





Aerial Image - Watercrest Park

## RECOMMENDATIONS

- Continue to supplement the tree plantings in the park
- Add more mulch to the playground
- Add soccer nets in the open space north of the playground
- Add a backstop in the northeast corner of the open space
- Survey and address stormwater drainage concerns

## EXISTING AMENITIES

-  Playground
-  Trail
-  Multi-Use Field
-  Off-Street Parking
-  Restrooms - Outdoor
-  Picnic Shelter
-  Basketball Court
-  Entry Signage

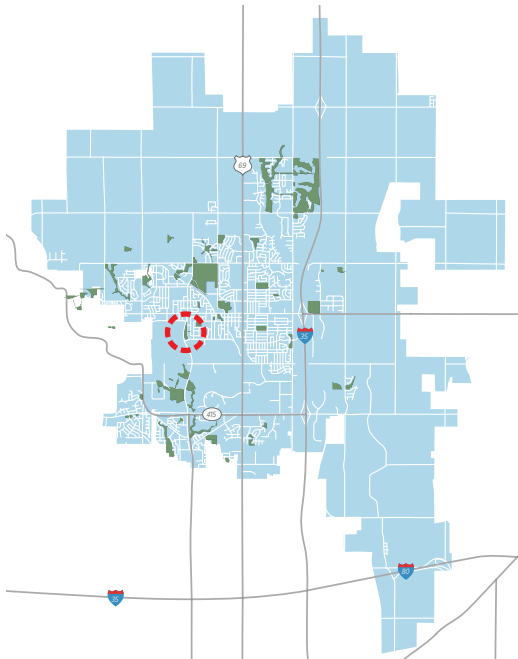
## NEW / ADDED AMENITIES

-  Trail

# WESTSIDE PARK

## LOCATION & CONTEXT

Westside Park is located in central Ankeny near the intersection of SW State Street and SW Ordinance Road. This approximately 8.2-acre park shares its location with the Ankeny Arts Center. The park is separated between two parcels with SW Statefront Road acting as the dividing line. On the larger parcel there is a detention basin and picnic shelter. The smaller parcel has a playground and a pathway that offers a convenient connection between the residential neighborhood to the rest of the park and the Ankeny Arts Center. The boundaries of the park are mainly single-family residential to the east and then several industrial areas including the John Deere plant to the south and west.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of Watercrest Park is fairly good. There could be some expansion of the trail system in the park. The signage for the park is fine, but appears outdated compared to the styles used at other parks throughout Ankeny. The lighting of the area could also be improved.

### Connectivity to Other Parks

Westdie Park shares land with the Ankeny Arts Center. Other parks reasonably close to Watercrest Park include:

- Sunset Park
- Haubert Park

### Character + Use

Given the size of the playground, Westside Park likely only serves the immediate area around the park. Just north of the park is the much larger Sunset Park. The Ankeny Arts Center may bring some visitors from other areas of town at certain times.

### Known Land Issues

The land use issues present at Westside Park include the proximity to SW State Street which poses a traffic hazard and the proximity to industrial uses. Traditionally, parkland and industrial are not considered wholly compatible, especially with children present.

## PUBLIC INPUT / COMMENTS

There were no public comments made about Westside Park on the Ankeny Parks Plan website.



Aerial Image - Westside Park

## RECOMMENDATIONS

- Add bike paths to connect around the whole detention basin
- Paint and/or update the signage at the park

## EXISTING AMENITIES

-  Playground
-  Trail
-  Detention Basin
-  Fishing
-  Picnic Shelter
-  Entry Signage

## NEW / ADDED AMENITIES

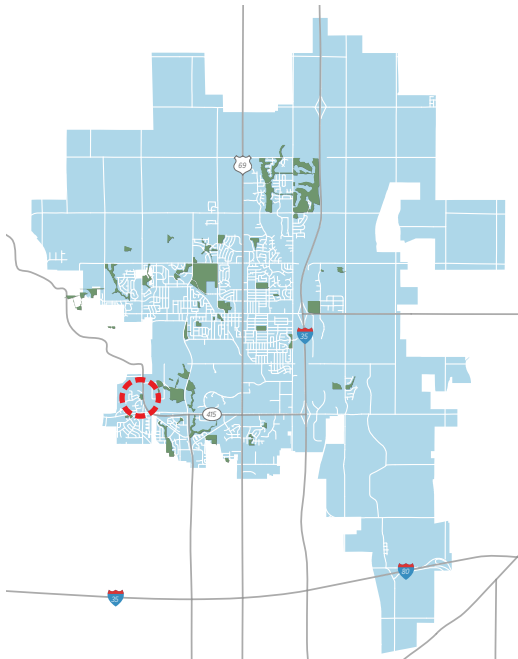
-  Trail



# WESTWINDS PARK

## LOCATION & CONTEXT

Westwinds Park is located in southwest Ankeny near the northwest of the intersection of SW Woodbury Lane and SW Irvinedale Drive. This 3.3-acre park has open space and a nice park shelter. There is a large playground and a basketball court. There is parking for 15 cars. There is a .3-mile trail winding throughout the park. There are some newly planted trees scattered throughout the park. The area is mainly surrounded by single-family homes, but the area directly north of the park is still undeveloped. The eastern border of the park is a four-lane road, separating the park from the Prairie Trail development.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of Westwinds Park is good. There are a lot of mature plantings in the park. However, there is some patchy mulch and a few areas of exposed rock-wall fabric.

### Connectivity to Other Parks

Westside Park is close to, but not a part of, the Prairie Trail development. There are several parks within walking distance, however, many of them would require crossing busy roadways. These parks include:

- Glenbrooke Park
- Estates Park
- Dean Park
- Cascade Falls Aquatic Center
- Precedence Park

### Character + Use

Given the size and location of Westwinds Park, it likely mainly serves the immediate area around the park. The park seems to offer a play area for the single-family neighborhood that is northwest of the corner of SW Oralabor Road and SW Irvinedale Drive.

### Known Land Issues

The main land use issue present at Westwinds Park appears to be its proximity to SW Irvinedale Drive which poses a potential traffic hazard. As Prairie Trail become fully built-out, this traffic concern may continue to increase. Luckily, there is a breezeway north of the park offering safe access across SW Irvinedale Drive.

## PUBLIC INPUT / COMMENTS

There were no official comments made about Westwinds Park on the Ankeny Parks Plan website.





Aerial Image - Westwinds Park

## RECOMMENDATIONS

- Create a more structured open space environment in the north end of the park by adding a backstop or lacrosse / soccer nets
- Refresh the mulch around the playground / climbing wall
- Add landscaping around the existing entry signage

## EXISTING AMENITIES

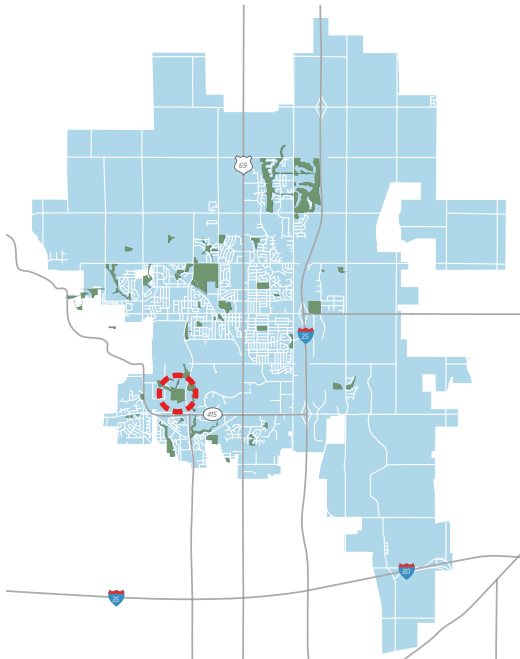
-  Playground
-  Trail
-  Basketball Court
-  Multi-Purpose Field
-  Picnic Shelter
-  Off-Street Parking
-  Restrooms - Outdoor
-  Entry Signage

## NEW / ADDED AMENITIES

# CHAUTAUQUA PARK

## LOCATION & CONTEXT

Chautauqua Park is located in southwestern Ankeny as part of the Prairie Trail development. The 47.4-acre park is located near the northwest corner of SW State Street and SW Plaza Parkway. This park presently has a cap on it because of its history as an old industrial site, making most substantial changes to the park impossible. Currently, there is a fish stocking project underway in the park's detention basin. The north and western sides of the park is mostly residential. South of the park is a commercial area including a grocery store. The park is near to several other parks and within walking distance of The District commercial area of Prairie Trail.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

Overall, the current condition of the park is generally good. The turf is fine, but there are many thistles and goose droppings present.

### Connectivity to Other Parks

Chautauqua Park is located within a short walking distance to the following parks:

- Cascade Falls Aquatic Center
- Estates Park
- Precedence Park
- Promenade Park
- Dean Park
- Saylor Creek Greenway

### Character

Chautauqua Park is the biggest of the parks at Prairie Trail with 47.4 acres. Chautauqua will offer many options, including "Great Lawns" for play and relaxing; a lake for fishing; trails for walking, riding, and running; and landscaping to savor. The area of reconstructed wetlands, native grasses and flowers will become the regional trailhead for the Central Iowa Trail System. Play structures and signage will fit an earlier time and feel, much the same way that Prairie Trail housing styles evoke the past.

### Known Land Issues

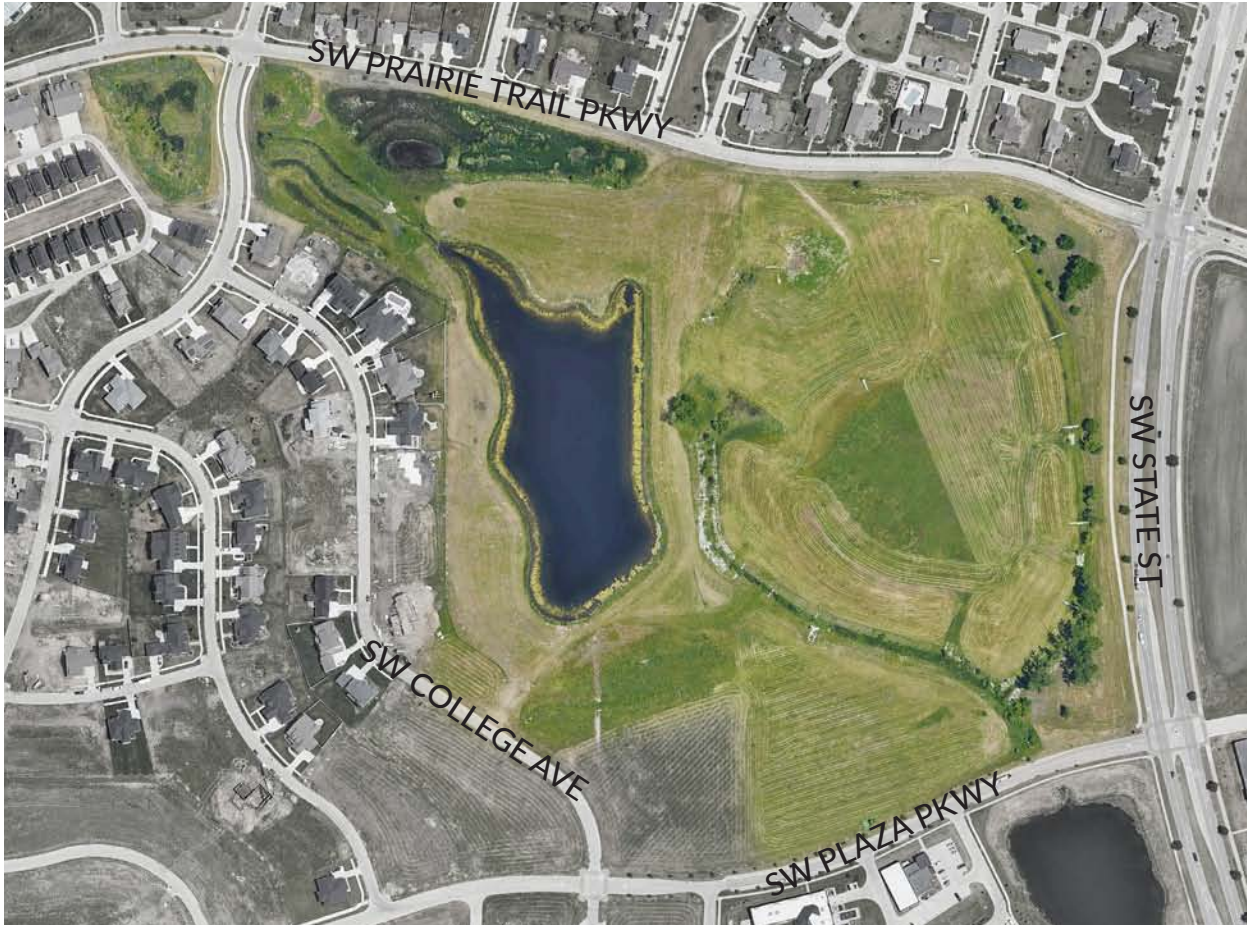
The main land use issue present at Chautauqua Park is the environmental concerns present due to the cap / former industrial nature of the park. This is an understood environmental concern of the park. Another possible issue as the park expands is traffic on SW State Street.

## PUBLIC INPUT / COMMENTS

There were a few comments about a sidewalk/ trail loop for the park. All comments hope to know of further development for the park and when this will happen.

People are open to any number of activities for the space if it happens. The park has stayed an open space without activities for too long.





Aerial Image - Chautauqua Park

## RECOMMENDATIONS

- Complete a loop trail around the detention basin
- Sledding hill
- Nature trails should be added throughout the park

## EXISTING AMENITIES

-  Playground
-  Trail
-  Detention Basin
-  Fishing

## NEW / ADDED AMENITIES

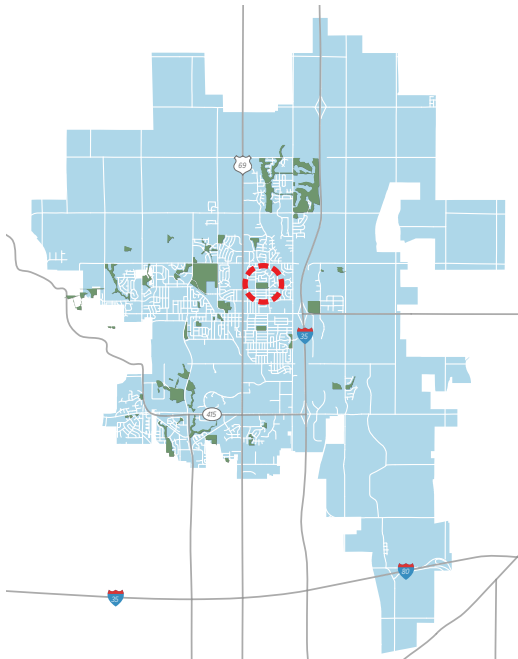
-  Sledding Hill
-  Natural Playscape
-  Parking Lot (Off Street)
-  Trail



# CRESTBRUCK PARK

## LOCATION & CONTEXT

Crestbruck Park is located in northeast Ankeny in the northwest corner of NE Crestmoor Place and NE 9th Street. This 17-acre park has an concrete pathway that loops through the park offering approximately .75 miles of trail for its visitors. There is an off street parking lot available. There is a splash pad on the west side of the park that creates an attractive spot during the hot months of the summer. Crestbruck Park is surrounded by single-family homes on the north, east, and south borders. There are several multi-family units located directly east of the park.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

Crestbruck Park is in fair condition but does have old equipment on one end of the park. The playgrounds are separated as if it was two different parks on the same lot. The grills in the park could use with some maintenance.

### Connectivity to Other Parks

Crestbruck Park is located within short walking distance to Michael Park. There is one elementary school that is also close by.

### Character + Use

Crestbruck Park is a large park within the Ankeny park system. While it is tucked away from major roadways, the size and amenities like the splash pad likely bring in visitors from around Ankeny. It is also one of the few parks in this heavily populated area of Ankeny.

### Known Land Issues

There do not appear to be any known land use issues at Crestbruck Park.

## PUBLIC INPUT / COMMENTS

This park feels dated, hidden, and inaccessible. There is no connective tissue between the West and East side of the park. The large greenspace makes me think that it would be good for community events or sport teams practices. But as it is encompassed on all sides, I don't know how the receptive the neighbors would be to that.

Please add a couple ball fields with backstops and dirt infields similar to what is at NE elementary. With the amount of baseball and softball teams in Ankeny, finding an open field on any given night to practice on in the spring and early summer is difficult. There are nice fields at the sports complex but those fields are locked up.

This park has been our neighborhood park for 15 years. We utilize the walking path the most. It is nice that the city clears the snow. We see soccer and football practice, as well as pets being played with and able to fetch/run as it is such a large area. The splash pad was a nice addition. Lots of use of the b-ball court. The one area I would like to see improvement is the dead trees removed. Especially from the east end of the property.



Aerial Image - Crestbruck Park




## RECOMMENDATIONS

- Add more soccer nets and back stops to the open areas
- Add another basketball court or pickleball court
- Add a group shelter for shade and seating on east end of park

## EXISTING AMENITIES

-  Playground
-  Paved Pathway
-  Picnic Shelter
-  Basketball Court
-  Multi-Use Field
-  Restroom - Outdoor
-  Off-Street Parking
-  Entry Signage
-  Splash Pad

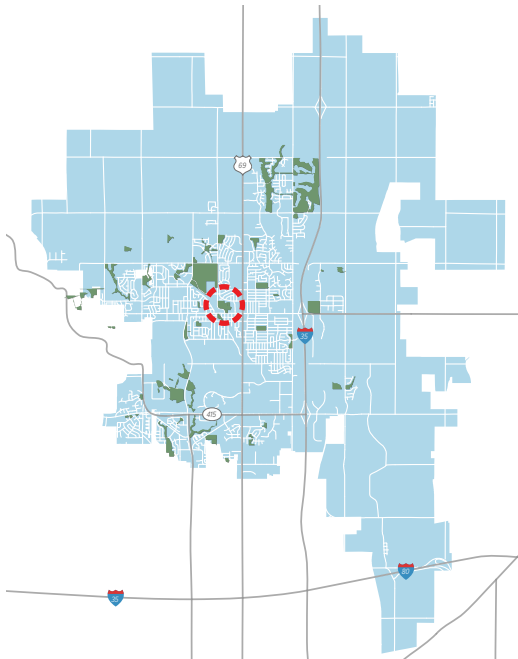
## NEW / ADDED AMENITIES

-  Multi-Use Diamond
-  Multi-Use Court
-  Multi-Purpose Shelter

# HAWKEYE PARK

## LOCATION & CONTEXT

Hawkeye Park is located in central Ankeny in the park/civic cluster in the northwest corner of N. Ankeny Boulevard and W. 1st Street near Ankeny City Hall. This nearly 22-acre park has a concrete pathway that loops through the park offering approximately .88 miles of trail for its visitors. The park has a playground, volley ball courts, tennis courts, and multi-use sports fields. This park along with Miracle League Park and Wagner Park are located near Terrace Elementary School. The school uses many of the provided facilities during the year while school is in session. Another feature of the park is a large detention basin surrounded by a paved trail.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

Hawkeye Park is a highly used park with many new and refurbished facilities. The overall condition of the park is good.

### Connectivity to Other Parks

Hawkeye Park is located within a short walking distance to the following parks:

- Miracle League Park
- Wagner Park
- Ankeny Market + Pavilion
- Haubert Park
- Village Park
- Sunset Park
- Prairie Ridge Sports Complex
- Prairie Ridge Aquatic Center
- Prairie Ridge Skate Park

### Character

Hawkeye Park is the larger of the parks between Miracle League Park & Wagner Park with many useful facilities on site. This serves a large demographic of people in the area. During the school year, one group of primary users is students from Terrace Elementary School. The physical location and variety of amenities likely attract users from all over the Ankeny area.

### Known Land Issues

There do not appear to be any known land use issues at Hawkeye Park. There may be some issues with congestion or crowding at the park at times given the number of parks and activities taking place.

## PUBLIC INPUT / COMMENTS

Lighting on sand volleyball courts. All other sports can control the lighting and the Vball courts cannot. Can we please get access to turn on the lights for the courts.

I will even pay for an electrician to extend the piping to the exterior of the building.

A couple people would like to see more tennis courts that are lit and with tennis backboards so people can go and play by themselves if they so choose.

The south west corner playground equipment needs maintenance – severed ropes, removed pieces.

There were a few comments about having a dedicated Bocce Ball court instead of just defining a court when the Parks and Recreation meet.



















Aerial Image - Hawkeye Park

## RECOMMENDATIONS

- Add lighting control to the volleyball courts
- Retrofit the existing tennis courts to allow for pickle ball play
- Convert volleyball court north of tennis courts to bocce ball court

## EXISTING AMENITIES

-  Playground
-  Trail
-  Tennis Courts
-  Volleyball Courts
-  Premier Diamond
-  Multi-Use Diamond
-  Off-Street Parking
-  Detention Basin
-  Fishing
-  Restrooms - Indoor
-  Restrooms - Outdoor
-  Picnic Shelter
-  Wedding Venue
-  Entry Signage

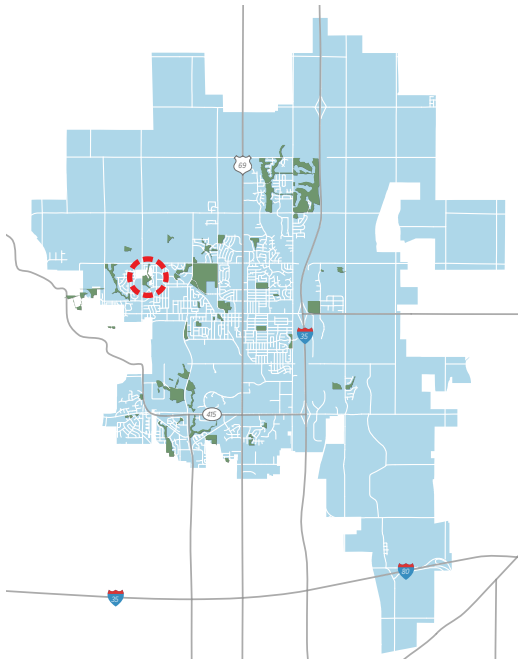
## NEW / ADDED AMENITIES

-  Lawn Games (Bocce)

# NORTH CREEK PARK

## LOCATION & CONTEXT

North Creek Park is located in northwest Ankeny along NW Irvinedale Drive between NW 18th Street and NW 9th Street. This 17.50-acre park has a concrete pathway that loops through the park offering approximately 1.06 miles of trail for its visitors. A key feature of North Creek Park is the large amount of open space available for use by visitors. There is a variety of amenities on onsite including a playground, picnic shelter, and benches. There is a 30 car parking lot located at the park. The park appears to be a popular spot for soccer practice. The area around the park is mainly single-family residential with some areas of multi-family across the street.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of North Creek Park is good. The open space near the playground is fairly flat and has been graded. The playground is a little dated, but still in good condition. The open space could use some trees and is clearly well-used for soccer practice and play.

### Connectivity to Other Parks

North Creek Park is located within a relatively short walking distance to the following parks:

- Greentree Park
- Prairie Lakes Park
- Trestle Point Park

### Character + Use

There is a path/trail system going through the park and connecting the playground and open green space. The green space has a couple of soccer nets on it.

### Known Land Issues

The only potential land use issues of North Creek Park appear to be traffic concerns along NW Irvinedale Drive and potential flooding from the nearby creek that runs through the park. There is a buffer of trees between the park and NW Irvinedale Drive that offers some protection from the traffic hazard.

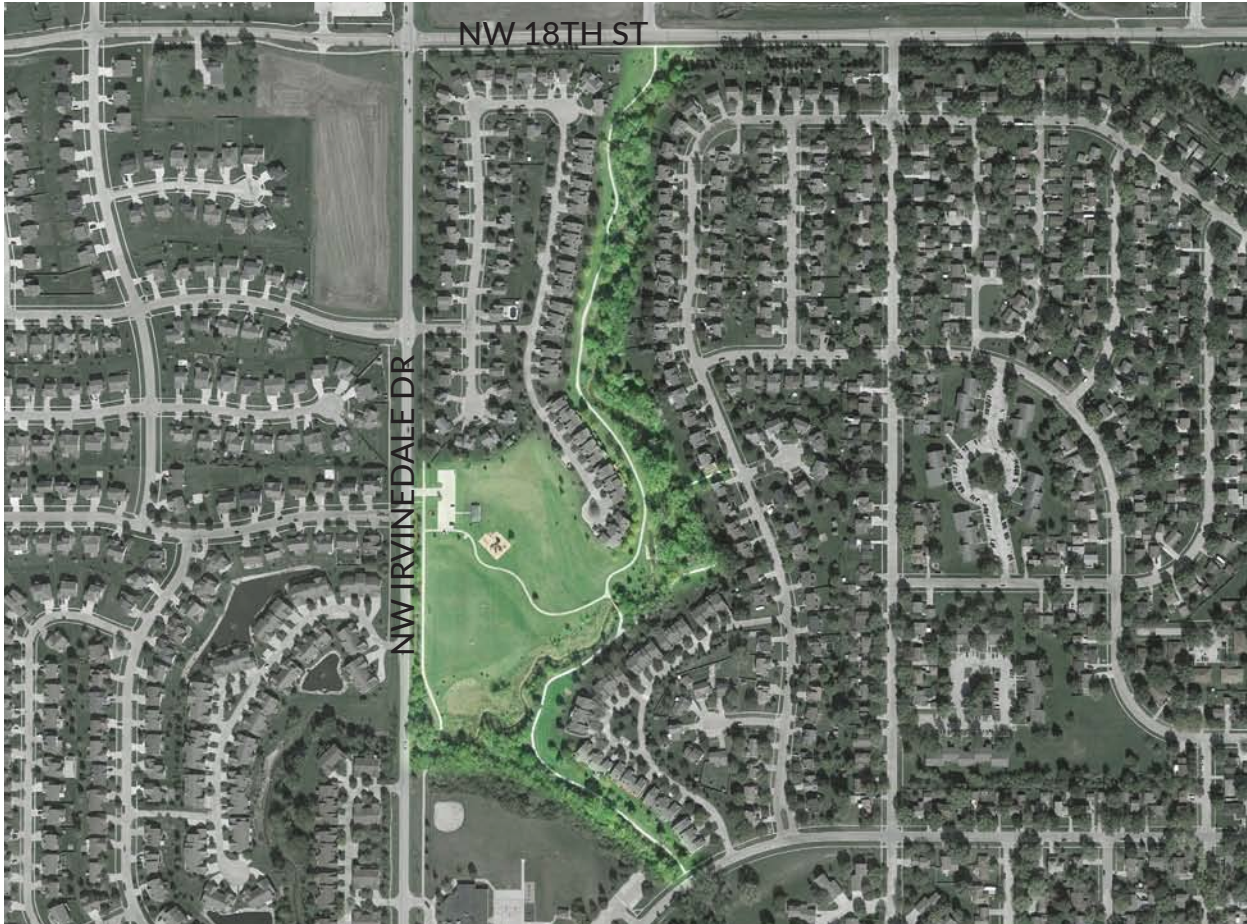
## PUBLIC INPUT / COMMENTS

Could use a basketball court to play 5 on 5.  
Could also use an adventure park for older kids, with a ropes course and climbing walls.  
We have a lot of older Elementary/middle school kids in this neighborhood who would like more options at this park.

Pickle ball, volleyball, nice place for little kids but need something for older folks and teens

We love our park but the dead trees, thistles need to be taken out.











Aerial Image - North Creek Park

## RECOMMENDATIONS

- Add a basketball court to the area east of the parking lot
- Provide youth soccer nets to the area east of the playground
- Add a backstop in the open space south of the playground

## EXISTING AMENITIES

-  Playground
-  Trail
-  Restrooms - Outdoor
-  Picnic Shelter
-  Multi-Use Field
-  Entry Signage

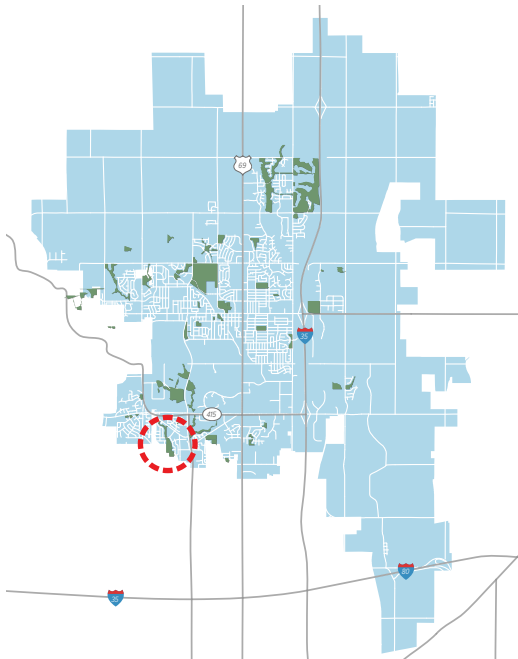
## NEW / ADDED AMENITIES



# SAWGRASS PARK

## LOCATION & CONTEXT

Sawgrass Park is located in southwest Ankeny near the intersection of SW 35th Street and SW Sawgrass Parkway. The 23.1-acre park is located near an active fishing detention basin. There is open space on the south side of the park with a surrounding grove of trees and houses. Portions of Sawgrass Park have many established and mature trees and the entire park is pleasantly nestled among single-family homes. There is a .72-mile long paved pathway that runs throughout the long park that loops around the detention basin and connects different streets to the park. The park appears to be used for soccer practice and play. There are approximately 22 parking stalls on site.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of Sawgrass Park is good to fair. Sawgrass Park appears to have many users and amenities such as the grills and trash can could use some maintenance or upkeep. One of the retaining walls is damaged and needs new caps and brick masonry work.

### Connectivity to Other Parks

Sawgrass Park is located within a relatively short walking distance to the following parks:

- Diamond Hills Greenway
- Glenbrooke Park
- Twin Gates Greenway
- Ankeny Dog Park
- Somersby Park

### Character + Use

Sawgrass Park has a playground with a shelter house near a detention basin. There is a dock in front of the shelter house and parking lot between Sawgrass and Diamond Hills. This large park is well-used and well-liked by Ankeny residents.

### Known Land Issues

There does not appear to be any known land use issues present at Sawgrass Park.

## PUBLIC INPUT / COMMENTS

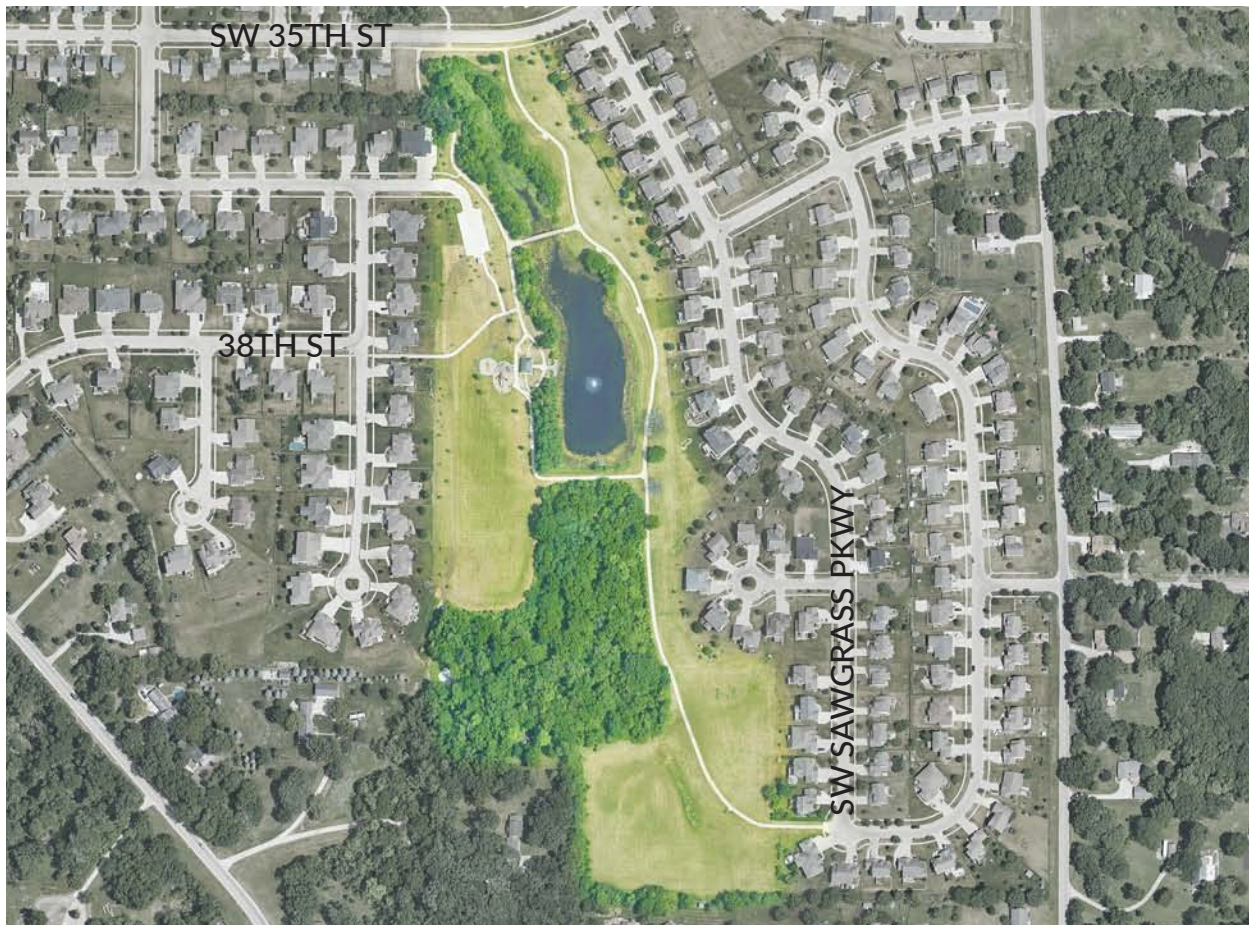
Many people want the open green space on the south side of the park to be a more organized sporting facility (basketball court, kickball, baseball, softball, soccer)

Most of the people love this park. Some people love the pocket park feel of it and the mature trees.

A few people want an improved maintenance plan before any expansion or additional features. The existing bridge needs some repair.

Additional trees or shade structures near the playground would be helpful. Also mention of signage to keep dogs on leashes to be considerate to others using the park.

There is an overall mixed feeling on lighting additions to the park.



Aerial Image - Sawgrass Park

## RECOMMENDATIONS

- Add soccer nets to the open space south of the park
- Add more trees around the playground
- Damaged wall by the detention basin needs to be fixed (brick mason)

## EXISTING AMENITIES

-  Playground
-  Trail
-  Detention Basin
-  Fishing
-  Restroom - Outdoor
-  Multi-Use Field
-  Multi-Purpose Shelter
-  Off-Street Parking
-  Entry Signage

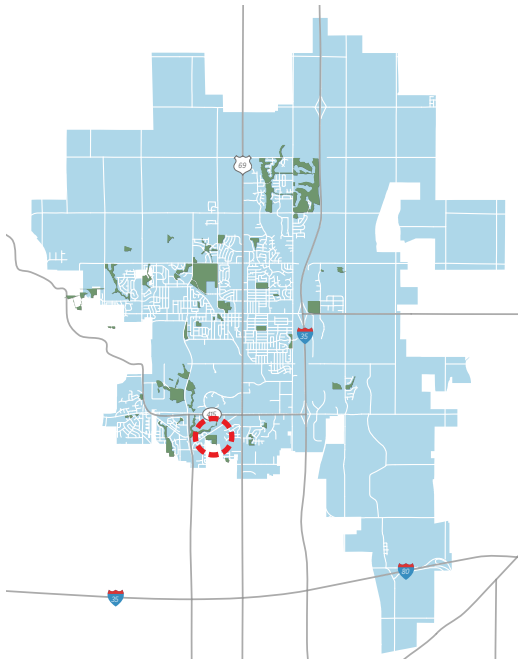
## NEW / ADDED AMENITIES

# ANKENY DOG PARK

## LOCATION & CONTEXT

The Ankeny Dog Park is located in southwest Ankeny near the intersection of SW Ankeny Road and SW Goodwin Street. It is connected to Somersby Park. The park has accommodations for both large and small dogs. There is a half-acre detention basin on site for the dogs. The park features a walking path as well as 6.75 acres of greenspace for large dogs and .75 acres for small dogs.

The Ankeny Dog Park requires a Dog Park Pass that can be purchased as a day or annual pass. There is a park shelter, benches, and a kybo bathroom on site. The park is open from sunrise to sunset.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the Ankeny Dog Park is generally good, but there are some improvements that could be made. The fences are in good shape but the gates are beat up. The parking lot stripes could do with some paint.

### Connectivity to Other Parks

The Ankeny Dog Park is located in the same area as Somersby Park. Other parks within reasonable walking distance to the park include:

- Twin Gates Greenway
- White Birch Park
- Sawgrass Park
- Diamond Hills Greenway

### Character + Use

The Ankeny Dog Park serves a special role in the Ankeny parks system. It is the only park with a dog focus at this time and likely attracts users from all over the Ankeny area. The park is well-liked and well-used by Ankeny residents.

### Known Land Issues

The only known possible land use issue in the Ankeny Dog Park is some possible water quality issues. During large rain events, this could possibly spillover into the nearby areas.

## PUBLIC INPUT / COMMENTS

### Website Feedback

More trail connections to the park would be an improvement.

Need more doggy bag disposal units spread throughout the park / walking path.

Parking can be difficult on weekends and early evenings.

The dog park is great asset for Ankeny residents and their dogs.

Some would like to see some more improvements such as more shaded spots/shade tree planting and maybe some obstacle course type of equipment for the dogs.

### Key Stakeholder Interview Feedback

The dog park is nice to have and the City could use more.

Parking can be difficult at the dog park, often have to park on the street.

More benches are needed.

A trail connection to the dog park would be nice and possibly a dog wash station.





Aerial Image - Ankeny Dog Park

## RECOMMENDATIONS

- Add off-street parking lot off Goodwin Street
- Connect to trails to the east (along the creek)
- Fly gates at dog park entries

## EXISTING AMENITIES

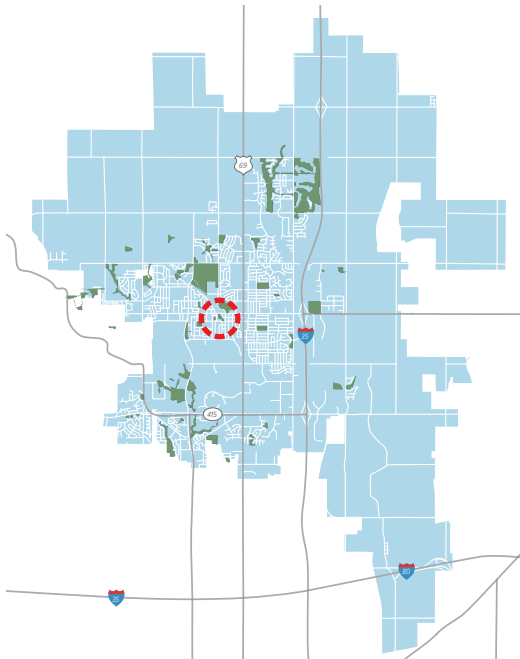
-  Dog Park
-  Multi-Purpose Shelter
-  Trail
-  Entry Signage
-  Native Plantings
-  Off-Street Parking
-  Detention Basin

## NEW / ADDED AMENITIES

# ANKENY MARKET & PAVILION

## LOCATION & CONTEXT

The Ankeny Market & Pavilion is located in central Ankeny near the corner of W 1st Street and SW Scott Street. This 4.6-acre park is also the trailhead for the popular High Trestle Trail and was a joint venture between the Rotary Club of Ankeny, the Ankeny Chamber of Commerce, Uptown Ankeny Association, and the City. The park is in Uptown Ankeny and is situated amongst some of the older stock of single-family homes in Ankeny. There are two pavilions, restrooms, and 108 parking spaces. The park can be rented for weddings, family reunions, or other outdoor events.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the Ankeny Market & Pavilion is very good. As one of Ankeny's newest parks, the quality of the pavilion and buildings are all high.

### Connectivity to Other Parks

The Ankeny Market & Pavilion is located near the historic core of Ankeny and benefits from close access to several other parks including:

- Haubert Park
- Wagner Park
- Hawkeye Park
- Sunset Park

### Character + Use

The Ankeny Market & Pavilion is a popular park used for various events including the weekly Uptown's Farmer's Market. The final phase of the Ankeny Market & Pavilion was completed in 2018 and is one of Ankeny's newest parks.

### Known Land Issues

The main land use issue associated with the Ankeny Market & Pavilion is the proximity of the park to the busy W 1st Street corridor. The High Trestle Trail crosses the street at this location. Any interaction between pedestrian/bicyclists and automobiles is a possible concern, but this intersection has a popular trail and a busy street. A HAWK Pedestrian beacon is located here to allow for safer crossing.

## PUBLIC INPUT / COMMENTS

There were no comments made by the public for the Ankeny Market & Pavilion.





Aerial Image - Ankeny Market + Pavilion

## RECOMMENDATIONS

- Add hooks for tents and decorations in the pavilions to allow for cooler weather and events
- Clarify decoration regulations for weddings / special events
- Add some benches and bike racks along the trail / near the trail
- Consider purchasing some upscale permanent moveable fencing for events with alcohol instead of orange temporary fencing (could be used at bike racks when not in use)
- Plant more trees to provide additional shade and aesthetics (overstory by parking, ornamental around the pavilions)

## EXISTING AMENITIES



Trail



Outdoor Gathering Space



Multi-Purpose Shelter



Entry Signage



Off-Street Parking



Trailhead - Regional



Restroom- Indoor



Skating Rink



Wedding Venue

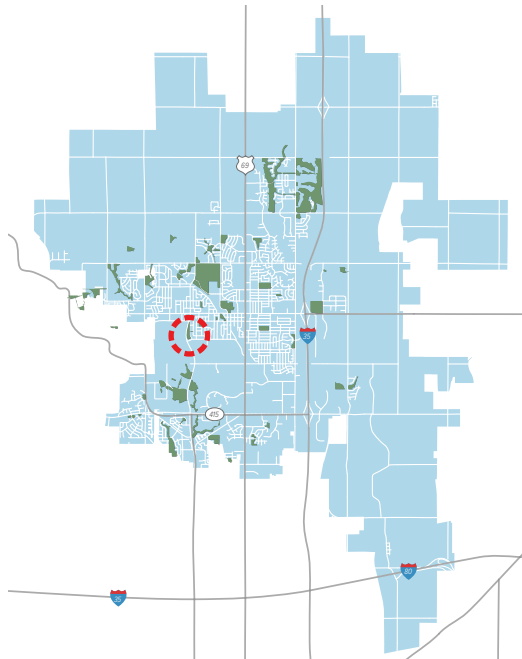
## NEW / ADDED AMENITIES



# ANKENY ARTS CENTER PARK

## LOCATION & CONTEXT

The Ankeny Arts Center Park is located in central Ankeny near the northeast corner of SW Ordinance Road and SW State Street across the street from the John Deere plant. This 1.3-acre park is located in the same area of Westside Park. The mission of the Ankeny Arts Center is to be an innovative visual arts organization committed to providing superior art experiences that inspire, education and challenge all members of the community. The accompanying building, the Ankeny Art's Center Building holds exhibitions, art classes, and pre-school art programs to name a few.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the Ankeny Arts Center itself is generally good. There are some landscaping issues in the former butterfly garden outside of its building. There are two signs for rain gardens that need replacing. The picnic shelter has no picnic table.

### Connectivity to Other Parks

The Ankeny Arts Center Park is located near the several other parks including:

- Westside Park
- Sunset Park

### Character + Use

The landscape around the Arts Center does not seem to be used to its full potential at this point in time. The building itself is used for art classes, summer art camp, and community art shows. There are many fundraising opportunities that the Ankeny Art Center takes part in to help achieve their goals and meet the goals of other nonprofit groups as well. One of the more popular events is Santa's North Pole Village Craft Sale.

### Known Land Issues

The two possible land use issue present at the Ankeny Arts Center is the location of the park near two busier streets and its nearness to industrial land uses.

## PUBLIC INPUT / COMMENTS

It was suggested that there be a "Garden path around lake with walkway."

Volunteers to keep this area maintained was also suggested.



Aerial Image - Ankeny Arts Center

## RECOMMENDATIONS

- Complete / extend the pathway throughout the green space south of the Arts Center Building and around the detention basin in Westside Park directly north
- Add public art/sculptures and a garden with native plantings along the completed pathway south of the Arts Center building
- Add a picnic table under the existing shelter
- Maintain the existing planters

## EXISTING AMENITIES



Trail



Off-Street Parking



Entry Signage



Picnic Shelter

## NEW / ADDED AMENITIES



Additional Trail

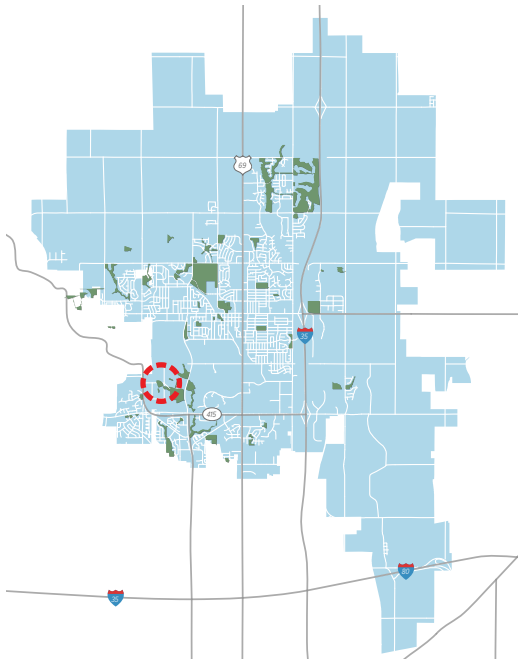


Specialty Garden

# CASCADE FALLS AQUATIC CENTER

## LOCATION & CONTEXT

The Cascade Falls Aquatic Center is located in southwest Ankeny in the Prairie Trail development. This outdoor pool features a number of amenities including heated water, a FlowRider surf machine, zero depth entry pool, kiddie slide, and floor geysers and water cannons. There is also a lazy river and diving well. The pool offers lap swimming, water walking, and in-pool shade. There is concessions, lounge chairs, and a large family changing room. The Cascade Falls Aquatic Center is located adjacent to the Prairie Trail Elementary School.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the Cascade Falls Aquatic Center is good. It is a relatively new facility and the only real complaints are crowdedness and the need for additional tubes and chairs.

### Connectivity to Other Parks

The Cascade Falls Aquatic Center is located close to several other parks including:

- Dean Park
- Estates Park
- Precedence Park
- Westwinds Park
- Chautauqua Park

### Character + Use

Cascade Falls Aquatic Center is a very popular summer attraction for Ankeny residents and visitors. It is well-utilized with the main complaint from residents being that it is too crowded at peak times. Many suggested opening the pool earlier and leaving it open later to improve congestion and use.

### Known Land Issues

There are no known land use issues at Cascade Falls Aquatic Center.

## PUBLIC INPUT / COMMENTS

This facility is great. Sure, it can get crowded, but what do you do?

Being open during morning hours would benefit people and reduce high crowds.

Great facility! Long lines to get in, consider adding cashiers for those without a pool pass. More tubes and chairs needed.

Being open at 11 am would be great.

Staying open until 8 pm would be great. It closes too early now.

Consider having the big bucket sprinkler off during certain hours to allow for toddler time.

Enforce non-resident prices.

My family has had some issues with discipline by some children.

More maintenance on soap dispensers in shower.

Needs more parking.

Consider adding side window for concession for passing pedestrians and bicyclists.

Can be too crowded, consider a third pool.








Aerial Image - Ankeny Arts Center

## RECOMMENDATIONS

- Consider opening the pool earlier (11 am) and closing the pool later (8 pm)
- Add additional tubes and chairs
- Continue to maintain facilities such as showers, in-pool floating toys, etc.

## EXISTING AMENITIES

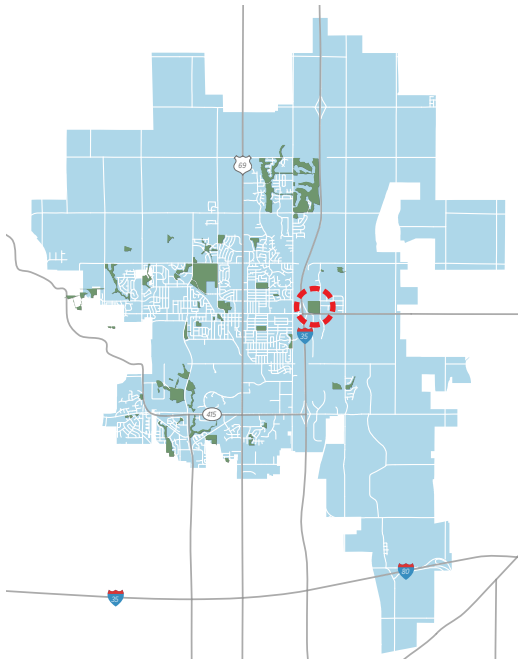
-  Outdoor Swimming Pool
-  Wading Pool
-  Parking

## NEW / ADDED AMENITIES

# HERITAGE PARK

## LOCATION & CONTEXT

Heritage Park is located in northeast Ankeny near the northwest corner of W 1st Street and NE Frisk Drive. This 36.1-acre park is situated along Four Mile Creek and next to Interstate 35. Heritage Park is mainly used as a disc golf park with 21 holes scattered throughout mature trees. The disc golf is one of Central Iowa's most popular courses with several events/tournaments taking place each summer. There is also a large picnic shelter in the park that is available for rent. Currently, the park is surrounded by a mixture of single-family homes, agriculture, and interstate right-of-way.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the disc golf course at Heritage Park is fair. There is frequent flooding in the area and signage needs to be replaced. With the amount of acreage to the disc golf's disposal, this could be a great course once advanced.

### Connectivity to Other Parks

Heritage Park is one of the few parks located in this area of Ankeny. Much of the area around the park is still undeveloped. The only parks relatively close to Heritage Park is Deer Creek Park or Deer Creek Greenway, but both would likely require the use of a car.

### Character + Use

Presently the park is a disc golf course and wooded area. There is a gravel/paved parking lot to the east of the park along NE Frisk Dr. On that side as well there is a shelter house and many grills and picnic tables scattered throughout the course. The disc golf course in the park is popular throughout central Iowa and likely attracts visitors from beyond the immediate area and possibly from throughout the region or state.

### Known Land Issues

The main issues on this site are flooding and maintenance. Public input revealed that a new bridge is needed on site due to flooding issues.

## PUBLIC INPUT / COMMENTS

It would be great to see a reinvestment in the frisbee golf course as it is a unique amenity in Ankeny. Parks and Recreation could be doing more to facilitate leagues or programming like glow golf or something similar.

The back part of the park could be used for nature walks and hiking if the trail entrances were made more visible.

There seemed to be a common consensus among most people that a road/mountain bike trail would be of great use to the people of Ankeny and that this location would be best suited for it.

We need a new bridge, one that actually is a bridge not a waterfall. This is an amazing course but needs a lot of love. Would be cool if we could level it out more so it doesn't flood during the rain!!

The biggest thing is an actual bridge.

Many people want to see the existing disc golf course refurbished and maintained.





Aerial Image - Heritage Park

## RECOMMENDATIONS

- Update signage (entry)
- More programming / events
- Invest in a bridge
- Add trails (soft surface) that don't interfere with disc golf
- Upgrade parking lot - paved

## EXISTING AMENITIES



Disc Golf Course



Off-Street Parking



Entry Signage



Picnic Shelter

## NEW / ADDED AMENITIES



Entry Signage Updates



Walking Path (Soft Surface)



Parking Lot (Paved)



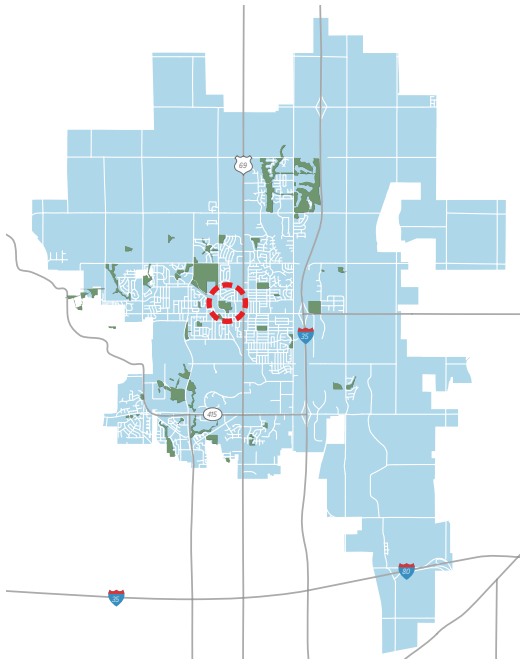
Bridge



# MIRACLE LEAGUE PARK

## LOCATION & CONTEXT

Miracle League Park is located in central Ankeny in the civic/park cluster around NW School Street and W 1st Street that includes Ankeny City Hall, Wagner Park, Hawkeye Park, and Terrace Elementary School. The 2.0-acre park is nestled between Terrace Elementary and Hawkeye Park. Miracle League Park consists of an all-inclusive playground and Miracle League Field. The playground and field are fully inclusive and offer an ADA-accessible play area for children and adults of all ages and abilities. The playground has a baseball theme and is a popular playground for children that attend the nearby Terrace Elementary School.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

Miracle League Park's condition overall is good. This park is fairly new in comparison to many of the other parks in Ankeny and is in good shape because of this fact.

### Connectivity to Other Parks

Miracle League Park is located adjacent to Hawkeye Park and is within a short walking distance to the following parks:

- Wagner Park
- Ankeny Market & Pavilion
- Haubert Park
- Prairie Ridge Skate Park
- Prairie Ridge Aquatic Center
- Prairie Ridge Sports Complex
- Haubert Park

### Character + Use

The playground has a baseball/softball theme going on throughout. The Miracle League field has a Youth Miracle League and Adult Miracle League with community volunteers serving as Angels in the Outfield to assist players on the field. "In the Ankeny Miracle League, everyone bats, everyone scores and every game ends in a tie."

### Known Land Issues

There does not seem to be any known land use issues in the area around the Miracle League Park.

## PUBLIC INPUT / COMMENTS

This park is the best! Love the variety of activities. We do still enjoy the playground at the school as well and use both when we visit. Only complaint is there are some blind spots and it's hard to keep track of your kiddo.

The Miracle League Park is such an asset to Ankeny. My whole family loves it. Well done.

Wonderful park – a favorite of my children!

Great playground equipment, except spacious elements make it favorable for tween and teens loitering, blocking access, behavior/language, etc.

We use the both the miracle playground as well as the school playgrounds. They need more benches though.



Aerial Image - Miracle League Park

## RECOMMENDATIONS

- Add benches and organizational elements around the park

## EXISTING AMENITIES

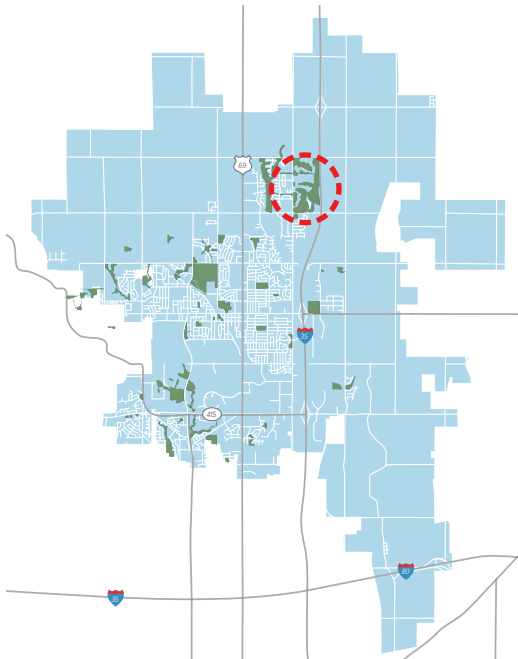
-  Premiere Field
-  All-Inclusive Playground
-  Concessions
-  Multi-Purpose Shelter
-  Restrooms - Indoor
-  Off-Street Parking
-  Entry Signage

## NEW / ADDED AMENITIES

# OTTER CREEK GOLF COURSE

## LOCATION & CONTEXT

The Otter Creek Golf Course is located in northeast Ankeny in the northeast corner of NE 36th Street and NE Delaware Avenue right off Interstate 35. As the only municipal golf course in Ankeny, this golf course serves an important purpose in the community. This 18-hole course is approximately 196.7 acres in size. The Otter Creeks' Clubhouse includes a fully stocked golf shop, a casual dining experience in the Tin Cup Bar & Grille, and a banquet/meeting hall area called The Pinnacle Club. There are several weddings and events that take place in the clubhouse that provide additional revenue for the city.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the Otter Creek Golf Course is good. The golf course was renovated in 2008-2009.

### Connectivity to Other Parks

Otter Creek Golf Course is located within a short walking distance to the following parks:

- Otter Creek Park
- Renaissance Park
- Woodland Reserve Greenway
- Northgate East Greenway

### Character + Use

The Otter Creek Golf Course has 44 bunkers, 17 detention basins, mounds, tall grasses, and groups of trees at each hole. The course was originally built in 1982 and went under renovation (of the course & the club house) in 2008 with a re-opening in 2009.

The new course is a good test of skill but is still fun and playable. The practice facility has a double ended range tee, two practice putting greens, and a pitching green with a bunker to work on your short game.

### Known Land Issues

There does not seem to be any known land use issues in the area around the Otter Creek Golf Course

## PUBLIC INPUT / COMMENTS

There were no official comments made about the Otter Creek Golf Course on the Ankeny Parks Plan website.












Aerial Image - Otter Creek Golf Course

## RECOMMENDATIONS

- Continue to expand the wedding event options at the club house to supplement golf course revenue

## EXISTING AMENITIES

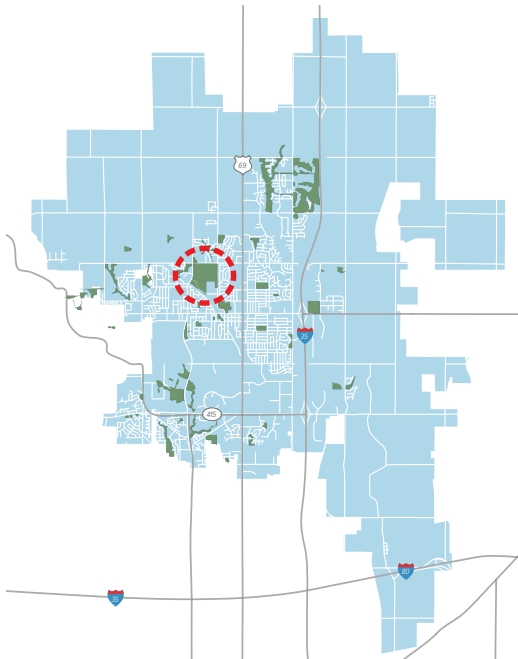
-  Golf Course
-  Detention Basin
-  Off-Street Parking
-  Concessions / Restaurant
-  Restroom - Indoor
-  Wedding Venue
-  Entry Signage

## NEW / ADDED AMENITIES

# PRAIRIE RIDGE SPORTS COMPLEX

## LOCATION & CONTEXT

Prairie Ridge Sports Complex is located in northwest Ankeny and occupies approximately 132 acres of land in the area between NW 18th Street, NW State Street, NW Ash Drive, and NW Prairie Ridge Drive. Within this large area are several other parks and civic centers including a skate park, aquatic center, and middle school. There are 15 baseball fields, 9 soccer fields, 6 softball fields, and 5 football fields. The sports complex was funded through a joint effort of the City of Ankeny and the Prairie Ridge Foundation, a non-profit organization made up of representatives of the Little League, Club Soccer, Girls Softball, Junior Football, and Parks & Recreation for the City of Ankeny.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of Prairie Ridge Sports Complex is good. There have been some parking issues brought up on site that could be improved.

### Connectivity to Other Parks

Prairie Ridge Sports Complex is located within a short walking distance to the following parks:

- Horizon Park
- Signature Greenway
- Greentree Park
- Prairie Lakes Greenway
- Ashland Meadows Park
- Hawkeye Park
- Miracle League Park
- Wagner Park
- Village Park
- Prairie Ridge Skatepark
- Prairie Ridge Aquatic Center

### Character + Use

This space is used for larger sporting events. There are soccer fields, baseball fields, softball fields, and tennis courts. The many sports fields has been a great asset to the City of Ankeny.

### Known Land Issues

The main land use issue in the Prairie Ridge Sports Complex appear to revolve around the parking lot and street congestion issues during tournaments and games.

## PUBLIC INPUT / COMMENTS

More parking – right now it is a bottleneck getting out of the baseball fields. Maybe a redesign with more than one exit. Also, Ash was not designed for the amount of traffic it gets and really needs to be widened. There need to be more water stations/drinking fountains. It's impossible at the soccer fields to refill a water bottle.

We love the net over the stands. It makes watching the games with small children much more enjoyable. The parking lot needs to be addressed. It can take up to 45 mins to exit when weather cancellations are in effect. The safety of citizens in their cars with severe weather is a big concern for our family.

Please put stop signs and painted crosswalks at the exits of Prairie Ridge complex parking lots. There are so many pedestrians using these wonderful wide sidewalks surrounding the complex. But car after car will exit without slowing down or looking both ways for pedestrians. Please make this safer.

I feel it would be in the best interest of all participants to have a secondary restroom located at the small concession. I have seen to many times players leaving fields 5-8 to run to the restroom and holding up the batting line up.

Overall, many people are concerned about the parking issues.





Aerial Image - Prairie Ridge Sports Complex

## RECOMMENDATIONS

Please see Chapter 6 Section 2 - Additional Sports Complex Evaluation

## EXISTING AMENITIES

-  Premier Fields
-  Premier Diamonds
-  Detention Basin
-  Concessions
-  Restrooms - Indoor
-  Restrooms - Outdoor
-  Trail
-  Off-Street Parking
-  Entry Signage

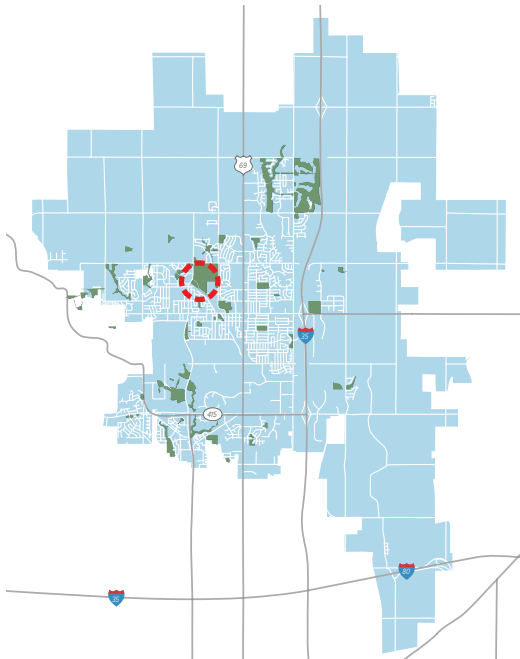
## NEW / ADDED AMENITIES



# PRAIRIE RIDGE SKATE PARK

## LOCATION & CONTEXT

The Prairie Ridge Skate Park is located northwest Ankeny in the southern section of the Prairie Ridge Sports Complex along NW Prairie Ridge Drive. The skate park is located adjacent to the Prairie Ridge Aquatic Center. The park consists of over 9,000 square feet of concrete and includes ramps, stairs, and roll-in areas. Also on site are benches, a shelter, parking lot, kybo, and drinking fountain. The skate park has been ranked by Yahoo! Sports! as one of the best skate parks in Iowa. Park features include 15 ft. diameter bowl with 6 ft. walls, 6ft. and 3ft quarter pipes, grinding rails, 4ft pyramid, and a fun box.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of Prairie Ridge Skatepark is good.

### Connectivity to Other Parks

Prairie Ridge Skatepark is located within a short walking distance to the following parks:

- Horizon Park
- Prairie Ridge Sports Complex
- Prairie Ridge Aquatic Center
- Signature Greenway
- Greentree Park
- Prairie Lakes Greenway
- Ashland Meadows Park
- Hawkeye Park
- Miracle League Park
- Wagner Park
- Village Park

### Character + Use

The Prairie Ridge Skatepark is open for the public to use with skate lessons available through the parks and recreation department. The Prairie Ridge Sports Complex appears to mainly serve Ankeny residents, but as it is ranked among the best skate parks in Iowa, it may attract users from beyond the City.

### Known Land Issues

There does not seem to be any known land use issues in the area around the Prairie Ridge Sports Skatepark.

## PUBLIC INPUT / COMMENTS

There were no official comments about the Prairie Ridge Skate Park on the Ankeny Parks Plan website.



Aerial Image - Prairie Ridge Skate Park

## RECOMMENDATIONS

- Ramps and railings are in need of revamping
- Could enhance the skate park by adding some green to the area such as shrubs or trees to brighten up the surroundings
- Look at adding additional ramps on the north and east areas of the park to create better function and flow

## EXISTING AMENITIES



Skate Park



Trail



Off-Street parking



Restroom - Outdoor

## NEW / ADDED AMENITIES

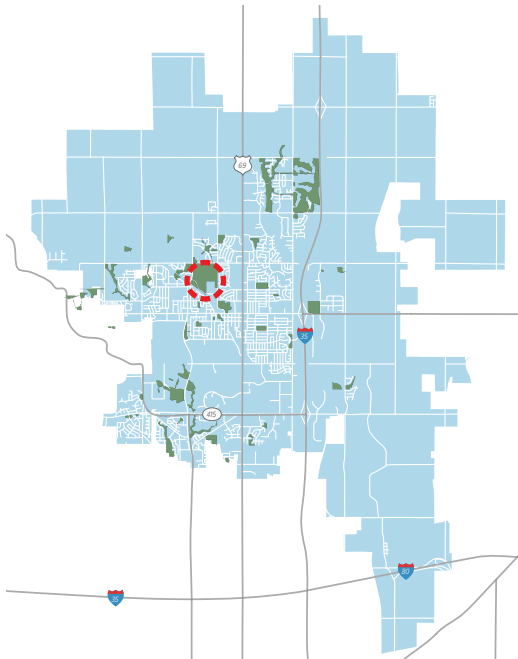


Benches

# PRAIRIE RIDGE AQUATIC CENTER

## LOCATION & CONTEXT

The Prairie Ridge Aquatic Center is located northwest Ankeny in the southern section of the Prairie Ridge Sports Complex along NW Prairie Ridge Drive. The aquatic center is located adjacent to the Prairie Ridge Skate Park. The facility features heated water, zero depth entry, water slides, concessions, family changing rooms, grassy area for sunbathing, lap swimming, and a splash park. The pool is available to rent for parties or events during non-public hours. There is a large parking lot on site and there is a large detention basin just north of the facility with a concrete pathway running right next to the aquatic center.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of Prairie Ridge Aquatic Center is good.

### Connectivity to Other Parks

Prairie Ridge Aquatic Center is located within a short walking distance to the following parks:

- Horizon Park
- Signature Greenway
- Greentree Park
- Prairie Lakes Greenway
- Ashland Meadows Park
- Hawkeye Park
- Miracle League Park
- Wagner Park
- Village Park
- Prairie Ridge Skatepark
- Prairie Ridge Sports Complex

### Character + Use

The Prairie Ridge Pool is open daily in the summer from 12:00 p.m.-6 p.m., with swim lessons offered in both the morning and evening. There is a zero depth entry, kiddie slide, lily pad walk, floor geysers, concessions, family changing rooms, grass area for sunbathing, lounge chairs, in-pool shade, lap swimming, and a splash park.

### Known Land Issues

There does not seem to be any known land use issues in the area around the Prairie Ridge Aquatic Center.

## PUBLIC INPUT / COMMENTS

Additional swimming pool square footage without “attractions” would be nice as most residents with multiple aged children and daycare centers feel that Cascade Falls is too spread out so they still utilize Prairie Ridge frequently which results in over crowding.












Aerial Image - Prairie Ridge Aquatic Center

## RECOMMENDATIONS

- Adding swimming areas that can be used for lap swimming and swimming practice would benefit residents of all ages.
- Longer hours in the summer would benefit the community and allow for people to use the pool after work hours as well.

## EXISTING AMENITIES

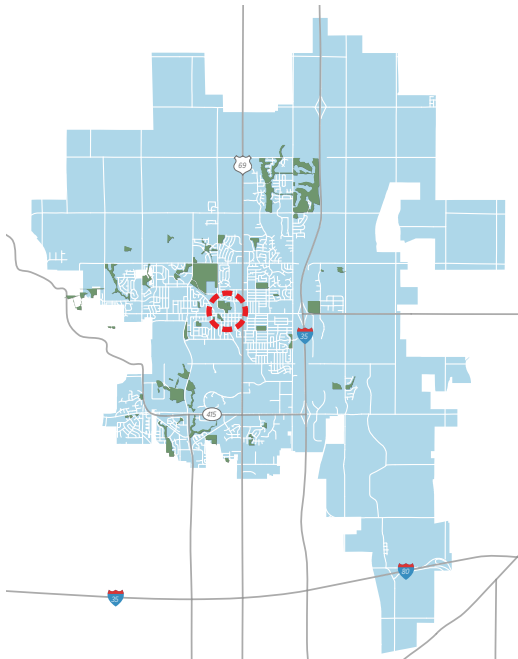
-  Outdoor Swimming Pool
-  Splash Pad
-  Wading Pool
-  Concessions
-  Off-Street Parking
-  Trail
-  Restrooms - Indoor

## NEW / ADDED AMENITIES

# WAGNER PARK

## LOCATION & CONTEXT

Wagner Park is located in central Ankeny right next to the Ankeny City Hall at the northeast corner of W 1st Street and NW Ash Drive. The 2.4-acre park is home to the Ankeny Band Shell, which hosts a variety of events such as a concert series, yoga in the park, and outdoor movies. In addition to the band shell, there is a large green area with an approximately .31-mile looping paved trail. Wagner Park is one of several parks/civic areas clustered in this area of Ankeny and is near to a wide variety of parks and trails.



## EXISTING CONDITIONS & CHARACTER

### Overall Condition

Wagner Park is located in the large civic facility near the Ankeny City Hall. This long-time favorite park of Ankeny residents hosts a variety of events. Overall, the condition of Wagner Park is good.

### Connectivity to Other Parks

Wagner Park is located within a short walking distance to the following parks:

- Hawkeye Park
- Miracle League Park
- Ankeny Market + Pavilion
- Haubert Park

### Character

Wagner Park has a band shelter/stage at the south end of the park with a large green space for audiences to sit and enjoy the live music. Trees and dedicated benches surround the large open green space. This appears to be a well-used and enjoyed park.

### Known Land Issues

There does not seem to be any known land use issues in the area around Wagner Park.

## PUBLIC INPUT / COMMENTS

We love the live music.

I would say that this park usage is high! There is always something going on at the Band Shell. Movies, Concerts, Yoga, sports, church events, All City Play Day, biking, rollerblading, skateboarding. We LOVE this park!



Aerial Image - Wagner Park

## RECOMMENDATIONS

- Continue to maintain the turf, path, and bandstand
- Service, repair, or replace fountain

## EXISTING AMENITIES

-  Bandshell / Stage
-  Off-Street Parking
-  Trail
-  Lawn / Court Games
-  Restrooms - Indoor

## NEW / ADDED AMENITIES



# CAMDEN WEST GREENWAY

## LOCATION & CONTEXT

Camden West Greenway is located in southwest Ankeny and is composed of two detention basins that are surrounded by single-family homes and woodlands.

## PUBLIC INPUT / COMMENTS

The detention basins need to be maintained better. There is so much algae in them and they aren't mowed very often. Many people do try to fish at these detention basins and they are the Green Space for a large neighborhood. Please consider maintaining these better before adding more spaces to Ankeny it would be nice to have funds directed at maintaining existing ones.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

Residents have complained that the detention basin has a lot of algae and is not mowed enough.

### Character + Use

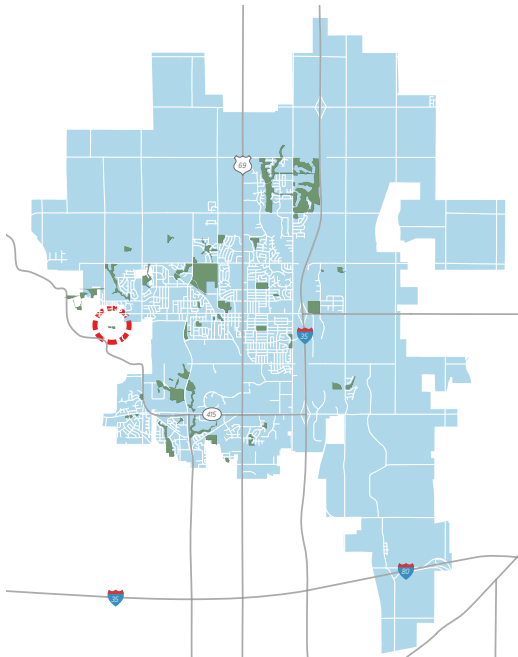
The greenway only functions as detention basin, but residents say some try to fish in the detention basin.

### Known Land Use Issues

Nearby residents say that there is an algae problem in the detention basin. At the time of the inventory, there was moderate amount of algae.

## RECOMMENDATIONS

- Education signage (detention basins, their importance, etc.)



Aerial Image - Camden West Greenway

# CHERRY GLEN GREENWAY

## LOCATION & CONTEXT

Cherry Glen Greenway is located in northwest Ankeny and is mainly composed of three detention basins connected by 1.28 miles of paved trail that lead to Watercrest Park.

## PUBLIC INPUT / COMMENTS

There were no public comments made about Cherry Glen Greenway on the Ankeny Parks Plan website.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The paved pathway is in good condition. There are many geese nestings and cattails along the shoreline of the detention basins.

### Character + Use

The greenway is composed of detention basins and trails for nearby residents.

### Known Land Use Issues

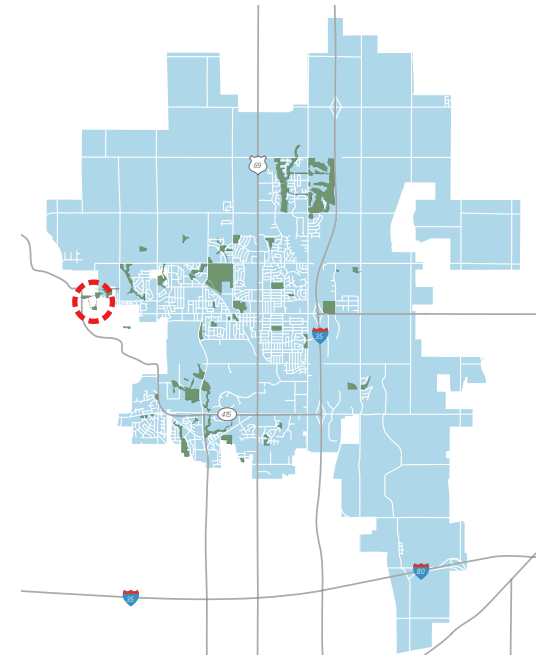
There are no known land use issues at Cherry Glen Greenway.

## RECOMMENDATIONS

- Finish the pathway connections around detention basins
- Add more native plantings around the basins
- Place benches and fishing rocks around the basins
- Add dog waste stations along the pathways
- Place signage along the paths (educational + wayfinding)



Aerial Image - Cherry Glen Greenway





# CLOVER RIDGE GREENWAY

## LOCATION & CONTEXT

Clover Ridge Greenway is located in southeast Ankeny on SE Four Mile Drive. There is a bog and a mowed path throughout the site and a number of deer trails. At the time of the inventory, there appeared to be some beekeeping taking place.

## PUBLIC INPUT / COMMENTS

It would be great to put a paved bike trail across the creek so we could get into town safely on our bikes.

SE Four mile drive is becoming so busy and residents bike and jog along this road without sidewalks.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The park is kept very natural, but the mowed path is nicely maintained. Some nearby residents have described the detention basin as looking dirty.

### Character + Use

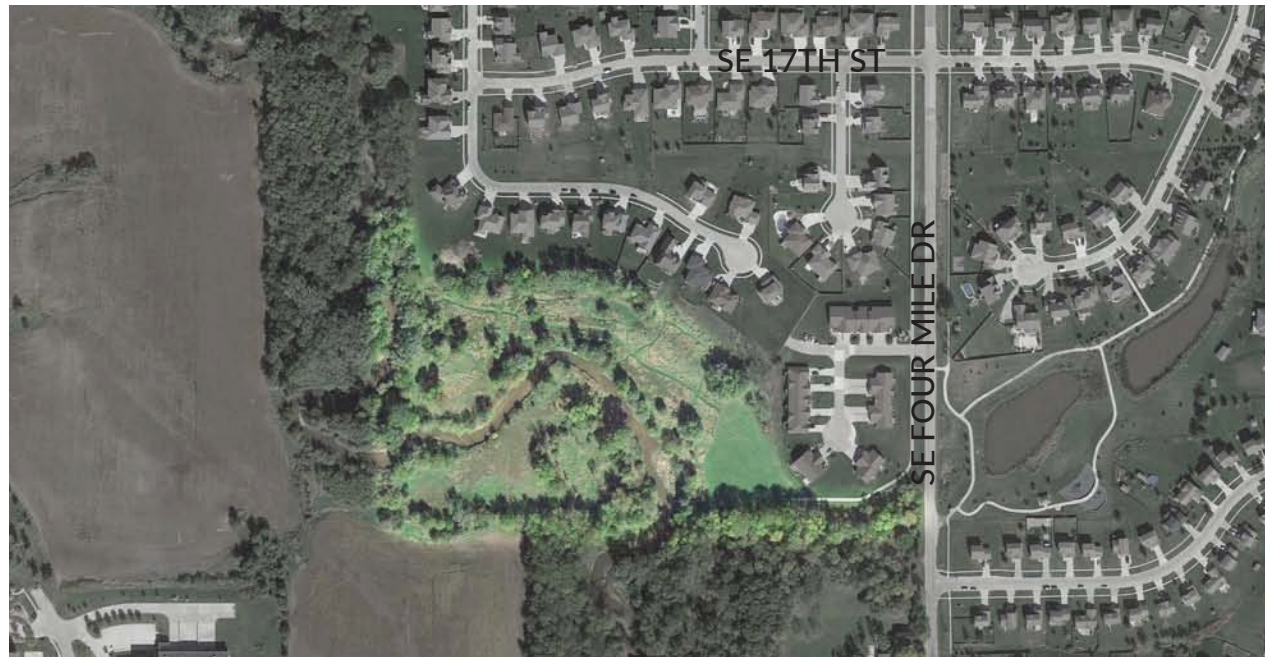
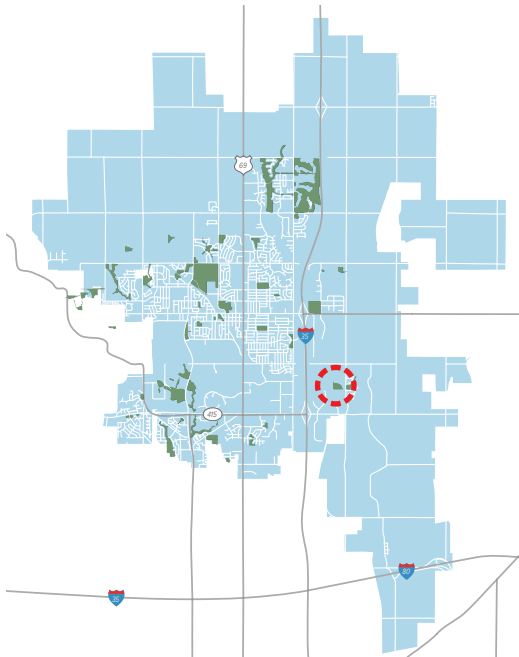
This natural greenway has several mowed paths and what looks like beekeeping taking place.

### Known Land Use Issues

Some nearby residents complained that the water in the detention basin/bog looks dirty. Traffic on SE Four Mile Drive may become an issue.

## RECOMMENDATIONS

- Add entry signage so people now it is publicly owned
- Add interpretive signage about Four Mile Creek and the ecosystem
- Add painted crosswalk across SE Four Mile Drive
- Add a bench and a dog waste station



Aerial Image - Clover Ridge Greenway



# DEER CREEK GREENWAY

## LOCATION & CONTEXT

Deer Creek Greenway is located in northeast Ankeny in the Deer Creek development southeast of the intersection of NE Frisk Drive and NE 102nd Avenue. The greenway is mainly a detention basin. The only park within walking distance is Deer Creek Park. There is a sign saying that the area has native plantings nearby, but there does not appear to be any still.

## PUBLIC INPUT / COMMENTS

There were no official comments made about Deer Creek Greenway on the Ankeny Parks Plan website.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

At the time of this inventory, the detention basin was in poor condition due to the presence of garbage and geese excrement.

### Character + Use

The greenway is mainly a detention basin.

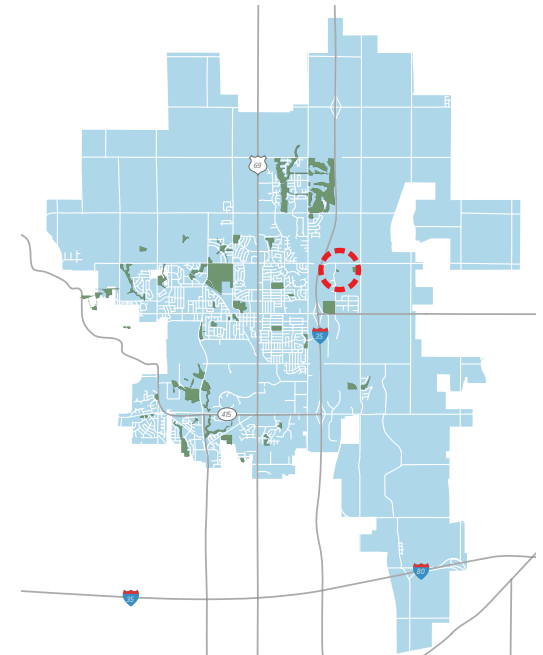
### Known Land Use Issues

The main land use issue appears to be water quality issues.

## RECOMMENDATIONS



Aerial Image - Deer Creek Greenway



# DIAMOND HILLS GREENWAY

## LOCATION & CONTEXT

Diamond Hills Greenway is located in southeast Ankeny in the area around the intersection of SW Polk City Drive and SW Applewood Street. There is approximately .32 miles of trails that run through the greenway.

## PUBLIC INPUT / COMMENTS

This park needs some maintenance done like adding more culvert/drainage paths on south end, pulling out a grain drill located in the woods and pulling out a power cable/wire on the east side of the trail.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the greenway is good. However, there is a lot of invasive honeysuckles present. Some complained of drainage issues.

### Character + Use

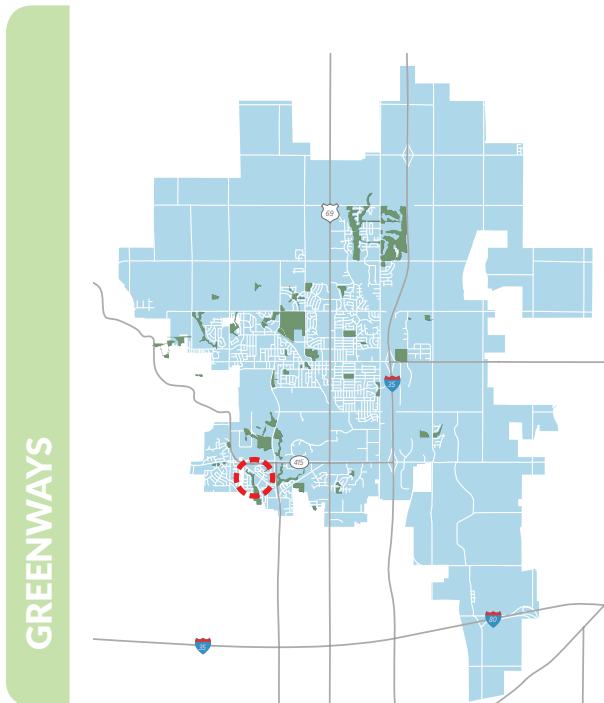
Nicely wooded walkway that makes for a pleasant bird and animal habitat.

### Known Land Use Issues

Residents complained of some drainage issues and remnant materials in the ground.

## RECOMMENDATIONS

- Take debris out of the wooded areas (grain drill, wire/cable, wire fence, etc.)
- Add educational signage (birds, trees, wildlife, etc.)
- Add wayfinding signage for connecting parks nearby



Aerial Image - Diamond Hills Greenway



# NORTHGATE EAST GREENWAY

## LOCATION & CONTEXT

Northgate East Greenway is located in northeast Ankeny near the northwest intersection of NE Delaware Avenue and NE 54th Street. Currently located in the very northern part of Ankeny, most of the greenway is undeveloped and in an area under construction. There is a small stream running through the site and some standing water.

## PUBLIC INPUT / COMMENTS

There were no official comments made about the Northgate East Greenway on the Ankeny Parks Plan website.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

While the park is still undeveloped, the grass in the greenway is patchy and has some standing water.

### Character + Use

The greenway is too undeveloped to assess at this point.

### Known Land Use Issues

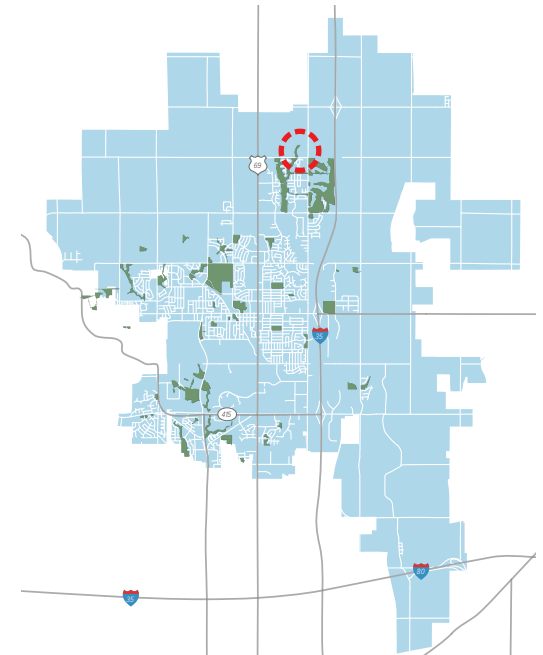
The grass is patchy and there is some standing water on site.

## RECOMMENDATIONS

- Provide access to this greenway (walking-bike paths)
- Create a plan to ensure the creek remains buffered and green



Aerial Image - Northgate East Greenway





# PRAIRIE LAKES GREENWAY

## LOCATION & CONTEXT

Prairie Lakes Greenway is located in northwest Ankeny and consists mainly of two detention basins and acts as a .45-mile trail connection between Greentree Park the Prairie Ridge Sports Complex. The High Trestle Trail is adjacent to the greenway.

## PUBLIC INPUT / COMMENTS

There were no official comments made about the Prairie Lakes Greenway on the Ankeny Parks Plan website.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the greenway is good. However, at the time of the inventory there was some trash around the detention basins and a wasp nest in the public library shelf.

### Character + Use

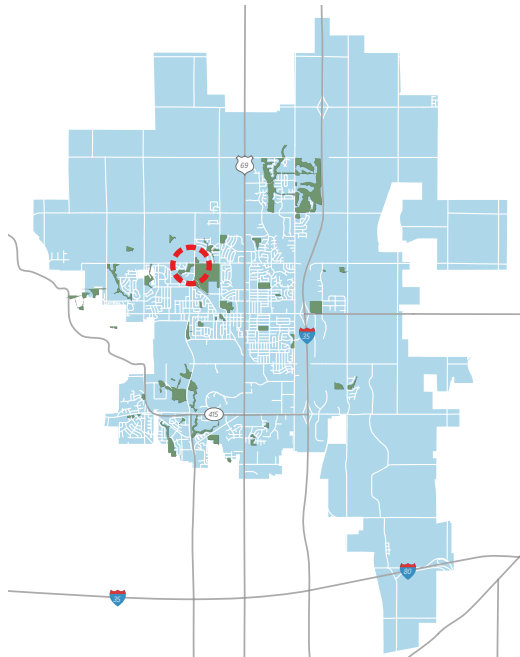
The greenway acts as a nice trail connection for bikers and fishermen.

### Known Land Use Issues

The only potential land use could be traffic on NW 18th Street and NW State Street.

## RECOMMENDATIONS

- Place more trees around the east detention basin
- Add dog waste stations along pathway
- Add more rip rap / native plantings around the basins
- Place boulders or points where fisherman can stand around basins



Aerial Image - Prairie Lakes Greenway

# ROCK CREEK GREENBELT

## LOCATION & CONTEXT

Rock Creek Greenbelt is located in northwest Ankeny. Only .11 miles of greenbelt has trail. Greenbelt is connected to Boulder Brook Park.

## PUBLIC INPUT / COMMENTS

Trail connections needs to be made within the existing greenbelt owned by the City to open the entire Rock Creek Crossing neighborhood.

There are constant weeds and the city has let this get out of control. When we moved in five years ago we were told this would be finished in two years and nothing has been done.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

There is room for improvement in Rock Creek Greenbelt. Some culverts are unattractive and possibly an attractive nuisance. Mud covering some pathways from runoff.

### Character + Use

Has a lot of potential, but needs some maintenance and expansion. Weeding appears to be an issue.

### Known Land Use Issues

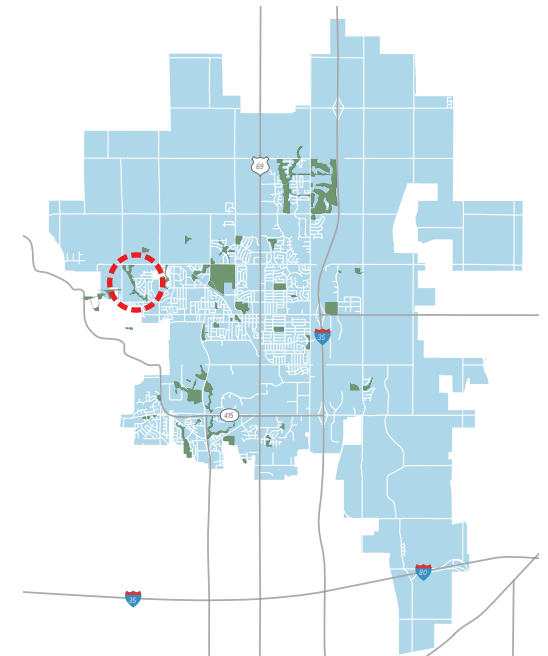
There appears to be some drainage issues.

## RECOMMENDATIONS

- Extend unfinished trail north
- Update culverts coverings with new + safer structures
- Maintenance of the existing vegetation so that it does not continue to creep into neighboring yards
- Place trail wayfinding signage, trash receptacles, and dog waste stations along path



Aerial Image - Rock Creek Greenbelt





# SAYLOR CREEK GREENWAY

## LOCATION & CONTEXT

Saylor Creek Greenway is located in southwest Ankeny in Prairie Trail. It is located west of the DMACC Ankeny Campus and continues south of Oralabor Road.

## PUBLIC INPUT / COMMENTS

Could use trail loop extended around east side of greenbelt, so path goes south of McDonalds, then back north – a way also to get to DMACC campus on south side.

Under construction environmental runoff barriers have failed at times, allowing mud/dirt flow across trail.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the greenway is good. The bouldered walls appear in good shape and the erosion control method appears to be working, but some locals indicate some failure.

### Character + Use

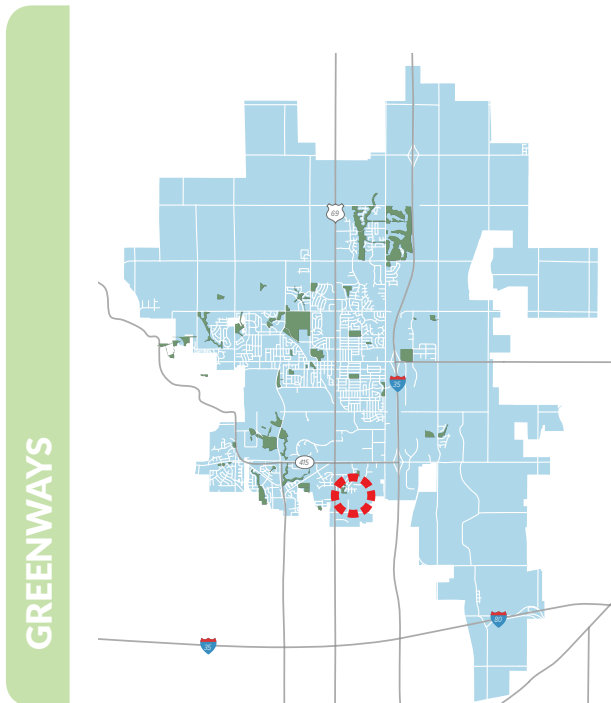
Nice bike trail and animal habitat connecting commercial amenities.

### Known Land Use Issues

Erosion control appears to be a land use issue.

## RECOMMENDATIONS

- Continue to maintain the erosion control measures in place
- Extend trail east south of McDonalds to create a more direct connection to DMACC.



Aerial Image - Saylor Creek Greenway



# SIGNATURE GREENWAY

## LOCATION & CONTEXT

Signature Greenway is located in northwest Ankeny at the northeast corner of NW 18th Street and NW State Street. The greenway is mainly a large detention basin with a sidewalk looping the corner lot. Prairie Ridge Sports Complex and kitty-corner from the Prairie Lakes Greenway.

## PUBLIC INPUT / COMMENTS

There were no official comments made about the Signature Greenway on the Ankeny Parks Plan website.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition was fine, but the basin could use more rip-rap and there were many geese.

### Character + Use

Mainly just a detention basin.

### Known Land Use Issues

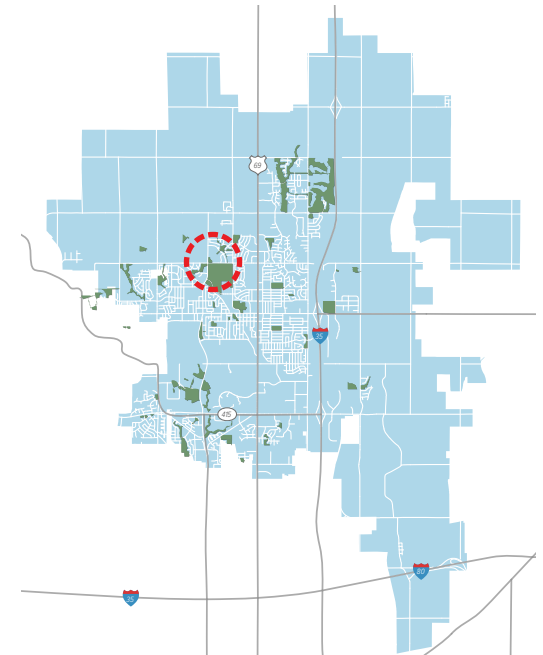
The greenway is on a busy intersection which poses the most obvious land use issue.

## RECOMMENDATIONS

- Add more rip rap to the detention basin
- Extend trail to loop around the detention basin and add some benches and a dog waste station



Aerial Image - Signature Greenway



# VINTAGE GREENWAY

## LOCATION & CONTEXT

Vintage Greenway is located in southwest Ankeny as part of the Prairie Trail development. This 16.7-acre greenway is located in the northwest corner of SW State Street and SW Vintage Parkway. There is a short .13-mile trail connecting the sidewalk to the fishing pier.

## PUBLIC INPUT / COMMENTS

Many people enjoy this greenway, but would like to see a finished walking path around the whole detention basin and want to make sure the native plantings are maintained.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition was good, but the area seemed to need some additional trail.

### Character + Use

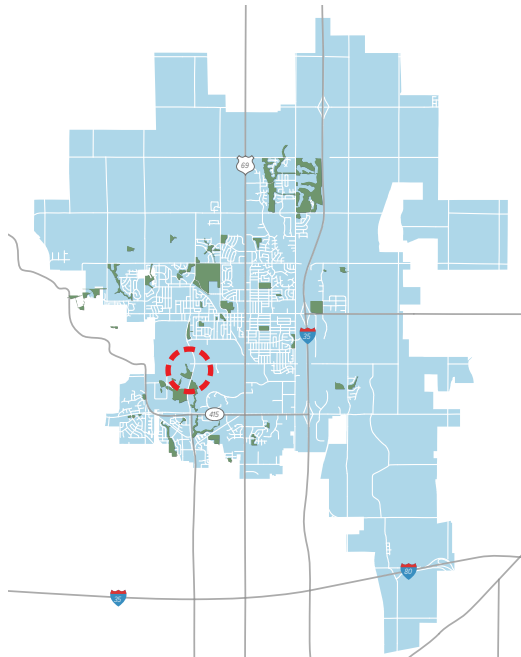
The greenway appears to be mainly used for fishing and prairie plantings.

### Known Land Use Issues

The two possible land use issues at Vintage Greenway would be water quality and traffic issues on SW State Street or SW Vintage Parkway.

## RECOMMENDATIONS

- Finish the existing pathway that leads to the dock so that it goes around the detention basin
- Maintain the existing native plantings
- Add a few more boulders around the edge of the detention basin for fishing



Aerial Image - Vintage Greenway



# WILDFLOWER PARK

## LOCATION & CONTEXT

Wildflower Park is located in southeast Ankeny in the area around SW 48th Street and SW Wildflower Drive. Wildflower Greenway is essentially just a detention basin and the area around it. There are mallards and geese present.

## PUBLIC INPUT / COMMENTS

As the park is too small for equipment, getting some benches, paving the walking path, and stocking the detention basin for fishing.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition of the greenway is fine. At the time of the inventory there was no algae in the detention basin, but some aerial imagery show it at certain times of year.

### Character + Use

At this point, it is only a detention basin and there is no signage indicating this is city greenway.

### Known Land Use Issues

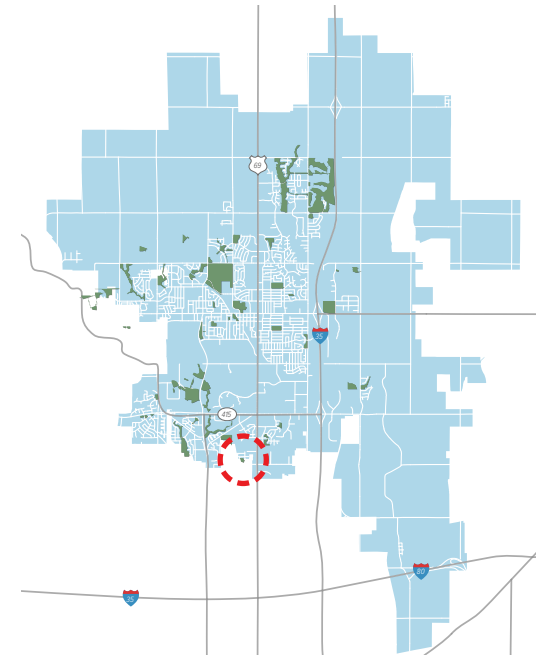
Water quality issues appear to be the main land use issue present at Wildflower Park.

## RECOMMENDATIONS

- Add picnic tables, a multi-purpose shelter, and an entry sign for this space
- Keep the detention basin area as more of native habitat for birds and rodents, but maintain the path and plants around it
- Replace erosion control netting around detention basin
- Trail loop around basins



Aerial Image - Wildflower Park





# WOODLAND RESERVE GREENWAY

## LOCATION & CONTEXT

Woodland Reserve Greenway is located in northeast Ankeny near the Otter Creek Golf Course. There is around .82 miles of paved trail.

## PUBLIC INPUT / COMMENTS

Many want trails to expand to the north

Area has a lot of potential to highlight a major watershed as it is a big entryway into the City.

Please do not put in a shelter and parking lot right off 47th Street. Area used by residents for teams practice, children play baseball and fly kites, and dog owners walk their dogs.

## EXISTING CONDITIONS & CHARACTER

### Overall Condition

The overall condition was good, but the area seemed to need some additional trail. Some areas seem to have difficulty growing grass.

### Character + Use

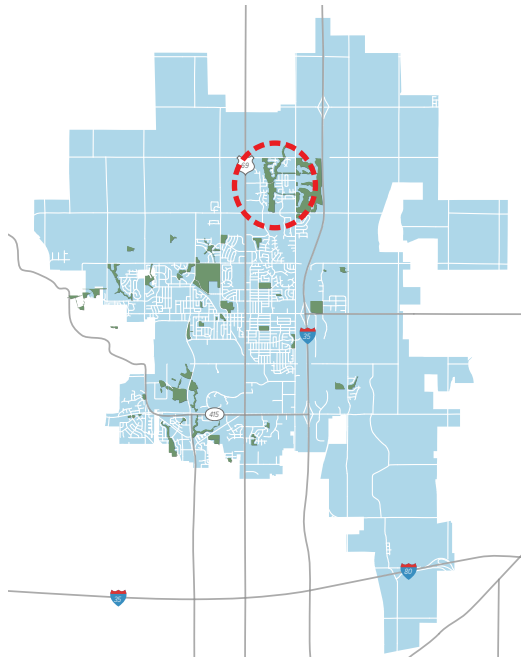
The greenway appears to be well-used by local residents for walking, practice, and playing.

### Known Land Use Issues

Drainage issues appear to be the main land use issues present.

## RECOMMENDATIONS

- Extend existing trail north to NE 54th Street
- Add trees to north greenway area between NE 47th Street and NE 54th Street
- Connect dead end sidewalk to existing trail along creek (between 42nd + 43rd)
- Add amenities like soccer nets to open space along 47th Street (keep it open)



Aerial Image - Woodland Reserve Greenway

# WILDFLOWER PARK

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# ADDITIONAL ANALYSES

## SECTION CONTENTS:

- Signature Park Evaluation
- Additional Sports Complex Evaluation
- Recreation Center Evaluation
- Prairie Ridge Aquatic Center Expansion

# SIGNATURE PARK EVALUATION

The first additional analysis requested by the City of Ankeny was to evaluate the idea of a larger, central park in Ankeny. First, the consultant team was asked to evaluate the need and interest for a central park in Ankeny. Then, they were asked to develop a planning framework for a central park, including amenities, possible locations, and funding strategies. The final task was to elaborate on both the community and economic benefits of a central park.

Over the planning period, a discussion over the term “central” park occurred. In a community growing as fast as Ankeny, the definition of “central” is constantly evolving. It became clear that a more appropriate term for the type of community parkland currently lacking in Ankeny was a large signature community park. The difference between a central and signature park is mainly in the name and the connotations associated with them, however, the distinction felt important for a fast-growing community like Ankeny. This did not impact the analysis of the standards and public feedback, but had some impact on the recommended amenities and location options.

## Evaluating Community Support

To better understand community support for a central park, questions on the community survey were considered by the City of Ankeny and the consultant team. This included one question directly asking respondents about support for

this type of park in the City.

Question 19 on the survey asked, “Would you/your family support a large 50-70-acre Ankeny “Central Park” in Ankeny?”

Based on survey responses, seventy percent (70%) indicated they would support a large “Central Park” in Ankeny. Another twenty-six (26%) said no and five percent (5%) did not provide an answer to this question.

The second part of Question 19 asked respondents to indicate the “Recreation Opportunities Respondent Households Would Like to Participate in at a “Central Park.”

The most popular responses were:

- Walking / Exercising / Training (88%)
- Relaxing / Socializing (84%)
- Attractions, Programs, & Special Events (67%)
- Water Recreation Opportunities (54%)

Other survey question responses indicated the community did continue to support smaller neighborhood parks and the overall survey ranked a large community park as a mid-range priority.

During the key stakeholder interviews, the interviewees described an overall lack of open greenspace in the community’s park system. They explained that anywhere there is a small patch of turf, there is usually some sort of youth sports practice taking place after school. This decreases the amount of readily available green

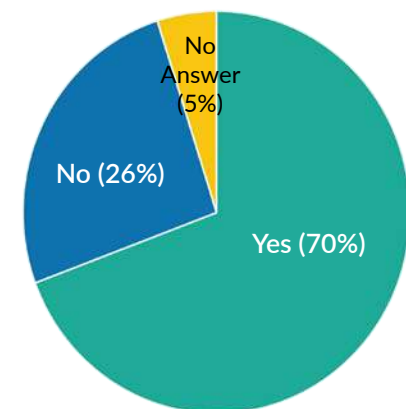
space for non-recreation park users. Having ample practice space for youth and adult sports is important, but so is having unprogrammed green open areas for play and relaxation.

Overall, the consultant team feels comfortable with concluding there is considerable support for a central park in Ankeny. While the community still indicates strong support for maintaining the smaller neighborhood parks that define the community’s park system, there appears to be support for a large, signature park in the community.

Figure 6.1 - Question 19 Response

Q19 - Would you/your family support a large 50-70-acre “Central Park” in Ankeny?

by percentage of respondents



Source: ETC Institute (2018)

# SIGNATURE PARK EVALUATION - NEEDS ASSESSMENT

## Evaluating Community Need

Generally, for a community of Ankeny's size, a level of service analysis would review the park system in terms of acres of park by park type. In Ankeny's system, the parks have been divided into the following categories:

- Mini
- Neighborhood
- Community
- Special Use
- Greenway

One key feature of the Ankeny parks system is the significant role and number of smaller neighborhood parks in the system. There are twenty (20) neighborhood parks and nine (9) mini parks. By contrast, there are only five (5) parks considered to be community parks. Further, this categorization was mainly based on number of acres and not function. For instance, Chautauqua Park occupies 47.4 acres but is largely unprogrammed and currently underutilized.

Figure 6.2 shows the current and recommended level of service levels by park type in Ankeny. Currently, there are 2.62 acres of neighborhood park per 1,000 residents and 2.64 acres of community park per 1,000 residents in Ankeny.

In an effort to tailor the level of service analysis performed for Ankeny to match the unique community needs and circumstances, the decision was made to adjust the level of service recommendations to place more emphasis on

maintaining the neighborhood park level of service with an expectation of 4.00 acres of neighborhood park per 1,000 residents. For comparison, the recommended level of service for community parks was set at 2.75 acres per 1,000 residents. Generally, we see this higher, somewhere between 5.5 to 8.0 acres per 1,000.

However, even at this reduced level of service, the City of Ankeny still has a need for additional community parks as of 2018 and has a community park acre deficit that continues to increase when population projections for the years 2020-2040 are considered. A summary of demand estimates for 2020-2040 are shown in Figure 6.2.

The consultant team feels confident that there is a definite need for at least two, possibly three large community parks in the 2040 horizon period. After discussions with City staff over the analysis results, it was determined that two parks of 30-40 acres was the most financially realistic size for these two parks. These parks will require acquiring larger blocks of land and will likely need to be accomplished outside of the standard parkland dedication associated with development due to the piecemeal nature of that approach.

Figure 6.2 - Park Category Level of Service + Recommended Acres 2018-2040

Park Type	Current Acres	Current LOS*	Rec'd LOS*	Meets Standard or Need Exists**				
				2018	2023	2030	2035	2040
Mini Parks	22.10	0.35	0.35	0	6	11	17	23
Neighborhood Parks	165.23	2.62	4.00	87	152	210	277	353
Community Parks	<b>166.20</b>	<b>2.64</b>	<b>2.75</b>	<b>7</b>	<b>52</b>	<b>92</b>	<b>138</b>	<b>190</b>
Greenways	239.70	3.80	3.80	0	62	117	180	252
Special Use	199.73	3.17	3.17	0	52	98	150	211
Public Golf Courses	196.70	3.12	3.12	0	51	96	148	207
Total Park Acres	949.66	15.71	17.19	93	375	625	909	1,237
* LOS = Level of Service   **Red Numbers indicate Needs Exist								



# SIGNATURE PARK EVALUATION - PLANNING FRAMEWORK

## PLANNING FRAMEWORK OVERVIEW

The consultant team was tasked with identifying possible amenities, locations, and funding strategies for a signature park in Ankeny. Further, the requested a list of community and economic benefits of a signature community park.

### Central Park Amenities

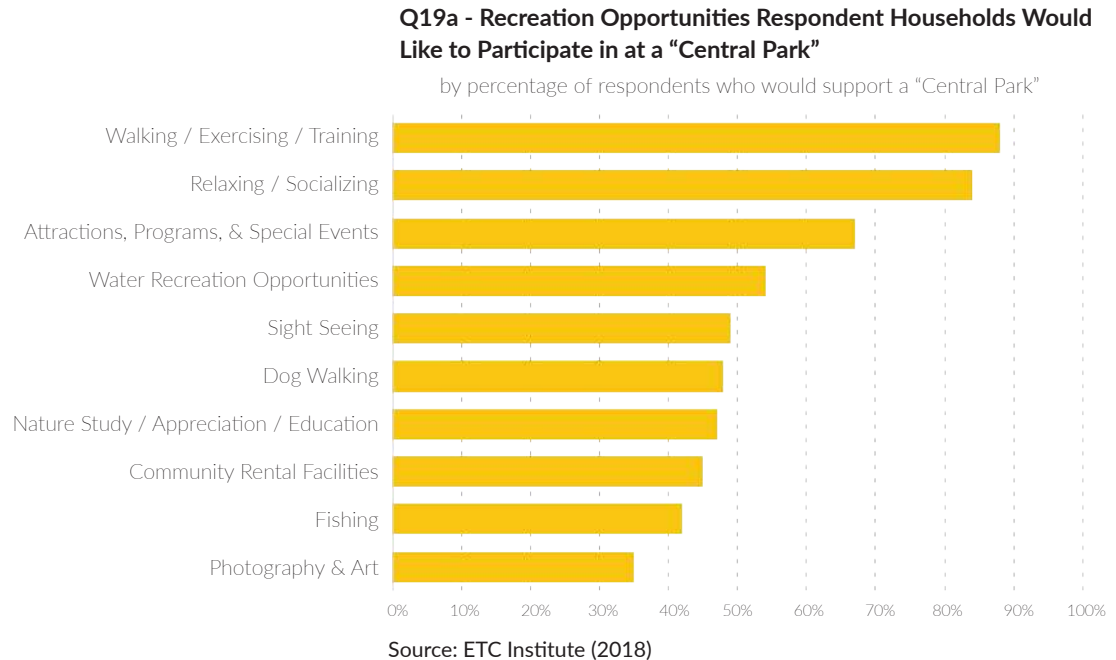
Generally, a signature park would be:

- Branded
- Impactful
- A place-maker
- Regional attraction
- Spurs economic growth
- Captures underserved market(s)
- Attracts next generation of visitors and advocates

Large, signature community parks serve a wider, more diverse audience than a neighborhood park aimed for playground space, or a special use park reserved for sports practice or games. Signature parks offer residents a diverse set features that attract visitors from every part of the community for days' worth of activities.

In the community survey, respondents that indicated support for a central park rated a set of possible recreation opportunities or amenities they would like in a central park. Figure 6.3 shows the responses by percentage. Overall, the responses indicate a desire for a more natural park space that offers opportunities for recreation and social interaction. It would offer a venue for programs and events and ideally have a water feature of some kind.

Figure 6.3 - Question 19a Response



# SIGNATURE PARK EVALUATION - PLANNING FRAMEWORK

## Community Benefits

There is a wide variety of benefits the community receives from community parks. Benefits vary from personal benefits, such as mental and physical health, to community-wide benefits, such as sense of pride and wellbeing. Park benefits include:

- Parks provide places for health and well-being accessible to people from all ages, incomes, and abilities
- Provide a gathering space for families and social groups
- Tangible reflection of the quality of life in a community.
- Community involvement in neighborhood parks associated with lower levels of crime and vandalism
- Parks provide a sense of public pride and cohesion

## Economic Benefits

There is considerable evidence to support the economic benefits parks contribute to municipalities.

- Parks improved the tax base and increase property values. Land closer to parks see an increase in value
- Tree cover in parks help with stormwater runoff, reducing the need for additional expensive gray infrastructure
- Quality parks and recreation are one of the top 3 reasons businesses cite in relocation decisions
- Parks and recreation programs produce a significant portion of operating costs from revenue generated from fees and charges
- Money generated from sports tournaments and special events generate local taxes through hospitality, tourism, equipment, and fuel purchases.

## CENTRAL PARK LOCATION OPTIONS

Given the need for one to two community parks by 2040, the consultant team worked with the City to identify the general areas of town most suitable for a signature community park. Exact parcels were not selected, but general areas appropriate for parkland have been highlighted.

Three possible central park possible locations have been identified. The three options are spread throughout the 2040 planning period and have been listed in order of priority over time. Priority was determined based on current and future growth and development trends.





# SIGNATURE PARK EVALUATION - LOCATION OPTIONS

## Location Option A - Northwest Ankeny

Northwest Ankeny continues to experience a high amount of residential and commercial growth. An elementary school was constructed here in 2014, a significant infrastructure investment in the area. Given all the growth and investment, northwest Ankeny naturally emerged as one of first priority areas suitable for a large, signature, community park location.

The land cover in the undeveloped part of northwest Ankeny is typically agricultural. Trees are scarce, and the topography of the land is mostly flat. A large community park in this location would likely need to be more created from scratch as there are fewer natural features present. However, there is an existing stream to incorporate into any park location options and design.

Rock Creek is a type 1 perennial stream that runs through northwest Ankeny. Several parts of the stream already are under city ownership including the Rock Creek Greenbelt. The popular High Trestle Trail and several existing parks (highlighted in Figure 6.4) already exist in the area.

Ideally, a central community park in this area of Ankeny would be placed with access to the High Trestle Trail and the Rock Creek stream buffer area.

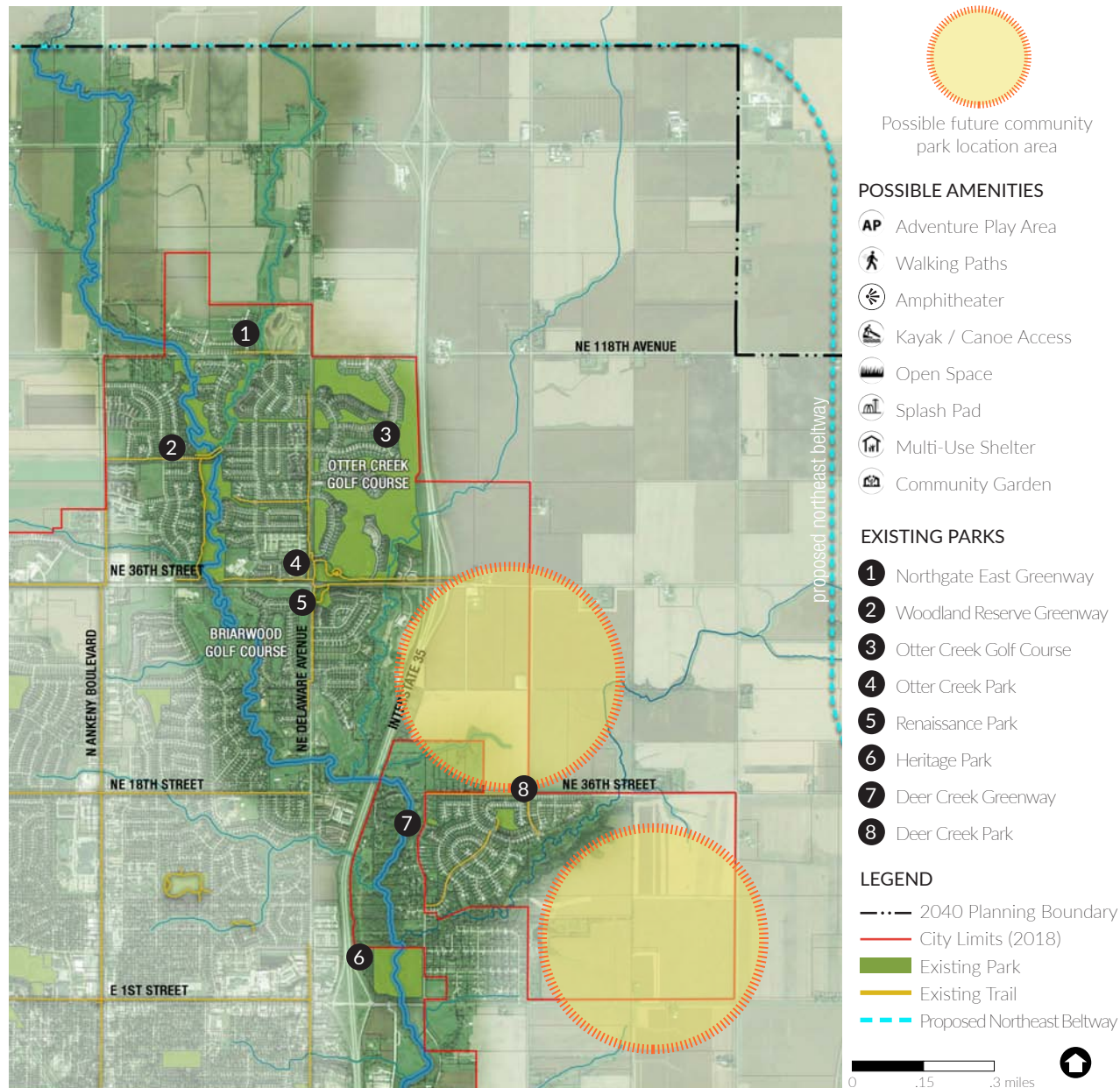


Figure 6.4 - Northwest Ankeny Central Park Option A



# SIGNATURE PARK EVALUATION - LOCATION OPTIONS

Figure 6.5 - Northeast Ankeny Central Park Option B



## Location Option B - Northeast Ankeny

The northern segment of Four Mile Creek in northeast Ankeny already has several parks and greenways. The parks located along here include special use parks, greenways, public golf courses, and several neighborhood parks. A larger community park would be complementary to the park system present in this area.

There has been significant residential and commercial growth and development in this area of Ankeny in recent years. Also, *The Ankeny Plan 2040* predicts significant commercial and residential growth in the area east of Interstate 35 at NE 36th Street during the planning period.

A large signature park in this area of town would be able to take advantage of some of the natural features present along Four Mile Creek. This includes areas directly along the stream path that have more significant tree cover and ponds/wetland areas. The natural environment would help dictate the look and function of the park in this area of town much more than in the northwest. With survey results indicating a desire for more natural areas, this area has also been categorized as high priority for a second central community park.

A community park on the east side of Interstate 35 would also help residents in eastern neighborhoods such as the Deer Creek subdivision feel more connected to the City of Ankeny and its park and trail system. This isolation was a common website comment made from east of the interstate Ankeny residents.

# SIGNATURE PARK EVALUATION - LOCATION OPTIONS

## Location Option C - Southeast Ankeny

The long-term population projections for Ankeny predict a 2040 population of between 90 to 130,000 residents. The planning boundary for this period extends east of Interstate 35, an area with fewer park options currently. Given this extensive timeline, a community park location in this less developed area of Ankeny has been highlighted.

Southeast Ankeny has not historically experienced significant residential growth aside from the residential areas around Hillside Park and the Clover Ridge Greenway. The area has a significant amount of industrial development due to its proximity to two major interstates. However, this part of Ankeny's planning boundary has the most natural environmental features that would make for a beautiful park with mature tree cover and water access. Further, this area of Ankeny has access to the popular regional Chichauqua Valley Trail.

A signature park in this area of Ankeny could help fill the community's desire for more trails, nature experiences, and the unpaved/hiking trails. Additionally, it could help complete a loop of greenspace, parks, and trails throughout Ankeny's planning area. Further, a significant park investment could help spur additional residential and commercial growth in this part of Ankeny. Also, if the proposed northeast beltway highway is constructed, this area would soon face significant development pressure, necessitating a dedicated investment by the City to preserve adequate greenspace in the area.



### POSSIBLE AMENITIES

- Adventure Play Area
- Walking Paths
- Regional Trail Access
- Water Feature
- Open Space
- Splash Pad
- Multi-Use Shelter
- Community Garden

- 1** Heritage Park
- 2** Clover Ridge Greenway
- 3** Hillside Park

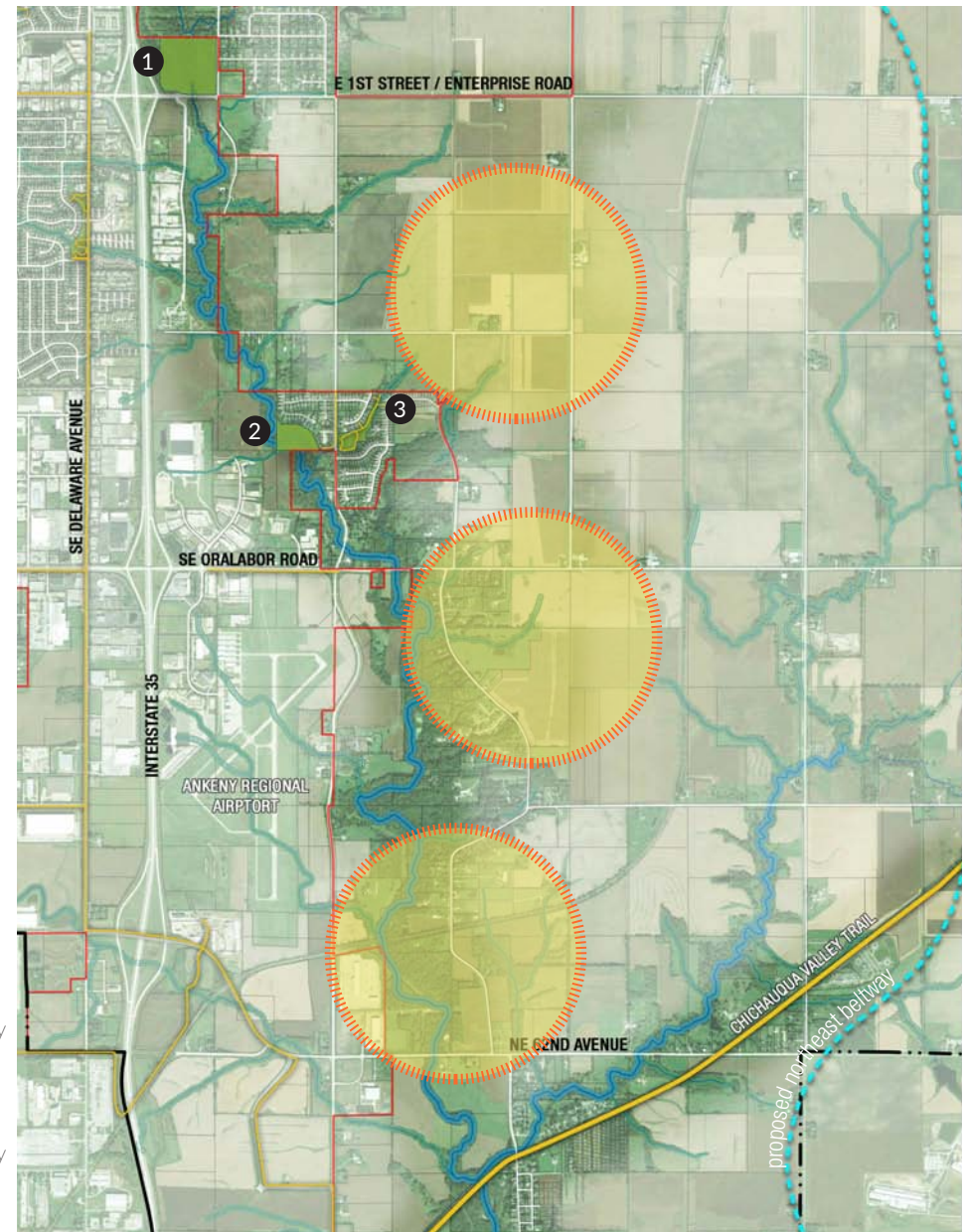
### LEGEND

- 2040 Planning Boundary
- City Limits (2018)
- Existing Park
- Existing Trail
- Proposed Northeast Beltway

0 .15 .3 miles



Figure 6.6 - Southeast Ankeny Central Park Option C





# SIGNATURE PARK EVALUATION - FUNDING STRATEGIES

## Funding Strategies

Given the existing financial practices of the City, the following funding sources are recommended for a future signature community park site:

- Tax Increment Financing (TIF)
- Land dedication
- Impact fees
- Redevelopment fees

In addition to these sources, it would benefit the City to examine the possibility of adding a “lease” option to all acquired land. This option involves purchasing more acreage than required for the park site and leasing it to other sectors (not selling it) as to generate operational money for the park system. This strategy has been used across the country (and world) to great success. Prime examples of this strategy include:

- Brooklyn Bridge Park (New York City)
- Epic Park (Grand Prairie, TX)
- Mission Bay (San Diego)
- Birkenhead Park (Birkenhead, Merseyside)
- Prince's Park (Liverpool)
- Regent's Park (London)

Figure 6.7 - Funding Strategy Feasibility + Implementation Assessment

Park Type	Implementation Feasibility	Implementation Risk	Currently Practicing
<b>Tax Increment Financing (TIF)</b>	High	Low	Yes
<b>Dedication / Development Fees</b>	High	Low	Yes
<b>Impact Fees</b>	High	Low	No
<b>Redevelopment Funds</b>	Medium	Medium	No





# ADDITIONAL SPORTS COMPLEX EVALUATION

The second additional analysis requested by the City of Ankeny was to evaluate the idea of an additional sports complex in Ankeny. The first assigned task was to evaluate the community need and interest for an additional sports complex. Second, to generate a concept that includes types of fields, associated amenities, possible locations, and funding strategies. Finally, they requested for the economic and community benefits of an additional sports complex be outlined.

Currently, the major sports complex in Ankeny is the Prairie Ridge Sports Complex located at 1510 NW Ash Drive. The major amenities present at the Prairie Ridge Sports Complex include:

- Fifteen (15) Baseball Fields
- Nine (9) Soccer Fields
- Six (6) Softball Fields
- Five (5) Football Fields
- Ten (10) Baseball / Softball Fields with Lights
- Four (4) Soccer Fields with Lights
- Four (4) Concession Stands with Restrooms
- Ninety (90) Acres of Turf
- Parking Lot with 1,200 Car Capacity
- Walking Trails
- Two (2) Playgrounds
- Two (2) Ponds for Fishing
- Open Space

## Evaluating Community Interest

To assess the community's interest in the creation of an additional sports complex, the consultant team worked with the City to assess feedback received from the statistically valid survey, stakeholder interviews, and project website comments.

The community survey suggested moderate support for an additional sports complex. Based on the community survey, recreation facilities were categorized into high, medium, and low priority groups using a Priority Investment Rating (PIR). The Priority Investment Rating was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Compared to other facility types, the survey respondents did not identify additional sport fields such as baseball/softball or soccer/football/lacrosse fields as high priority needs. Per the survey created PIR, baseball/softball fields and soccer/football/lacrosse fields were both categorized as a Low Priority.

However, the survey did suggest some moderate support for additional fields and/or

sports complexes. One question had survey respondents allocate a budget of \$100 to different priorities. Of the \$100 budget, survey takers allocated on average \$14.43 to the "Construction of new outdoor facilities (e.g. sports fields/diamonds, parks, shelters)."

There was a significant divide between survey takers, the key stakeholders interviewed and the online comments. Among key stakeholders interviewed, the interest for an additional sports complex was very strong. Many of the representatives from the softball, baseball, soccer, and lacrosse teams suggested that a second sports complex would be fully utilized at today's demand, not even considering increased future demand due to population growth in the planning period. This belief was repeated by representatives from both organized club teams and the Ankeny Parks & Recreation teams.

The project website comments similarly suggested the current facility was overly congested to the point of needing an additional large-scale facility. While many of the comments about the Prairie Ridge Sports Complex focused on issues with the parking lot design and function, there were several comments made about the City outgrowing this facility. The amount of congestion referenced, particularly on weekends, in itself supports a need for an additional facility. With population projections predicting additional high growth throughout

# ADDITIONAL SPORTS COMPLEX - NEEDS ASSESSMENT

the City, the congestion issues plaguing the facility will likely only continue to increase.

## Evaluating Community Need

In evaluating the community need for an additional sports complex, an assessment of the level of service offered by the City compared to recommended levels of service was completed. Further, future demand was estimated by facility type for 2020-2040 based on current population projection models.

As part of the analysis, park facilities were categorized as 'Meets Standard' or 'Need Exists.' Currently, the number of softball fields and rectangular fields for the City of Ankeny meets the needs of the community based on level of service standards. However, even in just five year's time (2023), the estimated population growth slides the City into the 'Need Exists' category for nearly every facility type evaluated,

including softball / baseball fields.

This standard, in combination with the anecdotal evidence provided by the key stakeholders interviewed, identifies a strong need for an additional sports complex in the planning horizon period.

The current level of service for

- Rectangular Fields = 1 field per 3,360
- Softball Fields = 1 field per 6,462
- Baseball Fields = 1 field per 3,452

The recommended level of service for

- Rectangular Fields = 1 field per 3,800
- Softball Fields = 1 field per 6,000
- Baseball Fields = 1 field per 3,500

Based on the recommended level of service for each facility type present at the Prairie Ridge Sports Complex, the number of rectangular

fields and baseball fields did meet the level of service for Ankeny based on the current population. The level of service for softball fields was classified as 'Need Exists' by 1 field.

Based on projected population levels for the years 2020-2040, all three facility types will be classified as 'Need Exists' by 2023. By 2040, there will be demand for an estimated 15 rectangular fields, 12 softball fields, and 19 baseball fields.

These demand estimates call for roughly a doubling of the current facility. Some of this demand can be met by integrating new fields into existing and future parks. However, the consultant team feels confident in determining there is a strong community need for a second sports complex within the 2040 planning period.

**Figure 6.8 - Rectangular Fields, Softball Fields, and Baseball Fields Level of Service + Recommended Fields 2020-2040**

Facility Type	Ankeny	Schools	Total Inventory	Current LOS*			Rec'd LOS*			Meets Standard or Need Exists**				
										2018	2023	2030	2035	2040
Rectangular Fields	15.00	3.75	18.75	1	field per	3,360	1	field per	3,800	0	2	6	10	15
Softball Fields	9.00	0.75	9.75	1	field per	6,462	1	field per	6,000	1	3	6	9	12
Baseball Fields	17.00	1.25	18.25	1	field per	3,452	1	field per	3,500	0	4	9	13	19

\* LOS = Level of Service / Field per I \*\*Red Numbers indicate Needs Exist

# ADDITIONAL SPORTS COMPLEX - PLANNING FRAMEWORK

## PLANNING FRAMEWORK OVERVIEW

In addition to assessing the community interest in and community need for an additional sports complex, the City of Ankeny asked what types of fields and associated amenities that would be appropriate for a hypothetical second sports complex. To assess the types of facilities needed, the consultant team looked at the current facility offerings and assessed the predicted trends for sports both nationally and within Ankeny specifically.

Activities with large participation increases nationally (2011-2016):

- Stand-up paddling (181%)
- Adventure racing (149.5%)
- Non-traditional/Off-road triathlon (108.2%)
- Rugby (82.4%)
- Boxing (82.4%)
- Trail running (59.7%)
- Roller hockey (55.9%)

Activities with large percentage decreases nationally (2011-2016):

- Roller skating - in-line (-27.8%)
- Football - touch (-26%)
- Ultimate frisbee (-24.5%)
- Racquetball (-17.9%)

An important factor in determining the type of fields and associated amenities that would be located in an additional sports complex is future trends for sports, especially youth sports in the case of Ankeny. In general, the sports popular in Ankeny align with sports experiencing continued growth nationally.

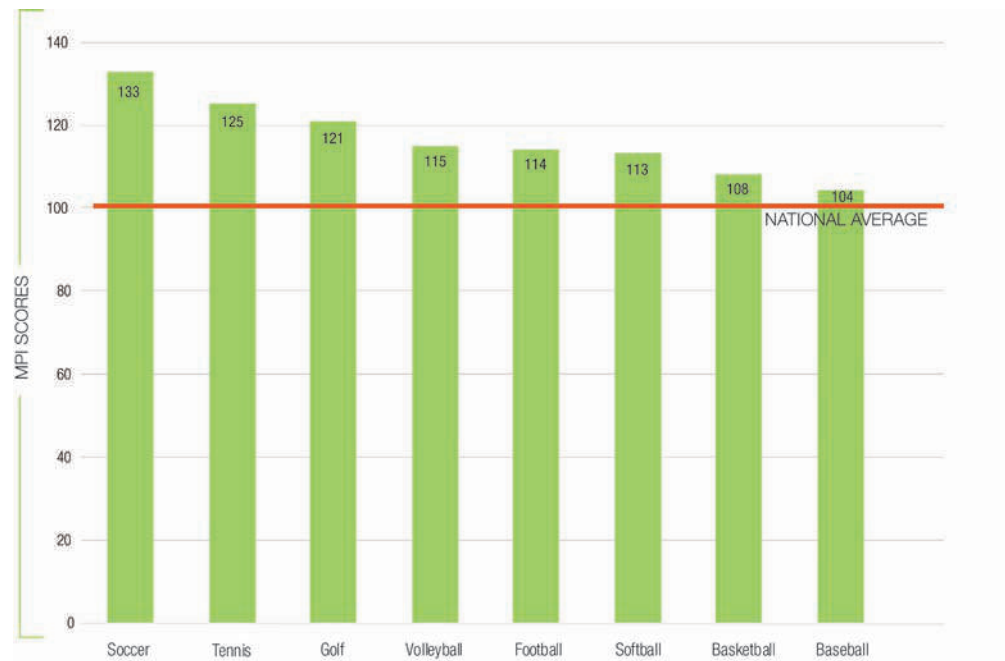
The General Sports Market Potential Index (MPI) for Ankeny is significantly above the national average for the following sports:

- Soccer (MPI = 133)
- Tennis (MPI = 125)
- Golf (MPI=121)
- Volleyball (MPI=115)
- Football (MPI=114)
- Softball (MPI=113)
- Basketball (MPI=108)
- Baseball (MPI=104)

Many of these facilities are currently offered at the Prairie Ridge Sports Complex. The consultant team would suggest the future sports facility continue to focus on these core facility types:

- Soccer fields
- Baseball Fields
- Softball Fields
- Lacrosse / Football
- Tennis Courts

Figure 6.9 - Market Potential Index - Sports in Ankeny, Iowa





# ADDITIONAL SPORTS COMPLEX EVALUATION - OPTION A

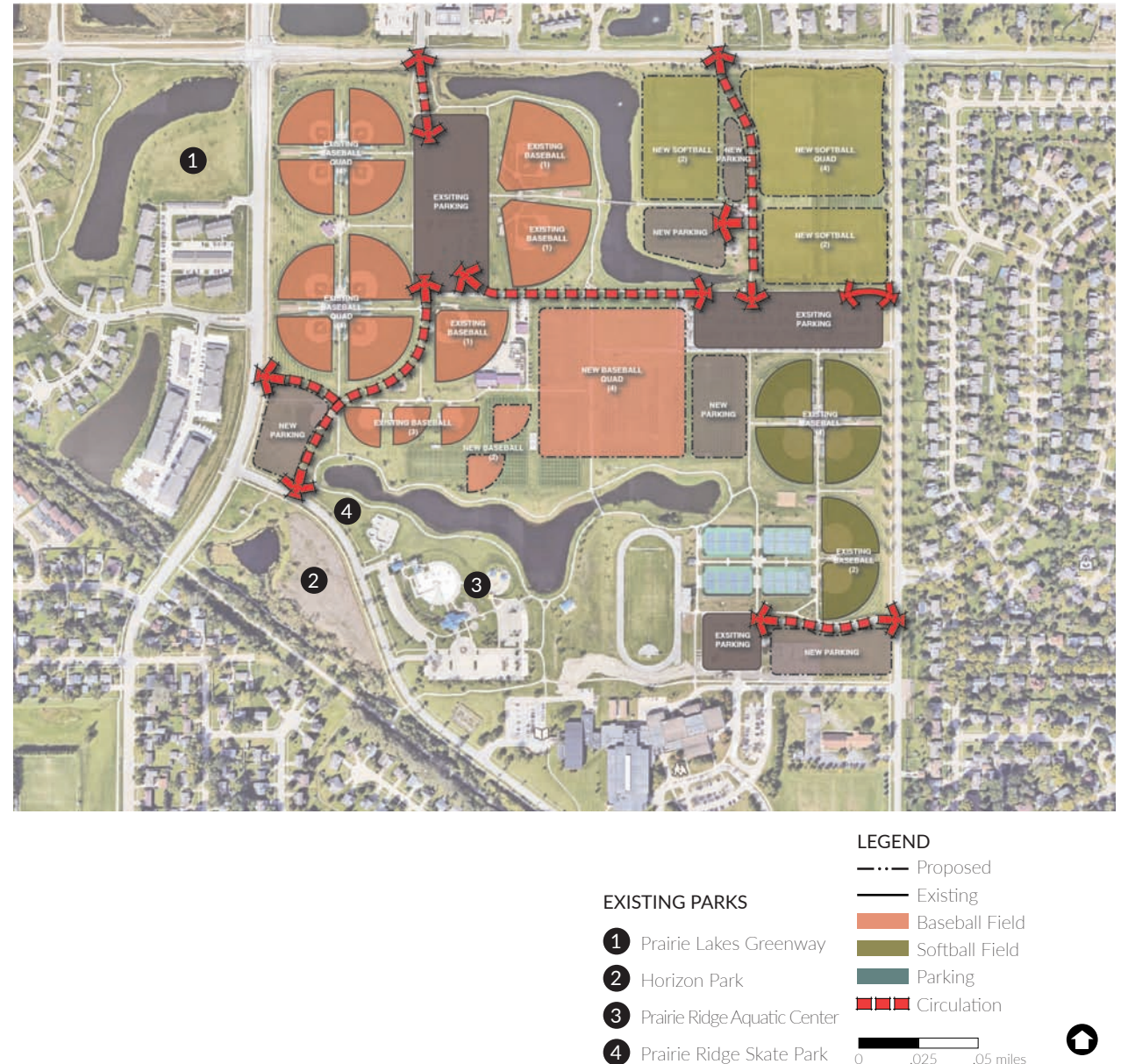
## Option A - Retrofitting Prairie Ridge Sports Complex + Creating a Soccer Village

One option to address the need for an additional sports complex is to retrofit the existing Prairie Ridge Sports Complex into an all softball and baseball facility and create an all new soccer, lacrosse, and football complex in another area of the community.

The consultant team sketched out a possible retrofit design for the existing Prairie Ridge Sports Complex. A retrofit of the Prairie Ridge Sports Complex would include transforming the soccer, football, and lacrosse rectangular fields into an additional six (6) baseball diamonds and eight (8) softball diamonds. The proposed retrofit design also incorporates four (4) additional parking lots throughout the sports complex and additional circulation routes and entrances/exits into the facility. This would work to address both the demand for additional softball and baseball fields and the parking lot safety concerns heavily addressed during the public engagement process.

Option A would require the construction of an additional sports complex designed specifically with rectangular fields for soccer, football, or lacrosse. Given the estimated demand for rectangular fields by 2040, this sports complex should expect to include an additional 10-16 rectangular fields. This would require 60-80 acres of somewhat flat ground. It also should be considered to include an indoor turf facility in this location.

Figure 6.10 - Prairie Ridge Sports Complex Retrofit Diagram Sketch



# ADDITIONAL SPORTS COMPLEX EVALUATION - OPTION B

## Option B - Prairie Ridge Sports Complex II

Option B for an additional sports complex would be to construct a second sports complex facility with similar size and function of the Prairie Ridge Sports Complex today.

Based on demand estimates for 2040, the current composition of the sports complex would be consistent with the needed facilities by 2040.

National trends in combination with Ankeny's market potential index indicate continued growth in demand for soccer fields, tennis courts, and baseball fields. Football is experiencing a decrease in demand nationally, but still holds an above average MPI for Ankeny.

The location of the new sports facility could theoretically be located in several locations throughout the planning area. Possible locations have been identified in Figure 6.12. Given the location of the current facility, it may be advisable to locate a second Prairie Ridge Sports Complex-like facility in a different area of Ankeny to try and alleviate traffic concerns resulting from tournaments, commonly held over weekends. The east side of Ankeny near Interstate 35 would offer easy access to the interstate, the westside of Ankeny, and a variety of commercial and hospitality locations near Interstate 35 and Oralabor Drive.

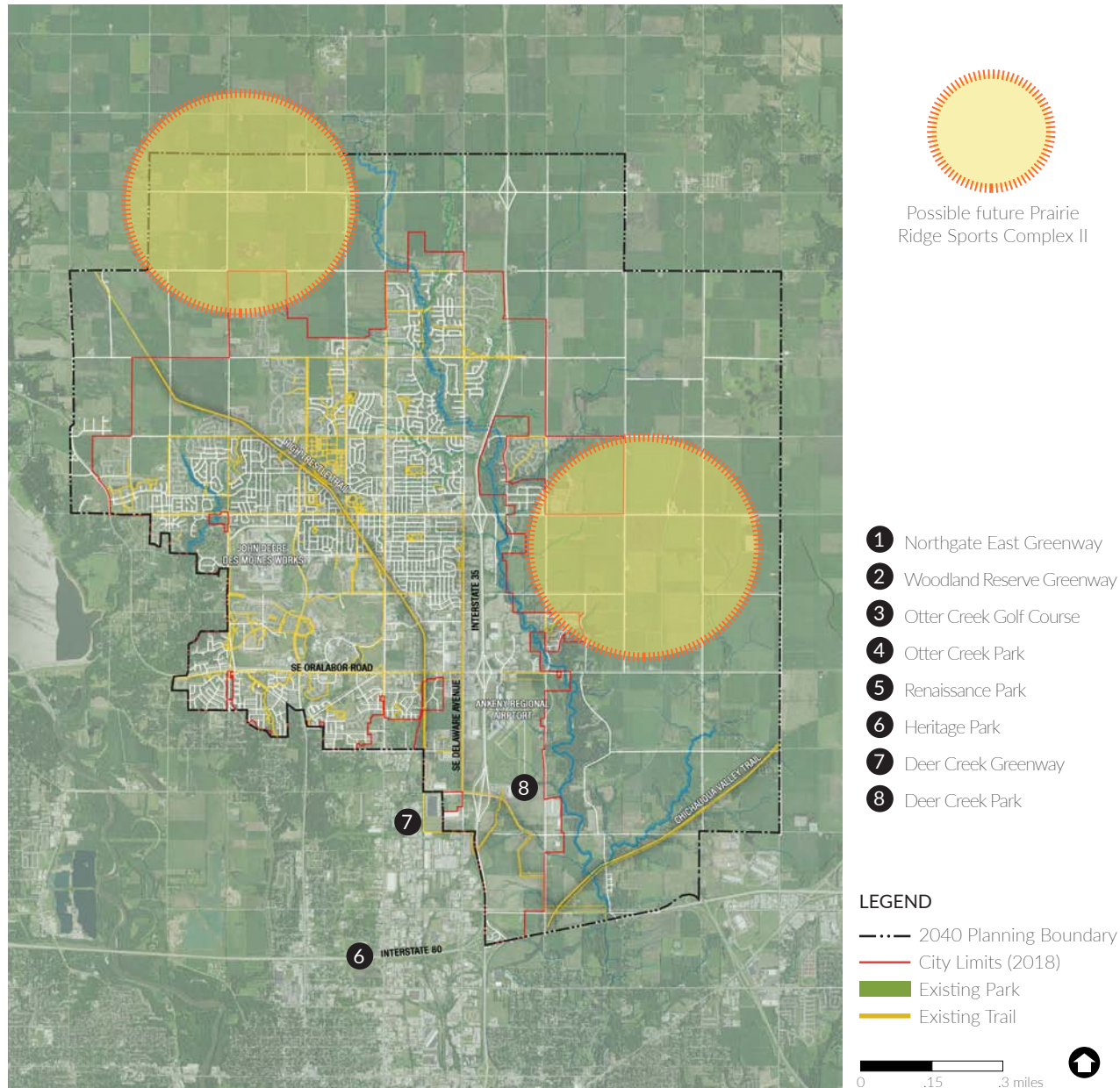
Figure 6.11 - Lee's Summit, Missouri Sports Complex Aerial





# ADDITIONAL SPORTS COMPLEX EVALUATION - OVERALL RECOMMENDATIONS

Figure 6.12 - Northeast Ankeny Central Park Option B



## OVERALL RECOMMENDATIONS

Add adjacent amenities:

- ▣ -Food
- ▣ Hotels
- ▣ Entertainment

Buy more property than needed. Lease until expansion is necessary

Plan now - it is coming

Think about local + regional vehicular access

Sports tourism is real (capitalize on it)

Look for corporate sponsors and private funding

Do it right when you move forward



# RECREATION CENTER EVALUATION

The third additional analysis requested by the City of Ankeny was to evaluate the need and interest for a Recreation Center in Ankeny. This evaluation included the generation of a planning framework that outlined the facility size(s), features, associated amenities, possible locations, funding strategies, and both the community and economic benefits of a Recreation Center.

## Evaluating Community Support

Community support was assessed using both the statistically valid survey completed during the planning process and feedback received during stakeholder interviews.

The statistically valid survey completed during the planning process indicated strong support for indoor recreation facilities. Based on the community survey, recreation facilities were categorized into high, medium, and low priority groups using a Priority Investment Rating (PIR). The Priority Investment Rating was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Indoor recreation facilities evaluated and the associated priority level rating include:

- Indoor Swimming Pools / Leisure Pools (High)

- Indoor Running / Walking Tracks (Medium)
- Indoor Fitness & Exercise Facilities (Medium)
- Indoor Lap Lanes for Exercise Swimming (Medium)
- Indoor Basketball / Volleyball Courts (Low)

Key stakeholder interviews showed a strong need for indoor recreation space within the community. Currently, Ankeny has no city-owned indoor recreation gym or practice space. As a result, the City must pay for gym space through the Ankeny Community School District.

It was revealed through the the public input process, that the amount of gym space made available for the Parks & Recreation Department use has steadily been decreasing over the past five years or so. The consultant team heard reports of late practice times for younger children and an overall lack of gym space to meet demand for indoor sports such as basketball and volleyball.

During the planning period, it was publicly announced that the space currently occupied by the YMCA would be transferred back to the Ankeny Community School District in 2020. This removes one of two public indoor swimming pools from Ankeny residents, placing additional need on the City to provide an alternative option.

There was a lot of support from the soccer community for a recreation facility with indoor turf. Relying on outdoor fields puts competitive

teams at a disadvantage compared to teams that can practice year-around in warmer climates. This same sentiment was repeated by softball and baseball teams looking for practice space in the colder months.

Sports that rely entirely on indoor space such as basketball and volleyball also indicated that an indoor recreation facility with dual purpose courts are needed within their growing recreation and club teams. Larger tournaments are difficult to schedule under current conditions because of the amount of gym space required. These tournaments have the ability to bring significant economic development to a community through restaurants, equipment purchases, hotel/motel reservations, and fuel purchases.

# RECREATION CENTER - PLANNING FRAMEWORK

## Evaluating Community Need

Community need was assessed using level of service standards identified based on national standards for indoor pool and indoor recreation square footage.

Currently, the Parks & Recreation programs rely exclusively on gym and indoor recreation space through the Ankeny Community School District. Over the last few years, the amount of gym space dedicated for Parks & Recreation program use has been dwindling and the long-term future of this space is unknown and subject to increased restrictions. It is possible at some point, due to increasing demand that has resulted from a growing student body, the school district may cease offering gym space for the Ankeny Parks & Recreation Department entirely.

If and when this happens, Ankeny will be in a reality where they are no longer able to offer adequate practice space for the high demand recreation programs they offer. These recreation programs play an important role in the quality of life for community residents of all ages.

Currently, the City of Ankeny has no public-owned indoor pools. Privately owned indoor pools place the City's current level of service at 1 indoor pool per 42,000. The recommended level of service for indoor pools has been set at 1 indoor pool per 35,000. By 2023, there is a need for an additional indoor pool and a demand for two (2) more indoor pools by 2040 based on current population projections.

The total inventory of indoor recreation space was calculated to be 48,500 square foot based on access available to the City. This sets the current level of service at 0.77 square feet per person. The recommended level of service for indoor recreation was set at 1 square foot per person. As of 2018, the City of Ankeny is already facing a deficit of at least 77,500 square feet of indoor recreation space. In 2023, this deficit will increase to 110,290 square feet. By 2040, the City of Ankeny will have demand for an additional 210,514 square feet of indoor recreation space.



Figure 6.13 - Indoor Pools + Indoor Recreation Level of Service + Recommended Fields 2020-2040

Facility Type	Ankeny	Schools	Trail Point + YMCA	Total Inventory	Current LOS*			Rec'd LOS*			Meets Standard or Need Exists**				
											2018	2023	2030	2035	2040
Indoor Pools	-	-	1.5	1.5	1	site per	42,000	1	site per	35,000	0	1	1	1	2
Indoor Recreation	-	36,000 sq. ft.	12,500 sq. ft.	48,500 sq. ft.	0.77	sq. ft. per	person	1	sq. ft. per	person	77,500 sq. ft.	110,290 sq. ft.	139,306 sq. ft.	172,388 sq. ft.	210,514 sq. ft.

\* LOS = Level of Service / Field per | \*\*Red Numbers indicate Needs Exist

# RECREATION CENTER - PLANNING FRAMEWORK

## PLANNING FRAMEWORK OVERVIEW

In addition to determining need interest for a Recreation Center in Ankeny, the consultant team was also tasked with identifying facility size, features, amenities, possible locations, funding strategies, and both the community and economic benefits of a Recreation Center.

### Facility Size

Facility size was estimated by comparing current facility square footage availability compared to recommended square footage based on national trends and standards. Currently, the City of Ankeny relies on outside sources for all its indoor facility recreation needs. This is predominantly received through a partnership with the Ankeny Community School District.

Ideally, the City would be forward thinking and aim to construct a facility that meets a longer-term demand estimate. In this case, that would necessitate a facility or multiple facilities totaling between 140,000 (2030 estimate) to 210,000 (2040 estimate) square feet.

### Facility Amenities

The type of amenities to be offered by the Recreation Center were determined based on need and demand estimates.

Recommended amenities include:

- Convertible basketball / volleyball courts (8)
- Turf field (1-2)
- Indoor running track
- Indoor pool

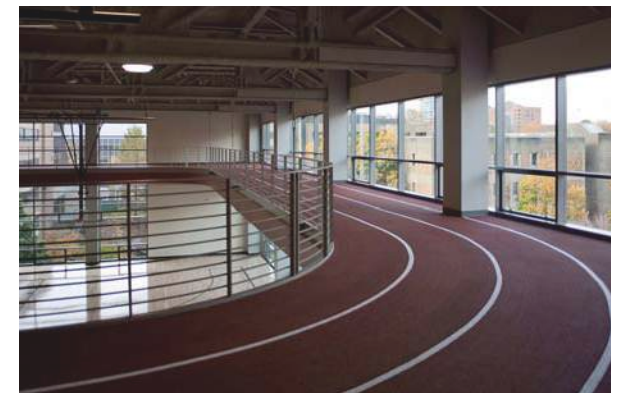
### Community Benefits

The community benefits an indoor recreation center would be multi-faceted. The recreation center would provide permanent gym space for the many youth and adult recreation programs.

Both the survey and key stakeholder interviews indicated this is a facility Ankeny residents really want in their community. If constructed, not only would this facility help meet the needs of a wide number of households, but also contribute to the idea that feedback given on community surveys and through public engagement translate into actual initiatives that are followed through by city leadership and staff.

### Economic Benefits

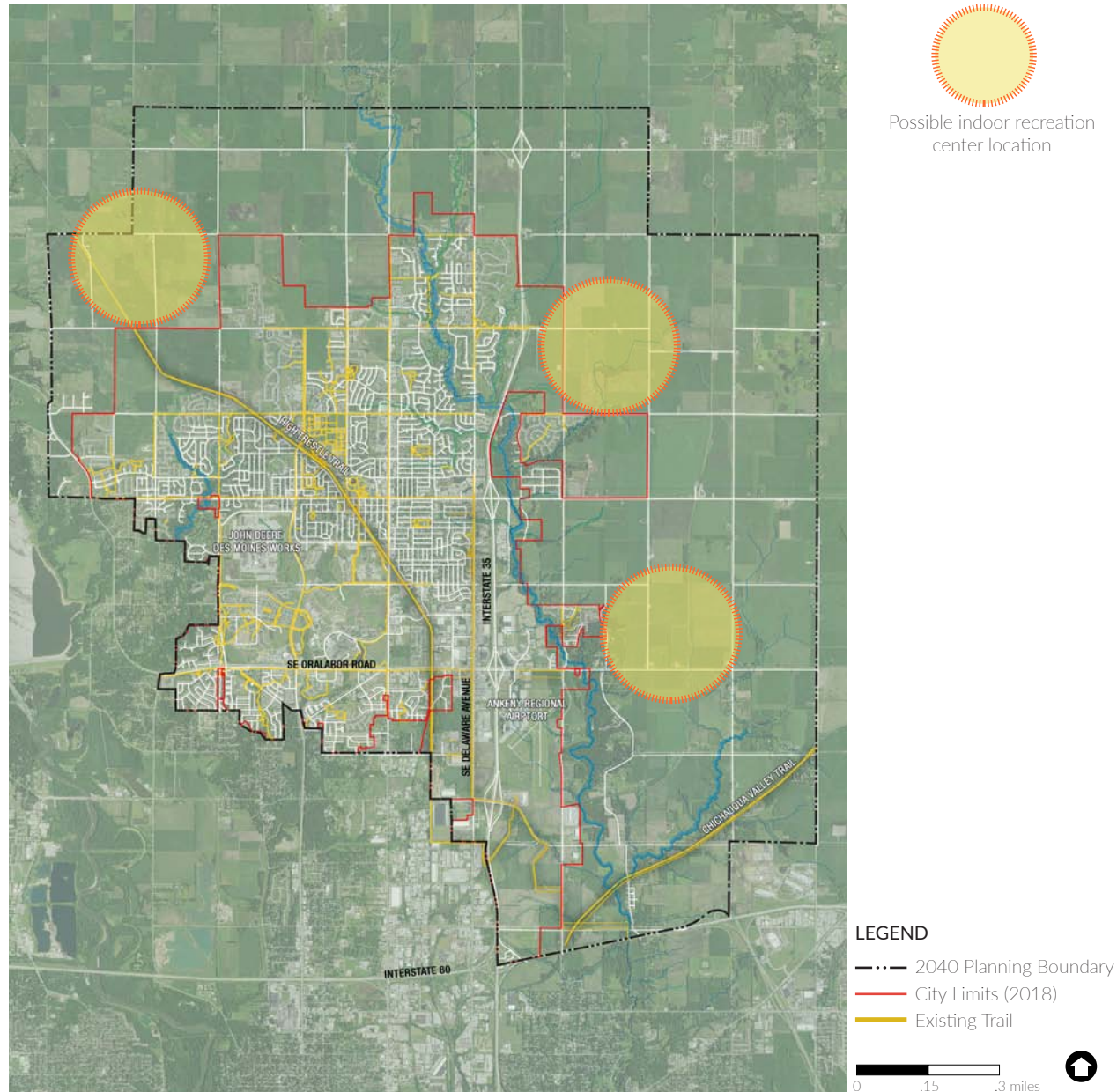
An indoor recreation center could have many economic benefits. This includes an additional revenue-generating location for tournaments which bring in economic development for many areas of the community. The city would also be able to increase revenue through renting the facility space to various groups and sports programs.





# RECREATION CENTER - PLANNING FRAMEWORK

Figure 6.14 - Recreation Center Possible Locations



## POSSIBLE LOCATIONS

The nature of an indoor recreation facility allows for many sites to be suitable. Location may have more to do with combining appropriate amenities rather than considering any geographic features that may limit development.

One option would be integrating the recreation center into a new large, central park being proposed as part of this planning effort. The recreation center could be a signature element of the central park. Not only would the recreation center be an additional amenity for the central park, but the other amenities offered in the central park could be further utilized by visitors of the recreation center.

Another option would be to integrate the indoor recreation center with the location of the second sports complex concept proposed in this report. Specifically, a new soccer / lacrosse / football focused sports complex could have an indoor facility that integrates turf to enhance the overall field experience of the complex.

# PRAIRIE RIDGE AQUATIC CENTER EXPANSION

**T**he fourth and final additional analysis requested by the City of Ankeny was for the consultant team to evaluate the possibilities and recommend options to expand the Prairie Ridge Aquatic Center to accommodate future growth. The evaluation was to include a planning framework for facility improvements, recommended amenities, the community and economic benefits of expanding the current facility, an overview of funding strategies, and the estimated cost of the project.

Waters Edge was included in the consultant team specifically to assess the expansion opportunities available to the City given the current size and location of the Prairie Ridge Aquatic Center.

## PLANNING FRAMEWORK OVERVIEW

### Recommended Amenities

There are several aquatic amenities that should be considered for expanding and/or enhancing the Prairie Ridge Aquatic Center. There are two main groups of amenities on which to focus: those within the current pool area and those outside the existing pool area.

The key recommendations for amenities that are within the present pool include:

- Expanding the lap area
- Adding deep water
- Moving the family slide
- Adding shade in the water
- Relocating existing spray pad features

Two lanes can be added along the south side of the existing lap area. Adding a deep-water pool along the lap area gives the Prairie Ridge Aquatic Center the water areas and depths they are currently missing. This will support more space for lessons and deep-water exercise and recreation. A climbing wall can also be added to the diving area for additional recreation.

The current family slide ends in shallow water. A pad was added to help make it safer, but a better ride experience will result from moving the slide to the current water walk area.

Shade is an increasing demand at most pools, especially in shallow water. Shade additions were made on the deck around the zero-depth area, but we recommend adding shade within the large shallow area along with simple seating. This will provide enhanced leisure and recreation places within the large existing zero-depth pool.

The existing spray pad is experiencing piping failures and other operation problems. Instead of reconstructing the spray pad at the current location, we recommend salvaging the spray features and installing them in the exiting zero depth area. The pool floor can be modified for the needed piping and spray supports.

Further, we recommend keeping the large existing water slides until they deteriorate and then replace them with larger slides with newer fun features such as infinity drops or other exciting slide features.

The major aquatic addition that should be considered is a lazy river along with additional water slides. If the existing spray pad is removed, space will exist east of the exiting pool for a lazy river with enhanced features. Waves, rock scape with waterfalls, spray features, a connected plunge pool and even a zero-depth area are recommended possibilities.

The available site south and east of the existing pool offers space for additional parking and additional aquatic features. Both of these items may be needed as the Ankeny community continues to grow. The Prairie Ridge Sports Complex site is fortunate to support an aquatic facility with space to grow and provide the recreation, exercise and learning preferences of the Ankeny community.

### Community + Economic Benefits

During planning for the Cascade Falls Aquatic Center, the goals included keeping the Prairie Ridge Aquatic Center as is to provide a shallow water emphasis and perhaps a quieter facility. As Ankeny continued to grow, the Cascade Falls Aquatic Center pool became busy and patrons looked to the Prairie Ridge Aquatic Center as an alternative but it lacks the deep water, the larger lap area, and a lazy river. The goal now is to enhance the Prairie Ridge Aquatic Center to be an equal alternative to the Cascade Falls Aquatic Center. This is feasible with the additions recommended in this Parks & Facilities Comprehensive Plan Update.

# PRAIRIE RIDGE AQUATIC CENTER EXPANSION - PLANNING FRAMEWORK

An overall community benefit is the development of the Prairie Ridge Aquatic Center to have more equivalent recreation features to the Cascade Falls Aquatic Center. Overcrowding at the Cascade Falls Aquatic Center could then be reduced. Patrons will have a better choice of which pool to attend based on their location. The entire Ankeny community will be better and more fairly served.

The current pool facility was designed without deep water, with a small lap area, and an emphasis on shallow water including a large expanse of zero-depth water. This arrangement may have been appropriate at the time, however, now patrons prefer a more balanced range of water depths for recreation. Adding a deep area and more lap lanes will help balance the large shallow area with more versatile and deeper water.

Two other key opportunities for improving the Prairie Ridge Aquatic Center are adding shallow water features and a lazy river. Better use of the large shallow area makes good economic sense. Replacing the spray pad is needed, so using the existing open shallow area is reasonable. By adding a lazy river, the facility will address another key missing element of the current facility offerings. Both items appeal to young families. The river will interest all ages and abilities for gentle recreation and conversation with family and friends.

It would seem easier to abandon the older pieces at the pool, but many items still offer value to the community. The larger slides still function, so we recommend using them until they deteriorate. Enhanced slides can then be considered.

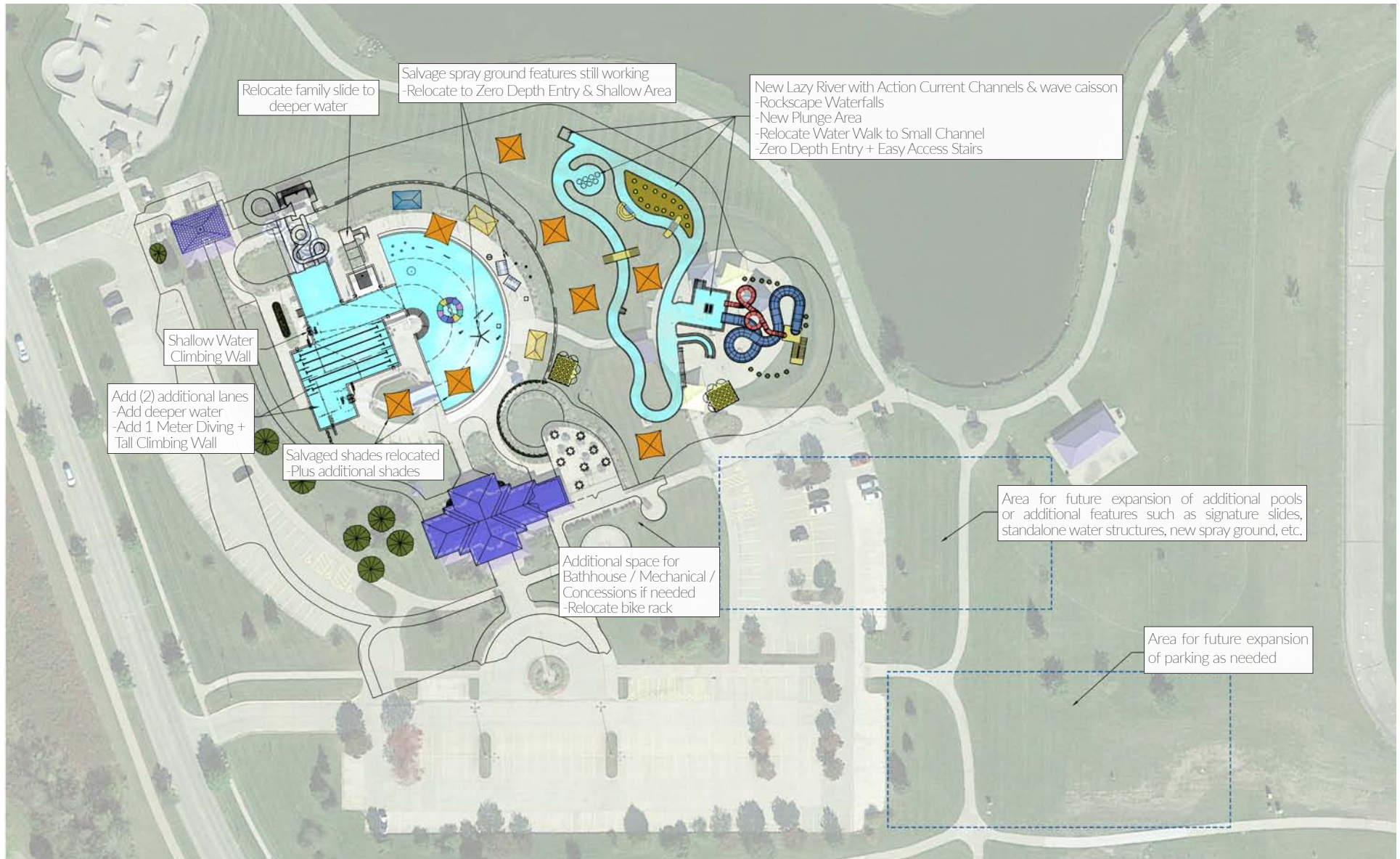
Adding shade structures, sprays, moving water, and the potential for larger, longer, and faster water slides will continue to be an option. They are expensive, so slides should be carefully planned with the overall goals for Ankeny. Our recommendation is to use what works, enhance where possible, replace when needed, and add what is missing. The Prairie Ridge Aquatic Center is well positioned to incorporate all four of those goals in a responsible and feasible manner to add value to the Ankeny community.





# PRAIRIE RIDGE AQUATIC CENTER EXPANSION - PLANNING FRAMEWORK

Figure 6.15 - Proposed Prairie Ridge Aquatic Center Expansion Option 1



# PRAIRIE RIDGE AQUATIC CENTER EXPANSION - PLANNING FRAMEWORK

## Estimated Costs

Figures 6.16 and 6.18 show a breakdown of the estimated cost by amenity for the Prairie Ridge Aquatic Center expansion options 1 and 2. The total estimated project cost for all the recommended changes to the existing amenities and the added amenities for option 1 was subtotaled to be approximately \$3.6 million. When additional costs including contingency, fees, and P&O are estimated, the Opinion of Probable Project Cost is \$5.0-6.0 million. The total estimated project cost for the Prairie Ridge Aquatic Center expansion option 2 was estimated to be around \$4.0 million.

## Funding Strategies

Pools and pool improvements are generally funded through referendums due to the high cost associated with construction and design. Many successful referendums have passed when they are done in combination with the local school system. There are many successful examples of this across the United States, with one recently being implemented in Valparaiso, Indiana, where a referendum approved a property tax increase to fund the joint city-school district pool.

Figure 6.16 - Estimated Project Costs Option 1

Amenity	Estimated Cost
Two additional lap lanes	\$150,000.00
Deep area	\$300,000.00
Climbing Wall	\$50,000.00
Move existing or new family slide	\$60,000.00
Shade structures	\$70,000.00
Move sprays	\$50,000.00
Lazy river	\$150,000.00
Plunge area	\$180,000.00
Two water slides	\$500,000.00
Filter building addition	\$300,000.00
Bathhouse addition	\$200,000.00
Additional parking	\$300,000.00
<b>Subtotal</b>	<b>\$3,660,000.00</b>
<i>Markup for P&amp;O, Fees, Contingency</i>	<i>30%</i>
<b>Opinion of Probable Project Cost</b>	<b>\$5.0-6.0 million</b>



Lazy River



Water Slide



Shade Structure

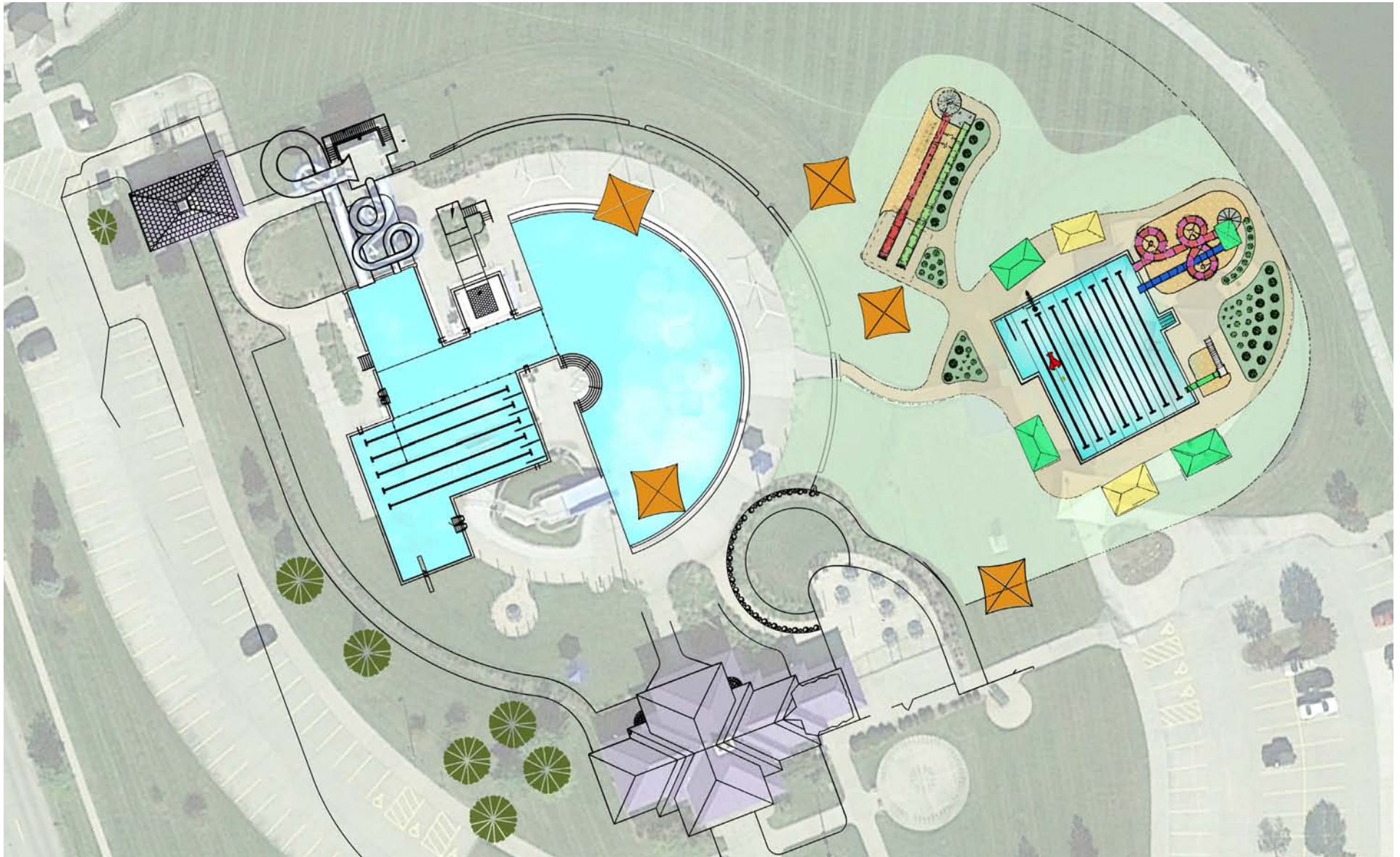


Shade Structure



# PRAIRIE RIDGE AQUATIC CENTER EXPANSION - PLANNING FRAMEWORK

Figure 6.17 - Proposed Prairie Ridge Aquatic Center Expansion Option 2





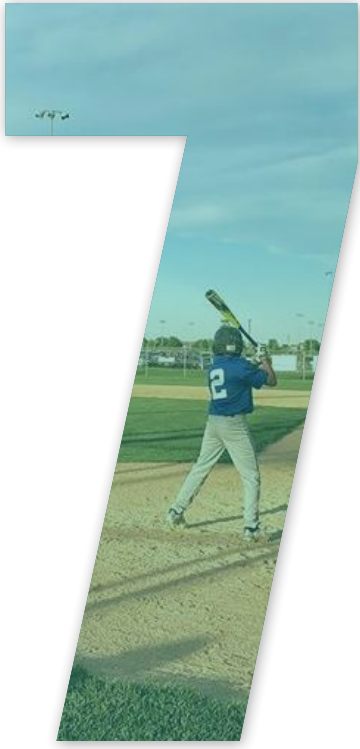
# PRAIRIE RIDGE AQUATIC CENTER EXPANSION - PLANNING FRAMEWORK

Figure 6.18 - Estimated Project Costs Option 2

Amenity	Estimated Cost
Eight additional lap lanes	\$640,000.00
Deep area (2)	\$600,000.00
Climbing Wall	\$50,000.00
Move existing or new family slide	\$60,000.00
Shade structures	\$70,000.00
Move sprays	\$50,000.00
Plunge area	\$120,000.00
Four water slides	\$1,000,000.00
Filter building addition	\$300,000.00
Bathhouse addition	\$200,000.00
<b>Subtotal</b>	<b>\$3,090,000.00</b>
<i>Markup for P&amp;O, Fees, Contingency</i>	<i>30%</i>
<b>Opinion of Probable Project Cost</b>	<b>\$4.01 million</b>



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# POLICIES AND PRIORITIES

## SECTION CONTENTS:

- Parkland Dedication + Greenbelt Policy
- Stream Buffer Policy
- Environmental + Conservation Design Policy
- Facility / Program / Financial & Staffing Priority Recommendations



# POLICY RECOMMENDATIONS

An important part of the Ankeny Parks and Facilities Comprehensive Plan Update is the creation of a set of solid, implementable policies and a usable set of priorities for the City to consider in decision-making over the next 20 years.

This chapter is divided into two sections:

- Policy Recommendations
- Priority Recommendations for Facilities / Programs / Financial & Staffing

## Policy Recommendations

Policy recommendations will cover topics such as parkland dedication, greenbelt acquisition, stream buffers, and overall ecological best practices for the parks department to continue to implement.

The parkland dedication and greenbelt acquisition policy recommendation identifies a change in parkland dedication to be taken by the City of Ankeny to help acquire park and greenbelt acreage.

The stream buffer policy recommendation affirms the recommendation made in The Ankeny Plan 2040 to adopt a stream buffer ordinance.

Finally, an overview of some ecological best practice policies are overviewed.

## Priority Recommendations

The Priority Recommendation section includes recommendations for the following categories:

- Facility recommendations include parks, sports complexes, aquatic centers, and any part of the natural or built environment in Ankeny's park system.
- Program recommendations relate to the administering of various programs offered by the City of Ankeny Parks & Recreation Department
- Financial/staffing recommendations relate to the budgetary sustainability of the department and overall staffing needs based on parks served and system size

Each recommendation includes action items to accomplish the recommendation as well as an assessment of the relative priority level and financial impact of each action item.



## DEDICATION OF PARKLAND

The future park level of service in Ankeny will in part rely on having an effective park dedication ordinance in the City code. A balance must be struck between creating valuable, high-quality park land and not placing an undue burden on developers working in the community. The current City code outlining park dedication requirements should be updated to better meet the park needs of future residents. The City should consider updating the parkland dedication ordinance as follows:

### 1. Park Land Dedication Calculation

A minimum of 6.0 acres of useable park land should be established for every 1,000 residents. Each dwelling should be located within approximately 0.5 miles of a neighborhood park. At the time of final plat approval for all single family detached residential developments including single family subdivisions and at the time of issuance of a building permit for all townhome developments, apartments and condominiums, park land shall be dedicated at the following rate:

- Single Family Detached Residential at 2.7 persons per unit<sup>1</sup> = 590 sq. ft. per unit
- Single Family Attached Residential at 2.10 persons per unit<sup>2</sup> = 457 sq. ft. per unit

<sup>1</sup> 2010 U.S. Census average household size of owner-occupied units

<sup>2</sup> 2010 U.S. Census average household size of owner-occupied units

# PARKLAND DEDICATION + GREENBELT POLICY

## 2. Park Land Dedication Location and Standards

Land dedicated for park land shall be located within the same neighborhood park service area (as identified in the City's park service map) for which the subject development is located. The specific location of the land to be dedicated shall be acceptable to the City and shall be located and planned with future park land dedications to create a neighborhood park site no less than 5 acres in size.

All land to be dedicated to meet this park land dedication requirement shall be useable park space as determined by the City, shall not be located within any floodplain, shall not contain any areas for storm water detention, and shall have cross slopes no greater than 5%.

The dedicator of park land shall be responsible for rough grading, stabilization, and seeding of the park land and providing paved public street access, sanitary sewer services, and water service to the property.

## 3. Alternate Method of Meeting the Park Land Dedication Requirement

In such situations as determined by the City where all or a portion of land for a neighborhood park cannot be dedicated, the developer shall construct or otherwise complete park improvements within the neighborhood park service area equal to the value of the required park land dedication. The value of these

improvements shall be based on the fair market value of the land to be dedicated. Subject to approval of the City, park improvements may include construction and installation of trails, parking lots, playground equipment, park shelters, tennis courts, basketball courts, ball fields and appurtenances, and landscaping. The developer shall provide written proof of the land's value and written estimates of the costs of the park improvements.

## 4. Greenbelt Dedication Calculation and Credit

At the discretion of the City, all development, including residential, commercial, and industrial, including land identified on the City's greenbelt map as future public greenbelt shall be dedicated to the City at the time of development.

The dedicator of said greenbelt land may request a credit from the City toward a current or future park land dedication requirement at the following conversation rate:

- 1 acre of greenbelt dedicated to the City shall be equivalent and worth .10 acres of park land dedication.

If the dedicator of greenbelt land does not need or want this park land credit, said credit may be sold or transferred to another developer to apply as credit for a current or future park land dedication requirement. Written notice and copies of a transfer agreement shall be provided

to the City as record of all credits transferred or sold to another party.

## 5. Greenbelt Dedication Standard

Prior to dedication of any greenbelt to the City, the developer dedicating the land shall have an engineer complete an analysis of the stability of all drainageways within the greenbelt to be dedicated and shall complete any improvements determined necessary to prevent or stop drainageway erosion and maintain long-term bank stability.

## 6. Park Land and Greenbelt Dedication Agreement and Surety

At the time of development, the developer shall enter into a written agreement with the City to detail the park land dedication, greenbelt dedication, and/or park improvement. Depending on the timing of the dedication or park improvement, adequate surety may need to be given to the City to ensure completion of the dedication or improvement.

# STREAM BUFFER POLICY

## STREAM BUFFER

A key environmental recommendation from *The Ankeny Plan 2040* re-emphasized in this report is the stream buffer ordinance policy recommendation. If passed, the stream buffer policy would support efforts to expand the greenway system in Ankeny and help restore numerous ecological functions.

The Environmental Protection Agency (EPA) defines stream buffers as vegetated areas, including trees, shrubs, and herbaceous vegetation, that exists or is established to protect a stream system, lake, reservoir, or coastal estuarine areas. Stream buffers accomplish the tasks of removing pollutants from urban stormwater, stabilize streambanks, and providing a wildlife habitat.

Stream buffers accomplish the following tasks<sup>3</sup>:

- Restore and maintain the chemical, physical, and biological integrity of the water resources
- Remove pollutants delivered from urban stormwater
- Reduce erosion and sediment entering the stream
- Stabilize stream banks
- Provide infiltration of stormwater runoff
- Maintain base flow of streams
- Contribute the organic matter as a source of food and energy for the aquatic ecosystem
- Provide tree canopy to shade streams and

- promote aquatic organisms
- Provide riparian wildlife habitat
- Furnish scenic value and recreational opportunity

Goal 1 in Chapter 4 - Environment of *The Ankeny Plan 2040* was to “Reduce impact of flooding and soil erosion.” Under that goal were several action items including one to, “Adopt a stream buffer ordinance requiring stream buffers as follows:

Type 1 Perennial Stream : 100 feet  
Type 2 Intermittent Stream : 50 feet”

This policy would benefit the parks & recreation department by providing a built-in acquisition method for expanding possible greenway and trail connections within the planning boundary. Additionally, it could provide access for any future kayak/canoe facilities the City may explore along major streams such as Four Mile Creek.

Figure 4.8 diagrams a possible option for the stream buffer as recommended in *The Ankeny Plan 2040*.

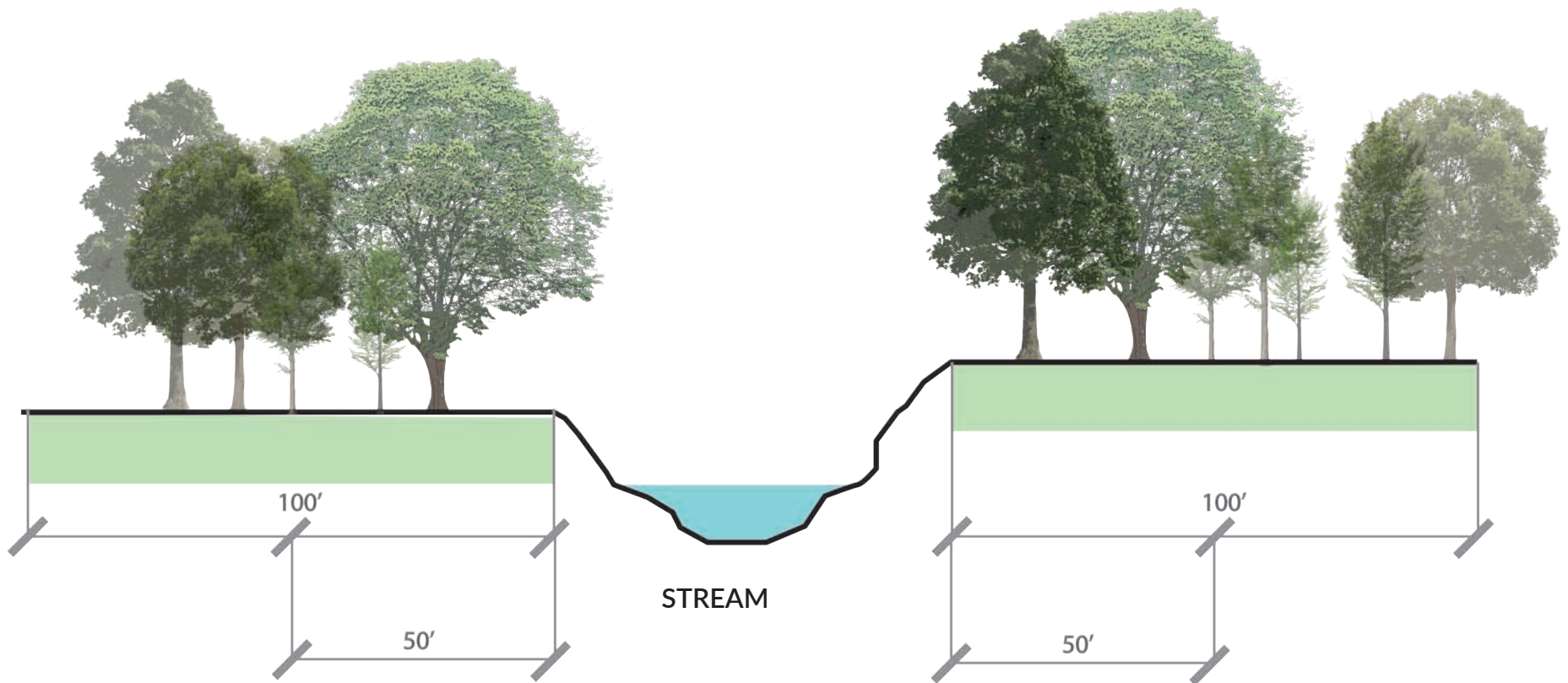


<sup>3</sup> EPA, “Aquatic Buffer Model Ordinance,” (2017).



# STREAM BUFFER POLICY

Figure 4.8 - Proposed Stream Buffer Diagram



# ENVIRONMENTAL + CONSERVATION DESIGN POLICY

## ENVIRONMENTAL GOALS

In *The Ankeny Plan 2040*, several parks & recreation and environmental goals were identified. While the chapters were separate, the connection between environmental preservation and parkland is critical. Parks and greenway systems are an attractive and economically viable method of integrating environmental conservation into the city's layout and plan.

The environmental goals included in *The Ankeny Plan 2040* that can be integrated into the parks and greenway conservation design elements include:

- Reduce impact of flooding and soil erosion
- Protect preserve, and increase tree cover
- Preserve areas for open space
- Enhance water quality
- Support renewable energy where appropriate
- Preserve high value wetlands
- Continue to promote and implement alternative infrastructure solutions to reduce the impact of stormwater runoff and improve water quality.

## REDUCE IMPACT OF FLOODING AND SOIL EROSION

The City of Ankeny should continue to work to reduce the impact of flooding and soil erosion to the natural environment. Adopting a stream buffer ordinance similar to the option recommended in Chapter 4 - Environment of *The Ankeny Plan 2040*, would be a beneficial first step.



## PROTECT, PRESERVE, AND INCREASE TREE COVER

Increasing Tree coverage is proven to provide oxygen, clean air, cool the streets in cities, and conserve energy. Trees can help prevent soil erosion, prevent water pollution, save water, and provide food.

Neighborhoods with fewer trees are shown to have more violence than those with trees. Trees provide canopy and habitat for wildlife.





# ENVIRONMENTAL + CONSERVATION DESIGN POLICY

## PRESERVE AREAS FOR OPEN SPACE

Area of undeveloped open space can be used for active or passive recreation. Keeping permeable surfaces such as grass or prairie also help to manage rain events and prevent stormwater runoff.



## ENHANCE WATER QUALITY

Increasing Tree coverage is proven to provide oxygen, clean air, cool the streets in cities, and conserve energy. Trees can help prevent soil erosion, prevent water pollution, save water, and provide food.



## SUPPORT RENEWABLE ENERGY WHERE APPROPRIATE

Integrating alternative energy sources into the energy profile of a community is becoming increasingly popular and important. Solar energy is especially important in urban areas such as Ankeny.





# ENVIRONMENTAL + CONSERVATION DESIGN POLICY

## PRESERVE HIGH VALUE WETLANDS

Wetlands are important to human and wildlife habitat and survival. Wetlands are one of the most productive environments in the world. They provide habitat for cradles of biological diversity that provide the water and productivity upon which countless species of plants and animals depend for survival.



## ALTERNATIVE INFRASTRUCTURE SOLUTIONS TO REDUCE THE IMPACT OF STORMWATER RUNOFF AND IMPROVE WATER QUALITY

Integrating alternative infrastructure solutions, often referred to as green infrastructure, can be a useful way to



## STREAMS + STREAM BUFFERS

Ankeny has four stream systems running throughout the community and the planning boundary. Ankeny's major streams are Four Mile Creek, Rock Creek, Otter Creek, and the Muchikinock Creek. Four Mile Creek is very important to the City and surrounding area. The city of Ankeny is a member of the Four Mile Creek Watershed Management Authority.



# ENVIRONMENTAL + CONSERVATION DESIGN POLICY

## SPREADING THE WORD

The City of Ankeny has a Stormwater Best Management Practices (BMP) Reimbursement Program.

This allows Ankeny landowners, businesses, and schools to incorporate stormwater BMPs on their property to improve the water quality and decrease the water quantity in our streams and detention basins. The program is intended to help cover the cost of materials and/or contracted labor to install such practices.

*What BMPs are eligible?*

Some examples of BMPs include the following:

- ▣ Rain Gardens
- ▣ Rain Barrels
- ▣ Soil Quality Restoration
- ▣ Pervious Pavement Systems
- ▣ Native Planting Areas



Figure 4.9- Ankeny Stormwater BMP Reimbursement Program Application

PROJECT APPLICATION															
		<b>City of Ankeny</b> <b>Stormwater Best Management Practices</b> <b>2017/2018 Reimbursement Program</b>													
<b>Applicant/Property Owner</b>	<b>Email Address</b>	<b>Phone Number</b>													
<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip Code</b>												
<b>Proposed Best Management Practice (BMP):</b> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <input type="checkbox"/> Rain Garden/Bioretenention Cell  <input type="checkbox"/> Pervious Pavement System  <input type="checkbox"/> Soil Quality Restoration                 </div> <div style="width: 48%;"> <input type="checkbox"/> Rain Barrel (\$75 maximum, limit one per address)  <input type="checkbox"/> Native Planting Garden/Buffer/Swale  <input type="checkbox"/> Other (describe) _____                 </div> </div>															
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <b>Have you submitted an application previously?</b> <span style="color: green;">Y or N (circle one)</span> </div> <div style="width: 48%;"> <b>For which practice?</b> _____                 </div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <b>Are you receiving funds from another agency?</b> <span style="color: green;">Y or N (circle one)</span> </div> <div style="width: 48%;"> <b>Which agency?</b> _____                 </div> </div>															
<b>Please attach the following:</b>															
1. Maps and/or site plans showing the project location and area being treated with BMPs.			<input type="checkbox"/> Enclosed?												
2. Summary or description of the project.			<input type="checkbox"/>												
3. Cost summary and/or contractor's estimate for the project.			<input type="checkbox"/>												
4. Anticipated project schedule and expected completion date.			<input type="checkbox"/>												
Estimated Cost of Project	Reimbursement amount requested														
	(Up to 50% of total, max amount for all practices is \$1,800)														
	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; width: 100px; height: 30px; margin-right: 10px;"></div> <div> <b>Rain barrel, 50% of cost, maximum \$75, limit one</b> </div> </div>														
<i>The City will require access to your property for evaluation of this application and inspection of completed project.</i>															
<input type="checkbox"/> Yes, the city of Ankeny may have access to my property and photograph installed BMP.															
<i>By signing this application, the applicant agrees that all information provided in this application and the accompanying documents is accurate and agrees to the conditions of this program.</i>															
<b>Applicant/Property Owner Signature</b>		<b>Date</b>													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">City of Ankeny Approval</th> <th style="width: 40%;">This section for City use only.</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">All documents enclosed <input type="checkbox"/></td> <td style="padding: 5px;">Amount Requested _____</td> </tr> <tr> <td style="padding: 5px;">Public Works Staff BMP approval <input type="checkbox"/></td> <td style="padding: 5px;">Amount Approved _____</td> </tr> <tr> <td style="padding: 5px;">Additional documents needed _____</td> <td></td> </tr> <tr> <td colspan="2" style="padding: 5px;"> <b>Public Works Director Approval</b>  <div style="border: 1px solid black; height: 40px; width: 100%;"></div> </td> </tr> <tr> <td style="padding: 5px;">Signature _____</td> <td style="padding: 5px;">Date _____</td> </tr> </tbody> </table>				City of Ankeny Approval	This section for City use only.	All documents enclosed <input type="checkbox"/>	Amount Requested _____	Public Works Staff BMP approval <input type="checkbox"/>	Amount Approved _____	Additional documents needed _____		<b>Public Works Director Approval</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>		Signature _____	Date _____
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Additional documents needed _____															
<b>Public Works Director Approval</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>															
Signature _____	Date _____														

# PRIORITY RECOMMENDATIONS

Ankeny is facing a series of competing priorities for parks & recreation planning. Overall, residents are happy with the level of service provided. However, the anticipated population increases will require Ankeny make continued investments in facilities and programs to keep up with demand to match today's level of service. Further, the City will need to evaluate the department's financial strategy and staffing needs as the scale of the department's services and programs grow.

The analysis of community needs and support for a large signature park, an additional sports complex, indoor recreation, and aquatic expansion all indicated either short or long-term need within the planning period. In addition, the City will have continued maintenance of existing parks and greenways and acquisition of additional parkland and greenways. To help direct the City and department's decision-making for parks & recreation planning, a set of priority recommendations have been identified.

Recommendations have been divided into facility, program, and financial & staffing priorities. Each category has set of recommendations that have accompanying action items and their estimated financial impact and priority level. Priority levels indicate the item should be accomplished in the following time frames:

- Priority Level 1 = 1 to 5 years
- Priority Level 2 = 6 to 9 years
- Priority Level 3 = 10+ years

## MAJOR PRIORITIES

Throughout the planning process, the City and consultant team assessed the results of the public feedback and the level of service analysis with a lens of identifying the most pressing needs. All of the proposed facilities will require significant financial investments by the City and will require additional support to maintain and run each facility. Finite resources dictate that difficult decisions be made about the timing and priority of investments.

The City and consultant team considered input from both objective and data driven evidence for need and more subjective and anecdotal support for different facility types through stakeholder interviews and survey responses. Overall, there was significant agreement over the direction and ranking of priorities for the City to consider in the future.

### Indoor Recreation

Indoor recreation emerged as the number one priority for the City. Gym space available for rent for the City by the school district will continue to decrease. The indoor recreation and pool currently managed by the YMCA is scheduled to be placed back under the school district control in 2020. The City has no other indoor gym space. This puts the City in a precarious situation now and in the future. The need is further supported by feedback received over a lack of adequate community meeting space for groups such as senior citizens, the Brownies, Boy Scouts, or for birthday parties.

### Central / Signature Park

The City does an excellent job in neighborhood and mini park options for residents, however, it has a deficit in the total acres of community park. While Hawkeye Park currently serves as a main community gathering space, the City lacks a signature community park capable of holding large community events and one that immediately comes to mind when they think of Ankeny. The acquisition of two larger community parks emerged as a high priority due to the degree in which the City must be planning ahead to acquire a large parcel of land before the development pressure in the area puts the price at too high of level.

### Additional Sports Complex

All indicators suggest that in the planning period, an additional sports complex will be needed to meet the growing demand of Ankeny youth and adult recreation. There is considerable support for a second facility by the community, but support for indoor recreation and a larger community park outweigh the need and support for the facility in terms of immediate priority. The second facility should be in the planning process soon, with a 5-year time frame.

### Prairie Ridge Aquatic Center Expansion

Within the planning period, the City should plan to invest in improvements and expansion to the Prairie Ridge Aquatic Center. However, factors such as the possibility of nearby City's building another pool and the heavy need for other facilities place this as a lower and longer-term priority.



# FACILITY RECOMMENDATIONS

## RECOMMENDATION #1 : Construct a senior center

Action Item	Financial Impact	Priority Level
Complete a master plan to develop a program for the Senior Center.	Low	1
Review the proposed site and other implications of developing a new site.	Low	1
Construct a senior center	High	1

## RECOMMENDATION #2 : Construct an indoor community center that includes both indoor recreation gym space and general community gathering spaces

Action Item	Financial Impact	Priority Level
Complete a master plan to develop programming for the community center including consideration of gym space, running track, indoor pool, community meeting spaces, parks & recreation department offices.	Low	1
Complete a site search / analysis to find appropriate land for the facility.	Low	1
Explore / research funding and partnership possibilities for a facility	Low	1
Construct an indoor community center	High	1

## RECOMMENDATION #3 : Expanded redevelopment of Chautauqua Park

Action Item	Financial Impact	Priority Level
Revise the previous master plan to meet current community needs including sledding hill, expanded fishing opportunities, boat / canoe / kayak rental.	Medium	2
Develop a revised plan and construct park.	High	2

# FACILITY RECOMMENDATIONS

## RECOMMENDATION #4 : Develop a signature park in the northwest part of the community

Action item	Financial Impact	Priority Level
Explore partnerships available to purchase the appropriate 30-40 acres of land.	Low	1
Develop a site-specific master plan for the Park including trail connections to High Trestle Trail and explore phasing opportunities.	Low	1
Purchase land and construct phase 1 park project.	High	2

## RECOMMENDATION #5 : Purchase land for future signature park somewhere near Four Mile Creek

Action item	Financial Impact	Priority Level
Develop a funding mechanism to allow for purchase of the right property.	Low	1
Research possible locations with existing natural character and environmental features that can be incorporated into park design and function.	Low	1-2
Purchase the property and develop a long-term phasing plan to ensure the City has a larger park presence before the growth occurs in the area.	High	3

## RECOMMENDATION #6 : The City should be proactive in the development of neighborhood parks

Action item	Financial Impact	Priority Level
Adopt a parkland dedication ordinance that more effectively and fairly obtains parkland, greenspace, and recreational facilities desired by the community.	Low	1
Prioritize the development of neighborhood parks to coincide with the pace of residential development in an area.	Low	1
Consider developing a minimum for all new neighborhood parkland that includes a minimum level of finish including mowed field space and/or trails within the greenways.	Medium	1

## FACILITY RECOMMENDATIONS

### RECOMMENDATION #7 : Adopt a greenways plan

Action item	Financial Impact	Priority Level
Consider a policy to get greenway land dedicated to the City.	Low	1
Develop a greenways utilization plan (identify grant opportunities).	Medium	2
Begin implementation of the plan as projects become available.	High	2-3

### RECOMMENDATION #8 : Improve and connect the Rock Creek Watershed Area

Action item	Financial Impact	Priority Level
Acquire the necessary land / easements.	High	1
Complete the missing trail connections.	Medium	2
Connect to the proposed signature park near this watershed.	High	2-3

### RECOMMENDATION #9 : Expand outdoor organized practice spaces

Action item	Financial Impact	Priority Level
Identify all park spaces that can be expanded or enhance with goals or backstops.	Low	1
Work with Prairie Trail to add opportunities within the development.	Medium	1
Identify adjacent parkland or additional properties that could be purchased to add in back stops and soccer goals.	Medium	1



# FACILITY RECOMMENDATIONS

## RECOMMENDATION #10 : Re-imagine the existing Prairie Ridge Sports Complex

Action item	Financial Impact	Priority Level
Complete a competitions field analysis to determine future needs of baseball, softball, and rectangular fields.	Low	1
Develop a master plan to convert the current facility to only softball and baseball -Design to accommodate all softball / baseball needs through 2040 -Solve the parking and access issues the site has today.	Low	2
Research funding strategies and potential partnerships.	Medium	2
Construct a re-imagined Prairie Ridge Sports Complex (optional, pending results of competitions fields analysis)	High	3

## RECOMMENDATION #11 : Develop a soccer village / complex east of Interstate 35 (optional)

Action item	Financial Impact	Priority Level
Develop a master plan in conjunction with Ankeny Rush, Youth Football, Lacrosse, and other field sports to accommodate all 'rectangular field' needs within the community until 2040.	Low	1
Include in the study a review and programming of an indoor turf facility.	Low	2
Complete a site search / analysis to find the appropriate land for the facility.	Low	2
Research funding strategies and potential partnerships including private funding and creative use of leasing property back to developers.	Low	2
Construct soccer village / complex east of Interstate 35 (optional, pending results of competitions fields analysis in Recommendation #9)	High	2-3

## RECOMMENDATION #12 : Develop a second multi-sport complex (optional)

Action item	Financial Impact	Priority Level
Develop a master plan to meet field needs within the community until 2040.	Low	1
Complete a site search / analysis to find the appropriate land for the facility.	Low	2

## FACILITY RECOMMENDATIONS

Research funding strategies and potential partnerships including private funding and creative use of leasing property back to developers.	Medium	2
Construct a multi-purpose sports complex (optional, pending results of competitions fields analysis in Recommendation #9)	High	2-3
<b>RECOMMENDATION #13 : Trail expansion and connections</b>		
Action item	Financial Impact	Priority Level
Expand the trails network east of Interstate 35.	High	1-3
Begin working with greenway development and include trails.	Medium	2
<b>RECOMMENDATION #14 : Ankeny Market &amp; Pavilion Facility Improvements</b>		
Action item	Financial Impact	Priority Level
Review programs offered and needs.	Low	1
Develop a plan for better temporary fencing.	Low	2
<b>RECOMMENDATION #15 : Expand the Prairie Ridge Aquatic Center</b>		
Action item	Financial Impact	Priority Level
Develop a site-specific master plan.	Low	2-3
Expand the project north to incorporate more open water space including: -Swimming lessons -Water Aerobics -Speed Slides	High	3

# PROGRAM RECOMMENDATIONS

## RECOMMENDATION #1 : Implement consistent program management principles for all programs to ensure equitable service delivery, quality delivery, and long-term financial sustainability

Action item	Financial Impact	Priority Level
Develop a Recreation Program Cost Recovery Policy for all programs that includes both direct and indirect costs to clarify and gain consensus on which programs should be subsidized by tax dollars versus user fees or a blend of both.	Medium	1
Update the Recreation Program Pricing Policy to identify which forms of pricing strategies / tactics are appropriate for each type of program in order to achieve cost recovery goals such as weekday/weekend, prime-non-prime time, group discounts, and by location.	Medium	1
Develop Mini Business Plans for each Core Program Area that identifies goals, outcomes, financials, and marketing strategies.	Low	1
Enhance training for recreation staff to conduct Cost of Service analyses to understand the cost of providing each program.	Low	1
Utilize additional methods of customer surveys to collect more diverse feedback.	Low	2

## RECOMMENDATION #2 : Implement a comprehensive program monitoring process

Action item	Financial Impact	Priority Level
Establish formative (during the program's implementation) and summative (after the program has been completed) evaluation criteria and processes for programmers.	Low	1
Adopt and track key performance indicators (KPIs) that include program cancellation rates, customer satisfaction, and customer retention.	Low	1



## PROGRAM RECOMMENDATIONS

### RECOMMENDATION #3 : Align program offerings with community needs and priorities

Action item	Financial Impact	Priority Level
Through collaboration, partnership, or rental agreement, work with other service providers to bring programming to appropriate park sites and appropriate indoor recreation space.	Medium	1
Track national and regional trends for programs and services and how they may apply to the community.	Low	1
Annually assess relevance of Core Program Areas and determine if changes need to be made based on current trends, demographics, and community surveys.	Low	1
Track the lifecycle of all programs to ensure they match the distribution recommended in the Program Assessment.	Low	1
Sunset programs that fall into the decline and or saturation phase.	Low	1
Expand core programming to include Nature and Environment.	Medium	2

### RECOMMENDATION #4 : Enhance facility use partnership policies

Action item	Financial Impact	Priority Level
Formalize all existing partnership agreements (i.e., transition verbal agreements to written) and include performance measures and partner responsibilities.	Low	1
Delineate local requirements for RFP and RFQ dissemination and send out an RFI for potential indoor space partners if language allows and there is community interest.	Low	1
Adhere to priority use schedules with indoor recreation space providers to solidify time(s) available for both parties.	Low	1

# PROGRAM RECOMMENDATIONS

RECOMMENDATION #5 : Enhance marketing and promotion practices		
Action item	Financial Impact	Priority Level
Develop a strategic marketing plan specifically for the City's parks, recreation, and events.	Low	1
Assign one staff member as a point person to coordinate marketing efforts.	Low	1
Establish priority segments to target in terms of new program/service development and communication tactics.	Low	1
Leverage relationships with partners to enhance marketing efforts through cross-promotion.	Low	1
RECOMMENDATION #6 : Enhance special events capabilities to: infrastructure and staff support, partnership agreements (accountability and financially), and investing back into the space / facility		
Action item	Financial Impact	Priority Level
Determine the City of Ankeny's role in providing special/community events.	Low	1
Track the economic impact of special/community events.	Low	1
Convene a meeting of regional event providers to determine the type of events that satisfy a regional market demand and are appropriate for City of Ankeny facilities.	Low	2
RECOMMENDATION #7 : Enhance Ankeny's provision and ability to deliver sports programs		
Action item	Financial Impact	Priority Level
Identify and develop a comprehensive index of all sports providers that serve the Ankeny market.	Low	1
Formalize Ankeny sports by creating a Sports Commission to assist with tourism/economic development, sport group scheduling, and revenue sharing.	Medium	3

# FINANCIAL & STAFFING RECOMMENDATIONS

## RECOMMENDATION #1 : Develop a consistent approach to financing the system

Action item	Financial Impact	Priority Level
Adopt a 5-year Capital Improvement Plan (CIP) based on prioritized/order of magnitude (essential, sustainable, and visionary) projects and review and update annually.	High	1
Ensure financial stability through short and long-range financial forecasting that uses a Total Cost of Ownership (TCO) approach.	High	1
Ensure the annual operating budget will project and produce a balanced budget for each fiscal year.	High	1
Measure and articulate how well the 45% cost recovery goal is achieved annually.	Low	1
Develop a long-term financial strategy that includes implementing a five-year budget worksheet that is reviewed and updated annually.	Low	2
Consider creating a Parks Foundation to assist with the impending system growth.	Medium	3

## RECOMMENDATION #2 : Incorporate different funding strategies to finance the system

Action item	Financial Impact	Priority Level
Designate one City of Ankeny staff member to identify, review, and apply for grants each year for park system funding.	Low	1
Establish mechanisms to capture revenues from future development such as through a property sale/lease model and parkland dedication.	Medium	2
Evaluate a Transient Occupancy Tax to capture revenues generated via the economic impact of the park system.	Medium	2



# FINANCIAL & STAFFING RECOMMENDATIONS

Consider seeking a dedicated food and beverage tax for park system improvements.	Medium	2
Consider implementing Business Improvement Districts (BIDs) for revenue-generating facilities and parks.	Medium	3
<b>RECOMMENDATION #3 : Develop a consistent per capita and/or per acre funding strategy</b>		
Action item	Financial Impact	Priority Level
Benchmark local and regional agencies to identify per capita and/or per acre costs.	Low	1
Establish a per capita and/or per acre cost goal/policy for the City of Ankeny park land.	Low	1
<b>RECOMMENDATION #4 : Prepare the organizational structure to meet existing and future demand</b>		
Action item	Financial Impact	Priority Level
Implement a comprehensive staff training program that includes cross-training.	Medium	1
Evaluate staffing levels.	Medium	1
As core program and facility areas expand, ensure personnel resources are expanded commensurate with the growth.	High	2
<b>RECOMMENDATION #5 : Clarify partnerships, leasing, and agreements in terms of roles and responsibilities</b>		
Action item	Financial Impact	Priority Level
Establish a partnership policy/statement for: public/public, public/non-profit, and public/private.	Low	1
Implement different “service contracts” based on established criteria, this will help with determining what level of contract and investment is necessary from both parties.	Low	1

## FINANCIAL & STAFFING RECOMMENDATIONS

**RECOMMENDATION #6 :** Update policies and procedures on an annual basis. Ensure all staff have access to them, and that they create maximum flexibility for staff in the field to do their work in a timely manner.

Action item	Financial Impact	Priority Level
Formalize the lead and supporting roles (functions) as they currently exist to maintain the park system and organize into one document (i.e., who is doing what, where, how, and why).	Low	1
Review all planning documents annually for relevance and direction. Hold collaborative review and discussion annually.	Low	1

**RECOMMENDATION #7 :** Maximize the strong volunteer system that builds advocacy and support for the City of Ankeny parks system.

Action item	Financial Impact	Priority Level
Track the annual costs saved due to volunteer hours donated.	Low	1
Keep volunteers fully informed of park activities to gain support and advocacy from this important pool of park representatives.	Low	1
Explore the opportunity to establish “Friends Groups” for specific parks or the system in general.	Low	3

**RECOMMENDATION #8 :** Promote financial sustainability through best facility management practices.

Action item	Financial Impact	Priority Level
Develop and articulate policy-supported criteria for contracting operations and maintenance services. The policy should support the guidelines for what work should be done in-house and what can be outsourced. Criteria and key performance indicators (KPIs) should be developed to trigger an automatic review.	Low	1
Continue to utilize work order management system reports to assist with calculating and tracking operations and maintenance costs.	Low	1
As systems continue to grow, investigate the efficiencies of maintenance outposts.	High	3

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# FUNDING, FISCAL SUSTAINABILITY, & PARTNERSHIP PLAN

## SECTION CONTENTS:

- Funding + Fiscal Sustainability
- Partnership Plan

# FUNDING + FISCAL SUSTAINABILITY

**P**ark and Recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality based on the limited availability of tax dollars. Park and Recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are well managed.

## EXISTING CONDITIONS

In order to make financial recommendations, a review of the City of Ankeny's existing budget policy statement was conducted. The following sections represent the City's policies related to cash reserves, revenue, operating expenditures, external programs, civic trust fund, and capital improvement program (CIP).

### Reserves and Contingencies

#### *Operating Funds*

Cash reserve will be no less than 25% of next year's operating budget. Operating funds are defined as general, road use tax, employee benefits, and enterprise funds

#### *Equipment Replacement Reserve Fund*

The amount added to this fund by annual appropriation will be the amount required to maintain the fund at the approved level after credit for the sale of surplus equipment and interest earned by the fund. It is the City's intent that the reserve fund replaces the City's need to borrow, through capital lease purchase agreements, for vehicle and equipment acquisitions and other improvements.

### Revenue

#### *Property Taxes*

In order to provide stability and consistency, the property tax levy should remain unchanged unless determined necessary through an annual review.

#### *Tax Increment Financing*

No less than 40% of the incremental value from all urban renewal districts combined will continue to be released to all taxing jurisdictions.

#### *Municipal Enterprises*

All utilities, including water, sanitary sewer, and storm water enterprise programs, should be fully self-supported through user fees or charges.

#### *Park and Recreation Fees*

The City will attempt to cover at least 45% of the total cost of recreation programming by charging fees for recreation activities and use of city facilities and equipment.

### Operating Expenditure Policies

#### *Base Budgets*

City base budgets will reflect expenditures necessary to maintain staffing levels and fund prior year commitments. The City will maintain a fiscally sustainable and balanced base budget. Ongoing expenditures are to be matched with ongoing financing sources. The City will examine the financial condition of base budgets in advance of evaluating requests for increases in service levels and supplemental requests.

#### *Operating Expenses*

Limit department increases for routine, ongoing operating expense line items to 3% or the Consumer Price Index (CPI) increase.

#### *Employee Compensation and Benefits*

The City desires to be competitive in the market place, continue positive labor relations, and attract and retain top talent. Competitive salary and benefits will be provided to all employees within the City's means, with the expectation that services being provided by all staff shall continue to be exemplary. The City will annually

Figure 8.1 - Revenues 2007, 2012-2017

Revenues									
Area	2007	2012	2013	2014	2015	2016	2017	Statistics	
								5-Year Avg	5-Yr % Chg
Administration	\$50,583.00	\$77,672.00	\$72,035.00	\$82,625.00	\$82,271.00	\$114,959.00	\$66,547.00	\$82,685.00	-14%
Aquatics	\$298,101.00	\$1,050,390.00	\$943,181.00	\$988,157.00	\$967,794.00	\$1,267,177.00	\$1,216,461.00	\$1,072,193.00	16%
Community Center	\$27,280.00	\$33,747.00	\$36,480.00	\$38,220.00	\$39,502.00	\$38,904.00	\$44,518.00	\$38,562.00	32%
Hawkeye Park	\$0.00	\$51,294.00	\$58,753.00	\$61,878.00	\$60,368.00	\$64,826.00	\$71,454.00	\$61,429.00	39%
Mosquito	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
Park Maintenance	\$1,097.00	\$1,745.00	\$1,403.00	\$592.00	\$0.00	\$174.00	\$447.00	\$727.00	-74%
Prairie Ridge Sports Complex	\$225,154.00	\$483,035.00	\$423,483.00	\$433,762.00	\$495,084.00	\$473,910.00	\$439,566.00	\$458,140.00	-9%
Recreation	\$287,110.00	\$463,103.00	\$484,312.00	\$502,957.00	\$546,157.00	\$543,712.00	\$538,638.00	\$513,147.00	16%
Special Populations	\$18,919.00	\$25,240.00	\$7,200.00	\$11,008.00	\$13,223.00	\$15,479.00	\$12,500.00	\$14,108.00	-50%
Subtotal Revenue	\$908,244.00	\$2,186,226.00	\$2,026,847.00	\$2,119,199.00	\$2,204,399.00	\$2,519,141.00	\$2,390,131.00	\$2,240,991.00	9%
Golf Course (Enterprise Fund)	\$0.00	\$1,720,347.00	\$1,583,059.00	\$1,757,336.00	\$1,686,056.00	\$1,812,939.00	\$1,768,691.00	\$1,721,405.00	2.8%
Total Revenues	\$908,244.00	\$3,906,573.00	\$3,609,906.00	\$3,876,535.00	\$3,890,455.00	\$4,332,080.00	\$4,158,822.00	\$3,962,395.00	6.5%
Grant Revenue	\$560,000.00	\$741,500.00	-	-	-	-	-	-	-
Cash, In-Kind Contributions, and Sponsors	\$25,970.00	\$53,360.00	\$43,510.00	\$43,760.00	\$46,510.00	\$56,110.00	\$61,803.00	\$50,842.00	16%

Figure 8.2 - Expenses 2007, 2012-2017

Expenses									
Area	2007	2012	2013	2014	2015	2016	2017	Statistics	
								5-Year Avg	5-Yr % Chg
Administration	\$306,758.00	\$418,783.00	\$406,302.00	\$405,043.00	\$350,315.00	\$413,672.00	\$307,911.00	\$383,671.00	-26%
Aquatics	\$261,485.00	\$734,749.00	\$741,976.00	\$785,797.00	\$789,600.00	\$795,889.00	\$1,014,948.00	\$810,493.00	38%
Community Center	\$53,300.00	\$44,177.00	\$45,285.00	\$47,876.00	\$47,387.00	\$42,447.00	\$65,053.00	\$48,704.00	47%
Hawkeye Park	\$0.00	\$30,059.00	\$34,565.00	\$37,855.00	\$39,337.00	\$46,341.00	\$48,958.00	\$39,519.00	63%
Mosquito	\$15,074.00	\$0.00	\$2,287.00	\$0.00	\$0.00	\$0.00	\$0.00	\$381.00	-
Park Maintenance	\$880,945.00	\$907,885.00	\$894,715.00	\$885,244.00	\$1,021,815.00	\$999,675.00	\$1,093,425.00	\$967,127.00	20%
Prairie Ridge Sports Complex	\$657,574.00	\$582,169.00	\$607,614.00	\$705,868.00	\$844,393.00	\$787,397.00	\$878,602.00	\$734,341.00	51%
Recreation	\$438,582.00	\$486,774.00	\$401,279.00	\$474,193.00	\$526,683.00	\$523,569.00	\$604,467.00	\$502,828.00	24%
Special Populations	\$32,320.00	\$21,401.00	\$21,052.00	\$21,128.00	\$21,517.00	\$22,075.00	\$18,184.00	\$20,893.00	-15%
Subtotal Expenses	\$2,646,038.00	\$3,225,997.00	\$3,155,075.00	\$3,363,004.00	\$3,641,047.00	\$3,631,065.00	\$4,031,548.00	\$3,507,956.00	25%
Golf Course (Enterprise Fund)	\$0.00	\$1,657,322.00	\$1,685,853.00	\$1,648,753.00	\$1,611,021.00	\$1,663,417.00	\$1,691,866.00	\$1,659,705.00	2.1%
Total Expenses	\$2,646,038.00	\$4,883,319.00	\$4,840,928.00	\$5,011,757.00	\$5,252,068.00	\$5,294,482.00	\$5,723,414.00	\$5,167,661.00	17.2%



# FUNDING + FISCAL SUSTAINABILITY

review changes in market pay and evaluate the incorporation of across the board market structure adjustments in pay plans.

## *Staffing*

Consider new personnel as recommended by the City Manager.

## *Capital Outlay*

The operating budget provides for adequate maintenance of capital assets and equipment and provides for their orderly replacement.

## **External Programs**

### *Hotel/Motel Tax Fund*

Authorize allocation of tax revenues to satisfy contractual agreements, commitments to City operations, and Ankeny-based organizations.

## **Civic Trust Fund**

### *City Obligations*

The City's commitment to the Prairie Trail development for construction of public infrastructure and amenities totals \$20 million. The civic trust fund amendment increased the City's total for project planning and construction by another \$20 million, resulting in a total commitment of \$40 million.

### *Developer Obligations*

The developer's commitment to the Prairie Trail development for construction of public facilities and public grounds totals \$18.75 million. In addition, the developer is committed to support construction of public facilities outside of Prairie

Trail totaling \$6.25 million. The civic trust fund amendment increased the developer's total for public facilities and public grounds in Prairie Trail by another \$20 million. The developer's total commitment is \$45 million.

### *Resource Allocation*

The City will allocate Prairie Trail resources in direct relation to authorized civic trust fund commitments.

### *Revenue Forecasting and Monitoring*

The City will develop and maintain a civic trust fund revenue monitoring system to assist in trend analysis and revenue forecasting.

## **Capital Improvement Program**

### *Projects*

Evaluate all requests for capital improvement projects using the following criteria:

- Source of funding including availability of additional revenue
- Total project cost (design and development) and schedule for completion
- Operating and maintenance costs for at least a five-year period following completion
- Useful life of asset
- Benefits to the City including, but not limited to, the affect on future operating and maintenance costs, economy, services, public health and safety, environment, segment of population to be affected, and special considerations
- Alternatives considered
- Consequences of not funding or deferral
- Evaluation of citizen input

### ▫ *Impact on strategic plan for the City Cost Estimates*

Revise cost estimates after completion of design.

### *Design*

Design facilities using current technology in order to be efficient and cost effective, protect the public welfare and minimize adverse effects on the environment.

### *Multi-Year Projects*

Annually evaluate multi-year capital projects.

### *Priorities*

Give priority to replacement or repair of existing assets.

### *Plan Maintenance*

Prepare and update annually a capital improvement program including construction and purchase of City assets.

### *Non-Construction Expenses*

Limit interest, operating, administrative and/or maintenance expenses capitalized for capital projects to those expenses incurred prior to actual operation of the facility.

### *Offices*

Consolidate offices into fewer buildings and move from leased to owned facilities as much as possible.

### *Long-Term Financing*

Long-term borrowing shall be limited to capital

# FUNDING + FISCAL SUSTAINABILITY

improvement projects that cannot be financed from current revenues and to capital equipment with a useful life of 20 years or greater and a purchase cost of \$250,000 or greater. Other policies governing long-term debt include:

- Long-term debt shall not be used for current operations.
  - Any capital improvement projects or capital equipment financed through bonds should be financed for a period not to exceed the expected useful life of the project or equipment.
  - Total debt outstanding, including overlapping debt, will be considered when planning additional debt issuance.
  - The City's share of paving projects, including the cost of over-width or over-depth paving of major streets, should be financed with road use tax funds or other revenue sources when funds are appropriate and available.
  - The City's share of utility projects, including the cost of over-sizing of water, sewer and storm water mains, should be financed with utility funds and other revenue sources when funds are appropriate and available.
  - The use of general obligation bonds for projects does not dismiss the potential of pro rata payment for debt service by specifically benefited funds such as tax increment financing, road use tax, water, sewer or storm water.
  - Financing requirements will be reviewed annually. The timing for financing will be based upon the City's need for funds, market conditions and debt management policies.
- The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.
  - Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered if and when there is a net economic benefit of the refunding or the refunding is essential in order to release restrictive bond covenants, which affect the operations and management of the City.
  - The City will annually review opportunities to convert projects historically utilizing pay-as-you use financing (debt) to pay-as-you-go financing (cash) in an effort to reduce long-term debt



# FUNDING + FISCAL SUSTAINABILITY

## CURRENT COST RECOVERY

The Department has done a great job meeting its cost recovery goals since 2012. In fact, the 5-year cost recovery average is approximately 77%. It should be noted, however, that the Department does not calculate indirect costs as part of cost recovery calculations. These figures should be calculated and attributed to cost centers as appropriate moving forward.

Areas experiencing high revenue growth since 2012 (in order of magnitude) include Hawkeye Park, community center, aquatics, and recreation in general. Conversely, areas experiencing negative revenue growth (in order of magnitude) include maintenance, special populations, and administration. In terms of expenditures, all areas have experienced a higher percentage increase (compared to revenue growth) except for administration and the golf course. This indicates expenses in general are growing at a faster percentage rate than revenues. Four areas exceed a 5-year cost recovery percentage average of 100% or more:

1. Hawkeye Park (157%)
2. Aquatics (133%)
3. Golf Course (104%)
4. Recreation (103%)

Given the existing conditions, the consulting team feels that new revenue sources should be considered as an option to support the capital and operational needs of Ankeny now and for the future. This concept is especially critical due

to rising expenses and the projected population boom that will put more pressure on the system. Many of the following funding sources may not be allowed now by the City or have never been used, so they should be pursued through legislative means should the City see the value in pursuing these funding sources.

Figure 8.3 - By Area Cost Recovery

By Area Cost Recovery								
Area	2007	2012	2013	2014	2015	2016	2017	5 -Year Average
Administration	16%	19%	18%	20%	23%	28%	22%	22%
Aquatics	114%	143%	127%	126%	123%	159%	120%	133%
Community Center	51%	76%	81%	80%	83%	92%	68%	80%
Hawkeye Park	-	171%	170%	163%	153%	140%	146%	157%
Mosquito	0%	0%	0%	-	-	-	0%	0%
Park Maintenance	0.1%	0%	0%	0%	0%	0%	0%	0%
Prairie Ridge Sports Complex	34%	83%	70%	61%	59%	60%	50%	64%
Recreation	65%	95%	121%	106%	104%	104%	89%	103%
Special Populations	59%	118%	34%	52%	61%	70%	69%	67%
Golf Course (Enterprise Fund)	-	104%	94%	107%	105%	109%	105%	104%

Figure 8.4 - By Year Cost Recovery

By Area Cost Recovery								
Area	2007	2012	2013	2014	2015	2016	2017	5 -Year Average
Total	34%	80%	75%	77%	74%	82%	73%	77%



# FUNDING + FISCAL SUSTAINABILITY

## RECOMMENDED FUNDING SOURCES

After reviewing the existing funding sources and potential additions to the system, it is recommended that the City concentrate on the following key funding sources:

- Property sale/lease model
- Federal grant programs
- Parkland dedication
- Food and beverage tax
- Hotel/motel tax
- Transient Occupancy Tax (Bed Tax)

### Funding Sources for Capital Improvement Dollars and Operations

#### *General Obligation Bond*

A general obligation bond is a municipal bond secured by a taxing authority such as the City of Ankeny to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities.

General Obligation Bonds should be considered for the park and recreation facility projects; such as an updates to a community or regional park, trails, recreation centers, aquatic centers, or a sports complex. Improvements to parks should also be covered by these funding sources because there is very little operational revenues associated with these parks to draw from and some of the city parks improvements are in need of upgrades and renovations limiting the uses of other revenue sources. These parks help frame the City image and benefit a wide age segment of users and updating these parks will

benefit the community as a whole and stabilize neighborhoods and other areas of the city. Over the last 10 years across the United States over 90% of park and recreation bond issues have passed in cities when offered to the community to vote to support the community needs for parks and recreation. This is according to Trust for Public Land research.

#### *Governmental Funding Programs*

A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2014 levels at 150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. Federal Community Development Block Grant (CDBG) funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds available through SAFETELU, the current federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance. The city has a strong grant team that should pursue these funding sources for the future.

#### *SAFETULU*

SAFETULU Funds require a 20% match by the City and Safe Routes to School Funds require no match by the City.

#### *CDBG*

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

#### *AmeriCorps Grants*

AmeriCorps Grants support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the City.

#### *Federal Housing Grants*

Federal Housing Grants can also help support parks near federal housing areas and should be pursued if appropriate. Several communities have used HUD funds to develop greenways, including the Boscobel Heights' "Safe Walk" Greenway in Nashville, Tennessee.

#### *Land and Water Conservation Fund (LWCF) Grants*

This federal funding source was established in 1965 to provide "close-to-home" park and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks and recreation facilities, including trails and greenways.

# FUNDING + FISCAL SUSTAINABILITY

LWCF funds are annually distributed by the National Park Service to the states. Communities must match LWCF grants with 50% of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity.

## *Conservation Reserve Program*

The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

## *Wetlands Reserve Program*

The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

## *Watershed Protection and Flood Prevention (Small Watersheds) Grants*

The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

## *Urban and Community Forestry Assistance Program*

The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

## *Small Business Tree-Planting Program*

The Small Business Administration provides small grants of up to \$10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

## *Economic Development Grants for Public Works and Development of Facilities*

The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

## *National Recreational Trails Program*

These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

## *Design Arts Program*

The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

## Tax Payer or Developer Sources of Revenue

### *Recreation and Park Impact Fees*

Impact fees from developers generally provide some capital funds but rarely are they sufficient to provide full funding of large projects.

### *Tax Abatement*

The governing body of a political subdivision may grant a current or prospective abatement, by contract or otherwise, of the taxes imposed by the political subdivision on a parcel of property, which may include personal property and machinery, or defer the payments of the taxes and abate the interest and penalty that otherwise would apply, if:

1) it expects the benefits to the political subdivision of the proposed abatement agreement to at least equal the costs to the political subdivision of the proposed agreement or intends the abatement to phase in a property tax increase, and  
2) it finds that doing so is in the public interest because it will:

- a) increase or preserve tax base;
- b) provide employment opportunities in the political subdivision;
- c) provide or help acquire or construct public facilities;
- d) help redevelop or renew blighted areas;
- e) help provide access to services for residents of the political subdivision;
- f) finance or provide public infrastructure;
- g) phase in a property tax increase on the parcel resulting from an increase of 50 percent or more in one year on the

estimated market value of the parcel, other than increase attributable to improvement of the parcel; or

h) stabilize the tax base through equalization of property tax revenues for a specified period of time with respect to a taxpayer whose real and personal property is subject to valuation

### *Developer Cash-in-Lieu*

Developer Cash-in-Lieu of meeting the Open Space Requirement: Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

### *Facility Authority*

A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The City could seek out a private developer to design build a field house facility for the City with the City paying back these costs over a 20 year period. The Facility Authority would include representation from the schools, the City and private developers.

### *Utility Lease Fee*

Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property own by the city based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future. This has been very successful in Houston along their bayous.

### *Food and Beverage Tax*

This 1/8% sales tax is currently used by cities across the United States and usually requires voter approval. These dollars can come from the local community as well as visitors to the city to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.

### *Transient Occupancy Tax*

This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks in the form of sporting



# FUNDING + FISCAL SUSTAINABILITY

events where participants stay in hotels when they use city owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment, and cultural events, hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Tracking the economic value back to the hotels is important to build trust with the Hotel business community.

## *Capital Improvement Fee*

A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

## *Lease Back*

Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation

center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

**Park Income Tax Issue:** This would require local residents to vote on an income tax issue to develop or enhance existing and new parks from income taxes of residents and people who work in the area.

## **Funding Sources for Operational Dollars**

### *Land Leases/Concessions*

Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, Cell Towers, hotels, to full management of recreation attractions. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income tax to the city.

### *Admission to the Park*

Many park and recreation systems in the United States have admission fees based on per car, per bike and per person basis to access a park that can

be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 dollars a bicycle or \$2 dollars a person. This would really only apply to regional parks or special use sports complexes in the city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends.

### *Parking Fee*

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

### *User Fees*

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the City in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has to be instilled in the community by the parks and recreation staff for what benefits the city is providing to the user. As the City continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for the City.

### *Corporate Naming Rights*

In this arrangement, corporations invest in

# FUNDING + FISCAL SUSTAINABILITY

the right to name an event, facility, or product within a park or recreation facility in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the City.

## *Corporate Sponsorships*

Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the City to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered by the City to support operational costs.

## *Maintenance Endowment Fund*

This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user

fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

## *Permit Fees*

This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by the City, and competition tournaments held in the City by other organizations who make a profit off of City owned facilities. Permit fees include a base fee for all direct and indirect costs for the City to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on City owned permitted facilities. These dollars could be applied to the Recreation and Park Revolving Fund if developed to help support park improvements and operations.

## *Tipping Fees*

In Michigan, some land fill tipping fees collected at city and county owned landfills are redirected back to parks to help pay for the cost of litter pick up in city parks.

## **Private Funding Sources**

### *Business/Citizen Donations*

Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

### *Private Foundation Funds*

Nonprofit community foundations can be strong sources of support for the City and should be pursued for specific park and recreation

amenities. The City should consider developing a good parks foundation.

## *Nonprofit Organizations*

Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

### *Conservancy or Friends Organization*

This type of nonprofit is devoted to supporting a specific park like the Sports Complex or Downtown Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for the parks and recreation facilities in Ankeny.

### *Greenway Foundations*

Greenway foundations focus on developing and maintaining trails and green corridors on a City-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the city. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Indianapolis Greenway Foundation has a specific Greenway Trail license plate they have had in place for over 20 years to help support the development and maintenance of trails in the city.

# FUNDING + FISCAL SUSTAINABILITY

## Volunteer Services

### *Adopt-a- Area of a Park*

In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-area of a Park arrangements are particularly well-suited for the City.

### *Adopt-a-Trail*

This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

### *Community Service Workers*

Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's or city police department on using community service workers.

### *Greenway Trail Land Leases*

Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops,

farmers markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

### *Greenway Foundations*

Greenway Foundations have been developing across the United States over the last 15 years to support greenway matching monies for cities and counties. Greenway Foundations raise money for capital monies and operational money.

### *Greenway Trust Fund*

Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and city general funds, private grants, and gifts.

### *Greenway Fundraising Programs*

Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets \$2-\$5 per participants in the events to go back to support the operations and maintenance costs.

### *Greenways Conservation Groups*

Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

### *Local Private-Sector Funding*

Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by businesses and corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

### *Adopt-A-Foot Program*

These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.



# FUNDING + FISCAL SUSTAINABILITY

## State Water Management Funds

Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

## OPERATIONS SINCE 2008

In order to adequately prepare the Ankeny park system for growth and sustainability, staffing and operations needs to be made a priority. The Consultant Team analyzed Department data to gain an understanding of how the Department currently operates and what the reasonable expectation is for them to be prepared for the future park system. Staffing levels were examined in comparison with known system additions since 2008.

### Staffing Trends

Ankeny reported 29.82 full-time equivalents (FTEs) and 14.00 seasonal FTEs in 2008. Since 2008, the Department has experienced slight staff re-organization to accommodate the system's facilities; however, over the last 10

years, the staffing levels have largely remained the same with a slight decrease in regular FTE and a slight increase in seasonal FTEs.

### System Additions

Although Department staffing has remained somewhat level (depending on seasonal help), the system has experienced great growth since 2008. In total, approximately 188.3 acres of parkland has been added to the system. This acreage equates to approximately 20% of the park system in 2018. These additions have not been met with commensurate staffing allocations. The following list represents additions since 2015 alone.

### Existing Conditions

With the system additions included, the

Figure 8.5 - Ankeny Parks & Recreation FTE Staffing 2008 + 2018

Job Area	2008 - FTE	2018 - FTE
Parks Administration	2.00	2.00
Park Maintenance	10.32	9.00
Recreation Programs	4.00	2.50
Aquatic Centers	-	1.00
Prairie Ridge Sports Complex	6.15	7.33
Golf Course Maintenance	6.35	5.83
Golf Course Club House	1.00	1.00
Golf Course Banquet Services	-	1.00
<b>TOTAL</b>	<b>29.82</b>	<b>29.66</b>

Figure 8.5 - Ankeny Parks & Recreation Seasonal Staffing 2008 + 2018

Job Area	2008 - FTE	2018 - FTE
<b>Park Maintenance</b>		
10-month = 0.83 FTE	4.00	3.00
<b>Prairie Ridge Sports Complex</b>		
10-month = 0.83 FTE	5.00	1.00
9-month = 0.75 FTE	-	6.00
8-month = 0.67 FTE	-	-
4-month = 0.33 FTE	-	-
<b>Golf Course Banquet Services</b>		
10-month = 0.83 FTE	-	1.00
8-month = 0.67 FTE	5.00	3.00
4-month = 0.33 FTE	-	2.00
<b>TOTAL</b>	<b>14.00</b>	<b>16.00</b>

# FUNDING + FISCAL SUSTAINABILITY

Department is responsible annually for:

- Forty-three (43) parks/greenways (including playground inspections)
  - Eight (8) restrooms cleaned routinely
- Eighty (80) flowerbeds
- Two (2) aquatic centers
- Two (2) community centers
- Five (5) administrative buildings
- Forty-two (42) detention basins
- Over seventy (70) miles of pedestrian trails
- Prescribed burns of urban prairie at a minimum of 20 acres/yr.
- Snow removal on over 20 acres of parking lot, approximately 60 miles of trails and approximately 6 miles of sidewalk

Additionally, due to staffing, the system manages contractual services including:

- Five-hundred (500) plus acres of mowing
- Five-hundred (500) plus acres of broadleaf control

## Best Practices

According to the 2018 National Recreation and Park Association (NRPA) Agency Performance Review, the following full-time equivalent (FTE) counts represent agencies that are responsible for maintaining 20 to 49 parks:

- Upper quartile: 115.4 FTE
- Median: 62.2 FTE
- Lower quartile: 33.1 FTE

Taking this information into account, Ankeny's current FTE count based on the number of parks maintained falls below the lower quartile in terms of the national average.

## The Path Forward

Coupling the existing staffing constraints with the projected population growth and continued park system expansion, it is imperative that staffing levels are elevated to adequately support the system. Ensuring proper staffing levels will help Ankeny implement Total Cost of Ownership (TCO) principles for all facilities, amenities, and park infrastructure while remaining fiscally sustainable and responsible with public monies.



## PARTNERSHIP PLAN

### Volunteer Assistance and Small-Scale Donation Programs

#### *Greenway Sponsors*

A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

#### *Volunteer Work*

Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

#### *Estate Donations*

Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system.

### Grants through Private Foundations and Corporations

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

#### *American Greenways Eastman Kodak Awards*

The Conservation Fund's American Greenways

Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design, and development of greenways.

#### *REI Environmental Grants*

Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

#### *Coors Pure Water 2000 Grants*

Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements,

water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

#### *World Wildlife Fund Innovative Grants Program*

This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

#### *Bikes Belong*

Bikes Belong coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local



# PARTNERSHIP PLAN

bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and nonprofit agencies are eligible and no match is required. The maximum amount for a grant proposal is \$10,000. Applications may be submitted at any time and are reviewed as they are received.

## *Steelcase Foundation*

Steelcase Foundation grants are restricted to locally sponsored projects in areas where there are Steelcase Inc. manufacturing plants. In general, Steelcase does not wish to be the sole funder supporting a program. Grants are also only made to nonprofit organizations. It does support educational and environmental projects, and is particularly interested in helping the disadvantaged; disabled, young and elderly improve the quality of their lives. Applications may be submitted anytime and are considered by the Trustees four times a year.

## *Wal-Mart Foundation*

This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

## *Partnership Development Agreement*

Each partner would develop their respective facilities based on set design guidelines with

the city managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, Arizona. The site included a major league spring training facility and minor league baseball complex, zoo, botanical gardens, history museum, and other attractions on site.

## *Community Forest and Open Space Program*

Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

## *Congestion Mitigation and Air Quality Program Fund*

This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

## *Community Facilities Grant and Loan Program-Grant Program*

This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community

gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to \$250,000 are 10-% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

## *American Hiking Society*

Fund on a national basis for promoting and protecting foot trails and the hiking experience. The Helen R. Buck Foundation: This foundation provides funding for playground equipment and recreational activities.

## *Deupree Family Foundation*

The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

## *The John P. Ellbogen Foundation*

Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.

## Operational Funding Cost Opportunities

There are numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the system.

### *Concessions*

Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions.

### *Food and Equipment Sponsors*

Official drink and food sponsors can be utilized for the city. Each official drink and food sponsor pays back to the city a set percentage of gross. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise official equipment sponsors work well for trucks, mowers, and tractors.

### *Advertising Revenue*

Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms. Wi-Fi Revenue: The city can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local

businesses targeting the users of the site. This revenue has amounted to \$20,000-\$50,000 in revenue for similar systems.

### *Cell Tower*

Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers in areas needing cell towers.

### *Special Fundraiser*

Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or the city as a whole.

### *Catering*

The city has many sites that set up well to have high, medium and low level caterers on contract that groups can use. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the city.

### *Web-page Revenue*

The city could advertise on its web page to help support online media.

## VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the City to meet the needs of the community in the years to come.

The Department currently utilizes many partnerships to aid in delivering parks and recreation services to residents. Upon review, it is necessary for the Department to formalize its partnerships in the form of written agreements. The best written agreements outline partnership equity, are measurable, and include priority use terms so both parties understand their requirements. Additionally, the Department does a great job utilizing volunteers for its recreation programs. These metrics are recorded and included in the Department's annual report. The following volunteer and partnership information is recommended for the City.

### Best Practices in Volunteer Management

While the City does a great job utilizing volunteers, the following best practices should be maintained (or enhanced/added) and formalized in a volunteer policy:

- Involve volunteers in cross-training to expose them to various organizational functions and

# PARTNERSHIP PLAN

increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the City.

- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also, include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

▪ In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:

- Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

Encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the City and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

## RECREATION PROGRAM PARTNERSHIPS

The City works closely with many different types of partners throughout the community. Due to the volume of partnerships, it is always recommended that the City maintains a database to track all partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions how well the staff are able to leverage resources. Tracking partnerships also facilitates reviewing partnerships to ensure program outcomes are being measured and met.

Partnerships can be inequitable to a public agency and therefore, do not produce reasonable shared benefits between parties. To avoid potential inequity, it is recommended that the City adopt a formal partnership policy for each Core Program Area including: identifying a major partnership types and measurable outcomes for each type of partnership.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the City for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and



outcomes of the partnership.

- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

## POLICY BEST PRACTICES FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the City should adhere to common policy requirements. These include:

- Each partner will meet with or report to City staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Each agreement will include priority use schedules that indicates facility utilization preference and assigned open times.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the City-

appointed lead, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.

- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

## PUBLIC-PUBLIC PARTNERSHIPS

- The City utilizes many public/public partnerships and as such, it is advised that all of these partnerships contain the following elements:
- Each partner will meet with the Parks Board and staff annually to plan and share activity-based costs and equity invested by each partner in the partnership.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired.
- Each partner will focus on meeting an equity balance for each agreed-to partnership and track investment costs accordingly.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- Each partner will act as an agent for the other partner, thinking collectively as one, not two (or three) separate agencies for purposes of the agreement.

- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- If conflicts arise between partners, the Director or Chairperson of the Ankeny Park Board, along with the other public agency's highest ranking officer, will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved.
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the equity level desired.

## PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The following partnership principles are recommended:

- The not-for-profit partner agency or group involved with the City must first recognize that they are in a partnership with the City to provide a public service or good; moreover, the City must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency.
- The partnership working agreement will be year-to-year and evaluated based on the

# PARTNERSHIP PLAN

outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year.

- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the City. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned.
- Each partner will appoint a liaison to serve each partnering agency for communication purposes.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed.
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner when requested to support a better understanding of the resources available to the partnership.
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement.
- If conflicts should arise during the partnership year, the Ankeny Director and the highest-ranking officer of the not-for-profit agency

will meet to resolve the issue.

- It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner.
- Financial payments by the not-for-profit agency will be made monthly to the City as outlined in the working agreement to meet the 50% equity level of the partnership.

## PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to the City and includes businesses, private groups, private associations, or individuals who desires to make a profit from use of City facilities or programs. It would also be evident if the business, group, association, or individual wishes to provide a service on City-owned property or who has a contract with the City to provide a task or service on the City's owned facilities. The partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Ankeny Park Board and staff must recognize that they must allow that entity to make a profit.
- In developing a public/private partnership, the Ankeny Park Board and staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement.
- In developing a public/private partnership, the Ankeny Park Board and staff, as well as contracted partners will establish a set

of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by City Park Staff and Board. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the City, and overall coordination with the City for the services rendered.

- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the Ankeny Park Board and staff to achieve the goals of the partnership set out in the partnership recital. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The Ankeny Park Board and staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved.
- The City has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the Ankeny Director and the highest ranked officer from the other partnership will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved.

## PARTNERSHIP OPPORTUNITIES

The City has a strong network of recreation program partners. These recommendations are both an overview of existing partnership opportunities available to the City, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. Operational Partners: Other entities and organizations that can support the efforts of the City to maintain facilities and assets, support site needs, and provide programs and events.
2. Vendor Partners: Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City in exchange for reduced rates, services, or some other agreed upon benefit.
3. Service Partners: Nonprofit organizations and/or friends groups that support the efforts of the City to provide programs and events, and/or serve Ankeny residents collaboratively.
4. Co-Branding Partners: Private, for-profit organizations that can gain brand association and notoriety as a supporter of the City in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

5. Resource Development Partners: A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

With an eye toward sustainability, it is recommended to concentrate on formalizing partnership policies and agreements and seeking additional partnership opportunities in the form of the five focus areas previously mentioned. Having agreements that are tailored to the different types of partnerships the City encounters will ensure equity and priority use are explicit and written down. Additionally, management of the policies and agreements should be assigned to one staff person and included in his/her job description.

