

# Indy Parks Comprehensive Master Plan



## Strategic Implementation Action Plan





## Vision

The updated vision presents how Indy Parks desires to be viewed:

*“With over a century of history advancing the value of parks, Indy Parks is committed to protecting and enhancing the community’s assets for the future. We will be a leader in making Indianapolis a vibrant, happy, and healthy place to live. By providing premier greenspaces and recreational opportunities, we will connect all residents to nature, to the community, and to themselves. Our work is vital to contributing to the economic, social, and environmental health of our city.”*

## Mission

The following is the mission for how Indy Parks will implement the vision:

*“We connect communities by providing places and experiences that inspire healthy living, social engagement, and a love of nature.”*

## Tag Line

*Creating places and experiences that inspire.*

## Organizational Values

- Fun...we love what we do, the people we serve, and we enjoy doing it
- Inclusion...we respect each other and those we serve
- Collaboration...we work together as an organization and with the community
- Sustainability...we create the capacity to endure and thrive
- Innovation...we are creative and challenge the status quo in every aspect of our work

## Definitions

- Goals: confirm the vision and mission.
- Recommendations: indicate how the goal will be accomplished.
- Initiatives and Tactics: demonstrate what process will be used to fulfill the recommendations and measurements tell the team what is expected, why it is important, who is involved, when it is to occur and which attributes are important.



Community Vision for Parks: "Our vision is to ensure adequate parkland, facilities and programs are available in all townships by meeting recommended levels of service standards."

Goal: Seek to achieve a land acquisition goal of 12 acres per 1,000 residents in each township at a minimum.

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.1	Where possible, explore use of impact ordinance in underserved areas.	<ul style="list-style-type: none"> <li>Determine the policy parameters for such an ordinance with City legal counsel similar to other cities in Indiana</li> </ul>			•
		<ul style="list-style-type: none"> <li>Seek support from the Mayor's office and the Parks Board</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop an implementation process working with developers to support park land needs in underserved townships</li> </ul>			•
		<ul style="list-style-type: none"> <li>Work towards a balance of park related amenities and programs in each township area of the city where possible</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.2	Complete the Greenways Plan by 2024 with a goal of 18 miles/year completed.	• Work with the Department of Public Works to develop greenways in underserved areas			•
		• Connect existing greenways to each other where possible			•
		• Continue to seek federal grants to support a match development program			•
		• Seek Indianapolis Parks Foundation support to assist with matching dollars			•
		• Seek to develop a dedicated capital maintenance funding source for greenways to maintain and improve existing greenways in an acceptable condition for years to come			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.3	Make neighborhood park enhancements to support revitalization and livability with 10 neighborhood parks updated annually.	<ul style="list-style-type: none"> <li>• Work with Dept. of Metropolitan Development to determine which Neighborhood Parks will need to be updated to support key neighborhood revitalization plans.</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Establish 20% of the capital dollars available for Indy Parks to support neighborhood park redevelopment</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Seek partnerships with Foundations including leveraging the Indy Parks Foundation to support neighborhood park revitalization initiatives</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Explore use of TIF and other modes of public financing where available to tackle capital projects</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.4	Create 10 signature parks through multiple funding sources to demonstrate the value of parks and ensure that all age groups are represented in the park with appropriate levels of amenities.	• Define list of 10 parks to be developed as signature parks			•
		• Evaluate the existing site master plans for each and update as needed			•
		• Develop a site business plan for each signature park on how to maximize the use, cost to operate, and how to fund the improvements necessary			•
		• Seek Friends groups or a park conservancy to support each park			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.5	Seek a balance of (70%) of all park land to be allowed for development and 30% of land will be allowed to not be developed but left for pure open space.	<ul style="list-style-type: none"> <li>Evaluate areas maintained that could be reverted to a natural state</li> </ul>			•
		<ul style="list-style-type: none"> <li>Establish design principles for each park to leave as much natural area as possible</li> </ul>			•
		<ul style="list-style-type: none"> <li>Monitor and track natural areas against developed areas to keep the balance as optimal as possible</li> </ul>			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.6	Finish one (1) site specific park master plan annually so the park can achieve the full participation levels desired, cost recovery and economic value to the community or neighborhood.	• Identify those parks where master plans are needed and determine the cost to finish them			•
• Seek funding to complete the master plans from grants, partnerships, foundations and individuals.				•	
• Track the impact of full use of parks which have been developed following a master plan. Track cost recovery goals and the economic impact to the neighborhood/city				•	





Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.7	Eliminate underutilized amenities in the system to introduce exciting amenities that will energize and inspire the community surrounding the park and create a stronger sense of place.	<ul style="list-style-type: none"> <li>• Work with park maintenance staff and program staff to determine amenities that receive little to no use that could be taken out of the system</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Work with the neighborhoods or communities on what could replace the existing amenity that would create higher levels of use in the park</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Determine the cost to maintain the new amenity so the operational dollars are in place to maintain it</li> </ul>			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.8	Customize facilities and park-related programs to the demographics of the people served.	<ul style="list-style-type: none"> <li>• Incorporate design principles for updated parks based on who lives close to the parks or based on redevelopment numbers planned for through the redevelopment groups in town</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Incorporate design principles for all sports fields in the future using the information from the typology listed in the master plan</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Design parks and facilities to produce revenue even if the system is not charging now for the service or permit</li> </ul>			•



**Community Vision for Facilities: “Our vision for facilities is to make them as inviting as possible to maximize their use and productivity for people of all ages.”**

**Goal: Update three (3) key recreation facilities each year as it applies to recreation centers, pools, or sports fields.**

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.1	Evaluate capacity utilization for each community recreation facility and ways to maximize its use through capital improvements.	<ul style="list-style-type: none"> <li>Determine the demographic changes occurring in the area surrounding the site and how best to update the facility to meet the needs of the community it is serving</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop mini site business plans to maximize the programs that should be provided at the site, the pricing of services and the use of the building or outdoor amenity</li> </ul>			•
		<ul style="list-style-type: none"> <li>Market the improvements to the site and the program being provided in the facility as part of the business plan</li> </ul>			•
		<ul style="list-style-type: none"> <li>Incorporate the appropriate levels of staffing to deliver a strong sense of place that energizes the community to use the site</li> </ul>			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.2	Implement the Eagle Creek Park, Garfield Park and Sports Fields Business Plans as outlined in the development of the System Master Plan.	<ul style="list-style-type: none"> <li>Hire the appropriate staff to achieve the recommendations in the business plans to program the park and deliver strong services</li> </ul>			•
<ul style="list-style-type: none"> <li>Seek to establish a MOU with Public Works on the maintenance levels required for the three park sites to enhance the use, value and safety of users of the park</li> </ul>				•	
<ul style="list-style-type: none"> <li>Update pricing levels for partnerships using the park so Indy Parks is not subsidizing those partner's programs or events through an effective cost of service accounting process</li> </ul>				•	
<ul style="list-style-type: none"> <li>Implement the capital improvement needs in each park to maximize its use and safety of users in the park over the next six years</li> </ul>				•	
<ul style="list-style-type: none"> <li>Enhance existing sports complexes to create greater use, higher level of cost recovery, and stronger economic impact to the city through sports tourism</li> </ul>				•	



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.3	Program underutilized facilities through effective partnerships with the community surrounding the facility.	<ul style="list-style-type: none"> <li>Hire staff where underutilized facilities exist to provide programs to re-energize the community to use the site</li> </ul>			•
		<ul style="list-style-type: none"> <li>Identify appropriate partners who may need space to deliver their programs/service in a way that does not duplicate Indy Parks programs but complements their offerings and provides a needed service to the community</li> </ul>			•
		<ul style="list-style-type: none"> <li>Incorporate a business approach to all recreation facilities and remove those facilities that are not or cannot be productive to the community. Examples may include poor design of the facility, lack of money to invest in the site or the site has outlived its useful life and lifecycle of users based on trends in the market place</li> </ul>			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.4	Develop new amenities that follow national trends for sports, outdoor adventure and education, community recreation facilities and aquatic based facilities in the city.	<ul style="list-style-type: none"> <li>• Develop a feasibility study for each type of facility before it is developed to determine the market and program need in the community to be served by the facility, cost to operate and staff the facility and revenue dollars to help maintain the site</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Determine if there are partners who also have program needs and space needs that could be combined into one facility to maximize the community good of the site</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Develop a market and promotional strategy for the site before it is open to maximize the value and good it can provide to the community</li> </ul>			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
<p>2.5</p>	<p>Using the asset maintenance report developed for Indy Parks, determine what assets need to be updated that will support the future needs of the community.</p>	<ul style="list-style-type: none"> <li>• Develop a funding strategy for updating each park related asset identified in the asset lifecycle management report that identifies the cost to make the needed repairs and preventative maintenance requirements with DPW that accomplishes an effective ongoing asset management program</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Specifically outline maintenance standards for each park, and include those standards in an MOU with DPW to deliver the service.</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Determine facilities that may have outlived their lifecycles and eliminate or reposition the sites, as appropriate</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Determine the maintenance cost to update the facilities once improved to keep the facilities as productive as possible and create a maintenance MOU with DPW to enhance maintenance to meet the community's expectations and extend the use</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.6	Develop an amenity replacement schedule for playgrounds, sports lighting, restrooms, parking lots, sports courts, pools, shelters and trails in the system.	<ul style="list-style-type: none"><li>Establish a working amenity replacement schedule for all amenities in the system with DPW and Indy Parks as part of an ongoing MOU</li></ul>			<ul style="list-style-type: none"><li></li></ul>
		<ul style="list-style-type: none"><li>Update the Mayor's Office on an annual basis where those items are in the replacement schedule and capital improvement needs for the coming year</li></ul>			<ul style="list-style-type: none"><li></li></ul>





Community Vision for Programming: “Our vision for programming is to increase program participation from Indianapolis residents from 15% to 30% over 5 years by offering programs targeting unmet community needs and activating parks and facilities.”

**Goal: Establish 10 core program areas to service the recreation needs of Indianapolis residents.**

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.1	Establish a regional approach to achieve a level of service standard for recreation programs across all townships.	<ul style="list-style-type: none"> <li>Evaluate other service providers in each township to determine program needs and what is being provided by whom, where, and to what scale</li> </ul>			•
		<ul style="list-style-type: none"> <li>Determine target market captured by each core program area</li> </ul>			•
		<ul style="list-style-type: none"> <li>Determine facilities needed to support each core program area and its unmet needs</li> </ul>	•	•	•
		<ul style="list-style-type: none"> <li>Establish recreation center business plans for each regional service area and adjust offerings to fit the service area plan</li> </ul>	•	•	•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
	<i>3.1 Continued</i>	<ul style="list-style-type: none"><li>Evaluate how each existing center and proposed new center could be expanded to support more program spaces or new spaces</li></ul>			<ul style="list-style-type: none"><li></li></ul>
		<ul style="list-style-type: none"><li>Determine the cost recovery levels desired and programs to achieve those levels</li></ul>			<ul style="list-style-type: none"><li></li></ul>
		<ul style="list-style-type: none"><li>Update pricing strategies based on levels of service classification</li></ul>			<ul style="list-style-type: none"><li></li></ul>



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.2	Develop new programs for active adults 55+ and older, expand adult sports, outdoor adventure, fitness and wellness, urban youth programs, family programs, and outdoor education programs.	<ul style="list-style-type: none"><li>• Determine where these new core programs can be provided and hire appropriate staff to oversee and manage these programs across the city</li></ul>			<ul style="list-style-type: none"><li>•</li></ul>
		<ul style="list-style-type: none"><li>• Market these services through all media outlets, partners such as the school district, website and program catalogs to get users to invest their recreation time in these services</li></ul>			<ul style="list-style-type: none"><li>•</li></ul>



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
<p>3.3</p>	<p>Restore lost recreation programmers (14) and use these programmers for core program areas to activate spaces in parks and recreation facilities.</p>	<ul style="list-style-type: none"> <li>• Develop one or two new core programs a year over the next five years with a cost recovery goal determined and price accordingly</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop program standards based on how the citizen survey desires the programs to be delivered</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Develop program partnerships to help deliver the programs in each facility where they will be provided</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Work with the Mayor’s Office to determine how these positions can be restored and funded</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Develop a cost recovery goal for each program person with a goal of generating 8x the person’s salary through program provided at a minimum</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>	



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.4	Promote interpretation and education of historic, cultural, and natural resources in parks.	<ul style="list-style-type: none"> <li>Develop a program plan specifically for these areas and contract or hire people to deliver programs across the city in these areas</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop a cultural and natural resource program plan</li> </ul>			•
3.5	Partner with Visit Indy to provide authentic experiences for residents and visitors alike.	<ul style="list-style-type: none"> <li>In conjunction with Visit Indy, develop a variety of authentic user experiences and leverage Visit Indy, Indianapolis Airport Authority and other similar partners to promote those offerings to visitors</li> </ul>			•
		<ul style="list-style-type: none"> <li>Train program staff on maximizing co-branding and cross marketing opportunities via event coordinators in the city</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop special events around major events in Indianapolis e.g. Final Four, Big Ten Championships etc. similar to the model employed by Las Vegas Events and Nashville Events</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.6	Re-price program services based on cost of service and service classifications.	<ul style="list-style-type: none"> <li>Develop cost of service training for all program and facility staff to determine cost per experience, cost per user, cost per hour, cost per program, cost per field, cost per game etc.</li> </ul>			•
		<ul style="list-style-type: none"> <li>Establish minimums and maximums for each program provided to help determine the price of the service</li> </ul>			•
		<ul style="list-style-type: none"> <li>Identify sponsorship or crowdfunding for a scholarship programs to assist low income users as programs are repriced</li> </ul>			•
		<ul style="list-style-type: none"> <li>Pursue the possibility that program fees will be allowed to flow into a non-reverting fund to support the cost of the programs</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.7	Create equitable program partnerships across the system.	<ul style="list-style-type: none"> <li>Develop a separate policy for public/public partnerships, public/nonprofit partnerships and public/private partnerships</li> </ul>			•
		<ul style="list-style-type: none"> <li>Evaluate the direct and indirect cost of all partnerships that Indy Parks has in place. Make adjustments in the partnership agreements to make the partnership as equitable as possible between the parties involved</li> </ul>			•
		<ul style="list-style-type: none"> <li>Institute partnership agreements with all partners over the next five years</li> </ul>			•



Community Vision for Operations and Staffing: “Ensure that Indy Parks has an equal seat at the table with other city departments and initiatives, enhancing the notion of “One City”, where all goals are collaboratively aligned.”

Goal: Indy Parks and DPW will work particularly closely to enhance the quality of park maintenance in parks facilities in the city to meet the community’s expectation.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.1	Institute demonstrated management practices and measure performance in parks and recreation services based on NRPA Annual Field Report.	• Establish maintenance standards for all facilities managed by Indy Parks and track how often the standards are met			•
		• Update maintenance practices to ensure amenity repairs are based on a 24 and 48 hour turnaround times			•
		• Train maintenance staff to meet the desired standards. Meet weekly with maintenance staff to review previous week’s work and plan for the upcoming week.			•





Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.2	Seek support for a dedicated funding source to support operations and maintenance standards.	<ul style="list-style-type: none"> <li>• Work with DPW and Indy Parks staff to determine the cost to maintain an acre of parks, a sports field, a mile of trail, playground, shelter, restroom in parks</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Properly assess the direct and indirect cost to maintain existing amenities designed to generate operational revenue and price services and permits to the cost recovery goal desired for that amenity based on level of exclusive use the user receives</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.3	Develop maintenance standards and communicate their importance to maintenance staff.	• Share weekly user feedback, positive and negative, with maintenance staff			•
		• Work to hire maintenance staff who have a desire to work in and a passion for parks			•
		• Create a MOU with DPW to deliver a higher level of maintenance standards for parks and sports fields			•
		• Engage park maintenance volunteers, corporate workdays, and youth work programs to augment the work of Parks and DPW staff			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.4	<p>Allow Indy Parks to keep the revenues earned thru a non-reverting funds policy to support operational costs and raise the operational budget to manage the system to level of service desired by the users of the system.</p>	<ul style="list-style-type: none"> <li>Seek Mayor and City Council approval to all the parks system to create a non-reverting fund for the department so they can keep the revenues earned to go back into staff and equipment needs of the department</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Inform users of the system that the fees that they pay will go directly back into the program areas where it came from to support staffing in programs and maintenance</li> </ul>				<ul style="list-style-type: none"> <li></li> </ul>	
<ul style="list-style-type: none"> <li>Track the impact of the revenue on customer service and on quality of customer satisfaction</li> </ul>				<ul style="list-style-type: none"> <li></li> </ul>	



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.5	Develop earned income opportunities to support capital and operational needs.	<ul style="list-style-type: none"> <li>Determine which earned income opportunities the department wants to pursue and go after these opportunities</li> </ul>			•
		<ul style="list-style-type: none"> <li>Utilize a grants and sponsorship writer to develop grants and sponsorships for the department</li> </ul>			•
		<ul style="list-style-type: none"> <li>List out all opportunities that can be pursued by grants</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop the cost of service for all partnerships and seek to develop working relationships that are equitable across the system</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.6	Engage more volunteer support with a goal of 15% of the entire organizational employee hours supported by volunteers.	<ul style="list-style-type: none"> <li>Track volunteer hours consistently across the system and tally on a quarterly basis</li> </ul>			•
		<ul style="list-style-type: none"> <li>Train staff on how to work with volunteers</li> </ul>			•
		<ul style="list-style-type: none"> <li>Recruit, train, and place volunteers in all areas of the department and track the hours for use as in-kind dollars for grants</li> </ul>			•



### Community Vision for Financing: “Seek to create a per capita goal of at least \$50 to properly operate and maintain the system.”

**Goal: Work to develop creative financing options for the Department using all available resources.**

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.1	Seek to become 50% self-supporting with cost recovery goals for each core program area and recreation facility.	• Teach and train staff on cost of service, pricing, cost recovery, and earned income to achieve this goal of 50% self-supporting			•
		• Train staff on customer service on how to deliver great service and get people to come back as often as possible			•
		• Seek to make partnerships equitable as possible			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.2	Enhance "friends" and volunteer groups for recreation facilities/parks programs, as well as create new "Friends of" groups throughout the city.	• Determine where "friends" groups should be established			•
		• Develop working agreements with all volunteers			•
5.3	Explore the development of a Business Development office (grants, alliances, partnerships, and sponsorships) to create more earned income.	• Establish revenue goals for partnerships, grants, and earned income opportunities for the system			•
		• Explore sponsorship opportunities that are available and the value of the asset for a sponsor			•
		• Seek to raise \$2 million a year for the operations of the system			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.4	Develop stronger partnerships for signature facilities that are capable of raising more operational and capital dollars for the system and ensure all partnership agreements incorporate mutual goals with measurable outcomes.	<ul style="list-style-type: none"> <li>Track results of partnership agreements on the system</li> </ul>			•
<ul style="list-style-type: none"> <li>Create a major sponsorship strategy for the department</li> </ul>				•	
<ul style="list-style-type: none"> <li>Update all policies for partnerships with the goal that all partnerships will have a working agreement and report out annually on how well the partnership is working</li> </ul>				•	
<ul style="list-style-type: none"> <li>Evaluate existing partnerships in place and how each partnership feels about the services provided and how to increase revenues between them</li> </ul>				•	
<ul style="list-style-type: none"> <li>Look at all revenue opportunities and how each partner can create more revenue to support each other and Indy Parks</li> </ul>				•	
<ul style="list-style-type: none"> <li>Track and report results to the Parks Board on a yearly basis</li> </ul>				•	





	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.5	Collaboration with Indianapolis Parks Foundation to support incremental capital improvements and marketing needs of the Department.	<ul style="list-style-type: none"> <li>• Seek to have a working agreement with Indianapolis Parks Foundation to achieve yearly revenue goals for Indy Parks and for funding existing projects</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Communicate the program needs of the system and what kind of dollars can be committed to those needs</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Determine with the Parks Foundation what matching grants they can support for park related improvements</li> </ul>			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.6	Maintain what the park system owns and invest in rebuilding the infrastructure of the system while creating new parks and facilities in underserved areas of the City.	<ul style="list-style-type: none"> <li>• Demonstrate the capital improvement dollars needed on a yearly basis that can be used for needed park capital improvements through the budget process and the return on investment to the city</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Expand or build new recreation multi-generational centers in underserved service areas - target 45,000 to 50,000 sf for new recreation centers at a minimum in size to achieve the operational revenue desired.</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Seek support from philanthropic and corporate community for support to update the park system for the next 15 years</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Explore additional dedicated funding sources for capital improvements and operational cost through a dedicated funding source to bring the system up to an acceptable level</li> </ul>			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
	<i>5.6 Continued</i>			•
		• Explore possibility for a future voter bond issue for capital improvements for parks on the ballot to reinvest in park system assets  • Put together a Park Supported Leadership Team from community leaders in the city to support a bond issue and develop a voter campaign around the needs of the department		



**Community Vision for Economic Development:** “Our vision for economic development is to develop the entire park system as an economic tool through strong parks, outstanding facilities and programs that make living in the city a decision people choose.”

**Goal:** Demonstrate through an economic impact study that parks provide far greater economic impact than the money the city currently spends on the system.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
6.1	Tie the Parks system to Plan 2020 initiatives, Neighborhood Quality of Life Plans, Great Places 2020, Promise Zone, 16 Tech, etc.	<ul style="list-style-type: none"> <li>Incorporate the recommendations in these various plans to the park and recreation systems programs and services and track the economic impact of this effort</li> </ul>			•
		<ul style="list-style-type: none"> <li>Complete an economic impact study of the park systems value to the city of Indianapolis</li> </ul>			•
		<ul style="list-style-type: none"> <li>Work with IMPD to develop a safety plan for parks in high crime areas to make parks part of the solution</li> </ul>			•
		<ul style="list-style-type: none"> <li>Incorporate and track economic impact events sponsored by Indy Parks through a yearly impact report</li> </ul>			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
6.2	Track and communicate the economic value (housing and commercial) of parks and trails to the city on a yearly basis.	<ul style="list-style-type: none"> <li>Track the proximity value of homes along trails, next to or near parks on the value of housing and the economic impact it creates in additional property taxes</li> </ul>			•
		<ul style="list-style-type: none"> <li>Track the economic impact of parks before they have been updated and when updated, what it did for home values</li> </ul>			•
		<ul style="list-style-type: none"> <li>Track the value of trails on home values before the trail was put in and after the trail is put into place and report the results</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
6.3	Tie parks, recreation facilities, and programs to health and wellness, food deserts, and public safety through appropriate design of parks, trails, and recreation facilities.	<ul style="list-style-type: none"> <li>Develop a health strategy around neighborhoods that have high obesity and health related issues, and create programs and amenities such as heart healthy trails or loop trails in these areas of the city</li> </ul>			•
		<ul style="list-style-type: none"> <li>Create a goal that Indianapolis will be a top ten city in the United States for healthy lifestyle practices and amenities working with other health related agencies and design parks and programs to support this effort and goal</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
6.4	Partner with Indiana Sports Corp for future sports facility development to target sports tourism in a greater way through parks and recreation facilities in Marion County.	• Meet with the Indiana Sports Corporation on what sporting events they would like to develop on Indy Parks property to support sports tourism in the city			•
		• Create a sports field house in the downtown area to host youth and adult sport tournaments in basketball, volleyball, cheerleading, soccer, lacrosse and other related activities			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
6.5	Create more trailside development (parks and amenities) to lift the property values and create an enhanced park experience using redevelopment monies.	<ul style="list-style-type: none"> <li>Track the property values before the trail went in at selected sites and now after three or four years</li> </ul>			•
		<ul style="list-style-type: none"> <li>Create a tracking instrument for future trails as part of the economic impact plan for the future</li> </ul>			•
		<ul style="list-style-type: none"> <li>Track the health and wellness changes over the next five years based on trails availability through heat maps in designated neighborhoods</li> </ul>			•





**Community Vision for Marketing and Communications: “Our vision for marketing and communications is to enhance the systems visibility and awareness to drive more use and revenue to the system.”**

**Goal: Increase citizen awareness of Indy Parks services to 80%+ using parks and 30%+ involved in park programs.**

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
7.1	Develop an updated marketing and branding plan for the system.	<ul style="list-style-type: none"> <li>• Work to update the existing Indy Parks marketing plan with survey data and strategies outlined in the master plan</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Update the staffing needs of the marketing and communications office to inform the community of the services available.</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Update Indy Parks brand identity through the website, park signage, access to parks, program guides, and informational videos in all recreation facilities owned by Indy Parks</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Update park maps to show locations of existing amenities as some park maps are outdated</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Create a memorable slogan / tag line that helps ‘tell the story’ of Indy Parks</li> </ul>			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
7.2	Update existing website to a responsive design site and build a mobile app.	• Redesign the existing website to be mobile friendly - responsive design			•
		• Develop a standalone app to provide focus on customer feedback and / or share all relevant information about existing parks, facilities and programs e.g. HAPPi-FEET Carmel Clay			•
		• Track website and app analytics to identify user behavior and preferences in order to ensure constant website updates			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
7.3	Dedicate increased resources for marketing and communications staff - best practices 3% - 4% of operational value nationwide.	<ul style="list-style-type: none"> <li>Develop a marketing team that includes skillsets for technology and data analysts as well as creative and social media competencies</li> </ul>			•
		<ul style="list-style-type: none"> <li>Engage interns to augment the work of the communications team.</li> </ul>			•
7.4	Incorporate technology, analytics and data-based decision making into marketing practices to maximize decisions on users of the system.	<ul style="list-style-type: none"> <li>Teach and train staff on how to interpret market analytics to influence program design and facility improvements</li> </ul>			•
		<ul style="list-style-type: none"> <li>Teach staff how to ready the cross tabs from the survey for programs offered in each township and what citizens are wanting from the park system in the way of programs and facilities</li> </ul>			•