

Carmel • Clay
Parks & Recreation
NATIONAL GOLD MEDAL WINNER
AND ACCREDITED AGENCY



2015-2019
Parks and Recreation Master Plan

March 10, 2015

ACKNOWLEDGEMENTS

We would like to thank the many citizens, staff and community groups who provided extensive community input for the development of this Parks and Recreation Master Plan. The efforts of this community will continue to ensure the success of Carmel Clay Parks & Recreation.

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CHAPTER ONE—EXECUTIVE SUMMARY

1.1 INTRODUCTION

Carmel Clay Parks & Recreation (CCPR) is recognized for its innovation and high quality parks and services, as demonstrated in 2014 by becoming one of only 140 nationally accredited agencies and winning the National Gold Medal Award for Excellence in Park and Recreation Management. In order to build upon these successes and remain focused on the needs of the community, CCPR has updated its Parks and Recreation Master Plan.

The Parks and Recreation Master Plan addresses changes to the vibrant community since the last plan was adopted in December 2009. Population growth, evolving recreation trends, development of new parks and facilities, and the success of thousands of programs have increased and modified the demand for parks and recreation services in the community. As a result, these changes have created the need for new strategies for managing the park and recreation system for the next five years and beyond.

This plan identifies the current and future needs of the community, updates level of service standards, assesses CCPR's financial strength of CCPR, and provides a strategic plan with 5-year implementation goals and objectives. The Parks and Recreation Master Plan represents CCPR's continued commitment to providing a quality park and recreation system for the City of Carmel and Clay Township.

1.2 AGENCY BACKGROUND

Founded in 1991, CCPR was established through an Interlocal Cooperation Agreement between the City of Carmel and Clay Township in Indiana. CCPR was created to serve the nature and fitness needs of the community, manage and develop existing spaces and resources, and create a sustainable future for parks and recreation programs through a financially viable and environmentally conscious park and recreation system. CCPR manages and maintains more than 500 acres of parkland, has an annual budget of approximately \$11 million, employs over 600 full-time, part-time, and seasonal employees, and operates numerous recreation facilities. Annually, CCPR serves over 700,000 participants through its nearly 2,500 recreation programs and classes. CCPR contributes to the community's outstanding quality of life by providing enriching, enjoyable escapes through recreation, fitness, and nature.

While CCPR has been in existence for over two decades, the Department experienced tremendous growth in its programming and services between 2004 and 2008. Beginning with the 2006/2007 school year, CCPR was awarded a contract to manage and operate the Carmel Clay Schools before and after-school program. This program, called Extended School Enrichment (ESE), operates in 11 elementary schools and now has an enrollment of over 2,300 students with approximately 1,200 participants served daily.

The Monon Community Center (MCC) opened in May 2007 and has amenities and program offerings unsurpassed anywhere in the Hoosier state. This state-of-the-art facility includes indoor and outdoor aquatic centers, a 3-court gymnasium, fitness center, and 1/8 mile indoor track, child-care service for facility users, and a variety of program and multipurpose rooms.

Prior to 2004, CCPR had only nine full-time employees and typically peaked at 50 total employees including part-time and seasonal staff. Today, the Department has 64 full-time positions and employees over 600 employees during the peak summer season.

The Department is led by an executive management team (Executive Director and Chief Operating Officer) with two service divisions (Extended School Enrichment and Monon Community Center) and four support divisions (Business Services, Human Resources, Marketing, and Park Maintenance). Most administration positions and Park Maintenance are located within the northern portion of the Central Park campus. Extended School Enrichment management and Monon Community Center personnel are housed at the Monon Community Center. Extended School Enrichment also has supervisory and support staff based within each of the 11 elementary schools located within the school district.

1.3 PROJECT PROCESS & PURPOSE

The foundation of the approach to the updated Parks and Recreation Master Plan was to incorporate an efficient and effective public participation process. It was very important to not only to engage those who are always participating in the planning process but also those who do not. The outcomes, as outlined in this Master Plan, provide guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The Plan represents Carmel Clay's renewed commitment to providing a quality park and recreation system. The process of developing the Parks and Recreation Master Plan followed a logical planning path, as described below:



As part of the Master Plan, PROS Consulting conducted an extensive public involvement process to vet or refine community values and issues leading CCPR’s vision. The PROS Team utilized its Community Values Model™ as the foundation of the study. The Community Values Model™ is an innovative process approach to gather comprehensive public input and insight from key community leaders, stakeholders, general public and users to define the overall guiding principles and values of the community related to the delivery of parks, recreation facilities and program services.

The Community Values Model™ was then used as the basis for developing or reaffirming the vision, mission and community values-strategic objectives. The strategic objectives address six unique areas of parks and recreation planning including:

Community / Mandates Priorities	Standards	Levels of Services	Financial / Revenue	Partnerships	Governance / Organization
Safety & Health / Wellness	Land and Open Space	Levels of Service Delivery	Funding Mechanisms to Support Operations & Capital	Public / Public	Design / Align Organization to Support Vision and Values to Community
Principles of Community	Facilities	Core Services		Public / Not-for-Profit	
Mandatory Elements for Facilities, Programs & Services	Programs	Role in Delivery vs. Other Service Providers		Public / Private	
	Maintenance				

By utilizing this model, it provides CCPR a roadmap and direction to develop the park and recreation system that will lead the community into the future.

1.4 VISION STATEMENT

We envision an accessible system of vibrant community parks, diverse recreational facilities, sustainable park resources, and engaging programs that contribute to healthy individuals and families, an active and tightly-knit community, a thriving economy, and a high quality of life in the City of Carmel and Clay Township.

1.5 MISSION STATEMENT

The mission of Carmel Clay Parks & Recreation is to strengthen our community and serve residents through the acquisition, development, and management of high-quality, innovative parks and facilities for recreation, preservation, and programming.

1.6 STATEMENT ON ACCESSIBILITY

Carmel Clay Parks & Recreation (CCPR) makes a good-faith effort to ensure all patrons, and the community at-large, are knowledgeable of the resources and opportunities available to them, which support full and active participation within CCPR’s parks, facilities, and programs.

CCPR believes every individual has the right to participate in activities and programs that supports their physical, mental, social and emotional wellness, and therefore contribute to enhancing their overall quality of life. Based on this belief, and CCPR’s vision and mission, we are committed to the provision of services for individuals of all ages, skill and ability levels. This is achieved by incorporating universal design for all new parks and facilities, identifying and removing barriers in order to serve individual and community needs, as well as to provide quality programs and services accessible to all; such as our many recreational, leisure and education-based programs, volunteer opportunities and interactive public events.

This commitment to accessibility is further illustrated through the Department's employment of two full-time Inclusion Supervisors. Both positions are held by Certified Therapeutic Recreation Specialists. Through their specialized educational training, the Inclusion Supervisors are uniquely qualified to review requests for accommodation and prescribe reasonable modifications in compliance with the Americans with Disabilities Act.

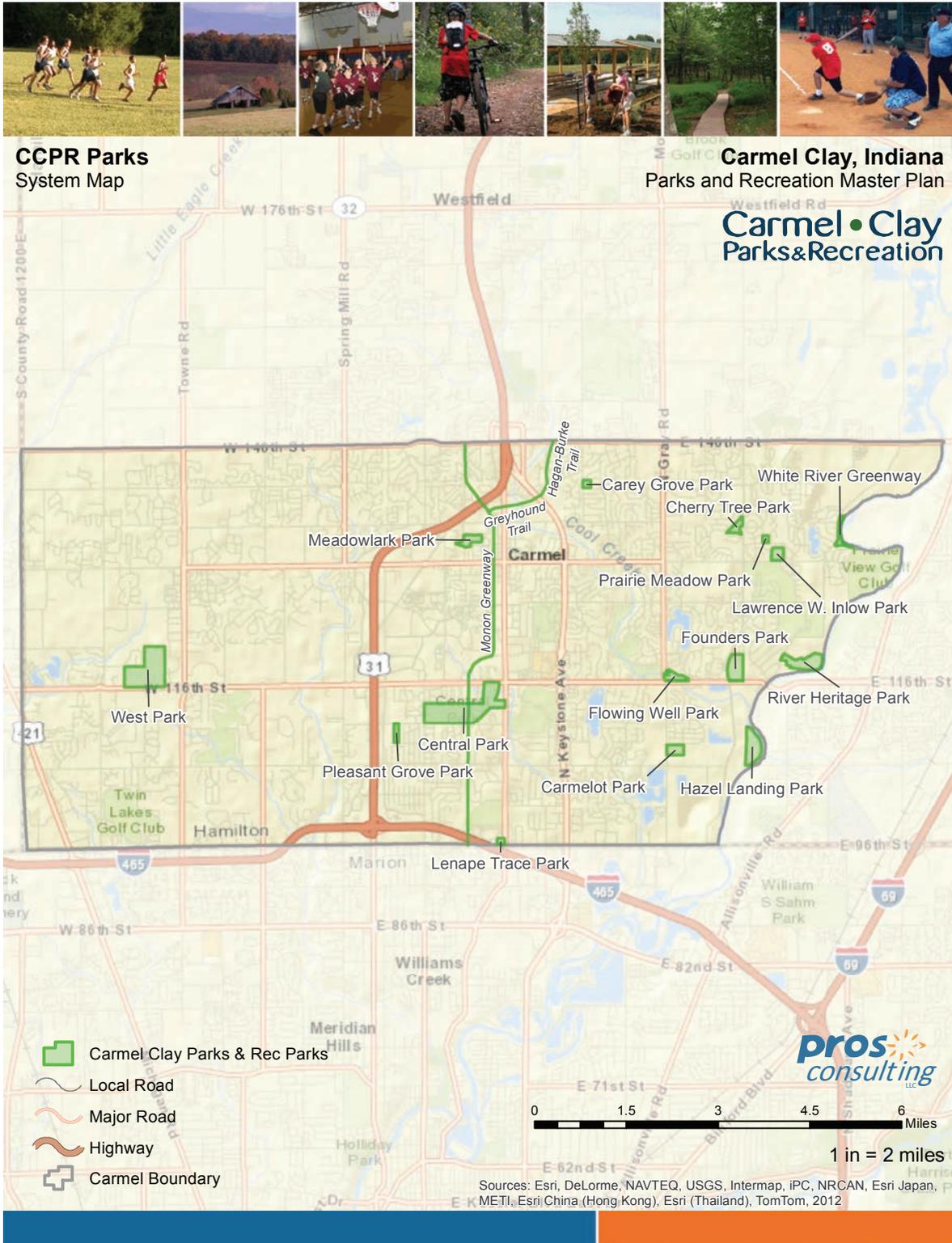
In addition, CCPR is dedicated to non-discrimination in the provision of programs, services and activities to the public.

CCPR will continue to incorporate all consumer feedback, current research and practice knowledge in order to continue meeting and exceeding customer/community satisfaction and to protect and promote access for all for generations to come.



1.7 CURRENT PARKS MAP & DEFINITION OF PLANNING AREA

The planning area for this Master Plan includes all areas within the boundaries of the City of Carmel and unincorporated Clay Township. While this plan recognizes that the actual service areas of some CCPR parks, facilities, and programs may extend beyond the defined boundaries of the planning area, the primary purpose of this plan is to first and foremost identify and address the park and recreation needs of Carmel Clay residents. The following map depicts the planning area (highlighted) and location of CCPR parks and greenways.



1.8 PARK BOARD

The Park Board was originally established in August 1991 through an Interlocal Cooperation Agreement between the City of Carmel and Clay Township, last amended February 2005. A distinct political subdivision under Indiana law, the Park Board serves as the policy-setting body and fiduciary guardian for CCPR, through which it acquires, preserves, and maintains open lands and parks and provides quality recreation programs.

The Park Board is comprised of nine appointed members based on their interest in and knowledge of parks and recreation. The Mayor and Township Trustee each appoint four members to staggered, four-year terms. The Carmel Clay School Board self-appoints one of its members to a one-year term. Current Park Board members include the following individuals:

- James L. Engledow, President
- Richard F. Taylor III, Vice President
- Jenn Kristunas, Treasurer
- Joshua A. Kirsh, Secretary
- Wendy Franklin
- Kathie Freed
- James D. Garretson
- Richard Leirer
- Linus Rude

1.9 STRATEGIC DIRECTIONS

The following guiding principles were used in developing the recommendations and formulating strategic direction outlined within this Master Plan:

- Enhancing park and recreation opportunities within the community. This plan recommends the acquisition and development of new and existing parks and greenways, preservation of natural areas, and expansion of recreation programs and services in underserved areas.
- Providing exceptional customer experiences. CCPR should remain focused on meeting community needs through enhanced customer service. This includes a continued commitment to using technology to effectively communicate with the public and within the organization.
- Ensuring the long-term sustainability of the park and recreation system. While CCPR has been successful in building a world class park and recreation system, sustaining the system for the enjoyment and benefit of future generations must always be viewed as the ultimate outcome.



1.10 KEY RECOMMENDATIONS

Based on the Community Survey, stakeholder input, and the priority rankings outlined within this Master Plan, the following key recommendations (referred to as the PARCS Goals and Objectives) were developed to enhance the park and recreation system and position it to best serve the current and future needs of the community:

Parks: Provide diverse, attractive, and inspiring parks and greenways that enhance quality of life and economic vitality of the community.

- Expand White River Greenway to more fully engage neighbors and provide connections to surrounding communities.
- Acquire parkland in underserved portion of northwest Carmel.
- Explore partnerships with Hamilton County Parks & Recreation, Nature Conservancy, Central Indiana Land Trust, or similar organizations to preserve disappearing natural areas within the community.
- Identify appropriate use for undeveloped Cherry Tree Park.
- Other considerations include:
 - Incorporating consistent design principles for all new and existing parks, ensuring opportunities through all seasons and for all age groups and abilities.
 - Complete development of Central Park consistent with applicable park master plan.

Amenities: Develop and maintain high quality, cost-effective recreation facilities and amenities to address underserved needs of community.

- Enhance West Park, incorporating undeveloped areas.
- Expand trail networks within parks and greenways, providing enhanced opportunities for exercise and viewing nature.
- Develop dog parks on east and west side of community, since the dog park currently under construction in Central Park will not have sufficient capacity to support entire community.
- Conduct feasibility study for west side recreation center once Monon Community Center reaches capacity and cannot adequately meet needs of entire community.

Other considerations include:

- Continue to refresh the Monon Community Center and The Waterpark and make necessary capital repairs and replacements to ensure facilities remain attractive, productive, and financially stable.
- Develop a nature center within a new or existing park, based on continued strong interest dating back to 2001.
- Develop health related amenities in parks, such as outdoor fitness equipment along loop trails.
- Incorporate all weather amenities that can be used year round in park development.

Recreation Services: Provide inclusive, innovative, and distinctive recreation programs aligned with core competencies.

- Develop outdoor recreation and environmental education programs into core services.
- Increase program offerings for underserved populations.
- Explore partnership opportunities to provide signature community events that highlight the park and recreation system.

Other considerations include:

- Explore national certification of before and after school program and summer camps.
- Maintain a healthy mix of new and innovative programs, while eliminating programs that have exceeded their useful lifespan.

Controls: Manage the park and recreation system through measurable outcomes.

- Achieve at least 80% cost recovery on operating budgets for entire park and recreation system.
- Attain at least 90% customer satisfaction rates for all parks, amenities, and recreation services.
- Serve at least 40% of residents through programs and services.
- Provide at least 10 acres of parkland per 1,000 residents.
- Maintain national accreditation through CAPRA.

Other considerations include:

- Continue rollout of work order system to measure implementation of park maintenance standards.
- Tie employee performance measurements and merit increases to the guiding principles, goals, and objectives outlined within this Master Plan.

Sustainability: Ensure the long-term sustainability of the park and recreation system for the benefit and enjoyment of future generations.

- Invest 3-4% of asset value annually to fund current and future capital repairs and replacements, to keep parks and amenities safe, attractive, and productive.
- Develop and implement a comprehensive customer service program aligned with the culture and values of the park and recreation system.
- Continue implementation of natural resource management plans developed for every park.
- Increase opportunities for volunteers within the park and recreation system to strengthen resident advocacy and enhance parks and programs.
- Enhance earned income by pursuing grants, donations, and sponsorships to minimize reliance on tax dollars.

Other considerations include:

- Continue exploring highest quality, most cost effective option for providing services or performing a function, whether using staff or outsourcing to a qualified contractor.



1.11 “BIG ROCK” RECOMMENDATIONS

While CCPR should strive to achieve all recommendations outlined within this Master Plan, the following “Big Rocks” represent the top priorities for the next five years. Achievement of these Big Rocks will require the sustained effort and support of the community, elected officials, Park Board members, and the Department to accomplish. Successfully implementing these objectives will ensure CCPR remains responsive to the identified needs of the community and positions to remain one of the best managed park and recreation systems in the country.

The following Big Rock recommendations are listed in priority order:

1. Achieve at least 80% cost recovery on operating budgets for entire park and recreation system.
2. Enhance West Park, incorporating undeveloped areas.
3. Invest 3-4% of asset value annually to fund current and future capital repairs and replacements.
4. Expand White River Greenway to more fully engage neighbors and provide connections to surrounding communities.
5. Acquire parkland in underserved portion of northwest Carmel.

1.12 CONCLUSION

Carmel Clay Parks and Recreation is one of the best-managed parks and recreation systems in the United States, as evidenced by its recent national accreditation and winning of the National Gold Medal Award for Excellence in Park and Recreation Management. The agency has a business-oriented approach to the management of parks, recreation facilities and programs, while also incorporating social service elements, which is a rarity in the parks and recreation industry.

This Master Plan addresses all elements of the parks and recreation functions performed by CCPR and addresses the concerns brought forward by the community, elected officials, appointed park board members, and staff. The Master Plan provides key recommendations that address concerns for park land, recreation facilities, programs and operations in a responsible and timely manner.

CCPR leadership must stay aggressive in the implementation of the key recommendations to ensure parks and recreation facilities are vibrant, inviting and inspiring to keep the community active in pursuing the services provided and in creating a great sense of community pride.

There will be challenges when operating an agency under the current CCPR format, but the results will continue to be strong for years to come if the elected officials, appointed officials and key leadership work together to make CCPR the pride of residents living in the City of Carmel and Clay Township.

CHAPTER TWO—COMMUNITY INPUT

To create a Master Plan that reflects the recreation preferences, needs, and values of Carmel Clay residents, the planning process included multiple forums for community outreach. These public involvement activities used methods proven to be most effective based on past planning efforts. Community input was solicited through the following activities:

- Statistically valid community survey;
- Community stakeholder interviews;
- Staff stakeholder focus groups;
- Joint public meeting with Park Board and fiscal bodies;
- Public comments through CCPR website; and
- Public forum.

2.1 GENERAL FINDINGS

2.1.1 STRENGTHS OF CCPR

- Residents value the accessibility and family friendly atmosphere of Carmel Clay parks and also appreciate the many program and recreation opportunities that are available. Residents also expressed that they see CCPR as a great strength to the community. CCPR's financial sustainability is also a strength, as it achieves at least 80% cost recovery on operating budgets for the entire park and recreation system. Also, the community uses CCPR facilities and parks at an exceptionally high rate (75%) according to the statistically valid needs survey.

2.1.2 VALUED MOST ABOUT PARKS AND RECREATION SERVICES IN CARMEL CLAY

- Residents value the open space and the many family amenities at the parks throughout the system, as well as the Monon Community Center and the Monon Trail. They also enjoy exercising on the trail system, but would like to see additional trails added to the park system.

2.1.3 GENERAL PERCEPTIONS OF CCPR

- Continue to provide excellent maintenance of parks, as well as purchase land to meet the level of service standards especially on the west side of Carmel Clay. The community expects CCPR to continue providing services for adaptive recreation, as well as opportunities to enjoy nature and the outdoors.

2.1.4 KEY OUTCOMES DESIRED FROM THE MASTER PLAN

- Key outcomes desired by the residents is the expansion of trails throughout the community. Other outcomes included enhancing existing programs, continuing to develop a connected trail system throughout Carmel Clay, as well as the enhancement of West Park. Continue to maintain parks and facilities at a high level was also mentioned by the community.

2.1.5 KEY PROGRAM SERVICES THAT NEED TO BE ADDRESSED

- Residents would like to see CCPR remain on the forefront in program development. This also includes opportunities for self-directed programs. Additional programming at parks is desired other than Central Park, specifically near neighborhood parks. Community members also mentioned the desire for additional special events that bring the community together. The majority of residents who participated in programs rated them as excellent or good.

2.1.6 RECREATION FACILITIES AND / OR AMENITIES MOST NEEDED

- Residents expressed a desire for additional opportunities to experience nature. Also, paved multipurpose trails and nature trails were mentioned frequently as amenities desired by the community, as well as a dog park. A nature center was also a recreation facility brought up by the community as enhancement to the parks and recreation system.

2.1.7 OPERATIONAL OR MAINTENANCE ISSUES THAT NEED TO BE ADDRESSED

- The community is very satisfied with the maintenance of parks, as well as the Monon Community Center. The community has expressed that maintenance/cleanliness of parks and trails should continue to receive the most attention over the coming years. Also, upgrading playgrounds/amenities in parks should also be addressed.

2.1.8 AREAS OF THE SYSTEM IN NEED OF ATTENTION

- Upgrading playground/amenities in existing parks, completion of a multi-use trail along the White River, and enhancement of West Park though an upgrade/new amenities were mentioned frequently as areas that need attention by community members.

2.1.9 CHANGES OVER THE NEXT TEN YEARS

- Many of the residents would like to see additional trails in the system along with the acquisition of parkland in northwest Carmel. Residents would like to see CCPR continue to achieve an 80% cost recovery level as this is important. Parks, recreation services, and open space is very important to the quality of life in Carmel Clay and residents are very proud of the success CCPR has achieved nationally through CAPRA Accreditation, as well as receiving the National Gold Medal Award for Excellence in Park and Recreation Management.

2.2 KEY LEADERSHIP AND STAKEHOLDER PUBLIC INPUT

As part of the planning process, approximately 75 members of the community and stakeholders were contacted throughout the planning process to provide input regarding the park system in Clay Township. This included meetings with the Park Board, Carmel City Council, Clay Township Board Members, the Mayor of Carmel, and the Clay Township Trustee to understand key issues and their vision for the park system. Also, a joint public meeting was held between the Park Board, Clay Township Board and the City of Carmel City Council, rebroadcast on the City of Carmel and Carmel Clay Schools public access channels. Members of the public were also invited to provide input on the draft Master Plan, available on the Department's website, and during a public forum held during the Park Board meeting on February 10, 2015. These public input processes served as the driving force for development of the Master Plan and the recommendations that are outlined in throughout the plan. See Appendix 6 for list of attendees and meeting times and locations.



2.3 STATISTICALLY VALID COMMUNITY SURVEY

Leisure Vision conducted a Community Survey on behalf of CCPR in March and April of 2013. The purpose of the survey was to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Carmel and Clay Township. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with CCPR officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

A seven-page survey was mailed to a random sample of 1,500 households throughout the City of Carmel and Clay Township. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 300 completed surveys. This goal was accomplished, with a total of 307 surveys having been completed. The level of confidence is 95% with a margin of error of +/-5.6%.

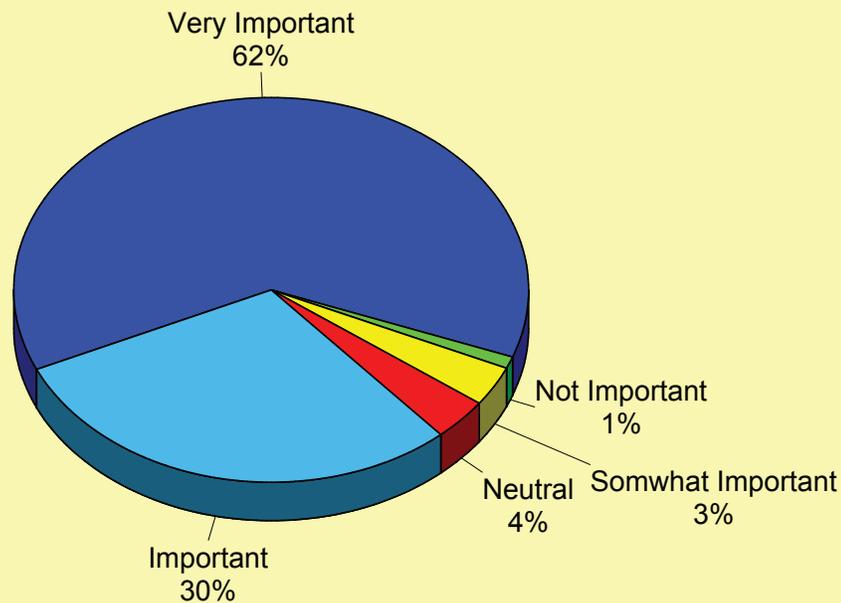
The following pages summarize major survey findings.

2.3.1 IMPORTANCE OF PARKS, RECREATION SERVICES, AND OPEN SPACE TO THE QUALITY OF LIFE

Ninety-five percent (95%) of households feel that parks, recreation services and open space are very important (62%), important (30%), or somewhat important (5%) to the quality of life in the City of Carmel and Clay Township. Only 1% of households feel that parks, recreation services and open space are not important to the quality of life, and 4% indicated "neutral". These findings mirror responses from the Community Survey administered in 2006.

Q3. Importance of Parks, Recreation Services, and Open Space to the Quality of Life in Carmel and Clay Township

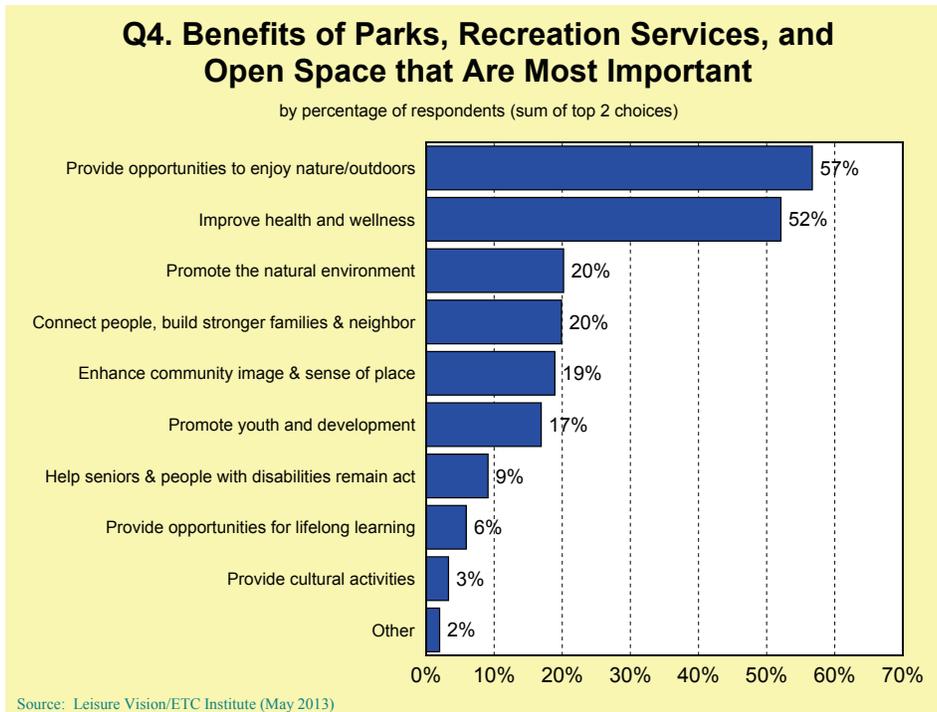
by percentage of respondents



Source: Leisure Vision/ETC Institute (May 2013)

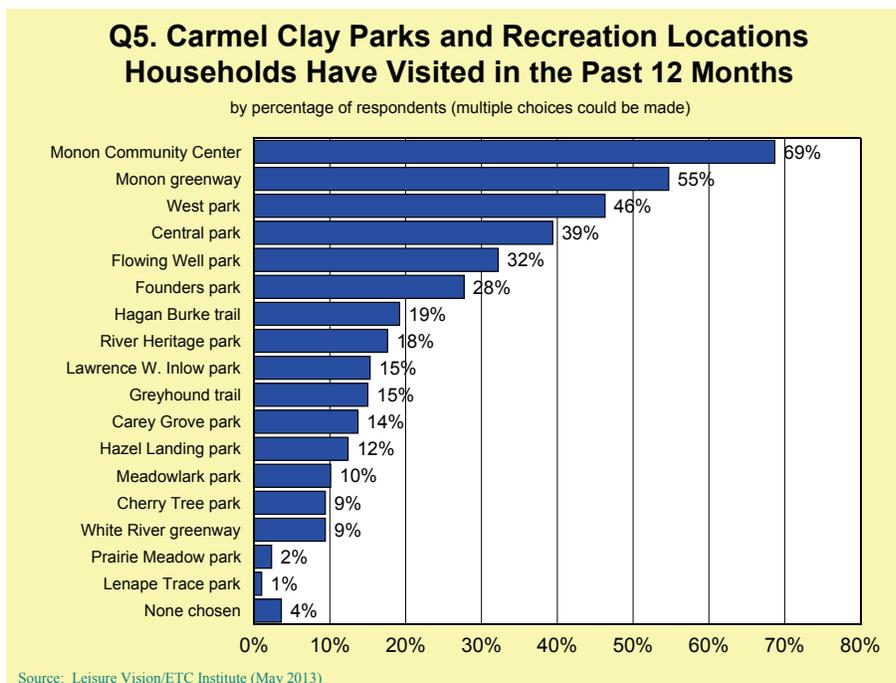
2.3.2 MOST IMPORTANT BENEFITS OF PARKS, RECREATION SERVICES AND OPEN SPACE

Based on the sum of their top two choices, the benefits or parks, recreation services and open spaces that are most important to households are: provide opportunities to enjoy nature/outdoors (57%) and improve health and fitness (52%). The top four benefits identified by respondents have not changed from the 2006 Community Survey.



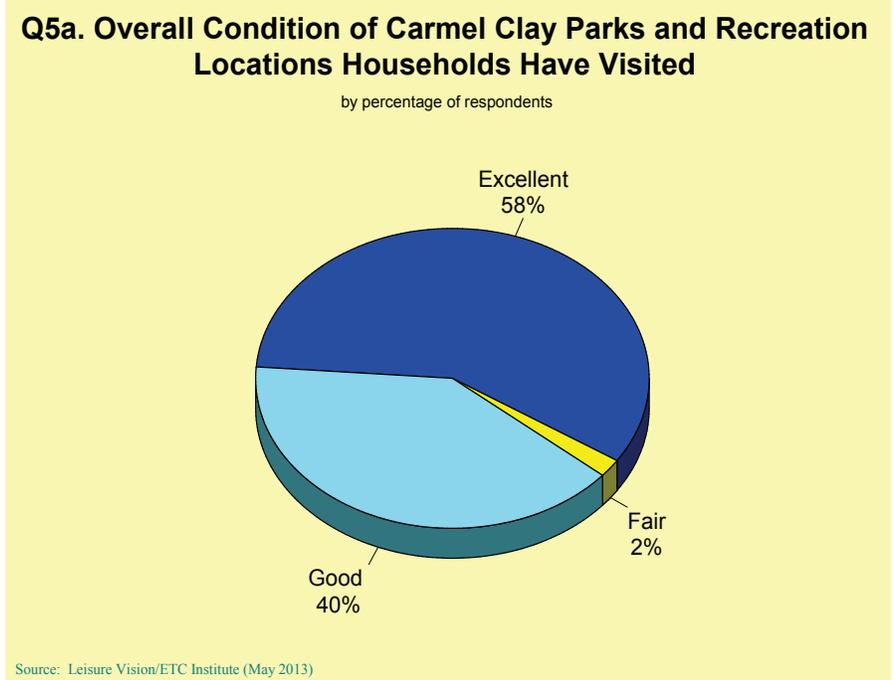
2.3.3 PARKS AND RECREATION LOCATIONS VISITED

Sixty-nine percent (69%) of households have visited the Monon Community Center in the past 12 months. The other most frequently mentioned parks and recreation locations that households have visited are: Monom Greenway (55%), West Park (46%), Central Park (39%), and Flowing Well Park (32%).



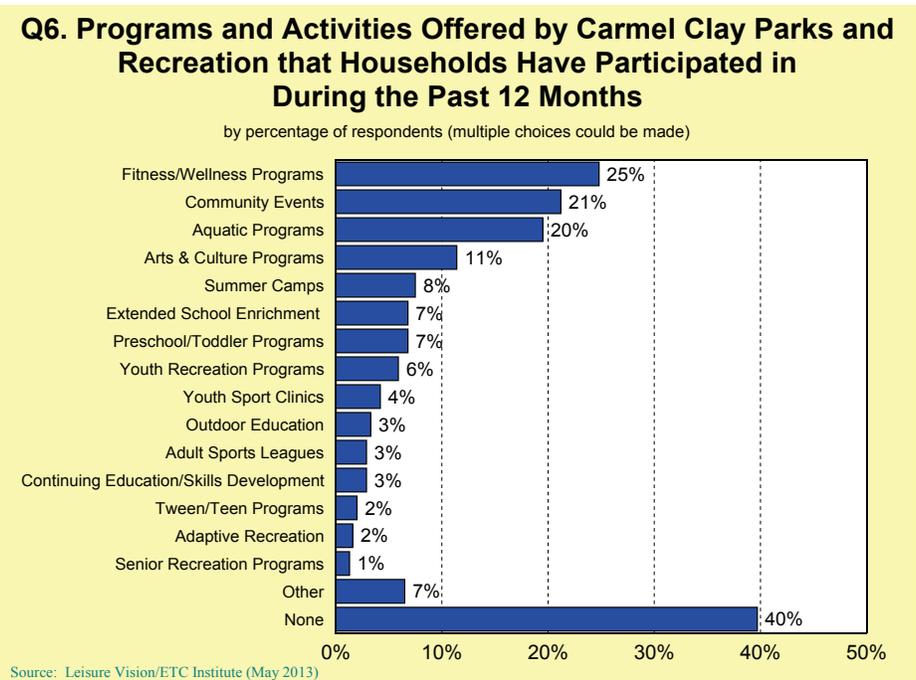
2.3.4 CONDITION OF PARKS AND RECREATION LOCATIONS VISITED

Fifty-eight percent (58%) of households rated the overall condition of all CCPR locations they've visited as "excellent", compared to the 34% national average. In addition, 40% of households rated the parks and recreation locations they've visited as "good" and 2% rated them as "fair". Less than 1% of households rated the parks and recreation locations they've visited as "poor".



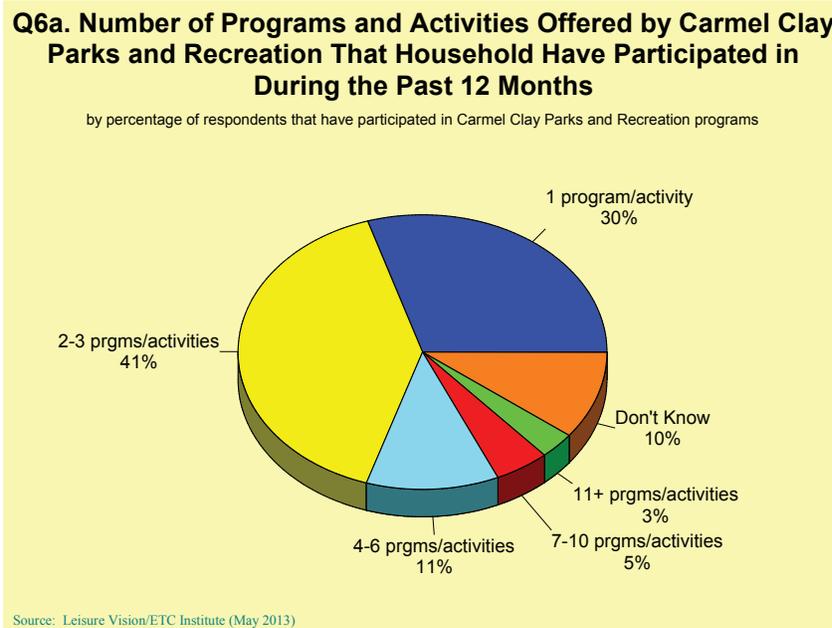
2.3.5 PARTICIPATION IN CARMEL CLAY PARKS AND RECREATION PROGRAMS

The most frequently mentioned CCPR programs that households have participated in during the past 12 months are: fitness/wellness programs (25%), community events (21%), and aquatic programs (20%).



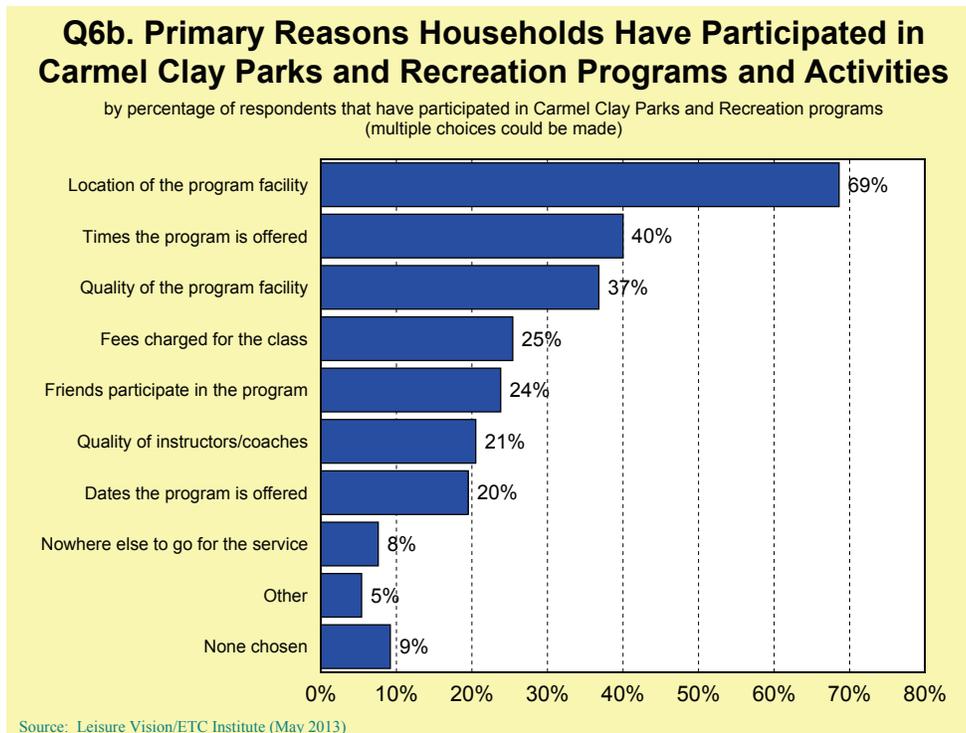
2.3.6 NUMBER OF CARMEL CLAY PARKS & RECREATION PROGRAMS PARTICIPATED IN

Of the households that have participated in CCPR programs during the past 12 months, 41% have participated in 2-3 different programs during the past 12 months, and 30% have participated in 1 program.



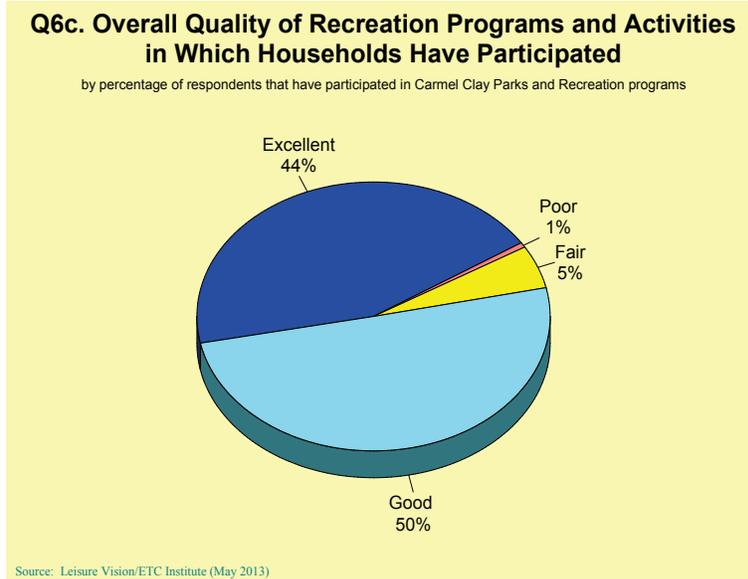
2.3.7 PRIMARY REASONS HOUSEHOLDS HAVE PARTICIPATED IN CARMEL CLAY PARKS & RECREATION PROGRAMS

Of the households that have participated in CCPR programs during the past 12 months, the most frequently mentioned reasons that households participate in programs are: location of the program/facility, times the program is offered, and quality of the program/facility.



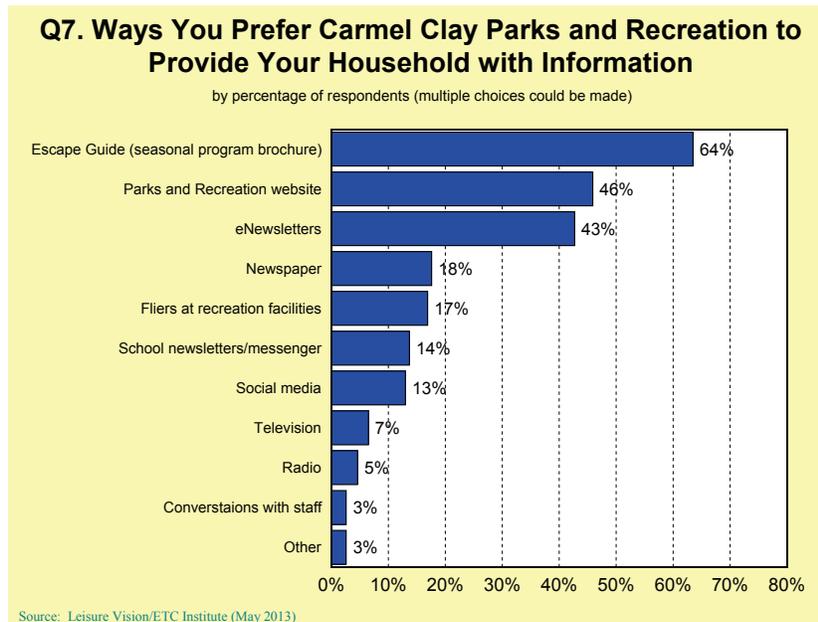
2.3.8 OVERALL QUALITY OF THE CARMEL CLAY PARKS & RECREATION PROGRAMS IN WHICH HOUSEHOLDS HAVE PARTICIPATED

Forty-four percent (44%) of households rated the overall quality of CCPR programs they've participated in as "excellent", compared to the 37% national average. In addition, 50% of households rated the programs they've participated in as "good" and 5% rated them as "fair". Only 1% of households rated the programs they've participated in as "poor".



2.3.9 WAYS HOUSEHOLDS PREFER CARMEL CLAY PARKS & RECREATION TO PROVIDE INFORMATION

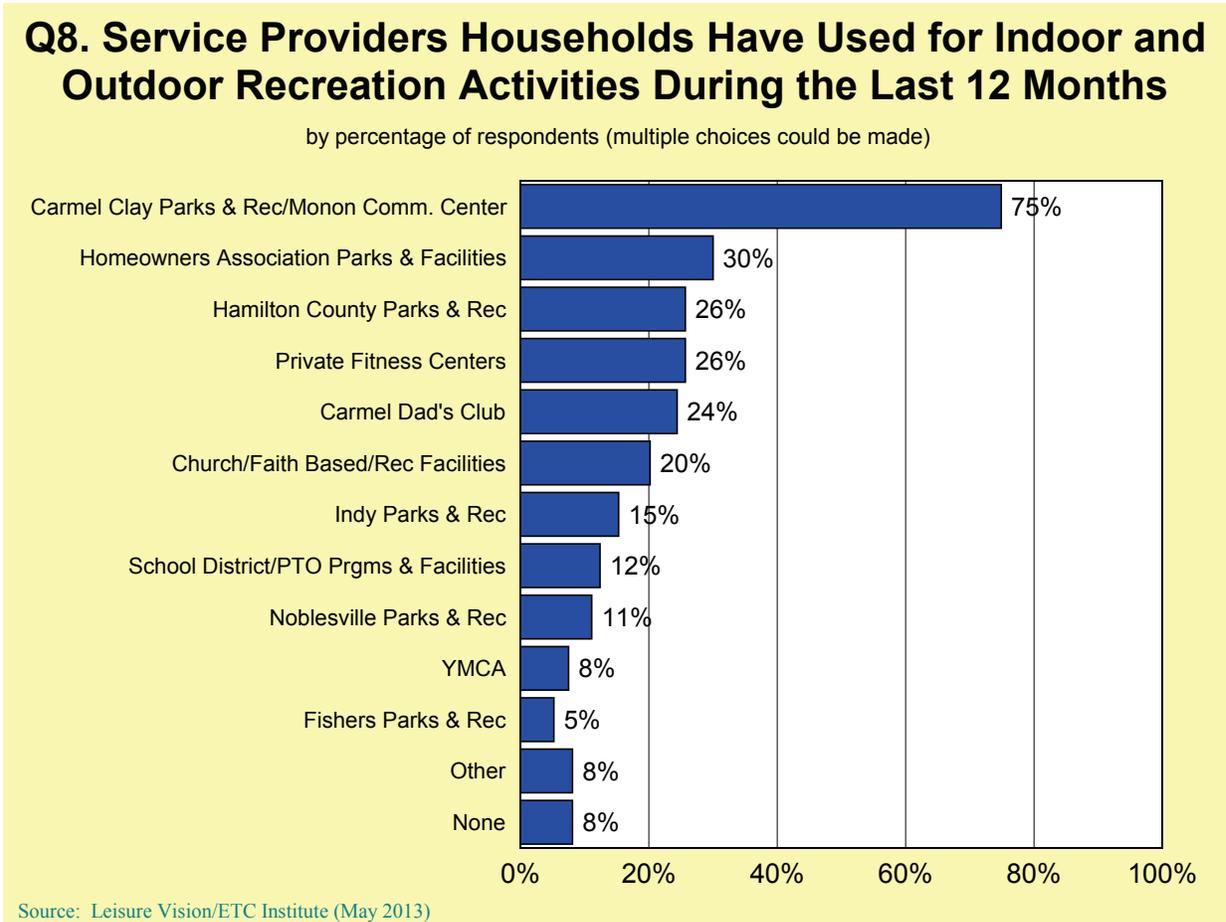
The most frequently mentioned ways that households prefer CCPR to provide them information are: Escape Guide seasonal program guide (64%), parks and recreation website (46%), and eNewsletters (43%). Nationally, 62% of individuals identify the seasonal program guide as their preferred method of obtaining information. Carmel and Clay Township residents do tend to rely on social media as an information source at rates above national averages (13% locally versus 7% nationally).



2.3.10 SERVICE PROVIDERS HOUSEHOLDS HAVE USED FOR INDOOR AND OUTDOOR RECREATION ACTIVITIES

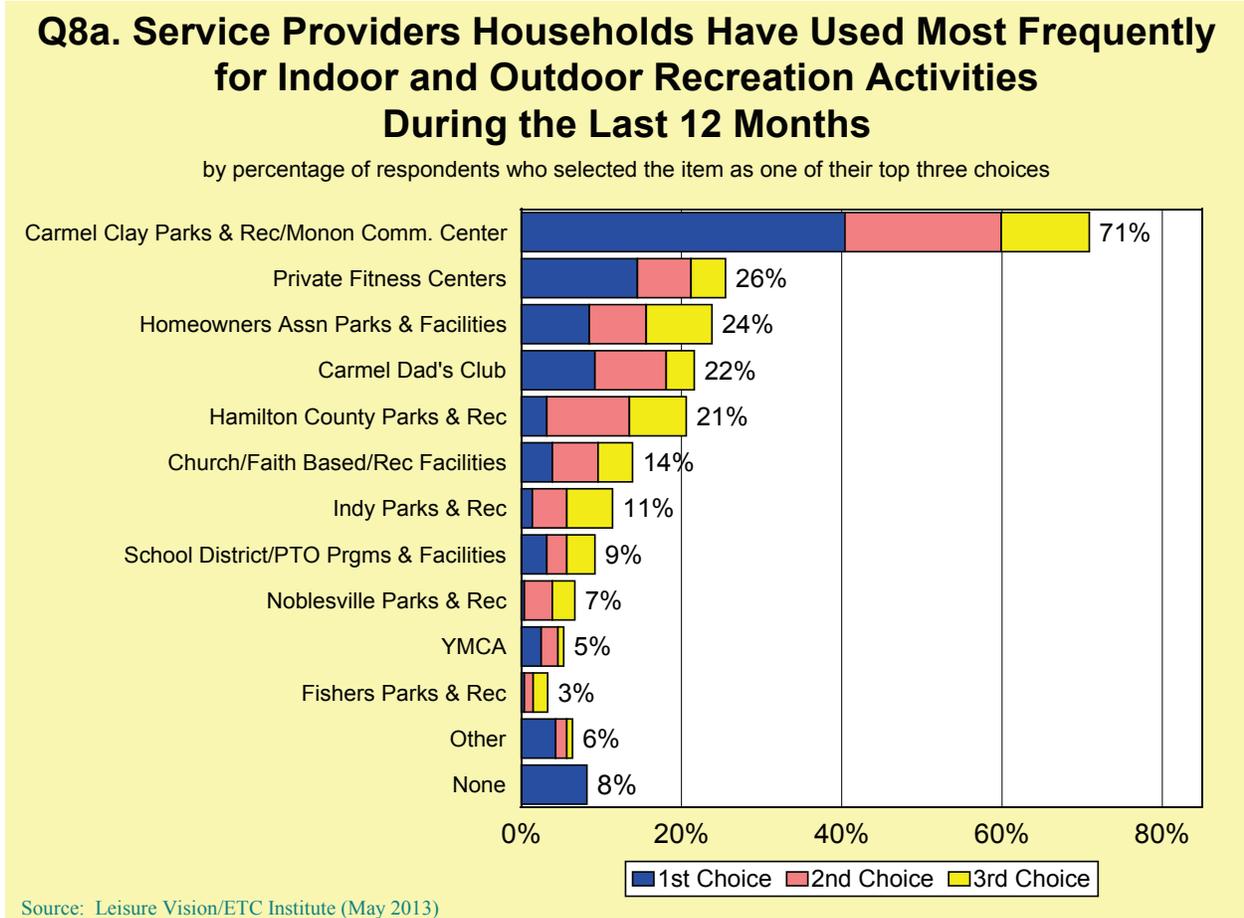
The most frequently mentioned service providers that households have used for indoor and outdoor recreation activities during the past 12 months are: Carmel Clay Parks & Recreation/Monon Community Center (75%), homeowners association parks and facilities (30%), Hamilton County Parks and Recreation (26%), and private fitness centers (26%).

By comparison, park & recreation agencies on average serve only 48% of their residents based on national averages compiled from similar household surveys conducted by Leisure Vision/ETC Institute for over 700 communities across the country.



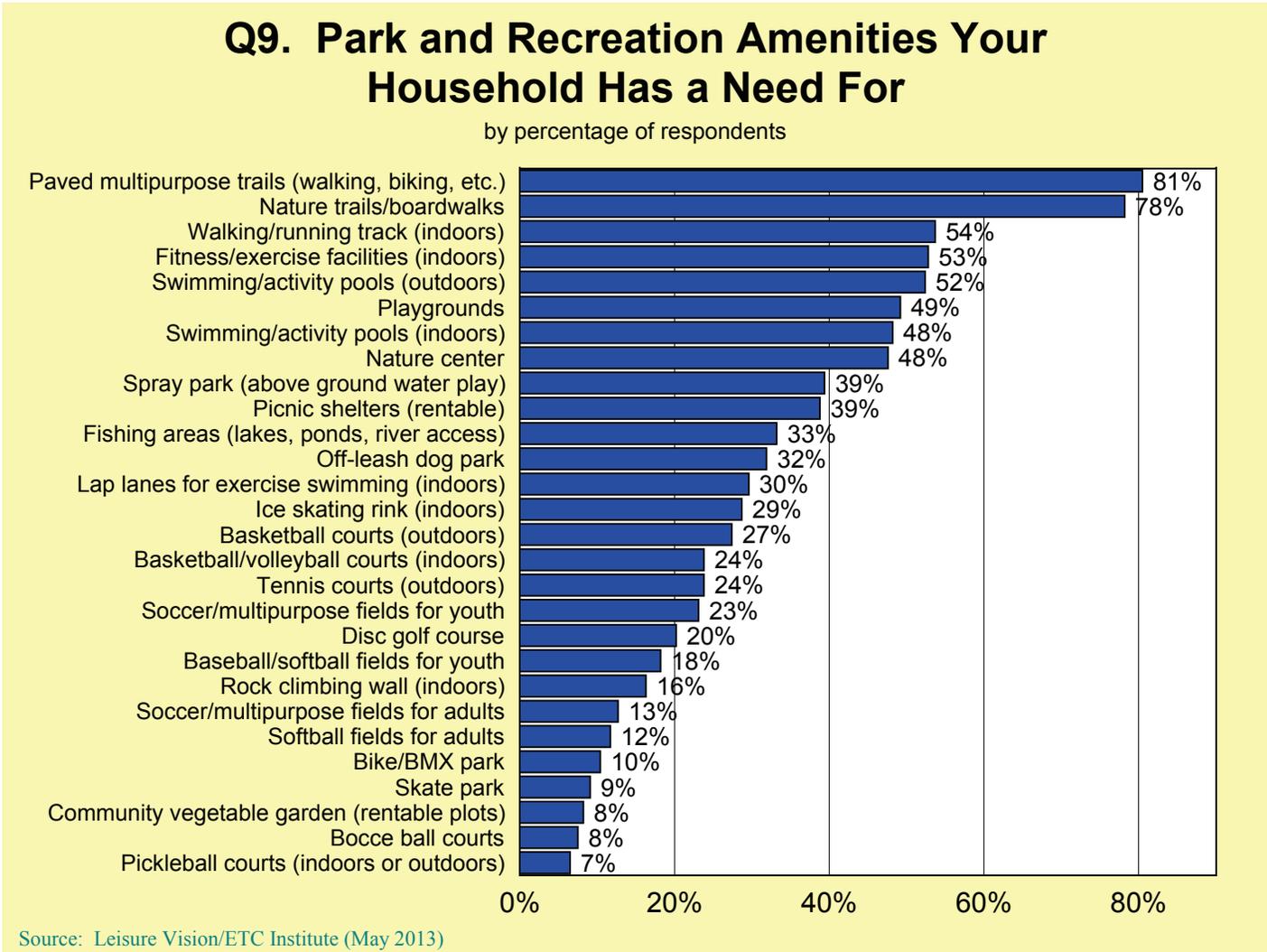
2.3.11 SERVICE PROVIDERS HOUSEHOLDS HAVE USED MOST FREQUENTLY FOR INDOOR AND OUTDOOR RECREATION ACTIVITIES

Based on the sum of their top three choices, the service providers that households have used the most for indoor and outdoor recreation activities during the past 12 months are: Carmel Clay Parks & Recreation/Monon Community Center (71%), private fitness centers (26%), and homeowners association parks and facilities (24%).



2.3.12 PARKS AND RECREATION FACILITIES HOUSEHOLDS HAVE A NEED FOR

The parks and recreation facilities that the highest percentage of households have a need for are: paved multipurpose trails (81%) and nature trails/boardwalks (78%), which are typically the top two needs identified nationally. Other top needs in Carmel and Clay Township include a walking/running track (54%), fitness/exercise facilities (53%), outdoor swimming/activity pools (52%), playgrounds (49%), indoor swimming/activity pools (48%), and nature center (48%).

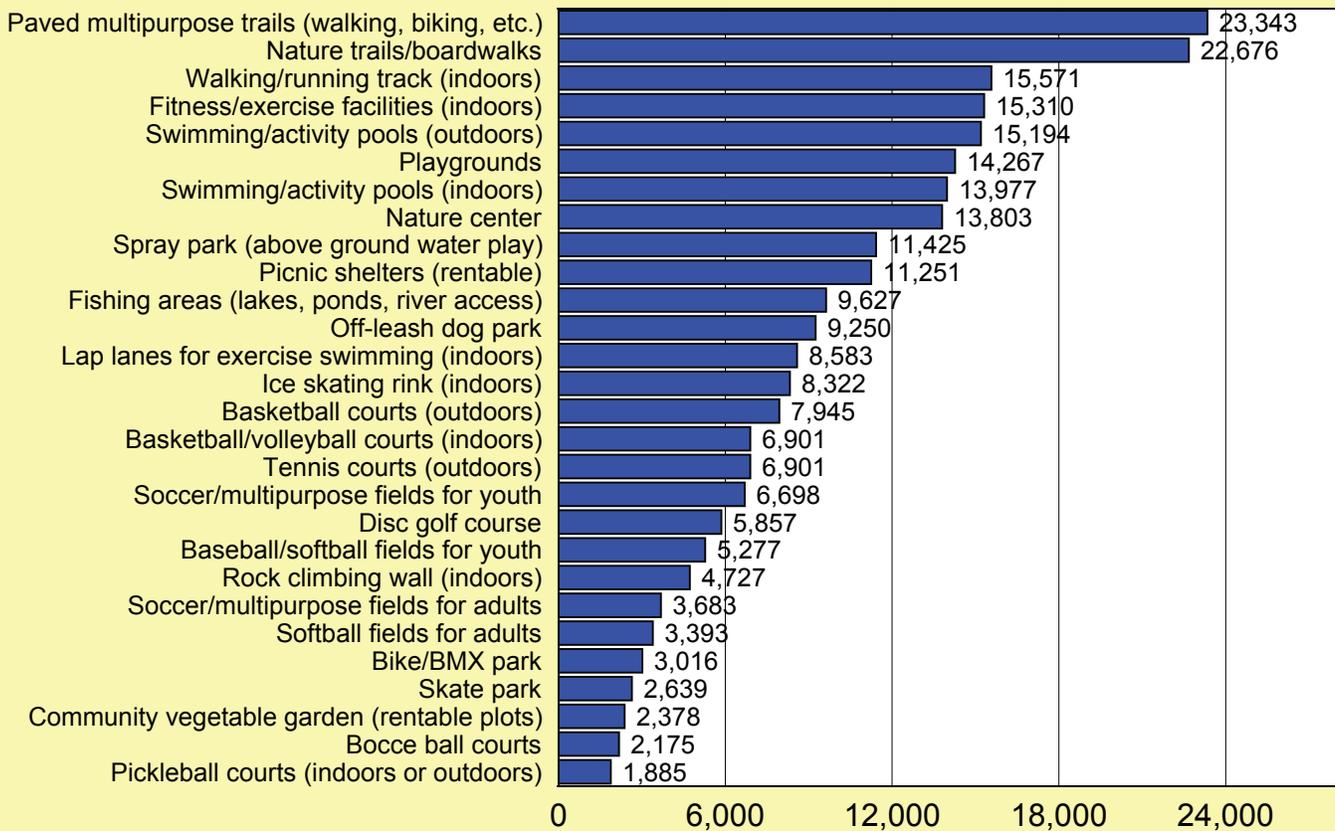


2.3.13 NUMBER OF HOUSEHOLDS IN CARMEL THAT HAVE A NEED FOR PARKS AND RECREATION FACILITIES

From a list of 28 parks and recreation facilities, respondents were asked to indicate which ones their household has a need for. The graph below shows the estimated number of households in Carmel that have a need for various parks and recreation facilities, based on 28,997 households in Carmel.

Q9a. Estimated Number of Households in Carmel That Have a Need for Parks and Recreation Amenities

by number of households based on 28,997 households in Carmel



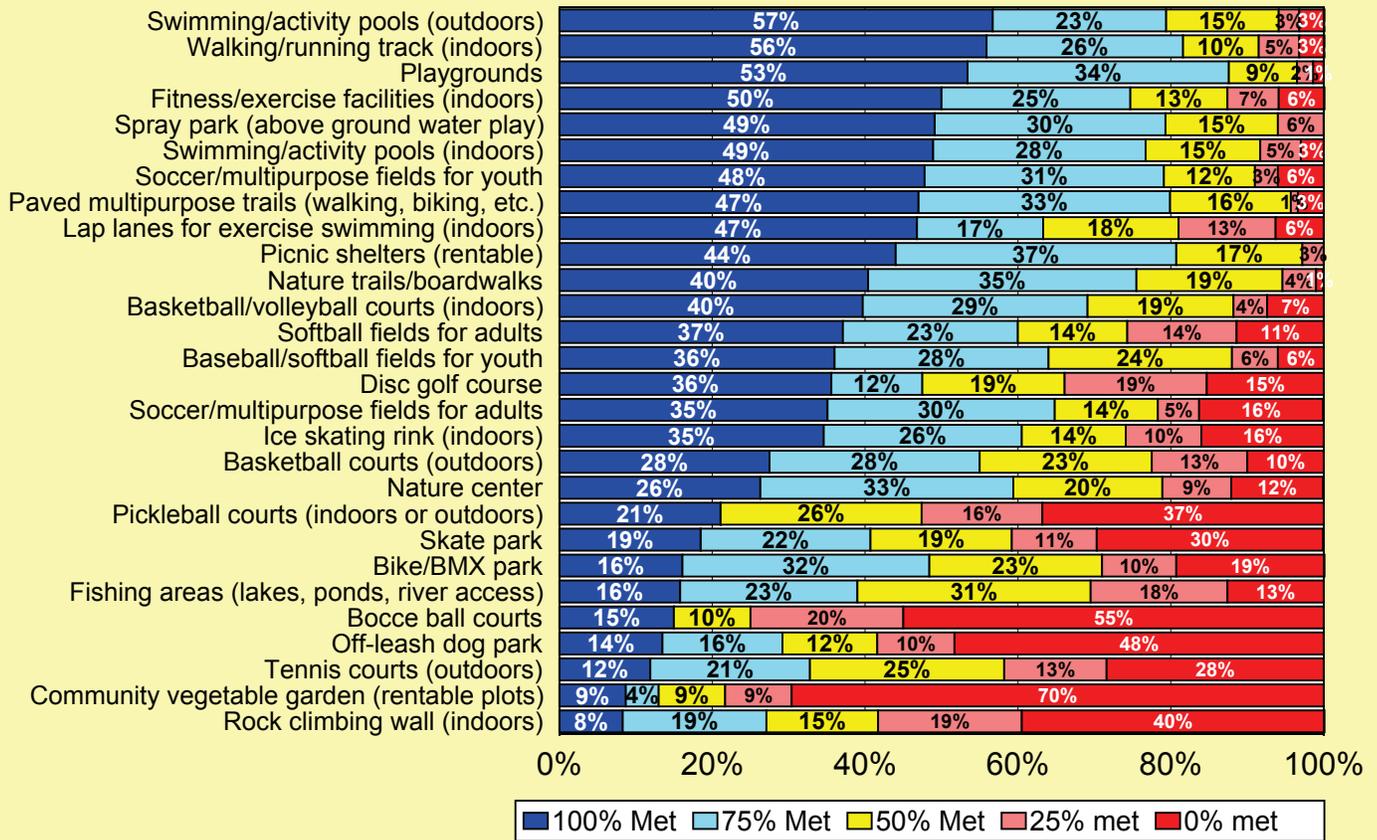
Source: Leisure Vision/ETC Institute (May 2013)

2.3.14 HOW WELL NEEDS ARE MET FOR PARKS AND RECREATION FACILITIES

For all 28 parks and recreation facilities that household have a need for, less than 60% of respondents indicated that the park/facility 100% completely meets the needs of their household.

Q9b. How Well Park and Recreation Amenities Are Meeting Your Household Needs

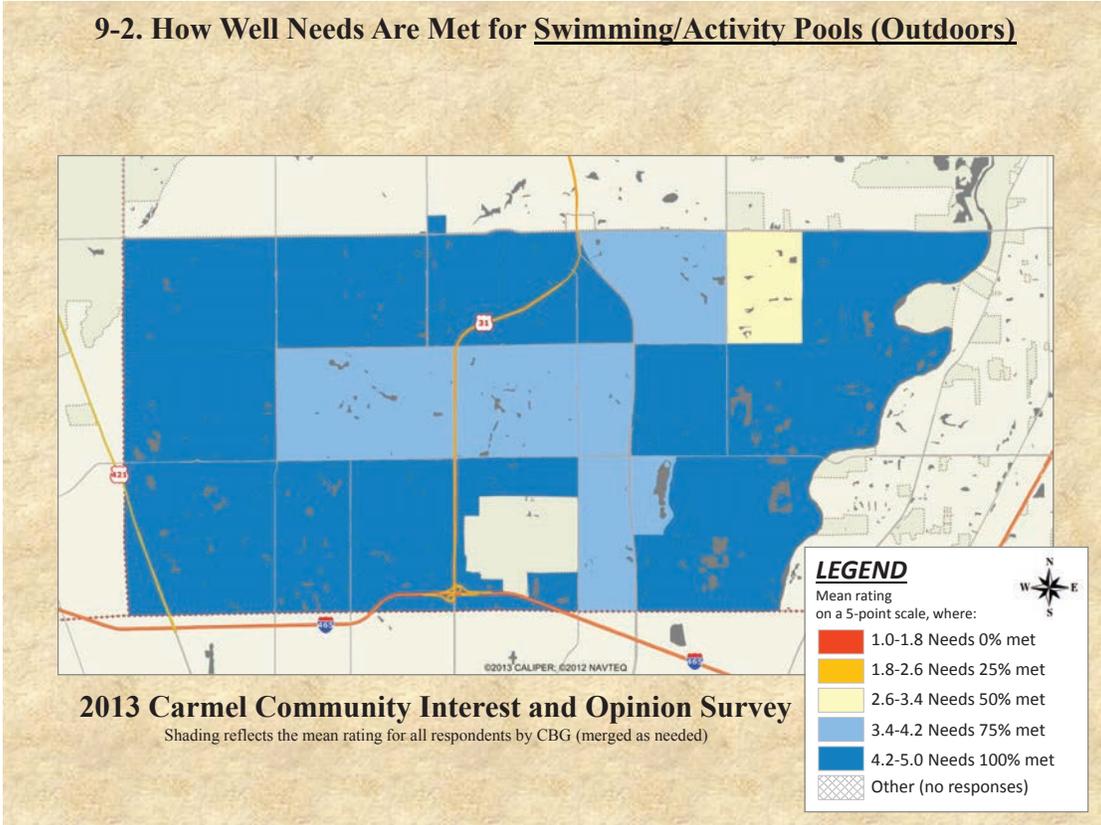
by percentage of respondents



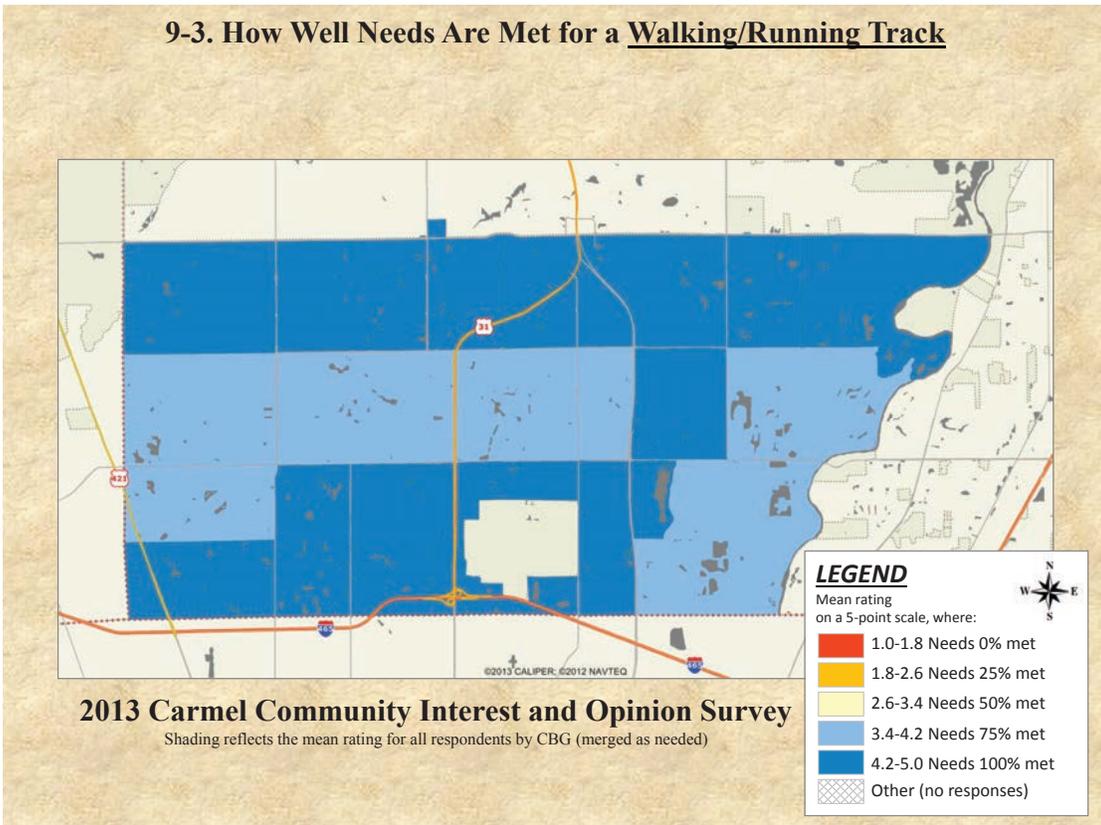
Source: Leisure Vision/ETC Institute (May 2013)

2.3.15 GEOCODED SURVEY RESULTS

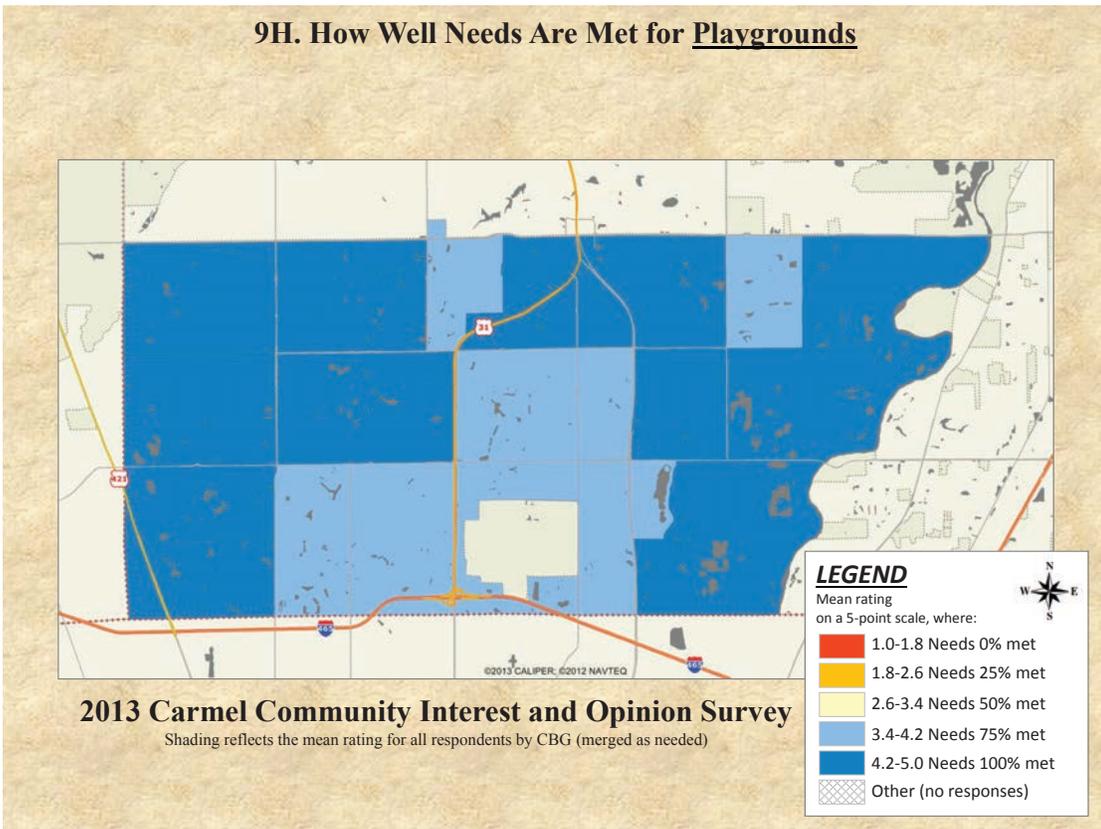
9-2. How Well Needs Are Met for Swimming/Activity Pools (Outdoors)



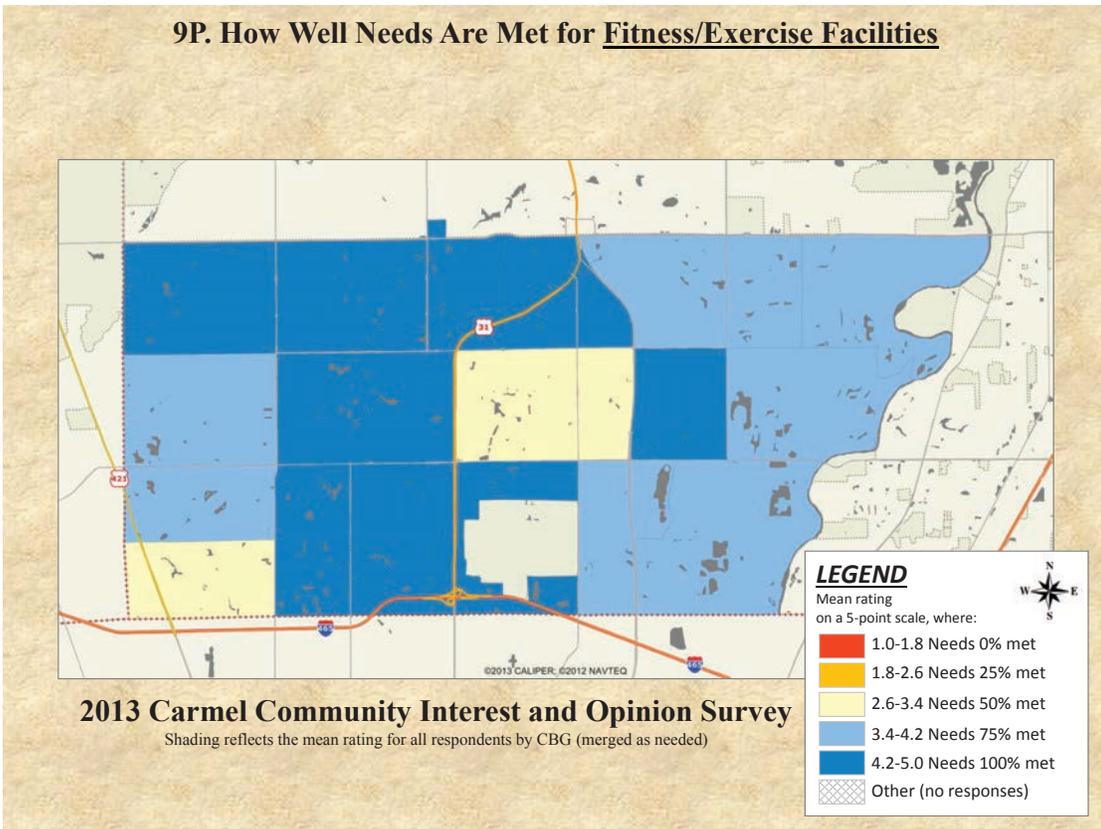
9-3. How Well Needs Are Met for a Walking/Running Track



9H. How Well Needs Are Met for Playgrounds



9P. How Well Needs Are Met for Fitness/Exercise Facilities

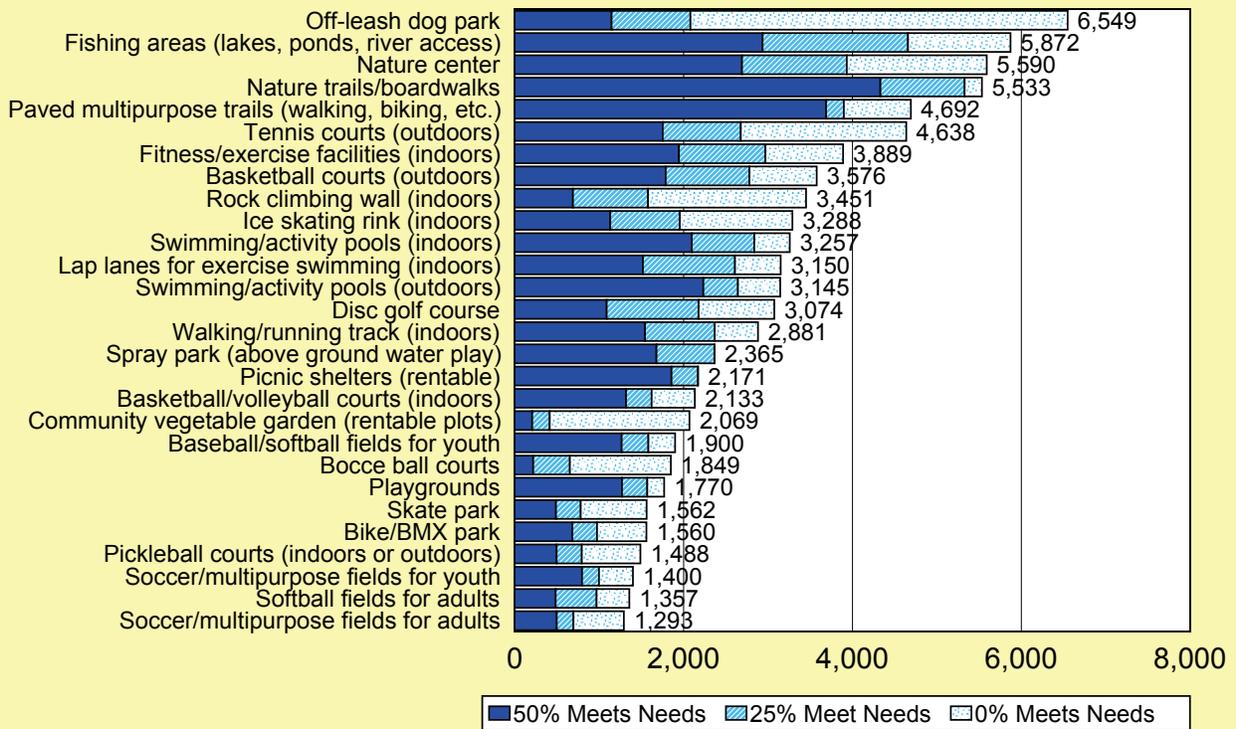


2.3.16 NUMBER OF HOUSEHOLDS WITH NEEDS MET 50% OR LESS FOR PARKS AND RECREATION FACILITIES

From the list of 28 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in Carmel meet their needs. The graph below shows the estimated number of households in Carmel whose needs for facilities are only being 50% met or less, based on 28,997 households in Carmel.

Q9c. Estimated Number of Households in Carmel Whose Needs for Park and Recreation Amenities Are Only Being 50% Met or Less

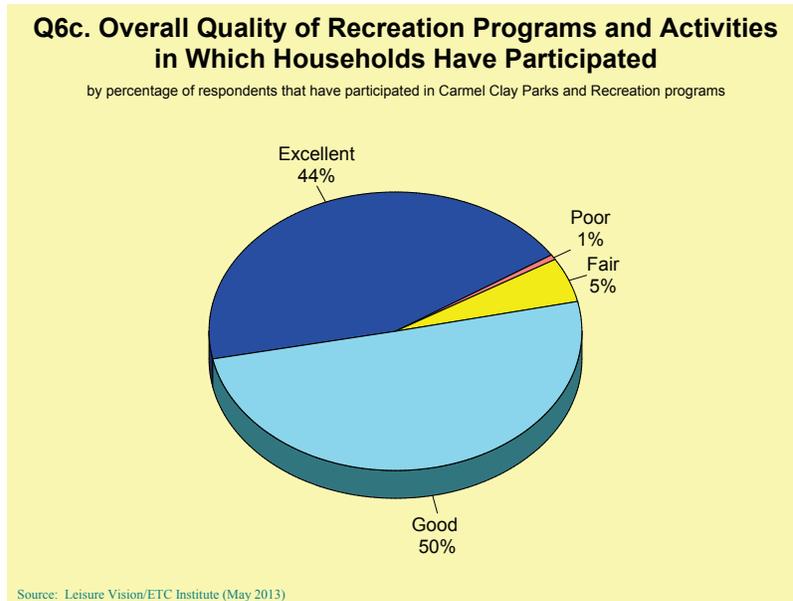
by number of households based on 28,997 households in Carmel



Source: Leisure Vision/ETC Institute (May 2013)

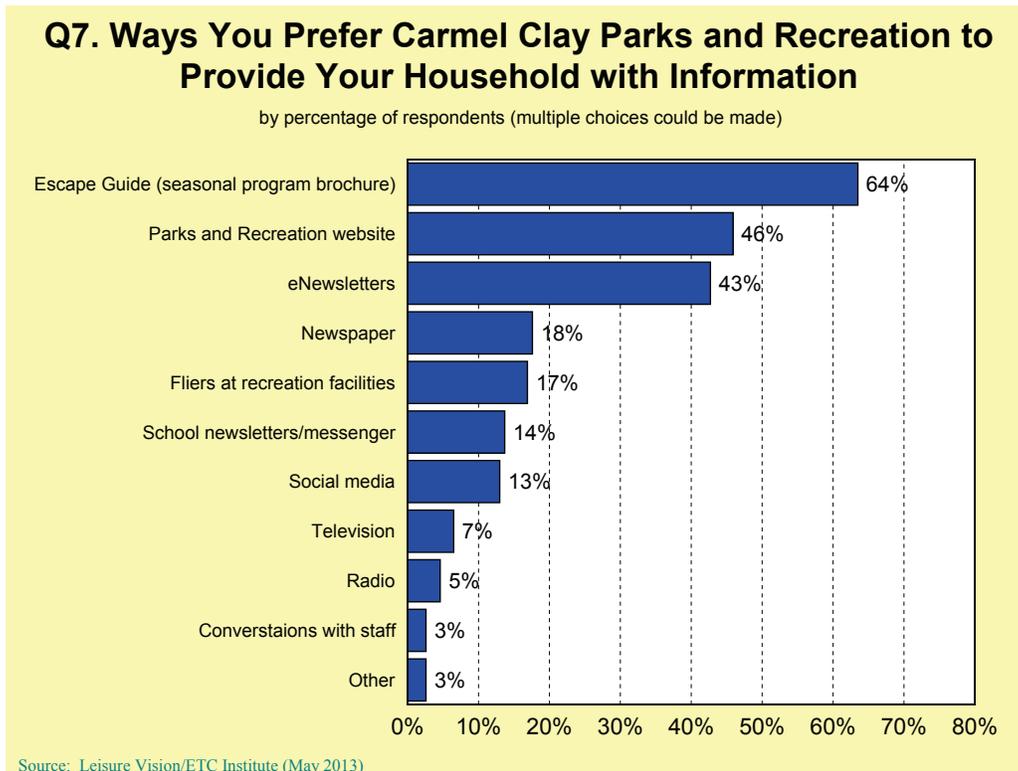
2.3.17 PARKS AND RECREATION FACILITIES MOST IMPORTANT TO HOUSEHOLDS

Based on the sum of their top four choices, the parks and recreation facilities that are most important to households are: paved multipurpose trails (55%), nature trails/boardwalks (40%), fitness/exercise facilities (30%), playgrounds (26%), and walking/running track (20%).



2.3.18 RECREATION PROGRAMS AND SERVICES HOUSEHOLDS HAVE A NEED FOR

The recreation programs and services that the highest percentage of households has a need for are: community events (62%), fitness/wellness programs for adults (51%), arts and crafts classes (33%), and outdoor/environmental programs (32%).

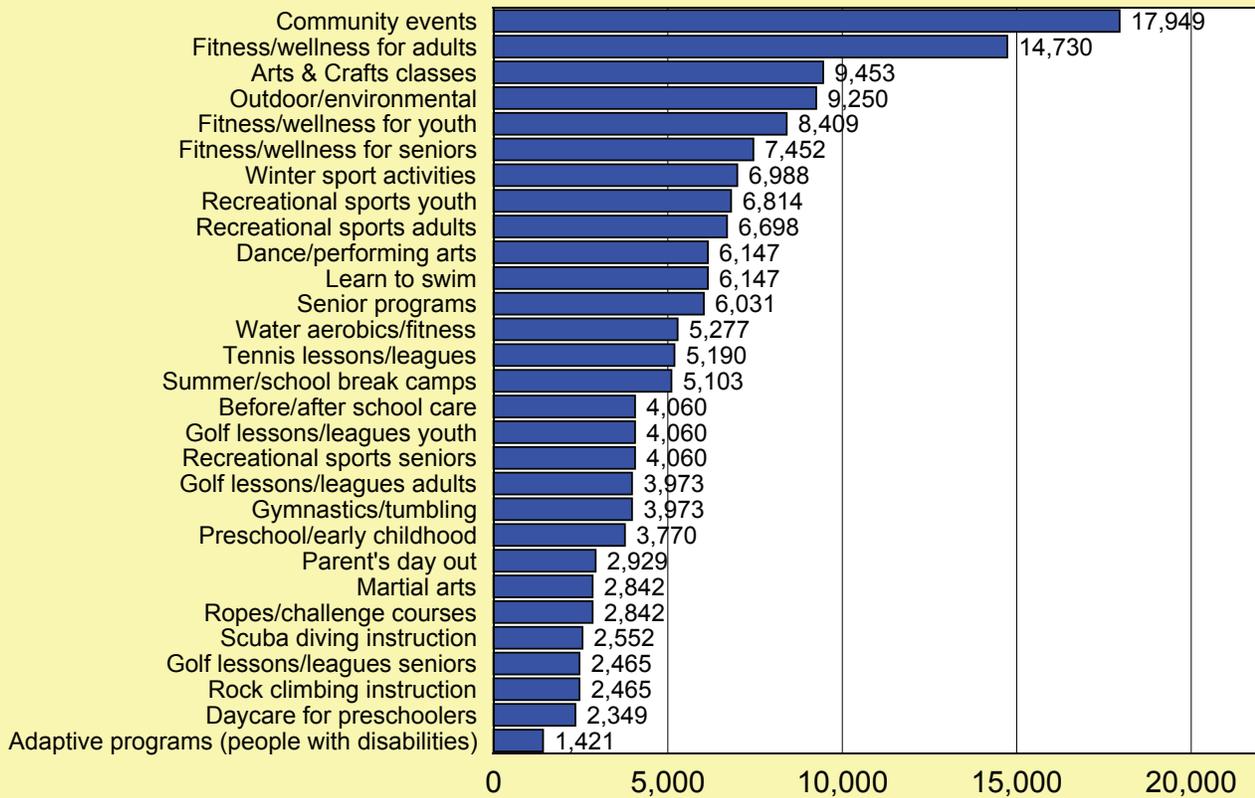


2.3.19 NUMBER OF HOUSEHOLDS IN CARMEL THAT HAVE A NEED FOR RECREATION PROGRAMS AND SERVICES

From a list of 29 recreation programs and services, respondents were asked to indicate which ones their household has a need for. The graph below shows the estimated number of households in Carmel that have a need for various recreation programs and services, based on 28,997 households in Carmel.

Q11a. Estimated Number of Households in Carmel That Have a Need for Recreation Programs and Services

by number of households based on 28,997 households in Carmel



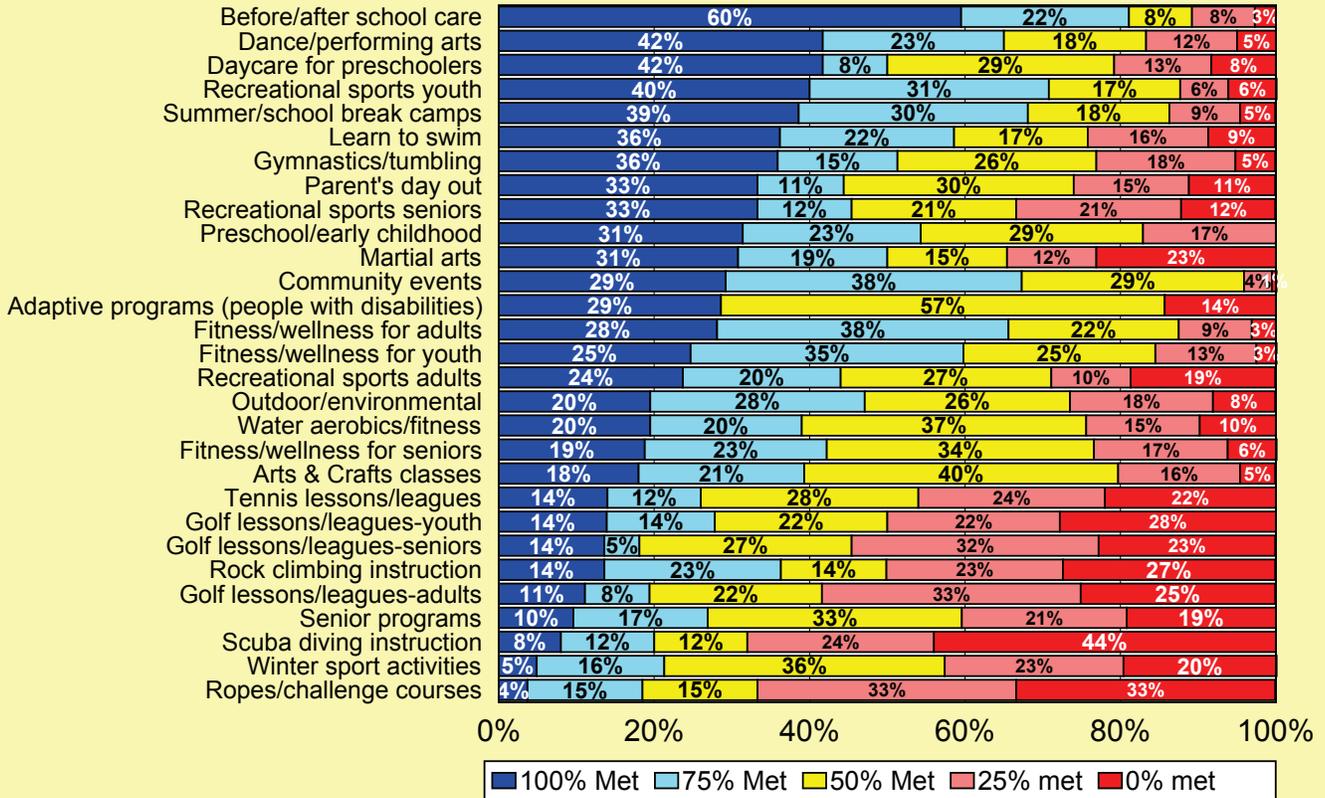
Source: Leisure Vision/ETC Institute (May 2013)

2.3.20 HOW WELL NEEDS ARE MET FOR RECREATION PROGRAMS AND SERVICES

For all 29 parks and recreation facilities that household have a need for, no more than 60% of respondents indicated that the program/service 100% completely meets the needs of their household.

Q11b. How Well Recreation Programs and Services are Meeting Your Household Needs

by percentage of respondents



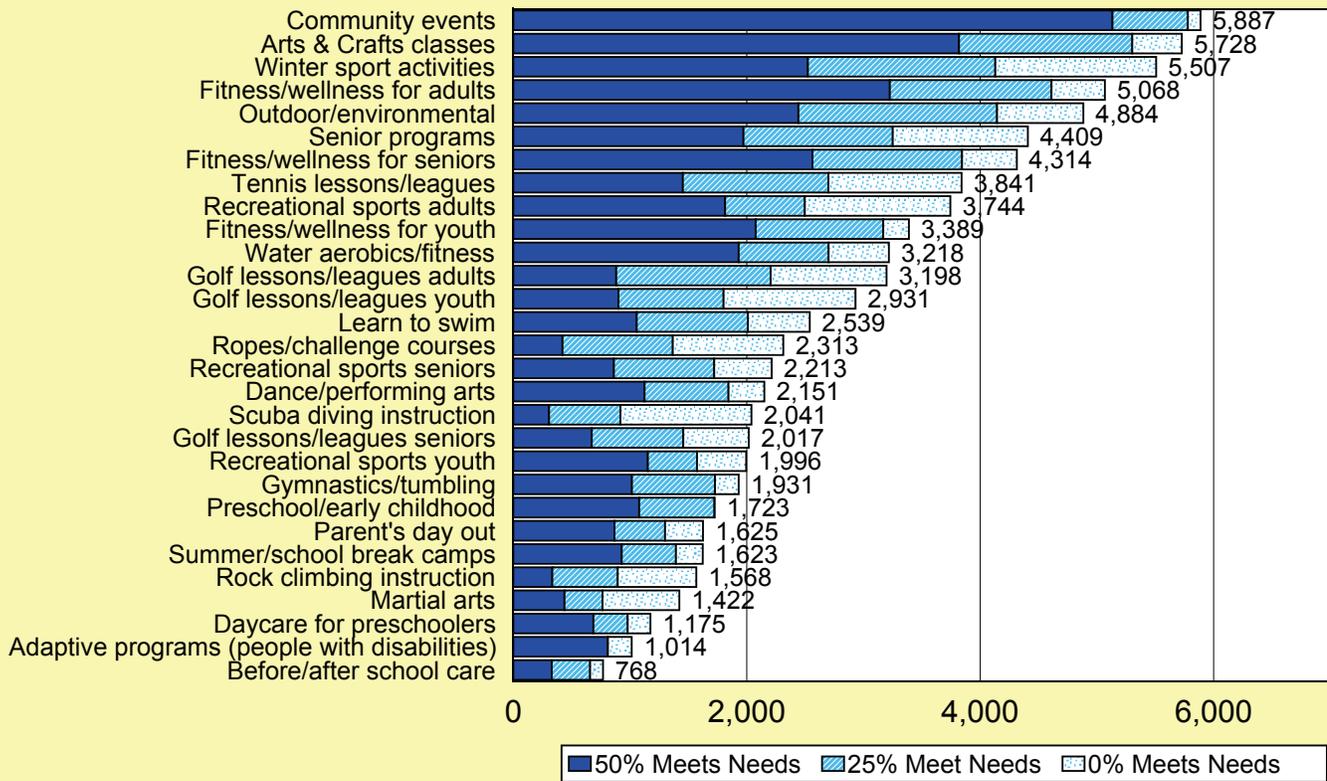
Source: Leisure Vision/ETC Institute (May 2013)

2.3.21 NUMBER OF HOUSEHOLDS WITH NEEDS MET 50% OR LESS FOR RECREATION PROGRAMS AND SERVICES

From the list of 29 recreation programs and services, households that have a need for programs/services were asked to indicate how well these types of programs/services in Carmel meet their needs. The graph below shows the estimated number of households in Carmel whose needs for programs and services are only being 50% met or less, based on 28,997 households in Carmel.

Q11c. Estimated Number of Households in Carmel Whose Needs for Recreation Programs and Services Are Only Being 50% Met or Less

by number of households based on 28,997 households in Carmel



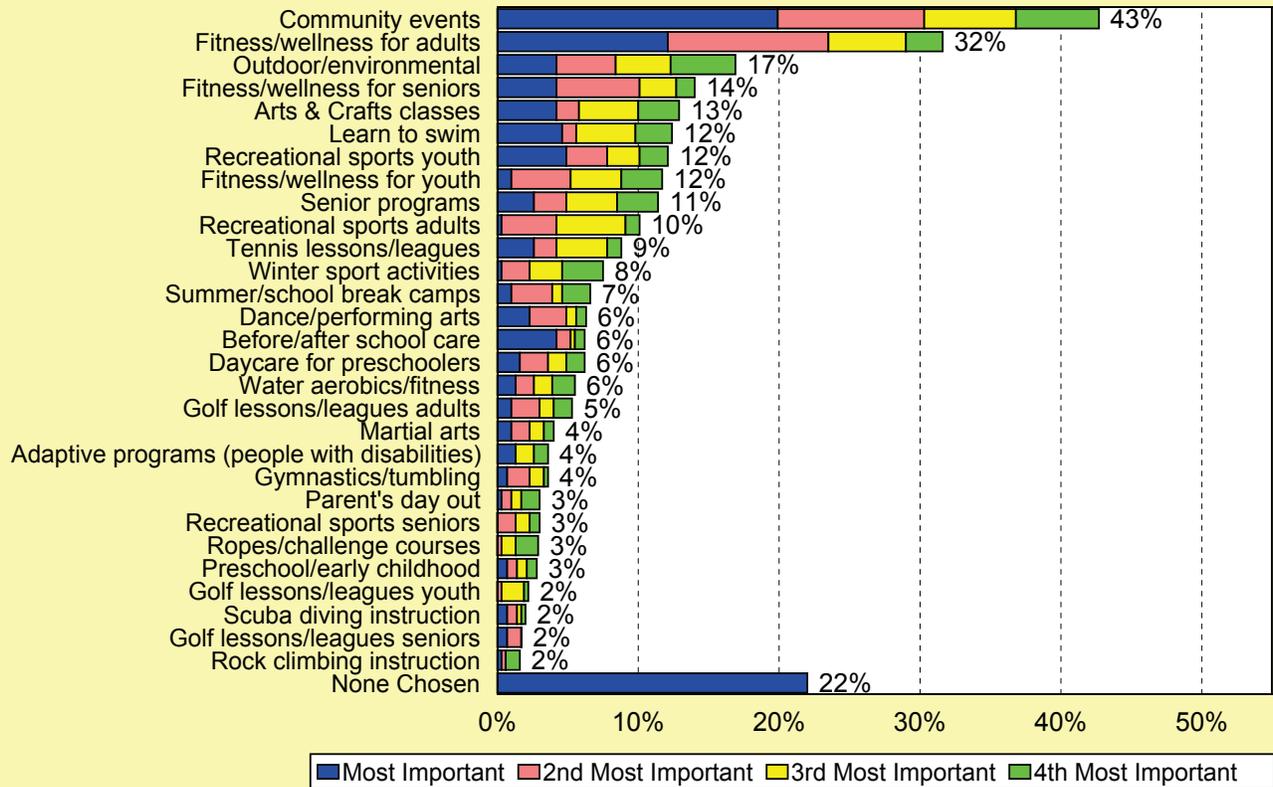
Source: Leisure Vision/ETC Institute (May 2013)

2.3.22 RECREATION PROGRAMS AND SERVICES THAT ARE MOST IMPORTANT TO HOUSEHOLDS

Based on the sum of their top four choices, the recreation programs and services that are most important to households are: community events (43%), fitness / wellness programs for adults (32%), outdoor / environmental programs (17%), and fitness/wellness for seniors (14%).

Q12. Recreation Programs and Services Most Important to Your Household

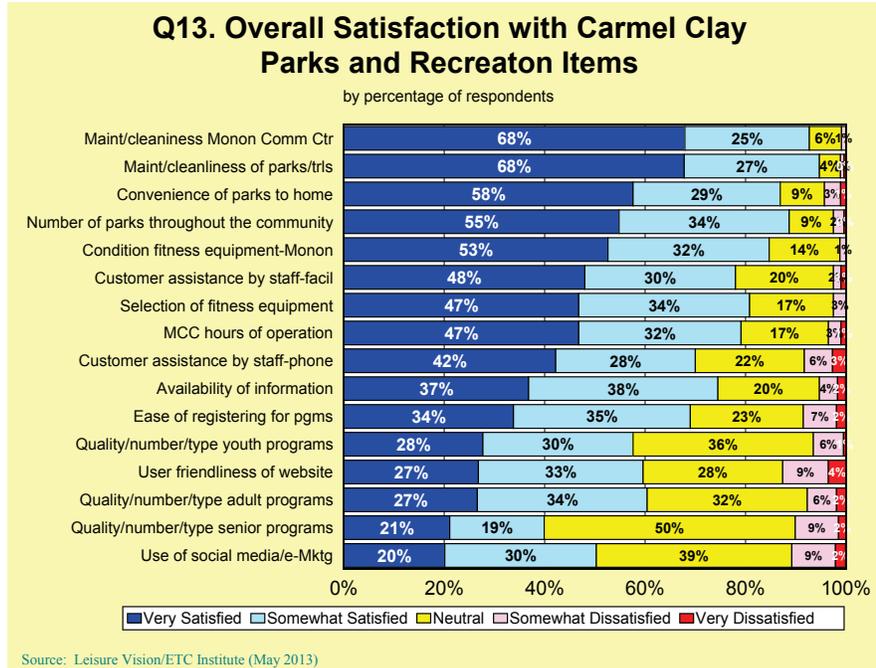
by percentage of respondents who selected the item as one of their top four choices



Source: Leisure Vision/ETC Institute (May 2013)

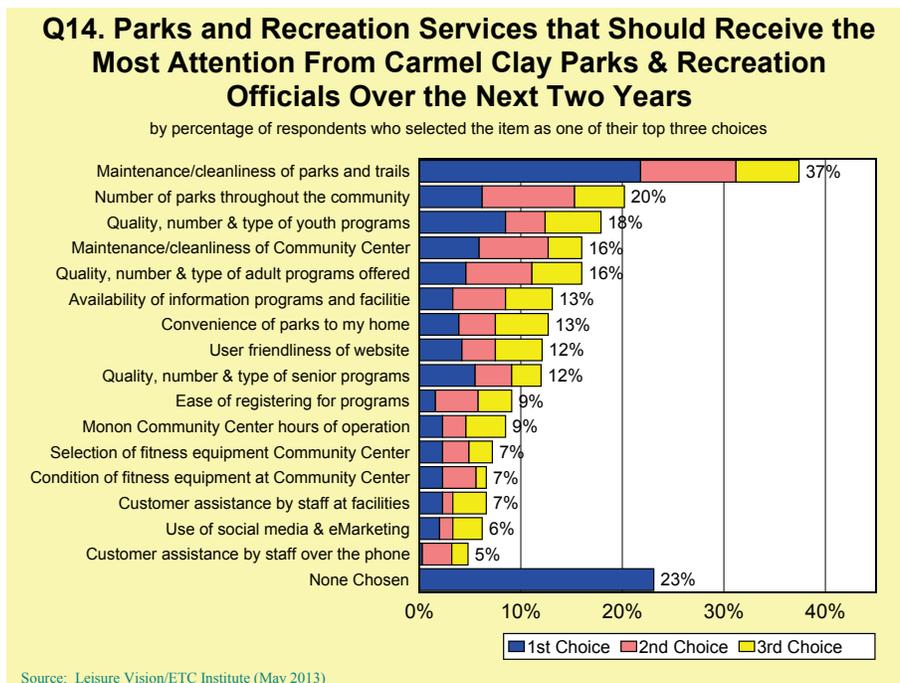
2.3.23 SATISFACTION WITH CARMEL CLAY PARKS & RECREATION SERVICES

CCPR services that the highest percentage of households are either very satisfied or somewhat satisfied with are: maintenance / cleanliness of parks and trails (95%), maintenance / cleanliness of Monon Community Center (93%), number of parks throughout the community (89%), and convenience of parks to respondent's home (87%).



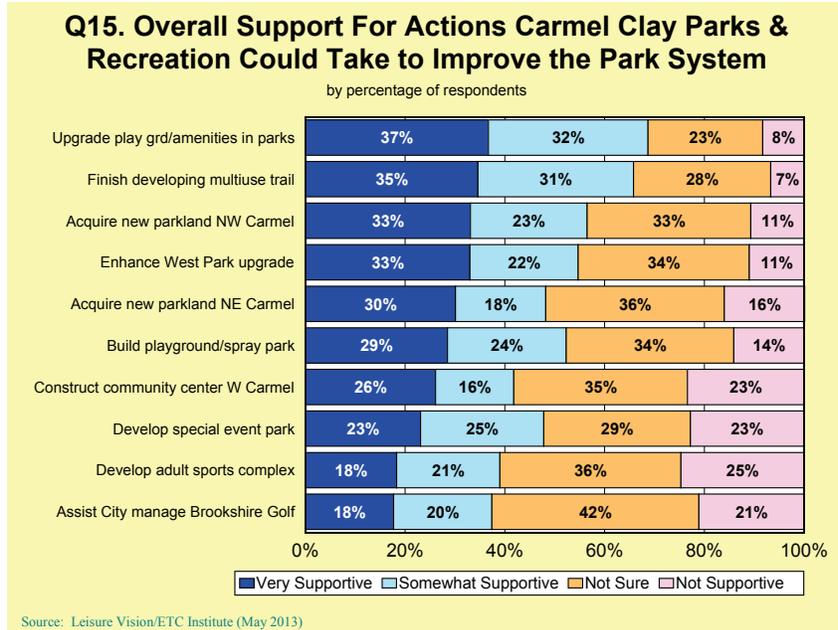
2.3.24 PARKS AND RECREATION SERVICES THAT SHOULD RECEIVE THE MOST ATTENTION FROM CARMEL CLAY PARKS & RECREATION OFFICIALS

Based on the sum of their top three choices, the parks and recreation services that should receive the most attention from CCPR officials over the next two years are: maintenance/cleanliness of parks and trails (37%), number of parks throughout the community (20%), and the quality, number and type of youth programs (18%).



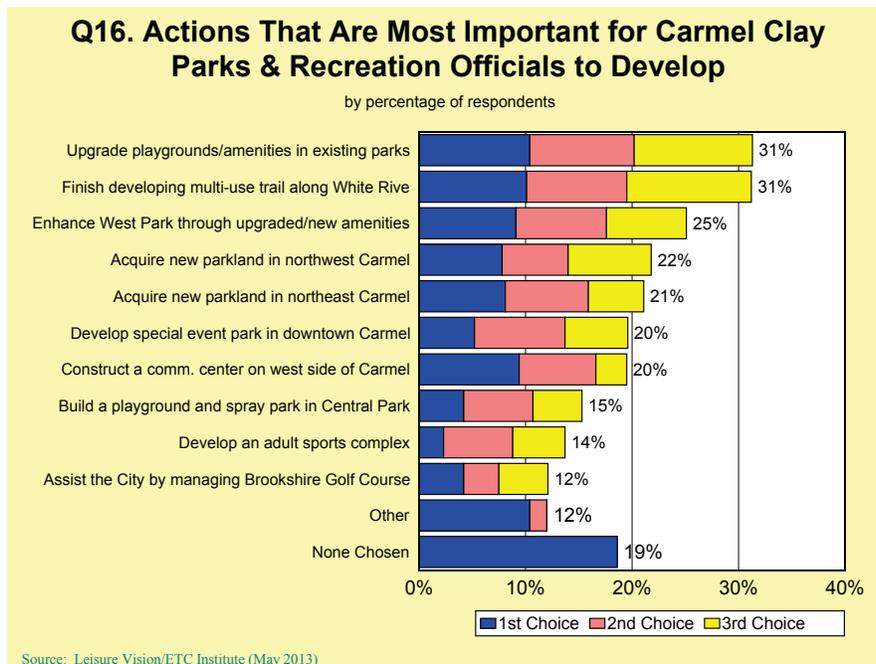
2.3.25 SUPPORT FOR ACTIONS CARMEL CLAY PARKS & RECREATION COULD TAKE TO IMPROVE THE PARK SYSTEM

The actions that the highest percentage of households are either very supportive or somewhat supportive of CCPR taking to improve the park system are: upgrade playgrounds/amenities in parks (69%), finish developing multiuse trail (66%), acquire new parkland in northwest Carmel (56%), and enhance the West Park upgrade (55%).



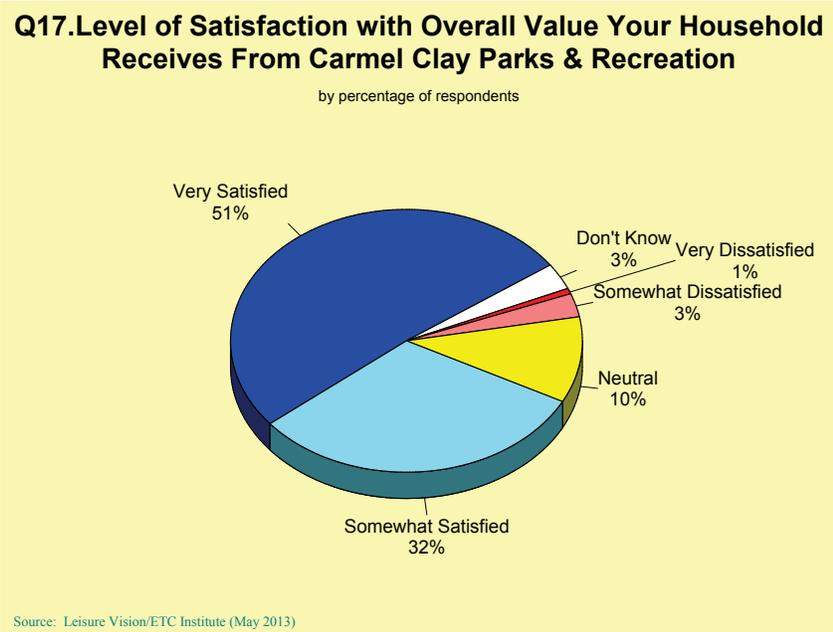
2.3.26 MOST IMPORTANT ACTIONS FOR CARMEL CLAY PARKS & RECREATION OFFICIALS TO DEVELOP

Based on the sum of their top three choices, the most important actions for CCPR officials to develop are: upgrade playgrounds and amenities in existing parks (31%), finish developing the multi-use trail along White River (31%), and enhance West Park through upgraded and new recreation amenities (25%).

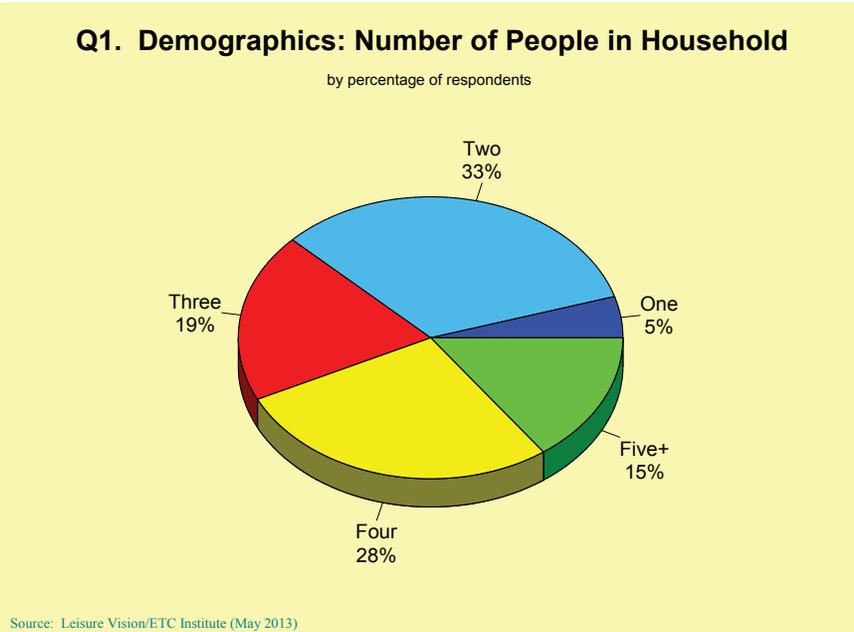


2.3.27 SATISFACTION WITH THE OVERALL VALUE HOUSEHOLDS RECEIVE FROM CARMEL CLAY PARKS & RECREATION

Eighty-three percent (83%) of households are “very satisfied” (51%) or “somewhat satisfied” (32%) with the overall value they receive from CCPR. Nationally, only 65% are “very satisfied” (30%) or “satisfied” (35%) with their local park and recreation agency. Only 4% of households are “very dissatisfied” or “somewhat dissatisfied” with the overall value they receive from CCPR. In addition, 10% of households indicated “neutral”, and 3% indicated “don’t know”.

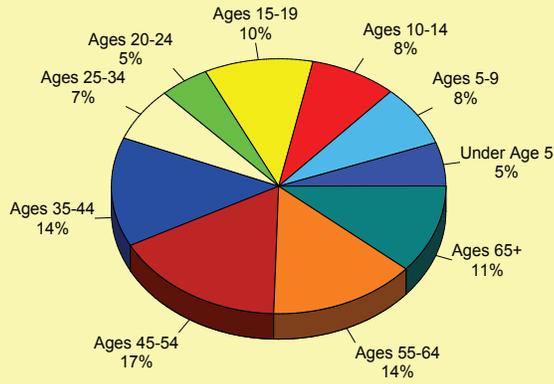


2.3.28 DEMOGRAPHICS



Q2. Demographics: Ages of People in Household

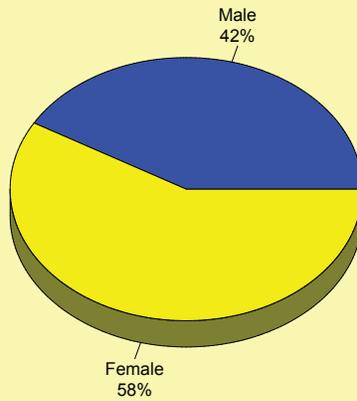
by percentage of household occupants



Source: Leisure Vision/ETC Institute (May 2013)

Q19. Demographics: Gender

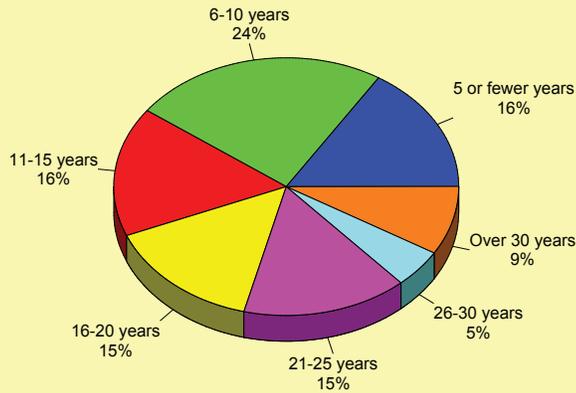
by percentage of respondents



Source: Leisure Vision/ETC Institute (May 2013)

Q20. Demographics: Number of Years lived in the City of Carmel or Clay Township

by percentage of respondents



Source: Leisure Vision/ETC Institute (May 2013)

CHAPTER THREE—COMMUNITY PROFILE

3.1 NATURAL FEATURES AND LANDSCAPE

The natural resources in Carmel and Clay Township area are important for a number of reasons. A community's topography/terrain, water features (rivers and streams), and natural open space affect the potential for development. While lands containing natural resources may be considered environmentally sensitive and have limited development potential, they are often conducive to both active and passive park and recreation uses. Aside from providing park and recreation opportunities, the protection of natural resource areas can have a number of other benefits, such as protecting unique landforms, maintaining habitat, and preserving riparian and vegetative cover. CCPR will continue to work with the City of Carmel and Clay Township, as well as local developers, to monitor the natural resources within CCPR's boundaries.

The following natural features and landscapes exist within the service and planning area of CCPR and this Plan:

3.1.1 RIVER, FLOODPLAINS AND RIPARIAN AREAS

The most significant environmental feature in the planning area is the White River and its associated floodplain and riparian areas. Situated on the eastern boundary of the planning area, the river provides an opportunity for people to connect to the environment. The floodplain area of White River is fairly extensive along its western bank. In certain segments this floodplain reaches nearly one-half mile from the centerline of the river and provides for the most extensive expanse of undeveloped and natural landscape in Carmel and Clay Township. Other streams and creeks traverse the planning area eventually draining into the White River. While Cool Creek has been predominantly urbanized, its most basic floodway has been preserved as a natural amenity. Williams Creek, west of Meridian Street, is another environmental corridor that is incorporated within large private estates or areas planned for urban development.

Based on current or planned land uses, White River provides the greatest and most realistic opportunity for enhanced public recreation use. Working with the City and Conner Prairie Interactive History Park, which has extensive land holdings on the west side of the river (in addition to its location in neighboring Fishers), CCPR is within a couple parcels of having the necessary land or easements to extend the White River Greenway from 96th Street to 146th Street (or the entire length of the planning area). This also provides future opportunities for river access north of the existing Hazel Landing Park, creating opportunities for an effective blueway for canoeists and kayakers.

3.1.2 WETLANDS

Another environmental feature associated with waterways that exists in the planning area is wetlands. Several wetlands designated on the National Wetland Inventory Maps exist within Carmel and Clay Township. Due to the potential difficulties of developing property with delineated wetlands and the associated cost of mitigation, undeveloped properties with significant wetland areas may be viable locations to explore for new parks in the underserved portions of the community. Wetlands have been preserved and/or created in various existing parks, providing wildlife refuge and opportunities for education interpretation.

3.1.3 WOODLANDS

Very few original woodland areas have survived in Carmel and Clay Township. Most of these woodland concentrations occur along the White River or other streams and tributaries such as Cool Creek or Williams Creek. Since many of the woodlands are in areas also containing wetlands, undeveloped properties with significant woodlands also serve as logical potential locations for new parks in underserved areas. The preservation and restoration of woodlands was a driving force in the creation of CCPR in 1991 and remains a key focus of the Department.

3.1.4 GROUNDWATER

Ground water is a significantly important feature in Carmel and Clay Township as the water supply system for residents comes from this source. The groundwater sources are found in the sand and gravel aquifer system of the West Fork of the White River valley. Groundwater is available at depths of 50- 400 feet in the glacial drift with wells yielding several hundred gallons per minute. The City of Carmel has designated areas around these wells as “well-head protection areas” to help protect the quality of the available drinking water.

3.1.5 INVASIVE SPECIES CONTROL

Through a grant received from the Carmel Clay Parks Foundation, a contractor was hired to help eliminate Garlic Mustard and Asian Honeysuckle from the Woodland Gardens in Central Park. These highly invasive plants are not native to Indiana and can be harmful to indigenous plants and wildlife. As funding permits, this program will be expanded to other impacted areas within the park system, consistent with the Natural Resource Management Plan for each park. CCPR partnered with Indiana Wildlife Federation to develop wildlife friendly park certification program, becoming first Indiana park system to receive designation. As a part of this program, natural resource management plans were developed for each park to create a viable and sustainable system for wildlife and their disappearing habitats. This commitment is further demonstrated with 65% of CCPR’s parkland preserved in a natural state. Newly constructed parking lots incorporate rain gardens to handle storm water, consistent with green-friendly design features already incorporated in park development.

3.1.6 NATURAL RESOURCE MANAGEMENT

CCPR partnered with Indiana Wildlife Federation to develop wildlife friendly park certification program, becoming first Indiana park system to receive designation. As a part of this program, CCPR has developed a Natural Resources Management Plan for each park to create environmental awareness and recognize the need to protect and preserve our natural environment. The goal of these plans is to create a viable and sustainable system for wildlife and their disappearing habitats in Indiana. The Department partnered with the Indiana Wildlife Federation to develop the Natural Resource Management Plan and a Wildlife Friendly Park certification program consisting of the following elements:

- Workshop provided by the Indiana Wildlife Federation
- Park Assessment
- Maintenance Team Workshops
- Draft Report
- Final Report

The objective of each Natural Resources Management Plan is to provide guidance for staff involved in park maintenance to manage forward in a proactive and efficient manner. This plan identifies how to incorporate best practices into daily work, record data accurately and timely, use staff correctly, and manage each park within the park system to a clear set of outcomes.

The following goals are listed as high-priorities and overlap from one park to the next. How the goals are being implemented within each park is determined by the characteristics, its surroundings, and the overall design and plan for the specific park.

- Environmental sustainability
- Social sustainability
- Economic sustainability

The first goal is to create environmental sustainability throughout parks for wildlife and future generations. Environmental sustainability consists of protecting, preserving, restoring, and/or enhancing of the environment by activities outlined within this plan.

For wildlife to survive and thrive, a park needs to provide the following key elements. These elements may change from one species to another depending on the needs of the animal/plant. Each Natural Resource Management Plan defines the wildlife it is attempting to support and maintain, and the strategies in which to achieve wildlife-friendly habitats.

- Food
- Water
- Shelter
- A safe place to raise young

The second goal is to create social sustainability to provide a well-rounded experience encompassing the health and well-being of the community. Each Natural Resources Management Plan describes how educational elements are implemented throughout each park. This includes, but is not limited to, interpretive signage, informational handouts, the effective use of volunteers, and an increase in program offerings throughout our parks (Extended School Enrichment and recreation programming).

The third and final goal is to create economic sustainability by developing a park system that will be capable of better supporting itself. In order to achieve this goal, the Department developed and implemented the most cost effective management strategies to preserve and maintain the natural resources within our parks.

Implementation of the Natural Resource Management Plans will require the financial commitment of CCPR's fiscal bodies, supplemented with external funding sources. For the past two summers, the Carmel Clay Parks Foundation has provided a grant to help eliminate Garlic Mustard and Asian Honeysuckle identified in the Natural Resource Management Plan for Central Park. These highly invasive plants are not native to Indiana and can be harmful to indigenous plants and wildlife. As funding permits, this program will be expanded to other impacted areas within the park system, consistent with the Natural Resource Management Plan for each park.

CCPR's commitment to natural resource management is further demonstrated with 65% of CCPR's parkland preserved in a natural state. Environmental education, through interpretation and programming, will be critical to ensuring CCPR is able to maintain its mix of preserved natural areas against potential demands for built recreational facilities. When constructing new parks and facilities, the Department should continue to incorporate green-friendly design features, such as rain gardens to handle storm water, which has become CCPR's standard for all new development.





3.2 CLIMATE

Indiana is a temperate state with strongly marked seasons. The state's weather is heavily influenced by the Gulf of Mexico, but is often influenced by Canadian weather systems as well. Autumn is generally considered the most pleasant and mild season, with cool but mild temperatures, low humidity and clear skies. Summer is often hot and humid. Winter is cold. Spring and summer see frequent rainfall. Severe weather comes in the form of tornados and thunderstorms.

The warmest month in Carmel and Clay Township is July with average high and low temperatures of 85° and 64° Fahrenheit. The coldest month is January with average high and low temperatures of 34° and 17° Fahrenheit. Overall, the climate of Carmel and Clay Township is similar to that of the rest of Indiana with relatively cold winters and hot, humid summers.

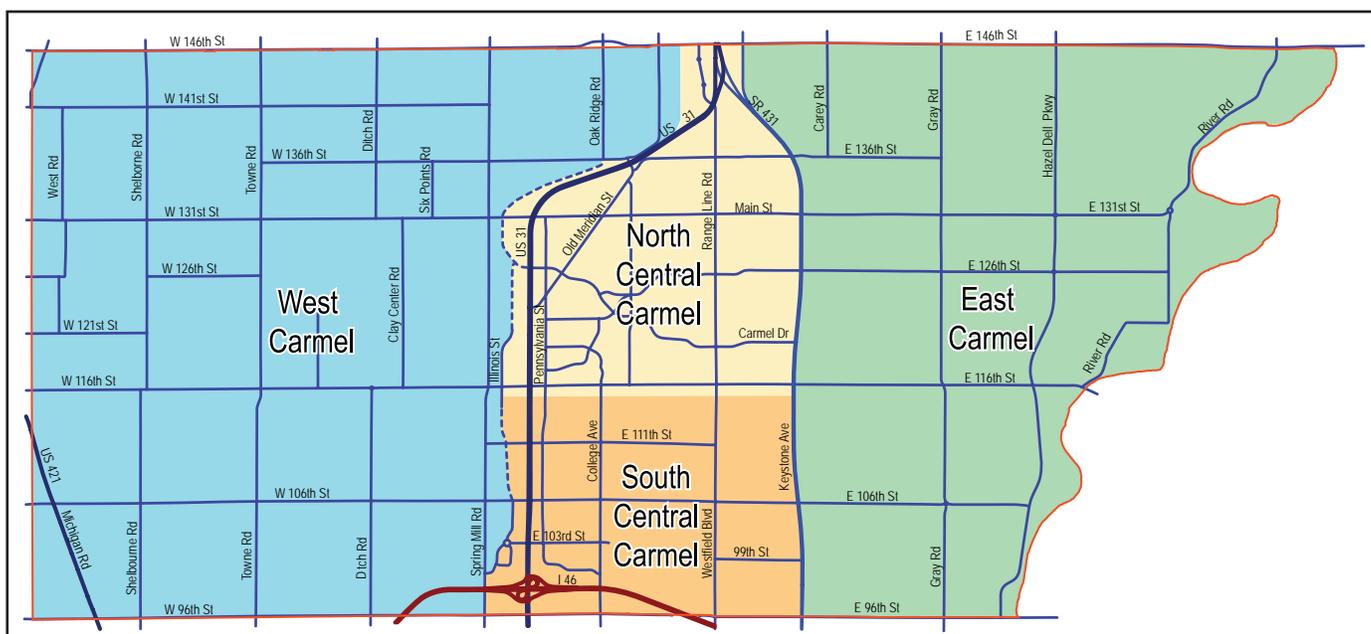
Weather can serve as an uncontrollable factor in various facets of CCPR's operations. Heavier than average snow during the winter may result in increased costs for staffing (e.g., park maintenance overtime) and supplies (e.g., salt and ice melt). An unseasonably cool or wet summer could negatively impact attendance at The Waterpark, placing pressures on the Department's ability to achieve cost recovery goals. Severe winds or flooding could cause damage to park amenities or facilities, requiring basic to significant repairs or replacement. For these reasons, it remains critical for CCPR to maintain rainy day reserves to cover potential weather-related budget shortfalls or capital maintenance needs.

3.3 MAN-MADE, HISTORICAL AND CULTURAL

Historically, the City of Carmel and Clay Township was a homogeneous area consisting of farms, rural residential, estate homes, small town residential and small town downtown commercial development. The construction of I-465 (1960's) and S.R. 431/Keystone (1960's), and significant upgrades to U.S. 31 (1970's) in Clay Township all led to an evolution of many types of development in the community.

Today, the community has an urbanizing core, an employment corridor, significant redevelopment sites, many styles of residential development and multiple commercial areas. The evolution of the community has also resulted in distinguishable planning districts. Also, The Department's Natural Resource Management Plans for each park identify historically significant locations within each park or culturally significant events that occurred on the location of existing parks.

To facilitate more effective planning, the City of Carmel recognizes the uniqueness of four districts; East Carmel, North Central Carmel, South Central Carmel and West Carmel (see illustration below). The district boundaries were determined by evaluating development form, physical boundaries, and public input during the development of the City's Carmel Consolidated Comprehensive (C3) Plan 2009.



3.3.1 EAST CARMEL CHARACTERISTICS

East Carmel is unique compared to the other three districts because it typifies suburbia with curvilinear streets, dominantly single-family homes, and a small number of employment or commercial developments. More specifically, the district contains a large number of neighborhoods with custom-built homes and has very little integrated commercial development. Aside from the commercial corridor along East 96th Street (the south boundary), there are two existing integrated commercial areas within this district: Brookshire Village Shoppes and Hazel Dell Corner. A third is planned within the Legacy Town Center at 146th Street and River Road. There are also three commerce centers along 146th Street just outside of Carmel, Bridgewater Shoppes, Cool Creek Commons, and Noble West.

East Carmel has a variety of recreational amenities including ten municipal and county parks and an evolving river greenway. It also has three golf courses. The Carmel Dads' Club owns and operates Mark Badger Memorial Sports Park, leases Gray Road Park from the City, and maintains a partnership with Carmel Schools to help meet community recreation needs as it relates to youth sports.

The White River aquifer in East Carmel has provided the community with an abundance of high quality water resources; which has been effectively tapped by Carmel's water utility to serve the public need. Much of East Carmel falls within the aquifer and wellhead protection areas, designed to ensure the safety and quality of this public resource. Public and private decision making must give due consideration to this important resource.

The presence of quarry and aggregate mining operations along the White River creates the need to balance the legitimate needs of the nearby residents and the quarry as a supplier of material used for local construction. Once the mining operations cease, which is not anticipated to occur in the foreseeable future, it is likely that at least some of these properties will become available for future parks.

CCPR has a long standing relationship with the Carmel Clay Historical Society, which is currently looking into preservation of one of the original homesteads located in East Carmel. The property, with a pioneer log cabin and century-old farm house (both on the National Register of Historical Places) presents a unique opportunity to preserve and celebrate the community's early history. The site provides opportunities for interpretation of life and farming practices during the early settlement days. Potential partners to help with the purchase, operation, and maintenance of the site include the Historical Society, Conner Prairie, and City.

CCPR has also entered into an agreement with the Carmel Farmer's Marketing, with the new Wilfong Pavilion in Founders Park serving as the host site for the winter market.

3.3.2 NORTH CENTRAL CARMEL CHARACTERISTICS

North Central Carmel is clearly unique in comparison to the other districts, in that it is an urbanizing core. Although there are areas of suburban development, the district has evolved toward a more walkable vibrant downtown environment with significant mixed-use vitality, including Carmel City Center, the Arts and Design District, and the Old Meridian District.

No longer are the tallest structures two stories and suburban in character. Numerous four-story or higher buildings have been built or are in the process of being built in this district. Many new buildings are also being built to the front property line, further evolving the pedestrian character of the area.

North Central Carmel has two parks, and the Monon Greenway. It is bordered by two dominant street corridors, U.S. 31 and Keystone Parkway, which contribute to and support the growth and vitality of this area.

The North Central Carmel district contains multiple suburban style commercial retail areas including: Merchants' Square, Clay Terrace, Kroger Plaza, and the Center.

The district also includes a wide mix of residential developments including historic residential, suburban residential, estate homes, townhouses, flats, apartments, and condominiums.

The district has significant employment areas, including a high concentration of office and health care development. The U.S. 31 Corridor and the Carmel Science and Technology Park are the main focus of employment-type development, but many other small office buildings are distributed throughout North Central Carmel. Carmel St. Vincent Hospital and Indiana University North/Riley Hospital have acted to energize health care as a major industry and employer in the U.S. 31 corridor.

North Central Carmel is also home to several educational uses. The Carmel High School and Freshman Center campus along with Carmel Elementary and Carmel Clay Public Library are major educational resources along East Main Street. In addition, Clay Township's Community Life and Learning Center, operated by IUPUI and Ivy Tech, provides higher education opportunities in the former Carmel Clay Public Library Building. The district also contains a Middle School, private secondary school and regional facility for special needs.

Adding significantly to the cultural life of the community, North Central Carmel is home to The Center for the Performing Arts, including The Palladium (concert theater), The Tarkington (proscenium theater), and The Studio The-



ater (black box theater). Resident companies of these world-class venues include Booth Tarkington Civic Theater, Carmel Symphony Orchestra, Gregory Hancock Dance Theatre, Actors Theater of Indiana, Central Indiana Dance Ensemble, and Indiana Wind Symphony. The Center for the Performing Arts annually hosts hundreds of concerts, productions, and entertainers, helping connect the community to the world.

To minimize competition, maximum community resources, and best serve the public, CCPR has strived to develop collaborative relationships with the cultural organizations based in North Central Carmel. CCPR partners with The Center for the Performing Arts and the Carmel Clay Library to provide joint programming opportunities within the community, as well as the extension of “little” libraries or share boxes within the parks. A partnership with Booth Tarkington Civic Theater provides the cross promotion of theater programs, allowing each organization to focus on their strengths. For example, CCPR has started a theatre program geared specifically to people with disabilities, allowing Booth Tarkington to focus on more traditional theater training.

CCPR has a successful summer arts program providing free entertainment to families with younger children in its various parks throughout the community. CCPR has refrained from offering free summer concerts for adults or the general public to avoid competing with the City’s longstanding Gazebo Summer Concert Series, which predates the park system. Both The Center for the Performing Arts and the Arts and Design District offer additional free concerts, festivals, and other entertainment for the community, allowing CCPR to focus its resources on other recreational offerings for the community.

3.3.3 SOUTH CENTRAL CARMEL CHARACTERISTICS

Much of South Central Carmel's uniqueness from the other districts comes from the significant number of 1950 through 1970's style residential development and the Home Place village. The district also has intermingled areas of large-lot residential, including the homes abutting Woodland Country Club. A limited number of apartments and condominiums also exist.

The north boundary (i.e. 116th Street corridor) and areas surrounding Central Park serve as a transition from the urbanizing North Central Carmel district to quality single family residential areas. Limited bicycle and pedestrian facilities exist in this area to connect people to the amenities in North Central Carmel.

The south and west boundary includes employment areas along the I-465, U.S. 31, and 96th Street corridor. Similarly, bicycle and pedestrian facilities are lacking to convey people to these destinations.

South Central Carmel has several parks including the Monon Community Center, Central Park, Monon Greenway and Lenape Trace. There is one golf course, Woodland Country Club.

Despite significant park and public amenities in this area, pedestrian mobility is limited, making it difficult for people to connect with the amenities and jobs by means other than the automobile.

South Central Carmel has two strong street corridors, Westfield Boulevard and College Avenue, which provide good north/south connectivity for vehicles. Regional north/south connectivity is also provided with U.S. 31 and Keystone Parkway. Convenient east/west connectivity is limited to 106th Street and 116th Street. While not direct, 96th Street also provides connectivity between U.S. 31 and Keystone Parkway.

The South Central Carmel district has one commercial district, Home Place, and some additional pockets of commercial development along the 96th Street Corridor. Additionally, the Nora 86th Street corridor and Keystone Crossing area provide commercial amenities to South Central Carmel.

A growing restaurant and service area at U.S. 31 and 96th Street offers residents and workers in this area further options for shopping and dining.

New development occurring along the Monon Greenway close to the southern border of Carmel presents opportunities for increasing parkland and recreational opportunities in this portion of the community. CCPR is working with developers to potentially acquire property near Monon Lake and the former Sunrise Golf Course at little to no cost to the Department.

3.3.4 WEST CARMEL CHARACTERISTICS

West Carmel remains unique as an area with many rural characteristics even after the development of many suburban residential subdivisions. Historically, West Carmel was dominantly horse farms, estate homes, agricultural land, and open space. The district is still distinguished from the East Carmel district by significantly lower density residential and substantial estate homes which act to maintain open space character.

This area has a strong sense of place established from its origin as a region for estate homes and horse farms. Pride of place and rural living have characterized the values of many of the districts residents; however, as the area continues to develop, there has been more emphasis on quality infrastructure, recreational amenities (e.g. parks and trails) and ball fields (e.g. Dads' Club facilities on 126th and on Shelborne).

Although West Carmel is a larger geographic area than the other districts, it has a lower density per acre. The population in West Carmel is served by two significant public parks and two golf courses. It also is the home to one of the most well-known traditional neighborhood developments in the Midwest, the Village of West Clay.

West Carmel contains the most substantial number of undeveloped acres and has the least developed road network. West Carmel continues to rely more heavily on the original county road network partly due to low density

development. As this area has been annexed into Carmel, the road system has been upgraded from two-lane county roads to two lane boulevards with multi-use paths and roundabouts at major street intersections. As the infrastructure has been improved, residents have emphasized the need for continued investment in pedestrian facilities, for improved mobility, and for health benefits.

Regional mobility is provided by two north-south highway corridors, U.S. 421 and U.S. 31. 116th Street and 146th Street function as cross-county connectors, linking I-65 to I-69, thus linking Carmel, Zionsville, and Fishers.

The West Carmel district currently has two commercial areas, Michigan Road corridor which serves as a community and regional destination, and the Village of West Clay, which functions as a local serving neighborhood commercial node. Additionally, the Town of Zionsville, 86th Street corridor and new commercial development along 146th Street near U.S. 31 are also recognized for providing commercial amenities to West Carmel residents.

With the significant growth in West Carmel, this area could most benefit from the acquisition and development of a new park. Similar to what has occurred in South Central Carmel, opportunities to work with developers may present the most financially feasible means to secure new parkland for the community.

3.4 SOCIAL AND ECONOMIC FACTORS

The Demographic Analysis provides an understanding of the population within Clay Township. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race and ethnicity. It is important to note that while the demographics analysis evaluates the population characteristics based on the geographic area.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.4.1 METHODOLOGY

Demographic data used for the analysis was obtained 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 2014, and reflects actual numbers as reported in 2010 Census and estimates for 2013 and 2018 as obtained by ESRI. Straight line linear regression was utilized for projected 2023 and 2028 demographics.

3.4.2 SUMMARY

Clay Township's population is expected to continue to increase at a marginal rate and thus it is important to focus on better management of existing resources. However, with a rapidly aging population, it will be important to move towards programs and facility types that can cater to the adult and senior population. Better connectivity and accessible offerings, fitness and wellness programs, life skill and self-directed programming would all be vital in meeting that audience's needs. Types of programs can include aquatics programs – aqua-aerobics, therapeutic recreation programs, family activities such as biking, walking, and swimming, and general entertainment and leisure activities.

At the same time, it would be helpful for CCPR to also provide youth centered programs as a means to attract younger families and fresh job seekers. Some programs types include youth based programming, before and after school programs as well as sports leagues and tournaments catered to them.

3.4.3 POPULATION

The Clay Township service area is projected to grow at a rapid pace over the next few years. From 2010 to 2013, the service area’s total population experienced an increase of 5.2% which is well above national growth averages. Projecting ahead, the growth rate is expected to continue to increase over the next 15 years. Based on the projections through 2028, the Township is expected to have approximately 112,647 residents living within 42,130 households (Figure 1).

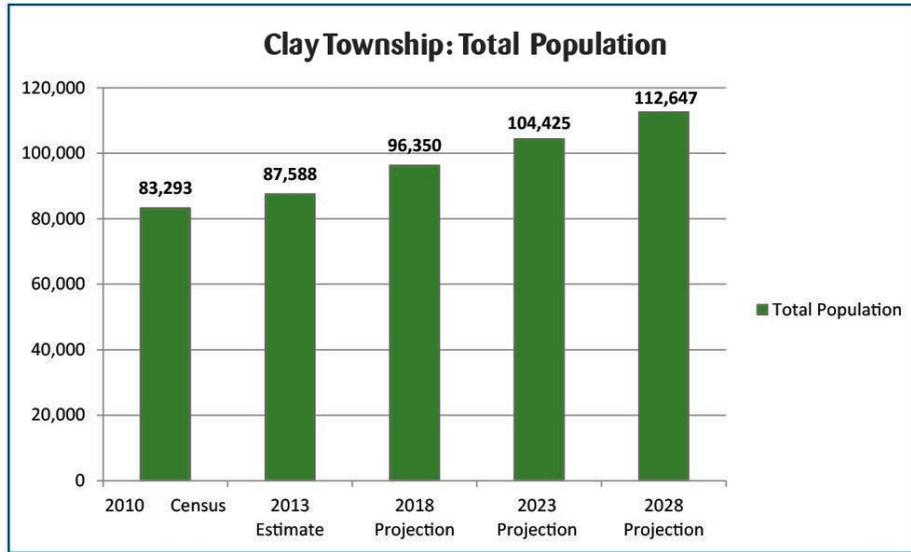


Figure 1 - Total Population Trends

3.4.4 AGE SEGMENT

Evaluating the distribution by age segments, the Clay Township service area is currently skewed between youth, families and active adult populations. Currently in 2013, the highest segment by population is the 35-54 with 31.7% and the lowest is the 18-34 population with 15.8% thus indicating a very wide range of variation between all the age groups. Over time, there is projected to be rapidly aging trend with the active adult (55+ population) growing from 22.4% in 2010 to 30.3% by 2028. This will make it, the largest age segment, followed by 35-54 (26.5%) and <18 (26.2%) by 2028 (Figure 2).

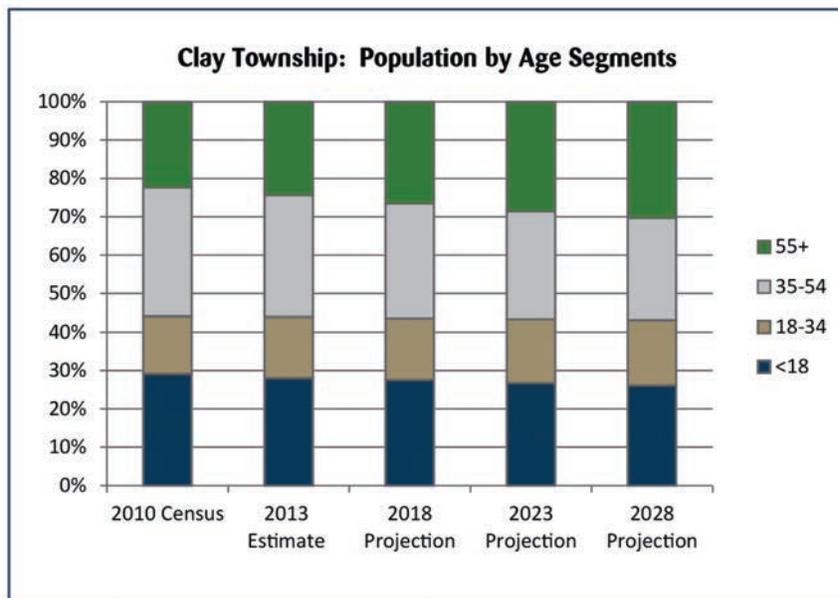


Figure 2 - Population by Major Age Segment

3.4.5 RACE AND ETHNICITY

From a race standpoint, Clay Township has a shifting landscape. The diversity is projected to increase with the majority Caucasian population (85.6% in 2010) reducing to 78.8% by 2028 with those belonging to Asian increasing the most. Those classified as Black Alone, Some Other Race, or Two or More Races make up the majority of the rest (Figure 3).

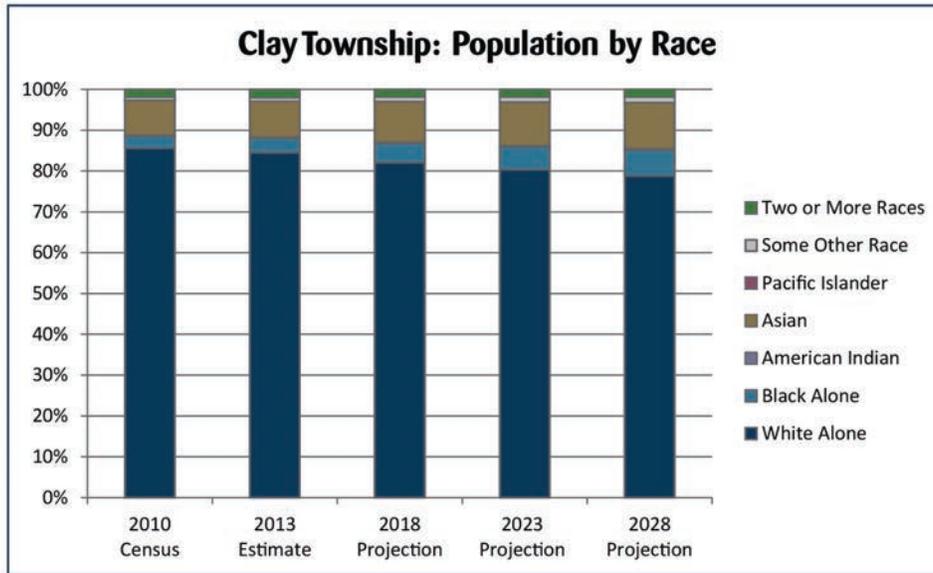
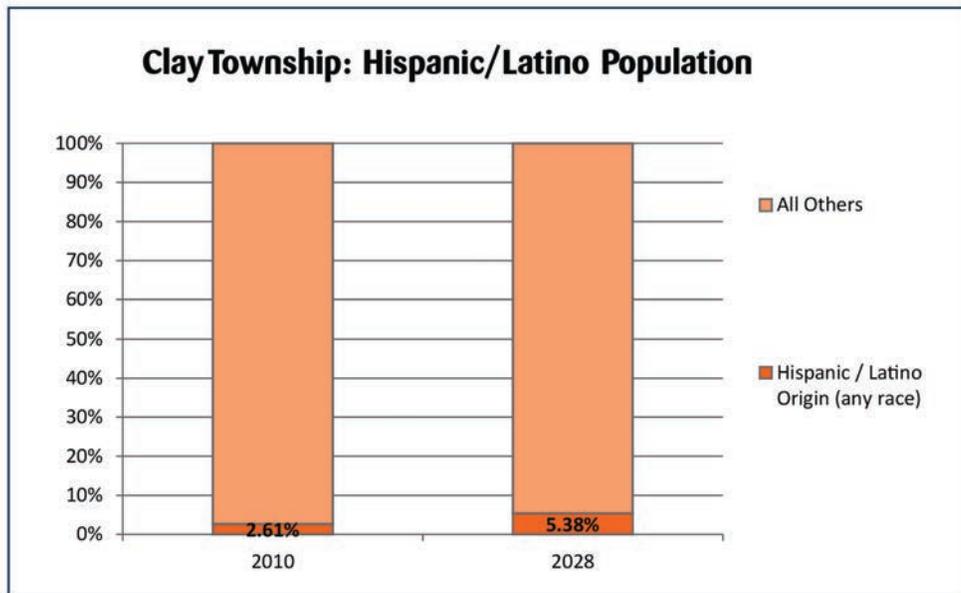


Figure 3 - Clay Township Population by Race

Similarly, Clay Township’s Hispanic/Latino Population is expected to increase from 2.6% to 5.3% in 2028.



Based on these shifts in demographics, it will remain important for CCPR to be cognizant of the community’s increasing diversity in the delivery of its programs and development of new amenities. Extra effort should continue to be made to solicit input from diverse constituents, helping to ensure CCPR understands and addresses the potentially different recreation needs of the diverse community. Existing programs and outreach, including the hugely popular table tennis programs, advertising in local Chinese publications, and recruitment and employment of a diverse staff representative of the community should be continued.

3.4.6 HOUSEHOLDS AND INCOME CHARACTERISTICS

The Township’s income characteristics demonstrate high growth trends. Currently, the median household income is \$96,427 and is projected to grow to \$178,327 by 2028. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$49,238 in 2013 to \$65,895 by 2028. This significant increase could imply the existence of a relatively healthy job market and economy along with significant business development within the service area during this period (Figure 4).

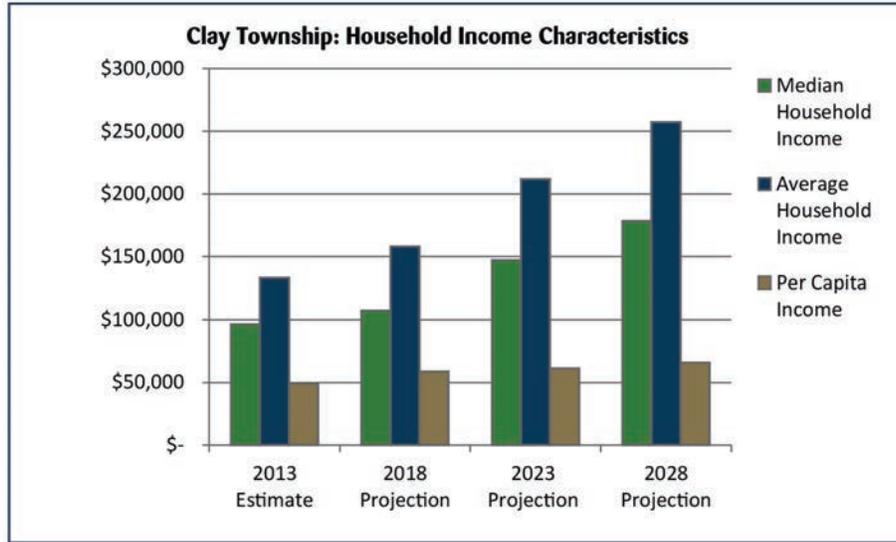


Figure 4 - Clay Township Income Characteristics

As seen in Figure 5, Clay Township’s median household income (\$96,427) is well above the state (\$48,374) and national (\$52,762) averages. Per Capita Income (\$4) is also significantly higher than state (\$24,558) and national (\$27,915) averages. This household income over and above the state and national averages indicate the presence of disposable income and greater price elasticity.

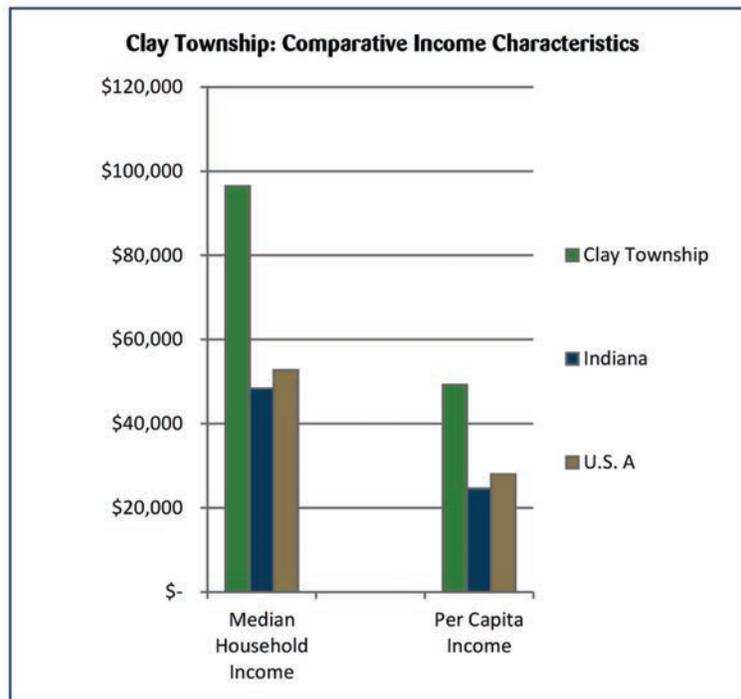


Figure 5 - Clay Township Comparative Income Characteristics

3.4.7 POVERTY LEVEL

Poverty status is determined by comparing annual income to a set of dollar values called poverty thresholds that vary by family size, number of children and age of householder. If a family's before tax money income is less than the dollar value of their threshold, then that family and every individual in it are considered to be in poverty. For people not living in families, poverty status is determined by comparing the individual's income to his or her poverty threshold. Clay Townships' poverty level (1.7%) is low for the State of Indiana, average of the State of Indiana is 14.7%, as is Hamilton County (4.1 %).

While this data tells us that a majority of residents can afford to pay for desired park amenities and programs, it is important to remember that parks and recreation services were created to improve everyone's quality of life regardless of their ability to pay. Since it is difficult to forecast the disposable income households will have in the future, it is important that CCPR continue to develop the recreation fee assistance beyond the before and after school program.

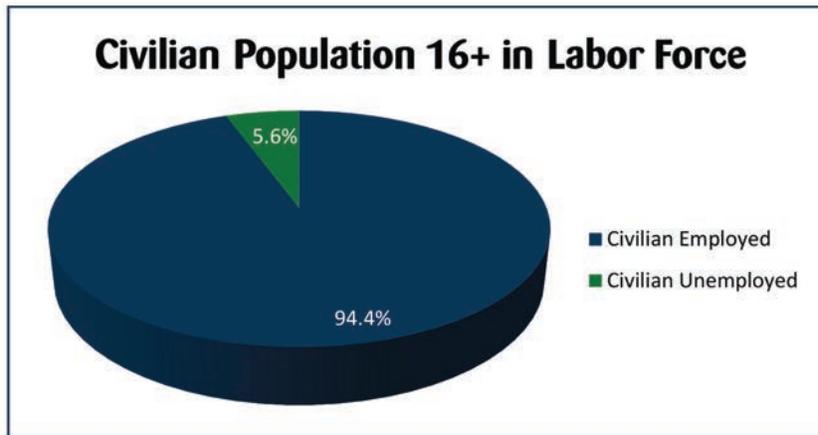
3.4.8 BUSINESS SUMMARY

Over 7,000 businesses are located in Clay Township that employ more than 45,000 individuals. Below is a breakdown of types of businesses located in the Township and the percent they make up of total businesses. Services make up nearly 60% of all business found in the Township followed by finance, insurance, and real estate (13.6%). Examples of services are hotels & lodging, automotive services, health services, legal services, education institution, etc. (Source: ESRI).

Type of Business	Percent of Total Businesses
Services	58.6%
Finance, Insurance, Real Estate	13.6%
Retail Trade	9.9%
Construction	5.3%
Wholesale Trade	4.8%
Manufacturing	2.8%
Agriculture & Mining	2.4%
Transportation	1.3%
Communication	0.8%
Government	0.3%
Utility	0.2%

3.4.9 UNEMPLOYMENT RATE

The current estimate for unemployment 5.6% is seen in the table below (Source: ESRI).

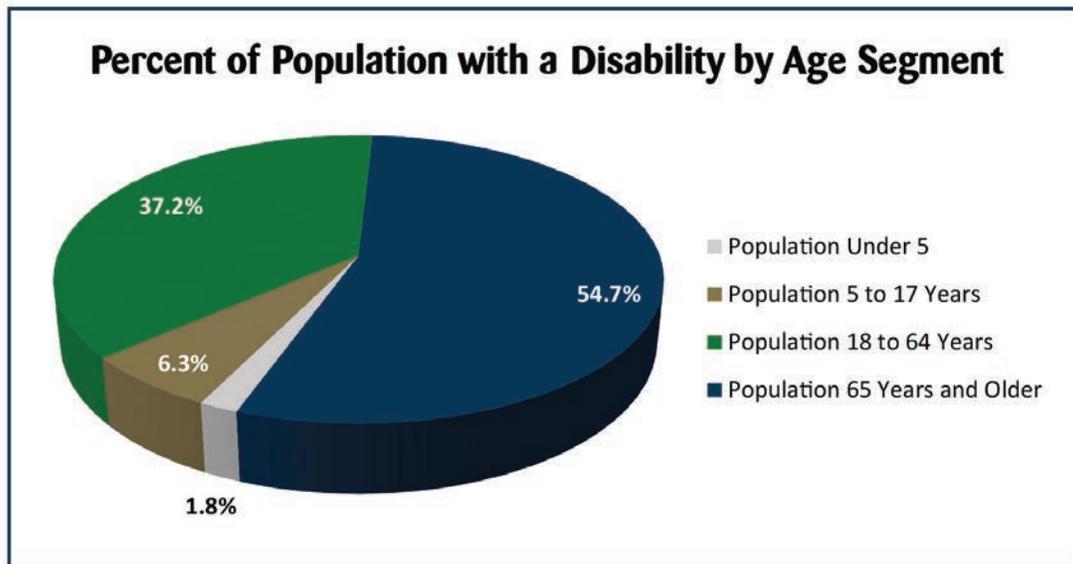
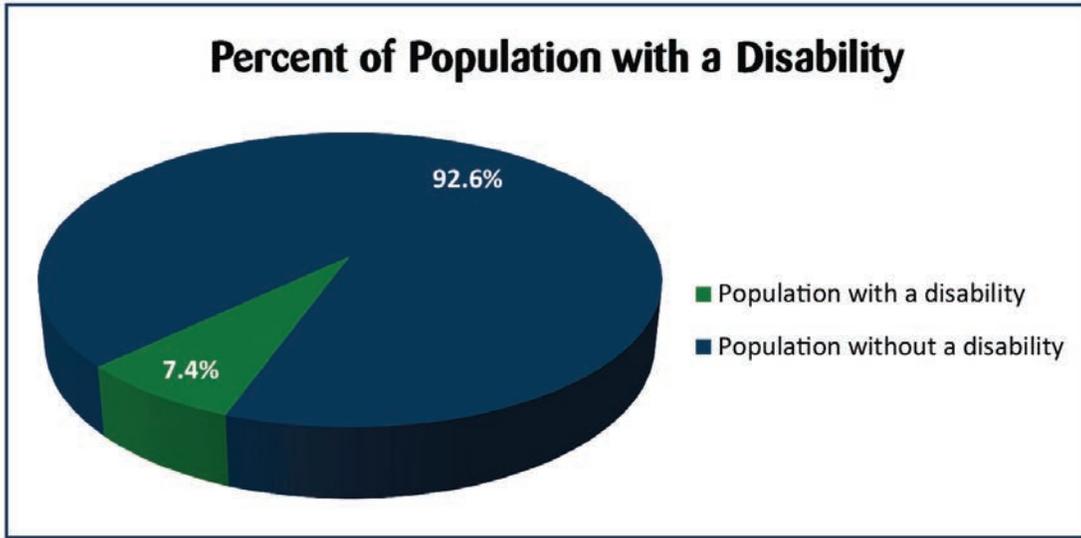


Clay Township has a high level of employment. It also has several large companies existing in the business parks. This data causes CCPR to look at access to parks and recreation services from a different perspective. Access, as defined by time constraints, will continue to be a growing concern as additional businesses locate to the area. Residents with employment during second and/or third shifts may have needs for access during non-traditional times for future parks and recreation facilities. The park staff will need to remain conscious of the need for access before and after traditional hours of operation.



3.4.10 POPULATION WITH DISABILITY

According to the most recent U.S. Census, the Township has a population with disability of 7.4% with the majority (54.7%) of them being 65 years of age and older.





3.5 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2013 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and 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. Walking participation during the last year data was available (2012), reported over 114 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2012. Team sports that have experienced significant growth in participation are lacrosse, rugby, ice hockey, ultimate Frisbee, gymnastics, beach volleyball, and fast pitch softball— all of which have experienced double digit growth over the last five years. Most recently, ice hockey, roller hockey, and fast pitch softball underwent the most rapid growth among team sports from 2011 to 2012.

In the past year, there has been a slight 1.9% increase of "inactives" in America, from 78.9 million in 2011 to 80.4 million in 2012. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. On the bright side, there is evidence that the rate of increase in inactivity is slowing down. Even more encouraging is that an estimated 33% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2013 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 online interviews carried out in January and February of 2013 from more than 38,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

3.5.1 NATIONAL TRENDS IN GENERAL SPORTS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional “bat and ball” sports with almost 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in Figure 6, since 2007, squash and other niche sports like lacrosse and rugby have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by over 110% over the last five years. Based on survey findings from 2007-2012, lacrosse and rugby have experienced significant growth, increasing by 51.9% and 43.8% respectively. Other sports with notable growth in participation over the last five years were ice hockey (28.4%), ultimate Frisbee (27.1%), gymnastics (25.8%), and beach volleyball (16.2%). From 2011 to 2012, the fastest growing general sports were squash (16%), ice hockey (10.9%), roller hockey (10.5%), and fast pitch softball (9.3%).

In terms of total participants, the most popular activities in the general sports category in 2012 include basketball (23.7 million), tennis (17 million), baseball (13 million), outdoor soccer (12.9 million), and slow pitch softball (7.4 million). All five of these sports have been declining in recent years; however, the sheer number of participants demands the continued support of these sports.

National Participatory Trends - General Sports											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Baseball	16,058	15,539	14,429	14,198	13,561	12,976	-4.3%	-8.6%	-10.1%	-16.5%	-19.2%
Basketball	25,961	26,108	25,131	25,156	24,790	23,708	-4.4%	-5.8%	-5.7%	-9.2%	-8.7%
Cheerleading	3,279	3,192	3,070	3,134	3,049	3,244	6.4%	3.5%	5.7%	1.6%	-1.1%
Field Hockey	1,127	1,122	1,092	1,182	1,147	1,237	7.8%	4.7%	13.3%	10.2%	9.8%
Football, Flag	N/A	7,310	6,932	6,660	6,325	5,865	-7.3%	-11.9%	-15.4%	-19.8%	N/A
Football, Tackle	7,939	7,816	7,243	6,850	6,448	6,220	-3.5%	-9.2%	-14.1%	-20.4%	-21.7%
Football, Touch	N/A	10,493	9,726	8,663	7,684	7,295	-5.1%	-15.8%	-25.0%	-30.5%	N/A
Gymnastics	4,066	3,975	3,952	4,418	4,824	5,115	6.0%	15.8%	29.4%	28.7%	25.8%
Ice Hockey	1,840	1,871	2,018	2,140	2,131	2,363	10.9%	10.4%	17.1%	26.3%	28.4%
Lacrosse	1,058	1,092	1,162	1,423	1,501	1,607	7.1%	12.9%	38.3%	47.2%	51.9%
Racquetball	4,229	4,611	4,784	4,603	4,357	4,070	-6.6%	-11.6%	-14.9%	-11.7%	-3.8%
Roller Hockey	1,681	1,569	1,427	1,374	1,237	1,367	10.5%	-0.5%	-4.2%	-12.9%	-18.7%
Rugby	617	654	720	940	850	887	4.4%	-5.6%	23.2%	35.6%	43.8%
Soccer (Indoor)	4,237	4,487	4,825	4,920	4,631	4,617	-0.3%	-6.2%	-4.3%	2.9%	9.0%
Soccer (Outdoor)	13,708	13,996	13,957	13,883	13,667	12,944	-5.3%	-6.8%	-7.3%	-7.5%	-5.6%
Softball (Fast Pitch)	2,345	2,331	2,476	2,513	2,400	2,624	9.3%	4.4%	6.0%	12.6%	11.9%
Softball (Slow Pitch)	9,485	9,660	9,180	8,477	7,809	7,411	-5.1%	-12.6%	-19.3%	-23.3%	-21.9%
Squash	612	659	796	1,031	1,112	1,290	16.0%	25.1%	62.1%	95.8%	110.8%
Tennis	16,940	17,749	18,546	18,719	17,772	17,020	-4.2%	-9.1%	-8.2%	-4.1%	0.5%
Track and Field	4,691	4,604	4,480	4,383	4,341	4,257	-1.9%	-2.9%	-5.0%	-7.5%	-9.3%
Ultimate Frisbee	4,038	4,459	4,636	4,571	4,868	5,131	5.4%	12.3%	10.7%	15.1%	27.1%
Volleyball (Court)	6,986	7,588	7,737	7,315	6,662	6,384	-4.2%	-12.7%	-17.5%	-15.9%	-8.6%
Volleyball (Sand/Beach)	3,878	4,025	4,324	4,752	4,451	4,505	1.2%	-5.2%	4.2%	11.9%	16.2%
Wrestling	3,313	3,335	3,170	2,536	1,971	1,922	-2.5%	-24.2%	-39.4%	-42.4%	-42.0%

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%)

Figure 6 - General Sport Participatory Trends

3.5.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and all three categories have seen an increase in participatory recently. Fitness swimming is the absolute leader in multigenerational appeal with over 23 million reported participants in 2012, a 7.9% increase from the previous year (Figure 7). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, and has reversed a downward trend in the last few years. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

National Participatory Trends - Aquatics											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Aquatic Exercise	9,757	9,512	8,965	8,947	9,042	9,177	1.5%	2.6%	2.4%	-3.5%	-5.9%
Swimming (Competition)	N/A	N/A	N/A	N/A	2,363	2,502	5.9%	N/A	N/A	N/A	N/A
Swimming (Fitness)	N/A	N/A	N/A	N/A	21,517	23,216	7.9%	N/A	N/A	N/A	N/A

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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Figure 7 - Aquatic Participatory Trends



3.5.3 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced 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. Many of these activities 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, which had over 114 million participants in 2012. Other leading fitness activities based on number of participants include running/jogging (over 51 million participants), treadmill (nearly 51 million participants), and hand free weights (46.6 million participants). Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 43.3%), cardio kickboxing (up 39.8%), group stationary cycling (up 34.3%), and running/jogging (up 25.3%). From 2011-2012, the largest gains in participation were in Tai Chi (up 7.7%), Calisthenics (up 6.5%), and Yoga (up 5.2%) (Figure 8).

National Participatory Trends - General Fitness											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	16,178	2.7%	11.1%	26.7%	37.3%	43.3%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	25,707	-0.9%	-2.7%	3.1%	10.4%	14.8%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	9,577	-6.8%	-13.2%	-9.2%	1.6%	12.3%
Boxing for Fitness	N/A	N/A	N/A	4,788	4,631	4,831	4.3%	0.9%	N/A	N/A	N/A
Calisthenics	8,629	8,888	9,127	9,097	8,787	9,356	6.5%	2.8%	2.5%	5.3%	8.4%
Cross-Training	N/A	N/A	N/A	N/A	7,706	7,496	-2.7%	N/A	N/A	N/A	N/A
Cardio Kickboxing	4,812	4,905	5,500	6,287	6,488	6,725	3.7%	7.0%	22.3%	37.1%	39.8%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	28,560	-3.9%	4.5%	10.3%	16.9%	21.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	114,029	1.2%	1.7%	2.8%	3.5%	4.9%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	26,688	-1.4%	-1.9%	0.3%	3.4%	4.7%
Free Weights (Dumbbells)	32,371	33,381	35,068	36,566	36,470	36,604	0.4%	0.1%	4.4%	9.7%	13.1%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	46,564	-0.8%	1.4%	4.7%	7.3%	6.3%
Martial Arts	6,865	6,818	6,643	6,002	5,037	5,075	0.8%	-15.4%	-23.6%	-25.6%	-26.1%
Pilates Training	9,192	9,039	8,770	8,404	8,507	8,519	0.1%	1.4%	-2.9%	-5.8%	-7.3%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	51,450	2.8%	10.3%	21.0%	25.2%	25.3%
Stair Climbing Machine	13,521	13,863	13,653	13,269	13,409	12,979	-3.2%	-2.2%	-4.9%	-6.4%	-4.0%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	8,477	-3.0%	7.9%	25.4%	30.3%	34.3%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	11,649	-2.4%	1.7%	3.1%	4.9%	7.7%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	24,338	-0.3%	-1.0%	-2.3%	-2.3%	-0.8%
Stretching	36,181	36,235	36,299	35,720	34,687	35,873	3.4%	0.4%	-1.2%	-1.0%	-0.9%
Tai Chi	N/A	3,424	3,315	3,193	2,975	3,203	7.7%	0.3%	-3.4%	-6.5%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	50,839	-4.5%	-2.7%	0.9%	2.2%	1.5%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	38,999	-1.4%	-0.5%	-0.2%	0.4%	-0.7%
Yoga	N/A	17,758	18,934	20,998	22,107	23,253	5.2%	10.7%	22.8%	30.9%	N/A

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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Figure 8 - General Fitness National Participatory Trends

3.5.4 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's Topline Participation Report demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and is not limited by time restraints. In 2012, the most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (over 39 million participants), and day hiking (over 34.5 million participants). From 2007-2012, general recreation activities that have undergone very rapid growth are adventure racing (up 131.8%), traditional/road triathlons (up 124.2%), non-traditional/off-road triathlons (up 122.6%), and trail running (up 37.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 38.5%, 30.4%, and 26.1% respectively over the last five years (Figure 9).

National Participatory Trends - General Recreation											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Adventure Racing	698	809	1,005	1,214	1,202	1,618	34.6%	33.3%	61.0%	100.0%	131.8%
Archery	5,950	6,180	6,368	6,323	6,471	7,173	10.8%	13.4%	12.6%	16.1%	20.6%
Bicycling (Mountain)	6,892	7,242	7,367	7,152	6,989	7,265	3.9%	1.6%	-1.4%	0.3%	5.4%
Bicycling (Road)	38,940	38,527	39,127	39,730	39,834	39,790	-0.1%	0.2%	1.7%	3.3%	2.2%
Bicycling (BMX)	1,887	1,896	1,858	2,090	1,958	1,861	-5.0%	-11.0%	0.2%	-1.8%	-1.4%
Climbing (Sport/Indoor/Boulder)	4,514	4,642	4,541	4,542	4,445	4,355	-2.0%	-4.1%	-4.1%	-6.2%	-3.5%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,175	2,062	2,017	1,904	1,899	-0.3%	-5.9%	-7.9%	-12.7%	-7.9%
Fishing (Fly)	5,756	5,849	5,755	5,523	5,581	5,848	4.8%	5.9%	1.6%	0.0%	1.6%
Fishing (Freshwater)	43,859	42,095	40,646	39,911	38,864	39,002	0.4%	-2.3%	-4.0%	-7.3%	-11.1%
Fishing (Saltwater)	14,437	14,121	13,054	12,056	11,896	12,000	0.9%	-0.5%	-8.1%	-15.0%	-16.9%
Hiking (Day)	29,965	31,238	32,542	32,534	33,494	34,519	3.1%	6.1%	6.1%	10.5%	15.2%
Horseback Riding	12,098	11,457	10,286	9,782	9,335	8,423	-9.8%	-13.9%	-18.1%	-26.5%	-30.4%
Roller Skating, In-Line	10,814	10,211	8,942	8,128	7,451	6,647	-10.8%	-18.2%	-25.7%	-34.9%	-38.5%
Skateboarding	8,429	8,118	7,580	7,080	6,318	6,227	-1.4%	-12.0%	-17.8%	-23.3%	-26.1%
Trail Running	4,216	4,537	4,845	4,985	5,373	5,806	8.1%	16.5%	19.8%	28.0%	37.7%
Triathlon (Non-Traditional/Off Road)	483	543	634	798	819	1,075	31.3%	34.7%	69.6%	98.0%	122.6%
Triathlon (Traditional/Road)	798	943	1,148	1,593	1,686	1,789	6.1%	12.3%	55.8%	89.7%	124.2%

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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Figure 9 - General Recreation National Participatory Trends

3.5.5 LOCAL SPORT AND MARKET POTENTIAL ANALYSIS

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the target area. The MPI shows the likelihood that an adult resident of Clay Township's service area will exhibit certain consumer behavior 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 Township is compared to the national average in four (4) categories – general sports by activity, fitness by activity, outdoor recreation by activity, and money spent on miscellaneous recreation. All service areas show high market potential index numbers for all categories.

GENERAL SPORTS MARKET POTENTIAL

Participatory Trends; by Activity - General Sports	Clay Township Market Potential Index (MPI)
Participated in Baseball	110
Participated in Basketball	108
Participated in Football	99
Participated in Golf	157
Participated in Soccer	122
Participated in Softball	105
Participated in Tennis	152
Participated in Volleyball	102

FITNESS MARKET POTENTIAL

Participatory Trends; by Activity - Fitness	Clay Township Market Potential Index (MPI)
Participated in Aerobics	141
Participated in Pilates	146
Participated in Swimming	127
Participated in Walking for Exercise	128
Participated in Weight Lifting	149
Participated in Yoga	144

OUTDOOR RECREATION MARKET ANALYSIS

Participatory Trends; by Activity - Outdoor Recreation	Clay Township Market Potential Index (MPI)
Participated in Backpacking/Hiking	139
Participated in Bicycling (Mountain)	139
Participated in Bicycling (Road)	147
Participated in Boating (Power)	118
Participated in Canoeing/Kayaking	116
Participated in Horseback Riding	120
Participated in Jogging/Running	145
Participated in Tennis	152
Participated in Volleyball	102

MONEY SPENT ON MISCELLANEOUS RECREATION

Participatory Trends; by Activity - Money Spent on Miscellaneous Recreation	Clay Township Market Potential Index (MPI)
Spent on High End Sports/Recreation Equipment <\$250	108
Spent on High End Sports/Recreation Equipment >\$250	138
Attend sports event: baseball game	138
Attend sports event: basketball game (college)	128
Attend sports event: basketball game (pro)	131
Attend sports event: football game (college)	130
Attend sports event: football-Monday night game (pro)	112
Attend sports event: football-weekend game (pro)	128
Attend sports event: golf tournament	132
Attend sports event: ice hockey game	130
Attend sports event: soccer game	121
Visited a theme park in last 12 months	126
Visited Disney World (FL)/12 mo: Magic Kingdom	146
Visited any Sea World in last 12 months	146
Visited any Six Flags in last 12 months	120
Went to zoo in last 12 months	140

3.6 BENCHMARK ANALYSIS

PROS Consulting, along with CCPR, identified operating metrics to be benchmarked to comparable industry leading park and recreation systems nationwide that have high cost recovery, are National Gold Medal winning agencies, and/or nationally accredited agencies through the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide comparable information, as best as possible. The challenge was ensuring that the agencies would turn around the information in a short timeframe.

It must be noted that the benchmark analysis is only an indicator based on the information provided. Every effort was made, however, when working directly with the benchmark agencies to obtain the most credible information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics with budgets, staffing, supporting plans, and acreages. In some instances, the information was not tracked or not available. The attributes considered in this benchmark study included:

- Population/ Demographics
- Size of System (square miles)
- Leading System Nationwide

Careful attention was paid to incorporate a mix of systems that are comparable industry leaders and they include:

- Frisco, Texas
- Park District of Highland Park, Illinois
- Roseville, California
- West Des Moines, Iowa
- Westerville, Ohio

Due to difference in how each system collects, maintains and reports data, variances exist. These variations have an impact on the per capita and percentage allocations within the budget and hence the overall comparison must be viewed with this in mind. Also, despite repeated attempts to obtain missing information, there may be some portions where the data provided by the benchmarked systems was incomplete.

The benchmark data collection for all systems was done as of July 2013. While it is possible that there may have been changes or updates in the data provided, in order to ensure consistency in data collection the original figures obtained at that time have been used in the benchmark.

The goal was to evaluate where CCPR is positioned among peer agencies as it applies to efficiency and effectiveness practices. The survey is organized into specific categories and questions to obtain data that offers an encompassing view of each system's operating metrics in comparison to CCPR.

3.6.1 BENCHMARK COMPARISON

GENERAL COMPARATIVE OF SYSTEMS

This section provides size and population figures for the city or jurisdiction containing each system. It also presents information on each system's parks and greenways, including acreage statistics and total trail miles. The chart below breaks down total acreage per 1,000 residents, as well as a percentage of total acres maintained by each parks department.

System	City Area (Sq. Miles)	Current Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Parks and Greenways	Total Acres Owned or Managed by System	PARKS			Total Trail Miles
						Total Developed Acres	% Acres Maintained to Total Park Acres	Total Park Acres Per 1,000 Pop.	
Carmel Clay Parks and Recreation	49.1	86,439	1,761	15	505	177	35%	5.84	16.0
Frisco Parks and Recreation	62.4	132,790	2,128	36	1,509	671	44%	11.36	55.5
Park District of Highland Park	12.2	29,914	2,444	41	680	670	99%	22.73	11.5
Roseville Parks and Recreation	36.2	121,962	3,369	68	408.5	253	62%	3.35	
West Des Moines Parks and Recreation	38.6	61,824	1,602	34	1,239	512	41%	20.04	48.0
Westerville Parks and Recreation	12.5	36,665	2,933	52	617	389	63%	16.83	32.0

Notes*

Frisco also manages/owns 225 medians

Roseville Parks and Recreation, CA has the largest current population (121,962) and population density (3,369 people per square mile) among all systems analyzed in the benchmark comparison. Park District of Highland Park, IL ranks last in area (12.2 square miles) and population (29,914), while the lowest population per square mile belongs to West Des Moines Parks and Recreation (1,602 per square mile). Comparatively, CCPR is the largest in terms of area (49.1 square miles), and ranks second in population (86,439), but is near the bottom in population density (1,761 people per square mile).

Roseville Parks and Recreation, CA (408.5 acres in 68 parks) is the highest in total number of parks and is the lowest in total park acres. West Des Moines Parks and Recreation boasts a total acreage of 1,239 (which is nearly double the next closest system), but it falls near the bottom in total number of parks. In comparison, CCPR has the lowest number of parks with only 15, and its total acreage (505) ranks next to last.

In terms of percentages, CCPR maintains only 35% of its total park acres and ranks last in the category, while it is next to last in total park acres per population, with only 5.84 park acres per 1,000 people. Park District of Highland Park is first in percentage of park acres maintained (99%), and it also has the highest total park acres per 1,000 people (22.73). Roseville Parks and Recreation is the only system with lower total park acres per 1,000 people (3.35) than CCPR.

ANNUAL OPERATING BUDGET AND COST RECOVERY

This section covers two parts, the total budget and cost recovery. The total budget is derived by summing the total operating expenses and the capital budget. Operating cost recovery is found by taking total earned income revenue and dividing it by the total operating expenses.

System	Total Earned Income Revenues	Total Operating Expenses	Capital Budget	Total Budget	Operating Expenses Per Capita	Operating Cost Recovery
Carmel Clay Parks and Recreation	\$8,514,366	\$9,985,902	\$3,039,902	\$13,025,804	\$115.53	85%
Frisco Parks and Recreation	\$4,474,081	\$9,833,056	\$5,200,000	\$15,033,056	\$74.05	46%
Park District of Highland Park	\$8,190,406	\$11,497,089	\$7,152,038	\$18,649,127	\$384.34	71%
Roseville Parks and Recreation	\$11,230,000	\$21,640,000	\$3,000,000	\$24,640,000	\$177.43	52%
West Des Moines Parks and Recreation	\$1,403,124	\$4,693,806	\$2,500,000	\$7,193,806	\$75.92	30%
Westerville Parks and Recreation	\$3,899,185	\$8,695,500	\$5,200,000	\$13,895,500	\$237.16	45%

Notes*

Capital budget figures are an average over the past three years for each system

Roseville Parks and Recreation Department currently has the highest total budget with \$24,640,000 and operates at 52% operating cost recovery. The Park District of Highland Park has the highest operating expenses per capita at \$384.34 and highest capital budget at \$7,152,038, while reporting the second highest operating cost recovery (71%). CCPR is the leader for operational cost recovery among benchmark agencies at 85%, based on total operating expenses of \$9,985,902. When comparing operating expenses per capita, CCPR does a great job of limiting costs and ranks third among benchmark agencies with just over \$115 spent per resident.

COST RECOVERY GOALS

This category shows the cost recovery goals each system wishes to achieve. Some have cost recovery goals and others do not.

System	Cost Recovery Goals				
Carmel Clay Parks and Recreation	Monon Community Center 100%	Extended School Enrichment 100%			
Frisco Parks and Recreation	Frisco Athletic Center 100%				
Park District of Highland Park					
Roseville Parks and Recreation	General Fund Only 31%	Recreation & Facilities 69%	Administration, Development, Parks & Open Space 7.8%		
West Des Moines Parks and Recreation	No Specific Cost Recovery Goals for Facilities				
Westerville Parks and Recreation	"Recreation 65-75%"	"Senior Center 5-15%/"	"Facilities 75-90%"	Highland Park Aquatic Center 85-100%	"Parks 0-5%"

Notes*

Roseville Parks and Recreation- 58.3% cost recovery goal includes enterprise funds (child care and golf)

West Des Moines Parks and Recreation- 100% cost recovery goal includes part-time wages, rent, sales tax, program cost, and contractual services

FULL TIME EQUIVALENTS SYSTEM

This section shows the amount of FTE's (Full Time Equivalents) in each system and total FTE's per 1,000 population. As seen below, information on FTE's was unavailable for the Park District of Highland Park, and the system should not be used for comparison in this portion of the benchmark analysis.

System	Total FTE	Population	Total FTE per 1,000 Pop.
Carmel Clay Parks and Recreation	199.70	86,439	2.31
Frisco Parks and Recreation	153.75	132,790	1.16
Park District of Highland Park		29,914	
Roseville Parks and Recreation	221.00	121,962	1.81
Westerville Parks and Recreation	69.00	36,665	1.88

Based on information on FTE's, CCPR is the outright leader in comparisons of Full Time Equivalents to current population figures, with 2.31 FTE's per 1,000 people. The next closest systems in total FTE's per 1,000 population are Westerville Parks and Recreation and Roseville Parks and Recreation, with 1.88 and 1.81 FTE's per 1,000 people, respectively.

RECREATION SQUARE FOOTAGE

This portion of the benchmark analysis compares the total square footage of recreation and/or aquatic centers to total population within each system. Square footage figures for the Roseville Parks and Recreation system were unavailable and will not be used for analysis in this section of the report.

System	Total Sq. Ft. of Recreation and/or Aquatic Centers	Population	Sq. Ft. per Population
Carmel Clay Parks and Recreation	194,408.5	86,439	2.25
Frisco Parks and Recreation	177,000.0	132,790	1.33
Park District of Highland Park	203,690.0	29,914	6.81
Roseville Parks and Recreation		121,962	0.00
West Des Moines Parks and Recreation	154,500	61,824	2.50
Westerville Parks and Recreation	189,623	36,665	5.17

Notes* Square Footage Includes the following for each system:

Carmel Clay Parks and Recreation- Monon Community Center and The Waterpark

Frisco Parks and Recreation- Frisco Athletic Center and Senior Center

Park District of Highland Park- Indoor Ice, Indoor Racquet Sports, Nature Center, Aquatic Center, and Recreation Center

Roseville Parks and Recreation- no facility square footage information provided

West Des Moines Parks and Recreation- Two Outdoor Aquatic Centers, Community Center, and Nature Lodge

Westerville Parks and Recreation- Community Center, Recreation Program Center, Senior Center, Everal Barn & Homestead, and Aquatic Center

Based on the table above, the two smallest systems in terms of total population represent the highest ratios of facility square footage per population, with the Park District of Highland Park at 6.81 sq. ft. / person and Westerville Parks and Recreation at 5.17 sq. ft. / person. Due to the constraints of a larger population, CCPR falls near the bottom with 2.25 square feet of recreation and aquatic centers per person. Systems analyzed in this analysis reflect a converse correlation between population and square footage of centers per person, in which smaller populations generate higher square feet per person figures.

OPERATING SOURCES

The following chart depicts the sources of operating funds for each system.

System	Source of Operating Funds						
	Taxes- City of Carmel	Taxes- Clay Township	User Fees	Commissions	Sponsorships	Donations	Interest
Carmel Clay Parks and Recreation							
Frisco Parks and Recreation	General Fund	Community Development Corporation	Parks Development Fund	Grants	General Obligation Bonds		
Park District of Highland Park	Property Taxes	Replacement Tax	Fees & Memberships	Merchandise	Rentals	Investment Income	Grants & Donations
Roseville Parks and Recreation	User Fees	General Fund	Special Revenue Fund	Special Districts			
West Des Moines Parks and Recreation	Property Taxes	Fee Revenue	Hotel/Motel Taxes	Grants	Donations	Sponsorships	
Westerville Parks and Recreation	Jurisdiction General Fund	Fees and Charges	Parks Income Tax				

Notes* Square Footage Includes the following for each system:

West Des Moines Parks and Recreation- Grants, Donations and Sponsorships are all irregular and insignificant



CHAPTER FOUR–PARKS, FACILITIES, OPEN SPACE & PROGRAM NEEDS ANALYSIS

4.1 PARKS AND RECREATION FACILITIES ASSESSMENT

In October 2012, the PROS team performed an assessment of all CCPR parks. This assessment establishes a base-line understanding and “snapshot” of the existing conditions of the parks and amenities in the system, and support the foundation, or reference point, from which recommendations of the Parks and Recreation Master Plan can be developed.

4.1.1 METHODOLOGY

The condition of parks and assets evaluated and assessed by the PROS Team are noted in the tables associated with the park. Park and asset conditions were rated using a differential scale of excellent, good, fair or poor. The description of conditions that are attributed to each of these assessment findings are provided in the table below.

SCALE OF CONDITIONS

Assessment Finding	General Description
Excellent	Park/amenities are in excellent condition with little or no maintenance problems noted. Park/amenities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Park/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and/or heavy use. Park/amenities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair	Park/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.
Poor	Park/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these park/amenities are the result of age and heavy use, and generally are compounded over time due to deferred maintenance as a result of budget and/or resource limitations. Park/amenities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

For purposes of this project and site assessment, park assets are developed amenities within CCPR parks that enhance the recreational experience of users. Specific examples of park assets include picnic areas, playgrounds, shelters or pavilions, ball fields, sport courts, etc.

The PROS team assessed nineteen (19) CCPR parks and recreation sites that included the following:

- Carey Grove Park
- Central Park
 - East of Monon Greenway
 - West of Monon Greenway
- Cherry Tree Park
- Flowing Well Park
- Founders Park
- Greyhound Trail
- Hagan Burke Trail
- Hazel Landing Park
- Lawrence Inlow Park
- Lenape Trace Park
- Meadowlark Park
- Monon Greenway
 - Depot Trailhead
 - Rotary Plaza
- Prairie Meadow Park
- River Heritage Park
- West Park
- White River Greenway

During each site visit, the PROS team made observations regarding park access, the site's comfort and image and uses. An evaluation of each park can be found in the Appendix.



4.1.2 SUMMARY OF SYSTEM

STRENGTHS

- Parks overall are very well maintained, with most rated as being in excellent condition.
- Landscape beds throughout the system are in excellent condition and were clean and free of weeds.
- Trails were generally well maintained and free of trash.
- Parks were free of trash and offered plenty of receptacles for trash and animal waste throughout the system.
- Turf maintenance was excellent.
- The park system offers a wide variety of park experiences varying from passive program areas to active areas. This includes parks that offer both opportunities at the same site (e.g. Central Park, Lawrence Inlow Park, River Heritage Park, West Park).
- There was no evidence of vandalism or graffiti at any of the sites.
- Park benches and picnic tables are in excellent condition throughout the system.

OPPORTUNITIES

- In general, the asphalt trails were in good condition; however, there were instance of cracks in the asphalt. A maintenance schedule should be developed to address crack sealing on a dedicated amount of trail feet on an annual basis.
- Ensure that parks, specifically at the community park level, target different age segments to create at least 4-5 program experiences per age segment (age segments include: 2-5, 6-8, 9-12, 13-15, 16-20, 21-30, 30-45, 46-60, 60-70, 70+).
- Restrooms, while clean, need to be updated and all should include porcelain fixtures. Moving away from the stainless steel fixtures currently in some facilities would be an opportunity for CCPR to consider as graffiti and other vandalism is not a significant issue throughout the system.
- Use consistent branding on signs throughout the system. There is inconsistency with the brand at different parks (ex: Hazel Landing Park and other neighborhood parks using an out of date brand logo). Establish a replacement schedule for outdated signs that do not conform to the current brand.
- Within the neighborhood and community parks, CCPR should utilize signage on the loop trails to give users an accurate count on the distance, as well as consider branding some trails as Heart Healthy Trails. This would be a great opportunity within the trails in Central Park, as well as at West Park and Founders Park.
- Extend the break-in warning signs at Central Park to the parking areas and trailheads on the Monon Greenway, as well as neighborhood parks.
- Update the trail signage along the Monon Greenway, as some of the literature and trail maps are out of date.
- Establish a maintenance schedule for the replacement of the wood boardwalks at Central Park and West Park, as well as the wood fencing along the Greenway trails.
- Update infrastructure at several parks based on a lifecycle replacement schedule that includes new playground equipment, additional picnic shelters, new spray grounds, sports courts and restrooms.
- Continue working with the City to add north/south and east/west trails, such as the new 106th Street perimeter trail, that interconnect with the existing Greenway system.
- Assist the City in identifying appropriate north/south bicycle lanes on City streets to help alleviate congestion on the Monon Greenway.
- Add an additional park(s) in Northwest Carmel.
- Ensure each park has a current master plan to guide park management and future development.

4.2 RECREATION PROGRAM ASSESSMENT

An assessment of CCPR's program offerings was completed as part of the Parks and Recreation Master Plan. The aim of the assessment was to identify core program areas, gaps and overlaps in services as well as system-wide issues such as customer feedback, performance measures and marketing that is vital to the success of CCPR's program growth.

The consulting team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Community wide statistically-valid survey
- Website review

The Parks and Recreation staff selected the core programs / facilities to be evaluated and entered the data into the program assessment matrix provided by PROS.

The core programs areas assessed include:

- Adaptive Programs
- Adults Programs
- Aquatics Programs
- Extended School Enrichment (ESE) and Summer Camp Series
- Fitness Programs
- Preschool Programs
- Youth Programs

4.2.1 PROGRAM ASSESSMENT AND OVERVIEW

Overall observations from the program assessment are:

- Community Events (Concerts, Tour De Carmel etc.), Fitness Wellness for Adults and Outdoor / Environmental programs are the highest priority for the community.
- The Tapestry Segmentation (Psychographics) indicate a high percentage of residents fall within the High Society or Solo Acts Lifemode Groups.
- The program descriptions do a good job promoting the benefits of participation.
- Program lifecycles: It is encouraging to see a good percentage (9%) of programs in the Introduction Stage. It is important to eliminate or reposition programs in the Decline stage and focus on program innovation to introduce a greater number of programs in the Introduction through Take-off stage.
- Age Segments are skewed towards a youth audience, which is common nationwide. It would be useful to continue assessing that to ensure alignment between community demographics and the program target audiences.
- HR standards seem consistent and the introduction of system-wide ongoing Customer Service training will be a very beneficial practice.
- Expanding core program areas into a focused Outdoor Adventure program area is recommended.
- Website and online communication was recently revamped to enhance user friendliness with a focus on driving participation and revenue goals. Continue to monitor effectiveness of changes and make adjustments as necessary.
- Reassessing some program classifications to ensure alignment to community versus individual benefit is recommended.
- Overall, varied use of social media practices including Facebook, Twitter, YouTube, Pinterest, Instagram etc. Google+ is the only mainstream social media that could be added. Crowdfunding options such as www.kickstarter.org, www.indiegogo.com or www.razoo.com could be explored as well.

4.2.2 TAPESTRY SEGMENTATION

In the Socioeconomics of Urban Travel: Evidence from the 2001 National Household Travel Survey report, John Pucher and John Renne evaluate variations in travel behavior and other behavioral characteristics based on income, race, ethnicity, sex, and age.

They developed a 65-segment Community Tapestry system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. Community Tapestry combines the traditional statistical methodology of cluster analysis with ESRI's latest data mining techniques to provide a robust and compelling segmentation of U.S. neighborhoods. Tapestry market information is of particular importance for an abundance of campaigns, including:

- Targeting specific groups
- Using customer preferences in developing services
- Customer relations and marketing



Figure 10 - Lifemode Group

To provide a broader view of the 65 various tapestry profile segments, twelve LifeMode groups were created. LifeMode groups are based on lifestyle and lifestage composition.

When analyzing the LifeMode Groups by household income, it is evident that although LifeMode Groups are summarized based on a shared experience, many of the similarities are based on the socioeconomic profiles of the segmented populace. Figure 8 illustrates the income ranges of each of the LifeMode Groups. While most fall in the middle ground, only one group – High Society – is exclusively comprised of very affluent households.

Figure 11 presents the top ten individual tapestry segments for Clay Township and the comparative national percentages for those segments. Figure 12 presents the top ten individual tapestry segments from the 2009 Marketing & Communication Plan. The index for each segment denotes the likelihood of an occurrence compared to national averages (index of 100). Thus, an index of 200 means that the occurrence, (in this case, a tapestry segment), is twice as likely to happen within the service area.

Rank	Tapestry Segment	Clay Township Households	U.S. Households	Index
		Percent	Percent	
1	Boomburbs	32.6%	2.4%	1378
2	Suburban Splendor	24.9%	1.7%	1473
3	Old and Newcomers	15.2%	2.0%	742
4	Top Rung	5.0%	0.9%	561
5	Main Street, USA	3.8%	2.2%	169
Subtotal		81.5%	9.2%	
6	Prosperous Empty Nesters	3.6%	2.1%	174
7	Exurbanites	3.3%	2.5%	133
8	Metropolitans	3.0%	1.4%	212
9	Sophisticated Squires	2.8%	2.5%	112
10	Enterprising Professionals	2.3%	1.9%	122
Subtotal		15.0%	10.4%	

Figure 11 - Tapestry Segment

Rank	Tapestry Segment	Carmel- Clay Households	U.S. Households	Index
		Percent	Percent	
1	Boomburbs	31.2%	2.2%	1400
2	Suburban Splendor	20.0%	1.7%	1151
3	Old and Newcomers	11.2%	2.0%	572
4	Exurbanites	5.9%	2.5%	238
5	Cozy and Comfortable	5.8%	2.8%	203
Subtotal		74.1%	11.2%	
6	Top Rung	4.5%	0.7%	649
7	Up and Coming Families	4.4%	3.4%	130
8	Midlife Junction	4.0%	2.5%	160
9	Prosperous Empty Nesters	3.2%	1.8%	172
10	Sophisticated Squires	3.0%	2.7%	110
Subtotal		19.1%	11.1%	

Figure 12 - Tapestry Segment from the 2009 Marketing & Communications Plan

As can be seen in Figure 11, the top five tapestry segments alone comprise over 80% of the population. More importantly, six of the top ten segments all fall under either High Society or Upscale Avenues Lifestode group, a further indication of the above average income levels and lifestyle of the primary target market.

The top ten tapestry segments fall under the six main lifestyle segments that are depicted below along with the key characteristics of those groups.

HIGH SOCIETY (BOOMBURBS, SUBURBAN SPLENDOR, TOP RUNG, EXURBANITES, SOPHISTICATED SQUIRES) 68.6% TOTAL

As a group some of their key characteristics include:

- Affluent and well educated; represent slightly more than 12% of the U.S. households but generate nearly 25% of total U.S. income
- Median household income of this group (\$100,216) is nearly twice as much as the national median
- One of the least ethnically diverse groups, however, one of the fastest growing, increasing by 2% annually
- Active financially, civically, and physically; participate in a wide variety of public activities and sports

SOLO ACTS (OLD AND NEWCOMERS) 15.2% TOTAL

As a group some of their key characteristics include:

- Group features singles who prefer city life; many are young, startup households located in America's more densely populated neighborhoods; contrary to modern migration patterns that flow away from the largest cities, Solo Acts' residents are moving into major cities
- Second only to High Society, this group tends to be well-educated, working professionals who are either attending college or already hold a degree
- Incomes reflect their employment experience, ranging from a low median of \$39,234 among the newest households to approximately \$84,612 among established singles
- With considerable discretionary income and few commitments, their lifestyle is urban, including the best of city life—dining out, attending plays, and visiting.

TRADITIONAL LIVING (MAIN STREET, USA) 3.8%

As a group some of their key characteristics include:

- Group conveys the common perception of middle America – hardworking, settled families
- Higher median age of 37.8 years conveys their lifestage – a number of older residents who are completing their child-rearing responsibilities and looking forward to retirement
- The aging of the population has not slowed their participation in the labor force; they earn a modest living and typically own single-family homes in established neighborhoods that are experiencing slow population growth
- Residents belong to veterans' clubs and fraternal organizations; rely on traditional information sources, such as newspapers, for their news

SENIOR STYLES (PROSPEROUS EMPTY NESTERS) 3.6% TOTAL

One of the largest Life mode groups. As a group some of their key characteristics include:

- Nearly 14.2 million households comprise this summary group; segment illustrates the diversity among today's senior markets
- Incomes within this group cover a wide range, the median is approximately \$44,094, attributable mostly to retirement income or Social Security payments
- Younger, more affluent seniors, freed of their child-rearing responsibilities, are traveling and relocating to warmer climates; settled seniors are looking forward to retirement and remaining in their homes
- This is the most politically active market group; golf is clearly their sport of choice; they read the newspaper daily and prefer to watch news shows on television

METROPOLIS (METROPOLITANS) 3.0% TOTAL

Metropolitans are part of this Lifestage group. As a group some of their key characteristics include:

- Live and work in America's cities; occupy older, single-family homes or row houses built in the 1940s or earlier
- Diverse segment in housing, age, and income; from Generation Xers to retirees; households include married couples with children and single parents with children; from well-educated professionals to unemployed
- Median home value is \$166,249; median household income of the group is approximately \$41,099
- Lifestyle is uniquely urban and media oriented; those living in larger cities tend to own fewer vehicles and rely more on public transportation

UPSCALE AVENUES (ENTERPRISING PROFESSIONALS) 2.3% TOTAL

'Cozy and Comfortable' are part of this Lifestage group. As a group some of their key characteristics include:

- Success has been earned from years of hard work; well educated with above average earnings
- Wide range of housing preferences – high-rise townhouses to single-family suburban neighborhoods, open spaces, and renters
- Median household income is \$65,912
- Leisure activities include sports such as golf, bicycling, and domestic vacations



4.2.3 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis completed by staff members. The listing of programs is included in the chart on the following page. This assessment was not based on quantitative data, but based on staff’s knowledge of their program areas. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The following list shows the percentage distribution of the various lifecycle categories of CCPR’s 400+ recreation programs as listed by the staff:

- Introduction stage (New program; modest participation) = 9%
- Take off stage (Rapid participation growth) = 13%
- Growth stage (Moderate, but consistent participation growth) = 34%
- Mature stage (Slow participation growth) = 30%
- Saturation stage (Minimal to no participation growth; extreme competition) = 6%
- Decline stage (Declining participation) = 8%

Stage in Program Lifecycle

Introduction	Take-Off	Growth	Mature	Saturated	Decline
Wellness Coaching	FlowRider	Sea Dragons	Swim lessons	Basic Strength	Lifeguard
Nature	Intro to Yoga	Personal Training	Home School	Open play	WSI
Technology	Yoga	Fitlinxx Orientation	Fitness Center Orientation	Social Enrichment	Boy Scout
Nature (Adult)	Intro to Cycle	Strictly Strength	Zumba		Arts
Nature (Youth)	TurboKick	Cycling	Boot Camp		
	Sports (Adult)	Power Pilates	Pilates/Yoga Fusion		
	Sports (Youth)	Cardio Dance	Step Aerobics		
		Cardio Mix	Arts/Culture		
		Private Therapy	Educational Programs		
		Fitness	Inclusion Opportunities		
		Social Enrichment	Art		
		Sports	Music		
		Special Events	Sports		
		Education	Culture		
		Dance (Adult)	Art (Youth)		
		Dance (Youth)	Culture (Youth)		
		Fitness			
		Science/Computers			
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation

Source: Client

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The PROS team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the Program Lifecycle table.

The lifecycles depict a positive trend. Less than 10% of all programs are Decline stage with only about 6% in the Saturated stage which is very encouraging as it shows that underperforming programs are not allowed to sustain for very long and that the existing programs are well aligned with community need.

With 9% programs in the Introduction Stage, CCPR is also doing an excellent job in replenishing the program pipeline and ensuring new trends and innovative ideas are constantly nurtured.

LIFECYCLE ANALYSIS RECOMMENDATIONS

It is recommended that the staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the Saturated to Decline stage while ensuring an increased number of programs in the Introduction stage. It is suggested that programs from Saturated to Decline should comprise no more than 10% of the total program mix.

Additionally, the bottom 5% of all poorly performing programs must be eliminated or repositioned to ensure the cycle of program innovation continues. It would also be helpful to establish performance metric to ensure a set percentage of progress only should be in the Decline stage and any programs staying in that stage for two years should be repositioned or eliminated in favor of new programs.

4.2.4 AGE SEGMENT DISTRIBUTION

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs.

Despite the demographics heavily skewed towards those who are 35+ (median age 38.3 years), the balance of age segment distribution is still skewed towards the youth. Based on the program list provided by the staff, 55% of all programming is geared towards ages 24 and below. It is typical nation-wide for agencies to focus heavily on youth and families.

CCPR does have a number of programs for the 55+ population as well, but as the population ages, it would be appropriate for the staff to view the age segment distributions on an annual basis to ensure continued rebalancing among skewed categories.

Also, if possible, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. CCPR could evaluate further splitting program offerings into 55–74 and 75 plus program segments.

4.2.5 CORE PROGRAMS

Identifying core programs based on current and future needs and prioritizing resource allocation to meet those needs is important for any agency. This assists in creating a sense of focus around specific program areas of greatest importance to the community. It does not mean that non-core programs are not important – it simply allows the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years).
- Offered 3-4 sessions per year.
- Wide demographic appeal.
- Includes 5% or more of recreation budget.
- Includes a tiered level of skill development.
- Requires full-time staff to manage the program.
- Has strong social value.
- High level of customer interface exists.
- High partnering capability.
- Facilities are designed to support the program.

RECOMMENDED CORE PROGRAMS

Currently, the core program areas highlighted on the website include:

- Adaptive Programs
- Adults Programs
- Aquatics Programs
- Extended School Enrichment (ESE) and Summer Camp Series
- Fitness Programs
- Preschool Programs
- Youth Programs

RECOMMENDED NEW PROGRAM AREA – OUTDOOR ADVENTURE

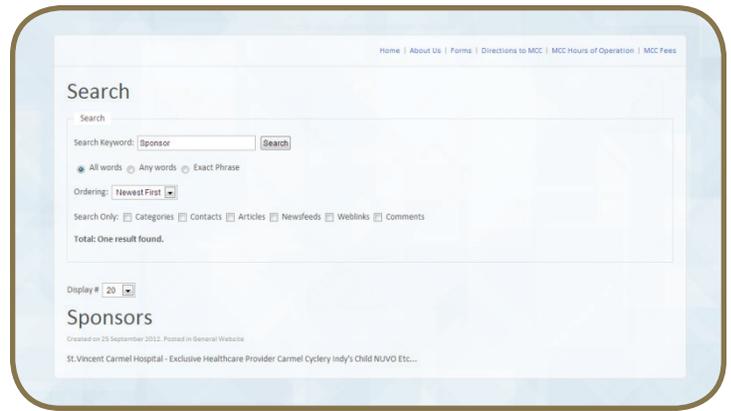
Based on nationwide trends, an area witnessing continued growth in participation includes Outdoor Adventure programming. All versions of adventure and obstacle racing are hugely popular, activities in natural or artificial environment such as ropes courses, rock climbing or climbing walls will also continue to show growth trends.



4.2.6 SPONSORS AND REVENUE GENERATION

CCPR's cost recovery rates has shown a continuous upward trend and a sustained focus on revenue generation through earned income opportunities would be in line with the long term vision and goals.

Currently, the website does not offer any upfront information on current and potential sponsors. Conducting a search on the website for Sponsors yields a single result that does not offer opportunities for future sponsorship. This is an area that must be addressed.



SPONSORS AND REVENUE GENERATION RECOMMENDATIONS

Best practice agencies provide audience details, by detailing the event calendar, participation metrics and user demographics which then help potential sponsors to identify how well the park system participants align with the sponsor's target market and choose the right fit for them.

These metrics will also help CCPR evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Other recommendations for Sponsorship include:

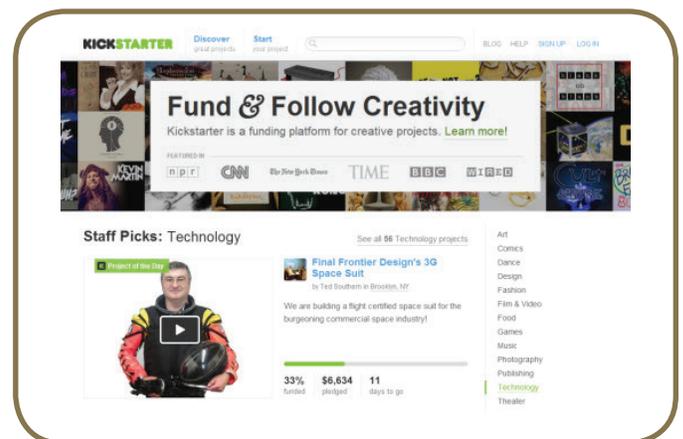


Sponsor Recognition- Recognizing all existing or past sponsors for their support would strengthen working relationships with sponsors. The brochure's imagery could provide illustrations of promotions that may have been done or could be done to demonstrate sponsorship positioning. The images should also focus on conveying an emotional appeal to potential sponsors.

Tiered Sponsorship Levels- It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings- It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Packaging sponsorship opportunities for Events as well as Signature Parks and Facilities including the Monon Community Center and The WaterPark could be evaluated.

Crowd Funding- This area can be operated in conjunction with the Foundation's projects in looking for specific opportunities. Crowdfunding websites such as Kickstarter.com, Razoo.com, Indiegogo etc. have extremely successful examples of public agencies that have successfully partnered and raised revenue to build or enhance parks and facilities, offer programs and even designing marketing materials.



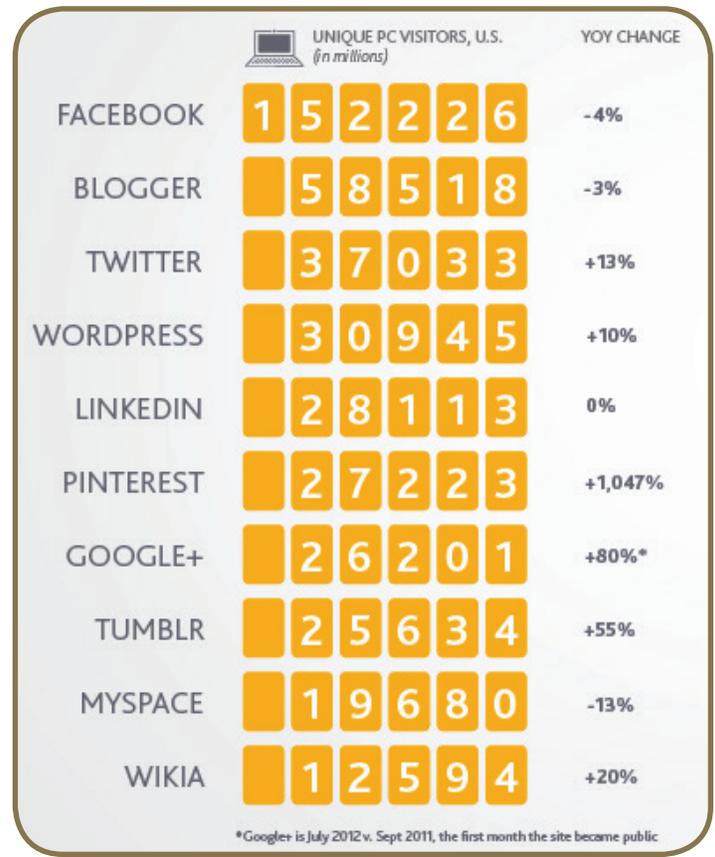
4.2.7 MARKETING MEDIUMS AND WEBSITE

This section reviews CCPR’s marketing and promotions as gleaned from the program worksheets and the survey responses.

From the survey responses, only 3% stated ‘Do not know about the System’ as a barrier to participation. This indicates that the Marketing and Promotions outreach is fairly effective in creating awareness and generating increased participation from the community as well.

As stated in the program assessment worksheets provided by staff, most programs are promoted via the Program Guide, Website, Flyers and Brochures, Email Blast, Special Events, Word of Mouth, and In-Facility Promotions and Signage. There are also some instances of social media usage, PSA’s and even some radio and paid advertisements.

The use of Web 2.0 technology has been embraced very well by the staff. A number of mediums including Facebook, Twitter, Pinterest, Instagram, YouTube and four-square are currently used very well by the staff. At this point, the only social media addition that the Consulting team recommends for evaluation would be Google+. It is among the fastest growing networks and integrating with Google Hangouts allows for a high level of user interaction and engagement especially for promoting new programs.



WEBSITE / ONLINE MEDIUMS

CCPR’s website is currently undergoing a redesign based on customer input and advanced analytics that incorporate user visitation trends and behavioral preferences. The new site will be launched in 2014 and will focus on simplicity and encouraging revenue-generating practices primarily registration.

Overall, the site will be focused more on inspiration than just information. Some high level overall recommendations include:

- Focus on minimizing the number of clicks for a user to navigate through the site
- Provide opportunities for Donations or Crowd-funding through the website
 - o www.kickstarter.org / www.indiegogo.com / www.razoo.com for Crowd funding options including printing program guides or developing marketing material
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
 - o Expand opportunities for Crowd-sourcing, if desired
 - o Some resources include www.peakdemocracy.com and www.mindmixer
- Given the diverse and multi-lingual population base in Carmel-Clay, add a Google Translate functionality on the site to allow the user base to translate pages into a language of choice
- Develop a mobile version of the website and also develop a smart-phone application listing facilities and parks based on GPS locations, programs, rentals, online registration links, contact info, hours of operations etc.



4.2.8 CUSTOMER SERVICE AND FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers’ preferences and acting in accordance to help fulfill their needs. CCPR has demonstrated its willingness and desire to move in that direction by embarking on a system-wide onsite and online customer service training program for all levels of its staff. This training program will commence in 2014 and be an on-going mechanism for existing and new staff that come on board.

The following chart shows each program and how the program gathers customer feedback.

Program Name	Customer Feedback															
	Pre-program evaluation		Post-program evaluation		User Surveys		Focus Groups		Statistically Valid Survey		Website		Online Surveys (e.g. surveymonkey.com, Wufoo)		In-park or on-site surveys	
	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend
Earth Academy Day Camps	No	Add	No	Add	No	Add	No	N/A	No	N/A	No	N/A	Yes	Continue	No	N/A
Free Fridays Concert Series	Yes	Continue	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue	No	N/A	No	N/A	Yes	Continue
Pop Warner Cheer	No	N/A	Yes	Continue	No	N/A	No	N/A	No	N/A	Yes	Continue	Yes	Continue	No	N/A
Hoggetowne Medieval Faire	No	N/A	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue	No	N/A	No	N/A	Yes	Continue
Dwight H Hunter Municipal Pool	No	N/A	Yes	Continue	Yes	Continue	Yes	Continue	No	Add	No	Add	No	Add	Yes	Continue
Heart of Florida Asian Festival	Yes	Continue	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue	No	N/A	No	N/A	Yes	Continue
Interpretive (Public Programs)	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A
Historic Thomas Center	No	N/A	Yes	Continue	Yes	Continue	No	N/A	No	N/A	Yes	Continue	No	N/A	No	N/A
School & Outreach Programs	No	Add	No	Add	Yes	Continue	No	N/A	No	N/A	No	N/A	No	Add	No	N/A
Special Events	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No	Add	No	Add
Thomas Center Theatre for Young Adults	Yes	Continue	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue
H Spurgeon Cherry Municipal Pool	No	N/A	Yes	Continue	Yes	Continue	Yes	Continue	No	Add	No	Add	No	Add	Yes	Continue
Andrew R Mickle Municipal Pool	No	N/A	Yes	Continue	Yes	Continue	Yes	Continue	No	Add	No	Add	No	Add	Yes	Continue
Theater for Young Audiences	Yes	Continue	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue	Yes	Continue	No	N/A	Yes	Continue



4.2.9 LONG TERM PROGRAMMING GOALS

The following programming goals have been developed for the period 2015-2019 for CCPR programming:

- Develop more public awareness of programs for pre-teens, teens, adults, seniors, and families.
- Provide a balance of program offering across the community
 - A majority of CCPR programming takes place within the Monon Community Center, however there are many opportunities that have not been tapped into at all department owned parks.
 - Pre-Teens- 2014: Program analysis of community interests with specific locations identified (continue identification of interests every three years). 2015: Implementation of two new programs at parks outside of the MCC. 2016- 2019: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Teens- 2014: Program analysis of community interests with specific locations identified (continue identification of Interests every three years). 2015: Implementation of two new programs at parks outside of the MCC. 2016-2019: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Adults- Program analysis of community interests with specific locations identified (continue identification of interests every three years). 2015: Implementation of two new programs at parks outside of the MCC, specifically focused on addressing a cultural need. 2016-2019: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%)
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Seniors- Program analysis of community interests with specific locations Identified (continue identification of interests every three years). 2015: Implementation of two new programs at parks outside of the MCC, specifically focused on addressing a cultural need. 2016-2019: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%)
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Families- Program analysis of community interests with specific locations identified (continue identification of interests every three years). 2015: Implementation of one new family EVENT specifically focused on addressing the need to get outdoors and spend time as a family. 2016-2019: Five new events in place at CCPR facilitated parks, with annual run rate exceeding 80%)
 - Programs continuously evaluated to eliminate over-saturation of market.
- Evaluate service performance to support program needs and facility management requirements
- Provide more programs that focus on nature and outdoor recreation
 - While most urban cities do not have programs that focus on nature, Carmel has a unique opportunity to set itself apart from other cities because of its one-of-a-kind natural resources.
- Provide more programs that focus on active adult/senior fitness
 - Current demographics for the community indicate that it expects to see increases in the 65+ age group. Because of improved health and fitness, as well as lifestyle changes, the baby boom generation is participating in recreation activities to older ages. People are also retiring at younger ages with relatively higher disposable incomes than generations before.
- Develop programs that focus on youth development to improve the social issues youth face in today's society.
- Create a number of diverse special events from small neighborhood events to city-wide and regional festivities to help create a sense of pride while bringing the community together.

4.2.10 SUMMARY OF PROGRAMMING

CCPR does a good job offering a wide variety of programs and generating a fairly high level of cost recovery. These programs are well received by the community as evidenced by the high participation and quality rating numbers.

It is important to continue in that same vein by ensuring a focus on an enhanced customer experience by exploring newer ways of offerings programs, tracking lifecycles and measuring ROI. All of this will ensure that CCPR and its park, program, facility and event offerings continue to be the key drivers of health and wellness and quality of life for the Carmel-Clay community.

4.3 PARK CLASSIFICATIONS AND LEVEL OF SERVICE STANDARDS

4.3.1 PARK CLASSIFICATIONS

The Parks and Recreation Master Plan includes the following park classifications for the system. These park classifications are used to define current levels of service and to determine park land needs. The following park classifications are defined below:

SIGNATURE PARKS

Signature parks provide access to unique recreation features, natural areas, and facilities that attract visitors from the entire community and beyond. Signature parks often accommodate small and large group activities and have infrastructure to support group picnics, community gatherings, special events, and festivals. As community attractions, signature parks can enhance the economic vitality and identity of the entire region. These parks may include significant natural areas and wetlands, trails and pathways, gardens and arboretums, ponds and other water features. They add unique facilities, such as destination or thematic playgrounds, community centers, aquatic centers, sledding hills, mazes, viewing knolls, skateparks and other interesting elements. Signature parks are typically 100+ acres in size. Central Park and West Park are examples of signature parks.





COMMUNITY PARKS

Community parks provide diverse recreation opportunities to serve the residents of Carmel and Clay Township. These include active and passive recreation, as well as self-directed and organized recreation opportunities for individuals, families and small groups. Community parks often include facilities that promote outdoor recreation and activities such as walking and biking, picnicking, playing sports, playing on playgrounds, and fishing. These sites also include natural areas, emphasizing public access to important natural features. Since community parks may attract people from a wide geographic area, support facilities are required, such as parking and restrooms. Community parks are approximately 11-100 acres in size. Lawrence W. Inlow Park and River Heritage Park are examples of community parks.

LOCAL PARKS

Local parks are smaller parks that provide green space in the community. Depending on their size, these sites may also provide basic recreation amenities for nearby residents, such as playgrounds, picnic shelters, open lawn areas, sport courts, gazebos, benches, and pathways. Local parks are designed primarily for passive, non-supervised, informal recreation activities. Their size generally ranges from 1-10 acres, with larger parks supporting more green space and small group or family gatherings. Local parks typically serve nearby residents, but may or may not serve a specific neighborhood. Carey Grove Park and Prairie Meadow Park are examples of local parks.

SPECIAL USE AREAS

Special use areas are stand-alone recreation sites or miscellaneous park lands designed to support a unique or specialized use. A special use area may include a facility such as sports field complex, community center, garden, historic site, plaza, or other specialized facility. However, these sites typically do not combine several facilities (as in a community or signature park). The size and service area for special use areas will vary with the intended use of the site.



GREENWAYS

Greenways include natural and built corridors that typically support trail-oriented activities, such as walking, jogging, biking, skating, etc. Greenways function as linear parks by linking features together and providing green buffers. Greenways may be located along abandoned railroad lines, transportation or utility rights-of-way, riparian corridors, or elongated natural areas defined topographical changes. Greenways and linear parks may be of various lengths and widths, and these corridors typically support facilities such as viewing areas, picnic tables, and trailheads. Greenways and trails between key destinations can help create more tightly-knit communities, provide opportunities for non-motorized transportation, and link to the regional trail system. The Monon and White River Greenways are examples of greenways.

4.3.2 LEVEL OF SERVICE STANDARDS

Level of Service Standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Level of Service Standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2013 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and the Carmel area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized for CCPR (Figure 13).

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of Clay Township, gaps and surpluses in park and facility/amenity types are revealed. There are areas where CCPR does not meet the current and/or future needs of the community.

The Level of Service Standard helps to determine community unmet needs based on the Community Survey, NRPA National Standards, best practices in Midwest area communities of similar size and nature.

Carmel Clay Parks and Recreation Facility Standards

PARKS:	2013 Inventory - Developed Facilities										2013 Facility Standards			2018 Facility Standards			
	Park Type	CCPR Inventory	City/CRC	School District	Dad's Club	HOA	County Parks	Total Inventory	Current Service Level based upon population		Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
Local Parks (1-10 acres)	28.25	-	-	-	-	-	28.25	0.32	acres per	1,000	0.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Community Parks (11-100 acres)	168.37	-	-	-	-	63.00	231.37	2.64	acres per	1,000	3.00	acres per	1,000	Need Exists	31 Acre(s)	Need Exists	58 Acre(s)
Signature Parks (100+ acres)	279.22	-	-	-	-	125.00	404.22	4.62	acres per	1,000	4.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Undeveloped Parks	13.38	141.20	-	-	-	-	154.58	1.76	acres per	1,000	1.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Greenways	51.83	-	-	-	-	-	51.83	0.59	acres per	1,000	2.00	acres per	1,000	Need Exists	123 Acre(s)	Need Exists	141 Acre(s)
Total Park Acres	541.05	141.20	-	-	-	188.00	870.25	9.94	acres per	1,000	10.00	acres per	1,000	Need Exists	6 Acre(s)	Need Exists	93 Acre(s)
OUTDOOR AMENITIES:																	
Playgrounds	6.00	-	11.00	-	25.00	2.00	44.00	1.00	structure per	1,991	1.00	structure per	2,500	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Spray Pads	2.00	-	-	-	-	-	2.00	1.00	structure per	43,794	1.00	structure per	20,000	Need Exists	2 Structures(s)	Need Exists	3 Structures(s)
Picnic Areas/Shelters	14.00	-	-	-	14.00	-	28.00	1.00	structure per	3,128	1.00	structure per	4,000	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Soccer Field	-	-	-	23.00	1.00	3.00	27.00	1.00	field per	3,244	1.00	field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Ballfields	-	-	12.00	11.00	5.00	4.00	32.00	1.00	field per	2,737	1.00	field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Multi-Purpose Fields	2.00	-	3.00	14.00	-	-	19.00	1.00	field per	4,610	1.00	field per	4,000	Need Exists	3 Field(s)	Need Exists	5 Field(s)
Basketball Courts	2.00	-	8.00	-	12.00	-	22.00	1.00	court per	3,981	1.00	court per	5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Tennis Courts	-	-	37.00	-	50.00	-	87.00	1.00	court per	1,007	1.00	court per	3,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Multi-Use Trails (Miles)	16.00	-	-	-	-	-	16.00	0.18	miles per	1,000	0.40	miles per	1,000	Need Exists	19 Mile(s)	Need Exists	23 Mile(s)
Amphitheater	1.00	1.00	-	-	-	1.00	3.00	1.00	site per	29,196	1.00	site per	50,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Skate Park	1.00	-	-	-	-	-	1.00	1.00	site per	87,588	1.00	site per	40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Volleyball Pit	2.00	-	-	-	14.00	-	16.00	1.00	site per	5,474	1.00	site per	20,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Outdoor Aquatic Center (Square Feet)	48,183.50	-	-	-	-	-	48,183.50	0.55	SF per	person	0.50	SF per	person	Meets Standard	- Square Feet	Meets Standard	- Square Feet
Monon Community Center (Square Feet)	146,225.00	-	-	-	-	-	146,225.00	1.67	SF per	person	1.50	SF per	person	Meets Standard	- Square Feet	Meets Standard	- Square Feet
2013 Estimated Population	87,588																
2018 Estimated Population	96,350																

Notes:

County inventory includes inventory only found in Carmel Clay Parks and Recreation jurisdiction

Population based on Clay Township's limits

The 37 tennis courts are part of an Inter-local Agreement establish with school district for public use

4.4 SERVICE AREA ANALYSIS/EQUITY MAPPING

Service area maps (equity maps) and standards assist staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the Carmel service area and how effective the service is as it compares to the demographic densities.

In addition, looking at guidelines with reference to population enables CCPR to assess gaps in services, where there are gaps or overlaps with respect to a specific facility or amenity. This allows the department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area. The service area maps that were developed for each of the following major assets:

- Amphitheaters
- Ball Fields
- Basketball Courts
- Community Centers
- Community Parks
- Greenways
- Local Parks
- Multipurpose Fields
- Multiuse Trails
- Outdoor Aquatic Centers
- Picnic Areas
- Playgrounds
- Signature Parks
- Skate Parks
- Soccer Fields
- Special Use Areas
- Spray Pads
- Tennis Courts
- Trails
- Undeveloped Parks
- Volleyball Pits

The source for the population used for standard development is the 2012 estimated population and projected 2017 population as reported by Environmental Systems Research Institute, Inc. (ESRI). Estimated population for 2012 is 86,439; 2017 population is projected at 95,303.

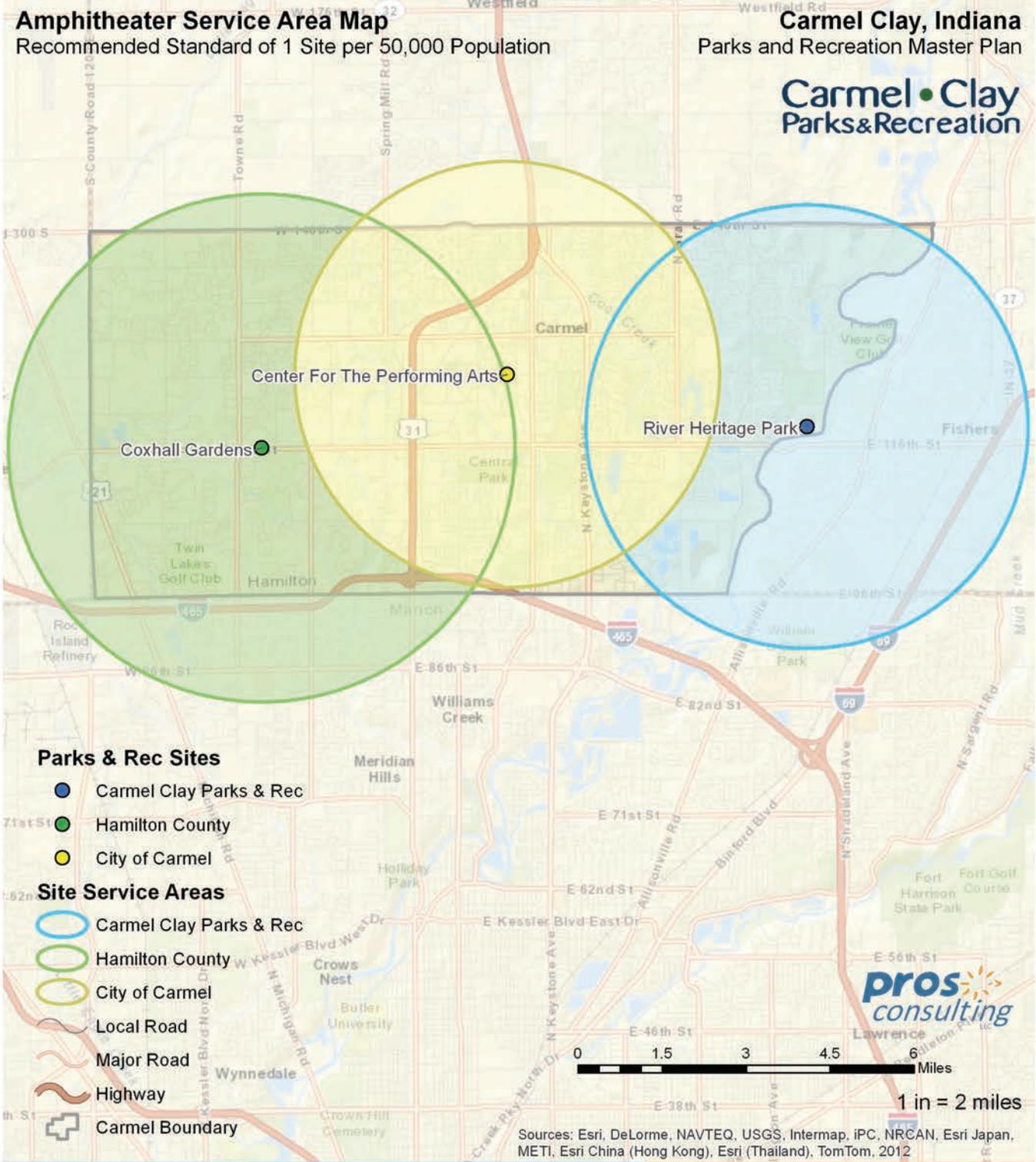
The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity while the ring extends out to how far that amenity serves the population based on the number of amenities at that location, the levels of service standards established and the density of population in that place.



Amphitheater Service Area Map
Recommended Standard of 1 Site per 50,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

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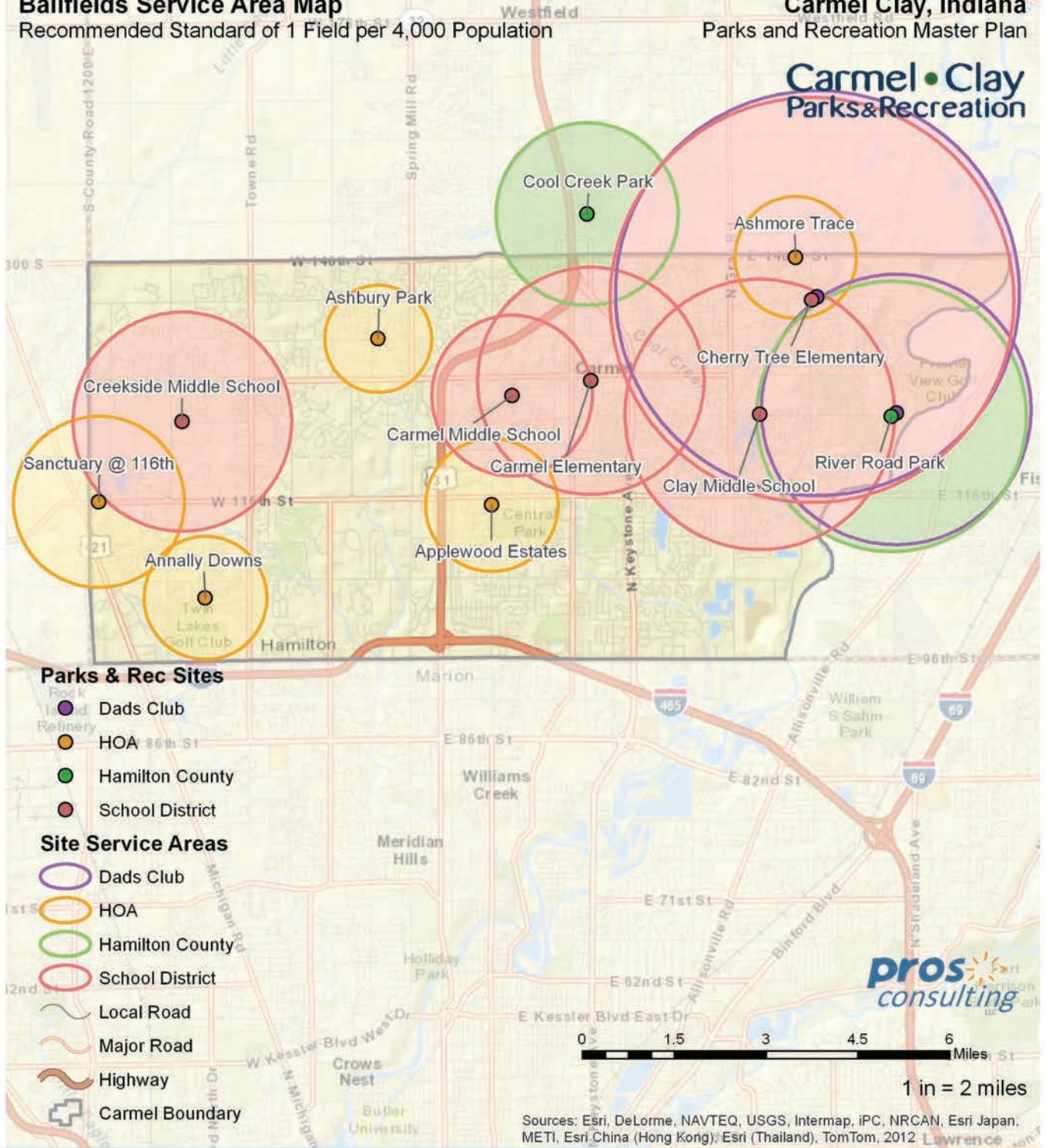


Ballfields Service Area Map

Recommended Standard of 1 Field per 4,000 Population

Carmel Clay, Indiana
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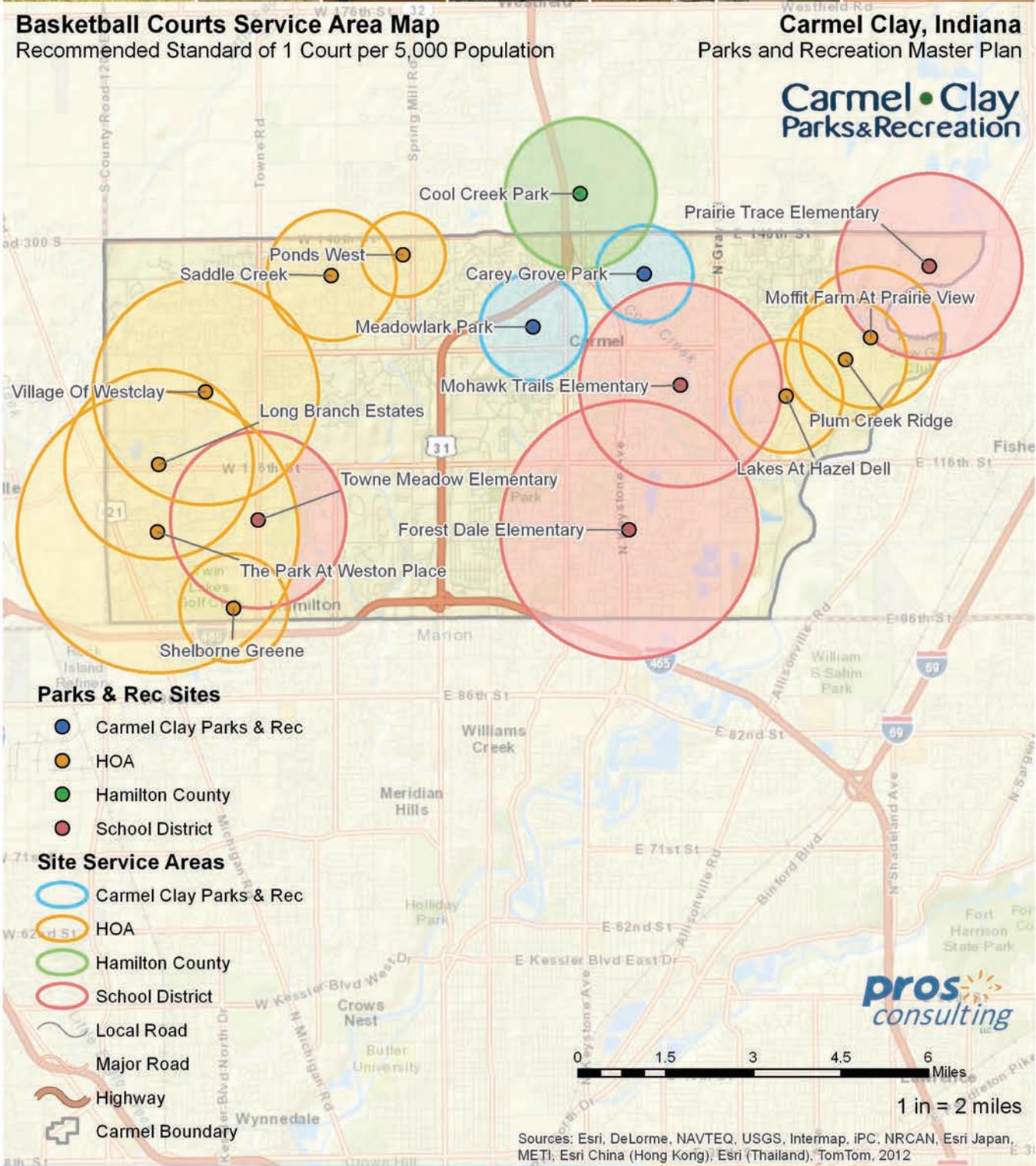




Basketball Courts Service Area Map
 Recommended Standard of 1 Court per 5,000 Population

Carmel Clay, Indiana
 Parks and Recreation Master Plan

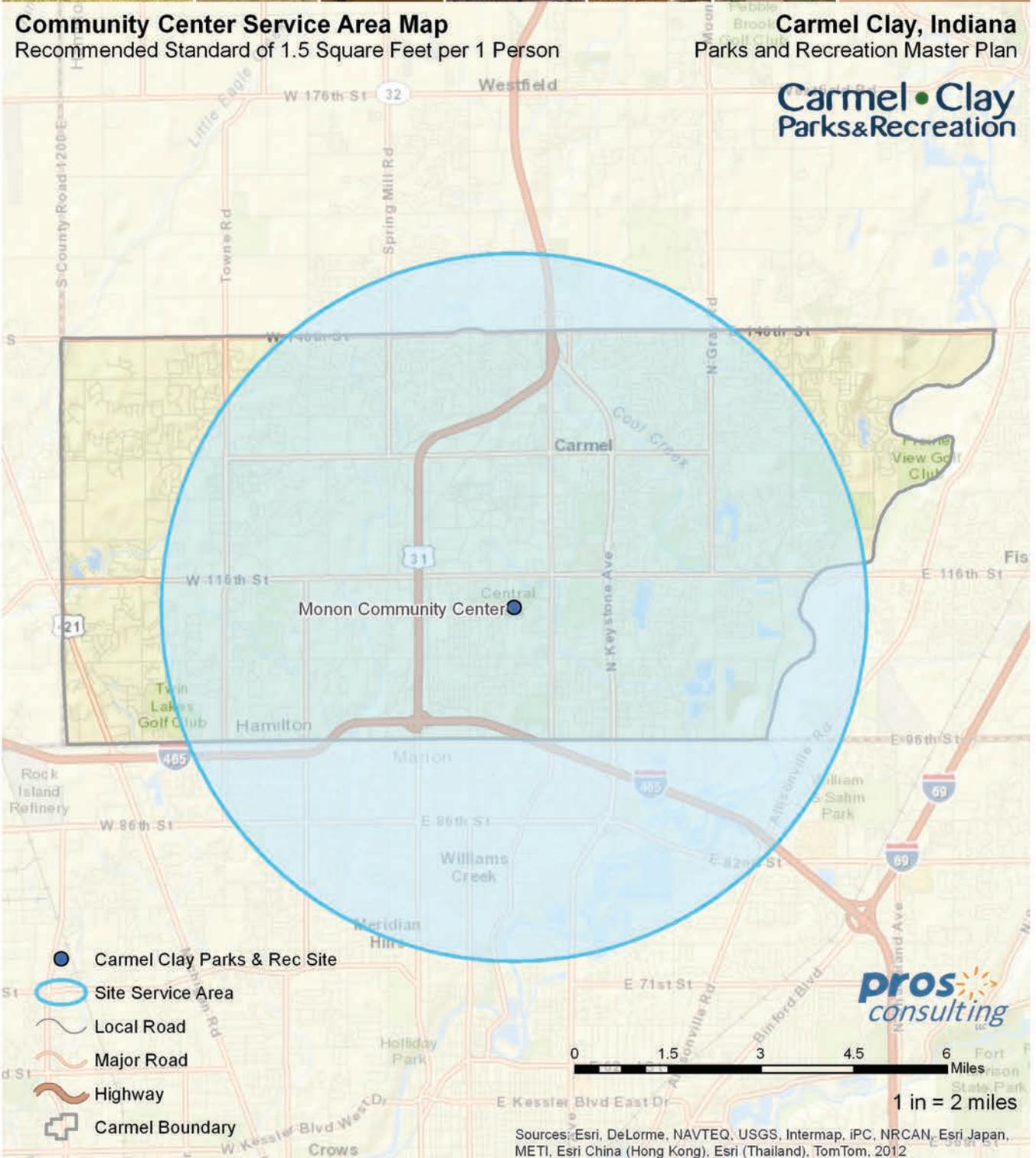
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Community Center Service Area Map
 Recommended Standard of 1.5 Square Feet per 1 Person

Carmel Clay, Indiana
 Parks and Recreation Master Plan

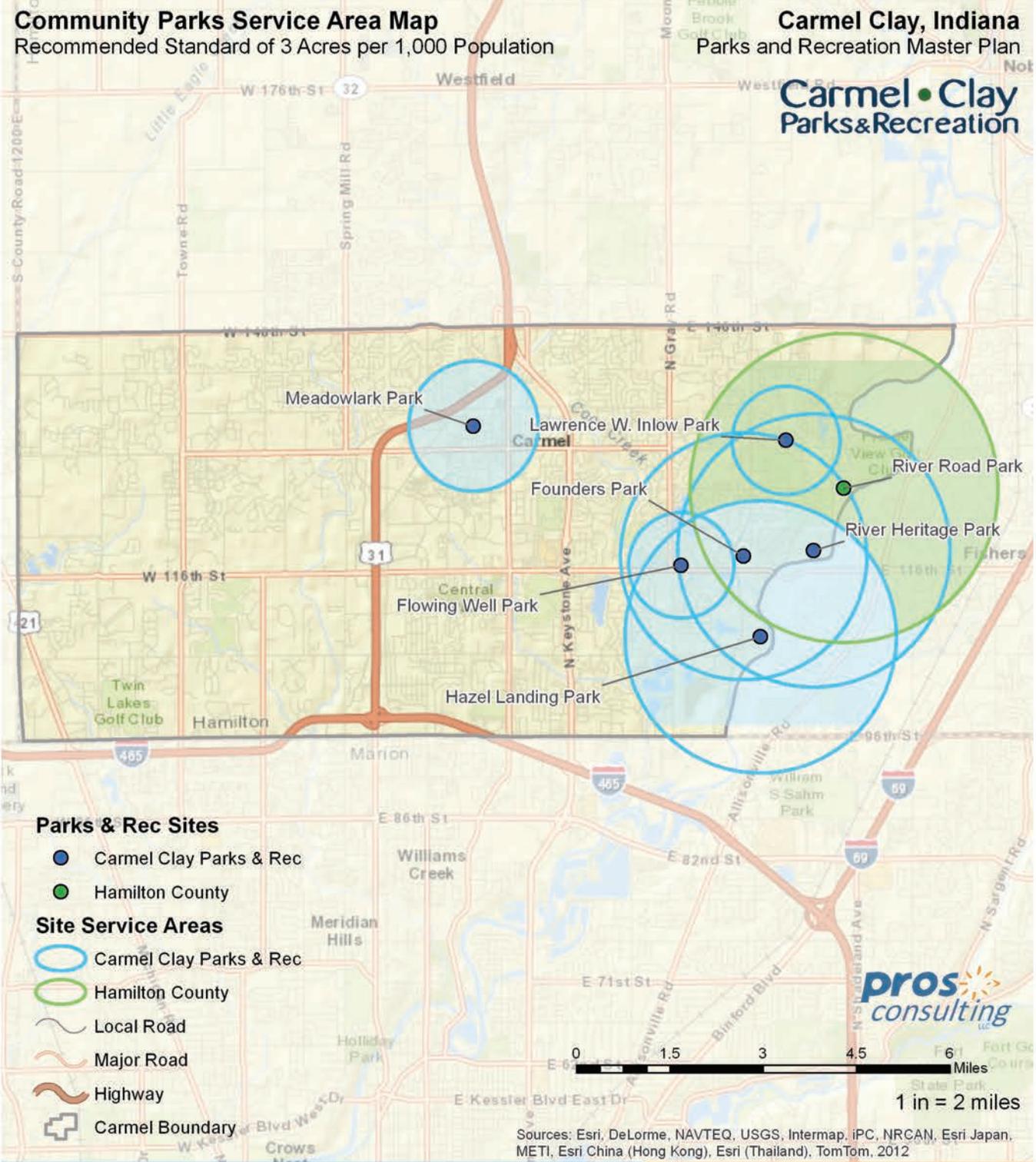




Community Parks Service Area Map
Recommended Standard of 3 Acres per 1,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

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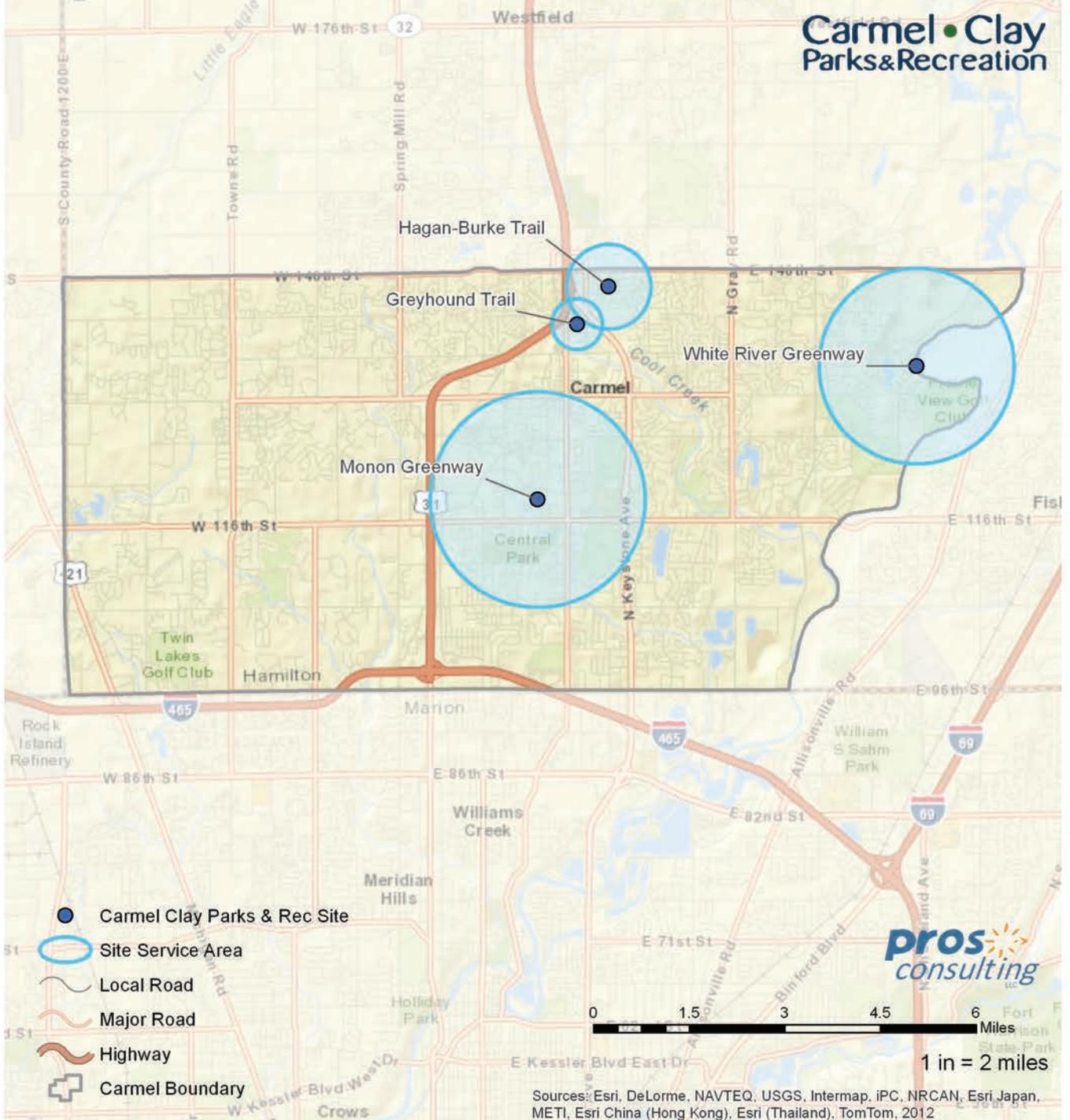


Greenways Service Area Map

Recommended Standard of 2 Acres per 1,000 Population

Carmel Clay, Indiana
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Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

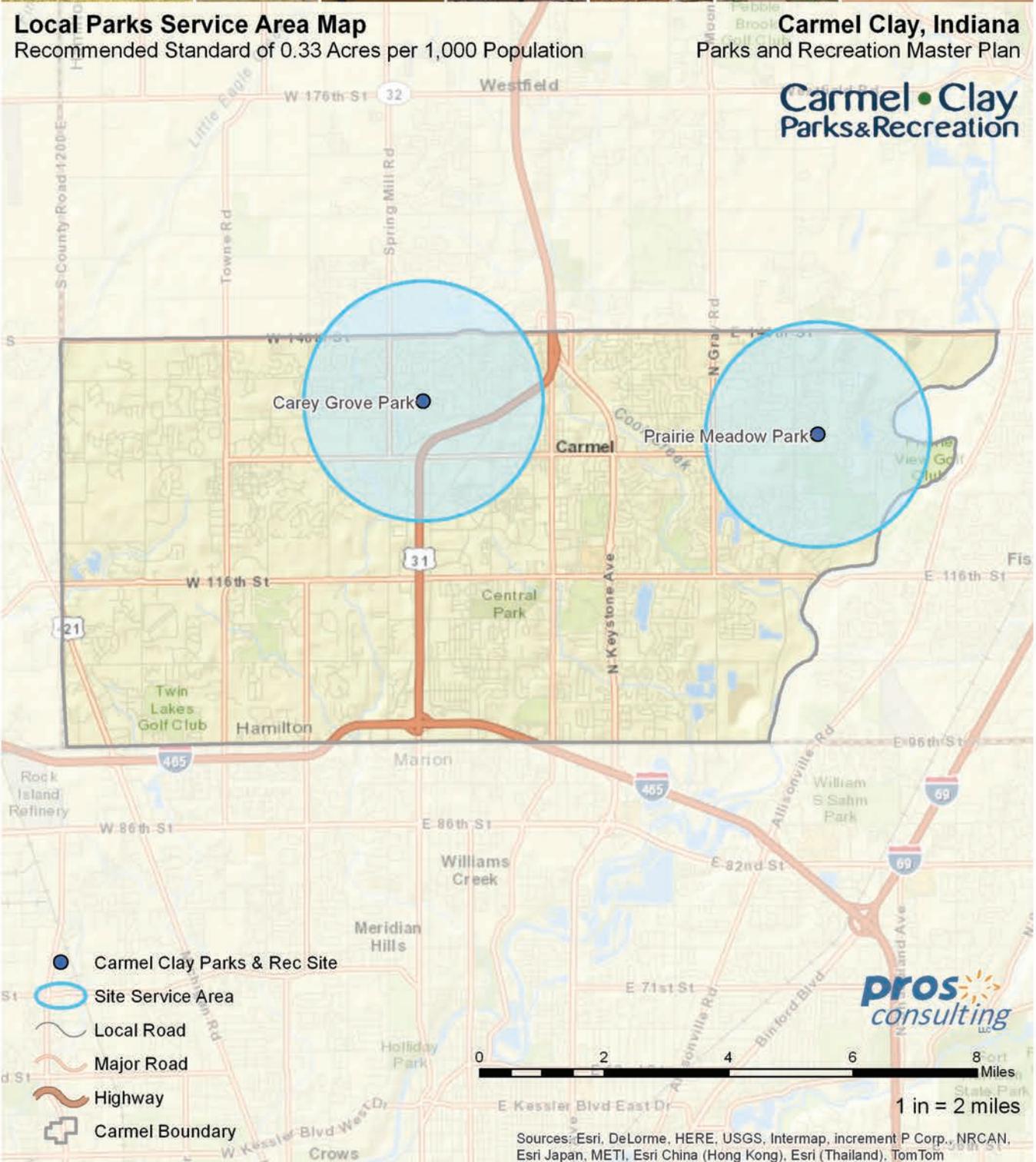


Local Parks Service Area Map

Recommended Standard of 0.33 Acres per 1,000 Population

Carmel Clay, Indiana Parks and Recreation Master Plan

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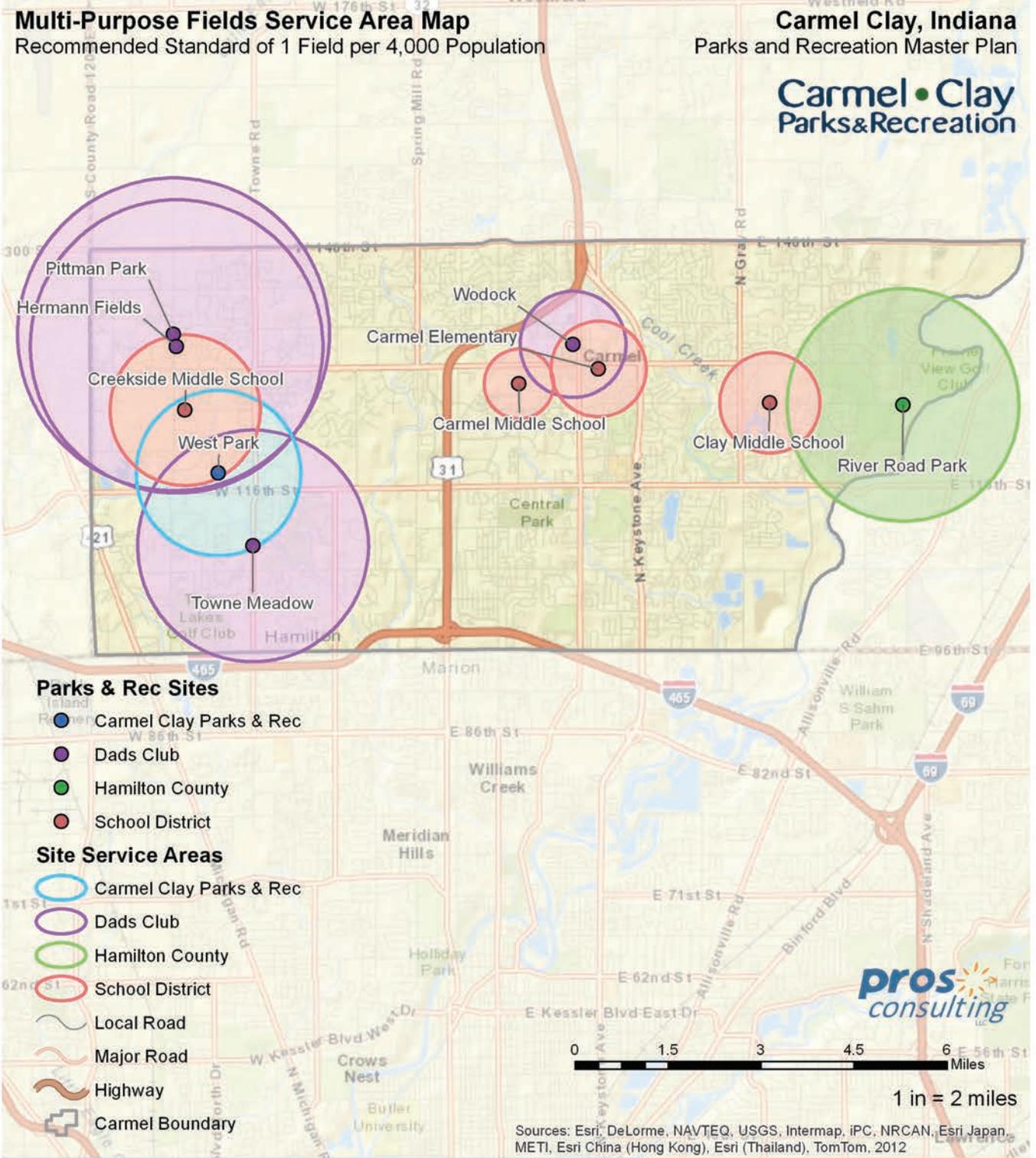


Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom



Multi-Purpose Fields Service Area Map
 Recommended Standard of 1 Field per 4,000 Population

Carmel Clay, Indiana
 Parks and Recreation Master Plan

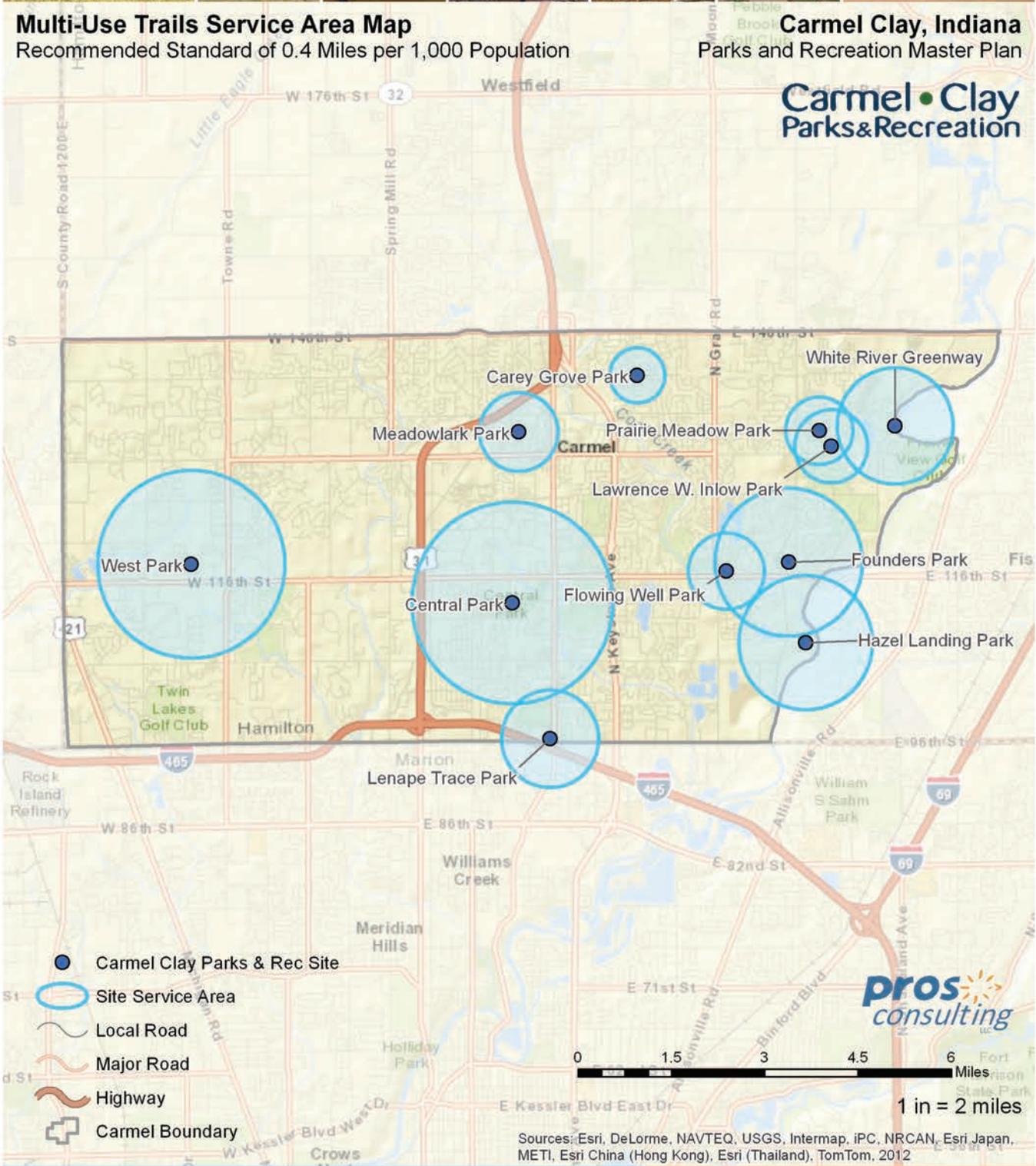




Multi-Use Trails Service Area Map
 Recommended Standard of 0.4 Miles per 1,000 Population

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 Parks and Recreation Master Plan

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0 1.5 3 4.5 6 Miles

1 in = 2 miles

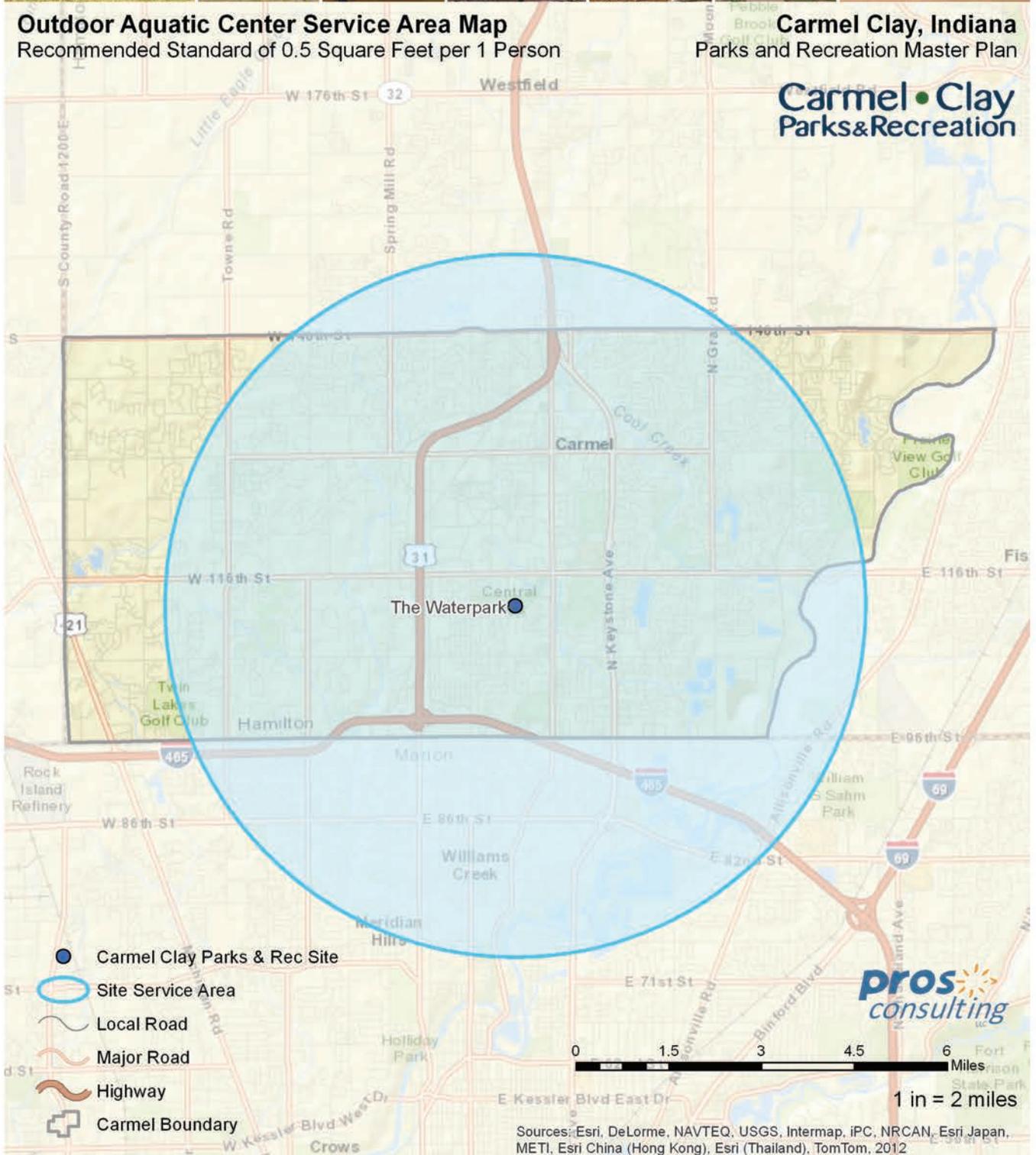
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012



Outdoor Aquatic Center Service Area Map
 Recommended Standard of 0.5 Square Feet per 1 Person

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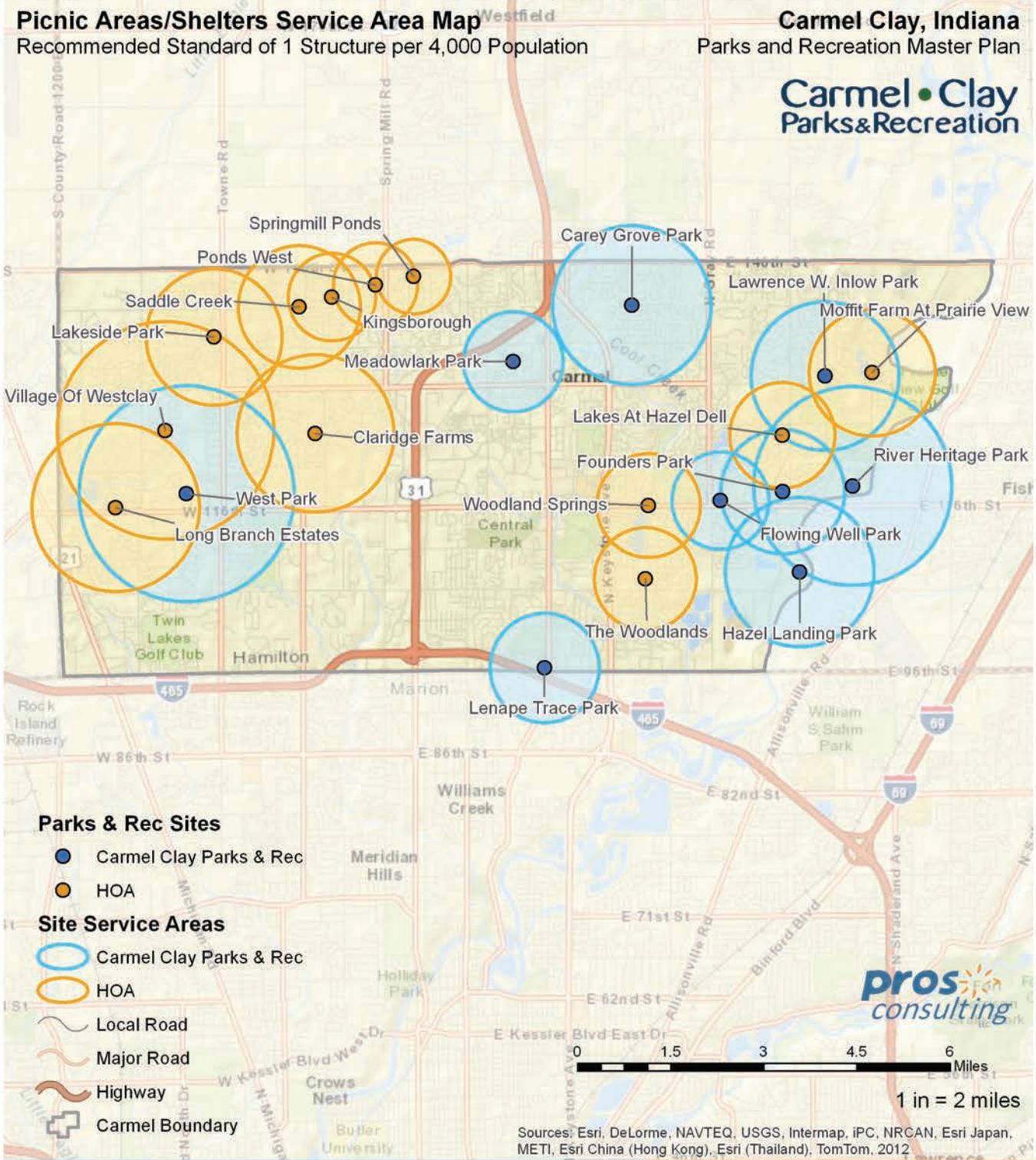




Picnic Areas/Shelters Service Area Map
 Recommended Standard of 1 Structure per 4,000 Population

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Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

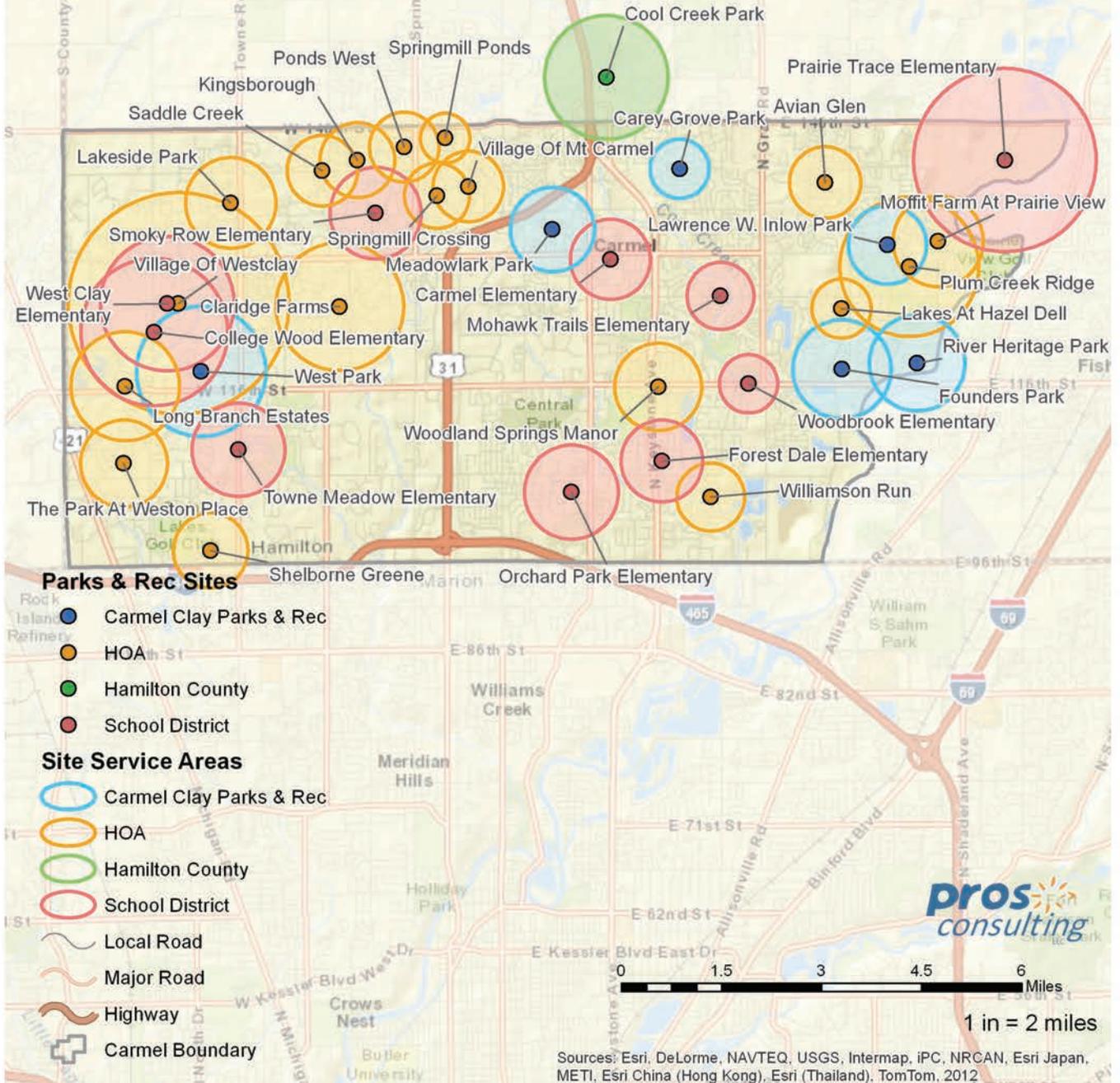


Playgrounds Service Area Map

Recommended Standard of 1 Structure per 2,500 Population

Westfield
Carmel Clay, Indiana
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Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

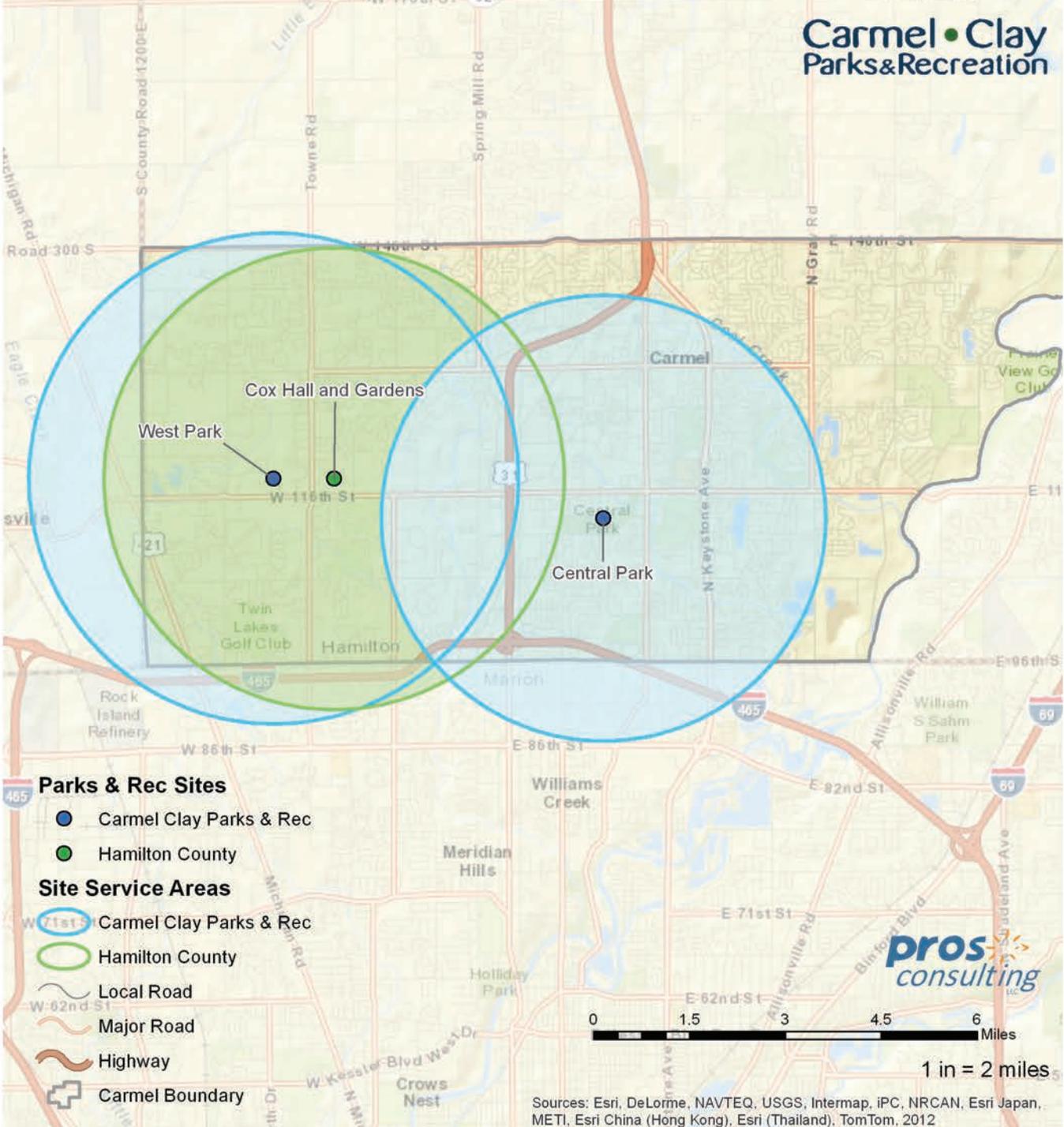


Signature Parks Service Area Map

Recommended Standard of 4 Acres per 1,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

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Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

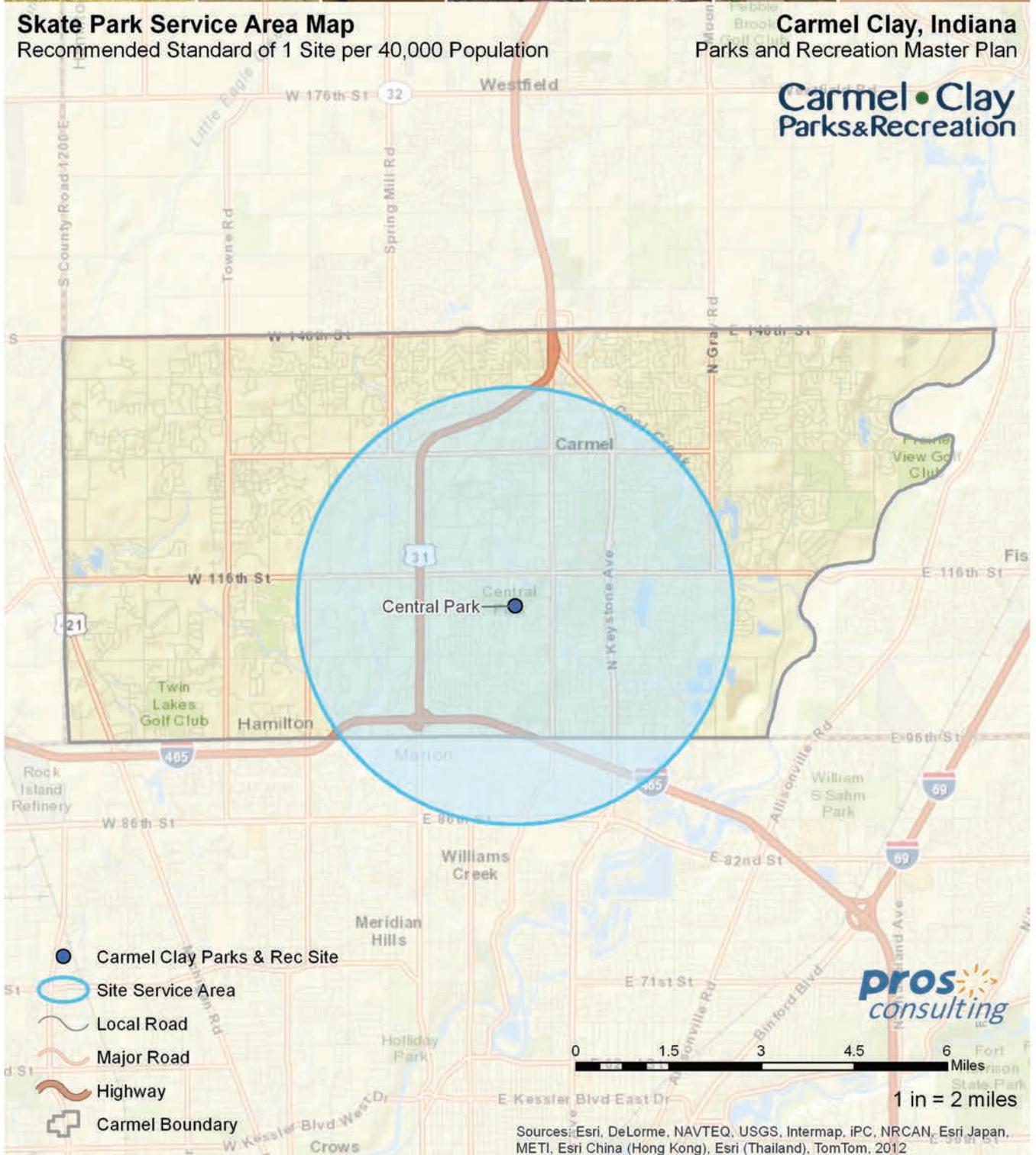


Skate Park Service Area Map

Recommended Standard of 1 Site per 40,000 Population

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Parks and Recreation Master Plan

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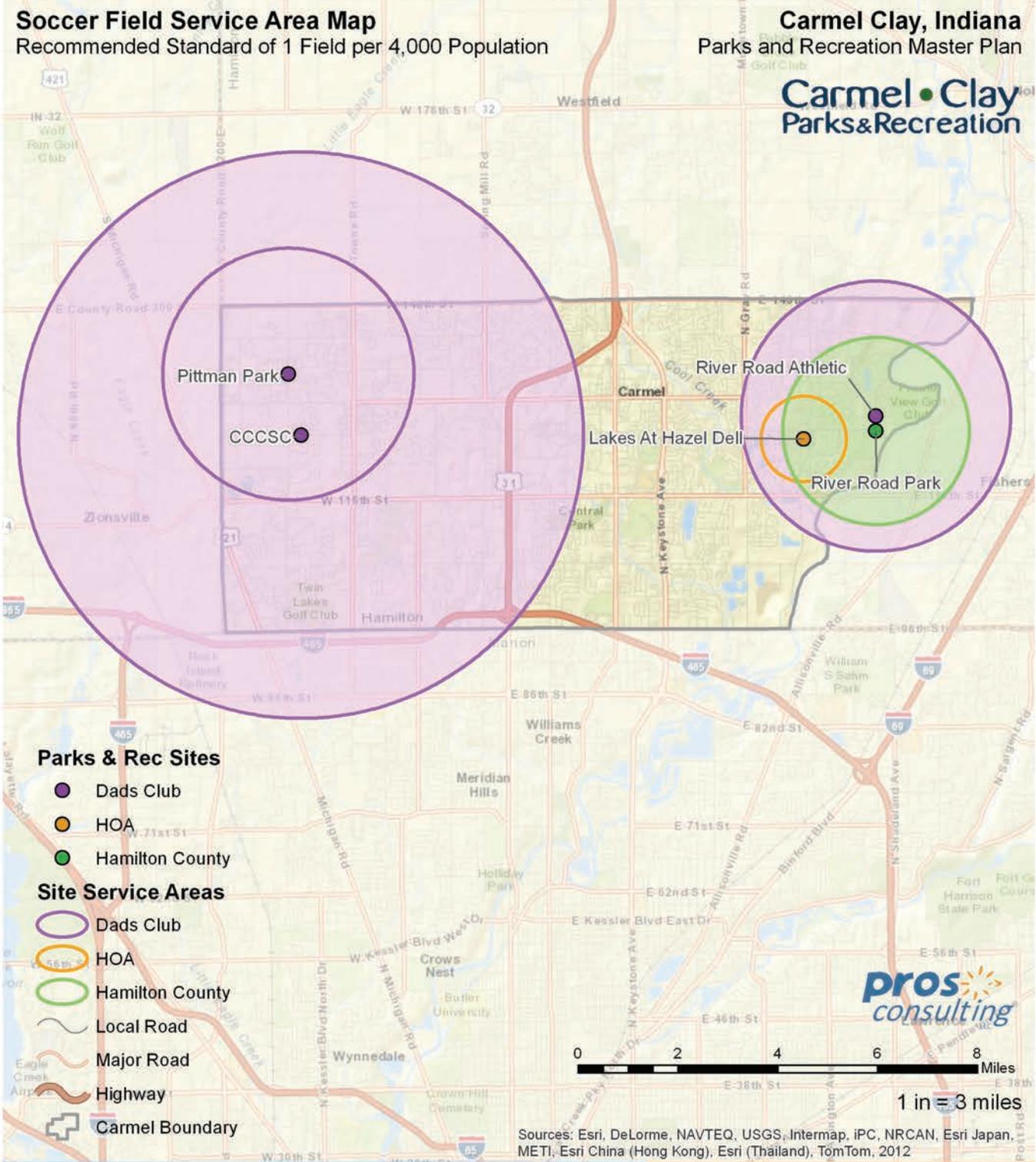




Soccer Field Service Area Map
Recommended Standard of 1 Field per 4,000 Population

Carmel Clay, Indiana
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Special Use Areas Service Area Map
Recommended Standard of 1 Acre per 1,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

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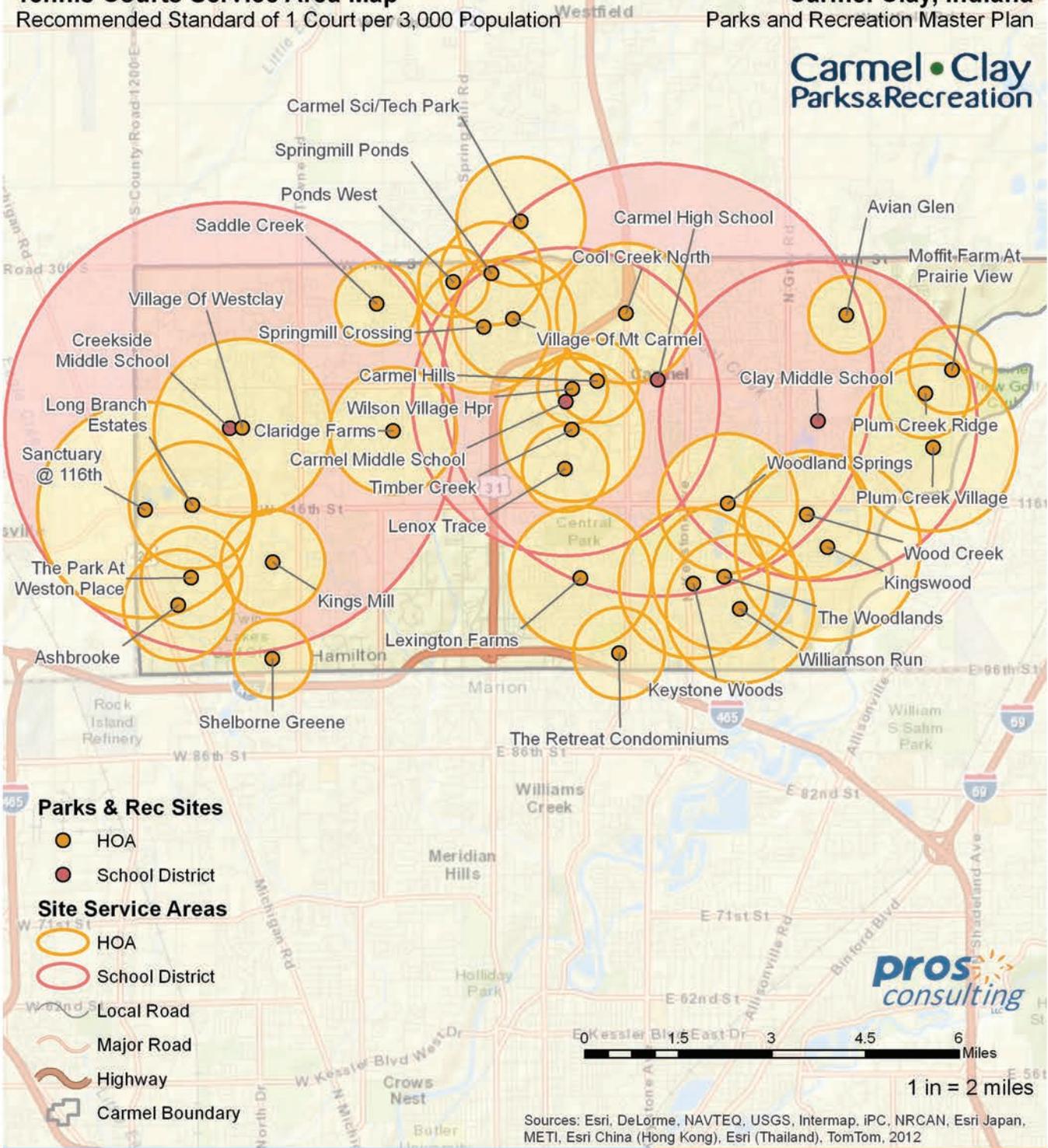
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012



Tennis Courts Service Area Map
Recommended Standard of 1 Court per 3,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

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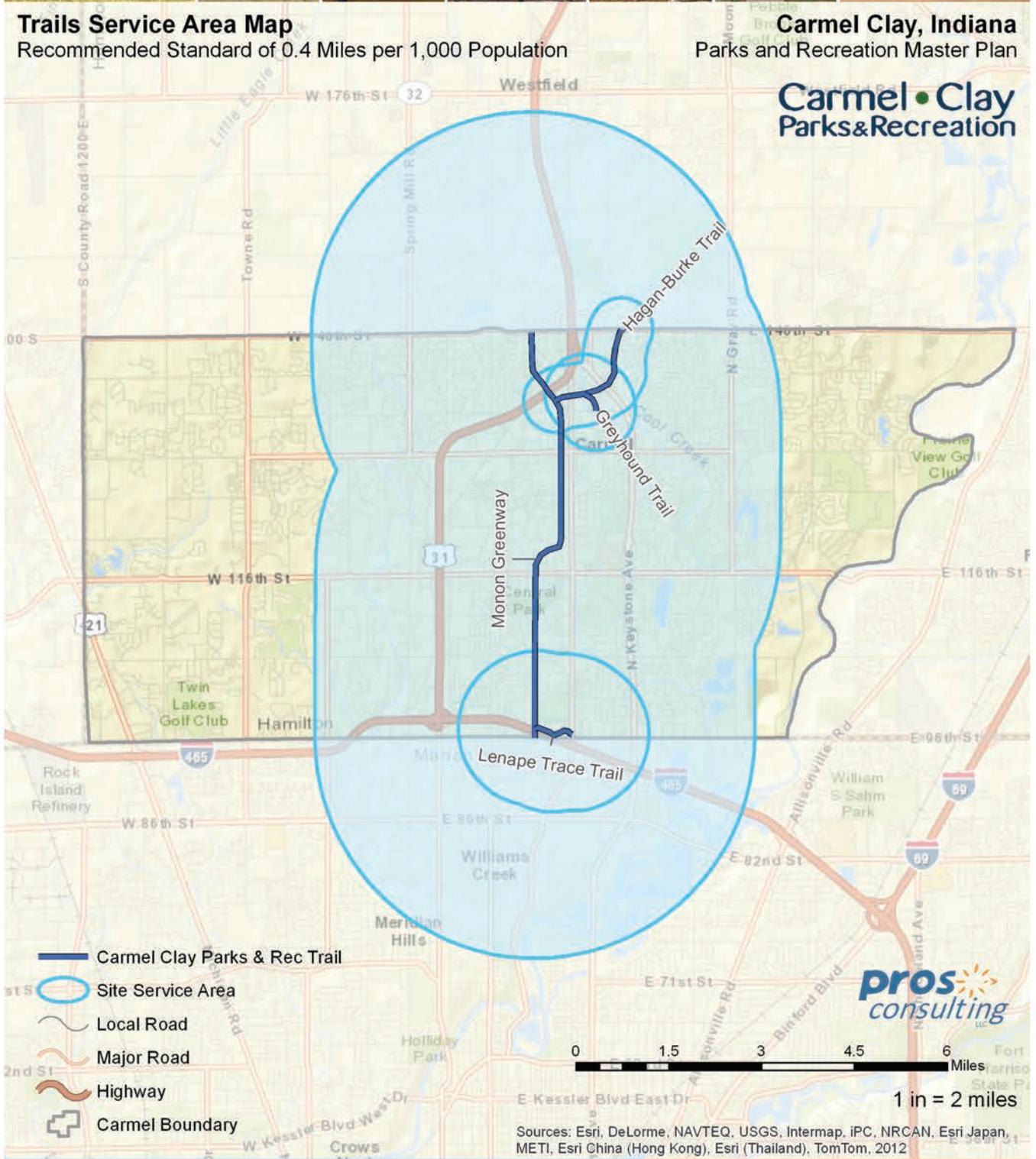


Trails Service Area Map

Recommended Standard of 0.4 Miles per 1,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

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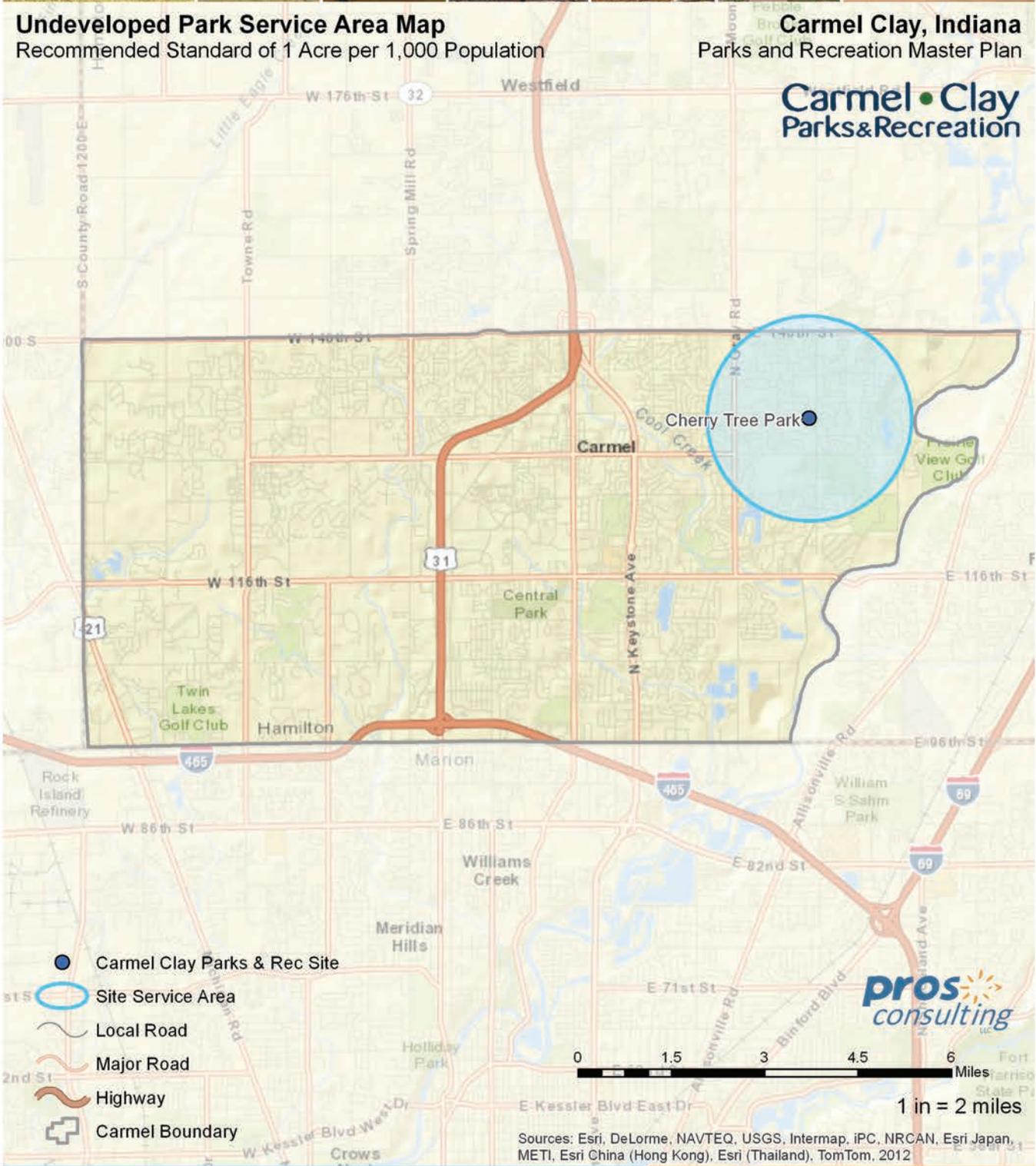




Undeveloped Park Service Area Map
 Recommended Standard of 1 Acre per 1,000 Population

Carmel Clay, Indiana
 Parks and Recreation Master Plan

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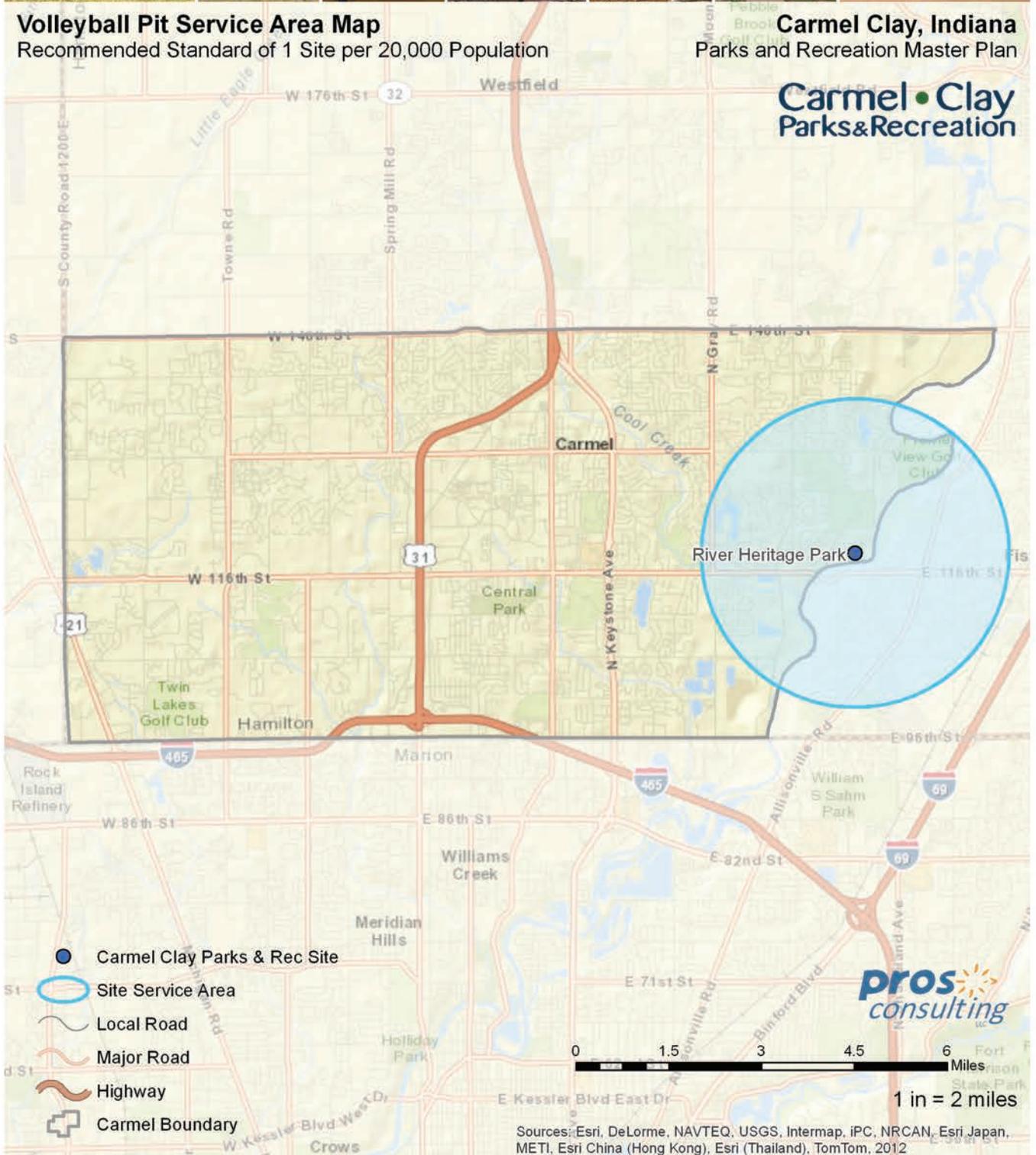
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012



Volleyball Pit Service Area Map
 Recommended Standard of 1 Site per 20,000 Population

Carmel Clay, Indiana
 Parks and Recreation Master Plan

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4.5 PRIORITIZED FACILITY AND PROGRAM NEEDS ASSESSMENT

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 CCPR.

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

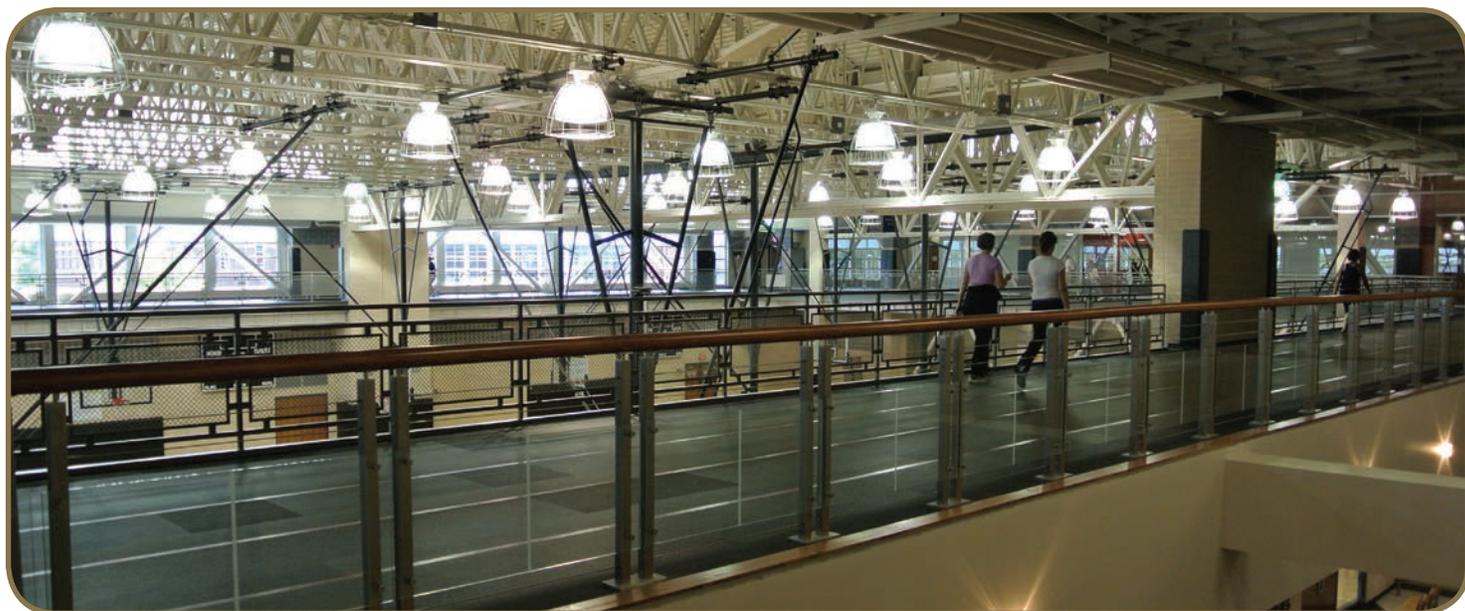
A weighted scoring system was used to determine the priorities for parks and recreation facilities / amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance 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 27 different facilities / amenities and 25 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. 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.



4.5.1 FACILITY / AMENITY PRIORITY RANKINGS

As seen in Figure 13, Outdoor Swimming Pool / Water Park, Walking / Biking trails, Small Neighborhood Parks, Large Community Parks and Outdoor Tennis Courts were the top five priorities for the community.

Carmel Clay Parks and Recreation Facility/Amenity Needs Assessment

	Overall Ranking
Paved Multipurpose Trails	1
Nature Trails/Boardwalks	2
Off-leash Dog Park	3
Fitness/Exercise Indoor Facilities	4
Playgrounds	5
Nature Center	6
Swimming/Activity Pools Outdoor	7
Fishing Areas	8
Tennis Courts Outdoor	9
Spray Park	10
Swimming/Activity Pools Indoor	11
Lap Lanes for Exercise Swim Indoor	12
Rock Climbing Walls Indoor	13
Ice Skating Rink Indoor	14
Community Vegetable Garden	15
Basketball Courts-Outdoor	16
Disc Golf Course	17
Soccer/Multipurpose Youth Fields	18
Basketball/Volleyball Courts-Indoor	19
Soccer/Multipurpose Adult Fields	20
Bocce Ball Courts	21
Bike/BMX Park	22
Picnic Shelters	23
Skate Park	24
Baseball/Softball Youth Fields	25
Pickleball Courts	26
Softball Fields-Adults	27

Figure 13 - Facility / Amenity Priority Rankings

4.5.2 PROGRAM PRIORITY RANKINGS

As seen in Figure 14, Community Events (Concerts, Tour De Carmel etc.), Fitness / Wellness for Adults, Outdoor / Environmental programs, Arts and Crafts Classes and Fitness / Wellness for Seniors were the top 5 programs priorities for the community.

Carmel Clay Parks and Recreation Program Needs Assessment

	Overall Ranking
Community Events (concerts, Tour De Carmel, etc.)	1
Fitness/Wellness for Adults	2
Outdoor/Environmental	3
Arts & Crafts Classes	4
Fitness/Wellness for Seniors	5
Senior Programs	6
Fitness/Wellness for Youth	7
Learn to Swim	8
Recreational Sports Adults	9
Recreational Sports Youth	10
Golf Lessons/Leagues Adults	11
Dance Performing Arts	12
Preschool/Early Childhood	13
Golf Lessons/Leagues youth	14
Before/After School Care	15
Gymnastics/Tumbling	16
Recreational Sports Seniors	17
Ropes/Challenge Courses	18
Scuba Diving Instruction	19
Golf Lessons/Leagues Seniors	20
Martial Arts	21
Parent's Day Out	22
Daycare for Preschoolers	23
Rock Climbing Instruction	24
Adaptive Programs (for people with disabilities)	25

Figure 14 - Program Priority Rankings



4.6 CAPITAL IMPROVEMENT PLAN

The 2014-2018 Capital Improvement Plan (CIP) is a five-year projection of planned physical improvements to the park system. The CIP provides revenue projections and a “blueprint” for spending priorities to support the desired outcomes of the 2015-2019 Parks and Recreation Master Plan. No actual expenditures are made until they are included in the annual budget and/or reviewed and approved by the Carmel/Clay Board of Parks and Recreation (Park Board), in accordance with applicable Indiana Code and Park Board Purchasing Rules.

One of the core functions of the Park Board and Carmel Clay Parks & Recreation (CCPR) management is to preserve and protect existing park system assets. The 2013 Community Survey, conducted as part of the 2015-2019 Parks and Recreation Master Plan, found that residents expect the park system to be well maintained. In essence, the public directed CCPR to “take care of what you already have.” With this mandate in mind, the CIP provides necessary funding for the ongoing capital maintenance or replacement of existing assets before allocating funds for new parks and recreation facilities. Additionally, based on the Park Board’s mandate to achieve 80% cost recovery, capital improvements with the ability to contribute to this goal were given priority over projects that would represent new operational costs with minimal to no offsetting revenue.

The CIP should be viewed as a working document, updated at least annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs. The total cost of capital improvements outlined in this CIP far exceed the revenue projections from current funding streams. Opportunities for new revenue sources and/or partnerships to help share costs will need to be explored to accelerate new capital development during this five-year planning period.

4.6.1 TYPES OF CAPITAL IMPROVEMENTS

For the purpose of this CIP, capital improvements are defined as projects that have a monetary value of at least \$1,000, a useful life of at least three years, and result in the creation or renovation of a fixed asset that allows CCPR to serve the park and recreation needs of our community. Examples of capital improvements include construction, remodeling, equipment replacements, or purchase of parkland, park fixtures, buildings, vehicles, and equipment. Planning efforts associated with capital improvements, including architectural, engineering, and legal services, are also considered capital expenditures and incorporated within the CIP.

Capital improvements within this CIP are divided within two classifications:

- Capital Maintenance: The improvement or replacement of existing park assets and any related planning efforts. Capital Maintenance is required to preserve the usefulness and extend the life of existing park assets and may be the result of capital replacement plans or unexpected, emergency needs.
- New Project: The purchase and/or development of new parks, recreation facilities, and/or equipment. “Soft costs” associated with the planning and design of the park system or specific parks are also classified as a New Project. Most New Projects are identified and designed through an extensive planning process with input from many stakeholders, including the community, user groups, elected officials, other governmental entities, partners, staff, and the Park Board.

4.6.2 PRIORITIZATION OF CAPITAL IMPROVEMENTS

Continued investment in the park system is critical to providing quality parks and recreation experiences for the residents of Carmel and Clay Township. Since funding for capital improvements is finite, projects are prioritized based on the following criteria:

- All Improvements: All capital improvements must support the goals and objectives of the 2015-2019 Parks and Recreation Master Plan as approved or amended by the Park Board.
- Priority 1: Capital Maintenance needs of revenue generating facilities mandated to be self-sufficient. Since the condition of these facilities has a direct impact on operational costs and revenue generation, capital maintenance needs of revenue facilities receive the highest priority. Currently this includes capital maintenance for the Monon Community Center and The Waterpark.
- Priority 2: Capital Maintenance needs of existing parks, recreation facilities, and equipment. The 2013 Community Survey asked residents what parks and recreation services should receive the most attention. Nearly 40% of respondents identified the maintenance and cleanliness of parks and trails as their first, second, or third choice- ranking their highest priority for the park system.
- Priority 3: New Projects enhancing existing parkland or community assets with consideration given for revenue generation and operational expenses.
- Priority 4: New Projects requiring the purchase of new parkland with consideration given for revenue generation and operational expenses.



4.6.3 FUNDING SOURCES AVAILABLE FOR CAPITAL IMPROVEMENTS

Following is a summary of current and historical funding sources used by Carmel Clay Parks & Recreation to pay for capital improvements within the park system:

PROPERTY & INCOME TAXES

TABLE 1: CCPR General Fund Budget

YEAR	TAX BUDGET	CITY'S SHARE	TWP'S SHARE
2009	\$2,649,326	\$2,121,580	\$527,746
2010	\$2,646,764	\$2,119,529	\$527,235
2011	\$2,610,155	\$2,090,212	\$519,943
2012	\$2,610,155	\$2,557,952	\$52,203
2013	\$2,790,876	\$2,614,859	\$79,761

Originally created in 1991 by the City of Carmel and Clay Township, CCPR currently operates under the Interlocal Cooperation Agreement (Interlocal) approved by the City Council and Township Board in 2002 and amended in 2004 and 2010. The Interlocal specifies that the City and Township provide tax funding for CCPR based on each entity's "proportionate share of the aggregate assessed valuation for the entire Township for the following fiscal year¹." A five-year summary of funding for CCPR's General Fund (101) is provided in Table 1.

Since 2007, the only CCPR budget funded based on the formula identified in the Interlocal has been the General Fund (101). This fund is maintained by the City's Clerk-Treasurer and used to cover expenses related to the general administration, operation, and maintenance of the park system. Only a nominal amount of the General Fund has been used for capital improvements, predominately for small equipment replacements. General Fund dollars are not used for operating or capital expenses at the Monon Community Center (MCC) or for the Extended School Enrichment (ESE) program.

The City and Township historically provided tax funding to the Parks Capital Fund (103). This non-reverting fund is maintained by the Clerk-Treasurer and dedicated to capital projects within the park system. Per the Interlocal, the funding allocation for the Parks Capital Fund is the same as used for the General Fund. A summary of tax funding received for the Parks Capital Fund from 2003 through 2006, the last year new dollars were placed in this fund, is provided in Table 2.

TABLE 2: Parks Capital Fund Budget

YEAR	TAX BUDGET	CITY'S SHARE	TWP'S SHARE
2003	\$863,000	\$481,760	\$381,240
2004	\$850,000	\$491,300	\$358,700
2005	\$575,000	\$449,936	\$125,064
2006	\$179,255	\$137,360	\$41,895

Beginning in 2005, CCPR began requesting less funding for the Parks Capital Fund to cover increases in the General Fund Budget. This was necessary to comply with requests to keep the collective CCPR tax budgets close to flat lined. By 2007, all tax dollars were directed solely to the General Fund, although the City and Township could elect to resume funding in the future. The net impact of decreased funding for the Parks Capital Fund was mitigated with a new source of capital dollars described below.

¹ Interlocal Cooperation Agreement, Article VI, Section 6.2

In 2004, the Carmel Clay Parks Building Corporation issued a \$55 million lease-rental bond, the proceeds of which were used to construct Central Park and the MCC. Because the City did not have the ability to tax throughout the entire township, and to ensure property owners both within and outside the incorporated limits of the city were paying the same tax levy for the Central Park Bond, the City Council passed Ordinance No. D-1679-04, authorizing issuance of the bond and waiving to the Township its taxing authority for bond-related expenses. As authorized by this action, for the life of the 20-year bond, Clay Township will levy a tax on all property owners within the incorporated and unincorporated areas of the township to make the annual lease payments on the Central Park Bond. The semi-annual bond payments made by the Township are approximately \$2.24 million payable in January and July of each year.

As a result of the Central Park Bond, Clay Township currently receives a share of COIT paid to the State by all Hamilton County residents with income tax obligations. The COIT attributable to the Central Park Bond (Central Park Bond COIT) for the past five years is identified in Table 3. COIT is distributed to local units of government within the County based on a State-established formula. The COIT distribution for one year is calculated on the previous year's budget and paid to the Township in 12 equal monthly payments. Because COIT is an income tax, and therefore subject to fluctuations in the economy, annual COIT distributions typically vary from year to year.

With the City waiving its taxing authority to the Township for the Central Park Bond and the Township assuming full responsibility to repay the bond, all Central Park Bond COIT is distributed to the Township.

The Township will continue to receive Central Park Bond COIT distributions until the bond is paid in full, regardless of recent or future annexations by the City within the Township. The last bond payment is scheduled to be paid on January 1, 2026.

Per the 2004 First Amendment to the Interlocal, Central Park Bond COIT was originally only available for capital projects within Central Park⁴. The Second Amendment to the Interlocal was adopted in 2010, permitting the use of Central Park Bond COIT for all capital projects throughout the park system, consistent with the original intent of the First Amendment.

TABLE 3: Central Park Bond COIT

2009	\$2,824,552
2010	\$2,981,474
2011	\$2,569,261 ²
2012	\$2,637,371 ³
2013	\$2,440,038

Central Park Bond COIT is received and maintained by the Township Trustee in the Township's non-reverting Park Capital Fund (1215). At the present time, this is the predominate source of new tax dollars available to CCPR for capital improvements.

² Includes \$306,532 additional 2011 distribution resulting from State error paid in 2012. The Indiana Department of Local Government Finance (DLGF) authorized only \$1,612,175 of this amount to be appropriated and placed in Fund 1215. To comply with the terms of the Interlocal, the Trustee distributed \$460,815 to Fund 1215 in 2012 to make up the shortfall has committed to provide CCPR the \$189,739 remaining balance at a later date.

³ Includes \$489,763 additional 2012 distribution resulting from State error paid in 2012.

⁴ The First Amendment states that COIT attributable to the Central Park Bond must be used for "Park capital projects." Park was defined as Central Park earlier in the amendment, creating what was later referred to as the BIG "P" versus little "p" issue.

PARK IMPACT FEES

The Park Impact Fee is established by a Zone Improvement Plan, which requires the approval of both the Carmel Plan Commission and City Council. The maximum fee is defined by a State-established formula that factors in the community's historical capital investment within the park system. Recognizing that new residential development and the resulting increase in population places a greater demand for park infrastructure, the State allows communities to assess an impact fee to fund new capital development to accommodate the increased demand.

Effective September 7, 2013, per the 2010-2015 Zone Improvement Plan the City's Department of Community Services (DOCS) collects a Park Impact Fee of \$1,679 for each new residential dwelling unit. Per the current plan, with approval from the Plan Commission and City Council, the Park Impact Fee increases by 10% every 12 months through September 6, 2015. A new Zone Improvement Plan will need to be adopted in order to continue collecting a Park Impact Fee after this date.

All fees are deposited within the non-reverting Park Impact Fee Fund (106), which is maintained by the Clerk-Treasurer, and may be used by CCPR for new capital development within parks specifically identified within the 2010-2015 Zone Improvement Plan. Authorized parks include Cherry Tree, Founders, Hazel Landing, and West. The Zone Improvement Plan also allows Park Impact Fees to be used to purchase new parkland in the northwest portion of the township. Fees collected each year vary based on market factors impacting residential development. A five-year summary of Park Impact Fee revenue is provided in Table 4.

**TABLE 4: Park Impact Fee
Annual Revenue**

2009	\$595,933
2010	\$372,108 ⁵
2011	\$946,107
2012	\$963,236
2013	\$813,790

BONDS

While much of the park system has been built on a "pay as you go" basis using existing cash on hand to fund capital improvements, Indiana Park Law and the Interlocal does allow the sale of bonds to fund park projects. Issuance of a bond must follow all requirements defined by applicable state law and the Interlocal, including a public hearing, and receive approval from both the City Council and Township Board. As described above, the 2004 Central Park Bond was the last time a bond was issued for the benefit of the park system.

USER FEES

As the MCC continues to be self-sufficient and generate net income, it has been increasingly possible to fund some small capital maintenance projects with revenue generated from user fees. As ESE increasingly uses the MCC and other park facilities to host summer camps, it may also be appropriate for ESE to assume some of the capital maintenance costs of these facilities. User fees are deposited into the ESE Fund (108) and MCC Fund (109) based on the division providing the service and are maintained by the Clerk-Treasurer. These non-reverting funds may be used to fund operating and/or capital projects.

GIFTS, DONATIONS, SPONSORSHIPS, & GRANTS

CCPR also has a non-reverting Gift Fund (853), which is funded by gifts, donations, sponsorships, and grants. The person or entity providing the funds often restricts its use for specific projects or purposes. The Gift Fund is maintained by the Clerk-Treasurer and may be used to fund operating and/or capital projects, depending on applicable restrictions. Donations totaling \$2,035 were used to help offset the cost of refurbishing the Gil Kett Pavilion in Flowing Well Park in 2010. The Gift Fund has not been a meaningful source of funding for capital projects for at least the past five years.

⁵ Net total after deducting \$102,264 refund to Pedcor by DOCS

PARKS FOUNDATION

The Carmel Clay Parks Foundation, Inc. was established in 2011 as a 501(c)3 charitable organization with the sole mission of supporting Carmel Clay Parks & Recreation. While still in its infancy, the Parks Foundation has the potential to be a significant source of revenue for capital improvements in the future, helping complement other funding sources and providing additional avenues for securing bequests, donations, grants, and similar alternative funding mechanisms.

4.6.4 RAINY DAY RESERVES

The Park Board established two rainy day reserves to protect and sustain the park system in the event of unforeseen or emergency situations. These reserves also help mitigate the need for the additional appropriation of tax dollars from the City or Township. The rainy day reserves are maintained within the Township Park Capital Fund (1215).

PARK SYSTEM CAPITAL MAINTENANCE RESERVE

Based on recommendations from the 2009 MCC Business Plan and consistent with best practices for park agencies, the Park Board originally established a \$1.5 million reserve in 2010 for unforeseen and unbudgeted capital repairs and replacements to existing infrastructure within the park system. In the event it is necessary to use the Capital Maintenance Reserve, CCPR would use new Central Park Bond COIT distributed throughout the year to replenish the reserve back to the \$1.5 million balance.

MCC OPERATING RESERVE

The Park Board maintains a \$1 million reserve to address potential shortfalls in revenue at the Monon Community Center. As identified in the 2009 MCC Business Plan, few public community centers achieve cost recovery above 60% and the MCC has only recently done so⁶. While the MCC is projected to remain self-sufficient for the foreseeable future, the ability to achieve cost recovery could be negatively impacted by a variety of factors such as changes in the political and/or economic climate, natural disasters, poor weather for multiple summers, increased competition within the local market, and/or other uncontrollable factors. The 2011 departure of two large fitness companies in the metro area highlights the challenge of the MCC remaining viable in the fitness market – one of the primary sources of revenue. Maintaining this rainy day reserve ensures sufficient funding to cover MCC operating expenses in compliance with City Council Resolution No. CC-04-19-10-02, which prohibits the Clerk-Treasurer from paying any claims or invoices that would result in the MCC Fund 109 going into a negative balance.

⁶ The MCC became self-sufficient in 2010 and has operated at above 100% cost recovery each subsequent year as of the date of this report.



4.6.5 SUMMARY

At the start of the five year planning period beginning January 1, 2014, CCPR had nearly \$5.7 million in cash available for capital improvements within the Park Capital Fund (103), Park Impact Fee Fund (106), and Township Park Capital Fund (1215). An additional \$2.5 million is preserved as rainy day funds within the Township Park Capital Fund (1215). Between 2014 and 2018, over \$15.3 million of new funding for capital projects is expected from COIT, park impact fees, and interest, providing approximately \$21 million for capital improvements over the next five years.

Cash flow projections for Funds 103, 106, and 1215 are provided at the end of this document. Revenue projections are based on historical receipts. Projections for each progressive year are conservative to account for unpredictable or uncontrollable factors that may impact the future.

As outlined in this CIP, nearly \$20.5 million in park system improvements are projected to be funded over the course of the five year planning period, \$7.9 million of which is dedicated to Capital Maintenance. After ensuring the anticipated Capital Maintenance needs of existing assets are addressed, the \$14.3 million in New Projects funded within this CIP are prioritized based on their ability to generate new revenue and/or reduce existing operating costs. Over \$68 million of New Development identified within the 2015-2019 Parks and Recreation Master Plan will be unfunded during the planning period and will need to be deferred unless additional sources of revenue are secured.

Notable capital improvements anticipated to be funded include:

CAPITAL MAINTENANCE

- Add shade structures on existing playground equipment in Carey Grove Park and replace deteriorating wood edging with new concrete border. Crack seal and stripe parking lot and basketball court surface. (2014)
- Enhance landscaping along 111th Street in Central Park. (2014)
- Replace side railings of bridge located closest to 146th terminus and stabilize creek bank erosion along Hagan-Burke Trail. (2014)
- Replace floating fishing dock in Meadowlark Park pond. (2014)
- Replace spray pad control systems in Lawrence W. Inlow Park and West Park. (2014)
- Replace restroom fixtures in Lawrence W. Inlow Park, River Heritage Park, West Park, and Monon Greenway north and south trailheads. (2014)
- Install fiber optic connection to Hamilton County Port Authority. (2014)
- Continue phased improvements to Monon Community Center interior finishes, including replacement of floor and wall coverings. (2014-2015)
- Repave Monon Greenway from 96th Street to 146th Street. (2014-2015)
- Replace obsolete park entrance and rules signs throughout park system. (2014-2015)
- Replace Central Park lagoon boardwalk. (2015)
- Resurface and stripe Flowing Well Park parking lot. (2015)
- Replace lobby and corridor furnishings in Monon Community Center. (2015)
- Replace Monon Community Center cardio machines. (2014-2018)
- Replace existing playground equipment and spray pad in Lawrence W. Inlow Park. (2016)
- Resurface, color coat and stripe Meadowlark Park basketball court and install new goals. (2016)
- Crack seal and stripe parking lots in Monon Greenway north and south trailheads. (2016)
- Crack seal Prairie Meadow Park trail. (2016)
- Rehabilitate Meadowlark Park aggregate stone trails; relocate and replace picnic shelter to new location less prone to flooding. (2017)
- Replace existing playground equipment, spray pad, and pond boardwalk in West Park. (2018)

NEW DEVELOPMENT

- Installation of trail counters along the Monon Greenway to more accurately measure usage. (2014)
- Creation of updated master plan for West Park to incorporate the 40-acre Perelman and 5-acre Riley properties. (2014)
- First phase of Central Park North Campus development, including the dog park, meadow, picnic shelter, restroom facility, and parking lot. (2014)
- Construction of Founders Park Pavilion, a new building to house ESE summer camps, MCC-facilitated recreation programs, and community events. (2014)
- First phase development of Central Park West Commons, including playground, picnic shelters, restroom facility, and parking lot. (2014-2015)
- Development of West Park based on updated master plan. (2016)
- Upgrade of Central Park West Drive. (2016)
- Installation of new tube slide in The Waterpark rising from the existing slide hill and emptying riders into the lazy river. (2018)
- Preparation of 2020-2024 Parks and Recreation Master Plan to guide future development of park system. (2018)
- Second phase development of Central Park West Commons to add spray pad. (2019)

The following page identifies by location the proposed capital improvements identified within the 2015-2019 Parks and Recreation Master Plan, individual park master plans or other planning documents; anticipated budget for each project; projected expenditures by year; and the unfunded balance of capital improvements either partially completed or not started by the end of 2018.

4.6.6 CIP SUMMARY

PARK	2014	2015	2016	2017	2018	5-YEAR TOTAL
Capital Maintenance						
Carey Grove Park	\$17,000.00	\$9,300.00	\$0.00	\$0.00	\$0.00	\$26,300.00
Central Park	\$73,579.50	\$250,000.00	\$50,000.00	\$0.00	\$0.00	\$373,579.50
Flowing Well Park	\$0.00	\$100,000.00	\$0.00	\$101,000.00	\$0.00	\$201,000.00
Founders Park	\$14,047.61	\$0.00	\$0.00	\$0.00	\$0.00	\$14,047.61
Hagan-Burke Trail	\$34,242.16	\$0.00	\$0.00	\$0.00	\$25,000.00	\$59,242.16
Hazel Landing Park	\$0.00	\$9,300.00	\$0.00	\$0.00	\$0.00	\$9,300.00
Lawrence W. Inlow Park	\$49,095.45	\$0.00	\$725,000.00	\$0.00	\$0.00	\$774,095.45
Lenape Trace Park	\$0.00	\$12,300.00	\$0.00	\$0.00	\$0.00	\$12,300.00
Meadowlark Park	\$20,000.00	\$18,600.00	\$60,000.00	\$114,000.00	\$0.00	\$212,600.00
Monon Community Center	\$965,414.00	\$716,370.00	\$139,875.00	\$126,000.00	\$116,500.00	\$2,064,159.00
Monon Greenway	\$590,938.00	\$610,000.00	\$10,000.00	\$0.00	\$0.00	\$1,210,938.00
Prairie Meadow Park	\$0.00	\$11,300.00	\$2,500.00	\$0.00	\$0.00	\$13,800.00
River Heritage Park	\$36,485.00	\$0.00	\$0.00	\$0.00	\$0.00	\$36,485.00
West Park	\$111,608.00	\$0.00	\$0.00	\$0.00	\$1,125,000.00	\$1,236,608.00
White River Greenway	\$25,000.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$35,000.00
Other/General Park System	\$565,000.00	\$230,000.00	\$325,000.00	\$230,000.00	\$325,000.00	\$1,675,000.00
TOTAL CAPITAL MAINTENANCE	\$2,502,409.72	\$1,977,170.00	\$1,312,375.00	\$571,000.00	\$1,591,500.00	\$7,954,454.72
New Projects						
Central Park	\$2,297,982.38	\$2,388,217.52	\$1,300,000.00	\$725,000.00	\$0.00	\$6,711,199.90
Founders Park	\$1,537,299.62	\$236,500.00	\$0.00	\$0.00	\$0.00	\$1,773,799.62
Monon Community Center	\$0.00	\$0.00	\$0.00	\$0.00	\$1,750,000.00	\$1,750,000.00
Monon Greenway	\$70,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00
West Park	\$150,000.00	\$180,000.00	\$2,000,000.00	\$0.00	\$1,500,000.00	\$3,830,000.00
Other/General Park System	\$25,000.00	\$0.00	\$0.00	\$0.00	\$75,000.00	\$100,000.00
TOTAL NEW PROJECTS	\$4,080,282.00	\$2,804,717.52	\$3,300,000.00	\$725,000.00	\$3,325,000.00	\$14,234,999.52
TOTAL CAPITAL EXPENSES	\$6,582,691.72	\$4,781,887.52	\$4,612,375.00	\$1,296,000.00	\$4,916,500.00	\$22,189,454.24

CHAPTER FIVE—OPERATIONAL AND FINANCIAL ANALYSIS

5.1 OPERATIONAL AND MAINTENANCE REVIEW

5.1.1 FINDINGS

As part of the process for the Parks and Recreation Master Plan, staff focus groups were conducted to help establish priorities for the future improvement and direction of management for CCPR. The following provides a summary of these meetings.

KEY OUTCOMES FROM THE MASTER PLAN

Key outcomes from staff participants of the focus group would include continuing to offer and expand services, facilities and programs to correspond with the community's needs and expectations. CCPR staff would like to remain on the leading edge of trends and continue to be a "best-in-class" parks and recreation system. Staff would like to foster continuing improvements in communication internally and within the community. Employees throughout the organization support improving technology systems to enhance customer service and improve efficiencies.

KEY OPERATIONAL ISSUES

Each division had its own specific key issues that they would like to be addressed in the Master Plan, although there were a few issues that were common among all or most of the different divisions. One was to improve training of employees on existing policies and procedures along with improving the line of communication between part time employees, full time employees, division directors, as well as with community users on changes being made on policies, pricing or procedures.

MANAGEMENT STANDARDS IN PLACE AND NEW STANDARDS DESIRED

- **MCC Supervisory Staff:** Feel that the operational standards need to be made clearer and feel that the part-time staff at times are overwhelmed. Better training can help resolve the feeling of being overwhelmed.
- **MCC Staff:** The staff would like to see more consistency and training on everyday procedures. They would also like to enhance the cleaning standards established and have better communication among staff working in the facility.
- **Maintenance:** Staff feels that additional seasonal help is needed to keep the standards high which is an expectations of the community and key leaders of the agency.
- **ESE Facilitators:** Management standards are good. They feel it is hard to execute changes because they need to be tested before fully implemented.
- **ESE Supervisory Staff:** The supervisory staff feel that program standards need to be customized per their location and user group within the community. Staff indicated that each site does create their own programs.
- **Administration & Marketing Staff:** The dress code does not work for everyone and would like to see it personalized for each job.
- **Senior Management:** Would like to see added technology to track access and added multi-lighting and security cameras.

EQUIPMENT CHALLENGES

Many of the different divisions would like to see major improvements with technology. A few comments made were to update the software, computers, credit card machines, radios, and the ability to get onto the internet at each site. Some divisions would also like to see updated and added fitness equipment.

PERFORMANCE INDICATORS

The divisions that do manage performance indicators have noticed that the performance indicators need to be made stronger and more consistent to keep morale high with employees so they can see a sense of accomplishment.

- **MCC Supervisory Staff:** Performance measures need to be made stronger and used consistently.
- **MCC Staff:** N/A
- **Maintenance Staff:** N/A
- **ESE Facilitators:** They have routine reviews with staff and supervisors and perform post evaluation surveys with the principle and custodian.
- **ESE Supervisory Staff:** They keep track of retention of users, growth of program, post evaluations and principal and custodian surveys. They are always recruiting due to the low hourly wage and would like to see the part-time pay for everyone become a dollar more per hour.
- **Administration & Marketing Staff:** N/A
- **Senior Management:** They would like to see a tracking system of customers put into place and consistently use performance evaluations throughout the departments.

ORGANIZATIONAL DESIGN

Most of the divisions feel that organization is aligned correctly, but would like to see improved communication throughout the divisions and management. Also, most divisions feel that they are understaff and would like to receive more cross training in the different divisions.

POLICY ISSUES

Maintenance and Senior Management would like to see improved communication and cooperation when making purchase requests. Many of the divisions expressed frustration with the check in procedure and would like to see more collaboration with different divisions and staff to help one another out. Senior Management would like to see all full time employees work 40 hours a week versus hiring part-time employees, address the dress code policy, and be accountable for their budget.

FINANCIAL ISSUES

Maintenance would like to implement and budget for a facility/equipment lifecycle plan and equipment replacement plan. Many divisions expressed an increase in pay for part-time and full-time staff to help boost morale.

ORGANIZATIONAL CHANGES

Throughout all the divisions, they would like to see enhanced communication from upper management. Many divisions feel that they are understaffed or could use additional hours to get their work done. Technology was also a reoccurring issue and would like to see money spent to improve efficiency and effectiveness.



5.1.2 RECOMMENDATIONS

The Consulting Team performed an analysis of the current practices of CCPR to evaluate its operational situation. This analysis identified future organization and staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This included data collection, analysis and on-site observations of key organizational components in the following areas:

- **Inventory of services:** CCPR has a good understanding of the inventory they manage and where those amenities are in their lifecycle. A true asset management plan is needed to stay on top of where each amenity is in their lifecycle and replacement needs to occur or updating to keep the parks and amenities fresh. This will require some level of maintenance endowment that is secured for these slated improvements especially at their signature parks and recreation facilities. Annual reporting of asset lifecycle management is recommended.
- **Maintenance and Operating Standards:** The maintenance standards for the system are higher than what most parks and recreation agencies have in place, but the expectations of residents is higher as well. The existing staff do a great job in managing to maintenance standards and holding themselves accountable to those standards. There are areas for improvement, but the staff recognize these areas. CCPR developed a maintenance management plan in 2011 that may need to be updated in 2016 to keep the management of maintenance and costs in check.
- **Organizational Design and Staffing:** The organizational structure of CCPR is not top heavy and that is due to operating in a business-oriented approach. The Director and Chief Operating Officer are highly involved in the day-to-day operations of CCPR, which keeps their administration costs down. Continue to track the cost of service to identify when costs are out of line. The staff costs, both salary and benefits for the agency are below 60%, which is a best practice in the United States and this should continue. A key position that seems to be missing in the organization structure is a business development manager to assist CCPR in continuing to manage to outcomes desired, tracking true costs and performance indicators, helping to gain more earned income outside of taxes and user fees and help in developing partnerships to reduce costs. This position could earn 10 times the person salary acted upon, and take some pressure off the programs and facilities to meet cost recovery goals.
- **Customer service:** Customer service standards could be improved in some areas of CCPR as it applies to the after school program, summer camps and The Waterpark based on discussions with staff and with community. For CCPR to continue to be strong in cost recovery, customer services standards, training, tracking and responding to customer feedback on services provided, customer service needs to be made a priority.

- **Staffing levels:** Staffing levels appear to be stretched at times, especially in the after school program due to high turnover. Stretching staff is ok in the parks and recreation business, but all agencies desire more staff especially fulltime staff and managing this expectation requires good communication with part-time and seasonal staff. Typically, program managers can manage revenue three to four times their salary. Supervisors can manage ten times their salary and Superintendents 20 times their salary in revenue.
- **Field equipment/resources:** CCPR has not made the maintenance shop operations a priority. It has been identified as a major issue over the last ten years and it still needs to be addressed. Equipment replacement seems to working on a scheduled basis based on the maintenance review.
- **Service contracts:** CCPR has done a good job in outsourcing elements of their system that help them to keep costs down such as custodial and landscape management. Both of these areas has saved CCPR a great deal of money and they have gotten improved services from the contractors. This effort should continue and be evaluated on an on-going basis.
- **Workload requirements:** The workload requirements to manage the system is heavy, but CCPR has done a good job of not overextending itself and has a good philosophy on balancing public employees and private contractors and this should continue. The key leadership understands staffing requirements and not overextending staff as customer service falls, which will reflect poorly on the agency when this occurs.
- **Procedures manuals:** CCPR has recently updated its procedures manuals due to seeking CAPRA Accreditation and this should continue for the future. Procedure Manuals help staff manage to standards and expectations and training needs to be made a part of it.
- **Existing policy and procedures management:** CCPR has evaluated its policy and procedures management practices due to seeking CAPRA Accreditation. This is a good practice to evaluate every five years and needs to continue.
- **Performance measures and indicators:** CCPR has some good performance measures in place which has helped them to move from an “effort-based culture” to an “outcome-based culture.” These performance measures should continue and others added including tracking unit costs, retention of members at the Monon Community Center, productivity of space at the Monon Community Center, partnership equity, earned income gained over taxes and user fees, and cost benefit impacts to the community on services provided. CCPR should consider updating the Monon Community Center and The Waterpark Business Plan created in 2009 to ensure it remains relevant.
- **Information systems and technology:** CCPR has made many improvements in technology over the last several years, but more is necessary. A maintenance management software is still needed for tracking maintenance costs and asset lifecycles. Also, a customer service tracking application would also be a good addition to the system. The staff would like to have better hand held credit card machines at the after school program sites to make it easier and faster for collecting fees from parents. Also, additional lighting and security cameras are desired in some of the after school sites.
- **Marketing and communications:** The Marketing and Communication efforts of CCPR has improved significantly over the last several years. Use of social media, print and radio media has been excellent and should continue. The recognition of CCPR has improved as well on a local and national level due to the efforts of the Marketing and Communications staff.
- **Identify and expand partnerships/volunteer support for facilities and services:** CCPR has done a good job in developing their partnership with volunteers. Ideally, an agency like CCPR should look to achieve 15% of the total work force hours from volunteers, which will take a lot of time and effort including training to accomplish this, but would help in keeping cost down and quality of services high.
- **Review and suggest new rules and regulations related to parks:** No new rules or regulations where expressed by staff as needing to be updated.

5.2 FINANCIAL ANALYSIS

The section of the report presents the financial assessment of Carmel Clay Parks & Recreation as a part of 2015-2019 Parks and Recreation Master Plan. As a key element of the Master Plan, available information was reviewed to assess the financial situation of CCPR. The revenues, expenditures and capital funds were analyzed to identify trends and assess CCPR's financial integrity. The cost recovery for facilities, programs, and services at major functional levels has been analyzed to assess the cost of service readiness.

5.2.1 DATA REVIEWED

The PROS Team reviewed the detailed cost and activity information prepared by CCPR staff. Following is a list of the cost and activity data reviewed by PROS:

- Annual Reports for 2008 through 2014
- Capital Funding Assessment dated 11/22/2011
- Capital Funding Plan for years 2013 through 2018

The financial reports for fiscal years 2008 through 2014 were analyzed to assess the financial situation of CCPR.

5.2.2 FINANCIAL STRENGTH

CCPR has maintained adequate cash balances for each year shown in Figure 15. A strong cash balance provides flexibility with respect to managing programs, maintaining assets, and meeting the changing needs of the community. The cash balances increased between fiscal years 2008 and 2014. For the year ending 2014, the cash balance is 56% of annual expenditures and is 4% more than the 2013 year-end cash balance. For the Year Ending 2014, non-capital funds cash balance is 33% of annual non-capital funds expenditures and is 3% more than the fiscal year 2013 non-capital funds cash balance. PROS recommends a range of cash and investments between 60 and 90 days to cover unexpected revenue drops and unusual or emergency expenditures. CCPR had 190 days of total cash for fiscal year end 2013. The non-capital funds cash was 121 days for fiscal year end 2014. CCPR should continue to maintain sufficient cash reserves.

FISCAL YEAR:	2008	2009	2010	2011	2012	2013	2014
Total Cash Balance	\$5,404,834	\$6,971,229	\$10,577,805	\$8,228,787	\$10,563,225	\$11,815,301	\$12,724,111
Annual Expenditures to Cash	\$12,131,013	\$12,135,850	\$11,639,347	\$22,536,598	\$18,636,885	\$22,701,378	\$24,495,121
Cash to Expenditures	45%	57%	91%	37%	57%	52%	52%
Days of Cash	163	210	332	133	207	190	190
Non-Capital Cash	\$821,567	\$442,694	\$1,749,912	\$1,730,024	\$2,733,031	\$3,645,976	\$4,076,467
Non-Capital Expenditures	\$9,138,772	\$9,883,426	\$9,564,910	\$11,650,013	\$11,305,883	\$12,118,683	\$14,854,513
Cash to Expenditures	9%	4%	18%	15%	24%	30%	27%
Days of Cash	33	16	67	54	88	110	100

CCPR has no debt which is unusual for a large agency. The Interlocal Cooperation Agreement between the City of Carmel and Clay Township, which created the park system, dictates that any bonds issued to acquire or improve real property be issued in either the name of the City or Township.

In 2004, the Carmel Clay Parks Building Corporation issued a \$55 million lease-rental bond, the proceeds of which were used to construct Central Park and the Monon Community Center. Because the City did not have the ability to tax throughout the entire Township, and to ensure property owners both within and outside the incorporated limits of the City were paying the same tax levy for the Central Park Bond, the City Council passed an ordinance authorizing issuance of the bond and waiving to the Township its taxing authority for bond-related expenses. As authorized by this action, for the life of the 20-year bond, Clay Township will levy a tax on all property owners within

the incorporated and unincorporated areas of the Township to make the annual lease payments on the Central Park Bond. Semi-annual lease payments made by the Township range from \$2,237,000 to \$2,240,500 as specified in the payment schedule for the bond. While these payments represent expenses on behalf of the park system, CCPR funds are not used to make the payments and therefore are excluded from this financial assessment. Unless refinanced or paid off ahead of schedule, the Central Park Bond will be retired on January 1, 2026.

5.2.3 REVENUES

The revenues for fiscal years 2008 through 2014, are shown in Figure 16. Over the period, total revenues increased by 37%. Tax revenues increased by 2% and the earned income increased by 51%. The percent of earned income to total revenues ranged from 48% to 60% shown in Figure 17. PROS generally finds that earned income provides 40% to 60% of funding for similar agencies. CCPR has maintained a good mix of funding from earned income with the most recent years being higher than the average.

FISCAL YEAR:	2008	2009	2010	2011	2012	2013	2014
REVENUES							
Taxes-City of Carmel	\$1,916,692	\$2,121,580	\$2,119,529	\$2,090,212	\$2,532,894	\$2,614,859	\$2,660,799
Taxes-Clay Township	\$2,827,354	\$3,352,298	\$4,723,709	\$2,132,118	\$3,481,979	\$2,519,799	\$2,595,856
Impact Fee	\$459,249	\$698,197	\$372,108	\$946,107	\$963,236	\$813,790	\$1,144,648
User Fees, Interest & Other Earned Income	\$5,611,585	\$5,864,469	\$6,784,844	\$7,742,629	\$8,514,257	\$8,505,698	\$8,460,531
Total Revenues	\$10,814,880	\$12,036,544	\$14,000,190	\$12,911,066	\$15,492,367	\$14,454,146	\$14,861,834
Annual Change		11%	16%	-8%	20%	-7%	3%
Cummulative Change		11%	29%	19%	43%	34%	37%
Annual Increase in Tax Revenues		15%	25%	-38%	42%	-15%	2%
Cummulative Increase in Tax Revenues		15%	44%	-11%	27%	8%	11%
Annual in Earned Income		5%	16%	14%	10%	0%	-1%
Cummulative Increase in Earned Income		5%	21%	38%	52%	52%	51%

Figure 16 - Total Revenues

FISCAL YEAR:	2008	2009	2010	2011	2012	2013	2014
REVENUES							
Taxes-City of Carmel	18%	18%	15%	16%	16%	18%	18%
Taxes-Clay Township	26%	28%	34%	17%	22%	17%	17%
Impact Fee	4%	6%	3%	7%	6%	6%	8%
Earned Income	52%	49%	48%	60%	55%	59%	57%
Total Revenues	100%						

Figure 17 - Percent of Total Revenue by Category

The revenues shown in the Figure 17 indicate that CCPR has decreased its reliance on tax revenues while increasing impact fee and earned income over the seven-year period.

5.2.4 EXPENDITURES

Figure 18 shows the historical expenses from fiscal ending 2008 through 2014. Capital Expenses and Capital Development and Maintenance are included for this analysis.

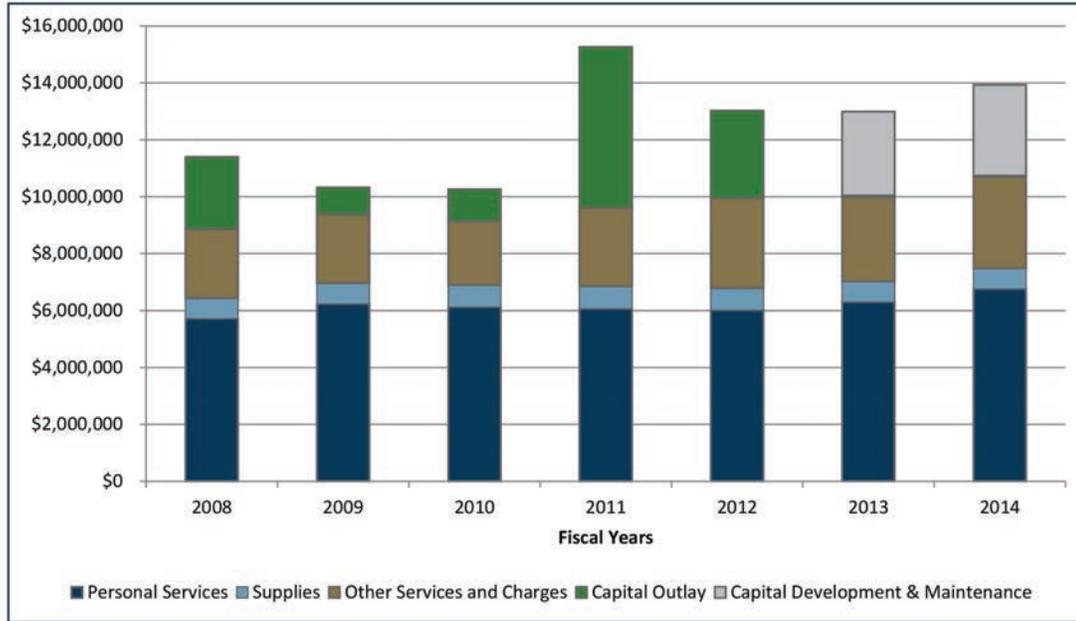


Figure 18 - Expenditures

The total expenditures for fiscal years 2008 through 2014 have increased by 12% from \$11,399,200 in 2008 to \$13,928,704 in 2014 as shown in Figure 19.

FISCAL YEAR:	2008	2009	2010	2011	2012	2013	2014
EXPENDITURES							
Personal Services	\$5,714,060	\$6,236,315	\$6,121,967	\$6,063,267	\$6,014,170	\$6,301,791	\$6,756,326
Supplies	\$718,611	\$722,555	\$769,250	\$787,923	\$771,982	\$717,385	\$732,295
Other Services and Charges	\$2,424,941	\$2,414,082	\$2,247,140	\$2,764,118	\$3,167,182	\$2,964,082	\$3,203,811
Capital Outlay	\$2,541,588	\$950,792	\$1,128,137	\$5,641,768	\$3,072,469	\$57,103	\$43,465
Capital Development & Maintenance	\$0	\$0	\$0	\$0	\$0	\$2,952,886	\$3,192,806
Total Expenditures	\$11,399,200	\$10,323,744	\$10,266,494	\$15,257,077	\$13,025,804	\$12,993,247	\$13,928,704
Annual Total Change		-9%	-1%	49%	-15%	0%	7%
Cummulative Total Change		-9%	-10%	34%	14%	14%	22%
Annual Operations and Maintenance Change		6%	-3%	5%	4%	0%	7%
Cummulative O&M Change		6%	3%	9%	12%	13%	21%
Annual Capital, Capital Development & Maintenance Change		-63%	19%	400%	-46%	-2%	8%
Cummulative Capital Change		-63%	-56%	122%	21%	18%	27%
Percent of Capital to Total Expenditures	22%	9%	11%	37%	24%	23%	23%

Figure 19 - Expenditures

The capital expenditures compared to operation and maintenance expenditures have increased by approximately 1% from 22% to 23% over the six year period. This is a reflection of CCPR’s ability to develop, maintain, and replace CCPR’s equipment and facilities. CCPR has invested over \$19.5 million over the six-year period in capital projects. A strong capital investment indicates the ability for CCPR to develop and maintain quality facilities for future users.

5.2.5 REVENUES AND EXPENDITURE TRENDS

The total revenues and expenditures have increased over the six year period as shown in Figure 20. The gap between revenues and expenditures shows an increasing rate. This indicates that CCPR is well positioned to maintain the quality and quantity of programs and facilities with future cost inflation.

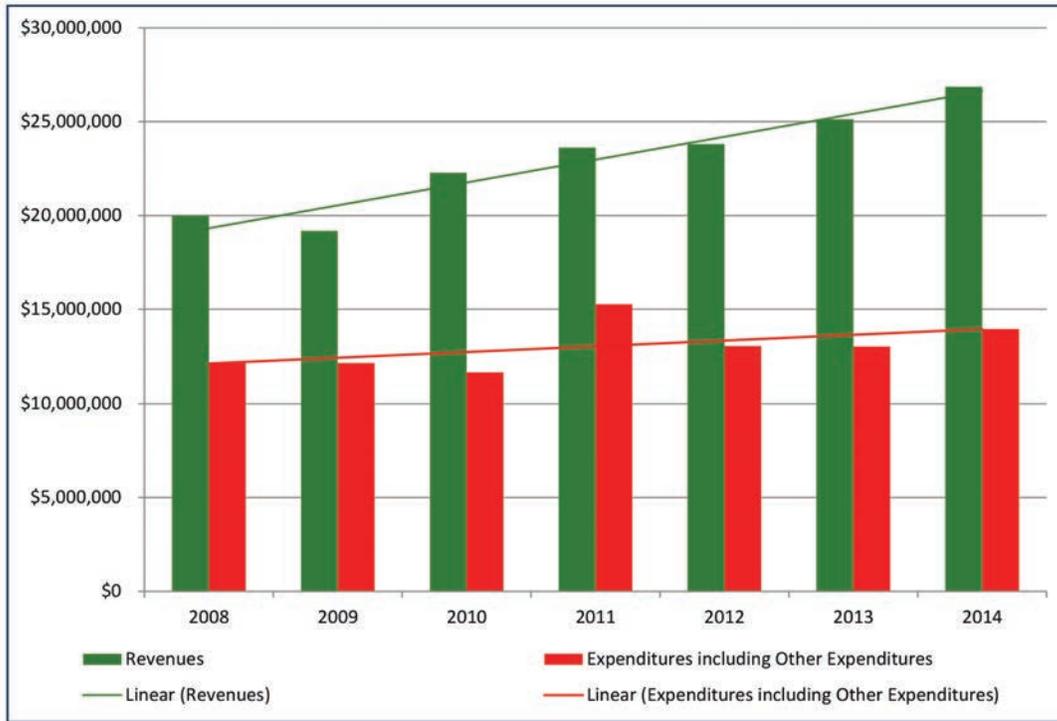


Figure 20 - Revenues and Expenses Trends

5.2.6 PROPERTY TAX REVENUES

Between fiscal years 2008 and 2014, the Taxable Property Values decreased by 26%. Since 2009 assessments have decreased approximately 1% per year as shown in Figure 21. CCPR receives tax revenues from the City of Carmel and Clay Township.

Year	City of Carmel Populations*	City of Carmel Net Assessed Value*	Net Assessed Net Assessed Value*
2008	67,453	\$ 6,936,589,520	\$ 8,635,662,060
2009	69,547	\$ 5,416,053,158	\$ 6,699,407,086
2010	79,734	\$ 5,431,195,873	\$ 6,725,953,056
2011	81,603	\$ 5,401,140,432	\$ 6,675,358,292
2012	83,573	\$ 6,393,603,345	\$ 6,561,674,060
2013	85,927	\$ 6,192,626,813	\$ 6,359,348,253
2014	N/A	\$ 6,282,297,495	\$ 6,451,614,892
2008-2014 Change	27%	-11%	-26%

Notes: Population from U.S. Census Bureau Assessments from State of Indiana, Department of Local Government Finance

Figure 21 - Property Tax Values

Taxable Property Values may continue to decline for the short term and careful planning will be required until national economy is stable.

The assessed property values have decreased approximately 26% between 2008 and 2014, but the population has increased by 27% between 2008 and 2013 as shown in Figure 21.

In some areas of the U.S., the mortgage markets are experiencing significant difficulty with respect to interest rates and foreclosures. These issues have resulted in flat or decreased property values which result in flat or decreased property tax revenues.

5.2.7 COST RECOVERY FROM EARNED INCOME

The industry best practices are 35-40% for cost recovery from revenues other than taxes for similar park and recreation agencies. For the purpose of this assessment, both operating and capital expenses are included. Non-Tax Revenues, which exclude revenues from taxes or impact fees, have increased by 11% since 2008 to 61% in 2014. Figure 22 shows that CCPR's cost recovery from non-tax revenues ranges from 49% to 65% of the total operating expenses.

	2008 CONSOLIDATED TOTAL	2009 CONSOLIDATED TOTAL	2010 CONSOLIDATED TOTAL	2011 CONSOLIDATED TOTAL	2012 CONSOLIDATED TOTAL	2013 CONSOLIDATED TOTAL	2014 CONSOLIDATED TOTAL
Earned Income	\$5,554,744	\$5,834,377	\$6,761,723	\$7,733,563	\$8,510,044	\$8,505,698	\$8,460,531
Total Expenditures	\$11,399,200	\$10,323,744	\$10,266,494	\$15,257,077	\$13,025,804	\$12,993,247	\$13,928,704
Earned Income Over (Under) Total Expenditures	(\$5,844,456.12)	(\$4,489,366.85)	(\$3,504,770.26)	(\$7,523,513.91)	(\$4,515,759.92)	(\$4,487,548.90)	(\$5,468,173.15)
"Cost Recovery from Earned Income"	49%	57%	66%	51%	65%	65%	61%

Figure 22 - Cost Recovery from Non Tax Revenues

A summary of the cost recovery by selected operations is shown in Figure 23. CCPR has demonstrated a healthy cost recovery with the Extended School Enrichment and Monon Community Center operations.

	FISCAL YEAR:						
Operation	2008	2009	2010	2011	2012	2013	2014
Extended School Enrichment	109%	98%	104%	110%	115%	119%	110%
Monon Community Center	75%	76%	100%	110%	113%	107%	102%

Figure 23 - Summary of Cost Recovery from Selected Operations

5.2.8 EXTENDED SCHOOL ENRICHMENT OPERATIONS

The revenues and expenditures for the Extended School Enrichment Operations for fiscal year 2014 are illustrated below in Figure 24. The cost recovery is shown for operating and maintenance costs and total costs which includes capital expenditures. Both the school and camp programs have a cost recovery rate over 100% for operating expenditures. The total cost recovery has been between 98% and 119% over the study period as shown above. The only year ESE experience under 100% cost recovery was 2009, which included 27 pay periods instead of the typical 26. This was the result of an anomaly in the bi-weekly pay schedule that occurs every 11 years.

	108 UNASSIGNED	1081 SCHOOL	1082 CAMPS	FUND TOTAL
REVENUES				
Earned Income	\$0.00	\$2,688,653.29	\$955,469.34	\$3,644,122.63
Interest & Other Revenue	\$7,036.96	\$0.00	\$0.00	\$7,036.96
Total Revenues	\$7,036.96	\$2,688,653.29	\$955,469.34	\$3,651,159.59
OPERATING EXPENDITURES				
Personal Services	\$0.00			
Supplies	\$0.00			
Other Services & Charges	\$0.00			
Capital Outlay	\$0.00			
Total Operating Expenditures	\$0.00	\$2,699,809.92	\$619,955.48	\$3,319,765.40
Percent of Expenditures	0%	81%	19%	100%
NET INCOME				
	\$7,036.96	(\$11,157.44)	\$335,513.67	\$331,393.19
Cost Recovery- Operating Only	N/A	100%	154%	110%
Cost Recovery- Total	N/A	100%	154%	110%

Figure 24 - Extended School Enrichment Cost of Service

5.2.9 MONON COMMUNITY CENTER OPERATIONS

The revenues and expenditures for the Monon Community Center Operations for fiscal year 2014 are illustrated below in Figure 25. The cost recovery is shown for operating and maintenance costs and total costs which includes some capital expenditures. The recreation programs have a cost recovery over 100% for operating expenditures for the last five years. The total cost recovery has been between 75% and 113% over the study period as shown above.

	108 UNASSIGNED	1091 ADMINISTRATION	1092 GUEST SERVICES	1093 MAINTENANCE	1094 AQUATICS	1095 FOOD SERVICE	1096 RECREATION	FUND TOTAL
REVENUES								
Earned Income	\$0.00	\$35,053.28	\$3,484,888.27	\$0.00	\$120,237.09	\$279,036.10	\$863,048.20	\$4,782,262.94
Interest & Other Revenue	\$7,019.18	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,019.18
Total Revenues	\$7,019.18	\$35,053.28	\$3,484,888.27	\$0.00	\$120,237.09	\$279,036.10	\$863,048.20	\$4,789,282.12
OPERATING EXPENDITURES								
Personal Services\$	\$0.00	\$214,067.52	\$588,179.98	\$182,335.29	\$544,828.70	\$110,026.47	\$711,002.56	\$2,350,440.52
Supplies	\$0.00	\$20,720.14	\$4,749.83	\$78,816.71	\$89,265.43	\$84,046.87	\$89,785.38	\$367,384.36
Other Services & Charges	\$0.00	\$1,232,688.04	\$2,029.00	\$443,286.11	\$46,639.64	\$7,665.09	\$214,674.97	\$1,946,982.85
Capital Outlay	\$0.00	\$24,639.74	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$24,639.74
Total Operating Expenditures	\$0.00	\$1,492,115.44	\$594,958.81	\$704,438.11	\$680,733.77		\$1,015,462.91	\$4,689,447.47
Percent of Expenditures	0%	32%	13%	15%	15%	4%	22%	100%
NET INCOME	\$7,019.18	(\$1,457,062.16)	\$2,889,929.46	(\$704,438.11)	(\$560,496.68)	\$77,297.67	(\$152,414.71)	\$ 99,834.65
Cost Recovery- Operating Only	N/A	2%	586%	0%	18%	138%	85%	103%
Cost Recovery- Total	N/A	2%	586%	0%	18%	138%	85%	103%

Figure 25 - Monon Community Center Cost of Service



5.2.10 PARK IMPACT FEES

The Park Impact Fee is established under Indiana law by a Zone Improvement Plan, which requires the approval of both the Carmel Plan Commission and City Council. The maximum fee is defined by a State-established formula that factors in the community's historical capital investment within the park system. Recognizing that new residential development and the resulting increase in population places a greater demand for park infrastructure, the State allows communities to assess an impact fee to fund new capital development to accommodate the increased demand.

Per the 2010-2015 Zone Improvement Plan, the City's Department of Community Services currently collects a park impact fee of \$1,847 for each new residential dwelling unit. The new 2015-2020 Zone Improvement Plan was adopted on November 3, 2014, and will go into effect on June 15, 2015. The park impact fee will rise to \$2,031 on the effective date and automatically increase by 10% every 12 months until expiration or replacement of the 2015-2020 Zone Improvement Plan.

All impact fees are deposited within the Park Impact Fee Fund (106), which is maintained by the Clerk-Treasurer of the City of Carmel, and may be used by CCPR for new capital development within parks specifically identified within the 2010-2015 Zone Improvement Plan. Authorized parks include Cherry Tree, Founders, Hazel Landing, and West Park. The Zone Improvement Plan also allows impact fees to be used to purchase new parkland in the north-west portion of the Township. Once the 2015-2020 Zone Improvement Plan goes into effect, park impact fees may only be used for development in Hazel Landing and West Park and the purchase and development of new parks in both the northeast and northwest portions of the community.

The impact fees collected for fiscal years 2008 through 2014 are illustrated below in Figure 26. Impact fee program has generated over \$5.3 million between 2008 and 2014 for capital improvements designated in the Zone Improvement Plan. The fund continues to have a healthy balance of \$1.7 million to meet future capital development needs.

FISCAL YEARS:	2008	2009	2010	2011	2012	2013	2014
	(106)	(106)	(106)	(106)	(106)	(106)	(106)
	IMPACT FEE	IMPACT FEE	IMPACT FEE	IMPACT FEE	IMPACT FEE	IMPACT FEE	IMPACT FEE
REVENUES							
Impact Fee	\$459,249	\$698,197	\$372,108	\$946,107	\$963,236	\$813,790	\$1,144,648
Interest & Other Revenues	\$23,460	\$763	\$1,652	\$1,029	\$1,245	\$2,926	\$1,441
Total Revenues	\$482,709	\$698,961	\$ 373,760	\$947,136	\$964,481	\$816,716	\$1,146,089
EXPENDITURES							
Capital Outlay	\$2,317,387	\$216,987	\$21,163	\$1,023,986	\$154,050	\$843,897	\$1,283,676
Revenues and Cash Over (Under)							
Expenditures	(1,834,677.84)	481,973.44	352,597.30	(76,849.89)	810,431.64	(27,181.68)	(137,586.76)
OTHER FINANCING SOURCES							
Cash Reserves as of 12/31	\$2,293,996	\$459,318	\$819,027	\$1,171,625	\$1,094,775	\$1,905,206	\$1,878,025
Total Revenues & Other Financing Sources	\$459,318	\$941,291	\$1,171,625	\$1,094,775	\$1,905,206	\$1,878,025	\$1,878,025

Figure 26 - Impact Fee Analysis

5.2.11 COUNTY OPTION INCOME TAXES

As a result of Central Park Bond, Clay Township currently receives a share of County Option Income Tax (COIT) paid to the State by all Hamilton County residents with income tax obligations. The COIT attributable to the Central Park Bond (Central Park Bond COIT) is identified in Figure 27. COIT is distributed to local units of government within the County based on a State-established formula. The COIT distribution for one year is calculated on the Township's previous year's budget and paid to the Township in 12 equal monthly payments. Because COIT is an income tax, and therefore subject to fluctuations in the economy, annual COIT distributions typically vary from year to year.

With the City waiving its taxing authority to the Township for the Central Park Bond and the Township assuming full responsibility to repay the bond, all Central Park Bond COIT is distributed to the Township. The Township will continue to receive Central Park Bond COIT distributions until the bond is paid in full, regardless of recent or future annexations by the City within the Township.

The Second Amendment to the Interlocal Cooperation Agreement adopted in 2010 designates the use of Central Park Bond COIT for capital projects throughout the park system. Central Park Bond COIT is received and maintained by the Township Trustee in the Township's Park Capital Non-Reverting Fund (1215). At the present time, this is the only source of new tax dollars available to CCPR for capital projects.

	2008 COIT Capital	2009 COIT Capital	2010 COIT Capital	2011 COIT Capital	2012 COIT Capital	2013 COIT Capital	2014 COIT Capital
REVENUES							
Taxes	\$2,350,574	\$2,824,552	\$2,981,474	\$1,612,175	\$2,440,038	\$2,440,038	\$2,511,865
Interest & Other Revenues	\$0	\$23,603	\$17,224	\$4,680	\$43	\$34,423	\$12,694
Total Revenues	\$2,350,574	\$2,848,155	\$2,998,697	\$1,616,855	\$3,404,761	\$2,474,461	\$2,524,559
OTHER FINANCING SOURCES							
Cash Reserves as of 12/31	\$1,449,131	\$3,799,705	\$4,838,808	\$6,924,610	\$4,715,346	\$5,235,831	\$5,831,451
Fund Transfer In	\$0	\$0	\$750,000	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$3,799,705	\$6,647,860	\$8,587,505	\$8,541,465	\$8,120,106	\$8,120,106	\$8,356,010
EXPENDITURES							
Capital Outlay	\$0	\$270,863	\$912,895	\$3,826,119	\$2,885,852	\$1,878,841	\$1,908,209
Total Expenditures	\$0	\$270,863	\$912,895	\$3,826,119	\$2,885,852	\$1,878,841	\$1,908,209
Revenues and Cash Over (Under) Expenditures	2,350,574	2,577,292	2,085,803	(2,209,265)	518,909	595,620	616,350
OTHER EXPENSES							
Fund Transfer Out	\$0	\$1,538,190	\$750,000	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$2,350,574	\$1,039,102	\$1,335,803	(\$2,209,265)	\$518,909	\$595,620	\$616,350
ENCUMBRANCES & RESERVES							
Encumbrances & Approved Projects	\$0	\$0	\$0	\$2,620,869	\$982,326	\$3,331,451	\$3,947,801
MCC Operating Reserve	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Park System Capital Maintenance Reserve	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Total Encumbrances & Reserves	\$0	\$0	\$0	\$5,120,869	\$3,482,326	\$5,831,451	\$6,447,801
Total Expenditures, Encumbrances & Reserves (e)	\$2,350,574	\$1,039,102	\$1,335,803	\$2,911,604	\$4,001,235	\$6,427,071	\$7,064,152
Current Cash Balance/Investments	\$3,799,705	\$5,608,757	\$7,251,702	\$10,750,730	\$7,601,198	\$6,427,071	\$7,739,660

Figure 27 - County Option Income Tax Analysis

5.2.12 FINANCIAL ASSESSMENT SUMMARY

CCPR is in a sound financial position with respect to operating revenues and expenditures, fund balances, and investments in capital projects.

The use of revenues for capital development, renewal, and replacements and the park impact fee program demonstrates that CCPR is willing to develop and maintain the system's assets to the maximum potential life.

The total revenues are consistently in excess of the expenditures which indicate sound financial planning with respect to financial strength. The trend analysis in Figure 28 shows that there is an increasing positive gap between the operating revenues and expenditures in the projected years. In 2011, the expenditures were higher than the revenues, but CCPR also had a significant increase in cash reserves. The cash reserve trend line is also positive and is an indication of CCPR's financial strength.

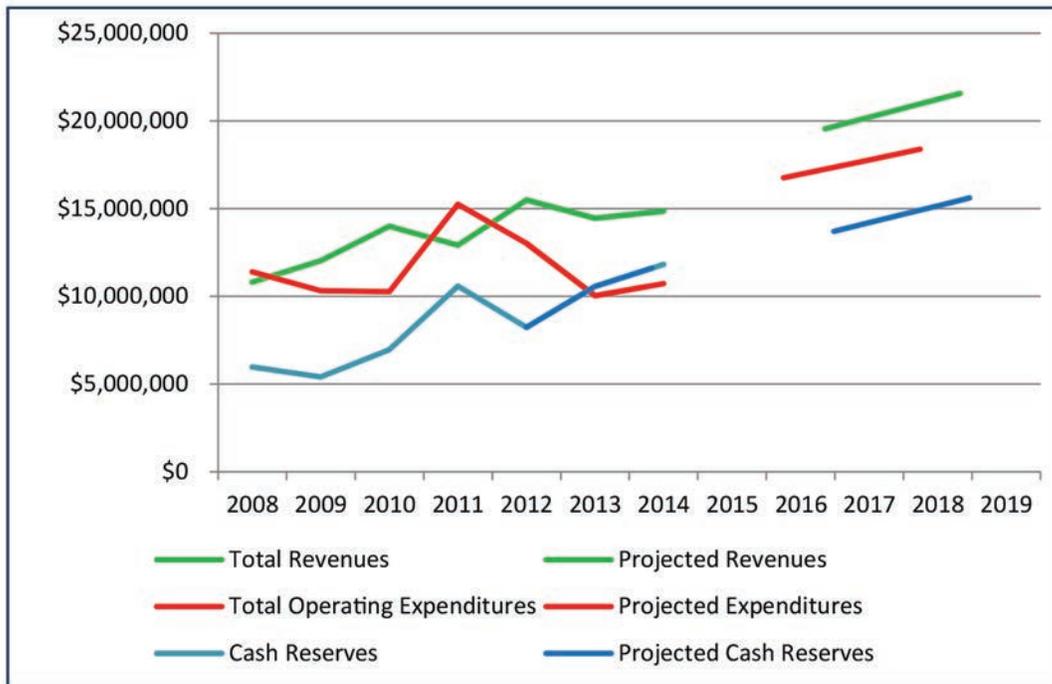


Figure 28 - Revenue, Expenditures, and Cash Balance Trend

Nationally, many park and recreation systems have been hit hard by the Great Recession and the slow recovery. While CCPR has been fortunate to weather the poor economic climate in a relatively strong position, it has been largely the result of successful operations with Extended School Enrichment and the Monon Community Center. Continued success for these operations will be dependent on being attuned to customer expectations, closely monitoring operating expenses, investing in necessary capital repairs and replacements, and making pricing adjustments as appropriate.

5.3 FUNDING AND REVENUE STRATEGIES

Park and Recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality based 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. CCPR leads the way across the nation in this effort.

A growing number of agencies 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 whom 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, recreation centers and for special events if presented correctly and if they are well managed.

Outlined below are several options for CCPR to consider. Some if not all of these sources should be considered as an option to support the capital and operational needs of CCPR.

5.3.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

The following financial options outline opportunities for CCPR 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.

General Obligation Bond: A general obligation bond is a municipal bond secured by a taxing authority such as the City of Carmel or Clay Township to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities.

General Obligation Bonds should continue to be considered for the park and recreation facility projects; such as, a recreation center or a sports complex. Improvements to parks should also be covered by these funding sources because there is very little operational revenues associated with some of CCPR's parks to draw from. Parks help frame the Carmel's image and benefit a wide age segment of users and updating some parks will benefit the community as a whole and stabilize neighborhoods. Over the last 10 years across the United States over 90% of park and recreation bond issues have passed in cities when offered to the community to vote to support the community needs for parks and recreation according to Trust for Public Lands research.

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 program has \$900 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 federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance.

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

CDBG (Community Development Block Grants) funds are used by many agencies to enhance parks. These funds should be used to support the re-development of major facilities based on its location in Carmel and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies.

AmeriCorps Grants should be pursued by CCPR to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in Carmel.

Federal Housing Grants can also help support parks near federal housing areas and should be pursued if appropriate.

Recreation Impact Fees: CCPR has implemented recreation impact fees. The current deficiencies in park land and greenways standards are currently being alleviated. This will allow for use of funds collected. 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 or special events in the park and would allow a percentage usually in the 3%-5% of gross revenues as be dedicate to the park for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, recreation center, golf courses, and fee based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

Tax Allocation or Tax Increment District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the Carmel, the “tax increment” resulting from redevelopment projects can be 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. TADs can be used to fund park improvements and development as an essential infrastructure cost. The City of Valparaiso has used this funding source extensively for their redevelopment of the downtown area and has made a huge impact on the image and impact to parks and business in the downtown area.

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, aquatic center and sports fields appropriate. CCPR could seek out a private developer to design build a park/facility with CCPR paying back these costs over a 20-year period. The Facility Authority would include representation from the schools, CCPR 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 owners based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many agencies to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.

Transient Occupancy Tax: This funding source is used by many agencies to fund improvements to parks from hotels that benefit from the parks and Transient Occupancy Taxes are typically set at 7%-8% on the value of a hotel room with a 1% sales tax that can be dedicated for park and recreation improvement purposes. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source could be implemented progressively as CCPR increases the number of events it sponsors. Tracking the economic value back to the hotels is important to build trust with the Hotel business community.

Food and Beverage Tax: These dollars can come from the local community as well as visitors to Carmel 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. The Town of Brownsburg has a dedicated 1% sales tax on food and beverage for parks in the Town.

Accumulated Building Funds: The Park Board, under Indiana code 36-10-3 can establish a Cumulative Building fund for the Department. These funds can provide money for building, remodeling and repairing park and recreation facilities. In addition, the Park Board can purchase land with the funds for park and recreation purposes. The Cumulative Building Fund must be proposed by the Park Board and then approved by the City 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.

Lease Back: Lease backs are a source of capital funding in which a private sector entity, such as a development company, buys the land 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 30 to 40 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.

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 enhance the park and recreational experience in exchange for payments to help reduce operating costs. These can range from restaurants to full management of recreation attractions.

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 a car, \$2 a bicycle or \$2 a person. 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.

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 a day. This funding source could work for helping to support special events, festivals and tournaments.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the a agency in operating a park, a recreation facility or in delivering programs and services. For services where CCPR believes they cannot move forward on adequate user fees to obtain the cost recovery goals, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save CCPR 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 ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in Carmel.

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. Typically, sponsorships 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 CCPR parks/facilities to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered CCPR 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.

Park 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.

Permit Fees: This fee is incorporated for exclusive reservation for picnic shelters, sports fields, special events, and competition tournaments by other organizations. Permit fees include a base fee for all direct and indirect costs for CCPR to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on CCPR owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for CCPR for these special use areas. These dollars could be applied to the Park Revolving Fund to help support park improvements.

5.3.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities. CCPR might consider trying to raise the money privately for the development of major facilities.

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. CCPR could rely on the Parks Foundation or working under another community foundation to support park related programs and improvements.

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. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for CCPR parks and recreation facilities especially Central Park.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a city-wide basis. CCPR could seek land leases along trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in Carmel. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Indianapolis Greenway Foundation has been very successful in raising matching funds for development of trails in the city of Indianapolis.

5.3.4 VOLUNTEER SOURCES

Adopt-an-Area of a Park or a Park: In this approach, local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-Area of a Park arrangements are particularly well-suited for CCPR's local or community parks.

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.



CHAPTER SIX–STRATEGIC PLAN

The Strategic Plan in the Appendix describes the vision, goal, key recommendations, tactics to implement, start date, person responsible and key outcomes to be achieved. This provides the staff and Park Board a working document that they can refer to on a weekly, monthly and yearly basis.

6.1 GUIDING PRINCIPLES

The following guiding principles were used in developing the recommendations and formulating strategic direction outlined within this Master Plan:

- Enhancing park and recreation opportunities within the community. This plan recommends the acquisition and development of new and existing parks and greenways, preservation of natural areas, and expansion of recreation programs and services in underserved areas.
- Providing exceptional customer experiences. CCPR should remain focused on meeting community needs through enhanced customer service. This includes a continued commitment to using technology to effectively communicate with the public and within the organization.
- Ensuring the long-term sustainability of the park and recreation system. While CCPR has been successful in building a world class park and recreation system, sustaining the system for the enjoyment and benefit of future generations must always be viewed as the ultimate outcome.

6.2 KEY RECOMMENDATIONS

Based on the Community Survey, stakeholder input, and the priority rankings outlined within this Master Plan, the following key recommendations (referred to as the PARCS Goals and Objectives) were developed to enhance the park and recreation system and position it to best serve the current and future needs of the community:

Parks: Provide diverse, attractive, and inspiring parks and greenways that enhance quality of life and economic vitality of the community.

- Expand White River Greenway to more fully engage neighbors and provide connections to surrounding communities.
- Acquire parkland in underserved portion of northwest Carmel.
- Explore partnerships with Hamilton County Parks & Recreation, Nature Conservancy, Central Indiana Land Trust, or similar organizations to preserve disappearing natural areas within the community.
- Identify appropriate use for undeveloped Cherry Tree Park.
- Other considerations include:
- Incorporating consistent design principles for all new and existing parks, ensuring opportunities through all seasons and for all age groups and abilities.
- Complete development of Central Park consistent with applicable park master plan.
- Amenities: Develop and maintain high quality, cost-effective recreation facilities and amenities to address underserved needs of community.
- Enhance West Park, incorporating undeveloped areas.
- Expand trail networks within parks and greenways, providing enhanced opportunities for exercise and viewing nature.
- Develop dog parks on east and west side of community, since the dog park currently under construction in Central Park will not have sufficient capacity to support entire community.
- Conduct feasibility study for west side recreation center once Monon Community Center reaches capacity and cannot adequately meet needs of entire community.

Other considerations include:

- Continue to refresh the Monon Community Center and The Waterpark and make necessary capital repairs and replacements to ensure facilities remain attractive, productive, and financially stable.
- Develop a nature center within a new or existing park, based on continued strong interest dating back to 2001.
- Develop health related amenities in parks, such as outdoor fitness equipment along loop trails.
- Incorporate all weather amenities that can be used year round in park development.

Recreation Services: Provide inclusive, innovative, and distinctive recreation programs aligned with core competencies.

- Develop outdoor recreation and environmental education programs into core services.
- Increase program offerings for underserved populations.
- Explore partnership opportunities to provide signature community events that highlight the park and recreation system.

Other considerations include:

- Explore national certification of before and after school program and summer camps.
- Maintain a healthy mix of new and innovative programs, while eliminating programs that have exceeded their useful lifespan.

Controls: Manage the park and recreation system through measurable outcomes.

- Achieve at least 80% cost recovery on operating budgets for entire park and recreation system.
- Attain at least 90% customer satisfaction rates for all parks, amenities, and recreation services.
- Serve at least 40% of residents through programs and services.
- Provide at least 10 acres of parkland per 1,000 residents.
- Maintain national accreditation through CAPRA.

Other considerations include:

- Continue rollout of work order system to measure implementation of park maintenance standards.
- Tie employee performance measurements and merit increases to the guiding principles, goals, and objectives outlined within this Master Plan.

Sustainability: Ensure the long-term sustainability of the park and recreation system for the benefit and enjoyment of future generations.

- Invest 3-4% of asset value annually to fund current and future capital repairs and replacements, to keep parks and amenities safe, attractive, and productive.
- Develop and implement a comprehensive customer service program aligned with the culture and values of the park and recreation system.
- Continue implementation of natural resource management plans developed for every park.
- Increase opportunities for volunteers within the park and recreation system to strengthen resident advocacy and enhance parks and programs.
- Enhance earned income by pursuing grants, donations, and sponsorships to minimize reliance on tax dollars.

Other considerations include:

- Continue exploring highest quality, most cost effective option for providing services or performing a function, whether using staff or outsourcing to a qualified contractor.

6.3 “BIG ROCK” RECOMMENDATIONS

While CCPR should strive to achieve all recommendations outlined within this Master Plan, the following “Big Rocks” represent the top priorities for the next five years. Achievement of these Big Rocks will require the sustained effort and support of the community, elected officials, Park Board members, and the Department to accomplish. Successfully implementing these objectives will ensure CCPR remains responsive to the identified needs of the community and positions to remain one of the best managed park and recreation systems in the country.

The following Big Rock recommendations are listed in priority order:

1. Achieve at least 80% cost recovery on operating budgets for entire park and recreation system.
2. Enhance West Park, incorporating undeveloped areas.
3. Invest 3-4% of asset value annually to fund current and future capital repairs and replacements.
4. Expand White River Greenway to more fully engage neighbors and provide connections to surrounding communities.
5. Acquire parkland in underserved portion of northwest Carmel.





CHAPTER SEVEN—CONCLUSION

Carmel Clay Parks and Recreation is one of the best-managed parks and recreation systems in the United States, as evidenced by its recent national accreditation and winning of the National Gold Medal Award for Excellence in Park and Recreation Management. The agency has a business-oriented approach to the management of parks, recreation facilities and programs, while also incorporating social service elements, which is a rarity in the parks and recreation industry.

This Master Plan addresses all elements of the parks and recreation functions performed by CCPR and addresses the concerns brought forward by the community, elected officials, appointed park board members, and staff. The Master Plan provides key recommendations that address concerns for park land, recreation facilities, programs and operations in a responsible and timely manner.

CCPR leadership must stay aggressive in the implementation of the key recommendations to ensure parks and recreation facilities are vibrant, inviting and inspiring to keep the community active in pursuing the services provided and in creating a great sense of community pride.

There will be challenges when operating an agency under the current CCPR format, but the results will continue to be strong for years to come if the elected officials, appointed officials and key leadership work together to make CCPR the pride of residents living in the City of Carmel and Clay Township.

Carmel • Clay Parks & Recreation

NATIONAL GOLD MEDAL WINNER
AND ACCREDITED AGENCY

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consulting
INC.



2015-2019
Parks and Recreation Master Plan
Appendices

March 10, 2015

Acknowledgements

We would like to thank the many citizens, staff and community groups who provided extensive community input for the development of this Parks and Recreation Master Plan. The efforts of this community will continue to ensure the success of Carmel Clay Parks & Recreation.

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APPENDIX 1 – PARK ASSESSMENT SUMMARY

CAREY GROVE PARK

Location: 14001 North Carey Road

Size: 5.3 acres

Classification: Local Park

Amenity / Asset	Condition
2-5 year old playground	Good
5-12 year old playground	Good
Ball field	Fair
Half-court basketball court	Good
Parking areas	Fair
Paved pathway	Fair
Picnic tables/benches	Excellent
Multipurpose open space	Good
Shelter	Good

STRENGTHS

- Carey Grove Park is a neighborhood park serving local residents with multiple recreation activities.
- The park includes 2 playgrounds serving multiple age segments (2-5 & 5-12 ages), as well as a ballfield and multipurpose open space.
- The park includes a shelter with three picnic tables and a barbeque grill.
- Adequate parking exists and the parking lot is ADA accessible.
- Landscape beds are well-maintained as are the open space turf.

OPPORTUNITIES

- Re-stripe parking area and repaint parking bumpers.
- The basketball court, while in fair condition, could be expanded to a full-court with new basketball goals.
- Entryway signage should be replaced with new branding logo and.
- Utilize distance signage on the loop trail.
- Replace wood along playground due to safety as some of the beams are rotting with screws sticking out.
- Repaving of the parking area and trail will be needed within the next five years.



Carey Grove Park Entrance Sign



Photos this page (clockwise from top left): Half-court basketball court; Shelter with new picnic tables; 5-12 Playground; Example of rotting board unattached; Parking bumper in need of paint; 2-5 Playground

CENTRAL PARK

Location: 1235 Central Park Drive East/1195 Central Park Drive West

Size: 158.4 Acres

Classification: Signature Park

Amenity / Asset	Condition
Benches	Excellent
Boardwalk	Good
Interpretive Signage	Excellent
Landscaping	Excellent
Monon Community Center (147,000 Square Feet)	Excellent
Natural Trails	Good
Parking Area	Good
Paved and Accessible Trails	Good
Picnic Tables	Excellent
Shelters (2)	Excellent
Signage	Excellent
Skate Park (10,000 Square Feet)	Excellent
Solar Powered Latrine	Excellent
Water Park	Excellent
Wetland	Excellent

STRENGTHS

- Central Park was completed in 2007 with ongoing improvements on the east side of the park. The park includes an excellent water park. The Monon Community Center features an indoor aquatic facility, fitness and dance rooms, locker rooms, meeting and program rooms, and staff offices. The park has many access points to the Monon Greenway.
- The skate park, which was recently renovated, is in excellent condition and is frequently utilized by the community.
- There are a variety of paved, aggregate, and mulch trails on the site, including a boardwalk on the west side of the park and a small lagoon that allows fishing.



Central Park West Entrance Sign

- The park has extensive landscaping that is very well maintained.
- The recent constructed shelters on the east side of the park are in excellent condition and used for rentals, summer camps, and daily use.
- The Westfield and 106th Street entrances to the park are well maintained with well-placed directional signage to amenities. The College Avenue entrance is maintained adequately, but should be upgraded to design standards used for other entrances in future phases of development.
- The parking lots adjacent to the Monon Community Center and Waterpark were recently crack-sealed and restriped.
- Interpretive signage on the east side of the park is excellent.
- Excellent use of signage to warn users of break-ins.

OPPORTUNITIES

- Establish a replacement schedule for decking on the boardwalk due to rotting and warped boards.
- Consider marking the trails throughout the park as “Heart Healthy” and add distances.
- Add additional trash cans near picnic tables.
- Repaint center line along the paved trail on the west side of the park.
- Add aggregate rock to prevent runoff along the paved trail on the west side of the park.
- Relocate and develop a new maintenance facility for the park system.

PLANNED IMPROVEMENTS

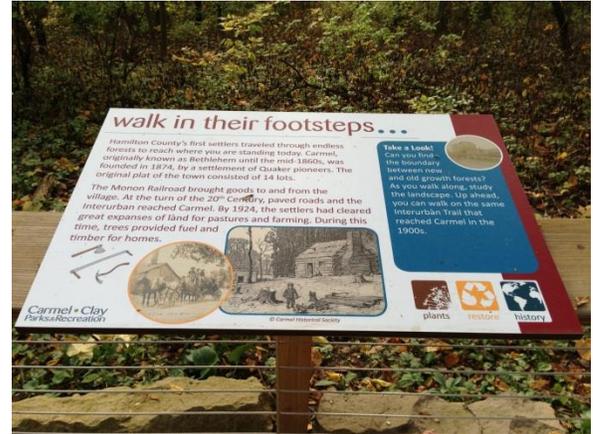
- Drainage improvements to east parking lot and west drive (2013).
- Replacement of the temporary, gravel overflow parking with a new, paved parking lot (2013).
- Development of North Meadow and Dog Park, including parking lot, shelter, and restrooms (2013).
- Development of West Commons, to include destination playground, shelters, restrooms, parking lot, and west drive improvements (2013-2015).



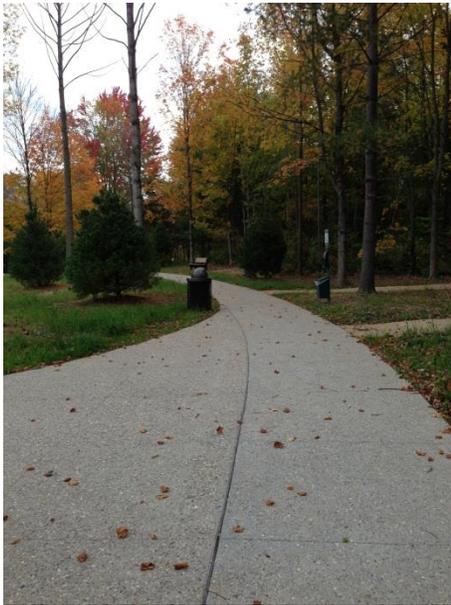
Monon Community Center



Overflow Parking Area



Photos this page (clockwise from top left): West side of park pond/wetland area; Interpretive signage; Solar powered latrine; Skate Park recently renovated; East building parking area; Recently completed shelter area



Photos this page (clockwise from top left): East side of the park walking path; East side nature board walk; Erosion on west side of park paved trail; Excellent use of signage educating users of the park

CHERRY TREE PARK

Location: 13720 Hazel Dell Parkway

Size: 12.3 acres

Classification: Local Park

Amenity / Asset	Condition
Mature trees	Fair to Poor
Open space turf	Good

STRENGTHS

- Cherry Tree Park is an undeveloped 12-acre neighborhood park on the east side of Carmel. Currently, there exists no park signage, parking or amenities.
- Open space turf well maintained by a contractor.

OPPORTUNITIES

- Develop a master plan for the site.
- Mature cherry trees in park are approaching the end of the natural lifecycle and beginning to fail. Reforestation efforts should be considered.
- Possible amenities include a paved loop trail, benches and shelter. Linkage with neighborhood trail would be ideal.



Photos this page (clockwise from top left): Signage from street; Neighborhood walking path near park; well-maintained open space

FLOWING WELL PARK

Location: 5100 East 116th Street

Size: 17.1 acres

Classification: Special Use Area/Nature Preserve

Amenity / Asset	Condition
Artesian well area	Excellent
Benches	Good
Bridges	Good
Interpretive signage	Poor
Natural trail	Fair
Observation desk	Fair
Parking lot	Fair
Pathway trail	Good
Picnic tables	Fair
Shelter	Fair

STRENGTHS

- Flowing Well Park is the oldest park in the Carmel Clay Parks and Recreation system. The park has an artesian well that people use to fill containers of water.
- Park was originally developed with Land and Water Conservation Funds and has a federal encumbrance that restricts use of parkland for non-recreation purposes.
- The park has both paved and natural trails throughout and has very scenic natural views.
- The area surrounding the artesian well is very well maintained and landscaped.
- Bridges throughout the park are in good condition.



Flowing Well Park Entrance Sign

OPPORTUNITIES

- Consider adding a stabilized pervious trail in the wooded area of the park.
- Replace parking bumpers in the parking lot and repave. Explore opportunities to expand parking lot to the east to better accommodate user demand.
- Replace rotting observation deck. Decide if the deck is utilized by the public and is needed. Also, consider the removal of the small nature observation deck near the creek.
- Match the shelter with the color scheme (white) of the artesian well versus brown.
- Remove debris in stream and stabilize the creek banking.

- Update interpretation signage throughout the park as it is outdated and has faded.
- Add a trail map and signage throughout the park.
- Consider installing a trail linkage to the adjacent Brookshire Golf Course.



Photos this page (clockwise from top left): Shelter; Artesian well; Observation deck in need of board replacement; Erosion near creek in need of stabilization; Small observation deck; Interpretive signage in need of an update

FOUNDERS PARK

Location: 11675 Hazel Dell Parkway

Size: 40.1 acres

Classification: Community Park

Amenity / Asset	Condition
Large Shelter	Excellent
Multipurpose Field	Fair
Parking Area	Excellent
Picnic Tables	Excellent
Playground	Excellent
Restrooms	Excellent
Trails (paved and unpaved)	Excellent

STRENGTHS

- Founders Park is a brand new park opened in 2011 that features a large playground and shelter, restrooms and a paved loop trail around that park. Large amounts of open space, a pond, and a multipurpose field are also on site.
- Parking lot is in excellent condition and features plenty of parking.
- Restrooms were clean and in excellent condition.
- Large shelter is an excellent amenity on site for users of the park.



Founders Park Entrance Sign

OPPORTUNITIES

- Utilize signage on loop trail to let users know the distance.
- Evaluate opportunities to enhance access to the pond, keeping in consideration the 8-foot fluctuation in water levels and the need to maintain ADA accessibility.
- Consider adding enclosed pavilion, consistent with master plan, to accommodate summer camps, nature programs, and community use.

PLANNED IMPROVEMENTS

- Improvements to sports fields, including replacement of existing rocky soil and installation of irrigation system (2013)
- Addition of shade structures in and around playground and installation of washing station (2013)



Photos this page (clockwise from top left): Shelter; Playground; Loop trail; Entrance to shelter pavilion; Loop trail path; Multipurpose field in need of reseeding

GREYHOUND TRAIL

Location: Connection to Hagan-Burke Trail near High School

Size: 0.75 Miles

Classification: Greenway

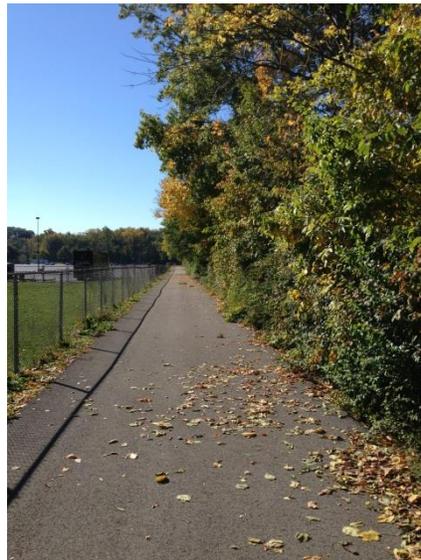
Amenity / Asset	Condition
Bridge	Excellent
Paved path	Good
Signage	Excellent

STRENGTHS

- The Greyhound Trail is a trail connecting the Hagan-Burke Trail to the Carmel High School path.
- The asphalt trail is 12’ wide and is in good condition.
- Signage is excellent.
- The historic Indiana bridge, added in 2011, is from approximately 1920 and is in excellent condition.
- Wood fencing along trail was in good condition.

OPPORTUNITIES

- Utilize a maintenance schedule for trimming back growth in the wooded areas along the trail.



Photos this page (left to right): Historic bridge; Overgrowth by trees over trail; Excellent signage along trail on history of bridge

HAGAN-BURKE TRAIL

Location: Connection to Monon Greenway and Greyhound Trail

Size: 1.42 Miles

Classification: Greenway

Amenity / Asset	Condition
Bridge	Good
Paved path	Good
Signage	Good

STRENGTHS

- The Hagan-Burke Trail is a 1.42 mile trail is accessible to the Monon Greenway and Greyhound Trail.
- The asphalt trail is 12' wide and is in good condition.
- Signage is excellent as it depicts trail connections, as well as the history of the trail.
- Wood fencing along trail was in good condition.

OPPORTUNITIES

- Continue to fill in areas affected by erosion, specifically with larger aggregate.
- Fix the bent sign off the Monon Greenway trailhead. Also at this trailhead, fill in areas where the concrete has settled.
- Utilize a maintenance schedule for trimming back growth in the wooded areas along the trail.



Bridge Along Trail



Hagan-Burke Trail Signage



Photos this page (clockwise from top left): Interpretive signage along trail; Area of trail with erosion; Monon Trailhead location where crack exists from settling; Transition Lip on Bridge; Bent sign along Monon Trailhead location

HAZEL LANDING PARK

Location: 10601 Hazel Dell Parkway

Size: 43 Acres

Classification: Community Park

Amenity / Asset	Condition
Canoe Launch	Good
Natural Wooded Area Along White River	Good
Open Turf Area	Good
Parking Area	Excellent
Picnic Tables	Good
Signage	Fair

STRENGTHS

- Hazel Landing Park is a 44 acre scenic park along the White River featuring picnic opportunities, canoe launch and well as picnic tables in a large open space area.
- Pathways surround the parking area and natural trails are located along the White River.
- Paved parking area was in good condition and well landscaped.

OPPORTUNITIES

- Update signage along Hazel Dell Parkway, in coordination with City's installation of a new round-a-bout at 106th Street, as it is very difficult to see the entrance.
- Grade gravel entry drive annually until new entrance installed per master plan.

PLANNED IMPROVEMENTS

- Installation of an 18-hole disc golf course (2013).



Hazel Landing Park Entrance Sign



Photos this page (left to right): Open space area with picnic tables; Parking lot area well landscaped; View from canoe launch of White River

LAWRENCE W. INLOW PARK

Location: 6310 E. 131st Street

Size: 15.5 Acres

Classification: Neighborhood Park

Amenity / Asset	Condition
9-Hole Disc Golf Course	Excellent
Benches	Good
Nature Trail	Good
Parking Area	Good
Paved Pathway	Good
Picnic Tables	Good
Playgrounds (3 total ages 5-12)	Fair
Restrooms	Fair
Shelter	Excellent
Water Feature/Splash Pad	Good
Wildflower Area	Excellent

STRENGTHS

- Lawrence W. Inlow Park is a 16-acre park complete with a water feature/splash pad, as well as a well maintained shelter.
- The disc golf course is in excellent condition and includes holes in the open space area, as well as the surrounding wooded area. Signage is excellent.
- The nature trail in the wooded area was in good condition.
- The maintenance of the park turf and beds was excellent, as well as the wildflower area.



*Lawrence W. Inlow Park
 Entrance Sign*

OPPORTUNITIES

- The three playgrounds and water feature are at the end of their lifecycles and should be replaced within 2-3 years.
- Updated stainless steel fixtures in restrooms.
- Consider moving the playgrounds closer to the shelter and restrooms due to visibility.
- Update signage throughout park on the location of amenities.



Photos this page (clockwise from top left): Shelter and restroom area; Water feature/splash pad showing some discoloration; Playground on site; Signage depicting layout of disc golf course; Signage of hours of operations

LENAPE TRACE PARK

Location: 9602 Westfield Blvd.

Size: 2.9 Acres

Classification: Local Park

Amenity / Asset	Condition
Benches	Good
Drinking Fountain	Fair
Open Turf Area	Good
Paved Pathway to Monon Greenway	Good
Picnic Tables	Good
Shelter	Fair

STRENGTHS

- Lenape Trace Park is a small green space surrounded by condominiums/apartments and located off of Westfield Park.
- The park includes a paved pathway with excellent access to the Monon Greenway for members of the community living in the surrounding residences.
- Shelter and picnic tables are accessible from a paved pathway.
- Landscaping of beds and open turf area was excellent.
- Small loop trail was in good condition.



Lenape Trace Park Sign

OPPORTUNITIES

- Repaint the shelter, as well as the drinking fountain on site as both are showing signs of rust.
- Dedicated parking should be marked as there is no access off of Westfield Boulevard.
- Establish maintenance schedule to routinely trim and prune tree/shrub growth along access pathway to Monon Greenway.
- Develop and reclassify as a Greenway to support planned and future development in the vicinity.



Photos this page (left to right): Shelter with three picnic tables; Paved pathway around the park with drinking fountain and trash can; View of open turf area

MEADOWLARK PARK

Location: 450 Meadow Lane

Size: 18.4 Acres

Classification: Community Park

Amenity / Asset	Condition
Basketball Court (Full Court)	Fair
Bridges (2)	Fair
Dock	Excellent
Parking Area	Fair
Open Turf Area	Good
Paved Path Near Playground	Poor
Paved Trail	Fair
Picnic Tables	Fair
Playground (Ages 2-5)	Good
Playground (Ages 5-12)	Good

STRENGTHS

- Meadowlark is a 17 acre park with access to the Monon Greenway.
- The park includes a 1-acre pond, managed by the Indiana Department of Natural Resources, where fishing is allowed.
- The playgrounds, which are in good condition, were installed in 2003.
- The park serves and is surrounded predominately by condominiums, townhomes and apartment buildings.
- The open turf area allows for multi-purpose use if desired.



Meadowlark Park Entrance Sign

OPPORTUNITIES

- Repair or replace fishing dock.
- Consider repaving and updating the basketball court due to cracks in the playing surface.
- To ensure the paved path does not collect debris from runoff, use aggregate stone instead of the plastic barrier currently in use.
- Crack seal the trail pavement.
- Replace bent picnic table in the shelter.
- Add signage throughout the park both for direction to amenities as well as distances along the trail.

- Repave and restripe parking area as well as parking bumpers and metal bollards.
- Replace paved path near playground and shelter.
- Add new mulch and rake playground area.
- Replace trash containers near shelter.
- Repaint shelter.
- Consider adding a restroom on site.
- Improve the height of the entrance to the fishing dock to ensure ADA accessibility.



Photos this page (clockwise from top left): Basketball court in need of new court surface; Bridge in need of new boards and enhanced transition to path; Shelter area; Playgrounds



Photos this page (clockwise from top left): Update height of entrance to fishing dock to ensure ADA accessibility; Replace pavement path near shelter and playground; Utilize aggregate near paved path instead of plastic barrier; Repaint and repave parking area; Consider new amenities in open turf area; Replace bent picnic table

MONON GREENWAY

Location: 96th Street Trailhead to 146th Street Trailhead

Size: 5.2 Miles - 10' to 15' wide

Classification: Greenway

Amenity / Asset	Condition
96 th Trailhead	Good
Bridge Crossings	Good
Crosswalks	Fair
Depot	Good
Fencing	Good
Information Kiosks	Good
Parking Areas	Good
Paved Trail	Good
Restrooms	Fair
Rohrer Road Trailhead	Good
Rotary Plaza	Good
Signage	Good
Trail Gates	Fair
Water Fountains	Good

STRENGTHS

- The Monon Greenway is a heavily used and well-maintained 5.2 mile greenway.
- The two restrooms located at the 96th Street and Rohrer Road Trailheads are well maintained, but in need of updated fixtures.
- Signage along the crossing and trail are excellent.
- The Depot Trailhead, located in downtown Carmel, is well-maintained and offers parking to trail users.
- Staff has done a great job keeping the greenway free of debris and trash.
- The Rotary Plaza is well maintained and the drainage area has assisted to keep the area from flooding. A new pump was recently installed and lights will be added.
- Landscaping beds along the trail are clean and in good condition.
- Staff is doing a good job of removing trees affected by the Emerald Ash Borer.

OPPORTUNITIES

- Educate users of the trailheads of the possibility of break-ins and to remove valuables. This has been effectively accomplished at the Monon Community Center through warning signage.
- Consider adding security cameras at trailheads if economically feasible.
- Update the outdated trail maps at the information kiosks and add information board at Rohrer Road trailhead.
- The 96th Street tunnel is wired for a camera, but there is not one installed. Consider working with the City to install one.
- Due to the maintenance on the swinging gates along the trail, consider using wooden, offset bollards/posts or alternative systems to keep motorized vehicles off the trail, as well as to warn users of the trail of the oncoming crossing.
- Restripe parking areas at the trailheads.
- Update trailhead restrooms with enhanced fixtures.
- Work with City and County street departments to ensure crosswalk areas are periodically repainted.
- Establish a replacement program of the wood fencing, especially the areas covered by trees due to rotting.
- Repaint water fountains and bike racks annually or more frequently as there are instances of the paint chipping on the stainless steel. This is particularly observed at the Depot.
- Continue to utilize larger aggregate rock along the sides of the trail where runoff has been severe.
- Update ADA accessibility into the Rohrer Road restroom as there are runoff and drainage concerns. This could be dangerous when freezing occurs.

PLANNED IMPROVEMENTS

- Repaving entire length of trail (2013-2014)



Photos this page (left to right): Information kiosk located in 96th Street trailhead; Bike rack in need of paint at the Depot; Rotary Plaza



Photos this page (clockwise from top left): Update map of the Monon Greenway as it is out of date; Consider using wooden bollards that are offset instead of the gates; Use larger aggregate rock to prevent run off along the trail in problem areas; Restripe trailhead parking areas; Repaint water fountains

PRAIRIE MEADOW PARK

Location: 5282 Ivy Hill Drive

Size: 4.5 Acres

Classification: Nature Preserve

Amenity / Asset	Condition
Open Turf Areas	Good
Paved Pathway	Good
Prairie Grass Area	Good
Signage	Fair

STRENGTHS

- Prairie Meadow Park includes an area of prairie plants (2 acres) that is maintained without the use of landscape chemicals due to its location within a wellhead protection area.
- The park includes a paved trail that is approximately ¼ mile in length.
- Open turf area is well maintained.

OPPORTUNITIES

- Crack-seal areas of the path that are showing cracks in the paved trail.
- Update signage on the site to include interpretive signage about the wellhead and the prairie grass.



Prairie Meadow Park Entrance Sign



Prairie and Wellhead



Open turf area and paved trail

RIVER HERITAGE PARK

Location: 11813 River Road

Size: 39.5 Acres

Classification: Community Park

Amenity / Asset	Condition
Accessible Drinking Fountain	Good
Accessible Playground (2-12 Ages)	Good
Amphitheater	Good
Benches	Good
Historic Silo	Good
Open Turf Area	Good
Parking	Good
Paved Pathway	Good
Picnic Tables	Good
Restroom	Fair
Sand Volleyball Court (2)	Good
Shelter	Good

STRENGTHS

- River Heritage Park includes a large, wooded area with frontage along the White River.
- New nets have been added to the sand volleyball court.
- Paved pathway is in good condition.
- Shelter sufficient space for large events.
- Small amphitheater is in good condition.
- Landscape beds are well maintained.
- Open turf area is well maintained.



*River Heritage Park
 Entrance Sign*

OPPORTUNITIES

- Everybody's Playground needs upgraded to comply with current ADA accessibility guidelines.
- Ensure ADA accessibility to amenities near parking lot, shelter and restrooms.
- Consider the installation of lighting around parking area, restrooms and picnic area.
- Improve playing surface around playground area.
- Consider a paved parking lot.

- Improve restroom fixtures (currently stainless steel) and install lighting within restrooms using solar power, if feasible.
- Develop trail system through woods with river overlooks consistent with original master plan.



Photos this page (clockwise from top left): Everybody's Playground; Sand volleyball courts; Shelter and picnic area; Restrooms; Historic silo; Amphitheater

WEST PARK

Location: 2700 W. 116th Street

Size: 119.2 Acres

Classification: Community Park

Amenity / Asset	Condition
Benches	Good
Boardwalk	Good
Large Shelter	Good
Open turf area	Good
Parking Area	Fair
Paved Path (ADA Accessible)	Good
Picnic Tables	Good
Playground	Good
Prairie Garden	Good
Restrooms	Fair
Sledding Hill	Good
Small Shelters (3)	Fair
Water Feature/Splash Pad	Fair

STRENGTHS

- West Park is a large park featuring an assortment of amenities on site.
- Farm theme throughout most of park connects with history of farming both on this property and within the area.
- Large shelter is in good condition.
- Farmed themed playground area is well maintained.
- Open turf area is well maintained.
- Trails throughout the park are in good condition.
- Boardwalk is in good condition with minimal boards in need of replacement.
- Viewing area near water feature and playground is large and well-maintained.
- The park includes a wetland/pond, managed by the Indiana Department of Natural Resources, where fishing is allowed.



West Park Entrance Sign

OPPORTUNITIES

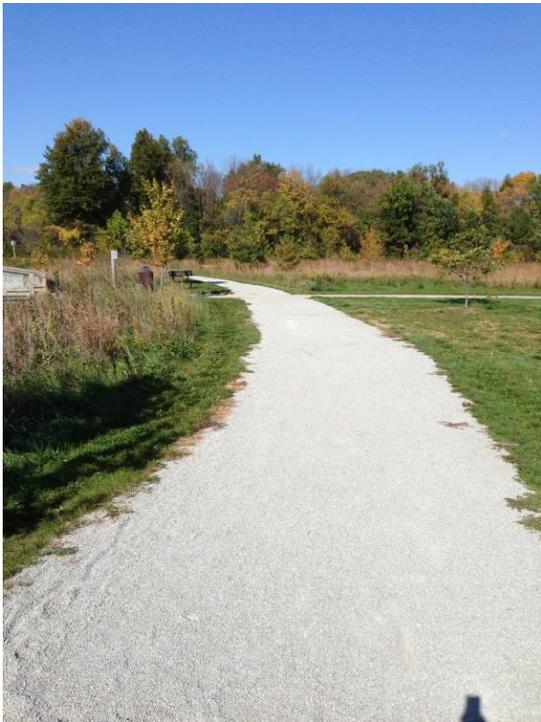
- Expand parking area and add lighting. Also, crack-seal and restripe.
- Repaint large shelter.
- Add trail markers along trail. Consider marking the paved trail as a “Heart Healthy” trail.
- Replace large aggregate rock pathway near boardwalk as it is too large.
- Update farmed themed playground as it is outdated.
- Small shelters are too far away from the playground and water feature. Consider redesigning these structures as they are uninviting or installing new shelters closer to play features.
- Water feature/splash pad area should be updated due to age.
- Consider adding a large corporate shelter at the park to allow for more events.
- Add sport courts (e.g., basketball, volleyball, tennis, etc.) at the site to allow for additional activities.
- Consider adding a band shell to encourage larger festivals and events.
- The addition of a nature center on the east-side of the park could be an added amenity and expand program opportunities in the park.
- Update restrooms.
- Establish a dedicated maintenance plan to replace boardwalk decking.
- Explore feasibility of a dog park when developing updated master plan.

PLANNED IMPROVEMENTS

- Updated master plan, incorporating undeveloped property acquired after adoption or original master plan (2013-2014)



Photos this page (left to right): Large shelter and restrooms; Farm themed playground



Photos this page (clockwise from top left): Water feature/splash pad in need of replacement; Wetland pond and boardwalk; Three small shelters; Signage near water feature/splash pad; Aggregate rock pathway in need of smaller rock; Sledding hill

WHITE RIVER GREENWAY

Location: 13410 River Road

Size: 13.1 acres; 2.5 miles of paved trail

Classification: Greenway

Amenity / Asset	Condition
Paved path	Good
Prairie	Good
Signage	Good

STRENGTHS

- White River Greenway features 2.5 miles of paved trail and interconnects into Hamilton County’s River Road Park and trail network.
- Trail (10.5’ wide) is in good condition and is mainly utilized by homeowners.
- The area features excellent views of the White River and offers opportunities for fishing.
- Trees are well maintained.



River Trail Entrance Sign

OPPORTUNITIES

- Consider adding a center line to the paved trail.
- Establish a maintenance schedule for tree maintenance along the trail.
- Add distance markers along trail and update signage.
- Crack-seal pavement on an annually.



Paved Trail in Good Condition



View of White River

APPENDIX 2 – DRIVE TIME MAPPING

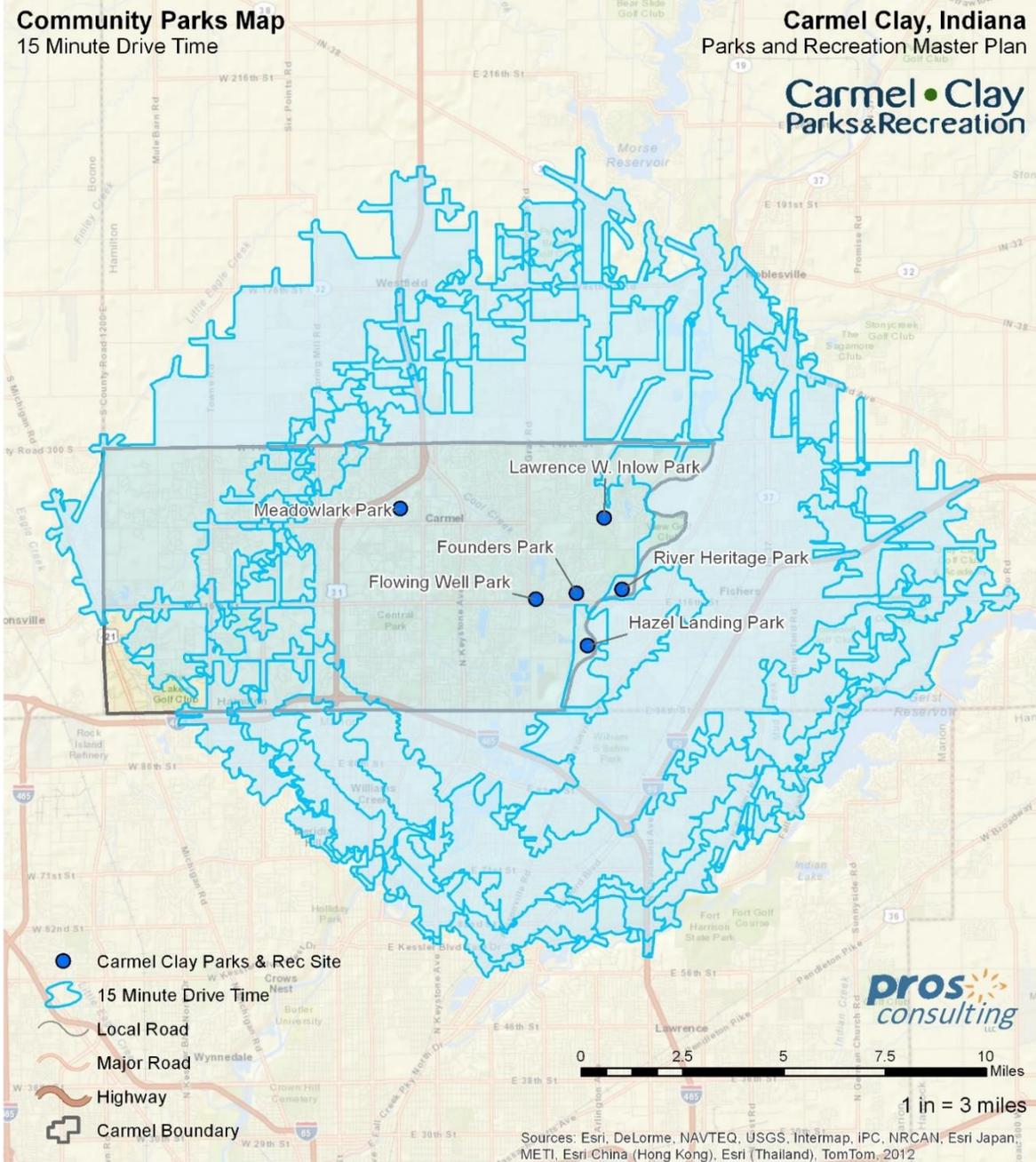
COMMUNITY PARKS



Community Parks Map
 15 Minute Drive Time

Carmel Clay, Indiana
 Parks and Recreation Master Plan

Carmel • Clay
Parks & Recreation



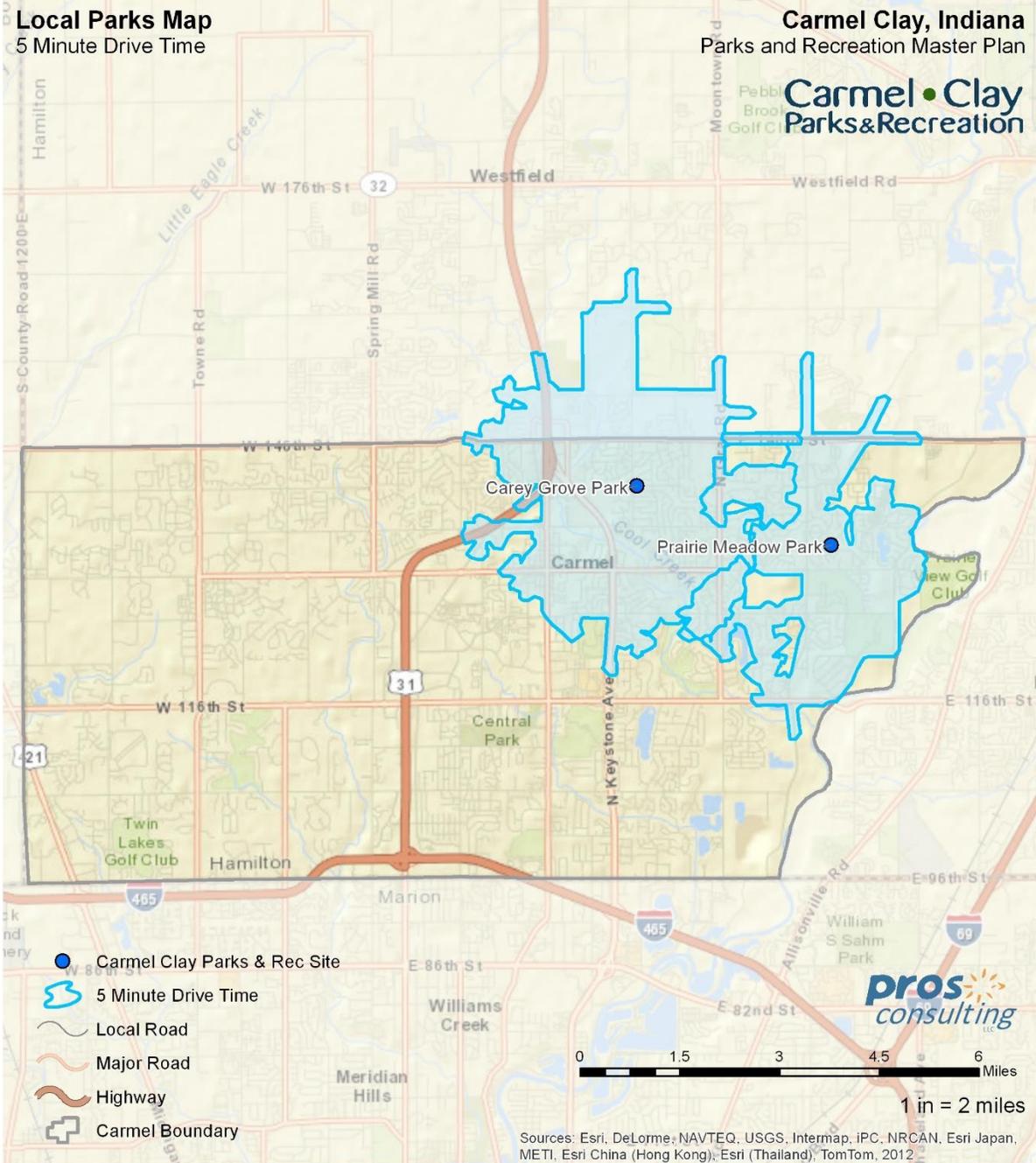
LOCAL PARKS



Local Parks Map
5 Minute Drive Time

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Parks and Recreation Master Plan

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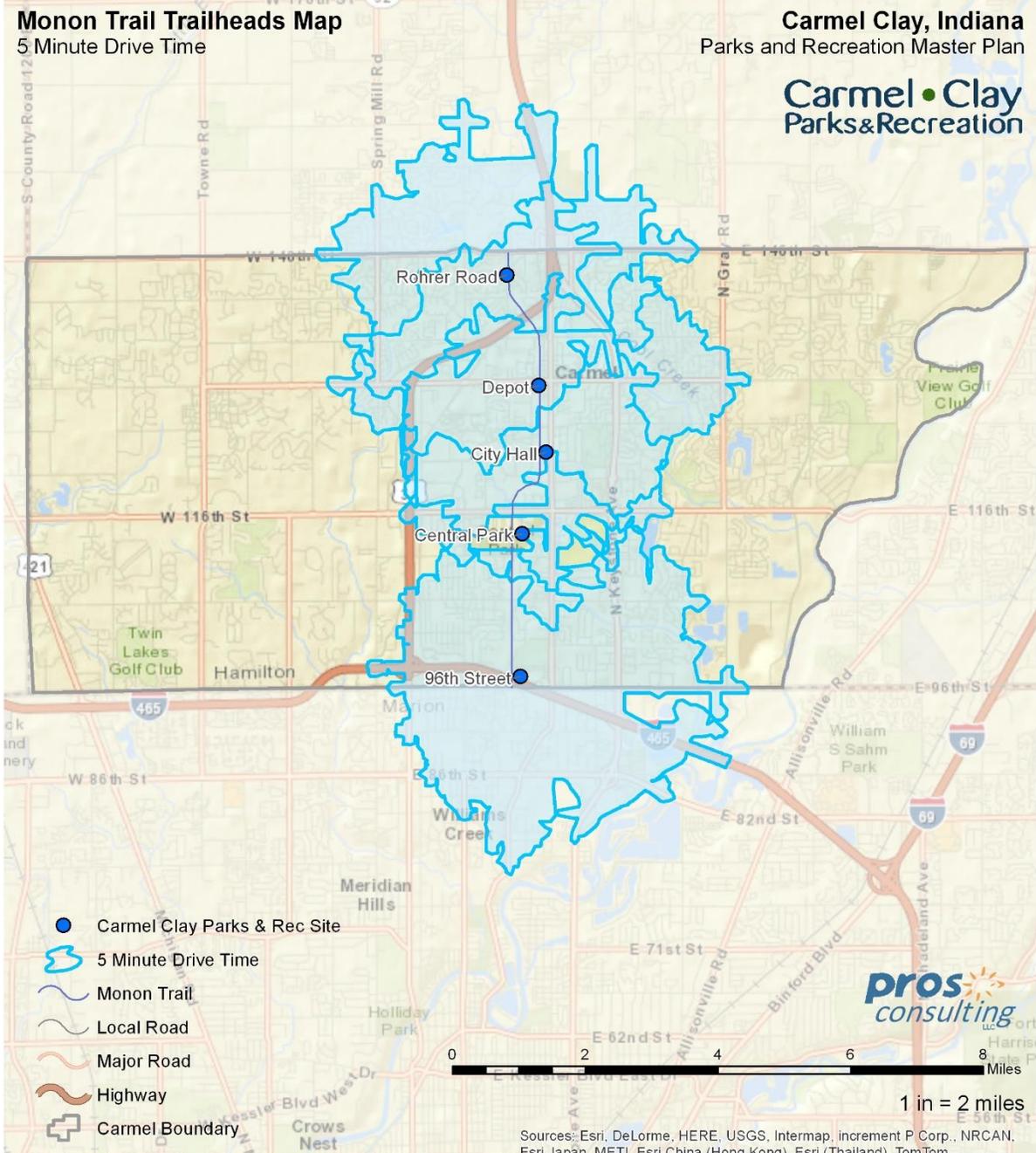
MONON TRAILHEADS



Monon Trail Trailheads Map
 5 Minute Drive Time

Carmel Clay, Indiana
 Parks and Recreation Master Plan

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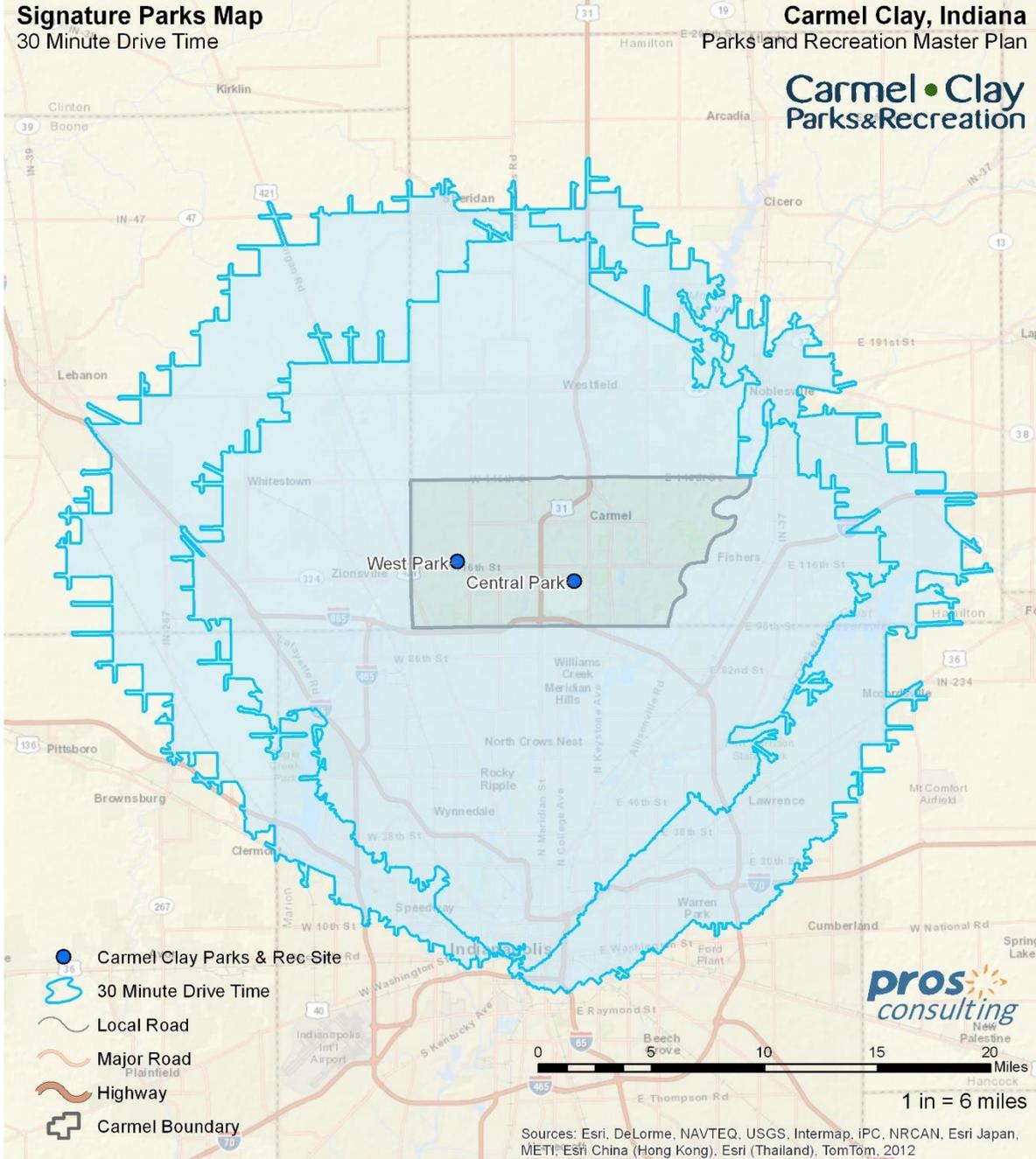
SIGNATURE PARKS (30 MINUTE)



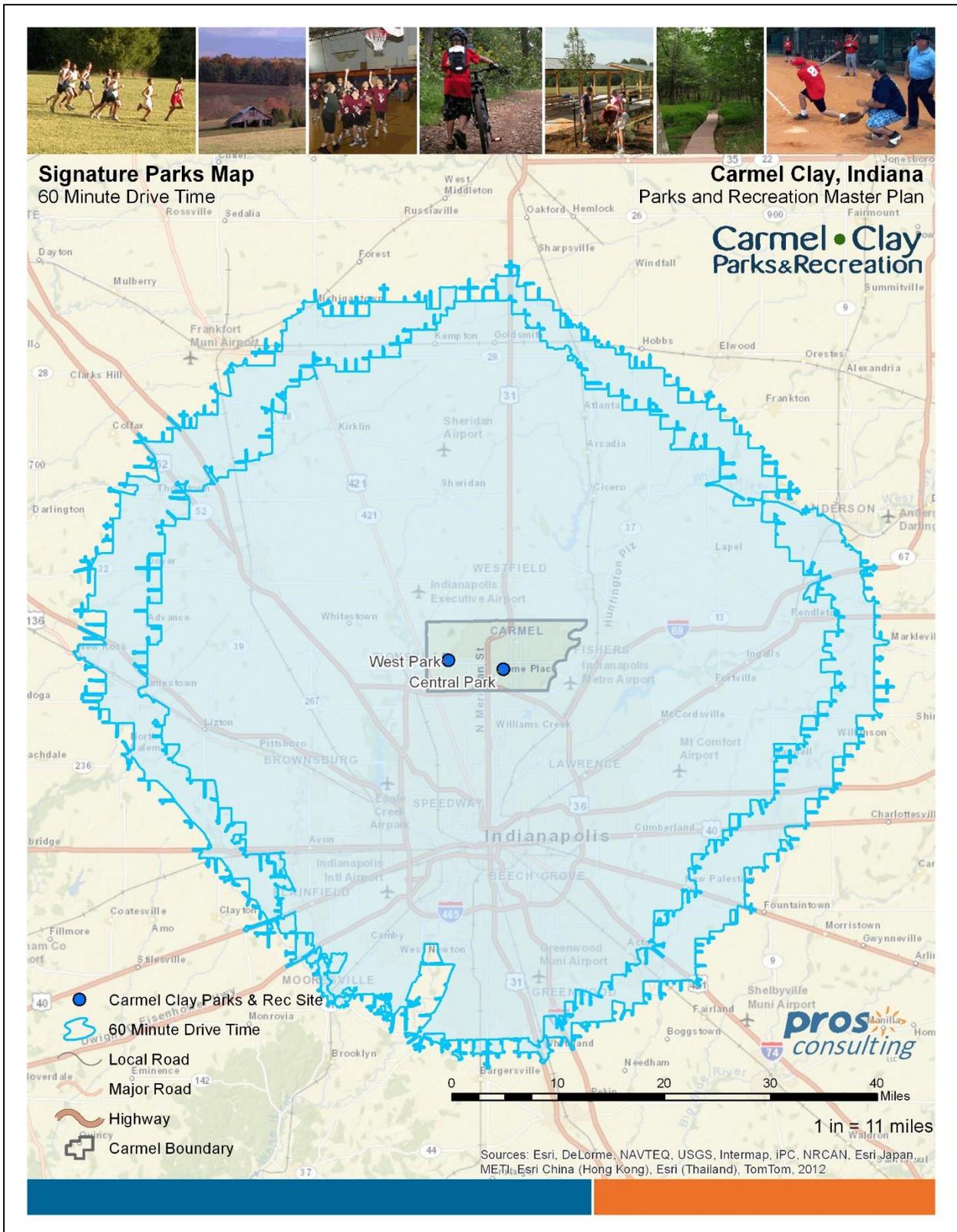
Signature Parks Map
30 Minute Drive Time

Carmel Clay, Indiana
Parks and Recreation Master Plan

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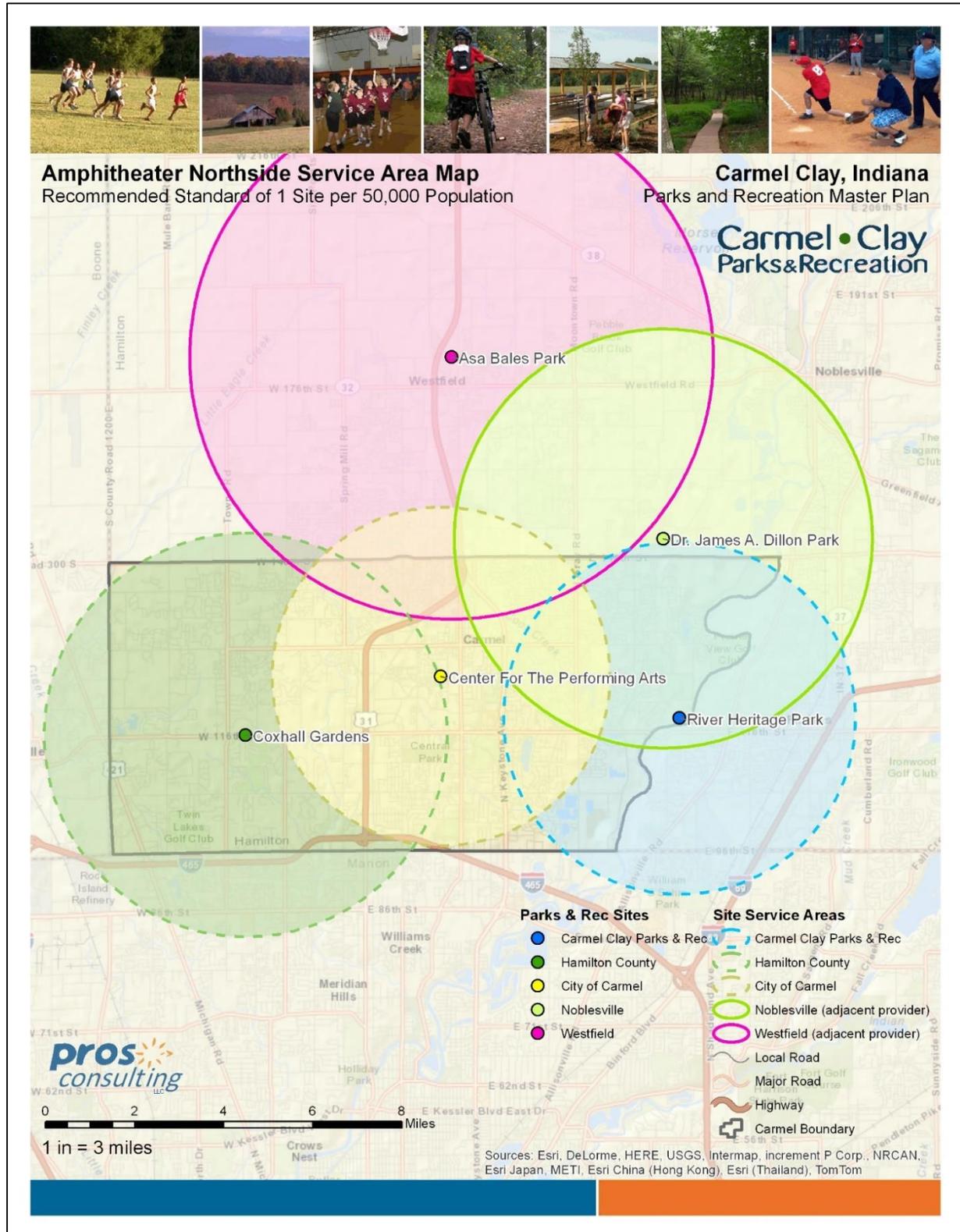


SIGNATURE PARKS (60 MINUTE)



APPENDIX 3 – NORTHSIDE SERVICE AREA MAPPING

AMPHITHEATERS

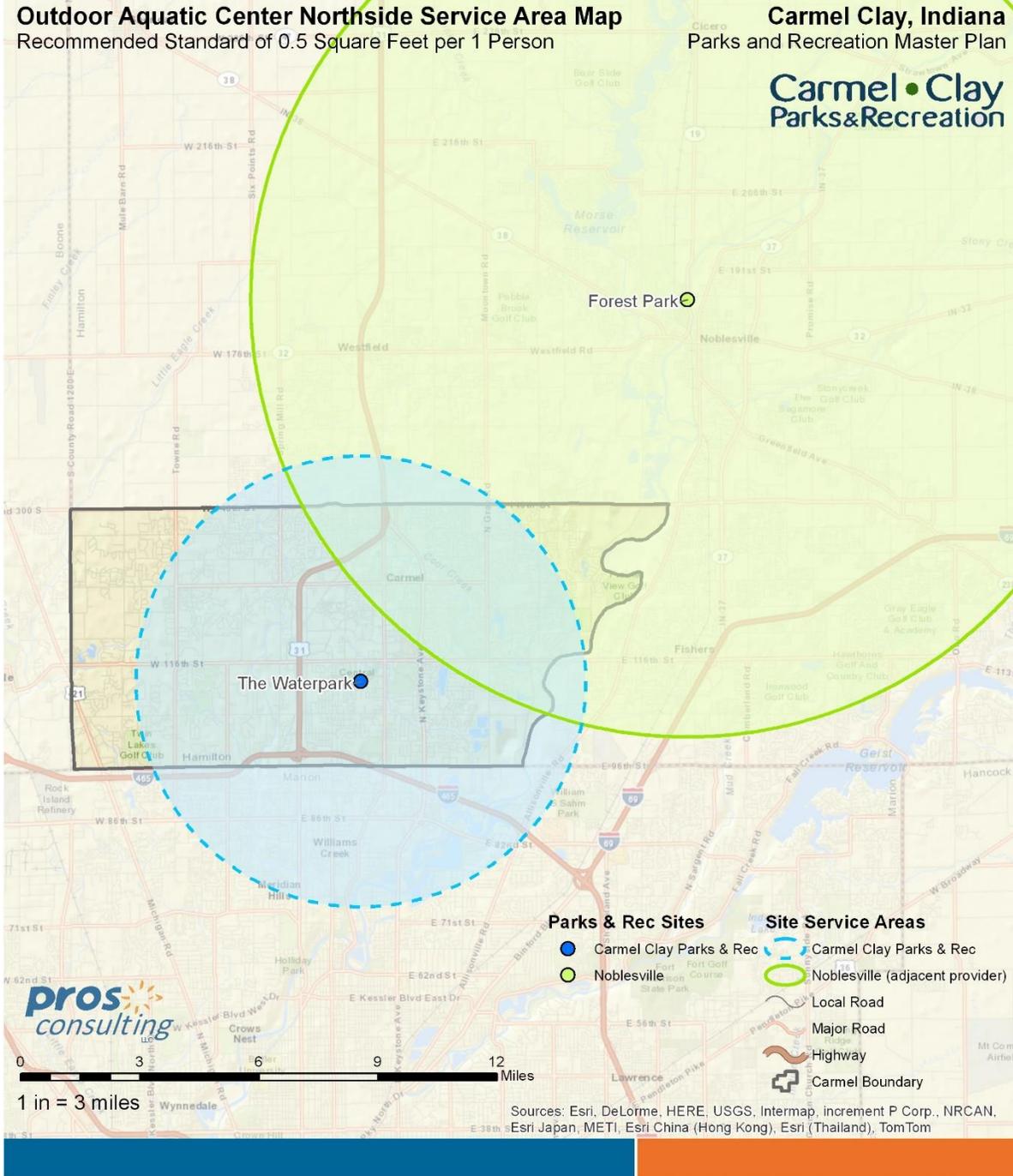


AQUATIC CENTER



Outdoor Aquatic Center Northside Service Area Map
 Recommended Standard of 0.5 Square Feet per 1 Person

Carmel Clay, Indiana
 Parks and Recreation Master Plan



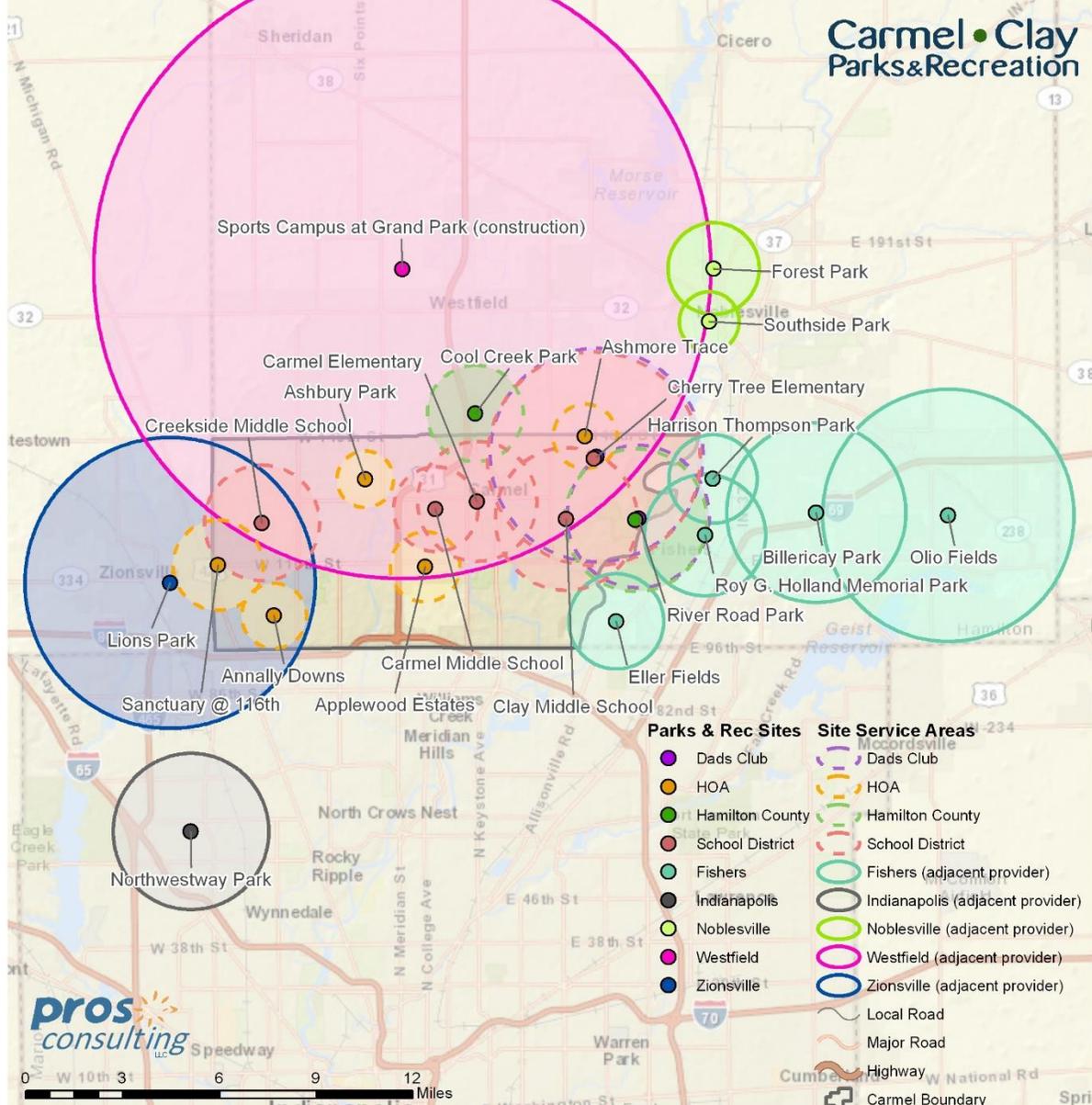
BALL FIELDS



Ballfields Northside Service Area Map
Recommended Standard of 1 Field per 4,000 Population

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Parks and Recreation Master Plan

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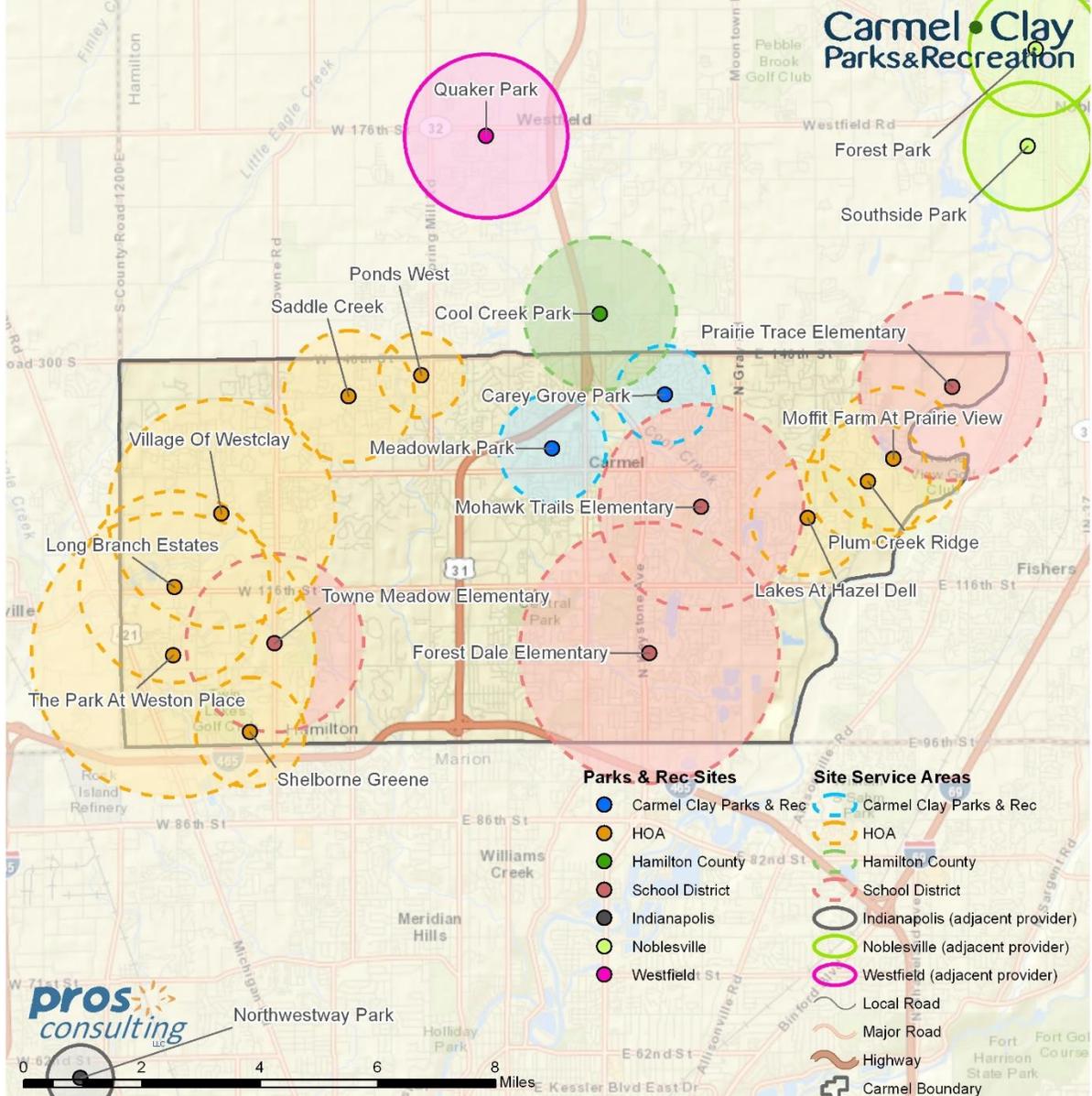
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

BASKETBALL COURTS



Basketball Courts Northside Service Area Map
 Recommended Standard of 1 Court per 5,000 Population

Carmel Clay, Indiana
 Parks and Recreation Master Plan



Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

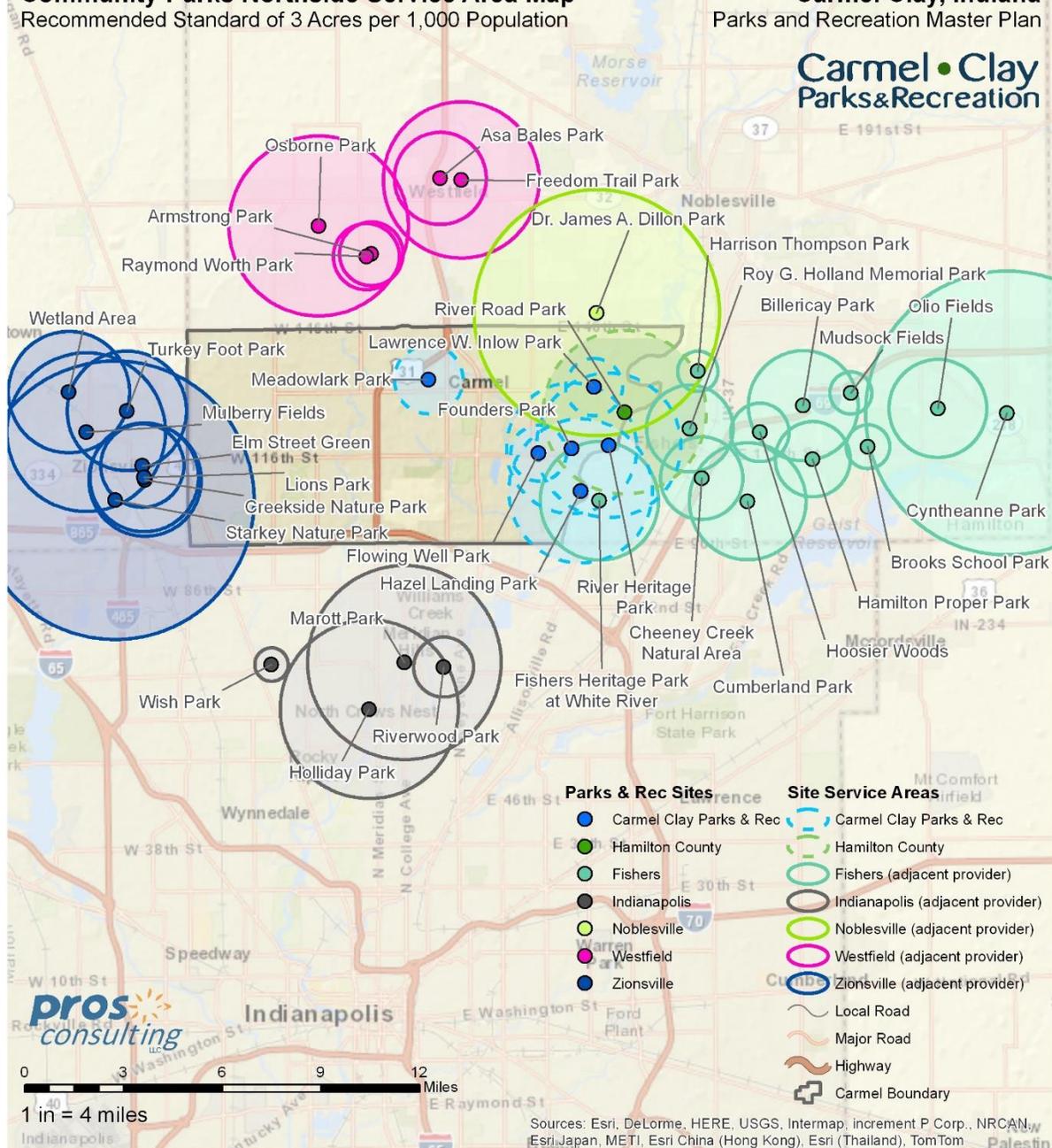
COMMUNITY PARKS



Community Parks Northside Service Area Map
Recommended Standard of 3 Acres per 1,000 Population

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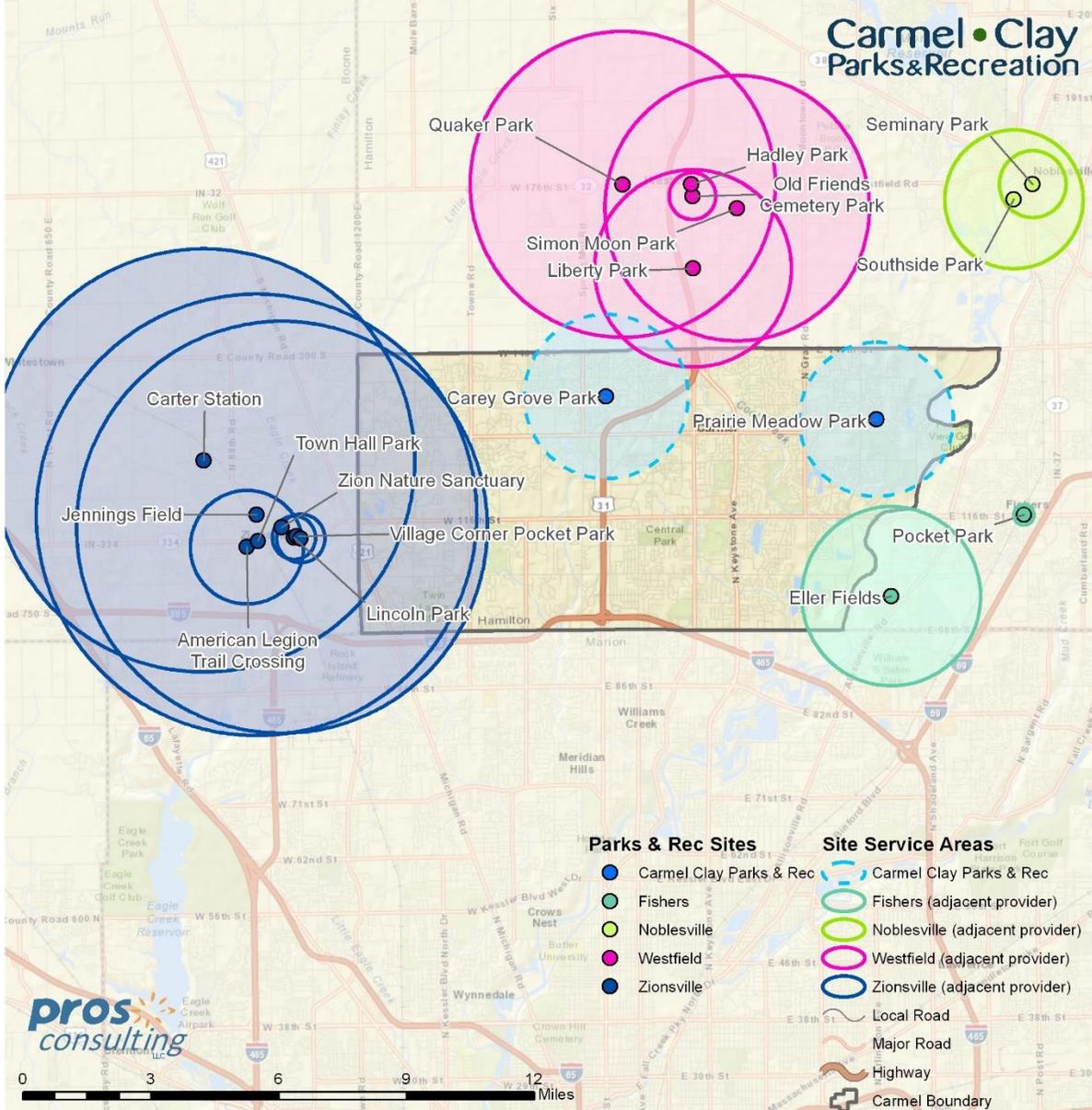


LOCAL PARKS



Local Parks Northside Service Area Map
 Recommended Standard of 0.33 Acres per 1,000 Population

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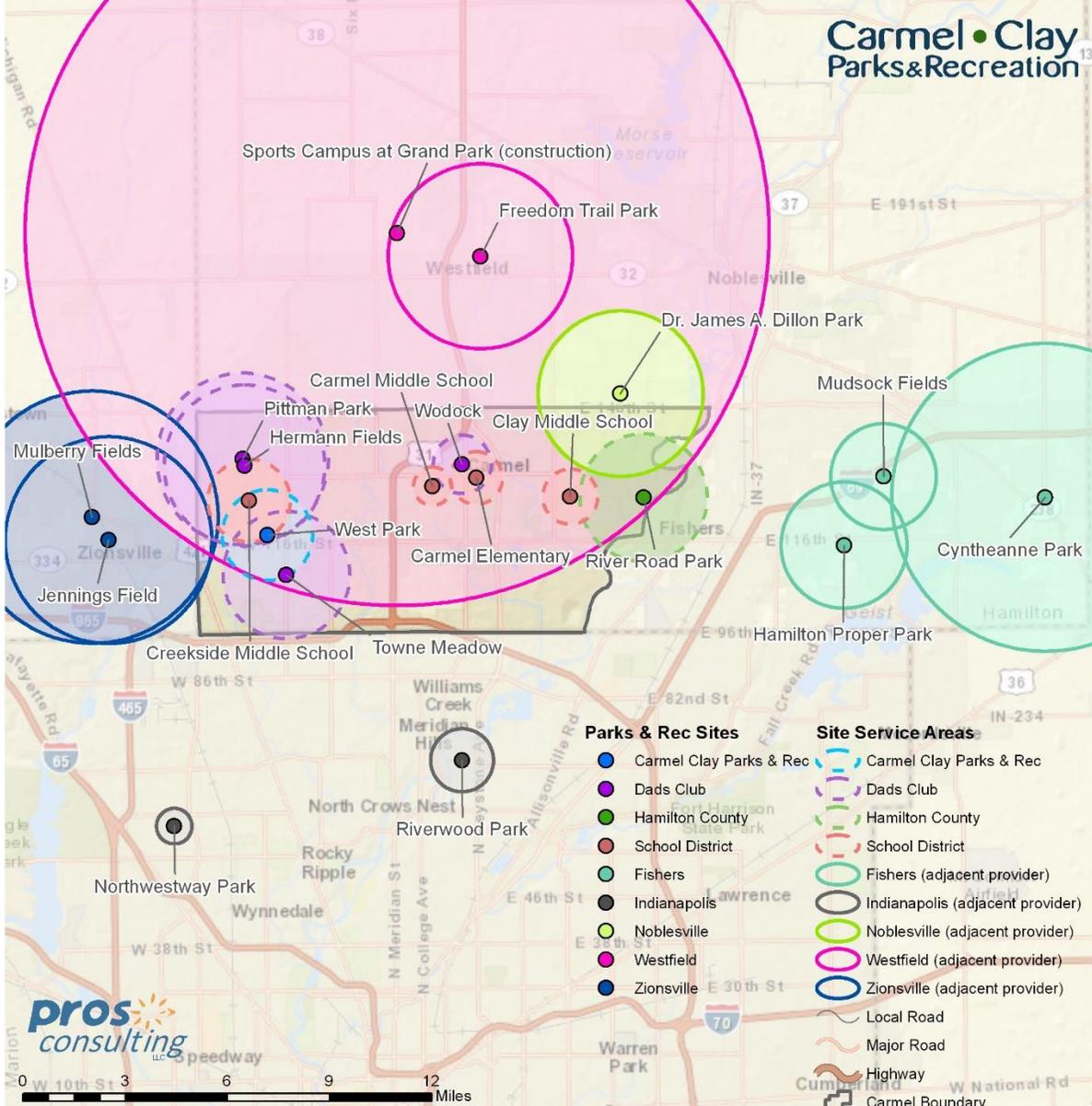


MULTIPURPOSE FIELDS



Multi-Purpose Fields Northside Service Area Map
Recommended Standard of 1 Field per 4,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan



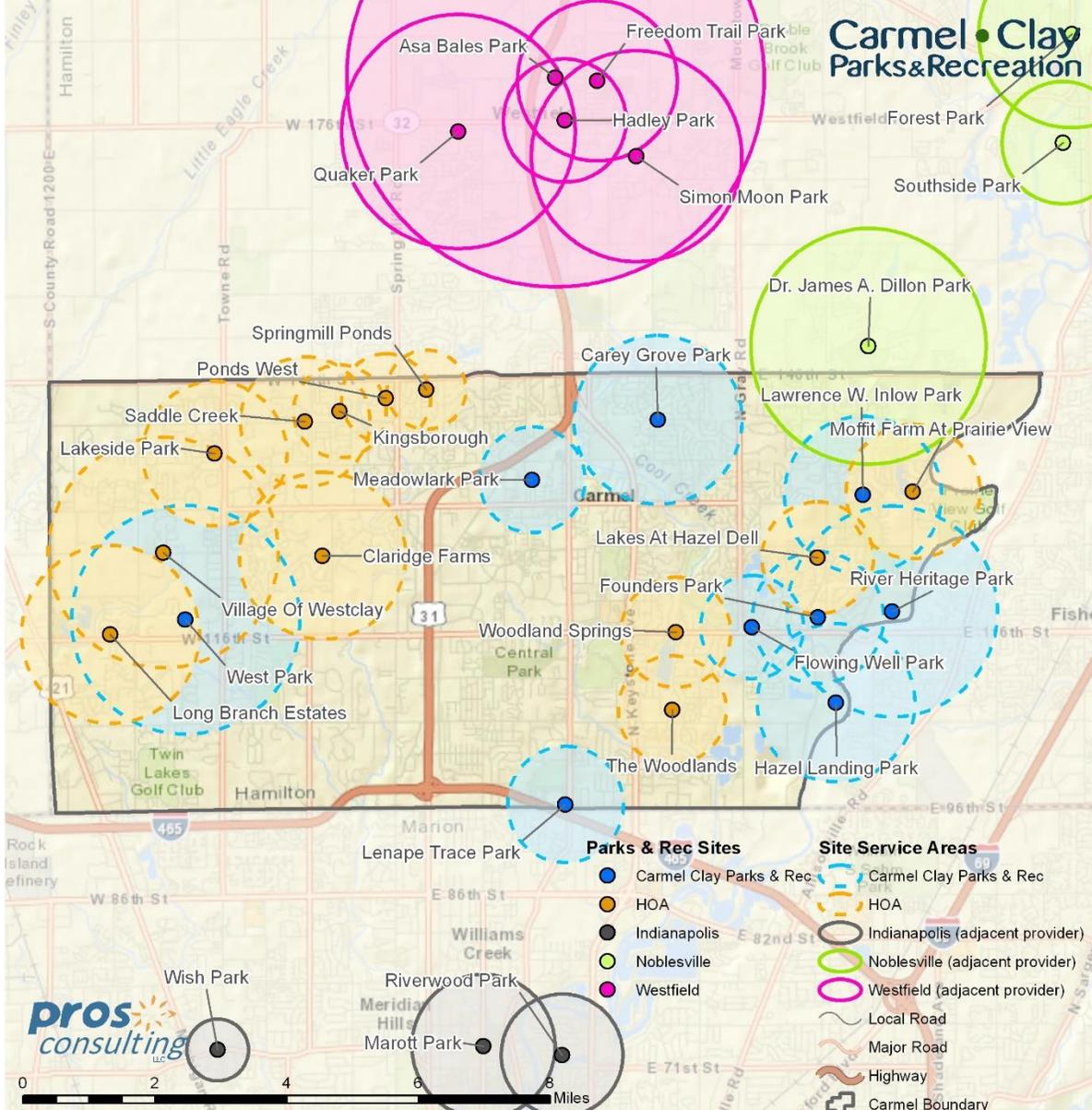
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

PICNIC AREAS



Picnic Areas/Shelters Northside Service Area Map
 Recommended Standard of 1 Structure per 4,000 Population

Carmel Clay, Indiana
 Parks and Recreation Master Plan

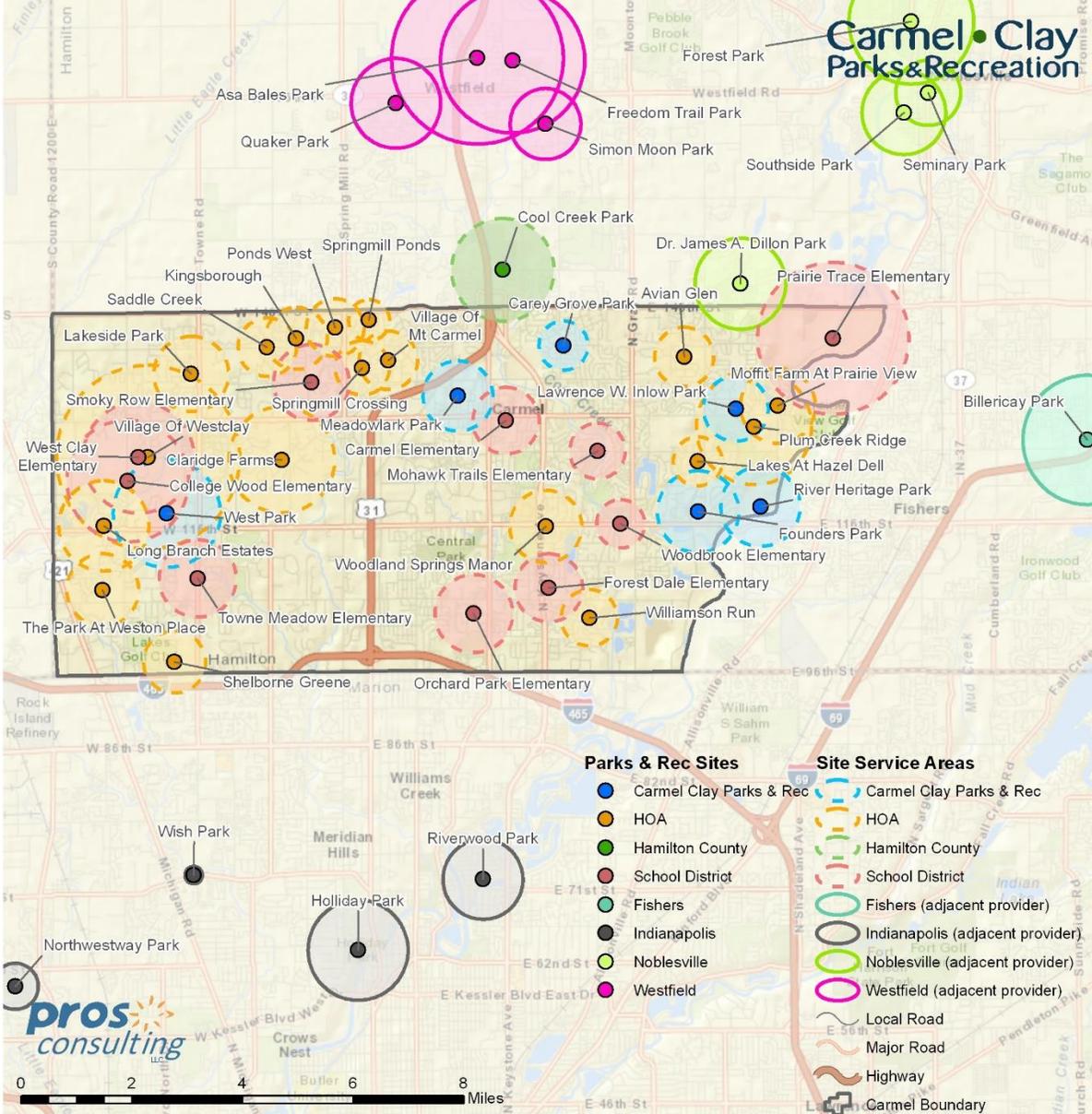


PLAYGROUNDS

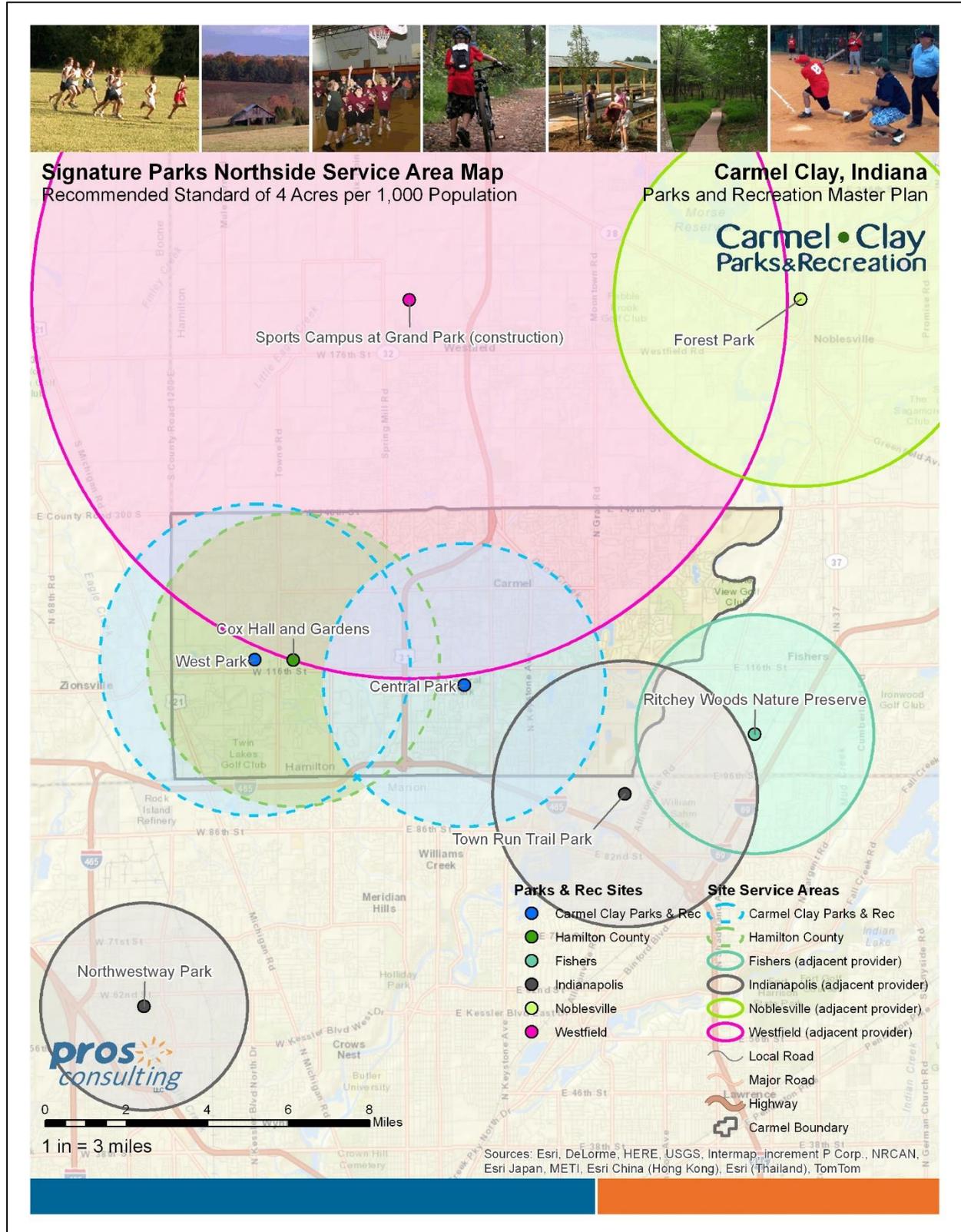


Playgrounds Northside Service Area Map
Recommended Standard of 1 Structure per 2,500 Population

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Parks and Recreation Master Plan



SIGNATURE PARKS



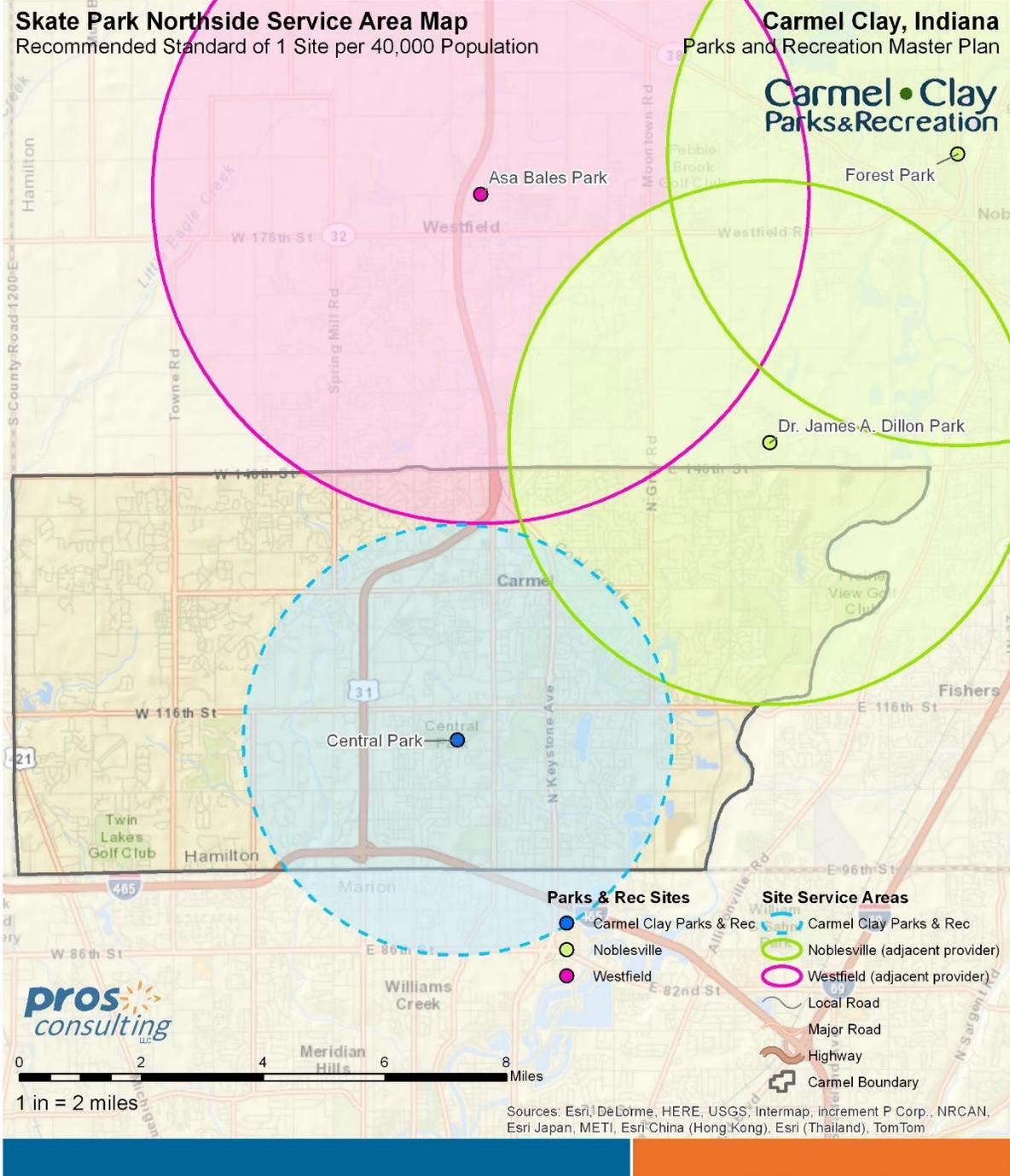
SKATE PARKS



Skate Park Northside Service Area Map
Recommended Standard of 1 Site per 40,000 Population

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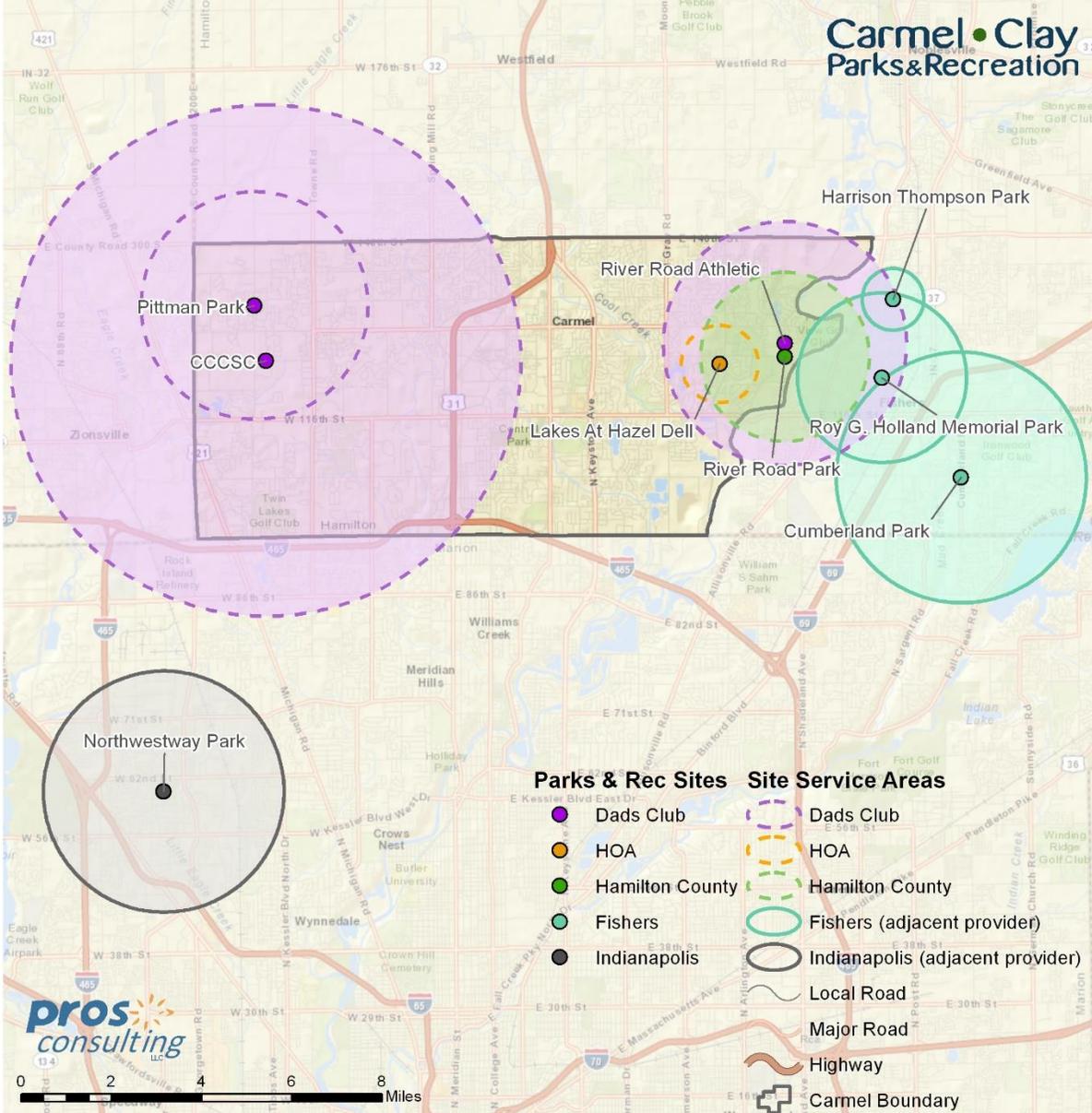


SOCCKER FIELDS



Soccer Field Northside Service Area Map
 Recommended Standard of 1 Field per 4,000 Population

Carmel Clay, Indiana
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Parks & Rec Sites		Site Service Areas	
●	Dads Club		Dads Club
●	HOA		HOA
●	Hamilton County		Hamilton County
●	Fishers		Fishers (adjacent provider)
●	Indianapolis		Indianapolis (adjacent provider)
	Local Road		Major Road
	Highway		Carmel Boundary



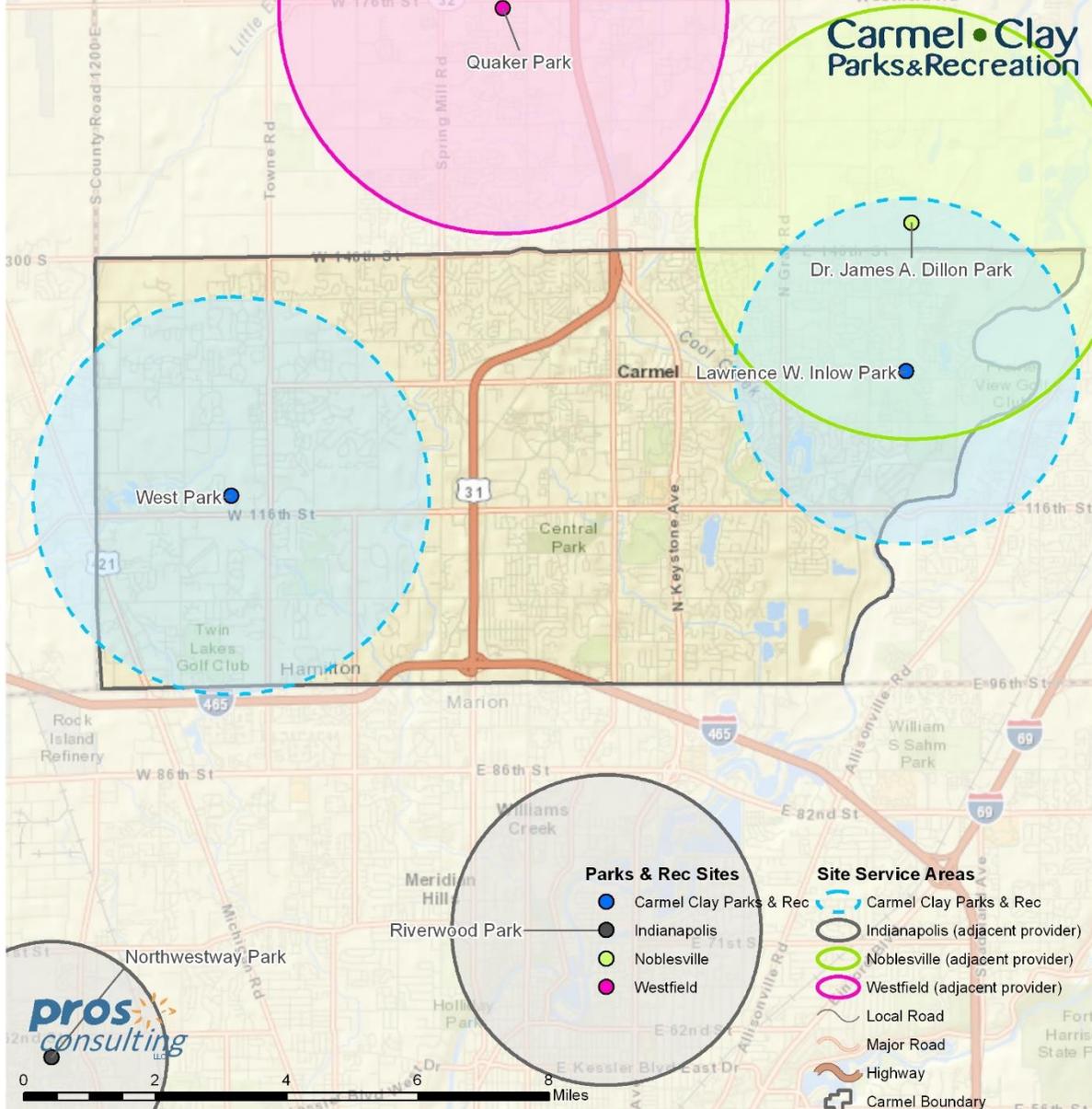
Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

SPRAY PADS



Spray Pad Northside Service Area Map
Recommended Standard of 1 Structure per 20,000 Population

Carmel Clay, Indiana
Parks and Recreation Master Plan

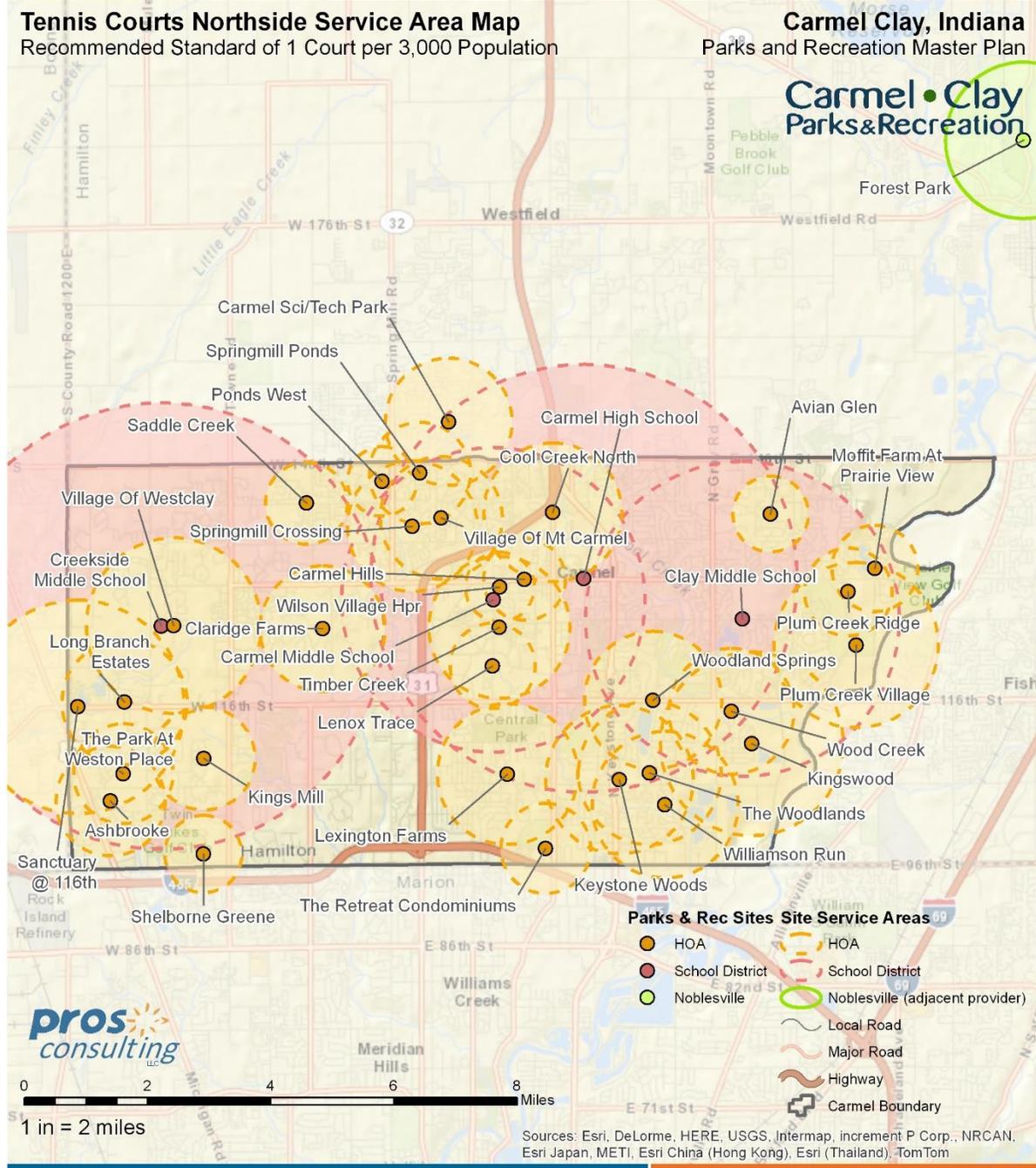


TENNIS COURTS



Tennis Courts Northside Service Area Map
 Recommended Standard of 1 Court per 3,000 Population

Carmel Clay, Indiana
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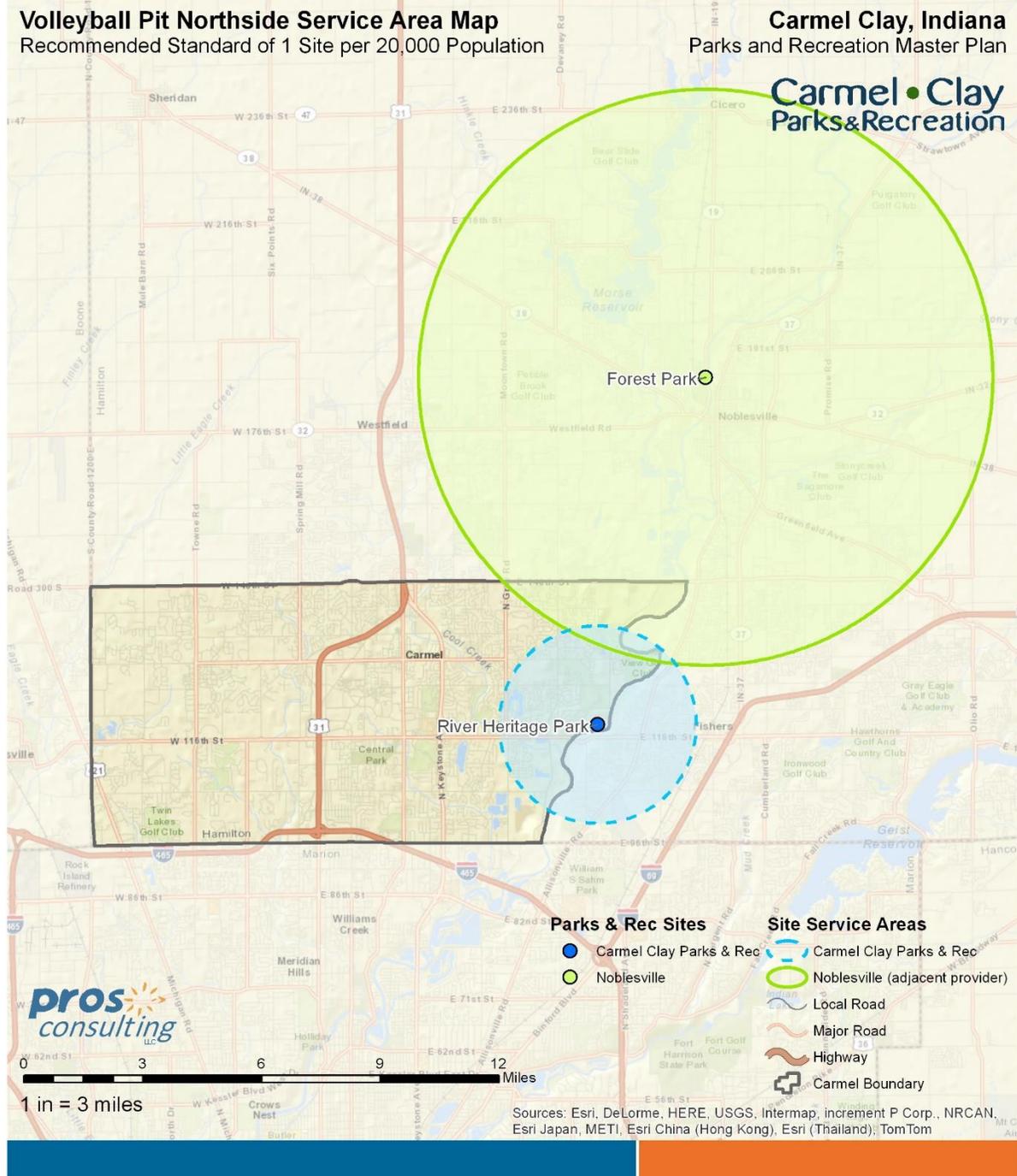
VOLLEYBALL PITS



Volleyball Pit Northside Service Area Map
 Recommended Standard of 1 Site per 20,000 Population

Carmel Clay, Indiana
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APPENDIX 4 – CCPR PROGRAMMING PLAN

INTRODUCTION

The Carmel Clay Parks & Recreation (CCPR) Program Planning Guide provides the long term framework for creating, planning, and implementing the innovative and inspiring programs demanded by the high expectations of our the Carmel and Clay Township community. The long term goals are guided and determined by the current CCPR Master Plan and basic underpinnings of the concepts of play, recreation, and leisure, the needs and other opportunities within our community, department philosophy and goals, and true experiences we desire for our customers. CCPR programming is broken down into the following groups:

Adult	Youth
Tween/Teen	Preschool
Parent/Child	Adaptive
Aquatics	Fitness

The purpose of this plan is to ensure the department is providing mission-driven and guest focused recreation programming, which will enhance the quality of live for all who live, work and visit the City of Carmel and Clay Township.

The Recreation programmers and supervisors with CCPR are responsible for the development, implementation and evaluation of the various program areas.

DEPARTMENT OVERVIEW

Carmel Clay Parks & Recreation (CCPR) was originally established in August 1991 through an Interlocal Cooperation Agreement between the City of Carmel and Clay Township. A distinct, political subdivision under Indiana law, CCPR is governed by a Park Board, which serves as the policy-setting body and fiduciary guardian for the park system. The Park Board consists of nine members appointed by the Mayor (4), Township Trustee (4), and the Carmel Clay School Board (1). CCPR manages over 500 acres of parkland, has an annual operating budget of more than \$11 million, and employs over 600 full-time, part-time, and seasonal employees during peak operations.

PARKS & RECREATION DEPARTMENT MISSION

The mission of Carmel Clay Parks & Recreation is to strengthen our community and serve residents through the acquisition, development, and management of high-quality, innovative parks and facilities for recreation, preservation, and programming.

PARKS & RECREATION DEPARTMENT VISION

We envision an accessible system of vibrant community parks, diverse recreational facilities, sustainable park resources, and engaging programs that contribute to healthy individuals and families, an active and tightly-knit community, a thriving economy, and a high quality of life in the City of Carmel and Clay Township.

STATEMENT OF ACCESSIBILITY

Adaptive programs are exclusively offered to individuals with special needs and we encourage participation by individuals of all ages and abilities within this community. The instructor to participant

ratio is appropriate to accommodate the needs of the participants. We believe that all individuals should be provided leisure opportunities that allow for performance at their highest level. If you or a family member has special needs and would like to participate in programs or use our facility, we are happy to make reasonable accommodations to meet those needs.

While CCPR has been in existence for over two decades, the Department experienced tremendous growth in its programming and services between 2004 and 2008. Beginning with the 2006/2007 school year, CCPR was awarded a contract to manage and operate the Carmel Clay Schools before and after-school program. This program, called Extended School Enrichment (ESE), operates in 11 elementary schools and now has an enrollment of over 2,100 students with approximately 1,200 participants served daily.

The Monon Community Center (MCC) opened in May 2007 and has amenities and program offerings unsurpassed anywhere in the Hoosier state. This state-of-the-art facility includes indoor and outdoor aquatic centers, a 3-court gymnasium, fitness center, and 1/8 mile indoor track, child-care service for facility users, and a variety of program and multipurpose rooms.

Prior to 2004, CCPR had only nine full-time employees and typically peaked at 50 total employees including part-time and seasonal staff. Today, the Department has 64 full-time positions and employees over 600 employees during the peak summer season.

The Department is comprised of four Divisions. The Administrative and Parks Maintenance Divisions are located within the northern portion of the Central Park campus, while the Extended School Enrichment and Recreation Divisions are housed at the Monon Community Center.

REVENUE GUIDELINES

STATEMENT OF PHILOSOPHY

The underlying principal of financing public parks and recreation is to provide an efficient and balanced offering of parks, facilities, programs, and other services (collectively referred to as "Services") within the community while ensuring that all residents have equal opportunities for access and choice of participation. Frequently, the demands placed on parks and recreation resources by the individual user and user group are greater than the tax revenues available to support demands. Therefore, it is necessary to charge User Fees for selected Service Classifications, particularly in instances where a Service is directly consumed by the individual or organization for his/her personal benefit.

User Fees shall provide only one source of revenue for the Board. A system of User Fees designed to supplement other resources available to the Board can minimize the financial burden to resident taxpayers and help create a sustainable park system.

The Board and its Department shall comply with all applicable State Law and State Board of Accounts rules and regulations pertaining to the implementation and administration of this Policy.

SERVICE CLASSIFICATIONS AND COST RECOVERY EXPECTATIONS

PUBLIC SERVICE

A Public Service is provided by the Board for the benefit of the general public to contribute to the high quality of life in the Carmel Clay community. Public Services are openly available for public use, typically at no charge, with minimal restrictions.

It is the intent of the Board to fund and provide for Public Services through tax revenues, impact fees, grants, donations, endowments, and other available revenue sources. User Fees shall not be used to fund

Public Services, with the exception of special events. The cost recovery expectation for Public Services is 0%.

The Director or Assistant Director is authorized to approve the charging of a nominal User Fee on a case-by-case basis for special events classified as a Public Service. A special event fee shall only be charged to assist with crowd control due to high demand, assist in defraying expenses when other funding sources are not sufficient to fund the event, and/or to benefit the Department's scholarship program or Gift Fund.

Public Services include, but are not limited to, the following:

- Signature, Community, and Local parks
- Special Use Areas
- Greenways
- Meeting House and other meeting facilities
- Playgrounds
- Spray parks
- Skate parks
- Trails within parks
- Restrooms
- Parking lots
- Ponds/wetlands
- Unscheduled practice fields/courts for sports
- Reasonable accommodations provided to people with disabilities for participation in services, in accordance with applicable federal and state laws
- Special events (i.e., Arbor Day, Tour de Carmel, Movies in the Park, etc.) designated by the Director or Assistant Director

MERIT SERVICE

A Merit Service is provided by the Board for the benefit of the individual user or user group and to the greater community. Merit Services are generally available to all residents but space, time or consumptive use restrictions may limit an individual's ability to participate. Merit Services would likely not be available for the Community if not provided by the Board.

Users shall be expected to pay at least a share of the cost to provide a Merit Service in recognition of the individual benefit received. Merit Services shall be funded through a combination of tax revenues, User Fees, and/or other available revenue sources.

The Director or Assistant Director is authorized to recommend and/or approve User Fees for Merit Services in accordance with this Revenue Policy. All revenue and expenses shall be posted to the Non-Reverting Program Fund. User Fees shall be reviewed at least annually by the approving authority in conjunction with the Annual Budget process to ensure cost recovery expectations are being met.

The following Merit Services and minimum cost recovery expectations are established by the Board consistent with available revenue sources and the Community's values:

- The Monon Center at Central Park (80% of Direct and Indirect Costs)
- Shelter rentals or fee areas within parks {100% of Direct Costs)

USER SERVICE

While contributing to the quality of life in the community, a User Service most directly benefits the individual user(s). User Services provided by the Board may be available to the general public, but significant time, space, consumption, and operating costs limit the number of users at any one time.

User Services are expected to recover at minimum 100% of the Direct and Indirect Costs associated with provision of the Service. Revenue may include User Fees, grants, sponsorships, donations, endowments, or other available revenue sources. Tax revenues shall not be used to cover operating costs of a User Service unless otherwise approved by the Board. Capital Expenditures related to User Services may be funded through tax revenues or other available revenue sources. Net revenues shall be reinvested in the User Service (i.e. funding of a capital replacement or upgrade, provision of scholarships to qualified users, etc.) and/or used to subsidize Introductory, Merit or Public Services.

The Director or Assistant Director is authorized to recommend and/or approve User fees for User Services in accordance with this Revenue Policy. All revenue and expenses shall be posted to the Non-Reverting Program Fund. User Fees shall be reviewed at least annually by the approving authority in conjunction with the Annual Budget process to ensure cost recovery expectations are being met.

User Services include, but are not limited to, the following:

- Recreation, fitness and aquatic programs
- Before and after school programs
- Summer camps

INTRODUCTORY SERVICE

An Introductory Service is a new or experimental service offered by the Board, which may be offered for a specified period of time as designated in this section or otherwise authorized by the Board. By or before the end of the introductory time period, an Introductory Service shall be moved to another Service Classification or discontinued.

The ultimate goal for Introductory Services is to recover at minimum 100% of the Direct and Indirect Costs associated with provision of the Service through User Fees, grants, sponsorships, donations, endowments, or other available revenue sources. During the introductory period, Introductory Services may be partially subsidized through tax revenues, net revenue from User Services, and/or other available funding sources.

The Director or Assistant Director is authorized to recommend and/or approve User Fees for Introductory Services in accordance with this Revenue Policy. All revenue and expenses shall be posted to the Non-Reverting Program Fund. Prices shall be reviewed at least annually by the approving authority in conjunction with the Annual Budget process to ensure cost recovery expectations are being met.

The maximum introductory time period for Introductory Services, unless otherwise authorized by the Board, is one (1) year from the original start or opening date of the Service.

TYPES OF USER FEES

User Fees shall be approved as identified below, unless otherwise prescribed by State Law, local regulations, and/or Board action. The Department is authorized to use the following fees and charges to achieve the cost recovery expectations for Services:

- **Admission Fee:** Charged for entry into a building, facility or park or designated portion thereof. Admissions Fees shall be approved by the Board.
- **Sponsorship Fee:** Paid by a business or organization for the privilege to advertise in or at a Service in compliance with the Partnership and Sponsorship Policy. Sponsorship Fees shall be approved by the Director, or his/her designee, on a case-by-case basis, and reported to the Board.
- **Contingency Fee:** Charged to cover unexpected Service overruns, to provide sufficient funding for new Service start-up costs, and/or to provide scholarship or gift funding. Contingency Fees shall be approved by the Director, or his/her designee, on a case-by-case basis.
- **Custodial Fee:** Charges for the set-up and break-down of a room based on the identified needs of a specific user or user group using a reserved space. Set-Up Fees shall be approved by the Board.
- **Licenses/Permit Fee:** Charged for the privilege to conduct a particular action. The action may be public and/or restricted access activities within a park or facility. Activities may be non-profit or commercially oriented. License/Permit Fees shall be approved by the Director, or his/her designee, on a case-by-case basis.
- **Processing Fee:** Charged to help cover staff costs for processing a request by a user or member of the public. Processing Fees shall be approved by the Director, or his/her designee, on a case-by-case basis, and reported to the Board.
- **Program Fee:** Charged for the right to participate in a Board and/or Department sponsored program. Program Fees shall be approved by the Director, or his/her designee, on a case-by-case basis.
- **Rental/Reservation Fee:** Charged for the privilege of using exclusively tangible public property without consuming or injuring it in any way. Rental/Reservation Fees shall be approved by the Board.
- **Sales Price:** Price for the unconditional transfer of ownership of food, merchandise or tangible good from the Board to the user. Sales Prices shall be approved by the Director, or his/her designee, on a case-by-case basis.
- **Special Services Fee:** Charges for supplying extraordinary articles, commodities, activities or services where the benefits are specific to the user. Special Services Fees shall be approved by the Director, or his/her designee, on a case-by-case basis.
- **Surcharges:** Charged for additional revenues to be used to cover specific improvements to the Service. Surcharges must be of a limited term in nature and removed when a predetermined revenue goal is achieved. Surcharges shall be approved by the Board.
- **Vendor Fees:** Paid by a third party for the privilege of selling goods and services on Board owned and/or managed property. Vendor Fees shall be approved by the Director, or his/her designee, on a case-by-case basis.

DIFFERENTIAL PRICING

To ensure all members of the public have equal opportunity to participate in Services when User Fees are charged, this Policy recognizes that paying User Fees may result in inequities for certain individuals, groups or situations. When feasible to achieve the cost recovery expectations of a particular Service, the Department is authorized to use any of the following differential pricing methods:

- **Age:** Youth (age 15 and under) and Seniors (age 65 and above) may receive reduced rates.
- **User Group:** Government agencies and not-for-profit organizations may receive reduced rates.
- **Product:** Extra services and options above the primary service that enhance the user experience may be charged a higher rate.
- **Time:** Services provided at peak or non-peak times of demand may be offered at differentiated rate.
- **Quantity:** User Fees may be reduced in recognition of the benefit received to the Board through economies of scale.
- **Corporate Sponsorship or Partnership:** Reduced rates may be offered to a business or organization and/or its employees in recognition of an authorized sponsorship or partnership in compliance with the Partnership and Sponsorship Policy.
- **Promotion:** Discounts may be offered at the discretion of the Director or Assistant Director on a limited basis with a defined start and ending date as part of a planned marketing effort to increase participation in and/or revenue from a Service.

RECREATION PROGRAMMING GOALS AND OBJECTIVES

Community needs for recreation were analyzed using the following methods:

- ***Incorporating Program and Service Determinants:*** Along with the Vision and Mission statements, the conceptual foundations of play, recreation and leisure, customer needs, other community opportunities, and the total experience are what CCPR should desire for the Carmel and Clay Township community, which will assist in carefully guiding and crafting programming goals and processes.
- ***Soliciting and Utilizing Participant Input***
- ***Offer Diverse Programs by Identifying Existing Resources:*** Existing parks and recreation amenities in the community were identified and mapped, including those provided by Carmel Clay Parks & Recreation (CCPR), Carmel-Clay Schools, Hamilton County, local Homeowners' Associations, and the Carmel Dads' Club.

Using the 2003 Dads' Club Strategic Plan, along with sports participation data, a sport fields adequacy assessment was undertaken to determine guidelines for meeting sport fields needs. Since CCPR is a minor player in the provision of sport fields, the Department will continue to supplement the resources provided by others, where this strategy fits with other planning efforts.

- ***Defining Program Area Objectives***
- ***Evaluating Recreation Demand and Level of Service (LOS):*** The community's demand for recreation opportunities was evaluated, including public preferences for parks and facilities, recreation participation, and applicable trends in the provision of recreation services.

The LOS provided by CCPR for park land and facilities was compared to the LOS in five benchmark communities: Bloomington, IN; Dublin, OH; Henderson, NV; Scottsdale, AZ; and Westerville, OH. Comparison to these outstanding communities helps determine where Carmel Clay is above and below the norm.

- **Integrating specific goals, strategies and actions from the Master Plan**

PROGRAM AND SERVICE DETERMINANTS

Conceptual foundations of play, recreation, and leisure - Has important developmental implications for participants. Elements and characteristics of leisure experiences contribute directly to the development of identity, autonomy, competence, initiative, civic duty, and social connections.

Programs offered by the Department have clearly stated objectives and goals, an element of choice, and a future direction for continuance, improvement or change. Program planning elements address physical, social, cognitive and emotional goals for participants.

Constituent Needs - Program needed by the community. Community currently lacks this program, or there may be a strong desire to participate in this program if offered.

Key tasks include reviewing previous program plans, consideration of future population growth and demographics, identifying potential partnership opportunities for additional recreation services and researching current and future trends.

Community opportunity - New opportunity that could benefit the community based on demographic information and current trends in Parks & Recreation.

The City of Carmel continues to be a hub for business opportunities in Hamilton County, Indiana and the Indianapolis Metropolitan Area. With continued residential and commercial growth, the department needs to ensure that it is continuing to offer adequate and evolving leisure opportunities. Other opportunities with private businesses, local non-profit organizations and service clubs should also continue to be sought out by way of partnerships.

Experiences desirable by clientele - The Mission of Carmel Clay Parks & Recreation is to strengthen our community and serve residents through the acquisition, development, and management of high-quality, innovative parks and facilities for recreation, preservation, and programming.

The Department also complies with a non-discrimination policy and encourages inclusion for all people regardless of their ability, into all programs and services. This is evident by the department's statement of accessibility.

CCPR also strives to meet the needs of underserved populations through a multitude of programs for seniors, adults, teens, youth, and fitness.

Agency philosophy/goals - Clearly meets a goal as determined by the five-year parks Master Plan, or Recreation Implementation Plan. This could also be a program that is applicable to the CCPR vision/mission statements.

SERVING THE COMMUNITY

Quality parks, greenways, and opportunities for recreation and wellness contribute significantly to our community's quality of life. Carmel Clay Parks & Recreation is dedicated to providing enriching, enjoyable escapes through recreation, fitness, and nature.

EXTENDED SCHOOL ENRICHMENT

Established in 2006 through a partnership with Carmel Clay Schools, ESE provides before and after-school care to approximately 1,200 students each day within the school district's 11 elementary schools. Our ESE program also offers a variety of traditional and specialty summer camps, providing opportunities for summertime fun, learning, and exploration.

*By the numbers...

4,554: Summer camp enrollment (up 3% from 2011)

2,171: Before & after school enrollment for 2011-12 school year (5th consecutive year with increased enrollment)

11: Before and after school locations, each site maintaining the Darkness to Light Partner in Prevention distinction, signifying our ongoing commitment to protect children from sexual abuse

MARKETING & COMMUNITY EVENTS

Historically park systems have functioned on a "build it and they will come" mentality. With a \$10 million operating budget and expectations for high self-sufficiency, Carmel Clay Parks & Recreation recognizes success can only be achieved through effective marketing and promotions. Our successful community events and growing volunteer program also help build and support our brand within the community.

*By the numbers...

\$95,965: Value of the 4,493 hours contributed by over 700 volunteers to help assist with park clean-ups and other events

11,939: Attendance at community events, such as the Tour de Carmel and new Luminary Walk

4,872: Views of the YouTube Video of Director Mark Westermeier riding the FlowRider®

MONON COMMUNITY CENTER

With amenities and program offerings unsurpassed anywhere in the state, the Monon Community Center is the community's one-stop source for recreation, fitness, and family fun. This award winning facility features The Waterpark, indoor aquatics, a fitness center, 3-court gymnasium, program and meeting rooms, and so much more.

*By the numbers...

591,296: Total membership and pass attendance

48,548: Registered participants in recreation programs

9,369: Monthly and annual memberships (up 7% from 2011)

2,490: Types of classes offered

PARKS & GREENWAYS

A nationally recognized park system of parks, nature preserves, and greenways supports activities such as picnicking, playing on playgrounds, splashing at spray parks, walking or biking on trails, playing sports, fishing, and enjoying the outdoors.

*By the numbers...

502: Acres of parkland owned or managed by the Park Board

21.7: Miles of developed trails within the park system

12: Number of parks (all but one has developed amenities)

4: Number of greenway trails, including the Monon Greenway, which is designated a “Hall of Fame Trail” by the Rails-to-Trails Conservancy

*By the numbers (2012 CCPR Annual Report)

PROGRAM AREA OBJECTIVES

The Department recognizes the need to approach recreation programming in a way that emphasizes managing for specific individual, social, environmental and economic benefits, rather than just focusing on the recreation activities themselves. It is the Department’s philosophy that we design our program offerings around the direct needs of the community and national trends. When determining the need to offer a program, we first look to see if that need is being met by another community organization, department, or company. The Department will only offer a program if it finds that need unmet in the surrounding area. The Department then creates area specific objectives based on these needs.

National trends are analyzed and reported in our Comprehensive Master Plan. Please see chapter 3.2 of the Comprehensive Master Plan for a breakdown of our Trend Analysis.

PROS Consulting conducted an assessment of CCPR’s program offerings. The aim of the assessment was to identify core program areas, gaps and overlaps in services as well as system-wide issues such as customer feedback, performance measures and marketing that is vital to the success of CCPR’s program growth.

The consulting team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Community wide statistically-valid survey
- Website review

RECOMMENDED CORE PROGRAMS

Currently, the core program areas highlighted on the website include:

- Adaptive Programs
- Adults Programs
- Aquatics Programs
- Extended School Enrichment (ESE) and Summer Camp Series

- Fitness Programs
- Preschool Programs
- Youth Programs

RECOMMENDED NEW PROGRAM AREA – OUTDOOR ADVENTURE

Based on nationwide trends, an area witnessing continued growth in participation includes Outdoor Adventure programming. All versions of adventure and obstacle racing are hugely popular, activities in natural or artificial environment such as ropes courses, rock climbing or climbing walls will also continue to show growth trends.

CORE ESSENTIAL PROGRAM

The cost for providing mission aligned services is solely or largely supported by general fund and tax contribution from the city. The level of benefit is the same to all users. These types of programs fall in the category of: We must offer this

- Core Essential Program examples:
 - Open public access to use a park, playground, trail or non-reservable picnic area or park space

IMPORTANT PROGRAM (SHOULD OFFER THIS)

Services identified as important and help support the organization’s mission. The user receives a higher level of benefit than the general taxpayer but there is also a broader taxpayer benefit because the service provides a more livable community. Pricing for these services could include partial overhead pricing. Partial overhead pricing recovers all direct operating costs and/or a portion of fixed indirect costs. The portion of fixed costs not recovered by price represents the tax contribution.

These types of programs fall in the category of: We Should offer this

- Important Program Examples:
 - Family Pool challenge, Inclusion opportunities etc.

VALUE ADDED PROGRAM (WOULD BE NICE TO OFFER THIS)

This includes services that only individual users or visitors benefit from. Pricing of private services should, at a minimum, recover all direct costs associated with the service.

These types of programs fall in the category of: It would be nice to offer this

- Value Added Program examples:
 - Banquet Rentals at MCC, Princess Ball, Scuba Classes etc.

SHORT TERM PROGRAM GOALS

ADAPTIVE PROGRAMS

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.

- Develop and provide participants with the opportunity to enjoy activities of interest to them in the categories of sports, health & wellness, arts & culture, social & community, and therapy.
- 2014-2017 main programming objective is to develop a stronger arts & culture program offering through activities such as community theater and art gallery events.
- Create the opportunity for participants to socialize and interact in a safe and comfortable setting at the Monon Community Center and other CCPR park facilities; ensure risk management and prevention are addressed; ensure emergency procedures are in place.
- Provide guests and their families/caregivers with community resource information.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.
- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.
- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

ADULTS/SENIORS PROGRAMS

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.
- Develop and provide participants with the opportunity to enjoy activities of interest to them in the categories of sports, health & wellness, arts & culture, social & community, and outdoor adventure.
- 2014-2017 main programming objective is to develop a stronger outdoor adventure program offering through activities such as camping trips and outdoor survival classes.
- Create the opportunity for participants to socialize and interact in a safe and comfortable setting at the Monon Community Center and other CCPR park facilities; ensure risk management and prevention are addressed; ensure emergency procedures are in place.
- Provide guests and their families/caregivers with community resource information.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.
- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.
- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

AQUATICS

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.
- Develop and provide instructional classes such as American Red Cross (ARC) learn to swim programs through group and private/semi private lessons, as well as classes such as ARC Water Safety Instructor Training and Lifeguard Training.
- Provide wellness classes such as water exercise, lap swim and aqua therapy that provide fitness opportunities in a unique modality.
- Offer specialized and competitive programs such as masters swim team, youth swim team and triathlon training.
- Create the opportunity for all to enjoy open recreational swim in a safe, fun and relaxed setting.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.
- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.
- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

EXTENDED SCHOOL ENRICHMENT & SUMMER CAMP SERIES

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.
- Develop and provide participants with the opportunity to enjoy activities of interest to them in the categories of health & wellness, academic enrichment, physical fitness, nature, arts, music, science, drama and technology.
- 2014-2017 main programming objective is to develop enhanced youth-centered enrichment programming thru youth focus groups and reflective planning with youth program participants.
- Create the opportunity for participants to socialize and interact in a safe and comfortable setting at the Carmel Clay Schools and CCPR parks and/or facilities; ensure risk management and prevention are addressed; ensure emergency procedures are in place.
- Provide guests and their families/caregivers with community resource information.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.
- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.

- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

FITNESS PROGRAMS

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.
- Develop and provide participants with the opportunity to enjoy activities of interest to them in the categories of health & wellness and group fitness.
- 2014-2017 main programming objective is to develop a stronger outdoor adventure program offering through activities such as adventure race training.
- Create the opportunity for participants to socialize and interact in a safe and comfortable setting at the Monon Community Center and other CCPR park facilities; ensure risk management and prevention are addressed; ensure emergency procedures are in place.
- Provide guests and their families/caregivers with community resource information.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.
- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.
- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

PARENT & CHILD/PRESCHOOL PROGRAMS

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.
- Develop and provide participants with the opportunity to enjoy activities of interest to them in the categories of sports, health & wellness, arts & culture and social & community.
- 2014-2017 main programming objective is to develop a stronger family oriented nature program offering.
- Create the opportunity for participants to socialize and interact in a safe and comfortable setting at the Monon Community Center and other CCPR park facilities; ensure risk management and prevention are addressed; ensure emergency procedures are in place.
- Provide guests and their families/caregivers with community resource information.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.

- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.
- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

TEENS/TWEEN PROGRAMS

- Conduct needs assessment to determine programming with utilization of prior program evaluations, Master Plan Community Survey results and Department seasonal guest satisfaction survey results.
- Develop and provide participants with the opportunity to enjoy activities of interest to them in the categories of sports, health & wellness, arts & culture, social & community, and outdoor adventure.
- 2014-2017 main programming objective is to develop a stronger outdoor adventure program offering through activities such as camping trips and outdoor survival classes.
- Create the opportunity for participants to socialize and interact in a safe and comfortable setting at the Monon Community Center and other CCPR park facilities; ensure risk management and prevention are addressed; ensure emergency procedures are in place.
- Provide guests and their families/caregivers with community resource information.
- Educate participants on the physical, social, mental, emotional and recreational values inherent in an activity.
- Enhance the opportunity for participants to develop a positive attitude toward participation in the activity on a regular basis and throughout life.
- Teach participants the fundamental skills, tactics and strategies regarding the activity to enable the participant to play, appreciate and enjoy it now and in later years.
- Achieve required cost recovery goals.
- Evaluate programs and activities and analyze feedback to aid in future planning.

MASTER PLAN GOALS, STRATEGIES AND ACTIONS

The Master Plan identifies several goals, strategies and actions for the CCPR over the next 5 years which will continue to help guide the recreation opportunities made available to the residents of Carmel and Clay Township.

The goals, strategies and actions are listed in the “Community Assessment” Appendix 1 of this plan.

LONG TERM PROGRAMMING GOALS

The following programming goals have been developed for the period 2014-2018 for Carmel Clay Parks & Recreation programming:

- Develop more public awareness of programs for pre-teens, teens, adults, seniors, and families.
- Provide a balance of program offering across the City of Carmel

- A majority of CCPR programming takes place within the Monon Community Center, however there are many opportunities that have not been tapped into at all department owned parks.
 - Pre-Teens- 2014: Program analysis of community interests with specific locations identified (continue identification of interests every three years). 2015: Implementation of two new programs at parks outside of the MCC. 2016- 2018: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Teens- 2014: Program analysis of community interests with specific locations identified (continue identification of Interests every three years). 2015: Implementation of two new programs at parks outside of the MCC. 2016-2018: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Adults-Program analysis of community interests with specific locations identified (continue identification of interests every three years). 2015: Implementation of two new programs at parks outside of the MCC, specifically focused on addressing a cultural need. 2016- 2018: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%)
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Seniors- Program analysis of community interests with specific locations Identified (continue identification of interests every three years). 2015: Implementation of two new programs at parks outside of the MCC, specifically focused on addressing a cultural need. 2016-2018: Five new programs in place at CCPR facilitated parks, with annual run rate exceeding 80%)
 - Programs continuously evaluated to eliminate over-saturation of market.
 - Families- Program analysis of community interests with specific locations identified (continue identification of interests every three years). 2015: Implementation of one new family EVENT specifically focused on addressing the need to get outdoors and spend time as a family. 2016-2018: Five new events in place at CCPR facilitated parks, with annual run rate exceeding 80%)
 - Programs continuously evaluated to eliminate over-saturation of market.
- Evaluate service performance to support program needs and facility management requirements
- Provide more programs that focus on nature and outdoor recreation
 - While most urban cities do not have programs that focus on nature, Carmel has a unique opportunity to set itself apart from other cities because of its one-of-a-kind natural resources.

- Provide more programs that focus on active adult/senior fitness
 - Current demographics for the City of Carmel indicate that it expects to see increases in the 65+ age group. Because of improved health and fitness, as well as lifestyle changes, the baby boom generation is participating in recreation activities to older ages. People are also retiring at younger ages with relatively higher disposable incomes than generations before.
- Develop programs that focus on youth development to improve the social issues youth face in today's society.
- Create a number of diverse special events from small neighborhood events to city-wide and regional festivities to help create a sense of pride while bringing the community together.

STRATEGIC DIRECTIONS

Based on public input and the current mission and vision of Carmel Clay Parks & Recreation, ten strategic directions were identified for the Parks and Recreation Master Plan. These directions will help CCPR achieve the community's vision for parks and recreation.

- Include a variety of facilities to provide diverse opportunities for outdoor recreation, including active and passive activities, organized and self-directed experiences, and year-round (winter and summer) options.
- Support increased trail use in Carmel Clay by providing trail-related recreation opportunities in existing parks, extending trail development in the White River Greenway, facilitating connectivity to City and regional trails, and promoting trail programming and events.
- Provide quality recreation programs and special events that foster community gatherings and social interaction, provide opportunities for life-long learning, promote personal health and community wellness, and enhance community livability.
- Provide inclusive, innovative, quality recreation services that reflect community pride as well as the distinctiveness and excellence of Carmel Clay Parks & Recreation.
- Promote community cohesion by remaining open to partnerships with other providers, seeking innovative solutions to serve underserved or un-served areas, and coordinating with others to fill future gaps in service.
- Expand partnerships with local sports groups to provide field maintenance or preparation.
- Coordinate with the Nature Conservancy for the joint preservation of additional greenways and natural areas in Carmel Clay for nature programming and interpretive trails.
- Collaborate with the Indiana Wildlife Federation to assess habitat and native plant preservation and integration in CCPR parks.
- Coordinate with various nature organizations to incorporate interpretive signage into all CCPR parks.
- Continue partnerships with Carmel-Clay Schools to develop specific facilities at school sites and to provide school-age programming (Extended School Enrichment).
- Assess water launch opportunities provided by others to determine if the proposed new community parks are appropriate watercraft put-in and/or take-out points.

- Partner with public, private, and non-profit sectors to satisfy community needs for facilities with high construction and/or operational costs.

PROGRAM SERVICE AREAS

An evaluation of the programs provided by CCPR and other providers noted needs in the following service areas. In some cases, other providers may be better poised to meet these programming needs in the future. For this reason, the following discussion includes ways in which CCPR can play a role in these service areas.

- **Sports:** Sports are a very popular in Carmel Clay. There are a number of organizations that provide recreational and competitive sports activities with a primary focus on youth, such as the Carmel Dads' Club. CCPR is a strong provider of adult sport programming. While there appear to be adequate athletic programs for youth and active adults, there may be some need for sport programming for older adults and seniors. CCPR could consider ways to meet adult and senior sport needs, for example, by providing badminton and pickleball or other low-impact events.
- **Cultural Arts and Special Events:** Carmel Clay Parks & Recreation and other providers offer several specialized programs for cultural arts. However, there are opportunities to expand, particularly in the area of special events and community festivals. While the City of Carmel is building a Performing Arts Center, CCPR could offer concerts in the park, movies in the park, and community festivals, which were the types of cultural programs most widely desired by survey respondents.
- **Environmental Programming:** Hamilton County provides fairly extensive nature programming in the planning area. For example, River Road Park has amenities and facilities to support outdoor programming, such as paved trails to explore wetlands and prairies and an interpretive building designed to educate about Native American life. Additionally, the County hosts a variety of programs at the Cool Creek Nature Center, just north of the planning area, and the County is re-designing the Coxhall Gardens into a children's garden, conservatory, and gardens with belltowers, reflecting pools, and a museum. Results of the community survey indicate that both youth and adults in Carmel Clay desire additional opportunities for nature programs. In fact, a nature center was on of the top desired facilities in Carmel Clay. CCPR should explore ways to address this demand, while not duplicating County offerings. These may include providing self-directed interpretive programming, which can be facilitated by interpretive signage, trail guides, kiosks, demonstration gardens, etc.
- **Outdoor Programming:** CCPR offers outdoor events, such as a family campout and fishing derby. However, there is an expressed need for increased outdoor and trail-related programming. CCPR should consider needs for active outdoor opportunities, which can be met through challenge courses, non-motorized boating/water safety classes, mountain biking and/or cross-country skiing clubs, hiking and walking groups, geocaching competitions, etc. Trails, viewpoints, and nature centers can support of a variety of passive programming as well, such as wildlife watching/bird watching groups.
- **Volunteerism:** Being involved in the community is important to Carmel Clay residents. Carmel Clay Parks & Recreation encourages school, civic and religious organizations, scouts, seniors, and park neighbors to help at special events and in parks, trails and greenways. In addition, an independent website, Carmel CAN! coordinates local community volunteers. Through this

initiative, citizens looking for volunteer opportunities are matched up with those organizations that are in need of volunteers.

Communities are recognizing that many people volunteer during their leisure time. For this reason, many recreation departments support volunteerism as a program service area. CCPR should investigate opportunities to expand and better market volunteer opportunities. This includes identifying volunteer opportunities that would appeal particularly to seniors and teens, but also for youth, adults, and families. Since residents expressed a desire to spend more time outdoors, outdoor projects for volunteers may be needed. One way to market volunteerism is by advocating the benefits of being a volunteer. For example, through volunteerism, community members can:

- Be physically active;
- Meet people;
- Learn something new;
- Invest in community pride;
- Promote environmental and resource stewardship;
- Create healthy, happy childhoods for children;
- Support a social cause or interest;
- Leave a legacy;
- Memorialize or honor a loved one;
- Make Carmel Clay a safer place; and
- Give a tax deductible gift to the community.

For Carmel Clay Parks & Recreation, increased volunteerism will expand resources for maintenance, environmental restoration, and recreation programs. In a time of increased competitiveness for funding, volunteers greatly benefit the community by augmenting the work of park and programming staff.

PROGRAMMING COLLABORATION

As indicated in the park and facility analysis, there are a number of opportunities for Carmel Clay Parks & Recreation to collaborate with other providers for recreation programming. CCPR should consider the following:

- Facilitate partnerships to maximize programming efficiency and opportunities for residents.
- Seek business and corporate partners to endow scholarships for programming.
- Work with the Hamilton County Visitor's Bureau and interested sports organizations to discuss ways to co-host sports tournaments as a type of expanded special events programming.
- Discuss opportunities to promote community gardening, such as at school sites for education and HOA open space areas for recreation. Community gardening is growing trend in recreation, which may include developing and maintaining vegetable gardens, orchards, flower gardens, and other specialty gardens.
- Work with Carmel CAN, youth groups, senior groups, and other special interest groups to encourage volunteer activities in parks. Develop a program for volunteer coordination of procedures, liability and conduct conformity, recruitment, training and recognition. Allow for the day-to-day efficient volunteer program management to occur at the facility or department level, depending on its size.

PROGRAM EVALUATION

Evaluation of programs throughout the department is a critical component to the short and long-term success of the department. The two primary sources of evaluation are electronic surveys (completed by program users) and hand-written program evaluations (once again completed by program users). At the conclusion of each program season the evaluations are collected, then reviewed for short and long-term program planning. Please see [Program Evaluation Example](#)

Examples of the evaluation collection timelines are as follows:

MONON COMMUNITY CENTER (CONCLUSION OF...)

- Fall
- Winter/Spring
- Summer

EXTENDED SCHOOL ENRICHMENT & SUMMER CAMP SERIES (CONCLUSION OF...)

- Fall Semester
- Spring Semester
- Summer

Personnel involvement in the review stage is key to the implementation of program adjustments and/or new programming within the department. A sampling of the adjustments resulting from program evaluations are as follows:

- Hours of Operation (increased number of hours open to summer campers) based upon feedback from an electronic survey
- Additional program offerings (i.e. pickleball, badminton, table tennis) based upon feedback from both an electronic survey and hand written evaluations
- Adjustment of program instructor (external contracted instructor) based upon hand written evaluations

SERVING THE UNDERSERVED

With a commitment to providing high quality programming to the underserved populations, Carmel Clay Parks & Recreation places an emphasis on focused program planning to meet the needs of the underserved. In doing so, Carmel Clay Parks & Recreation has offered programs ranging from adult to teen, special events, as well as adaptive. The chart below details the breakdown of programs offered the underserved populations in 2013.

Please see [Underserved Populations Report](#)

PARTNERSHIPS

Carmel and Clay Township have a wealth of resources and organizations that clearly value the role of parks and recreation in improving community livability and quality of life. Carmel Clay Parks & Recreation works with many public and private groups to provide outstanding services in meeting the community needs. Maintaining an awareness in alternative providers in the Carmel and Clay Township community is valuable to the department in order to minimize duplication, reduce competition, and to optimize recreational opportunities for our community. Additionally, the Parks Master Plan identifies community organizations and opportunities in areas such as arts, community events, community

resources, museums, recreation, and youth and children's events and programs. In many instances, CCPR cooperatively programs with public, commercial, and non-profit entities. Examples include:

- Partnerships
 - Carmel Clay Historical Society
 - Citizens for Greenspace
 - Easter Seals Crossroads
 - Hamilton County Convention & Visitors Bureau
 - Hamilton County Sports Authority
 - Girl Scouts of America
 - Hoosier Mountain Bike Association
 - Indiana Pacers
 - Indiana Department of Natural Resources
 - Indiana Park and Recreation Association
 - Indiana Wildlife Federation
 - Special Olympics Indiana
 - Booth Tarkington
 - Carmel Clay Public Library
- Outsource/Contracts
 - Carmel Clay Schools - Before and After School Program
 - Sports Associations
 - 100% Hoops
 - Indiana Basketball Academy
 - SkyHawks
 - Motions, Incorporated
 - Carmel Marathon

CCPR has initiated partnerships with various providers in the community, and been open to establishing relationships with other providers as well. Through the timeframe of this plan and into the future, CCPR should look strategically at the use of partnerships to help meet community needs. Arrangements should be formalized when necessary. Recommendations for the development of partnerships include the following:

- Nurture partnership relationships to encourage formal and equitable partnership agreements with public, non-profit and private agencies to help meet community needs.
- Foster and seek partnership with other public, non-profit, private and community agencies to align with CCPR's vision and mission.

- Assign staff to coordinate partnership efforts.
- Adopt partnership policies that focus on equitable collaborative/joint relationships. Cultivate partnerships that support the Department’s mission while leveraging community resources and reducing duplications.
- Establish partnership policies to address the following:
 - Articulation of mutually-agreed upon priorities, well-defined costs and benefits for all partners involved, as well as the benefits to the community.
 - Determination of the decision-making authority, such as the level or type of approval required by each partner.
 - Management and procedures for regular review of partnership agreements, including the determination of key joint decision points, mitigation measures if any partners fail to meet their obligations and types of exit strategies.
- Administer, execute and monitor partnership agreements. Manage and regularly assess outcomes and cost-benefits of partnership agreements.

MARKETING

Carmel Clay Parks & Recreation established a Strategic Marketing Plan and editorial calendar in order to help promote the Department’s programs and activities. The overall goal of the Strategic Plan is to drive participation, increase revenue, and continue to create brand awareness of the many offerings available to the public. The Strategic Plan and calendar are distributed and reviewed with staff on an annual basis. Several tactics and strategies are utilized in order to promote the Department’s programs and events, in order to obtain the goals set forth by each subdivision.

The Marketing Department advertises and promotes Department-wide programs (recreation and before and after school) and services in a variety of ways each season, including:

- Department website
- Escape Guide (tri-annual brochure)
- Social media including Facebook and Twitter
- Department-wide electronic newsletters
 - Monthly eNewsletter sent to entire database
 - Monthly eNewsletter sent only to parents/participants of the Extended School Enrichment program
- Electronic advertisements
 - on 3 TV kiosks throughout the Monon Community Center
 - on Program registration page of Department’s website
- Printed flyers
 - throughout the Monon Community Center
 - on 3 trailhead community boards along the Monon Greenway
- Banners hung at major intersections within Carmel, IN

- Pitches and photo opportunities sent directly to the media outlets

RISK MANAGEMENT

The Department places great emphasis on risk management and as such has established a formal Risk Management Plan and Emergency Action Plan. The benefits to a comprehensive risk management plan, and a commitment to constant vigilance in this area, pay significant dividends. Risk management provides good stewardship of taxpayer dollars as financial, human and physical resources are protected and conserved. In addition, it provides cost-effective operational strategies to reduce the frequency and severity of potential liabilities and subsequent associated costs. The participant's experience is improved in direct relation to the limiting of exposure to unreasonable risks. Undoubtedly, an effective risk management approach increases participant and staff safety, confidence and productivity.

Please see the [Risk Management Plan](#) for additional details.

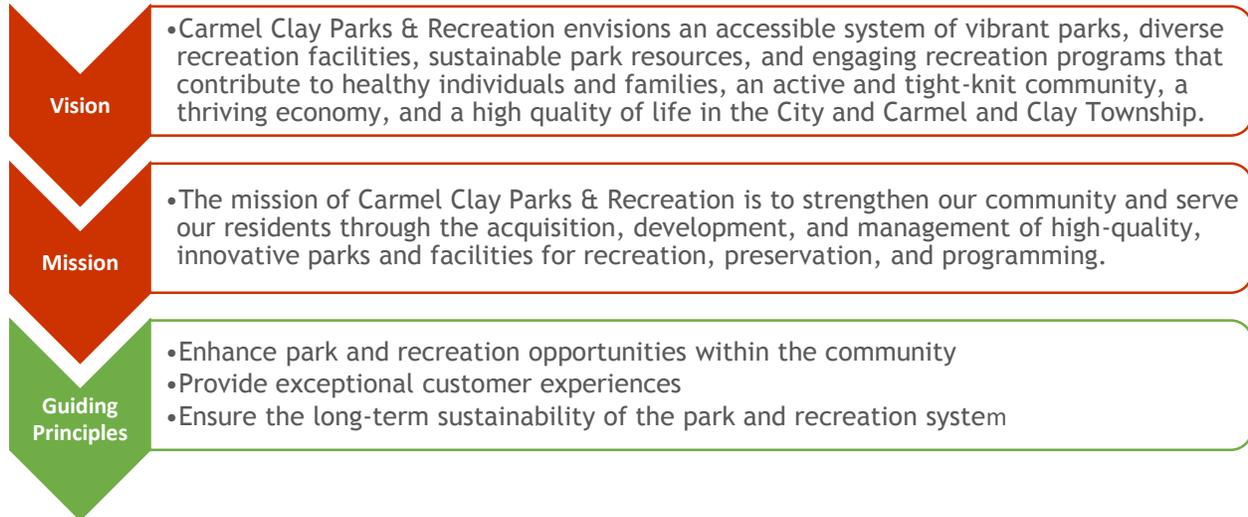
PLAN REVIEW

This Plan will reviewed annually during the winter, prior to budget planning for the coming fiscal year, and in conjunction with the preparation of the Department's Business Plan for the coming fiscal year. The focus of this planning meeting is to review budget performance, including participation trends, analyze emerging trends within recreation and identify unmet and ongoing community needs. A review of the Plan will help ensure that the Department is responding to the anticipated growth of the community. Department staff also participate in seasonal program planning meetings, which include a review of evaluation data for all programs and services and progress of Plan goals/objectives. Many Department staff members participate in these meetings, including the Executive Director, COO, ESE Director, MCC Director, MCC Assistant Director, Recreation Manager, and Recreation Programming Supervisors.

APPENDIX 5 – 2015-2019 STRATEGIC PLAN

STRATEGIC PLAN FOUNDATIONAL FRAMEWORK

The following outlines the foundational framework for CCPR including vision, mission and guiding principles:



THE BIG ROCKS | TOP 5 PRIORITIES

1. Achieve at least 80% cost recovery on operating budgets for entire park and recreation system.
2. Enhance West Park, incorporating undeveloped areas.
3. Invest 3-4% of asset value annually to fund current and future capital repairs and replacements.
4. Expand White River Greenway to more fully engage neighbors and provide connections to surrounding communities.
5. Acquire parkland in underserved portion of northwest Carmel.

STRATEGIC PLAN | PARCS 5-YEAR GOALS AND OBJECTIVES

1. **PARKS:** Provide diverse, attractive, and inspiring parks and greenways that enhance quality of life and economic vitality of the community.
 - 1.1. Expand White River Greenway to more fully engage neighbors and provide connections to surrounding communities. (*Big Rock #4*)
 - 1.1.1. Property acquired and easements secured to extend trail from 96th to 146th Street. (Ongoing)
 - 1.1.2. Plan for greenway linkage to Fishers developed. (Ongoing)
 - 1.2. Acquire parkland in underserved portion of northwest Carmel. (*Big Rock #5*)
 - 1.2.1. Continue working with City of Carmel, Department of Community Services, to identify potential land in target area. (Ongoing)
 - 1.2.2. At least 25 acres of contiguous property acquired. (2019)

- 1.3. Explore partnerships with Hamilton County Parks & Recreation, Nature Conservancy, Central Indiana Land Trust, or similar organizations to preserve disappearing natural areas within the community.
 - 1.3.1. Maintain communication with potential partners to identify preservation opportunities. (Ongoing)
- 1.4. Identify appropriate use for undeveloped Cherry Tree Park.
 - 1.4.1. Best use for park determined. (2016)
2. **AMENITIES:** Develop and maintain high quality, cost-effective recreation facilities and amenities to address underserved needs of community.
 - 2.1. Enhance West Park, incorporating undeveloped areas. (*Big Rock #2*)
 - 2.1.1. Updated master plan developed for West Park. (2015)
 - 2.1.2. Phased implementation of updated master plan. (2016-2019)
 - 2.2. Expand trail networks within parks and greenways.
 - 2.2.1. Locations for new trails within existing parks identified. (2016)
 - 2.2.2. Trails constructed. (2017-2019)
 - 2.3. Develop dog parks on east and west side of community.
 - 2.3.1. Locations for dog parks identified. (2016)
 - 2.3.2. Dog park on east side of community constructed. (2018)
 - 2.3.3. Dog park on west side of community constructed. (2017)
 - 2.4. Conduct feasibility study for west side recreation center.
 - 2.4.1. Feasibility study completed. (2019)
3. **RECREATION SERVICES:** Provide inclusive, innovative, and distinctive recreation programs aligned with core competencies.
 - 3.1. Develop outdoor recreation and environmental education programs into core services.
 - 3.1.1. At least four sessions offered per season. (Ongoing)
 - 3.1.2. Contributes at least 5% of total recreation program revenue annually for Monon Community Center. (2017-2019)
 - 3.2. Increase program offerings for underserved populations.
 - 3.2.1. Establish fitness reimbursement program for active seniors age 65 and above (2015)
 - 3.2.2. Annual net increase of 5% in number senior memberships from previous year. (2015-2019)
 - 3.2.3. Increase total number of adults age 55 and above served through memberships and program registrations by 50%. (2019)
 - 3.2.4. Complete ADA Transition Plan. (2015)
 - 3.2.5. Provide annual inclusions training to all ESE and MCC staff. (Ongoing)

- 3.3. Explore partnership opportunities to provide signature community events that highlight the park and recreation system.
 - 3.3.1. Maintain communication with potential partners to identify opportunities for new or existing events. (Ongoing)
4. **CONTROLS:** Manage the park and recreation system through measurable outcomes.
 - 4.1. Achieve at least 80% cost recovery on operating budgets for entire park and recreation system. (*Big Rock #1*)
 - 4.1.1. Minimum 100% cost recovery each year for Extended School Enrichment. (Ongoing)
 - 4.1.2. Minimum 100% cost recovery each year for Monon Community Center. (Ongoing)
 - 4.1.3. Monon Community Center membership rates reviewed annually. (Ongoing)
 - 4.2. Attain at least 90% customer satisfaction rates for all parks, amenities, and recreation services.
 - 4.2.1. Standard met on ESE parent/guardian survey administered each semester. (Ongoing)
 - 4.2.2. Standard met on MCC membership survey administered annually. (Ongoing)
 - 4.2.3. Standard met on Community Survey administered every 5 years. (2019)
 - 4.3. Serve at least 40% of residents through programs and services.
 - 4.3.1. Standard met on Community Survey administered every 5 years. (2019)
 - 4.4. Provide at least 10 acres of parkland per 1,000 residents.
 - 4.4.1. Standard met including parkland maintained by CCPR, City of Carmel, and Hamilton County Parks & Recreation within Clay Township. (Ongoing)
 - 4.5. Maintain national accreditation through CAPRA.
 - 4.5.1. Annual reports submitted to CAPRA. (Ongoing)
 - 4.5.2. Self-assessment report and reaccreditation visit completed. (2019)
5. **SUSTAINABILITY:** Ensure the long-term sustainability of the park and recreation system for the benefit and enjoyment of future generations.
 - 5.1. Invest 3-4% of asset value annually to fund current and future capital repairs and replacements. (*Big Rock #3*)
 - 5.1.1. Total annual expenditures for capital maintenance plus new money set aside for future capital maintenance equals at least 3% of asset value of constructed facilities and amenities identified in current Zone Improvement Plan. (Ongoing)
 - 5.2. Develop and implement a comprehensive customer service program aligned with the culture and values of the park and recreation system.
 - 5.2.1. Program developed and implemented. (2015-2016)
 - 5.3. Continue implementation of natural resource management plans developed for every park.
 - 5.3.1. Progress reports completed annually and reviewed by management. (Ongoing)

5.4. Increase opportunities for volunteers within the park and recreation system.

5.4.1. Annual increase of 500 volunteer hours from previous year with at least 5,500 total volunteer hours in 2019. (2015-2019)

5.5. Enhance earned income by pursuing grants, donations, and sponsorships.

5.5.1. At least one LWCF grant secured. (2019)

5.5.2. Development Manager hired. (2017)

5.5.3. Annual funding secured equals at least 5 times Development Manager’s annual compensation after first full year. (2018)

5.5.4. Annual funding secured equals at least 7 times Development Manager’s annual compensation after second full year. (2019)

5.5.5. Annual funding secured equals at least 10 times Development Manager’s annual compensation beginning the third full year and thereafter. (after 2019)

STRATEGIC IMPLEMENTATION PROCESS

Utilizing the Vision & Mission, Guiding Principles and the PARCS Goals & Objectives outlined above, CCPR annually revisits these at the Employee, Division and Department level to ensure all three are aligned. This process is outlined below:



APPENDIX 6 – PUBLIC PARTICIPATION

As part of the planning process, approximately 75 members of the community and stakeholders were contacted throughout the planning process to provide input regarding the park system in Clay Township. This included meetings with the Park Board, Carmel City Council, Clay Township Board Members, the Mayor of Carmel, and the Clay Township Trustee to understand key issues and their vision for the park system. Also, a joint meeting was held between the Park Board, Clay Township Board and the City of Carmel City Council. These public input processes served as the driving force for development of the *Master Plan* and the recommendations that are outlined in throughout the plan. Including these individual stakeholder meetings, CCPR also completed three open public Park Board meetings to solicit input from the community, which were held on April 23, 2013, June 15, 2013, April 22, 2014, October 27, 2014, and February 10, 2015 to present the final plan prior to Park Board adoption in March.

STAKEHOLDER MEETINGS & PUBLIC WORKSHOPS

Below is a listing of the key leadership interviews conducted as part of the plan. Meetings identified as being broadcasted on public access channels were aired on Carmel government Channel 16 and CHTV Channel 99 (Carmel High School TV Station):

DATE(S)	EVENT	PARTICIPANTS
August 10-15, 2012	Stakeholder Interviews: Solicited input to identify strengths, weaknesses, and vision for future of park system	<ul style="list-style-type: none"> • Ron Carter, City Council • Sue Finkam, City Council • Kevin "Woody" Rider, City Council • Carol Schleif, City Council • Eric Seidensticker, City Council • Rick Sharp, City Council, President • Luci Snyder, City Council • Doug Callahan, Clay Township Trustee • Paul Bolin, Clay Township Board • Mary Eckard, Clay Township Board • Matthew Snyder, Clay Township Board • Donna Cihak Hansen, CCPR Park Board • Jim Engledow, CCPR Park Board, President • Wendy Franklin, CCPR Park Board, Vice President • Joshua Kirsh, CCPR Park Board, Plan Commission Rep. • Pam Knowles, CCPR Park Board, School Board Rep.

		<ul style="list-style-type: none"> • Jenn Kristunas, CCPR Park Board • Richard Leirer, CCPR Park Board, Secretary • Linus Rude, CCPR Park Board • Rich Taylor, CCPR Park Board, Treasurer
April 23, 2013	Special Park Board Workshop: Presented summary of planning process, findings, and solicited input on action plan	<ul style="list-style-type: none"> • Donna Cihak Hansen • James Engledow • Wendy Franklin • Kathie Freed • Joshua Kirsh • Jenn Kristunas • Richard Leirer • Linus Rude • Rich Taylor • Michael Klitzing • Audrey Kostrzewa • Debra Grisham
June 15, 2013	Special Park Board Workshop: Facilitated extensive discussion on goals, objectives, and action plan	<ul style="list-style-type: none"> • James Engledow • Wendy Franklin • Joshua Kirsh • Jenn Kristunas • Richard Leirer • Rich Taylor • Mark Westermeier • Debra Grisham
April 22, 2014	Regular Park Board Meeting: Presented proposed action plan and solicited feedback	<ul style="list-style-type: none"> • James Engledow • Kathie Freed • Joshua Kirsh • Jenn Kristunas • Richard Leirer • Linus Rude • Mark Westermeier • Michael Klitzing • Audrey Kostrzewa • Debra Grisham <p>**Broadcasted on public access channels</p>
October 27, 2014	Joint Meeting with Park Board, City Council & Township Board: Presented summary of planning process, findings and recommendations, and solicited feedback	<ul style="list-style-type: none"> • Donna Cihak Hansen • James Engledow • Wendy Franklin • Joshua Kirsh • Jenn Kristunas • Richard Leirer • Linus Rude

		<ul style="list-style-type: none"> • Rich Taylor • Mark Westermeier • Michael Klitzing • Audrey Kostrzewa • Debra Grisham • Paul Bolin, Clay Township Board President • Douglas Callahan, Clay Township Trustee • Ron Carter, Carmel City Council • Sue Finkam, Carmel City Council • Kevin Rider, Carmel City Council • Carol Schleif, Carmel City Council • Eric Seidensticker, Carmel City Council • Rick Sharp, Carmel City Council President • Luci Snyder, Carmel City Council • Matthew Snyder, Clay Township Board <p>**Broadcasted on public access channels</p>
February 10, 2015	<p>Regular Park Board Meeting: Presented summary of final draft of plan and solicited feedback</p>	<ul style="list-style-type: none"> • James Engledow • James Garretson • Wendy Franklin • Kathie Freed • Joshua Kirsch • Jenn Kristunas • Linus Rude • Debra Grisham • Michael Klitzing • Audrey Kostrzewa • Mark Westermeier • Kurtis Baumgartner • Katie Hohn • Shauna Lewallen • Sean Roberts <p>**Broadcasted on public access channels</p>

NOTE: All Park Board and Joint Meetings were advertised and open to the general public.

STAFF FOCUS GROUPS

DATE(S)	EVENT	PARTICIPANTS
November 29, 2012	<p>MCC Supervisory Staff: Aquatics Manager, Facility Maintenance Manager, Food Service & Rentals Manager, Recreation Manager, Recreation Supervisors, Assistant Recreation Supervisors</p> <p>MCC Staff: All non-supervisory full-time staff and all part-time staff</p>	<p>MCC Supervisory Staff</p> <ul style="list-style-type: none"> • Kurtis Baumgartner, Recreation Manager • Matthew Bush, Facility Maintenance Manager • Michelle Compton, Food Service & Rentals Manager • Eric Mehl, Aquatics Manager • Nichole Haberlin, Aquatics Supervisors • Matt Leber, Recreation Supervisor - Adults • Brooke Taflinger, Inclusion Supervisor • Mike Normand, Recreation Supervisor - Preschool • Lindsay Willard, Fitness Supervisor • Jordan Hill, Assistant Recreation Supervisor • Mandy Spady, Assistant Recreation Supervisor • Holly Perlin-Grubb, Assistant Recreation Supervisor • Tami Powell, Assistant Recreation Supervisor • Toby Bourdo, Assistant Recreation Supervisor <p>MCC Staff</p> <ul style="list-style-type: none"> • Sean Roberts, Aquatics • Arline Morrow, Aquatics • Nick Barratt, Recreation Assistant • Brendon McAvoy, Recreation Attendant • Nik Krause, Food Service/Rentals • Mimi Brookie, Fitness Instructor • Amy Doman, Fitness Instructor • Efrain Galdamez, Facility Maintenance

<p>November 30, 2012</p>	<p>Park Maintenance: All full-time and available part-time staff, excluding Division Manager</p> <p>ESE Facilitators: All part-time staff</p> <p>ESE Supervisory Staff: Assistant Managers, Site Supervisors, Assistant Site Supervisors, Administrative Assistant</p> <p>Administrative & Marketing Staff: Business Services, HR & Marketing staff, except senior managers</p> <p>Senior Management: Business Services Division Manager, ESE Division Manager, MCC Division Manager, Park Maintenance Division Manager, Human Resources Manager, Marketing Manager, Office Administrator</p>	<p>Park Maintenance</p> <ul style="list-style-type: none"> • Andrew Burnett, Park Maintenance Technician • Shawn Hart, Park Maintenance Technician • Craig Smith, Greenways & Trails Technician • Courtney Schlaegel, Administrative Assistant • Todd Snyder, Park Maintenance Manager <p>ESE Facilitators</p> <ul style="list-style-type: none"> • Patricia Sigh, ESE Facilitator • Carol Koch, ESE Facilitator • Mollie Whitmer, ESE Facilitator • Misty Gutierrez, ESE Facilitator • Monika Awad, ESE Facilitator • Leslie Wimberly, ESE Facilitator • Cherrie Palmer, ESE Facilitator • Emily Janecek, ESE Facilitator • Latoya Neely, ESE Facilitator • Megan Bowker, ESE Facilitator • Michelle Gillim, ESE Facilitator • Gail Strong, ESE Facilitator <p>ESE Supervisory Staff</p> <ul style="list-style-type: none"> • Trina Floyd-Messer, Site Supervisor • Monica Haddock, Assistant Site Supervisor • Shandi Bray, Assistant Site Supervisor • Valeska Simmonds, Site Supervisor • Amanda Gillim, Assistant Site Supervisor • Jennifer Holder, Site Supervisor • Meagan Storms, Site Supervisor
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		<ul style="list-style-type: none"> • Doug Snelling, Assistant Site Supervisor • Joey Castillo, Assistant Site Supervisor • Jessica Richards, Assistant Site Supervisor • Jess Ballinger, Assistant Site Supervisor • Linda Acosta, Administrative Assistant • Cyndi Canada, Site Supervisor • Tia Russell, Assistant Site Supervisor • Jennifer Brown, Assistant Manager <p>Administrative & Marketing Staff</p> <ul style="list-style-type: none"> • Helen Ballinger, Revenue Coordinator • Paula Schlemmer, Accounts Payable Coordinator • Dawn Koepper, Purchasing Administrator • Tiffany Jennings, Special Projects Coordinator • Lisa Berry, Human Resources Assistant • Jeff Kramer, Training Manager • Lorena Lane, Graphic Designer • Camille Nelsen, Volunteer Coordinator • Traci Pettigrew, Events Supervisor <p>Senior Management</p> <ul style="list-style-type: none"> • Audrey Kostrzewa, Business Services Division Manager • Ben Johnson, ESE Division Manager • Susan Beaurain, MCC Division Manager • John Gates, Park Maintenance Division Manager
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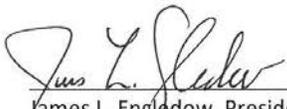


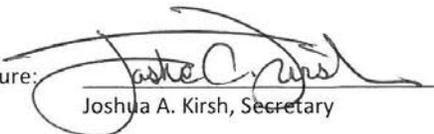
		<ul style="list-style-type: none">• Lynn Russell, Human Resources Manager• Lindsay Labas, Marketing Manager• Sandi Young, Office Administrator
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APPENDIX 7 – ACCESSIBILITY COMPLIANCE SIGN-OFF SHEET

**ASSURANCE OF COMPLIANCE
SECTION 504
OF THE REHABILITATION ACT OF 1973**

The Carmel/Clay Board of Parks and Recreation has received and read the guidelines for compliance with Section 504 of the Rehabilitation Act of 1973 issued by the United States Department of the Interior and will comply with these guidelines and the Act.

Signature: 
James L. Engledow, President

Signature: 
Joshua A. Kirsh, Secretary

Date: March 10, 2015

APPENDIX 8 – SIGNED RESOLUTION OF MASTER PLAN ADOPTION

RESOLUTION G-2015-003

**A RESOLUTION ADOPTING THE 2015-2019
 CARMEL CLAY PARKS AND RECREATION MASTER PLAN**

WHEREAS, the Carmel/Clay Board of Parks and Recreation (the "Park Board") is a governmental entity created and authorized to administer the Carmel/Clay Department of Parks and Recreation (the "Department") pursuant to that certain agreement entitled "Interlocal Cooperation Agreement" signed by the respective authorized officials of Clay Township, Hamilton County, Indiana and City of Carmel, Indiana on July 30, 2002 and effective January 1, 2003, as amended from time to time; and

WHEREAS, the Interlocal Cooperation Agreement and Indiana Code Section 36-10-3-11 grants the Park Board authority to prepare, publish, and distribute reports and other materials relating to park and recreation activities in the Carmel Clay Community; and

WHEREAS, the Park Board is dedicated to serving the park and recreation needs of the Carmel Clay Community and recognizes the importance of sound planning to achieve this goal; and

WHEREAS, the Park Board, based on extensive input from key stakeholders and the general public, has developed and reviewed a five-year parks and recreation master plan; and

WHEREAS, the Park Board has complied with the guidelines established by the Indiana Department of Natural Resources (IDNR) for development of a five-year parks and recreation master plan to become eligible for grants administered by the IDNR; and

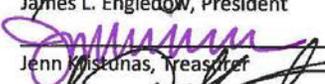
WHEREAS, the Park Board has determined that it is in the best interests of the Carmel Clay Community to have an official five-year parks and recreation master plan to guide future growth and development of the Carmel Clay park and recreation system.

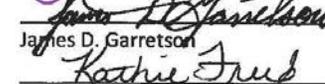
NOW, THEREFORE, BE IT RESOLVED that the Carmel/Clay Board of Parks and Recreation adopts the 2015-2019 Carmel Clay Parks and Recreation Master Plan as set forth in Exhibit "A" attached hereto and incorporated herein by this reference.

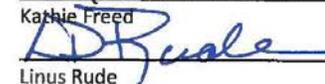
APPROVED AND ADOPTED by the Carmel/Clay Board of Parks and Recreation this 10th day of March 2015, by a vote of 8 ayes and 0 nays.

CARMEL/CLAY BOARD OF PARKS AND RECREATION

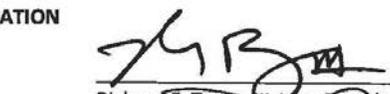

 James L. Engledow, President

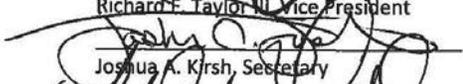

 Jenn Kristunas, Treasurer

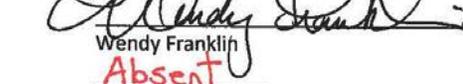

 James D. Garretson


 Kathie Freed

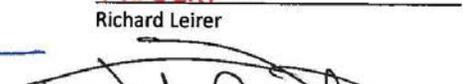

 Linus Rude

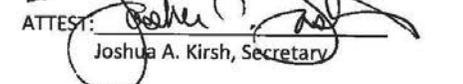

 Richard F. Taylor III, Vice President


 Joshua A. Kirsh, Secretary


 Wendy Franklin

Absent


 Richard Leirer

ATTEST: 
 Joshua A. Kirsh, Secretary

Carmel • Clay Parks & Recreation

NATIONAL GOLD MEDAL WINNER
AND ACCREDITED AGENCY

pros 
consulting
INC.