

FINANCIAL RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
GOAL: MAINTAIN A FISCALLY RESPONSIBLE PARKS AND RECREATION SYSTEM.						
R1	Renew a dedicated revenue stream for parks and recreation upon the ten-year sunset of the current sales tax.	City Council and Citizens	Low Cost, High Return.	1	2024	Renewal of sales tax (or other revenue stream).
R2	Develop a capital investment plan that ensures proper funding is available for future Parks and Recreation improvements and amenities.	P&R Staff & PW Staff	Low Cost, High Return. As with the other indoor facilities, replace and refresh will improve customer satisfaction.	1	Ongoing	Based upon manufacturer, industry standard and annual inspection
R3	Identify potential partnership opportunities to help fund park improvements and operations.	P&R Staff	Low Cost, High Return	1	Ongoing	Partnerships identified
R4	Track lifecycle maintenance costs on all capital investments.	P&R Staff	Low Cost, High Return	1	Ongoing	Commit to 5% asset value reinvestment
R5	Review and identify additional funding strategies dedicated to parks and recreation. Update funding strategy matrix annually.	P&R Staff	Low Cost, High Return	1	Ongoing	Implement alternative funding strategies for capital and operational expenses.
IDENTIFY OPPORTUNITIES TO IMPROVE COST RECOVERY OF THE LAWRENCE AQUATIC CENTER.						
R6	Reinvest in the Aquatic Center by adding additional or refreshing current features.	P&R Staff and City Council	High Cost, Medium Return. Will also require capital investment planning	2	2026	Increase membership and daily visits to increase cost recovery levels.
DETERMINE THE COST OF OPERATING PARKS AND THE COST TO PROVIDE THESE AMENITIES TO THE COMMUNITY. IDENTIFY OPPORTUNITIES FOR EACH REVENUE GENERATING FACILITY TO ACHIEVE DESIRED COST RECOVERY.						
R7	Establish an appropriate financial recovery goal for park operations.	P&R Staff, PW Staff, City Council	Low Cost, High Return.	1	2024	Should be developed based upon passive amenities and pay-to-play amenities
R8	Continue tracking practices for rentals to the parks and recreation system facilities. Determine membership and program pricing classifications for revenue producing facilities.	P&R Staff	Low Cost, High Return	1	Continue Practice & Update	Set goals/standards, achieve, repeat.
R9	Expand tracking practices and implement a reservation schedule for park amenities, such as green space, to identify what is being used and how often.	P&R Staff	Medium Cost, High Return. Investment in new module of current reservation system or new system.	1	2024	Goals for total rental should be set on rentable times; weekday evenings and weekends.
R10	Set market appropriate rental rates that should be assessed to groups on an annual basis.	P&R Staff and City Council	Low Cost, High Return. In undertaking this process it ensure success to moving forward with maximization or rental	2	2024	Should be undertaken every two years and should be based off of total rentals and cost recovery goal
R11	Prohibit individual sport groups from having exclusive access to parks and require them to request scheduled times.	P&R Staff & City Council	Low Cost, Low Return. This allows the City to remain in total control of the facilities and what is taking place in them.	1	Ongoing	Update contracts and agreements with agencies on an annual or bi-annual basis
GOAL: FIND A DEDICATED FUNDING SOURCE FOR LOCAL ARTIST AND ART RELATED ORGANIZATIONS.						

FINANCIAL RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R12	Establish additional budget dollars to support the arts versus taking money from parks and recreation budget through a dedicated source of funding.	P & R Staff & City Council	Budget covers expectations	2	2025	Dedicated source of funding established.
R13	Develop earned income opportunities through art related programs, events, and services to help offset the operational budget.	Art Staff	Covers 50% of costs	2	2024	Increase in programming and participation.
R14	Develop art venues both indoors and outdoors that support the arts.	Art Staff	High Cost, Medium Return. Will also require capital investment planning	1	2026	Capital Improvement Plan updated.
R15	Consider a local art grants program for art related groups to apply for each year.	Art Staff and City Council	Low Cost, High Return	2	2024	Determine appropriate goal of grant dollars distributed from operational budget annually. (e.g., 5%)