



## **GARFIELD PARK CULTURAL LANDSCAPE REPORT**

### **Chapter VII: Maintenance & Operations, Facilities & Programs**

#### **A. INTRODUCTION**

The daily life of Garfield Park is reflected in the stewardship it receives in terms of maintenance, and operations, and programs and facilities. In this chapter Heritage Landscapes is seeking to place Garfield Park within the larger Indy Parks & Recreation mission and approach to park maintenance and operations to gain an understanding of the staffing efforts and responsibilities for the park landscape and features.

In previous park planning projects Heritage Landscapes has found that these activities undertaken primarily by the park owner and steward, often in partnership with private sector groups, are critically important to the aesthetic, historic, and functional aspects of the park landscape and facilities. They are also a basis from which improvement efforts spring. For example we have uniformly found that the majority of park landscape maintenance efforts are devoted to grass mowing and garbage removal, while little if any staffing is assigned to forest management, water quality enhancement, and riparian corridor enhancement. In addition, preparation for, staff coverage at, and breakdown and clean-up of park events requires a heavy staff effort that is sometimes under-valued and not covered by fees related to the event. In all cities, funding and staffing is limited and the range of activities undertaken is fully programmed or, in many cases, not completely achievable with current resources.

If there is a new maintenance or operations direction identified, the capacity to absorb it is generally very limited. However, in several planning and implementation projects Heritage Landscapes has been able to identify alternate mowing objectives, such as providing meadows with infrequent mowing schedules as well as sports turf with very frequent mowing. Also, some areas have been shifted toward full woodland canopy with no mowing. Another example is the application of a carry-in and carry-out trash policy. This approach has greatly reduced the burden of trash clean-up in several historic parks in Rochester and Louisville. Achieving either or both of these staffing reductions has freed staff to undertake un-staffed but important initiatives, such as forest and vista management, riparian area planting enhancement, invasive species suppression, etc., that are not currently possible. These ideas may apply to Garfield Park.

In Indianapolis, Indy Parks & Recreation functions as a system-wide organization with limited park-based staff and crews. Therefore, we have asked a series of questions about the operations and maintenance activities and their funding and the programs in parks. In this narrative we have attempted to focus to a degree on the application of this overall park system approach to the specific issues within Garfield Park.

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### **B. INDY PARKS & RECREATION OVERVIEW**

Indy Parks & Recreation is the primary parks agency for Marion County, administering 169 park properties totaling 10,624 acres. Overall park system use is quite high and growing in the Indianapolis and Marion County parks. The recreational resources range from the National register listed Kessler historic parks and parkways legacy to valued, more recently developed parklands and open spaces. In 1998, general park attendance was estimated at about 1,620,000 users and greenways have some 1,200,000 users, for a total of 2.82 million. In 2003, five years later, a 124% increase in park use was noted with user visit figures estimated at 4,250,000 for park attendance and about 2,066,000 for use of the greenways, for a sum of 6.32 million.

The primary focus of Indy Parks & Recreation is to meet the leisure needs of a diverse urban and suburban population for diverse recreational activities. There is a strong emphasis on the role of parks and greenways in the health of the population and the environment. The Indy Parks & Recreation Vision Statement includes responsibilities for:

- Safe, well-maintained parkland and natural areas
- Provision of recreation and environmental services
- Fostering stewardship and community involvement

Stated core values focus on environmental education and conservation of open space; on quality parks and facilities that are well maintained, clean, safe, accessible, and functional; and on fiscal and physical planning that allows responsible decision-making and implementation. The physical conditions within the Indy Parks & Recreation system require staffing and equipment to address maintenance attention and cyclic renewal with large reconstruction or new facilities projects contracted beyond Indy Parks & Recreation staff efforts.

Recreational programming is also an important aspect of achieving the Indy Parks & Recreation mission. Indy Parks & Recreation and its partners support a variety of programs. In particular, a wide range of programs is offered in Garfield Park primarily at facilities to address the needs of a diverse group of park users. As expected, programming is most intensive from Memorial Day to Labor Day, peak park use weeks, although around-the-calendar programs are scheduled.

Indy Parks & Recreation is one of the five city departments, under the Mayor. Indy Parks is responsible for parks throughout the city of Indianapolis and Marion County under the consolidated city and county structure, known as Unigov, combining city and county legislatures with a countywide chief executive. Indy Parks & Recreation not only oversees recreational facilities throughout the county, it also has the power to levy general property taxes to acquire, operate and maintain park and recreation facilities, and also the power to issue general obligation bonds for these purposes. Both the Mayor and the City County Council approve the budget. This annual budget has grown gradually over the past few years, and grant monies, land donations, and funded acquisitions have contributed to Indy Parks & Recreation efforts to revitalize parks, extend greenways, and offer programs. An increase in tax and grant dollars has generated momentum for Indy Parks & Recreation but there are continuing needs for renovation of aging facilities and accommodations for local needs that are above funding capacity. These

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necessary projects are funded as possible through grants and private sector partnerships, like the activities and responsibilities shouldered and funding secured by FOGP for Garfield Park.

Within Indy Parks & Recreation and Recreation there are nine, system-wide divisions reporting to the Indy Parks & Recreation Director, including Park Maintenance, Sports and Special Facilities, Environmental Education and Interpretive Services, Greenways, Resource Development, and Park Rangers. This means that the Indy Parks & Recreation is handled with duties separated into the departments with few dedicated staff based in a particular park.

Each park has an assigned general manager, which for Garfield Park is Lynda Burrello. Sports facilities, such as the Burrello Family Center, also have managers, and Lynda Burrello holds this position at Garfield Park as well. Both of these Garfield Park managerial roles fall under the Community Recreation Division, but also involve:

- Sports and Special Facilities Division for the Burrello Aquatic Center
- Environmental Education Division for the Conservatory and Sunken Gardens
- School Outreach Division for the Garfield Summer Day Camp.

In addition, arts facilities, such as the MacAllister Performing Arts Center, are operated by Arts Services, a section within the Community Recreation division. The four full-time employees of the Arts Services staff is responsible for the arts programming in all the parks and coordinates with each park manager for art programs in that park. In Garfield Park they also operate the Arts Center, which was under renovation during this planning project.

At Indy Parks & Recreation roving crews within separate divisions handle maintenance activities. For example turf mowing, crews are dispatched to a park, arrive, unload equipment, mow, reload and depart. Mowing crew staff is responsible for weeding around trees and maintaining mulch rings. Roving crews perform specific narrowly defined tasks. Other aspects of landscape care required may be noted but are not within staff assignments. This roving crew system can result in fragmentation of efforts, difficulty of coordination, and areas where responsibility is unclear or not addressed because there is no specific chain of responsibility for the tasks that remain unattended.

In several park and park system renewal planning and implementation projects Heritage Landscapes has worked with city government departments and non-profit partners to investigate the issue of dedicated park staff. In the Louisville Olmsted Parks, Prospect Park and the Pittsburgh Regional Parks variations on dedicated park staff rather than entirely roving crews have been accomplished to good effect. The benefits of dedicated park crews arise from pride in accomplishments and increased morale with continued efforts that add up to improved conditions over time. Strong park leadership is a key to success. Crew familiarity with a park and responsibility for carrying out or overseeing all aspects of maintenance and operations under a park superintendent or administrator is a particularly effective model.

In Pittsburgh, the current model results from a recent reorganization inspired by a regional parks master plan. A Bureau of Parks with the Department of Public Works was established with nine park-based supervisors and crews that cover the city system. While this is not an entirely park

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based staff, it is a significant improvement over DPW roving crews in terms of responsibility and performance. Standard morale enhancement techniques have also improved performance to include uniforms, advance training opportunities and special project initiatives. Prospect Park, Brooklyn, NY has combined crews funded from both private and public sources under a ½ public ½ private funded Park Administrator. Incentives for training and advancement draw city workers to the Prospect Park team. A clear performance standard and review process aids the success of this mixed team. Garfield Park, as the premier historic park in Indianapolis, could strive for a stronger public/private partnership model that has a customized structure and draws on the successful partnership models in other cities and systems.

#### **C. PARTNERSHIPS FOR PARKS, FRIENDS OF GARFIELD PARK**

Indy Parks & Recreation partners with recreational, environmental and social service providers, educational institutions, other government agencies and community partners, to provide parks and greenways as vital living links with schools, businesses and neighborhoods to inspire a healthy lifestyle and instill a respect for the natural environment. The comprehensive plan for countywide recreation activity recognizes Indy Parks & Recreation as a partner with a variety of other recreation providers and supporters. These include social service organizations, schools, faith-based groups, and citizen groups. These creative strategies and partnerships have become vitally important in fulfilling its mandate. FOGP is an important Indy Parks & Recreation partner for Garfield Park.

The Friends of Garfield Park Inc. was founded in 1998 with the mission to ensure the preservation and continuation of the public benefits of Garfield Park through enhanced funding, effective advocacy and expanded stewardship. The FOGP has a board of directors, which works closely with the Central Indiana Community Foundation in fundraising efforts. The FOGP supports various activities, programs and events in Garfield Park, including an annual gala, summer concerts, 4th of July celebration, athletic team sponsorships, equipment purchases for the Burrello Family Center, maintenance of fountains, public safety personnel, marketing and advertising. The FOGP meets regularly with neighborhood groups, volunteers and other interested parties to talk about Garfield Park, its role in the community, needs and priorities.

This Cultural Landscape Report is the largest and most significant planning project the FOGP has undertaken. It will provide directions and priorities for future FOGP's fundraising and stewardship activities. The FOGP board advocated the development of this planning document to ensure present and future decision makers have the opportunity to appreciate the values of the historic park landscape assets in the context of sound historic resource preservation practices.

The importance of preserving the scenic park landscape is a difficult realization for many well-intentioned decision-makers to grasp. Interestingly the user survey results reported in this document brought into clearer focus the high value park users assign to the enjoyment of the park landscape. Popular parks can be loved to the point of obliterating the features that have caused it to be so successful. It is the hope of FOGP that this document is clear in establishing the most rudimentary and important priorities for the long-term health and well-being of Garfield Park.

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### D. INDY PARKS MAINTENANCE

Indy Parks & Recreation Facility Maintenance, Park and Development Services Division carries out facilities maintenance for all of the facilities in all the parks. Indy Parks & Recreation Horticulture Section, in the same division, is generally responsible for all the landscape maintenance around facilities.

The Park Maintenance Division performs maintenance in Garfield Park. There are 265 total full-time employees working for Indy Parks & Recreation, of whom 110 are in the Maintenance Division. Both day to day maintenance, preparation and cleanup for events, and long term maintenance and repair are handled by Park Maintenance Division staff, with larger than normal general crews when needed for events. Larger projects and emergency repairs are often contracted rather than carried out with in-house crews. The Park Maintenance Division includes urban forestry for tree planting and care of park and street trees. The landscape horticulture/beautification staff is responsible for flowerbed planting and landscaped areas at the park entries and other city holdings throughout the county. Garfield Park has a horticulturist in charge of the Conservatory, greenhouse operations, and the plantings for the Sunken Gardens, which are unique features and an exception within the park system, in a separate category on the Indy Parks & Recreation organizational chart, within the Maintenance Division. Natural Resources combines Forestry, Horticulture, Conservatory and Sunken Gardens sections.

Grounds and Facility maintenance addresses park buildings. Elaborate planting around newer facilities has caused a maintenance burden and has been simplified to some degree to streamline maintenance. Indy Parks & Recreation Horticulture Section, led by a staff horticulturist, works on areas surrounding each facility in Garfield Park, with the exception of the Fire Station 29 and the Shelby Branch Library, which are no longer part of the park property and are maintained by the building tenants. Land improvement focuses on fences, trails and park improvements of similar types. Land Stewardship staff directs attention to environmental resources and their stewardship. Turf maintenance, sports fields, athletic courts, and garbage removal are the responsibility of the Grounds and facility maintenance crews. Playgrounds, surfacing and equipment are a Land Improvement responsibility. Utility maintenance and repair to include plumbing, irrigation and electrical, are handled by Indy Parks & Recreation facilities maintenance staff or may be contracted. As this catalog of responsibilities indicates, there are staff members from each section that address specific resources in Garfield Park.

The park bridges, signature elements in Garfield Park that are important to the character of park scenery as well as circulation function, are the legal responsibility of the Department of Public Works (DPW). DPW is also responsible for park roads. Recent practices are that DPW does not allot funding and/or repair time to the park bridges on the premise that these bridges have fewer users than municipal street and highway bridges and funding is limited. In practice Indy Parks & Recreation takes the responsibility for park bridges and consults with the DPW. DPW may assist with advice but generally defers project costs to Indy Parks & Recreation. Garfield Park historic bridges suffer from deferred maintenance. The DPW and Indy Parks & Recreation cooperate on the construction and maintenance of parking lots.

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The DPW is also responsible for streams as part of the drainage and stormwater systems and flood control. Part of the DPW mandate is the protection of City environmental resources. The streams Bean Creek and Pleasant Run have had pieces of concrete recycled from sidewalks placed along their courses to cope with erosion problems. Vegetation along the Garfield Park stream banks has been clear-cut on occasion to clean up the areas and as a mosquito prevention measure. The work has been arranged by the DPW in the past and carried out by groups of community service time-servers who are not able to distinguish between native plant regeneration and invasive species. The Land Stewardship staff has managed recent efforts marking desirable and non-desirable species prior to any clearing performed on Park properties. In Garfield Park both wholesale clearing activities and invasive species are noted along stream banks today. The health of the watercourses is further compromised by the high bacteria counts after heavy rainstorms due to sanitary sewer overflows into the storm sewer system. Water tests have demonstrated that after storm events ecoli counts running through Garfield Park in Bean Creek are some of the highest levels in the city.

Indy Parks & Recreation is encouraging long-term vision and planning for improvements to stream corridors and stream banks through the Park Maintenance Division, Land Stewardship office. They seek to manage park stream corridors using native plants and provide public education about the benefits of native plants. The Indy Parks & Recreation Land Stewardship supervisor has developed several park resource management plans with a variety of natural resource enhancement approaches.

Indy Parks & Recreation Resource Development Division Administrator addresses planning and project administration of capital improvements, including resource development and planning, design, engineering and construction management, and real estate. The Park Maintenance division addresses small, day-to-day planning and design, and simple replacement actions. Larger, more complex design is performed under contract and managed by the resource development staff.

#### **E. PARKS FUNDING, RENTALS & EVENTS**

Indy Parks & Recreation is responsible for fiscal matters for Garfield Park. Funding comes, as it does for all the parks, from a budget drawn from the tax base, from project or program grants, and from the Indy Parks & Recreation Foundation endowment fund for capital improvements for the parks. The Foundation's mission is to build parks for life, purchasing land, starting new initiatives, and creating programs. Where there is a Friends group that adopts a park, as the Friends of Garfield Park have done, the Indy Parks & Recreation Foundation steps back to give the citizen group precedence in the fund-raising.

Park facilities are funded from the general tax-based funds and park revenues. Operating appropriations lapse at year-end except for amounts encumbered by, for example, a purchase order. Capital projects funded by bond issues are set within the bond resolution and do not expire at year-end. Some revenues are raised from the fees charged for use of pools, weight rooms and gyms, and from scheduled use by organized sports teams. No admissions are charged for entry to

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parks. Concerts are primarily funded through the City budget and are presented for free although donations are accepted. Community organizations frequently partner with Arts Services for programs at the MacAllister Center to provide programs and a nominal admission may be charged to cover direct program costs.

In Garfield Park some facilities, such as the shelters and pavilion, are available for rental at standard regional park fee rates. The Pagoda can be rented with use of the playground. Rental can include the adjoining sports field if fields are not committed to a sports team. The Garfield Park Manager and staff are responsible for Burrello facility rentals and MacAllister Center bookings as well as reservations for tennis courts, outdoor basketball courts and horseshoe pits. The Parks Board approves large park events sponsored by various groups. Parks Board approval is required if the event includes entertainment such as a circus, rides, music or fireworks displays. For this type of event a Special Use committee also checks the event sponsor for insurance, security and maintenance capability and reliability.

All fees are proposed and evaluated by the staff, and set by the Parks Board. Indy Parks tracks rental and event related costs and maintenance tasks are tracked in new ways with recently acquired Hansen IMS (integrated management systems) software. The rental fees amounts are too modest to bear a meaningful relationship to the actual costs of facility upkeep and staff time.

Garfield Park events can serve a specific target audience, a group, the neighborhood, etc. or a broader city/county audience. Heritage Landscapes finds that there are several important aspects to park events starting with the need for clear events policy that begins with and is firmly rooted the park mission/vision. The policy should address the following components among other concerns:

- Location of events in relation to carrying capacity of landscape and facility
- Event type, size, duration
- Fees collected and what they cover in terms of event direct costs and upkeep costs
- Actual staff expenses for events
- Calculated area or facility repair/maintenance costs to support events
- Responsibility for clean-up and repair
- Audience size, and related carrying capacity of the space rented/used

Carrying capacity needs to be established for specific park areas that serve as event venues to address both audience size and frequency of event use. A large number of events in one place and quick succession are usually detrimental to the park landscape and facilities. At Lyndhurst, a historic estate property in Tarrytown, NY, stewarded by the National Trust for Historic Preservation; a substantial income is generated by summer weekend events. They are particularly well known for annual antique car show and auction and annual juried craft show. A sizable charge is levied for the use of the grounds and the user is required to pay for aeration, overseeding and irrigation or the lawn areas used for lawn recovery after the event. Heritage Landscapes finds that most public park events have very low fees that fail to cover direct costs and do not provide for the repair of the event-stressed landscape. Many park events are fundraisers of some type with funds raised used for worthy causes but without a payment of event direct costs to the park. It is possible that events sponsored by various groups can

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contribute both to the park and to the cause. The events policy for Garfield Park should be reviewed with a cost recovery and a sustainable model in mind.

#### **F. SAFETY & SECURITY**

One of the nine Indy Parks & Recreation divisions is the Park Rangers, who address security in all parks. The twenty-seven park rangers have full police powers, carry guns, wear park uniforms, and have police cooperation for special events and for 911 situations. This division is responsible for risk management for Indy Parks & Recreation, and coordinates with other city agencies. The park rangers concentrate their manpower for large special events.

Park Rangers are drawn from two models. First, in many cities a policeman was assigned to a park. A particular officer was stationed in a public park serving a safety/security role but also serving as an adult presence and communicator in the park. Second, the National Park Service Rangers, serving an informative, educational role and providing a presence in the national parks inspired the early efforts at park ranger programs in the New York City parks. The Park Ranger role described in interviews with Indy Parks & Recreation appears to be more a safety/security presence serving an auxiliary police function, rather than an educational function. A dedicated security force is an important element in the Indy Parks & Recreation system. The small number of Indy Parks & Recreation park rangers allows only for a roving crew, not a dedicated ranger staff in each park. Therefore, the multiple ranger roles of friendly presence, informer and educator, surveillance and intervention in anti-social or illegal activities are not fulfilled with the current system.

#### **G. DOGS IN THE PARKS & RELATED ISSUES**

Dog control is often a park use issue. Dog owners and park users without dogs are sometimes in conflict. Dogs, by city ordinance, must be on leash. However leash laws are often ignored in park landscapes. Dogs often play and run together in packs. Large, protective, or poorly behaved dogs or dogs in a boisterous group can threaten other park users. Dog walkers and dogs can also be beneficial in informal park surveillance. For example in Carroll Park, Baltimore, a neighborhood group arranges dog walking times throughout summer evenings to provides eyes on the park, often discouraging vandalism. There is no ordinance requiring dog clean-up and dog mess is a potential health hazard for children as well as a degrader of the park use experience. Elsewhere in the park system there are a few fee-charging, fenced, free-run park areas, known as “bark parks.” Heritage Landscapes finds that small (2 acre to 4 acre) dog run areas in urban parks become quickly degraded by dog uses yielding spotty vegetation and compacted, polluted soils. All these dog related issues need to be addressed. As conflicts arise a resolution used in Prospect Park was to form a “FIDO” group of dog owners and work with each other and the Prospect Park Alliance to clarify and provide information about dog related park rules, to create a forum to air views, to negotiate appropriate resolution of issues.

#### **H. GARFIELD PARK FACILITIES OPERATIONS & MAINTENANCE**

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As introduced in Chapter IV, Existing Conditions there a number of historic and contemporary facilities in Garfield Park. Heritage Landscapes investigated the operations and maintenance responsibilities and programs offered at these facilities with the purpose of capturing the issues related to their current use, park landscape impacts and interrelationships between and among facilities. There are two facilities sited on parkland that are managed by other entities, the Fire Station and the Branch Library. The other facilities within Garfield Park are Indy Parks & Recreation responsibilities. The Conservatory and Sunken Gardens are also solely an Indy Parks responsibility. FOGP and the Friends of Garfield Conservatory act as advocates for and provide added resources in terms of volunteer efforts and funding to add value to the Indy Parks & Recreation Conservatory and Sunken Gardens operations. FOGP provides ongoing care, repair, improvement and programs for this signature landscape and structures through an agreement with the city.

### **H1. Conservatory, Sunken Gardens & Overlook**

The large, public Conservatory glasshouse was constructed in 1955 of welded aluminum, in a state-of-the-art, rigid-frame design with no interior pillars or trusses. The Conservatory replaced an earlier glass conservatory that was built in 1915. It was repaired and reconstructed in its present form in 1996. The Conservatory buildings consist of an entry/reception area, a seasonal display and event glasshouse, and the main glasshouse featuring a permanent planting of tropical plants in a rainforest theme. A narrow loop walk allows the visitor an immersion experience in the rainforest, perceiving the plants at close range. Extending from the rear of the glasshouse are the education meeting room, staff offices and support greenhouse. A storage building is located adjacent to the Conservatory enclosed within security fencing.

The Conservatory hosts a number of seasonal or specific-plant shows held through the year with accompanying plant sales. Seven plant oriented clubs or groups have their meetings regularly at the Conservatory, and there are a variety of programs and classes for arts and crafts, nature education, and related topics. School field trips are actively encouraged.

Weddings and other ceremonies are held in the Conservatory in the waterfall area, which can be rented for up to 20 people for \$100 per hour with a 2 hour maximum. There is no charge for rehearsals, which are held during public hours. The Conservatory's hours are 10 am to 5pm during the winter and 10-6 pm from Memorial Day to Labor Day. Daily admission is free. Nominal fees are charged for special shows at \$5 for a family, \$2 for an adult, \$1 for seniors and 3-17 year olds, and no charge for children under 3. The fees are insufficient for direct cost recovery.

The Sunken Gardens are 3.5 acres of ornamental garden were originally laid out in 1914. There have been alterations made in the layout of beds and features throughout time. A 1998 rehabilitation of the gardens brought back elements of the geometry and form of the gardens during the 1920s. Since 1998 the landscape has remained relatively unchanged. The 1916 fountains are programmed to provide variety of spray patterns and feature colored lighting, as a focal point for the Gardens. Rehabilitated brick walkways, planting urns, benches and lampposts

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have a distinctive arts and crafts style. The gardens are open to the public and events are scheduled in the summer between Memorial Day and Labor Day.

The Conservatory and the Sunken Gardens have a dedicated horticulturist/manager with four assigned staff to include an interior horticulturist, an exterior horticulturist and two environmental education and interpretive services coordinators. The Conservatory and Sunken Gardens form a separate subdivision, along with horticulture, forestry, and land stewardship, under the Manager of Natural Resources. They are the only garden area to be so designated and have assigned staff because they are unique in the Parks system.

The Conservatory Manager handles the regular operation, the budgeting of the funding from Indy Parks, all the programming for meetings, classes, and events, the design of the seasonal display in the Conservatory, the planting for the Sunken Gardens each year, and the plant maintenance in the area. Forestry plants and takes care of the trees. Indy Parks Facilities Maintenance maintains the buildings while Indy Parks Land Improvement is responsible for the walks and fences. Occasionally, subcontractors are sought for specific maintenance concerns. Indy Park general crews assist when needed for events, and the Indy Park Rangers handle security.

### **H2. MacAllister Center for the Performing Arts, Amphitheater**

The renovated MacAllister Center is a brick structure forming the backdrop and serving as a back stage area to a covered open-air theater. The center replaced the 1922 Garfield Amphitheatre in 1997. It is the venue for concert and theatrical performances by a variety of famous and local performers and speakers, and draws an audience from the entire county and beyond. Permanent folding seating, benches and lawn area arranged on a shallow slope provide ample space for audiences that range from 200 to 2,000, though there may be up to 10,000 people when a large special event uses the surrounding grounds. The season of use is from Memorial Day to the end of September.

There is an assigned manager and programming is the responsibility of four full-time employees working for Arts Services, a subdivision of Community Recreation. Concerts are funded from the City budget. Outside organizations frequently partner with Arts Services on programming, and Arts Services actively seeks sponsorships and grants to increase the number and capacity of events. Outside groups using the stage usually enter into a mutually beneficial partnership arrangement with Arts Services. If this is not possible there is a fee schedule. The Arts Services are responsible for their own budget and staff is paid by the city through the Indy Parks Community Recreation Division.

Infrastructure maintenance at the amphitheater includes attention to the stage and backstage, seating, electrical and plumbing and is handled by Indy Parks Facilities Maintenance. The sound equipment is owned and operated by Production Arts, a section of Indy Parks Community Recreation. Indy Parks Grounds Maintenance performs landscape maintenance, except for the planting beds at the north side of the building that are a Horticulture staff responsibility and tree work by Forestry staff. Parking is adequate for regular concerts but a problem for large special

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events and when more than one event is underway in the park. Vandalism is a concern and as a result the exterior restrooms are open only during events.

### **H3. The Community Center / Arts Center**

The former Community Center, now Arts Center, is sited at the crest of a steep slope with downhill parking lots shared by the Corporate Pavilion. It is near the MacAllister Center for the Performing Arts and Pagoda. The Community Center, constructed between 1921 and 1922, is Dutch Colonial in style with an open front porch. The central body of the building consists of a main foyer with smaller wings to the north and south formerly used as office space. A second tunnel entry to the building, located below grade and down slope to the east of the building, now closed, allowed entry and egress to the former swimming pool. The building is currently being renovated as an Art Center for instruction, education and exhibition, accommodating all arts including film. The renovation is scheduled for completion in May/June 2005. The new main entrance will be on the lower level on the east side, accessible from the parking lot to be shared with the MacAllister Center. The new lobby will have stairs and an elevator to the upper floors. In order to reduce vandalism the restrooms will be inside the building overseen by the building receptionist.

The Arts Center is maintained and operated similarly to the MacAllister Performing Arts Center. Indy Parks Facilities Maintenance monitors and services the building while Indy Parks Grounds Maintenance maintains the surrounding area. Indy Parks Community Recreation's subdivision of Arts Services and Production Arts staff conducts programmatic operations. As with the MacAllister Center, funding comes through Indy Parks from the Indianapolis city government, but the Arts Center also has a Non-Reverting fund into which fees charged will be placed to sustain the program. The fees will be nominal in order to provide access for everyone.

### **H4. Pagoda**

The Pagoda was designed and built in 1903 and recently rehabilitated in the 1990s. It is one of the signature features of the park. The Pagoda is used for public functions such as music and dance events, and can be rented for private functions including picnics and parties. Sited on the highest ground in the park it gave the user a view over the surrounding landscape to the downtown skyline from the second story. Currently the second story is closed due to liability/safety precautions. Adjacent to the Pagoda is a playground added in the 1990s, a double parking lot, and a secondary picnic shelter. Maintenance for the Pagoda and the shelter is the responsibility of Indy Parks Facilities and Grounds Maintenance subdivisions. The playground is maintained by a combination of the Grounds Maintenance and Land Improvement subdivisions.

### **H5. Burrello Family Center**

The Burrello Family Center facility opened in 1998 primarily as an indoor use facility open year-round to the community. The facilities include basketball/athletic courts, classroom and events space, and a weight room. Seasonal features at the Center include an outdoor pool, splash pool, water slides and a basketball court. There is ample parking at the center with space for one hundred fifty vehicles. Building hours are 9 am to 9 pm Monday through Friday, 9 am to 8 pm Saturday, and 1 pm to 5 pm Sunday.

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Participatory programs include exercise and sports activities such as basketball leagues and clinics, Tae Kwon Do, volleyball tournaments, fencing, senior dances, and swimming and fitness classes. Fees for sports and fitness events range from \$15 to \$80. Open gym fees on a single use basis for 16 years and under are \$1 when school is not in session, and \$2 during the school year. For 17 years and up the single use fee is \$2. A single use of the weight room is \$2 and a single day combination pass to the gym and weight room is \$3. Fitness passes range from \$20 for a 14-day pass to \$155 for a year pass. These are all well below comparable fees at private health clubs. Educational programs include language classes, coaching certification clinics, pet care workshops and preschool fire safety. Fees for these programs range from free to \$25. Meeting room and gym space rentals have hourly fees from \$15 to \$50 an hour with a two-hour minimum.

### **I. CONCLUSION MAINTENANCE & OPERATIONS, FACILITIES & PROGRAMS**

As noted in the introduction, understanding the operations and maintenance and facilities and programs aids in effective planning for parks. The particular focus of this report is Garfield Park but it needs to be placed within the context of the Indy Parks & Recreation city and county system. The current system is well organized and managed. However, there is room for innovation that can improve the park landscape and facilities within the current staffing and budgets. Examples from other cities and parks have been noted throughout this chapter that may be useful as models. In general parks and open space landscapes and facilities require adequate, steady long-term fiscal and physical planning. The history of Garfield Park illustrates that cyclic shifts in funding and planning efforts result in deterioration of the park conditions and diminish the many benefits of the park. One overall goal would be to find ways to provide consistent, annual base funding for Garfield Park so that public/private partner efforts can truly bring added value through enhanced maintenance, operations and programs and in the ability to increase funding for new initiatives to enhance the Garfield Park landscape and facilities in all ways. Indy Parks & Recreation has an able and willing partner in the Friends of Garfield Park, and together with other agencies and community groups, these partners can focus greater attention on the daily care and ongoing improvement of Garfield Park.