2009

MacArthur Park Master Plan

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MACARTHUR PARK MASTER PLAN
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Parks & Recreation Department
Little Rock, Arkansas

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From Baltimore to Chattanooga, Chicago to Los Angeles and Nashville to Seattle, cities are re-investing in parks as keys to revitalization and as complements to renewed urban migration. Little Rock Arkansas is one of those cities. With an expanding resident population and positive business growth, Little Rock has the opportunity to shape its vision of this new urban future.

A key element of this vision is the City of Little Rock’s Parks and Recreation Master Plan. The 2001 plan called for the creation of a “City in a Park”. This creative approach defined a new identity for the city based upon it’s natural resources, economic growth, revitalization efforts, sustainability, preservation and a renewed community involvement. The Parks and Recreation Master Plan calls for the creation of a city-wide open space system, identification of signature parks and facilities, support through neighborhood service and the creation of lifetime customers.

Connections, the MacArthur Park Master Plan, contributes to this vision by linking MacArthur Park to the city’s open space system, surrounding urban districts, local residents and neighborhood institutions. To do so, the plan offers to rebuild two types of connection. Physical connections—paths, bridges, bikeways, and streets—improve access for visitors. Perceptual connections—park planting, lighting, furnishings and details—reinforce the feeling that visitors are welcome, and included. Both are important and together—increased access and welcoming presence—contribute to an environment of increased safety and security. This layering of connections, from city to district to neighborhood, re-establishes the park as the City of Little Rock’s premier public space—a durable and welcoming neighborhood anchor and catalyst for future development.

The centerpiece of the park is a circular five-acre pond. As the park’s outdoor community center, the pond creates two new public spaces that connect park components and re-establish the park as the locus for neighborhood, city and regional activities. Carved into the landscape, the pond creates a sloped grass amphitheatre providing seating for music and/or performance events held at the park pavilion. At the south end of the pond a new pier links the pond to the new MacArthur Park Drive. Around the perimeter of the pond, two intersecting loop paths tie into to secondary park paths and bridge connections to surrounding districts.

The MacArthur Park Master Plan continues the city’s broad-scale planning strategies. The parks revitalization will once again re-establish it as a first-rate public space and icon of city and community identity.
Home to the Arkansas Arts Center and MacArthur Museum of Arkansas Military History, the renovated park will host new and expanded programs further strengthening its position as a catalyst for development in surrounding districts. With new uses and improved conditions, MacArthur Park will continue to draw a diverse group of residents and visitors to share in the benefits of the park, increased local development and the MacArthur Park Historic District.

Because of these unique connections, MacArthur Park reminds us that parks begin with people. Parks serve our needs for community, recreation, and affirm persistence of history. They provide a place—a setting—for these most basic and shared needs. They can serve scores of different uses, may be specialized in their function, or can simply provide visual appeal for residents. However they work, they define the shape and feel of a city and its neighborhoods.

PUBLIC ENGAGEMENT PROCESS

In August 2006 a group of concerned stakeholders met to discuss the importance of MacArthur Park and to identify "a strategy for enhancing Little Rock’s first city park and surrounding districts. This advocacy group of interested citizens represented varied constituencies: neighborhood residents, historic preservationists, economic and real estate developers, museum professionals, city staff, mass transportation staff, tourism promoters, environmentalists, cyclists and runners."

The MacArthur Park group continued weekly meetings identifying issues of safety, open space use, integration of the park with urban districts, lighting, landscape, identity and transit linkages. Throughout this process the group sought to complement the city’s broad-scale planning strategies for the park and surrounding districts:

"the transformation of MacArthur Park into the regions premier public space, improve connectivity between the various park facilities, improve relationship to adjoining land uses, focus on environmentally friendly development ideas, identify new programmatic opportunities (either public or private), spur economic development in the immediate downtown area, achieve more extensive use of the park by the diverse population of Little Rock, and strengthen the surrounding neighborhoods and commercial enterprises."  

2 MacArthur Park Master Plan Request for Proposals, The City of Little Rock Arkansas (September 2007).
The MacArthur Park Group’s vision for the park was for it to be “attractive, safe and useful for residents and visitors, becoming part of a vibrant urban environment that links commerce, entertainment, recreation, work and everyday life with a citywide system of parks, open spaces and natural settings, friendly to all pedestrians”.

With support from the City of Little Rock’s Department of Parks and Recreation and Downtown Little Rock Partnership, the group initiated fundraising to support a Master Plan for MacArthur Park.

In December 2007 the City of Little Rock Department of Parks and Recreation selected Conway+Schulte Architects P.A. to develop the plan. The process kicked-off in March 2008 with a two-day visit by design team members. During the course of their visit, team members interviewed park stakeholders and met with city administrators, MacArthur Park Group members and residents. The work of the design team spanned an eleven month period and was divided into three phases: Inventory and Analysis, Vision Statements and Plans, and Master Plan Design. Each phase of the process included one-on-one meetings with project stakeholders and a public workshop in which design team members shared their work with city administrators, MacArthur Park Group members and concerned citizens.

In all 158 people attended three meetings held at the MacArthur Museum of Arkansas Military History, Arkansas Arts Center and UALR Bowen School of Law. Each workshop was structured around a public presentation by design team members, workshop sessions with attendees and an open forum for public questions and comments. Summary reports for each phase were distributed to Parks and Recreation Department Director, Truman Tolefree.

An important component of the public engagement process was the establishment of an on-line wiki. Designed to enhance collaboration and communication between the design team members and the public, the MacArthur Park wiki (macarthurpark.pbwiki.com) made available for viewing and download all information presented in public workshops. The wiki also made available photos of the park and workshop meeting minutes. It also afforded visitors the ability to comment on site content or issues raised in each phase of the MacArthur Park Master Plan process.
MASTER PLAN SCOPE AND SUMMARY

The MacArthur Park Master Plan is unique because it is made up of two significant and related components; a Master Plan of proposed improvements to MacArthur Park, and recommendations for improving connections between the park and surrounding districts. While each of these components requires a distinct approach and expertise, the success of the Master Plan relies on their reciprocal and productive relationship.

Given feedback during the course of the public workshops, the Phase II Vision Plan included MacArthur Park, the Arkansas Highway and Transportation Department property between the park and I-630, freeway buffer strips north and south of I-630, undeveloped areas and vacant lots south of I-630 and land surrounding Roosevelt Elementary School. The intention in this phase was to envision planning and design practices that would extend the presence of the park to undeveloped zones in the immediate neighborhood. This Final Master Plan document limits proposed renovation to MacArthur Park and AHTD property.

Strengthening MacArthur Park’s role as a neighborhood park is central to the goal of the Master Plan. A stronger more vital park can serve as a catalyst for improved connections between the park and surrounding districts. Different from event parks or theme parks designed to draw regional visitors for visits of limited duration, MacArthur Park is a focal point for a broad spectrum of community activities that define everyday life. It is a green room that facilitates both active and passive recreation, space for social and community gathering, front door for park institutions, and site of arts and educational opportunities. With robust use by the friendly faces and watchful eyes of neighborhood residents, safety and security can be enhanced.

The concept of MacArthur Park as an outdoor public room that supports neighborhood activities while connecting to surrounding districts is the defining vision of the MacArthur Park Master Plan. A vibrant urban space, the park is also the focal point, attractor and catalyst for sustainable neighborhood development. It is from this vibrant neighborhood room that connections are made to surrounding districts; MacArthur Park, Capitol Street Anchor, Hanger Hill, Commerce Street and 9th and Scott Street. The result of this vision is an outdoor public room embraced by a walkable, environmentally friendly urbanism linking the actions of commerce, entertainment, recreation, transit, work and everyday life.
Located in the heart of downtown Little Rock, MacArthur Park is the city’s oldest municipal park serving on-site institutions, residential neighborhoods and nearby business corridors.

In 1836, the same year that the State of Arkansas was admitted to the Union and Little Rock was designated as the State Capitol, the federal government bought 36 acres of land for a United States military post—the Little Rock Arsenal. The old U.S. Arsenal building also known as the Tower Building was constructed in 1840.

Originally a frontier post,

"the Little Rock Arsenal played an important role in political and military events during the Civil War. To avoid armed conflict, federal troops surrendered the arsenal to state authorities in February 1861, shortly before the war’s outbreak. The site served as a Confederate arsenal until Union troops occupied Little Rock two years later. After the war, the arsenal continued as a federal military post until it closed in 1890." ¹

Today the Arsenal Building is home to the MacArthur Museum of Arkansas Military History.
Neighborhood Park

The area surrounding the Arsenal changed dramatically over the course of the subsequent 60 years. Rural properties and farmsteads were eventually subdivided to make room for additional homes. By 1900 the city’s population had grown 10-fold and the area surrounding the park had been transformed into a vibrant residential neighborhood.

MacArthur Park was originally called City Park. It was formally established as the City’s first public park in 1892 when the Tower Building and Little Rock Arsenal’s land owned by the federal government was traded to the City of Little Rock for 1,000 acres in what would later become Fort Roots in North Little Rock. The condition of the exchange was that the arsenal property be “forever exclusively devoted to the uses and purposes of a public park.”

In 1942 the park was re-named MacArthur Park in honor of General Douglas MacArthur who was born in the Arsenal Building in 1880.

“The Tower Building is the only surviving remnant of the Little Rock Arsenal and one of central Arkansas’s oldest structures.”

Today the neighborhoods surrounding the park have been designated as the MacArthur Park Historic District. The District includes many fine Greek Revival homes of the 1840’s, grand Italianate homes of the 1870-1890’s, churches and schools and the 1917 craftsman-style Old Fire Station #2.

Many residents remember concerts in the Park at the H. H. Foster band-shell, now demolished. It is also reported that travelers used the grounds for overnight camping during the 1920s.

In the 1930’s new institutions entered the neighborhood including the Fine Arts Museum built by the Works Progress Administration in the Park, and, the University of Arkansas College of Medicine (now the UALR Bowen School of Law) built along it’s south east edge. In the 1940’s city leaders focused on developing Little Rock’s industrial production, an effort that resulted in the westward movement of residents from the city to the suburbs. To accommodate this migration more and larger roads (I-30, I-630, etc.) were built to accommodate the increasing number of cars and commuters.


2 Ibid.
Maps and aerial photographs document the transition of the neighborhood and park and the effects of urban renewal. 1950 Sanborn Company Fire Insurance Maps document well over 70 residential units facing onto the park demonstrating its quality of a neighborhood park. This is in stark contrast to the 16 residential buildings that front the park today.

In 1961 the Central Little Rock Urban Renewal Project delineated two ‘project areas’ for demolition and clearance. The first was the development of the Little Rock—North Little Rock Expressway (I-30). The second was the construction of the 8th Street Expressway (I-630). The combined impact of these efforts is dramatically illustrated in the figures below.

The 1954 image illustrates the importance of MacArthur Park as a neighborhood amenity. Surrounded by a range of housing types, the park was integrally connected to the culture of the community. The site of neighborhood activities the park was within view and earshot for parents and children. Front porches—and in some cases, backyards—faced the park providing supervised play and watchful eyes over park activities.

The 2008 image reveals the loss of connection between the park and surrounding neighborhood. I-30 and I-630 now form a dividing wall around the south and east edges.
of the park all but eliminating housing at the east edge while restricting access and use in the parks southern quadrant. When park access is limited, park use suffers. Declining park use has a corollary effect often resulting in a loss of advocates for the park, its activities and upkeep. A decline in local use also affects the perception of security, further eroding use by well meaning residents and users.

On January 21, 1999 a record 56 tornados devastated communities across Arkansas. Little Rock, MacArthur Park and it’s adjacent Historic Districts were all struck by the severe storms. In response numerous trees and residential buildings were lost. On June 17, 2006 a Centennial Grove of 100 trees was dedicated in MacArthur Park. Working in conjunction with the Parks and Recreation Department, Rotary Club District 6150 organized the Tree Sponsorship and Commemorative Project to replenish the significant tree loss suffered as a result of the 1999 storms.

Despite the turbulence and challenges of history, the past decade has seen a renewed vibrancy in the neighborhood, institutions and constituents invested in the park.

In 2001 the MacArthur Museum of Arkansas Military History opened in the historic Arsenal Building. The Museum plays a critical role in the preservation of the building as a National Historic Landmark and as steward of Arkansas’ and the site’s military history. The Park’s North Lawn and Arsenal’s Parade Grounds are of special significance to the Museum’s mission and identity and are important and iconic elements of the park. The Museum, in partnership with the city, has an ongoing responsibility for existing monuments and memorials in the park and the review of proposed memorials.

The Arkansas Arts Center has transformed what was originally the Fine Arts Museum into a nationally recognized art’s institution including museum, children’s theatre and studio school. A facility of 42,0000 square feet, the Arkansas Arts Center continues a productive relationship with the city and community. With long-term plans to grow it’s permanent collection, educational programs and to expand it’s facility—the AAC continues it’s mission to “ensure that learning, inspiration and creative expression in the arts flourish throughout Arkansas, for people of all ages and backgrounds.”

\textsuperscript{1}Arkansas Arts Center, “History and Mission,” www.arkarts.com/general/history_mission/ (November 2008).
The Master Plan identifies a range of possibilities for increasing connections between the Arts Center and the park. Opportunities for creative and beneficial development include an outdoor sculpture garden, landscape rooms for studio art and educational programming, park pavilion for performances and events and the transformation of underused asphalt parking areas into sustainable parking gardens.

The 1917 Fire Station #2 building is the proposed home for the Firehouse Hostel and Museum. Also at home within the park are numerous memorials and places of historic significance including the Arkansas Korean War Veterans Memorial and the former parade grounds of the Little Rock Arsenal.

The neighboring University of Arkansas Little Rock Bowen School of Law has continued to thrive in its location drawing over 400 students and over 65 staff and faculty to the neighborhood. Students and faculty alike enjoy access to the current park and support park renovation and the increased use it would afford.

The Quapaw Quarter Association first started in the 1960’s is now joined by the MacArthur Park Historic District, a National Register and local ordinance historic district leading efforts to preserve the neighborhoods historic buildings and places. The MacArthur Park Group has focused on both the Park and its surrounding neighborhood with a mission for it to be “attractive, safe and useful for residents and visitors, becoming part of a vibrant urban environment that links commerce, entertainment, recreation, work and everyday life with a citywide system of parks, open spaces and natural settings, friendly to all pedestrians.”

Since their inception in 2006 the MacArthur Park Group has lead advocacy efforts for the park including: the development of a Museum, Art and Heritage Trail connecting the River Market District to the MacArthur Park Historic District, and this year adding an audio component, the new Arkansas Political History Tour. The Creation of a 5K ‘History on the Run’ foot race was first held on May 9, 2008. Two park clean-up days were organized with over 110 people volunteering each time. They have raised awareness and support from the City of Little Rock toward implementation of capital improvements for the park and recently received a city grant in the amount of a $150,000 for capital improvements to the park. Their fundraising efforts, stewardship and collaboration with the City Parks and Recreation Department have resulted in this MacArthur Park Master Plan Project.

Little Rock has benefited from the development of the Clinton Presidential Library and Park, The Heifer International Headquarters, Lions International and numerous non-profit entities, business enterprises and engaged residents who call Little Rock home. They have brought new energy, renewed investment and attention to the City and it’s history. With continued focus and dedication the future is bright for Little Rock and MacArthur Park.

Illustrations Left to Right and Top to Bottom.

Figure 1
"Arsenal Tower Building," Illustration by Richard DeSpain.

Figure 2
"Arsenal Grounds at Little Rock, Band of the Nineteenth Infantry," ca. Illustration from Harper's Bazaar

Figure 3
"Enlisted Men's Barracks,

Figure 4
"Arsenal Buildings store house & guard house," 1877

Figure 5
"Auto Campground's in the Park," 1920's

Figure 6
"Water Lilies in City Park," Little Rock. Postcard

Figure 7
"Park Entrance and Gates," ca. 1900

Figure 8
"Museum of Fine Arts," ca.1936

Figure 9
"1917 Fire Station"

Figure 10
"Foster Band Shell," 1940's
Illustrations Left to Right and Top to Bottom.

Figure 1  "Arsenal Building, MacArthur Museum of Arkansas Military History, view from 9th street"

Figure 2  "Arsenal Building, South face at edge of Parade Grounds"

Figure 3  "Arsenal Building, View from south"

Figure 4  "Arkansas Korean War Veterans Memorial"

Figure 5  "Arkansas Arts Center Entrance Court"

Figure 6  "Old Fire Station #2"

Figure 7  "View to pond from parking lot"

Figure 8  "Bridge over pond"

Figure 9  "Pavilion"

Figure 10  "Park path"

Figure 11  "View of park from UALR Bowen School of Law"

Figure 12  "9th Street, looking west"

All photographs taken in 2008
Inventory And Analysis Phase Goals

The goal of the Inventory and Analysis Phase was two-fold. The first was to introduce team members to stakeholders and to build a greater understanding of MacArthur Park and surrounding districts; their history, form, patterns of use and importance to residents. In the Inventory phase, design team members collected a wide range of information including maps, photographs as well as interview comments.

In the analysis phase, collected information was recombined in a series of maps, drawings and diagrams in order to identify issues important to the revitalization of MacArthur Park and surrounding districts. The outcome of this effort was the identification of four critical questions:

1.) What is around the park?
2.) What activities occur within the park?
3.) What is the relationship between anchoring institutions and the park?
4.) How may connections be strengthened between MacArthur Park and surrounding districts?
These questions served as a framework for graphic material and break-out sessions in the first Public Workshop, Monday, June 16, 2008. The following key themes and conclusions emerged in the workshop:

“(A) strong park will help with adjacent infill development. More people in and residents around the park will help address security and safety concerns. Distinguish edges and thresholds. Design / provide / improve signage “to and “in” the park. Be sensitive to Historic District and historic aspects of the park.

Build energy into the park (variety, activities, people, excitement). Better maintenance of park elements and grounds and more support for basic needs and activities, i.e. lighting, benches, restrooms is essential. Improve circulation for recreational uses, i.e. looping and connecting paths. Isolated and underused areas make the park feel unsafe. Lighting, better circulation and ability to patrol would improve this situation. Park Master Plan should support ‘green’ principles.

(The) park should be about open space. Control parking and eliminate further encroachments. Major institutions are good partners for the parks (and their) welfare. Issues of expansion, access, parking and encroachment need to be addressed. Programming of outdoor spaces for new uses / audience will benefit both institutions and the park (i.e. sculpture garden).

Connections are important. A green-way street system integrated or intersecting with streets/park, that provide better connectivity to Clinton Library area, downtown, adjacent neighborhoods and schools is important. This should include support for bikes and pedestrians with bridges over adjacent highways and dedicated lanes / walks.”
The MacArthur Park Master Plan introduces a comprehensive design vision for MacArthur Park. The plan is organized around the idea of the park as an outdoor public room serving the everyday needs of local residents for social, educational and recreational engagement. Park components—Pond, Edge, Loop, and Lawn—combine to create a landscape that supports a diversity of activities and events. Home to the Arkansas Arts Center, MacArthur Museum of Arkansas Military History and proposed Firehouse Hostel and Museum the revitalized park will increase its influence within the city and the region.

As an urban amenity, the park is an attractor and catalyst connecting the park to sustainable development. The plan envisions neighborhood anchors at—Hangar Hill, Capitol Avenue, Commerce Street and Scott Street—strengthening connections between the park and city. Integrating multi-modal transit options, mixed-use, multi-family and institutional development, these vital urban nodes offer a model for future development necessary to support the revitalized park.

The Master Plan describes the vision and specific design characteristics of the new park and surrounding environs. Informed by feedback received in public workshops, the plan is an exciting opportunity to re-imagine the role of the park in the future life of the city.¹

¹ “Vision Statement” MacArthur Park Master Plan; Phase II; Visioning, Conway+Schulte Architects (September 2008)
City Connections

The City Connections Plan offers a vision for connecting MacArthur Park to the existing city-wide open space system. Located at the intersection of pedestrian, automobile, bus, bicycle and proposed streetcar transit routes, the park offers access to the River Front Market, River Front Park, Clinton School and Presidential Library, and North Little Rock through the Capitol Street Anchor to the north. To the east, the proposed Hanger Hill pedestrian bridge allows easy pedestrian and bicycle access to this nearby residential area.

Movement west along 9th Street on the north edge of the park links to a proposed transit-oriented neighborhood at the intersection of 9th and Scott streets. Here residents can make connection to a proposed streetcar line that links the park to the SoMa neighborhood, Central Business District, Convention Center and Alltel Park in North Little Rock. On the west edge of the park, Commerce Street offers connection to the SoMa residential neighborhood and proposed Freeway Park. The proposed observation bridge on the south edge of the park also provides pedestrian and bicycle access over I-630 to Rockefeller Elementary School, Booker and Mann Magnet Schools, Interstate Park and Fourche Bottoms.

District Connections

The District Connections Plan outlines a vision for MacArthur Park as a catalyst for development in surrounding districts. To the north, a proposed residential development occupies the current post office site linking the Historic MacArthur Park District to the River Market area. Residential in-fill maintains the historic character of this important district defined by tree-lined streets and easy access to amenities. The proposed extension of 10th Street via the Hanger Hill pedestrian bridge re-connects the park to this nearby residential neighborhood. The proposed 10th Street corridor ends at a proposed neighborhood park surrounded by new residential in-fill housing.

The South of Main neighborhood benefits from improved connections to MacArthur Park via Commerce Street Bridge renovated to better accommodate pedestrian and bicycle traffic. West of the bridge, the proposed SoMa Freeway Park extends the presence of the park to Main Street while the Rockefeller Elementary School neighborhood south of I-630 builds on it’s nascent development with single and multi-family residential properties affordable to new urban residents. A transit-oriented node marks the intersection of 9th and Scott streets and is defined by a mix of residential and commercial development. Served by a proposed streetcar line, this urban node links movement east to Hanger Hill, north to downtown and North Little Rock. downtown, adjacent neighborhoods and schools is important. This should include support for bikes and pedestrians with bridges over adjacent highways and dedicated lanes / walks."
The Park Vision Plan identifies the location and relationship of each of the proposed park elements while describing the connections between the park, local neighborhood and institutions. The focus of the park is a circular five-acre pond. The pond and encircling amphitheatre form the park’s outdoor community center and locus of activities that include: fishing from the expanded wooden pier, music and / or performance events at the park pavilion and strolling along the pond’s two intersecting paths.

Beyond its spatial and performative qualities, the pond is the formal organizing element for park institutions and spaces. From the north, the MacArthur Museum of Arkansas Military History and parade grounds look out over the amphitheatre and pavilion to the pond and pier beyond. In a similar fashion, the south entrance of the Arkansas Arts Center opens to a parking court and sculpture garden both offering views to the pond and surrounding activities. The proposed vertical expansion of the Arts Center (visible in model photos, p. 43) offers stunning views of the park, pond, observation bridge and beyond.

The proposed Firehouse Hostel and Museum faces directly east to the pond and benefits from the creation of a green forecourt linking pond and building. To the south, MacArthur Drive—a new through drive proposed by the Master Plan—stitches together the native plantings and plank path of the freeway bosque to the wooden pier, seating area and crushed stone path at pond’s edge.

The park edge is designed to welcome visitors by providing clear paths, signage, effective lighting, necessary furnishings and pleasant experience. McMath Boulevard continues the generosity offered by the park by extending the landscape into the realm of the public street. A boulevard creates a park-like setting and strong link to proposed residential housing. On the east edge of the park, the proposed Sculpture Garden creates a strong link between the park and the Arts Center while extending a warm welcome to residential properties along Commerce Street.
The MacArthur Park Master Plan is unique because it is made up of two significant and related segments; a Master Plan for the proposed renovation of MacArthur Park, and recommendations for improving connections between the park and surrounding districts. While each of these segments requires a distinct approach and expertise, the success of the Master Plan relies on their reciprocal and productive relationship.

It is this layered approach—one that links city, district and neighborhood—that reinforces MacArthur Park’s role as a neighborhood park and catalyst for community revitalization. Different from event parks or theme parks designed to draw regional visitors for visits of limited duration, MacArthur Park is a focal point for a broad spectrum of activities that define everyday life. It is a green room that facilitates both active and passive recreation, space for social and community gathering, front door for park institutions, site of arts and educational opportunities.

The defining vision of MacArthur Park is an outdoor public room that supports neighborhood activities while connecting to surrounding districts. From a renovated park pedestrian, bicycle, bus and streetcar connections can be made to the city and surrounding districts. A vibrant urban space, the park can also be the focal point, attractor and catalyst for sustainable neighborhood development. The result is an outdoor public room embraced by a walkable, environmentally friendly urbanism linking the actions of commerce, entertainment, recreation, transit, work and everyday life.

Scope

While design team members agree with recommendations made in public workshops that design and planning strategies for the park be considered for areas south of I-630, the Scope of Work for the final MacArthur Master Plan includes the proposed renovation to MacArthur Park and adjoining AHDT property (see map, p. 27). This focused approach allows city administrators and stakeholders to best evaluate the effects and costs of renovations proposed for MacArthur Park. Future cooperation and coordination between city, state and federal transportation officials and Park and Recreation Department leaders regarding limits and opportunities for development on AHDT property is necessary prior to implementation of the Master Plan.
Elements External to the MacArthur Park Master Plan

Elements included in the Visioning Phase (Phase II) of the Master Plan compliment the plan and with community support may be constructed at a later date. These elements are not included the Implementation section of the Master Plan.

The Observation Bridge replaces the existing pedestrian bridge linking MacArthur Park and communities south of I-630. The new bridge would accommodate pedestrian and bicycle traffic in a more open and user-friendly structure. The observation tower allows park visitors to ascend to a viewing platform offering views across the park and to the near-by neighborhoods.

The Freeway Arbor extends north and south between MacArthur Park and the DOT buffer area south of the freeway and from the Observation Bridge to Commerce Street to the west. This dramatic visual element announces the presence of the Park to interstate travelers. The dappled light cast on the freeway surface serves to link the experience of expressway and park.

While McMath Boulevard is outside of the park’s formal boundary, it is an important element of the Master Plan. It’s re-design and construction will strengthen the park and orphaned property along the Park’s eastside. It’s transformation from dead end street to sustainable leafy boulevard will benefit the MacArthur Park, the UALR Bowen School of Law, proposed eastside residential development support future connections to the Hanger Hill neighborhood.
Park programs are designed to sustain and expand the rich menu of activities that already occur in the park including resting, active and passive recreation, fishing, walking and picnicking. New and expanded components; pond and pier expansion, loop paths, monument walk, landscape rooms and observation bridge accommodate increased individual and small group activities.

Programs for large group activities are also addressed. The expanded pond and amphitheatre better accommodate music and performance events while the new pier serves both fishing and educational activities. Perimeter loop paths encourage an expanded range of use while offering both active and casual circulation. Landscape rooms offer a renewed venue for recreation activities, temporary programs and unstructured play while the monument walk and renovated parade grounds host educational and cultural activities.
The Master Plan introduces new pedestrian park entry points, vehicular circulation elements, and strengthens paths and connections to surrounding districts.

Important to improving pedestrian and vehicular circulation is the strengthening of park entry points. The master plan concentrates lighting, signage, furnishings and planting to mark entry portals and to welcome visitors. Once in the park, north and south loop paths allow active and casual circulation linked by a new observation bridge. Park paths extend into the surrounding neighborhood in order to link to the proposed Hanger Hill bridge, transit opportunities at 9th Street and the Museum, Art and Heritage Trail.

New pedestrian circulation is also linked to secondary and tertiary interior park paths. North and south loop paths converge at the intersection of the observation bridge, MacArthur Lane and pond loops offering visitors a diverse selection of path options. The newly added Memorial Walk links the renovated Crescent Drive to the freeway bosque while accepting minor path connections from McMath Avenue and Bowen School of Law.

The existing Crescent Drive at the north end of the park is retained and renovated. The width of the drive is narrowed to calm traffic while streetscape parking lines the south edge of the drive. New light fixtures and benches are added. The plan also proposes new vehicular access at the south edge of the pond. MacArthur Lane, a two-lane pedestrian-scaled street, connects McMath Boulevard to Commerce Street. Parallel parking lines both sides of the drive to accommodate park visitors especially those using the pond, pier and amphitheatre. A pedestrian sidewalk runs along the north edge of the drive while the southern loop path winds through the freeway bosque to the south.

The diversity and range of parking options has been increased as well. While retaining the largest number of parking spaces directly in front of the south entrance to the Arkansas Arts Center, overflow and bus parking has been relocated to perimeter lots at the east edge of the park, street parking has been retained along the Crescent Drive at the north edge of the park and lines both sides of the newly created MacArthur Lane at the south edge of the park. The Master Plan provides does not reduce the number of parking spaces currently provided. The parking lot south of the proposed Firehouse Hostel and Museum has been retained and redesigned.
The goal of the reallocation and redesign of parking areas has been to provide parking for the most intensive park uses (Arts Center and Military Museum) while providing parking at secondary locations offers access to active and passive recreation at the east edge of the park and at the expanded pond. Secondary parking locations provide on-site parking connected by redesigned paths and improved lighting a short walk from major the Arts Center, MacArthur Museum of Arkansas Military History and Firehouse Hostel and Museum.

Sustainability and accessibility are a key ingredients in all parking areas. Bioswales have been provided at hard surface parking areas and streets (Arts Center, McMath Avenue, Hostel) to filter storm water while pervious surfaces allow the absorption of water from storm events in east edge parking areas. All parking areas are intended to be accessible to all users and when appropriate use low or no curb edge construction.

Although not located on park property, the Master Plan proposes improvements to McMath Avenue including; center boulevard, bioswales for storm water management, lighting, planting and furnishings. The goal of the project is to extend the conditions of the park into the surrounding neighborhood.
In the broadest sense, sustainability is not solely about natural systems and feasibility—but about the deep interconnectedness between people, places, and long-term viability. Linking economy, technology, social systems and the environment, culture and ecology are integral to sustainable design and development. Sustainability is important because it takes the long view. It asks that we learn from the past and anticipate possible futures. For both citizens and designers it demands consideration of our individual desires and our collective aspirations. Sustainability begins with an appreciation of the complexity of how we—as modern citizens—live. It is to be attentive to the specifics of place, time, demographics, natural resources, built resources, and quality of life that are at the center of all great cities.

The integration of sustainable practices including, native species, on-site storm water retention, universal accessibility, recycled and reclaimed materials, multi-modal transit connections, energy conservation and production, health and fitness and habitat restoration, into the design, development and implementation of the plan will improve the ecology of the park and neighborhood and allow the park to serve as an educational venue modeling sustainable practices for citizens and visitors. The thoughtful application of these practices is also designed to benefit the fiscal, maintenance and land-care costs associated with park operations and maintenance.

The Master Plan describes 15 Sustainable Practices organized into four major categories: Lifestyle, Water, Materials, Nature. Specific examples are mapped in the following illustrations.
Trail connections
The trails offer natural retreats to park visitors. All trails and paths of the park will be universally accessible, with a gradual slope that is sufficient for use by persons with physical disabilities. In addition, the trail will incorporate signage that educates visitors about the natural habitats of the park.

Heritage preservation
The diverse history of the park and neighborhood will be made more prominent by strategic placement of the park’s monuments as well as using natural features to highlight important landmarks, such as the MacArthur Museum of Arkansas Military History and the Arkansas Arts Center.

Integrated transit
Connecting bus routes to bike and pedestrian paths will allow visitors greater access to and from the park. By connecting these systems of transit, visitors will find it easier to get from their homes to the park, and to travel within the park.

Sustainability learning center
The many sustainable oriented features of the park will be featured throughout the park by integrating educational signage and materials for visitors.

Health and fitness
Integral in creating activity, there are several areas of passive and active outdoor recreation that promote healthy lifestyles.

Lifestyle
Water
Water will be collected from various points in the park, such as the building structures or surface parking lots, and treated in bioswales or filter strips. Stored in the pond, the treated water can be used to renew the water levels of the lake, irrigate the park, and the pond itself acts as overflow catchment for high volumes of stormwater.

Water Conservation
By using indigenous plant species, the irrigation needs of the park are greatly reduced. When needed, reclaimed water from the pond can irrigate areas of the park. In addition, park restroom facilities can use low-flow faucets and plumbing to further minimize the amount of water used in the park.

Pervious paving
Using water permeable paving on the surface parking lots will help reduce stormwater runoff and replenish groundwater levels via infiltration through the soil. Paving materials can also be constructed of fly-ash or other recycled material.
Salvaged or recycled materials
Many of the park structures will take advantage of salvaged materials from local sources. In addition, paths can utilize concrete debris as its base material, reducing waste from demolition.

PV arrays on new structures
The lake structures serve dual purposes, shading and offering protection from the weather, while also acting as the structure for additional photovoltaic arrays that can generate power for the energy usage of the park. Environmental benefits in the form of credits, can be sold to aggregators for some revenue. Electric charging stations can also be installed as a revenue source.

Composting stations
The design offers several locations for clean, odor-less composting sites. These sites can be used by the community, and to help maintain the plantings of the park.

Minimize Heat Islands
Dark, paved surfaces, such as on parking lots or rooftops, create undesirable heat islands. Minimizing parking surfaces by reducing stall and aisle sizes, shading these surfaces with trees, and using high solar reflectance index materials for paving and rooftops will help reduce the effect of heat islands.

Restore native habitats
Using native plantings will not only reduce the amount of water needed to maintain healthy plant communities, but also help to restore native habitats for the various species of the area. The native trees, shrubs, and groundcovers will create more habitats for fish, birds, and small animals, increasing biodiversity.

Ecological connections
Creating interconnected landscapes, or continuous swaths of vegetation, will help sustain the habitat of the wildlife in the area and region.

Light Conservation
The added light features of the park will use self-contained photovoltaic panels to power the lights in the evenings. In addition, park lighting will be carefully designed to light the park safely at night, while limiting light intrusion by not overlighting areas.

Nature
Materials
Sustainable Practices
Water Sustainability

- Piped / surface flow
- Irrigation Distribution
- Irrigation Distribution
- Pervious Paving
- Pervious Paving
- Pervious Paving
- Pervious Paving
- Reclaimed Water
- Runoff Capturing
- Bioswales
- Bioswales
- Bioswales
- Bioswales
- Water Catchment Pond
- Conservation
- Conservation
- Conservation

Scale 1:5000
Native Plantings
Habitat Restoration
Aquatic Habitat Restoration
Riparian Habitat
Enhance Biodiversity
Native Plantings
Habitat Restoration
Ecological Connections
Materials Sustainability

- Recycled Content
- Paving
- Shade Trees

Scale 1:5000

39 Materials Sustainability
The Master Plan acknowledges the rich history of the site and its inhabitants in a number specific of ways. Based upon input received in the course of public workshops, a new Memorial Walk was included in the plan. The walk collects existing monuments in a linear path that marks the boundary of the east lawn and east edge landscape rooms. This permeable path provides a convenient accessible access for visitors, educational groups and residents. It includes lighting and benches for the comfort and convenience of visitors.

Monuments that celebrate military events with a particular relevance to the MacArthur Museum of Arkansas Military History and small monuments of significant value will be relocated to the east and west edges of the Parade Grounds. The relocation of these monuments extends the understanding of the mission of this valuable institution while providing a secure location for these treasured artifacts.

A park pavilion returns to the park a venue for music and performance lost with the removal of the Foster Bandshell. Placed on axis with the historic Parade Grounds, the new pavilion is located at the edge of the expanded pond. The pavilion faces a natural amphitheatre carved into the landscape that can accommodate up to three thousand guests. The pavilion is open at both ends to allow extended view of the pond and sunsets beyond. Across the pond to the south, a new 9,000 sq. ft. pier accommodates fishing, school groups, picnicking and strolling.

Park history is also celebrated with the introduction of text and image panels (see section 6, Park Details, p. 99-122). Placed to mark significant events, locations and views the panels can be free-standing, or mounted on railings as required.
The Master Plan envisions park structures that reinforce design goals, facilitate activities, frame views and are integrated into the specific context of the site. While the design of park structures should welcome visitors, be accessible and meet the needs of the public, the form, use and character of these structures precludes a single architectural approach.

The Master Plan describes three types of park structure based on Experience, Support and Time. Each type addresses specific needs, site conditions, character and purpose.

**Experience:** These structures are designed to enhance the experience of the park for visitors and residents. Their character is open, transparent and accessible offering near and distant views. These structures provide points of interest and may use color, light, sound, form or change in vantage point to celebrate the special conditions of their site. Experience-based structures include: Park Pavilion, Pier and Observation Bridge.

**Support:** Support structures facilitate park programs, mechanical service, maintenance, and the daily operations of the park. These structures are integrated into the context of the site and plantings offering security and safety for visitors and equipment while remaining unobtrusive. Support structures include: storage, maintenance, utility, and restroom buildings.

**Time:** Time-based structures are constructed for limited duration and are used in concert with park programming and events. These structures are ephemeral and temporary, quickly erected and de-mounted without damaging landscape, plantings, and surfaces, etc. Time-based structures include: kiosks, tents or other temporary structures used for ticketing, catering, security and first aid.

All park structures should be designed to limit the disruption to the landscape, and site ecology. When appropriate and cost effective, park structures should employ energy conscious design, recycled, reclaimed and / or local materials. If possible, site structures should utilize sustainable energy generation technologies such as photovoltaics, etc.
In an effort to aid in the visualization of the proposed master plan, the design team constructed a 1"=50’ scale model of the park and surrounding blocks. The model represents a vision for park renovation including the location, position and character of major park components as described in the proposed Master Plan. The model does not represent the final design of individual park components or individual elements including; Pavilion, Observation-bridge, Pier, Arts Center expansion, etc. These elements as well as off-site development of surrounding blocks, Hanger Hill Pedestrian Bridge, Freeway Arbor, Commerce Street Bridge and SOMA Freeway Park offer a vision of possible future development.
Four important components define MacArthur Park as a new outdoor public room; expanded pond, thickened edge, loop path, and open lawn.

As building blocks of the park Master Plan they provide interest, support individual and group events, organize circulation, locate infrastructure and distinguish MacArthur Park as the region’s premier public space.
PARK COMPONENTS

Pond

Edge

Loop

Lawn
The most important park improvement is the expansion and redesign of the existing pond. The proposed design transforms the pond from an incidental element into the focal point of the park.

At the scale of the site, the pond organizes major park components, providing a new focal point for the Arkansas Arts Center, Parade Grounds, MacArthur Museum of Arkansas Military History and proposed Firehouse Hostel. As a spatial element, the pond creates a new public room at the center of the park bounded by important amenities; pier, park pavilion and amphitheatre.

Access to the pond is gained through two intersecting loop paths that begin and end at the pond’s south edge. The crushed stone path following the edge of the pond allows access for fishing walking and exploring. Bollard fixtures light evening strolls while benches provide welcome rest. The hard surface upper path rises gently from the south edge of the pond tracing the upper limit of the natural grass amphitheatre and supports access and overlooks activities at the park pavilion.

In addition to providing a defining identity for the park, the pond offers a diversity of visitor experiences. The paths, pier and amphitheatre are universally accessible, opening these amenities to a broad range of users. The amphitheatre and pier (9,000 s.f) are able to host neighborhood, city-wide and regional events. The amphitheatre is designed to accommodate event audiences of 100-4,000 attendees.
Parking Area, View South—Before

Parking Area, View South—After
Grass Slope Amphitheater, View East—Before

Grass Slope Amphitheater, View East—After
Southern Edge, View East—Before

Southern Edge, View East—After
Entrance is one of the defining moments of any park experience. The threshold of a park marks the transformation from daily life to recreation, from hard surface to soft, from the sounds of vehicles to songs of birds, from the built fabric of the city to the verdant hues of nature. The edge of the MacArthur Park has been designed to celebrate the experience of entry and to improve safety by providing accessible paths, clear wayfinding, cooling shade, a range of plant materials, diversity of activities and captivating views.

The east edge of the park has been thickened through the use of parallel tree lines. These shade producing rows define a series of landscape rooms that enclose children’s play space, active and passive recreation, parking areas and access paths. The Memorial Walk marks the west border of this thickened perimeter offering visitors an opportunity to celebrate the rich history of the park.

The mainstay of the park’s north edge—the historic front lawn—has been retained and renovated. A new widened sidewalk, signage and historic light fixtures along 9th Street facilitate multiple modes of pedestrian travel while a new painted fence marks the north limit of the Children’s Play Space. A new entrance plaza defines the transition from path to sidewalk and leads visitors to the front door of the MacArthur Museum of Arkansas Military History. The path encircles the renovated fountain and passes through the tree-lined Crescent Drive.

The west entrance to the park is defined by a tree-lined sculpture garden stretching from the Arts Center’s 10th Street entrance to the north side of the proposed Firehouse Hostel. While offering a most exciting entrance, this new amenity proudly affirms the continued collaboration between the Arts Center and City Parks and Recreation Department. Park visitors, residents and Arts Center guests will benefit from this new venue as they move between park, sculpture garden, interior galleries, classrooms and cafe. This entrance sequence delivers visitors to the south entry court of the Arkansas Arts Center and generous parking area with views of the enlarged pond, amphitheatre and pier.

The Freeway Bosque defines the southern edge of the park. Host to a variety of native species this dense landscape provides a green backdrop for pond views while mediating traffic noise generated by I-630 beyond. The north edge of the bosque is bounded by MacArthur Lane a new through drive lane that connects McMath Boulevard to Commerce Street. It provides important access to the south edge of the park, an area that currently is viewed as unsafe. With access and parking combined with amenities such as the pond, pier and amphitheatre, MacArthur Lane provides access for park visitors and increases familiarity and security. Pedestrian travel is accommodated by a sidewalk on the north side of the drive lane as well as in a meandering path that weaves through the southern-most border of the park.
Section/Elevation C

McMath Street

Section View North

Plan Detail

McMath Boulevard

Bioswale

Esplanade

Bioswale

Enlarged Section
McMath Street Park Edge, View North—Before

McMath Street Park Edge, View North—After
While a diversity of park paths (weaving / direct, open / enclosed, hard / soft, wide / narrow, etc.) produce a memorable range of user experience, all paths must improve connections. The primary pedestrian connector in the renovated park is a one-mile hard surface loop path located at the park perimeter that links on-site institutions and park components to the immediate neighborhood and surrounding districts.

When space and conditions permit, the loop path adjusts to accommodate a variety of spatial, material and traffic conditions. At the park’s east and west edges, the loop is divided into two parallel paths. While the primary walking path supports casual pedestrian travel, a second path—separated by native grasses and flowers—offers a dedicated lane for running, in-line skating and bicycling. At the north edge of the park, the paths combine into a widened (12’-0") sidewalk separating pedestrians from 9th Street’s ongoing traffic.

At the south edge of the park, a widened sidewalk runs along the north side of MacArthur Lane while a separate path constructed of wooden planks meanders through the freeway bosque providing a unique and nature-intensive experience.

At the south edge of the park the primary loop intersects with the paths surrounding the pond and links to the Observation Bridge. This replacement for the existing pedestrian bridge rises up over I-630 connecting to Rockefeller Elementary School and neighborhoods south of the park. At its north end an observation tower provides visitors with a unique birds-eye perspective of the park.

The loop path facilitates connection with secondary (east/west) paths that as well as on and off-site institutions; Arkansas Arts Center, MacArthur Museum of Arkansas Military History, Firehouse Hostel and Bowen School of Law. Where these secondary paths intersect the park perimeter, the loop paths encourage access to the park from the surrounding neighborhood.
Section/Elevation E

MacArthur Lane

Section View West

Plan Detail

Enlarged Section

ENLARGED SECTION LOCATION

CONWAY+SCHULTE ARCHITECTS
North Loop at MacArthur Lane, View East—Before

North Loop at MacArthur Lane, View East—After
Observation Bridge at I-630, View East—Before

Observation Bridge at I-630, View East—After
Open lawn areas North Lawn, Parade Grounds and East Lawn provide unstructured passive recreation spaces that convey important historic value and serve as “breathing” rooms within the structure of the park.

The North Lawn is a feature of great historic value serving as the formal front for the MacArthur Museum of Arkansas Military History. The renovated North Lawn is a replanted gently sloped grass area encircled by the Crescent Drive and ringed by large shade trees. A new path bisects the lawn linking 9th Street and the Crescent Drive revealing its gentle slope. At the center of the path is the renovated existing fountain.

Renovations are proposed for the Parade Grounds to improve storm water drainage, repair and rebuild brick paths and replant the grass surface. The grounds are used for medium-scale gatherings and as a forecourt for the rear entry to the MacArthur Museum of Arkansas Military History. Relocated monuments of specific relevance to the museum and it’s history will line the east and west paths bordering the grounds. Monuments of particular value and / or small size will be protected by low security railings. Walkway lighting and benches will be added to provide comfort for visitors. The historic park grounds overlook the pond, amphitheatre and music pavilion.

The East lawn is the largest open space on the park property and offers the most compelling views of the pond, amphitheatre, pier, observation bridge and freeway bosque. As such the East lawn offers an excellent venue for picnics, kite flying, passive recreation and overflow audience space for amphitheatre events. The existing Arkansas Korean War Veterans Memorial and pavilion will remain in their locations on the lawn.
Section/Elevation G
Crescent Drive

Section View East

Plan Detail

Enlarged Section Location

Enlarged Section
Like waterfronts and transit stops, parks leverage value in urban areas. Once connecting neighborhoods of differing character, and sponsoring more than 70 individual dwelling units along its edges, today MacArthur Park is radically underutilized as an urban neighborhood asset. The planning concept is to optimize the park’s economic, environmental, and social value to the city through area neighborhood improvements that are intrinsically urban. This counters the single greatest threat to MacArthur Park District’s irreplaceable legacy, incompatible low-density development and suburban-type building that fail to define street edges. The area neighborhood planning goal is to align the park’s capacity to support denser and higher quality urban housing, commercial, and recreational land uses with improvements to the park grounds.

Rather than treat MacArthur Park as a discrete landscape, planning for its four area neighborhoods will extend the park landscape, constituting a larger urban landscape network with MacArthur Park as its anchor. This urban landscape network will connect tree-lined streets, boulevards, neighborhood pocket parks, active recreation facilities, plazas, and other pedestrian amenities. Besides enhanced urban and streetscape aesthetics, the landscape network will mitigate heat island effects, lower ambient urban temperatures, calm traffic, provide ecologically-based storm water treatment, and increase recreational and pedestrian amenities. These combined public work improvements to the park and its neighborhoods will increase the vitality, and subsequently instill a greater sense of safety, in this public realm. The MacArthur Park neighborhood plan offers a green setting for new land uses, and advances the livability potential of downtown Little Rock.

The neighborhood plans also serve as investment tools to coordinate future development investments compatible with these legacy neighborhoods. As mentioned, neighborhood plans will increase the delivery of both ecological and urban services now expected in urban infrastructure. The goal is to facilitate planning synergies between the park and its neighborhood that yield an identifiable place unique to the MacArthur Park District. Through coordination of public and private investments, neighborhood plans provide the platform for amplifying the district’s qualities of place and their untapped economic potential.
This MacArthur Park District neighborhood, connecting MacArthur Park with the popular River Market District and Clinton Library Complex to the north, will experience spillover high-density development investments from the River Market District buildout. Its historic urban neighborhood fabric, landscapes, and buildings are well established and should be protected.

Three priority planning objectives that improve wayfinding and pedestrian experience are outlined for this neighborhood. First, the pedestrian experience can be enhanced through the planting of additional street trees along the unshaded portions of this neighborhood’s walkable rights-of-way. Street-front parking lots, which service multi-family housing, should be transformed into midblock green parking courts, which has already occurred on several neighborhood properties. Second, the symbolic importance of Capitol Street (with the stunning state capitol building terminating the western end of Capitol Street) along the neighborhood’s northern edge should be recognized through streetscape improvements and design guidelines to address new development. Third, the Sherman Street connection between MacArthur Park and the River Market District should be thoroughly re-established and enhanced.
1 Capitol Boulevard
2 Mixed-Use Development
3 Walk-Up Housing
4 Pedestrian Facilities
5 7th Street Traffic Circle
6 Infill Housing
7 Mid-block Entry Courts
8 Recommissioned Street
9 Towers Gateway
10 Tower Courtyard Complex
CAPITOL STREET ANCHOR / CAPITOL STREET EDGE
Phasing

Existing

Phase 2
Once a thriving working class neighborhood surrounded by industrial land uses, Hanger Hill now suffers from isolation and disinvestment. Yet from its elevation, Hanger Hill possesses some of the best views of downtown Little Rock and is one of the closest single-family residential neighborhoods to the downtown.

Three primary planning objectives to prepare the neighborhood’s inevitable transition from industrial land uses to residential environments are outlined. First, re-establish connectivity between MacArthur Park and Hanger Hill via a new pedestrian bridge extending 10th Street, and improve the existing 9th Street Bridge as a gateway feature to the park’s northeastern corner. Second, introduce new mixed-use development and public spaces at the western edge, forming a vital neighborhood node opposite MacArthur Park at the proposed 10th Street Bridge. Third, infill the neighborhood’s eastern edge with new housing and a new neighborhood residential square terminating 10th Street.
1  Hanger Hill Pedestrian Bridge
2  Bridge Park
3  Mixed-Use Commercial Development
4  Courtyard Housing
5  Infill Housing
6  Hanger Hill Park
7  9th Street Boulevard
HANGER HILL
Phasing

Existing

Phase 2
Not only was this neighborhood, once aligning the southern edge of MacArthur Park, severed from the park by the interstate highway, but is now bordered by an undistinguished and anonymous highway buffer. While the neighborhood contains buildings of historical significance in well-defined streetscapes, an inordinate number of property parcels have been abandoned or remain undeveloped. Fortunately, the neighborhood is beginning to receive new investments and active citizen planning participation.

Three priority planning objectives to remediate the interstate highway’s deleterious impact on this neighborhood are outlined. First, reclaim the open space along the interstate highway as a greenway with planned public recreation and park space. Stretching from the Rockefeller Elementary School west to Main Street, the greenway will provide neighborhood amenities alongside and above the interstate highway, reconnecting neighborhood fabrics severed by the highway. Park space to be built over the highway was originally proposed in the new SOMA (South Main) Plan released in Summer 2008. Second, enhance connectivity between MacArthur Park and the neighborhood via improvements to the Commerce Street Bridge as a gateway feature to the park’s southwestern corner to be accompanied by a new arbor suspended over the interstate highway. The latter not only provides a lateral north-south connection between the two severed park fragments, but calls attention to the park’s presence from the highway beneath the park. Third, provide infill multi-family housing along the southern edge of the improved greenway, overlooking MacArthur Park.
1. Commerce Street Pedestrian Bridge
2. Commerce Street Boulevard
3. Commerce Street Park
4. Infill Housing
5. Interstate Overhead Arbor
6. New Pedestrian Bridge
7. Park Housing and Condominiums
8. Decommissioned Street
9. SOMA Interstate Park
10. Rockefeller School Greenway

Existing

View Across Street
View west of I-630 Freeway Arbor and SOMA park from MacArthur Park Observation Bridge

View west of I-630 and Freeway Arbor

COMMERCE STREET NEIGHBORHOOD

91 Commerce Street District
9TH AND SCOTT STREET / TRANSIT-ORIENTED NEIGHBORHOOD

Scott and Main Streets along the western edge of the MacArthur District manifest desirable transit-ready patterns found in older streetcar suburbs. Both streets support quality mixed-use, high-density development arranged in walkable urban fabrics connected to the downtown.

Two related planning objectives retool these urban commercial corridors to accommodate a proposed extension of the Pulaski County streetcar, serving as a commuter line to downtown Little Rock. This supports the proposals outlined in the 2008 SOMA Neighborhood Plan. First, extend the downtown’s streetcar service to Main Street south of I-630, returning north to the downtown via Scott Street. Fixed guideway transit, like streetcars, provides the feasibility metrics necessary to catalyze and finance mixed-use urban development with high densities once characteristic of historic main streets and their surrounding neighborhoods. Second, create a transit stop plaza at Scott and 9th Streets as a central feature organizing a neighborhood-scaled Transit-Oriented Development (TOD) as the northwestern gateway to MacArthur Park. Transit-Oriented Development is a highly effective strategy for consolidating the high-value urban infill now scattered throughout this part of the MacArthur Park District. High traffic speeds on 9th Street can be calmed by converting the right-of-way through the district into a pedestrian friendly boulevard.
9TH AND SCOTT STREET / TRANSIT-ORIENTED NEIGHBORHOOD

1. 9th Street Streetcar Station and Plaza
2. 9th Street Boulevard
3. Mixed-Use Development
4. Row Housing
5. Patio Housing

Existing

Scott Street / 9th Street Boulevard

93 9th and Scott Street District
9TH AND SCOTT STREET / TRANSIT-ORIENTED NEIGHBORHOOD
Phasing

Existing

Phase 2
The developed edges fronting MacArthur Park are radically underutilized, and for the most part are unsympathetic in character to the legacy of this historic park and its urban neighborhoods. Only 16 residential buildings currently front the park in the nine blocks constituting its 3/4 mile circumference available for development. Residents do not claim the park as an extension of their residential territory. Such a psychological retreat from public space undermines the natural reciprocity between residents (“eyes on the street”) and visitors necessary in establishing safe urban environments.

Two planning objectives to enhance desirable development along the east and west park frontages appropriate to MacArthur Park are outlined. First, introduce a green street plaza with pedestrian amenities in the McMath Avenue right-of-way. Proposed high-density housing along McMath Avenue, involving attached and detached housing types, are arranged in patios, courts and mews configurations similar to precedents found in the MacArthur Park District. This effectively extends the park experience to the neighboring residential fabric, while housing units uphold the historical architectural profiles and building massing typical around the park. The proposed McMath Avenue street plaza is complemented by the street plaza at 10th Street, connecting MacArthur Park to Hanger Hill via a pedestrian bridge. Second, high-density infill housing along Commerce Street through courtyard and row housing configurations reconstitutes the district’s historical streetscape and block typology.
1. Hanger Hill Pedestrian Bridge
2. McMath Street Bridge Plaza
3. Courtyard Housing
4. McMath Shared Street
5. Mews Housing
6. University Classroom and Housing
View from Commerce Street north to Sculpture Garden and Arkansas Arts Center

View south from under Arts Center Addition to Sculpture Garden, Commerce Street and future neighborhood development.
(Night) View east from MacArthur Park edge to McMath Boulevard and future development.

(Day) View east from MacArthur Park edge to McMath Boulevard and future development.
Park Details reinforce design goals, set expectations for use, provide a safe physical environment for users, facilitate specific activities, connect with specific site conditions, model the use of sustainable materials and products and insure maintenance and durability standards. Park details complete the integrated approach to the renovation of the park and convey a sense of care and attention to the form and materials of this important public space.

The goal of the detail section is to identify a palette of materials, systems and practices to be considered during the design phase of the project. Details at the Master Plan phase also provide a level of information necessary to estimate overall project costs.
The Master Plan proposal for park paving should reinforce design goals, provide a safe physical environment for users, facilitate specific activities, connect with the specific site conditions, model sustainable practices, materials and products and insure maintenance and durability standards.

The goal of this section is to identify a palette of paving materials. The palette includes paving materials for the following applications:

- Crescent Drive: Unit pavers to match existing
- North Lawn Path: Unit pavers to match existing
- Parade Ground Paths: Unit pavers to match existing
- Path (north, east, west): Poured in place concrete
- Loop Path (south): Wood plank
- Arts Center Parking: Asphalt
- Firehouse Hostel and Museum Parking: Asphalt
- MacArthur Lane: Asphalt
- East Edge Parking: Crushed stone
- Upper Pond Path: Asphalt
- Lower Pond Path: Crushed stone
- Secondary Paths: Crushed stone
- Pier: Manufactured decking

Permiable Options
Furnishings specified in the Master Plan encourage individual and group engagement and are positioned to support activities, engage specific site conditions, provide universal accessibility, enhance park views and usability. In combination, furnishings should support transit, circulation and accessibility goals as defined by the City of Little Rock.

Furnishings are also selected to support the sustainable goals of the project and when possible are constructed of recycled and/or reclaimed materials. Painted surfaces use low or no VOC paints.
PARK FURNISHINGS
Table | Bench

Dimensiones Bancas y mesas 81

Tramet banca/mesa/

®

Madera de pino de Flandes - Perfiles de acero

-Flanders pinewood - Black painted steel profiles

-Pintados de negro - Tratamiento al autoclave y protección fungicida

-anchored with expansion bolts - 260kg bench

-245kg table - 275kg bench backrest

-3'-0" BOLLARD

-11'-6" PLAZA LIGHT

-15'-0" PLAZA LIGHT

-12'-0" STREET LIGHT

-17" 36" 30" 16-1/2" 109" 24'-0" STREET LIGHT

-60" 11'-6" PLAZA LIGHT

-15'-0" PLAZA LIGHT

-12'-0" STREET LIGHT

Scale 1/4" = 1'-0" 104 Park Furnishings
PARK FURNISHINGS
Emergency Call Station | Bike Rack

Elevation View

Plan View

Scale 1/4" = 1'-0"

Emergency Call Station

Bike Rack
The Master Plan identifies important criteria for signage systems and fixtures that reinforce design goals of the project. All proposed signage should announce the presence of the park and important points of entry, connect with the specific site conditions, employ sustainable materials, products and processes and insure maintenance and durability standards. In addition park signage should also communicate a sense of interest excitement about MacArthur Park. A specific and more detailed signage and wayfinding proposal should be undertaken under separate contract during the design phase of the project.

The Master Plan recommends a plan for integrated signage of related form, color and detail. Park signage should be implemented at the following scales:

Large: Signage in this category should announce the presence of the park to residents and visitors passing along park boundaries. Signage at this scale should be large enough to announce the presence of the park to passing motorists on I-630 and I-30 as well as those on local streets.

Medium: Signage at this scale announces park entry points. While these signs are larger than accompanying site furnishings (lighting, benches, etc.) they are designed to work with specific site context.

Small: While the smallest scale of signage, small signs provide important wayfinding information. Directions to parking, activities, park components and institutions, times of park operation and accessibility are provided. Information of this type is best incorporated into medium scale signs or in stand-alone signs.
PARK SIGNAGE PLAN

Scale 1:5000

MEDIUM SIGN

LARGE SIGN

108 Park Signage
PARK SIGNAGE

Scale 1/8" = 1'-0" 109 Park Signage
The Master Plan identifies a system of park railings and information panels to reinforce design goals, provide a safe environment for park users, protect important artifacts, facilitate specific activities, connect with the specific site conditions, communicate valuable cultural and/or ecological information, and insure maintenance and durability standards.

The Master Plan recommends an integrated system plan of park railings and information panels that can be adapted to fit specific conditions of the site, type and amount of information to be conveyed and universal accessibility.

The Master Plan includes four elements in this integrated system:

**Information panels**
Information panels display important information regarding the cultural, social, political, architectural history of the park, its institutions, inhabitants and the surrounding neighborhood. Information panels may also be used to document and explain sustainable and ecological practices used in the park. Information may be text and/or graphic and etched, applied or embedded in a rust-resistant medium. These panels may be protected by a transparent shatter-proof material and supported by a powder-coated aluminum base.

**Railings**
Park railings are designed to protect park users while offering maximum visibility and accessibility to park elements, objects and activities. Railing locations include the Children's Play Space and Pier. Railing construction is powder-coated aluminum.

**Railings with Information Panels**
When appropriate, park railings can be modified to support Information Panels. This application can be effective where the use of stand-alone panels may be more costly or intrusive. Locations include the Children's Play Space and Pier. Materials and finishes for panels and railings are as indicated above.

**Low Railings**
Designed to provide additional security for small and/or particularly valuable memorials, low railings are designed to allow perimeter access and viewing and can be modified to accommodate text panels. These railings are designed to complicate and discourage theft of small memorials. When necessary, these railings can be modified to include an anchoring foundation for small and valuable memorials and artifacts.
Park Lighting is designed to reinforce design goals, enhance safety and security for park users, facilitate specific activities, utilize sustainable practices, systems and materials, highlight specific site conditions, assist pedestrian and vehicular entry and circulation, and insure maintenance and durability standards.

Beyond these important characteristics, lighting is also significant to the experience of the park. In combination with park details, structures and planting, lighting contributes to making the park a valued place for residents and visitors. An integrated lighting plan extends park use into early mornings and evenings while creative lighting schemes accommodate individual, local, city and regional events. Park lighting that supports a diversity of applications and activities enhances park safety affording a safe and secure environment for residents and visitors.

The goal of the lighting section is to identify a palette of practices, systems and materials, to be considered during the design phase of the project. Park Lighting recommendations at the Master Plan phase provide a level of information necessary to index energy consumption and estimate overall project costs.

The Master Plan includes four types of lighting fixture:

**In-grade**
In-grade fixtures are flush-mounted stainless steel fixtures for hard surface locations. The fixtures provide lighting for edge conditions (steps, etc.) and low-intensity light for reflected conditions. In-grade fixtures will be located in the park Pier to provide lighting that supports uses and delineates the pier edge. In-grade fixtures use a single LED lamp.

**Bollard**
Bollard fixtures provide directed light for pedestrian and vehicle circulation paths. These medium height (35-1/2") fixtures are constructed of die-cast aluminum and are pre-finished. Bollards are proposed for the upper pond pedestrian loop. Bollards use a single or double fluorescent lamp.

**Plaza**
Plaza fixtures provide overhead lighting for pedestrian and vehicular circulation and parking areas. The fixtures offer a range of lamp, shield and deflector types to minimize light pollution and trespass. The 11'-6" Plaza fixtures use two fluorescent lamps while the 15'-0" Plaza fixtures use one fluorescent lamp.

Proposed locations for the Plaza fixtures:
11'-6" Sculpture Garden, Memorial Walk, Lower Pond Pedestrian Path
15'-0" Arts Center Parking, East Edge Parking

**Street**
Street fixtures meet historic district requirements while providing a range of lamp, shield and deflector types to minimize light pollution and trespass. Two sizes of street fixtures are proposed. The 24'-0" street fixture is proposed for Park Edge and Loop Path locations while the 12'-0" street fixture is proposed for Parade Ground and Crescent Drive and MacArthur Lane locations. Both fixtures use single metal halide lamps.
Park Planting is designed to reinforce the concept of an Outdoor Public Room and to strengthen project design goals. The Planting Plan facilitates specific activities, supports plant and species biodiversity, highlights specific site conditions, and complements site structures.

Planting materials reinforce design goals and add significant value to the experiential and aesthetic understanding of the park. Increased biodiversity, creative plant selection and placement results in a wider range of species diversity, plant color and texture and seasonal variety. In doing so, the plan proposes a durable landscape based on native species that do not require a high degree of maintenance.

In combination with park details, and structures, park planting can facilitate the identification of park entry points, park services, active and passive recreation areas, increasing the value of this important community amenity.

Replacement trees planted by the Rotary Club should be transplanted and integrated into the proposed planting plan.
PARK PLANTING
Pond

Elevation View  Buckeye  River Birch

not pictured:
Bottlebrush, Swamp Red Maple

Persimmon  Bald Cypress  Black Tupelo  Black Willow

Scale  1/16" = 1'-0"  118 Park Planting—Pond
not pictured:
Bottlebrush, Sugar Maple, Southern Red Oak, Paperbark Maple

Scale $\frac{1}{16''} = 1' - 0''$ 119 Park Planting—Edge
Elevation View

Shortleaf Pine

Sweet Pecan

Sugar Maple

Black Tupelo

Sugar Hackberry

not pictured:
Shumard Oak, Common Huckleberry

Scale 1/16" = 1'-0" 120 Park Planting—Edge
Implementation

If the Master Plan project is primarily about the ‘why’ and ‘what’ of the future transformation of MacArthur Park and its environs, implementation addresses the building blocks of ‘how’. This section includes Case Studies of three recent urban park renovation projects, a description of potential Funding Instruments, and a discussion of Construction Phasing scenarios.

While it is the recommendation of the design team that efforts to implement the Master Plan be targeted to a single phase, mitigating conditions such as fund raising, general economic conditions and City of Little Rock priorities must be taken into consideration. To date, the MacArthur Park Group in collaboration with the Department of Parks and Recreation have provided critical thoughtful leadership, advocacy and fundraising to bring the park’s planning to this stage. While it may seem a considerable task to bring the project to fruition, it is very important that as the project moves forward the design and implementation is not carried out in an ad hoc or piecemeal fashion.

Implementation begins with organization. There are a number of ways that implementation leadership can be organized and managed. Successful implementation often relies upon a combined effort among dedicated individuals and organizations. Project partnerships may include:

**Conservancy**
A conservancy is a nonprofit membership organization created to preserve / enhance or build parks and/or natural resources often providing an administrator, staff and office expenses to manage the fund raising process. They partner with or augment City or Government entities. They may be dedicated to a single park or in the case of Little Rock’s City Parks Conservancy, to a city wide system of parks. A conservancy’s work is often supported with contributions from individual, corporate, and foundation donors, as well as income earned from operating park bookstores and cafes, publishing educational materials, producing interpretive merchandise, and providing park tours.

**Public / Citizen Advisory Board**
Citizen Advisory Boards are typically a constituent / stakeholder board of volunteer members that play an advocacy and stewardship role in relationship to a single park or initiative. At the present time the MacArthur Park Group serves this function.

**City Parks & Recreation Department**
The City Parks and Recreation Department will be responsible for the administration, management, programming and maintenance and the renovation of MacArthur Park.

The make-up, role and responsibilities of each of the project partners may vary given community needs and project type. Each of the selected case studies describes a different fundraising and partnering scenario. It is certain that the transformation of MacArthur Park will not be accomplished without the cooperation and passion of its constituents and administrators. Once the Park’s transformation is realized, the partnership will be crucial to providing funding and commitment to ongoing park maintenance and stewardship.
The following case studies provide examples of three recent park renovation projects in the geographic region. While none provides a perfect one-to-one match for all issues central to the renovation of MacArthur Park, they do offer a range of models for financing and management. These studies also reaffirm the role that parks play in community revitalization, economic development, neighborhood safety, public health, tourism, education and the arts. The studies also offer insight into the role of government in park renovation and ways in which city administrators, park conservancies and public advocacy groups collaborate on park projects.

**Monroe Park**, Richmond, Virginia is an example of a park with a rich history dating to its founding in 1851. The park is owned and managed by the City of Richmond’s Department of Parks and Recreation with the impetus for park renovation beginning with neighborhood residents and concerned citizens. A citizen’s Advisory Council assists the city with improvement efforts. Funding for park renovation comes from a mix of public and private sources while an endowment for maintenance and future costs is planned.

**Chavis Park**, Raleigh, North Carolina was founded in 1937 but shares a central city location with MacArthur Park. Similar to Monroe Park, the City of Raleigh’s Department of Parks and Recreation oversees management and finance assisted by a Greenway Advisory Board. Proceeds for park renovation come from public sources including general fund dollars via property tax levies, proceeds from bond referenda and facility fees.

**Pack Square Park**, Asheville, North Carolina is located in an area of the city known as Historic Pack Square. Although only six acres, the scale of its renovation and comprehensive approach to funding informs planning for MacArthur Park. Different from other case study parks, Ownership of Pack Square Park is shared by city and county governments while financing is managed by a conservancy whose members represent county, city, neighborhood and business leaders. Park financing has been very successful with the conservancy raising nearly $16.5 million. Ongoing maintenance will be managed through a $2 million endowment.
Monroe Park in the City of Richmond, Virginia occupies nearly eight acres in the core of the city, located roughly one mile northwest from the city’s downtown, State Capitol and City Hall. The recent master planning and the investment program envisioned for the space represent the aspirations of the City and park stakeholders to develop Monroe Park into a centerpiece of the urban core.

History
The history of Monroe Park dates to its 1851 acquisition by the City, intended to provide open space to enhance and attract residential development in its immediate vicinity. Known initially as Western Square, the space served as the City’s fair grounds until fitted as a drilling ground, barracks and military hospital during the Civil War. During the late 1860s, the grounds were rented for use by local baseball clubs. The space became Monroe Park in the early 1870s. During the previous ten years the space had been annexed into the City of Richmond, and neighborhood development ensued around the square. The period lasting until the Second World War and suburbanization is considered the first period of prominence for Monroe Park. In 1951, the City undertook limited improvements to the park, but they would represent the only prominent investments until the 1990s. Maintenance of the park and changing perceptions of its safety prompted discussion of conversion to surface parking, a motel, or right of way for an interstate roadway.

In 1991, the City of Richmond established the Monroe Park Advisory Council and elected to designate the park as a green space in perpetuity. During the early 1990s, the City and Virginia Commonwealth University agreed to a joint agreement on use and maintenance of the park, and planning for the future of the space intensified. The Advisory Council developed and adopted a master plan for the park in 1998, but its findings remained unexecuted. In late 2006, the City and the Advisory Council commissioned an intensive new master plan, adopted in February of 2008, to respond to growing demands for use of the space.

Governance
Monroe Park is owned by the City of Richmond Department of Recreation, Parks, and Community Facilities, and the City is committed to retaining ownership and control. The Monroe Park Advisory Council has been charged with the responsibility of advising the city council about the restoration, revitalization and improvement of the park as Richmond’s centerpiece. Recommendations of the recent master plan process include formation of a conservancy or comparable organization to codify input currently provided by the Advisory Council, and to provide a vehicle for raising an endowment and operating resources.
Financing
The renovation envisioned in the 2008 master plan is anticipated to require an investment of over $9 million over three phases of improvements. To secure funding for planning, lighting upgrades, and tree work, the city council sold a building adjacent to the park and placed proceeds into a dedicated capital fund. The City intends to assemble capital sources on a basis specific to the Monroe Park renovation.

Property and Sales Tax Assessments
Three primary sources of capital funding are envisioned as important levers for renovation: City general obligation bonds, combined with $700,000 in City funds currently in hand for the capital project; a grant from the Garden Club of Virginia, a 501(c)(3) entity that funds open space restorations; and funding from a city line of credit with Bank of America for renovation of city infrastructure, which the City will repay with tax revenues on sales and property in the city. Unlike the Chavis Park model, the discussion around raising capital sources for Monroe Park appears more site-specific, reflected by these three sources. Outside of grant dollars, the park’s capital finance will rely heavily on repayment of debt via property tax levies.

Events Revenues and Sponsorships
Providing enhanced access to the open space for corporate and institutional partners such as universities is one approach raised during the master plan process, as well as sponsorships of specific facilities or spaces. Philip Morris, Circuit City, Brink’s Company, Owens and Minor are corporations headquartered in Richmond, which may be approached to exchange contributions to park operations for rights to stage certain events there. In addition to existing partner Virginia Commonwealth University, several academic and philanthropic institutions may be similarly interested in either events contracts or sponsorship opportunities.

Endowment Income
Prospects for establishing an endowment, likely in the context of a conservancy, are also contemplated in the master plan. Given the historic character of the space and its proximity to downtown Richmond and houses of state and local government, efforts to raise capital for an endowment for maintenance and programming of Monroe Park is among the strongest candidates for long-term operating funds.

Neighborhood Assessments
The City of Richmond is evaluating the formation of an assessment district in the area around Monroe Park. A park assessment district extending to commercial or all property within a given distance from the park is an approach used to significant effect in other communities including nearby Washington, D.C.

Conclusion
An analysis of the planned renovation of Monroe Park reveals an effort to revitalize an historic downtown park primarily with existing city sources and prospective localized alternatives such as sponsorship revenues.
Introduction and Rationale
Chavis Park is an urban park in Raleigh, North Carolina, which dates to 1937. Today, Raleigh is a growing, vibrant city with close economic and social connections to Durham, located roughly twenty miles to the northwest. In 2008, Raleigh was ranked #1 in the list of “best places for business” by Forbes magazine. Positioned ½ mile from downtown Raleigh, Chavis Park was developed with Federal funds primarily to serve the City’s African-American citizens. Today, it serves residents as a prominent open space in the city’s center.

Chavis Park serves as an appropriate analogue for MacArthur Park in several respects. It is located in the heart of Raleigh, occupying a place as one of two primary urban parks in the city, along with nearby Pullen Park. Its historic character, though arguably less storied than MacArthur, also represents a commonality. In a modern sense, the use of multiple funding sources for its improvement and maintenance serves as a useful model for planning at MacArthur Park.

History
The park’s namesake is John Chavis, a college-educated freeman, veteran of the Revolutionary War, educator and minister in Raleigh, who founded a school on a site near the current park. Initial investments in his eponym included a stadium facility, swimming pool and the Herschell Carousel, a 1920s-era structure remaining in service today and under consideration for addition to the National Register of Historic Places. During the early period of American involvement in the Second World War, African-American soldiers were quartered in the park. In 1950, the park was conveyed from the State of North Carolina to the City; ten years later, a community center was opened. In the 1970s and again in 1994 and 1999, the park became the subject of a master planning process to respond to changing demands for its use.

Governance
The City of Raleigh is the primary steward of the park, among a multitude of neighborhood parks and community centers. The Department of Parks and Recreation oversees management and finance on a systemwide basis. The City is joined by a citizen advisory body, the Parks, Recreation and Greenway Advisory Board, composed of appointees by the mayor, city councilors and at large. The Board is a very active partner in strategic planning and allocation of the financial resources described below.
Financing
Funding for Chavis Park and other assets in the system is provided via three primary sources: General fund dollars collected as a portion of the City’s property tax levy; proceeds of bond referenda regularly held; and facility fees collected during the development process. Broadly, this year’s budget for Raleigh parks consists of $25 million in bond proceeds, $5 million in general-fund support, and $2 million in facility fees.

Bond Proceeds
The Raleigh electorate has approved bond referenda for parks six times since 1986; the most recent election, held in 2007, authorized a bond sale providing $88.6 million for a four-year program of park improvements and operations. The recent ballot item provided specific detail on intended uses of proceeds, including development of twenty-six miles of greenway along the Neuse River. The 2003 referendum provided resources to relocate the Herschell Carousel to an enclosed building to continue operation in a protected environment. Other recent improvements funded with bond proceeds at the park include a renovated walking track and swimming pool.

General Fund
Like many U.S. communities, the City of Raleigh includes revenue for its parks in the property tax levy. This source represents roughly 15% of the annual parks system budget in the City. A common source and one under stress in many cities, the property tax levy does not represent an innovative prospective source for MacArthur Park.

Facility Fees
The City of Raleigh provides revenue to the Department of Parks and Recreation via its open space fee charged for new residential development, which is one of two facility fees assessed during the permitting process. This approach recognizes the impact of increased demand for open space from additional development, and provides meaningful revenue as well.

Open space fees are determined on two bases—by location in one of four zones in the city, and by whether units to be constructed are single- or multi-family. Per-unit fees range from $672 for multifamily units in the city’s southwest quadrant, to $1,129 for single family units located in the northwest quadrant.

Conclusion
The ongoing renovation and operation of Chavis Park represents reliance on a systemwide model of finance, which has served the City and its core urban parks well. Establishing consistent funding streams via property tax levy, park referenda with clearly defined objectives, and development fees allows Raleigh to maintain a high level of stewardship for its system, including historic Chavis Park.
Introduction and Rationale
Pack Square Park was described this month as the crown jewel of downtown Asheville by a local booster. Just over six acres, Pack Square Park is today the focus of a $20 million redevelopment effort involving the public, private and philanthropic sectors, at the helm of which is an effective conservancy. The role of this entity, and the comprehensiveness of the renovation, are primary bases for including Pack Square Park as a case study for MacArthur Park.

History
Starting in the 1820s, the Buncombe Turnpike, an important north/south trading route extending over 75 miles, crossed through Asheville, where it intersected with an east/west route in the western end of modern-day Pack Square Park. This area, known as “Historic Pack Square,” became the site of the first county courthouse.

Pack Square inherited its name from George Wills Pack, a local philanthropist who in 1901 donated land for relocation of the city courthouse from the site now occupied by the park, to a nearby alternative. In exchange, Pack called for a commitment to hold the former courthouse site as public open space in perpetuity.

During the twentieth century, the park – highly sensitive to real estate conditions manifested in the property that surrounded it – rose and fell with business cycles. While discussed periodically, the substantive improvement of Pack Square Park did not take root until 1999, when faulty sewer infrastructure under the park forced the question of renovation.

Work has been underway on Pack Square Park since 2005, and is expected to reach completion in the spring of 2009.

Governance
The ownership of the park has been described as a “patchwork of separate and joint ownership” by the City of Asheville and Buncombe County. In 2000, during early discussion of the renovation, the Pack Square Conservancy was formed to support the park’s role as a public square and park. The Conservancy has been charged with raising both capital and endowment resources for the park, at which it has been notably successful: Of a $20 million construction budget, the Conservancy has to date raised $16.5 million.
The Conservancy itself is represented by a board with members in the private, public and nonprofit sectors. The board is required to include a representative from each of the following organizations: Asheville City Council, Buncombe County Commissioners, Asheville Parks & Recreation Advisory Board, Asheville Downtown Commission, North Carolina Arboretum and Buncombe County Tourism Development Authority. Numerous private-sector members also currently serve on the Conservancy board.

Financing
The Pack Square Conservancy has pursued a capital campaign in recent years to meet the $20 million construction budget. The capital sources currently in hand include:

Public Capital
• $3.9 million from the Federal government;
• $2.0 million from Buncombe County;
• $140,000 from the State of North Carolina; and
• $75,000 from the City of Asheville.

Private Capital
• $4.9 million from individuals;
• $4.6 million from foundations;
• $825,000 from local and regional businesses.

Operating
The Conservancy continues to pursue the goal of building an endowment of $2 million. The organization has signed agreements with the City of Asheville and Buncombe County, binding these two public entities to responsibility for ongoing park maintenance. Earnings from the Conservancy endowment will finance capital repairs in the park and square.

Following the opening of the park in 2009, the Conservancy will manage a separate operating budget, and will be responsible for an ongoing fundraising program. Funds raised will support operating expenses and programming in addition to primary park activities currently provided by the City.

Conclusion
The prominent role of the urban park conservancy in Asheville is effective but not unique: The Pittsburgh Parks Conservancy, Louisville Olmsted Parks Conservancy and the Prospect Park Alliance represent strong models of conservancies willing and able to inject consistent, material funding into public parks systems.

In addition to the positive role of private funding raised by conservancies, the organizations frequently stimulate involvement and interest by citizens and businesses in the quality and long-term future of their park spaces. The rise of the Pack Square Conservancy is a strong example of the flexibility and potential of this type of institutional advocate.
MACARTHUR PARK
Little Rock, Arkansas

![Figure 1](Image)
"The Old Barracks in City Park"
Little Rock, Arkansas, ca. 1910

![Figure 2](Image)
"9th Street / Arkansas Museum of Military History Entry, View South"

![Figure 3](Image)
"Parking Area, View South"

![Figure 4](Image)
"Vision Plan"

Figures 2–4 Excerpted from the Connections: MacArthur Park Master Plan, December 2008 by Conway+Schulte Architects

<table>
<thead>
<tr>
<th><strong>City Population:</strong></th>
<th>187,452</th>
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<tr>
<td><strong>Metro Population:</strong></td>
<td>666,401</td>
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<tr>
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<td><strong>Park Size:</strong></td>
<td>32 acres</td>
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<td><strong>Const. Budget:</strong></td>
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</table>
| **Financing:**       | Property & Sales Tax Assessments
|                      | General Obligation Bonds
|                      | Tax Increment Financing
|                      | Events Revenue and Sponsorships
|                      | locally based corporations & institutions
|                      | Endowment Income
|                      | Facilities Fees
| **Masterplan:**      | December 2008 |
| **Governance:**      | City, Parks & Recreation Commission, Conservancy |
Funding instruments for park development and renovation fall into four broad categories: Municipal, Federal, Foundation and Sponsorships. Funding for individual park projects is usually provided through a combination of funding sources. A diversity of sources is desirable to diversify financial streams and to call on multiple constituencies for support.

A source of public funding that may be of particular import includes the Federal Transportation Bill, SAFETEA-LU. Expiring in 2009 and requiring reauthorization, debate around this source is widely expected to lead to a departure in the kinds of projects the USDOT will fund, how, and subject to what requirements. Still, the final fiscal year of the existing legislation may offer some opportunities for funding through the following provisions. There may be potential funding for MacArthur Park planning through these sources, particularly given the heavy impact of the two interstate corridors adjacent to the park and segregating it from much of the city’s fabric.

(Sec. 1107) Directs the Secretary to set-aside for each fiscal year 1.25% (currently, 1%) of federal-aid highway funds for Interstate maintenance, national highway system, surface transportation, congestion mitigation and air quality improvement, and highway bridge replacement and rehabilitation programs to carry out metropolitan planning.

(Sec. 1117) Requires the Secretary to allocate funds to states, metropolitan planning organizations (MPOs), local governments, and tribal governments to carry out eligible projects to integrate transportation, community, and system preservation plans and practices.

(Sec. 3021) Authorizes the Secretary to award a grant or enter into a contract to carry out a qualified project to provide alternative transportation in National Parks and other federal public lands (by bus, rail, or any other publicly or privately owned conveyance that provides the public general or special service on a regular basis, including sightseeing service, and by non-motorized transportation systems such as facilities for pedestrians, bicycles, and non-motorized watercraft).

Community Development Block Grant (CDBG) funding is also eligible for planning efforts.

Private Sources of funding may also be an option and could include efforts similar to those that produced the Medical Mile by partnering with the health care community to continue planning for MacArthur Park. The case linking obesity prevention to urban design generally has become much stronger in recent years. If advocates can present the case that continued planning for MacArthur Park will entail programmatic planning for a range of age groups to get more exercise, this could be a powerful case for more funding. Contributions from Heart Clinic Arkansas or local foundations could be used to attract a match from the state.

Whichever fundraising and management model is used, the Master Plan provides necessary information to commence fundraising efforts. A second and later, phase of planning and project design could be rolled into the first year’s conservancy budget. Pack Square Park in Asheville (see section 7, Implementation; Case Studies, p. 124-131) and Discovery Green in Houston present compelling examples using this approach.
Municipal bonds are bonds issued by states, cities, counties and other public entities to raise money to finance their operations or to pay for projects such as hospitals, schools, power plants, etc. Most park projects use General Obligation bonds to finance new construction and/or renovation projects. General Obligation bonds provide capital for public projects, and are generally repaid over a period ranging from two to twenty-five years. By issuing “general obligation” bonds, a public entity agrees to use its authority to levy taxes for repayment of the bonds. The municipal issuer repays the bonds with funds raised by taxes, fees or property sales.

Tax Increment Financing or TIF is a public financing method used for redevelopment and community improvements in forty-nine states, including Arkansas. TIF “captures” property tax revenue generated by appreciation around a renovation or redevelopment project. These revenues are then used to repay obligations that financed elements of the redevelopment in the first place. The increased tax revenues are the “tax increment.” Tax Increment Financing dedicates tax increments within a certain defined district to finance debt issued to pay for the improvement. TIF is designed to direct funding toward improvements in distressed, polluted or underdeveloped areas or in localities where public projects may not be affordable.

Facilities Fees are implemented by local governments to assist in payment for a portion of the costs that new development may cause. They are generally considered to be a charge on new development to help fund and pay for the construction of needed expansion of offsite capital improvements. These fees are usually implemented to help reduce the economic burden on local jurisdictions dealing with population growth within the area.

Park Foundations/Conservancies Depending on the type of foundation (public or private) they may support land donation, acquisition, facility development, equipment purchase and ongoing maintenance. Foundations support and provide an important service—management of the fundraising process.

Sponsorships, Naming Rights, Advertisement Sales and/or Merchandise Sales support parks with income generated from event or activity sponsorships, naming rights, advertising rights or merchandise offered. These services are generally established through negotiated contracts for specific periods of time.

SAFETEA-LU Federal Transportation Legislation: The stated intent of existing Federal legislation, is clear: Alternative modes of transportation and travel are to be considered, analyzed, planned for, and implemented. The reauthorization of the SAFETEA-LU legislation in 2009 is expected to further emphasize provisions that may have direct application to the renovation of MacArthur Park such as bicycle and pedestrian transportation (trails, signage, sidewalk improvements, etc), and infrastructure and non-infrastructure related activities (traffic-calming, transit connections to parks, bus shelters, landscaping and other scenic beautification, street lights and speed reduction improvements, and traffic diversion improvements within 2 miles of a school).
CONSTRUCTION PHASING

During the Visioning Phase (see Schedule, p. 4) the scope of the Master Plan included MacArthur Park, connections to surrounding districts, and an area south of I-630 including Rockefeller Elementary School. For the purpose of Construction Phasing and Cost Estimation, the Master Plan Design Phase limits the Scope of Work to the immediate boundaries of the park as illustrated in Single Phase (p. 136).

Single Phase

Three phasing options and corresponding construction timelines were provided for discussion in breakout sessions with Phase III workshop attendees and project leaders. The Design Team recommended a single-phase approach to the project. This approach was also preferred by public consensus and project leaders.

While a single-phase approach requires a significant commitment and concerted effort to raise necessary funds, the benefits of pursuing this approach are many.

1. **Reduced Cost.** Single-phase projects eliminate multiple mobilization, financing and permitting fees. These projects also reduce the possibility for increases in material and / or labor costs over time.

2. **Park Details and Planting.** Park details, planting, and materials, are installed at the same time reducing the effects of wear and weathering.

3. **Park Infrastructure.** Park infrastructure is installed, connected and operational at the same time. This lessens infrastructure costs, eliminates the need for temporary infrastructure and / or its relocation due to phasing.

4. **Financing Costs.** Financing costs are reduced when based on a single-phase construction project. Single-phase projects also eliminate the need to return to contributors, grant agencies or the public for continued funding.

5. **Disruption.** Disruption to park use and on-site institutions is minimized.

6. **Surrounding Districts.** Because the project is a catalyst for the development of the neighborhood and surrounding districts, a single-phase project maintains momentum and builds investor confidence in the development of surrounding districts.

Path to Place

The consideration of alternative phasing scenarios was used to clarify project priorities and concerns. The clear second choice by workshop attendees was the Path to Place phasing alternate. This scheme is a graduated three-phase proposal that builds from the edge of the park to the interior. The edge-first construction makes investment and improvements to the park visible to visitors and residents. Edge development would include Loop Path and Park Details (lighting, furnishings, planting, etc.) to facilitate increased use and cultivate support for future phases.
Challenges to a phased solution include:

1. **Loss of momentum.** Phasing can result in a loss of momentum and advocacy over time. Changes in city administration, conservancy staff or advocacy groups may also result in a loss of design integrity and subsequent increases in the cost of work. Park renovation has a reduced impact for visitors, residents and administrators if construction is phased over a long period of time.

2. **Park Details and Planting.** Park details and materials mature and age differently and can be difficult to match if installed in different time periods. This fact may be most exaggerated when dealing with landscape materials and park planting.

3. **Patterns of Use.** Disruption in patterns of use caused by delays and / or phasing may reduce the number of visitors to the park as well as to on-site institutions.

4. **Park Infrastructure.** In multi-phase projects infrastructure installation may result in widespread demolition and construction greatly disrupting or causing a cessation in park use. Park infrastructure may also require temporary installation or relocation that could affect patterns of use, and increase renovation cost.

5. **Financing Costs.** Financing costs are increased in multi-phase construction projects. These projects also may require multiple financing applications increasing staff and administrative costs. Phased projects often require the participation of a larger number of contributors, grant agencies, etc.

6. **Surrounding Districts.** If the renovated park is expected to serve the recreation needs of an increased resident population, delays in park renovation may have negative effects on the development of residential, commercial and transit development in surrounding districts.
**ONE PHASE (100% of project)**

(Construction staged by contractor)

- A. North Lawn and Crescent Drive
- B. East Edge
- C. West Edge
- D. Entry Court
- E. East Lawn
- F. Pond and Amphitheatre
- G. MacArthur Lane
- H. Freeway Bosque
- Concurrent city project — MacMath Boulevard improvements

---

**SINGLE PHASE**

<table>
<thead>
<tr>
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<th></th>
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<tbody>
<tr>
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<tr>
<td>Fund Raising</td>
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<tr>
<td>Archeological Research/Review and Oversight</td>
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</tbody>
</table>

---

120th Anniversary of MacArthur Park
100th Anniversary of Fine Arts Club
175th Anniversary of Tower Building
MacArthur Park Grand Opening

---

134 Construction Phasing
PHASE 1 (12% of project)
A North Lawn–sidewalk, lighting and furnishings
B West Edge–sidewalk, lighting and furnishings
C East Edge–sidewalk, lighting and furnishings
D MacArthur Park Drive–northern walk, lighting and furnishings
E Concurrent city project–MacArthur boulevard improvements

PHASE 2 (34% of project)
A North Lawn and Crescent Drive
B East Edge–landscape rooms, recreation area, memorial walk
C West Edge–sculpture garden, Firehouse Hostel and Museum, parking
D MacArthur Lane—street, sidewalk and plantings

PHASE 3 (54% of project)
A North Lawn–Amphitheatre
B East Lawn
C Entry Court
D Freeway Bosque

PHASE I
Design
Fund Raising
Archaeological Research/Review and Oversight
Bidding and Contractor Selection
Construction
Because the role of the Master Plan is to describe a vision for a renovated MacArthur Park, cost estimation is necessarily a complex task whose difficulty is only increased within the context of current market conditions. At best, estimates of construction cost in the Master Plan phase must be considered a benchmark for further study. Costs included in this document—labor, material, systems, equipment and products—are based on the experience of design team members in other park, landscape and architectural projects.

The Master Plan document was prepared using available information provided by the City of Little Rock Parks and Recreation Department. Civil engineering surveys, building or system evaluations, traffic studies, site and/or geological testing methods were not included in the Master Plan contract. Park site or building conditions revealed, through these or other methods could also affect costs.¹

Line item costs are based on project components as shown in the in the Master Plan. While every effort has been made to include all elements within the scope of the Master Plan (see project scope, p. 27), variations in amount, quality, manufacturer, availability, energy and labor costs may affect estimates of construction cost. Project scheduling, construction phasing, financing costs, site remediation, historical or archaeological studies and market forces, etc. could also play a significant role in the final cost of the project.

Based on available information, the Master Plan recommends that a 4% yearly construction cost inflation factor be used in planning future construction costs. Design Costs are not included in the estimate of construction cost.

**AHTD Property**
The Arkansas State Highway and Transportation Department owns property between the MacArthur Park pond and I-630 right-of-way (see Scope Plan, p. 27). Public comments received in project workshops recommended that Master Plan elements on AHTD property be included in park planning and design. Master Plan elements on AHTD property are included in the Estimate of Construction Cost.

**Elements External to the MacArthur Park Master Plan**
The following elements were included in the Visioning Phase (Phase II) of the Master Plan based on discussions with community members in the context of public workshops. While these elements compliment the Master Plan and may be constructed at a later date, they have not been included in the Implementation section of the Master Plan. For a further description of these elements (see Master Plan Scope p. 27).

**Observation Bridge**
**Freeway Arbor**
**McMath Boulevard**

¹Zurich in North America, Cost Trends, http://www.zurichna.com/zna/online-services/online_agent/cost_trends.htm, “The most recent survey of construction costs showed an average increase of about two percent over the last six-month period. It is anticipated that the rate of increase will accelerate over the next six months as high energy costs and world demand for materials pushes costs ever higher.” (January, 2009)
## CONSTRUCTION COST ESTIMATE

### North Lawn

<table>
<thead>
<tr>
<th>Category</th>
<th>Item Description</th>
<th>Unit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition</td>
<td>demo surface materials - asphalt</td>
<td>s.y.</td>
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<tr>
<td></td>
<td>demo surface materials - crushed stone</td>
<td>s.y.</td>
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<tr>
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<td></td>
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<td>surface materials - concrete</td>
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<td></td>
<td>curbs</td>
<td>l.f.</td>
<td>853.6</td>
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<td>retaining wall (segmented concrete units w/gre)</td>
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<td></td>
<td>sloped lawn (seeded)</td>
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<td>benches (6’ long bench with back and side arms)</td>
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<td>signage</td>
<td>ea</td>
<td>3.0</td>
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<td></td>
<td>light fixtures - street light</td>
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<td></td>
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### Fountain

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<tbody>
<tr>
<td></td>
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<td></td>
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### East Edge

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<tbody>
<tr>
<td>Demolition</td>
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<td></td>
<td>demo Light Fixtures</td>
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<td></td>
<td>relocate trees</td>
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<td>Design</td>
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<td></td>
<td>surface materials - concrete</td>
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<td>curbs</td>
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<td>trees (2.5’ B&amp;B deciduous or 8’ ht. conifer)</td>
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<td>benches (6’ long bench with back and side arms)</td>
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### Play Space

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</thead>
<tbody>
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<td>Earthwork</td>
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<td></td>
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### Memorial Walk

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<td>Earthwork</td>
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<tr>
<td>New Construction Site</td>
<td>surface materials - crushed stone</td>
<td>s.f.</td>
<td>672.9</td>
</tr>
<tr>
<td>Design</td>
<td>benches (6’ long bench with back and side arms)</td>
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<td>7.0</td>
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<tr>
<td></td>
<td>signage</td>
<td>ea</td>
<td>2.0</td>
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<tr>
<td></td>
<td>light fixtures - street light</td>
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### Active Recreation

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<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
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<td>demo surface materials - concrete</td>
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<td></td>
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<td>demo benches</td>
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<tr>
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<td>s.f.</td>
<td>2,000.0</td>
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<tr>
<td></td>
<td>surface materials - tennis surface (concrete)</td>
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<td>1,667.6</td>
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<td>signage</td>
<td>ea</td>
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<td></td>
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### Restrooms (3)

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<th>Unit</th>
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<tbody>
<tr>
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<td></td>
<td>signage</td>
<td>ea</td>
<td>6.0</td>
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<tr>
<td></td>
<td>light fixtures - street light</td>
<td>ea</td>
<td>12.0</td>
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<tr>
<td></td>
<td>exterior mounted water fountains</td>
<td>ea</td>
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<tr>
<td></td>
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<td>300.0</td>
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### Total

- **North Lawn Subtotal:** 732,167.62
- **East Edge Subtotal:** 661,970.54
- **Memorial Walk Subtotal:** 62,363.25
- **Active Recreation Subtotal:** 170,599.38
- **Restrooms (3) Subtotal:** 414,300.50

**Total:** 1,457,952.69
## Construction Cost Estimate

### East Lawn

<table>
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<th>Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition - demo surface materials - asphalt</td>
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<tr>
<td>Demolition - demo buildings or structures</td>
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</tr>
<tr>
<td>Demolition - Light Fixtures</td>
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<td></td>
<td>11.0 ea.</td>
</tr>
<tr>
<td>Demolition - Re家属 trees</td>
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<td></td>
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<tr>
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<tr>
<td>New Construction Site Design</td>
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</tr>
<tr>
<td>Surface materials - crushed stone</td>
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<td>5006.9 s.f.</td>
</tr>
<tr>
<td>Trees (2.5' B&amp;B deciduous or 8' ht. conifer)</td>
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<td></td>
<td>15.0 ea.</td>
</tr>
<tr>
<td>Benches (6' long bench with back and side arms)</td>
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<td>4.0 ea.</td>
</tr>
<tr>
<td>Light fixtures - street light</td>
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<td></td>
<td>4.0 ea.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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### Parade Grounds

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<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
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<tbody>
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<td>Demolition - release monuments</td>
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<tr>
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<td>27792.2 s.f.</td>
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<tr>
<td>Signage</td>
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<td></td>
<td>2.0 ea.</td>
</tr>
<tr>
<td>Light fixtures - street light</td>
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<td>4.0 ea.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</table>

### East Lawn Subtotal                           |          |      | $300,168.69 |

### West Edge

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition - demo surface materials - asphalt</td>
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<td></td>
<td>8726.5 s.y.</td>
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<tr>
<td>Demolition - Light Fixtures</td>
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<td>12.0 ea.</td>
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<tr>
<td>Earthwork - Site Prep - landscaping/lawnscapes</td>
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<td>188864.4 s.f.</td>
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<tr>
<td>Infrastructure - garden (2'-3' depth)</td>
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<tr>
<td>Infrastructure - access driveways/parking areas (select fill)</td>
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<td>17257.1 c.y.</td>
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<tr>
<td>Emergency exit doors (3'-6' depth)</td>
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<td>7896 c.s.f.</td>
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<td>New Construction Site Design</td>
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<tr>
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<td>7636.0 s.f.</td>
</tr>
<tr>
<td>Surfacing</td>
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<td></td>
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<tr>
<td>Landscape edging</td>
<td></td>
<td></td>
<td>1266.1 t.</td>
</tr>
<tr>
<td>Trees (2'-5' B&amp;B deciduous or 8' ht. conform)</td>
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<td>34.0 ea.</td>
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<tr>
<td>Signage</td>
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<td></td>
<td>9.0 ea.</td>
</tr>
<tr>
<td>Light fixtures - street light</td>
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<td></td>
<td>4.0 ea.</td>
</tr>
<tr>
<td>Trees</td>
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<td>5000.0 s.f.</td>
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<tr>
<td>Emergency exit doors (3'-6' depth)</td>
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<td>1.5 ea.</td>
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### Firehouse Hostel

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<tr>
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<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
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<td></td>
<td></td>
<td>1999.1 s.y.</td>
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<tr>
<td>Earthwork - Site Prep - drives</td>
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<td>17372.1 s.f.</td>
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<tr>
<td>New Construction Site Design</td>
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### West Edge Subtotal                           |          |      | 1,206,275.77 |

### Parking

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<th>Unit</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Earthwork - Site Prep - Drives</td>
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<td>17372.1 s.f.</td>
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<tr>
<td>New Construction Site Design</td>
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</tr>
<tr>
<td>Surface materials - asphalt</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td></td>
<td></td>
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<tr>
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### Entry Court

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<tr>
<td>Demolition - demo surface materials - asphalt</td>
<td></td>
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<tr>
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<td>Surfacing</td>
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<td>Trees</td>
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**Total Costs:**

- **East Lawn Subtotal**: $300,168.69
- **West Edge Subtotal**: $1,206,275.77
- **Total Costs**: $1,506,444.46
# Construction Cost Estimate

## Pond & Amphitheater

<table>
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<tr>
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</thead>
<tbody>
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</tr>
<tr>
<td>demo surface materials - concrete</td>
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<tr>
<td>demo Light fixtures</td>
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## Band Shell

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<td>ea</td>
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<td>light fixtures - street light</td>
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## Pier

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## Pond

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## MacArthur Drive

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## Freeway Bocce

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<td>demo surface materials - wood chips, sand, or dirt</td>
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**Base Costs Total: 15,835,845.37**

- Materialization, General Overhead, Profit & N/A: 1,231,128.18 (15%)
- Design Contingencies: 1,231,128.18 (15%)
- Probable Construction Bid: 17,461,065.02 (15%)
- Construction Contingencies: 1,720,063.75 (15%)
- Total Cost: 19,187,147.77 (20%)

**Pond & Amphitheater Subtotal:** 3,779,443.58

**MacArthur Drive Subtotal:** 506,397.82

**Freeway Bocce Subtotal:** 533,667.82

**Total:** 8,729,408.22

*Includes in base costs*
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<td>Light fixtures - bollard</td>
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CONNECTIONS: MACARTHUR PARK MASTERPLAN