

Funding Category	Funding Strategy	Funding Description	Source of Funds	Use of Funds	Limitations/Impacts	Actions Required	Implementing	Comments
External Funding	Corporate Sponsorships	This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.	Private sector	O&M or Capital	Sponsorships should be regularly evaluated to ensure they align with the CCPR mission.	Sponsorship agreement that protects both parties and outlines terms.	Y	Resource Coordinator will have a focus on the earned income approach for this funding source. Identify what corporate sponsors are looking for to build a more substantial source of revenue. E.g., Pet stores supporting the dog park. Not all programs, amenities, parks, and facilities are appropriate for sponsorship.
	Partnerships	Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.	Public/Non-profit/Private sectors	O&M or Capital	Partnerships should be regularly evaluated to ensure they align with the CCPR mission and resources are applied correctly.	Develop partnership agreements that are mutually equitable according to CCPR policies.	Y	Partnership with Carmel Clay Schools in providing after school care Dad's club – looking at Gray Road Park, property owned by the city. CCPR will manage the property in partnership with the Dad's Club Particulars still to be ironed out. Central Indiana Regional Development Authority has a White River Committee that Director of Parks serves on. RDA is a true partner, with dedicated White River section identifying regional opportunities. Partner with the state to protect park land.
	Foundations/Gifts	These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.	Private/Non-profit sectors	O&M or Capital	Gifts require necessary attention to legal requirements.	These sources should be managed by the Parks Foundation.	Y	Areas of focus: Implementing Bloomerang Software to track donors and coordination of public knowledge and awareness messaging
	Private Donations	Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.	Private sector	O&M or Capital	Donations require necessary attention to legal requirements and can be time consuming to oversee the donation process for operational staff.	These sources should be managed by the Parks Foundation.	Y	Explore future Eli Lilly funding opportunities.
	Volunteerism	The revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the city's cost in providing the service plus it builds advocacy into the system.	Public/Private/Non-profit sectors	O&M	Volunteers require consistent oversight by operational staff.	A volunteer program should continue to be operated through CCPR policies and standards for volunteerism.	Y	Focus is natural resources, as they are the greatest potential, then adaptive programming. New Mayor has a vision for an overarching volunteer program for the city could be implemented.
	Friends Groups	These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.	Non-profit sector	O&M or Capital	This source requires a significant time requirement from operational staff to ensure the Friends Group mission aligns with CCPR's.	Establish an agreement or memorandum of understanding with group to ensure funding goes to a project within CCPR's master plan.	N	Nothing in the short term. Best opportunities are the naturalized areas. CCPR Volunteer program addresses Friends Groups.
	Special Fundraisers	Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.	Public/Private sectors	O&M or Capital	CCPR staff should evaluate the return on investment versus the amount of operational staff time these events can take up.	These events should be managed by the Parks Foundation.	N	Foundation action item
	Irrevocable Remainder Trusts	These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the city in a trust fund that allows the fund to grow over a period of time and then is available for the city to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.	Private sector	O&M or Capital	Requires high-net-worth individuals and a considerable amount of time managing the legal processes as well put toward relationship building with the source.	These sources should be managed by the Parks Foundation or independent consultant.	N	Foundation to explore as it enhances services and structure.
	Crowdfunding	Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org and www.razoo.com etc.	Public/Private donations	Capital	Campaign could fall short of established fundraising goal.	Ideally, the campaign should be run through the Parks Foundation.	N	For smaller community oriented projects - E.g., public art
Other Capital Funds	Net Revenue Fund	Profit at the end of the year is put into the net revenue fund. These funds are available for capital repairs/replacements, or rainy day needs.	CCPR funds	Capital	Dependent on yearly reserve levels.	A specific percentage of income is transferred into a designated reserve fund at the end of the fiscal year.	Y	Put into Capital Reserves and CCPR does factor into pricing the capital replacement costs. Reserves from the past are contributing to the indoor playground planned in MCC \$1.7M in reserves contributed towards JPPavilion
	Public Private Partnership (P3)	This Build-Operate-Transfer source, makes it easier for municipalities and local government entities to enter into public-private-partnerships to develop projects in their communities. In the BOT framework a third party delegates to a private sector entity to design and build infrastructure and to operate and maintain these facilities for a certain period. During this period, the private party has the responsibility to procure the financing for the project. The facility will then be transferred to the public administration at the end of the agreement.	Clay Township & City of Carmel	Capital	Extensive legal and public review processes are required. Upfront capital financing does not have to come from the city or township.	Adherence to Indiana Code 5-23	N	To be explored for development of new properties - Quarry, Bear Creek, etc.

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User Fees	Program Fees	This is a dedicated user fee, which can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward recreation operational needs and the upkeep of the facilities being used. The Department must position its fees and charges to be market-driven and based on both public and private facilities.	CCPR	O&M or Capital	Offsets the need to use tax revenues to fund CCPR programs and facilities.	Annually review fees to ensure CCPR is meeting established cost recovery goals.	Y	
	Admissions/Membership Fees	This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help offset operational costs.	CCPR	O&M	Offsets the need to use tax revenues to fund CCPR programs and facilities.	Annually review fees to ensure CCPR is meeting established cost recovery goals.	Y	
	Permits (Special Use Permits)	These special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.	CCPR	O&M	Provides a mechanism for special use of parks for events and/or private benefit.	Ensure permitting policies and procedures are regularly reviewed for any necessary updates.	Y	
	Rentals	This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities. The rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes also fall under this source.	CCPR	O&M	Additional earned income generated from park users.	Regularly review rental fees to ensure that they are consistent with market rate and cost recovery goals.	Y	Kayak Launch locations inhouse or concessionaire providing rentals
Grants	Land & Water Conservation Fund	Up to 50 percent reimbursement for outdoor recreation projects. Indiana Department of Natural Resources reviews LWCF grant applications and submits recommended projects to the National Park Service for final approval.	National Park Service	Capital	Reimbursement requests and reporting throughout construction process required. Park subject to unscheduled inspections by LWCF to ensure compliance. Park preserved in perpetuity.	Site visit. Design/engineering plan with cost estimates. Early coordination environmental review / USACE. At least 50% of funds available.	Y	Determine matching amount and what criteria makes sense for CCPR to invest time and resources in. Grants could lead to a need for additional staff.
	Indiana Department of Resources - Indiana Trails Program	For development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.	Indiana DNR	Capital	Quarterly reporting required. Program prefers connections to Visionary Trails. Required to maintain trail minimum 25 years.	Pre-application meeting. Design/engineering with detailed cost breakdown. Early coordination environmental review/USACE. At least 20% of project cost available (maximum request \$400,000).	Y	CCPR currently pursuing at Bear Creek park
	Next Level Trails	Next Level Trails (NLT) is designed to incentivize collaborative efforts to accelerate trail connections. The DNR Division of Outdoor Recreation will administer the program in conjunction with the Indiana Department of Transportation.	Indiana DNR	Capital	Projects must be finished within 4 years. Preference given to furthering State Visionary Trails system.	Design/engineering with cost breakdown. Early coordination environmental review. At least 20% of project cost available.	Y	Bi-annual grant program
	Metropolitan Planning Organization - Transportation Alternatives (TA)	The TA program is funded through the Transportation Improvement Program and supports active modes of transportation such as trails, sidewalks, and safe routes to school. This program can also assist with historic preservation or tourism projects. The call for projects is typically for project letting four years in advance. The projects must align with the MPO's short and long range plans including the Metropolitan Transportation Plan.	Indianapolis Metropolitan Planning Organization	Capital	Anticipate long time span for funding to be disbursed.	Create plan with detailed cost estimates from P.E. Commit 20% matching funds. Project target date 4 years from application.	Y	CCPR applied in 2023 for WRG S. Extension; did not receive. Will continue to apply in future.
	Regional Economic Acceleration and Development Initiative (READI)	A State program designed to promote collaboration amongst local communities and promote coordinated long-term planning to attract and retain top talent to Indiana. Funding goes toward projects related to quality of life, place, and opportunity. Coordination with economic development organizations and neighboring municipalities is required.	State of Indiana	Capital	All reimbursement requests must go through regional office (Fishers). Extensive documentation required.	Apply as part of RDA. For a new capital project, 4:1 match with 60% of match source being private (i.e. not CCPR/govt budget).	Y	CCPR implementing at White River Greenway N. Extension

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	Local Nonprofit Foundation Grants	These nonprofit foundations raise money through community foundations for parks and help support local park foundations on a local and regional level.	Hamilton County Community Foundation (HCCF) / Central Indiana Community Foundation (CICF), other local nonprofits	Capital	Often small grants (<\$15k). CICF/HCCF has specific areas of focus (mental health, family/youth empowerment, inclusive economic growth), and prefers to work with groups that target underserved populations.	Select project or program that falls into one of 3 areas of focus (Mental Health, family/youth empowerment, inclusive economic growth)	N	Eligible through CCPR. CCPR applied to HCCF in 2023 for operations grants (\$15k), did not receive. Can continue to apply in future.
	Community and Urban Forestry Assistance (CUF-A) Grant	The objective of this funding opportunity is to inventory, plan, evaluate, educate, and plant trees. The only allowable costs for this grant program include the cost of (1) tree inventories, (2) management plans and ordinance updates, (3) purchase of trees, (4) planting trees, and (5) urban forestry educational programming, publications, signage, etc. to encourage comprehensive urban forest management and better public understanding of urban forestry topics.	Indiana DNR administers federal funds	O&M or Capital	Must be an urban forestry project with an arborist taking care of the trees. Must provide names/salaries of top 3 executives if we receive award. Staff time to administer grant, supervise/manage program, etc. all considered part of overall project budget. All line items over \$3000 must have 3 bids before purchase. Any budget changes need written CUF approval before purchase.	\$1k-\$40k request. At least 50% of project cost available. Current urban forestry management plan and urban forestry citizen's advisory group. Detailed planting/program plan, 6 public comments (3 from agencies like city/township/university, 3 from residents/NGOs/corporations/local businesses)	N	
	NRPA Grant & Funding Resources	The National Recreation and Park Association (NRPA) periodically posts information about grant and fundraising opportunities that are available for park and recreation agencies. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issue initiatives, Art and facility/amenity development.	NRPA Private Source	O&M or Capital	NRPA's grant is highly focused, for instructor training focusing on arthritis. Several external grants focus on services such as youth sports and libraries, or require additional staff efforts.	Apply through NRPA website (for instructor training grant). For all else, external application required. Implements youth sports, library, other additional specific services.	N	
	CDBG Funding	Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.	Indiana Office of Community and Rural Affairs requests federal money from HUD.	Capital	Funding generally oriented toward housing projects, downtown revitalization, or community centers. Maximum grant is \$500k. If project exceeds the maximum, CDBG will modify plan for smaller budget.	Notify OCRA community liaison of intention to apply and get technical assistance. Have plan for building community center/public facility. Have at least 10% of total project cost.	N	
	IPRA Foundation Scholarships	Professional Development Scholarships, Leisure Studies Grants, and Scholarships. Up to \$500 for registration to conferences, schools and workshops. Predominantly for small Towns that typically do not have funds for professional development.	IPRA	O&M	Cannot use for meals/airline tickets. Must be used at accredited/professionally supported school w/in 1 year of receiving award. Focus on agencies without professional development budgets.	Apply through IPRA website.	N	
	IHCDA - CreatiNg Places	This is a "crowd granting" model that gets citizens involved with fundraising. A goal of up to \$50,000 is created and the IHCDA matches the amount for a total of up to \$100,000 per project. Projects should instill community pride and include beautification, playgrounds, public space activation or improvements, community programs or events, and connectivity initiatives.	Indiana Housing and Community Development Authority	Capital	Must complete project within 1 year of receiving IHCDA funds regardless of project size.	Design/engineering plan, detailed budget, and all prior committed funding sources secured prior to application (for all projects over \$100k). If awarded, raise target funding amount. If target funding not reached to 100%, no funding will be provided.	N	
	MIBOR Economic and Community Development Council Grant Program	The MIBOR Realtor Association grant program seeks opportunities for job attraction/retention, placemaking, quality of life, housing and diversity, equity, and inclusion initiatives to fund on a quarterly basis.	MIBOR	Capital	Must provide promotional benefits and volunteer opportunities for MIBOR members. Project must have regional impact/scalable/replicable/major regional initiative. Otherwise, must match up with MIBOR's funding priorities.	For anything over \$10k, MIBOR must be contacted to discuss project prior to applying. Detailed program targets and budget required.	N	
	Indiana Department of Natural Resources - Lake and River Enhancement Program (LARE)	Grant funds are directed toward ensuring public-access lakes and streams remain in good condition. This program provides technical and financial assistance for projects that improve water quality and restore waterways.	Indiana DNR	O&M or Capital	Projects focused on natural, public waterway-related project. Project must not be eligible for other sources of funding. Last 15% of funding held until project is complete/reporting done, site stability established, no further expense envisioned.	Plan project for waters accessible to general public (not man-made ditch or waterway). Have at least 20% matching.	N	
	Land Trust	Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.	Land Trust	Capital	Land trusts generally focus on larger undeveloped plots of land. Potential for faster land acquisition.	Land Trust to work with the prospective seller, make a purchase, and then sells to CCPR.	N	Central Indiana Land Trust (CILT) is primary land trust that has Carmel in their service area.
	Arbor Day Foundation Corporate Partnerships	Arbor Day Foundation connects corporations who want to donate \$15k-\$20k and have a volunteer day for their employees planting trees. They determine preferred areas and ADF connects them with planting partners (charities, local govts.)	Private funds (corporations)	O&M or Capital	Volunteers from corporate partner must be included in tree planting. Final report must be submitted within 10 days of event.	Detailed budget/plan for trees and maintenance costs for 2 years. Admin costs can only account for up to 20% of total budget. Plan for corporate volunteers to plant the trees themselves on a special day.	N	
	Historic Preservation Fund	DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology in Indiana.	National Park Service	Capital	Designated for historic preservation of buildings or battlefields.	Acquire property with historic buildings or battlefields.	N	
	Indiana Department of Natural Resources - In-lieu Fee Program	A program that helps with the restoration, establishment, enhancement, and preservation of natural aquatic resources. The funds come from fees paid to the DNR to satisfy compensatory mitigation requirements for building permits. The DNR assists with the costs associated with design and construction of the projects.	Indiana DNR	Capital	Watersheds/aquatic resource projects only. IN DNR will hold the conservation easements for the project areas.	Reach out to IN SWMP to become a long-term conservation partner. Have 80% of budget available. Be prepared to manage site ourselves.	N	

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Tax Support	Central Park Bond LIT	Ensure trailing LIT attributable to the Central Park Bond continues to be available for CCPR capital projects after the bond is paid off on 1/15/2025 and Township's LIT allocation obligation expires.	Clay Township	Capital	Declining funds. Central Park LIT currently dedicated to CCPR capital projects, but commitment needs extension beyond bond payoff.	Amended Interlocal required to extend allocation obligation of Township.	Y	
	Park and Recreation Impact Fees	Ensure impact fees and credits are used solely for new park and recreation infrastructure that benefits the community-at-large. Increase impact fee rate.	City of Carmel	Capital	Current Zone Improvement Plan (ZIP) must be updated, reviewed by Impact Fee Advisory Committee, adopted by Plan Commission, and adopted by City Council before 12/1/2024 or there will be a lapse in the impact fee.	Amend Unified Development Ordinance (UDO) and/or enter into settlement agreement with City regarding impact fee uses and credits. Update ZIP to increase rate.	Y	
	Special Taxing District Bonds	Issue special benefits tax upon property located within the Park District for the repayment of bonds issued for CCPR capital projects. Taxing district is coterminous with the jurisdiction of the issuing Source. The tax is outside the maximum levy of the Source. Taxing District has a separate constitutional debt limit.	Clay Township or City of Carmel but not both	Capital	Results in new tax. Total outstanding debt subject to the constitution debt limit of 1/3 of 2% of certified AV of Park District. Impacts circuit breaker for all Hamilton County taxing authorities.	Amended Interlocal required to transfer Park Taxing District to Township. Bonds currently issuable by the City only.	Y	
	Lease-Rental Bonds	Enter into a lease financing bonds issued by Carmel Clay Parks Building Corporation to pay for CCPR capital projects. Lease payments may be paid through a park district special benefits tax, which is outside the constitutional debt limit and maximum levy of the Township.	Clay Township	Capital	Results in increased tax rate outside of maximum levy. Impacts circuit breaker for all Hamilton County taxing authorities.	Permissible under current Interlocal.	Y	
	General Obligation Bonds	Issue GO bonds for CCPR capital projects. Rate for repayment is outside the maximum levy, but constitutional debt limit applies.	Clay Township & City of Carmel	Capital	Requires increase in Source's tax rate. Subject to constitution debt limit and but outside maximum levy limitations. Impacts circuit breaker for all Hamilton County taxing authorities.	Permissible under current Interlocal.	N	
	Cumulative Building Fund	Establish parks cumulative building fund at rate up to \$0.0167 per \$100 assessed value for CCPR capital projects.	Clay Township & City of Carmel	Capital	Fund rate is subject to maximum levy limitation. Township at maximum levy. City cannot have both Parks Cumulative Building Fund and Cumulative Capital Development Fund.	Permissible under current Interlocal. Special legislation needed to bring rate outside maximum levy limitations.	N	
	Cumulative Capital Development Fund	Allocate a portion of existing cumulative fund to CCPR capital projects. (i.e., undedicated amounts in current fund balance and/or future increases in revenue above current commitments resulting from increases in assess valuation provided to CCPR.)	City of Carmel	Capital	Reprioritization of an existing funding source.	Permissible under current Interlocal and City's ordinance.	N	City can or Township can, but not both. It would be an overlapping authority and not separate. Not allowed. Could have the Township lead a municipal bond and the special benefit tax could be used to repay the loan. This is outside the normal bonding and does not require a referendum.
	Existing Income Local Taxes	Allocate at least a portion of additional revenues received resulting from countywide income growth to CCPR capital projects.	City of Carmel & Clay Township	O&M or Capital	Reprioritization of an existing funding source.	Amended Interlocal committing new funds to CCPR.	N	Include in a bond specific development that replicates the park system and new visionary parks.
	TIF-backed Bonds	Issue bonds paid by tax increment financing for CCPR capital projects related to economic development improvements.	City of Carmel/CRC	Capital	Limits TIF available for other improvements.	Not restricted under current Interlocal. Amended Interlocal committing new funds to CCPR recommended.	N	
	Increase Local Income Taxes	Increase LIT rate for Hamilton County with additional revenues received by Sources dedicated to CCPR capital projects.	City of Carmel & Clay Township	O&M or Capital	Increases taxes countywide. Requires authorization by a simple majority of Hamilton County LIT Council. (i.e., Carmel & Fishers or Carmel plus Noblesville and Westfield or Hamilton County.)	Approval of LIT Council. Amended Interlocal committing new funds to CCPR.	N	
	Increase Food and Beverage Tax	Increase Carmel's F&B tax from current maximum of 1% to 2% with additional proceeds dedicated to CCPR capital projects.	City of Carmel	O&M or Capital	Not a funding option available under current Indiana law. Increases taxes for residents and visitors.	Special legislation and Amended Interlocal committing new funds to CCPR required.	Y	
	Increase Innkeepers Tax	Increase Hamilton County Innkeepers tax from current maximum of 8% to 9% with extra proceeds dedicated to parks and recreation distributed equitably to park systems within county. (This would match Howard and Davies County statutory maximum rates.)	Hamilton County	O&M or Capital	Not a funding option available under current Indiana law. Increases taxes for visitors and requires buy-in from Hamilton County and likely other municipalities.	Special legislation and County approval allocating additional funds for parks required.	N	City already implementing elsewhere. State legislation proposing sunseting this fund.
	Parks Operating Referendum	Allow voters to approve operating referendum for parks and recreation capital projects.	Clay Township & City of Carmel	Capital	Not a funding option available under current Indiana law. Increases taxes if approved by voters.	Special legislation and Amended Interlocal required.	N	

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Franchises and Licenses	Pouring Rights	Private soft drink companies that execute agreements with the City for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the City. The City of Westfield, IN just signed a 10 year, \$2 million pouring rights deal at their sports complex with Pepsi.	Private beverage companies	O&M or Capital	A portion of gross sales is invested back into CCPR.	Establish a contract and renegotiate periodically to ensure greatest return on investment.	Y	Pouring rights exist with Pepsi (vending and fountain).
	Interlocal Agreements	Contractual relationships entered into between two or more local units of government for the joint usage/development of sports fields, regional parks, or other facilities.	Government entities	O&M or Capital	Maximizes government resources.	Interlocal agreement with clearly defined and measurable outcomes.	Y	Implementing with White River Pedestrian Bridge.
	Easements & Greenway Utility	This revenue source is available when the city allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the city on an annual basis. Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.	Private utility companies	Capital	Additional earned income for spaces within parks to be designated for use by utility companies. Potential to tie up key pieces of property for future development.	Easement agreement between parties.	Y	Sewer easements in place at Bear Creek Park.
	Concession Management	Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The city either contracts for the service and receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses. Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the City.	CCPR	O&M or Capital	Net profit is invested back into CCPR. If contracted, CCPR receives a percentage of gross sales.	Establish a contract with clear outcomes or hire and train staff according to County Health Department regulations.	Y	CCPR implementing with internal concession management.
	Private Concessionaires	Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the City.	Private organizations	O&M or Capital	Additional earned income for facility improvements. CCPR loses some control over operations.	Contract agreement.	N	Kayak / Canoe outfitter potential with development of river access.
	Naming Rights	Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.	Private organizations	Capital	Additional earned income for facility improvements.	Sponsorship agreement.	N	
	Advertising Sales	This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the city's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.	Private or Non-profit organizations	O&M or Capital	CCPR provides appropriate spaces within parks or facilities.	Sponsorship or partnership agreement.	N	
	Catering Permits and Services	This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the city. Also many cities have their own catering service and receive a percentage of dollars off the sale of their	Private caterers	O&M	Additional earned income based on the percentage of food and beverage sales.	Permit or License to cater in CCPR facilities.	N	
	Land Leases	This includes options where developers / agencies lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.	Private entities	Capital	Additional earned income for land or facilities that CCPR may not have the capacity to manage.	Lease agreement.	N	