



White River Greenway

chapter six

IMPLEMENTATION





chapter six

IMPLEMENTATION

inside this chapter:

SYSTEM BUILD OUT RECOMMENDATIONS

Methodology	273
Part A: Impact Assessment	273
Part B: Weighted Influences	276
General Interpretation & Prioritization	276

POLICY & ADMINISTRATIVE RECOMMENDATIONS

A. Hours of Operation	279
B. Seasonal Operations	281
C. Greenway Oversight	283
D. Maintenance Policies	285
E. Media & Technology Platforms	291
F. Partnerships, Sponsorships & Donors	296
G. Regulatory Tools	298

ACTION PLAN AGENDA

Action Plan Matrices	301
----------------------------	-----



The adoption of the 2014-24 Indy Greenways Full Circle Plan is the first step in implementation. It is acknowledged that this is a long-term strategy, and as such this chapter outlines key steps in the ongoing process. This section is divided into three parts:

1. System Build Out – This section provides an overview of the prioritization of the various segments’ ultimate build-out. It describes a methodology for how the various segments were divided into short, medium and long-term design, engineering and construction priorities. There is a recognition that circumstances may arise that would modify this prioritization (such as land availability or funding opportunities), but this should be used as a general guide in the ongoing growth of the greenway system.

2. Policy & Administrative Recommendations – This section outlines several plan recommendations not specifically related to design and construction activities. These include such items as administrative function, maintenance and coordination of city regulatory tools.

3. Action Plan – This section summarizes the overall plan recommendations and highlights the key implementing agencies, partners, funding sources, action type, timeline and supporting plan goals

Implementation of any project as complex as the Indy Greenways requires involvement from dozens of public, private and other support organizations. It is important that the vision established as part of this plan is used as a guide to interested parties when bringing the various stakeholders together to coordinate the implementation of the plan. This chapter is intended to summarize those steps and provide a “checklist” to coordinate and evaluate ongoing implementation and specific recommendation completion.

New Trail Construction along White River Greenway.



1. system build-out RECOMMENDATIONS

The Full Circle Plan outlines an ambitious vision for Indy Greenways. The plan outlines over 139 new miles of trail development in addition to the 44 miles still remaining from the 2002 master plan and identifies improvements to some of the greenways that are already in place. It outlines an expansion of the system throughout the city, engaging under-served areas and bringing the greenway system closer to residents.

Planning and implementing a trail and greenway system is complex. Indianapolis stands as a case study of leveraging resources and dollars to create a successful network of greenways and trails, often being cited as a national example of successful greenway implementation. To counter the complexities and scale of the plan, priorities were established as part of the planning process to help gauge the potential impacts that each new mile of trail would bring to the city. Each greenway---existing and proposed--- was evaluated against its impact on the seven main project goal areas. The resulting priority levels indicated the level of impact each new segment would have on the City.

While not a formal checklist, the prioritization of segments does identify which segments could have the greatest level of impact in those goal areas, and when combined with the economic impact analysis (Chapter 5), is indicative of where the city will receive its greatest return on investment for the new plan.

METHODOLOGY

Part of the planning and prioritization process for the master plan is to determine the potential impacts of development of the greenway system. The process outlined below was used to evaluate how each greenway segment of the master plan addresses the specific goals of the plan.

The methodology included two parts. The first level of assessment was to determine how large of a potential impact each greenway had in terms of the eight project goals that were established for the project.

- Recreation
- Connectivity
- Access
- Transportation
- Economic Impact
- Environmental Stewardship
- Inter-agency Coordination
- World-class Greenway

A secondary level of assessment was also conducted with the recognition that there are current situations and conditions occurring in the City that lend additional weight to the prioritization process.

PART A: IMPACT ASSESSMENT



For the first part of the evaluation, each greenway was assessed in terms of the specific goal areas. Members of the project team and the consultants ranked the potential level of impact based upon the questions attached to each goal area. The range of rankings was 1-5 points, with 1 being “minimum impact in this area” and 5 being “significant impact in this area.”

The assessment was informed by the following:

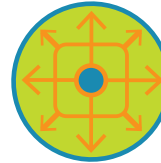


Recreation It is understood that all of the greenways will have a recreation function, but there are factors that may affect the quality of recreation impact of a particular greenway. The following questions were used in helping to assess the level of impact in the area of **Recreation**:

- Does this greenway provide high-quality recreation? Will people come to this greenway for recreation?
- Does the segment open new recreational

opportunities in underserved geographic locations?

- Does this greenway open recreation opportunities to new segments of the population?
- Does this greenway provide connection(s) to other parks and recreation facilities?



Connectivity & Access

It is understood that all of the greenways will have an access and connectivity function, but there are factors that may affect the quality or level of impact of those connections. For instance, a particular greenway may have one or two connections while another may connect up to a larger number of parks, more residents, or more significant destinations. The following questions were used in helping to assess the level of impact in the area of **Connectivity and Access**:

- Does this greenway provide connections between residential areas, parks or other greenways?
- Does this greenway provide connections between residential areas and neighborhood/commercial areas?
- Does this greenway provide connections to multiple types of uses and destinations?
- Does this greenway provide connections to regional trails, subdivisions, or other uses beyond the city of Indianapolis?
- Will this greenway connect to other modes of transportation and other transportation/transit facilities?



Transportation

It is understood that all of the greenways have some level of providing a transportation function, but there are factors that may affect the quality or level of impact of that potential transportation use. The following questions were used in helping to assess the level of impact in the area of **Transportation**:

- Does this greenway hold the potential to serve as a major high-quality commuter route for bicyclists and walkers?
- Does the segment provide continual links between residential areas and major business/employment centers?
- Will this greenway connect to other modes of transportation and other transportation/transit facilities?

- Can this greenway be used for longer commutes from the outer ring townships or surrounding counties to downtown?
- Are there regional commuter routes/trails already in place beyond Marion County?



Economic Impact

It is understood that all of the greenways have some level of economic impact associated with them. But there are factors that may affect the quality or level of economic impact that each of the greenways promote. The following questions were used in helping to assess the level of impact in the area of **Economic Impact**:

- Will implementation or completion of the trail likely raise property values in the areas adjacent to the greenway?
- Will the implementation or completion of the greenway encourage private investment along this greenway?
- Are the conditions along the greenway such that there is available land for new commercial development along the greenway?
- Are the conditions along the greenway such that there is available land for new residential development along the greenway?
- Are there other potential economic impacts specific to the development of this greenway?



Environmental Stewardship

It is understood that all of the greenways have some level of environmental stewardship potential in terms of implementing green infrastructure, adding trees and plants, and in the reduction of carbon emissions. However, some greenways have the potential for broader impact in terms of protecting, preserving, or conserving significant open space for public use. The following questions were used in helping to assess the level of impact in the area of **Environmental Stewardship** :

- Does the greenway location help protect or preserve a natural waterway?
- Does the greenway location help protect or preserve a significant natural area, open space, or natural green space?
- Does the greenway connect users to important historic, environmental, or cultural sites or features?

- Does the greenway location lend itself to enhanced environmental treatments or experiences (wetlands, for example)?
- Is there the potential for the greenway to serve ancillary purposes such as wildlife corridors or habitats?



Interagency Coordination

Throughout the plan, we have talked about this goal in terms of coordination between City agencies and the issues associated with that coordination. For this goal, the potential for partnerships and coordination with other city, county, regional, state or Federal agencies as well as private entities was assessed. The intent of this category was to evaluate if there are opportunities to capitalize upon partnerships in the development of a particular greenway. The following questions were used in helping to assess the level of impact in the area **Interagency Coordination**:

- Has another entity, department or jurisdiction identified this greenway in their programming and funding (MPO, DPW, neighboring town or county)?
- Does jurisdiction of the greenway route overlap with the jurisdiction of other funding agencies?
- Is there a potential for inter-agency design, funding, construction, or maintenance of the greenway (for instance, coordination with the Corps of Engineers on levee trails)?
- Does/could the setting of the greenway lend itself for inclusion in other projects (such as DPW road or park projects)?



World-Class Greenway

What is a “world-class greenway system” and how do we judge the individual greenways? It is understood that this plan will develop the design standards to be applied to all of the future greenways developed in the Indy Greenways system, so these rankings are NOT about the design amenities associated with the greenways. Instead, this topic is about recognizing that there are factors that may make a particular greenway segment more unique---something that makes it stand out--above the other greenway segments or above the typical greenway. The questions below were used to

help rank the potential for each greenway in terms of its potential as a **World-Class Greenway**:

- Is the greenway a critical piece of the overall system being planned? Without it, does the intent of the master plan fall apart?
- Does the greenway have unique physical features, character, or location that distinguishes it from other typical trails and greenways?
- Does the greenway provide a unique experience for users that is different from typical trails or greenways?
- Does the greenway's route/corridor offer unique opportunities for tourism and interpretive education?
- Does the greenway provide multiple levels of connections (residential, parks, commercial centers, tourist destinations)?



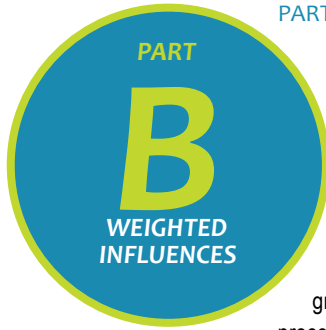
Greenways offer opportunities for all ages.



Greenways support growth of transportation.



Greenways accommodate many user types.



PART B: WEIGHTED INFLUENCES

In any system of decision-making, there are always factors or conditions that will influence the prioritization process that are outside of the established goals for the project. For instance, some greenways may have resources such as funding or property already available and that factor may help elevate the priority of a particular greenway. It was important that the prioritization process allow flexibility in identifying opportunities for development of the system, even if a particular segment doesn't quite meet all of the other tenets of the plan. The intention of assessing these additional influencers was to provide additional weight to key factors within the context of the City's greenway development. Below are the identified "weighted influences." For this assessment, one additional point was added to the greenway evaluation for each of these criteria met by the greenway segment:

Project Already in Design or Construction

- Is the greenway (or a segment of the greenway) already in design or construction?
- Is there a known upcoming project which this particular segment could be incorporated into?

Regional Connection(s) in Place

- Is there currently a regional connection already in place that this segment would connect to, providing a critical regional connection in the County?

Completion of a Greenway?

- Would completion of a segment(s) finish out a partially-completed greenway already in the master plan?

Creation of a Critical Connection

- Would the greenway create a significant and critical connection between major facilities?

Available Resources

- Are the resources (funding, property) needed for the segment already in place or secured by the City?

Community Support

- Is there significant community support or public momentum for the greenway segment?

GENERAL INTERPRETATION AND PRIORITIZATION

At the conclusion of the exercises, points were tallied and a preliminary prioritization was established by the total number of points accumulated in the exercises. Again, this list doesn't necessarily represent an ordered list for implementation, but more of list of anticipated impact to be gained from construction of the greenways.

The results include:

- The Monon received the highest ranking and its uses and user numbers support that it remains a high priority. Priority should be given to maintaining, improving, and keeping the trail to a standard that supports the number of users it has every year.
- The results recognize that we are fully engaged and have reasonable expectations of being able to complete three additional major routes in the current system: Fall Creek Greenway, Eagle Creek Greenway and the Pennsy Trail. Priority should be given in completing these three systems. The Pennsy and Eagle Creek are both in motion, meaning the next emphasis should be on completing Fall Creek.
- With those complete, and as we begin to consider new routes, the results suggest that priority should be given to the "connections to the City center routes" in trying to get routes established to the downtown from the west and south. Of those routes, the Interurban is the top priority followed by the build out of the White River Greenway (even though it's not one of the connections to the city center, it provides critical connections south from downtown) and the B&O Trail.
- The mid-term priorities were completion of existing segments (Pleasant Run and Central Canal) and initiating work on the Circle routes, beginning on the east side with Grassy and Buck Creek Greenways as well as the Northtown Trail.
- The connectors are lower in overall priority and probably should be implemented when the appropriate opportunities present themselves.

Although the Monon Trail ranked the highest, it is, in terms of construction, complete. It is assumed that a certain level of funding will be allotted to the Monon each year for maintenance, improvements, and upgrades moving forward, so it is not shown on the implementation list. It is also important to note that the full length of the Eagle Creek Greenway is under design and construction funding is secured for that work as of 2013. So in essence, both of those trail systems are complete. If the Monon and Eagle Creek are removed from the priority list, below is the result:

TOP PRIORITIES (top +/-20%):

- Completing the **Pennsy Trail**
- Completing the **Fall Creek Greenway**
- Begin planning and design on the **Interurban Trail**
- Completing the **White River Greenway**
- Begin planning and design on the **B&O Trail**

MID-TERM PRIORITIES (middle +/-60%):

- Completing the **Central Canal Towpath**
- Completing the **Pleasant Run Greenway**
- Begin planning and design on the **Grassy Creek Greenway**
- Begin planning and design on the **Buck Creek Greenway**
- Begin planning and design on the **Northtown Trail**
- Begin planning and design on the **Eagle Creek Extension**
- Completing the **Pogues Run Greenway**
- Begin planning and design on the **Vandalia Trail**
- Begin planning and design on the **Monon Connector**
- Completing the **Little Buck Creek Greenway**
- Begin planning and design on the **82nd Street/86th Street Commercial Connector**

LONG-TERM PRIORITIES (bottom +/-20%):

- Begin planning and design on the **White Lick Creek Greenway**
- Begin planning and design on the **Southeast Trail**
- Begin planning and design on the **Lick Creek Greenway**
- Begin planning and design on the **Southwest Trail**
- Begin planning and design on the **World Sports Park Connector** (dependent on the timing of implementation of the portion of the Pennsy it will connect to---this should be a priority once the Pennsy is in place)

greenway segment development priority summary

For the most part, there was general consistency and consensus across the rankings.

These priorities are intended to provide some direction, prioritization and timing to how the many recommendations on each route begin to get implemented. While there are always factors that may require some adjustments, the list establishes a hierarchy that is based upon the expected benefit gained from each segment in the goal areas established for this master plan.



2. policy & administrative RECOMMENDATIONS

In addition to the recommendations outlined for each specific greenway, there are also several general recommendations that are included in this plan. Throughout the planning process, several issues were identified that will impact the development or use of the system. There are also several recommendations intended to help with operations and implementation of the system. These recommendations address the following areas:

- A. Hours of Operation
- B. Seasonal Operation
- C. Greenways Oversight Structure
- D. Maintenance
- E. Media & Technology Platforms
- F. Partnerships, Sponsorships, and Donor Recognition
- G. Regulatory Tools



A. hours of operation

Because of the growing number of bicycle commuters, there has been a significant amount of discussion concerning the hours of operation for the greenway system. As recreational facilities under the jurisdiction of Indy Parks, the greenways are regulated as park properties with very specific hours of operation. Up until 2013, those hours of operation were daylight hours and the greenways were officially closed from dusk to dawn. Since the greenways run through many park properties, this control of hours provided consistency across Indy Parks' properties, and promoted greater public safety by regulating the hours of use.

In 2012, many in the bicycle community began requesting an extension of hours because the dusk-to-dawn closure prevented commuting on the greenways, especially in the fall and winter months. Having set closed hours also prevents others from using the trail during the nighttime hours, eliminating the use of trails by those other than first-shift workers. Because of this, the bicycling community has pressed for 24-hour access to the greenways. In 2013, recognizing the case being established by the bicycling community, the Director of Indy Parks signed an executive order extending the hours on the Monon Trail and the other greenways to 5:00 am- 10:00 pm to allow for the greater commute times.

In addition, Indy Parks also signed an executive order allowing the greenways to remain open longer for special movies in the park events on certain Fridays during the summer of 2013.

There have been many arguments made both for and against opening the trails to 24-hour use. There are legitimate concerns about safety on the trails since most are not lit. Having set hours aids law enforcement in making sure certain activities aren't happening along the dark trails. There are also concerns about discrepancies in greenway and park hours, especially in the cases where the greenways engage park properties.

But there are many reasons in support of opening the greenways to 24-hour use. The limited hours reduce the commute times and prevent residents from using the greenways to get to get to places during the evening hours. This is especially important in neighborhood commercial districts such as Broad Ripple. Bicyclists who utilize the trails after dark with the appropriate equipment (lighting, reflective clothing/strips etc.) also suggest that riding on the trail after nighfall is safer than being in the street.

In either case, the task is to strike the appropriate compromise that allows the full-use of the greenways without sacrificing safety and security along the trails.

RECOMMENDATIONS

The following recommendations are suggested in terms of hours of operation for Indy Greenways:

- **Establish Permanent Hours of Operation Policy** - It is recommended that Indy Parks continue to work with the bicycling community and local neighborhood leaders to address the hours of operation that best serves Indianapolis. Officials should work with public safety to develop the most appropriate set of hours to apply to the greenways and to determine if there are additional design enhancements needed to best facilitate the desired usage of the greenways.

Once the permanent hours of operation policy is in place and the hours have been set, the following actions are recommended:

- **Revised Greenways Rules and Regulations to Adhere to new Policy** - Provide updated rules and regulations for the greenways that reflect the permanent hours of operation. Post new rules on the greenways website and on all signage or printed user guides.
- **Patrolling Protocols** - Work with Park Rangers, IMPD, and emergency responders to develop protocols for patrolling greenways.



B. seasonal operations

Indy Greenways have evolved beyond just seasonal recreation. No longer are they used just for summertime activities. Today, many of the greenways are used year round for recreation, health and fitness, and commuting. In the online user survey undertaken as part of this planning effort, nearly 56% of those who took the survey indicated that they use the greenways during the winter.

Indy Parks has conducted trail counts on many of its greenways since 2002. Despite the temperatures and harsh weather conditions, use of the greenways during the winter months is increasing. User counts from the 2012-2013 winter season (December 2012-February 2013) indicate that 276,265 people used the greenway system, averaging 92,088 users per winter months. Nearly 30,000 users were counted on the Monon Trail at 67th Street during this same period. These numbers are consistent between 2002-2012/2013. While these numbers are lower than the summer high-use months, they still represent a significant amount of winter usage in the system.

Ensuring year-round use of the greenways is becoming even more important with the growing bicycle culture in Indianapolis and the growing number of residents who commute to work on the greenways.

The following are recommendations for seasonal operations of Indy Greenways:

WINTER SNOW REMOVAL

Providing clear trail surfaces is key to promoting and encouraging trail use during the winter months. As residents rely upon and use the greenways for more and more daily activities, providing snow and ice removal becomes even more critical. The growing number of bicycle commuters also presents an additional incentive for removing snow and ice.

Currently, the only trail that is regularly cleared of snow and ice is the Monon. This is due to the large number of commuters using the trail to get downtown. The Pennsy periodically is cleared but isn't designated as a priority. Responsibility for snow removal lies with the same crews that are responsible for clearing streets. Snow and ice is only removed from the Monon once streets have been cleared.

As recommended in the master plan (Chapter 3), once the four additional routes from the outskirts of the county to downtown are developed (Vandalia, Interurban, Pennsy and the B&O), the demand for clear trails will likely increase.

The clearing of the system's curvilinear trails (Fall Creek Greenway, for example) poses problems for the clearing crews. Unlike rail-trails with straight alignments, the clearing of the curved trails often result in turf damage and other damage along trail edges because it is difficult to discern the trail pavement in snow conditions.

RECOMMENDATIONS

The following recommendations are made in terms of clearing snow and ice from the trails:

- **Dedicated Winter Maintenance Crew** - It is recommended that a dedicated maintenance crew be assigned responsibility for the clearing of snow and ice from the greenways.
- **Elevate the Priority of Winter Maintenance** - It is recommended that the main commuter routes (Monon, Vandalia, B&O, Pennsy and Interurban) in the greenway system be elevated in priority and that the main routes be cleared on the same schedule as city streets.
- **Develop Winter Maintenance Policy** - Develop a clear and concise policy outlining the priority and timelines expected for the removal of snow and ice from the greenway trails. Clearly identify and advertise which greenways receive treatment and which will not.
- **Develop a winter maintenance priority plan** - Develop a winter maintenance plan that describes best practices and assigns appropriate priority levels for snow and ice removal on the non-commuter trails.
- **Promote winter recreation** - For the greenways that are not scheduled to receive snow removal, promote winter recreation opportunities, such as cross-country skiing, as an alternative seasonal recreational outlet.

FACILITIES

A second key component of facilitating and encouraging year-round use of the greenways is providing the year-round facilities necessary for use. Throughout the public input process, many residents expressed the desire for restrooms along the trails. Currently, Indy Parks couples comfort station facilities within parks along the routes. The current comfort stations are seasonal and are closed and winterized during the cold weather months – typically from late October until March – which extensively limits the use of those facilities along the greenways for long periods of time throughout the year. Providing year-round restrooms would promote greater use of the system and provide needed facilities for commuters.

RECOMMENDATIONS

As such, the following recommendations are made concerning facilities:

- **Identification of facilities and locations** - Identify all-season enhancements for the greenways and identify potential locations for enhancements. Look for areas where public facilities can be combined, such as transit transfer stations or parks along the routes.
- **Develop all-season restroom facilities along the greenways** - Begin incorporating new all-season restrooms along the greenways where appropriate. Identify at least one location for all-season restrooms along each greenway.



C. greenway oversight

In the time since the master plan was updated in 2002, the direction and management of the greenways system has evolved. With the addition of the number of miles of new greenways called for in the Full Circle Plan, and given the current number of different groups involved with bicycle and pedestrian planning, there is a need to re-examine the administrative and oversight structure that will provide the greatest opportunity for success in implementing the new plan.

Since the time of the 2002 master plan, the governance of Indy Greenways has undergone many changes. While oversight remained with Indy Parks, much of the responsibility, including planning and resource development as well as maintenance, has been shifted to the Department of Public Works. In the late 1990s, Indy Parks had a dedicated greenways administrative position and by the writing of the 2002 master plan, Indy Greenways was acting in the capacity of an individual division under Indy Parks. They had dedicated staff and even a separate office. Like now, they were advised by an appointed and ordinance-required Greenways Development Committee. In this structure, Indy Greenways had direct links and influence with the resource development section of Indy Parks as well as the operations that maintained all of the greenways.

Over the last ten years, that oversight structure has changed. Today, Indy Greenways is not a separate division within Indy Parks. A Greenways Coordinator is assigned through Indy Parks Department of Resource Development, and oversight of the greenways is only a portion of the responsibility of that position. There is currently no dedicated full-time staff assigned to greenways under the greenway coordinator. In 2013, all resource development staff, including the greenways manager, were reassigned to the Department of Public Works.

In 2009, all Indy Parks maintenance staff was shifted to the Department of Public Works. While this arrangement helped centralize city maintenance resources, it also removed maintenance staff dedicated directly to the greenway

and answering to the greenway coordinator. While greenway maintenance is still coordinated through DPW, there is no direct line of responsibility between maintenance operations and greenway management/planning. In addition to these changes, the growth and awareness of bicycling and pedestrian facilities has introduced additional agencies that are also developing and constructing trails, sidepaths, and other facilities. Indianapolis' Bicycle Coordinator, currently part of the Office of Sustainability (a section of the Department of Public Works) oversees the development of all bikeways in the city. Oversight in this position includes all on-street bicycle facilities and coordination on greenways and trail development. Recently, the Department of Public Works also has had a greater role in the development of trails in the city. Through Rebuild Indy and other efforts, DPW has been in charge of constructing bicycle and pedestrian facilities and often these will include sidepaths or connections to the greenways. The current organizational structure has many of these positions now aligned under the Department of Public Works and consideration should be given to developing a structure that allows for all greenway activities to be directly coordinated.

RECOMMENDATIONS

The following are recommendations on the oversight and administrative functions of Indy Greenways.

Formalize the Structure of the Greenways Section - As a starting point, create a new Greenways Section under the current Resource Development Section in the Department of Public Works. This section offers the greatest understanding of the parks, the greenways history, and the evolution of the system and will allow the greatest institutional knowledge to be brought to the position. By giving the greenways a separate section, this allows for the development of a distinct operating and capital budget specifically for the greenways. Eventually, consideration should be given to making the greenways section a division-level position as it is currently written in the Municipal Code organization and administration section for the Department of Parks and Recreation.

Establish a full-time Greenways Manager - Manager should be responsible for overseeing all aspects of the greenway system including the identification of funding; serving as the city liaison to the Indianapolis Parks Foundation; coordinating all greenway planning, design, and construction projects; overseeing all greenway maintenance; serving as the direct greenways liaison to public safety; and overseeing the management of the entire system. The position, under the Greenways section of the Resource Development group, should be full-time and should have direct oversight of critical function areas of the greenways. This may include resource identification and development, maintenance, and operations. Over the course of this plan implementation, it should be evaluated whether additional staff is needed to support this position.

Update Municipal Code - If the current organizational structure is to stay in place within the Department of Public Works, updates will be needed within the Municipal Code for both the Department of Public Works and Department of Parks and Recreation to bring the code into alignment with the actual structure.

Formalize the Areas of Responsibility within DPW - The new oversight structure for the greenways should clearly identify the roles, responsibilities, and oversight areas assigned to the coordinator. Overlap in other city departments with those duties assigned to the greenways coordinator should be eliminated. The Greenways Coordinator should ultimately be responsible for anything that impacts the greenway system and all issues involving the planning, design, construction, and maintenance of the greenways should be coordinated through this position.

Establish a Greenways Review Process - Because there are so many ongoing activities that affect or relate to the greenways, it is recommended that a new review procedure be institutionalized that requires review and approval by the Greenways Coordinator on any private or city project that will have an impact, direct or indirect, on the greenways system.

Role of the Greenways Development Committee - The Indianapolis Greenways Development Committee is an advisory board established under Section 241-211 of the City's Municipal Code. Its purpose is to "encourage use, preservation and improvement of the Indianapolis greenways with regard to present and future operations, development, recreation and its natural environment." The committee is made up of fifteen members along with the Director of Parks and Recreation and members have several specific charges that involve promotion and development of the greenways, one of which is the promotion of the implementation of the Greenways Master Plan. Over the years, participation of committee members has dwindled. Many of the charge elements (or the language describing those elements) are outdated. Like many other sections of the Municipal Code, the language establishing purpose, make up and role for this committee is in need of review and updating. It is recommended that the Resource Development section of DPW review the current structure, establish a new structure, role, and list of responsibilities for the Committee that can bring the greatest impact to the service of the committee. It is also recommended that the ordinance language be updated to reflect the revisions.



D. maintenance policies

Cities across the country struggle with the balance between adding much sought-after trails and greenways and with the on-going maintenance costs to keep them functioning. As cities add additional length to their system, they must also add the resources to provide for up-keep, emergency repairs and seasonal maintenance activities that provide for a safe user experience. As noted several times, the City of Indianapolis has built the framework for a world-class greenway system and an equal commitment of resources for the system's on-going maintenance is required to sustain the level of greenway development identified in this plan.

This master plan encourages the continuation of policies that elevate the attention paid to detail. The refocus of citizens on the connectivity of their neighborhood with the greenways, the growth of a bicycle-commuting culture, and an increasing awareness of the vital role that greenways play in providing recreation and open space, dictates that the maintenance of the greenways are given an increased level of attention in terms of on-going maintenance.

UNDERSTANDING THE SYSTEM

Successful maintenance must be based on understanding the system - the primary function of the greenway, the design intent of the greenway, and a continuing understanding of what is happening with the physical setting of the greenway. Only then can effective and recognized maintenance priorities be set for the system.

- **Function** - Understanding the function of the greenway is critical is setting an appropriate maintenance schedule for the particular segments. Certain routes have higher concentrations of users. Certain routes are used daily, regardless of the season, for commuting, while others have a primary summer recreational use. Understanding the nuances between the different primary uses is key to developing the appropriate maintenance measures to be employed. While activities such as mowing may be equally applied across all systems, some seasonal maintenance such as snow removal needs to have a higher priority given to commuter routes.

- **Design Intent** - Understanding the design intent of the individual greenway is also critical is setting an appropriate maintenance schedule for the particular segments. In some places, land management and stewardship techniques have been employed that have specific maintenance requirements. Understanding those requirements helps ensure that the appropriate maintenance techniques are used in the appropriate places.
- **Awareness of what is happening on the greenways** - The condition of the greenways change daily and appropriate maintenance can only happen if there is an awareness of what is occurring on the greenways. Methods need to be employed that allow for quick response to ever-changing conditions along the greenway.

RECOMMENDATIONS

Below is a summary of recommended maintenance activities and recommendations for on-going maintenance activities.

1. WEEKLY GREENWAY INSPECTION

Each greenway within the Indy Greenways system should have a visual inspection a minimum of once a week. This inspection should include driving the entire length of each greenway system and observing the conditions along the trail. Visual inspection should identify:

- Damage to trail surfaces.
- Fallen tree debris.
- Blockages of drainage ditches and pipes along the greenway.
- Identification of damaged or missing signage.
- Identification of graffiti and other vandalism to be removed.
- Conditions such as homeless populations, illegal dumping or other issues that need to be coordinated with city code enforcement officials.

During this inspection, the physical conditions of the trail surface and infrastructure should be checked for failures. Trail conditions such as broken glass or fallen trees should be noted along with urgency level for removal. During this inspection, facilities along the trail should be checked and any matters of urgency identified. The purpose of the inspection is to ensure that conditions are safe for users along the greenway.

Recommendations

- Conduct visual inspection of each greenway segment a minimum of once per week.
- In high traffic areas, a second weekly inspection should occur.

2. CONDITIONS REQUIRING IMMEDIATE MAINTENANCE

Certain maintenance tasks are critical to the safe operation of the trail and the maintenance tasks associated with these items need to be performed as soon as they are reported. These items include the following:

- Removal of trees or branches that have fallen across the trails.
- Broken glass or other debris on trail that harm users or damage bicycles.
- Wash outs.
- Graffiti removal and vandalism removal.

3. CLEARING / SWEEPING

In order for the trails to be appropriately used for transportation and commuting, major commuter routes must be swept and cleared of debris.

Recommendations

- Trails designated as commuter routes (Monon, Pennsy, Interurban, B&O Trail, Vandalia Trail) should be swept and cleared at least once every two weeks, with additional clearing during the Fall when leaves fall onto the trail.
- Routes not designated as commuter routes shall be swept and cleared at least twice a year: once in the Spring and once in the Fall.
- Additional clearing and sweeping should be done as conditions on the individual trail segments warrant.
- Downed tree limbs and branches across the trail should be removed immediately. Downed limbs and branches within 20' of the trail should be removed within 30 days.

- A designated phone line should be established for all residents and trail users to notify Indy Parks/DPW of unsafe conditions requiring immediate attention.
- All trailheads and access points shall be swept monthly during the warm temperature high-use months (May-October). During the period between November-April, trailhead and parking areas shall be inspected monthly and swept as conditions warrant.

4. TRASH COLLECTION

Trash collection on high-volume trails should happen daily during the high-use summer months. Recognizing that certain trails will have larger numbers of users, trash collection can vary from trail to trail. At a minimum, trash cans should be checked and trash removed weekly during the high-use summer months and bi-weekly during the winter months.

Recommendations

- Trash collection on high volume trails should happen daily (as needed) during the high-use summer months .
- At a minimum, trash cans should be checked and trash removed weekly during the high-use summer months and bi-weekly during the winter months.
- Recognizing that certain trails will have larger numbers of users, trash collection will vary from trail to trail.
- Recycling collection should follow the same schedule as trash collection.

5. CLEANING OF RESTROOMS

Ensure that restrooms and other structures along the greenways are clean and well functioning.

Recommendations

- All restrooms and other structures along the greenways should be checked during weekly greenway inspections.
- All restrooms and other structures should be cleaned or touched up daily.
- During the winter months, cleaning visits to the restrooms should include an inspection to ensure that pipes are not frozen and are functioning properly.

6. MOWING

Trail edges and adjacent turf areas should be mowed regularly during the growing season.

Recommendations

- All areas within the boundaries of the greenway shall be mowed unless they are designated not to be mowed by the Land Stewardship section.
- Trails shall not be mowed during dormant season (October 15-April 15).
- Trail edges shall be mowed at the beginning of growing season when adjacent turf reaches 5" in height.
- From April 15-August 15, trail edges shall be mowed each week
- After August 15 and until the end of the growing season, turf shall be mowed as needed, or at least once every three weeks.

7. TRIMMING AND PRUNING OF PLANT MATERIAL

Annual trimming and pruning of plant material is required to help maintain the health of the plants and ecosystem, promote safety, and ensure proper sightlines along the trail.

Recommendations

- Normal trimming and pruning of trees and shrubs along the trail should be done once a year according to best practices established for the particular type of plant material. All trimming and pruning practices should be coordinated with the DPW Forestry to identify appropriate techniques and practices.
- Honeysuckle, and other invasives, should be removed as quickly as possible to prevent them from overtaking native and more desired plant material.
- Broken branches and other damaged areas of plant material where a break has occurred should be cleanly pruned to reduce the risk of further damage to tree.
- All pruning should be performed in accordance with the American National Standard for Tree Care (ANSI A300).

8. MAINTENANCE OF SPECIALITY PLANTING AREAS

Several areas along the greenways have been designed as wildflower meadows or native planting areas that have been taken out of traditional turf maintenance. These areas require specific maintenance and treatments to insure the quality and longevity of the planting areas. Specific maintenance best practices have been developed by the Land Stewardship section and should be used for all maintenance in and around these areas.

Recommendations

- Identify all designed wildflower meadows or native planting areas that are assigned to appropriate staff to oversee the maintenance of these areas.
- Coordinate with Land Stewardship section on all maintenance and upkeep practices.

9. SNOW REMOVAL

In order for the trails to be appropriately used for transportation and commuting, major routes must be cleared of snow and ice. Commuter routes tend to be straight with defined edges allowing plowing without damaging turf and planting areas adjacent to the trail. Curvilinear trails offer little in helping plow operators identify edges and turns resulting in damage to adjacent turf and planting areas.

Recommendations

- Snow removal is priority on trails designated as commuter routes (Monon, Pennsy, Interurban, B&O Trail, Vandalia Trail)
- Snow is not removed from the other trails.
- Trails should be cleared within 24 hours of the end of snow event.

10. EMERGENCY CALL BOX / SIGN INSPECTION

There are currently several call boxes located along the Monon and as long as those are in place, they need to be maintained. An evaluation is needed as to whether those call boxes are even needed given the number of cell phones used by trail users. By most standards, the call boxes are a somewhat antiquated means of emergency calls. However, until it is determined if or when they should be removed, it is necessary to maintain them in working order. All emergency call boxes shall be inspected weekly to ensure that they are working. All signage should be inspected weekly to ensure that emergency location signs are in place and not missing.

Recommendations

- Inspect all emergency call boxes to ensure that they are working.
- Inspect all signage to ensure that emergency location sign panels are not missing. Identify all emergency location signs that need to be replaced.

MAINTENANCE OPERATIONS AND ADMINISTRATIVE RECOMMENDATIONS

While it is easy to identify the types of maintenance activities that should be included in the system, synchronizing those activities with the appropriate resources can be a challenge. As with all large cities, resources are tight and more and more departments are asked to do more with the resources they have. This plan represents a significant investment in new infrastructure, and providing the resources to perform those activities to maintain the new infrastructure will be key. There are several areas that will need to be considered in terms of maintenance as the system grows.

1. STAFFING AND PERSONNEL

Staffing may be one of the biggest issues in maintaining the system. Currently, there is limited staff dedicated to maintenance and upkeep of the greenway system and a portion of the labor pool is shared with other maintenance in the city. Determining appropriate staffing levels for the greenways is the first step, especially as new greenways are developed. Identifying the appropriate level of resources needed will be critical.

A second important evaluation that is needed is the type of staffing to best serve the maintenance needs. While there will always be a need for general laborers, there are some very specific needs that arise along the greenways that could benefit from having

staff resources in the area of natural resources. These personnel should have specific expertise in how these types of systems are constructed, operated and properly maintained.

A third important step in establishing the appropriate make up of maintenance staff is the need for a dedicated staff assigned to the greenways. Having staff specifically assigned to this infrastructure helps to ensure consistency in maintenance procedures and provides a growing expertise in the best practices associated with greenway maintenance issues. Job classifications need to be aligned with the specific maintenance positions to ensure that there are appropriate skills being brought to the staff.

These three steps are all important in establishing the appropriate maintenance procedures for the greenways.

Recommendations

- Identify the appropriate number of personnel required to perform the appropriate level of maintenance issues on the greenways. Staff levels should take into account the maintenance recommendations as outlined in this chapter.
- Re-evaluate the job classifications of maintenance staff from the perspective of the areas of expertise of staff as well as the physical job classification that greenway maintenance staff will fall under. Introduce positions that require some level of natural resource management or other administrative background into the job description and assign a classification that preserves the integrity of that requirement.

2. SPECIALIZED EQUIPMENT

The availability and type of equipment available to maintenance staffs is also critical to the proper upkeep of the system. There are many types of equipment that can greatly improve the quality and time required for certain maintenance activities. Identification of these types of upfront investments can have long term benefits to the operations and maintenance budgets. Equipment such as trail sweepers and appropriately-sized brushes or plows for snow removal can improve on the quality of maintenance while reducing the time necessary to perform the task and reducing damage to the greenways that come from performing those types of functions without the appropriate equipment.

Recommendations

- Perform an inventory of existing equipment available for use in greenways maintenance activities.
- Identify the equipment needs for the maintenance recommendations for the greenway system and determine where investment in new equipment will improve the effectiveness and efficiency of maintenance activities.
- Identify new equipment needed and incorporate purchase into city maintenance budget.

3. CONSISTENCY ACROSS THE SYSTEM

A final key administrative and operations issue is developing a level of consistency across the greenways system. Most greenways have a built-in consistency in the pavement design, widths, minimum turning radii and other important considerations due to the fact that much of the existing system has had some level of federal funding which comes with set design standards. But trail segments that are funded locally are not necessarily bound to the same requirements, allowing deviation from these standards. Often, this results in difficulty in efficiently performing maintenance activities for the trail. Providing consistency in the design standards help improve the both the efficiency and quality of the maintenance activities and ensures that there is a consistent understanding of the greenways across the system.

Recommendations

- Require all greenways and trails to have consistent design standards in the city.
- Ensure that all greenways and trails are designed to spatially accommodate maintenance equipment as well as support the weight of such equipment.
- Require appropriate access points where equipment can be brought onto the greenway or trail.

maintenance policy summary recommendations

MAINTENANCE CONCLUSION

The Full Circle plan outlines a significant investment in new trail and greenway infrastructure in the city and the same attention paid to planning the system will be required in determining the proper type and level of maintenance applied to the system. Maintaining the system is as important as building the system and devoting the appropriate resource to maintaining it will be critical. Below is a matrix that summarizes the recommendations outlined for the various activities as related to the Indy Greenways system.

MAINTENANCE ACTIVITY	TIMING / PRIORITY OF MAINTENANCE ACTIVITY							
	Immediate Attention	Weekly	Weekly - Seasonal	Bi-Weekly	Bi-Weekly - Seasonal	Monthly	Yearly	As Needed
WEEKLY GREENWAY INSPECTIONS		o						
Damage to Trail Surfaces	o							o
Pipes and drainage ditches	o							o
Identification of damaged or missing signs	o							o
Removal of trees/branches across trail	o							o
Broken glass or debris	o							o
Wash outs	o							o
Graffiti and vandalism removal	o							o
Code enforcement Issues	o							o
CLEARING / SWEEPING				o				o
TRASH COLLECTION / RECYCLING		o						
CLEANING OF RESTROOMS / FACILITIES		o						o
MOWING			o		o			o
TRIMMING / PRUNING PLANT MATERIAL							o	o
MAINTENANCE OF DESIGNED MEADOWS AND NATIVE PLANTING AREAS							o	
SNOW REMOVAL								o
EMERGENCY CALL BOX INSPECTION		o						
Inspect all call boxes		o						
Inspect emergency location signs		o						o



E. media & technology platforms

As recently as five years ago, little attention was paid to technology's role as a component of a comprehensive greenway system. Developing a dedicated and engaging greenways website, social media presence and mobile application are three technology platforms that hold the ability to improve the greenway user experience in a variety of ways and provide a means of addressing many critical issues along the greenways. Like the physical greenway system, a phased approach will be necessary to fully implement the three platforms. A preliminary description of the three basic technology platforms dedicated to the greenways is described below, followed by general objectives which relate to one or more of the platforms.

TECHNOLOGY PLATFORMS

Greenways Website

The internet now serves as the first resource people look to for nearly every type of decision we encounter in our daily lives. As such, the Indy Greenways website should be designed to serve as the definitive source of information for users looking to learn more about the greenway system. Clear and efficient mapping, rules, news, donor/volunteer information, long range plans, interpretive information, links to Greenway social media sites and download links for the Greenways Mobile Application should all be readily available on the website. A mobile-optimized version of the website should also exist to improve viewing on mobile devices.



Social Media Presence

With 500 million Facebook users and 106 million Twitter users (www.digitalsurgeons.com/facebook-vs-twitter-infographic), social media use has exploded over the last five years. Churches, schools and municipal governments are now *expected*



by their constituents to maintain an active social media presence. Indy Parks already maintains active Facebook and Twitter accounts, however a dedicated Greenways social media presence is needed, given the differences between users and the Greenways' role as a transportation system. Twitter and Facebook currently represent the most common and practical sites for Indy Greenways to develop, however this may change in the future and should be reviewed periodically to determine the most appropriate and effective social media applications to reach the public. Social media should be regularly utilized as a viable way to engage users, identify design or maintenance issues, promote partnerships and celebrate the natural and cultural benefits of greenways.

Greenways Mobile Application



















In 2013, 91% of adult Americans own a cell phone (www.marketingland.com/nielsen-us-smartphone-ownership). 65% percent of those users own a smart phone (Pew Research). The rise of mobile devices and applications is becoming increasingly common and holds the potential to enhance the greenway experience in a number of ways. Mobile applications also present a venue to capitalize on advertising and donation opportunities without compromising the physical greenway environment.



TECHNOLOGY PLATFORM OBJECTIVES

Investment in the development of greenway technology platforms may seem unnecessary to some. However, investment in these platforms can provide a positive impact to greenway users and greenway managers alike. The greenway technology platforms should seek to achieve the following objectives:

1. **Communicate:** Notify the public of current events, planning efforts, or construction activities regarding the greenways.
2. **Engage:** Build an active and informed network of greenway supporters by connecting users and sharing experiences through greenway platforms.
3. **Enhance:** Enhance the user experience of the greenway.
4. **Invest:** Develop opportunities to recognize donors or generate revenue that do not compromise the physical greenway environment.
5. **Analyze:** Utilize technology platforms to better understand user trends or problems to improve the greenway system.

1. COMMUNICATE	
The following events should be broadcast across the three greenways platforms to ensure users are informed on activities that may alter use of the greenways.	
	TECHNOLOGY PLATFORM
■ Trail closures / Trail openings.	  
■ Events on the greenways (races, runs, walks, etc.).	  
■ Public meetings regarding greenways.	  
■ Construction progress milestones.	  
■ Major improvements along greenways.	  
■ Policy changes.	  

2. ENGAGE

TECHNOLOGY PLATFORM

- Sharing the greenway experience.



- Fitness accomplishments- Provide options within the mobile application to share greenway users' rides or runs instantly to Facebook (similar to RunKeeper or Strava).
- Check-In – Provide mobile application users with the ability to Check-in on Facebook.
- Social Media – Engage users via social media by posting interesting greenway photographs, stories and initiating greenway-related discussions.

3. ENHANCE

TECHNOLOGY PLATFORM

- Interactive and printable mapping.



- Clear and efficient mapping should be hosted on the greenways website. Mapping should be provided in an interactive format (similar to the Indy Parks Fun Finder Map) and printable format to be taken onto the greenways.

TECHNOLOGY PLATFORM

- Location-based mapping / navigation.



- Location-based mapping utilizing smartphone GPS capabilities should orient users to their location relative to the greenway system and amenities. Navigational services should be provided for users to program destinations and receive turn-by-turn directions.

TECHNOLOGY PLATFORM

- Provide supplemental interpretive information.



- Provide supplemental interpretive information to compliment greenway interpretive signs that illustrate the rich history along the greenway system. Information could be accessed via QR (quick response) codes located along the greenways.

TECHNOLOGY PLATFORM

- Support for Spanish speaking users and the visually impaired.



- Provide Spanish versions of all content including mapping and interpretive information.
- Provide audio version of all content, including mapping descriptions and interpretive information.

TECHNOLOGY PLATFORM

- Fitness tracking.



- Provide fitness tracking capabilities including time and distance.

TECHNOLOGY PLATFORM

- Provide real-time weather conditions



- Provide current and forecasted weather conditions on the greenway system..

TECHNOLOGY PLATFORM

- Emergency alerts.



- Allow mobile application users to notify authorities of their location in case of emergencies.

4. INVEST

TECHNOLOGY PLATFORM

- Advertising.



- Location-based advertising could notify greenway users of nearby business establishments and provide an additional revenue source for the greenway system

TECHNOLOGY PLATFORM

- Donor / volunteer recognition.



- Donor recognition could occur virtually without the necessity of maintenance or installation of signs.
- Recognition could occur on the mobile application utilizing location-based technology to recognize different donors based on geographic location.

TECHNOLOGY PLATFORM

- Solicit donations.



- Provide information on how to donate to the Indy Greenways System.

5. ANALYZE

TECHNOLOGY PLATFORM

- Problem hotline.



- Provide opportunities for mobile application users to report greenway problems to greenway managers and maintenance staff.

TECHNOLOGY PLATFORM

- Track and analyze social media.



- Track and analyze social media responses and mobile app data to discover greenway user trends to improve and enhance the system.

MEDIA & TECHNOLOGY PLATFORM SUMMARY

The following are recommendations regarding media and technology platforms as related to the greenway system.

- Develop a holistic Greenways communication, outreach and engagement plan that specifically identifies components of web-based, mobile application and social media platforms to be developed as well as estimated maintenance requirements for each platform as outlined in Chapter 6.
- Develop comprehensive and current online mapping resources that enhance the navigation of the greenway system.
- Update and maintain current greenways website.
- Once social media and mobile applications are completed specifically for the greenways, develop protocols to monitor data (mobile application usage data and social media responses) and inform management decisions.

mobile applications

CASE STUDY:

Enhancing the User Experience

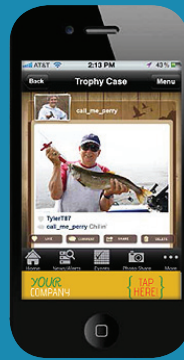


Source: www.rgreenway.org

The RGreenway Mobile application was designed as an interactive guide to the Raleigh Greenway System. The greenway application was born as a result of Raleigh's City Camp 2012, a hack-a-thon that brings local government officials together with software developers to brainstorm solutions to community problems. The application includes interactive mapping of greenways and trailheads, descriptions of each greenway, fitness tracking, social media sharing features, weather conditions and the ability to report maintenance issues to greenway managers. The mobile application has been a huge success with 14,000 downloads as of September 2013.

CASE STUDY:

Fundraising & Revenue Potential



Source: www.parksbynature.com

ParksbyNature LLC developed the Pocket Ranger Mobile App and websites to promote State Park and Fish and Wildlife Areas across multiple platforms including mobile-optimized websites, social media and mobile applications. Pocket Ranger provides and manages platforms for relevant park user information such as mapping, social communities, geochallenges and discussion boards. In exchange, ParksbyNature sells online and mobile advertisement space while sharing a portion of the proceeds with the client agency.



F. partners, sponsors & donors

It is recognized that implementing a system on the scale and complexity of the Full Circle Plan will require creative programming, sponsorships, and contributions. Examples of community partnerships and creative funding can be seen in the development of other trail and greenway systems both nationally and in Indianapolis. Locally, the development of the Cultural Trail offers the most recent example of blending federal funding with private partnerships to fully implement the trail project. The Cultural Trail, officially known as The Indianapolis Cultural Trail: A Legacy of Gene & Marilyn Glick, was made possible by the use of public-private partnerships led by the Central Indiana Community Foundation and the City of Indianapolis. The cultural trail is managed by the non-profit Indianapolis Cultural Trail, Inc. which oversees management, maintenance, and promotion of the eight-mile public trail.

In a time of decreasing tax revenue and expanding programming, creative partnerships such as those used on the Cultural Trail will become important in fully realizing the vision of the Full Circle Plan. Already, there are groups interested in varying levels of contribution, whether it be recognition through the sponsorship of a bench, facilities or larger contributions. There are also several community groups that are willing to invest labor or time through sponsorships such as Lilly's Community Day of Service or adopting sections of the trail for trash removal and general upkeep.

The challenge is striking a balance between crafting responsible partnerships and not allowing the greenways to become commercialized or overtaken by advertising and promotion. The Cultural Trail succeeded in developing an appropriate and commendable strategy for recognizing these partnerships in a positive way that didn't overshadow the quality and character of the facility. A similar balance must be found for the Indy Greenways system as a whole.

RECOMMENDATIONS

The following are recommendations for partnerships, sponsorships, and donor recognition on the greenways:

Develop policy for Partnerships, Sponsorships, and Donor Recognition along the Greenways - The city needs to develop a policy that establishes the guidelines for partnerships, sponsorships, and donor recognition along the greenways. The policy(s) needs to establish partnership levels and how the identification of individuals, groups, or companies will be recognized for their contributions. The policy(s) should do the following:

- Establish guidelines for the consistent decision-making process related to the acceptance, placement and long-term maintenance of public requests for sponsorships or recognition along the greenways. Establish limits and amounts of funding that will be physically recognized and the method of recognition .
- Establish other means of recognition such as printed recognition, recognition greenways website, or other non-physical means for smaller contributions.
- Identify how donations are recognized in a manner that doesn't impact the greenway with signage or markers. Identify methods of recognition that contribute to the character of the greenways as opposed to methods that stand out in the landscape.
- Disallow advertising in all forms along the greenways. Any signage or plaques developed to recognize donors or partnerships should limit recognition to statements such as *'funding for this interpretive sign provided by _(sponsor name)_'* but no further advertising or promotion should be included on the signs.
- To protect the character of the greenway, it is recommended that the use of corporate names and logos on any physical element along the greenways, other than those listed above be discouraged. The use of corporate names and logos should be limited to promotional printed information or digital applications such as websites.
- As of the adoption of this plan, all greenway corridors recognized as part of the Indy Greenways system have established names. Naming rights should not be assigned to any greenway corridor or trail segment. Recognition of donor constructed or funded trail segments should be reviewed and approved in coordination with Indy Greenways and according to the guidelines established for donor recognition along the greenways system.

Create a Contributions Program - The Indianapolis Parks Foundation currently has a partnership with the City to help with investments in the Indianapolis' parks and greenways. Its mission is to enhance the recreational, educational and cultural life of the Indianapolis community by encouraging and soliciting support for our city's parks system. Throughout its existence, the Foundation has been instrumental in helping the city improve recreation facilities, and has the potential to help impact Indy Greenways in a significant way. It is recommended that Indy Parks work with the Indianapolis Parks Foundation in creating a Contributions Program that clearly outlines opportunities for investment in the greenway system, but also clearly details the limits on physical recognition on the greenways.

Capital Campaign - A specific capital campaign for the Indy Greenways could also be initiated. Specific program details as well as a coordinating entity to run and market this type of initiative would have to be specifically defined and organized.



G. regulatory tools

The Full Circle Master Plan outlines a total of 252 miles (both built and planned) of greenway development. As one tool for implementation, this master plan includes a classification map for the existing and proposed Indy Greenways. The Indy Greenways Classification Map on the following page identifies the general greenway standard and should be used as a guide in the development of the various routes of the greenway system. The greenway classifications reference the corresponding design standard developed for each type and are illustrated in Chapter 4, Design Standards of this plan. As a baseline, all greenways should be built to the following classification:

- Standard Greenway Cross Section

Additional cross sections were created to illustrate corridors, or segments of corridors, where the trail alignment and other special parameters within the greenway right-of-way exist. These standards illustrate how to construct the trail in these conditions, and include:

- Natural Cross Section
- Suburban Cross Section
- Urban Cross Section
- Active Rail Corridor Cross Section

Since the alignment of the greenway routes is at a concept level, there may be occasions where the identified standard might vary. However, the primary route type should remain as consistent to the recommended design standards as possible. In addition to the standard cross-section of the proposed design standard for the various

greenway types, the design standards also outline general recommendations for public access, amenities and general setback guidelines. The use of the design standards, in conjunction with the Indy Greenways Classification Map, should be used to promote an attractive, consistent and connected greenway system.

RECOMMENDATIONS

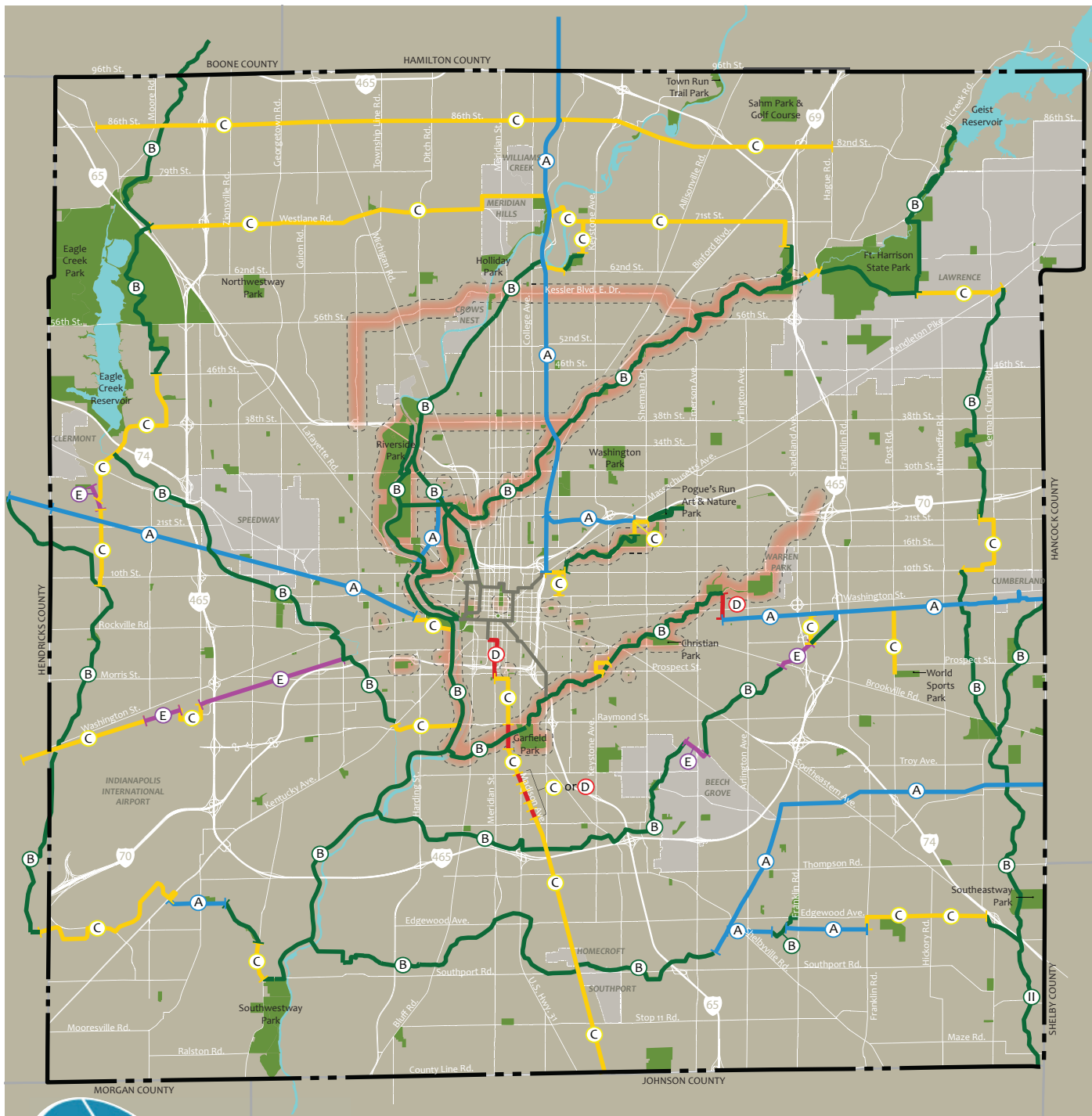
All city plans and policy documents that reference the greenways system should be updated to reflect the Indy Greenways Full Circle Master Plan, including:

- Incorporation of these general standards as part of the Indy Rezone initiative that is updating the current zoning and ordinance regulations for Indianapolis-Marion County.
- Incorporation of these standards as part of the related infrastructure plans, including engineering design standards for the identification and construction of greenway segments as part of the Indianapolis Thoroughfare Plan.
- Incorporation of this plan as part of the various city planning initiatives, including:
 - 2014 update to the Indianapolis-Marion County Comprehensive Plan.
 - Indy Bikeways Plan.
 - 2014 update to the Indy Parks & Recreation Five-Year Master Plan.
- Identify the need and process related to the future creation of a specific greenways land use classification.

There should be an annual review of this plan and the associated administrative regulatory tools to account for any adopted amendments, emerging issues or other trends that would affect the ongoing implementation activities for the greenways. In addition, other implementing agencies should coordinate identified projects or plans to be undertaken in order to determine joint planning opportunities and consistency with the Indy Greenways Full Circle Plan, including:

- Coordination and review of this plan with future Indy Go and Indy Connect transit planning activities related to identification and connection to appropriate greenway segments as related to those transportation programs.

For the purposes of planning and design coordination, the Greenway Classification Map on the following page identifies the typical greenway type and reference standard (as illustrated in Chapter 4, Design Standards). This classification is meant to illustrate the cross section of the trail within a given right-of-way constraint, not the development style or character of particular corridors. Future planning efforts related to the creation of a specific or unique zoning classification that would address the development intensity and character adjacent to the corridors may be studied to address those regulatory issues.



greenway classification map

notes

1. ALL GREENWAY DESIGN SHALL COMPLY WITH THE STANDARD GREENWAY CROSS-SECTION.
2. NATURAL, SUBURBAN, URBAN AND ACTIVE RAIL GREENWAY CROSS-SECTIONS ILLUSTRATE ALTERNATIVE ACCOMODATIONS FOR TRAIL ALIGNMENT AND OTHER SPECIAL PARAMETERS WITHIN THE GREENWAY ROW CORRIDOR

legend

- INDIANAPOLIS PARK AND BOULEVARD SYSTEM- NATIONAL REGISTER OF HISTORIC PLACES
- STANDARD CROSS-SECTION
- NATURAL CROSS-SECTION
- SUBURBAN CROSS-SECTION
- URBAN CROSS-SECTION
- ACTIVE RAIL CORRIDOR CROSS-SECTION
- INDIANAPOLIS CULTURAL TRAIL
- PARKS
- OTHER INCORPORATED AREAS



3. action plan AGENDA

This section outlines a series of tables that summarize the plan recommendations identified as part of the Indy Greenways Full Circle Plan. The recommendations reference specific items in the various chapters and provide information related to responsible agencies, timeframes and funding sources. Several factors can influence the timeline identified for the action steps, such as changing community conditions related to securing on-going funding or property acquisition. The timeline and action steps should be evaluated and are intended to be flexible as these changes occur. Continuing to establish strong partnerships with public, private and non-for-profit organizations will be key in implementation, as no one agency will be able to accomplish this broad vision alone.

ACTION PLAN MATRIX

The tables on the following page summarize the plan recommendations in an easy to reference format. Each table identifies:

- **Description** – Each of the items related to a specific action are summarized in a general format. Detailed descriptions of specific recommendations are located in their respective chapters.
- **Responsible Parties & Support Resources** – The key implementing agency is highlighted along with the acknowledgement of other support resources or partners, such as outside consultants, agencies or volunteers, that will be instrumental in carrying out the specific tasks.
- **Funding Sources** – Potential funding sources are identified, recognizing that the development of the vision articulated in the Indy Greenways Full Circle Plan will require significant investment from both public and private sectors.

1. Federal/State – A variety of funding sources are available for a range of transportation, health and community development projects. Some programs would be specific initiatives related to greenway, trail or public open space projects while other programs tie into transit, transportation, environmental cleanup and community development initiatives. It is noted that over the anticipated duration of this plan, these programs may change or new programs may be created. It will be important to monitor the specific resources available at this level in order to capitalize on these available funds. Current examples (as of 2014) at the federal level include grants or programs related to the *Moving Ahead for Progress in the 21st Century Act (MAP-21) Transportation Alternatives* initiative that deal with transportation improvements, Recreational Trails Program and Safe Routes to Schools programs.

2. Local – Identification of specific funding for the greenways, and support of the maintenance and services related to the greenways, would be identified in the city's capital improvement budget. In addition, many federal and state programs require a local match in order to capitalize on those available resources. Other local resources include designated funds – such as the Rebuild Indy Program – that targets infrastructure improvements as well as funds created through the use of established city development districts, including re-investment in infrastructure in a designated Tax Increment Financing (TIF) district.

3. Private – An organized capital campaign, private grant programs (such as those from non-profit foundations), individual donations or non-profit/in-kind support are all examples of private funding sources that could be utilized in the implementation efforts of the greenways.



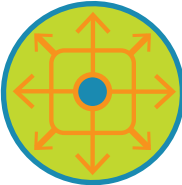


- **Action Type** – The various recommendations fall into similar types of actions, those being:
 - **Planning / Project Development** – Identification of ongoing studies, plans, scoping reports, environmental studies or other projects related to the refinement of the greenways;
 - **Design, Engineering & Construction** – Refers to the physical design and construction of the identified greenway segments;
 - **Coordination / Outreach** – Highlights special circumstances regarding promotion, marketing, partnership building or ongoing plan monitoring;
 - **Policy, Program & Administrative Update** – Relates to the coordination and compatibility of the greenways plan to other infrastructure plans, capital improvement plans and ordinance development;
 - **Funding & Resource Development** – Acknowledges tasks that specifically deal with outreach and securing development funding.

- **Action Timeline** – It is recognized that not all plan recommendations can begin at once. The timeline associated with the various action items are outlined in terms of:
 - **Immediate** – within the 1st year
 - **Short-term** – 2-5 years
 - **Mid-term** – 5-10 years
 - **Long-term** – 10+ years
 - **Ongoing** – In addition, some items may be initiatives within a certain timeline horizon, but are recognized to be on-going initiatives that will continue throughout the life of the implementation process.

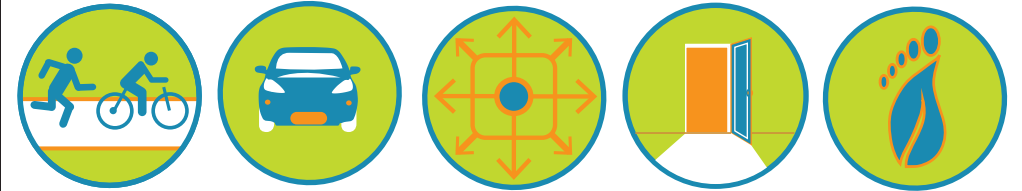
- **Supporting Plan Goals** – It is important that each of the action items relate back to the overall plan goals and themes. This provides the insight and justification for each task and ties it back into the plan process that identified these important strategic objectives as a basis for making recommendations. Each action item highlights the primary goal which it supports. If an action item relates to more than one of the plan goals, the respective goal(s) have also been illustrated denoting a support of that plan goal as well.



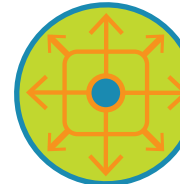




action plan matrix



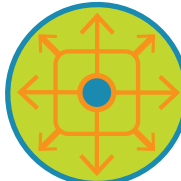


ACTION STEP	Continue the ongoing planning, design & project development as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.				
Description:	<ul style="list-style-type: none"> Coordinate emergency location system with public safety officials and complete georeferencing for coordinate system. Develop a comprehensive project report detailing trail routes, route changes identified in this plan, and construction phasing for the development of the remaining Pogues Run Greenway. Inventory existing signage along current segments. 				
Responsible Parties:	<ul style="list-style-type: none"> Indy Parks - Resource Development Indy DPW 				
Other Resources:	<ul style="list-style-type: none"> Consultant Various state & local agencies IMPD / Public Safety Officials (emergency location system) 				
Potential Funding Source(s):	<ul style="list-style-type: none"> Capital Budget / Improvement Funds Private Funds Federal / State Funds Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	     <p>Recreation Transportation Connectivity Access Environmental Stewardship</p>				



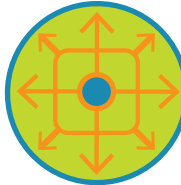


action plan matrix



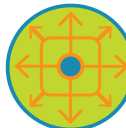


ACTION STEP	Continue the ongoing planning, design & project development as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.				
Description:	<ul style="list-style-type: none"> ■ Complete scoping document for Fall Creek Greenway including the section between Meridian Street and 10th Street, the connection between Fort Harrison State Park and the Fall Creek Loop Trail, and the connection between the Fall Creek Loop Trail and Geist dam. ■ Complete a comprehensive project report for the route to determine exact route, costs, and phases for implementation for the proposed Interurban Trail. ■ Prepare and implement a scoping document for the South White River Greenway corridor from Raymond Street to Southwestway Park, including the development of pedestrian crossing concepts to connect to the Lick Creek Greenway and the Little Buck Creek Greenway across the river. ■ Complete feasibility study for the White River Greenway extending from northern terminus of trail to the IMA 100 Acres parking area on the northeast side of the 38th Street/I-65. Eliminate current trail pavement that leads into the existing exit ramp. ■ Develop a comprehensive project report for the B&O Corridor. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy Parks - Resource Development ■ Indy DPW 				
Other Resources:	<ul style="list-style-type: none"> ■ Consultant ■ Various state & local agencies 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	 <p>Recreation Transportation Connectivity Access Environmental Stewardship</p>				



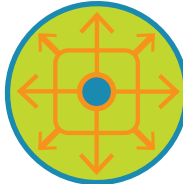


ACTION STEP	Continue the ongoing planning, design & project development as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.				
Description:	<ul style="list-style-type: none"> Complete a scoping study for the segment of the Central Canal Towpath from 30th Street to the I-65 interchange to determine feasibility of greenway development. Complete a comprehensive project report for the Grassy Creek Greenway to verify feasibility and identify potential issues for full development of this greenway. Prepare a comprehensive project report for the Buck Creek Greenway that details its route, connections, other potential issues for development of its route. Complete a scoping study to determine route location for remaining unbuilt portions of the Northtown Greenway route. Prepare a scoping study and work with property owners along Eagle Creek Greenway north of Eagle Creek Park to determine specific alignment along the creek. Develop scoping study for the Vandalia Trail that identifies feasibility of route and identifies costs for implementing the trail. Complete a comprehensive project report for the Monon-Pogues Run Connector route. Include identification of property ownership of abandoned rail corridor. Complete a comprehensive project report for the Little Buck Creek Greenway route to verify feasibility and identify potential issues for full development of this greenway. Complete a scoping study to determine route and feasibility of the 86th/82nd Street Connector. Develop scoping study for Pleasant Run Greenway between Garfield Park and the White River. Evaluate options for new pedestrian crossing of the river. 				
Responsible Parties:	<ul style="list-style-type: none"> Indy Parks - Resource Development Indy DPW 				
Other Resources:	<ul style="list-style-type: none"> Consultant Various state & local agencies 				
Potential Funding Source(s):	<ul style="list-style-type: none"> Capital Budget / Improvement Funds Private Funds Federal / State Funds Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	     <p>Recreation Transportation Connectivity Access Environmental Stewardship</p>				

action plan matrix

ACTION STEP	Continue the ongoing planning, design & project development as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.				
Description:	<ul style="list-style-type: none"> ■ Complete a comprehensive project report for the White Lick Creek Greenway corridor. ■ Work with Franklin Township officials to complete a scoping study for the entire length of the Southeast Trail proposed route. ■ Complete a comprehensive project report for the Lick Creek Greenway corridor. ■ Complete a comprehensive project report for the entire length of the Southwest Trail proposed route. Specific attention should be paid to the connection at Southwestway Park and the stream corridor along Dollar Hide Creek. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy Parks - Resource Development ■ Indy DPW 				
Other Resources:	<ul style="list-style-type: none"> ■ Consultant ■ Various state & local agencies 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Recreation</p> </div> <div style="text-align: center;">  <p>Transportation</p> </div> <div style="text-align: center;">  <p>Connectivity</p> </div> <div style="text-align: center;">  <p>Access</p> </div> <div style="text-align: center;">  <p>Environmental Stewardship</p> </div> </div>				

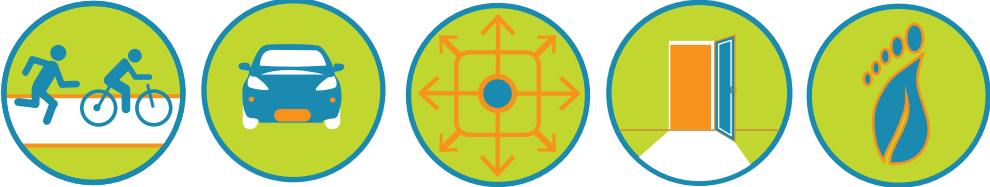
ACTION STEP	<p>Continue the ongoing design, engineering & construction activities as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.</p>				
<p>Description:</p>	<p>The following recommendations concern improvements and build-out of the existing greenway system:</p> <ul style="list-style-type: none"> ■ Implement pilot project for new signage along Pleasant Run Greenway. ■ Eagle Creek Greenway: Construct Eagle Creek Greenway from 46th Street to Raymond Street ■ Implement route adjustments for Eagle Creek Greenway route from this plan: <ul style="list-style-type: none"> ■ Identify and sign greenway route through Eagle Creek Park. ■ Remove existing signs along the Eagle Creek Greenway section north of Eagle Creek Park along 71st Street and re-sign this segment with the Northtown branding. ■ Implement new signage along entire construction of Eagle Creek Greenway. ■ Monon Trail: Coordinate construction of new trailhead parking and connections along Cornell Street. ■ Fall Creek Greenway: Work with Indiana State Parks to identify and mark the route of the Fall Creek Greenway through Fort Harrison State Park. ■ Pennsy Trail: Complete property acquisition. 				
<p>Responsible Parties:</p>	<ul style="list-style-type: none"> ■ Indy DPW ■ Indy Parks / DPW - Resource Development 				
<p>Other Resources:</p>	<ul style="list-style-type: none"> ■ Consultant ■ Contractor 				
<p>Potential Funding Source(s):</p>	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants 				
<p>Action Type</p>	<p>Planning / Project Development</p>	<p>Design, Engineering & Construction</p>	<p>Coordination & Outreach</p>	<p>Policy, Program & Administrative Update</p>	<p>Funding & Resource Development</p>
<p>Action Priority:</p>	<p>Immediate: 1 Year (2014)</p>	<p>Short-term 2-5 Years (2015-2019)</p>	<p>Mid-term 5-10 years (2020-2024)</p>	<p>Long-term (Beyond 2024)</p>	<p>Ongoing</p>
<p>Supporting Plan Themes:</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Recreation</p> </div> <div style="text-align: center;">  <p>Transportation</p> </div> <div style="text-align: center;">  <p>Connectivity</p> </div> <div style="text-align: center;">  <p>Access</p> </div> <div style="text-align: center;">  <p>Environmental Stewardship</p> </div> </div>				

ACTION STEP	Continue the ongoing design, engineering & construction activities as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.				
Description:	<p>The following recommendations concern improvements and build-out of the greenway system:</p> <ul style="list-style-type: none"> ■ White River Greenway/Central Canal: Improve the existing connection between the Central Canal Tow-path and the White River Greenway near 30th Street. Design a more intuitive connection that meets the design standards of the greenway and include appropriate wayfinding signage. ■ Fall Creek Greenway: <ul style="list-style-type: none"> ■ Reconstruct segment between Emerson and 56th and include new trailhead and parking facilities. ■ Begin construction of next segments of trail. ■ Monon Trail: <ul style="list-style-type: none"> ■ Undertake widening project along Monon Trail in Broad Ripple. ■ Construct new trailhead facility at Boulevard Station. ■ Pogues Run Greenway: <ul style="list-style-type: none"> ■ Construct sections from Pogues Run Art and Nature Park to 10th Street, including the rehabilitation of two bridges within Spades park. ■ Pleasant Run Greenway: <ul style="list-style-type: none"> ■ Design and construct new shared-use path connection on the north side of East Michigan Street (southern edge of Ellenberger Park) that will connect the Pleasant Run Greenway trail to Ritter Avenue, identified as the future connection to the Pennsy Trail. ■ Pennsy Trail: <ul style="list-style-type: none"> ■ Complete construction of greenway. ■ Continue to implement new signage package on the greenways: <ul style="list-style-type: none"> ■ Implement new signage along Pogues Run Greenway. Include vehicular wayfinding signs to Art and Nature Park on 21st Street and Dequincy Street. ■ Implement new signage along the Monon Trail. ■ Install signage and branding along greenway segments that are exist: <ul style="list-style-type: none"> ■ Sign and brand the existing portions of the Southwest Trail through Ameriplex. ■ Sign and brand the existing portion of the 86th/82nd Street Commercial Connector 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy DPW ■ Indy Parks / DPW - Resource Development 				
Other Resources:	<ul style="list-style-type: none"> ■ Consultant ■ Contractor 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Recreation</p> </div> <div style="text-align: center;">  <p>Transportation</p> </div> <div style="text-align: center;">  <p>Connectivity</p> </div> <div style="text-align: center;">  <p>Access</p> </div> <div style="text-align: center;">  <p>Environmental Stewardship</p> </div> </div>				



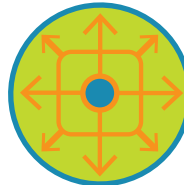


ACTION STEP	<p>Continue the ongoing design, engineering & construction activities as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.</p>				
<p>Description:</p>	<p>The following recommendations concern mid-term improvements and build-out of the greenway system:</p> <ul style="list-style-type: none"> ■ B&O Trail: Initiate construction of B&O Trail. ■ Fall Creek Greenway: <ul style="list-style-type: none"> ■ Construct new greenway crossing of 38th Street and Fall Creek. ■ Continue to construct extensions of trail to 10th Street. ■ Construct connection between Fall Creek Loop Trail and Fall Creek at Geist segment of trail. ■ Monon Trail: Improve trailhead at 75th Street. Add restrooms and signage. ■ White River Greenway: <ul style="list-style-type: none"> ■ Reconstruct/construct new trailhead and trail improvements on White River Greenway between Riverside Drive and the Lake Sullivan/Major Taylor Velodrome area. ■ Improve the pedestrian crossing on the 30th Street bridge and make repairs to existing historic bridge. ■ Pleasant Run Greenway: Determine, design and construct paved trail route between the existing terminus of the trail at Michigan Street and the designated parking and restroom facilities within Ellenberger Park. ■ Pogues Run Greenway: Construct new segment from Spades Park to 10th Street. 				
<p>Responsible Parties:</p>	<ul style="list-style-type: none"> ■ Indy DPW ■ Indy Parks / DPW - Resource Development 				
<p>Other Resources:</p>	<ul style="list-style-type: none"> ■ Consultant ■ Contractor 				
<p>Potential Funding Source(s):</p>	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants 				
<p>Action Type</p>	<p>Planning / Project Development</p>	<p>Design, Engineering & Construction</p>	<p>Coordination & Outreach</p>	<p>Policy, Program & Administrative Update</p>	<p>Funding & Resource Development</p>
<p>Action Priority:</p>	<p>Immediate: 1 Year (2014)</p>	<p>Short-term 2-5 Years (2015-2019)</p>	<p>Mid-term 5-10 years (2020-2024)</p>	<p>Long-term (Beyond 2024)</p>	<p>Ongoing</p>
<p>Supporting Plan Themes:</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Recreation</p> </div> <div style="text-align: center;">  <p>Transportation</p> </div> <div style="text-align: center;">  <p>Connectivity</p> </div> <div style="text-align: center;">  <p>Access</p> </div> <div style="text-align: center;">  <p>Environmental Stewardship</p> </div> </div>				



ACTION STEP	Continue the ongoing design, engineering & construction activities as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.
<p>Description:</p>	<p>The following recommendations concern long-term improvements and build-out of the greenway system:</p> <ul style="list-style-type: none"> ■ Fall Creek Greenway: <ul style="list-style-type: none"> ■ Redesign and reconstruct segment from Allisonville Road to Emerson to meet current standards and width. ■ Construct connection to Riverside Park via Burdsal Parkway. ■ Central Canal Towpath: <ul style="list-style-type: none"> ■ Construct extension to downtown. ■ White River Greenway: <ul style="list-style-type: none"> ■ Construct new access point along Waterway Boulevard near the Bush Stadium development and construct accessible connection between new parking area and the trail on top of the levee. ■ Install new signage along the entire built portion of the White River Greenway. Include wayfinding signage to existing features, parks, and facilities along the route. Coordinate with the White River State Park Commission to determine appropriate marking of route through White River State Park ■ Coordinate with Hamilton County officials to implement wayfinding to Town Run Trail Park via the shared-use paths along 96th Street, Hazel Dell Parkway, and 106th Street. ■ Construct new trailhead at Southwestway Park to serve the connection between the White River Greenway, the Little Buck Creek Greenway, and the Southwest Trail. Include restroom facilities at the trailhead. ■ Construct new pedestrian bridge over the White River to connect the White River Greenway to the Pleasant Run Greenway once the Pleasant Run Greenway is extended to the river. ■ Construct new pedestrian bridge over the White River to connect the White River Greenway to the Lick Creek Greenway once the Lick Creek Greenway is complete. ■ Construct new pedestrian bridge over the White River to connect the White River Greenway to the Little Buck Creek Greenway once the Little Buck Creek Greenway is extended to the river. ■ Pogues Run Greenway: <ul style="list-style-type: none"> ■ Construct Pogues Run Greenway between 10th Street and Arsenal High School. ■ Pleasant Run Greenway: <ul style="list-style-type: none"> ■ Design and construct new improvements to the Pleasant Run Greenway at the Emerson Avenue-Washington Street intersection. Design and construct new trailhead at the Pleasant Run Parkway-Washington Street intersection to the west of Pleasant Run. ■ Continue to implement new signage package on the greenways.
<p>Responsible Parties:</p>	<ul style="list-style-type: none"> ■ Indy DPW ■ Indy Parks / DPW - Resource Development
<p>Other Resources:</p>	<ul style="list-style-type: none"> ■ Consultant ■ Contractor
<p>Potential Funding Source(s):</p>	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants

action plan matrix - continued




Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	 <p>Recreation Transportation Connectivity Access Environmental Stewardship</p>				

action plan matrix



ACTION STEP	Continue the ongoing design, engineering & construction activities as related to the physical greenway build-out. Refer to Chapter 3, Master Plan for full listing of recommendations and prioritization as related to these types of activities.				
Description:	<p>The following recommendations concern ongoing improvements and build-out of the greenway system:</p> <ul style="list-style-type: none"> ■ Identify and construct connections to the greenways from adjacent neighborhoods. ■ Implement new sign package on the different greenway segments. ■ Identify and construct connections to new transit stops identified in the Indy Connect plan. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy DPW ■ Indy Parks / DPW - Resource Development 				
Other Resources:	<ul style="list-style-type: none"> ■ Consultant ■ Contractor ■ Indianapolis MPO ■ CIRT A 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget / Improvement Funds ■ Private Funds ■ Federal / State Funds ■ Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Recreation</p> </div> <div style="text-align: center;">  <p>Transportation</p> </div> <div style="text-align: center;">  <p>Connectivity</p> </div> <div style="text-align: center;">  <p>Access</p> </div> <div style="text-align: center;">  <p>Environmental Stewardship</p> </div> </div>				

ACTION STEP	Continue to establish, grow and actively participate in partnership building activities that strengthen alliances with organizations or agencies that engage, use and promote the Indy Greenways system.				
Description:	<p>As there are many allied groups who propose activities that may impact the integrity of the Indy Greenways System, it is important to maintain active engagement in the various community organizations, groups and agencies that alter or affect the greenway system.</p> <ul style="list-style-type: none"> ■ Continue to strengthen the coordination and planning of activities, programs and physical planning by associated groups that affect the Indy Greenway system through representation at meetings, presentation opportunities, design / planning coordination, and other outreach activities. ■ Maintain and monitor the appropriate design, development and use of the greenway system (existing, proposed and those segments that are on the Indy Parks and Boulevard National Register). ■ Activate the Greenways Development Committee to be advised on any proposed activities / proposals that impact the Indy Greenway system by allied groups. ■ Coordinate with other municipalities and adjacent counties to alert them to locations where the Indy Greenways system may interface with their respective trail and/or transportation systems. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy Parks / DPW - Resource Development ■ Indy Parks / DPW - Greenways Manager 		<ul style="list-style-type: none"> ■ Indianapolis Board of Parks & Recreation ■ Greenways Development Committee 		
Other Resources:	<ul style="list-style-type: none"> ■ Keep Indianapolis Beautiful ■ Indy COG & CIBA ■ Mayor's Bicycle Advisory Committee ■ Local Area Development Corporations ■ Reconnecting to our Waterways ■ Citizens Energy Group ■ Indy Go ■ Health by Design ■ Private Businesses ■ Indianapolis Airport Authority 		<ul style="list-style-type: none"> ■ Indianapolis Parks Foundation ■ Indy Greenways Coordinator ■ Central Indiana Community Foundation ■ Indy Metropolitan Planning Organization ■ Indianapolis Cultural Trail Inc. ■ Central Indiana Land Trust ■ CIRTA ■ State of Indiana DNR ■ Neighborhood / Volunteer Groups ■ Speedway, Southport, Beech Grove & Lawrence 		
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ N/A 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Related Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Interagency Coordination</p> </div> <div style="text-align: center;">  <p>World-Class Greenway</p> </div> </div>				




action plan matrix




ACTION STEP	Monitor the development, advancement and execution of administration duties & programming activities related to the Indy Greenways system.				
Description:	<ul style="list-style-type: none"> ■ Update the organizational structure of the Indy Parks/DPW Resource Development greenways oversight (coordinator) as outlined in Chapter 6. ■ Refine and expand activity and events specifically coordinated for the greenway system (e.g. future expansion of the Bike-Share Program). ■ Coordinate with the Partner Organizations regarding specific events and proposed outreach opportunities that impact the Indy Greenway system (e.g. volunteer groups, Day of Service activities). ■ Identify potential activities for future programming (e.g. athletic events such as a greenway marathon). 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy Parks / DPW - Greenways Manager 				
Other Resources:	<ul style="list-style-type: none"> ■ Indy Parks / DPW ■ Indianapolis Cultural Trail Inc. 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget ■ Private Funding / Grants 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Related Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Economic Impact</p> </div> <div style="text-align: center;">  <p>Recreation</p> </div> <div style="text-align: center;">  <p>Interagency Coordination</p> </div> </div>				

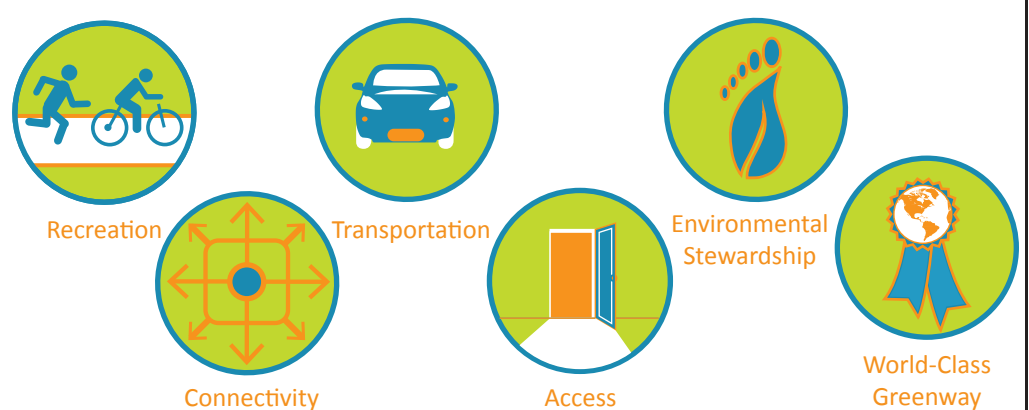
action plan matrix

ACTION STEP	Develop, expand and create communication platforms that reinforce the branding and message delivery that identifies, represents and promotes Indy Greenways.				
Description:	<ul style="list-style-type: none"> ■ Enforce the consistent branding and message of the Indy Greenways system through the use of the approved logos, trail names, and standards on all media related to the promotion of the greenways system, including: <ul style="list-style-type: none"> ■ Develop a holistic Greenways communication, outreach and engagement plan that specifically identifies components of web-based, mobile application and social media platforms to be developed as well as estimated maintenance requirements for each platform as outlined in Chapter 6. ■ Develop comprehensive and current online mapping resources that enhance the navigation of the greenway system. ■ Update and maintain current greenways website. ■ Once social media and mobile applications are completed specifically for the greenways, develop protocols to monitor data (mobile application usage data and social media responses) and inform management decisions. ■ Update physical branding and signage of greenways per Design Standards outlined in Chapter 5. ■ Coordinate with agencies to promote the greenways system. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy Parks / DPW - Greenways Manager ■ Indy Parks / DPW Public Information Officer (PIO) 				
Other Resources:	<ul style="list-style-type: none"> ■ Local media ■ Consultant ■ Local universities (for student projects) ■ Visit Indy (Convention & Visitors Bureau) 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget ■ Grant funding (specific projects or campaigns) 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Related Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>World-Class Greenway</p> </div> <div style="text-align: center;">  <p>Access</p> </div> </div>				


action plan matrix

ACTION STEP	Continue to implement the operational activities related to the oversight and execution of the maintenance and security that impacts or affects the Indy Greenway system.				
Description:	<ul style="list-style-type: none"> ■ Update the proposed Policy and Administrative recommendations as outlined in Chapter 6 for the following operational functions: <ul style="list-style-type: none"> ■ Hours of Operation ■ Seasonal Operation ■ Greenways Oversight Structure ■ Maintenance 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy DPW - Facilities & Operations Staff ■ Indy Parks / DPW - Land Stewardship ■ Indy Parks / DPW - Resource Development ■ Indy Parks / DPW - Greenways Manager 				
Other Resources:	<ul style="list-style-type: none"> ■ Indianapolis Metropolitan Police Department ■ Outside Vendors / Contractors ■ Park Rangers ■ Department of Metropolitan Development - Code Enforcement 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget ■ Private Funding / Maintenance Endowment (see funding strategies action step) 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Related Plan Themes:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>World-Class Greenway</p> </div> <div style="text-align: center;">  <p>Environmental Stewardship</p> </div> <div style="text-align: center;">  <p>Interagency Coordination</p> </div> </div>				

ACTION STEP	Incorporate the recommendations identified as part of the Full Circle Plan for the Indy Greenways system to the various regulatory, land use and policy plans for the City of Indianapolis-Marion County.				
Description of Elements:	<ul style="list-style-type: none"> ■ As part of the update to the Indianapolis Zoning and Subdivision Control Ordinance (Indy Rezone) incorporate the greenway classification and design standards to reflect the policies and recommendations set forth in this plan for the Indy Greenways system. Specific attention should be focused on: <ul style="list-style-type: none"> ■ Identification of greenway corridors; ■ Application of design standards for greenways; and ■ Requiring pedestrian connections between greenway routes and adjacent commercial and neighborhood developments; ■ Incorporate the identified greenway segments into the update of the Indianapolis-Marion County 2014 Comprehensive Plan Update. ■ Update Indy Bikeways Plan to incorporate new and existing routes and route designations according to the Indy Greenways Full Circle Plan. ■ Incorporate Full Circle Plan into 2014 Indy Parks & Recreation 5-Year Master Plan Update. ■ Review process and update, as necessary, any code enforcement policies as related to the operation of the greenway corridors. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ DMD Current Planning Staff, Ordinance Revision ■ Indy Parks / DPW - Resource Development 				
Other Resources/Partners:	<ul style="list-style-type: none"> ■ Metropolitan Development Commission ■ Metropolitan Board of Zoning Appeals 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ N/A 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Timeline:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Related Plan Goals:	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Interagency Coordination</p> </div> <div style="text-align: center;">  <p>Economic Development</p> </div> <div style="text-align: center;">  <p>World-Class Greenway</p> </div> </div>				

ACTION STEP	Develop specific funding strategies and ongoing programs to aide in the development and maintenance of the Indy Greenway system.				
Description:	<ul style="list-style-type: none"> Continue to pursue appropriate and available Federal / State Funding as related to the development of alternative transportation systems. As of 2014, the MAP-21-Transportation Alternatives contained opportunities for funding. Other federal and state grant programs also exist and should continue to be explored to secure funding for project design, development and construction. Assist the Indianapolis Parks Foundation in the ongoing contribution program specifically for the Indy Greenways Full Circle development projects. Research, define and execute a capital campaign focused on development, improvement and future build-out of the elements recommended in the Indy Greenways Full Circle Plan. Continue to allocate local funding to support the development, improvement and maintenance of the greenway system. Consider the development of an endowment specifically for the greenway system for ongoing maintenance activities. Coordinate with local groups or local community foundations for private funding or grant opportunities. 				
Responsible Parties:	<ul style="list-style-type: none"> Indy Parks / DPW - Greenways Manager Indianapolis Parks Foundation Indy Parks / DPW - Resource Development 				
Other Resources:	<ul style="list-style-type: none"> INDOT FHWA Non-profit Groups Local / Community Foundation Indiana DNR Consultant Indianapolis MPO 				
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:					

action plan matrix

ACTION STEP	Refine and update activities, plans and methods related to the on-going planning & development of specific greenway project areas.				
Description:	<ul style="list-style-type: none"> ■ Refine and update the Indy Blueways study as related to those corridors that impact the Indy Greenways (White River and Fall Creek). ■ Refine and update the sustainability and environmental best practices and recommendations for treatment along the various active greenway segments, proposed greenway segments and the identified conservation corridors. 				
Responsible Parties:	<ul style="list-style-type: none"> ■ Indy Parks / DPW - Land Stewardship ■ Indy Parks / DPW - Resource Development ■ Indy DPW - Facilities & Maintenance ■ Indy DPW - Office of Sustainability 				
Other Resources:	<ul style="list-style-type: none"> ■ Local canoe / kayak club ■ Reconnecting with Our Waterways 				
Potential Funding Source(s):	<ul style="list-style-type: none"> ■ Capital Budget 				
Action Type	Planning / Project Development	Design, Engineering & Construction	Coordination & Outreach	Policy, Program & Administrative Update	Funding & Resource Development
Action Priority:	Immediate: 1 Year (2014)	Short-term 2-5 Years (2015-2019)	Mid-term 5-10 years (2020-2024)	Long-term (Beyond 2024)	Ongoing
Supporting Plan Themes:	 <p>Environmental Stewardship</p>				



FACT:

During this planning process, White River Greenway and Fall Creek Greenway saw new construction extending their trail length!





“Be proud Indy.

Be determined to make the next decade better than the last & be an ambassador for all things that make Indy great.”

- Gregory A. Ballard, *Mayor*
City of Indianapolis
State of the City Address
February 27, 2014