GOSHEN PARKS

5 YEAR MASTER PLAN (2019–2023)

ACKNOWLEDGEMENTS

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* All photos in document are provided by Troyer Group unless otherwise noted.



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INTRODUCTION

WELCOME TO GOSHEN!

The Maple City has much to offer.

Its thriving arts, culture, and recreation scene support a growing regional community. With weekly events and monthly festivals, beautiful places, historic architecture, and an abundance of places to eat and shop, there is plenty of opportunity for people to discover the wonderful things the Goshen community has to offer.

As Goshen transforms—accommodating and integrating contemporary expectations while maintaining historic and environmental sensitivities—its public spaces will continue to play an important role in the lives of its citizens. Today's society expects diversity of accessible spaces for passive and active recreation, social interaction and gathering, and other uses. Somehow, parks must meet this expectation despite distinct economic challenges of fiscal responsibility and budget shortfalls. Though undoubtedly there are challenges, all is not lost. Public spaces, especially quality parks, spur economic development and private investment. In some cases this boost is as much as 5:1, ensuring a significant return on that initial investment of public funds¹. Additionally, by examining the various planning efforts happening concurrent to this planning process, Goshen can leverage a significant opportunity to increase value for the community.

01

The future is bright for Goshen. Its parks and public amenities connect people to place, ensuring visitors and residents alike benefit from t enormous value.

^{1 21}st - Century Parks and Public Space, pg. 9, Long Term Economic Health by Sasaki

EXECUTIVE SUMMARY

The Goshen Parks and Recreation Board endorsed the Indiana Department of Recreation 5-Year Master Plan to become the guiding document for the vision of the Goshen Parks Department and its programs, facilities, trails, and open space advancement over the next five years. Several initiatives were key factors in the development of the master plan:

- Documentation of issues and concerns expressed during the public input meetings.
- Identification of priorities for the next 5–20 years.
- Development of a 5-Year Action Plan.
- The generation of projected budgets for the 5-Year Action Plan.
- Review and analysis of the goals and objectives of the Parks Department, the Park Board, and the Park Maintenance, Forestry, and Recreation.

APPROACH

Each 5-Year Master Plan process involves several directions depending on the level and type of planning that is needed. Physical planning involves the layout and design of physical objects, such as buildings and other infrastructure, as well as their maintenance needs. The financial planning side involves fund allocation, fundraising, grant writing, employee salary determinations, and other municipal budgeting requirements. Strategic planning outlines where you would like to be as an organization in the years to come, including visioning and goal setting. Parks and Recreation Departments must plan based on need, demand, financial capacity, the community's quality of life, and other government initiatives.

Common Parks and Recreation master plans develop from a baseline of information that includes strengths, weaknesses, opportunities, and threats (SWAT) couples with the needs and desires of the community. This baseline information is used to guide the planning efforts and to determine action items for each component.

This Master Plan process looks at the community through different lenses to get a comprehensive view of all opportunities and constraints. The lenses used during the public outreach and engagement exercises consist of Natural Resources, Programs & Events, Park Facilities, People, and Administration. Within each lens are sub-categories (these are described next). Utilizing the different lenses and their prompts ensures that each area of park jurisdiction is addressed while also encouraging community feedback about specific elements. In this way, the public's latent expertise is leveraged in more meaningful ways.

- Natural Resources: Protect, enhance, and promote
- Programs & Events
- **Park Facilities:** Property, amenities, and infrastructure
- **People:** Culture, community, and diversity
- **Administration:** Staff, operations, funding, and partnerships

The inventory of information collected through these lenses and the analysis of them will influence the development of several plans, including the following:

Park and Open Space Master Plan

This guides the course for land acquisition, which is based on the facilities and needs for the community.

Natural Resource Management Plan

This looks at protection, enhancement, and promotion of the natural resources within the parks system.

Trail & Greenway Plan

This plan analyzes the multimodal transportation systems in the community and the synergies among the City and Park amenities.

Market Plan

This study looks at the existing and potential demand and need of the park facilities, trails, amenities, and programs.

Business Plan

As a strategy for a specific facility, activity, or program, this plan describes what the plan is for each action item and how it will be accomplished.

The Goshen Parks' 5-Year Master plan will incorporate the previous plan types to guide the direction of the community as expressed through its citizens during the public engagement process. The Goshen Park and Recreation 2019–2023 Master Plan provides a • course of action to direct the next five years of recreational opportunities for the community. It is a working document and should transition as changes arise. As community needs evolve, the master plan can respond based on community • needs, trends, events, demands, experiences, • and the overall vision established herein. This flexibility will enable Goshen to grow, prosper, and adapt to the unique challenges of the community and the environment.

MASTER PARKS PLAN OBJECTIVES

The primary objectives of this plan, the Park Board, and Parks Department, are as follows:

- Discover strengths, opportunities, weakness, and threats.
- Acquire input and gather support from the citizens of Goshen and surrounding areas.
- Analyze information and public input to determine the strategies, priorities, and action plan for the next five years.
- Obtain Park Board adoption of the plan.
- Submit the final plan to IDNR by April 15th, 2019 and receive approval from IDNR for The Land and Water Conservation Fund (LWCF) program eligibility.
- Identify opportunities to add or expand Parks and Recreation programs and amenities.
- Serve as a supporting document to secure funding for proposed projects.
- Development of a Park Foundation to aid the organization when making decisions about their budget and projects to potentially fund.

HOW TO USE THE PLAN

The 5-year Master Plan should be used as a guiding document for the future of Goshen Parks and Recreation services. It analyzes existing conditions, natural features, social and demographic factors, and many other contextual elements that impact the usage and goals for Goshen Parks. In addition, public engagement provided information on how people currently use the parks and how they would like to use the parks in the future. Results of the public input survey are included in the appendices. Ultimately, it sets forth the goals, action plan, proposed projects, strategies, and potential costs associated with improvements over the next five years and beyond.

The recommendations of the plan are summarized through the utilization of an action plan matrix. This matrix identifies improvement projects at each of the parks, anticipated costs, a timeline for implementation, and potential resources or partnerships for the project. It also allows the City to be eligible for the Land and Water Conservation Fund (LWCF) grant. The LWCF grant can be used to acquire land and develop new parks or make capital improvements to existing parks. In addition to potential LWCF grants, the plan increases Goshen's chances at other grants by having a master plan in place that is rooted in public input. Many funding entities are more likely to award grants to applicants that have previously gone through planning efforts, indicating the intent to complete the project.

DEFINITION OF PLANNING AREA

As one of the two main metropolitan areas in Elkhart County and serving as the county seat, Goshen spreads across 17-square miles of North Central Indiana. Goshen's population of over 33,000 residents makes it a 3-tier city, based on Indiana's Classification of Municipalities, which requires the Goshen Parks and Recreation Department to provide citizens with public environments that improve the quality of life in the area. The Parks Department strives to offer quality facilities and services to all residents and visitors.

The planning area is defined as the City of Goshen and Elkhart Township, including the populations contained therein.





State of Indiana Map (left) and a County Map (top) highlight the planning area for this project.

Planning Area: CR17 to the west, CR28 to the north, CR31 to the east and CR40 to the south.

(17)

33

15

INCOLN AVENUE

COLLEGE AVENUE

38

(40)

33

31)

PLYMOUTH AVENUE

15

Picture provided by: https://photos.goshennews.com/News/Archive



PARKS PROFILE

The City of Goshen Parks and Recreation Department manages a multitude of parksand trail properties. These properties encompass roughly 536 acres of park land comprised of 25 park properties and nearly 32 miles of trails. These assets, coupled with the programs offered, serve approximately 50,000–60,000 people from the community and surrounding areas. (Estimate based upon extrapolated survey data)

Goshen Parks and Recreation Department and the City at-large have faced several transitions since the completion of the previous 5-year Master Plan. Among them, the population has increased approximately 1.8% since the last census in 2010, leading to several age demographic shifts. For example, both youth under the age of 15 and adults 65 and older have seen population decreases, and conversely, the populations between the ages of 18 and 65 have increased. Among other broad influences, these changes in population metrics will impact overall departmental perspectives. parks through park infrastructure, programs, and trail system improvements. As an apparent draw for many community members, Goshen provides more trail miles compared to its peer cities in the region. Continued growth of this system is consistently identified as a community priority, emphasizing an alignment with the overall vision for Goshen. Reasons for this include public health and safety, multimodel transportation, wellness, quality of life, commerce, and social well-being.

02

The 2019–2023 Master Plan provides a guideline for the Goshen Parks and Recreation Department to meet changing demographics' needs and improvement needs. Improvement to facilities, services, and programs have been identified and given priority during the master planning public outreach process. Goshen Parks are seen as an essential service to the community and will continue to play a key role in why people make the City of Goshen their home.

In addition is a strong need to enhance the

PARKS DEPARTMENT

In the 1950s, Goshen Parks unofficially began providing summer playground programs and leisure activities for older boys and girls. These unofficial efforts lead to the formation of the Goshen Parks and Recreation Board in 1957. For 60 plus years, the Goshen Parks Board and the Goshen Parks and Recreation Department have provided valuabe recreational and educational services to the community.

A significant turning point for the parks was the construction of a pool and Pavilion located at Shanklin Park. Both the Schrock Pavilion and the Pool became such a desire and need for the community that it soon became evident that it was essential to develop a Parks Department, including a staff to run and operate it yearround. In May 1973, the City Council and Parks Board hired its first Superintendent.

This hire spurred growth over the next five years with the staff increasing to five people. Between 1973 and the mid-1980s, 13 parks and various facilities were added. The parks included New Park, Shoup-Parsons Woods, Rieth Park, the Pringle Trace, Millrace, Abshire Park, and a Maintenance Center.

A decade later, the parks has seen substantial expansion of the trail system you see today. The Parks Department was fortunate to be awarded federal funding to design and develop the trails. The trails system continues to grow and is a major reason why people live and work in the Goshen area. Trail growth has led to a variety of state recognitions, including the Bicycle Friendly Community Award from the Indiana Bicycle Coalition and the Outstanding Trail Award presented from the Indiana Greenway Conference. The trails system has become an integral part of the community and it led to the development of a Greenway Master Plan, which was completed in 2009.

In the early 2000s, a generous donation enabled the construction of the Rieth Interpretive Center, an environmental education center. The center has a focus on educating the public about natural, cultural, and industrial heritage of the community. This facility allowed for the purchase of a 34.5-acre "Dr. R. Beach Classified Forest," established in 1982. A grant through the Indiana Heritage Fund and an anonymous donation of \$30,000 made this acquisition possible. Also during this time, the Winona Interurban trail was completed; it connects Goshen College with Greencroft retirement community, Bethany Christian School. and Waterford Elementary School. This one-mile trail will produce connections to the south side of Goshen as it develops.

From 2009–2013, significant park improvements dramatically increased the obligations of the Parks Department. The acquisition of Fidler Pond, consisting of a 101-acre property with an 84-acre pond and 17 acres of open space, provides a unique green space for the community. The generous gift of the Dr. Donald L Minter Tree Nursery enabled Dykstra Park to establish an on site nursery. Several other improvements were made during this time, including pavilions at Rieth Park, Hay Park, and Millstreet Park. The Goshen Head Gate parking lot was reconstructed with a sustainable design approach. Shanklin-Millrace Parkimprovements included a tunnel built to provide safe bike and pedestrian passage under Plymouth Avenue. A second tunnel was constructed on

the Goshen College Campus that connects to the Maple City Trail. The construction of other trails included Abshire Trail, a connection to the Pumpkinvine Nature Trail, and the Monroe Trail. Wilden Avenue Trail connects from Goshen to the City of Elkhart.

As previously noted, the Goshen Parks and Recreation Department now consists of 536 acres of park land and nearly 32 miles of recreational trails and various park programs.

PARK BOARD

The Park Board has always been an essential part of the City of Goshen's commitment to the citizens of Goshen. The establishment of the Board in 1957 showed this dedication. Previously, the Board was made up of at-large township representatives, but no longer has at-large representatives. The Board now has 5 members (four mayoral appointments and one school board appointment) who determine policies and oversee the Parks and Recreation Department, ensuring all follow and guide the decision-making processes. Park Board meetings are held the third Monday of the month at 5:30 pm at Reith Interpretive Center. The public is welcome and encouraged to attend these meetings.

The Parks and Recreation Board, serving as the duly constituted agency, operates under the 1965 Indiana State (IC 36-10-3) Park and Recreation Law. In order to provide purpose and direction of responsibility in the parks system, the Board has been given a managerial role since the Department's formation.

PARKS & RECREATION STAFF



DEPARTMENT REVIEW

A broad departmental review assesses its roles and responsibilities. This review provided an opportunity to study the mission, purpose, and goals of the Goshen Park and Recreation Department. This review also allowed for the reaffirmation of the mission and vision statements and goals of the department.

The Park Board's vision has expanded upon in the new 2019-2023 Master Plan. (See pg. 158)

MISSION 2014–2018

The Goshen Park and Recreation Department shall provide high-quality and effective recreation programs and special events, facilities and parks that benefit area residents, and it will contribute to Goshen's economy, environment, wellness, and sense of community.

VISION

"We are a superior Parks and Recreation Department linking the Goshen Community to its historical, cultural, natural, and human resources in order to enhance the quality of life through the preservations of open space, provision of the recreations activities, stewardship of resources, development of trails, parks, and facilities, and maintenance of these community resources."

PARKS DEPARTMENT GOALS AND STRATEGIES 2014–2018

Pursue the growth and development of the Park System as outlined in the City of Goshen Comprehensive Plan. Maintain community involvement in the planning and development process. Conduct annual reviews of the master plan and adjust as necessary to continue the goal of meeting the park and recreational needs of the community.

Conduct annual reviews of park facilities and programs for compliance with ADA requirements to assure recreation opportunities for the physically challenged and disabled. Refine a procedure and policy manual as well as update safety manuals along with regular safety training modules.

KEY ISSUES / DEPARTMENTAL NEEDS

As with any Park and Recreation Department, there is always a challenge with identifying the needs of the department as it relates to the demand from the public. Public participation enriches the work of a Park's Department, providing much needed feedback, generating new ideas, identifying and addressing critical challenges, and determining the public's priorities for future investment (among others). Importantly, this engagement provides accountability, value, and purpose (especially in reaffirming mission and goals), trust in the agency, relevance (especially compared to other departments), and responsiveness.

Several methods were used to collect public input, including two public meetings, online surveys, popup meetings at local events (such as First Friday's, Farmers Market), Park Board meetings, focus group meetings, staff work sessions, meetings with the Mayor, joint meetings with county-wide park systems, Chamber of Commerce meetings, and so on. The public and staff were asked to look at the parks and trials system though several different lenses. These lenses include:

- Natural Resources: Protect, enhance, and promote
- Programs and Events
- **Park Facilities:** Property, amenities, and infrastructure
- **People:** Culture, community, and diversity
- **Administration:** Staff, operations, funding, nd partnerships

There were many concerns from the public

ranging from funding (budget/financial planning), programs offered, trials, protection of natural resources, land acquisition, amenities, maintenance, and staffing. One of the biggest areas of apprehension expressed was the capacity to maintain the parks' properties as they currently exist. These items of concern and needs have been examined and prioritized based on overall need or demand and have been identified in the 5-year Action Plan.

Staffing

When conducting the staffing review for the 2019–2023 Master Plan, it became apparent that staff turnover will result from retirements. The loss of these key staff members can greatly impact the operations. The embodied knowledge that these members have will be difficult to replace with new personnel. Although it is not difficult to hire a new replacement, training that individual adds time and impacts on efficiency. It is imperative that the Parks Department cross train individuals currently working within the department, especially prior to departure, to ensure that all tasks and knowledge be transitioned smoothly. This will also aid new staff training, with multiple individuals able to contribute this knowledge. It is recommended that an Operations Manual(s) be developed for all facilities, grounds, and trails so that all tasks can be reviewed, evaluated, and their effectiveness determined.

Budget / Financial Planning

An assessment of the past budgets was completed and analyzed for their impacts on the next 5-year planning budgets. The biggest influence on the overall budget is the limited appropriations available to the parks' funding.

The parks should continue to review annual budgets to find ways to become more efficient with maintenance, programs, operations, staffing, and the way programs and activities are run in the park system. This annual review allows for adjustment to the anticipated budgets and it provides the opportunity to update action items presented later in the master plan document.

Like many municipal departments throughout Indiana, Goshen Parks and Recreations will face challenges to meet specific program needs for the community due to funding constraints. Shifts in the park program approach may be needed to meet community needs from yearto-year and to provide essential assets and amenities to the citizens of Goshen. A review of program expenses is recommended after each event to determine the cost effectiveness and to identify any efficiency opportunities within the programs or program activities. Although cost is only one determinant, identifying fiscal efficacy or efficiency indicators will help avoid reducing staff or relying on volunteers. Continued efforts to partner with volunteer groups, schools, work release programs for maintenance, the trustee office, and so on will continue to be essential; however, they are only a small component to reducing operational costs of the parks.

It is recommended that the Goshen Parks Department continue to seek funding from various resources regarding park programing and capital campaign efforts to supplement any municipal allocations. This includes the continued pursuit of grants, partnerships, private foundations, and other resources. In addition, to more effectively seek these funding sources and fundraising methods, the department should look at establishing a park foundation. This free up the staff's time from fundraising and allow them to prioritize services and programs offered to the public.

Recommendations:

- 1. Continue to require that recreational programs and activities be self-supporting (as much as feasible).
- 2. Continue to evaluate the rental usage and program fee schedule annually.
- 3. Continue to partner and work with existing partnerships, organizations, and businesses, on special projects.
- 4. Examine viability of the establishment of recreational impact fees for new development.
- 5. Determine the feasibility of establishing a Goshen Parks Foundation with longterm goals that emphasize continued improvement, fundraising, and acquisitions to the parks system.
- 6. Investigate potential opportunities for naming rights to parks, pavilions, benches, playgrounds, and so on.

Funding

After consolidating public input gathered throughout the process, it became clear that the public would like more amenities and updates to existing amenities, such as playgrounds, trails, athletic fields, shelters, restrooms, etc. The current budget does not allow for significant improvements to many of the park facilities. Currently, the budget allows for basic maintenance and operations. New

facilities will require external funding efforts and capital campaigns to address deferred maintenance and upgrades. It is recommended that these funding efforts also consider potential endowments for the facilities. This would allow extensive maintenance projects (such as new roofing or HVAC systems) and it does not rely on crisis funding through the typical ongoing maintenance budget. New facilities should have endowments large enough to address proactive maintenance and predictive repairs for the entire lifecycle of the facility.

Existing Park Facilities

The park facilities received an average score of 4.19 on a 1–5 scale, with 1 being poor and 5 being excellent. This is a good rating for the parks overall. Additional input gathered suggested that the parks needed to improve restrooms, shelter areas, playgrounds, play equipment, and play areas for soccer and ultimate frisbee. Following were the most requested items:

- 1. New trails and existing trail expansion
- 2. Water splash pad
- 3. Adventure course / ropes course
- 4. Sledding and tubing hill
- 5. Updated playgrounds
- 6. Dog park

Parks

Adding parks to the existing system was also a frequent suggestion. National Best Practices, as noted by the National Recreation and Parks Association (NRPA), recommends providing parks that are within a 10-minute walk to all communities within the municipal boundary.

These additional parks are suggested to be included in any new development where no parks exist or on vacant lots where parkland does not meet the NRPA criteria. New development of open spaces and public park spaces should be coordinated with the City of Goshen Planning as part of their development agreement process.

Recommendations:

- 7. Ensure all parks are maintained on their current schedules and as needed based on use and need.
- 8. Develop operations and maintenance schedules for all park facilities.
- 9. Inspect all playgrounds and equipment and repair or replace equipment to ensure safety is a top priority.
- 10. Evaluate all playgrounds and determine which need replacement. Develop an asset management replacement plan, ensuring that there is an adequate schedule in place for playgrounds to be revamped and replaced in their entirety.
- 11. Utilize the Forestry Maintenance Plan for the adequate care and maintenance of existing trees while incorporating the canopy coverage plans that are outlined by the City Forester.
- 12. Look for feasible ways to expand park properties through land donations or acquisitions.
- 13. Develop a master plan for Waterford Park that will be unique to the parks system.

Trails & Greenways

Trails and greenways rank among some of the highest use recreational opportunities, as indicated by the community. Trails are one of the most utilized assets in the City of Goshen. The reasons listed include health and wellness. exercise, social interaction, and transportation. In addition to their recreation value, bicycle and pedestrian facilities are a meaningful part of the transportation network in Indiana and especially Goshen. Goshen plays an important role in the State's Visionary Trails System progress and this is evident with its role in the region. A significant challenge for the Goshen Parks Department will be obtaining the necessary funding to maintain and develop new trails and trail connections that complete that vision.

The Goshen Parks and Recreation Department along with the City of Goshen should prioritize the development of trails and continue efforts to connect existing trails to one another. Local trail recommendations include a trail connection to Spring Brook Subdivision from Fidler Pond and a connection from Fidler Pond to Abshire Trial. However, there is opposition expressed by several members of the community regarding the connectivity of the trails in the neighborhood. Further measures of the communities' wishes should explored prior to public dollars being spent on future projects.

Recommendations:

- 1. Identify trail connections to key sections of the City and Maple City Greenways Trail.
- 2. Continue maintenance for existing trails.
- 3. Develop trails through a paving program.

- 4. Continue to update the Maple City Greenway Master Plan in cooperation with the Redevelopment Commission, the Engineering Department, the Planning Department, and the Park Department.
- 5. Connect newly acquired parks and park amenities.
- 6. Coordinate with Michiana Area Council of Governments (MACOG) to better connect adjacent communities (Elkhart, Nappanee, Bristol, Dunlap, Wakarusa, New Paris, Millersburg, and so on).

Water Corridor Development

Rivers and other waterways serve many purposes for communities, from serving as important drainage channels to providing natural habitat corridors to creating engaging recreation opportunities, and the Goshen community is fortunate to have both natural amenities and man-made water features. The Elkhart River is a great natural resource and linear connector that runs from the south side to the north side of Goshen, linking several communities including Ligonier, part of Millersburg, Benton New Paris, Dunlap, and Elkhart. The river, coupled with other water resources like Fidler Pond, provide many opportunities for parks' programming, education, and recreation. Given their importance and community affinity, programming that utilizes these resources, such as canoeing, fishing, and environmental education, should continue and should be enhanced where possible. Beyond programming, access, use, and promotion of these resources (if feasible) should be prioritized and improved. Signage, access, portage,

dockage, and other wayfinding components should be improved along the routes. Adopting MACOG's Trail Branding and Wayfinding Standards will facilitate that process.

Recreational Programs

During the public outreach portion of the process, a desire to have a number of new or expanded recreation programs were requested. These included having more fitness courses and classes, pickleball leagues, teaching programs, improved senior programs, pool time for lap swimming, cross-cultural events to promote diversity, a new splash pad feature, disk golf, gymnastics, and a bike safety course. These potential recreational programs or enhancements should be reviewed to determine overall suitability and where the best opportunities align with available funding.

Recommendations:

- 1. Look at potential partnerships with private parties to enhance the programs that are offered.
- 2. Seek additional input from park users on new programs and community needs that may not be currently offered.
- 3. Enhance or maintain program marketing.
- 4. Continue to explore funding opportunities/ partnerships with schools, fitness clubs, biking clubs, and running clubs to more effectively run programs or gain mutual program benefits.
- 5. Identify facility programming needs to

improve planning where possible.

Health & Wellness

The public health benefits of green spaces are widely documented, though often dismissed as qualitative or merely anecdotal. As the quantitative health benefits, especially fiscal, become more understood, the greater the role Goshen Parks will play in community health and wellness planning. To that end, it is recommended that Goshen parks maintain or expand existing programs and partnerships (or forge new ones) while also leveraging park facilities toward improving and promoting the community's overall health.

Recommendations:

- 1. Continue the development of the trails system.
- 2. Expand recreation, fitness, and exercise programs.
- 3. Continue partnerships with health/ wellness organizations and businesses that can assist in the development of these programs.
- 4. Continue striving to be the leaders within the community for the promotion of health and wellness.
- Maintain, explore, and expand funding and partnership opportunities for health & wellness within the parks and their programming.
- 6. Continue to use NRPA for resources promoting benefits of recreations.

Acquistion Strategies

Adding park land, whenever the right

circumstances present themselves, represents an important opportunity for the department to expand its missions and further establish its vision. Despite potential barriers, the right option, whether through generous donations or because of distinct measurable gain, should be explored and seized. Partnerships through various avenues are instrumental in the acquisition of these lands and will pay dividends in the growth efforts of the parks.

When developing land acquisition strategies, there are several areas of consideration that need to take place for the use of natural areas, preservations, and trails. Identified in the master plan survey is a strong desire to grow and extend trails and park land. Growth areas should be analyzed to ensure that they meet a priority criterion for acquisition. This criterion should help to determine whether land acquisition is feasible and carries merit for the protection and preservation of land. Criteria are as follows (these factors were developed from previous master plan):

- Unique habitat or biological diversity
- Scenic, historic, or cultural characteristics
- Unique natural features, including unusual terrain or geological features
- Passive outdoor recreation or environmental education opportunities
- Corridors adjacent to or connecting public lands or other natural areas
- Greenbelt areas shaping urban growth

Land Banking

Consistent with its long-term agenda, Goshen

Parks and Recreation shall conserve land through various methods, including donation, easements, and / or acquisition. Acquisition of land (land banking) can be saved and preserved until the funds are attained to develop the land for public use.

Water Resource Acquistion

Natural areas in the environment around lakes, ponds, streams, and man-made features like the Millrace, the Millrace Pond, Elkhart River, and areas between shall be a high priority. These areas can be banked and developed when funds can be made available.

Corridors

Land areas where distinct connections / corridors between Elkhart River, along the Elkhart River, and the Millrace shall be made a priority for acquisition and developed when funds can be made available.

Development / Subdivisions Acquistions

With any new development involving subdivision development, the Goshen Parks and Recreation Department in coordination with the City of Goshen Planning Department shall develop a draft ordinance requiring the dedication of open space for the use of recreation as a condition of approval for the subdivision. A Recreational Impact fee should be implemented to assist with the acquisition of new park lands or the development of parks, trails, or various park properties.

RESOURCE STRATEGIES

The Goshen Parks and Recreation Department established a policy regarding the management guidelines for proposed natural areas, preserves, or parks, including:

- Natural resource values
- Passive recreation opportunities
- Environmental education opportunities
- Provision of recreation opportunities
- Maintenance

Resource Management Guidelines

The following resource management guidelines are presented for nature areas, preserves, and natural resources in the Goshen park system. These are guidelines that have been set forth from the previous 5-year master plans and continue to hold relevance in the next 5-Year Master Plan.

Protect, restore, and enhance the natural resources of the site by:

- 1. Identifying resources that will provide the fundamental basis for managing the preserve site
- 2. Identifying sensitive habitats and limiting uses accordingly
- 3. Establishing an ongoing resource monitoring and control program to ensure the protection of sensitive habitats
- 4. Where appropriate, initiating a native revegetation program and identifying

areas for mitigation bank exchange.

- 5. Where appropriate, developing a program for the control of harmful, non-native plant species.
- 6. Developing a resting program for degraded or overused areas and guidelines for closure of such areas.

Provide limited public access that emphasizes enjoyment of the site's natural resources by:

- 1. Establishing passive recreation opportunities that do not degrade or interfere with environmental resources at each site
- 2. Establishing recreation use areas that do not degrade or interfere with environmental resources at each site
- 3. Enhancing existing recreation use areas without further disturbances to the environment
- 4. Eliminating recreation uses that are incompatible with sensitive resources such as off-road vehicles
- 5. Focusing recreational uses on providing an interpretive and educational experience

Achieve compatibility between protection of the site's natural resources and serving human use demands by:

1. Limiting development and activity within each park or area to that which is consistent with environmental protection of the site

- 2. Initiating a positive and informative signing system with an emphasis on environmental and historical education
- 3. Establishing a coordinated ordinance and regulation enforcement plan for each site
- 4. Establishing a resource monitoring system to assess human impact on preserves in jurisdictions of the Goshen Parks and Recreation Department
- 5. Establishing guidelines for closure of areas to recreation to protect the site's natural resources from overuse

Tree Program

The community has widely accepted the continued efforts with the city-wide Tree Program. Given the Board support, the Parks Department should continue to expand and grow their relationship with the Goshen Tree Board to continue programs of cost sharing for tree removal and tree planting within the community. This partnership allows each entity to focus on its unique expertise, which provides a great resource for removal of invasive, aging, or diseased trees so that a healthy and vibrant tree canopy can continue to grow within the community. Currently, there is a cost-sharing program for the replacement of trees within the right-of-way and on private property installations. These programs help to educate the public and promote urban forestry through various grant programs.

A continued effort through the City Forester is being proposed and will continue to grow (see the appendix for the Goshen Canopy Goal Program).

ENVIRONMENTAL EDUCATION

Outdoor experiences are key drivers for environmental education initiatives. Across a multitude of scales, public parks are widely utilized in environmental education curriculum and this is especially important for schoolaged children. The results of this exposure at a young age leaves a lasting imprint and creates a lifetime of support for the parks and their mission. Beyond schools and universities, public environmental education boosts an understanding of Goshen Parks' initiatives and goals, including important conservation and preservation efforts.

Recommendations:

- 1. Education programs for the schools should be continued, supported, and expanded (where possible).
- 2. Advocacy and awareness efforts for the parks and park management are recommended to be maintained and enhanced.
- 3. Inclusive education programming for a variety of audiences should continue and evolve to reflect best practices.
- 4. Exploration of funding opportunities with private partnerships and grants for environmental education as well as sustainable maintenance practices should continue.
- 5. Ongoing utilization of environmental education opportunities though local organizations, colleges, environmental centers, and neighboring park departments are recommended.

VOLUNTEERS

Volunteers are vital to Goshen Parks for several reasons. They provide the parks valuable expertise and are key assets for how some programs are run within the park system. Volunteers help to fill shortfalls within the department due to budget constraints, the lack of personnel, or limited knowledge of specific programs. Long-serving volunteers also encompass embodied knowledge that can be helpful in transitions and training. Having a good base of volunteers is essential for the parks to provide programs and events to the public.

Recommendations:

- 1. Maintain good relationships with the volunteers, partnerships, and organizations.
- 2. Establish a record of volunteers and what programs they volunteer for.
- 3. Continue efforts to recruit volunteers and commitments from volunteers to assist with programs. A code of conduct is essential to maintain positive public perception.
- 4. Recognize volunteers through marketing and media for events and through formal recognition programs.

MARKETING

Marketing and communication strategies help reach target audiences for events, programming, and communication of important information regarding park resources. In addition to communicating specific information, marketing can improve perception and build public awareness while reinforcing brand tenets. Each of these things, the broad and specific, lead to a more successful and wide-reaching impact of the mission and vision of Goshen Parks.

Recommendations:

- 1. Utilize all opportunities to promote Goshen Parks.
- 2. Develop a marketing and communications plan promoting programs, amenities, and services the Park Department provides.
- 3. Utilize various traditional and social media communication channels, including establishing an email database based on user interests.
- 4. Establish an email database based on user interests.
- 5. Generate a presentation list for specific topics, events, activities, or promotions that the parks will be hosting on an annual basis.
- 6. Follow events up with program surveys on the events likes and dislikes. (Acquire up-to-date email addresses for all signups and registrations to events or activities).

RECREATION PROGRAMMING

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, and creative activities that enhance individual wellbeing. Coupled with the City's unique parks and natural amenities, the many program offerings provide exceptional recreation experiences for the citizens of Goshen. The diversity of recreation optionsprogrammed or unprogrammed, planned or serendipitous—allow for personal experiences that give the park users opportunities to learn, exercise, interact socially, explore, and bond with their environment or others. Much like environmental education, these experiences are what many people remember throughout their lives.

Goshen's parks strive to be a reflection of the community with the many recreation experiences offered. Because of this, all aspects of recreation programming are inclusive to all groups regardless of race, gender, economic status, sex, age, or ability. The Parks Department encourages the development of new programs and the transition of any current programs that may fall short of these expectations.

A full-time Recreation Director and Coordinator, several part-time Recreation Coordinators, and Program Leaders support seasonal activities. These individuals, in collaboration with volunteers, strive to make the Goshen Parks programs meet the expectations identified by the public and outlined within this plan. This is achieved through several methods and partnerships, memberships, and committees. Listed here are the current partnerships, memberships, and committees.

- Co-Sponsored Boy's & Girl's Club Summer Youth Basketball
- City Tree Board
- Bike and Pedestrian Committee
- City Steering Committee
- Downtown Goshen, Inc.
- Indiana Park and Recreation Association
- National Park and Recreation Association
- Arbor Day Committee
- American Red Cross—learn to swim, WSI, lifeguarding
- CREEP
- National Association of Underwater Instructors—scuba at Fidler Pond
- Professional Association of Diving Instructors (Hart City Scuba)—scuba at Fidler Pond
- Pumpkinvine Advisory Committee—interlocal agreement and working relationship with other cities
- Friends of the Pumpkinvine Annual Bike Ride
- Natural Resource and Trails Committee
- Northern Indiana Mountain Bike Association
- USA BMX
- Dept. of Natural Resources—Fish & Wildlife
 Management Plan
- Elkhart Co. Dept. of Corrections—service labor
- Goshen Historical Society—rotating displays, Arbor Day
- Goshen Cancer Center—Trail of Hope
- Goshen College —volunteer groups
- Service Clubs—volunteer forces
- I.U. Health Goshen—Family Runs/Walk, Volunteer Day of Service
- Merry Lea Environmental Learning Center host/partner Enchanted Forest
- City Courtcommunity service
- Township—Trustee labor
- Goshen Community Schools—kids' tri-athlon and facilities
- Goshen Community Schools—water aerobics
- Goshen Community Schools—youth and adult basketball, volleyball, pickleball, auditorium for ballet, and recital
- CRC Study—hosted finished report at Rieth
 Interpretive Center and participated in study
 with two other park staff members
- Barrick Brazilian—Jiu Jitus

Events

- Daddy-Daughter Dance
- Maple City Fest in celebration of Arbor Day
- Adult tri-athlon
- Annual kids' & teen tri-athlon
- Fantastic Fishing Derby
- Summer Concert Series
- Ballet Spring Concert
- Letters to Santa
- Mother-Son Jammin' Fun Dance

Programs

- Over 100 programs
- Shanklin Pool Summer Swim Program
- 8 different locations for rental facilities
- Photography classes
- Guided nature hikes
- Bird viewing / identification walks
- 64 areas for picnic table and grill reservation areas in Shanklin Park
- Dance programs & camps
- Canoe & kayak rentals
- Summer Music Series (First Fridays)
- Cross-country ski rental
- Discovery Day Camp
- Martial arts classes
- Art classes and camps
- Indiana standardized school group field trips
- Fitness classes
- Community Garden
- Adult sports leagues
- Youth sports leagues
- Youth sports camps

Memberships & Committees

- IPRA (Indiana Parks and Recreation Association)
- Member of National Swimming Pool Foundation
- Safety Committee
- All-Inclusive Playground Committee
- Arbor Day Committee
- Multipurpose Pavilion Committee
- Pumpkinvine
- NPRA (National Park and Recreation Association)

Programming Performance Measures & Improvement

Goshen Parks self-performs evaluations utilizing participant feedback for each event, program, and activity that is offered with the goal to improve all programs. This feedback along with continued input from the various committees, partnerships, and volunteers allow for the parks to continually improve the programs offered to the public.

MASTER PLAN

The 5-Year Master Plan is a working document and can be changed or adjusted as needs or opportunities arise and to reflect current status of action items. To do this effectively, the plan should be reviewed and updated on a regular basis by the staff.

The success of the Master Plan will be determined by the following:

- 1. Commitment to developing the priorities that the community expressed during the planning process
- 2. The pursuit of partnerships with the community, with business, and with volunteers
- 3. Development of strategic capital campaigns to assist with funding for projects, programs, and amenities/ services
- 4. Continued follow through of all endeavors that are chosen

The Goshen Parks and Recreation Department, Park Board, and staff are committed to the development of the parks, the economic growth, and the delivery of great services to the community through the natural assets of the parklands.

DIRECTION

Goshen Parks and Recreation strives to meet all public health needs of the community. Through improvements the parks will be sure to meet the needs and desires of the park patrons. (Guidelines have been reviewed and updated for this 5-Year Master Plan.) The following statements are to be used as guidelines:

- Every park user has the right and equal opportunity to pursue active and passive recreation in a manner that relates to their individual needs and in communion with other park users.
- The Parks and Recreation Department should have an understanding of the wants, needs, desires and expectations that the park user has in relation to the park experience.
- The Parks and Recreation Department should provide accessible amenities and programs that appeal to a full spectrum of potential park users at affordable costs.
- All programs offered by the Parks and Recreation Department should provide every park user an environment that is safe, accessible, affordable, that meets minimum best practices standards, and that satisfies the expectations of each user.
- Every park user has the right to be treated with dignity and with full respect for his or her race, ethnicity, gender, gender identity, religion, sexual orientation, socioeconomic status, ability/disability, nationality, and other areas of diversity.
- The Parks and Recreation Department is

actively committed to issues of equity, inclusion, and diversity.

Needs / Market Research

Goals: Utilize best practice methods to gather community feedback for park program and events

- A. Gather feedback from all program participants at the end of the program.
- B. Catalog all communication regarding program improvements.
- C. Summarize the successes and failures of each program and how they can be improved.
- D. Utilize participation data and program fees to make sure programs are still relevant to the community's needs.
- E. Establish advisory boards for large events.
- F. Maintain program data base with all comments, concerns, participation, and profitability / sustainability of the programs.
- G. Identify fundraising / grants efforts that can assist in funding of programs.

Programming

Goal 1: Provide recreational programs that are inclusive and meets the needs for all abilities. Cultural Programs

A. Continue to create new programs or expand existing ones which serve our diverse population and reflect this in all marketing materials, especially those that will reach all underserved populations.

Programs for aging

A. Maintain or expand the number of programs, which serve our senior population, working with senior-serving agencies to create potential new opportunities.

Teen Programming

- A. Develop programs for Women and Girls (Girls on the Run).
- B. Develop teen activities (mud runs).
- C. Partner with Scouting organizations for volunteer and merit activities such as park cleanup days.
- D. BMX Events and Skills workshop / Mountain Bike Track Development.

Special Event Programming

A. Develop innovative programs adjusted to the community's specific needs.

Inclusive Programming

A. Continue to research and implement programs that are actively committed to equity, inclusion, and diversity in all programs and classes, building partnerships to help execute this effort. Community Volunteer Program

- A. Establish volunteer program training seminar.
- B. Establish a high-quality volunteer program and database to be used at various park locations, youth sports, and special events.

Health, Lifestyle, Welfare programs

- A. Continue to monitor, review, and research programs, lifestyles and trends.
- B. Implement a healthy eating, exercise, and lifestyle training series.

General Programming

- A. Conduct an internal program audit to review offerings for age demographics.
- B. Enhance all programs and special events.
- C. Continually explore grant and sponsorship opportunities.
- D. Continue to review and revise program rates.
- E. Research and develop more all-inclusive programs and classes.
- F. Continue to enhance the volunteer database.
- G. Continue to make progress on moving the all-inclusive park project forward.

Goal 2: Enhance facilities or partnerships with a shared-use facility

- A. Continue working on the multipurpose pavilion project.
- B. Continue to work on securing funds for the dog park initiative.

Goal 3: Plan for Future Needs

A. Conduct trend research (IPRA Resources).

B. Perform regular program reviews and audits based on both community feedback and identified needs.

Goal 4: Program Pricing Strategies

- A. Review program fees annually of after each offering.
- B. Solicit funding or program sponsorships.
- C. Utilize volunteer instructors when possible.
- D. Review instructor pay.
- Goal 5: Develop efficiency and effectiveness of programs
 - A. Review all program and activities for event overlap within the community.
 - B. Generate electronic database of participants for all program / events.
 - C. Provide online submission / registration for all program / events.
 - D. Utilize all media avenues for effective communication.
 - E. Generate program checklist, schedules for future staff use and planning.
 - F. Track Participant numbers for all program and evaluate from year-to-year against sustainability and need for program.

Staff

- Goal 1: Hire and train new employees for job requirements.
 - A. Develop employee training manual for staff and volunteers.
 - B. Continue to support continuing education.
 - C. Provide adequate training for all seasonal, part-time, and volunteer employees.
- Goal 2: Provide staffing sufficient to meet growth of public parks.
 - A. Review staff growth or reduction for operational needs.
 - B. Adjust staffing needs as programs change.
 - C. Continue to develop volunteer programs.
 - D. Recruit for specific programs and upcoming program trends.

Goal 3: Motivate staff through simple incentives.

- A. Develop a recognition program for both staff and volunteers.
- B. Provide staff with park uniforms.
- C. Continue Employee Appreciation Day.

Communication

- Goal 1: Utilize effective communication with all staff.
 - A. Conduct regular staff updates and goals.
 - B. Provide department heads with critical operations information.
 - C. Ensure all staff, representatives, and volunteers have a familiarity of the Park Department's goals and expectations.
- Goal 2: Facilitate good communication practices with all park patrons.
 - A. Identify and dedicate a park employee to address all comments from the public.
 - B. Document public input to specific park programs offered.
 - C. Utilize all media / communication channels to promote programs and communicate announcements and general information.
 - D. Departmental and community values of diversity, equity, and inclusion values should be reflected in internal and external communications, such as program and service descriptions, outreach materials, and the website.
- Goal 3: Develop community awareness of programs, facilities, services, and overall brand for Goshen Parks.
 - A. Continue to use park website, Facebook, and other social media avenues to communicate to the public.
 - B. Continue development of a park user database for mass communication and announcements.
 - C. Continue outreach to schools.

- D. Solicit feedback on all programs via online surveys and comments.
- E. Look at visiting organizations, schools, retirement communities, and Chamber events to speak and engage citizens on upcoming events, programs, or activities.

Financial

- Goal 1: Review short- and long-term financial needs of programs.
 - A. Continue to review past budgets for each program.
 - B. Define specific supplies for all programs.
 - C. Review facility limitations to see if the host facility is adequate for each program's size.
 - D. Review the cost of the facility against the program budget.
 - E. Review staffing needs for the events and programs.
 - F. Compile annual program budget.
- Explore grant or sponsorship Goal 2: opportunities for programs.
 - A. Identify sponsorship opportunities with local businesses.
 - B. Provide a sponsorship-level package to gain support for programs prior to the program being offered.
 - C. Continue partnerships with the Chamber of Commerce member businesses.
 - D. Continue to seek grant opportunities for new programs.

Partnerships / Resources

Goal: partnerships / volunteers

- A. Build upon current relationships with Goshen College, Goshen Community Schools, Historical Society, Arts League, Community Theatre, Goshen Youth Services and I.U. Health Goshen Center.
- B. Explore new partnerships for existing and new programs.
- C. Pool partnerships for interest in programs.
- D. Build upon Goshen Schools relationships for use of indoor facilities.

Park Facilities

- Maintain relationships with current Goal 1: Development and growth of softball / soccer programs
 - A. Expand softball and soccer fields.
 - B. Employ dual-use fields, applying multiple striping configurations and temporary fencing where possible.
 - C. Continue to improve park and field signage.
 - D. Continue to improve all fields, lighting, surfaces, etc.
 - E. Install new irrigation or repair existing irrigation.

Goal 2: Community Sports Complex

- A. Look at potential locations for a sports complex.
- B. Obtain community commitment.
- C. Determine program needs for the facility.

URBAN FORESTRY DIVISION

Photo provided by: https://photos.goshennews.com/News/Archive

Trees are a vital part of Goshen's infrastructure, producing immense value for the community related to air pollution removal, reduced building energy use, stormwater management, urban heat island mitigation, carbon sequestration, and avoided pollutant emissions. To that end, the City is fortunate to have a forester on staff dedicated to ensuring the urban canopy in Goshen is healthy and robust. The Urban Forester position has been a part of Goshen Parks Department for over a decade, with an overarching goal to establish a densely forested urban setting. In support of that position, the Urban Forestry Division is dedicated to bettering the environment and ensuring long-lasting natural environment through planting and maintaining trees.

The City of Goshen is a leader in the Northern Indiana area for the progressive approach to urban forestry and this approach will help to separate Goshen from other municipalities with a strong quality of life and a strong natural environment. Recently, the City Forester developed the "Goshen Canopy Goal Proposal." This document outlines how the canopy goals will be accomplished for the next 25 years. The Forestry Division aims for this proposal to serve as an official guide for the next generation of trees that will provide canopy cover for the city.

Please see the Executive Summary for the Goshen tree canopy goals and the Goshen Canopy Goal Proposal in the appendix.

Urban Forestry Programs:

- 50/50 Resident's Tree Planting
- 50/50 Resident's Tree Removal
- Neighborhood Assoc. Programs
- Grant Programs
- Educational Programs
- Arbor Day

DIRECTION

Goshen Parks has been committed to the advancement of the Forestry Division through education, preservation of natural resources, and best managements practices. The following statements are to be used as guidelines.(These guidelines are presented in the previous 5-year master plan and are still relevant.)

- Every park user has the right and equal opportunity to enjoy and learn about the natural resources in their community.
- The Parks and Recreation Department should have an understanding of the wants, needs, and expectations that the park user has in relation to our natural resources.
- The Parks and Recreation Department should provide natural resource programs that appeal to a full spectrum of potential park users at affordable costs.
- Natural resource areas shall be preserved and managed to afford every park user a quality environment that is safe, accessible, educational, and pleasing.
- Every park user has the right to be treated in a dignified manner, with full respect for his or her heritage, age, sex, religion, condition of life, and ability.

Preservation

Goal 1: Acquire natural areas for preservation.

A. Utilize existing GIS inventory maps to develop accurate inventories of natural areas.

- B. Identify potential natural areas in and around Goshen area.
- C. Prioritize acquisition sites.
- D. Look at funding mechanisms for purchasing land.
- E. Explore partnership opportunities.

Management

Goal 1: Develop a Management Manual addressing tasks, budgets, and management goals.

- A. Develop a management plan for maintenance of Dr. Larry Beachy Classified Forest. Include the following components in this plan:
 - 1. Vegetation Protection Plan
 - 2. Fishing Policy
 - 3. Trapping Policy
- B. Implement an Invasive Species Control Plan:
 - 1. Develop a schedule of maintenance for invasive species and non-native species reduction.
 - 2. Inventory native species and conditions.
 - 3. Develop a Native Species Protection Plan.
 - 4. Identify features within natural areas for environmental tourism benefits.

Education

Goal 1: Maintain and/or enhance educational programing on environmental assets.

- A. Develop programs based on community interests.
- B. Develop a community outreach plan to educate the community.
 - 1. Festivals, fairs, First Friday events, schools, and Arbor Day
- C. Environmental and historical education.
- D. Natural environment free play area (Kids Create with Nature).

Goal 2: Maintain and/or enhance education aspects within parks for elementary through college audiences.

- A. Continue to develop programs for education, including the following:
 - 1. Elementary Schools
 - 2. Middle & High School
 - 3. Goshen College
 - 4. Mary Lea Environmental Center
 - 5. Outdoor education

Urban Forestry

Goal 1: Promote planting trees in Goshen and surrounding areas.

- A. Continue to grow and maintain a tree nursery.
- B. Work with planning and engineering departments on tree planting policies for planting in public right of ways and on private property.
- C. Review annually the tree planting brochure.
- D. Expand education and 50/50 planting programs.
- E. Continue to seek partnerships for tree planting programs.

Goal 2: Educate and promote proper maintenance of street trees and tree care in the city and surrounding area.

- A. Continue work with the City on street tree management and planning efforts.
- B. Continue tree maintenance procedures for right of ways.
- C. Promote stewardship of trees on private lands.
- D. Provide resources for tree maintenance.
- E. Provide removal guidelines and procedures that are accepted by the City and Parks Department.

Goal 3: Continue promotion of urban forestry and its benefits.

- A. Develop program guidelines for the community to follow.
- B. Recognize good practices within the community.

- C. Provide guidelines for memorial trees.
- D. Continue to work with planning on street tree requirements for new development and replacement requirements.
- E. Work with the Shade Tree Board to continue efforts of urban forestry in the City of Goshen.

Staff

- Goal 1: Hire and train new employees for job requirements.
 - A. Develop employee training manual for staff and volunteers.
 - B. Continue to support continuing education initiatives.
 - C. Provide adequate training for all seasonal, part-time, and volunteer employees.
- Goal 2: Provide staffing sufficient to meet the growth of public parks.
 - A. Review staff growth or reduction for operation needs.
 - B. Adjust staffing needs as programs change.
 - C. Continue to develop volunteer programs.
 - D. Recruit for specific programs and upcoming program trends.
- Goal 3: Motivate staff through membership and mastery incentives.
 - A. Development of a recognition program for both the staff and volunteer.s
 - B. Provide the staff with park uniforms.
 - C. Continue Employee Appreciation Day.

Communication

- Goal 1: Communicate with all staff.
 - A. Conduct regular staff updates and goals.
 - B. Provide department heads with critical operations information.
 - C. Ensure that all staff members know park goals and expectations.
- Goal 2: Communicate with all patrons of the park programs.
 - A. Dedicated park employee to address all comments from the public.
 - B. Document public input to specific park programs offered.
 - C. Utilizeallmedia/communicationavenues to promote programs, announcements, and general park information.
 - D. Departmental and community values of diversity, equity, and inclusion values should be reflected in internal and external communications, such as program and service descriptions, outreach materials, and our website.
- Goal 3: Develop community awareness of programs, facilities, services, and the overall brand of Goshen Parks.
 - A. Continue to use park website and social media channels to communicate to the public.
 - B. Continue development of a park user database for mass communication and announcements.
 - C. Continue outreach to schools.
 - D. Solicit feedback on all programs via online surveys and comments.

E. Look at visiting organizations, schools, retirement communities, Chamber events to speak and engage citizens on upcoming events, programs, or activities.

Financial

- Goal 1: Review short- and long-term financial needs of programs.
 - A. Continue to review past budgets for each program.
 - B. Define specific supplies for all programs.
 - C. Review facility limitations to see if the host facility is adequate for the program size. Review the cost of facility against program budget.
 - D. Review staffing needs for the events and programs.
 - E. Compile an annual program budget.
- Explore grant or sponsorship Goal 2: opportunities for programs.
 - A. Identify sponsorship opportunities with local businesses.
 - B. Provide a sponsorship level package to gain support for programs prior to programs being offered.
 - C. Continue partnerships with Chamber of Commerce member businesses.
 - D. Continue to seek grant opportunities for new programs.

Partnerships / Resources

- partnerships / volunteers.
- A. Build upon current relationships with Goshen College, Goshen Community Schools, Historical Society, Arts League, Community Theatre, Goshen Youth Services, and I.U. Health Goshen Center.
- B. Explore new partnerships for existing and new programs.
- C. Examine partnerships for interest in programs.
- D. Partner with health care organizations featuring health and recovery in nature.

Goal 2: Program growth through partnerships.

- A. Develop advisory groups between organizations for streamlining efforts.
- C. Utilize facility between assets partnerships.

Marketing

- Goal 1: Maintain relationships with current Goal 1: Promote natural resources through a marketing plan.
 - A. Research marketing strategies.
 - B. Develop a marketing plan for all programs.
 - C. Continue regular YouTube videos promoting Goshen Urban Forestry and Natural Resources.
 - D. Utilize all social media platforms for promoting urban forestry.

GOSHEN URBAN TREE CANOPY GOAL

Goshen should officially adopt a Tree Canopy Goal of "45 by '45"—45% canopy cover by 2045. This will roughly double the current urban canopy cover (measured at 22% in 2013). Why? Our ecosystem depends on trees. We humans are a part of the ecosystem, which means that the quality of life we enjoy in Goshen is positively affected by the presence of living trees. In the warming decades and century of climate change to come, a healthy, vibrant, growing urban forest will be an increasingly important part of Goshen's social, physical, and economic infrastructure. Now is the time to grow our urban forest.

Number of Trees Needed

There may be various ways to measure the number of trees needed to reach the stated canopy goal of 45% by 2045. The simplest is to take the known number of public trees (roughly 13,000), accept that this number is between one third and one fourth of all the trees in Goshen (meaning Goshen's total tree population is currently between 39,000 and 52,000), and then double this number to jump from 22% canopy coverage (in 2013) to about 45%. We need to have between 78,000 and 104,000 trees in 2045.

Who the Canopy Goal Will Benefit

Any and all infrastructure stakeholders in Goshen should be educated about the Tree Canopy Goal. Infrastructure is identified because while trees have real aesthetic value, they also play important roles in optimal functioning of the City's ecosystem, stormwater management system, energy consumption, recreational systems, and other systems. Anyone who lives in Goshen and takes advantage of these systems is a stakeholder. These are the people who need to be educated about the Tree Canopy Goal and how to participate in it.

Funding the Canopy Goal

We will have to be creative. We will need to imagine new partnerships for funding across government, private sources, and non-profit sources. We will need to engage all sectors of our community from individuals to corporations, schools to churches, health care providers to grocery stores, and long-established residents to new arrivals. We will need to find ways to plant smaller, cheaper trees, develop ways to care for them, and keep track of their growth. We will need to build a robust volunteer base to help in all facets of growing this new forest.

In all cases, we will need money. We should target a total of 2,000 trees planted each year on public and private property. We could target a quarter of these (500) as 1.5" diameter trees, and the remaining 1,500 as 1- to 2-year whips, for a total community planting cost of less than \$90,000 annually.

Strategy for Achieving the Canopy Goal

Neighborhood level planning, City Department coordination, community partnerships, and a broad volunteer coalition will create the strategic backbone of a successful urban tree canopy goal in Goshen. Each of these assets has a strong track record in Goshen, with a strong culture of cooperation. Non-profits, such ases For Goshen, will play an important role in helping to set incremental planting goals across distinct neighborhoods. Maintenance of the existing canopy for safe longevity across the City will be a critical aspect of arriving at our goal, alongside a well-conceived planting program. Schools can play an important role, with support from the City, by introducing environmental awareness and activities that deepenIture of tree care in the Maple City.

SPORTS PROGRAMMING

Photo provided by: https://photos.goshennews.com/News/Archive

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DIRECTION

The Goshen Parks and Recreation Department looks to provide best-practice active and passive recreation experiences—including sports programming—that meet the diverse needs of all park users. To that end, the department looks at the recreational activity with the following guidelines. (These guidelines have been reviewed and updated for this 5-Year Master Plan.)

The following statements are to be used as guidelines:

- Create sports programming opportunities that allow every current and potential park user the right and equal opportunity to pursue active and passive recreation experiences in a manner that relates to their individual needs and in communion with other park users.
- The Parks and Recreation Department should have an understanding of the wants, needs, desires, and expectations that park users have in relation to sports programming and related activities.
- The Parks and Recreation Department should provide accessible amenities for sports programming that appeal to a full spectrum of potential park users at affordable costs.
- Sports, recreation, and leisure programs offered by the Parks and Recreation Department should provide every park user an environment that is safe, accessible, affordable, that meets minimum best practices standards, and that satisfies the

expectations of each user.

- Every sports programming participant has the right to be treated with dignity and with full respect for his or her race, ethnicity, gender, gender identity, religion, sexual orientation, socioeconomic status, ability, disability, nationality, and other areas of diversity.
- Sports programming is actively committed to the issues of equity, inclusion, and diversity in all facets of the sport or recreational opportunity.

Needs / Market Research

Goal 1: Acquire input for sport programs.

- A. Gather input from the public on important / popular issues.
- B. Look to high-use user groups (teens and youth) for input.
- C. Listen to participants' comments on programs.
- D. Solicit evaluations to determine other programming needs.
- E. Utilize email and social media to administer a program survey and for continued contact with program users.
- F. Develop a universal needs assessment.
- Goal 2: Collect program user input for program development.
 - A. Utilize user database for all programs and activities.
 - B. Keep program database separate for targeted user groups.
 - C. Summarize all findings, comments, and general feedback for programs and

activities.

- D. Email program satisfaction surveys to all park program users.
- Goal 3: Develop a marketing plan to promote sports programs.
 - A. Research new program offerings.
 - B. Target marketing of each sport program offered.
 - C. Review each program annually for successes and failures, attendance, and fees.

Programming

- Goal 1: Develop inclusive and comprehensive sports programs.
 - A. Develop sports programs reflecting the interest of the community.
 - B. Target group research, identifying sport programs for all participants with inclusivity as a priority.
 - C. Develop a facility schedule for all park facilities.
 - D. Analyze program participant users, numbers, and interest into specific programs.
 - E. Review citizens' needs and adjust programs to accommodate demand.

Goal 2: Develop sporting events.

- A. Provide a sport event calendar.
- B. Create an event task checklist.
- C. Review and pursue sponsorships for events.
- D. Contact sponsors annually to secure new sponsorship.

Goal 3: Develop family oriented activities

- A. Offer family league nights.
- B. Pool family activity interests.
- C. Contact local congregations for interested parties.
- D. Target specific interests of families.

Goal 4: Target teen groups and youth.

- A. Develop youth soccer leagues (popular demand).
- B. Initiate youth instructional leagues.
- C. Develop youth night activities (Schrock Pavilion, Rieth Interpretive Center).
- D. Survey schools to see the demand and interest in the activity type.
- E. Develop school league dodge ball.
- F. Organize teen advisory groups on skate park improvements.
- G. Explore equipment rental packages.
- Goal 5: Continue expansion of adult sport program.
 - A. Establish over-40 slow pitch softball.
 - B. Continue co-ed softball league growth.
 - C. Survey adult interest in dodgeball. (Target Goshen College students.)
 - D. Grow softball programs.
 - E. Generate field schedules and look at facility needs.
- Goal 6: Look at programming trends and the needs of the citizens.
 - A. Research program trends.
 - B. Review program survey evaluations for improvements to programs as needs or

wishes of the public change.

- C. Provide active league results and changes on the website.
- D. Dedicate a Facebook page to specific leagues.
- E. Provide social media updates for league events or changing information.
- F. Look at web applications for notification alerts.

Goal 7: Fee structure and pricing strategies.

- A. Look at fee structures of all programs and funding needs for the program into the future.
- B. Continue to review income / expense reports of programs.
- C. Review programs for cost and community value.
- D. Research possible grants or sponsorships.

Goal 8: Improve efficiencies and effectiveness of sport programs and operations.

- A. Review all sport programs and activities for event overlap within the community.
- B. Generate an electronic database of participants for all programs / events.
- C. Provide online submission / registration for all programs / events.
- D. Utilize all media avenues for effective communication.
- E. Generate program checklists, schedules for future staff use, and planning.
- F. Track participant numbers for all programs and evaluate from year to year against sustainability and needs for programs.

Staff

- Goal 1: Hire and train new employees for job requirements.
 - A. Develop an employee training manual for Staff and Volunteers.
 - B. Continue to support continuing education.
 - C. Provide adequate training for all seasonal, part-time, and volunteer employees.
- Goal 2: Provide staffing sufficient to meet growth of public parks.
 - A. Review staff growth or reduction for operation needs.
 - B. Adjust staffing needs as sport programs change.
 - C. Continue to develop volunteer programs.
 - D. Recruit for specific programs and upcoming program trends.
- Goal 3: Motivate staff through membership and mastery-based incentives.
 - A. Development a recognition program for both staff and volunteers.
 - B. Provide staff with park uniforms.
 - C. Continue Employee Appreciation Day.
Communication

- Goal 1: Utilize effective communication with all staff.
 - A. Conduct regular staff updates and goal setting.
 - B. Provide department heads with critical operations information.
 - C. Ensure that all staff know parks goals and expectations.
- Goal 2: Establish good communication practices with all park patrons.
 - A. Identify and dedicate a park employee to address all comments from the public.
 - B. Document public input to specific park programs offered.
 - C. Utilize all media / communication channels to promote programs, announcements, and general park information.
 - D. Departmental and community values of diversity, equity, and inclusion values should be reflected in internal and external communications, such as program and service descriptions, outreach materials, and the website.
- Goal 3: Develop community awareness of programs, facilities, services, and the overall brand of Goshen Parks.
 - A. Continue to use the park website and other social media channels to communicate to the public.
 - B. Continue development of park user database for mass communication and announcements.

- C. Continue outreach to schools.
- D. Solicit feedback on all programs via online surveys and comments.
- E. Look at visiting organizations, schools, retirement communities, and Chamber of Commerce events to speak and engage with citizens about upcoming events, programs, or activities.

Financial

- Goal 1: Review short- and long-term financial needs of programs.
 - A. Continue to review past budgets for each program.
 - B. Define specific supplies for all programs.
 - C. Review facility limitations to see if the host facility is adequate for the program size.
 - D. Review cost of facilities against the program budget.
 - E. Review staffing needs for the events and programs.
 - F. Compile annual program budget.
- Goal 2: Explore grant or sponsorship opportunities for programs.
 - A. Identify sponsorship opportunities with local businesses.
 - B. Provide a sponsorship-level package to gain support for programs prior to programs being offered.
 - C. Continue partnerships with the Chamber of Commerce member businesses.
 - D. Continue to seek grant opportunities for new programs.

Partnerships / Resources

- Goal 1: Maintain relationships with current partnerships / volunteers.
 - A. Build upon current relationships with Goshen College, Goshen Community Schools, Historical Society, Arts League, Community Theatre, Goshen Youth Services, and I.U. Health Goshen Center.
 - B. Explore new partnerships for existing and new programs.
 - C. Examine partnerships for interest in programs.

Goal 2: Program growth through partnerships.

- A. Expand sports programs based on synergies with local leagues, schools, and clubs.
- B. Develop advisory groups between organizations for streamlining efforts.
- C. Utilize facility assets between partnerships.

Park Facilities

Goal 1: Develop growth of the softball programs.

- A. Expand softball fields in parks.
- B. Utilize all partnerships for fields and share fields at Pringle Park.
- C. Build needed facilities.
- D. Install facility signage as needed.
- E. Repair and replace lights as necessary.

Goal 2: Develop a community sports complex.

- A. Explore feasibility of complex.
- B. Needs and analysis report for complex.
- C. Determine multi-use benefits for programs, the community, sports, etc.
- D. Look at regional suitability.
- E. Identify funding sources.
- F. Identify locations.





PARK MAINTENANCE



DIRECTION

Park maintenance is an essential part of an effective park system, especially in creating an experience that meets park user expectations. However, focusing maintenance practices simply on efficiency can create unwelcome uniformity of parks, lessening their positive effects. Another important consideration is the role of deferred maintenance on department fiscal capacity and effectiveness. By allowing critical maintenance situations to dictate allocation of resources, departments hamper their long-term effectiveness. Maintaining a park system like Goshen takes proper planning of equipment operations, procurement strategies, financial resources, and lifecycle building strategies.

Parks must be maintained efficiently and effectively to serve the community daily. Parks that are well-maintained optimize use of their resources and create a seamless experience for the community.

Goal 1: Provide clean and well-maintained facilities at all times, creating a safe and healthy environment.

- A. Continue to provide a high standard of care on a daily basis.
- B. Regularly inspect and repair amenities for the longevity of the facility.
- C. Implement a computerized maintenance management program with alerts. Provide manuals and schedule of services log for future maintenance staff.
- D. Park maintenance should be as sustainable as possible, limiting impact to the greenspace available to the parks.

(Good stewards of the land.)

E. Look for efficiencies with maintenance processes.

Goal 2: Develop a comprehensive maintenance manual.

- A. Develop site utility maps for all park sites.
- B. Implement a replacement management plan for all maintenance equipment, amenities, playground equipment, building, pavilions, benches, tables, trash cans, etc.
- C. Maintain supplies necessary to take care of equipment and facilities. (Note in the maintenance management plans when parts become obsolete and hard to obtain.)
- D. Keep OSHA Safety manuals available. (Update regularly.)
- E. Continue to maintain seasonal closing schedules and develop closing manuals if not currently available.

Goal 3: Develop and maintain a preventative maintenance plan for all park facilities, equipment, and vehicles.

- A. Update the maintenance plan and keep a record of aging equipment.
- B. Develop an equipment and vehicle replacement strategy.
- C. Create strategy replacement plans with sustainable approach. (Retrofit lighting with energy-efficient bulbs, equipment replacement with high efficiency ratings, etc.).

Staff

Goal 1: Hire and train new employees for job requirements.

- A. Develop an employee training manual for staff and volunteers.
- B. Provide maintenance service training.
- C. Continue to support continuing education.
- D. Provide adequate training for all seasonal, part-time, and volunteer employees.

Goal 2: Provide staffing sufficient to meet growth of public parks.

- A. Review staff growth or reduction for operation needs.
- B. Adjust staffing needs as programs changes.
- C. Continue to develop volunteer programs.
- D. Recruit for specific programs and upcoming program trends.

Goal 3: Motivate staff through membership and mastery-based incentives.

- A. Develop a recognition program for both staff and volunteers.
- B. Provide staff with park uniforms.
- C. Continue Employee Appreciation Day.

Communication

- Goal 1: Utilize effective communication with all staff.
 - A. Conduct regular staff updates and goal setting.
 - B. Provide department heads with critical operations information.
 - C. Ensure that all staff members know parks goals and expectations.

Financial

Goal 1: Review short- and long-term financial needs of programs.

- A. Continue to review past budgets for maintenance.
- B. Define specific supplies for all facilities.
- C. Review capital improvement plans to see if they can meet the facility needs.
- D. Review annually the staffing requirements.
- E. Compile an annual program budget.

Goal 2: Explore maintenance funding improvements and expenses.

- A. Review all park costs and compare them to future park improvements.
- B. Identify all potential shortfalls and report them to the park superintendent.
- C. Review all equipment, equipment costs, and a long-term replacement plan.
- D. Competitively bid all maintenance contracts.
- E. Explore sustainable facility practices to lower costs. (Example: Remove turf and return to native prairie.)
- F. Review what is being mowed in the parks.

Annual Maintenance Plan

Goshen parks has several tasks each year that affects the Maintenance Department in significant ways. Some of these tasks include:

Mowing 130–140 acres per week from spring to fall. This accounts for approximately 28–30 weeks.

Snow removal for the various trails and safe routes to school. These routes account for approximately 16 miles of trail/ walkways to be cleared each snow event.

Open and close 12 irrigation systems and 12 facilities.

Additionally, include maintenance to tables, benches, equipment, etc.

ANNUAL MAINTENANCE PLAN There are 5 full-time maintenance staff year round.	January 9 Personnel		March ۲ Personnel	April ⁹ Personnel	May ۲ Personnel	June ۲۰ Personnel	July ۹ Personnel	August 9 Personnel	September ۹ Personnel	October ۹ Personnel	November ۹ Personnel	December ۶ Personnel
Seasonal staff increase	0	0	0	4	6	6	б	б	2	0	0	0
Tasks												
Clean and maintain restrooms.	Х	Х	Х	х	Х	х	х	Х	Х	Х	Х	х
Clean and maintain rental facilities.	х	х	х	х	х	х	х	х	х	х	х	х
Clean and maintain park facilities.	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	х
Pick up and remove trash.	х	х	х	x	х	х	х	х	х	х	х	х
Weekly inspection, lighting, parking, playgrounds, and structures.	Х	Х	Х	х	Х	Х	Х	Х	Х	Х	Х	х
Maintain Abshire Park's Sledding Hill and ski trail.	х	х										х
Remove snow on trails, parking lots, and sidewalks as defined.	Х	Х	Х								Х	Х
Repair and paint equipment as needed.	х	х	х									
Repair and paint interiors as defined in the Maintenance schedule.										Х	Х	Х
Inventory and order equipment and material for ball diamonds.	х			х	х	х	x	х				
Build, repair, or remodel projects.	х	х	х	x	х	х	x	х	х	х	х	х
Repair and paint park benches, bleachers, and trash barrels.		х	х	х								
Prune trees, trim shrubs, and cut brush.		Х	Х	х								
Repair, refurbish, and build new bird houses.			х	х								
Clean, repair, and store winter equipment.			Х									
Distribute park picnic tables and trash barrels.			х									
Prune trees and trim shrubs along trails.			Х	Х								
Prairie grass burn.				х								
Clean and open restrooms.				Х								
Open all parks by April 15, turn on water to Rogers, Pringle, Kiwanis Pavilion Walnut Pavilion, Oakridge Pavilion, Headgat's Pavilion, Hay Pavilion, Mill Street Pavilion, and Rieth Park Pavilion.			x									
Turn on all irrigation and repair as needed.			х									
Prepare all ball fields before the season and all games.				х	х	х	х	х				
Install mowing decks and review summer check list for all equipment	•		Х									

ANNUAL MAINTENANCE PLAN, CONT'D

Tasks

January Personnel February Personnel	March Personnel April Personnel	May Personnel June Personnel	July Personnel August Personnel	September Personnel	October Personnel November Personnel	December Personnel
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Safety training for all seasonal employees.	Х								
Add playground surfacing.	х								
Install volleyball nets (Rogers & Pringle).	Х								
Landscape projects.	х	х	х	х	х	х			
Check and maintain pool daily.				х	х	х			
Mow and trim ball diamonds #1, #2, #3, #4 and Rogers.			х	х	х	х	х		
Grade and maintain fields before games.			Х	х	х	х	Х		
Spray fields for weed prevention.			х	х	х	х			
Aerate sport fields.		х	Х	х	х				
Clean flower beds and plant flowers.			х	х					
Water new plantings, trees, etc.			Х	Х	Х	х			
Irrigate sports fields as necessary.			х	х	х	х			
Shut down pool.							Х		
Shut down irrigation systems (qty. 12).							х		
Remove Goose Fountain.							х		
Winterize all drinking fountains.								Х	
Remove volleyball and basketball nets.								Х	
Install snow removal equipment.									x



PROGRESS EVALUATION 2014–2018

General Park Improvements / Admin Office				
Category	Action Item Completed	Year		
Administrative Task	Reinstatement of previous positions (2 full time Maintenance Staff)	2014		
Signage	Park Office – Improve signage for visitors (Completed at at Shanklin Park	2015		
Administrative Task	Full time office assistance	2015		
Administrative Task	OSHA Safety Policy / Procedures / Operation Manuals	2017		
Facility - Renovation	Park Office – remodel back building for storage (Office damaged in flood spring 2018 / New Park Offices purchased	2018		
Landscape Improvements	Phase 1 – Invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on going)	2014-2018		
Landscape Improvements	Phase 2 – invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on gong)	2014-2018		
Landscape Improvements	Phase 3 – invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on gong)	2014-2018		
Landscape Improvements	Phase 4 – invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on gong)	2014-2018		

Abshire Park					
Category Action Item Completed Year					
Signage	Installed new park sign with new logo	2014			

Allen J. Kauffman Park – (Mill Street Park)				
Category	Action Item Completed	Year		
Signage	Installed new park sign with new logo	2014		
Parking Lots	Construction of parking lot and sidewalk	2014		
Playgrounds	Playground / Play area development	2014		
Playgrounds	Large hillside slide	2014		
Trail Construction	Stone trail construction Phase 1 (materials only)	2014		
Trail Construction	Stone trail construction Phase 2 (material only)	2014		
Landscape	Landscape Plantings – shrubs & Perennials	2015		
Improvements				
Playgrounds	Rock scramble	2015		
Facility - New	Arbors	2016		

Bakersfield Park						
Category	Category Action Item Completed Year					
None	None					

Burdick Park					
Category Action Item Completed Year					
Walkways	Construction of ADA walk from parking to play area	2014			
Facility - Renovation	Renovate Basketball court restriping	2015			

Church Park					
Category Action Item Completed Year					
Facility - Renovation	Renovate basketball court restriping (on going)	2017			

Category Action Item Completed		Year
Walkways	Construction of ADA walk from parking to play area	2014
Facility - Renovation	Renovate Basketball court restriping	2015

Church Park					
Category Action Item Completed Year					
Facility - Renovation	Renovate basketball court restriping (on going)	2017			

Dorthy McFarland Park					
Category Action Item Completed Year					
Facility - Renovation	Gazebo Removed	2014			

Dykstra Park		
Category	Action Item Completed	Year
Facility - Renovation	Renovate basketball court restriping (on going)	2017

Fidler Pond Park		
Category	Action Item Completed	Year
Facility - New	Picnic pavilion with restrooms	2014
Facility - New	Completed -20 new parking spaces of proposed 50 spaces	2015

Oakridge Park		
Category Action Item Completed Year		Year
Facility - Renovation	Renovate basketball court – striping, backboards, etc.	2014-2018

Pringle Park		
Category	Action Item Completed	Year
Signage	Install distance markers on trail	2014
Parking Lots	Expand Parking lot to east (30 Cars)	2015

Rieth Interpretative Center		
Category	Action Item Completed	Year
Facility Renovations	Replace wood siding on building & wood trellis on front and back	2014
Facility - Renovations	Renovate basketball court, signage – concessions stand	2016

Rogers Park		
Category	Action Item Completed	Year
Facility - Renovations	Repaint restrooms-interior and exterior	2014
Facility - Renovations	Remove one volleyball court, center remaining court with new posts	2015
Facility – Renovations	Renovate basketball court – striping, new backboard (General maintenance)	2015

Rogers Park		
Category	Action Item Completed	Year
Facility - Renovations	Repaint restrooms-interior and exterior	2014
Facility - Renovations	Remove one volleyball court, center remaining court with new posts	2015
Facility – Renovations	Renovate basketball court – striping, new backboard (General maintenance)	2015

Shanklin Park		
Category	Action Item Completed	Year
Equipment Replacement	Pool – update sound system	2014
Equipment Replacement	Pool – replace valves, water leaking	2014
Facility Maintenance	Park-replace concession serving window with roll up window	2014
Facility - Renovation	Park – renovate basketball courts – striping, backboards,	2014
	complete ongoing required maintenance	
Facility - Maintenance	Schrock Pavilion – repair chimney, reset cap	2014
Facility - Maintenance	Pool – Repair/ Replace pump for lap & wading pool	2014
Facility - Renovation	Remove Diamond #1, #2 dugout, construct new dugout on	2015
	outside of fence	
Facility - Renovation	Park- Improve concession stand public access /remove fence	2016

Shoup – Parson Woods		
Category	Action Item Completed	Year
Facility – Maintenance	Railing on bridge Painted	2014
Facility - Renovation	Renovate Boardwalk	2018

Walnut Park		
Category	Action Item Completed	Year
Facility - Renovation	Renovate basketball court – striping, backboards, etc.	2014
Facility - Maintenance	Install cover for water meter pit	2014

Water Tower Park		
Category	Action Item Completed	Year
Facility - Renovation	Construction of new parking lot	2018
Facility - Renovation	Renovation of park office	2018

Maple City Greenway		
Category Action Item Completed Year		
\$ign@mstruction	PlympkittvianeTrail TrblavReignage & Thaildvia Natifiace to school	2014

2019–2023 COMPREHENSIVE GOALS

Prioritize diversity, equity, and inclusion for all park programs and amenities.

Grow both physically, financially, and sustainably through all aspects of the parks.

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Develop an effective method for communication of activities and programs through all means of social media, news, and advertisement.

Maintain the existing parks, park facilities, and equipment at the highest quality allowable.

Replace and implement new play equipment necessary to bring the Goshen Parks and Recreation Department to as safe a competitive environment as possible.











Provide high-quality recreational programming that meets all age groups, disabilities, needs, and interests of the community.

Allow all park users the opportunity to participate in programs, amenities, and park facilities in the most convenient ways possible while treating them as respected citizens of the community.

Generate valued partnerships with key stakeholders, volunteers, businesses, and organizations in the community.

Promote community involvement for and within the parks, allowing a sense of ownership by the community members.

Protect and enhance the natural and cultural resources within the Goshen Park system. "I have been enjoying Goshen's parks since I was growing up. It is so exciting to see how our Parks & Recreation Department has expanded in both number of parks and number of programs. I have come to the point in my life where I am especially enjoying watching my children utilize the fantastic parks and more that I grew up with in Goshen."

- MAYOR JEREMY STUTSMAN, CITY OF GOSHEN

The parks department does an excellent job of keeping the parks beautiful with the flowers, landscaping, and cleanliness. The development of areas like Fidler Pond, Model Park and others have been such great ideas and everything seems well maintained. Thanks to you all for your hard work and dedication to keeping Goshen the beautiful little city that it is.

- SURVEY RESPONDENT, CITY OF GOSHEN

I fully support the Goshen Parks and Recreation system because I know the value of green spaces to a community thathas access to them to help with physical and mental health as well as the many other benefits parks support, such as water quality, wild life habitat, flood protection, carbon sequestration, etc.

- Survey Respondent, City of Goshen





CONTEXT

Totaling 17-square miles, Goshen is located in Elkhart County, which sits in the northcentral part of Indiana. Surrounded by six unincorporated and incorporated cities and towns, Goshen lies in the middle of the county and serves as the county seat. Goshen is the 4th largest city in the region behind South Bend, Elkhart, and Mishawaka.

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Goshen is the second largest City in Elkhart County, Indiana and is located 29 miles east of South Bend, 63 miles north of Fort Wayne, roughly 116 miles east of Chicago, and 140 miles north of Indianapolis. Elkhart County has 4 exits off the Indian Toll Road (Interstate 80/90). The City is home to the Elkhart County Fair (one of the larges county fairs in the country). Goshen has large populations of Amish and Mennonite communities.

HISTORICAL & CULTURAL

Goshen was founded in 1830 becoming the county seat for Elkhart County. Prior to this time, the Miami and Potawatomi Indians were the inhabitants of the Goshen area. The first settlers came to the Goshen area from Ohio. Pennsylvania, and the New England states in the fall of 1828. The County boundaries were defined by an act of the Legislator at the Session of 1829-1830. At this time, the County was divided into two townships: the northern township referred to as Concord and the southern township known as Elkhart. By 1833, Goshen's population was approximately 200 people. It quickly grew to approximately 600 by 1839. At this point, the citizens of Goshen elected their first Board of Trustees. The abundant source of water allowed for water power to be made obtainable through the development of a hydraulic canal in 1868. This became the driver to industrial and economic growth for years to come.

MAN-MADE FEATURES

Early development of many cities resulted from the implementation of man-made industrial features, created to harness the power of natural resources. These features included windmills that were utilized to capture the power of wind to pump water from the ground. The City of Goshen capitalized from the manmade features of the Goshen Dam Pond and the Millrace Canal. This allowed early residents of the region to capture and harness the power generated from water.

In addition to utilization of these natural resources, Goshen benefited from a rail corridor that came through the City, sparking further development and rapid growth. Later, the first Transcontinental Highway from New York City to San Francisco passed through the City of Goshen.

Though utilized differently now, these early resources contributed to the amenities of the current parks system. Examples include the Millrace Trail and the Pumpkinvine Nature Trail.

The Pumpkinvine Trail is located along an abandoned railroad corridor that dates back to 1888. Both mail delivery and passenger trains traveled along this route. Friends of the Pumpkinvine Nature Tail acquired the land of the old rail line in 1993 and worked to develop the current trail today. Currently, there are 16.5 miles of trail with just under 1 mile within the City. Goshen Parks are responsible for maintaining all the trails within the city limits.

The trail system within the City of Goshen is extensive. Along with the man-made features, there have been several other constructed features that have allowed for improved connectivity. These improvements include

tunnels located at Shanklin Park between Shanklin and Millrace Park, under SR 119 (Plymouth Avenue). A tunnel under the railroad tracks at Goshen College. This tunnel links Goshen College to the Maple City Greenway Trail system. An overpass provides a connection under Wilden Avenue (SR15) and there are plans to connect Fidler Pond to the greenway system as expressed during the planning process.

The trails are fairly extensive within the City of Goshen and are above average for communities of their size in comparison to benchmarking communities. See Benchmark Cities, pg. 197. Sections of city have extensive sidewalk networks that connect to the current trail system, but older neighborhoods are lacking in connectivity. Goshen continues to enhance sidwalks and trails connectivity as funding becomes available with focus being on major corridors and secondary streets, as well as naturalized connections.

The City of Goshen is not currently built out to its maximum capacity. With adjacent farmland and open areas, land continues to be affordable and obtainable due to its rural location in Elkhart County.



MILLRACE PROJECT

The Millrace was once a driving force for industry in the mid-to-late 1800s with the canal providing hydro power to the city and eventually electric power. Goshen soon outgrew the practical use of the Millrace. As industry moved away, it left underused properties along the canal. These properties sat abandoned and unused until revitalization efforts started to change the landscape.

Currently, there are 14 acres along the Millrace Canal that will be revitalized. There are some residential housing components being developed in the refurbished Hawks Bldg. The City also has plans to provide a 26,000-square-foot ice skating pavilion across the canal from the Hawks Bldg. This project is estimated to cost approximately \$5.6 million. This facility will then be turned over to the Parks Department to operate and manage.

GOSHEN HISTORIC DISTRICT

The historic district has had several projects come to fruition in the last 10 years, as has been previously noted. These projects are significant to the redevelopment of the Millrace Canal and the ongoing commitment that the City of Goshen has to the community.

Projects:

- Millrace Canal Headgate Pervious
 Parking Lot
- Murray Street Bridge
- Shanklin Millrace Tunnel
- Winona Trail Tunnel
- Brownfield Projects on East side of Millrace Canal
- Brownfield Projects on West side of Millrace Canal
 - The proposed Ice Skating pavilion will be in this redeveloped space.
- Hawks Building Redevelopment Project (Completed 2015)
- Powerhouse Renovation Project
- NIPSCO Site Redevelopment Project.

http://www.amishcountry.org/explore-the-area/photo-gallery/



NATURAL FEATURES

Physiographic

Goshen and most of Northern Indiana is comprised of glacial till. This glacial till varies in thickness of about 300.' The soils are formed of mainly loam to light clay. Glacial till consists of gravels, sand, and clay that is made up of various sizes of stones and boulders. The clear majority of glacial till was deposited by the melting of glacial ice. The soils were deposited and formed loamy outwash over loose sand and gravel. These outwash areas formed what is now the Elkhart River. There are various flood plans that contribute to the Elkhart Rivers. Alluvial soils now form the Elkhart Rivers banks and surrounding flood plain areas.

Soils

Goshen and the surrounding areas have deep soils over sand and gravel and is course and welldrained. The Elkhart River and other low-lying areas have Gilford, Tawas, and Sebewa soils, which are poorly drained and are generally located in depressions, washouts, and flats near flood plains. The flood plain areas consist of alluvial soils. All the above soils are limited with development on them and should generally be reserved for storm water storage or recreational uses.

Prairie soils are present to the southeast of Goshen. These soils are generally deep with sand and gravel located just under the soil. These soils are welldrained and can present problems for retaining moisture for agricultural land.

The upland soils that reside to the northwest and southwest of the city are both well drained and poorly drained. These soils are comprised of loamy glacial drift and are course with a medium texture. The poorly drained soils are Brookston soils and are in drainage ways and low-lying depressions. DelRay soils have similar poor draining characteristics and are primarily located in former lake beds or ponds. These soils are not great for development and should be utilized as retention areas or for recreational open space.

Soils to the northeast side of the city are Maumee, Gilford, and Tawas soils. This area of the City is excessively drained and course in texture. The Maumee, Gilford soils are poorly drained soils and are located in drainage ways and depressions. Tawas soil are muck, low-lying soils that are poorly drained.

Drainage

Goshen resides in the Elkhart River Basin, which is part of a tributary system that makes up the greater St. Joseph River Basin. The Elkhart River Basin is approximately 570-square miles and is drained by the Elkhart River, which extends upstream from Goshen.

Climate

The climate of Goshen can change quite a lot throughout the year. With an annual rainfall of approximately 43 inches a year, this rain can bring humidity and frequent rainfall throughout the summer seasons. The summer brings average temperatures around 73.0 degrees F with the highest temperatures being in the month of July. The coldest month of the year is January with the average temperature being around 24.5 degrees F.

Water Resources

Water resources are from Elkhart River, Millrace Canal, Goshen Dam Pond, Fidler Pond, Butts Lake, and Norton Lake.

Invasive Plants & Pests

According to the USDA, invasive species have contributed to the decline of 42% of U.S.

endangered and threatened species. Invasive species are so prevalent that eradication is not a viable solution. Goshen Park has worked to remove as much of the invasive species as possible. The parks can only hope to manage invasive species. They have done this through yearly efforts by removing plants like Honeysuckle, Garlic Mustard, Tree of Heaven, etc. Volunteer efforts have been a largely responsible for the removal efforts. This is a monumental task given the large areas the Parks Department manages for the City of Goshen.

In addition to the invasive plant species, there are invasive insect species. In recent years the Emerald Ash Borer presence in the Goshen area has been reduced because the Ash Tree (its primary food source) has been removed or selective treatment has occurred to prevent the impact of the insect. As reported, the in previous Master Plans, nearly 500 trees or 4% of Goshen's public tree inventory were lost. Although Goshen received a USDA Grate Lakes Restoration Initiative grant to replace the trees, significant efforts are needed to revive the riparian forests that were impacted.

There are several other insects that pose a significant threat to Goshen's tree population as well. The biggest threat is the Asian Longhorned Beetle. This secies has an appetite for maple, birch, poplar, and willow trees. These trees make up a clear majority of the City of Goshen's tree canopy. Maple trees are approximately 50% of Goshen's tree canopy, making the invasion of the Longhorned Beetle a major concern. Education about the species and how to recognize it will directly impact on how the beetle affects Goshen's urban tree cover.

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SOCIAL & ECONOMIC FACTORS

Population Trends

The City of Goshen had steady growth from 1970 to 2000. Goshen experienced significant growth in the early 2000s with nearly a 10% growth rate. This type of growth rate can put many stresses on a city and its park system. Since the mid 2000s, the City of Goshen has experienced consistent growth. In the past few years, there has been a little spike in the growth with approximately a 10% increase. This has been tied to a strong economy and the RV industry's increasing need for labor. This has resulted in people moving to Goshen to work.

With this type of relatively steady population growth, it is important for park and recreation departments to plan for this growth. Resource

Census Summary			
Year	Populatio	n	
1970	17,871		
1980	19,665	1	
1990	23,797	1	
2000	29,383	1	
2001	29,993	1	
2002	29,799	$\downarrow \downarrow$	
2003	30,114	1	
2004	30,661	1	
2005	31,269	1	
2010	31,719	1	
2014	30,063	$\downarrow \downarrow$	
2017	33,200	1	

management and planning are essential for managing programs and budgets. A clear understanding of population growth is also vital to parks management and program development.

This process examined the census data from the past three cycles and American Fact Finder information provided through 2016. The population has increased steadily over the last 36 years; however, there have been significant increases in the early 2000s as well as a significant increase between 2014 and 2016. The largest increase has been among the age group of 45–64 years of age. The next largest increase has been among the ages of 20–44. A marginal increase occured with the age group of 15–19, recording a 2% growth. The under-15 age group had only a 0.15% growth. The 65 and older group decreased in population by 11%. This is most likely due to the baby boomer population retiring and moving to southern parts of the United States. The areas of population growth have been with the age groups of 20–44-year olds and 45–64-year olds. This is due to the significant demand for jobs in the City of Goshen. These shifts in population don't mean programing needs should change; however, it does indicate where the future demand will be.

Population						
	1990 Census	2000 Census	2010 Census	*2016 Census		
Total Population	24640	29384	31719	33385		
Total Households	9165	10675	11344	11918		
Population By Age						
0-4	2054	2316	2829	2552		
5-14	3347	4182	4521	4809		
15-19	1807	2188	2037	2078		
20-24	2488	2753	2174	2684		
25-34	4446	4760	4418	4328		
35-44	3406	4066	3653	3987		
45-54	2213	3200	3468	3982		
55-64	1740	2057	2794	3712		
65-74	1626	1606	3465	2618		
75-84	1060	1522	1567	1489		
85+	448	733	804	1146		
* United States Census - American Community Survey 2012–2016						



Diversity

Diversity represents a range of different catagories, including but not limited to, culture, community, and a unique perspective from patrons. Goshen has a population of 33,385 as of the 2012–2016 American Community Survey. Goshen's population consists of roughly 10,004 Latinos (30% of the population), 1,014 African-Americans, 364 Asians, and 26 American Indians & Alaskan Natives. Minorities make up approximately 42% of the students enrolled in Goshen Public Schools. The City's population represents 40+ countries with 25-30 different spoken languages. This diversity is unique to a city the size of Goshen and it presents important considerations for the Goshen Parks Department, especially regarding the communication of park programs, activities, and events. Language barriers can make it

difficult for the Goshen Parks and Recreation Department to provide specific programs for minorities. Up to this point, Goshen Parks does an exceptional job in providing program guides that have been translated to Spanish as well as providing translators for specific programs or activities. The Parks Department also takes great efforts to reach out to the Latino community. Hispanic soccer leagues are offered as well as other specific programs for the Hispanic population.

Unemployment

The economy of Goshen, IN employs 15,002 people. The economy of Goshen is specialized in manufacturing and other services, except public administration, and educational services.

Poverty

With the diverse demographic breakdown illustrated in the disability, unemployment, and senior citizen income graph on the next page, these statistics indicate changes in the local industries related to the recreational vehicle industries and large senior living communities located in Goshen.

Studies have shown nationally that park size and accessibility vary relative to neighborhood economic status. At the same time, socioeconomic factors often color the perceptions of parks, especially regarding quality and safety.

Staffing or amenity improvements may contribute to improving these perceptions, but long-term observations and continued

POVERTY RATE

Disability Status of the Civilian Non-Institutionalized Population			
Total Goshen Population	32,711		
With a disability	15.3%		
Under 18 years	8,706		
With a disability	6.0%		
Under 18 to 64 years	19,056		
With a disability	13.8%		
65 years and over	4,949		
With a disability	37.4%		

UNEMPLOYMENT RATE



investments will ultimately determine the decernable impact to park use in high-poverty neighborhoods.

SENIOR CITIZEN INCOME

Households 65 yrs. and over	Total: 3,294
Less than \$10,000	176
\$10,000 - \$14,999	364
\$15,000 - \$19,999	382
\$25,000 - \$29,999	427
\$30,000 - \$34,999	241
\$35,000 - \$39,999	166
\$40,000 - \$44,999	250
\$45,000 - \$49,999	198
\$50,000 - \$54,999	183
\$55,000 - \$59,999	181
\$60,000 - \$74,999	333
\$75,000 - \$99,999	213
\$100,000 - \$124,999	26
\$125,000 - \$149,999	95
\$150,000 - \$199,999	26
\$200,000 or more	33

Population Projections

Elkhart County has grown in recent years with the population increasing to roughly 33,220 (source: Indiana Business Center at Indiana University's Kelly School of Business). Some estimates have the populations in 2017 at 33,385. Regardless of the numbers, the greater Goshen area is growing, and the Goshen Parks and Recreation Department should look at this growth as a planning tool for parks, park programs, trail expansions, and land acquisitions. This growth should enable the Parks Department to make better informed decisions and allow them to provide for the projected growth. The parks should perform annual reviews of programs, maintenance, and growth to ensure that the citizens of Goshen are provided the most effective services possible.



Business & Industry

The natural resources have had a significant impact on the perception of the area as a viable place to settle and on industrial development since its founding days. The Elkhart River historically provided much of the needed power that drove the development of the City. Various lake and wooded areas, as well as the surrounding landscape, provided attractions that were inviting to those who chose to live in the area. Today, these resources are still a great recruitment tool for the community.

Along with Goshen being a great place to live, residents provide a critical pool of skilled labor that has driven the development of the recreational vehicle (RV) industry. The RV industry has spurred intense growth over the years and should be looked at as a force for the City and the economic makeup of the region. This industry's unique tie to national economic stability impacts the local economy in both good and bad ways, as this is one of the first industries to grow in a good economy and fall at the start of a bad economy.

As a result of this economic symbiosis and other determinants, muncipal population fluctuates. This poses a challenge to the Goshen Parks and Recreation Department in the development of programs and activities offered.

Elkhart County Employment by Industry Type

2017 EMPLOYMENT & EARNINGS BY INDUSTRY	EMPLOYMENT	% DIST. IN COUNTY	EARNINGS	% DIST. IN COUNTY	AVG. EARNINGS PER JOB
Total by place of work	164,226	100.0%	\$9,981,583	100.0%	\$60,780
Wage and Salary	143,129	87.2%	\$7,329,632	73.4%	\$51,210
Farm Proprietors	1,491	0.9%	\$25,243	0.3%	\$16,930
Nonfarm Proprietors	19,606	11.9%	\$849,346	8.5%	\$43,321
Farm	1,762	1.1%	\$32,438	0.3%	\$18,410
Nonfarm	162,464	98.9%	\$9,949,145	99.7%	\$61,239
Private	153,287	93.3%	\$9,452,816	94.7%	\$61,667
Accommodation, Food Serv.	7,502	4.6%	\$160,081	1.6%	\$21,338
Arts, Ent., Recreation	1,237	0.8%	\$22,319	0.2%	\$18,043
Construction	5,263	3.2%	\$346,897	3.5%	\$65,912
Health Care, Social Serv.	12,007	7.3%	\$688,511	6.9%	\$57,342
Information	579	0.4%	\$26,142	0.3%	\$45,150
Manufacturing	71,965	43.8%	\$5,299,142	53.1%	\$73,635
Professional, Tech. Serv.	3,626	2.2%	\$265,656	2.7%	\$73,264
Retail Trade	12,450	7.6%	\$377,857	3.8%	\$30,350
Trans., Warehousing	Data not available due to BEA non-disclosure requirements.				
Wholesale Trade	7,184	4.4%	\$609,517	6.1%	\$84,844
Other Private (not above)	26,175*	15.9%*	\$1,325,529*	13.3%*	\$50,641*
Government	9,177	5.6%	\$496,329	5.0%	\$54,084

First Fridays

Downtown Goshen, Inc.'s goal is to let people know how exciting the City of Goshen can be. This monthly event is held free to the public to provide the opportunity for people to explore the City's amenities. These events help to promote businesses, artists, entertainers, and various events for the public to be involved in. Goshen's Parks and Recreation Department is a partner of the event and often helps to host and promote events. Because of this partnership, we held a popup event to announce the Parks and Recreation Department's master planning process. This event allowed the parks the opportunity to gather input from the public as well as direct the patrons of the City to engage in the public survey process.





PARKS PLANNING

reaching plans that guide the direction of means of acountability, trust, and time, an all-encompassing goal or mission. The Goshen Parks Master Plan is a guide for the the community's open space resources and park programs for the next five years and beyond. Several community outreach methods were used to obtain community input for the direction of this Master Plan. These methods included public meetings, public surveys, pop-up social intercepts at community events (First Friday's, Farmers Markets), and outreach to Goshen, the Chamber of Commerce, Elkhart County Convention & Visitors Bureau, Goshen College, Community Foundation of Elkhart County, Elkhart County Health Department, LaCasa, Marry Lea Environmental Learning Center, local churches, and various neighborhood associations. Additional meetings were conducted with the Goshen Parks and Recreation Department, Goshen Parks Board, City Forester, and the Mayor of Goshen. This outreach ensured that all recommendations reflected the needs and priorities of the citizens

Master Plans are comprehensive and far- of Goshen, while serving as an important ensuring relevance, reflecting the values of the Parks Department and community, and demonstrating responsiveness to those values and community expectations.

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BENEFITS OF THE GOSHEN PARKS SYSTEM

Goshen Parks and Recreation—through several partnerships, shared resources, and established relationships—looks to grow the benefits of its natural resources, various park programs, and amenities offered to the citizens of Goshen and the surrounding areas.

Goshen aims to provide various programs for the diverse makeup of the community. With being this varied in makeup, the parks are constantly challenged to develop unique programs that address the needs of the community.

The programs offered and the natural resources that are available in the City help enhance users' experiences of the parks and the broader community. Despite that, continued advancement must occur to keep up with the population growth and the ever-changing dynamics of the community.

With the consistent population growth that the City has had over the last 30 years, it is certain that the parks will need to grow. With this growth, it is important that all processes and programs be run as efficiently as possible. "Do more with less." This statement is an economic reality for most Parks Departments.

Goshen is unique for the size of the community as it already has implemented a great network of trails for recreation, transportation, and leisure activities. It is this connectivity and network that often draws two specific demographics to the community. The first demographic is young adults, aged 20–35. This group looks at amenities of a community to decide where they are going live before they look at what job they can get within that community. The second demographic user group is those at or close to retirement age. They look at the same amenities that other age groups consider, but approach them with different priorities. This group seeks to have the recreation and active lifestyle that can be offered in the community that they would like to retire to. Goshen and the broader Elkhart County offer both jobs and amenities that suit many lifestyles. The connective nature of the trails and park system have much to offer all groups residing in the community. The public survey results indicate a strong interest in the growth of the trail networks.

The Goshen Parks system, trails, programs, activities, and other amenities offer great recreational and public health value to the citizens. Goshen Parks also provide great economic impacts. Parks help in recruitment and retention efforts, they mitigate the impacts of the urban environment, and they manage urban stormwater and the effects of flooding while stimulating nearby development and driving up adjacent property values.



Picture provided by: https://greatriversgreenway.org/homepage/sunset-park-purple-sunset-over-river-spring-2/

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COMMUNITY ENGAGEMENT 05

WHAT'S THE PROCESS?

Public involvement in the planning process is necessary for final plans to reflect the needs and expectations of the public. At the same time, effective public engagement demonstrates accountability and critical transparency of the public realm, building understanding and appreciation for Goshen's parks. It serves as an an example of the parks' values and purpose, especially in communicating the Goshen Parks Department's commitment to wider social benefit. Public engagement and outreach efforts build trust and show that the public has a stake in muncipal endeavors as well as important expertise to offer. Given Goshen's continued demographic transitions, these engagement efforts also help maintain relevance and demonstrate connectivity to the community. Lastly, at the root of these conversations is the need for the Parks Department to show responsiveness to previous commitments.

In the end, implementation of the plan by the

Parks and Recreation Department should be well supported to effectively deliver a communityoriented park system. The public involvement process was not only done to secure their support, but also to gain an understanding of what they perceive as important in their City. The Parks and Recreation Board and the Parks Department are at the forefront of the master planning efforts, but several methods of outreach were completed to involve participation from citizens of Goshen. These included:

- Stakeholder meetings
- Community survey
- Pop-up social intercepts
- Open public forums / public review of the plan draft
- Media awareness / publication

STAKEHOLDER / STAFF MEETINGS

The meeting(s) were run the same way, but with different groups. Each meeting started with the introduction of the project and explanation of the hopeful outcomes of the master planning process. To ensure full participation of attendees and their diverse needs, several opportunities for both individual and group engagement were employed.

Each meeting was divided into two groups, one that responded to different "lenses" that people should look through when examining their parks system. These lenses included administration, people, natural resources, park facilities, programs, and events. The second group looked at each individual park to examine the issues and or good things that exist within each park. People were encouraged to write down any concerns, ideas, or thoughts they might have about the parks during the exercises.

In addition to the two previous exercises, individual questionnaire sheets were passed out to everyone. The questions were specific to the Parks Department, and attendees were asked to complete them as soon as possible.

The outcomes of the meetings were exceptional with substantial feedback from the attendees. Before the meetings, the staff visited each park and inventoried them. The following questions were listed on the questionnaire:

- What are the biggest current and future challenges you see with Goshen Parks?
- What amenities, programs, or events would

you like to see added at Goshen Parks in the next five years?

- Are there any amenities, programs, or events that you think should change or discontinue considering available resources (staff, funding, equipment, etc)?
- What is the most important thing to you that could be improved in these parks over the next five years?
- What are the biggest current and future challenges you see with Abshire Park, Allan J. Kauffman Park, Fiddler Pond Park, Millrace Park, Mullet Park, Pringle Park, Rogers Park, Shanklin Park, Shoup - Parksons Woods Park, Waterford Park, etc.?
- What is the most important thing to you that could be improved in each of these parks over the next five years?
- What are the biggest current and future challenges you see with Dr. Larry Beechy Classified Forest?
- Are there any amenities, programs, or events that you think should change or discontinue considering available resources (staff, funding, equipment, etc.)?

Stakeholder / Staff Meeting August 18, 2018

Location: Reith Interpretive Center Time: 9 am - Maintenance Staff, & City Forester 10 am - Reith Interpretive Center Staff 11 am - Total Staff

Aaron Kingsley, the City Forester, started off by discussing his point of view about the forestry part of the project. Several of his ideas are related to how to improve the larger ecosystem problems that exist and how to manage the issues and address them in this Master Plan. Currently, the Forestery Division is the only municipal entity that maintains the trees in the park and for the City. This is a daunting task and leads to the occasional sharing of an employee from the maintenance division to assist in tasks. During discussions about park improvements and the potential acquisitions of land that another part-time or full-time employee be hired for ease of workload. Those who attended the meeting agreed that one or two more forestry employees would definitely help.

In reviewing other plans and goals, *The Canopy Goal* ties in well with the efforts of this plan. It aims to increase the city's canopy by double by mid-century. Accomplishing this is developed elsewhere in the Master Plan. The latest assessment of the canopy was done in 2013. Attendees also commented on the handouts about individual parks.

Kevin Yoder, head of the maintenance division, discussed that the current capacity of the maintenance division is 6 employees. However, some employees who are nearing retirement will have to be replaced. These factors do not leave room for growth for future park plans. A future administrative position was also suggested to help log and track details about each park, their maintenance, and other information.

Kim Stephens oversees all programming and special events that occur in the parks system, and she expressed that one of the pressing needs is for more indoor spaces. She explained that there are plenty of spaces for activities in the summer months, which have high participation, but during the colder months, the number of spaces available is limited. Talks of partnering with the school systems and other organizations would open up the possibility of having more indoor spaces. The group entertained the idea of a potential community center to house more events. Most of the programs in place are successful, and in several instances, registration has had to close due to high participation and the lack of facility capacity. Another concern was how to reach out to the underserved population and plan events for the elderly, the disadvantaged population, at-risk students, and others in the community.

The creation of a Park Foundation arised out of funding concerns for new programs and for the parks. A Foundation can mediate between the parks and partners or sponsors, and it can focus on implementing future capital projects.

Tanya Heyde, Superintendent of the Parks Department, wants to make Goshen Parks one of the best in the state. She sees the Master Plan as moving the department past one that maintains the status quo and instead plans for future growth. She wants accessible, natural, and inviting. Further, she sees the parks as places for experiences. She believes that engaging the community to advertise the parks is a major concern. Communication and contact can be a challenge, primarily when communicating with the Hispanic population, which comprises a large attendance in the parks. Suggestions included contacting people through local churches and reaching out through students in the schools.

Elkhart County Joint Meeting October 18, 2018 *Location: Elkhart Environmental Center Time: 9 am*

The basis for this meeting was to leverage the collaboration of all park systems in the County. Using Hamilton County as an example, it is the goal of the County to form an alliance to work together in areas of programming, scheduling, promoting, etc. The question was whether this was a feasible action for the County. Using the knowledge and assests that Goshen has to offer along with other vibrant communities in the County, it would be possible for the collaborative team to serve as a "coattail" for the Park Agencies. Another item discussed was the "10-Minute Walks to Parks" initiative that is discussed further in the document as a benefit to a growing and successful community.

Mayor Meeting November 16, 2018 Location: Goshen City Hall Time: 11 am

Over the course of collecting the data for a successful planning process, it was important to contact and gain insight from Goshen's Mayor. The meeting proved to be valuable at understanding the City's concerns and how to compare those to the Park Department's concerns and other collected feedback.

The Mayor's biggest concern is how to add inclusiveness to the parks with necessary upgrades and improvements. Funding, contributions, and foundations were also discussed to clearly define potential sources to help improve the parks system.

The following questions were asked throughout the meeting:

- What is your vision for the parks?
- How do you feel the 2018 spring flood affected the parks?
- How do you see the parks growing over the next five years and into the future?
- What industries in the area would be able to assist in park contributions and improvements or be interested in improvements?

PUBLIC MEETINGS

October 2, 2018 Location: Rieth Interpretive Center Time: 5:30pm

Public Attendees: 14

October 25, 2018

Location: Rieth Interpretive Center Time: 5:30pm Public Attendees: 5

Both public meetings to seek input on the Goshen Parks and Recreation system were held at the Rieth Interpretive Center on two separate dates, October 2 and October 25, 2018. The meetings were announced via legal notice in the Goshen Newspaper, which can be found in the Appendix.

A total of 19 members of the public attended both meetings with 14 at the first and 5 at the second. In addition, several Parks Department personnel and Park Board members attended. Although this was a low turn out, it could be that people preferred other feedback methods, such as submitting input through the online public survey, which collected an appreciable amount of responses.

The meeting included a presentation of the master planning process and engagement activities. After the presentation, input was gathered through multiple planning activities. As noted previously, the first exercise utilized sticky notes to be put on five boards with specific topics such as "people," "facilities," and "administration" to guide people. The next activity had boards with aerial maps of the parks and the participants were encouraged to write ideas specific to each park on those boards.

The following questions and comments were discussed in the meeting at the beginning and end:

- Are there currently any utilization statistics for the parks?
- What current partnerships does the Goshen Parks Dept. have with residents/ organizations of Goshen? What other partnerships can be created to help with the parks' needs?
- Are the public schools open to the public after hours? Opportunity for indoor programs?
- What are concerns with the "small strips" of land within the City that are considered parks?
- Has the skating rink been considered for a particular park or is there a separate location being developed?
- What is currently in its planning stages and waiting for more funding?
- Can there be a multi-use pavilion with a support building?

Public Meeting Results

- In the past every park had a "solid" drinking fountain for the users. Where did these go? Should the parks incorporate this into the future improvements of the parks?
- Some people believed that it would be nice to have another swimming or water option in the area.
- It was expressed that Shanklin's Pool has a short season.
- What inside options are there?

- Goshen College used to have their pool open for 2 hours.
- It was expressed that people would like for Fidler's Pond to be open for swimming because of its clarity and well-kept conditions.
- Dream big and have a plan so that if opportunities do arise, action can be taken.
- Suggested that east Lincoln neighborhood would be a good location for a dog park.
- Years ago the parks partnered with LaCasa and were able to raise \$1,500. This amount is currently in the Parks Account for the Dog Park fund looking to gain more donations and grants.
- Compliments about the current condition of the parks and the upkeep that the parks department has with putting in more trees.
- Pavilion currently being built at Dykstra.
- What effort is being made to connect the trails system of Goshen to the surrounding communities? Do the trails take you to every park?





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CULTURE! COMMUNITY & DIVERSITY

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Goshen

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38
PUBLIC INPUT SURVEY

Methodology

The survey questionnaire was designed by the project team and the Goshen Parks and Recreation staff. The questionaire was published using an online survey design implementation website.

Distribution of the survey occured through several means and methods for maximum input by a diverse population. Initially, the survey was made available on the Goshen Parks Department's website. With further help, the survey was announced via the local Goshen news and outreach events such as the Farmer's Market during First Fridays and at local churches and open from October 5 to November 23.

Duplicate online survey responses were prevented by the Google Forms survey, which only allows one response per IP address.

An additional survey method was also brought to the public. This involved placing dots on a variety of project boards created by the project team to quickly identify items of interest in the Master Plan.

Responses were at random and voiced concerns were documented.

Survey Responses

The amount of survey input collected during these master planning efforts totaled 492 responses received and analyzed for data collection. These provided valuable information to the project team. Most responses received were online, but face-to-face input was received at the two public outreach events. 75 total hard copies of the survey were distributed at these outreach events including being available at the Parks and Recreation buildings. Eight surveys were turned in with six being from First Friday and two being from the Farmer's Market.

1. Which Goshen Park have you visited the most in the past 12 months?



2. How often do you use the Goshen Parks? More Details



3. Which Goshen Trails have you visited the most in the past 12 months?





FIRST FRIDAYS

October 5, 2018

Location: Goshen Theatre

While attending the event, approximately 100 "Take 5" Parks Department survey cards were distributed to random patrons visiting the downtown event. These cards led the patrons to the Goshen Parks' website and Facebook page where they could take the survey about Goshen Parks and the master planning efforts. It is estimated that 250–300 people were engaged in conversations about the parks or were made aware of the 5-Year Master Plan efforts.

While distributing the "Take 5" cards, citizens were engaged in several conversations regarding parks and what was happening with the 5-Year Master Plan.

The most notable comment from patrons: "I was not aware that there were so many parks in the Goshen Parks system."

Event Responses

- Can the trails be improved where they are soft and muddy?
- Can a zipline course be installed along the river?
- Can Joy Johns be placed along the trail throughout the year?
- Are kayaks allowed on the Millrace Canal?
- When will Goshen have an off-leash dog park? (This was commented on 6–8 times during the 3-hr event.)
- Can exercise equipment be placed along the trails?
- Can a trail be extended between the cemetery and the waste water treatment plant along Indiana Ave. south to Chicago Ave. (the Old Bag Factory)?
- A tree canopy walk and outlook would be unique.





5. The main reason I use the Goshen Trail system is? (If OTHER, please specify in Questions #6)





How are you currently informed of Goshen Parks activities and programs? More Details





9. If you did not participate in a Goshen Parks program or activity, why?







5 YEAR PARK MASTER PLAN: 2019 - 2023 Take the 5-minute survey @ https://goshenindiana.org/parks-rec OR https://www.facebook.com/GoshenParksRecreation

FARMER'S MARKET POP-UP

October 13, 2018

Location: Goshen Farmer's Market

While attending a local farmer's market, approximately 80 "Take 5" parks survey cards were distributed to random patrons visiting the Farmer's Market. These cards led the patrons to the Goshen Parks' website and Facebook page where they could take part in a survey about Goshen Parks and the master planning efforts for the 5-Year Master Plan. It is estimated that 150–175 people were engaged in conversations about the parks or were made aware of the 5-Year Master Plan efforts.

Again, the most notable comment from patrons: "I was not aware that there were so many parks in the Goshen Parks system."

A short survey was given to those not interested in the online survey. The survey was a condensed version of the online survey. No short surveys were taken. All parties who were engaged in park conversations opted to take

the online survey.

Event Responses

- When will there be a large indoor venue for when weather is poor?
- Can there be better cleanup of the Millrace trail and canal?
- Can Joy Johns be placed along the trail throughout the year?
- Can exercise equipment be placed along the trails?
- Can more community gardens be added in the parks.
- Educational components should be added to the Canal trail documenting the history of Goshen's development.
- When will Goshen have a dog park?
- Can more parkvland that has been let go to natural prairie be returned to open fields for recreational opportunities such as ultimate frisbee, flag football, etc?





11. What programs and activities would you like to see continued or added in the future?



12. Which leisure programs / activities are important to you and / or your family?



13. Would you agree that parks and open public spaces add to your/your family's quality of life?



14. What new, renovated, or expanded park facilities would you support?



15. Currently alcohol is not permitted in Goshen Parks. Should alcohol be allowed at park facilities for events through a permit process and if it is being served by a licensed caterer or bartender?



16. What is the single most important thing that prevents you from using the parks or programs more often?

More Details



17. What is your total household income?



18. In which way(s) should park updates, improvements and additions be supported? More Details



19. Where do you live? More Details

Other

O Within city limits 381 95 Outside of city limits

20. How old are you? More Details 18 or under 4 9 19-29 2 in

- 15 25	0.0	
30-45	172	
46-60	110	
Over 60	130	

21. How many children are in your household?

More Details O - Adults only 767 • 1 Child 61 2-3 Children 142 6 4+ Children 11



22. How long would you walk to get to a city park before you would decide not to visit ?



23. Do you believe an indoor recreation facility would be beneficial to the parks and recreation programming and why?

	Latest Responses
312	"No. Just prefer the outdoor spaces."
Responses	"Outdoor spaces are more important because everyone can visit, when

24. How valuable to you are the trees on your property?

319

75

19

More Details Very Valuable Moderately valuable A little bit valuable No value Indifferent / have not thought... 16



25. How valuable to you are the trees throughout the City of Goshen?

356

59

10

355

111

More Details

🔘 Very Valuable Moderately valuable A little bit valuable No value

Indifferent / have not thought... 11



26. Would you or the company you work for be willing to sponsor or pay for naming rights on a Goshen Parks facility? (If yes or maybe please contact Goshen Parks or leave your contact information in the write in section of question # 30). More Details



Maybe



27. What do you think are the most important issues facing the Goshen Parks? More Details





28. On a scale of 1-5 with 5 being excellent and 1 being poor, what do you think the image of the Goshen Parks is in the community?

More Details

476

Responses

4 19 4.19 Average Rating

76

Do you believe Goshen Parks provide an essential service to the community?

99% Agree

Picture provided by: https://www.wired.com/2016/11/long-lines-suck-mapping-tech-help-vote-faster/

PUBLIC INPUT SURVEY RESULTS

STOTAL SCOMBINED OPINIONS





100% TRAIL USAGE

12 CITY TRAILS

IN THE PAST 12 MONTHS WHICH TRAIL HAVE YOU USED THE MOST?

THE MAIN REASON I USE THE TRAIL SYSTEM....

18%

TRANSPORTATION

Recreation * Social Interaction Health / Wellness * Transportation

6%

OTHER

7%

INTERACTION

SOCIAL

56%

HEALTH AND

WELLNESS

64%

RECREATION

...they offer a safe way to **walk** or **bike** in the community

I feel safe because I dont have to worry about traffic on most of the trails I use. It also is an easier way to get from one part of town to the other. Some of the trails also offer beautiful scenery....

We like to take our sons and bike to see what we can find. Bullfrogs, shells by the water, praying mantis, wildflowers, etc....

...the experience adds a **quality of life** in the city.





GOSHEN PARKS $\star \star \star \star$ 4.19 out of 5 AVERAGE RATING!

COMMON ACTIVITIES PEOPLE LIKE TO DO AT THE PARKS

77%	Walk / Jog / Run
13%	PICKNICKING
28%	Relax
3%	BASEBALL / SOFTBALL
4%	Soccer
22%	BASKETBALL
33%	Use of Playgrounds
15%	Swim / Pool / Splash Pad
5%	Use of Boat Launch / River Access
1%	Skateboard
20%	OTHER

AILY

6%



REASON FOR NOT PARTICIPATING IN PROGRAMS 5% COST OF PROGRAM 4% TOO FAR FROM MY HOUSE 44% NOT AWARE OF IT

4% MISSED REGISTRATION

43% OTHER

How Valuable are the Trees Trhoughout the City of Goshen?

82% of goshen residents say they are very valuable



CITY PARKS

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Goshen City Limits

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Goshen Parks Legend

- 1. Abshire Park 2. Bakersfield Park 3. Burdick Park 4. Church Park 5. Dykstra Park 6. Dorothy McFarland Park 7. Hay Park 8. Dr. Larry L. Beechy Forest 9. Millrace Park 10. Model School Park 25. Allan J. Kauffman Park 12. Oakridge Park 13. Pringle Park
- 14. Reith Park 15. Rogers Park 16. Shanklin Park 17. Shoup-Parson Woods 18. Walnut Park 19. Water Tower Park 20. Fidler Pond Park 21. Five Points Park 22. Lafayette Triangle Park
 - 23. Linway Lake 24. Waterford Park
- 11. Mullet Park
- 83



ABSHIRE PARK

Donated to the Parks and Recreation Department in 1986, this 60-acre tract is the second largest property in the park system. Developed to accomodate passive and interpretive programs, Abshire Park helps to maintain a balance in the park system between active and passive recreational opportunities. The park lies adjacent to and is accessible from the Pumpkinvine Trail, a leg of the Maple City Greenway trail system. The north end of the park is most developed, including Abshire Cabin, a tubing hill, and a parking area. The remainder of the park is a managed natural area and includes a prairie restoration, wetlands, and a transitional forest. Rock Run Creek borders the park to the southwest and provides an excellent habitat.















After inventory and analysis of each of the physical parks and several meetings with stakeholders and the public, it was determined that several improvements and changes should be made at each of the parks. Each of the subsequent park recommendations followed a similar process. The following identifies general considerations that should be taken to help improve the quality of life that Abshire Park offers its attendees:

- Fence line removed from sledding hill and proper safety improvements made
- Lighting additions to sledding hill
- Possible lighting at trailhead access points

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Followingare broad consideration improvements for Abshire Park.

- ADA-compliant access to cabin
- ADA-compliant bathroom access

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Abshire Park holds several programs and activities throughout all seasons of the year including the following:

- Arts Camp
- Tubing and Cross-Country Skiing



ALLAN KAUFFMAN PARK

Prior to its current name, Allan J. Kauffman Park, the park was formerly known as Rock Run Park. However, the park was renamed to honor the former mayor of Goshen, Allan J. Kauffman, who served as the longest-serving mayor in the City of Goshen's history, from 1997-2015. Located at the corner of Prospect Avenue and Mills Street, the park is a symbol of team leadership and collaboration. At 11.08 acres, Allan Kauffman Park is a park with a multitude of opportunities; open play spaces, trails, lookout towers that insight imagination for youth, a climbing wall, open hill sides for sledding, interactive art and music areas and even a community garden! The park is well attended throughout the year with several neighborhood children visiting yearround.

In 2015, the park was the recipient of the Indiana Park and Recreation Association's award of Exceptional Park Design.















The following identifies general considerations that should be taken to help improve the quality of life that Allan Kauffman Park offers its attendees:

- Hill stabilization for playground areas suffering erosion from overuse
- Restripping of parking lot

• Replacment of vandalized items Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Allan Kauffman Park.

- ADA-compliant bathroom access
- Addition of inclusive playground activities

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Free play
- Picnics
- Gardening
- Walking



BAKERSFIELD PARK

Bakersfield Park is located at the corner of Baker Street and Winter Avenue. Features include an informal play field structure and a picnic area, resulting in a perfect example of a "vest pocket park." West Goshen Neighborhood Association hosts several events at the park including seasonal picnics and block parties.









The following identifies general considerations that should be taken to help improve the quality of life that Bakersfield Park offers its attendees:

- Lights for attendees who want to attend the park at night
- Recycled rubber mulch

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Bakersfield Park.

- Walkway access from parking to playground
- ADA parking spot
- Widening of surrounding widewalk

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Free play
- Walking
- Picnics



BURDICK PARK

This park is another excellent example of a neighborhood "vest pocket park" and is located at the intersection of West Burdick Street and Wilson Avenue. Facilities include a basketball court, a play structure, and an open field. Mature shade trees in and around the park enhance the park's image and usability in hot weather.















The following identifies general considerations that should be taken to help improve the quality of life that Burdick Park offers its attendees:

- Repaving of basketball court
- Parking lot improvements
- Added mulch

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Burdick Park.

- Walkway access from parking to playground
- Added ADA-compliant picnic table

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Free play
- Gardening
- Basketball
- Picnics



CHURCH PARK

Less than half an acre in size, Church Park is located on North Eight Street at Summit Street. Facilities include a play structure, swings, and a basketball court. High-quality, mature trees in this park should be maintained.











The following identifies general considerations that should be taken to help improve the quality of life that Church Park offers its attendees:

- Repainting of playground equipment
- Basketball court pavement markings
- Added seating for adults and picnics
- More parking spaces

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Church Park.

- Compliant parking space
- Added ADA compliant picnic table

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Free play
- Pinics
- Basketball



DR. LARRY BEECHY FOREST

The Larry L. Beachy Classified Forest is located between the Elkhart River and the Millrace Canal. The property was acquired in 2003 with the assistance from the DNR Heritage Grant Fund and a local private match. Dr. Larry Beachy, the original owner of the Classified Forest, planted many of the 23 tree species located in the forest. The Classified Forest offers interpretive trails, wildlife viewing, and enjoyment of nature. The Rieth Interpretive Center, located in Millrace Park to the north of the Classified Forest, schedules regular nature walks through the forest.









The following identifies general considerations that should be taken to help improve the quality of life that Dr. Larry Beechy Forest offers its attendees:

- Proper and directional signage
- Identifiable parking for visitors Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Dr. Larry Beechy Forest.

Compliant parking space

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Hiking
- Nature walks
- Passive recreation
- Bird watching
- Plant identification



DYKSTRA PARK

On the southern side of Lincoln Avenue, Dykstra Park is approximately 2 acres and home to several staple park activities at the playground, basketball courts, and open play space. The park's small windmill was funded and built by members of the Dykstra neighborhood in 2016. Additionally, the southern part of the site is home to the forestry division's arboretum.













The following identifies general considerations that should be taken to help improve the quality of life that Dykstra Park offers its attendees:

- Added mulch
- Updated playground equipment
- Better defined parking spaces

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Dykstra Park.

- ADA parking space
- Inclusive playground additions
- ADA-compliant picnic tables

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Dykstra Park holds several programs and activities throughout all seasons of the year including the following:

East Goshen Neighborhood
Association picnics



FIDLER'S POND

Located on the east side of Lincolnway East (US Hwy 33) between East Monroe Street and College Avenue, Fidler's Pond is a former gravel pit purchased by the Parks and Recreation Department in 2012. At 100 total acres, the park consists of a 1.5-mile walking trail, watersports rental facility, 84-acre pond, newly built pavilion, and welcome center.















The following identifies general considerations that should be taken to help improve the quality of life that Fidler's Pond offers its attendees:

- Rental facility upgrades
- Digitized rental system
- Upgrading water sports equipment
- Added fishing dock

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Fidler's Pond.

- ADA-compliant parking space
- Inclusive water sport activities

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Fidler's Pond holds several programs and activities throughout all seasons of the year including the following:

- Small boat sailing
- Fishing Derby
- Kerry's Kidsthlon



FIVE POINTS PARK

Located at the intersection of West Lincoln Avenue, Indiana Avenue, and Dewey Avenue is a .1-acre park that provides a small getaway to sit down and relax. It also has several parking spaces for those who are on a lunch break.









The following identifies general considerations that should be taken to help improve the quality of life that Five Points Park offers its attendees:

• Park signage

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Five Points Park.

ADA-compliant parking space

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.



HAY PARK

Located in the Clover Trails Subdivision, this 5-acre park was donated and developed by Mr. Steve Hay, previous owner of the land. Largely focused on by the city forerster, the park maintains 154 trees on the site and also provides nearby residents the opportunity of harvesting food from the half-acre garden. The park also provides a shelter and playground equipment.

In the midst of fundraising and support from the community, Hay Park will have the first all-inclusive playground in the Goshen Parks Department system. The playground will be completely accessible to people of all ages and physical capacities. Funds have already been raised through crowdfunding, and construction for the playground will break ground in the spring of 2019. This future playground is a step toward the Goshen Parks Department's goal to have an inclusive parks system at all facilities.















The following identifies general considerations that should be taken to help improve the quality of life that Hay Park offers its attendees:

• Added mulch

• Updated playground equipment Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Hay Park.

- Widening of surrounding playground sidewalk
- ADA-compliant picnic tables

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Hay Park holds several programs and activities throughout all seasons of the year including the following:

- Community gardening
- Future all-inclusive playground
- Walking trail
- Free play
- Picnics



Located on South Main Street, this park is a city green space with landscaping as a city gateway. At .5 acres, Lafayette Triangle Park is a quaint little park with suitable pathways and seating areas for nearby residents.













The following identifies general considerations that should be taken to help improve the quality of life that Lafayette Triangle Park offers its attendees:

- Addition of lights
- Park signage
- Additive perennial and annual landscaping

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Lafayette Triangle Park.

- Turning of park benches for access from sidewalk
- ADA-compliant picnic tables

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Picnics
- Walks
- Leisure sitting



LINWAY LAKE

Comprised almost entirely of open water, Linway Lake is named because of its location directly south of Linway Plaza Shopping Center. It serves as a storm water detention area. Hidden behind the shopping plaza, this recreational gem provides opportunity for fishermen, with half an acre of maintained lawn and half an acre of woodland leading to the Elkhart River.







The following identifies general considerations that should be taken to help improve the quality of life that Linway Lake offers its attendees:

- Directional signage
- Clearly marked parking spaces
- Grand entrance landscape
- Perched fishing dock
- Cleared paths around lake
- Connectivity to Mullet Park

• Lakeshore seating and tables Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Linway Lake.

Sidewalk access to lake shore

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Linway Lake holds several programs and activities throughout all seasons of the year including the following:

• Fishing Derby



MILLRACE PARK

Located south of Plymouth Avenue, this 17-acre park is home to the Rieth Interpretive Center, "50 trees of Indiana," and the Arbor Day Celebration. Millrace Park lies between the Elkhart River and Millrace Canal and across Plymouth Avenue/State 119, a major thoroughfare from Shanklin Park. Running along the east side of the park, Millrace Canal Trail provides excellent bicycle and pedestrian access. The western and southern portions of the park are particularly picturesque, largely due to the impact of the Elkhart River and its floodplain.

*Due to recent flooding occurrences, the Goshen Parks and Recreation administration has been moved to the Reith Interpretive Center until suitable accommodations can be found for the future home of their offices.












The following identifies general considerations that should be taken to help improve the quality of life that Millrace Park offers its attendees:

- Updated playground equipment
- Clearly defined trail head

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration <u>improvements</u> for Millrace Park.

 Widening of surrounding playground sidwalk

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Millrace Park holds several programs and activities throughout all seasons of the year including the following:

- Nature hikes
- School and community programs
 - The seasons
 - Birdwalk
 - Regional responsibility



MODEL PARK

Model School Park is an L-shaped tract of land adjacent to Model Elementary School just off Green Road. Features include tennis courts, an informal softball diamond, and an open play field. Model Elementary School and Model Park visitors use the baseball and softball facilities, but only the entry drive, tennis courts, and parking lot are maintained by the Parks Department.













The following identifies general considerations that should be taken to help improve the quality of life that Model Park offers its attendees:

- Sealing of cracked pavement
- Restripping of pavement

• Outdoor tennis court lighting system Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Model Park.

- ADA parking space at tennis courts
- Sidewalk access from parking lot to courts

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Model Park holds several programs and activities throughout all seasons of the year including the following:

- Middle school tennis programs
- Pickle ball tournaments



MULLET PARK

Nearly 15 acres in size, Mullet Park is located between Indiana Avenue and Elkhart River, and it is accessible via a pedestrian footbridge that crosses the river into Shanklin Park. The park is undeveloped except for the planting of several tree varieties and Shanklin-Mullet trail running on the southern edge of the park to the pedestrian bridge. The park is home to many large outdoor recreational activities with hot air balloon staging taking place throughout the summer.















The following identifies general considerations that should be taken to help improve the quality of life that Mullet Park offers its attendees:

- Gravel or paved small parking lot
- Bathroom facility
- Entrance plantings
- Lights near the trail

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Mullet Park.

- ADA parking space
- Sidewalk access from parking lot to trails

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Mullet Park holds several programs and activities throughout all seasons of the year including the following:

- Hot air balloon trips
- Passive recreation
- Nature walks
- Camping



OAKRIDGE PARK

This park, at 3.5 acres, is the largest "neighborhood park." It lies just north of Oakridge Cemetery, at the corner of North First Street and Oakridge Avenue. It is bounded on the south side by Rock Run Creek and serves as a trail head. Facilities include two lighted basketball courts, an open air pavilion with comfort stations, and a playground. The historic iron truss footbridge that crosses Rock Run Creek into Oakridge Park was relocated from Wilden Avenue in 2003. Maple City Greenway, Phase V Trail, will run through the park connecting the historic pedestrian bridge to the park.















The following identifies general considerations that should be taken to help improve the quality of life that Oakridge Park offers its attendees:

- New grill and placement
- Bathroom facility
- Entrance plantings
- Lights near the trail and playground due to thick tree cover

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Oakridge Park.

- ADA parking space
- Inclusive playground access and equipment

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Oakridge Park holds several programs and activities throughout all seasons of the year including the following:

- Picnics
- Free play
- Trail walks



PRINGLE PARK

Donated by the Fidler Family in 1979, Pringle Park serves an important community need and is primarily a sports-oriented park. The park can be accessed from Lincoln Avenue or Greene Road via an entrance drive north of Model Elementary School. Facilities include youth soccer fields, sand volleyball courts, Fidler Pavilion, a playground, and a perimeter pedestrian path. Fidler Pavilion accommodates free "Summer Series Concerts." The entrance is lined with ornamental trees. The parking lot is beautifully tree-scaped and offers ample parking. The park's proximity to the Little League softball complex creates the opportunity for partnership in terms of programming and maintenance.

















The following identifies general considerations that should be taken to help improve the quality of life that Pringle Park offers its attendees:

- Large berm for natural seating in case of concerts at pavilion
- Rope boundaries / clearly defined boundaries for volleyball courts

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Pringle Park.

• Inclusive playground equipment Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Pringle Park holds several programs and activities throughout all seasons of the year including the following:

- Zumba classes
- Church gatherings / picnics
- Goshen junior football league
- Summer volleyball leagues



RIETH PARK

Built on 1.3 acres of land donated by the Rieth Family in 1980, this neighborhood park features a picnic pavilion with restrooms, a playground, a splash pad, and an open play area. The layout of this park is defined between structured and informal uses. Land and water conservation funds were used to develop the park.















The following identifies general considerations that should be taken to help improve the quality of life that Rieth Park offers its attendees:

- More mulch, possibly recycled rubber
- New or updated splash pad equipment
- Security lighting

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Rieth Park.

- Sidwalk access to park benches
- ADA parking space
- Updated swings
- ADA-compliant picnic tables

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Free play
- Splash pad
- Open recreation



ROGERS PARK

Originally developed in 1909, Rogers Park was the largest and most heavily used park in the City for over 50 years. Facilities include a large, historic picnic pavilion, lighted basketball courts, a baseball diamond, restrooms, a canoe launch, and a playground. A pedestrian bridge spans the Elkhart River and connects the park to the downtown area, the Maple City Greenway, the Central City Trail, the new Riverwalk Trail, and the Millrace Trail. In 2004, the community built Tyler S. Joldersma Memorial Skate Park; it was constructed for skateboarders and inline skaters to practice their sport.















The following identifies general considerations that should be taken to help improve the quality of life that Rogers Park offers its attendees:

- Fishing pier
- Designated canoe/kayak launch
- Security Lighting located at all building facilities

• Update of old wooden picnic tables Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Rogers Park.

- Sidwalk access to playground
- ADA-compliant picnic tables

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for fdetailed information.

PROGRAMS / ACTIVITIES

Rogers Park holds several programs and activities throughout all seasons of the year including the following:

- Baseball / Basketball leagues
- Maple City Multicultural Festival
- Skate park



SHANKLIN PARK

At 90 acres, Shanklin Park is by far the City's largest park and lies between the Elkhart River and Millrace Canal at the heart of the community. Since its development in 1958, Shanklin Park has become the "hub" of recreational activity in Goshen. Facilities include lighted baseball/softball diamonds, a swimming pool, Schrock Pavilion, a canoe launch, the community-built Tommy's Kids Castle play structure, Kiwanis Pavilion, and the Riverside open-air pavilion. Shanklin Park also boasts significant passive opportunities, including native grass and wildflowers, a large forested wetland, and a perennial garden. A trail in Shanklin Park connects the Millrace Trail to Mullet Park. Park maintenance is housed at this park, and across the Elkhart River, a pedestrian bridge is the Park and Recreation Department's administrative offices and Coyne Pavilion.















The following identifies general considerations that should be taken to help improve the quality of life that Shanklin Park offers its attendees:

- Fishing pier
- Designated and updated canoe/kayak launch
- Security lighting located at all building facilities
- Improvements on pool

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Shanklin Park.

• Inclusive playground equipment Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Shanklin Park holds several programs and activities throughout all seasons of the year including the following:

- High school cross-country meets
- Outrunning Hunger 5k
- World Cup streaming



WOODS

Designated as a natural education area, Shoup-Parsons Woods was dedicated in 1980. The park is comprised of nearly 17 acres of lowland forest between the Elkhart River and the Millrace Canal, and it is accessed by crossing the head gates of the Millrace at the Goshen Dam Pond. Features include a paved, fully accessible trail loop, a boardwalk overlooking an existing wetland, interpretive trails, restrooms, and a parking area.

















The following identifies general considerations that should be taken to help improve the quality of life that Shoup-Parsons Woods offers its attendees:

• Security lighting located at all building facilities

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Shoup-Parsons Woods.

ADA-compliant bathroom

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

Shoup-Parsons Woods holds several programs and activities throughout all seasons of the year including the following:

- Bikes n' Brews Trail
- Nature walks



WALNUT PARK

A neighborhood park of less than 2 acres, Walnut Park includes a playground, picnic pavilion with restrooms, basketball court, and splash pad. Slight topography in some areas of the park adds interest and winter sledding opportunities.















The following identifies general considerations that should be taken to help improve the quality of life that Walnut Park offers its attendees:

- Security lighting located at all restrooms and pavilions
- Updated and added splash pad equipment

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Walnut Park.

 Pathway access from parking lot to pavilion

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Free play
- Splash pad
- Picnics
- Frisbee



WATER TOWER PARK

This area was formerly the City Water Department's property. This 3.4-acre park was deeded over to the care of the Park Department in 1997. Its primary use is to provide green space and an open play area, mostly used for pickup flag football games and other Water Tower neighborhood activities. The water tower was removed in 2006. The park will look to improve its current parking situation due to Parks and Recreation administrative offices moving locations to a building just south of the park. The new parking lot will provide an adequate amount of space for administrative staff and for visitors to the park.















The following identifies general considerations that should be taken to help improve the quality of life that Water Tower Park offers its attendees:

- Playground equipment
- Designated activities and use for site
- Develop programmed space

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Water Tower Park.

• ADA-compliant parking lot

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

- Flag football pick up games
- Free play



WATERFORD PARK

Located on the southern limits of the city, Waterford Park is a 27.95-acre triangular plot of land formed due to the rerouting of traffic in the area. Waterford Parkway was created to bypass traffic through residential areas from State Road 40 and State Road 15. The land was recently allocated by the Parks and Recreation Department from the City of Goshen, but currently it has no developed park plans.









The following identifies general considerations that should be taken to help improve the quality of life that Waterford Park offers its attendees:

- To Be Determined
 - Designated activities and use for site
 - Developed program space

Detailed changes and modification suggestions per park can be found in the Action Plan.

ADA COMPLIANCE

ADA inventory and analysis for park compliance was taken by the Parks Department and its maintenance staff. Following are broad consideration improvements for Waterford Park.

ADA compliant parking lot

Refer to the 2018 ADA Park Checklist provided by the Parks and Recreation Dept. regarding each park for detailed information.

PROGRAMS / ACTIVITIES

To be determined.

PARK AMENITY MATRIX

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Park Facility - City	Acreage	Park Type	40,	A A A A A A A A A A A A A A A A A A A	Bon Carlo Ca	Ben MOL	Siles anona	Sol of	Concerned and and and and and and and and and an		OSC CHANGER	Chin Stor With	Est. and sold	in Cott	her,	Cale Diese	Den Di Mie Con		Partial Care	Rest, Manager	She of	Shere and	Societ anilio	Joff led	San der den one	Conner I Conner	100,001	Sedding 1	Oller Tubi	Wellond Child	Month Month	Picked String	Solution of the solution of th
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Abshire Park Allan J. Kauffman Park	11.08	Community Special	V			X				X		X					Х			X		X								X	V	,	
	0.5	Special	Х								X						Х			X						Х	Х	X		X	Х	,	X
Bakerfield Park	0.5	Neighborhood			,	Х						X						Х								Х						,	
Burdick Park	0.5	Special			κ.	v						Х					Х									Х						,	×
Church Park	34.5			4	<	Х						Х				V	Х	~	X							Х	V						
Dr. Beechy Classfied Forest	1.7	Special Block			,	V						V				Х	V	V	V							V	Х						
Dykstra Park			V		<	Х			V	V V	,	Х		V		V	Х			V						Х	V						
Fildlers Pond	100	Community	X	Х		Х			X	х х	(X	Х		X	Х	х		Х						X	Х						
Five Points	0.1	Special	V			X					V		V				V	V	V	V		V				V	V						
Hay Park	5	Neighborhood	Х				Х				Х		Х						Х	X		Х					Х)	X
Lafayette Triangle Park	0.5	Special				Х											Х	х								Х							
Linway Lake	7	Neighborhood				v							Х			Х	V	V	V							Х							
McFarland Park	0.2	Special				Х								Х			Х									Х							
Millrace Park	17	Community	Х			Х					Х	Х	Х		Х	Х	Х	Х		Х		Х					Х						
Model School Park	4	Block																								Х						X X	x
Mullet Park	15	Neighborhood											Х			Х	Х					Х					Х			Х			
Oakridge park	3.5	Neighborhood		2	<							Х					Х		Х			Х					Х						
Pringle Park	14	Neighborhood					Х					Х					Х		Х			Х	Х				Х)	X				
Rieth Park	1.3	Block			< 	Х					Х									X		Х		;	X	Х							
Rogers Park	12	Neighborhood			ΚХ			Х					Х				Х			ХХ		Х					Х)	Х	Х			
Shanklin Park	90	Community		2	Χ			Х			Х		Х				Х	Х	Х			Х		Х	Х		Х						
Shoup-Parsons Woods Park	17	Community				Х		Х		Х	Х		Х			Х				Х							Х			Х			
Walnut Park	1.8	Block			<	Х					Х	Х								Х		Х)	X	Х							
Water Tower Park	3.4	Block	Х	Х													Х	Х								Х							
Waterford Park	27.95	Community																															
Maple City Greenway:																																	
Phase II Central City Trail	3.11	Special				Х																				Х	Х						
Phase I Millrace Trail (2.75 mi.)	19.5	Special				Х																				Х	Х						
Plymouth Av. Trail	2.57	Special																									Х						
Pumpkinvine Nature Trail (3 mi.)	13.33	Special				Х																				Х	Х						
Phase III Winona Interban Trail	8.84	Special				Х																				Х	Х						
Clinton Ave. Trail	0.96	Special																									Х						
Lincoln Ave Trail	0.96	Special																									Х						
Indiana Trail	0.96	Special																									Х						
Green Rd. Trail	0.93	Special																									Х						
Monroe Street Trail (1mi.)	1.21	Special																									Х						
Wilden Ave. Trail	10.44	Special				Х																				Х	Х						
Abshire Trail to Monroe	13.26	Special																									Х						
Trails Under Construction:																																	
Ninth Street Trail (1.2 mi)	2.9	Special																									Х						
East Monroe Trail to Pumpkinvine Trail (.5 mi)		Special																									X						
Maple City Greenway Trail Extension (1.8 mi)		Special																									X						
Kercher Road Trail (2.9 mi)	7.03	Special																									X						
Eisenhower St. Trail Connection (.3 mi)	0.72	Special																									X						
Total Acreage	536.22	Special																															









PLANNING

Goshen's trails and greenways are one of the vital recreational and passive opportunities that the City of Goshen has to offer for its diverse population to improve the community's overall health.

As part of the trail system of Goshen, Maple City Greenway is a collaborative partnership between the City, Redevelopment Commission, and Parks Department that provides and maintains a network of quality inner-city trails and greenways. Working as a team, the group works at developing safe transportation routes for the citizens of Goshen.

Working in conjunction with Michiana Area Council of Governments (MACOG) as well as Elkhart City officials, the City of Goshen proposed a major Master Plan for their trails and greenways expansion, featured in the Elkhart and Goshen Bicycle & Pedestrian Master Plan of 2017. As part of the effort, these public agencies received a grant from the Indiana State Department of Health (ISDH) Division of Nutrition and Physical Activity to develop a bicycle and pedestrian Master Plan. The document outlines existing bicycle and pedestrian facilities in the City and provides recommendations to improve conditions to ultimately increase bicycling and walking in the area.

The vision and goals of the plan are for the City to facilitate these increased needs as follows:

VISION

Plan recommendations envision communities in which walking and bicycling are safe, attractive, and convenient for people of all ages and abilities.

MISSION

- Build and maintain transportation networks that follow Complete Street philosophies, are welcoming, and connect people to the places they want to go.
- Create networks that are useful at all times of day and throughout the year.
- Educate and promote predictable behaviors to ensure that people who walk, bike, and drive can travel to and around Goshen safely and comfortably.

Vision and mission from 2017 Goshen Executive Bicycle /Pedestrian Master Plan



Bicycle and Pedestrian Master Plan Elkhart and Goshen, Indiana Summer 2017

FIVE STEPS

Guided by five key processes for the planning efforts, Goshen is currently implementing the plan's infrastructure and programming recommendations. This plan supports Goshen's walking and bicycle advocates, community partners, and several other stakeholders.

The plans five steps are:

- Engineering
- Education
- Encouragement
- Evaluation
- Enforcement

The plan also identifies a sixth "E" as equity for

the underlying theme of the five preceding elements. Each of the five objectives has potential recommendations that will assist in the success of reaching the city's mission.

ENGINEERING

- Use best practice design guidelines to reduce crashes on roadways, particularly to protect people walking and bicycling.
- Overcome gaps and barriers to safe walking and bicycling through infrastructure delivery that focuses on Complete Streets principles. Use creative suggestions to improve stressful roadways.
- Create a system of low-stress facilities that do not rely on arterial and collector roadways.
- Coordinate restriping and resurfacing projects to include street redesigns that accommodate people walking and bicycling.
- Create a method for residents to participate in operations and maintenance discussions and delivery.
- Improve coordination with other agencies to deliver continuous walking and bicycling network coverage across jurisdictional boundaries. Provide a coordinated method for improved maintenance across all seasons.
- Keep active transportation networks in good repair.
- Work with the future MACOG wayfinding working group to implement a uniform, regional wayfinding system.
- Provide bicycle and pedestrian supportive facilities in high-profile areas.

EDUCATION

• Creatively make use of city resources to broadcast public amenities and improve education opportunities.

- Formalize education opportunities so residents of all ages are knowledgeable about safe driving, bicycling, walking, and transit use.
- Coordinate educational program development and delivery with MACOG and other local, regional, and state-level stakeholders.
- Provide City staff, across all departments, with training related to best practice pedestrian and bicycle planning and design.

ENCOURAGEMENT

- Organize public events and other opportunities for residents to experience existing and proposed walking and bicycling amenities.
- Monitor the number of residents, employers, community organizations, and other stakeholders engaged in walking and bicycling programming.
- Promote ways for health providers and the public health community to become involved in furthering the plan's vision and mission statement.
- Use public information channels to promote opportunities for businesses to collaborate with walking and bicycling promotional initiatives.
- Now that bike share has launched in South Bend, create supportive infrastructure and policies that help bring a successful bike share model to Goshen.
- Grow the number of City staff whose work involves walking and bicycling issues.

EVALUATION

 Institutionalize the plan's recommendations by delegating implementation responsibilities throughout public agencies and community

organizations.

- Periodically monitor the plan's implementation and local walking and bicycling levels.
- Continue to update the City's digital files, including GIS features, to accurately monitor existing and proposed walking and bicycling infrastructure.
- Expand residents' abilities to interact with the plan's implementation.

ENFORCEMENT

- Ensure that law enforcement activities related to transportation initiatives are cognizant of the most recent industry standards related to socially equitable and just policing and law enforcement training standards.
- Continue collaboration with other public agencies to organize traffic safety details that target high-risk crash contributing factors.
- Continue investigating behaviors correlated with high crash potential; work with law enforcement agencies to encourage safe walking, bicycling, and driving.
- Partner with law enforcement agencies in the development and project delivery of infrastructure options designed to eliminate traffic fatalities.
- Use public resources to investigate historic and present law enforcement activities to ensure equitable distribution of these resources.
- Collaborate with law enforcement community liaisons to investigate partnerships with local bicycle organizations related to developing walking and bicycling programming.
- Prioritize enforcement of existing laws to support bicycling and walking.

Corridor improvements aim to create low stress walking and bicycling routes throughout Elkhart and Goshen. Over time, corridor improvements should also connect to neighboring communities. Network recommendations were developed to connect to major destinations, address high crash corridors, and codify comments received from members of the public.



O

Schools

---- Mixed Traffic

Recommended Network



RAILS

One of Goshen's Parks and Recreation Department's greatest assets to the community is the vast trail network in an around the city. With 30+ miles of trails in the city limits, the trails are a valuable resource to the community for multiple reasons. They provide recreation, exercise, education, transportation, connectivity, and respite to the community. Goshen continues to develop the trails system within the city.

The public survey indicated that trails are needed and desired by the park and trail users. The two most used trails include Millrace Trail and Fidler Pond Trail followed by the Pumpkinvine, the Maple City, and Abshire Park trails. The majority of the users indicated that they use the trails 3–5 times per week. This high user base indicates the importance of the trail system and, as previously noted in the public feedback, the need to maintain and expand the trails network.

8th Street from Lincoln to Central City Trail Main Street from Mapleheart Trail to	Recommended					Criteria					Street Name	Recommended	Criteria									
	Facility	AB	C	D	E	F	G H		J	K		Facility		В	С	D	EF	G	H	1	1	
8th Street from Lincoln to Central City Trail	Neighborhood					-					Tanglewood Drive from Bashor Road to	Signed Route										
	Greenway										Clinton Street											
Main Street from Mapleheart Trail to	Bike Lane and Signed										CR 21/Indiana Avenue from Wilden	Sidepath and Traffic					1					
Woodlawn Drive	Route										Avenue to Pike Street	Calming										
Lincoln Highway from Main Street to Kercher	Sidepath, Sidewalk										13th Street and 14th Street from Plymouth	Sidewalk and	1				1					
Road											Avenue to College Avenue	Neighborhood										
Main Street (from Middlebury Street to	Sidepath and Separated											Greenway										
southern municipal boundary) and 3rd Street	Bike Lane										15th Street (from College Avenue to	Sidewalk										
(from Mapleheart Trail to Lincoln Highway)											Mervin Street) and 12th Street (from											
Main Street from Westwood Road to Kercher	Bike Lane and Sidewalk										Winona Interurban Trail to Eisenhower											
Road											Drive)											
Riverside Boulevard from Division Street to	Sidewalk										Century Drive from College Avenue to	Signed Route	+									
Pike Street											Kercher Avenue											
Clinton Street from Rogers Park to 6th Street	Bike Lane										Railroad Corridor from southern municipal	Trail	+	+		17	1					
Lincoln Avenue from Pumpkinvine Trail to	Bike Lane, Sidewalk,									-	boundary to Baintertown Hydro Loop*											
29th Street	and Sidepath										Arehart Street/7th Street, 6th Street, and	Sidewalk	+	+								
CR 36/College Avenue from Programmed	Sidepath, Sidewalk, and									1	5th Street	SICEWAIK										
north-south trail at railroad tracks to Century	Paved Shoulder										Olive Street from Middlbury Street to	Advisory Shoulder	+	+								
Drive						_					Lincoln Avenue	Advisory Shoulder										
CR 21 from CR 36 to Kercher Road*	Sidepath										Clinton Street from Riverside Boulevard to	Sidewalk	+	+			-	-	+ +		_	
Path from southeast side of Fidler Pond to	Trail, Signed Route										Indiana Avenue	Sidewalk										
Spring Brooke Drive												C 1 1	+			_	0	-		_	_	
Greene Road from Mapleheart Trail to Greene	Sidepath								182		Dierdorff Road from College Road to Country Road 27	Sidepath										
Road Trail													_			_		-			_	
Beaver Lane from Mapleheart Trail to Bashor	Sidepath										Berkey Avenue from CR 15 to Indiana	Advisory Shoulder										
Road Trail											Avenue		_	_	\vdash						\rightarrow	
1st Street from Wilden Avenue to Pike Street	Signed Route										CR 20/CR 100/CR 3 from Ash Road to	Paved Shoulder										
New Trail from Rogers Park Connector to	Trail										CR 30*		_	_	\vdash	_				_	\rightarrow	
Lincoln Avenue											CR 30 from CR 3 to Bashor Road	Paved Shoulder										
CR 34/Monroe Street from Hillcrest Drive to	Sidepath																					
CR 131*	*																					
Plymouth Avenue from Millrace Canal Trail to	Sidepath										1											
Lincoln Highway																						
Jackson Street, Fairfield Avenue, and 16th	Neighborhood]											
Street from Main Street to Fidler Pond Park	Greenway, Sidewalk,																					
	and Signed Routes																					
Meadow Ridge Drive and Orchard Drive from	Neighborhood								-													
CR 21 to Kercher Road*	Greenway																					
Wilden Avenue from Indiana Avenue to 7th	Neighborhood																					
Street	Greenway and Sidepath																					

Criteria Key:

- A. Closes gaps
- B. Connects both municipalities

C. Addresses safety D. Local funding E. Restriping F. Adequate right-of-way existsG. Community supportH. High pedestrian use

I. Bicycle infrastructure and walkability J. Schools and other public facilities K. Pedestrian accessibility

* Denotes a project located outside of Goshen: would be implemented by other stakeholders

Mapleheart

Following US 33 and the historic Lincoln Highway, the MapleHeart is a direct route between Elkhart and Goshen, connecting two cities with lots of food and entertainment options. The trail also parallels one of the busiest railroads in the region, making it a great route for train watching.

Offering mostly flat and optional stops along the trail, Mapleheart Trail is considered to be a relatively low-difficulty pathway. The trail runs along the Elkhart River, allowing access to wildlife habitats and plants and encountering Ox Bow County Park halfway in between the communities.

Pumpkinvine Nature Trail

The Pumplinvine Trail is located in Elkhart County on mainly an abandoned railroad corridor that dates back to 1888. Passenger trains once ran along this same route and later, the mail service ran this route well into the 1900s. The rail line changed hands a few times before finally being silent in 1980. Friends of the Pumpkinvine Nature Trail purchased the corridor in 1993 and worked diligently to get the trail to its current state. Their hard work paid off; today, the 16.5-mile trail runs through Goshen, Middlebury, and Shipshewana, showcasing some of the best qualities of Northern Indiana. While on the trail, one can view seven wooden trestle bridges, two Amish schoolhouses, 31 species of wildflowers, and even a camel farm. Goshen Parks is responsible for maintaining the section of trail that passes through the City.

The Pumpkinvine Trail draws its nickname from the former railroad line that connected Goshen to Middlebury. The Pumpkinvine Trail connects the Central City Trail at 8th Street to beautiful countryside and farmland, Abshire Park, wetlands, prairie grass restorations, crosscountry ski trails, and Rock Run Creek. Phase IV of the Pumpkinvine Trail was completed in 2000 and the Pumpkinvine Exception portion was completed and connected in 2004.

Maple City Greenway

Goshen began planning for an extensive bicycle and pedestrian trail system in 1993, which became known as the Maple City Greenway. The first two phases of the system consisted of the Millrace Trail and the Central City Trail. The Millrace Trail was completed in 1996 and extends 2.75 miles. It connects Elkhart River, Elkhart Dam, ShoupParsons Woods, wetlands, 34.5 acres of classified forest, the Rieth Interpretive Center, and the Central City Trail. The Central City Trail was completed in 1997 and extends 2 miles. It connects the downtown area to schools, Goshen College, the County Courthouse, City offices, a public library, businesses, churches, neighborhoods, and historic homes.

The first two phases of the Maple City Greenway were well received and two additional phases have since been completed. The Winona Trail, Phase III—completed in 2001—extends 1 mile and connects Goshen College, Waterford Elementary School, Bethany Christian School, the Greencroft Retirement Center, and the Central City Trail. Maple City Greenway provides easy access to recreational facilities for families with children and a place close to home for recreation. The Greenway is a system of trails

that directs walkers, joggers, and bicyclists along scenic streets, quiet residential neighborhoods, and into the surrounding countryside.

Goshen was honored with the "Bicycle Friendly Community" award in 1996 for its network of trails. The City updated its Greenway Plan in 2011 to address the growth and changes in the community. The goal of the revised Maple City Greenway plan is to make it possible to ride or walk from one corner of the City to the other without ever leaving the trail.

Proposed trails:

Winchester Trail to Bethany Christian: This 0.34mile trail will link a current trail at Prairie View Elementary to the existing Winona Railway trail that runs behind Bethany Christian School.

College Avenue Trail Extension: This 1.2-mile trail will extend the current Maple City Greenway trial to the Springbrook Neighborhood and then north to Fidler Pond.

Fidler Pond to E. Monroe Street Trail: This 0.45mile trail will link Fidler Pond to the East Monroe Street Trail.

Blacktop Drive Trail: This 0.7-mile trail extends the connection of the East Monroe trail north from the Fairgrounds along Blacktop Drive to SR 4.

Current Trails Under Construction:

Ninth Street Trial: This 1.2-mile trail will connect the Goshen College Campus North along Ninth Street to Lincoln Highway (E. Madison St.).

East Monroe Trail to Pumpkinvine Trail: This 0.5mile trail will connect the Monroe Trail along the US 33 corridor to the Punpkinvine Trial.

Maple City Greenway Trail Extension: This 1.8mile trail will connect the Bashor Rd. Maple City Greenway Trail west to CR 17 and then north to US 33 to the Maple Hart Trail.

Kercher Road Trail: This 2.29-mile east-west trail connection will link CR 15 to US 33.

Eisenhower St. Trail Connection: This 0.3-mile trail connection will link Eisenhower Street to Walmart Super Center.

With new trails being currently added, the total mile of trails will reach over 35 plus miles for recreational use by the citizens of Goshen and those in surrounding areas.

Goshen Trails & Greenways Legend

Existing Proposed

Picture provided by: https://www.onlyinyourstate.com/indiana/breathtaking-riverwalks-in-indian

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NEEDS ANAYLSIS

A needs assessment process is a series of evaluation and analysis techniques designed to better define and understand the needs and priorities of a community, in this case, the City of Goshen. When cumulative findings of the various needs assessment techniques are reviewed, "needs" and "priorities" identified by multiple techniques are given the highest degree of validity and serve as the foundational frameworkfor the visioning and implementation portions of this plan.

The Direction of the Goshen Parks

The Goshen Parks Department is adaptive and creative in its means to address evolving system needs and expectations. Through important partnerships and new planning approaches, the Parks are better able to serve the citizens of Goshen. Collaboration and effective communication ensure that all ages, races, and abilities are served to their highest level.

By establishing clear goals and objectives illustrated through the priorities and actions plan, Goshen will have the ability to execute

this Master Plan effectively over the next five years. Goshen's goal is to serve the community by providing the highest quality recreation, education, and cultural programming necessary to meet the needs of the community by promoting a healthy lifestyle and highest quality of life for the citizens.

80

LEVEL OF SERVICE ANALYSIS

To better understand the impact of both the existing park system as well as the relative success of its strategies to implement the overall goals, this process employed contextual measurement techniques that collected qualitative and quantitative data. Quantitative methodologies, which rely on numbers to report results, included public input surveys, amenity boards with sticky dot responses, census research, as well as the spatial analysis of the parks themselves. Quantitative data collection tactics included group dialogues at the stakeholder and public meetings, fill-in options on the surveys, and the use of sticky notes responses in the planning exercises.

Referencing this data against itself, the Project Team determines reliability and validity of the responses. This information is then used to verify existing park LOS successes and gaps, using three typical metrics: system acreage, amenities, and access.

Common in the public sector, civic departments and agencies utilize LOS standards to plan and monitor the quality of services provided to their constituents. A common example of this is the LOS roadway scores that transportation engineers and planners use to categorize traffic flow. "Grades" are assigned to roadways based on speed, density, and other performance measures. In all cases, these metrics tell only part of the overall story, emphasizing the need for reframing the measures of success that do not directly relate to parks (economics, for instance) as well as multiple source validation of the data collected. NRPA Park Metrics,

formerly PRORAGIS, offers data standards and insights for park and recreation agencies. Based on the 2018 NRPA Agency Performance Review Key Findings, the typical park and recreation agency offers:

- One park for every 2,114 residents served
- 10.1 acres of park land per 1,000 residents
- Operating expenditure per capita of \$78.26/ year
- Revenue-to-operating expenditure of 28%
- 7.9 full-tme equivalent employees per 10,000 residents

In spite of this information, determining LOS standards for parks and recreation systems can be challenging for several reasons.

- Parks and recreation systems can be measured in different ways. (Park land acreage, numbers of recreation facilities, distance to parks and facilities, qualities of parks and facilities, operating costs, revenues, etc.).
- LOS metrics differ between various components of a park system (ball fields vs trails vs nature reserves).
- Appropriate LOS standards may also differ based on the community context (proximity to urbanized or rural areas).

With this in mind, the NRPA also notes that the diversity of communities and their park systems does not necessarily lend to comparing different systems against each other. While it is important to benchmark Goshen parks against other similar communities to help understand potential deficiencies, it should only be used as one analysis tool in a toolbox that includes other contextual analysis methods. "The typical park and recreation agency offers one park for every 2,114 residents served, with 10.1 acres of park land per 1,000 residents. But park and recreation agencies are as diverse as the communities that they serve, and what works well for one agency may not be best for your agency. Therefore, you need benchmark data to best identify the best practices to optimally serve your community." (Source: NRPA)

Currently, there 536 + acres in the Goshen Parks Department. With a population of approximately 33,200 residents, the current available parks exceed the national standard of 10.1 acres of park land per 1,000 residents, by providing roughly 16.1 acres per 1,000 residents. Based on these numbers there are ample park lands available to the citizens of Goshen.

Amenities Level of Service

Amenity LOS expresses equal opportunity through the availability of recreation facilities within a community when compared with its population. The Indiana SCORP was referenced to determine basic standards for amenities, and also to analyze recent themes and trends in the recreation industry to see how they align with Goshen's parks. The NRPA also analyzes amenities in its Agency Performance Review. For a community of Goshen's size and density, Goshen parks meet or exceed standards for the quantity of most types of recreational amenities.

Perhaps one area that could be improved is the diversity of field sports facilities. While soccer and baseball have extensive facilities, sports such as lacrosse and rugby—which are growing in popularity—could benefit from having a multi-use field facility. These sports could be played on a soccer field at least in a casual or in a learning environment. Programs for these types of activities could be offered to test popularity in the community.

The NRPA also has several other matrices that benefit park systems of Goshen's size. These matrices allow for a quick comparison of park agencies' types of facilities offered. See the figures for a sample of available matrices.

2018 NRPA AGENCY PERFORMANCE REVIEW - PARK FACILITIES



Click the buttons above to see how the data changes based on selected measures.

Over half of all agencies offer recreation centers, community centers and gyms. Overall, there is **one** recreation center for every **27,375** residents in the United States.

		Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	Over 250,000
Recreation centers	57%	9,489	25,000	41,922	50,014	65,577
Community centers	54%	11,199	26,654	54,919	51,690	66,474
Gyms	54%	7,500	23,000	34,524	50,351	70,073
Senior centers	41%	14,000	31,000	67,651	123,297	245,876
Fitness center	38%	11,950	30,450	60,863	90,000	111,005
Performance amphitheater	30%	12,015	30,996	62,350	113,454	332,985
Nature centers	26%	8,569	33,034	62,000	122,319	336,094
lce rink	18%	7,400	24,950	56,257	64,456	385,518
Stadiums	17%	7,885	24,320	65,702	129,456	311,268
Indoor track	13%	15,792	34,436	74,404	130,681	447,037
Teen centers	12%	14,000	29,569	60,428	115,600	350,000
Arena	9%	8,945	27,375	59,000	102,448	499,727

IS YOUR PARK SYSTEM WALKABLE?

In recent years, there is a cultural movement and population shift in the influences of attractive cities/towns. Cities and towns alike are working toward what has been known as becoming a fully walkable city. Walkability is known as the "measure of how friendly an area is to walking". Working on placemaking for their public spaces in their urban environment, walkability is a common driver in creating health, environmental, and economic benefits to individuals and the community. This has become an increasingly important influence on population choice and decision on places to move.

In order to achieve the benefits that can and will become of a more walkable neighborhood and city, improving the quality of the built environment is paramount in the allocation of municipal funds.

At a strategic level, leveraging the master planning efforts of this 5-Year Park Master Plan, the Goshen Parks and Recreation Department will be able work with future efforts of the City to help connect people with their local parks. This adds vibrancy to those parks that have otherwise not been fully utilized.

Whether lack of connectivity and/or resources per park, this section looks to score each park based on walkability. Using the data collected from this study, recommendations to improve connectivity are listed. These are aimed at increasing future visits to the parks.



Access LOS is used to analyze the distance residents must travel to utilize parks and recreation facilities within the city. Currently, Goshen has parks in most areas of the City. Very few residents are further away than a ten-minute walk from a park. While parks and recreation standards haven't been set for access, a tenminute walk is an acceptable distance for the density of Goshen's population, based on NRPA recommendations. While distance isn't an issue, two factors should be priority: providing safe pedestrian access to the parks and providing functional, appealing amenities at each park. Many residents may live within a quarter mile of a park while most live within a half mile, but not all have a safe way to bike or walk to the park. Contributing to this is a lack of sidewalks or sidewalks in poor condition. Also, some parks are lacking amenities, so while people may live near a park, there is not much of a draw to them.



PARKS AND RECREATION NEEDS ANALYSIS

The 2016–2020 Indiana Statewide Comprehensive Outdoor Recreation Plan (SCORP) takes an in-depth look at recreation needs and trends in Indiana. The report was based on thousands of survey responses and input from park professionals in the state and nationwide. During analysis of the feedback acquired, several themes became common.

Nearby recreation appears to be vital to Hoosiers and their families, as well as the free or low-cost local parks and recreational options. Additionally, outdoor activities that were inexpensive and did not require a great deal of skill were more popular than their expensive, skillful counterparts. This statewide trend coincides with national recreation trends.

In the past ten years, both walking and cycling have seen dramatic participation increases across all age groups. Similarly, running and jogging participation rates have also increased. These activities are particularly popular because they can be done with a partner or alone.

Team sports are popular among school-aged children, with over half of students participating every year. However, participation declines during and after high school, with only about 25% of the 16 and older population participating every year. This trend suggests there is no urgent need for additional sports fields unless a community is at a deficit in this area. The Goshen Parks and Recreation Department and its partners manage four baseball/softball fields and have consistent league participation. Maintaining this activity for youth and adults is important to the citizens of Goshen. Upgrading the facilities or replacing them might be more in order than adding new fields.

Some alternative sports such as skateboarding and pickleball have seen a significant increase in the past ten years. With the skateboarding making its first Olympics appearance in 2020 and pickleball possibly in 2028, these two should continue to increase in popularity. Participants involved in "urban-associated" activities are more likely to increase their participation level of "traditional" activities, so improving the skate park and tennis courts should increase activity levels in other recreational pursuits.

Family-oriented activities are also popular among Hoosiers. Activities such as picnicking, splash pads, and disc golf have seen a rise in popularity over the past years. This fits the needs of citizens who desire an inexpensive family activity, and it is congruent with the expressed desires of Goshen residents.

Access and Connectivity

The popularity of walking and cycling, especially fat-tire cycling, has impacted the construction of trails and paths suitable for activities throughout Indiana and the United States as a whole. Parks and Recreation Departments throughout Indiana are focused on maintaining existing trails and constructing new trails, paved and non-paved. These trails serve multiple purposes as they connect a variety of community centers and green spaces and serve as excellent venues for recreation and exercise. Furthermore, participants who use these trails and paths are more likely to use other park facilities.

Indiana's statewide obesity epidemic is still increasing. The SCORP report states that according to a U.S. CDC health survey, one-third

of Hoosiers are obese. This percentage places Indiana as one of the most overweight states in the nation, with much concern.

Some of the reasons for this are many communities are built in ways that make it difficult or unsafe to be physically active. Access to parks and recreation centers may be difficult or lacking and public transportation may not be available. Safe routes for walking or biking to school, work, or play may not exist.

Looking to improve connectivity between parks, schools, and neighborhoods has been shown to improve physical activity. Many funding programs such as Safe Routes To School have been developed to help communities build safe pedestrian infrastructure to connect its neighborhoods and schools. This continues to be a prevalent issue the government wants to help solve.

Pedestrian connectivity is especially important for families that have no or limited access to vehicular transportation. Providing equitable access to parks for all users may help reverse the concerning trend of less affluent families having higher inactivity rates.

Active Recreation Participation

The 2018 Physical Activity Council Participation Report analyzes the partcipation rates in different recreational activities by age, race, and income. By analyzing this information, trends can be realized and strategies can be determined that align with trends or aim to fix negative trends that may be able to be reversed. While the figures below show national population, and may not reflect the levels in Goshen specifically, it is important to understand the national trends. Merging this data with local data may yield more specific results, such as knowing there is a national trend that team sports decrease sharply after age 18, and Goshen has a higher-than-average youth population. Therefore, Goshen may have a higher use of athletic fields than other communities.

Goshen meets many of the needs indicated by the community and as illustrated in the NRPA recreational guidelines. Though the guidelines are just for direction, strong considerations that need to take place during the analysis of the comparisons and how they relate to the community.

The recreational need is currently being met for tennis, baseball, football, track, and golf through the local high school facilities and the local community. There are some shortfalls for soccer. This is something that has been expressed in the public outreach process and was commented on as a need in the public meeting. Based on feedback, it is recommended that the park system consider incorporating soccer fields.



TYPES OF PARTICIPATION BY GENERATION (U.S. POPULATION)



Inactivity Rates of the United States

The 2018 Physical Activity Council Participation Report analyzes the inactivity rates in the United States based on age, income, and race. Trends continue to show that inactivity has many influences, from lower income levels to health to educational attainment. In 2017, most • age groups saw a slight decrease in inactivity. While this is promising, the two age groups that became more inactive were ages 18–24 and 65+. While many initiatives and programs are aimed to fight inactivity and obesity, about a guarter of the U.S. population, or 82.4 million people, did not participate in even the lowest caloric burning activity in 2017. Perhaps even more alarming is the trend concerning inactivity and income level, as shown in the figure to the right; the affluent are becoming more active, and the less affluent are becoming more inactive.

Roughly 27 percent of the respondents were over the age of 60. One reason for this is the City of Goshen has a large senior living community in the City limits. This paired with a large number of baby boomers retiring in the coming years, it is important for the Park Department to provide programs and resources geared to this user group. The population increases for this age group places demands on park assets that need to improve. The public survey indicated that senior programs and offerings should be expanded. Areas mentioned include pickleball, senior dance classes, trail-walking groups, and a senior center for indoor activities to name a few.

Mentioned previously, some of the interests include (based on information gathered by NRPA, AARP, SGMA, and GreenPlay, LLC.):

Lifestyle

- Known to work hard, play hard, and spend
 hard
- Place value on exercise and fitness
- Time viewed as a precious commodity
- Less interest in civic engagements (low rate of volunteerism)
- Do not associate with being "old"
- Retirement viewed as "mid-life"
- Tend to participate in more individualized activities rather than group events

Implications for Recreation

- Increased demand for well-equipped fitness
 centers
- Social activities (meet and greets)
- Movement away from "senior"-related programs such as bridge and shuffleboard because many boomers associate these

with being "old."

- Pickleball and trail use are activities of interest
- Swimming pools better utilized by programs like water walking, water aerobics, and active lap swimming
- Increased demand for ongoing educational classes to create life-long hobbies
- Increased interest in computer courses from basic application to Web site design
- Length and timing of programs should be compressed
- Workshops preferable to six- or eight-week classes; weekends and night classes are popular
- Increased interest in outdoor recreation and maintaining parks and open space
- Continued interest in arts and entertainment





CONCLUSIONS

It is an important analysis and planning tool to look at national and state levels of service standards to see how the Goshen Parks are providing recreational opportunities to its residents, especially compared to its peer cities. That being said, each community is unique and has contextual implications that go beyond state or national standards. There may be appropriate reasons why a community may lack in some areas compared to national standards while exceeding standards in other areas.

Goshen exceeds the national standards for park acreage with 25 parks and 32 miles of

trails. Goshen also has an adequate amount of amenities, but more diversity in types of amenities and upgrades to the quality of the amenities should be a focus over the next five years. Some amenities can be replaced with newer amenities that align with recent trends in recreation such as splash pads, alternative sports, and growing sports such as pickleball, archery, and lacrosse.

Using park facilities to address related issues such as obesity, quality of life, workforce attraction, and economic development should remain a focus for planning future park improvements and acquiring funding. Goshen has a larger-than-average middleage and senior population and could focus on amenities and improvements that serve both this demographic and its teens. Team sports, alternative sports, and family activities and programs represent opportunities to meet this need.

Having safe access to the parks and each park having functional, appealing, and unique amenities should be a priority.

> Photo provided by: https://photos.goshennews.com/News/Archive

LAND ACQUISITION

Land is always going to be a precious resource in growing communities. Regardless of the use, land value will change depending on the lens you are looking through. Parks and open spaces often have mispercieved value and it is vital that Goshen Parks acquire land when it aligns with their mission and the appropriate opportunity arises, fitting their strategic plan for acquisition. Special interest should be paid to the natural assets of the community when acquiring land. This includes land that connects trail corridors, natural sites, access to water, cultural features, historic sites, and properties adjacent to existing park lands.

Approach

The purpose to any land acquisition is to preserve and protect the natural resources. Although parks can be placed in neighborhoods and on underutilized lands, it is important to have parks that protect greater assets to a region. Communities will grow and parks must also grow to meet the needs of the community. As mentioned before, it is important to focus on lands that provide valuable assets to the community and meet the strategic plans for land acquisition. As an ongoing effort, the acquisition strategy should create basic premises and amenities for these lands.

PREMISES FOR WHICH TO ACQUIRE THE LAND:

- Purchase fee simple
- Land trades and exchanges
- Purchase fee simple or preserve through conservation easement and lease back
- Cooperative agreements with public and private partners and interagency coordination
- Purchase development rights
- Conservation easements
 (conservation areas only, not parks)
- Recreational used easements
- Revolving fund for park acquisition
- Transfer of development rights. This mechanism allows for the preservation of lands by transferring the development rights to another property, increasing the density on the receiving lands while preserving parks or conservation lands on the area from which the rights are being transferred.
- Donation estate plans
- Gifts





Photo provided by: https://photos.goshennews.com/News/Archive

Elkhart River Corridor and Millrace Canal Corridor

Lands that should be focused on include areas between the Elkhart River and Millrace Canal that are adjacent to existing park land. These potential lands are great for recreational opportunities and can be easily connected through trails and other linking mechanisms. The linear nature of the existing parks and potential future parks make them ideal for acquisition. Acquisition will take place only when opportunity is available and beneficial to both the parks and the land owner in possession of the land.

LEGEND

Current Park Properties

Privately Owned Properties

Potential Land Future Acquisitions





STAKEHOLDER NEEDS

The needs of many may not be the needs of all. For this reason, it was important throughout the master planning efforts to implement several anaylsis techniques in order to cast the largest net over the community of Goshen.

Public

The Goshen Community is the primary and sole benefactor to a healthy and successful parks system. The goal to provide inclusive parks to one and all, from all walks of life. It is mentioned frequently that parks are the lifeblood of cities and they promote attractiveness and a place where people would like to live and work. Thus, reaching out to the public is the most vital step of the needs analysis surveying. The residents of Goshen provided ample input about what they saw as necessary for their surrounding parks. 496 surveys and hundreds of conversations helped to develop the most important needs.

Primarily, with all the collected data, a large percentage of the public wanted an increase in communication about park-related activities. Too many events and activities put on could and would potentially have higher attendance with more advanced notice. Concurrent to this was the need for awareness. Too many residents were unaware of locations to several parks and only familiar with the large parks and some residents are confused about what is a County park or trail, which can result in people not using them.

Updated features help to attract more regional visitors, but primarily benefit those neighborhood parks that are not as visible or as poplular as other parks because of limitd funding resources. A balance between neighborhood resources, especially those that address inequality, and other more popular amenities should be considered.

Spring Brook Community

Goshen consists of 11 neighborhoods, several of which are represented by smaller neighborhood associations that are established for the purpose of addressing individual wants and needs of each community. Through this process, Spring Brook retirement community specifically wished to directly express their needs/wants for their community in the 5-Year Master Plan and they wanted to learn how they might be impacted.

In large part, the members that represented the community stated that there was a need for connectivity between the neighborhood and its closest park neighbor, Filders Pond. Through future land and right-of-way acquisitions, the connection is possible through trail spur. The goal of a connectivity project would also consider other surrounding neighborhoods and developments that could benefit from this course of action.

Mayor

In addition to meetings with the Parks Department, it was important that the process gather input from an overall view to establish synergy in the Goshen community and within its built environment. To accomplish this, meeting with the Mayor was essential to identify the issues that are necessary to progressing the City's infrastructure. Mayor Jeremy Stutsman continually stressed the needs of the City of Goshen during interviews.

Park Foundation

During discussions and departmental review, it

was observed that a Park Foundation had not been established, despite being mentioned in the previous master plan. In discussion with the Parks Department and the Mayor, it is evident that there are charitable partnerships that would lend themselves to the creation of a Park Foundation. This allows for an external organization to solicit funds from individuals, corporate donors, and other Foundations to directly improve the parks while maintaining a nonprofit status. This entity can help to facilitate funding, materials, and volunteers to assist and improve the recreational programs, facilities, and other needs of the parks. Like the Goshen Parks and Forestry Foundation, the goal would be to accept contributions of money and property that are necessary to protect, preserve, and develop resources.

Mayor Stutsman's most important message when envisioning the future for parks is the standard of inclusiveness. He also envisions a parks system that holds its parks to higher standards, facilitating this by any means within their capacity and purview. But the Mayor also acknowledged that the biggest challenge to achieving parks of excellence is the cost of keeping equipment and facilities at an acceptable standard while accommodating changing trends in the park industry. These challenges need an Asset Management Plan for the replacement of equipment.

Parks Administration

Through the process, several contacts were interviewed to collect information. One of the primary groups closely impacted with significant input is the Parks and Recreation Administration. Although a relatively small group, the Administration is most important for to implement or delegate plans.

After several meetings and discussions, key highlights were revealed. A major priority for the Administration is the need to update facilities to be ADA compliant. As part of the master plan, an additional 2018 ADA Park Checklist document was created to supplement the needs of each individual park.

The next priority involved alternative ways of funding the parks and its activities. Identifying additional organizations and establishing partnerships will help lead to the future success of the Parks Department. Leveraging these resources effectively will benefit several sectors and other facets of the needs analysis. These include: land acquistions and facilities, park staff increases, additional programs and activities, and overall operations of the parks.

Parks and Recreation Staff

As the group that interacts with the parks dayin and day-out, everyday, the Parks Staff is the go-to team for the physical needs of the parks and problems that arise. Multiple meetings with staff members were held, and surveys were distributed to collect as much information as possible to help create a viable plan for the future.

As mentioned before from other groups, the topic of future park additions to satisfy the needs of north and south areas of the City, providing a complete network of parks throughout the city, was expressed as a desire. The concern, however, from staff members is that thought there is currently a sufficient number of employees to take care of regular park maintenance throughout the year (not including the park forester needs) with the

addition of more park land, the distribution of labor may change. Looking to the future of the parks system, acknowledging that it is constantly changing to maintain and update its fine facilities will be important. Park budgets will need to reflect flexibilty for more staff and propery allocated funds. Furthermore, as staff members look to retire, it will be important for action plans to establish process for finding replacements.

Parks Board

The Park Board is one of the many groups that play a vital role in the success of the 5-Year Master Plan. Discussions regarding the future mission, vision, and goals were explored. Just as equipment and facilities must be updated, so should the mission of a park system; the mission should align with the goals and objectives. The following addresses an updated version of the Goshen Parks and Recreation system.

Mission of 2019–2023

"The Goshen Park and Recreation Department shall provide highquality and effective recreation programs and special events, facilities and parks that benefit area residents, and it shall contribute to Goshen's economy, environment, wellness, and sense of community while being more inclusive to all ethnicities, social and economic status or disability."

Additionally, the park board sees it as its mission to be able to provide parks where they are currently lacking, satisfying all areas. This is partially built off of the need for providing parks that are within 5–10 minute walks for all citizens, a common goal for cities looking to increase their greencity footprints and walk scores.

Further discussion was also formulated around marketing and promotion of the parks, considering specifically how the park system aims to attract people who currently do not visit the parks. The discussion suggested that a Communication Director position may be needed to address this while offering more outreach to the community, separate from the Programs and Events Director roles. This position would coordinate with the administration and parks staff as needed.

Online Survey Summary

Troyer Group and Goshen Parks and Recreation worked together to develop a list of questions to obtain specific input on the parks system. Approximately 6,000 surveys were sent out during the month of October and November. The online survey provided options in both English and Spanish. Surveys were distributed via email, the Goshen Parks and Recreation website, and the Facebook page. Various organizations, institutions, home owner's associations, and churches received links or notifications to the online survey. Hard copy surveys were made available through the Parks Department and through St. John's Church patrons. The surveys were distributed to:

- 1. Goshen College (1200 +/- on mailing list)
- 2. Goshen Chamber of Commerce members (1400 +/- on mailing list)
- 3. Community Foundation of Elkhart County
- 4. LaCasa
- 5. Marry Lea Environmental Learning Center (approximately 50–100)
- 6. Elkhart County Convention & Visitors Bureau Vibrant Communities (1200 +/- on mailing list)
- 7. Elkhart County Health Department
- 8. Springbrook Neighborhood Association
- 9. Goshen Parks and Recreation Department (1,200–1,400 on mailing list)
- 10. St. John's Church (800 parishioners)
- 11. First Friday's Event (approximately 300–350 people)
- 12. Goshen Farmers Market (approximately 150–175 people)

In total, 492 surveys were returned. In addition, we had contact with and discussions with approximately 450–525 people over the course of the public input process. In total, feedback was obtained from approximately 950–1,025 patrons of Goshen and the surrounding area.

KEY ISSUES IN PLANNING PROCESS

During every park master planning process, it is important that all areas of the parks are covered. Through various outreach and engagement efforts, information is gathered regarding key park considerations. This information covers park finances, facilities, programs, maintenance, amenities, and events to name a few. All collected feedback is factored into the development of the recommendations. The issues raised were brought to the attention of the Parks Department and the consultant so they could be evaluated for integration into the Master Plan. This assessment makes the master plan viable and it makes implementing it measurable.

The parks system is comprised of 25 parks, greenways, and trail properties and it consists of over 536 acres of land in the City of Goshen. Management of these facilities, resources, and various amenities requires strategic planning and efficient use of the funds, equipment, and personnel to provide the best community asset possible. During the public information-gathering process and needs assessment, concerns and needs that must be addressed were discovered. Issues expressed from the planning process include:

- Funding for the park operations, maintenance, and programs
- Limited staffing for park lands in the Goshen Parks and Recreation system
- Availability of staff to improve trails let alone maintain them
- Availability of maintenance staff to properly

address the trail system

Ability to provide additional recreational and education opportunities; there is increasing demand for:

- Senior citizen activities
- Youth program expansion
- Educational programming expansion
- Youth introductory sports training and development programs
- Public outreach
 - Environmental education
 - Stewardship programs
 - Forestry education programing

Limited staff and budget for the Urban Forestry Department, including:

- Staff shortfalls for maintenance, inventory, and invasive species ratification

- Dedicated budget for forest management activities

- Funding for implementations of deferred maintenance items
- Capital campaign for aging facility replacement

These needs are outlined throughout the priorities plan and have been given a priority ranking based on the task to be implemented or action to be taken.

The items have been ranked as:

Item that need immediate attention in the next five years

Items that need attention after immediate-need items are addressed

Long-range or future items.

Action plans and prioritizations are still in the development stages and will be finalized for final submittal pending public comments.

2019–2023 PRIORITIES / ACTIONS

Category	Park	Action Item	Estimated Cost	Funding Source	Category	Park	Action Item	Estimated Cost	Funding Source
Facility - Renovation	Abshire Park	Outlook Repair	\$2,500	Park Budget	Facility – Renovation	Oakridge Park	Playground accessibility/	\$15,000	Park Budget, Grants,
Facility - Maintenance	Allen Kauffman	Replace water feature boards, Playground features, / pieces	\$10,000	Park budget, Grants, Private donors,			surfacing change due to washouts		Private Donors
	Park	not conducive to commercial use, refinish surface on			Facility - Maintenance	Oakridge Park	Cemetery bridge deck redone,	\$10,000	Park budget, Grants, Private donors
		equipment in music area, fix			Signage	Oakridge Park	New Sign	\$2,500	Park Budget
		or replace stone music feature, add erosion control on hill side			Facility- Maintenance	Oakridge Park	Parking Lot Resurfacing	\$25,000	Park Budget, Grants, Private Donors, Street Department
Signage	Bakersfield Park	Install new Park Sign with new logo	\$2,500	Park Budget	Landscaping	Oakridge Park	Landscape at alley and tree line	\$ 6,000	Park Budget, Private Donation, City Tree
Facility - Renovations	Burdick	Park - renovate basketball courts - striping, backboards	\$500	Park Budget	Wellower	Oakridge Park	A seessibility to Disymptotic	¢6.000	nursery
		(on going required			Walkways Facility - Renovation	Pringle Park	Accessibility to Playground Replace volleyball posts	\$6,000 \$5,000	Park Budget Park Budget
		maintenance)			Facility – Renovation	Pringle Park	Replace light post for	\$75,000	Park Budget
Signage	Burdick Park	New Signage, Equipment,	\$5,000	Park Budget	racinty – heriovation	Thigle Fark	volleyball	\$75,000	Tarkbuuget
Facility - Renovation	Burdick Park	Landscape plan for fence row	\$8,000	Park Budget	Trail – Renovations	Pumpkinvine	Report mile markers &	\$0	n/a
Signage Playground –	Church Park Church Park	New Sign Update Playground	\$2,500 \$25,000	Park Budget Park Budget		Nature trail	Locations to emergency responders for access route		
Renovations		equipment, Survey Property Boundary	. ,	5	Playgrounds	Rieth Park	Replace wheelchair swing with generation swing	\$2000	Park Budget
Administrative Tasks	Dorthy McFarland Park	Survey neighborhood for future park planning - revisit McFarland gift for	\$0	n/a	Playgrounds	Rieth Park	Replace exposed chains in playgrounds and play equipment	\$500	Park Budget
Facility - Renovation	Dorthy McFarland Park	requirements New Update park plan	\$10,000	Private Donors, Grants, Fundraising	Facility - Renovation	Rieth Park	Park - renovate basketball courts - striping, backboards (on going required maintenance)	\$500	Park Budget
Facility - Renovation	Dykstra Park	Restripe basketball court	\$500	Park Budget	Facility - Renovation	Roger's Park	Playground surface change	\$15,000	Park Budget, Grants,
Facility - Renovation	Dykstra Park	Accessible parking and walk access to new pavilion	\$20,000	Park Budget, Grants, Fundraising,	Facility – Renovation	Roger's Park	due to flooding/ erosion Park- new sports lighting at	\$120,000	Private Donors
New Facility	Dykstra Park	New Park Pavilion	\$20,000	Park Budget,	Fastlitus Devicestion	Chandellin Daule	Ball diamond	¢ΓΩΩ	Daula Davalariat
Facility - Renovation	Fidler Pond Park	Renovate Barn	T.B.D.	Gift	Facility – Renovation	Shanklin Park	Park - renovate basketball courts - striping, backboards (on going required	\$500	Park Budget
Playgrounds	Fidler Pond Park	Playground – Land acquisition is required for this	\$50,000	Gift	Administration	Shanklin Park	maintenance)	\$10,000	Park Budget, City
Facility - Renovation	Fidler Pond Park	Additional parking is needed,	\$50,000	Private Donors, Grants, Fundraising	Administration		Administration Building - Demolition		General Fund, FEMA
Land Acquisition	Fidler Pond Park	Land acquisition	\$60,000	Private Donors, Grants, Fundraising	Facility - Renovation	Shanklin Park	Park - new sports lighting at ball diamonds	\$120,000	Park Budget
Facility - Renovations	Fidler Pond Park	Grills and outdoor Trash containers at Chiddister	\$2,500	Park Budget	Facility - Renovation	Shanklin Park	Park - new foul line poles on ball diamonds	\$150	Park Budget
Future Facility	Future Facility	Pavilion Dog park (planned for 2019 S. 9 th Street and Washington	T.B.D.	Gift	Facility - Renovation	Shanklin Park	Park - renovate basketball courts - striping, backboards (on going required maintenance)	\$500	Park Budget
Facility - Renovation	Hay Park	Inclusive playground,	\$400,000	Private Donors, Grants, Fundraising	Facility -Renovation	Goshen Dam- Mike Puro	Bank Maintenance, Dam Pier (working with ERRA on	\$10,000	Park Budget / ERRA funds
Facility – Renovation	Hay Park	Removal of old parking, new Parking Lot for all Inclusive	\$60,000	Park Budget, Private Donors, Grants, Fund		Plaza	possible project, Difficulty making accessible)		
Walkways	Oakridge Park	Playground, New sidewalk along Hay Parkway Construct ADA walk from	\$500	Raising Park Budget	Park – Renovations	Shanklin Park	Netting system for diamond #1 outfield, Parking lot	\$10,000	Park Budget
		parking to shelter	<i>\$</i> .500	_	Facility - Renovation	Shoups -	paving, Stripe new Front Lot Landscape plan for entrance	\$8000	Park Budget
Facility - Renovation	Oakridge Park	Basketball courts restriped, Playground,	\$500	Park Budget		Parson Woods / Goshen Dam	(40" walkway to lookout entrance)		

2019 ACTIONS, CONT'D

Category	Park	Action Item	Estimated Cost	Funding Source
Facility - Renovation	Walnut Park	Renovate basketball court - Crack Seal, striping	\$2000	Park Budget
Signage	Walnut Park	New Sign	\$2,500	Park Budget
Facility – Renovation	Walnut Park	New Curb along 6 th Street to reroute Water runoff	\$10,000	Park Budget / Street dept.
Facility - Renovation	Walnut Park	Landscaping along fence row	\$6,000	Park Budget
Trail – Renovation	Educational Greenway Trail	Irrigation bumps-need addressed / marked, creating hazard	\$1000	Park Budget
Total			\$1.042.15	0

Total

\$1,042,150

2020 ACTIONS

Category	Park	Action Item	Estimated Cost	Funding Source
Facility - Renovation	Abshire Park	Install gas log in fireplace	\$500	Park Budget
Signage	Abshire Park	Install interpretive signs for prairie grass area	\$500	Park Budget
Signage	Admin Office	Park Office - improve signage for visitors	\$250	Park Budget
Administrative Tasks	Admin Office	Add Assistant Park Superintendent (new position)	Per ordinance	Park Budget
Facility - Maintenance	Burdick Park	Renovate basketball court restriping (on going)	\$500	Park Budget
Signage	Burdick Park	Install new park sign landscape (Phase In)	\$2,500	Park Budget
Site Furnishings	Burdick Park	Add picnic table concrete slabs & a grill	\$1,000	Park Budget
Signage	Church Park	New park sign (Phase In)	\$2,500	Park Budget
Facility - New	Fidler Pond Park	Additional parking (50 cars)	\$60,000	Park Budget, Grants, Private Donors
Landscape Improvements	Fidler Pond Park	Pond enhancements- Plantings Master Plan development of prairie grass plantings, 60-100 tree plantings	\$50,000	Park Budgets / Grants
Facility – Maintenance	Fidler Pond Park	Erosion Control Plan for Bank Stabilization	\$10,000	Park Budget, Grants, Private Donors
Facility - Renovation	Rogers Park	New Park Plan -Designs	\$15,000	Park Budget
Facility - Maintenance	Rogers Park	Renovate basketball court - striping, new backboard	\$750	Park Budget
Facility - Renovation	Shanklin Park	Remove Diamond #1, #2 dugout, construct new dugout on outside of fence	\$8,000	Park Budget
Signage	Water Tower Park	Install new sign with landscaping	\$2,500	Park Budget
Total			\$154,000	

2021 ACTIONS

Category	Park	Action Item	Estimated Cost	Funding Source	
Facility - Renovation	Bakersfield Park	Connect playground to parking for accessibility, resurface parking lot	\$8,000	Park Budget	
Signage	Bakersfield Park	New park sign	\$2,500	Park Budget	
Signage	Dr. Beachy Forest	Install new park sign landscape/concrete ribbon	\$2,500	Park Budget	
Administrative	Dr. Beachy Forest	Have Dr. Beachy Forest designated as a classified Forest	\$1,000	Park Budget	
Signage	Dorothy McFarland Park	New park sign (Phase in all Parks)	\$2,500	Park Budget	
Facility - New	Fidler Pond Park	Rental boat storage building (30' x 60')	\$30,000	Park Budget	
Facility - New	Hay Park	Add compost for Community plots, rain Barrels	\$500	Park Budget	
Administration	Linway Park	Property Boundary Survey,	\$2,000	Park Budget	
Facility - Renovations	Linway Park	Parking for access, add water launch	\$10,000	Park Budget	
Trail Construction	Maple City Greenway	Millrace - resurface stone trail from Rieth Interpretive Center to Goshen Dam	\$4,000	Park Budget	
Facility - Renovation	Model Park	Pickle ball courts resurfacing, striping, Trash Containers, pads for benches	\$10,000	Park Budget	
Landscape Improvements	Natural Resources	Phase 2 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on going)	\$15,000	Park Budgets / Grants	
Facility – Maintenance	Oakridge Park	Renovate basketball court - striping, backboards, etc. (on going)	\$500	Park Budget	
Facility - Maintenance	Pringle Park	Trail resurface, Add Gate to Maintenance access point	\$10,000	Park Budget	
Facility – Maintenance	Pringle Park	Update Lighting in restrooms & pavilion, repair / replace concrete sidewalk & landing on north side of pavilion, secure erosion around pavilion, reseal pavilion floors	\$15,000	Park Budget	
Administration	Pringle Park	Add Outdoor Concert Programming,	\$2,000	Park Budget	
Facility - Maintenance	Rieth Park	Renovate basketball court - striping, backboards, etc. (on going)	Renovate basketball court - \$500 striping, backboards, etc. (on		
Facility - Renovation	Roger's Park	Remove fencing	\$ 6,000	Park Budget	
Facility -Renovation	Roger's Park	Update skate park	\$8,000	Park Budget	
Facility - Maintenance	Roger's Park	Remove Volleyball courts, resurface parking lot	\$8,000	Park Budget	
Facility - Renovation	Roger's Park	Ball diamond Lighting, update lighting on basketball courts	\$20,000	Park Budget	

Total		Piuri	\$425,200	
Landscape Improvements	Shoup-Parson Woods	Develop forest management plan	\$9,000	Park Budget
Renovation	Chaum Darson	concession stand	¢0.000	Dark Rudget
Facility -	Shanklin Park	Park - AC, exhaust, signage-	\$8,200	Pool Gift
Renovation	5	Plan)	. ,	5
Facility –	Roger's Park	Park plan update (Master	\$60,000	Park Budget
				Fundraising
				Donors,
Renovation		columns or replace pavilion		Grants, Private
Facility -	Roger's Park	Repair / Replace Pavilion	\$150,000	Park Budget,
		erosion		Donors
Renovation		Surface change due to		Grants, Private
Facility -	Roger's Park	Playground accessibility,	\$40,000	Park Budget,

2022 ACTIONS

Category	egory Park Action Item		Estimated Cost	Funding Source
Facility - Renovation	Abshire Park	Regrade steep side of sledding hill (Grading plan study)	\$25,000	Park Budget
Facility - Renovation	Abshire Park	Replace furnace in cabin	\$3,000	Park Budget
Playgrounds	Abshire Park	Aerial park / zipline	\$100,000	Park Budget
Walkways	Burdick Park	Construct concrete border around play area	\$4,500	Park Budget
Facility - Renovation	Church Park	Renovate basketball court restriping (on going)	\$500	Park Budget
Facility - Renovation	Dykstra Park	Renovate basketball court restriping	\$500	Park Budget
Signage	Dykstra Park	New park sign (phase in all parks)	\$2,500	Park Budget
Trail Construction	Maple City Greenway	Connect trails to Fidler Pond (Horn Ditch Trail)	T.B.D.	Engineering
Landscape Improvements	Natural Resources	Phase 3 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on going)	\$10,000	Park Budgets / Grants
Walkways	Oakridge Park	Construct concrete border	\$2,500	Park Budget
Facility - Maintenance	Rieth Interpretative Center	Replace walkway in bird feeding area with boardwalk	\$750	Park Budget
Facility - Renovation	Rogers Park	Install bleachers for volleyball court, (to be addressed in park renovation plan)	\$6,000	Park Budget
Facility - Renovation	Shanklin Park	Park - construct pads under bleachers at basketball courts	\$6,000	Park Budget
Total			\$160,500	<u> </u>

2023 ACTIONS

ategory Park Action Item		Estimated Cost	Funding Source
Burdick Park	Continue sidewalk on Burdick Street	\$5,000	Park Budget
Allen Kauffman Park	Disc golf	T.B.D.	Gift
Natural Resources	Develop native vegetation / invasive plant management plan for parks	\$3,500	Park Budget
Natural Resources	Phase 4 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on going)	\$5,000	Park Budgets / Grants
Oakridge Park	New park signage (phase in all parks)	\$2,500	Park Budget
Maple City Greenway – Pumpkinvine Trail	Replace stone trail with concrete pavement	\$300,000	T,B,D,
Oakridge Park	benches around play area	\$5,000	Park Budget
Rieth Interpretative Center	Construct stone trail to Waverly Street through Classified Forest (8' x 3,500')	\$30,000	Park Budget
Shanklin Park - Pool	Re-pipe drains to City sewers	\$25,000	Park Budget
Shanklin Park-	Age appropriate splash	T.B.D.	T.D.B.
	Burdick Park Allen Kauffman Park Natural Resources Natural Resources Oakridge Park Maple City Greenway – Pumpkinvine Trail Oakridge Park Rieth Interpretative Center Shanklin Park - Pool	Burdick ParkContinue sidewalk on Burdick StreetAllen Kauffman ParkDisc golfNatural ResourcesDevelop native vegetation / invasive plant management plan for parksNatural ResourcesPhase 4 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on going)Oakridge ParkNew park signage (phase in all parks)Maple City Greenway – Pumpkinvine TrailReplace stone trail with concrete pavementOakridge Parkbenches around play areaRieth Interpretative CenterConstruct stone trail to Waverly Street through Classified Forest (8' x 3,500')Shanklin Park - PoolRe-pipe drains to City sewers	FunkRetron termCostBurdick ParkContinue sidewalk on Burdick Street\$5,000Allen Kauffman ParkDisc golfT.B.D.Natural ResourcesDevelop native vegetation / invasive plant management plan for parks\$3,500Natural ResourcesPhase 4 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin (on going)\$2,500Oakridge ParkNew park signage (phase in all parks)\$2,500Maple City Greenway – Pumpkinvine TrailBenches around play area\$5,000Oakridge Parkbenches around play area\$5,000Oakridge ParkConstruct stone trail to Unaverly Street through Center\$300,000Shanklin Park - PoolRe-pipe drains to City sewers\$25,000

Photo Provided by: https://www.goshenbaptist.org/Preschool



BUDGET SUMMARY

BUDGET FINANCING

Finding and generating adequate revenue to support programs, facilities, and maintenance of the parks and their amenities to the level that the community expects requires careful consideration. Program fees and user fees are not enough to operate the parks system on their own. Communication with Goshen City Council and the Mayor is important in maintaining adequate budgets necessary to operate and maintain the parks and park facilities. Volunteers, grants, partnerships, and synergies between City Departments should be continually explored in order to achieve the goals of the Master Plan.

The Parks Department should look at establishing nonreverting accounts to allow for funds to build and accumulate from one year to the next. These funds could then be utilized for capital projects or programs. The Parks Department should also examine park

fundraisers where the monies are reinvested into programs or facility improvements. A Park Board Fndation should also be explored in order to solicit funds from private donors for capital campaign efforts.

09

LONG-TERM DEBT FINANCING

Bonding

Financial bonds are instruments of debt. They are issued by a corporation or body, such as the government, to generate cash. The issuing organization then promises to pay back the principal sum, plus interest, at a given point in the future. Many bonds also have yields, meaning they pay an additional sum each month or each quarter in profits to the purchaser. Long-term debt financing is most commonly referred to as bonds. Bonds are the most feasible instrument for funding large capital campaign efforts. Bonds are enticing to municipalities because of the ease of obtaining them. Because the bond is guaranteed by the general fund of Goshen, the bond is considered secure. Bond pay back can be up to 20 years.

Lease-Purchase Agreements

In a standard lease-purchase contract, the two parties agree to a lease period during which rent is paid and the terms of the sale at the end of the lease period are determined, including sale price. Often, the contract is structured in two parts, one representing the lease term and the other a contract of sale. The lease agreement expounds upon what responsibilities the tenant/buyer undertake during the course of the lease. This contract will also include the option fee and how much of the monthly payment will be credited to the down-payment for the purchase of the home at the end of the lease.

Grant Funding

Seek grants from both private and governmental institutions. Foundations also provide great potential for grants.

Land Donation

Seek potential land donations from private owners or seek monetary donations to purchase land.

Impact Fees

An impact fee is a fee that is imposed by a local government within the United States on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development. Impact fees are considered a charge on new development to help fund and pay for the construction or needed expansion of offsite capital improvements. These fees are usually implemented to help reduce the economic burden on local jurisdictions that are trying to deal with population growth in the area.

Indiana State Code #36-7-4-1300 permits municipalities to create a Recreation Infrastructure Impact Fee to shift part of the cost of new and expanded park facilities from the community at large to the new developments that are generating the need for those new and expanding facilities. Impact fees, however, cannot be used to overcome existing deficiencies in park facilities.

Federal Grant Funds

Federal grants are available, although highly competitive; they also require matching funds.

State-Funded Sources

Indiana offers state-funded grants for park improvements; these require matching funds. Once received, these grants can be leveraged for application to federal grants.

Non-Resident Fees

This fee is assessed to individuals who are residents outside the local municipality. These fees are charged to someone who does not pay taxes in the City of Goshen. These fees must be carefully administered so as to not deter participants of a program or activity in the parks.

Donations

Donations can be given to the park at any time and can be used to fund any facility, program, activity, or other use. Some donations have stipulations by the donor and these must be followed. Naming of facilities or programs are to be decided only by the Park Board.

Recreational Trails Program (RTP)

The Recreational Trails Program is a matching assistance program that provides funding for the acquisition and/or development of multiuse recreational trail projects. Both motorized and non-motorized projects may qualify for assistance. The assistance program is sponsored by the U.S. Department of Transportation's Federal Highway Administration (FHWA).

The Indiana RTP will provide 80% matching reimbursement assistance for eligible projects. Applicants may request grant amounts ranging from a minimum of \$10,000 up to a maximum of \$200,000. Applications are available online or from the Division

Next Level Trail Grant

Next Level Trails will invest \$90 million—the largest infusion of State trail funding in Indiana history—toward the development of regionally and locally significant trails throughout Indiana. As part of Governor Holcomb's broader Next Level Connections infrastructure program, 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.

Overview of NLT Grant Program

Project timeline: Grant recipients sign a contract with DNR and projects are expected to be completed within a 4-year contract period. Preference will be given to projects on an accelerated timeline. Grant recipients will be awarded funds upfront based on major project milestones, including design and engineering, land acquisition, and construction.

Grant Amounts

	Regionally Significant Projects	Locally Significant Projects
Total Available	\$70 million	\$20 million
Current Grant Round	Up to \$20 million to be awarded	
Minimum Request	\$250,000	\$200,000
Maximum Request	\$5 million per applicant	\$2 million per applicant

Eligible Applicants: *Localunits of government* or *501(c)(3)* non-profit organizations.

Eligible Projects: All non-motorized trail types are eligible, but consideration will be given to multi-use trail types. All surface types are eligible and should meet contextual needs. All trails must be open to the public.

Eligible Costs: *Trail construction (including upgrading surface type), land acquisition, design and engineering, and basic trail amenities are eligible costs. All eligible costs must occur within contract period.*

Match Requirement: All grant requests require a minimum 20% match. Consideration will be given to projects exceeding 20%.

Eligible Match: *Monetary contributions, land value, and in-kind donations of materials and labor.*

Project Evaluation: Eligible projects will be evaluated by a review committee staffed by multiple State agencies. Applications will be evaluated based on the following:

Preference given to:

- Projects that connect multiple cities, towns, or counties.
- Projects that are part of an existing regional or comprehensive plan.
- Projects that further the completion of

the State Visionary Trail System (regionally significant projects only).

- Projects that connect schools, parks, neighborhoods, commercial centers, or local attractions (locally significant projects only).
- Projects that connect or extend existing trails.
- Projects that maximize partnerships.
- Projects on an accelerated timeline.

Consideration given to:

- Projects offered in collaboration with another Next Level Trails applicant.
- Projects that are a part of a national or multistate trail system (regionally significant projects only).
- Projects that provide access to a population not currently within a 5-mile radius of a trail.
- Projects in counties considered deficient in trail miles per capita (locally significant projects only).
- Projects that develop the most miles of trail.
- Projects that accommodate multiple types of trail uses.
- Statewide distribution of NLT funds.
- Projects that exceed the minimum 20% match requirement.

IDNR Division of Fish & Wildlife (Source: IN.gov/IDNR)

The Lake and River Enhancement (LARE) Program

The goal of the Division of Fish & Wildlife's Lake and River Enhancement (LARE) Program is to protect and enhance aquatic habitat for fish and wildlife and to ensure the continued viability of Indiana's publicly accessible lakes and streams for multiple uses, including recreational opportunities. This is accomplished through measures that reduce non-point sediment and nutrient pollution of surface waters to a level that meets or surpasses state water quality standards.

To accomplish this goal, the LARE Program provides technical and financial assistance for qualifying projects. Approved grant funding may be used for one or more of the following purposes:

- 1. Investigations to determine what problems affect a lake or a stream segment
- 2. Evaluation of identified problems and effective action recommendations to resolve those problems
- 3. Cost-sharing with land users in a watershed upstream from a project lake or stream for installation or application of sediment- and nutrient-reducing practices on their land
- 4. Matching federal funds for qualifying projects
- 5. Feasibility studies to define appropriate lake and stream remediation measures

- 6. Engineering designs and construction of remedial measures
- 7. Water quality monitoring of public lakes
- 8. Management of invasive aquatic vegetation
- 9. Sediment removal from qualifying lakes
- 10. Logjam removal from qualifying rivers

IDNR Division of Forestry (Source In.gov. / IDNR)

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 programing, publications, signage, etc. to encourage comprehensive urban forest management and better public understanding of urban forestry topics. This program has many goals related to healthy trees and communities, including: mitigating emerald ash borer (EAB), reducing the effects of storm events, mitigating environmental pollutants, and promoting economic recovery. Additional goals include:

- 1. To restore diminished community tree canopy
- 2. To improve watershed health
- 3. To ensure that urban forests provide communities with a variety of ecosystem services such as clean air and water, increased property values, reduced erosion and stormwater runoff, wildlife habitat, moderate temperatures,

lessened energy demands, and yearround enjoyment

- 4. To enhance the quality of life in participating cities, villages, and townships
- 5. To promote urban forestry benefits through the proper planting and care of trees
- 6. To strengthen and support existing comprehensive community tree care programs
- 7. To contract with local governments for the removal of ash trees and the purchase and planting of non-Emerald Ash Borer (EAB) host trees on land owned or controlled by local governments
- 8. To diversify urban forests for long-term sustainability and resistance to future pests
- 9. To promote the Indiana nursery industry through the sale of high-quality tree replacement stock and to promote Indiana arboriculture and landscape industries through management planning, tree removal, and installation
- 10. To preemptively reduce a community's ash or other susceptible host populations, creating a more diverse community forest and lessening the economic burden—the inevitable consequence of an EAB infestation and potential losses due to another invasive forest pest's infestation
- 11. To promote risk management within Indiana communities by properly

assessing trees and developing mitigation plans.

12. Local municipalities, state agencies, and not-for profit organizations are eligible to apply for \$2,000–\$20,000.

Development of a Park Foundation

A Park Foundation can solicit funds from private donors to fund capital projects, programs, naming rights, etc. (Naming right term conditions are determined by the Park Board.)

Funding Opportunities

- Indiana Heritage Trust
- IDNR Division of Historic Preservation & Archaeology
- Advertising sales for venues and activities
- Private concessionaires
- Catering permits
- Concession management
- Rental equipment
- Entertainment fees: concerts, sport tournaments, and events (percentage of ticket, retail, food, or beverage sales)
- Irrevocable Remainder Trust
- Land Trust
- Naming rights
- Non-profit land holder
- Parking fees
- Permits (special-use permits)
- Special fundraisers
- Ticket sales/admissions
- Utility Roundup Programs

VOLUNTEERS: PARTNER-SHIPS / NETWORKING

- Elkhart County Convention and Visitors Bureau—Place identity, communication, and development strategies
- LaCasa/Volunteers—Maple City Multicultural Festival, August 25, Rogers Park
- Lippert Components—Lippert Community Service Day
- Goshen Community Schools—5th grade Volunteer Day, High School Volunteer Day, and shared facility use
- Maple City Chapel—Volunteer Day
- East Goshen Neighborhood Association/ LaCasa—Dog Park
- Potawatomi Zoo—Kids Triathlon and live animals
- Bethany Christian School—Volunteer Day
- Goshen Public Library—Story walk and Rieth Interpretive Center
- Elkhart County Waterways—Elkhart County Parks, Elkhart City Parks, Elkhart County Convention and Visitors Bureau, discuss area waterways, and assist in development of a waterway plans
- Regional Trail Branding—MACOG, Northern Indiana & Niles, and Michigan entities
- Vibrant Communities—Steering Committee Taskforce
- Goshen Neighborhood Associations—

Neighborhood picnics, adopted landscaped areas, and neighborhood events

- PAC (Pumpkinvine Advisory Committee)— Elkhart County, Middlebury, and Shipshewana
- Master Gardeners—Rieth Interpretive Center
- Master Naturalist—Rieth Interpretive Center
- Community Gardens—Hay Park, Allan J.
 Kauffman Park, and Burdick Park
- Goshen Health—Get UP and GOshen, July
- JAG Indiana Jobs for America's Graduates— Summer interns at Discovery Day Camp
- Wawasee Yacht Club—unior Sailing Camp, Fidler Pond, June
- First Friday's—Summer concert series in June, July, and August
- Elkhart County Community Foundation— Kids' and Teens' Triathlon, Youth Sailing Camp, and Inclusive Playground
- Lincoln Highway Association—Fidler Pond Gazebo, landscaping, and signage
- Goshen Historical Society—Rotating displays for the Wayne Wogoman Welcome Center and Rieth Interpretive Center
- Inside Outside Michiana, Carla Gull—Nature Play Day, Allan Kauffman Park

2003–2018 OPERATING BUDGET

Previous 5-Yr. Master Plans					
2004–2008	YEAR	YEAR	YEAR	YEAR	YEAR
	2004	2005	2006	2007	2008
	\$1,261,941	\$1,457,547	\$1,584,052	\$1,730,142	\$1,786,650
2009–2013	YEAR	YEAR	YEAR	YEAR	YEAR
	2009	2010	2011	2012	2013
	\$1,824,332	\$1,641,650	\$1,555,584	\$1,524,293	\$1,807,160
2014–2018	YEAR	YEAR	YEAR	YEAR	YEAR
	2014	2015	2016	2017	2018
	\$2,138,593	\$2,457,098	\$2,278,269	\$2,460,256	\$2,705,925



2019–2023 PROJECTED OPERATING BUDGET

	2019	2020	2021	2022	2023
Personal Services					
Full Time Personnel	\$702,728.00	\$723,809.84	\$745,524.14	\$767 <i>,</i> 889.86	\$790,926.56
Part Time Personnel	\$363,173.00	\$374,068.19	\$385,290.24	\$396,848.94	\$408,754.41
Incremental Pay	\$11,700.00	\$12,051.00	\$12,412.53	\$12,784.91	\$13,168.45
Longevity	\$4,000.00	\$4,120.00	\$4,243.60	\$4,370.91	\$4,502.04
Overtime	\$4,000.00	\$4,120.00	\$4,243.60	\$4,370.91	\$4,502.04
Fica Match	\$67,455.00	\$69,478.65	\$71,563.01	\$73,709.90	\$75,921.20
Medicare	\$15,776.00	\$16,249.28	\$16,736.76	\$17,238.86	\$17,756.03
Retirement	\$102,923.00	\$106,010.69	\$109,191.01	\$112,466.74	\$115,840.74
Unemployment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Health Insurance	\$233,620.00	\$240,628.60	\$247,847.46	\$255,282.88	\$262,941.37
Cell Phone	\$3,000.00	\$3,090.00	\$3,182.70	\$3,278.18	\$3,376.53
Clothing	\$2,375.00	\$2,446.25	\$2,519.64	\$2,595.23	\$2,673.08
Clothing	\$6,200.00	\$6,386.00	\$6,577.58	\$6,774.91	\$6,978.15
Annual Inflation of 3%	\$1,673,897.29	\$1,724,114.21	\$1,775,837.63	\$1,829,112.76	\$1,883,986.15

Supplies

Total Supplies:	\$253,410.00		\$244,800.00	\$248,250.00	\$251,850.00
Other Equipment	\$26,560.00	\$1,100.00	\$1,100.00	\$1,200.00	\$1,200.00
Other Supplies	\$10,000.00	\$17,500.00	\$18,000.00	\$19,000.00	\$19,500.00
Program Supplies	\$30,000.00	\$31,500.00	\$32,000.00	\$32,500.00	\$33,000.00
Memorial Trees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Machinery & Tools	\$9,000.00	\$9,600.00	\$9,600.00	\$9,600.00	\$9,700.00
Repair Parts	\$4,900.00	\$5,000.00	\$5,100.00	\$5,200.00	\$5,400.00
Street & Alley Materials	\$32,300.00	\$33,000.00	\$33,500.00	\$34,000.00	\$34,500.00
Building Material & Supplies	\$35,600.00	\$36,500.00	\$37,000.00	\$37,500.00	\$38,000.00
Institutional & Medical	\$24,000.00	\$24,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Other Garage & Motor	\$3,300.00	\$3,450.00	\$3,500.00	\$3,550.00	\$3,600.00
Gas Diesel Propane	\$43,800.00	\$45,000.00	\$45,000.00	\$45,500.00	\$46,000.00
General Program	\$20,000.00	\$20,500.00	\$20,500.00	\$20,500.00	\$21,000.00
Paint	\$7,350.00	\$7,450.00	\$7,450.00	\$7,450.00	\$7,500.00
Other Operating Supplies	\$1,450.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,600.00
Other Office Expense	\$4,250.00	\$4,350.00	\$4,350.00	\$4,450.00	\$4,450.00
Stationary & Printing	\$900.00	\$1,200.00	\$1,200.00	\$1,300.00	\$1,400.00

2019–2023 PROJECTED OPERATING BUDGET (CONT'D)

Other Services and Charges	2019	2020	2021	2022	2023
Services Contractual	\$116,500.00	\$120,000.00	\$125,000.00	\$130,000.00	\$130,500.00
Tree Program	\$27,000.00	\$16,500.00	\$17,000.00	\$17,500.00	\$18,000.00
Trees Planted	\$3,000.00	\$3,090.00	\$3,182.70	\$3,278.18	\$3,376.53
Other Professional Services	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11
Street Tree Maintenance	\$57,500.00	\$59,225.00	\$61,001.75	\$62,831.80	\$64,716.76
Landscaping	\$17,450.00	\$17,973.50	\$18,512.71	\$19,068.09	\$19,640.13
Tree Trim Removal	\$8,000.00	\$8,240.00	\$8,487.20	\$8,741.82	\$9,004.07
Legal Reimbursement	\$8,000.00	\$8,240.00	\$8,487.20	\$8,741.82	\$9,004.07
Postage	\$1,000.00	\$1,030.00	\$1,060.90	\$1,092.73	\$1,125.51
Travel	\$500.00	\$515.00	\$530.45	\$546.36	\$562.75
Telephone	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09
Legal Notices & Publication	\$200.00	\$206.00	\$212.18	\$218.55	\$225.10
Other Printing & Advertising	\$24,626.00	\$25,364.78	\$26,125.72	\$26,909.50	\$27,716.78
Comprehensive Plan	\$10,000.00	\$0.00	\$0.00	\$0.00	\$1.00
Electricity & Gas	\$65,000.00	\$66,950.00	\$68,958.50	\$71,027.26	\$73,158.07
Water & Sewer	\$60,000.00	\$61,800.00	\$63,654.00	\$65,563.62	\$67,530.53
Storm water Fees	\$12,000.00	\$12,360.00	\$12,730.80	\$13,112.72	\$13,506.11
Repairs to Building & Structure	\$66,000.00	\$67,980.00	\$70,019.40	\$72,119.98	\$74,283.58
Repairs to Equipment	\$8,000.00	\$8,240.00	\$8,487.20	\$8,741.82	\$9,004.07
Maintenance Contracts	\$40,000.00	\$41,200.00	\$42,436.00	\$43,709.08	\$45,020.35
Swimming Pool	\$12,000.00	\$12,360.00	\$12,730.80	\$13,112.72	\$13,506.11
Equipment Rental	\$4,000.00	\$4,120.00	\$4,243.60	\$4,370.91	\$4,502.04
Subscriptions	\$1,250.00	\$1,287.50	\$1,326.13	\$1,365.91	\$1,406.89
Education	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09
Total Services and Charges:	\$577,476.00	\$573,195.28	\$591,796.14	\$610,790.02	\$625,689.72

Capital Projects

Yearly Budget	\$2,471,336.00	\$2,607,303.78	\$2,675,928.39	\$2,746,652.25	\$2,814,880.31
Total Services and Charges:	\$123,500.00	\$230,000.00	\$230,000.00	\$230,000.00	\$230,000.00
Playground Equipment	\$13,500.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
Vehicles	\$70,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00
Infrastructure	\$40,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00
Capital Projects	\$0.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00

2018–2023 PROJECTED OPERATING BUDGET (CONT'D)

Gifts/ Donations	2019	2020	2021	2022	2023
Gift Discovery Day Camp	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gift Daddy Daughter Dance	\$331.66	\$341.61	\$351.86	\$362.41	\$373.29
Gift GGH Cancer Tree	\$698.60	\$719.56	\$741.14	\$763.38	\$786.28
Gift Kid's Triathlon	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gift Rieth Int Center	\$5.15	\$5.30	\$5.46	\$5.63	\$5.80
Gift Misc. Tree	\$2,783.60	\$2,867.10	\$2,953.12	\$3,041.71	\$3,132.96
Gift Memorials	\$1,966.89	\$2,025.89	\$2,086.67	\$2,149.27	\$2,213.75
Gift Ballet	\$14,088.30	\$14,510.95	\$14,946.28	\$15,394.66	\$15,856.50
Gift Tommy's Kid's Castle	\$11,165.20	\$11,500.16	\$11,845.16	\$12,200.52	\$12,566.53
Gift Pool Receipts	\$27,524.78	\$28,350.53	\$29,201.04	\$30,077.07	\$30,979.39
Gift Arbor Day	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gift Fidler Pond	\$7,300.78	\$7,519.81	\$7,745.40	\$7,977.76	\$8,217.10
Gift Yoder Culp Trees	\$525.30	\$541.06	\$557.29	\$574.01	\$591.23
Gift Bark Park	\$2,631.41	\$2,710.36	\$2,791.67	\$2,875.42	\$2,961.68
Gift Misc. Donations	\$3,222.15	\$3,318.81	\$3,418.38	\$3,520.93	\$3,626.56
Gift Kauffman Park	\$3,994.49	\$4,114.33	\$4,237.76	\$4,364.89	\$4,495.84
Gift Scholarship	\$361.53	\$372.38	\$383.55	\$395.05	\$406.91
Gift Pickleball	\$1,009.40	\$1,039.68	\$1,070.87	\$1,103.00	\$1,136.09
Gift Chiddister Pav	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gift Adult Triathlon	\$821.56	\$846.21	\$871.59	\$897.74	\$924.67
Gift Sailing Camp	\$2,862.86	\$2,948.75	\$3,037.21	\$3,128.33	\$3,222.18
Total Gifts / Donations:	\$81,293.67	\$83,732.48	\$86,244.45	\$88,831.78	\$91,496.74

Picture provided by: https://www.gametime.com/inclusive-playground

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ACCESSIBILITY REVIEW

According to a 2010 report by the U.S. Census Bureau, more than 56.7 million Americans (19% of the population) report some level of disability. The report defines a person as having a disability if they have difficulty performing a specific activity such as seeing, hearing, bathing, or doing light housework, or if they have a specified condition, such as Alzheimer's disease or autism. Other report findings include:

- Four million children ages 6 to 14, or 11%, have a disability.
- The chances of disability rise with age: 72 percent of those age 80 and older have disabilities.
- About 8.1 million people age 15 and older have difficulty seeing the words and letters in ordinary newspaper print, including 1.8 million who are unable to see.
- Of those ages 15 to 64, 36% with a severe disability use a computer and 29 percent used the Internet.

During the preparation of this plan, an accessibility review of the Goshen Parks and Recreation operations and facilities was conducted. The Parks Department's goal is

to offer barrier-free facilities, programs, and services that are inclusive of all users.

Although some accessible amenities have been provided, accessible routes to and between the amenities are lacking and provide the single greatest barrier to accessibility in the park system. At the same time, although parking spaces for those with disabilities are provided, the parking surfaces are gravel and do not meet ADA requirements.¹ The addition of accessible parking and accessible routes to amenities would greatly increase the number of accessible features for this park system.

In addition to reviewing the accessibility of physical amenities, communication practices were also reviewed. Information about the park system was available online; however, information about accessible park and recreation amenities was not included.

¹ Exact requirements and design codes can be found on the website's checklist of items.

UNIVERSAL DESIGN & ACCESSIBILITY

The Goshen Parks and Recreation Department strives to serve the community in all ways possible. The parks are dedicated to ensuring that all patrons of the city can experience the parks. The parks' commitment to serve people of all ages and abilities is part of their mission.

As with any Parks Department, there is always an ongoing need to improve existing facilities and make them compliant to ADA Guidelines.

The first steps in this process include:

- Performing reviews of park sites, facilities, and programs for compliance
- Implementing accessible transitions into all sites and facilities
- Providing accessible routes and parking to amenities, shelters, and facilities

Ongoing from the previous Master Plan, the City of Goshen has passed several resolutions to accessibility and the Americans with Disabilities Act:

- Resolution 2011-F: A Resolution of the City of Goshen's Board of Public Works and Safety adopting the Americans with Disabilities Act (ADA) and ADA Coordinator and Procedures.
- Resolution 2011-Q: A Resolution of the City of Goshen's Board of Public Works and Safety adopting the Americans with Disabilities Act (ADA) and Accessibility Guidelines for Standards for Accessible Designs and Guidelines for Pedestrian Facilities in the Public Right of-Way.
- Resolution 2012-J: Adopting the Americans

with Disabilities Act Transition Plan for Pedestrian Facilities in the Public Right-of-Way.

Goshen Parks has recently secured funding for the first all-inclusive playground to be constructed in the parks system. This playground will be constructed in Hay Park.

This strong commitment to the community regarding Universal Design, Accessibility, and All-Inclusive Play will help to distinguish Goshen's park system within the region.

ADA Coordinator

The City of Goshen has designated the Human Resource Manager as the ADA Coordinator for the City. The ADA Coordinator can be contacted at (574) 534-8475 or at the City Hall office.

Grievance Procedures for ADA Complaints

A grievance procedure has been established on the City of Goshen's website. The attached procedure has been provided.



Picture provided by: https://www.gametime.com/inclusive-playground

The Goshen Parks and Recreation Department had made a commitment to an All-Inclusive design for their playgrounds and has taken the first step by securing funds for a new All-Inclusive playground in Hay Park. This Facility is slated to be constructed in 2019.

"We are beyond thankful to the community for showing their commitment to having an inclusive park in which everyone can engage."

> - Parks & Recreation Department Superintendent Tanya Heyde

The City of Goshen has also taken steps to provide accessibility throughout the city. In 2012, the City of Goshen implemented an Americans with Disabilities Act Transition Plan: Pedestrian Facilities in the Public Right-of Way. This plan lays out the steps and plan for barrier removal throughout the city.





GRIEVANCE PROCEDURES FOR ADA COMPLAINTS

The procedures established in this policy, set out a system for resolving complaints of disability discrimination in a prompt and fair manner. Anyone wishing to file a grievance complaint can obtain the grievance form from the Goshen Human Resource Manager at 574-534-8475 or through the City website at www.goshenindiana.org. In addition to submitting the grievance form, a written grievance can also be submitted that includes the following:

- 1. Name, address, and phone number of the person filing the grievance.
- 2. Name, address, and phone number of the person alleging the ADA violation, if different than the person filing the grievance.
- 3. Description of the alleged violation and the remedy sought.

The City of Goshen Human Resource Manager will acknowledge receipt of the grievance within ten (10) working days.

The Human Resource Manager will forward the complaint to the City of Goshen's legal department, which will conduct the investigation necessary to determine the validity of the alleged violation. The legal department may contact the grievant to discuss the matter as part of the investigation. The legal department will submit a written findings and a proposal resolution within forty five (45) calendar days of receiving the complaint from the Human Resource Manager. If a resolution of grievance is reached during this investigation,

the resolution will be documented in the ADA Coordinator's file.

If the grievance is not satisfied with the legal department's determination, the grievant may request a hearing before the Goshen Board of Public Works and Safety. The hearing will be scheduled within thirty (30) days of the request unless the grievant and City agree on a different date. The grievance request for a hearing before the Board of Public Works and Safety must be requested within fifteen (15) days of receiving the legal department's written findings and proposal resolution. At the hearing, the grievant may appear with or without legal counsel. The grievant will be given the opportunity to present evidence, and/or witnesses and will be given the opportunity to question any witnesses that the City presents at the Board of Public Works and Safety hearing.

At any time during the process, a grievant may file a complaint directly with the U.S. Department of Justice or other appropriate state or federal agency. The resolution of any specific grievance will require consideration of the specific nature of the disability, the nature of the access to services, programs, or facilities at issue, the essential eligibility requirements for participation, the health and safety of others, and the degree to which an accommodation would constitute a fundamental alteration to the program, service, or facility, or cause undue hardship to the City. Accordingly, the resolution of any grievance does not create a precedent for any future grievance.

The Goshen Parks and Recreation Department policy is to provide accessibility to all new park facilities, accommodate existing facilities, and provide programs that are accessible, inclusive, and inviting to all parties who wish to attend.

Public Input and Stakeholder Comments

In order to gain a better understanding of their needs and concerns, residents with disabilities and senior citizens were invited to participate in the public survey, in stakeholder meetings, and in public meetings to discuss their concerns regarding accessibility in the park system.

The Goshen community has a higher population of residents over the age of 65 than is typical in the state of Indiana. According to the U.S. Census Bureau, this percentage is expected to increase.

Requests for accessibility improvements included:

- Accessibility to park amenities and additional seating closer to parking areas.
- Closer parking lots to some of the new park amenities.

The Parks Department continues to improve accessibility to its amenities. Future improvements should address accessible routes to and within the parks, accessible playground equipment, and accessible site furnishings. Specific recommendations are included in the Action Plan with an associated timeline and cost estimates.




Contact Resources

ADA Information Hotline: (800) 514-0301 voice

(800) 514-0383

TTY ADA Home Page www.usdoj.gov/crt/ada/adahom1.htm ADA Checklist www.adachecklist.org

Photo Provided by: https://photos.goshennews.com/News/Archive

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PARK PROGRAMMING

The Goshen Parks & Recreation Department offers a variety of programs for all ages and interests. They strive to deliver high-quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is their goal to create relationships and partnerships with sponsors who will benefit everyone.
6. Continue community.
7. Continue pavilion partnerships

Goals

- 1. Explore funding, grants, and plans in an effort to expand the recreational opportunities to the community and update current features.
- 2. Continue to create new programs that serve our large Hispanic population. Continue to create new marketing plans that will reach this underserved population.
- 3. Continue to expand the number of programs that serve our senior population. Work with senior-serving agencies to create new opportunities.
- 4. Establish a high-quality volunteer program and database to be used at various park locations, youth sports, and special events.
- 5. Continue to research and build partnerships to work toward creating more all-inclusive programming.

- 6. Continue working on age-friendly community programming.
- 7. Continue working on the multipurpose pavilion project.

PROGRAM HIGHLIGHTS 2017

Daddy-Daughter Valentine's Dance: The dance is an elegant evening for dads and daughters. It is held in February every year at Schrock pavilion, which is located in Shanklin Park. The event has sold out every year since 2003 and continues to be one of the more popular programs. Some highlights from this event include Hot Sounds Disc Jockey Serve and the decorations, which are always a hit with the "princesses."

Maple City Fest (Arbor Day Celebration): This event is continuously growing and is filled with families who come to spend an afternoon in the park learning and having fun with Arbor Day. Activities include hands-on activities and games for the kids, tree pruning and planting demonstrations, prize drawings, entertainment, a baking contest, and a concert by Goshen Community School Corporation. The festivities take place at the end of April.

Rock the Quarry Adult Triathlon: This event is held each year at Fidler Pond Park. Participants swim, bike, and then run. This event had over 200 participants in 2017, drawing in individuals from as far away as California. Organizers take pride in the all-inclusive team and having a legally blind participant.

Kerry's Kids' and Teens' Triathlon: This annual event was originally created to teach kids about life-long healthy living (swim, bike, and run) which they will be able to use throughout their lives. The objective now is to help them keep those skills while continuously promoting healthy lifestyles. The second annual triathlon drew a crowd of over 1,000 people with

participants and their families. This July event • proves to be the highlight of each year.

Community Involvement

Goshen Parks and Recreation continually works to grow partnerships throughout the community and fosters existing relationships. Following is a list of recent partnerships formed within the past year for several events put on by the Parks Department.

- Partnered with Goshen Community schools to offer Water Aerobics at the middle school pool.
- Partnered with Goshen Library for a Letters from Santa mailbox and writing space. They also partnered for a new Story Walk at Rieth Interpretive Center.
- Partnered with Goshen Community School Corporation for use of school gymnasiums for youth and adult basketball, co-ed volleyball, over-40 open gym, use of Model Schools gymnasium for indoor Pickelball, and use of the high school auditorium for ballet recital. School use of park facilities included Shanklin Park for cross-country practices and meets, Roger's park for high school baseball, Shanklin Park diamonds for high school softball, and seven park pavilions for a free summer lunch program.
- Partnered with Young Champions to offer cheer classes at Schrock Pavilion.
- Collaborated with Barrick Brazilian to offer Jiu Jitus through the Park Department.
- Partnered with Hart City Scuba to offer scuba classes and certifications.

- Partnered with Goshen Community School Corporation for the Kids' and Teens' Triathlon and the Adult Triathlon.
- Partnered with First Fridays Inc. to offer the Summer Concert Series and winter ballet classes.
- Partnered with Goshen Hospital for Get Up and Go Goshen at Shanklin Park.
- Partnered with Goshen Theater for a venue for the parks ballet classes.

Short-Term Goals

- Continue to monitor, review, and research programs, lifestyles, and trends.
- Conduct an internal program audit to review offerings for age demographics.
- Enhance all programs and special events.
- Continually explore grant and sponsorship opportunities.
- Continue to review and revise program rates.
- Research and develop more all-inclusive programs and classes.
- Develop new innovative programs adjusted to the community's specific needs.
- Continue to grow the volunteer pool.
- Continue to work on progressing the allinclusive park project.
- Continue to work on securing funds for the dog park initiative.

RECREATION

One of the underlying responsibilities of the Goshen Parks and Recreation Department is to provide expanded recreational resources to the community. These recreational goals will allow families of the community to grow socially, developmentally, and economically within the community. Great recreational opportunities in a community enable businesses to promote the lifestyle that the City has to offer and grow through communicative opportunities. Great parks lead to great communities and to great businesses. A synergistic relationship allows for great experiences, social benefits, and improvements to health of the overall community.

PROGRAM RATES

POOL RATES

Season Pass

Youth Resident	\$42.00
Youth Non-Resident	\$60.00
Adult Resident	\$52.00
Adult Non-Resident	\$70.00
Senior Resident	\$38.00
Senior Non-Resident	\$48.00
Family Resident	\$105.00
Family Non-Resident	\$165.00

DAILY ADMISSIONS

Toddler 2 and under Free w/	paid ad
Youth Resident (3–17 yrs)	\$2.50
Youth Non-Resident (3–17 yrs)	\$3.50
Adults (18 and over)	\$3.50
Adults Non-Resident (18 and over)	\$4.50
Senior Resident	\$2.50
Senior Non-Resident	\$3.50
Twilight–Returning daily visitor	\$2.00
Twilight–Visitor only (above	daily
admiss	ion appl
Pool Rentals \$75.00	per houi
Group Rate ¹ / ₂ daily	admissi
for non	-profit w
10+ gu	ests
Adult Lap Swim Daily ad	dmissior

CROSS-COUNTRY SKI RENTAL RATES

2-hour rental	\$5.00/pair + tax
Daily	\$10.00/pair + tax
Weekend rental (Fri-Mon)	\$25.00/pair +tax
Weekly rental	\$40.00/pair + tax
Family rental (2 hours)	\$20.00/family+ ta
Additional friends	\$5.00/hour + tax
	of family rentals
Late Returns	\$10/day + tax

Volleyball Winter Co-ed dult Sand Co-ed Basketball Men's Athletic Field Rentals Games & Practices Light Fees olies) Light Fees Ir sion **DAY CAMP FEES** N/Resident Non-Resident Daily admission **Registration Fee** applies fee

ADULT SPORTS LEAGUE REVENUES

BOAT RENTAL RATES

Elkhart River Trip Deposit

Elkhart River Trip

Fidler Pond Canoe

SPORTS LEAGUES

& Kayak Rentals

Men's Slow Pitch

Fall Softball

Softball

tax tax	Men's Winter Basketball Leagues	11 Teams \$6,380.00
tax '+ tax tax	Winter Co-Ed Volleyball League	34 Teams \$7,700.00
als	Summer Softball Leagues	35 Teams \$20,500.00

\$20.00 per/canoe + tax\$20.00 per/canoe \$9.35/hour + tax & \$19.69/2 hours + tax

\$600.00

\$450.00

\$275.00

\$150.00

\$580.00

\$12.50/hour

\$25.00/hour

\$15.00/hour

\$100.00/week

\$120.00/week

one-time

\$15.00

Fall Softball

	\$13,910.00
Co-Ed Sand Volleyball Leagues	19 Teams
	\$2,850.00

2017 TOTAL ADULT LEAGUE FEE REVENUES: *\$51,340.00*

DISCOVERY DAY CAMP REVENUES

2017 Enrollment: Varies by week, high of 65 campers

31 Teams

Weekly Themes

Week 1	Friendship Week
Week 2	Sports Week
Week 3	Summer Safari Week
Week 4	Career Week
Week 5	Celebration Week
Week 6	Tropical Paradise Week
Week 7	Nature Week
Week 8	Fair Week
Week 9	Celebrity Week
Week 10	Water Week
Week 11	Bon Voyage Week

Revenues V

	Neekly Fees &	Registrations	\$40,232.00
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Expenditures

\$ 10,209.83
\$ 14,286.77
\$ 1,490.00
\$

2017 TOTAL EXPENDITURES \$40,797.42

RECREATION FINANCIAL REPORT

Revenues

Shanklin Pool	\$ 45,890.49
Programs	\$ 131,728.07
Day Camp	\$ 40,232.00
Concessions	\$ 9,906.36
Sales Tax	\$ 4,500.00
Kid's Triathlon Gift	\$ 13,280.50
Ballet Program Gift	\$ 16,177.86
Daddy-Daughter Gift	\$ 0.00
Sailing Camp Gift/Grant	\$ 5,000.00
Pickleball Gift	
Adult Triathlon Gift	\$ 10,517.60
Fidler Gift	\$ 7,088.14
Miscellaneous	\$ 3,128.30
Sub Total	
Pool Receipts Gift *Revenue over \$20,000 for 2017	\$ 24,481.61
Total	\$ 312,590.93
Expenditures	
Part-time Pool Staff	
Part-time Discovery Day Camp Staff	\$ 29,097.59
Program Supplies	\$ 27,910.33
Other Supplies	\$ 14,063.65
Contractual Services	
General Programs	\$ 16,830.86
Other Printing / Advertising	\$ 17,350.66
Swimming Pool	\$ 1,397.50
Clothing	\$ 3,448.50
Non-Appropriated Refunds	
Postage	\$ 1,300.94
Gift Misc. Donations	
Gift Kids Triathlon	\$ 13,280.50
Gift Ballet	\$ 2,499.90
Gift Pool	\$ 39,805.97
Gift Fidler Pond	\$ 0.00
Gift Adult Triahtlon	\$ 9,773.97
Gift Sailing	\$ 2,223.00
Gift Pickleball	\$ 160.00
Total	\$ 355,360.13

PARK PROGRAMS & SPECIAL EVENTS

Water Aerobics / January–December Fantastic Fishing Derby / June Youth Basketball / January–March Daddy-Daughter Dance / February Summer Swim Lessons / June-August Athletic Field Rental / April-October Community Gardens / April-October Letters from Santa / December Canoe Rental / April-October Brazilian Jiu Jitsu / September-October Shanklin Pool / May-August Little Monets / October Adult Co-Ed Sand Volleyball / May-August Scuba Classes / June–August Ballet / January–December Dinosaur Digs / August-October Adult Softball / May-September Pickleball / January–December Discovery Day Camp / June-August **Brushes & Brownies / May** Kerry's Kids' and Teens' Triathlon / July Adult Triathlon / August Soccer Camp / July Sailing Camp / June Youth Soccer League / September–October Fidler Pond Boat Rental / April-October **Rieth School Programs / September-May** Youth Flag Football / September-October Fall Softball / September-October

Art Camp / July

Basketball Open Gym / November–March
Tae Kwon Do / January and June
Young Champions Cheerleading / November– March
Mother-Son Dance / May
Canoe Rentals / May–October
Pound Fit /J anuary–December
Adult Men's Basketball / November–March
Story Walk / January–December
Adult Co-Ed Volleyball League / November–March
Adult Men's Open Gym / December
Abshire Winter Activities / December–February



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RECOMMENDATIONS 12

PROGRAMS

Goshen Parks has traditionally offered great programs for their park users and will continue to offer these to the community. However, to stay on the forefront of the types of programs available, Goshen will need to be creative with program offerings. Citizens would like to senior dance classes, education programs for all ages, ice skating programsand lessons (when the new Millrace Pavilion is completed), pool programs geared at all ages, water aerobics, night time nature hikes, cross-cultural events, youth soccer leagues, fitness classes, female basketball leagues, open gym activities for families (family night), disc golf in Shanklin, pickleball tournaments and lessons, trail socials, and single meet and greets.

Many programs can be offered as needs arise. Goshen Parks should always look for opportunities to offer new and creative opportunities to the public. Though current budget planning does not allow for expansion of programs, it is important to obtain funding to implement new program events and activities. Partnerships should be considered.

FACILITIES

The current facilities do serve the needs of the citizens of Goshen; however, the facilities are aging and need significant upgrades or renovations to keep them operational and up to date with program and use needs. When reviewing the public comments for facilities, it was expressed that a large indoor facility or community center would be desirable for the colder months of the year. Currently, the Goshen Parks Department utilizes school gymnasiums and facilities to provide some recreational programs. Although this relationship is good, the logistical challenges of adjusting programs to fit the scheduled events of the schools can be a deterrent. It is recommended that the parks explore the possibility of acquiring a facility for these activities or consider building a new facility for the Parks Department to manage.

Facility expansion can also bring on other challenges. The Parks Department should consider the resources it will take with any new facility. In the coming years, the new Millrace pavilion will be completed, and the Parks Department will oversee operations and maintenance. This addition will put a demand on staff to operate the facility as well as the funds to maintain the facility. The Parks Department should develop a cost and staffing matrix to determine the projected impacts this facility will have on the staff and budget. This matrix should look at staffing, utilities, seasonal operation costs, revenues, long term maintenance costs, and so on. This facility will become a high-use facility that will need additional maintenance. A maintenance endowment or private sponsorship should be explored for facility upkeep.

LAND ACQUISITION

Goshen Park should not just acquire any land for parks, but land that fits the mission and strategic plan for acquisition. These lands should also make sense financially. When acquiring land, Goshen should give special attention to the natural assets of the community. These would include land that connects trail corridors, natural sites, access to water, cultural features, or historic sites and properties adjacent to existing park lands.

TRAILS

Goshen has been progressive with trail development over the years and continues to have a strong commitment to the development of the trails. Currently, a number of trails are being constructed and several others are proposed in the coming years. These trail expansions should also come with a plan to maintain them. With the Parks Department taking over the maintenance of the new trail, the additional demand on the current park staff and budget should be assessed and dollars should be allocated to maintain the trails. A cost matrix should be developed based on what is necessary to maintain a trail and specifically lengths of trails. Tasks that should be evaluated are fuel for snow removal, mowing and equipment, man hours necessary to operate the equipment, man hours to pick up debris and trash bins, and so on. Parks departments often take on more responsibilities without the necessary tools or resources to do so; this matrix will enable the Goshen Parks Department to guantify the resources needed to maintain the trail system. More importantly, the matrix gives the Parks Department a tool for requesting additional funding.

ADA COMPLIANCE

Accessibility compliance is important and necessary to access any park, facility, or amenity in the Goshen park system. As with any aging park system, improvements can always be made. The number of improvements to make a park system ADA compliant will far exceed the ability of the parks to update them to the current ADA Guidelines. It is recommended that Goshen Parks develop a priority list for addressing compliance. Goshen should first look at parking as a priority challenge with accessibility, including addressing the linkages between the parking and the facility or amenity. The next recommendation is to address the actual facility or amenity, giving priority to facilities with restrooms, then facilities with ADA compliant amenities. Transitions between surfaces can often be the limiting factor in accessibility. Restrooms are essential and should be addressed with the linkage improvements. Careful attention should be paid to the clearances in restroom stalls, for sinks, and positioning of railings, flush levers, sinks, mirrors, hand dryers, etc. In most cases, simple updates can address compliance issues. If updates cannot be made, a clear process for those with disabilities to express their concerns or complaints should be made available and accommodations made accordingly. A change in venue or assistance may satisfy the issue.

Specifically looking at the high-use facilities and activities at particular parks is the highest priority and work toward the lesser used facilities, starting with the arrival sequence first.

Currently, the City of Goshen Parks and Recreation Department does not have provide a

public notice of accessibility. It is recommended to Goshen Parks that a notice of accessibilities section should be added to their annual program guide under park facility rentals to indicate what facilites are ADA compliant, with location provided. Information for accessibility can also be posted on social media accounts parks website.

RECREATIONAL OPPORTUNITIES

Recreational opportunities are available across the Goshen Parks and Recreation Department system. It is important for the Department and Board to be open to new opportunities. Opportunities will be available in sports programming, trail expansion, amenities, facilities, partnerships, volunteerism, and through other shared resources. New opportunities should be explored and the pros and cons should be assessed to determine how Goshen Parks and Recreation can improve or enhance the offerings. Some of the recreational opportunities expressed during public outreach were: splash pads, dog parks, disc golf, nature hikes, adventure or ropes courses, tree canopy walks, and updated playgrounds.

PUBLIC COMMUNICATION

Communication with the public was expressed as a key component to the park user base. Citizens notes that information was not always up to date on the website. Although many park users are technically savvy, the aging demographic in Goshen expressed that their lines of communication are not through the Goshen Park & Recreation Department website or through Facebook and Twitter. Some citizens recommended that the Department utilize television or radio advertising and the local news stations to ensure all demographic users can get information about the parks.

FINANCIALS / BUDGETS

Parks financials are often limited and a concern as parks grow. In the past, Goshen has been fortunate to have the budget to maintain operations; however, the budget may need to be adjusted as growth in the park occurs. It is recommended that as facilities, newly acquired park lands, and trails are acquired, the budget be increased to allow for staffing, operations, program creation, etc. to stay up with acquisitions. The Parks Department should develop a cost and staffing matrix to determine the projected impacts newly acquired facilities, park lands, and trails will have on the parks staff and budget. This matrix should look at staffing, programs, utilities, seasonal operation costs, revenues, long-term maintenance costs, etc. This information will inform the administrative staff and provide a resource for seeking additional funding from the City. The administration can aso use this information to develop a strategic financial plan, potential partnerships, or poteneital sponsorship opportunities.

Photo Provided by: https://photos.goshennews.com/News/Archive





BENCHMARK CITIES

INTRODUCTION

Troyer Group and the Goshen Parks and Recreation Department looked at operating metrics to benchmark similar parks and recreation systems in the state of Indiana. The Park Departments selected featured populations ranging from 27,000 residents to 36,000 residents. Though no two park systems are alike, there are comparable aspects, such as the size, operation, and characteristics. The investigation aims to provide comparisons of peer agencies through the analysis of statistics, ratios, and other comparable data.

Methodology

Data for the benchmarking was acquired through internal review of several peer agencies. Some data was not available through the research or through the National Parks and Recreation's (NRPA) Parks Metrics database, formerly PRORAGIS. Comparisons included demographic status, population size, and regional location. Note that the analysis should be used to gauge only the information available.

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The information that is acquired by the agency will vary based on the methods in which the agency collects and maintains the data. Variances exist with this data and can affect the comparisons among the agencies. The data collected has been acquired from park master plans that were completed between 2012– 2017.

The goal of the benchmarking is to assess how Goshen Parks and Recreation is performing compared to its peer agencies. The data that is obtained it to be used as a comprehensive view of systems and operations.

System Acreage

The system acreage analysis looks at the acreage of each park system. The system comparison compares the amount of park land available per 1,000 residents. The agencies that are compared have park acreages ranging between 147 acres and 670 acres. The City of Goshen sits comfortably above the median with 536 acres owned or managed.

By comparing the number of acreages to the municipal population, it becomes clear that Goshen has one of the larger park systems. Goshen provides 16.1 acres of park land per 1,000 residents. This figure is below the Indiana Department of Natural Resources' recommended amount of 20 acres per 1,000 residents. When reviewing the peer group for comparison, only two other park systems exceed the recommended acreage.

Trail Miles:

The next review is of trail mileage managed by agencies. Total trail miles are broken down to determine the current level of service per 1,000 residents.

Park systems that provided data on the trail systems managed averaged 22.3 miles. The Goshen Parks and Recreation Department averages nearly double the number of trails provided compared to other peer park systems. Goshen has roughly 1.05 miles of trail per 1,000 residents. Goshen ranks the highest among the peer agencies analyzed.

Benchmark Overview				
			Population per	
Agency	Population	Size (Sq. Mi.)	Sq. Mi.	Data Source
Goshen, IN	33,200	17	1953	Internal
Merrillville, IN	35,246	32.78	1075	Internal
Michigan City, IN	31,479	19.6	1606	Internal
Valparaiso, IN	32,626	15.53	2101	Internal
Westfield, IN	30,068	27.08	1110	Internal

System Acreage			
Agency	Population	Total Acres Owned or Managed	Total Acres Per 1,000 Residents
Goshen, IN	33,200	536	16.1
Merrillville, IN	35,246	147	4.1
Michigan City, IN	31,479	670	21.25
Valparaiso, IN	32,626	743	23
Westfield, IN	30,068	188	6.26

Trail Miles			
Agency	Population	Total Trail Miles	Total Acres Per 1,000 Residents
Goshen, IN	33,200	35	1.05
Merrillville, IN	35,246	19.6	0.55
Michigan City, IN	31,479	30	0.95
Valparaiso, IN	32,626	13.5	0.41
Westfield, IN	30,068	13.45	0.45

Cost Per Maintained Acre:

This analysis looks at the cost of maintaining each park system on an acre basis. This is calculated by taking the operational budget and dividing it by the total acres for the park system. The Goshen Parks and Recreation Department are comfortably in the middle of the peer group with \$4,609 dollars spent per acre. The peer groups' spending per acre ranges from \$1,222–\$8,375. Only one of the park agencies in the peer group spent more than the national median for all agencies (\$6,589) reporting to NRPA database. Currently, Goshen Parks and Recreation spends below the median range for the agencies reporting. Low spending levels may indicate a budget shortfall, but it could also indicate resourceful spending methods and a practice not reflective of all park departments.

Capital Spending Per Resident

Capital spending in the parks is important for maintaining a high level of guality in the parks. Capital spending is a strong indicator of the overall health and success of a park system. Often deferred maintenance is a result of low capital spending, leading to dilapidated buildings and facilities. When reviewing the peer groups' capital spending per resident, Goshen ranked second from last in the amount of spending per resident, with an average cost of about \$1.70 per resident. The range of dollars spent in capital spending per agency is \$0.00-33.26 per resident. Low capital spending can lead to long-term challenges for a park system. Long-term investment will require effective planning that maps out the community's needs and looks at ways to develop the funds to maintain existing facilities or develop new facilities.

Cost Per Maintained Acre			
Agency	Total Operating Expense	Total Acres	Operating Cost per Acre
Goshen, IN	\$2,470,836	536	\$4,609.77
Merrillville, IN	\$179,565	146.9	\$1,222.36
Michigan City, IN	\$2,617,896	670	\$3,907.31
Valparaiso, IN	\$4,161,541	743	\$5,601.00
Westfield, IN (2011)	\$1,574,644	188	\$8,375.77

Capital Spending Per Resident			
		Average Capital	Capital Spending per
Agency	Population	Budget (3 years)	Resident
Goshen, IN (2018)	33,200	\$56,400	\$1.70
Merrillville, IN (2010)	35,246	\$0	\$0.00
Michigan City, IN (2017	31,479	\$78,200	\$2.48
Valparaiso, IN (2017	32,626	\$187,000	\$5.73
Westfield, IN (2010)	30,068	\$1,000,000	\$33.26

Full-Time Equivalents

A review of the staffing needs is important to address the current and future needs of the Parks Department. A full-time equivalents (FTE) analysis that compares the number of staff to the total population is necessary to determine whether a park system is understaffed or overstaffed. Benchmarking Goshen's Park Department to its peers will help in the assessment of park staffing needs. The number of FTEs per 10,000 residents provides an understanding of how well each park system is prepared. Goshen currently sits at 4.52 FTE per 10,000 residents. The national median is 8.1 FTEs per 10,000 residents for similar sized communities.

Operational Expenses Per Capita

The operational expense per capita compares the total annual expenditures to each community's population. This spending breakdown compares the amount of spending that takes place per resident in the community. Currently, Goshen spends \$74.42 per resident on operations. The current national expenditure per resident is \$78.26 according to Park Metrics Median - All Agencies. This spending amount places the Goshen Parks and Recreation Department in the middle of the peer group with the range of \$6.72–\$127.55 dollars spent per resident.

			FTEs per 10,000
Agency	Population	Total FTEs	Residents
Goshen, IN	33,200	15	4.52
Merrillville, IN	35,246	8	2.27
Michigan City, IN	31,479	30	9.53
Valparaiso, IN	32,626	53	16.24
Westfield, IN (2011)	30,068	8	2.66

		Total Operating	Operating Expense per
Agency	Population	Expense	Resident
Goshen, IN (2018)	33,200	\$2,470,836	\$74.42
Merrillville, IN (2015)	35,246	\$236,845	\$6.72
Michigan City, IN (2017	31,479	\$2,617,896	\$83.16
Valparaiso, IN (2017	32,626	\$4,161,541	\$127.55
Westfield, IN (2010)	30,068	\$1,574,644	\$52.37
Park Metrics: Median- All A	Agencies		\$78.26





SUPPORTING DOCUMENTS 14

RESOLUTION: ADOPTING THE MASTER PLAN

WHEREAS, the Goshen Parks and Recreation Board is aware of the parks and recreation needs of the residents of Goshen, Indiana; and,

WHEREAS, the Goshen Parks and Recreation Board is desirous of providing aesthetic and functional facilities and programs to the residents of Goshen to meet their needs; and,

WHEREAS, the Goshen Parks and Recreation Board realizes the importance of a sound planning document in order to meet the needs of its citizens; and,

WHEREAS, the Goshen Parks and Recreation Board is continually aware of the value and importance of outdoor and leisure opportunities, programs and facilities to the future of the Goshen Park and Recreation Department. its programs, and to the residents of Goshen,

NOW, THEREFORE, BE IT RESOLVED THAT THE GOSHEN PARKS AND RECREATION BOARD, by unanimous declaration, does adopt the Goshen Parks and Recreation 2019 to 2023 Master Plan, as its official plan for the growth and development of parks and recreation opportunities in Goshen, Indiana for the next five years. The Goshen Parks and Recreation Board is committed to an annual review and update of the goals and objectives of this Master Plan.

Passed and signed this _____ day of, 2019.

ATTEST:

Park Board President

Park Board Secretary

Park Board Vice President

Park Board Member

Park Board Member

ASSURANCE OF COMPLIANCE FORM

ASSURANCE OF ACCESSIBILITY COMPLIANCE WITH: ARCHITECTURAL BARRIERS ACT of 1968 (As Amended); SECTION 504 OF THE REHABILITATION ACT OF 1973 (As Amended); AND TITLE II OF THE AMERICANS WITH DISABILITIES ACT OF 1990 (As Amended)

The ______ (Applicant) has read the guidelines for compliance with the Architectural Barriers Act of 1968 (As Amended); Section 504 of the Rehabilitation Act of 1973 (As Amended); and Title II of the Americans with Disabilities Act of 1990 (As Amended) and will comply with the applicable requirements of these Acts.

SIGNATURE ______ APPLICANT PRESIDENT

(President's printed name)

SIGNATURE

(Secretary's printed name)

DATE





APPENDICIES

PUBLIC SURVEY RESULTS ~183 Responses~

Dog park and indoor play area for cold months are most important additions

Goshen parks and recreation has very fine facilities. The most improvement I can see happening is more playgrounds/ fitness courses. I also think goshen needs bigger facilities for the growing size of some fitness courses.

It would be nice to have the bathrooms open longer into the fall and open earlier in the spring.

We feel the existing spaces are adequate. We spend a lot of time biking as a family on the trails. Because of the trails/added sidewalks, we are a single car family. My husband is able to bike to work year round. We would gladly put the savings from only having one vehicle, back into some sort of fee for trail use. We would also love to use the river here for kayaking, instead we haul our kayaks up to Bristol or Elkhart.

When we have snowfall, it would be great to have a "groomed" path for fat-biking in the Beachy Forest. A grooming device usually consists of a snow mobile pulling a drag of some kind like a car tire to mash down the snow into a path.

I love our parks!

I see extensive use by community members of the various trails and encourage their continued development and maintenance. An indoor multi-use facility outside of school gyms would benefit numerous groups, including the growing community of pickleball players.

Dog park please

I love the parks in Goshen and support more space for people to be outside and in nature.

Consult community garden leaders. Consult Merry Lea program through Goshen College. Consult local wild craft and herbalists.

I believe the City of Goshen would be very happy to sponsor or pay for the naming rights on a Goshen Parks Facility.

DeFries Gardens was left out of the survey? It is one of the best kept and most appreciated parks in the region. I would like to see more funding go to this park to help keep it looking great.

We could use an ice skating rink in the winter.

Genesis Products

Seniors need an indoor spot in winter

We desperately need a dog park!

My kids dream about having an area to ice skate and play hockey. Nothing fancy, just something fun to do in the winter.

My biggest issue with the parks is not having early morning access to bathrooms. Otherwise, I love the trails and use them religiously.

I would really like to see a dog park in goshen

I recommend periodic posting on Facebook of (1 special events, (2 feature general education articles and photos of the many programs and topics mentioned in this survey. Include in the posts links to an extensive, well designed, user-friendly web page as a resource with information on all of the items mentioned in the survey. I don't like selling naming rights to advertisers.

Goshen Parks and Recreation department does a great job keeping our parks clean on the daily basis. I love our close community that also helps to maintain parks clean. Definitely would be excited to see more indoor activities available during cold season.

The existing trails and paths are awesome, but it would be great if there was more connections between the different path networks. This would greatly increase their functionality for the purposes of exercise and transportation.

I feel a great deal of pride when thinking about Goshen's parks. I'd love there to be new and different places to explore, whether that be a new park or new areas in already existing parks.

I would like to see a bike and walking trail along Horn Ditch from Springbrooke to Fidler Pond and on to the Monroe trail/Abshire trails.

Great job with the zinnias everywhere this year!

Thank you for your interest in the community's preferences. I left 9, 16, and 22 blank but responses were required--they are not accurate though.

The many parks and tree-land add greatly to our city's appeal; especially the bike paths. I think the best additions to what we currently have would be an ice skating/ice hockey option and a city pool with more accessible lap swim options. Current pool seems mostly geared to children.

Love the trails and Fidler Park path around Fidler Pond. Would like to have trail access to the park with some kind of marked crossing or over/under pass to cross US 33.

Please provide a portable potty at the Goshen Dam when the regular restrooms are locked in fall and winter. The trails are still being used but there are no facilities to use.

I think the park department tries, but is lagging behind many of the surrounding communities.

Goshen and it's citisens are conmitted to make our community outstanding. I am proud to have grown up in this town that has become the go to place to live and work. Thank you to our caring community and leadership. It should be a role model to the rest of our country.

I love our parks and I support continuing to improve them

(1) Make this survey available in Spanish and Russian or Ukrainian. (2) I think the adage "if we aren't moving forward we're moving backwards" applies to the parks. So, keep the investment and improvements coming.

Just moved here from Columbus, IN. In three months have used many Goshen parks. Do not feel Goshen needs to add more parks but improve and maintain what they have. I do not mind driving to a park or riding my bike.

Parks will become more and more residents' get-away to nature and peacefulness. Please don't have alcohol a part of that space.

Goshen is doing much better than Elkhart parks. Keep it up!

Dog park(s) where admission is free, and dogs can play with other dogs according to their weight. Little dogs get hurt when they rough house with large dogs. Should have trees, benches, and a dual water fountain for both people and dogs. Also, trash barrels and pet bags to keep the area clean. Central location would be nice, namely Shanklin Park.

My wife wants the port-a-potty that was removed from Fidler's Pond returned to the far corner of the park. Too often bicycles speed past us as we walk the trails. I have noticed your signs that say the speed limit is 15 mph and these bicycles are definitely exceeding that limit and are sometimes dangerous to pedestrians. Many times we are caught by surprise as they speed by. This is probably not possible to enforce or prevent, but I don't like it.

I personally feel that the Rieth interpretive center could be more utilized with daily field trips and information for local citizens to be better stewards

The Reith Building could be a place where people could watch birds and nature

even out the bird feeding window if birds were always fed. It would seem as if people from a place like Greencroft would enjoy a place like that to see birds if it were advertised and had someone in charge each day. People should know that it is open and that it is a place to relax in nature. If it costs too much to have someone there every day maybe volunteers could host it.

Very important to provide sponsor cross cultural events to support the diversity of Goshen.

The rental locations are great and affordable

We have used lots of the parks when our kids were home and there's great programs offered. It's nice to have well kept parks to choose for places to enjoy with families and friends.

I don't see much of anything for active older adults in the program guides except exercise in pool. Soon there will be more of us than you, 20-30 year olds with "fresh" ideas for them.

DJ construction may sponsor a park

Waterford Park has walking trail but nothing else. With the increased population at this end of town, a shelter and sports fields might be utilized.

It has been very inconvenient to use the Millrace Trail in the winter and find all the restrooms locked. I have also found the restrooms at Rieth locked when the building was scheduled to be open. Putting a Porta-Potty at the Dam helps, but it was not always there when the restrooms were locked. I would like to see those restrooms open all year. Vandals threw a gate into the creek that runs from the Millrace to the Elkhart River (south of Rieth). It's been there about two years. Is the Park Department ever going to remove it? People have been building shelters and fire rings in the woods, presumably without Park permission. When I walk in the woods, I want to get away from man-made structures. I'd like to see those structures removed. Thanks.

We have a great parks and trails and need to keep what we have maintained and updated. Therefore not creating/purchasing additional.

I would like to see the trail continued from Bethany Christian Schools to CR 40. Safer crossings on 119 and Wilden Ave /CR 45, public bathroom facilities along trails.

It adds to my quality of life and is part of the reason I moved to Goshen for work, a liveable community.

Improving connections between trails would be good, even if it is just signage pointing towards other trails. The shanklin-mullet trail is very convenient, but I almost refuse to use it because of safety concerns-there is often vandalism on the bridge over the river with people jumping and suspicious people hanging out in the woods behind shanklin park and around the trail-increased enforcement on this trail and behind shanklin park would be helpful in addreassing this issue. Also, cleaning some of the paved trails close to the roads that are covered with sand from the winter would also be nice. Paving the Pumpkinvine between Lincoln and CR28 would be nice as well, as that is the only section of trail that is not paved.

I appreciate being able to enter the parks via a car at sunrise year around. This is valuable for watching birds.

Question 22 is confusing! Management decisions, such as when and where to mow, should take into account impact on birds, plants, and wildlife. Encourage native species. How about recruiting a crew of volunteers that work on countering invasive species in our park natural areas? I would be the first to sign up.

Please recognize that my answers reflect my age--79. Currently my husband and I travel often and do not participate in activities that appeal to us because of that. Maybe in a couple of years we'll be doing more in town. I'd be very interested in and most likely supportive of the results you receive from families. Parks are important!

I have always been appreciative of the parks near me no matter where I live. Hope that we can continue to maintain or improve on what we have and grow in a direction that compliments the city.

Stick to 8 team softball league. None of this 10-12 team business. Too many byes. Shouldn't have to go 3-4 weeks between playing games

I would love to see an obstacle-style playground built for older children. Also, the danger of crossing Main street alone keeps my older children from getting over to Burdick and Shanklin; I would love to see Water Tower Park built up for them.

Could probably benefit from another splash pad or expanded options. The current ones are small compared to some surrounding cities and get crowded. Would pay a couple bucks per child for a bigger splash pad with water slide, etc. Community pool is overpriced with limited options for very little kids.

I love the parks. Keep working to keep them for us and I'm happy to pay a small tax.

Love all the bike trails, and would love more!

A dog park would be good, most other cites of our size have them

I like where the plans are going, we have a great array of parks in the area, however I would like to see some larger areas for hiking and biking other than the Pumpkinvine trail which I do also enjoy very much!

As above, online registration for activities. Would love an indoor pool / rec center for children and adults.

I think most of the parks are wonderful. We (our family) was disappointed at how quickly vandals got a hold of the music themed park. But it is hard to constantly keep an eye on them. I was discouraged at how soon the bathrooms were closed this season. There were evenings that my son had practice and we had no access to a bathroom. I also was discouraged at the rental of the pavilion at Pringle when there were soccer games and JFL happening at the same time. There was constant loud music playing and the additional cars in the parking lot made it a nightmare. The lot was full, the churches' lots were full, the businesses' lots were full, and the little league lot was full. On another note, whomever ran the soccer league this year did an absolutely fabulous job!! This was our 5th year with a child participating. One year I coach. It always seemed very disorganized. Not this year.

It is much better for the parks department to use any increase in funding to maintain and improve existing facilities than adding other facilities that will be a drain on revenue in future years. The pending ice rink/pavilion is just such a facility that will be difficult to maintain and will use too much park department capital. I would much rather see the Reith Center hours extended by adding staff there, and having another ranger or two patrolling existing facilities.

My only complaint is the pool area at Shanklin. It has no shade, unnecessary rules, and old and worn facilities. Could use a spray playground where small pool is. Shade sail over part of baby pool.

I'm very happy with the hard work that goes into ALL of the park programs. Thank you to everyone who is involved in keeping them running. Very proud of them.

We love Goshen parks and would support improving them and adding new facilities. We especially would support more bike trails, an indoor recreation facility, and a sledding/tubing hill.

Could a bike path be constructed along Co. Rd. 36 when it is widened? Could this path be continued along State Rd. 33 to Fidler Pond?

These questions don't really encompass how important the park & trail system is to me. This is a quality of life issue that makes living in Goshen, and especially by the Mill Race really, really, really great. I love biking around the city and seeing so much green. I don't own a car, and I love that I can get lots of places without going on big roads. Sometimes I don't want to bike, and I wish we had a better public transportation system, but that's for another survey. Also #8 is not my real answer. The real answer is I don't find out anything about parks programming, so nothing applies. Oh, no, I guess I do read the sign in front of Shanklin Park. That's how I know about classes.

Thanks for the efforts to make Goshen a good place to live.

As a newer resident to Goshen, I am very impressed with the public parks. I would love to see more fitness classes offered for adults who work during the daytime as well as more indoor physical activity for young children in the Winter months. As a teacher, I would love to see some type of program with the schools where students are encouraged to get more exercise.

\$300 for use of Fiddler Pond shelter has kept our church group from using it at all. It would be incredible if we had a senior citizen center here in Goshen. Lots of activities for all ages but ours. Have no idea where to find out what activities you have because we don't take paper. Tried to find out about swimming, but the website didn't really tell me much.

We believe parks and park services are extremely important in any city! Our family loves to be outdoors and be active whether indoors or out and we are so thankful for Goshen's wonderful park system and their commitment to continuing to grow and improve this vital service! One program our family has been highly involved in for years is the parks youth basketball program. We would love to see that league serve children through at least 6th grade if not farther (and it would be great with other youth sports as well). As youth sports in the schools become more and more competitive and specialized at younger ages, children who want to continue to learn and grow their skills, discover a sport a little later, or just play for fun, have fewer and few outlets in which to do so. Schools don't have intramural teams and I think the parks department could fill a void like that. Our family is very, very thankful for the affordability of a family swim pass at the pool. It is something we always purchase and use multiple times a week throughout the summer! One thing I would advocate for at the pool are more places to sit that are shaded whether that be structures that are built or just the availability of more shade umbrellas. And although school begins in August it would be wonderful if there were a way to at least have some weekday hours throughout this month. August tends to be the hottest month of the summer and especially for homeschooling families and families with small children it would be great to have weekday hours of some sort continue though August. Even if it were strictly morning or evening hours or a few days a week. I have friends who live within walking distance to Water tower park that have often mentioned to me how nice it would be to develop that park more with seating and some sort of play structure. As a woman who enjoys basketball I have always wished that there were a female open gym time for basketball. There are co-ed leagues for volleyball and softball and while I realize that basketball might not be as popular and there may not be as much interest for a league I would love to at least have an open gym time. Another thing that would be nice would be an open gym time for families. We enjoy playing with our children but in the winter that becomes much more difficult. Thanks so much for all your work and your commitment to gather input and improve.

GSA - 2006 South Main Street, Suite A, Goshen in

Goshen Parks department has improved a lot over the past 5 years! Much more is offered to everyone. Love the parks department! Always feel that is an added benefit to living in Goshen. As improvements are made, which obviously are needed from time to time, hopefully there won't be substantial added costs for the use of these programs. So many families and individuals rely on this department for activities because it is affordable, programs aren't too lengthy and its a great social outlet.

I feel very strongly that the Plymouth trail should have a stop sign where it intersects with Mintcrest Dr. Sometimes cyclists are not paying attention and almost get hit by vehicles driving onto or exiting Mintcrest Dr onto Plymouth Ave.

It is so silly to fish the north end of Fidler Pond , 6 to 12 feet above the water when the south end water level is right at the ground level.

Keep up the good work. Swim experience at Shanklin pool this past summer was less than ideal. Workers were not friendly and seemed disinterested in both their job and their patrons. Lessons were inconsistent (in terms of who would be teaching that day) and the teacher often seemed really tired or distracted (she said she had worked over 30 hours in less than a week). And the hours in general were confusing and not easy to attend with kids who nap and have an early bedtime (the ideal hours were right when the pool closed for lessons). I have no complaints about any other aspect of the parks!

Goshen Health would most likely be willing to donate.

We use Goshen's parks and trails almost every day - they really impact our quality of life! The close access to parks and trails is one of the things we like most about living in Goshen.

I would love better boat access on the millrace by the Farmer's Market. I would value less mowing in the parks to promote more wildlife habitat, such as allowing plants like milkweed to grow for monarchs. It would be helpful to have better communication from Shanklin Pool regarding holidays and closings (such as info on their answering machine). We appreciate when Shanklin Pool stays open on weekends through the end of August. We love the park programs and facilities--thanks for all you do! Amy Thut

The pool should stay open longer. It seems like it's becoming irrelevant since the season is so short.

Keep up the good work! Goshen Parks and Recreation is a wonderful service to us all. Thank you.

Goshen parks department is one of the pros for our famly moving back to Goshen!

I live across from Fiddlers Pond, and I am constantly in fear of getting run over on Lincolnway. A crosswalk would be amazing and safe. Also, a dog park would be fantastic, and I'd be happy to donate.

I can never find time to come talk to someone about this, but there is an area behind my house on 3rd St., along the River Race Drive between the new little houses and the Hawks Building, that was made into a grassy lot that was supposed to hold a building eventually. I heard that that project is not happening or is put on hold, and I was wondering if that is a place that we could make into more of a park area, or even into a community garden or something rather than building on it.

The parks department does an excellent job of keeping the parks beautiful with the flowers, landscaping and cleanliness. The development of areas like Fidler Pond, Model Park and others have been such great ideas and everything seems well maintained. Thanks to you all for your hard work and dedication to keeping Goshen the beautiful little city that it is.

Keep up the good work and make a disc golf course in shanklin and the surrounding areas! Thanks for all you do.

The park system is way above average, lets cut the budget and give some money back to the property tax payers.

We really appreciate the parks in Goshen

Paving fiddlers pond walking trail

Please pave the Goshen section of the Pumpkinvine Trail, and do a better job of maintaining it.

Love the triathlons (adult and kids), love to see the Winona interurban trail extended and connected to the trail at the corner of waterford mills park way and regent st.

More triathlons

Love our parks!

Hope we get more mountain bike trails and maintenance to those trails, as well as more recreational sports.

Better bathrooms. Maybe hire a few summer park security personnel to monitor pumpkinvine, and other parks for safety. Someone told me that at the skate park some kid was selling drugs.

Love the yearly triathlon (Rock the Quarry). Huge fan of the Pumpkinvine for running.

Like we mentioned above, we need an indoor walking/jogging facility for those who want to continue walking in inclement weather. There is only one option and it is open to the public on a limited basis. We are also against extending the nature trail in SpringBrooke to Fidler Pond. SpringBrooke is a private condo community. We do not want the public on our facility.

Southeast Goshen lacks sidewalks, pedestrian crossings and connecting bike trails.

I am so impressed with the parks in Goshen. Living here for only 5 years I have not enjoyed all of them but the ones I have I love. I walk at Fidlers pond almost daily and I think it's great how well kept it is and all ages and ethnic backgrounds use it. Keep up the good work.

Our son loves going to the different parks and has unique names for each based upon fun things that he has seen or done at each. It means that at only 3 years old he knows a dozen different parks by his name and activities that he likes. Well done Goshen Parks!

We are brand new to the area, have visited in past and have now bought a home in Goshen. We are moving from a VERY active retirement community in FL (over 100,000 residents) Hoping to stay active in Goshen, it's a beautiful, town with incredibly nice people. I've enjoyed the Farmers Market and pickleball! However, the court surface looks like it needs some repair, I would be concerned about people injuring themselves.

We live close to Fidlers Pond and walk it often. It is fantastic park. The wide variety of people we meet at the park is an asset to its operation and the value people get from it.

I wish the splash pads would turn on earlier and stay open later the shanklin pool for those of us with you kids or that homeschool so when it is hot out we can still use them even though school has started.

I work at Goshen Hospital. So my "maybe" is that they would sponsor a park or trail.

Thank you for providing great parks that are clean and well-maintained!

I walk and run on the Pumpkinvine Trail a lot and appreciate that the port-a-potty at CR 28 is kept up year round. I wish the restrooms at Abshire Park would be open by 7:00am and stay open until 8:00pm. If that's not possible, it would be nice to have a port-a-potty on site so trail users have a facility if needed when walking by Abshire Park. Sometimes I've needed to use the restroom when walking by Abshire Park, and it was closed, Very frustrating. Also it would be nice to have the Pumpkinvine Trail paved between Abshire Park and CR 28. The trail is difficult to walk and run on during the early spring because of the bicycle ruts. Question 22 needs more answer choices like "an hour or more" or "other". I already walk 30 minutes to get to Abshire Park, but was forced to answer the question, and reluctantly chose 30 minutes so I could submit the survey. Thank you for making this survey available to the public to form your 5 year master plan.

Thanks for all you do to make Goshen a beautiful place to live and play. I know your team works very hard, with limited resources, to make Goshen shine. You do an excellent job!

I would be willing to help sponsor development of a disc golf course within the parks system. I can be reached at kempf.scott@gmail.com

I'd love if there was a gymnastics program in Goshen and more fun things to do for the kids!

I am very excited by and strongly supportive of the proposal I've heard to create some sort of community orchard (fruit and nut trees, a variety of berry bushes, etc) within the parks.

I feel that the Rieth Interpretive Center is under utilized. Expanded hours and a full time naturalist are needed. Aaron does a great job with the city trees, but a naturalist could develop additional nature programs and displays.

Keep Rieth Center open and add more naturalist hours.

In addressing question 27, I feel that the Goshen Parks COULD provide an essential service for the community. The location and diversity of the properties are a true resource. However, I do not always feel the Goshen Parks is providing services that are essential. It feels very much like the programs and events are disconnected from the parks system. Offering sport-themed events is fine, but with so many natural areas, it seems a huge shame that the Goshen Parks seems to exclude that in programming. I would also really like to see the parks

better maintained with more staff. This is a sensitive subject, but I feel it's worth mentioning. There are park sites I simply do not feel safe visting anymore. Abshire Park used to be of my favorite parks to visit, but I have noticed more and more that there are homeless camps popping up throughout the park. I understand this is a hard issue to address, but this is a public park, not a camping ground. Please take more measures to restore the parks and properly staff the grounds. Similarly, please open Reith back up to the public on a regular basis. The feeding station is wonderful, especially in winter, and it's very sad to see it go unused. Thank you.

Lets build the ice skating rink and public space venue as proposed across the millrace from the Hawkes building.

should have some flyers out or a new web page for programs

Keep the Reith Center open every day with paid and/or volunteer support. It's definitely underused and could be a great asset to the community.

The parks are places where family can gather to socialize, celebrate and have fun during the nice weather (summr time)

Trails and walk/bike paths are the future... https://www.amazon.com/Bikenomics-Bicycling-Save-Economy-Bicycle/dp/1621060039

Again, I would really like to see a dog park implemented into the Goshen Parks and Rec system. Many people in Goshen own dogs, and while the trails are fine for taking dogs, I often see people afraid of the dogs on trails or in the parks. If there was a dog specific area or trail, people may understand the use of that park better and won't be as afraid to ride a bike on the Millrace or walk in fiddlers with a fear of being attacked by someone's pet. There would be a better sense of community within the pet owners in Goshen and a place where they can exercise and be social without the fear of anyone else.

I'd love to see more focus on finishing/connecting sidewalks and other access to greenspace. On Indiana, for instance, the missing sidewalk from the west side of the Orchard neighborhood down to the middle school is an issue, as are the staggered sidewalks from Kercher's to the trail east of 15.

Like many people in Goshen, I ride my bike a lot, both for recreation and also for transportation to & from work, etc. l appreciate & benefit from the many ways that the city has established & maintains bike routes & trails in the city & in the parks. This very much adds to the quality of life here & reduces car traffic. Please keep this as a focus of the Parks department & the city street plan.

I fully support the Goshen Parks and Recreation system because I know the value of green spaces to a community which has access to them to help with physical and mental health as well as the many other benefits parks support, such as water quality, wild life habitat, flood protection, carbon sequestration, etc.

We have enjoyed Goshen Parks and some parks programming immensely. We have some lovely space and I hope we continue to spread green spaces throughout the city and in ways that are accessible to all. This is a wonderful use of our taxes.

Trail system needs work. Pumpkinvine Nature Trail south of State Road 4 is very rough. Winona trail south of Kercher is rough in spots. Pumpkinvine from State Road 4 to County Road 28 should be paved. It is wet and rutted in the spring.

Sometimes I have decided to don't use the facilities for a picnic cookout or child party because restrooms are awful taken care especially Shanklin Park

Thank you for the wonderful parks and programs you offer! Can't wait until our little baby is old enough to go on bike rides with us!

I'd love to see mini parks in every neighborhood. Neighbors would interact more.

Paving the Pumpkinvine would be nice. Biking to the East of 15 and South of College is dangerous and paltry. There are not really a bunch of parks in this area, which is why Fiddler was such a hit. Make part of Fiddler a beach and get some playground equipment out there. And if you are going to build something indoors, I would put it there as well. People would enjoy the view of the lake.

I am the Senior Pastor (Cory Smith) at Goshen First Brethren Church, which is located very close to Rogers Park. Our congregation has a great interest in making a difference for our immediate neighborhood and may be willing to invest in

opportunities to enhance facilities at that park.

I enjoy the big scrolling , lit up sign, with valuable information, at Shanklin Park

Please connect SpringBrooke community to the rest of the city via trails and pedestrian walkways and crossing at US 33 and College Ave!

Would LOVE to see a bike/walking trail extended from Fidler Pond past the back of Spring Brooke community and out to the county road. If the trail could also be extended north-west from Fidler Pond toward downtown, that would be GREAT. More and more because of excessive traffic on both US 33 and College Avenue, Spring Brooke is being cut off from the rest of the city. This would help to connect it and greatly increase use of Fidler Pond.

Absolutely NO bike path is needed or wanted through back of Spring Brooke condos .

I believe our parks department does a wonderful job. I live in Springbrooke and do not feel I would like our hiking trail incorporated into Fidler Pond unless our area could be isolated. I appreciate the seclusion of our neighborhood as it stands presently.

I live in the Springbrooke Subdivision and I am adamantly opposed to integrating Horn Ditch and the walking path around our neighborhood into the walking trails in Goshen. We appreciate the privacy of our neighborhood and would definitely oppose any changes with our neighborhood.

Thanks for a wonderful park system. We love the beauty, the trails, and the accessibility.

To open up a trail from Springbrook condos to Fiddler's pond. A lot of people that live here would love to have that trail.

I would love to see a walking/biking trail connection from Spring Brooke Subdivision to Fidler Pond Park.

Would like to see a walking trail between Fidler Pond for the residence at and near Springbrook eb a high priority. The lack of sidewalks in the area and the traffic volume and problems on College Avenue and US 33 make the access to Fidler Pond both dangerous and restrictive. Additionally, the entrance access to Fidler Pond is not user friendly during high traffic periods and park usage.

Good job

I support all additional walking paths or trails—anything that encourages people to walk more. Also support adding path from Springbrooke to Fidler Pond.

Future trails should not encroach on private property.

Would like to see a connecting path between Spring Brooke and Fidler Pond and on towards Monroe to connect to the Pumpkinvine

Develop a trail from Fidler Pond Park to College Ave. and further in the future.

Add a walk/run/bike trail that connects Fidler pond trail to Springbrooke

I'd like to see a bike/walking path being developed between Spring Brooke and Fidler Pond Park. It's too dangerous to walk or bike on US33 to get to Fidler.

We have enough parks. Please just take care of the ones we have.

An extension of biking trails from Fidler Pond to CR 36 would be fantastic.

The bird watching window is a great asset in the parks. i would like to have the REith open more and made more available to the community.

Police the trails. Bikers make it dangerous to walk. Very few slow or give warnings when passing walkers.

Do not include the SpringBrooke nature trail to Fidler Pond. More parking at Fidler Pond. Less geese at Fidler Pond. Put the port-a-potty back at the far end of Fidler Pond. There are people going to the backroom in the bushes at the east end.

Thank you for providing such a beautiful park system. I honestly would not want to live here if the park system trails did not exist. They make a huge difference in my quality of life.

I seldom use parks partly because I'm single, and it's boring to do most park things alone. Are there ways the Parks Department could facilitate informal groups for things like trail walking, cross-country skiing, etc.?

Some of the youth programs have been great--such as the youth soccer at Pringle park in the fall, while others have been less organized/structured (youth basketball). I would love to see the parks department play a bigger role with youth programming as well as encouraging a more active, healthy community. Cities like Carmel, IN and Madison, WI are great examples of places in the Midwest with excellent trails and park facilities which have contributed to higher quality of life for the residents. I would encourage Goshen to learn from these larger cities because I do think the people of our community have an interest and would utilize more park facilities year round. Things our family would love to see are : 1. An Ice-Skating rink with skate rentals and lights for night time. 2. More Soccer fields in the existing parks 3. More Bike paths connecting the different parts of town 4. A Disc Golf course at Shanklin park 5. A splash pad/spray park somewhere in the main downtown area

While we don't use the parks often it is wonderful to pass by the parks and see them being used, hear people talk of their visits to certain locations in the city.

We live in Spring Brooke subdivision. Try to walk daily and would love to be able to access Fidler park from our subdivision by bike or on foot. Do not feel it is safe to do so currently because of busy highway with no bike or walking path. Know many others in this neighborhood who would love to have a way to access Fidler.

It is the long term interest of Goshen to have a long range plan, with supporting finances, to provide recreational opportunities for its citizens. Need to be forward looking, what's valued today could change in the future. Keep up the good work!!

Thanks for the work that you do! I haven't given Goshen parks and recreation a great deal of thought, but this survey made me more excited about taking advantage of the parks here!

Keep up the great work! Related to my comments about "indoor recreation facility": I'd love to see an ice skating facility in Goshen. I think the current proposed center is well intentioned, but not in a good location. The green space across the Millrace from the Hawks building should be kept as such, maybe with the addition of a cabin much like Abshire park. This space is reclaimed swamp and dump land that is inherently unstable, which given the stringent requirements for freezing water into ice make the site inappropriate for such use. Paving over so much of the green space for parking is an inappropriate use of the space, and the driving ingress / egress is inconvenient at best and dangerous at worst with just 1 bridge that's barely able to carry this traffic. I strongly recommend using some other space such as the former County Jail site, which needs to be repurposed anyway & is in a very nicely centralized location for such a facility with plenty of street parking.

The trails that this community has are really a treasure for this size of town. I travel to other communities and don't see comparable trail systems.

Figure out a way to accommodate the large interest in soccer on park fields learning from the bad experience at Pringle park

Wonderful department, thanks for all you do to keep our city beautiful and help create an active outdoor culture!

Programs offered for kids at shanklin are expensive especially if there are multiple children in the family

Surveillance cameras would be nice, but do have a cost to them of course.

More communication on what is offered. More volunteer network to maintain. Brings ownership to the community.

I think Goshen has excellent parks and recreational programs! Would love to see some winter skiing trails developed.

I work at Goshen Health. It seems logical that they would be worth contacting about helping to sponsor health/wellness related improvements to the parks system.

As the department looks to further developing its property, I would encourage

consideration of expanding the trails in "wilderness" areas. These should be areas that are within city limits or very accessible to residents within the city limits. That could also mean that the department looks into restoring and expanding landscapes that are native to the area such as woodland, prairie, or riverside landscapes that people can experience through unpaved walking trails.

There needs to be a place to give feed back on things that is on this survey!!!

Goshen stands out to me as a city with a lot of foresight regarding green space, trees, and outdoor recreation. I am 100% behind the parks, trails, etc. in this community. I have no doubt it improves the quality of life and the property values for all of us. Good job!

We love the Goshen trails. I am SO, SO grateful for them!!

Hay algunos parques que necesitan ser actualizados, pero se tambien del proyecto que hay para un parque inclusivo para las personas con discapacidades y eso me parece grandioso. Deberia haber mas apoyo monetario de parte de la poblacion independientemente de los impuestos que se pagan para tener mejores instalaciones para todos!

It would be nice to plant more trees on the parks, on the streets, or designate areas to create some sort of a forest, that way we can help the planet and the city will look more beautiful...specially if there's construction going on we should make up the trees that we lose on the process.

Yo trabago en lippert components y cada año vamos a limpiar el parque

Consideró que es una ciudad muy bonita y que afortunadamente muchas fuentes de trabajo, pero es importantes las áreas verdes para contrarrestar esa contaminación de las industrias.

Me gustaria que huviera un parque para discapacitados

Estaría bien tener más canchas de futbol.

Me gustaría tener más opciones de deportes de invierno, y un horario más amplio y diverso para la piscina techada de GMS

Se que por parlante hispano deberíamos aprender el idioma del pais, pero creo que se necesita más propaganda, avisos en español.

PUBLIC MEETING NOTICES



Parks & Recreation Department CITY OF GOSHEN 410 West Plymouth Avenue · Goshen, IN 46526-3801 Phone (574) 534-2901 · Fax (574) 349-6672 goshenparks@goshencity.com · www.goshenindiana.org contracting

NOTICE OF PUBLIC MEETING

Date and Time of Meeting: Tuesday, October 2, 2018 at 5:30 p.m.

Place of Meeting: Rieth Interpretive Center, 410 West Plymouth Avenue, Goshen, Indiana

The Goshen Parks & Recreation Department is hosting a public meeting to discuss and gather feedback from residents in preparation to update the Parks Master Plan. This plan will serve to guide future park and recreation improvements and operations.

The community meeting will allow residents to share ideas and visions about Goshen's parks, trails, recreation facilities and programs. We are seeking public input to develop a guide that will best serve our community. All residents and stakeholders are invited to attend.



design firm recently hired by the See PARKS on A8



Parks & Recreation Department
CITY OF GOSHEN
410 West Plymouth Avenue · Goshen, IN 46526-3801
Phone (574) 534-2901 · Fax (574) 349-6672
goshenparks@goshencity.com · www.goshenindiana.org

NOTICE OF PUBLIC MEETING

Date and Time of Meeting: Thursday, October 25, 2018 at 5:30 p.m.

Place of Meeting: Rieth Interpretive Center, 410 West Plymouth Avenue, Goshen, Indiana

The Goshen Parks & Recreation Department is hosting a public meeting to discuss and gather feedback from residents in preparation to update the Parks Master Plan. This plan will serve to guide future park and recreation improvements and operations.

The community meeting will allow residents to share ideas and visions about Goshen's parks, trails, recreation facilities and programs. We are seeking public input to develop a guide that will best serve our community. All residents and stakeholders are invited to attend.

The public can also provide feedback by taking the online master plan survey found at goshenindiana.org/parks-rec.

LOCAL & NATION

PARKS CONTINUED FROM PAGE A1

parks department to oversee the master plan update, which will cover the years 2019 through 2023.

"It's kind of a visioning workshop that we're doing here today," Ruby told the gathered group Tuesday. "We're going to ask you to get up out of your seats. We're going to ask you for your thoughts, your opinions and your ideas. We want to hear feedback. This is some of the most valuable input we can get from community members as we develop and pursue this process."

PLAN SUGGESTIONS

During the meeting, attendees were given access to a number of large maps outlining the park department's various properties. They were then asked to apply sticky notes to each of the maps with comments and suggestions the master plan update.

many suggestions offered by creating a "Ninja Warrior" obstacle course at one of the city's parks; continued develthe community; extending play area for kids during the winter months; keeping lier, especially in the summer, swimming.



FROM RIGHT, Jennifer Shell, Jenny Singer and Brett Mitchell, all of Goshen, discuss things they would like to see included in the Goshen Parks and Recreation Department's upcoming 5-Year Master Plan update during a public meeting at the Rieth

was Goshen resident Vivian I would like to see it paved. Schmucker, an avid walker And the same thing goes for and longtime user of the park the Abshire Trail from the department's extensive trail park to Monroe Street. Those system.

Interpretive Center Tuesday evening.

"For me, my number one they'd like to see included in suggestion would be that at Abshire Park, although they A sampling of some of the have restroom facilities, they're not open all the time, attendees Tuesday included: and there have been times family is a big user of the park when I walk on the Pumpkinvine Trail from my place on Eighth Street, and by the time opment of trails throughout I get there at around 8:30 a.m. I need to use the restroom, pool hours at the Shanklin but they're locked. So I really in Syracuse, obviously get-Park Pool; creating an indoor think they should consider ting the trails all connected to opening the restrooms earpark bathrooms open longer; because it's hot, and I want improving collaboration with to get my walking in early to local schools; creating more avoid the heat," Schmucker community gardening events; said. "Then the other thing I and opening Fidler Pond to would like to see is the section pens here with our daughter, of the Pumpkinvine between so I'm just hoping to see more Among those to offer Abshire Park and C.R. 28, some suggestions Tuesday it's crushed limestone, and the ones we use continue and

are kind of the main things I'd like to see."

Megan McClellan, a Goshen resident who currently serves as the director of trails for the city of Syracuse, said her department's facilities and programs, and would love to see those offerings expanded in future years.

"Because I work with trails each other is important to me, so that's a priority," McClellan said of her update wish list. "And then we go to a lot of the events and participate in a lot of the programming that hapof those events, seeing a lot of

things like that. That's really what I'm most hoping to see with the plan update."

UPDATE TIMELINE

Following Tuesday's meeting, Heyde noted that the park department will be working with the Troyer Group to schedule several moré community meetings as well as public surveys, etc., in the coming months in order to ensure that everyone has a chance to offer input before the plan update is finalized early next year.

"So we'll have at least one other organized public meeting similar to the one we're having here, and then our consultants that we have hired to help with the process will also conduct a couple of pop-up meetings along the way just to make sure we're getting as much public input as we can from different locations throughout the city, and different events that people might show up at," Heyde said of the plan update timeline. "There's an Indiana Department of Natural Resources deadline in December that we

will make sure to meet, and then a final plan will be ready by April of 2019. It'll be ready and submitted by the end of year, but then we'll have a few months to make any changes or adjustments before the final draft is ready."

For more information about the Goshen Parks and Recreation Department and to view a copy of the current 2014-2018 Master Plan, visit www. goshenindiana.org/parks-rec.

John Kline can be reached at iohn.kline@goshennews.com or 574-533-2151, ext. 315. Follow John on Twitter @jkline_TGN



JOHN KLINE | THE GOSHEN NEWS

Steve Ruby, a landscape architect with the Troyer Group, speaks to community members about the Goshen Parks and Recreation Department's planned update to its 5-Year Master Plan during a public meeting at the Rieth Interpretive Center Tuesdav evening.

PUBLIC MEETING SIGN-IN: 10-2-2018



Public Meeting City of Goshen Park & Recreation 5 Year Master Plan Troyer Group Offices, 550 Union St., Mishawaka, IN 46544

Date: 10/2/2018

Troyer Group Project No. 18132-00

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Dong Friesen	574-534-8855	1916 Greenwood Dr Goshen
Jennifer Shell	617-388-2250	OII N. Main St Goston
		•

PUBLIC MEETING SIGN-IN: 10-25-2018



Public Meeting City of Goshen Park & Recreation 5 Year Master Plan Troyer Group Offices, 550 Union St., Mishawaka, IN 46544

Date: 10/25/2018

Troyer Group Project No. 18132-00

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FULL FORESTRY PLAN

Currently, Goshen stands at 22% urban tree canopy cover. We need to double this percentage as we head into the 21st Century. Why? Goshen sits in the midst of the historic Eastern Hardwoods Forest, and occupies a terrain that adapted to forest growth over millennia. Trees can hardly help but grow here, and our ecosystems depend on them. The ecological health of our landscape requires trees. As our climate warms and changes, trees will be an ever more important stabilizer for fragile components of our environment. This includes humans. Tree canopy in Goshen keeps us cool, conserves ground moisture, filters out pollutants, sequesters carbon, calms our bodies and relaxes our minds, among other things. Maybe most importantly, trees make Goshen a beautiful place to live, play and work. Taken together, these benefits have a large influence on the economy of Goshen. Without trees - adequate numbers of them, maintained to thrive - the complex living structures that support human life suffer, the quality of our lives declines, and the economic muscle we rely upon deteriorates.

This is not to suggest that trees are the only influence on Goshen's well-being. But they are integral. When considered as infrastructure, trees are among the cheapest, most costeffective assets which Goshen can implement. As we look at the century ahead of us, this is an asset we need to take full advantage of.

American Forests advocates that cities east of the Mississippi maintain at least 40% tree cover. Goshen should officially adopt a Tree Canopy Policy of "45 by '45" – 45% canopy cover by 2045. This is an aggressive target with an aggressive timeline. It will present us with the opportunity to engage the entire Goshen community through unique partnerships – public and private, large and small, young and old, schools and businesses, churches and corporations – in order to reach this goal. Forestry policies will be enhanced and redirected to achieve and maintain this goal.

Our most recent inventory of public trees (2011) documented nearly 13,000 trees in parks and along streets. Public trees typically represent only 1/3 to 1/4 of a city's total urban forest. In Goshen's case, that means a complete urban forest inventory might count between 39,000 and 52,000 trees, or approximately 46,000 trees citywide. These 46,000 trees are responsible for covering 22% of Goshen's landmass with shade today. To double this percentage to 45% requires doubling our trees to 92,000. In order to reach this goal by 2045, we will need to define, adopt and fund some new forestry strategies.

One thing we know by looking back across records of the past ten years is that we are removing an average of nearly 66 public trees per year (parks and streetside). We also know that over the same period we have averaged planting 344 public trees per year. That's about 1 tree removed for every 5 trees planted – a net gain of 4 – a loss to gain percentage of 20%. Though we don't know for sure what this percentage is in the private sector, it is probably not less (urban forests have generally been shrinking in the US), so it is expedient to assume that there is a least a 20% loss of private trees versus addition. What this means is that we should build into our planting targets at least a 20% bump above the projected 46,000 trees - to 55,000 - in order to offset expected

loss and mortality.

In order to reach 45% canopy cover by 2045, we need to plant 1900 trees per year for the next 29 years. That's a big task.

But it can be done with the kind of creative policies and partnerships that such a task should inspire. As noted already, this is the kind of project that will require whole community involvement and commitment.

So, 1900 trees per year. How might we do this?

First off, municipal funds can't and shouldn't be responsible for all of these trees. Roughly 1/3, or 600 trees per year, is appropriate for the City to plan for, plant, and manage. Still, this is nearly double the number of our 10 year average. This is an item where the budget needs an increase. This is also a place to look for more planting partners, similar to the Goshen Hospital Center for Cancer Care, which has been contributing 100 public trees every year for the past 11 years. Our urban forest has significant social capital which businesses can access through contributing new trees. These trees should be 1.5" to 2" diameter trees, typical of what we have been planting in Goshen parks and at streetside.

The remaining 1300 trees (2/3 of the annual planting) should be planted on private property – back yards, side yards, commercial landscaping, industrial lots, empty lots, maintenance lawns, church campuses, school campuses, and other open space. These trees don't need to be, and maybe shouldn't all be, as large as those planted by the City. These can be smaller trees, even whips, that are easily planted, cost very little, and require less care (other than watering and mower protection) than larger trees. The City should have some investment in these trees,

and it should be threefold: 1) the City should create incentives for property owners to plant and care for trees privately; City forestry staff should be available to consult about planting; 2) the City should help to provide these trees to residents, though procuring trees from other sources is also encouraged; 3) the City should be able to track the growth and location of these private trees, to verify their health and progress. A budget increase is important for these things to happen, however, here again is an opportunity for partnerships.

Though mentioned last, the resilience of existing trees is as important for reaching the 45% canopy goal as planting new trees. Existing trees which are cared for properly – pruned (especially early in life), damage repaired – will live longer and provide more benefits than trees which are neglected. An essential way to help our forest reach this canopy goal is to preserve trees as long as is reasonable, extending their lives by providing good maintenance. This is clearly an area where the budget should be increased for public trees. An adopt-a-tree program would be a very realistic way to help expand the budget by bringing in private donations.

The Goshen Tree Board is creating a non-profit, Trees For Goshen, which can play a crucial role in the 45% canopy project. Trees For Goshen is organizing itself to work at public relations and education, tree planting projects on public and – importantly – private property, and tree resilience. This non-profit can play a critical part in helping to match needs with funding sources.

The City's Street Tree Ordinance 4008 should be updated in the near future, to include language that promotes this canopy goal. And we should begin a discussion about full(er) funding of the street tree programs in Goshen. There are pros and cons, beyond finances, in our current 50/50 programs, and these need to be reexamined in order to effectively manage a canopy project.

Educating the public so that it can meaningfully participate in the 45% canopy project is fundamental. Two pieces of education will be basic. 1) Species diversity is key to urban forest health. Since our public trees are currently 50% maple, we should plant non-maple species on public and private property. 2) Trees want to grow here, as already mentioned. It's easy to let them grow on their own. We could achieve 45% canopy coverage in 5-10 years, essentially for free, by not mowing down every tree that grows up in manicured or "undesirable" locations. The public should be encouraged to mow less and let trees grow in suitable settings.

It may be too soon to launch a 45% canopy project. Maybe the project needs to be "45% by 2050". That may be more practical. Regardless when the project is scheduled to end, we need to begin preparing now. By building and maintaining an extensive urban forest, as this project will do, we can further set Goshen apart from and ahead of coming economic and societal unknowns; a large, diverse urban forest 30 years from now will be a buffer and a beacon for our thriving community.

January, 2016

Chapter 1: Measurements

A. Number of Trees Needed

There may be various ways to measure the number of trees needed to reach the stated canopy goal of 45% by 2045. The simplest is to take the known number of public trees (roughly 13,000), accept that this number is between 1/3 and ¼ of all the trees in Goshen (meaning Goshen's total tree population is currently between 39,000 and 52,000), and then double this number to jump from 22% canopy coverage (in 2013) to about 45%: we need to have between 78,000 and 104,000 trees in 2045.

These kinds of raw numbers don't carefully take into account attrition rates of existing trees. Furthermore, attrition rates affect the overall canopy differently depending on the location, size, maturity and species of the removed tree. The canopy lost in the removal of a mature crabapple tree is different than the loss of a mature silver maple, which is different from the loss of a 3-year old oak tree. And of course there are lots of unknown variables which can positively or negatively affect attrition rates: storms, climate change events such as drought and temperature increase (negative) or lots of precipitation (potentially positive), invasive species, better maintenance practices to increase longevity of existing trees.

The number of trees needed to reach our goal most likely needs to be on the high end of the range of raw numbers given above. The siting of new trees also will determine how many we need to reach our goal, given that plantings where there are currently few or no trees will create the largest and quickest impact.

B. Number of Trees Lost

While it is relatively simple to know the number of trees removed from public property (Forestry records, Engineering records, Streets records), it is much more difficult to estimate the number of trees removed from private property. Presumably the rate is somewhat similar, but we need to have a way to measure.

One possible option would be for tree contractors, landscapers, construction contractors and property owners to report removals on private property. Ideally, this information would be reported before removals, so that location, species and size could be verified. But even reporting after removal would be useful. There could even be some debate about whether such reporting is mandatory or voluntary, though it is admittedly difficult to know how reporting could be enforced.

At any rate, getting a picture of the removals on private property will be critical to understanding how to grow a more expansive canopy.

C. Number of Trees Planted

Over time we will certainly need to count the number of trees which are planted as part of this goal. Additionally, we will need to know species and location. This information will help us to know how we may be progressing toward the goal in terms of trees planted, if not in terms of actual canopy created; and it will allow us to track tree growth and attrition over time.

Different neighborhoods will have different canopy needs, and these are calculations which we are already able to make from the 2013 canopy assessment data. Breaking the city into natural and manageable neighborhood segments will help to target tree planting efforts and to keep track of that work.

Verifying that trees have been planted when

and where records indicate will be a basic measurement.

D. Regular Canopy Assessment

Urban Tree Canopy assessment (UTC) is the core measurement for this project. Using evolving technologies including satellite imagery, LIDAR, and GIS, we are able to take snap shots of our actual tree canopy. This allows us to see how, over time, the canopy changes: ebbs, grows, moves into new neighborhoods.

UTC assessment can cost up to \$10,000, but can also be managed for significantly less by creative partnerships with universities and other interested research groups. Trees For Goshen, a local non-profit, is currently exploring a partnership with IUPUI geography department toward this very end.

UTC assessments should be completed every five years to help maintain a real-time idea of changes to the canopy during the project. This will allow the project to make important adjustments in targets and incremental goals.

E. Attitudes

Education is a separate and key component of this canopy project; the project scope is large enough, and its time-line is long enough, that it will require some culture shift to be successful. To that end, it will be important to know how our educational/outreach efforts are succeeding. Attitudes about urban trees, and about this canopy project, should be measured, and should be tracked across the duration of the project.

Attitudes can certainly be nuanced, but several key attitude indicators might fall into the arenas of public trees, private trees, residential trees, rental property trees, commercial property trees, industrial/manufacturing property trees, and cost/benefit of trees.

Surveys are the most likely way to collect and measure attitude information. Different kinds of surveys may be important (random, non-scientific to targeted, scientific). It could be important to collect social and economic information along with tree attitudes in order to understand whether there is any correlation, which could in turn influence the educational campaign and the entire canopy project. A baseline survey of attitudes at, or near the outset, of the project is critical.

F. Canopy Growth Models

Projections of tree growth should be an important tool both for determining the scope of the canopy goal project at its inception, and as a way to measure progress toward that goal during the project period. Such models will help us to project the average growth of trees over time, so that we can estimate the amount of canopy produced by, say, a honeylocust planted in 2020 and growing toward maturity in 2045. We should also be able to project canopy growth for trees planted prior to the project period, whose growth will certainly factor into the overall goal. These models may also help us to see whether there are cohorts of trees (e.g. by species or by planting date), which are either over- or under-performing according to model, which might point toward certain strategic changes which should be made in the course of the project (e.g. stop planting certain species).

Tree growth models are becoming more and more user-friendly, and as more data is added to these models, they also become more accurate. Sample trees should be regularly measured against the model.

G. Staffing

The necessary measurement is "how much staffing is required to make this canopy goal project a success?" It's hard to guess at this kind of number yet, but it may take several hundred volunteers (for various measurement aspects) and it will take more than the one full time forestry staff person, and one borrowed park maintenance employee, and one part time, borrowed park administrative assistant.

Chapter 2: Education

A. Who?

Any and all infrastructure stakeholders in Goshen should be educated about the Tree Canopy Goal. Infrastructure is identified because while trees have real aesthetic value, they also play important roles in optimal functioning of the City's ecosystem, stormwater management system, energy consumption, recreational systems, and other systems as well. Anyone who lives in Goshen and takes advantage of these systems is a stakeholder. These are the people who need to be educated about the Tree Canopy Goal, and how to participate in it.

Essentially educating the entire city is admittedly a large goal. It will require working directly with schools at all levels; working with religious organizations; working with civic and neighborhood groups; working with service groups, service agencies, nongovernmental groups, and non-profit groups; working with health providers, and industrial and commercial interests; working with the municipal government.

B. How?

The work of educating Goshen's public will

need to be a long term project, likely as long as the entire canopy goal project. As strategy for implementing the canopy goal is adopted, this must be made public, and should be republished regularly.

Several initial strategies for educating the public are:

- Survey of attitudes This cross-references Section E. in the Measurements chapter. Establishing a baseline of public attitudes about trees will help to understand the extent to which further educating is needed. Subsequent surveys can help to establish the effectiveness of education strategies. Trees For Goshen can be a good partner in developing and carrying out surveys.
- Ordinance/Council Resolution Creating a municipal ordinance which establishes some of the mechanism for a Tree Canopy Goal and requires its pursuit can be a very effective way to educate the public, both through the process of ordinance adoption and then subsequent follow-through. Such an ordinance will necessitate much planning and work. A Council Resolution, though nonbinding, would allow the City to advertise the canopy goal to the public in an official capacity.
- 3. Arbor Day Celebration As well as other annual events, aimed at reaching a wider public (First Friday's), Arbor Day should become an even larger event, with a greater emphasis on the canopy goal, including a larger strategy for giving away small trees to be planted in private property.
- 4. City wide conversations held at the neighborhood level A series of meetings, maybe facilitate by Trees For Goshen in

conjunction with Goshen Forestry, to help individuals appreciate the forestry possibilities in their own neighborhoods and back yards.

C. To what end?

In many ways, the canopy goal aims at gentle culture shift, towards greater awareness of human reliance on the surrounding ecosystem for our well-being. Trees, along with surface water, are among the greatest influences on ecosystem health, and therefore on human health.

Some goals of the Tree Canopy Goal education campaign could be:

- 1. Tree work is necessary This means at the individual level and at the corporate level. Even more idealistic is the idea that "tree work is alright", i.e. there is nothing wrong with raking up leaves, or picking up sticks or sloughed bark. The relatively small amount of work which trees require is well worth the benefits they yield.
- 2. Value of trees is equal or greater than value of lawn – This is a hard one for some people who love to mow grass. But lawns are economic and ecological sink holes, while trees are a benefit to both arenas. Trees can become the aesthetic centerpiece of our landscaping, rather than lawns.
- 3. The time to plant is now This may feel especially crucial in new neighborhoods or developments with few trees, but it is equally true in older neighborhoods with mature tree canopy. Trees have to be planted now so that there will be canopy producing trees 30 years from today.
- 4. Care for existing trees While planting

more trees is the obvious way to increase our canopy, we also have to care for and preserve the existing trees in our city. The better we care for them, the longer they will thrive, the more canopy they will produce. We need our existing trees to stick around as long as possible – as long as they are healthy – just as much as we need to plant new trees.

Chapter 3: Funding

Building our urban forest to the size and capacity envisioned will require money. Planting roughly 50,000 1.5" diameter trees at 2017 prices (\$160 per tree) would cost \$8 million. Even spread over 25 years, the annual cost to plant 2000 trees is \$320,000. We can't afford a forest at that price.

So we will have to be creative. We will need to imagine new partnerships for funding, across government, private and non-profit sources. We will need to engage all sectors of our community from individuals to corporations, schools to churches, health care providers to grocery stores, long-established residents to new arrivals. We will need to find ways to plant smaller, cheaper trees, and develop ways to care for them, and keep track of their growth. We will need to build a robust volunteer base to help in all facets of growing this new forest.

In all cases we will need money. We should target a total of 2000 trees planted each year on public and private property. We could target a quarter of these (500) as 1.5" diameter trees, and the remaining 1500 as 1- to 2-year whips, for a total planting cost of less than \$90,000 annually.

A. Sources

1. Municipal Funding: Though it is probably

a non-starter, a "canopy user-fee" should at least be considered. Given the fact that our public trees alone produce more than \$1.3 million in annual benefits for us, we could do well by returning \$2 per capita annually toward our canopy goal. Investment of this money – of any funds in this project – over time will increase the benefit which is received: current data shows that for every \$1 spent on forestry operations in Goshen, \$3.92 are generated in benefits.

- 2. A regular increase in municipal funding can be used to plant more trees. Grant opportunities should be sought. Municipal grants to property owners for the purpose of planting trees should be explored.
- 3. Private Funding: Private donors could offer matches for government and other funding.
- Corporate/Business Funding: Working closely with the Chamber of Commerce, businesses in Goshen could be encouraged to sponsor planting throughout the City – both on public and private land. Such sponsorships could also extend to care and tracking of planted trees. A recognition program would be developed.
- 5. Non-Profit Funding: Trees For Goshen (TFG) is already playing a growing role in encouraging canopy growth through fundraising and planning projects. TFG can expand its capacity by partnering with the City, other NFPs, and for-profit businesses. Grant writing with the Elkhart County Community Foundation will be an important fund source.
- 6. Other Funding: Health providers like Goshen Health System, which has been contributing 100 trees annually for the

past 13 years, could be willing partners. A donation leverage program – in which contributions for trees could be matched by contributions to other charities, and vice versa – would be a visionary way to spread benefits throughout the Goshen community.

B. Budget

1. Education/Public Awareness: Workshops, seminars, various advertising media, work with schools. All are ways to increase the overall awareness of people living and working within......... \$8,000 annually (City contribution)

2. Trees: 2000 trees planted each year on public and private property. We could target a quarter of these (500) as 1.5" diameter trees, and the remaining 1500 as 1- to 2-year whips, for a total planting cost of less than \$90,000 annually:

a. City contribute 250 trees \$40,000

b. Goshen Center for Cancer Care contribute 100 trees...... \$16,000

c. Other sponsorships contribute 150 trees..... \$24,000

d. Sponsorships and donations contribute 1500 whips...... \$6,000

3. Tree tracking and care – City Contribution

a. Water and waterbags......\$5,000

b. Pruning equipment....\$300

c. Equipment maintenance....\$500

d. Vehicle / Gas / Maintenance.....\$3,000

e. Software.....\$500

4. Total City Contribution....\$57,300 annually.

Project costs for leaf pickup, brush pickup, other Street Department forestry costs?

Chapter 4: Strategy

How will we launch and sustain a program which will plant and care for 50,000 new trees? How will we encourage the maintenance of existing trees, and foster good attitudes and good practices toward trees generally? How will we do this over a 25+ year period?

A. Neighborhood Level Planning

The Education chapter, section B.4, already mentions work at the neighborhood level. More explicitly, canopy goals can and should be developed for cohesive neighborhood units. In addition to breaking the project down into more manageable parts, this allows for much more effective canopy action: some neighborhoods (e.g. Historic Southside) will require much less additional canopy than others (e.g. Clover Leaf Trails), and some neighborhoods may not be able to receive much canopy due to land use (e.g. some industrial neighborhoods).

Existing data from the 2013 Urban Tree Canopy assessment can help us to identify more-less current canopy percentages for most Goshen neighborhoods, and can then be used as a baseline for establishing overall goals, as well as incremental goals.

Energizing neighborhood participation in all facets of the project – partnerships, fundraising, site location, planting, care and maintenance, long-term tracking – is an ideal. Local buy-in will make a big difference in the success of this project. Some neighborhoods will generate more interest than others, and an important hurdle will be those neighborhoods where participation is scant.

B. City Department Coordination

Doubling the City's canopy means that various

Departments will have increased workloads. Street Department in particular, which handles brush and leaf removal, will encounter more debris as the canopy grows. Planning and Engineering Departments will be called on to help steer our built environments and infrastructure toward canopy-friendly growth and systems. Utilities and Wastewater will be effected by more trees to accommodate in their infrastructure. Parks and Cemeteries will have important roles to play in managing the segments of urban forest which are already theirs to care for, and which should be managed for expanded growth in the future.

Conversation with these Departments should occur early in the planning phases of the Canopy Goal project to hear concerns, challenges and obstacles. Another important contributor to the success of this project – equal to neighborhood level participation – will be the degree to which City Departments are included in developing this project and given actionable stakes in carrying it out. Conversation will need to be ongoing.

C. Community Partnerships

A Canopy Goal project is for the benefit of the total Goshen community. The good which is spread by a growing and expanding forest of urban trees will extend to everyone who lives and works and plays in Goshen. A third critical part of the strategy for success will be identifying and fostering community partners to help drive the project through funding, work-hours, innovative ideas, and other kinds of support.

The Goshen Health System Center for Cancer Care is a good existing model for this kind of partnership. As mentioned earlier, the Center for Cancer Care has been contributing at least 100 trees annually to the City, planted primarily along pedestrian and bike routes through the City. This route has been named the Trail of Hope. Other emerging partnerships in the past years are volunteer work days featuring Lippert Components, Inc. and local schools. Using these examples as a way to imagine further partnerships – with more companies, individuals, churches, schools, and other organizations – a comprehensive team of canopy support can be built. This team should reflect the diverse nature of our human population, our commercial interests, and our commitment to the common good.

Creative enterprise may develop a market for Goshen's growing canopy as a way to capitalize on the benefits and to help pay for the work to sustain this forest.

D. Volunteers

Volunteers will be a fourth crucial aspect of Canopy Goal success. The Tree Corps Volunteers provide a good model for how volunteers are already playing an essential role in growing our canopy. These volunteers, organized by the Goshen Tree Board, have been watering newly planted public trees for 6 years already. Using City equipment (truck, trailer tank, water bags), these volunteers have watered hundreds of trees during their first two growing seasons, giving them a chance to establish roots and begin growth.

Volunteers will also be necessary for planting efforts. Training for these volunteers will allow them to spread knowledge and trees throughout the community. Further training will allow volunteers to help track trees after they have been planted, adding them to GIS

software, and checking trees at regular intervals to gauge growth and health.

E. Assets

As noted above, we already have models in place for much of what our strategy needs to accomplish. We are by no means starting from scratch. The most important factor in the success of the Canopy Goal project is to know that this project does not just come from nowhere; many assets have been accruing and queuing over the past 30 years which point toward this project.

Social Assets

o Neighborhood Associations – some more active than others

o Parks and Recreation Opportunities

o Strong Schools / Goshen College

o Churches/Faith-based organizations which are active and energized

- o Health Providers
 - Maple City Health
 - Goshen Health System
 - Other health providers
- o Housing Assistance
 - LaCasa
 - Goshen Housing Authority
 - Interfaith Hospitality Network
 - The Window

o Strong culture of public engagement and involvement.

- **Economic Assets**
 - o Strong Chamber of Commerce
 - o Vibrant Downtown economy

o Healthy small business and incubator environment

o Innovative industrial community becoming more in tune to efficiency and ecological costs

- Ecological Assets
 - o Riparian Flood Zone Corridors
 - o Elkhart River and tributaries
 - o Large forested tracts of public land

o Large forested tracts on private land in City limits

- o Goshen's current urban forest
- o Goshen Parks land
- Municipal Assets
 - o Wastewater CSO
 - o Stormwater Coordinator at City Level
 - o Goshen Parks

o Planning Department attention to trees and ecological sensitivity

o Engineering Department attention to trees and ecological sensitivity

o Street Department progress on tree maintenance BMPs

o Forestry Division

Taken together, these assets on their own provide a compelling trajectory toward a Canopy Goal and its feasibility. Lining them up in various iterations makes a compelling case for this Canopy Goal project.

MASTER PLAN SOURCE SERVICES

Michiana Area Council of Governments (MACOG) *Transportation Improvement Program* 227 West Jefferson Boulevard 1120 County-City Building South Bend, Indiana 46601 (574)287-1829 macogdir@macog.com

City of Goshen 2017 Bicycle & Pedestrian Master Plan City Staff 202 S. 5th Street Goshen, Indiana 46528 (574) 533-8621 engineering@goshencity.com parksrecreation@goshencity.com

> Elkhart County 117 North Second Street Goshen, IN 46526 (574) 534-3541

IDNR 5-YEAR PARK AND RECREATION MASTER PLAN CHECKLIST

Red (underlined) = Required data

Blue (italics) = Suggested additions

Local Agency Name:

Plan Requirements		PAGE #
Definition of Planning Area		
Goals of the Plan		
Park Board/Department Info		
Natural Features and Landscape		
Man-made, Historical, and Cultural		
Social and Economic Factors	_	
Accessibility and Universal Design		
Accessibility Compliance Sheet (original signatures)		
Public Participation (Survey results, meetings, dates, agendas, minutes, etc.)	_	
Needs Analysis (Methods and Results)		
New/Existing Facilities Location Map	_	
Priorities and Action Schedule (Include Transition Plan)		
Final Public Presentation of Plan	_	
Board Resolution Adopting Plan		

General Comments: