



HANCE PARK MASTER PLAN

FINAL REPORT

!melk
Weddle Gilmore
Floor Associates

27 March 2014

CITY OF PHOENIX

Mayor
Greg Stanton

City Council
District 1 . Thelda Williams
District 2 . Jim Waring
District 3 . Bill Gates
District 4 . Laura Pastor
District 5 . Daniel Valenzuela
District 6 . Sal DiCiccio
District 7 . Michael Nowakowski
District 8 . Kate Gallego

City Manager
Ed Zuercher

Acting Assistant City Manager
Danny Murphy

Deputy City Manager
Rick Naimark
Lisa Takata

Senior Executive Assistant to the City Manager
Paul Blue
Deanna Jonovich

Special Assistant to the City Manager
Ginger Spencer

PARKS AND RECREATION DEPARTMENT

Acting Director
James Burke

Acting Deputy Director . Downtown Division
Ann Wheat

Parks and Recreation Board
Roger Peck . Chair
Aubrey Barnwell
Dave Call
Mike Lieb
Delia Ortega-Nowakowski
Sarah Porter
Charlene Tarver

HANCE PARK CITIZEN ADVISORY GROUPS

Hance Park Master Plan Advisory Panel
Sarah Porter . Chair
Craig Barton
Will Bruder
Susan Copeland
Rita Hamilton
Joan Kelchner
Dave Krietor
Sonya Pastor LaSota
Tim Sprague
Tim Wolfe

Hance Park Master Plan Steering Committee

Hance Park Conservancy

MASTER PLAN DESIGN TEAM

Imelk
Lead Designer
111 John Street . Suite 2650
New York . New York 10038

Weddle Gilmore
Project Manager . Architect
6916 East Fifth Avenue
Scottsdale . Arizona 85251

Floor Associates
Landscape Architect
1425 North 1st Street
Phoenix . Arizona 85004

Kimber Lanning
Community Liaison
12 West Camelback Road
Phoenix . Arizona 85013

David Evans & Associates
Civil Engineering | Surveyor
4600 East Washington Street . Suite 430
Phoenix . Arizona 85034

Buro Happold
Structural & Environmental Engineering . Lighting Design
9601 Jefferson Boulevard . Suite B
Culver City . California 90232

HR&A
Economic Development & Public Policy Consultant
99 Hudson Street . 3rd Floor
New York . New York 10013

ETM Associates
Public Space Management | O&M Budgeting
1202 Raritan Avenue
Highland Park . New Jersey 09804

Rider Levett Bucknall
Construction Cost Estimator
4242 East Camelback Road . Suite 350
Phoenix . Arizona 85018

If you were to list your favorite cities of the world, most likely many of them would include a central urban park that is just as recognizable as the city itself. Think of New York and Central Park, San Francisco and Golden Gate Park, Chicago and Millennium Park, and London with Hyde Park.

It is hard to imagine these cities without the great parks that have come to **define them**. In fact, it's hard to name any great city that does not also have a great urban park.

Phoenix, a city in the middle of an unprecedented transformation, needs a great urban park. A reinvigorated Hance Park could be that unique public place. It is positioned to be the catalyst for physical, social and economic positive change that grand urban parks create.

Urban parks function as “grand outdoor rooms” that are the great democratic spaces and social equalizers of our cities. They play host to cultural institutions, community events, active recreation, people watching, and rich botanical gardens. **Successful urban parks are community catalysts that have significant impacts on the physical, social, and economic health of the city.**

The value great urban parks create in communities can be measured on many levels. In addition to providing open space for recreational activities **that promote healthy lifestyles, parks can provide the impetus for urban infill projects, creating a unique identity and sense of place.** Urban parks are often the engine that helps drive tourism in many cities, and are often recognized as living works of art that function as an attraction while also drawing visitors for special events and festivals.

The re-visioning of Hance Park now under way includes an unprecedented grass-roots effort across a broad spectrum of community stakeholders composed of the Hance Park Conservancy, nearby cultural institutions and surrounding neighborhoods, city officials, business leaders, individual community members and events organizers. These diverse groups share a goal of creating a brilliant urban park for Phoenix that will act as a place of convening, a tourist mecca, and the hub that central Phoenix is currently missing.

Hance Park, which opened in 1992, is a 32-acre urban park on the northern edge of downtown Phoenix. The Park was established as a result of the last mile of freeway construction for the U.S. Interstate connecting Florida to California.

During the past 20 years, Hance Park has been unable to achieve its full potential as a grand urban park, often feels empty and uninviting and lacking a sense of identity. A recent survey completed by ASU showed most Phoenix residents do not know the location of Hance Park, even though Central Avenue and the light-rail bridge over the park and Interstate 10 beneath it carrying hundreds of thousands of people underneath it daily.

The park also has a shortage of amenities, daily programming to activate the park, and a perceived lack of safety. These are the challenges that must be addressed for the park to reach its true potential.

Hance Park is positioned to become the grand urban park of Phoenix because **of its compelling urban location. The park is within walking distance of Phoenix’s signature arts and cultural institutions, Arizona State University’s downtown campus and the Roosevelt arts district.**

Proximity to light rail and freeway access position the Park to serve downtown residents, greater Phoenix metro residents, and visitors to our city. Additionally, the Park is surrounded by a rich diversity of cultural and community institutions, including Phoenix Center for the Arts, Japanese Friendship Garden, Irish Cultural Center, the McClelland Irish Library, and Burton Barr Central Library.

The new vision for Hance Park is a key component to building our community. Phoenix has in place the elements within our urban core that other major cities do not, including a rich collection of cultural institutions and museums; a diverse employment and education center; two major sports arenas; a vibrant entertainment center and a variety of residential options ranging from single family residential to multi-family. Light rail successfully links our urban core with the other communities within the valley.

A dramatic resurgence in downtown Phoenix makes now the time to reinvigorate Hance Park as critical piece of the livability, vibrancy, and identity of the urban core. A well-appointed and activated Hance Park will play a key role in helping Phoenix achieve its vision as a world class city.

A grand vision for Hance Park will need to be implemented in several phases through a long term commitment to success. Across the country, public and private sectors have joined in new and innovative ways to effectively fund the **construction of parks and to more efficiently fund and manage parks when completed.** This type of public-private partnership and long term commitment to implement a new vision for Hance Park will be essential to sustained vibrancy and identity of downtown Phoenix.

To make Phoenix a truly great 21st-century city it will take a strong commitment from our community. The time has come for us to bond around a common vision to build a downtown that connects people to the place they live, that creates the kind of city that makes people want to stay here and raise their families, and that is a place we are proud to call home.

The Hance Park vision is within our reach.
We must not let this rare opportunity pass.

*Article by:
Phil Weddle of Weddle Gilmore & Kris Floor of Floor Associates
Originally published in the February 16th, 2014 edition of The Arizona Republic*

1.0

- INTRODUCTION**
Background
Engagement
Challenges
Program

2.0

- DESIGN**
Principles
Site Plan
Zones
Sustainability

3.0

- IMPLEMENTATION**
Strategy
Phasing
Cost Estimate
Operations & Maintenance

1.0 INTRODUCTION



Sights, sounds and activity within Hance Park

VISION STATEMENT

The vision is to redevelop Hance Park into a vibrant urban park and signature destination that becomes a catalyst for positive change in the community. Hance Park can be a key venue for cultural, entertainment programming as well as a destination in its own right – the kind of public space that is integral to every thriving urban core in the country.

BACKGROUND & HISTORY

Completed in 1992, Margaret T. Hance Park is an urban environment located within the context of downtown Phoenix. The Park is a unique intersection of culture, connectivity and community with a proximity to many of Phoenix's signature destinations, neighborhoods and art districts.

Historically established as a result of the last mile of freeway construction for U.S. Interstate Highway 10 connecting Florida to California. The 'Deck Park' covers over one half mile of Interstate through the creation of a tunnel running from 3rd Street to 5th Avenue.

The original master plan for the Park, completed in 1989 included three distinct areas: 1. A cultural park on the eastern edge with art walk, amphitheater, grandstand and parking garage. 2. A central urban plaza consisting of a tree bosque, reflecting pool, transit station, carousel, water esplanade and shade for gathering; and 3. A neighborhood park to the west with a small lake, open play areas, parking, restrooms, courts, playgrounds, trail connections and a connection to Kenilworth Elementary School.

Over time, water features were turned off and trees did not thrive. In addition the carousel, amphitheater, grandstand, parking garage and shaded arcade envisioned were never realized as a result of funding voids.

The Phoenix City Council and Parks and Recreation Board have appointed committees to address concerns and develop plans over the years. Most recently in 2010, the surrounding community expressed a strong desire to activate the park leading the Parks Department to hold visioning sessions. In 2011 the Parks and Recreation Board appointed a Hance Park Master Plan Steering Committee to develop and recommend a new master plan for the Park.

BACKGROUND

for a new HANCE PARK

COMMUNITY ENGAGEMENT

August 15, 2013 Kick-Off

September 23-30, 2013 Visioning Workshops

Nine workshops conducted over a week long period September 23-30, 2013 represented a wide array of stakeholder groups, local neighborhoods, cultural institutions, events & festivals, downtown community organizations, local schools, public community services, the Master Plan Advisory Panel culminating in a community workshop which marked the first in a series of community meetings.

November 20, 2013 Concept Plan Presentation

The second in a series of public meetings intended to inform the neighborhood and greater community on the progress of the master planning process was conducted at the Cutler Plotkin Jewish Heritage Center. The meeting consisted of a visual presentation reviewing five categories related to how the design intended to be formulated.

January 22, 2014 Interim Plan Presentation

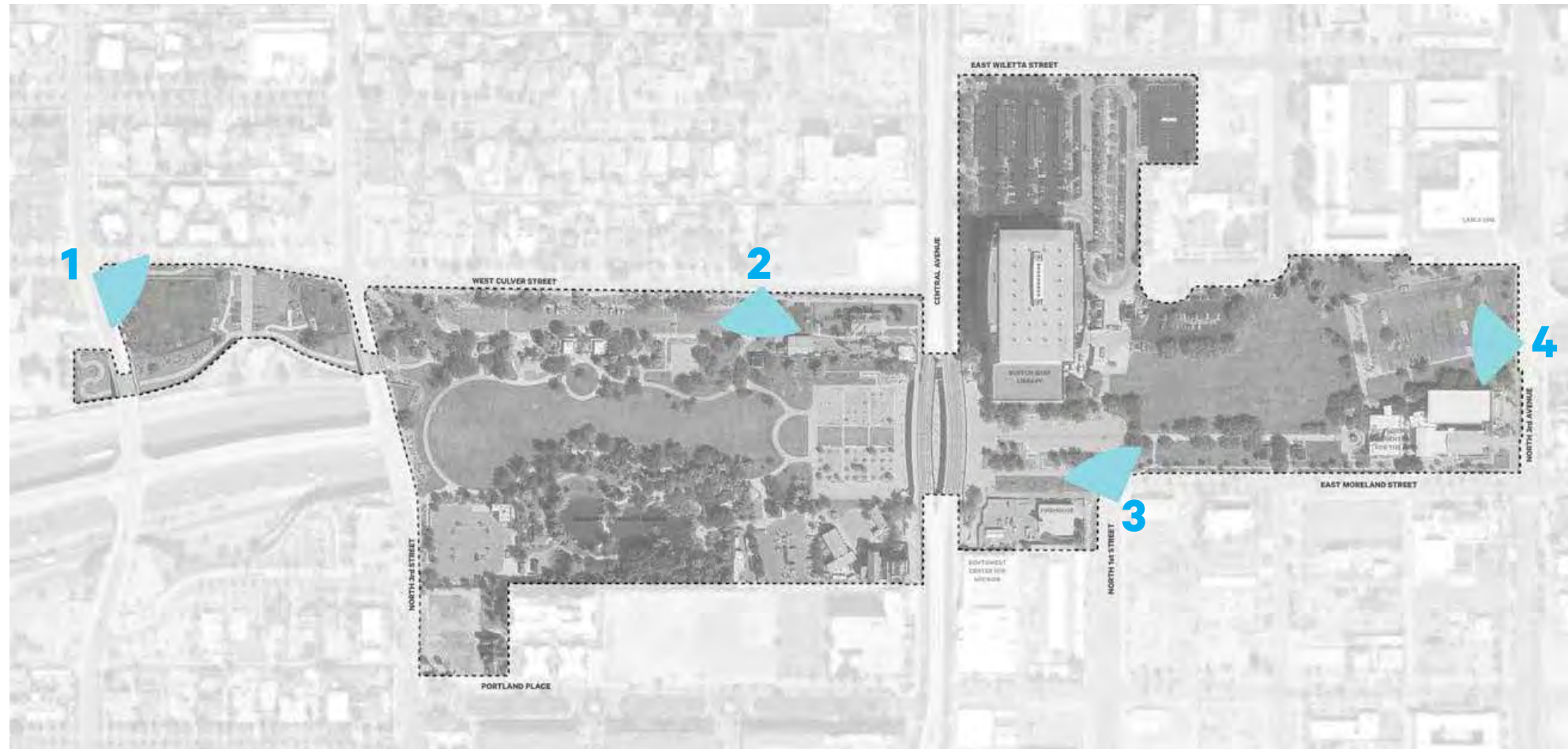
The third public meeting's goal was to inform the community of ongoing progress associated with the efforts to develop the master plan vision for Hance Park. The meeting was conducted at the Phoenix Art Museum. The visual presentation explained through four categories the evolution of the master plan design to the interim point and consisted of a recap of previous progress, explanation of plan refinements and a series of experiences illustrated through 'future' users of the park.

March 27, 2014 Final Master Plan

Community celebration for the presentation of the final Hance Park Master Plan was conducted on a performance stage within the park in conjunction with the McDowell Mountain Music Festival. The event was billed as a community celebration intended to recognize the tremendous support the project has garnered.



Images from workshops & community meetings used to gather public input and ideas



Where is Hance Park? Challenges with existing park visibility and identity.

CHALLENGES FOR HANCE PARK

Information gathered through the community input process identified the following key challenges and issues existing in the park today:

Identity: The existing park lacks a sense of identity and has no clear brand recognition with the general public.

Entries & Boundaries: Lack of clearly defined park entries and park boundaries. Weak entry points and park boundaries contribute to the lack of identity and poor visibility.

Connectivity: The Park has a lack of connectivity and feels disjointed. The Central Avenue Bridge acts as a barrier and divides the park into two sides. In addition, many of the cultural institutions that surround the park lack connectivity to the park, both physical and programmatically.

Infrastructure & Amenities: Lack of adequate park infrastructure, shade, water, event facilities, accessible restrooms, food & beverage, and park user amenities

Programmed Activities: With few programmed activities within the park there is a sense of emptiness much of the time. The park lacks a sense of activation for the majority of time.

Safety: Lack of safety was expressed as a major concern and a significant challenge to be overcome in order to develop higher park activation.

CHALLENGES



Visual Iconic Landmark
ROCKING PEDESTRIAN HUB
big hairy audacious idea
Reflective of Culture + History
INTERACTIVE PUBLIC ART PIECES
people could see it from the freeway
UNIQUE WOW FEATURE
incorporate art that makes phoenix unique
Park as a Community
emphasize activities around the park
Great Water Feature
ice bar in underground lanes
SIGNATURE ATTRACTION
“we have to go Hance Park to see ...”
Example of public input received during Visioning Workshops

PROPOSED PARK ELEMENTS, AMENITIES & SOLUTIONS

Band Shell / Amphitheater: Develop a band shell or amphitheater that will support community events including music festivals, cultural performances, films and local school events. Should function as an amenity for daily urban life in the park.

Food & Beverage: Provide a range of food and beverage options from food trucks, food & beverage kiosks, coffee shop, beer garden, restaurants, picnic pavilions, water stations, and food festivals.

Shade Elements: Shade should include a combination of architectural shade structures and shade from additional trees and landscape features. Include a range of seating options and moveable furniture within shaded areas.

Water Features: Include water features that support the development of microclimates and enhance visitor's experience.

Splash Pad: Provide a splash pad that is integral with park plaza space.

Bike Amenities: Bicycle amenities should include a bike share station, bike racks, and potential bike station to support bike users. Enhance connections to existing and future bike paths around the park.

Exercise Amenities: Include an exercise track around the park with strong pedestrian connections to surrounding neighborhoods.

Playscapes: Include a range of playscape elements integrated into the design of the park. Children's play areas should accommodate different age groups.

Skate Park: An urban plaza skate park that integrates with the overall park design and provides multi-functional plaza space.

Hance Dog Park: Integrate recently completed Hance Dog Park with the balance of the Park Elements & Amenities.

Visual Landmarks: Provide interactive public installations, unique architectural structures, and public art.

WIFI: Free WIFI will draw people to the park and encourage them to stay.

URBAN DESIGN & PARK INTEGRATION

Connectivity: Major entry points should be clearly identified and improve connections to streets, light-rail, bicycle & pedestrian routes, and adjacent neighborhoods. The master plan should seek to activate the area surrounding the Central Avenue Bridge to help break down perceived barriers between the east and west side of the park. Provide stronger and safer connections to the portion of the park west of 3rd Avenue.

Cultural Institutions: The master plan should also seek to develop stronger connections between adjacent cultural institutions and the park through the physical design as well as through cross program opportunities with various cultural institutions. The master plan will also explore options for access to surrounding institutions directly from the park.

Lighting: Enhance lighting to extend use and increase perceptions of safety.

Visibility: Design should enhance visibility and awareness from surrounding streets and from Central Avenue Bridge. Entry points should be clearly visible.

PROGRAMMING & OPERATIONS

Programming, Daily Activation, and Special Events: Program activities should include a range of options including concerts, performances, films, and cultural festivals. Events and programs should include organized activities supporting daily urban life and healthy living.

Integration with Existing Programs: Capitalize on existing program activities such as First Friday and events hosted by surrounding Cultural Institutions.

Restrooms: Develop operations strategy that allows restrooms to be accessible on a regular basis for daily park users.

Safety: Implement an integrated approach that includes design, maintenance, programming and citizen involvement. Safety should be addressed on multiple levels ranging from the location of programmed activities, lighting, visibility, clear wayfinding, and good maintenance. Ensure that the park is activated through programming, events, tours, and a strong pool of recreational amenities that draws both residents and visitors during the day and evening.



Activation of the Central Avenue Bridge under the iconic cloud

HANCE PARK DESIGN STATEMENT

Hance Park offers the City of Phoenix a unique opportunity to establish a vibrant civic space that will become a vital hub in downtown Phoenix. A great city deserves a great urban park, and the design for the New Hance Park enhances the civic space by establishing an identity that is unique to Phoenix and expressive of its burgeoning culture. In addition, great urban parks serve as catalysts for economic development, engines for social sustainability, and models for ecological sustainability. Our methodical analysis has allowed us to conceive a thoughtful design that addresses connectivity and visibility with bold gestures, as well as livability and comfort through meticulous composition of microclimate and plant textures.

At the start, it was important to tackle the existing shortfalls of the site by first addressing the issues of connectivity and entry that have kept the park hidden from the public consciousness. The surplus parking at the perimeter has been removed and distinct entry thresholds have been established. The cumulative effect of this strategy extends the park toward the surrounding neighborhoods, which effectively creates a more welcoming and hospitable boundary along the adjoining streetscapes.

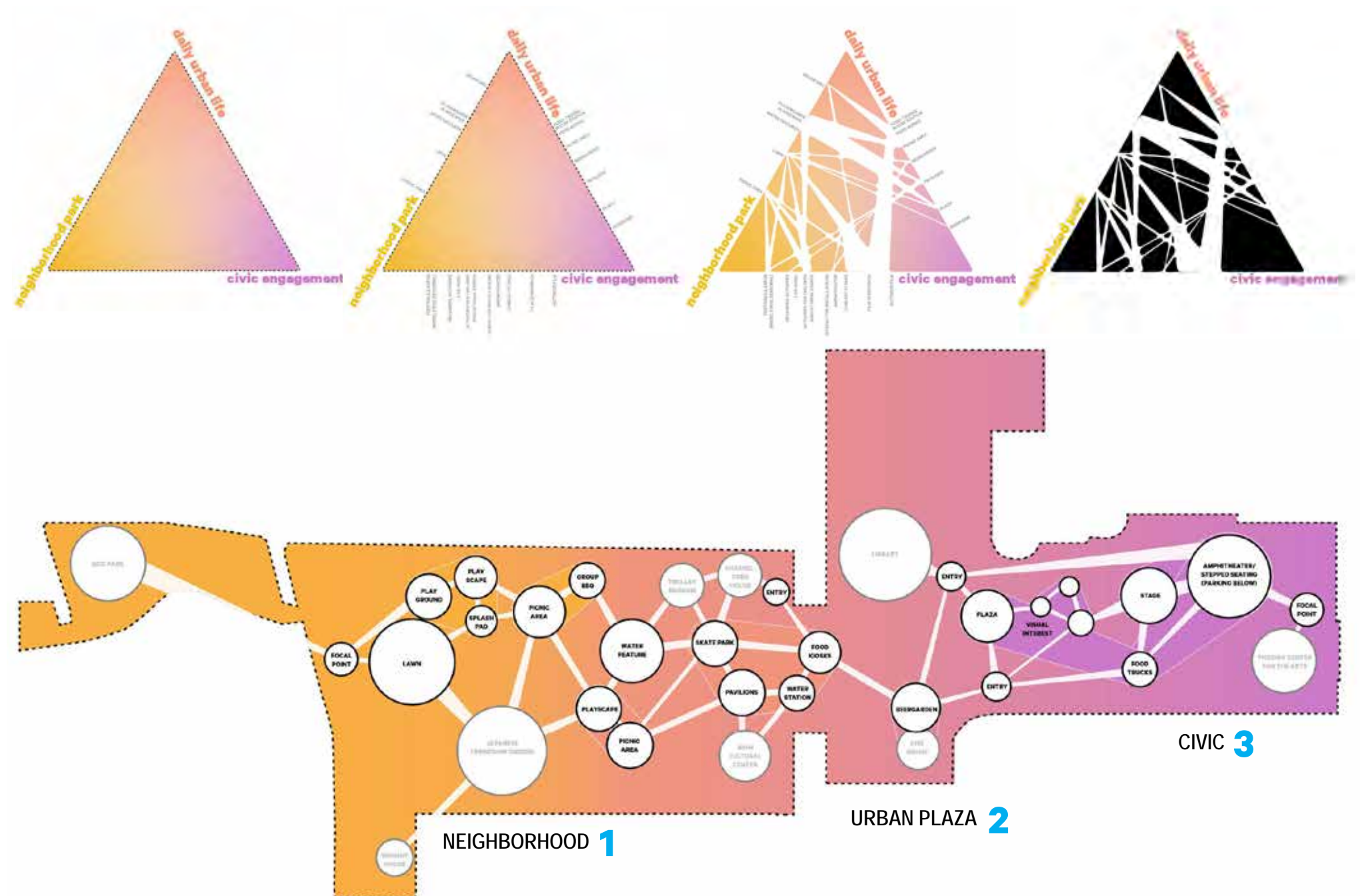
Moreover, it was necessary to develop a unique identity for the park to entice the public and encourage repeat visits. The new design references the context by drawing inspiration from the local geographic and geologic features within the Valley of the Sun. Landforms, such as buttes and canyons, have been abstracted to create distinct spatial and programmatic moments. Furthermore, the massing and topography of the landforms reduce the scale of the park and provide comfort by defining “rooms” and creating microclimate. By building upon this contextual identity the new park establishes three main zones, “The Valley”, “The Canyon”, and “The Plateau”. The overall design uses a vocabulary that evolves as one journeys through the park to create spaces that are both exciting and memorable. First, “The Valley”, situated nearest to the downtown residences, is conceived as the neighborhood park with spacious and shady fields, rolling hills, areas for picnics and barbecues, places for children’s play, and relaxing nooks for quiet respites. Second, “The Canyon”, flanking Central Avenue, serves as the primary urban plaza with dramatic water features, areas dedicated to gastronomy, and a direct connection to the public library. Third,

“The Plateau”, functions as the area for large events. The park identity is further reinforced by the iconic shade structures placed around the park. These voluminous and dramatic sculptures act as visual beacons for the park as well as to provide shade from the harsh desert sun.

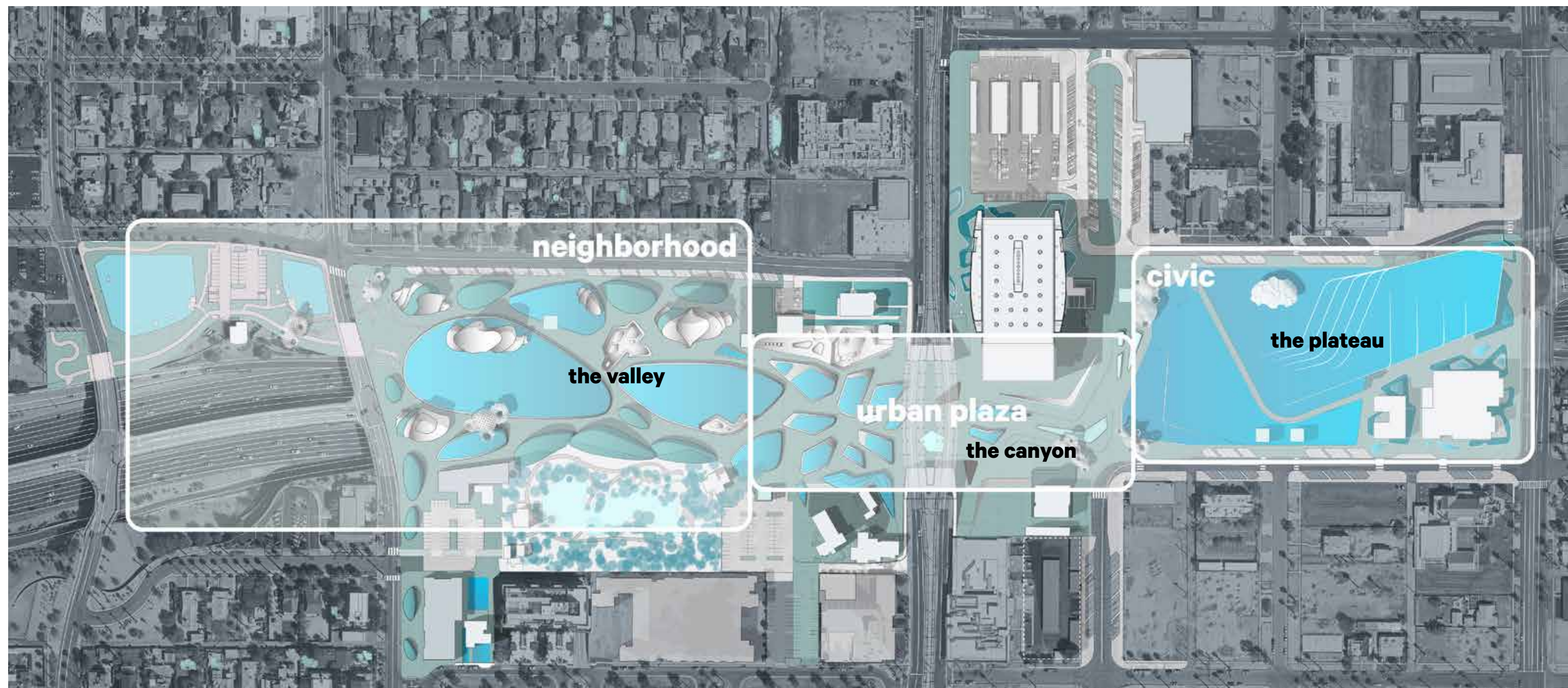
In addition to the shade structures, microclimate is also created by a comprehensive planting design that weaves through the park, highlighting the ephemeral characteristics of the curated botanic splendor. Native and adapted plant species have been carefully selected to frame corridors, produce fragrance, provide extra shade, and to create intimacy. To reinforce the sustainability initiative, all of the plant material is irrigated by recharge basins integrated into the park design. By capturing irrigation run-off, and using cutting edge irrigation technologies, water consumption will be minimized and Hance Park will serve as a sustainability model for large urban parks in arid climates.

The on-going success of this great public park is linked to each of these considerations: identity, sustainability, comfort, visibility, and intimacy. With the added bonus of connecting to the existing cultural institutions on-site, the New Hance Park is sure to become of the world’s next Great Urban Park.

for a new **HANCE PARK**



Program distribution & connections across 3 zones of Hance Park



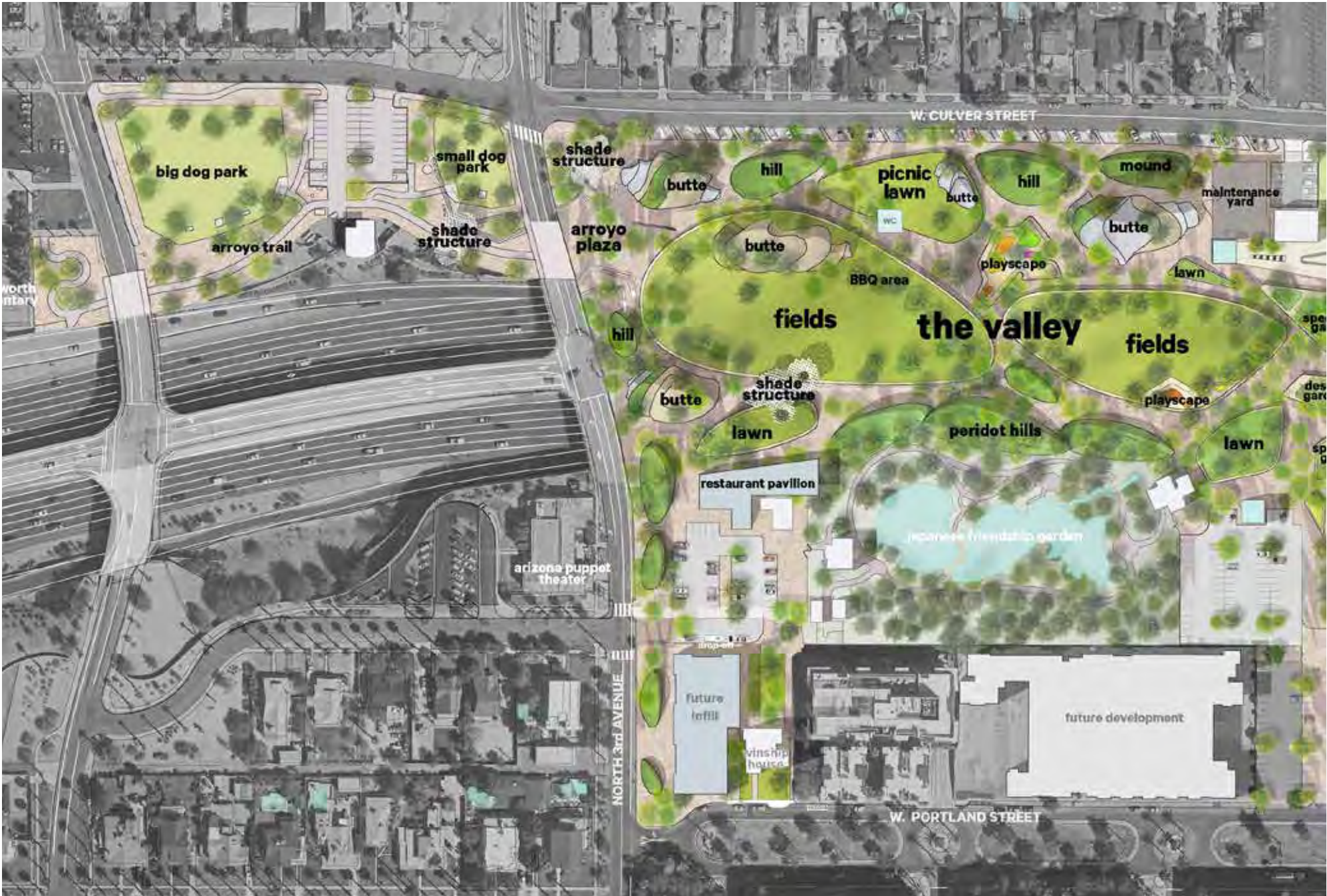
3 zones of HANCE PARK

PRINCIPLES



HANCE PARK Master Plan

SITE PLAN



The VALLEY zone of HANCE PARK

PROGRAM ELEMENTS

Visual Landmarks:	Shade Elements:	Picnic & BBQ Areas:
Exercise Amenities:	Playscapes & Fields:	Zipline:
Dog Park:	Restrooms:	Restaurant Pavilion:

CULTURAL INSTITUTIONS

Japanese Friendship Garden: An authentic Japanese stroll garden providing a place of beauty and tranquility intended to promote the education, understanding, and appreciation of Japanese culture, history and traditions.

Great Arizona Puppet Theater: Located historic 1929 Phoenix LDS 2nd Ward Church the puppet theater intends to advance and promote the art of puppetry.

Winship House: Example of a period home in the Arts and Crafts Movement.

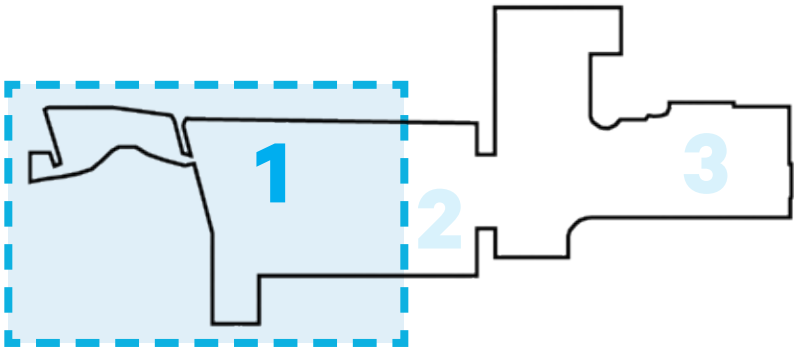
Kenilworth Elementary School: Listed on the National Register as the oldest school in Maricopa County, the structure still continues to serve students.

PARK INTEGRATION

Connectivity: Expansion of edges towards and into adjacent neighborhoods inviting residents to visit and enjoy. Previously isolated elements are embraced.

Visibility: Plazas and edges define and announce the park presence to those passing by.

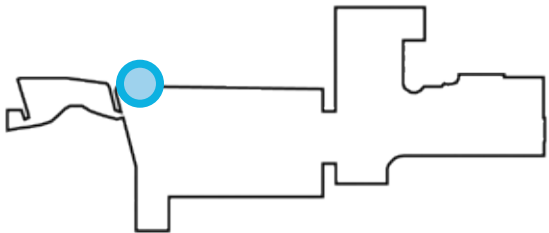
Identity: Abstract butte and mound landforms paired with architectural shade structures create interest and attraction easily recognizable as being synonymous with Hance Park.



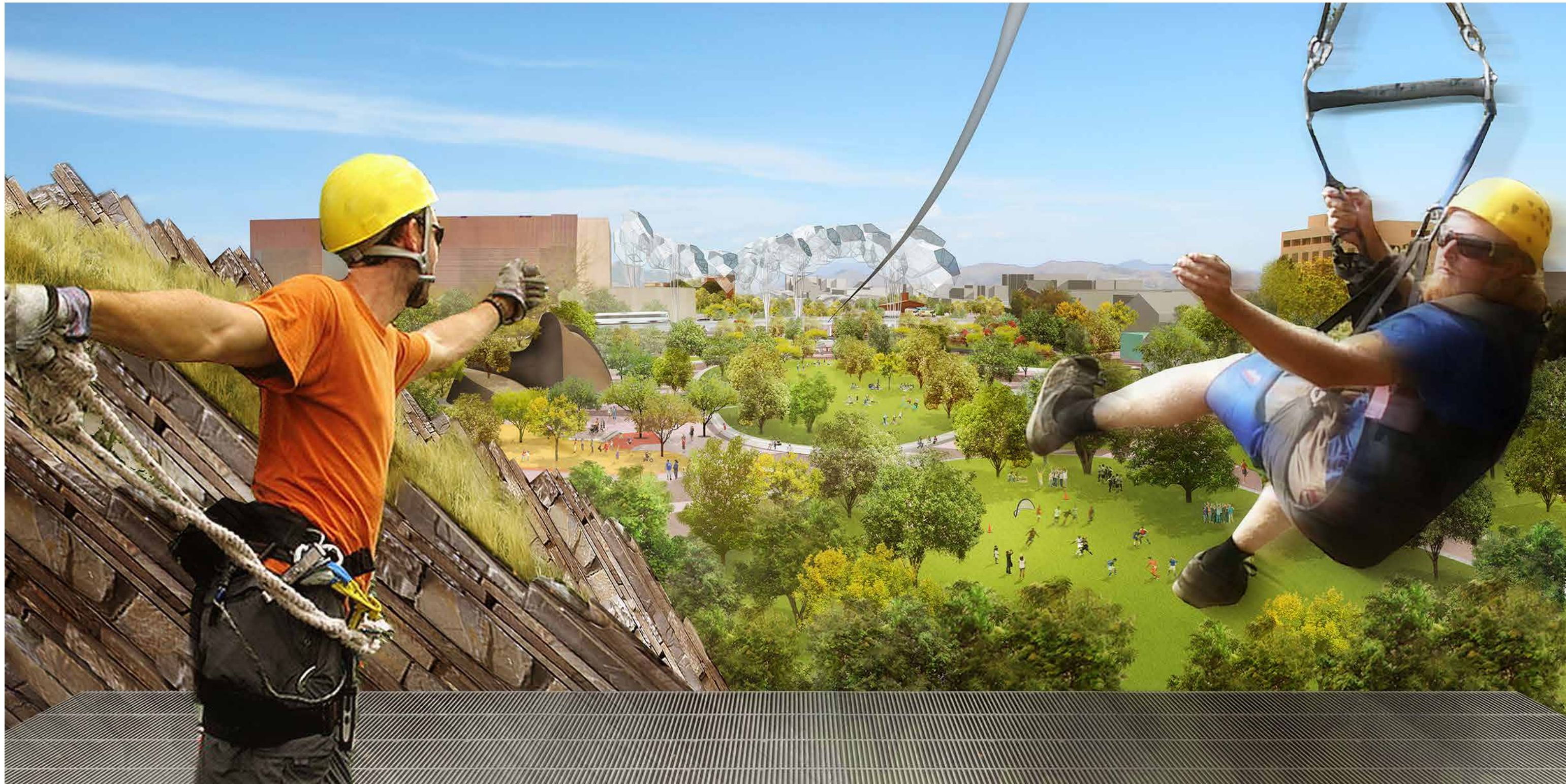
ZONES



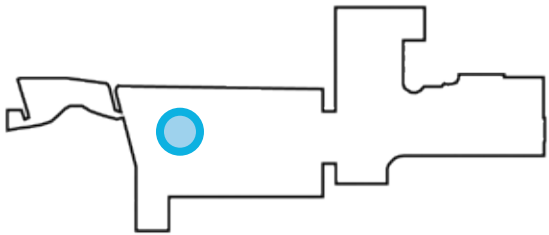
Visitors from the neighborhood arrive at the Valley through the arroyo plaza



ZONES



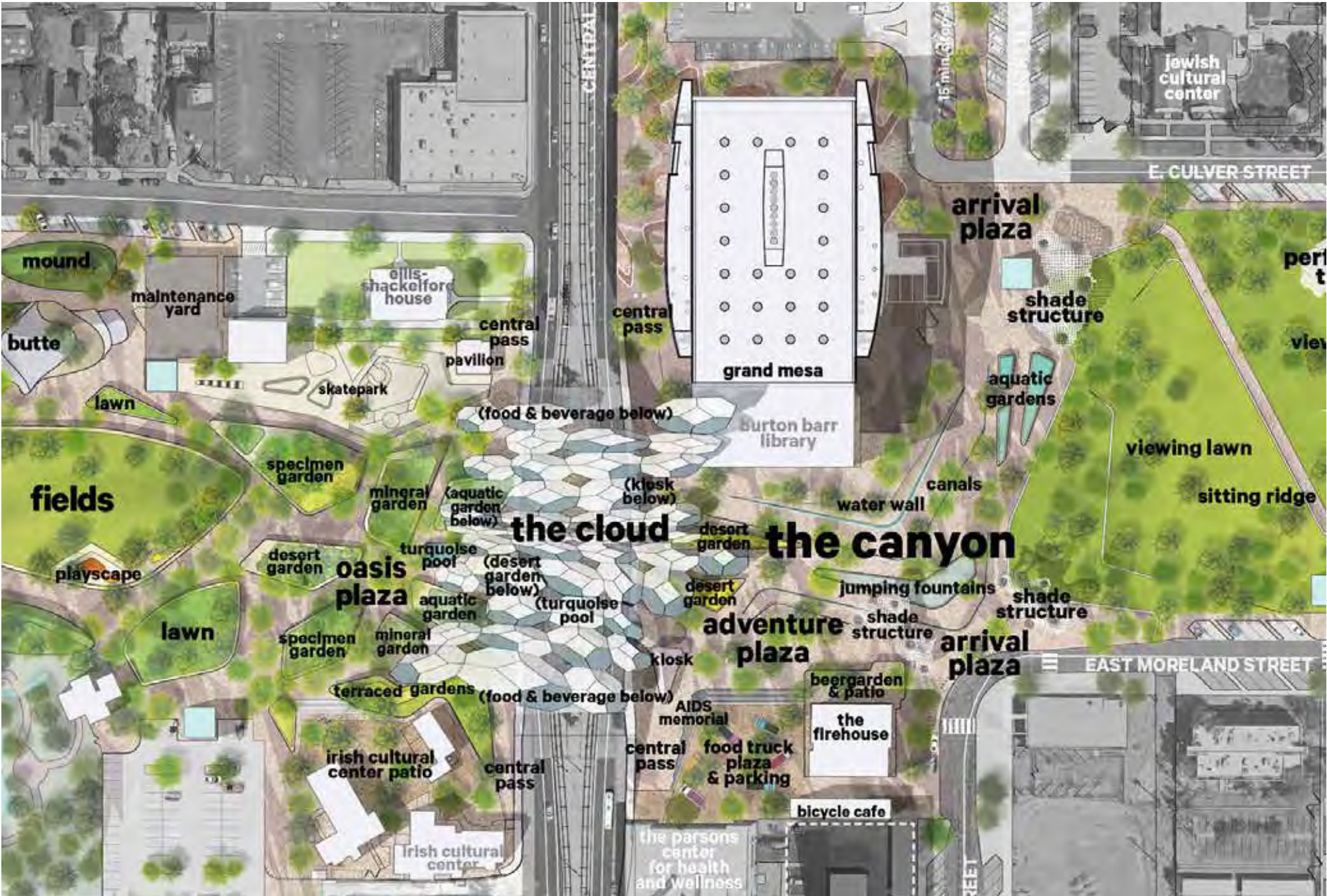
Expansive views await those daring enough to scale the butte to ride the zipline



ZONES

the CANYON

for a new HANCE PARK



The CANYON zone of HANCE PARK

PROGRAM ELEMENTS

Visual Landmarks:	Shade Elements:	Botanic Gardens:
Food & Beverage:	Water Features:	Food Truck Plaza:
Splash Pad:	Skatepark:	Public Art:
Bicycle Amenities:	Restrooms:	Beer Garden:

CULTURAL INSTITUTIONS

Burton Barr Library: Phoenix's iconic Library serves as a hub of activity and integral component of Hance Park.

Irish Cultural Center: Provides a connection between Arizona, Ireland and other Celtic cultures through educational and cultural programming.

Parsons Center for Health & Wellness: Provides a range of community health and wellness services.

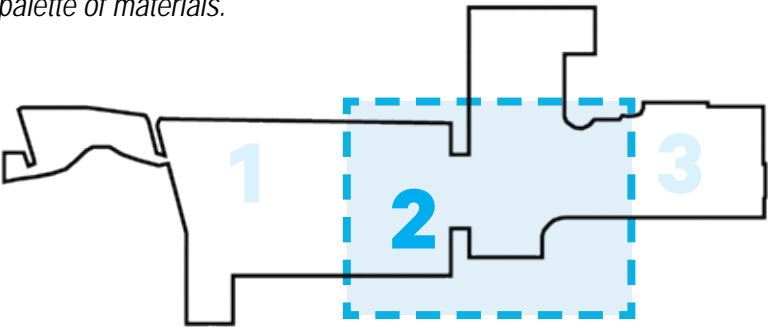
Ellis Shackelford House: The only remaining unaltered example of early 1900's Phoenix mansions which historically lined North Central Avenue.

PARK INTEGRATION

Connectivity: By actively programming areas adjacent, under and around the Central Avenue Bridge a vibrant connection is established between the east and west portions of the park while embracing the Library.

Visibility: Arrival plazas announce entry points with broad ramps from Central Avenue at each bridge corner providing direct visual connections into the park.

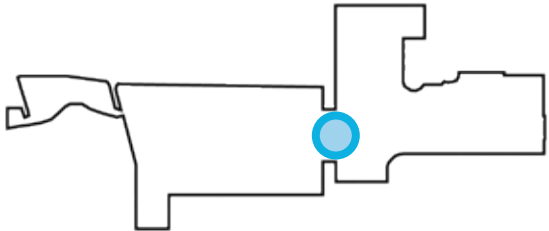
Identity: The Cloud establishes a signature element for the park. Unique architectural shade structures weave the park together through the use of a common palette of materials.



ZONES



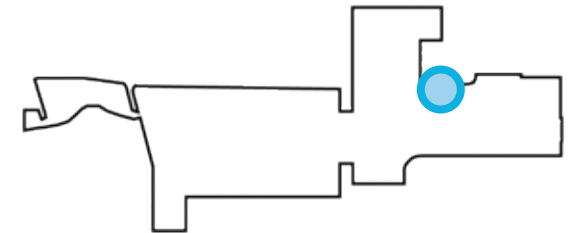
Plenty to see while looking out over the adventure plaza from the Central Avenue Bridge



ZONES



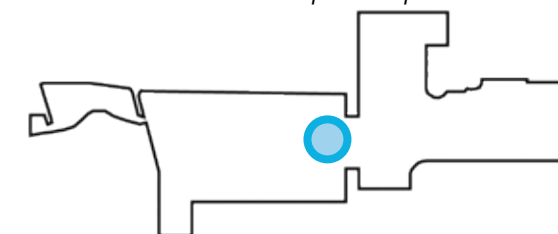
Young and old love the arrival plaza at Burton Barr Library



ZONES



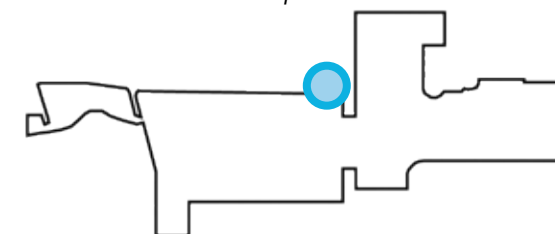
The Oasis Plaza is the perfect spot to relax and enjoy the beauty of Hance Park



ZONES



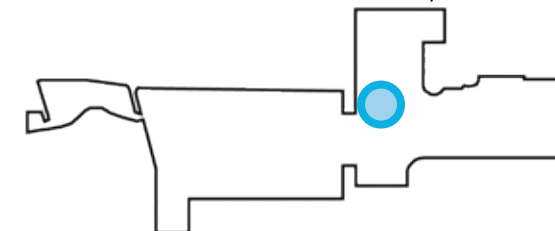
Where is the park? The cloud announces Hance Park to the community



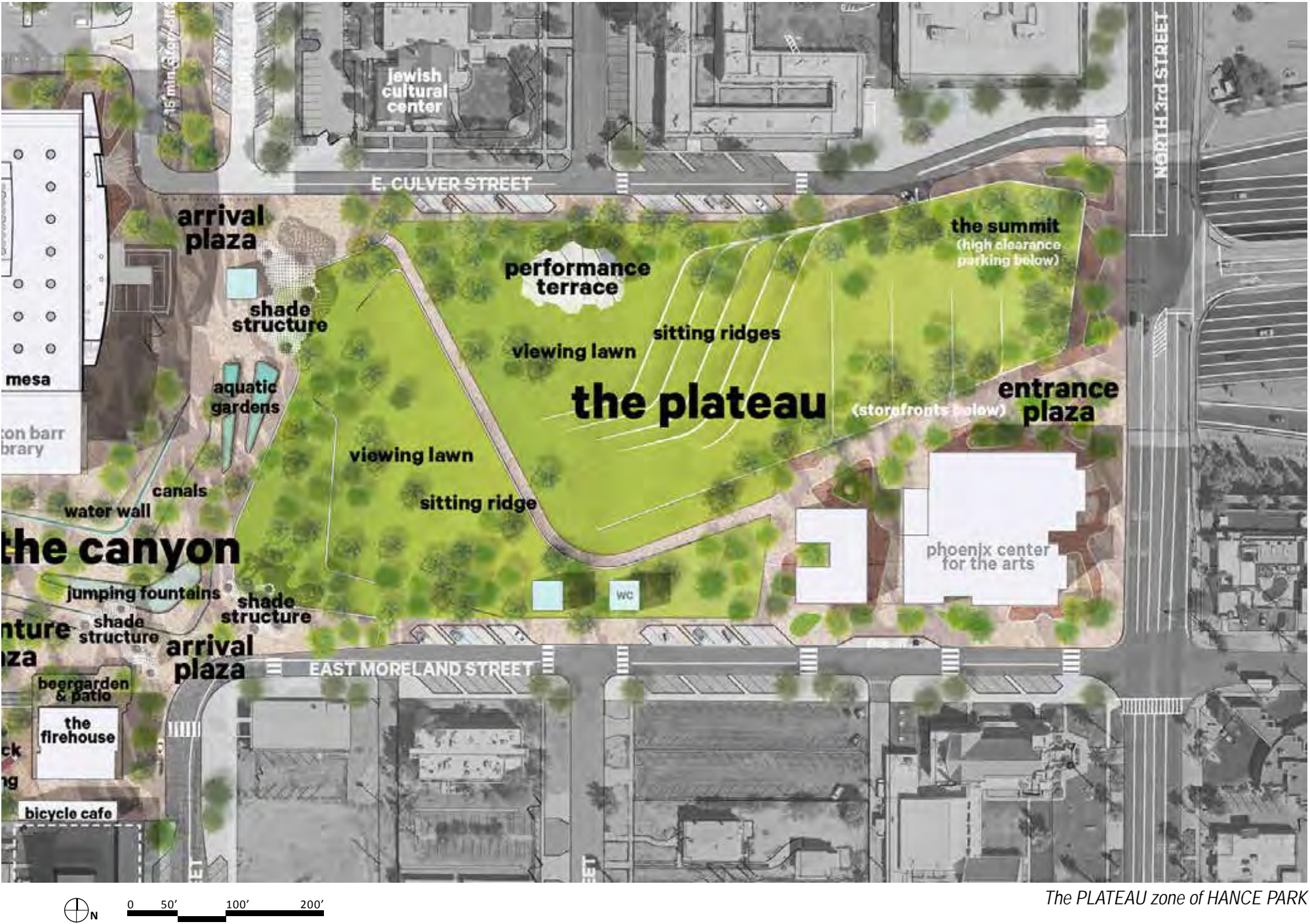
ZONES



Under the cloud is the place to be in Hance Park no matter the hour



ZONES



The PLATEAU zone of HANCE PARK

PROGRAM ELEMENTS

Performance Terrace & Viewing Lawn:
Visual Landmarks:
Special Event Space:
Restrooms:

Sculpture Plaza:
Retail Storefronts:
Viewing Summit:
Public Art:

CULTURAL INSTITUTIONS

Phoenix Center for the Arts: Phoenix Center for the Arts provides opportunities to participate in the visual and performing arts through quality classes and programming offered for children and adults.

Cutler Plotkin Jewish Heritage Center: Preserves the heritage of Jewish communities while educating the public about Jewish contributions to Arizona.

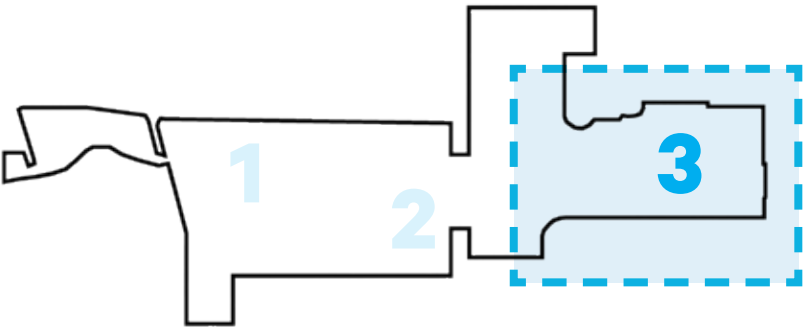
1st Street Promenade & Connection to Arts District: Walking distance to Roosevelt Row Arts District and numerous galleries, restaurants, boutiques and live music venues.

PARK INTEGRATION

Connectivity: Strengthens relationship with Phoenix Center for the Arts through an enhanced environment and opportunity for extended program into the park.

Visibility: Park edges are extended to adjacent streets with Culver extending to 3rd Street as an established and usable edge.

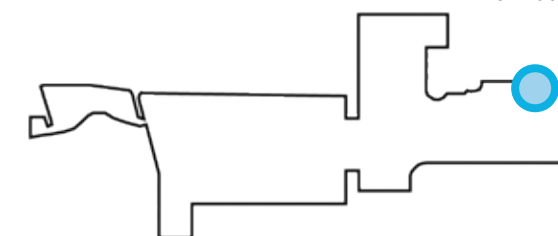
Identity: Developed through elevation of the Summit with traffic able to identify the park from Interstate below.



ZONES



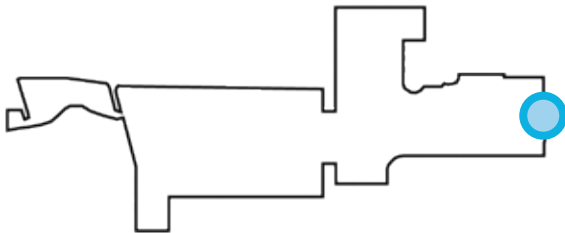
The Plateau in view from atop the Summit



ZONES

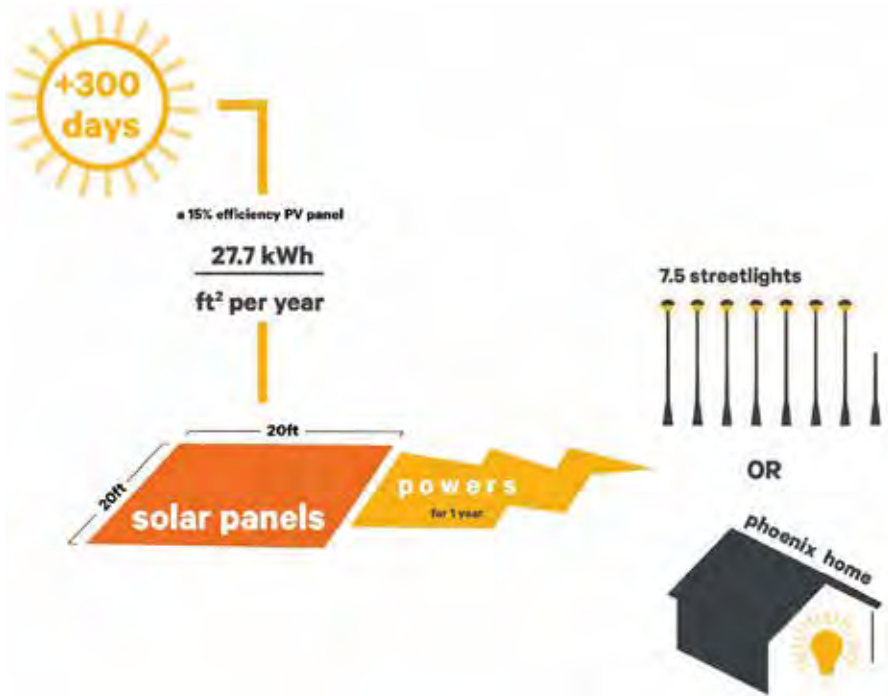


Activity all around between Phoenix Center for the Arts and the Summit



ZONES

SUSTAINABLE PRINCIPLES
for a new HANCE PARK

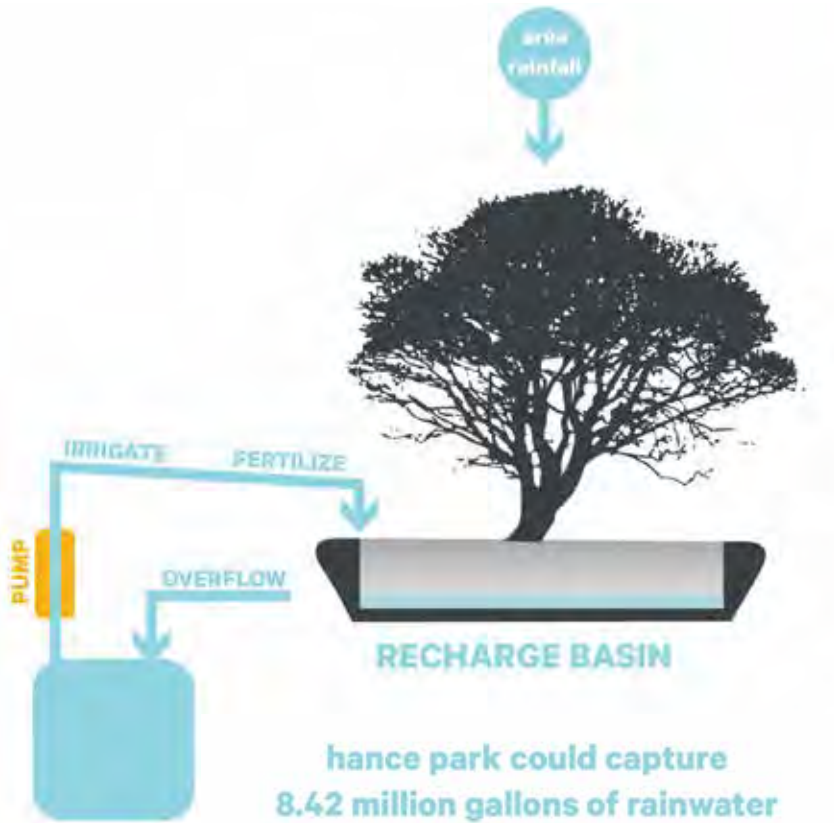


**hance park could power
35,774 streetlights**

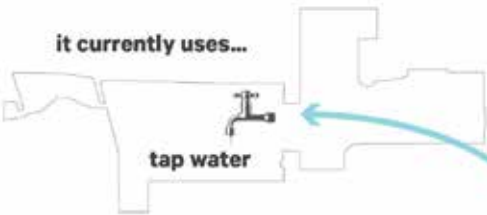


**excess harvested power
would go into the city grid**

Solar usage throughout the park

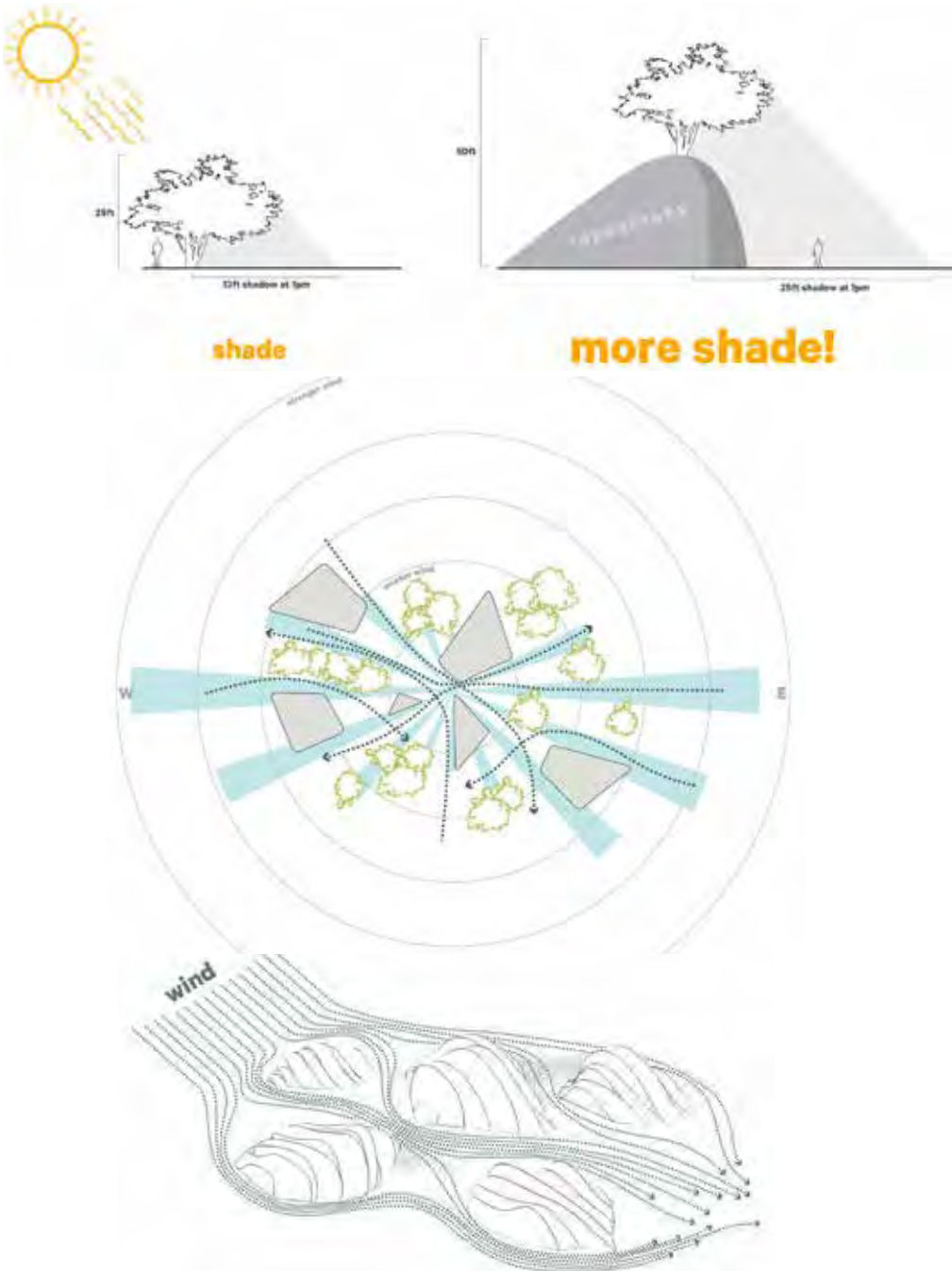


**hance park could capture
8.42 million gallons of rainwater**



**harvesting rain would minimize
the burden on the city's water
system**

Water catchment system and reuse for all planted and vegetated basins



Micro-Climate creation through use of landforms and topography

PREMISE

A revitalized Hance Park will provide significant economic benefits for downtown Phoenix and the metro region:

- Providing signature recreational amenity for the region. Enhanced programming and activities will provide a benefit to the community and encourage further engagement with Phoenix's vibrant arts and culture scene.
- Supporting the resurgence of downtown, increasing property values and attracting new development and spending. The park will augment recent investments in ASU's Downtown Campus the Convention Center, creating a critical mass of downtown activity.
- Strengthening the regional economy by enhancing the Phoenix brand to attract more tourists, residents, and jobs.

Similar projects across the country, including the High Line in New York City; Fountain Square in Cincinnati; and Discovery Green in Houston, have generated economic benefits equivalent to a 200%-300% return on public investment.

The economic benefits that will accrue from investment in Hance Park should be leveraged to realize the vision. New funding and management needs can be met with commitment, clarity of focus, and coordination among stakeholders. The strength of the economic opportunity and ongoing support from the community demonstrate the potential for an effective public-private partnership.

GETTING STARTED

Hance Park redevelopment will require significant capital investment from public and private sources over multiple phases of development. Realization of the master plan has an estimated capital cost of \$118 million. The scale of the investment suggests the need for phased implementation, with identification of capital sources a task to be undertaken roughly 3-5 years in advance of construction of any given phase.

The analysis recommends leading with a catalytic, brand-focused first phase to generate excitement and support for the master plan. This should include:

- *Entrance Investment:* Early renovation of the park entrance area will be highly visible to the community and represent the caliber of the design.
- *Temporary Bandshell:* Investing in a temporary bandshell will allow for early-onset increased programming with the opportunity for earned income and visualization of the long-term plan. When the permanent amphitheater is built, the temporary bandshell can be used by other parks throughout the City and continue to represent the Hance Park brand. This investment is expected to be minimal.

Full implementation of the "entrance "cloud" and "canyon" would be expected while the full geographic extent of first phase development should be adjusted to reflect availability of capital funds.

This initial phase of master plan realization can be designed and built with capital funds that are currently available or can reasonably be expected to come available given an effective advocacy effort.

- *3PI:* In the near term, Phoenix Parks and Preservation Initiative (3PI) funds could be designated over the next three years to contribute up to \$15 million in the first phase.
- *Philanthropy:* Based on comparable parks' experience, Hance Park could attract significant philanthropic investment, up to 30% of total capital costs across all phases of investment. There is an opportunity to front load private funding in the near term if public commitment is evident in the long term.
- *"On-Site" Development:* Development revenues from park-adjacent, publicly-owned properties should be devoted to park funding as in Brooklyn Bridge Park, the Presidio and Waterfront Toronto.

Earned income opportunities pursued in this first phase of activity can help sustain operations and, just as importantly, build vibrancy, which will, in turn, increase the likelihood of additional sources of capital funding coming to the table, both philanthropic and public. Pursuing earned income opportunities and securing funding for the park entrance are priorities in the first phase of development to gain momentum. For additional phases, ongoing public and private outreach is needed to access additional public and philanthropic support.

COMPLETING THE VISION

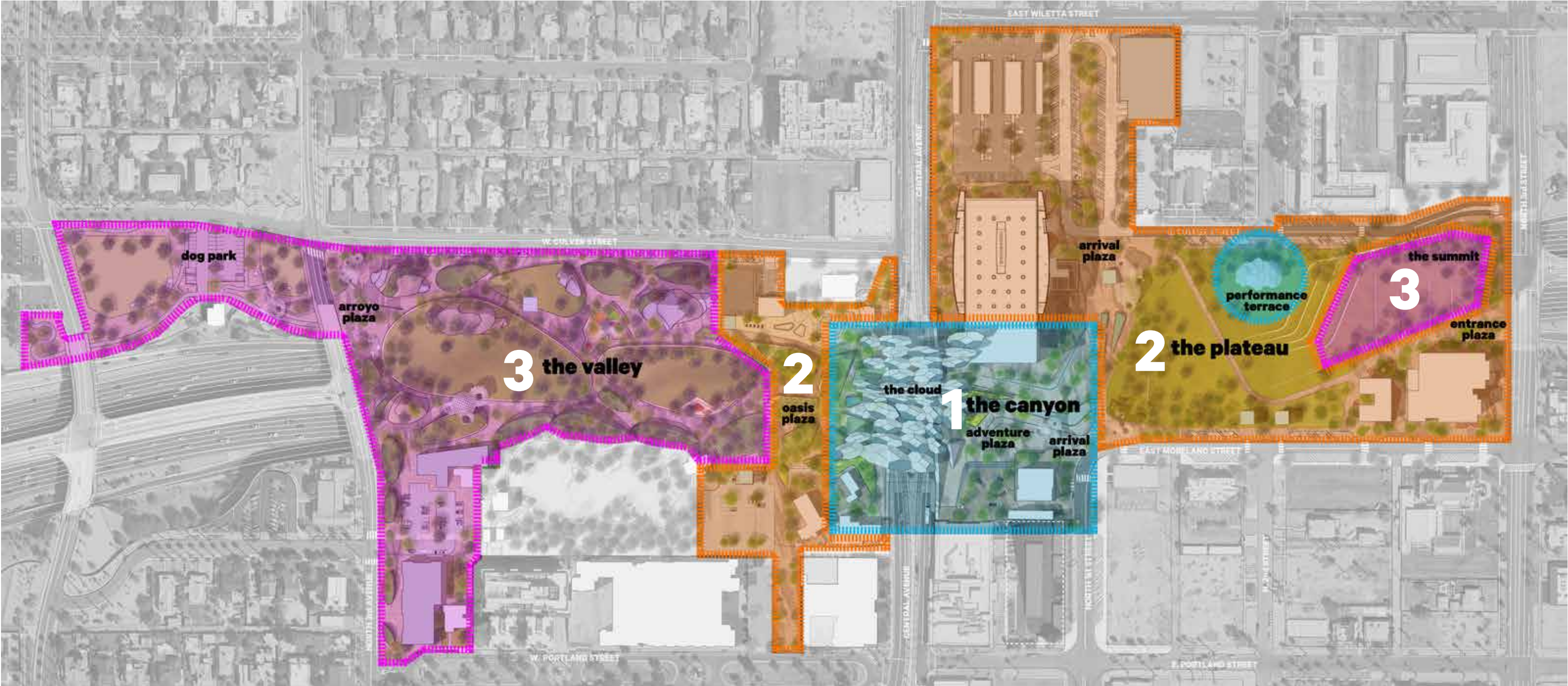
Success of the first phase will make possible the capital funding of the rest of the vision. As noted, it is reasonable to assume that corporate and individual philanthropy can support on the order of 30% of total capital costs. At some point, significant allocation of bond funding should be pursued, as it will almost certainly be required to build out the vision. In addition, as the vision is realized, the park will create value for adjacent, underdeveloped real estate.

PHASING STRATEGY

The master plan has great deal of flexibility allowing for numerous options for phasing as funding becomes available. The cellular nature of the design also creates a wide range of naming opportunities for various philanthropic interests. Following is our recommended phasing strategy:

- *Phase 1:* Develop signature Cloud, enhanced entrances from Central Avenue, and a portion of the Canyon adventure plaza. Redevelop firehouse as a restaurant with beer garden overlooking the plaza. Invest in a temporary bandshell to support increased programming. Phase 1 transforms the identity of the park and activates the central plaza with day and night activities.
- *Phase 2:* Complete the Canyon and Plateau zones including permanent Performance Terrace. This phase further enriches programming opportunities for community events and activates the central urban plaza.
- *Phase 3:* Complete the Valley, enhanced Dog Park, and the Summit. Phase 3 may be completed concurrent with Phase 2 if full funding is available.

PROPOSED PHASING
for a new HANCE PARK



Zone map of Hance Park indicating proposed phasing

STRATEGY

BASIS OF COST ESTIMATE

The Construction Cost Estimate is based on the preliminary master plan design prepared by the design team in order to establish anticipated construction cost for the renovation of Hance Park.

The estimate is based upon measured quantities and built-up rates prepared from analysis of the master plan design. Where information was insufficient, assumptions and allowances were made based wherever possible on discussion with the design team, architects and engineers.

Unit pricing is based on March 2014 costs. As it is anticipated the project will be phased, construction escalation costs have not been included at this time. A design and estimating contingency has been included at 12% A CMAR construction contingency has been included at 3%

The estimate includes a 25% mark-up to cover project soft costs such as professional fees, CMAR pre construction fees, permits, owner's contingency, special testing, special inspections and phasing remobilization costs.

EXCLUSIONS

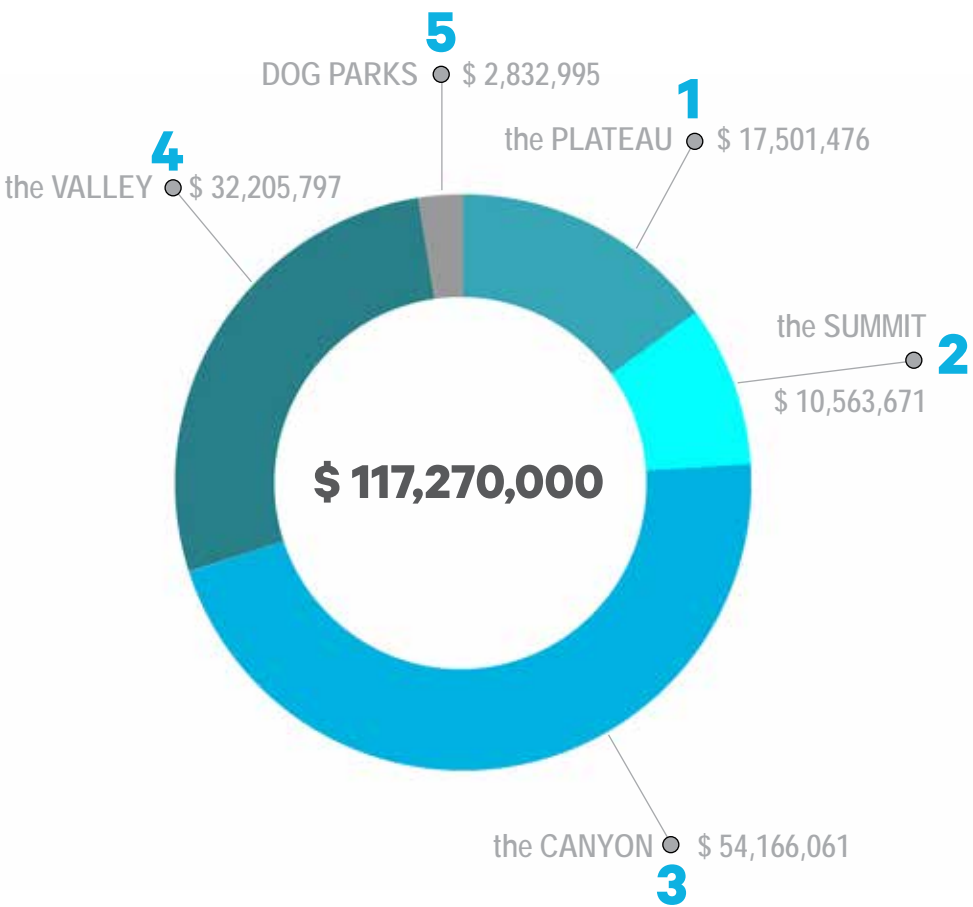
Items specifically identified as being excluded from the estimate include:

Developer Tenant Improvements (i.e. Fire House, 3rd Avenue & Portland), Phasing escalations, Hazardous materials abatement, and Rock excavation.

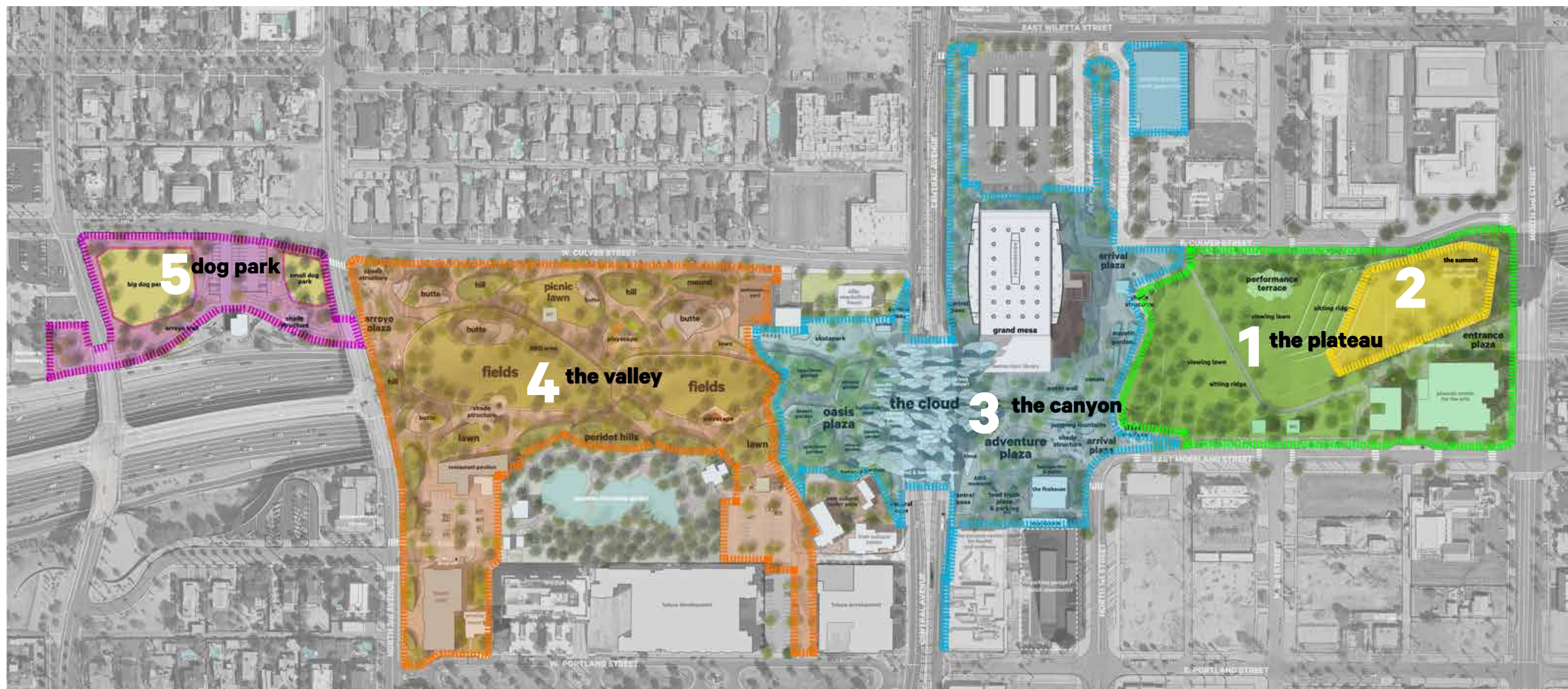
The Park has been divided into five zones to correspond with the estimated maintenance budget developed. Zone areas are illustrated on the preceding page.

COST ESTIMATE ZONE SUMMARY

Zone 1 - The Plateau	\$ 17, 501,476
Zone 2 - The Summit	\$ 10,563,671
Zone 3 - The Canyon	\$ 54,166,061
Zone 4 - The Valley	\$ 32,205,797
Zone 5 - Dog Parks	\$ 2,832,995
Total Estimated Net Cost	\$ 117,270,000



Total Estimated Construction Costs: \$ 117,270,000 (2014 Dollars)

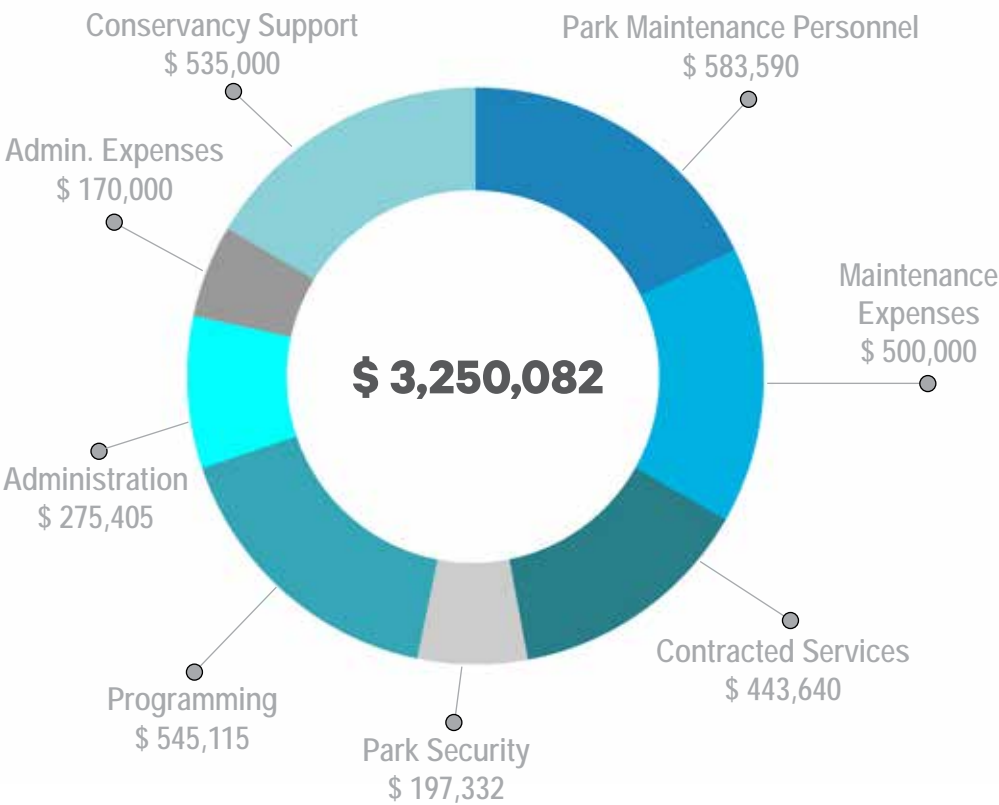


Zone map of Hance Park utilized for Construction Cost Estimate

COST ESTIMATE

OPERATIONS & MAINTENANCE (O&M) SUMMARY

Park Maintenance Personnel	\$ 583,590
Maintenance Expenses	\$ 500,000
Contracted Services	\$ 443,640
Park Security	\$ 197,332
Programming	\$ 545,115
Administration	\$ 275,405
Administrative Expenses	\$ 170,000
Conservancy Support	\$ 535,000
Total Annual Operating Cost	\$ 3,250,082



Total Annual Operating Costs: \$ 3,250,082 (2014 Dollars)

BASIS OF MAINTENANCE ESTIMATE

Estimated maintenance is based on the preliminary master plan design and Construction Cost Estimate prepared by the design team.

It is currently assumed that the City of Phoenix Parks and Recreation Department will be primarily responsible for maintenance of the park and that there will be some supplementary contracted services.

The new design of Hance Park is envisioned to become the downtown park for Phoenix, drawing many local residents and visitors from nearby neighborhoods. Therefore, maintenance standards should be set high in order to maintain a heavily used park.

MAINTENANCE ASSUMPTIONS

July and August are assumed to be the least “active months,” due to high temperatures, when the park is expected to see fewer visitors. Therefore, it is assumed that the day-to-day maintenance work will be reduced during those two months.

Horticultural maintenance will be done year-round, with a heavier workload during the growing season and maintenance will reduce during the cooler seasons.

The Park has been divided into five zones to correspond with the Construction Cost Estimate. Maintenance and operations is intended to occur in only these five zones as illustrated on the preceding page.

OPERATIONS & MAINTENANCE RESPONSIBILITIES

Park Maintenance: There will be a 70/30 split between parks department staff who will perform roughly 2/3 of the work and contracted services which will perform roughly 1/3 of the work. Park staff will be primarily responsible for all horticultural work but will be supplemented with contracted services. Work that requires special skills or equipment is assumed to be contracted such as work on the Cloud, because of the specialized skills and equipment needed.

WHAT IS INCLUDED IN ANNUAL COSTS

Park Maintenance Personnel: Maintenance / Horticulture Supervisor, maintenance staff, horticulture staff, seasonal staff, mechanic (part time), handy man, overtime and indirect costs.

Maintenance Expenses: Materials and supplies, equipment replacement and rentals, vehicle repair, plant replacement, utility costs.

Contracted Services: For site amenity trades, irrigation / recharge system, general maintenance, horticultural support, photovoltaic infrastructure and water features.

Park Security: Downtown Phoenix Ambassadors (2 @ 16 hrs/day), off-duty police officers (4hr night patrol, 365 days/year). Assumes 20 hours/day coverage fro 365 days with support for Phoenix Police Department. It is assumed that CCTV monitoring will be done by the Phoenix Police Department, or by another entity that is overseeing city-wide CCTV monitoring. Therefore, the cost of CCTV monitoring is not included in the budget.

Programming: Program/Education Director, Special Event Coordinator, part-time event field staff, volunteer coordinator, administrative assistant, marketing staff, park ambassador, indirect costs, general events allowance publicity, misc. expenses, print materials, merchandising, uniforms, materials/supplies and allowance for public toilet rental.

Administration: Park Director, Project Director, Contracts Coordinator, administrative staff and indirect costs.

Administrative Expenses: materials and supplies, repair and servicing of equipment, professional fees and insurance.

Conservancy Support: Executive Director, Development Director, administrative staff, indirect costs, materials and supplies, equipment repair and servicing, professional fees, insurance, office rental and misc. expenses.

First Year Equipment Costs: An additional \$ 100,000 will be needed to acquire the necessary maintenance equipment including power washers, trimmers, mowers, Gator with plow, hitch, Bobcat, truck, etc.

SUSTAINING OPERATIONS

Enhanced design and programming will drive a significant increase in the Hance Park operating budget; park stewards must cultivate public, private, and earned revenues to meet this operating need. In the first phase, these needs can be met with existing public support and incremental earned revenues:

- *City Budget:* The current budget for Hance Park will continue to cover a significant share of the O&M (operating & maintenance) costs, and may increase over time. The analysis assumes a secure base of public funding equivalent to at least the current operating budget allocation over the life of the park.
- *Large Scale Programming:* An increased frequency of destination public events will provide a source of revenue from space use and vendor fees.
- *Private Events:* Renovated facilities can position Hance Park as a desirable location for special events. Space use fees from weddings, and other private events can further support ongoing O&M (operating & maintenance) costs.
- *Food & Beverage:* New restaurants and kiosks, including an outdoor beergarden, can contribute revenue to operating costs either in the form of rental or gross income fees.

At full build-out, the park can draw on expanded earned revenues from program venues across the park, as well as new sources of support.

- *BID:* New BIDs (Businness Improvement District) in one or more adjacent neighborhoods to the Park may also be an opportunity to supplement baseline funding, particularly as value to those neighborhoods can be demonstrated. Contributions from BIDs may take the form of in-kind services, such as security
- *Membership Program:* Due to the variety of viable revenue sources for O&M (operating & maintenance), the team recommends that private outreach be focused on raising capital. However, a comprehensive membership program can provide donor benefits while capturing philanthropic contributions for O&M (operating & maintenance), as other parks have done successfully.

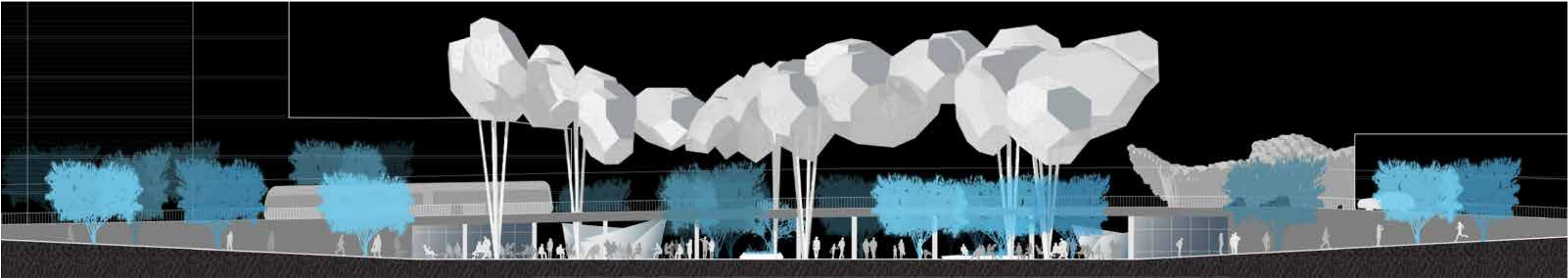
To ensure the park’s ongoing success, access to these sources should be pursued as soon as possible.

CREATING THE PARTNERSHIP

Enhanced design and program will also increase the range and intensity of required management and operating capacities; a distribution of tasks among public and private stakeholders will ensure successful operations of the park. The analysis recommends building on capacities and interests demonstrated by key stakeholders, including:

- *The City:* The City is willing to provide ongoing routine O&M (operating & maintenance) and capital planning/maintenance.
- *Hance Park Conservancy:* The Conservancy is eager to manage programming, fundraising and advocacy.
- *Other Organizations:* There is an opportunity for adjacent institutions and other partner organizations to continue to provide programming.

Additional capacities are required for Hance Park operations. This includes specialized maintenance and/or horticulture in keeping with the caliber of the design; incremental security; and oversight of the earned income program. Expanded capacity through development of a new municipal nonprofit, akin to the Brooklyn Bridge Park Development Corporation, can fill the gap in shared responsibilities for successful park implementation.



A section of park activity at the Central Avenue Bridge



!melk

111 John Street . Suite 2650
New York . New York 10038
212.513.1025
www.melk-nyc.com

Weddle Gilmore

6916 East Fifth Avenue
Scottsdale . Arizona 85251
480.517.5055
www.weddgilmore.com

Floor Associates

1425 North 1st Street
Phoenix . Arizona 85004
602.462.1425
www.floorassociates.com