



City of Valparaiso, IN
Park and Recreation
Master Plan

May 2021





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TABLE OF CONTENTS

Executive Summary	1
A. Purpose of this Plan	1
B. Planning Process Summary	2
C. Inventory Assessment Summary	3
D. Community and Stakeholder Engagement Summary	3
E. Community Survey Summary	4
F. Key Issues and Priorities	8
I. Introduction	9
A. Overview and Purpose of this Plan	10
B. Methodology of this Planning Process	12
II. Community Profile and Identified Needs	14
A. Demographic Profile - City of Valparaiso	15
B. Demographic Profile - Center Township	20
C. Park and Recreation Influencing Trends	27
D. Community and Stakeholder Input	33
E. Community Survey Summary	34
III. Inventory And Level of Service Analysis	40
A. Parks and Facilities Inventory and Assessment	41
B. Programs and Services Analysis	67
C. Funding and Financing Analysis	72
IV. Park Legacy Projects 74	
Valpo Legacy Projects	75
V. Key Issues & Recommendations	77
A. Key Issues	78
B. Action Plan, Cost Estimates and Prioritization	79
Appendix A: Implementation Plan	80
Appendix B: Legacy Parks Action Plan	86
Appendix C: Legacy Park Cost Estimates	89
Appendix D: Legacy Planning And Design Concept Updates	118
Appendix E: GRASP® Methodology	131

TABLE OF FIGURES

Figure 1: Top 3 Future Priorities	6
Figure 2: Most Important Parks and Recreation Issues to Focus on in Future	7
Figure 3: Population Trends in Valparaiso from 2000 to 2030	15
Figure 4: 2020 Age Distribution in Valparaiso compared to Indiana	16
Figure 5: Median Household Income Distribution in City of Valparaiso	18
Figure 6: Employment Overview in City of Valparaiso	19
Figure 7: Coronavirus Impact Planning for City of Valparaiso	20
Figure 8: Center Township Boundary Map	21
Figure 9: Population Trends in Center Township from 2000 to 2030	21
Figure 10: Change in Median Age, 2010 - 2025.	22
Figure 11: 2020 Age Distribution in Valparaiso compared to Indiana	22
Figure 12: 2020 Racial/Ethnic Diversity of the Center Township	23
Figure 13: Median Household Income Distribution in Center Township.	25
Figure 14: Employment Overview in Center Township.	26
Figure 15: Coronavirus Impact Planning for Center Township	27
Figure 16: Team Sport Household Participation	28
Figure 17: Fitness and Wellness Participation	29
Figure 18: Outdoor Recreation Participation	30
Figure 19: Increase Usage of Parks and Recreation Facilities.	36
Figure 20: Future Needs of Parks and Recreation Facilities/Services	37
Figure 21: Top 3 Future Priorities	38
Figure 22: Most Important Parks and Recreation Issues to Focus on in Future	39
Figure 23: System Inventory Examples.	41
Figure 24: System Map	43
Figure 25: Example of GIS Inventory Map and Datasheet from Center Park Plaza.	45
Figure 26: Trails Map showing Existing Trails in Valparaiso	49
Figure 27: GRASP® Level of Service Perspectives	53
Figure 28: Valparaiso Neighborhood Access to Outdoor Recreation.	54
Figure 29: Walkability Barriers	57
Figure 30: Walkable Access to Outdoor Recreation Opportunities	58
Figure 31: GRASP® Walkable GAP Analysis	59
Figure 32: Percentage of Acres with Walkable Access to Outdoor Recreation.	60
Figure 33: Percentage of Population with Walkable Access to Outdoor Recreation	60
Figure 34: Neighborhood Access to Indoor Recreation	61
Figure 35: Neighborhood Access to Indoor Recreation	65
Figure 36: GRASP® Examples	139
Figure 37: GRASP® Score Calculation	140
Figure 38: GRASP® Process	140
Figure 39: Example of GRASP® Level of Service (LOS)	141

TABLE OF TABLES

Table 1: Timeline of Process	2
Table 2: Timeline of Process	13
Table 3: 2020 City of Valparaiso Educational Attainment	17
Table 4: 2020 Center Township Educational Attainment	24
Table 5: Household Comparison Data	24
Table 6: Summary of Outdoor Locations	47
Table 7: Summary of Valparaiso Indoor Locations	50
Table 8: Park Ranking Table	51
Table 9: Map Statistics for Figure 28	54
Table 10: GRASP® Comparative Data	56
Table 11: Statistics for Figure 30	58
Table 12: Valparaiso Capacities	62
Table 13: Outdoor Park and Recreation Facilities – Median Population Served per Facility	63
Table 14: Acres of Park Land per 1,000 Residents	63
Table 15: Gap Analysis Demographics	67
Table 16: Sample Programs by Category (Activity Guide 2021)	68
Table 17: GRASP® Outdoor Component List	132
Table 18: Indoor Component Type	137
Table 19: Outdoor Low Scoring Components	145
Table 20: Low Scoring Outdoor Modifiers	145
Table 21: Low Scoring Indoor Modifiers	146

EXECUTIVE SUMMARY

A. Purpose of this Plan

The purpose of the Valparaiso Parks and Recreation Master Plan is to provide an update to the previous 2017 Comprehensive Park and Recreation Master Plan, assess the progress of goals and recommendations of the previous plan, and establish current goals for the next five to ten years in an updated Parks and Recreation Master Plan. The plan will provide guidance and direction for future design, development, and needs of the City's residents, as well as provide an update to eleven Legacy Park Planning and Design concepts.

This was accomplished through a comprehensive process that was developed during the initial Strategic Kick-Off meeting. A project team comprised of City staff members and the consultant team identified several success factors to guide and lead the effective development of the plan and for the City of Valparaiso to move forward. The team developed a planning effort that includes robust participation from the public to accurately assess their needs for the parks and recreation system. The Legacy Park Planning and Design concepts were evaluated and integrated to develop a capital campaign that prioritizes improvements and considers public and private collaborative opportunities.

SUCCESS FACTORS

- Prioritize community needs and identify recommendations based on a thorough assessment and review of feedback obtained through a comprehensive community participation process
- Development of site plans and visual concepts for park improvements
- Review progress of previous five-year Master Plan
- Analysis of current maintenance, recreation, and administrative delivery systems
- Financial analysis of budget, pricing, revenue generating opportunities, cost tracking and accounting processes
- Strategies and actions plan for park facilities and capital equipment asset management
- Strategies and actions plan for park programs and operations
- Assess and develop action plans based upon Valparaiso's City strategic plan for Accessibility and Universal Design
- Continue growth of trail system
- Sustainable funding sources
- Other requirements necessary to meet Indiana Department of Natural Resources master plan grant proposals

B. Planning Process Summary

The process used in developing this master plan included the formation of an integrated project team that included select staff from the City, Park Board, the consultant team of GreenPlay, Jones Petrie Rafinski (JPR), and RRC Associates, as well as local city leadership, stakeholders, and the community. The City project team provided detailed input to the consultant team throughout the project. This process allowed for a collaborative approach to create a comprehensive plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The following chart highlights the timeline of the process:

Table 1: Timeline of Process

Strategic Kick-off and Determination of Critical Success Factors	February 2020
Project Coordination	February
Document Collection/Integration of Existing Plans	February
Determination of Project Goals	February
Project Delay Due to COVID 19	March 2020 – May 2020
Project placed on hold due to COVID 19 at local and national level	March – May
Community Engagement	June – October 2020
Initial Information Gathering	June - October
Focus Groups/Staff and Stakeholder Interviews	June – July
Community Public Meeting	July
Statistically Valid Survey	September – October
Open Link Survey	October
Park Legacy Open House/Public Meeting	October
Facility Inventory and Level of Service Analysis	June – November 2020
Inventory and Level of Service Analysis	June – August
Assessment of Existing Standards	June – August
Demographics, Trends, and Community Profile	October
Operations and Marketing Analysis	September – November
Program Analysis	September – November
Funding and Financing Analysis	September – November
Action/Implementation Plan	November 2020 - January 2021
Park Legacy Updates	November – December
Findings Presentation	December
Visioning Workshop	December
Action Plan/Recommendations	December – January
Draft and Final Plans, Presentations, and Deliverables	January 2021 - June 2021
Draft Plan Presentation Open Public Meeting	March
Draft Plan Update Presentation Park Board	May
Final Plan Presentation	June

C. Inventory Assessment Summary

Comparing Valparaiso to recent national statistics published by the National Recreation and Park Association in their “2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks,” the agency does well in most categories. Valparaiso meets the median in all elements except basketball courts, tennis courts, and rectangle fields (depending on actual configuration).

Similar calculations can also be made based on acres of land and parks per 1,000 residents. Computation of the acreage consists of only Valparaiso parks. Residents per park and acres of parks per 1,000 people better the NRPA published benchmarks for similar size agencies for density. Based on projected population growth, the City should consider adding 10 acres over the next five years to meet the current ratio. Note that the City currently has nine acres of undeveloped parkland in the inventory.

Proximity, availability of transportation, pedestrian barriers, and size of the City are relevant factors affecting Valparaiso levels of service. The current provision of assets is well distributed throughout Valparaiso, with concentrations more centrally located. The amenities’ quality and standards at existing parks should be more consistent between older, established parks and newly developed parks.

The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. While some significant gaps in service exist throughout the City for both neighborhood and walkable access, these appear to occur in less populated or non-residential parts of the City. Maps and tables are provided for additional analysis on the possible gaps.

Several factors may influence the prioritization of identified gap areas. The total population, average household income, and diversity index are three potential influencers. Other areas not labeled on the maps do not currently have any residents, according to analysis. There are many

ways to improve service levels in these areas, including improving existing parks, adding new parks or trails, and addressing pedestrian barriers.

While trails and trail connectivity scored high on survey results, the City currently offers significant trail access, but only limited loop walks or trails within existing park boundaries. Pedestrian barriers may limit access to recreation throughout Valparaiso. While comparison analysis is mostly favorable, residents would benefit from additional components and parks or facilities in the identified gap or future growth areas.

D. Community and Stakeholder Engagement Summary

Public engagement was identified as a concentration for receiving input during the planning process. The consultants, along with the City project team developed a comprehensive approach to involve the community and surrounding residents. Focus groups meetings and stake holder interviews were conducted virtually via Zoom meetings between June 30-July 16, 2020. Many organizations were represented at each of the meetings, including local sports groups, non-profit organizations, school districts, community businesses, and residents with an interest in the City parks and recreation.

An open public meeting was conducted on July 21, 2020, via Zoom webinar. The meeting was advertised throughout the community. During the meeting, the consultant team provided a presentation of the input that was received during the focus group and stake holder sessions, while allowing those in attendance to provide additional input that was recorded.

The engagement strategy was very successful, resulting in the following:

- 21 focus groups meetings and stake holder interviews
- 94 participants
- 157 registered residents for the open public meeting
- Over 90 residents attended the open public meeting

PRIORITIES AND RECURRING THEMES

- Strengths related to the department
- Areas for improvement that should be addressed in the master plan
- Additional programming and activities that should be offered
- Improvements needed at existing parks, trails, amenities, and open space
- New facilities and amenities that should be available
- Portions of the city that are underserved
- Key partners and stakeholders the City should consider
- Key issues and values within the community
- Priorities that should be addressed over the next five years

The results of the input were used by the consultant team to establish the community survey.

E. Community Survey Summary

The survey included both an “invitation” and an “open link” opportunity to participate. The survey was administered to residents living in Valparaiso city limits, as well as residents living in Center Township just outside the city limits, who receive services through the department. The Department created a very successful engagement strategy that resulted in the following:



SELECTED KEY FINDINGS



PARKS & REC USAGE

Central Park Plaza and Rogers-Lakewood Park are used most frequently by Valparaiso residents. Ogden Gardens, Old Fairgrounds Park, and ValPLAYso are also frequently used by residents.



IMPORTANCE

Trails and pathways, amenities at parks, and city parks are the most important facilities and services to resident households.



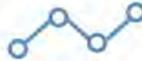
FUTURE NEEDS

Increasing trail and pathway connectivity, making improvements or renovating existing amenities at underserved parks, and improvements to Rogers-Lakewood Park were identified as the most important needs in the next 5-10 years. Also popular were improving offerings for younger residents and adding new special events/festivals.



INCREASE USE

Better lighting at parks and facilities, better condition / maintenance of parks or facilities, and improved communication were the primary methods residents identified to increase their usage.



CONDITION OF FACILITIES

Respondents are quite satisfied with the overall quality of parks and recreation facilities they use in Valparaiso. Rating of facility conditions generally exceed a 3.0 out of 4.0 on all parks and facilities. Compared to its high use, Rogers-Lakewood Park did rate lower than many facilities that see lower overall use.



COMMUNICATION

Social media is the best method to receive information about parks and recreation offerings. The activity guide/brochures, newsletters, emails, and the Valpo Parks website are also popular ways to reach residents. Results demonstrate a need to diversify communication methods in Valparaiso.



FUNDING SOURCES

More private/public partnerships and bond referendums for specific projects received the highest support among respondents for funding sources. Increased or new dedicated sales taxes and food & beverage taxes received the least support among all respondents.

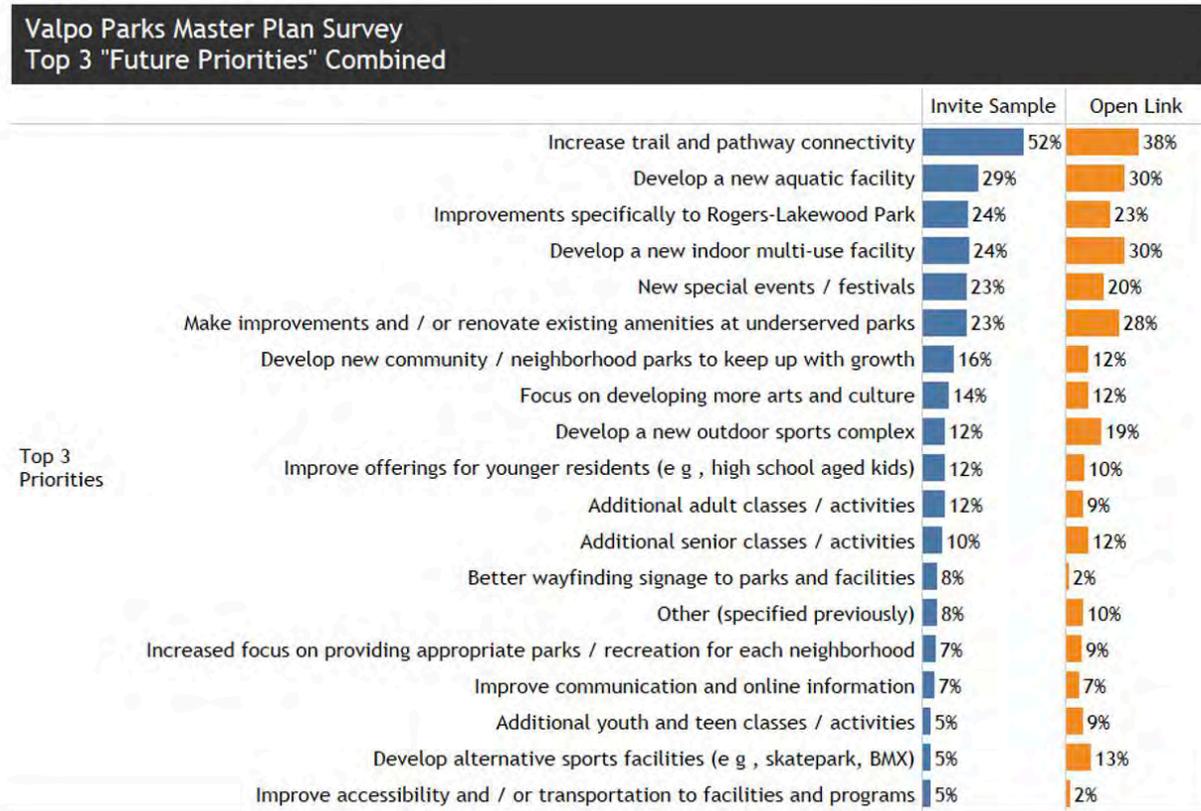


VALUES & VISION

Ensuring parks and recreation opportunities are accessible and affordable to all residents of Valparaiso is considered the most important issues to focus on for the future. Encouraging an active lifestyle/promoting health, wellness and fitness follow.

The Invite respondents identified increasing trail and pathway connectivity (52%), followed by developing a new aquatic facility (29%), and a variety of other actions in the 23-24 percent as the top future needs. The Open Link respondents had generally similar priorities as shown in **Figure 1** on the following page.

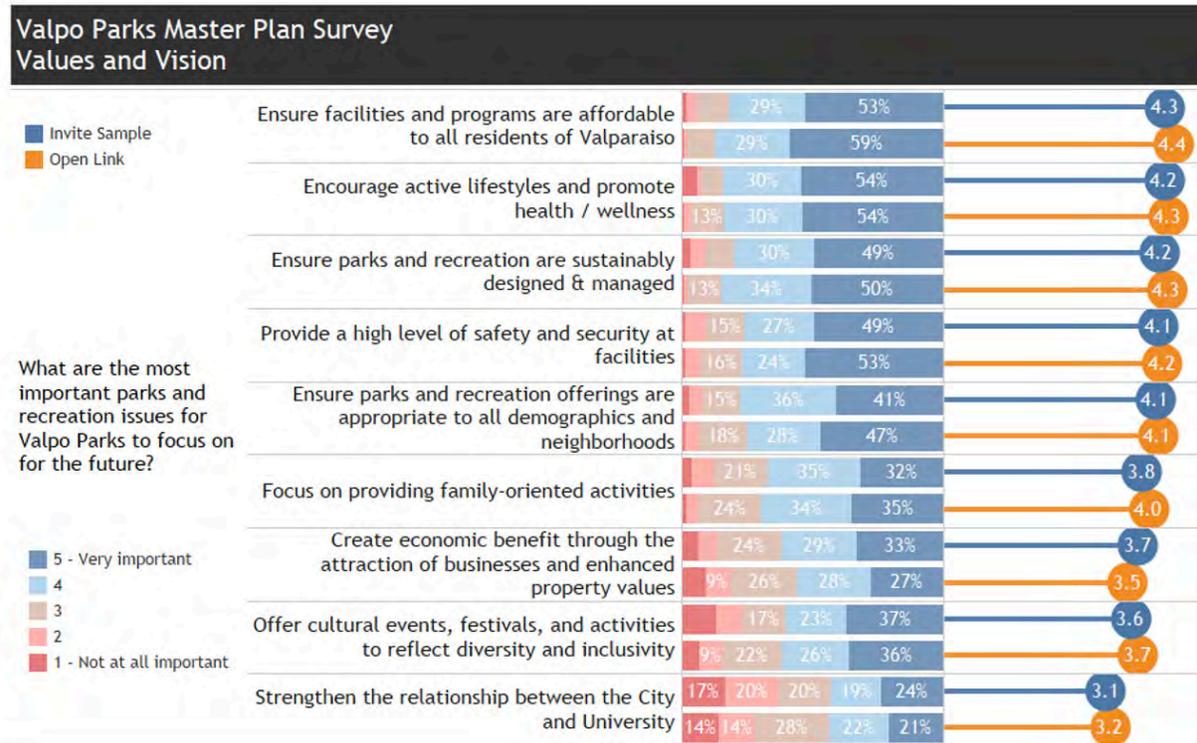
Figure 1: Top 3 Future Priorities



VALUES AND VISION

Figure 2 highlights that invite respondents believe that Valpo Parks should focus on ensuring facilities and programs are affordable for all residents (4.3), encourage active lifestyles and promote health/wellness (4.2), and ensure parks and recreation are sustainably designed and managed (4.2). Almost all these actions are perceived as at least somewhat important for the City over time.

Figure 2: Most Important Parks and Recreation Issues to Focus on in Future



The full report along with all open-ended comments has been provided to the Department as a staff document.

F. Key Issues and Priorities

The findings of the key issues that surfaced during the Master Plan process fell into one of four categories: organizational, programs and services, facilities and maintenance, or finance. The consultant team, along with the City project team, performed an exercise to discuss each key issue and identify preliminary recommendations that then lead to the creation of the final recommendations and action plan.

The following list is a summary of the final recommendations and actions that were identified.

ORGANIZATIONAL

- Create an internal development and transition plan (leadership development)
- Address communication within the department
- Continue to maintain a high standard of customer service and leadership
- Continue to maintain a high level of communication with residents

PROGRAMS AND SERVICES

- Continue to improve partnerships that address the need for additional space/programming opportunities
- Address Youth Sports Complex and partnership
- Continue to enhance and provide additional programming opportunities
- Address the need to provide a focus on healthy lifestyles
- Provide unique opportunities with an emphasis in arts/culture in parks and facilities
- Address the popularity and the role that special events plays in the community
- Continue to improve the process in accessing and evaluating programs
- Evaluate golf operations and trends

FACILITIES AND AMENITIES

- Address outdated parks and outdoor facilities not identified through the Legacy Park projects
- Improve or develop standards for signage, shelters, playgrounds, and amenities
- Address outdated indoor facilities
- Increase the number of parks based on the Level of Service analysis
- Ongoing inventory, tracking, and prioritizing of immediate needs such as low scoring components
- Address missing links or trail connections
- Increase outdoor recreational facilities and amenities based on the Level of Service analysis
- Address need for skate park
- Address need for more opportunities to provide aquatics to the community

FINANCE

- Explore and identify dedicated funding source for parks operations and maintenance
- Continue funding for Park Legacy projects
- Determine appropriate expenditures of surplus/carry over budget
- Improve internal cost recovery



I. INTRODUCTION

- A. Overview and Purpose of this Plan**
- B. Methodology of this Planning Process**

A. Overview and Purpose of this Plan

The City of Valparaiso is a community of approximately 15 square miles with a population of 34,342 and an additional service area, Center Township, of approximately 45,707. Valparaiso has experienced growth over the past five years, particularly in the form of residential and commercial development. Valparaiso is known for its quality of life and the Parks Department has been part of that legacy since 1945, recently celebrating their 75th anniversary. The Department manages 20 properties, 714 acres of park land, and 22 miles of pathways with a general fund budget of \$3.75 million and a non-reverting budget of \$2.5 million. The Department is led by a six-member Board of Park Commissioners appointed by the Mayor and the Center Township Trustee, a 20 member Parks Foundation Board of Directors, 30 full-time employees, over 200 part-time employees and hundreds of community volunteers.

Overall policy and management direction of the Valparaiso Parks and Recreation Department is provided by a six-member bipartisan board of Park and Recreation Commissioners (four city of Valparaiso residents and two Center Township residents) appointed by the Mayor and the Center Township Trustee for staggered four-year terms. Following provisions of Indiana statutes, the board:

- Acquires and improves property
- Adopts new programs
- Approves budget revenues and expenditures
- Establishes management policy and regulations
- Passes bond issues
- Provides a public venue for community debate and input

The Department is well respected within the community and has a strong and stable relationship with the public. An emphasis is placed on providing traditional and innovative programming, events, amenities, and other parks and recreation services guided by the following principles:

Mission Statement

The mission of the Valparaiso Parks and Recreation Department is to be a leading partner in preserving, developing, and promoting Valparaiso's unique quality of life.

Core Values

The Valparaiso Parks and Recreation Department values being:

- Boldly proactive
- Creatively frugal
- Honestly accountable
- Respectfully compassionate
- Surprisingly responsive
- Service Priorities

Providing services that places a priority on the following:

- Safety
- Courtesy
- Presentation
- Efficiency

PURPOSE

The purpose of the Valparaiso Parks and Recreation Master Plan is to provide an update to the previous 2017 Comprehensive Park and Recreation Master Plan, assess the progress of goals and recommendations of the previous plan, and establish current goals for the next five to ten years in an updated Parks and Recreation Master Plan. The plan will provide guidance and direction for future design, development, and needs of the City's residents, as well as provide an update to eleven Legacy Park Planning and Design concepts.

This was accomplished through a comprehensive process that was developed during the initial Strategic Kick-Off meeting. A project team comprised of City staff members and the consultant team identified several success factors to guide and lead the effective development of the plan and for the City of Valparaiso to move forward. The team developed a planning effort that includes robust participation from the public to accurately assess their needs for the parks and recreation system. The Legacy Park Planning and Design concepts were evaluated and integrated to develop a capital campaign that prioritizes improvements and considers public and private collaborative opportunities.

Success Factors

Prioritize community needs and identify recommendations based on a thorough assessment and review of feedback obtained through a comprehensive community participation process

Development of site plans and visual concepts for park improvements

Review progress of previous five-year Master Plan

Analysis of current maintenance, recreation, and administrative delivery systems

Financial analysis of budget, pricing, revenue generating opportunities, cost tracking and accounting processes

Strategies and actions plan for park facilities and capital equipment asset management

Strategies and actions plan for park programs and operations

Assess and develop action plans based upon Valparaiso's City strategic plan for Accessibility and Universal Design

Continue growth of trail system

Sustainable funding sources

Other requirements necessary to meet Indiana Department of Natural Resources master plan grant proposals

B. Methodology of this Planning Process

The process used in developing this master plan included the formation of an integrated project team that included select staff from the City, Park Board, the consultant team of GreenPlay, Jones Petrie Rafinski (JPR), and RRC Associates, as well as local city leadership, stakeholders, and the community. The City project team provided detailed input to the consultant team throughout the project. This process allowed for a collaborative approach to create a comprehensive plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The development of this plan included the following tasks which are more fully outlined in the following sections:

- Project Coordination
- Document Collection and Review
- Community Engagement
- Facility Inventory and Level of Service Analysis
- Recommendations: Goals, Objectives, and Action Plan

I. PROJECT COORDINATION

Initial Strategic Kickoff Meeting in February 2020, delayed due to COVID 19 and restarted in May 2020

- Identify City Project Team and roles and responsibilities
- Establish a project timeline
- Create a Vision for the plan
- Identify success factors to guide and lead development of the plan
- Determine City Project Team and roles and responsibilities
- Review GreenPlay Online Mobile Optimized Engagement (MOE) guidelines

II. DATA AND DOCUMENT COLLECTION AND REVIEW

- Facility inventory
- Parks inventory
- Programs
- Other service providers
- Department operations
- Department budget

- Policies and procedures
- Previous planning efforts, including:
 - 2017 – Comprehensive Park System Master Plan
 - 2017 – Annual Report
 - 2017 – Pathways Report
 - Rogers-Lakewood Park Environmental Analysis
 - Banta Senior Center Building Assessment and Renovation Analysis
 - Legacy Park Planning and Design Concept Updates
 - Fixed Assets Data Update

III. COMMUNITY ENGAGEMENT

A variety of methods for the community to participate in a robust process resulted in the collection of strong data for analysis, the following methods were used:

- Initial Information Gathering/Staff Interviews
- Focus Groups/ Stakeholder Interviews
- Community Public Meetings
- Statistically Valid Random Sample Survey
- Open Link Community Survey
- Park Legacy Open House/Public Meeting
- Open Public Meeting- Information Gathering
- Open Public Meeting- Findings Report
- Open Public Meeting- Draft Report
- Open Public Meeting- Final Plan and Adoption

IV. FACILITY INVENTORY AND LEVEL OF SERVICE ANALYSIS

A full inventory of parks and facilities using existing mapping and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas, along with the following assessments:

- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences in serving residents and visitors.
- Identification of alternative providers of recreation services to determine market needs and opportunities in the area for potential new facilities, improvements to current facilities, and new and improved services.
- Targeting a level of service that is both

feasible and aligned with the desires of citizens as expressed through the statistically valid survey and other public outreach methods.

V. OPERATIONAL AND PROGRAM ANALYSIS

- Evaluation of current operational structure and delivery
- Evaluation of current program offerings
- Statistically valid community interest and opinion survey
- Identification of alternative providers
- Identification of potential partner organizations

VI. RECOMMENDATIONS: GOALS, OBJECTIVES, AND ACTION PLAN

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation.
- Development of an action plan for capital improvements, including operational impacts, and timeframe to support the implementation of the plan.



Table 2: Timeline of Process

Strategic Kick-off and Determination of Critical Success Factors	February 2020
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Visioning Workshop	December
Action Plan/Recommendations	December – January
Draft and Final Plans, Presentations, and Deliverables	January 2021 - June 2021
Draft Plan Presentation Open Public Meeting	March
Draft Plan Update Presentation Park Board	May
Final Plan Presentation	June



II. COMMUNITY PROFILE AND IDENTIFIED NEEDS

- A. Demographic Profile - City of Valparaiso
- B. Demographic Profile - Center Township
- C. Park and Recreation Influencing Trends
- D. Community and Stakeholder Input
- E. Community Survey Summary

A. Demographic Profile - City of Valparaiso

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the City of Valparaiso Parks Department. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates for current (2020) and forecast years (2025). Esri balances the Census 2010 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in August 2020.

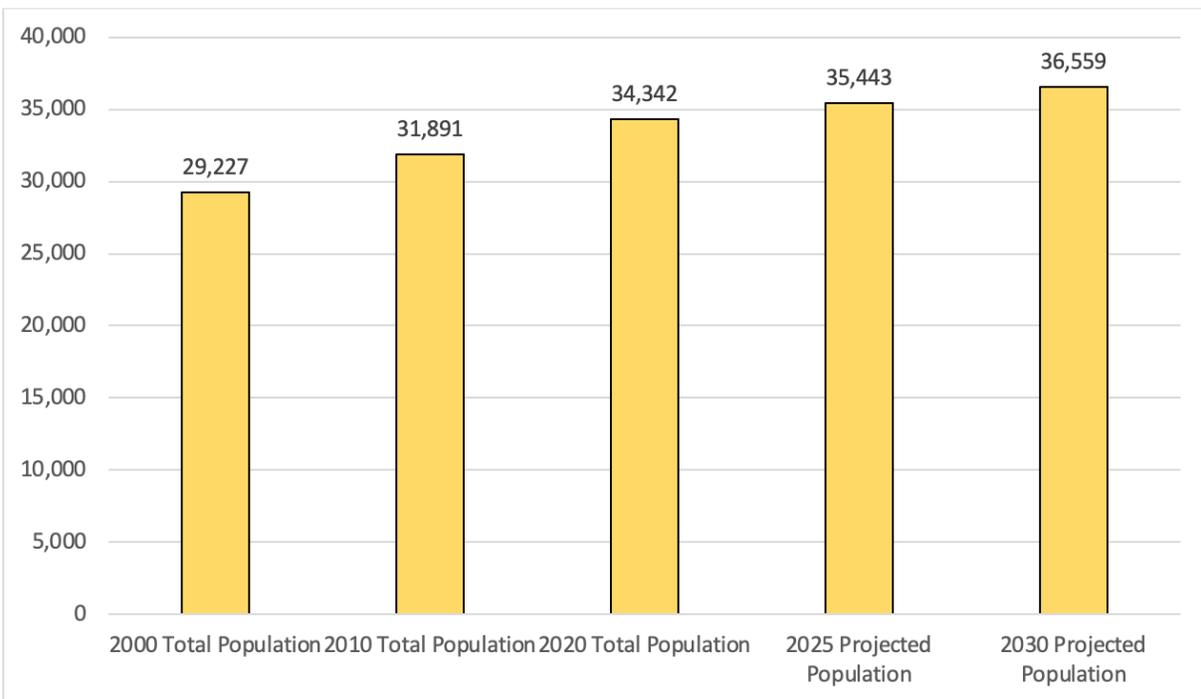
POPULATION AND DEMOGRAPHIC TRENDS

Twenty years ago, the population in Valparaiso was estimated at 29,227. In 2010, the population had reached 31,891 with an estimated annual growth rate of 0.73 percent. By 2020, the estimated population reached 34,342. By 2025, the population is projected to reach 35,443 with a growth rate of 0.63 percent per year. If that growth rate continues, the population could exceed 36,000 by 2030. The City had a relatively balanced population of males (48.84%) and females (49.31%) in 2020.

34,342
POPULATION

Esri Business Analyst, 2020

Figure 3: Population Trends in Valparaiso from 2000 to 2030



Source: 2020 Esri Business Analyst

POPULATION MAKEUP

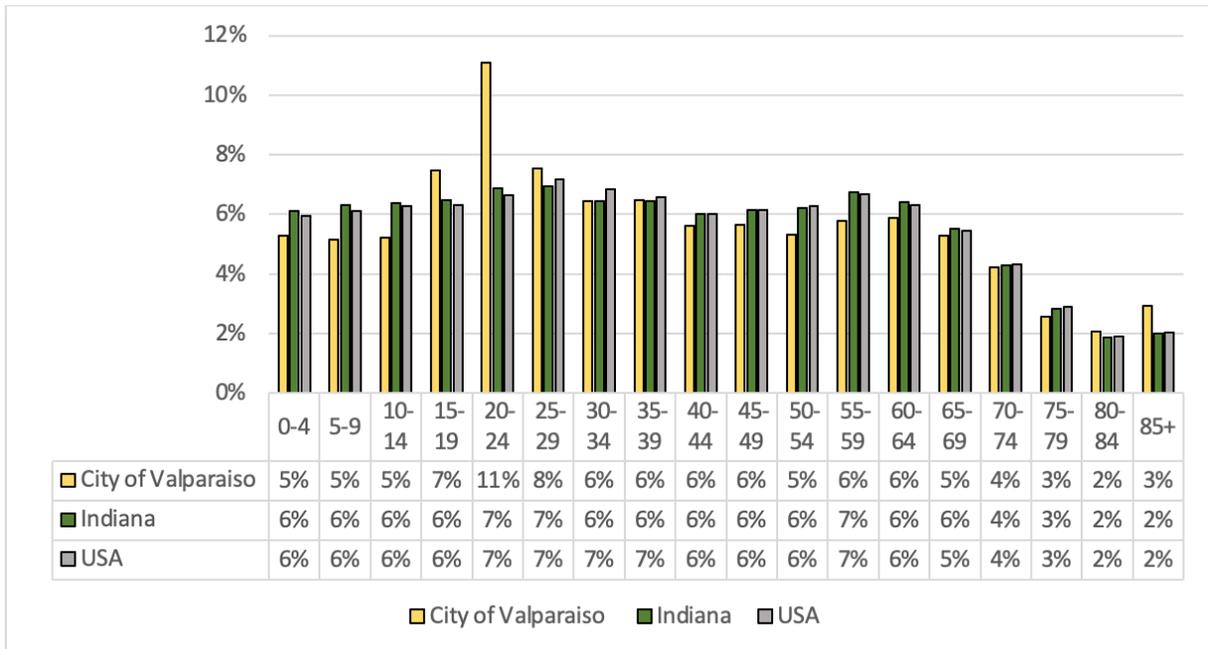
According to Esri Business Analyst, the median age in Valparaiso in 2020 was 36.4 years old, slightly younger than the State of Indiana (38.5) and the United States (38.5) median ages. Valparaiso’s median age in 2010 was 33.5 years old and by 2025 it is expected to increase to 37.4.

36.4
MEDIAN AGE

Esri Business Analyst, 2020

Compared to the state and national data, Valparaiso has a significant percentage of residents between the ages of 20 to 24 years old, with all other age groups being similar in demographic makeup as the state and national comparisons.

Figure 4: 2020 Age Distribution in Valparaiso compared to Indiana



Source: 2020 Esri Business Analyst

EDUCATIONAL ATTAINMENT

The chart below shows the percentage of residents (25+) that obtained various levels of education. Less than five percent of residents had not obtained a high school degree or equivalent in Valparaiso, compared to the State of Indiana (10.77%) and the United States (11.34%). Approximately 26 percent of residents had completed a bachelor's degree or higher, while 16.29 percent of residents had obtained a graduate/professional level degree.

Table 3: 2020 City of Valparaiso Educational Attainment

Level of Education	City of Valparaiso	Indiana	USA
Less than 9th Grade	1.44%	3.66%	4.81%
9-12th Grade/No Diploma	3.28%	7.11%	6.53%
High School Diploma	23.01%	28.06%	22.79%
GED/Alternative Credential	1.93%	4.94%	3.92%
Some College/No Degree	19.36%	19.62%	20.13%
Associate degree	9.16%	9.01%	8.69%
Bachelor's Degree	25.52%	17.60%	20.24%
Graduate/Professional Degree	16.29%	10.00%	12.89%

Source: 2020 Esri Business Analyst

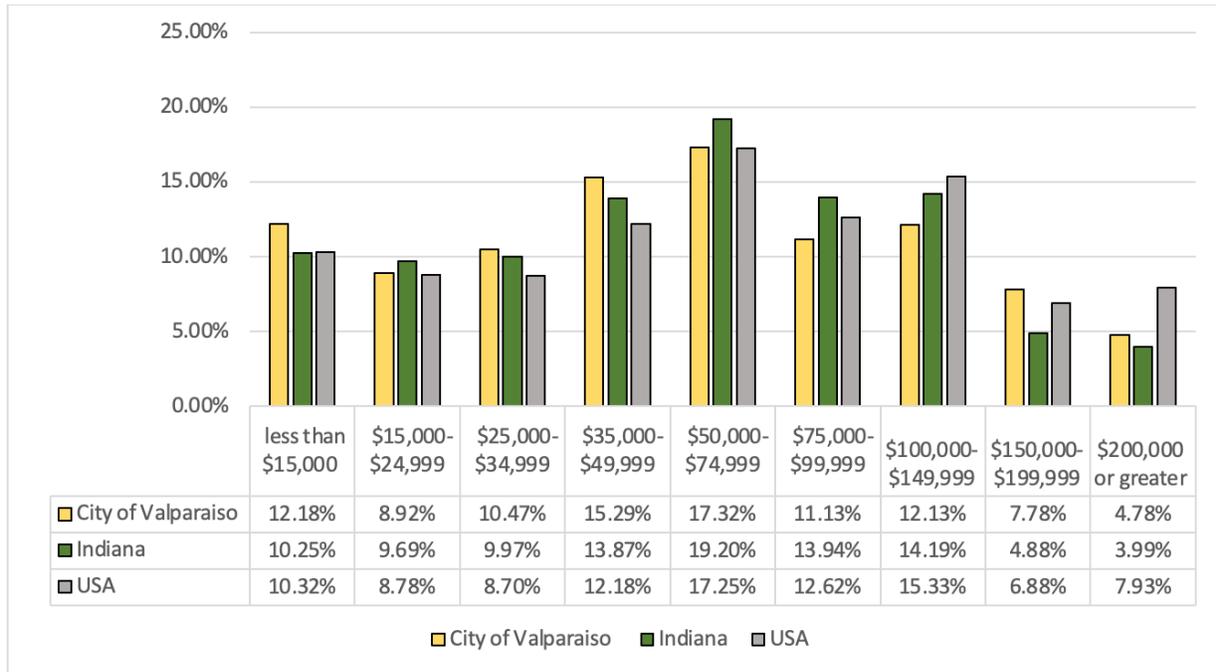
HOUSEHOLD DATA

According to Esri Business Analyst, the median household income in Valparaiso in 2020 was \$53,240, compared to the State of Indiana (\$56,021) and the United States (\$62,203) medians. The median home value in City of Valparaiso was \$196,578, higher than Indiana (\$151,138) and lower than the United States (\$235,127) medians. The average household size was 2.30 persons in Valparaiso in 2020, compared to household sizes of 2.51 in Indiana and 2.58 in the United States. An estimated 6.71% percent of households Valparaiso received food stamps, compared to the rate in Indiana at approximately 10.68 percent and the national average of 12.22 percent of households receiving food stamps.

\$53,240
MEDIAN HOUSEHOLD
INCOME

Esri Business Analyst, 2020

Figure 5: Median Household Income Distribution in City of Valparaiso



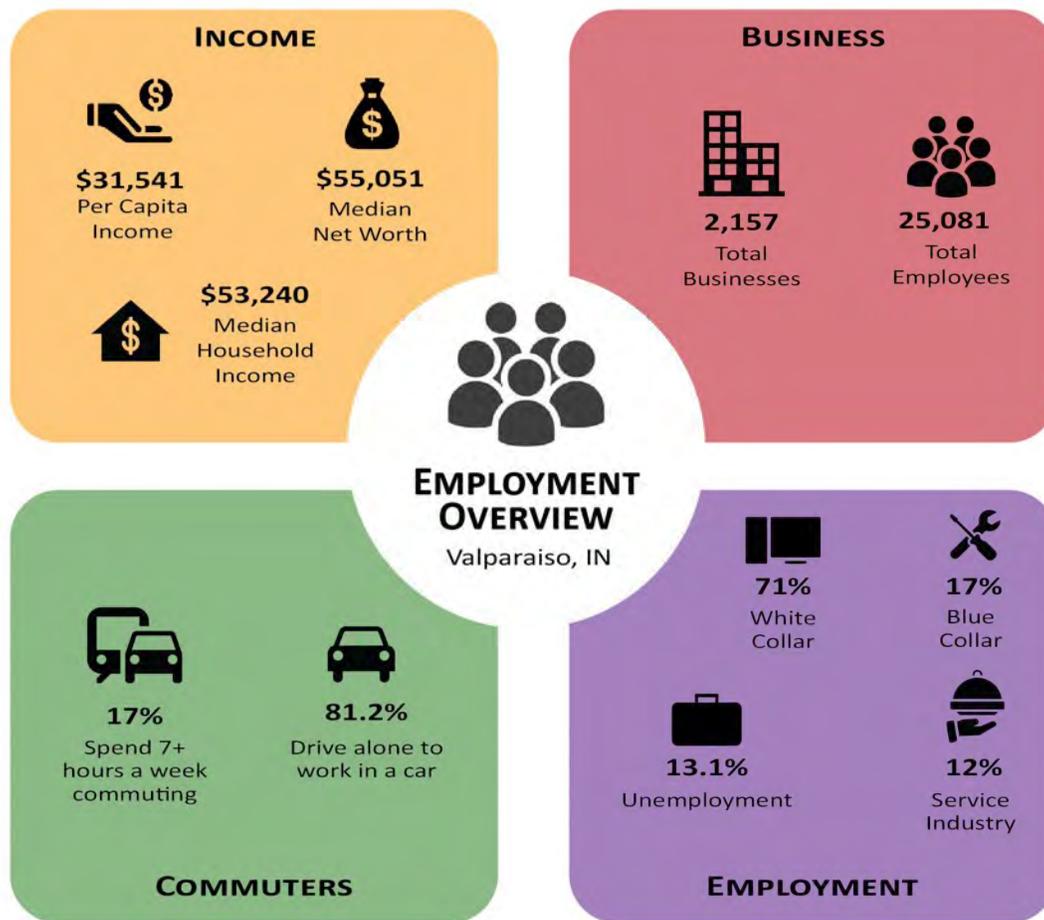
Source: 2020 Esri Business Analyst

EMPLOYMENT

In 2020, an estimated 13.1 percent of Valparaiso’s population was unemployed, compared to the rate of Indiana (13.4%) and the United States (13%). According to Esri Business Analyst, in 2020, approximately 71 percent of the population was employed in white collar positions, which encompass jobs where employees typically perform managerial, technical, administrative, and/or professional capacities. Approximately 17 percent of Valparaiso’s population were employed in blue collar positions, such as construction, maintenance, etc. About 12 percent of Valparaiso’s residents were employed in the service industry.

13.1%
UNEMPLOYMENT RATE
Esri Business Analyst, 2020

Figure 6: Employment Overview in City of Valparaiso



Source: 2020 Esri Business Analyst

HEALTH RANKINGS

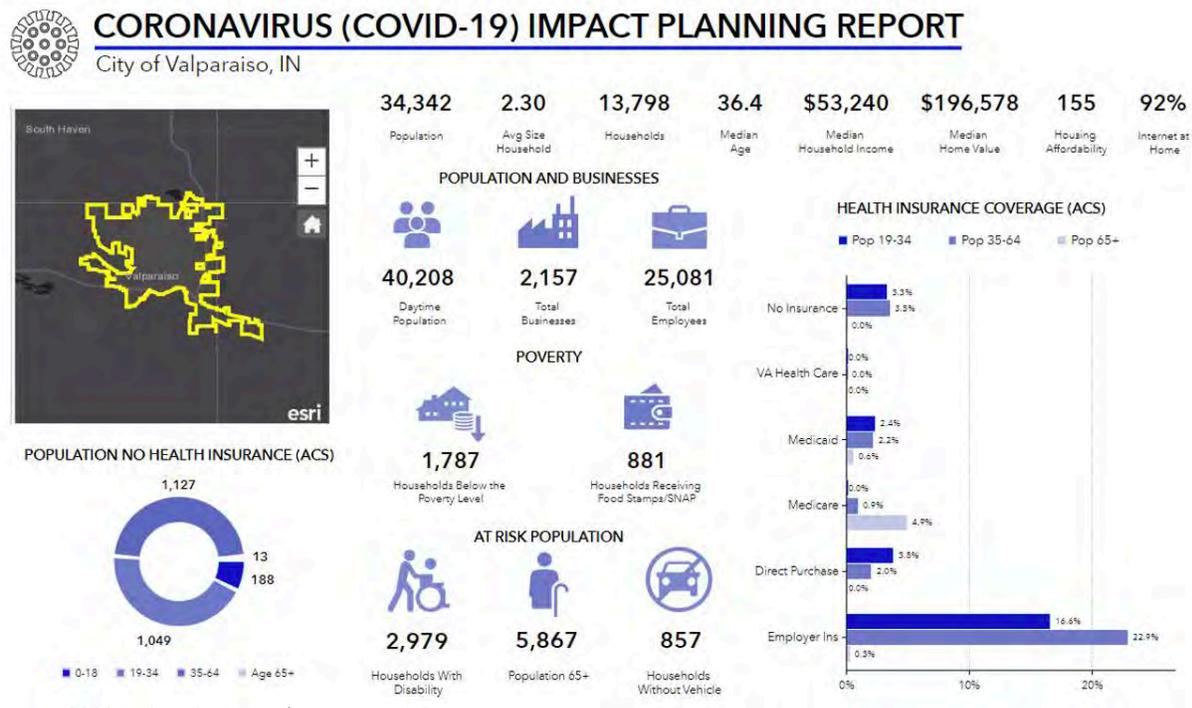
Understanding the status of the community’s health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps provided annual insight on the general health of national, state, and county populations. Porter County ranked 23 out of 92 Indiana Counties for Health Outcomes. The health ranking for Valparaiso gauges the public health of the population based on “how long people live and how healthy people feel while alive,” coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.¹

According to Esri Business Analyst, 22.69 percent of Valparaiso households in 2020 had one or more resident living with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is lower than the state (27.23%) and national average (25.49%), but still identifies the importance of inclusive programming and ADA transition plans for parks and facilities.

Data related to access to health insurance/services, transportation, and internet can help inform decisions related to COVID-19 and health-related issues. The following infographic (**Figure 7**) can help Valparaiso understand its population and how to respond appropriately.

1 University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, County Health Rankings 2020, <http://www.Countyhealthrankings.org>

Figure 7: Coronavirus Impact Planning for City of Valparaiso



Source: 2020 Esri Business Analyst

B. Demographic Profile - Center Township

This demographic profile was developed to provide additional context and support related to the Center Township in Valparaiso, Indiana. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates for current (2020) and forecast years (2025). Throughout this report, comparisons to the City of Valparaiso, the State of Indiana, and the United States are referenced to provide additional analysis.

Esri balances the Census 2010 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate population estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in December 2020.

POPULATION

Center Township is located within Porter County, Indiana. A significant portion of the City of Valparaiso is located within Center Township. The population in 2020 was 45,707 in Center Township, compared to 34,342 in the City of Valparaiso.

Between 2010 and 2020, the population in Center Township grew by an estimated 0.54 percent, slower than the rate of the City of Valparaiso (0.73%). Both areas are projected to increase in population from 2020 to 2025. If growth rates from 2020 to 2025 continue for Center Township, projected at 0.60 percent, the population could reach 48,498 by 2030, as seen in *Figure 8*.

Figure 8: Center Township Boundary Map

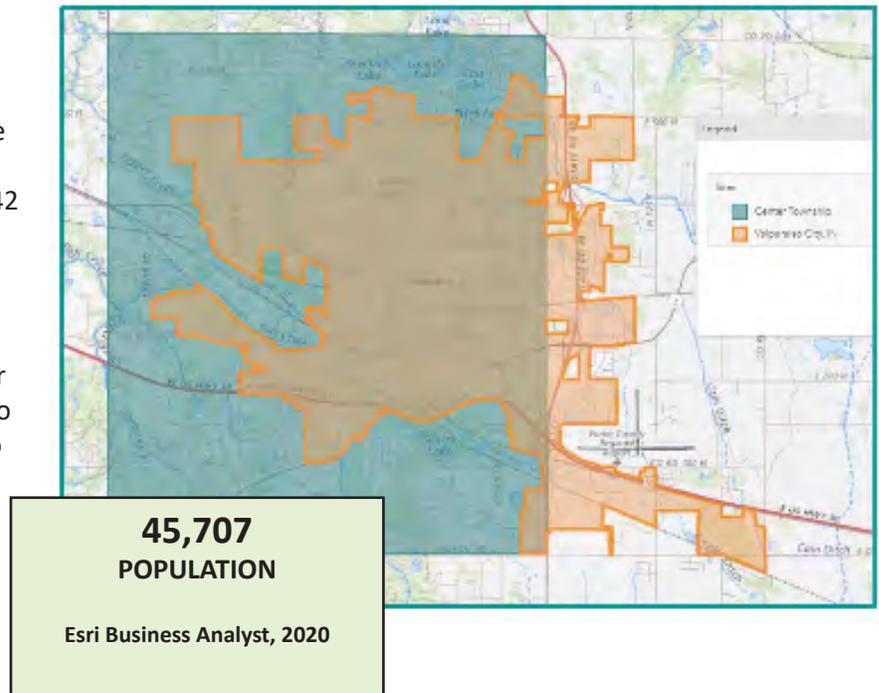
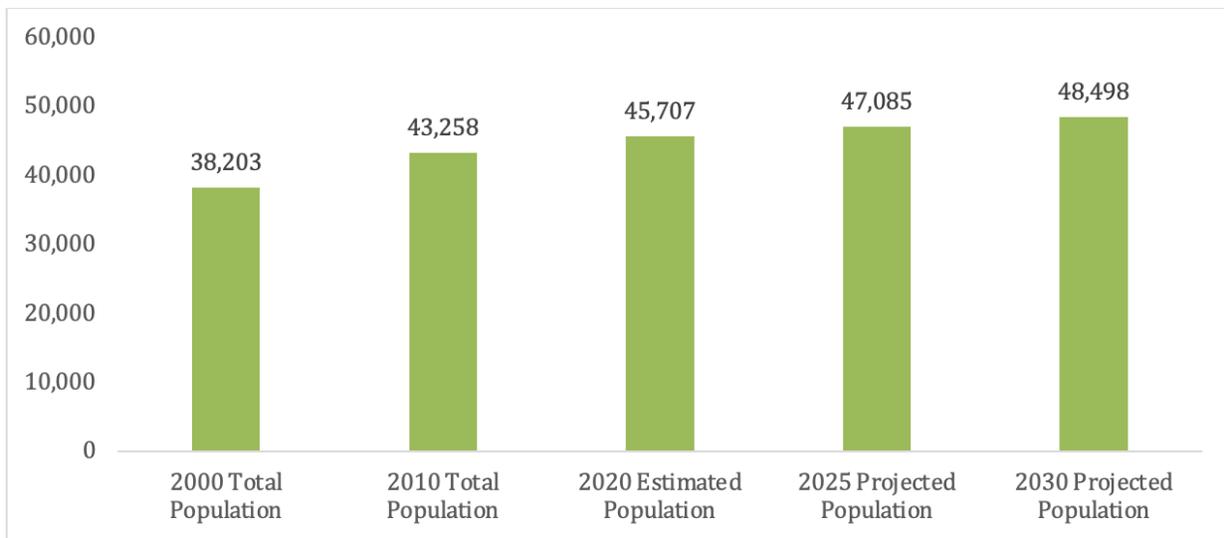


Figure 9: Population Trends in Center Township from 2000 to 2030



Source: 2020 Esri Business Analyst

AGE

According to Esri Business Analyst, the median age in Center Township in 2020 was 37.9 years old, compared to 36.4 in the City of Valparaiso and slightly younger than the State of Indiana (38.5) and the United States (38.5) median ages. The median age is projected to increase to 38.9 in Center Township by 2025, as seen in **Figure 10**.



Center Township has similar age distribution compared to the City of Valparaiso, the State of Indiana, and The United States. State and National datasets reflect that generally populations are evenly distributed. Compared to the state and national data, both Center Township and the City of Valparaiso has a significant percentage of residents between the ages of 20 to 24 years old, (10% and 11%, respectively).

Figure 10: Change in Median Age, 2010 - 2025

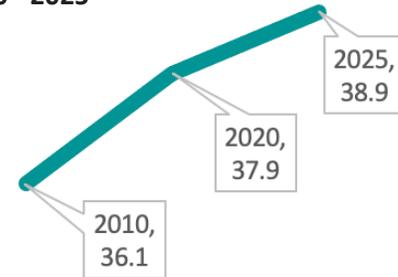
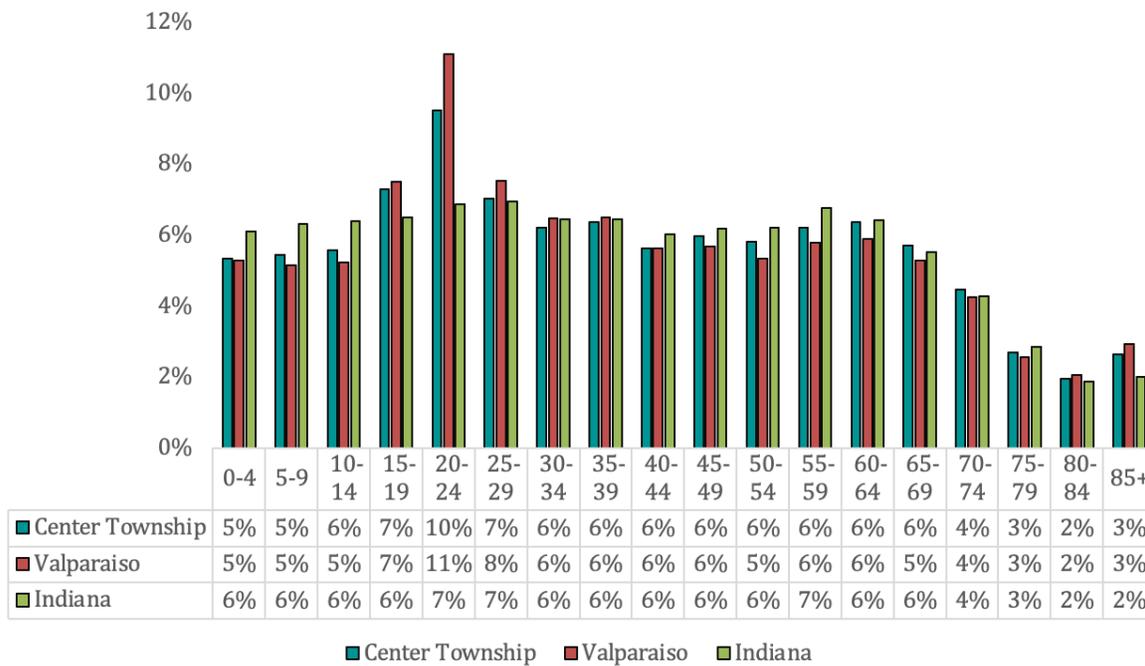


Figure 11: 2020 Age Distribution in Valparaiso compared to Indiana



Source: 2020 Esri Business Analyst

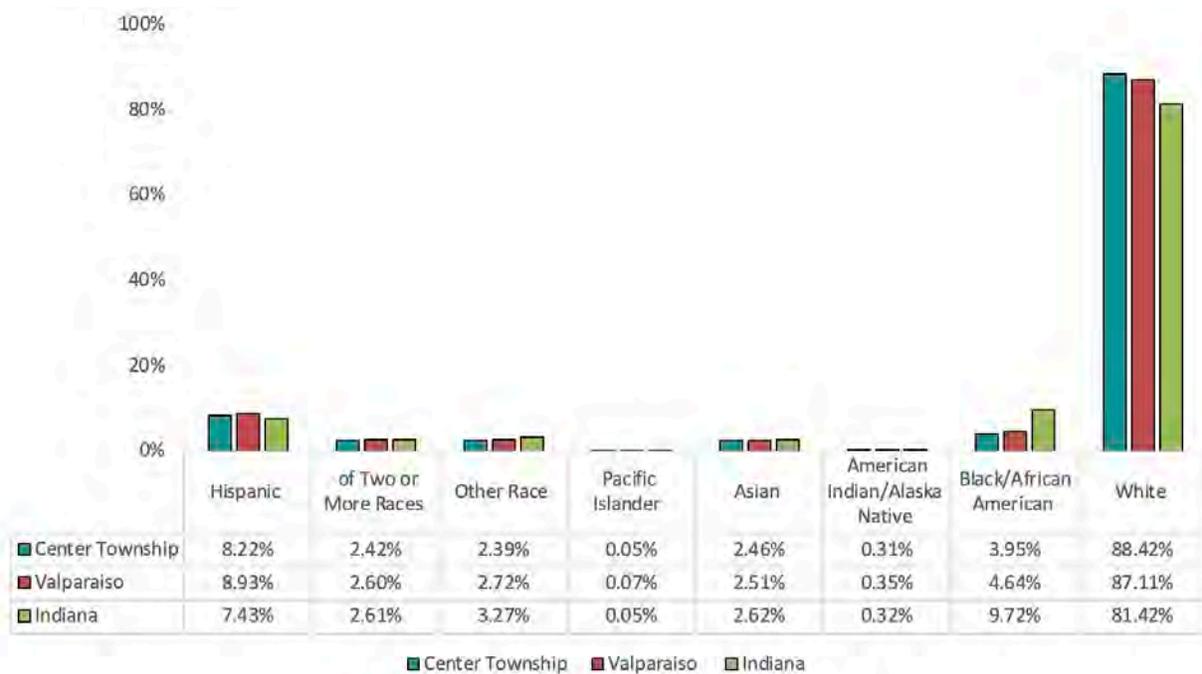
RACE/ETHNIC CHARACTER

The U.S. Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. According to Esri Business Analyst, only 8.22 percent of Center Township residents identified as Hispanic in 2020, similar to the State of Indiana (7.43%) but much lower than the United States (18.77%) average.

8.22%
HISPANIC ORIGIN
Esri Business Analyst, 2020

The population in Valparaiso is majority White, with 88.42 percent of the population identifying as Caucasian. Less than four percent of the population was Black or African-American, and all other ethnic groups made up less than three percent.

Figure 12: 2020 Racial/Ethnic Diversity of the Center Township



Source: 2020 Esri Business Analyst

EDUCATIONAL ATTAINMENT

The chart below shows the percentage of residents (25+) that obtained various levels of education. The Center Township had very similar educational attainment levels as the City of Valparaiso. Less than five percent of residents had not obtained a high school degree or equivalent in both The City and the Center Township. Approximately 27 percent of residents had completed a bachelor’s degree or higher, while 16.96 percent of residents had obtained a Graduate/professional level degree.

Table 4: 2020 Center Township Educational Attainment

Level of Education	Center Township	City of Valparaiso	Indiana	USA
Less than 9th Grade	1.02%	1.44%	3.66%	4.81%
9-12th Grade/No Diploma	2.78%	3.28%	7.11%	6.53%
High School Diploma	22.44%	23.01%	28.06%	22.79%
GED/Alternative Credential	1.69%	1.93%	4.94%	3.92%
Some College/No Degree	19.30%	19.36%	19.62%	20.13%
Associate's Degree	8.78%	9.16%	9.01%	8.69%
Bachelor's Degree	27.03%	25.52%	17.60%	20.24%
Graduate/Professional Degree	16.96%	16.29%	10.00%	12.89%

Source: 2020 Esri Business Analyst

HOUSEHOLD DATA

Household data in the Center Township was similar in comparison to the City, State, and National data points, as seen in **Table 5**. Overall, the Center Township had the lowest percentage of residents receiving food stamps (5.85%) of the compared areas; the Center Township also had higher median income and home value than the City of Valparaiso and the State of Indiana. The household size for all the areas was similar and only ranged from 2.30 in the City of Valparaiso and 2.58 in the United States.

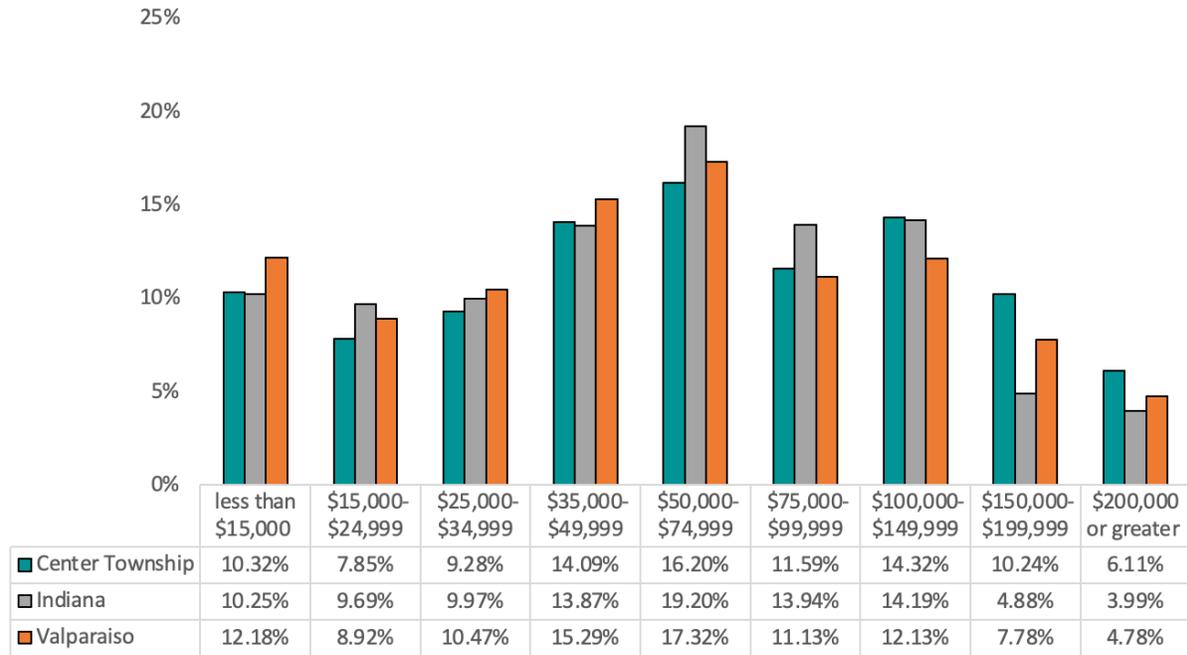
60,785%
MEDIAN HOUSEHOLD INCOME
 Esri Business Analyst, 2020

Table 5: Household Comparison Data

	Center Township	Valparaiso	Indiana	United States
Median Household Income	\$60,785	\$53,240	\$56,021	\$62,203
Households Receiving Food Stamps (%)	5.85%	6.71%	10.68%	12.22%
Average Household Size	2.36	2.30	2.51	2.58
Median Home Value	\$219,773	\$196,578	\$151,138	\$235,127

Source: 2020 Esri Business Analyst

Figure 13: Median Household Income Distribution in Center Township



Source: 2020 Esri Business Analyst

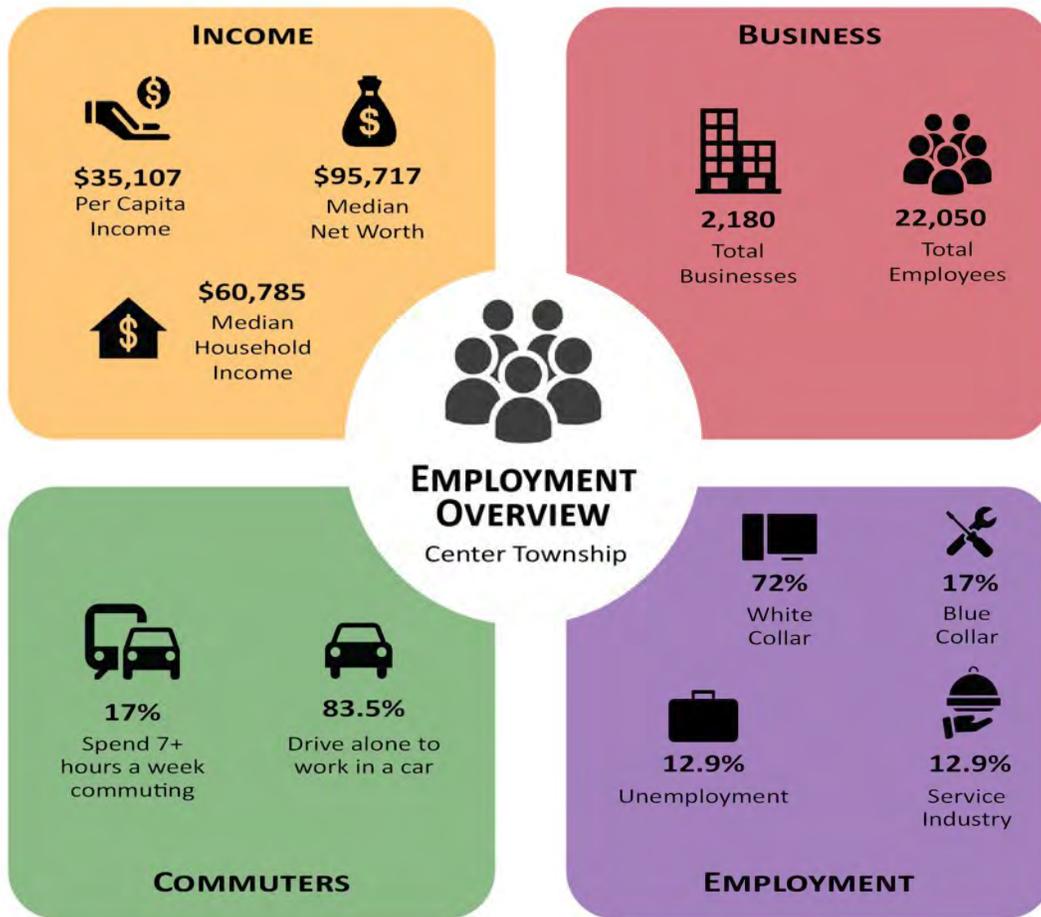
EMPLOYMENT

In 2020, an estimated 12.9 percent of the Center Township’s population was unemployed, slightly lower compared to the City of Valparaiso (13.1%). This was slightly lower than state (13.4%) and national data (13%).

12.9%
UNEMPLOYMENT RATE
 Esri Business Analyst, 2020

Approximately 72 percent of the population was employed in white collar positions, which encompass jobs where employees typically perform managerial, technical, administrative, and/or professional capacities. Another 17 percent of Center Township’s population were employed in blue collar positions, such as construction, maintenance, etc., and 11 percent of Center Township’s residents were employed in the service industry.

Figure 14: Employment Overview in Center Township



Source: 2020 Esri Business Analyst

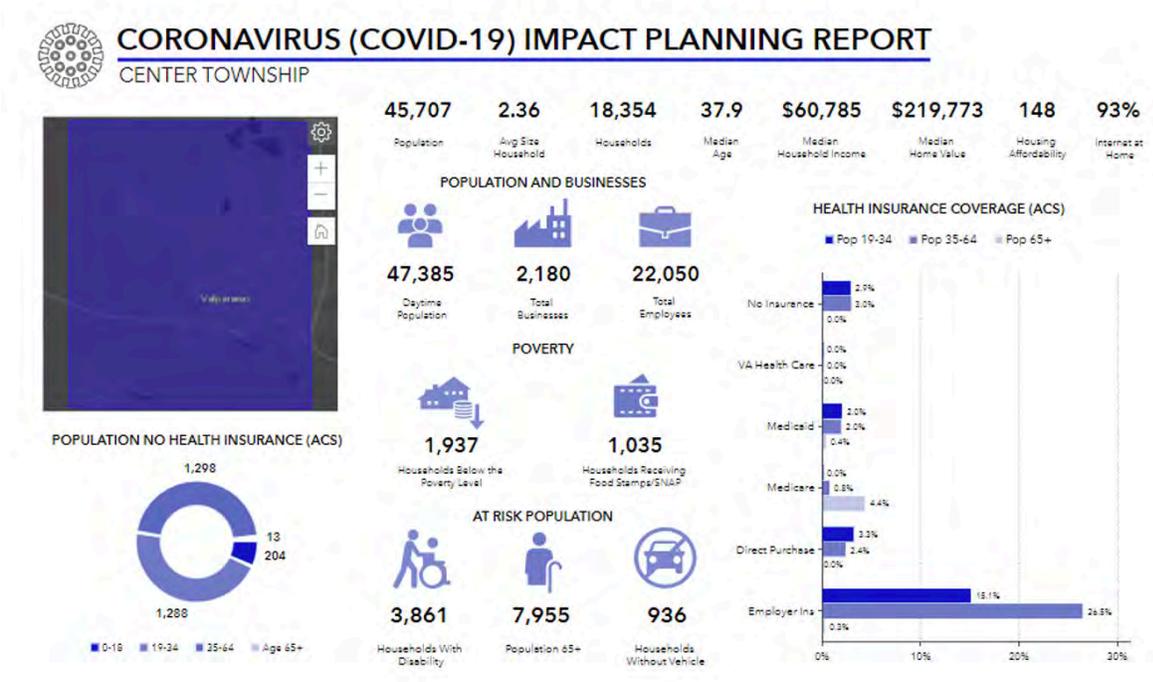
HEALTH RANKINGS

According to Esri Business Analyst, 21.83 percent of Center Township households in 2020 had one or more resident living with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is lower than the state (27.23%) and national average (25.49%), confirming the importance of inclusive programming and ADA transition plans for parks and facilities.

21.83%
LIVE WITH A DISABILITY
Esri Business Analyst, 2020

Data related to access to health insurance/services, transportation, and internet can help inform decisions related to COVID-19 and health-related issues. The following infographic can help Center Township understand its population and how to respond appropriately.

Figure 15: Coronavirus Impact Planning for Center Township



Source: 2020 Esri Business Analyst

C. Park and Recreation Influencing Trends

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, attempt to summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand how the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, determine the relevant trends directly related to the City of Valparaiso. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

It should be noted that local participation data is gathered from ESRI Business Analyst and measures the Market Potential for leisure activities. Market Potential provides the estimated demand for a service or product by calculating the consumption rate from local and national datapoints.² These estimates in participation provide a snapshot of fitness and wellness activities throughout Valparaiso; participation estimates help frame activities that are uniquely preferred in Valparaiso compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.

2 “Methodology Statement: 2019 Esri Market Potential” Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020

NATIONAL PARKS & RECREATION 2020 TRENDS

The National Recreation and Park Association (NRPA) annually releases a number of predictions that could likely impact parks and recreation agencies. The yearly article identifies the changes agencies are likely to see in the coming year. A summary of key predictions for 2020 are listed below:

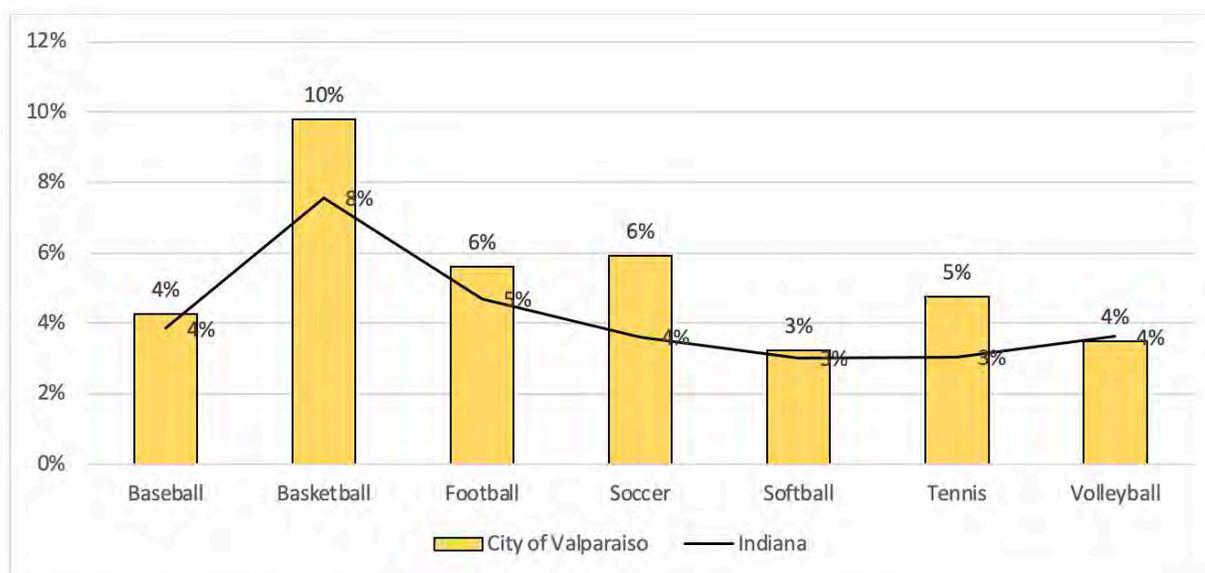
- One-third of agencies will have video surveillance in their parks and facilities, and the public will want more for security.
- Private businesses will capitalize on delivery services of food and goods via drones in local parks and beaches. Agencies should be prepared on how to regulate the usage of drones in their public areas.
- E-sports will continue to increase in popularity; agencies who are able to provide tournaments or league play can engage teens and young adults that would otherwise not participate in traditional recreation programs.
- Landscape management practices may remove glyphosate, a common pesticide, due to concerns from the International Agency for Research on Cancer (IARC) that the weed killer is “probably carcinogenic to humans.”
- Large parks have the ability to “cool a city” through the presence of trees and green infrastructure. Agencies may look to linear green spaces and trail corridors to reduce climate change and the impacts of extreme heat.
- Recreation centers will continue to become known as community “wellness hubs.” These innovative models of health and wellness will provide safe gathering spaces, access to healthcare providers, food and nutrition assistance, and additional education opportunities. Partnerships will be formed with health-related organizations.

Source: National Recreation and Parks Association

LOCAL PARTICIPATION

Traditional sports are a key component of a parks and recreation system. According to census data, households in Valparaiso had high levels of participation in basketball (10%), football (6%), and soccer (6%).

Figure 16: Team Sport Household Participation



Source: 2020 Esri Business Analyst

NATIONAL HEALTH & FITNESS 2020 TRENDS

For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

- Wearable Technology
- High Intensity Interval Training (HIIT)
- Group Training
- Training with Free Weights
- Personal Training
- Exercise is Medicine
- Body Weight Training
- Fitness Programs for Older Adults
- Health/Wellness coaching
- Employing Certified Fitness Professionals

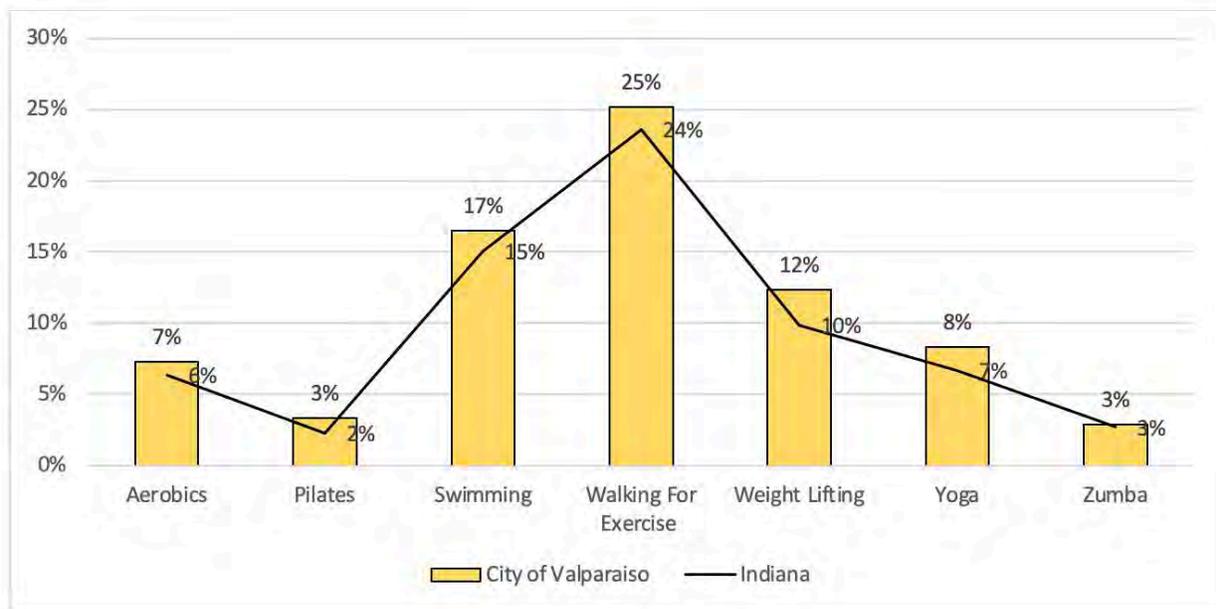
Source: American College of Sports Medicine

LOCAL PARTICIPATION

The figure below shows household participation in various fitness activities in Valparaiso. Participation was highest for the following activities:

- Walking for exercise (25%)
- Swimming (17%)
- Weight Lifting (12%)

Figure 17: Fitness and Wellness Participation



Source: 2020 Esri Business Analyst

OUTDOOR RECREATION

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue on a national level. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity nationwide was running – which included both jogging and trail running.

According to the Outdoor Industry Report, in the State of Indiana, the outdoor recreation economy generated:

- 143,000 direct jobs
- \$15.7 billion in consumer spending
- \$4.3 billion in wages and salaries
- \$1.1 billion in state and local tax revenue

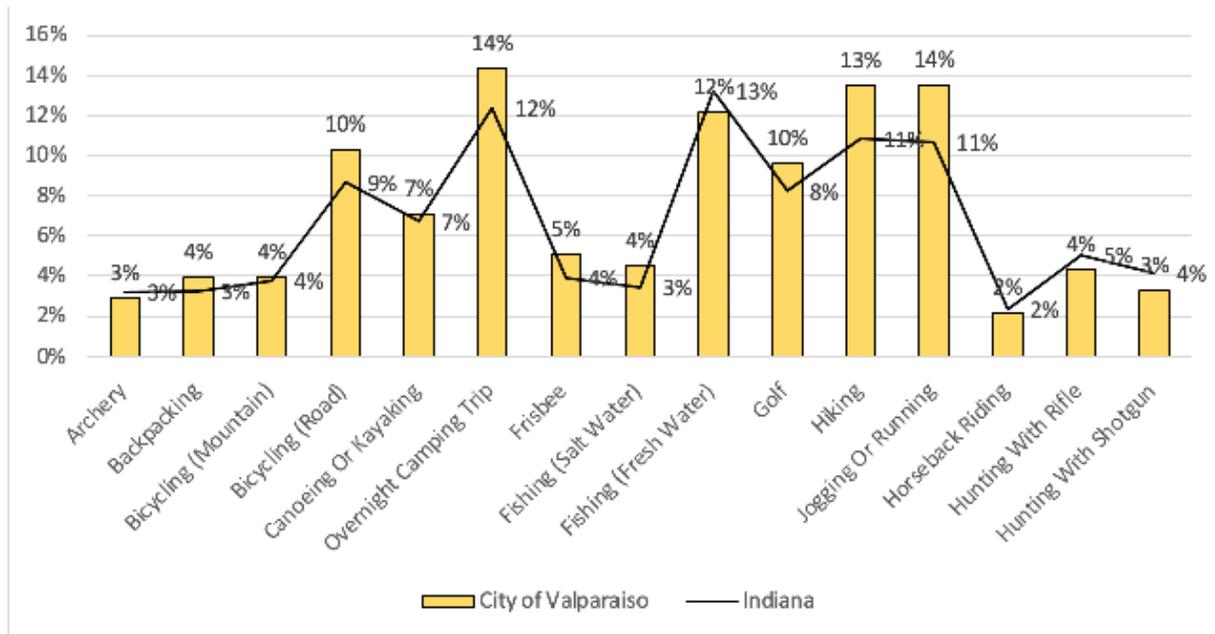
Source: National Recreation and Parks Association

LOCAL PARTICIPATION

The figure below shows household participation in various fitness activities in Valparaiso. Participation was highest for the following activities:

- Overnight camping (14%)
- Jogging or Running (14%)
- Hiking (13%)

Figure 18: Outdoor Recreation Participation



Source: 2020 Esri Business Analyst

RELEVANT RESEARCH TRENDS

The next section focuses on national and regional research that supports community input heard throughout the engagement process. Where applicable, local information is referenced to provide additional context.

Adventure Programming

Many people used to look to travel or tourist agencies for adventurous excursions. However, more municipalities have started to offer exciting experiences such as zip lining, challenge/obstacle courses, and other risk-taking elements on a local level. These agencies may form partnerships with specialized companies to provide adventure packages. Private companies may hire and train their own staff, maintain equipment, and develop marketing campaigns. A lease agreement may grant the municipality a certain percentage of gross revenues.



Aquatics and Water Recreation Trends

In 2018, the National Sporting Goods Association (NSGA) ranked swimming second nationwide in sports participation.³ However, in the past several years, a number of different aquatics trends have emerged that offer a new take on the traditional rectangle pool. Nationally, there is an increasing trend towards indoor leisure and therapeutic pools. This is important, as swimming for fitness was the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 Sports, Fitness and Leisure Activities Topline Participation Report. Lazy rivers have become more common as a leisure pool element, but also for swim lessons, therapeutic reasons, and sports conditioning work.⁴

Community Events and Festivals

In the competitive festival environment, it is more important than ever to create a unique, unforgettable experience for the attendees. There is a premium on experience these days. The website Eventbrite.com release a publication “*The Future of Festivals: Eight Trends You Need to Know*,” their recent research has shown that more than 75 percent of millennials and 59 percent of baby boomers say they value experiences over possessions. Nine out of ten Boomers believe experiences lead to a more fulfilling life. Nearly half of the Baby Boomers are attending more events now than they did ten years ago. Going out is not a rarity, it is a habit.



In a recent Eventbrite.com survey of more than 5,000 festival-goers, 80 percent of millennials had attended three or more food, wine, or beer events in the past year. Besides attracting attendees, another strategic reason to offer food at festivals: 84 percent of food festival-goers are likely to post pictures of food while at an event. That is priceless social media marketing. The survey also found that Boomers have both time and money to spend and they are spending it on events and experiences.

³ “2018 Sport Participation Snapshot,” National Sporting Goods Association, 2018.

⁴ “Sports, Fitness, and Leisure Activities Topline Participation Report,” Sports and Fitness Industry Association, 2016.

Events do not have to be generation-specific to appeal to Boomers, they just have to offer an opportunity for connection. After all, 38 percent of Boomers said that events help them connect with younger generations. That means you do not have to appeal exclusively to Boomers to attract them to your event.

The festival market is saturated, and competition is fierce, but audience demand for unique outdoor experiences is still very high. Creating a festival that fills a unique niche is a great way to attract crowds hungry for new experiences.

According to Kimberly Moening, VP of experiential marketing agency Moening Presentation Group, “Audiences want hands-on, personalized experiences now more than ever.” When you focus on a niche, you make a specific group of people feel taken care of. Millennials in particular look for unique, combinations of themes that will make a festival stand out: art and wine, beer and history, film, and cupcakes. Smaller niche festivals like these create an opportunity to cater to attendees’ yearning for new and different experiences.

Cycling Trends

The design of a community’s infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy.



Dog Parks

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.⁵

NATIONAL HEALTHY LIFESTYLE TRENDS

While national demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey:⁶

- 89% of respondents’ parks and recreation departments should take the lead in developing communities conducive to active living.
- 84% had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

⁵ Joe Bush, “Tour-Legged-Friendly Parks, Recreation Management, February 2, 2016

⁶ “Sports, Fitness, and Leisure Activities Topline Participation Report,” Sports and Fitness Industry Association, 2016.

Nature Play

Playing in nature is an educational opportunity that has numerous benefits, from increasing active and healthy lifestyles, to developing a conservation mindset, to understanding the ecosystems and wildlife that depend on them.⁷ According to the report, “Nature Play & Learning Places: Creating and Managing Places where Children Engage with Nature” there is a genuine need in today’s society for learning spaces that spark creative play with natural materials, such as plants, vines, shrubs, rocks, water, logs, and other elements.

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires.

Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations – also known as “outdoor gyms” -- are generally meant for adults but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children.



Winter Recreation

Winter sports are gaining popularity in the United States, and their economic contributions are being tracked and monitored. According to a report in collaboration with POW (Protect Our Winters) and REI, in February 2018, snow sports such as snowboarding, skiing, and snowmobiling generated an estimated \$20.3 billion in economic value in the United States.

D. Community and Stakeholder Input

Public engagement was identified as a concentration for receiving input during the planning process. Twenty-one focus groups meetings and stake holder interviews were conducted between June 30-July 16, 2020, with approximately 94 participants providing input. Many organizations were represented at each of the meetings, including local sports groups, non-profit organizations, school districts, community businesses, and residents with an interest in the City parks and recreation.

An open public meeting was conducted on July 21, 2020 via Zoom webinar. The meeting was advertised throughout the community, with 157 residents registering and over 90 residents attending. During the meeting, the consultant team provided a presentation of the input that was received during the focus group and stake holder sessions, while allowing those in attendance to provide additional input that was recorded.

⁷ Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation

PRIORITIES AND RECURRING THEMES

- Strengths related to the department
- Areas for improvement that should be addressed in the master plan
- Additional programming and activities that should be offered
- Improvements needed at existing parks, trails, amenities, and open space
- New facilities and amenities that should be available
- Portions of the city that are underserved
- Key partners and stakeholders the City should consider
- Key issues and values within the community
- Priorities that should be addressed over the next five years

The results of the input were used by the consultant team to establish the community survey.

E. Community Survey Summary

The purpose of this study was to gather community feedback on the City of Valparaiso’s satisfaction with parks and recreation services, current usage, amenities, programs, future needs, and general information to assist in upcoming planning efforts. The survey research effort and subsequent analysis were designed to assist the City of Valparaiso in developing a Master Plan to reflect the community’s needs and desires.

The survey included both an “invitation” and an “open link” opportunity to participate. A total of 1,340 responses were received with 350 responses through the invitation mailing and 990 received through the open link. The survey was administered to residents living in Valparaiso city limits, as well as residents living in Center Township just outside the city limits, who receive services through the department. The full report along with all open-ended comments has been provided to the Department as a staff document.

SELECTED KEY FINDINGS

PARKS & REC USAGE
Central Park Plaza and Rogers-Lakewood Park are used most frequently by Valparaiso residents. Ogden Gardens, Old Fairgrounds Park, and ValPLAYso are also frequently used by residents.

CONDITION OF FACILITIES
Respondents are quite satisfied with the overall quality of parks and recreation facilities they use in Valparaiso. Ratings of facility conditions generally exceed a 3.0 out of 4.0 on most parks and facilities. Compared to its high use, Rogers-Lakewood Park did rate lower than many facilities that see lower overall use.

IMPORTANCE
Trails and pathways, amenities at parks, and city parks are the most important facilities and services to resident households.

COMMUNICATION
Social media is the best method to receive information about parks and recreation offerings. The activity guide/brochures, newsletters, emails, and the Valpo Parks website are also popular ways to reach residents. Results demonstrate a need to diversify communication methods in Valparaiso.



FUTURE NEEDS

Increasing trail and pathway connectivity, making improvements or renovating existing amenities at underserved parks, and improvements to Rogers-Lakewood Park were identified as the most important needs in the next 5-10 years. Also popular were improving offerings for younger residents and adding new special events/festivals.



FUNDING SOURCES

More private/public partnerships and bond referendums for specific projects received the highest support among respondents for funding sources. Increased or new dedicated sales taxes and food & beverage taxes received the least support among all respondents.



INCREASE USE

Better lighting at parks and facilities, better condition / maintenance of parks or facilities, and improved communication were the primary methods residents identified to increase their usage.



VALUES & VISION

Ensuring parks and recreation opportunities are accessible and affordable to all residents of Valparaiso is considered the most important issues to focus on for the future. Encouraging an active lifestyle/promoting health, wellness and fitness follow.

DEMOGRAPHICS

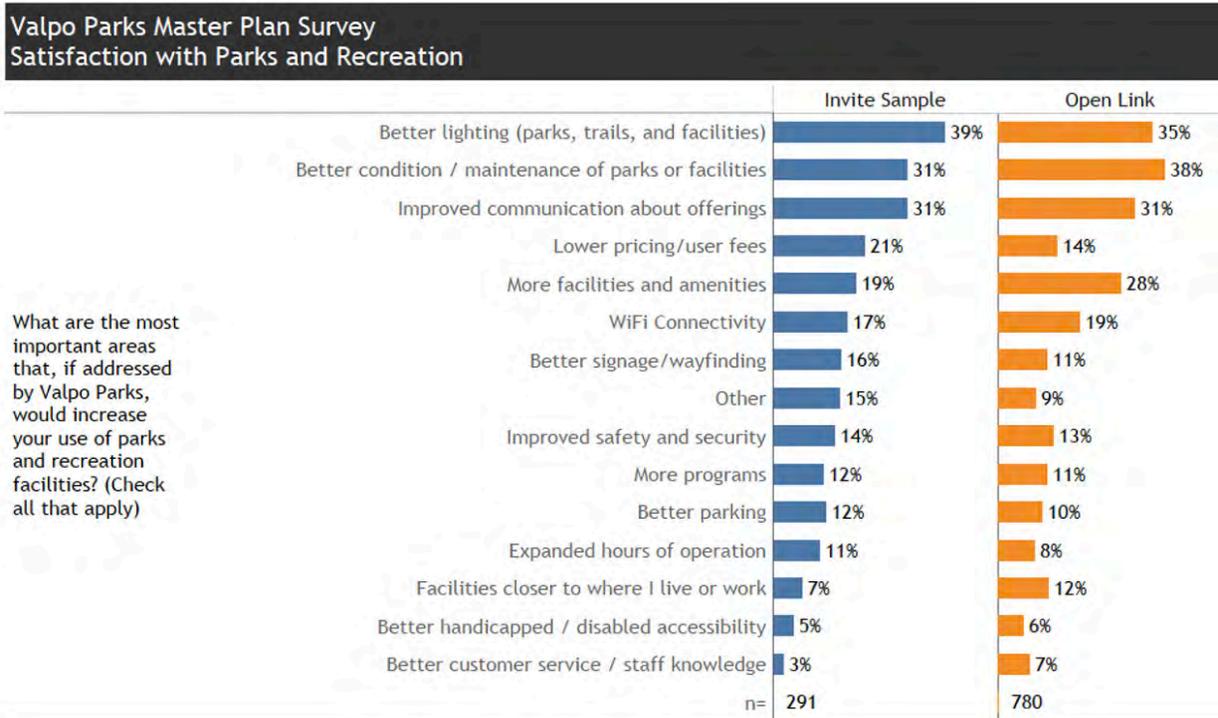
The survey assessed the demographic profile of those who participated in the survey. Demographic information obtained through the survey included number of years lived in the city, live in city limits and how long you have lived in Valparaiso, household composition, gender, age, race/ethnicity, registered voter, required ADA accessibility, home ownership, and household income. The following are highlights of the demographics:

- 84 percent live in Valparaiso city limits
- 31 percent live in Valparaiso less than 5 years
- 38 percent live in Valparaiso over 20 years
- 60 percent own their own residence
- 5% have a need for ADA accessible facilities and amenities
- 50% of households earn under \$75,000 per year

CURRENT USAGE AND SATISFACTION

The survey asked respondents to identify the top three most frequently used facilities. The Central Park Plaza (51%) and Rogers-Lakewood Park (44%) rank as the most used facilities among both Invite and Open Link respondents, followed by Old Fairgrounds Park (30%), Ogden Gardens (26%), ValPLAYso (22%), and Pathways Trail System (21%), identified in **Figure 19**.

Figure 19: Increase Usage of Parks and Recreation Facilities



COMMUNICATION

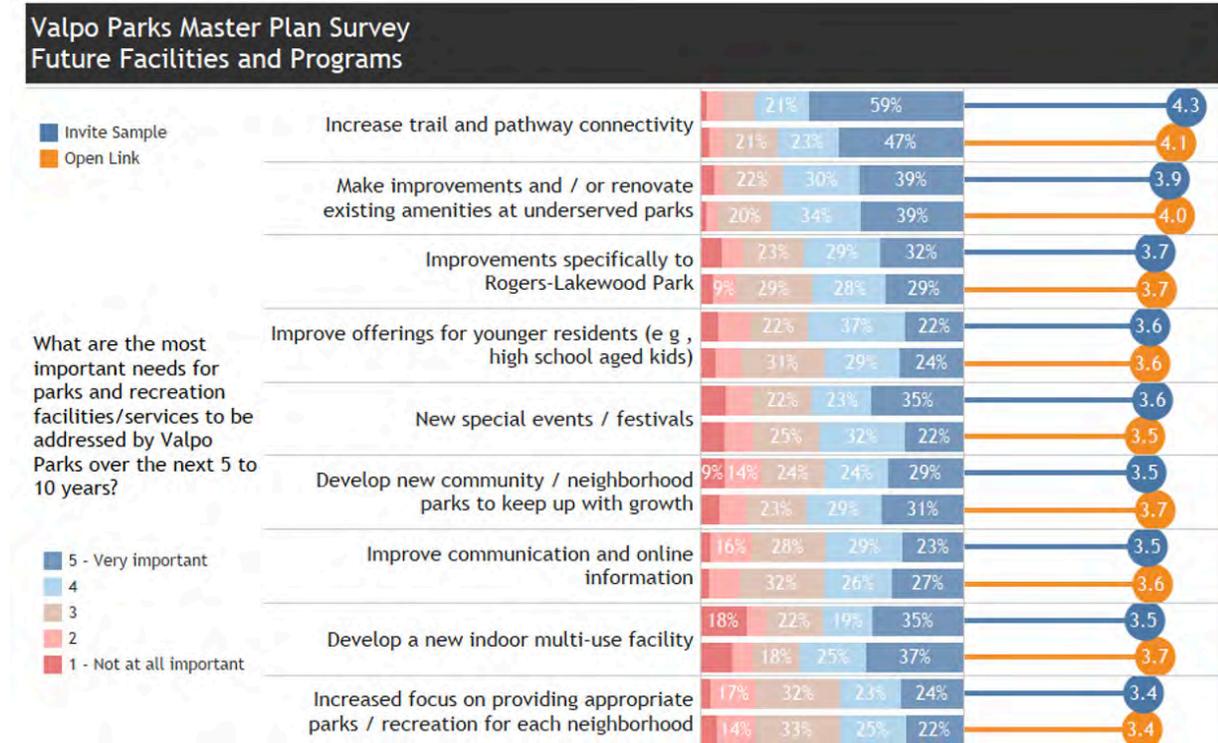
Social media is the most preferred method to receive information by Invite respondents (51%) and second (60%) among Open Link respondents. Nearly half (47%) of Invite respondents prefer the activity guide/brochure as a main method to receive information. Open Link respondents were much more likely to prefer email (61% vs. 36%). Results indicate a need to continue distributing information through a variety of channels.



FUTURE PROGRAMS, SERVICES, AND FACILITIES

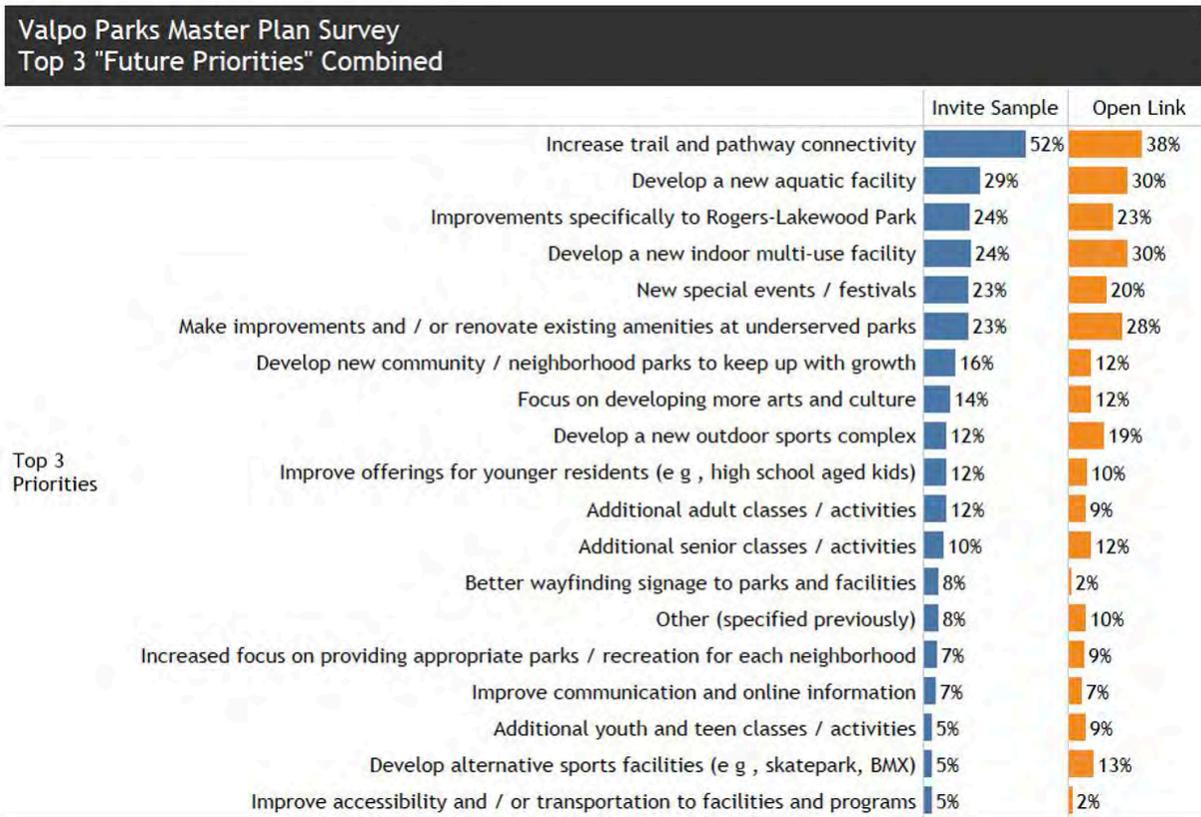
Looking towards the future, Invite respondents rated increasing trail and pathway connectivity (4.3), making improvements and/or renovating existing amenities at underserved parks (3.9), and improvements to Rogers-Lakewood Park (3.7) as the most important needs in the next 5-10 years. Improving offerings for younger residents (3.6) and new special events/festivals (3.6) followed in importance as revealed in **Figure 20**.

Figure 20: Future Needs of Parks and Recreation Facilities/Services



When asked to prioritize the top three future needs, increasing trail and pathway connectivity jumped to the top for Invite respondents (52%), followed by developing a new aquatic facility (29%), and a variety of other actions in the 23-24 percent range. Open Link respondents had generally similar priorities as shown in **Figure 21**.

Figure 21: Top 3 Future Priorities



VALUES AND VISION

Figure 22 highlights that invite respondents believe that Valpo Parks should focus on ensuring facilities and programs are affordable for all residents (4.3), encourage active lifestyles and promote health/wellness (4.2), and ensure parks and recreation are sustainably designed and managed (4.2). Almost all these actions are perceived as at least somewhat important for the City over time.

Figure 22: Most Important Parks and Recreation Issues to Focus on in Future



The survey is a positive tool for the City and revealed that residents are satisfied overall with the condition of the facilities and program opportunities offered by the Department. Areas were identified that could improve the overall system and increase future use and enhanced programming. The response rate was high for the community and the feedback received provides a valuable tool to be used in conjunction with the other resources in the master planning process.



III. INVENTORY AND LEVEL OF SERVICE ANALYSIS

- A. Parks and Facilities Inventory and Assessment**
- B. Programs and Services Analysis**
- C. Funding and Financing Analysis**

A. Parks and Facilities Inventory and Assessment

Parks and facilities were inventoried and assessed for function and quality in June 2020 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: **components** and **modifiers**. A **component** is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. **Modifiers** are amenities such as shade, drinking fountains, and restrooms that enhance comfort and convenience. Find further definitions and discussions in **Appendix A**.

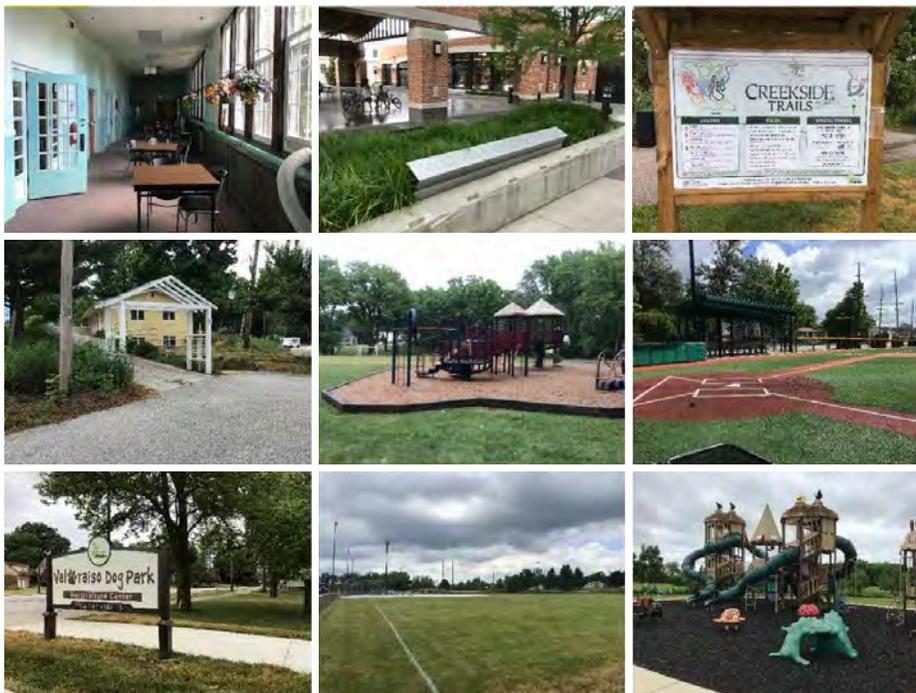
A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and the entire park. The study uses the resulting scores to compare sites and analyze the park system's overall performance.

ASSESSMENT SUMMARY

Observations and conclusions based on visits to each park or facility include the following:

- Outdoor
 - Celebrate your Valpo Parks accomplishments by highlighting
 - Central Park Plaza
 - ValPAWraiso Dog Park
 - ValPLAYso
 - Tower Park Diamond
 - Continue to Revive and Update Parks and Components
 - Rogers-Lakewood Park
 - Park Signage
 - Shelters
 - Playgrounds
 - Furnishings like bleachers
- Indoor
 - Some facilities are very dated

Figure 23: System Inventory Examples



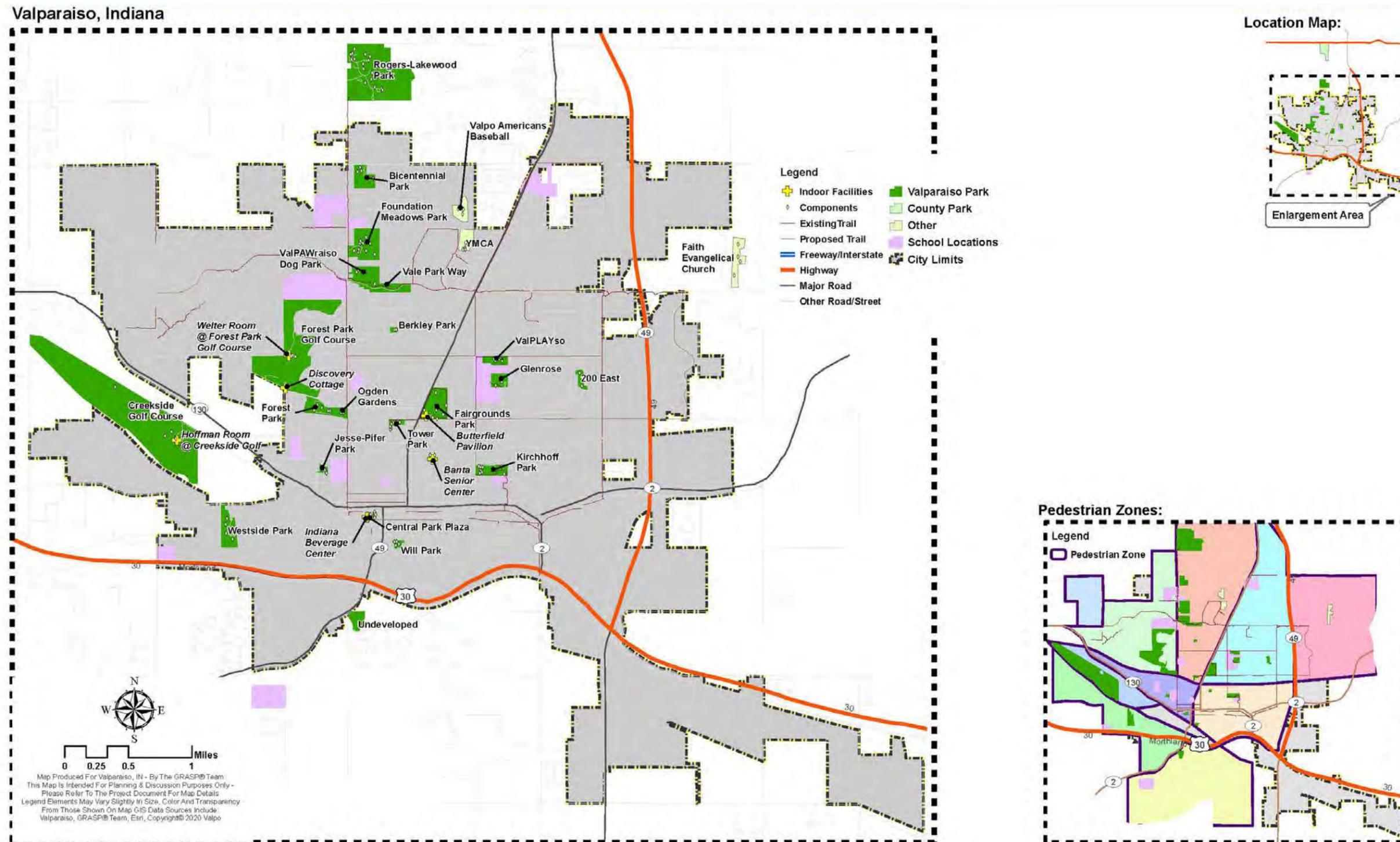


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SYSTEM MAP

The following map shows park and recreation facilities across Valparaiso. The enlargement area shows the current development. **Figure 24** shows the entire City of Valparaiso and the regional area for context. Find larger scale maps in the appendix.

Figure 24: System Map

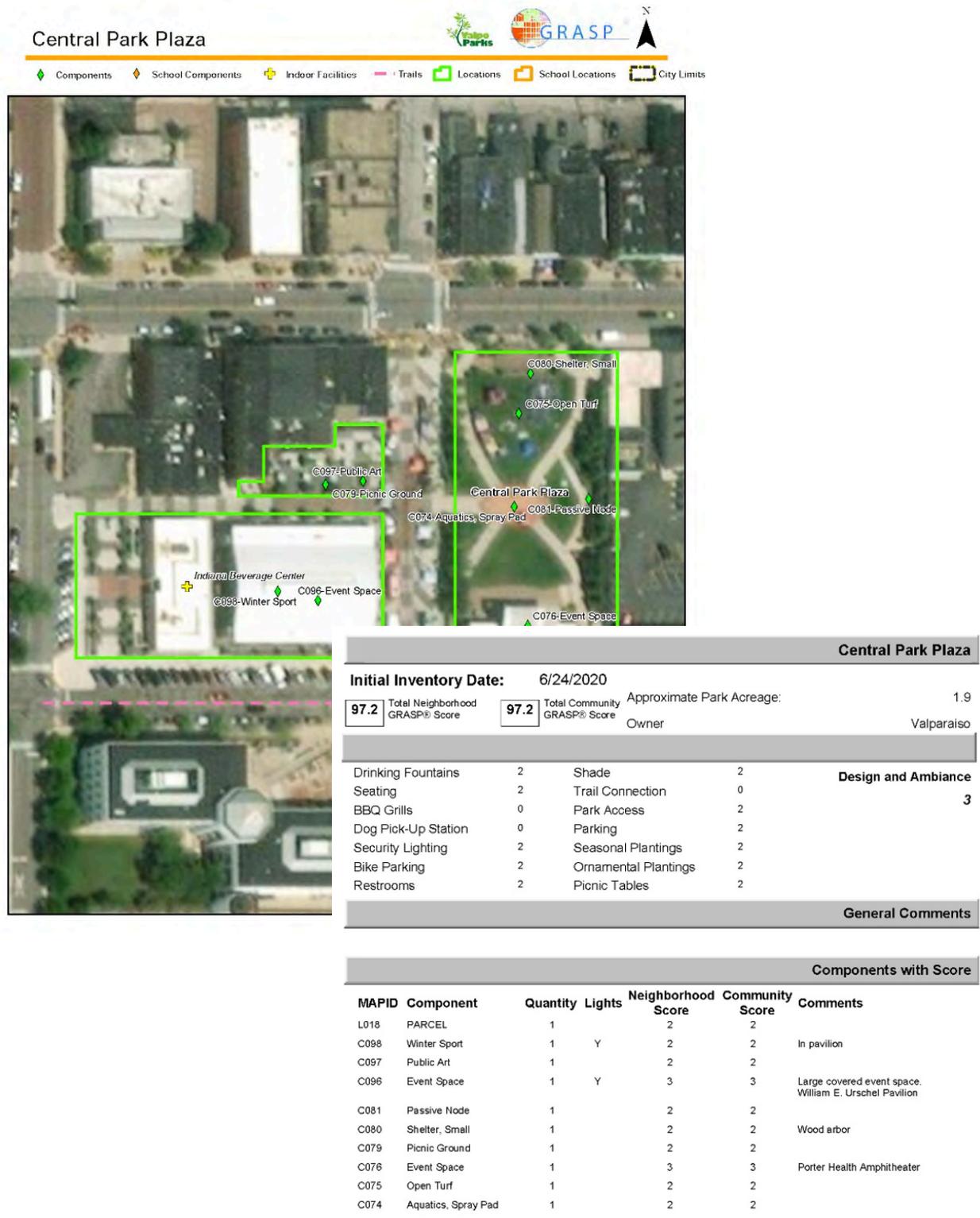




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Figure 25: Example of GIS Inventory Map and Datasheet from Center Park Plaza

See the *Inventory Atlas*, a supplemental document to the Master Plan.





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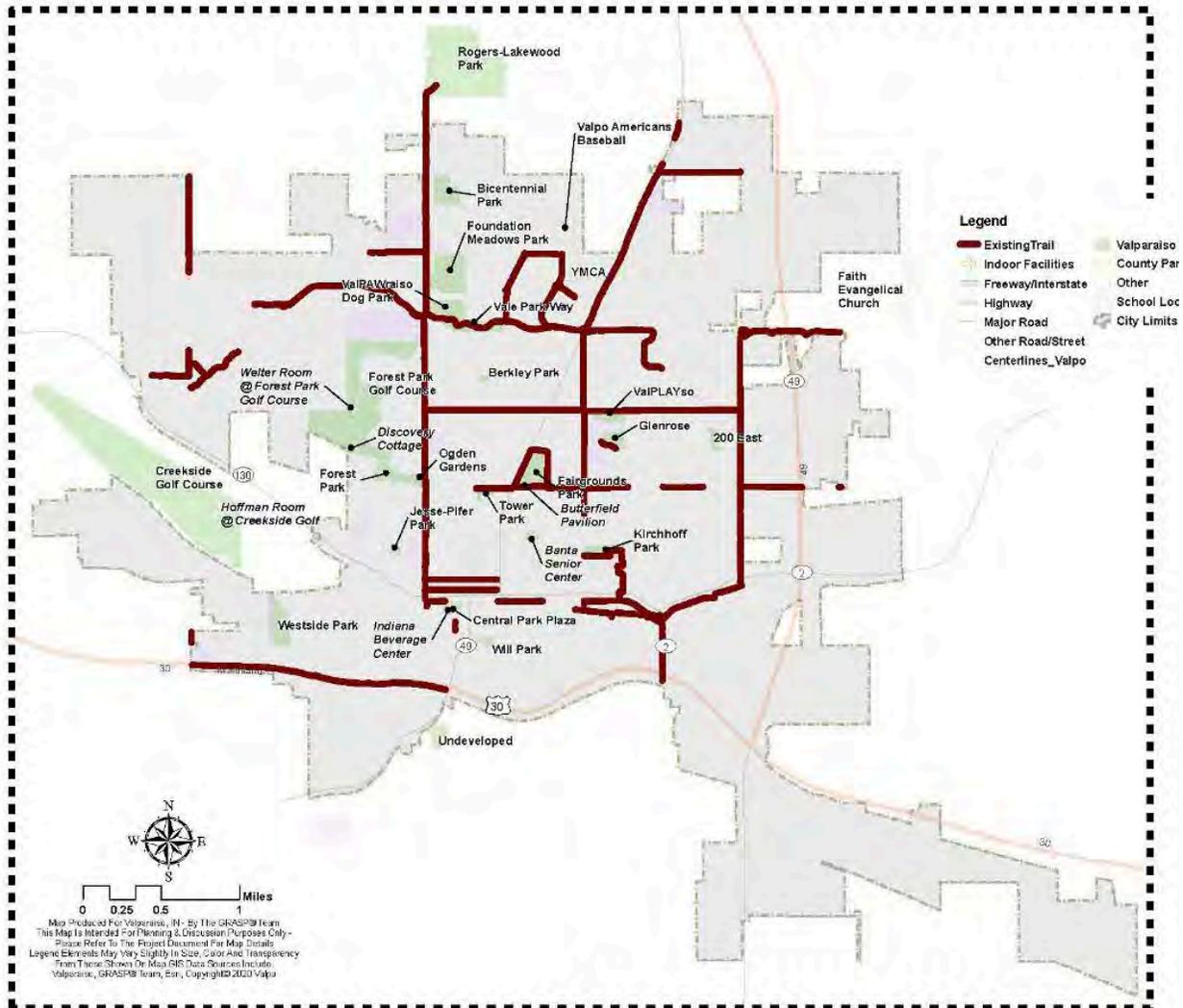


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TRAILS

GIS available for this study includes approximately 25 miles of existing trails in the City.

Figure 26: Trails Map showing Existing Trails in Valparaiso



INDOOR FACILITIES

Indoor facilities inventory is included in the following table. Currently, Valparaiso offers a variety of indoor opportunities at six facilities.

Table 7: Summary of Valparaiso Indoor Locations

LOCATION	Arts and Crafts	Childcare/Preschool	Concessions	Kitchen/Kitchenette	Lobby/Entranceway	Multipurpose Room	Public Art	Weights/Cardio
Banta Senior Center	1			1	1	5		1
Butterfield Pavilion				1		1		
Discovery Cottage	1	1		1	1	3		
Hoffman Room at Creekside Golf				1		1		
Indiana Beverage Center			1		1	1	1	
Welter Room at Forest Park Golf Course				1		1		

PARK RANKING

In addition to locating components, assessments included the functional quality of each element. The following table displays each park's ranking based on an overall score for its components and modifiers. This table uses park rank and ownership to organize and compare parks. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower. Each park's bar length reflects its overall score in proportion to the highest-ranking (Rogers-Lakewood and Sunset Hill Farm County Park). There is no ultimate or perfect score. Cumulative scores include the number and quality of the components in a park. The scores also consider the availability of amenities such as restrooms, drinking fountains, seating, parking, and shade.



Table 8: Park Ranking Table

Valpo Locations	GRASP® Score/Rank	Other Provider Locations	GRASP® Score/ Rank
Rogers-Lakewood Park	116.4	Sunset Hill Farm County Park	120
Central Park Plaza	97.2	Valpo Americans Baseball	30.8
Fairgrounds Park	79.2	YMCA	28.6
Kirchhoff Park	64.8	Faith Evangelical Church	22
Foundation Meadows Park	62.4		
Tower Park	60		
Creekside Golf Course	43.2		
ValPLAYso	36		
Forest Park	31.2		
Ogden Gardens	28.8		
Westside Park	28.8		
Bicentennial Park	26.4		
Will Park	26.4		
Jesse-Pifer Park	21.6		
Glenrose	19.2		
200 East	14.4		
Forest Park Golf Course	14.4		
ValPAWrαιο Dog Park	14.4		
Berkley Park	13.2		
Banta Center Outdoor	12		
Vale Park Way	8.8		
Discovery Cottage	4.4		
Undeveloped Park	2.2		

Valparaiso parks are comparable to other agencies across the county by using these scores. The GRASP® National Dataset currently consists of 71 agencies, 4,692 parks, and over 24,900 components.

24,900

COMPONENTS

71

AGENCIES

4,692

PARKS

Valparaiso has three parks in the top ten percent of all parks in terms of overall GRASP® score when comparing Valparaiso to other agencies and parks in the dataset. This high ranking would indicate that while Valparaiso provides various parks at different levels and provides three high ranking parks available to the community.

3

**TOP 10%
OF ALL PARKS**

LEVEL OF SERVICE ANALYSIS

Level of Service (LOS) measurements evaluate how parks, open spaces, and facilities in Valparaiso serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

Why Level of Service?

Level of Service describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

An analytical technique known as GRASP® (Geo-Referenced Amenities Standard Process) was used to analyze Level of Service provided by assets in Fruita. This proprietary process, used exclusively by GreenPlay, is considered the “gold standard” for this type of analysis which yield analytical maps and data that may be used to examine access to recreation across a study area. A detailed history and description of GRASP® Methodology may be found in **Appendix B**.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many communities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software produces analytic maps and data that show the quality and distribution of park and recreation services across the City.

Perspectives

Perspectives are analysis maps and data produced using the GRASP® methodology. Each analysis shows service across the study area. Data analysis also incorporates statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services. Find further discussion on Perspectives and other GRASP® terminology in the appendix.

TYPES OF PERSPECTIVES

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use various ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of Perspectives for examining the park system:

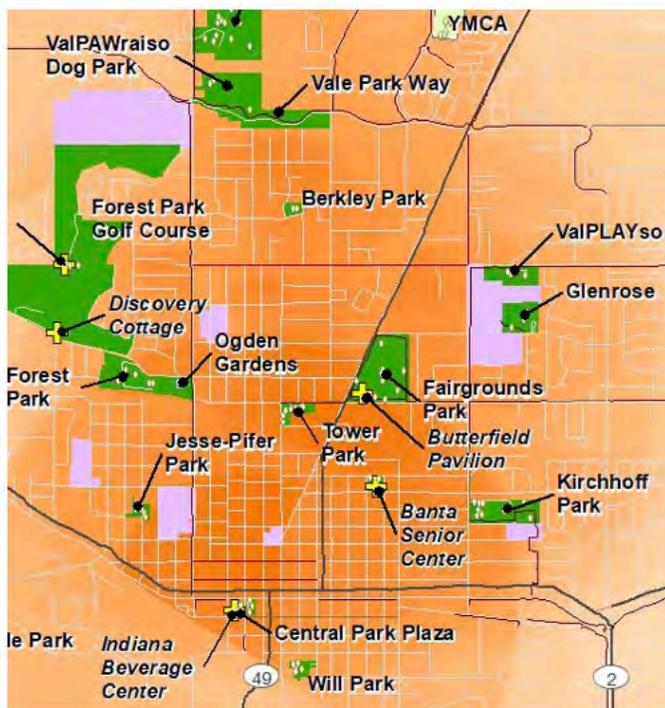
1. Neighborhood Access
2. Walkable Access

A **Neighborhood Access** perspective uses a travel distance of one mile to each component. It is assumed to be a suitable distance for a bike ride or short drive in a car, or a longer walk. This catchment captures users traveling from home or elsewhere to a park or facility by bike, bus, or automobile.

A **Walkable Access** perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk. See appendix for further discussion on walkability standards.

For each perspective, combining the service area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative value of all features.

Figure 27: GRASP® Level of Service Perspectives



GRASP® Level of Service perspectives use overlapping catchment areas to yield a “heat map” that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.

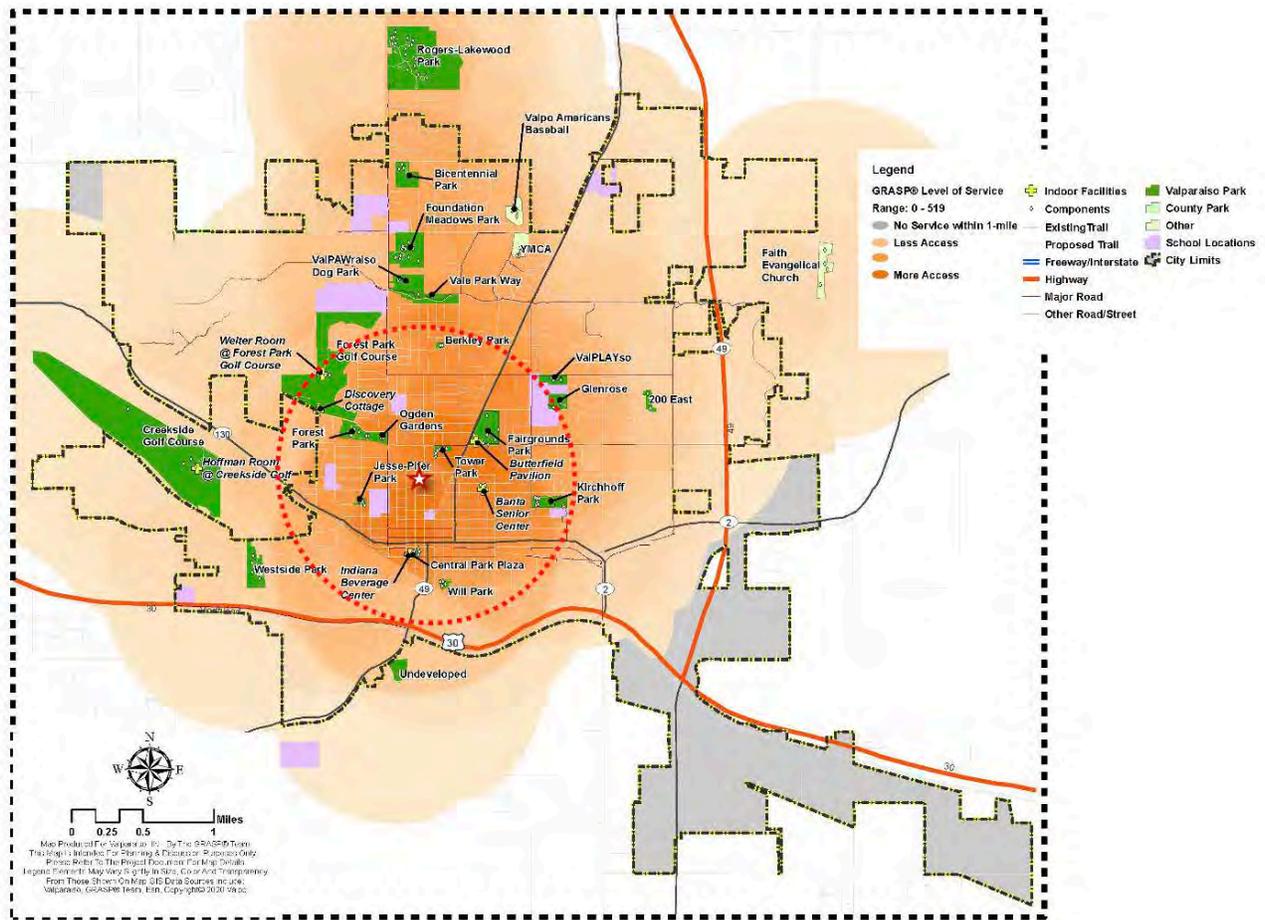
ASSUMPTIONS

1. Proximity relates to access. A feature within a specified distance of a given location is considered “accessible” from that location.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood access relates to one-mile proximity, a reasonable distance for a car drive, or by bicycle.
3. Walkable access relates to ½-mile proximity, a sensible ten-minute walk.
4. Walkable access is affected by barriers, obstacles to free and comfortable foot travel.
5. The LOS value of a map point is the cumulative value of all features accessible at that location.

Neighborhood Access to Outdoor Recreation

A series of “heat maps” were created to examine neighborhood access to recreation opportunities. All outdoor recreation providers account for the level of service values. Darker gradient areas on the images indicate higher quality recreation assets available based on a one-mile service area. In general, these images also show that Valparaiso has a fair distribution of parks and facilities related to current residential development. Gray regions indicate that recreation opportunities are beyond a one-mile service area.

Figure 28: Valparaiso Neighborhood Access to Outdoor Recreation



Higher concentration areas are notable, with the highest values in the area just south of Tower Park. For example, a red star indicates the most significant GRASP® value area (519) in the image above. From here, residents can access 73 components at 13 parks/locations and 4 indoor facilities. Also, there are six schools in this area.

Further analysis of this perspective indicates that most Valparaiso residents are not within one mile of an outdoor recreation opportunity. Find additional statistics in the following table:

Table 9: Map Statistics for Figure 28

	A	B	C	D	E
	Percent of Total City with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre	GRASP® Index
Valparaiso	84%	0 – 519	179	55	24

Column A: Shows the City’s percentage with at least some service (LOS >0). Valparaiso is the lowest in the group at 84 percent.

Column B: For any location on the map, a value corresponds to the orange shading called the GRASP® value. Shading for different places on the map is comparable to one another. Hence, a person in a position with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lighter colored area. Valparaiso GRASP® values range from 0 to a high of 519.

Column C: Valparaiso’s value of 179 is low for comparable cities, although it is not the lowest. Several agencies have unusually high scores for this category.

Column D: Shows the results of dividing the number from Column C by the area’s population density. Compared to agencies of a similar total population for which GRASP® data is available, Valparaiso’s population density is lower than most other agencies. Valparaiso’s score of 55 is the lowest in comparison.

Column E: The GRASP® Index, the value per capita, involves dividing all the system components by the population of Valparaiso. These last two numbers (columns C & D) differ in two ways. First, the GRASP® Index does not consider population density. Second, the GRASP® Index is derived using all components and accounts for vital regional resources residents may access outside those limits. Valparaiso’s score of 24 is the lowest on the comparable list.

GRASP® Comparative Data

The table below provides comparative data from other communities of similar population to Valparaiso across the country. Because every community is unique, there are no standards or “correct” numbers. However, there are several interesting similarities and differences when making these comparisons.

First, comparing the total number of locations, Valparaiso ranks lowest when compared to similar agencies. Also, when considering components per capita and average score per location, Valparaiso is towards the comparable group’s bottom.



Valparaiso is similar in components per location and tends higher than comparable cities in parks per capita, trailing only Post Falls.



In the end, these comparisons would indicate that Valparaiso tends to have fewer and lower-scoring parks than comparable agencies. But the parks have a similar number of components, and parks per capita are similar as well. Find these comparisons and others in **Table 10**.

Table 10: GRASP® Comparative Data

CITY	Valparaiso, IN	Wake Forest, NC	Post Falls, ID	Hutchinson, KS	Littleton, CO
YEAR	2020	2014	2019	2019	2015
POPULATION	34,342	35,839	36,747	40,772	43,541
STUDY AREA SIZE (Acres)	10,507	13,740	13,231	15,798	8,801
# OF SITES (Parks, Facilities, etc.)	23	37	59	26	53
TOTAL # OF COMPONENTS	143	159	355	239	305
AVG. # COMPONENTS per SITE	6	4	6	9	6
TOTAL GRASP® VALUE (Entire System)	808	1491	1597	1251	1904
GRASP® INDEX	24	42	43	31	44
AVG. SCORE/SITE	35	40	27	48	36
% of TOTAL AREA w/LOS >0	84%	86%	100%	88%	100%
AVG. LOS PER ACRE SERVED	179	165	255	227	469
NUMBER OF COMPONENTS PER POPULATION	4	4	10	6	7
AVERAGE LOS/POP DEN PER ACRE	55	63	70	88	95
Population Density (per acre)	3.3	2.6	3.6	2.6	4.9
% of Population with Walkable Target Access	54%	NA	70%	38%	91%
People per Park	1,493	1,558	942	2,398	2,073
Park per 1k People	0.7	0.6	1.1	0.4	0.5

Walkable Access To Recreation

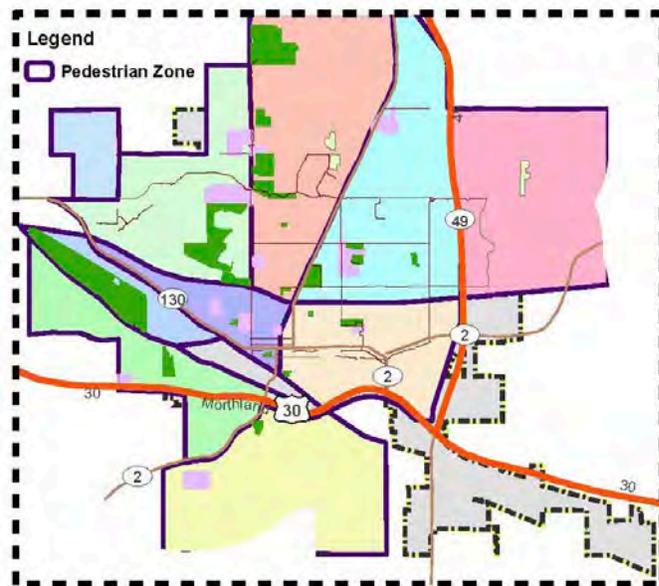
Walkability analysis measures access to recreation by walking. One-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Walkability is a measure of how user-friendly an area is to people traveling on foot. This benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others.

PEDESTRIAN BARRIERS

Pedestrian barriers in Valparaiso, such as major streets, highways, and rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark purple lines, serve as discrete areas accessible without crossing a major street or another obstacle. Green parcels represent parks and open spaces; lavender plots indicate schools.

Figure 29: Walkability Barriers



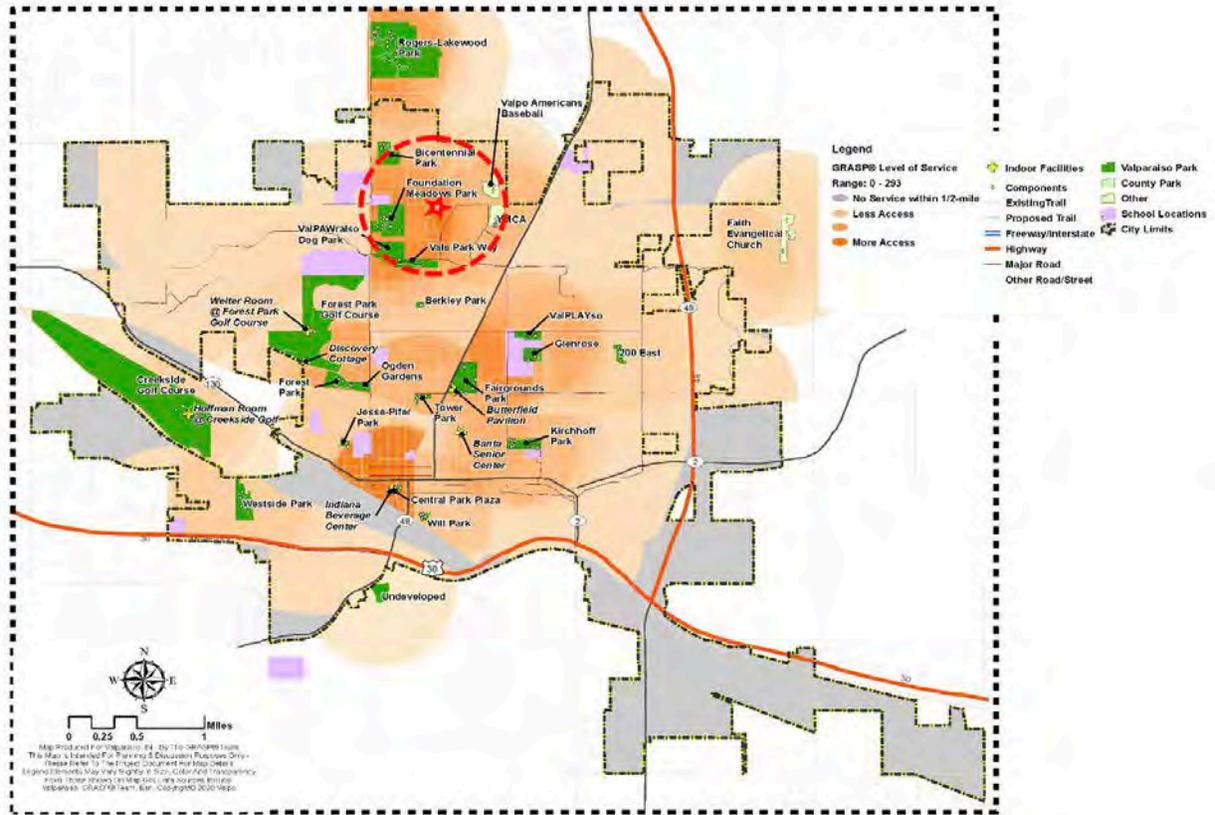
Walkability Barriers “Cut-Off” Service Areas where applicable. Different colors represent different zones

Environmental barriers can limit walkability. The LOS in the walkability analysis has been “cut-off” by identified barriers where applicable.

The analysis shows the LOS available across Valparaiso, based on a ten-minute walk. Darker gradient areas on the images indicate higher quality recreation assets available based on a half-mile service area.

Gray areas fall outside of a ten-minute walk to recreation opportunities. In general, these images show that Valparaiso has an excellent distribution of parks and facilities. Areas without service tend to be on the edges of the City, where fewer residents likely live.

Figure 30: Walkable Access to Outdoor Recreation Opportunities



Areas of higher concentration are at several locations through Central Valparaiso. The red star indicates the maximum GRASP® value area (293) in the image above. This location near Foundations Meadows Park represents a point from which a user may access 29 components at four different parks and two alternative providers within a ten-minute walk.

The following table shows the statistical information derived from the perspective of *Walkable Access to Recreation* analysis.

Table 11: Statistics for Figure 30

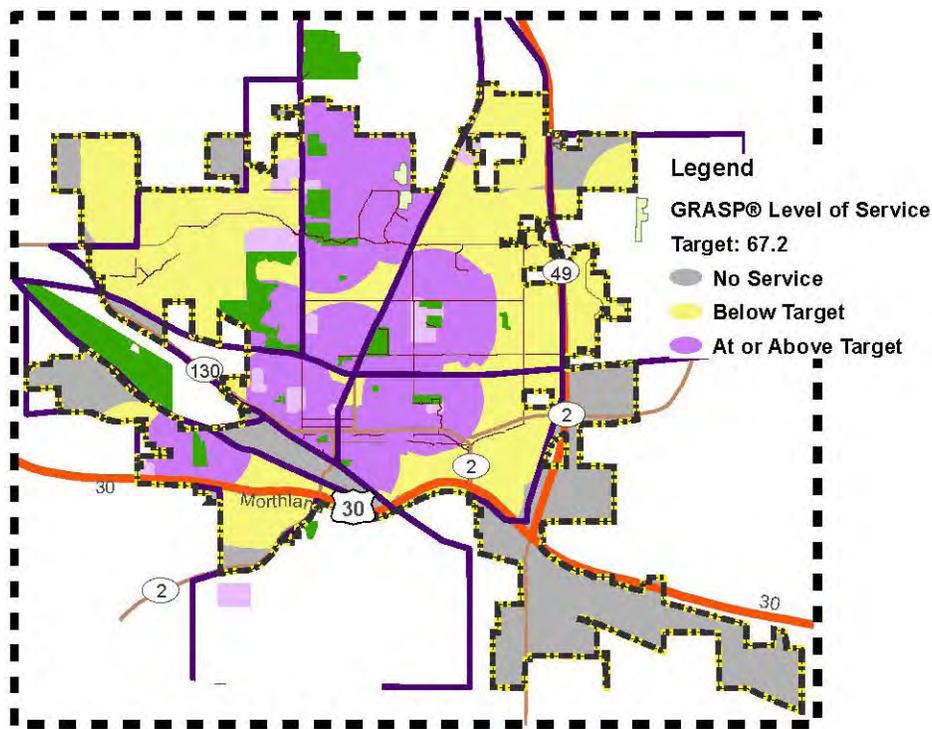
	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre
Valparaiso	74%	0 to 293	77	23

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about 40 percent (179 - 74) of that for someone who can drive for areas with access to recreation opportunities.

The orange shading in the maps allows for an understanding of LOS distribution across the City. The ability to show where LOS is adequate or inadequate is an advantage of using GIS analysis. First, an appropriate level of service for Valparaiso residents needs to be determined. The typical GRASP® value of 67.2 seems appropriate for the Valparaiso system. In this case, the target value would equate to walkable access to three unique components and a trail. The closest comparable in Valparaiso is Jessee-Pifer Park. It has four components: practice basketball, open turf, playground, and a small shelter.

The following maps bracket LOS values to areas that reach the target, are below the target, or lack access. Purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers in the immediate area.

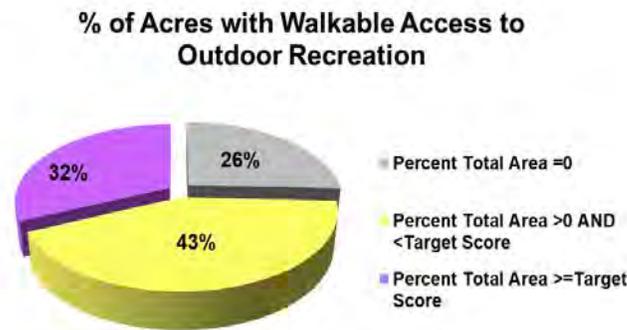
Figure 31: GRASP® Walkable GAP Analysis



In **Figure 31**, 32 percent of the City are purple and have LOS that exceeds the target value. Yellow areas (43%) have access to some recreation but not at the target level. Twenty-six percent (gray) is without access to recreation opportunities.

Figure 32 shows walkable access to assets based on the percentage of land within the City boundary that scores above threshold (purple) or below threshold (yellow), respectively.

Figure 32: Percentage of Acres with Walkable Access to Outdoor Recreation



However, the picture is much more favorable when you consider where people currently live in Valparaiso. The two pie charts highlight these differences.

Figure 33 shows the percentage of the actual population with walkable access to assets. This chart displays the level of service based on where people live. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher percentage of the population than land area. Valparaiso is better positioned with 95 percent of residents within walking distance of some outdoor recreation opportunities than the previous pie chart indicated.

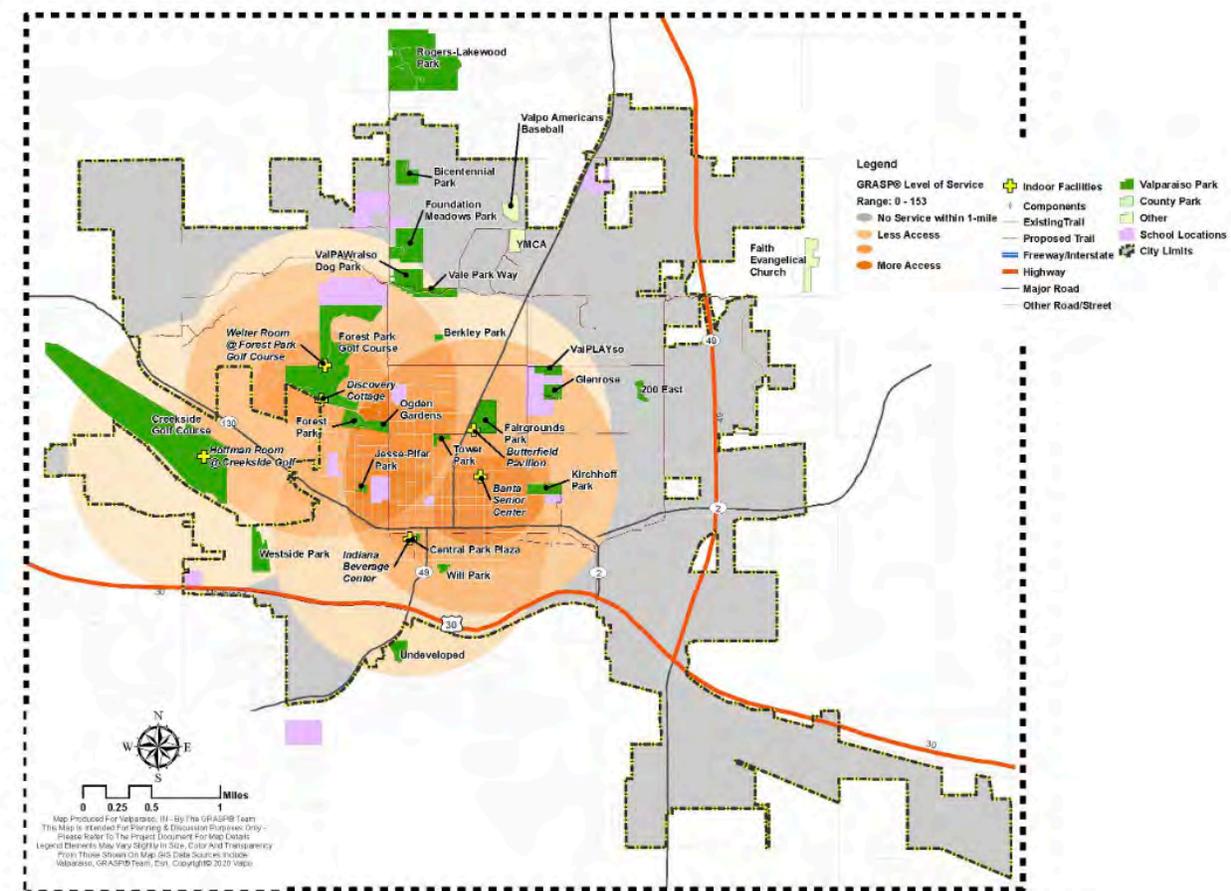
Figure 33: Percentage of Population with Walkable Access to Outdoor Recreation



Access to Indoor Recreation

As in the other analyses, a “heat map” examines access to indoor recreation opportunities. This map shows where there are indoor recreation assets available based on walkable and one-mile service areas.

Figure 34: Neighborhood Access to Indoor Recreation



Darker gradient areas on the images indicate more and higher quality indoor facilities based on the walkable and one-mile service areas. In general, these images also show that while Valparaiso has limited indoor opportunities, the available facilities tend to locate centrally within the City.

MORE ON UTILIZING GRASP® PERSPECTIVES

GRASP® perspectives evaluate the LOS throughout an area. Their purpose is to reveal possible gaps in service. However, it is not necessarily beneficial for all community parks to score equally in the analyses. The desired level of service for a location should depend on the type of service, the site’s characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process.

OTHER TYPES OF ANALYSIS

Traditional analyses may also evaluate the recreational level of service on a community-wide scale.

Capacities Analysis

A traditional tool for evaluating service is the capacity analysis, which compares the number of assets to the population. It projects future needs based on a ratio of components per population (i.e., as the

population grows over time, components may need to be added to maintain the same proportion). Table x shows the current capacities for selected elements in Valparaiso. While there are no correct ratios, use this table in conjunction with input from focus groups, staff, and the general public. This input can determine if the current ratios are adequate.

Table 12: Valparaiso Capacities

	Current Quantity	Current Population 2020	Current Ratio	Ratio per component	Projected Population 2025	Total Needed Based on Growth	Add
Population		34,342			35,443		
Basketball Courts	4		0.1	8,586		4	0
Basketball, Practice	5		0.1	6,868		5	0
Diamond Fields	12		0.3	2,862		12	0
Event Space	2		0.1	17,171		2	0
Horseshoe Courts	4		0.1	8,586		4	0
Open Turf	13		0.4	2,642		13	0
Playgrounds	14		0.4	2,453		14	0
Rectangular Fields	4		0.1	8,586		4	0
Shelters	24		0.7	1,431		25	1
Tennis Courts	2		0.1	17,171		2	0
Trailheads	2		0.1	17,171		2	0

The table’s usefulness depends on future residents’ interests and behaviors and the assumption that they are the same today. It also assumes that today’s capacities are in line with today’s needs. The capacities table bases analysis on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS combines location, quantity, and quality. This table should be used with discretion and only in conjunction with the other analyses presented. Valparaiso needs to add one additional shelter while maintaining current quantities in the other components based on projected population growth.

Table 13: Outdoor Park and Recreation Facilities – Median Population Served per Facility

2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks						
Outdoor Park and Recreation Facilities						
Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Valpo Residents per Facility	Valpo Current Quantity	Need to add to meet current median	Need to add with population growth
Residents Per Park	NA	1,963	1,493	21		
Acres of Park Land per 1,000 Residents	NA	9	9.4	323		
Basketball Courts	86.5%	7,067	8,586	4	1	1
Dog Park	62.9%	28,132	34,342	1	0	0
Playgrounds	93.9%	3,157	2,453	14	-3	-3
Skate Park	38.2%	29,491	34,342	1	0	0
Tennis Courts	81.1%	4,347	17,171	2	6	6
Diamond Fields: baseball - youth	78.3%	5,132	3,350	12	-5	-5
Diamond Fields: softball fields - youth	59.0%	9,785	3,350		-8	-8
Diamond Fields: softball fields - adult	64.8%	10,849	3,350		-9	-9
Diamond Fields: baseball - adult	78.3%	17,185	3,350		-10	-10
Rectangular Fields: multi-purpose	64.5%	7,297	13,398	4	1	1
Rectangular Fields: soccer field - youth	46.9%	4,833	13,398		3	3
Rectangular Fields: soccer field - adult	40.7%	10,576	13,398		-1	-1
Rectangular Fields: football field	37.2%	16,971	13,398		-2	-2

Comparison based on median for 20,000 to 49,999 population comparison

Comparing Valparaiso to recent national statistics published by the National Recreation and Park Association in their “2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks,” the agency does well in most categories. Valparaiso meets the median in all elements except basketball courts, tennis courts, and rectangle fields (depending on actual configuration).

Similar calculations can also be made based on acres of land and parks per 1,000 residents. Computation of the acreage consists of only Valparaiso parks. Residents per park and acres of parks per 1,000 people better the NRPA published benchmarks for similar size agencies for density.

Table 14: Acres of Park Land per 1,000 Residents

	2020 GIS Acres*
INVENTORY	
Valparaiso Parks	323
Valparaiso Golf Courses	382
Total Park and Golf	705
Current Ratio of Park Acres per 1000 Population	
CURRENT POPULATION 2020	34,342
Current Ratio of Park Acres per 1000 Population	9.4
Population per acre	106
PROJECTED POPULATION - 2025	35,443
Total acres needed to maintain current ratio park acres with growth	333
Acres to add	10

Calculations only include park land. Does not include golf or 9 acres of currently undeveloped park land

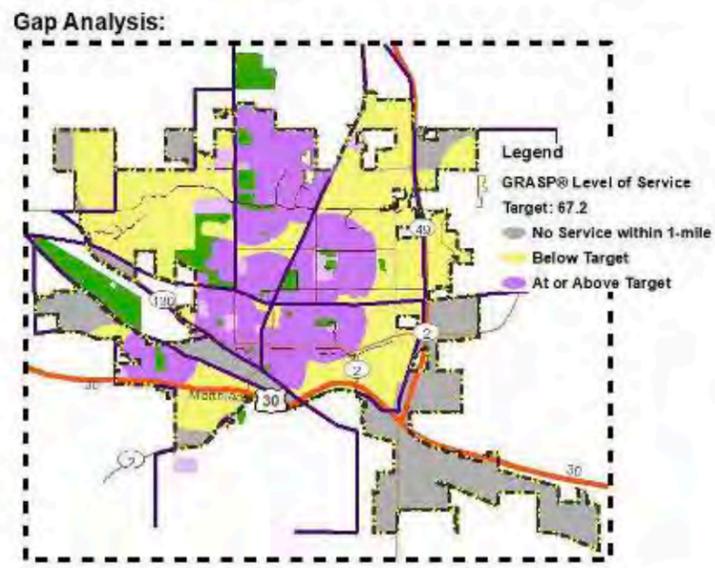
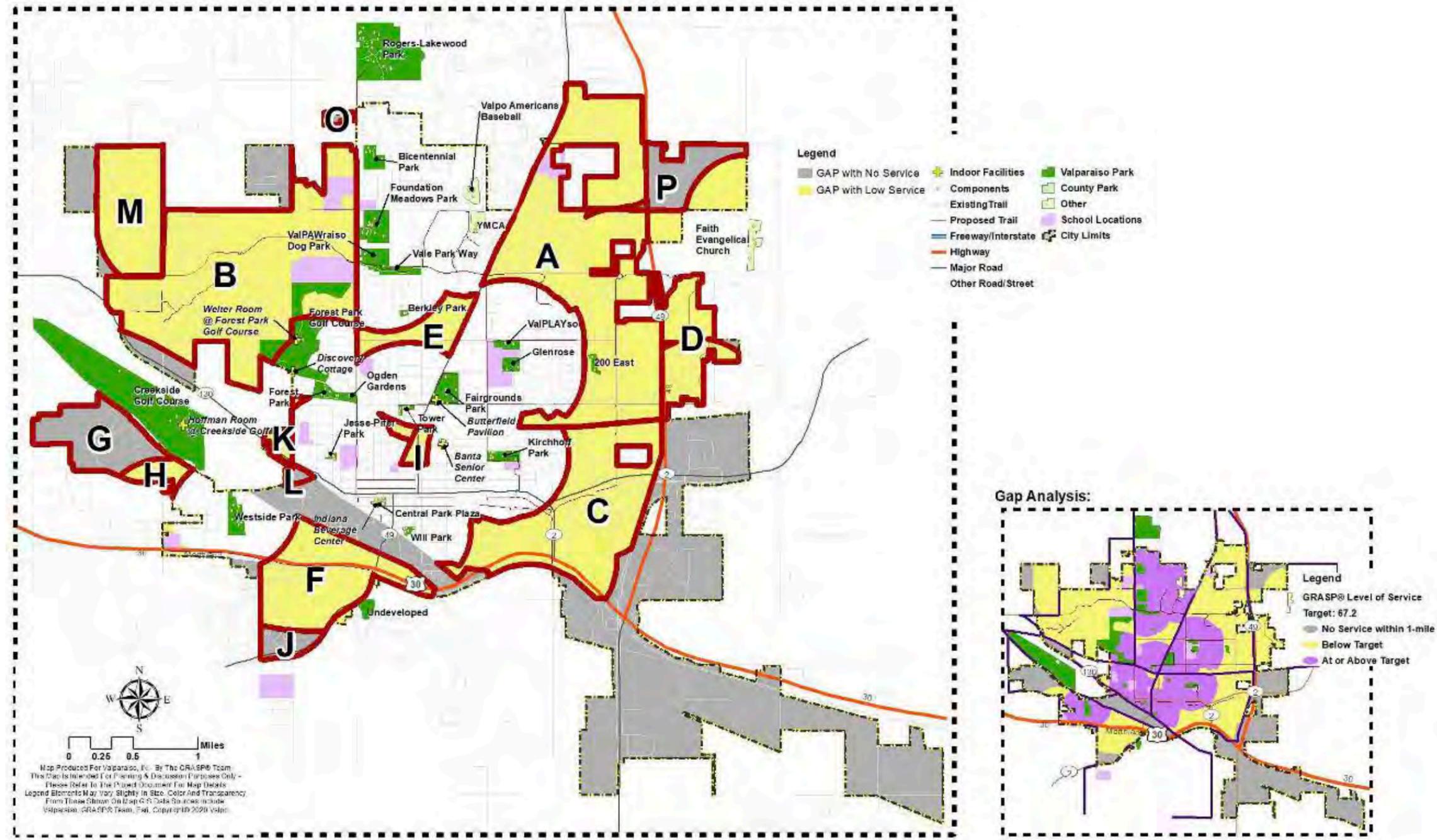
This capacity table indicates that Valparaiso provides approximately 9.4 acres per 1000 people or 106 people per acre of “park” and does not include golf courses, other provider parks, and schools. It also shows that based on projected population growth, the City should consider adding 10 acres over the next five years to meet the current ratio. Note that the City currently has 9 acres of undeveloped parkland in the inventory.

KEY CONCLUSIONS

Proximity, availability of transportation, pedestrian barriers, and size of the City are relevant factors affecting Valparaiso levels of service. The current provision of assets is well distributed throughout Valparaiso, with concentrations more centrally located. The amenities’ quality and standards at existing parks should be more consistent between older, established parks and newly developed parks.

The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. While some significant gaps in service exist throughout the City for both neighborhood and walkable access, these appear to occur in less populated or non-residential parts of the City. See the map and table below for additional analysis on the possible gaps.

Figure 35: Neighborhood Access to Indoor Recreation





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Table 15: Gap Analysis Demographics

Label	2020 Total Population	2020 Average	
		Household Income	2020 Diversity Index
A	4,717	\$65,676	41.2
B	3,663	\$117,153	28.8
C	2,709	\$72,131	50.2
D	1,023	\$77,522	26.8
E	734	\$67,059	29
F	303	\$100,191	31.4
H	294	\$108,627	25.3
G	294	\$109,180	25.3
I	234	\$64,111	35.4
J	135	\$118,793	24.8
K	122	\$60,231	26.2
L	111	\$110,317	25.4
M	64	\$121,697	22.4
N	50	\$75,877	21.6
O	16	\$114,103	11.7
P	9	\$77,532	36.6

Several factors may influence the prioritization of identified gap areas. The above table lists the total population, average household income, and diversity index as three potential influencers. Other areas not labeled on the map do not currently have any residents, according to analysis. There are many ways to improve service levels in these areas, including improving existing parks, adding new parks or trails, and addressing pedestrian barriers.

While trails and trail connectivity scored high on survey results, the City currently offers significant trail access, but only limited loop walks or trails within existing park boundaries. Pedestrian barriers may limit access to recreation throughout Valparaiso. While comparison analysis is mostly favorable, residents would benefit from additional components and parks or facilities in the identified gap or future growth areas.

B. Programs and Services Analysis

Valparaiso is recognized for providing a high level of service to the residents. They take pride in creating and delivering quality and diverse public recreation programs, activities, and events that purposefully allows participation for all. Due to COVID 19 affecting a majority of the 2020 program offerings, an analysis of programs from 2019 has been provided along with identifying program categories, types, and age groups that are established for 2021.

COMMUNICATION/MARKETING

The Department takes pride in having a strong relationship with the residents and users of Valpo Parks by placing a priority in reaching the residents to encourage public engagement, input, feedback, and

dissemination of information. The Department benefits by a stand-alone website and great efforts are in place to drive the public to this valuable tool. The website is easy to use and provides extensive information for current programs, special events, the activity guide brochure, registration, and other resources to educate the public on the benefits and opportunities the Department offers. A good use of social media is also tied into the Department’s marketing efforts.

As the survey revealed, a majority (90%) of respondents believe that Valpo Parks is effective at reaching them with parks and recreation information. While this is a high number, the methods of receiving communication were very broad and varied.

This is a reminder that the Department must continue to use a mixed method approach to distributing information to the public and continue to enhance and improve the deliver system as needed to adjust to the ever-changing technology and demand of the public.

EXISTING RECREATION PROGRAMS

The Activities and Facilities Guide is the Department’s catalog of program, activity, and event offerings. The Department catalogs and tracks participation in the following categories:

Table 16: Sample Programs by Category (Activity Guide 2021)

Program Category	Program Type	Age Group
Special Events	Polar Bear 5K Active Kids Day Memorial Day Ceremony Party in the Park 4th of July Celebration Halloween Howl Winter Fest & Tree Lighting Day Trips	Youth Teen Adult Family Senior
Youth Sports	Baseball Softball Track & Field Football Soccer Tennis Volleyball Hockey Lacrosse	Youth
Youth Enrichment	Music Theatre Art STEM Learning Literature Specialty	Youth

Discovery Cottage	Enrichment Programs	Pre-school
Discovery Day Camp	Summer Camp Before & After Care	Pre-school Youth
Adult & Family Enrichment	Dance Photography Gardening Scavenger Hunts Themed Crafts	Youth Adult Family
Day Trips	Organized Day Trips: Disney on ice-Chicago Chicago Blackhawks Holland, MI Tulips Chicago Cubs Lake Geneva, WI	Seniors 50+
Senior Programs	Art Crafts Educational Health & Exercise Hobbies Music Recreational	Seniors 50+
Adult Sports	Softball Soccer Volleyball Hockey	Adult
Valpo Golf	Green Fees Rentals Simulators Outings	Youth Adult Family

Special Events

The Department is responsible for coordinating and managing over a dozen special events, designed for all ages in the community. Many events are free, while some require a registration fee. In addition to the events hosted by the City, they also coordinate events with third party providers. In 2019, the following special events were provided by third party organizations:

- Valpo Night Ride
- 4th of July Celebration
- Halloween Howl
- Popcorn Panic
- Fall Kid's Closet Sale
- Lit'I Kernel Puff Run
- Day Trips

Youth Opportunities

The Department provides numerous opportunities for youth to participate in sports programming and enrichment activities, with over 2,700 participants enrolled in programs in 2019. The sports programs are designed to be recreational and are made up of organized teams in baseball, softball, track & field, football, soccer, tennis, volleyball, hockey, and lacrosse. The Department also provided opportunities for camps, clinics, and lesson. In addition to sports, the Department also provides enrichment opportunities that expose participants to dance, art, coding, and engineering and technology concepts.

Pre-School/Discovery Cottage

The Department provides pre-school programming through the Discovery Cottage. Discovery Cottage consist of early childhood opportunities for 3-5-year-old children in learning and enrichment activities that provide exposure to art, learning to build, theme classes consisting of manners, following directions and sharing, as well as a structured curriculum to prepare children for kindergarten.

Discovery Day Camp

Youth summer camps provide a safe environment and promote a healthy lifestyle. Activities include movie field trips, inflatable days, games, songs, team sports, arts and crafts, nature hikes and many more opportunities. In addition to the day camps, the Department also provides before and after care for those that need service where a safe environment is maintained while providing additional outdoor activities, games, and crafts. In 2019, camps served over 1,300 youth.

Adult and Family Enrichment

Enrichment opportunities designed to allow families and adults to take part in activities, movement and healing, photography, planting and other enrichment opportunities.

Senior Programs/Day Trips

Numerous opportunities consisting of organized day trips and programed activities at the Banta Senior Center that provides services for those 50 years of age and older. Many opportunities are provided to allow participation in arts, crafts, dance, educational, health and exercise, hobbies, and music, along with many of other services including lunch programs and recreation programming.

Adult Sports

Adult sports leagues are offered that provide recreational opportunities in softball, soccer, volleyball, and hockey. Adult coed, as well as men's and women's programs are offered. Adult softball is broken into a

fall and summer season with a spring tournament. The summer and Sunday league offers men, women, and coed opportunities, while the fall is designed for men and coed. Volleyball offers a womens and coed league that runs October-March, with soccer offering an indoor futsal league in the winter, with a coed and mens outdoor league in the spring and summer. Hockey is a 4 on 4 league running in the winter and held at the Central Park Plaza Ice Rink. Registration numbers throughout all programs looks consistent with enough teams participating to allow leagues to run successfully in 2019.

Valpo Golf

Valparaiso is the home to the Creekside Golf Course and Training Center which offers a 3 hole and 9 hole course, along with two golf simulators and Forest Park Golf Course that offers 18 holes of golf. The courses provide many opportunities for youth and adults, with various leagues and instruction, as well as events and other activities.

KEY CONCLUSIONS

The programs offered by the Department are well regarded within the community. Most activities are perceived to be meeting the needs of the public, with special events identified as the most popular program through the public engagement and results of the community survey. Overall, enrollment rates for 2019 resulted in 85% of the programs with 50% to 100% enrollment. The golf course has seen increased participation and a 40% increase in revenue during COVID-19. A further evaluation of golf course operations will need to take place once the pandemic subsides to see if this trend continues or if participation rates drop back to previous COVID-19 use.

Though programming is a strong area for the Department, there is always room for improvement. The following are areas that have been identified that can assist the Department in expanding and improving opportunities for residents:

- Expand and provide new special event opportunities
- Expand opportunities that promote health, wellness, and fitness
- Address the demand for arts and culture in the community
- Improve and expand opportunities for adult enrichment
- Improve and expand opportunities for aquatics enrichment
- Evaluate and continue to make improvements in all program areas
- Evaluate those programs with a 50 percent fill rate or lower, using a consistent method to establish class minimums and maximums
- Identify duplicated services or other service providers that affect fill rates
- Conduct evaluation of golf course use after COVID-19
- Continue distributing information through a variety of marketing channels

As noted, improvement can be made to the current offerings from the Department. New recreation trends may indicate the need for changing or adjusting current programs. If the need to change programming arises, a careful consideration, planning, and proper communication with the community will need to take place. Programs need to be continually assessed for viability. Decisions regarding changes, expansions, enhancements, and/or program eliminations need to be made carefully and with proper data. New programs based on community demand and/or trends need to be well researched, planned, and advertised to provide the best possibility of their success. If new program interest seems enough based on a survey or community input, then the new programs should be developed, advertised, and piloted/implemented.

C. Funding and Financing Analysis

CURRENT CIRCUMSTANCES

Valpo Parks has a general fund budget of approximately \$3.75 million and a non-reverting budget of \$2.5 million in 2020. In 2017, general fund expenses were \$2.9 million and non-reverting expenses of \$2.0 million. The Department has consistently maintained a fiscally responsible budget that has allowed for some monies to be carry overed on a yearly basis.

The Department also benefits from a strong public/private partnership that helps to fund many projects in the community. The Foundation brings people and community resources together to enhance and sustain the highest quality park facilities and programs. They are a valuable tool in developing, securing, and administering funding to move projects forward. As stated in their mission, the Foundation, “provides opportunities for the community to connect with the Valpo Parks to support the continuing legacy of high-quality experiences provided by the Parks Department”.

ALTERNATING FUNDING AND PARTNERSHIPS

A variety of funding methodologies exist for ongoing operations/maintenance as well as capital and project related needs. There are also many alternative funding opportunities that have been identified.

A component of this master plan was to address potential funding and willingness to pay through the stakeholder input and community surveys. In addition to the information obtained through these methods, the City was also provided a funding exercise to aid in identifying current funding sources that are in place with an opportunity to identify additional funding sources that could be implemented in the future and additional opportunities that may exist. The exercise has been provided to the City as a staff document.

TRADITIONAL PARKS AND RECREATION OPERATIONS AND CAPITAL FUNDING SOURCES

There is an assortment of mechanisms that the City can employ to provide services and to make public improvements. Parks and recreation operations, and capital development funding typically comes from conventional sources such as sales, use, and property taxes, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval.

Alternative Parks and Recreation Operations and Capital Funding Sources

Alternative funding sources include a variety of different or non-conventional public-sector strategies for diversifying the funding base beyond traditional tax-based support. A staff document has been provided to the City that includes known industry funding practices, potential sources, and strategies, as compiled by GreenPlay.

In addition to the funding exercise that allowed the Department to identify potential opportunities, the community survey revealed that there is support for several specific funding sources that the Department can consider increasing funding. Private and public partnerships were identified as a very popular method, followed by bond referendums for specific projects, and developer fees. An increased/ dedicated sales tax, food and beverage tax, and increased user fees also revealed some potential support but also revealed that there is an undecided group that would need more specific information to determine if these fees would have an impact on their household and ability to participate.

COST RECOVERY/RESOURCE ALLOCATION

Resource Allocation and Subsidy Level Policies

Parks and recreation facilities, programs, and services are essential to improving the lives of Valparaiso's diverse community. However, not all facilities, programs, and services are equal. In general, the more a facility, program, or service provides a community benefit to its citizens, the more that service should be paid for by all citizens through the use of general fund allocation. The more a facility, program, or service provides individual benefits, the more that service should be paid for through user fees. A resource allocation and subsidy philosophy can acknowledge the many known public benefits a healthy parks and recreation system provides to the community. Parks and recreation services are known to promote and contribute to economic development, a sense of safety, and the public's well-being.

Valparaiso currently follows their own cost recovery program that was put in place through a previous master planning process. The Department would benefit by continuing to use the in-house program and annually reviewing the process to make improvements to refine their philosophy and policy based on current best practices as determined by the mission of the agency and categorical service benefits to the community and/or individual. A resource allocation and subsidy philosophy and policy can support Valparaiso's public facilities and services goal of ensuring public services which are cost-effective.

Resource Allocation is particularly important now as the long-term effects of COVID-19 include a shortage of tax revenue that will eventually impact all agencies — some sooner than later. Informed resource allocation decisions give agencies flexibility and durability in evolving situations like the one we are in right now. Resource allocation must be done carefully, with information and insight, so that agencies can recover appropriate costs without compromising essential services to the widest public. Resource allocation needs to be thoughtful, deliberate and based on understanding — not reactionary.

PROGRAM EVALUATION

The Department should have a process in place to evaluate the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs, including eliminating or suspending existing programs. A few simple questions should be asked of participants and staff about each program that includes:

- Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the Department could provide referrals for its customers.
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?



IV. PARK LEGACY PROJECTS

Valpo Legacy Projects

The Valpo Parks Department identified 11 parks within their park system to either be updated or to receive significant renovations. These Legacy Parks include the following:

- Jessee-Pifer Park
- 200 East Park
- Will Park
- Fairgrounds Park
- Valplayso Park at Glenrose Park
- Tower Park
- Ogden Gardens/Forest Park
- Bicentennial Park
- Kirchhoff Park
- Westside Park
- Rogers-Lakewood Park

Conceptual plans were developed for each of these parks showing proposed improvements and were presented to the public during the Five-Year Park Master Plan process. Input collected from the public presentation and during the findings phase of the project were considered by the project team and revisions were made to each of the park plans as needed.

The team analyzed each of these projects to determine park improvement and upgrade priorities and developed an Opinion of Probable Cost for the potential capital investments. This section summarizes these recommended investments and to act as a framework to determine project priorities and assist with budget decisions.

The result is a continuation of the Park Department's three-tier plan that acknowledges a stark fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources and project timeframes:

- The **CRITICAL LEGACY UPDATES** are plans to bring both the oldest and most frequented Valparaiso Parks to meet users demand and expectation. These updates are the most prioritized from community and staff input during the past year (2020) and most recent planning process. In order for the Parks Department to make the most of these existing and historic facilities, the dated structures, spaces, and in some cases uses had to be reimagined and expanded with the goal of meeting the demand of the current services. Included in the updates are critical needs, deferred and increased maintenance requirements, and accessibility issues. The upgrades at this level shall be prioritized as the most crucial for current and extend use for park patrons and shall be budgeted for the next two years (2021 and 2022). Please refer to the Legacy Parks Action Table (**Appendix B**) for general sequencing. However, due to the accumulated cost, described critical upgrades may be prioritized and spread out over the next several years. The estimated subtotal for the Critical Legacy Project Updates is \$12,611,500.
- The **SUSTAINABLE LEGACY UPDATES** shall be considered necessary and in the same regard as the critical updates, but these capital improvements and desired additional services have been prioritized, due to budget to be capable of being completed in a few years in the near future and once adequate funding is secured. These improvements include further enhancing the Legacy Parks to meet user demands for existing programs, beginning new alternative programs, and adding new site amenities. Additional funding for these new and expanded park updates will be evaluated and analyzed by an internal team consisting of the City Manager's Office and City Council, and the Parks and Recreation Department. Possible funding sources for additional revenue could include but are not limited to program income, community partnerships or grants, capital bond funding, or possibly a local tax source, new or existing. These projects have been prioritized for years four to five years of this plan. The subtotal for Sustainable Legacy Project Updates is \$15,374,000.

- The **VISIONARY LEGACY UPDATES** represent long term park renovations to keep each of the Legacy Parks up to date and providing accessible park space and remaining viable to user needs. All of the planned updates and set of services and facilities desired by the community provide a long-term outlook to address existing deficiencies and address future needs. The planned updates are ultimate goals identified by the community and shall aid future Parks Department administrations for success stretching decades into the future. In this Master Plan, the Visionary updates address improvements in operational effectiveness including maintenance facilities, and the sustainability of each park as well as the Department’s programming and recreation system as a whole. Funding for the list of Visionary projects would be derived from partnerships, private investments, and new tax dollars. These projects are prioritized for five years and beyond. The subtotal for Visionary Legacy Project Updates is \$10,351,000.



V. KEY ISSUES & RECOMMENDATIONS

A. Key Issues

Key issues and themes for focus were identified using several tools, including qualitative and quantitative data. Qualitative tools included the review of existing plans and documents, staff input, focus groups, stakeholder meetings, and the consultant team expertise, while the quantitative data included the community survey, inventory, and level of service analysis. The information gathered from these sources was evaluated and allowed the project team to classify each issue as a priority, opportunity to improve, or a minor or future issue to address in the plan.

The findings of the key issues that surfaced during the Master Plan process fell into one of four categories: organizational, programs and services, facilities and maintenance, or finance. The consultant team, along with the City project team, performed an exercise to discuss each key issue and identify preliminary recommendations that then lead to the creation of the final recommendations and action plan.

The following list is a summary of the final recommendations and actions that were identified.

Organizational

- Create an internal development and transition plan (leadership development)
- Address communication within the department
- Continue to maintain a high standard of customer service and leadership
- Continue to maintain a high level of communication with residents

Programs and Services

- Continue to improve partnerships that address the need for additional space/programming opportunities
- Address Youth Sports Complex and partnership
- Continue to enhance and provide additional programming opportunities
- Address the need to provide a focus on healthy lifestyles
- Provide unique opportunities with an emphasis in arts/culture in parks and facilities
- Address the popularity and the role that special events plays in the community
- Continue to improve the process in accessing and evaluating programs
- Evaluate golf operations and trends

Facilities and Amenities

- Address outdated parks and outdoor facilities not identified through the Legacy Park projects
- Improve or develop standards for signage, shelters, playgrounds, and amenities
- Address outdated indoor facilities
- Increase the number of parks based on the Level of Service analysis
- Ongoing inventory, tracking, and prioritizing of immediate needs such as low scoring components
- Address missing links or trail connections
- Increase outdoor recreational facilities and amenities based on the Level of Service analysis
- Address need for skate park
- Address need for more opportunities to provide aquatics to the community

Finance

- Explore and identify dedicated funding source for parks operations and maintenance
- Continue funding for Park Legacy projects
- Determine appropriate expenditures of surplus/carry over budget
- Improve internal cost recovery

B. Action Plan, Cost Estimates and Prioritization

A full implementation plan can be found in Appendix A.

The goals, objectives, and action items for the recommendations in the Implementation Plan are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Valparaiso parks, recreation, open space, and trails. All cost estimates are in 2021 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated with the appropriate year to begin the project.

APPENDIX A: IMPLEMENTATION PLAN



*CITY OF VALPARAISO
PARKS AND RECREATION MASTER PLAN*

IMPLEMENTATION PLAN 2021

ORGANIZATIONAL

Identified opportunities to improve the internal and external operations of the Department			Start Date					
Objective	Action	Estimated Budget Impact	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Create an internal development and transition plan (leadership development)	Develop an internal succession and staff advancement plan	Staff Time	Ongoing w/regular review	X				
	Provide cross training opportunities for in-house staff development	Staff Time	Ongoing	X				
	Enhance staff training and development to provide more local and national training opportunities	Dependent on training budget	Ongoing as budget allows		X			
	Pursue CAPRA accreditation. Designate an upper-level staff person to lead effort.	Staff Time			X	X		
Address communication within the Department	Focus on improving communication methods between divisions – use mixed method approach	Staff Time	Ongoing	X				
Continue to maintain a high standard of customer service and leadership	Provide training and customer service tools for front of the house employees who interact with citizens regularly	Staff Time Additional training	Ongoing yearly training	X				
	Continue to recruit top level citizens for Foundation and Board participation	Staff Time	Ongoing as needed	X				
Continue to maintain a high level of communication with residents	Continue to use mixed methods of communication with the community (see survey results)	Staff Time	Ongoing w/regular review	X				
	Develop a strategy to promote Department accomplishments	Staff Time	Ongoing	X				
	Identify dedicated staff for marketing and reach for the "next level" by identifying new trends and approaches	Staff Time	Ongoing continue to update	X				
	Continue to grow existing and take advantage of new partnerships	Staff Time	Ongoing	X				
	Communicate and celebrate successes and upgrades of parks as master plan projects are completed	Staff Time	Ongoing	X				

PROGRAMS AND SERVICES

Identified opportunities to improve the delivery of programs and services to the community			Start Date					
Objective	Action	Estimated Budget Impact	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Continue to improve partnerships that address the need for additional space/programming opportunities	Formalize and expand on the Joint Use Agreements with the University and School District	Staff Time	Priority	X				
	Expand partnerships to include the YMCA, Boys and Girls Club, and other collaborators for additional opportunities	Staff Time	Ongoing	X				
	Identify organizations/partners that can assist in providing additional programs and services to meet the demand of the public	Staff Time	Ongoing		X			
Address Youth Sports Complex and partnership	Work with the Youth Sports Task Force to create a youth sports tourism movement and develop new opportunities	Staff Time	Priority	X				
	Develop a Joint Use Agreement with the new sports complex to identify use and user groups	Staff Time	Priority	X				
Continue to enhance and provide additional programming opportunities	Develop and improve existing young adult/family programming opportunities through continued special events and organized activities	Varies based on events and activities	Ongoing yearly review	X				
	Identify opportunities and trends to expand programming for youth	Varies based on events and activities	Ongoing yearly review	X				
	Continue to improve and develop new special events and festivals to attract new audiences and enhance current events	Varies based on events and activities	Ongoing yearly review		X			
	Consider adventure programming and activities, including challenge course, and other non-traditional programming to attract teens, young adults, and families	Varies based on size, location, events, and activities	Ongoing yearly review		X			
	Develop multigenerational opportunities	Varies based on events and activities	Ongoing yearly review		X			
Address the need to provide a focus on healthy lifestyles	Develop and incorporate opportunities that promote health, fitness, and well-being in the community	Staff Time	Ongoing w/regular review	X				
	Identify potential partnerships with like-minded organizations to increase opportunities that focus on healthy lifestyles	Staff Time	Ongoing w/regular review	X				
Provide unique opportunities with an emphasis in arts/culture in parks and facilities	Identify opportunities to provide additional programming that brings arts and cultural programming to park locations and facilities	Staff Time	Ongoing	X				
	Collaborate with the Creative Arts Council, University, and High School to expand resources that drive arts and culture	Staff Time	Ongoing	X				
	Consider a Public Arts Master Plan	Varies/Staff Time	Ongoing		X	X		
Address the popularity and the role that special events plays in the community	Define Department role/balance as creator or facilitator of special events	Staff Time	Priority	X				
	Continue to identify opportunities for new events	Staff Time	Ongoing	X				
Continue to improve the process in accessing and evaluating programs	Reevaluate programs with less than 50 percent fill rate and consider improvements to increase enrollment	Staff Time	Yearly Review	X				
	Identify competing programs/duplicated services within the community and reevaluate need for department to offer these programs	Staff Time	Ongoing w/regular review	X				
	Improve consistency in administering and receiving evaluations for programming/event feedback	Staff Time	Ongoing w/regular review	X				
	Consider dedicated staff to implement and oversee the program evaluation process	Staff Time	Ongoing	X				
Evaluate golf operations and trends	Develop a plan to address deferred maintenance	Varies based on projects identified	Ongoing	X				
	Conduct thorough evaluation of the golf course operations following COVID-19	Staff Time			X			
	Consider feasibility study for golf operations	Varies			X	X		

FINANCE

Identified opportunities to seek and obtain additional funding and improve financial operations			Start Date					
Objective	Action	Estimated Budget Impact	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Explore and identify dedicated funding source for parks operations and maintenance	Consider opportunities (survey and past discussion) to enhance identified funding levels for the operations and maintenance of the current parks system	Staff Time		X				
	Increase funding for staff training both locally and nationally	Increase staff training budget		X				
	Determine the impact of Street Features on the Parks Budget (landscaping on roadways, trails, and medians)	TBD *Possible reduction	Reevaluate yearly	X	X			
	Develop a maintenance budget	TBD		X				
	Create a plan to address the need for additional staff to continue maintenance at the appropriate level of service as growth occurs	TBD	Ongoing yearly review	X				
	Establish asset management/depreciation and replacement schedule	TBD					X	X
Continue funding for Park Legacy projects	Continue work with local organizations/donors to provide outside funding sources for Park Legacy projects and future enhancements, considering continued operations and maintenance needs	Staff Time	Priority Ongoing	X				
	Explore potential funding identified through the survey and staff funding sources exercise: •Bond •Food and Beverage Tax •Tourism Tax •Private donors •Grants •Other opportunities identified in funding sources exercise	Staff Time	Priority	X				
Determine appropriate expenditures of surplus/carry over budget	Create a plan for use of Capital Reserve Fund and carry over from Enterprise Fund	TBD	Reevaluate yearly	X	X			
Improve internal cost recovery	Formalize and expand the use of current in-house cost recovery philosophy and policy	TBD	Reevaluate yearly	X				

LEVEL OF SERVICE: CRITICAL PROJECTS

CRITICAL PROJECTS (Repair Existing)			Start Date					
Objective	Action	Estimated Total Project Cost	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Increase the number of parks based on the Level of Service analysis	Formalize Inter-Governmental Agreements with schools to open school grounds to the public for use during after school hours	N/A	Ongoing w/regular review	X				
Address outdated parks and outdoor facilities not identified through the Legacy Park projects	Focus on redesign, repurpose, and reuse of existing parks to increase access to recreation	Varies	Ongoing w/yearly considerations	X				
Address need for Skate Park	Continue work with the established Skate Park Task Force to address the need and development for a skate park	N/A	Currently in progress	X				
	Continue to involve teens and skate park users for input and to establish priorities for the operation of the skate park	N/A	Ongoing w/regular review	X				
Address need for more opportunities to provide aquatics to the community	Follow-up with schools to provide public access to indoor aquatics	N/A	Ongoing w/regular review	X				
Ongoing inventory, tracking, and prioritizing of immediate needs such as low scoring components	Use the recent inventory and assessments as a baseline for ongoing, annual inventory, and assessment of parks, amenities, and facilities	N/A	Ongoing w/regular review	X				
	Continue to update and maintain the GIS database	N/A	Ongoing w/regular review	X				
Address outdated indoor facilities	Consider updates or redevelopment/replacement of indoor facilities such as Banta Senior Center	Varies	Phase over 2 years		X	X		

LEVEL OF SERVICE: SUSTAINABLE PROJECTS

SUSTAINABLE PROJECTS (Improve What We Have)			Start Date					
Objective	Action	Estimated Total Project Cost	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Address outdated parks and outdoor facilities not identified through the Legacy Park projects	Continue to improve, redevelop, and reimagine existing parks	TBD Based on Location	Ongoing w/yearly considerations	X				
	Consider diversity, inclusion, and equity opportunities for improvements in neighborhood parks	Varies	Ongoing w/yearly considerations	X				
Improve or develop standards for signage, shelters, playgrounds, and amenities	Consider establishing or updating standards for park signage, shelters, playgrounds, surfacing, and other furnishings	Varies based on project and facility	Establish Standards Phased updates as funds available	X		X	X	
	Update the amenity standards at existing parks to be more consistent between older, established parks and newly developed parks	Varies based on project and facility	Establish Standards Phased updates as funds available	X		X	X	
Increase number of parks based on the Level of Service Analysis	Consider adding additional components in areas with a lower level of service	Varies based on project and location	Ongoing w/yearly considerations	X				
	Consider adding a minimum of 10 acres to maintain level of service with projected population growth. Identify desirable parcels/properties that become available	Varies based on location and pricing		X	X	X		
Address missing links or trail connections	Consider adding loop walks within parks where possible	TBD	Yearly priorities as funds are available	X	X	X	X	X
	Improve wayfinding throughout the system	TBD	Ongoing	X				
	Prioritize branding through the trail system to improve connections	TBD	Ongoing	X				
Address need for more opportunities to provide aquatics to the community	Consider additional aquatic opportunities/splash pads as amenities in parks	Varies based on project and location		X				

LEVEL OF SERVICE: VISIONARY PROJECTS

VISIONARY PROJECTS (Developing New Opportunities)			Start Date					
Objective	Action	Estimated Total Project Cost	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Address outdated parks and outdoor facilities not identified through the Legacy Park projects	Address the recommendations from the Legacy Parks conceptual designs and conduct more specific planning for each project	Varies based on project			X			
	Plan for the need of additional office space	Varies based on size and location				X		
Address outdated indoor facilities	Address the need for more storage in centrally located site	Varies based on project and location	Phased over 2 years		X	X		
Increase number of parks based on the Level of Service Analysis	Adding new parks in identified gap areas without service See gap areas map (Appendix E)	Varies based on project and location	Ongoing	X	X	X	X	X
	Increase walkable access to the 41% of population with a limited level of service <i>Develop a measure or goal to increase access to a total of 60% in next 5 years.</i>	Varies based on project and location	Ongoing	X	X	X	X	X
	Consider higher population areas as priority areas See priority map (Appendix E)	Varies based on project and location	Ongoing	X	X	X	X	X
Address missing links or trail connections	Prioritize future trail connections to expand trail system	TBD				X		
Increase outdoor recreational facilities and amenities based on the Level of Service analysis	Consider adding basketball, tennis, and rectangle fields to improve level of service to the community	TBD		X				
	Upgrade existing sports fields if/when the sports complex is developed	TBD	Dependent on other project outcomes			X	X	X
Address need for more opportunities to provide aquatics to the community	Consider the fit and need of outdoor aquatics in the community	N/A				X	X	X

APPENDIX B: LEGACY PARKS ACTION PLAN

Valpo Legacy Projects

The Valpo Parks Department identified 11 parks within their park system to either be updated or to receive significant renovations. These Legacy Parks include the following:

- Jessee-Pifer Park
- 200 East Park
- Will Park
- Fairgrounds Park
- Valplayso Park at Glenrose Park
- Tower Park
- Ogden Gardens/Forest Park
- Bicentennial Park
- Kirchhoff Park
- Westside Park
- Rogers-Lakewood Park

Conceptual plans have been developed for each of these parks showing proposed improvements. Each park project has been analyzed and improvements and upgrade priorities have been developed, along with an Opinion of Probable Cost for the potential capital investments.

The result is a continuation of the Park Department's three-tier plan that acknowledges a stark fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources and project timeframes:

- The **CRITICAL LEGACY UPDATES** are plans to bring both the oldest and most frequented Valparaiso Parks to meet users demand and expectation. These updates are the most prioritized from community and staff input during the past year (2020) and most recent planning process. In order for the Parks Department to make the most of these existing and historic facilities, the dated structures, spaces, and in some cases uses had to be reimagined and expanded with the goal of meeting the demand of the current services. Included in the updates are critical needs, deferred and increased maintenance requirements, and accessibility issues. The upgrades at this level shall be prioritized as the most crucial for current and extend use for park patrons and shall be budgeted for the next two years (2021 and 2022). Please refer to the Legacy Parks Action Table (**Appendix A**) for general sequencing. However, due to the accumulated cost, described critical upgrades may be prioritized and spread out over the next several years. The estimated subtotal for the Critical Legacy Project Updates is \$12,611,500.
- The **SUSTAINABLE LEGACY UPDATES** shall be considered necessary and in the same regard as the critical updates, but these capital improvements and desired additional services have been prioritized, due to budget to be capable of being completed in a few years in the near future and once adequate funding is secured. These improvements include further enhancing the Legacy Parks to meet user demands for existing programs, beginning new alternative programs, and adding new site amenities. Additional funding for these new and expanded park updates will be evaluated and analyzed by an internal team consisting of the City Manager's Office and City Council, and the Parks and Recreation Department. Possible funding sources for additional revenue could include but are not limited to program income, community partnerships or grants, capital bond funding, or possibly a local tax source, new or existing. These projects have been prioritized for years four to five years of this plan. The subtotal for Sustainable Legacy Project Updates is \$15,374,000.
- The **VISIONARY LEGACY UPDATES** represent long term park renovations to keep each of the Legacy Parks up to date and providing accessible park space and remaining viable to user needs. All of the planned updates and set of services and facilities desired by the community provide a long-term

outlook to address existing deficiencies and address future needs. The planned updates are ultimate goals identified by the community and shall aid future Parks Department administrations for success stretching decades into the future. In this Master Plan, the Visionary updates address improvements in operational effectiveness including maintenance facilities, and the sustainability of each park as well as the Department’s programming and recreation system as a whole. Funding for the list of Visionary projects would be derived from partnerships, private investments, and new tax dollars. These projects are prioritized for five years and beyond. The subtotal for Visionary Legacy Project Updates is \$10,351,000.

Legacy Parks Action Table

CRITICAL PROJECTS (Repair Existing)			Start Date					
Park Name	Action	Estimated Total Project Cost	Notes/Phasing	Year 1	Year 2	Year 3	Year 4	Year 5
Kirchhoff Park	Removal of the exhausted tennis courts and existing shelters, and softball field. Create a new Park entrance and loop drive with new parking to serve and separate active and passive play spaces, and expansion of the pedestrian walking paths. Addition of new restroom building and expanded playground	2,630,000	Currently in planning	X				
Bicentennial Park	New shelters and accessible pedestrian walkways, expanded playground and realigned softball fields. Improvements to parking and vehicular circulation.	1,250,000	Currently in planning	X				
Tower Park	Redevelop the west half of the park with playground upgrades, new shelter and new restrooms and concessions, additional parking.	1,520,000	Currently in planning	X				
Will Park	New parking lot and relocated shelter, renovated restrooms and accessible walkways throughout and to neighborhood.	710,000	Currently in planning	X				
Jessee-Pifer Park	Expansion of the walkways and pedestrian connection to neighborhood.	75,000	Currently in planning	X				
ValPlayso Park	Future updates timing to be determined	N/A	Sustainable / Visionary					X
200 East Park	Future updates timing to be determined	N/A	Sustainable / Visionary					X
Rogers-Lakewood Park	Focus on redesign, repurpose, and reuse of existing parks to increase access to recreation	2,000,000	Currently in planning	X				
Fairgrounds Park	Improvements to parking and vehicular circulation at both ends of the park. Field upgrades including fencing, dugouts, and seating and spectator area between fields. Expand the existing maintenance facility.	1,955,000	Currently in planning	X				
Westside Park	Parking and vehicular circulation improvements at north end of the site. Playground and shelter upgrades, extend accessible pedestrian walkways and safety lighting and surveillance.	625,000	Currently in planning	X				
Ogden Gardens / Forest Park	Replace the Ogden gazebo, remove and replace the Forest Park restrooms, and expand the Forest Park playground.	700,000	Currently in planning	X				
	<i>Critical Projects Total</i>	\$ 11,465,000.00						
	<i>Contingency (10%)</i>	\$ 1,146,500.00						
Critical Legacy Projects Estimated Total		\$ 12,611,500.00						

SUSTAINABLE / VISIONARY PROJECTS (Repair Existing)			Start Date					
Park Name	Action	Estimated Total Project Cost	Notes/Phasing	Year 1	Year 2	Year 3	Years 4-5	Future
Kirchhoff Park	Construction of three new overhead shelters throughout the park.	770,000	Sustainable				X	
	Construction of new Tennis and Basketball courts including sport lighting.	450,000	Visionary					X
Bicentennial Park	Finish pedestrian circulation walkways throughout the park, increase safety lighting and surveillance.	750,000	Sustainable				X	
Tower Park		N/A						
Will Park		N/A						
Jessee-Pifer Park	Update worn playground equipment	95,000	Sustainable				X	
ValPlayso Park	Addition of a 16,000 SFT splash pad including restroom upgrades, new park entrance and dropoff area. Additional site lighting and surveillance.	1,810,000	Sustainable / Visionary				X	X
200 East Park	New expanded accessible walkways throughout the park and playground expansion.	240,000	Sustainable				X	
Rogers-Lakewood Park	Environmental Center and Ecological Upgrades, addition of zipline and complete shelter, restroom, pedestrian and parking upgrades	6,200,000	Visionary					X
Fairgrounds Park	Continue work with the established Skate Park Task Force to address the need and development for a skate park	2,400,000	Sustainable				X	
Westside Park	Complete accessible pedestrian walkways throughout the park, expand parking and vehicular circulation improvements with potential for connecting road to US 30. New artificial turf soccer fields with sport lighting, restroom and shelter buildings.	6,750,000	Sustainable				X	
Ogden Gardens / Forest Park	Create a new Forest Park entrance off of Harrison Blvd, improve parking and vehicular circulation, new restroom building and expand pedestrian walkways and foot bridge.	1,600,000	Sustainable				X	
	Complete Forest Park parking upgrades and existing shelter renovation, update garden walkways and accessible paths, reconfigure pedestrian entrance and new fencing along the railroad.	1,700,000	Visionary					X
	<i>Sustainable/Visionary Projects Total</i>	\$ 22,765,000.00						
	<i>Contingency (10%)</i>	\$ 2,276,500.00						
	<i>Escalation Contingency (3%)</i>	\$ 682,950.00						
	Sustainable / Visionary Legacy Projects Estimated Total	\$ 25,724,450.00						

APPENDIX C: LEGACY PARK COST ESTIMATES

JONES PETRIE RAFINSKI, Inc.

Summary

Valparaiso Legacy Parks

Conceptual Design Budget Projections **Summary**

Legacy Parks

A - Kirchhoff Park	\$ 4,660,198
B - Bicentennial Park	\$ 2,369,911
C - Tower Park	\$ 1,364,165
D - Will Park	\$ 832,625
E - Jessee-Pifer Park	\$ 201,120
F - ValPlayso Park	\$ 2,144,152
G - 200 East Park	\$ 276,373
H - Rogers-Lakewood Park	\$ 9,583,006
I - Fairgrounds Park	\$ 5,117,425
J - Westside	\$ 8,723,233
K - Ogden Gardens / Forest Park	\$ 4,696,217

TOTAL BUDGET **\$ 39,968,427**

Valpo Parks Legacy Projects

A - Kirchhoff Park

This estimate is based on a conceptual master plan. A site survey and design engineering has not been completed and this estimate should be updated as the design evolves and is completed. Actual construction costs may be more or less depending on final design, contractor bids and construction market fluctuation. No guarantee is given or implied with this estimate.

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Remove existing softball field	55,000	SF	1.25	68,750
Remove existing tennis courts	15,000	SF	2.50	37,500
Remove 2 existing shelters	1	LS	5,500.00	5,500
Remove entrance mound	20,800	SF	0.40	8,320
Clear and grub (wooded area for parking)	30,000	SF	0.40	12,000
Clear and grub (open area)	64,000	SF	0.20	12,800
Miscellaneous site demolition and removals	1	LS	20,000.00	20,000
Erosion Control:				
Miscellaneous erosion control	1	LS	25,000.00	25,000
Storm Water:				
Stormwater Allowance	1	LS	100,000.00	100,000
Sanitary Service:				
Sanitary Allowance	1	LS	50,000.00	50,000
Water Service:				
Water Service Allowance (Including for Future Restroom)	1	LS	50,000.00	50,000
Fire Hydrant	2	EA	5,000.00	10,000
Excavation/Grading:				
Bulk excavation rough grading	8,000	CY	30.00	240,000
Site Electrical:				
Site lighting conduit and wiring	30	EA	9,500.00	285,000
Tesco Box	2	EA	15,000.00	30,000
Site electrical allowance	1	LS	50,000.00	50,000
Site Concrete:				
Concrete walks - 4" thick	4,260	SYD	65.00	276,900
Concrete Curb and gutter	2,700	LFT	45.00	121,500
Curb Ramp	5	EA	300.00	1,500
Asphalt Paving:				
1-1/2" HMA Surface	600	TON	120.00	72,000
3" HMA Base	1,175	TON	80.00	94,000
Compacted aggregate, No. 53 Base	400	SYD	65.00	26,000
Undercutting and structural backfill, undistributed	150	CYD	45.00	6,750
Pavement Striping	3,200	LF	4.50	14,400
Pavement Stop bar	2	EA	125.00	250
ADA parking Symbol	5	EA	550.00	2,750

JONES PETRIE RAFINSKI, Inc.

Kirchhoff

New Building / Shelters & Site Enhancements

Restroom Building	1,200	SFT	275.00	330,000
Entrance Sign	1	EA	5,000.00	5,000
Site Signage	8	EA	750.00	6,000
Security cameras and safety information signage	1	LS	20,000.00	20,000
Upgrade Playground Equipment	1	LS	100,000.00	100,000

Landscaping:

Spread and level topsoil - 6", imported	2,500	CY	30.00	75,000
Turf Grass- seeded	130,000	SFT	0.35	45,500
Trees	35	EA	500.00	17,500
Shrubs - Plants	1	LS	55,000.00	55,000

CRITICAL SUBTOTAL

2,154,850

General Conditions	5.00%			107,743
General Contractor's Overhead & Profit	6.00%			129,291
Contractor's Performance/Payment Bonds	1.00%			21,549
Design Fee	10.00%			215,485
Permitting Fees	TBD			TBD
Sub Total "Critical" - General Construction				2,628,917

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE				
New Building / Shelters & Site Enhancements				
Overhead Shelter (3 Total)	6,000	SFT	105.00	630,000
SUSTAINABLE SUBTOTAL				630,000
General Conditions	5.00%			31,500
General Contractor's Overhead & Profit	6.00%			37,800
Contractor's Performance/Payment Bonds	1.00%			6,300
Design Fee	10.00%			63,000
Permitting Fees	TBD			TBD
Sub Total "Sustainable" - General Construction				768,600

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
VISIONARY				
Site Enhancements				
New Tennis Courts	2	EA	40,000.00	80,000
New Basketball Court	1	LS	60,000.00	60,000
Sport Court Lights - 8 Poles and 25 year warranty	1	LS	300,000	300,000
VISIONARY SUBTOTAL				440,000
General Conditions	5.00%			22,000
General Contractor's Overhead & Profit	6.00%			26,400

JONES PETRIE RAFINSKI, Inc.

Kirchhoff

Contractor's Performance/Payment Bonds	1.00%	4,400
Design Fee	10.00%	44,000
Permitting Fees	TBD	TBD
Sub Total "Visionary" - General Construction		536,800

COMPLETE BUILDOUT ESTIMATE (3 PHASES)		3,934,317.00
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Contingency	15.00%	590,148
Escalation Contingency	3.00%	135,734

'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies		\$ 4,660,198
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Valpo Parks Legacy Projects

B - Bicentennial Park

This estimate is based on a conceptual master plan. A site survey and design engineering has not been completed and this estimate should be updated as the design evolves and is completed. Actual construction costs may be more or less depending on final design, contractor bids and construction market fluctuation. No guarantee is given or implied with this estimate.

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub north parking area	24,000	SF	0.40	9,600
Remove existing softball field	55,000	SF	1.25	68,750
Miscellaneous site demolition and removals	1	LS	15,000.00	15,000
Erosion Control:				
Miscellaneous erosion control	1	LS	15,000.00	15,000
Excavation/Grading:				
Bulk excavation rough grading - 12" average	1,550	CY	30.00	46,500
Site Electrical:				
Site lighting conduit and wiring	22	EA	9,500.00	209,000
Transformer	1	LS	15,000.00	15,000
Site electrical allowance	1	LS	15,000.00	15,000
Storm Water:				
Stormwater Allowance	1	LS	45,000.00	45,000
Site Concrete:				
Concrete Sidewalk, 4" Thick	2,750	SYD	65.00	178,750
Curb Ramps	3	EA	300.00	900
Concrete Curb	1,000	LFT	45.00	45,000
Asphalt Paving: New North Parking Area				
1-1/2" HMA Surface	210	TON	120.00	25,200
3" HMA Base	425	TON	80.00	34,000
Compacted aggregate, No. 53 Base	425	CYD	65.00	27,625
Undercutting and structural backfill, Undistributed	425	CYD	45.00	19,125
Pavement Striping	1,400	LF	4.50	6,300
Pavement Stop Bar	2	EA	125.00	250
ADA parking Symbol	2	EA	550.00	1,100
New Building / Shelters & Site Enhancements				
Overhead Shelter (North)	1,000	SFT	60.00	60,000
Entrance Sign	1	EA	1,500.00	1,500
Parking Lot Signs	7	EA	750.00	5,250
Security cameras and safety information signage	1	LS	15,000.00	15,000
Realigned Softball Field	1	LS	60,000.00	60,000
Upgrade Playground Equipment	1	LS	30,000.00	30,000
Landscaping:				
Spread and level topsoil - 6", imported	400	CY	30.00	12,000
Turf Grass- seeded	20,000	SFT	0.35	7,000

JONES PETRIE RAFINSKI, Inc.

Bicentennial

Trees	35	EA	500.00	17,500
Shrubs - Plants	1	LS	40,000.00	40,000

CRITICAL SUBTOTAL 1,025,350

General Conditions	5.00%			51,268
General Contractor's Overhead & Profit	6.00%			61,521
Contractor's Performance/Payment Bonds	1.00%			10,254
Design Fee	10.00%			102,535
Permitting Fees	TBD			TBD
Sub Total "Critical" - General Construction				1,250,927

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
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SUSTAINABLE				
Site Demolition:				
Miscellaneous site demolition and removals	1	LS	15,000.00	15,000
Erosion Control:				
Miscellaneous erosion control	1	LS	15,000.00	15,000
Excavation/Grading:				
Bulk excavation rough grading - 12" average	150	CY	30.00	4,500
Site Electrical:				
Field Lights - 8 Poles and 25 year warranty	1	LS	300,000	300,000
Transformer	1	LS	15,000.00	15,000
Site electrical allowance	1	LS	10,000.00	10,000
Storm Water:				
Stormwater Allowance	1	LS	20,000.00	20,000
Site Concrete:				
Concrete Sidewalk, 4" Thick	2,825	SYD	65.00	183,625
New Building / Shelters & Site Enhancements				
Security cameras and safety information signage	1	LS	15,000.00	15,000
Landscaping:				
Spread and level topsoil - 6", imported	500	CY	30.00	15,000
Turf Grass- seeded	30,000	SFT	0.35	10,500
Trees	12	EA	500.00	6,000
Shrubs - Plants	1	LS	5,000.00	5,000

SUSTAINABLE SUBTOTAL 614,625

General Conditions	5.00%			30,731
General Contractor's Overhead & Profit	6.00%			36,878
Contractor's Performance/Payment Bonds	1.00%			6,146
Design Fee	10.00%			61,463
Permitting Fees	TBD			TBD

JONES PETRIE RAFINSKI, Inc.

Bicentennial

Sub Total "Sustainable" - General Construction

749,843

COMPLETE BUILDOUT ESTIMATE (TWO PHASES)

2,000,769.50

Contingency

15.00%

300,115

Escalation Contingency

3.00%

69,027

'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies

\$ 2,369,911

Valpo Parks Legacy Projects

C - Tower Park

This estimate is based on a conceptual master plan. A site survey and design engineering has not been completed and this estimate should be updated as the design evolves and is completed. Actual construction costs may be more or less depending on final design, contractor bids and construction market fluctuation. No guarantee is given or implied with this estimate.

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub new parking area	2,500	SF	0.20	500
Remove existing building	1,250	SF	3.50	4,375
Miscellaneous site demolition and removals	1	LS	20,000.00	20,000
Surface Milling, Asphalt	3,500	SYD	7.00	24,500
Erosion Control:				
Miscellaneous erosion control	1	LS	25,000.00	25,000
Excavation/Grading:				
Bulk excavation rough grading - 12" average	100	CY	30.00	3,000
Site Electrical:				
Site lighting conduit and wiring	4	EA	9,500.00	38,000
Tesco Box	1	EA	15,000.00	15,000
Site electrical allowance	1	LS	20,000.00	20,000
Storm Water:				
Stormwater Allowance	1	LS	20,000.00	20,000
Sanitary Waste:				
Sanitary Allowance	1	LS	35,000.00	35,000
Water Service:				
Water Service Allowance	1	LS	25,000.00	25,000
Site Concrete:				
Concrete walks - 4" Thick	1,125	SYD	65.00	73,125
Concrete Curb	650	LFT	45.00	29,250
Curb Ramp	4	EA	300.00	1,200
Asphalt Paving:				
1-1/2" HMA Surface	315	TON	120.00	37,800
3" HMA Base (New Parking Area Only)	45	TON	80.00	3,600
Compacted aggregate, No. 53 Base	45	CYD	65.00	2,925
Undercutting and structural backfill, Undistributed	80	CYD	45.00	3,600
Pavement Striping	1,700	LF	4.50	7,650
Pavement Stop Bar	4	EA	125.00	500
ADA parking Symbol	4	EA	550.00	2,200
New Building / Shelters & Enhancements				
Restroom / Concession Building	1,200	SFT	275.00	330,000
Overhead Shelter	1,200	SFT	105.00	126,000
Entrance Sign	1	EA	1,500.00	1,500

JONES PETRIE RAFINSKI, Inc.				Tower
Parking Lot Signs	7	EA	750.00	5,250
Security cameras and safety information signage	1	LS	5,000.00	5,000
Upgrade Playground Equipment	1	LS	65,000.00	65,000
Landscaping:				
Spread and level topsoil - 6", imported	250	CY	30.00	7,500
Turf Grass- seeded	1,500	SFT	0.35	525
Trees	22	EA	500.00	<u>11,000</u>
CRITICAL SUBTOTAL				944,000
General Conditions	5.00%			47,200
General Contractor's Overhead & Profit	6.00%			56,640
Contractor's Performance/Payment Bonds	1.00%			9,440
Design Fee	10.00%			94,400
Permitting Fees	TBD			TBD
Sub Total "Critical" - General Construction				<u>1,151,680</u>
Contingency	15.00%			172,752
Escalation Contingency	3.00%			39,733
'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies				<u>\$ 1,364,165</u>

Valpo Parks Legacy Projects

D - Will Park

This estimate is based on a conceptual master plan. A site survey and design engineering has not been completed and this estimate should be updated as the design evolves and is completed. Actual construction costs may be more or less depending on final design, contractor bids and construction market fluctuation. No guarantee is given or implied with this estimate.

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub parking & structure area	17,000	SF	0.40	6,800
Miscellaneous site demolition and removals	1	LS	10,000.00	10,000
Erosion Control:				
Miscellaneous erosion control	1	LS	10,000.00	10,000
Excavation/Grading:				
Bulk excavation rough grading - 12" average	2,750	CY	22.00	60,500
Storm Water:				
Stormwater Allowance	1	LS	20,000.00	20,000
Site Concrete:				
Concrete walks - 4" thick	600	SYD	65.00	39,000
Curb Ramps	1	EA	300.00	300
Concrete Curb	450	LFT	45.00	20,250
Asphalt Paving: (parking lot)				
1-1/2" HMA Surface	100	TON	120.00	12,000
3" HMA Base	200	TON	80.00	16,000
Compacted aggregate, No. 53 Base	200	CYD	65.00	13,000
Undercutting and structural backfill, Undistributed	50	CYD	45.00	2,250
Pavement Striping	700	LF	4.50	3,150
Pavement Stop Bar	1	EA	125.00	125
ADA parking Symbol	1	EA	550.00	550
New Building / Shelters & Enhancements:				
Relocated Shelter	1,200	SFT	105.00	126,000
Restroom Building Renovation	1,200	SFT	100.00	120,000
New perimeter fence	1,400	LFT	50.00	70,000
New backstop fencing	70	LFT	100.00	7,000
Landscaping:				
Spread and level topsoil - 6", imported	500	CY	30.00	15,000
Fine grade, hydroseed and hydromulch	5,000	SFT	0.35	1,750
Trees	5	EA	500.00	2,500
Site Structures:				
Relocate Shelter - 1650 SFT	1	LS	20,000.00	20,000
CRITICAL SUBTOTAL				576,175
General Conditions	5.00%			28,809

JONES PETRIE RAFINSKI, Inc.

Will

General Contractor's Overhead & Profit	6.00%	34,571
Contractor's Performance/Payment Bonds	1.00%	5,762
Design Fee	10.00%	57,618
Permitting Fees	TBD	TBD
Sub Total "Critical" - General Construction		702,934
Contingency	15.00%	105,440
Escalation Contingency	3.00%	24,251
'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies		\$ 832,625

Valpo Parks Legacy Projects

E - Jessee-Pifer Park

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Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub entire site	2,000	SF	0.20	400
Miscellaneous site demolition and removals	1	LS	5,000.00	5,000
Erosion Control:				
Miscellaneous erosion control	1	LS	5,000.00	5,000
Excavation/Grading:				
Bulk excavation rough grading	100	CY	22.00	2,200
Site Concrete:				
Concrete walks - 4" thick	600	SYD	65.00	39,000
Curb Ramp	1	EA	300.00	300
Landscaping:				
Spread and level topsoil - 6", imported	80	CY	30.00	2,400
Turf Grass- seeded	2,500	SFT	0.35	875
Trees	8	EA	500.00	4,000
CRITICAL SUBTOTAL				59,175
General Conditions	5.00%			2,959
General Contractor's Overhead & Profit	6.00%			3,551
Contractor's Performance/Payment Bonds	1.00%			592
Design Fee	10.00%			5,918
Permitting Fees	TBD			TBD
Sub Total "Critical" - General Construction				72,194

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE				
New Building / Shelters & Site Enhancements				
Upgrade Playground Equipment	1	LS	80,000.00	80,000
SUSTAINABLE SUBTOTAL				80,000
General Conditions	5.00%			4,000
General Contractor's Overhead & Profit	6.00%			4,800
Contractor's Performance/Payment Bonds	1.00%			800
Design Fee	10.00%			8,000
Permitting Fees	TBD			TBD

Sub Total "Sustainable" - General Construction 97,600

COMPLETE BUILDOUT ESTIMATE (TWO PHASES) 169,793.50

Contingency 15.00% 25,469
Escalation Contingency 3.00% 5,858

'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies \$ 201,120

Valpo Parks Legacy Projects

F - ValPlayso Park

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Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE / VISIONARY				
Site Demolition:				
Clear and grub entire site	35,000	SF	0.20	7,000
Drive entrance removal	4,500	SF	0.40	1,800
Miscellaneous site demolition and removals	1	LS	20,000.00	20,000
Erosion Control:				
Miscellaneous erosion control	1	LS	20,000.00	20,000
Excavation/Grading:				
Bulk excavation rough grading	1,300	CY	22.00	28,600
Site Electrical:				
Site lighting conduit and wiring	10	EA	10,000.00	100,000
Transformer	1	LS	15,000.00	15,000
Site electrical allowance	1	LS	5,000.00	5,000
Storm Water:				
Stormwater Allowance	1	LS	50,000.00	50,000
Sanitary Waste:				
Sanitary Allowance	1	LS	50,000.00	50,000
Water Service:				
Water Service Allowance	1	LS	50,000.00	50,000
Site Concrete:				
Concrete walks - 4" thick	1,800	SYD	65.00	117,000
Concrete Curb	1,500	LFT	45.00	67,500
Asphalt Paving: (on-street parking)				
1-1/2" HMA Surface	190	TON	120.00	22,800
3" HMA Base	380	TON	80.00	30,400
Compacted aggregate, No. 53 Base	385	CYD	65.00	25,025
Undercutting and structural backfill, Undistributed	200	CYD	45.00	9,000
Pavement Striping	500	LF	4.50	2,250
Pavement Stop Bar	4	EA	125.00	500
New Building / Shelters & Site Enhancements				
New Shelter	800	SFT	105.00	84,000
Existing Restroom Building Retro-fit Allowance	1	LS	50,000.00	50,000
Splash Pad Water Feature (16,000 SFT)	1	LS	650,000.00	650,000
Entrance Sign	1	EA	5,000.00	5,000
Landscaping:				

JONES PETRIE RAFINSKI, Inc.				ValPlayso
Spread and level topsoil - 6", imported	200	CY	30.00	6,000
Turf Grass- seeded	12,500	SFT	0.35	4,375
Landscaping - Shrubs, Perennials, Groundcover	1	LS	50,000.00	50,000
Trees	25	EA	500.00	12,500
SUSTAINABLE / VISIONARY SUBTOTAL				1,483,750
General Conditions	5.00%			74,188
General Contractor's Overhead & Profit	6.00%			89,025
Contractor's Performance/Payment Bonds	1.00%			14,838
Design Fee	10.00%			148,375
Permitting Fees	TBD			TBD
Sub Total "Sustainable / Visionary"- General Construction				1,810,175
Contingency	15.00%			271,526
Escalation Contingency	3.00%			62,451
'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies				\$ 2,144,152

Valpo Parks Legacy Projects

G - 200 East Park

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Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE				
Site Demolition:				
Clear and grub entire site	20,000	SF	0.40	8,000
Miscellaneous site demolition and removals	1	LS	5,000.00	5,000
Erosion Control:				
Miscellaneous erosion control	1	LS	5,000.00	5,000
Excavation/Grading:				
Bulk excavation rough grading - 12" average	500	CY	30.00	15,000
Site Concrete:				
Concrete walks - 4" thick	2,200	SYD	65.00	143,000
New Building / Shelters & Enhancements				
Park Signage	1	EA	1,500.00	1,500
Landscaping:				
Spread and level topsoil - 6", imported	200	CY	30.00	6,000
Fine grade, hydroseed and hydromulch	15,000	SFT	0.35	5,250
Trees	5	EA	500.00	2,500
SUSTAINABLE SUBTOTAL				191,250
General Conditions	5.00%			9,563
General Contractor's Overhead & Profit	6.00%			11,475
Contractor's Performance/Payment Bonds	1.00%			1,913
Design Fee	10.00%			19,125
Permitting Fees	TBD			TBD
Sub Total "Sustainable" - General Construction				233,325
Contingency	15.00%			34,999
Escalation Contingency	3.00%			8,050
'TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies				\$ 276,373

Valpo Parks Legacy Projects

H - Rogers-Lakewood Park

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Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub play area and parking	32,000	SF	0.25	8,000
Miscellaneous site demolition and removals	1	LS	20,000.00	20,000
Existing Pavement Milling	8,900	SYD	6.00	53,400
Erosion Control:				
Miscellaneous erosion control	1	LS	15,000.00	15,000
Site Electrical:				
Site electrical allowance	1	LS	10,000.00	10,000
Storm Water:				
Stormwater Allowance	1	LS	10,000.00	10,000
Site Concrete:				
Concrete walks - 4" thick	500	SYD	65.00	32,500
Exist trail repair	2,150	SYD	TBD	
Curb Ramps	3	EA	300.00	900
Concrete Curb and gutter	800	LFT	45.00	36,000
Asphalt Paving:				
1-1/2" HMA Surface	900	TON	120.00	108,000
3" HMA Base	320	TON	80.00	25,600
Compacted aggregate, No. 53 Base	320	CYD	65.00	20,800
Undercutting and structural backfill, Undistributed	600	CYD	45.00	27,000
Pavement Striping	1,600	LF	4.50	7,200
Pavement Stop Bar	2	EA	125.00	250
ADA parking Symbol	4	EA	550.00	2,200
New Building / Shelters & Enhancements:				
Overhead Shelter at Play area	1,200	SFT	105.00	126,000
Exist restroom renovation (main entrance)	1,200	SFT	100.00	120,000
New program and boat rental store/pier	1,600	SFT	225.00	360,000
New pedestrian bridge	50	LFT	1,200.00	60,000
Expanded Maintenance Building (doubles existing)	2,200	SFT	185.00	407,000
Parking Lot Signs	8	EA	750.00	6,000
Security cameras and safety information signage	1	LS	15,000.00	15,000
Natural playground (6000 SFT)	1	LS	85,000.00	85,000
Landscaping:				
Spread and level topsoil - 6", imported	200	CY	30.00	6,000
Fine grade, hydroseed and hydromulch	12,000	SFT	0.35	4,200
Landscaping - Shrubs, Perennials, Groundcover	1	LS	25,000.00	25,000
Trees	25	EA	500.00	12,500

CRITICAL SUBTOTAL		1,603,550
General Conditions	5.00%	80,178
General Contractor's Overhead & Profit	6.00%	96,213
Contractor's Performance/Payment Bonds	1.00%	16,036
Design Fee	10.00%	160,355
Permitting Fees	TBD	TBD
Sub Total "Critical" - General Construction		1,956,331

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
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SUSTAINABLE

SUSTAINABLE SUBTOTAL		-
General Conditions	5.00%	-
General Contractor's Overhead & Profit	6.00%	-
Contractor's Performance/Payment Bonds	1.00%	-
Design Fee	10.00%	-
Permitting Fees	TBD	TBD
Sub Total "Sustainable" - General Construction		-

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
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VISIONARY

Site Demolition:

Clear and grub parking and environmental center area	100,000	SF	0.25	25,000
Existing Pavement removal	40,000	SF	0.50	20,000
Clear and grub north parking and south shelter	20,000	SF	0.25	5,000
Remove existing restroom building (north)	1,200	SF	5.00	6,000
Existing Pavement Milling	9,200	SYD	6.00	55,200
Miscellaneous site demolition and removals (enviro area)	1	LS	10,000.00	10,000
Miscellaneous site demolition and removals (north)	1	LS	10,000.00	10,000

Erosion Control:

Miscellaneous erosion control (enviro area)	1	LS	30,000.00	30,000
Miscellaneous erosion control (north)	1	LS	15,000.00	15,000

Excavation/Grading: (enviromental area)

JONES PETRIE RAFINSKI, Inc.

Rogers-Lakewood

Bulk excavation rough grading - 12" average	4,000	CY	22.00	88,000
Site Electrical:				
Site lighting conduit and wiring	12	EA	9,500.00	114,000
Site electrical allowance	1	LS	20,000.00	20,000
Storm Water:				
Stormwater Allowance (enviro area)	1	LS	40,000.00	40,000
Stormwater Allowance (north)	1	LS	10,000.00	10,000
Sanitary Waste:				
Sanitary Allowance	1	LS	50,000.00	50,000
Water Service:				
Water Service Allowance	1	LS	50,000.00	50,000
Gas Service:				
Gas Service Allowance	1	LS	50,000.00	50,000
Site Concrete: (north)				
Concrete walks - 4" thick	500	SYD	65.00	32,500
Curb Ramps	3	EA	300.00	900
Exist trail repair	1,600	SYD	TBD	
Site Concrete: (environmental area)				
Concrete walks - 4" thick	1,700	SYD	65.00	110,500
Curb Ramps	3	EA	300.00	900
Concrete Curb and gutter	2,200	LFT	45.00	99,000
Asphalt Paving: (north)				
1-1/2" HMA Surface	850	TON	120.00	102,000
3" HMA Base	200	TON	80.00	16,000
Compacted aggregate, No. 53 Base	200	CYD	65.00	13,000
Undercutting and structural backfill, Undistributed	375	CYD	45.00	16,875
Pavement Striping	2,800	LF	4.50	12,600
Pavement Stop Bar	2	EA	125.00	250
ADA parking Symbol	3	EA	550.00	1,650
Asphalt Paving: (environmental area)				
1-1/2" HMA Surface	450	TON	120.00	54,000
3" HMA Base	900	TON	80.00	72,000
Compacted aggregate, No. 53 Base	1,000	CYD	65.00	65,000
Undercutting and structural backfill, Undistributed	900	CYD	45.00	40,500
Pavement Striping	2,400	LF	4.50	10,800
Pavement Stop Bar	2	EA	125.00	250
ADA parking Symbol	4	EA	550.00	2,200
New Building / Shelters & Enhancements:				
Overhead Shelter (south)	1,200	SFT	105.00	126,000
New north restroom building	1,200	SFT	275.00	330,000
New pedestrian bridge	50	LFT	1,200.00	60,000
Zip Line (700')	1	LS	375,000.00	375,000
Parking Lot Signs	8	EA	750.00	6,000
Security cameras and safety information signage	1	LS	15,000.00	15,000

New Environmental Center & Enhancements:

New Environmental Center	1	LS	2,500,000.00	2,500,000
Parking Lot Signs	12	EA	750.00	9,000
Security cameras and safety information signage	1	LS	30,000.00	30,000

Landscaping: (north)

Spread and level topsoil - 6", imported	300	CY	30.00	9,000
Fine grade, hydroseed and hydromulch	15,000	SFT	0.35	5,250
Landscaping - North Vegetation Restoration	1	LS	100,000.00	100,000
Trees	20	EA	500.00	10,000

Landscaping: (environmental area)

Spread and level topsoil - 6", imported	750	CY	30.00	22,500
Fine grade, hydroseed and hydromulch	40,000	SFT	0.35	14,000
Landscaping - Shrubs, Perennials, Groundcover	1	LS	100,000.00	100,000
Trees	50	EA	500.00	25,000
Beach restoration	400	LFT	75.00	30,000
New pond aeration fountain	1	LS	12,000.00	12,000

VISIONARY SUBTOTAL

5,027,875

General Conditions	5.00%	251,394
General Contractor's Overhead & Profit	6.00%	301,673
Contractor's Performance/Payment Bonds	1.00%	50,279
Design Fee	10.00%	502,788
Permitting Fees	TBD	TBD
Sub Total "Visionary" - General Construction		6,134,008

COMPLETE BUILDOUT ESTIMATE (3 PHASES)

8,090,338.50

Contingency	15.00%	1,213,551
Escalation Contingency	3.00%	279,117

TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies

\$ 9,583,006

Valpo Parks Legacy Projects

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I - Fairgrounds Park

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub parking areas	58,000	SF	0.20	11,600
Clear and grub between fields	30,000	SF	0.20	6,000
Miscellaneous site demolition and removals	1	LS	20,000.00	20,000
Erosion Control:				
Miscellaneous erosion control	1	LS	25,000.00	25,000
Excavation/Grading:				
Bulk excavation rough grading - 12" average	2,100	CY	30.00	63,000
Site Electrical:				
Site lighting conduit and wiring	15	EA	9,500.00	142,500
Site electrical allowance	1	LS	30,000.00	30,000
Storm Water:				
Stormwater Allowance	1	LS	40,000.00	40,000
Site Concrete:				
Concrete walks - 4" thickness	750	SYD	65.00	48,750
Curb Ramps	4	EA	300.00	1,200
Curbing	2,000	LF	45.00	90,000
Asphalt Paving:				
1-1/2" HMA Surface	1,025	TON	120.00	123,000
3" HMA Base	1,050	TON	80.00	84,000
Compacted aggregate, No. 53 Base	1,050	CYD	65.00	68,250
Undercutting and structural backfill	TBD	CYD	45.00	
Pavement Striping	8,500	LF	4.50	38,250
Pavement Stop Bar	2	EA	125.00	250
Parking Lot Signs	6	EA	750.00	4,500
ADA parking Symbol	6	EA	550.00	3,300
Athletic/Recreational Facilities:				
New Hardscape Surface Between Fields - 6" thickness	4,150	SYD	80.00	332,000
New Backstop fencing (225' - 4 total)	1,100	LFT	80.00	88,000
New Outfield fencing (500LFT - 2 East fields)	1,000	LFT	50.00	50,000
New Dugouts (250SFT - 8 total)	2,000	SFT	60.00	120,000
Landscaping:				
Spread and level topsoil - 6", imported	1,500	CY	25.00	37,500
Fine grade, hydroseed and hydromulch	80,500	SFT	0.30	24,150
Landscaping - Shrubs, Perennials, Groundcover	1	LS	125,000.00	125,000
Trees	50	EA	500.00	25,000

CRITICAL SUBTOTAL		1,601,250
General Conditions	5.00%	80,063
General Contractor's Overhead & Profit	6.00%	96,075
Contractor's Performance/Payment Bonds	1.00%	16,013
Design Fee	10.00%	160,125
Permitting Fees	TBD	TBD
Sub Total "Critical" - General Construction		1,953,525

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE				
Site Electrical:				
Sport Field Lighting Upgraded to LED	4	EA	220,000.00	880,000
New Building / Shelters & Enhancements:				
New Maintenance Building	3,500	LS	130.00	455,000
South Entrance LED Marquee	1	EA	25,000.00	25,000
Athletic/Recreational Facilities:				
Shade Structures (600SFT - 6 total)	6	EA	30,000.00	180,000
Renovate Existing Concession Building	4,000	SFT	100.00	400,000
SUSTAINABLE SUBTOTAL				1,940,000
General Conditions	5.00%			97,000
General Contractor's Overhead & Profit	6.00%			116,400
Contractor's Performance/Payment Bonds	1.00%			19,400
Design Fee	10.00%			194,000
Permitting Fees	TBD			TBD
Sub Total "Sustainable" - General Construction				2,366,800

COMPLETE BUILDOUT ESTIMATE (TWO PHASES) 4,320,325.00

Contingency	15.00%	648,048.75
Escalation Contingency	3.00%	149,051
TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies		\$ 5,117,425

Valpo Parks Legacy Projects

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J - Westside

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub walkways area	80,000	SF	0.20	16,000
Clear and grub north parking area	20,000	SF	0.20	4,000
Miscellaneous site demolition and removals	1	LS	15,000.00	15,000
Erosion Control:				
Miscellaneous erosion control	1	LS	10,000.00	10,000
Excavation/Grading:				
Bulk excavation rough grading	1,200	CY	30.00	36,000
Storm Water:				
Stormwater Allowance	1	LS	20,000.00	20,000
Site Concrete:				
Concrete walks - 4" thick	1,500	SYD	65.00	97,500
Curb Ramps	4	EA	300.00	1,200
Asphalt Paving: (North Parking Addition)				
1-1/2" HMA Surface	130	TON	120.00	15,600
3" HMA Base	275	TON	80.00	22,000
Compacted aggregate, No. 53 Base	280	CYD	65.00	18,200
Undercutting and structural backfill, Undistributed	200	CYD	45.00	9,000
Pavement Striping	800	LF	4.50	3,600
Pavement Stop Bar	2	EA	125.00	250
ADA parking Symbol	2	EA	550.00	1,100
New Building / Shelters & Enhancements:				
Overhead Shelter (near playground)	1,000	SFT	60.00	60,000
Entrance Sign	1	EA	1,500.00	1,500
Parking Lot Signs	4	EA	750.00	3,000
Security cameras and safety information signage	1	LS	20,000.00	20,000
Expand existing playground (13000 SFT)	1	LS	100,000.00	100,000
Landscaping:				
Spread and level topsoil - 6", imported	400	CY	30.00	12,000
Fine grade, hydroseed and hydromulch	30,000	SFT	0.35	10,500
Landscaping - Shrubs, Perennials, Groundcover	1	LS	20,000.00	20,000
Trees	24	EA	500.00	12,000
CRITICAL SUBTOTAL				508,450
General Conditions	5.00%			25,423

JONES PETRIE RAFINSKI, Inc.

Westside

General Contractor's Overhead & Profit	6.00%	30,507
Contractor's Performance/Payment Bonds	1.00%	5,085
Design Fee	10.00%	50,845
Permitting Fees	TBD	TBD
Sub Total "Critical" - General Construction		620,309

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE				
Site Demolition:				
Clear and grub fields site	335,000	SF	0.20	67,000
Miscellaneous site demolition and removals	1	LS	25,000.00	25,000
Erosion Control:				
Miscellaneous erosion control	1	LS	25,000.00	25,000
Excavation/Grading:				
Bulk excavation rough grading	12,000	CY	30.00	360,000
Site Electrical:				
Site lighting conduit and wiring	25	EA	9,500.00	237,500
Field Lights - 9 Poles (12 Lights) and 25 year warranty	1	LS	400,000.00	400,000
Transformer	1	LS	15,000.00	15,000
Site electrical allowance	1	LS	50,000.00	50,000
Storm Water:				
Stormwater Allowance	1	LS	125,000.00	125,000
Sanitary Waste:				
Sanitary Allowance	1	LS	50,000.00	50,000
Water Service:				
Water Service Allowance	1	LS	50,000.00	50,000
Site Concrete:				
Concrete walks - 4" thick	4,000	SYD	65.00	260,000
Curb Ramps	3	EA	300.00	900
Concrete Curb and gutter	2,000	LFT	55.00	110,000
Asphalt Paving: (South Parking Extension)				
1-1/2" HMA Surface	600	TON	120.00	72,000
3" HMA Base	1,250	TON	80.00	100,000
Compacted aggregate, No. 53 Base	1,250	CYD	65.00	81,250
Undercutting and structural backfill, Undistributed	1,000	CYD	45.00	45,000
Pavement Striping	3,500	LF	4.50	15,750
Pavement Stop Bar	3	EA	125.00	375
ADA parking Symbol	6	EA	550.00	3,300
New Building / Shelters & Enhancements:				
Overhead Shelter (2 at South)	2,400	SFT	105.00	252,000
New restroom building	1,200	SFT	275.00	330,000
Entrance Sign Marquee	1	EA	25,000.00	25,000
Parking Lot Signs	10	EA	750.00	7,500

JONES PETRIE RAFINSKI, Inc.				Westside
Security cameras and safety information signage	1	LS	20,000.00	20,000
Athletic/Recreational Facilities:				
Field Installation - 2 synthetic turf fields	1	LS	2,250,000.00	2,250,000
Scoreboards	1	LS	100,000.00	100,000
Landscaping:				
Spread and level topsoil - 6", imported	2,500	CY	30.00	75,000
Fine grade, hydroseed and hydromulch	35,825	SFT	0.35	12,539
Landscaping - Shrubs, Perennials, Groundcover	1	LS	100,000.00	100,000
Trees	30	EA	500.00	15,000
New Road Connection:				
Clear and grub road area	24,000	SF	0.20	4,800
Bulk excavation rough grading	2,400	CY	30.00	72,000
Concrete Curb and gutter	1,800	LFT	45.00	81,000
1-1/2" HMA Surface	200	TON	120.00	24,000
3" HMA Base	400	TON	80.00	32,000
Compacted aggregate, No. 53 Base	400	CYD	65.00	26,000
Undercutting and structural backfill	TBD	CYD	45.00	
Pavement Striping	1,800	LF	4.50	8,100
SUSTAINABLE SUBTOTAL				5,528,014
General Conditions	5.00%			276,401
General Contractor's Overhead & Profit	6.00%			331,681
Contractor's Performance/Payment Bonds	1.00%			55,280
Design Fee	10.00%			552,801
Permitting Fees	TBD			TBD
Sub Total "Sustainable" - General Construction				6,744,177
COMPLETE BUILDOUT ESTIMATE (TWO PHASES)				7,364,485.78
Contingency	15.00%			1,104,673
Escalation Contingency	3.00%			254,075
TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies				\$ 8,723,233

Valpo Parks Legacy Projects

K - Ogden Gardens / Forest Park

This estimate is based on a conceptual master plan. A site survey and design engineering has not been completed and this estimate should be updated as the design evolves and is completed. Actual construction costs may be more or less depending on final design, contractor bids and construction market fluctuation. No guarantee is given or implied with this estimate.

Conceptual Design Construction Cost Projections

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
CRITICAL				
Site Demolition:				
Clear and grub proposed parking and drive areas	15,000	SF	0.50	7,500
Remove existing west restroom building	1	LS	10,000.00	10,000
Excavation/Grading:				
Bulk excavation rough grading	100	CY	30.00	3,000
Site Concrete:				
Concrete walks - 4" thick	250	SYD	65.00	16,250
New Building / Shelters & Enhancements:				
New Ogden pavilion/gazeebo	1,000	SF	105.00	105,000
New restroom building (west)	1,200	SF	275.00	330,000
Expand existing nature playground - 9000SFT	1	LS	75,000.00	75,000
CRITICAL SUBTOTAL				546,750
General Conditions	5.00%			27,338
General Contractor's Overhead & Profit	6.00%			32,805
Contractor's Performance/Payment Bonds	1.00%			5,468
Design Fee	10.00%			54,675
Permitting Fees	TBD			TBD
Sub Total "Critical" - General Construction				667,035

ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
SUSTAINABLE				
Site Demolition:				
Clear and grub proposed parking and drive areas	52,000	SF	0.50	26,000
Remove existing parking drive areas	7,000	SF	0.50	3,500
Miscellaneous site demolition and removals	1	LS	15,000.00	15,000
Erosion Control:				
Miscellaneous erosion control	1	LS	15,000.00	15,000
Excavation/Grading:				
Bulk excavation rough grading	2,250	CY	30.00	67,500
Site Electrical:				
Site lighting conduit and wiring	15	LS	9,500.00	142,500
Site electrical allowance	1	LS	30,000.00	30,000
Transformer	1	LS	15,000.00	15,000

Storm Water:

Stormwater Allowance	1	LS	60,000.00	60,000
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Sanitary Waste:

Sanitary Allowance	1	LS	40,000.00	40,000
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Water Service:

Water Service Allowance	1	LS	40,000.00	40,000
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Site Concrete:

Concrete walks - 4" thick	1,500	SYD	65.00	97,500
Curb Ramps	3	EA	300.00	900
Concrete Curb and gutter	3,000	LFT	55.00	165,000

Asphalt Paving:

1-1/2" HMA Surface	460	TON	120.00	55,200
3" HMA Base	925	TON	80.00	74,000
Compacted aggregate, No. 53 Base	950	CYD	65.00	61,750
Undercutting and structural backfill	TBD	CYD	45.00	
Pavement Striping	1,800	LF	4.50	8,100
Pavement Stop Bar	1	EA	125.00	125
ADA parking Symbol	6	EA	550.00	3,300

New Building / Shelters & Enhancements:

New restroom building (east)	1,200	SF	275.00	330,000
New pedestrian bridge	30	LFT	1,200.00	36,000
Parking Lot Signs	8	EA	750.00	6,000

Landscaping:

Spread and level topsoil - 6", imported	200	CY	30.00	6,000
Fine grade, hydroseed and hydromulch	35,000	SFT	0.35	12,250

SUSTAINABLE SUBTOTAL

1,310,625

General Conditions	5.00%			65,531
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General Contractor's Overhead & Profit	6.00%			78,638
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Contractor's Performance/Payment Bonds	1.00%			13,106
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Design Fee	10.00%			131,063
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Permitting Fees	TBD			TBD
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Sub Total "Sustainable" - General Construction				1,598,963
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ITEM DESCRIPTION	ESTIMATED QUANTITY	UNITS	UNIT COST	COST
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VISIONARY

Site Demolition:

Clear and grub proposed parking and drive areas	48,000	SF	0.50	24,000
Remove existing west entrance drive, parking	5,000	SF	0.50	2,500
Miscellaneous site demolition and removals	1	LS	15,000.00	15,000

Erosion Control:

Miscellaneous erosion control	1	LS	15,000.00	15,000
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Excavation/Grading:				
Bulk excavation rough grading	2,100	CY	30.00	63,000
Site Electrical:				
Site lighting conduit and wiring	15	LS	9,500.00	142,500
Site electrical allowance	1	LS	30,000.00	30,000
Storm Water:				
Stormwater Allowance	1	LS	40,000.00	40,000
Site Concrete:				
Concrete walks - 4" thick	600	SYD	65.00	39,000
Curb Ramps	3	EA	300.00	900
Concrete Curb and gutter	2,000	LFT	55.00	110,000
Asphalt Paving:				
1-1/2" HMA Surface	420	TON	120.00	50,400
3" HMA Base	860	TON	80.00	68,800
Compacted aggregate, No. 53 Base	880	CYD	65.00	57,200
Undercutting and structural backfill	TBD	CYD	45.00	
Pavement Striping	1,900	LF	4.50	8,550
Pavement Stop Bar	2	EA	125.00	250
ADA parking Symbol	6	EA	550.00	3,300
New Building / Shelters & Enhancements:				
Reset existing Ogden entrance fence	400	LFT	10.00	4,000
Decorative 6' privacy fence	1,900	LFT	65.00	123,500
Entrance Sign Marquee	1	EA	10,000.00	10,000
Update Forest Park shelter	2,400	SF	105.00	252,000
Parking Lot Signs	8	EA	750.00	6,000
Security cameras and safety information signage	1	LS	30,000.00	30,000
Landscaping:				
Spread and level topsoil - 6", imported	200	CY	30.00	6,000
Fine grade, hydroseed and hydromulch	30,000	SFT	0.35	10,500
Trees	60	EA	500.00	30,000
Ogden Garden:				
Renovation and new plantings	1	LS	250,000.00	250,000
VISIONARY SUBTOTAL				1,392,400
General Conditions	5.00%			69,620
General Contractor's Overhead & Profit	6.00%			83,544
Contractor's Performance/Payment Bonds	1.00%			13,924
Design Fee	10.00%			139,240
Permitting Fees	TBD			TBD
Sub Total "Visionary" - General Construction				1,698,728

COMPLETE BUILDOUT ESTIMATE (3 PHASES)				3,964,725.50
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JONES PETRIE RAFINSKI, Inc.

Ogden-Forest

Contingency	15.00%	594,709
Escalation Contingency	3.00%	136,783
TOTAL ESTIMATED CONSTRUCTION COST - Including Contingencies		\$ 4,696,217



APPENDIX D: LEGACY PLANNING AND DESIGN CONCEPT UPDATES



Legacy Parks of Valparaiso

▶ 2021 Planning and Design Concept Updates

prepared by:



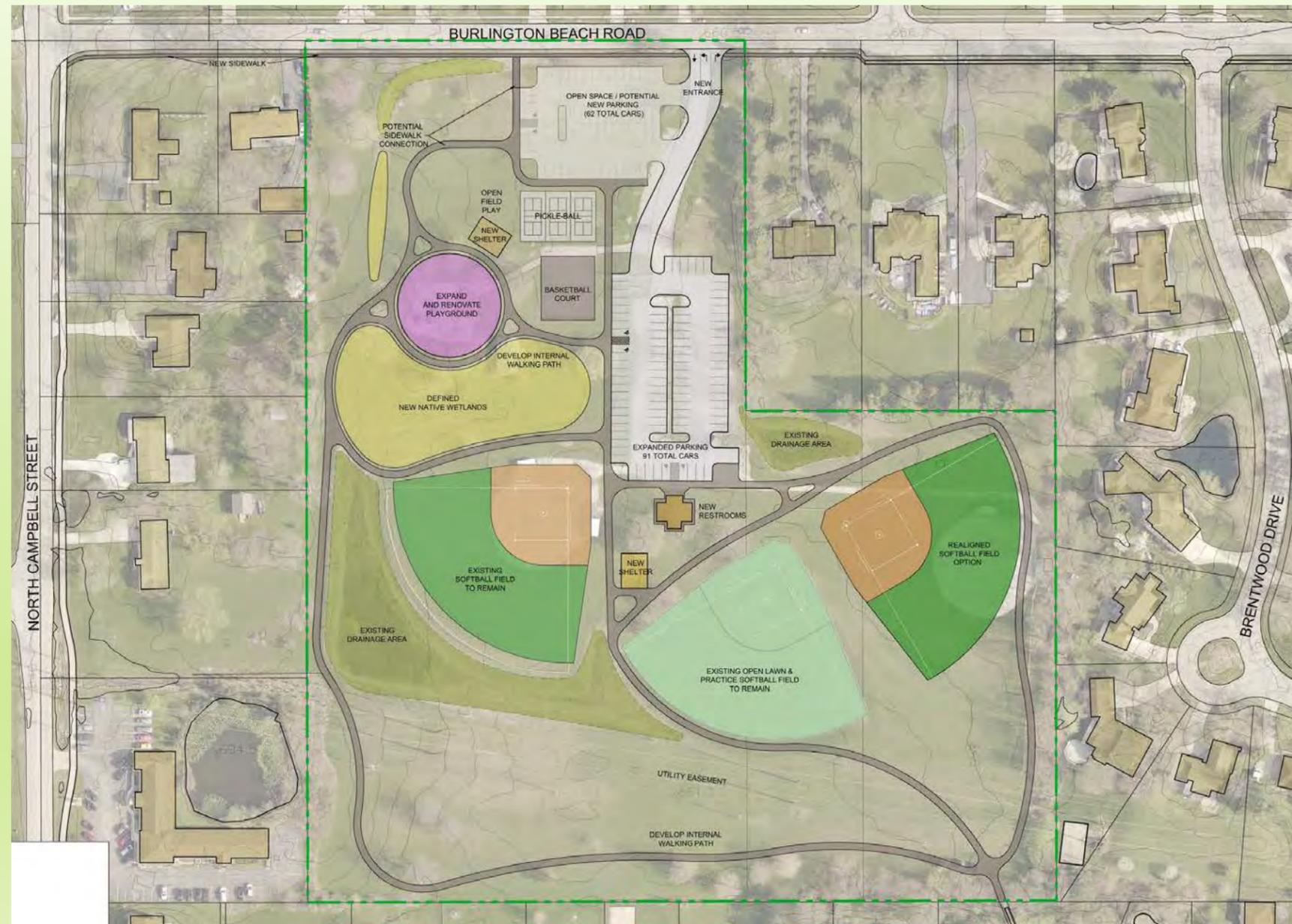
Kirchhoff Park



- ▶ Kirchhoff Park is the oldest park property of the Department
- ▶ Planned upgrades in 3 phases including re-envisioned entrance, circulation, upgraded amenities
- ▶ Total costs around \$4.6mil



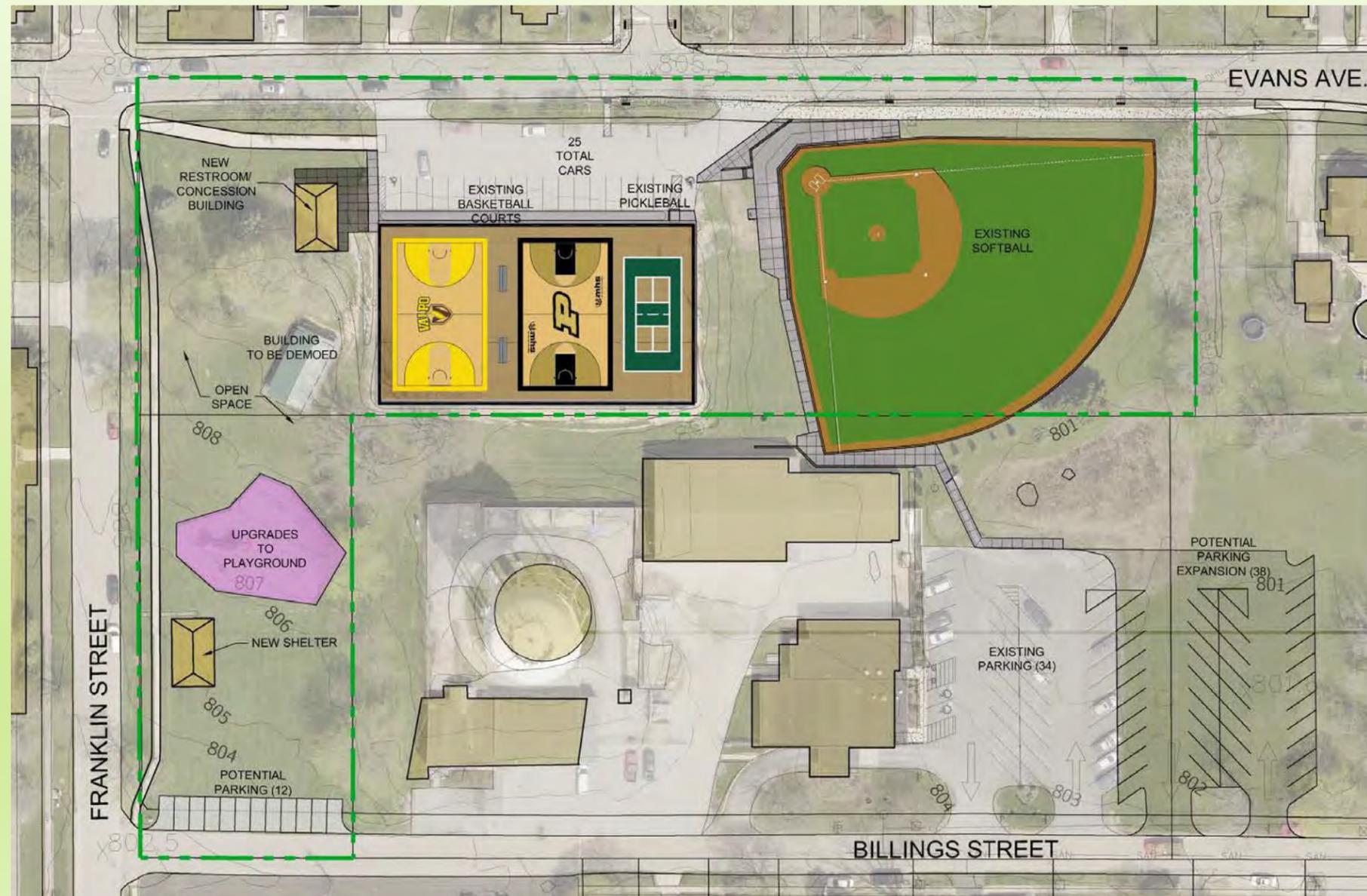
Bicentennial Park



- ▶ Bicentennial Park has had recent upgrades including the new restrooms and expanded parking
- ▶ Planned upgrades in 2 phases including softball and play equipment upgrades and additional parking
- ▶ Total costs around \$3.3mil



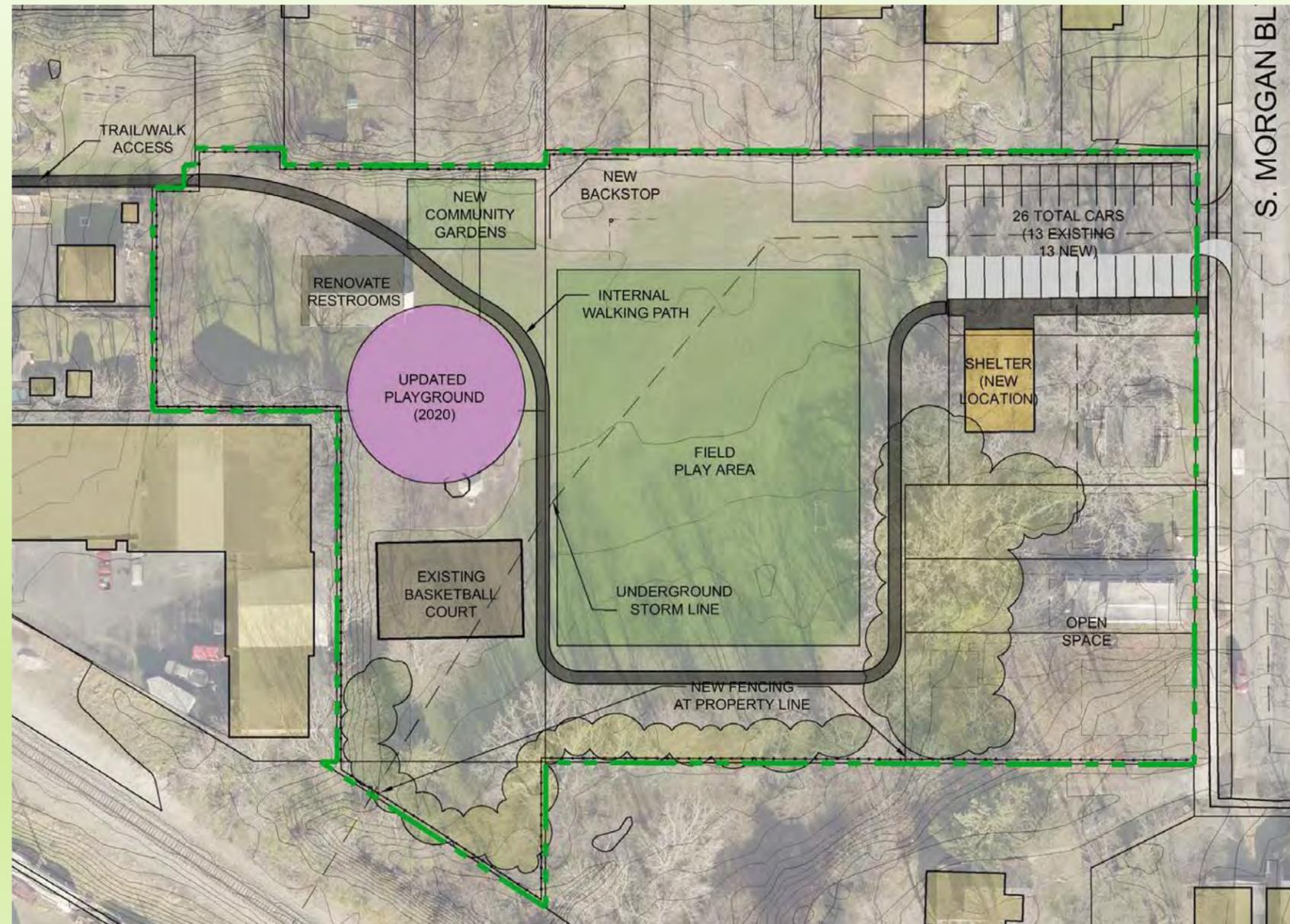
Tower Park



- ▶ Tower Park has had many recent major improvements including the courts and diamond field
- ▶ Planned single phase upgrades including shelter, restroom, concessions and playground upgrades
- ▶ Total costs around \$1.3mil



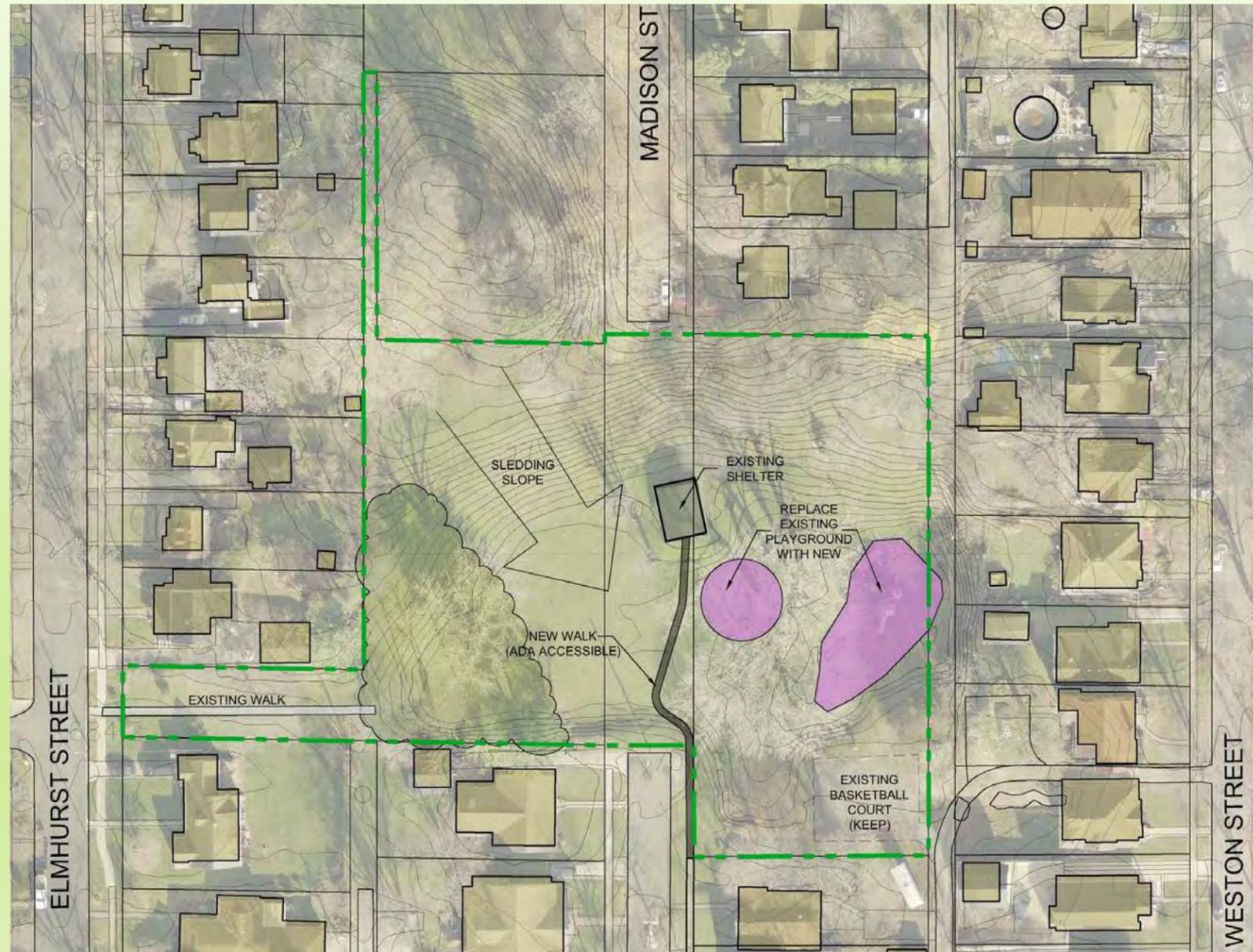
Will Park



- ▶ Will Park is a neighborhood space with utility implications adjacent east of and running through the site
- ▶ Planned single phase upgrades that include restroom renovation, relocated shelter, walkways and expanded play
- ▶ Total costs around \$830,000



Jessee-Pifer Park



- ▶ Jessee-Pifer Park is a neighborhood space accessible to pedestrians
- ▶ Planned upgrades in 2 phases including new play equipment and walkways
- ▶ Total costs around \$170,000



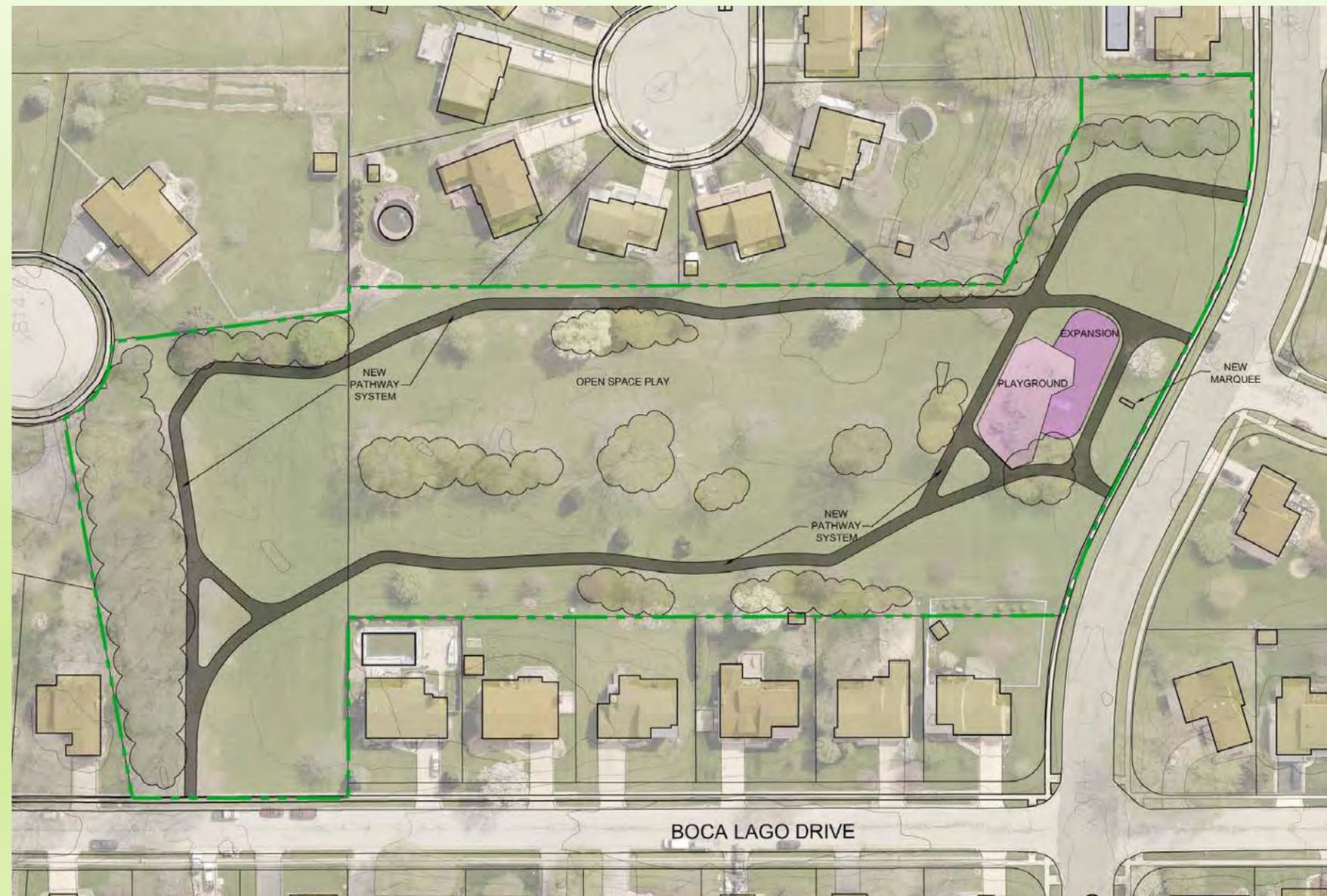
ValPLAYso Park



- ▶ ValPLAYso has been recently updated including play equipment and safety
- ▶ Planned single phase upgrades that shall include 16,000 sq ft splash pad, shelter/restroom upgrades and vehicular circulation and drop-off area
- ▶ Total costs around \$1.8mil



200 East Park



- ▶ 200 East Park is an open play space serving the neighborhood residents, including a recently expanded playground
- ▶ Planned single phase upgrades with new walking trails and playground
- ▶ Total costs around \$235,000



Rogers-Lakewood Park



- ▶ Rogers-Lakewood Park is an unmatched natural space present with unique potential for new improvements
- ▶ Planned upgrades in 3 phases
- ▶ Upgrades include new play, shelters, restrooms, update walkways and trails, parking, environmental restorations and maintenance facility upgrades, zipline and Environmental Center
- ▶ Total costs around \$8.1mil



Fairgrounds Park



- ▶ Fairgrounds Park is park occupying a variety of uses to users and serving the City as a drainage utility.
- ▶ Planned upgrades in 2 phases that include Ball Field Complex, walkways and parking upgrades, maintenance facility upgrades, and LED marquee
- ▶ Total costs around \$4.3mil



Westside Park



- ▶ Westside Park is currently a large mostly sport-oriented park with an opportunistic connection to US 30
- ▶ Planned upgrades in 2 phases that include walkway and trail upgrades, new parking, playground, shelters, and optional sport turf fields and road connection
- ▶ Total costs around \$9mil



Ogden Gardens - Forest Park



- ▶ Ogden Gardens-Forest Park unique to Valpo Parks
- ▶ Planned upgrades in 2 phases to include new entrance and vehicular circulation, parking, restrooms and shelters, playground areas, and Garden paths and plantings
- ▶ Total costs around \$3.9mil



APPENDIX E: GRASP® METHODOLOGY

A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool is used to conduct inventories of more than 100 park systems nationwide.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations

Lower-service area: an area of a city that has some GRASP® level of service but falls below the minimum standard threshold for the overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

No-service area: an area of a city with no GRASP® level of service

Perspective: A perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked allows for easy and enjoyable travel between them.

Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the level of service provided by a specific recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system within which major barrier crossings include crosswalks, pedestrian underpasses, or bridges. Different networks are separate from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard-surface trail, such as a city sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another city utility department.

B. GRASP® Components and Definitions

Table 17: GRASP® Outdoor Component List

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation
Aquatics, Lap Pool	A human-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A human-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice that includes goals in spaces associated with other uses.
Batting Cage	A batting cage is a stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.

Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined camping receives a quantity of one for each park or location. Use this component when the number of campsites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area used for the practice of diamond sports. Distinguished from ballfield, it doesn't lend itself to organized diamond sports games and from open turf by a backstop presence.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. They are distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments and quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.

Garden, Display	It is a garden area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one specific course is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	It is a place designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks, and not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.

Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Public Art	Any art installation on public property and receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in any manner of configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. It may be associated with a playground but is not part of it. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating. The park may or may not allow freestyle biking and may be specific to one user group or allow for several user types. It can accommodate multiple abilities. Typically has a variety of concrete or modular features.

Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple courts in a single location with amenities suitable for tournament use.
Tennis Court	One regulation court is suitable for recreation or competitive play. Quick Start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with sports such as handball and racquetball. The type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. It is specified in comments, including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A water body such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments.

Table 18: Indoor Component Type

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. They are intended for short-term child watch or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with a commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food - Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	An active recreation space such as a gymnasium can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	A kitchen meeting local codes for commercial food preparation.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A multi-purpose room can host various activities, including events, classes, meetings, banquets, medical, or therapeutic uses. It also includes rooms or areas designated or intended as games rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	Outdoor space or seating area designed to be used exclusively in conjunction with indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.

Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location that includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts.
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.

Note: Include any component from the outdoor component list as an indoor component

C. Inventory Methods and Process

The detailed GIS (Geographic Information System) inventory conducted by the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element’s evaluation ensures it serves its intended function, noting any parts in need of refurbishment, replacement, or removal.

The inventory also included recording site comfort and convenience amenities such as shade, drinking fountains, restrooms, and modifiers.

Collection of the following information during site visits:

- Component type and geo-location
- Component functionality
 - Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
 - 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

ASSET SCORING

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond the quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user’s experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the example images in *Figure 36*.

Figure 36: GRASP® Examples



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, scenery. These modifier values then serve to enhance or amplify component scores at any given location.

Compiled GIS information collected during the site visit, includes all GIS data and staff input. This review packet consists of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze Level of Service provided by assets in Fruita. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.

Analysis of the existing parks, open space, trails, and recreation systems determines how they serve the public. Level of Service (LOS) defines the capacity of various components and facilities to meet the public's needs in terms of size or quantity of a given facility.

D. Composite-Values Level of Service Analysis Methodology

Level of Service (LOS) measures how parks, open spaces, trails, and facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

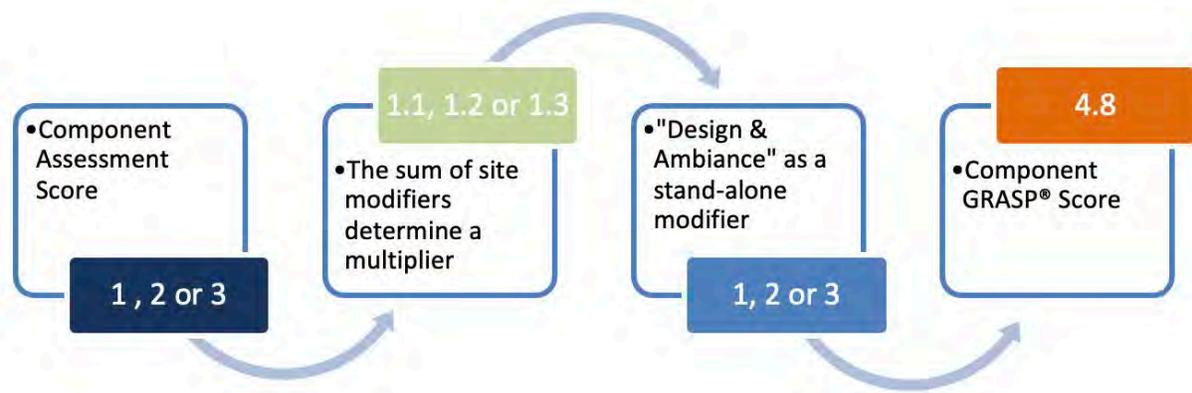
WHY LEVEL OF SERVICE?

LOS indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living. Analyses of the existing parks, open space, trails, and recreation systems determine how the systems are serving the public and the capacity of the various components and facilities to meet the people's needs.

GRASP® SCORE

Each park or recreation location, along with all on-site components, has been assigned a GRASP® Score. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for both component and modifier scores, every park, and facility in the inventory. The resulting ratings reflect the overall value of that site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas, a supplemental document.

Figure 37: GRASP® Score Calculation



CATCHMENT AREAS

Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

PERSPECTIVES

Maps and data produced using the GRASP® methodology are known as **perspectives**. Each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights a community may use to determine its success in delivering services.

Plotting service areas for multiple components on a map produces a picture that represents the cumulative level of service provided by that set of elements in a geographic area.

Figure 38: GRASP® Process

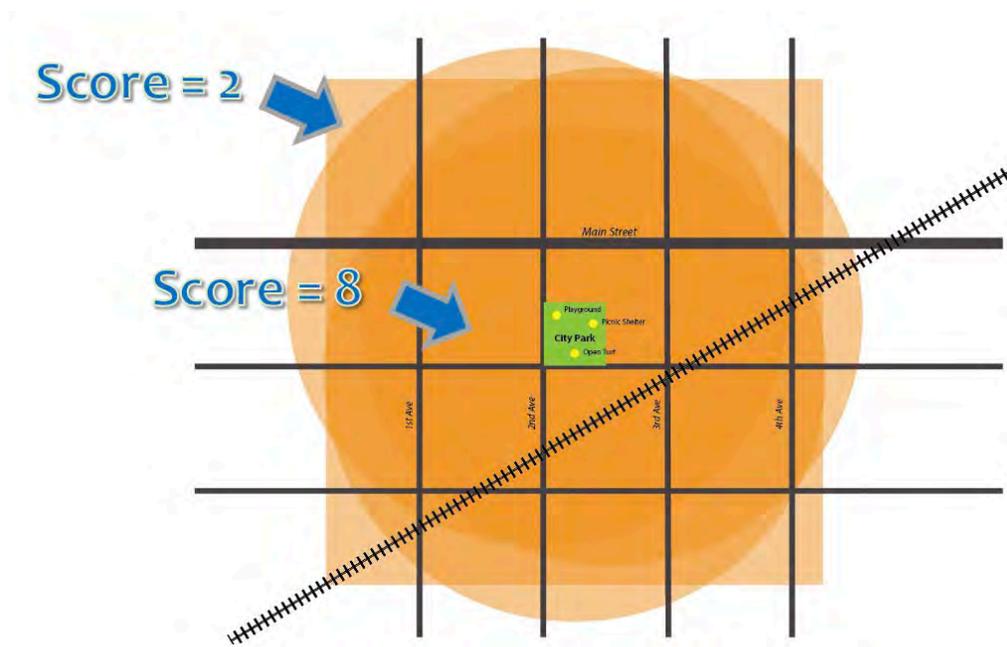
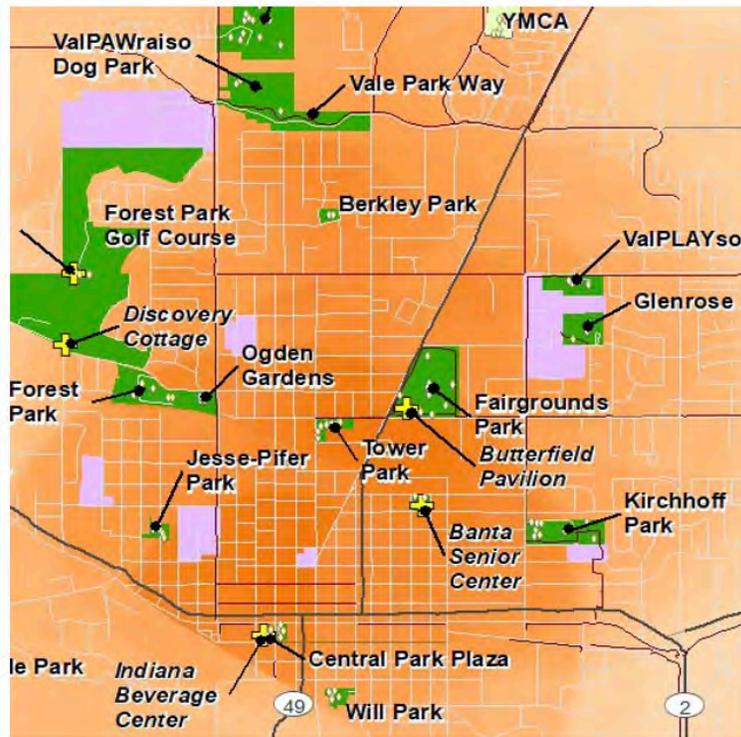


Figure 38 illustrates the GRASP® process, assuming all three components and the park boundary itself, is scored a “2”. The overlap of their service areas yields higher or lower overall scores for different parts of a study area.

On a map, darker shades result from the overlap of multiple service areas and indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets. **Figure 39**, below, provides an example.

Figure 39: Example of GRASP® Level of Service (LOS)



More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. Desired Level of Service for a location should depend on the type of service, the characteristics of the place, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore, a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

E. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies, and parks & recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged, with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an “average LOS” should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance and more on planning, organizational structure, and management processes. The popularly referred to “NRPA standards” for LOS, as such, do not exist.

In conducting planning work, it is critical to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each city is different, and many factors are not addressed by the criteria above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they are not maintained?
- And many other questions.

F. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the level of service is appropriate to address these and other relevant questions. Composite-values methods are applied to provide a better way of measuring and portraying the service provided by parks and recreation systems. This methodology’s primary research and development were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture and planning firm, and Geowest a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive-areas. The explanations and characteristics listed above affect the amount of service provided by the system's parts follow.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.

Comfort and Convenience – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Design and Ambience – Simple observation proves that places that “feel” right to attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambience. A well-designed park is preferable to a poorly designed one, enhancing the degree of service provided by its components.

G. Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database that is then available and owned by the agency for use in various ways. The database tracks facilities and programs and can be used to schedule services, maintenance, and components' replacement. In addition to determining LOS, it can project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The GRASP® methodology provides accurate LOS and facility inventory information and integrates with other tools to help agencies decide. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

ADDRESSING LOW-SCORING COMPONENTS

Components whose functionality ranks below expectations are identified and scored with a “one.” Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is increased. The following is an outline

strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

I. Determine why the component is functioning below expectations.

- Was it poorly conceived in the first place?
- Is it something that was not needed?
- Is it the wrong size, type, or configuration?
- Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?
- Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
- Has it been damaged?
- Has the component's maintenance been deferred or neglected to the point where it no longer functions as intended?
- Does the component score low because it is not available to the public in a way that meets expectations?
- Is the component old, outdated, or otherwise dysfunctional, but has historical or sentimental value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose, but which has historical value.

II. Depending on the answers from the first step, select a strategy for addressing the low-functioning component:

- If the need for that type of element in its current location still exists, then the feature should be repaired or replaced to match its original condition as much as possible.
 - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other cases could be playgrounds with old, damaged, outdated equipment or courts with poor surfacing or missing nets.
- If the need for that type of component has changed to the point where the original one is no longer suitable, replace it with a new one that fits the current needs.
- If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
- Remove a component because of changing demands unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.

III. It is possible that through ongoing public input and as needs and trends evolve, and there is the identification of new demands for existing parks. If there is no room in an existing location for the unique needs, the decision may include removal or repurpose a current component, even if it is quite functional.

- As tennis's popularity declined and demand for courts dropped off in some communities over recent decades, courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence.
- One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced, and the combination of the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses is ideal. In time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and some other facility that dog owners prefer even more replaces it. Meanwhile, the use of the diamond for this

List of Low-Scoring Components and Modifiers

The following components scored low during site visits. Note some of these may already have been addressed.

Table 19: Outdoor Low Scoring Components

GIS Map ID	LOCATION	COMPONENT	QUANTITY	GRASP® Score	COMMENTS
C025	Banta Center Outdoor	Playground, Local	1	1	Older equipment
C095	Bicentennial Park	Basketball, Practice	1	2	New pavement
C109	Fairgrounds Park	Basketball, Practice	1	1	In parking lot
C107	Forest Park	Playground, Local	1	1	Small and old
C056	Glenrose	Playground, Local	1	1	Small equipment on EWF
C112	Glenrose	Concessions	1	1	Usability uncertain
C088	Jesse-Pifer Park	Basketball, Practice	1	1	Rough uneven surfacing
C128	Kirchhoff Park	Horseshoe Court	4	0	Not usable
C016	Kirchhoff Park	Basketball, Practice	1	1	Broken asphalt
C017	Kirchhoff Park	Tennis Court	2	1	Broken surfacing, no lines
C042	Rogers-Lakewood Park	Skate Park	1	1	Limited and aged
C047	Rogers-Lakewood Park	Playground, Local	1	1	Old and small for park
C049	Rogers-Lakewood Park	Basketball Court	1	1	Rough surfacing
C130	Rogers-Lakewood Park	Water Access, Developed	1	1	Small boat launch
C003	Will Park	Basketball Court	1	1	Lacks paint

Table 20: Low Scoring Outdoor Modifiers

LOCATION	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security Lighting	Bike Racks	Restrooms	Shade & Shade Trees	Trail Connections	Park Access	On-Site Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Bicentennial Park	2	2	2	0	0	2	2	2	1	1	2	2	0	2	2
Jesse-Pifer Park	2	0	2	2	0	1	0	0	2	0	1	0	0	2	2
Will Park	2	2	2	0	0	0	0	2	2	0	2	2	0	2	2
Creekside Golf Course	2	2	2	0	2	2	2	2	2	0	2	2	0	2	2
Forest Park	2	2	2	1	0	2	0	2	2	1	2	2	0	2	2
Kirchhoff Park	2	2	2	2	0	2	0	0	2	0	2	2	0	2	2
Banta Center Outdoor	2	0	2	0	0	2	2	0	2	0	2	2	0	2	2
Tower Park	2	2	2	0	0	1	2	2	2	2	2	2	0	2	2
Fairgrounds Park	2	2	2	0	2	2	2	2	1	2	2	2	2	2	0
Rogers-Lakewood Park	2	2	2	0	0	2	2	2	2	2	2	2	2	2	2
Glenrose	2	0	2	0	0	2	2	0	2	2	2	2	0	2	0
ValPLAYso	2	2	2	0	0	2	2	2	0	2	2	2	0	1	2
Forest Park Golf Course	2	2	2	0	0	2	0	2	2	0	2	2	0	2	2
Berkley Park	2	0	2	0	0	0	0	0	2	0	2	0	0	2	2
Foundation Meadows Park	2	2	2	0	0	2	2	2	2	2	2	2	2	2	2
Westside Park	2	2	2	0	0	2	0	2	2	0	2	2	0	2	2
200 East	2	0	2	0	0	0	2	0	2	0	2	0	0	2	2
Central Park Plaza	3	2	2	0	0	2	2	2	2	0	2	2	2	2	2
Ogden Gardens	2	0	2	0	2	2	0	0	2	0	2	2	2	2	0
Discovery Cottage	2	0	0	0	0	2	0	0	0	0	2	2	0	1	0
Vale Park Way	2	0	2	0	0	0	0	0	2	2	2	0	0	0	0
ValPAWraiso Dog Park	2	2	2	0	2	2	0	2	2	2	2	2	0	2	0

Red highlighted modifiers scored low. Modifiers in yellow that were not present at the time of site visits scored a zero. These scores do not imply that all parks and facilities should have all modifiers but instead that the presence of modifiers positively impacts the user experience.

No indoor components scored low during site visits

Table 21: Low Scoring Indoor Modifiers

Location	Design & Ambiance	Site Access	Aesthetics	Entry	Entry Aesthetics	Building Condition	Entry Desk	Office Space	Overall Storage	Restrooms	Locker Rooms
Banta Senior Center	2	2	2	2	2	2	2	0	2	2	0
Butterfield Pavilion	2	2	2	2	2	2	0	0	2	2	0
Discovery Cottage	2	2	1	0	0	2	0	0	2	2	0
Indiana Beverage Center	2	2	2	2	2	2	0	2	2	2	0
Hoffman Room at Creekside Golf	2	2	2	2	2	2	2	0	0	0	0
Welter Room at Forest Park Golf Course	2	2	2	2	2	2	2	2	2	2	0
Horton Family Childrens Education Center	2	2	2	2	2	2	0	0	2	2	0

H. Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider the prioritization of identified gap areas. For example, in the walkable access analysis, several regions with low or no service were identified. Further investigations of these areas can help when prioritizing future improvements or recreation opportunities. Future growth or subdivision development may significantly impact future gap areas. Prioritization of improvements may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components as they are affected by wear and tear over time.

ADDRESSING LOW-SCORING COMPONENTS

Low scoring components are discussed previously in *Section D*.

Booster Components

Another way to enhance the level of service is by adding booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components.

High Demand Components

The statistically-valid survey asks respondents to rank facilities by importance based on those they felt the city needed to add or improve. Consider these high-demand components when adding new elements to the system.

The highest priority for added, expanded, or improved recreation activities listed by survey respondents are:

- a. Increase trail connectivity and trail access
- b. Playground/playground equipment
- c. Improved amenities (e.g., restrooms, shelters)

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and adding components that could serve as future program opportunities.

TRENDS IN PARKS AND RECREATION

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once socialized with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Add skate features to neighborhood parks in place of larger skate parks.
- A desire for locally-grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

I. GRASP® Maps

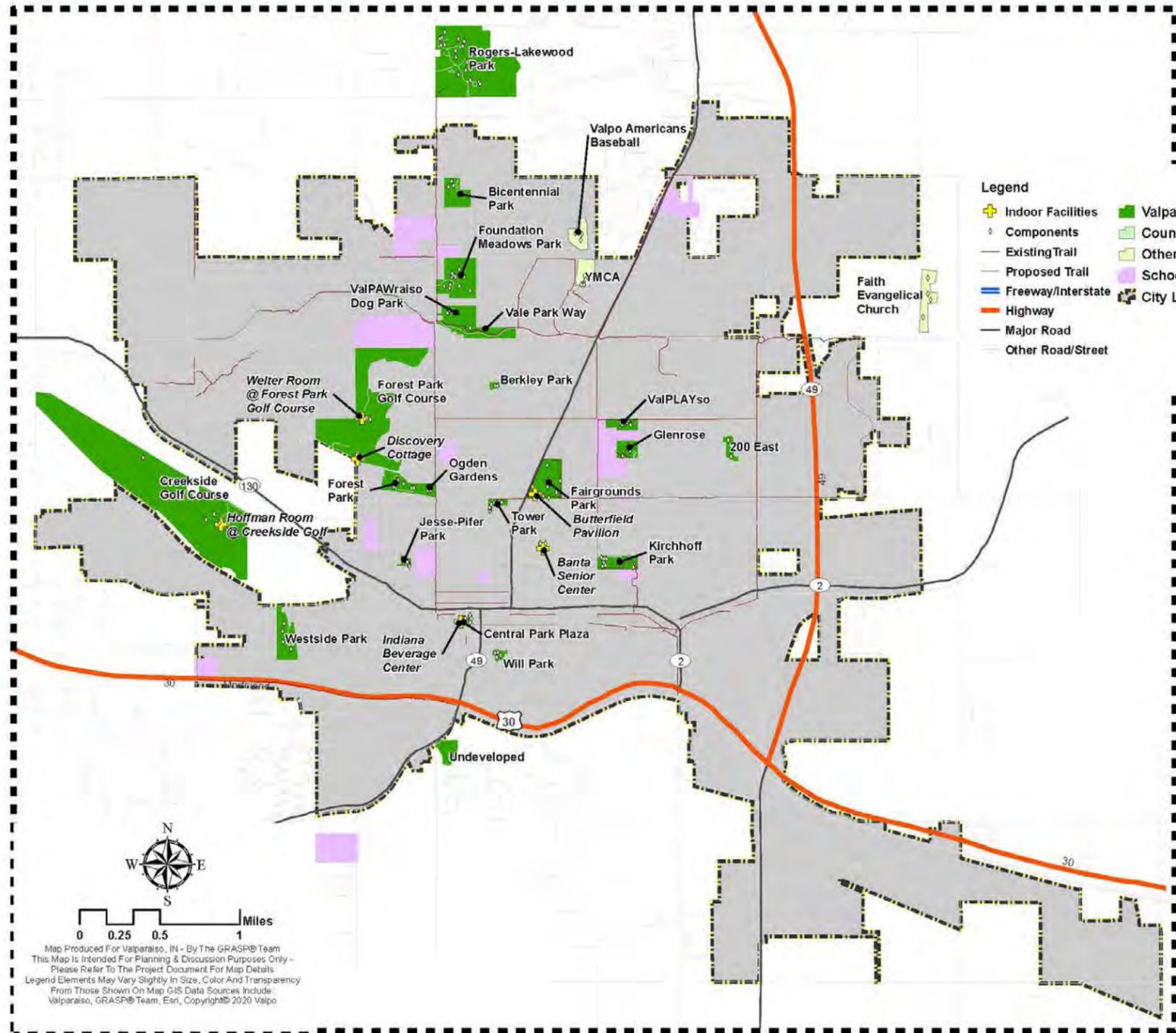
The following pages include the GRASP® maps.



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Parks and Recreation System Map

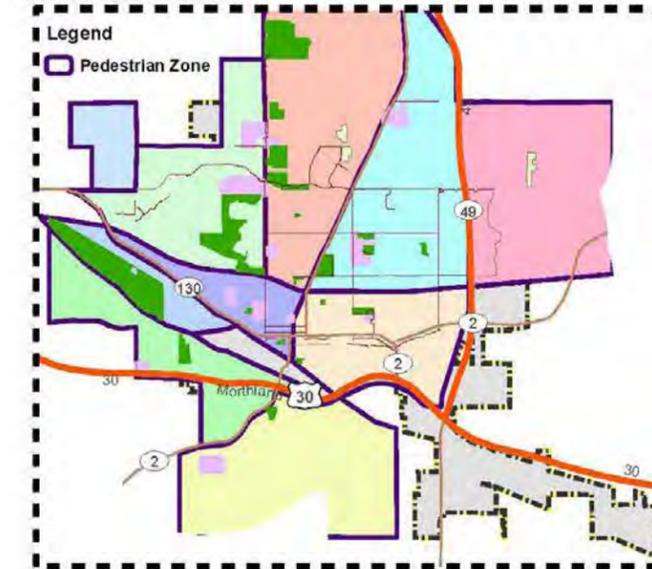
Valparaiso, Indiana



Location Map:



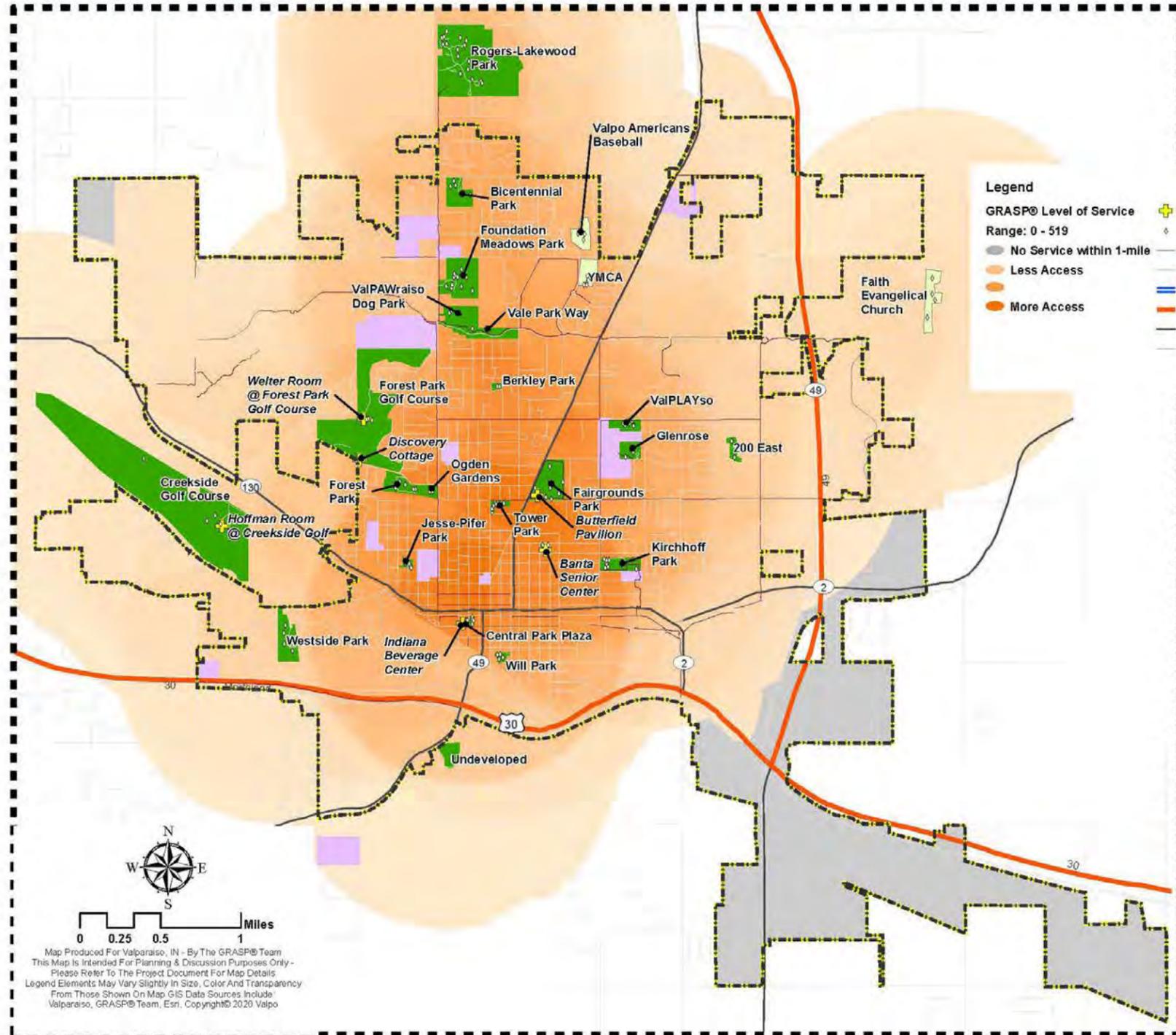
Pedestrian Zones:



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 Legend Elements May Vary Slightly In Size, Color And Transparency
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Neighborhood Access to Quality Outdoor Recreation

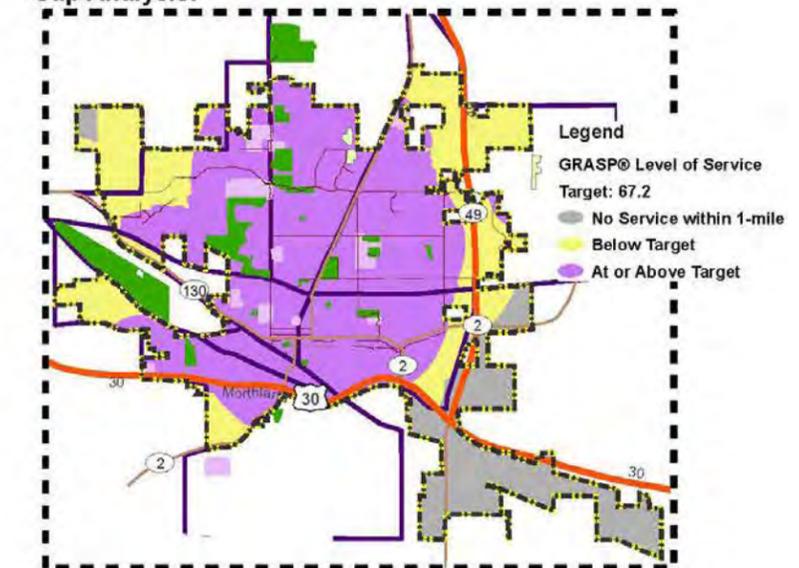
Valparaiso, Indiana



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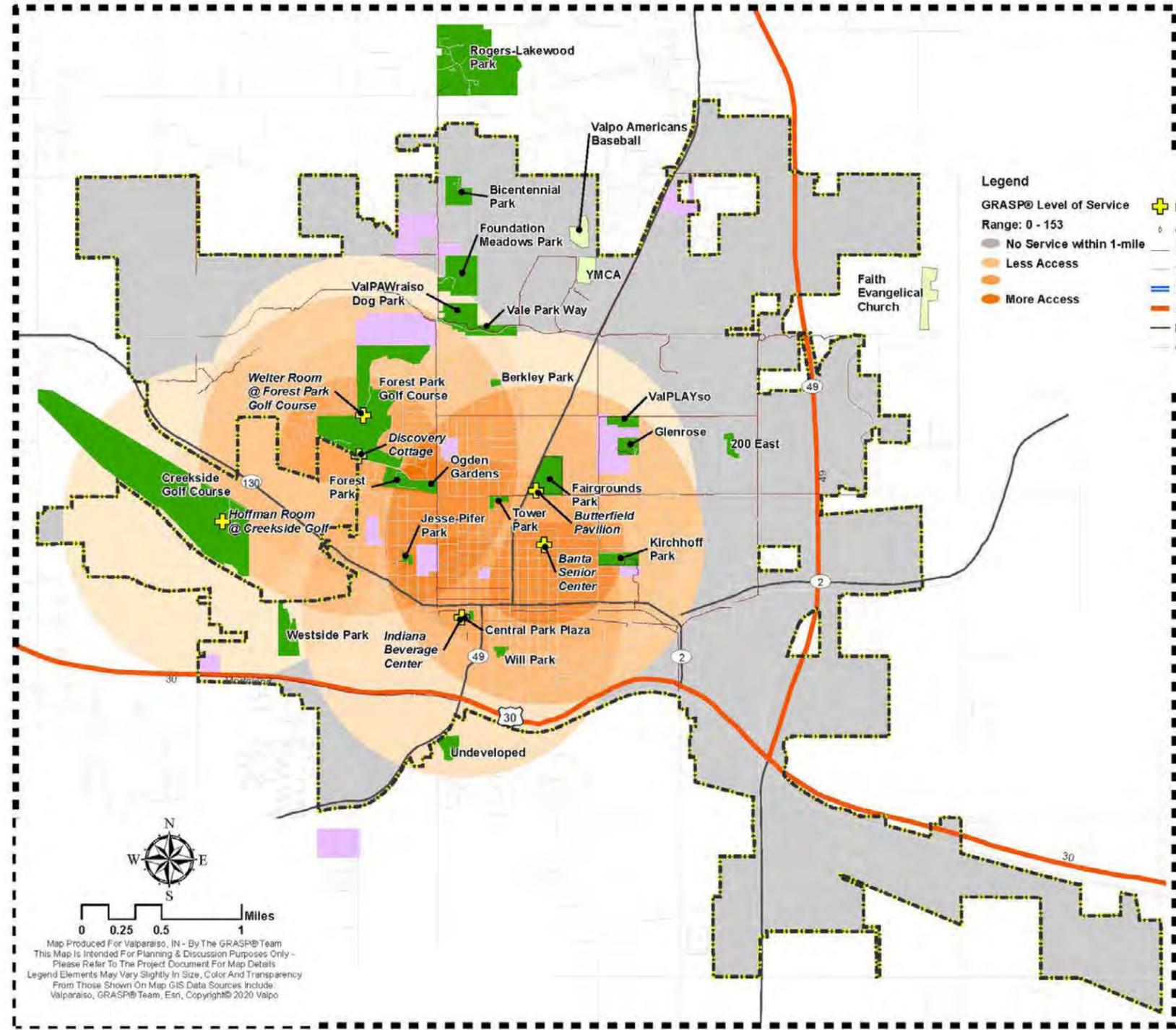
Gap Analysis:



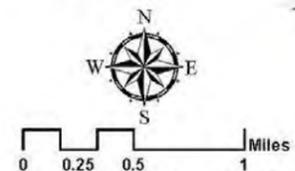
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Access to Quality Indoor Recreation

Valparaiso, Indiana



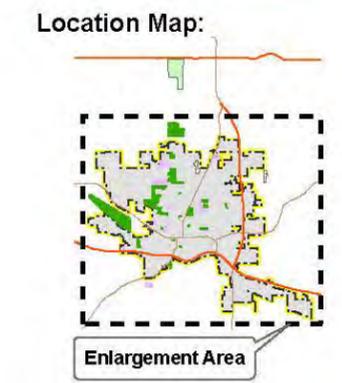
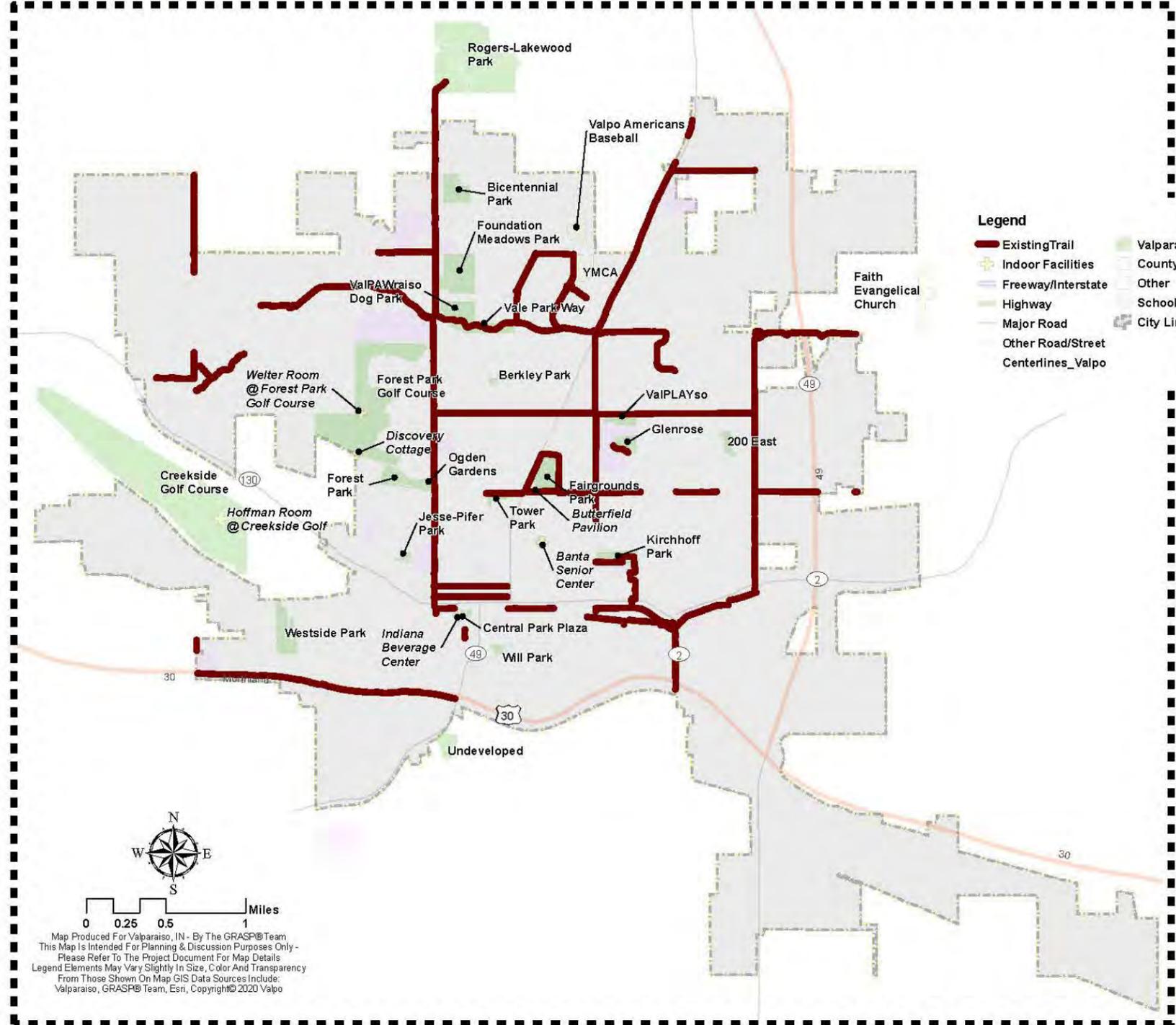
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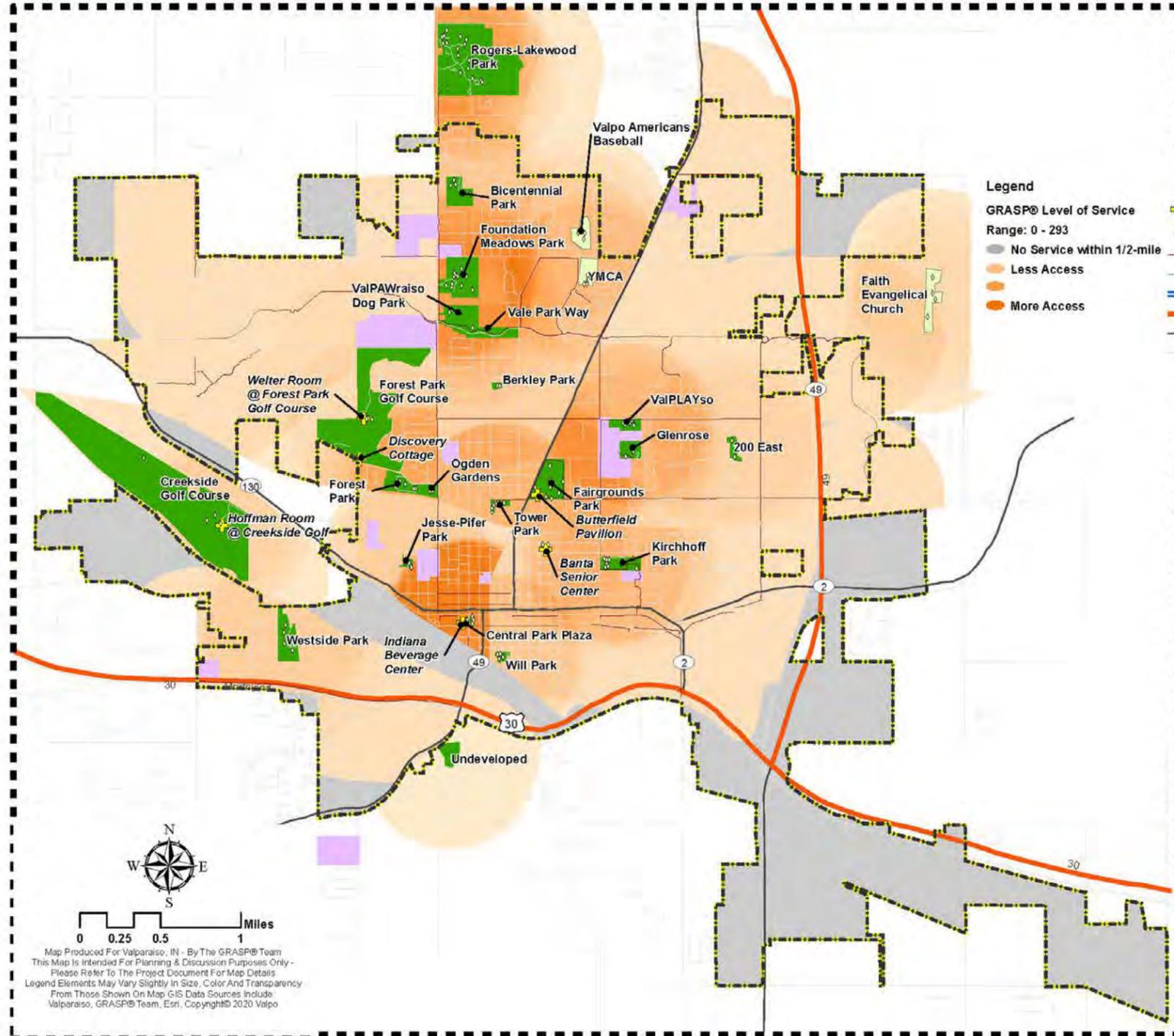
Trails Map

Valparaiso, Indiana



Walkable Access to Quality Outdoor Recreation

Valparaiso, Indiana

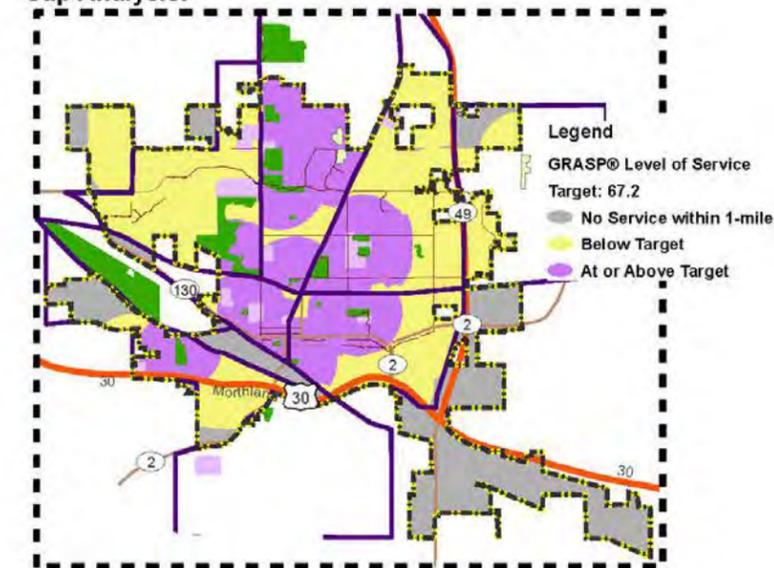


- Legend**
- GRASP® Level of Service**
Range: 0 - 293
- Grey: No Service within 1/2-mile
 - Light Orange: Less Access
 - Dark Orange: More Access
- Green: Valparaiso Park
 - Light Green: County Park
 - Yellow: Other
 - Purple: School Locations
- Yellow Star: Indoor Facilities
 - White Diamond: Components
 - Black Line: Existing Trail
 - Blue Line: Proposed Trail
 - Thick Blue Line: Freeway/Interstate
 - Orange Line: Highway
 - Thin Black Line: Major Road
 - Thin Grey Line: Other Road/Street
- Black Dashed Line: City Limits

Location Map:



Gap Analysis:



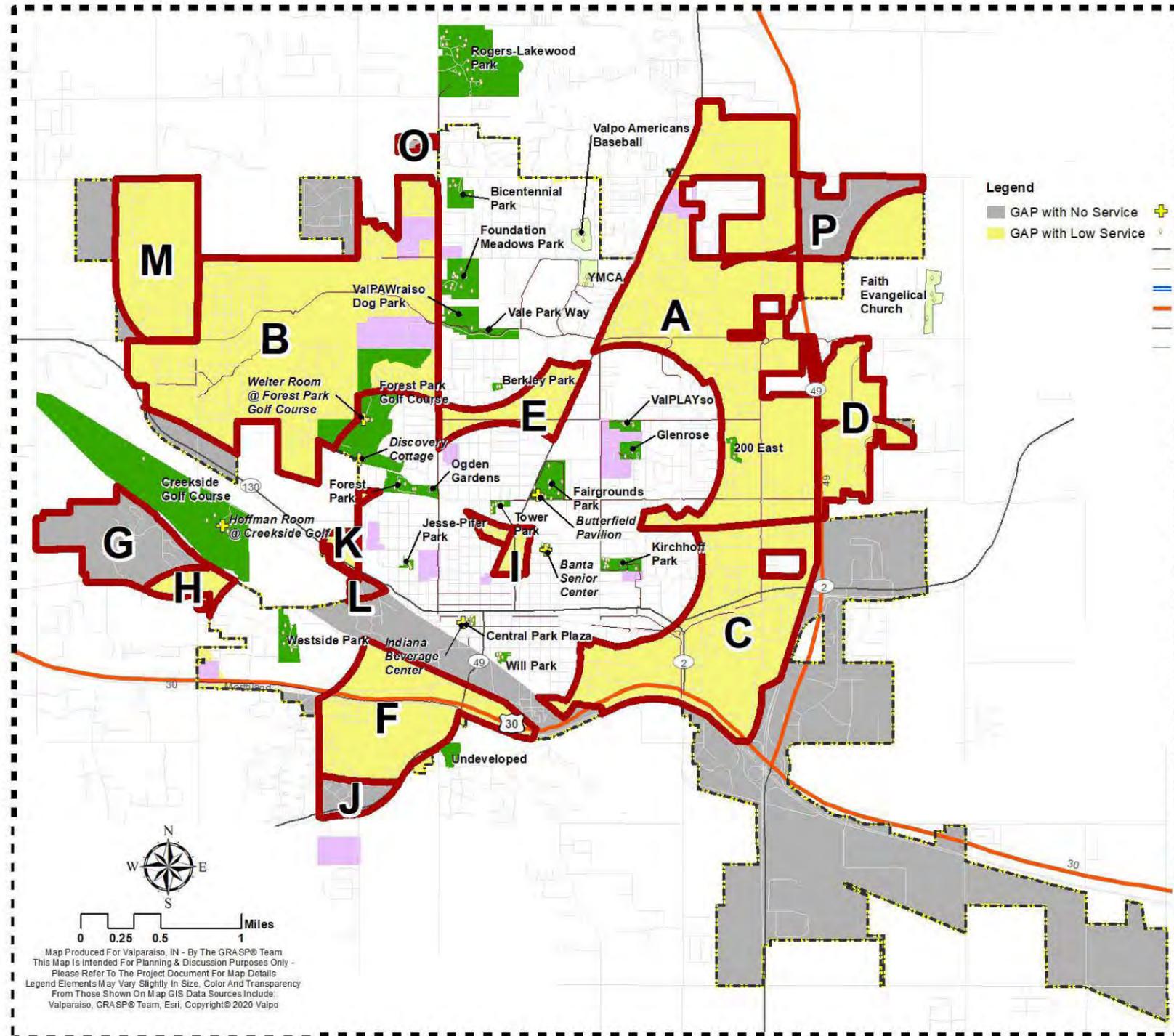
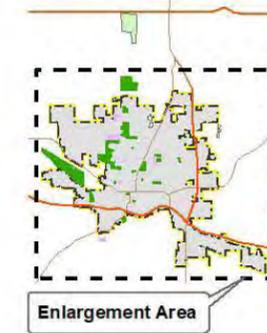
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Walkable Access to Visioning and Priorities

Valparaiso, Indiana

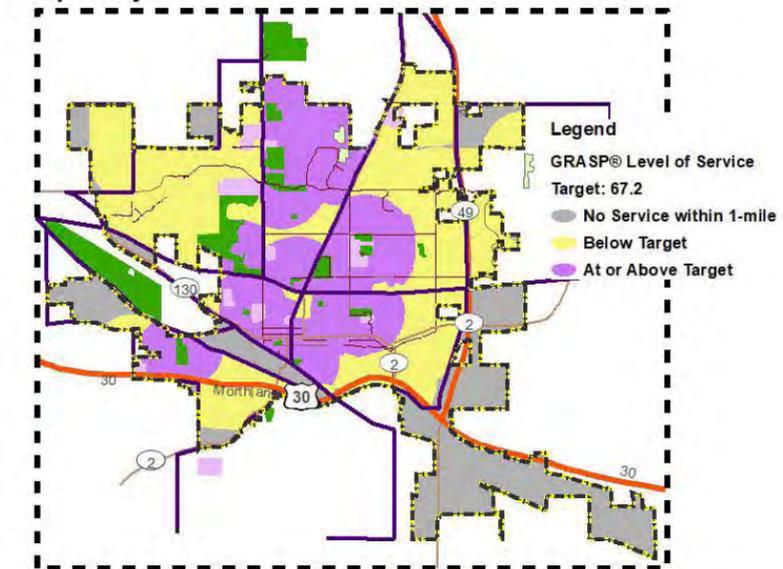


Location Map:



- Legend**
- GAP with No Service
 - GAP with Low Service
 - ✚ Indoor Facilities
 - ◇ Components
 - Existing Trail
 - Proposed Trail
 - Freeway/Interstate
 - Highway
 - Major Road
 - Other Road/Street
 - Valparaiso Park
 - County Park
 - Other
 - School Locations
 - City Limits

Gap Analysis:



Map Produced For Valparaiso, IN - By The GRASP® Team
 This Map Is Intended For Planning & Discussion Purposes Only -
 Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size, Color And Transparency
 From Those Shown On Map GIS Data Sources Include:
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