

Park and Facility			Action Steps/Milestones:		Who?	When?	Status
1.1	Strategy:	Implement a coordinated wayfinding program that improves visibility of parks and trail access points, helps users navigate between parks and facilities that reinforces connectivity across the broader trail network.	1	Install simple, universal wayfinding signage along main roads within a quarter mile of park entrances, using			
			2	Develop and implement a comprehensive trail wayfinding program along key corridors, including the Pleasant Street trail connecting the Nickel Plate Trail, White River Greenway, and future Midland Trace Trail.			
			3	Establish consistent design standards for wayfinding signage across parks, trails, and entry points.			
			4	Reassess signage needs as new trail segments and park connections are completed.			
1.2	Strategy:	Advance sustainability initiatives that reduce long-term maintenance demands, fuel usage, and operational costs while positioning environmental stewardship as a visible community benefit.	1	Prioritize sustainability initiatives that result in measurable savings in staff time, resources, and dollars.			
			2	Track reductions in mowing hours, fuel usage, and maintenance inputs to support data-driven decision-making.			
			3	Integrate sustainability considerations into park planning, renovations, and daily operations.			
			4	Communicate sustainability outcomes to decision-makers and the community to build support for continued investment.			
1.3	Strategy:	Reduce mowing intensity and maintenance costs by strategically converting non-programmed lawn areas to low-maintenance turf and alternative groundcovers while preserving high-quality open lawns for recreation.	1	Identify areas within each park where open lawn is not required to support recreation or programming.			
			2	Convert appropriate areas to low-mow turf to serve as transition zones between manicured lawns and native plantings.			
			3	Introduce alternative groundcovers and low-stature prairie seed mixes based on site conditions, soil quality, and foot-traffic tolerance.			
			4	Allocate resources for establishment and early maintenance to ensure long-term success.			
			5	Install educational signage to explain the purpose and benefits of lawn alternatives and manage community expectations.			
1.4	Strategy:	Protect and enhance the ecological health and visual character of the parks system by prioritizing native species and removing invasive or incompatible plant materials.	1	Remove invasive species throughout the parks system, including ornamental pear trees in naturalized areas.			
			2	Conduct a system-wide review of landscape plantings, particularly in older parking lots.			
			3	Replace non-native or outdated plantings with native species and ornamental grasses that align with the parks department's character.			
			4	Incorporate native planting standards into future capital projects and renovation efforts.			
1.5	Strategy:	Preserve parking lot and drive infrastructure and improve user experience by implementing a predictable, lifecycle-based maintenance and reinvestment program.	1	Establish an annual budget dedicated to parking lot maintenance across the park system.			
			2	Implement a 5-7 year cycle for milling, resurfacing, full-depth repairs, seal coating, and striping.			
			3	Prioritize higher-use parking lots for more frequent inspection and maintenance.			
			4	Coordinate parking lot improvements with adjacent pedestrian and landscape enhancements where feasible.			
1.6	Strategy:	Coordinate with planning and the engineering departments to complete the next layer of trail and pedestrian connections to strengthen access between parks, neighborhoods, schools, commercial areas, and regional trail systems.	1	Study trail connection opportunities to Seminary Park, accounting for existing sidewalk infrastructure and the desire to support biking and scooter use.			
			2	Evaluate trail connections to Federal Hill Commons, including pedestrian bridges or tunnels at SR 32 and SR 19 to improve safety and access.			
			3	Leverage the Nickel Plate rail underpass at Nixon Street to enhance connections between Federal Hill Commons and Forest Park.			
			4	Prioritize trail connections between parks, schools, neighborhoods, and commercial districts as the next phase of trail development.			
			5	Reduce difficult road crossings and expand off-road trail corridors to create a safer, more diverse trail network.			
			6	Coordinate local trail investments with regional trail systems to maximize connectivity and impact.			
1.7	Strategy:	Complete an indoor recreation community center feasibility study to meet the community's high desire for year-round indoor recreation space.	1	Conduct a feasibility study on multi-generational recreation center in a centralized area of the community.			
			2	Partner with other service providers and continue to use Forest Park until additional indoor space is available.			
1.8	Strategy:	Continue to reimagine existing parks through effective planning and appropriate updates.	1	Review the effectiveness of the current maintenance operations shop and consider new and/or additional satellite facilities.			
			2	Continue to update existing community and neighborhood parks.			
			3	Continue to upgrade amenities in parks based on the capital improvement plan.			
			4	Continue to enhance water access to the White River, and other nature-based features to serve a growing and diverse Noblesville population.			
1.9	Strategy:	Continue to review aquatics as a community need, while refreshing the existing aquatic center with new trends in aquatic design.	1	Complete a feasibility study or defined operational and capital strategy.			
			2	Renovate and update the aquatic center with a refreshed look with new trends in aquatic play features that have wide age segment appeal to extend their useful life.			

Programs			Action Steps/Milestones:		Who?	When?	Status
2.1	Strategy:	Formalize a consistent, department-wide program development framework to ensure offerings align with community priorities and staff capacity.	1	Establish a standardized annual and seasonal program planning calendar across all core program areas.			
			2	Create a common program development workbook/ checklist (Included in Program Assessment).			
			3	Require post-program evaluations to inform continuation, modification, or retirement decisions for programs.			
			4	Train staff on proactive program planning at least one season ahead of implementation.			
2.2	Strategy:	Shift from a youth-dominant portfolio toward a more balanced lifespan approach that includes the other age segments.	1	Add core program areas in adults/ seniors, enrichment, and adaptive recreation.			
			2	Expand adult fitness, wellness, and senior programs using partnerships as an interim delivery model until additional indoor space becomes available (County partnerships).			
			3	Pilot multi-generational programs tied to nature-based offerings in a series of at least six a year on weekday evenings.			
2.3	Strategy:	Apply a formal program classification and cost recovery model to guide pricing, subsidy decisions, and resource prioritization.	1	Classify all programs (existing and new) as Core, Enhanced, or Specialized based on public vs. private benefit.			
			2	Conduct Cost-of-Service Analysis for priority programs within each classification.			
			3	Establish cost recovery targets by classification through policy.			
			4	Adjust fees incrementally to align with adopted cost recovery goals and operational costs while protecting access.			
2.4	Strategy:	Implement program lifecycle management principles into recreation programming.	1	Review lifecycle status annually for all programs.			
			2	Identify Saturation and Decline programs for refresh, redesign, or phase-out.			
			3	Reallocate staff time and marketing toward Introduction and Growth-stage programs.			
			4	Establish criteria for program retirement to free resources for innovation.			
2.5	Strategy:	Improve financial and operational performance of ancillary services while protecting community favorites.	1	Reassess pricing for Tom Thumb Mini Golf and concessions to align revenue with participation.			
			2	Develop a long-term maintenance and reinvestment strategy for the Carousel.			
			3	Continue expanding pickleball offerings while evaluating true net cost.			
			4	Evaluate low-performing seasonal services (e.g., carriage rides, ice rink) for redesign or divesting.			
2.6	Strategy:	Strengthen use of performance metrics to guide program, pricing, and staffing decisions.	1	Expand KPIs to include cost recovery, revenue per participant, and program utilization.			
			2	Use Placer AI (partner with County) data to better evaluate special event impact and attendance patterns.			
			3	Standardize KPI reporting by Core Program Area.			
			4	Share KPI results internally to support consistent decision making.			
2.7	Strategy:	Transition from tactical marketing to a strategic, outcomes-driven communications approach.	1	Develop a written marketing strategy defining channels, audiences, and goals specific to parks and rec services.			
			2	Complete a full annual content calendar aligned with program planning.			
			3	Evaluate CivicRec communication effectiveness and explore supplemental tools if needed.			
			4	Consider dedicating a full-time marketing role as program volume and complexity grow.			

Operations			Action Steps/Milestones:		Who?	When?	Status
3.1	Strategy:	Realign staffing levels with system size, asset complexity, and peer benchmarks to move from reactive to proactive maintenance.	1	Incrementally add maintenance FTEs, prioritizing trails, peak seasonal needs, and high-use parks.			
			2	Use peer benchmarks (FTEs per developed acre and per 10,000 residents) to justify staffing requests.			
			3	Reduce reliance on overtime and outsourcing by stabilizing core staff and professional development.			
			4	Incorporate succession planning and cross-training to reduce risk from staff turnover.			
3.2	Strategy:	Address undersized and over-capacity maintenance facilities to improve efficiency, safety, and long-term asset care.	1	Conduct a needs assessment for expanded maintenance and storage facilities.			
			2	Plan additional bays, covered storage, and staff support spaces (breakrooms, lockers).			
			3	Reduce shared vehicles and “windshield time” by improving fleet allocation.			
			4	Integrate maintenance facility needs into the City’s Capital Improvement Program (CIP).			
3.3	Strategy:	Transition toward preventive, data-driven maintenance to protect assets and reduce long-term costs.	1	Implement a Computerized Maintenance Management System (CMMS) aligned with City IT systems.			
			2	Develop standardized maintenance manuals and checklists by asset type.			
			3	Establish preventive maintenance schedules tied to asset lifecycle expectations.			
			4	Track work orders and backlog to inform staffing and capital decisions.			
3.4	Strategy:	Formalize department-specific standards and procedures to improve consistency and prepare for CAPRA accreditation.	1	Document recreation program standards, facility standards, and maintenance standards.			
			2	Develop a recreation program plan and maintenance management plan to implement (Also CAPRA standard).			
			3	Formalize policies for pricing, naming rights, special events, land management, and land acquisition.			
			4	Use CAPRA standards as a roadmap to prioritize policy and procedure development.			
3.5	Strategy:	Ensure long-term maintenance implications are considered before new assets are built.	1	Require maintenance staff review during park and facility design phases.			
			2	Evaluate lifecycle costs alongside capital costs when approving new projects.			
			3	Avoid over-development that exceeds long-term maintenance capacity and funding.			
			4	Use asset data to prioritize reinvestment before expansion.			
3.6	Strategy:	Balance system expansion with the Department’s ability to maintain quality standards.	1	Establish internal thresholds linking new development to staffing and operational impacts (needed resources).			
			2	Tie approval of new assets to identified funding for ongoing maintenance.			
			3	Regularly reassess service levels as parks, trails, and facilities are added.			
			4	Use operations data to inform future master plan updates and CIP priorities.			
3.7	Strategy:	Leverage technology to improve planning, transparency, and decision-making.	1	Implement asset tracking and condition assessments within the CMMS.			
			2	Develop simple KPIs (e.g., work orders completed, Asset downtime, preventive vs. reactive tasks).			
			3	Use data to communicate staffing and funding needs to leadership and the public.			
			4	Coordinate equipment, inventory, and supply tracking to reduce inefficiencies.			

Funding			Action Steps/Milestones:		Who?	When?	Status
4.1	Strategy:	Enhance Sponsorship & Naming Rights Opportunities - Leverage sponsorships and naming rights while protecting public trust.	1	Develop a strategic approach with a sponsorship valuation matrix by asset type (events, facilities, amenities).			
			2	Establish eligibility standards, term lengths, and brand limitations along with benefits of sponsorship.			
			3	Prepare standardized agreements to reduce legal and negotiation time.			
4.2	Strategy:	Expand Strategic Partnerships to Offset Operating Costs - Use partnerships to reduce City financial exposure while expanding services and programming.	1	Identify partnership-ready assets (program rooms, athletic fields, studios, events).			
			2	Target partners aligned with community outcomes (County, health systems, schools, nonprofits).			
			3	Pilot cost-sharing or revenue-sharing agreements rather than full outsourcing.			
			4	Track avoided costs and reinvest savings into deferred maintenance or staffing gaps.			
4.3	Strategy:	Improve Grant Readiness and Match Strategy - Maximize competitiveness for state, federal, and private grants through preparation and alignment.	1	Maintain a rolling list of grant-eligible projects with cost estimates.			
			2	Identify potential local match sources in advance.			
			3	Standardize internal grant management and reporting procedures.			
			4	Avoid using grants to fund recurring operations without a sustainability plan.			
4.4	Strategy:	Optimize Earned Revenue Without Compromising Access - Refine cost recovery and pricing strategies to strengthen financial performance while maintaining equity.	1	Review fees annually using market and peer benchmarking.			
			2	Differentiate pricing by residency, peak demand, and prime time use.			
			3	Expand premium experiences that subsidize low-cost or free offerings.			
			4	Track program-level cost recovery and reinvest surpluses strategically.			
4.5	Strategy:	Leverage Volunteerism Strategically - Use volunteers to expand capacity and environmental stewardship, not to replace skilled labor.	1	Formalize volunteer roles aligned with maintenance, events, and natural resources.			
			2	Track volunteer hours as a measurable contribution to system value.			
			3	Pair volunteer efforts with sponsorship or donor recognition opportunities.			
			4	Ensure risk management, training, and supervision protocols are in place.			
4.6	Strategy:	Align Funding Decisions with Asset Lifecycle Planning - Ensure funding strategies support the full lifecycle of parks and facilities.	1	Link funding sources to asset condition and replacement schedules.			
			2	Prioritize revenues from specific facilities for reinvestment to extend lifecycles (golf).			
			3	Clearly distinguish one-time capital funding from ongoing maintenance needs.			
			4	Communicate lifecycle costs to decision-makers and the public.			
4.7	Strategy:	Align funding sources with capital improvement projects creating dynamic funding strategies that will enhance the park system.	1	Pair Impact Fees with Net Revenue Fund for Growth-Related Park Projects at revenue generating facilities.			
			2	Combine Foundations, Naming Rights, and Corporate Sponsorships for signature park and facility enhancements including destination enhancements and special features such as the Carousel.			
			3	Leverage TIF, CEDIT, and Economic Development Tools for park projects including downtown, trail connections, plazas, and redevelopment area improvements.			
			4	Utilize User Fees and Net Revenue Fund for facility reinvestment.			
			5	Leverage city funding sources to obtain private contributions to highly visible public park projects.			
			6	Consider use of General Obligation Bonds as the Backbone for system-wide asset renewal in combination with other funding sources.			