

WHITE RIVER STATE PARK DEVELOPMENT COMMISSION AGENCY OVERVIEW

In 1979, the Indiana General Assembly created the White River State Park Development Commission (WRSPDC) to develop and operate White River State Park (WRSP). Enhancing the health and well-being of visitors is the mission of the Park, providing cultural, entertainment and recreational benefits to millions of Indiana citizens and visitors from all over the world.

Park Attractions and Tenants

The Park owns over 250 acres of property on the east and west sides of the White River in downtown Indianapolis. The list of Park attractions, tenants and features includes:

Open Areas

- Military Park
- Central Canal (West St. to White River)
- Old Washington St. Bridge
- Celebration Plaza & Amphitheater
- Old National Road
- Governor's Lawn
- Oval
- Pumphouse Amphitheater
- River Promenade & Amphitheater
- Terraced Gardens

Tenants

- Indianapolis Zoo
- White River Gardens
- Victory Field (home of Indianapolis Indians Baseball team)
- Eiteljorg Museum of American Indians and Western Art
- Indiana State Museum
- IMAX Theater (inside the Indiana State Museum – Park operated)
- NCAA Headquarters
- NCAA Hall of Champions
- National Federation of State High School Associations
- National Institute of Fitness and Sport (on Indiana University owned land)

Other Attractions/Features

- The Lawn at White River State Park Concert Venue
- Congressional Medal of Honor Memorial
- FREE Family Art Series
- The Growing Places Slow Food Garden
- Sculpture in the Park
- Canal Walk
- Bike Indy (Specialty bike rentals)

Historic Pumphouse
Frank P. Lloyd, Sr. Visitor Center
Segway of Indiana (Segway tours)
Cross Country Arena
The NCAA Woman of the Year Flower Garden

Summary of Park Functions and Programs

(1) PARK DEVELOPMENT

NCAA National Headquarters Expansion Project

In spring 2010, the NCAA broke ground on a 130,000 square foot expansion of their national headquarters campus in the Park. All costs of design and construction will be funded by the NCAA. In collaboration with the Indiana Finance Authority, the WRSPDC negotiated the expansion on Park land along with a 30-year extension of the NCAA lease. This agreement will benefit the State through numerous regional and national championship events in various Indiana locations over the entire term of the lease. Additionally, we negotiated an NCAA-funded, tree-lined promenade between the expansion structure and the National Institute for Fitness and Sport. This attractive walkway will serve as a prominent connector to the IUPUI campus.

Growing Places Slow Food Garden

One of the initial intentions of the WRSPDC was to showcase Indiana agriculture in the downtown environment. Growing Places Indy, which grows food on abandoned Indianapolis land parcels, designed and installed a decorative edible garden. Many unique vegetables and fruits (many of which are endangered varieties) are displayed in very attractive layouts. Educational presentations and regularly made to school groups and other visitors. A sculptural windmill and trellises are soon to be added. This project is fully funded through grants and proceeds from the sale of the food (often to premiere Indy restaurants).

Indianapolis Central Waterfront Project

This is a project of the United States Army Corps of Engineers, the City of Indianapolis and the State of Indiana through the White River State Park Development Commission. It includes improvements to the banks of the White River from Washington Street to 10th Street, the extension of the canal from St. Clair Street north to 11th Street and development of the Beveridge Paper site (now Governor's Lawn, the Oval and Discovery Playground)

Cross Country Arena

The Park expanded its conservation and greenspace stewardship efforts with the addition of a world-class Cross Country Arena on the

greenspace along the east banks of the White River. This area is from the New York Street Bridge to just south of the National Institute For Fitness and Sports. It had been dormant for years and has vitalized the Park's outreach to health, fitness, naturalists, conservationists, and casual visitors to increase future event and programming opportunities. In collaboration with the Indiana Invaders – a field and track team comprised of elite athletes competing in USA Track & Field National Championship competitions in Cross Country, Indoor and Outdoor Track & Field, and the Marathon – and other stakeholders, the Park will elevate exposure and add its name to Indianapolis' "Amateur Sports Capital of the World" designation.

(2) ACTING AS LANDLORD TO PARK TENANTS

The tenants have no material rent obligations. The Park owns the three NCAA and High School Federation buildings, and we are responsible for all building exterior maintenance.

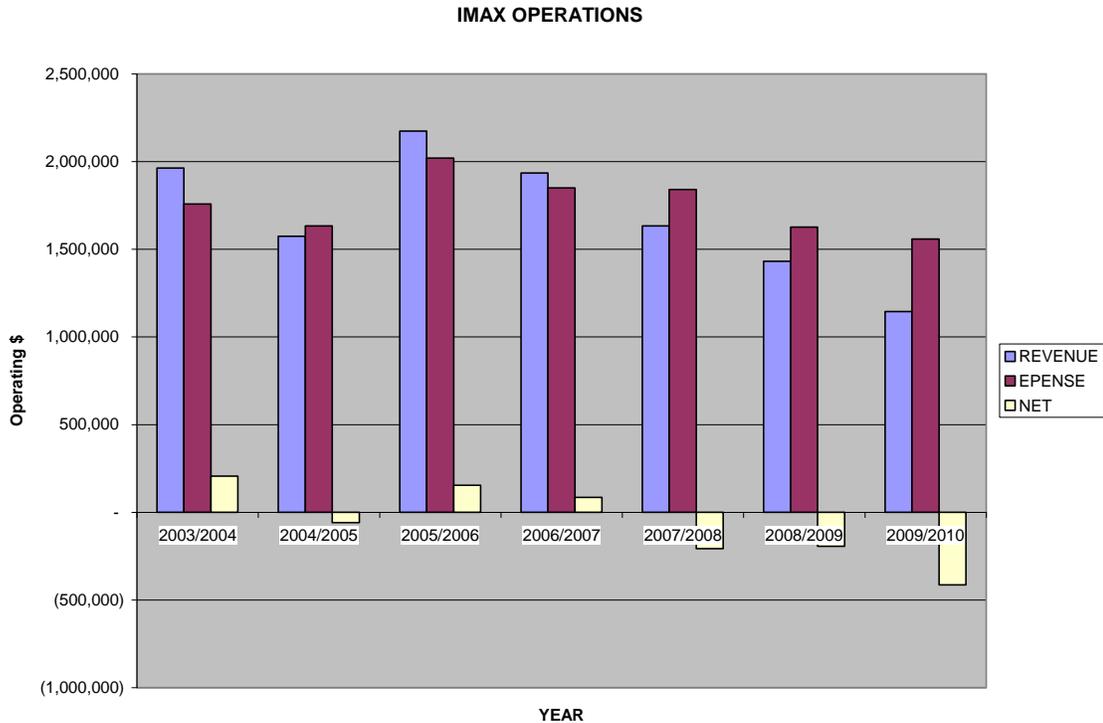
We work with all tenants to assure that Park guests have positive experiences.

The attached chart documents over 2.6 million visitors to Park attractions and events in 2009. Based on these numbers and the number of people who simply visit the Park for recreation, we believe it is reasonable to estimate that between 3.0 and 3.5 million people visit White River State Park each year.

(3) OPERATING THE IMAX THEATER

The IMAX Corporation continues to operate the Theater for White River State Park. They have reduced operating costs significantly, largely due to the sharing of film prints between theaters and staff reductions.

Until 2006/2007, the IMAX Theater in White River State Park was the only IMAX Theater in central Indiana. IMAX Corporation entered into leases with private companies to construct and run two new IMAX theaters outside of the Indianapolis downtown area. These new theaters are smaller but are able to offer Hollywood produced films beginning the first day of release. In nearly all cases, the IMAX Theater in White River State Park has been blocked from offering day/date launches of these same films.



(4) MARKETING THE PARK

We have created the White River State Park Marketing Cooperative. All of the attractions contribute money and work together to create marketing campaigns to encourage people to perceive WRSP as a destination and to drive attendance. In the past, individual attractions were recognized without any synergy of the entire Park. Since 2004, the Cooperative has collected from Park venues for the current marketing campaign. We have leveraged these funds into earned media coverage.

In late August 2004, a Park Pass package was introduced that enables people to visit all Park attractions at discounted prices throughout the year.

(5) OPERATING THE UNDERGROUND GARAGE AND TWO SURFACE LOTS

Several of the Park tenants are entitled to spaces in the 800-space underground parking Garage. In addition, there are spaces available for us to sell.

We sell spaces in the 200-space South Lot of the Park. In June 2008, a new collection system was installed in the South Parking Lot. In addition, we sell parking in the lot north of Ohio Street between Capitol and Senate for Colts games and other large downtown events.

The parking operation is managed by Central Parking Systems, Inc.

(6) PARK MAINTENANCE

Park staff members are responsible for trash and debris pickup, lawn care, snow plowing, landscaping and beautification, tree care, flower planting, railing painting and maintenance of over 200 Park lights and equipment. We maintain and repair the areas listed on the chart below (asterisk denotes additions since January of 1997):

	One acre lot on the west side of White River Parkway
	Military Park and interior and exterior of Shelter House
*	Canal west of West Street (excluding the Medal of Honor Memorial)
*	Land surrounding the Indiana State Museum (not including gardens)
*	Celebration Plaza (lawn between the NCAA and the Pump house)
	Interior and exterior of Pump House and surrounding lawns
*	Exteriors of the following buildings: NCAA, NCAA Hall of Champions, National Federation of State High School Associations
*	Old Washington Street Pedestrian Bridge
*	West side of the river south of the Old Washington Street Bridge between the river and the White River Gardens
	River Promenade – North of Old Washington Street Bridge (West side of River)
*	Grassy bank of the White River from the Promenade north to the New York Street bridge
*	South Parking Lot across Washington Street from Victory Field
	Grass, trees and lights along West Washington Street from West Street to White River Parkway (except for the Zoo property)
*	Both sides of river from West Washington Street to New York Street
*	Governor’s Lawn
*	Interior and exterior of Frank P. Lloyd Visitor Center
*	Cross County Arena

(7) CONCERT SERIES ON THE LAWN AND EVENT MANAGEMENT

In the fall of 2003, the Commission authorized Chairman Wagner and the Executive Director to negotiate an arrangement with Clear Channel Communications (now Live Nation) to stage concerts on the Governor's Lawn and schedule all public and private events in the Park.

	2004	2005	2006	2007	2008	2009
Concerts	8	3	11	11	9	10
Events	47	61	87	90	96	97
Total Net Revenue	\$ 45,000	\$ 69,969	\$ 94,935	\$257,120	\$243,088	\$301,972

The 2010 concert series has just ended. The 2010 event season will end in late Fall. The Commission and Live Nation share in the net revenue/(loss) as defined in the contract.

WRSP staff members assist with all public and private Park events. Our event planning and execution expertise is utilized, to some degree, by all organizers. The maintenance staff supervises the load-in, set up, operation, tear down and load-out of all events and festivals. This helps to preserve the condition of WRSP.

Awards & Honors

Over the years, the Park has won a number of awards and honors for the design and operation of the Park.

Awards and honors listed below were given to the White River State Park or Capital City Landing unless otherwise noted. Capital City Landing is the Army Corps of Engineer's working title for the development of White River State Park.

- 1992 - The American Society of Landscape Architects: Merit Award
- 1996 - Indiana Ready Mixed Concrete Association: Outstanding Achievement Award; Concrete Structures/Public Works; Capital City Landing, Phase 1
- 1997 - Monumental Affair: Merit Award/Construction
 - A Monumental Affair: Honor Award/Landscape Architecture
 - A Monumental Affair: The Monumental Award
 - American Concrete Institute, Indiana Chapter: Outstanding Achievement in Concrete; IMAX Theater and Parking Garage

- Associated Builders and Contractors of Indiana: Award of Honor, Demonstrated Excellence in Merit Shop Construction; IMAX 3D Theater and Parking Garage
 - Addy Awards 97: More Than Half-page/4 Color; IMAX 3D Theater
 - Addy Awards 97: Outdoor Board-Poster; IMAX 3D Theater
- 1998
- Consulting Engineers of Indiana: Engineering Excellence Awards Competition; Merit Award
 - Army Corps of Engineers: Design and Environmental Awards Program; Chief of Engineers/Honor Award
 - Addy Awards 98: White River State Park, Potpourri
 - Addy Awards 98: IMAX 3D Theater; Television/Local Campaign
 - Addy Awards 98: Television/Single
- 1999
- Olive, Build Indiana Award: Certificate of Excellence in Public/Not for Profit Projects; The Congressional Medal of Honor Memorial
 - The American Society of Landscape Architects: Merit Award
- 2000
- Boston Society of Landscape Architects: Excellence Award/Urban Design: Indianapolis Central Waterfront Project
 - A Monumental Affair: Merit Award/Construction/NCAA headquarters, Superintendent's Building and NCAA Hall of Champions
 - A Monumental Affair: Merit Award/Architecture/NCAA Headquarters and Hall of Champions
- 2001
- Indiana/Kentucky Golden Trowel Award: Restoration/Preservation – NCAA
 - The American Society of Landscape Architects Merit Award – Congressional medal of Honor Memorial
 - International Masonry Institute: NCAA Headquarters, HOC & Superintendent's Building in recognition of outstanding achievement in masonry design and construction
- 2002
- Army Corps of Engineers: Award of Excellence, Chief of Engineers/Design and Environmental Awards Program
 - A Monumental Affair: Community Choice Award
 - Indianapolis Woman's Choice Award: Park finalist
 - Indianapolis Woman's Choice Award: Bicycle Finalist
- 2003
- A Monumental Affair: Merit Award/Landscape Architecture/Central Indianapolis Waterfront
 - Army Corps of Engineers: Merit Award/Environmental/Central Indianapolis Waterfront, Capital City Landing and South Park
- 2006
- Boston Society of Landscape Architects: Award of Excellence for Design – Waterfront Design for the Indianapolis Riverfront

- 2007
 - The Society of American Travel Writers: Phoenix Award for Conservation and Preservation
 - Indiana Ready Mixed Concrete Association: Concrete Achievement Award for Excellence in Concrete Construction for the NIFS BikePort at White River State Park
 - American Council of Engineering Companies: Engineering Excellence Merit Award for Military Park's Historic Shelter House at White River State Park
 - Pollstar Magazine: Top 100 Outdoor Music Venues in the World - The Lawn at White River State Park

- 2008
 - The Arts Council: Artful Impact Arti Award – The Family Arts Series
 - The Friends of the White River: Expanding Opportunities Award
 - Pollstar Magazine: Top 100 Outdoor Music Venues in the World – The Lawn at White River State Park
 - Nuvo Magazine: Best Music Venue – The Lawn at White River State Park

- 2009
 - Pollstar Magazine: Top 100 Outdoor Music Venues in the World – The Lawn at White River State Park
 - Nuvo Magazine: Best Park

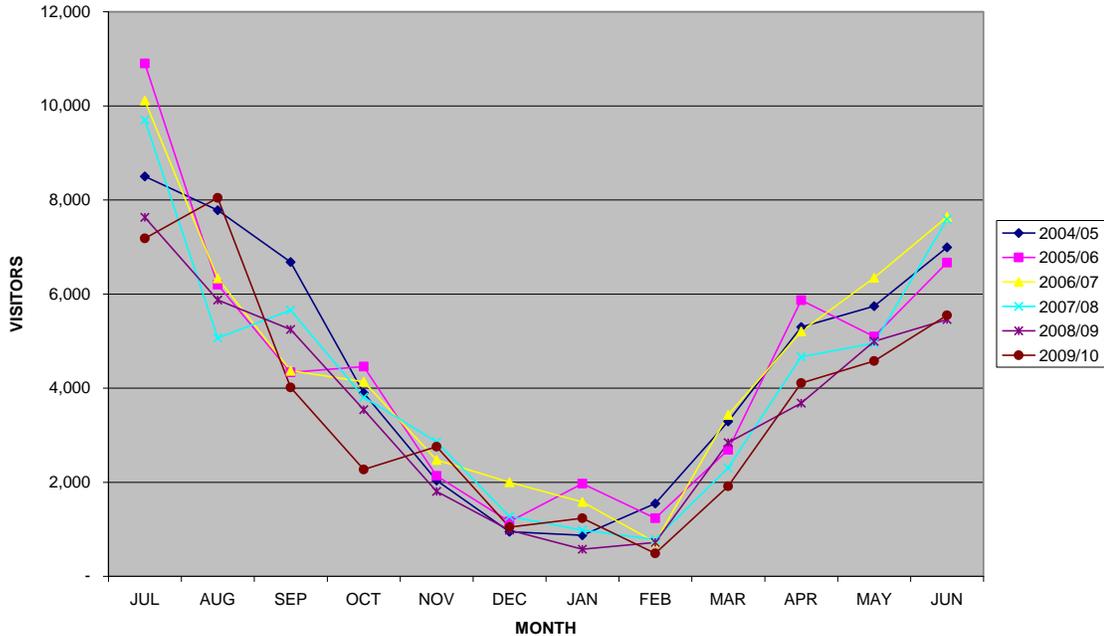
Plans for the Biennium

We will continue the activities described above and focus additional energy on the following:

Visitor Center and Gift Shop

We will continue to operate this small enterprise. Since the city of Indianapolis closed their official visitor center due to lack of funding, our center has become the de-facto resource for visitor information.

**GIFT SHOP
VISITORS**



Accomplishments (last 2 years)

New Events

For the past two years, WRSP has been wholly responsible for producing **The Free Family Arts Series** in Celebration Amphitheater. The purpose of this series is supporting our local performing arts institutions, bringing them new audiences, and exposing underserved populations to the arts. Each spring through fall, six to eight performances are staged. Performers have included: The Heartland Actors' Repertory Theater, Dance Kaleidoscope, Tom Chapin, Rob Dixon, Jasmine, Bill Harley, Orkestra Projekt, Cathy Morris, Indianapolis Children's Choir, Asanti Children's Theater, Indianapolis Chamber Orchestra, The Quebe Sisters, Indianapolis Opera, and Orquesta Bravo. The series is fully funded by generous grants from the Allen Whitehall Clowes Foundation and The Lilly Endowment.

In August of 2010, WRSP partnered with the Indiana Department of Agriculture to produce the first annual **Dig IN, A Taste of Indiana**. This festival (developed over the past two years) showcases the outstanding Hoosier: chefs, produce, meat, fish, specialty food, craft beer and wine. One unique element was the pairing of top chefs and farmers from around the State. The chefs created dishes from the farmers' products for attendees to taste. Presentations on topics ranging from ice cream making to sustainable agricultural practices to wine tasting were discussed.

Awareness

The staff is focused on building the awareness of all that White River State Park offers. This is a multi-faceted destination made up of many outstanding attractions. Our motto is “more to do than you ever knew”. Our marketing campaign revolves around the broad range of attractions and events at the Park. We have also dramatically increased the number of concerts and events in an effort to draw more visitors. We believe the only way to truly appreciate this destination is by visiting in person.

Challenges (last two years)

IMAX Theater

Located in the Indiana State Museum, the IMAX theater continues to operate at a significant loss. Successful IMAX theaters around the country benefit from some or all of the following: a high-traffic host facility which feeds attendees, day/date launch availability of major studio films, and/or a monopoly position as the only IMAX in the market area. This theater has neither. The low attendance of the ISM is well known and documented. The multi-plex theater operator at the Circle Centre Mall has succeeded in convincing the major studios to block us from receiving day/date releases. Furthermore, IMAX has opened competing IMAX theaters in suburban Noblesville and Greenwood. With all these factors, combined with the current economic downturn, the IMAX theater in the ISM is losing roughly \$35,000 each month. We have cut theater expenses to the maximum and are currently negotiating with IMAX Corporation to reduce the management fee and system royalties. Following the reductions of the WRSP State budget allocations of recent years, the Park is no longer in a position to subsidize the IMAX theater operation.

Maintenance

Two major repair/maintenance challenges are on the horizon for the biennium.

The first and only thorough cleaning of the Central Canal was completed, in collaboration with the City of Indianapolis, in the fall of 2007. The Commission shared one third (1/3) of the cleaning cost in the amount of \$141,070. We are continuing to analyze the technological options needed for preventive maintenance of the canal. Another more limited cleaning will occur in the Fall of 2010 or the Spring of 2011.

The huge retaining wall along the east side of White River on the southern end of the Park appears to be slowly shifting. An engineering firm has been hired to monitor the movements, investigate the causes, and recommend solutions. It is too early to estimate any costs for repairs, some of which may be shared with the U.S. Army Corps of Engineers.

Program Elimination or Reduction

White River State Park operates in a very efficient manner. We constantly monitor the effectiveness of our programs. We don't anticipate eliminating or reducing any at this time.

PERFORMANCE MEASURES AND GOALS

The specific performance measures and goals for the new biennium include the following:

- KPI1 – Net operating income (from non-restricted funds) before IMAX
- KPI2 – Net operating income (from non-restricted funds) after IMAX
- Metric 1 – Attendance at Park venues
- Metric 2 – Number of events
- Metric 3 – Customer satisfaction survey rating (percent satisfactory or higher)

These documents are a separate attachment and will be sent to both the budget agency and GEFP.

POPULATION SERVED

The White River State Park is open to all citizens of the State of Indiana as well visitors from other states and countries.

White River State Park 2009 Attendance

Attractions Attendance

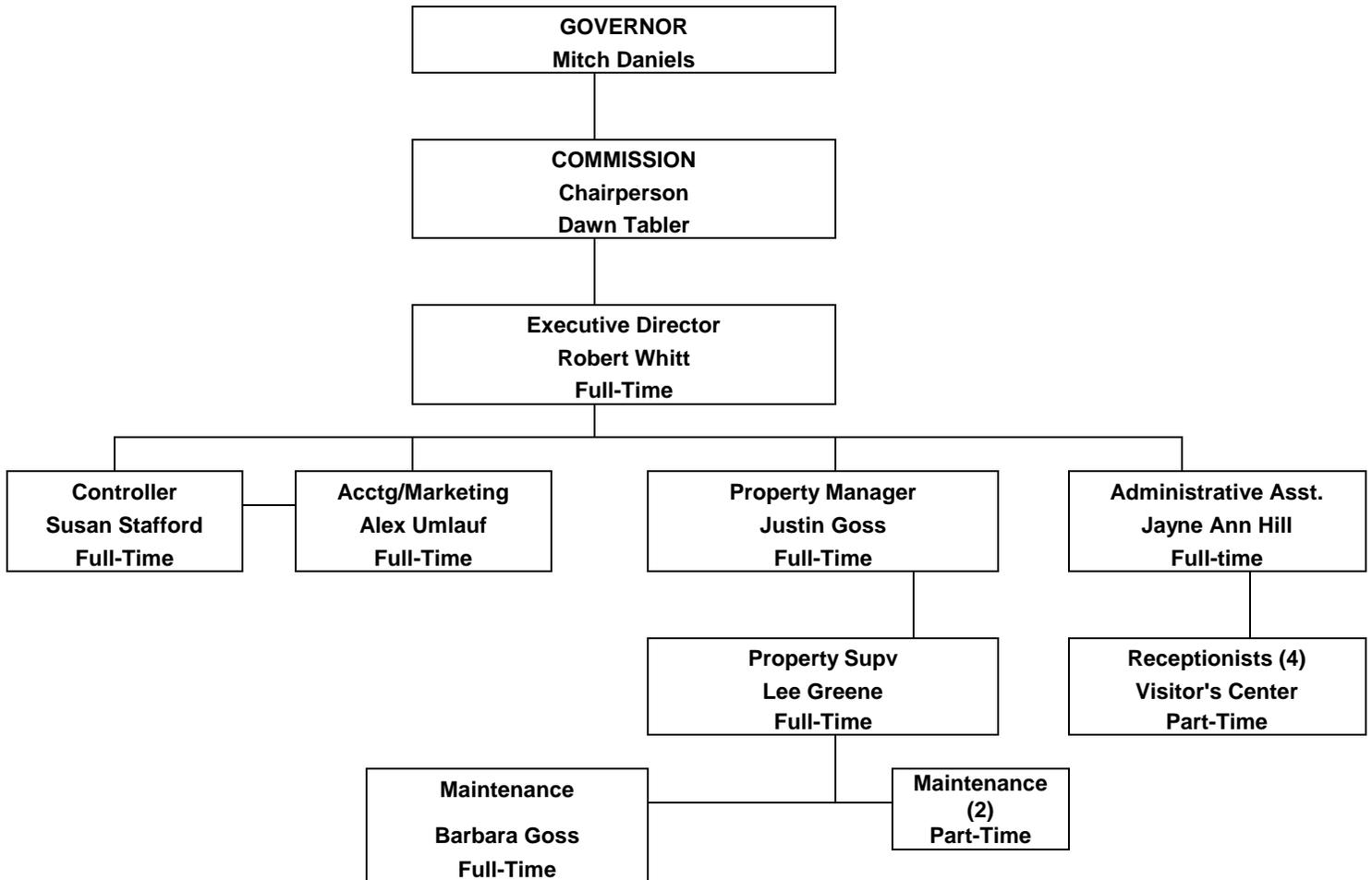
Concerts - The Lawn @ White River State Park	43,142
Free Family Arts Series	5,700
Frank P. Lloyd, Sr. Visitor Center	43,945
Indiana State Museum	360,388
IMAX Theater	133,072
Eiteljorg Museum of American Indians & Western Art	99,105
NCAA Hall of Champions	40,023
Indianapolis Indians Baseball @ Victory Field	573,851
Indianapolis Zoo & White River Gardens	1,053,000
Totals	2,352,226

Events Attendance

Park Events	296,960
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Overall Totals 2,649,186

ORGANIZATIONAL CHART



Mission Statement

1. To develop on the banks of the White River in the State's Capitol city an urban park of unique character that:
 - Captures the history and traditions that have marked Indiana's growth and development;
 - Provides an aesthetic gathering place that celebrates the State's natural endowments;
 - Creates new recreational, cultural, and educational opportunities for the general public; and
 - Contributes to the economic well-being of the State.
2. To provide continuity in the development process for the Park and to establish an environment that can attract investment and commitment.

1979 – Legislation (IC 14-13-1-3)

Sec 3. The general purposes of this chapter are to do the following:

- (1) Promote the general health and welfare of citizens of Indiana
- (2) Provide for the creation, development, and facilitation of park, exposition, education, athletic, and recreational projects.
- (3) Provide for the operation and maintenance of those projects.
- (4) Create a commission with the authority to carry out the purposes of this chapter.