



Comprehensive Parks and Recreation Master Plan

Strategic Plan – 2022
Implementation Status Report

February 14, 2023

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



STRATEGIC ACTION PLAN — IMPLEMENTATION STATUS REPORT

Based on community feedback, stakeholder input, technical analysis, and the priority rankings outlined within this Master Plan, the following key recommendations were developed to enhance the park and recreation system and position it to best serve the current and future needs of the community.

1.1 KEY RECOMMENDATIONS

1.1.1 ENHANCE PARK AND RECREATION OPPORTUNITIES WITHIN THE COMMUNITY:

- Expand trails, river access, and environmental education along the White River Regional Corridor
 - Complete a regional river corridor site plan
 - 2020 — Continued participation by Executive Director in White River Vision Plan, which will include expansion of White River Greenway.
 - 2021 — The White River Regional Opportunity Initiative (WR-ROI) Partnership was created to prepare a Regional Development Plan to submit for a Regional Economic Acceleration + Development Initiative (READI) grant through the Indiana Economic Development Commission (IEDC). The WR-ROI is inspired by the White River Vision Plan, which details a cohesive regional vision, goals, projects, and programs related to economic development within the White River Region.
 - Ensure cohesion with the White River Vision Plan/Identify partners on both sides of the River
 - 2020 — Continued discussions with Conner Prairie for expansion of the White River Greenway from current northern terminus of trail to 146th Street.
 - 2020 — Entered into an agreement with Clay Township for development of a pedestrian bridge across the White River Greenway as part of the Clay Township Impact Program. This project will ultimately connect the Carmel and Fishers trail networks in involves collaboration between CCPR, Clay Township, City of Carmel, Conner Prairie, Hamilton County Parks & Recreation, and the City of Fishers.
 - 2021 — The WR-ROI Partnership, Central Indiana Regional Development Authority within the IndyMPO, consists of three counties: Hamilton, Madison, and Marion; and eight communities: Anderson, Carmel, Fishers, Indianapolis, McCordsville, Noblesville, Westfield, and Zionsville.
 - 2022 — Proposal submitted to City of Carmel to assume management responsibility for City-owned property located along or near the White River between 116th Street and 96th Street; management agreements approved at June 14th, 2022 Park Board meeting.
 - Develop a dedicated funding strategy for development of the corridor
 - 2021 — The Hamilton County South River District/Conner Prairie Westside Expansion was selected as one of the signature projects for WR-ROI. This potentially positions the White River Education and Ecology Center to receive up to \$7.3 million if WR-ROI is successful in securing READI grant. Hamilton County also committed up to \$1 million for the ecology center if the project receives funds through READI grant.
 - 2021 — Submitted Next Level Trails grant application to the Indiana Department of Natural Resources in hopes of securing state funding for the development of the north extension of the trailhead.
 - 2022 — Department awarded \$4 million READI grant from WR-ROI; Funding to be used for development of the north extension of the White River Greenway, including new trailhead and river outlook on Matilda Haverstick property.
 - Develop view sheds along trails for users to enjoy the White River and include picnic areas
 - 2020 — At end of 2019, CCPR secured approximately 13.55 acres of property along Hazel Dell Parkway which will serve as a future trailhead along the White River Corridor; homestead on the property was demolished in 2020 and has been restored to a natural state.
 - 2020 — Focus of River Heritage Park development will be accessible trails and view sheds along the White River.

- 2021 — Approved professional services agreement with SJCA for the White River Greenway North Extension design development plans. Began working on design concepts for trail overlooks and the anticipated trailhead on CCPR property.
 - 2021 — Wellheads at Thomas Marcuccilli Nature Park will receive improvements (funded by Carmel Utilities), which will allow them to serve as Overlooks
 - 2021 — Completed an invasive species assessment of CCPR and Conner Prairie property from the current terminus of the White River Greenway to the proposed location of the White River Education and Ecology Center. This data will help identify the best route for the White River Greenway extension.
 - 2022 — Completed improvements at River Heritage Park which include two new river overlooks with seating for the public.
- Elevate the brand of all trails throughout the City through enhanced marketing strategies
 - 2020 — As new parks and upgrades to existing parks are being made, CCPR diligently works to educate public on amenities available and how changes positively impact the community via website and social media platforms.
 - 2021 — Improved CCPR website to ensure public can easily navigate park projects and obtain critical information.
- Work with the City of Carmel to make trail connectivity a priority (10-minute walk to a park)
 - 2020 — Flowing Well Park added two additional access points for foot traffic into park, one from 116th St. and one from Gray Road
 - 2020 — Added restrooms to Carey Grove and Flowing Well Parks which will significantly increase the amount of time a patron can spend in the park, also increasing the viability of visitors to walk to the park (don't have to drive in case someone has to use the restroom)
 - 2020 — Township approved new pedestrian bridge over White River which will connect City of Carmel and Fishers
 - 2021 — CCPR met with representatives to review design concepts of future White River pedestrian bridge that will be funded/constructed using the Clay Township Impact Program.
 - 2021 — Kite Realty Group, Buckingham Properties, and the Carmel Redevelopment Commission development "The Corner" requests an easement for a trail connection between an apartment building being constructed as part of the project and the Interurban Trail.
 - 2022 — Continued discussions with elected officials and neighboring communities regarding the future White River Pedestrian Bridge; plans are being developed to install the bridge at Hazel Landing Park connecting it to Heritage Park in Fishers.
- Develop loop trails to tie into existing neighborhood parks
 - 2021 — CCPR engaged in discussions with Albany Village, the new subdivision to be constructed on the east side of Shelborne Road across from Bear Creek Park regarding the potential donation of approximately 9 acres with a developed multipurpose trail and native prairie installed by the developer that could serve as part of a larger Bear Creek Greenway.
 - 2022 — Initial planning for White River Greenway northern extension. Connectivity with TMNP, Conner Prairie, and 146th Street are priorities for the expansion.
 - 2022 — New wayfinding signs installed to illustrate Monon Greenway connectivity with Meadowlark Park and City CAB trail system
 - 2022 — Initial planning for western expansion of 116th pathway at West Park
- Explore opportunities for trail amenities (watercraft access, off-trail fitness, overlook areas, etc.)
 - 2020 — Focus of River Heritage Park development will be accessible trails, view sheds and overlook areas along the White River.

- 2020 — Added shuffleboards, spray plaza, table tennis, bocce ball, seating and shade areas along the Monon Greenway from Elm Street to Walnut Street.
 - 2021 — Completed improvements at Carey Grove Park which included fitness equipment around the perimeter of the playground.
 - 2021 — Approved professional services agreement with SJCA for the White River Greenway North Extension design development plans. Began working on design concepts for trail overlooks and the anticipated trailhead on CCPR property.
 - 2022 — Completed improvements at River Heritage Park which include two new river overlooks with seating for the public.
 - 2022 — Completed two new boardwalks at Flowing Well Park for a segment of trail located north of the creek that is frequently muddy.
 - 2022 — READI-grant funds include an overlook along the White River near a new trailhead that will be constructed along River Road near the intersection of Haverton Way.
 - 2022 — Continued discussions with elected officials and neighboring communities regarding the future White River Pedestrian Bridge; plans are being developed to install the bridge at Hazel Landing Park connecting it to Heritage Park in Fishers.
 - Facilitate implementation of a West Regional Corridor centered on West Park
 - Design/construct amenities to make West Park a Regional Destination Park
 - 2020 — Construction started and anticipated to finish in the Fall of 2021.
 - 2021 — Work continued in 2021, good progress made on connector road and culvert/bridge between the Core and the Groves, parking lot expansion, and splash pad. While park was originally planned to be complete in the Fall of 2021, a bevy of issues resulted in CCPR delaying the anticipated re-opening to Spring of 2022.
 - 2022 — Park re-opened to the general public in the fall; several items are still outstanding and will be remedied in 2023 including pedestrian bridge rails, safety fencing, and startup of splashpad.
 - Establish a west-side steering committee to assist with partnership opportunities for land acquisition
 - 2020 — Purchased approximately 26.91 acres, now known as Bear Creek Park, at 14330 Shelborne Road, Carmel, Indiana, fulfilling the goal of acquiring much needed new parkland in northwest Carmel as established in both the 2020-2024 Comprehensive Parks and Recreation Master Plan and 2020-2025 Zone Improvement Plan.
 - Acquire and develop a community or neighborhood park in the northwest corner of Carmel
 - 2020 — Purchased approximately 26.91 acres, now known as Bear Creek Park, at 14330 Shelborne Road, Carmel, Indiana, fulfilling the goal of acquiring much needed new parkland in northwest Carmel as established in both the 2020-2024 Comprehensive Parks and Recreation Master Plan and 2020-2025 Zone Improvement Plan.
 - 2020 — CCPR anticipates issuing requests for proposals in early-2021 to select a consultant to facilitate the preparation of a park master plan, which will guide the future development of the new park.
 - 2021 — Demolition of existing homestead and structures at Bear Creek Park completed.
 - 2021 — Engaged with SmithGroup to begin Master Plan process for Bear Creek Park.
 - 2021 — Hosted focus group and community input meetings as part of Master Planning process for Bear Creek Park.
 - 2021 — Bear Creek Park opened to public on weekends for limited pre-development use to help residents experience the park firsthand as part of the Master Plan process.
 - 2022 — Bear Creek Park Master Plan adopted by the Carmel/Clay Board of Parks and Recreation on June 14th, 2022 via resolution G-2022-002.
 - Develop a signature environmental education facility

- Develop a feasibility study and business plan for a nature center
 - 2021 — The Hamilton County South River District/Conner Prairie Westside Expansion was selected as one of the signature projects for WR-ROI. This potentially positions the White River Education and Ecology Center to receive up to \$7.3 million if WR-ROI is successful in securing READI grant. Hamilton County also committed up to \$1 million for the ecology center if the project receives funds through READI grant.
- Seek partnerships to help develop and manage the program site if applicable
- Establish a neighborhood park strategy, recognizing the role of HOAs
 - Coordinate with developers on new neighborhood park development per re-defined park classifications
 - 2021 — CCPR engaged in discussions with Albany Village, the new subdivision to be constructed on the east side of Shelborne Road across from Bear Creek Park regarding the potential donation of approximately 9 acres with a developed multipurpose trail and native prairie installed by the developer that could serve as part of a larger Bear Creek Greenway.
 - Sign neighborhood parks accordingly
 - Identify HOA properties and recreational amenities available
 - 2020 — Work nearing completion on GIS capture of HOA properties which will help CCPR better understand community amenities available and its impact on future needs
 - 2021 — Amenity report completed and is comprehensive beyond HOAs, including churches, schools, and multi-family complexes. Utilized breakdown of amenities within 1 mile radius of Bear Creek Park to highlight level of service within community during the Master Plan process.
- Seek innovative solutions to serve identified underserved or unserved populations
 - Identify underserved or unserved populations in Carmel, Indiana and Clay Township
 - 2021 — New culture-based program category added (replaced Creative Arts with Arts & Culture) to in hopes to educate community and better support growth of community.
 - 2022 — Began dialogue with Primelife to explore opportunities for future collaboration.
 - Evaluate the programs that are currently being provided to underserved or unserved populations by CCPR
 - 2021 - Reimagining Recreation Plan evaluated the current resources CCPR has at its disposal post-COVID. Due to a reduction in staffing, four core program categories were identified that are underserved in the community. CCPR is now focused on growing these core program categories rather than trying to be many things for many people.
 - 2022 — Continued to expand core programs being offered to the community, specifically art classes for Adaptive participants.
 - Evaluate and map the programs that are currently being provided for underserved or unserved populations by other local organizations
 - Develop individualized goals for CCPR programming staff to encourage the research, identification, planning, and execution of innovative programs geared towards the identified underserved or unserved populations
 - 2021 — Community Outreach was a goal for our volunteer program to identify new groups for engagement. This included many new outlets and those listed in the next objective illustrate the underserved growth.
 - 2021 — New Inclusion Supervisor hired in September with a broader background in inclusion and diversity. Goals established for creating programs geared around promoting diversity.
 - 2021 — Creative Arts category has been retitled Arts & Culture with the goal of creating more culture-based programs with an emphasis on cultural experiences and education.
 - 2022 — Staff tasked with evaluating potential for becoming an IN Medicaid Waiver program provider. Final recommendation resulted in not moving forward due to limitation in resources.

- Utilize compiled data to formulate program offerings to meet the unmet needs of these populations throughout our Program Areas and Categories
 - 2021 — Volunteer program partnership with Stratford Senior Living engaged our award-winning pollinator partnership program involving seed sorting from seeds collected by volunteers. Seed was transported to the retirement community to make the volunteer project easy for participation and in support of our CCPR mission and values.
 - 2021 — Volunteer program engagement with Midwest Academy for a workday at Flowing Well Park where 39 volunteers gave 2.5 hours removing invasive burning bush, Japanese knotweed, trash, and dismantling 4 visitor created rock dams in Cool Creek. Midwest Academy is an intentional educational community serving students in grades 3-12 with ADD/ADHD, language-based learning differences, high functioning autism, and processing challenges. The school is designed to develop academic achievement, self-acceptance, and personal accountability.
 - 2021 — Engaged in discussions with Janus Developmental Services, Inc. regarding workplace trainings and shadowing opportunities for individuals with disabilities.
 - 2022 — Initial conversations started with Carmel Clay School's Adult Transition Programs team to discuss what a successful partnership might entail.
- Expand upon current successful partnerships to reach underserved or unserved populations
 - 2020 — Continued partnership with Carmel Marathon which allows Adaptive participants the ability to compete/participate in the annual Carmel 5K; Continued partnership with Carmel Health & Living Community to implement educational programs for seniors
 - 2021 — Department donated pieces of the former Meadowlark Park play structures to the Lake Lemon Conservancy District (LLCD), helping the equipment find new life and avoid ending up in a landfill. By recycling it for LLCD's use the department also fulfilled a playground need for an underserved population.
 - 2021 — Partnership with Carmel Clay Public Library (CCPL) expanded due to construction at their main facility, and assisted with COVID-19 resources; Continued literacy development program partnership (Story Time Express and Story Walks)
 - 2022 — Partnered with the Indiana Department of Health and Hamilton County Health Department to host a vaccination and testing clinic at Jill Perelman Pavilion; Over 2,500 tests and 350 vaccinations were administered over a course of 8 days.
 - 2022 — Partnership with Carmel Clay Public Library (CCPL) expanded due to construction at their main facility; Continued literacy development program partnership (Story Time Express and Story Walks)
 - 2022 — Re-engaged with Big Brother/Big Sisters of Central Indiana post-COVID to offer free admission to MCC and Waterpark.
- Create new partnerships with identified local organizations to fill current and future gaps in service for underserved or unserved populations
 - 2020 — Texas Roadhouse: providing healthy dinners for Adaptive Participants, a priority for many individuals with developmental disabilities; Gordon Holmes/Tom Blessing/Mary Wallace: Educational programs for participants and their families ranging from financial planning to nutrition
 - 2021 — Extended School Enrichment identified a local citizen to begin process of translating key documents in order to provide better customer service to the growing number of participants whose primary language is Spanish; long-term plan is to continue expanding to other languages
 - 2021 — Implementation of UserWay accessibility widget to CCPR webpage to assist with visual impairments and language barriers.
 - 2021 — Partnership with AAPR offering free tax preparation services to low-income households.

- 2021 — Partnership with Hamilton County Health Department, Hamilton County Emergency Management, and Carmel Fire Department to offer COVID-19 vaccination site to the community.
 - 2022 — Partnership with Carmel Dad’s Club, utilizing Fieldhouse for summer camp programs, able to expand camp type to additional participants.
 - 2022 — Partnership with AAPR offering free tax preparation services to low-income households.
 - 2022 — Partnered with RHI to offer Adaptive pickleball programs.
 - Continue to develop and evaluate internal reporting of populations served through CCPR programs and partnerships
 - 2020 — Updated program survey which will allow for better capture of data from participants and better position CCPR to develop new programs and seek out additional partners
 - 2021 — Volunteer program includes program evaluations by participants and records of each projects accomplishments
- Explore opportunities to provide community gardens as part of land-use strategies
 - 2021 — Native food forest planted as part of a grant award that allowed for the planting of 100 native fruit and nut trees at Founders Park. Once the trees mature this stand of trees will provide a diverse range of native food sources for the community to pick and utilize in a sustainable fashion.

1.1.2 PROVIDE EXCEPTIONAL CUSTOMER EXPERIENCES:

- Reimagine existing parks through effective planning and appropriate updates
 - Update existing park master plans (Hazel Landing, Inlow, Carey Grove, Cherry Tree, Flowing Well, Meadowlark, and River Heritage)
 - 2020 — The Clay Township Impact Program (CTIP) provided CCPR with funds to enhance and update Carey Grove, Flowing Well, West, Meadowlark, Inlow, and River Heritage Parks. Improvements will be made to the following amenities, which varies by park: playgrounds, splashpads, restrooms, bank stabilization, bridges, trails, parking lots, shelters, fishing piers, pickleball courts (new addition)
 - Incorporate consistent design principles for all new parks and the update of existing parks
 - 2022 — Design principles incorporated into all CTIP projects.
 - Develop a mini business plan for parks and facilities to ensure site will achieve outcomes desired
 - Continue to upgrade playgrounds in existing parks
 - 2020 — CTIP funds provided to CCPR will allow for playground/splashpad updates at Carey Grove, West, Meadowlark, River Heritage and Inlow Parks
 - 2021 — Playground updates and park improvements completed at Carey Grove Park. West, Meadowlark, River Heritage and Inlow Park improvements underway and expected be completed in the Spring of 2022.
 - Analyze community demographics to ensure park design meets needs of those it intends to serve
 - 2020 — Community input meetings were held to obtain feedback on park improvements at Carey Grove, Flowing Well, and West Parks; Feedback incorporated into final park design
- Create nature preserve experiences throughout the park system
 - 2022 — Proposed Thomas Marcuccilli “Nature Park” in Northeast Carmel presented by MKSK and CCPR staff to Park Board; anticipated approval in 2023.
 - 2022 — Closed on donation of Vera J. Hinshaw Park.
 - Seek a partnership with a not-for-profit to help preserve natural areas along the trails with resource plans
 - 2021 — Adopt A Park program grew from 4 participants to 13 different participant groups ranging from private individuals, corporate businesses, local civic groups, and non-profits to help support long term preservation standards along trails and within park properties.

- 2022 — The Hamilton Invasives Partnership has grown into a significant resource for education and action to support preservation of natural areas throughout our properties and as well as serving all of Hamilton County. CCPR is a large contributor to multiple initiatives with this partnership including GIS mapping, Weed Wrangles, and volunteer training.
 - 2022 — Pollinator Partnership group continues to be a huge resource in support of preservation of natural areas through the Project Wingspan initiative. CCPR supported the partnership with 9 total seed collection or seed sorting events to procure usable native wildflower seed for redistribution through the partnership.
 - Develop an interpretive plan for natural areas in the parks through updated interpretive signage
 - 2020 — Interpretive signage added to Founders Park in Spring 2020 utilizing Rain on Main funds
 - 2020 — Flowing Well interpretive signs are in final stages of production and will be installed in 2021 utilizing CTIP funds
 - 2021 — Flowing Well signs were updated and installed as part of the CTIP project
 - 2020 — Prairie Meadow signage will be implemented in 2021 utilizing Rain on Main funds
 - 2021 — Prairie Meadow sign content is developed and awaiting final designs and production
 - 2020 — Meadowlark Park interpretive signage was received as an add-alternate in bids received, evaluating to determine if CTIP funds will be sufficient to cover expense
 - 2021 — Meadowlark Park interpretive signs content is developed and awaiting final designs and production
 - 2022 — Meadowlark Park interpretive signs were installed all throughout the trail system of the park
 - 2022 — Interactive interpretive signs at River Heritage are in design phase
 - Develop educational content that helps locate and identify key natural resources in CCPR specific parks
 - 2020 — Park Conversations magazine, created in 2019, continues to provide the community with educational content pertinent to CCPR parks and natural resources
 - 2020 — Volunteer Stewardship projects focused on targeted education on fostering sustainable habitats within CCPR properties
 - 2020 — My Park Series which highlights key natural resources and history of CCPR specific parks was created in 2019. Plans to expand upon the program were delayed in 2020 due to the Covid-19 pandemic but will be re-initiated in 2021
 - 2020 — Wildflower Walks will be expanded upon in 2021
 - 2020 — Stewardship focused web presence in development with PNR/Marketing planned for Spring 2021 rollout (educational components are a key focus of each stewardship park activity)
 - 2021 — Stewardship web pages were developed with formatting and added content for 1st qtr 2022 live rollout.
 - 2021 — Participant Learning Outcomes (PLO's) were documented as part of each stewardship engagement program and utilized as a baseline standard of information for participants to gain knowledge and understanding of the projects they are participating in and how they contribute to the larger mission, vision, and values of CCPR.
 - 2022 — PNR division took responsibility for CCPR Nature offerings to include fee-based programs. The control over curriculum development will provide greater connections with educational experiences that can focus on examples of park restoration projects or other internal stewardship activities.
 - 2022 — Nature Keepers program concepts for youth summer programs in 2023 has been a key focus for reinventing the CCPR summer nature program outline.
 - 2022 — PNR hired 1st part-time naturalist position to add another facilitator to our ranks to increase program delivery in 2023.

- 2022 — PNR staff were invited to be guest presenters with Blatchley Nature Study Club — presenting on the Pollinator Partnership
 - 2022 — 14 free nature programs were delivered as stewardship program delivery continues to be a key component of the PNR Division.
 - Seek National Audubon recognition for habitat and native plant preservation and integration of the park system
 - Develop resource management plans for those parks that are preservation designated
 - 2020 — Converted approximately 8 acres of turf/grass to native prairie at Steckley Property
 - 2021 — Year 2 of strategic invasive species mitigation efforts with contracted support from Park Foundation dollars to focus on Vera Hinshaw Preserve sustainable habitat restoration efforts
 - 2021 — 2nd Annual World Habitat Day native tree and shrub planting project at Vera Hinshaw Preserve continuing phased approach to long term restoration efforts
 - 2021 — Woodland Gardens native planting restoration project for Earth Day
 - 2022 — Natural Resource Management Plan was updated to reflect changes in departmental strategies and priorities from the original 2011 version. Preserve property specific plans will be added in 2023.
 - 2022 — 3rd Annual World Habitat Day native tree and shrub planting project at Vera Hinshaw Preserve continued phased approach to long term restoration efforts.
 - 2022 — 94.7% survival rate for woody trees and shrubs with Flowing Well restoration and enhancement to support mitigation of disturbed areas from bank stabilization project
- Provide a diverse selection of facilities and amenities to accommodate indoor and outdoor recreational pursuits
 - Consider developing more health-related amenities in parks (loop trails, art, cultural, outdoor fitness equipment)
 - 2020 — Outdoor cardio equipment was incorporated into park design at Carey Grove Park
 - 2021 — Completed City Center mural project in partnership with Carmel High School (CHS) and the City of Carmel; designed by Caroline Hammonds, a student at CHS
 - 2021 — Clay Township and the City of Carmel began improvements to the existing Japanese Garden honoring Carmel’s sister city of Kawachinagano, Osaka, Japan. CCPR will assume maintenance responsibilities for the expanded park upon completion
 - 2021 — 6 pickleball courts were incorporated into construction plans for 2 park sites — Meadowlark and Lawrence Inlow Parks — to be completed in 2022.
 - 2021 — Acquired 63-acre parcel, Thomas Marcuccilli “Nature Park” in Northeast Carmel
 - 2021 — Began preliminary conversations with Sports Methodist Medicine regarding an Outdoor Fitness trail loop; Sports Methodist would construct with input from CCPR; CCPR would enter management agreement once complete (trail open for community use)
 - 2022 — Proposal submitted to City of Carmel to assume management responsibility for City-owned property located along or near the White River between 116th Street and 96th Street; management agreements approved at June 14th, 2022 Park Board meeting.
 - 2022 — Began preliminary conversations with the City of Carmel and Carmel Clay Schools to identify a potential location for a formal Chinese Garden.
 - 2022 — Plans developed to finish the Central Park Lagoon trail; Bid awarded in December, 2022.
 - Consider adding additional assets consistent with park master plans in underserved areas
 - Develop age segment, facility and program experiences matrix for each park to determine who is being served and who is not
- Balance and expand program and volunteer opportunities throughout the community
 - Create continuous coordination between Recreation, ESE, and Parks divisions to better utilize existing resources and collaborate between divisions to ensure a balance of program offerings is being maintained throughout the Department

- 2021 — Nature programming gained a new format revolving around 4 core areas that help define areas of focus and responsibility for each division.
 - 2021 — Intra-Division quarterly team building initiatives were achieved to promote communication and awareness of the teams strengths and serve an intent of fostering positive culture across divisions.
 - 2021 — Unique circumstances created opportunities for staff to support other divisions including subbing in during extreme staffing shortages and staff even permanently transitioned full time employment from one division to another taking advantage of various professional growth opportunities.
 - 2022 — Quarterly team building initiatives continued as a priority for divisions to engage and learn from each other.
 - 2022 — PNR lead several departmental All Staff meeting agendas to educate the other divisions about PNR responsibilities and park stewardship in general
 - 2022 — PNR took responsibility for planning nature programs which includes working closely with R&F staff for program registrations and delivery of content
- Identify populations/demographics in Carmel, Indiana and Clay Township by geographical area
- Construct targeted surveys to determine needs/wants by geographical area
- Ensure that under-utilized parks are represented in program proposal each season
 - 2021 — Nature programs expanded into various CCPR park properties exploring different ecosystems in different areas of the Carmel/Clay community.
 - 2022 — A family is registered in our Adopt A Park program to support 4.5 acre Prairie Meadow Park.
 - 2022 — Invasive species management targeting Monon South Trailhead and Lenape Trace was prioritized to begin systematically moving north along the recreational and biological corridor of the Monon Greenway, specifically targeting bush honeysuckle.
 - 2022 — Volunteer efforts prioritized Cherry Tree Park to target bush honeysuckle and white mulberry.
- Utilize compiled data to formulate program offerings based on the needs/wants of each geographical community
- Ensure a balance of Summer Camp Series opportunities by offering diverse programs at multiple locations throughout the Carmel/Clay community
 - 2021 — SCS offered 12 different camp types, ranging from traditional to specialty offerings, at 6 different facilities spanning the Carmel/Clay community
 - 2021 — SCS added 3 new camp types, EnRoute (world travel theme), STEAM team (Science, Technology, Engineering, Arts, Mathematics), and Camp Wayback (exploration of historical time periods)
 - 2022 — SCS held 81 weekly camper spots in 3 popular day camps for campers attending with fee-waivers.
- Collaborate with CCPR Marketing team to create specialized marketing plans to reach new participants and promote programming at locations outside of the Monon Community Center and Central Park
 - 2020 — Annual recreation survey sent towards latter end of 2020 aimed to begin initial information gathering of data that will be used to assist CCPR in reaching new participants
- Evaluate current local and nation-wide trends, challenges, and critical health and wellness issues
 - 2021 — Survey data used to help determine fitness trend direction and interest to ensure planned investments support the public's current fitness needs.
 - 2021 — Constant evaluation of COVID-19 climate and impact on daily lives. Continuous change in policies and procedures to help support a safe and healthy place to provide fitness and recreational needs.
 - 2022 — Added an additional summer camp focused on active play.
 - 2022 — Implemented “Leave No Trace” educational component to all summer camps.

- Teach and train staff on how to work with volunteers to maximize their performance
 - 2021 — Staff and Board engaged with volunteer program in several respects including training and awareness
 - PNR staff received education and training to engage as project leaders and serve in multiple support roles throughout the year for various projects
 - A comprehensive effort was launched to evaluate and restructure the volunteer program based on the principles of Experience Design. Through this process the recruitment, onboarding, training, evaluation, and retention of volunteers received an overhaul. The exact steps taken, and outcomes of this process, were presented to CCPR staff. Additional training for staff including a presentation at CCPR All Staff Meeting conducted by Volunteer Coordinator included a thorough synopsis on the Volunteer Experience Design
 - 2021 — CCPR Board was educated at September board meeting on progress and growth of volunteer program and natural resource engagement programs
 - 2022 — PNR staff supported volunteer projects as part of their annual performance criteria to ensure a logistical support role is a foundational element of the PNR division program support structure. Staff were trained to serve support roles.
- Develop a strong recognition program for volunteers in the system
 - 2020 — Event held in January at Monon Community Center, recognized the accumulative annual contributions from 2019; CCPR recognized its top 20 contributors with an awards banquet and door prizes for all in attendance
 - 2021 - The implementation of NEON CRM at the beginning of the year allowed us to strategically implement and document solicitation of in-kind donations as well as apply for several grants. We raised over \$3,000 in in-kind donations and grant awards brought in over \$10,000. The in-kind contributions were largely utilized as direct deliverables to recognize volunteers with gift certificates, food on projects, and other handouts that focused on a theme of fostering sustainability.
 - 2021 — Volunteer spotlights were developed and highlighted through social media, our web page, and through program newsletters.
 - 2022 — Annual Volunteer Appreciation Event held in February at Monon Community Center, recognized the accumulative annual contributions from 2021; CCPR recognized its top contributors with an awards banquet and door prizes for attendees.
 - 2022 — Volunteer spotlights were developed and highlighted through social media, our web page, and through program newsletters
- Continue reinvestments in revenue facilities by adding or replacing amenities
 - 2022 — Began preliminary discussions with Carmel Clay Schools regarding the potential use of vacant school property at the southwest corner of Main Street and River Road for a new eastside dog park.
 - 2022 — 1-acre dog park expansion finished. Thanks to a donation of \$20,000 from Stephen Furry, a 1-acre off-leash dog trail was created within the Central Park North Woods providing existing members with a new experience within the existing facility. New expansion was also memorialized after Amy Furry, Stephen's late wife (Resolution G-2022-004).
- Add an additional waterslide to The Waterpark
 - 2021 — Engaged Williams Architects to explore options that expand opportunities for water play that do not increase the need for staffing. Targeted areas include the location of the existing lap pool and kiddie pool area. Also exploring the feasibility of adding additional cabanas
- Continue to evaluate need to update fitness equipment on a five-year cycle

- Operations budget increases to meet demands of high use facilities and increasing overall sum of restroom facilities to deliver quality levels of service with new assets.
 - 2022 — 2 new FT custodial maintenance technicians were added to the PNR roster. The positions were set up by reducing total number of part-time positions and repurposing those dollars to attract FT applicants and create a more sustainable staff position in an area of essential responsibilities.
 - 2022 - Operations budget increases to meet demands of high use facilities and increasing overall sum of restroom facilities to deliver quality levels of service with new assets
 - 2022 — Conversion of our fleet began by initiating a lease program to reduce overall capital expenses of new vehicle purchases and shift expenses to operating budget.
 - 2022 — Multiple staff transitions occurred for various reasons, but included internal promotions and external hiring to fill various areas of need within the PNR division.
 - 2022 — Recreation Services Manager: Rec Programming position was brought back to assist in rebuilding programs offered to the community.
 - 2022 — Fitness & Wellness Supervisor position was brought back to oversee the growing demand for fitness programs.
- Continuously manage to maintenance standards and track the unit of cost to achieve the standard
 - 2021 — Preventative maintenance inspections gained additional recurrence with higher level reviews
 - Working out measurables to identify rough figures for total operation costs per property with new assets that were completed in 2021 and those that will be completed in 2022 as well as existing assets
 - 2022 — Updates to the Maintenance Management Plan provided a revised list of standards and establishes criteria for tracking unit costs
- Evaluate annually the amenities that need to be update in existing parks
 - 2020 — CTIP assisted CCPR in expediting replacement of playgrounds, parking lots, and other infrastructure that had reached end of life.
 - 2020 — CCPR utilizes regular re-occurring park inspections to address operating and capital replacements as needed
 - 2021 — Utilization of quarterly field staff inspections in addition to annual inspections by higher level staff to determine large priorities for capital maintenance updates and improvements
 - Inspections identified need for a large re-investment at Founders Park playground to meet standards as surfacing is completing life cycle on schedule. Parking lot will likely be a large reinvestment as well. Drinking fountain is due for a replacement and fiber expansion has created opportunities for improving security on site.
 - Inspections identified Monon trailhead locations for further updates after receiving several site improvements through kiosk sign project. Next targets will include at a minimum replacing RR doors and adding site security with adequate network connectivity.
 - 2022 — Quarterly field staff inspections continue to document and plan regular and capital maintenance improvements.
 - 2022 — Annual park inspections include condition assessments for tracking amenities that need maintenance as well as asset life cycle expectations.

1.1.3 ENSURE THE LONG-TERM SUSTAINABILITY OF THE PARK AND RECREATION SYSTEM:

- Develop long-term funding plan and implement Lifecycle Asset Management Plan
 - Maintain and update the Asset Management Plan as new assets are incorporated to the system and items are updated
 - 2021 - Asset management plan updated with new asset infrastructure included unit cost data.

- 2021 — Nature programming growth in active participation through Citizen Science and volunteer stewardship has created a need for developing pre-requisite content that participants can enroll in as a fee-based initial skill based learning opportunity and then apply for stewardship enrollment with built in training to CCPR standards.
 - 2022 — Hoosier Riverwatch pre-requisite was developed and used during Master Naturalist fee-based learning opportunity. Additional pre-requisites are scheduled for 2023.
 - 2022 — Anticipated Jr Ranger program — changed to Nature Keepers program and under PNR development for 2023 program delivery.
 - Strengthen the infrastructure for informal/unstructured, yet educational, opportunities throughout the CCPR park system
 - 2020 — Added tangible educational resources to field staff vehicles for impromptu opportunities to engage visitors when available
 - 2020 — Interpretive signage added to Founders Park in Spring 2020 utilizing Rain on Main funds
 - 2020 — Flowing Well interpretive signs are in final stages of production and will be installed in 2021 utilizing CTIP funds
 - 2020 — Utilized social platforms to assist with community education on random environmental related topics and nature specific events including native trees, plants, winter solstice, migratory birds, clean water act, world soils day, America Recycles day, etc.
 - 2021 — Nature-based programming incorporated into both ESE and SCS programs, including creek stomping, fishing, nature walks, flora/fauna identification, etc.
 - 2021 — Celebration of Earth Day at all ESE locations with educational and environmental awareness curriculum share with all participants
 - 2021 — Staff attempted to gain additional engagement with park visitors through informal interactions in the parks and allowed for impromptu conversations and general awareness of certain stewardship principles and general management priorities such as adverse effects of stacking rocks in Cool Creek and benefits of shoreline stabilization as well as native species benefits.
 - 2022 — Continued to build on prior initiatives mentioned above.
- Achieve 100% cost recovery for Recreation & Facilities Division and Extended School Enrichment Division
 - Tracking of true costs of service needs to continue to be updated annually
 - Continue to seek outside funding of taxes and user fees
- Examine internal and external communication efforts regarding financial operations of system
 - Update the Marketing Plan to educate new residents on available parks and programs provided by CCPR
 - Develop a cost benefit assessment of the use of advertising for programs and the ROI
 - Ensure employees understand the cost-recovery goals and the reasoning
 - Complete a long-term financial plan for the system and share with all employees
- Update or develop business plans for revenue facilities and programs
 - Update business plans to evaluate all aspects of the site to maximize revenues and keep costs in check
 - Continue to market the Monon Community Center as a premiere signature facility in the Midwest
- Identify and pursue opportunities to expand earned-income and other funding sources
 - Establish a new dedicated funding source
 - Continue to seek new earned income opportunities
 - Explore a park bond issue or other financing resources
 - Consider a new position to develop earned income opportunities
 - 2022 — Proposal submitted to Carmel Clay Parks Foundation for Resource Development Coordinator.
 - Seek additional opportunities through grants and sponsorships

- 2021 — The Hamilton County South River District/Conner Prairie Westside Expansion was selected as one of the signature projects for WR-ROI. This potentially positions the White River Education and Ecology Center to receive up to \$7.3 million if WR-ROI is successful in securing READI grant. Hamilton County also committed up to \$1 million for the ecology center if the project receives funds through READI grant.
- 2021 — Submitted Next Level Trails grant application to the Indiana Department of Natural Resources in hopes of securing state funding for the development of the north extension of the trailhead.
- 2022 — Department awarded \$4 million READI grant from WR-ROI; Funding to be used for development of the north extension of the White River Greenway, including new trailhead and river outlook on Matilda Haverstick property.
- Track unit costs and pricing alternatives for achieving cost-recovery goals
- Seek to develop a corporate partner to provide funding mechanism for fee waivers offered by the department

1.2 “FOURWARD” FOCUS

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

- Carmel White River Regional Corridor
 - River multiuse trail and working with partners to establish a regional system
- West Regional Corridor
 - West Park development and working with partners (e.g., Dads Club, Schools, County, etc.)
 - Northwest side park
- Reimagine Existing Parks
 - Develop new master plans for Carey Grove, Cherry Tree, Flowing Well, Hazel Landing, Meadowlark, and River Heritage Parks
 - Make a significant improvement within each existing park
- Celebrate Nature
 - White River Corridor
 - West Park redevelopment
 - Flowing Well
 - Environmental education and park stewardship programming

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