylights in the media center.
10. Skylight shades in the media center.
11. Berm seating in the playfield. In addition to the seating at this location, the retaining walls and stepped slab on grade as depicted on details A13 and A17 of sheet SD03 are excluded from the GMP.
12. Playfield ramadas. Sidewalks under the Ramadas are included in the GMP, but the ramada structures are not included.
13. Playfield shade structures.

APPENDIX D



Fees and Charges Policy

Fees and Charges Policy



April 1998

Los Alamos County Parks and Recreation

Fees and Charges Policy

Executive Summary

This *draft* document represents the Parks and Recreation Department's proposal to balance the need for fiscal responsibility with the desires of the community for a broad range of recreational activities and parks when establishing user fees and charges. Many years of discussions, reviews, analysis, public input and three prior proposals have gone into the development of this version of the policy.

This department policy reflects the general philosophy and guidelines set forth in the Los Alamos County User Fee Policy. In addition, it considers the unique customers of the Parks and Recreation Department and their input and suggestions. Los Alamos County is most fortunate in having an active and contributive volunteer user population that has been instrumental in developing, maintaining and improving our many parks and recreation facilities for many years.

The current practice of establishing Parks and Recreation user fees and charges has informally been based upon sound management practices and general parks and recreation administrative principles. This policy will help to formally define those practices and establish goals, guidelines, definitions and procedures for considering and calculating fees and charges.

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1 Introduction

- 1.1 Los Alamos County is an active community and its leaders recognize the benefits of parks and recreation for its citizens. Individual, community, environmental and economic benefits of parks and recreation are well documented and essential to the high quality of life enjoyed in Los Alamos. Also documented through community surveys, is the high value the citizens have placed on parks and recreation and their contribution to the high quality of life desired and maintained in Los Alamos County. It is also those same benefits which provide the challenge for creating a Fees and Charges Policy when the goal is to provide access to the programs and services provided by the County through the Parks and Recreation Department as equitably and efficiently as possible.
- 1.2 The formative years for the organized parks and recreation movement saw recreation receiving financial support from compulsory taxes, usually ad valorem taxes. However, in view of the increasingly heavy demands for new and expanded services, the rapid increase in operating costs and capital expenditures, and because of limited access to tax revenue, it has become difficult to maintain existing levels of service. Current trends support the concept that "those who play should pay for their own recreation." Consequently, park and recreation agencies must develop sound and consistent policies that will serve as tools for evaluating services and establishing appropriate fees and charges. The use of fees and charges is the primary alternate method of generating revenue in an era when the public's demand and expectations for parks and recreation exceeds government's ability to offset it with its tax base.
- 1.3 On June 21, 1993, the County Council adopted a Los Alamos County User Fee Policy. The Policy was designed to outline the general approach in reviewing existing fees and establishing new fees for services provided by the County. Further, the Policy directed departments and enterprise funds to develop departmental user fee policies to address the unique requirements of their customers, including recovery percents.

2 Purpose

- 2.1 To provide a department policy that will outline the general approach to be used in reviewing existing and potential fees and charges and establishing new fees and charges for services provided by Los Alamos County Parks and Recreation Department, that will ensure a fee structure which is appropriate, legal, fair and consistently applied;
- 2.2 To supplement the Los Alamos County User Fee Policy adopted by the County Council on June 23, 1993, and to address the unique requirements of the Parks and Recreation Department's customers;
- 2.3 To establish cost recovery percents for the various programs of the Parks and Recreation Department.

3 Authority and Responsibility

- 3.1 The County Council will be the approving authority of this department policy and subsequent User Fees and Charges Schedule. When establishing fees and charges, the Council shall consider the recommendations of the Parks and Recreation Advisory Board and its subcommittees, the County Administrator, the Budget Officer and the Parks and Recreation Department staff.
- 3.2 The Parks and Recreation Department will maintain appropriate records to substantiate the costs of providing services, including personal services, supplies, contracts, etc. User statistics and participant volumes will also be maintained by the Department.
- 3.3 The Director of the Parks and Recreation Department or his/her designee will be responsible for the compliance, enforcement, and adherence to this policy.

4 Statement of Philosophy

- 4.1 The Parks and Recreation Department of Los Alamos County include user fees as an integral element of its budgetary plan. An important principle of any public park and recreation fiscal program is to offer the most diversified facilities and services possible, ensuring that all citizens have equal opportunity and choice in participation. More important, one basic tenant of the Los Alamos County User Fee Policy, 1993, is the cost of services which specifically benefit a few or a specific group of users should be paid for through user fees. The philosophy of this policy will be based on the need to balance the benefit to the community as a whole with the need to assess specific user fees. Fees must be thoroughly evaluated before adoption to integrate them into the fiscal matrix supporting public parks and recreation services, a matrix which includes general fund appropriations, capital improvements funds, grants, special gifts and donations, and in-kind services.

5 Goals and Guidelines

It is the goal of Los Alamos County Parks and Recreation Department to:

- 5.1 Improve and maintain the quality of life for each individual within Los Alamos County through recreation, parks and other open space;
- 5.2 Provide and maintain safe and clean park and recreation facilities for use by the general public of Los Alamos County;
- 5.3 Provide the opportunity for all residents of Los Alamos County to participate in parks and recreation programs and services and to utilize the facilities of the department;

- 5.4 Provide non-residents of Los Alamos County the ability to participate in the same programs and services and enjoy the facilities at the same rate as residents;
- 5.5 Provide trained and qualified staff for supervision and instruction of participants in recreation programs and activities;
- 5.6 Involve the public in the planning, design, operation and evaluation of parks and recreation programs, activities, and facilities;
- 5.7 Establish user fees and charges that should not discourage the use of the Los Alamos County's Park system facilities and services and recreation programs;
- 5.8 Establish user fees that do not create a restrictive or exclusionary effect. The key principle in establishing Los Alamos County Parks & Recreation Department user fees is the principle of equity. It is the principle that "public goods" should be paid for out of general revenues while "private consumption" should be charged for;
- 5.9 Maintain the principle of accessibility for all user groups (physically challenged and seniors) and to encourage everyone to actively participate.
- 5.10 Recognize volunteer involvement in maintaining and improving facilities and consider their contribution while establishing user fees;
- 5.11 Provide an objective planning and operating management tool that provides the "real" costs of operating the department activities;

6 Definitions of Services

- 6.1 **Basic Services** may be those as defined to promote both the physical and mental well being of the entire community, maintain clean and attractive parks and buildings, or provide recreation services to those persons who are unable to take advantage of the regular services because of either financial restrictions or physical or mental disabilities. Generally, basic services are offered to the public free. All costs for providing these basic services are paid from the appropriated General Fund budget primarily funded by tax revenues.

Examples of basic services

- Free play in playgrounds or tot-lots
- Use of open space and trails for passive use
- Park planning, maintenance and capital improvement
- General park and recreation administration services

Examples of basic facilities

- Unscheduled, unlighted, unmarked baseball, softball, and soccer fields
- Unscheduled tennis courts
- Unreserved picnic tables and shelters
- Trails & paths

- 6.2 **Public Services** – defined as services or products whose primary benefits are for the public at large. Typical public goods are openly available to all residents on an equal basis and there is little individual consumptive use of the service or product. Because public goods usually provide open, unrestricted access, non-consumptive use, and general community well being, there is usually no, or only a nominal fee or charge.

Examples of public services

- Neighborhood parks
- Festivals
- Ashley Pond
- Reserved picnic areas
- Restrooms
- Rental equipment

- 6.3 **Merit Services** – defined as service or products that partially benefit the individual and partially benefit the community. Typical merit goods are generally available to all residents but space, time or consumptive use restrictions may be present which limit an individual's ability to participate. The benefit allocation of a merit good may be difficult to assess in each individual program and therefore fees and charges could vary widely within a merit good category. It is common practice in merit goods for the participant user to pay a share of the total costs involved recognizing that there is a benefit to the community as a whole and also to the specific user.

Examples of merit services

- Youth learn-to-swim programs
- CPR classes
- Instructional level sports
- Reservation areas within parks

Examples of merit facilities

- Campgrounds
- Skate Park
- R/C Car Track
- Guaje Pines – maintenance
- Rose Garden - weddings

- 6.4 **Private Services** – defined as services or products whose benefits accrue directly to the individual. Private goods may be evenly available to the public but significant time, space, consumption, and costs limit the number of users at any one time.

Examples of private services

- Scuba & boating classes
- Cemetery - interments
- North Mesa Stables – manure removal
- Dance Lessons

Examples of private facilities

- Golf Course

- Community Garden plots
- Rodeo Arena pens
- Tennis Courts - Clinics

7 Definitions of Types of Fees and Charges

The Los Alamos County Parks and Recreation Department will utilize eleven (11) basic fees and charges. They are:

- 7.1 **Admission fees** may be charged for entry into a building, structure or park. Some type of program, event, demonstration, or exhibit to attract visitors is usually offered (concerts, craft fairs, festivals, etc.).
- 7.2 **Advertising fees** may be charged as established in the Los Alamos County Parks and Recreation Department Advertising Policy adopted by County Council on August 19, 1991.
- 7.3 **Contingency Fees** may be charged to cover unexpected program overruns, to provide sufficient funding for new program start - up costs, and / or to provide scholarship or gift funding.
- 7.4 **Parking fees** may be charged to control overcrowding, to minimize vandalism, and to provide patron safety (July 4th Celebration, etc.).
- 7.5 **Permit or license fees** may be charged for the privilege to conduct a particular action. The action may be public and / or restricted access activities within park and recreation facilities. Activities may be non-profit or commercially oriented (special events, races, benefits, athletic competitions, etc.).
- 7.6 **Rental or reservation fees** may be charged for the privilege of exclusively using tangible public property without consuming or injuring it in any way (picnic shelters).
- 7.7 **Sales fees** will be charged where unconditional ownership of merchandise or services passes from the Department to the user (golf merchandise).
- 7.8 **Special service fees** may be charged for supplying extraordinary articles, commodities, activities, or services where the benefits are specific to the individual or group which requests the service (special preparation of athletic fields)
- 7.9 **Surcharges** may be assessed for additional revenues to be used to cover specific improvements to the related facility, program or service. Surcharges will generally be limited term in nature and removed when a pre-determined revenue goal is achieved.
- 7.10 **User fees** may be charged for the use of any park and / or recreation facility or program or participation in an activity or for non-exclusive use of a facility. Numerous participants are usually involved in the activity or facility at the same time (swim lessons, adult softball).

- 7.11 Vending and exhibitor fees may be required for the privilege of selling goods and services on County property.

8 Definitions of Costs

- 8.1 Direct costs are defined as the departmental costs of providing an activity, program or service which can be directly identified with that activity, program or service. These are costs associated with the customers' or users' direct experience. These costs would typically include instructor costs, handouts, materials, room rental, brochure printing, postage, advertising, officials' salaries, equipment, field maintenance staff and other expenses, which can be directly attributed to the operation of the program.
- 8.2 Indirect costs are those department expenses that are not directly incurred by the program or facility but may be attributable to it. They include program support staff salaries, benefits, specific program staff training, office expenses and inter-departmental charges.
- 8.3 Fixed costs are those that may be viewed as overhead costs, for they are those costs that do not vary with the number of participants. Examples may include repayment of bonds or loans used to finance the construction of facilities, insurance payments, office equipment, and executive and administrative salaries.
- 8.4 Capital expenditure costs are those costs incurred in constructing a facility or making later modifications or improvements. Ordinarily, capital expenditures are covered in the Department's Capital Improvement Program Budget Requests or as a donation. Capital expenditures are not usually included in calculating the costs of a program.

9 Differential Pricing

- 9.1 Consistent with the County of Los Alamos' philosophy of ensuring all citizens equal opportunity to participate in recreation, this policy recognizes that paying fees or charges may result in inequities for individuals, groups, or situations. Therefore, the Parks and Recreation Department's Fees and Charges Policy and Schedule will be flexible and sensitive to the following four (4) alternatives for differential pricing:
- 9.1.1 User group – according to age (children, seniors); income (economically disadvantaged); or status (private, non-profit or commercial organizations);
- 9.1.2 Product – providing extra services and options which may be available at additional cost;
- 9.1.3 Time – services provided at non-peak times vs. peak times (hours, days of week or season)

- 9.1.4 **Quantity discounts** – deductions from regular price that reflect economies of scale in large quantities.

10 Contract Instruction

- 10.1 The Los Alamos County Parks and Recreation Department uses contracts for specialized instruction in activities such as arts and crafts, outdoor programs, lessons, and general instruction. Fees and charges for contract instruction will include the costs of materials and supplies, instructor's fee, and any direct costs related to the facility or support staff.
- 10.2 In contract instruction programs, a contract or formal agreement shall be created and approved between the Department and the instructor.
- 10.3 The instructor's fee will be a percentage of the fees and charges paid by the participants and may vary from program to program.

11 Commercial Use of Facilities

Safeguards are necessary to ensure proper use of public facilities when requests are received by the Department to conduct commercial or promotional activities on park property or to utilize the names of public structures or facilities in advertising a product.

11.1 Requisites for Approval

- 11.1.1 Commercial and promotional activities in parks and recreation facilities should be authorized only if they provide a positive public service and meet a legitimate public need.
- 11.1.2 Commercial and promotional activities on park property should be permitted only when they are clearly not in conflict with ongoing Department sponsored programs, or if the program can be conducted without any restriction of public use for an unreasonable period of time.
- 11.1.3 Commercial or promotional use of public facilities including use of public names of structures should not be authorized if such use constitutes an expressed or implied endorsement of commercial products, services, or activities.
- 11.1.4 In some cases, the department may establish a formal bid process for commercial uses such as food and / or beverage vendors.

11.2 Authorization to Approve Requests

- 11.2.1 A request to conduct commercial or promotional activities on parks areas, to post forms of advertising on park premises, or to utilize the names of structures or facilities in advertising a product should be directed to the Director of Parks and Recreation

11.2.2 Approval should be granted by the Director or his / her designee for permission to post signs, banners, posters or any other forms of advertising on park facilities. All materials of this type must be consistent with the overall aesthetic appearance of the park. Advertising materials for specific activities must be taken down upon completion of the event. Such items donated for permanent use at a park facility must meet all of the aforementioned requirements for approval.

11.3 Charges for Commercial Activities

11.3.1 All costs incurred by the Department resulting from commercial use of a park or recreation facility should be recoverable as a part of the rental fee.

11.3.2 Groups or organizations conducting commercial activities on park or recreation facilities must pay the prevailing commercial use rental rates for use of the facility.

11.3.3 Sponsors of profit-making, commercial activities conducted on park and recreation property including all public lands must provide the Department with evidence of comprehensive general liability insurance sufficient to protect the County against risk, with a minimum of at least \$1.0 million for each occurrence, which names Los Alamos County as an additional insured, or Certificates of Insurance acceptable to the Director.

11.3.4 In addition to the commercial use rental fee and insurance, the sponsors of profit-making, commercial activities conducted on park and recreation property should pay Los Alamos County a percent of the gross receipts to be established in the Parks and Recreation Department's User Fee and Charges Schedule.

11.4 Charges for Charitable (non-sponsored) Activities

11.4.1 Charitable, non-profit community-serving organizations which conduct an event on park and recreation property for the purpose of raising funds, not sponsored by the Department, must pay only the facility rental fee.

11.4.2 Charitable, non-profit, community-serving organizations should also provide the Department with evidence of comprehensive general liability insurance sufficient to protect the County against risk, with a minimum of at least \$1.0 million for each occurrence, which names Los Alamos County as an additional insured, or Certificates of Insurance acceptable to the Director.

11.5 Charges for Charitable (sponsored) Activities

11.5.1 Charitable, non-profit, community-serving organizations which conduct an event on park and recreation property for the purpose of raising funds, for department activities or projects, should not be required to pay any facility rental fees nor should they be required to provide insurance.

11.5.2 All revenues collected from these fund-raising activities on park and recreation facilities shall be turned over to the Department, deposited into the appropriate fund and credited as a gift or donation.

12 Waivers & Refunds

- 12.1 On rare occasions, fees and charges may be reduced or waived completely when such action is determined by the Director of Parks and Recreation to be in the best interest of the County of Los Alamos or the specific program. Refund procedures will be determined by the individual program or service and based upon the participant's prorated share of costs already attributable to the program. Additionally, the following will apply.
- 12.2 All requests for refunds must be made in writing to the Director of Parks and Recreation and any special circumstances will be determined by the Director,
- 12.3 No refund requests will be approved after the first 10% of the program sessions;
- 12.4 Instead of a refund, the Department may encourage participants to accept a credit good for twelve months from the date of issuance. The credit may be applied toward the cost of any activity offered by the Department.

13 Additional Revenue Sources

- 13.1 Los Alamos County encourages grants, gifts, service-in-kind, bequests, or donations to the County Parks and Recreation Department for the purposes of parkland acquisition, planning, development, maintenance, operations, and administration of parks and recreation facilities, programs, and services. The Department encourages the establishment of endowed funds and "Friends" associations to meet special needs or special interests
- 13.2 The Department will maintain a Scholarship Fund and / or Gift Fund that may provide a source of funding for fees and charges to users and participants recognized as indigent under the same guidelines as those used for the Indigent Health Care Fund, or users and participants that can demonstrate that they are unable to participate in programs without financial assistance.
- 13.3 Upon approval of the County Administrator, the Department may enter into lease agreements for such things as concession operations or key facilities.

14 Recovering Costs

- 14.1 **Recovering Partial Direct Costs** – The portion to be recovered per program will be established annually as a part of the budget process. When fees are assessed, they will be used to cover such items as basic supplies, equipment and / or instruction directly associated with the particular program. Fees may also be allocated under this category as a method to stabilize participation that might otherwise greatly fluctuate if the service were provided at no cost.

14.2 **Recovering Full Direct Costs** – Users will be charged fees to recover full direct costs to operate a program or service when it is deemed the program or service provides an individual benefit and a minor public benefit. These fees will be assessed to cover all costs directly associated with the program or service but allow indirect costs to be subsidized.

14.3 **Recovering Direct and Indirect Costs** – Users will be charged fees to recover full departmental direct and indirect costs for those programs that provide exclusive individual benefit and no measurable public benefit. These fees will be assessed to cover all direct and indirect charges. Some capital investment and replacement costs may be paid by the general fund.

15 Calculating “Fees and Charges”

15.1 Calculating and establishing fees and charges will be evaluated against seven (7) impact criteria:

- Service demand
- Quality of the parks and recreation experience
- Traditional or common practice indicators
- Anticipated amount of revenue
- Implementation costs
- Market analysis and elasticity
- Program life cycle (growth, stability, or exit)

15.2 The following will apply to all **General Fund** programs and services:

15.2.1 **Job Costing** will be used to calculate the cost of offering programs and services

15.2.2 **Fixed Costs** (departments’ administration, debt service, depreciation, and general operating expenses / costs) **will not** be included when calculating the fee to be charges for a program or facility use.

15.2.3 **Direct Costs** (officials, instructors, equipment, advertising, and other expenses which can be directly attributed to this particular program or service) will be charged at 100% to the participant, user, or team.

15.2.4 **Indirect Costs** (expenses not directly incurred by the program or facility i.e.; supervision, secretarial assistance, telephone and general athletic field maintenance) will be charged to each program based on a percentage of the costs of each of these items.

15.2.5 **Capital Improvement Expenditures** will not be assessed against any program or services fees and charges.

- 15.2.6 **All other fees and charges** as defined in Section 7 of this policy may be charged dependent on the impact criteria listed in 15.1 above.
- 15.2.7 **In – kind services and donations** contributed by a specific user, participant or team may be considered when calculating appropriate fees and charges for their services or programs.
- 15.3 In addition, the following specific **General Fund** park and recreation programs will follow these cost recovery guidelines:
- 15.3.1 **Aquatics** – the overall cost recovery goal will be 30%.
- 15.3.2 **Ice Rink** - the overall cost recovery goal will be 70%.
- 15.3.3 **Stables** – the overall cost recovery goal will be 100%
- 15.3.4 **Adult Programs**– the overall cost recovery goal will be 100%
- 15.3.5 **Youth Programs** – the overall cost recovery goal will be 50%
- 15.4 The following will apply to the **Golf Course Enterprise Fund** programs and services:
- 15.4.1 **Job Costing** will be used to calculate the cost of offering programs and services
- 15.4.2 **Fixed Costs** (departments' administration, debt service, depreciation, and general operating expenses / costs) relating to the overall department **will not** be included when calculating the fee to be charged for a program or facility use. However, any fixed costs relating specifically to the golf course program will be included in fees and charges calculations.
- 15.4.3 **Direct Costs** (officials, instructors, equipment, advertising, and other expenses which can be directly attributed to this particular program or service) will be charged at 100% to the participant, user, or team.
- 15.4.4 **Indirect Costs** (expenses not directly incurred by the program or facility i.e.; supervision, secretarial assistance, telephone and general facility maintenance) will be charged 100% to the program.
- 15.4.5 **Capital Improvement Expenditures** may not be assessed against any program or services fees and charges.

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APPENDIX E



Environmental References

Environmental References

Town of Sahuarita Official Website June 2006

<http://ci.sahuarita.az.us/>

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<http://ci.sahuarita.az.us/PDFs/Final%20general%20plan%208-8-3.pdf>

Town of Sahuarita General Plan Associated Maps:

<http://ci.sahuarita.az.us/PDFs/GeneralPlanFigures02/Special%20Plan.pdf>

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<http://ci.sahuarita.az.us/PDFs/GeneralPlanFigures02/Parks%20Open%20Space.pdf>

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<http://www.pima.gov/cmo/sdcp/reports/d14/039RES.PDF>

Mountain Parks, Reserves, and Biologically Significant Resources of the Upper Santa Cruz Subarea.

<http://www.co.pima.az.us/cmo/sdcp/sdcp2/elements/mtnpark/sub3.htm>

Priority Vulnerable Species September 2002: <http://www.pima.gov/cmo/sdcp/reports/d16/051PRI.PDF>

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<http://www.pima.gov/cmo/sdcp/sdcp2/elements/riparelem/riparelem.htm#anchor1083636>

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The Conservation Land System

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Pima County Ordinances:

Pima County Floodplain and Erosion Management Ordinance

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Soil Information

<http://websoilsurvey.nrcs.usda.gov/app/>

Area Report Information

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TEP Sahuarita-Nogales Transmission Line Final EIS Reference July, 2003.

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Upper Santa Cruz Basin Groundwater and Land Use Update, September 2002

http://www.pagnet.org/wq/reports/USCGWLU_study.pdf

Pima County Map Guide

<http://www.dot.pima.gov/gis/maps/mapguide/mgmap.cfm?path=/cmo/sdcpmaps/sdcp.mwf&scriptpath=/cmo/sdcpmaps/mapguideBondAPI.inc&LAT=31.99&LON=-111.081628&WIDTH=130&UNITS=mi>

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Distribution Map, Heritage Data Management System Western yellow-billed Cuckoo, *Coccyzus americanus occidentalis*, January 1, 2004 http://www.azgfd.gov/w_c/edits/hdms_abstracts_birds.shtml

Other Organizations:

Arizona Sonoran Desert Museum, Invaders of the Sonoran Desert Project.

http://www.desertmuseum.org/invaders/invaders_buffelgrass.htm

Publications:

Brown, David E., Biotic Communities: Southwestern United States and Northwestern Mexico, University of Utah Press, 1994

Davis and Russell, Finding Birds in Southeast Arizona, Tucson Audubon Society, 1995

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APPENDIX F



Sample Partnership Agreement

Sample Partnership Agreement

Alliance Name

The following organization is entering into agreement with Park and Recreation Department:

Contact Persons

Park and Recreation Division Responsible: _____

Contact Name: _____

Phone #: _____ Fax #: _____

Community Partner Contact Name: _____

Phone #: _____ FAX #: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Location of Project/Program

Venue Name: _____

Department Venue? ☐ Yes ☐ No ... If not, who owns? _____

Address: _____

City: _____ State: _____ Zip Code: _____

Public Served (target market) by Project/Program

Families (parents and children together) ☐ Yes ☐ No

Age Group (check all that apply) ☐ Youth (17 & under) ☐ Young Adult (18-24)

☐ Baby Boomer (25-50) ☐ Senior (50 & over)

Sex (check only one) ☐ Male Only ☐ Female Only ☐ Both Male and Female Geographic Target:

Other Demographics of Target Group:

Start/End Date of Working Agreement

Start Date: _____

End Date: _____

Goal Measurement

Park and Recreation Responsible: _____			
Park and Recreation's Goals (Desired Outcomes)	How Measured?	By Whom?	When?

Community Partner: _____			
Community Partner's Goals (Desired Outcomes)	How Measured?	By Whom?	When?

Dollar Value of Contributions

Park and Recreation Dollar Value Contribution		
Personnel Services (staff consulting, labor, volunteer time, etc.)	Date Contribution Committed	Dollar Value of Contribution
Full time staff time @ \$ /hour		
Seasonal staff time @ \$ /hour		
Volunteer time @ \$ /hour		
Supplies/Material/Items (Consumable)		
Equipment (Non-Consumable		
Facilities		
Other		
Cash Commitment	Date Committed	Cash Amount
Total Park and Recreation Contribution	Grand Total (Cash + Dollar Value)	

Community Partner Dollar Value Contribution		
Personnel Services (staff consulting, labor, volunteer time, etc.)	Date Contribution Committed	Dollar Value of Contribution
Supplies/Material/Items (Consumable)		
Equipment (Non-Consumable)		
Facilities		
Other		
Cash Commitment	Date Committed	Cash Amount
Total Community Partner Contribution	Grand Total (Cash + Dollar Value)	

Expected Revenue

Projected revenue to be kept for Park and Recreation: _____

Projected revenue to be kept for Community Partner: _____

Ongoing Communication

Both parties agree to communicate in the following way: _____

At the following intervals: _____

Insurance

Complete the insurance information requested below in effect for this agreement.

Park and Recreation Department

Type of insurance offered: _____

Who is covered: _____

Limits & Limitations: _____

Community Partner

Type of insurance offered: _____

Who is covered: _____

Limits & Limitations: _____

Agreement Terms

Both parties agree to the following:

- The intent of this agreement is to build and document mutually beneficial partnership between Park and Recreation Department and its partners.
- The projected dollar values of the services contributed are accurate.
- This agreement may be terminated by either party with seven (7) days written notice.
- The staff and personnel involved will at all times represent both parties in this partnership in a professional manner, and reflect the commitment of both parties to quality services and customer satisfaction.
- The commitment of personnel, facilities, supplies/materials, and cash will be honored according to the timetable agreed upon by both parties.

Community Partner Signatures:

Park and Recreation Department Signatures:

Community Partner Executive

Director

Title

Date

Date

Partner Project Contact

Park & Recreation Project Contact

Department/Title

Department/Title

Date

Date

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APPENDIX G



Goals, Policies and Objectives Summary

Appendix G - Goal Summary

		Timeline		
Strategy	Responsibility	Near 1-3 Yrs	Intermediate 4-7 yrs	Long 8-10 yrs
Staff				
1.1) Staff continuing education	Director	X		
1.2) Additional space mtg, offices, storage	Director	X		
1.3) Upgrade technology	Manager	X		
Partnerships				
2.1) Partnership policy	Director	X		
2.2) Identify partnerships	Director	X		
2.3) Meet annually with individual partner	Director	X		
2.4) Annual recognition lunch for partners	Director			X
2.5) Facilitate annual partnership collaboration	Director	X		
Environmental				
3.1) Reduce groundwater	Director		X	
3.2) Increase reclaim water use	Director		X	
3.3) Reduce storm runoff	Director		X	
3.4) Retain & maintain riparian corridors	Director		X	
3.5) Preserve & enhance river corridor	Director	X		
3.6) Manage uplands to protect riparian ecosystem	Town Council		X	
3.7) Preserve view sheds	Town Council	X		
3.8) Protect wildlife habitats	Town Council	X		
3.9) Avoid sensitive natural features & protect	Town Council	X		
3.10) Establish wildlife corridors & linkages	Town Council		X	
3.11) Enforce protection of threatened/endangered species	Town Council	X		
3.12) Systems to conserve energy & resources	Town Council		X	
Maintenance				
4.1) Park maintenance budget to keep pace with inflation	Town Council, Town Manager, Director	X		
4.2) Evaluate assignments which redirect maintenance staff	Town Manager Director	X		
4.3) Equipment for maintenance staff	Town Council	X		
Recreation				
5.1) Provide and produce programs most in demand	Director		X	
5.2) Support for facilities indoor & outdoor	Director		X	
5.3) Continue to negotiate with schools for resources	Director	X		
5.4) Explore effective marketing	Director		X	
5.5) Awareness of other providers programs	Director		X	
5.6) Improve operational procedures & policies	Director		X	
5.7) Resources to staff development programs	Director		X	
5.8) Continuous process for evaluating	Director	X		
5.9) Quantify economic impact & revenue to Town	Director	X		
Financial				
6.1) Create & Adopt Cost Recovery Policy	Town Council, Town Manager, Director	X		
6.2) Review Cost recovery Policy annually	Director		X	
6.3) Participatory process for Cost Recovery Policy	Director	X		
6.4) Increase current cost recovery of 13% (total budget)	Town Council, Town Manager, Director		X	
6.5) Evaluate earned income opportunities	Director		X	
6.6) Analyze forming park foundation	Director		X	

Appendix G - Goal Summary

		Timeline		
Strategy	Responsibility	Near 1-3 Yrs	Intermediate 4-7 yrs	Long 8-10 yrs
Land Acquisition				
7.1) Develop District Park west of Town	Town Council, Town Manager, Director		X	
7.2) Acquire land for Regional Park east central	Town Council, Town Manager, Director		X	
7.3) Acquire new Regional Park northeast	Town Council, Town Manager, Director		X	
7.4) New acquisitions conserve 70%	Town Council, Town Manager, Director		X	
7.5) Neighborhood Parks responsibility of HOA	Town Council	X		
7.6) Promote open space awareness	Director	X		
Trails and Greenways				
8.1) Work with Pima Co on Trails Master Plan	Director	X		
8.2) Connect County and Town trails to Santa Cruz (Spine)	Town Council, Town Manager, Director		X	
8.3) Complete a Trail Plan to coordinate development	Town Council	X		
Standards				
9.1) Revise current facility standards per population	Town Council	X		
9.2) Link land acquisition to protection in new areas	Town Council	X		
9.3) Link facility standards to indoor & outdoor facilities	Town Council	X		
9.4) Link facility standards to citizen preferences	Town Council, Town Manager, Director	X		
9.5) Link facility standards to popularity	Town Council, Town Manager, Director	X		
New Facilities				
10.1) Construct more athletic fields	Town Council	X		
10.2) Construct an additional outdoor aquatic facility	Town Council	X		
10.3) Construct additional indoor recreation center	Town Council			X
10.4) Construct nature pavilion	Town Council		X	
10.5) Construct more outdoor basketball	Town Council		X	
10.6) Construct Adventure Park with BMX Track	Town Council			X
10.7) Construct additional skate parks	Town Council	X		
10.8) Construct more dog parks	Town Council		X	
10.9) Construct an amphitheater	Town Council			X
10.10) Support development & programming a Town Center	Town Council		X	
10.11) Construct more large & small ramadas	Town Council	X		
10.12) Construct several splash pads	Town Council		X	