

# CEDAR RAPIDS GREENWAY PARKS

# VOLUME II: BUSINESS PLAN

OCTOBER 2014

PREPARED FOR  
THE CITY OF  
CEDAR RAPIDS



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# Section 1 | Executive Summary

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## EXECUTIVE SUMMARY

The purpose of this Business Plan is to evaluate the operational aspects of the conceptual plans for three parks in the Cedar Rapids Greenway: Time Check Park, Riverfront Park, and Czech Village Park. This Business Plan accompanies the Concept Plan, which includes a full description of each park along with the conceptualized features and amenities within. Based upon those concepts, this plan identifies operational and preliminary design assumptions to determine the overall cost to operate the three parks over a 20-year period during which phased development will occur.

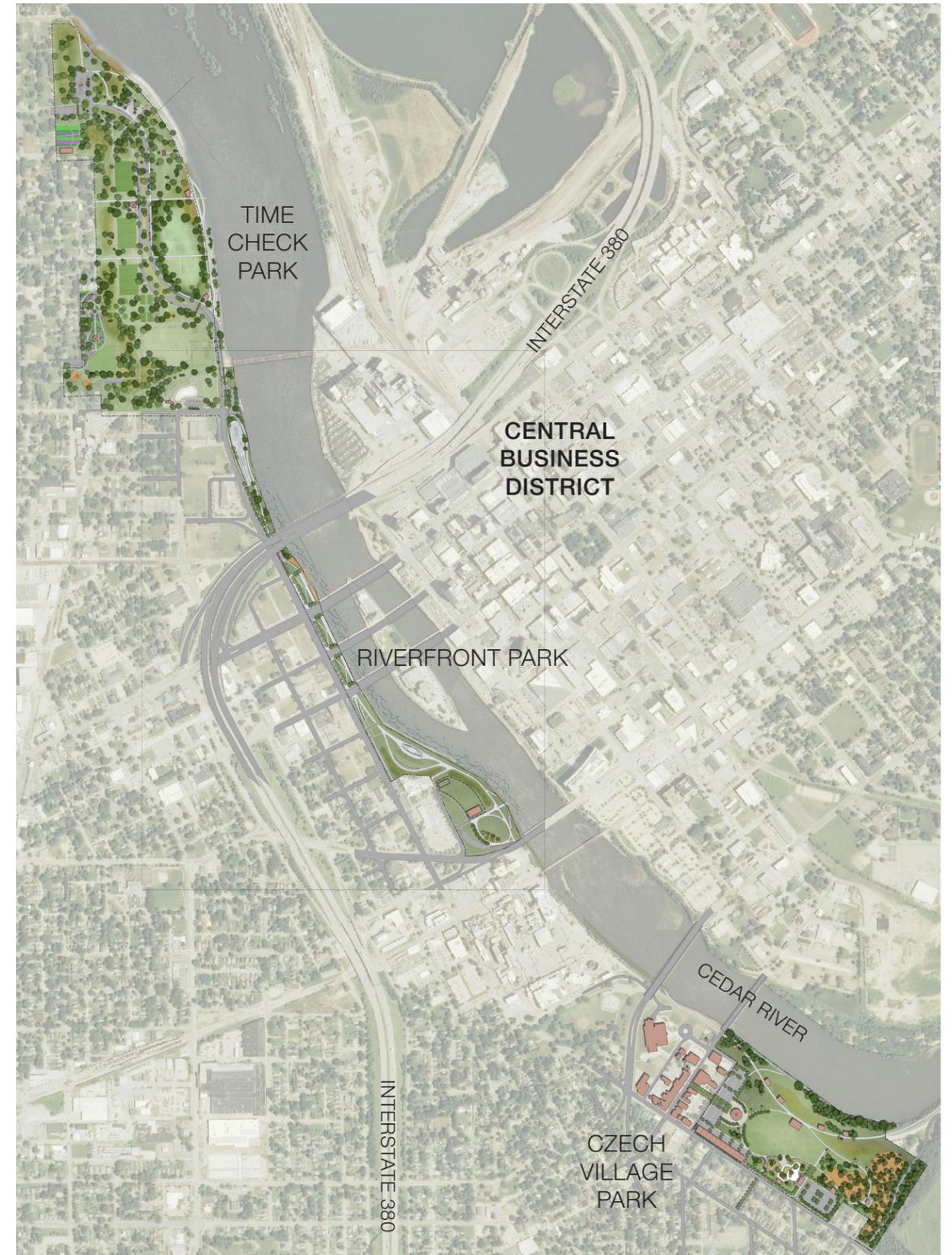
Following this Executive Summary, Section 2 reviews key demographic profiles and recreation trends that have informed the visioning and design process for the sites. Much of this information was used in the consideration of park amenities, but it also has helped shape participation and use estimates that are included in this study.

The accuracy of the analyses in the plan is dependent, in a significant way, on the accuracy of the operational and design assumptions – of which there are many due to the conceptual nature of the parks. Therefore, this plan purposefully discusses each assumption beginning in Section 3 with an overview of the amenity inventories at each park and a review of the planned phases of development. Cost centers and revenue centers are also identified as part of the methodology of establishing business units to estimate income and expenses.

Section 4 provides a discussion on operational, maintenance, and programming considerations to be taken into account as the three greenway parks develop over the next 20 years. The principles and standards described in this section represent best practices among parks and park systems similar to the Cedar Rapids Greenway Parks and inform many of the operational assumptions used in the plan.

Building off of the previous two sections, Section 5 includes additional assumptions specific to 9 business units: Park Maintenance, Programs, Special Events, Shelter & Facility Rentals, Food Service, the Bike Park & Pump Track, the Ice Rink & Ice Trail, and the Adventure Park & Ropes Course. Major cost or revenue drivers are discussed, and exhibits listing assumptions are provided. Financial summaries for each business unit identify income and/or expenses adjusted for inflation over time. Following the discussion of each business unit, a pro forma depicts how all business units come together between 2015 (Year 1) and 2034 (Year 20).

Concluding the Business Plan is Section 6, an action plan for sustainable management of the parks through design, construction, and operation. Recommendations are provided in the areas of marketing, maintenance, programs, connectivity, and finance.



Plan: Final Overall Concept Plan

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## Section 2 | Market Analysis

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## 2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Cedar Rapids, Iowa, along with its demographic attributes, in order to establish a sound context for planning and anticipate the operational demands of the Greenway parks. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

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

### 2.1.1 Demographic Overview

The total population of the target area had a slight increase of approximately 1.8% from 126,326 in 2010 to an estimated 128,606 in 2013. The current population is projected to grow minimally to 132,460 in 2018, and total 140,127 by 2028.

According to the U.S. Census reports, the total number of households in the service area has increased in recent years by approximately 2.4%, from 53,236 in 2010 to 54,494 in 2013. The City of Cedar Rapids is projected to have 56,363 households in 2018, and is expected to grow to 60,247 households by 2028.

Based on 2013 estimates, the target area's median household income (\$52,242) is below state and national averages, while per capita income (\$28,503) is above the national average, but falls below the average for the state of Iowa.

According to the 2010 Census results, the population of Cedar Rapids is slightly younger (35.3 years) than the median age of the U.S. (37.2 years). Projections show that the target area will undergo an aging trend, with the 55+ group growing to represent 32.3% of the total population by 2028.

The vast majority of the estimated 2013 population is White Alone (87.58%), with the Black Alone (5.78%) representing the largest minority. Future projections through 2028 expect the City's racial composition to remain fairly consistent, as White Alone decreases minimally to 84.52%, followed by Black Alone (7.38%) and Asian (3.37%) minorities.

### 2.1.2 Methodology

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2014 and reflects actual numbers as reported in the 2010 Census, and estimates for 2013 and 2018 as obtained by ESRI. Straight line linear regression was utilized for projected 2023 and 2028 demographics. The geographic boundary of the City of Cedar Rapids was utilized as the demographic analysis boundary shown in Figure 1.

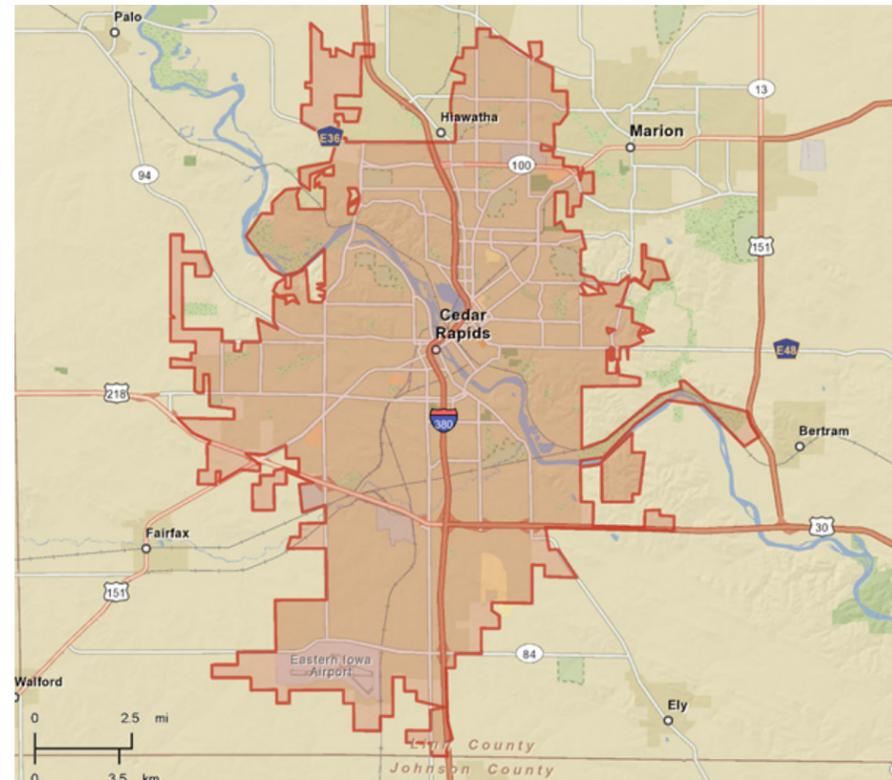


Figure 1 - Target Area Boundaries

### Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa

- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

### 2.1.3 City of Cedar Rapids Populace Population

The target area has witnessed minimal change in recent years. The total population underwent a slight increase of 1.8% from 126,326 in 2010 to an estimated 128,606 in 2013. Projecting ahead, the total population of Cedar Rapids is expected to remain relatively unchanged over the next 15 years. Based on predictions through 2028, the local population is anticipated to slowly grow to approximately 140,127 residents living within 60,247 households. See Figure 2.

#### Cedar Rapids: Total Population

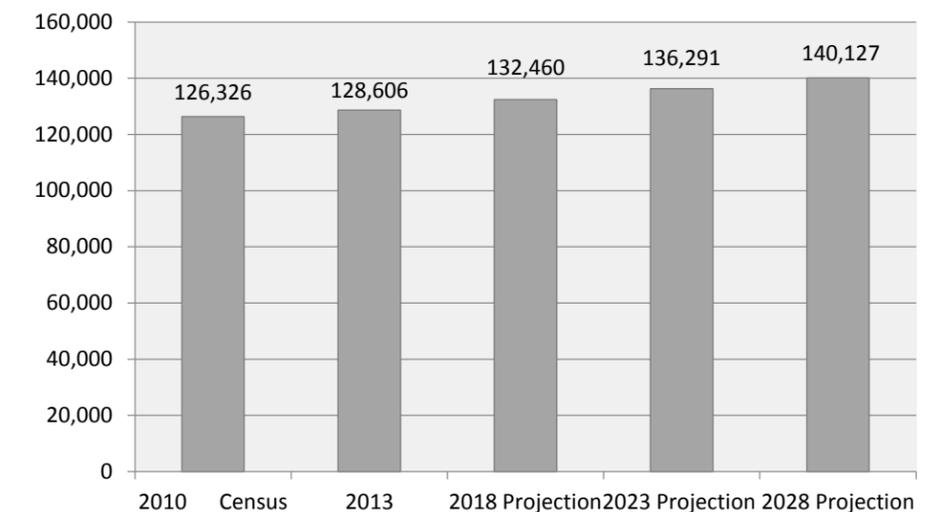


Figure 2 - Total Population

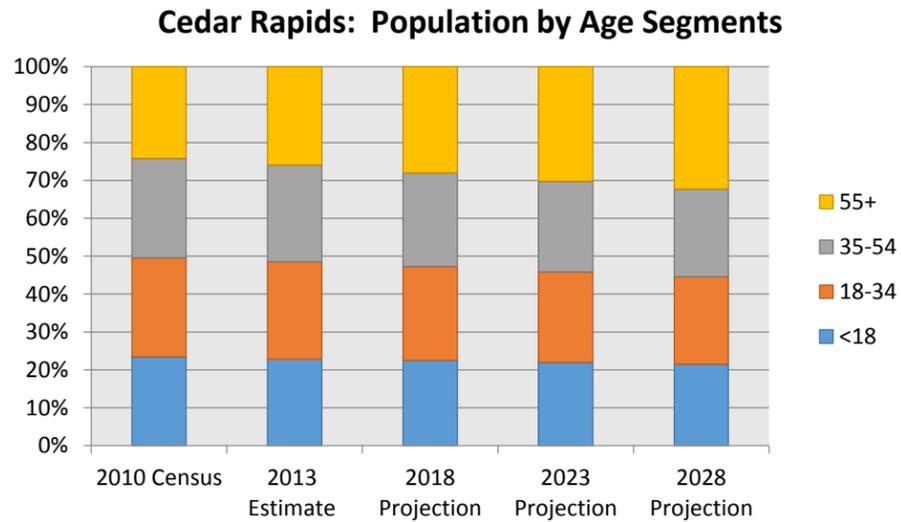


Figure 3 - Population by Age Segments

### Age Segment

Evaluating the distribution by age segments, the service area is balanced between youth, young adult, family, and senior populations. In 2010, the largest segments by population are the 18-34 (26.1%) and the 35-54 (26.2%) group, and the smallest is the <18 segment which constitutes 23.5% of the population.

Over time, the overall composition of the population is projected to undergo an aging trend. Based on the 2013 estimate, the 55+ segment will represent the largest age group by a narrow margin at 26% of the population. Future projections through 2028 show that the three youngest age segments will each slowly decline to represent between 21%-23% of the total. The 55+ group is expected to be the lone segment on an upward trend, as it grows to represent approximately 32.3% of the population by 2028. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. See Figure 3.

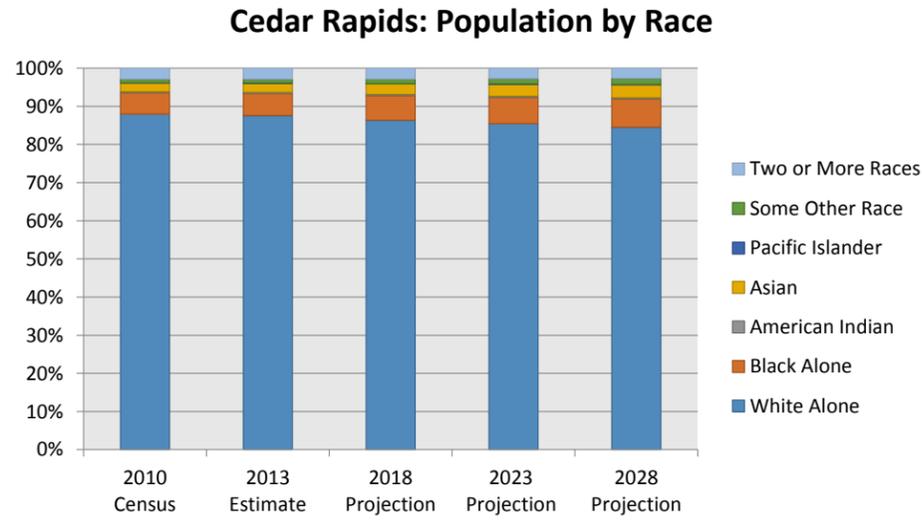


Figure 4 - Population by Race

### Race and Ethnicity

In analyzing race and ethnicity, the selected area is very limited in diversity. The 2013 estimate shows that nearly 88% of the population falls into the White Alone category, while the Black Alone (5.78%) segment represents the largest minority. Predictions for 2028 expect the population to remain mostly concentrated within the White Alone category, representing 84.52%, followed by Black Alone (7.38%) and Asian (3.37%) groups. See Figure 4.

### Households and Income

The City of Cedar Rapids' projected income characteristics demonstrate an upward trend. The median household income is estimated to be \$47,391 in 2013 and per capita income is an estimated \$28,241. Household income is projected to grow to \$81,597 by 2028, while per capita income will reach \$43,121. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. (Figure 5).

As seen in Figure 6, the target area's median household income is below the state (\$52,242) and national (\$52,762) averages. Per capita income is below the state (\$28,503) average, but slightly higher than the national (\$27,915) average.

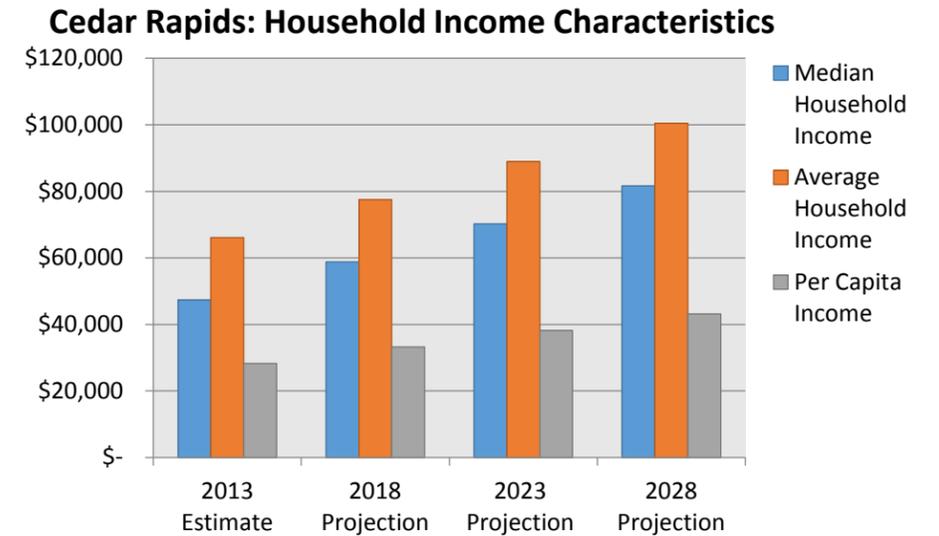


Figure 5 - Household Income Characteristics

### Cedar Rapids: Comparative Income Characteristics

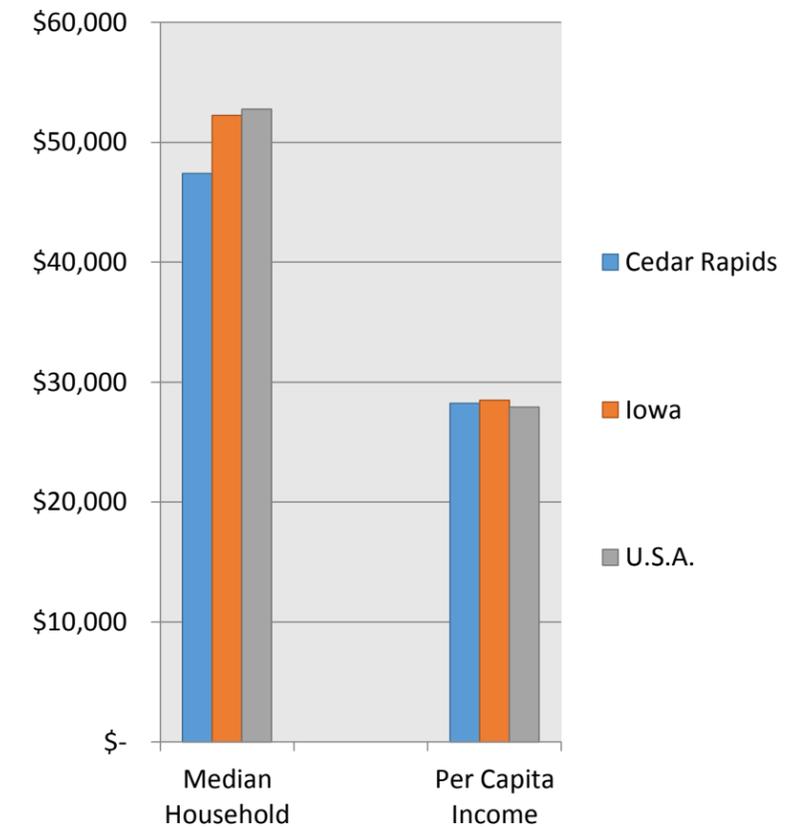


Figure 6 - Comparative Income Characteristics

## 2.2 MARKET PROFILE

### 2.2.1 Level of Education

Figure 7 depicts the education level of adults 25 years and older within the City of Cedar Rapids. Approximately 93% of residents have at least a high school diploma, and nearly 30% have a Bachelor's degree or better.

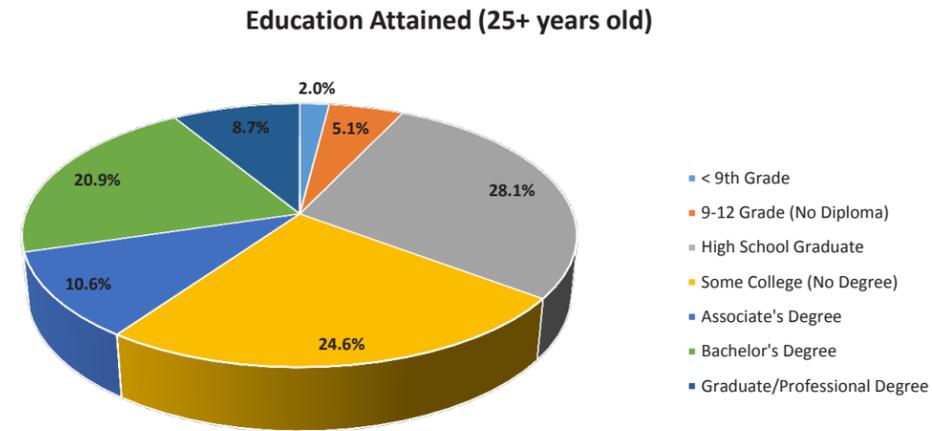


Figure 7 - Education Attained

### 2.2.3 Unemployment Rate

Figure 9 represents the rate of unemployment in the City of Cedar Rapids. With over 95% of residents employed, the City has a better unemployment rate than the national average. According to the U.S. Department of Labor's Bureau of Labor Statistics, the national unemployment rate for 2013 was 7.4%, and the current rate has dropped to 6.7% as of February 2014.

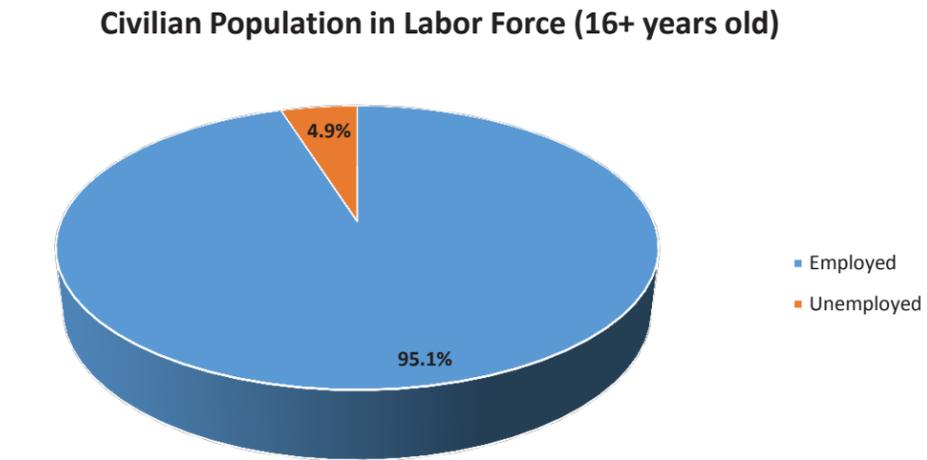


Figure 9 - Unemployment Rate

### 2.2.2 Marital Status

Figure 8 illustrates the marital status among residents of Cedar Rapids. Exactly half of the local population are married, and 12% are divorced. Just over 30% of residents are single and have never married.

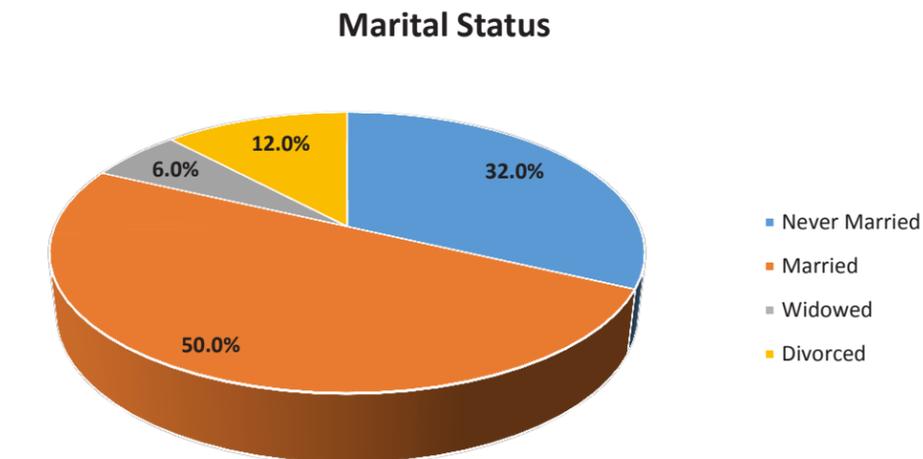


Figure 8 - Marital Status

### 2.2.3 Consumer Spending

Figure 10 shows the average consumer dollars spent among residents of Cedar Rapids in 2013. Entertainment/recreation ranks fifth out of the 14 categories reported, averaging over \$3,100 spent per resident.

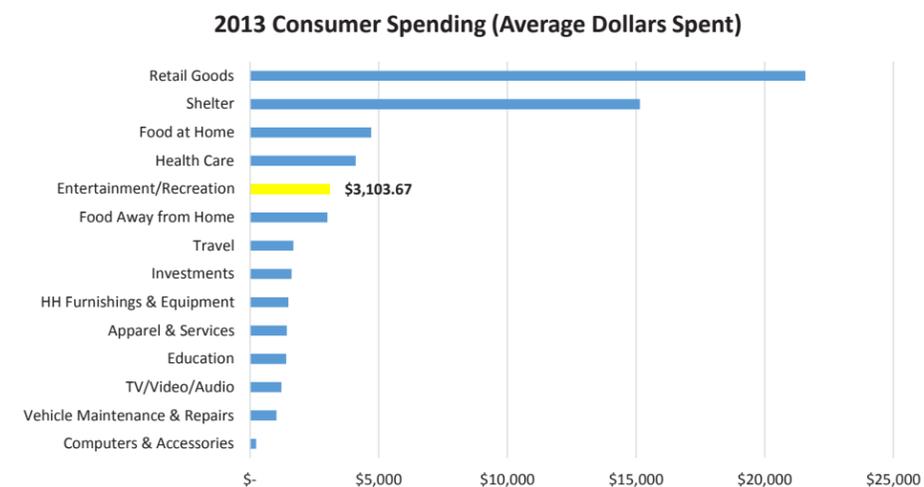


Figure 10 - Consumer Spending

## 2.3 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2013 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation during the last year data was available (2012), reported over 114 million Americans had walked for fitness at least once.

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

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

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2013 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2013 from more than 38,000 individuals and households.

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

### 2.3.1 National Trends in General Sports

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

As seen in Figure 11, since 2007, squash and other niche sports like lacrosse and rugby have seen strong growth. Squash has emerged as the overall fastest growing

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

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 11 - National Participatory Trends - General Sports

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

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

### 2.3.2 National Trends in Aquatic Activity

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and all three categories have seen an increase in participatory recently. Fitness swimming is the absolute leader in multigenerational appeal with over 23 million reported participants in 2012, a 7.9% increase from the previous year (Figure 12). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

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

### 2.3.3 National Trends in General Fitness

National participatory trends in general fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. Many of these activities have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 114 million participants in 2012. Other leading fitness activities based on number of participants include running/jogging (over 51 million participants), treadmill (nearly 51 million participants), and hand free weights (46.6 million participants). Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 43.3%), cardio kickboxing (up 39.8%), group stationary cycling (up 34.3%), and running/jogging (up 25.3%). From 2011-2012, the largest gains in participation were in Tai Chi (up 7.7%), Calisthenics (up 6.5%), and Yoga (up 5.2%). See Figure 13.

National Participatory Trends - Aquatics											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Aquatic Exercise	9,757	9,512	8,965	8,947	9,042	9,177	1.5%	2.6%	2.4%	-3.5%	-5.9%
Swimming (Competition)	N/A	N/A	N/A	N/A	2,363	2,502	5.9%	N/A	N/A	N/A	N/A
Swimming (Fitness)	N/A	N/A	N/A	N/A	21,517	23,216	7.9%	N/A	N/A	N/A	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
<b>Legend:</b> <span style="background-color: #4CAF50; color: white; padding: 2px;">Large Increase (greater than 25%)</span> <span style="background-color: #8BC34A; color: white; padding: 2px;">Moderate Increase (0% to 25%)</span> <span style="background-color: #FFEB3B; color: black; padding: 2px;">Moderate Decrease (0% to -25%)</span> <span style="background-color: #F44336; color: white; padding: 2px;">Large Decrease (less than -25%)</span>											

Figure 12 - National Participatory Trends - Aquatics

National Participatory Trends - General Fitness											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	16,178	2.7%	11.1%	26.7%	37.3%	43.3%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	25,707	-0.9%	-2.7%	3.1%	10.4%	14.8%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	9,577	-6.8%	-13.2%	-9.2%	1.6%	12.3%
Boxing for Fitness	N/A	N/A	N/A	4,788	4,631	4,831	4.3%	0.9%	N/A	N/A	N/A
Calisthenics	8,629	8,888	9,127	9,097	8,787	9,356	6.5%	2.8%	2.5%	5.3%	8.4%
Cross-Training	N/A	N/A	N/A	N/A	7,706	7,496	-2.7%	N/A	N/A	N/A	N/A
Cardio Kickboxing	4,812	4,905	5,500	6,287	6,488	6,725	3.7%	7.0%	22.3%	37.1%	39.8%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	28,560	-3.9%	4.5%	10.3%	16.9%	21.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	114,029	1.2%	1.7%	2.8%	3.5%	4.9%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	26,688	-1.4%	-1.9%	0.3%	3.4%	4.7%
Free Weights (Dumbbells)	32,371	33,381	35,068	36,566	36,470	36,604	0.4%	0.1%	4.4%	9.7%	13.1%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	46,564	-0.8%	1.4%	4.7%	7.3%	6.3%
Martial Arts	6,865	6,818	6,643	6,002	5,037	5,075	0.8%	-15.4%	-23.6%	-25.6%	-26.1%
Pilates Training	9,192	9,039	8,770	8,404	8,507	8,519	0.1%	1.4%	-2.9%	-5.8%	-7.3%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	51,450	2.8%	10.3%	21.0%	25.2%	25.3%
Stair Climbing Machine	13,521	13,863	13,653	13,269	13,409	12,979	-3.2%	-2.2%	-4.9%	-6.4%	-4.0%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	8,477	-3.0%	7.9%	25.4%	30.3%	34.3%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	11,649	-2.4%	1.7%	3.1%	4.9%	7.7%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	24,338	-0.3%	-1.0%	-2.3%	-2.3%	-0.8%
Stretching	36,181	36,235	36,299	35,720	34,687	35,873	3.4%	0.4%	-1.2%	-1.0%	-0.9%
Tai Chi	N/A	3,424	3,315	3,193	2,975	3,203	7.7%	0.3%	-3.4%	-6.5%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	50,839	-4.5%	-2.7%	0.9%	2.2%	1.5%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	38,999	-1.4%	-0.5%	-0.2%	0.4%	-0.7%
Yoga	N/A	17,758	18,934	20,998	22,107	23,253	5.2%	10.7%	22.8%	30.9%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
<b>Legend:</b> <span style="background-color: #4CAF50; color: white; padding: 2px;">Large Increase (greater than 25%)</span> <span style="background-color: #8BC34A; color: white; padding: 2px;">Moderate Increase (0% to 25%)</span> <span style="background-color: #FFEB3B; color: black; padding: 2px;">Moderate Decrease (0% to -25%)</span> <span style="background-color: #F44336; color: white; padding: 2px;">Large Decrease (less than -25%)</span>											

Figure 13 - National Participatory Trends - General Fitness

### 2.3.4 National Trends in General Recreation

Results from the SFIA's Topline Participation Report demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and is not limited by time restraints. In 2012, the most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (over 39 million participants), and day hiking (over 34.5 million participants). From 2007-2012, general recreation activities that have undergone very rapid growth are adventure racing (up 131.8%), traditional/road triathlons (up 124.2%), non-traditional/off-road triathlons (up 122.6%), and trail running (up 37.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 38.5%, 30.4%, and 26.1% respectively over the last five years. See Figure 14.

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

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 14 - National Participatory Trends - General Recreation

### 2.3.5 Local Sport and Market Potential

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the City of Cedar Rapids. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. In general, Cedar Rapids demonstrates above average market potential index numbers in all categories.

As seen in Figures 15,16,17 & 18, the following sport and leisure trends are most prevalent for residents within target area. Cells highlighted in yellow indicate the top three (top four in case of a tie) scoring activities for each category based on the purchasing preferences of residents.

CEDAR RAPIDS PARTICIPATORY TRENDS - GENERAL SPORTS	
ACTIVITY	MPI
Participated in Baseball	99
Participated in Basketball	103
Participated in Football	109
Participated in Golf	102
Participated in Athletic	100
Participated in Softball	103
Participated in Tennis	102
Participated in Volleyball	105

Fig. 15

CEDAR RAPIDS PARTICIPATORY TRENDS - FITNESS	
ACTIVITY	MPI
Participated in Aerobics	101
Jogging / Running	103
Participated in Pilates	98
Participated in Swimming	102
Participated in Walking for Exercise	104
Participated in Weight Lifting	107
Participated in Yoga	94

Fig. 16

CEDAR RAPIDS PARTICIPATORY TRENDS - OUTDOOR ACTIVITY	
ACTIVITY	MPI
Participated in Archery	104
Participated in Backpacking / Hiking	100
Participated in Bicycling (mountain)	107
Participated in Bicycling (road)	108
Participated in Boating (power)	100
Participated in Canoeing / Kayaking	106
Participated in Fishing (fresh water)	105
Participated in Fishing (salt water)	98

Fig. 17

CEDAR RAPIDS PARTICIPATORY TRENDS - MONEY SPENT ON RECREATION	
ACTIVITY	MPI
Spent on High End Sports / Recreation Equipment <\$250	106
Spent on High End Sports / Recreation Equipment <\$250	108
Attend sports event: baseball game	105
Attend sports event: basketball game (college)	118
Attend sports event: basketball game (pro)	106
Attend sports event: football game (college)	120
Attend sports event: football-Monday night game (pro)	109
Attend sports event: football -weekend game (pro)	108
Attend sports event: golf tournament	111
Attend sports event: ice hockey game	110
Attend sports event: soccer game	107
Attend sports event: tennis match	104
Visited a theme park in last 12 months	100
Visited Disney World (FL)/12 mo: Magic Kingdom	95
Visited any Sea World in last 12 months	91
Visited any Six Flags in last 12 months	91
Went to Zoo in last 12 months	111

Fig. 18

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## Section 3 | Site Concept Analysis

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## 3.1 CONCEPTUAL DESIGN OVERVIEW

Concepts for the three Cedar Rapids Greenway parks, presented in Section 3 of the Concept Plan, were designed to complement each other while providing for an array of unique recreation opportunities. Additional information on the number and size of amenities within each park is provided below in order to inform operational, maintenance, programming, financial, and partnership considerations for the Business Plan. Because the concepts also incorporate flood mitigation improvements, slight adjustments to the concepts and park facility inventories may be necessary once the exact locations of those improvements have been finalized.

### 3.1.1 Time Check Park

*Summary:* Time Check Greenway Park, the northernmost of the three parks, includes numerous active recreational spaces with select areas for passive recreation. In addition to athletic fields, a great lawn, community gardens, classroom building, playground, and bike skills area drive use of the park. The Time Check Monument and iconic pavilions accent the site.

The conceptual park inventory is listed in Table 3.1. For a full description of Time Check Greenway Park, including illustrations, see pages 12 - 15 of the Concept Plan.

ELEMENT	QTY.	UNIT	NOTES
Total Acreage	72.2	Acres	
Small Restrooms	2	Facilities	1-3 Stalls with all utilities Location: Classroom, Pump Track
Large Restrooms	1	Facility	9-14 Stalls with all utilities Location: Athletic Field concessions
Small Shelters	1	Unit	Approximately 400 sq. ft. with grill, open-air, 20 person capacity; limited utilities. Location: Basketball Courts
Medium Shelters	1	Unit	Approximately 2,500 sq. ft. with large / multiple grills; open-air; 75 person capacity; all utilities Location: Dog Park
Large Pavilions	2	Unit	Iconic. Approximately 6,400 sq. ft. with large / multiple grills; open-air; 200 person capacity; kitchen; all utilities Location: Floating Dock, South Gateway Feature
Concession Stand (iconic)	1	Unit	All utilities, food prep areas. Location: Athletic Fields
Basketball Courts (Outdoor)	4	Courts	Concrete Pad, 16,750 sq. ft.
Small Playgrounds	1	Unit	Less than 0.5 acres.
Art Element	1	Unit	Event space; 100 person capacity; all utilities; no kitchen; no grills
Memorial Monument	1	Unit	25 person capacity' all utilities; no kitchen; no grills
Floating Dock	1	Unit	840 sq. ft.
Dog Park	3	Acres	Could be separated for large and small dogs
Classroom	2,500	sq. ft.	Enclosed activity space; all utilities
Bike Skills Area / Pump Track	2.5	Acres	

Table 3.1 - Conceptual Park Inventory for Time Check Park

### 3.1.2 Riverfront Park

*Summary:* Riverfront Greenway Park lies in the center of the downtown region and is the connecting link for the three greenway parks. The Knutson and Mott Buildings, at the south end of the park, are envisioned for potential re-use as retail/restaurant development. The concept also includes three boat access points and a kayak millrace.

See Table 3.2 below for the conceptual park inventory for the Riverfront Greenway Park. The full description of the park is found on pages 16 - 19 of the Concept Plan.

ELEMENT	QTY.	UNIT	NOTES
Total Acreage	22.0	Acres	
Skate Park	46,685	sq. ft.	Approximately 1 acre. Concrete
Kayak Millrace	1	Unit	
Boardwalk	1	Unit	Cantilevered, 21,577 sq. ft.

Table 3.2 - Conceptual Park Inventory for Riverfront Park

### 3.1.3 Czech Village Park

*Summary:* The southernmost of the three sites is Czech Village Greenway Park, linked to the greenway from the north with a boardwalk and multi-use trail that runs along the river. A pedestrian promenade runs from the Czech Village business district to a Roundhouse Plaza and creates a key connection to another retail district within the park. Recreation opportunities will be found at an ice trail, warming shelter, ropes course, playgrounds, multiple shelters, and great lawn. Iconic Architecture includes the Roundhouse, tickets concessions building, and warming shelter.

The conceptual park inventory is listed in Table 3.3. For a full description of Czech Village Greenway Park, see pages 20 - 23 of the Concept Plan.

ELEMENT	QTY.	UNIT	NOTES
Total Acreage	39.7	Acres	
Small Restrooms	2	Facilities	1-3 Stalls with all utilities Location: Adventure Park Concessions, Warming shelter
Large Restrooms	1	Facility	9-14 Stalls with all utilities Location: Roundhouse
Small Shelters	6	Units	Approximately 400 sq. ft. with grill, open-air, 20 person capacity; limited utilities. Location: Flank Roundhouse, north of playground
Medium Shelters	5	Units	Approximately 2,500 sq. ft. with glarge / multiple grills; open-air; 75 person capacity; all utilities Location: Great Lawn, southwest of Playground
Large Shelters	1	Unit	Approximately 6,400 sq. ft. with large / multiple grills; open-air; 200 person capacity; kitchen; all utilities Location: Great Lawn
Concession	2	Units	All utilities, food prep areas. Location: Warming shelter, Adventure Park
Small Playgrounds	1	Unit	Less than 0.5 acres Location: Adventure Park
Large Playgrounds	1	Unit	Larger than 1 acre Location: Warming shelter, Adventure Park
Warming Shelter	3,000	sq. ft.	Includes equipment storage
Roundhouse	10,000	sq. ft.	Multi-use special event space
Ice Rink / Ice Trail	2	Acres	Refrigerated with removable rail
Ice Trail Equipment Building	1,500	sq. ft.	
Ropes Course	3	Acres	Vendor-Operated
Children's Ropes Course	0.5	Acres	Vendor-Operated

Table 3.3 - Conceptual Park Inventory for Czech Village Park

## 3.2 DEVELOPMENT AND OPERATIONS ASSUMPTIONS

### 3.2.1 Phasing

Full development of the greenway parks will occur over the long term and may take 20 years or more to complete. A number of factors must be taken into account when considering the phasing of design and construction. These include accounting for the complexity of development, the provision of recreation facilities for public use over time, the availability of funding for construction and subsequent operation, and in the particular case of the Cedar Rapids Greenway Parks, the timing of flood mitigation improvements throughout the park sites.

Development of the greenway parks must accommodate the flood mitigation phasing schedule, which includes an estimated two (2) years of design and maximum of four (4) years for construction. Riverfront Park is the first of the three greenway parks to be scheduled for flood mitigation design in 2015, followed by Time Check and Czech Village. Table 3.4 depicts the phases that have been identified for park development based upon the flood mitigation improvements.

PHASE	DESCRIPTION	RIVERFRONT	TIME CHECK	CZECH VILLAGE
0	Current conditions; existing parks with existing amenities.	2014	2014	2014
1	Infrastructure removal. Design of flood mitigation is concurrent.	2014-2015	2014-2015	2014-2015
2	Pre- flood mitigation park amenity construction. Only park structures outside of flood mitigation construction zone on "wet side" are constructed. Construction of flood mitigation is concurrent.	2016 - 2019	2017 - 2020	2018 - 2021
3	Post- flood mitigation park amenity construction. All remaining park structures are constructed.	2020 - 2030	2021 - 2030	2022 - 2030

Table 3.4 - Park Development Phases

Based upon the phasing schedule described above, assumptions have been developed for the overall construction and operation timeline for all three greenway parks (see Table 3.5 for a summary and Appendix A for detail). This timeline is used in the pro forma, found in section 5, to estimate operational requirements and cash flows.

YEAR	RIVERFRONT	TIME CHECK	CZECH VILLAGE
Y1 (2015)		• Infrastructure removal	• Infrastructure removal
Y2 (2016)		• Open Space (temporary)	• Open Space (temporary)
Y3 (2017)	• Skate Park	• "Wet Side" trail improvements	
Y4 (2018)			• Non-construction Zone trail improvements
Y5 (2019)			
Y6 (2020)	• Sculpture garden • Boardwalk • Trail Improvements		
Y7 (2021)		• Athletic Field (incl. restroom and concessions) • Basketball Courts (incl. shelter) • South Gateway Pavilion • Existing Levee Removal* • Trail Improvements	
Y8 (2022)		• Dog Park (incl. shelter) • Boat Launch	• Great lawn (incl. Shelters) • Boat Launch • Existing Levee Removal*

Table 3.5 - Summary Timeline of Key Park Developments

\*Coordinate with flood mitigation installation

YEAR	RIVERFRONT	TIME CHECK	CZECH VILLAGE
Y9 (2023)		• Floating Dock and Pavilion • Small Playground • Trail Improvements	• Roundhouse (incl. restrooms and shelters)
Y10 (2024)	• Boat launches • Kayak Millrace		
Y11 (2025)			• Ice Rink/Trail and Warming Shelter (incl. restroom and concessions)
Y12 (2026)		• Classroom/activity center (incl. restroom)	
Y13 (2027)		• Bike skills area/pump track (incl. restroom.) • Memorial Monument and art element	
Y14 (2028)			• Playground (incl. shelter)
Y15 (2029)			• Adventure Park (incl. ropes courses, restroom, and snack park)
Y16 (2030)	Full Build Out (FBO)		

### 3.2.2 Operations and Business Units

An important aspect of business planning involves the identification of cost drivers (i.e., cost centers) and revenue drivers (i.e., revenue centers) among the facilities being operated and services being provided. Cost centers are space- or program-based business units within a park or organization in which expenditures are incurred. Revenue centers are business units in which income is earned through the provision of goods or services. A given business unit can be both a cost center and a revenue center.

In Table 3.6 below, business units for the greenway parks are identified and categorized as cost or revenue centers. Financial summaries for each business unit are presented in section 5.

#### TIME CHECK PARK

BUSINESS UNIT	COST CENTER	REVENUE CENTER
Park Maintenance	X	
Programs	X	X
Special Events	X	X
Shelter / Facility Rentals		X
Food Service (Vendor)		X
Bike Park and Pump Track	X	X

#### RIVERFRONT PARK

BUSINESS UNIT	COST CENTER	REVENUE CENTER
Park Maintenance	X	
Programs	X	X
Special Events	X	X
Shelter / Facility Rentals		X
Food Service (Vendor)		X

#### CZECH VILLAGE PARK

BUSINESS UNIT	COST CENTER	REVENUE CENTER
Park Maintenance	X	
Programs	X	X
Special Events	X	X
Shelter / Facility Rentals		X
Food Service (Vendor)		X
Ice Rink (Vendor)		X
Adventure Park (Vendor)		X

Table 3.6 - Greenway Parks Business Units Categorization

## Section 4 | Operations and Maintenance Plan

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## 4.1 DESIGN PRINCIPLES

This section provides a discussion on operational, maintenance, and programming considerations to be taken into account as the three greenway parks evolve over the next 20 years from their current conceptual stage into design, construction, and ultimate operation. The principles and standards described in this section represent best practices among parks and park systems similar to the Cedar Rapids Greenway Parks and inform many of the operational assumptions outlined in Section 5.

In developing design principles for public parkland it is important that each site be programmed, planned, and designed to meet the needs of users within the overall community and park and recreation system. It is important to note that programming is a critical factor in the success of parks and should be a primary consideration in park design and operation. In this plan, the term “programming” includes the virtually all recreational uses of land and facilities. It does not exclusively refer to staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. Depending upon the type of program, some amenities can be considered as “lead” amenities while others are considered “support.” The needs of the program and the participants/users should be considered and accommodated at each park.

Every park, regardless of type, needs to have an established set of outcomes. When entering the park design stage for the greenway parks, park planners should design to those outcomes, including operational and maintenance costs associated with the design outcomes. Six initial design guidelines for the Cedar Rapids parks were identified in the 2010 Parks and Recreation Master Plan, discussed on page 7 of Volume 1: Concept Plan. Future design work should build off of these guidelines, advancing them to design outcomes and refining or updating them as necessary.

The following core Design Principles should be considered leading into the design phase for each of the greenway parks:

1. Design sites to mission and community values
2. Design with consideration of the authorities of the City, the Department, and advisory boards
3. Design based upon what is desired by the community using input from surveys, focus groups, and public forums
4. Design for revenue operations, return on investment, value of the build, cost benefit, and cost recovery goals
5. Design to core programs to be provided on site
6. Design both to the site’s and the overall system’s level of capacity and capability
7. Design for specific population segments
8. Design in consideration of length of stay and length of experience
9. Design for the system and regional-specific themes
10. Design for cross-promoting regional attractions or other elements of the system
11. Design for partnership compatibility
12. Design to organizational and operational standards, as well as to maintenance and landscape standards
13. Design within the capital cost to build as well as ongoing operations and maintenance budgets
14. Design to transportation levels and ease of access recognizing multiple transportation modes
15. Design for clean, safe, and healthy experiences

16. Design in consideration of the sustainability of natural, historical, and cultural resources
17. Design for environmental sustainability, leaving a portion of the site in a natural state

## 4.2 PARK MAINTENANCE STANDARDS

Maintenance standards not only establish the public image of a park site, but also influence the image of the park system, department, and community overall. But determining what standards should be used requires careful trade-off decision making in order to balance available resources with the desired level of care for the site. Given the variety of amenities, facilities, and programming opportunities found in the greenway parks, using a single set of maintenance standards should be avoided. It is recommended that a strategic mix of multiple standards be implemented within each park to accommodate the diversity of user experiences being provided. The financial plan and pro forma include assumptions on a mix of standards based upon the six levels of maintenance identified by the National Recreation and Park Association (NRPA). The six levels are summarized below in Table 4.1. Appendix B contains additional detail on each level.

LEVEL	DESCRIPTION	CONCEPTS SITES
1	Highest level for special, high-visibility areas applied to high-traffic high-quality landscape settings.	<u>Time Check</u> : Memorial monument, art element, areas surrounding large iconic pavilions, park gateways
		<u>Riverfront</u> : Most hardscape areas, promenades, sculpture garden.
		<u>Czech Village</u> : Most hardscape areas and promenades including Roundhouse Plaza, areas surrounding large iconic structures, areas around ice rink and warming shelter.
2	High level; norm for most well-developed public acreage and most athletic fields that one expects to see on a regular, recurring basis. Recommended by NRPA for most park areas.	<u>Time Check</u> : Athletic fields, baseball diamond, disc golf, putting green, edible gardens, great lawn, picnic grove, areas around other shelters and playground.
		<u>Riverfront</u> : Lawns, low-visitation hardscapes
		<u>Czech Village</u> : Great lawn, bocce ball area, adventure park area, areas around other shelters and playgrounds
3	Moderate level associated with locations that have moderate to low levels of development or visitation, or with operations that cannot afford a higher level of maintenance. Recommended for dog parks.	<u>Time Check</u> : Dog park, low-visitation open space.
		<u>Riverfront</u> : Some pre-construction lawn areas.
		<u>Czech Village</u> : Low-visitation open space.
4	Moderately-low maintenance associated with low-visitation locations that cannot afford a higher level of maintenance.	<u>Time Check</u> : Pre-construction and very low-visitation areas.
		<u>Riverfront</u> : Not Applicable.
		<u>Czech Village</u> : Pre-construction and very low-visitation areas.
5	Minimum level maintenance associated with locations that have severe budget restrictions.	<u>Time Check</u> : Pre-construction and rarely visited areas.
		<u>Riverfront</u> : Not Applicable.
		<u>Czech Village</u> : Pre-construction and rarely visited areas.
6	Land or wetland that is allowed to return to its original natural state or that already exists in that state.	<u>Time Check</u> : Natural areas along river, buffer zones between park amenities
		<u>Riverfront</u> : Natural areas along river, buffer zones between park amenities.
		<u>Czech Village</u> : Wildlife and educational areas, buffer zones between park amenities.

Table 4.1 - Park Maintenance Standards

## 4.3 PROGRAM STANDARDS

As mentioned previously in the discussion of Design Standards, programming will be a critical factor in the success of the greenway parks. In this plan the term “programming” does not exclusively refer to staff-managed recreation programs, but can also include user-driven activities provided by the available array of park amenities. This section will review important considerations that will affect the operational and financial planning of programs within the Cedar Rapids Greenway Parks.

### 4.3.1 Core Programs

It is important to identify core programs based on current and future needs – both throughout the park system and specifically at the greenway parks – to create a sense of focus around the program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, and the core program philosophy assists staff in being able to focus on what is most important. Programs should be categorized as “core programs” if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program consumes a large portion (5% or more) of the Department’s overall budget.
- The program is offered 3-4 seasons per year.
- The program has wide demographic appeal.
- There is a tiered level of skill development available within the program’s offerings.
- There is full-time staff responsible for the program.
- There are facilities designed specifically to support the program.
- The Department controls a significant percentage (20% or more) of the local market.

As the following sections describe, the core program approach should be used as the basis of planning for programs within the greenway parks.

### 4.3.2 Cost Recovery

Cost recovery targets should be identified for each core program area, at least, and for specific programs or events if necessary. Targets should reflect the degree to which the core program area provides a public versus private good. Programs providing public benefits should be subsidized more by tax dollars; programs providing private benefits should seek to recover costs and/or generate revenue for other services. Generally, non-core programs, which are less critical to the organizational mission, should aim to yield a higher cost recovery rate to sustain themselves, leaving the limited tax-based appropriations to fund core programs.

Table 4.2 presents cost recovery benchmarks based upon common program areas. National median cost recovery percentages are presented for comparison using data provided by the 2012 National Benchmarking Survey of Fee Policies and Program Costs Recovery published by Leisure Vision, which included a sample of 139 park and recreation agencies across the country. Cost recovery in that report is defined as the

<b>ADULT PROGRAMS (overall)</b>	<b>100%</b>
Swimming lessons	100%
Tennis classes	100%
Arts and crafts classes	100%
Trips	100%
Dance classes	100%
Aerobics/fitness classes	100%
Martial arts lessons	100%
Water aerobics classes	76-99%

<b>ADULT SPORTS (overall)</b>	<b>76-99%</b>
Adult men’s softball	76-99%
Adult women’s softball	76-99%
Coed softball	76-99%
Adult soccer	76-99%
Men’s basketball	100%
Women’s basketball	76-99%
Coed basketball	100%
3 on 3 basketball	100%
Adult lacrosse	100%
Adult volleyball	100%
Adult baseball	76-99%

<b>PROGRAMS FOR PEOPLE W/ DISABILITIES (overall)</b>	<b>76-99%</b>
Preschool programs	76-99%
Tennis classes	76-99%
Arts and crafts classes	76-99%
Performing arts classes	76-99%
Fitness classes	76-99%
Basketball leagues	76-99%
Dance classes	76-99%
Golf classes	76-99%
Swimming lessons	51-75%
After school programs	76-99%
Martial arts classes	76-99%
Baseball/softball leagues	76-99%
Social clubs	51-75%

Table 4.2 - National Median Cost Recovery Rates

<b>YOUTH PROGRAMS (overall)</b>	<b>76-99%</b>
Preschool programs	76-99%
Youth tennis classes	100%
Arts and crafts classes	76-99%
Performing arts classes	100%
Fitness classes	76-99%
Golf classes	100%
Swimming lessons	76-99%
After school programs	76-99%
Martial arts classes	76-99%

<b>YOUTH SPORTS (overall)</b>	<b>76-99%</b>
Youth softball	76-99%
Youth baseball	76-99%
Youth volleyball	76-99%
Youth football	76-99%
Youth lacrosse	76-99%
Youth basketball	76-99%
Youth soccer	76-99%

<b>YOUTH CAMPS (overall)</b>	<b>76-99%</b>
Youth day camps	76-99%
Evening camps	76-99%
Performing arts camps	76-99%
Sports camps	100%
Arts and crafts camps	76-99%

percentage of direct costs recouped through program fees; no values over 100% are depicted. The survey of agencies asked only for cost recovery ranges, therefore precise averages cannot be reported.

To further assist plan and implement cost recovery policies, the following definitions are presented in Table 4.3 to help classify specific programs within program areas

CATEGORY	DESCRIPTION	COST RECOVERY	SUBSIDY
Core-Essential	<ul style="list-style-type: none"> <li>Part of the organizational mission</li> <li>Serves a majority of the community</li> <li>“We MUST offer this program.”</li> </ul>	None to Moderate	High
Important	<ul style="list-style-type: none"> <li>Important to the Community</li> <li>Serves large portions of the community</li> <li>“We SHOULD offer this program.”</li> </ul>	Moderate	Moderate
Value-Added	<ul style="list-style-type: none"> <li>Enhanced community offerings</li> <li>Serves niche groups</li> <li>“It would be NICE to offer this program”</li> </ul>	High to complete	Little to None

Table 4.3 - Cost Recovery and Subsidy Program Categories

Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for subsidization. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Value-added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near to or in excess of 100%.

To develop specific cost recovery targets, full cost of accounting should be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and Department staff should be trained on this process.

### 4.3.3 Pricing

The pricing of services are established based on the cost of services and overlaid into core programs areas or specific program events. The use of pricing strategies, such as setting price points by family/household status, age segment, residency, prime/nonprime time, weekday/weekend, location, and comparability to competition should be considered for implementation at the greenway parks and throughout the Cedar Rapids park system. Efforts to price services in comparability to competition is especially important; yearly competitor and other service providers should be benchmarked, shopped, and evaluated, to monitor changes they are making and how they compare with the Department’s programs.

It is recommended that mini-business plans (3-5 pages) be created for each core program area on a yearly basis. They will evaluate the program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes. Furthermore, these plans can address other financial and operational needs such as cash collection standards and refund process standards that need to be incorporated throughout the greenway parks.

### 4.3.4 Program Delivery

The practice of using recreation program delivery standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. Some of the most significant issues in managing programs in operationally complex areas such as the Cedar Rapids Greenway Parks involves the challenges faced with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the Greenway (or overall park system). Furthermore, the heavy reliance on part-time and seasonal staff in the service delivery process creates even greater challenges. These dynamics result in significant program and service quality variation. Recreation programs should have standard measures in place. Some examples include:

- Customer retention metrics
- Customer satisfaction metrics
- Cleanliness ratings
- Cost recovery rates
- Household percentage of program participation.
- Market penetration by age group
- Program distribution by age group

To track and continually improve service delivery, an annual review process of these measures should be implemented. Once a year, staff should present their yearly goals for program areas, as documented in a mini business plan, to senior leadership and/or an advisory board. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This process helps to ensure good communication and cooperation for supporting divisions, such as parks, administration and technology as well.

## Section 5 | Pro Forma and Financial Plan

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## 5.1 PRO FORMA ASSUMPTIONS

The development of the Business Plan includes developing a clear set of assumptions so that the plan's findings portray operating cost and revenue streams to the most accurate degree possible for the three greenway parks given the conceptual information available at the time of analysis.

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the greenway parks will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget. The notes and assumptions should be carefully read and considered when reviewing the financial plan and pro forma. As further design and operational planning takes place, these assumptions should be updated.

Templates for conducting detailed financial planning for each business unit are included in Appendices C through J. These tools can be used only after additional planning of each site has taken place and specifications of operations are known.

The following sections review the assumptions for each business unit (identified in Section 3.2.2, Operations and Business Units, page 20). For each business unit, primary revenue and expense factors are identified. Assumptions are explained for each factor, and a financial analysis reflecting those assumptions in 2014 dollars is provided. Each section concludes with a financial summary of all revenues and/or expenses adjusted for inflation at 3.0% annual increase.

### 5.1.1 Park Maintenance

All three greenway parks have a Park Maintenance business unit which includes routine maintenance-related operational expenses (expenses are addressed later in this section). Regular maintenance costs are estimated on a per acre basis based upon maintenance level (described in Park Maintenance Standards on page 24). Table 5.1 below shows the per acre cost assumptions. These costs are informed estimates based upon research and similar projects conducted by PROS Consulting for municipal park and recreation agencies in the Midwest United States.

MAINTENANCE LEVEL						
	1	2	3	4	5	6
Personal Services	\$9,000	\$6,000	\$4,500	\$3,000	\$1,000	\$500
Supplies	\$2,000	\$1,000	\$1,000	\$500	\$500	\$250
Other Services & Charges	\$1,000	\$1,000	\$500	\$500	\$500	\$250
<b>TOTAL</b>	<b>\$12,000</b>	<b>\$8,000</b>	<b>\$6,000</b>	<b>\$4,000</b>	<b>\$2,000</b>	<b>\$1,000</b>

Table 5.1 - Per Acre Maintenance Cost Assumptions

As each greenway park is developed, the amount of acreage associated with each maintenance level changes. Appendix A, Detailed Timeline of Improvements, specifies assumptions year-by-year based upon the phasing of construction within each park. Those assumptions and their financial implications are summarized in the following pages for Time Check Park (Table 5.2), Riverfront Park (Table 5.3), and Czech Village Park (Table 5.4).

Time Check Acreage by Year based on phasing assumptions																					
	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
Level 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Level 2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	10.8	10.8	10.8	10.8	10.8	10.8	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4
Level 3	10.8	10.8	10.8	10.8	10.8	10.8	10.8	14.4	14.4	14.4	14.4	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
Level 4	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4
Level 5	28.9	28.9	28.9	28.9	28.9	28.9	28.9	18.1	18.1	14.4	10.8	10.8	10.8	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2
Level 6	7.2	7.2	7.2	7.2	7.2	7.2	7.2	10.8	10.8	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4
<b>Total</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>	<b>72.2</b>
<b>Key Developments</b>																					
<b>Time Check</b>	Infrastructure removal	Temporary open space	Trail improvements	Trail				Courts, Shelters, Tables	Athletic fields	Dog park, Boat launch	Playground	Dock & Pavilion	Trails	Activity Center	Monument, Art Element	Bike Skills					
<b>Time Check Costs by Year (not adjusted for inflation)</b>																					
	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
Level 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320	\$ 43,320
Level 2	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 86,640	\$ 86,640	\$ 86,640	\$ 86,640	\$ 86,640	\$ 86,640	\$ 115,520	\$ 115,520	\$ 115,520	\$ 115,520	\$ 115,520	\$ 115,520	\$ 115,520	\$ 115,520
Level 3	\$ 64,980	\$ 64,980	\$ 64,980	\$ 64,980	\$ 64,980	\$ 64,980	\$ 64,980	\$ 86,640	\$ 86,640	\$ 86,640	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300	\$ 108,300
Level 4	\$ 72,200	\$ 72,200	\$ 72,200	\$ 72,200	\$ 72,200	\$ 72,200	\$ 72,200	\$ 72,200	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760
Level 5	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 57,760	\$ 36,100	\$ 36,100	\$ 28,880	\$ 21,660	\$ 21,660	\$ 21,660	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440
Level 6	\$ 7,220	\$ 7,220	\$ 7,220	\$ 7,220	\$ 7,220	\$ 7,220	\$ 7,220	\$ 10,830	\$ 10,830	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440	\$ 14,440
<b>Total</b>	<b>\$ 259,920</b>	<b>\$ 259,920</b>	<b>\$ 259,920</b>	<b>\$ 259,920</b>	<b>\$ 259,920</b>	<b>\$ 259,920</b>	<b>\$ 259,920</b>	<b>\$ 292,410</b>	<b>\$ 321,290</b>	<b>\$ 317,680</b>	<b>\$ 332,120</b>	<b>\$ 332,120</b>	<b>\$ 332,120</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>	<b>\$ 353,780</b>

Table 5.2 - Time Check Park Regular Maintenance

Riverfront Acreage by Year based on phasing assumptions																					
	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
Level 1	8.8	11.0	11.0	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2
Level 2	5.5	5.5	5.5	5.5	5.5	5.5	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Level 3	5.5	3.3	3.3	1.1	1.1	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Level 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Level 5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Level 6	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
<b>Total</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>
<b>Key Developments</b>																					
<b>Riverfront</b>	Infrastructure removal			Shade Park			Sculp Garden, Boardwalk, Trails				Boat launches, Millrace										
<b>Riverfront Costs by Year (not adjusted for inflation)</b>																					
	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
Level 1	\$ 105,600	\$ 132,000	\$ 132,000	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400	\$ 158,400
Level 2	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800	\$ 52,800
Level 3	\$ 33,000	\$ 19,800	\$ 19,800	\$ 6,600	\$ 6,600	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Level 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Level 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Level 6	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
<b>Total</b>	<b>\$ 184,800</b>	<b>\$ 198,000</b>	<b>\$ 198,000</b>	<b>\$ 211,200</b>	<b>\$ 211,200</b>	<b>\$ 211,200</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>	<b>\$ 213,400</b>

Table 5.3 - Riverfront Park Regular Maintenance

## Park Maintenance Summary

The total costs for the Park Maintenance business unit are presented in Table 5.5. Two summaries are included in the table; the first summary shows total Park Maintenance expenses in 2014 dollars, and the second summary adjusts the figures for inflation.

### Key Takeaways:

- Most parkland will ultimately be maintained at Level 2 or Level 3 standards. However, high-visitation areas and hardscapes are generally maintained at Level 1 standards.
- Cost projections for maintenance standards are based on per-acre estimates of similar destination parks in the Midwest.
- Levels of care are adjusted as new amenities, especially revenue-generating facilities, are constructed and become operational.
- Adjusted for inflation for the year 2034 (Year 20), park maintenance expenses will total an estimated \$1,404,414 for all three greenway parks.

Czech Village Acreage by Year based on phasing assumptions																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Level 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Level 2	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	7.9	7.9	7.9	9.9	9.9	9.9	9.9	9.9	11.9	11.9	11.9	11.9	11.9
Level 3	6.0	6.0	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9
Level 4	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	7.9	7.9	7.9	6.0	6.0	6.0	6.0	6.0	4.0	4.0	4.0	4.0	4.0
Level 5	15.9	15.9	13.9	13.9	11.9	11.9	11.9	11.9	6.0	6.0	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Level 6	4.0	4.0	4.0	4.0	6.0	6.0	6.0	6.0	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9
Total	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7
<b>Key Developments</b>																					
Czech Village		Infrastructure removal	Temporary open space		Tail Improvements				Great lawn, Shelters, Boat launch	Roundhouse Shelters		Ice rink, Warming shelter			Playgrounds Shelters						Adventure Park
Czech Village Costs by Year (not adjusted for inflation)																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Level 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820
Level 2	\$ 31,760	\$ 31,760	\$ 31,760	\$ 31,760	\$ 31,760	\$ 31,760	\$ 31,760	\$ 31,760	\$ 63,520	\$ 63,520	\$ 63,520	\$ 79,400	\$ 79,400	\$ 79,400	\$ 79,400	\$ 79,400	\$ 95,280	\$ 95,280	\$ 95,280	\$ 95,280	\$ 95,280
Level 3	\$ 35,730	\$ 35,730	\$ 47,640	\$ 47,640	\$ 47,640	\$ 47,640	\$ 47,640	\$ 47,640	\$ 47,640	\$ 47,640	\$ 47,640	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550	\$ 59,550
Level 4	\$ 39,700	\$ 39,700	\$ 39,700	\$ 39,700	\$ 39,700	\$ 39,700	\$ 39,700	\$ 39,700	\$ 31,760	\$ 31,760	\$ 31,760	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 15,880	\$ 15,880	\$ 15,880	\$ 15,880	\$ 15,880
Level 5	\$ 31,760	\$ 31,760	\$ 27,790	\$ 27,790	\$ 23,820	\$ 23,820	\$ 23,820	\$ 23,820	\$ 11,910	\$ 11,910	\$ 11,910	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940
Level 6	\$ 3,970	\$ 3,970	\$ 3,970	\$ 3,970	\$ 5,955	\$ 5,955	\$ 5,955	\$ 5,955	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940	\$ 7,940
Total	\$ 142,920	\$ 142,920	\$ 150,860	\$ 150,860	\$ 148,875	\$ 148,875	\$ 148,875	\$ 148,875	\$ 186,590	\$ 186,590	\$ 186,590	\$ 202,470	\$ 202,470	\$ 202,470	\$ 202,470	\$ 202,470	\$ 210,410	\$ 210,410	\$ 210,410	\$ 210,410	\$ 210,410

Table 5.4 - Czech Village Park Regular Maintenance

Total Park Maintenance Expenses (not adjusted for inflation)																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>EXPENSES</b>																					
<b>Total Park Maintenance Expenses</b>																					
Time Check	\$ 259,920	\$ 259,920	\$ 259,920	\$ 259,920	\$ 259,920	\$ 259,920	\$ 259,920	\$ 292,410	\$ 321,290	\$ 317,680	\$ 332,120	\$ 332,120	\$ 332,120	\$ 353,780	\$ 353,780	\$ 353,780	\$ 353,780	\$ 353,780	\$ 353,780	\$ 353,780	\$ 353,780
Riverfront	184,800	198,000	198,000	211,200	211,200	211,200	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400	213,400
Czech Village	142,920	142,920	150,860	150,860	148,875	148,875	148,875	148,875	186,590	186,590	186,590	202,470	202,470	202,470	202,470	202,470	210,410	210,410	210,410	210,410	210,410
<b>TOTAL</b>	\$ 587,640	\$ 600,840	\$ 608,780	\$ 621,980	\$ 619,995	\$ 619,995	\$ 622,195	\$ 654,685	\$ 721,280	\$ 717,670	\$ 732,110	\$ 747,990	\$ 747,990	\$ 769,650	\$ 769,650	\$ 769,650	\$ 777,590	\$ 777,590	\$ 777,590	\$ 777,590	\$ 777,590
Total Park Maintenance Expenses (ADJUSTED for inflation)																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>EXPENSES</b>																					
<b>Total Park Maintenance Expenses</b>																					
Time Check	\$ 259,920	\$ 267,718	\$ 275,749	\$ 284,022	\$ 292,542	\$ 301,319	\$ 310,358	\$ 359,627	\$ 407,001	\$ 414,500	\$ 446,342	\$ 459,732	\$ 473,524	\$ 519,538	\$ 535,124	\$ 551,178	\$ 567,713	\$ 584,744	\$ 602,287	\$ 620,355	\$ 638,966
Riverfront	184,800	203,940	210,058	230,784	237,707	244,839	254,811	262,455	270,329	278,439	286,792	295,396	304,257	313,385	322,787	332,470	342,444	352,718	363,299	374,198	385,424
Czech Village	142,920	147,208	160,047	164,849	167,560	172,587	177,765	183,097	236,367	243,458	250,761	280,266	288,674	297,334	306,254	315,442	337,646	347,776	358,209	368,955	380,024
<b>TOTAL</b>	\$ 587,640	\$ 618,865	\$ 645,855	\$ 679,654	\$ 697,810	\$ 718,744	\$ 742,933	\$ 805,180	\$ 913,696	\$ 936,397	\$ 983,895	\$ 1,035,393	\$ 1,066,455	\$ 1,130,257	\$ 1,164,165	\$ 1,199,090	\$ 1,247,804	\$ 1,285,238	\$ 1,323,795	\$ 1,363,509	\$ 1,404,414

Table 5.5 - Park Maintenance Expenses

### 5.1.2 Programs

The Programs business unit applies to all three greenway parks and represents both a revenue center and a cost center.

#### Program Revenues

Program revenues are best estimated using core program areas, as discussed in section 4.3, Program Standards, on page 25. Given the conceptual nature of the amenities planned and the fact that facility specifications and operational parameters have not yet been identified, the best alternative method to use to estimate revenues that will be generated by the new parks involves projecting net changes to overall departmental program income.

Table 5.6 provides an analysis of overall program revenue for the Cedar Rapids Parks and Recreation Department over the past three (3) years. The average income totals \$584,165; this can be used as a baseline to extrapolate new revenue. Table 5.7 shows the assumed percentage increase to the baseline generated by programming in the new parks, as well as the financial equivalent (not adjusted for inflation).

	FY13 ACT	FY14 ADPT	FY15 ADPT	3 YR AVG
Registration Fees	\$441,242	\$485,560	\$512,044	\$479,615
League Fees	\$91,857	\$82,000	\$82,000	\$85,286
Tournament fees	\$11,791	\$23,000	\$23,000	\$19,246
<b>TOTAL</b>	<b>\$544,890</b>	<b>\$591,560</b>	<b>\$617,044</b>	<b>\$584,165</b>

Table 5.6 - Department-wide Program Revenue FY13-15  
Source: City of Cedar Rapids FY2015 Adopted Budget

#### Personal Services Expenses

As with Security, personal services expenses for the Programs business unit are estimated on the basis of Full Time Equivalents (FTEs). The assumption for program staff costs for this study, based upon experience in other Midwest agencies, is \$40,000 annually per 1.0 FTE including all salaries and benefits.

Assumptions about FTE requirements for each park, and their associated costs (not adjusted for inflation) are presented on the following page in Table 5.8.

#### Supplies and Equipment Expenses

Supplies and equipment costs for programs are estimated to be 10% of total personal services costs. These costs include materials, fuel, training, and other administrative costs. Projected costs (not adjusted for inflation) are presented in Table 5.9.

Program Revenue Assumptions - Percent change above baseline (3-year average) expected from site improvements																					
% Chg to Baseline	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
Time Check	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Riverfront	0%	0%	0%	0%	0%	0%	1%	1%	1%	1%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Czech Village	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%	2%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
<b>TOTAL</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>4%</b>	<b>5%</b>	<b>6%</b>	<b>7%</b>	<b>8%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>
Key Developments																					
Time Check		Infrastructure removal	Temporary open space	Trail improvements					Athletic fields, Courts, Shelters, Trails												
Riverfront		Infrastructure removal		Slate Park			Sculpture Garden, Boardwalk, Trails					Boat launches, Millrace									
Czech Village		Infrastructure removal	Temporary open space		Trail improvements					Great lawn, Shelters, Boat launch			Ice rink, Warming shelter						Playgrounds, Shelters		Adventure Park
Program Revenue Estimates (not adjusted for inflation) - Annual income above baseline																					
REVENUE	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
<b>Program Income</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,525	\$ 17,525	\$ 17,525	\$ 17,525	\$ 17,525	\$ 29,208	\$ 29,208	\$ 29,208	\$ 29,208	\$ 29,208	\$ 29,208	\$ 29,208	\$ 29,208	\$ 29,208
Riverfront	-	-	-	-	-	-	5,842	5,842	5,842	5,842	11,683	11,683	11,683	11,683	11,683	11,683	11,683	11,683	11,683	11,683	11,683
Czech Village	-	-	-	-	-	-	-	-	5,842	11,683	11,683	17,525	17,525	17,525	17,525	17,525	17,525	17,525	17,525	17,525	17,525
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,842</b>	<b>\$ 23,367</b>	<b>\$ 29,208</b>	<b>\$ 35,050</b>	<b>\$ 40,892</b>	<b>\$ 46,733</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>	<b>\$ 58,416</b>

Table 5.7 - Program Revenue Assumptions and Estimated New Income

## Programs Summary

The total estimated revenues and expenses for the Programs business unit, including program income, personal services, supplies, and equipment adjusted for inflation are presented below in Table 5.10.

### Key Takeaways:

- Increases in program revenue are estimated based upon the projected percentage increase in overall departmental program income.
- Because it is assumed that no major development will occur in the three parks that will accommodate program staff until 2020 (Year 6), no costs are incurred until that year.
- After 2020, program staffing is assumed to increase to correspond with additional programming opportunities. Staffing in 2020 begins at 0.25 FTE across all three parks and increases to 1.00 FTE in 2028 (Year 14).
- Staffing costs are based on an estimate of \$40,000 per FTE (in 2014 dollars). Supplies and expenses are estimated to be 10% of staffing costs.
- Adjusted for inflation, the first program expenses will total an estimated \$13,135 in 2020 and increase to an estimated \$79,469 by 2034 (Year 20). Revenues will also begin in 2020 at \$6,975 and increase to an estimated \$105,507 by 2034.
- Based on all assumptions, full cost recovery for programming will be achieved by 2021 (Year 7).

Personal Services Assumptions																					
FTE Requirements	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
Time Check	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Riverfront	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Czech Village	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.25</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Key Developments																					
Time Check		Infrastructure removal	Temporary open space	Trail improvements					Athletic fields, Courts, Shelters, Trails					Activity Center							
Riverfront		Infrastructure removal		Skate Park			Sculp. Garden, Boardwalk, Trails			Dog park, Boat launch											
Czech Village		Infrastructure removal	Temporary open space		Trail improvements					Great lawn, Shelters, Boat launch			Roundhouse, Shelters		Ice rink, Warming shelter				Playgrounds, Shelters		Adventure Park
Personal Services Expenses (not adjusted for inflation)																					
EXPENSES	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
<b>Personal Serv. Expenses</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Riverfront	-	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Czech Village	-	-	-	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 20,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

Table 5.8 - Program Staffing Assumptions and Personal Services Expenses

Supplies and Equipment Expenses (not adjusted for inflation)																					
Supplies and equipment estimated at 10% of Personal Services cost																					
EXPENSES	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
<b>Supp./Equip. Expenses</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Riverfront	-	-	-	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Czech Village	-	-	-	-	-	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 2,000</b>	<b>\$ 3,000</b>	<b>\$ 4,000</b>																

Table 5.9 - Program Supplies and Equipment Expenses

Total Program Revenues and Expenses (ADJUSTED for inflation)																					
Multiplier 1.03																					
REVENUES	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
<b>Total Program Revenues</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,553	\$ 22,200	\$ 22,866	\$ 23,552	\$ 24,259	\$ 24,986	\$ 25,736	\$ 26,508	\$ 27,303	\$ 28,122	\$ 28,966	\$ 29,835	\$ 30,730	\$ 31,652
Riverfront	-	-	-	-	-	-	6,975	7,184	7,400	7,622	7,848	8,084	8,330	8,586	8,852	9,128	9,414	9,710	10,016	10,332	10,658
Czech Village	-	-	-	-	-	-	-	-	7,400	15,244	15,701	24,259	24,986	25,736	26,508	27,303	28,122	28,966	29,835	30,730	31,652
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 6,975</b>	<b>\$ 28,738</b>	<b>\$ 37,000</b>	<b>\$ 45,732</b>	<b>\$ 54,955</b>	<b>\$ 64,690</b>	<b>\$ 83,288</b>	<b>\$ 85,787</b>	<b>\$ 88,360</b>	<b>\$ 91,011</b>	<b>\$ 93,741</b>	<b>\$ 96,554</b>	<b>\$ 99,450</b>	<b>\$ 102,434</b>	<b>\$ 105,507</b>					
<b>EXPENSES</b>																					
<b>Total Program Expenses</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,529	\$ 13,934	\$ 14,353	\$ 14,783	\$ 15,227	\$ 15,683	\$ 16,154	\$ 16,638	\$ 17,138	\$ 17,652	\$ 18,181	\$ 18,727	\$ 19,289	\$ 19,867
Riverfront	-	-	-	-	-	-	13,135	13,529	13,934	14,353	14,783	15,227	15,683	16,154	16,638	17,138	17,652	18,181	18,727	19,289	19,867
Czech Village	-	-	-	-	-	-	-	-	13,934	14,353	14,783	15,227	15,683	16,154	16,638	17,138	17,652	18,181	18,727	19,289	19,867
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 13,135</b>	<b>\$ 27,057</b>	<b>\$ 41,803</b>	<b>\$ 43,058</b>	<b>\$ 44,349</b>	<b>\$ 45,680</b>	<b>\$ 47,050</b>	<b>\$ 48,462</b>	<b>\$ 49,914</b>	<b>\$ 51,414</b>	<b>\$ 52,962</b>	<b>\$ 54,559</b>	<b>\$ 56,205</b>	<b>\$ 57,900</b>	<b>\$ 59,644</b>					
<b>NET REVENUE / (LOSS)</b>	<b>\$ -</b>	<b>\$ (6,159)</b>	<b>\$ 1,681</b>	<b>\$ (4,803)</b>	<b>\$ 2,675</b>	<b>\$ 10,606</b>	<b>\$ 19,010</b>	<b>\$ 36,238</b>	<b>\$ 37,325</b>	<b>\$ 21,806</b>	<b>\$ 22,460</b>	<b>\$ 23,134</b>	<b>\$ 23,828</b>	<b>\$ 24,543</b>	<b>\$ 25,279</b>	<b>\$ 26,038</b>					
Cost Recovery	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	53%	106%	89%	106%	124%	142%	177%	177%	133%	133%	133%	133%	133%	133%	133%

Table 5.10 - Programs Summary

### 5.1.3 Special Events

The Special Events business unit applies to all three greenway parks and represents both a revenue center and a cost center.

#### Special Event Revenues

Because of the conceptual nature of the parks, and the potential for new events that have not yet been defined, estimating revenue for Special Events is approached using a similar method to estimating revenue in the Program business unit – using percent increases to current (i.e., baseline) event revenues for the department overall.

Table 5.11 provides an analysis of overall event-related revenue for the FY2015 adopted budget for the Cedar Rapids Parks and Recreation Department. Event parking income totals \$14,440. Other income generated by special events has not been tracked separately, so the analysis uses a conservative assumption that an additional \$10,000 has been generated from special events throughout the system. This assumption aligns with modest earnings from similar park and recreation departments in the Midwest. The resulting total of \$24,440 can be used as a baseline to extrapolate new revenue from special events in the three new parks. Table 5.12 shows the assumed percentage increase to the baseline, as well as the financial equivalent (not adjusted for inflation).

FY15	
Event Parking*	\$14,400
Other Income**	\$10,000
<b>TOTAL</b>	<b>\$24,400</b>

Table 5.11 - Department-wide Special Event Revenue, FY15  
Source: \*City of Cedar Rapids FY2015 Adopted Budget, \*\*Assumption

#### Personal Services Expenses

As with the previous two business units, personal services expenses for the Special Events business unit are estimated on the basis of Full Time Equivalents (FTEs). The assumption for program staff costs for this study, based upon experience in other Midwest agencies, is \$40,000 annually per 1.0 FTE including all salaries and benefits.

Assumptions about FTE requirements for each park, and their associated costs (not adjusted for inflation) are presented on the following page in Table 5.13.

Special Event Revenue Assumptions - Percent change above baseline (3-year average) expected from site improvements																					
% Chg to Baseline	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Time Check	0%	0%	0%	0%	0%	0%	0%	5%	10%	10%	15%	15%	15%	20%	25%	30%	30%	30%	30%	30%	30%
Riverfront	0%	0%	0%	0%	0%	0%	10%	10%	15%	15%	25%	30%	35%	40%	45%	50%	50%	55%	55%	60%	60%
Czech Village	0%	0%	0%	0%	0%	0%	0%	0%	10%	20%	20%	25%	25%	30%	30%	35%	40%	40%	45%	45%	50%
<b>TOTAL</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>10%</b>	<b>15%</b>	<b>35%</b>	<b>45%</b>	<b>60%</b>	<b>70%</b>	<b>75%</b>	<b>90%</b>	<b>100%</b>	<b>115%</b>	<b>120%</b>	<b>125%</b>	<b>130%</b>	<b>135%</b>	<b>140%</b>
Key Developments																					
Time Check		Infrastructure removal	Temporary open space	Trail improvements										Activity Center							
Riverfront		Infrastructure removal		Skate Park			Sculp Garden, Boardwalk, Trails					Boat launches, Mirrace									
Czech Village		Infrastructure removal	Temporary open space		Trail improvements				Great lawn, Shelters, Boat launch				Ice rink, Warning shelter						Playgrounds, Shelters		Adventure Park
Special Event Revenue Estimates (not adjusted for inflation) - Annual income above baseline																					
REVENUE	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Program Income</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,222	\$ 2,444	\$ 2,444	\$ 3,666	\$ 3,666	\$ 3,666	\$ 4,888	\$ 6,110	\$ 7,332	\$ 7,332	\$ 7,332	\$ 7,332	\$ 7,332	\$ 7,332
Riverfront	-	-	-	-	-	-	2,444	2,444	3,666	3,666	6,110	7,332	8,554	9,776	10,998	12,220	12,220	13,442	13,442	14,664	14,664
Czech Village	-	-	-	-	-	-	-	-	2,444	4,888	4,888	6,110	6,110	7,332	7,332	8,554	9,776	9,776	10,998	10,998	12,220
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,444</b>	<b>\$ 3,666</b>	<b>\$ 8,554</b>	<b>\$ 10,998</b>	<b>\$ 14,664</b>	<b>\$ 17,108</b>	<b>\$ 18,330</b>	<b>\$ 21,996</b>	<b>\$ 24,440</b>	<b>\$ 28,106</b>	<b>\$ 29,328</b>	<b>\$ 30,550</b>	<b>\$ 31,772</b>	<b>\$ 32,994</b>	<b>\$ 34,216</b>

Table 5.12 - Special Event Revenue Assumptions and Estimated New Income

## Supplies and Equipment Expenses

Supplies and equipment costs for special events are estimated to be 15% of total personal services costs. These costs include materials, fuel, training, and other administrative costs. Projected costs (not adjusted for inflation) are presented in Table 5.14.

## Special Events Summary

The total estimated revenues and expenses for the Special Events business unit, including program income, personal services, supplies, and equipment adjusted for inflation are presented below in Table 5.15.

### Key Takeaways:

- Increases in special event revenue are estimated based upon the projected percentage increase in overall departmental special event income.
- It is assumed that special events will not begin until 2020 (Year 6), so no costs are incurred until that year.
- After 2020, special event staffing is assumed to increase to correspond with additional event opportunities. Staffing in 2020 begins at 0.10 FTE across all three parks and increases to 0.60 FTE in 2031 (Year 17).
- Staffing costs are based on an estimate of \$40,000 per FTE (in 2014 dollars). Supplies and expenses are estimated to be 15% of staffing costs.
- Based on all assumptions, full cost recovery for special events will be achieved by 2025 (Year 11).

Personal Services Assumptions																					
FTE Requirements	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Time Check	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10	0.10	0.10	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20
Riverfront	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Czech Village	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10	0.10	0.10	0.10	0.15	0.15	0.15	0.15	0.20	0.20	0.20	0.20
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.10</b>	<b>0.20</b>	<b>0.30</b>	<b>0.30</b>	<b>0.35</b>	<b>0.35</b>	<b>0.40</b>	<b>0.50</b>	<b>0.50</b>	<b>0.55</b>	<b>0.55</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>
Key Developments																					
Time Check		Infrastructure removal	Temporary open space	Trail improvements					Athletic fields, Courts, Shelters, Trails												
Riverfront		Infrastructure removal		Skate Park			Scalp Garden, Boardwalk, Trails														
Czech Village		Infrastructure removal	Temporary open space		Trail improvements					Great lawn, Shelters, Boat launch			Ice rink, Warming shelter							Playgrounds, Shelters	Adventure Park
Personal Services Expenses (not adjusted for inflation)																					
EXPENSES	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Personal Serv. Expenses</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 6,000	\$ 6,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Riverfront	-	-	-	-	-	-	4,000	4,000	4,000	4,000	6,000	6,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Czech Village	-	-	-	-	-	-	-	-	4,000	4,000	4,000	4,000	4,000	6,000	6,000	6,000	6,000	8,000	8,000	8,000	8,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 8,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 16,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 22,000</b>	<b>\$ 22,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>

Table 5.13 - Special Event Staffing Assumptions and Personal Services Expenses

Supplies and Equipment Expenses (not adjusted for inflation)																					
Supplies and equipment estimated at 15% of Personal Services cost																					
EXPENSES	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Supp./Equip. Expenses</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 900	\$ 900	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Riverfront	-	-	-	-	-	-	600	600	600	600	900	900	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Czech Village	-	-	-	-	-	-	-	-	600	600	600	600	600	900	900	900	900	1,200	1,200	1,200	1,200
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 600</b>	<b>\$ 1,200</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ 2,100</b>	<b>\$ 2,100</b>	<b>\$ 2,400</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>					

Table 5.14 - Special Events Supplies and Equipment Expenses

Total Special Events Revenues and Expenses (ADJUSTED for inflation)																					
Multiplier 1.03																					
REVENUES	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Total Special Events Revenues</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,503	\$ 3,096	\$ 3,189	\$ 4,927	\$ 5,075	\$ 5,227	\$ 7,178	\$ 9,242	\$ 11,423	\$ 11,766	\$ 12,119	\$ 12,482	\$ 12,857	\$ 13,242
Riverfront	-	-	-	-	-	-	2,918	3,006	4,644	4,783	8,211	10,149	12,196	14,356	16,635	19,038	19,610	22,218	22,884	25,713	26,485
Czech Village	-	-	-	-	-	-	-	-	3,096	6,378	6,569	8,458	8,711	10,767	11,090	13,327	15,688	16,158	18,723	19,285	22,071
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 2,918</b>	<b>\$ 4,509</b>	<b>\$ 10,836</b>	<b>\$ 14,350</b>	<b>\$ 19,707</b>	<b>\$ 23,681</b>	<b>\$ 26,134</b>	<b>\$ 32,302</b>	<b>\$ 36,968</b>	<b>\$ 43,788</b>	<b>\$ 47,063</b>	<b>\$ 50,494</b>	<b>\$ 54,090</b>	<b>\$ 57,855</b>	<b>\$ 61,798</b>					
<b>EXPENSES</b>																					
<b>Total Special Events Expenses</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,657	\$ 5,827	\$ 6,002	\$ 6,182	\$ 6,367	\$ 6,559	\$ 10,133	\$ 10,437	\$ 14,333	\$ 14,763	\$ 15,206	\$ 15,662	\$ 16,132	\$ 16,616
Riverfront	-	-	-	-	-	-	5,493	5,657	5,827	6,002	9,273	9,551	13,117	13,511	13,916	14,333	14,763	15,206	15,662	16,132	16,616
Czech Village	-	-	-	-	-	-	-	-	5,827	6,002	6,182	6,367	6,559	10,133	10,437	10,750	11,072	11,400	11,730	12,060	12,390
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 5,493</b>	<b>\$ 11,315</b>	<b>\$ 17,481</b>	<b>\$ 18,006</b>	<b>\$ 21,637</b>	<b>\$ 22,286</b>	<b>\$ 26,234</b>	<b>\$ 33,776</b>	<b>\$ 34,790</b>	<b>\$ 39,417</b>	<b>\$ 40,599</b>	<b>\$ 45,619</b>	<b>\$ 46,987</b>	<b>\$ 48,397</b>	<b>\$ 49,849</b>					
<b>NET REVENUE / (LOSS)</b>	<b>\$ -</b>	<b>\$ (2,574)</b>	<b>\$ (6,806)</b>	<b>\$ (6,645)</b>	<b>\$ (3,656)</b>	<b>\$ (1,930)</b>	<b>\$ 1,395</b>	<b>\$ (100)</b>	<b>\$ (1,474)</b>	<b>\$ 2,178</b>	<b>\$ 4,372</b>	<b>\$ 6,464</b>	<b>\$ 4,876</b>	<b>\$ 7,103</b>	<b>\$ 9,458</b>	<b>\$ 11,949</b>					
Cost Recovery	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	53%	40%	62%	80%	91%	106%	100%	96%	106%	111%	116%	111%	115%	120%	124%

Table 5.15 - Special Events Summary

### 5.1.4 Shelter and Facility Rentals

This business unit is a revenue center that includes rentals for picnic shelters and specialized facilities such as the Athletic Fields (Time Check), Iconic Pavilions (Time Check), Memorial Monument grounds (Time Check), Roundhouse (Czech Village), and Warming Shelter (Czech Village). Table 5.16 lists all amenities included in this business unit along with assumptions for pricing, number of units sold, and year they will become operational. Assumptions for athletic fields are based upon comparable facilities (Tuma Non-Tournament rate) from the Cedar Rapids Parks and Recreation Department proposed FY15 fees. All other assumptions are based on similar facilities provided by other Midwest park and recreation systems. Any expenditures associated with light maintenance or repairs of shelters are included in the Park Maintenance business unit. Table 5.17 displays annual projected revenues based upon the assumptions for this business unit.

**Key Takeaways:**

- All picnic shelters, plus specialized facilities such as the Athletic Fields (Time Check), Iconic Pavilions (Time Check), Memorial Monument grounds (Time Check), Roundhouse (Czech Village), and Warming Shelter (Czech Village) will generate revenue through facility rental fees.
- The year 2021 (Year 7) is the first year that facilities will be constructed and available to rent. Those facilities will be the Athletic Fields, Basketball Court Shelter, and South Gateway Pavilion, all in Time Check Park.
- Adjusted for inflation, shelter and facility rentals will generate an estimated total of \$165,747 in 2034 (Year 20).

Park	Facility	Price	Price Unit	Units	Budget	Notes
<b>TIME CHECK FACILITIES</b>						
Field 1	Hourly Rentals	\$ 27	per hour	270	\$ 7,290	Start Year 7; 90 days @ 3hrs
	Daily Rentals	\$ 120	per day	40	\$ 4,800	Start Year 7; 20 2-day weekends
Field 2	Hourly Rentals	\$ 27	per hour	270	\$ 7,290	Start Year 7; 90 days @ 3hrs
	Daily Rentals	\$ 120	per day	40	\$ 4,800	Start Year 7; 20 2-day weekends
Field 3	Hourly Rentals	\$ 27	per hour	270	\$ 7,290	Start Year 7; 90 days @ 3hrs
	Daily Rentals	\$ 120	per day	40	\$ 4,800	Start Year 7; 20 2-day weekends
South Gateway Pavilion (lg)		\$ 200	per day	20	\$ 4,000	Start Year 7
Basketball Shelter (sm)		\$ 50	per day	20	\$ 1,000	Start Year 7
Dog Park Shelter (med)		\$ 100	per day	20	\$ 2,000	Start Year 8
Floating Dock Pavilion (lg)		\$ 200	per day	35	\$ 7,000	Start Year 9
Monument, Art Element, or other Iconic Space		\$ 200	per day	20	\$ 4,000	Start Year 13
<b>RIVERFRONT FACILITIES</b>						
N/A		\$ -	per day	0	\$ -	
<b>CZECH VILLAGE FACILITIES</b>						
Great Lawn Shelter 1 (med)		\$ 75	per day	15	\$ 1,125	Start Year 8
Great Lawn Shelter 2 (med)		\$ 75	per day	15	\$ 1,125	Start Year 8
Great Lawn Shelter 3 (med)		\$ 75	per day	15	\$ 1,125	Start Year 8
Great Lawn Shelter 4 (med)		\$ 75	per day	15	\$ 1,125	Start Year 8
North Playground Shelter 1 (sm)		\$ 50	per day	15	\$ 750	Start Year 8
North Playground Shelter 2 (sm)		\$ 50	per day	15	\$ 750	Start Year 8
Great Lawn Shelter (lg)		\$ 200	per day	40	\$ 8,000	Start Year 8
Roundhouse Flank Shelter 1 (sm)		\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse Flank Shelter 2 (sm)		\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse Flank Shelter 3 (sm)		\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse Flank Shelter 4 (sm)		\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse		\$ 400	per day	35	\$ 14,000	Start Year 9
Warming Shelter		\$ 200	per day	25	\$ 5,000	Start Year 11
West Playground Shelter (med)		\$ 75	per day	20	\$ 1,500	Start Year 14

Table 5.16 - Shelter and facility rental assumptions

Shelter and Facility Rental Revenue (not adjusted for inflation)																					
Supplies and equipment estimated at 15% of Personal Services cost																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Income</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,270	\$ -	43,270	\$ 50,270	\$ 50,270	\$ 50,270	\$ 50,270	\$ 54,270	\$ 54,270	\$ 54,270	\$ 54,270	\$ 54,270	\$ 54,270	\$ 54,270
Riverfront	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Czech Village	-	-	-	-	-	-	-	-	-	14,000	31,000	31,000	36,000	36,000	36,000	37,500	37,500	37,500	37,500	37,500	37,500
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,270	\$ -	\$ 57,270	\$ 81,270	\$ 81,270	\$ 86,270	\$ 86,270	\$ 90,270	\$ 91,770	\$ 91,770	\$ 91,770	\$ 91,770	\$ 91,770	\$ 91,770
<b>Total Shelter and Facility Rental Revenues (ADJUSTED for inflation)</b>																					
Multiplier 1.03																					
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Shelter and Facility Rental Revenues</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,757	\$ -	54,813	\$ 65,591	\$ 67,559	\$ 69,585	\$ 71,673	\$ 79,697	\$ 82,088	\$ 84,551	\$ 87,087	\$ 89,700	\$ 92,391	\$ 95,163
Riverfront	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Czech Village	-	-	-	-	-	-	-	-	-	17,735	40,448	41,661	49,832	51,327	52,867	56,722	58,424	60,176	61,982	63,841	65,756
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,757	\$ -	\$ 72,548	\$ 106,039	\$ 109,220	\$ 119,418	\$ 123,000	\$ 132,565	\$ 138,810	\$ 142,975	\$ 147,264	\$ 151,682	\$ 156,232	\$ 160,919

Table 5.17 - Shelter and facility rental revenues

### 5.1.5 Food Service

The Food Service business unit is a revenue center that includes concession agreements at three locations: the Athletic Fields concession stand in Time Check Park, the Warming Shelter concession stand in Czech Village, and the Adventure Park concession stand, also in Czech Village. Table 5.18 lists these locations along with assumptions for gross receipts, concession franchise fees paid by food vendors to the department, and the years each facility will become operational. Expenditures associated with light maintenance or repairs of concession locations are included in the Park Maintenance business unit. Table 5.19 displays annual projected revenues based upon the assumptions for this business unit.

Key Takeaways:

- The park concepts include three concession facilities: the Athletic Fields (Time Check), the Warming Shelter (Czech Village), and the Adventure Park (Czech Village).
- Food service facilities will be operated by vendors, and revenues are assumed to be 6% of gross receipts.
- The concession stand at the Athletic Fields in Time Check Park will be the first food service location to open in 2021 (Year 7).
- Adjusted for inflation, food service agreements will generate an estimated total of \$59,602 in 2034 (Year 20).

Park	Facility	Gross Receipts	Fee to Dept	Budget	Notes
<b>TIME CHECK FACILITIES</b>					
	Athletic Field concessions	\$ 150,000	6%	\$ 9,000	Start Year 7
<b>RIVERFRONT FACILITIES</b>					
	N/A	\$ -	0%	\$ -	
<b>CZECH VILLAGE FACILITIES</b>					
	Warming Shelter concessions	\$ 250,000	6%	\$ 15,000	Start Year 11
	Adventure Park concessions	\$ 150,000	6%	\$ 9,000	Start Year 15

Table 5.18 -Food Service Assumptions

<i>Food Service Revenues (not adjusted for inflation)</i>																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Income</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Riverfront	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Czech Village	-	-	-	-	-	-	-	-	-	-	-	15,000	15,000	15,000	15,000	24,000	24,000	24,000	24,000	24,000	24,000
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000

<i>Food Service Revenues (ADJUSTED for inflation)</i>																					
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Shelter and Facility Rental Revenues</b>																					
Time Check	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,069	\$ 11,401	\$ 11,743	\$ 12,095	\$ 12,458	\$ 12,832	\$ 13,217	\$ 13,613	\$ 14,022	\$ 14,442	\$ 14,876	\$ 15,322	\$ 15,782	\$ 16,255
Riverfront	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Czech Village	-	-	-	-	-	-	-	-	-	-	-	20,764	21,386	22,028	22,689	37,391	38,513	39,668	40,858	42,084	43,347
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,069	\$ 11,401	\$ 11,743	\$ 12,095	\$ 33,222	\$ 34,218	\$ 35,245	\$ 36,302	\$ 51,413	\$ 52,955	\$ 54,544	\$ 56,180	\$ 57,866	\$ 59,602

Table 5.19 - Food Service Revenues

### 5.1.6 Bike Park and Pump Track

The Bike Park and Pump Track at Time Check Greenway Park will operate as both a revenue center and cost center when it becomes operational in 2027 (Year 13). The operational assumptions presented in Table 5.19 and financial assumptions in Table 5.20 have been made with the goal to achieve 100% cost recovery for this business unit. Expenditures associated with light maintenance of facilities are included in the Park Maintenance business unit.

Using the assumptions identified above, a summary of all revenues and expenses for the Bike Park business unit are presented in Table 5.21.

Key takeaways:

- The Bike Park and Pump Track, located in Time Check Park, becomes operational in 2027 (Year 13) with a goal of achieving 100% cost recovery.
- Operational assumptions reflect that the facility will be operated by city staff and that it will be open seven months of the year for eight hours a day.
- Admission will be charged at the rate of \$7 per adult and \$4 per child (2014 dollars) with options for group discounts and season passes.
- Adjusted for inflation, in 2034 (Year 20) the business unit will generate an estimated total of \$112,846 and incur \$113,056 in expenses (99.8% cost recovery).

#### Operational Assumptions

Operating Season:	7 months	or	30 weeks	or	210 days
Operating Hours:	8 hrs/day	or	56 hrs/wk	or	1,680 hrs/yr
Staffing Requirements:	1 FT Mgr	at	40 hrs/wk	or	0.58 FTE
	2 PT Staff	at	25 hrs/wk	or	0.72 FTE

Table 5.20 - Bike Park Operational Assumptions

Category	Account	Sub-Account	Price	Price Unit	Units	Budget	Notes
<b>REVENUES</b>							
<b>ADMISSIONS</b>							
	Adult Admission		\$ 7	per person	4,200	\$ 29,400	Avg 20 per day
	Youth Admission		\$ 4	per person	2,520	\$ 10,080	Avg 12 per day
	Group Admission		\$ 4	per person	1,050	\$ 4,200	Avg 5 per day
	Annual Pass - Adult		\$ 70	per person	80	\$ 5,600	
	Annual Pass - Youth		\$ 40	per person	80	\$ 3,200	
<b>Total Admissions</b>						<b>\$ 52,480</b>	
<b>OTHER REVENUE</b>							
	Sponsorship		\$ 5,000	per	1	\$ 5,000	
	Advertising		\$ 5,000	per	1	\$ 5,000	
	Other		\$ -	per	0	\$ -	
<b>Total Other Revenue</b>						<b>\$ 10,000</b>	
<b>TOTAL REVENUES</b>						<b>\$ 62,480</b>	

Table 5.21 - Bike Park Financial Assumptions

Total Bike Park Revenues and Expenses (not adjusted for inflation)																					
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Category</b>																					
Admissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,480	\$ 52,480	\$ 52,480	\$ 52,480	\$ 52,480	\$ 52,480	\$ 52,480
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 62,480</b>	<b>\$ 62,480</b>	<b>\$ 62,480</b>	<b>\$ 62,480</b>	<b>\$ 62,480</b>	<b>\$ 62,480</b>	<b>\$ 62,480</b>													
<b>EXPENSES</b>																					
<b>Category</b>																					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,596	\$ 47,596	\$ 47,596	\$ 47,596	\$ 47,596	\$ 47,596	\$ 47,596
Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 62,596</b>	<b>\$ 62,596</b>	<b>\$ 62,596</b>	<b>\$ 62,596</b>	<b>\$ 62,596</b>	<b>\$ 62,596</b>	<b>\$ 62,596</b>													
<b>NET REVENUE / (LOSS)</b>	<b>\$ -</b>	<b>\$ (116)</b>	<b>\$ (116)</b>	<b>\$ (116)</b>	<b>\$ (116)</b>	<b>\$ (116)</b>	<b>\$ (116)</b>	<b>\$ (116)</b>													
Cost Recovery	#DIV/0!	100%	100%	100%	100%	100%	100%	100%													
<b>Total Bike Park Revenues and Expenses (ADJUSTED for inflation)</b>																					
Multiplier 1.03																					
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Category</b>																					
Admissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,069	\$ 79,381	\$ 81,762	\$ 84,215	\$ 86,741	\$ 89,344	\$ 92,024
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,685	15,126	15,580	16,047	16,528	17,024	17,535
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 91,754</b>	<b>\$ 94,507</b>	<b>\$ 97,342</b>	<b>\$ 100,262</b>	<b>\$ 103,270</b>	<b>\$ 106,368</b>	<b>\$ 109,559</b>													
<b>EXPENSES</b>																					
<b>Category</b>																					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,897	\$ 71,993	\$ 74,153	\$ 76,378	\$ 78,669	\$ 81,029	\$ 83,460
Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,685	15,126	15,580	16,047	16,528	17,024	17,535
Other Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,343	7,563	7,790	8,024	8,264	8,512	8,768
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 91,925</b>	<b>\$ 94,682</b>	<b>\$ 97,523</b>	<b>\$ 100,448</b>	<b>\$ 103,462</b>	<b>\$ 106,566</b>	<b>\$ 109,763</b>													
<b>NET REVENUE / (LOSS)</b>	<b>\$ -</b>	<b>\$ (171)</b>	<b>\$ (176)</b>	<b>\$ (181)</b>	<b>\$ (186)</b>	<b>\$ (192)</b>	<b>\$ (198)</b>	<b>\$ (204)</b>													
Cost Recovery	#DIV/0!	100%	100%	100%	100%	100%	100%	100%													

Table 5.22 - Bike Park Revenues and Expenses

### 5.1.7 Ice Rink

The Czech Village Ice Rink business unit is a revenue center that involves a concession agreement to operate the facility on behalf of the department. Table 5.23 presents the assumptions for gross receipts, the concession franchise fees paid by the operator to the city, and the year the facility will become operational. Expenditures associated with light maintenance or repairs of the ice rink facility are included in the Park Maintenance business unit. Table 5.24 displays annual projected revenues based upon the assumptions for this business unit.

Key takeaways:

- The Czech Village Ice Rink becomes operational in 2025 (Year 11) and would be operated by a vendor.
- Revenues to the department are assumed to be 8% of \$300,000 in annual gross receipts.
- Adjusted for inflation, the concession agreements will generate an estimated total of \$43,347 in 2034 (Year 20).

Park	Facility	Gross Receipts	Fee to Dept	Budget	Notes
<b>CZECH VILLAGE ICE RINK</b>					
	Total Gross Vendor Revenue	\$ 300,000	8%	\$ 24,000	Start Year 11

Table 5.23 - Ice Rink Assumptions

	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Income</b>																					
Czech Village Ice Rink	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000

	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Income</b>																					
Czech Village Ice Rink	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,222	\$ 34,218	\$ 35,245	\$ 36,302	\$ 37,391	\$ 38,513	\$ 39,668	\$ 40,858	\$ 42,084	\$ 43,347
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,222	\$ 34,218	\$ 35,245	\$ 36,302	\$ 37,391	\$ 38,513	\$ 39,668	\$ 40,858	\$ 42,084	\$ 43,347

Table 5.24 - Ice Rink Revenues

### 5.1.8 Adventure Park

The Czech Village Adventure Park and Ropes Course business unit is a revenue center that, like the Ice Rink, involves a concession agreement with the department to operate the facility. Table 5.25 presents the assumptions for gross receipts, the concession franchise fees paid by the operator to the city, and the year the facility will become operational. Expenditures associated with light maintenance or repairs of the Adventure Park are included in the Park Maintenance business unit. Table 5.26 displays annual projected revenues based upon the assumptions for this business unit.

Key takeaways:

- The Czech Village Adventure Park becomes operational in 2029 (Year 15) and would be operated by a vendor.
- Revenues to the department are assumed to be 8% of \$200,000 in annual gross receipts.
- Adjusted for inflation, the concession agreements will generate an estimated total of \$28,898 in 2034 (Year 20).

Park	Facility	Gross Receipts	Fee to Dept	Budget	Notes
<b>CZECH VILLAGE ADVENTURE PARK</b>					
	Total Gross Vendor Revenue	\$ 200,000	8%	\$ 16,000	Start Year 15

Table 5.25 - Adventure Park Assumptions

	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Income</b>																					
Adventure Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000

	Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>REVENUES</b>																					
<b>Total Income</b>																					
Adventure Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,927	\$ 25,675	\$ 26,446	\$ 27,239	\$ 28,056	\$ 28,898
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,927	\$ 25,675	\$ 26,446	\$ 27,239	\$ 28,056	\$ 28,898

Table 5.26 - Adventure Park Revenues

## 5.2 PRO FORMA

An overall 20-year pro forma for all revenues and expenses associated with the three greenway parks is presented in Table 5.27 on this page. It summarizes all operational costs associated with the sites, adjusted for inflation at an annual increase of 3%.

At 20 years, the time frame for this pro forma is longer than usual for park operational pro formas, which typically do not exceed 5-6 years (the range within operational demands and market factors can be confidently predicted). However, the extended construction timeline for the greenway sites spans to the year 2030. And because it is necessary to understand how the sequencing of greenway development affects income and expenses over this time period, the following long-term conceptual pro forma was produced.

REVENUES	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034	
<b>TIME CHECK</b>																						
Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,553	\$ 22,200	\$ 22,866	\$ 23,552	\$ 24,259	\$ 41,644	\$ 42,893	\$ 44,180	\$ 45,505	\$ 46,871	\$ 48,277	\$ 49,725	\$ 51,217	\$ 52,753
Special Events	-	-	-	-	-	-	-	-	1,503	3,096	3,189	4,927	5,075	5,227	7,178	9,242	11,423	11,766	12,119	12,482	12,857	13,242
Shelter/Facility Rentals	-	-	-	-	-	-	-	-	50,757	54,813	65,591	67,559	69,585	71,673	79,697	82,088	84,551	87,087	89,700	92,391	95,163	98,018
Food Service	-	-	-	-	-	-	-	-	11,069	11,401	11,743	12,095	12,458	12,832	13,217	13,613	14,022	14,442	14,876	15,322	15,782	16,255
Pump Track	-	-	-	-	-	-	-	-	-	-	-	-	-	-	91,754	94,507	97,342	100,262	103,270	106,368	109,559	112,846
<b>Total Time Check Revenues</b>	<b>\$ -</b>	<b>\$ 84,882</b>	<b>\$ 91,510</b>	<b>\$ 103,389</b>	<b>\$ 108,133</b>	<b>\$ 111,377</b>	<b>\$ 131,376</b>	<b>\$ 234,740</b>	<b>\$ 243,630</b>	<b>\$ 252,843</b>	<b>\$ 260,428</b>	<b>\$ 268,241</b>	<b>\$ 276,288</b>	<b>\$ 284,577</b>	<b>\$ 293,114</b>							
<b>RIVERFRONT</b>																						
Programs	-	-	-	-	-	-	6,975	7,184	7,400	7,622	15,701	16,172	16,658	17,157	17,672	18,202	18,748	19,311	19,890	20,487	21,101	
Special Events	-	-	-	-	-	-	2,918	3,006	4,644	4,783	8,211	10,149	12,196	14,356	16,635	19,038	19,610	22,218	22,884	25,713	26,485	
Shelter/Facility Rentals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Riverfront Revenues</b>	<b>\$ -</b>	<b>\$ 9,893</b>	<b>\$ 10,190</b>	<b>\$ 12,044</b>	<b>\$ 12,405</b>	<b>\$ 23,913</b>	<b>\$ 26,322</b>	<b>\$ 28,854</b>	<b>\$ 31,514</b>	<b>\$ 34,307</b>	<b>\$ 37,241</b>	<b>\$ 38,358</b>	<b>\$ 41,528</b>	<b>\$ 42,774</b>	<b>\$ 46,200</b>	<b>\$ 47,586</b>						
<b>CZECH VILLAGE</b>																						
Programs	-	-	-	-	-	-	-	-	7,400	15,244	15,701	24,259	24,986	25,736	26,508	27,303	28,122	28,966	29,835	30,730	31,652	
Special Events	-	-	-	-	-	-	-	-	3,096	6,378	6,569	8,458	8,711	10,767	11,090	13,327	15,688	16,158	18,723	19,285	22,071	
Shelter/Facility Rentals	-	-	-	-	-	-	-	-	17,735	40,448	41,661	49,832	51,327	52,867	56,722	58,424	60,176	61,982	63,841	65,756	67,729	
Food Service	-	-	-	-	-	-	-	-	-	-	-	20,764	21,386	22,028	22,689	37,391	38,513	39,668	40,858	42,084	43,347	
Ice Rink	-	-	-	-	-	-	-	-	-	-	-	-	33,222	34,218	35,245	36,302	37,391	39,668	40,858	42,084	43,347	
Adventure Park	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,927	25,675	26,446	27,239	28,056	28,898		
<b>Total Czech Village Revenues</b>	<b>\$ -</b>	<b>\$ 28,231</b>	<b>\$ 62,070</b>	<b>\$ 63,932</b>	<b>\$ 136,534</b>	<b>\$ 140,630</b>	<b>\$ 146,643</b>	<b>\$ 153,311</b>	<b>\$ 198,764</b>	<b>\$ 206,688</b>	<b>\$ 212,888</b>	<b>\$ 221,355</b>	<b>\$ 227,996</b>	<b>\$ 237,043</b>								
<b>OTHER</b>																						
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>										
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 9,893</b>	<b>\$ 95,072</b>	<b>\$ 131,785</b>	<b>\$ 177,864</b>	<b>\$ 195,977</b>	<b>\$ 274,232</b>	<b>\$ 300,859</b>	<b>\$ 412,897</b>	<b>\$ 431,249</b>	<b>\$ 488,847</b>	<b>\$ 505,474</b>	<b>\$ 522,658</b>	<b>\$ 540,418</b>	<b>\$ 558,773</b>	<b>\$ 577,743</b>						
<b>EXPENSES</b>																						
<b>TIME CHECK</b>																						
Park Maintenance	\$ 259,920	\$ 267,718	\$ 275,749	\$ 284,022	\$ 292,542	\$ 301,319	\$ 310,358	\$ 359,627	\$ 407,001	\$ 414,500	\$ 446,342	\$ 459,732	\$ 473,524	\$ 519,538	\$ 535,124	\$ 551,178	\$ 567,713	\$ 584,744	\$ 602,287	\$ 620,355	\$ 638,966	
Programs	-	-	-	-	-	-	-	13,529	13,934	14,353	14,783	15,227	15,683	16,154	16,638	17,138	17,652	18,181	18,727	19,289	19,867	
Special Events	-	-	-	-	-	-	-	5,657	5,827	6,002	6,182	6,367	6,559	10,133	10,437	14,333	14,763	15,206	15,662	16,132	16,616	
Pump Track	-	-	-	-	-	-	-	-	-	-	-	-	-	91,925	94,682	97,523	100,448	103,462	106,566	109,763	113,056	
<b>Total Time Check Expenses</b>	<b>\$ 259,920</b>	<b>\$ 267,718</b>	<b>\$ 275,749</b>	<b>\$ 284,022</b>	<b>\$ 292,542</b>	<b>\$ 301,319</b>	<b>\$ 310,358</b>	<b>\$ 378,813</b>	<b>\$ 426,762</b>	<b>\$ 434,855</b>	<b>\$ 467,307</b>	<b>\$ 481,326</b>	<b>\$ 495,766</b>	<b>\$ 637,749</b>	<b>\$ 656,882</b>	<b>\$ 680,171</b>	<b>\$ 700,577</b>	<b>\$ 721,594</b>	<b>\$ 743,242</b>	<b>\$ 765,539</b>	<b>\$ 788,505</b>	
<b>RIVERFRONT</b>																						
Park Maintenance	184,800	203,940	210,058	230,784	237,707	244,839	254,811	262,455	270,329	278,439	286,792	295,396	304,257	313,385	322,787	332,470	342,444	352,718	363,299	374,198	385,424	
Programs	-	-	-	-	-	-	13,135	13,529	13,934	14,353	14,783	15,227	15,683	16,154	16,638	17,138	17,652	18,181	18,727	19,289	19,867	
Special Events	-	-	-	-	-	-	5,493	5,657	5,827	6,002	6,182	6,367	6,559	10,133	10,437	14,333	14,763	15,206	15,662	16,132	16,616	
<b>Total Riverfront Expenses</b>	<b>\$ 184,800</b>	<b>\$ 203,940</b>	<b>\$ 210,058</b>	<b>\$ 230,784</b>	<b>\$ 237,707</b>	<b>\$ 244,839</b>	<b>\$ 273,438</b>	<b>\$ 281,641</b>	<b>\$ 290,090</b>	<b>\$ 298,793</b>	<b>\$ 310,848</b>	<b>\$ 320,173</b>	<b>\$ 333,058</b>	<b>\$ 343,049</b>	<b>\$ 353,341</b>	<b>\$ 363,941</b>	<b>\$ 374,859</b>	<b>\$ 386,105</b>	<b>\$ 397,688</b>	<b>\$ 409,619</b>	<b>\$ 421,908</b>	
<b>CZECH VILLAGE</b>																						
Park Maintenance	142,920	147,208	160,047	164,849	167,560	172,587	177,765	183,097	236,367	243,458	250,761	280,266	288,674	297,334	306,254	315,442	337,646	347,776	358,209	368,955	380,024	
Programs	-	-	-	-	-	-	-	-	13,934	14,353	14,783	15,227	15,683	16,154	16,638	17,138	17,652	18,181	18,727	19,289	19,867	
Special Events	-	-	-	-	-	-	-	-	5,827	6,002	6,182	6,367	6,559	10,133	10,437	10,750	11,072	15,206	15,662	16,132	16,616	
<b>Total Czech Village Expenses</b>	<b>\$ 142,920</b>	<b>\$ 147,208</b>	<b>\$ 160,047</b>	<b>\$ 164,849</b>	<b>\$ 167,560</b>	<b>\$ 172,587</b>	<b>\$ 177,765</b>	<b>\$ 183,097</b>	<b>\$ 256,128</b>	<b>\$ 263,812</b>	<b>\$ 271,726</b>	<b>\$ 301,860</b>	<b>\$ 310,916</b>	<b>\$ 323,621</b>	<b>\$ 349,968</b>	<b>\$ 360,467</b>	<b>\$ 384,022</b>	<b>\$ 399,345</b>	<b>\$ 411,325</b>	<b>\$ 423,665</b>	<b>\$ 436,375</b>	
<b>OTHER</b>																						
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>										
<b>TOTAL EXPENSES</b>	<b>\$ 587,640</b>	<b>\$ 618,865</b>	<b>\$ 645,855</b>	<b>\$ 679,654</b>	<b>\$ 697,810</b>	<b>\$ 718,744</b>	<b>\$ 761,561</b>	<b>\$ 843,552</b>	<b>\$ 972,981</b>	<b>\$ 997,460</b>	<b>\$ 1,049,881</b>	<b>\$ 1,103,359</b>	<b>\$ 1,139,739</b>	<b>\$ 1,304,419</b>	<b>\$ 1,360,190</b>	<b>\$ 1,404,580</b>	<b>\$ 1,459,458</b>	<b>\$ 1,507,044</b>	<b>\$ 1,552,255</b>	<b>\$ 1,598,823</b>	<b>\$ 1,646,787</b>	
<b>NET REVENUE / (LOSS)</b>	<b>\$(587,640)</b>	<b>\$(618,865)</b>	<b>\$(645,855)</b>	<b>\$(679,654)</b>	<b>\$(697,810)</b>	<b>\$(718,744)</b>	<b>\$(751,667)</b>	<b>\$(748,480)</b>	<b>\$(841,196)</b>	<b>\$(819,596)</b>	<b>\$(853,904)</b>	<b>\$(829,127)</b>	<b>\$(838,880)</b>	<b>\$(891,523)</b>	<b>\$(928,941)</b>	<b>\$(915,732)</b>	<b>\$(953,985)</b>	<b>\$(984,386)</b>	<b>\$(1,011,837)</b>	<b>\$(1,040,049)</b>	<b>\$(1,069,041)</b>	
Cost Recovery	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	11.3%	13.5%	17.8%	18.7%	24.9%	26.4%	31.7%	31.7%	34.8%	34.6%	34.7%	34.8%	34.9%	35.1%	

Table 5.27 - Twenty-Year Pro Forma

## 5.3 COMPONENT REPLACEMENT COSTS

Adequate planning for component replacement is critical to extending the life of capital, maintaining a safe environment, keeping parkland inviting, and accommodating the variety of programs and other uses that take place in destination parks. This section provides a brief analysis of the funding that will be required, outside of the operating budget depicted in the pro forma, to address capital replacement and component renewal.

Component replacement costs are estimated using a formula developed by the International Facilities Management Association (IFMA) which states that when planning for the total life cycle cost of a facility, initial first-cost construction accounts for an estimated 20%, ongoing operations account for 57%, and component renewal accounts for 23%. Applying that formula to the construction costs of the major assets within the greenway parks (see Concept Plan Appendix A) allows for an estimate of yearly component replacement costs (see Table 5.28).

Based upon this analysis, which assumes a 40-year lifespan for assets, each year the department should seek to dedicate an estimated \$1,043,974 for Time Check Park, \$514,165 for Riverfront Park, and \$1,175,237 for Czech Village Park (2014 dollars).

Site	First-cost Construction	Total Life Cycle Cost	Total CR Cost	Lifespan	Annualized Cost
Time Check	\$ 36,008,277	\$ 180,041,384	\$ 41,409,518	40	\$ 1,035,238
Riverfront	16,495,755	82,478,773	18,970,118	40	474,253
Czech Village	40,646,674	203,233,371	46,743,675	40	1,168,592
<b>TOTAL</b>	<b>\$ 93,150,706</b>	<b>\$ 465,753,529</b>	<b>\$ 107,123,312</b>		<b>\$ 2,678,083</b>

Table 5.28 - Estimated Component Renewal Expenses

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# Section 6 | Action Plan

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The first step for the Cedar Rapids Parks and Recreation Department in achieving the goal of playing a central role in transforming the Greenway to an icon of urban vitality, healthy urban ecology, and active outdoor lifestyles is to transform Time Check Park, Riverfront Park, and Czech Village Park into destinations that serve as an element of pride in to the community and provides a unique experience for people from all backgrounds through a wide array of recreational opportunities year round. The following action items listed on the following pages should be considered for the greenway parks to achieve this goal.

## 6.1 MARKETING

- Create a distinct brand for the greenway parks as a system, but create individual sub-identities for each park.
- Use high-quality signage in the parks not only for wayfinding, but for information on programs, facilities, and events.
- Dedicate funds to promote the revenue-generating facilities within the parks, such as the shelters, Ice Rink, Adventure Park, and Pump Track.

## 6.2 MAINTENANCE

- The City should dedicate proceeds from real estate transactions, land leases, and commercial operations within the Greenway to fund park maintenance and component renewal. Establish a sinking fund using this income to offset or cover future capital expenses.
- Incorporate maintenance standards into daily operations and tie staff time using “the right person, with the right skill set, for the right pay to achieve the right outcome.”
- Refer to Section 4, Park Maintenance Standards (page 24) to implement the right level of care at the right areas within the parks. In general, use a Level 2 standard for most areas during normal operating days and a Level 2 standard around all revenue producing facilities based on NRPA Maintenance Management Modes.
- Track productivity hours of staff by task/activity in each park.
- Foster volunteers to help with clean-up and special projects.
- Install security cameras in the park strategically.

## 6.3 PROGRAMS AND EVENTS

- A year round comprehensive and diverse program plan for all age segments needs to be developed and implemented for each park to add value, create more users, and to generate operational money. Programs can be contracted or operated by the department.
- Establish core program areas for the parks. Suggest core program areas include:
  - Aquatics
  - Athletics
  - Boating & Fishing
  - Farmers Markets
  - Cultural Arts
  - Youth Programs

## 6.4 CONNECTIVITY

- Create connectivity between the three parks in the greenway.
- Continually enhance and maintain the trail system within the greenway parks.
- Ensure high-quality wayfinding and informational signage within the parks.

## 6.5 FINANCIAL

- Capital improvements as detailed in the report must be prioritized based on cost benefit and further design and construction decisions.
- Capital improvements must:
  - Increase the value of the experience by the community
  - Improve the efficiency and effectiveness of the parks
  - Support financial sustainability, preferably by generating revenue to achieve the goal of 100+% cost recovery.
- Partnership agreements need to have measureable outcomes listed in their agreements and specify the value of the resources provided by the parks to the partner group.
- Evaluate real estate transactions or land leases for the development of restaurant, retail, or hospitality centers that overlook the Cedar River or park features. Each must generate revenue to support park operations.
- Partnership agreements should consider direct and indirect costs associated with providing the facility/service in the parks and the costs to support programs to create equitable financial arrangements.

- Develop a pricing policy for the parks. Price services based on market rates and the value of the experience and the private good associated with the program or service provided.
- Develop a sponsorship plan for the parks, or the greenway overall, for businesses to sponsor programs, events and services to offset operational costs.
- Performance measures need to be incorporated into daily operations including but not limited to the following:
  - Capacity levels met for each reservation facility in each park
  - Customer satisfaction levels met
  - Standards met in maintenance practices
  - Partnership equity is achieved based on direct and indirect costs
  - Cost recovery is 100%+ annually
  - Number of new special events held each year to drive more energy and revenue into the parks.
- Track visitation numbers in each park to determine cost per experience for each season and area within the greenway

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# Section 7 | Appendix

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# A: DETAIL TIMELINE OF IMPROVEMENTS

Site	Element	FBO Qty	Unit	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
				<i>Flood Protection Phasing:</i> <i>Park Amenity Development Phasing:</i> <i>Key Developments:</i> n/a																				
				Phase 0	Design Phase 1	Design Phase 1	Construction Phase 2	Construction Phase 2	Construction Phase 2	Construction Phase 2	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	FBO				
					Infrastructure removal	-Open space	-Wet side trail improvements				-Trail improvements -Athletic fields (incl. large restroom and concession) -Basketball courts (incl. small shelter) -Large shelter	-Dog Park (incl. medium shelter) -Boat launch	-Trail improvements -Dock (incl. large shelter) -Small playground				-Classroom (incl. small restroom)	-Pump track (incl. small restroom) -Memorial monument and art element						
Time Check	Total acreage	72.2	acres	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2	72.2
Time Check	Level 1 maintenance areas	5%	of total acreage	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Time Check	Level 2 maintenance areas	20%	of total acreage	10%	10%	10%	10%	10%	10%	10%	15%	15%	15%	15%	15%	15%	20%	20%	20%	20%	20%	20%	20%	20%
Time Check	Level 3 maintenance areas	25%	of total acreage	15%	15%	15%	15%	15%	15%	15%	20%	20%	20%	20%	20%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Time Check	Level 4 maintenance areas	20%	of total acreage	25%	25%	25%	25%	25%	25%	25%	25%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Time Check	Level 5 maintenance areas	10%	of total acreage	40%	40%	40%	40%	40%	40%	40%	25%	25%	25%	25%	25%	15%	10%	10%	10%	10%	10%	10%	10%	10%
Time Check	Level 6 maintenance areas	20%	of total acreage	10%	10%	10%	10%	10%	10%	10%	15%	15%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Time Check	Small restroom facilities	2	facilities	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2	2	2	2	2	2	2
Time Check	Medium restroom facilities	0	facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time Check	Large restroom facilities	1	facilities	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Time Check	Small shelters	1	units	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Time Check	Medium shelters	1	units	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1
Time Check	Large pavilions	2	units	0	0	0	0	0	0	0	1	1	2	2	2	2	2	2	2	2	2	2	2	2
Time Check	Concession	1	units	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Time Check	Basketball courts (outdoor)	4	courts	0	0	0	0	0	0	0	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Time Check	Small playgrounds	1	units	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
Time Check	Medium playgrounds	0	units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time Check	Large playgrounds	0	units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time Check	Art Element	1	units	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1
Time Check	Memorial monument	1	units	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1
Time Check	Floating Dock	1	units	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
Time Check	Doc park	3	acres	0	0	0	0	0	0	0	0	3	3	3	3	3	3	3	3	3	3	3	3	3
Time Check	Classroom	2500	sq. ft	0	0	0	0	0	0	0	0	0	0	0	0	2500	2500	2500	2500	2500	2500	2500	2500	2500
Time Check	Pump track	2.5	acres	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	

Detail Timeline of Time Check Greenway Park

Site	Element	FBO Qty	Unit	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
				<i>Flood Protection Phasing:</i> <i>Park Amenity Development Phasing:</i> <i>Key Developments:</i> n/a																				
				Phase 0	Design Phase 1	Construction Phase 2	Construction Phase 2	Construction Phase 2	Construction Phase 2	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	Phase 3	FBO				
					Infrastructure removal		-Skate park			-Sculpture garden -Boardwalk -Trail improvements														
Riverfront	Total acreage	22.0	acres	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0
Riverfront	Level 1 maintenance areas	60%	of total acreage	40%	50%	50%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Riverfront	Level 2 maintenance areas	30%	of total acreage	25%	25%	25%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Riverfront	Level 3 maintenance areas	0%	of total acreage	25%	15%	15%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Riverfront	Level 4 maintenance areas	0%	of total acreage	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Riverfront	Level 5 maintenance areas	0%	of total acreage	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Riverfront	Level 6 maintenance areas	10%	of total acreage	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Riverfront	Small restroom facilities	0	facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Riverfront	Medium restroom facilities	0	facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Riverfront	Large restroom facilities	0	facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Riverfront	Skate park	46685	sq. ft	0	0	0	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685	46685
Riverfront	Kayak Millrace	1	units	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1

Detail Timeline of Riverfront Greenway Park

Site	Element	FBO Qty	Unit	Y0 2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018	Y5 2019	Y6 2020	Y7 2021	Y8 2022	Y9 2023	Y10 2024	Y11 2025	Y12 2026	Y13 2027	Y14 2028	Y15 2029	Y16 2030	Y17 2031	Y18 2032	Y19 2033	Y20 2034
				Flood Protection Phasing: Park Amenity Development Phasing: Key Developments: n/a		Phase 0	Phase 1	Phase 1	Phase 1	Phase 2	Phase 3	FBO												
Czech Village	Total acreage	39.7	acres	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7
Czech Village	Level 1 maintenance areas	5%	of total acreage	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Czech Village	Level 2 maintenance areas	30%	of total acreage	10%	10%	10%	10%	10%	10%	10%	10%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Czech Village	Level 3 maintenance areas	25%	of total acreage	15%	15%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Czech Village	Level 4 maintenance areas	10%	of total acreage	25%	25%	25%	25%	25%	25%	25%	25%	20%	20%	20%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Czech Village	Level 5 maintenance areas	10%	of total acreage	40%	40%	35%	35%	30%	30%	30%	30%	15%	15%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Czech Village	Level 6 maintenance areas	20%	of total acreage	10%	10%	10%	10%	15%	15%	15%	15%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Czech Village	Small restroom facilities	2	facilities	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	2	2	2
Czech Village	Medium restroom facilities	0	facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Czech Village	Large restroom facilities	1	facilities	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
Czech Village	Small shelters	6	units	0	0	0	0	0	0	0	0	2	6	6	6	6	6	6	6	6	6	6	6	6
Czech Village	Medium shelters	5	units	0	0	0	0	0	0	0	0	4	4	4	4	4	4	5	5	5	5	5	5	5
Czech Village	Large shelters	1	units	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1
Czech Village	Concession	2	units	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	2	2	2
Czech Village	Small playgrounds	1	units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
Czech Village	Medium playgrounds	0	units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Czech Village	Large playgrounds	1	units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
Czech Village	Warming Shelter	3000	sq ft	0	0	0	0	0	0	0	0	0	0	0	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000
Czech Village	Ice Trail Equip. Bldg.	1500	sq ft	0	0	0	0	0	0	0	0	0	0	0	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500
Czech Village	Roundhouse	10000	sq ft	0	0	0	0	0	0	0	0	0	0	0	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Czech Village	Ice Rink/Ice Trail	2	acres	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Czech Village	Ropes Course	4	acres	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Czech Village	Children's Ropes Course	0.5	acres	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5

Detail Timeline of Czech Village Greenway Park

## B: PARK MAINTENANCE STANDARDS DETAIL

### Level 1

Highest level for special, high-visibility areas applied to high-traffic/high-quality landscape settings.

- General Park Areas Turf. Grass height maintained according to species and variety of grass. Mowed at least once every seven to nine work days. Aeration as required. Reseeding or sodding as needed. Weed control is practiced so that no more than 1% of the surface has weeds present.
- Fertilizer. Adequate fertilization applied to plant species according to their optimum requirements. Application rates and times should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus, and potassium percentages should follow local recommendations. Trees, shrubs, and flowers should be fertilized according to their individual requirements of nutrients for optimum growth. Unusually long or short growing seasons may modify the chart slightly.
- Irrigation. Sprinkler irrigated – electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and with adequate staffing. Frequency of use follows rainfall, temperature, season length, and demands of plant material.
- Litter Control. Minimum of once per day, seven days per week. Extremely high visitation may increase the frequency. Receptacles should be plentiful enough to hold all trash usually generated between servicing without overflowing.
- Pruning. Frequency dictated primarily by species and variety of trees and shrubs. Length of growing season and design concept also a controlling factor – i.e., clipped vs. natural-style hedges. Timing scheduled to coincide with low demand periods or to take advantage of special growing characteristics.
- Disease and Insect Control. At this maintenance level, the controlling objective is to avoid public awareness of any problems. It is anticipated at Level 1 that problems will either be prevented or observed at a very early stage and corrected immediately.
- Snow Removal. Generally immediately following end of snowfall, or periodically during snowfall, if area is expected to receive use; otherwise, follow specific departmental/city plan. Sand or snowmelt may be used to reduce ice accumulation.
- Surfaces. Sweeping, cleaning, and washing of surfaces should be done so that at no time does an accumulation of sand, dirt, or leaves distract from the aesthetics or safety of the area.
- Repairs. Repairs to all elements of the design should be done immediately when problems are discovered, provided replacement parts and technicians are available to accomplish the job. When disruption to the public might be major and the repair is not critical, repairs may be postponed to a time period that is least disruptive.
- Inspections. A staff member should conduct inspection daily. Certified Playground Safety Inspectors should periodically inspect play structures.
- Floral Plantings. Normally, extensive or unusual floral plantings are part of the design. These may include ground-level beds, planters, or hanging baskets. Often, multiple plantings are scheduled, usually for at least two blooming cycles per year. Some designs may call for a more frequent rotation of bloom. Maximum care, including watering, fertilizing, disease control, disbudding, and weeding, is necessary. Weeding flowers and shrubs is done a minimum of once per week. The desired standard is essentially weed-free.

### Level 2

High level; norm for most well-developed public acreage and most athletic fields that one expects to see on a regular, recurring basis. Recommended by NRPA for most park areas.

- Turf Care. Grass cut once every 7 to 9 working days. Aeration as required and as time and resources permit. Athletic field irrigation. Garden areas utilize a combination of in-ground sprinklers or quick-couple systems. Reseeding when bare spots are present. Weed control is applied to problematic areas only. Funding levels do not permit a systemwide herbicide program.
- Fertilizer. Adequate fertilizer level to ensure that all plant materials are healthy and growing vigorously. Amounts depend on species, length of growing season, soils, and rainfall. Rates should correspond to at least the lowest recommended rates. Distribution should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus, and potassium percentages should follow local recommendations. Trees, shrubs, and flowers should receive fertilizer levels to ensure optimum growth.
- Litter Control. Minimum of once per day, five days per week. Off-site movement of trash depends on size of containers and use by the public. High use may dictate daily or more frequent cleaning.
- Pruning. Usually done at least once per season unless species planted dictate more frequent attention. Sculpted hedges or high-growth species may dictate a more frequent requirement than most trees and shrubs in natural-growth plantings.
- Disease and Insect Control. Usually done when disease or insects are inflicting noticeable damage, is reducing vigor of plant material, or could be considered a bother to the public. Some preventative measures may be used, such as systemic chemical treatments. Cultural prevention of disease problems can reduce time spent in this category. Some minor problems may be tolerated at this level.
- Snow Removal. Snow removed by noon the day following snowfall – or at a higher performance standard if deemed necessary. Sand or snowmelt may be used to reduce ice accumulation.
- Surfaces. Should be cleaned, repaired, repainted, or replaced when their appearances have noticeably deteriorated.
- Repairs. Should be done whenever safety, function, or appearance is in question.
- Inspections. Inspection should be conducted by some staff member at least once a day when regular staff is scheduled.
- Floral Plantings. Normally, no more complex than two rotations of bloom per year. Care cycle is usually at least once per week, but watering may be more frequent. Health and vigor dictate cycle of fertilization and disease control. Beds essentially kept weed free.

### Level 3

Moderate level associated with locations that have moderate to low levels of development or visitation, or with operations that cannot afford a higher level of maintenance. Recommended for dog parks.

- Turf Care. Grass cut once every 7 to 9 workings days. Normally not aerated unless turf quality indicates a need or in anticipation of an application of fertilizer. Reseeding done only when major bare spots appear. Weed control measures normally used when 50% of small areas are weed infested or when 15% of the general turf is infested with weeds.
- Fertilizer. Applied only when turf vigor seems to be low. Low-level application done once per year.
- Litter Control. Minimum service of two to three times per week. High use may dictate higher levels during the warm season.
- Pruning. When required for health or reasonable appearance. With most tree and shrub species, pruning would be performed once every two to three years.
- Disease and Insect Control. Done only to address epidemics or serious complaints. Control measures may be put into effect when the health or survival of the plant material is threatened or when public comfort is an issue.
- Snow Removal. Snow removal done based on local mandates but generally accomplished by the day following snowfall.
- Surfaces. Cleaned on a complaint basis. Repaired or replaced as budget allows.
- Repairs. Should be done whenever safety or function is in question.
- Inspections. Inspections are conducted once per week.
- Floral Plantings. Only perennials or flowering trees or shrubs.

#### Level 4

Moderately-low maintenance associated with low-visitation locations that cannot afford a higher level of maintenance.

- Turf Care. Low frequency mowing scheduled based on species. Low-growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.
- Fertilizer. Not fertilized.
- Irrigation. No irrigation.
- Litter Control. Once per week or less. Complaints may increase level.
- Pruning. No regular trimming. Safety or damage from weather may dictate actual work schedule.
- Disease and Insect Control. None except where the problem is epidemic and the condition threatens resources or the public.
- Snow Removal. Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.
- Surfaces. Should be done whenever safety or function is in question.
- Inspections. Inspections are conducted once per month.
- Floral Planting. None. May have wildflowers, perennials, flowering trees, or shrubs in place.

#### Level 5

Minimum level maintenance associated with locations that have severe budget restrictions.

- Turf Care. Low frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.
- Fertilizer. Not fertilized.
- Irrigation. No irrigation.
- Litter Control. On demand or complaint basis.
- Pruning. No pruning unless safety is involved.
- Disease and Insect Control. No control except in epidemic or safety situations.
- Snow Removal. Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some surfaces may not be cleared at all.
- Surfaces. Serviced only when safety is a consideration.
- Repairs. Should be done whenever safety or function is in question.
- Inspections. Inspections are conducted once per month.
- Floral Planting. None. May have wildflowers, perennials, flowering trees, or shrubs in place.

#### Level 6

Land or wetland that is allowed to return to its original natural state or that already exists in that state.

- Turf Care. Not mowed. Weed control only if legal requirements demand.
- Fertilizer. Not fertilized.
- Irrigation. No irrigation.
- Litter Control. On demand or complaint basis.
- Pruning. No pruning unless safety is involved.
- Disease and Insect Control. No control except in epidemic or safety situations.

*Adapted from National Recreation and Park Association maintenance standards.*

# C: PARK MAINTENANCE EXPENDITURE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze park maintenance expenses, or to refine financial estimates as further operational decisions for the greenway parks are made.

Category	Account	Sub-Account	Budget	Notes
<b>REVENUES</b>				
	N/A		\$ -	
<b>TOTAL REVENUES</b>			\$ -	
<b>EXPENDITURES</b>				
<b>PERSONAL SERVICES</b>				
	Full Time Staff		\$ -	
	Part Time Staff		\$ -	
	Overtime		\$ -	
	Employer Share of FICA		\$ -	
	Employer Share of Medicare		\$ -	
	Additional Full Time Benefits		\$ -	
<b>Total Personal Services</b>			\$ -	
<b>SUPPLIES</b>				
	Stationary & Printed Materials		\$ -	
	Office Supplies		\$ -	
	Gasoline		\$ -	
	Garage & Motor Supplies		\$ -	
	Office Operations		\$ -	
	Fleet Operations		\$ -	
	Janitorial Supplies		\$ -	
	Small Tools and Minor Equipment		\$ -	
	Employee Services and Training		\$ -	
	Turf Maintenance Supplies		\$ -	
	Small Tools & Minor Equipment		\$ -	
	Turf Maintenance		\$ -	
	Road Trail Maintenance		\$ -	
	Park Property Repair and Maintenance		\$ -	
	Road Trail Maintenance		\$ -	

<b>Total Supplies</b>	\$ -
<b>OTHER SERVICES &amp; CHARGES</b>	
Fuel	\$ -
Info Sys Maint/Contracts	\$ -
Guest Speakers	\$ -
Criminal Background Checks	\$ -
Marketing & Promotions	\$ -
Security Services	\$ -
Catering Services	\$ -
Water/Sewer	\$ -
Postage	\$ -
Newsletter Postage	\$ -
Travel Fees & Expenses	\$ -
Training Travel & Lodging	\$ -
Travel & Lodging	\$ -
Travel Per Diem	\$ -
Bus Trips	\$ -
Field Trips	\$ -
Telephone Line Charges	\$ -
Cellular Phone Fees	\$ -
Printing (Not Office Supplies)	\$ -
Classified Advertising	\$ -
Worker's Compensation	\$ -
General Insurance	\$ -
Electricity	\$ -
Water & Sewer	\$ -
Gas	\$ -
Cable Service	\$ -
Electric	\$ -
Trash Collection	\$ -
Cleaning Services	\$ -
Telephone and Data	\$ -
Auto Repair & Maintenance	\$ -
Software Maint. Contracts	\$ -
Copier	\$ -
Other Rental & Leases	\$ -
Subscriptions	\$ -
Organization & Membership Dues	\$ -
Staff Clothing	\$ -
Participant Clothing	\$ -
Other Fees & Licenses	\$ -
Refunds, Awards & Indemnities	\$ -
Special Projects	\$ -
Sales Tax Paid	\$ -
<b>Total Other Services &amp; Charges</b>	\$ -
<b>TOTAL EXPENDITURES</b>	\$ -
<b>NET REVENUE / (LOSS)</b>	\$ -
Cost Recovery	0.00%

# D: PROGRAMS REVENUE AND EXPENDITURE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze program income and expenses, or to refine financial estimates as further operational decisions for the greenway parks are made.

Category	Account	Sub-Account	Avg Price	Sessions/Units	Participants/Teams	Budget	Notes
<b>REVENUES</b>							
<i>Applicable program areas taken from FY15 Parks Recreation Proposed Fees and email dated 04/01/14 from Leff.</i>							
<b>AQUATICS</b>							
	Aquatics Program 1		\$ -	0	0	\$ -	
	Aquatics Program 2		\$ -	0	0	\$ -	
	Aquatics Program 3		\$ -	0	0	\$ -	
<b>Total Aquatics</b>						\$ -	
<b>ATHLETICS</b>							
	Adult					\$ -	
	Adult Athletics Program 1		\$ -	0	0	\$ -	
	Adult Athletics Program 2		\$ -	0	0	\$ -	
	Adult Athletics Program 3		\$ -	0	0	\$ -	
	Youth					\$ -	
	Youth Athletics Program 1		\$ -	0	0	\$ -	
	Youth Athletics Program 2		\$ -	0	0	\$ -	
	Youth Athletics Program 3		\$ -	0	0	\$ -	
<b>Total Athletics</b>						\$ -	
<b>BOATING &amp; FISHING</b>							
	Boating & Fishing Program 1		\$ -	0	0	\$ -	
	Boating & Fishing Program 2		\$ -	0	0	\$ -	
	Boating & Fishing Program 3		\$ -	0	0	\$ -	
<b>Total Boating &amp; Fishing</b>						\$ -	
<b>FARMERS MARKETS</b>							
	Farmers Market 1		\$ -	0	0	\$ -	Specify income type (e.g. booth rental)
	Farmers Market 2		\$ -	0	0	\$ -	
	Farmers Market 3		\$ -	0	0	\$ -	
<b>Total Farmers Markets</b>						\$ -	
<b>CULTURAL ARTS</b>							
	Cultural Art Program 1		\$ -	0	0	\$ -	
	Cultural Art Program 2		\$ -	0	0	\$ -	
	Cultural Art Program 3		\$ -	0	0	\$ -	
<b>Total Cultural Arts</b>						\$ -	
<b>YOUTH</b>							
	Youth Program 1		\$ -	0	0	\$ -	
	Youth Program 2		\$ -	0	0	\$ -	
	Youth Program 3		\$ -	0	0	\$ -	
<b>Total Youth</b>						\$ -	
<b>TOTAL REVENUES</b>						\$ -	

<b>EXPENSES</b>	
<b>PERSONAL SERVICES</b>	
Full Time Staff	\$ -
Part Time Staff	\$ -
Overtime	\$ -
Employer Share of FICA	\$ -
Employer Share of Medicare	\$ -
Additional Full Time Benefits	\$ -
<b>Total Personal Services</b>	\$ -
<b>SUPPLIES</b>	
Stationary & Printed Materials	\$ -
General Program Supplies	\$ -
Office Supplies	\$ -
Fuel	\$ -
Office Operations	\$ -
Fleet Operations	\$ -
Minor Equipment	\$ -
Employee Services and Training	\$ -
Other Miscellaneous	\$ -
<b>Total Supplies</b>	\$ -
<b>OTHER SERVICES &amp; CHARGES</b>	
Program Contractors	\$ -
Marketing & Promotions	\$ -
Printing (Not Office Supplies)	\$ -
Staff Clothing	\$ -
Participant Clothing	\$ -
Refunds, Awards & Indemnities	\$ -
Special Projects	\$ -
Sales Tax Paid	\$ -
Other Miscellaneous	\$ -
<b>Total Other Services &amp; Charges</b>	\$ -
<b>TOTAL EXPENDITURES</b>	
	\$ -
<b>NET REVENUE / (LOSS)</b>	
	\$ -
Cost Recovery	0.00%

# E: SHELTER AND FACILITY RENTAL REVENUE AND EXPENDITURE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze facility rental income and expenses, or to refine financial estimates as further operational decisions for the greenway parks are made.

Category	Account	Sub-Account	Price	Price Unit	Units	Budget	Notes
<b>REVENUES</b>							
<b>TIME CHECK FACILITIES</b>							
Field 1	Hourly Rentals		\$ 27	per hour	270	\$ 7,290	Start Year 7; 90 days @ 3hrs
	Daily Rentals		\$ 120	per day	40	\$ 4,800	Start Year 7; 20 2-day weekends
Field 2	Hourly Rentals		\$ 27	per hour	270	\$ 7,290	Start Year 7; 90 days @ 3hrs
	Daily Rentals		\$ 120	per day	40	\$ 4,800	Start Year 7; 20 2-day weekends
Field 3	Hourly Rentals		\$ 27	per hour	270	\$ 7,290	Start Year 7; 90 days @ 3hrs
	Daily Rentals		\$ 120	per day	40	\$ 4,800	Start Year 7; 20 2-day weekends
South Gateway Pavilion (lg)			\$ 200	per day	20	\$ 4,000	Start Year 7
Basketball Shelter (sm)			\$ 50	per day	20	\$ 1,000	Start Year 7
Dog Park Shelter (med)			\$ 100	per day	20	\$ 2,000	Start Year 8
Floating Dock Pavilion (lg)			\$ 200	per day	35	\$ 7,000	Start Year 9
Monument, Art Element, or other Iconic Space			\$ 200	per day	20	\$ 4,000	Start Year 13
<b>Total Time Check Facilities</b>						<b>\$ 54,270</b>	
<b>RIVERFRONT FACILITIES</b>							
	N/A		\$ -	per day	0	\$ -	
<b>Total Riverfront Facilities</b>						<b>\$ -</b>	
<b>CZECH VILLAGE FACILITIES</b>							
Great Lawn Shelter 1 (med)			\$ 75	per day	15	\$ 1,125	Start Year 8
Great Lawn Shelter 2 (med)			\$ 75	per day	15	\$ 1,125	Start Year 8
Great Lawn Shelter 3 (med)			\$ 75	per day	15	\$ 1,125	Start Year 8
Great Lawn Shelter 4 (med)			\$ 75	per day	15	\$ 1,125	Start Year 8
North Playground Shelter 1 (sm)			\$ 50	per day	15	\$ 750	Start Year 8
North Playground Shelter 2 (sm)			\$ 50	per day	15	\$ 750	Start Year 8
Great Lawn Shelter (lg)			\$ 200	per day	40	\$ 8,000	Start Year 8
Roundhouse Flank Shelter 1 (sm)			\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse Flank Shelter 2 (sm)			\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse Flank Shelter 3 (sm)			\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse Flank Shelter 4 (sm)			\$ 50	per day	15	\$ 750	Start Year 9
Roundhouse			\$ 400	per day	35	\$ 14,000	Start Year 9
Warming Shelter			\$ 200	per day	25	\$ 5,000	Start Year 11
West Playground Shelter (med)			\$ 75	per day	20	\$ 1,500	Start Year 14
<b>Total Czech Village Facilities</b>						<b>\$ 37,500</b>	
<b>TOTAL REVENUES</b>						<b>\$ 91,770</b>	
<b>EXPENDITURES</b>							
	N/A					\$ -	
<b>TOTAL EXPENDITURES</b>						<b>\$ -</b>	
<b>NET REVENUE / (LOSS)</b>						<b>\$ 91,770</b>	
Cost Recovery						0.00%	

# F: SPECIAL EVENTS REVENUE AND EXPENDITURE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze special event income and expenses, or to refine financial estimates as further operational decisions for the greenway parks are made.

Category	Account	Sub-Account	Avg Price	Sessions/Units	Participants/Teams	Budget	Notes
<b>REVENUES</b>							
<b>SPECIAL EVENT 1</b>							
	Admission		\$ -	0	0	\$ -	
	Parking		\$ -	0	0	\$ -	
	Vendors		\$ -	0	0	\$ -	
	Sponsorships/Advertising		\$ -	0	0	\$ -	
	Other		\$ -	0	0	\$ -	
<b>Total Special Event 1</b>						\$ -	
<b>SPECIAL EVENT 2</b>							
	Admission		\$ -	0	0	\$ -	
	Parking		\$ -	0	0	\$ -	
	Vendors		\$ -	0	0	\$ -	
	Sponsorships/Advertising		\$ -	0	0	\$ -	
	Other		\$ -	0	0	\$ -	
<b>Total Special Event 2</b>						\$ -	
<b>SPECIAL EVENT 3</b>							
	Admission		\$ -	0	0	\$ -	
	Parking		\$ -	0	0	\$ -	
	Vendors		\$ -	0	0	\$ -	
	Sponsorships/Advertising		\$ -	0	0	\$ -	
	Other		\$ -	0	0	\$ -	
<b>Total Special Event 3</b>						\$ -	
<b>TOTAL REVENUES</b>						\$ -	

<b>EXPENSES</b>		
<b>PERSONAL SERVICES</b>		
	Full Time Staff	\$ -
	Part Time Staff	\$ -
	Overtime	\$ -
	Employer Share of FICA	\$ -
	Employer Share of Medicare	\$ -
	Additional Full Time Benefits	\$ -
<b>Total Personal Services</b>		\$ -
<b>SUPPLIES</b>		
	Stationary & Printed Materials	\$ -
	General Program Supplies	\$ -
	Office Supplies	\$ -
	Fuel	\$ -
	Office Operations	\$ -
	Fleet Operations	\$ -
	Minor Equipment	\$ -
	Employee Services and Training	\$ -
	Other Miscellaneous	\$ -
<b>Total Supplies</b>		\$ -
<b>OTHER SERVICES &amp; CHARGES</b>		
	Program Contractors	\$ -
	Marketing & Promotions	\$ -
	Printing (Not Office Supplies)	\$ -
	Staff Clothing	\$ -
	Participant Clothing	\$ -
	Refunds, Awards & Indemnities	\$ -
	Special Projects	\$ -
	Sales Tax Paid	\$ -
	Other Miscellaneous	\$ -
<b>Total Other Services &amp; Charges</b>		\$ -
<b>TOTAL EXPENDITURES</b>		\$ -
<b>NET REVENUE / (LOSS)</b>		\$ -
Cost Recovery		0.00%

# G: FOOD SERVICE REVENUE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze food service income, or to refine financial estimates as further operational decisions for the greenway parks are made.

Category	Account	Sub-Account	Gross Receipts	Fee to Dept	Budget	Notes
<b>REVENUES</b>						
<b>TIME CHECK FACILITIES</b>						
	Athletic Fields	concessions	\$ 150,000	6%	\$ 9,000	Start Year 7
<b>Total Time Check Facilities</b>					\$ 9,000	
<b>RIVERFRONT FACILITIES</b>						
	N/A		\$ -	0%	\$ -	
<b>Total Riverfront Facilities</b>					\$ -	
<b>CZECH VILLAGE FACILITIES</b>						
	Warming Shelter	concessions	\$ 250,000	6%	\$ 15,000	Start Year 11
	Adventure Park	concessions	\$ 150,000	6%	\$ 9,000	Start Year 15
<b>Total Czech Village Facilities</b>					\$ 9,000	
<b>TOTAL REVENUES</b>					\$ 18,000	
<b>EXPENDITURES</b>						
	N/A				\$ -	
<b>TOTAL EXPENDITURES</b>					\$ -	
<b>NET REVENUE / (LOSS)</b>					\$ 18,000	
Cost Recovery					0.00%	

## H: ICE RINK REVENUE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze ice rink facility income income, or to refine financial estimates as further operational decisions for the greenway parks are made.

Note: Ice Rink enters operation in Year 11

Category	Account	Sub-Account	Gross Receipts	Fee to Dept	Budget	Notes
<b>REVENUES</b>						
	Total Gross Vendor Revenue		\$ 300,000	8%	\$ 24,000	Start Year 11
<b>TOTAL REVENUES</b>					<b>\$ 24,000</b>	
<b>EXPENDITURES</b>						
	N/A				\$ -	
<b>TOTAL EXPENDITURES</b>					<b>\$ -</b>	
<b>NET REVENUE / (LOSS)</b>					<b>\$ 24,000</b>	
Cost Recovery					#DIV/0!	

# I: ADVENTURE PARK REVENUE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze adventure park income, or to refine financial estimates as further operational decisions for the greenway parks are made.

Note: Adventure Park enters operation in Year 15

Category	Account	Sub-Account	Gross Receipts	Fee to Dept	Budget	Notes
<b>REVENUES</b>						
	Total Gross Vendor Revenue		\$ 200,000	8%	\$ 16,000	Start Year 15
<b>TOTAL REVENUES</b>					<b>\$ 16,000</b>	
<b>EXPENDITURES</b>						
	N/A				\$ -	
<b>TOTAL EXPENDITURES</b>					<b>\$ -</b>	
<b>NET REVENUE / (LOSS)</b>					<b>\$ 16,000</b>	
Cost Recovery					#DIV/0!	

# J: PUMP TRACK REVENUE AND EXPENDITURE ANALYSIS TEMPLATE

Use the following template to track, monitor, and analyze pump track income and expenses, or to refine financial estimates as further operational decisions for the greenway parks are made.

Note: Pump Track enters operation in Year 13

## Operational Assumptions

<b>Operating Season:</b>	7 months	or	30 weeks	or	210 days
<b>Operating Hours:</b>	8 hrs/day	or	56 hrs/wk	or	1,680 hrs/yr
<b>Staffing Requirements:</b>	1 FT Mgr	at	40 hrs/wk	or	0.58 FTE
	2 PT Staff	at	25 hrs/wk	or	0.72 FTE

Category	Account	Sub-Account	Price	Price Unit	Units	Budget	Notes
<b>REVENUES</b>							
<b>ADMISSIONS</b>							
	Adult Admission		\$ 7	per person	4,200	\$ 29,400	Avg 20 per day
	Youth Admission		\$ 4	per person	2,520	\$ 10,080	Avg 12 per day
	Group Admission		\$ 4	per person	1,050	\$ 4,200	Avg 5 per day
	Annual Pass - Adult		\$ 70	per person	80	\$ 5,600	
	Annual Pass - Youth		\$ 40	per person	80	\$ 3,200	
	<b>Total Admissions</b>					<b>\$ 52,480</b>	
<b>OTHER REVENUE</b>							
	Sponsorship		\$ 5,000	per	1	\$ 5,000	
	Advertising		\$ 5,000	per	1	\$ 5,000	
	Other		\$ -	per	0	\$ -	
	<b>Total Other Revenue</b>					<b>\$ 10,000</b>	
<b>TOTAL REVENUES</b>						<b>\$ 62,480</b>	

## EXPENSES

<b>PERSONAL SERVICES</b>						
	Full Time Staff	\$ 45,000	per FTE	0.58	\$ 25,962	fully loaded
	Part Time Staff	\$ 30,000	per FTE	0.72	\$ 21,635	
	Overtime				\$ -	
	Employer Share of FICA				\$ -	
	Employer Share of Medicare				\$ -	
	Additional Full Time Benefits				\$ -	
	<b>Total Personal Services</b>				<b>\$ 47,596</b>	
<b>SUPPLIES</b>						
	Stationary & Printed Materials				\$ -	
	General Program Supplies				\$ -	
	Office Supplies				\$ -	
	Fuel				\$ -	
	Office Operations				\$ -	
	Fleet Operations				\$ -	
	Minor Equipment				\$ -	
	Employee Services and Training				\$ -	
	Other Miscellaneous				\$ -	
	<b>Total Supplies</b>				<b>\$ 10,000</b>	
<b>OTHER SERVICES &amp; CHARGES</b>						
	Program Contractors				\$ -	
	Marketing & Promotions				\$ -	
	Printing (Not Office Supplies)				\$ -	
	Staff Clothing				\$ -	
	Participant Clothing				\$ -	
	Refunds, Awards & Indemnities				\$ -	
	Special Projects				\$ -	
	Sales Tax Paid				\$ -	
	Other Miscellaneous				\$ -	
	<b>Total Other Services &amp; Charges</b>				<b>\$ 5,000</b>	
<b>TOTAL EXPENSES</b>						<b>\$ 62,596</b>
<b>NET REVENUE / (LOSS)</b>						<b>\$ (116)</b>
Cost Recovery						99.81%

## K: BIBLIOGRAPHY

### Image Sources

Page	Location	Image Description	Source
Cover	Left	Time Check Final Plan	Design Workshop, September 11, 2014
Cover	Middle	Riverfront Final Plan	Confluence, September 19, 2014
Cover	Right	Czech Village Final Plan	Confluence, September 26, 2014
3		Final Overall Concept Plan	Design Workshop, Confluence, June 12, 2014
7		Target Area Boundary	PROs August 26, 2014