







Parks and Open Space Master Plan

March 2014







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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 PLAN GOALS AND OBJECTIVES

The City of Temple City has placed a premium on its parks and recreation system. The parks and recreation system is integral to the City's sense of community, place and high quality of life.

This *Parks and Open Space Master Plan* will enable the City to recalibrate its goals and actions as a result of evolving community needs, constantly changing trends and the new economic normal that exists in light of the economic downturn that occurred in after the initial Master Plan was completed. The plan's recommendations will focus on meeting the needs of the changing demographics and ensure sustainable operations of the City's parks, open spaces and programs.

By determining the current needs, strengths, and gaps in the system this document will serve as a guiding document reflecting true community needs and vision for the future. This *Parks and Open Space Master Plan* will serve to continue the outstanding tradition of the City and leverage the economic and commercial development to further enhance the livability of the City and make it an attractive place for tourists, future residents and businesses alike.

Strategies

- Engage the community, leadership and stakeholders in meaningful and varied public input to build a shared vision
- Utilize a wide variety of data sources and best practices including statistically-valid ones to predict trends and patterns of use
- Proactively meet community needs and enhance the City's offerings
- Develop a dynamic and realistic action plan that can ensure long-term success and financial sustainability for the City
- Ensure the City's parks and open spaces continue to be the key reason for current and future residents and businesses to call Temple City home
- Update the Open Space element of the City's General Plan.

1.2 RESEARCH AND COMMUNITY INPUT

Update Park Standards and Inventory

Analyze Existing Conditions

A complete and current inventory and assessment of all City used and/or managed public and private parks, facilities and trails was conducted. The plan recognizes alternative providers (i.e. schools, other governmental agencies, for-profit and not-for-profit organizations, etc.) and facilities. The inventory denotes the site location, names, unique facilities as well as the specific components (i.e. ball fields, playgrounds, play courts, etc) for all properties identified.

City Parks

- Live Oak Park and Community Center
- Temple City Park

Public Schools

- Temple City High School
- Oak Ave Intermediate School
- Longden Elementary School
- Cloverly Elementary School
- La Rosa Elementary School
- Cleminson Elementary School
- Emperor Elementary

Private Schools & Churches

- Pacific Friends School
- St. Luke Elementary School
- Golden West Baptist Church
- First Lutheran Church & School

Parks Outside City Limits

- Rosemead Park
- Baldwin Stocker Park
- Rio Vista Park
- Tanner Park
- Pioneer Park
- Fletcher Park
- Santa Anita Park
- Tierra Verde Park
- Camino Grove Park
- Arcadia County Park



Existing Park and Open Space
Temple City and surrounding cities

Strengths and Opportunities

Strengths

- General park maintenance
- Clean and safe parks
- High levels of use
- Parks appear to be family friendly
- Concrete walks throughout

Opportunities for Improvement

- Parking at Temple City Park is limited
- Live Oak Park turf takes a lot of abuse but appears to hold up fairly well
- Play equipment at Live Oak Park is older and worn in places
- Play equipment at Temple City Park is small and needs improvement

Park, Open Space and School Facility Inventory Matrix

A complete matrix of all park, open space and school facilities can be found in **Chapter Five**.

Potential Parkland Inventory

The RHA/PROS team began the process of identifying undeveloped land, not necessarily owned by the City, which may have potential for recreation purpose. The results of this study can be found in **Chapter Seven**.

Community Needs Assessment

A Community Needs Assessment was conducted to ensure that the public's perceived needs for parks and open space was documented and prioritized. The results of this assessment can be found in **Chapter Two, Section 1**.

Master Plan Advisory Committee

A Master Plan Advisory Committee was formed that included City Council members, Parks and Recreation Commission members, city staff, school district staff, sheriff department staff and residents-at-large.

The committee members were:

• Cynthia Sternquist	Mayor Pro Tem
• Fernando Vizcarra	Councilmember
• Donna Georgino	Parks and Recreation Commissioner
• Nanette Fish	Parks and Recreation Commissioner
• Cathy Burroughs	Director of Parks and Recreation
• Mike Koski	Parks and Recreation Coordinator
• Frances Manzo-Pimentel	Parks and Recreation Coordinator
• Roman Rodriguez	Community Services Specialist
• Dale Shaffer	Temple City USD - Director of Maint. and Operations
• Rick Adams	Los Angeles County Sheriff's Department
• Peter Choi	Temple City Chamber of Commerce
• Jorge Martinez	Temple City resident

The desired outcomes of the study were discussed:

- ✓ Identify park and open space needs based on current gaps and future trends
- ✓ Develop priorities for CIP and land acquisition based on community values
- ✓ Provide a guide for balanced parks, open space and program offerings
- ✓ Develop measurable strategies to achieve goals and recommendations
- ✓ Focus on a sustainable approach for the next 20 years

The RHA/PROS team then reviewed the work plan, timeline and details of the Master Plan and the group identified stakeholders, partners, and user groups to be included in the process.

Community Input

From March 1st-27th, 2013, the RHA/PROS team conducted multiple "Caught-in-the-Act" surveys at both city park locations, four key leader and focus group meetings, and two public forums. All of the feedback received constituted the subjective input process that sought respondent opinion for parks, facility and program needs, and their vision for the future. The participants were asked to respond to three questions:

1. **What do you like about the Parks and Recreation system in Temple City?**

2. **What are the opportunities for the Parks and Recreation system in Temple City?**

3. **What is the one need that could be addressed through this Needs Assessment?**

The following is a general summary of the responses

Strengths

- Camellia Festival, Summer Concerts and other community events
- Clean, Well-maintained facilities and parks
- Diverse types of programs / classes for all ages / affordable
- After-school program – S.T.A.R.S. is affordable and high quality
- Good volunteers from community in the parks - city values the volunteers

Opportunities for Improvement

- Community Aquatic Center
- Open green space
- Joint Use Agreement w/ TCUSD
- Review Eaton Wash & how it can be used for open space
- Pet friendly park / space

Most Important Things

- Community Aquatic Center
- Gymnasium
- Joint Use with TCUSD and City
- More basketball courts
- Open field space for organized sports / sports complex

Additional information about community outreach and participation can be found in **Chapter Two**.

Statistically Valid Survey

Methodology

Leisure Vision/ETC Institute conducted a Parks and Recreation Needs Assessment Survey between August and September of 2013 to help establish usage and satisfaction for current parks and facilities and to determine priorities for the future development of parks and recreation facilities, programs and services within the City of Temple City Parks and Recreation Department. The survey was administered by mail and phone.

The RHA/PROS team worked extensively with Temple City officials in development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future parks and open space system.

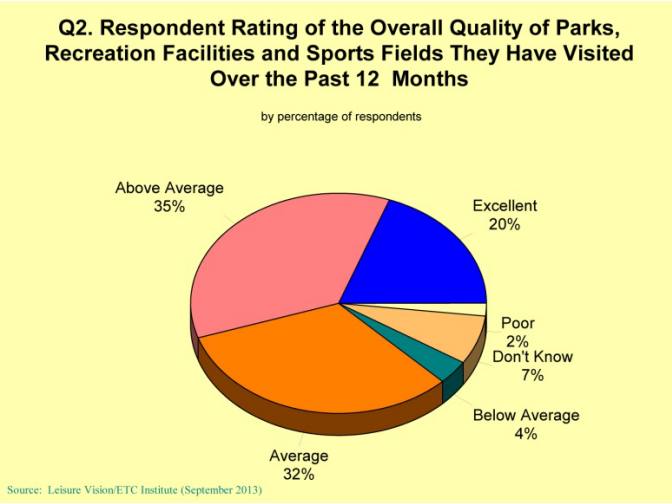
Surveys were mailed to a random sample of 2,500 households in Temple City. The same day the surveys were mailed, each household that was to receive a survey also received an electronic voice message encouraging them to complete the survey.

The goal was to obtain a total of at least 300 completed surveys. A total of 338 surveys were completed. Results of the random sample of 338 households have a 95% level of confidence with a precision of at least +/-5.3%.

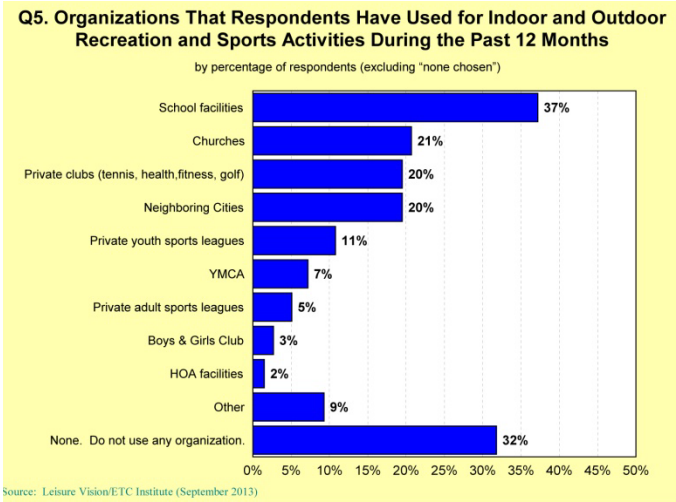
Key Findings

Quality of Facilities (see chart below) - The majority of respondents (35%) say that the quality of parks, recreation facilities and sports fields are "above average". Thirty-two percent (32%) state that the parks, recreation facilities and sports fields are "average". Twenty percent (20%) stated that the parks, recreation facilities and sports fields are of "excellent" quality.

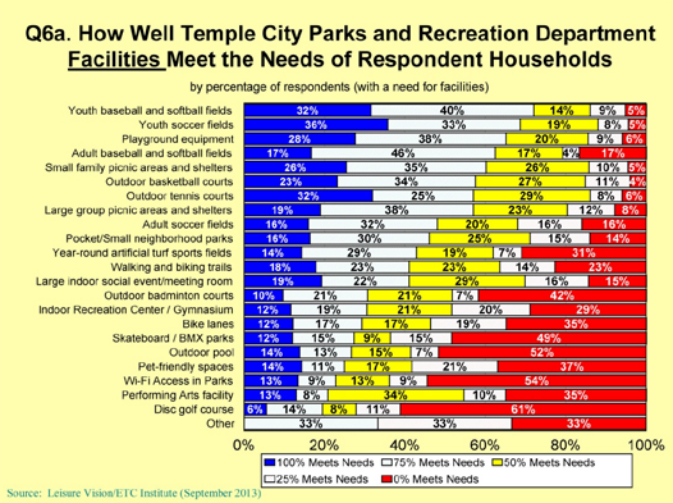
Quality of Programs - Thirty-nine percent (39%) of respondents participated in programs over the past 12 months. Of those 39% who participated in programs, 38% rated the quality of the programs as "above average". Twenty-nine percent (29%) rated the overall quality of the programs as "excellent" and 29% rated the quality as "average".



Use of School, Private and Neighboring City Facilities - Thirty-seven percent (37%) of respondents used school facilities for indoor and outdoor recreation and sports activities. Twenty-one percent (21%) used churches for both indoor and outdoor recreation and sports activities. Twenty percent (20%) used private clubs and 20% used neighboring cities for these types of activities.

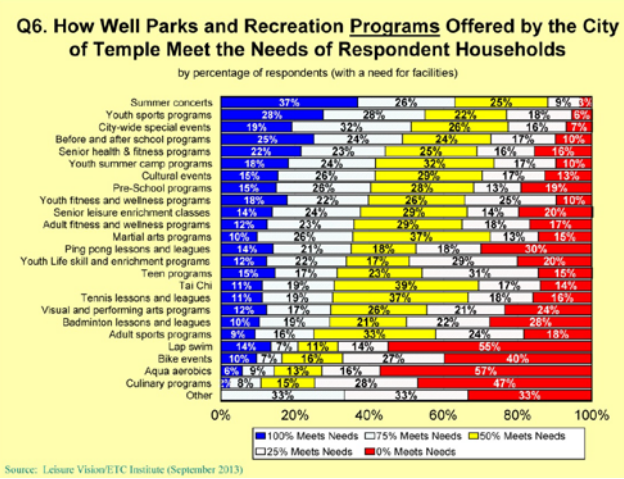


Facility Unmet Needs - Seventy percent (70%) of respondents have a need for walking *and biking trails.* Sixty-four percent (64%) have a need for *small family picnic areas and shelters.* Fifty-one percent (51%) have a need for *Wi-Fi access in parks.* Forty-nine percent (49%) have a need for *playground equipment.*



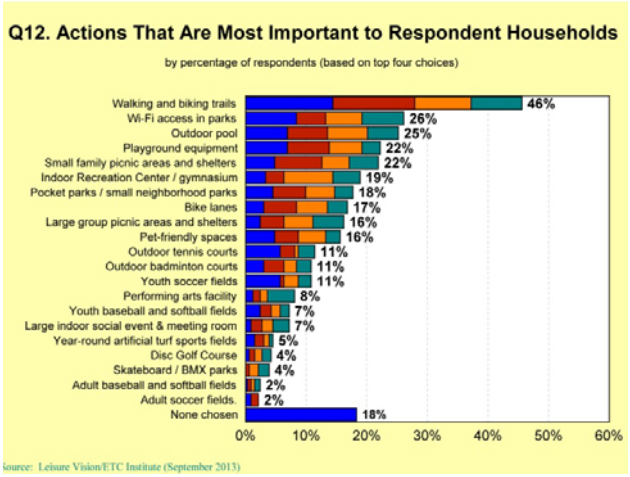
Facility Met Needs - Seventy-two percent (72%) of respondents with a need for youth baseball and softball fields is being met 75% or more. Similar met needs include: Youth soccer fields 69%, playground equipment 66% and adult baseball and softball fields 63%.

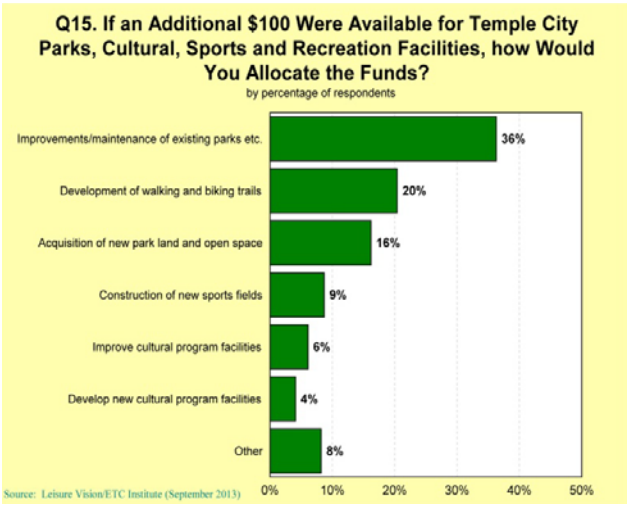
Program Unmet Needs - Based on the sum of respondent choices (multiple choices could be made) the top need for programs is *summer concerts 51%.* Other needed programs include: *Adult fitness and wellness programs 49%, cultural events 39%, city-wide special events 39% and lap swim 38%.*



Program Met Needs - Sixty-three percent (63%) of respondent households need for summer concerts is being met 75% or more. Similar met needs include: Youth sports programs 56%, city-wide special events 51% and before and after school programs 49%.

Most Important Actions - Based on the sum of respondent top four choices, the most important action that city could take is *walking and biking trails* 46%. Twenty-six percent (26%) say that *WI-FI access in parks* is the most important action the City of Temple could take. Twenty-five percent (25%) state that an *outdoor pool* is the most important action to them.





Allocation of Additional Funds -
Thirty-six percent (36%) of respondents would use the additional funds to *improve or provide maintenance to existing parks*. Twenty percent (20%) would support the *development of walking and biking trails*. Sixteen percent (16%) would support the *acquisition of new park land and open space.*

The complete results of the statistically valid survey can be found in **Chapter Two, Section 3**.

Demographics and Trends Analysis

The demographic analysis utilizes data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in 2013, and reflects the actual numbers as reported in the 2000 and 2010 Census and estimates for 2012 and 2017 as obtained by ESRI. The City of Temple City geographic boundary was utilized as the demographic analysis boundary. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections. Additional information on demographic and trend analysis can be found in **Chapter Three**.

Total Population

The Temple City population has increased at a moderate pace since 2000. From 2000 to 2010, the population increased by 6.1% from 33,377 to 35,558. From 2010 to 2012, the population is estimated to slightly increase to 35,806 persons. Ten year projections reflect a continued moderate increase in the populace. From 2022 to 2027, it is projected the population will rise to 37,414 in 2022 and 38,296 in 2027.

Age Segment

Evaluating the distribution by age segments, the City has a rapid aging trend that is only poised to accelerate in the years to come. The fastest growing population segment is the 55+ age group that is projected to grow from 23% in 2000 to 38% by 2027.

Race

From a race standpoint, the City has an extremely high diversity index and a significantly higher than average racial and ethnic demographic that is projected to increase in the years to come. The majority Asian Alone population is expected to increase from 39% in 2000 and 55% in 2012 to 69% by 2027. At the same time, the While Alone Population will reduce from 49% in 2000 to 33% in 2012 and 21% by 2027.

Households and Income

Income characteristics certainly exhibit growth trends after accounting for inflation. The median household income is currently estimated at $57,783 and is projected to continually increase to $68,336 by 2017. The per capita income is also projected to increase from $24,360 currently to $27,552 by 2017.

1.3 RECREATION PROGRAM AND SPECIAL EVENT ASSESSMENT

The RHA/PROS team worked with City staff to prepare the program assessment matrix. Staff selected core program areas which were assessed through using the PROS program matrix templates provided to the staff. PROS' analysis is based on data provided by staff, staff discussions, community input, demographics, and trends nationwide. Additional information on recreation program assessment can be found in **Chapter Four**.

Programs Assessed

- Stars Club – After School Programs
- Seniors
- Volunteers
- Youth Sports
- Special Events - Concerts in the Park
- Special Events - Lights on Temple City
- Fees and Charge Classes

Strengths and Opportunities

Strengths

- Good diversity in types of program offerings
- Special events are a great strength
- Variety of program promotions mechanisms utilized
- Good value for money for program offerings
- Successful use of volunteers for several programs

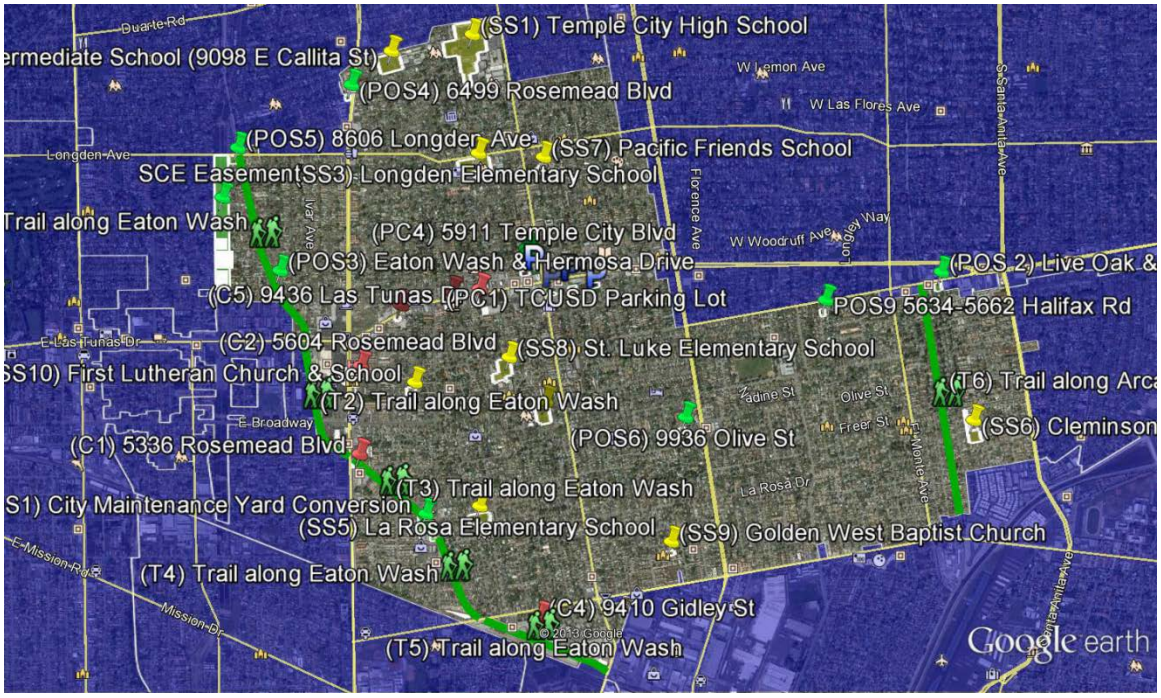
Opportunities for Improvement

- Program lifecycles imbalanced
  - ✓ Few programs in the Introduction Stage (5%)– innovation pipeline limited
  - ✓ Over 60% programs in the Mature, Saturated or Decline stage
- Age Segments served by existing programming are not aligned with community demographics
  - ✓ 48% programs targeting population under 18 which comprises only 20% of the population; Only 24% programs for those 45+ in age

1.4 RECOMMENDATIONS FOR FUTURE PARKS & OPEN SPACE

The RHA/PROS team identified locations and developed strategies for acquisition of new park land. The recommendations include a prioritization of both land acquisition and facility construction, including how the City might partner with other agencies, including schools, to maximize its resources and programs for the citizens of Temple City.

The following information has been documented in Google Earth as well as hard copies included in this document. By utilizing Google Earth, the Master Plan document can be modified as current sites are chosen to be removed and new sites are identified in the future. This creates a fluid document that can be modified as the city changes. Additional information on recommendations for future parks and open space can be found in **Chapter Seven**.





1.5 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide an ordered list of facility/amenity needs and recreation program needs for the community served by the City. This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid community survey, which asked Temple City residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained through community input, demographics, and trends.

The scoring system considers the following:

- Community survey
  - Unmet needs for facilities and recreation programs
  - Importance ranking for facilities
- Consultant evaluation
  - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends, facility and program assessment, levels of service and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically valid community survey results
- 40 percent from consultant evaluation using demographic and trends data, community focus groups, public meetings, and levels of service.

The combined total of the weighted scores is the total score based on which the facility/amenity and program priority is determined. Additional information on facility, amenity, and program priority rankings can be found in **Chapter Six**.

Facility/Amenity Priority Rankings

The top five facility and amenity priorities as determined by the community were family walking and biking trails, `bike lanes, outdoor pool, Wi-Fi access in parks, and small family picnic areas and shelters.

Temple City Facility/Amenity Priority Rankings	
	Overall Ranking
Walking and Biking Trails	1
Bike Lanes	2
Outdoor Pool	3
Wi-Fi Access in Parks	4
Small Family Picnic Areas and Shelters	5
Pet Friendly Spaces	6
Playground Equipment	7
Large Group Picnic Areas and Shelters	8
Large Indoor Social Event & Meeting Room	9
Pocket Parks/Small Neighborhood Parks	10
Skateboard/BMX Park	11
Indoor Recreation Center/Gymnasium	12
Outdoor Basketball Courts	13
Outdoor Badminton Courts	14
Outdoor Tennis Courts	15
Performing Arts Facility	16
Disc Golf Course	17
Youth Soccer Fields	18
Youth Baseball and Softball Fields	19
Year Round Artificial Turf Sports Fields	20
Adult Soccer Fields	21
Adult Baseball and Softball Fields	22

Program Priority Rankings

The top five program priorities as determined by the community were adult fitness and wellness programs, lap swim programs, cultural events, summer concerts, and city-wide special events.

Temple City Program Priority Rankings	
	Overall Ranking
Adult Fitness and Wellness Programs	1
Lap Swim Programs	2
Cultural Events	3
Summer Concerts	4
City-Wide Special Events	5
Senior Health and Fitness Programs	6
Aqua Aerobics	7
Bike Events	8
Culinary Programs	9
Youth Sports Programs	10
Youth Summer Camp Programs	11
Senior Leisure Enrichment Classes	12
Tai Chi	13
Adult Sports Programs	14
Visual and Performing Arts Programs	15
Before and After School Programs	16
Youth Fitness and Wellness Programs	17
Pre-School Programs	18
Badminton Lessons and Leagues	19
Tennis Lessons and Leagues	20
Youth Life Skill and Enrichment Programs	21
Ping Pong Lessons and Leagues	22
Teen Programs	23
Martial Arts Programs	24

1.6 STRATEGIES

Facilities / Amenities

1) Meet park acreage goals to reduce the deficit in Temple City

2) Update aging amenities and add new amenities in keeping with community needs and emerging trends

3) Meet the need for walking and biking trails in Temple City

Programs

1) Update and expand program areas to fill the unmet needs of the community

2) Build a culture of cycle of innovation to keep up with Temple City's changing demographics and trends

3) Increase awareness and participation rates of programs and special event offerings among users

4) Ensure future programs are aligned with market factors and community demographics

Operations and Marketing

1) Leverage greater use of technology in enhancing marketing outreach and the overall customer experience

2) Continue to enhance focus on volunteerism and partnerships to minimize operating costs and maximize revenue potential

3) Utilize customer input to improve and enhance offerings

4) Differentiate the agency from its competitors based on outstanding customer service

Refer to **Chapter Eight** for Short, Mid and Long Term goals associated with these strategies.

CHAPTER TWO - COMMUNITY OUTREACH & PARTICIPATION

2.1 COMMUNITY NEEDS ASSESSMENT

There has been extensive public input and participation as part of this *Parks and Open Space Master Plan* process from January to September 2013. The RHA/PROS team conducted multiple "Caught-in-the-Act" surveys at both city park locations, four key leader and focus group meetings, and two public forums. All of the feedback received constituted the subjective input process that sought respondent opinion for parks, facility and program needs; and their vision for the future. The participants were asked to respond to the following three questions:

1. **What do you like about the parks and recreation system in Temple City?**

2. **What are the opportunities for the parks and recreation system in Temple City?**

3. **What is the one need that could be addressed through this needs assessment?**

This interaction played an important part in establishing priorities for the future planning, land acquisition, park improvement and program development for the City's parks and recreation department. In addition to the leadership interviews, focus groups, and community meetings, the public input process included an online survey and statistically valid community needs assessment survey of residents.

A summary of the public input received is provided below.
Note: *The findings listed below are solely the opinion of the individual attendees at these meetings and may not reflect the overall community, staff or the consultant's opinion.*

Qualitative Data

- Stakeholder group interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting parks and recreation in the City of Temple City. These sessions included:
  - Administration and leadership
  - Stakeholders
  - Users and non-users of the parks and recreation system
  - Business and community leaders
  - Staff
- Two Community Forums were conducted to gather input from the community-at-large.
- An online survey was conducted using www.surveymonkey.com

Quantitative Data

- Leisure Vision/ETC Institute conducted a Parks and Recreation Needs Assessment Survey between August and September of 2013 to help establish usage and satisfaction for current parks and facilities and to determine priorities for the future development of parks and recreation facilities, programs and services within the City of Temple City Parks and Recreation Department. The survey was administered by mail and by phone.

2.2 GENERAL FINDINGS

Stakeholders and Community Forums

Strengths

- Camellia Festival, Summer Concerts and other community events
- Clean, well-maintained facilities and parks
- Diverse types of programs / classes for all ages / affordable
- After-school program – S.T.A.R.S. is affordable and high quality
- Good volunteers from community in the parks - city values the volunteers

Opportunities for Improvement

- Community aquatic center
- Open green space
- Joint Use Agreement w/ TCUSD
- Review Eaton Wash & how it can be used for open space
- Pet friendly park / space

Most Important Things

- Community aquatic center
- Gymnasium
- Joint Use with TCUSD and City
- More basketball courts
- Open field space for organized sports / sports complex

Online Survey

- Temple City Park and Live Oak Park are by far the most visited parks; Arcadia County Park and Santa Anita Park are ones visited by over half of respondents.
- Very high program and event participation (78%) and high quality ratings
- Facilities with highest unmet needs:
  - Outdoor pool/Aquatic Center
  - Skateboard and BMX parks
  - Bike lanes
  - Indoor recreation center
  - Walking/biking trails
  - Year-round synthetic turf fields
  - Wi-Fi in the parks
  - Outdoor badminton courts

- Programs with highest unmet needs:
  - Aquatics related programs
  - Ping-pong lessons and leagues
  - Badminton lessons and leagues
  - Visual and performing arts programs
- Single biggest reason for lack of participation – Desired program not offered followed by program times not convenient
- One out of four people walk to the park
- Saturdays and Wednesdays are the most preferred days for people to participate in programs and activities
- 8-11 am and 5-8 pm are the most preferred time slots
- The city Connect magazine, word-of-mouth and the city website are the most popular methods of accessing information
- Park and facility development / Rehabilitation followed by Children and Teen Activities are the areas respondents want the Department to emphasize on
- High support for non-resident fees for programs and facility rentals (78% Support or Strongly Support)

2.3 STATISTICALLY VALID MAIL SURVEY RESULTS

Methodology

Leisure Vision/ETC Institute conducted a Parks and Recreation Needs Assessment Survey between August and September of 2013 to help establish usage and satisfaction for current parks and facilities and to determine priorities for the future development of parks and recreation facilities, programs and services within the City of Temple City Parks and Recreation Department. The survey was administered by mail and by phone.

The RHA/PROS team worked extensively with Temple City officials 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 parks and open space system.

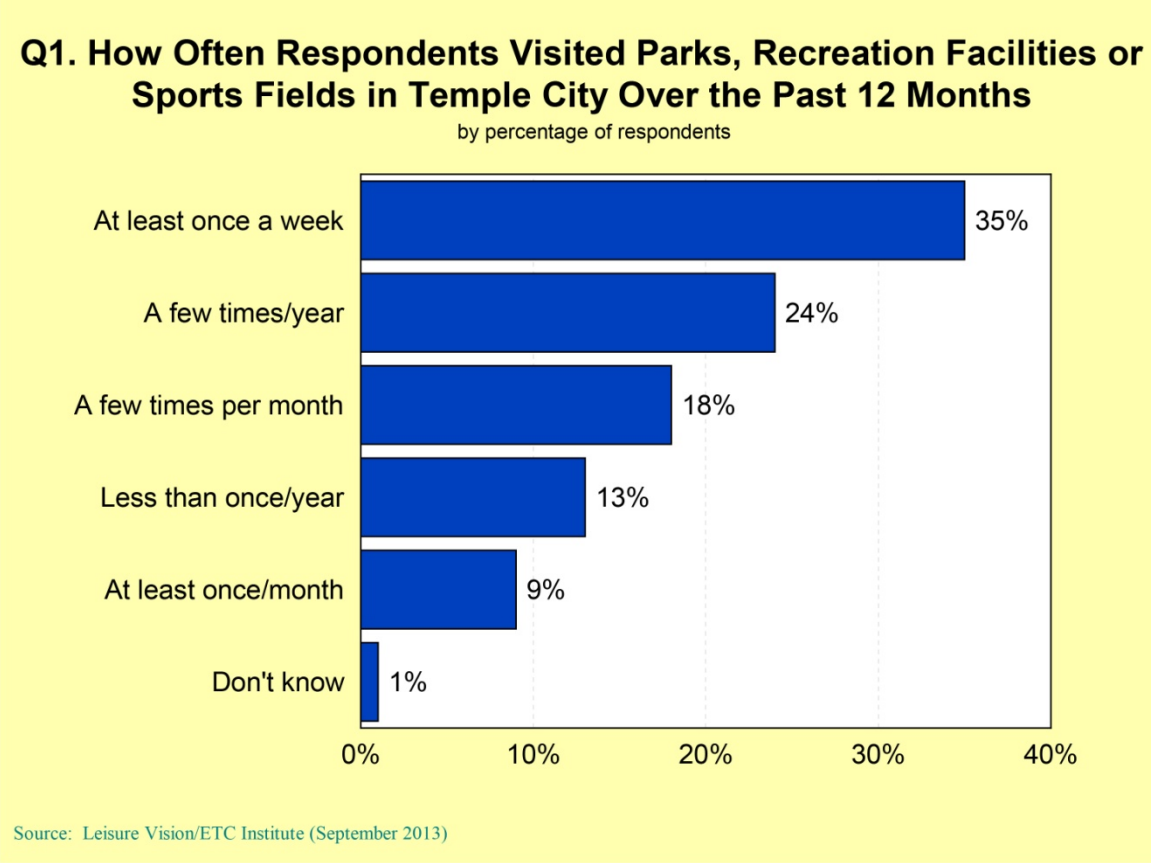
Surveys were mailed to a random sample of 2,500 households in Temple City. The same day the surveys were mailed, each household that was to receive a survey also received an electronic voice message encouraging them to complete the survey.

The goal was to obtain a total of at least 300 completed surveys. A total of 338 surveys were completed. The results of the random sample of 338 households have a 95% level of confidence with a precision of at least +/-5.3%.

The results of the survey are presented on the following pages.

Visitation of Temple City Parks, Facilities or Sports Fields

The majority of respondents, thirty-five percent (35%), visited parks, recreation facilities, or sports fields at least once a week. Twenty-four percent (24%) of clients visited parks, recreation facilities or sports fields a few times a year. Eighteen percent (18%) of households visited parks, facilities or fields a few times per month.

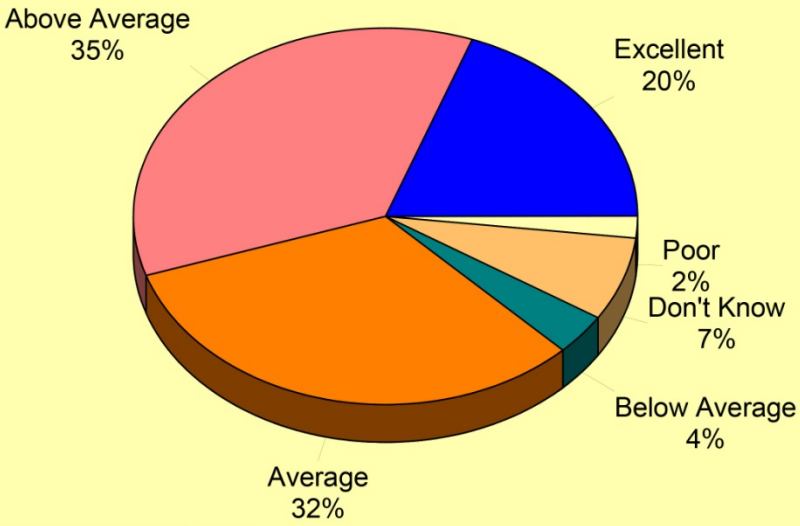


Rating of the Overall Quality of Parks, Recreation Facilities and Sports Fields in Temple City

The majority of respondents (35%) say that the quality of parks, recreation facilities and sports fields are "above average." Thirty-two percent (32%) of respondents state that the City of Temple City parks, recreation facilities and sports fields are "average." Twenty percent (20%) of respondents stated that the parks, recreation facilities and sports fields are of "excellent" quality.

Q2. Respondent Rating of the Overall Quality of Parks, Recreation Facilities and Sports Fields They Have Visited Over the Past 12 Months

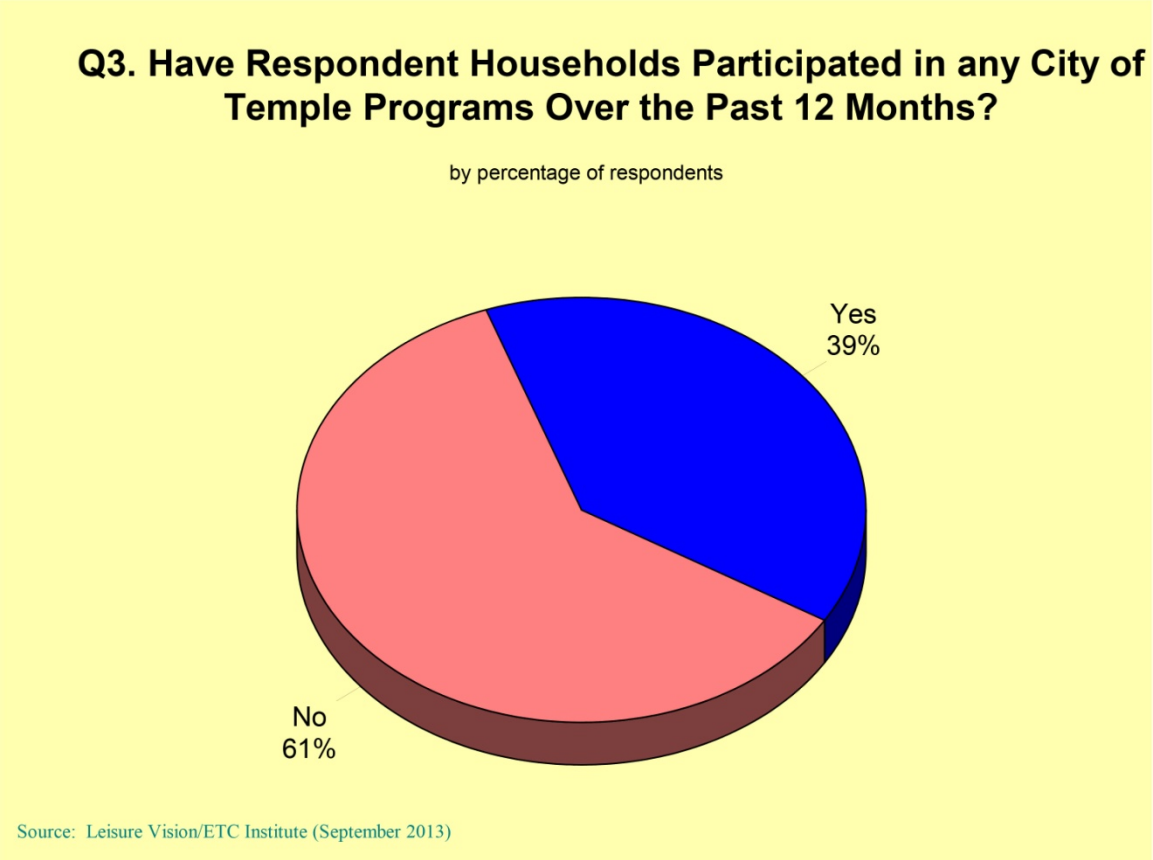
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Participation in Temple City Programs over the Past 12 Months

Thirty-nine percent (39%) of respondents participated in programs over the past 12 months.

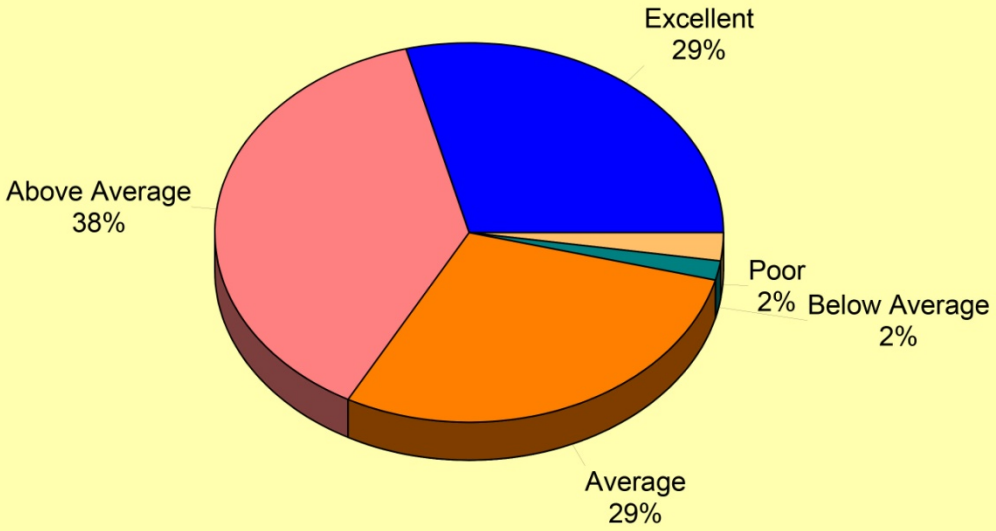


Quality of Temple City Programs

Of those thirty-nine percent (39%) who participated in programs, thirty-eight percent (38%) of respondents rated the quality of the programs as "above average." Twenty-nine percent (29%) of respondents rated the overall quality of the programs as "excellent" and twenty-nine (29%) rated the quality as "average."

Q4. How Would You Rate the Overall Quality of Programs Your Household Has Participated in Over the Past 12 Months?

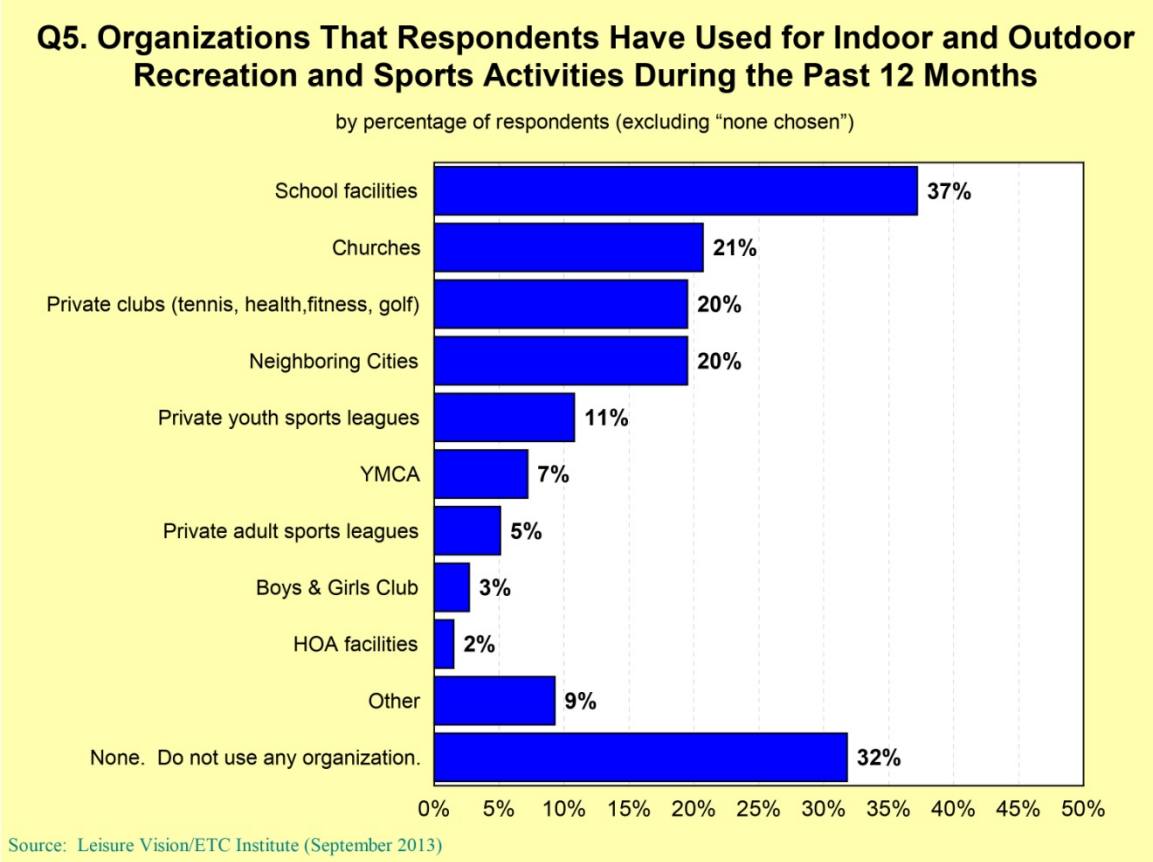
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Organizations that Respondents Have Used for Indoor and Outdoor Recreation and Sports Activities

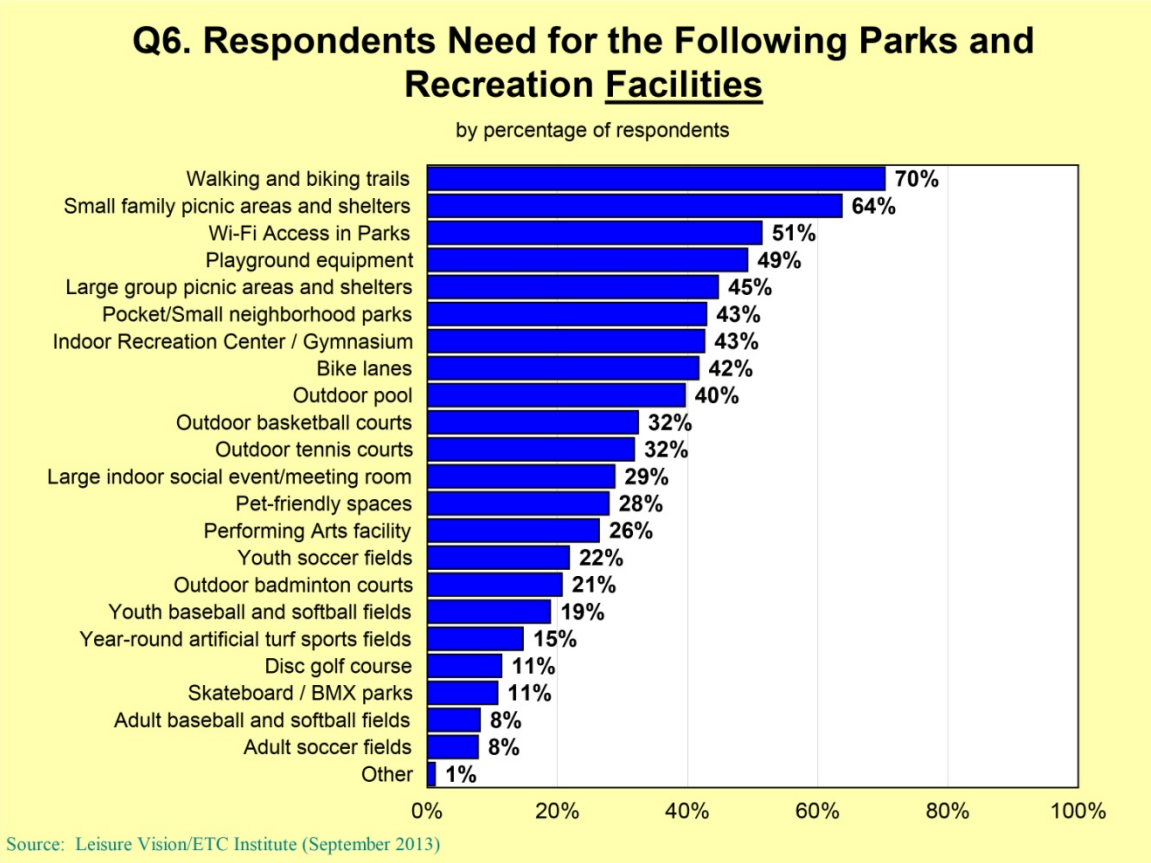
Thirty-seven percent (37%) of respondents used school facilities for indoor and outdoor recreation and sports activities. Twenty-one percent (21%) of respondents used churches for both indoor and outdoor recreation and sports activities. Twenty percent (20%) used private clubs and twenty percent (20%) used neighboring cities for these types of activities.



Source: Leisure Vision/ETC Institute (September 2013)

Need for the Following Parks and Recreation Facilities

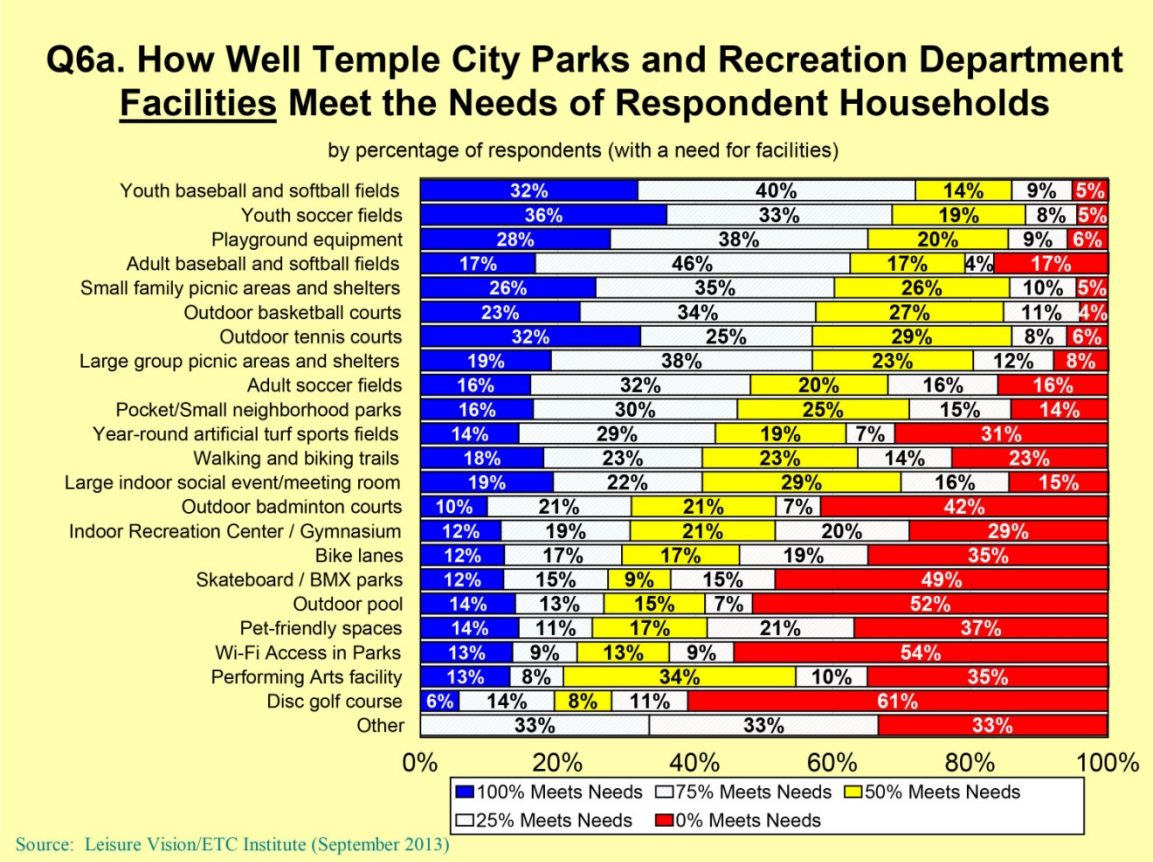
Seventy percent (70%) of respondents have a need for walking and biking trails. Sixty-four percent (64%) of respondents have a need for small family picnic areas and shelters. Fifty-one percent (51%) of respondents have a need for Wi-Fi access in parks. Forty-nine percent (49%) of respondents have a need for playground equipment.



Source: Leisure Vision/ETC Institute (September 2013)

How Well Temple City Parks and Recreation Department Facilities Meet the Needs of Residents

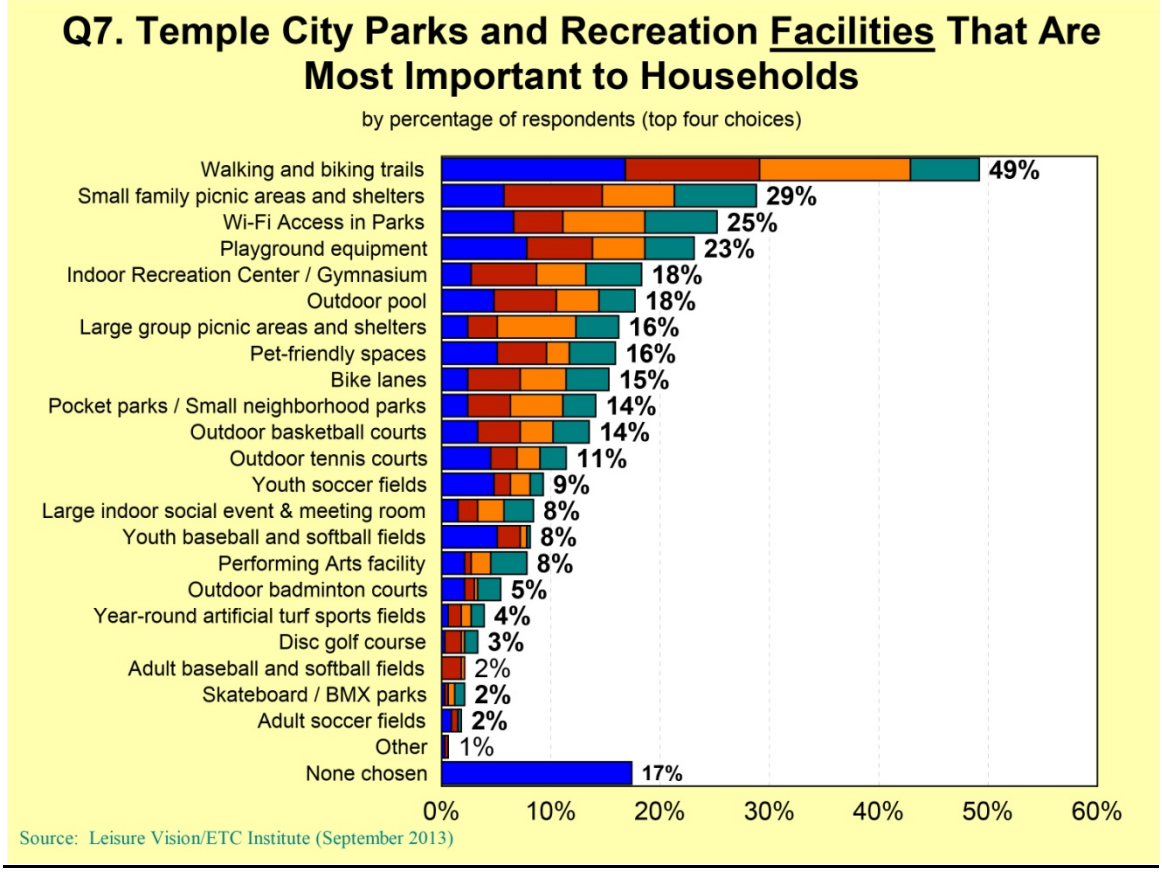
Seventy-two percent (72%) of respondents with a need for youth baseball and softball fields is being met seventy-five percent (75%) or more. Similar met needs include: Youth soccer fields sixty-nine percent (69%), playground equipment sixty-six percent (66%), and adult baseball and softball fields sixty-three percent (63%).



Source: Leisure Vision/ETC Institute (September 2013)

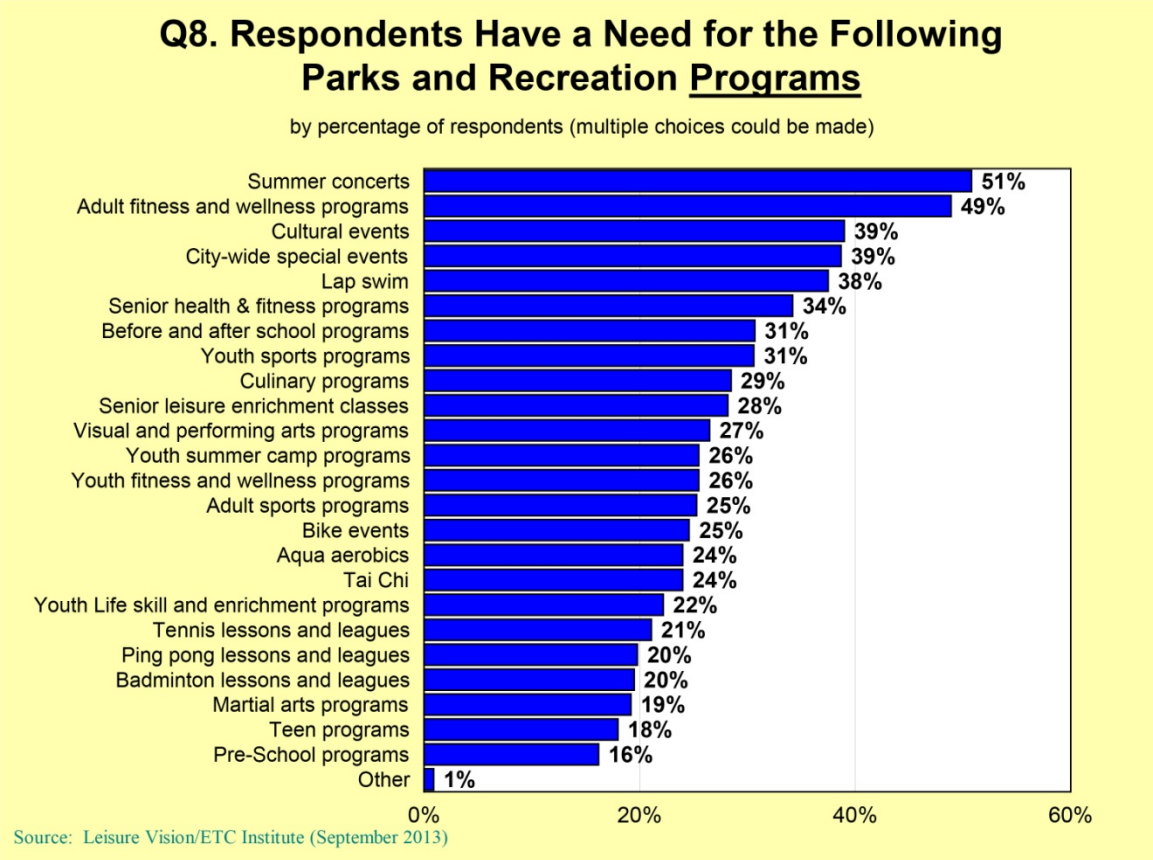
Temple City Parks and Recreation Facilities That Are Most Important to Residents

Based on the sum of respondent's top four choices, the most important facility to respondent households is walking and biking trails. Other important facilities to respondent households include: Small family picnic areas and shelters twenty-nine percent (29%), Wi-Fi access in parks twenty-five percent (25%), and playground equipment twenty-three percent (23%).



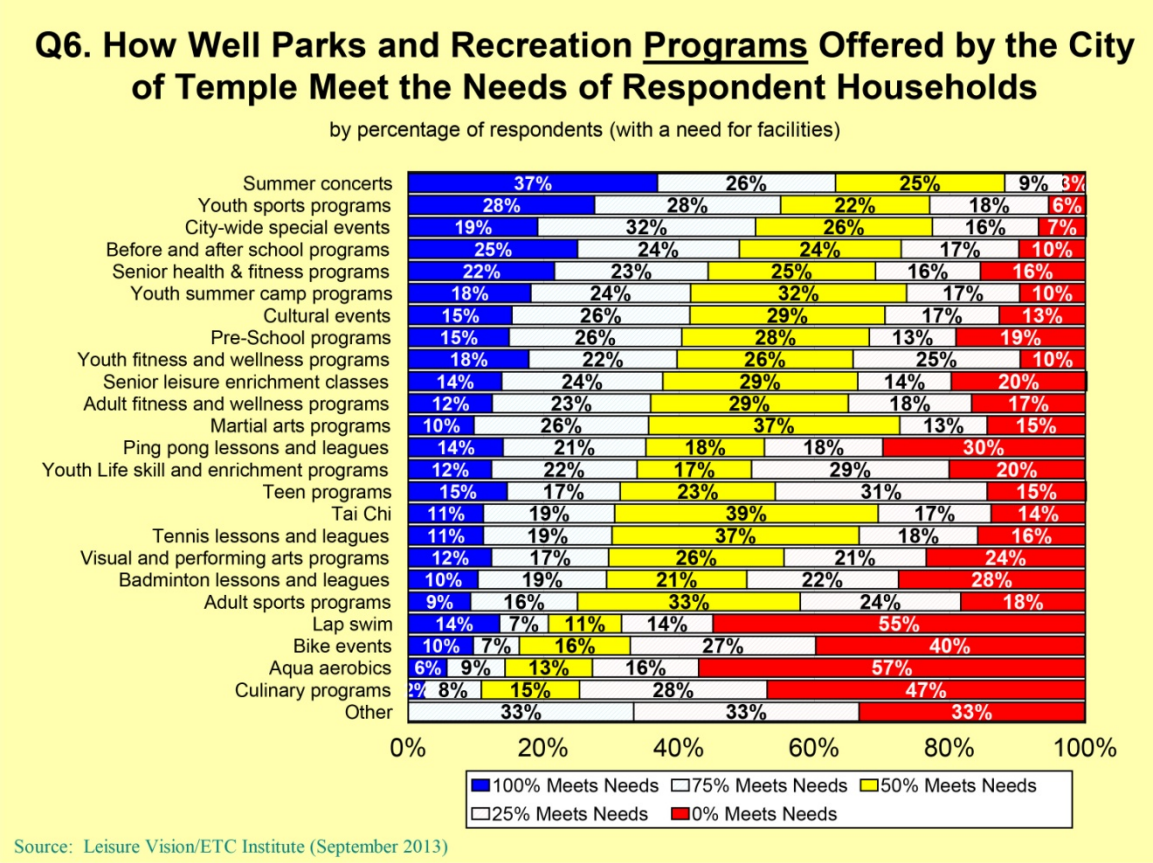
Need for the Following Parks and Recreation Programs

Based on the sum of respondent choices (multiple choices could be made) the top need for programs is summer concerts fifty-one percent (51%). Other needed programs include: Adult fitness and wellness programs forty-nine percent (49%), cultural events thirty-nine percent (39%), city-wide special events thirty-nine percent (39%) and lap swim thirty-eight percent (38%).



How Well Parks and Recreation Programs Offered by the City of Temple City Meet the Needs of Residents

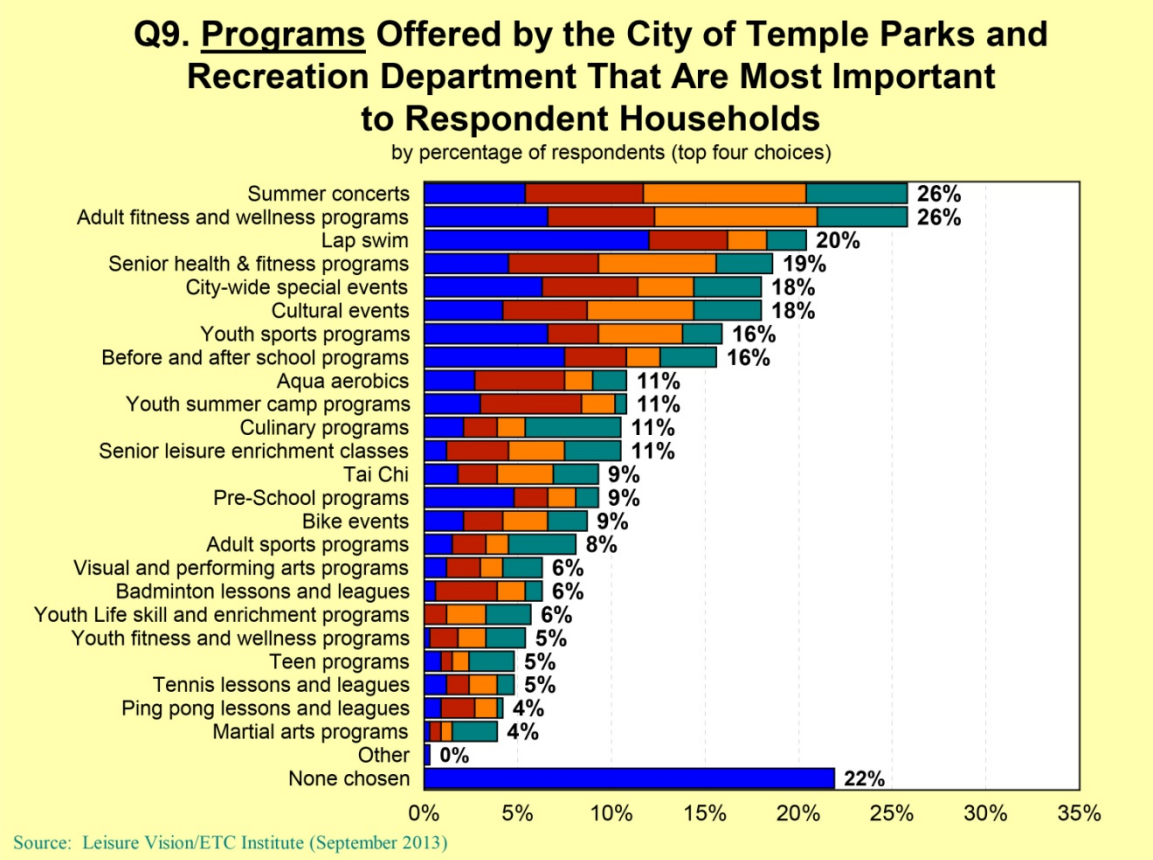
Sixty-three percent (63%) of respondent households need for summer concerts is being met seventy-five percent (75%) or more. Similar met needs include: Youth sports programs fifty-six percent (56%), city-wide special events fifty-one percent (51%) and before and after school programs forty-nine percent (49%).



Source: Leisure Vision/ETC Institute (September 2013)

Programs Offered by the City of Temple City Parks and Recreation Department That Are Most Important to Residents

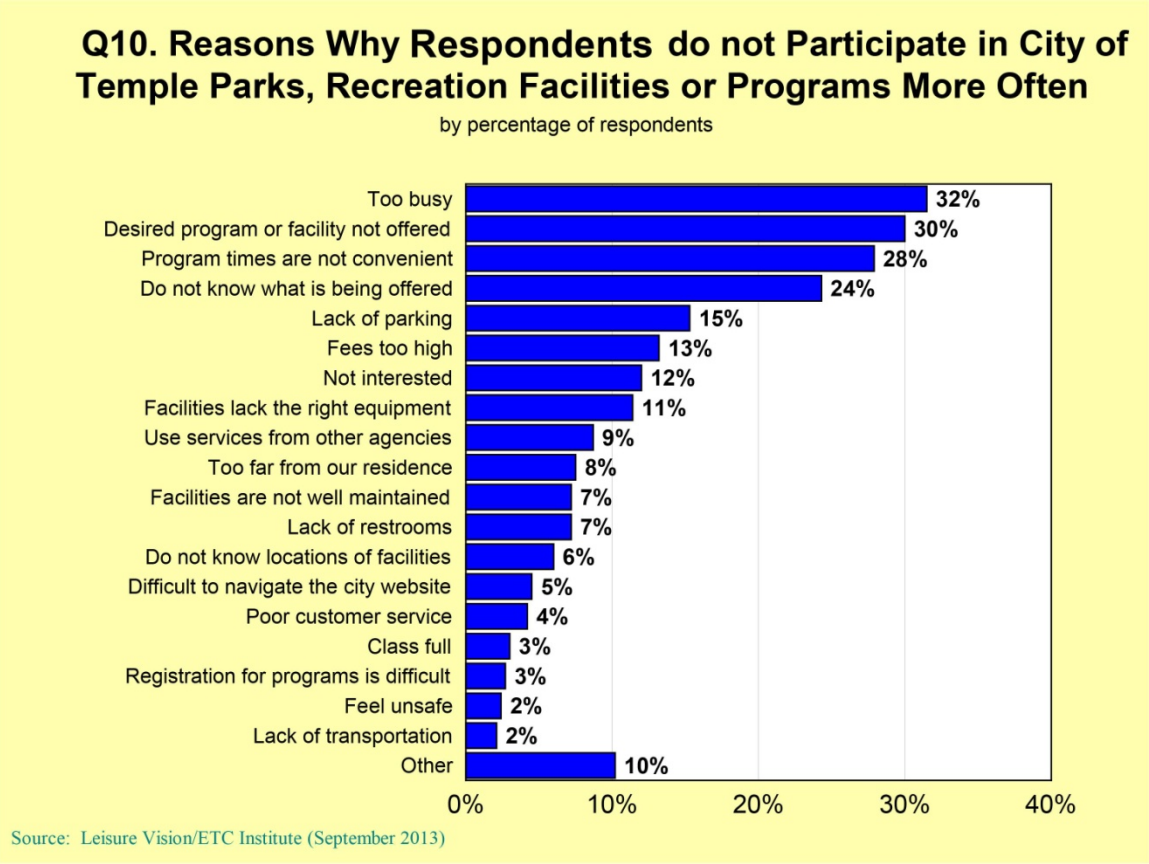
Based on the sum of respondents top four choices, the most important program to respondent households is summer concerts twenty-six percent (26%). Other important programs to respondent households include: Adult fitness and wellness programs twenty-six percent (26%), lap swim twenty-six percent (26%), and senior health and fitness programs nineteen percent (19%).



Source: Leisure Vision/ETC Institute (September 2013)

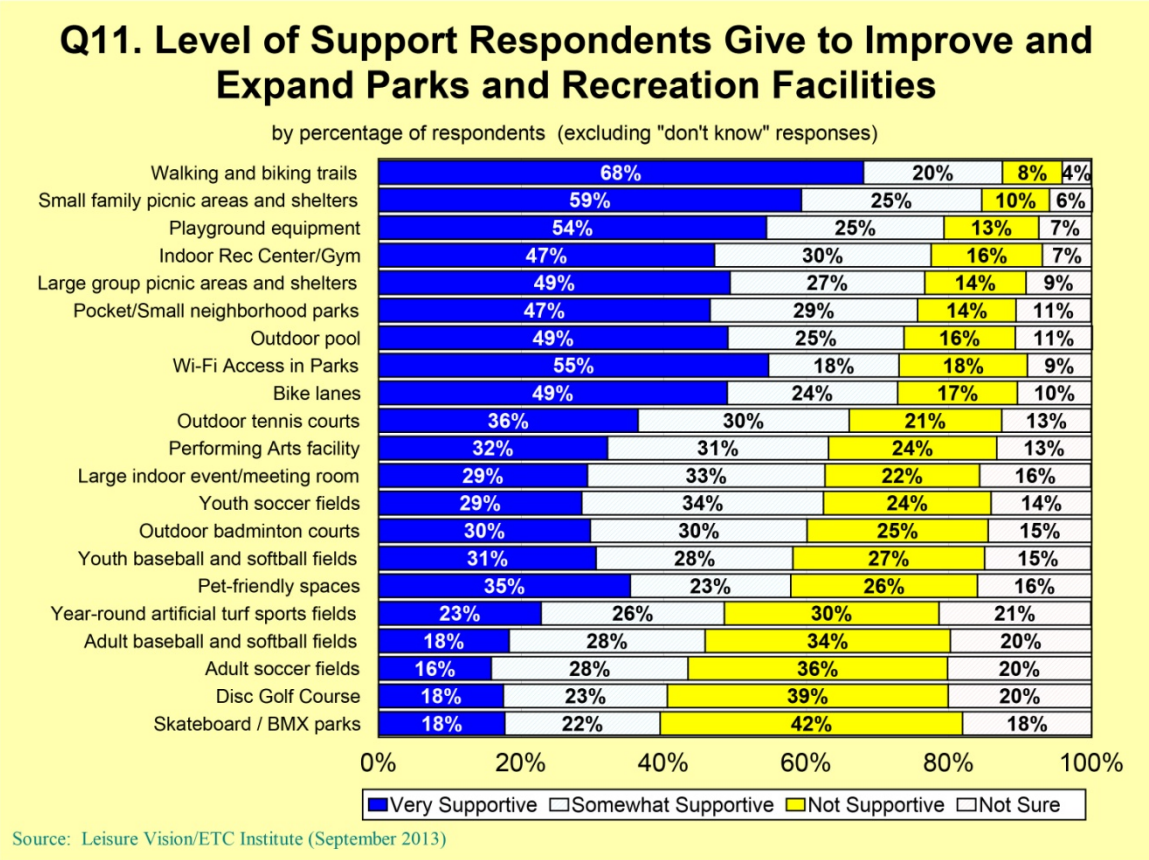
Reasons Why Respondents do not Participate in City of Temple City Parks, Recreation Facilities or Programs More Often

Thirty-two percent (32%) of respondents state that they are too busy to participate in City of Temple City programs more often. Other reasons why respondents do not participate in programs offered by the City of Temple City Parks and Recreation Department more often include: Desired program or facility is not offered thirty percent (30%), program times are not convenient twenty-eight percent (28%) and respondents do not know what programs are being offered twenty-four percent (24%).



Level of Support Residents Give to Improve and Expand Parks and Recreation Facilities

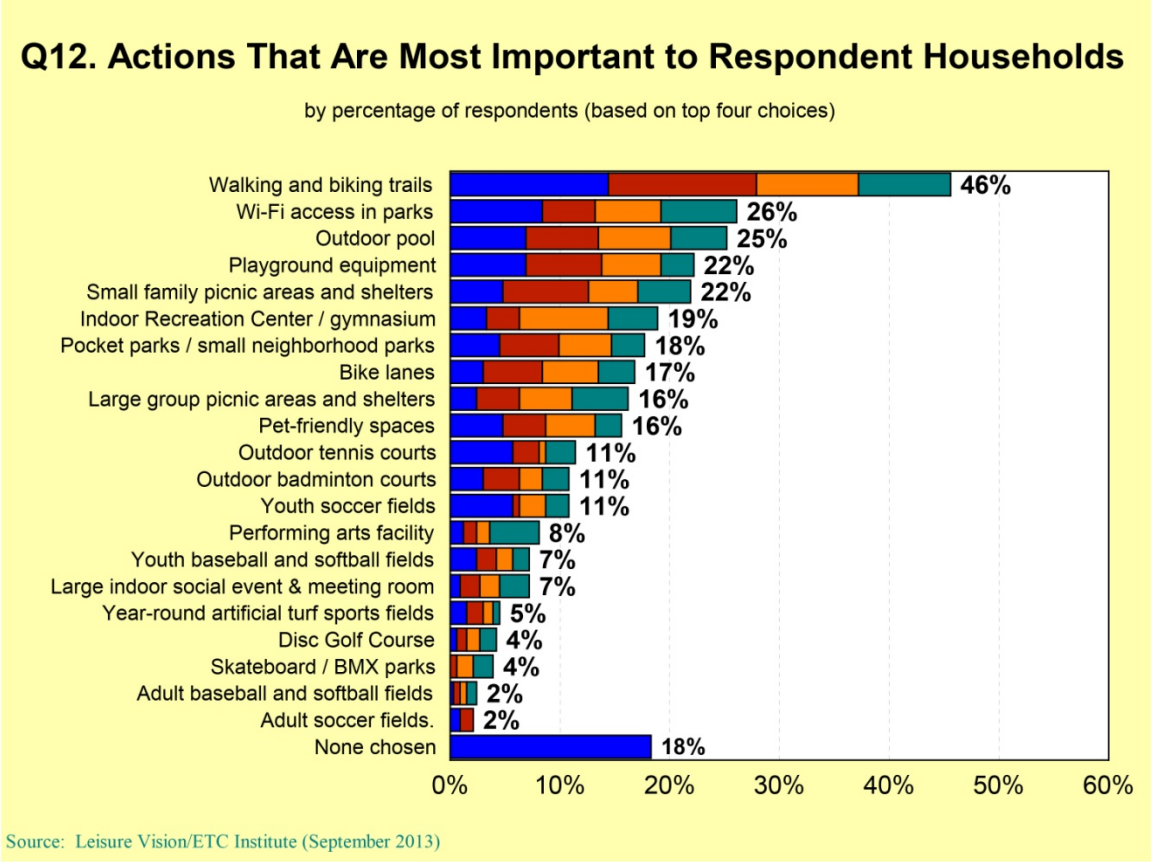
Eighty-eight percent (88%) of respondents are either "very supportive", sixty-eight percent (68%), or "somewhat supportive", twenty percent (20%), for the city to improve and expand walking and biking trails. Seventy-four percent (74%) of respondents are either "very supportive", fifty-nine percent (59%) or "somewhat supportive", twenty-five percent (25%), to improve or expand small family picnic areas and shelters. Sixty-nine percent (69%) of respondents are either "very supportive", fifty-four percent (54%), or "somewhat supportive", twenty-five percent (25%), to improve or expand playground equipment.



Source: Leisure Vision/ETC Institute (September 2013)

Actions That Are Most Important to Residents

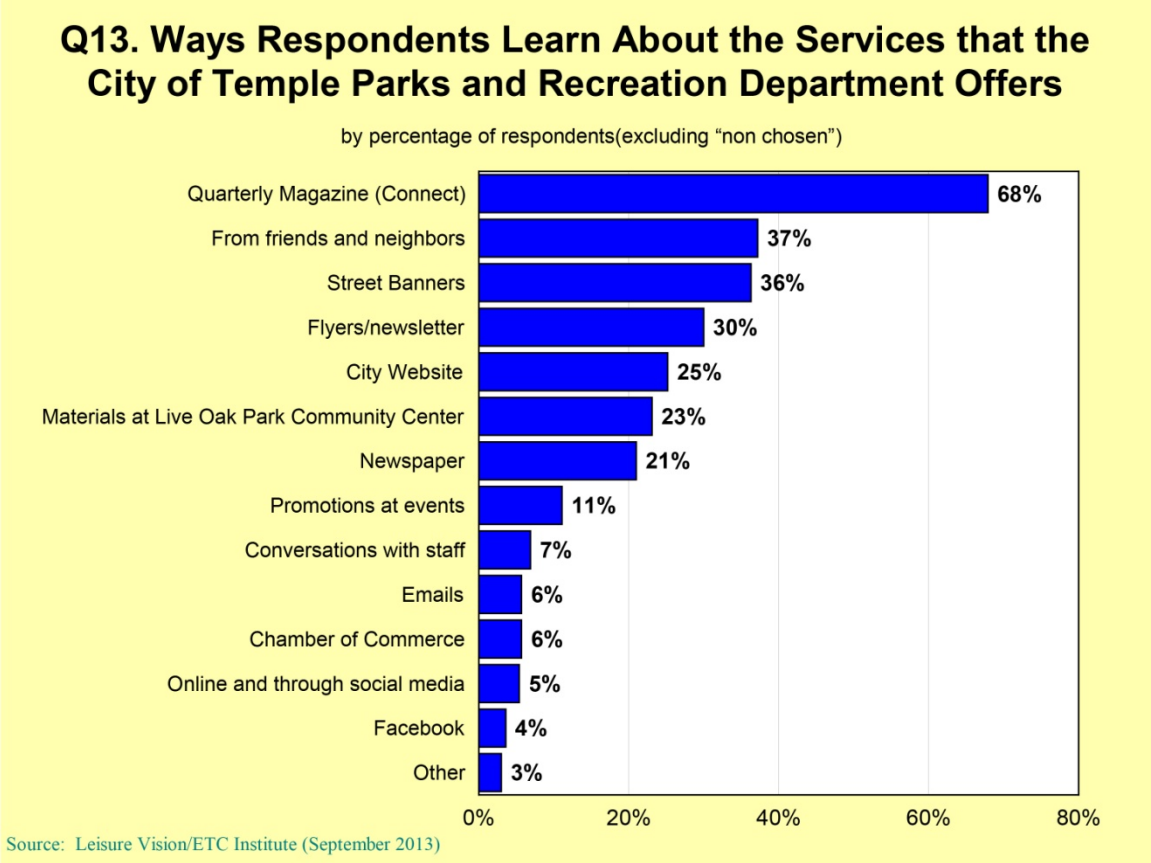
Based on the sum of respondent top four choices, the most important action that Temple City Parks and Recreation Department could take is walking and biking trails forty-six percent (46%). Twenty-six percent (26%) of respondents say that WI-FI access in parks is the most important action the City of Temple City could take. Twenty-five percent (25%) of respondents state that and outdoor pool is the most important action to them.



Source: Leisure Vision/ETC Institute (September 2013)

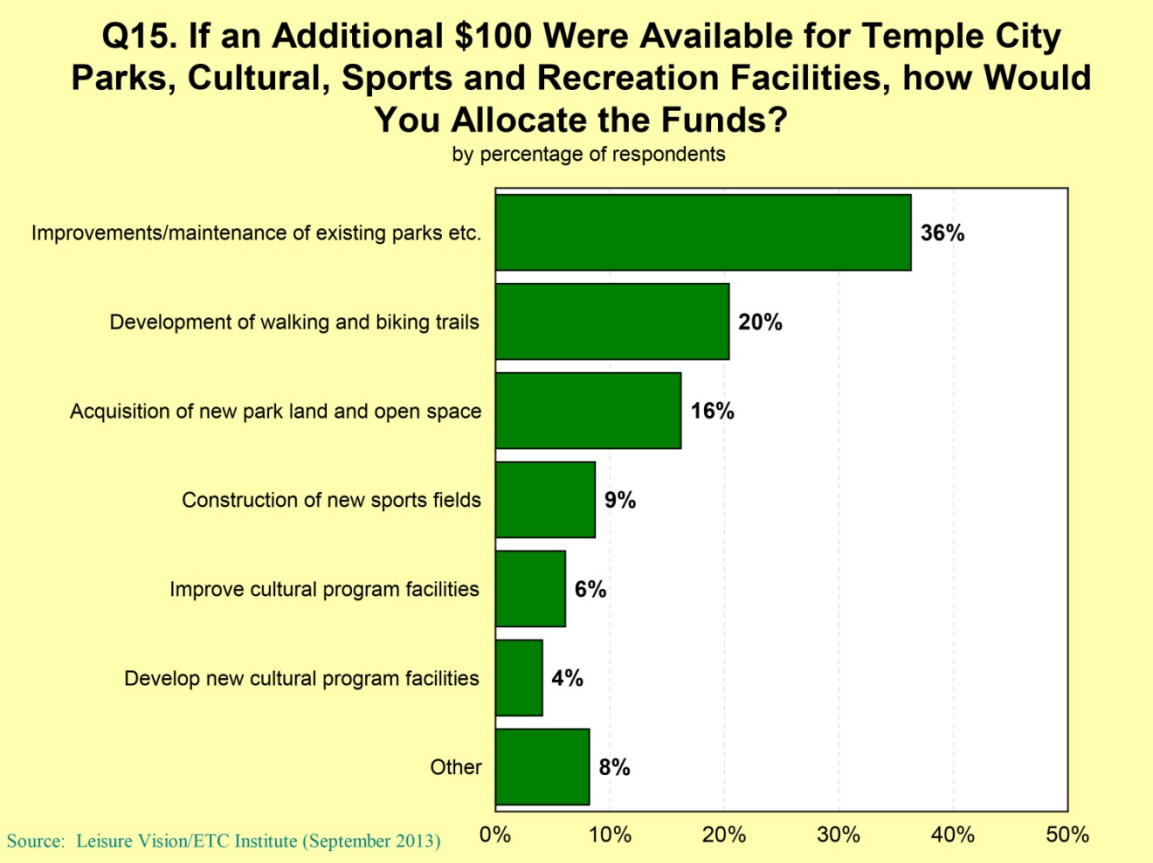
Ways Residents Learn About the Services That the City of Temple City Parks and Recreation Department Offers

The majority of respondents learn about services the City offers through the quarterly magazine (Connect), sixty-eight percent (68%). Thirty-seven percent (37%) of respondents learn about services from friends and neighbors. Thirty-six (36%) percent learn about services through banners.



How Would Residents Allocate the Funds if an Additional $100 Were Available for Temple City Parks, Cultural, Sports and Recreation Facilities

Thirty-six percent (36%) of respondents would use the additional funds to improve or provide maintenance to existing parks. Twenty percent (20%) of respondents would support the development of walking and biking trails. Sixteen percent (16%) of respondents would support the acquisition of new park land and open space.

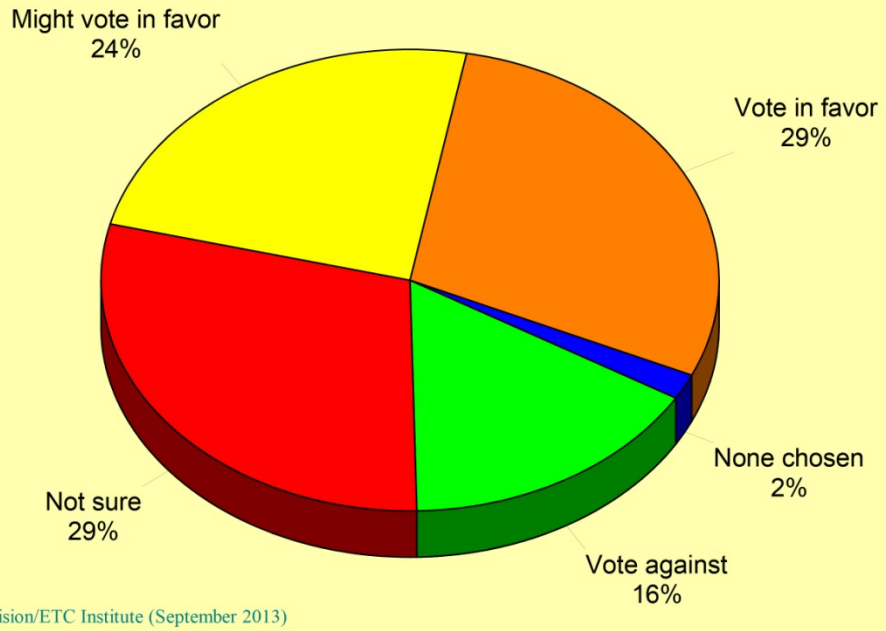


Agreement with Additional Taxes to Fund the Types of Parks and Recreation Improvements Most Important to Their Households

Twenty-nine percent (29%) of respondents would vote in favor of the measure. Twenty-nine percent (29%) were not sure if they would vote in favor of the measure or not. Twenty-four percent (24%) stated that they might vote in favor of the measure and sixteen percent (16%) would vote against the measure.

Q16. Respondents Agreement with Additional Taxes to Fund the Types of Parks and Recreation Improvements Most Important to Their Households

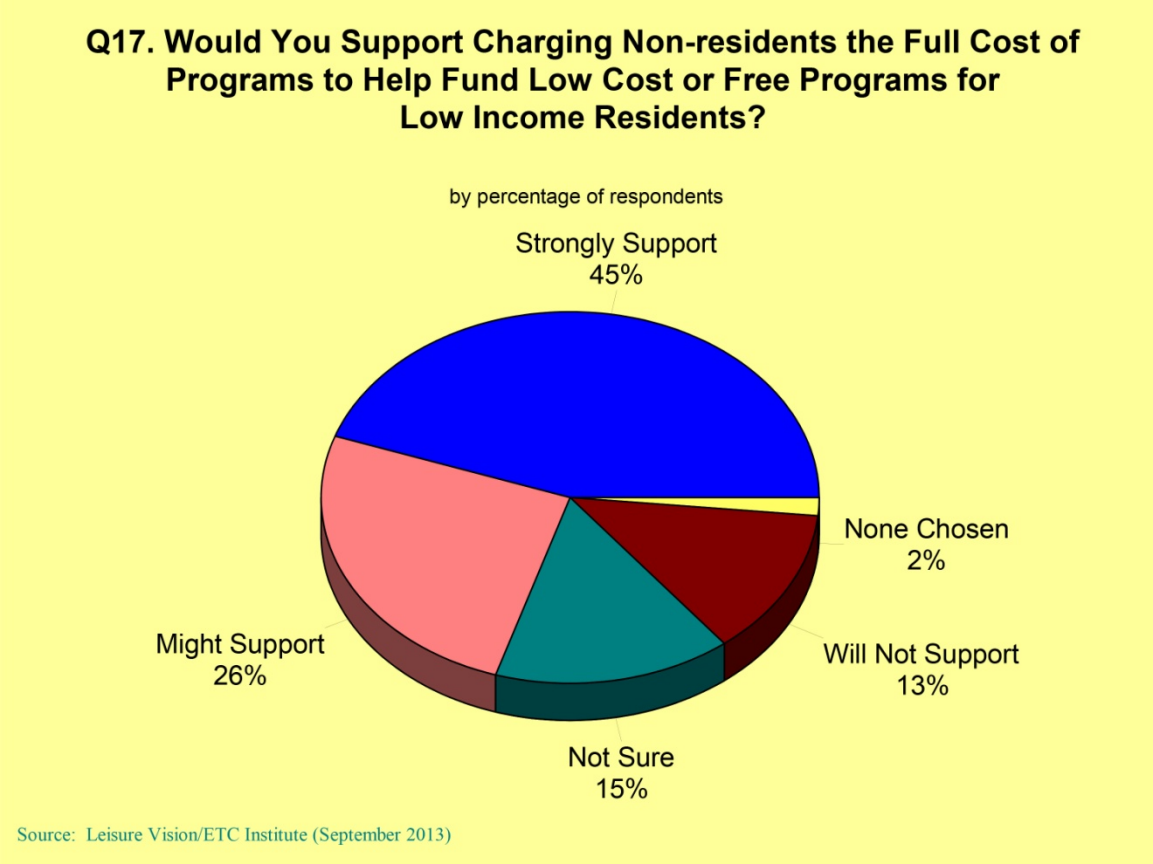
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Support for Charging Non-residents the Full Cost of Programs to Help Fund Low Cost or Free Programs for Low Income Residents

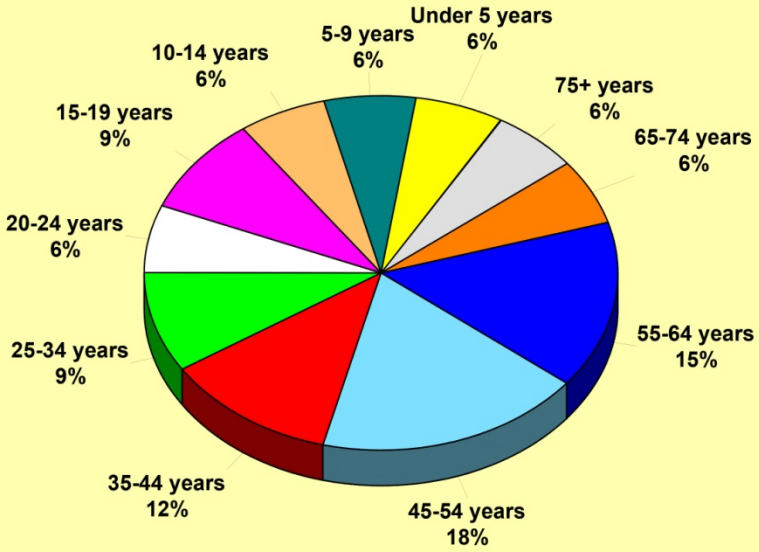
Forty-five percent (45%) of respondents would "strongly support" charging non-residents the full cost of programs in order to help fund low cost or free programs to low income residents. Twenty-six percent (26%) of respondents said that they "might support" this measure. Fifteen percent (15%) were "not sure" whether they would or would not support this measure and fifteen percent (15%) of respondents stated that they "would not support" charging non residents the full cost of the program to help affordability to low income residents.



DEMOGRAPHICS OF RESPONDENTS

Q18. Demographics: Ages of People in Household

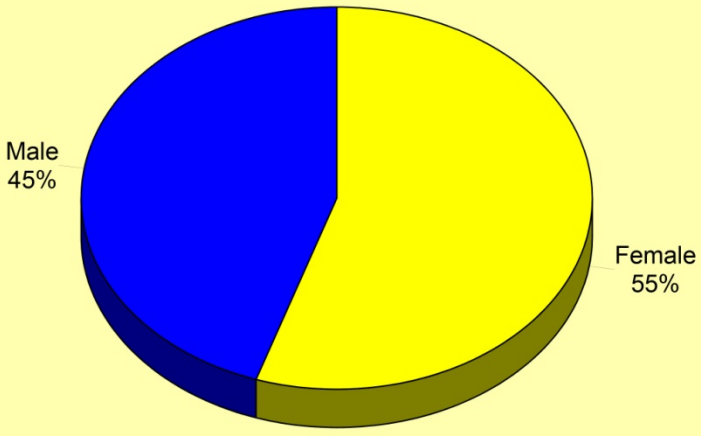
by percentage of (household occupants)



Source: Leisure Vision/ETC Institute (September 2013)

Q19. Demographics: Gender

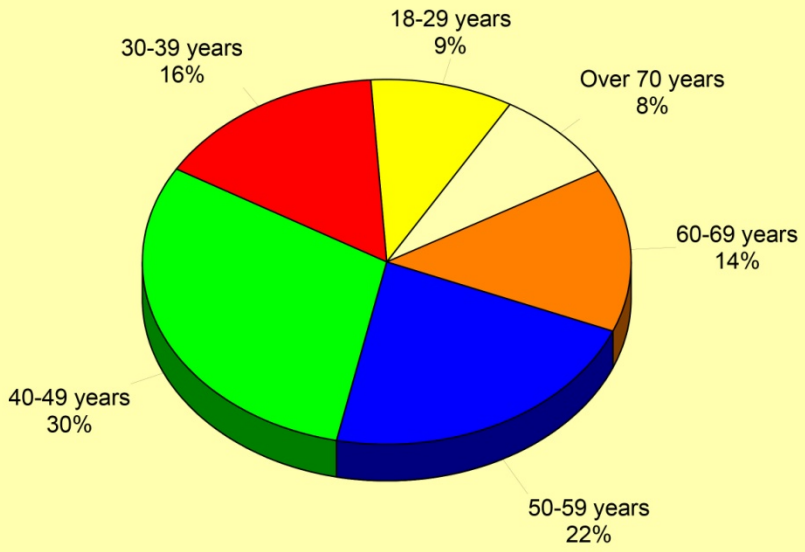
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q20. Demographics: Age of Respondents

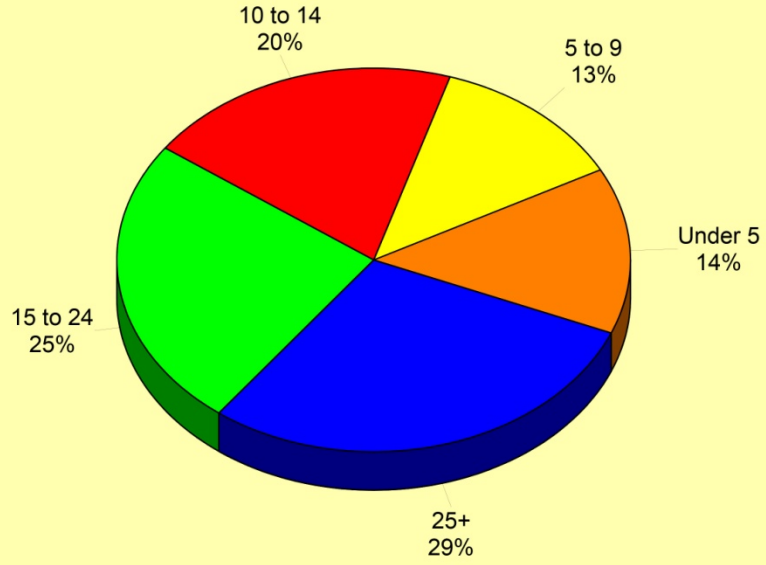
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q21. Demographics: Number of Years Lived in Temple City

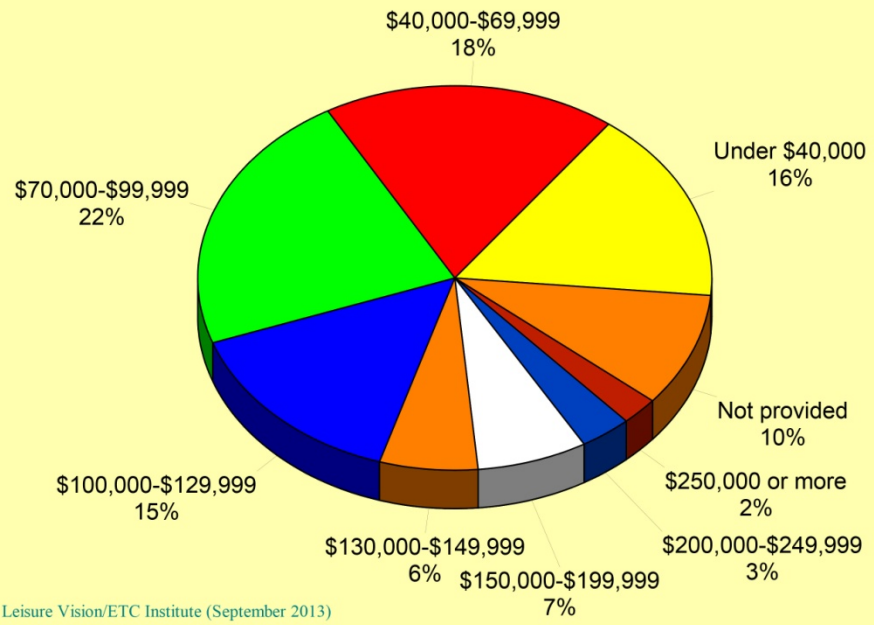
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q23. Demographics: Household Income

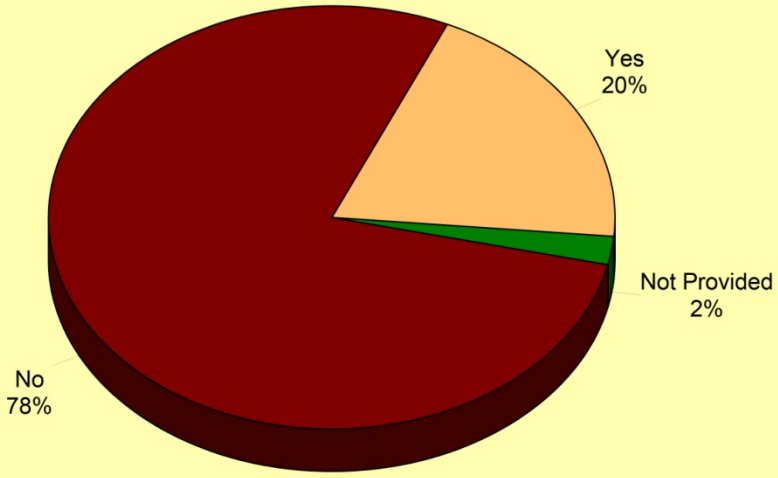
by percentage of respondents (without "not provided")



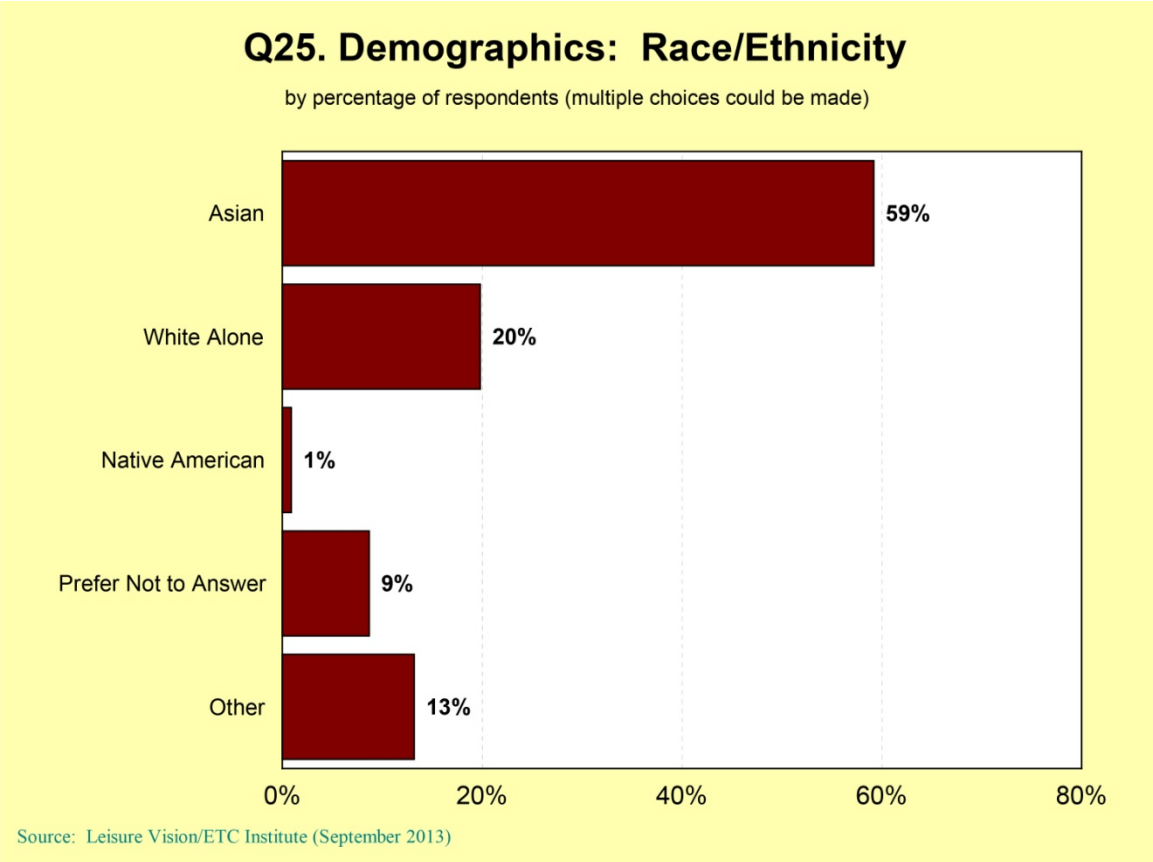
Source: Leisure Vision/ETC Institute (September 2013)

Q24. Demographics: Are You or Members of Your Household of Hispanic or Latino Ancestry?

by percentage of respondents (without "not provided")



Source: Leisure Vision/ETC Institute (September 2013)


Q25. Demographics: Race/Ethnicity
by percentage of respondents (multiple choices could be made)
Asian
59%
White Alone
20%
Native American
1%
Prefer Not to Answer
9%
Other
13%
0%
20%
40%
60%
80%
Source: Leisure Vision/ETC Institute (September 2013)

CHAPTER THREE – DEMOGRAPHICS AND TRENDS ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Temple City, California. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.1 DEMOGRAPHIC OVERVIEW

The total population of Temple City had an increase of approximately 6.5% from 33,377 in 2000 to 35,558 in 2010. The current estimated population for 2012 is 35,806, and it is projected to reach 36,266 in 2017, and total 38,296 by 2027.

According to the U.S. Census reports, the total number of households in the City has increased by approximately 2.4% from 11,338 in 2000 to 11,606 in 2010. Temple City is estimated to have 11,646 households in 2012, and is expected to grow to 12,039 households by 2027.

The target area's median household income of $57,783 is above state and national averages, while per capita income ($24,360) is lower than both averages.

Based on the 2010 Census, the population of Temple City is older (42 years) than the median age of the U.S. (37.2 years). Projections show that Temple City will undergo an aging trend, with the 55+ group being the only age segment experiencing growth, representing 38% of the total population by 2027.

The majority of the estimated 2012 population for Temple City is Asian (55.66%), with the White Alone (33.31%) segment representing the largest minority. From 2000 to 2010, the City's racial composition underwent a large shift, as the Asian population surpassed the White Alone as the majority, growing from 38.89% to 55.69% of the total population. In the same 10-year span, the White Alone group became the largest minority, reducing its representation from 48.73% in 2000 to 33.58% in 2010. The City also has a significant Hispanic / Latino population, accounting for 19.84% of the 2012 estimate. Future projections show that Temple City will continue to witness a rapid rise among the Asian race, as they grow to represent 69.03% of the total population in 2027, and the White Alone population will be decreased to 20.84% of the total. The Hispanic / Latino group will remain constant, representing an estimated 20.21% of the population by 2027.

METHODOLGY

Demographic data used for the analysis was obtained from the U.S. Census Bureau and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in December 2013 and reflects actual numbers as reported in the 2000 and 2010 Censuses, and estimates for 2012 and 2017 as obtained by ESRI. Straight line linear regression was utilized for projected 2022 and 2027

demographics. The geographic boundary of the City of Temple City was utilized as the demographic analysis boundary shown in the **Figure 1** below**.**

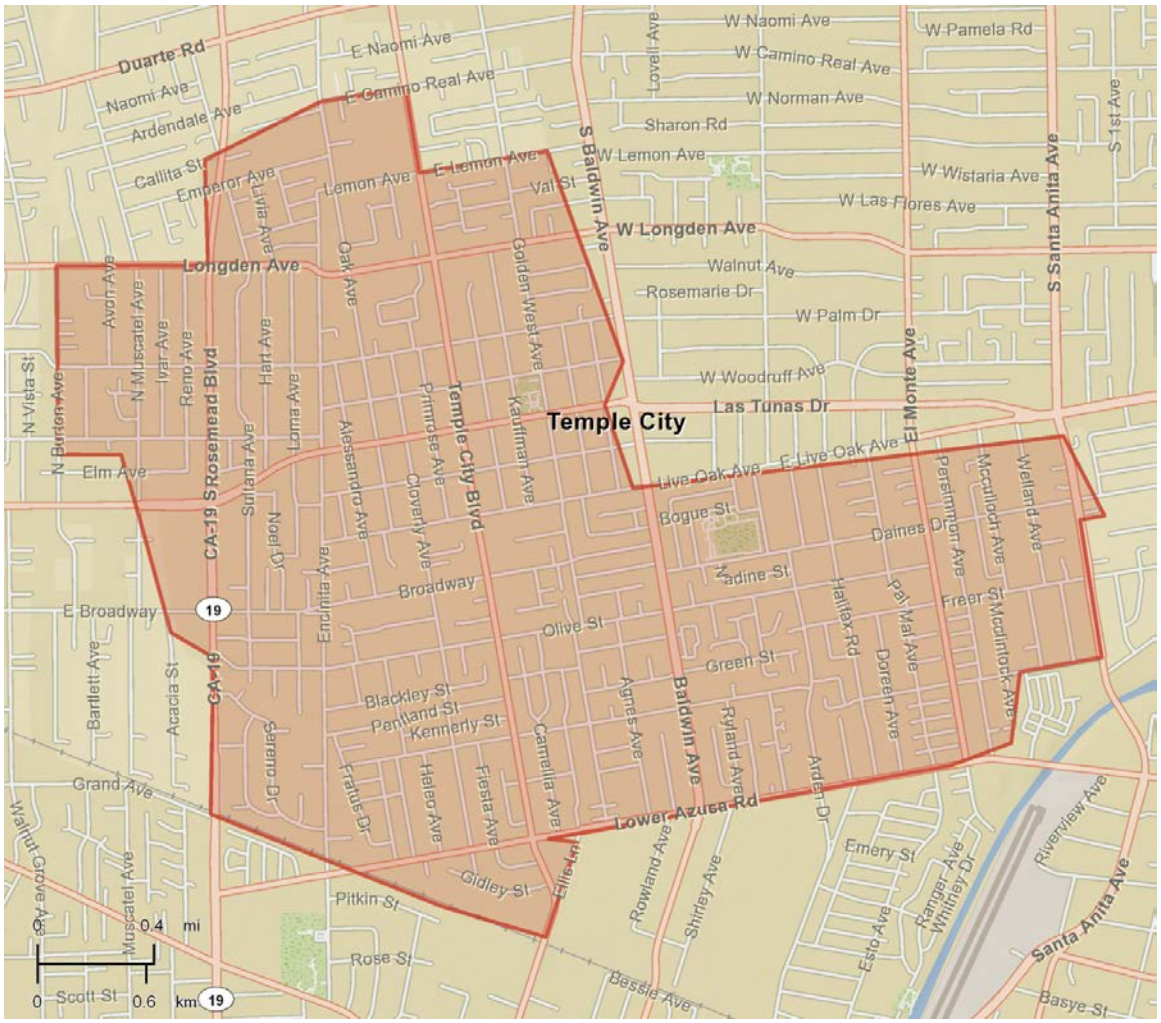


Figure 1-Target Area Boundaries

Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

3.2 CITY OF TEMPLE CITY POPULACE

Population

Temple City has witnessed gradual growth in recent years. From 2000 to 2010, the City's total population experienced an increase of 6.5% or an annual rate of growth of just over 0.6%. This is below national growth averages which were just over 1% annually. Projecting ahead, the total population of Temple City is expected to grow at a slow pace over the next 15 years. Based on predictions through 2027, the target area is expected to have approximately 38,296 residents living within 12,039 households. **See Figure 2.**

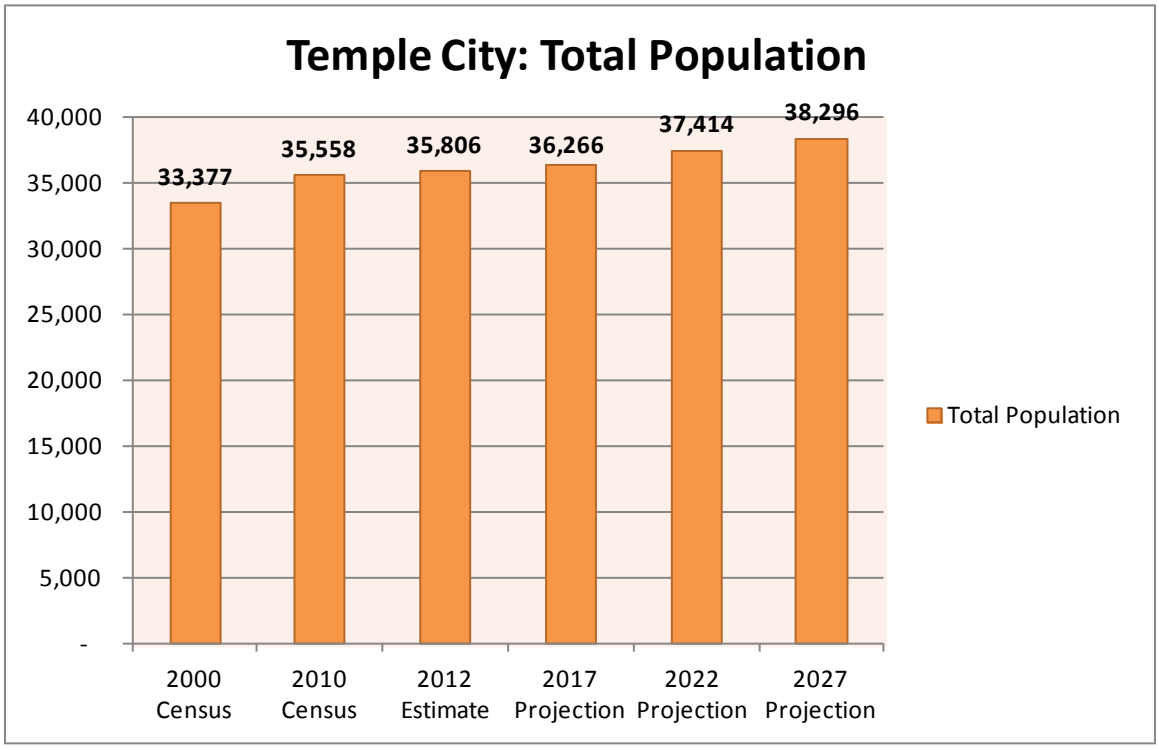


Figure 2-Total Population

Age Segment

Evaluating the distribution by age segments, Temple City is somewhat balanced between youth, young adult, family, and senior populations. In 2010, the highest segment by population is the 35-54 age group representing 31%, and the lowest is the 18-34 segment which constitutes 19% of the population.

Over time, the overall composition of the population is projected to undergo an aging trend. The Census results from 2000 and 2010 show a slight decrease in the <18 (from 24% to 21.2%), 18-34 (from 20.6% to 19%) and 35-54 (from 31.9% to 31%) segments. In the same 10 year period, the City experienced a large increase in the 55+ (from 23.6% to 28.7%) population. Future projections through 2027 show that each age segment, except the 55+ group, will undergo small, but steady, decreases in size as compared to the population as a whole. The 55+ group is expected to gradually grow to represent approximately 38% of the population by 2027, which will make it the single largest age segment at 36.9%. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the Baby Boomer population entering that age group. **See Figure 3.**

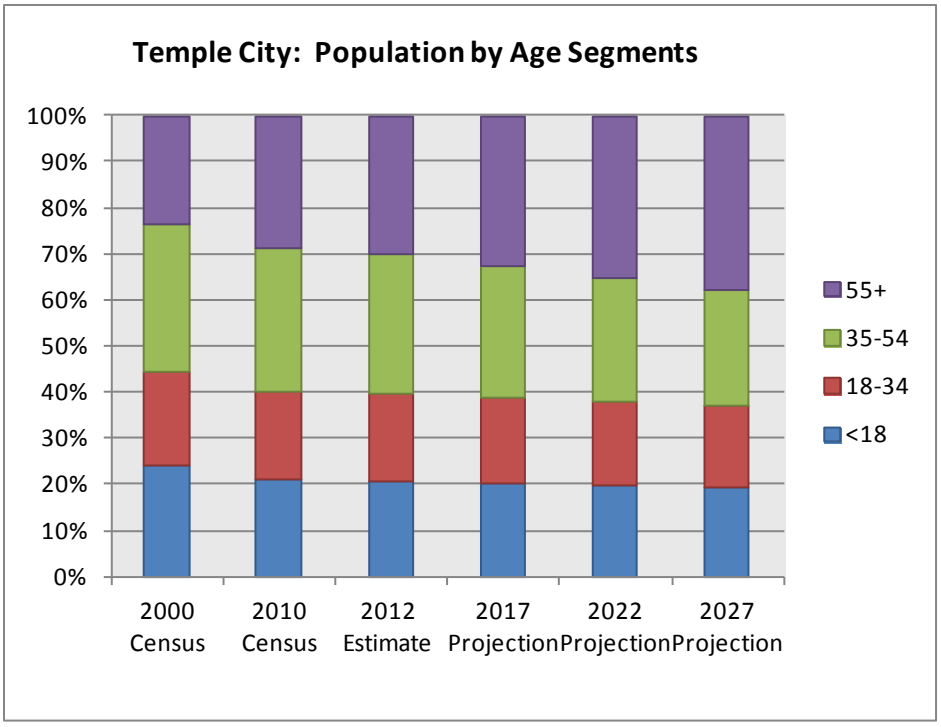


Figure 3-Population Age by Segments

Race and Ethnicity

In analyzing race and ethnicity, Temple City is fairly diverse. The 2012 estimate shows that the majority of the population falls into the Asian (55.66%) category, with the White Alone (33.31%) as the largest minority. Those of Hispanic / Latino descent represent 19.84% of the estimated 2012 population. In the time between Censuses of 2000 and 2010, the City recognized a substantial shift as the White Only category reduced significantly from 48.73% to 33.58%, while the Asian segment became the majority, increasing from 38.89% to 55.69%. Predictions for 2027 expect the Asian population to continue to grow to 69.03%, while the White Alone group will reduce to 20.84% of the total population. The Hispanic / Latino ethnicity will remain steady, representing 20.21% of the projected 2027 population. **See Figure 4 and Figure 5**.

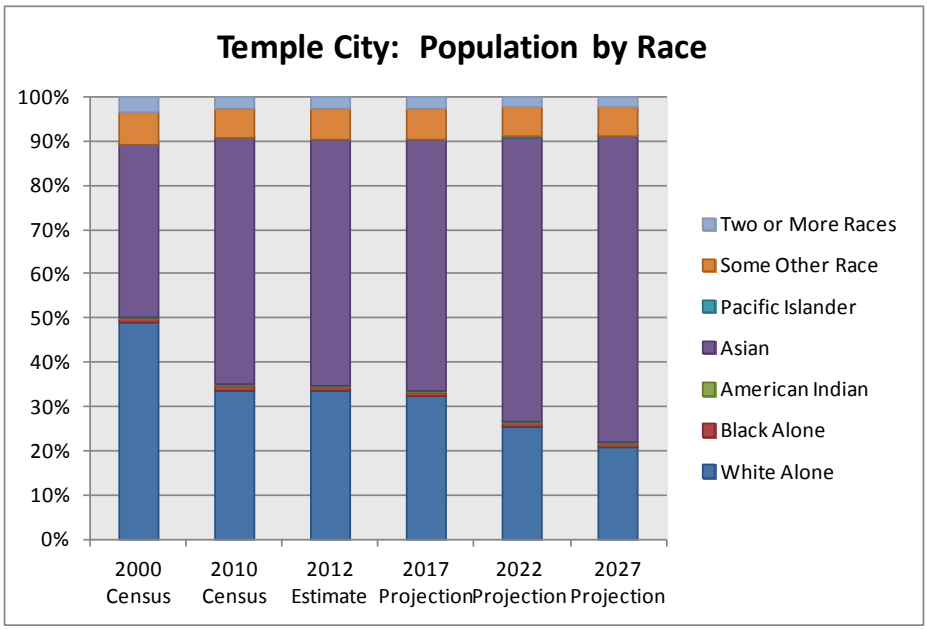


Figure 4- Population by Race

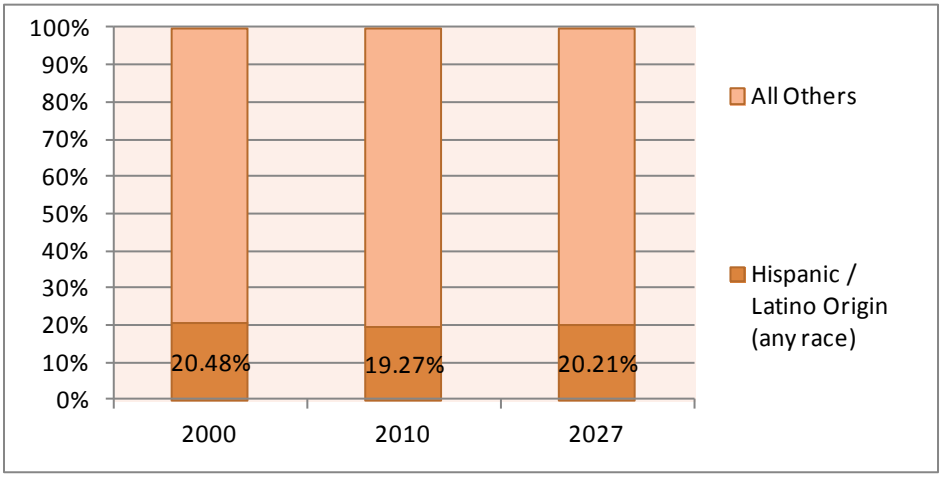


Figure 5- Hispanic / Latino Population

Households and Income

Temple City's income characteristics demonstrate rapid growth trends. The median household income was $48,696 in 2000 and $57,783 in 2012. It is projected to grow to $77,031 by 2027. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, is also projected to increase from $20,267 in 2000 and $24,360 in 2012 to $31,210 by 2027 (**Figure 6**). This includes an adjustment for inflation at approximately 2.5%.

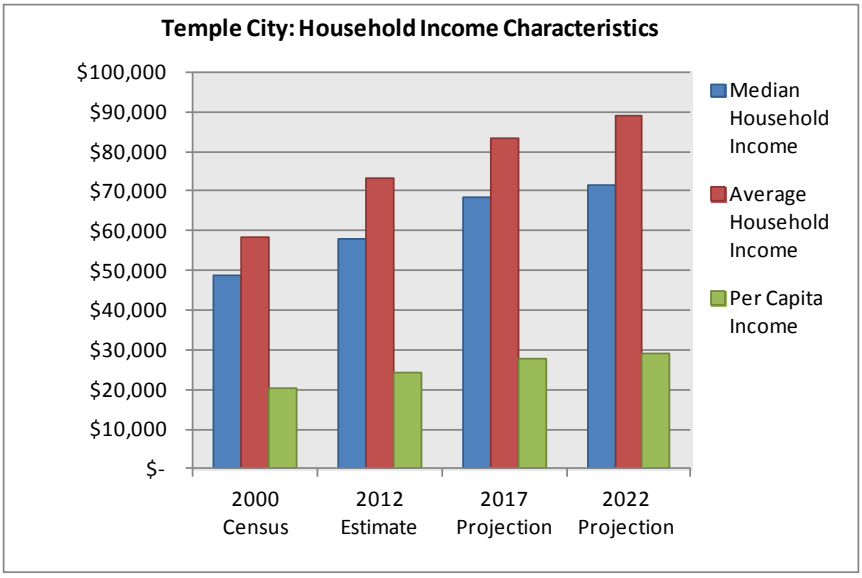


Figure 6- Household Income Characteristics

As seen in **Figure 7**, Temple City's median household income ($57,783) is above the state ($57,287) and national ($50,502) averages. Per Capita Income ($24,360) is lower than state ($27,859) and national ($26,708) averages. Future predictions expect that both Median Household Income and Per Capita income for the area will increase to $77,031 and $31,210, respectively, by 2027. A low per capita income and a high household income indicates that there are a higher number of individuals living together though they may be individually earning less. This could result in lower levels of disposable income and a higher preference for activities that have multi-generational appeal as well as that demonstrate good value for money.

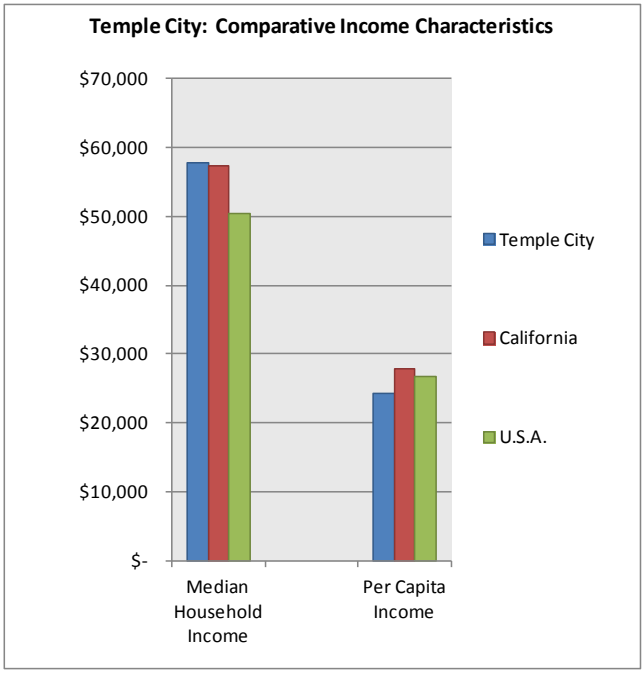


Figure 7- Comparative Income Characteristics

3.3 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2012 study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include, walking, bowling, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Walking has remained the most popular activity of the past decade by a large margin. Walking participation during the last year data was available (2011), reported over 112 million Americans had walked at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with more than 24 million people reportedly participating in 2011. Team sports that experienced significant growth in participation are lacrosse, rugby, ultimate Frisbee, gymnastics, ice hockey, and beach volleyball– all of which have experienced double digit growth over the last five years. Most recently, gymnastics, ultimate Frisbee and lacrosse were the only team sports that underwent growth from 2010 to 2011. Ultimately, the greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time. *The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2012* was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February 2012 from more than 38,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

National Trends Analysis

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional "bat and ball" sports with more than 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in **Figure 8,** since 2007, lacrosse and other niche sports like rugby have seen strong growth. Based on survey findings, lacrosse is experiencing continued growth over the last five years (41.9%). From 2007-2011 Rugby has grown 37.8% overall, but it did see a decrease from 2010-2011 of 9.2%. Other sports with notable growth in participation over the last five years

were Ultimate Frisbee (20.6%), gymnastics (18.6%), ice hockey (15.8%) and beach volleyball (14.8%). From 2010 to 2011, the only team sports that underwent growth were gymnastics (9.2%), ultimate Frisbee (6.5%) and lacrosse (5.5%).

National Participatory Trends; by Activity - General Sports	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Baseball	16,058	15,539	14,429	14,198	13,561	-4.5%	-6.0%	-12.7%	-15.5%
Basketball	25,961	26,108	25,131	25,156	24,790	-1.5%	-1.4%	-5.0%	-4.5%
Cheerleading	3,279	3,192	3,070	3,134	3,049	-2.7%	-0.7%	-4.5%	-7.0%
Football, Flag	N/A	7,310	6,932	6,660	6,325	-5.0%	-8.8%	-13.5%	N/A
Football, Tackle	7,939	7,816	7,243	6,850	6,448	-5.9%	-11.0%	-17.5%	-18.8%
Football, Touch	N/A	10,493	9,726	8,663	7,684	-11.3%	-21.0%	-26.8%	N/A
Gymnastics	4,066	3,975	3,952	4,418	4,824	9.2%	22.1%	21.4%	18.6%
Ice Hockey	1,840	1,871	2,018	2,140	2,131	-0.4%	5.6%	13.9%	15.8%
Lacrosse	1,058	1,092	1,162	1,423	1,501	5.5%	29.2%	37.5%	41.9%
Racquetball	4,229	4,611	4,784	4,603	4,357	-5.3%	-8.9%	-5.5%	3.0%
Rugby	617	654	720	940	850	-9.6%	18.1%	30.0%	37.8%
Soccer (Indoor)	4,237	4,487	4,825	4,920	4,631	-5.9%	-4.0%	3.2%	9.3%
Soccer (Outdoor)	13,708	13,996	13,957	13,883	13,667	-1.6%	-2.1%	-2.4%	-0.3%
Softball (Fast Pitch)	2,345	2,331	2,476	2,513	2,400	-4.5%	-3.1%	3.0%	2.3%
Softball (Slow Pitch)	9,485	9,660	9,180	8,477	7,809	-7.9%	-14.9%	-19.2%	-17.7%
Tennis	16,940	17,749	18,546	18,719	17,772	-5.1%	-4.2%	0.1%	4.9%
Track and Field	4,691	4,604	4,480	4,383	4,341	-1.0%	-3.1%	-5.7%	-7.5%
Ultimate Frisbee	4,038	4,459	4,636	4,571	4,868	6.5%	5.0%	9.2%	20.6%
Volleyball (Court)	6,986	7,588	7,737	7,315	6,662	-8.9%	-13.9%	-12.2%	-4.6%
Volleyball (Sand/Beach)	3,878	4,025	4,324	4,752	4,451	-6.3%	2.9%	10.6%	14.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Traditional youth "powerhouse" sports, including outdoor soccer and baseball, have both experienced declines in participation over the study period; however, the sheer number of participants (13.7 million and 13.6 million, respectively) demands the continued support of these sports.

The growth in youth team sports is now being driven by America's 13 and 14 year olds, these are the peak ages of sports participation for children. Nearly 70% of children (age 6-17) in the U.S. are playing team sports and three out of four teenagers are now playing at least one team sport according to the SGMA annual participation study on team sports -- U. S. Trends in Team Sports (2011 edition).

According to the SFIA, only three team sports have had moderate increases in participation since 2010. They are Gymnastics (up 9.2%), Ultimate Frisbee (up 6.5%), and Lacrosse (up 5.5%). Four traditionally mainstream team sports experienced single-digit declines in overall participation across the United States: Tackle Football (down 5.9%), Baseball (down 4.5%), Outdoor Soccer (up 2.8%), and Basketball (down 1.5%).

Figure 8-National Sports Participatory Trends

Aquatic Activity

Swimming is unquestionably a lifetime sport. Participation rates in swimming have remained steady over the years, although as with most recreational activities, participatory rates have dipped slightly. However, recreational swimming is the absolute leader in multigenerational appeal with nearly 17 million estimated participants per year (**Figure 9**).

National Participatory Trends; by Activity	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Aquatic Exercise	9,303	9,757	9,267	8,662	9,231	6.6%	-0.4%	-5.4%	-0.8%
Swimming (Fitness/Competition)	16,144	18,368	19,041	17,443	17,145	-1.7%	-10.0%	-6.7%	6.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Figure 9- Aquatic Participatory Trends

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

National trends in general fitness

National participatory trends in general fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 112 million participants in 2011. Other leading fitness activities based on number of participants include treadmill (over 53 million participants), running/jogging (over 50 million participants), and hand free weights (nearly 47 million participants). From 2007-2011, the activities that are growing most rapidly are high impact aerobics (increased by 39.6%), group stationary cycling (increased 38.4%), and the elliptical motion trainer (increased 26.1%). Yoga, running/jogging, step aerobics, and low impact aerobics have also seen significant growth in recent years. **See Figure 10.**

National Participatory Trends; by Activity - General Fitness	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	8.2%	23.4%	33.7%	39.6%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	-1.8%	4.1%	11.5%	15.9%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	-6.9%	-2.6%	9.0%	20.5%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	8.8%	14.8%	21.7%	26.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	0.6%	1.7%	2.3%	3.7%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	-0.5%	1.7%	4.8%	6.1%
Free Weights (Dumbells)	32,371	33,381	35,068	36,566	36,470	-0.3%	4.0%	9.3%	12.66%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	2.2%	5.6%	8.1%	7.13%
Pilates Training	9,192	9,039	8,770	8,404	8,507	1.2%	-3.0%	-5.9%	-7.5%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	7.3%	17.8%	21.8%	21.9%
Stair Climbing, Machine	13,521	13,863	13,653	13,269	13,409	1.1%	-1.8%	-3.3%	-0.83%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	11.3%	29.2%	34.3%	38.4%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	4.1%	5.6%	7.5%	10.3%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	-0.7%	-2.0%	-2.0%	-0.5%
Tai Chi	N/A	3,424	3,315	3,193	2,975	-6.8%	-10.3%	-13.1%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	1.9%	5.7%	7.1%	6.4%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	0.9%	1.2%	1.8%	0.66%
Yoga	N/A	17,758	18,934	20,998	22,107	5.3%	16.8%	24.5%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Figure 10- General Fitness National Participatory Trends

National Trends in General Recreation

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and is not limited by time restraints. The most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (nearly 39 million participants), day hiking (over 33 million participants), and golf (over 25 million participants). From 2007-2011, general recreation activities that have seen the most rapid growth are adventure racing (increased by 72.21%), recreational kayaking (increased by 44.91%), white water kayaking (increased by 40.35%), and trail running (increased by 27.44%). In-line roller skating and skateboarding have seen a substantial drop in participation, decreasing by 31.1% and 25.04% respectively from 2007-2011. **See Figure 11.**

National Participatory Trends; by Activity - General Recreation	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Adventure Racing	698	809	1,005	1,214	1,202	-0.99%	19.60%	48.58%	72.21%
Archery	5,950	6,180	6,368	6,323	6,471	2.34%	1.62%	4.71%	8.76%
Bicycling (Mountain)	6,892	7,242	7,367	7,152	6,989	-2.28%	-5.13%	-3.49%	1.41%
Bicycling (Road)	38,940	38,527	39,127	39,730	39,834	0.26%	1.81%	3.39%	2.30%
Bicycling-BMX	1,887	1,896	1,858	2,090	1,958	-6.32%	5.38%	3.27%	3.76%
Canoeing	9,797	9,866	9,997	10,306	10,170	-1.32%	1.73%	3.08%	3.81%
Climbing (Sport/Indoor/Boulder)	4,514	4,642	4,541	4,542	4,445	-2.14%	-2.11%	-4.24%	-1.53%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,175	2,062	2,017	1,904	-5.60%	-7.66%	-12.46%	-7.66%
Fishing (Fly)	5,756	5,849	5,755	5,523	5,581	1.05%	-3.02%	-4.58%	-3.04%
Fishing (Freshwater)	43,859	42,095	40,646	39,911	38,864	-2.62%	-4.38%	-7.68%	-11.39%
Fishing (Saltwater)	14,437	14,121	13,054	12,056	11,896	-1.33%	-8.87%	-15.76%	-17.60%
Golf	29,528	28,571	27,103	26,122	25,682	-1.68%	-5.24%	-10.11%	-13.02%
Hiking (Day)	29,965	31,238	32,542	32,534	33,494	2.95%	2.93%	7.22%	11.78%
Horseback Riding	12,098	11,457	10,286	9,782	9,335	-4.57%	-9.25%	-18.52%	-22.84%
Kayaking (Recreational)	5,070	5,655	6,226	6,339	7,347	15.90%	18.01%	29.92%	44.91%
Kayaking (White Water)	1,207	1,225	1,306	1,606	1,694	5.48%	29.71%	38.29%	40.35%
Roller Skating, In-Line	10,814	10,211	8,942	8,128	7,451	-8.33%	-16.67%	-27.03%	-31.10%
Sailing	3,786	4,006	4,284	4,106	3,797	-7.53%	-11.37%	-5.22%	0.29%
Skateboarding	8,429	8,118	7,580	7,080	6,318	-10.76%	-16.65%	-22.17%	-25.04%
Trail Running	4,216	4,537	4,845	4,985	5,373	7.78%	10.90%	18.43%	27.44%
Wakeboarding	3,521	3,532	3,561	3,611	3,517	-2.60%	-1.24%	-0.42%	-0.11%
Water Skiing	5,918	5,756	5,228	4,849	4,626	-4.60%	-11.51%	-19.63%	-21.83%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)					

Figure 11- General Recreation National Participatory Trends

Local Sport and Market Potential

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in Temple City. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The City is compared to the national average in four (4) categories – general sports by activity, fitness by activity, outdoor activity, and money spent on miscellaneous recreation. Temple City shows higher than average market potential for participation in tennis and yoga especially and is also high for general recreation spending.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within Temple City. Cells highlighted in yellow indicate the top three scoring activities based on the purchasing preferences of residents.

General Sports Market Potential

Participatory Trends; by Activity - General Sports	Temple City (MPI)
Participated in Baseball	83
Participated in Basketball	86
Participated in Football	51
Participated in Golf	73
Participated in Soccer	86
Participated in Softball	75
Participated in Tennis	115
Participated in Volleyball	67

Fitness Market Potential

Participatory Trends; by Activity - Fitness	Temple City (MPI)
Participated in Aerobics	73
Jogging/ Running	87
Participated in Pilates	85
Participated in Swimming	66
Participated in Walking for Exercise	89
Participated in Weight Lifting	77
Participated in Yoga	143

Outdoor Activity Market Potential

Participatory Trends; by Activity - Outdoor Activity	Temple City (MPI)
Participated in Archery	105
Participated in Backpacking/Hiking	87
Participated in Bicycling (mountain)	70
Participated in Bicycling (road)	71
Participated in Canoeing/Kayaking	50
Participated in Fishing (salt water)	75
Participated in Horseback Riding	93

Money Spent on miscellaneous recreation

Participatory Trends; by Activity - Money Spent on Miscellaneous Recreation	Temple City (MPI)
Spent on High End Sports/Recreation Equipment <$250	**49**
Spent on High End Sports/Recreation Equipment >$250	**44**
Attend sports event: baseball game	**101**
Attend sports event: basketball game (college)	**82**
Attend sports event: basketball game (pro)	**118**
Attend sports event: football game (college)	**62**
Attend sports event: football-Monday night game (pro)	**113**
Attend sports event: football-weekend game (pro)	**123**
Attend sports event: golf tournament	**103**
Attend sports event: ice hockey game	**104**
Attend sports event: soccer game	**123**
Visited a theme park in last 12 months	**132**
Visited Disney World (FL)/12 mo: Magic Kingdom	**114**
Visited any Sea World in last 12 months	**132**
Visited any Six Flags in last 12 months	**133**
Went to zoo in last 12 months	**71**

CHAPTER FOUR - RECREATION PROGRAM ASSESSMENT

4.1 RECREATION PROGRAM ASSESSMENT

PROS Consulting conducted an assessment of the Temple City Parks and Recreation Department's program offerings and other special events. The aim of the assessment is to identify core program areas, gaps and overlaps in services as well as system-wide issues such as customer feedback, performance measures and marketing that is vital to the success of the Department's program growth.

The consulting team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Community input from focus groups and public workshops
- Website review

The City Parks and Recreation staff selected the core programs / facilities to be evaluated and entered the data into the program assessment matrix provided by PROS. The following are the areas chosen for evaluation based on staff and consultant team input.

The program areas evaluated as a part of this assessment are:

- Youth Sports
- Senior Programs
- STARS Club
- Fee & Charge Class Program
- Volunteers Program
- Lights on Temple City
- Summer Concert Series



4.2 PROGRAM ASSESSMENT AND OVERVIEW

- There exists very good diversity in types of program offerings
- Special events are a great strength and much appreciated by the community
- Program lifecycles are imbalanced in their lifecycles
    - ✓ Few programs in the Introduction Stage (5%), which indicates that the innovation pipeline may be limited
    - ✓ Over 60% programs in the Mature, Saturated or Decline stage which means programs are limited by space or not aligned with community needs
- Age segments served by existing programming are not aligned with community demographics
    - ✓ 48% programs targeting population under 18 which comprises only 20% of the population; Only 24% programs for those 45+ in age
- Variety of program promotions mechanisms are utilized by the staff which is a good practice

4.3 SUMMARY PROGRAM RECOMMENDATIONS

- Create a core program area – Fitness and Wellness that targets all ages
- Rebalance offerings to increase those in Introduction stage to at least 10% of program offerings while reducing programs in Decline and Saturated Stage
- Increase focus on customer feedback using a wide variety of sources (online surveys, lost customer surveys, caught-in-the-act surveys etc.)
- To enhance marketing and communications efforts, add a smart-phone website and also an app, if possible
- Undertake additional multi-lingual marketing through English and foreign-language social media
- Add Wi-Fi at the parks and facilities
- Continue expanding volunteer support through online platforms such as www.volunteermatch.org

4.4 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis completed by staff members. The listing of programs is included in the chart on the following page. This assessment was not based on quantitative data, but based on staff's knowledge of their program areas. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The following list shows the percentage distribution of the various lifecycle categories of the Department's recreation programs:

- Introduction stage (New program; modest participation) = 5%
- Take off stage (Rapid participation growth) = 12%
- Growth stage (Moderate, but consistent participation growth) = 21%
- Mature stage (Slow participation growth) = 40%
- Saturation stage (Minimal to no participation growth; extreme competition) = 11%
- Decline stage (Declining participation) = 11%

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The PROS team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the Program Lifecycle table.

The lifecycles depict areas of opportunity. Over 60% of the programs (40% Mature, 11% Saturated, and 11% Decline stage) have slow or minimal participation growth which is an area of opportunity. It is understood that five percent of programs (5%) in the introduction stage indicate a limited opportunity for innovation which is an area for focus.

Recommendations

The PROS team recommends that the City Recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the Mature to Decline stage while ensuring an increased number of programs in the Introduction stage. It is recommended that programs from Mature to Decline should be 40% or less of the total program mix.

It is recommended that the recreation team implement an annual program innovation audit to identify programs that are stagnating or slowing down. The assessment may identify whether those programs should continue in their current state or be repositioned in order to further drive participation. A performance metric can be established to have at least 10% of programs annually in the introduction stage and less than 10% of all programs in the Saturated to Decline stage.

The City could also conduct a regional program and partnership innovation summit with the neighboring agencies or stakeholders. The objective would be to identify new and upcoming program trends, avoid program duplication and partner together in order to maximize the available space.

Stage in Program Lifecycle					
Introduction	**Take-Off**	**Growth**	**Mature**	**Saturated**	**Decline**
Intro to Hardball	Concert Series	Lights on TC	Senior Lunch	STARS Club	Senior Wellness Series
Jr. High Flag Football	Adult Sign Ups	Senior Exercise	Senior Special Events	Computer Adventures for All Ages	Ju-Jitsu & Karate
Jr. High Volleyball	Adult Jazz/Tap	Teen Sign Ups	Senior Support Services	Children's Musical Theater	Little Knickers Ju-Jitsu
	Dance Competition Style	Little Stars	Senior Health Screenings	Ukulele Lessons	Gymnastics & Trampoline
	Hip-Hop Dance	Tiny Tots	Senior Tax Services	Nippon Kempo Karate	Kindergym
	Jazz	Bricks 4 Kidz	Card Clubs	Flag Football	T-Ball
	Little Picasso	Computers for Seniors - English	Senior Excursions		
		Computers for Seniors - Mandarin/ Cantonese	Adult Translators		
		Debate and Public Speaking	Ballet & Tap Dance		
		60+ Stronger Senior Core Fitness	Line Dance		
		Kids Music N' Motion	45+ Cardio Dance and Strength Training		
		Basketball	Total Yoga Beat Stress and Tone		
			Kickboxing Cardio Dance Challenge		
			Senior Fitness Seating to the Oldies		
			Slim & Tone Pilates/ Resistance Band Training		
			Sun-Mood Yoga		
			Group Piano Lessons		
			Piano, Piano		
			Hapkito		
			Kids in the Kitchen		
			Table Tennis		
			Tennis Academy		
			Soccer		
5%	**12%**	**21%**	**40%**	**11%**	**11%**
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation

4.5 AGE SEGMENT DISTRIBUTION

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs.

The demographics is heavily skewed towards an aging population with currently 40% made up of those who are 34 years and younger. Based on the program list provided by the staff, 59% of all programming is geared towards ages 24 and below even though that age segment comprises a much small percentage of Temple City's population demographics. It is typical nation-wide for agencies to focus heavily on youth and families while often under serving active adults, seniors and the middle-aged.



The Department does have programs for the 55+ population as well but as the population ages it would be appropriate for the staff to view the age segment distributions on an annual basis to ensure continued rebalancing among skewed categories.

Also, if possible, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The Department could evaluate further splitting program offerings into 55–74 and 75 plus program segments.

4.6 CORE PROGRAMS

The PROS team believes in the importance of identifying core programs based on current and future needs and prioritizing resource allocation to meet those needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. It does not mean that non-core programs are not important – it simply allows the City and the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years).
- Offered 3-4 sessions per year.
- Wide demographic appeal.
- Includes 5% or more of recreation budget.
- Includes a tiered level of skill development.
- Requires full-time staff to manage the program.
- Has strong social value.
- High level of customer interface exists.
- High partnering capability.
- Facilities are designed to support the program.

Existing Core Programs

- Youth Sports
- Senior Programs
- STARS Club
- Fee & Charge Class Program
- Volunteers Program
- Lights on Temple City Special Event
- Summer Concert Series

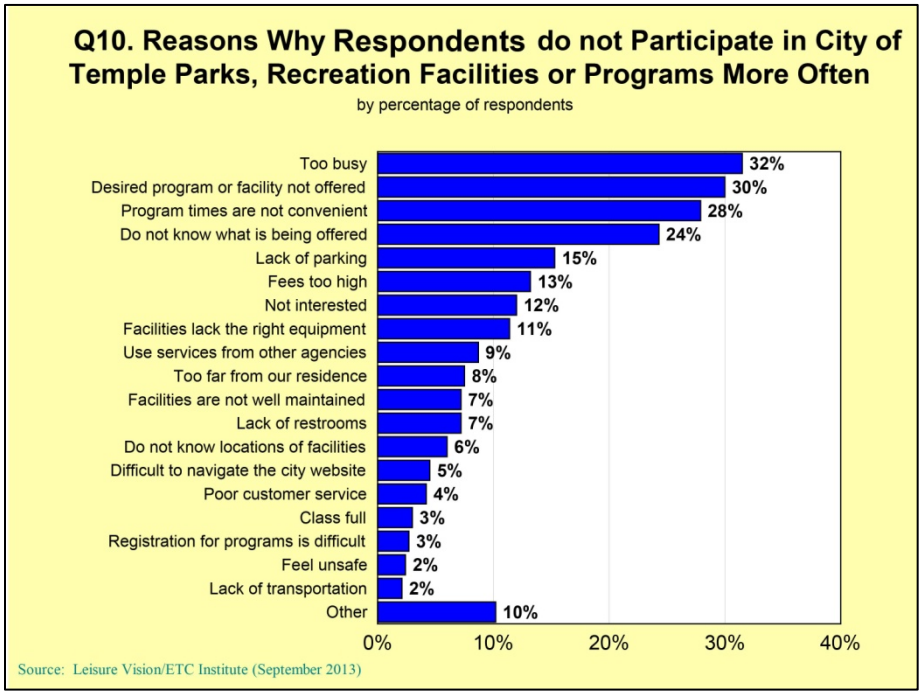
Recommended Core Program

Based on nationwide trends and the community input feedback received, PROS recommends introducing a new core program area focused on Fitness and Wellness. This would include youth fitness and wellness programs as well as adult fitness and wellness programs.

Types of programs may already be included in the overall Fee and Charge Class Program but it would be important to create a separate area to manage and promote them effectively.

4.7 MARKETING AND PROMOTIONS

This section reviews the Department's marketing and promotions as gleaned from the program worksheets and discussions with staff as well as the survey responses. As can be seen in the survey response, respondents chose "I don't know what is being offered" as one of the top 5 biggest reasons preventing them from using parks, recreation and cultural offerings more often. This clearly indicates that marketing and promotions are is an area of improvement and one



that will have a significant impact on increasing participation and consequently revenue for the Department.

Given the limited marketing dollars available, it would be helpful for the Department to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the marketing mediums undertaken and tailor future marketing spending to focus on the most effective mediums. This could be done by ensuring every registrant and as many on-site users as possible are asked 'How did you hear about us?' Tying the participant responses to marketing mediums would allow for a better understanding of marketing spending and enable greater effectiveness of existing ones while eliminating non-effective mediums.

Additionally, cross promoting at Special Events such as Concerts in the Park etc. would help the Department take advantage of the presence of a large existing audience in the special event environment to promote its other offerings and programs.

The use of Web 2.0 technology could be increased beyond Facebook, Twitter and Nixle to other mediums such as Instagram, Pinterest and YouTube as well.

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the Department or the City's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook

4.8 WEBSITE / ONLINE MEDIUMS

The Temple City Parks and Recreation Department website (as shown below) presents a clean look on the Home Page. The Contact Us info is visibly listed which is a very user-friendly practice. The site's home page boxes make it easier for access various sections including youth sports, volunteer opportunities, special events etc. However, the images are not visually appealing and often small in size. The Department's commitment to diversity and the reflection of the diverse audience base they serve should be reflected through the images as well.

It is good to see the direct website link to RecConnect thus making it easy to find the desired program offerings and register. It would be good to provide an easily accessible link to the Parks and Open Space Master Plan as well once it is completed. Leveraging the website to obtain customer feedback for programs, parks and facilities and customer service through online surveys would be another useful option.

Any opportunities to utilize multi-lingual channels or provide a link to Google Translate that can allow users to translate the page into a language of their choice would be helpful for Temple City's multilingual audience.

From a navigational standpoint, the tool bar on the left panel continues to show various City Departments versus Parks and Recreation Department sections. It would be useful to provide individual sections of the program guide in PDF to view and download, thus making it easier for the users to access pertinent information as required.

Overall, the site is designed for information and not inspiration and the Department must evaluate updating the site to make it more of a marketing tool or create a separate stand-alone website that could be linked to the City website.



4.9 CUSTOMER FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance.

	Pre-program evaluation		Post-program evaluation		User Surveys		Lost Customer Surveys		Focus Groups		Statistically Valid Survey		Website		Online survey (eg. Surveymonkey.com, Wufoo)		In-park or on-site surveys		Crowdsourcing Peark Democracy, Charodix, Mind Mixer, etc.		Others (please list)	
	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend
Lights on TC	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A
Senior Programs	No	Add	No	Add	Yes	Continue	No	Add	No	Add	No	Add	No	Add	No	Add	No	Add	No	Add	No	N/A
Summer Concert Series	No	N/A	Yes	Continue	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	Add	Yes	Continue	No	N/A	No	N/A
STARS Club	No	N/A	No	Add	Yes	Continue	Yes	Continue	Yes	Continue	No	N/A	No	Add	No	Add	No	N/A	No	N/A	No	N/A
Volunteers	No	N/A	No	N/A	Yes	Continue	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A
Fee & Charge Programs	No	Add	No	Add	Yes	Continue	No	Add	No	Add	No	Add	No	Add	No	Add	No	Add	No	Add	No	N/A
Youth Sports	No	N/A	No	N/A	No	Add	No	N/A	No	N/A	No	N/A	No	Add	No	N/A	No	Add	No	N/A	No	N/A

Currently, the Department does not have a system-wide approach but rather a program-based approach towards garnering customer feedback. As seen in the table above, there is a limited opportunity for on-going customer feedback that is provided to the users.

Maximizing the use of the website, utilizing online survey tools such as www.surveymonkey.com and incorporating pre-program feedback system-wide are recommended tactics for the Department staff to implement. Lost customer surveys (for past participants) would be a useful addition to identify true needs or causes of attrition, where applicable. None of these methods are cost-intensive, besides the staff time to implement it. In order to supplement staff time, it may be useful to tap into the volunteer force as well.

At the start of each season the Department should continue to conduct an "Open House" to allow current and potential users to preview the upcoming program offerings and also suggest the types of programs they would be most interested in. This provides a constant input mechanism for programming ideas and ensures that offerings are truly serving the community needs. Additionally, users are more likely to participate in programs that they have had a chance in which to provide input.

As the resources permit, it would be beneficial for Temple City Parks and Recreation Department to capture customer feedback data and develop a database that can be used over the years to track trends and changes. Feedback obtained must be communicated between the staff and users to ensure an open and transparent process to assist the Department in improving as a team without focusing on individual blame.

4.10 SERVICE CLASSIFICATION DESCRIPTION

The service classification matrix below was developed as a guide for Department staff to follow when classifying services and for how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a "Core Essential Public Service", "Important Public Service", and "Value Added Service" will provide the Department and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value. Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified.

Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area. Public benefit is described as, "everyone receives the same level of benefit with equal access". Private benefit is described as, "the user receives exclusive benefit above what a general taxpayer receives for their personal benefit".

Essential	***Important***	***Value-Added***
Lights on Temple City	Senior Wellness Series	STARS Club Morning Care
STARS Club Programs	Special Events	Youth Sports - Jr. High Age Group
Volunteer Support for Department Staff	Support Services	Youth Sports - Female Specific
Youth Sports	Health Screenings	
	Tax Services	
	Senior Exercise	
	Card Clubs	
	Senior Excursions	
	Summer Concert Series	
	STARS Academic Tutoring	
Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered	***Important to the community / Serves the broad community / Some level of subsidy offered***	***Enhanced Community Offering / Serves niche groups / Limited to no subsidy***
MUST OFFER THIS	**SHOULD OFFER THIS**	**WOULD BE NICE TO OFFER THIS**

4.11 SERVICE CATEGORIES AND LEVELS OF PUBLIC BENEFIT

Core Essential Public Services (Public Services)

The cost for providing mission-aligned services is solely or largely supported by tax revenue. Public services offer all users the same level of opportunity to access the service. The level of benefit is the same to all users.

- Core Essential Public Service Example:
  - ✓ Open public access to use a park, playground, trail or non-reservable picnic area or park space

Important Public Services (Merit Services)

Services identified as important and help support the organization's mission. The user receives a higher level of benefit (such as instruction or an organized staff-directed program) than the general taxpayer; and yet the taxpayer benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Pricing for these services could include partial overhead pricing or variable cost pricing. Partial overhead pricing recovers all direct operating costs and/or a portion of fixed indirect costs. The portion of fixed costs not recovered by price represents the tax subsidy.

- Important Public Service Examples:
  - ✓ After-school youth programs, and activities and events that promote healthy nature-based outdoor lifestyles

Value Added Services (Privates)

Includes services that only users or visitors benefit. Pricing of private services should recover all direct and indirect costs associated with the service.

- Value-Added Service Examples:
  - ✓ Rental space for events, parties and special use permit events, food concessions, and exclusive use of park amenities

CHAPTER FIVE – PARK AND FACILITY ASSESSMENT

5.1 TEMPLE CITY PARK AND OPEN SPACE ASSESSMENT

A complete and current inventory and assessment of all City used and/or managed public and private parks, facilities and trails was conducted. The plan recognizes alternative providers (i.e. schools, other governmental agencies, for-profit and not-for-profit organizations, etc.) and facilities. The inventory denotes the site location, names, unique facilities as well as the specific components (i.e. ball fields, playgrounds, play courts, etc) for all properties identified.

City Parks

- Live Oak Park and Community Center
- Temple City Park



Public Schools

- Temple City High School
- Oak Ave Intermediate School
- Longden Elementary School
- Cloverly Elementary School
- La Rosa Elementary School
- Cleminson Elementary School
- Emperor Elementary



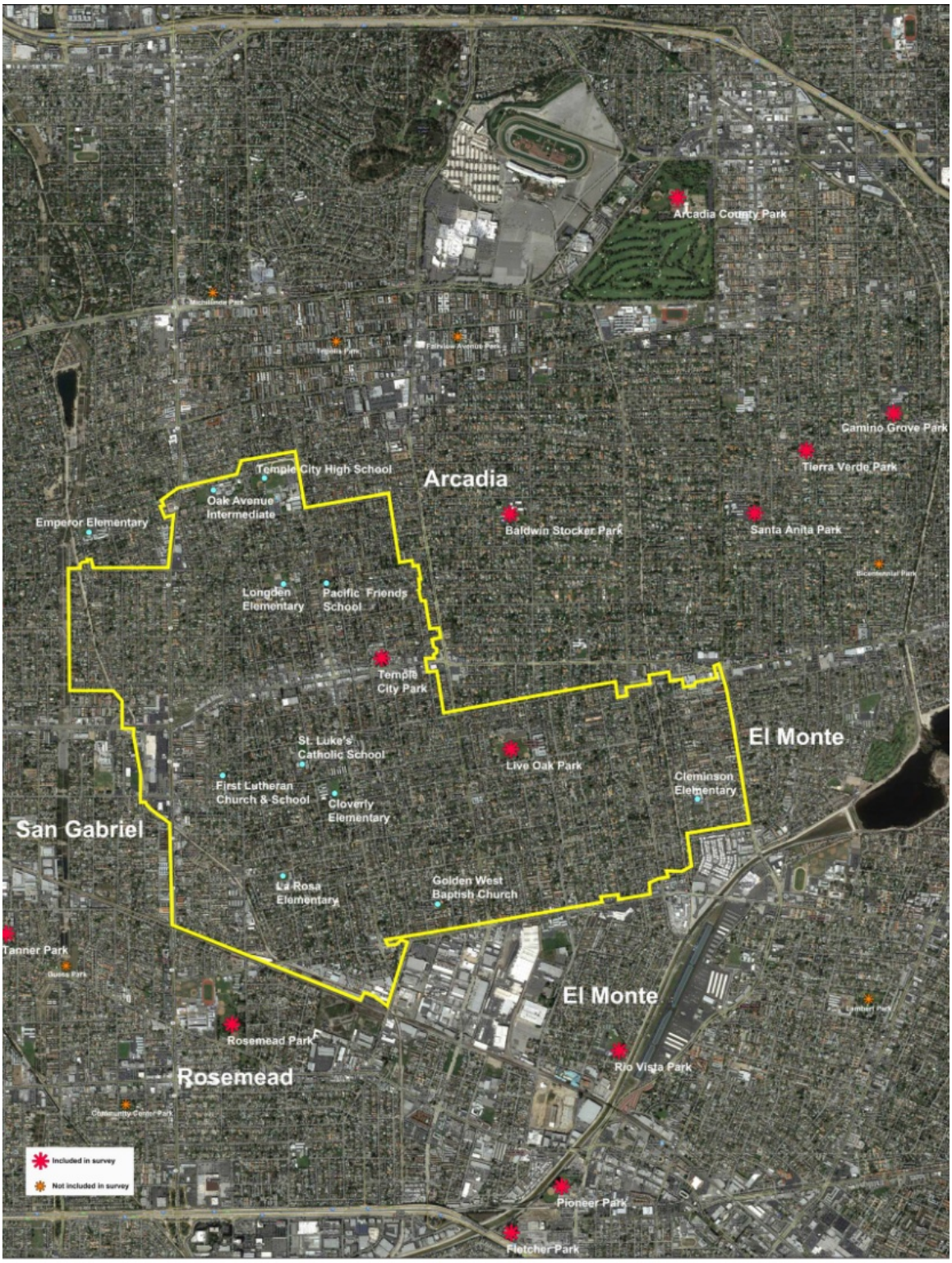
Private Schools & Churches

- Pacific Friends School
- St. Luke Elementary School
- Golden West Baptist Church
- First Lutheran Church & School

Parks Outside City Limits

- Rosemead Park
- Baldwin Stocker Park
- Rio Vista Park
- Tanner Park
- Pioneer Park
- Fletcher Park
- Santa Anita Park
- Tierra Verde Park
- Camino Grove Park
- Arcadia County Park





Existing Park and Open Space
Temple City and surrounding cities

Strengths and Opportunities

Strengths

- General park maintenance
- Clean and safe parks
- High levels of use
- Parks appear to be family friendly
- Concrete walks throughout

Opportunities for Improvement

- Parking at Temple City Park is limited
- Live Oak Park turf takes a lot of abuse but appears to hold up fairly well
- Play equipment at Live Oak Park is older and worn in places
- Play equipment at Temple City Park is small and needs improvement

Park, Open Space and School Facility Inventory Matrix

A complete matrix of all park, open space and school facilities can be found on the next page.

Aerial photographs of both city parks with existing park inventory and aerial photographs of schools and parks outside city limits can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.









TEMPLE CITY PARK, OPEN SPACE & SCHOOL FACILITY INVENTORY MATRIX	EXHIBIT #	ACREAGE	% VISITED IN PAST YEAR (ONLINE SURVEY)	MILES FROM CITY LIMITS	BENCH	TABLE	TRASH RECEPTACLE	RECYCLABLE RECEPTACLE	HOT COAL RECEPTACLE	BARBECUE	DRINKING FOUNTAIN	BIKE RACK - # OF BIKES HELD	BLEACHERS - 3 ROW	BLEACHERS - 4 ROW	BLEACHERS - 5 ROW	DUGOUT	BULL PEN	OVERHEAD STRUCTURE	AMPHITHEATER	PLAY AREA- AGE 2-5	PLAY AREA- AGE 5-12	PARKING LOT-# STALLS/# ADA STALLS	OPEN TURF	FOOTBALL FIELD (LIGHTED)	SOCCER FIELD (LIGHTED)	SOCCER FIELD (NOT LIGHTED)	BALL FIELD (LIGHTED)	BALL FIELD (NOT LIGHTED)	BASEBALL/EQUIPMENT STORAGE	BASKETBALL HALF-COURT (LIGHTED)	BASKETBALL HALF-COURT (NOT LIGHTED)	BASKETBALL FULL-COURT (LIGHTED)	BASKETBALL FULL-COURT (NOT LIGHTED)	HANDBALL	HARD COURT	TENNIS COURT (LIGHTED)	TENNIS COURT (NOT LIGHTED)	CONCESSIONS/STORAGE/RESTROOM	RESTROOM	COMMUNITY BUILDING	PARKS AND REC BUILDING	MAINTENANCE BUILDING	DOG WASTE STATION	SKATE PARK	EXERCISE CIRCUIT AREA	POOL	TRACK	AFTER SCHOOL STARS CLUB	GYMNASIUM YOUTH BASKETBALL
TOTAL:		**55.36**			**42**	**48**	**57**	**15**	**5**	**10**	**10**	**26**	**4**	**0**	**8**	**4**	**0**	**5**	**0**	**2**	**7**	**242 / 11**	**10**	**1**	**4**	**3**	**3**	**5**	**1**	**2**	**11**	**1**	**9**	**8**	**10**	**11**	**8**	**2**	**0**	**1**	**1**	**0**	**0**	**0**	**1**	**1**	**1**	**5**	**2**
PARKS		**18.20**			**42**	**48**	**57**	**15**	**5**	**10**	**10**	**26**	**4**	**0**	**8**	**4**	**0**	**5**	**0**	**2**	**1**	**242 / 11**	**1**	**0**	**3**	**0**	**2**	**0**	**1**	**2**	**0**	**1**	**0**	**1**	**0**	**7**	**0**	**2**	**0**	**1**	**1**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**
LIVE OAK PARK	1, 2, 3	16.00	96%	0	20	41	47	13	5	8	8	13	4		8	4		3		1	1	186 / 7			3		2		1	2		1		1		7		2		1	1				1				
TEMPLE CITY PARK	4	2.20	95%	0	22	7	10	2		2	2	13						2		1		56 / 4	1																										
SCHOOLS/CHURCHES		**37.16**																		**0**	**6**		**9**	**1**	**1**	**3**	**1**	**5**	**0**	**0**	**11**	**0**	**9**	**7**	**10**	**4**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**5**	**2**
TEMPLE CITY HIGH SCHOOL	5, 6	15.96		0																				1	1	1		3								4	2									1	1		1
OAK AVENUE SCHOOL	7, 8	3.54		0																						2		1				3		1			6											1
LONGDEN ELEMENTARY	9, 10	4.22		0																			1				1	1					3	2	2												1	
CLOVERLY ELEMENTARY	11, 12	2.75		0																	1		1									4			1	1											1	
LA ROSA ELEMENTARY	13, 14	1.91		0																	1		1												2	1											1	
CLEMINSON ELEMENTARY	15	1.91		0																	1		1										2		1	2											1	
EMPEROR ELEMENTARY	16, 17	1.96		0																	1		1									2			1	1											1	
PACIFIC FRIENDS SCHOOL	18	0.54		0																			1																									
ST. LUKE'S CATHOLIC SCHOOL	19	2.85		0																	1		1									2		2		2												
GOLDEN WEST BAPTIST CHURCH	20	0.39		0																			1																									
FIRST LUTHERAN CHURCH & SCHOOL	21	1.13		0																	1		1										1		1												

Although alternative providers (schools, churches, etc.) are included in this inventory, not all of these facilities are currently available to the public. They have been included as they could potentially be open to public through joint use agreements.

PARKS OUTSIDE CITY LIMITS				
ROSEMEAD PARK (Rosemead)	22	22.0	39%	0.4
BALDWIN STOCKER PARK (Arcadia)	23	1.9	11%	0.6
RIO VISTA PARK (El Monte)	24	2.7	4%	1.0
TANNER PARK (Rosemead)	25	1.6	2%	1.0
PIONEER PARK (El Monte)	26	10.5	12%	1.6
FLETCHER PARK (El Monte)	27	4,5	5%	1.8
SANTA ANITA PARK (Arcadia)	28	0.8	4%	2.0
TIERRA VERDE PARK (Arcadia)	29	1.8	4%	2.3
CAMINO GROVE PARK (Arcadia)	30	6.0	8%	2.9
ARCADIA COUNTY PARK (Arcadia)	31	13.0	62%	3.0

CHAPTER SIX – FACILITY / AMENITY AND PROGRAM PRIORITY RANKINGS

6.1 METHODOLOGY

The purpose of the facility / amenity and program priority rankings is to provide a prioritized list of facility / amenity needs and recreation program needs for the community served by the City of Temple City Parks & Recreation Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid community survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for Parks & Recreation facilities / amenities and recreation programs.

This scoring system considers the following:

- Community survey
  - Unmet needs for facilities and recreation programs
  - Importance ranking for facilities
- Consultant evaluation
  - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends, facility and program assessment, levels of service and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically valid community survey results
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility / amenity and program priority is determined.

6.2 FACILITY / AMENITY PRIORITY RANKINGS

The top five facility and amenity priorities as determined by the community were family walking and biking trails, bike lanes, outdoor pool, Wi-Fi access in parks, and small family picnic areas and shelters.

Temple City Facility/Amenity Priority Rankings	
	Overall Ranking
Walking and Biking Trails	1
Bike Lanes	2
Outdoor Pool	3
Wi-Fi Access in Parks	4
Small Family Picnic Areas and Shelters	5
Pet Friendly Spaces	6
Playground Equipment	7
Large Group Picnic Areas and Shelters	8
Large Indoor Social Event & Meeting Room	9
Pocket Parks/Small Neighborhood Parks	10
Skateboard/BMX Park	11
Indoor Recreation Center/Gymnasium	12
Outdoor Basketball Courts	13
Outdoor Badminton Courts	14
Outdoor Tennis Courts	15
Performing Arts Facility	16
Disc Golf Course	17
Youth Soccer Fields	18
Youth Baseball and Softball Fields	19
Year Round Artificial Turf Sports Fields	20
Adult Soccer Fields	21
Adult Baseball and Softball Fields	22

6.3 PROGRAM PRIORITY RANKINGS

The top five program priorities as determined by the community were adult fitness and wellness programs, lap swim programs, cultural events, summer concerts, and city-wide special events.

Temple City Program Priority Rankings	
	Overall Ranking
Adult Fitness and Wellness Programs	1
Lap Swim Programs	2
Cultural Events	3
Summer Concerts	4
City-Wide Special Events	5
Senior Health and Fitness Programs	6
Aqua Aerobics	7
Bike Events	8
Culinary Programs	9
Youth Sports Programs	10
Youth Summer Camp Programs	11
Senior Leisure Enrichment Classes	12
Tai Chi	13
Adult Sports Programs	14
Visual and Performing Arts Programs	15
Before and After School Programs	16
Youth Fitness and Wellness Programs	17
Pre-School Programs	18
Badminton Lessons and Leagues	19
Tennis Lessons and Leagues	20
Youth Life Skill and Enrichment Programs	21
Ping Pong Lessons and Leagues	22
Teen Programs	23
Martial Arts Programs	24

CHAPTER SEVEN - RECOMMENDATIONS FOR FUTURE PARK AND OPEN SPACE

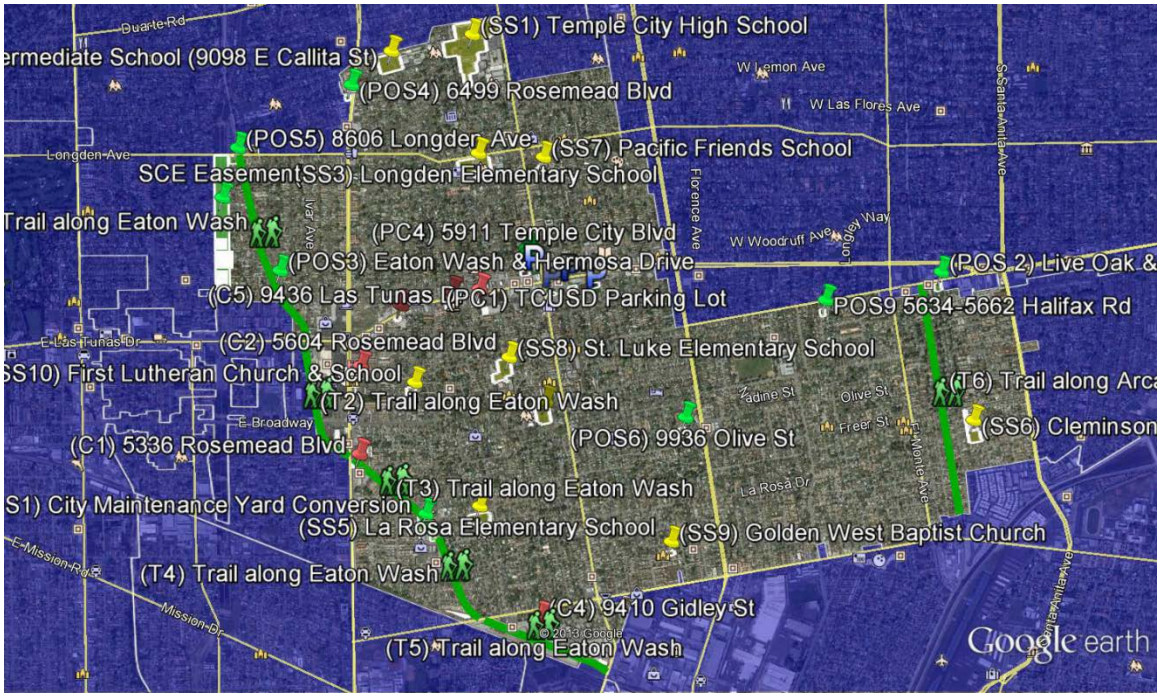
7.1 POTENTIAL FUTURE OPEN SPACE LOCATIONS

The RHA/PROS team has identified locations and developed strategies for acquisition of new park land. The recommendations include a prioritization of both land acquisition and facility construction, including how the City of Temple City might partner with other agencies, including schools, to maximize its resources for the citizens and programs. A large variety of potential sites are listed in Section 7.1. Although not all sites may be viable at this time or in the future, they have been included as an example of the types of areas that could be obtained and used for parks and open space. They will serve as a guide for Council, Commissioners and staff as future sites come on the radar so that the potential for acquiring the sites is not missed. It is also recommended that the potential locations be reconsidered on an annual or bi-annual basis.

This Chapter contains information on:

7.1 Potential Future Open Space Locations
7.2 Action Plan
7.3 Cost Impacts of Development
7.4 Revenue and Funding Strategies

All of the information has been documented in Google Earth and by hard copies included in this document. By utilizing Google Earth, the Master Plan document can be modified as current sites are chosen to be removed and new sites are identified in the future. This creates a fluid document that can be modified as the city changes.



Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

7.1.1: SCHOOLS – JOINT USE

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Schools - Joint Use

GOOGLE EARTH MAP KEY	EXHIBIT #	SCHOOL	SCHOOL DISTIRCT	LOT SIZE		OPEN TURF	BALL FIELDS	SOCCER	FOOTBALL	BASKETBALL (FC)	BASKETBALL (HC)	HARDCOURTS	PLAYGROUND	HANDBALL	TENNIS	POOL	TRACK
				ACRE	SF												
SS1	5	Temple City High School	TC	15.96	695,000		3	2	1						6	1	1
SS2	7	Oak Ave Intermediate School	TC	3.54	154,000		1	2		1	3				6		
SS3	9	Longden Elementary School	TC	4.22	183,700	1	2			3		2		2			
SS4	11	Cloverly Elementary School	TC	2.75	120,000	1					4	1	1	1			
SS5	13	La Rosa Elementary School	TC	1.91	83,000	1						1	1	2			
SS6	15	Cleminson Elementary School	EM	1.91	83,000	1				2		2	1	1			
SS7	16	Emperor Elementary School	TC	1.96	85,350	1				2		1	1	1			
SS8	18	Pacific Friends School	-	0.54	23,400	1											
SS9	19	St. Luke's Elementary School	-	2.85	124,000	1				2	2	2	1				
SS10	20	Golden West Baptist Church	-	0.39	16,800	1											
SS11	21	First Lutheran Church & School	-	1.13	49,100	1				1		1	1				1
		TOTALS:		**37.13**	**1,617,350**	**9**	**6**	**4**	**1**	**11**	**9**	**10**	**6**	**7**	**12**	**1**	**2**

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

7.1.2: SCHOOLS – PROPOSED TCUSD MASTER PLAN IMPROVEMENTS

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Schools - Proposed TCUSD Master Plan Improvements

GOOGLE EARTH MAP KEY	EXHIBIT #	SCHOOL	SCHOOL DISTIRCT	LOT SIZE		NEW PLAYGROUND SURFACE	RESURFACE & REPAIR HARDCOURTS	NEW HARDCOURTS	REPAIR PLAYFIELDS	GYMNASIUM MONDERNIZATION	NEW TENNIS COURTS (2)	REALLIGN BASEBALL FIELD	NEW STADIUM & TRACK*	NEW PRACTICE GYMNASIUM	NEW PEFORMING ARTS/THEATER	NEW FIELD HOUSE	NEW POOL (50 M X 25 Y)
				ACRE	SF												
SS1	6	Temple City High School	TC	15.96	695,000			X	X		X	X	X	X	X	X	X
SS2	8	Oak Ave Intermediate School	TC	3.54	154,000		X		X	X							
SS3	10	Longden Elementary School	TC	4.22	183,700	X	X		X								
SS4	12	Cloverly Elementary School	TC	2.75	120,000	X	X		X								
SS5	14	La Rosa Elementary School	TC	1.91	83,000	X	X		X								
SS6	-	Cleminson Elementary School	EM	1.91	83,000	NO PLANNED IMPROVEMENTS IDENTIFIED											
SS7	17	Emperor Elementary School	TC	1.96	85,350	X	X		X								
			TOTALS:	32.23	1,404,050												

***New Stadium and Track includes:**

Synthetic Track
Natural Turf Field
Bleachers
Pressbox
Field Lighting
Perimeter Fencing
Concessions/Restroom
Fieldhouse Storage

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

There are several possibilities for the city to work with the Tempe City Unified School District (District) in regards to the improvements planned at Temple City High School that will help the city meet some of the needs expressed in the priority rankings.

New Tennis Courts

The District is relocation the tennis courts and expanding from 4 to 6 courts. However, the courts will not be lighted. There is a potential for the city to contribute funds to have the courts lighted so they can be used by residents after school hours and into the evening. This could allow the tennis courts at Live Oak Park to be removed or reduced in number and create additional open space at the park for other uses.

This project is scheduled for planning and drawings from June 2015 - January 2016 and construction from August 2016 – March 2018.

New Aquatic Center

The District is planning on constructing a new aquatic center that will include a 33 meter pool, ticket booth, lifeguard/coaches office, restrooms and pool equipment storage. There is potential for the city to contribute fund to have this facility include a recreational element such as water slides, etc. that would help to satisfy the need for a community aquatics facility.

This project is scheduled for planning and drawings from June 2015 - January 2016 and construction from August 2016 – March 2018.

New Athletic Center

The District has future plans to construct a new athletic center that will include a 3-Cross court gymnasium (w/ 3,500 bleacher capacity), concessions, ticket booth, practice gym, shower/locker room, equipment storage, training/weight room, and uniform storage. The project is not in the current bond money budget but the space for the facility is included on the campus master plan. There is potential for the city to contribute funds to have all or a portion of this facility constructed and help to satisfy the need for a new gymnasium.

The project is budgeted at $18-$20 million dollars by the District Architect.

New Performing Arts Center

The District has future plans to construct a new performing arts center that will include facilities for a Music and Drama Program and a full Theater. The project is scheduled to be constructed in 2031-32. There is potential for the city to contribute funds to have all or a portion of this facility constructed and help to satisfy the need for a new performing arts center.

The project is budgeted at $13.7 million dollars by the District Architect.

This information has been referenced in the Action Plan Matrix for Facilities / Amenities in **Chapter 8, section 8.1**.

7.1.3: TRAILS – EATON WASH & ARCADIA WASH

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Trails

GOOGLE EARTH MAP KEY	EXHIBIT #	LOCATION	MILES	NOTES
T1	**32**	Longden Ave to Las Tunas Dr	0.74	Eaton Wash
T2	**33**	Las Tunas Dr to Rosemead Blvd	0.48	Eaton Wash
T3	**34**	Rosemead Blvd to Encinita Ave	0.42	Eaton Wash
T4	**35**	Encinita Ave to Lower Azusa Rd	0.34	Eaton Wash
T5	**36**	Lower Azusa Rd to Ellis Ln	0.50	Eaton Wash
T6	**37**	Live Oak Ave to Fairview Ave	0.87	Arcadia Wash
		TOTALS:	**3.35**	

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

7.1.4: POSSIBLE SITES

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Possible Sites

GOOGLE EARTH MAP KEY	EXHIBIT #	ADDRESS/LOCATION	LOT SIZE		NOTES
			ACRE	SF	
PS1	38	5925 Temple City Blvd	0.66	28,875	Alpha Beta site, currently being planned as Mixed-Use and city is working with developer
PS2	39	Relocate Sheriff Station	3.17	138,000	Convert buildings to Community Center
PS3	40	4848 Encinita Ave	0.23	9,900	Open lot next to commercial business
PS4	41	5522 Gracewood Ave	7.67	334,000	Purchase Santa Anita Convalescent Hospital and Retirement Center
PS5	42	Post Office	0.87	37,700	Purchase Post Office property
		TOTALS:	**12.59**	**548,475**	

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

7.1.5: POTENTIAL OPEN SPACE

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Potential Open Space

GOOGLE EARTH MAP KEY	EXHIBIT #	ADDRESS/LOCATION	LOT SIZE		NOTES
			ACRE	SF	
POS1	43	City Maintenance Yard	1.38	60,000	Convert to open space
POS2	44	Live Oak & McCulloch Ave	0.49	21,450	Ward Tree Service has service trucks and equipment on site as well as stacked wood
POS3	45	Eaton Wash & Hermosa Drive	0.06	2,750	Adjacent to Eaton Wash Trail
POS4	46	6499 Rosemead Blvd	0.27	11,900	Not in city boundary (East San Gabriel). Possibly incorporate into city. Possibly install city entry monument
POS5	47	8606 Longden Ave	0.56	24,500	Water Company property
POS6	48	9936 Olive St	0.49	21,200	Water Company property
POS7	49	5922, 28, 40 Primrose Ave	1.00	43,560	City owned parking lot, city owned residential lot, city working on purchase of residential lot
POS8	50	SCE Easement	16.59	722,500	Unincorporated East San Gabriel property. Possibly incorporate into city and lease property from SCE
POS9	51	5634-5662 Halifax Rd	0.36	15,800	Water Company property
POS10	52	9442 Live Oak Road	0.52	22,500	Water Company property
POS11	53	5800 Temple City Blvd	0.43	18,600	Mortuary property owned by city
		TOTALS:	**22.15**	**964,760**	

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

7.1.6: COMMERCIAL PROPERTY FOR SALE

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Commercial Property — **Search Date:** 9/18/13

GOOGLE EARTH MAP KEY	EXHIBIT #	ADDRESS	TYPE	LOT SIZE		BUILDING SIZE	YR BUILT	PRICE
				ACRE	SF			
C1	54	5336 Rosemead Blvd	COM	0.58	25,256	1,100	1951	$600,000
C2	55	5604 Rosemead Blvd	COM	0.21	9,148	3,050	1948	$1,200,000
C3	56	9100 E Las Tunas Dr	COM	0.22	9,430	2,400	1946	$1,500,000
C4	57	9410 Gidley St	COM	1.21	52,708	21,000	1957	$1,975,000
C5	58	9436 Las Tunas Dr	COM	0.25	10,799	7,200	1946	$2,199,999
C6	59	9226 Las Tunas Dr	COM	0.41	18,000	7,000	1948	$2,698,000
			TOTALS:	**2.88**	**125,341**	**41,750**		**$10,172,999**

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

Note that these sites were available when the property search was completed on September 9, 2013. Some or all of these sites may not be available now or in the future. They are included in this report as an example of what type of commercial sites are viable for potential parks and open space and to provide an idea of what the potential property values are.

7.1.7: PARKING CONVERSIONS

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Potential Future Open Space Locations

Parking Conversions

GOOGLE EARTH MAP KEY	EXHIBIT #	ADDRESS/LOCATION	LOT SIZE		NOTES
			ACRE	SF	
PC1	60	TCUSD Parking Lot	0.39	17,000	
PC2	61	Las Tunas Dr & Camellia Ave	0.22	9,450	
PC3	62	Las Tunas Dr & Temple City Blvd	0.28	12,200	
PC4	63	5911 Temple City Blvd	0.35	15,150	
		TOTALS:	**1.24**	**53,800**	

Aerial photographs of all sites can be found in **Chapter 9 – Exhibits.** Refer to the Table of Contents for page numbers of specific sites.

7.1.8: PARKLETS

The following is an excerpt from "RECLAIMING THE RIGHT OF WAY: A Tool for Creating and Implementing Parklets" by the *UCLA Luskin School of Public Affairs*. A complete copy of the toolkit can be obtained at: **www.its.ucla.edu/research/parklettoolkit.pdf**

The term "parklet" was first used in San Francisco to represent the conversion of an automobile parking space into a mini-park for passive recreation. This concept has been expanded to include other spaces formerly occupied by cars as well as spaces that can also facilitate active recreation.



Parklets are typically created by building a platform on the pavement to extend the sidewalk space, and retrofitting it with benches, planters, tables and chairs, umbrellas, and bike racks. In the case of active recreation parklets, exercise machines can be bolted to the platform.

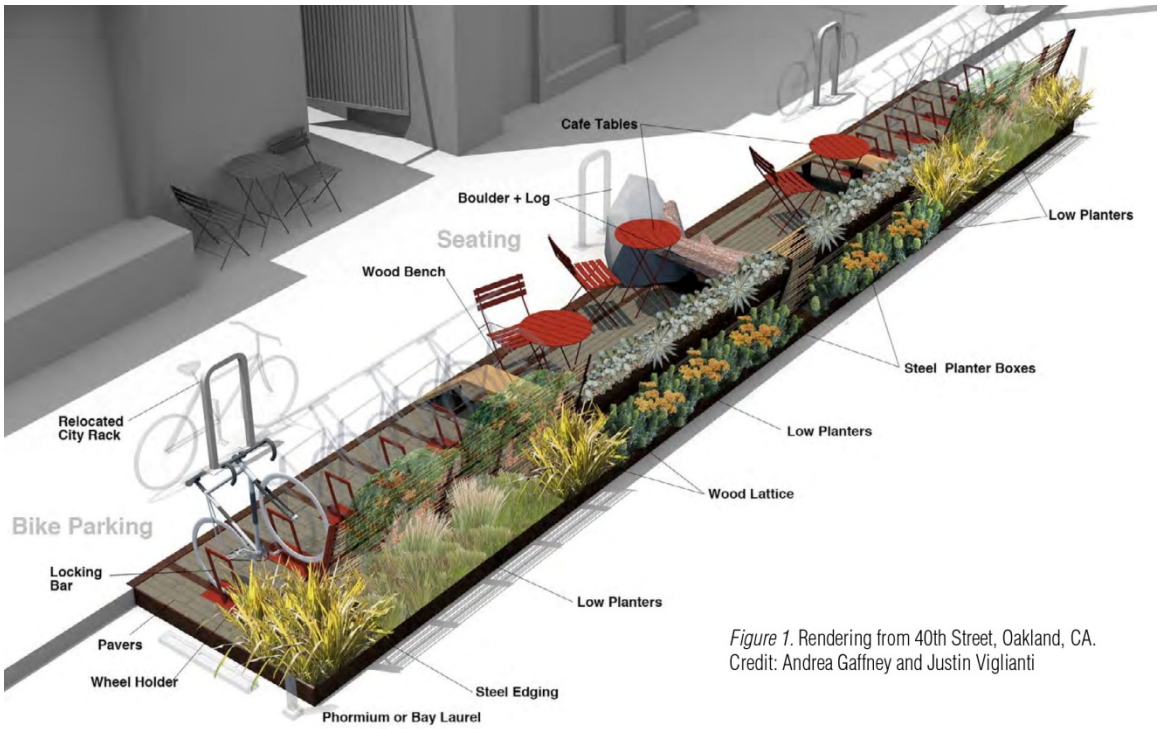


Figure 1. Rendering from 40th Street, Oakland, CA.
Credit: Andrea Gaffney and Justin Viglianti

Parklets vary based on the following characteristics:

- **Location:** Parklets can occupy former parking spaces, street medians, traffic triangles, repurposed travel lanes and parking lots or excess asphalt space at angled or irregular intersections
- **Surrounding land uses:** Commercial or residential
- **Size:** From a couple of parking of spaces to spaces extending along the length a block, to larger spaces occupying entire parts of a block
- **Shape:** Linear, square, rectangular, triangular, or irregular
- **Duration:** From a few hours, to one day (Park(ing) Day), to part of the year (during spring and summer), to year-around installations
- **Type of activity:** Passive or active recreation.

Road space comprises a significant amount of acreage in US cities, and at least since the last century, this space has been the domain of the private automobile. Indeed, US cities are characterized by wider traffic lanes and more surface parking lots than cities in other countries.

Recently, some US cities have started to rethink the use of street space and convert formerly automobile occupied spaces into multi-use spaces for pedestrians in the form of parklets. While converting large swaths of land in central and inner city neighborhoods is often unfeasible or very expensive, an advantage of parklets is their low installation and maintenance costs for cities. This is due in part to their relatively small size, less permanent nature, and partnerships with adjacent businesses.

A leading organization in the parklet movement, San Francisco Great Streets Project, describes parklets in the following way:

"Parklets are built out of semi-permanent materials and are installed in a way that does not require reconfiguring the roadway or pouring concrete. They are usually hosted or sponsored by a local business or organization that pays to design and build them and agrees to keep them maintained."

Applicability to Temple City

Although not specifically requested in the community surveys, Parklets can help provide "general open space" that was expressed throughout the community input process. It is recommended that the City of Temple City consider the use of parklets in various places in the downtown area through the incorporation into the Las Tunas Avenue project that is currently underway.

The following images are examples of other parklets that have been developed in cities throughout the United States.



Figure 37. Terrasse, Montréal, Quebec.
Credit: Alain Quevillon



Figure 31. Café Abir, San Francisco, CA.
Credit: Daveed Kapoor / utopiad.org



Figure 32. Devil's Teeth parklet, San Francisco, CA.
Credit: San Francisco Pavement to Parks



Figure 48. Berlin parklet, Long Beach, CA.
Credit: Daniel Faessler

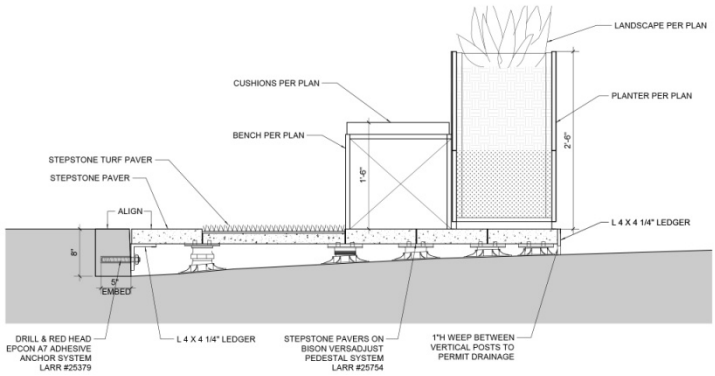


Figure 87. Bombay / FIKA edge,
New York City, NY.
Credit: NYC Department of Transportation



Figure 88. Haight Street parklet,
San Francisco, CA.
Credit: SF Bicycle Coalition / sfbike.org

Figure 80. Cross-section of Bison pedestals of differing heights.
Credit: Daveed Kapoor / utopia.org



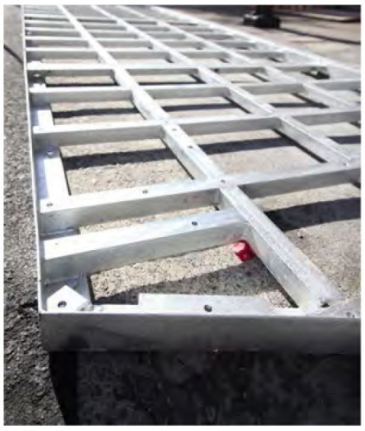


Figure 82. Steel sub-structure, San Francisco, CA.
Credit: Martha Traer



Figure 83. Divisadero parklet platform, San Francisco, CA.
Credit: SF Bicycle Coalition / sfbike.org

CHAPTER EIGHT – ACTION PLAN

8.1 ACTION PLAN

The matrices on the following two pages represent a summary of the Temple City Parks and Open Space goals over the next 20 years.

The goals have been segmented into three sections:

- Ongoing Goals
- Short Term Goals (0-2 years)
- Mid Term Goals (3-7 years)
- Long Term Goals (8-20 years)

The goals are separated into three categories:

- Facilities and Amenities
- Programs
- Operations and Marketing

The goals are based on data gathered and documented in:

- Community Outreach and Participation Chapter 2
- Demographics and Trends Analysis Chapter 3
- Recreation Program Assessment Chapter 4
- Park and Facility Assessment Chapter 5
- Facility/Amenity and Program Priority Rankings Chapter 6
- Recommendations for Future Park and Open Space Chapter 7

Action Plan Matrix (refer to Chapter 7, Section 7.4 - Funding and Revenue Strategies for potential funding of these goals)

FOCUS	ONGOING		0-2 YEARS		3-7 YEARS		8-20 YEARS	
Facilities / Amenities		1	Prepare new Master Plans for Live Oak Park and Temple City Park	1	Complete development and construction of trails in Eaton Wash and Arcadia Wash	1	Develop plans and complete development and construction of new City Maintenance Yard
		2	Continue implementation of Bicycle Master Plan improvements (bike lanes, etc)	2	Complete development and construction of 5336 Rosemead Blvd property	2	Develop plans and complete development and construction of new park space at old City Maint. Yard
		3	Change park rules to allow on-leash dog walking and add doggy waste stations	3	Develop plans and complete development and construction of Water Company properties	3	Develop plans and complete development and construction of new park and open space in SCE easement
		4	Develop plans for addition of shade shelters at Temple City Park	4	Develop plans and complete development and construction of 6499 Rosemead Blvd property	4	Develop plans and complete development and construction of Los Angeles Sheriff Station property if site becomes available
		5	Develop plans for renovation and replacement of play ground at Temple City Park	5	Determine alternate locations for City Maintenance Yard	5	Complete development and construction of open space in parking lots behind business' along Las Tunas Avenue
		6	Meet with Los Angeles County and Los Angeles Flood Control to discuss development of trails in Eaton Wash and Arcadia Wash	6	Develop plans and possibly complete development and construction of open space at the Primrose Avenue parking lots		
		7	Develop a use agreement with Los Angeles Flood Control for development of trails	7	Develop plans for possible parking lot conversions behind business' on Las Tunas Avenue		
		8	Develop plans for trails as well as research and apply for grants				
		9	Purchase commercial property at 5336 Rosemead Blvd				
		10	Develop plans for commercial property at 5336 Rosemead Blvd				
		11	Meet with TCUSD to develop joint use agreement to use open space amenities on all campuses - discuss schedule of proposed school improvements per TCUSD Facility Master Plan as discussed in Chapter 7, section 7.1.2				
		12	Meet with private schools/churches to discuss possible use of property for park and open space development				
		13	Contact Water Companies to discuss use of well site properties for development of parks and open space and develop joint use agreement				
		14	Meet with Southern California Edison (SCE) to discuss possibilities of using easement on West side of city for Parks and open space – also may need to discuss incorporation of property from Los Angeles County				
		15	Contact owner of property at southwest corner of Live Oak Avenue and McCullough Avenue to discuss purchase of property for park and open space development				
		16	Check on status of Post Office possible closure				
		17	Discuss with Los Angeles County possible incorporation of property at 6499 Rosemead Blvd				
		18	Incorporate Parklets into the Las Tunas Avenue improvements plans				

Action Plan Matrix (refer to Chapter 7, Section 7.4 - Funding and Revenue Strategies for potential funding of these goals)

FOCUS		ONGOING		0-2 YEARS		3-7 YEARS		8-20 YEARS
Programs	1	Utilize program classifications built as a part of the program assessment forms are utilized to determine future programs to be provided	1	Create a core program area – Fitness and Wellness targeting all ages	1	Rebalance offerings to increase those in Introduction stage (currently at 5%) while reducing programs in Decline and Saturated Stage		
	2	Use data (such as Google Analytics for website usage trends, Sporting Goods Manufacturer's Association for participation trends, Outdoor Recreation Participation Report etc.) to make educated decision about program trends and future program offerings.	2	Increase culture-based special events in keeping with the racial and ethnic diversity of Temple City	2	Conduct a program participation and awareness survey over time to assess variance in the number of individuals who did not participate in Temple City program or event offerings due to lack of awareness (currently 25%)		
	3	Continue to track similar providers using the PROS Program Matrix. Evaluate repositioning or eliminating programs with high level of similar providers; alternately consider joint use and partnerships to avoid service duplication	3	Implement an annual program innovation audit to identify programs that are stagnating or slowing down				
	4	Track program age segments served and ensure a greater percentage of programs are offered for the aging population in Temple City (currently only 24% of all programs target the age group over 45 years)	4	Create greater consistency in program delivery, look and feel through system-wide standards to help build a strong brand awareness				
Operations and Marketing	1	Continue expanding volunteer support through online platforms such as www.volunteermatch.org	1	Add a smart-phone customized website and also build an app, if possible	1	Create a volunteer recognition program mirroring airline rewards programs		
	2	Conduct annual internal customer surveys and communicate the results to all staff to identify positive or negative trends in customer responses	2	Undertake additional multi-lingual marketing through English and foreign-language social media	2	Evaluate increased partnerships with the School District for joint-use as well as future capital development, where the opportunity presents itself		
			3	Conduct customer service training to ensure staff is focused on providing an outstanding guest experience	3	Based on the location of new sites acquired and plans for future development, assess opportunities for partnerships with neighboring agencies		
					4	Utilize community partnerships and crowd-funding sources such as www.kickstarter.org or www.razoo.com to enhance financial support for existing or future offerings		
					5	Increase extent on customer feedback using a variety of online and on-site mediums including bilingual (English, Mandarin / Cantonese) methods (online surveys, lost customer surveys, caught-in-the-act surveys etc.)		
					6	Introduce diversity training to enhance the staff's ability to deal with a varied and multi-cultural audience in Temple City		

8.2 COST IMPACTS OF DEVELOPMENT

The costs of acquisition, development, and maintenance of the Potential Future Open Space Locations have been roughly estimated based on current market prices and the size of the sites. As specific sites are determined by the City to be of interest in developing a more thorough cost analysis and due diligence should be performed.

Land Lease options are discussed in **Section 7.4**

The chart below is a summary of the costs for all sites combined. The following pages contain detailed breakdowns of each site.

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - Summary

SITE	LOT SIZE		ACQUISITION COST	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST
	ACRE	SF			
	Miles for Trails				
School Sites	37.13	1,617,350	$0	$1,020,317	$313,286
Trails	3.35	NA	$6	$3,685,006	$10,050
Possible Sites	12.59	548,475	$52,883,264	$61,065,743	$125,913
Potential Open Space	22.15	965,042	$10,400,695	$24,851,301	$486,924
Commercial Properties	2.88	125,341	$10,172,999	$11,755,587	$28,774
Parking Conversions	1.24	53,800	$1	$679,294	$12,351
TOTALS:	**75.99**	**3,310,008**	**$73,456,965**	**$103,057,248**	**$977,298**

Refer to individual charts for each category for a description of how the maintenance costs have been estimated

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - School Sites

GOOGLE EARTH MAP KEY	EXHIBIT #	SITE	LOT SIZE		ACQUISITION COST	UNIT COST PER ACRE FOR IMPROVEMENTS	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST
			ACRE	SF				
SS1	**5**	Temple City High School	15.96	695,000	$0	$0	$0	$207,415
SS2	**7**	Oak Ave Intermediate School	3.54	154,000	$0	$0	$0	$17,677
SS3	**9**	Longden Elementary School	4.22	183,700	$0	$0	$0	$21,086
SS4	**11**	Cloverly Elementary School	2.75	120,000	$0	$0	$0	$13,774
SS5	**13**	La Rosa Elementary School	1.91	83,000	$0	$0	$0	$9,527
SS6	**15**	Cleminson Elementary School	1.91	83,000	$0	$150,000	$285,813	$9,527
SS7	**16**	Emperor Elementary School	1.96	85,350	$0	$0	$0	$9,797
SS8	**18**	Pacific Friends School	0.54	23,400	$0	$150,000	$80,579	$2,686
SS9	**19**	St. Luke's Elementary School	2.85	124,000	$0	$150,000	$426,997	$14,233
SS10	**20**	Golden West Baptist Church	0.39	16,800	$0	$150,000	$57,851	$1,928
SS11	**21**	First Lutheran Church & School	1.13	49,100	$0	$150,000	$169,077	$5,636
		TOTALS:	**37.13**	**1,617,350**	**$0**		**$1,020,317**	**$313,286**

Development Cost is based on 50/50 split with School District/Church Organization

TCUSD has obtained bond money for their school improvements so it is assumed there will be no cost for the city. If the city decides to add additional improvements beyond what the District is planning then improvement costs will be incurred by the city.

Maintenance costs are based on 50/50 split with School District/Church Organization

High School =	$26,000	/acre/year (total shown is for City portion only)
Schools/Churches =	$10,000	/acre/year (total shown is for City portion only)

Development and maintenance costs are provided for informational purposes only. All development and maintenance costs are rough estimates based on information gathered for similar sites in other cities and school districts. Numbers may vary depending on the types of improvements and maintenance planned.

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - Trails

GOOGLE EARTH MAP KEY	EXHIBIT #	SITE	LOT SIZE		ACQUISITION COST assumes $1/year lease agreement	UNIT COST PER MILE FOR IMPROVEMENTS	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST ($3000/mile)
			MILES	SF				
T1	**32**	Longden Ave to Las Tunas Dr	0.74	NA	$1	$1,100,000	$814,001	$2,220
T2	**33**	Las Tunas Dr to Rosemead Blvd	0.48	NA	$1	$1,100,000	$528,001	$1,440
T3	**34**	Rosemead Blvd to Encinita Ave	0.42	NA	$1	$1,100,000	$462,001	$1,260
T4	**35**	Encinita Ave to Lower Azusa Rd	0.34	NA	$1	$1,100,000	$374,001	$1,020
T5	**36**	Lower Azusa Rd to Ellis Ln	0.50	NA	$1	$1,100,000	$550,001	$1,500
T6	**37**	Live Oak Ave to Fairview Ave	0.87	NA	$1	$1,100,000	$957,001	$2,610
		TOTALS:	**3.35**	**NA**	**$6**		**$3,685,006**	**$10,050**

Development and maintenance costs are provided for informational purposes only. All development and maintenance costs are rough estimates based on information gathered for similar sites in other cities. Numbers may vary depending on the types of improvements and maintenance planned.

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - Possible Sites

GOOGLE EARTH MAP KEY	EXHIBIT #	SITE	LOT SIZE		ACQUISITION COST	UNIT COST PER ACRE FOR IMPROVEMENTS	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST ($10,000/acre)
			ACRE	SF				
PS1	**38**	5925 Temple City Blvd	0.66	28,875	$2,784,091	$450,000	$3,082,386	$6,629
PS2	**39**	Relocate Sheriff Station	3.17	138,000	$13,305,785	$650,000	$15,365,014	$31,680
PS3	**40**	4848 Encinita Ave	0.23	9,900	$954,545	$300,000	$1,022,727	$2,273
PS4	**41**	5522 Gracewood Ave	7.67	334,000	$32,203,857	$700,000	$37,571,166	$76,676
PS5	**42**	Post Office	0.87	37,700	$3,634,986	$450,000	$4,024,449	$8,655
		TOTALS:	**12.59**	**548,475**	**$52,883,264**		**$61,065,743**	**$125,913**

Acquisition cost is based on $4,200,000/acre which is an average of all real estate listings studied in preparation of this report

Development and maintenance costs are provided for informational purposes only. All development and maintenance costs are rough estimates based on information gathered for similar sites in other cities. Numbers may vary depending on the types of improvements and maintenance planned.

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - Potential Open Space

GOOGLE EARTH MAP KEY	EXHIBIT #	SITE	LOT SIZE		ACQUISITION COST	UNIT COST PER ACRE FOR IMPROVEMENTS	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST
			ACRE	SF				
POS1	**43**	City Maintenance Yard	1.38	60,000	$5,785,124	$550,000	$6,542,700	$13,774
POS2	**44**	Live Oak & McCulloch Ave	0.49	21,450	$2,068,182	$450,000	$2,289,773	$4,924
POS3	**45**	Eaton Wash & Hermosa Drive	0.06	2,750	$1	$400,000	$25,254	$631
POS4	**46**	6499 Rosemead Blvd	0.27	11,900	$1,147,383	$450,000	$1,270,317	$2,732
POS5	**47**	8606 Longden Ave	0.56	24,500	$1	$450,000	$253,100	$5,624
POS6	**48**	9936 Olive St	0.49	21,200	$1	$450,000	$219,009	$4,867
POS7	**49**	5922, 28, 40 Primrose Ave	1.00	43,560	$1,400,000	$650,000	$2,050,000	$10,000
POS8	**50**	SCE Easement	16.59	722,500	$1	$700,000	$11,610,423	$431,244
POS9	**51**	5634-5662 Halifax Rd	0.36	15,800	$1	$450,000	$163,224	$3,627
POS10	**52**	9442 Live Oak Road	0.52	22,500	$1	$450,000	$234,001	$5,200
POS11	**53**	5800 Temple City Blvd	0.43	18,600	$0	$450,000	$193,500	$4,300
		TOTALS:	**22.15**	**964,760**	**$10,400,695**		**$24,851,301**	**$486,924**

Acquisition cost is based on $4,200,000/acre which is an average of all real estate listings studied in preparation of this report

City Maintenance Yard cost is based on assuming acquiring another site of similar size for new yard

$1 acquisition costs are for Water Company and SCE property that assumes a $1/year lease agreement

City already owns 2/3 of POS7 so acquisition cost is based on acquiring the final 1/3

Maintenance costs are based on $10,000/acre/year with $26,000/acre/year for SCE Easement

Development and maintenance costs are provided for informational purposes only. All development and maintenance costs are rough estimates based on information gathered for similar sites in other cities. Numbers may vary depending on the types of improvements and maintenance planned.

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - Commercial Property for Sale

as of 9/18/13

GOOGLE EARTH MAP KEY	EXHIBIT #	SITE	LOT SIZE		ACQUISITION COST	UNIT COST PER ACRE FOR IMPROVEMENTS	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST ($10,000/acre)
			ACRE	SF				
C1	54	5336 Rosemead Blvd	0.58	25,256	$600,000	$550,000	$918,889	$5,798
C2	55	5604 Rosemead Blvd	0.21	9,148	$1,200,000	$550,000	$1,315,505	$2,100
C3	56	9100 E Las Tunas Dr	0.22	9,430	$1,500,000	$550,000	$1,619,066	$2,165
C4	57	9410 Gidley St	1.21	52,708	$1,975,000	$550,000	$2,640,505	$12,100
C5	58	9436 Las Tunas Dr	0.25	10,799	$2,199,999	$550,000	$2,336,350	$2,479
C6	59	9226 Las Tunas Dr	0.41	18,000	$2,698,000	$550,000	$2,925,273	$4,132
		TOTALS:	**2.88**	**125,341**	**$10,172,999**		**$11,755,587**	**$28,774**

Development and maintenance costs are provided for informational purposes only. All development and maintenance costs are rough estimates based on information gathered for similar sites in other cities. Numbers may vary depending on the types of improvements and maintenance planned.

TEMPLE CITY PARKS AND OPEN SPACE MASTER PLAN

Cost Impacts of Development - Parking Conversions

GOOGLE EARTH MAP KEY	EXHIBIT #	SITE	LOT SIZE		ACQUISITION COST	UNIT COST PER ACRE FOR IMPROVEMENTS	TOTAL DEVELOPMENT COST	ANNUAL MAINTENANCE COST ($10,000/acre)
			ACRE	SF				
PC1	60	TCUSD Parking Lot	0.39	17,000	$1	$550,000	$214,647	$3,903
PC2	61	Las Tunas Dr & Camillia Ave	0.22	9,450	$0	$550,000	$119,318	$2,169
PC3	62	Las Tunas Dr & Temple City Bl	0.28	12,200	$0	$550,000	$154,040	$2,801
PC4	63	5911 Temple City Blvd	0.35	15,150	$0	$550,000	$191,288	$3,478
		TOTALS:	**1.24**	**53,800**	**$1**		**$679,294**	**$12,351**

Development and maintenance costs are provided for informational purposes only. All development and maintenance costs are rough estimates based on information gathered for similar sites in other cities. Numbers may vary depending on the types of improvements and maintenance planned.

8.3 FUNDING AND REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help staff prepare for the plan's implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

In order to continue to build and maintain a great park system, the following are some of the funding sources that are available and used by many other public agencies throughout the United States.

New, sustainable funding sources are essential to implementing the needs assessment and action plan. The city has been good stewards of public dollars and has managed well with the revenues generated from taxes and user fees to support the system. The key for future growth is to diversify funding sources which will help support the development and sustenance of the initiatives recommended in this plan.

The sources listed below are meant to serve as recommendations and guidelines and do not commit the city or the staff to pursue them.

8.3.1 EXTERNAL FUNDING

The following examples provide external funding opportunities to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively.

Corporate Sponsorships

This revenue funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events. Many of the City's special events including the Camellia Festival & Carnival or Camp-A-Palooza may have individual sponsorship support but there is not an overall strategy to garnering sponsors based on packaging all offerings.

There are a number of agencies nationwide and in California that have done an excellent job in securing corporate sponsorships and assigning dedicated staff resources to it as well as establishing frameworks for sustained sponsorship opportunities by providing packaged choices of offerings.

Charleston County Parks and Recreation
http://www.ccprc.com/index.aspx?NID=5

City of Santa Barbara
http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp

Partnerships

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a nonprofit and a public agency, or a

private business and a public agency. Two or more partners could jointly develop a trail or a park area or even a facility share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.
A relevant example includes the Muskingum Recreation Center being developed in Zanesville, Ohio which is a partnership between the Muskingum County Community Foundation (MCCF), the Muskingum Family Y (MFY), Genesis HealthCare System and Ohio University Zanesville (OUZ) http://www.muskingumrecreationcenter.org/

Volunteers

Volunteerism is an indirect revenue source that can help any agency offset its operational cost as well as build greater advocacy for the system. The city provides volunteer identification opportunities and it does have a committed group of volunteers who assist on a number of areas or programs. A source to consider would be utilizing www.volunteermatch.org that allows agencies to list their volunteer offerings and for interested individuals to be matched to that source.

Besides maintenance and program offerings, there are potential opportunities to utilize volunteers as a part of a knowledge workforce as well. The City of San José Parks, Recreation and Neighborhood Services has leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors – all on a pro-bono basis http://www.hbsanc.org/cp_home.html?aid=1142. There could certainly be potential opportunities of this sort with any of the educational institutions including Pasadena City College and California State University, Los Angeles.

8.3.2 LAND LEASING

Land leasing is typically done by park and recreation departments in the following manner:

City Owned Land is Leased Out: Lease of park land is done to help support operational costs such as leasing golf courses to a private operator to manage or a sports complex to a private club to manage. However, since Temple City does not own a golf course or a sports complex and is it looking to lease its park land, this is not a realistic scenario.

Leasing of park land for someone to develop on is also done. Typically the land is leased for recreation or hospitality purposes such as the development of as restaurant, concessions or some other type of recreation purpose. The agency typically leases the land for 15% of the value of the property on an annual basis plus 2% to 6% of the gross from the entity who developed the improvement on site.

The land leases vary by how much the improvement costs but typically range from 10 to 20 years. After the lease is completed the city can renew the lease for a series of five year increments. Once the lease is terminated the city owns the property and can manage it themselves or put the lease out again for another 10 years. The leasee must pay all capital and operating costs while the lease is in place.

City Leases Land from External Owner: These are more realistic scenarios for Temple City in light of the discussions for the Parks and Open Space Master Plan.

As far as the city leasing a building or park for recreation purposes this is typically done in three ways.

Public to Public Lease: A school district will lease surplus property to a city for recreation purposes with the intent the city will use the site for recreation programs and services. The city would pay the operational costs and the school district would pay a percentage of the capital costs since they own the building. This happens quite often with school districts, colleges and other government entities.

Not-for-profit to Public Lease: The city can lease a facility from a YMCA or not-for-profit like a church on a year-to-year basis or for a set period of time. The city pays the not-for-profit a lease amount and the operational costs with the not-for-profit paying for the capital costs.

Private to Public Lease: The city can lease from a for-profit developer where the developer builds the facility for the city because the city lacks the cash to develop it all at once. The city pays the developer a set lease amount over a period of years and pays all of the operational costs. Roanoke County, Virginia recently built the Greenridge Recreation Center in this manner.

8.3.3 USER FEES

Fees/Charges

The department must continue to position its fees and charges to be market driven and based on the classifications for core essential, important and value added as determined in the plan.

Permits (Special Use Permits)

These special permits allow individuals to use specific park property for financial gain. The city receives either a set amount of money or a percentage of the gross service that is being provided. This is a fairly established practice nationwide and in California. The City of Malibu has issued special use permits to rent a picturesque park (Malibu Bluffs Park) to the National Football League for a promotional event. A similar structure could be adopted for Live Oak Community Park as well.

Reservations

While the City is currently generating revenues from reservations, it would be beneficial to maximize the use of differential pricing strategies commonly employed by airlines, hotels and even public golf courses — vary prices based on weekday/weekend, prime time/non-prime time, holidays versus non-holidays, residents versus non-residents etc.

8.4 FRANCHISES AND LICENSES

Concession Management

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The department could either contract for the service or receive a set amount of the gross

percentage or the full revenue dollars that incorporates a profit after expenses. There are many examples of this nationwide, be it for a single agency such as Chicago Park District (http://www.parkconcessions.com/) or for multi-park vendors such as Xanterra (http://www.xanterra.com) which specializes in operating hotels, restaurants and stores in several state parks and national parks within the United States. The key to success with private concession managers is to build in facility repair and maintenance responsibilities as a part of the concessionaire's overall role in managing the facility.

Private Management

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency. This is similar in some ways to how the concession management process is undertaken except here the private provider, e.g. a developer, is often also responsible for facility construction along with long term operations and maintenance support.

8.5 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new constructions of facilities or parks as a way to pay for the development and, occasionally, costs associated with the project. A great example of this was in Lewisville, Texas where the city signed a 10 year naming rights deal with a local Toyota dealership for their signature community park which opened in 2009 and includes multiple sports fields, a dog park, skate park, walking and jogging trails, three lakes for irrigation etc. (http://www.cityoflewisville.com/index.aspx?page=538). This could potentially be a model that may have relevance for Live Oak Community Park which is the signature park in Temple City and serves a wide audience.



CHAPTER NINE - CONCLUSION

Temple City continues to be a place with a very active and diverse community and residents who have called it home for many years. The current Master Plan recognizes the limited availability of land and financial resources and focuses on shaping a vision that enables the Department to continue flourishing and enriching the Temple City community in a sustainable manner.

While the community has indicated a high level of appreciation with the staff's responsiveness and the variety of the offerings, they also have high expectations for the future. Going forward, the Consultant team is confident that the Department with its focus on quality, customer service, and innovation, combined with the support of the City leadership, will continue to offer memorable parks, recreation and open space experiences while preserving the values that make Temple City what it is today.

CHAPTER TEN - EXHIBITS

EXHIBIT 01 – LIVE OAK PARK

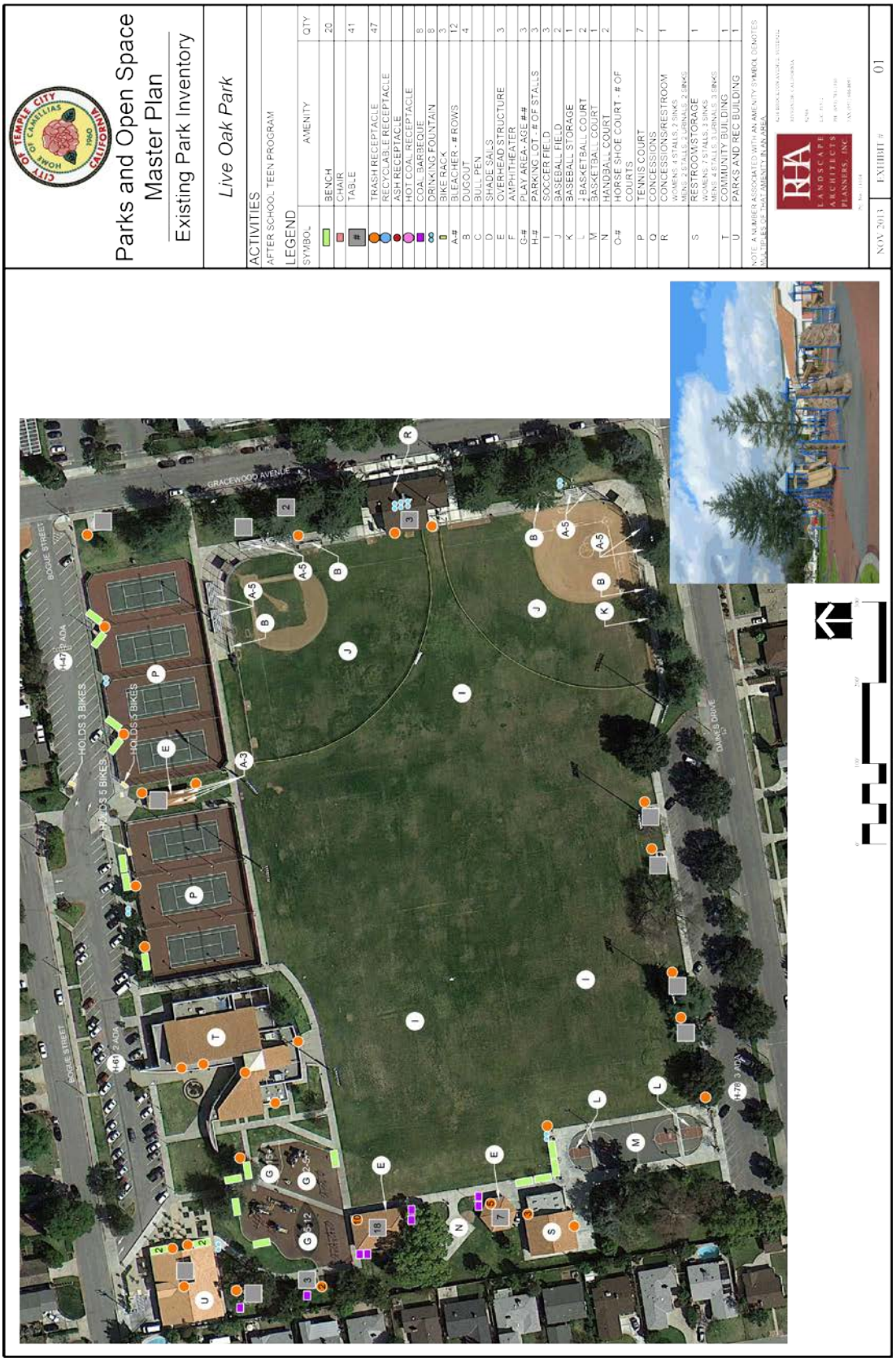


EXHIBIT 02 – LIVE OAK PARK COMMUNITY CENTER

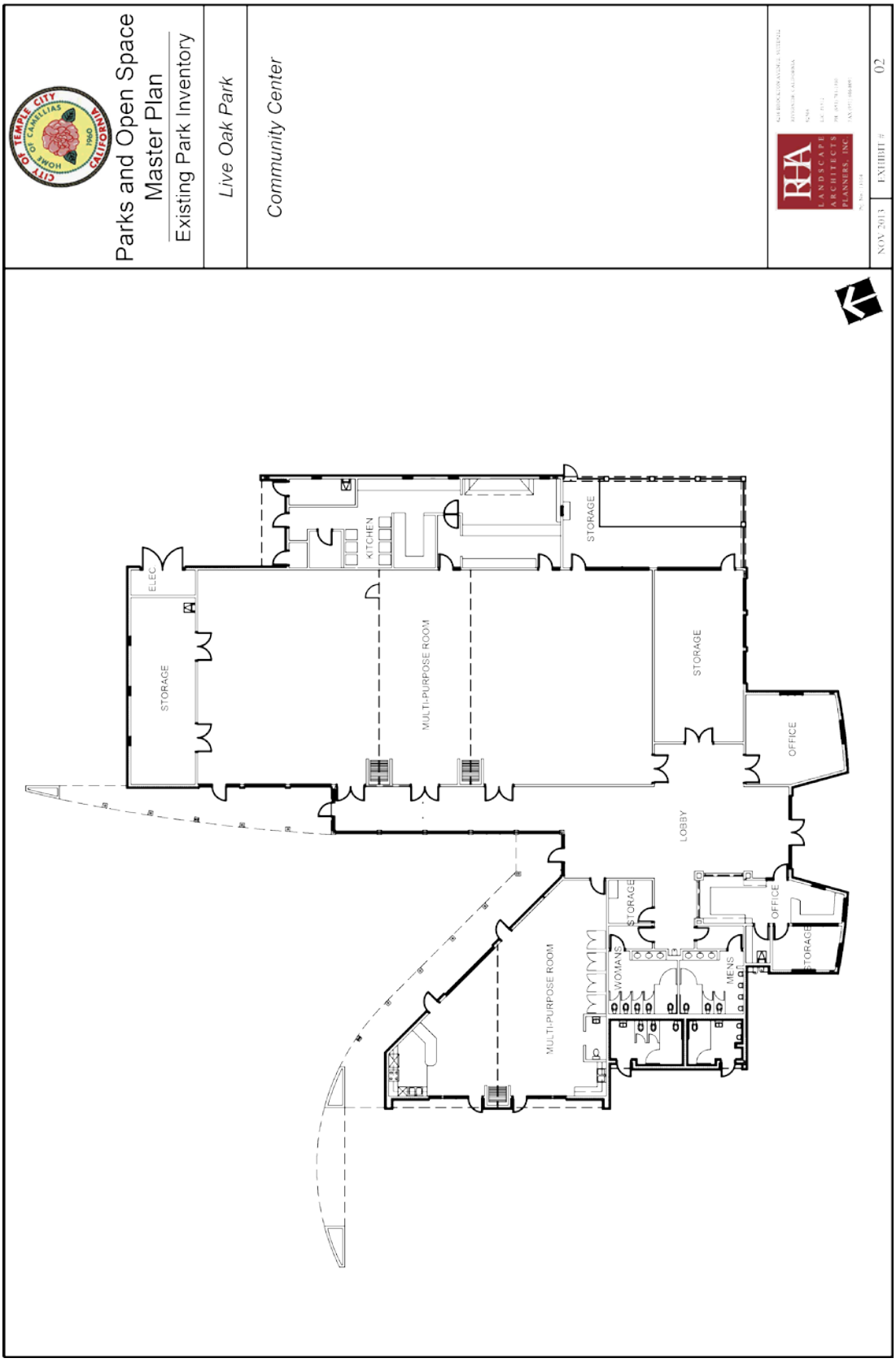


EXHIBIT 03 – TEEN CENTER AND ADMINISTRATION BUILDING

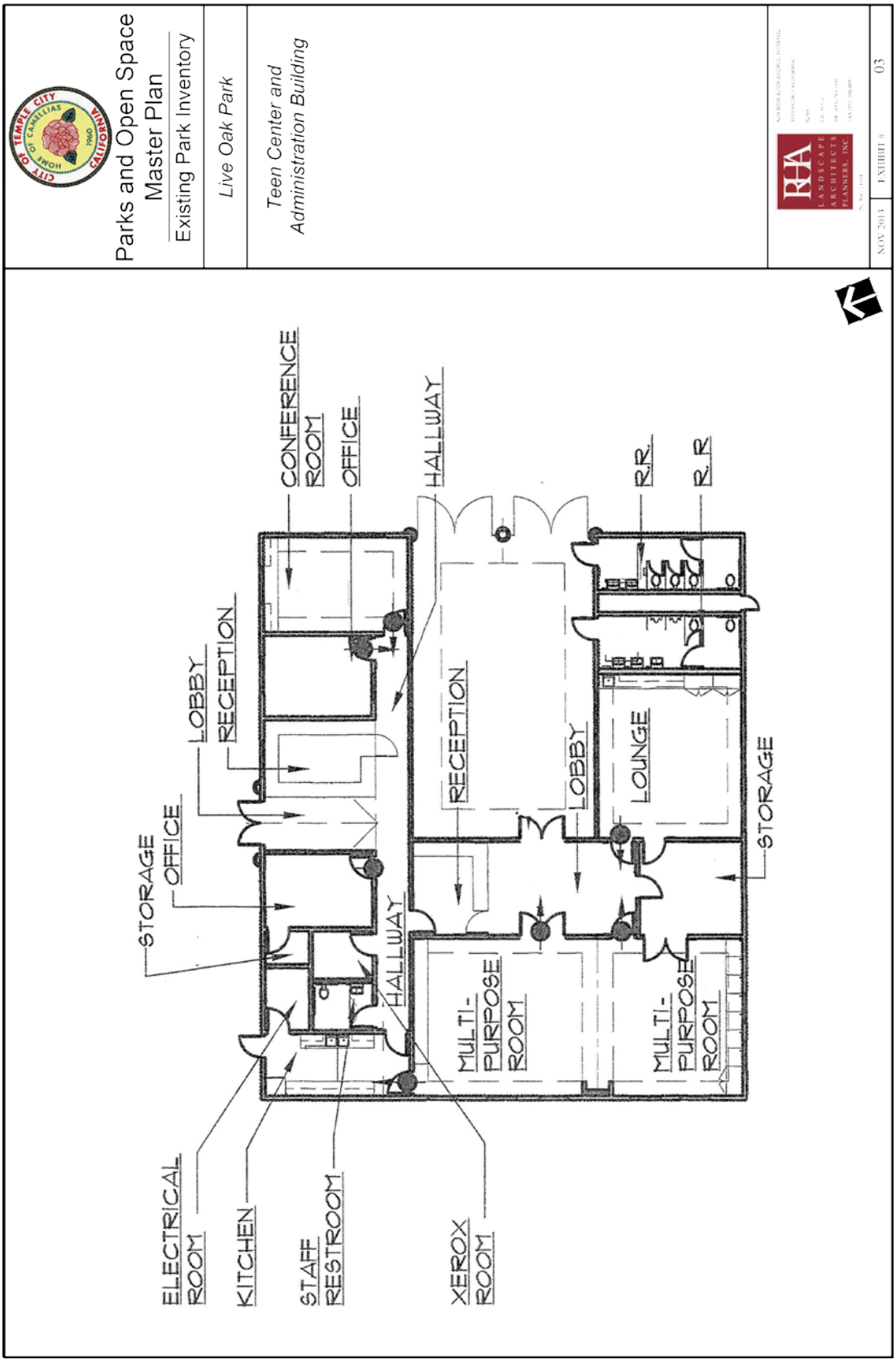


EXHIBIT 04 – TEMPLE CITY PARK

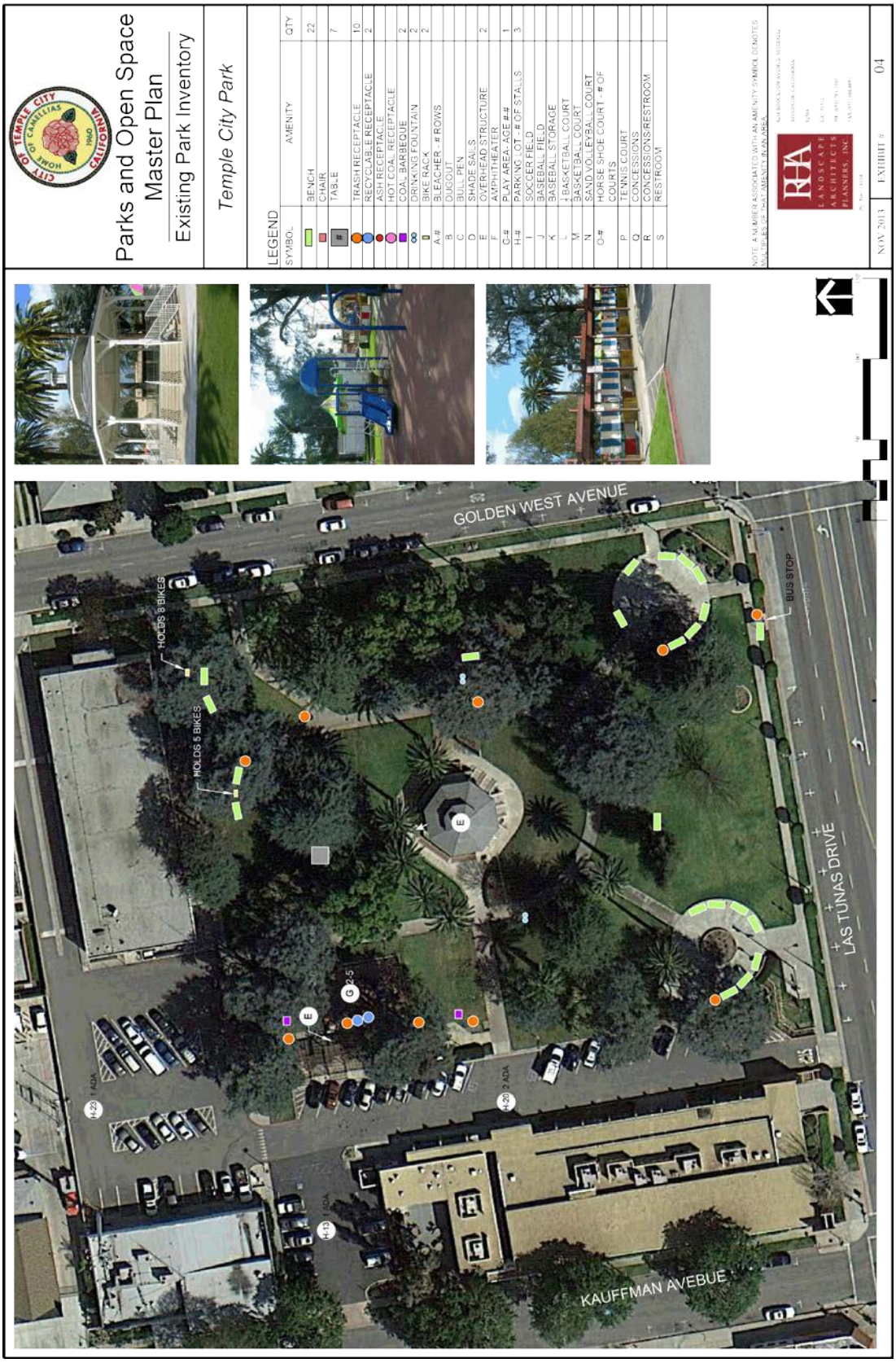


EXHIBIT 05 – TEMPLE CITY HIGH SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Temple City High School

ACTIVITIES

GYMNASIUM - YOUTH BASKETBALL LEAGUE

RHA LANDSCAPE ARCHITECTS PLANNERS, INC

NOV 2013 | EXHIBIT # 05



EXHIBIT 06 – TEMPLE CITY HIGH SCHOOL PROPOSED MASTER PLAN

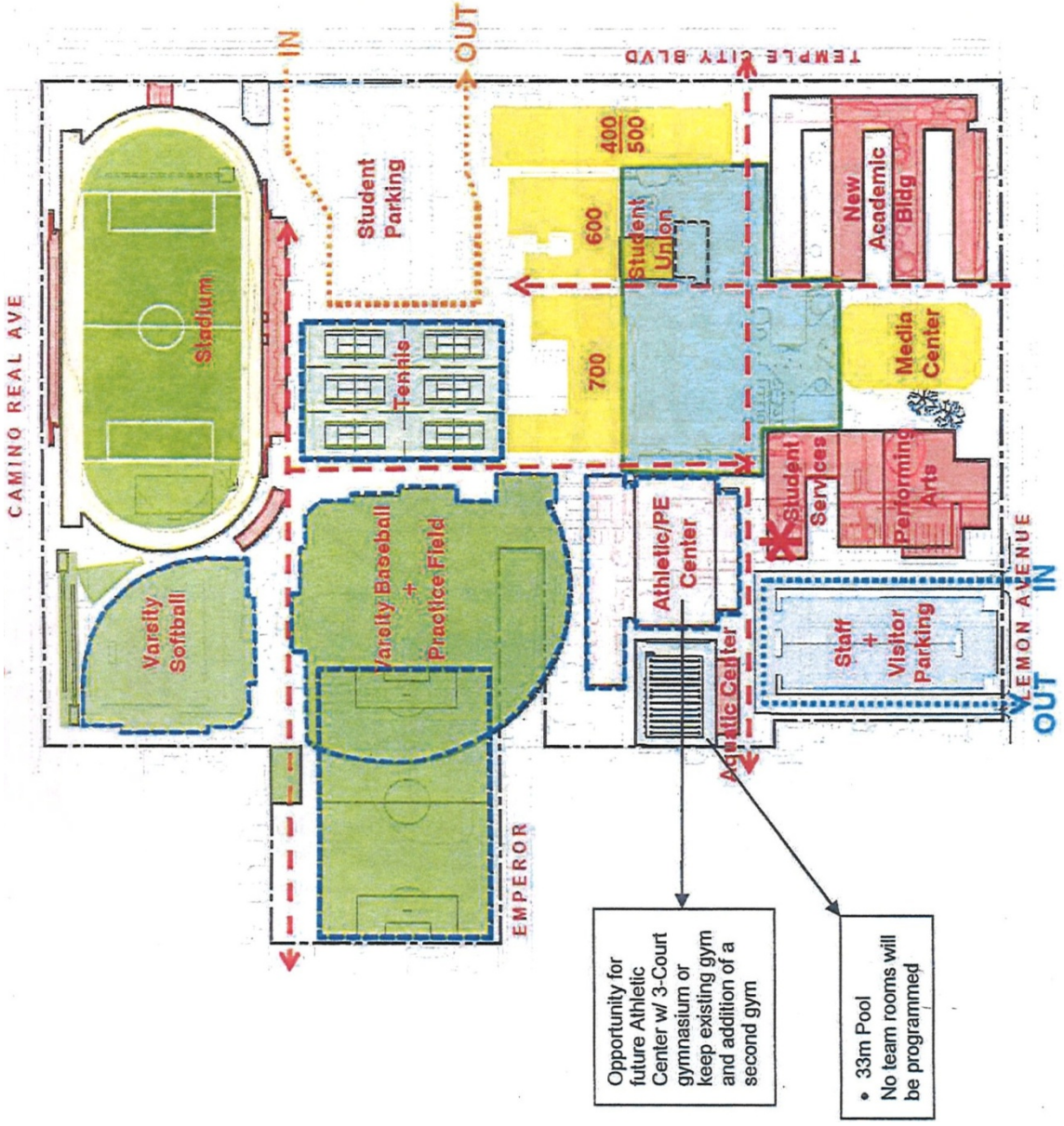


EXHIBIT 07 – OAK AVENUE INTERMEDIATE SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Oak Avenue Middle School

ACTIVITIES

GYMNASIUM - YOUTH BASKETBALL LEAGUE

RHA LANDSCAPE ARCHITECTS PLANNERS, INC

NOV 2013 | EXHIBIT # 07



EXHIBIT 08 – OAK AVENUE INTERMEDIATE SCHOOL PROPOSED MASTER PLAN

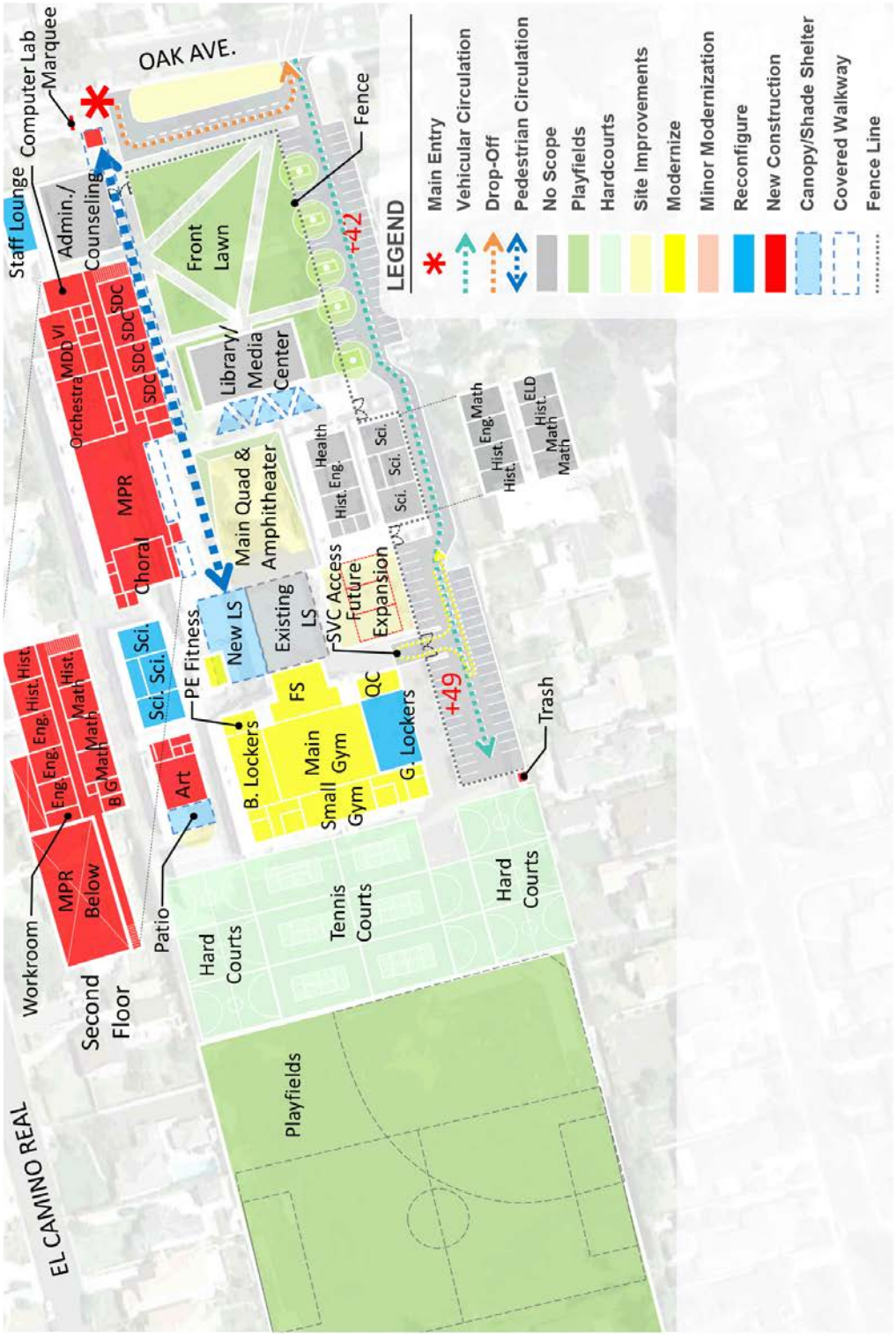


EXHIBIT 09 – LONGDEN ELEMENTARY SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Longden Elementary

ACTIVITIES

AFTER SCHOOL STARS CLUB (SELF ESTEEM THROUGH ACTIVITIES RECREATION AND SPORTS) HELD AT THIS LOCATION

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 EXHIBIT # 09



EXHIBIT 10 – LONGDEN ELEMENTARY SCHOOL PROPOSED MASTER PLAN

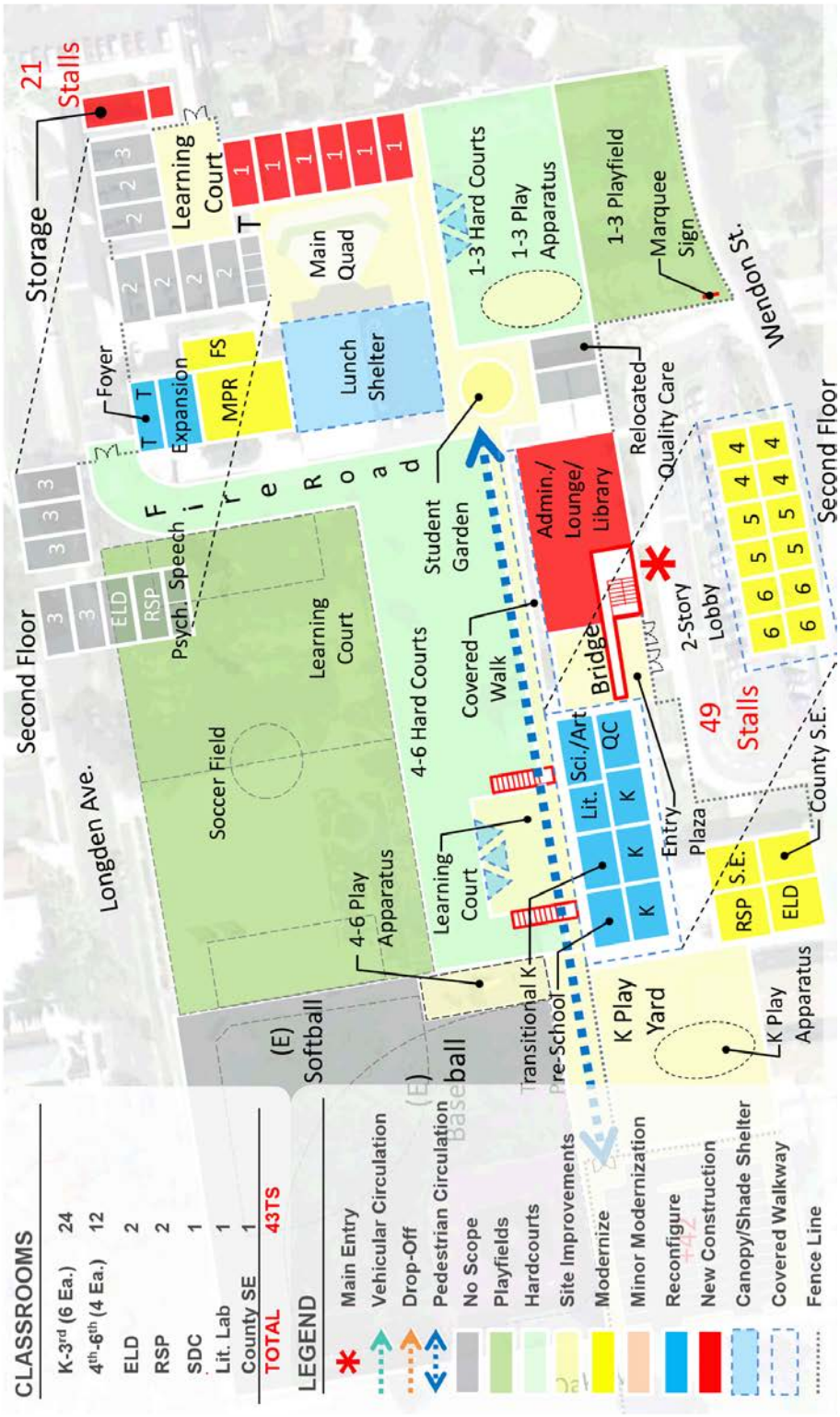


EXHIBIT 11 – CLOVERLY ELEMENTARY SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Cloverly Elementary

ACTIVITIES

AFTER SCHOOL STARS CLUB (SELF ESTEEM THROUGH ACTIVITIES RECREATION AND SPORTS) HELD AT THIS LOCATION

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 EXHIBIT # 11

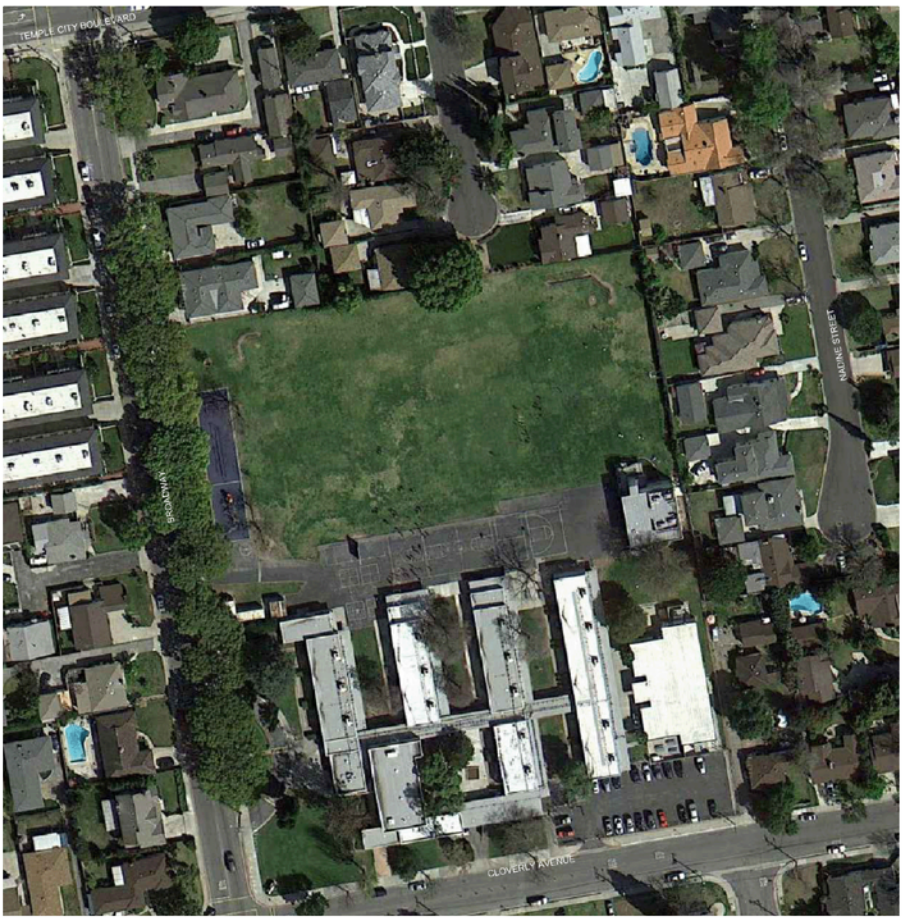


EXHIBIT 12 – CLOVERLY ELEMENTARY SCHOOL PROPOSED MASTER PLAN

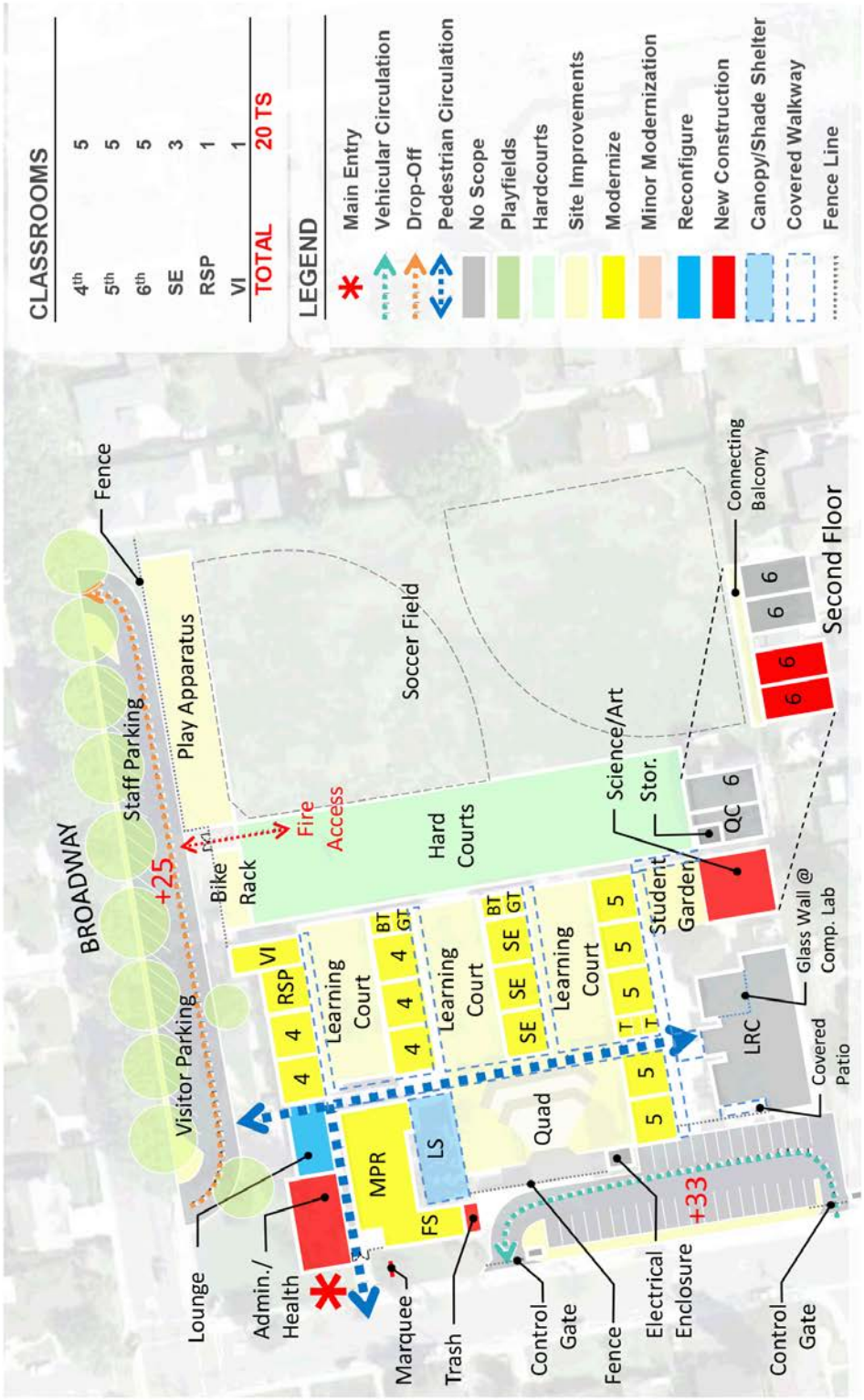


EXHIBIT 13 – LA ROSA ELEMENTARY SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

La Rosa Elementary

ACTIVITIES

AFTER SCHOOL STARS CLUB (SELF ESTEEM THROUGH ACTIVITIES RECREATION AND SPORTS) HELD AT THIS LOCATION

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 13

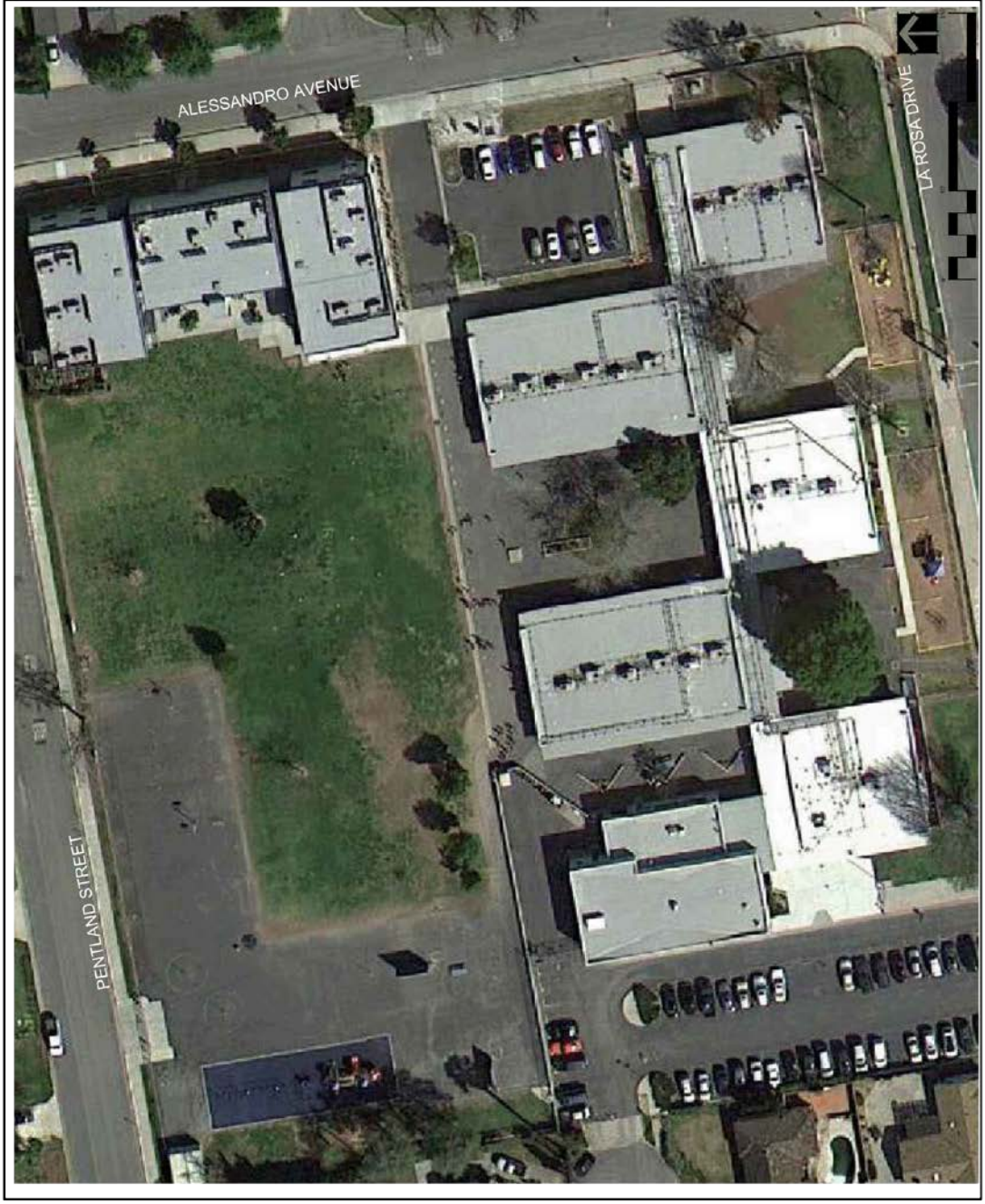


EXHIBIT 14 – LA ROSA ELEMENTARY SCHOOL PROPOSED MASTER PLAN

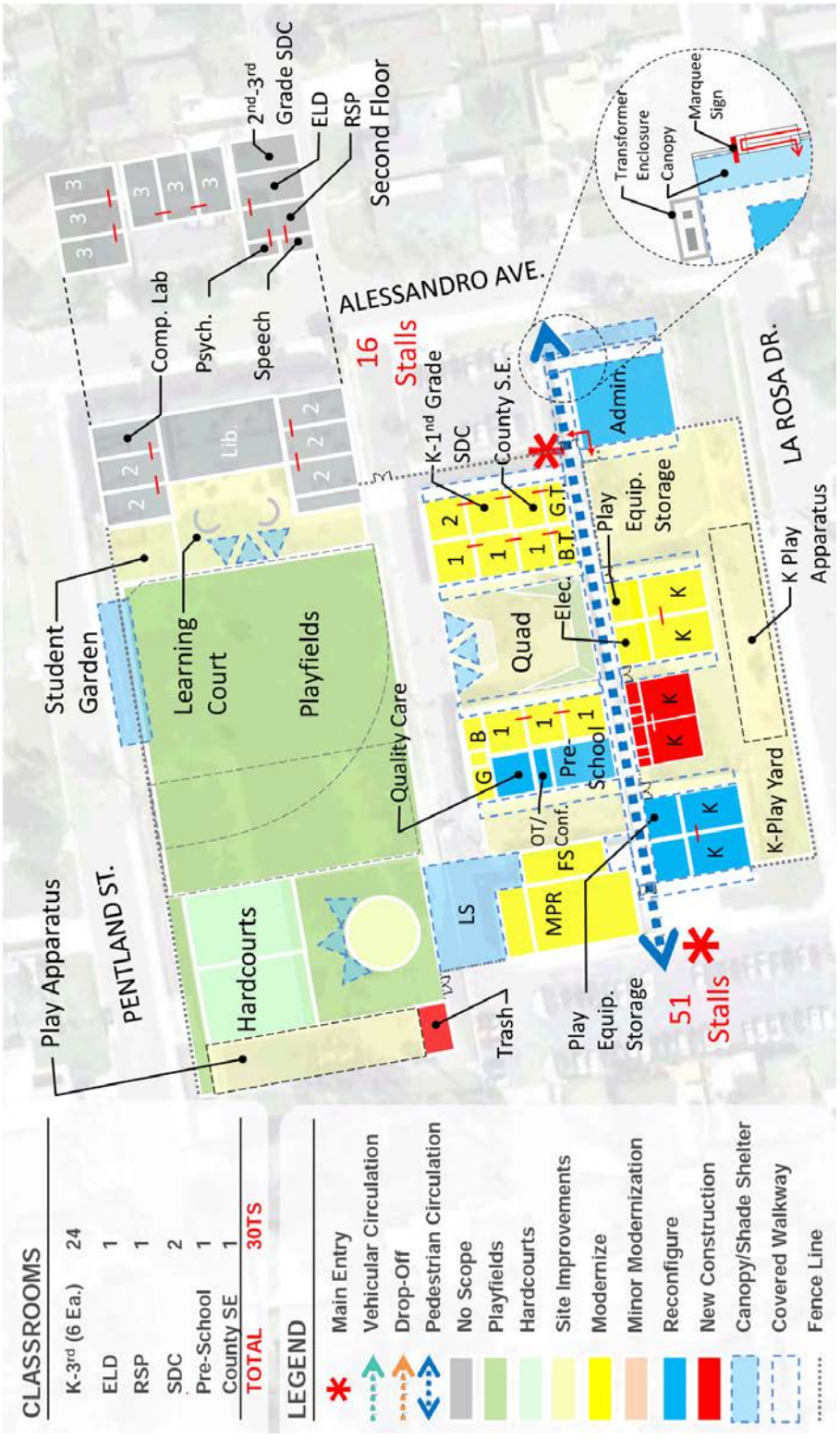


EXHIBIT 15 – CLEMINSON ELEMENTARY SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Cleminson Elementary

ACTIVITIES

AFTER SCHOOL STARS CLUB (SELF ESTEEM THROUGH ACTIVITIES RECREATION AND SPORTS) HELD AT THIS LOCATION

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 15

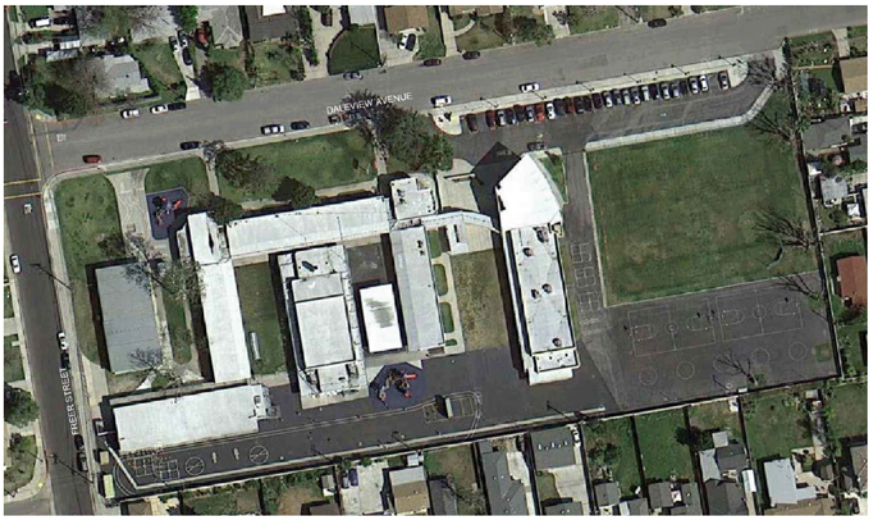


EXHIBIT 16 – EMPEROR ELEMENTARY SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Emperor Elementary

ACTIVITIES

AFTER SCHOOL STARS CLUB (SELF ESTEEM THROUGH ACTIVITIES RECREATION AND SPORTS) HELD AT THIS LOCATION

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 16



EXHIBIT 17 – EMPEROR ELEMENTARY SCHOOL PROPOSED MASTER PLAN

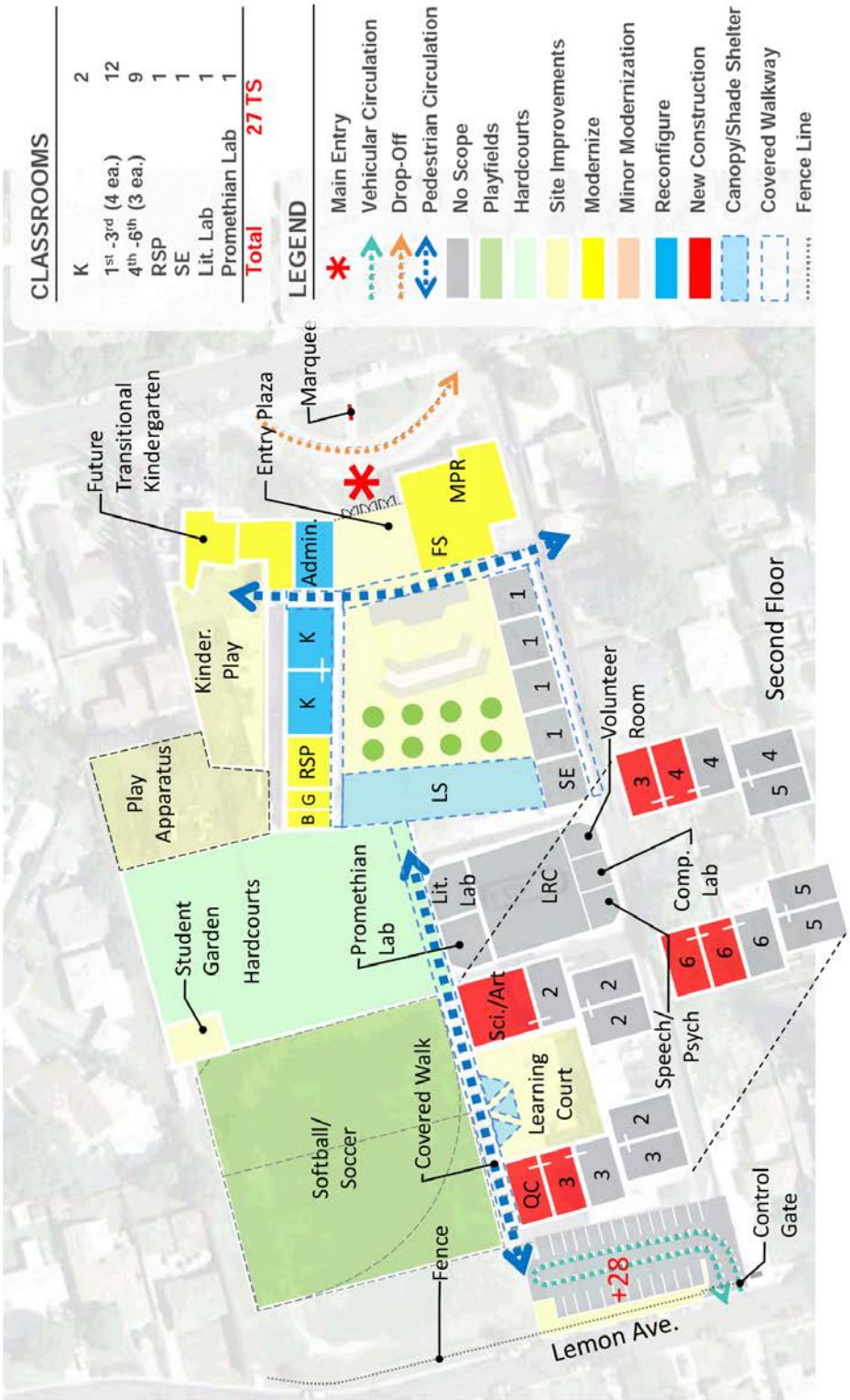


EXHIBIT 18 – PACIFIC FRIENDS SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

Pacific Friends School

NOV 2013 | EXHIBIT # 18

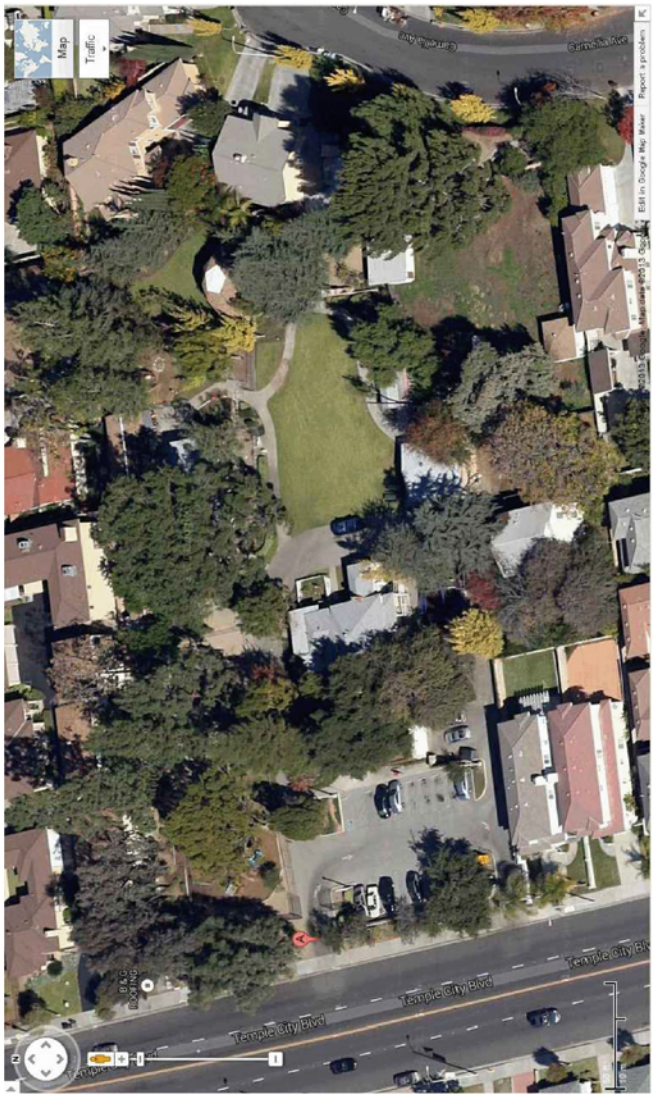


EXHIBIT 19 – ST. LUKE'S ELEMENTARY SCHOOL

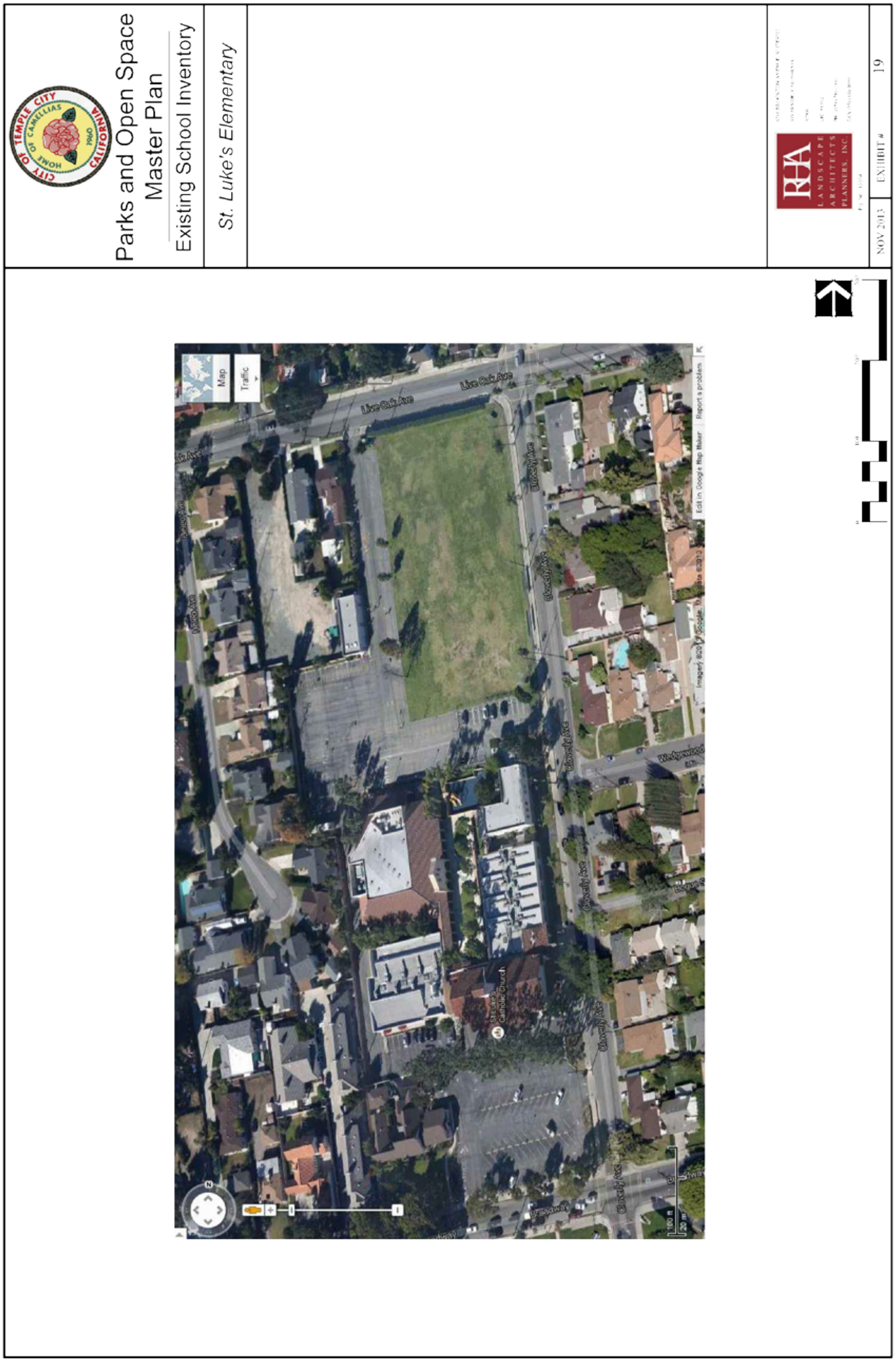


EXHIBIT 20 – GOLDEN WEST BAPTIST CHURCH

Parks and Open Space Master Plan

Existing School Inventory

Golden West Baptist Church

NOV 2013 | EXHIBIT # 20

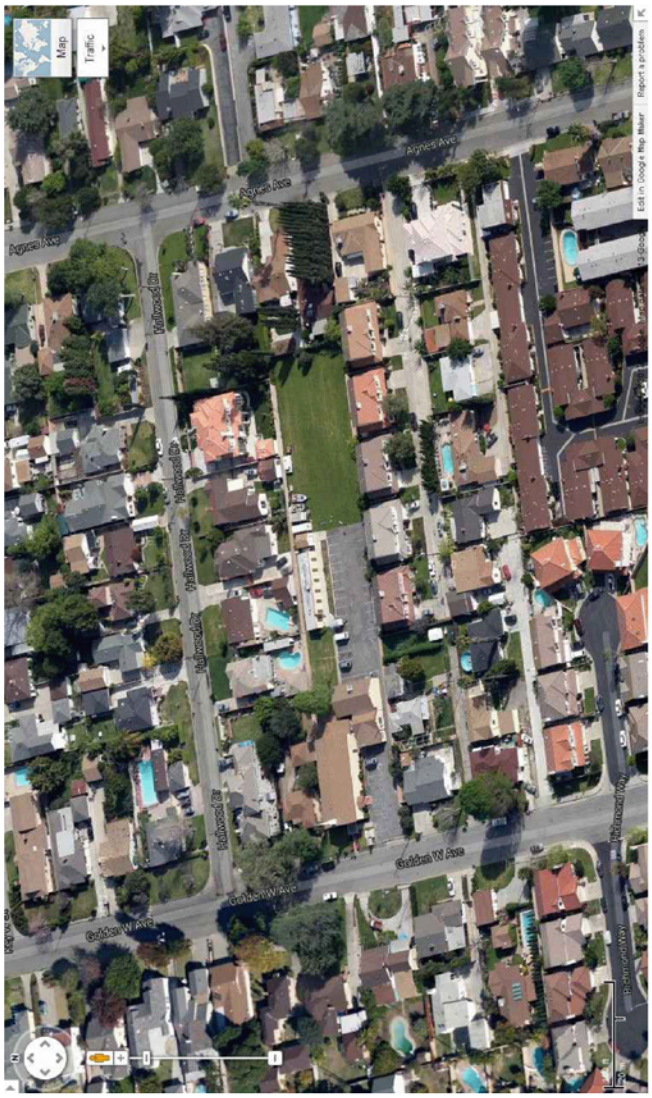


EXHIBIT 21 – FIRST LUTHERAN CHURCH AND SCHOOL

Parks and Open Space Master Plan

Existing School Inventory

First Lutheran Church and School



NOV 2013 EXHIBIT # 21

EXHIBIT 22 – ROSEMEAD PARK

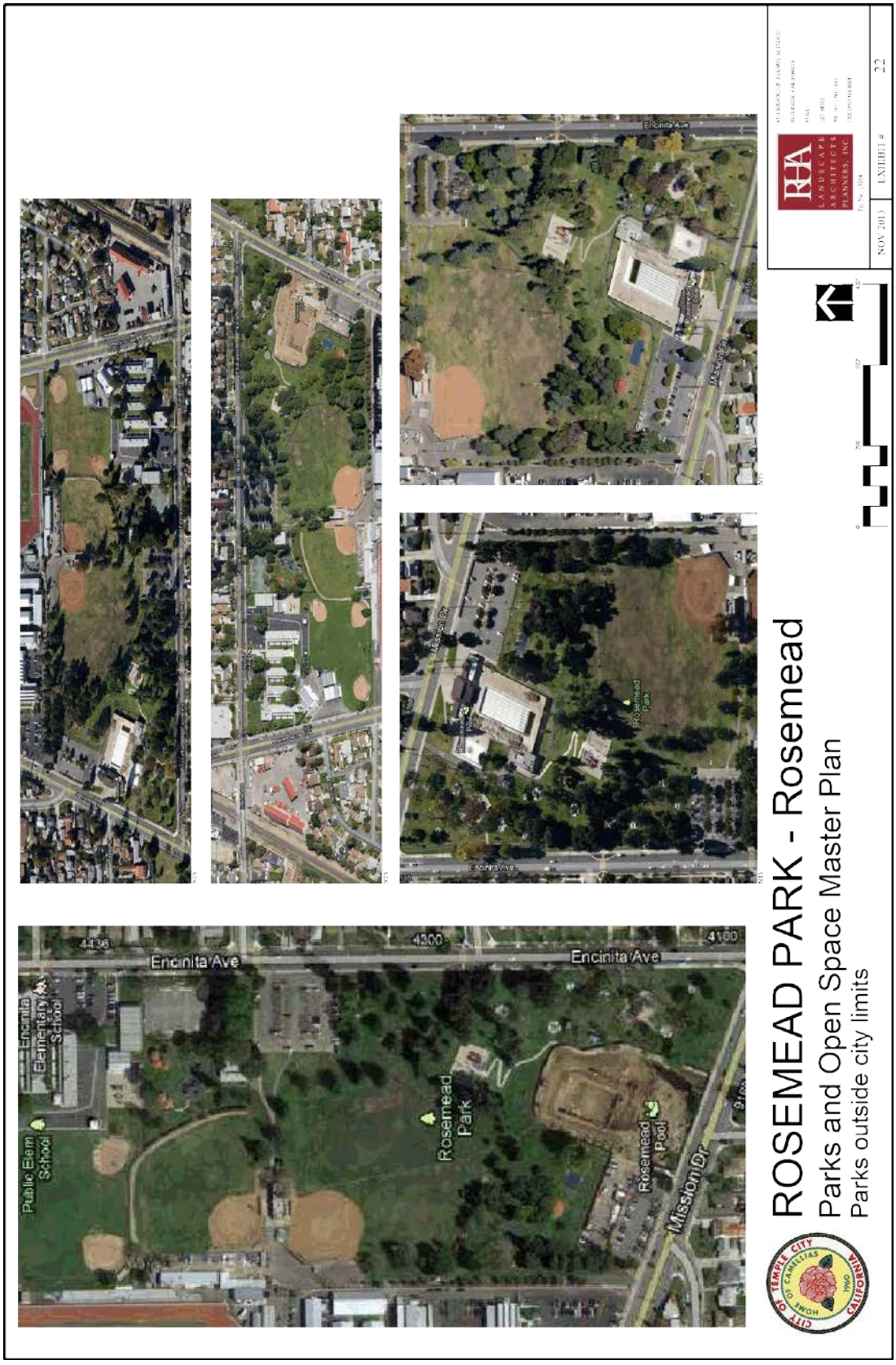


EXHIBIT 23 – BALDWIN STOCKER PARK



EXHIBIT 24 – RIO VISTA PARK



EXHIBIT 25 – TANNER PARK

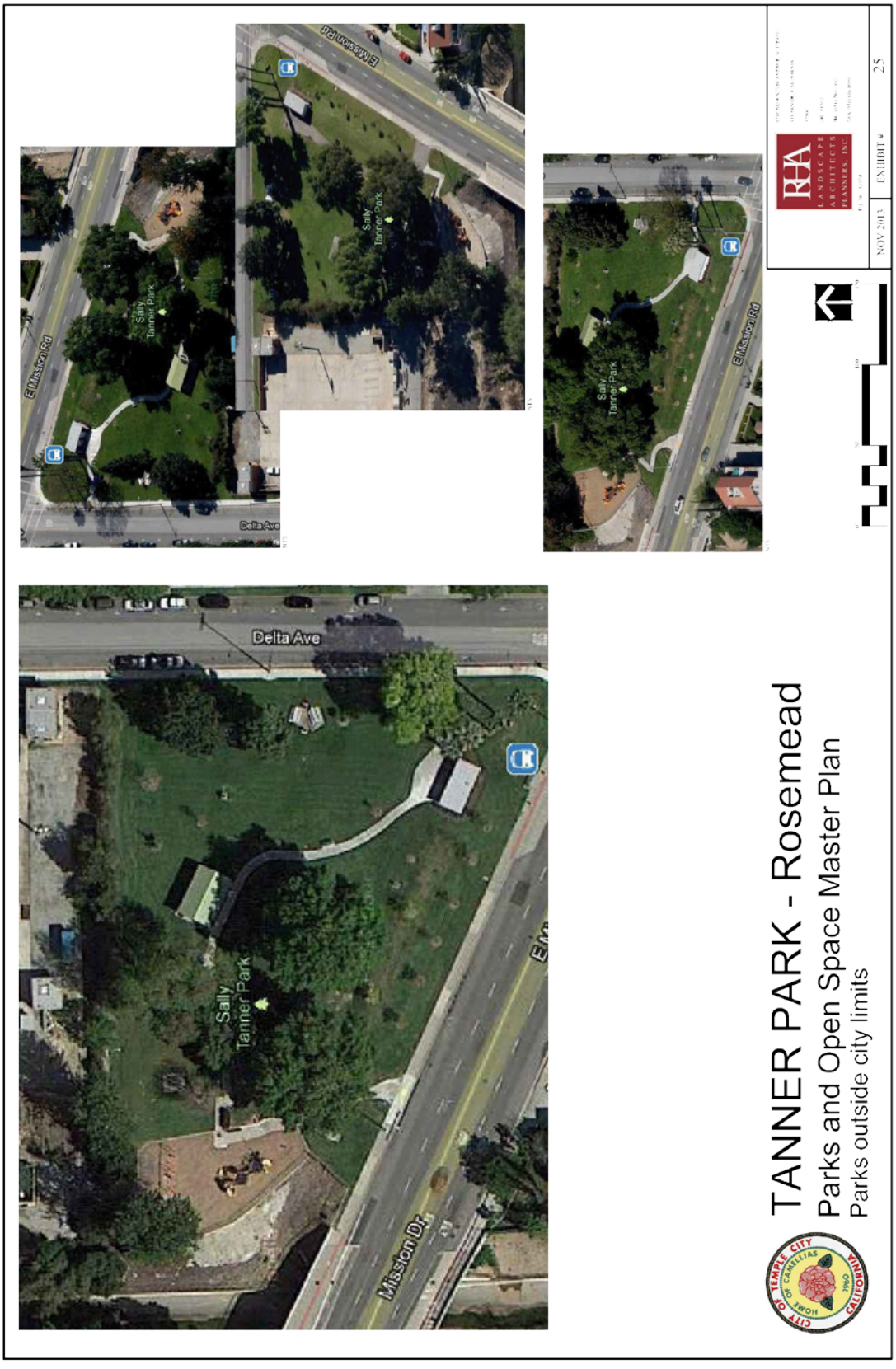


EXHIBIT 26 – PIONEER PARK



EXHIBIT 27 – FLETCHER PARK

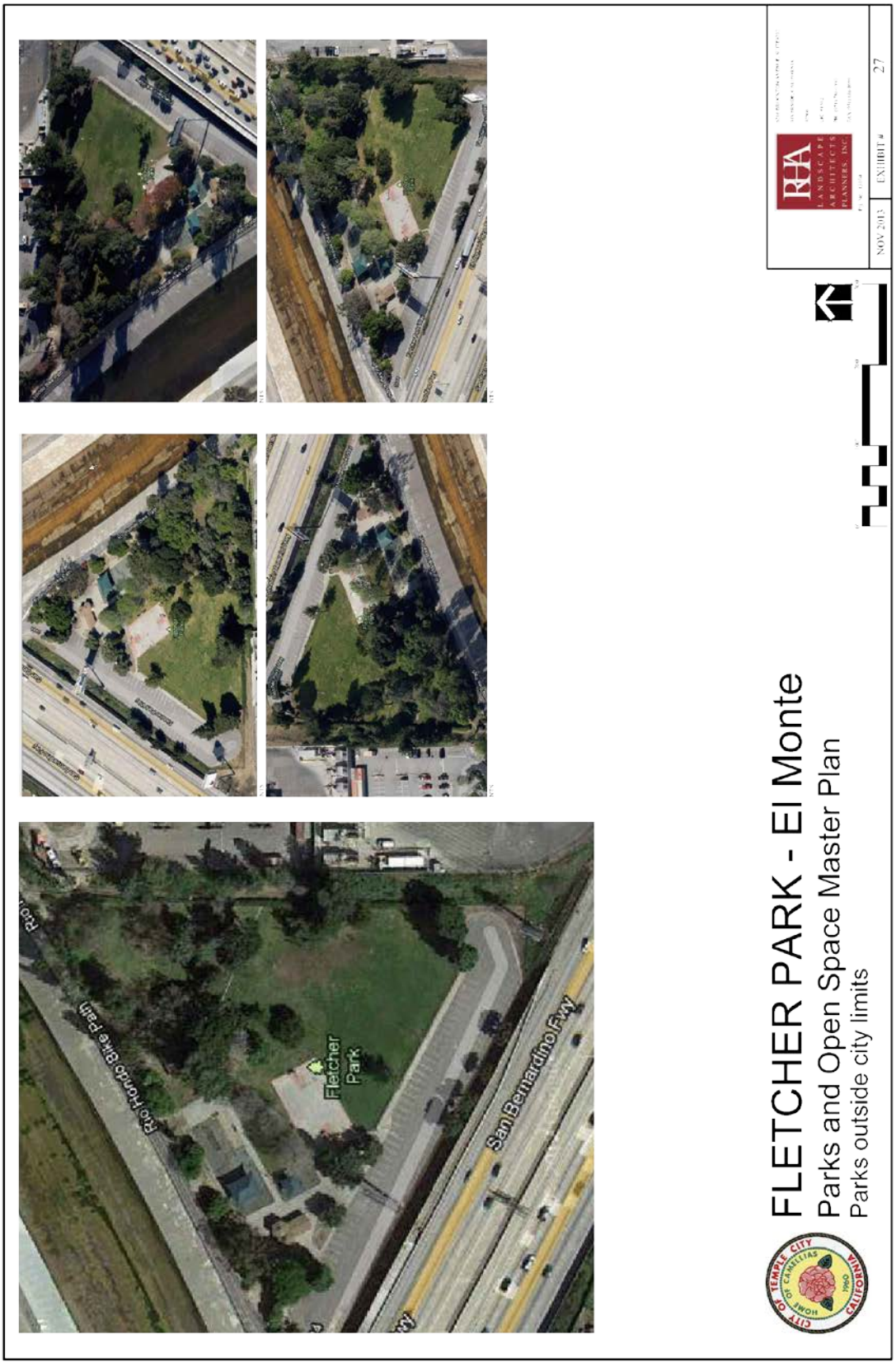


EXHIBIT 28 – SANTA ANITA PARK

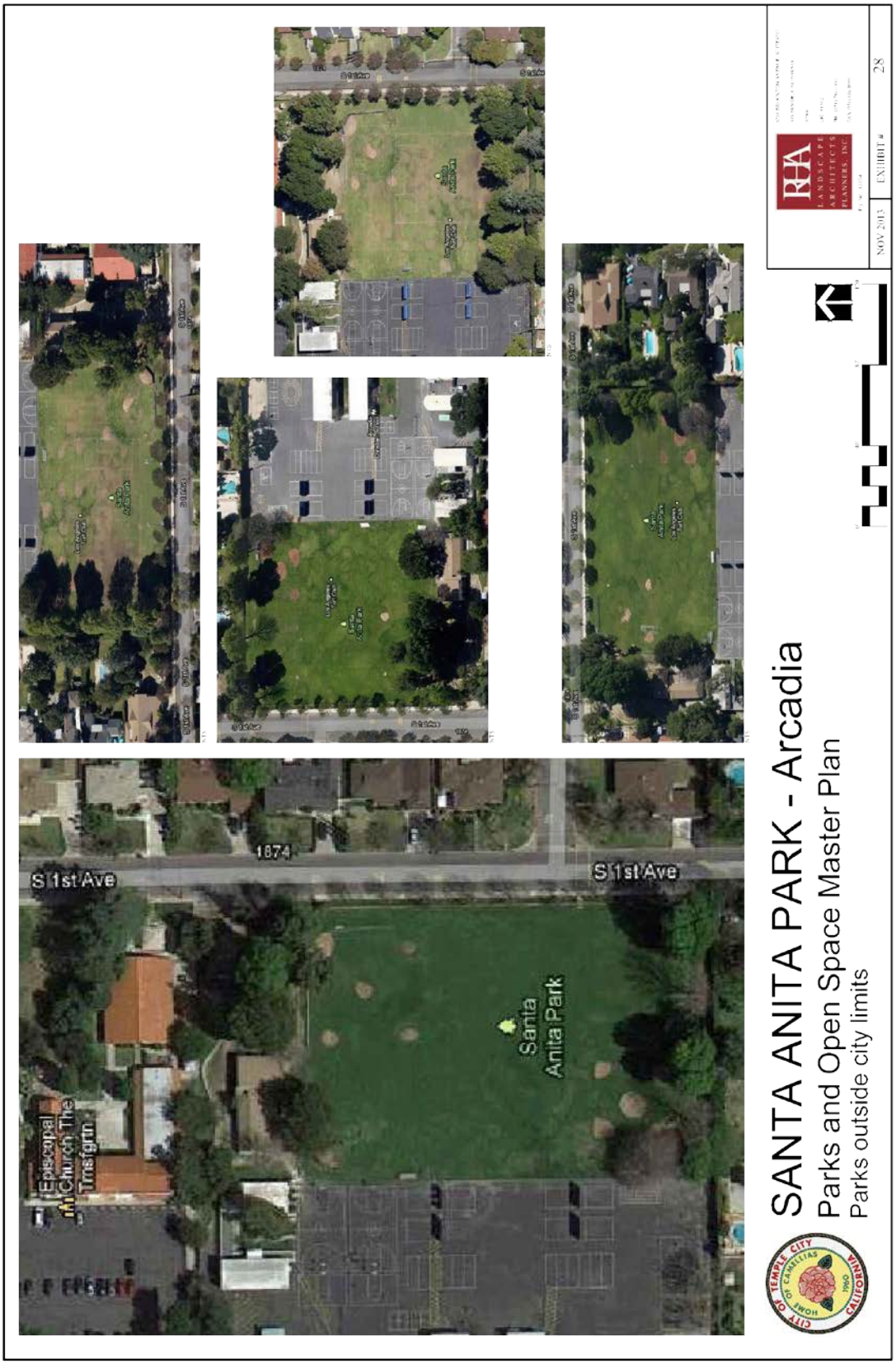


EXHIBIT 29 – TIERRA VERDE PARK

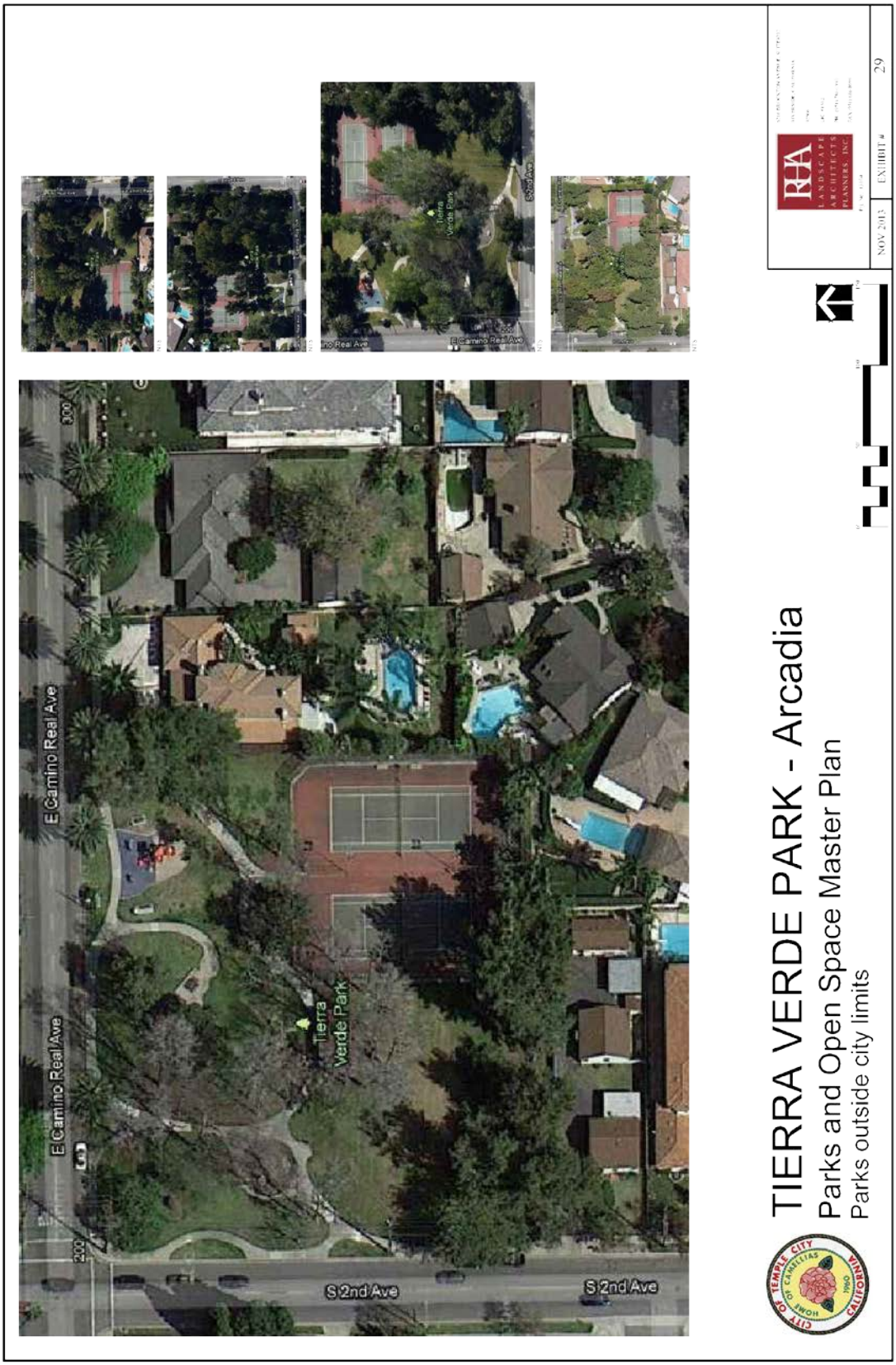


EXHIBIT 30 – CAMINO GROVE PARK

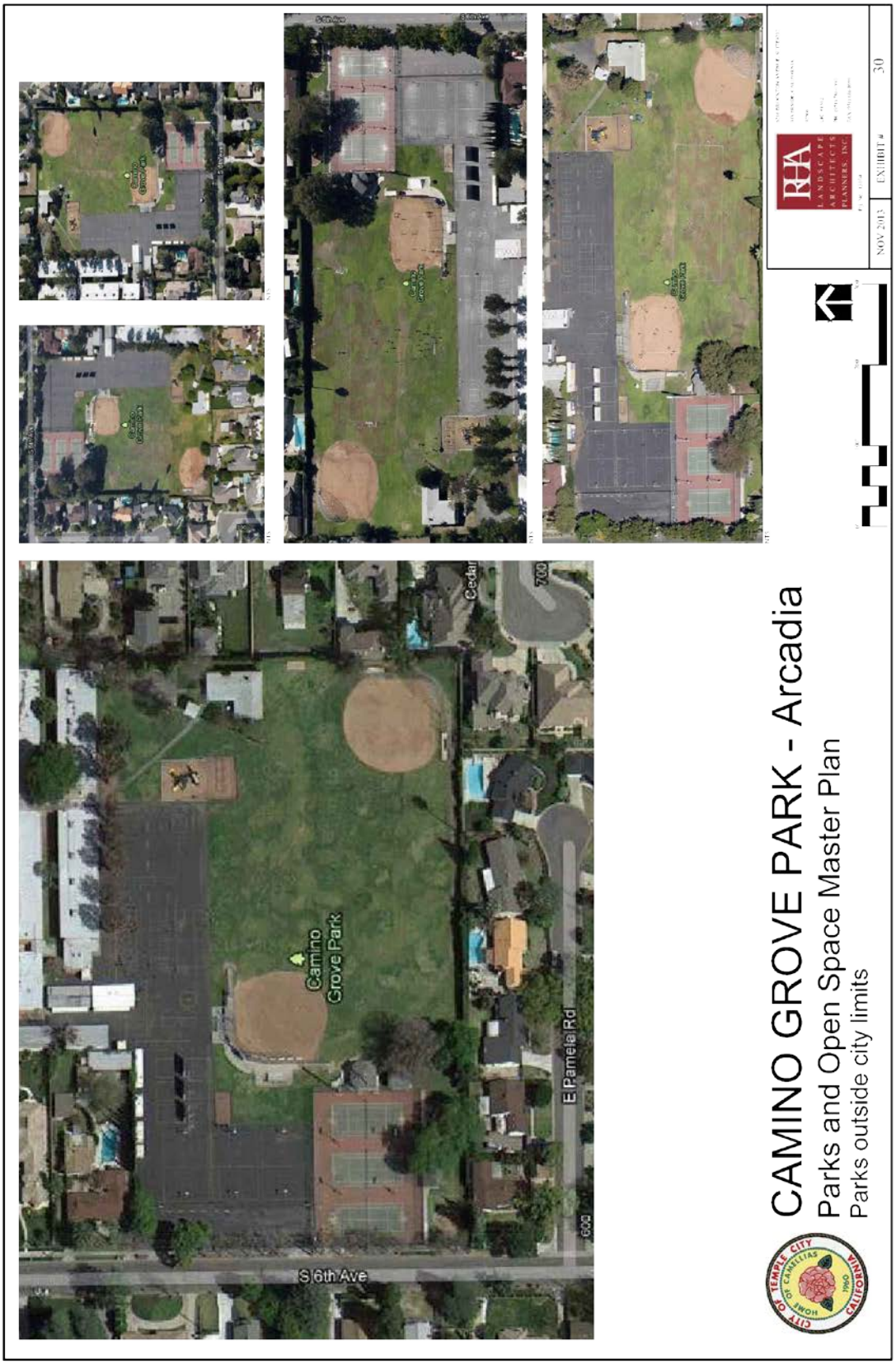


EXHIBIT 31 – ARCADIA COUNTY PARK

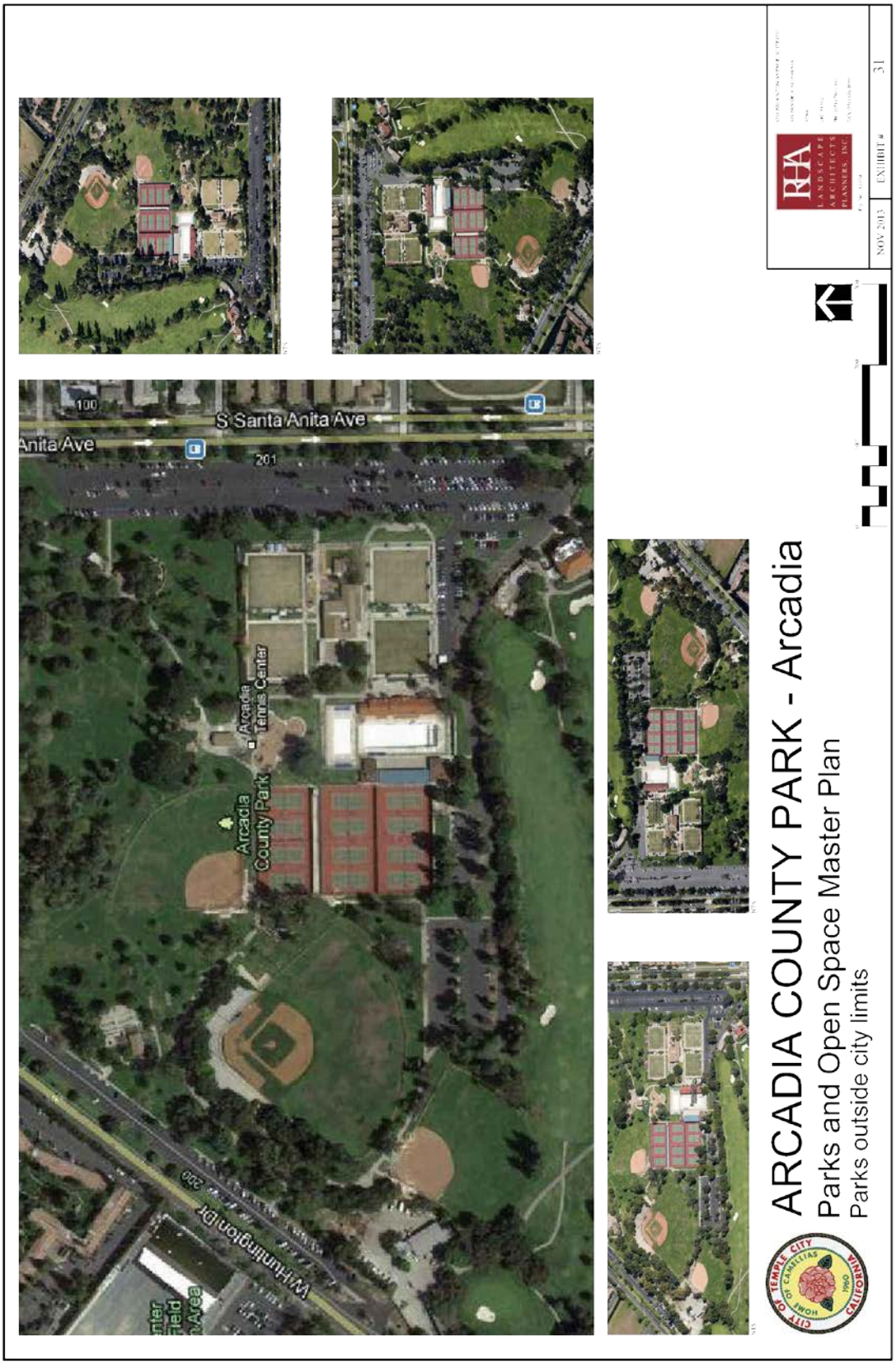


EXHIBIT 32 – TRAIL: LONGDEN AVE TO LAS TUNAS DR

Parks and Open Space Master Plan

Trails

Longden Avenue to Las Tunas Drive

SITE INFORMATION

0.74 Miles

T1

NOV 2013 | EXHIBIT # 32

GOOGLE EARTH MAP

LONGDEN ENTRY STREET VIEW

LOOKING NORTH 3

LAS TUNAS ENTRY- LOOKING NORTH 4

LONGDEN ENTRY- LOOKING NORTH 1

LOOKING NORTH 2

EXHIBIT 33 – TRAIL: LAS TUNAS DR TO ROSEMEAD BLVD

Parks and Open Space Master Plan

Trails

Las Tunas Drive to Rosemead Blvd

SITE INFORMATION

0.48 Miles

T2

NOV 2013 | EXHIBIT # 33



GOOGLE EARTH MAP



LAS TUNAS ENTRY STREET VIEW



LOOKING NORTH 3



ROSEMEAD ENTRY- LOOKING NORTH 4



LAS TUNAS ENTRY- LOOKING NORTH 1



LOOKING NORTH 2

EXHIBIT 34 – TRAIL: ROSEMEAD BLVD TO ENCINITA AVE

Parks and Open Space Master Plan

Trails

Rosemead Blvd to Encinita Avenue

SITE INFORMATION

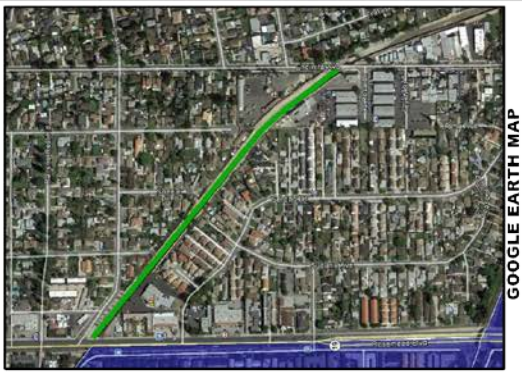
0.42 Miles

T3

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 34

GOOGLE EARTH MAP



ROSEMEAD ENTRY STREET VIEW



ENCINITA ENTRY- LOOKING NORTH 3



ROSEMEAD ENTRY- LOOKING NORTH 1



LOOKING NORTH 2



EXHIBIT 35 – TRAIL: ENCINITA AVE TO LOWER AZUSA RD

Parks and Open Space Master Plan

Trails

Encinita Avenue to Lower Azusa Road

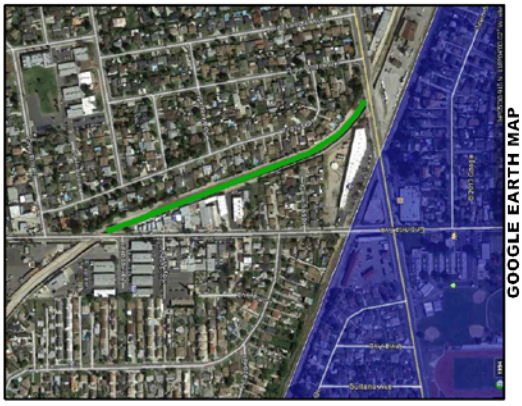
SITE INFORMATION

0 34 Miles

T4

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 35



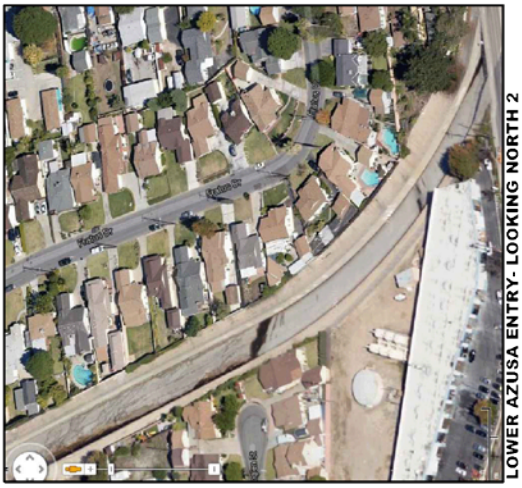
GOOGLE EARTH MAP



ENCINITA ENTRY STREET VIEW



ENCINITA ENTRY- LOOKING NORTH 1



LOWER AZUSA ENTRY- LOOKING NORTH 2

EXHIBIT 36 – TRAIL: LOWER AZUSA RD TO ELLIS LN

Parks and Open Space Master Plan

Trails

Lower Azusa Road to Ellis Lane

SITE INFORMATION

0.50 Miles

T5

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 36



GOOGLE EARTH MAP



ENCINITA ENTRY STREET VIEW



LOWER AZUSA ENTRY- LOOKING NORTH 1



ELLIS LANE ENTRY- LOOKING NORTH 2

EXHIBIT 37 – TRAIL: LIVE OAK AVE TO FAIRVIEW AVE

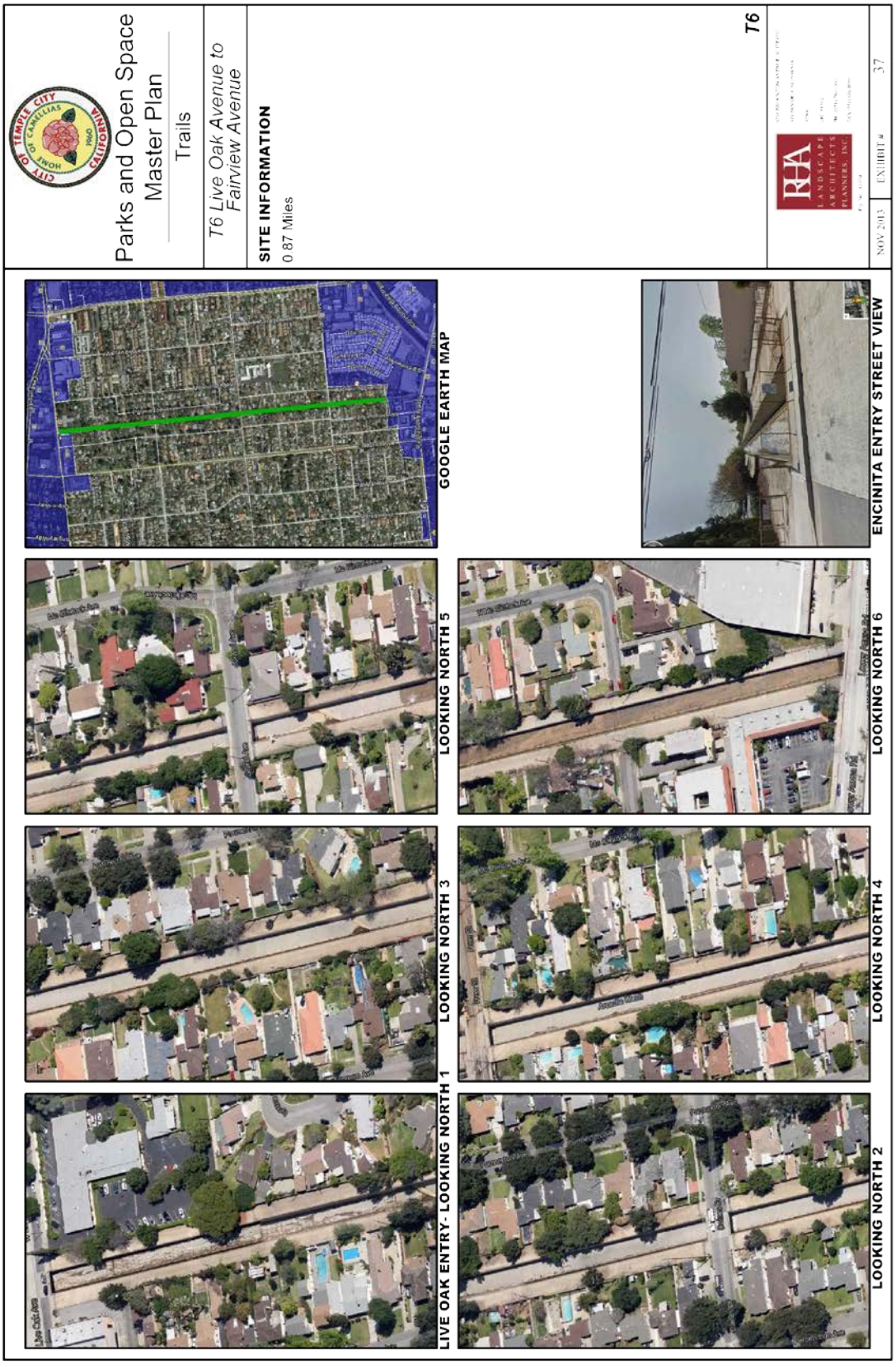


EXHIBIT 38 – POSSIBLE SITES: 5925 TEMPLE CITY BLVD

Parks and Open Space Master Plan

Possible Sites

5925 Temple City Blvd

SITE INFORMATION

28,875 sf

0.66 ac

PS1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC

NOV 2013 | EXHIBIT # 38

GOOGLE EARTH MAP

STREET VIEW

LOOKING SOUTH

LOOKING WEST

LOOKING NORTH

LOOKING EAST

EXHIBIT 39 – POSSIBLE SITES: RELOCATE SHERIFF STATION

Parks and Open Space Master Plan

Possible Sites

Relocate Sheriff Station

SITE INFORMATION

138,000 sf

3.17 ac

PS2

NOV 2013 | EXHIBIT # 39



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 40 – POSSIBLE SITES: 4848 ENCINITA AVE

Parks and Open Space Master Plan

Possible Sites

4848 Encinita Avenue

SITE INFORMATION

9,900 sf

0 23 ac

PS3

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 40

GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST



EXHIBIT 41 – POSSIBLE SITES: 5522 GRACEWOOD AVE

Parks and Open Space Master Plan

Possible Sites

5522 Gracewood Avenue

SITE INFORMATION
334,000 sf
7.67 ac

PS4

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 41



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 42 – POSSIBLE SITES: POST OFFICE

Parks and Open Space Master Plan

Possible Sites

Post Office

SITE INFORMATION
37,700 sf
0.87 ac

PS5

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 42



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 43 – POTENTIAL OPEN SPACE: CITY MAINTENANCE YARD

Parks and Open Space Master Plan

Potential Open Space Sites

City Maintenance Yard

SITE INFORMATION
60,000 sf
1.38 ac

POS1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC

NOV 2013 | EXHIBIT # 43



GOOGLE EARTH MAP



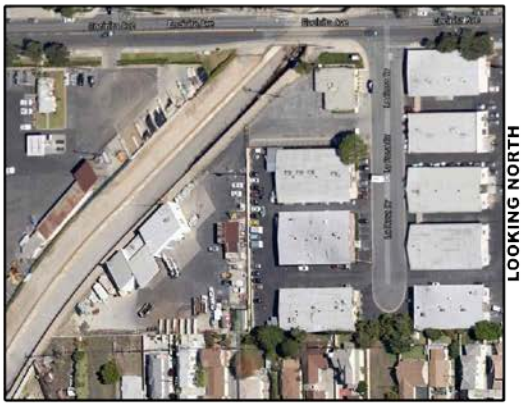
STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 44 – POTENTIAL OPEN SPACE: LIVE OAK & MCCULLOCH

Parks and Open Space Master Plan

Potential Open Space Sites

Live Oak and McCulloch

SITE INFORMATION

21,450 sf

0.49 ac

POS2

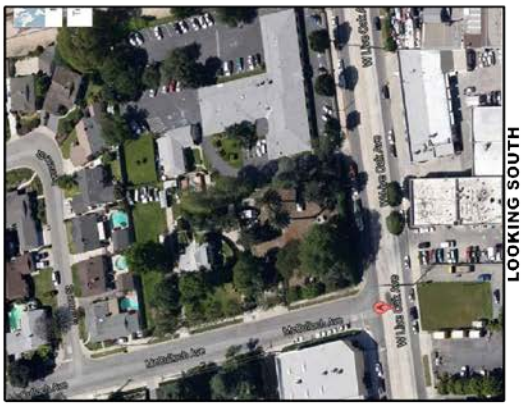
NOV 2013 | EXHIBIT # 44



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 45 – POTENTIAL OPEN SPACE: EATON WASH & HERMOSA

Parks and Open Space Master Plan

Potential Open Space Sites

Eaton Wash and Hermosa Drive

SITE INFORMATION

2,750 sf

0.06 ac

POS3

NOV 2013 | EXHIBIT # 45

GOOGLE EARTH MAP

STREET VIEW

LOOKING SOUTH

LOOKING WEST

LOOKING NORTH

LOOKING EAST

EXHIBIT 46 – POTENTIAL OPEN SPACE: 6499 ROSEMEAD BLVD

Parks and Open Space Master Plan

Potential Open Space Sites

6499 Rosemead Blvd

SITE INFORMATION

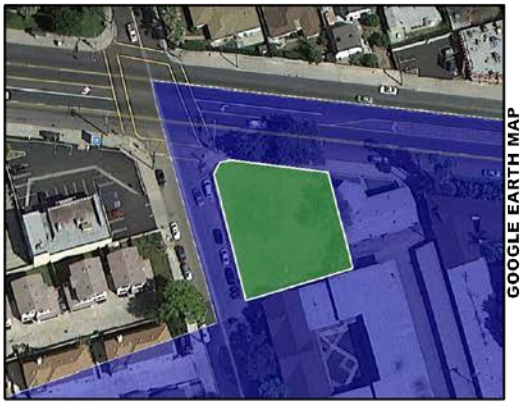
11,900 sf

0.27 ac

POS4

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 46



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 47 – POTENTIAL OPEN SPACE: 8606 LONGDEN AVE

Parks and Open Space Master Plan

Potential Open Space Sites

8606 Longden Avenue

SITE INFORMATION

24,500 sf

0.56 ac

POS5

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

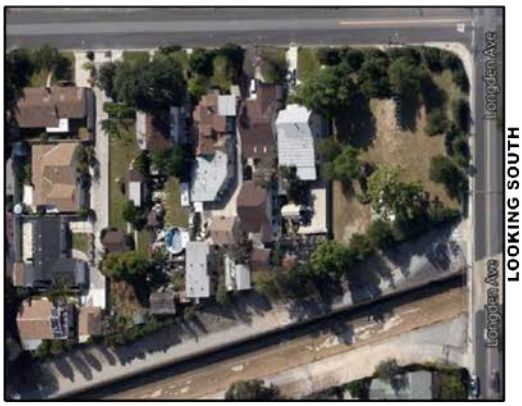
NOV 2013 | EXHIBIT # 47



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 48 – POTENTIAL OPEN SPACE: 9936 OLIVE ST

Parks and Open Space Master Plan

Potential Open Space Sites

9936 Olive Street

SITE INFORMATION

21,200 sf

0.49 ac

POS6

NOV 2013 | EXHIBIT # 48

GOOGLE EARTH MAP

STREET VIEW

LOOKING SOUTH

LOOKING WEST

LOOKING NORTH

LOOKING EAST

EXHIBIT 49 – POTENTIAL OPEN SPACE: 5922, 28, 40 PRIMROSE AVE

Parks and Open Space Master Plan

Potential Open Space Sites

5922, 5928, 5940 Primrose Avenue

SITE INFORMATION

43,560 sf
1.00 ac

POS7

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 49

GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST



EXHIBIT 50 – POTENTIAL OPEN SPACE: SCE EASEMENT

Parks and Open Space Master Plan

Potential Open Space Sites

SCE Easement

SITE INFORMATION
722,500 sf
16.59 ac

POS8

NOV 2013 | EXHIBIT # 50



GOOGLE EARTH MAP



LOOKING NORTH FROM EAST HERMOSA DRIVE



LOOKING SOUTH FROM LONGDEN AVENUE

EXHIBIT 51 – POTENTIAL OPEN SPACE: 5634-5662 HALIFAX RD

Parks and Open Space Master Plan

Potential Open Space Sites

5634-5662 Halifax Road

SITE INFORMATION

15,800 sf

0.36 ac

POS9

NOV 2013 | EXHIBIT # 51

GOOGLE EARTH MAP

STREET VIEW

LOOKING SOUTH

LOOKING WEST

LOOKING NORTH

LOOKING EAST

EXHIBIT 52 – POTENTIAL OPEN SPACE: 9442 LIVE OAK ROAD

Parks and Open Space Master Plan

Potential Open Space Sites

9442 Live Oak Avenue

SITE INFORMATION

22,500 sf

0 52 ac

POS10

NOV 2013 | EXHIBIT # 52



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 53 – POTENTIAL OPEN SPACE: 5800 TEMPLE CITY BLVD

Parks and Open Space Master Plan

Potential Open Space Sites

5800 Temple City Blvd

SITE INFORMATION
18,600 sf
0.43 ac

POS11

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 53

GOOGLE EARTH MAP

STREET VIEW

LOOKING SOUTH

LOOKING WEST

LOOKING NORTH

LOOKING EAST

EXHIBIT 54 – COMMERCIAL PROP: 5336 ROSEMEAD BLVD

Parks and Open Space Master Plan

Real Estate Property

5336 Rosemead Blvd

SITE INFORMATION

25,256 sf

0.58 ac

C1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

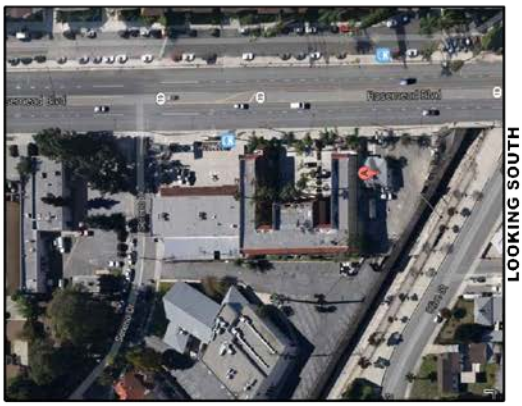
NOV 2013 | EXHIBIT # 54



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 55 – COMMERCIAL PROP: 5604 ROSEMEAD BLVD

Parks and Open Space Master Plan

Real Estate Property

5604 Rosemead Blvd

SITE INFORMATION

9,148 sf

0.21 ac

C2

NOV 2013 | EXHIBIT # 55

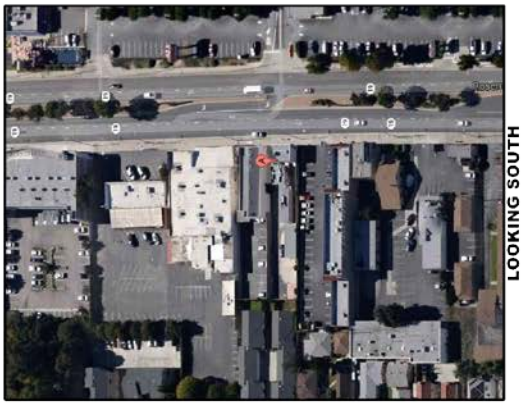
GOOGLE EARTH MAP



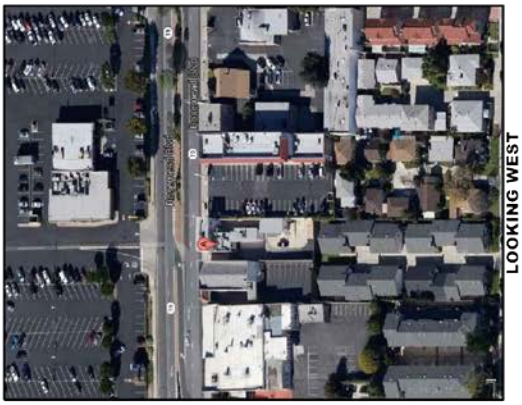
STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

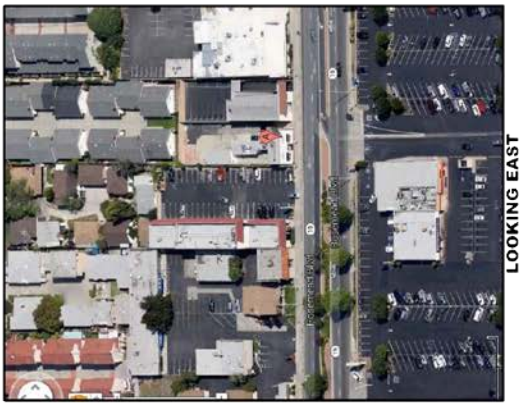


EXHIBIT 56 – COMMERCIAL PROP: 9100 E LAS TUNAS DR

Parks and Open Space Master Plan

Real Estate Property

9100 East Las Tunas Drive

SITE INFORMATION

9,430 sf

0 22 ac

C3

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 56



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 57 – COMMERCIAL PROP: 9410 GIDLEY ST

Parks and Open Space Master Plan

Real Estate Property

9410 Gidley Street

SITE INFORMATION

52,708 sf

1.21 ac

C4

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 57

GOOGLE EARTH MAP



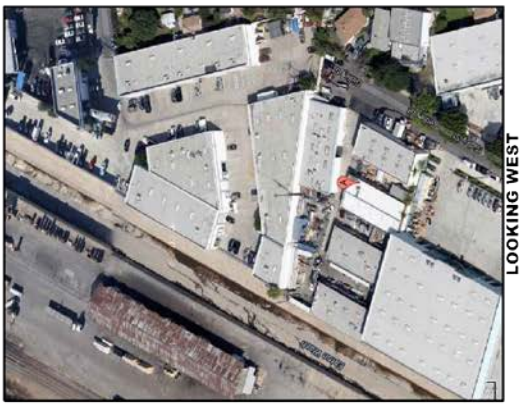
STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST



EXHIBIT 58 – COMMERCIAL PROP: 9436 LAS TUNAS DR

Parks and Open Space Master Plan

Real Estate Property

9436 Las Tunas Drive

SITE INFORMATION
10,799 sf
0.25 ac

C5

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 58



GOOGLE EARTH MAP



STREET VIEW



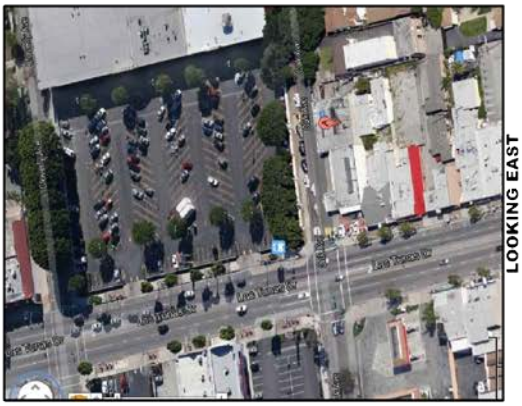
LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 59 – COMMERCIAL PROP: 9226 LAS TUNAS DR

Parks and Open Space Master Plan

Real Estate Property

9226 Las Tunas Drive

SITE INFORMATION
18,000 sf
0.41 ac

C6

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 59



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 60 – PARKING CONV: TCUSD PARKING LOT

Parks and Open Space Master Plan

Parking Conversions

TCUSD Parking Lot

SITE INFORMATION
17,000 sf
0.39 ac

PC1

RHA LANDSCAPE ARCHITECTS PLANNERS, INC.

NOV 2013 | EXHIBIT # 60



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 61 – PARKING CONV: LAS TUNAS DR & CAMILLIA AVE

Parks and Open Space Master Plan

Parking Conversions

Las Tunas Drive and Camillia Avenue

SITE INFORMATION

9,450 sf

0 22 ac

PC2

RHA LANDSCAPE ARCHITECTS PLANNERS, INC

NOV 2013 | EXHIBIT # 61



GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 62 – PARKING CONV: LAS TUNAS DR & TEMPLE CITY BLVD

Parks and Open Space Master Plan

Parking Conversions

Las Tunas Drive and Temple City Blvd

SITE INFORMATION

12,200 sf

0.28 ac

PC3

NOV 2013 | EXHIBIT # 62



GOOGLE EARTH MAP



STREET VIEW



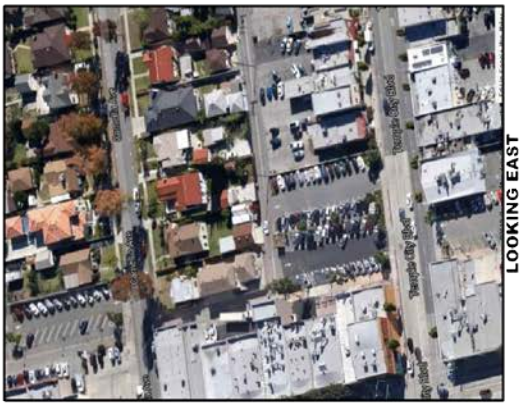
LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST

EXHIBIT 63 – PARKING CONV: 5911 TEMPLE CITY BLVD

Parks and Open Space Master Plan

Parking Conversions

5911 Temple City Blvd

SITE INFORMATION
15,150 sf
0.35 ac

PC4

RHA LANDSCAPE ARCHITECTS PLANNERS, INC

NOV 2013 | EXHIBIT # 63



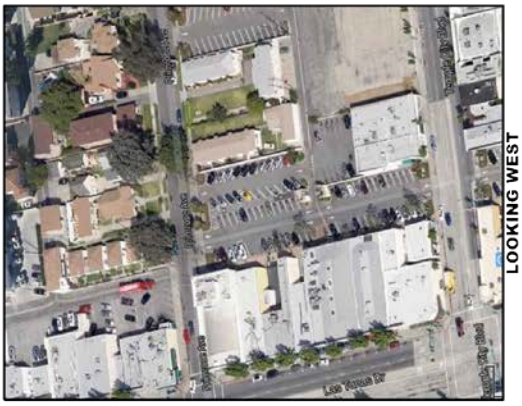
GOOGLE EARTH MAP



STREET VIEW



LOOKING SOUTH



LOOKING WEST



LOOKING NORTH



LOOKING EAST