

# 7

## CAPITAL IMPROVEMENT AND FUNDING PLAN

## 7.1 CAPITAL IMPROVEMENT PLAN OVERVIEW

One of the primary responsibilities of Indy Parks administration is to preserve and protect existing park system assets. This priorities and action schedule outlined in this section detail the projection of physical improvements to the park system for the 2023-2027 scheduled project activities. The community engagement process for this Plan found that community members desire high-quality, well-maintained, and equitably distributed parks and facilities. With this in mind, a comprehensive Capital Improvement Plan (CIP) will need to provide necessary funding for the ongoing capital maintenance or replacement of existing assets, outlined in the following tables. The recommendation of completion of a comprehensive CIP should be developed and implemented as a working document, updated at least annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs.

The total cost of capital improvement needs for the system far exceed the revenue projections from current funding streams. This Capital Improvement Plan is based on critical needs that have an allocation of \$5.8M annually for the next five years. Indy Parks uses data, tools, and resources to make informed, equitable decisions to invest in new and upgraded parks, facilities, and assets. The Combined Race-Income Index tools and maps, developed using census data combining median household income and race demographics of Indianapolis, helped to identify an equitable true needs assessment to inform where investments are most needed.



In addition to the annual CIP budget, Indy Parks has received the following grants, marking a historic investment in the parks system through grants and external funding sources:

### Lilly Endowment Grant

In late 2022, the Lilly Endowment granted \$80 million towards improvements across 42 parks in the Indy Parks system. The parks selected for funding were prioritized for upgrades based on community input, an equity lens, and likely impact due to usage rates. The equity lens was informed by a recent assessment of park amenity conditions and a vulnerability index determined by census blocks associated with a particular park. The community engagement, project design, and construction schedule will run through 2025. The total grant award represents 14 times the annual Parks capital budget.

### Circle City Forward Initiative

In February 2021, Mayor Joe Hogsett announced a \$45 million investment into Indy Parks facilities through the Circle City Forward initiative. The plan set aside \$20 million for Frederick Douglass Park's new family center, \$11 million for upgrades to Riverside Regional Park, and \$7 million for Grassy Greek Park and Krannert Park. In addition to the Circle City Forward Initiative, the City has established funding priorities for park investments, committing an additional \$67 million in funds dedicated to parks projects. The City is also leveraging an additional \$862 million in Department of Public Works and Department of Metropolitan Development funds for various infrastructure and development projects within a half-mile of the parks.

### American Rescue Plan Act

Announced by Mayor Joe Hogsett in October 2021, Indy Parks will use \$16.7 million in federal funding from the American Rescue Plan Act to transform its playgrounds. 28 playgrounds in 26 parks have been selected as part of this project.

The following pages outline the 2023-2027 capital needs that have been identified to support the Plan. Each of the park improvement projects detail the project number, project name, description, activity (e.g. planning, design, construction, land acquisition, or miscellaneous), the anticipated local CIP cost amount, and other funding amounts.



## 7.2 CAPITAL IMPROVEMENT PLAN

**2023**

Project Number	Project Name	Description	Activities				Local CIP Cost Amount
			Planning	Design	Construction	Miscellaneous	
2023 Anticipated Project Costs							
Aquatic/ Pools							
PA-17-065	Andrew Ramsey Splash Pad Renovation	Renovate Splash Pad with new amenities and mechanical components.			X		\$ 526,854
PA-21-011	Windsor Village Splash Pad Chemical Storage [JOC]	Install Chemical Storage Equipment and Enclosure to Automate Splash Pad Usage.			X		\$ 131,248
PA-21-011	Windsor Village Fencing [JOC]	Remove Concrete Barriers and Install New Fencing by Chemical Storage Enclosure			X		\$ 18,752
Buildings							
PA-23-XXX	Eagle Creek Earth Discovery Center [JOC]	Paint, Caulk, and Replace Damage Facia Boards			X		\$ 75,000
PA-22-011	Southeastway Park Nature Center [JOC]	Replace Entrance Steps and Railing			X		\$ 125,000
PA-23-XXX	Krannert Family Center CO#2	Additional cost for changes Oct-Feb			X		\$ 200,000
PA-23-XXX	GPAC Canopy Repair [JOC]	Repair fascia boards and structural members			X		\$ 65,288
PA-22-012	Thatcher Park Family Center	Building Interior and Exterior Repairs - Design and Phase 1 Construction		X	X		\$ 270,000
PA-22-012	Thatcher Park Family Center	Install Gym Curtain Like Broad Ripple		X	X		\$ 30,000
PA-23-XXX	Frederick Douglass - FF&E	Furniture Consultant to assist with procuring furniture for new center		X	X		\$ 19,250
Facilities							
PA-23-XXX	Roof Drain Repairs [JOC]	Reconfigure roof drains and flashing at Ellenberger locker room			X		\$ 17,004
PA-23-XXX	Roof Drain Repairs [JOC]	Reconfigure roof drains and flashing at Ranger station			X		\$ 50,000
PA-23-XXX	Park Courts Color Coating	Parks Alliance Funding Riverside Tennis Courts, Gardner, Carson Basketball			X		\$ 132,702
PA-23-XXX	Parking Lots Striping and Wheel Stops [JOC]	Sealcoat, stripe and add wheel stops to Kuntz	X	X			\$ 58,400
PA-23-XXX	Parking Lots Striping and Wheel Stops [JOC]	Sealcoat, stripe and add wheel stops to IWSP	X	X			\$ 93,900
PA-23-XXX	Parking Lots Striping and Wheel Stops [JOC]	Sealcoat, stripe and add wheel stops to Northwestway and others as budget allows	X	X			\$ 159,500
PA-23-XXX	Park Facilities - HVAC Various Buildings	HVAC Replacements - Unforeseen Breakdowns	X	X			\$ 89,089
PA-23-XXX	Garfield Conservatory Swamp Coolers	Replace Duct work on 7 Swamp Coolers			X		\$ 24,682
PA-23-XXX	Thatcher Dehumidification Unit	Replace water coil for pool unit	X	X			\$ 20,265
PA-23-XXX	Park Facilities - Public Safety Upgrades	Install Security Cameras, HVAC Controls & Locks	X	X			\$ 51,500
PA-23-XXX	Thatcher Family Center Testing	Keramida to test various materials in the basement				x	\$ 2,250
PA-23-XXX	Security Cameras	Perry, Gustafson and Windsor Village demo projects with Johnson Controls			x		\$ 71,250
PA-23-XXX	Krannert Family Center	Sonitrol security for renovated Family Center			x		\$ 6,705
PA-23-XXX	Indy Urban Acres Power	Upgrade power service line to 200A				x	\$ 10,186
PA-23-XXX	Garfield Arts Window Shades	Add shades to windows at Arts Center Gallery				x	\$ 19,000
PA-23-XXX	Exterior Lighting Upgrades	Replace exterior lighting with LED at various facility locations				x	\$ 78,482

Project Number	Project Name	Description	Activities				Local CIP Cost Amount
			Planning	Design	Construction	Miscellaneous	
Sitework							
PA-23-XXX	Forest Management Activities	Planned and Emergency Tree Maintenance Activities	X				\$ 200,000
PA-23-XXX	Landscape Management Activities	Planned Landscape Beatification and Ecologic Restoration Activities	X				\$ 200,000
PA-23-XXX	Washington Park Invasive Removals	Ecologic clearing and invasive removals around Washington Park	X				\$ 50,000
PA-23-XXX	Whispering Hills Monitoring	Replace damaged sampling well	X				\$ 6,860
PA-22-014	Wes Montgomery Basketball Court Pavilion	Cover four basketball courts, color coated and stiped			X		\$ 1,064,000
PA-23-XXX	Wes Montgomery Splash Pad & Site Improvements	Site Improvements for Wes Montgomery Anniversary Celebration			X		\$ 200,000
PA-22-XXX	Bethel Park Football Fields	Design field, parking and shelter			X		\$ 767,298
PA-22-XXX	Rev Charles Williams CO#1	Additional cost for drainage permit changes			X		\$ 186,961
PA-22-XXX	Riverside Promenade CO#2	Remove trees along Burdsal, repave parking areas, add connection to Colts course			X		\$ 85,000
PA-22-XXX	Krannert Water Line CO#1	Add fire hydrant and additional thrust blocks per CEG inspector			X		\$ 16,580
PA-18-124	Eagle Creek Dog Park - Improvements	Install Dog Park Water Meter Install Donated Kiosk at Dog Park Entrance			X		\$ 25,000
PA-23-XXX	Smock Dog Park [JOC]	Add permanent power to dog park gates			X		\$ 28,459
PA-23-XXX	Chuck Klein Parking Lot Lights [JOC]	Add lights to parking lot			X		\$ 137,565
PA-23-XXX	Eagle Creek Dog Park Fence - CO#1	Change gates from 8' to 10' for mowing requirements			X		\$ 2,302
PA-23-XXX	Krannert Water Line [JOC]	Upsize water line for code requirements			X		\$ 50,000
PA-23-XXX	Kuntz Bleacher Demo [JOC]	Demolish and remove concrete bleachers			X		\$ 123,309
PA-23-XXX	Riverside Adventure Park	Tree removals for project			X		\$ 37,480
PA-23-XXX	Mayor's Garden Waterline	Install new water line at Tibbs Mayor's Garden			X		\$ 34,000
PA-23-XXX	Eagle Creek Entrances	CHA add service for additional survey & geotech work	X				\$ 14,127
PA-23-XXX	Bethel Park Football Fields	Browning Day add service for electrical engineer	X				\$ 4,500
PA-23-XXX	Charles Williams Park	Browning Day add service for additional engineering required	X				\$ 10,840
PA-23-XXX	Eagle Creek Beach	Repair undermined sidewalk collapse			X		\$ 42,050
PA-23-XXX	Monon Caboose	Demo and clean up site after caboose is removed			X		\$ 40,000
Playgrounds							
PA-23-XXX	Stout Field Recumbent Cycle	Replace damaged fitness equipment			x		\$ 6,743
PA-23-XXX	Purchase Grilles	Purchase replacement grills for various parks				X	\$ 17,920
Studies & Plans							
PA-23-XXX	Riverside & Coffin Site Plan	Site Plan Refinement & Analysis for RFP Proposals	X				\$ 102,700
2023 Anticipated Project Costs							\$5,800,000

2024

Project Number	Project Name	Description	Activities				Local CIP Cost Amount
			Planning	Design	Construction	Miscellaneous	
2024 Projects							
Aquatic/ Pools							
PA-24-XXX	Aquatic Facilities	Replace Pumps, Chemical Controls, Pool Features, Unforeseen Breakdowns & Bathhouse Upgrades	X	X	X		\$ 250,000
PA-24-XXX	Pool Upgrades	Review pool liners, gutters, walls to get ahead of future issues			X		\$ 150,000
PA-24-XXX	Rhodium Pool Liner	Install new PVC pool liner			X		\$ 180,000
PA-24-XXX	Pool Slides Gel Coating	Gel Coat and Repair Pool Slides			X		\$ 75,000
Buildings							
PA-24-XXX	Brookside Family Plaza Restoration	Restore Brookside Family Center Historic Plaza		X			\$ 300,000
PA-24-XXX	Facility Upgrades	Refurbish locker rooms at various park facilities - Garfield	X	X	X		\$ 150,000
PA-24-XXX	Thatcher Park Family Center Structural Renovation	Renovate Structural Walls, Gym Windows and Paint the Exterior			X		\$ 1,225,000
PA-24-XXX	Design New Parks Maintenance Building	Design a new Park Maintenance Building to Replace Existing Facility	X	X			\$ 125,000
Facilities							
PA-24-XXX	Facility Upgrades	Roof Replacements, Electrical & Plumbing Upgrades etc.			X		\$ 250,000
PA-24-XXX	Park Courts Color Coating	Color Coat, stripe and crack fill various hardcourts			X		\$ 300,000
PA-24-XXX	Parking Lots, Drives and Pedestrian Bridges	Resurfacing & Replacements of Existing Vehicle Hard Surface and Bridges	X	X	X		\$ 300,000
PA-24-XXX	Parking Lots Striping and Wheel Stops [JOC]	Sealcoat, stripe and add wheel stops to Wes Montgomery and others as budget allows			X		\$ 27,300
PA-24-XXX	Parking Lots Striping and Wheel Stops [JOC]	Sealcoat, stripe and add wheel stops to Grassy Creek and others as budget allows			X		\$ 62,000
PA-24-XXX	Park Facilities - HVAC Various Buildings	HVAC Replacements - Unforeseen Breakdowns	X	X	X		\$ 150,000
PA-24-XXX	Park Facilities - Public Safety Upgrades	Install Security Cameras, HVAC Controls & Locks	X	X	X		\$ 120,700
Sitework							
PA-24-XXX	Forest Management Activities	Planned and Emergency Tree Maintenance Activities	X		X		\$ 300,000
PA-24-XXX	Landscape Management Activities	Planned Landscape Beatification and Ecologic Restoration Activities	X		X		\$ 300,000
PA-24-XXX	Dog Park Shade Structures [JOC]	Install Shade Structures			X		\$ 75,000
PA-24-XXX	Eagle Creek Admin Wall Repairs	Rebuild Retainer Wall at Admin Building			X		\$ 100,000
PA-24-XXX	Garfield Park Bean Creek Embankment Stabilization	Mitigate Eroded Embankment & Drainage Structure		X	X		\$ 200,000
PA-24-XXX	Northwestway Park Basketball Court Renovation	Construct two new courts at Northwestway Park using exiting parking lot near 64th street			X		\$ 190,000
PA-24-XXX	Wes Montgomery Roller Skating Platform	Design Roller Skating Platform	X	X			\$ 300,000
PA-24-XXX	Riverside Park - Lake Indy Docks	Repair and Install Docks			X		\$ 20,000
Playgrounds							
PA-24-XXX	Park Playground Renovation	Replace Playground Equipment with Modern Multi-Generational Play Features, Synthetic Play Surface and Concrete Walkways		X	X		\$ 650,000
2024 Anticipated Project Costs							\$5,800,000

2025

Project Number	Project Name	Description	Activities				Local CIP Cost Amount
			Planning	Design	Construction	Miscellaneous	
2025 Projects							
Aquatic/ Pools							
PA-25-XXX	Aquatic Facilities	Replace Pumps, Chemical Controls, Pool Features, Unforeseen Breakdowns & Bathhouse Upgrades	X	X	X		\$ 150,000
Buildings							
PA-25-XXX	New Parks Maintenance Building	Construct a new Park Maintenance Building to Replace Existing Facility		X	X		\$ 2,367,500
PA-25-XXX	Brookside Family Plaza Restoration	Restore Brookside Family Center Historic Plaza			X		\$ 1,500,000
Facilities							
PA-25-XXX	Facility Upgrades	Roof Replacements, Electrical & Plumbing Upgrades etc.	X		X		\$ 200,000
PA-25-XXX	Parking Lots, Drives and Pedestrian Bridges	Resurfacing & Replacements of Existing Vehicle Hard Surface and Bridges	X	X	X		\$ 282,500
PA-25-XXX	Park Facilities - HVAC Various Buildings	HVAC Replacements - Unforeseen Breakdowns	X	X	X		\$ 200,000
PA-25-XXX	Park Facilities - Public Safety Upgrades	Install Security Cameras, HVAC Controls & Locks	X	X	X		\$ 150,000
Sitework							
PA-25-XXX	Forest Management Activities	Planned and Emergency Tree Maintenance Activities	X		X		\$ 250,000
PA-25-XXX	Landscape Management Activities	Planned Landscape Beatification and Ecologic Restoration Activities	X		X		\$ 250,000
Playgrounds							
PA-25-XXX	Park Playground Renovation	Replace Playground Equipment with Modern Multi-Generational Play Features, Synthetic Play Surface and Concrete Walkways		X	X		\$ 450,000
2025 Anticipated Project Costs							\$5,800,000

2026

Project Number	Project Name	Description	Activities				Local CIP Cost Amount
			Planning	Design	Construction	Miscellaneous	
2026 Projects							
Aquatic/ Pools							
PA-26-XXX	Aquatic Facilities	Replace Pumps, Chemical Controls, Pool Features, Unforeseen Breakdowns & Bathhouse Upgrades	X	X	X		\$ 300,000
PA-26-XXX	Garfield Park Aquatics	Replace Pool - Slides		X	X		\$ 373,795
Buildings							
PA-21-001	Eagle Creek Lilly Lake Restroom	Renovate Lilly Lake Restroom Interior and Exterior		X	X		\$ 275,000
Facilities							
PA-26-XXX	Park Courts Color Coating	Color Coat, stripe and crack fill various hardcourts			X		\$ 150,000
PA-26-XXX	Parking Lots, Drives and Pedestrian Bridges	Resurfacing & Replacements of Existing Vehicle Hard Surface and Bridges	X	X	X		\$ 500,000
PA-26-XXX	Park Facilities - HVAC Various Buildings	HVAC Replacements - Unforeseen Breakdowns	X	X	X		\$ 250,000
Sitework							
PA-26-XXX	Forest Management Activities	Planned and Emergency Tree Maintenance Activities	X		X		\$ 300,000
PA-26-XXX	Landscape Management Activities	Planned Landscape Beatification and Ecologic Restoration Activities	X		X		\$ 300,000
PA-26-XXX	Central Green Fencing	Installation of new fencing and solar scoreboard at Central Green Sport Field.			X		\$ 225,000
PA-26-XXX	Wes Montgomery Roller Skating Platform	Construct Roller Skating Platform			X		\$ 750,000
PA-26-XXX	Rev. Mozel Sanders Park	Sitework Complete Field and Park Facility Development		X	X		\$ 1,435,000
Playgrounds							
PA-26-XXX	Park Playground Renovation	Replace Playground Equipment with Modern Multi-Generational Play Features, Synthetic Play Surface and Concrete Walkways		X	X		\$ 941,205
2026 Anticipated Project Costs							\$5,800,000

2027

Project Number	Project Name	Description	Activities				Local CIP Cost Amount
			Planning	Design	Construction	Miscellaneous	
2027 Projects							
Aquatic/ Pools							
PA-27-XXX	Aquatic Facilities	Replace Pumps, Chemical Controls, Pool Features, Unforeseen Breakdowns & Bathhouse Upgrades	X	X	X		\$ 300,000
Buildings							
PA-27-XXX	Southeastway Nature Center Renovation	Renovate Nature Center		X	X		\$ 3,000,000
Facilities							
PA-27-XXX	Facility Upgrades	Roof Replacements, Electrical & Plumbing Upgrades etc.	X		X		\$ 200,000
PA-27-XXX	Parking Lots, Drives and Pedestrian Bridges	Resurfacing & Replacements of Existing Vehicle Hard Surface and Bridges	X	X	X		\$ 150,000
PA-27-XXX	Park Facilities - HVAC Various Buildings	HVAC Replacements - Unforeseen Breakdowns	X	X	X		\$ 100,000
PA-27-XXX	Park Facilities - Public Safety Upgrades	Install Security Cameras, HVAC Controls & Locks	X	X	X		\$ 50,000
Sitework							
PA-27-XXX	Forest Management Activities	Planned and Emergency Tree Maintenance Activities	X		X		\$ 300,000
PA-27-XXX	Landscape Management Activities	Planned Landscape Beatification and Ecologic Restoration Activities	X		X		\$ 300,000
PA-27-XXX	Eagle Creek Ornithology Building Embankment Erosion	Restore Eroded Embankment		X	X		\$ 1,100,000
Playgrounds							
PA-27-XXX	Park Playground Renovation	Replace Playground Equipment with Modern Multi-Generational Play Features, Synthetic Play Surface and Concrete Walkways		X	X		\$ 300,000
2027 Anticipated Project Costs							\$5,800,000

# 7.3 OPERATIONAL AND FINANCIAL STRATEGIES

## FINANCIAL PLAN

In order to financially plan for the future, Indy Parks and Recreation’s financial strategies are informed by previous budgets. The Financial Plan below details the operating sources and expenditures, revenues, and staffing funds for fiscal year ending in 2017 through the adopted budget of 2023. Years 2017 through 2021 reflect actual spend and revenue amounts. Years 2022 and 2023 reflect budgeted amounts.

## OPERATING SOURCES AND EXPENDITURES

FUND	Actual Spend 2017	Actual Spend 2018	Actual Spend 2019	Actual Spend 2020	Actual Spend 2021	Adopted Budget 2022	Revised Budget 2022	Adopted Budget 2023
CONSOLIDATED COUNTY FUND	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,300,000
PARKS GENERAL FUND	\$ 24,964,514	\$ 24,776,357	\$ 26,138,850	\$ 29,107,600	\$ 33,181,717	\$ 30,438,447	\$ 32,518,447	\$ 30,420,857
FEDERAL GRANTS FUND	\$ 1,364,540	\$ 1,301,705	\$ 1,069,408	\$ 1,168,370	\$ 761,054	\$ 3,099,251	\$ 3,099,251	\$ 1,997,337
CITY CUMULATIVE CAPITAL IMPROVEMENT FUND	\$ 4,260,256	\$ 4,293,652	\$ 4,573,414	\$ 4,599,919	\$ 4,597,692	\$ 4,600,000	\$ 4,600,000	\$ 5,862,000
	\$ 31,589,310	\$ 31,371,714	\$ 32,781,672	\$ 35,975,889	\$ 39,640,463	\$ 39,237,698	\$ 41,317,698	\$ 39,580,194

\*Inclusive of generally appropriated operating and capital funds

## STAFFING

FUND	Actual Spend 2017	Actual Spend 2018	Actual Spend 2019	Actual Spend 2020	Actual Spend 2021	Adopted Budget 2022	Revised Budget 2022	Adopted Budget 2023
Personal Service Costs	\$ 14,911,974	\$ 14,722,379	\$ 15,247,952	\$ 16,386,532	\$ 16,732,421	\$ 18,088,276	\$ 17,788,276	\$ 18,833,602
Council Authorized Full Time Equivalent (FTE)	254.00	254.30	267.84	267.84	267.84	275.00	275.00	306.30

\*Inclusive of generally appropriated operating and capital funds

\*FTE count grew in 2023 to fully account for the transition of Capital, Planning and Facility Maintenance functions and staff from Department of Public Works to Department of Parks and Recreation. FTE also accounts for new FTE at Broad Ripple, Frederick Douglass, and Grassy Creek Family Centers

## REVENUES

FUND	Actual Revenue 2017	Actual Revenue 2018	Actual Revenue 2019	Actual Revenue 2020	Actual Revenue 2021	Adopted Revenue 2022	Adopted Budget 2023
PARKS GENERAL FUND	4,602,538	4,553,416	4,224,829	2,790,228	4,357,069	4,567,340	5,009,439
FEDERAL GRANTS FUND	1,558,052	1,048,015	1,153,059	792,912	794,862	3,099,251	1,997,337

\*Inclusive of generally appropriated operating and capital funds

## FINANCIAL SUSTAINABILITY OF PARK AND RECREATION AGENCIES

To help park and recreation agencies achieve financial sustainability, the following sustainability principles have been developed as part of Indy Parks' Comprehensive Master Plan. In order to professionally manage the business elements of a park and recreation agency, either public or private, there are areas of emphasis in which the park and recreation leader must be proficient. These areas

- **Fundraising**
- **Cost Recovery**
- **Partnering**
- **Government Finance**
- **Enterprise Management**
- **Operational Management**

This is a series of recommended practices for Indy Parks.

No two park and recreation agencies are alike. Their differences stem from how they are governed to how they are funded and operated. The purpose is to assist Indy Parks and Recreation Managers to identify the things that they will need to address to ensure financial sustainability for their agency.

If an agency clearly is familiar with how they resolve these important issues, the future sustainability of their agency will be successful.

### FUNDRAISING

- Continue to partner with Friends Groups and Foundations to help raise money for the system or a specific park
- Find philanthropists in your community that will support under-resourced park users and have them invest in expanding access to parks, programs, and services through a foundation or friends group established for this purpose

### COST RECOVERY

- Include senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all parks and facilities they design to ensure their design is aligned with your maintenance operating budget
- Know the true costs to deliver program services, maintain parks, trails, and facilities, both direct and indirect costs so that the true cost of services can be determined on a unit cost basis
- Classify the agency's services based on core essential, important, and value-added criteria, then price services that are furthest away from your mission at higher cost recovery levels

## PARTNERING

- Never allow the private or a not-for-profit group to make money from your facilities without you receiving a share of the gross revenue. Make sure your split covers your true costs and then the revenue desired based on an operating pro-forma from the event they are creating in your park or recreation facility
- Explore partnerships or private services where you do not have the capital dollars to staff, operate or maintain the facility, park or service that you own to a competitive level
- Have working, signed agreements with all types of partners to include (public/private, public/not for profit, and public/public partners). This requires separate operational policies on each type of partnership that is established
- Do not partner with any single group unless you have your own direct and indirect costs determined. Understand the equitable investment the partner or partners are putting into the relationship
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years as a means to hold each other accountable
- Ask the private sector to develop team building days in your parks and facilities by creating cleanup and fix up days. This builds community support and it will overnight enhance your park or facility to a much higher level and it gives the corporate partner a selling point to their value in the community
- Determine sponsorship opportunities and levels of sponsorships for your parks system every five years. Use a private sponsorship contractor who knows the value of sponsorships for a percentage of the total amount raised instead of doing it yourself



## GOVERNMENT FINANCE

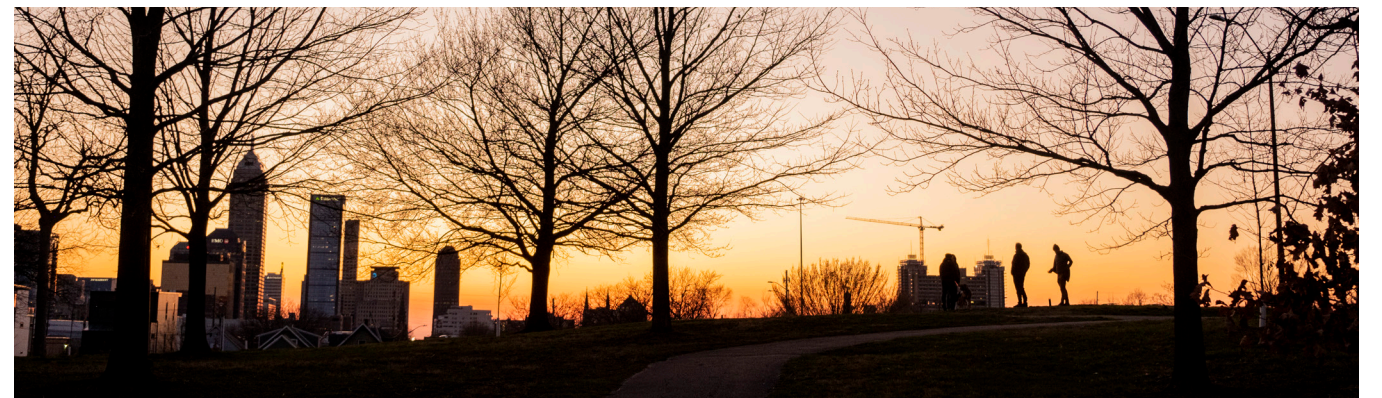
- Know the value of your park system less land value for what your assets are worth and where those assets are in their life cycle. This will allow you to determine where capital improvements need to be made and the cost benefit of those improvements to the system
- Find dedicated funding sources you can count on annually to support your operational and capital needs
- Develop a Business Development division within your department or agency to pursue grants, establish effective partnerships, create earned income, and develop business plans with staff managing revenue producing facilities to maximize your earned income capability
- Set up business enterprise systems for revenue producing facilities and programs
- Develop a cost benefit analysis on all capital improvement projects prior to developing these parks or facility sites to determine if it is financially feasible
- Reviewing your current financing options sometimes create big savings. Agencies need to have access to cheap capital and refinance if necessary to free up needed debt service capabilities
- Understand the real details of “Capital.” What are the carrying costs of land, facilities, and equipment?

## ENTERPRISE MANAGEMENT

- Design parks and recreation facilities for efficiency, productivity, and to produce revenue that will offset operational costs at a predetermined cost recovery goal
- Develop an annual revenue plan for your agency
- Budget for marketing and branding of revenue producing facilities at 3-5% of total costs
- Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility you are targeting
- Track user analytics to understand who and how often the system is being used by patrons
- Understand concession management, what it takes to make it worth the time and investment for you to provide the service versus an outside contractor.

## OPERATIONAL MANAGEMENT

- Manage by standards and track costs to implement each type of standard
- Train staff, regularly, on business principals, cost recovery, cost of service, and customer service
- Understand the size of the market for core programs and facilities and how much of the market your agency controls
- Know the demographics of your users to determine their needs and capability of supporting program and capital costs
- Track employee costs of similar sized park systems. Understand the wages and benefits for all positions every five years to understand how competitive your wages are with other systems. Judge if you are below an acceptable level with or above the standard desired for wages and benefits.
- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefit to the agency. Learn and apply the correct functionality and desired productivity of key positions
- Reward employees for efficiency and productivity
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility
- Properly train staff in business management of concession operations
- Develop sustainable performance outcomes to hold all divisions accountable
- Understand all available revenue sources used by parks and recreation agencies within a given region, state or on a national level that applies best to your local operation.



## FUNDING AND REVENUE STRATEGIES

Park and Recreation systems across the United States today should learn to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality-based system on the limited availability of tax dollars.

Indy Parks needs to re-establish a GAPS office to go after grants, alliances, partnerships, and sponsorships, including earned income opportunities. This office should also help write business plans for recreation centers, aquatic centers, and core program areas.

## FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATING COSTS

**The following financial options outline opportunities for Indy Parks to consider in supporting the recommended capital improvements outlined in the Master Plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the City/County or have never been used but could be pursued through legislative means should Indy Parks see the value in pursuing these funding sources. The following sources have been included in the 2017 Comprehensive Master Plan and the Department should continue to pursue these to ensure long term financial sustainability.**

- **General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority such as the Capital Improvement Board or DPW to improve public assets that benefits the municipal agency involved that oversee some of the parks and recreation facilities in the city. Parks help frame the city's image and benefit a wide range of users and updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas of the county.
- **Governmental Funding Programs:** A variety of funding sources are available from federal and state government for park-related projects. For example, the **Land and Water Conservation Fund** is a program which can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. **Federal Community Development Block Grant (CDBG)** funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds can be used for trail and related green space development. **AmeriCorps Grants** can be used to fund support for park maintenance. These examples are outlined below:
  - **CDBG (Community Development Block Grants)** funds are used by many cities and counties to enhance parks. These funds should be used to support the re-development of major facilities based on its location in the City or county and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies. Indianapolis is focusing on redevelopment of neighborhoods and should seek out these funds as redevelopment occurs for neighborhood parks.

- **AmeriCorps Grants** should be pursued by the Parks Division of the county to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the city and the county.
- **Federal Housing Grants** can also help support parks near federal housing areas and should be pursued if appropriate.
- **Conservation Reserve Program:** The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15-year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties, and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.
- **The Agricultural Conservation Easement Program (ACEP):** USDA Natural Resource Conservation Service (NRCS) provides financial and technical assistance to help conserve agricultural lands and wetlands and their related benefits. Under the Agricultural Land Easements component, NRCS helps American Indian tribes, state and local governments and non-governmental organizations protect working agricultural lands and limit non-agricultural uses of the land. Under the Wetlands Reserve Easements component, NRCS helps to restore, protect and enhance enrolled wetlands.
- **Watershed Protection and Flood Prevention (WFPO) Program:** The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation and fish and wildlife projects.
- **Urban and Community Forestry Program:** The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets, greenways, and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.
- **Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

- **National Recreational Trails Program:** These grants are available to government and nonprofit agencies for the building of a trail or piece of a trail. It is a reimbursement grant program and requires a 20% local match.
- **National Endowment for the Arts Grants:** The National Endowment for the Arts provides grants to states and local agencies, individuals, and nonprofit organizations for projects that incorporate arts projects, urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities.
- **Recreation and Park Impact Fees:** The city could implement recreation impact fees if the city wanted to pursue these funds from developers.
- **Internal Park Improvement Fund:** This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, Eagle Creek Park, Garfield Park or special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicated to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, regional parks, and fee based parks. This type of user fee does not require voter approval but is set up in a dedicated fund to support the existing park for future capital, maintenance and improvements.
- **Tax Increment Finance District:** Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered quality of life improvements. As redevelopment occurs in the city or county, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TIFs can be used to fund park improvements and development as an essential infrastructure cost.
- **Developer Cash-in-Lieu of meeting the Open Space Requirement:** Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.
- **Facility Authority:** A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex.

- **Utility Lease Fee:** Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff, and paying for development rights below the ground. This funding source is derived from fees on property own by the city/county based on measures such as the amount of impervious surfacing, as well as fees from utility companies having access through the park. It is used by many cities and counties to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.
- **Transient Occupancy Tax:** This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use city or county owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source should be implemented progressively by other communities as the city/county increases the number of events it sponsors or develops. Tracking the economic value back to the hotels is important to build trust with the hotel business community.
- **Food and Beverage Tax:** This 1/8% sales tax is currently used by other cities and counties in Indiana and requires voter approval. These dollars can come from the local community as well as visitors to the city and county to help pay for a bond to finance future park and recreation related improvements. Food and beverage taxes are very well accepted in most Midwest communities.
- **Accumulated Building Funds:** In Indiana under code 36-10-3 cities and counties can establish a Cumulative Building fund for Indy Parks. These funds can provide money for building, remodeling and repairing park and recreation facilities. In addition the city and counties can purchase land with these funds for park and recreation purposes. The Cumulative Building Fund must be proposed by a Park Board and then approved by the city or county council in order to levy the tax. The Cumulative Building Fund can provide capital funds that are best utilized for improvements to existing park and recreation amenities and facilities in the system.
- **Capital Improvement Fee:** A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

- **Lease Back:** Lease backs are a source of capital funding in which a private sector entity, such as a development company, buys the park land site, or leases the park land, and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.
- **Capital Improvement Fund Purpose:** The purpose of the Park and Recreation Capital Improvement Fund is to allow for the collection of fees, donations, and revenue from vending machines, and to allow for depositing those fees, donations, revenues from vending machines in the fund for the purpose of future land acquisition or specific capital improvements as may be deemed necessary by the Board for future improvement or expansion of the Parks Department.
- **Partnerships:** Indy Parks has an enormous amount of partnerships in place. Continue to establish policies for public/public partnerships, public/not-for-private partnerships, and public/private partnerships. Establish with measurable outcomes for each partner involved.

## FUNDING SOURCES FOR OPERATIONAL DOLLARS

- **Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land, or space, for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs.
- **Admission to the Park:** Many park and recreation systems in the United States have admission fees on a per car, per bike, and per person basis to access a park that can be used to help support operational costs. This would really only apply to regional parks or special use sports complexes in city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends. This is not unusual for city/county parks to have fees to access regional parks to support the operations. Indy Parks uses this system now at Eagle Creek Park.
- **Parking Fee:** Many parks that do not charge an admission fee will charge a parking fee. This funding source could work for helping to support special events, festivals, and tournaments.
- **User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the department in operating a park, a recreation facility or in delivering programs and services.

- **Corporate Naming Rights:** In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the city/county.
- **Corporate Sponsorships:** Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities. Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the city/county to help support operational costs have been an acceptable practice in parks and recreation systems for a long time.
- **Maintenance Fund:** This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals, which is dedicated to protect the asset where the activity is occurring.
- **Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees, and rental fees within the park system. Indy Parks could established a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund.
- **Permit Fees:** This fee is incorporated for photography permits and exclusive reservations for picnic shelters, sports fields, special events that are provided by Indy Parks for competition tournaments held in the city/county by other organizations who make a profit off of Indy Parks owned facilities.
- **Tipping Fees:** Some park systems get tipping fees collected at city/county owned landfills and are redirected back to their parks systems to help pay for the cost of litter pick up in city and county parks.
- **Land Leases:** Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. Explore retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. Land leases could provide revenue to maintain the trails and/or to be used for in-kind matching.
- **Sale of Development Rights below the Ground:** Some public agencies have sold their development rights next to greenways below the ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis.

## PRIVATE FUNDING SOURCES

- **Business/Citizen Donations:** Individual donations from corporations and citizens can be sought to support specific improvements and amenities.
- **Private Foundation Funds:** Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities.
- **Nonprofit Organizations:** Nonprofit organizations can provide support for green space and parks in various ways.
- **Friends Organization:** This type of nonprofit is devoted to supporting a specific park. These Friends Groups are a major funding source for parks in the United States and could be considered for Indy Parks.
- **Floodway Funding Sources:** Many cities and counties have used floodway funding sources to support development and operations of green spaces.
- **Local Private-Sector Funding:** Local industries and private businesses may agree to provide support for development of Greenspaces or Kessler Park and Boulevard Systems through one or more of the following methods:
  - Donations of cash to a specific Kessler Park and Boulevard Systems segment.
  - Donations of services by large corporations to reduce the cost of green space implementation, including equipment and labor to construct and install elements of a specific green space.
  - Reductions in the cost of materials purchased from local businesses that support green space implementation and can supply essential products for facility development.
- **Adopt-A-Foot Program:** These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of contributions that range from \$2,640 to \$26,400 over a five-year period.
- **State Water Management Funds:** Funds established to protect or improve water quality could apply to a park project if a strong link exists between the development of a green space and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for green spaces; develop educational materials, displays; or for storm water management.
- **Estate Donations:** Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing, and/or operating, the parks system.

## VOLUNTEER SOURCES

- **Adopt-an-Area of a Park:** In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-area of a park arrangements are particularly well-suited for the department.
- **Adopt-a-Trail:** This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.
- **Days of Service:** In this approach local neighborhood groups or businesses make a volunteer commitment to help with park improvement and beautification projects and/or help with event production types of projects. This requires planning and coordination with the Community Partnership Manager and Park Managers to determine what materials, supplies, and tools the partner can help source, which helps in deciding which park projects are the best match. considering each group's unique skill sets, size of groups, time commitment and budget.
- **Trade with User Groups:** Recurring groups who frequently use the park are good partners to make partnership agreements with that involve discounts or trades, in exchange for their donation of time, resources, and expertise. These types of partners are already invested and want the park spaces they use to be properly maintained or want to see more diverse program offerings. The partner typically receives a discount on using a park facility or sspace, in exchange for providing mutually agreed upon goods and/or services that benefit the larger park community. Many of these involve volunteer hours that help with cleaning and maintenance of park spaces or providing free program offerings to the public.
- **Community Service Workers:** Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or cleanup activities. Most workers are assigned 30 to 60 hours of work. This requires working with the sheriff's department to help supervise and manage community service workers.

## VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

- **Sponsors:** Donations can be received both from individuals and businesses. Sponsorships help underwrite costs for numerous amenities and programs and must be well-planned and organized, with design standards approved by the planning department. Associated costs should be established for each amenity or event sponsored. Sponsors could get recognition through marketing efforts such as onsite signage, social media recognition, or press announcements, depending on the value of the sponsorship. Examples include: sports courts; park benches and picnic areas; arts, entertainment & music programs; health & wellness programs; and fitness/sporting events.
- **Volunteer Work:** Community volunteers may help with park beautification and improvement through "Days of Service," as well as assist with fundraisers. Organizations that are easily mobilized for volunteer work include the Boy Scouts and Girl Scouts; schools; churches and fraternal/sorority organizations.

## GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

- **Dick's Sporting Goods Foundation:** Dick's Sporting Goods Foundation has annual grant opportunities to support sports-related equipment and supplies in under-resourced neighborhoods.
- **REI Cooperative Action Fund:** Recreational Equipment Incorporated (REI) Cooperative Action Fund directly supports organizations promoting justice, equity and belonging in the outdoors to strengthen the health and well-being of people and communities.
- **World Wildlife Fund:** World Wildlife Fund offers a number of grants including Reforestation Grants, Environmental and Social Impact Assessment Grants, and the Russell E. Train Education for Nature Program.
- **PeopleForBikes Industry Community Grant Program:** The PeopleForBikes Industry Community Grant Program provides funding for projects that make bicycling better in communities across the U.S. Since 1999, PeopleForBikes has awarded more than 400 grants to nonprofit organizations and local governments in all 50 states, the District of Columbia and Puerto Rico. Their investments total more than \$3.5 million and have leveraged \$775 million in public and private funding for bike-related projects nationwide.
- **The Skatepark Project Grants:** The Skatepark Project is dedicated to promoting the construction of new, quality skateparks located in underserved communities throughout the United States. The Skatepark Project primarily supports projects that can demonstrate a strong grassroots commitment, particularly in the form of planning and/or fundraising by local skateboarders and other community groups. Priority is given to projects that are designed to increase equity in underserved areas, are built from concrete by experienced skatepark contractors and include local skaters in the planning, fundraising and design process. Grants of \$1,000 to \$300,000 are provided to nonprofit organizations and state or local agencies, including public school systems and public projects.
- **United States Tennis Association (USTA) Facility Services Program:** The USTA offers business development, advocacy, technical and financial support to improve or construct tennis facilities across the country. In addition, each applicant will be appointed a project consultant from the USTA national staff who will deliver personalized support and service.
- **The Fruit Tree Planting Foundation Grant Program:** Municipal entities, local nonprofits and public schools are eligible to apply to support the planting of fruitful trees and plants to alleviate hunger, combat global warming, strengthen communities and improve the surrounding environment. Trees can be planted at community gardens, city and state parks, low-income neighborhoods, Native American reservations, schools, and other locations where they will serve the greater community. The Foundation provides high-quality trees and shrubs, equipment, on-site orchard design expertise and oversight, horticultural workshops, and aftercare training and manuals.

- **Waste Management Charitable Giving:** Waste Management offers charitable gifts to promote civic pride, economic development and revitalization. Waste Management primarily supports environmental initiatives, including promoting parklands and green spaces for people to enjoy and play, and environmental education initiatives targeted at middle and high school students. Eligible entities include 501(c)(3) nonprofit organizations and public organizations.
- **Yamaha Outdoor Access Initiative:** The Yamaha Outdoor Access Initiative accepts applications quarterly from nonprofit or tax exempt groups (clubs and associations), public riding areas (local, state and federal), outdoor enthusiast associations and land conservation organizations, and communities with an interest in protecting, improving, expanding and/or maintaining access for safe, responsible and sustainable use by motorized off-road vehicles. The Initiative has contributed more than \$3.5 million in funding and equipment across more than 300 projects during the past 10 years to assist outdoor recreationists working to protect and improve access to public land and educate the public on its safe, sustainable recreational use.

## PARKS AND RECREATION ADDITIONAL FUNDING SOURCES

The following funding sources can provide revenue opportunities for Indy Parks, but it will take a dedicated staff person to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the city.

- **Community Forest and Open Space Program:** Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.
- **Congestion Mitigation and Air Quality Program-fund:** This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities.
- **Community Facilities Grant and Loan Program-Grant Program:** This source is established to assist communities with grant and loan funding for the expansion, renovation, and/or remodeling of former school facilities or existing surplus government facilities that have an existing, or future, community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs.
- **American Hiking Society:** Fund on a national basis for promoting and protecting foot trails and the hiking experience.
- **The Helen R. Buck Foundation:** This foundation provides funding for playground equipment and recreation activities.
- **Deupree Family Foundation:** The Deupree Family Foundation provides grants for Recreation, parks/ playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

- **The John P. Ellbogen Foundation:** Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.
- **Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities.

## OPERATIONAL FUNDING COSTS OPPORTUNITIES

The Department has numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the system.

- **Concessions:** Concessions can be leased out to a private operator for a percentage of gross profits.
- **Parking Fees:** During major special events, the park system could charge a \$5 parking fee for special events in the parks.
- **Field Permits:** The district can issue recreational use permits for activities, practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the district should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.
- **Admission Fee:** An admission fee to an event in the park can be utilized.
- **Walking and Running Event Fees:** Event fees for walking and running events in the park can be assessed to cover safety staff managing the event in the park.
- **Food and Equipment Sponsors:** Official drink and food sponsors can be utilized for the district. Each official drink and food sponsor pays back to the district a set percentage of gross. Likewise official equipment sponsors work well for trucks, mowers, and tractors.
- **Advertising Revenue:** Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.
- **Wi-Fi Revenue:** The district can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site.
- **Program Fees:** Program fees to support existing programs can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These types program help support the operations of the park and recreation system as a whole.

- **Special Event Sponsors:** Special events provide a great venue for special events sponsors as it applies to a concert, stage, entertainment, and safety.
- **Room Reservations:** Rental of rooms in the park system can gain operational revenues from these amenities.
- **Special Fundraiser:** Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or district as a whole.
- **Catering:** The Department has many sites that set up well to have high, medium, and low level caterers on contract that groups can use.



# 8

# STRATEGIC ACTION PLAN

# 8.1 MISSION, VISION, AND VALUES

INDY PARKS MISSION, VISION AND VALUES ARE:



## MISSION


To provide enriching experiences for all




## VISION

Healthier lives, inspiring experiences, and vibrant communities


# ORGANIZATIONAL VALUES




**Inclusion** - We celebrate diversity and aim to remove barriers to inclusion within our organization and the communities we serve. Indy Parks welcomes all, regardless of race, age, gender, socio-economic status, ability, or identity, to connect to nature, to the community, and to themselves.



**Fun** - We are passionate and love what we do, celebrate the people we serve, and foster creativity, learning, connection, and authentic experiences.



**Collaboration** - We strive to work together as a team within our organization and continuously engage our community partners and stakeholders.



**Stewardship** - As stewards of our public lands, we are committed to sustainably maintaining our parks and greenspaces for future generations to enjoy. As stewards of our organization, we exist to meet the needs of the communities we serve and strengthen our organization through the care and respect of our Indy Parks team.

# 8.2 STRATEGIC ACTION PLAN

## MAJOR OUTCOMES

The major outcomes that Indy Parks wishes to achieve from this plan include the following:

- 1. Build a staff culture based on inclusion and accountability
- 2. Increase funding and staffing
- 3. Ensure parks and facilities are well planned and maintained
- 4. Ensure programs and services address community needs & desires
- 5. Position parks as community resources and hubs
- 6. Tell the story of why Indy Parks matter

## GOALS PER DIVISION

	<b>Parks &amp; Facilities</b>	High quality, equitably distributed parks and facilities for all
	<b>Program &amp; Services</b>	Meeting community needs and activating park spaces and facilities
	<b>Engagement &amp; Outreach</b>	Tell our story and increase awareness to maximize access and participation
	<b>Operations &amp; Maintenance</b>	Ensure staffing levels and maintenance standards keep up with the growing needs of the system
	<b>Finance</b>	A financially sustainable system with dedicated funding, external partnership and resource support

## TIMELINE

The timeline is measured by Short Term: Up to 5 Years, Long Term: Beyond 5 Years, and On-going

## PARKS AND FACILITIES



## GOAL

High quality, equitably distributed parks and facilities



## ACTION ITEMS

## SHORT TERM

- Collaborate on the City of Indianapolis Greenways Plan
- Evaluate facility and space utilization through effective programs and partnerships with the community

## LONG TERM

- Achieve a minimum and equitable land acquisition goal in each township
- Tie the parks system to Plan 2020 initiatives, Neighborhood Quality of Life Plans, Great Places 2020, Promise Zone, 16 Tech, etc

## ON-GOING

- Enhance neighborhood parks to support revitalization and livability
- Ensure that all ages are represented in the park with appropriate amenities
- Seek a balance between developed and undeveloped open space
- Develop park master plans or development plan to maximize the park's use and impact on the community or neighborhood
- Repurpose underutilized amenities with newer relevant ones for all core program areas
- Customize facility and park offerings to the demographics of the people served
- Create amenities to highlight historic and cultural interpretation and implement public art amenities
- Improve key recreation facilities each year
- Explore partnerships for future sports facility development to target more sports tourism through parks and recreation facilities in Marion County

## PROGRAM AND SERVICES



## GOAL

Meeting community needs and activating park spaces and facilities



## ACTION ITEMS

## ON-GOING

- Evaluate the program offerings in the 12 core program areas to ensure Indy Parks is meeting the recreation needs of Indianapolis residents
- Identify diverse and evolving community needs
- Implement a township-level approach to achieve a level of service standard for recreation programs
- Develop new programs for active adults 62+ and older, expand adult sports, outdoor adventure, fitness and wellness, family, arts and culture programs, and outdoor education programs
- Increase program capacity to activate spaces
- Increase interpretation and education of natural resources in parks
- Increase education of historic, cultural, and artistic resources in parks
- Cultivate outdoor adventure program partnerships to provide opportunities for all
- Evaluate program services and costs based on service classifications, cost of service, and race-income index tools
- Create equitable program partnerships systemwide
- Strategically expand services, such as food program and water safety, equitably across Marion County to meet resident needs

## ENGAGEMENT AND OUTREACH



## GOAL

**Tell our story and increase awareness to maximize access and participation**



## ACTION ITEMS

## SHORT TERM

- Update existing website to a responsive design, ADA accessible website
- Launch a collaborative campaign to communicate the value of parks and trails to the City

## ON-GOING

- Increase resident awareness of and participation in Indy Parks
- Update the communications and marketing plan
- Dedicate increased resources for community engagement and outreach to a wider demographic
- Incorporate technology, analytics, and data-based decision making into marketing practices
- Increase community relations efforts by meeting the community where they gather and utilizing resources through neighborhood engagement, MNAs, OMWBD, friends groups, advisory groups, etc.
- Tie parks, recreation facilities, and programs to health and wellness, food deserts, and public safety

## OPERATIONS AND MAINTENANCE



## GOAL

**Ensure staffing levels and maintenance standards keep up with the growing needs of the system**



## ACTION ITEMS

## SHORT TERM

- Update the asset maintenance lifecycle report
- Develop an amenity replacement schedule

## ON-GOING

- Actively connect and collaborate with other City Departments and initiatives (such as DMD (facilities/amenities), OPHS (programs/services), DPW (facility/amenity maintenance))
- Work closely with the Department of Public Works, Keep Indianapolis Beautiful, AmeriCorps, youth programs like TeenWorks, corporate volunteers, and more to support park maintenance and beautification
- Develop maintenance standards to guide maintenance practices
- Institute demonstrated management practices and measure performance in park and recreation services based on National Recreation and Park Association's Recommended Practices
- Increase volunteer support
- Review and update risk management policies, and train staff on risk management procedures
- Establish dedicated goals for staff training and professional development for staff at all levels, include trainings related to equity & inclusion, customer service, specialized skill development, and opportunities through national and regional park & recreation organizations
- Collaborate with staff on improved communication, transparency, and internal processes, setting clear goals and expectations, and improving systems for consistency and accountability

## FINANCE



## GOAL

**A financially sustainable system with dedicated funding, external partnership and resource support**



## ACTION ITEMS

## SHORT TERM

- Develop an new income strategy through grants, alliances, partnerships, and sponsorships

## LONG TERM

- Meet per capita funding goal

## ON-GOING

- Develop creative financing options for the department
- Seek a dedicated funding source to support operations and maintenance standards
- Engage with advisory groups, foundations, and volunteer groups to support recreation facilities/parks programs
- Develop stronger partnerships for facilities to raise more operational and capital dollars for the system
- Collaborate to track the economic impact of parks and trails to the city



# 9

## CONCLUSION

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Parks and green spaces provide a host of positive benefits and outcomes and are to establishing and maintaining a healthy, vibrant city. Inclusive and equitable access to parks and recreation opportunities is critical to the future of the park system of Indianapolis. Indy Parks should continue to provide recreational opportunities, inclusive of all users, that promote physical and mental wellbeing, provide immaculate settings that create enriching experiences and cultural opportunities, and cultivate vibrant communities in a positive, supportive, and fun environment.

This Comprehensive Master Plan Update was developed to provide Indy Parks a roadmap to manage the park systems' future and equitably address unmet community needs. This planning process incorporates a comprehensive series of analyses to understand the workings of Indy Parks and integrates an intentional, inclusive community engagement process to inform key recommendations. The Master Plan includes a system-wide approach for accomplishing short-term, long-term, and ongoing action steps to achieving major outcomes, goals, and initiatives to ensure Indy Parks continues to protect the region's park assets and provides quality services, programs, and facilities to the community for many years to come.

Indy Parks will continue to inclusively invest in the future of the parks system to meet the growing needs of an evolving community that desires strong neighborhood livability with equitable access to parks, green spaces and diverse recreation opportunities. The implementation of this Comprehensive Master Plan Update will contribute to thriving, activated parks and public open spaces, shaped for the community and by the community. Indy Parks envisions a parks and recreation system with high-quality, equitably distributed parks and facilities that lead to **Indy Parks For All.**

