



Eagle Creek Park Business Plan

April 2016



Indy Parks and Recreation Eagle Creek Park Business Plan

April 2016

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Acknowledgements

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Table of Contents

- CHAPTER ONE - EXECUTIVE SUMMARY 1
 - 1.1 INTRODUCTION..... 1
 - 1.2 PROJECT PROCESS 1
 - 1.3 PARK HISTORY 3
 - 1.4 KEY FINDINGS..... 4
 - 1.5 SUGGESTED VISION STATEMENT 5
 - 1.6 KEY OPERATIONAL PRINCIPLES 5
 - 1.7 KEY RECOMMENDATIONS..... 6
 - 1.8 CONCLUSION 9
- CHAPTER TWO - MARKET ANALYSIS..... 11
 - 2.1 DEMOGRAPHIC ANALYSIS 11
 - 2.2 LOCAL SPORT AND MARKET POTENTIAL FOR MARION COUNTY 19
 - 2.3 FACILITY / AMENITY AND PROGRAM PRIORITY RANKINGS BY TOWNSHIP 21
 - 2.4 COMPARATIVE ANALYSIS 24
 - 2.5 NATIONAL PARTICIPATORY TRENDS IN RECREATION 27
 - 2.6 OUTDOOR RECREATION PARTICIPATION TRENDS 32
 - 2.7 NATIONAL CAMPING TRENDS 35
- CHAPTER THREE - FUNCTIONAL ORGANIZATIONAL STRUCTURE..... 43
- CHAPTER FOUR - THE FORMATION OF A DESTINATION PARK 44
 - 4.2 CORE PROGRAMS AND SERVICES 46
 - 4.3 RECREATION PROGRAM STANDARDS..... 53
 - 4.4 MARKETING PLAN 56
 - 4.5 MAINTENANCE STANDARDS..... 63
- CHAPTER FIVE - FINANCIAL REVIEW, SUSTAINABILITY, & STRATEGIES 68
 - 5.1 FINANCIAL REVIEW OF EAGLE CREEK PARK..... 68
 - 5.2 FINANCIAL SUSTAINABILITY OF PARK AND RECREATION AGENCIES..... 70
 - 5.3 FUNDING AND REVENUE STRATEGIES 75
 - 5.4 FIVE YEAR CAPITAL IMPROVEMENT PLAN..... 86
- CHAPTER SIX – FIVE YEAR PRO FORMA..... 90
 - 6.1 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS..... 90
 - 6.2 PRO FORMAS..... 92
- CHAPTER SEVEN - IMPLEMENTATION PLAN 94
 - 7.1 PERFORMANCE MEASURES..... 94
 - 7.2 ACTION PLAN 94
- CHAPTER EIGHT - CONCLUSION..... 99
- APPENDIX 1 – QUALITY ASSURANCE FORMS 100
 - CONCESSIONS..... 100
 - RENTAL CHECK UPS..... 102

QUALITY ASSURANCE CHECKLIST..... 103
CUSTOMER SERVICE QUALITY ASSURANCE CHECKLIST..... 104
WEEKLY FACILITY QUALITY ASSURANCE 106
APPENDIX 2 – JOB DESCRIPTIONS 108
PROGRAM COORDINATOR..... 108
MARKETING AND WEB-SITE VOLUNTEER OR PART-TIME STAFF 110
VOLUNTEER MAINTENANCE WORKER 112
LAND PRESERVATION AND STEWARDSHIP VOLUNTEER..... 114
APPENDIX 3 – POLICY DEVELOPMENT 116
EARNED INCOME POLICY 116
PRICING POLICY..... 117
PARTNERSHIP POLICY..... 122
SPONSORSHIP POLICY 132
VOLUNTEER POLICY 135
SCHOLARSHIP POLICY 138

CHAPTER ONE - EXECUTIVE SUMMARY

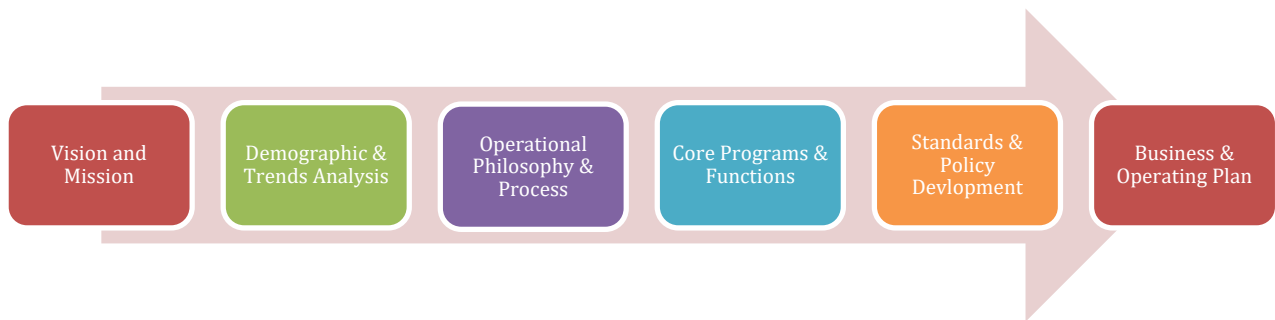
1.1 INTRODUCTION

Eagle Creek Park, one of the largest city parks in the nation, offers 1,400 acres of water, 3,900 acres of forest, and unmatched opportunities for recreation, enjoyment, and the discovery of nature. Eagle Creek Park is a designated “regional park” designed to provide a wide array of recreation opportunities to members of the community that may not be available in neighborhood or community parks. With approximately 19 miles of paths, the park hosts several special events ranging from rowing championships to run/walk events. Other destination amenities include a large lakefront restaurant (Rick’s Cafe Boatyard); Go Ape Treetop Adventure; sailboat marina; Eagle Creek Golf Course, a 36-hole golf course and banquet facility; and a premier Ornithology Center and Earth Discovery Center.

Land acquisition in the area that became Eagle Creek Park began in 1962. Eagle Creek Park and Reservoir was created as a result of the need to control the flooding of Eagle Creek, a tributary of the White River, in Marion County. An earthen dam was constructed beginning in 1966 and completed in 1969, resulting in a massive reservoir with the permanent pool elevation at 790 feet above sea level. The maximum elevation is 811.5 feet. These elevations created a permanent pool of approximately 1,400 acres. The Board of Parks of Marion County recognized the opportunity to create additional public park space to serve the growing population of Marion County.

1.2 PROJECT PROCESS

PROS Consulting was hired to develop a Business Plan for Eagle Creek Park as part of an updated Comprehensive Master Plan for Indy Parks. The process of developing this business plan followed a logical planning path, as described below:



Vision and Mission - Once created, these elements provide a big picture view of the reason and purpose why the organization exists. They serve as the lynchpin for communicating the rationale for existing.

Demographic and Trend Analysis - The process was initiated through the collection and resulting assessment of regional demographics to aid the research team in understanding the age, ethnicity, race and economic characteristics of the residents in the region.

Operational Philosophy and Process - Current organization practices are understood through discussions with staff and an analysis of existing operational conditions. These findings are then melded with the adjustments to the current operational philosophy and new philosophical approaches required from the plan recommendations.

Core Programs and Functions - These studies were necessary to aid in the development of logical facilities and programs to fit into the portfolio of existing and future program recommendations in the business plan.



Standards and Policy Development - A necessary element used to guide the board and staff through the successful modification of operational practices. These standards are modified to fit the organizational structure and are drawn from best practices across the country from high performing organizations.

Business and Operating Plan - A document that reflects the five-year pro forma desired from the facility and operations program recommended from the study.

The intent of performing the business plan is to evaluate all operating elements of the management of Eagle Creek Park and to determine ways to operate the park as well as evaluate ways to generate more operational revenues. The staff involved in this business plan for Eagle Creek Park worked very hard to provide the consulting team the necessary information to assess the park's operations correctly. They provided their time to explain the current approach in managing their parks.



1.3 PARK HISTORY

1.3.1 PRE-EAGLE CREEK PARK

1934 J.K. Lilly Jr., brother of Eli Lilly, bought a 12-acre tract of land at the site of Eagle Creek Park.

1935 Lilly built Eagle Crest Estate, which included a library (now the Ornithology Center), lodge, watchman's cabin, and swimming pool. Norway spruce trees planted at the time still mark the east and south boundaries of the original property.

1937 Lilly purchased three farms in the valley and called them Eagle Valley Farms. Over the next 20 years, he acquired more land east of Eagle Creek and reforested the area. He named it Eagle Crest Forest Reserve, and it was protected by a fire tower (located northeast of the Ornithology Center).

1958 Lilly donated Eagle Crest Estate, Eagle Valley Farms, and East Crest Forest to Purdue University over a period of five years.

1960 After the 1957 flood caused considerable damage across the west side of Marion County, a city proposal was submitted to create a reservoir and park, plus dam Eagle Creek reservoir and purchase land from Purdue University.

1964 Mayor Barton asked for support of a recreation area, reservoir, and flood control. Financing was provided by two bond issues and federal grants. The original park master plan proposed that the park be self-sufficient, with revenues generated from entry and concession fees.

1966 Indianapolis purchased 2,286 acres from Purdue University for \$3.2 million, and dam construction was initiated.

1970 The reservoir was full and open for limited use, and construction on other park facilities continued.

1.3.2 EAGLE CREEK PARK UNTIL PRESENT DAY

1972 Mayor Lugar officially opened Eagle Creek Park as the fourth largest municipal park in the nation, and the Eagle Creek Park Advisory Committee was established as the first "friends group" in the Indy Parks system.

1973 The Eagle Creek Park Nature Center opened in J.K. Lilly's library building after renovation by Director Harry Feldman.

1978 The Eagle Creek Park Foundation was formed with just nine members, and provided a source of extra budget financing, especially for major items like inter-park transport.

1979 The need for a development director was identified, as well as a need for seed money. The Eagle Creek Park Foundation published its first newsletter called Eagletails. Golf tournaments, running races like the Double Eagle, and other events were conducted in the park.

1983 The Fitness Trail was constructed.

1984 Eagle's Crest Nature Preserve on the west side of the reservoir was dedicated.

1986 A world-class rowing course was constructed in preparation for the 1987 Pan Am Games.

1987 Lilly Lodge was remodeled and opened for meetings and park programs. The water level of the reservoir was first lowered to provide a habitat for shore birds.



1991 The Scott Starling Nature Sanctuary was dedicated on the north end of the reservoir.

1994 The Foundation started to recognize the need for clearer objectives and growth of membership. At the time, there were only 95 members.

1995 The Foundation agreed on the need for a new nature center, but had to wait to move forward on the project until Holliday Park was completed.

1996 The foundation obtained park board approval to sell foundation passes to members at a discount. The advisory committee started revision of the park master plan.

1997 The foundation became the umbrella volunteer organization for Eagle Creek Park, and the advisory committee became a standing committee of the foundation. The Indy Parks Board approved the revision of the park master plan. Also, the Peace Learning Center opened at the former Indian Museum site after the collection was moved to the Eiteljorg Museum in 1989.

1998 The Fitness Trail was renovated, and a new park director was appointed. The foundation started holding golf tournaments as its primary fundraiser, and published a website.

2007 The new Earth Discovery Center opened near the site of the old ranger station.

2009 The nature center reopened as the Ornithology Center after renovation by Naturalist Kevin Carlsen and his team of volunteers.

2013 The Iron Eagle Paddle & Run replaced golf tournaments as the foundation's primary fundraiser.

1.4 KEY FINDINGS

- The park expenses are approximately \$2 million per year. The park is approximately 70% self-supporting, with over \$1.5 million in annual revenue.
 - Eagle Creek Golf revenue is returned to debt service.
- There is a total of 13 year-round, full-time staff. This does not include maintenance staff.
 - Currently lacking (3) key positions: Volunteer Coordinator, Special Events and Program Coordinator, and Partnership Coordinator.
- Total of 19 miles of trail in the park; 8 miles of bike lanes.
- Key amenities include:
 - 36-hole golf course (privately managed)
 - Hospitality space
 - Eagle Creek Beach (Plunge Harbor)
 - 12 reservable picnic shelters
 - 19 miles of trail
 - Dog park
 - Boat moorings
 - Dry dock, Eagle Beach, Hobie Beach, buoy fields)
 - Community gardens
 - Soccer complex (privately programmed; DPW completes maintenance)
 - Boat rental marina
 - 42nd street boat launch
 - Outdoor adventure facility (privately managed)
 - Maintenance barn

- Earth Discovery Center
- Rowing center, course and tower (privately programmed)
- Administration office
- Sailboat Club (privately managed)
- Ornithology Center
- Bird sanctuary
- Eagle’s Crest, Hide-a-Way, Marina Retreat (six soccer fields)
- Old ranger station
- Peace Learning Center (privately managed)
- Pistol range (privately programmed)
- Destination restaurant (privately owned and managed)
- True cost to manage the park (direct and indirect) is difficult to determine because budgets are spread out over four (4) different areas.
- The park has multiple partnerships with public / public agencies (12), public / not-for-profit agencies (36), and public / private agencies (18), but only 12 partnerships have written MOU agreements.
- The park hosts 20+ run / walk special events per year.
- Infrastructure issues are a major concern for the park, including the need to update restrooms, shelters, bridges, roads, parking areas, hiking trails, fencing, erosion, coffer dam improvements, ADA access, gate house improvements, and the water treatment plant.
- Staff has no authority to control the quality of maintenance in the park.
- The park provides an abundance of programs for the limited amount of staff.
- The park does not operate by standards in all areas and performance outcomes are limited to what staff can control.
- Marketing is limited, which does not allow the park to maximize its use or revenue generating capabilities.
- Staff is very knowledgeable, committed, and energetic about their work and in making the park successful.
- Staff does not classify programs and events based on what it costs or cost recovery goals.
- Lacks a Junior Cadet Ranger Program in the park.
- No control over capital dollars.

1.5 SUGGESTED VISION STATEMENT

- Eagle Creek Park
 - “Indy’s best nature experience.”

1.6 KEY OPERATIONAL PRINCIPLES

Great destination parks can be enhanced through the following key elements:

- **Leadership** - present.
- **Audience** - present, but could be stronger.
- **Quality Amenities** - many amenities need to be upgraded.
- **Good Governance** - not present - the park is broken up into too many pieces and staff cannot control the outcomes desired by the public or themselves.
 - The park maintenance is maintained by DPW with no written agreement which limits expectations of what can be expected of them which has caused many problems for the park staff.



- Volunteer coordination and involvement is lower than expected due to a lack of staff committed to manage and train them so they can become a valuable asset to the park.
- **Financial Sustainability** - the park has good sources of revenue and is capable of generating more funding to offset operational costs by controlling the quality of the experience and capital improvements in the park.
- **Identity and Brand** - the park has a strong identity, but lacks a strong brand.
- **Momentum** - the park lacks momentum because the staff is not empowered to control the partnerships using the park.
- **Problem-Solving Capability** - limited because staff can only control so much of the park and tends to manage from a defensive position.
- **Great Design** - limited as the park's master plan has not been updated for over 20 years. Many areas need to be redesigned to satisfy the needs of current users.
- **Strong Usage** - Eagle Creek is well used and capable of serving more people if the staff had more authority to control park operations.
- **Intentional** - great destination parks operate from a business approach and this is Eagle Creek Park's first business plan.
- **Safe, Clean, and Fun** - this principle is being executed for the most part. The lack of law enforcement support in the park is concerning to the staff and the public.
- **Program Driven** - staff and contractors are doing a good job in programming, but a broader, more diverse set of programs are needed.
- **Environmental Sustainability** - is not as strong as it could be but staff has a good understanding of the areas that need to be addressed. Typically, an agency spends approximately \$150 an acre managing natural areas from invasive species and that is not the case at Eagle Creek Park. An updated environmental study should be considered.

1.7 KEY RECOMMENDATIONS

- Update the Eagle Creek Park Master Plan.
- Establish six (6) site development zones for the park. Need to use these in the current master plan. A master plan that addresses the next 3-5 years needs to be updated. Such a plan can begin to direct new site development such as:
 - Environment
 - Aquatic
 - Adventure
 - Multi-play
 - Nature Play
 - Camping - Camping would be off of I-74 and 42nd. PROS understands that an updated Master Plan section piece would be required for the campground to be approved. Staff may have difficulty doing this outside of the approved Master Plan that exists today.
- A Special Fund designation is the preferred option to allow for a transition to Enterprise Fund accounting. Need to find out the details of the Special Fund through the Indy Municipal Code. This would include a Maintenance Fund. Through incremental annual goals, strive for an end goal of 100% cost recovery.
 - Explore the potential sale or lease of the land off of 56th street and Lafayette Rd. This action could be the catalyst for setting up a Special Fund.
- Develop an annual Park Project Priority list to be used for fundraising, foundation, grants and sponsorships.

- Capital dollars need to be prioritized at an agreed upon percentage for revenue producing facilities.
- Update all partnership agreements over the next five years so they are fair and equitable and incorporate cost and performance measures.
- Develop financial sustainability standards for staff to follow and seek Park Board approval to institutionalize a business approach to managing the park.
- Develop and implement a Capital Improvement Plan (CIP) for the park and seek funding sources to support the CIP needs as outlined in the business plan. Below is a list of CIP priorities that need to be addressed:
 - Add sand and water play feature to beach.
 - Continue updating roads and expand parking area.
 - Enhance restrooms and picnic shelters (currently being completed).
 - Update signage leading up to and within the park with a mobile GPS application and enhanced way-finding signs and markers.
 - Add an ADA paved trail.
 - Add a fishing pier near marina area at 42nd St.
 - Improve erosion issues in the Park, especially at 42nd St Boat Ramp and Ornithology Center.
 - New road north of 62nd Street (coffer dam infrastructure - ADA Accessible trail around).
 - Add sustainable hiking trail on west side of the park.
 - Add drinkable water, shade, new fence and a dog concession area at the Dog Park.
 - Add electronic gates at strategic park access points.
 - Renovate boat moorings and add slips at Hobie Beach and Eagle Beach.
 - Add kayak lockers (rentable).
 - Improve parking for Mayor's Garden.
 - More parking, permanent restrooms, and concessions are needed at Geisse Soccer Complex.
 - Add boardwalk trail through mitigation area.
 - Update bridges in the park and along trails.
 - Make a special event area in the park designed to support events:
 - Possibly near Rick's off 42nd, the Rowing Club or the Circle near Shelter A
 - Add bait shop.
 - Update rowing center and tower by Rowing Club.
 - Paint the outside of the administration building.
 - Create new signage for boat ramp/administration building.
 - Install new carpet in the administration building.
 - Update and improve EDC displays and educational signage.
 - Complete construction on new outdoor classroom space at the Ornithology Center:
 - Installation of audio-visual components in EDC multipurpose room by March 2016
 - Construct and install permanent, outdoor, and self-guided signage communicating the habits of migration game at Ornithology Center (used for school groups and public)
 - Replace all park signs with new brand messaging.
 - Replace the EDC deck.
 - Update Gatehouses and entry lanes.
 - Continue to improve park trails.



Eagle Creek Park

- Purchase new wildlife resistant trash receptacles for park.
- Add Blueway Trail.
- Explore options for a new Visitor's Center/Office/Giftshop/56th St. Gateway and explore potential re-use of the administration building:
 - Redo the 56th street entrance off the light on Reed Road and 56th Street.
 - Consider the lease of the current administration building to cover the cost of the new entrance.
- Consider additional revenue-producing amenities in the park to include:
 - Consider the development of a campground, including RVs, yurts, and cabins that also could be lodges or bed-and-breakfast near I-74 or the Sailing Club.
 - Incorporate water play features at the beach and in the picnic shelter area.
 - Add four-season picnic and hospitality shelters.
 - Add a special events area- maybe near Rowing Center or Shelter A.
 - Add a paddleboard park area at Lilly Lake (e.g., adventure programming such as fly-fishing, kayaking, paddle boarding).
 - Consider an adventure fitness center training room for outdoor adventure programs users. These type of fitness centers help build adventure users to improve their sport they participate in and muscle capabilities or contract with an existing fitness center to train users in certain levels of adventure training.
 - Implement the West Side Park Master Plan entrance fee.
- Add four (4) key staff positions:
 - Volunteer Coordinator
 - Special Events and Program Coordinator
 - Partnership Coordinator
 - Marketing and Sponsorship Coordinator
- Consider more educational staff to deliver on the number of requests the park receives each year.
- Develop and implement new maintenance standards for the park:
 - Evaluate how Eagle Creek Park maintenance is managed to increase maintenance standards, especially for Friday, Saturday and Sunday care.
- Create a law enforcement plan with the Indianapolis Police Department for higher levels of enforcement during the summer months. This should also be done for water patrol in the lake. Keep the 10 horsepower limit in the north pool of the lake and revisit 10 horsepower limit issue south of the 56th Street causeway and change to a speed limit, which would allow for conservation officers to possibly patrol this area of the lake.
- Revisit the Junior Explorer Program.
- Improve way finding for the park through GPS/GIS coded signage that can be utilized through a downloadable mobile application for Eagle Creek.
- Develop a marketing plan that incorporates social media and mobile application access for way-finding and customer service, so the park can effectively communicate the great experiences available at Eagle Creek Park.
- Increase the level of programming, specifically pertaining to environmental education, birding, outdoor adventure skill development, archery, special events, and work with Visit Indy to promote authentic program experiences when conventions / events are in town.
- Classify services as Core Essential, Important, and Value-Added and price services accordingly.
- Create and implement performance measures outlined in the business plan.

- Add or convert two (2) playgrounds to nature playgrounds.
- Update two (2) miles of trails every five (5) years through volunteers and contractors.
- Complete the Earth Discovery Center Master Plan over the next five (5) years.
- Change the percentage contractors make when providing exclusive events in the park to cover the true cost and generate additional earned income.
- List and publish special / one-of-a-kind features offered in the park to create the “Best of Eagle Creek Park”. Encourage the public to explore more of the park to lead to increased marketing through visitors.
- Incorporate sustainability principles in this plan as a policy document.
- Update administrative offices to support the staff and public who use and access them.
- Track data on a consistent basis to include direct / indirect costs, cost recovery, attendance in programs, visitors to the park and attractions, volunteer hours, partnership equity, cost per experience, and outcomes achieved.
- Develop an Eagle Creek Park Foundation with key fundraisers that raise 5% of the Park’s operating budget. Dedicate funds to capital and maintenance endowment accounts. Initiate a major capital campaign in 2017.
- Update prices when improvements are made to picnic shelters, the beach, trails, marina, and Dog Park.
- Implement a gate-opening pass through an Iron Gate locking system.
- Continue the deer management plan.
- Revive the environmental outreach trailers to reach more customers.





1.8 CONCLUSION

Eagle Creek Park offers the City of Indianapolis 50 years of history from the initial purchase from Purdue University in 1966 to present day operations. The park, one of the largest city parks in the nation, offers 1,400 acres of water, 3,900 acres of forest, and unmatched opportunities for recreation, enjoyment, and the discovery of nature. Eagle Creek Park is a designated “regional park” designed to provide a wide array of recreation opportunities to members of the community that may not be available in neighborhood or community parks. While existing park amenities have been significant from five decades of growth, it will be critical to initiate successful management, operations, and facility improvements as desired by the City of Indianapolis to meet the challenges presented in the future of the park. There is a need to increase staff in several strategic areas to increase exciting new programs, activities, and events. The park needs a major capital campaign that can be promoted through a combination of sources. This will help park staff to generate the desired recovery of costs at 100%. While the challenges are significant, there are many opportunities available to Indy Parks to take advantage of embellishing existing resources to accomplish the ultimate goal: the maximization of its value through enhanced amenities. These operational and facility improvements are necessary to allow Eagle Creek Park to accomplish the desired vision. The recommendations in this business plan will provide the pathway to reintroduce the park as the premiere signature destination location in Indianapolis.



CHAPTER TWO - MARKET ANALYSIS

2.1 DEMOGRAPHIC ANALYSIS

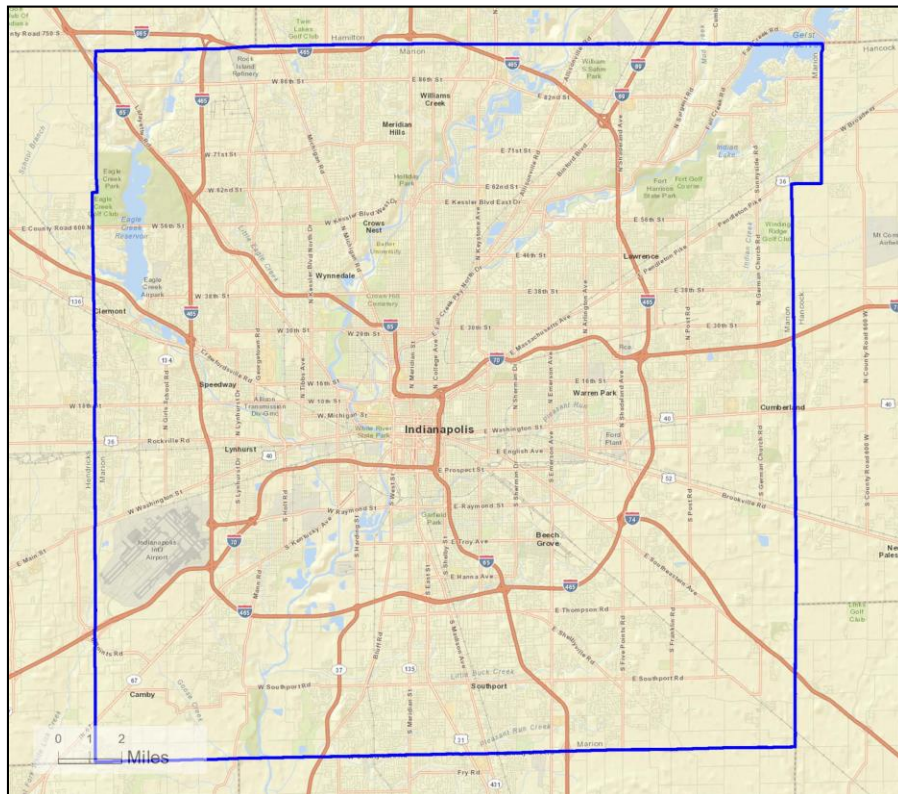
Demographic analysis provides an understanding of the population within Indianapolis-Marion County, Indiana. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

In addition to the analysis at the city-county level, the consulting team also examined similar demographic characteristics for each of the nine townships within Indianapolis-Marion County. Understanding the demographic features at the township level is important in providing a more detailed analysis of the service area that will lead to better delivery of programs and services specific to each township. Included in this analysis is Pike Township, the location of Eagle Creek Park. Future projects are based on historical patterns, but unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends.

All data was acquired in March 2015 and reflects actual numbers as reported in the 2010 Census and estimates for 2014 and 2019 as obtained by ESRI. Straight-line linear regression was utilized for projected 2024 and 2029 demographics. The Indianapolis-Marion County geographic boundary was utilized as the demographic analysis boundary shown below.





2.1.1.1 RACE AND ETHNICITY DEFINITIONS

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

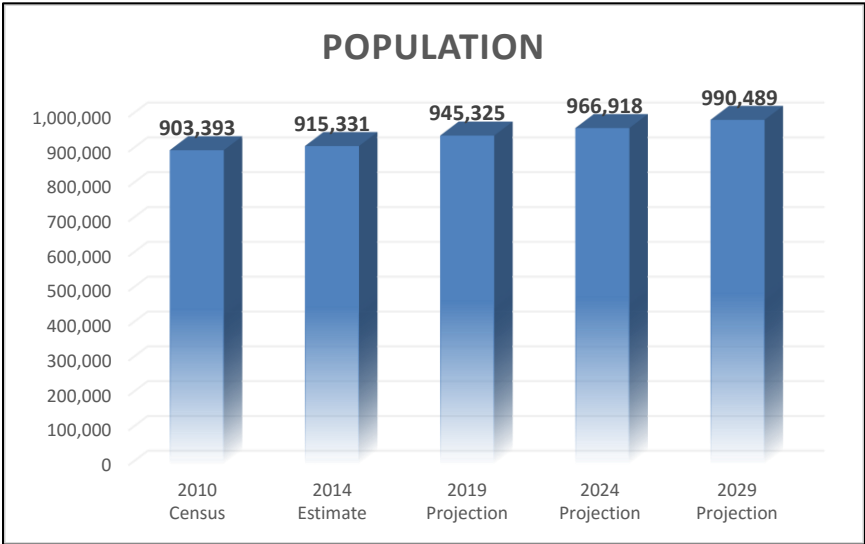
- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian - This includes a person having origins in any of the original peoples of the Far East,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



2.1.2 INDIANAPOLIS-MARION COUNTY POPULACE

2.1.2.1 POPULATION

The City of Indianapolis has observed minimal growth in recent years. From 2010 to 2014, the target area’s total population experienced a slight increase of 1.3% or an annual rate of 0.3%. This is less than half of the national population growth average, which is around 0.7% annually. Projecting ahead, the city’s population is expected to continue to slowly grow over the next 15 years. Based on predictions through 2029, the target area is expected to have approximately 990,393 residents living within 366,176 households.

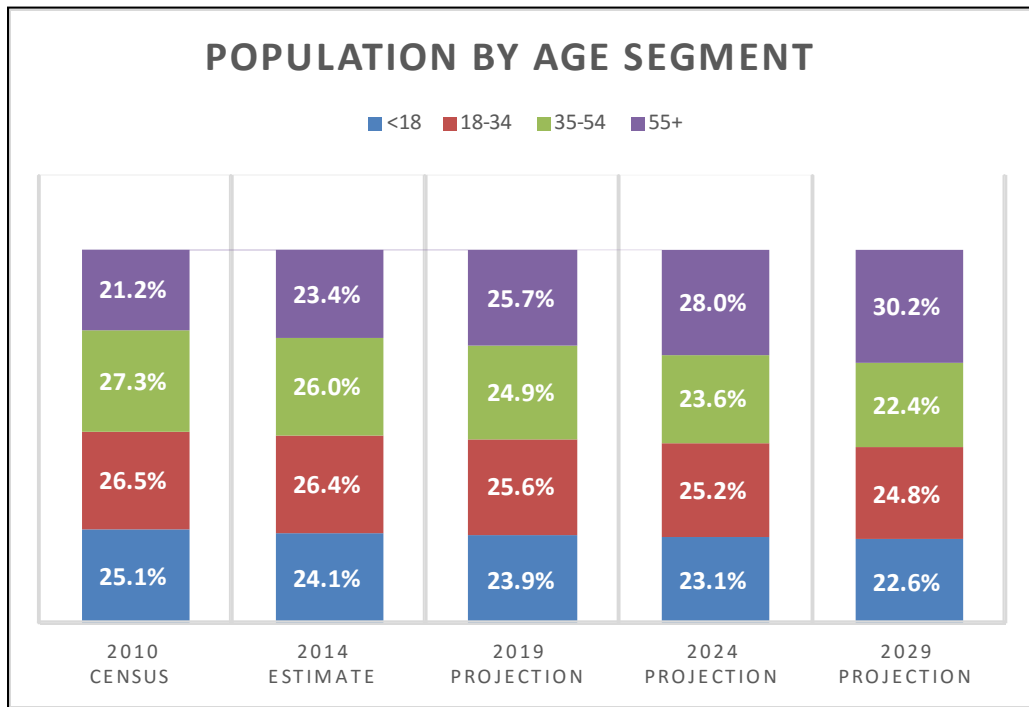




2.1.2.2 AGE SEGMENT

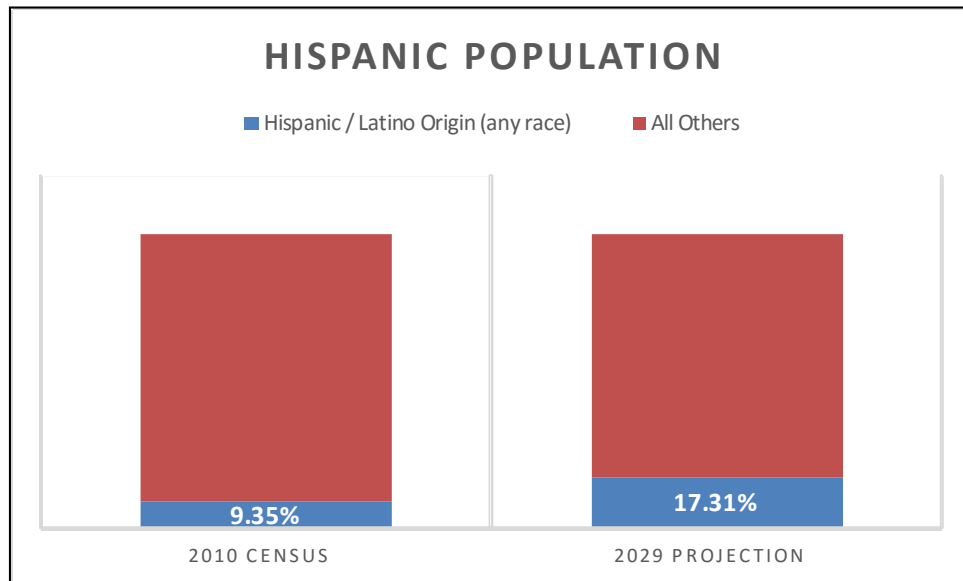
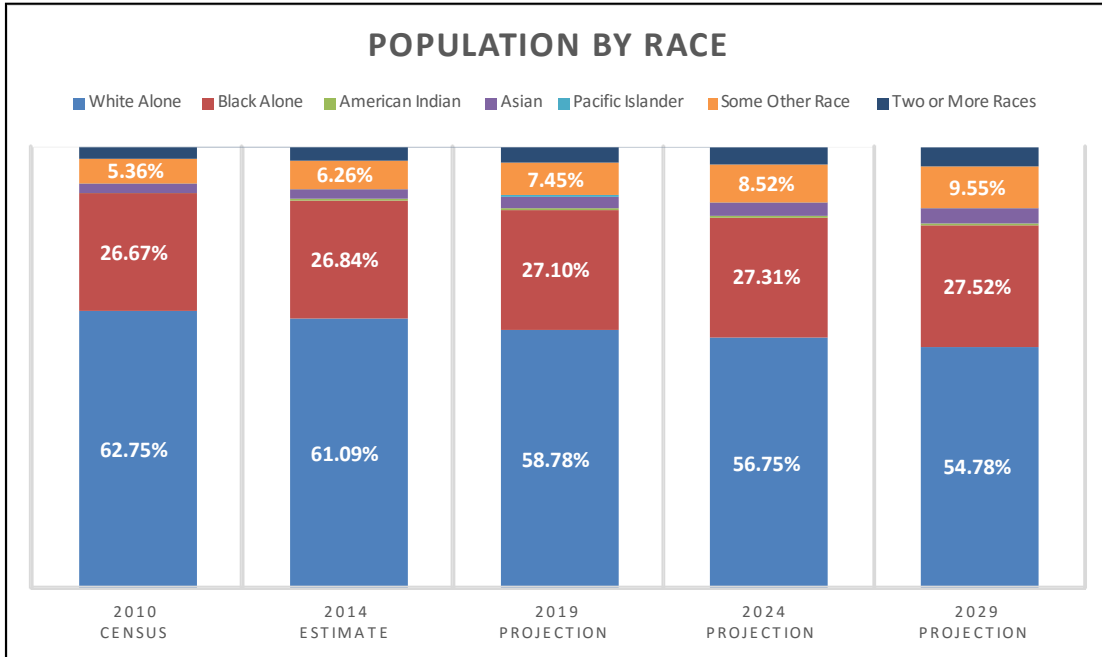
When evaluating the distribution by age, Indianapolis-Marion County is fairly balanced across the four major age segments. In 2014, the highest segments by population are the 18-34 and 35-54 age groups, which each represent approximately 26% of the total. The smallest segment in 2014 is the <18 group, which constitutes over 23% of the population.

Over the next 15 years, the city is expected to undergo an aging trend. Future projections through 2029 predict that the 55+ population will gradually increase in size, while all other age segments slowly decrease. The 55+ segment is expected to represent approximately 30% of the population by 2029, while the three younger segments fall between 22%-25% of the total. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group.



2.1.2.3 RACE AND ETHNICITY

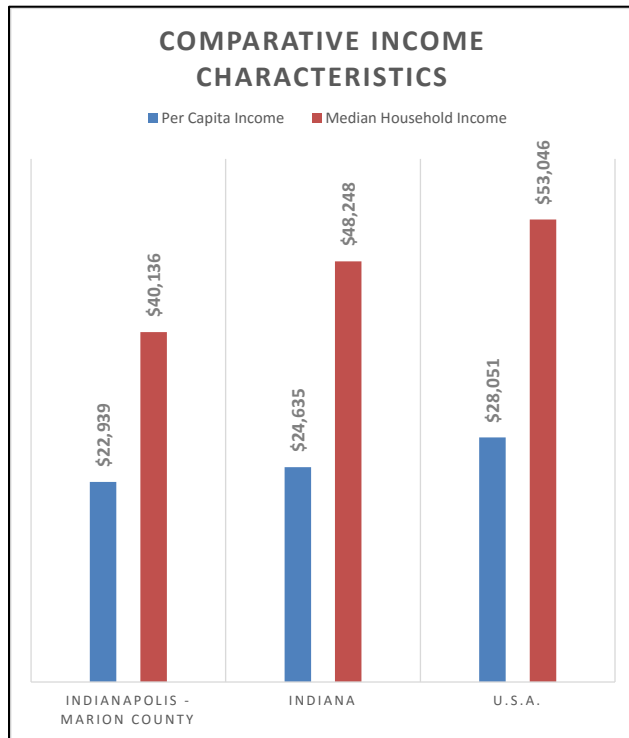
When analyzing race and ethnicity, the service area is somewhat diverse. The 2014 estimate shows that the majority of the population identifies as White Alone (61.09%), with Black Alone (26.84%) representing the largest minority. Projections for 2029 expect the city to experience a slight shift in racial composition, with the majority White Alone population dropping to 55%, while Black Alone remains steady as the largest minority (28%), and Some Other Race (10%) expects the most rapid growth among all racial segments. Those of Hispanic/Latino Origin are expected to experience significant growth based on future projections, from 9% of the 2010 population to 17% by 2029.





2.1.2.4 INCOME COMPARATIVE

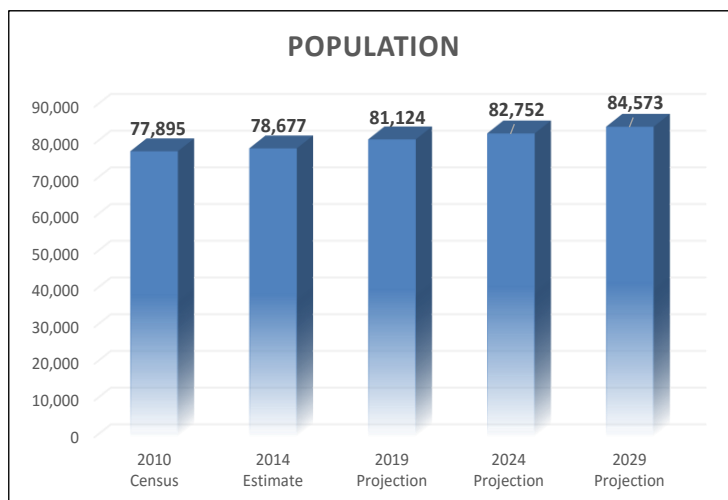
Indianapolis-Marion County’s median household income of \$40,136 is well below the state (\$48,248) and national (\$53,046) averages. The target area’s Per Capita Income of \$22,939 is also below the state (\$24,635) and national (\$28,051) averages.



2.1.3 PIKE TOWNSHIP

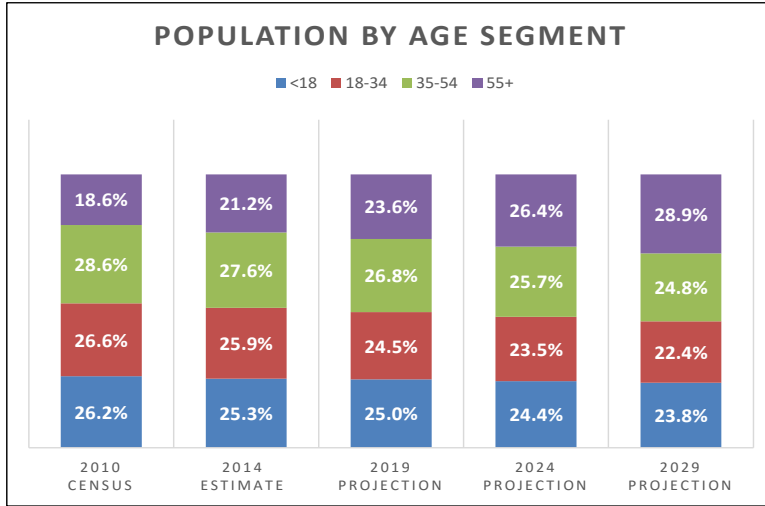
2.1.3.1 POPULATION

The population of Pike Township is estimated to be 78,677 in 2014, which represents 8.60% of the estimated population for all of Marion County. The township’s population increased slightly from the 2010 Census data at an annual growth rate of 0.25%. Based on projections through 2029, the population is expected to continue to increase to 84,573 residents living within an expected 35,077 households.



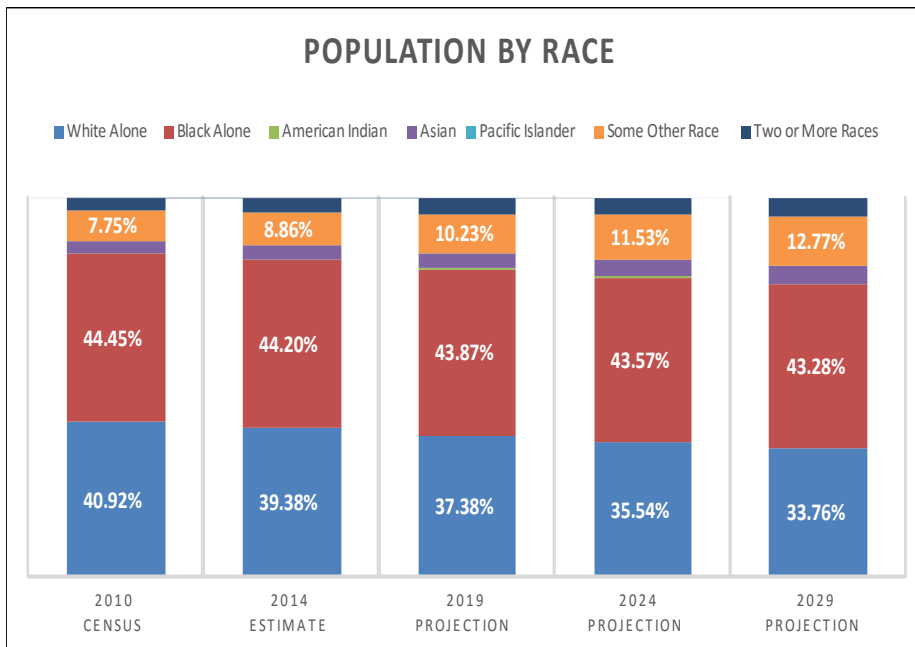
2.1.3.2 AGE SEGMENTS

Based on 2014 estimates, Pike Township has a somewhat even distribution among the four age segments, with the 55+ group trailing slightly. Projections over the next 15 years expect that the population will undergo an aging trend, as the 55+ category experiences strong growth to nearly 29% of the township’s total population. This will result in small decreases within the three youngest age groups by 2029.



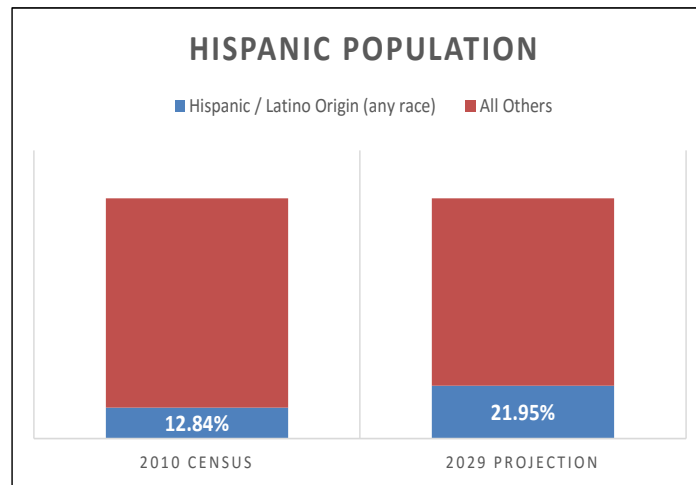
2.1.3.3 RACE AND ETHNICITY

The target area is fairly diverse, as the township is primarily split between two main race segments - Black Alone (44.20%) and White Alone (39.38%). Collectively, these two groups represent nearly 84% of the population in 2014. By 2029, the population is forecasted to become even more diverse, with the Some Other Race category climbing to 12.77%.



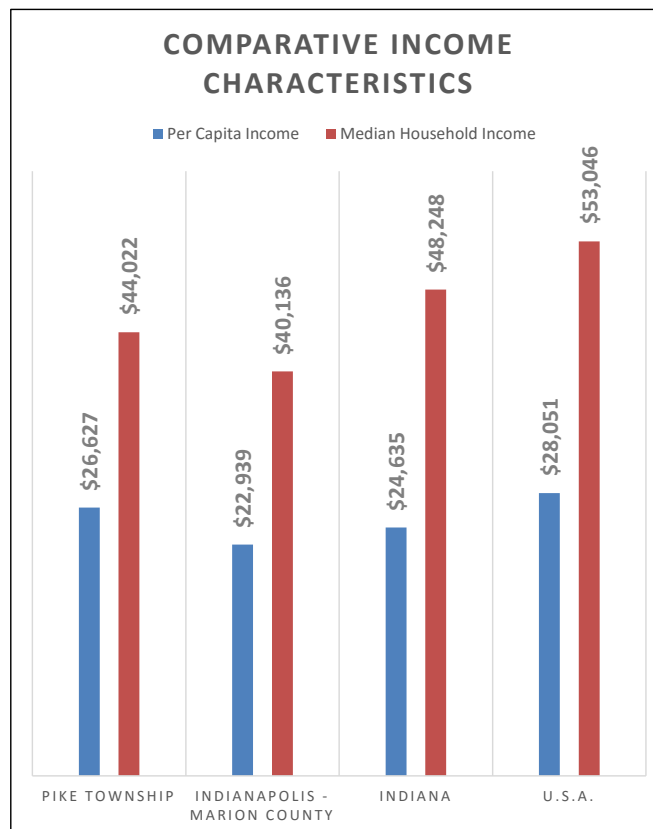


Looking forward to 2029, the Hispanic/Latino population is projected to grow and is expected to represent just under 22% of the township's total population.



2.1.3.4 INCOME

In 2014, Pike Township's median household income was \$44,022 and per capita income was \$26,627. Comparatively, median household income is higher than the Marion County average, but falls below the state and national levels, while per capita income is above county and state levels, but falls short of the national average.



2.2 LOCAL SPORT AND MARKET POTENTIAL FOR MARION COUNTY

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the target area. The MPI shows the likelihood that an adult resident of the city-county will participate in certain activities when compared to the US National average. The National average is 100 therefore numbers below 100 would represent a lower than average participation rate and numbers above 100 would represent higher than average participation rate. The city is compared to the national average in four (4) categories - general sports by activity, fitness by activity, outdoor activity, and commercial recreation.

The general sports category produced the most positive market potential index figures for Indianapolis-Marion County. Every activity in this category was on par with, or above, the national averages. This is promising in that it shows that residents are actively participating in sporting activities that should be core recreational offerings through departmental programming and amenities.

Outside of general sports, market potential indexes were below average for the majority of activities analyzed, and the reversal of the current trends should be a priority of the Department. This deviation from the national average might indicate a lack of awareness among potential users, programs that don't align with community needs and interests, a lack of available amenities and/or a need to motivate residents to participate in offerings at a higher level.

The fact that activities in the fitness category are lagging behind presents a prime opportunity for Indy Parks. National trends for fitness have been on the rise in recent years and parks and recreation agencies across the country have capitalized on these trends by offering a variety of fitness programming and developing amenities, such as multi-use trails, that allow users to engage in healthy, active lifestyles. Because earning capabilities among residents are also below average, fitness programming and amenities are a great way to boost participation levels, due to the fact that these activities generally have low barriers to entry and can be provided minimal cost. Research and trends suggest that fitness programming is a critical component to a healthy community, and parks and recreation departments tend to be a driving force behind active, healthy lifestyles for residents.

As observed in the tables below, the following sport and leisure trends are most prevalent for residents within the Indianapolis-Marion County, and compares participation for each activity to the national average.

2.2.1 GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		Indpls-Marion	USA	
Golf	64,262	9.3%	9.5%	98
Soccer	25,818	3.7%	3.7%	99



2.2.2 FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness				
Activity	Estimated Participants	% of Population		MPI
		Indpls-Marion	USA	
Walking for exercise	177,785	25.6%	28.1%	91
Swimming	102,056	14.7%	15.8%	93
Jogging/running	83,302	12.0%	12.8%	94
Weight lifting	70,533	10.2%	10.6%	96
Aerobics	59,278	8.5%	8.9%	96
Yoga	49,597	7.1%	7.1%	100
Pilates	18,574	2.7%	2.8%	96

2.2.3 OUTDOOR ACTIVITY MARKET POTENTIAL

Local Participatory Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		Indpls-Marion	USA	
Fishing (fresh water)	85,182	12.3%	12.4%	99
Went overnight camping	81,688	11.8%	12.8%	92
Hiking	70,653	10.2%	10.0%	102
Bicycling (road)	65,293	9.4%	9.8%	96
Canoeing/kayaking	35,472	5.1%	5.4%	95
Boating (power)	32,451	4.7%	5.3%	88
Birdwatching	29,296	4.2%	4.7%	89
Bicycling (mountain)	28,262	4.1%	4.1%	101
Backpacking	21,219	3.1%	3.0%	104
Horseback riding	15,906	2.3%	2.4%	94

2.2.4 COMMERCIAL RECREATION MARKET POTENTIAL

Local Participatory Trends - Commercial Recreation				
Activity	Estimated Participants	% of Population		MPI
		Indpls-Marion	USA	
Attended sports event	154,769	22.3%	23.5%	95
Visited a theme park	116,529	16.8%	18.1%	93
Visited a zoo	87,616	12.6%	11.7%	108
Visited a Museum	79,444	11.4%	12.8%	89
Attended baseball game - MLB reg seas	60,453	8.7%	9.6%	91
Spent \$250+ on sports/rec equip	44,688	6.4%	7.0%	92
Spent \$100-249 on sports/rec equip	43,313	6.2%	6.5%	96
Attended football game (college)	40,350	5.8%	5.6%	103
Spent \$1-99 on sports/rec equip	39,544	5.7%	6.0%	95
Attended high school sports	33,702	4.9%	4.7%	105
Attended football game - NFL weekend	30,031	4.3%	4.6%	93
Visited indoor water park	22,530	3.2%	3.1%	104
Attended basketball game - NBA reg seas	22,282	3.2%	3.1%	102
Attended basketball game (college)	22,077	3.2%	3.0%	108
Attended ice hockey - NHL reg seas	17,573	2.5%	2.7%	91
Attended football game - NFL Mon/Thurs	16,489	2.4%	2.6%	92

2.3 FACILITY / AMENITY AND PROGRAM PRIORITY RANKINGS BY TOWNSHIP

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility / amenity needs and recreation program needs for the community served by Indy Parks. This analysis was completed as part of the Parks and Recreation Master Plan.

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

A weighted scoring system was used to determine the priorities for parks and recreation facilities / amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance ranking makes up 30% too while Consultant Evaluation makes up 40% of the total score, thus summing up to a total of 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility / program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 28 different facilities / amenities and 22 recreation programs. Weighted value of 3.
 - Importance ranking for facilities and recreation programs - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 3.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole (overall ranking), as well as for each of the nine Townships. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the Facility / Amenity and Program Priority is determined.



2.3.1 FACILITY/AMENITY PRIORITY RANKINGS BY TOWNSHIP

Analyzing facility / amenity rankings by the nine Townships, many Townships demonstrated preferences similar to the overall rankings, such as all had Walking Trails as a top three priority and many had Small Neighborhood Parks in the top three. But there were variations such as Decatur Township had Indoor Swimming Pools/Leisure Pools as a top 2 priority and Lawrence Township had Nature Centers as a top three priority.

Facility / Amenity Priority Rankings											
	Overall Ranking	Center	Decatur	Franklin	Lawrence	Perry	Pike	Warren	Washington	Wayne	
Walking trails	1	1	1	1	1	1	1	3	1	1	1
Small neighborhood parks	2	2	3	3	2	3	7	1	2	3	3
Indoor fitness and exercise facilities	3	3	6	6	13	14	2	5	3	5	5
Picnic areas/shelters	4	4	7	12	4	6	8	2	10	2	2
Natural areas	5	7	11	5	10	2	11	9	6	8	8
Indoor swimming pools/leisure pools	6	8	2	14	14	13	5	4	8	10	10
Indoor running/walking track	7	5	12	7	5	11	3	7	4	9	9
Large regional parks (i.e. Eagle Creek)	8	14	18	9	6	4	4	16	7	4	4
Large community signature parks	9	12	8	8	8	10	6	8	5	13	13
Outdoor swimming pools/water parks	10	10	5	4	11	7	9	6	18	11	11
Nature centers	11	6	10	11	3	9	12	12	11	7	7
Playground equipment	12	9	9	2	9	8	13	11	9	14	14
Outdoor fishing areas	13	13	4	15	15	12	19	14	21	6	6
Outdoor adventure parks	14	15	13	10	7	20	15	10	13	18	18
Off-leash dog park	15	19	14	16	16	15	10	13	19	12	12
Outdoor water spray parks	16	18	15	13	17	21	22	15	24	17	17
Outdoor basketball courts	17	11	20	20	21	19	20	20	12	15	15
Mountain bike trails	18	20	17	18	18	17	14	27	17	16	16
Youth baseball and softball fields	19	17	19	17	20	16	23	19	25	19	19
Golf courses	20	26	23	19	12	5	21	21	16	21	21
Indoor basketball/volleyball courts	21	21	16	21	24	22	18	17	23	20	20
Outdoor tennis courts	22	25	21	22	19	18	16	25	20	22	22
Indoor sports complex (baseball, soccer, etc)	23	22	26	25	22	26	17	24	14	25	25
Soccer fields	24	24	25	23	25	25	24	18	15	23	23
Multipurpose fields (cricket, lacrosse, football)	25	16	27	27	23	23	25	23	27	26	26
Adult baseball/softball fields	26	23	22	24	26	24	26	28	26	27	27
Skateboarding park	27	27	24	28	28	28	27	22	28	24	24
Pickleball courts	28	28	28	26	27	27	27	26	22	28	28

2.3.2 PROGRAM PRIORITY RANKINGS BY TOWNSHIP

Analyzing facility / amenity rankings by the nine Townships, many Townships demonstrated preferences similar to the overall rankings, such as all had Adult Fitness and Wellness Programs as a top two priority. But there were variations such as Center Township had After School Programs as a top 4 priority and Washington Township had Senior Programs as a top two priority.

Program Priority Rankings										
	Overall Ranking	Center	Decatur	Franklin	Lawrence	Perry	Pike	Warren	Washington	Wayne
Adult fitness and wellness	1	1	2	1	1	1	1	1	1	1
Water fitness programs	2	3	1	4	6	2	2	2	6	2
Outdoor adventure programs	3	7	6	5	3	3	4	7	7	10
Youth Learn to Swim programs	4	2	4	2	8	8	5	5	9	5
Nature education programs	5	5	9	3	9	5	3	4	4	3
Senior programs	6	6	3	8	5	6	6	3	2	8
Trips (day trips and extended trips)	7	13	5	15	2	4	7	6	11	4
Adult sports	8	14	7	6	7	12	11	9	10	7
Adult art, dance, performing arts	9	16	11	14	10	9	9	10	3	6
Large special events	10	18	16	9	11	7	12	15	8	12
Martial arts or self defense	11	15	10	20	16	10	10	8	5	9
Youth sports	12	8	8	10	13	11	8	19	15	14
Youth summer camp programs	13	9	13	12	15	15	13	14	20	16
Youth/teen fitness and wellness	14	12	14	11	14	17	16	13	14	13
After school programs	15	4	17	17	12	19	15	12	22	17
Pre-school programs	16	11	12	7	19	14	17	16	17	15
Golf	17	20	18	18	4	13	14	22	12	21
Child care programs	18	10	19	19	17	16	19	18	21	19
Life skill classes	19	19	21	13	21	18	22	11	13	11
Youth art, dance, performing arts	20	17	15	16	20	20	21	17	18	18
Adaptive (special populations) programs	21	22	20	22	18	21	20	21	16	22
Teen dance	22	21	22	21	22	22	18	20	19	20



2.4 COMPARATIVE ANALYSIS

To improve understanding park types and available features in those parks, three Indiana State Parks were evaluated as a point of comparison for Eagle Creek Park. The parks used in this analysis include Fort Harrison State Park, Brown County State Park, and Pokagon State Park. A brief summary of provider follows.

2.4.1 FORT HARRISON STATE PARK

- Established in 1996
- Park hours: 7am-dusk (regular season) / 8am-dusk (off season)
- Acres: 1,700
- Trails: 14.45 miles
- Gate entry fees:
 - Daily: \$2 pedestrian, bike, horseback / \$7 in-state vehicle / \$9 out-of-state vehicle
 - Annual: \$50 in-state vehicle / \$70 out-of-state vehicle
- Facility rates (daily/nightly):
 - Shelter: \$40-\$55
 - Recreation building: \$100-\$105
- Facilities/Amenities: Nature Center, reservable shelters, multiuse trails, recreation buildings with rental spaces, saddle barn, golf course, lodging, conference center, dining, Mother's Mercantile Nature Shop/Store, dog park, fishing, sledding, Museum of 20th Century Warfare.

2.4.2 BROWN COUNTY STATE PARK

- Established in 1929
- Park hours: 7am-11pm
- Acres: 16,000
- Trails: 12 miles / 70 miles bridle trails
- Gate entry fees:
 - Daily: \$2 pedestrian, bike, horseback / \$7 in-state vehicle / \$9 out-of-state vehicle
 - Annual: \$50 in-state vehicle / \$70 out-of-state vehicle
- Facility rates (daily/nightly):
 - Youth tent: \$20
 - Shelter: \$30-\$79.50 non-peak season / \$30-\$84.50 peak season
 - Non-electric camp site: \$10-\$14 non-peak / \$12-\$22 peak
 - Electric campsite: \$19-\$23 non-peak / \$19-\$33 peak
 - Rally Camp: \$50

- Equestrian primitive: \$15
- Equestrian electric: \$15-\$19 non-electric / \$26-\$36 peak
- Facilities/Amenities: nature center, multipurpose trails, nature preserve, saddle barn, reservable shelters, campgrounds, lodging, meeting rooms, dining, swimming pool, shelter houses, playground, two lakes, country store, fire watch tower, Lookout Point, playfield, tennis courts.

2.4.3 POKAGON STATE PARK

- Established in 1925
- Park hours: 7am-11pm
- Acres: 1,203
- Trails: 11 miles walking / 1.6 miles biking
- Gate entry fees:
 - Daily: \$2 pedestrian, bike, horseback / \$7 in-state vehicle / \$9 out-of-state vehicle
 - Annual: \$50 in-state vehicle / \$70 out-of-state vehicle
- Facility rates (daily/nightly):
 - Youth tent: \$20
 - Shelter: \$30-\$55
 - Recreation building: \$100-\$105
 - Non-electric camp site: \$12-\$22
 - Electric campsite: \$16-\$35
 - Group camp: \$240
- Facilities/Amenities: Nature Center, reservable shelters, recreation building rental, multi-use trails, saddle barn, lodging, banquet and conference center, dining, campground, playground, sand volleyball court, swimming beach, bathhouse, lake, boating, fishing, concessions, sledding hill, toboggan run, cross country skiing.

2.4.4 COMPARATIVE PRICING AT EAGLE CREEK PARK

Eagle Creek Park charges a variety of fees for gate admissions, facility rentals, mooring rentals, swimming, boat launch, and the canine companion zone. The State Parks assessed previously in this section provide points of comparison for Eagle Creek, as well as benchmark figures for the formulation of pricing strategies for the new camping addition proposed in this Business Plan.

In comparison, daily gate fees at Eagle Creek are \$1 above the other parks for pedestrian and bike entries, but fall \$2-\$3 short of the benchmarked parks' entry fees for vehicles. On an annual basis, Eagle Creek is on point for resident vehicles, but an annual pass for a non-resident vehicles is \$10 cheaper at Eagle Creek when compared to the competition. Although daily pedestrian entry fees are slightly higher, the marginal difference (\$1) should not be a deterrent to visitors and this price point is fair. However,



there is an opportunity to increase gate entry fees for vehicles based on similar provider pricing. To match gate fee pricing at the other state parks, Eagle Creek has leeway to increase daily resident vehicles up to \$2, daily non-resident vehicles up to \$3, and annual non-resident vehicle passes up to \$10.

Facility rentals at Eagle Creek Park for shelters are relatively high compared to the benchmark study. Eagle Creek shelters asking price are upwards of \$100 or more than the competitors. At these levels, park users would expect facilities with exceptional quality and pristine settings. If shelter rentals are not booked consistently, the Park might consider a reduction in price or introduce lesser price points during non-peak times and seasons.

The current pricing structure at Eagle Creek Park is as follows:

- Gate entry fees:
 - Daily: \$3 pedestrian, bike / \$5 Marion Co. vehicle / \$6 non-resident vehicle / \$15 bus
 - Annual: \$35 pedestrian, bike / \$50 Marion Co. vehicle / \$60 non-resident vehicle / \$40 senior vehicle / Veterans 50% discount / \$3 car top (plus vehicle admission)
- Boat Launch:
 - Daily: \$5
 - Annual: \$40 boat / \$30 canoe & kayak
- Mooring rentals:
 - Eagle Beach: \$375
 - Hobie Beach: \$550
 - Bouys / Dry Dock: \$550
 - Trailer Storage: \$150
 - Outdoor Winter Storage: \$300
- Facility rentals (capacity):
 - Shelter A & B (100): \$125 Marion Co. resident / \$150 non-resident
 - Shelter C, D, E, G, H and EDC (80): \$125 Marion Co. resident / \$150 non-resident
 - Lilly Lake (50): \$125 Marion Co. resident / \$150 non-resident
 - Mt. Pleasant N, M, S (80): \$125 Marion Co. resident / \$150 non-resident
 - Dandy Trail (80): \$125 Marion Co. resident / \$150 non-resident
 - Shelter F (80): \$50 Marion Co. resident / \$60 non-resident
 - Beach Shelter (100): \$150 Marion Co. resident / \$180 non-resident
 - Park Office conference room (15): \$50
- Swimming fees:
 - Under 2 years old: free
 - Ages 3-17: \$4 weekday / \$5 weekend
 - Ages 18-54: \$5 weekday / \$6 weekend
 - 55+ years: \$4 weekday / \$5 weekend
 - After 5 pm: \$1 discount
- Canine Companion Zone:
 - Daily: \$5 per dog
 - Annual: \$75 first dog / \$37.50 each additional dog

2.5 NATIONAL PARTICIPATORY TRENDS IN RECREATION

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include fitness walking, running/jogging, treadmill, free weights, and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

In the past year, the estimated number of "inactives" in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an "inactive" is defined as an individual who does not take part in any "active" sport. Although inactivity was up in 2014, the 209 million "actives" seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on survey findings by the Physical Activity Council through online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.



2.5.1 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in, and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking with over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Fitness Walking	110,882	117,351	112,583	-4.1%	1.5%
Running/Jogging	42,511	54,188	51,127	-5.6%	20.3%
Treadmill	50,395	48,166	50,241	4.3%	-0.3%
Free Weights (Hand Weights)	N/A	43,164	41,670	-3.5%	N/A
Weight/Resistant Machines	39,075	36,267	35,841	-1.2%	-8.3%
Stationary Cycling (Recumbent/Upright)	36,215	35,247	35,693	1.3%	-1.4%
Stretching	36,299	36,202	35,624	-1.6%	-1.9%
Free Weights (Dumbbells)	N/A	32,209	30,767	-4.5%	N/A
Elliptical Motion Trainer	25,903	27,119	28,025	3.3%	8.2%
Free Weights (Barbells)	26,595	25,641	25,623	-0.1%	-3.7%
Yoga	18,934	24,310	25,262	3.9%	33.4%
Calisthenics/Bodyweight Exercise	N/A	N/A	22,390	N/A	N/A
Aerobics (High Impact)	12,771	17,323	19,746	14.0%	54.6%
Stair Climbing Machine	13,653	12,642	13,216	4.5%	-3.2%
Pilates Training	8,770	8,069	8,504	5.4%	-3.0%
Stationary Cycling (Group)	6,762	8,309	8,449	1.7%	24.9%
Trail Running	4,845	6,792	7,531	10.9%	55.4%
Cross-Training	N/A	6,911	6,774	-2.0%	N/A
Cardio Kickboxing	5,500	6,311	6,747	6.9%	22.7%
Martial Arts	6,643	5,314	5,364	0.9%	-19.3%
Boxing for Fitness	N/A	5,251	5,113	-2.6%	N/A
Tai Chi	3,315	3,469	3,446	-0.7%	4.0%
Barre	N/A	2,901	3,200	10.3%	N/A
Triathlon (Traditional/Road)	1,148	2,262	2,203	-2.6%	91.9%
Triathlon (Non-Traditional/Off Road)	634	1,390	1,411	1.5%	122.6%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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2.5.2 NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate increased popularity among Americans in numerous outdoor recreational activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2014, the most popular activities in the outdoor recreation category included road bicycling (40 million), day hiking (36 million), and camping within ¼ mile of vehicle/home (29 million). Over the last year, adventure racing (up 13%), backpacking overnight (up 11.4%), and BMX bicycling (up 8.4%) experienced the largest gains in participants.

From 2009-2014, outdoor recreation activities that have undergone large increases were adventure racing (up 135.6%), backpacking overnight (up 30.2%), and BMX bicycling (up 26.5%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32.2%), camping within ¼ mile of home/vehicle (down 15.7%), and recreational vehicle camping (down 13.8%).

National Participatory Trends - Outdoor Recreation					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Bicycling (Road)	39,127	40,888	39,725	-2.8%	1.5%
Hiking (Day)	32,542	34,378	36,222	5.4%	11.3%
Camping (< 1/4 Mile of Vehicle/Home)	34,012	29,269	28,660	-2.1%	-15.7%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	22,702	21,359	21,110	-1.2%	-7.0%
Camping (Recreational Vehicle)	16,977	14,556	14,633	0.5%	-13.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,847	14,152	13,179	-6.9%	-4.8%
Backpacking Overnight	7,757	9,069	10,101	11.4%	30.2%
Bicycling (Mountain)	7,367	8,542	8,044	-5.8%	9.2%
Skateboarding	7,580	6,350	6,582	3.7%	-13.2%
Roller Skating, In-Line	8,942	6,129	6,061	-1.1%	-32.2%
Climbing (Sport/Indoor/Boulder)	4,541	4,745	4,536	-4.4%	-0.1%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,319	2,457	6.0%	19.2%
Adventure Racing	1,005	2,095	2,368	13.0%	135.6%
Bicycling (BMX)	1,858	2,168	2,350	8.4%	26.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



2.5.3 NATIONAL TRENDS IN HUNTING / FISHING ACTIVITIES

Overall, activities related to hunting and fishing have experienced strong participation growth in recent years. In 2014, the most popular of these activities in terms of total participants were freshwater fishing (38 million), target shooting with a handgun (14 million), and target shooting with a rifle (13 million).

Activities experiencing the most rapid growth from 2013-2015 included kayak fishing (up 15.4%), archery (up 10.3%), and hunting with a bow (up 8.1%). Examining growth trends over the last five years, activities with the highest rate of growth were archery (up 32.5%), hunting with a handgun (up 20%), and target shooting with a handgun (up 11.7%). Over the last five years, the only activities that underwent a decrease in participation were saltwater fishing (down 9.5%), hunting with a shotgun (down 8.3%), freshwater fishing (down 7%), and hunting with a rifle (down 6%).

National Participatory Trends - Hunting / Fishing Activities					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Fishing (Freshwater)	40,646	37,796	37,821	0.1%	-7.0%
Target Shooting (Handgun)	12,919	14,370	14,426	0.4%	11.7%
Target Shooting (Rifle)	12,916	13,023	13,029	0.0%	0.9%
Fishing (Saltwater)	13,054	11,790	11,817	0.2%	-9.5%
Hunting (Rifle)	10,729	9,792	10,081	3.0%	-6.0%
Archery	6,368	7,647	8,435	10.3%	32.5%
Hunting (Shotgun)	8,611	7,894	7,894	0.0%	-8.3%
Fishing (Fly)	5,755	5,878	5,842	-0.6%	1.5%
Shooting (Sport Clays)	4,232	4,479	4,645	3.7%	9.8%
Hunting (Bow)	3,974	4,079	4,411	8.1%	11.0%
Shooting (Trap/Skeet)	3,519	3,784	3,837	1.4%	9.0%
Hunting (Handgun)	2,575	3,198	3,091	-3.3%	20.0%
Kayak Fishing	N/A	1,798	2,074	15.4%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.4 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2014 were canoeing (10 million), recreational kayaking (8.9 million), and snorkeling (8.8 million). In the most recent year, activities experiencing the greatest increase in participation included stand-up paddling (up 38%), boardsailing / windsurfing (up 18%), and white water kayaking (up 9.6%).

Over the last five years, white water kayaking (up 80%), sea / touring kayaking (up 64%), recreational kayaking (up 42.2%), and boardsailing / windsurfing (up 28.2%) all experienced large gains in participation. From 2009-2014, activities declining most rapidly were water skiing (down 23.4%), jet skiing (down 18.2%), and rafting (down 15.7%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Canoeing	9,997	10,153	10,044	-1.1%	0.5%
Kayaking (Recreational)	6,226	8,716	8,855	1.6%	42.2%
Snorkeling	9,827	8,700	8,752	0.6%	-10.9%
Jet Skiing	7,770	6,413	6,355	-0.9%	-18.2%
Water Skiing	5,228	4,202	4,007	-4.6%	-23.4%
Sailing	4,284	3,915	3,924	0.2%	-8.4%
Rafting	4,485	3,836	3,781	-1.4%	-15.7%
Scuba Diving	2,970	3,174	3,145	-0.9%	5.9%
Wakeboarding	3,561	3,316	3,125	-5.8%	-12.2%
Kayaking (Sea/Touring)	1,776	2,694	2,912	8.1%	64.0%
Stand-Up Paddling	N/A	1,993	2,751	38.0%	N/A
Surfing	2,505	2,658	2,721	2.4%	8.6%
Kayaking (White Water)	1,306	2,146	2,351	9.6%	80.0%
Boardsailing/Windsurfing	1,218	1,324	1,562	18.0%	28.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

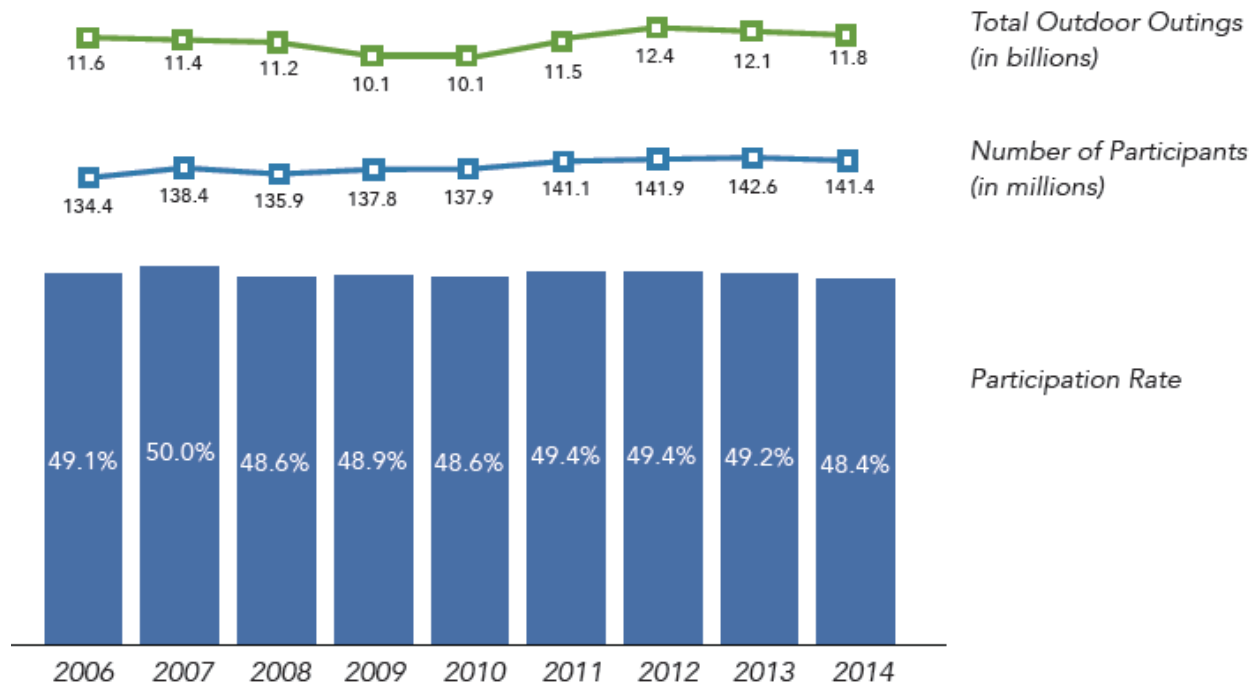


2.6 OUTDOOR RECREATION PARTICIPATION TRENDS

Every year, the Outdoor Foundation publishes the Outdoor Recreation Participation Topline Report, which is a special report providing a snapshot of participation in outdoor activities among Americans. The information analyzed for this report is derived from a nationwide survey conducted by the Physical Activity Council that received nearly 11,000 responses from households and individuals for 2014. These are the same survey results utilized for the SFIA’s 2015 Study of Sports, Fitness, and Leisure Participation Report, except that results are narrowed to only analyze activities taking place outdoors.

Survey results show that nearly half (48.4%) of all Americans participated in at least one outdoor activity in 2014, which represents 141.4 million participants totaling 11.8 billion outdoor outings. This was a slight drop from 2013 figures, which resulted in the lowest participation rate since the report began in 2006. The chart below describes the total number of outdoor outings, number of participants, and participation rates for outdoor activities since 2006.

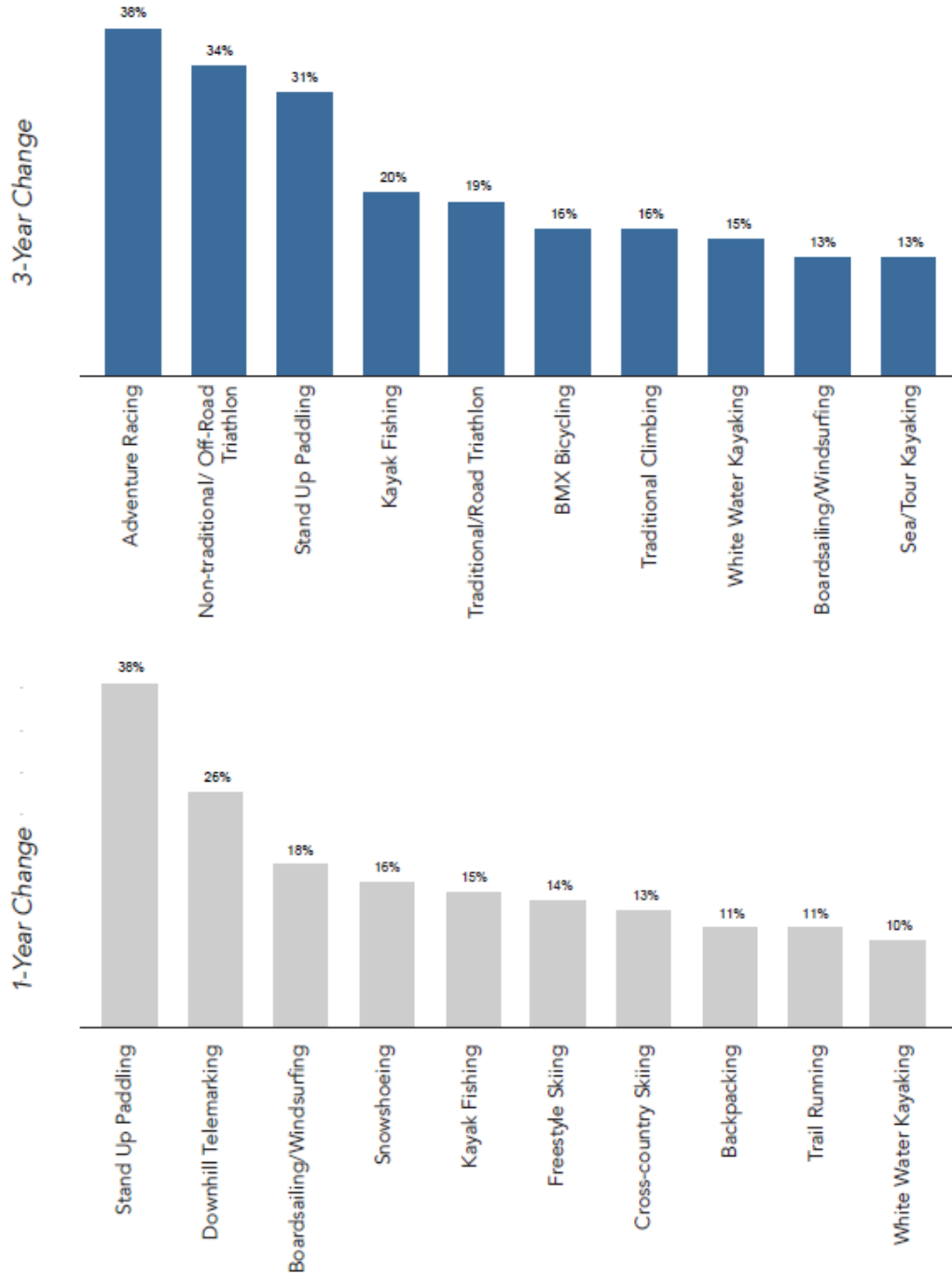
Outdoor Participation, 2006 to 2014



*Source: Outdoor Recreation Participation Topline Report 2015

The following charts illustrate the top outdoor activities in terms of participation growth in recent years by assessing the 3-year and 1-year change. Over the last three years, racing activities and water sports have emerged as the fastest growing outdoor activities, while the most recent year has seen strong growth from water and snow sports/activities.

Top Outdoor Activities for Growth



*Source: Outdoor Recreation Participation Topline Report 2015



By segmenting results from the survey, we can distinguish between youth / young adult (ages 6-24) and adult (ages 25+) participation in outdoor activities. Data from the study shows the top five most popular outdoor activities by participation rate and the top five favorite outdoor activities by participation frequency for youth / young adult and adult age segments.

The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for youth ages 6-24.

Most Popular Youth Outdoor Activities (ages 6-24)		
Activity	% of Youth	Total Youth Participants
Running, Jogging, Trail Running	25.6%	20.7million
Bicycling (Road, Mountain, BMX)	21.2%	17.2million
Camping (Car, Backyard, RV)	18.5%	15.0million
Fishing (Fresh, Salt, Fly)	18.0%	14.6million
Hiking	12.8%	10.4million

Favorite Youth Outdoor Activities (ages 6-24)		
Activity	Avg. Outings per Participant	Total Youth Outings
Running, Jogging, Trail Running	87.2	1.8billion
Bicycling (Road, Mountain, BMX)	67.2	1.2billion
Skateboarding	52.8	245.7million
Surfing	23.4	25.8million
Birdwatching	22.9	61.9million

*Source: Outdoor Recreation Participation Topline Report 2015

The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for adults over the age of 24.

Most Popular Adult Outdoor Activities (ages 25+)		
Activity	% of Adults	Total Adult Participants
Running, Jogging, Trail Running	15.8%	33.0million
Fishing (Fresh, Salt, Fly)	15.0%	31.4million
Bicycling (Road, Mountain, BMX)	12.8%	26.8million
Hiking	12.4%	25.9million
Camping (Car, Backyard, RV)	12.2%	25.5million

Favorite Adult Outdoor Activities (ages 25+)		
Activity	Avg. Outings per Participant	Total Adult Outings
Running, Jogging, Trail Running	79.5	2.6billion
Bicycling (Road, Mountain, BMX)	54.3	1.5billion
Birdwatching	39.1	409.7million
Wildlife Viewing	28.0	450.1million
Hunting	23.3	245.6million

*Source: Outdoor Recreation Participation Topline Report 2015

2.7 NATIONAL CAMPING TRENDS

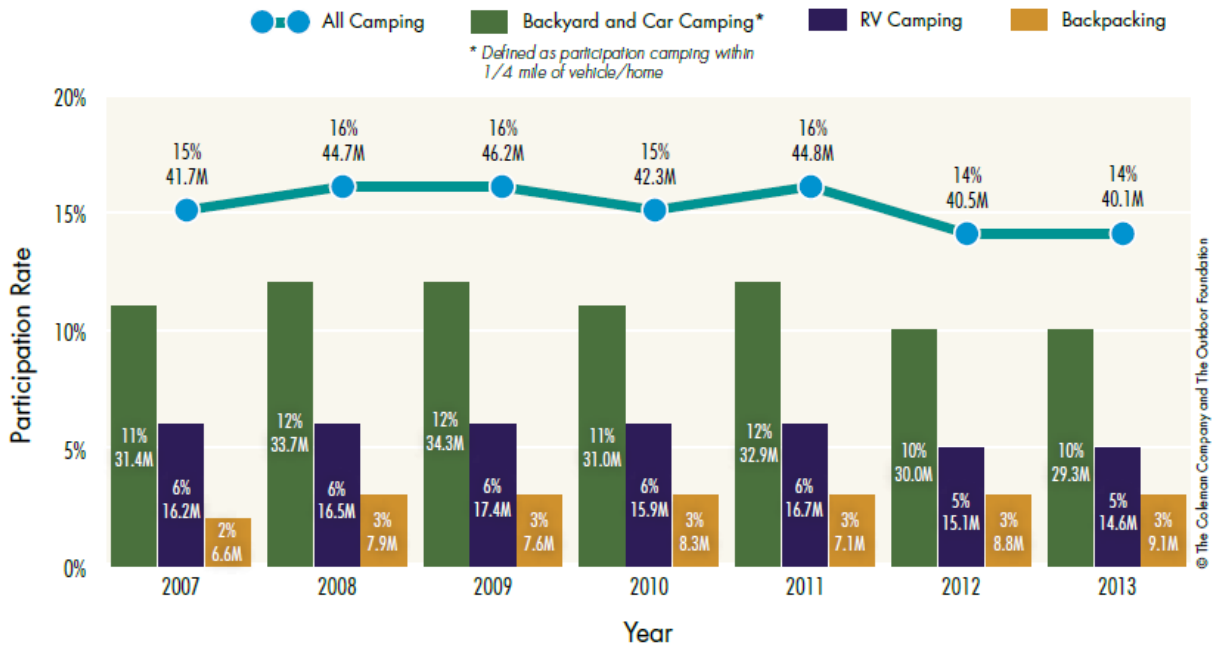
Although participation in camping has experienced a decline in recent years, camping remains a popular activity in the U.S. based on sheer volume of participants. This popularity is due in large part to the inherent flexibility and affordability of the camping experience. Camping has evolved to accommodate a wide range of users and lifestyles and brings a variety of peripheral outdoor experiences to campers. The following statistics are the findings from the most recent *2014 American Camper Report*, conducted through the partnership of The Outdoor Foundation and Coleman Company, Inc.

2.7.1 OVERALL CAMPING PARTICIPATION

The chart below describes the total number of American campers over 6 years of age each year from 2007 to 2013, as well as the number of campers for the three most popular types (backyard/car camping, RV camping, and backpacking). Percentages for each category represent how these figures stack up against the U.S. population as a whole.

Just over 40 million Americans reported they went camping in 2013, which was a minimal decline from the 2012 total. Since 2007, total number of campers has followed an up and down trend, and the recent stagnation suggests that participation figures may be on the rise in upcoming years. Participation by camping type remained fairly steady in 2013, as backyard/car camping (29.3 million) was the most popular form, followed by RV camping (14.6 million) and backpacking (9.1 million). The research also reveals that Americans went camping a total of 597.7 million days in 2013, which means the average camper went camping for a total of 14.9 days during the year.

All Americans, Ages 6+



Note: Some campers participated in both backyard/car camping and RV camping.

*Source: 2014 American Camper Report



2.7.2 DEMOGRAPHICS OF CAMPERS

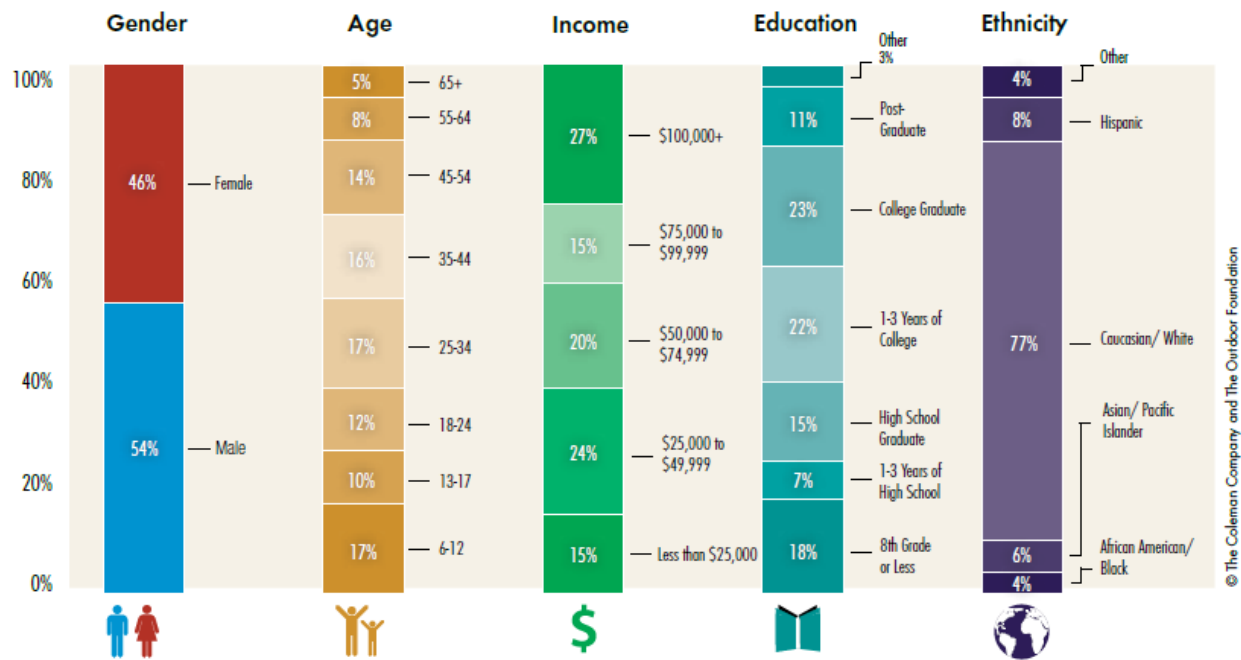
The graphic below describes the demographic characteristics of campers as reported in 2013. Over forty percent of campers have an income of \$75,000 or more, with a full 27% reporting income in excess of \$100,000. Also, nearly 60% of campers have at least some college education, so campers tend to be affluent and well educated.

Caucasians make up 84% of campers, followed by Hispanics (8%), Asian/Pacific Islander (6%), and African Americans (4%). Participation in camping among Hispanics has been trending upwards in recent years, which is of particular interest to the future design of camping experiences, considering their social tendencies of being family oriented and gathering in large groups.

The median age of campers in the U.S. is around 32 years old, which is a year younger than the median age for the previous five years. There is a correlation between young adults and middle-age campers and youth participants due to the fact that many camping trips involve families. Although the 55+ segment only represents 13% of campers, many researchers believe that this group of campers will begin to rise dramatically as more retiring baby boomers hit the outdoors.

Demographics

Campers, Ages 6+



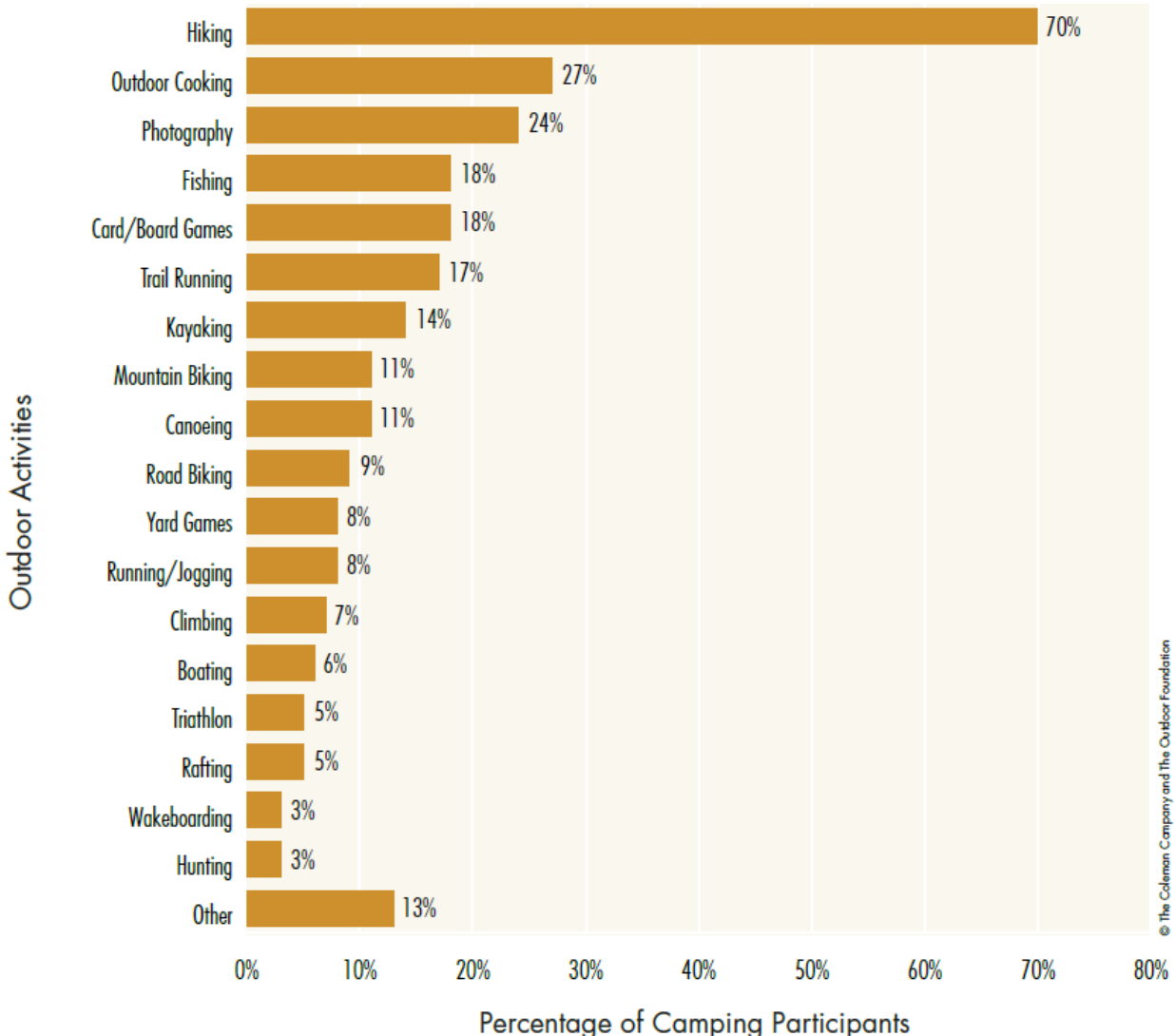
*Source: 2014 American Camper Report

2.7.3 CAMPING AS A GATEWAY ACTIVITY

Camping is considered a gateway activity because it often leads to participants engaging in additional outdoor activities. Statistics show that 87% of campers participated in some other outdoor activity during their camping trip, so it is very important that camping experiences have a wide variety of supporting amenities and activities for participants. The chart below reveals the most popular sport and leisure activities that campers over the age of 18 participate in during their trip.

Favorite Activities while Camping

Camper, Ages 18+



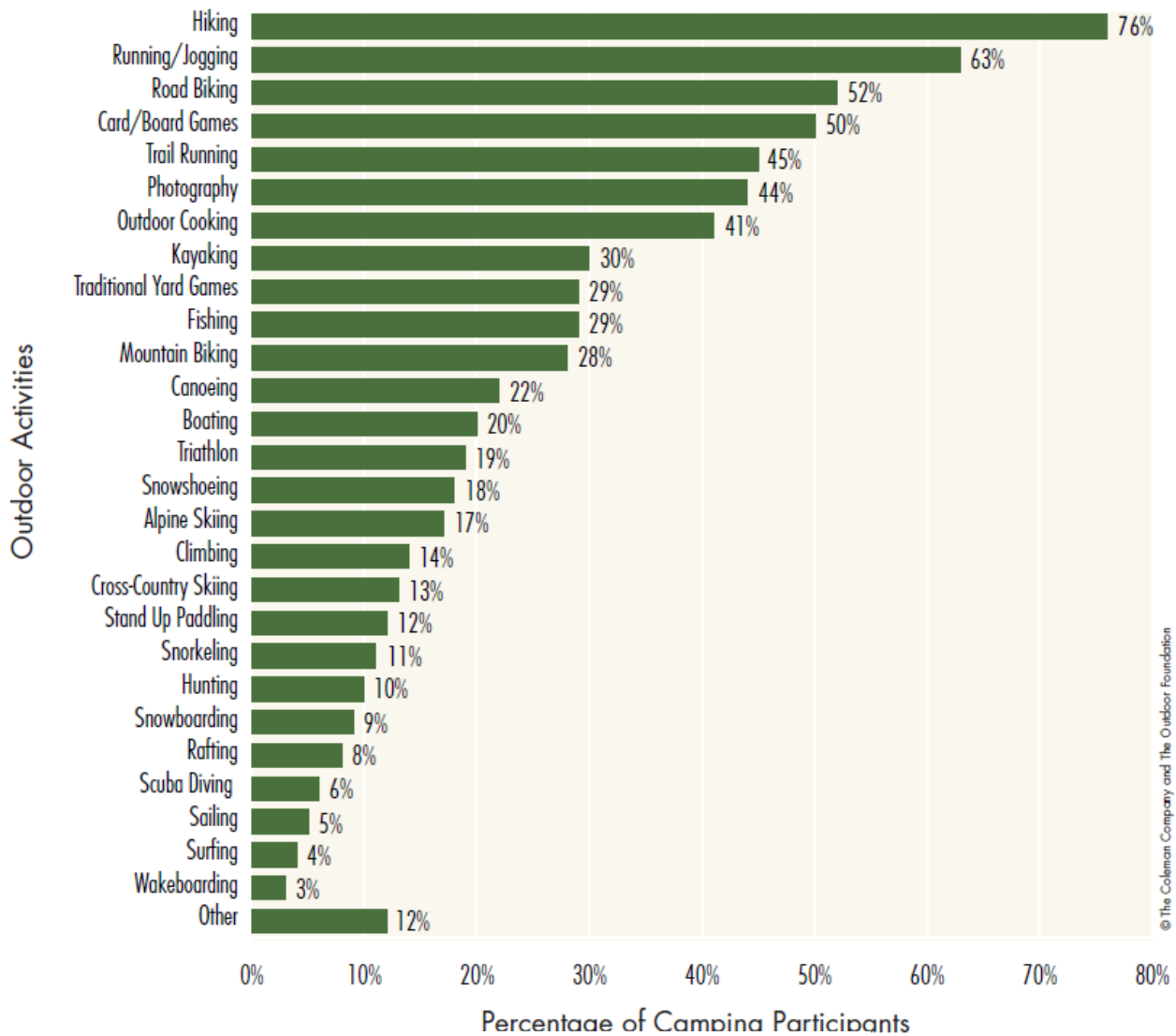
*Source: 2014 American Camper Report



With the understanding that the previous chart has some limitations in describing user behavior based on the amenities and activities that are present in each setting, it is also insightful to examine the most popular activities among participants when they are not camping. The chart below describes the general sport and leisure participation among campers over the age of 18. This information provides an understanding of activities that campers are interested in, which can be useful in determining the types of activities that would be most sought after from a camping experience.

General Sports and Leisure Participation

Camper, Ages 18+



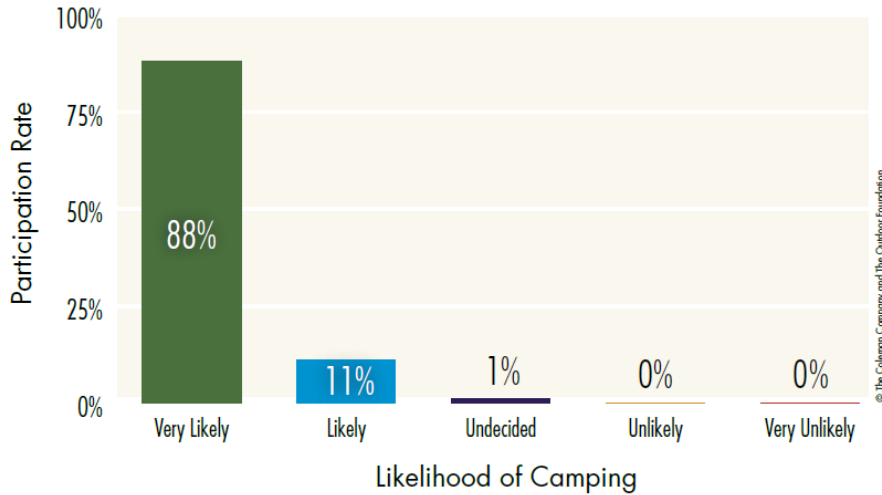
*Source: 2014 American Camper Report

2.7.4 REPEAT CUSTOMERS

Based on survey findings, campers tend to be very loyal customers, as they plan to repeat their experience within the next year at a very high rate. The diagram below illustrates that 88% of campers say they are ‘very likely’ to camp in the next year, with an additional 11% stating their chances are ‘likely’. Only 1% were ‘undecided’ whether they would camp in the near future, and none of those surveyed believed a repeat experience was ‘unlikely’ or ‘very unlikely’.

Likelihood of Camping Next Year

Camper, Ages 18+

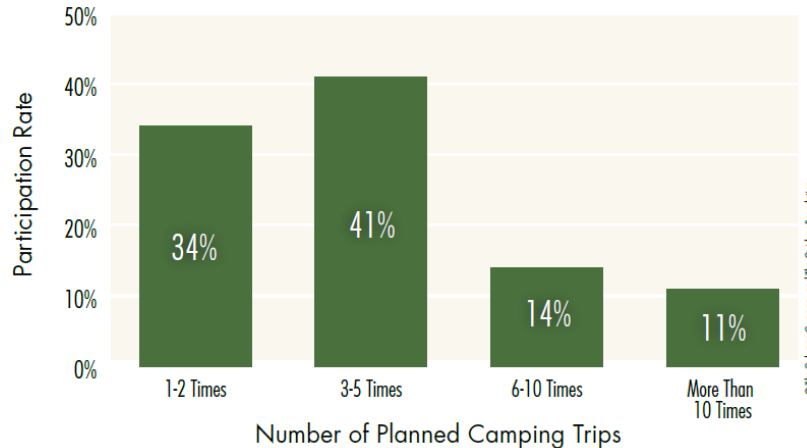


*Source: 2014 American Camper Report

As observed below, campers are not only likely to return, they are also repeating at a frequent rate. Based on the number of camping trips planned in the next year, we find that 66% of campers expect to do so more than three times.

Number of Trips Planned

Camper, Ages 18+



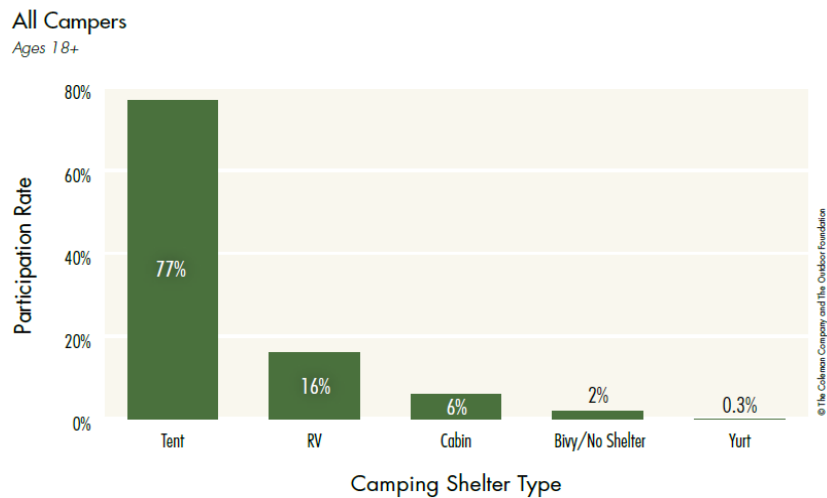
*Source: 2014 American Camper Report



2.7.5 TYPES OF CAMPING

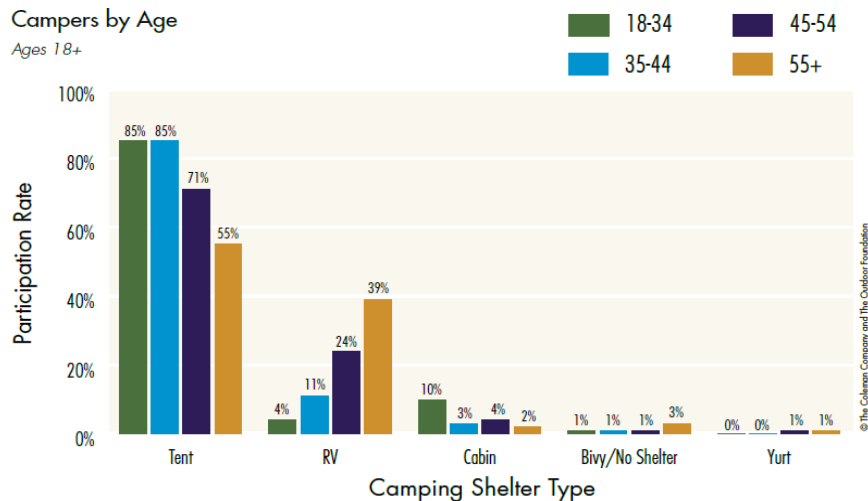
Different types of camping can accommodate different styles of campers. A variety of available camping options were identified in the *American Camper Report*, including tents, RVs, cabins, bivy/no shelter, and yurts. Overwhelmingly, tent camping (77%) is the preferred type of camping for all campers age 18 or older, followed by RV (16%) and cabin (6%).

Primary Type of Camping Shelter



*Source: 2014 American Camper Report

The following graph assesses the age of participants by camping shelter type. This reveals that the younger segments are primarily camping in tents, while the older segments prefer more diverse camping experiences. Surprisingly, the oldest age group is participating in the most rugged experience (i.e., bivy/no shelter) at a higher rate, although this style of camping pales in comparison to the more popular forms.



*Source: 2014 American Camper Report

According to the Recreation Vehicle Industry Association's most recent ownership report, the fastest-growing cohort of RV owners in 2013 was 35 to 44 years old, which is just slightly less than the industry's

largest cohort of owners, which are between 45 and 54 years old. The average American RV owner was 50 in the 1980s, and today that age is 48 and falling.

"You used to think of RVs and think of the cigar-smoking grandpa and the retired couple," said Matt Rose, Director of Recreation Vehicles at the Indiana Manufactured Housing Association-Recreation Vehicle Indiana Council, "but not anymore."

And that could be good news for not only RV manufacturers, but also for RV parks.

"They spend more money on experience than on a material good," said Rose, who coordinates retail shows in Indiana. He has seen that these younger RVs spend more money while traveling and take more frequent trips.

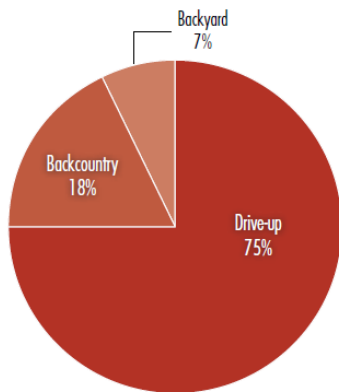
As the baby boomer population continues to swell and enter retirement, the 55+ generation is one to review as the buyer of a less expensive means for gaining their camping experience. The RV lifestyle for retired adults may be a sign of the past.

2.7.6 PLACE AND TIME OF EXPERIENCE

This section explores where camping typically takes place, along with the duration and seasonality of the experience.

The following charts describe the setting and the distance traveled for camping experiences. Three-fourths of camping trips take place in a drive-up setting, followed by backcountry (18%) and backyard (7%) camping. Survey data shows that adult campers traveled an average of 186.7 miles from home to reach their camping destination. Sixty percent of campers travel between 51-300 miles to camp, while only 23% stay within 50 miles of home and nearly 20% travel over 300 miles. These figures show that camping experiences can draw users from long distances.

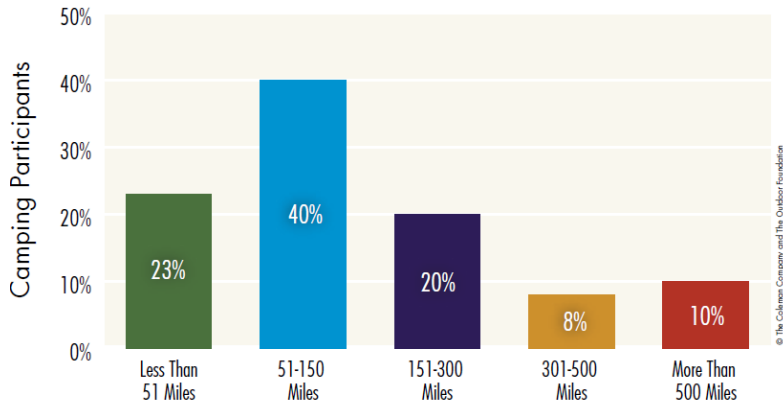
Type of Trip



Campers, Ages 18+
© The Coleman Company and The Outdoor Foundation

Distance from Home

Campers, Ages 18+



Distance Traveled for Camping Trip

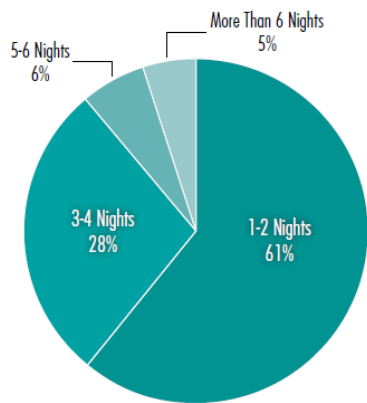
© The Coleman Company and The Outdoor Foundation

*Source: 2014 American Camper Report



The majority of campers' length of stay is 1-2 nights (61%), followed by 3-4 nights (28%) and 5+ nights (11%). The seasonality of camping trips affect the length of stay, as the summer months average a duration of 2.5 nights, with winter surprisingly reporting the second longest average stay at 2 days.

Length of Trip



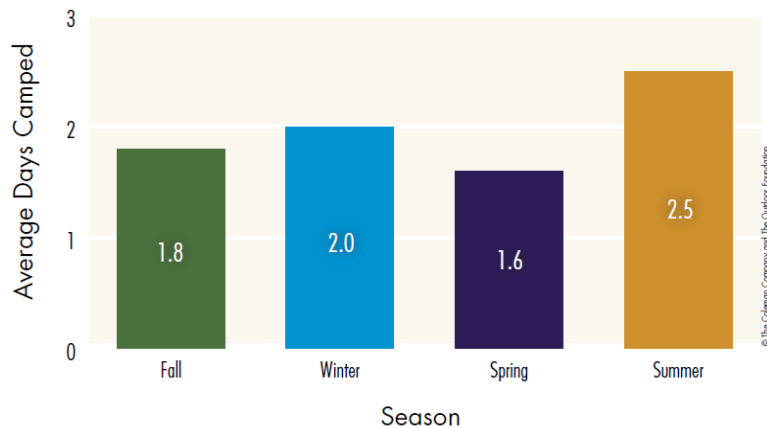
Campers, Ages 18+

© The Coleman Company and The Outdoor Foundation

*Source: 2014 American Camper Report

Camping Days by Season

Campers, Ages 18+



© The Coleman Company and The Outdoor Foundation

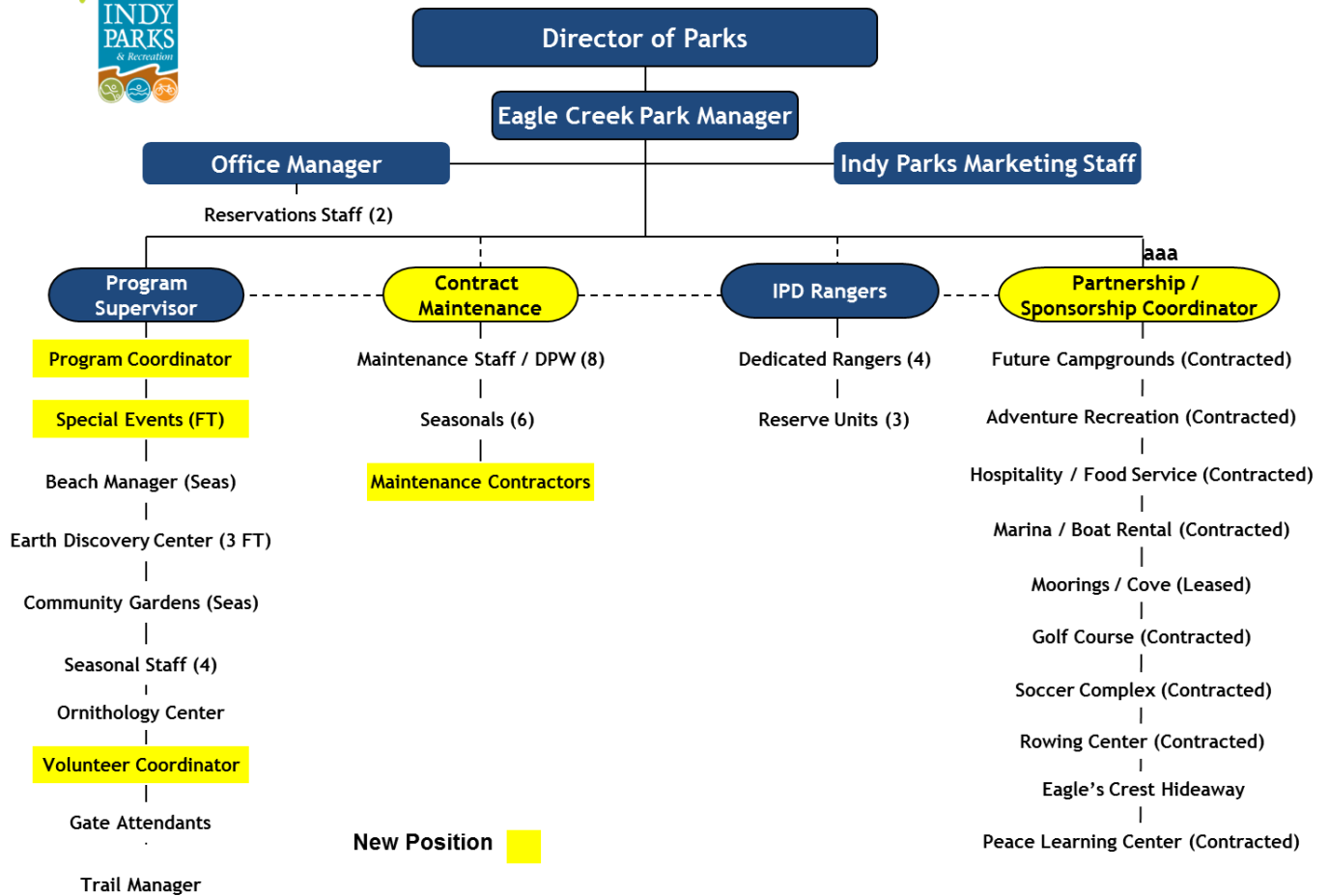
CHAPTER THREE - FUNCTIONAL ORGANIZATIONAL STRUCTURE

This proposed functional organizational structure addresses and evaluates the park’s capability to achieve the vision, and act on the existing recommendations with existing staff. The park operates in a very efficient manner currently, but needs to address how they can act on achieving the goals and recommendations outlined in this business plan. This will require some slight organizational changes.

The functional organizational structure was developed for park and city leaders to consider. The goal of establishing a functionally based organizational structure is to correctly align the duties and responsibilities of the park with the expectations of city leaders and the community to achieve the goals outlined in the business plan.



Eagle Creek Park Functional Organizational Structure



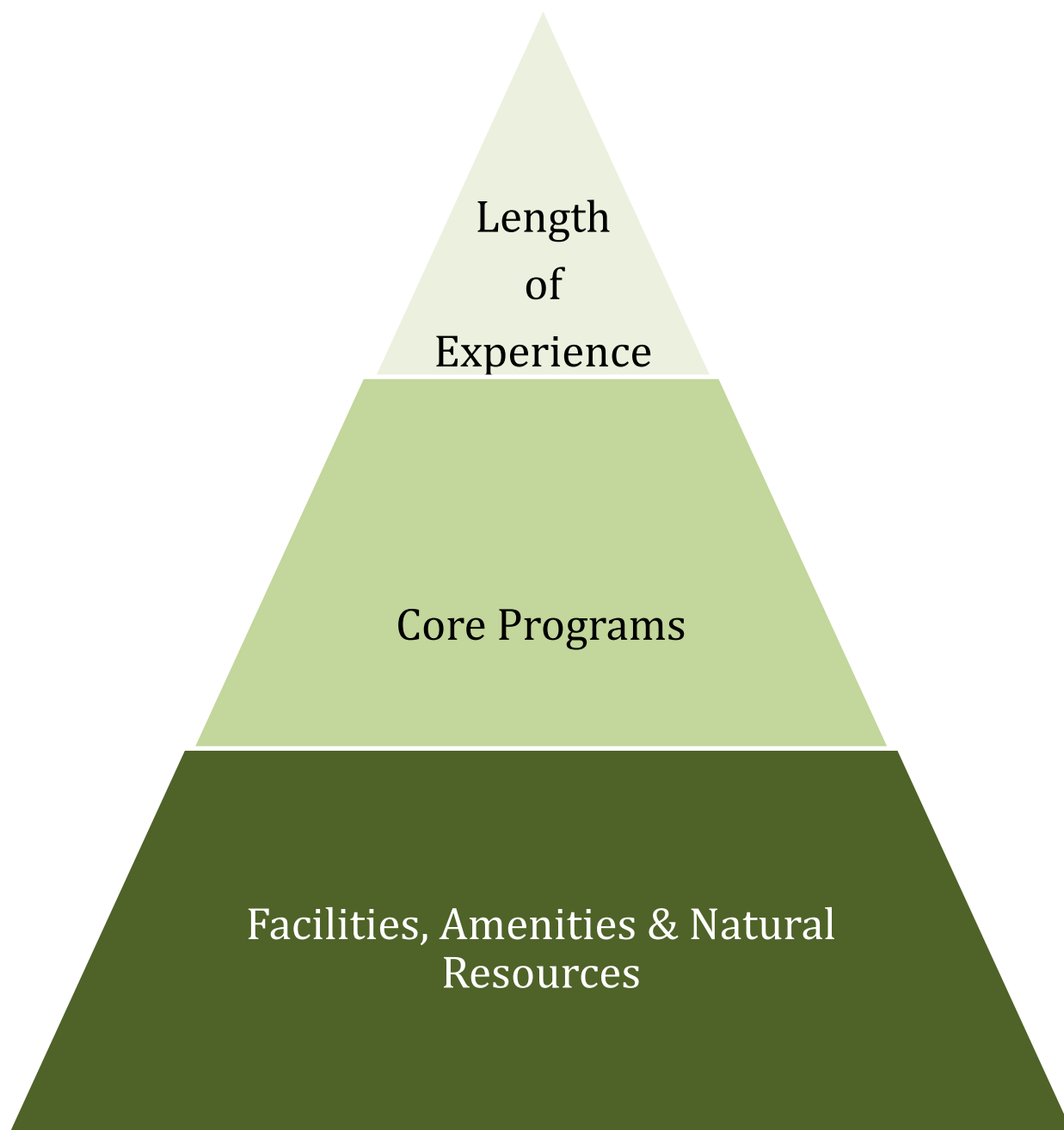


CHAPTER FOUR - THE FORMATION OF A DESTINATION PARK

4.1.1 COMPONENTS OF A DESTINATION LOCATION

These components shown below are required to make a destination park. The longer people stay the more they feel a connection with the park. Core programs create energy in the park that drive and activate people in the park. The park must have facilities and amenities with wide-age appeal.

The meaning of the pyramid shows that core programs and quality amenities create a stronger length of stay which translates into more operating dollars spent in the park.



4.1.2 EAGLE CREEK PARK AS A DESTINATION LOCATION

The pyramid chart demonstrates how important it is to tie length of stay to programs that are connected to recreation amenities in the park.





The formation of a destination park such as Eagle Creek Park must support at minimum five experiences for each age segment in a recreation person’s life. The reason for this logic is similar to the popularity of destination shopping experiences at the local mall. The greater the number of choices for the consumer to choose from, the greater the opportunity to sell product. The age segments in a person’s life are as follows:

- 2-5 year olds, 6-8 year olds, 9-12 year olds, 13-15 year olds, 16-18 year olds, 19-30 year olds, 31-45 year olds, 46-60 year olds, 61-70 year olds, 71-75 year olds, 76 and older.
- The following programs were recommended, as well as additional amenities that support at least five experiences per age segment in the park.

EAGLE CREEK PARK: DESTINATION LOCATION												
AGE SEGMENT APPEAL		AGE SEGMENTS										
FACILITIES AND AMENITIES	Length of Experience	2-5 yrs	6-8 yrs	9-12 yrs	13-15 yrs	16-18 yrs	19-30 yrs	31-45 yrs	46-60 yrs	61-70 yrs	71-75 yrs	76+ yrs
TRAILS	2-8hours	*	*	*	*	*	*	*	*	*	*	*
ADVENTURE FITNESS CENTER	90mins			*			*	*	*	*		
GO APE	1-4hours			*	*	*	*	*	*	*	*	*
RESERVOIR / AQUATIC FACILITIES	2-4hours	*	*	*	*	*	*	*	*	*	*	*
SPRAYGROUND	1-3hours	*	*	*	*	*	*	*	*	*	*	*
OPEN SPACE	1hour	*	*	*	*	*	*	*	*	*	*	*
SPECIAL EVENT AREA	2-4hours	*	*	*	*	*	*	*	*	*	*	*
CAMPGROUND	1-7Days	*	*	*	*	*	*	*	*	*	*	*
SHELTERS / PICNIC AREAS	2-4hours	*	*	*	*	*	*	*	*	*	*	*
EARTH DISCOVERY / ORNITHOLOGY CENTER	1-2hours	*	*	*	*	*	*	*	*	*	*	*
PLAYGROUND / DOG PARK	1-7Days	*	*	*	*	*	*	*	*	*	*	*
EAGLE CREEK GOLF COURSE	2-8hours			*	*	*	*	*	*	*	*	*
GEISSE SOCCER COMPLEX	1-4hours	*	*	*	*	*	*	*	*	*	*	*
VISITOR CENTER / GIFTSHOP	1hour	*	*	*	*	*	*	*	*	*	*	*
CORE PROGRAMS	Length of Experience	2-5 yrs	6-8 yrs	9-12 yrs	13-15 yrs	16-18 yrs	19-30 yrs	31-45 yrs	46-60 yrs	61-70 yrs	71-75 yrs	76+ yrs
RECREATION AND WELLNESS	1-2hours		*	*	*	*	*	*	*	*	*	*
OUTDOOR RECREATION / ADVENTURE	1-2hours		*	*	*	*	*	*	*	*	*	*
CAMPING	1-7days	*	*	*	*	*	*	*	*	*	*	*
NATURE, SCIENCE, ENVIRONMENTAL ED	1-2hours	*	*	*	*	*	*	*	*	*	*	*
SPECIAL EVENTS	2-8hours	*	*	*	*	*	*	*	*	*	*	*
KIDS AND FAMILY	1-4hours	*	*	*	*	*	*	*	*	*	*	*

4.2 CORE PROGRAMS AND SERVICES

The Consultant Team formulated recommended core programs and services for Eagle Creek Park based upon the following criteria and elements:

- Industry best practices and emerging trends
- Natural resources present at the site
- Initial Phase Development Plans

These core programs and services are organized into three major categories - Recreation and Wellness, Outdoor Recreation / Adventure, and Nature, Science, and Environmental Education. These programs are designed to achieve the following for Eagle Creek Park:

- Increase the public engagement and appeal of Eagle Creek Park to existing users
- Improve the appeal of Eagle Creek Park to new users
- Create new and reliable sources of earned revenues

4.2.1 RECREATION AND WELLNESS PROGRAMS AND SERVICES

Develop programs that feature recreation and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:

- Guided and unguided fitness walks and runs at Eagle Creek Park trails.
- Fitness signage for Eagle Creek Park trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips.
- Adventure races or race series: trail running, kayaking, or multi-sport.
- Outdoor health challenges that feature unguided opportunities for visitors to earn “miles” toward discounts at future park visits or prizes supported by private sector sponsors.
- Scavenger hunts associated with Eagle Creek Park trails with prizes available upon completion.
- Skill builder workshops - these can be single or multi-day events that are focused on acquiring and/or mastering new skills in the outdoors. Examples include kayaking, backpacking, backcountry camping, wilderness survival, orienteering, outdoor cooking, etc.
- Adventure sport festivals and expositions that combine exposition or competitive outdoor recreation activities, vendors, and music/entertainment.

4.2.2 OUTDOOR RECREATION / ADVENTURE

Develop programs that feature outdoor themes. Examples of programs include, but are not limited to:

- Youth leadership programs - single and multi-day experiential learning programs designed for older youth that utilize the outdoor leadership course and focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
- Outdoor summer camps in adventure recreation.
- Outdoor skill development programs in archery, hunting, hiking, camping, fishing, kayaking.
- Adult leadership programs - single and multi-day experiential learning programs designed for adults that utilize the outdoor leadership course and focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
- Outdoor art programs on site using natural elements.

4.2.3 NATURE, SCIENCE, AND ENVIRONMENTAL EDUCATION

Develop new programs that feature themes of natural science and history. Many of these suggestions are types of programs that are envisioned at Eagle Creek Park. Examples of programs include, but are not limited to:

- Programs that educate people about wildlife in the park
- Astronomy programs and presentations
- Guided and unguided interpretive nature walks at Eagle Creek Park with seasonal themes
- Seasonal bird watching and wildlife viewing - construction of viewing areas around “blinds” that can be used during different seasons to view different birds and wildlife. Establish an eco-tourism program and market it to birders.
- Stewardship workshops - provide single or multi-day workshops focused on techniques for resource stewardship by the average person or family.
- Skill builder workshops on bird, wildlife, or plant identification and historic lifestyle skills.
- School and youth programs aligned to either state education or merit requirements that focus on natural sciences, conservation, and historic and cultural studies.



4.2.4 YEAR-ROUND PROGRAM PLAN

In order to strengthen existing user markets and build new ones, the following key strategies are recommended for core programs and services. The recommendations that follow are provided as a framework through which Eagle Creek Park can organize and expand its programs and services that target specific user groups. The programs serving the target user market segments recommended in this framework will reflect the core areas of focus identified above - Recreation and Wellness, Outdoor Recreation / Adventure, and Nature, Science, and Environmental Education.

4.2.4.1 ACTIVE SENIORS PROGRAM PLAN

The goal of the active senior program plan is to create experiences that engage active retirees and seniors to participate in programs and services at Eagle Creek Park more aggressively than the status quo. This specifically is designed to be an active recreation program plan for senior adults over the age of 55 for the next ten years. The following recommendations are a targeted framework for developing and delivering programs for active seniors at Eagle Creek Park:

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to, wildlife viewing, fishing, health and wellness, and low-intensity action sports.
- Identify key media outlets to promote and market programs and services uniquely designed for seniors provided at Eagle Creek Park (i.e., magazines, websites, etc.).
- Establish “working” partnerships with organizations and associations where memberships are primarily focused around retirees and seniors, but also share common values with Eagle Creek Park to provide programs and services aligned with the unique criteria and focus of each organization.
- Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.
- Have campground programs for people who want to camp on site.

4.2.4.2 YOUTH SERVICES PARTNERSHIP PLAN

The goal of the youth services partnership plan is to establish relationships with key organizations serving youth in the primary and secondary service markets that create a captive and reliable market for Eagle Creek Park programs and services. The following recommendations are a targeted framework for developing and delivering programs for youth service organizations:

- Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls for consistent and system programs in merit advancement, etc.
- Establish “working” partnerships with schools to provide programs and services that are aligned with state education standards and evaluation criteria in science, math, reading and writing, and social studies.
- Establish “working” partnerships with general youth groups that share common values with Eagle Creek Park to provide programs and services that are aligned with the unique criteria and focus of each organization.
- Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

4.2.4.3 ENGAGING TEEN PARTICIPATION

Teenagers make up a critical user group for parks and recreation departments; however, this group tends to be one of the most elusive in terms of overall participation in programs. It is important to engage teens in recreation offerings to ensure that youth are creating a positive impact in the community. Furthermore, a department that is effective in capturing the teen segment is potentially tapping into strong volunteer candidates and aid in the development of future leaders.

Due to the challenge in customer acquisition among teenagers, Indy Parks teamed up with Ball State University's Department of Natural Resources and Environmental Management (NREM) to offer an immersive learning course titled *Environmental Programs Proposed to Engage Teenagers in Indy Parks*. Students were challenged to propose ideas for programs that Indy Parks could use to better engage teens in environmental and recreation programs, using Eagle Creek Park as context. The semester-long project resulted in technical reports, brochures highlighting the proposed programs, and final presentation at the *Building Better Communities Showcase* event. The following key themes and recommendations resulted from the study:

- **Eagle Creek Outdoor Challenge (ECOC)** - Students proposed a series of environmental skill sets to be completed for teenagers. This group proposed a combination of outdoor activities as challenges to be completed. It envisioned that teenagers would earn points or rewards after completing them. Students could complete the mini-skill programs over a period of weeks or months. In this way, the ECOC Program incorporated competition and could lead to specific rewards or outcomes. A possible reward proposed was a camping trip or Go Ape adventure.
- **Connecting to Popular Culture and Trends** - Outdoor activities proposed as challenges to be completed included fishing, hiking, photography, and others. An interesting element of the ECOC skill-based programs was archery. Other park and recreation agencies have invested in developing outdoor skill development programs, such as archery programs. The Community Partner Contact for the project, Don Colvin, had expressed early in the project that there could be interest in an archery program in Indy Parks. The rise in archery programs relates to teenage interest in popular culture and movies that have promoted archery. The year 2012 saw the popularity of the *Hunger Games* and also a rise in interest in archery in the U.S. Archery programs in several cities saw growth in participation.
- **Comparing Ideas to Other Parks Departments** - When evaluating Ball State students' projects, we can consider what other park and recreation departments are doing to better engage teenagers in the United States. Other city parks offer outdoor skill development programs, and these may include actual work programs, such as conservation crews to help clean up the parks. Researchers have noted the importance of rites of passage programs for youth, particularly for minority youth (Pinckney et al., 2011). Parks and recreation departments may be able to facilitate rites of passages programs. One component of these programs is the need for community projects, so that youth can form identities that include giving something back to their communities. At the same time, it may be important to respect their cultural identity and role of family, particularly for children of immigrants. This was noted as important by researchers of Hispanic youth, that their cultural identity should not be lost in efforts for acculturation or assimilation (Rodriguez et al., 2012.) Examples from cities with high minority populations, such as Detroit, include neighborhood cleanup projects and urban garden initiatives. (For more information, please see <http://detroit.cbslocal.com/top-lists/best-volunteer-opportunities-for-kids-in-detroit/>). Detroit also created a year-round youth program for helping maintain its parks.



- **Evaluating Student Ideas for Programs** - When evaluating student projects, it is important to consider their relevance to the Indy Parks system. Eagle Creek Park Foundation advertises season and daily passes for an archery range (Available: <http://www.eaglecreekpark.org>). This information helps to legitimize the students' proposal, in that it is a reasonable assumption that Eagle Creek Park could support archery activities, with an archery range already in existence. The Eagle Creek Park Foundation website also lists other activities consistent with the NREM students' proposal for environmental skill development, such as photography shoots, sailing lessons, pistol ranges, and endurance events. The idea of endurance events that challenge young adults to stretch themselves to new levels of physical fitness and professional skill development leads to another group program proposal.
- **Parkour and Obstacle Course** - The Parkour student group's rationale was that teenagers want something challenging and physically strenuous to do in a park setting. This group was particularly excited about their proposed program. Even though this group stretched the limits of what would be considered an environmental program for teenagers, they did think creatively about what might attract teenagers to public parks. Apparently, groups promoting Parkour exist in other parts of Indiana, such as in West Lafayette and Fishers (See figures below.) The Ball State students' idea of Parkour was "thinking outside the box" in some ways of what is traditionally thought of as acceptable in a public park setting. However, it is similar to the philosophy of the existing ropes course at Eagle Creek Park. The Go Ape Course (Available: <http://goape.com/zip-line/indiana-eagle-creek-park>) also represents challenge and risk as well as adventure.
- **Obstacle Courses as an Alternative** - While Parkour was met with some concern, given liability concerns expressed by the Eagle Creek Park staff in our meetings with them, it may be possible to have some other version of this idea of a physically challenging program with goals and a course to maneuver through stations. Obstacle courses could be an alternative. These obstacle courses could be available on a short-term basis and allow for lower risk and liability concerns. An example is provided from Winchester, Virginia Parks and Recreation Department. They are providing the World Explorer Obstacle Course in June of 2016. Participants will "jump, dash, crawl, weave, balance, and slip slide through ten different country-themed obstacles." (Available from: <http://www.winchesterva.gov/international-festival/world-explorer-obstacle-course>, para. 1). Note that this would involve less risk to participants than higher elements associated with a Parkour course. An obstacle course could have a competitive dimension. Winners could be awarded prizes or general incentives for participation and places in the competition.
- **Rewards and Incentives Programs** - The first two programs of Eagle Creek Outdoor Challenge (ECOC) and Parkour suggest the importance of incentives or reward programs. One of the ideas of the NREM students was to provide a small sample of teenagers with a wilderness adventure or camping trip away from Indianapolis, after they had participated in programs at Eagle Creek Park. An example of a wilderness or camping trip provided to a small group of teenagers can be reviewed with the Portland, Oregon Parks and Recreation. Portland offers a wilderness skills overnight program for five days for teenagers ages 11-17. Portland also offers some other innovative teenager programs. In addition to a wilderness adventure, they offer programs close to home. This could be offered as a reward system for teenagers who volunteer to do conservation work in their local parks. Portland also provides examples of skill development programs, for example, a youth conservation crew and summer naturalist programs. Their GRUNT program (Greenspaces Restoration & Urban Naturalist Team) combines skill development in

outdoor settings with professional career mentoring and environmental awareness. A junior naturalist program already exists with Indiana State Parks. Frank Rouse from Indy Parks contributed to the curriculum. Existing colleagues in Indiana staff could provide some suggestions on implementing such a program at Eagle Creek Park. Although Eagle Creek Park has a Nature Day Camp Head Counselor position offered, it appears to be for older young adults, such as college-aged students. It may be possible to have junior naturalists, i.e., younger teens, mentored by the college students to have more young adults involved in camps. Teenagers would learn skills with environmental systems as well as working with children. Part of the motivation for the immersive learning course was that college students would be able to relate to the teenage years and propose relevant ideas.

- **Outdoor Skills Programs and Indiana Curriculum** - Indiana has natural resource curriculum for teenagers. The Junior Indiana Master Naturalist Statewide Curriculum was a combined effort of Indiana Department of Natural Resources (DNR) Purdue Extension, and others (Available <http://www.in.gov/dnr/parklake/files/IMN-Curriculum-HostGuideJr.pdf>). The guide includes language about orienteering and other outdoor skill development. This leads the discussion to the third and fourth teams in Natural Resources and Environmental Management 405/505 course. Two student teams chose to focus their efforts on geocaching programs, an outdoor recreational activity, in which participants use a Global Positioning System (GPS) or mobile device to hide and seek containers, called "geocaches" or "caches". As with Junior Naturalist Programs, Indiana DNR State Parks have provided examples of implementing geocaching programs throughout the state. The Indiana DNR has guidelines for geocaching on state parks (Available: <http://www.in.gov/dnr/7488.htm>). Geocaching is a trendy activity that has been attracting more interest among people of all ages.
- **Geocaching in Eagle Creek Park** - The students in NREM 405/505 had some interesting ideas about developing geocaching at Eagle Creek Park. Social media was proposed for teenagers to record their participation in geocaching in the park and grow interest in the outdoor activity. Competitive elements were also considered to try to engage teenagers. The two college teams that developed ideas for geocaching had some different ideas about the programs. One team proposed using geocaching locations to teach participants about different habitats, such as wetlands or forests, or to help locate them close to the Earth Discovery Center. The other Ball State Geocaching team suggested locations in various places, in order to encourage participants to visit many different areas within the Eagle Creek Park. One hope with geocaching activities being proposed by the college students was that it would combine technology with outdoor recreation and thereby connect to teenagers through modern technological tools, with which they are already familiar. For example, some cell phones have GPS capability installed, and teenagers are very aware of cell phone technology.

4.2.4.4 FAMILY PROGRAM PLAN

The goal of the family program plan is to create experiences that engage families to participate in programs and services at Eagle Creek Park more aggressively than the status quo. This is specifically designed to increase programs targeted toward family recreation services and to increase families participating together. The following recommendations are a targeted framework for developing and delivering programs.

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to, wildlife viewing, hiking, kayaking, archery, camping, health and wellness, and action adventure sports.



- Identify key media outlets to promote and market programs and services uniquely designed for families provided at Eagle Creek Park (i.e., magazines, websites, etc.).
- Improve kid-focused attractions such as an interpretive or nature based playgrounds as part of the Initial Plan Development.
- Develop official adventure/extreme sport venues, including a kayaking and archery skill course and climbing tower activities positioned in appropriate strategic locations of the park.
- Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.
- Family outdoor learning in camping, fishing, kayaking, archery, and hiking.

4.2.4.5 ADAPTIVE SPORTS PROGRAM PLAN

The goal of the adaptive sports program plan is to create experiences and opportunities that engage people with disabilities to participate in programs and services at Eagle Creek Park more aggressively than the status quo. The following recommendations are a targeted framework for developing and delivering programs for people with disabilities and special needs:

- Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to, wildlife viewing, health and wellness, camping, trail sports, and low-intensity action sports.
- Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities provided at Eagle Creek Park (i.e., magazines, websites, etc.).
- Establish “working” partnerships with organizations and associations where membership is primarily focused around people with disabilities who share common values with Eagle Creek Park managing entities to provide programs and services that are aligned with the unique criteria and focus of each organization.
- Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.
- Plan programs serving people with disabilities a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

4.2.4.6 SPECIAL EVENTS

It is important to utilize special events and competitions at Eagle Creek Park to re-vitalize the position of the park in the local communities, re-energize the park for users, and re-introduce the park among its regional and national peers. The following recommendations are a targeted framework for developing and delivering special events:

- Create at least one event per year that centers on the history of the park and the significance of the natural resources of the site.
- Create at least one event per year that celebrates the amenities associated with the park (i.e., 25th or 50th anniversary celebration, “Creature Fest”, trail sport expo, star party celebration, etc.).
- Create at least one event per year that centers on art, entertainment, and music.
- Create at least one event per year that is cause-related event (i.e., fundraiser, health initiatives, cancer research, etc.).
- Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

4.3 RECREATION PROGRAM STANDARDS

Recreation program standards need to be developed to support a high quality efficient recreation program division for the Eagle Creek Park. The program standards are developed to support core recreation services. The standards are to focus on establishing what constitutes a quality experience, operational and cost recovery goals, and marketing and communication standards for users to access the program or service. Performance measures track desired outcomes of the program and hold staff accountable to those standards.

4.3.1 STANDARDS OF A HIGH-QUALITY EXPERIENCE

From these core services, the following standards need to be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate to help the participant with appropriate attention and to feel safe.
- The program is provided in the appropriate recreation space, either indoor or outdoor, designed for that program and is safe and clean.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first-aid and CPR. Volunteers are trained in first-aid and CPR when appropriate.
- A first-aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This will include pre- and/or post-evaluations focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Eagle Creek Park is investing in their experience.
- Each instructor or program supervisor will be provided a tool box that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent park information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes are hoped to be achieved.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.



- New staff, volunteers, and contract employees working with children will have background checks by the Marion County Sheriff's Department.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the recreation division.
- Staff will be dressed in the appropriate uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program, noted by the instructor or program supervisor, and recorded daily, weekly, and monthly.
- Tracked performance measures will be shared with instructors/program staff when sessions end.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file with the determination to rehire or not to rehire.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class funds are spent. Final budget results will be documented at the end of the program and shared with the supervisor or manager.
- All regulatory requirements for programs are completed on time and filed according to guidelines.
- Required licenses and certifications set by law will be reviewed and filed before programs begin.

4.3.2 OPERATIONAL AND COST RECOVERY GOAL STANDARDS

- Pricing policy is determined, staff understands the philosophy behind it, and communicates with users.
- A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs, and cost recovery goals are established once these numbers are in place. Staff will be trained on this process.
- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Quarterly results of program will be posted and shared with staff on those services that are underperforming, meeting, or exceeding the recovery goals.
- Mini-business plans will be created for each core program service on a yearly basis that evaluates the program based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies to be implemented. Cash collection standards and refund process standards should be incorporated. This will be the basis for budget development.
- Yearly competitor and other service providers will be benchmarked, shopped, and evaluated, for changes they make. Comparisons will be made with Indy Parks efforts in core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.

- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in Eagle Creek Park annually.

4.3.3 MARKETING AND COMMUNICATION STANDARDS

- Core programs, non-core programs, and facility related services will be evaluated yearly based on their lifecycle, position in the market place, and trend data with a strategy to make changes (keep the same or eliminate).
- Core program priorities will receive the appropriate time and space in recreation amenities to keep the service strong and viable.
- Cost-benefit criteria will be incorporated within the core services mini-business plan annually.
- Program guides will dedicate space to core services as their primary target. Non-core services, which could become a core service, will have a marketing strategy created and tested yearly.
- A marketing plan will be created and updated yearly for promotion of services, pricing of services, communication and feedback from users, age segment management, lifecycle management, partnerships and sponsorships, competition assessment, facility and program positioning, and tracking the accessibility to gain access to the system. Pricing strategies for revenue centers will be developed when needed to keep them viable.
- A cost of service assessment will be completed for each guide and results of participant impact and cost recovery goals will be met.
- The marketing division will train staff on strategies targeted to increase participation, create more revenue or change a price to meet a cost recovery goal.
- Marketing staff will conduct yearly service gap assessments to support community needs.
- The department will develop a customer survey (mail, email or phone) every 3 years to gauge how well the system is meeting the needs of residents and what program areas need stronger support.

4.3.4 PERFORMANCE MEASURES

The Nature/Education/Recreation Division of Eagle Creek Park needs to consider developing the following performance measures to track desired outcomes and to demonstrate to key leadership the value of the investment being made in recreation programs:

- Program capacity levels met based on total availability and enrollment numbers with a target goal of 85%.
- Programs offered versus programs held with a target goal of 80%.
- Retention of participants are targeted at 75% and tracked by the point of sale system.
- Cost recovery goals met at 95% for core services.
- Customer satisfaction levels met at 90% or greater in all services.
- Contractor performance meets 99% of target revenues and customer satisfaction levels agreed to in the contract.



4.4 MARKETING PLAN

It is important for Eagle Creek Park to develop a working market plan for staff to follow that allows the Public Relations/Marketing staff to work with other divisions within the park when enhancing revenue operations, increasing visitation, and improve awareness, value and image of the park to the community.

4.4.1 STRENGTHEN EAGLE CREEK PARK'S BRAND

Eagle Creek Park's brand will focus on five areas of value the community sees as important to living in Indianapolis. These include:

- **Focusing on Green** - The management philosophy of Indy Parks and staff is to demonstrate their sustainable efforts in the design and management of Eagle Creek Park's amenities, recreation facilities, and programs.
- **Health and Wellness-Trails** - Programs in Eagle Creek Park will demonstrate opportunities for users to value these resources for the health and wellness benefits they provide to the community through effective design and program management.
- **Destination and Quality Experiences** - Eagle Creek Park's staff will create programs and services that benefit users' experience in the park or at a recreation amenity to create a special memorable place to enjoy. The experience will encourage the user to feel like the staff really knows them, how they want to be treated, and are able to meet their recreation needs.
- **Economic Development** - Eagle Creek Park will create livable park and recreation spaces and programs for people of all ages to enjoy. Staff will create more business development for Indy Parks because people will want to live, work, and play in Indy.
- **Community Connectivity** - Trails, programs, and special events will be created to connect the city residents through access to trails that are free from vehicles and promotes health and wellness. Special events will be developed that create strong memories, a sense of place and tradition, and a place for people to call home to recreate.

Staff will collect point of sale data on users of the services when people use Eagle Creek Park. Develop an effective data collection system of users and profile information for Eagle Creek Park that includes:

- Core outdoor recreation programs
- Picnic shelters
- Special Event users
- Special Facility users

Data will be collected by zip codes. Data will include participant demographics, age, and will be GEO Coded where people are located and how far they drive for a service or for the attraction, how often they participate in services, and how much they spend on a per capita basis. Data will be collected on a winter, spring, summer, and fall basis.

4.4.2 ADVANCE THE USE OF TECHNOLOGY ON MARKETING AND PROMOTIONS OF KEY PROGRAMS AND EAGLE CREEK PARK AS AN ATTRACTION

Technology Information will be created from the use of various sources such as:

- Point of sale information from entrance fees and program fees
- Centralized Reservation System for programs, events, and amenities
- Intercept Survey Management of users and non-users of the park

4.4.3 EXPAND CUSTOMER TRAINING AND FOCUS OF STAFF AND VOLUNTEERS ON SELLING THE VALUE OF EAGLE CREEK PARK TO CITIZENS AND USERS

Customer Service Training and Philosophy will focus on the basics of customer service for staff, part-time staff, and volunteers. Additional training will be developed based on direct business planning unit requests to the Business Development staff within the department. Customer satisfaction levels will be tracked in all business units, and reported to the Business Development Staff for assessment. Training will be determined based on the results. All part-time and seasonal staff will view a customer training video as part of their training and put into practice at their respective program sites. Customer service standards will be developed for all park and recreation attractions and for core program areas. Evaluation forms will evaluate how well those standards were met.

The goal will be to obtain 90% or greater customer satisfaction levels at all attractions and in all programs through effective implementation and training of customer service standards. Staff will use post evaluations, focus groups, trailer calls, and on-site surveys. A customer service app will be made available for users to download. Mystery shoppers will be used to determine the customer service levels and standards in place, and what level of training is needed for improvement. Customer service training will be done prior to each program season for all full-time staff, part-time staff, and volunteers working with users and visitors. The Marketing and Communication Staff will track and manage the customer satisfaction levels and report by attraction and core program area how well the agency is performing against those standards using:

- Survey Monkey, or other online survey provider, for gaining access from users based on their experience
- Social media transformation
- Eagle Creek Park purchased online advertising
- Customer service app to track experiences as they happen

4.4.4 SUPPORT AND PROMOTE PROGRAMS THAT GENERATE INTEREST IN EAGLE CREEK PARK

Strategies and program themes for each program area will come from the Recreation Program staff and the Marketing/Communications staff working together. Some program themes examples are listed below:

- Wellness and Fitness month in Eagle Creek Park
- Anniversaries of key amenities and facilities developed in the park
- A special event held at least one time a month in Eagle Creek Park
- Parks and Recreation Month in Indianapolis
- Celebration of the great outdoors
- Camping for families, young people, single adults with kids
- Trail use and events to promote wellness and nature education
- Winter activities that promote celebrating Eagle Creek Park key winter attractions
- Women in the outdoors
- Families Love Eagle Creek Park Days
- Kids Love Eagle Creek Park Days
- Customer appreciation days
- It's in our "Nature" programs



These program and or special events will be developed a year in advance to build a strong strategy for encouraging the media to participate and gain sponsors for the event to help support the operational costs. The goal is to get people and youth out into the parks and to build awareness of the recreation opportunities available to them in programs and facilities.

4.4.5 INCREASE VISITATION TO EAGLE CREEK PARK

To increase visitation to all Eagle Creek Park programs and attractions, the Marketing/Public Relations staff with the Program staff will develop a yearly marketing and program plan for the park and the key attractions that will be targeted to all age segments. The visitation goal is to increase participation by 25% from 2016 through 2020 for the park. Another goal is to energize the community to appreciate and value what Eagle Creek Park provides to them in a quality park, key attractions, programs and services and how that translates into support for gaining more private investment to help to build the park. The Marketing and Program Plan will include establishing the following programs or events in 2016-17:

- The park will have at least one countywide special event each month.
- Each attraction will have at least one special event a month while they are open.
- Each attraction will incorporate television, newspaper and or website promotions to attract visitors to the site. These promotions will be paid from outside sponsors developed through the Director of Development office or Business Development division. They will incorporate partners who can help provide entertainment, event support, programs, and or volunteers to help present the special events. The goal will be to focus on one of the key attractions or amenities at a time and build a theme to drive energy and people to the site.
- The park will incorporate a series of programs that are active or self-directed to celebrate the natural areas and how to use the park and amenities. Amenities and programs include trails, picnic areas, river, campgrounds, playgrounds, special-use facilities, and attractions through recreation skill development classes, workshops, clinics, and events.
- Each event will have a team of staff and volunteers coordinating the event within the park with an established event director, paid or volunteer.
- Each event will have an established budget to work with to achieve the desired outcomes.
- The park staff will set up a process to track, measure, and evaluate park usage by age segment.
- The park will incorporate volunteers to gauge participation levels and usage through on-site face-to-face intercept surveys, visitor's access stations, and trail monitors. They will report weekly participation rates during the off-season and peak seasons. Maps and cross promotions of other parks will be provided to participants. Verbal encouragement will be expressed to visit other parks or attractions in the region. Methods of access will be provided by the volunteers.

4.4.6 IMPLEMENT AN EFFECTIVE COMMUNICATIONS PLAN

The Marketing staff will develop an annual Communication Plan that seeks to strengthen the Eagle Creek Parks brand in the community, increase participation in programs, services, and attractions, optimize revenue opportunities, and make a positive impact on the Indy Parks community. The challenge is producing a consistent brand message at each customer touch point using one brand and one voice to communicate multiple messages. The solution is a strategic process known as Integrated Marketing Communications (IMC).

The IMC plan serves as a comprehensive source of information regarding best ways to reach targeted audiences utilizing available resources. It establishes parameters, guidelines, and polices for promotional decision making. It is designed to build efficiencies within Indy Parks.

Given the variety of communication vehicles, a combination of tools has been identified based on their costs-effective ability to achieve the Marketing Plan objectives. Staff will use the Communication Plan as a guide to develop an understanding of each of the tools, which tools to use, and the process for successful utilization. This effectively enables everyone in the organization to become a marketer for Eagle Creek Park.

Information for the Communication Plan needs to be collected and updated regularly. This includes the following:

- Capture, Analyze, and Report - Use information from the business plan to evaluate performance of marketing activities and calculate return on investment of time and funding.
- Refine revenue and participation data. Were the objectives and outcomes achieved? Discuss what worked and what did not relative to program, price, place, and promotions.
- Define marketing objectives based on cost recovery goals for the park.
- Use Media Plan to refine or define resource and budget allocation.
- Submit market recommendations for future planning and tie to the business plan.
- Use the Communications Plan as a guide for reaching target audiences, utilizing available resources.
- Submit marketing requests by specific date for review and approval by the Executive Director.
- Use the core service model from the recommended pricing policy in the business plan to cross-reference activity reports.
- Develop a Promotions Plan with marketing requests information.
- Submit Promotions Plan to the Executive Director for quantity, cost, and scheduling information.
- Cross promote with other web-sites in the area to include the Historic Sites, Universities, Chamber of Commerce, Visitors Bureau, State Parks, and NPS by developing linkages to their sites and their sites linking to Eagle Creek Park's web site.

4.4.7 PRESENT PROMOTIONS PLAN TO STAFF FOR FINALIZATION MISSION FOR HOW TO GET THERE

The Mission of the Marketing/Public Relations Division within Eagle Creek Park should be “To create strong awareness for the value of Eagle Creek Park to people of all ages in the region and to encourage citizens of Marion County to experience their Eagle Creek Park through effective communication, market research, effective programs and attractions that create memorable experiences.”

4.4.8 MARKETING GOALS FOR EACH CORE BUSINESSES OF EAGLE CREEK PARK

- Strengthen Eagle Creek Park's Brand and awareness.
- Develop and execute collaborative countywide marketing programs.
- Educate Indy Parks and staff on the value of marketing and the return on investment from the programs provided and the attractions used in the park.
- Advance the use of technology on marketing products and services for staff to make better decisions.
- Expand customer service training to enhance users coming back to Eagle Creek Park more often.



- Promote future meeting and hospitality spaces in the park.
- Market Eagle Creek Park attractions as destination facilities for the whole family to increase use capacity that translates into more operational revenue for the park.
- Develop mini-marketing and business plans for each attraction in the park.
- Track effective data on customers who use the system and how to communicate and retain them in the future.
- Create wider-age segment appeal of users to the park, recreation amenities, and programs.

4.4.9 BRAND MESSAGE TO BUILD THE MARKETING PLAN

Example: “Expect the Unexpected in your Eagle Creek Park.” Use the Brand Message that the staff decided on and include the following elements where possible:

- Pictures of the key elements in the park
- Facility attractions within the park
- Cost friendly benefits spelled out
- Programs that spell out the benefits users will receive for enrolling in the programs
- Staff and volunteers skills and experience
- Special events that create interest in people coming out to the park
- Music and entertainment that will be available
- Enhanced maintenance and safety of the park and the recreation attractions
- Trails that include hard surface, soft surface
- View sheds for taking pictures of family and friends
- Amenities that demonstrate the park is serving all age segment of users and ethnic groups
- Exceptional signage on how to get to the park, use and experiences anticipated from the park, and the recreation facilities and amenities
- Scenic walks
- History of the park in all areas of the park
- Fishing availability and access for the future
- Wildlife viewing areas
- Sporting events that are held in the park such as running events and outdoor adventure competitions
- Family gathering places

4.4.10 CUSTOMER SERVICE AND SURVEY MANAGEMENT

The Marketing staff will develop a consistent survey instrument for each of the major attractions in the park that focuses on the following:

- Who the users are (age segments served)?
- Why do they come to the park for their recreation experience?
- How long do they stay?
- How much do they spend?
- What do they value most about the program, attractions, and the experience?
- What would make them stay longer?
- What experiences are they looking for that are not available that would encourage them to use the park or attractions more often?
- How would they rate the customer service?

- How would they rate the safety and cleanliness of the park and the attractions?
- How would they rate their experience (park, food, recreation, trails, attractions, program, staffing, safety, etc.)?
- How would they rate the value they paid and the experience they received?
- Would they tell friends to visit the park or attractions?
- What could the staff do to make their experience more enjoyable?
- What are the available hours from staff or volunteers to do this work, outcomes desired, and dollars available to implement and evaluate these surveys?
- Who will be assigned to do the work in the Marketing Division?

Indy Parks is committed to develop every five years a household survey to assess how well staff is performing. Budgeted dollars will be set aside to develop the survey, which will be a mail/phone survey. Results will be compared to previous years to determine areas that are improved and areas that need to be improved.

4.4.11 OPERATIONAL BUDGET FOR THE MARKETING DEPARTMENT

The Eagle Creek Park’s Marketing Budget will be at least 6% of the total budget for the park. The following information is a sample of how the Marketing Division should spend their marketing dollars.

The breakout of the Marketing Budget into hours available should be broken down in the following manner:

- Staffing Hours available, Full-time, Part-time, Seasonal, Volunteer - Budget: \$ _____
- Web-site Management and Analysis - Budget: \$ _____
- Publications - Budget: \$ _____
- Advertising - Budget: \$ _____
- Research and data collection - Budget: \$ _____
- Survey Development - Budget: \$ _____
- Mailing Costs - Budget: \$ _____
- Art Services - Budget: \$ _____
- Signage - Budget: \$ _____
- Contract services-media, research, photographer, promotional items - Budget: \$ _____
- Geo-coding tied to marketing-primary and secondary function.
Who comes to the park, how far they drive- Establish staff or volunteers dedicated to do this task - Budget: \$ _____
- Welcome Centers near Eagle Creek Park - Budget: \$ _____
- Social Media Management - Budget: \$ _____

The Marketing Staff will seek intern support to help them in their marketing efforts. They will work with the local media outlets to provide information to them on a timely basis. This would include newspapers, Indy Parks magazines, school districts, universities, and social media outlets.

4.4.12 EAGLE CREEK PARK'S DRIVERS

Eagle Creek Park drivers are:

- Wildlife watching



- Outdoor adventure recreation
- Seasonal programs, events and festivals
- History and Heritage of Eagle Creek Park
- Future park attractions (reservoir and associated activities, trails, viewpoints, campgrounds, picnic facilities, hospitality spaces, visitor center)
- Quality programs and events
- Family focus park and attractions
- Quality safe park
- Family friendly staff
- Trails variety to provide all levels of experiences
- Safe places to recreate

4.4.13 EAGLE CREEK PARK'S UNIQUE SELLING POINTS

Eagle Creek Park's key selling points are:

- Quality of life
- Large size and natural resources unique to a large City
- Great attractions in the park
- Great weather to enjoy all elements of the park
- Great universities that use the park
- Festivals, fairs, events
- Business friendly community

4.4.14 EAGLE CREEK PARK BENEFITS TO ATTRACT WOMEN

Key benefits that attract women to consider using Eagle Creek Park facilities and programs are:

- Relaxation
- Safety
- Short get away from home
- Value for the money
- Change of scenery
- Customer friendly staff
- Good for family/children
- Beautiful scenery
- Unexpected pleasures
- Offers things other places don't
- Escape the stress
- Desire for family and friends togetherness to hike and run in the park or have a picnic in the park
- Desire to reconnect with nature
- Easy to access to find in Indianapolis
- Fun place to be and enjoy
- Safe dog park
- Great safe trails

4.5 MAINTENANCE STANDARDS

The following maintenance standards are recommended for Eagle Creek Park. These maintenance standards are supported by best practices from PROS Consulting's experience working with other parks similar to Eagle Creek Park. Ideally, the staff would need to establish work plans to support these standards, using the right type of staff position (either FT/PT/ Seasonal), with the right skills required for the tasks to be accomplished, with the right pay level to achieve the most efficient operation while meeting the standards outlined. These standards should be included with the MOU agreement with Public Works if they continue to do the maintenance in the park.

4.5.1 LEVEL 1 MAINTENANCE STANDARDS

- Campground - PROS recognizes that Eagle Creek Park does not have a campground currently. During Season-to be included and provided by the private operator
 - Campsites inspected daily for broken glass and dangerous materials daily
 - Fireplaces and or grills cleaned out after every camper leaves the site as needed
 - Garbage picked up daily on weekdays, two times a day on weekends
 - Restrooms cleaned twice a day on weekdays, three times a day on weekends
 - Campsites mowed once a week
 - Signs inspected once a week
 - Weeds trimmed around posts and signs once a week
 - Lighting checked once a week
 - Safety horns checked once a month
 - Hard surfaces cleaned once a week
 - Regional dumpsters removed once a week
 - Recycling containers removed as needed
 - Tree hazards removed as needed
 - All electrical hookups are working to the amps required and checked once a week
 - All hand dryers are working and checked daily
- Concession Standards (outdoor)
 - Concession facilities cleaned, wiped down, and sanitized before opening
 - Electrical appliances checked for compliance and repaired if damaged
 - Lights checked and repaired as needed
 - Concession operating permits secured before opening
 - Appliances cleaned thoroughly before opening
 - Prices for concessions will be posted
 - Cash registers tested to ensure they work properly
 - Circuit breakers tested prior to opening
 - Cleaning and sanitization supplies on hand before opening
 - Pick up debris daily
- Closing Concession Standards (outdoor)
 - Equipment cleaned thoroughly
 - Supplies removed and discarded
 - Electricity should be turned off
 - Refrigerators and cables turned off and sealed
 - Facility floors, sinks, and counters cleaned thoroughly
 - Hoses cleaned and drained



- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly
- Open Space Standard
 - Maintain natural appearance to open space areas
 - Remove trees and branches that pose a hazard to the users of the area
 - Respond to disease and insect outbreaks within 48 hours of identification
 - Inspect areas monthly
 - Remove and clean dump sites within 48 hours of identification
 - Post and maintain appropriate signage for each individual area
 - Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
 - Work with local, county and USDA animal control officials to remove feral and/or over populated native animals
 - No large branches or debris will be allowed in parks and along perimeters, chip back into the woods
- Future Hospitality/Visitor Center
 - Floors swept, cleaned, mopped, and vacuumed after each use. Spills/soiling addressed immediately
 - General tile floors stripped and waxed not to exceed 4 months or sooner if required
 - Windows are to be cleaned inside monthly, outside annually
 - Dusting/dust removal to be accomplished daily on furniture, wall hangings etc.
 - Trash and litter removed daily or as necessary
 - Restrooms should be cleaned, sanitized, and stocked after each use, or as necessary
 - Drinking fountains cleaned daily
 - Interior walls and exhibits will be cleaned monthly or sooner if required. Marks and blemishes corrected upon discovery. Base covers cleaned monthly. Paint if applicable every 4 years
 - Exterior walls clean and/or pressure washed seasonally or as needed. Paint if applicable every 4 years
 - Ceiling tiles replaced if discolored or broken. Ceiling tile and lighting track adjustments made upon discovery
 - Plaster/sheet rock ceilings to be cleaned once every 6 months and painted every 4 years
 - HVAC preventative maintenance procedures and inspection done every 6 months and 3 months for gymnasiums
 - Interior lights/general areas replace bulbs within 8 hours of discovery. Fixtures to be cleaned once every 6 months and/or when lights are changed
 - Exterior lights/bulbs to be replaced within 8 hours of discovery
 - Fire/burglar/emergency alarms to be inspected once every 6 months and deficiencies repaired immediately
 - Kitchen and concessions maintained in compliance with health and safety code
 - Gutter cleaned no less than twice annually, more if conditions warrant
 - Inspect electrical systems and components on an annual basis. If hazardous conditions occur, repair within 24 hours
 - Inspect plumbing equipment and fixtures annually. If hazardous conditions occur, repair within 24 hours.
 - Clean grease traps every 6 months or as conditions dictate

- Interior signs and exhibits maintained at 100% of design and policy standard. No hand drawn signs allowed
- Exterior signs will be permanently affixed and maintained at 100% of design and policy standard
- A general inspection of the building for safety and cleanliness will be conducted daily
- Interior counters cleaned and wiped down daily
- Inspection for plumbing done yearly or as needed
- Emergency lighting checked annually
- Fire systems checked annually
- Elevator checked annually

4.5.2 LEVEL 2 MAINTENANCE STANDARDS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

- Turf Maintenance
 - Mowing will occur once weekly
 - Mowing heights
 - 2½-3” during cool season (daytime highs consistently below 75 degrees)
 - String edging of all turf perimeters will occur weekly during season and every two weeks in off-season. Once a year for hard edging using a mechanical edger
 - 88% turf coverage
 - 8% weed infestation
 - 4% bare area will be acceptable after play begins
 - Remove grass clippings if visible
 - Aerate once annually in low use areas
 - Aerate twice annually in high use areas (additional if needed)
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
 - Fertilize twice yearly
- Tree and Shrub Maintenance
 - Prune/trim trees and shrubs as dictated by species at least once annually
 - Apply fertilizer to plant species only if plant health dictates
 - Remove sucker growth as needed
 - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - Place 2” of organic mulch around each tree within a minimum 18” ring
 - Place 2” of organic mulch around shrub beds to minimize weed growth
 - Remove hazardous limbs and plants immediately upon discovery
 - Remove dead trees and plant material within 30 days of discovery
 - Remove or treat invasive plants yearly
- Storm Cleanup
 - Inspect drain covers at least once monthly and immediately after flooding occurs
 - Remove debris and organic materials from drain covers every other month



Eagle Creek Park

- Inspect and clean drains before forecasted storms begin
- Maintain water inlet height at 100% of design standard
- Invasive plant removal once a year, or as needed
- Drain system maintenance done once a year
- Litter Control
 - Pick up litter and empty containers at least every other day or as needed
 - Remove leaves and organic debris once a week
- Playground Maintenance
 - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Grooming surface weekly
- Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional/directional signs every other year
 - Remove grass in the cracks monthly
- Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
 - Remove organic debris from soft surfaces at least once monthly
 - Maintain a uniform 2-4” depth of compacted material on soft surface trails
 - Remove overhanging branches within 84” of the trail surface at least once annually
 - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within ten days of discovery
- Site Amenity Maintenance
 - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
 - Cleaning and washing annually
- Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within five days of discovery
 - Clean debris annually
- Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once every six months
 - Repair/replace signs to maintain design and safety standards within five days of discovery
 - Clean sign once a year
- Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damages as necessary

- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
 - Inspect quarterly
 - Repairs/bulb replacement will be completed within 72 hours of discovery
- Hospitality Center/ Visitor Center
 - Floors swept, cleaned, mopped, and vacuumed after each use. Spills/soiling addressed immediately
 - General tile floors stripped and waxed not to exceed 4 months, or sooner if required
 - Windows are to be cleaned inside once weekly, outside once bi-weekly and daily for use area
 - Dusting/dust removal to be accomplished daily on furniture, wall hangings etc.
 - Trash and litter removed daily or as necessary
 - Restrooms should be cleaned, sanitized, and stocked after each use, or as necessary
 - Drinking fountains cleaned daily
 - Interior walls cleaned monthly or sooner if required. Marks and blemishes corrected upon discovery. Base covers cleaned monthly. Paint if applicable every four years
 - Exterior walls clean and/or pressure washed seasonally or as needed. Paint if applicable every four years
 - Ceiling tiles replaced if discolored or broken. Ceiling tile and lighting track adjustments made upon discovery
 - Plaster/sheet rock ceilings to be cleaned once every 6 months and painted every four years
 - HVAC preventative maintenance procedures and inspection done every six months
 - Interior lights/general areas replace bulbs within eight hours of discovery. Fixtures to be cleaned once every six months and/or when lights are changed
 - Exterior lights/bulbs to be replaced within eight hours of discovery
 - Fire/burglar/emergency alarms to be inspected once every six months and deficiencies repaired immediately
 - Kitchen and concessions maintained in compliance with health and safety code
 - Gutters cleaned no less than twice annually, more if conditions warrant
 - Inspect electrical systems and components on an annual basis. If hazardous conditions occur, repair within 24 hours.
 - Inspect plumbing equipment and fixtures annually. If hazardous conditions occur, repair within 24 hours.
 - Clean grease traps every six months, or as conditions dictate
 - Interior signs and exhibits maintained at 100% of design and policy standard. No hand drawn signs allowed
 - Exterior signs will be permanently affixed and maintained at 100% of design and policy standard
 - A general inspection of the building for safety and cleanliness will be conducted daily
 - Interior counters cleaned and wiped down daily
 - Inspection for plumbing done yearly or as needed
 - Emergency lighting and fire systems checked annually



CHAPTER FIVE - FINANCIAL REVIEW, SUSTAINABILITY, & STRATEGIES

5.1 FINANCIAL REVIEW OF EAGLE CREEK PARK

As part of the planning process, PROS conducted a review of the financials for Eagle Creek Park based on information provided by the Indianapolis Park and Recreation Department. This review is intended to provide an understanding of how well the park is currently performing and serves as a basis for developing assumptions that will be used to forecast its future operations, as described in the five-year pro forma found later in this report.

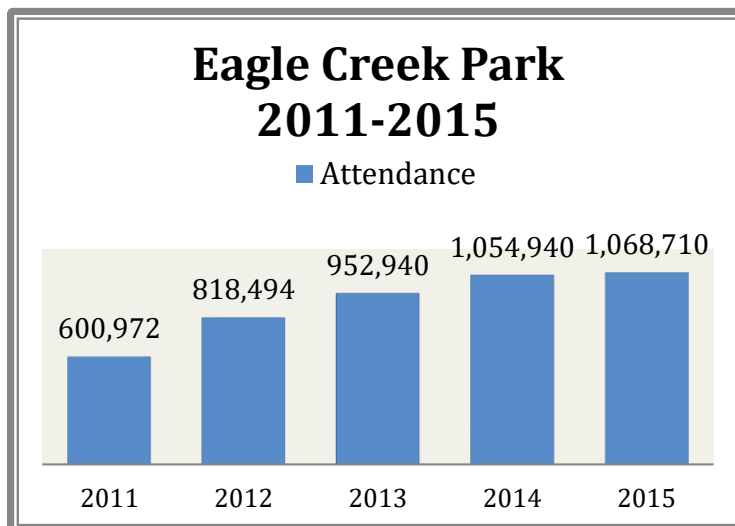
5.1.1 SUMMARY OF PARK OPERATIONS

Eagle Creek Park recovered **95%** of the operating expenses for fiscal years 2013 and 2014 as shown below. Park fees support the facilities. The Eagle Creek Park Foundation, Inc. provides significant support for the park. The increases in revenues and expenditures demonstrate that the facilities and programs are well managed.

Eagle Creek Park	2012	2013	2014
Personnel Services	601,249	573,903	724,834
Supplies	19,617	26,225	27,426
Contracts and Services	110,206	131,014	182,769
Equipment	3,665	193	4,505
Maintenance	664,041	521,429	477,503
Capital	-	-	-
Total Expense	1,398,779	1,252,763	1,417,038
Total Revenue	1,205,928	1,189,108	1,344,863
Net	(192,850)	(63,656)	(72,174)
Cost Recovery	86%	95%	95%

5.1.2 PARK ATTENDANCE

Park attendance was 1,068,710 in FY 2015. Although this was only a slight (up 1.3%) increase from the previous year, the park has realized a substantial (up 78%) influx in visitors since 2011.



5.1.3 EAGLE CREEK PARK COST RECOVERY BY PROGRAM

The Eagle Creek Park program revenues and expenditures without other Department maintenance costs are shown below with recovery percentages.

Eagle Creek
Fiscal Year

2014

Program	Personnel	Supplies	Services	Equipment	Maintenance	Debt Service	Total	Revenues Over (Under)		Cost Recovery
								Revenues	Expenditures	
7038000 Eagle Creek Golf Course	-	-	-	-	-	-	-	189,579.01	189,579.01	74%
7038001 EAGLE CRK GLF CRSE	-	-	23,844.00	-	-	282,800.00	306,644.00	36,666.66	(269,977.34)	
7039000 Eagle Creek Park	-	-	-	-	90,316.00	-	90,316.00	22,013.00	(68,303.00)	24%
7039125 EAGLE CRK PK SOC/RUG	-	-	16,697.64	-	-	-	16,697.64	15,465.79	(1,231.85)	93%
7039144 EAGLE CRK PK ROW CRSE	-	-	2,208.78	-	-	-	2,208.78	-	(2,208.78)	0%
7039152 EAGLE CRK PK CREST AIRFLD	-	-	-	-	-	-	-	-	-	N/A
7039161 EAGLE CRK PK PICNIC AREA	-	-	-	-	-	-	-	-	-	N/A
7039162 EAGLE CRK PK SHELTER	-	193.80	5,783.49	-	-	-	5,977.29	70,830.06	64,852.77	1185%
7039163 EAGLE CRK PK PLAY	-	-	2,475.00	-	-	-	2,475.00	-	(2,475.00)	0%
7039171 EAGLE CRK PK 42 MRNA	-	38.63	549.33	-	-	-	587.96	12,500.00	11,912.04	2126%
7039172 EAGLE CRK PK 42 BOAT RAMP	-	134.93	3,131.68	-	-	-	3,266.61	28,703.00	25,436.39	879%
7039174 EAGLE CRK PK 42 SEC DRYDCK	-	-	349.52	-	-	-	349.52	-	(349.52)	0%
7039175 EAGLE CRK PK EAGLE BEACH	41,649.61	932.39	1,834.02	3,716.40	-	-	48,132.42	29,749.82	(18,382.60)	62%
7039176 EAGLE CRK PK HOBIE BEACH	-	72.92	1,430.00	-	-	-	1,502.92	-	(1,502.92)	0%
7039177 EAGLE CRK PK RAMP OR DOCK	-	-	(275.19)	-	-	-	(275.19)	38,372.00	38,647.19	-13944%
7039178 EAGLE CRK PK MRNA	-	609.20	9,251.00	-	-	-	9,860.20	26,835.05	16,974.85	272%
7039290 EAGLE CRK PK SWIM BEACH	-	26.40	1,619.84	-	-	-	1,646.24	-	(1,646.24)	0%
7039410 EAGLE CRK PK GRNDS	-	6,954.77	12,690.82	-	-	-	19,645.59	33,235.63	13,590.04	169%
7039411 EAGLE CRK PK AGR FLD	-	-	-	-	-	-	-	-	-	N/A
7039412 EAGLE CRK PK MYR GRDN PLT	-	-	2,172.50	-	-	-	2,172.50	-	(2,172.50)	0%
7039434 EAGLE CRK PK LILLY LKE	-	-	120.56	-	-	-	120.56	-	(120.56)	0%
7039437 EAGLE CRK PK COFFER DAM	-	-	990.00	-	-	-	990.00	-	(990.00)	0%
7039482 EAGLE CRK CAN COMP ZONE	-	-	1,555.18	-	-	-	1,555.18	33,394.62	31,839.44	2147%
7039601 EAGLE CRK PK PKGLT	-	-	8,360.00	-	-	-	8,360.00	-	(8,360.00)	0%
7039702 EAGLE CRK PK ADMIN OFCE	258,212.93	2,930.60	13,662.94	199.95	-	-	275,006.42	177,783.14	(97,223.28)	65%
7039703 EAGLE CRK PK RANGER STN	-	-	5,929.53	-	-	-	5,929.53	-	(5,929.53)	0%
7039704 EAGLE CRK PK GATE HOUSE	-	1,041.37	4,093.32	-	-	-	5,134.69	768,523.67	763,388.98	14967%
7039706 EAGLE CRK PK CMFT STN/RR	-	-	329.21	-	-	-	329.21	-	(329.21)	0%
7039708 EAGLE CRK PK SKI HOUSE	-	-	109.62	-	-	-	109.62	-	(109.62)	0%
7039709 EAGLE CRK PK NEWMAN PROP	-	-	194.74	-	-	-	194.74	-	(194.74)	0%
7039726 EAGLE CRK PK NATURE CTR	267,793.80	-	18,399.89	-	-	-	286,193.69	28,707.61	(257,486.08)	10%
7039727 EAGLE CRK PK ORNTHLGY CTR	99,197.76	4,008.06	4,975.90	199.95	-	-	108,381.67	8,300.00	(100,081.67)	8%
7039728 EAGLE CRK PK EARTH DC	57,980.31	7,437.49	36,144.27	389.00	-	-	101,951.07	26,600.00	(75,351.07)	26%
7039723 EAGLE CRK PK VISITOR CTR	-	-	-	-	-	-	-	6,530.00	6,530.00	N/A
7039761 EAGLE CRK PK-CREST	-	1,320.25	11,358.44	-	-	-	12,678.69	(186.92)	(12,865.61)	-1%
7039762 EAGLE CRK PK HIDE-A-WAY	-	343.05	8,435.35	-	-	-	8,778.40	55,519.05	46,740.65	632%
7039763 EAGLE CRK PK LILLY LODGE	-	-	115.73	-	-	-	115.73	-	(115.73)	0%
7039781 EAGLE CRK PK PUMP HOUSE	-	-	728.12	-	-	-	728.12	-	(728.12)	0%
7039784 EAGLE CRK PK FRLN (HYD)	-	-	770.32	-	-	-	770.32	-	(770.32)	0%
7039799 EAGLE CRK PK PORTALET PAD	-	-	-	-	-	-	-	-	-	N/A
7039901 EAGLE CRK PK PISTOL RANGE	-	-	6,128.87	-	-	-	6,128.87	8,446.70	2,317.83	138%
7039951 EAGLE CRK PK MAINT SHP	-	1,338.00	-	-	-	-	1,338.00	-	(1,338.00)	0%
7039952 EAGLE CRK PK MAINT YRD	-	-	142.12	-	-	-	142.12	-	(142.12)	0%
7040730 EAGLE CRK PK BOAT/FISH CTR	-	-	306.00	-	-	-	306.00	-	(306.00)	0%
TOTAL	724,834.41	27,381.86	206,612.54	4,505.30	90,316.00	282,800.00	1,336,450.11	1,617,567.89	281,117.78	121%



5.2 FINANCIAL SUSTAINABILITY OF PARK AND RECREATION AGENCIES

In an effort to help park and recreation agencies achieve financial sustainability, the following sustainability principles have been developed as part of Indy Parks' Master Plan that can be applied to Eagle Creek Park.

5.2.1 INTRODUCTION

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 include the following:

- Fundraising
- Partnering
- Government finance
- Cost recovery
- Enterprise management
- Operational management

This is a series of best practice suggestions and also recommendations for Indy Parks as well as Eagle Creek Park.

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 Park and Recreation Managers to identify the things that they will need to address to insure 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.

5.2.2 TOPICS OF IMPORTANCE

FUNDRAISING

- Enhance the role of the Friends Group, Indy Parks Foundation, or establish a new Park Conservancy to help raise money for the park.
- Find philanthropists in the community that will support users that do not have the ability to pay for services and have them invest in these users through a park foundation or friends group established for this purpose.
- Teach and train Park and Recreation Boards and Commissions that Eagle Creek Friends Group, a park Conservancy and the Park Foundations are not in competition with the Park and Recreation System. Boards and Commissions need to act as advocates. Placement of the right types of people on these boards is a very important process that needs to be taught and put into practice. These types of boards can meet the level of fundraising desired by the agency if the right people are on the board. Management agreements between each fundraising group need to be completed each year with goals and dollars to be raised for what purpose and benefit to the agency.

PARTNERING

- Never allow the private or a not-for-profit group to make money from the park facilities without the park receiving a share of the gross revenue. Make sure the split with them recovers true costs. The desired revenue is based on an operating pro-forma from the event they create in the park or recreation facility.
- Utilize partnerships when capital dollars are not available to operate and maintain the facility, park or service owned by the agency.
- Have working, signed agreements with all 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 direct and indirect costs are understood and determined. Understand the equitable investment the partner or partners will put into the relationship.
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years as one 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 enhance the selected park or facility to a much higher level quickly. It gives the corporate partner a selling point to their value in the community.
- Determine sponsorship opportunities and levels of sponsorships for Eagle Creek Park system every five years. Use a private sponsorship contractor who knows the value of sponsorships for a percentage of the total amount raised. Avoid doing this work as an agency.

GOVERNMENT FINANCE

- Know the value of the park less land value. Determine the value of the assets and where those assets are in their life cycle. This will allow the agency to determine where capital improvements need to be made and the cost benefit of those improvements to the system.
- Find dedicated funding sources that can be counted on annually to support operational and capital needs in the park.
- Ask the public for a capital improvement levy or bond, paid for from sales tax or property taxes every 10 years or whenever the asset lifecycle of the system falls below 50% of useful life in the park.
- Develop a Business Development division within the department or agency to pursue grants, establish effective partnerships, create earned income, and develop business plans with staff managing revenue producing facilities to maximize earned income capability in the park.
- Set up business enterprise systems for revenue producing facilities and programs.
- Develop a cost benefit analysis on all capital improvement projects prior to developing them in the park to determine if it is financially feasible.
- Develop an annual revenue plan for the park.



- Know how to properly execute an annual budget. There is a lot of time spent in the formulation of a budget but it is the execution of the budget that is equally important, regarding issues like review, explaining variances, adjustments, operating within the budget, and ensuring that all managers are aware of its importance to the financial stability of the agency.
- Reviewing current financing options. Sometimes they 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? Do not burden the agency with capital projects that cost the agency more to own than the land is worth.

COST RECOVERY

- Budget 3-5% of the total operating budget to support and maintain existing capital improvements and assets in the park.
- Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive in the park.
- 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 the maintenance operating budget.
- Know the true costs to deliver program services, maintain park areas such as trails, and facilities, both direct and indirect costs so that true costs can be determined on a unit cost basis.
- Develop business plans on any program service or facility that costs more to operate than \$100,000 a year. The goal is to deliver a cost recovery goal.
- Classify the park’s services based on core essential, important, and value added criteria and then price services that are furthest away from the mission at full cost recovery levels.

ENTERPRISE MANAGEMENT

- Set up business enterprise systems for revenue producing facilities and programs in the park.
- Design parks and recreation facilities for efficiency, productivity, and to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Develop a financial policy that allows the park to keep all earned income revenue in its operating budget without lowering tax dollars received. The park should not be penalized for generating revenue to keep the park well positioned for the future.
- Every three years bid out services where the parks costs are higher than the private sector to keep your costs competitive in the market place.
- Develop an annual revenue plan for the park.
- Find dedicated funding sources you can count on annually that can be applied to the park.
- Budget 3-5% a year of the parks operating budget to support existing capital improvements.
- When building a park or trail system, require an agreement from city leader that the park will receive the appropriate amount of operational funding to insure that it can maintain these

facilities once developed without undue pressure on the agency budget. This requires that the staff develop an operational impact cost for each capital improvement developed for the system.

- Budget for marketing and branding of revenue producing facilities at 3-5% of total costs.
- Price your services to 80% of users who can pay versus the 20% who are unable to.
- Do not give any group in your community a larger than necessary discount because of their age, their occupation, their military service, etc. All citizens are valuable and should be treated the same. Understand the size of the market for core programs and facilities and how much of the market your agency controls. Is there opportunity to penetrate the market further?
- Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility targeted in the park.
- Inform users and partners of the costs so they appreciate the value placed into the facility or service. This strategy will help to reduce entitlement.
- Track user analytics to understand who and how often patrons are using the system.
- Understand concession management, what it takes to make it worth the time and investment to provide the service versus an outside contractor. Do not allow special interest groups to have exclusive rights to concession operations without paying the agency some level of gross revenue.

OPERATIONAL MANAGEMENT

- Stop maintaining things in the park that nobody uses. Remove them from the park.
- Manage by standards and track costs to implement each type of standards.
- 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 the agency controls in the park.
- Know the demographics of users to determine their needs and capability of supporting program and capital costs in the park.
- Track population trends. Communities need to track population trends and figure out how demographic changes will affect the park in the future.
- Agencies need to know how to properly “right size” by shedding excess or unnecessary labor. Using contractors is not a bad thing. Have a flexible workforce to reduce carrying costs when the peak seasons are over. Know true direct and indirect costs to deliver program services, maintain parks, trails, and facilities to understand true cost of service on a unit cost basis.
- Hold staff accountable to cost recovery goals for programs, facilities, and parks the agency maintains with revenue to support those services.
- Track employee costs of similar sized park systems. Understand the wages and benefits for all positions every five years to understand how competitive wages are with other systems. Judge below an acceptable level with or above the standard desired for wages and benefits. The goal should be no more than 60-65% of total operational costs when tied to employee direct and indirect costs.



- 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.
- Develop annual revenue and efficiency work sessions with staff.
- Properly train staff in business management of concession operations.
- Hold employees accountable to productivity standards and cost recovery levels, give them measurable outcomes to manage, and report out quarterly or every six months.
- 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. Know the terminology and how to implement them into the system. There are over 150 funding options available to understand and potentially implement.
- Develop a cost benefit analysis on all capital improvements prior to development to determine if it is worth the financial and operational commitment to the agency.

5.3 FUNDING AND REVENUE STRATEGIES

Park and recreation systems across the United States have learned 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. Park and recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates, and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on who receives the service, for what purpose, for what benefit, and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are well managed.

In Indy Parks some of these policies and management practices are not in place and could be considered for the future as new revenue sources. PROS outlined several options for Indy Parks to consider. In any event, PROS feels that some if not all of these sources need to be considered as an option to support the capital and operational needs of Indy Parks as outlined in the master plan.

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

5.3.1 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 need to be pursued through legislative means should Indy Parks see the value in pursuing these funding sources.

General Obligation Bond: A municipal bond secured by a taxing authority such as the **Capital Improvement Board or Department of Public Works** to improve public assets that benefits the municipal agency involved that oversee some of the parks and recreation facilities in the city. The City/County Government of Indianapolis has not done a General Obligation Bond for parks and recreation facilities, but could if they wanted to improve the infrastructure needs of the parks system. This would be accomplished by setting up a Park District. **Park Districts in Indiana** can issue debt up to 2% of the debt limit the city can issue for bond funding. This opportunity is subject to approval by the city council. The Cities of Greenwood, Lebanon, and Lake County Parks have used this funding source.

General Obligation Bonds should be considered for the park and recreation facility projects, such as an update to Neighborhood, Community, and Regional Parks, trails, recreation centers, aquatic centers, or sports complexes. Improvements to parks should also be covered by these funding sources because there are very little operational revenues associated with these parks to draw from, and some of the city/county parks improvements are in need of upgrades and renovations limiting the uses of other



revenue sources. These parks help frame the city's image and benefit a wide age segment of users. Updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas of the county.

Local Option Income Tax for Public Safety: City of Ft. Wayne has used this funding source to help support law enforcement in parks. Other cities have incorporated this option and moved dollars related to park infrastructure to help complete park improvements. Crime can be high in neighborhood parks when the community allows them to become run down.

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** funding program has been reinstated for 2016 levels at 150 million and 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** available through SAFETELU, the current approved federal transportation bill, 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:

SAFETULU Funds as well as Safe Routes to School Funds should be pursued for the trail improvements outlined in the plan as well, and **Transportation Enhancement Funds**. **Transportation Enhancement Funds** monies require a 20% match by the city and Safe Routes to School Funds require no match by the city.

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 to support park maintenance, cleanup of drainage areas where trails are located, and small neighborhood parks in the city and the county.

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.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: 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% local match for public recreation and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets and for 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% local match required, except in severely distressed areas where federal contribution can reach 80%.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals, and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50% local contribution. Agencies can receive up to \$50,000.

Recreation and Park Impact Fees: The city could implement recreation impact fees if the city wanted to pursue these funds from developers. The current deficiencies in parkland could be alleviated in certain parts of the county that are short of parkland and trails. The City's Comprehensive Plan 2020 is being updated and future funds being collected could help support the department's capital improvements for playgrounds, shelters, restrooms, land, trails, and tennis courts. Impact fees generally provide some capital funds, but rarely are they sufficient to provide full funding of large projects.

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 dedicate 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. This could be done for Eagle Creek Park and has been done for golf in the past in the city.

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. These funds would work well in the downtown park redevelopment and in trail development. The City of Valparaiso, Indiana, has used this funding source extensively for their redevelopment of the downtown area and trails and has made a huge impact on the image and impact to parks and businesses in the downtown area of Valparaiso. Indianapolis has done its first TIF in Tarkington Park off of 38th and Meridian in 2015.

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. The city could seek out a private developer to design-build a field house facility for parks and recreation with the city paying back these costs over a 20-year period. The Facility Authority could include representation from the schools, the city, and private developers.

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 owned 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. Many cities and counties acquire and develop greenways and other open space resources that provide improvements in the park or development of trails use. 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. This has been very successful in Houston along their bayous and in King County Washington.

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, and 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 could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Other communities should implement this funding source progressively 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 the parks and recreation department. 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, and 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.

Park and Recreation Capital Improvement Fund. Fees, donations, and revenue from vending machines established. Fees may be established and collected by the Park and Recreation Board for particular special events held on park property, as the board may deem necessary for that specific event. Private organizations that hold their event on park property and who charge admission for the event shall donate a portion of those charges to the Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

(a) Collection and expenditure of fees, donations, and revenue from vending machines. Fees, donations, and revenue from vending machines collected pursuant to this section shall be deposited in a separate account to be known as Indy Parks Park and Recreation Capital Improvement Fund Account, and may thereafter be expended, with appropriation, at the discretion of the Park and Recreation Board for any department purpose reasonably related to land acquisition or specific capital improvements to existing land or facility under the Board's direct supervision.

(b) Rental fees to Indy Parks and Recreation Capital Improvement Fund. Fees, donations and revenue collected by the Park and Recreation Board associated with the rental of the Park and Recreation Facilities and collected pursuant to § 40.10 shall be deposited in "The Indy Parks and Recreation Capital Improvement Fund Account" and may thereafter be expended, with appropriation, at the discretion of the Park and Recreation Board for any department purpose reasonably related to land acquisition or specific capital improvements to existing land or facilities under the board's direct supervision.



(c) Retention of funds. Money in the capital improvement fund account shall be kept in an account in a place and manner as directed by the Clerk-Treasurer, and a semi-annual report shall be made to the Park and Recreation Board of account balances and interest accrued.

Partnerships: Indy Parks has an enormous amount of partnerships in place. Most do not have equitable agreements for how the partnership is financed. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships need to be established with measurable outcomes for each partner involved. Indy Parks can gain a lot of operational monies back to the department if they can manage their partnerships in a more equitable manner.

Limited Special Purpose Commission: The city should consider allowing Indy Parks to operate like the library system in Indianapolis. The park and recreation department provides ten times more users than a library system does and could follow this model for self-management and control with City Council and Mayor over site. The library system has worked well in Indianapolis and this example should be considered for Indy Parks.

5.3.2 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. They can range from food service restaurant operations, cell towers, to full management of recreation attractions. Leases usually pay back to the county a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income taxes to the city/county, which supports the overall government system in the city.

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. Car costs range from \$3 to \$5 per car, \$2 dollars per bicycle, and \$2 dollars per person. This would really only apply to regional parks or special use sports complexes in the 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. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments. Florida city and county park systems charge parking fees for beaches, sports complexes, and special event sites. They also have parking meters in parks to support the system and this could be applied to Indy Parks at certain parks in the system.

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. A perception of “value” has been instilled in the community by Indy Parks staff for what benefits the system is providing to the user. As the department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for Indy Parks. For services where the city/county feels that they cannot move forward on adequate user fees to obtain the required cost

recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

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 10-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 and should be considered for Indy Parks to support operational costs.

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and 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 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. Permit fees include a base fee for all direct and indirect costs for Indy Parks to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits, which would generate more dollars for Indy Parks for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund to help support park improvements and operations.

Tipping Fees. In Michigan some park systems get tipping fees collected at city/county owned landfills 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. The communities that have used land leases look for 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. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching. Indy Parks is using this now and it should continue.



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. This has occurred in King County Washington.

5.3.3 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. The department has a parks foundation in place and it needs to continue but stronger efforts to have the Foundation support the park systems needs should be explored.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

Conservancy or Friends Organization: This type of nonprofit is devoted to supporting a specific park like Eagle Creek Park or Garfield Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for Indy Parks. The friends of Holiday Park are the closes agency that resembles this funding source.

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 cash contributions that range from \$2,640 to \$26,400 over a 5-year period.

Estate Donations: Wills, estates, and trusts may also be dedicated to the appropriate agency for use in developing and/or operating Eagle Creek Park.

5.3.4 VOLUNTEER SOURCES

Adopt-a- 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 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.

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 fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's department on using community service workers.

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

Park Sponsors: A sponsorship program for park amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with park construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

5.3.5 GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

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

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design, and development of greenways.

REI Environmental Grants: Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

Steelcase Foundation: Steelcase Foundation grants are restricted to locally sponsored projects in areas where there are Steelcase Inc. manufacturing plants. In general, Steelcase does not wish to be the sole funder supporting a program. Grants are also only made to nonprofit organizations. It does support educational and environmental projects, and is particularly interested in helping the disadvantaged; disabled, young and elderly improve the quality of their lives. Applications may be submitted anytime and are considered by the Trustees four times a year.



Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

5.3.6 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 or the Parks Foundation 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: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. 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. Average grant size \$50-\$100,000.

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 and 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. CFP match requirements for requests up to \$250,000 are 10% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

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 recreational 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. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

5.3.7 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. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions.

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. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. 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.

Cell Tower: Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers in areas needing cell towers.

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 with a typical range of \$200-\$500 a day for exclusive rental reservations.

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. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the Department.



5.4 FIVE YEAR CAPITAL IMPROVEMENT PLAN

This section establishes a schedule for capital improvements at Eagle Creek Park over the next five years. These improvements are organized into three types: revenue generation, environmental stewardship, and infrastructure.

5.4.1 IMPROVEMENTS TO REVENUE GENERATING FEATURES

5-Year CIP for Eagle Creek Park - REVENUE GENERATING									
Park Area/Facility	Component	Estimated Cost	2016	2017	2018	2019	2020	Comments	
Beach Area	Maintain sea wall and re-grade turf		in-house					Support seawall and find a way to keep sand secure	
Beach Area	Addition of sand		in-house					Create a real beach area with sand	
Beach Area	Erosion work		in-house						
Beach Area	Addition of a spray ground	\$250,000						Look at other Indy Parks spray grounds for pricing, ideas	
Beach Area	Addition of volleyball court	\$8,000						Install in grassy area east of shower house, by dock	
Beach Area	Repair/ replace fishing dock	\$25,000						Might need replaced/ pretty bad shape	
Beach Area	Repair Rowing Tower		contracted					in-progress, Indianapolis Rowing Center	
Beach Area	Removal of excess fencing north of shelter		in-house						
Beach Area	Install lights in the shelter	\$15,000							
Beach Area	Addition of street light in the parking lot							Work with IPL and DPW	
Beach Area	Removal of dead Ash Trees	\$20,000	in-house						
Beach Area	Landscaping for beautification							Work with KIB?	
Beach Area	New picnic tables	\$10,000							
Beach Area	Update restrooms	\$50,000							
Beach Area	Replacement of concrete staircase	\$10,000							
Beach Area	Upgrade ADA ramp into the swim area	\$25,000							
Beach Area	Expansion of swimming area and Plunge Harbor	\$20,000						Need a consultant and work with dam operation	
Beach Area	Re-surface and strip upper, middle, lower parking lots	\$50,000							
56th Gate	Additional lane for pass holders	\$100,000							
56th Gate	Installation of electronic locking gates	\$150,000							
56th Gate	Renovation of gatehouse exterior: paint, repair sidewalk	\$75,000							
56th Gate	Renovation of gatehouse interior: bathroom, floor, fan, AC	\$75,000							
56th Gate	Paint and repair locking gate	\$5,000							
56th Gate	Install security cameras	\$5,000							
56th Gate	Replace bollards near gravel parking space	\$2,000							
56th Gate	Simplify signage								
56th Gate	Replace gutters	\$15,000							
56th Gate	Install rain garden in flood area	\$20,000							
56th Gate	Explore design of a new Visitor Center & traffic flow	\$75,000							
71st Gate	Additional lane for pass holders	\$25,000							
71st Gate	Installation of electronic locking gates	\$15,000							
71st Gate	Renovation of gatehouse exterior: paint, sidewalk	\$75,000							
71st Gate	Renovation of gatehouse interior: carpet, fan, lights	\$75,000							
71st Gate	Additional parking spaces along trail head and coffer dam	\$75,000							
71st Gate	Addition of professional looking sign at interstate entrance	\$5,000							
71st Gate	Install security cameras	\$5,000							
71st Gate	Pave existing parking spaces	\$20,000							
Hideaway	New septic system	\$200,000							
Hideaway	Replace garage doors	\$5,000							
Hideaway	Replace curtains, décor, new ceiling fan	\$5,000							
Hideaway	Refresh appliances	\$3,000							
Hideaway	Landscaping for beautification	\$2,000							
Hideaway	Removal of fallen trees and debris from driveway	\$1,000							
Hideaway	Replacement of signs in parking area	\$500							
Eagle's Crest	Pave the drive and parking area	\$50,000							
Eagle's Crest	Replace wooden signs on drive	\$1,000							
Eagle's Crest	Addition of auto gate with auto cashier to collect admission	\$15,000							
Eagle's Crest	Replace split rail fencing with bollards	\$5,000							
Eagle's Crest	Define parking spaces near shelter, retreat, and soccer field	\$15,000							
Eagle's Crest	Paint building exterior	\$10,000							
Eagle's Crest	Landscaping for beautification	\$5,000							
Eagle's Crest	Refresh and repair picnic tables	\$5,000							
Eagle's Crest	Remove fallen trees on property	\$2,000							
Eagle's Crest	Replace interior carpet	\$2,000							
Eagle's Crest	Refresh kitchen appliances	\$3,000							
Eagle's Crest	Treat and remove mold in "office restroom"	\$1,000							
Eagle's Crest	Find efficient use of smaller rooms in the building								
Eagle's Crest	Refresh shelter house and parking area	\$25,000							
Eagle's Crest	Feasibility study of comfort station to replace vault toilet	\$10,000							
Eagle's Crest	Implementation of new "trunk trail" and add automatic gates	\$25,000						See attached proposal for sustainable hiking trail	
Eagle's Crest Soccer	Aerate and seed turf	\$3,000							
Eagle's Crest Soccer	Replace goals and nets	\$3,000							
Eagle's Crest Soccer	Addition of comfort station	\$200,000							
Eagle's Crest Soccer	Re-surface and paint parking lot	\$125,000							
Go Ape	Mulch and define paths	\$5,000	in-house						
Go Ape	Create boardwalk trail in flooded area near amphitheater	\$30,000						Allow safe access from site 5 to the rest of course	
Go Ape	Remove old electrical and secure amphitheater	\$5,000							
Go Ape	Install parking bollards on access trail	\$5,000							
Eagle Beach	Replace old wooden signs	\$1,000							
Eagle Beach	Refresh gravel/ define parking spaces	\$100,000							
Eagle Beach	Remove debris south of causeway		in-house						
Eagle Beach	Replace on-land mooring posts	\$10,000							
Eagle Beach	Improve locking gate system/ Housing Association								

5-Year CIP for Eagle Creek Park - REVENUE GENERATING

Park Area/Facility	Component	Estimated Cost	2016	2017	2018	2019	2020	Comments
Hobie Beach	Replace broken split rail	\$5,000						
Hobie Beach	Replace signage	\$1,000						
Hobie Beach	Remove debris to expand spots on south end		in-house					
Hobie Beach	Re-grade on-land mooring sites	\$10,000						
Hobie Beach	Replace " " mooring posts	\$10,000						
Hobie Beach	Install culvert under gravel road for proper drainage flow	\$5,000						
Hobie Beach	Remove Honeysuckle encroaching driveway		in-house					
Hobie Beach	Increase Park Ranger Patrol							
42nd Boat Ramp	Demolish or renovate Bait Shop	\$12,000						Renovate for safety and ADA
42nd Boat Ramp	Replace signage	\$500						
42nd Boat Ramp	Repair auto cashier to take credit card payment							
42nd Boat Ramp	Refresh gate house to get seasonal employee at peak times							
42nd Boat Ramp	Repair soil erosion/sidewalk on north end	\$50,000						
42nd Boat Ramp	Landscaping for beautification	\$5,000						
42nd Boat Ramp	Repair dock gangways	\$45,000	in-house					
42nd Boat Ramp	Implement clear rules of Horsepower limit							
42nd Boat Ramp	Add proper lighting for 24hr use	\$10,000						
42nd Boat Ramp	Re-surface and paint parking lot	\$100,000						
42nd Boat Ramp	Repair dry-dock storage fence	\$5,000						
42nd Boat Ramp	Replace locking mechanism on fence gate	\$5,000						
42nd Boat Ramp	Add security cameras	\$3,000						
42nd Boat Ramp	Repair mast poles, replacing broken parts							
42nd Boat Ramp	Replace boy scout-built shelter	\$25,000						
42nd Boat Ramp	Increase Park Ranger Patrol							
42nd Boat Ramp	Install drinking fountain and water spigot	\$20,000						
42nd Boat Ramp	ADA upgrades	\$50,000						
42nd Boat Ramp	Add locking dingy/kayak storage for buoy rentals	\$25,000						
42nd Boat Ramp	Concessions and group cruises							Future development
42nd Boat Ramp	Replace three docks, gangway, footers	\$100,000						
Mt. Pleasant Shelter	Re-surface drive and define parking area	\$75,000						
Mt. Pleasant Shelter	Addition of comfort station	\$200,000						
Mt. Pleasant Shelter	Addition of a corporate shelter	\$200,000						Replace south and middle shelters with one corporate
Mt. Pleasant Shelter	Remove old vault toilet							In progress
Mt. Pleasant Shelter	Replace playground with nature playground	\$150,000						
Mt. Pleasant Shelter	Add drinking fountains	\$15,000						
Mt. Pleasant Shelter	Install cultural heritage interpretive signs	\$15,000						
Mt. Pleasant Shelter	Landscaping for beautification/ removal of invasives	\$2,000						
Mt. Pleasant Shelter	Paint, roof work, repair, all three shelters							In progress
Mt. Pleasant Shelter	Re-design parking area for event overflow for triathlons	\$100,000						
Lilly Lake Shelter	Repair restrooms: replace windows, fix plumbing	\$75,000						
Lilly Lake Shelter	Replace picnic tables	\$15,000						
Lilly Lake Shelter	Erosion work along roadway, across from parking lot	\$10,000						Eroded from run-off and visitors taking shortcuts
Lilly Lake Shelter	Repair dusty 12 path along the lake	\$5,000						
Lilly Lake Shelter	Re-purpose rental building and dock/ fix up exterior/interior	\$10,000						Possible paddle board rental? Or bait shop?
Lilly Lake Shelter	Do tree-work and landscaping	\$5,000						
Lilly Lake Shelter	Install bollards to keep vehicles out of picnic area	\$3,000						
Shelter A	ADA upgrades: restrooms, parking, drinking fountain, repair							In-progress
Shelter A	Install rain garden in flood area, between shelter and road							
Shelter A	Replace directional signage		in-house					
Shelter A	Fire pit- needs rules signs or removed		in-house					Only permitted during hayride season
Shelter B	ADA upgrades: restrooms, parking, drinking fountain, repair							in-progress
Shelter B	Replace directional signage		in-house					
Shelter B	Expand and define parking spaces							in-progress
Shelter B	Upgrade playground and replace fencing around it	\$200,000						
Shelter B	Install wetland planting in flooded area around playground		in-house					Constructed in vernal wetland
Shelter C	Define and improve parking area							in-progress
Shelter C	Replace picnic tables, grills, paint shelter							in-progress
Shelter D- circle drive	ADA upgrades: restrooms, parking, drinking fountain, repair							in-progress
Shelter D	Define and improve parking area							in-progress
Shelter D	Remove dead trees and landscape		in-house					in-progress
Shelter D	Install nature playground	\$150,000						
Shelter E	Pave drive and define parking spaces							in-progress
Shelter E	Install electricity to shelter							in-progress
Shelter E	Addition of another shelter house between E & F	\$200,000						Create another rental space
Shelter E	Create a parking area to be shared by E and new shelter	\$75,000						
Shelter E	Add comfort station	\$200,000						
Shelter F	Re-evaluate shelter, should be removed?	\$20,000						Evaluate removal of shelter
Shelter F	Replace split rail fencing with bollards	\$5,000						
Shelter F	Remove dead trees and landscape	\$5,000						
Shelter F	Repair shelter roof	\$7,000						
Shelter F	Define parking spaces and change capacity to reflect spaces							in-progress
Shelter F	Pave parking area, if we keep the shelter							in-progress
Shelter G	ADA upgrades: restrooms, parking, drinking fountain, repair							in-progress
Shelter G	Erosion work, tree roots are exposed	\$15,000						
Shelter G	Refresh grills, picnic tables, paint shelter, roof tiles							in-progress
Shelter H	Re-gravel parking lot, paint tables and shelter, replace grill							in-progress
Shelter H	Restroom needs ADA upgrade							in-progress
Dog Park	Provide potable water fountain and spigot	\$30,000						
Dog Park	Replace fencing	\$10,000						
Dog Park	Addition of a "small dog zone"	\$15,000						
Dog Park	Replace benches and bulletin boards	\$20,000						
Dog Park	Replace trash bag holders	\$10,000						
Dog Park	Restore wet area on the southeast border, flooded all spring		in-house					
Dog Park	Replace and add modern obstacle course	\$25,000						
Dog Park	Upgrade magnetic pass system	\$15,000						
TOTAL ESTIMATED COST:		\$4,546,000						



Eagle Creek Park

5.4.2 IMPROVEMENTS TO INFRASTRUCTURE

5-Year CIP for Eagle Creek Park - INFRASTRUCTURE							
Park Area/Facility	Component	2016	2017	2018	2019	2020	Comments
Roadways	Re-surface roads north of 62nd and circle drive	\$200,000					continue road re-surfacing, (56th-62nd done in 2014)
Roadways	Fix gravel drives by filling pot holes	\$5,000					In-house
Roadways	Clear roadsides of trees, mow, fix erosion	\$10,000					In-house
56th Parking lot	Expand lot to the east to accommodate crowd	\$75,000					
56th Parking lot	Replace drinking fountain, stretch station, portapotty fence	\$15,000					
Ice Skating Pond	Pave road and parking lot	\$100,000					
Ice Skating Pond	Dredge main pool; overcome by cattails and water lilies	\$75,000					
Ice Skating Pond	Re-purpose "warming hut", currently used by winter birders	\$20,000					Brainstorming session on hut and re-naming of pond?
Marina	Repair gravel drive that leads to boat rental	\$20,000					
Marina	Explore expansion of parking area to accommodate events	\$30,000					
Marina	Replace railroad tie/ terrace support, behind building	\$75,000					In-house
Marina	Improve sand area where rental boats launch	\$15,000					
Marina	Continue to work on the "public" kayak launch site	\$15,000					
Marina	Paint rental building and landscape around it	\$5,000					In-house
Marina	Create seating area for summer concerts	\$15,000					
Marina	Add drinking fountains	\$15,000					
Marina and Rowing	Explore option of a "boom gate" to catch floating debris	\$100,000					Would be placed on the north end of the reservoir
Lilly Lake	Re-surface and paint road	\$50,000					
Lilly Lake	Install culvert on rd, south of Lilly Shelter	\$15,000					
Fitness Trail	Redesign wide areas of the trail, contour water flow, dusty 12						In-house
Fitness Trail	Replace broken workout equipment, with nature themed						In-progress
Fitness Trail	Expand parking area, add 12 spaces on south end of lot	\$20,000					In-house
Earth Discovery Center	Replace deck	\$30,000					
Earth Discovery Center	Re-paint	\$40,000					
Earth Discovery Center	Landscaping around geothermal pond & building						KIB
Earth Discovery Center	Addition of fire ring and seating, near elevator shaft	\$5,000					
Earth Discovery Center	Pave sidewalks downstairs behind the building	\$15,000					Make ADA upgrade to and from classroom, pond, parking
Earth Discovery Center	Possible French drain to re-direct run-off around pond	\$5,000					
Earth Discovery Center	Addition of custom turtle tank with working sink/spigot	\$5,000					
Earth Discovery Center	Execution of Master Plan- addition of exhibits						Include expansion of programming area
Earth Discovery Center	Educational dock to access reservoir	\$35,000					Attached to kayak launch at "Ravens Rest"
Earth Discovery Center	Expand kayak launch, clear brush, mark off parking	\$10,000					
Earth Discovery Center	Access to public Wi-Fi for rentals and meetings						In-progress
Earth Discovery Center	Upgrade Pin Oak trail to be ADA accessible, 1/2 mile	\$75,000					Paved, boardwalk, or compacted surface
Earth Discovery Center	Addition of a "Self-guided" educational trail	\$20,000					
Park Office	Replace Carpet	\$15,000					
Park Office	Paint exterior of building	\$10,000					
Park Office	Replace signage at entrance						In house
Park Office	Kitchen upgrade	\$75,000					
Park Office	Repair wood rot on outside of building	\$15,000					
Park Office	Restrooms ADA upgrade	\$100,000					
Park Office	Repair leak/water damage inside building	\$100,000					
Park Office	New Roof and gutters	\$75,000					
Ornithology Center	Replace uneven stone pavers/ walkway	\$25,000					This is a tripping hazard as stones continue to sink
Ornithology Center	Replace folding bollard and metal trim on walkways	\$8,000					
Ornithology Center	Remove hazardous trees along parking lot and drive	\$15,000					
Ornithology Center	Dredge concrete pond and install aerator	\$6,000					
Ornithology Center	Replace roof	\$25,000					
Ornithology Center	ADA upgrades: doorways, restrooms, walkway	\$75,000					
Ornithology Center	Replace all lights and ballasts	\$30,000					upstairs fixtures are out-dated and difficult to find bulbs
Ornithology Center	Hire contractor to assess mold in the basement and downstairs	\$10,000					
Ornithology Center	Erosion control of the steep bluff	\$300,000					
Ornithology Center	Re-design bird enclosures to display birds for the public	\$25,000					
Ornithology Center	Drainage work on the eastside of parking lot	\$10,000					In-house
Picnic Area 5	Replace playground with Nature Playground	\$125,000					there are many muddy parking spaces; add wheel stops
Picnic Area 5	Pave parking area, it is in really bad shape	\$75,000					Seek funding with IPF and ECPF
Picnic Area 5	Continue removing dead Ash Trees and re-plant						Pave drive, and parking spaces
Picnic Area 5	Pollinator planting in open field	\$10,000					In-progress
Picnic Area 5	Create outdoor classroom destination	\$30,000					Work with USFS and IDNR on funding
Dandy Trail Shelter	Erosion control on exposed bluff	\$50,000					Native plantings and interpretive signs
Dandy Trail Shelter	Repair sinking sidewalk	\$25,000					
Dandy Trail Shelter	Replace split rail fencing with bollards	\$5,000					
Dandy Trail Shelter	Replace picnic tables	\$5,000					
Bear Overlook	Secure bank to prevent erosion	\$200,000					8000 W 56th St
Bear Overlook	Re-surface drive and parking lot	\$150,000					
Bear Overlook	Wetland restoration west of parking area	\$15,000					
Bear Overlook	Trail work to remove user-made trails/ add trail signs	\$75,000					
Bear Overlook	Create trailhead destination and explore overlook deck options	\$75,000					Work with Landscape Architect to design destination
Bear Overlook	Consider re-locating bear statue						
Bear Overlook	Re-locate locking gate, further inside the drive	\$25,000					
Coffer Dam	Repair infrastructure of the dam	\$200,000					Seek funding with ECPF, IPF,
Coffer Dam	Create additional parking spaces and design trailhead	\$75,000					
Coffer Dam	Replace culvert to north loop	\$15,000					possibly add foot bridge as well
Coffer Dam	Create paved ADA trail	\$100,000					
Coffer Dam	Add seating areas along the trail and drinking fountain	\$25,000					
Coffer Dam	Native landscaping and removal of exotic invasives	\$5,000					
Coffer Dam	Add interpretive signs along the coffer dam trail	\$15,000					Fish and Bird ID
Starling Sanctuary	Pave parking area	\$25,000					
Starling Sanctuary	Replace Trail signs	\$5,000					
Starling Sanctuary	Explore erosion control on hiking trail south of the crest	\$15,000					The old road is now an eroded cravass, difficult to hike
Starling Sanctuary	Add bollards around parking area and define hiking trail	\$5,000					
Starling Sanctuary	Paint and inspect foot bridge over creek	\$6,000					There are old telephone lines draping under bridge
Starling circle drive	Repair gravel drive, re-grade huge ruts and fill with gravel	\$15,000					
Starling circle drive	Create a trailhead, showing that this is park land	\$10,000					Have more of a park presence in this area
Wilson Rd homestead	Replace chain with locking gate to prevent trespassing	\$1,000					
TOTAL ESTIMATED COST:		\$3,416,000					

5.4.3 IMPROVEMENTS TO ENVIRONMENTAL STEWARDSHIP

5-Year CIP for Eagle Creek Park - ENVIRONMENTAL STEWARDSHIP								
Park Area/Facility	Component		2016	2017	2018	2019	2020	Comments
Westside Trail	Implement "trunk trail" proposal for organized runs	\$500,000	500					See attached Proposal- lots of interest for special events
Deer Management Plan	Implement USDA proposed management plan	\$210,000	58	52		50	50	See attached Deer Management Proposal
Erosion Control	Implement Erosion Study proposal	\$200,000			200			See attached study, circa 1997
Erosion Control	Identify & protect important geological features	\$25,000						Work with CEES, IUPUI, IDNR
ACOE Wetland Mitigation	Complete next phases of 120 acre mitigation							See attached specifications of mitigation
ACOE Wetland Mitigation	Build boardwalk trail to invite visitors in to learn and enjoy	\$100,000		100				Seek grant funding? Storm water Funding?
Floating Wetland	Construct floating wetland at Fisherman's Cove	\$65,000		65				Collaborative funding: private, state, federal, grants
Install native rain gardens	We are currently mowing wet areas: 56th, circle drive,	\$30,000		30				Collaborative funding: private, state, federal, grants
Pollinator Planting	Install in mowed fields by playground 5	\$10,000	10					Collaborative funding: private, state, federal, grants
Removal of Dead Ash Trees	Continue to remove dead Ash Trees and plant new	\$90,000	50	10	10	10	10	
Invasive Species Control	Continue to work with Land Stewardship, DPW		in-house					
Inventory of Flora & Fauna	Partner with IAS for a Bioblitz or contract out	\$5,000		5				Indiana Academy of Science hosts one every year
Blueway Trail	Create Blueway trail to go from Marina, north to Zionsville	\$15,000	10	5				Seek funding: United Water, Cummins, interest groups
Birding Tower	Install tree-top view for bird watching, near the OC	\$60,000					60	Research other birding towers
Fishing Pier	Create a sustainable fishing pier, location TBA	\$20,000					200	Research other fishing piers
Trash Receptacles	Purchase wildlife proof receptacles to keep area tidy	\$5,000	5					Look at Bearsaver.com
Educational Signage	Install interpretive sign pull-offs like national parks	\$40,000		10	10	10	10	Work with park naturalists and Land Stewardship
Nature Trailers	Revive outreach programs, refresh trailers, hire staff	\$160,000	100	50				Once off the ground, do non-reverting fund
Wood chipper	Used for trail work and removal of exotic invasives	\$20,000			20			We currently share with DPW, needs replaced
GPS Trail Points/map	Available online, includes interpretation (nature/culture)	\$25,000						
Boston Whaler boat	For erosion work, transportation of equipment around reservoir	\$12,000					12	Will get equipment and staff to all sides of reservoir
Timber Stand Improvement	Work with Forestry to remove less-desirable species				In-house			Promote growth of more desirable species
TOTAL ESTIMATED COST:		\$1,592,000						



CHAPTER SIX – SIX YEAR PRO FORMA

6.1 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS

The initial development of the business plan study focused on creating a clear set of assumptions. The end product focuses on determining operating costs and revenue streams for each phase of improvement to Eagle Creek Park over the first five years; this included developing operational budgets and pricing strategies for each phase of improvement to best meet the outcomes desired while accounting for market factors.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions should be carefully read and considered when reviewing the schedules.

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which Eagle Creek Park will be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

6.1.1 PRICING ASSUMPTIONS

- Pricing is outlined for each functional program within the electronic Excel model and summarized within this report document
- The pricing strategy will remain constant with each phase of improvements and is based on a medium cost, medium volume, meaning that pricing was determined based on typical market rates based on an average level of service
- Pricing is developed to achieve 100% cost recovery over the six years

6.1.2 GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year in each year in each phase thereafter as based on Expenditure and Revenue Growth Inputs
- Percentage of cost recovery is based on the assumed market participation and value/market based pricing
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized for employee benefits and utilities
- If a higher or lower percentage of cost recovery is desired, operating expenses and pricing will be analyzed for potential adjustments
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base

- Pro forma program is based on a phased in program offering while capturing 55% of program participants during the beach season.
- Eagle Creek Park staffing is a direct result of the phased in approach to improving Eagle Creek Park and the requirement of the operating hours to be net revenue neutral. It is anticipated the park will be open sunrise to sunset year round with defined operating hours for specific elements within the park.
- As the improvements to Eagle Creek Park become operational and the park reaches operational and programmatic maturity, additional staff persons will be required.
- Staffing salary/wages based on information provided by the Eagle Creek Park staff.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored as a percentage of total staff salary, excluding any general benefits

6.1.3 OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized.
 - Salaries and Benefit growth rate is calculated at 3% annual growth due to the potential volatility of the insurance/pension fund requirements
 - Supplies growth rate is calculated at 3.0% annual growth due to inflation
 - Services growth rate is calculated at an average of 3.0% annual growth due to inflation and the potential volatility of the energy sector
 - Electric utility cost are estimated to increase by 3% annually
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model



6.2 PRO FORMAS

Based on all operating assumptions set forth within this report, Eagle Creek Park is projected to have an initial annual operational cost recovery of 112% of direct operating cost. The following pro formas and revenue models reflect the phased in approach of improvements to the park.

6.2.1 EAGLE CREEK PARK PRO FORMA

Based on all operating assumptions set forth within this report, and excluding any unforeseen circumstances, Eagle Creek Park is projected to achieve a cost recovery of a average of 112% over the six-year study period. A summary of the six-year pro forma is presented in the table below.

Pro Forma Revenues & Expenditures						
EAGLE CREEK PARK						
BASELINE: REVENUES AND EXPENDITURES						
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Campground	\$47,021.40	\$47,961.83	\$48,921.06	\$49,899.49	\$50,897.48	\$51,915.43
Rentals/Sales/Programs	\$1,815,000.00	\$1,869,450.00	\$1,925,533.50	\$1,983,299.51	\$2,042,798.49	\$2,104,082.44
Total	\$1,862,021.40	\$1,917,411.83	\$1,974,454.56	\$2,033,198.99	\$2,093,695.97	\$2,155,997.87
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Campground	\$500.00	\$510.00	\$520.20	\$530.60	\$541.22	\$552.04
Rentals/Sales/Programs	\$1,664,075.00	\$1,713,997.25	\$1,765,417.17	\$1,818,379.68	\$1,872,931.07	\$1,929,119.01
Total	\$1,664,575.00	\$1,714,507.25	\$1,765,937.37	\$1,818,910.29	\$1,873,472.29	\$1,929,671.05
Annual Net Gain	\$197,446.40	\$202,904.58	\$208,517.20	\$214,288.70	\$220,223.68	\$226,326.82
Total Cost Recovery	112%	112%	112%	112%	112%	112%

6.2.2 EAGLE CREEK PARK REVENUE MODEL

Pro Forma Revenues & Expenditures						
EAGLE CREEK PARK - REVENUE MODEL						
DIVISION	ACCOUNT TITLE	PRICE	TOTAL UNITS	WEEKS/MONTHS	REVENUES	EXPLANATION
REVENUES						
SUMMER						
					PROS ASSUMES 10% of GROSS REVENUES to INDY PARKS	
Campground	Vacation Cabins - Summer Daily (2 night min)	\$150.00	6	42	\$5,670.00	PROS assumes 75% occupancy by daily campers
Campground	Std RV Campground Summer Daily	\$50.00	80	84	\$25,200.00	PROS assumes 75% occupancy by daily campers
Campground	Tree house Camping - Summer Daily (2 night min)	\$200.00	5	42	\$6,300.00	PROS assumes 75% occupancy by daily campers
Campground	Yurt Camping - Summer Daily	\$65.00	12	84	\$4,914.00	PROS assumes 75% occupancy by daily campers
Campground	Tent Camping -Summer Daily	\$15.00	30	84	\$2,835.00	PROS assumes 75% occupancy by daily campers
OFF-SEASON						
Campground	Vacation Cabins Spring/Fall Weekend (2 night min)	\$100.00	6	18	\$432.00	PROS assumes 20% occupancy
Campground	Std RV Campground Spring/Fall Weekend	\$35.00	80	18	\$1,008.00	PROS assumes 20% occupancy
Campground	Tree house Spring/Fall Weekend (2 night min.)	\$130.00	5	18	\$468.00	PROS assumes 20% occupancy
Campground	Yurt Camping - Spring/Fall Weekend	\$45.00	12	18	\$194.40	PROS assumes 20% occupancy
Campground	Tent Camping Spring/Fall Weekend	\$15.00	30	18	\$162.00	PROS assumes 20% occupancy
TOTAL CORE REVENUES					\$47,183.40	
REVENUES						
DIVISION	ACCOUNT TITLE				REVENUES	EXPLANATION
Rentals/Sales/Programs	7038000 Eagle Creek Golf Course				\$200,000.00	
Rentals/Sales/Programs	7038001 EAGLE CRK GLF CRSE				\$40,000.00	
Rentals/Sales/Programs	7039000 Eagle Creek Park CD1				\$25,000.00	
Rentals/Sales/Programs	7039125 EAGLE CRK PK SOC/RUG CD1				\$20,000.00	
Rentals/Sales/Programs	7039162 EAGLE CRK PK SHELTER CD1				\$80,000.00	
Rentals/Sales/Programs	7039171 EAGLE CRK PK 42 MRNA CD1				\$15,000.00	
Rentals/Sales/Programs	7039172 EAGLE CRK PK 42 BOAT RAMP CD1				\$30,000.00	
Rentals/Sales/Programs	7039175 EAGLE CRK PK EAGLE BEACH CD1				\$35,000.00	
Rentals/Sales/Programs	7039177 EAGLE CRK PK RAMP OR DOCK CD1				\$45,000.00	
Rentals/Sales/Programs	7039178 EAGLE CRK PK MRNA CD1				\$30,000.00	
Rentals/Sales/Programs	7039410 EAGLE CRK PK GRNDS CD1				\$40,000.00	
Rentals/Sales/Programs	7039482 EAGLE CRK CAN COMP ZONE CD1				\$40,000.00	
Rentals/Sales/Programs	7039702 EAGLE CRK PK ADMIN OFCE CD1				\$200,000.00	
Rentals/Sales/Programs	7039704 EAGLE CRK PK GATE HOUSE CD1				\$850,000.00	
Rentals/Sales/Programs	7039723 EAGLE CRK PK VISITOR CTR CD1				\$7,500.00	
Rentals/Sales/Programs	7039726 EAGLE CRK PK NATURE CTR CD1				\$35,000.00	
Rentals/Sales/Programs	7039727 EAGLE CRK PK ORNTHLGY CTR CD1				\$10,000.00	
Rentals/Sales/Programs	7039728 EAGLE CRK PK EARTH DC CD1				\$30,000.00	
Rentals/Sales/Programs	7039730 EAGLE CRK PK BOAT/FISH CTR CD1				\$5,000.00	
Rentals/Sales/Programs	7039761 EAGLE CRK PK-CREST CD1				\$500.00	
Rentals/Sales/Programs	7039762 EAGLE CRK PK HIDE-A-WAY CD1				\$65,000.00	
Rentals/Sales/Programs	7039901 EAGLE CRK PK PISTOL RANGE CD1				\$12,000.00	
TOTAL RENTAL/SALES/PROGRAMS REVENUES					\$1,815,000.00	



CHAPTER SEVEN - IMPLEMENTATION PLAN

7.1 PERFORMANCE MEASURES

It is recommended that the following key performance measures be established for the park. These performance indicators help the park staff move from an “effort-based culture” to an “outcome-based culture.” The performance measure results should be presented at least twice a year so the staff remains focused on what is most important for achieving the vision for the park.

- Cost recovery goals for the Park meet within 95% of targeted goal
- Development fund raising goals meet within 95% of targeted goals through grants, sponsorships, advertising, special fundraisers, gift giving and other sources of income as outlined in the proforma.
- Volunteer support 15% of the manpower to operate the park until the park is fully operational.
- Phase one, two and three development meets the timelines established and stays within 10% of the construction costs established.
- Visitor participation meets projections at the gate and the various attractions.
- Customer satisfaction rates are 90% satisfied with the experiences received in the park.
- Partnership goals are met for investing in the park as outlined in the business plan.
- Community relations and marketing implement 80% of the marketing plan goals within the next two years.
- Programs created in the park meet 90% of what is outlined in the park with a customer satisfaction level at 90%.
- Park maintenance standards meet 90% of the standards outline for trails, cleanliness, ground maintenance and tree maintenance in the park.

7.2 ACTION PLAN

7.2.1 VISION

The following vision presents how Eagle Creek Park desires to be viewed in the future:

“Indy’s best nature experience”

7.2.2 MISSION

The following is the mission for Eagle Creek Park on how they will implement the vision:

“It is our Mission to protect, maintain and preserve Eagle Creek Park where people of all ages may participate in activities blending environmental education and adventure recreation into many positive recreation experiences for years to come.”

OR

“To serve the community by providing the region’s best Public Park and most beloved forest and river experience”

7.2.3 LAND ACTIONS

“Our Vision for land is to preserve the history and heritage of the park so generations will be able to appreciate what Eagle Creek Park provides to Marion County for environmental, adventure recreation and tourism purposes.”

7.2.3.1 GOAL

Develop the park in a responsible and financially sustainable manner for recreation and environmental purposes.

Strategies and Tactics

- Remove non-native species in the park.
 - Continue to remove non-native species in the park to open the park up so visitors can see the value of the spaces.
 - Develop a method to control the growth on non-native species so the staff and volunteers do not have to go back and do it again.
- Continue to update existing amenities in the park such as trails, and add new amenities.
 - Develop a cost benefit approach to each new amenity and ensure to create a balance of experiences for all age segments in the community.
 - Price services correctly for key amenities and services in the park.
 - Exceed expectations of users via quality design that generates a “Wow” factor and ensures a memorable experience.
- Maintenance Standards are implemented in the park as outlined in the Business Plan.
 - Approve maintenance standards are implemented in the park for each zone in the park with Public Works.
 - Cost of service assessment done yearly on maintenance cost by zone.
- Increase land development partnerships in the park to support operational revenues.
 - Develop a partnership land lease strategy for the park to help support the vision for the park, provide additional user services and benefits and create operational revenue for the park. Leases should be considered for the campground, and the 56st and Georgetown road site.
 - Work with local tourism and community development agencies on the types of business partners that would support the park well and the economy of Marion County to develop on lease sites in the park.
 - Create a feasibility assessment for each interested partner who would like to lease land in the park for tourism or recreation purposes.
- Find partnership grants for amenities in the Park.
 - Seek partnership grants for health and wellness trails, concession and retail facility.
 - Utilize donor and foundation support for major attractions in the park.

7.2.4 FACILITY AND AMENITY ACTIONS

“Our vision for facilities and amenities is to exceed the user’s expectations, as well as to design them to produce revenue and to meet program user needs.”



7.2.4.1 GOAL

Create “Appropriate facilities and amenities” that energize and add value to the park and create memorable experiences for people of all ages.

Strategies and Tactics

- Improve one or two new amenities each year for the next six years to build enthusiasm for the park and a stronger user base.
 - Design facilities to produce revenue.
 - Design facilities that have wide age segment appeal.
 - Design and develop these facilities that build a destination park for the community and support tourism.
- Work with a local college or the University to establish an Outdoor Adventure Degree for students interested in managing Adventure Sports Facilities or in Park Management.
 - Work closely with a local College or University to develop a curriculum for managing an Adventure Sport Facilities or in Park Management to build a future level of park employees for the park.
 - Encourage part-time workers and volunteers to get certified in the various types of Adventure Sports to become instructors and managers.
 - Encourage all ethnic groups to take advantage of the program.
- Determine each amenity developed and who the target market is for that amenity. Create (5) experiences for each age segment in the park by adding the appropriate level of amenities in the park.
 - Follow the amenity chart to age segment use outlined in the business plan.
 - Seek partnerships to help improved the various amenities in the park.
 - Exceed the users’ expectations for the value of the experience as it applies to playgrounds, group picnic facilities, Adventure sport facilities, trails, environmental education facilities, special event areas, trails, concessions and food service areas, music and art areas, urban campground

Programming Actions

“Our vision for programming in Eagle Creek Park will be to develop programs that attract a variety of users and teach nature education programs, adventure outdoor skills through positive learning experiences.”

7.2.4.2 GOAL

Involve at least 20,000 users in program activities annually in the park through effective programs and services.

Strategies and Tactics

- Develop core programs in Nature Education, Health and Wellness Programs, Outdoor Adventure, Active Seniors, Youth Services, Family Programs, Adaptive Sports, and Special Events.
 - Follow the core program standards outlined in the Business Plan.
 - Hire certified and trained instructors to teach outdoor adventure skills and good program staff who know how to set up special events and nature education programs.
- Develop partnerships with local event providers to host events in the Park beginning in 2017.
 - Develop partnerships with Outward Bound, Boy Scouts, Campfire Boys and Girls, in 2016.

- Develop on-going fitness and well ness programs with local hospitals in the park including establishing heart healthy trails and wellness events in the park.
- Develop Family Programs in the Park beginning in 2017.
 - Develop a program plan for families that include outdoor hiking, health and wellness and adventure sports in the park.
 - Work with kid-focused agencies in Indianapolis in what they need for the park to do for them to support families and kids and design programs to provide that service.

7.2.5 OPERATIONS AND STAFFING ACTIONS

“Our vision for operations and staffing is to hire and train staff on all elements of the business plan and to incorporate key performance indicators into their individual work plan to support meeting the vision and mission of the park.”

7.2.5.1 GOAL

Staff and volunteers working in the park are highly trained in customer service and in the skills they need to perform their work at the highest level possible.

Strategies and Tactics

- Staff will be trained to meet the expectations of their job descriptions in the park.
 - Each staff will develop a training program for themselves on areas they need to build their skill levels in to maximize their performance in the park.
 - Develop a yearly work plan with performance indicators for each staff person with quarterly reviews by the Park Manager and Director.
 - Management standards for marketing, program and maintenance operations will be followed as outlined in the business plan.
- Part-time staff and volunteers will be hired on an as needed basis with training provided to them before they start their work.
 - Part-time staff and volunteers will be recruited and trained for each position that they are hired to perform work in.
 - Appropriate levels of work tools will be provide to accomplish their work by Eagle Creek Park.
 - Recognition and awards program established for Part-time and Volunteer workers each year.
- Operational polices outlined in the business plan are enacted.
 - The six policies outlined in the business plan will be utilized in 2017.
 - Staff will be trained on polices and how to interpret them to the community.

7.2.6 MARKETING ACTIONS

“Our vision for marketing is to energize and invite users to the park, as well position the park as a major destination attraction by 2017.”

7.2.6.1 GOAL

Develop and implement the marketing plan in the business plan over the next five years.



Strategies and Tactics

- Develop a collection data system to track users to the park as it applies to core recreation programs, future campground users, Zip Line Users, Picnic Shelter Users, Special Event Users.
 - Determine the process to collect the data and train volunteers and staff to collect data as needed.
 - Report quarterly on the results of data collected.
 - Work with the Marketing and Program staff on how to use the data to make better program decisions.
- Develop an on-going Survey Monkey and customer service app to gauge user input into how they feel about the services and programs provided in the park as well as set up a social network site to capture data from users on their experiences.
 - Develop a social media transformation process with all social networks available.
 - Track the results and make adjustments to the programs as needed from survey monkey work and intercept surveys.
- Develop with the Program Division program themes for the park for each year that focus on wellness and fitness, adventure recreation, anniversaries of key amenities developed, special events to be held in the park, special family programs, customer appreciation days and It's in our Nature Programs.
 - Work with program staff to develop the themes.
 - Seek financial funding for the programs between users and sponsors based on an established budget for each event.
 - Implement the events with event partners and volunteers.
- Develop a Communication Plan for the Park.
 - Develop a weekly and monthly communication plan for the park based on using social media and website technology.
 - Establish a budget for communications to implement the communications plan and cross promote with other attractions in the City and the region.
 - Communicate the results of the Communication Plan.
- Develop a brand message for the park using effective signage, effective pictures, special events, use of logo, incorporating history into programs, creating fun programs for all ages.
 - Demonstrate how Eagle Creek Park contributes to the community.
 - Demonstrate in all publications the benefits and experiences that can be found in Eagle Creek Park.
 - Price services effectively to the value received.

CHAPTER EIGHT - CONCLUSION

Eagle Creek Park offers the City of Indianapolis 50 years of history from the initial purchase from Purdue University in 1966 to present day operations. The park, one of the largest city parks in the nation, offers 1,400 acres of water, 3,900 acres of forest, and unmatched opportunities for recreation, enjoyment, and the discovery of nature. Eagle Creek Park is a designated “regional park” designed to provide a wide array of recreation opportunities to members of the community that may not be available in neighborhood or community parks. While existing park amenities have been significant from five decades of growth, it will be critical to initiate successful management, operations, and facility improvements as desired by the City of Indianapolis to meet the challenges presented in the future of the park. There is a need to increase staff in several strategic areas to increase exciting new programs, activities, and events. The park needs a major capital campaign that can be promoted through a combination of sources. This will help park staff to generate the desired recovery of costs at 100%. While the challenges are significant, there are many opportunities available to Indy Parks to take advantage of embellishing existing resources to accomplish the ultimate goal: the maximization of its value through enhanced amenities. These operational and facility improvements are necessary to allow Eagle Creek Park to accomplish the desired vision. The recommendations in this business plan will provide the pathway to reintroduce the park as the premiere signature destination location in Indianapolis.





APPENDIX 1 – QUALITY ASSURANCE FORMS CONCESSIONS

Date _____ Facility _____ Program _____

Rank 1, 2 or 3 (1 = unacceptable, 2 = average, 3 = exceptional)

Facility Conditions

- Floors swept and clear of debris
- Countertops clean and sanitary
- Storage is packed neatly and accessible
- Garbage picked up around snack bar and dining area
- Dining tables / chairs clean and sanitary
- Equipment functioning correctly
- Office area is clean and useable
- Notes: _____

Staff

- Engaged with customers in friendly manner
- Show up on time
- Staff shirt / name tag visible on the right chest / no open toed shoes
- Not eating in the snack bar
- No cell phones
- Notes: _____

Operations

- Quick with food prep and distribution
- Are making correct money exchanges
- Plenty of money available for making change
- Notes: _____

Paying Customers

- Appear to be having a good transaction
- Being served quickly after placing order
- Line is moving quickly
- Notes:

Additional notes can be added on reverse side



RENTAL CHECK UPS

Date: _____

You will need to pass this to the next staff person so the entire day can be evaluated.

If there are multiple rentals in same room throughout the day/evening, just initial in same box for each rental. Thanks!

Please initial when checking below rentals

Beginning of rental:	Room 1	Room 2	Room 3	Room 4	Room 5
Room is set up according to contract, including equipment, coffee service, etc.					
Renter received friendly greeting/welcome					
Bathrooms clean and stocked					
Lights working and switches shown to renter					
Renter is reminded of facility rules, esp. use of fog machine, tape, etc. (if applicable)					
During Rental					
Rental is going well; all needs are met					
Staff is courteous when talking to renter about any rules being broken					
Bathrooms clean and stocked					
Conclusion of Rental					
Renter is thanked for using center					
Renter is gently reminded of what needs to be done on their part					
Renter left on time					
Center equipment secured following rental					
Condition of room when renter vacates is satisfactory					
Comments:					

QUALITY ASSURANCE CHECKLIST

Date _____ Evaluator _____

Facility _____ Program _____

Staff Working _____

Rank 1, 2 or 3 (1 lowest, 2 average, 3 exceptional)

Facility Conditions

- _____ Area is free of garbage, trash cans are not overflowing
- _____ Area is safe of hazardous conditions
- _____ Bathrooms are cleaned and stocked
- _____ Concessions are organized and stocked
- _____ Overall feel of facility is safe, clean and green

Notes:

Staff

- _____ Begin work on time / opening facility on time
- _____ Staff shirt / name tag visible on the right chest / closed toe shoes
- _____ Personal cell phones are not in use
- _____ First Aid supplies are available and stocked
- _____ Staff greets patrons and is courteous and helpful
- _____ Line of customers is being attended to quickly
- _____ Staff is not eating food or having it visible to public

Notes:

Patrons

- _____ Customers are wearing appropriate safety equipment
- _____ Customers are enjoying their experience (smiles, laughter)
- _____ Children are being attended to and not participating in unsafe activities



CUSTOMER SERVICE QUALITY ASSURANCE CHECKLIST

Date: _____

Time: _____

Location: _____

Evaluator: _____

(Exceptional = 3, Good = 2, Poor = 1)

Customer Service Staff	N/A	Except/Good / Poor	Comments
*Greeted by staff when entering			
* Knowledgeable (1st priority for customers)			
* Enthusiastic and helpful (2nd priority)			
* Staff is friendly and engaging			
* Staff is friendly and courteous to each other			
* On time, organized, prepared			
* Gives attention to all participants/guests (internal and external)			
* Uses positive reinforcement with difficult situations.			
* Follows dress code			
* Follows safety guidelines			
* Name tag is visible			
* Team player-works for good of whole program			
* Work area is neat and clean			
* Facility is neat and clean			
* Brochures and flyers are stocked and current			
* Customers (internal & external) treated with dignity and respect			

Notes:



WEEKLY FACILITY QUALITY ASSURANCE

Date: _____ Time: _____

Rank 1, 2 or 3 (1-unacceptable, 2-good, 3-exceptional) or NA

Facility Conditions - Indoors	Ranking	Notes
Floors clean and free of debris		
Windows clean and free of handprints		
Bathrooms clean and well-stocked		
Water fountains clean and free of debris		
Flyer Racks neat and full		
Front Counters clean and neat		
Lobby areas clean and clutter free		
Interior Walls and ceilings clean, free of cobwebs		
Lights working in all rooms		
Equipment stowed properly		
Walk areas clear of equipment		
Storage areas organized, easy to walk through		
Tables & chairs clean and properly stored when not in use		
Kitchen - fridge, stove, counters, etc.		
Facility Conditions - Outdoors		
Covered Walkway around perimeter clean and cobweb free		
Lights (exterior) working		
Walkways and sidewalks clean and debris free		
Trash cans & ashtrays empty and clean on outside		
Planter areas clean and attractive		
Patio area clean and attractive		
Staff and Volunteers		
Dressed appropriately and name tags on		
Customers (internal & external) treated with dignity & respect		

Are friendly, helpful, knowledgeable		
Programs and Rentals		
People appear to be happy and engaged		
Needs and interests are being met		
Safety and supervision is apparent		
Activities appropriate for population		

_____ Staff Initials (completing above items to be repaired) _____

Staff Evaluator



APPENDIX 2 – JOB DESCRIPTIONS

PROGRAM COORDINATOR

Position Title: Recreation Program Coordinator

Incumbent:

Immediate

Supervisor: Park Manager of Eagle Creek Park

Incumbent Signature Supervisor Signature

The Recreation Program Coordinator plans, implements and evaluates a comprehensive outdoor recreation program schedule. The responsibilities of this position include providing hands-on learning experiences that build self-confidence, teach and practice outdoor recreation skills, develop decision making abilities and encourage positive interactions with others. This position reports directly to the Park Manager of Eagle Creek Park. This position is suitable for transitional duty.

FLSA STATUS - Exempt

JOB RESPONSIBILITIES - (ILLUSTRATIVE)

- Coordinates an overall comprehensive outdoor recreation program management plan for the Eagle Creek Park.
- Supervises, trains and directs part-time staff and volunteers and contract instructors as assigned.
- Provides outdoor recreation programs that serve to enhance the mission, vision and values of Eagle Creek Park.
- Designs, facilitates, provides skills instruction and helps evaluate quality outdoor adventure recreation and environmental education programs within the park staff.
- Presents outdoor recreation programs at assigned locations. Programs may be at non-standard hours, on weekends, evenings and holidays.
- Ensures that program content reflects the goals of Eagle Creek Park.
- Assists in evaluating programs, offers recommendations for improvement and actively participates in revision of programs.
- Assists in maintaining the Recreation Division equipment and program materials.
- Maintains accurate records of programs delivered, attendance and program evaluation data.
- Purchases supplies, as directed for recreation programs.
- Assists in research, design, development and review of educational or promotional materials such as handouts, brochures and presentations as assigned.
- Participates in special events or projects involving the Recreation Division.
- Performs duties in a safe and efficient manner, to maintain a safe work and participant environment. Responds to hazardous situations or potentially unsafe conditions by taking corrective actions and notifies supervisor.
- Provides timely response to public inquiries.

- Keeps supervisor informed of essential issues.
- Inspects and performs light maintenance of facilities, equipment and surrounding areas.
- Updates and enhances own knowledge by involvement in continuing education for professional growth, i.e. attends relevant conferences, seminars, and certification programs.
- Performs other related duties as assigned.

ESSENTIAL KNOWLEDGE, ABILITIES AND SKILLS

- Thorough knowledge of interpretive and recreational programs suitable for Eagle Creek Park.
- Report preparation, writing and verbal skills.
- Research skills.
- Sense of public relations and marketing.
- Ability to walk, traverse or otherwise access trails of all types, natural terrain and all properties under control of Eagle Creek Park under all types of conditions and weather in order to conduct or supervise nature programs, recreation programs and inspections.

QUALIFICATIONS

- Bachelor degree, area of specialization in environmental education, outdoor recreation, natural resources, youth development, or related discipline preferred, from an accredited college or university, or equivalent.
- Demonstrated experience leading outdoor recreation activities is preferred.
- Demonstrated experience working with participants and volunteers of all ages.
- Demonstrated passion for the outdoors, which includes the ability and interest to share knowledge and experiences with program participants.
- Demonstrated organizational skills including verbal and written communication, problem solving, and conflict management.
- Must possess and maintain a valid driver's license.
- Successfully pass a background and criminal investigation check.

JOB REQUIREMENTS

The duties and responsibilities listed are not set forth for the purpose of limiting the assignment of work. They are not to be construed as a complete list of the many duties normally to be performed under a job title or those to be performed temporarily outside an employee's normal line of work. Eagle Creek Park expressly reserves the right to add to, detract from, modify or eliminate any of the above provisions in its sole discretion.



MARKETING AND WEB-SITE VOLUNTEER OR PART-TIME STAFF

ESSENTIAL FUNCTIONS AND DUTIES

- Coordinates with marketing staff on tracking web site comments on a daily basis and returning comments to users in a timely manner.
- Coordinates marketing communication information that includes development of the Eagle Creek Park's Newsletter, program descriptions, volunteer newsletters and is engaged with managing the web-site with weekly updates directed by the Director.
- Responds to letters via email or by mail on issues in the park that need to be addressed
- Updates all park kiosks with timely information from the Administration office and the Director
- Coordinates with the Program Development staff and Visitor Center Staff on key marketing and communication information that needs to be posted on the web site or Eagle Creek Park newsletter on upcoming special events.
- Drives a motorized vehicle to travel to different locations if necessary.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.

MARGINAL FUNCTIONS

- Participates in the marketing and planning projects for Eagle Creek Park, facilities and programs for letting the community know of key information that helps them access the park and services in a timely manner.
- Assists with the Marketing Director in the development of the marketing and communication budget.

QUALIFICATIONS

- Associate Degree in marketing and communications.
- One to two years of experience in the marketing and communications
- Working knowledge of the principles and practices used in marketing and communications
- Must possess a valid driver's license.
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports as it applies to marketing and communications .
- Ability to make decisions in accordance with established policies and procedures
- Must possess good problem solving ability and good judgment.
- Must be able to write effectively and edit work effectively

PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to deal with people under stressful situations.
- Must be able to manage multiple tasks simultaneously.
- Must be able to deal calmly and fairly with conflict and questions.
- Must have ability to work around general population in public areas and deal with people under stressful situations

COGNITIVE CONSIDERATIONS

- Interpersonal skills necessary to communicate tactfully and courteously with all levels of employees and develop a trusting relationship.

ENVIRONMENTAL CONSIDERATIONS

- Ability to work weekends when required

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.



VOLUNTEER MAINTENANCE WORKER

The Volunteer Maintenance Worker will assist the Eagle Creek Park maintenance staff in the repair and preservation of park grounds, amenities and facilities. Volunteers will perform semi-skilled maintenance tasks. This individual volunteer will report to the Park Maintenance Manager.

ESSENTIAL FUNCTIONS

- Maintains and preserves areas including turf, trees, trail, historic buildings, roads and parking lots, playgrounds, picnic area and trails.
- Assists with natural resource management by participating in prescribed burning, clearing and invasive species control.
- Assists in cutting, planting and spraying of trees and fertilizing of grounds.
- Performs routine inspections of surrounding grounds noting needed repairs, insuring the park is free of hazards and is safe for public use.
- Operates machinery, i.e., mowers, tractors, pumps and power equipment used in grounds and building maintenance, and assists in the preventive maintenance of such equipment.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

MARGINAL FUNCTIONS

- Performs native species removal duties.
- Performs weekend Park Maintenance duties.
- Assists in painting of all structures on park grounds.

QUALIFICATIONS

- High school diploma.
- Some experience relating to grounds and facility maintenance or repairs.
- Working knowledge of use, of mowers, and other equipment used in grounds and building maintenance.
- Must possess a valid driver's license

PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to work around general population in public areas.

PHYSIOLOGICAL CONSIDERATIONS

- Ability to perform heavy lifting up to 75 pounds.
- Ability to climb, stoop, bends, reach, walk, sit, kneel, or stand for long periods of time.
- Ability to drive a motorized vehicle.

COGNITIVE CONSIDERATIONS

- Ability to establish and maintain effective working relationships with people at all level of employees and the general public.
- Ability to follow written and oral instructions.

ENVIRONMENTAL CONDITIONS

- Regular exposure to inclement weather, extreme heat, cold, and rain.
- Occasional hazardous working conditions on construction sites and along roadways.
- Exposure to chemicals, herbicides, pesticides, and fertilizers.
- Protective equipment must be worn when applicable.



LAND PRESERVATION AND STEWARDSHIP VOLUNTEER

The Land Preservation and Stewardship Volunteer helps park staff with maintenance activities that include, landscape management, natural resource restoration, arborist services, and minor amenity repairs. The Land Preservation and Stewardship Volunteer encourages full compliance with safety rules as it applies to park maintenance and natural area restoration. This volunteer position reports to the Park Maintenance Manager.

ESSENTIAL FUNCTIONS

- Works closely with park personnel engaged in grounds maintenance and land preservation type work. Performs routine inspections of parks and natural areas in the parks are clean and safe, and maintained at the acceptable level as stated in the Maintenance Standards outlined in the Business Plan for that specific site including the elimination of non-native plant species.
- Works closely with park personnel engaged in natural resource management and landscape practices.
- Coordinates with the Maintenance Manager on implementation plans and schedules for parks natural resource management projects.
- Plans and directs work schedules and recommends project priorities; insures that supplies required for daily operations and projects are procured.
- Coordinates with the Environmental Education staff and Visitor Service Staff to plan for and operate special events involving environmental stewardship in the parks.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

MARGINAL FUNCTIONS

- Participates in the stewardship planning process for Eagle Creek Park and new areas in the park to be developed.

QUALIFICATIONS

- Associate Degree in park management, natural resource management, conservation, horticulture, or related field, or five years commensurate volunteer training and experience
- Working knowledge of the principles and practices used in park and natural resource management; working knowledge of equipment and vehicles used in the field;
- Must possess a valid driver's license.
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports.
- Ability to make decisions in accordance with established policies and procedures for natural resource management practices

PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to deal with people
- Must be able to manage multiple tasks simultaneously.
- Must be able to deal calmly and fairly with conflict and questions.
- Must have ability to work around general population in public areas and deal with people

ENVIRONMENTAL CONSIDERATIONS

- Occasional hazardous working conditions on park sites or when supervising pesticide applications.
- Ability to work weekends when required
- Worker is exposed to chemicals.
- May be exposed to hazardous vegetation (e.g. poison ivy).
- Worker performs work outdoors. These conditions include extreme heat, cold and rain.
- Protective equipment must be worn when applicable.

The above is intended to describe the general content of and requirements for the performance of this volunteer job.



APPENDIX 3 – POLICY DEVELOPMENT

Currently, Indy Parks is in need of additional policies to guide the park forward in managing to financial sustainability, as well as enhancing the operations at the park. The following policies will support Eagle Creek Park in their efforts to price service correctly, seek earned income from outside sponsorships and manage volunteers in the most effective manner. Each policy will require approval. The following recommended policies are outlined in this section:

- Earned Income Policy
- Pricing Policy
- Partnership Policy
- Sponsorship Policy
- Volunteer Policy
- Scholarship Policy

EARNED INCOME POLICY

PURPOSE AND GOAL

Indy Parks will promote the financial sustainability of Eagle Creek Park by supporting the staff in generating a variety of earned income.

Goal for supporting operations from earned income will be 50%-80% over the next five years and 100% for supporting capital needs for Eagle Creek Park.

ISSUES ADDRESSED

These earned income sources will help meet capital and operational cost recovery goals for Eagle Creek Park, as well as park facility development, delivery of programs, events and services, and the operation and management of the park.

EXPECTED OUTCOME AND BENEFITS

Supplemental earned income will help Indy Parks to continue environmental conservation efforts, provide high-quality environmentally-sustainable park and recreation facilities and services, and to ensure the appropriate level of care for the park, facilities and natural areas in the near and long term.

Indy Parks has set a goal of obtaining 100% of income for capital projects from non-millage sources.

Indy Parks has set a goal of obtaining between 50 - 80% of operational costs from non-millage sources.

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

The Eagle Creek Park Manager will budget for earned income revenue and associated expenses, differentiating between the earned income which would be devoted to operational needs versus those intended to support capital projects. Operational revenues will be placed into one account that supports annual operations and management requirements while capital revenues will be separated according to the project they are intended to fund. Indy Parks will submit a yearly resolution, after the annual audit is complete, to re-appropriate unused earned income dollars prior to the budgeting for the next fiscal year.

Under the direction of Indy Parks, earned income opportunities will be pursued, when appropriate, by staff. An implementation strategy will match earned income strategies to individual cost recovery goals, assign priority and the appropriate responsible party and describe any required training.

PRICING POLICY

PURPOSE AND GOAL

Indy Parks is committed to providing outstanding park and recreation experiences for the community, which shall include providing quality programs. It is necessary for Eagle Creek Park to have a sound and consistent pricing policy that will serve as a management tool for establishing, implementing and evaluating various fees and revenue options. The establishment of a pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service, or quality program.

The new Pricing Policy for Eagle Creek Park is designed to provide staff with consistent guidelines in pricing admissions for special events, use of facilities, establishing program fees based on the individual benefit a user receives above a general taxpayer. The policy will help Eagle Creek Park address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs and services. This Pricing Policy allows Eagle Creek Park users better understand the philosophy behind pricing of a program or service. The Pricing Policy is based on the cost recovery goal for the service established by Indy Parks to provide the service and whether the service is a public, merit, or private service.

ISSUES ADDRESSED

The pricing policy will help Indy Parks to establish appropriate program and service fees for the future operations and maintenance of the programs and facilities that are managed to help meet cost recovery goals established. A sound pricing justification, philosophy and effective data puts Indy Parks in a positive position when it comes to establishing justifiable pricing and fees to offset operational costs.

EXPECTED OUTCOME AND BENEFITS

The guiding principles for the creation of an effective pricing policy are as follows:

- Accessibility, Fairness and Affordability
- Supplemental Funding
- Efficiency
- Achieve Cost Recovery Goals



DEFINITION OF TERMS:

Public Services are those services parks and recreation offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of public services are open public access to use a regional park, a playground, a trail or a picnic area that cannot be reserved. Public Services normally have low level or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

Merit Services are services whereby the user receives a higher level of benefit than the general taxpayer. The taxpayer benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Examples of merit type services are kayak lessons, adventure sports, summer camp programs for youth, nature education programs and special events that promote healthy active lifestyles.

Merit Services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, Eagle Creek Park staff needs to inform the users by letting them know that Eagle Creek Park is investing a certain dollar amount and/or the percentage level of investment they are making in their experience.

Private Services are where only the user benefits. This is where Eagle Creek Park needs to implement pricing services using a full cost recovery strategy. The price of this particular service is intended to recover all fixed costs and variable costs associated with providing the service. Examples of private services are food services for resale, retail services, and rental of space for weddings and business meetings and private lessons.

ACCESSIBILITY, FAIRNESS AND AFFORDABILITY

Equity and fairness means those who personally benefit from the service above what a general taxpayer receives should pay for that benefit and those who benefit the most should pay the most. Affordability should be based on benefit and ability to pay. This policy recognizes that affordability is in the eye of the user. Public park and recreation agencies offer three kinds of services. Definitions for Public services, Merit services and Private services are outlined below. The type of service and benefit received will directly determine the cost recovery level or pricing strategy to be used in the pricing of the services and products Indy Parks creates.

SUPPLEMENTAL FUNDING

Supplemental funding means that user fees and prices charged for admissions, programs, food services, retail services, rentals and special events will assist in the overall funding of Eagle Creek Park operations. The revenue produced through this will give Eagle Creek Park the needed cash for operations, capital costs and marketing dollars to promote programs and services available to the community. These dollars can come from any source that supports operations and include grants, sponsorships, partnerships, permits, special rental uses and many other options. The Eagle Creek Park staff should seek out these opportunities whenever possible.

EFFICIENCY

Priorities to enhance user or visitor experiences are clearly defined because the services provided are clearly made visible and the priorities are established based on the direct user costs that are associated with the activities that user's desire. Pricing of services correctly can achieve six positive results:

- Reduces congestion and overcrowding
- Indicates user and visitor demand and support for the service
- Increases positive user and visitor feedback
- Provides encouragement to the private sector to invest in Eagle Creek Park programs through contracts that can bring greater revenue to the park
- Ensures stronger accountability on Eagle Creek Park staff and management of the service
- Creates multi-tiered pricing so users who desire a higher level of quality can purchase it

8.1.1 DISTRIBUTION OF REVENUE FUNDS TO ACHIEVE COST RECOVERY GOALS

Distribution of Revenue means dollars generated from each activity are redistributed back to the area they came from to pay direct cost and indirect cost in some situations and for future improvements associated with a facility or activity. An example would be camper fees make improvements to campgrounds.

The staff will document the cost of services provided through a costing model. The true cost of each activity is designated as direct and indirect costs associated with providing a product or service.

A review of all prices periodically is recommended to document the changes that have occurred within the products or services provided by Eagle Creek Park. This will help staff to evaluate which program, product or service should have adjustments based on the Pricing Policy.

Staff will set prices for services based on the following process:

- What is the cost to provide the service and what is the cost on a per experience basis, hourly rate, or unit rate
- Is the program or service a core program or non-core program based on the criteria established
- Is the program a public, merit or private service based on the established criteria in the pricing policy and the level of personal benefit the user receives over what general taxpayer receives
- Does this price support the cost recovery goal desired for the program or recreation facility to support sustainability

PRICING POLICY PROCEDURES

Key Elements in implementing the Pricing Policy include:

- Create value and price accordingly
- Know the costs (direct/indirect) and level of cost recovery goal Indy Parks has established for that service
- Understand how the price established compares in the market place
- Price services correctly the first time
- Use differential pricing based on participant, product, and times to encourage greater use of the service or facility
- Educate staff, volunteers, boards and officials on the pricing methodology used



- Communicate price and Eagle Creek Park cost to provide the service to users and how much the user paid to cover the cost of the service
- Eliminate entitlement pricing

ESTABLISH CORE SERVICE CRITERIA

- Does this program/service align with Eagle Creek Park’s Vision and Mission?
- The program/service meets at least one of the strategic directions of the park
- Full time staff or approved contractors are responsible for execution of the program
- The program has a strong social value that is part of a solution to an identified strategic direction
- The program has strong economic appeal and creates a strong return on investment for Eagle Creek Park
- The program has a high partnering capability to enhance promotional opportunities or to offset operational costs
- The program/service currently meets the capacity performance measures developed by staff
- The program is in a growth or mature stage of its lifecycle and has proven to have long term participation appeal

If the service is determined to be a core service:

- What classification does it fall under (Public, Private or Merit)?
- What is the true cost to provide the service and current level of subsidy?
- What is the current price of the service and what level of cost recovery does it support now? What pricing alternatives are currently being used?

ESTABLISH COST RECOVERY GOALS

Public Services - 0-10% of direct and indirect costs

Merit Services - 20%-80% -of direct and indirect costs

Private Services - 80%-100% of the costs

Examples:

- Youth Services 30-50% of the direct and indirect costs
- Adult Services -100% of the costs
- Senior Citizens Services-50 to 75% of the costs
- Rentals of Facilities-100+% of the costs
- Adult Health, Education Services-100% of the costs
- Life Skill programs-100% of the costs
- Archery Range (youth programs -50%, adult programs 100%, events 100%)
- Adventure sports programs 50% to 100%

USER LANGUAGE IN PRICING SERVICES

In pricing services the Eagle Creek Park staff should inform users of what they are paying for and what the park is paying for in the following type of sample language: “The \$20 you are paying for your child’s recreation experience is covering approximately 50% of the cost (total is \$40); the park is investing the other \$20 in your child’s experience as part of this program.”

OTHER PRICING METHODOLOGIES TO CONSIDER IN PRICING SERVICES

Options to consider:

- Prime time/non-prime time rates
- Group rates
- In season/off season rates
- Change the minimum numbers higher to hold program (low cost-high volume approach) to spread cost to more people while keeping price the same
- Reduce the quality of the program/service to keep existing price
- Change the contractor rates to make cost lower

Questions for Eagle Creek Park staff to consider:

- Can a sponsor/partner pick up a portion of the program costs?
- Can we offer the program/service in a less expensive venue?
- Can we reduce the discount levels for selected age segments?
- Can we use contractors for the service versus using employees?
- Can we pay a lower rate to employees to provide service?
- Can we partner with a local agency to spread the costs?
- Can we advance the price higher over a period of time? How long?
- Can we manage the site or program differently?
- Can we negotiate the rate versus keeping the established rate?



PARTNERSHIP POLICY

This Partnership Policy is designed to guide the process for Eagle Creek Park in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and operation of possible partnered recreational facilities and/or programs that may occur within Eagle Creek Park.

Eagle Creek Park would like to identify “for-profit, non-profit (501-C-3), and governmental entities” that are interested in proposing to partner with Eagle Creek Park to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners, and particularly beneficial for the citizens of the Indy Parks community.

ISSUES ADDRESSED

Eagle Creek Park has developed partnerships over the last couple of years and will add more in the future that have helped to support the management of parks and recreation facilities and programs services, while also providing educational and recreational opportunities for users of the park. These recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to avoid conflicts internally and externally. These partnership principles must be adopted by Indy Parks for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation to Indy Parks that describes the reason for creation of the partnership and establishes an outcome that benefits each partner’s involvement
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports to Indy Parks on the outcomes of the partnership and how equitable the partnership remains
- All partnerships will require a sharing of financial information including tracking of direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing in the partnership
- Each partner will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other’s board or owners on how well the partnership is working and the results of their efforts
- Full disclosure by both partners to each other will be made available when issues arise
- Annually inform each partner’s staff on the respective partner’s values and yearly goals and work plans that will be performed in the coming year so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies

EXPECTED OUTCOME AND BENEFITS

- Increased visibility by partners that promote Eagle Creek Park as a part of their work, project or event
- Increase in services and programs provided to the community due to the sharing of resources
- Any Tax dollars spent on services are maximized through collaboration
- Public believes in and supports the role of Indy Parks to create partnerships
- Promotes a positive image of Eagle Creek Park as a collaborative organization
- Public involvement enriches their understanding of Eagle Creek Park and the role they play in the community
- Engaged public enhances current and future development of programs and facilities
- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
- Greater sharing of each other's vision and goals
- Allows Eagle Creek Park to reach more people, provide more services, reduce expenditures and generate more revenue
- Eliminates duplication of efforts, strengthen the community and achieve greater outcomes

PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with Eagle Creek Park working with local public schools and any other municipal services in the Marion County. Working together on the development, sharing, and/or operating of facilities and programs will be as follows:

- Each partner will meet with Eagle Creek Park staff annually to plan and share activity-based costs and equity invested by each partner in the partnership they are working together in delivery of a service, or managing a resource
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired
- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the Park Manager of Eagle Creek Park along with the other public agency's highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one



check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with Indy Parks and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within Eagle Creek Park. These policy principles are as follows:

- The not-for-profit partner agency or group involved with Indy Parks must first recognize that they are in a partnership with the park to provide a public service or good; conversely, Eagle Creek Park must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year
- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the park staff. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner of the people served by the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, the Eagle Creek Park Manager and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue. It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner
- Financial payments by the not-for-profit agency will be made monthly to Eagle Creek Park as outlined in the working agreement to meet the 50% equity level of the partnership

PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to Eagle Creek Park and includes businesses, private groups, private associations, or individuals who desire to make a profit from use of Eagle Creek Park-owned facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on park property, or who has a contract with Eagle Creek Park to provide a task or service at the park. The private partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Eagle Creek Park and staff must recognize that they must allow that entity to make a profit
- In developing a public/private partnership, the Eagle Creek Park staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, the Eagle Creek Park staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by Eagle Creek Park staff. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to Eagle Creek Park, and overall coordination with the Eagle Creek Park staff for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the Eagle Creek Park staff. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The Eagle Creek Park staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved
- The Eagle Creek Park staff has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved

THE PARTNERING PROCESS

The steps for the creation of a partnership with Eagle Creek Park are as follows:

- Eagle Creek Park will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the park. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with the Eagle Creek Park staff. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Eagle Creek Park staff asks for a Preliminary Proposal according to a specific format as outlined in Proposed Partnership Outline Format.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Eagle Creek Park Mission and Guiding Principles, and the Selection Criteria, an Eagle Creek Park staff member or appointed representative will be assigned to work with potential partners.
- The Eagle Creek Park representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support process to follow. The Eagle Creek Park representative will facilitate the process of determining how the partnership will address these



issues. This representative can also facilitate approvals and provide guidance for the partners as to necessary steps.

- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt Eagle Creek Park to seek a Request for Proposal (RFP) from competing/ collaborating organizations.

Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than \$5,000, and Indy Parks has not already undergone a public process for solicitation of that particular type of partnership, Indy Parks will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for Indy Parks's official development review processes and approvals.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Eagle Creek Park staff, while some projects may proceed most efficiently if Indy Parks contributes staff resources to the partnership.
- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Eagle Creek Park staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
 - Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing Indy Parks for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- If all is approved, the Partnership begins. Indy Parks is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

PARTNERSHIP CONSIDERATIONS

COSTS FOR THE PROPOSAL APPROVAL PROCESS

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Indy Parks.

Successful partnerships will take these costs into account and may plan for recovery of some or all of these costs within the proposal framework. Some of these costs could be considered as construction expenses, reimbursed through a negotiated agreement once operations begin, or covered through some other creative means.

LAND USE AND/OR SITE IMPROVEMENTS

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included for contributions to Eagle Creek Park and may need to be negotiated for a project include:

- Any facilities or non-existent facilities yet to be determined
- Outdoor restrooms
- Infrastructure construction
- Water fountains
- Roads or street improvements
- Complementary uses of the site
- Maintenance to specified standards
- Utility improvements (phone, cable, electric, water gas, parking, sewer, etc.)
- Staffing costs
- Custodial services
- Lighting
- Trash removal

NEED

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need.

FUNDING

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for users of Eagle Creek Park, will Indy Parks consider contributing resources at a below market value to a project. Indy Parks recommends that Proposing Partners consider sources of potential funding. The more successful



partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal. For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

SELECTION CRITERIA

In assessing a partnership opportunity to provide facilities and services, Indy Parks will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two provides a structure to use in creating a proposal. Indy Parks staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Eagle Creek Park Mission Statement and Goals?
- How does the proposed facility fit into the current Eagle Creek Park Master Plan?
- How does the facility/program meet the needs of Eagle Creek Park users?
- How will the project generate more revenue and/or less cost per participant than what Eagle Creek Park can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the region by other park and recreation agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure Indy Parks of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants?
- What are the overall benefits for both Indy Parks and the Proposing Partners?

PROPOSED PARTNERSHIP OUTLINE FORMAT

Please provide as much information as possible in the following outline form.

DESCRIPTION OF PROPOSING ORGANIZATION:

- Name of Organization
- Purpose of Organization
- Years in Existence
- Services Provided
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email
- Member/User/Customer Profiles
- Accomplishments

- Legal Status

DECISION MAKING AUTHORITY

- Who is authorized to negotiate on behalf of the organization? Who or what group is the final decision maker and can authorize the funding commitment? What is the timeframe for decision making?
- Summary of Proposal (100 words or less)
- What is being proposed in terms of capital development, and program needs?

BENEFITS TO THE PARTNERING ORGANIZATION

- Why is your organization interested in partnering with Indy Parks? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

BENEFITS TO EAGLE CREEK PARK

- Please individually list and discuss the benefits (monetary and non-monetary) for Indy Parks.

DETAILS (AS CURRENTLY KNOWN)

The following lists a series of Guiding Questions to help the department address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of Indy Parks. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

GUIDING QUESTIONS

- In your experience, how does the project align with the Eagle Creek Park goals?
- How does the proposed program or facility meet a need for users of Eagle Creek Park?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

THE FINANCIAL ASPECT

- Can the project generate more revenue and/or less cost per participant than what Eagle Creek Park can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants?
- What are the anticipated prices for participants?
- What resources are expected to come from Indy Parks?
- Will there be a monetary benefit for Indy Parks, and if so, how and how much?

LOGISTICS

- How much space do you need? What type of space?
- What is critical related to location?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?

FUTURE PARTNERSHIPS

RFP	Classification	Collaboration efforts	Type



SPONSORSHIP POLICY

PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines for Indy Parks to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services at Eagle Creek Park. It is designed to ensure that all marketing of sponsorships support Indy Parks's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Eagle Creek Park's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Indy Parks's jurisdiction or authority.

GUIDING PRINCIPLES

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between Indy Parks and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure Eagle Creek Park is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of Indy Parks on the services provided to the community and to remain responsive to the public's needs and values.

EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance Eagle Creek Park's programs and facilities
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness
- A number of Eagle Creek Park events, programs and amenities may take place in the community because of the sponsor's financial contribution
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with Eagle Creek Park
- Sponsorships help to raise the awareness of Indy Parks and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and park areas will be affordable to the community because of the financial contributions that sponsors can provide to Indy Parks

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- Indy Parks will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships in the Park for the coming year.
- Seek sponsors directly via a proposal request by staff.
- Indy Parks may put their sponsorships out for auction at an auction event. The following process will be required when Eagle Creek Park is involved in a sponsorship.

PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to Indy Parks.
- The Director or his/her designee will review the proposal, present it to the County Commissioners and together make a decision on the proposal.
- The Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to Eagle Creek Park, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and Indy Parks.
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement.
- The Executive Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Executive Director will have the prerogative to accept or reject a proposal:
 - Compatibility of the sponsor's products, customers and promotional goals with Eagle Creek Park's goals.
 - The sponsor's past record of involvement in Eagle Creek Park and other community projects.
 - The timeliness or readiness of the sponsor to enter into an agreement.
 - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and Indy Parks.
 - Potential community support for or opposition to the proposal.
 - The operating and maintenance costs associated with the proposal on behalf of Indy Parks.
 - The sponsor's record of responsible environmental stewardship.
- All sponsorship activities once approved will be coordinated by the Executive Director.
 - The Executive Director will be responsible to work with staff on making sure the terms of the agreement are followed as outlined.
 - Provide guidance to the sponsor regarding the interpretation and application of this policy.
 - Provide assistance and advice to staff of Eagle Creek Park and the sponsors.
 - Review and assist in the development of the sponsorship agreement as requested.
 - Track and report the results and outcomes of the sponsorship agreement as outlined.
- All sponsors will have a responsible party and an executed agreement.
 - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.



- The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to Indy Parks.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed
- All promotional pieces developed by the sponsor for their involvement with Indy Parks must be approved in advance before it goes public.

EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff from Eagle Creek Park will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and make a decision about supporting the next sponsorship effort. The results of the meeting will be presented to Indy Parks.

SPONSORSHIP OPPORTUNITIES

The following opportunities have been identified as sponsorship opportunities for the coming year:

- Program Guide for the Park
- Special Events in the park
- Summer concert series
- Food for Programs and Events
- Drink Sponsor
- Event Sponsor
- Give-a-ways at events
- Mile of trail in the park
- Music stage
- Banner on website
- Performers at events
- Fireworks
- Concert series

VOLUNTEER POLICY

PURPOSE AND GOAL

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of Indy Parks to volunteer their skills and time in meaningful work that advances the ongoing programs at Eagle Creek Park.

The purpose of Indy Parks's Volunteer Policies is to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work
- Personnel practices affecting volunteers

Indy Parks may recommend guidelines and procedures that further support the Volunteer Program. Examples of possible guidelines and procedures are given at the end of this policy document. Indy Parks may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by Eagle Creek Park staff, based on consultation with experienced volunteer coordinators in other similar organizations.

ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers within Eagle Creek Park
- Bring increased structure and predictability into the management of volunteers
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs of Eagle Creek Park
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers
- Development of advocacy to support Eagle Creek Park's role and focus in the delivery of the park's service

EXPECTED BENEFITS AND OUTCOMES

- A commitment by Indy Parks to its Volunteer Program will yield increased volunteer accomplishments of necessary parks and recreation projects for which funding is not available
- A business-like approach to volunteer management will increase volunteer participation and satisfaction
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills
- Park advocacy among volunteers will increase as a natural outcome of the volunteer experience
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community



VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers
- Volunteer Training and Safety

RIGHTS AND RESPONSIBILITIES OF INDIVIDUAL VOLUNTEERS

Definition of "Volunteer"

A "volunteer" is anyone who, without compensation, performs a task at the direction of, and on the behalf of Eagle Creek Park.

Orientation

Volunteers shall be given an orientation to Eagle Creek Park that will include an introduction to the staff, the policies that guide the volunteer's relationship with Eagle Creek Park, (the Volunteer Manual), and the programs and plans within which volunteers may work.

Non-Discrimination

Participation as a volunteer for Eagle Creek Park shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual preference, marital or parental status, national origin, age, or mental or physical handicap.

Minimum Age

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of 18 must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given for groups of individuals under the age of 14 (e.g. Cub Scouts) who wish to serve in a voluntary capacity for Eagle Creek Park. Adult supervision will be required for all of those under 14 years of age.

Volunteer Recognition

Indy Parks has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

Dress Code

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by Indy Parks. Indy Parks may charge a volunteer for work shirts that identify them as a Volunteer not to exceed \$25.

VOLUNTEER TRAINING AND SAFETY

Supervisor

Based on the volunteer's interests and strengths, as well as the needs of Eagle Creek Park, each volunteer will be assigned to work with a staff member or a trained and qualified adult volunteer, who will provide training, guidance and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

Plan of Work

Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

Training

The supervisor will provide the proper on-the-job training for each volunteer, and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

Working Alone Prohibited

At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall be present at all times.

Safety

Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits
- Making full use of safety equipment and safeguards provided for assigned tasks
- Reporting immediately all unsafe work conditions to their supervisor

Responsible Staff Member

An Eagle Creek Park staff member or adult volunteer leader who is directly responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

Work Site

The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to effectively and comfortably perform her/his duties. Volunteer work sites are subject to the same safety requirements as are all park work sites.

Access to Property and Materials

Volunteers shall have access to Eagle Creek Park property and materials necessary to fulfill their duties, and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

Access to Information

Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Eagle Creek Park deems to be confidential.

Hazard Communication

Volunteers shall have access to Eagle Creek Park's file of the Material Safety Data Sheets (MSDS) for known hazardous materials to which volunteers may be exposed through their work assignments. The MSDS file provides information on the chemicals that may be present, proper application of the chemicals, equipment necessary to handle them, and what to do in case of an emergency. Supervisors are required to provide the appropriate safety equipment.



SCHOLARSHIP POLICY

Scholarship programs serve a very important purpose in terms of creating equity and fairness in offerings. They ensure greater accessibility to all cross-sections of the community and help build a society that values the underprivileged and seeks to help make things better. Additionally, by having a set dollar amounts, these programs offers the scholarship recipient a choice in the type of programs that they want to partake in, be it a number of individual classes or just extended camps.

To ensure the effective implementation of such a policy, it is important to have adequate representation from the Park staff (manager and field staff involved in the implementation of the policy) and the program staff liaisons involved and weighing in on the workings of the policy. The field staff must evaluate the effectiveness of the policy on a consistent basis to ensure it serves it purpose and that the eligibility criterion is fair.

STATEMENT OF INTENT

Indy Parks Scholarship Program will ensure that qualifying residents have affordable access to participation in Eagle Creek Park programs, classes and services

ELIGIBILITY CRITERIA

- Youth (0-18 years)
- Submit/show proof of restricted income, determined by one of the pre-existing state and/or federal level programs listed below
 - Subsidized housing, Section 8 rent subsidy,
 - Aid to Families with Dependent Children (AFDC)
 - Temporary Assistance for Needy Families (TANF)
 - Food Stamps
 - Women, Infants & Children (WIC)
 - Supplemental Security Income (SSI).
 - Military personnel
 - Unemployment benefits
- Complete/submit scholarship application form
- Applicant must be a parent or legal guardian of recipient if under age 18 years

PROGRAM ELIGIBILITY

- Scholarships will apply to fee based recreation classes that meet more than one time

SCHOLARSHIP AMOUNT AND FREQUENCY

- The scholarship will cover 50% of the listed fee to participate. The scholarship recipient is required to pay the remaining 50% of the listed price of the class
 - Any additional costs (supplies, etc.) are the responsibility of the recipient.
- The funding level for scholarships will be dependent upon the revenues collected each fiscal year. The amount that each individual is eligible for will be posted at all sites to ensure that the public is aware of changes to the program.

FUNDING

- 2%-3% of revenue generated will be allocated to Indy Parks scholarship fund, ensuring that scholarships remain a budgeted item
- Indy Parks scholarship fund is available for donations and contributions