

Cedar Rapids Greenway Parks Plan Volume I

City of Cedar Rapids
May 2024



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Michael Van Valkenburgh Associates, Inc. - Lead Landscape Architect
Seelman Landscape Architecture - Local Landscape Architect
Anderson-Bogert - Civil Engineer
LimnoTech - Water Resources Engineer
Landwise - Economic Consultant



NORTHWEST
NEIGHBORHOOD

**TIME
CHECK
PARK**

Cedar River

**RIVERFRONT
PARK**

TAYLOR AREA
NEIGHBORHOOD

**CZECH
VILLAGE
PARK**

CZECH VILLAGE
NEIGHBORHOOD

Greenway Parks
Project Boundary

0' 1200' 2400'



Introduction

The City of Cedar Rapids has shown inspiring resolve in its commitment to create a resilient and cohesive greenway corridor that reflects considerable input from its surrounding community. Developing an innovative framework for flood protection after the 2008 flood has created a unique opportunity to fortify the urban and environmental legacy of Cedar Rapids while setting the stage for a vibrant destination waterfront. More recently, the 2020 derecho has added to the urgency of creating a durable green buffer along the Cedar River that can tolerate floodwaters and protect the Time Check, Kingston Village, and Czech Village Neighborhoods.

In response to the 2008 flood and an urgent need to plan for resiliency along the river, in 2014 the City of Cedar Rapids hired Confluence and a team of subconsultants to produce design plans for the three Greenway Parks. This 2024 Greenway Parks Plan builds on this work and integrates nearly a decade of planning efforts with the Flood Control System, including completed elements like the Czech Village Levee, in-construction elements like the Riverfront floodwall, and unbuilt plans. Throughout

this process, MVVA partnered with the City of Cedar Rapids to meet the challenge of melding local infrastructural improvements on the Cedar River with a comprehensive understanding of the entire watershed, looking beyond the site to place the updated plan in its regional context. Informed by the community and the conditions of the floodway, this updated plan improves connections to the waterfront, and provides a range of public programs that supports local needs.

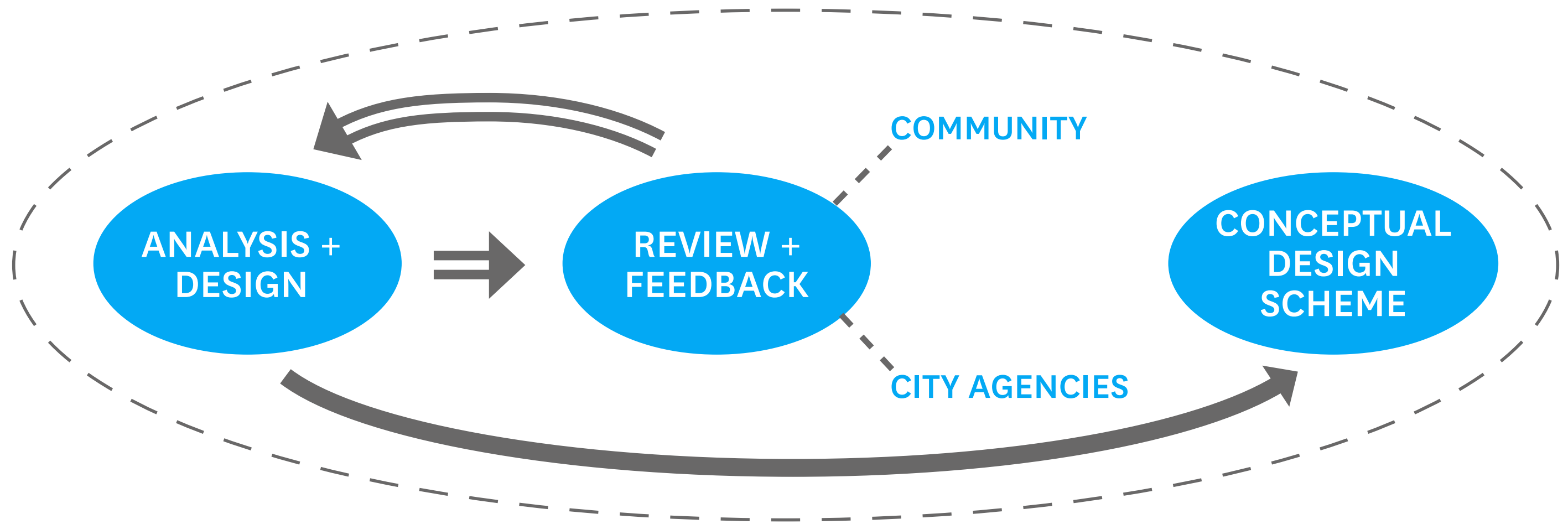
Instead of the conventional “taller is better” approach to flood defense, our designs seek opportunities to tolerate and convey floodwaters while incorporating them into the rhythm and ecology of the site. In doing so, this updated Greenway Parks Plan contributes not only to the resilience of the waterfront, but to the economic growth and cultural rejuvenation of Cedar Rapids by creating a place that people use and love.

MVVA partnered with a team of designers and engineers for this effort: Seelman Landscape Architecture and civil engineering firm Anderson-Bogert, both

local to Cedar Rapids, as well as a leading water resources engineering firm, LimnoTech, and Economic Analysts at Landwise.

A primary objective in creating this plan is to have a clear path toward implementation, making this project affordable, feasible, and adaptive to public consensus. As we learned more about local challenges from stakeholders and our collaborators in Cedar Rapids, we adjusted our approach accordingly to maintain the feasibility of our recommendations, and ensure that the following Master Plan honors the legacy of the Cedar River and its surrounding communities while helping to safeguard their continued prosperity.

Process



MVVA worked with the City of Cedar Rapids to produce this report in an 8-month timeframe. The project was divided into several phases: Discovery Phase, Plan Development, Final Report, and an ongoing Public Engagement process.

Discovery Phase Tasks:

- Research existing conditions of Time Check, Riverfront, and Czech Village Greenway Park Sites
- Coordinate with City Staff and the City's Flood Control System consultant team to gather existing data
- Review relevant previous planning documents, e.g. EnvisionCR Plan, Greenway Parks Plan, Parks & Recreation Master Plan, River Recreation Master Plan, River Recreation

Feasibility Study, Northwest Neighborhood Area Action Plan, Czech Village/New Bohemia Area Action Plan, Public Art Plan, Age-Friendly Action Plan, etc.

- Conduct other desktop research and GIS analysis to gather relevant site and context data
- Understand use restrictions, zoning, easements, and other property constraints as well as relevant permitting timelines
- Investigate potential property acquisitions that would contribute strategic value to the Greenway Parks Plan

Public Engagement Tasks:

- Partner with City of Cedar Rapids to share conceptual designs for greenway as they become available
- Conduct community engagement events to gather input from community members affected by and interested in the Greenway Parks.
- Solicit additional public input through the use of surveys, workshops, and other means

Plan Development Tasks:

- Deliver Preliminary, Intermediate, and Final Concept Plans to City staff for review
- Incorporate common uses (e.g. sports fields, open space, etc.) as well as new and

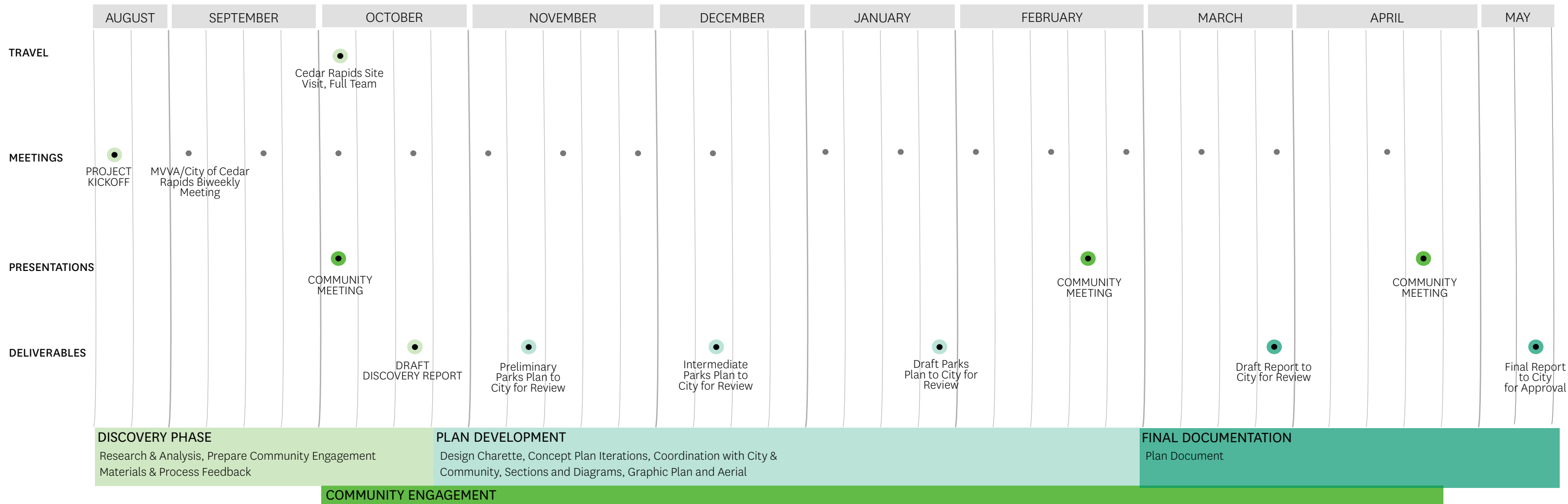
innovative ideas for park uses best suited for the neighborhood and City as a whole

- Consider use restrictions as they relate to proposed design
- Incorporate relevant goals, proposed elements, and connections to adjacent planning efforts and projects identified in other City plans
- Connect to adjacent roads, trails, and sidewalks, including those through the proposed levee within the Time Check Greenway, Ellis Park, Northwest Recreation Center, Harrison School, adjacent future developments, and the Cedar River
- Identify additional properties that may need to be acquired to enhance the design of the parks

Project Timeline

2023

2024



Project Background

THE GREENWAY PARKS

Comprising three individual parks, The Greenway Parks project runs along the western bank of the Cedar River, the traditional, ancestral, and contemporary homeland of the Ioway people. With the introduction of colonial settlement in the 1800s, the Cedar River became the heart of the growing city's economic sector; its rapids powered the City's mills, which have served as the foundation for the City's sustained vitality. Throughout the City's history, the river, and the parks along its banks, have remained integral to sustaining Cedar Rapids.

The Time Check Greenway Park project is situated at the north end of the downtown area and is surrounded by one of the oldest residential neighborhoods on Cedar River's west side. Long known for being a tight-knit, working-class community, many of its residents worked in the City's railroad and mill industries.

The Riverfront Greenway Parks project is situated in what was once known as Kingston, the original settlement on the west side of the river established in 1852 and later annexed in 1871 to the City of Cedar Rapids. The Riverfront area, located in a narrow district along the river's edge, was revamped in the 1960s to provide outdoor space and seating along the river in central downtown and additional landscaping along the river to the north.

The Czech Village Greenway Park project, located just south of downtown, is brimming with character and history of the Czech people, many of whom were the first immigrants to settle in this area. This small district developed into a vibrant neighborhood where Czech businesses thrived. In later years, this village became a regional and national destination for visitors who wanted to experience Czech heritage and culture.

Preservation efforts have been underway since the 1970s to maintain the character of this business district and neighborhood. In 1995, the Czech and Slovak Museum & Library opened as part of these ongoing efforts.

2008 FLOOD

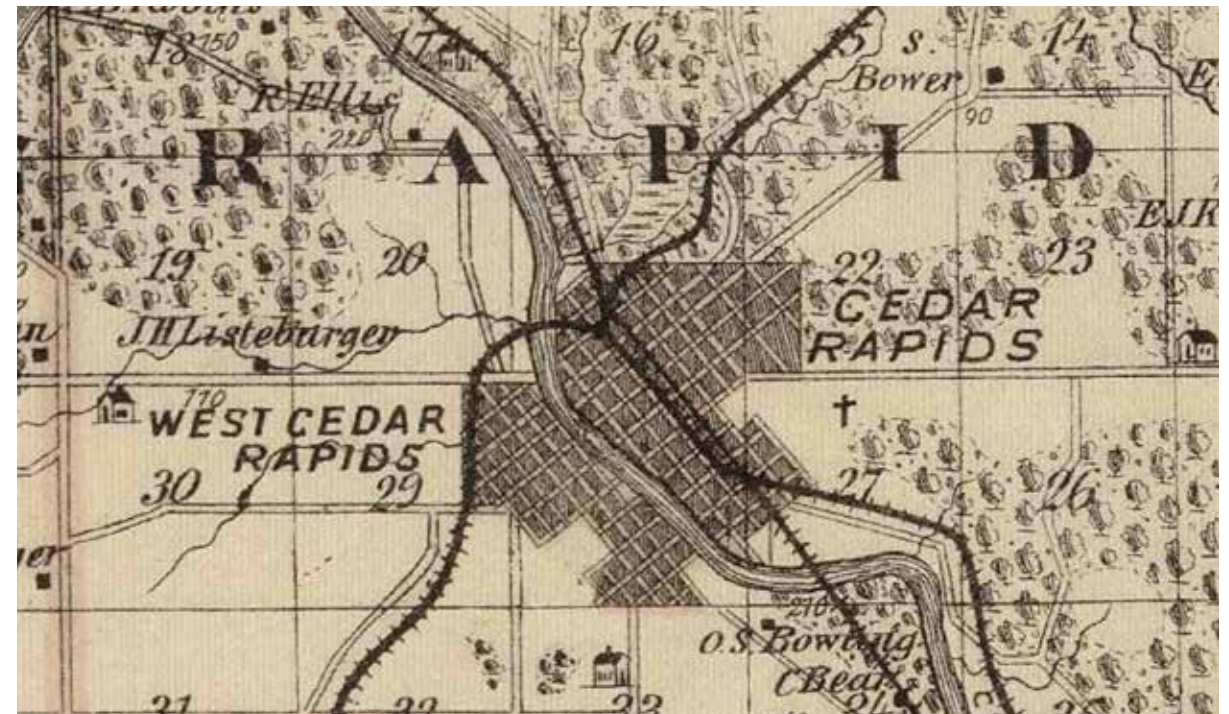
On 13 June 2008, the project area was hard-hit by floodwaters as the Cedar River crested to its highest level in Cedar Rapids history, reaching 31.12 feet and surpassing the 500-year floodplain. The previous record had been 20 feet. The temporary levees became saturated not only with floodwaters but also with additional rainfall, leading to their failure. A total of 1,126 city blocks were flooded, covering more than 10 square miles, with 561 city blocks experiencing severe damage on both banks of the Cedar River, comprising 14% of the city's total area. A majority of the homes in both the Time Check and Czech Village neighborhoods sustained considerable damage, which led to the demolition of over 1,300 properties in the Cedar Rapids area and several billion dollars in damages.

RECENT PLANNING EFFORTS

In the wake of the 2008 flood, The City hired Greenplay LLC to provide a Parks and Recreation Master Plan and in 2012 secured JLG Architects to develop Vision CR Downtown Framework Plan. Together, they helped the Parks and Recreation Department define the riverfront greenway park as a vision for the west side of the river. This greenway vision included the three project areas and outlined their approximate boundaries. Each project area is a combination of previously existing park land and additional properties that were flooded and purchased by the City. Each provides unique opportunities for development based on their



1929 FLOOD, 1ST AND 3RD AVENUE



ANDREAS ATLAS, 1875



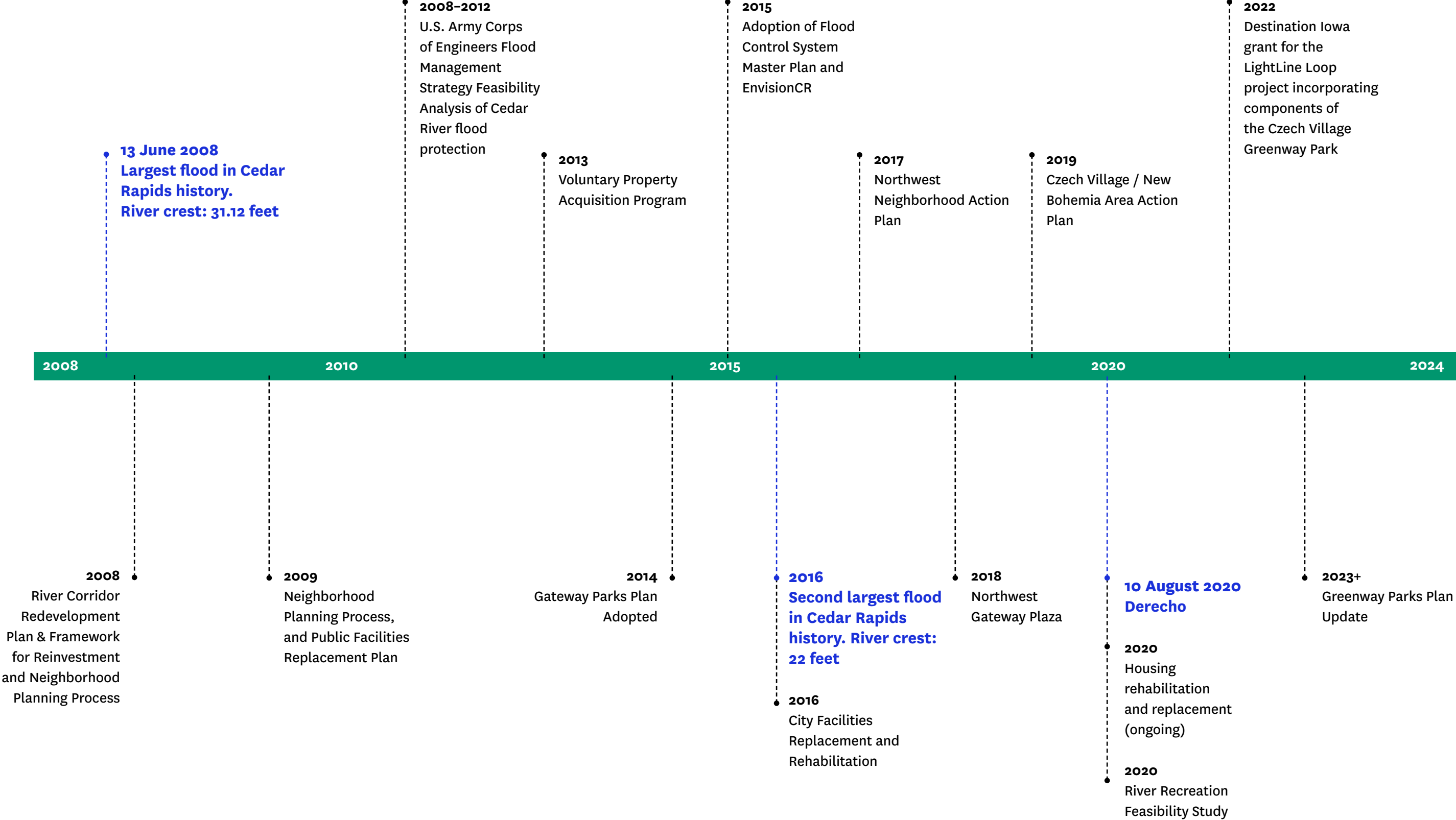
AERIAL VIEW OF THE 2008 FLOOD, 2008
PHOTO: THE DES MOINES REGISTER

individual history as well as their physical and cultural characteristics. As a result of this plan, in 2014 the City hired Confluence and their team of subconsultants: Design Workshop, PROS Consultants and Anderson Bogert Engineers to provide design plans for three park projects along the west side of the river, centrally located in the heart of the City. Additional planning documents researched include: Sasaki's 2007 City of Cedar Rapids Framework Plan and 2009 Cedar Rapids Neighborhood Planning Process, the 2010 Cedar Rapids Parks and Recreation Master Plan by Greenplay LLC, as well as JLG Architect's 2012 Downtown Framework plan update, 2013 Kingston Village Framework Plan, and the 2020 River Recreation Feasibility Study.

GREENWAY PARKS PLAN UPDATE

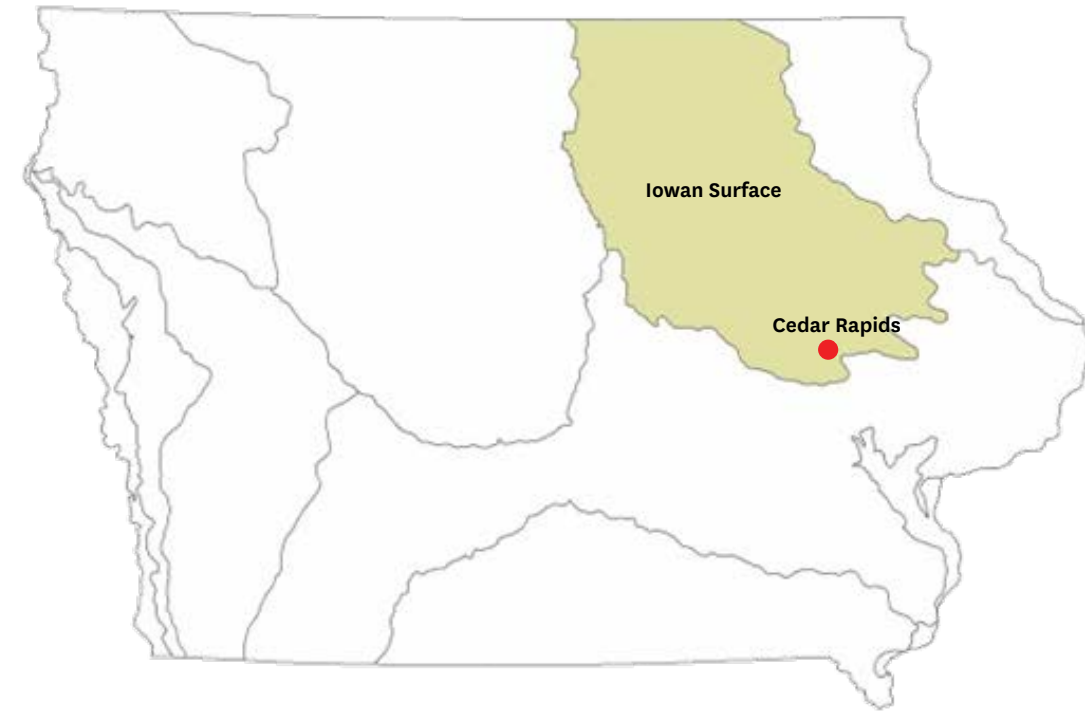
In 2023, the City of Cedar Rapids selected MVVA to shape an actionable and forward-thinking update for the Greenway Parks Plan. This plan prioritizes collaboration, community engagement, technical innovation, flood resilience, and thoughtful stewardship. Informed by the community and the conditions of the floodway, this updated plan outlines critical interventions to improve connections to the waterfront and provide a range of public programs that support local needs.

Timeline & History



The Region

Cedar Rapids is situated at the convergence of two distinct landforms: the Iowan Surface and the Southern Iowa Drift Plain, each shaped by ancient glacial activity and erosion. These geological foundations, along with the unique climatic conditions of the Midwest, have created an environment conducive to a diverse ecosystem. Over thousands of years, cycles of growth and decay under prairie vegetation have enriched the soil, facilitating the proliferation of vast stands of timber and expansive prairie stretches within the Cedar River valley.



MAQUOKETA CAVES STATE PARK



PALISADES-KEPLER STATE PARK



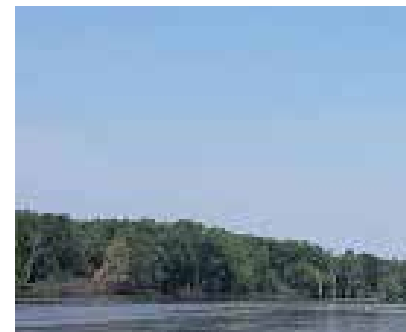
WHITE PINE HOLLOW FOREST



BACKBONE STATE PARK

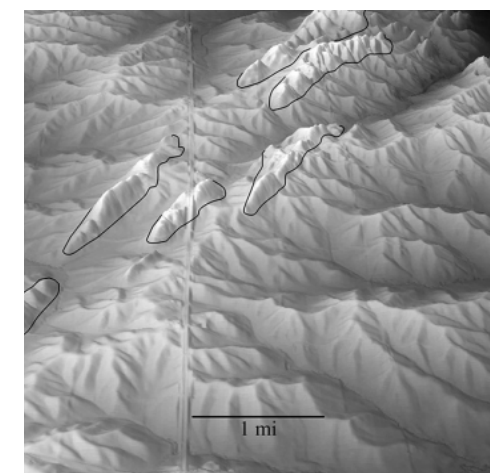


INDIAN CREEK NATURE CENTER



HANGING BOG STATE PRESERVE

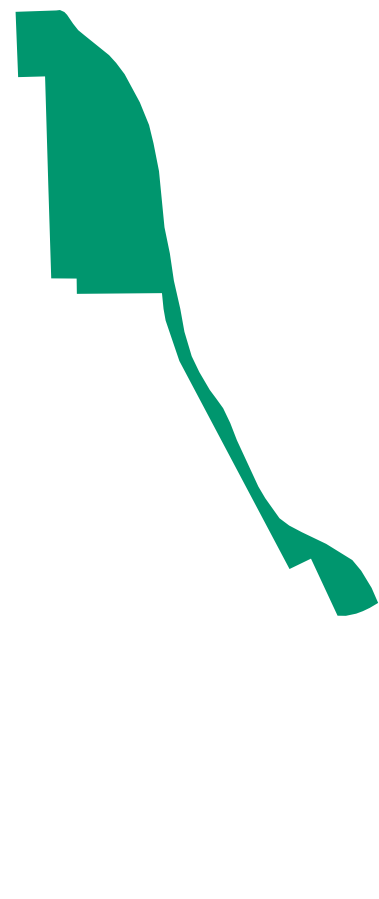
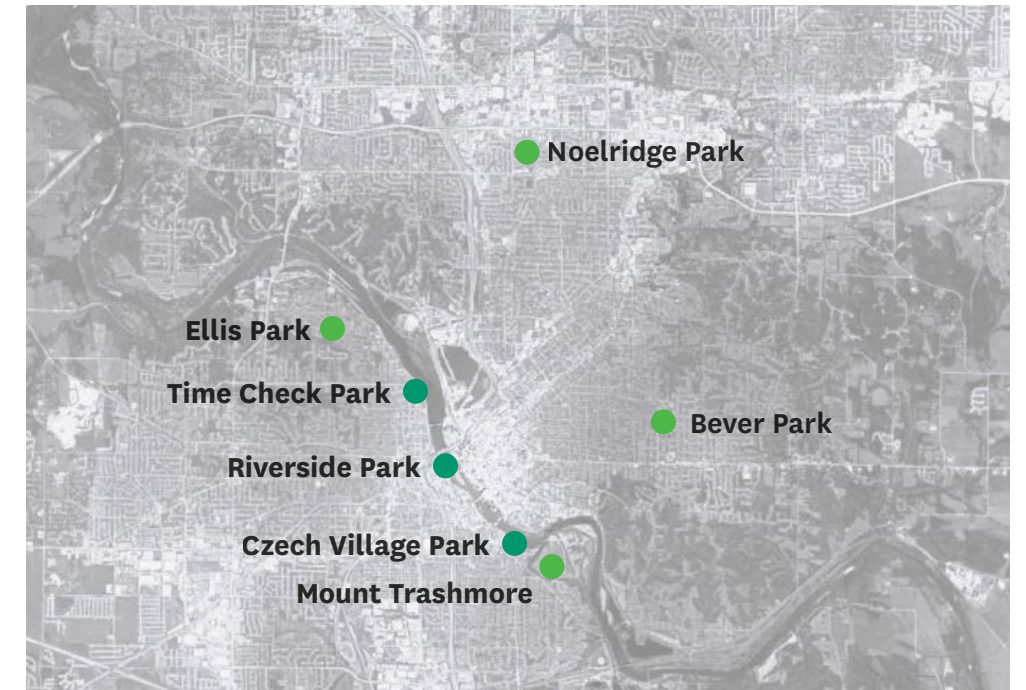
NATURAL AREAS WITHIN THE IOWAN SURFACE ECO-REGION



PAHA LANDFORMS CHARACTERIZE THE SOUTHERN PART OF THE IOWAN SURFACE AND THE SOUTHERN IOWA DRIFT PLAIN.

Beloved Parks in Cedar Rapids

A shortlist of popular parks in the vicinity of the Greenway was studied to understand the scale of the sites, the inventory of amenities offered, and other noteworthy features. These parks were used as reference and helped inform how the Greenway Parks could stand out and offer something new.



Greenway Parks
~170 acres



Noelridge Park
~99 acres



Bever Park
~95 acres



Mount Trashmore
~75 acres



Ellis Park
~65 acres

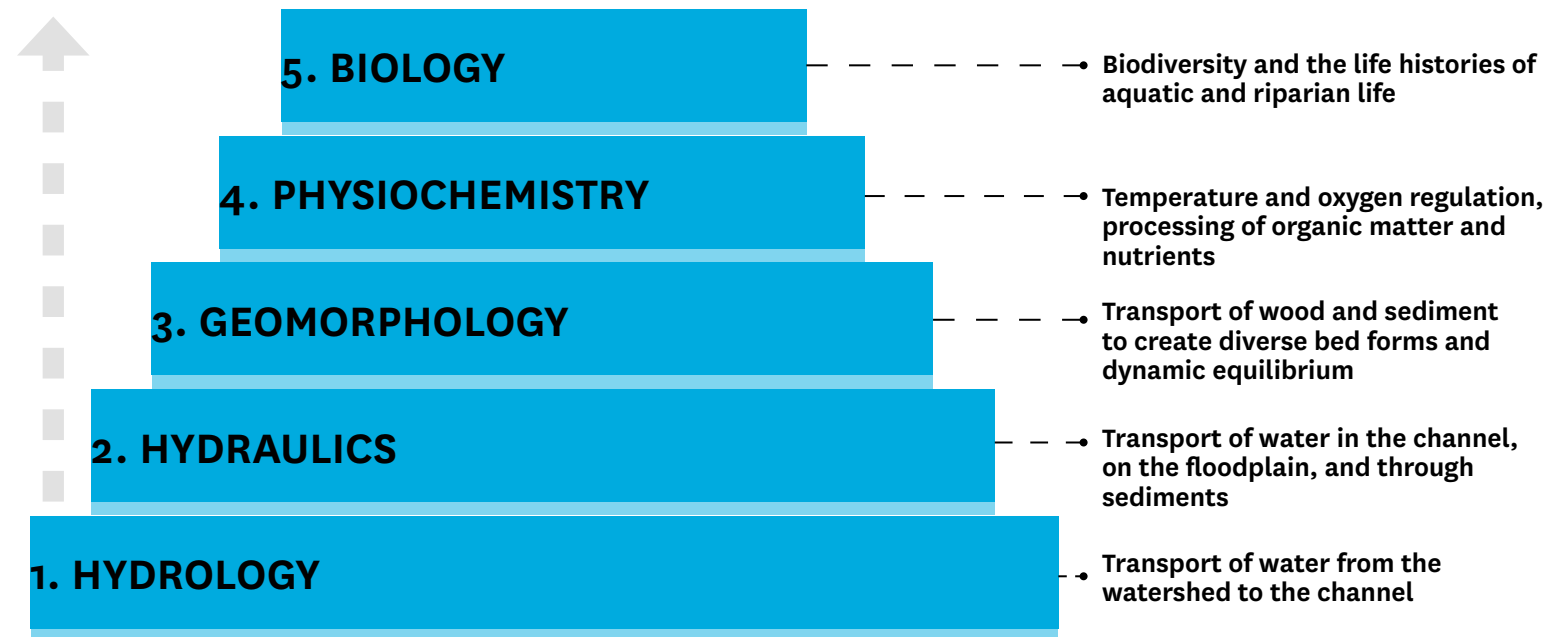
Hydrology of the Cedar River

It is crucial for the design of the Greenway Parks to improve resiliency along the Cedar River and support the performance of the flood control system. This means that there should be global positive drainage through the site (all water flows away from the levee) and the density of planting should not deter the conveyance of floodwaters.

In healthy river systems, each tier of the functional lift pyramid (right) supports the tiers above and is supported by the tiers below. Due to flooding, the Hydrology and Hydraulic tiers have dominated the river management strategies through downtown Cedar Rapids.

In Time Check Park, we see an opportunity to shift the focus more towards the upper tiers, particularly Geomorphology and Biology, through the design of channel form and the enhancement of ecosystem function.

The hydrological modeling completed to date has accounted for a certain denseness of planting along the Cedar River floodplain to maintain hydraulic function. This value, called the *roughness coefficient*, is $n=0.09$. The images at right demonstrate the upper and lower range of allowable planting density targeted in the design, which convey a fairly dense canopy of trees with an open forest floor.



FUNCTIONAL LIFT PYRAMID (STREAM-MECHANICS.COM)

$n=0.09$ (Cedar River Floodplain)



$n = 0.073$ (USGS Photo)



$n = 0.10$ (USGS Photo)

ROUGHNESS COEFFICIENT USED FOR CEDAR RIVER HYDRO MODELING $N=0.09$

Site Conditions

During the Discovery Phase of the project the Design Team researched existing conditions of the Time Check, Riverfront, and Czech Village Greenway Sites. By layering site and context data, the parks could be understood in their complexity. The research looked at the proposed Flood Control System Master Plan drawings, hydrological data of the Cedar River, previous planning documents for surrounding neighborhoods, adjacent planning efforts and proposals, parcel data and deed restrictions, planned and existing bikeways and regional trails, and roadway changes. This information was layered into a composite base plan over which the Greenway Parks could be envisioned.

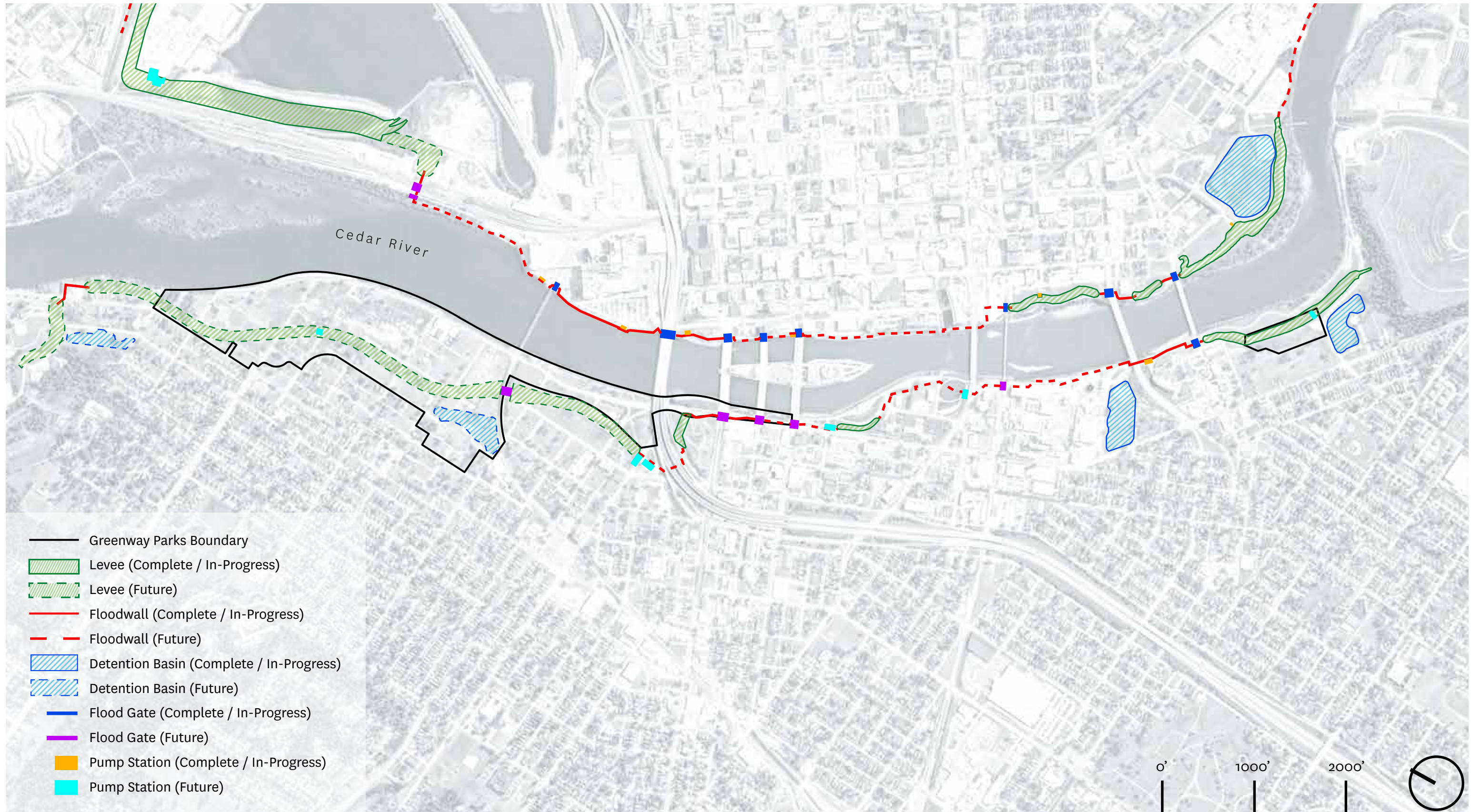


TIME CHECK PARK

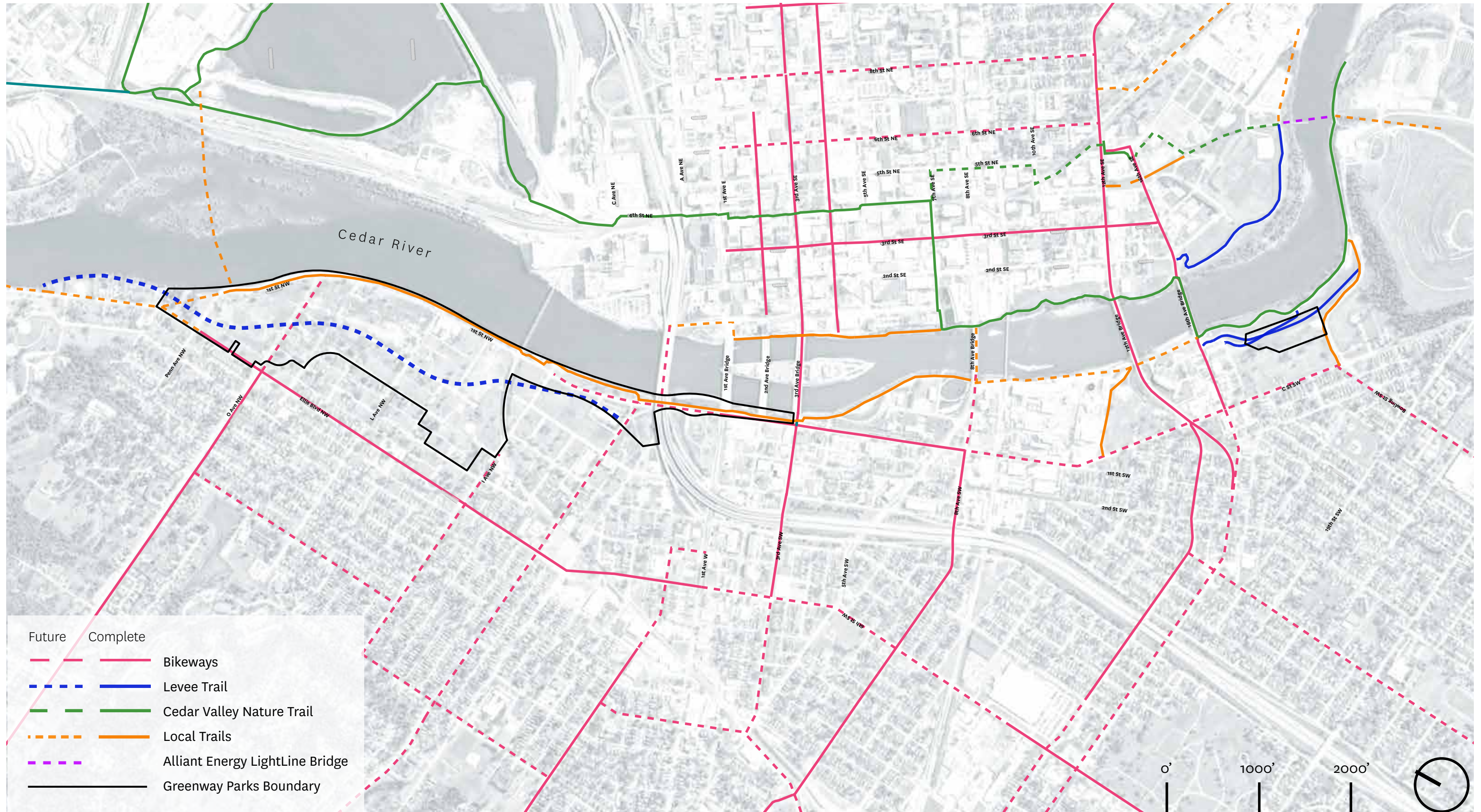


RIVERFRONT PARK

Flood Control System Status

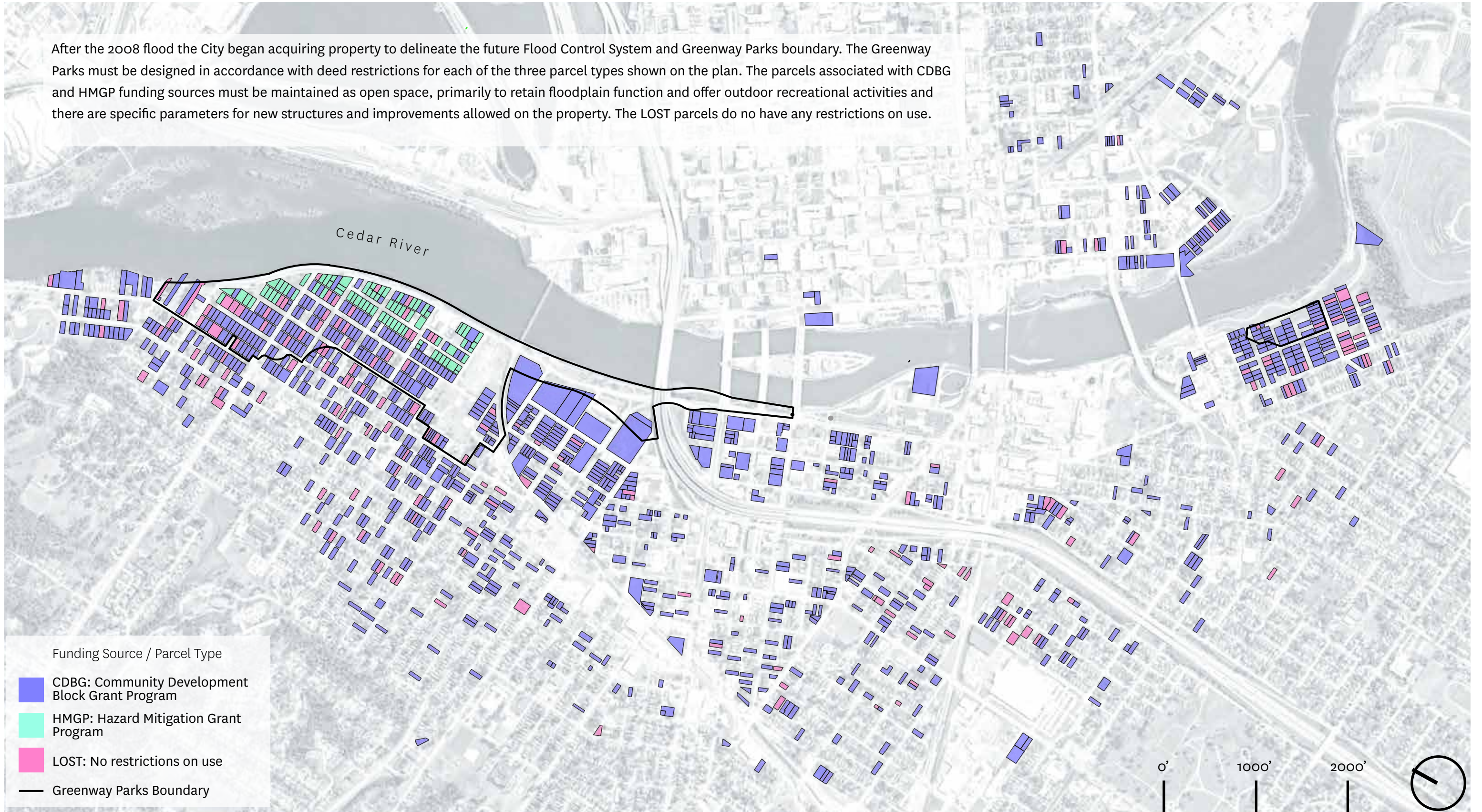


Regional Trails and Bikeways

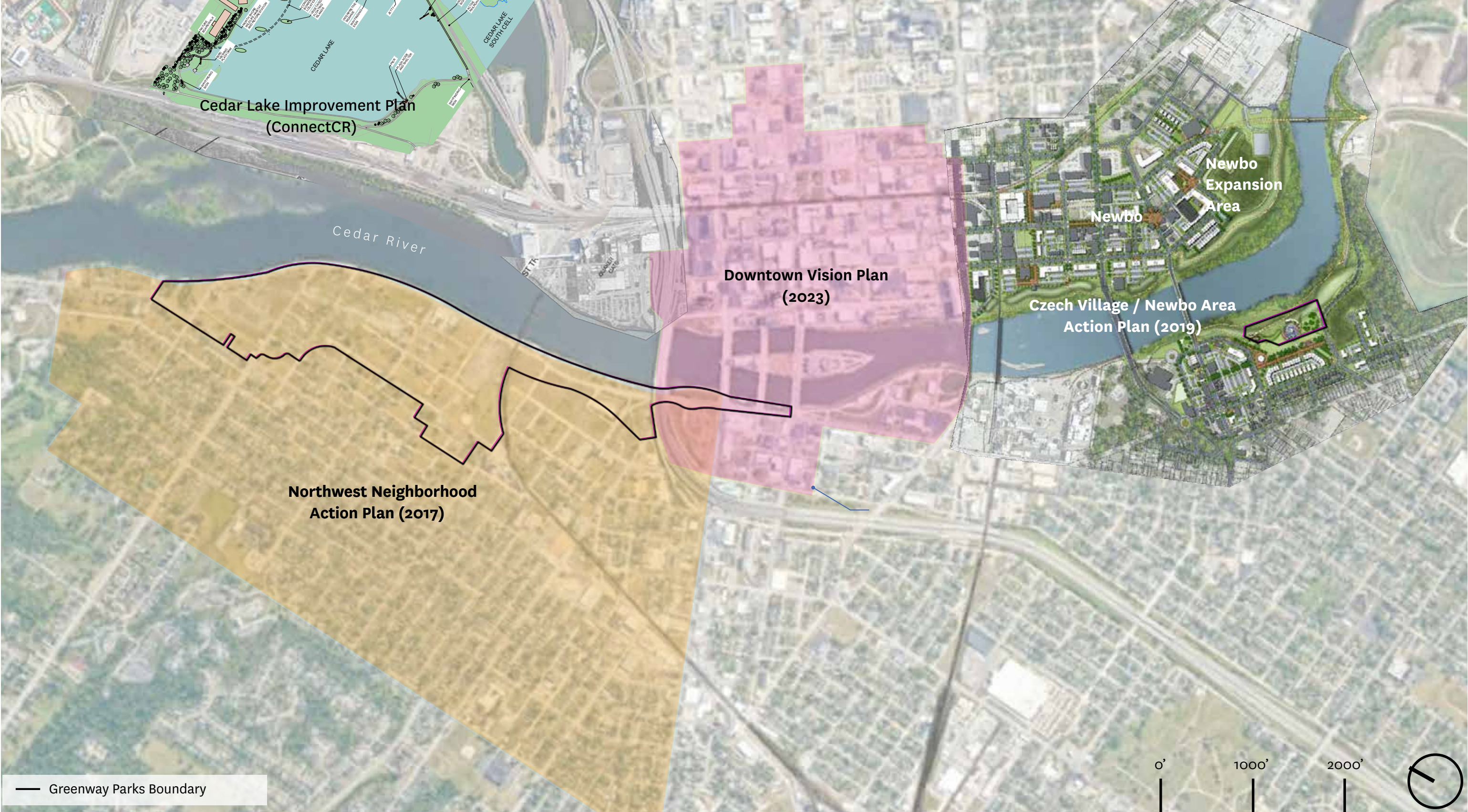


Deed Restrictions

After the 2008 flood the City began acquiring property to delineate the future Flood Control System and Greenway Parks boundary. The Greenway Parks must be designed in accordance with deed restrictions for each of the three parcel types shown on the plan. The parcels associated with CDBG and HMGP funding sources must be maintained as open space, primarily to retain floodplain function and offer outdoor recreational activities and there are specific parameters for new structures and improvements allowed on the property. The LOST parcels do not have any restrictions on use.



Adjacent Planning Efforts



Greenway Parks Plan



Cedar River

TIME CHECK PARK

RIVERFRONT PARK

CZECH VILLAGE PARK

Penn Ave NW

O Ave NW

Ellis Blvd NW

I Ave NW

1st Ave Bridge

2nd Ave Bridge

3rd Ave Bridge

8th Ave Bridge

12th Ave Bridge

16th Ave Bridge

1st St SW

Bowling St SW

I-190

0' 1000' 2000'



Greenway Parks Plan Principles

The goal of the Greenway Parks Plan is to help shape an actionable and forward-thinking update of the Greenway Parks while communicating the conceptual ideas of the park. Through this process we've prioritized collaboration, community engagement, technical innovation, and thoughtful stewardship.

The Greenway Parks Plan identifies core principles that will guide and shape every step of the Greenway Parks' transformation, from planning, design, construction, and maintenance to future park uses.

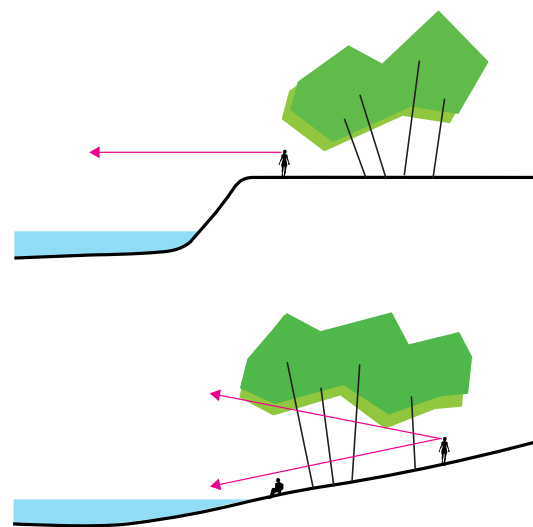
The list of key actions at right lays out how the site today will become the Greenway Parks of the future.

- 1. Connect People to the River**
- 2. Balance Traditional and Wild Settings**
- 3. Integrate Circulation with the Levee**
- 4. Build Connectivity**
- 5. Uplift Ecology**

1. Connect People to the River

The existing berm along 1st Street at Time Check Park disconnects people from the Cedar River. By relaxing slopes, framing views of the river and implementing a variety of shoreline edge conditions, the Greenway Parks will provide visual and physical access to the water.

a. Relaxed Slopes that Provide Access to the Water



b. Views of the River and Borrowed Landscape

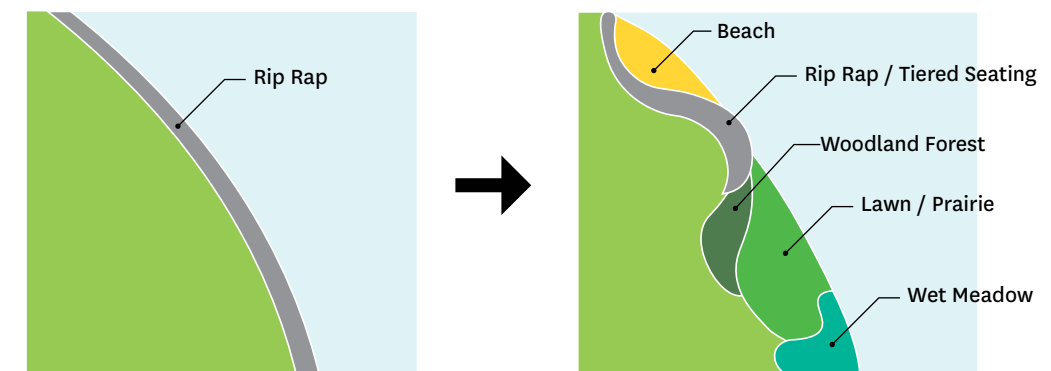


Current view from within the park



View from the top of 1st Street berm

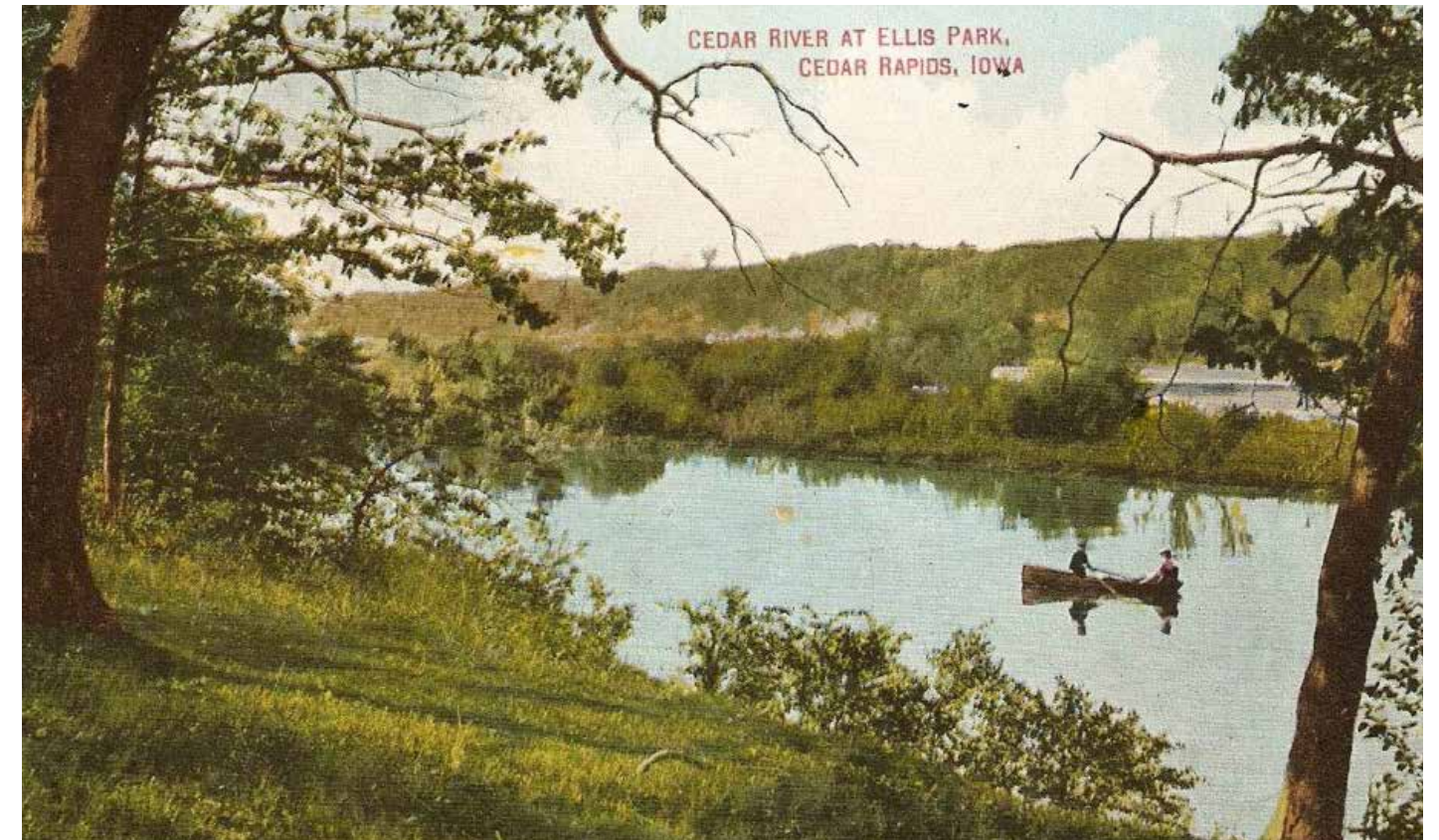
c. Diverse Experiences of the Water's Edge



The river has played a major role in shaping Cedar Rapids history and culture



MARION MILL DAM, 1910



CEDAR RAPIDS POSTCARD

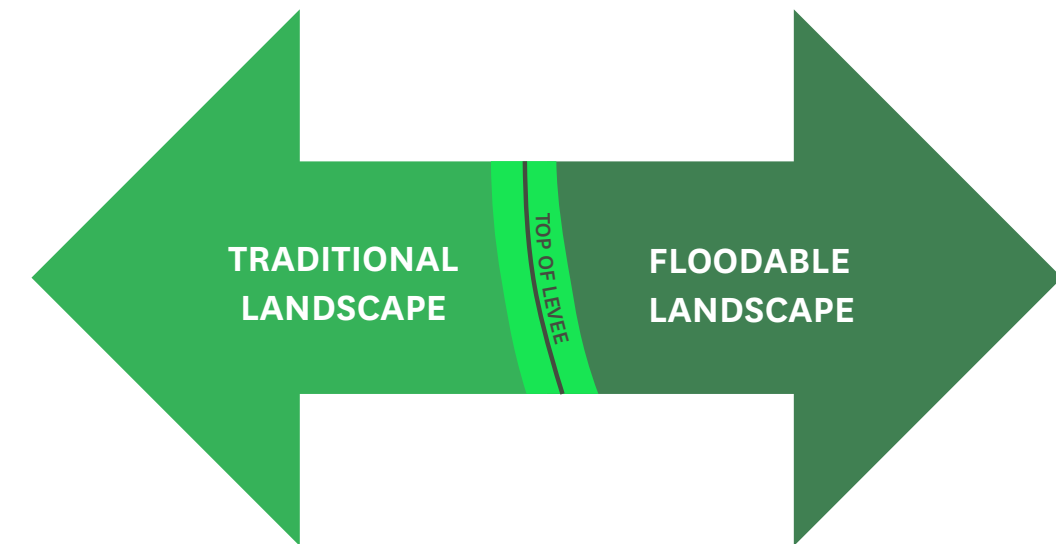


ICE SKATING ON THE CEDAR RIVER, *THE GAZETTE*, 1900

2. Balance Traditional and Wild Settings

a. Two distinct characters

The levee acts as a spine through the park, lending itself to two distinct characters that offer a range of planting and program. The east side of the levee (the floodable side) will be focused on ecological uplift, naturalistic plantings, and a more “wild,” low-maintenance landscape, while the west side of the levee (the dry side) will offer more traditional park programming, manicured trees, and ample lawn space.



b. Manicured planting balanced with naturalistic ecosystems



c. Something for everyone



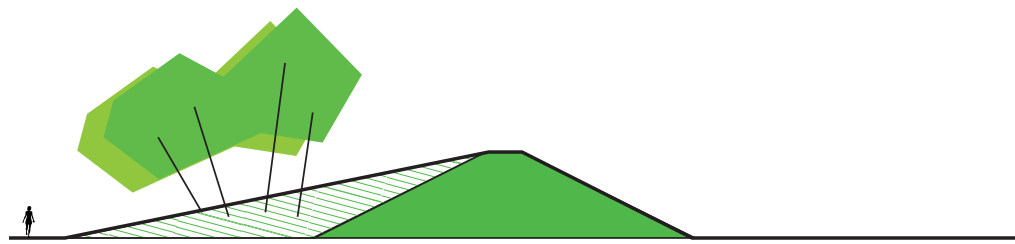
TRADITIONAL

FLOODABLE

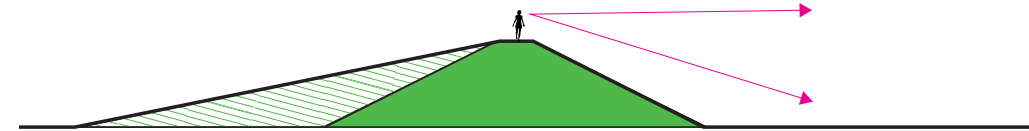
3. Integrate Circulation with the Levee

A design challenge faced throughout the Greenway is how to make large-scale, engineered infrastructure feel like part of the park landform. By backfilling on the levee template and providing multi-modal vehicular and pedestrian loops over the levee, the flood control system becomes embedded in the user experience of the park.

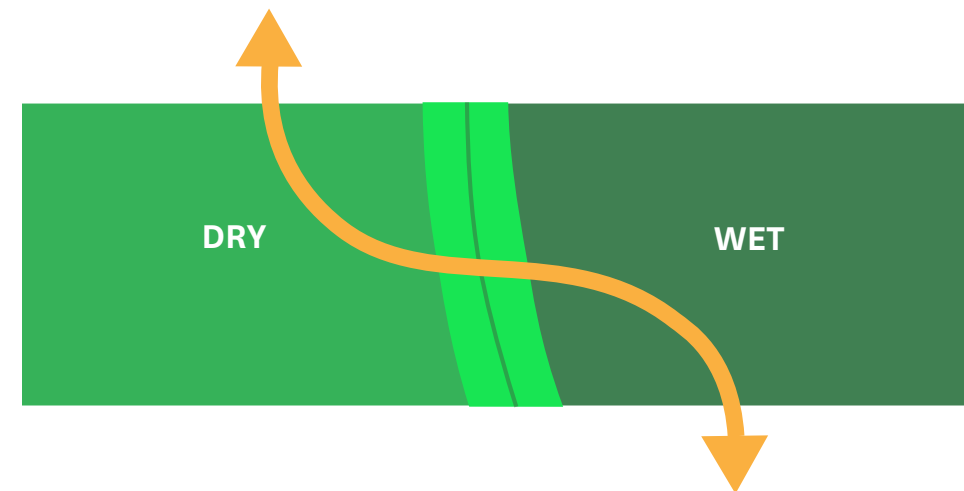
a. Gradual and Inviting Approaches



b. Elevated Prospects



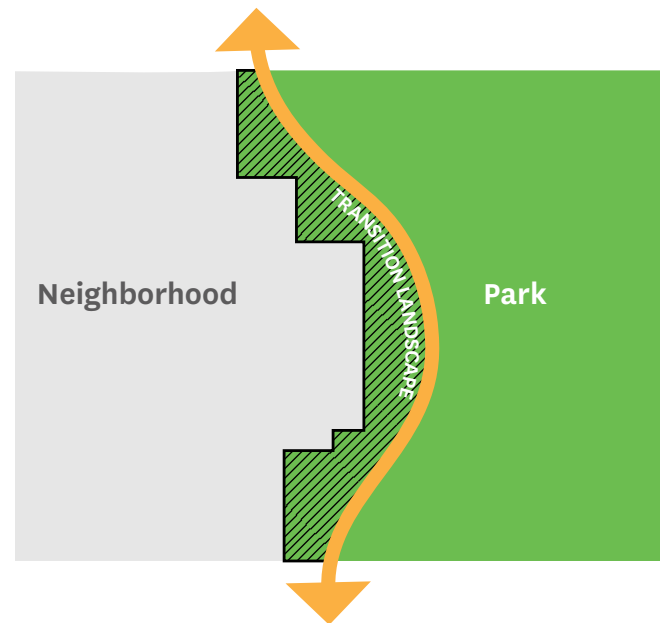
c. Connected Wet and Dry Sides



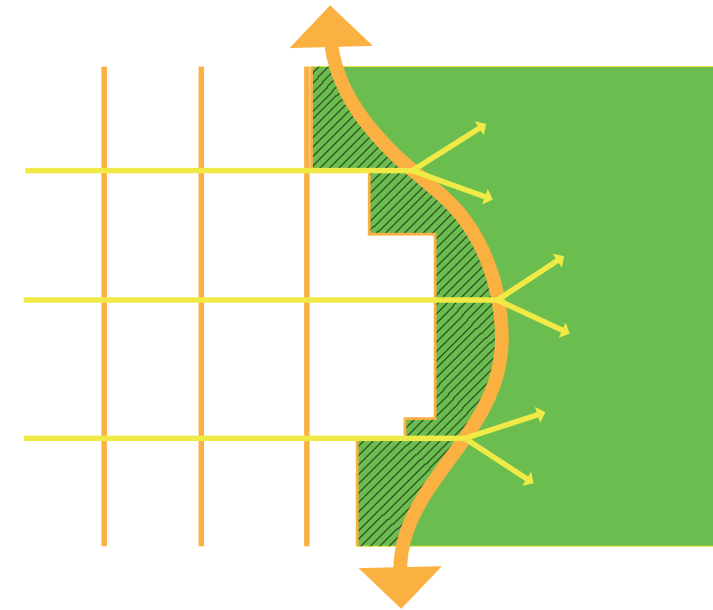
4. Build Connectivity

Opening up and connecting the park to the surrounding neighborhoods, the city, and the region requires improving access for all. That means creating a legible park boundary around its perimeter, providing intuitive access points that feed into the park from neighborhood streets, and linking major park paths to regional trails and bikeways.

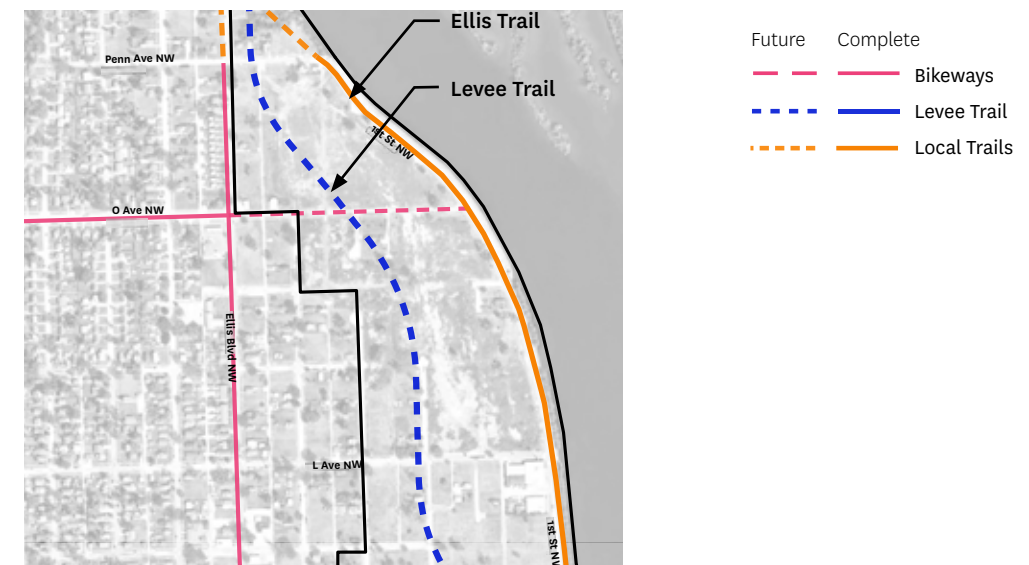
a. Clarified Boundaries



b. Intuitive Access



c. Connections to Regional Trails and Bikeways



5. Uplift Ecology

Creating shoreline complexity on the wet side of the levee gives an opportunity to design spaces for both aquatic and terrestrial habitat. Various types of habitat enhancement features serve to provide food, shelter, and spawning grounds for fish, birds, and mammals. These features not only contribute to the “wild” experience of the park but could also provide educational opportunities for park users.

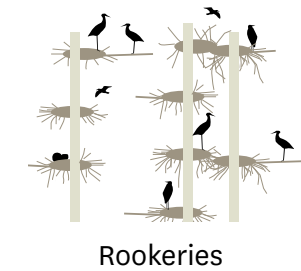
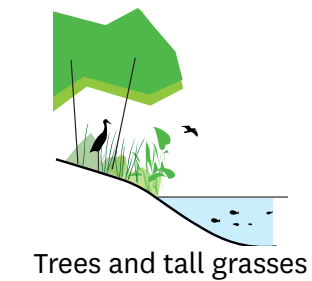
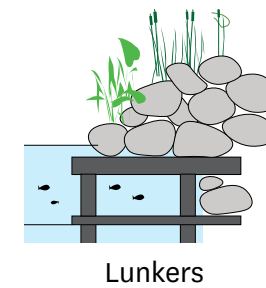
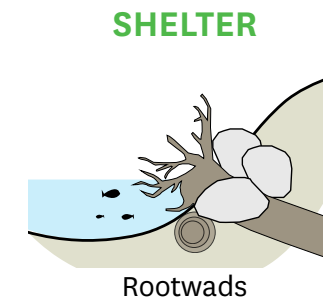
a. Increase Biodiversity through Planting



IOWA'S SURFACE AREA AND LAND COVER, THE ECONOMIC VALUE OF IOWA'S NATURAL RESOURCES, 2007

b. Provide Spaces for Aquatic and Terrestrial Habitat

AQUATIC



TERRESTRIAL



c. Restore tree canopy

The lowland surface is characterized by the oak-hickory and bottomland forest types.

RIDGETOPS



White Oak



Bur Oak



Red Oak



Shagbark
Hickory



Red Cedar



American Linden

VALLEY/FLOODPLAIN



Elm



Walnut



Cottonwood



Sycamore



River Birch

Community Engagement

MVVA partnered with the City of Cedar Rapids to produce engagement material in various formats for the public to respond to and provide feedback at each stage of design. The first round of engagement took place in the Fall of 2023 and the second round in the late Winter of 2024.

The Fall 2023 engagement process was focused on broad ideas and previous planning studies, while the 2024 Winter engagement gave the City and Design Team an opportunity to share concept plans and get feedback on the preliminary design of all three parks.



Fall 2023: In-Person Outreach Events

For the first round of public engagement, the City sought feedback at Open Houses and a variety of outreach events as well as through an online survey that was open for two weeks. Folks were asked to vote and provide thoughts on images that fell into five categories: Active Recreation, Passive Recreation, Landscape Types, Connectivity, and Proposed Amenities from the 2014 Greenway Parks Plan. Feedback cards gave people an opportunity to provide additional comments on Wildlife, Water Access, Athletics, Events, and Park Experience. Outreach efforts reached 218 community members through the online survey, 44 at the Open House, and over 100 at various events around town.



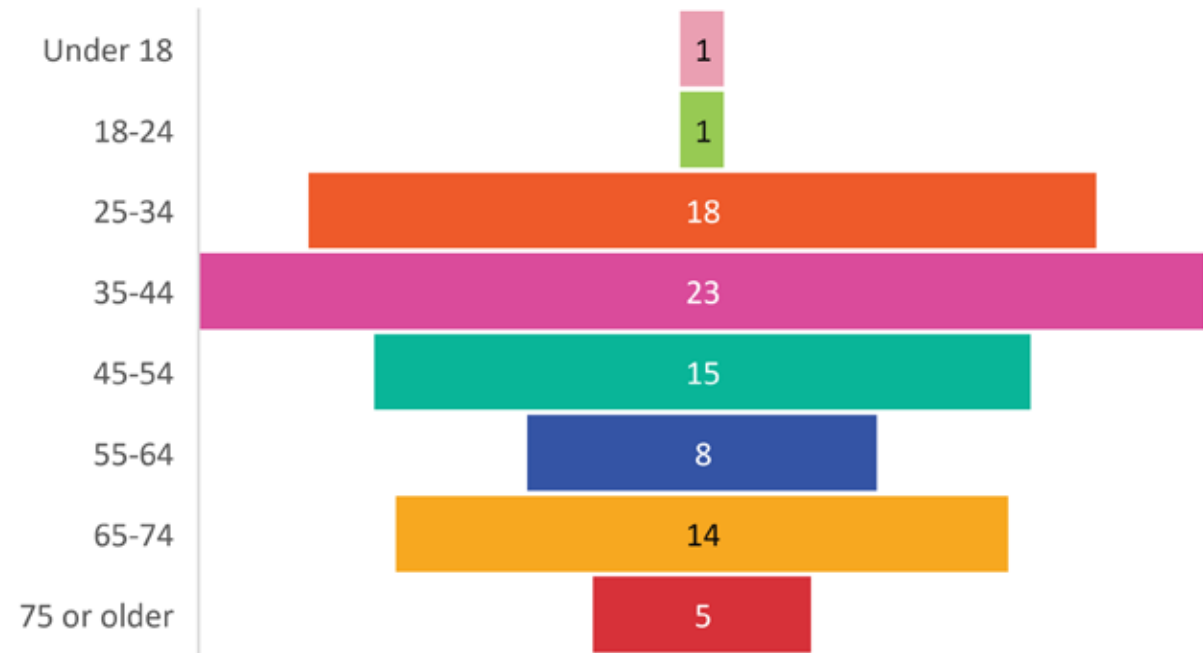
Greenway PARKS PLAN				CEDAR RAPIDS City of Five Seasons
Connectivity Once at the park, how would you plan to move through it? Where would you like to have entrance points into the Greenways?	Events What outdoor event(s) do you attend throughout the year? What other kinds of events would you like to see held at the Greenway Parks?	Landscape What is your favorite outdoor place - built or natural - in Cedar Rapids? What do you love about it?	Wildlife Are you a birder/birdwatcher? Do you enjoy fishing? Where along the Cedar River do you go to fish?	
Cards with questions go here	Cards with questions go here	Cards with questions go here	Cards with questions go here	
Athletics Do you play sports through an organized league or informal pick-up games? Any other recreational activities you'd like to see in the parks?	Park Experience What is a local place you feel emotionally connected to? What kind of experience would you like to have at the park?	Water Access What activities do you do in the Cedar River? What activities would you like to do? What amenities would enhance your experience along the river?	Amenities What park amenities are missing in Cedar Rapids? What amenities would bring you to the Greenways?	
Cards with questions go here	Cards with questions go here	Cards with questions go here	Cards with questions go here	
Give Us Your Feedback!				

Greenway PARKS PLAN				CEDAR RAPIDS City of Five Seasons
Show interest by tallying here!	Show interest by tallying here!	Show interest by tallying here!	Show interest by tallying here!	
Put Post-It comments or ideas here!	Put Post-It comments or ideas here!	Put Post-It comments or ideas here!	Put Post-It comments or ideas here!	
Show interest by tallying here!	Show interest by tallying here!	Show interest by tallying here!	Show interest by tallying here!	
Put Post-It comments or ideas here!	Put Post-It comments or ideas here!	Put Post-It comments or ideas here!	Put Post-It comments or ideas here!	
Active Recreation				

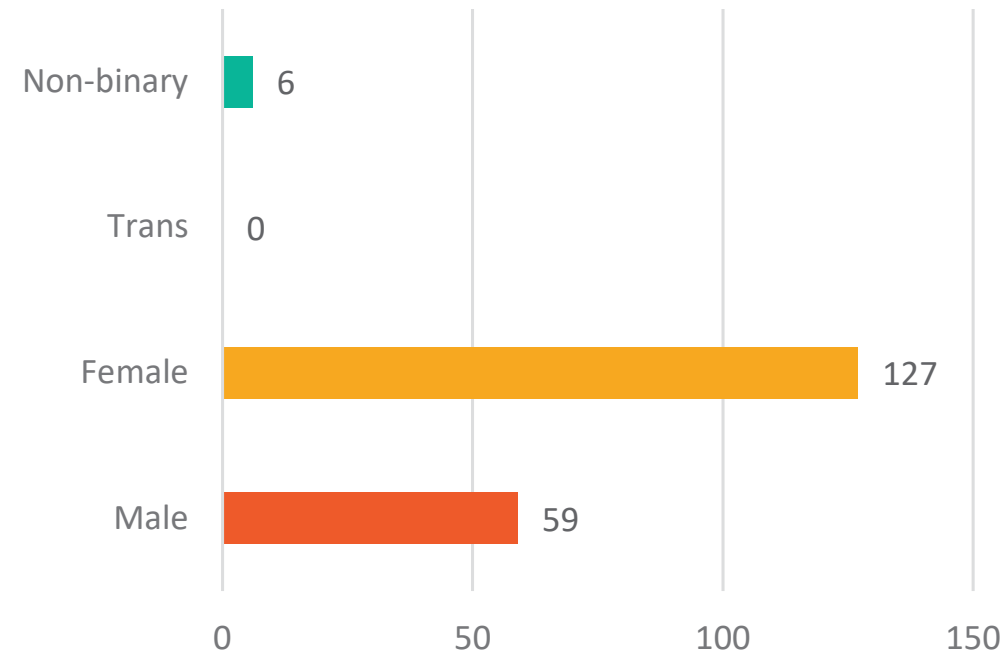
EXAMPLES OF BOARDS THAT WERE USED AT IN-PERSON EVENTS

Fall 2023: Survey Demographics

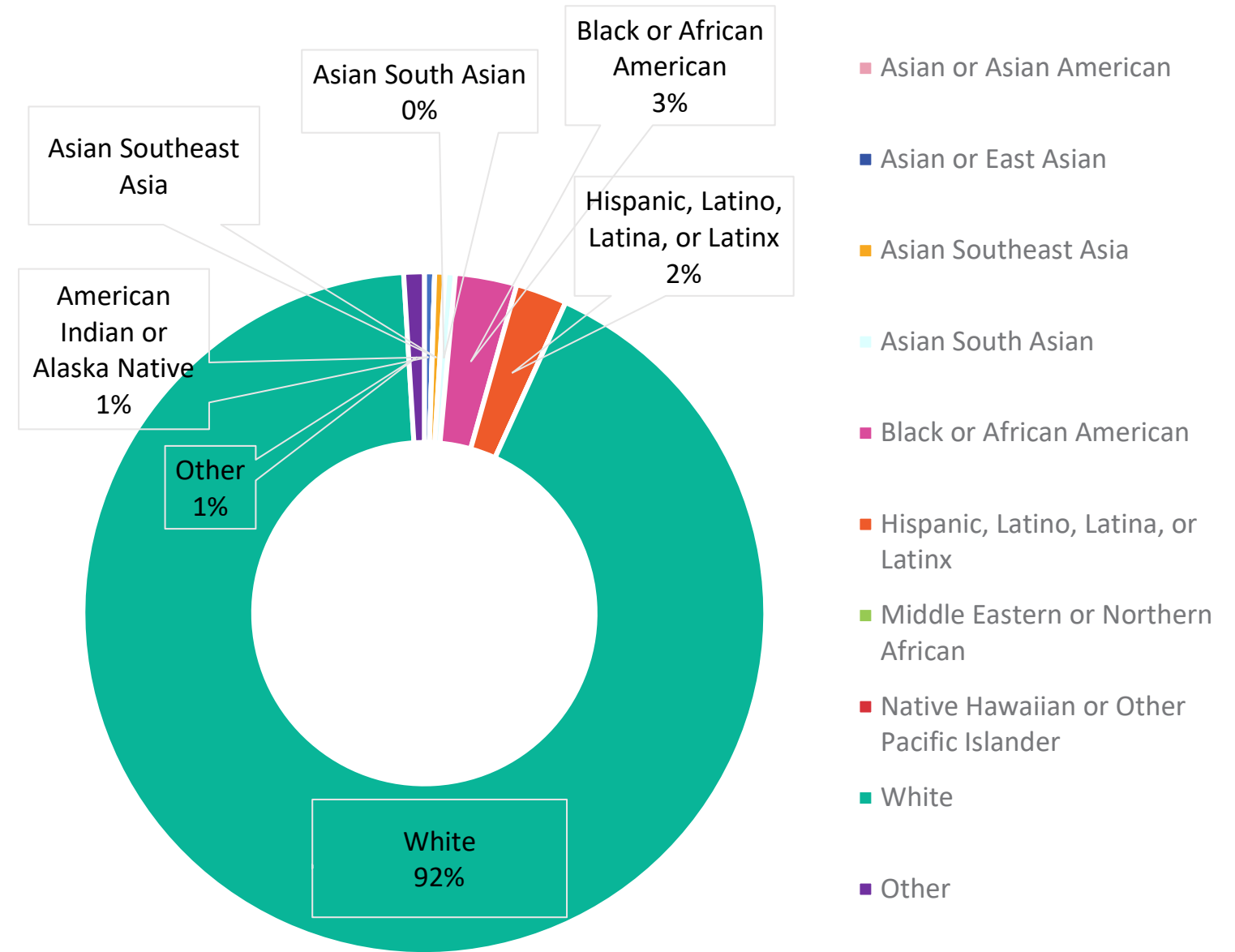
Age



Gender

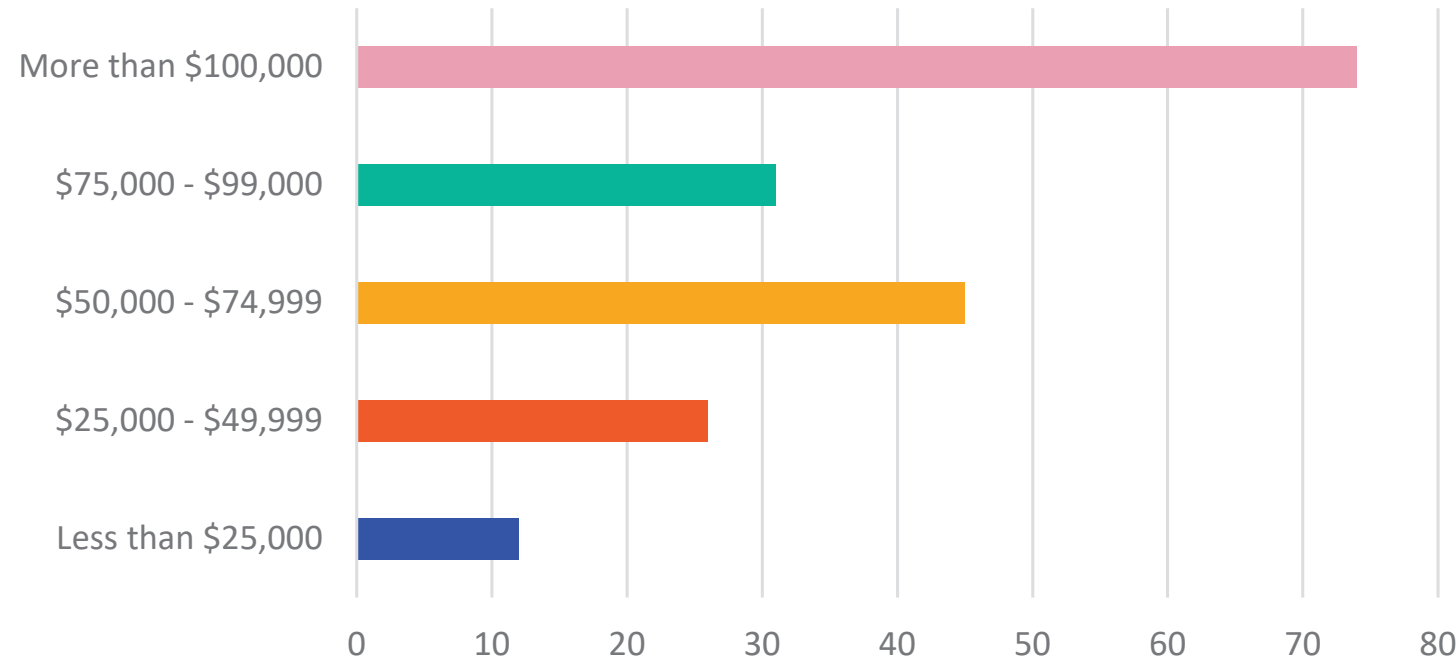


Race/Ethnicity

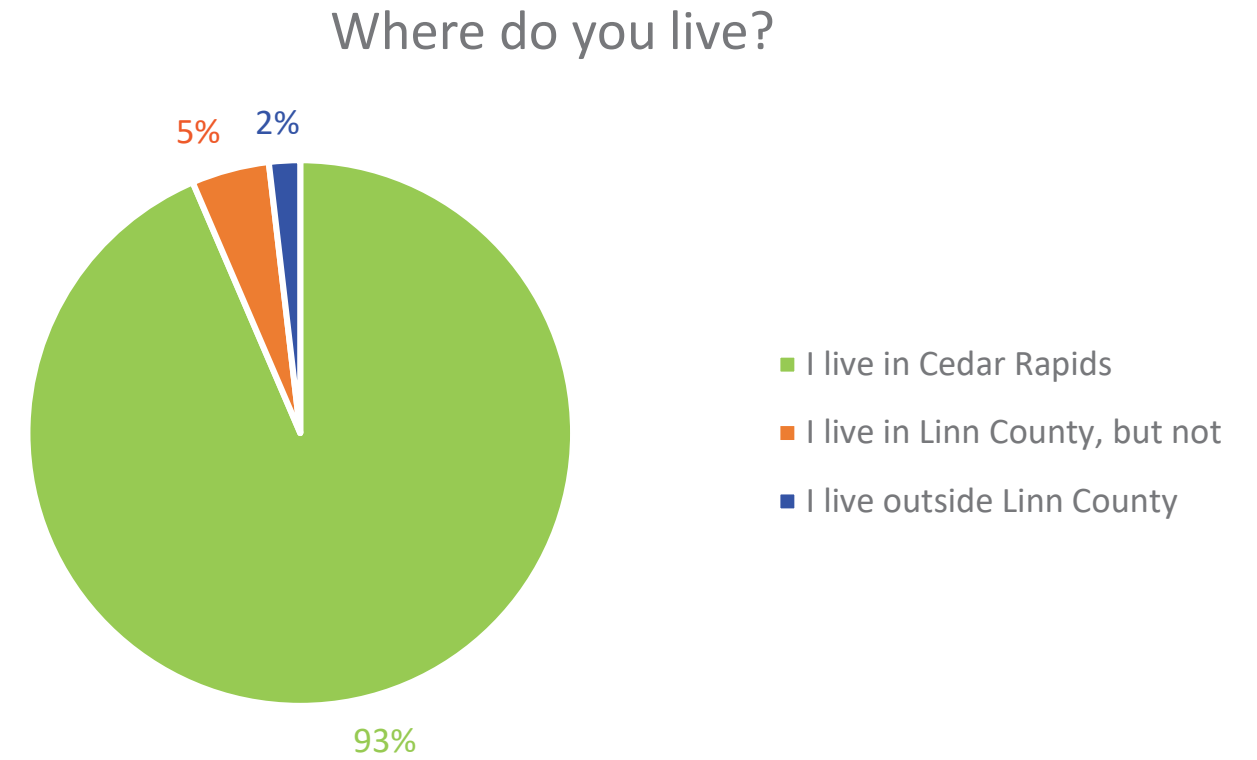


Fall 2023: Survey Demographics

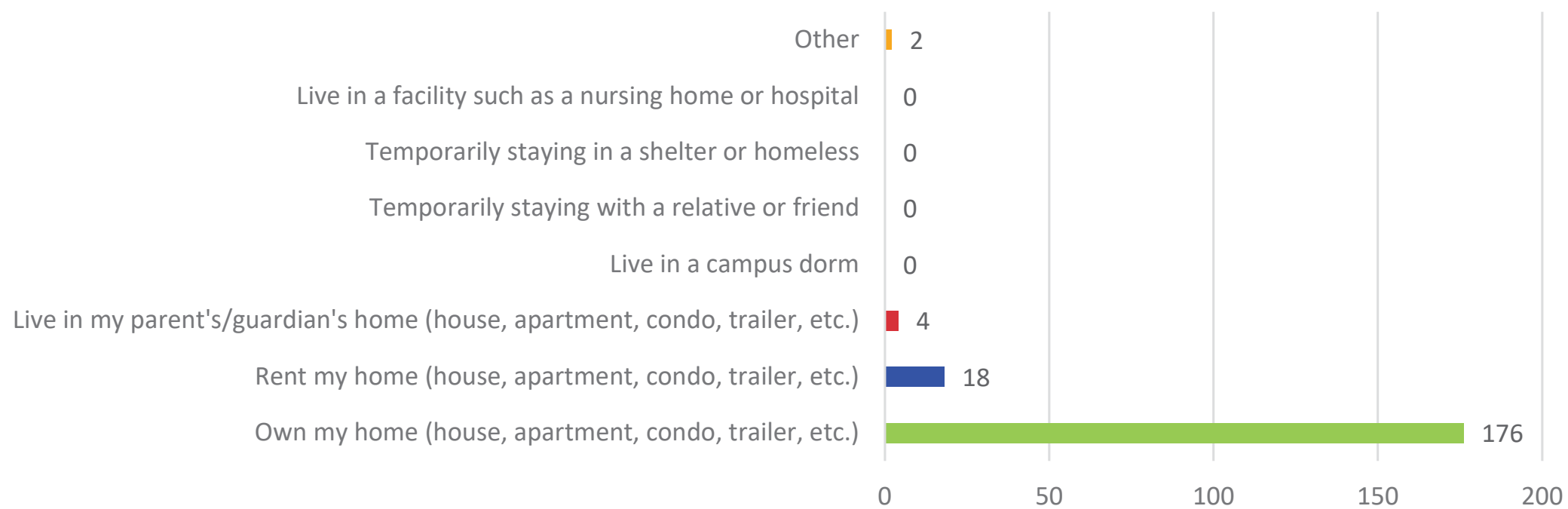
Household Income



Where Do You Live?



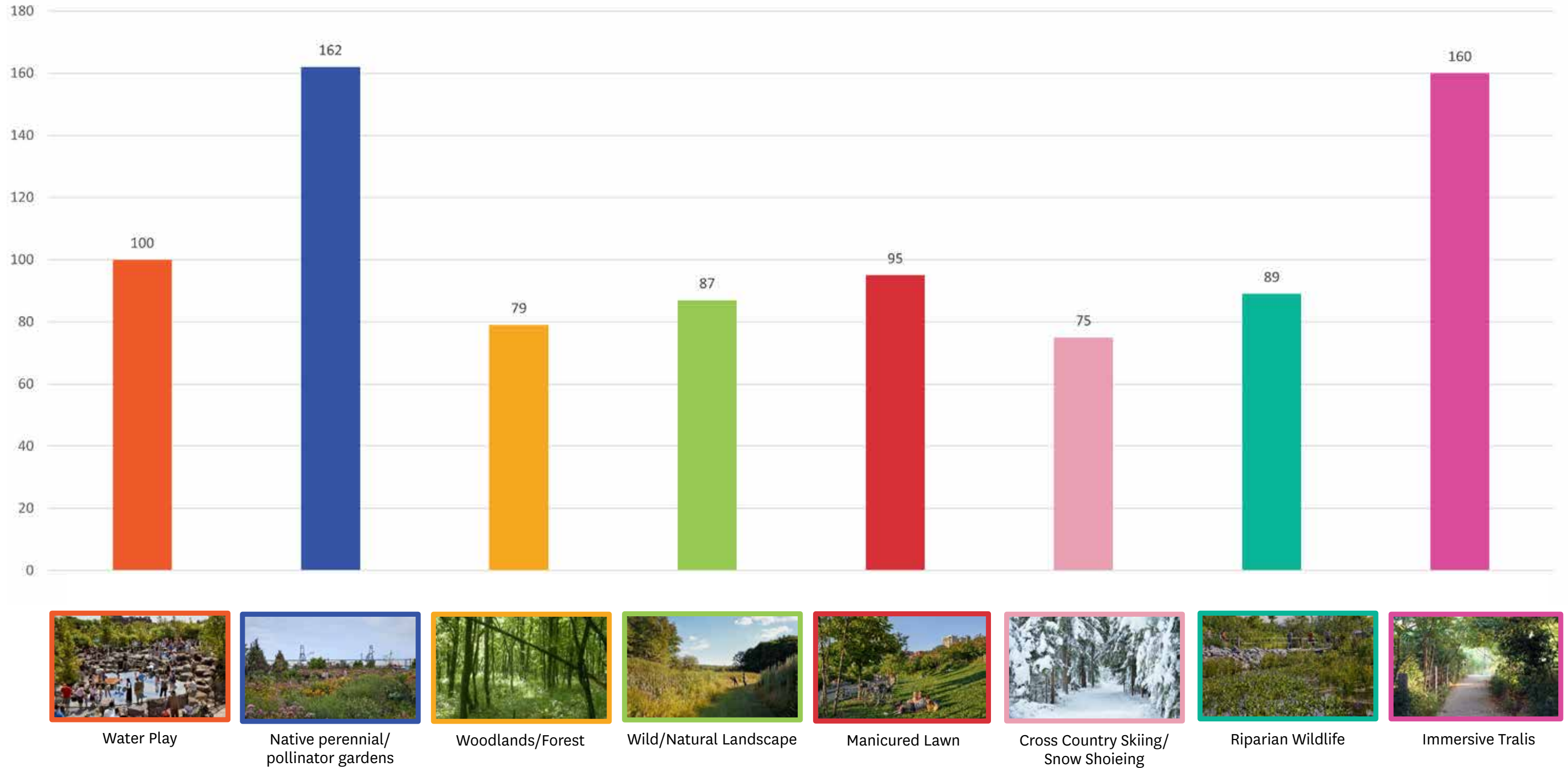
Living Situation



Fall 2023: Engagement Results

1. Landscape Types

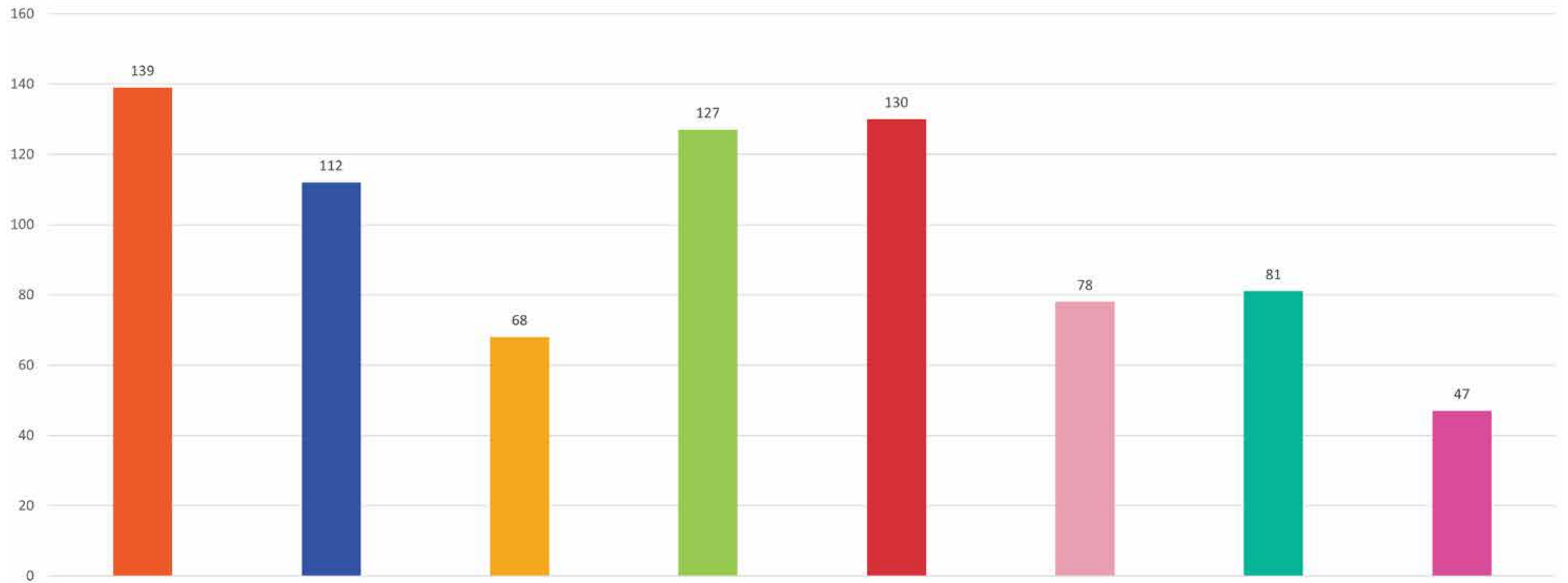
Respondents were asked to select up to four images that most interested them.



Fall 2023: Engagement Results

2. Connectivity

Respondents were asked to select up to four images that most interested them.



Pathways



Waterfront Promenade



Bicycle Infrastructure



Dense Plantings



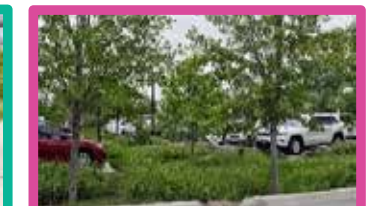
Shade Trees



Wetlands



Multi-Modal Paths



Parking

Fall 2023: Engagement Results

3. Proposed Amenities from 2014 Plan

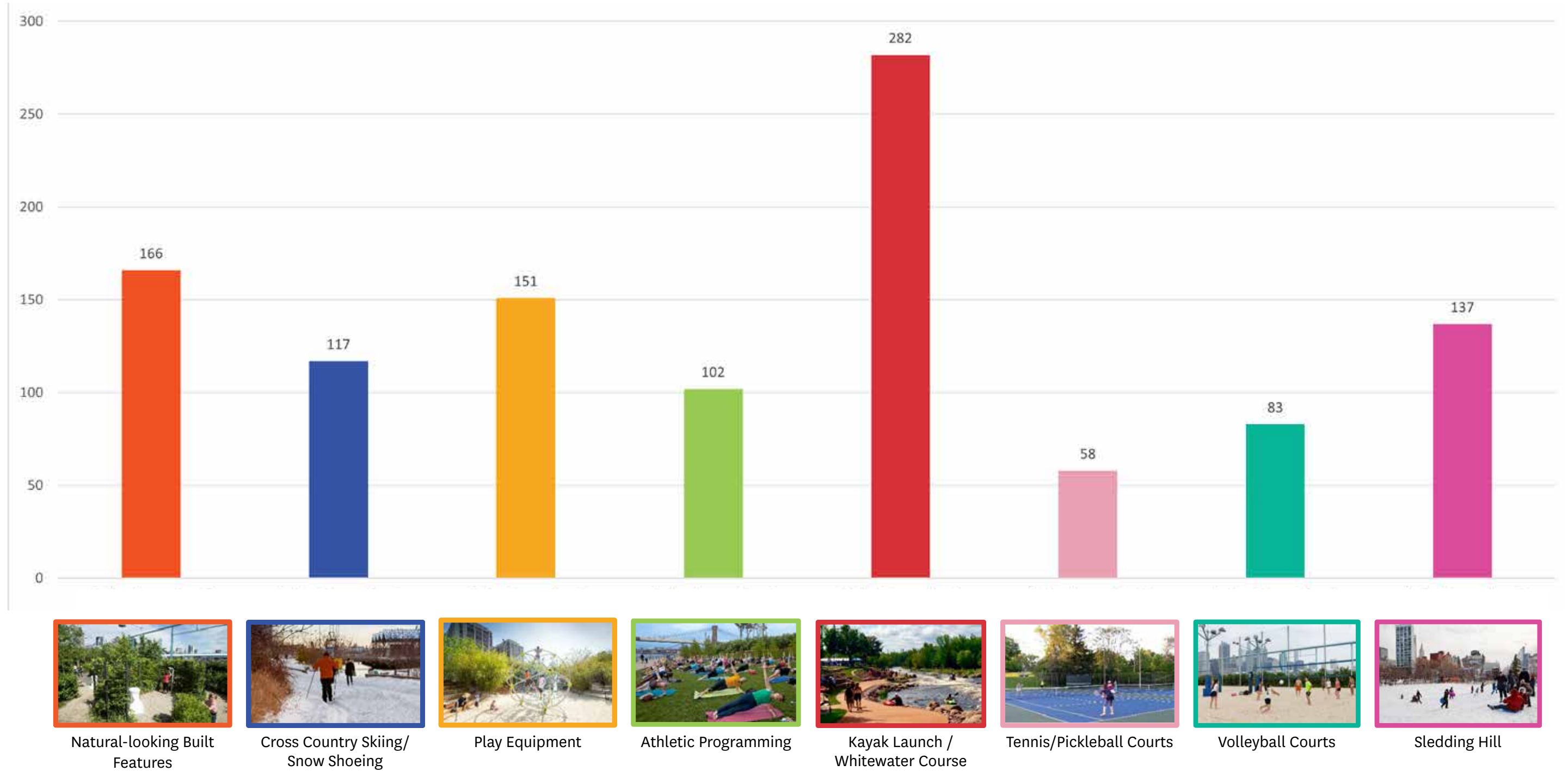
Respondents were asked to select up to four images that most interested them.



Fall 2023: Engagement Results

4. Active Recreation Images

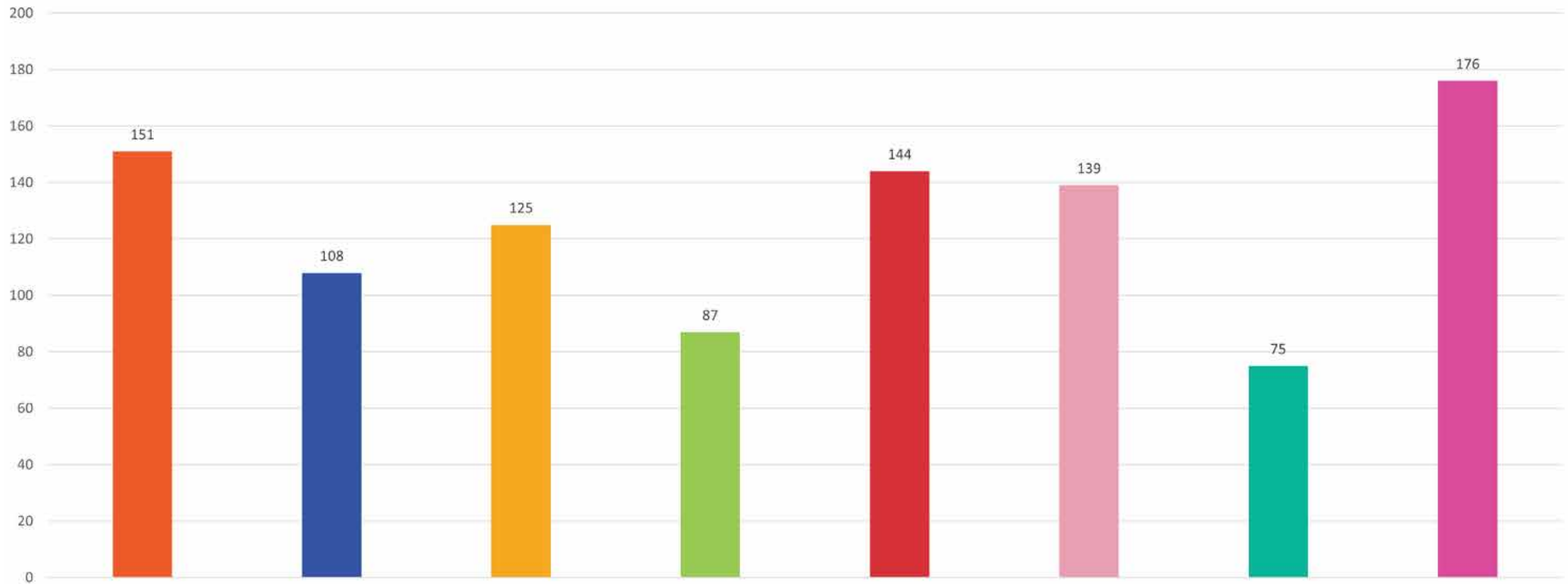
Respondents were asked to select up to four images that most interested them.



Fall 2023: Engagement Results

5. Passive Use Images

Respondents were asked to select up to four images that most interested them.



Food Trucks



Piers



Outdoor Education



Viewpoints



Manicured Lawns



Walking Paths



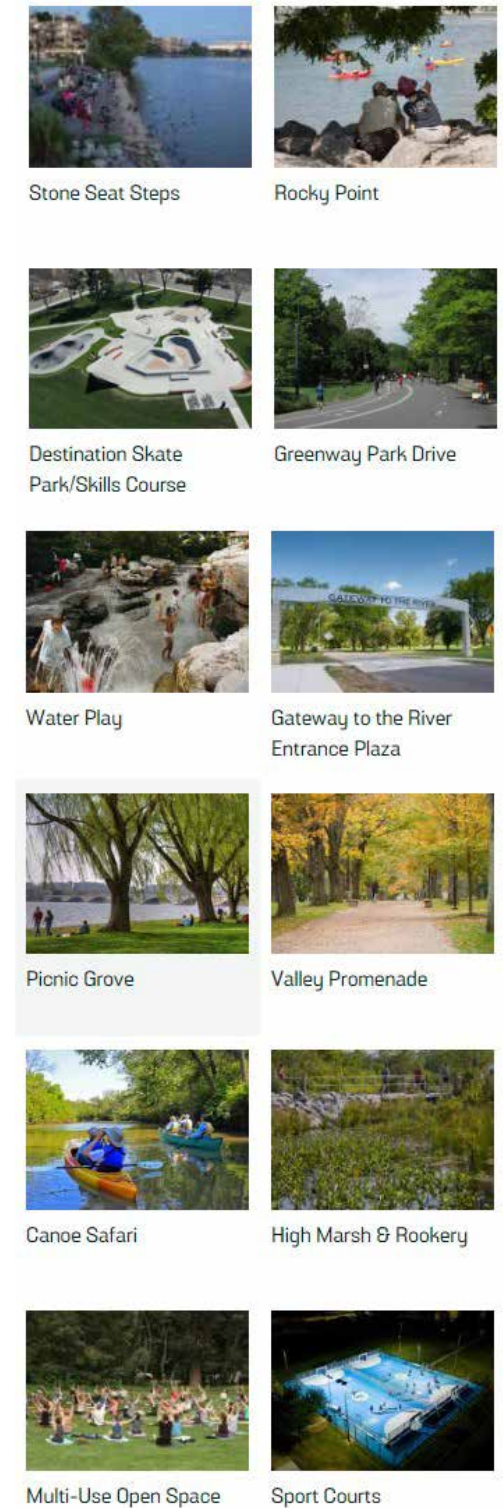
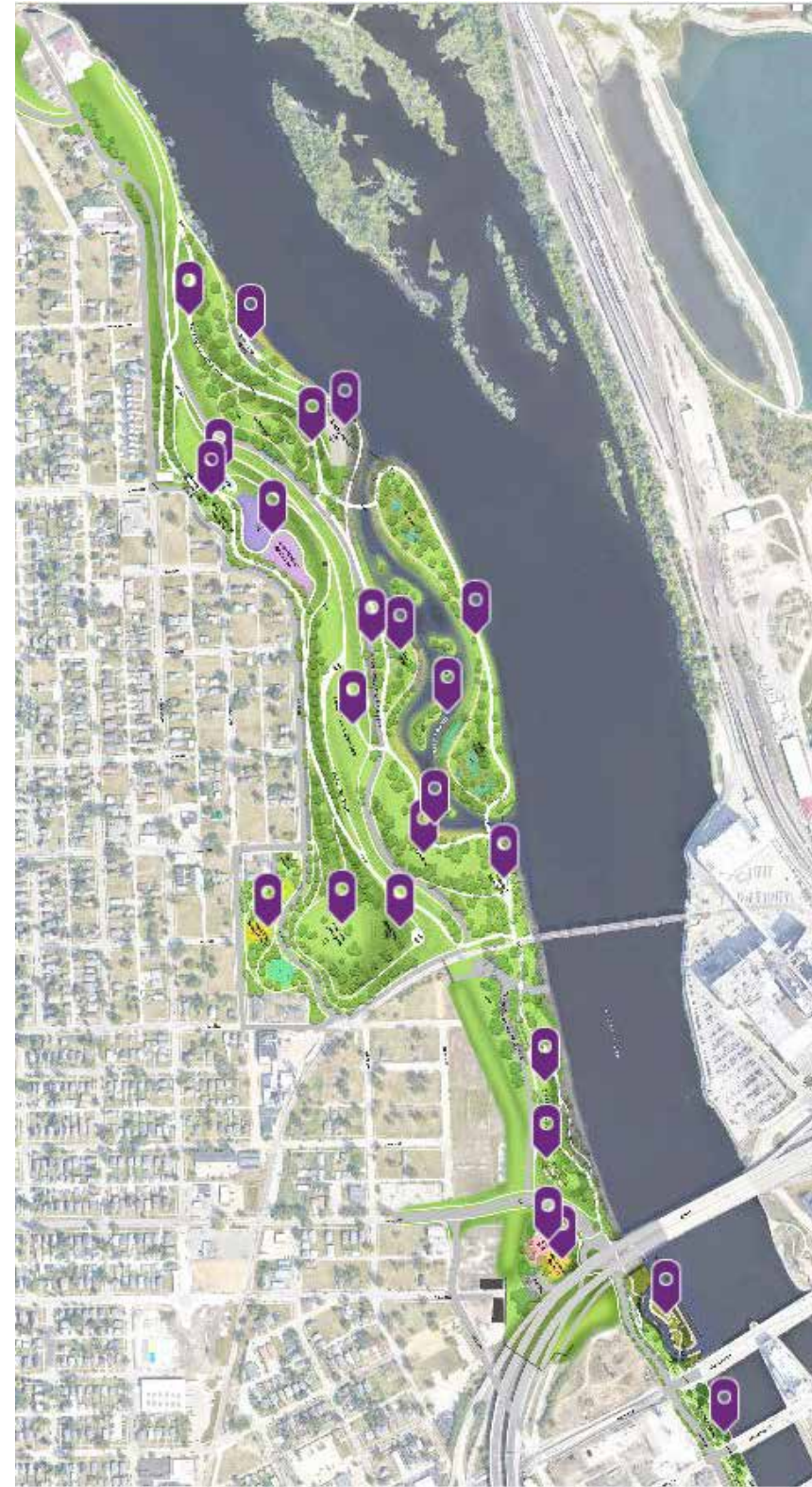
Public Art Installations



Shade Trees

Winter 2024: Open House & Survey

In February 2024, the City launched an online survey using the ArcGIS plugin, StoryMaps (right), which was an interactive way for the public to pan around the plan and see precedent images associated with each area of the park. During the Open House, community members used flag pins to select which three park features they wanted most and had the opportunity to provide open-ended comments. After receiving in-person feedback and over 450 survey responses, the City worked with the Design Team to synthesize input and ensure the design was meeting the public's needs.

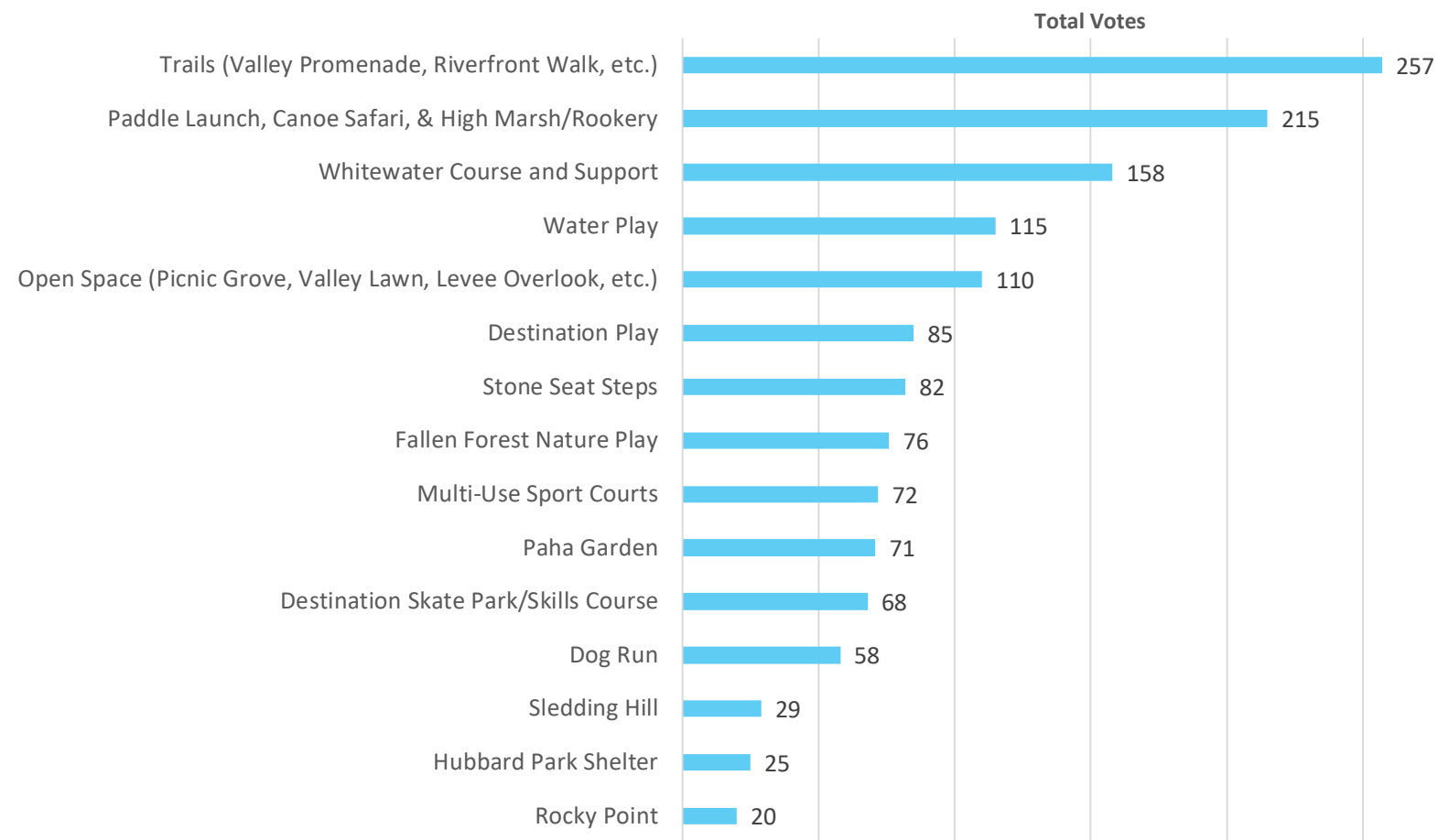


SCREENSHOTS FROM THE ONLINE SURVEY

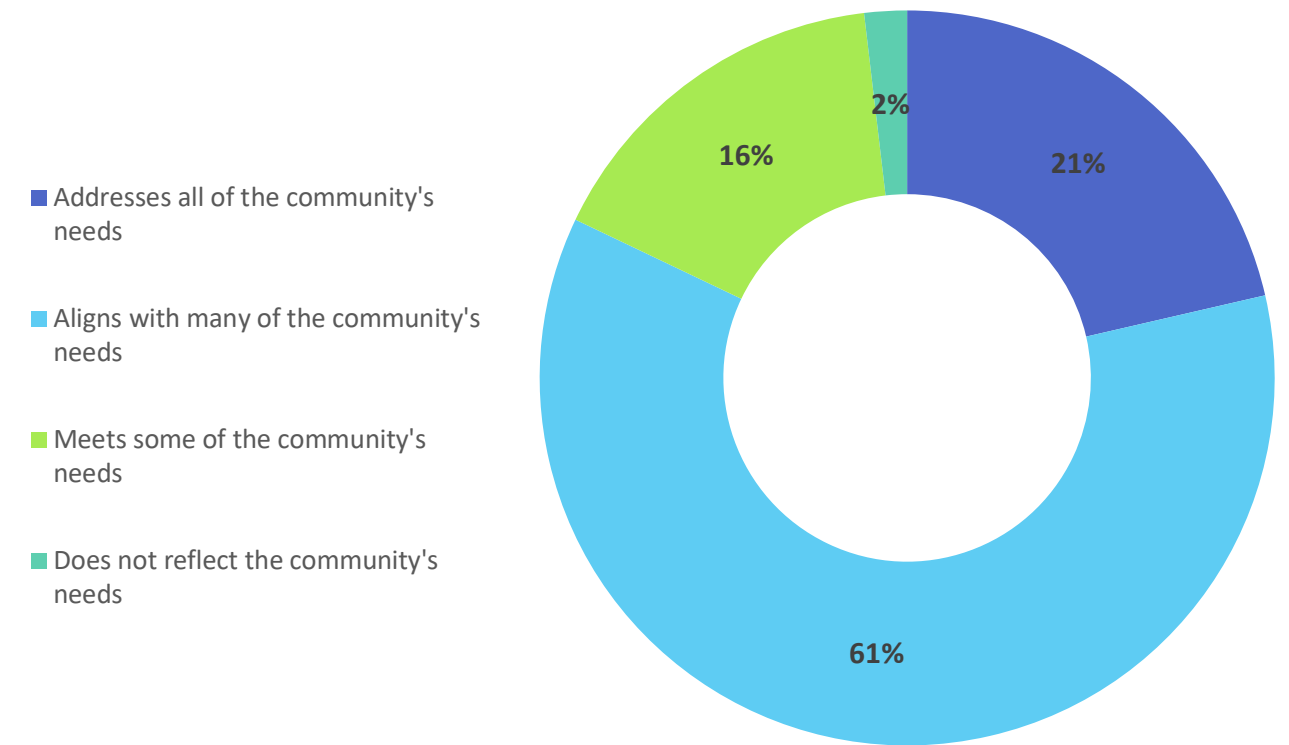
Spring 2024: Survey Results

Park Amenity/Feature Preferences

Respondents were asked to select the three amenities they want to see most.



Alignment with Community Needs



What We Heard

Active Recreation

- Introduce winter recreation activities such as cross country skiing, ice skating, and sledding
- Water activities such as kayak, canoe, row, and paddleboard
- Dog park and dog-friendly amenities
- Destination wheels course, BMX and skateboard facilities, multi-use sports field
- All-inclusive playground

Connectivity

- Improve access to the river with more launch points for watercraft
- Expand and improve running and biking routes, connect to regional trails
- Provide parking and wayfinding signage

Passive Uses

- Capture and diversify views of the river through topography, planting, and furnishings
- Include nature paths and fishing piers
- Family-friendly places to gather
- Recreational spaces for adults including reading nooks, swings, and picnic areas
- Amenities such as drinking fountains and restroom facilities with showers

Landscape Types

- Introduce naturalistic, native planting
- Create wildlife habitat
- Plant trees to offer shade
- Incorporate opportunities for outdoor education
- Community gardens and edible plants
- Include natural-looking built features

The Design



LEGEND

- 1. Water Play / Splash Pad
- 2. Destination Skate Park
- 3. Destination Skills Course
- 4. Gateway to the River Entrance
- 5. West Side Rising Memorial
- 6. Levee Top Trail
- 7. Valley Promenade
- 8. The Rookery
- 9. Canoe Safari
- 10. High Marsh
- 11. Picnic Lawn
- 12. Levee Lawn Overlook
- 13. Paddle Launch
- 14. Sledding / Tubing Hill
- 15. Adventure Play

**This concept represents an illustrative vision of the Greenway Parks and does not represent final designs or specifications. Amenities, features, and roads may be altered through future design and implementation of the Flood Control System.*

Greenway Parks Design Strategies

The Concept Design of Time Check Park, Riverfront Park, and Czech Village Park Destination Play will tie into adjacent planning efforts for the Greenway. The following series of diagrams show the larger design moves that are driven by the Greenway Parks Plan Principles and the conditions of the site.

- **Adjust Flood Control System Alignment**

Adjust levee alignment at Time Check Park to achieve design goals.

- **Build Connectivity**

Create clarified boundaries at park edge and provide intuitive access from surrounding neighborhoods.

- **Integrate Circulation with the Levee**

Backfill levee to create gradual and inviting approaches and elevated prospects, introduce multi-modal loop to connect wet and dry sides of the park.

- **Use Topography to Create Program**

Utilize the high points of the levee and the low points of detention basins to create complexity and frame moments in the park.

- **Balance Cut and Fill**

Balance cut and fill to help ensure global positive drainage through the site and minimize construction costs.

Adjust Flood Control System Alignment



Proposed Flood Control System

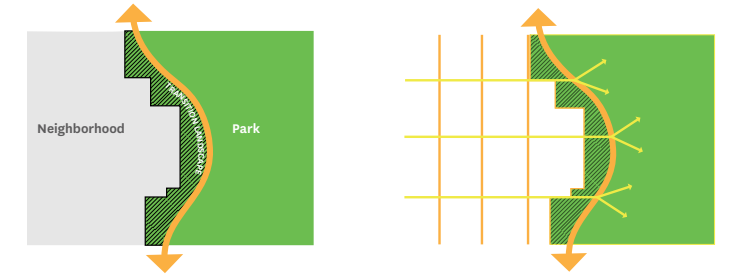


Levee Adjustments



New Levee Alignment

Build Connectivity



Existing Road Network

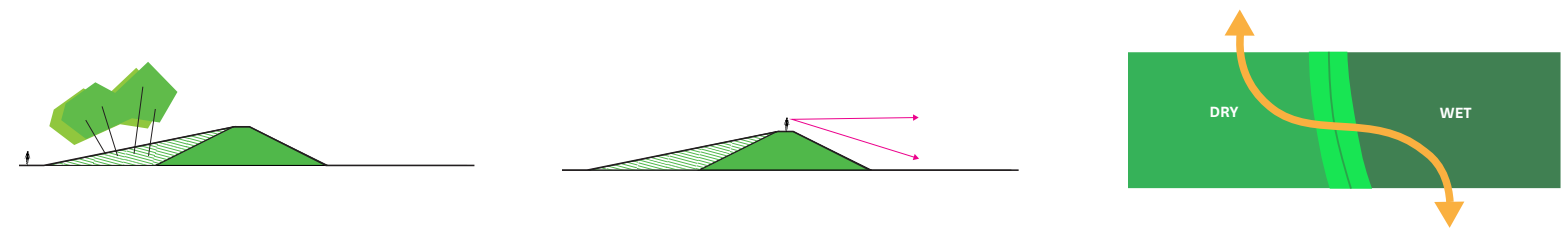


Clarified Park Edge and Entrances



Intuitive Access and Path Network

Integrate Circulation with the Levee



Backfill on Levee



Multi-Modal Loop Up and Over Levee



Parking Provided Along 5th Ave NW and Greenway Parks Drive

Parking at Time Check and Riverfront Parks

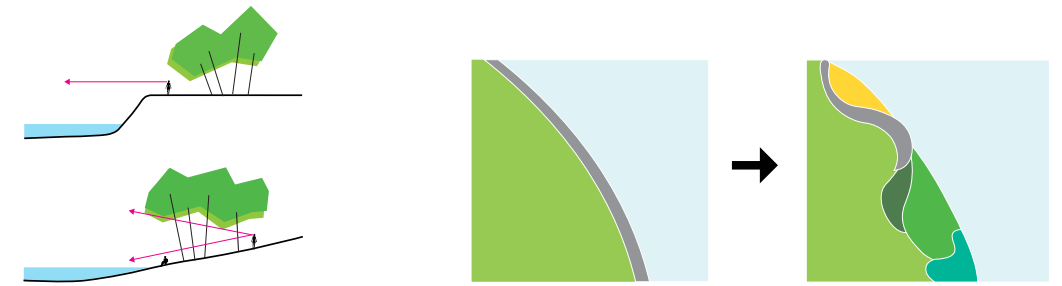
Parking is situated along the Greenway Parks Drive, 5th Ave NW, and Riverfront Park Drive to provide convenience and accessibility. This dispersed approach to parking allows users to park in close proximity to the area/activity they plan to use.



~334 Spaces

Approximate Parking Total

Use Topography to Create Program



Optimize Stormwater Storage

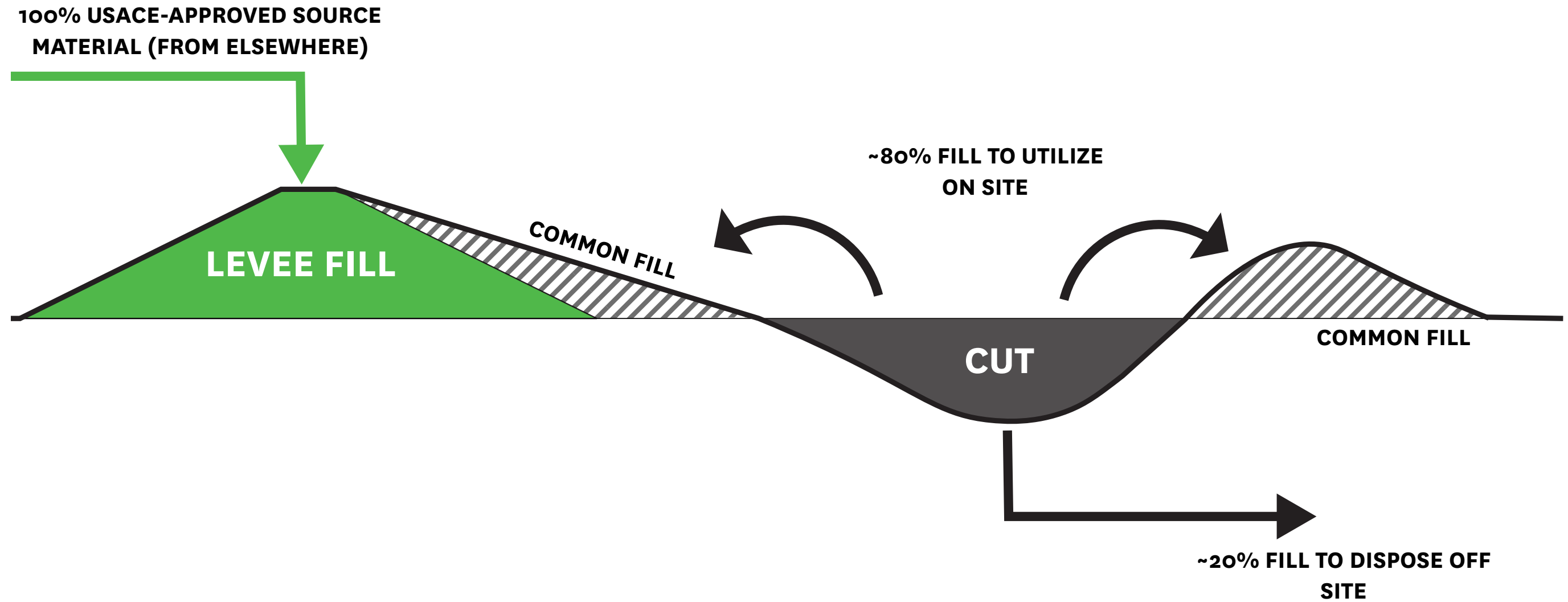


Create Edge Complexity



Infill with Program

Balance Cut and Fill

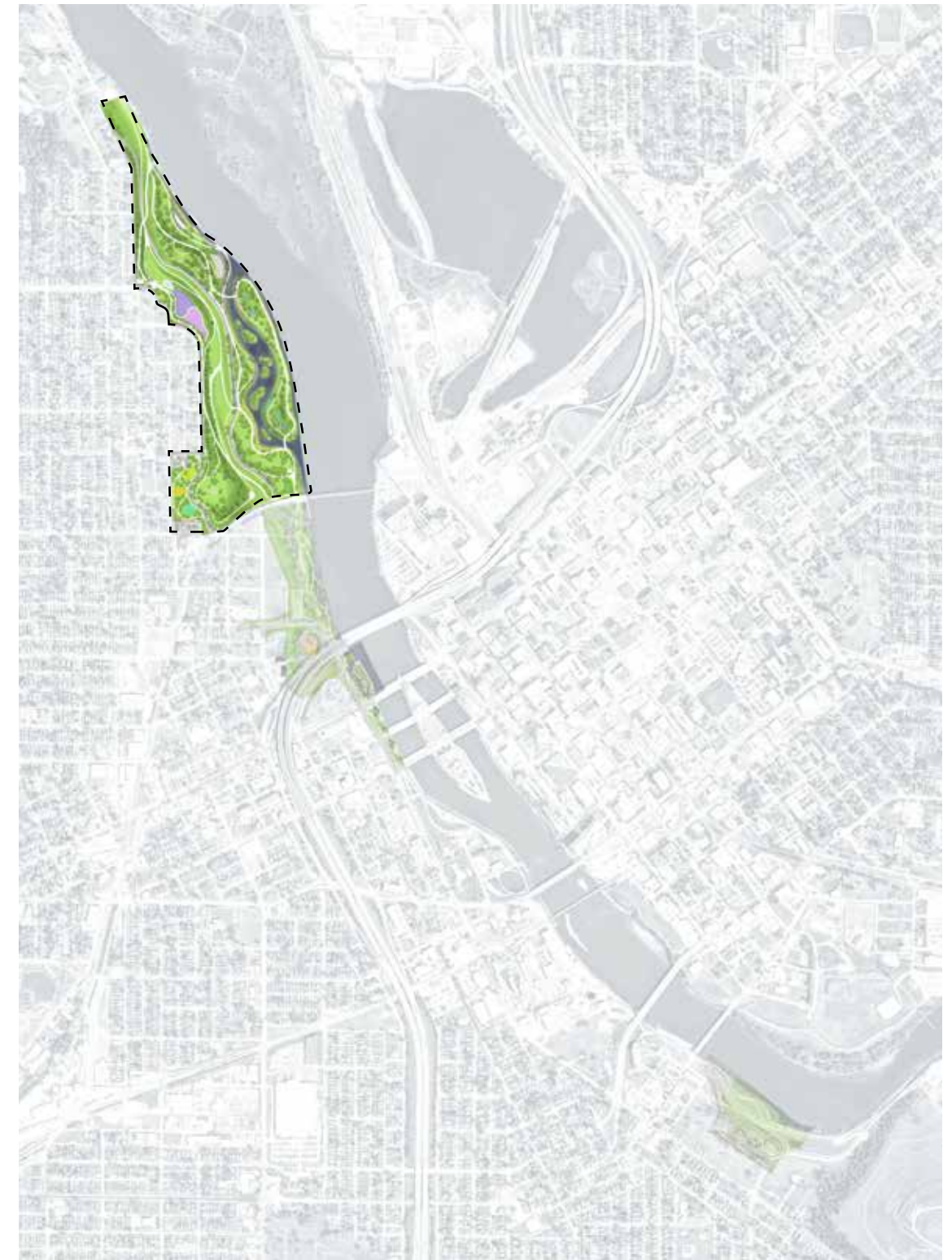


Time Check Park

When the flood of 2008 struck the city, Time Check was one of the first neighborhoods to be evacuated and the hardest hit. While Diamond V and Quaker Oats were among the first businesses to reopen after the flood, the Time Check neighborhood lost a significant number of single-family homes and multifamily rental units to the floodwaters. It is an important anchor in city-wide planning and Cedar Rapids' long-term urban renewal vision.

This design proposes increased accessibility from the neighborhood and a multi-modal loop up and over the levee. The main axis of connection to the surrounding neighborhood is the Gateway to the River plaza along O Ave, though there are several access points around the perimeter of the park.

On the dry side of the park, stormwater storage basins function as park programming but are capable of conveying floodwaters during a storm event. On the floodable side of the levee, a channel cuts through the park and creates a canoe safari within an archipelago of islands. The connection between the channel and river will be closed off from public access until dam improvements are made and the river can be safely navigated. The design also utilizes topography to create dramatic moments through the site, especially at the Rocky Point Overlook, the stone seat steps, and the top of the Sledding/Tubing Hill.



Time Check Park



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Time Check Park: Precedent Images





Rocky Point
Overlook

Greenway Parks Drive

+742

Pump
Station

+731

Valley Lawn

Levee Top Trail

+LP
714

Destination
Skate Park / Skills Course

+LP
714

~2.5 acres of program /
detention during flood event

Stone Steps

Valley Promenade

+726

Water Play /
Splash Pad

+724

Restrooms

6th St NW

West Side Rising
Memorial

Gateway to the River
Entrance Plaza

+HP 741

O Ave NW

N Ave NW

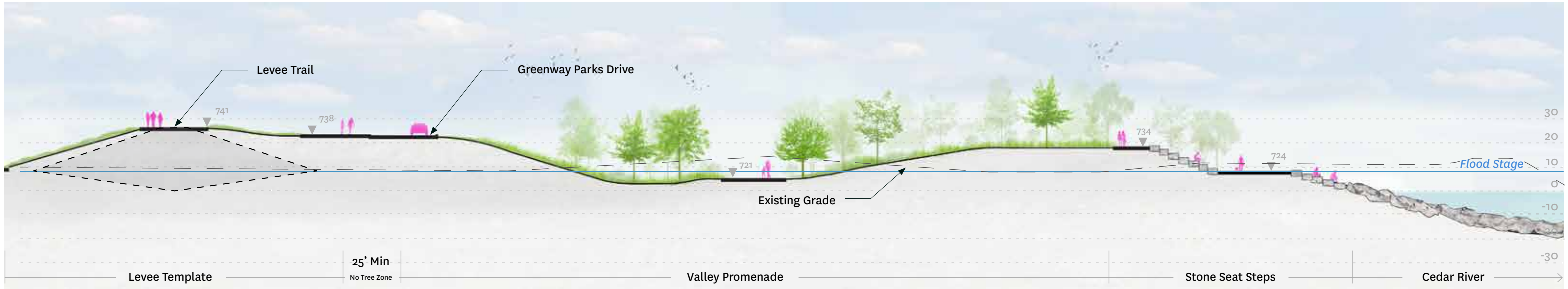
+724

Ellis Blvd NW

0 50' 100'

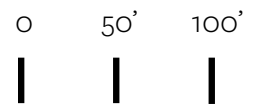


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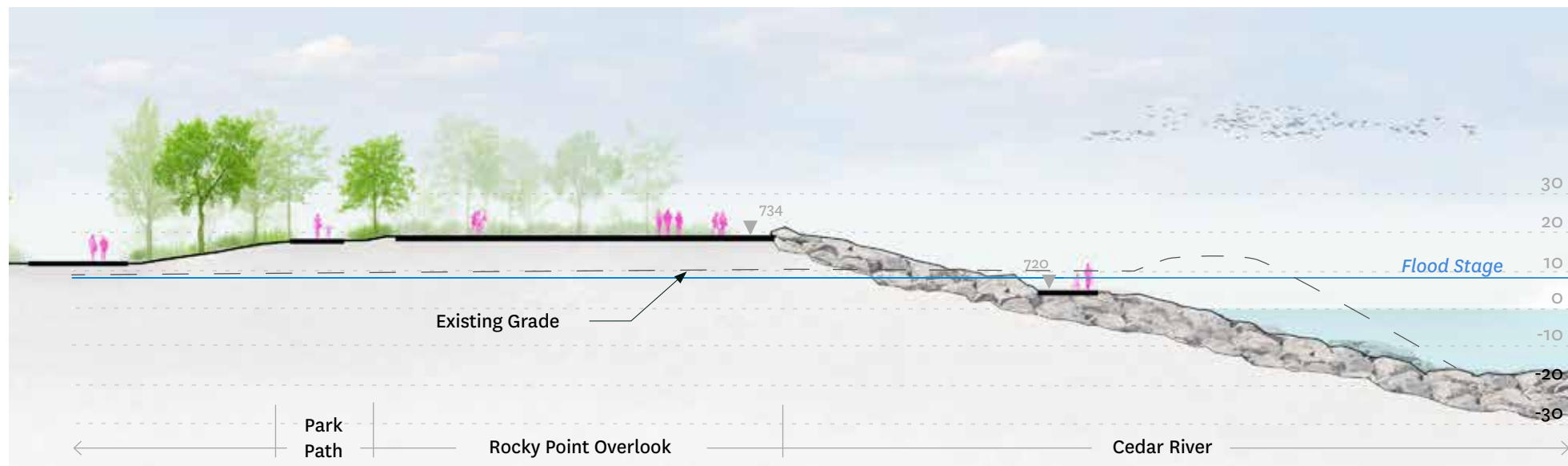
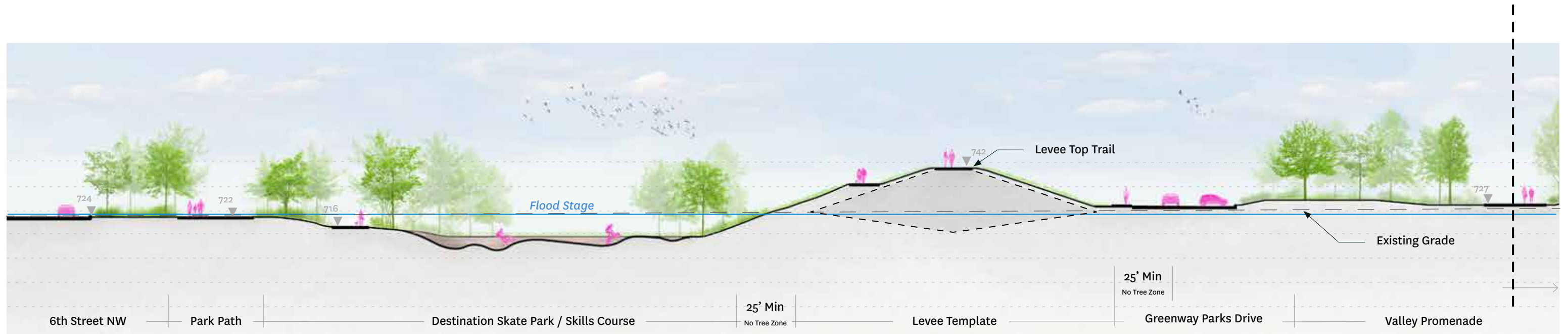
Section One

**Flood Stage is 12 ft. above NOAA's NAVD88 Datum Water Line of 710.4 ft. Recent Water Level of the Cedar River (shown as "o" at right of sections) is observed to be -4 ft. Above NAVD88 Line.*



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Section Two

0 50' 100'



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Cedar River

Hubbard Park Shelter

High Marsh

Canoe Safari

Paddle Launch
+720

The Rookery

Lawn Bowl

Picnic Grove

Greenway Parks Drive

+724

Levee Lawn Overlook

Levee Top Trail

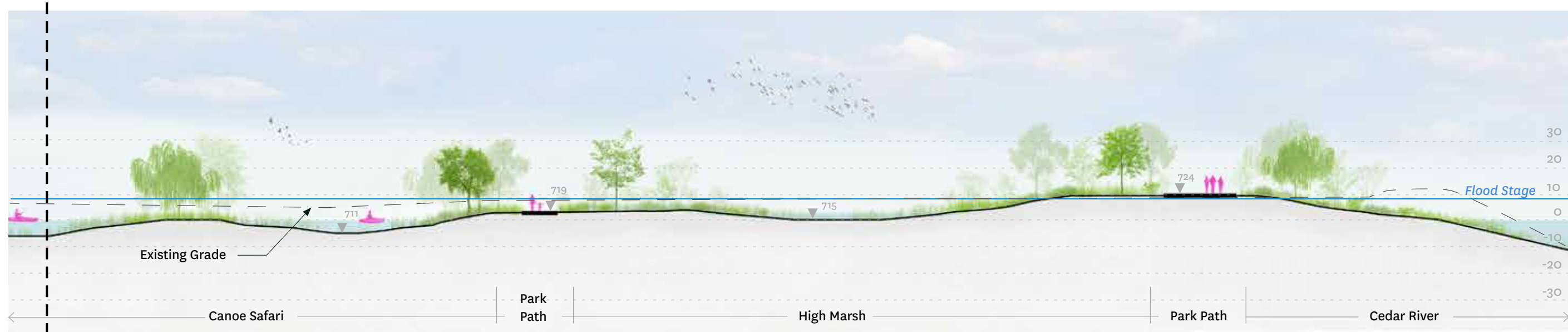
+742

Pump Station

+734

Destination Skate Park / Skills Course

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Section Three



**This concept represents an illustrative vision of the Greenway Parks and does not represent final designs or specifications. Amenities, features, and roads may be altered through future design and implementation of the Flood Control System.*



Greenway Parks Drive

+HP
752

Sledding /
Tubing Hill

Levee Top Trail

+742

Nest
Swings

Play Tower

Multi-Use Open Space

Adventure Play

Zipline

+LP
714

~3.5 acres of program /
detention during flood event

+724

Restrooms

5th St NW

+724

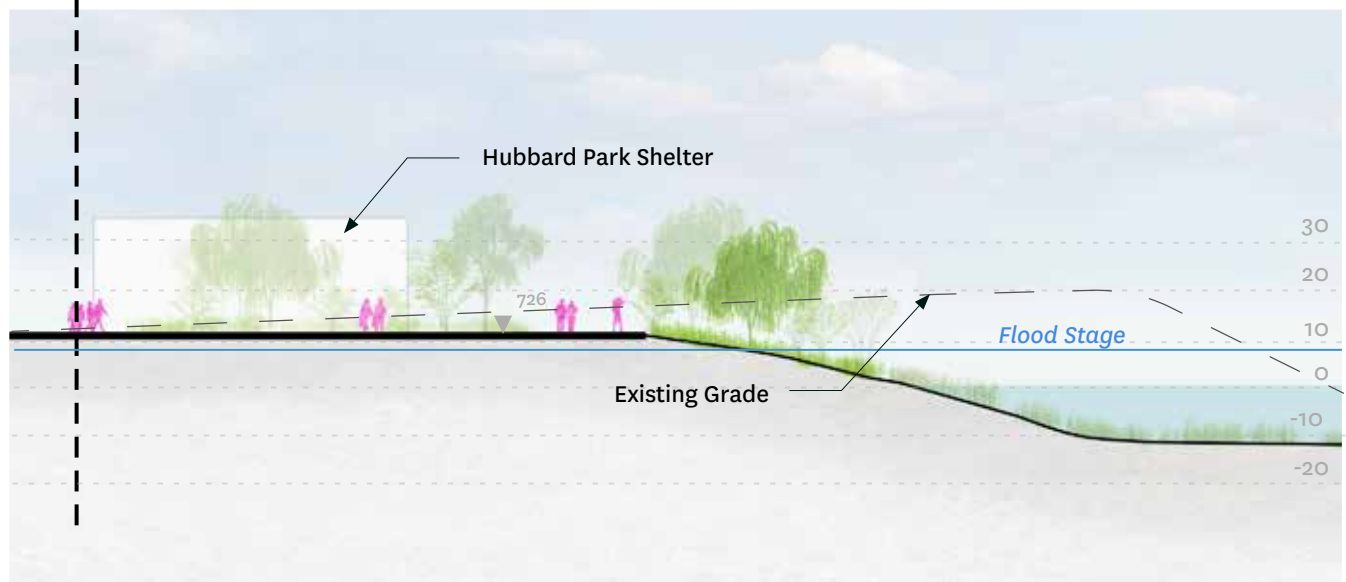
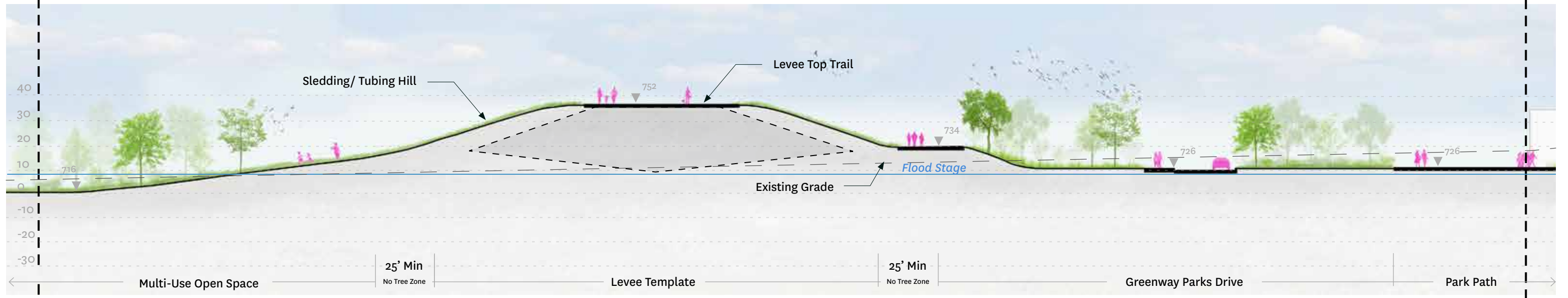
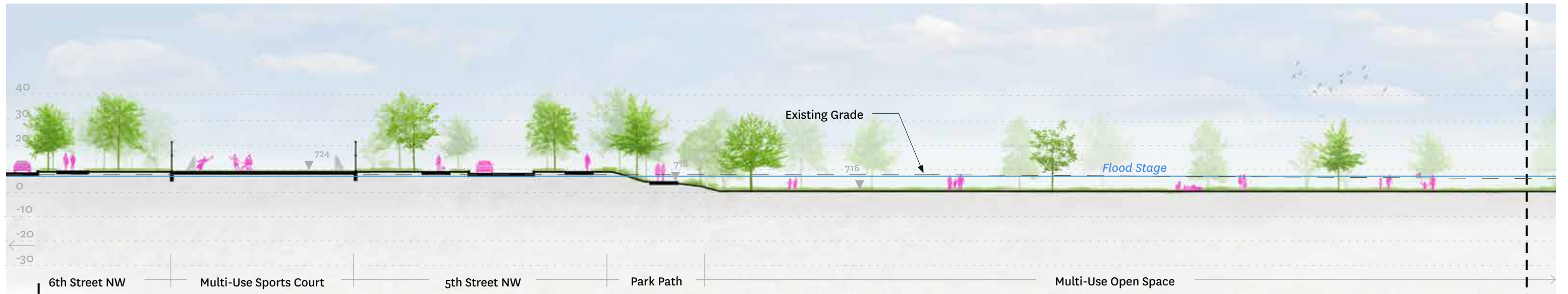
Multi-Use Sports Courts

K Ave NW

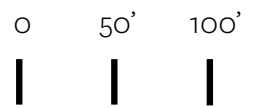
1 Ave NW

6th St NW

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Section Four

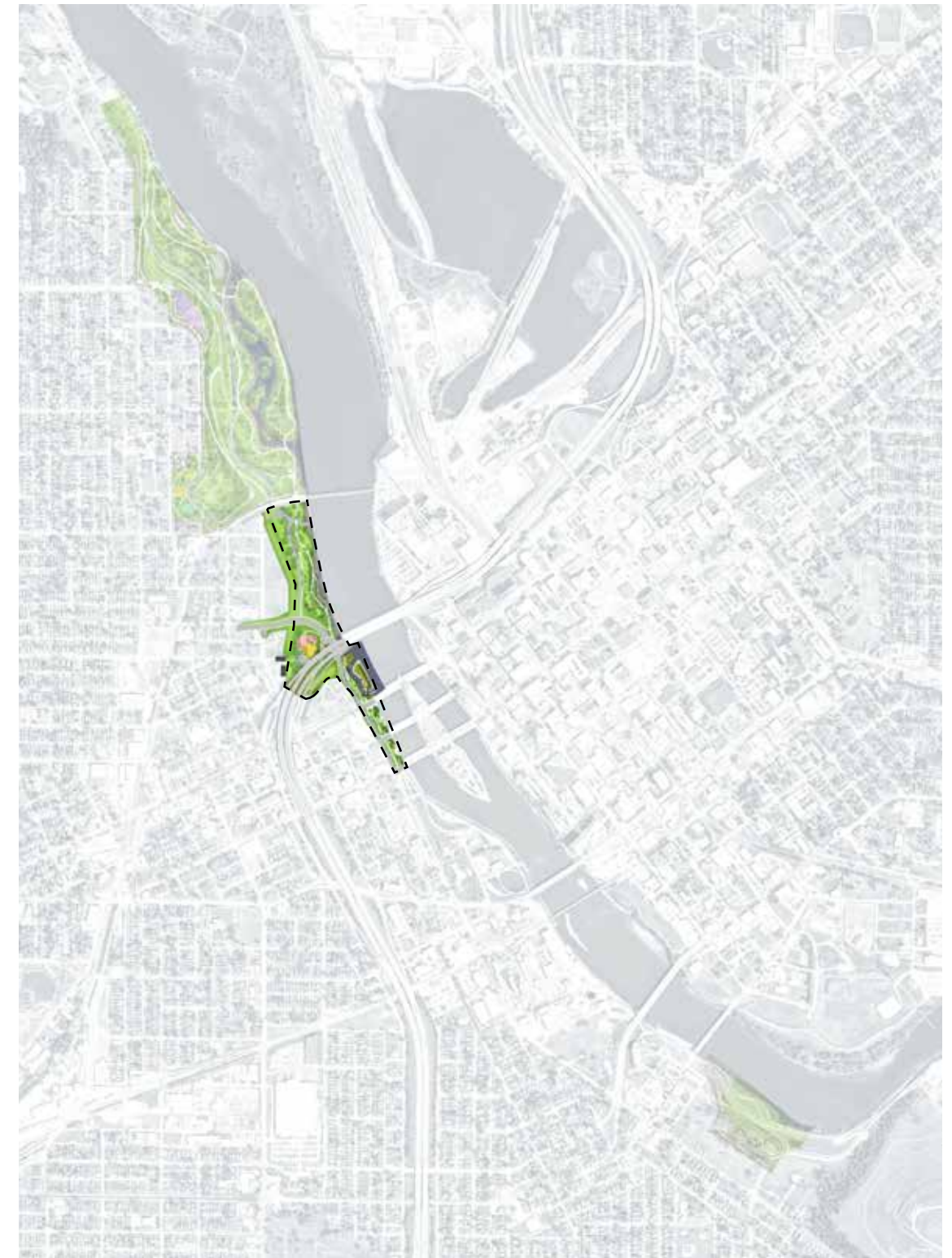


Riverfront Park

Riverfront Park is the link between Time Check Park to the North and Czech Village Park to the South and is defined by connected paths along the river. The Flood Control System is at varying stages of completion throughout this central spine of the park, with complete levee elements at McGrath Amphitheatre, a partially completed floodwall at 1st St. SW and 1st Ave. SW, and unbuilt elements north of I-380. The proposed Flood Control Infrastructure coincides with proposed roadway changes, including a roundabout under the highway bridge.

The design for this area of the Greenway is largely driven by the phasing requirements of the proposed elements. In the short term, low-maintenance plantings and improved trails are proposed on the wet side of the flood walls between 3rd Ave. and I-380. “Tree bombs” frame the bridges connecting the east and west sides of the City, creating an experience of the greenway from the road.

Once improvements are made at the 5-in-1 dam and funding is secured, a Whitewater Rafting course is to be implemented between 1st Ave. and I-380. The concept plans that were selected by the public during the River Recreation Feasibility Study in 2020 have been overlaid on the plan.



Riverfront Park



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Riverfront Park: Precedent Images





Emergency Boat Launch

+728

Hubbard Park Shelter

Parking

+724

Riverfront Park Drive

Greenway Park Drive

Paddle Launch

0 50' 100'



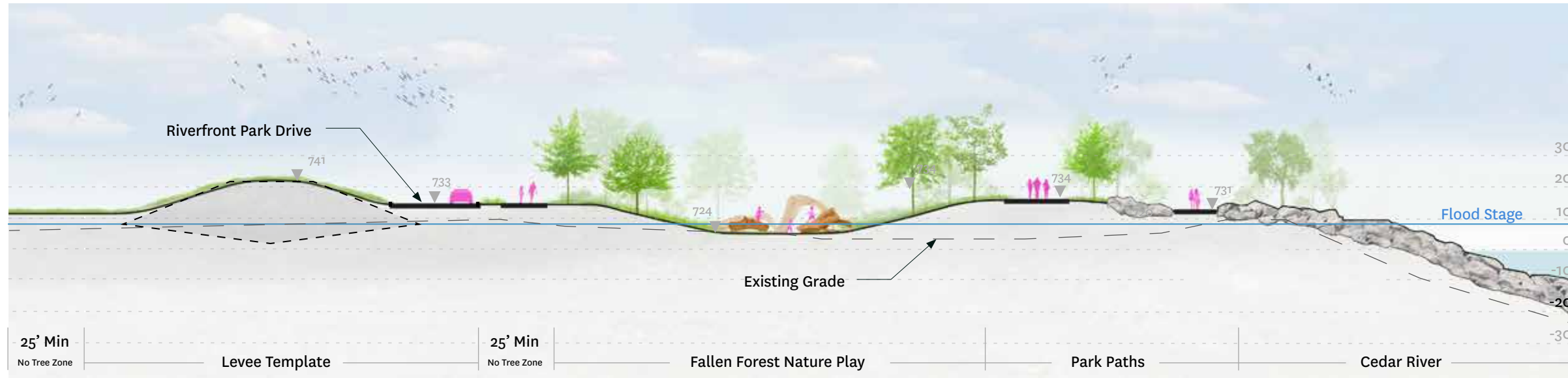
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Riverfront Park - Phase 1



Riverfront Park - Phase 2





Section Five



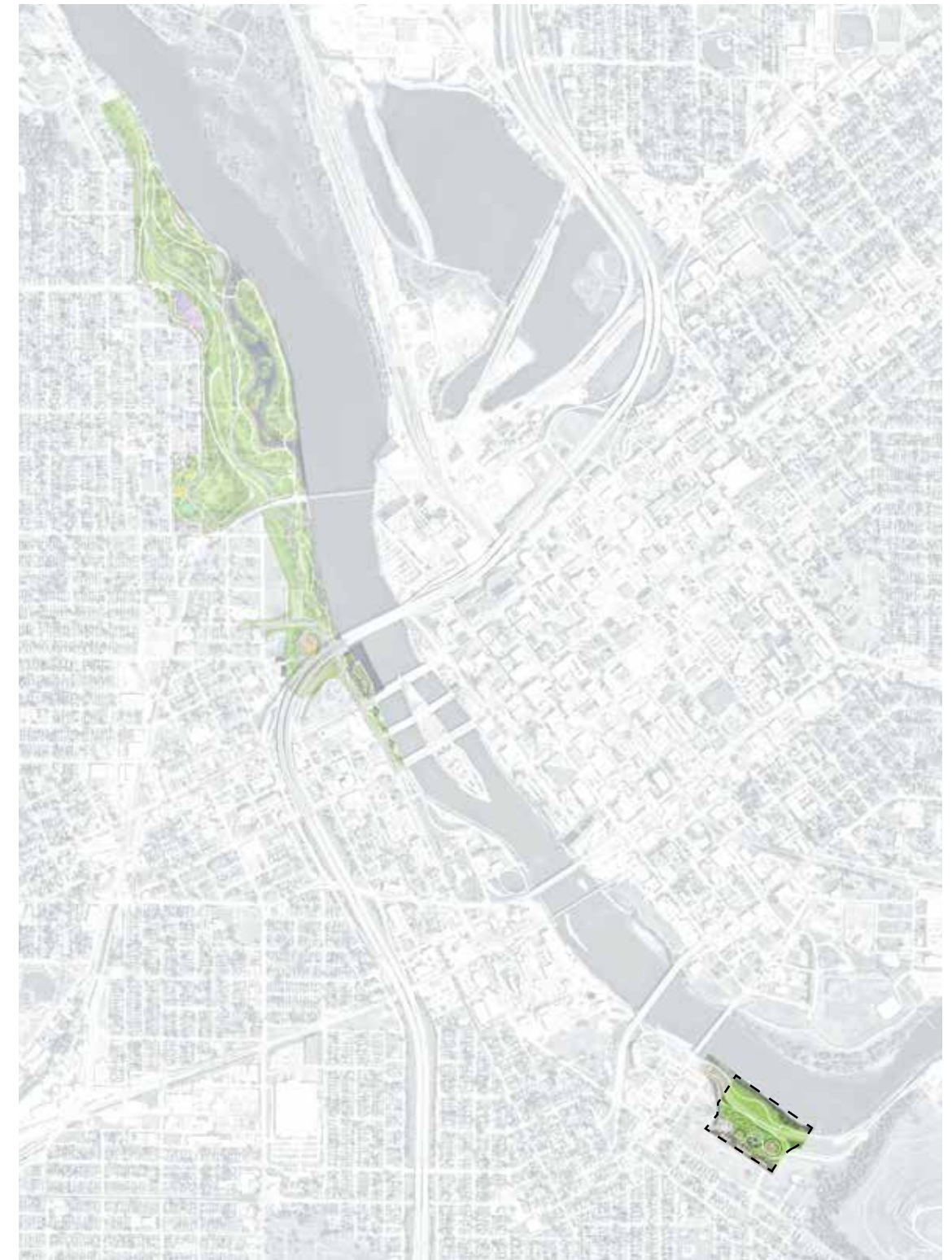
**This concept represents an illustrative vision of the Greenway Parks and does not represent final designs or specifications. Amenities, features, and roads may be altered through future design and implementation of the Flood Control System.*



Czech Village Park

This design proposal focuses on Destination Play at Czech Village and ties into other built and unbuilt planning efforts, including the Flood Control System and the Lightline Loop.

The Destination Play design offers something for kids of all ages. There are three play pods that will be geared toward various age groups, with Water Play at the core of the park. Paha gardens are inspired by Iowa's signature landforms and surround the park on both sides. These less formal areas of play provide hills for children to climb and shaded areas for parents to sit.



Czech Village Park



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Czech Village Park: Precedent Images



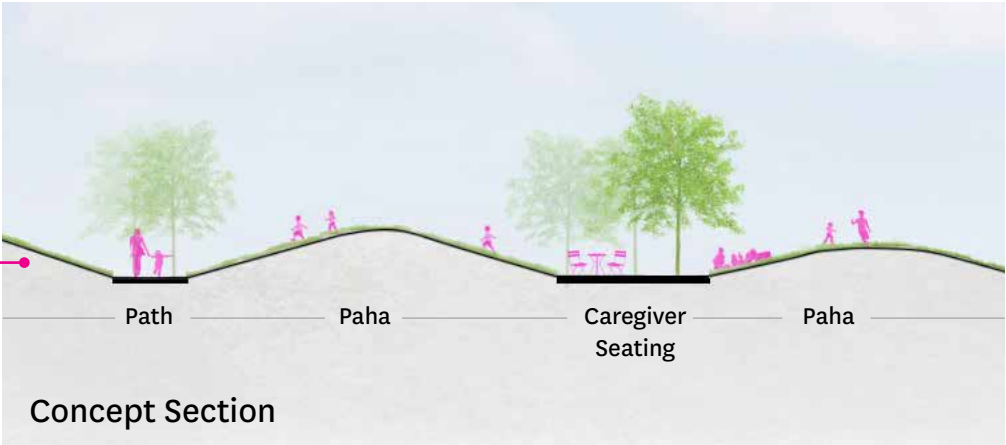
Czech Village Park: Precedent Images



Czech Village Park: Precedent Images



Czech Village Park: Paha Gardens

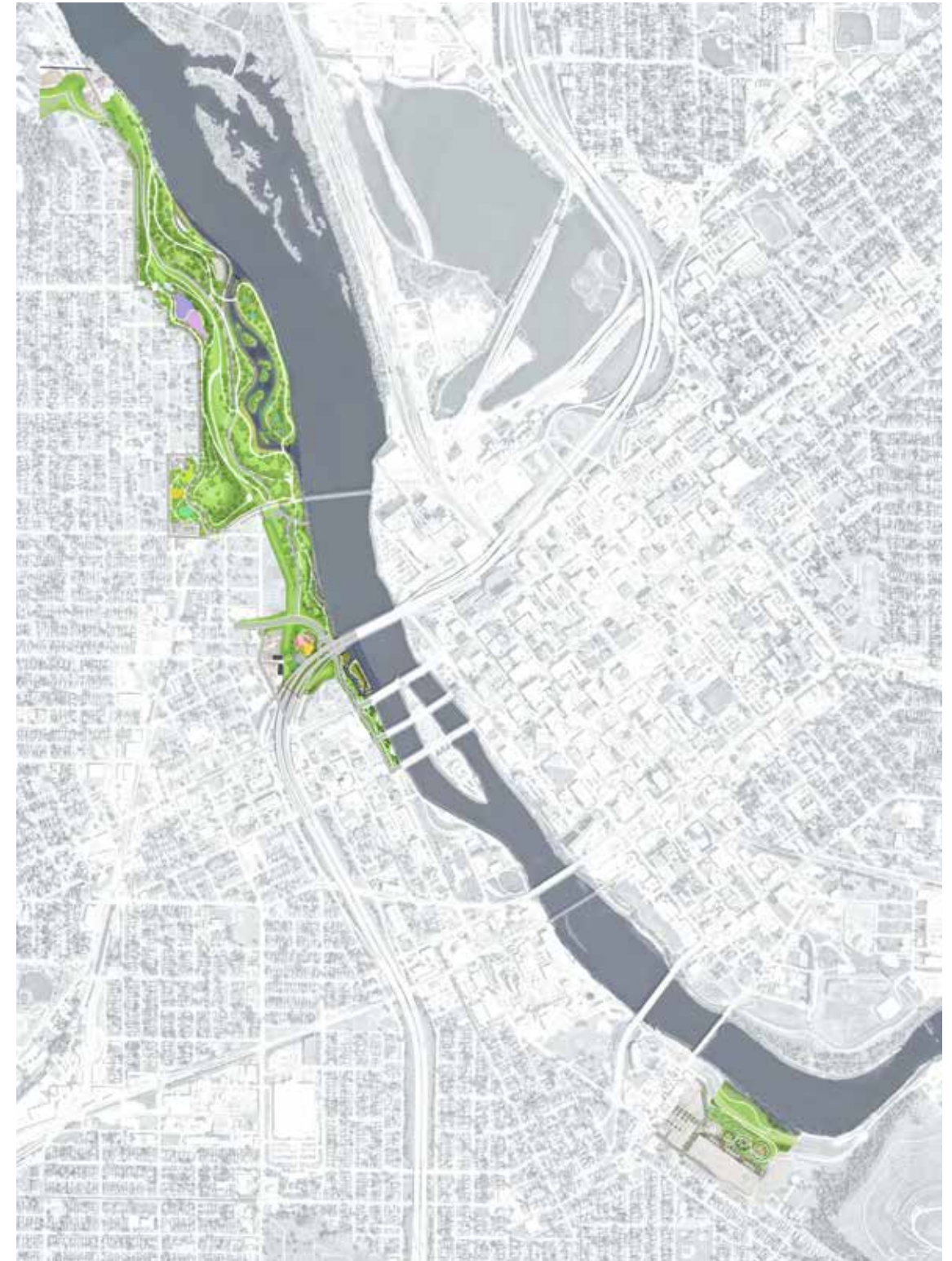


Phasing + Implementation

Full development of the Greenway Parks will occur over the long-term and there is no pre-determined prioritization schedule for implementation. A number of factors must be taken into account when considering the phasing of design and construction, including:

- Complexity of development (dry vs. wet side amenities)
- Provision of recreation facilities and user safety for public use over time
- Packaging of similar amenities to be competitive for local/state/federal grants
- Availability of funding for construction and subsequent operation
- Leveraging of and alignment with other city projects
- Timing of flood control system improvements throughout the park sites

The timeline and subsequent actions are an estimated projection based on current circumstances and knowledge. Actual phasing and implementation are subject to change.



Phasing + Implementation

Short-Term

1-5 Years

- Clover/low maintenance plantings in greenway area
- Riverfront Walk pedestrian path and landscaping
- Removal of infrastructure
- Engineered designs/grading for Greenway Parks
- Engineered designs/grading for Whitewater Course
- Verify that ongoing planning documents integrate 2024 Greenway Parks Plan proposal

Medium-Term

5-10 Years

- Flood Control System and Rough Grading for the Park
- Road realignments
- Dam bypass and safety improvements
- At-grade amenities on dry side of Time Check Park levee
- Hubbard Park Shelter
- Czech Village Park Destination Play

Long-Term

10+ Years

- Park paths and Greenway Parks Drive
- Destination Skate Park / Skills Course
- Adventure Play
- Canoe Safari, Rocky Point Overlook, Stone Seat Steps
- Whitewater Course and Support Facilities



Cedar Rapids Greenway Parks Plan

Volume II: Funding Case Studies and Mechanisms

City of Cedar Rapids

May 2024



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Introduction

Volume II provides an overview of current financials of the City of Cedar Rapids as it relates to Parks and Recreation and a deep dive into similar park systems as case studies. These case studies serve as a foundation for exploring the potential economic impact of investing in future Cedar Rapids parks, possible funding mechanisms, and their practical application. Park systems were chosen as case studies based on having a high-quality series of connected greenspaces on the riverfront in small cities of comparable size. Furthermore, it outlines potential funding sources with examples that can be replicated in Cedar Rapids.

State of Financials - City of Cedar Rapids



Source: Cedar Rapids Tourism



Mission

The City of Cedar Rapids Parks and Recreation Department is dedicated to providing and enhancing a quality parks and recreation system through creative, affordable and sustainable programs and professional services to enrich the lives of the community and its visitors now and in the future, using the goals at right as guiding principles.

- Meet the needs to **attract and retain residents and the next generation workforce.**
- Provide a community-wide perspective to the parks and recreation system as priorities are set to **meet operational funding constraints.**
- Enhance the **recreational use of the riverfront.**
- Ensure that **indoor recreational facility** needs are met and are affordable to the community.
- **Address flood damage** to the parks and recreation system.
- **Enhance connectivity** of parks and open space through the trail system.
- Ensure a system that the City and its **taxpayers can afford.**

PARKS AND RECREATION

\$14.45 M

9% OF GENERAL FUND BUDGET FY2024

City Council formally adopted the Cedar River Flood Control System Master Plan Revision #9, adopted on December 20, 2022.

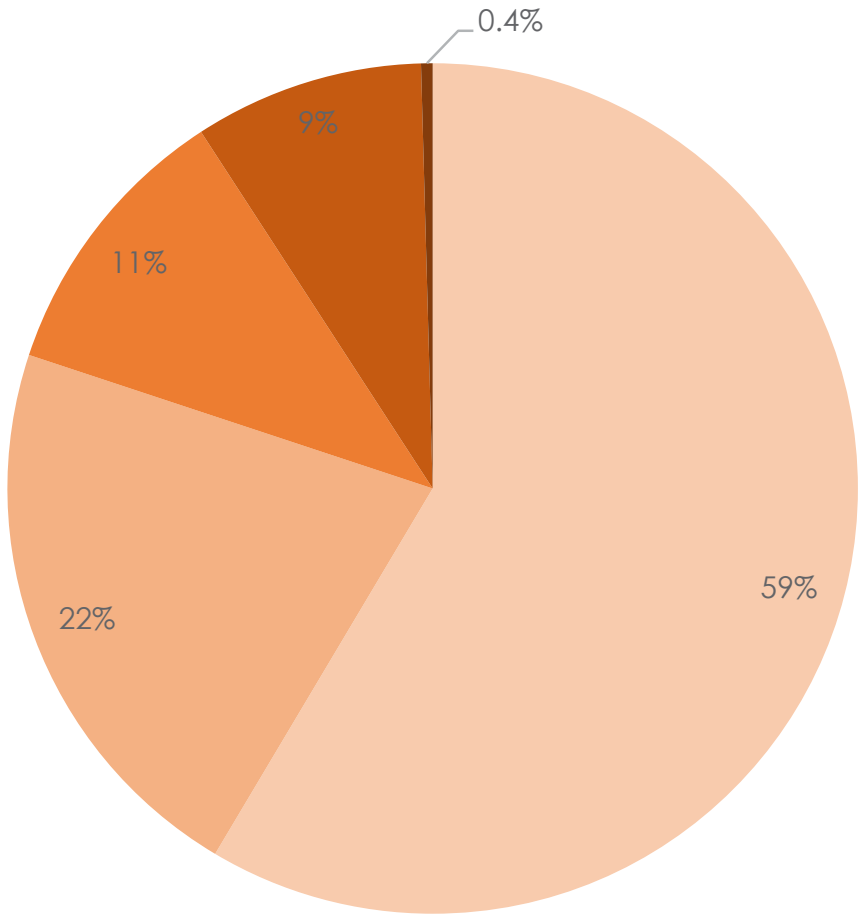
Projects Underway

- 6th Street NW Extension to Ellis Boulevard NW
- Tree of Five Seasons Park
- O Avenue NW Gateway at Levee
- 4th Avenue Riverfront
- 8th Avenue Bridge & Riverfront Improvements

Projects Completed

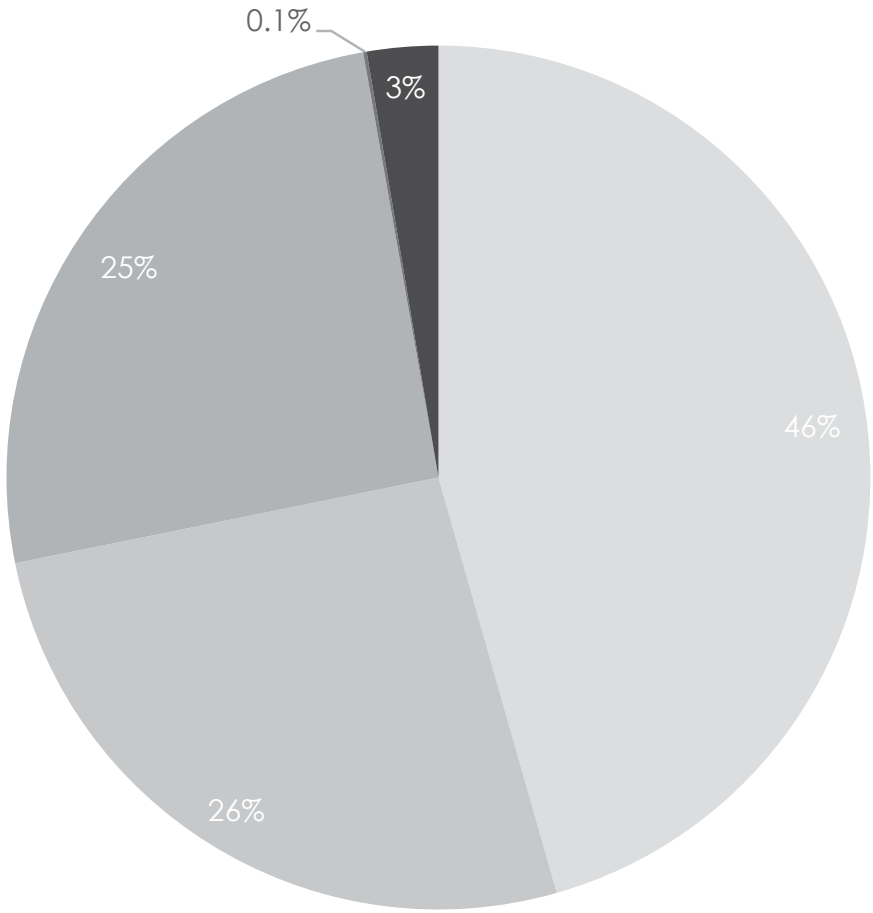
- National Czech & Slovak Museum and Library Flood Wall
- Northwest Gateway & Memorial Plaza
- CRST Riverwalk
- CRST Floodwall
- McGrath Amphitheater Levee

Revenues*



- Charge for Service
- Intergovernmental Revenue
- Licenses and Permits
- Transfers In
- Other Revenue

Expenses*



- Personal Services
- Other Expenses
- Transfers Out
- Discretionary Expenses
- Capital Outlay

**Note: Percentages are extracted from FY2022 Budget
Source: Cedar Rapids Financial Report FY2022, Cedar Rapids Detailed Budget FY2024*

Local public park and recreation agencies in the United States **generated more than \$201 billion in economic activity and supported almost 1.1 million jobs.**

Impacts of Local Park and Recreation Agency Spending on the U.S. Economy – 2021

\$201.39B

Economic Activity (transactions)

\$96.82B

Value Added (GDP)

\$63.03B

Labor Income (wages etc.)

1,065,832

Employment (jobs)

IOWA STATEWIDE



\$10.4 BILLION

Total Economic Impact of Tourism in Iowa in 2022

Impact of Local Park and Recreation Agency Spending



\$936M

Total Output



\$400M

Value Added



6,501

Total Jobs Generated



\$247M

Total Labor Wages

Iowa visitor spending

Amounts in \$ millions, 2022 % change, and % recovered relative to 2019

	2018	2019	2020	2021	2022	2022 Growth	% relative to 2019
Total visitor spending	\$6,251	\$6,449	\$4,565	\$6,148	\$6,939	12.9%	107.6%
Transportation**	\$1,601	\$1,636	\$1,142	\$1,615	\$1,834	13.6%	112.1%
Food & Beverage	\$1,328	\$1,395	\$1,084	\$1,369	\$1,530	11.7%	109.6%
Lodging*	\$1,140	\$1,209	\$740	\$1,137	\$1,337	17.6%	110.6%
Retail	\$1,140	\$1,135	\$876	\$1,067	\$1,124	5.3%	99.0%
Recreation & Entertainment	\$1,041	\$1,074	\$723	\$959	\$1,114	16.1%	103.7%

DIRECT IMPACTS

Visitor spending



RETAIL



ENTERTAINMENT/REC



FOOD & BEVERAGE



TRANSPORTATION



LODGING

INDIRECT IMPACTS

Purchases of inputs from suppliers



SUPPLY CHAIN EFFECTS



B2B GOODS & SERVICES PURCHASED

INDUCED IMPACTS

New consumption generated by household income impacts



INCOME EFFECT



HOUSEHOLD CONSUMPTION

TOTAL IMPACTS

Direct, indirect, and induced impacts



SALES



GDP



JOBS



INCOME



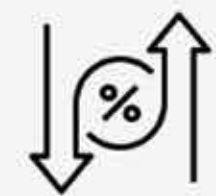
TAXES

LINN COUNTY



\$456.8M

Direct Visitor Spending



14.6%

Direct Visitor Spending % Change vs. Last Year

Source: National Recreation and Park Association, Tourism Economics

Potential Future Economic Impact



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Methodology

Landwise has employed a case study approach for estimating the economic impact of making additional investments in the greenway parks system. The team assembled data of small cities that have made similar investments to determine the level of impact that may be anticipated in Cedar Rapids. The approach also uses existing tourism data from Cedar Rapids as a baseline from which to build from and estimates the following:

- **Tourism Visits**
- **Total Economic Impact from Tourism Spending**
- **Estimate of Tourism-related Jobs**
- **Estimate of Tourism-related Sales Tax Revenue**
- **Estimate of Catalyzed Development**

Economic Impacts at Case Study Parks

	Lakeshore Park Knoxville, TN	Waterfront Park Louisville, KY	James River Park Richmond, VA	Riverfront Park Fort Wayne, IN	Riverwalk Chattanooga, TN	Riverwalk Park Detroit, MI
City Population 2023	195,340	245,490	232,650	267,670	185,850	634,110
Type of Park	Urban Park Community	Linear Park Community	Park System Regional	Park System Regional	Linear Park Regional	Linear Park Regional
Total Acres Year Designed	185 Acres 1996	85 Acres 1999	600 Acres 1972	375 Acres 2011	150 Acres 1987	800 Acres 2007
Annual Visitor Count	1 M +	2.2 M+	2 M+	1.5 M+	1M+	3 M+
Public Cost (to date)	\$137M	\$145M	\$80M+	\$89M	\$300M	\$300M
Estimated Direct Economic Impact Jobs Generated	N/A	\$40M (annually) 707 jobs	\$33.5M (annually)	\$100M+ 387 jobs	\$50M+ (annually)	\$43.7M (annually) 1,300 jobs

Cedar Rapids houses 139,950 residents that will benefit from the 113-acre Greenways Park site. With the exception of Detroit, which has over 634,000 residents, selected case studies are comparable in size to Cedar Rapids. The wide distribution of acreage across these park sites demonstrates that amenities, well developed attractions, and programming of parks play a larger role than simply site acreage for future economic impacts.

Note: James River park Visitor count derived from [VCU study](#). Riverwalk Chattanooga economic impact details from [ULI](#). Riverwalk Park Detroit economic impact details from [Detroit Riverfront Conservancy](#) and [news](#) article.

Cedar Rapids Greenway Parks

Demonstrated Estimated Impact

ANNUAL VISITOR COUNT
BETWEEN 2018 AND 2023

1.1 M

AVERAGE STAY

2 Days

Total Economic Impact
from Hotel Stays
\$514,950

Calculated by computing
Total Hotel Rooms/Nights
X
Average Daily Rate for 2022

Available data from Cedar Rapids Tourism shows annual visits at approximately 1.1 million annually over the past 5 years. The group estimates an impact of about \$515,000 from direct hotels spending but does not consider additional impacts from daytime visitation, or other spending related to tourism.

Cedar Rapids Greenway Parks

Estimated Impact

	LOW/CURRENT	MIDDLE	HIGH
Total Annual Visitor Count (Based on estimate from case studies)	1M	1.5M	2M
Total Annual Economic Impact (@ \$40 per day average visitor spending)	\$40M	\$60M Change of +\$20M	\$100 M Change of +\$60M
Jobs Estimated	Up to 880 jobs	Up to 1,300 jobs	Up to 2,200 jobs

Landwise has created three scenarios to estimate the annual economic impact potential for Cedar Rapids Greenways Park. The estimates consider total economic impact from tourism related spending and employment. We believe the *Middle Scenario is the most likely scenario* when execution of the greenway parks are completed and inclusive of amenity development, programming and marketing.

The middle scenario shows visitation growing by 40% (from the current 1.1 million) to 1.5 million annual visitors, adding an additional \$16 million of positive economic impact. *On an average, this means 4,100 visitors daily (overall Cedar Rapids Tourism, not only the riverfront).* These figures account for both local and out-of-state visitors. Out-of-state visitors make up to half of the total visitors, majorly from Illinois, Wisconsin, Minnesota, and Missouri.

Cedar Rapids Greenway Parks

Estimated Indirect Economic Impact

Tax Dollars Generated (Sales Tax)

Assuming a 6% sales tax for Iowa, the indirect sales tax impact can be estimated at

LOW
\$2.4M

\$3.6M

HIGH
\$6M

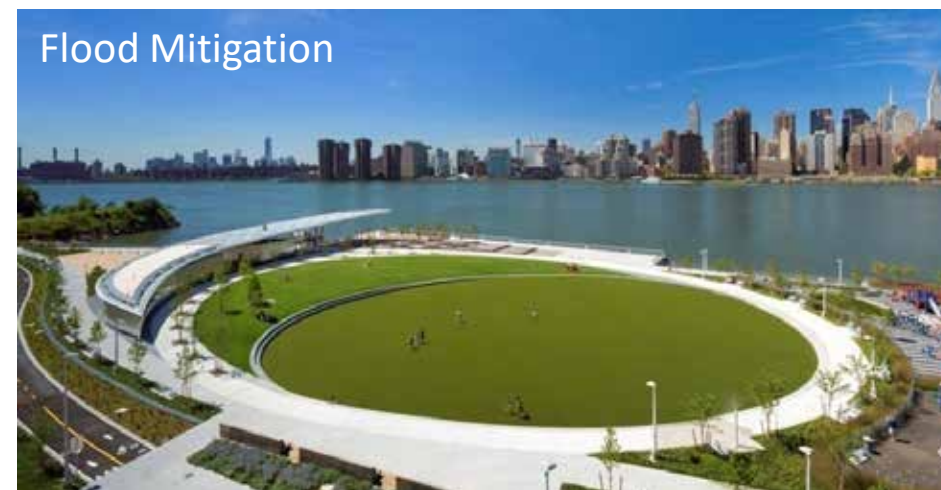
Catalyzed Development

Riverfront parks generally act as catalysts for new development within walking distance. Based on case studies, the estimate for new development catalyzed by future park investment along the Cedar Rapids riverfront could be between:

\$250M - \$500M

LAKESHORE PARK, KNOXVILLE - \$500M+ (estimated)
WATERFRONT PARK, LOUISVILLE - \$400M
RIVERWALK PARK, DETROIT - \$1B

Other Benefits



Review of Case Study Parks



Source: Cedar Rapids Tourism

General Park Funding Taxonomy

A park's operations/maintenance and capital improvements are funded through a variety of funding sources. Most parks utilize a combination of these sources.

PUBLIC FUNDING

General Fund, bonds, taxes, loans

CONTRIBUTED INCOME

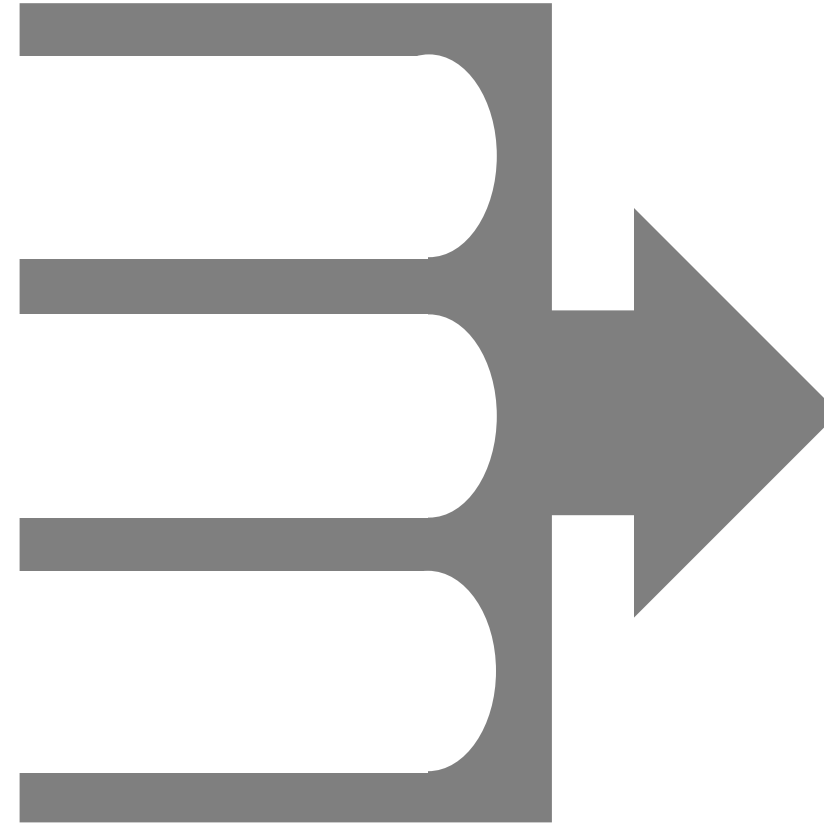
Grants, donations, memberships, corporate sponsors, crowd funding, friends groups

EARNED INCOME

Concession sales, rentals, parking fees, events fees

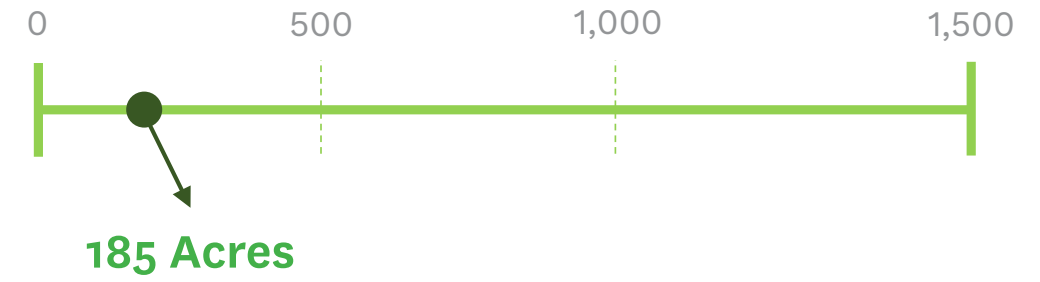
VALUE CAPTURE

Ground leases, right-of-way leases, developer incentives, TIFs, BIDs, RETT








Lakeshore Park

Knoxville, TN



MOST RECENT MASTER PLAN: 2014 (updated 2020)

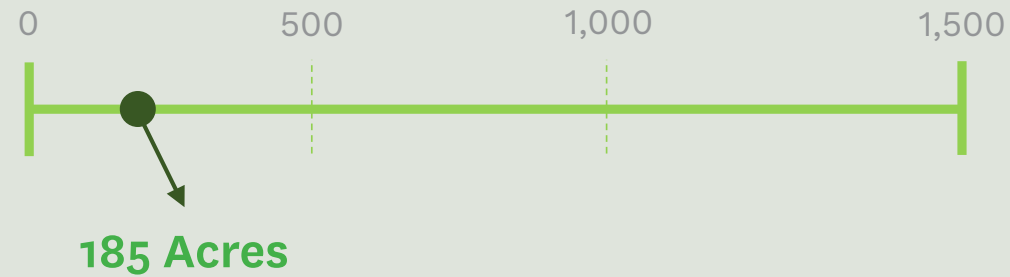
DEMOGRAPHICS WITHIN HALF MILE RADIUS:

POPULATION		666
MEDIAN HOUSEHOLD INCOME		\$164,600
MEDIAN HOME VALUE		\$505,435
MINORITY POPULATION		11%
BACHELOR'S DEGREE OR HIGHER		77%

Source: lakeshoreparkknoxville.org, 2023 ESRI BAO

Lakeshore Park

Knoxville, TN



YEAR DESIGNED: 1996

ESTIMATED ANNUAL VISITORS: 1 million +

ATTRACTIONS & ACTIVITIES:

- Marble Hall *Semi-enclosed 3,000 sq.ft. pavilion*
 - Marble Pavilion
 - HGTV Overlook *500 foot esplanade*
 - TVA Pavilion
 - Rustic Pavilion
 - Hecht Pavilion
 - Main Events Lawn
 - Riverview Shelter *Drop-in use only picnic area*
 - Farm Gardens
 - Orchard
 - Play Area
 - Sculptural Mound
 - 2 Amphitheaters
 - Several Fields
- Event Areas*
Rentable facilities

Source: lakeshoreparkknoxville.org

Lakeshore Park

Knoxville, TN

Lakeshore Park is a unique joint public/private partnership between the non-profit Conservancy and the City of Knoxville. The conservancy was founded in 1996. It fundraises for both capital improvement projects as well as annual operations & maintenance.

Annual Expenses: \$5,806,345

Annual Revenue: \$6,010,930

Haslam Family Foundation

2015 2023

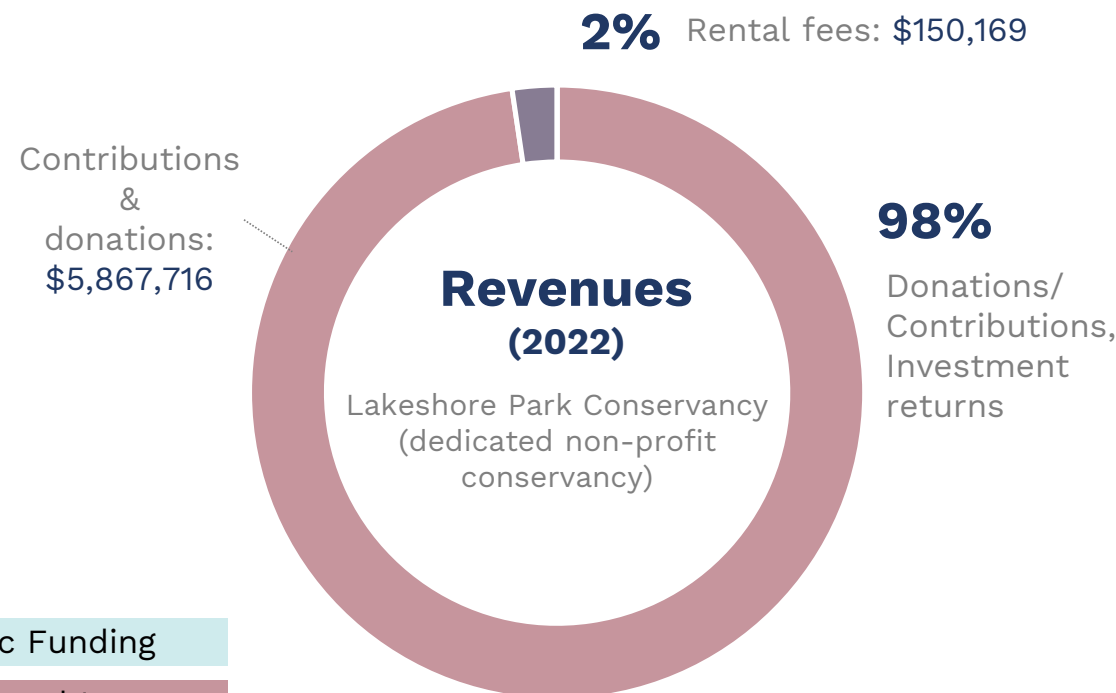


\$50 Million

Fundraising Campaigns

2015: \$15 M for capital improvements in Phase 1
2021: \$35 M for endowment expansion in Phase 2

The Lakeshore Park Summer Picnic is an annual fundraiser that provides support for the ongoing management of the park. The future development of Lakeshore Park and all park improvements will be supported by private donations.



- Public Funding
- Contributed Income
- Earned Income
- Value Capture

Scripps Network Interactive

\$3 Million (2022)

HGTV Overlook Endowment Fund

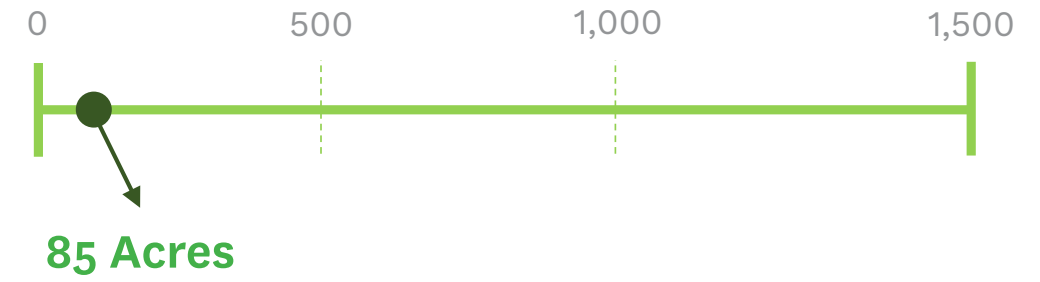
Total Operations & Maintenance Expense (2022): \$5,387,168

Other Administrative, Fundraising, and Marketing Expenses (2022): \$419,177

Source: Forest Park Forever, Inc. 2017 year-end Financial Statements

Waterfront Park

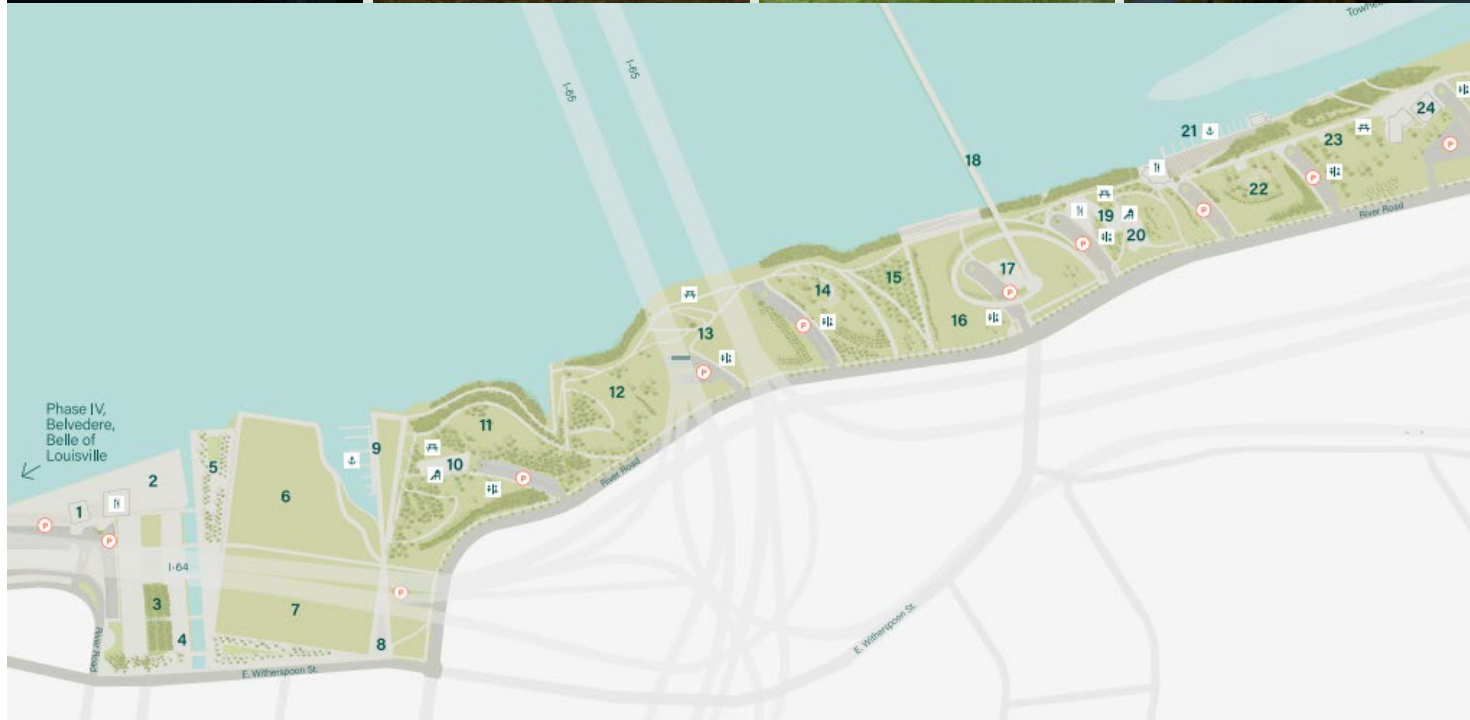
Louisville, KY



MOST RECENT MASTER PLAN: 2014 (Phase IV)

DEMOGRAPHICS WITHIN HALF MILE RADIUS:

POPULATION		1,173
MEDIAN HOUSEHOLD INCOME	\$	\$45,900
MEDIAN HOME VALUE		\$292,860
MINORITY POPULATION		47%
BACHELOR'S DEGREE OR HIGHER		25%

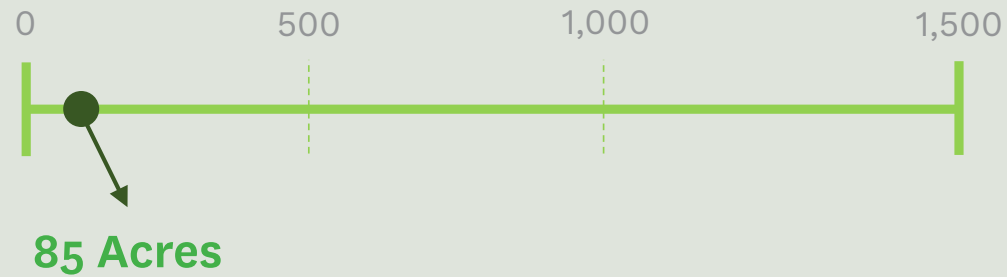


- | | | | | | |
|--------------------------|-------------------------|----------------------|------------------------------|--------------|------------|
| 1 Waterfront Park Office | 7 Great Lawn — South | 13 Under the Bridges | 19 Splash Park | Restrooms | Greenspace |
| 2 The Wharf | 8 Flock of Finns | 14 Lincoln Memorial | 20 Adventure Playground | Picnic Area | Sidewalk |
| 3 Festival Plaza | 9 Harbor Lawn & Docks | 15 Swing Garden | 21 Amphitheater Docks | Food & Drink | Asphalt |
| 4 Tetra Sculpture | 10 Children's Play Area | 16 Big Four Lawn | 22 Brown-Forman Amphitheater | Boat Docks | Steps |
| 5 Overlook & Gracehoper | 11 Orange Upland Meadow | 17 Wheel Fun Rentals | 23 Brown-Forman Lawn | Playground | Parking |
| 6 Great Lawn — North | 12 Purple Upland Meadow | 18 Big Four Bridge | 24 River City Paddlesports | | |

Source: ourwaterfront.org, 2023 ESRI BAO

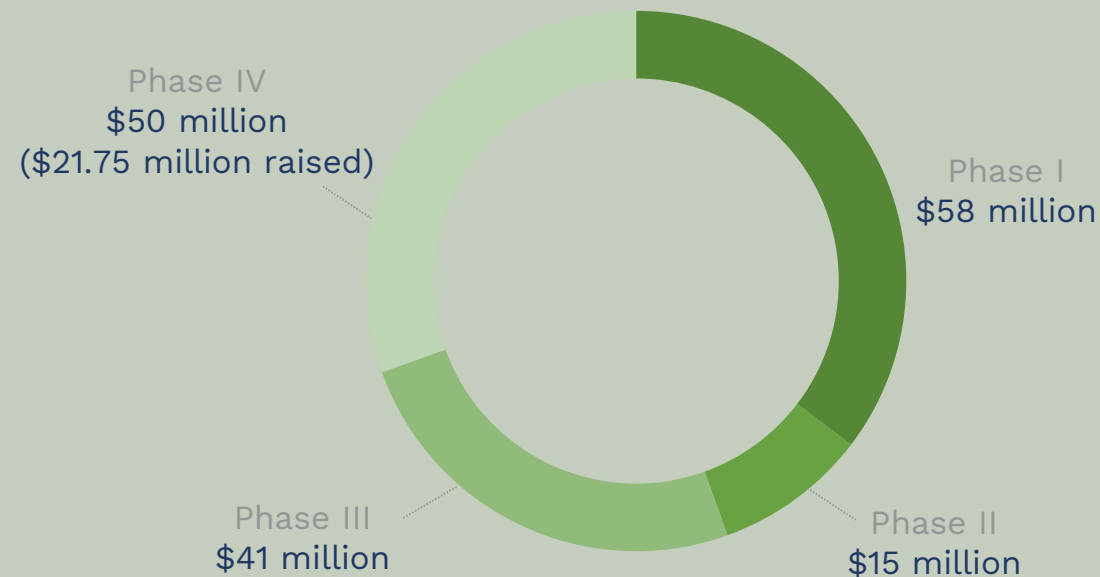
Waterfront Park

Louisville, KY



YEAR DESIGNED: 1999

ESTIMATED ANNUAL VISITORS: 2.2 million +



FUNDING SOURCES

ATTRACTIONS & ACTIVITIES:



Source: ourwaterfront.org

Waterfront Park

Louisville, KY

Waterfront Park is a non-profit, public park in Louisville, Kentucky. Jefferson County, the City of Louisville, and the Commonwealth of Kentucky came together and formed Waterfront Development Corporation to oversee the waterfront re-development. The group broke ground in 1992.

Annual Expenses: \$3,379,686

Annual Revenue: \$2,727,395

\$95 Million

Contributions: \$35 Million

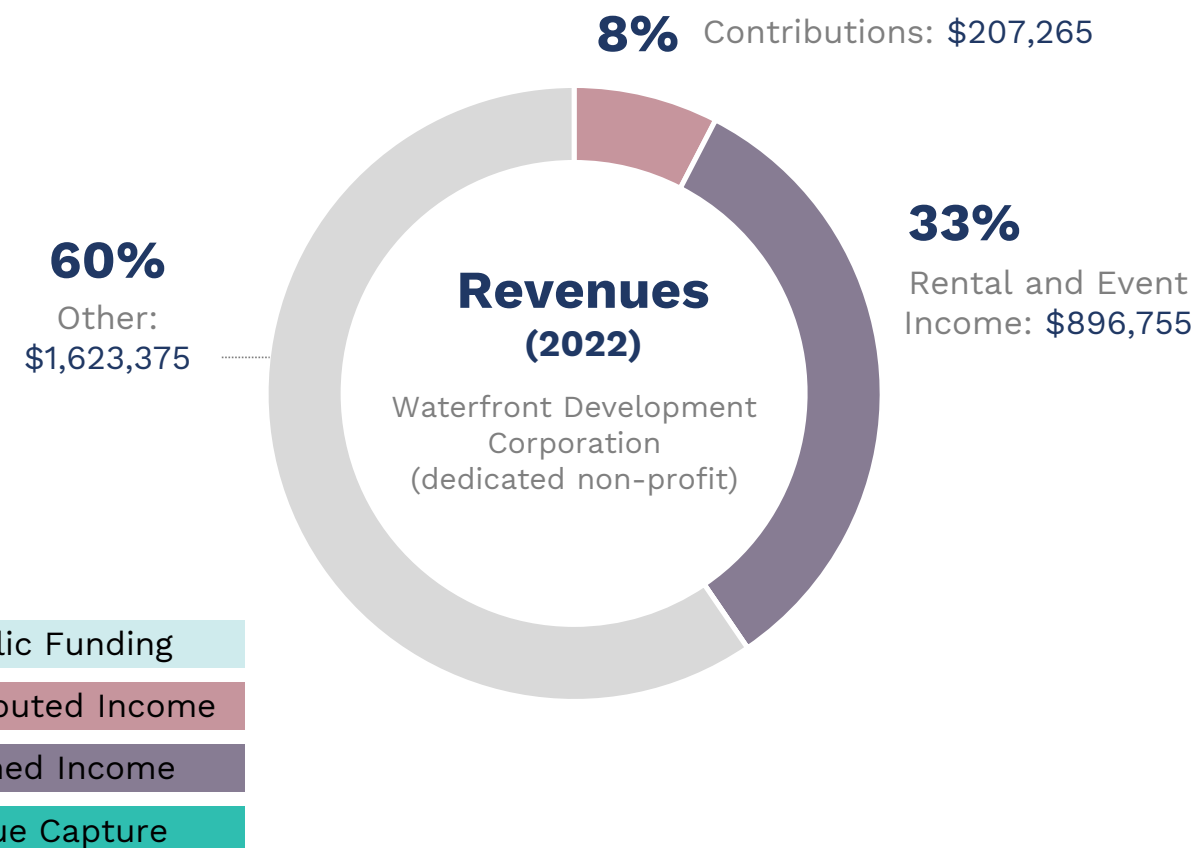
capital funding sources

\$50 Million (2022)

Contributions: \$11.7 Million

fundraising for expansion

Waterfront Park hosts Louisville’s most exciting celebrations, such as the Fourth of July at Waterfront Park, Forecastle Festival, and WFPK Waterfront Wednesdays. Supporters can contribute through a variety of programs, events, education, fundraising, and marketing efforts.



Annually

\$40 Million

generated in economic impact

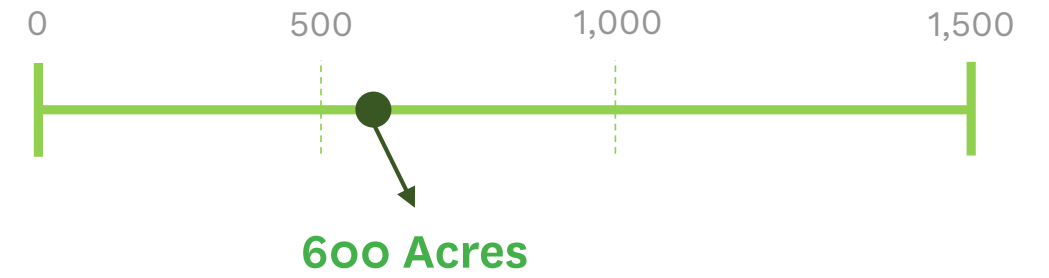
Total Operations & Maintenance Expense (2022): \$3,320,589

Other Administrative, Fundraising, and Marketing Expenses (2022): \$366,982

Source: Forest Park Forever, Inc. 2017 year-end Financial Statements






James River Park

Richmond, VA



MOST RECENT MASTER PLAN: 2019

DEMOGRAPHICS WITHIN HALF MILE RADIUS:

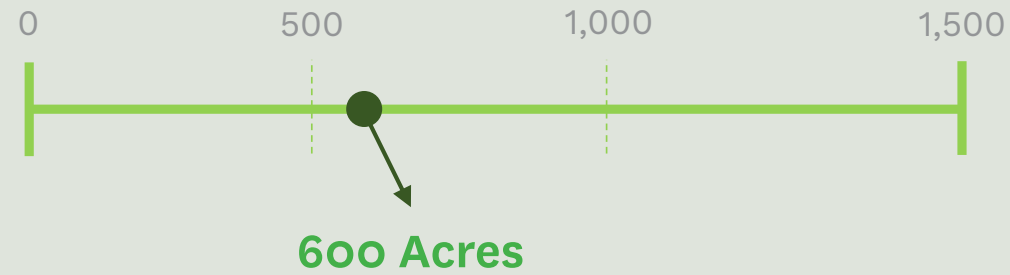
POPULATION		1,390
MEDIAN HOUSEHOLD INCOME		\$107,500
MEDIAN HOME VALUE		\$375,500
MINORITY POPULATION		22%
BACHELOR'S DEGREE OR HIGHER		76%

Source: jamesriver.org, 2023 ESRI BAO



James River Park

Richmond, VA



YEAR DESIGNED: 1972

ESTIMATED ANNUAL VISITORS: 2 million +

Conservation easement placed in 2009

ATTRACTIONS & ACTIVITIES:

- Huguenot Flatwater
- Ancarrow's Landing & Historic Docks
- T. Tyler Potterfield Memorial Bridge
- Great Shiplock Park & Chapel Island
- Williams Island
- Belle Isle
- Pipeline
- Reedy Creek

20+ miles Trails *Including Buttermilk Trail*

- 14 Parks including
- Floodwall Park
 - North Bank Park
 - Pony Pasture
 - Pump House Park
 - Riverside Meadows

Source: jamesriver.org

James River Park

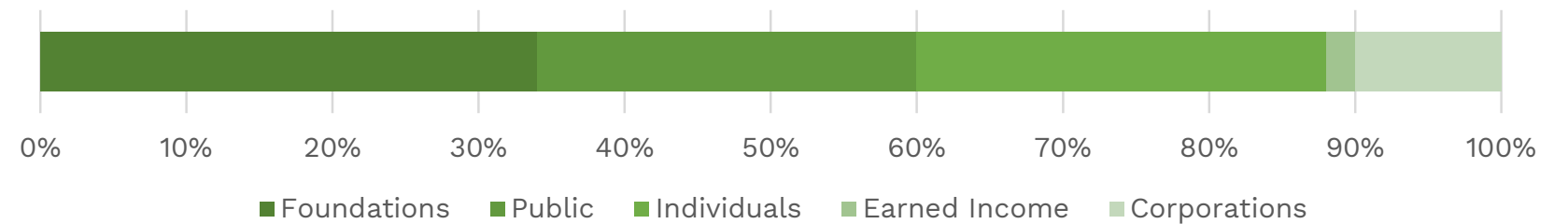
Richmond, VA

James River Park system is a public park in Richmond, Virginia. Department of Parks, Recreation, and Community Facilities operates and maintains the 600-acre park system. In 2009 the city placed a conservation easement on the park, legally protecting it from development.

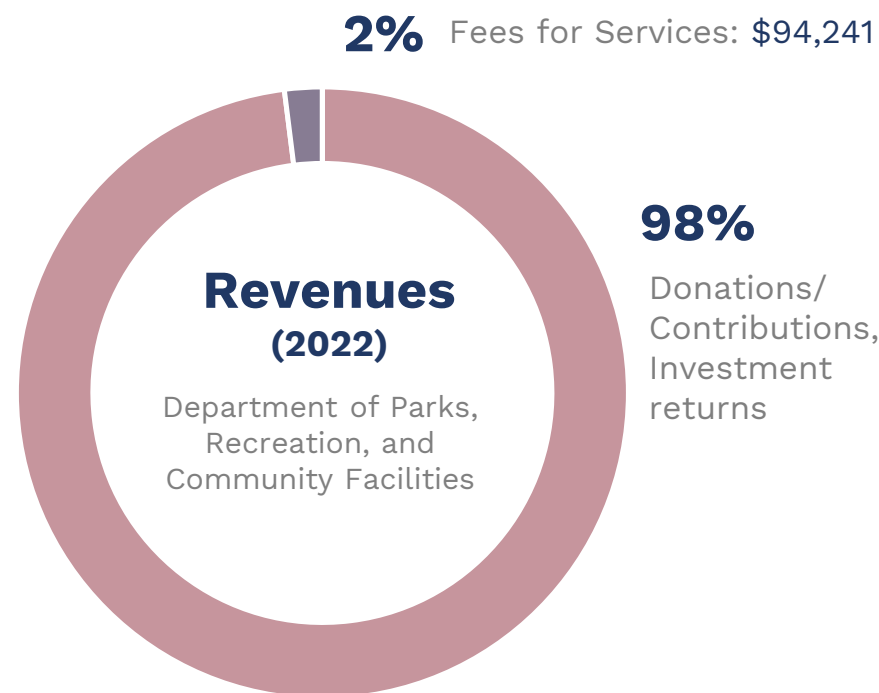
Annual Expenses: \$3,687,571

Annual Revenue: \$4,734,731

Funding Sources by percent (2021)



The James river park system offers year-round outdoor adventure for the whole family. It hosts a range of events, both annual and seasonal. James River Week is a week long celebration of Virginia's most incredible natural asset held annually in early September. Other recent events include Roof Top Tent Rally, Fall Harvest Festival and Routes of Rhythm Music Trail Concert.



- Public Funding
- Contributed Income
- Earned Income
- Value Capture

Annually
\$33.6 Million

generates per year in tourism

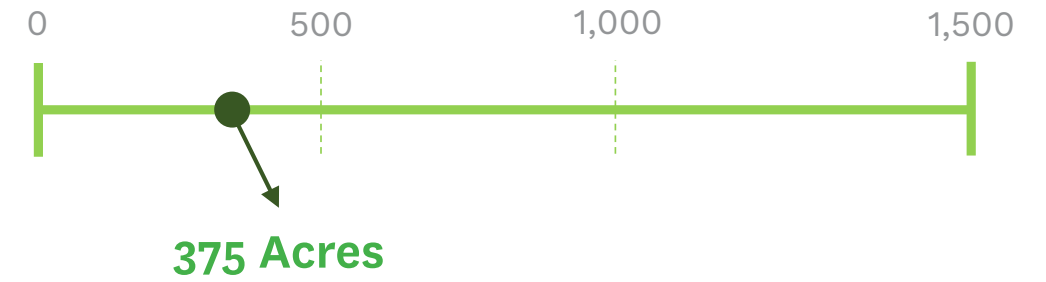
Total Operations & Maintenance Expense (2022): \$2,374,544

Other Administrative, Fundraising, and Marketing Expenses (2022): \$1,005,142

Source: Forest Park Forever, Inc. 2017 year-end Financial Statements

Riverfront Fort Wayne

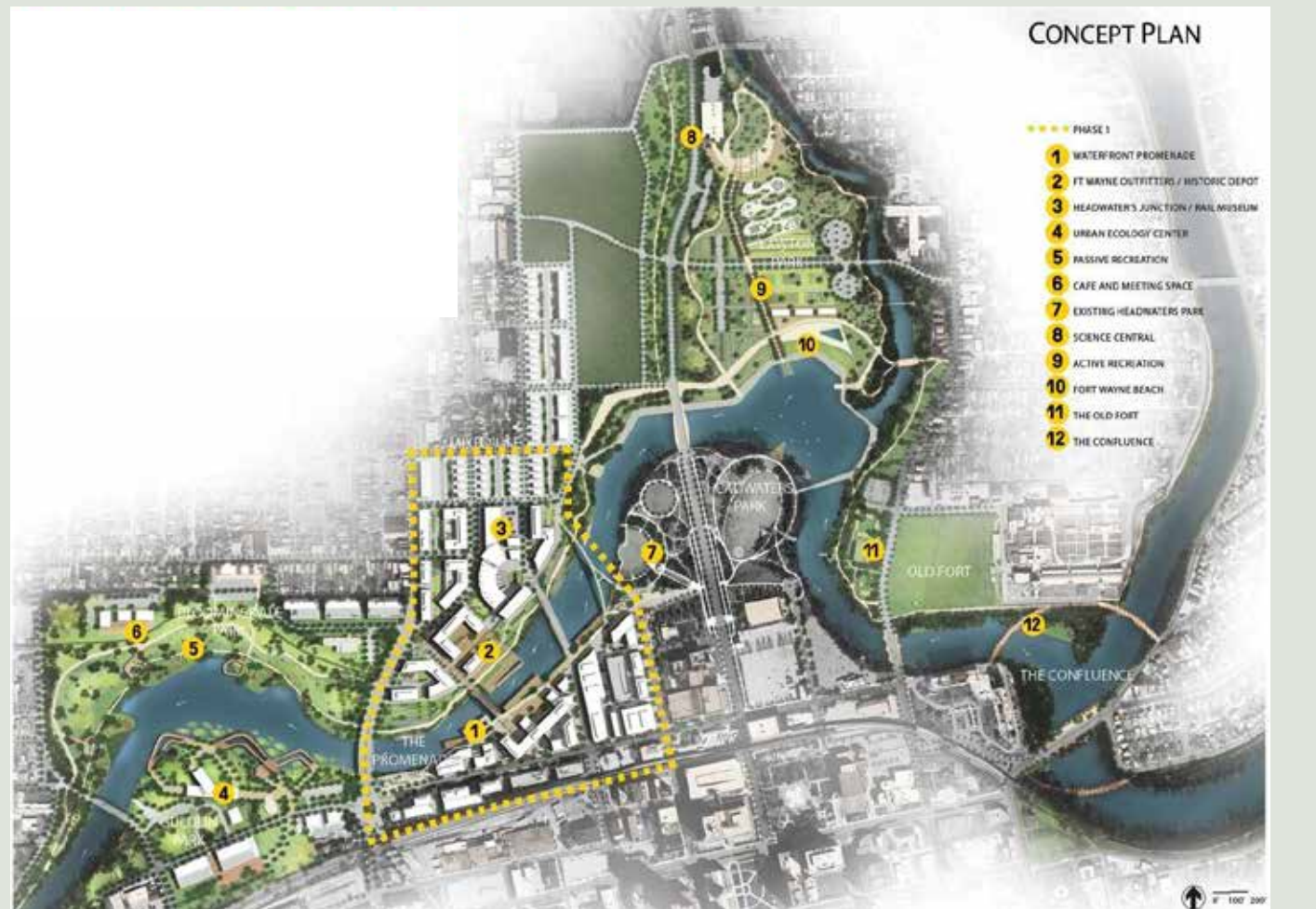
Ft. Wayne, IN



MOST RECENT MASTER PLAN: 2015

DEMOGRAPHICS WITHIN HALF MILE RADIUS:

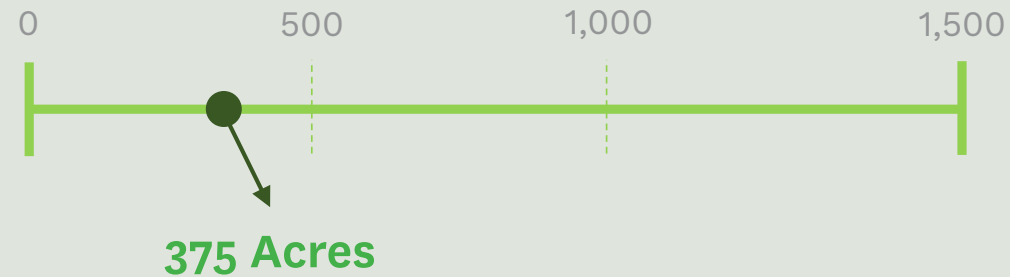
POPULATION		3,512
MEDIAN HOUSEHOLD INCOME	\$	\$42,750
MEDIAN HOME VALUE		\$112,150
MINORITY POPULATION		29%
BACHELOR'S DEGREE OR HIGHER		26%



Source: visitfortwayne.com, 2023 ESRI BAO

Riverfront Fort Wayne

Ft. Wayne, IN



YEAR DESIGNED: 2011

ESTIMATED ANNUAL VISITORS: 1.5 million (expected)

Redevelopment phase II underway as of 2023

ATTRACTIONS & ACTIVITIES:

- Headwaters Park
- Fort Wayne Outfitters
- Wells Street Bridge
- The Old Fort
- Science Central
- Lawton Park
- Martin Luther King Jr. Memorial Bridge
- The Landing District
- Arts Campus Fort Wayne
- Promenade Park

- 26 miles of total trails
- Parkview Tree Canopy Trail
 - Doermer Kids Canal
 - Old National Bank Plaza
 - Auer Lawn
 - Amphitheater
 - Boating Docks and Ramps

Source: visitfortwayne.com

Riverfront Fort Wayne

Ft. Wayne, IN

The City’s Parks & Recreation Department has led the overall Riverfront Fort Wayne effort with support from Community Development and City Utilities. Riverfront Fort Wayne development has been guided and informed by the *Downtown Blueprint Plus Plan*, the *Riverfront Fort Wayne Conceptual Plan*, and the *City of Fort Wayne Riparian Management Plan*.

***Annual Budget: \$19,131,004**

***Annual Revenue: \$3,183,728**

*This is the budget for the entire Fort Wayne Parks & Recreation General Fund, which supports operations and maintenance for all parks, including Headwaters Park, Promenade Park, and Lawton Park.



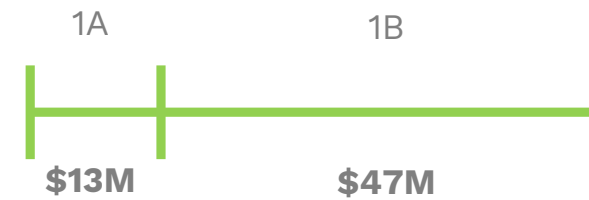
- Public Funding
- Contributed Income
- Earned Income
- Value Capture

\$25.7 Million

Contributions: \$35 Million

capital improvement plan fund (2023)

Riverfront Fort Wayne is supported by the Northeast Indiana Regional Partnership and the Regional Development Authority; The Allen County-Fort Wayne Capital Improvement Board for the funding for property acquisition and public infrastructure; and private fundraising through the Community Foundation of Greater Fort Wayne and the Fort Wayne Park Foundation, Inc.

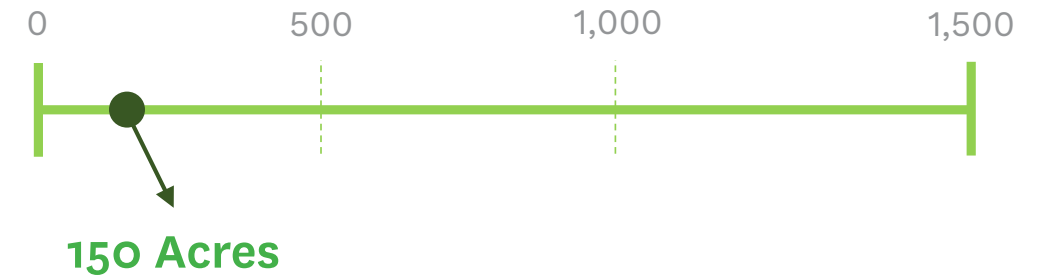


\$ 60 million estimated Phase 1 cost

Source: Forest Park Forever, Inc. 2017 year-end Financial Statements






Tennessee Riverwalk

Chattanooga, TN

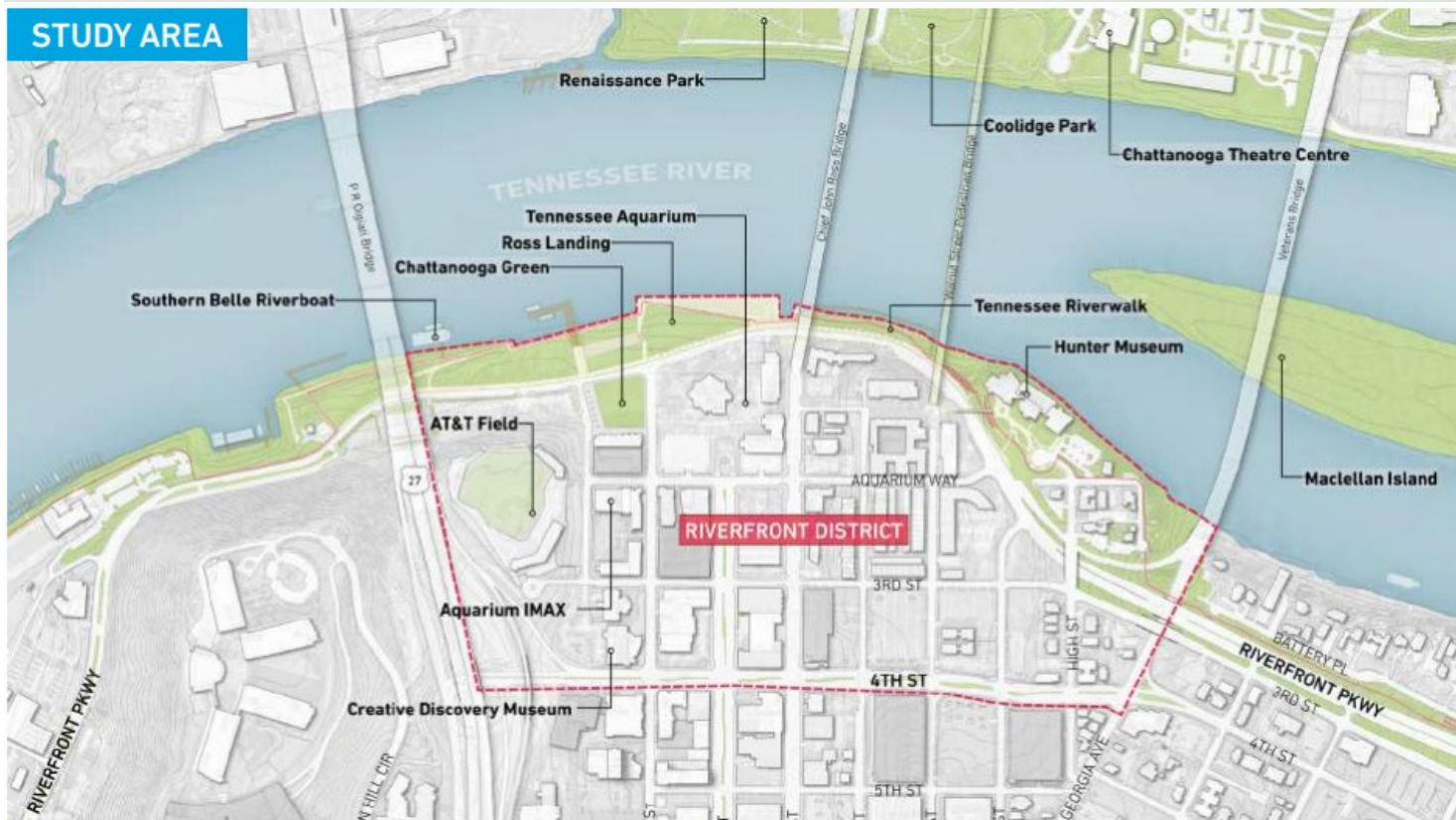


MOST RECENT MASTER PLAN: 2022

DEMOGRAPHICS WITHIN HALF MILE RADIUS:

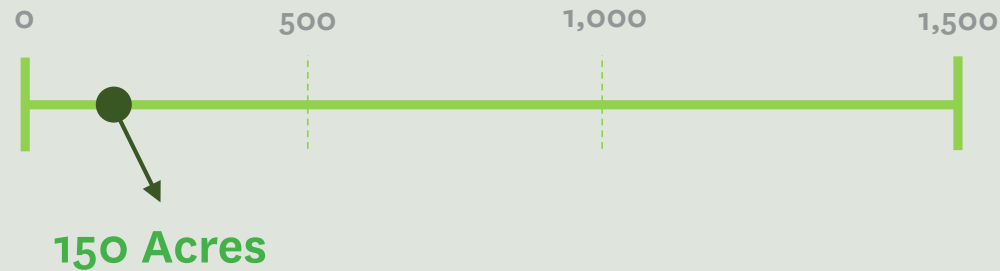
POPULATION		1,582
MEDIAN HOUSEHOLD INCOME		\$84,855
MEDIAN HOME VALUE		\$645,000
MINORITY POPULATION		23%
BACHELOR'S DEGREE OR HIGHER		51%

Source: riverfrontparkscha.com, 2023 ESRI BAO



Tennessee Riverwalk

Chattanooga, TN



YEAR DESIGNED: 1987

ESTIMATED ANNUAL VISITORS: N/A

ATTRACTIONS & ACTIVITIES:

- Renaissance Park
- Coolidge Park
- Ross Landing
- Chattanooga Green
- 16+ miles* Tennessee Riverwalk
- Southern Bell Riverboat
- Chattanooga Theater Center
- Tennessee Aquarium
- Hunter Museum
- Maciellan Island
- AT&T Field
- Aquarium IMAX
- Creative Discovery Museum

Source: riverfrontparkscha.com

Riverfront District

Chattanooga, TN

Since 1986, River City Company, a private 501(c)(3) non-profit, was created to coordinate development projects along the riverfront and downtown. Later renamed RiverValley Partners, raises funds for and participates in the development of renewal projects and fuels public-private collaborations.

Annual Budget: \$14,175,758

*This is the budget for the entire Chattanooga Parks & Recreation General Fund, which supports operations and maintenance for all parks, including Riverfront District.



- Public Funding
- Contributed Income
- Earned Income
- Value Capture

\$1.5 Million

capital grants and contributions

\$6 Million

USDA grants

Chattanooga riverfront in the early 2000's, was punctuated with many landmark projects in the Riverfront District: the Tennessee Riverwalk, AT&T Field, the Tennessee Aquarium, Riverfront Parkway, and the 21st Century Waterfront Park to name a few.

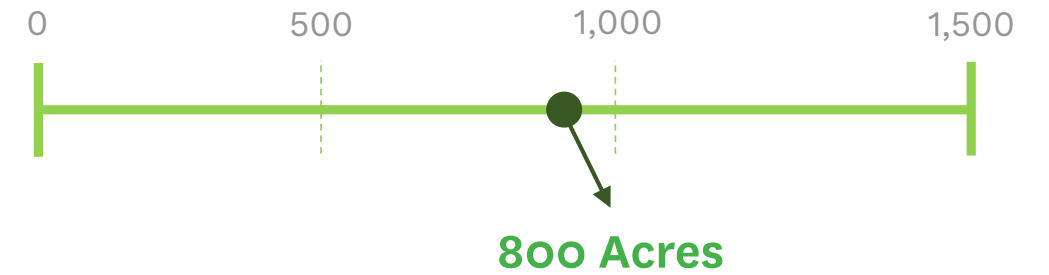
\$12 Million

PPP through 8 local foundations + seven financial institutions

Source: Forest Park Forever, Inc. 2017 year-end Financial Statements






Riverwalk Park

Detroit, MI



MOST RECENT MASTER PLAN: 2017

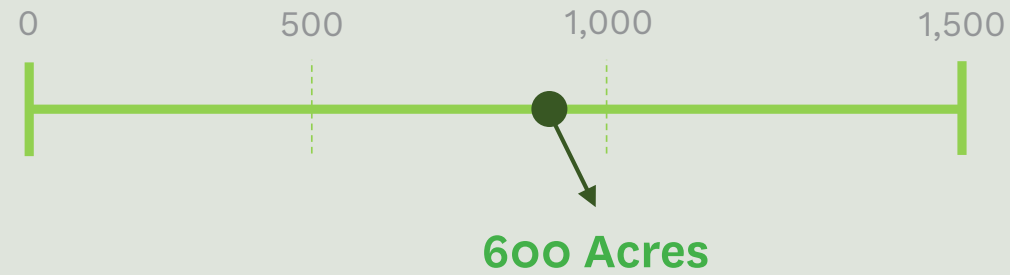
DEMOGRAPHICS WITHIN HALF MILE RADIUS:

POPULATION		1,852
MEDIAN HOUSEHOLD INCOME		\$78,929
MEDIAN HOME VALUE		\$319,485
MINORITY POPULATION		58%
BACHELOR'S DEGREE OR HIGHER		47%

Source: visitfortwayne.com, 2023 ESRI BAO

Riverwalk Park

Detroit, MI



YEAR DESIGNED: 2007

ESTIMATED ANNUAL VISITORS: 3 million +

ATTRACTIONS & ACTIVITIES:

Ralph C. Wilson Jr Centennial Park

Robert C. Valade Park

Mt. Elliot Park

Dennis W. Archer Greenway

Stroh River Place and Talon Center

Hart Plaza

Detroit/Wayne County Port Authority

GM Plaza

Cullen Plaza

Dequindre Cut

Aretha Franklin Amphitheatre

Milliken State Park, Harbor, Lighthouse, & Wetlands

Outdoor Adventure Center

Source: ourwaterfront.org

Funding Comparisons



DRONE FOOTAGE OF MAY'S ISLAND AND RIVERFRONT PARK, SEPTEMBER 2023

Case Study Funding Source Examples

PUBLIC FUNDING

- 1) Special Purpose Local Option Sales Tax (SPLOST)
- 2) Community Preservation Act Funds

CONTRIBUTED INCOME

- 1) Corporate Sponsorship
- 2) Philanthropic Sponsorship
- 3) Membership Fee
- 4) Grants

EARNED INCOME

- 1) Concession Sales
- 2) Rental Fees
- 3) Parking Fees
- 4) Event Fees

VALUE CAPTURE

- 1) Ground Lease
- 2) Business Improvement District (BID)
- 3) Tax Increment Financing (TIF)

EXAMPLE: Transportation Special Purpose Local Option Sales Tax

Beltline – Westside Park at Bellwood Quarry, Atlanta

\$26.5M (60% of the funding for the initial phase) for capital costs associated with this new park on the west side of Atlanta’s Beltline came from public finding sources. Initial construction broke ground in September of 2018 and the city is hoping this initial phase of investment will influence future funding.

Of these \$26.5 million in public funds, more than half (*\$15 million, 57%*) was provided by city T-SPLOST revenue (transportation special purpose local option sales tax). Atlanta’s T-SPLOST dedicates a 0.4-cent sales tax towards funding transportation improvements.

Initial phase funding breakdown:

- \$15 million: T-SPLOST
- \$8 million: City of Atlanta Department of Watershed
- \$3 million: City of Atlanta Department of Parks and Recreation
- \$500,000: Impact Fee West

Source: City of Atlanta Parks and Rec



EXAMPLE: Corporate Sponsorship

Millennium Park, Chicago

Millennium Park received almost an equal 50/50 split of public and private funding. It received an estimated \$200 million in private donations and \$270 million in public funds, primarily from parking revenue bonds.

Private donors included a major line up of well recognized corporations, with fundraising efforts led by former Sara Lee CEO, John Bryan. Bryan's strategy included enlisting corporations to sponsor individual elements within the park. *This strategy resulted in raising funds in \$5 - \$15 million chunks.* Major donors included British Petroleum, AT&T corporation, Exelon Corporation, and JP Morgan Chase.



EXAMPLE: Philanthropic Sponsorship

Forest Park, Saint Louis

A private non-profit conservancy, Forest Park Forever, is dedicated to fundraising efforts towards capital improvement projects as well as maintenance & operations at Forest Park. The conservancy was founded in 1986.

The conservancy has partnered with the City of Saint Louis on two large capital fundraising campaigns over the past 25 years, raising an impressive \$242M+ to manage capital restoration projects in the park. The most recent campaign, the “Forever” campaign, has raised ~\$139M to date (exceeding their goal) from a variety of entities (individuals, corporations, philanthropic foundations, institutions, etc.).



Forever Campaign Improvement Projects, Forest Park



Sample of donors to the “Forever” campaign:

- \$30,000,000+
 - Jack C. Taylor*
- \$10,000,000-\$29,999,999
 - Mr. & Mrs. James S. McDonnell III and the JSM Charitable Trust
 - Barbara & Andy Taylor
- \$5,000,000-\$9,999,999
 - Anonymous
 - Emerson
- \$2,000,000-\$4,999,999
 - Bayer
 - Alison & John Ferring+
 - Mr. & Mrs. Ward M. Klein
 - Mary Ann Lee*
 - McCollum Epsten Family
 - Missouri Development Finance Board
 - Mr. Alwal B. Moore
 - Estate of Rudolph L. Wise* & Mary Frances Wise*
- \$1,000,000-\$2,999,999
 - Albrecht Family Foundation
 - The Bellwether Foundation
 - Berges Family Foundation+

EXAMPLE: Membership Fee

Forest Park, Saint Louis

Forest Park Forever, the non-profit conservancy dedicated to fundraising efforts for the park, offers an annual membership to interested supporters. There are multiple membership levels at different pricing tiers, offering additional benefits for an additional cost. *The more than 7,500 members provide more than half the operational dollars needed each year to restore and maintain Forest Park.* Supporters receive special Park publications and invitations throughout the year, as well as discounts on select Park merchandise.

Membership Levels & Benefits

\$60 — Park Friend/\$50 — Senior Friend

- Invitation to our annual member appreciation event
- Forest Park Forever Newsletter
- Discounted merchandise and I Love Forest Park 5K registration fee
- Forest Park Forever Member window cling

\$100 — Keeper of the Park

- All of the above PLUS:
- 25% off an annual [locker room membership](#) at the Dennis & Judith Jones Visitor & Education Center
- Coupon book for discounts at the following Park attractions: The Boathouse, City Cycling Tours, Forest Park picnic pavilion rental, Forest Perk Café & Gift Shop, Missouri Historical Society, The Muny, Norman K. Probstain Golf Courses, Saint Louis Art Museum, Saint Louis Science Center, Saint Louis Zoo, Shakespeare Festival St. Louis and Steinberg Skating Rink

\$100 and up — Young Friend [\(learn more\)](#)

- All of the above PLUS the following exclusive Young Friend benefits:
- A Forest Park Forever Young Friends pair of sunglasses

\$180— Park Naturalist

- All of the above PLUS:
- Forest Park Forever Reusable Utensil Set

\$300 — Park Trustee

- All of the above PLUS:
- Forest Park Forever Insulated Stainless Steel Bottle

\$500 — Park Guardian

- All of the above PLUS:
- Forest Park Forever Knit Cap

\$1,000 and Up — Leffingwell Society

[Learn more about all Leffingwell member levels and join the Leffingwell Society](#)

- All of the above PLUS:
- Personal invitations to Leffingwell Society member-only events
- Advance reservations at the Boathouse
- One free round (18 holes) with cart at Norman K. Probstain Golf Courses
- 20% discount on rental of the Trolley Room in the Visitor Center
- Special Leffingwell Publication

EXAMPLE: Grants

Beltline – Westside Park at Bellwood Quarry, Atlanta

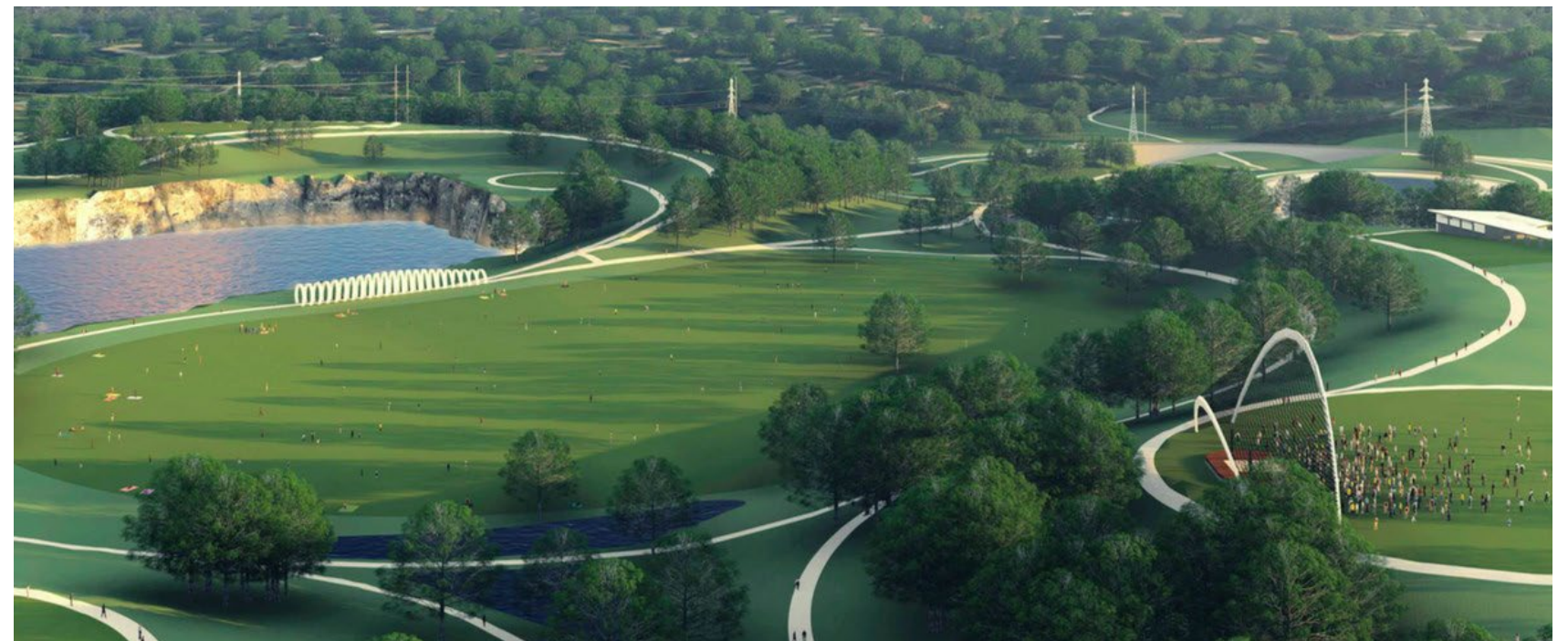
\$17.5M of the \$44M (40%) initial phase of funding for capital costs associated with this new park on the west side of Atlanta’s Beltline came from a grant from the Blank Foundation. It is the lead gift in a forthcoming Atlanta Beltline Partnership capital campaign. Initial construction broke ground in September of 2018 and the city is hoping this initial phase of investment will influence future funding.

The Blank Foundation (chairman Arthur Blank) is very active with their philanthropic efforts in the Atlanta area and has made a commitment to ignite positive change in Atlanta’s Westside communities. To date, the Blank Foundation has committed more than \$18 million to efforts around parks in the city, and nearly \$50 million towards positive Westside neighborhood transformation in the areas of crime and safety, economic inclusion, education, health, and housing.

ATLANTA PARKS | SOUTHSIDE | ATLANTA DEVELOPMENT NEWS
Blank Foundation gifts \$17M for Westside Park project—a record Beltline contribution
At summit this morning, local leaders and project officials also announced the Southside Trail is officially open as an interim trail
By Sean Richard Keenan | @ThatSeanKeenan | Aug 27, 2019, 11:35am EDT



THE ARTHUR M. BLANK
FAMILY FOUNDATION



EXAMPLE: Concession Sales

City Park, New Orleans

City Park in New Orleans funds 85–90% of its operating budget with earned income. This earned income comes from concessions sales, restaurant revenues, gift shop sales, events fees, and golf/tennis/stadium use fees.

Nearly \$4 million, ~25% of its 2015 revenues, came from catering, restaurant, and gift shop sales. Café du Monde is a prime example of a successful dedicated park amenity that provides concessions sales revenue to offset the cost of park operations. According to conversations with City Park representatives, Café du Monde currently generates \$300,000 of net income per year.



EXAMPLE: Rental Fees

City Park, New Orleans

Rental fees also contribute a significant portion of revenue to help offset City Park’s operating expenses. City Park hosts a variety of wedding venues that can support weddings of varying sizes (40-350 seat capacity). The park typically hosts between 8 and 16 weddings each weekend, totaling 300 per year. Weddings generate \$3.3 million in revenue annually, which is a net positive for City Park.



EXAMPLE: Parking Fees

Millennium Park, Chicago

As mentioned previously, Millennium Park received an estimated \$270 million in public funds, primarily from *garage parking revenue bonds*. The funds were used to cover the cost of capital improvements. The intent is for the bonds to be paid back over 30 years from parking fee revenue generated by the garage. There are a total of 2,218 spaces in the underground parking garages.



EXAMPLE: Event Fees

City Park, New Orleans

Recreational services and other events at City Park generated \$5.9 million to be put towards operating expenses in 2015. According to a City Park representative, *events alone currently contribute \$2 million in revenue.*

The Celebration in the Oaks, one of City Park’s signature events, typically brings in 165,000 visitors to see the holiday lights wrapped around the park’s famous oak trees.

**Financial Summary
FY 2014-15 New Orleans City Park Improvement Association**

All amounts presented in thousands of dollars (\$1,000's)

<i>Operating revenues and expenses from revenue generating units</i>	Revenue	% of Total	Expense	% of Total	FY 2014-15 Net Income
Recreational services and other events	\$ 5,874	36%	\$ (2,828)	18%	\$ 3,046
Catering, restaurant and gift shop	3,957	24%	(2,948)	19%	1,009
Golf operations	1,188	7%	(1,092)	7%	96
Horticulture and grounds	892	6%	(1,131)	7%	(239)
Stadium	801	5%	(810)	5%	(9)
Tennis	495	3%	(347)	2%	148
Net income from revenue generating units	13,207	81%	(9,156)	58%	4,051
<i>General park expenses (Maintenance, security, administration, marketing, utilities, etc.)</i>	-	0%	(5,424)	34%	(5,424)
Non-operating income					
State revenue	2,243	14%	-	0%	2,243
Federal grant revenue	-	0%	-	0%	-
Donations	406	3%	-	0%	406
Lease and other revenue	319	2%	-	0%	319
Total non-operating income	2,968	18%	-	0%	2,968
Net income available for capital	16,175		(14,580)		1,595
Park share of capital additions	-	0%	(1,186)	8%	(1,186)
Total revenue & expense (budgetary basis)	\$ 16,175	100%	\$ (15,766)	100%	\$ 409



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EXAMPLE: Ground Lease

Brooklyn Bridge Park, New York City

The majority of the funds for operations come from a limited number of revenue-generating development sites within the park's footprint. It is financially self-sustaining. *Ground lease rents generated \$86 million in 2019* according to the financial statements.

The development program focuses on uses that generate sufficient revenue to support park operations, minimizing the size of the required development footprint, and compatibility with the surrounding park and neighborhood uses. Development locations were chosen to take advantage of the existing urban context by concentrating development closest to existing park entrances and maintain the protected view corridor from the Brooklyn Heights Promenade, and thus create vital, active urban junctions at each of the park's three main entrances.



	2019	2018	2017	Variance (%)	
				2019 vs 2018	2018 vs 2017
OPERATING REVENUES:					
Permits and fees	\$ 1,664,303	\$ 1,891,644	\$ 1,861,575	-12%	2%
PILOT payments and ground lease rents	86,622,919	55,600,237	35,566,497	56%	56%
Total operating revenues	88,287,222	57,491,881	37,428,072	54%	54%
OPERATING EXPENSES:					
Personnel costs	5,574,684	5,037,011	4,402,930	11%	14%
Utilities, repairs and maintenance and security	4,715,627	5,729,564	4,453,946	-18%	29%
Professional fees	1,985,042	2,540,798	1,816,367	-22%	40%
Depreciation and amortization	13,123,280	16,562,256	7,165,165	-21%	131%
General and administrative expenses	1,152,651	1,254,019	886,768	-8%	41%
Other	-	-	(85,116)	0%	-100%
Total operating expenses	26,551,284	31,123,648	18,640,060	-15%	67%
Operating income (loss)	61,735,938	26,368,233	18,788,012	134%	40%
NONOPERATING REVENUES:					
Capital and other contributions	5,399,753	14,228,788	20,624,577	-62%	-31%
Interest and other income	1,435,436	106,516	107,745	1248%	-1%
Total nonoperating revenues	6,835,189	14,335,304	20,732,322	-52%	-31%
Change in net position	68,571,127	40,703,537	39,520,334	68%	3%
Net position - beginning of year	327,276,863	286,573,326	247,052,992	14%	16%
Net position - end of year	\$395,847,990	\$327,276,863	\$286,573,326	21%	14%

EXAMPLE: Ground Lease

City Park, New Orleans

In addition to its substantial earned income funding, City Park has a small portion of value capture funding coming from ground lease revenue. The park collects revenue from ground leases to the Louisiana Children's museum, the equestrian center (Equestrian Farm), and a cell tower. The 2015 Financial Statements show this revenue to be a small portion of the overall funding (2%), *with \$319,000 coming from leases.*



Takeaways

Landwise estimates that the investing in the MVVA-designed Greenway Parks Plan could have the following positive economic impacts:

- **Tourism Visits: Increase from 1.1 million to 1.5 million annual visitors**
- **Economic Impact from Tourism Spending: Increase from \$40M to \$60M annually**
- **Estimate of Tourism-related jobs: Increase by approximately 500 jobs**
- **Estimate of Tourism-related sales tax revenue: Increase by \$1.2M annually**
- **Estimate of new development: Catalyze between \$250M - \$500M of new development**

