



2014-2018 Master Plan

March 6, 2014 DRAFT

GOSHEN

Park and Recreation Department

2014-2018 MASTER PLAN



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Ms. Barbara Swartley – Member
Mr. Roger Nafziger – Member

Parks and Recreation Department

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Joe Noyer - Maintenance
Aaron Kingsley - City Forester
Tanya Heyde – Recreation Supervisor
Frank Shula – Facility Coordinator
David Giddens – Recreation Coordinator
Amber Kreuzman - P/T Office Assistant
Lori Swiger - P/T Office Assistant
Allison Frye - P/T Office Assistant

Goshen Parks & Recreation Dept.

607 West Plymouth Avenue
Goshen, Indiana 46526
Telephone (574) 534-2901
FAX (574) 534-6644
www.GoshenIndiana.org

Consultant

Patrick S. Brown, ASLA
SiteScapes, Inc.
Landscape Architecture and Planning
1003 Lincoln Way West
Mishawaka, Indiana 46544
Telephone (574) 255-4677
FAX (574) 217-7890

This documentation was prepared under contract for the City of Goshen - Parks and Recreation Board by:

Patrick S. Brown, ASLA, President, SiteScapes, Inc.
Landscape Architecture and Planning, Mishawaka, Indiana

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GOSHEN PARK AND RECREATION BOARD

607 West Plymouth Avenue
Goshen, Indiana 46526

**RESOLUTION
2014-2018 Park and Recreation Master Plan**

WHEREAS, the Goshen Park and Recreation Board is aware of the park and recreation needs of the residents of the City of Goshen, and

WHEREAS, the Goshen Park and Recreation Board is desirous of providing aesthetic and functional park and recreation facilities and programs to the residents of the City of Goshen to meet their needs, and

WHEREAS, the Goshen Park and Recreation Board realizes the importance of sound planning in order to meet the needs of its residents, and

WHEREAS, the Goshen Park and Recreation Board is continually aware of the value and importance of leisure opportunities, recreational programs and facilities for the future of the Goshen Parks and Recreation Department and its programs, and to the residents of the City of Goshen,

NOW THEREFORE BE IT RESOLVED THAT THE GOSHEN PARK AND RECREATION BOARD, by unanimous declaration, does adopt the Goshen Park and Recreation Master Plan 2014 to 2018 as its official plan for the growth and development of parks and recreation opportunities in Goshen, Indiana over the next five years. The Goshen Park and Recreation Board is committed to an annual review and update of the goals and objectives of this Master Plan.

Adopted and signed the _____ day of _____, Two Thousand and Fourteen.

GOSHEN PARK AND RECREATION BOARD

Dr. David Koronkiewicz, President

Mrs. Barbara Swartley, Member

Dr. James Wellington, Vice President

Mr. Roger Nafziger, Member

Mr. Doug Yoder, Secretary

Attested:

Mrs. Sheri Howland, Superintendent

**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 _____

Goshen Park & Recreation Department



2014-2018 MASTER PLAN

"If bread is the first necessity of life, recreation is a close second."

Edward Bellamy, "Looking Backward", 1888

Executive Summary

Introduction

There is a long tradition of meeting the leisure and recreation needs of residents in the City of Goshen. The Goshen Park and Recreation Department oversees and manages 514.72 acres comprised of 27 park properties with 439.86 acres of open space, and maintains another 74.86 acres and 20 miles of trails and greenways. In 2013 it provided over 100 recreation programs that served over 50,000 people.

The Goshen and Recreation Department is facing several significant challenges. Even though the total population has remained fairly stable the last 10 years, the changes in population demographics have altered the need for recreation programs, community parks and open space. Shifting demographics have increased the number of children under the age of 15, older adults and senior citizens. While the demographics for teenagers and young adults have decreased.

There is the need to maintain and continue advancement of park infrastructure, playground equipment and sports fields. There is also a need to expand existing trails and develop connections and links, specifically to commerce areas along US 33 Highway and outlying county areas.

The residents of Goshen will greatly benefit from the addition of two new park properties; Fidler Pond Park and Mill Street Park. Both of these parks will provide different and unique recreation opportunities not currently available in the community. Park projects such as Fidler Pond Park or Mill Street Park increases real property values, revenues are increased, affluent retirees are drawn to the area and retained, knowledgeable workers and talents will be attracted and retained, and homebuyers will be attracted to purchase homes. This kind of green development brings new life by introducing people to the ideas of thoughtful urban land use and management, and by imagining how a former industrial site can become a beautiful park.

The 2014-2018 Master Plan outlines strategies that the Goshen Park and Recreation Department will pursue to continuously improve facilities and services. Public input on this plan was an essential part of community wants and needs for parks, green space, trails and recreational facilities and activities. Goshen is a place where people want to be; a great place to live and work, and the park system plays a huge role in providing for quality of life in the City. Goshen residents have a great appreciation for their parks as an essential service. Park staff and City officials have built a strong public support foundation for parks over the past 60 years.

Let's Go to the Park Today!

The assignment of the Goshen Park and Recreation Department is to support a healthier community, by increasing marketing efforts and programming to a changing demographics and a diverse community that encourages seniors, young adults, families, teens and children into the parks. "Let's go to the park today", participate in a program or enjoy a picnic, sliding down a slide or just taking a walk, it all promotes a healthy lifestyle. Let's everyone go to the park today!

Top Five Benefits of Outdoor Recreation

Getting outside to enjoy a beautiful day isn't a personal indulgence. It's a fun, healthy experience. In Goshen, residents have a wide variety of diverse and recreation opportunities to enjoy.

Dr. Andrew Lepp, Assistant Professor of recreation, park and tourism management at Kent State, provides a few of the many benefits of outdoor recreation.

1. **Good for the mind.** *Outdoor recreation has psychological benefits, including the prevention or reduction of stress; improved self-esteem, confidence and creativity; spiritual growth; and an increased sense of exhilaration, adventure and challenge from life.*
2. **Good for the body.** *Getting outside provides physical benefits, such as aerobic, cardiovascular and muscular fitness, as well as improved functioning of the immune system.*
3. **Even better for your social life.** *The great outdoors afford social benefits like bonding with like-minded people who enjoy outdoor activities and feeling an increased pride in your community and nation.*
4. **Good for the economy.** *Outdoor recreation pays off with economic benefits too: People who regularly participate in outdoor recreation tend to be more productive at work. Outdoor recreation creates job opportunities for others, which leads to economic growth. And the preservation of the natural areas needed for outdoor recreation increases property values.*
5. **Great for the great outdoors.** *Outdoor recreation provides environmental benefits, including increased environmental awareness. Concern that results from outdoor recreation can lead to increased involvement in environmental issues.*

The spotlight of the 2014-2018 Master Plan is the development of Fidler Pond Park and Mill Street Park, as funding becomes is recognized. In addition, with a definite focus on continued efforts to maintain and preserve current parks and facilities, to sustain these facilities for future generations. Within the Goshen park system you will also find significant natural resources that require protection and management within the park system. Urban forestry would be included under the natural resource management plan.

Finally, this master plan is about expanding and continuing our direction for the character of the parks and programs that will support the high quality of life that makes the City of Goshen attractive for both residents and visitors.

Executive Summary

This Park and Recreation Master Plan was authorized by the Goshen Park and Recreation Board to become a roadmap for Goshen Park and Recreation Department's program, facility and open space development over the next five years. The most significant part of the master plan was identification and establishment several key components. Those being:

- Identification of issues and concerns collected through public input.
- Establishment of priorities for the next 5-20 years based on the issues and public input.
- Development of a 5-year action plan for the top priorities.
- Preparation of a 5-year projected budget based on the action plan for greater fiscal planning.
- The review and confirmation of the goals and objectives of the Park Department, Recreation, Sports, Urban Forestry and Park Maintenance.

Method of Approach

Planning is an important process for directing the future at many levels in our society. Governments plan through legislative and executive process. Corporate groups plan for efficiency and productivity. Labor groups plan by contract negotiations with management. Families plan by availability of economic resources by their career choices through a budget they made. Park and Recreation Departments must plan by demand and need.

A typical park and recreation master plan forms a foundation to help address the growing needs of a park and recreation system. Other plans that may help guide future decision making include:

Park and Open Space Master Plan: A park and open space master plan establishes the direction for land acquisition, parks and facilities needs for the community.

Resource Management Plan: A resource management plan addresses the overall approach to natural systems and environmental issues within a park system.

Trail & Greenway Plan: A trail and greenway plan addresses the array of potential transportation routes and linkages across the community.

Strategic Plan: A strategic plan sets the overall mission, direction and vision for the entire park and recreation system.

Market Plan: A market plan is a study to determine how much of the market a particular park facility or program presently or potentially could serve.

Business Plan: A business plan is a study for a single-focus activity, facility or program.

The Goshen Park and Recreation 2014-2018 Master Plan is a combination of each of the above plan types and will become a very important guide that has distinct objectives.

1. *Recognize the importance of wise utilization and preservation of its natural resources.*
2. *Broaden the view of the Park Department in terms of the use of these natural resources for recreational activities.*
3. *Determine the park and recreational needs of the residents of Goshen; identify sites or areas to meet these needs and to develop methods and programs to preserve and/or develop these sites and areas.*
4. *Recognize the importance of good fiscal planning in the utilization of public funds.*

The Goshen Park and Recreation 2014-2018 Master Plan is intended to be a guide that provides a direction for park and recreational opportunities in the community. The method of approach and planning process offered insight into the changing needs, trends and events of the past. Goshen, like most other areas of Indiana, will continue to change and develop. The planning process needs to be continuous and receptive to changes of conditions, new demands and needs, and new opportunities. This 2014-2018 Master Plan should not become a *final plan*, but it should be an on-going process subject to annual re-evaluation and as significant changes occur to facilitate future actions.

Park Board / Department

An evaluation of the Park Board and Department, their role and responsibility, provided an opportunity to examine the mission, purpose and goals of the Goshen Park and Recreation Department. This evaluation resulted in the confirmation of their mission statement and goals for the department.

Suggestions for the Park Board and Department are:

1. *Pursue the growth and development of the Park System as outlined in the City of Goshen Comprehensive Plan*
2. *Maintain community involvement in the planning and development process.*
3. *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.*
4. *Conduct annual reviews of park facilities and programs for compliance with ADA requirements to assure recreation opportunities for the physically challenged and disabled.*
5. *Refine a procedure and policy manual as well as update safety manuals along with regular safety training modules.*

The above become more critical with a large number of maturing staff that are approaching retirement age.

Advisory Committees

The Park Board shall continue to encourage the development of citizen leadership through creation of advisory committees, recruitment of volunteers and other techniques as approved by the Board.

Acquisition Strategies

It is the policy of the Goshen Park and Recreation Department to encourage the conservation and preservation of open space resources through a variety of methods. Cooperation among government agencies, private individuals, benefactors and organizations are central to these efforts, while respecting the rights of the property owners.

Consideration of land acquisition for use as a nature area / preserve, parks or trails was supported by the large public response in the master plan survey, provided funding can be identified for such acquisitions. Priority shall be given to those lands meeting one or more of the following factors:

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

Land Banking

The Goshen Park and Recreation Department will conserve large tracts of land through various methods including donations, easements and / or acquisition, dedicating them to open space (and banking) uses until such time as adequate funding exists to develop the land for recreational uses and public access.

Acquisition of Water Resources

The Goshen Park and Recreation Department shall acquire natural areas and lands around lakes, ponds, streams and / or man-made water features as a priority resource. Any lands and / or water areas acquired may be “banked” as open space until sufficient funds to develop and maintain the property are available.

Acquisition of Environmental Corridors

The Goshen Park and Recreation Department shall acquire land areas in the environmental corridor between the Elkhart River and Millrace, and adjacent to the Elkhart River as its highest priority. These lands may be “banked” as open space until sufficient funds to develop and maintain the property are available.

Development / Subdivision Acquisitions

The Goshen Park and Recreation Department with coordination with the Planning Department shall develop draft ordinances requiring the dedication of open space for active and passive recreation as a condition of subdivision approval. From the public support in the master plan survey, both an open space dedication ordinance and/or the implementation of recreational impact fee ordinance should be investigated as options for the purpose of land acquisition and development for park, natural area or trails.

Key Issues

To identify the “demand and need” of leisure and recreational activities in the City of Goshen, input from the public was sought. Public input must be the nucleus of any Park and Recreation Master Plan. It was through a “hands on” approach that the attempt to reach as many residents as possible to identify their wants, their feelings and desires for park and recreational activities in their city. Input was gathered from the community through the use of written surveys, public meetings, focus group questionnaire, staff work sessions and discussions at monthly Park Board meetings. The final result was the development of a park and recreation master plan for the City of Goshen based on needs of the community.

Main concerns from public input focused on budget/financial planning, expanding recreational programs, trails, Fidler Pond Park development, Mill Street Park development, protection of natural resources and land acquisition. Preserve, protect and continue to maintain existing parks and facilities were also identified as important issues. All the issues were reviewed and those receiving the highest priority were placed in the 5-year action plan for implementation.

Staffing

During the process of completing the 2014-2018 Master Plan, it is recognized that in the coming years the Park Board may be faced with possible staff changes as essential staff are maturing and possibly facing retirement. These key staff members could be the Park Maintenance Supervisor and the Park Superintendent. Although retirement is not mandatory in the City of Goshen, staff recognizes the importance of a smooth transition when such situations occur. Therefore, the organizational chart has been revised and recommends the addition of an Assistant Superintendent in 2015. Adding this position in 2015 provides for a smooth and orderly transition with very little, if any recognized disruption to park operations or reduction of service for the residents of Goshen. (Refer to Organizational Chart, page124)

Budget/Financial Planning

A review and analysis of the past budgets was done in preparation of the proposed 5-year budget. The proposed budgets represent “green” sustainable maintenance development, change and growth of recreational needs and neighborhood park updates and development. An annual review of each year’s implementation actions should result in adjustments to the remaining year action steps and projected budgets.

Due to changes in property tax structures in the State, budgets of cities, towns and counties continue to be faced with challenges and may be greatly affected. The Goshen Park and Recreation Department will be challenged in the coming years to meet the essential needs of the community and continue to be an investment in the community as the changes are implemented. The Park Department will incessantly search for better methods and approaches to improve how we do, what we do in an effort to find efficiencies while reducing expenses, streamline operations, restructure and reallocate and grow “more with less” while pursuing additional revenue sources, partnerships and grants. Continuing the use of volunteer groups, partnering with trustee office and work release for maintenance efforts will help reduce the strain on park maintenance staff and budgets.

Adequate funding of parks and recreation programming and development is a continuing challenge for any park and recreation board. The Goshen Park and Recreation Board and Staff will continually search for additional funding sources, possible grants, partnerships, private foundations and other methods of creative financing to assure implementation of the Five Year Action Plan to meet the recreational needs in Goshen.

The following recommendations are suggested:

- 1) *Continue to require all recreational programs be self-supporting as much as feasible.*
- 2) *Continue to re-evaluate rental/usage fee schedule annually.*
- 3) *Investigate the possibility the establishment of recreational impact fees for new development. (Refer to Budget/Financing under Master Plan section for further information on recreational impact fees).*
- 4) *Continue to work closely and grown partnerships with local organizations, businesses and groups on special projects.*
- 5) *Continue working toward and investigate the possibility of establishing a Goshen Community Park and Forestry Foundation with long term goals that emphasize significant improvements, fundraising and acquisitions to the community parks and urban forestry system.*

Funding

Resident have expressed a desire for additional recreational opportunities including recreational trails, soccer fields, and construction of additional shelters and playgrounds, all of which poses a challenge on the limited budget of the Goshen Park and Recreation Department. The appropriated tax monies provide enough funding to make slow, steady progress on maintenance and repairs, while providing staff for programs and services. New recreational facilities will require creative funding solutions. The Parks Department will need to engage the Community in a dialog about funding for the most important additions to their parks and come up with the best solution for the residents.

“Overall the question remains: Is the assumption that in the future public recreation and park agencies must do more with less still accurate? Yes, undoubtedly. The message remains clear. Efficiency without sacrificing effectiveness is the future challenge. Key concepts within this message include greater attention to public and community relations, innovative fiscal management, better mastery of information systems, and greater sophistication in sales and marketing. Yet, the supreme task is the development of a broader and more sensitive definition of what we are as a profession, without forfeiting the essential ingredients of enjoyment and personal well-being.” (by Ruth V. Russell, Indiana University, Department of Recreation and Park Administration)

Existing Parks and Facilities

Preserve and protect natural resource; and maintain existing parks and facilities were issues identified through the public input. Many of the concerns focused on trails, picnic areas (shelters and restrooms) and update of playground equipment and open play areas specifically soccer fields.

Parks

Parks serving neighborhoods are an important part of the community as serve as a local place for children to play, but also as a visual building block for the neighborhood. The Goshen Park and Recreation Department shall continue to study the need for and the development of neighborhood parks particularly in new developments that are densely built and provide no private open space.

The following recommendations are suggested:

- 1) *Continue established maintenance schedules and procedures to assure existing parks and facilities are maintained on a regular and continuous basis.*
- 2) *Continue to work closely with Urban Forester to maintain and grow a healthy urban forest in our parks and throughout the city.*
- 3) *Continue inspections of playgrounds and equipment on a regular schedule, repair/replace damaged equipment in a timely manner. Add new interactive play elements when needed and as funding permits.*
- 4) *Development of Mill Street Park based on the proposed master site plan to provide new and unique recreation opportunities for our residents.*

- 5) *Development of new master site plan Fidler Pond Park based on the proposed conceptual plan to provide new and unique recreation opportunities for the residents.*

Trails and Greenways

Trails and greenways are vital for the health and recreation of a community. The Maple City Greenway demonstrates the commitment to trails and greenways in the community. The challenge will be to secure adequate funding and grants for implementation of the master plan.

The Goshen Park and Recreation Department shall continue to pursue and develop trail connections to regional park areas outside the Goshen community to include areas such as River Preserve County Park, and any additional regional park areas acquired in the future. Trail links with other communities within Elkhart County as well as regional greenway connections are encouraged.

The following recommendations are suggested:

- 1) *Continue working on the implementation of the Maple City Greenway.*
- 2) *Continue searching and suggesting funding opportunities for trails and greenway development.*
- 3) *An important trail connection identified in the public input is the development of a trail connecting to Fidler Pond Park.*
- 4) *Develop a trail connection that invites Rieth Interpretive Center visitors to enjoy the Larry L. Beechy Classified Forest.*
- 5) *Complete the update of the Maple City Greenway Master Plan in cooperation with Redevelopment Commission, Engineering Dept., Planning Dept. and Park Dept. Conduct annual reviews to adjust for changes and opportunities.*

Water Corridor Development

As another recreational experience the canoeing program down the Elkhart River from Goshen Dam Pond to OxBow County Park provides a unique journey for its participants. The Goshen Park and Recreation Department provides a canoe return service. This waterway corridor should be improved to provide various corridor amenities such as signage / graphics, dockages and portages along its route.

Recreational Programs

Additional and more diverse recreational and educational programs were identified by the public as a need, specifically the need for additional fitness/exercise classes. The challenge to the Park Department is to identify those program opportunities and implement them.

The following recommendations are suggested:

- 1) *Continue to expand private-public partnerships to enhance recreational programs. Identify facility needs.*
- 2) *Solicit input and identify specific programs for families, young children and environmental education that would be of interest. Identify facility needs.*
- 3) *Solicit input from seniors to identify specific programs that would be of interest. Continue and expand program opportunities with Greencroft Retirement Center and Waterford Crossing Retirement Center. Identify facility needs. Consider the creation of an "Over 50 Advisory Committee" to help address the needs of the seniors.*
- 4) *Develop an independent website dedicated to Goshen Park and Recreation Department to expand and improve program announcements, program evaluations and registrations.*
- 5) *Continue to seek funding, grant opportunities and partnerships for preschool and after school programs.*

Healthy Lifestyles

Promote healthy and positive lifestyles in the community through its parks and recreation.

The following recommendations are suggested:

- 1) *Continue and expand fitness/exercise programs for all ages.*
- 2) *Review and evaluate to determine how to expand current Kids Try-Athlon to include a Teens & Adult Try-Athlon.*
- 3) *Continue to grow and expand partnerships with health and wellness businesses and organizations to expand program opportunities. Develop programs to utilize the new outdoor fitness area that was gifted by IU Health Care in 2013.*
- 4) *Develop family walk/run/bike event in coordination with the "Trail of Hope" program in partnership with Goshen Cancer Center.*
- 5) *The Goshen Park and Recreation Department should set the example and be the key leader of healthy and positive lifestyles.*
- 6) *Utilize NRPA – National Recreation and Parks Association programs, resources, etc. to promote the benefits of recreation.*
- 7) *Continue to seek funding, grant opportunities and partnerships for disease prevention through healthy lifestyles.*

Resource Strategies

It is the policy of the Goshen Park and Recreation Department that management guidelines will be developed for each proposed natural area /preserve or park with concern for:

- 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.

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 limit 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 / 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 no degrade or interfere with environmental resources at each site.
3. Enhancing existing recreational use areas without further disturbances to the environment.
4. Eliminating recreational uses that are incompatible with sensitive resources, i.e. off-road vehicles.
5. Focusing recreational uses to provide 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 within jurisdictions of the Goshen Park and Recreation Department.
5. Establishing guidelines for closure of areas to recreational needs to protect the site's natural resources from overuse.

Tree Program

The Parks Department has accomplished great things in the City Tree Program. The Department should continue to build a stronger relationship with the Goshen Tree Board in providing programs of cost sharing of trees, tree removals, etc. to the community. Expanding urban forestry education to the public is important. The program will continue its strength through programs such as the urban forestry grant programs, etc.

Environmental Education

Expand environmental education opportunities in the community.

The following recommendations are suggested:

- 1) *Provide environmental education programs for all ages. Educate our residents and lead "green" by identifying with example in parks. Identify "Goshen Go Green" programs.*
- 2) *Continue to develop and expand programs specifically for schools.*
- 3) *Continue to develop partnerships with local businesses and organizations to expand program opportunities.*
- 4) *Continue to coordinate with Elkhart County Parks Department to expand program opportunities.*
- 5) *Continue to seek funding, grant opportunities and partnerships for environmental education opportunities.*

Volunteers

To provide recreational programs effectively, a solid volunteer base is necessary. The Goshen Park and Recreation Department is challenged each year to fulfill its need for volunteers.

The following recommendations are suggested:

- 1) *Develop a brochure to solicit volunteers with information on opportunities, rewards and benefits. Develop and implement a Code of Conduct for volunteers.*
- 2) *Develop and maintain a database of volunteers.*
- 3) *Continue partnerships with local groups and organizations to maintain a volunteer base.*
- 4) *Implement an annual volunteer recognition program.*

Marketing and Promotions

Improve the Department's image through effective and proactive marketing and public relations. Continue to monitor and improve communication with all participants, visitors and the community with increased opportunities for community input.

- 1) *Develop a comprehensive marketing plan to promote Park Department services and activities.*
- 2) *Continue coordination with local media opportunities.*
- 3) *Reach out to users with methods such as Youtube, Twitter, Facebook, and MySpace. Maintain and utilize e-mail database.*
- 4) *Develop presentations and speaker bureau to spread the word on Goshen Park and Recreation Department.*

The success of this Master Plan will require:

Commitment – *to support the master plan and funding sources for the implementation of the priorities to meet the growing needs of the residents of Goshen.*

Partnerships – *as budgets tighten even more, it will necessitate increased levels of inter-departmental, inter-jurisdictional and public-private cooperation.*

Patience and Perseverance – *as resources are focused on specific priorities, patience and strong perseverance will be needed to stay the course.*

The City of Goshen and its residents are fortunate to have a dedicated Park and Recreation Board and Staff that exhibit the qualities necessary to lead park and recreation in Goshen into the future and to provide the community with essential services that prove to be an investment to the economic development of Goshen.

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Goshen Park & Recreation Department



2014-2018 MASTER PLAN

“Parks are at the center of a community’s character; they reflect and strengthen the sense of place and identity that make cities fit places for people.”

Conservation Foundation, “National Parks for the Future”, 1972

Agency Profile

The Mission

“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 contribute to Goshen's economy, environment, wellness and sense of community.”

The 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 preservation of open space, provision of recreation activities, stewardship of resources, development of trails, parks and facilities and maintenance of these community resources.”

Goals and Objectives

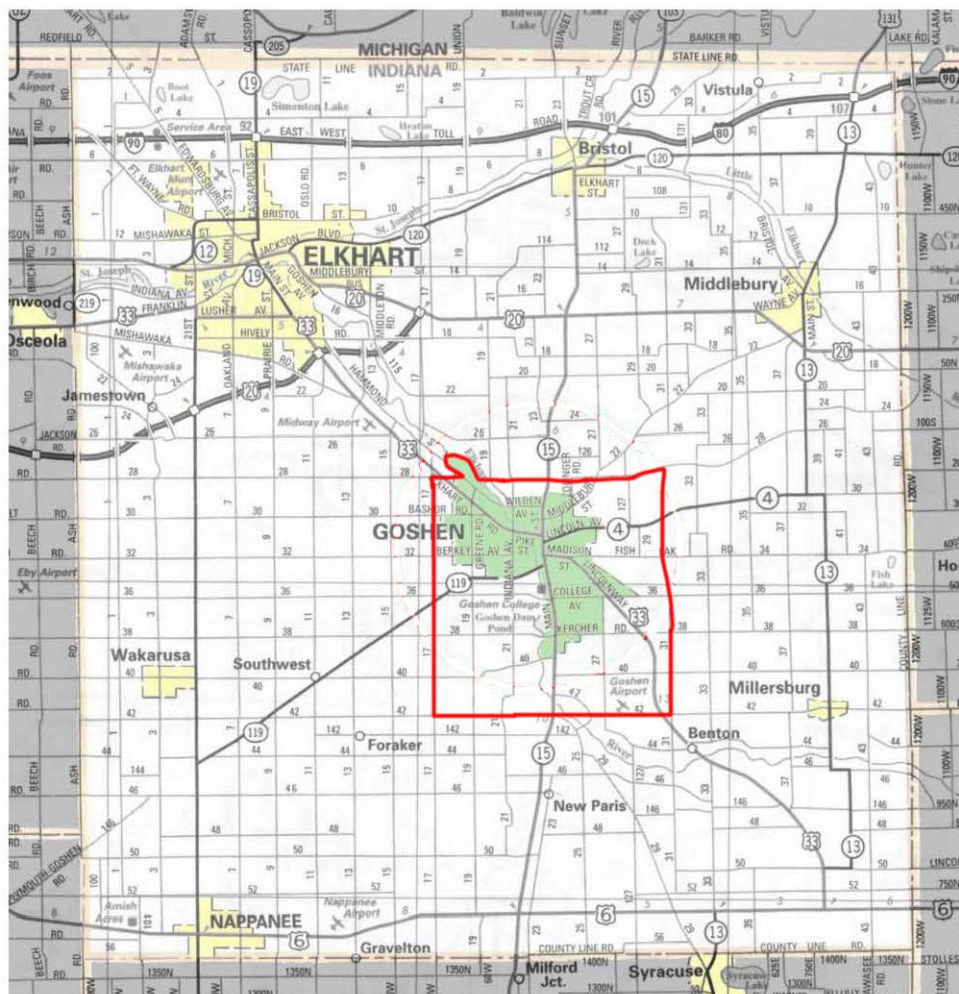
- *Promote community involvement in the planning and operation of the Park and Recreation Department.*
- *Allow for orderly growth and development of physical and natural resources.*
- *Incorporate new technologies and processes in the Department and its programs that will make activities and services more cost effective.*
- *Develop systems of information and guidance to provide for more effective delivery of activities and services.*
- *Offer comprehensive, quality recreational programming aimed at satisfying the needs of varying age groups, physical abilities and special interests.*
- *Maintain and improve the appearance of parks and existing facilities throughout Goshen at a high standard of quality on a systematic / scheduled basis.*
- *Utilize the natural characteristics of the land when evaluating the potential for parks and recreation purposes.*
- *Periodically assess and evaluate the recreational needs of the citizens of Goshen.*
- *Make parks and recreation participation as simple and convenient as possible to clientele and treat patrons like valued customers.*
- *Provide efficient and effective administrative direction, coordination and leadership for quality leisure services throughout Goshen.*

“Our Values”

- **Customer Service**
- **Quality**
- **Responsive**
- **Innovation**

Location

Goshen is the 2nd largest city in Elkhart County, Indiana in the north central area of the state, bordering Michigan. The city is located 29 miles east of South Bend (The home to the University of Notre Dame), 63 miles north of Fort Wayne (the 2nd largest city in the State), 116 miles east of Chicago, and 140 miles north of Indianapolis (the Capital of Indiana) . Goshen is one of the two principal cities of the Elkhart-Goshen Metropolitan Statistical Area, which in turn is part of the South Bend-Elkhart-Mishawaka Combined Statistical Area, in a region commonly known as Michiana. Elkhart County has 4 exits off the Indiana Toll Road (Interstate 80/90) and has the 2nd largest rail switching yard in the nation. Goshen is the county seat of Elkhart County, which is home to large populations of Old Order Amish and Mennonite communities. Kosciusko County is to the south, LaGrange County to the east, St. Joseph and Marshall County to the west and the city is comprised of 468 square miles



Planning Area: For the purposes of this Master Plan, the planning area is defined as the City of Goshen and Elkhart Township including all populations contained therein. Planning Area: CR 17 to the west, CR 28 to the north, CR31 to the east and CR42 to the south.

Community Description

Community Overview

The City of Goshen is fortunate to have a very evenly distributed system of parks and open space. Due to large part of the impact of the Elkhart River on the City's complexion, a very strong "spine" of open space, forming an environmental corridor, bisects the city from north to south. The vast majority of existing park land lies within this corridor. The remaining significant park land lies to the east (Abshire Park), west (Pringle Park) and north (Oakridge Park). The newest property is Fidler Pond Park, a 103 acre parcel containing an 83 acre pond. Just recently opened, it has been a popular place for residents. Smaller neighborhood parks make up the remainder of the system and are fairly well distributed in established neighborhoods.

Goshen is known as the "Maple City" because of the large number of lush maple trees gracing its streets that provide shade in the summer and a spectacular color show in the autumn.

Natural Features

Physiographic

Glaciations have been important in the development of the soil in Elkhart County. As little as 15,000 years ago, this area was covered by a thick glacial ice. The glacial drift varies in thickness, but it is about 300 feet in most places. The soil on the uplands of the county formed mainly in loam to light clay loam glacial till. The glacial till is non-sorted material deposited by ice and consists of particles of all sizes, from clay and silt to sand and gravel, with varying amounts of stones and boulders. The outwash parent material in which some soils formed were deposited by large volumes of water that originated from the melting glacial ice. These soils formed in loamy outwash over loose sand and gravel. Broad outwash plains occur along the Elkhart River. The soils in these areas also formed from loamy outwash material over loose sand and gravel. On the present day floodplains, young alluvial soils are forming. These areas receive fresh deposits of alluvium during flood stages.

Soils

The Elkhart River Basin and surrounding uplands have generally deep soils over sand and gravel, is coarse textured, well-drained. Gilford, Tawas and Sebewa soils in this area are poorly drained and occupy depression and outwash flats. Alluvial soils occupy bottoms in floodplains. All four soils have severe restrictions to development and should be reserved for storm water retention, open space and recreational uses.

The prairie soil on the southeast side of the City is deep soil underlain by sand and gravel, well-drained to excessively drained soils formed in loamy outwash. The soils in this area have severe limitations for septic fluids due to the underlying sand and gravel.

In the uplands southwest and northwest of the city is deep, well-drained and somewhat poorly drained, moderately coarse textured and medium textured soils developed in loamy glacial drift. The Brookston soils in this area are poorly drained and occupy depressions in drainage ways. The DelRay soils formed in former lakebeds and are also poorly drained. These two soils have severe limitations for development and should be reserved for storm water retention, open space and recreational uses.

The northeast of the city has soil that is deep, excessively drained and coarse textured. The Maumee and Gilford soils in this association are poorly drained and occupy depressions. The Tawas muck soils in this area is very poorly drained in the depressions. These tree soils have severe restrictions for development and should be reserved for storm water retention, open space and recreational uses.

Drainage

Goshen is in the Elkhart River Basin that sits within the St. Joseph River drainage basin, the mouth of which is in St. Joseph, Michigan. The 572 square mile area, drained by the Elkhart River, upstream from Goshen, includes about 120 square miles in southeastern Elkhart County. There are many shallow lakes in the township.

Climate

Due to its location in the middle latitudes and in the interior of a continent that is situated away from the moderating effects of the oceans, Goshen has an invigorating climate and four well-defined seasons of the year. Air of both tropical and polar origins brings frequent changes in temperatures, humidity and well distributed rainfall of about 42.8 inches a year. The coldest month is January with an average temperature of 24.5°F and July is the warmest month with an average temperature of 73.0°F.

Water Resources

Elkhart River, Hydrocanal, Goshen Dam Pond, Fidler Pond, Butts Lake and Norton Lake.

Invasive Plants and Pests

The Goshen Park Department has worked steadily and systematically at controlling invasive plants in public park lands. With regards to invasive plants like honeysuckle, Tree of Heaven, and garlic mustard, eradication does not seem like a feasible goal, but control and management is possible. Largely through volunteer efforts, removal of these plants is a yearly activity, by pulling and cutting, and use of herbicide when safe and necessary. Efforts have generally focused on concentrations of honeysuckle, Tree of Heaven, and garlic mustard in Millrace Park/Classified Forest areas, and concentrations of honeysuckle in Abshire Park. Some honeysuckle and grape vine removal has happened in the Shanklin Woods; this particular Woods has far lower incidence of invasive growth than the others areas mentioned above.

Gypsy moth has been very well controlled by DNR efforts over the past 8 years. At this point we are experiencing very low levels of incidence in the Goshen area.

Emerald Ash Borer, on the other hand, is reaching its peak population and destructive capacity in Goshen. First confirmed reports of its presence in Goshen were in 2010. By 2013 full scale removal was under way throughout the City and the Parks, as well as very selective treatment. Fortunately, ash represent only 4% of the public tree inventory, or about 500 trees. In 2012, Goshen received a USDA Great Lakes Restoration Initiative grant to replace 500 ash trees, and to date 300 have been planted with these funds, which expire at the end of 2014. Ash population and loss in our riparian forests is significant.

The presence of Asian Longhorned Beetle (ALB), currently in Ohio and in the recent past in Chicago, is a severe threat to Goshen's urban forest, which is 50% maple species. The introduction of ALB into our community would be devastating. We are continuing to educate the public to be on the lookout for this pest.

Historical, Cultural and Man-made Features

Historical & Cultural

The Miami and Potawatomi Indians were early inhabitants of the Goshen area. The first permanent white settlers came from Ohio, Pennsylvania and the New England states in the fall of 1828. In 1830 the county organized. At that date, all the territory constituting the counties of LaGrange, Steuben, and the north part of Noble and DeKalb was included in the civil township of Mangoquanong, and was under the jurisdiction of Elkhart County. The county boundaries were defined under an act of the Legislature at the Session of 1829-1830. The county was divided into two townships – the northern called Concord and the southern called Elkhart. In March of 1830 the Commissioners selected a location for a county seat and named it Goshen. The first sale of lots took place on the 20th of July, 1831. In 1833, Goshen's population was 200 people in 40 log cabins served by 3 stores, a hotel-tavern and a new National Hotel. By 1839, the population had grown to 600 and the citizens of Goshen elected their first board of trustees. Inexpensive water power became available for industrial growth with the completion of the Hydraulic Canal in 1868 and this factor shaped Goshen business and industrial activities for many years.

Man-Made Features

Man-made features can often be incorporated or developed as part of the recreational sites or activities in a community. They can complement existing parks and more importantly they may be able to be preserved and maintained.

The famed Lincoln Highway, America's first transcontinental highway from New York City's Times Square to San Francisco passed right through the center of Goshen. Goshen Parks have been fortunate in being able to capitalize on two very important man-made features in the community – a former railroad corridor and canal. Both have been revitalized as part of the Maple City Greenway system providing trails throughout the community.

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

Goshen Parks has made great improvements for pedestrian access throughout the community. Two tunnels have been constructed along the Maple City Greenway to remove barriers. The Shanklin Park Tunnel connects Shanklin Park and Mill Race Park under SR 119 (Plymouth Avenue) and a tunnel at Goshen College under the railroad tracks allow access from the college to the Maple City Greenway trail system. The expansion of the Maple City Greenway under the Wilden Avenue (SR 15) overpass provides continuous trail network through the city. Future plans include US 33 for access to Fidler Pond Park and the greenway system.

Mill Race Project (Source: Goshen Chamber of Commerce)

Built in the 1860s to take advantage of hydraulic power, the Mill Race was the center of Goshen's early industrial growth. At the turn of the 20th Century, the powerful water of the Elkhart River at the Mill Race generated electricity for a growing town and its industries. But decades later, as manufacturers moved out of the center of town, they left behind a legacy of abandoned and underused properties.

Today, the 14-acre Mill Race Canal area is part of the overall revitalization of 20.5 acres of downtown Goshen. The intent is to make the area primarily residential, and Goshen is now looking for a lead developer, with hopes of getting the "bricks and mortar" phase of the project started.

In 1983, the Goshen Historic District was placed on the National Register of Historic Places. The district is comprised of about 45 city blocks, including areas of commercial, residential and industrial development dating from the 1840s. The Mill Race Project currently underway typifies Goshen's ability to adapt to changing times while preserving its heritage.



Millrace Canal Headgate Pervious Paving Parking Lot

Construction completed in May 2010 at a cost of \$108,255

Prior condition - gravel parking lot with eroding materials draining to the millrace.
Serves as a trail head and boat ramp to the pond



Murray Street Bridge

Construction completed in September 2010 with a construction cost of \$68,800.00 provides trail access across the Millrace



Shanklin Millrace Tunnel

"ACEC Indiana Engineering Excellence Award & Indiana Partnership for Transportation Quality Award"
Construction completed in August 2010 with construction costs of \$1,754,626 provides trail access under Plymouth Avenue (State Road 119)



Winona Trail Tunnel

"Indiana Partnership for Transportation Quality Award"

Construction completed in December 2012 with construction cost of \$1,974,000

This project not along the Millrace Canal but provides access under the railroad at Goshen College.



Brownfield Projects on the East Side of the Millrace Canal

6.95 acres - Located on the east side of the Millrace Canal from Douglas Street to Madison Street

Site Redevelopment Costs

Property Acquisition: \$724,000

Demolition/Remediation/Improvement \$997,500

Total Investment: \$1,721,500

Residential Redevelopment Goals for the Area:

- ♦ Compliment the existing buildings located north of this area that are of historical or architectural significance (Hawks Building, Powerhouse, NIPSCO building)
- ♦ Improve public access to and enjoyment of the Millrace Canal and the Maple City Greenway
- ♦ Encourage development that incorporates principles of sustainable development, such as green building technologies.
- ♦ Encourage a residential development that takes advantage of the canal and the historic setting.
- ♦ Create a strong link between the residential development and downtown.



Brownfield Projects on the West Side of the Millrace Canal
10.65 acres – Located on the west side of the Millrace Canal

Site Redevelopment Costs

Property Acquisition: \$375,000

Demolition/Remediation/Improvements \$672,000

Total Investment: \$1,047,000



Hawks Building Redevelopment Project

Selective Demolition & Brownfield Remediation Project – Spring/Summer 2013

Total Cost : \$177,870 (Local TIF Funds)

Site work includes:

- ♦ Demolition of the non-historic building additions and foundations
- ♦ Soil excavation/disposal and installation of a 2' soil cap for all exposed areas of the site, including the canal bank, to allow for environmental closure

Hawks Building Redevelopment – Spring/Summer 2014

Purchase agreement executed in 2011 with LaCasa, Inc.

To be redevelopment an artist/entrepreneur live/work housing project

with commercial opportunities on the main floor

Estimated Private Investment: \$7,000,000



Powerhouse Renovation Project

Construction completed in May 2011 with construction costs of \$850,000



Before renovation



Outdoor plaza after renovation

NIPSCO Site Redevelopment Project

2.62 acres – Located at the north end of the Millrace Canal

Site Redevelopment Costs

Property Acquisition: \$ 305,000

Site Remediation/Improvements \$1,665,500

Total Investment: \$1,970,500



Redevelopment of the NIPSCO Building

NIPSCO Building Redevelopment – Winter 2013/Spring 2014

Purchase agreement currently being negotiated

To be redevelopment as a microbrewery/restaurant

Estimated Private Investment: \$300,000



Social and Economic Factors

Population Trends

Between 1970 and 2000, the City Goshen experienced steady growth. During 2000-2004 Goshen was one the fastest growing cities in Indiana with a population growth of almost 10%. The expansive growth posed a threat to the availability of open space, as well as the park system’s ability to meet the needs of a growing population. In acknowledgement of these issues, Goshen Parks developed the 2004-2008 Goshen Parks Master Plan in anticipation of the current and future needs of the community and continued with the 2009-2013 Master Plan. After the preparation of the 2009-2013 Master Plan, the population has remained steady. This 2014-2018 Master Plan will continue the planning to better address the needs of the community.

Census Summary	<u>Year</u>	<u>Population</u>	<u>Year</u>	<u>Population</u>	Current Goshen population: = 30,064 (Refer to Appendix for additional demographics information)
	1970	17,871	2002	29,799	
	1980	19,665	2003	30,114	
	1990	23,797	2004	30,661	
	2000	29,383	2005	31,269	
	2001	29,933	2010	31,719	

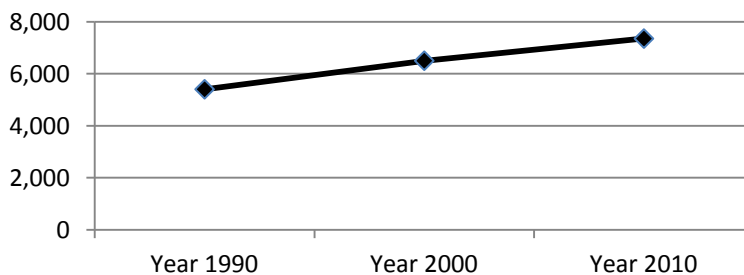
In such a time of steady population, careful recreational planning and resource management becomes critical to successful recreational programming. Programs must be innovative and refreshing to continue attracting residents of the community. Land acquisition for preservation of natural resources and recreational purposes also becomes more selective as funding opportunities are explored.

The ages of various participants in recreational programs and the number of users within an area are key determining factors in successful programming. The table below illustrates the age spread for people living within the city limits of Goshen and the changes over the last 20 years. Note steady increases are with the younger and older age groups. Ages 15-19 and 20-44 saw a decrease in population during the last 10 years. Knowing the change in population is important when planning for programs. (Source: 2000 and 2010 US Census)

Census/Ages	1990	2000	2010	2000-2010 10 year difference	1990-2010 20 year difference
Under 15 years	5,401	6,498	7,350	11.6% increase	26.5% increase
15-19 years	1,807	2,188	2,037	7.4% decrease	11.3% increase
20-44 years	10,340	11,579	10,245	13.0% decrease	0.9% decrease
45-64 years	3,953	5,257	6,262	16.0% increase	36.9% increase
Over 65 years	3,134	3,861	5,836	33.8% increase	46.3% increase

The following charts help illustrate the change in population.

Under 15 years

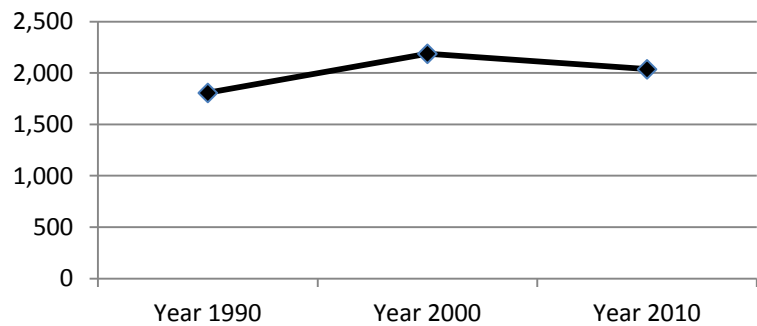


Children under the age of 15 has shown a steady increase for the past 20 years.

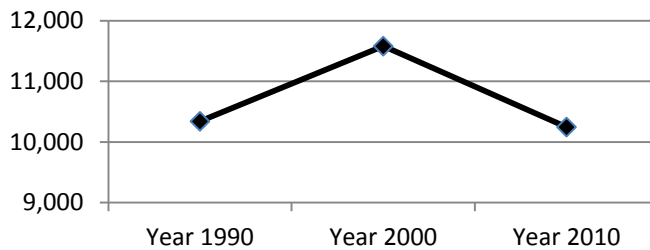
Children in this age group outnumber teenagers more than 3 to 1

15-19 years

The teenage population grew between 1990 and 2000, then decreased between 2000-2010.

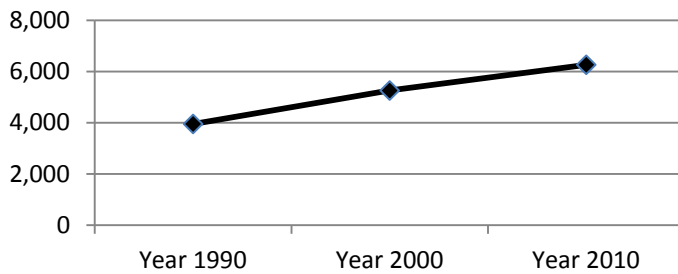


20-44 years



The young adults show the most dramatic changes with steep increase in 1990-2000 and then a steep decrease 2000-2010. Student/faculty at Goshen College may affect this age group.

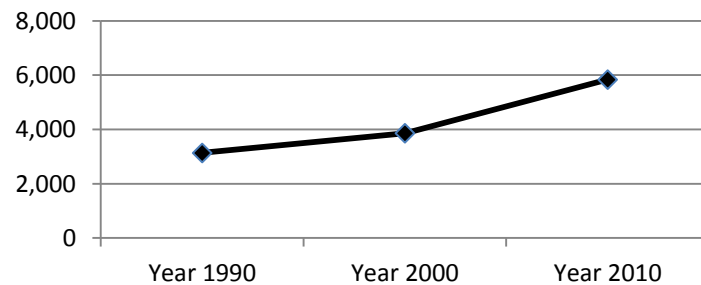
45-64 years



Adults between 45-64 has shown a steady increase for the past 20 years.

Over 65 years

Adults over the age of 65 has shown a steady increase for the past 20 years, particularly the last 10 years.



The census indicates a fairly consistent spread of the age groups over the 20 year period – approximately one-third under the age of 20, one-third adults and one-third over the age of 45. The consistent spread may be the result of Goshen’s development as a retirement center. The distribution of population does not show any significant need for recreational programs for any one particular age group, but rather continue the focus of recreational programs for school age children, families and older adults.

Goshen Demographics (Source: U.S. Census.)

The following is a breakdown of the 2010 Census information for the City of Goshen

Population by Races and Gender

Race	Male	Female	Total	% of Total
White	11,808	13,002	24,812	78%
Hispanic or Latino	4,766	4,137	8,903	28%
Some other race	2,526	2,167	4,693	14%
Two or more races	425	419	844	2%
Black or African American	475	340	815	2%
Asian	169	212	381	1%
American Indian	90	73	163	<1%
Total Population	15,498	16,221	31,719	

Population	1990 Census	2000 Census	2010 Census
Total Population	24,640	29,384	31,719
Total Households	9,165	10,675	11,344

Population by Gender:	1990 Census	2000 Census	2010 Census
Male	12,066	14,769	15,498
Female	12,574	14,615	16,221

Population by Age	1990 Census	2000 Census	2010 Census
0 to 4	2,054	2,316	2,829
5 to 14	3,347	4,182	4,521
15 to 19	1,807	2,188	2,037
20 to 24	2,488	2,753	2,174
25 to 34	4,446	4,760	4,418
35 to 44	3,406	4,066	3,653
45 to 54	2,213	3,200	3,468
55 to 64	1,740	2,057	2,794
65 to 74	1,626	1,606	3,465
75 to 84	1,060	1,522	1,567
85+	448	733	804

Diversity

Goshen celebrates a diverse culture. According to the 2010 Census, Goshen’s population of 31,719, the city is home to 10,579 minorities including 8,903 Latinos (33 percent of the population), 815 African-Americans and 381 Asians. In total, the city’s population includes residents from 41 countries speaking 25 languages. Statically, minorities account from more than 45 percent of the students in Goshen Community Schools.

Disability Status of the Civilian Non-institutionalized Population: City of Goshen

Population with a Disability	
Total Civilian Non-Institutionalized Population	31,296
With a disability, total	12.5%
With a disability, under 18 years	3.1%
With a disability, 18-64 years	10.7%
With a disability, 65 years and over	37.7%

Source: Selected Social Characteristics, 2010-2012 American Community Survey 3-Year Estimates

Current Unemployment Rate (November 2013): Elkhart-Goshen Metropolitan Area (MSA)

Unemployment Rate	
Indianapolis-Carmel MSA	6.6%
South Bend-Mishawaka	7.3%
Elkhart-Goshen MSA	7.6%
United States	8.3%

Source: Bureau of Labor Statistics, Local Area Statistics, Unemployment Rates for Metropolitan Areas & States

Poverty Rate & Reduced Lunch: City of Goshen, City of Elkhart, State of Indiana, United States

	Goshen	Elkhart	Indiana	United States
Poverty Rate	27.0%	27.7%	15.6%	15.7%
Child Poverty Rate (under 18)	40.0%	42.9%	22.4%	22.2%
Free & Reduced Lunch*	68.0%	67.1%	49.1%	-

Source: Selected Economic Characteristics, 2010-2012 American Community Survey 3-Year Estimates

***Source:** Indiana Department of Education

Senior Citizen Income: City of Goshen

Householder 65 years and over:	3,091
Less than \$10,000	282
\$10,000 to \$14,999	339
\$15,000 to \$19,999	444
\$20,000 to \$24,999	329
\$25,000 to \$29,999	192
\$30,000 to \$34,999	198
\$35,000 to \$39,999	157
\$40,000 to \$44,999	201
\$45,000 to \$49,999	157
\$50,000 to \$59,999	258
\$60,000 to \$74,999	220
\$75,000 to \$99,999	219
\$100,000 to \$124,999	50
\$125,000 to \$149,999	11
\$150,000 to \$199,999	13
\$200,000 or more	21

Source: Age of Householder by Household Income in the Past 12 Months (In 2012 Inflation-Adjusted Dollars), 2010-2012 American Community Survey 3-Year Estimates

The above breakdown of disability, unemployment and senior citizen income figures shows Goshen is typically higher than the state average. This may be attributed to the fluctuations the recreational vehicle industry and large numbers of minorities and senior citizens in the community. The challenge for the Goshen Parks and Recreation Department is to adjust programs to best meet the needs of the community. The Park Department has been successful in addressing this challenge by providing specific programs for minorities, adjusting locations to better suit the needs and providing translators when needed. To reach out to the Hispanic community, the Park Department place notices in the local ElPonte Newspaper, the Park Program Guide is provided in Spanish, program marketing is translated to Spanish and Hispanic soccer leagues are conducted.

Population Projections

The following projections are for Elkhart County from Indiana Business Research Center at Indiana University's Kelly School of Business. Specific projections for Goshen are not available, but Goshen's growth could be estimated based on the project growth of the county. This method may be used for planning purposes in the Park & Recreation Master Plan, however annual reviews should be conducted to compare to projections and adjustments made as necessary.

Elkhart Co. Year	Population Projection from 2008		Population Projection City of Goshen
2010	197,559*	---	31,719
2015	209,831	5.8%	33,558
2020	219,085	4.2%	34,968
2030	239,480	8.5%	37,940
2040	259,768	7.8%	40,900

* 197,559 was the actual 2010 population count here, according to the U.S. Census Bureau.

The above population projections for the City of Goshen can be used in future planning of park and recreation facilities and programs to help better meet the growing needs of the community.

Business and Industry

Goshen is centrally located in Elkhart County and provides an environment where business and industry can thrive with an outstanding quality of life. A vast array of natural resources, unique real estate properties and an affordable and dependable work force supports the best in business development and family living. The challenge facing the City of Goshen and Elkhart County is the current recession and economic effects on the area's recreational vehicle industry. Due to the situation, the Goshen Park and Recreation Department can anticipate an increase in park users as residents may tend to stay closer to home for their recreational and leisure time.

Goshen employment by industry type (Source: IEDC website)

Services (SIC 70-89)	34.66%
Manufacturing (SIC 20-39)	24.97%
Retail Trade (SIC 52-59)	18.03%
Wholesale Trade (SIC 50-51)	8.19%
Finance, Insurance and Real Estate (SIC 60-69)	5.28%
Public Administration (SIC 90-98)	3.36%
Construction (SIC 15-17)	3.25%

Goshen employment by occupation (Source: IEDC website)

Administrative Support Workers	15.98%
Other Services: Site Based	14.93%
Professional Specialty Occupations	13.15%
Precision, Craft, and Repair: Site Based	12.22%
Executive, Managers, and Administrators	9.41%
Sales Workers and Clerks	8.26%
Machine Operators, Assemblers, and Inspectors	4.98%
Handlers, Helpers and Laborers	3.60%
Technologies and Technicians	3.56%
Transportation and Materials Moving Workers	3.43%

Goshen businesses by establishment type (Source: IEDC website)

Health and Medical Services	78
Professional Services	43
Durables Wholesale	38
Banks and Financial Institutions	36
Heavy Construction	33
General Construction	26
Machinery and Equipment Manufacturing	24

Major employers in Elkhart County (Source: EDC of Elkhart County research July 2013)

Business Name	Industry	Employees
Forest River, Inc.	Manufacturing	6,400
Thor Industries, Inc.	Manufacturing	6,100
Drew Industries, Inc. Lippert Kinro	Manufacturing	4,800
Elkhart Community Schools	Educational Services	2,000
Beacon Health System	Health Care	1,970
IU Health Goshen	Health Care	1,517
Jayco, Inc.	Manufacturing	1,489
Goshen Community Schools	Educational Services	1,300
Elkhart County Government	Government	850
Martin's Super Markets	Retail	820
MasterBrand Cabinets, Inc.	Manufacturing	800
Norfolk Southern Railway Co.	Transportation	755
Patrick Industries	Manufacturing	750
Fairmont Homes Gulf Stream Coach, Inc.	Manufacturing	705
City of Elkhart	Government	705
KIK Custom Products	Manufacturing	700
Supreme Industries, Inc.	Manufacturing	668
Utilimaster, subsidiary of Spartan Motors, Inc.	Manufacturing	631
Middlebury Community Schools	Educational Services	535
Syndicate Systems, Inc.	Manufacturing	500

First Fridays

Held on the first Friday of every month throughout the year in downtown Goshen. Downtown Goshen, Inc. in conjunction with businesses, artists and entertainers hosts festivities in downtown Goshen. First Fridays' promote neighborhood, community involvement and activities that enhance the quality of life in Goshen. The Goshen Park and Recreation Department is proud to partner with First Friday to promote the music series.

Park Board / Department

Park Department

The Goshen Park and Recreation Department has grown over its 52 year history. In the beginning, there was a summer playground type program for children dating back to the early 1950's. The concept of providing leisure time activities for older boys and girls developed around 1957 when the Goshen Park and Recreation Board was founded, and an activity center for teen boys and girls was established on Washington Street. It served the community well for several years with activities on weekends and after school.

In the 1968-69 Period, two developments gave great impetus to the establishment of a full time year-round Park and Recreation Department – the construction of the swimming pool, which was made possible with the assistance from the Rotary Club of Goshen, and the Schrock Pavilion in Shanklin Park. With the realization of these facilities and the ever increasing desire to add services to meet the leisure time recreational needs and interests of adults as well as youth and children, the Board in cooperation with the City Council established a full time year-round city department and hired its first Superintendent in May of 1973. Both program and the park system steadily increased over the next five years; and accordingly, the full time staff grew to five people.

During the late 1970's and early 1980's the Department grew rapidly in both facilities and services. Additions to the park system included New Park, Shoup-Parsons Woods, Rieth Park, a Maintenance Center, the Pringle Trace and the Millrace. The Abshire Park site was donated to the Department in 1986. With 13 parks to maintain, the Department embraced the Elkhart County Employee Training Act program, which provided free labor in exchange for training. This program afforded dozens of maintenance men and women.

In early 1990, throughout the 90's to present The City of Goshen continues to design and construct an extensive bike and walking trail the "Maple City Greenway". The City of Goshen was one of the first out of the gate to be awarded federal funding and over several years have been awarded federal funds for approximately 20 miles of trails, connecting neighborhoods as well as entire communities. In 1996 the Maple City Greenway, received the "Bicycle Friendly Community Award" presented by the Indiana Bicycle Coalition. In 1999, the "Outstanding Trail Award" from the Indiana Greenway Conference was presented to the City of Goshen. The Greenway Master Plan Update will be completed in 2009.

2000-2008

In 2001 two major events occurred, the Winona Interurban Trail, a 1 mile paved trail connecting Goshen College with Greencroft, Bethany Christian School, and Waterford Elementary School was completed; and the Rieth Interpretive Center was completed and dedicated. The center was made possible through the generosity of the Rieth Family with the intent to construct an environmental education facility with focus on the natural, cultural and industrial heritage of the community. In 2002 the City of Goshen purchased 34.5 acres for the, "Dr. R. Beachy Classified Forest". The classified forest was established in 1982 by Dr. Beachy and is located in the middle of the city limits. Beachy's Classified Forest was the only classified forest in the country located inside a city limits at the time it was established, with the exception of a classified forest that Chicago annexed so they would have one inside city limits. The purchase of the 34.5 acres of classified forest was made possible with an anonymous donation for the local match and a \$30,000 grant from the Indiana Heritage Fund. The Classified Forest offers not only wildlife habitat but education opportunities, serene walking trails that many must drive miles to experience.

2009-2013

Several major park improvements were made during 2009-2013. The largest accomplishment was the acquisition of Fidler Pond. The 101 acre site consists of an 84 acre pond and 17 acres of open space and will provide new recreational opportunities for our residents. Through a generous gift, the Dr. Donald L. Minter Tree Nursery was established at Dykstra Park. New open air pavilions were constructed at Rieth Park, Hay Park and Mill Street Park and a splash pad was constructed at Rieth Park. The Goshen Headgate parking lot was reconstructed with permeable pavers, providing a "green" approach to storm water to help protect the waters of the Mill Race. The tailgates were also redeveloped. Trails and greenways saw significant improvements during this period. Two

tunnels were constructed providing vital links. The first tunnel was the Shanklin-Millrace Park Bike and Pedestrian Tunnel completed in 2010. This tunnel is located along the Millrace Trail and crosses under Plymouth Avenue to provide safe passage from Millrace Park and Shanklin Park. The second tunnel was completed in 2012 and was under the railroad to provide connections on the campus of Goshen College and the Maple City Greenway, Winona Trail and the Central City Trail. Other trail sections completed include the Abshire Trail for connectivity with the Pumpkinvine Nature Trail and the Monroe Trail; and the Wilden Avenue Trail connecting the City of Goshen to the City of Elkhart, Elkhart County and the Pumpkinvine Nature Trail.

The Goshen Park and Recreation Department is currently comprised of more than 500 acres of park lands of which approximately 100 acres are mowed and maintained. Each year more than 100 recreational and sports programs are provided which are physical, creative, social, cultural and educational in nature for residents of all ages.

Park Board

The City Council first created the Park Board, in accordance with Indiana law in 1957 with its first four (4) Board members being appointed. The City Council added four (4) additional at-large township representatives later in the year. Today's present Park Board is comprised of five members with the addition of a representative from Goshen Community Schools Board. The Board meets regularly on the third Monday of each month and determines policy for the operation of the public parks and recreation department. As a policy-making board, the members have the responsibility of acting in the best interests of the community when making those decisions affecting their community's quality of life through leisure opportunities. The public are welcome and encouraged to attend monthly Park board meetings held the third Monday at 5:30 p.m. in the Rieth Interpretive Center.

Current Park Board members are:

President	Dr. David Koronkiewicz (R) - term expires December 2015 903 Bainbridge Place, Goshen, IN 46526
Vice President	Dr. James Wellington (D) - term expires to December 2014 116 W. Washington Street, Goshen, IN 46526
Secretary	Doug Yoder (I) - term expires December 2016 710 S. 6 th Street, Goshen, IN 46526
Member	Barbara Swartley (D) - term expires December 2013 119 Canal Street, Goshen, IN 46526
Member	Roger Nafziger - annual term appointed by School Board 423 South 5 th Street, Goshen, IN 46526

The Goshen Park and Recreation Board, by ordinance, currently operates under the 1955 Indiana Park and Recreation Law. Goshen Parks and Recreation Department is in accordance with I.C. 36-10-3. State Statute I.C. 36-10-3 establishes the executive department of public parks in cities/towns, and provides that the Board of Park and Recreation shall have government, management, and control of all park and recreation areas within the city.

The duties and powers of the Board are outlined as follows:

IC 36-10-3-10

Board of park and recreation; duties

Sec. 10. (a) The board shall:

- (1) exercise general supervision of and make rules for the department;
- (2) establish rules governing the use of the park and recreation facilities by the public;
- (3) provide police protection for its property and activities, either by requesting assistance from state, municipal, or county police authorities, or by having specified employees deputized as police officers; the deputized employees, however, are not eligible for police pension benefits or other emoluments of police officers;
- (4) appoint the necessary administrative officers of the department and fix their duties;
- (5) establish standards and qualifications for the appointment of all personnel and approve their appointments without regard to politics;
- (6) make recommendations and an annual report to the executive and fiscal body of the unit concerning the operation of the board and the status of park and recreation programs in the district;
- (7) prepare and submit an annual budget in the same manner as other executive departments of the unit; and
- (8) appoint a member of the board to serve on another kind of board or commission, whenever a statute allows a park or recreation board to do this.

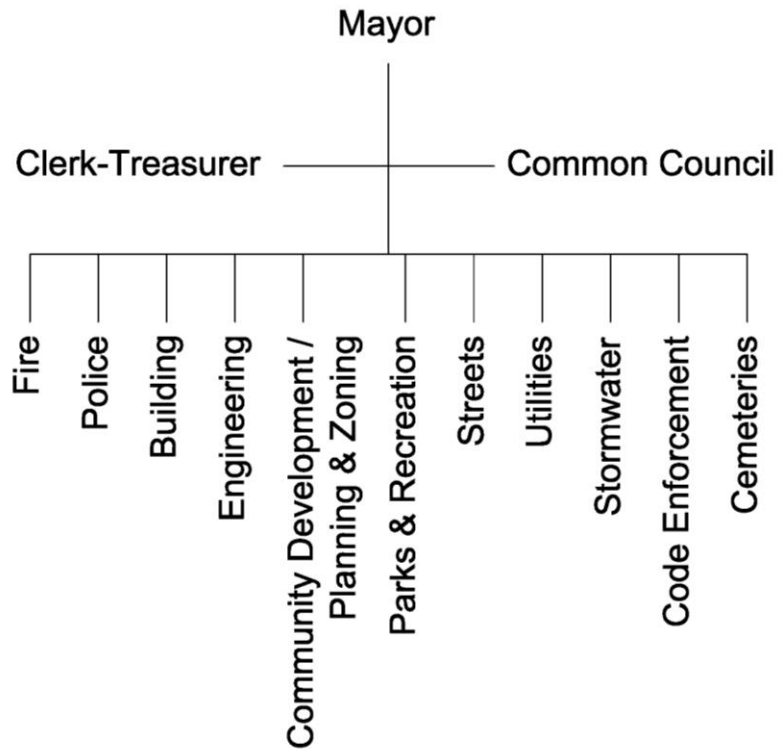
IC 36-10-3-11

Board of park and recreation; powers

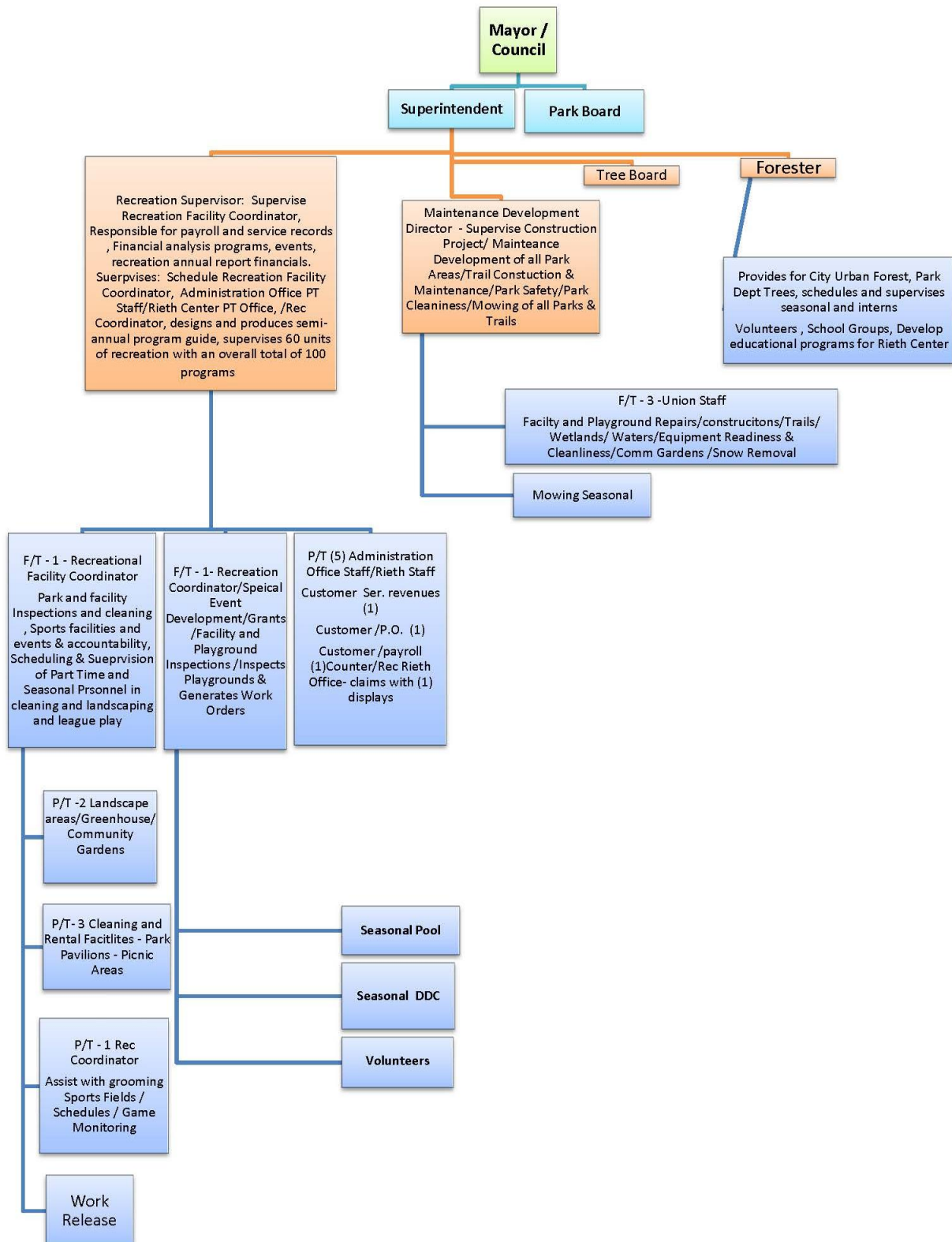
Sec. 11. (a) The board may:

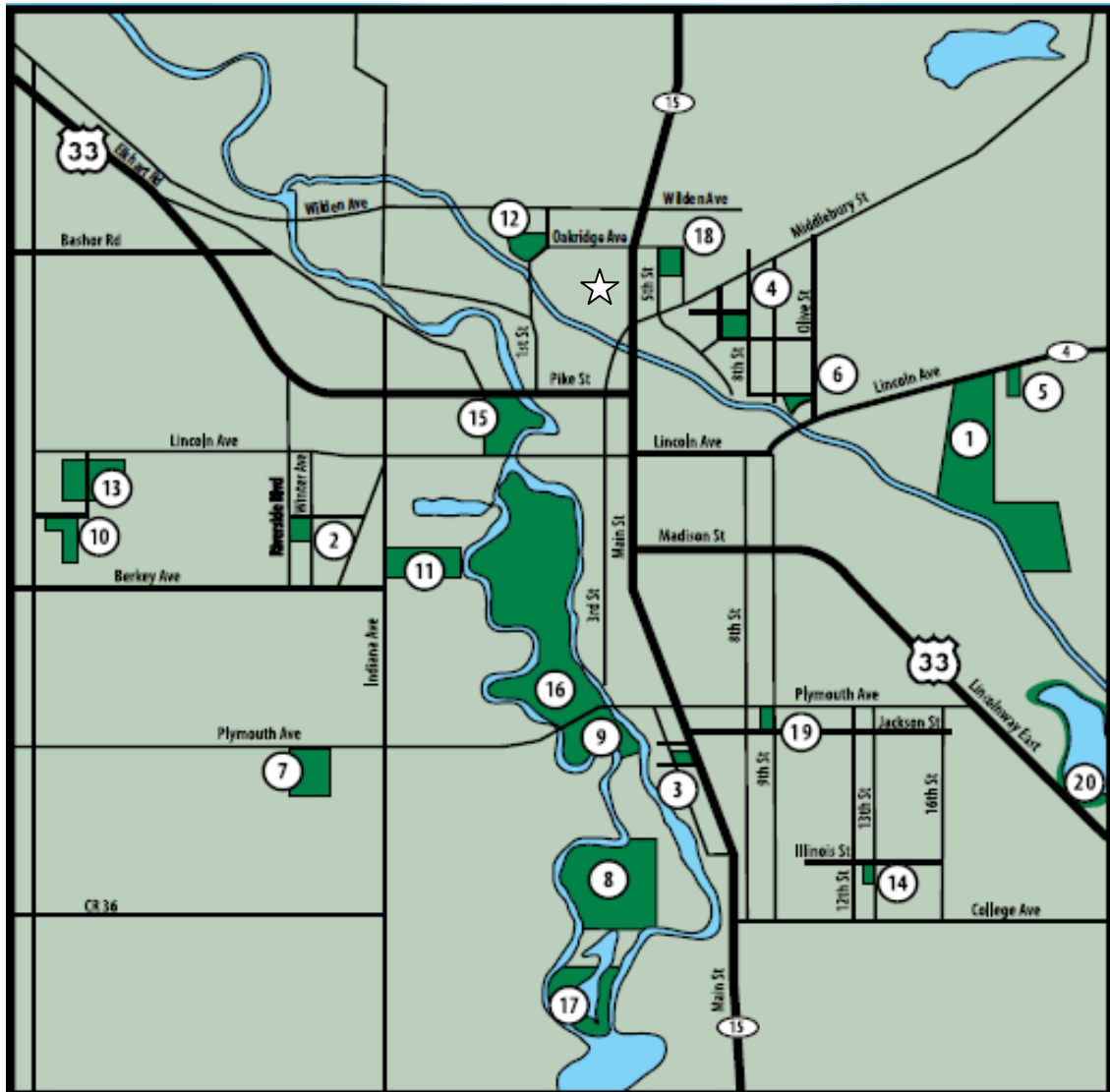
- (1) enter into contracts and leases for facilities and services;
- (2) contract with persons for joint use of facilities for the operation of park and recreation programs and related services;
- (3) contract with another board, a unit, or a school corporation for the use of park and recreation facilities or services, and a township or school corporation may contract with the board for the use of park and recreation facilities or services;
- (4) acquire and dispose of real and personal property, either within or outside Indiana;
- (5) exercise the power of eminent domain under statutes available to municipalities;
- (6) sell, lease, or enter into a royalty contract for the natural or mineral resources of land that it owns, the money received to be deposited in a nonreverting capital fund of the board;
- (7) engage in self-supporting activities as prescribed by section 22 of this chapter;
- (8) contract for special and temporary services and for professional assistance;
- (9) delegate authority to perform ministerial acts in all cases except where final action of the board is necessary;
- (10) prepare, publish, and distribute reports and other materials relating to activities authorized by this chapter;
- (11) sue and be sued collectively by its legal name, as the "_____ (unit's name) Park and Recreation Board", with service of process being had upon the president of the board, but costs may not be taxed against the board or its members in any action;
- (12) invoke any legal, equitable, or special remedy for the enforcement of this chapter, a park or recreation ordinance, or the board's own action taken under either; and
- (13) release and transfer, by resolution, a part of the area over which it has jurisdiction for park and recreational purposes to park authorities of another unit for park and recreational purposes upon petition of the park or recreation board of the acquiring unit.
 - (a) The board may also lease any buildings or grounds belonging to the unit and located within a park to a person for a period not to exceed fifty (50) years. The lease may authorize the lessee to provide upon the premises educational, research, veterinary, or other proper facilities for the exhibition of wild or domestic animals in wildlife parks, dining facilities, swimming facilities, golf courses, skating facilities, dancing facilities, amusement rides generally found in amusement parks, or other recreational facilities. A lease may be made for more than one (1) year only to the highest and best bidder, after notice that the lease will be made has been given by publication in accordance with IC 5-3-1.
 - (b) Notwithstanding subsection (b), the board may lease buildings or grounds belonging to the unit for a period of more than one (1) year without soliciting the highest and best bidder or providing notice under IC 5-3-1 if:
 - (1) the buildings or grounds are leased to an Indiana nonprofit corporation;
 - (2) the buildings or grounds are operated as a public golf course; and
 - (3) the golf course remains subject to rules and regulations promulgated by the board.

The City of Goshen is governed by the Mayor and seven Common Council members. The common council members represent 5 districts and two at large positions. The Mayor and the Common Council Members each serve a four-year term.



Goshen Park & Recreation Department Organizational Chart





- | | | |
|---------------------------|-------------------------------|------------------------|
| 1. Abshire Park | 8. Dr. Larry L. Beechy Forest | 15. Rogers Park |
| 2. Bakersfield Park | 9. Millrace Park | 16. Shanklin Park |
| 3. Burdick Park | 10. Model School Park | 17. Shoup-Parson Woods |
| 4. Church Park | 11. Mullet Park | 18. Walnut Park |
| 5. Dykstra Park | 12. Oakridge Park | 19. Water Tower Park |
| 6. Dorothy McFarland Park | 13. Pringle Park | 20. Fidler Pond Park |
| 7. Hay Park | 14. Rieth Park | |

☆ Mill Street Park (future)

Abshire Park – 1302 E. Lincoln Avenue (60.0 acres)

Donated to the Park and Recreation Department in 1986, this 60-acre tract is the second largest property in the park system. Developed to accommodate 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 the most developed, including Abshire Cabin, a tubing hill and parking area. The remainder of the park is a managed natural area, and includes a prairie restoration, wetlands and transitional forest. Rock Run Creek borders the park to the southwest and provides excellent habitat.

**Abshire Cabin**

Capacity: 30 (tables & chairs provided)

- Cozy cabin environment
- Kitchen area
- Fireplace
- Near Pumpkinvine Trail
- For small social/professional meetings

Bakersfield Park – 1302 Baker Street (0.5 acre)

This 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”.

Burdick Park – 125 W. Burdick Street (0.96 acre)

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.

Church Park – 504 N. Eight Street (0.4 acre)

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 tree in this park should be maintained.

Larry L. Beachy Classified Forest – 375 W. Waverly (34.5 acres)

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.

Dykstra Park – 1500 E. Lincoln Avenue (2.4 acres)

Located adjacent to Abshire Park on East Lincoln Avenue, this extremely linear 2.4 acre park is the site of the Dr. Donald L. Minter Municipal Tree Nursery. Developed features at the north end of the park include a lighted basketball court and a playground.

Fidler Pond Park – Lincolnway East (101 acres)

Located on the east side of Lincolnway East (US Hwy 33) between East Monroe Street and College Avenue. This 101 acre former gravel pit was purchased in 2012. The 84 acre pond and perimeter walking trail are the highlights of the park. Proposed improvements include renovation of an existing barn for a meeting and rental facility, picnic pavilion, restrooms and a play area.

Five Points Park – West Lincoln Ave, Indiana Ave. and Dewey Ave. (0.1 acre)

Located at the intersection of West Lincoln Avenue, Indiana Avenue and Dewey Avenue, is a green space with landscaping and is a “gateway” to the city.

Hay Park – Clover Trails Subdivision, 1414 Plymouth Avenue (5.0 acres)

Located in the Clover Trails Subdivision, this 5 acre park was donated and developed by Mr. Steve Hay, previous owner of the land. Improvements include a pavilion with restrooms, basketball court, picnic shelter, play equipment and open play areas.



Hay Pavilion

Capacity: 50

- Picnic tables & grills
- Electrical outlets
- Restrooms in pavilion
- Access to playground

Lafayette Triangle Park – 1424 South Main Street (0.5 acre)

Located on South Main Street, this park is a city green space with landscaping as a city gate way.

Linway Lake – South of Linway Plaza Shopping Center (7.0 acres)

Comprised almost entirely of open water, it is appropriately named because of its location directly south of Linway Plaza Shopping Center and serves as a storm water detention area.

Dorothy McFarland Park – 125 Vinson Court (0.2 acre)

Located on Vinson Court, this “vest pocket park” is less than half acre size, was created by a partnership with Habitat for Humanity and Mrs. Dorothy Nelson McFarland. Habitat for Humanity provided the land and Mrs. McFarland donated the playground equipment, picnic table, gazebo and benches.

Mill Street Park – 125 Vinson Court (11 acre)

Located on Mill Street, west of Main Street is a former industrial site that has been through the EPA remediation process and ready for park and recreation development. Proposed improvements include trails, a natural playground, water/sand play area, music play area and natural landscape plantings. Currently an open air pavilion with restrooms has been constructed. The new park site, adjacent to Rock Run Creek and the Maple City Greenway will soon become another gem in the Goshen park system.

Millrace Park – 410 W. Plymouth Ave. (17.0 acres)

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 from Shanklin Park. The Millrace Trail skirts the east side of the park, providing 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.

The Rieth Interpretive Center's primary purpose is education, with focus on interpreting the natural, cultural and industrial heritage of the community. Through its programs and its use opportunities, the Center will exemplify the concept of reconciliation between humanity and environment. The Center provides universal access to all of its educational opportunities. It's a great place for all generations to learn about nature, conservation and local history.

Amenities - New and rotating nature and environmental learning. Exhibits for children and adults are added throughout the year. Enclosed kitchen area, nature/birds viewing room, dividable area for breakouts, serene setting, trails, tables and chairs provided.



Rieth Interpretive Center

Capacity: 50 (tables & chairs provided)

- Enclosed area
- Kitchen
- Serene setting
- Trails
- Nature (especially birds!) viewing area
- Dividable area for breakouts

Group Programs

Interpretive displays, presentations and programs create opportunities for learning experiences. Group programs are offered for children, families, adults and seniors. All age groups and school levels are invited to participate. Community program topics include, but are not limited to, those listed below:

- The Seasons - Using Our Senses Outdoors
- Food Chains - Dissect Owl Pellets
- Night and Day
- Recycling
- Nature Hikes
- Bird Walks
- Conservation/Preservation
- Geology
- Regional History
- Leadership in Energy and Environmental Design (LEED)
- Environmental Responsibility
- Green Home and Business
- Sustainability
- Brown Bag Lunch Programs

Other programs offered include: Bats, Bugs and Insects, Spiders, Butterflies, Camping, Mammals, Ponds, Tracks, Trees, Wetlands, Wildflowers, and Rocks and Minerals. Each program follows applicable Indiana science, history and geography standards. Be assured of a time slot for your field trip to the Rieth Interpretive Center by making your reservation.

Model School Park – 310 S. Greene Road (4.0 acres)

Model School Park is an “L” shaped tract of land adjacent to Model Elementary School. Features include tennis courts, an informal softball diamond and open play field.

Mullet Park – 512 South Indiana Avenue (15.0 acres)

Nearly 15 acres in size, Mullet Park is located between Indiana Avenue and Elkhart River, and is accessible via a pedestrian footbridge which crosses the river into Shanklin Park. The park has been essentially undeveloped except for the planting of trees and a trail leading to the pedestrian bridge.

Oakridge Park – 715 N. 1st St (3.5 ac)

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, and is bounded on the south side by Rock Run Creek and serves as a trailhead. Facilities include 2 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.



Oakridge Pavilion

Capacity: 50

- Picnic tables & grills
- Electrical outlets
- Restrooms in pavilion
- Access to playground
- Basketball court

Pringle Park – 1912 W. Lincoln Avenue (14.0 acres)

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.

**Fidler Pavilion**

Capacity: 130

- Large open area
- Picnic tables & grills
- Kitchen facility
- Electrical outlets
- Restrooms in pavilion
- Access to playground

Rieth Park – 1508 S. 13th Street (1.3 acres)

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, 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.

**Rieth Pavilion**

Capacity: 50

- Picnic tables & grills
- Access to playground
- Restrooms in pavilion
- Electrical outlets
- Access to basketball court
- Splash pad

Rogers Park – 102 Chicago Avenue (12.0 acres)

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 was constructed for skateboarders and inline skaters to practice their sport.

**Rogers Pavilion**

Capacity: 160

- Large open & covered area
- Picnic tables & grills
- Restrooms in Rogers Park
- Electrical outlets
- Access to playground, basketball courts and skateboard park

Shanklin Park – 411 W. Plymouth Avenue (90.0 acres)

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, 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 that delights passers-by. A trail in Shanklin Park connects the Millrace Trail to Mullet Park. Additionally, the park houses the Park Maintenance and across the Elkhart River pedestrian bridge is the Park and Recreation Department's Administrative Offices and Coyne Pavilion.

**Schrock Pavilion**

Capacity: 150 (tables & chairs provided)

- Large, enclosed indoor area
- Space available for DJ & dancing
- Fireplaces (indoor & outdoor)
- Access to swimming pool & playground
- Large kitchen area
- Trails

**Riverside Pavilion**

Capacity: 50

- Open & covered areas
- Trails
- Picnic tables & grills
- Electrical outlets
- Restrooms in Shanklin Park
- Access to playground, outdoor pool and softball diamonds

Shoup-Parsons Woods– 755 Fair Oaks (17.0 acres)

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 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.

Walnut Park – 224 E. Oakridge (1.8 acres)

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.

**Walnut Pavilion**

Capacity: 50

- Picnic tables & grills
- Access to playground
- Restrooms in pavilion
- Electrical outlets
- Access to basketball court
- Splash pad

Water Tower Park – 523 E. Jackson (3.4 acres)

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. The water tower was removed in 2006.

Waterford Park – Regent Street (27.95 acres)

Located on the southeast side of the City, Waterford Park has almost 28 acres of undeveloped land for future recreational opportunities. Refer to Appendix for proposed site plan of development.

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, Shoup-Parsons Woods, wetlands, 34.5 acres of classified forest, 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, County Courthouse, City offices, public library, businesses, churches, neighborhoods and historic homes.

The first two phases of the Maple City Greenway were very 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, Greencroft Retirement Center and the Central City Trail. 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, cross-country 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 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 of Goshen 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 town to the other without ever leaving the trail.

The Maple City Greenway consists of a network of various bicycle and pedestrian trails throughout Goshen that link homes, parks, schools, the library and the downtown area. Eleven of these trails are described below.

Abshire Park Trail, a crushed stone surface, 10 feet wide, connects Pumpkinvine Nature Trail along Rock Run Creek to Monroe Street. Distance: 1½ miles

Central City Trail is a brick-edged sidewalk linking Goshen College, Goshen Public Library, Goshen High School, Elkhart County Courthouse and the downtown area. Distance: 2 miles

Fidler Pond Walking/Biking Track, a crushed-stone surface, 8 feet wide, is a walking and biking track that follows the perimeter of Fidler Pond. Distance: 1½ miles

Millrace Trail, a crushed-stone surface, 8 feet wide, follows the hydraulic canal and connects Shoup-Parsons Woods, Shanklin Park and the Elkhart County Courthouse. Distance: 2¾ miles

Monroe Street Trail is a paved surface, 10 feet wide, connecting Goshen High School, Pumpkinvine Nature Trail and Elkhart County 4-H Fairgrounds. Distance: 1 mile

Plymouth Avenue Trail connects Shanklin Park with Goshen Middle School over the Elkhart River and continues to Hay Park and Greene Road. Paved surface, 10 feet wide. Distance: 1.6 miles

Pringle Park Walking Track, a crushed-stone surface, 8 feet wide, is a walking track that follows the perimeter of Pringle Park. Distance: 1½ miles

Pumpkinvine Nature Trail is a crushed-stone surface, 10 feet wide, that runs along Rock Run Creek and Abshire Park, continuing to CR 28, connecting to Middlebury and Shipshewana. Distance: 3 miles

Shoup-Parsons Woods Nature Trail, a crushed-stone surface, 6 feet wide, features a self-guided nature study. Distance: ¼ mile

Wilden Avenue Trail, a paved surface, 8 feet wide, connects MapleHart Trail, Ox Bow County Park and City of Elkhart. Distance: 2.7 miles

Winona Interurban Trail, a paved surface, 10 feet wide, connects Bethany Christian School, Waterford Elementary School and Goshen College campus walkway that provides connectivity to Greencroft. Distance: 1 mile



Other Recreation Sites and Facilities

The City of Goshen is fortunate to have a variety of recreation opportunities available. The Park Department strives to keep in touch with the various agencies and organizations to maximize mutual benefits in the areas of recreation programming and facilities, and to avoid duplication and conflicts. The following are key providers of recreation in the Goshen area:

Recreational Opportunities within Local Jurisdiction

Goshen College Recreation Center
Goshen Community Schools
Goshen Boys & Girls Club
Greencroft Senior Center
Goshen College
Goshen Junior Football

Goshen Youth Soccer Organization
Goshen Little League
Goshen Stars Soccer Club
Girls Travel Softball
Goshen Public Library
First Fridays

Golf Courses

Black Squirrel Golf Club
Maplecrest Golf Club

Regional Public Recreational Opportunities

Elkhart County Parks Department
City of Elkhart Parks Department
Elkhart County YMCA
Campfire of Elkhart

Syracuse Parks Department
Nappanee Parks Department
Middlebury Parks Department
Merry Lea Environmental Center

Elkhart County 4-H Fairgrounds

Located in the heart of northern Indiana's well-known Amish country, Goshen is the county seat and home to the Elkhart County 4-H Fair (bigger than many state fairs, the Elkhart County Fair is recognized among the top 50 fairs and expositions in the nation and is the fourth largest attraction in Indiana!).

Recreational Programming

Goshen has excellent facilities and an abounding amount of natural resources, which lead to numerous leisure time and recreational activities, whether they are active or passive in nature. Many of life's most significant events occur during leisure. Benefits of leisure experiences can be personal development, physical development, social bonding, stimulation, independence and freedom, stress reduction, sense of achievement, risk opportunities, exploration, spiritual and mental enrichment. The benefits of leisure activities are endless.

The Goshen Parks and Recreation Department attempt to meet the individual and group needs and desires of its resident. The Department is open to ideas and willing to try new programs. The current leisure recreational programs are diversified and provide equal opportunity for all regardless of race, creed, social status, economic need, sex, age, interest, or condition of life. Programs are re-evaluated both during and after programs in light of set objectives and public acceptance through program evaluations and participant evaluations.

The Recreation Division is comprised of a full-time Recreation Director and Recreation Coordinator. Part-time Recreation Coordinators and Seasonal Program Leaders round out the division. Below is a listing of networking/partnerships, typical annual events and programs offered by the Park Department.

Networking

- 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 - 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 Say of Service
- Merry Lea Environmental Learning Center – host/partner Enchanted Forest
- City Court – community service
- Township – Trustee labor
- Goshen Community Schools – Kid's Try-Athlon and facilities
- CRC Study-Hosted finished report at Rieth Interpretive Center and participated in study with two other Park Staff Members

Events

- Daddy Daughter Dance
- Maple City Fest in celebration of Arbor Day
- Annual Kid's & Teen Try-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 reservations 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

Programming Performance Measures & Improvement

Communication and maintaining contact with participants and users is critical. Participation surveys and in-house staff evaluations are completed for each program. They are tracked and utilized to improve programs and assist in individual program evaluation.

THE DIRECTION OF RECREATIONAL PROGRAMMING

Guidelines for Recreation Programming

The Goshen Parks and Recreation Department continually improves to meet the sports, recreational and leisure needs of individuals, families and groups. The following statements are to be used as guidelines:

- Every park user has the right and equal opportunity to pursue recreation and leisure in a manner that relates to their individual needs to fulfill a leisure lifestyle.
- 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 recreation and leisure experience.
- The Parks and Recreation Department should provide programs that appeal to a full spectrum of potential park users at affordable costs.
- Sports, recreation and leisure programs should afford every park user a quality environment that is safe, accessible, affordable 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.

IDENTIFICATION OF NEEDS / MARKET RESEARCH

Identify the recreational/special event needs of the citizens of the Goshen Community.

Goal 1: To develop methods of obtaining client input for programs, leagues, classes and special events.

- a. Create and utilize advisory boards when needed.
- b. Consult youth groups for teenage needs assessment.
- c. Conduct personal random interviews of participants.
- d. Conduct a written report on summer, spring, fall and winter programs to assess their effectiveness.
- e. Utilize program evaluations to determine other program needs.
- f. Establish a universal needs assessment template.
 - Collect information and obtain samples from other Park Depts.
- g. Contact Neighborhood Associations to obtain meeting schedules and attend meetings for public input and provide park updates.

Goal 2: To catalog user input for easy retrieval.

- a. Maintain client information data base for all programs and activities.
- b. Maintain separate files for each program, leagues, classes and special event.

PROGRAMMING

Enhance the quality of life for all citizens of Goshen through the provision of public recreation services.

Goal 1: To develop a comprehensive recreational program for people of all ages regardless of ability.

- a. Development of community focused programs.
 - Expand programs, traveling park programs, activities and outreach at community & neighborhood parks in Goshen.
 - Continue to partner with city departments, schools and non-profit organizations to coordinate instructional and informative issues deferential in the development of children in our area.
 - Continue research and identify specific programs for special groups: pre-school age, seniors, family and gender participants.
- b. Development of family-oriented recreational programs.
 - Create programs centered around families with children 14 year olds and younger.
 - Continue to develop activities and programs for our toddler community, building the relationship between parent and child.
 - Continue to expand family oriented special events and programs.
- c. Development of program opportunities for seniors.
 - Continue to develop activities and programs in partnership with Greencroft and other senior living residents.
 - Continue senior fitness programs which achieve active participation.

- d. Development of program opportunities for women.
 - Establish maternity and/or new mother's programs.
 - Social activities with other women (i.e. Wine & Canvas, etc.).
 - Ballroom dance class programs both for adults, spouses & partners.
- e. Development of program opportunities for teenagers.
 - Develop BMX Track / Mountain Bike Trail facility.
 - Create new relationships with local youth and from committees to develop future teen activities.
 - Provide more programs for teenagers.
 - Develop team boot camps / mini competitions.
- f. Development of programs to promote a healthy community.
 - Continue to partner with I.U. Health Goshen and Goshen College to promote healthy community programs.
 - Develop parent and youth team boot camps with outside providers.
 - Continue to expand fitness programs in an effort to reduce obesity and promote healthily lifestyle both for youth and adults.
 - Continue partnerships to offer long distance bike rides as well as walks/runs on Maple City Greenway.
 - Develop teen and adult triathlon.
- g. Development of cultural programs.
 - Continue development of art educational and instructional programs.
 - Continue to expand music and fine art related programs and events.
 - Improve current relationships with Goshen/Elkhart County Youth Services on development of teen activities for our community.
 - Increase opportunities for development of theatrical instruction and involvement for the youth in our community during the summer season.
 - Develop Spanish as a second language classes.
 - Develop English as a second language classes.
- h. Development of special events.
 - Continue to develop special event programs focusing around school breaks and holidays such as Valentine's Day, Christmas, Mothers Day etc.
 - Establish a cooperative marketing plan to obtain the best approach in promoting and advertising ongoing and new special events.
 - Continue researching growth opportunities for special events.
 - Continue to develop sponsorship packages and make available to local businesses for financial support to increase the development of special events.
 - Continue to contact sponsors each fall to secure sponsorship for the upcoming year.
 - Develop teen and adult triathlon.
 - Develop program plan for BMX and Mountain Bike Trails proposed facility.

Goal 2: To be future-oriented, planned and prepared to meet the changing needs and wants of citizens.

- a. Conduct research on programming trends, utilize IPRA resources.
- b. Review program evaluations to meet changing needs.
 - Gather suggestions for proposed programs from the community,
 - Assess community needs.

Goal 3: To design pricing strategies for each program.

- a. Determine long term program goals that need funding.
 - Explore long term contributors for each program.
- b. Prepare income/expense projection before each program.
- c. Conduct income/expense report after each program.
- d. Determine instructor pay and value of program.

Goal 4: To improve the efficiency and effectiveness of program operations.

- a. Continue to develop and maintain information for community events.
 - Contact community event coordinators for dates of local events to avoid conflict with Park event dates.
 - Continue to develop e-mail database for easy contact with participants.
 - Develop easy submission process for participants.
 - Create link on Park Dept. website for an easily accessible park calendar.

- b. Develop and maintain a recreation program checklist with calendar.
 - Gather dates and accomplishments with detail “to do’s”.
- c. Continue preparation of written plan, goals and budget for each program. Review and update within two weeks of completion of each program.
- d. Continue to develop and provide program schedules, milestones and deadlines to staff.
- e. Continue to conduct staff meetings for program planning.
- f. Expand Rec-Trac system for programs.
 - Initiate on-line registration of programs.
 - Acquire software at Administration Office to better expedite and track registrations.
- g. Evaluate citizen needs assessments.
- h. Utilize program evaluation results for improvements.
 - Continue to track participant numbers for each program session.

STAFF

Employ skilled staff and provide an environment fostering personal and professional growth.

Goal 1: To prepare employees for job duties.

- a. Continue to conduct an in-service training for new staff and volunteers.
- b. Create an employee and volunteer manual.
- c. Continue to support continuing education to further training and increase skills.

Goal 2: To maintain effective staffing levels.

- a. Continue to review areas of growth/decline and consider re-organization of staff as vacancies occur.
- b. Continue to review staff levels and adjust staffing as services and programs are changed.
- c. To develop and manage a volunteer program.
- d. Continue to actively recruit volunteers for recreational programs on a continual basis.
- e. Continue to implement annual Park Board approval of contracts for all entertainment, programming, etc.

Goal 3: To increase staff motivation.

- a. Implement an employee / volunteer recognition system.
- b. Continue to provide employees with uniforms displaying park logo.
- c. Implement employee appreciation days.

COMMUNICATION

Maintain effective communication (verbal, written, graphic) with public, frontline staff, stakeholders and participants.

Goal 1: Maintain effective internal communication.

- a. Incorporate the department mission statement and values into staff communication.
- b. Conduct staff meetings at the conclusion of each program.

Goal 2: Establish effective lines of communication with participants.

- a. Place a comment/concern box at each program and Park Administration Office for quick response.
- b. Continue recreation staff on site for all programs/special events/adjust recreation hours accordingly.
- c. Continue to utilize phone answering system and web site for program announcements, daily updates and cancellations.

Goal 3: Increase community communication and awareness of department, programs, facilities and services.

- a. Continue to utilize park website and Facebook for posting program and facility information.
- b. Continue to utilize mass e-mail for distribution of program information.
- c. Continue to provide access to program evaluations to be completed online.
- d. Continue distribution of flyers through Goshen Community Schools.
- e. Continue newspaper ads and feature stories.
- f. Find new avenues for dissemination of information to increase participation levels in programs.

FINANCIAL

Maintain adequate funding and explore additional options other than general funds to maintain and expand programs.

Goal 1: To determine short/long term financial needs of programs.

- a. Develop budget sheets for each program.
- b. Continue to determine future facility and supply needs of programs.
- c. Continue to determine future staffing needs of programs.
- d. Continue to develop annual budget for Park Recreation.

Goal 2: To strategically utilize funds.

- a. Track program income and expenses with budget sheets.
 - Continue to conduct financial analysis of each program within two (2) weeks of close.
 - Continue to obtain frequent updates on budget status and check against current records.
- b. Expand Rec-Trac system for budget planning and analysis.

Goal 3: To obtain financial assistance from sponsorships and grant opportunities.

- a. Continue to determine promotional/advertising costs for sponsorships.
 - Continue to create a multiple choice sponsorship package for businesses.
- b. Continue to obtain current updated list of businesses from the Chamber of Commerce.
- c. Continue to actively recruit potential sponsorships throughout the year.
- d. Continue to actively seek grant opportunities for new and existing programs.

PARTNERSHIPS / RESOURCES

Recruit a diverse group of organizations, individuals, or service providers as partners to provide access to resources, venues and markets to assist in the provision of recreation/special event opportunities.

Goal 1: To maintain a good standing with current partnerships.

- a. Continue to build on our relationship with Goshen College, Goshen Community Schools, Historical Society, Arts League, Community Theatre, Goshen Youth Services and I.U. Health Goshen Center.
- b. Build on our relationship with Senior Center.

Goal 2: To create new partnerships for the maximization of resources.

- a. Expand partnership with Senior Center, public & private schools and non-profit organizations and public/private business sector.
- b. Increase partnerships for all programs
 - Create group enrollment for organizations per their interests.

MARKETING

Increase awareness of the benefits and opportunities of parks and recreation in our community.

Goal 1: To develop a comprehensive marketing plan to promote Park Department services and activities.

- a. Conduct research on innovative marketing techniques
- b. Develop written marketing plans for each program, leagues, classes and special event.
- c. Coordinate with local media opportunities for updates on Park Department recreation opportunities.
 - Television, radio and newspapers (weekly appearances, visits, articles, etc.)

THE DIRECTION OF SPORTS PROGRAMMING

Guidelines for Sports Programming

The Goshen Parks and Recreation Department continually improves to meet the sports, recreational and leisure needs of individuals, families and groups. The following statements are to be used as guidelines:

- Every park user has an equal opportunity to pursue recreation and leisure in a manner that relates to their individual needs to fulfill a leisure lifestyle.
- 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 recreation and leisure experience.
- The Parks and Recreation Department should provide programs that appeal to a full spectrum of potential park users at affordable costs.
- Sports, recreation and leisure programs should afford every park user a quality environment that is safe, accessible, affordable 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.

IDENTIFY NEEDS/MARKET RESEARCH

Identify the recreation/sport needs of the citizens of the Goshen community.

Goal 1: To develop methods of obtaining client input for sports programs.

- a. Create and utilize advisory boards when needed.
- b. Hold public meetings on popular issues.
- c. Consult youth groups for teenage needs assessment.
- d. Conduct personal random interviews of participants.
- e. Utilize program evaluations to determine other program needs.
- f. Conduct e-mail and direct mailing surveys utilizing Park Dept. data base.
- h. Establish a universal needs assessment template.
 - Collect information and obtain samples from other Park Depts.

Goal 2: To catalog client input for easy retrieval.

- a. Maintain client information data base for all programs and activities.
- b. Maintain separate files for each program and special event.
- c. Conduct a written report for summer, spring, fall and winter programs

Goal 3: To develop a comprehensive marketing plan to promote Park Department sports programs and events.

- a. Conduct research on innovative marketing techniques.
- b. Develop marketing plans for each sports program or event. Conduct annual review of each plan.

PROGRAMMING

Enhance the quality of life for all citizens of Goshen through the provision of public recreation services.

Goal 1: To develop a comprehensive sports program for people of all ages regardless of ability.

- a. Development of community focused sports programs.
 - Expand sports programs and events at community & neighborhood parks in the Goshen area.
 - Establish a traveling sports program for community outreach.
 - Research and identify specific sports programs for special groups: pre-school age, seniors, family and gender participants.
 - Complete a master facility schedule for all sports programs/events.
 - Track participant numbers for each program session; adjust programs to the demand of the citizens.
 - Evaluate citizen needs assessments, adjust programs to demand.

- b. Development of sporting events.
 - Develop and maintain a sporting event checklist with calendar.
 - Establish a cooperative marketing plan to obtain the best approach in promoting and advertising ongoing and new sporting events.
 - Continue researching growth opportunities for sporting events.
 - Develop sponsorship packages and make available to local businesses for financial support to increase the development of sporting events.
 - Contact sponsors each fall to secure sponsorship for the upcoming year.
- c. Develop family oriented athletic programs.
 - Create a Family Night program with a minimum of 50 families.
 - Market open gym session to families.
 - Develop table tennis at Schrock Pavilion (2) nights a week.
 - Develop outdoor and indoor year round tot programs.
- d. To improve and expand youth soccer league and programs.
- e. Development of sports opportunities for teenagers.
 - Establish a 3 on 3 soccer league for ages 15-17 and 18 and up.
 - Create a flag football league for 13 years and older.
 - Create an outdoor wiffle ball league.
 - Develop week night table tennis at Schrock Pavilion.
- f. Expansion of adult sports programs.
 - Establish an adult women's softball league with a minimum of 10 teams.
 - Establish co-ed softball league.
 - Create an adult flag football league.
 - Create a summer dodge ball league and or host tournaments with a minimum of 10 teams.
 - Create an indoor wiffle ball league.
- g. Development and growth of softball program.
 - Continue to maintain a softball facility reservation system for traveling teams, coordinate with each team's desired date of play.
- h. Expansion of sports programs and opportunities.
 - Organize teen skateboarder's advisory group to assist in the layout of the new ramps.
 - Feasibility study to implement a fee to enter the skate park.
 - Establish partnerships for youth sport opportunities.
 - Create sport equipment packages for shelter rentals.

Goal 2: To be future-oriented, planned and prepared to meet the changing needs and wants of citizens.

- a. Conduct research on recreation and programming trends.
- b. Review program evaluations to meet changing needs.
- c. Explore online registration methods.
- d. Continue to provide league standing on the Park Department website.

Goal 3: To design pricing strategies for each program.

- a. Determine long term program goals that need funding.
- b. Conduct income/expense report before each program.
- c. Analysis cost and value of each program.
- d. Research grant opportunities for programs and special events support and operation.

Goal 4: To improve the efficiency and effectiveness of sport program operations.

- a. Develop and maintain an annual calendar of sports programs/events.
- b. Develop and maintain sports program checklist with calendar.
- c. Prepare written plan, goals and budget for each sports program or event. Review within two weeks of completion.
- d. Develop/provide program schedules, milestones and deadlines to staff.
- e. Conduct staff meetings for program planning.
- f. Expand Rec-Ware system for sports programs.
 - Initiate on-line registration for programs.
- g. Track participant numbers for each program session.
- h. Evaluate citizen needs assessments.
 - Utilize program evaluation results for improvements.

STAFF

Employ skilled staff and provide staff an environment fostering personal and professional growth.

Goal 1: To prepare employees for job duties.

- a. Conduct an in-service training for new staff, volunteers and coaches.
- b. Create an employee, coaches and volunteer manual.
- c. Support continuing education to further training and increase skills.
- d. Conduct a mandatory coach's clinic.
- e. Conduct a more involved referee clinic.
- f. Conduct a volunteer training program; secure the assistance of the college coaches and/or School Corporation.
- g. Document the volunteer program – safety checks / who–when–what.
- h. Develop internship program with Goshen College and Goshen High School for opportunities in sports and fitness

Goal 2: To maintain effective staffing levels.

- a. Review areas of growth/decline and consider re-organization of staff as changes occur.
- b. Review staff levels and adjust staffing as services and programs are changed.
- c. To develop and manage a volunteer program.
 - To actively recruit volunteers and coaches for sports programs on a continual basis.
- d. Implement annual Park Board approval of contracts for all regular scorekeepers, events, tournaments, etc.

Goal 3: To increase staff motivation.

- a. Implement an employee / volunteer recognition system.
- b. Provide employees with park logo apparel.

COMMUNICATION

Maintain effective communication (verbal, written, graphic) with public, frontline staff, stakeholders and participants.

Goal 1: Maintain effective internal communication.

- a. Incorporate the department mission statement and values into staff communication.
- b. Create a personnel evaluation form.
- c. Conduct staff meetings at the conclusion of each program.
- d. Coordinate annual/seasonal maintenance inspections of facilities with maintenance staff.

Goal 2: Establish new lines of communication with participants.

- a. Place a comment/concern box at each program and at Park Administration Office for quick response.
- b. Utilize Park Department website for posting league standings.
- c. Allot space on registration forms for participant e-mail addresses.
- d. Utilize Park Department website to receive participant input.
- e. Utilize phone answering system and web site for program announcements, daily updates and cancellations.

Goal 3: Increase community communication and awareness of department, programs, facilities and services.

- a. Utilize park website for posting program and facility information.
- b. Utilize mass e-mail for distribution of program information.
- c. Provide access to program enrollments and evaluations to be completed online.

FINANCIAL

Maintain adequate funding and explore additional options other than general funds to maintain and expand sports programs.

Goal 1: To determine short/long term financial needs of programs.

- a. Review budget sheets from sports programs and events.
- b. Determine future facility and equipment needs of sports programs.
- c. Determine future staffing needs of programs and events.
- d. Prepare annual budget for Sports Division.

Goal 2: To strategically utilize funds.

- a. Track program income and expenses with budget sheets.
- b. Obtain frequent updates on budget status and check against current records.
- c. Conduct financial analysis of each program within two (2) weeks of close.
- d. Expand Rec-Ware system for budget planning and analysis.

Goal 3: To obtain financial assistance.

- a. Create a multiple choice sponsorship package for businesses.
- b. Determine promotional/advertising costs for sponsorships.
- c. Coordinate and oversee concessionaires.
- d. Maintain current updated list of businesses from the Chamber of Commerce.
- e. Actively recruit potential sponsorships throughout the year.
- f. Actively seek grant opportunities for new and existing programs and events.

PARTNERSHIPS / RESOURCES

Recruit a diverse group of organizations, individuals, or service providers as partners to provide access to resources, venues and markets to assist in the provision of recreation/sport opportunities.

Goal 1: To maintain a good standing with current partnerships.

- a. Continue open communications with community partners – Goshen Schools, Goshen College, I.U. Health Goshen, etc.
- b. Expand partnership with Goshen Public Schools to include year round use of facilities to expand sports programming.

Goal 2: To create new partnerships for the maximization of resources.

- a. Expand youth soccer leagues to year round in partnership with the schools for facilities.
- b. Develop advisory group for the planning and construction of a BMX track with existing skateboard ramps. Seek funding from organizations.
- c. Expand relationship with traveling softball teams to partner on large scale tournaments.
- d. Seek needed facilities through partnership/community assessment of possible facilities.
- e. Increase opportunities for partnerships for every program.

PARK FACILITIES

Expand park facilities through construction and renovation of existing and future facilities for sport and athletics use.

Goal 1: Development and growth of softball program.

- a. Expand the number of softball fields in the system.
 - Restructure Roger's baseball fields into softball field to provide growth for softball league (verify high school has other source for baseball needs before implementing).
 - Consider any possible partnership with the little league field behind Pringle Park.
- b. Build new dugouts on all four fields as needed.
- c. Create new facility signage as needed.
- d. Install fence rail covers for all sport fields.
- e. Replace or repair lights on all four fields.
- f. Install irrigation on diamonds and sports fields.

Goal 2: Development of a community sports complex.

- a. Investigate feasibility for the development of a community sports complex.
 - Conduct needs analysis.
 - Coordinate community support and involvement.
 - Determine needs for softball, baseball, soccer and other outdoor sports.
- b. Construction of a multi-use community sports complex
 - Locate funding sources to construct the facility
 - Consider site locations
 - Assist in the design of facility

Goal 3: Development of an outdoor BMX track.

- a. Conduct needs analysis.
- b. Coordinate community support and involvement.
- c. Determine feasibility of location next to the existing outdoor skateboard park.
- d. Locate funding sources to construct the facility.
- e. Assist in the design/construction of the facility.

THE DIRECTION OF PARK MAINTENANCE

Parks are known to be the front door to many communities and it is this first impression to visitors that is critical. The image of the City of Goshen and the Goshen Parks and Recreation Department to visitors and residents is a result of how well its parks and facilities are maintained. The development of a well-managed, properly trained staff with appropriate equipment is indispensable for any park department to maintain attractive, high-visible park sites and facilities. The maintenance of parks is a continuous 12 month process of activities. There are many tasks that are required on an annual and seasonal basis in order to maintain the parks and facilities in good condition.

Park maintenance is a service targeted at efficiently and effectively maintaining park sites and facilities in our community, which allows optimum use by the public.

- To provide an opportunity for the best conceivable recreation experience for users.
- To protect the natural and man-made resources of our parks.
- To enhance parks by incorporating innovative and the safest means to maintain the environmental integrity of the site.
- Identify, define and implement "Green Way" to the future specific to Park Maintenance.
- To increase the level maintenance of parks sites in order to preserve and improve their aesthetics and usability for area residents.
- Support and reinforce the goals of the other divisions within our department.

Park Maintenance Goals:

Dedicated to the maintenance and management of park sites and facilities, striving to protect and preserve the natural resources while enhancing recreation opportunities in our community.

Goal 1: Park and recreation areas and facilities should have a clean, orderly appearance at all times and maintained to create a healthful and safe environment.

- a. Follow established maintenance standards for daily tasks.
- b. Conduct daily regular inspections to perform preventative maintenance to get optimum life from facilities and equipment.
 - Repair or replace damage facilities and equipment as quickly as possible.
- c. Implement computerized maintenance management program.
- d. Install security cameras throughout parks as needed.
- e. Identify, define and implement "Green Way" to the future specific to Park Maintenance.
- f. Conduct time study for regular tasks and compare to staff needs.

Goal 2: Develop and maintain a comprehensive maintenance manual to provide a systematic approach to accomplish maintenance tasks, justify budget requests, and serve as a communication tool.

- a. Centralize all maintenance files, manuals, maps etc. implement imaging.
 - Develop base maps of each park site with site utility information.
 - Maintain catalog of park amenities standards - picnic table, benches, grills, trash receptacles, bike racks etc.
 - Review and update annually.
- b. Organize safety manuals for OSHA requirements.
 - Maintain with quarterly updates.
- c. Continue to maintain a parts and supplies control system.

- d. Continue to maintain opening and closing instruction manual for all seasons with calendar.
- e. Continue to maintain annual calendar for site maintenance operations.

Goal 3: Develop and maintain a 10-year preventative maintenance program for park sites, facilities, equipment and vehicles.

- a. Update 10-year programs annually.
- b. Conduct routine sign inventory, identify needs.

STAFF:

Maintain effective communication (verbal, written, graphic) with maintenance staff.

Goal 1: To prepare employees for job duties.

- a. Develop an in-service training manual.
 - Conduct an in-service training for new staff and volunteers.
- b. Create an employee and volunteer manual.
 - Review and update annually.
- c. Support continuing education to further training and increase skills.
 - Utilize IPRA resources and updates

Goal 2: To maintain effective staffing levels.

- a. Review growth/decline of park sites and facilities and consider impact of staff as changes occur.
 - Review staff levels and adjust staffing as services and programs are changed.
- b. To develop and manage a volunteer program.
 - Identify needs and tasks on an annual calendar.
- c. To actively recruit volunteers for natural resource programs on a continual basis.
- d. Develop internship program
 - Identify tasks that can be addressed with interns.
 - Coordinate with schools/colleges to recruit interns.

Goal 3: To increase staff motivation.

- a. Implement an employee / volunteer recognition system.
- b. Provide employees with park logo apparel.

COMMUNICATION:

Maintain adequate funding and explore additional options other than general funds to maintain park sites and facilities.

Goal 1: Maintain effective internal communication.

- a. Incorporate the department mission statement and values into staff communication.
- b. Conduct staff meetings at conclusions of each program
 - Keep front staff informed about upcoming programs and events.

FINANCIAL:

Maintain adequate funding and explore additional options other than general funds to maintain park sites and facilities.

Goal 1: To determine short/long term financial needs of park maintenance.

- a. Maintain capital improvement plan
 - Update annually.
- b. Maintain 10-year preventative maintenance plan
 - Update annually.
- c. Determine future facility and supply needs of park maintenance.
- d. Determine future staffing needs of park maintenance.
- e. Develop annual budget for Park Maintenance Division.

Goal 2: To strategically utilize funds.

- a. Continue computerized tracking of maintenance expenses with budget sheets.
- b. Obtain frequent updates on budget status and check against current records.
 - Cost analysis of park improvement projects.
 - Cost analysis of equipment and vehicles.
 - Cost analysis of maintenance contracts.

Annual Maintenance Plan

Each year Park Maintenance Staff tends to almost 450 acres in 27 parks. Annually Park Maintenance Staff handles:

- ♦ Mow (120) acres per week during mowing season about (28) turns.
- ♦ Snow removal on bike paths and safe routes to school (14) miles per snow event.
- ♦ Winterize and start-up (12) irrigation systems.
- ♦ Winterize and start-up (12) facilities.
- ♦ Store and recondition picnic tables.

The following plan is intended to explain the yearly tasks the Maintenance faces in order to provide the Goshen Community with a quality park system. The following tasks are listed by the month.

JANUARY:

Staff: 5 fulltime maintenance people are currently used.

- Clean and maintain open restrooms
- Clean and maintain rental facilities
- Clean and maintain all other park facilities
- Pickup and remove trash as needed
- Repair, refurbish and paint park signs in the carpenter shop
- Repair, paint and construct new picnic tables
- Weekly park inspections, lighting, parking, playgrounds and structures
- Maintain Abshire Park's sledding hill and ski trails
- Remove snow on trails, parking lots, and sidewalks as assigned.
- Repair and paint interiors as assigned
- Repair and paint equipment as needed
- Inventory/order material and equipment for ball diamonds
- Building repair or remodeling projects

FEBRUARY:

Staff: 5 fulltime maintenance people are currently used.

- Clean and maintain open restrooms
- Clean and maintain rental facilities
- Clean and maintain all other park facilities
- Pickup and remove trash as needed
- Repair, refurbish and paint park signs in the carpenter shop
- Repair and paint park benches and bleachers
- Repair and paint trash barrels
- Weekly park inspections, lighting, parking, playgrounds and structures
- Maintain Abshire Park's sledding hill and ski trails
- Remove snow on trails, parking lots, and sidewalks as assigned.
- Repair and paint interiors as assigned
- Repair and paint equipment as needed
- Prune trees, trim shrubs and cut brush
- Building repair or remodeling projects

MARCH:

Staff: 5 fulltime maintenance people are currently used.

- Clean and maintain open restrooms
- Clean and maintain rental facilities
- Clean and maintain all other park facilities
- Pickup and remove trash as needed
- Repair, refurbish and paint park signs in the carpenter shop
- Repair and paint park benches and bleachers
- Repair, refurbish, or build new bird houses
- Inspect all trail for trash, downed limbs and damaged signs
- Weekly park inspections, lighting, parking, playgrounds and structures
- Clean, Repair and Store winter equipment
- Distribute picnic tables to all park locations
- Distribute trash barrels to all park locations
- Prune trees, trim shrubs and cut brush on trails
- Prairie grass burn
- Building repair or remodeling projects

APRIL:

Staff: 5 fulltime maintenance people are currently used. 4 Summer Staff will be required for mowing.

- (3) part time summer Staff to clean and open restrooms/trash removal/clean and maintain rental facilities
- First week of April (1 and ½ weekend staff) weekend coverage for 3:00 pm – 11:00 am. close parks and trails, clean and handle check out for facility usage
- General cleaning, trash removal and maintenance of all parks and facilities
- Open all parks and facilities by April 15, turn water on with water systems, Rogers, Pringle, Kiwanis Pavilion, Walnut Pavilion, Oakridge Pavilion, Headgate's Pavilion, Hay Pavilion, Mill Street Pavilion and Rieth Park Pavilion.
- Activate ground irrigation systems/perform necessary repairs
- Prepare all ball diamonds and buildings
- Install mowing decks and perform checklist on all summer equipment
- Clean, paint as needed and open Shanklin Pool Facility
- Begin seven day a week park coverage
- Install goose fountain at the Goshen Library
- Safety training for mowing and summer staff
- Clean and remove debris in all parks before first mowing turn (work release)
- Clean all trails as needed (work release)
- Add playground surface if needed
- Install sand volleyball nets (Rogers & Pringle)
- Building repair or remodeling projects
- Landscape projects

MAY:

Staff (5) fulltime maintenance staff (6) Summer Staff required May 1. Summer staff will perform evening and weekend coverage.

Staffing 6:00 a.m. – 12:00 p.m., 7 days per week.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Pick up and remove trash in all parks daily
- Check and maintain pool daily
- Mow and trim all parks and common areas weekly or as needed
- Mow and trim ball diamonds #1, #2, #3 and Rogers (2 times per week)
- Grade and maintain infields before each game
- Spray weed control where necessary (ball fencing, post, trail edges & etc.)
- Aerate sports fields (Pringle Park)
- Fertilize all ball fields and sports fields
- Clean flower beds and plant flowers (annuals)
- Building repair or remodeling projects
- Landscape projects

JUNE:

Staff (5) fulltime maintenance staff (6) Summer Staff required in June. Summer staff will perform evening and weekend coverage. 7:00 a.m. – 11:00 p.m., 7 days per week.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Pick up and remove trash in all parks daily
- Check and maintain pool daily
- Mow and trim all park weekly or as needed
- Mow and trim ball diamonds #1, #2, #3 and Rogers (three times per week)
- Grade and maintain infields before each game
- Irrigate ball diamonds and sports fields as necessary
- Paint building exteriors as needed
- Water new plantings, trees etc
- Building repair or remodeling projects
- Landscape projects

JULY:

Staff (5) fulltime maintenance staff (6) Summer Staff required in July. Summer staff will perform evening and weekend coverage. 6:00 a.m. – 12:00 p.m., 7 days per week.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Pick up and remove trash in all parks daily
- Check and maintain pool daily
- Mow and trim all park weekly or as needed
- Mow and trim ball diamonds #1, #2, #3 and Rogers (three times per week)
- Grade and maintain infields before each game
- Irrigate ball diamonds and sports fields as necessary
- Paint building exteriors as needed
- Water new plantings, trees etc
- Overseed sports fields
- Building repair or remodeling projects
- Landscape projects

AUGUST:

Staff (5) fulltime maintenance staff (6) Summer Staff required in August. Summer staff will perform evening and weekend coverage. 6:00 a.m. – 12:00 p.m., 7 days per week.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Collect and remove trash in all parks daily
- Check and maintain pool daily
- Mow and trim all park weekly or as needed
- Mow and trim ball diamonds #1, #2, #3 and Rogers (three times per week)
- Grade and maintain infields before each game
- Irrigate ball diamonds and sports fields as necessary
- Paint building exteriors as needed
- Water new plantings, trees etc
- Building repair or remodeling projects
- Landscape projects

SEPTEMBER:

Staff (5) fulltime maintenance staff (2) Summer Staff required in September. Summer staff will perform evening and weekend coverage. 6:00 a.m. – 12:00 p.m., 7 days per week.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Collect and remove trash in all parks daily
- Shut down pool
- Mow and trim all parks as needed
- Mow and trim all park weekly or as needed
- Mow and trim ball diamonds #1, #2, #3 and Rogers (3 times per week)
- Grade and maintain infields before each game
- Irrigate ball diamonds and sports fields as necessary
- Paint building exteriors as needed
- Aerate and overseed sports fields
- Building repair or remodeling projects

OCTOBER:

Staff (5) fulltime maintenance staff - 7:00 a.m. – 3:30 p.m.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Collect and remove trash in all parks daily
- Prepare facilities for winter
- Check, clean and change furnace filters
- Shut down irrigation systems and blow out lines
- Remove goose fountain
- Shut down and winterize all drinking fountains
- Mow parks and ball diamonds as needed
- Remove sand lot volleyball nets and basketball nets
- Paint building interior
- Building repair or remodeling projects
- Landscape projects

NOVEMBER:

Staff (5) fulltime maintenance staff 7:00 a.m. – 3:30 p.m.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Collect and remove trash in all parks daily
- Clean and repair summer equipment for winter storage
- Install winter snow removal equipment
- Inspect tubing hill and cabin for winter activities
- Retrieve picnic table and trash receptacles
- Paint building interior
- Building repair and remodeling projects

DECEMBER:

Staff (5) fulltime maintenance staff 7:00 a.m. – 3:30 p.m.

- Open, Clean and Maintain all restroom facilities
- Clean and maintain rental facilities
- Clean and Maintain all other park facilities
- Collect and remove trash in all parks daily
- Remove snow on trails, parking lots and sidewalks.
- Repair, build new and paint picnic tables
- Repair and paint equipment
- Paint building interior
- Building repair and remodeling projects

URBAN FORESTRY DIVISION

The Goshen Tree Board and the Parks Department combined their energy to create the Urban Forestry Division, knowing that the future of the city depends to an unknowable degree on how “green” it can become, and how rapidly this can be accomplished. The City Forester, a full-time position under the Parks Department jurisdiction provides for a healthy Urban Forest in Goshen. In addition, the Forester creates funding opportunities, for those residents who might not have the resources to purchase and plant trees, through grants. The Urban Forestry Division is dedicated to bettering our environment and ensuring sustainability through planting trees. Parks are poised in an especially unique way to lead our communities in “green” ways to the future. We know that the particular and peculiar ecologies of our cities and towns are fundamental to quality of life.

Urban Forestry programs:

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

The natural resources of the Goshen Parks and Recreation Department have been growing steadily since the establishment of the Dr. R. Beachy Classified Forest, development of prairie grass and wildflower areas at Abshire Park and the construction of the Rieth Interpretive Center, a facility dedicated to nature education. The need to conserve natural resources in order to provide passive recreational and educational opportunities while enhancing the quality of life for the residents of Goshen is a top priority of the Parks Department.

To address that priority, the Parks Department will:

- Promote and preserve local biological diversity
- Conserve and maintain healthy natural habitats
- Coordinate management of natural areas and restoration with volunteer opportunities

The Direction of Urban Forestry

The Goshen Parks and Recreation Department is dedicated to the preservation, education and management of natural resources in our community. The following statements are to be used as guidelines:

- 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 resources 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:

Dedicated to the acquisition and the preservation of natural resources in our community in order to help protect our environment.

Goal 1: To acquire natural areas and establish preserves.

- a. Identification of natural areas within and around the Goshen community.
 - Prepare map inventory of natural areas.
- b. Develop strategic plan for land acquisition and preservation.
 - Prioritize targeted lands.
 - Develop funding strategies for land acquisition.
 - Seek partnerships.

MANAGEMENT

Dedicated to management and utilization of natural resources where outdoor education and recreation function side-by-side, striving to establish environmental ethics and responsibility to enhance the appreciation of natural resources in our community.

Goal 1: Develop and maintain a comprehensive management manual to provide a systematic approach to accomplish tasks, justify budget requests, and serve as a communication tool.

- a. Development of a Storm Management Plan.
- b. Development of a Wildlife Management Plan.
 - Vegetation protection (beavers, deer, etc.).
 - Fishing Policy.
 - Trapping Policy.
- c. Development of a Classified Forest Maintenance Plan.
 - 5 Year Master Plan.
- d. Development of an Invasive Species Control Plan.
 - Develop program for identification, prevention and removal with annual calendar.

Goal 2: Protect and maintain our natural areas and waters through professional evaluations and management guidelines.

- a. Establish schedule for resource monitoring.
- b. Establish and maintain an inventory of our natural resources.

Goal 3: Identify, define and implement “Greenways to the Future” specific to natural resources.

- a. Prepare list of “green resources”.
- b. Develop plan and timeline to implement “green” methods.

EDUCATION

To provide environmental and educational programming that promotes an awareness, appreciation and utilization of our natural environment and resources for improved quality of life and to meet the ever-changing needs of our residents.

Goal 1: To provide environmental and educational programs to the general public.

- a. Identify issues and develop programs.
- b. Develop adult educational program concerning environment and natural history of community.
 - Develop outreach programs off-site – Greencroft, Goshen Historical Society, etc.
- c. Provide programs, festivals and special events to the general public.
 - Develop special events, i.e. agriculture days, celebration of community history.
 - Create seasonal interactive displays.
- d. Create history book of each park.
- e. Create educational DVDs directly connected to parks and environmental corridor.
 - Develop interactive learning kits.

Goal 2: To provide environmental and educational programs to our schools and their students.

- a. Develop programs for students.
 - Elementary Schools
 - Middle & High School
 - Goshen College
 - Private & home schools.
- b. Develop school outreach program off-site.
 - Help develop outdoor eco-labs at community schools.

URBAN FORESTRY

To grow the urban forest of the City of Goshen, maintain a healthy tree planting, protect the environment through forestry and to promote the enhancement and protection of the aesthetics and the environment of the City of Goshen.

Goal 1: To promote the planting of street trees on public or private lands within the City of Goshen.

- a. Continue, grow and maintain tree nursery.
- b. Establish procedures for planting trees on public right of way property.
 - Annual review and update tree planting brochure.
 - Expand public education
 - 50/50 planting programs
- c. Seek partnerships for tree planting programs.

Goal 2: To promote the proper maintenance of street trees on public or private lands within the City of Goshen.

- a. Develop street tree management plan.
 - Work with City Departments - sidewalk issues
- b. Establish procedures for tree maintenance on public right of way property.
 - Develop tree maintenance brochure.
 - Develop tree pruning/removal guidelines and procedures.
- c. Establish guidelines and brochure for preferred tree stewardship on private land.

Goal 3: To promote urban forestry.

- a. Establish Program Guidelines.
 - Identify and develop guidelines for Tree Steward Award.
 - Continue and maintain guidelines for other recognition programs.
 - Continue and maintain guidelines for memorial trees.
- b. Expand Tree Planning Program
 - Right Tree, Right Place
 - Trail of Hope tree development plan
 - Expansion areas
 - Maintenance Plan
- c. Establish Tree Foundation.
- d. Update Street Tree Ordinance

STAFF

Employ skilled staff and provide an environment fostering personal and professional growth.

Goal 1: To prepare employees for job duties.

- a. Develop an in-service training manual.
 - Conduct an in-service training for new staff and volunteers.
- b. Create an employee and volunteer manual.
- c. Support continuing education to further training and increase skills.

Goal 2: To maintain effective staffing levels.

- a. Review areas of growth/decline and consider re-organization of staff as vacancies occur.
- b. Review staff levels and adjust staffing as services and programs are changed.
- c. To develop and manage a volunteer program.
 - Identify needs and tasks on an annual calendar.
- d. To actively recruit volunteers for natural resource programs on a continual basis.
- e. Develop internship program
 - Identify tasks that can be addressed with interns.
 - Coordinate with schools/colleges to recruit interns.

Goal 3: To increase staff motivation.

- a. Implement an employee / volunteer recognition system.
- b. Provide employees with park logo apparel.

COMMUNICATION

Maintain effective communication (verbal, written, graphic) with public, frontline staff, stakeholders and participants.

Goal 1: Maintain effective internal communication.

- a. Incorporate the department mission statement and values into staff communication.
- b. Conduct staff meetings at the conclusion of each program.

Goal 2: Establish effective lines of communication.

- a. Place a comment/concern box at each program and the Rieth Interpretive Center for quick response.
- b. Allot space on registration forms for participant e-mail addresses.
- c. Natural Resource staff on site for all programs/special events/adjust hours accordingly.
- d. Utilize phone answering system and web site for program announcements, daily updates and cancellations.
- e. Utilize park website to receive participant input.

Goal 3: Increase community communication and awareness of department, programs, facilities and services.

- a. Utilize park website for posting program and facility information.
 - Develop and maintain natural resource "blog" on park website.
- b. Utilize mass e-mail for distribution of program information.

- c. Provide access to program evaluations to be completed online.
- d. Maintain open communications with local organizations and other Parks and Recreation agencies to share ideas and thoughts on program opportunities, for problems and solutions, to minimize duplication of services, and changes in services and trends.
- e. Coordinate with radio, TV, newspapers and other media opportunities for monthly press releases on updates on Park Department recreation opportunities.

FINANCIAL

Maintain adequate funding and explore additional options other than general funds to maintain and expand programs.

Goal 1: To determine short/long term financial needs of programs.

- a. Develop budget sheets for each program.
- b. Determine future facility and supply needs of programs.
- c. Determine future staffing needs of programs.
- d. Develop annual budget for Natural Resources.
- e. Tree removal, planting and trimming
 - City Property
50/50 program
Grant programs
 - Park Property
Grant programs

Goal 2: To strategically utilize funds.

- c. Track program income and expenses with budget sheets.
- d. Conduct financial analysis of each program within two (2) weeks of close.
- e. Obtain frequent updates on budget status and check against current records.

Goal 3: To obtain financial assistance.

- a. Create a multiple choice sponsorship package for businesses.
 - Create Tree Foundation.
- b. Determine promotional/advertising costs for sponsorships.
- c. Obtain annual list of businesses from the Chamber of Commerce.
- d. Actively recruit potential sponsorships throughout the year.
- e. Actively seek grant opportunities for new and existing programs.

PARTNERSHIPS / RESOURCES

Recruit a diverse group of organizations, individuals, or service providers as partners to provide access to resources, venues and markets to assist in the preservation, management and education of natural resources.

Goal 1: To maintain a good standing with current partnerships.

- a. Build on our relationship with Goshen Community Schools and Goshen College.
 - Build on our relationship with the Center for Cancer Care.

Goal 2: To create new partnerships for the maximization of resources.

- a. Expand partnership with organizations and associations.
 - Create partnerships with other local health care providers.
 - Encourage other local health care providers to carry our literature about the ways environmental health equals human health.
- b. Increase partnerships for all programs.
- c. Develop partnerships with the Goshen Community Schools for usage as well as regular field trips.

MARKETING

Increase awareness of the benefits and opportunities of natural resources in our community.

Goal 1: To develop a comprehensive marketing plan to promote natural resources.

- a. Conduct research on innovative marketing techniques
- b. Develop written marketing plans for each program, festival and special event.
- c. Continue a regular editorial in the Goshen News to broadcast Forestry and Natural Resources ideas.

Progress Evaluation 2009-2013

To properly plan for the future, a review of the past achievements must be taken. As a small community, the Goshen Park and Recreation Department has made the following improvements over the past five years.

2009 Accomplishments

Park Administration Office

- ◆ Installed flagpole and lighting
- ◆ Landscaping installed around flagpole (Eagle Scout project)

Abshire Park

- ◆ Completed prairie grass burn
- ◆ Repaired furnace in Cabin

Bakersfield Park

- ◆ Installed playground equipment, swing set, 2 spikas and spinner bowl
- ◆ Installed new parking lot area
- ◆ Installed concrete sidewalks and bench pads
- ◆ Installed safety mats under swings

Burdick Park

- ◆ Installed safety mats under swings

Church Park

- ◆ New playground equipment, removed old swing set, installed new swings and 2 spikas
- ◆ Installed sidewalk borders with bench pads
- ◆ Installed playground safety mulch

Dykstra Park

- ◆ Established "Dr. Donald L. Minter Municipal Tree Nursery"
- ◆ New playground equipment – 2 bay swing set, 2 spinner bowls and a spika
- ◆ Installed playground safety mulch
- ◆ Added sidewalk and bench pads
- ◆ Installed parking lot

Hay Park

- ◆ New Playscapes and playground with safety mulch and concrete border
- ◆ Repaired irrigation lines
- ◆ Installed topsoil and seeded around playground
- ◆ Mulched tree bases

Library Triangle:

- ◆ Installed the newly reconstructed goose fountain

McFarland Park

- ◆ Painted gazebo

Millrace Park

- ◆ Applied topsoil and seeded portion of lawn
- ◆ Repainted entry sign

Millrace Trail

- ◆ Repaired Douglas Street Bridge

Mullet Park

- ◆ Repaired Mullet Park bridge
- ◆ Mulched tree bases

Oakridge Park

- ◆ Installed parking lot
- ◆ Installed water and sewer for new pavilion
- ◆ Landscaped and seeded around new pavilion
- ◆ Repaired basketball court lights

Park Maintenance:

- ◆ Reroof maintenance building

Pumpkinvine Nature Trail

- ◆ Trimmed trees and removed debris from trail and Rock Run Creek
- ◆ Seeded portion of trail where brush was cleared
- ◆ Installed wood bollard at CR 28

Pringle Park

- ◆ Installed irrigation system on soccer and football fields
- ◆ Added playground safety mulch
- ◆ Trimmed trees around walking path
- ◆ Repaired leaking roof on Fidler Pavilion
- ◆ Replaced frost proof hydrant on west soccer field

Rieth Park

- ◆ Replaced vandalized spinner bowls

Rieth Interpretive Center:

- ◆ Installed mop sink in storage room
- ◆ Purchased new chairs
- ◆ Replaced damaged air conditioner unit

Rogers Park

- ◆ Replaced 34 ball diamond light bulbs
- ◆ Removed skateboard park light poles for painting, plan to install new light in 2010
- ◆ Installed new scoreboard on ball diamond

Shanklin Park

- ◆ Installed new lighting at Kiwanis Pavilion and Tommy's Kids Castle
- ◆ Removed parking area in front of Tommy's Kids Castle and replace with grass seeding
- ◆ Removed split rail fencing and installed wooded posts
- ◆ Replaced a portion of old asphalt west of Shanklin Pool with aggregate roadway
- ◆ Installed 20 picnic table pads
- ◆ Repaired ball diamonds lights, 3 on Diamond #1 and 2 on Diamond #2
- ◆ Installed new park and interpretive signage
- ◆ Installed a new scoreboard on Diamond #2
- ◆ Resurfaced trail along Elkhart River, located north end of Shanklin Park and leading to Mullet Bridge
- ◆ Installed night light over restroom storage building / warming room
- ◆ Removed and replaced paved entrance road to just beyond Schrock Pavilion and Shanklin Pool office. Project completed with FEMA funds
- ◆ New sidewalks and curbs at Tommy's Kids Castle to Schrock Pavilion. New parking area completed
- ◆ Installed playground safety surfacing and mats under swings

Shanklin Pool:

- ◆ Replaced mixing valve, shower heads and shower valves in pool shower facility
- ◆ Replaced Shanklin Pool drain grates to meet new federal standards
- ◆ Repaired plumbing in Concession Building

Schrock Pavilion:

- ◆ Repaired chairs
- ◆ Replaced damaged rectangle tables with round tables

Shoup-Parsons Woods Park

- ◆ Repaired and painted overlook boardwalk railing
- ◆ Removed existing deteriorating asphalt trail and replaced with aggregate trail
- ◆ Seeded portions of the disturbed areas with a native grass seed mixture

Walnut Park

- ◆ Seeded around splash pad
- ◆ Repaired basketball court light fixture
- ◆ Updated circuit board at splash pad

Water Tower Park

- ◆ Installed topsoil and overseeded lawn

Winona Interurban Trail

- ◆ Replace damaged signs at Bethany and Waterford Schools locations

2010 Accomplishments

Administration Offices

- ◆ Installed Dropbox payment vault
- ◆ Installed water meter

Abshire Park

- ◆ Replaced fan motor on furnace
- ◆ Repaired wetland weir in prairie grass area
- ◆ Repaired window due to vandalism

Bakersfield Park

- ◆ Installed new park signage

Five Points

- ◆ Installed park bench and pad

Church Park

- ◆ Installed new signage
- ◆ Installed playground safety mulch

Hay Park

- ◆ Replaced irrigation control panel
- ◆ Seeded playground area
- ◆ Added additional plots to Community Garden area

Headgate Parking Lot

- ◆ Constructed new permeable paver parking lot
- ◆ Constructed fishing deck (Eagle Scout project)
- ◆ Seeded lawn area and installed wood parking posts

Library Triangle

- ◆ Installed landscaping at Library with BOW Landscape Budget
- ◆ Installed irrigation system

Park Maintenance Building

- ◆ Insulated and drywall sheeted wall, painted
- ◆ Installed shelving for supplies and paint
- ◆ Constructed 25 new picnic tables
- ◆ Repaired and repainted 20 picnic tables

McFarland Park

- ◆ Added playground safety mulch

Millrace Canal

- ◆ Lowered canal and removed 16 dump truck loads of trash and logs

Millrace Park

- ◆ Crack sealed parking lot and drive

Mill Street Park

- ◆ Cleared a portion of Rock Run Creek in preparation for 2011 trail construction and proposed park area

Oakridge Park

- ◆ Repaired soffit due to vandalism
- ◆ Repaired restroom doors due to vandalism
- ◆ Painted exterior graffiti
- ◆ Installed grill
- ◆ Added playground safety mulch

Pumpkinvine Nature Trail

- ◆ Crack sealed asphalt portion of trail
- ◆ Repaired railing on overlook deck
- ◆ Repaired bridge decking adjacent to Crescent Street
- ◆ Repaired bridge decking near Abshire Cabin

Pringle Park

- ◆ Repaired and seeded soccer fields
- ◆ Replaced 18 irrigation heads due to vandalism
- ◆ Volleyball storage shed burned as a result of arson
- ◆ Replaced 3 light fixtures in Fidler Pavilion due to vandalism
- ◆ Installed playground safety mulch

Rieth Interpretive Center

- ◆ Created permanent display for large picture donation

Rieth Park

- ◆ Removed existing pavilion and constructed new open air pavilion with restrooms
- ◆ Installed splash pad, sidewalks, grill and reseeded lawn areas

Rogers Park

- ◆ Weather sealed bleachers and painted storage building
- ◆ Removed existing dugouts and constructed new dugouts
- ◆ Repaired field fence and installed fence guard
- ◆ Repaired outfield drain near outfield fence
- ◆ Sealed decking on pedestrian bridge

Schrock Pavilion

- ◆ Installed media center

Shanklin Park

- ◆ Installed new fence covers on Diamond #1
- ◆ Elkhart River Pedestrian Bridge decking replaced and repaired
- ◆ Plymouth Trail cracked sealed
- ◆ Installed new water meters in all buildings in preparation for re-piping project planned for 2011
- ◆ Painted small pavilion near river and scorekeeper building
- ◆ Shanklin-Millrace Pedestrian Tunnel under Plymouth Avenue constructed
- ◆ Added new signage to scorekeeper building
- ◆ Updated and repaired all play structures in Tommy's Kids Castle, painted and sealed wood surface, added new safety play mulch

Shanklin Pool

- ◆ Repaired and updated pool exterior lighting
- ◆ Circulation pump on pool heater - rebuilt
- ◆ Repaired pool vacuums
- ◆ Replaced deck signage

Shoup-Parsons Woods

- ◆ Repaired storm damage and removed downed trees

Walnut Park

- ◆ Added playground safety mulch
- ◆ Repaired sewer line due to vandalism
- ◆ Repaired night light due to vandalism

Waterford Education Green

- ◆ Trail construction completed
- ◆ Installed (100) 6x6 wood boundary marker posts

Winona Trail

- ◆ Pruned landscaping and added mulch

2011 Accomplishments

Administration Offices

- ◆ Replaced security system

Dykstra Park

- ◆ Installed new park sign

Hay Park

- ◆ Constructed open air pavilion with restrooms

Headgates Parking Lot

- ◆ Completed landscape project
- ◆ Dedicated "Mike Puro Maple City Greenway Trailhead Plaza"
- ◆ Installed irrigation system
- ◆ Painted exterior siding of restrooms

Park Maintenance

- ◆ Installed new 6 mil greenhouse film
- ◆ Repaired irrigation system and furnace in greenhouse
- ◆ Installed culvert behind shop

McFarland Park

- ◆ Installed new park sign

Millrace Park

- ◆ Created new Wildflower Garden and Rain Garden east of pedestrian tunnel

Mill Street Park

- ◆ Mill Street Park Trail completed
- ◆ Constructed open air pavilion with restrooms

Model School Park

- ◆ Resurfaced tennis courts, installed new fencing, park benches and water fountain

Oakridge Park

- ◆ Installed new park sign

Pumpkinvine Nature Trail

- ◆ Installed crossing guard gates

Winona Trail

- ◆ Installed crossing guard gates

Pringle Park

- ◆ Installed concrete sidewalk border around playground
- ◆ Installed spinner bowl and spikas in playground
- ◆ Installed new park sign
- ◆ Installed (2) benches around playground
- ◆ Installed bike rack pad and racks

Rogers Park

- ◆ Installed 4 pallets of sod on baseball diamond
- ◆ Installed new sign on press box
- ◆ Constructed dugouts on ball diamond
- ◆ Installed new fencing at ball diamond
- ◆ Installed new park sign

Shanklin Park

- ◆ Installed irrigation on Diamond #2
- ◆ Installed new signage in Diamond #1 and 2
- ◆ Installed a new scoreboard on Diamond #1
- ◆ Installed new water mains in park and to all buildings
- ◆ Installed new nets on Diamond #1
- ◆ Installed new outfield safety fence guards on Diamond #2
- ◆ Installed new reserved picnic areas signs

Shanklin Pool

- ◆ Equipment replacement - kick boards, umbrellas, tables, guard stands and chairs
- ◆ Replaced mixing valve, shower heads and shower valves in pool shower facility
- ◆ Updated pool exterior lighting
- ◆ Circulation pump on pool heater - rebuilt

Walnut Park

- ◆ Installed concrete border to playground
- ◆ Installed (2) park benches
- ◆ Installed swings and (2) spinner bowls

Waterford Education Green

- ◆ Installed crossing guard gates

Water Tower Park

- ◆ Installed new park sign

2012 Accomplishments

Bakersfield Park

- ◆ Installed playground safety mulch and mats

Burdick Park

- ◆ Installed limestone parking lot
- ◆ Installed playground safety mulch and mats

Hay Park

- ◆ Installed new park sign
- ◆ Installed water hydrants for community gardens
- ◆ Installed playground safety mulch and mats

Lafayette Triangle

- ◆ Repaired planter damage by car

Mill Race Park

- ◆ Installed a safety mirror on pedestrian tunnel wall

Mill Street Park

- ◆ Purchased nature playground equipment for park development 2013-14

Model School Park

- ◆ Installed new net winding winches

Park Maintenance

- ◆ Install new exterior film on greenhouse
- ◆ Install new irrigation in greenhouse
- ◆ Constructed growing tables for greenhouse
- ◆ Constructed (30) new picnic tables

Pringle Park

- ◆ Removed old play equipment to prepare for new equipment to be installed in 2013
- ◆ Installed new drinking fountain on Fidler Pavilion wall
- ◆ Fire / smoke damage from arson fire repaired
- ◆ Football league installed new goal posts on north field
- ◆ Installed new park sign

Rieth Interpretive Center

- ◆ Constructed new display case
- ◆ Maintenance staff constructed a new hanging display
- ◆ Installed fire ceiling in storage room and furnace room
- ◆ Install new steps to furnace room

Shanklin Park

- ◆ Installed new nets on Diamonds #1 & 2
- ◆ Tommy's Kid Castle - power washed and stained playground, installed playground safety mulch, replaced tire swing universal joint, replaced all swing swivels
- ◆ Installed new partitions in Kiwanis Restroom

Shanklin Pool

- ◆ Installed epoxy floor in pool shower building
- ◆ Installed new restroom partitions in shower rooms
- ◆ Installed ADA ramps to shower rooms
- ◆ Installed epoxy floor in concession building
- ◆ Moved railing to accommodate ADA requirements
- ◆ Installed baby changing stations
- ◆ Purchased ADA lift chair for pool

2013 Accomplishments

Administrative office

- ◆ Replace light ballast.
- ◆ Install work stations (Mica Shop).
- ◆ Install additional electrical outlets.
- ◆ Install Knox box.

Shanklin Park

- ◆ Installed new insect screens on Diamonds # 1 and 2 buildings.
- ◆ Installed water fountain in pond.
- ◆ Installed wire cover on light poles all diamonds.
- ◆ Repaired and replaced irrigation heads at Diamond #1
- ◆ Repaired trail from Shanklin to Mullet Park due to flooding.

Shrock Pavilion

- ◆ Install Knox box.
- ◆ Replace broken window in door.

Pool and Concessions Building

- ◆ Installed new valve at the end of the lap pool drain line.
- ◆ Televised lap pool and baby pool drain system
- ◆ Vacuumed and flushed baby pool drain system
- ◆ (2) Pool vacuums repaired.
- ◆ Painted electrical box and identified circuits.
- ◆ Install Knox box.
- ◆ Installed urinal dividers in RR.

Tommy's Kids Castle

- ♦ Added playground safety mulch.
- ♦ Installed urinal divider in RR

Maintenance Shop

- ♦ Replaced lumber with recycled lumber on (45) trash barrels and installed concrete bases.
- ♦ Repaired overhead door
- ♦ Repaired and refinished (120) picnic tables.
- ♦ Repaired and painted (2) bleached sets.
- ♦ Install Knox box.

Mill Race Park

- ♦ Prepared area for IU Health Goshen.fitness equipment.
- ♦ Installed fitness equipment.
- ♦ Side walk, Mulch and equipment donated by IU Health Goshen.

Rieth Center

- ♦ Installed new TV and electrical receptacles in Bird room.
- ♦ Install display cases in bird room
- ♦ Installed new gutters and down spouts
- ♦ Installed Knox box.

Rieth Park

- ♦ Over seeded portions of park.
- ♦ Painted RR doors.
- ♦ Repaired night light on pavilion (vandalized).

Abshire Park

- ♦ Cabin was power washed and stained (contracted out)
- ♦ Installed new back garage service door.
- ♦ Installed new fireplace log lighter.
- ♦ Installed Knox box.
- ♦ Completed a controlled prairie grass burn.

McFarland Park

- ♦ Repair gazebo.

Walnut Park

- ♦ Reinforce and painted steel RR doors (vandalized).
- ♦ Cleaned fence row brush.

Rogers Park

- ♦ Install boundary post and gate chain.
- ♦ Installed security door to the RR.
- ♦ Completed the reconstruction of the Pavilion in April
- ♦ Repaired and painted bleachers.

Pringle Park

- ♦ Core tined sports fields.
- ♦ Painted RR and kitchen walls and ceilings.
- ♦ Repaired some damaged cabinets.
- ♦ Cleaned and installed new hardware to kitchen cabinets.
- ♦ Installed new RR partitions.
- ♦ Installed new doors in kitchen and garage and repainted RR doors.
- ♦ Installed new playground equipment.
- ♦ Installed playground safety mulch.
- ♦ Installed rubber base in RR and kitchen.
- ♦ Installed water supply to sand lot volley ball courts

Hay Park

- ♦ Mulched tree bases.
- ♦ Installed playground safety mulch.
- ♦ Prepare community gardens.

Fidler Pond Park

- ♦ Install lime stone trail around pond
- ♦ Install benches on concrete pads.
- ♦ Install signs around pond
- ♦ Install entry and informational signs
- ♦ Graded areas spread top soil and seed (approximately 4 acres)
- ♦ Install drainage pipe.
- ♦ Paint barn roof and siding
- ♦ Install post and rope around parking lot.
- ♦ Installed parking lot and drive
- ♦ Built and installed dock.
- ♦ Removed (4) out building and footings.
- ♦ Cleaned up fence rows, wooded area and seeded.
- ♦ Installed fencing on east end of pond
- ♦ Installed security gates at entry and service entry.
- ♦ Installed lime stone to service drive.

Five Points

- ♦ Replaced several irrigation heads.

Mill Street Park

- ♦ Replaced night light on pavilion (vandalized).

Tail Gates Plaza

- ♦ Cleaned trash grates as needed.

Winona Trail

- ♦ Mulched trees and landscaping.

Forestry Division

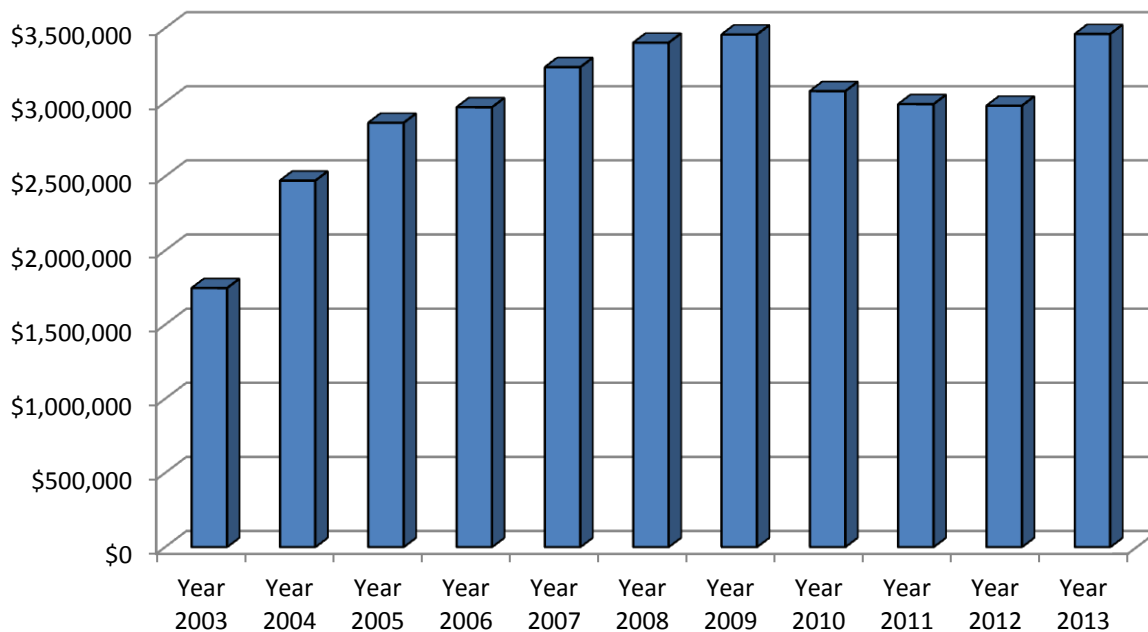
- ♦ Unloaded 425 trees.
- ♦ Dug holes for 45 trees to be planted.

FINANCIAL ANALYSIS

The financial status of the City of Goshen and the Park and Recreation Department is equally important in determining the park and recreation plan as is Goshen’s natural features and recreation facilities.

The past history of the Park and Recreation Department budgets, amount of indebtedness, sources of revenue other than council appropriations and the city’s attitude toward funding and expanding facilities and parks, all add important information to the master plan process. The majority of revenue is tax funds. The impact of future tax revenues may have a dramatic effect on park and recreation services if funding is reduced. It is essential that an action plan be established that recognizes financial constraints of City as well as Park and Recreation Department. Every proposal should have a reasonable source or method of funding to turn it into a reality.

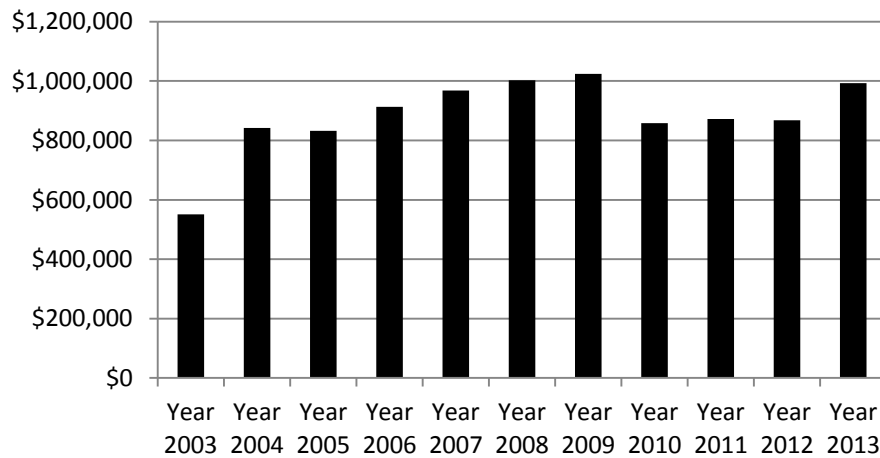
2003-2013 Operating Budgets



Year 2003	\$889,914
Year 2004	\$1,261,941
Year 2005	\$1,457,547
Year 2006	\$1,584,052
Year 2007	\$1,730,142
Year 2008	\$1,786,650
Year 2009	\$1,824,332
Year 2010	\$1,641,650
Year 2011	\$1,555,584
Year 2012	\$1,524,293
Year 2013	\$1,807,160

Refer to Appendix for detailed 2003 - 2013 budget summary.

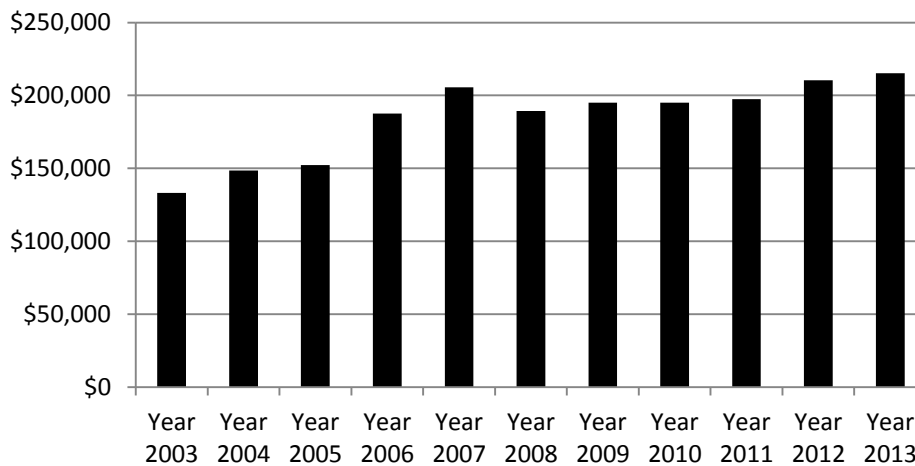
100 Accounts - Personnel Services



100 Accounts:

		<u>Year</u>	<u>Budget</u>	<u>Year</u>	<u>Budget</u>
Full time salaries	FICA / Medicare	2003	\$551,143	2009	\$1,024,127
Part time salaries	Increment Pay	2004	\$841,920	2010	\$858,070
Overtime	Longevity	2005	\$832,329	2011	\$872,109
PERF	Health Insurance	2006	\$912,716	2012	\$867,293
Clothing	Unemployment	2007	\$968,189	2013	\$992,760
		2008	\$1,002,295		

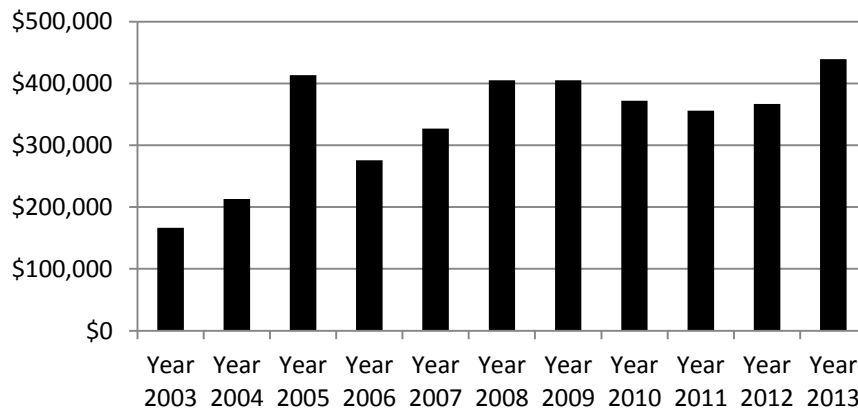
200 Accounts - Supplies



200 Accounts:

		<u>Year</u>	<u>Budget</u>	<u>Year</u>	<u>Budget</u>
Stationary & Printing	Repair Parts	2003	\$133,072	2009	\$195,005
Other Office Expenses	Street, Alley & Sewer	2004	\$148,472	2010	\$195,005
Gas, Diesel & Propane	Paint	2005	\$152,244	2011	\$197,375
Other Garage & Motor	General Program	2006	\$187,646	2012	\$210,400
Institutional & Medical	Other Supplies	2007	\$205,478	2013	\$215,150
Other Operating Supplies	Machinery & Tools	2008	\$189,435		
Program Supplies	Memorial Trees				
Bldg Materials & Supplies					

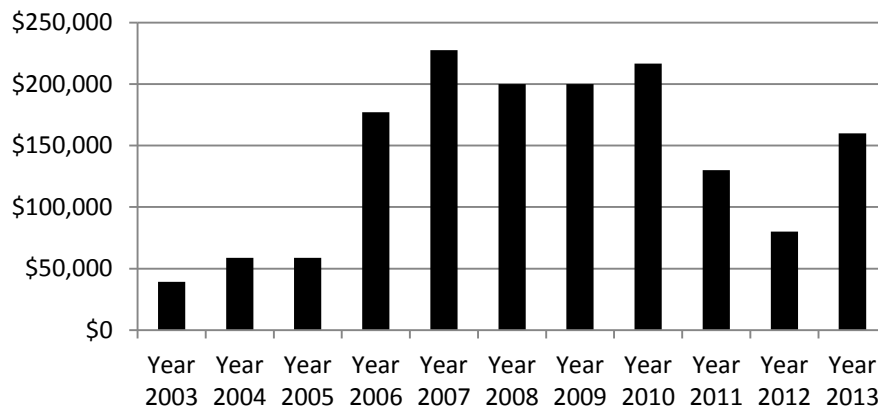
300 Accounts - Service Lines



300 Accounts:

		<u>Year</u>	<u>Budget</u>	<u>Year</u>	<u>Budget</u>
Sales Tax	Stormwater Fees	2003	\$166,349	2009	\$405,200
Other Professional Services	Maintenance Contracts	2004	\$212,849	2010	\$371,950
Comprehensive Plan	Repairs to Bldg & Struct.	2005	\$413,274	2011	\$356,100
Postage	Repairs to Equipment	2006	\$275,690	2012	\$366,600
Travel Expenses	Street Tree Maintenance	2007	\$326,990	2013	\$439,250
Telephone	Tree Trim Removal - Parks	2008	\$404,920		
Legal Notices Pub.	Rental Equipment/Facility				
Other Printing & Adv.	Subscriptions & Dues				
Water & Sewer	Education / Training				
Electricity / Gas	Contractual Services				
Landscaping	Tree Program				
Legal Reimbursement	Trees Planted - Parks				
Swimming Pool					

400 Accounts - Capital Projects

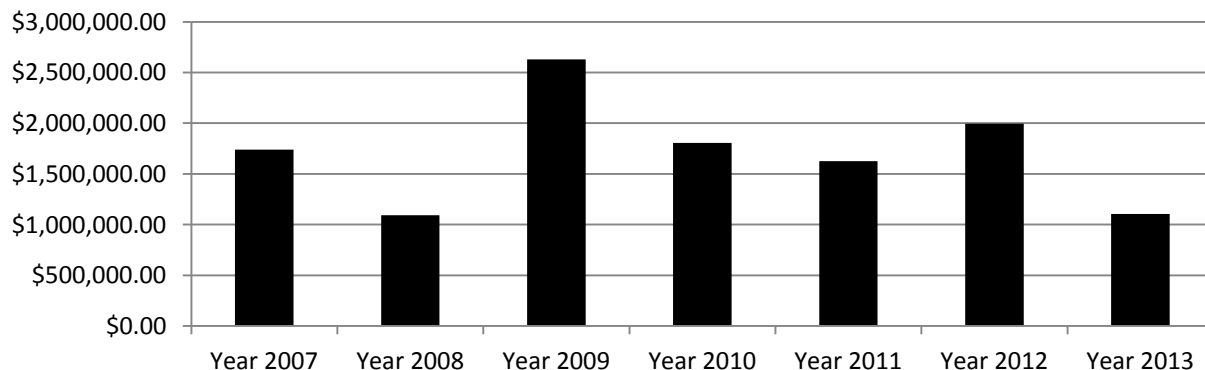


400 Accounts:

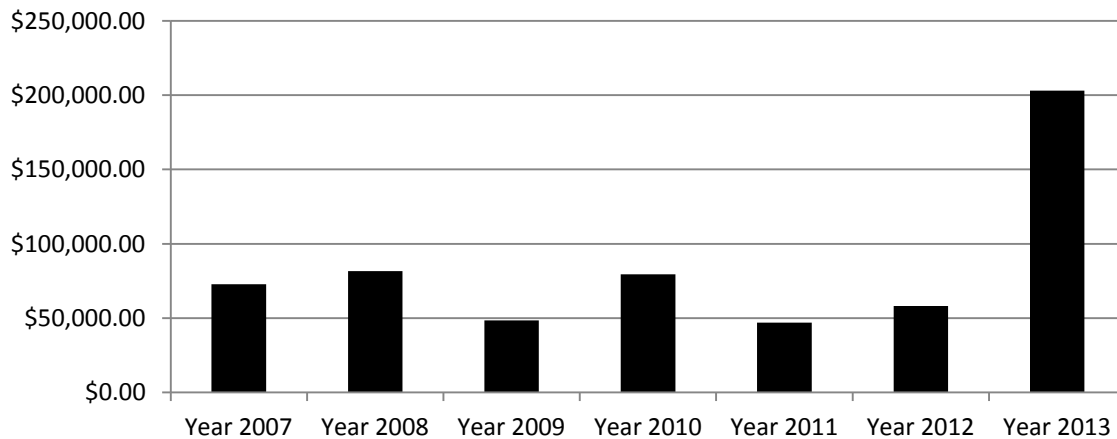
		<u>Year</u>	<u>Budget</u>	<u>Year</u>	<u>Budget</u>
Motor Vehicles	Infrastructure	2003	\$ 39,350	2009	\$200,000
Machinery & Equipment	Capital Projects	2004	\$ 58,700	2010	\$216,625
Playground Equipment		2005	\$ 58,700	2011	\$130,000
		2006	\$177,000	2012	\$ 80,000
		2007	\$227,485	2013	\$160,000
		2008	\$200,000		

2007 - 2013 Revenue Summary

Park General	2007	2008	2009	2010	2011	2012	2013
Misc. Revenue	\$6,246.79	\$1,576.45	\$1,356.16	\$2,143.33	\$1,272.80	\$5,184.91	\$6,147.95
Pool Concessions	\$18,025.12	\$10,643.85	\$7,630.70	\$9,809.25	\$11,686.69	\$10,728.51	\$11,153.39
Misc. Concessions	\$1,703.42	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sales Tax	\$1,174.29	\$866.35	\$538.48	\$0.00	\$816.27	\$0.00	\$2,215.74
Facility Sales Tax	\$0.00	\$0.00	\$31.85	\$1,060.85	\$0.00	\$0.00	\$37.00
Property Tax	\$1,370,275.01	\$766,086.28	\$1,768,150.25	\$1,442,678.47	\$1,285,947.00	\$1,423,954.01	\$706,436.35
Property Tax P	\$0.00	\$0.00	\$534,903.58	\$0.00	\$0.00	\$0.00	\$0.00
F.I.T.	\$6,985.00	\$6,159.00	\$8,144.00	\$6,703.00	\$6,878.00	\$6,868.00	\$5,980.00
Auto Excise Tax	\$67,000.33	\$53,326.84	\$67,861.78	\$55,392.31	\$49,022.73	\$80,057.74	\$50,042.16
CVET	\$8,712.08	\$8,273.54	\$10,093.00	\$8,856.00	\$8,794.00	\$8,950.00	\$7,834.00
State Grant / Summer Student	\$2,724.00	\$8,197.21	\$7,974.57	\$1,319.63	\$4,118.06	\$4,522.56	\$562.00
Program Fees	\$110,130.24	\$119,359.15	\$119,186.86	\$139,325.76	\$136,802.89	\$150,867.27	\$143,164.71
Swimming Pool Fees	\$34,928.65	\$29,211.75	\$31,532.75	\$39,133.75	\$39,184.90	\$37,482.50	\$28,640.50
Rieth Act Fee	\$31.50	\$0.00	\$0.00	\$145.50	\$800.06	\$1,107.00	\$2,016.00
Taxes	\$0.00	\$0.00	\$0.00	\$709.16	\$0.00	\$2,052.06	\$0.00
Fee associated with Rentals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110.00	\$225.00
Discovery Day Camp	\$38,835.00	\$30,821.00	\$28,081.00	\$27,446.00	\$28,736.00	\$35,175.00	\$41,120.00
Bike Licenses	\$66.00	\$108.00	\$90.00	\$266.00	\$191.00	\$255.00	\$250.00
Mileage Reimbursement	\$1,358.52	\$1,838.01	\$1,115.85	\$1,282.44	\$2,387.58	\$1,557.02	\$955.20
Township	\$11,000.00	\$13,000.00	\$10,000.00	\$11,000.00	\$11,000.00	\$11,000.00	\$11,000.00
Community Center	\$0.00	\$0.00	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00
Interest	\$18,652.67	\$9,843.64	\$3,423.45	\$4,216.05	\$2,849.01	\$1,305.70	\$1,117.38
Rental Property	\$17,325.00	\$13,500.00	\$10,547.75	\$15,035.00	\$13,887.50	\$15,513.00	\$17,938.20
Rental Deposits	\$11,775.00	\$9,150.00	\$7,450.00	\$9,350.00	\$8,828.25	\$10,050.00	\$11,195.00
Plant 50/50 Prin	\$5,621.00	\$1,610.00	\$3,697.50	\$1,866.49	\$1,975.50	\$4,479.27	\$1,343.85
Remove 50/50 Prin	\$7,135.39	\$7,476.50	\$7,461.45	\$11,462.35	\$11,054.00	\$12,237.69	\$5,665.00
Remove 50/50 Int	\$1.04	\$10.60	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Tree Ordinance	\$0.00	\$0.00	\$80.00	\$0.00	\$0.00	\$0.00	\$0.00
City Nursery Fund	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Insurance Reimbursement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$171,342.27	\$48,721.54
Total Park General	\$1,739,726.05	\$1,091,058.17	\$2,629,350.98	\$1,804,201.34	\$1,626,232.24	\$1,994,799.51	\$1,103,760.97

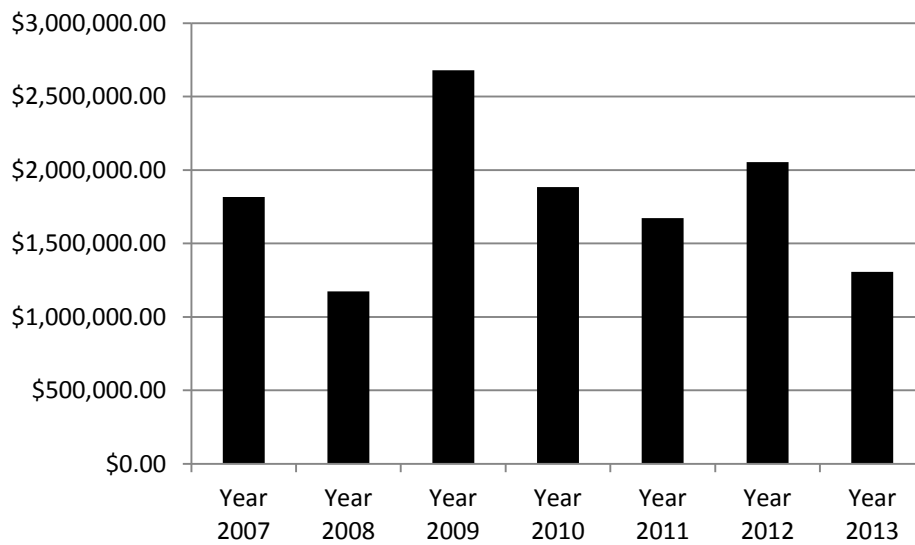


Park Gift	2007	2008	2009	2010	2011	2012	2013
Pool Receipts	\$12,106.00	\$45,059.77	\$9,793.75	\$11,532.75	\$19,133.75	\$0.00	\$59,363.40
Interest	\$5,693.54	\$2,309.43	\$415.50	\$411.53	\$373.32	\$149.51	\$103.43
Ballet Program	\$848.00	\$0.00	\$695.10	\$0.00	\$292.00	\$5,274.86	\$4,640.98
Misc. Tree Gift	\$121.06	\$300.00	\$254.00	\$165.00	\$614.77	\$0.00	\$500.00
Tommy's Kids Castle	\$2,575.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,460.00	\$0.00
Special Events	\$431.25	\$131.25	\$0.00	\$915.00	\$0.00	\$0.00	\$0.00
Rieth Park	\$82.00	\$0.00	\$115.00	\$19.00	\$0.00	\$0.00	\$0.00
Arbor Day	\$0.00	\$50.00	\$570.00	\$40.00	\$0.00	\$0.00	\$0.00
Memorial	\$0.00	\$775.00	\$0.00	\$1,567.00	\$585.00	\$0.00	\$0.00
Bike Racks	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,978.92	\$0.00
Flag Football	\$0.00	\$0.00	\$0.00	\$2,500.00	\$0.00	\$0.00	\$0.00
Rieth Gift	\$0.00	\$199.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gas Tax for Trees	\$0.00	\$0.00	\$1,329.83	\$0.00	\$0.00	\$0.00	\$0.00
Community Center	\$0.00	\$0.00	\$10,000.00	\$17,000.00	\$0.00	\$0.00	\$0.00
RIC Programs	\$106.11	\$383.50	\$260.00	\$0.00	\$0.00	\$0.00	\$0.00
RIC Building	\$0.00	\$0.00	\$0.00	\$178.20	\$0.00	\$0.00	\$0.00
Skate Park	\$65.00	\$45.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Kids Try-Athlon	\$10,550.00	\$9,400.00	\$4,258.00	\$7,650.00	\$10,100.00	\$7,550.00	\$13,050.00
Tennis Lessons	\$65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Goshen Health Cancer Center	\$31,223.12	\$21,900.00	\$20,721.00	\$16,079.49	\$15,766.99	\$13,417.86	\$14,447.27
Daddy/Daughter Dance	\$0.00	\$0.00	\$0.00	\$75.00	\$75.00	\$155.00	\$140.00
NIPSCO Tree Program	\$8,960.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fall Fest	\$0.00	\$1,150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Head Gates Landscaping	\$0.00	\$0.00	\$0.00	\$21,400.00	\$0.00	\$0.00	\$0.00
Fidler Pond	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,100.00	\$60,549.15
Discovery	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00	\$0.00	\$0.00
Yoder-Culp							\$4,500.00
Bark Park							\$848.00
Misc. Donations							\$866.69
Mill Street Park							\$44,025.00
Total Park Gift	\$72,826.08	\$81,702.95	\$48,412.18	\$79,532.97	\$46,965.83	\$58,086.15	\$203,033.92



Millrace Trust	2007	2008	2009	2010	2011	2012	2013
Interest	\$2,932.31	\$1,212.62	\$244.95	\$215.38	\$0.00	\$0.00	\$82.23
Total Millrace Gift	\$2,932.31	\$1,212.62	\$244.95	\$215.38	\$0.00	\$0.00	\$0.00
TOTAL REVENUE	\$1,815,484.44	\$1,173,973.74	\$2,678,008.11	\$1,883,949.69	\$1,673,198.07	\$2,052,885.66	\$1,306,877.12

Total Revenue



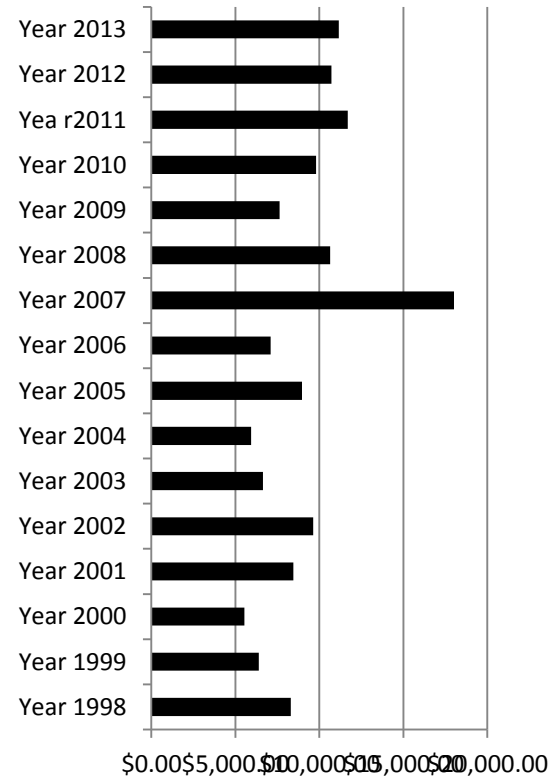
Shanklin Pool Summary

Typically swimming pools are high expense to operate but provide a much needed benefit to the community. Goshen Parks has been fortunate to have consistent attendance that has grown in recent years do to improvements at the pool.

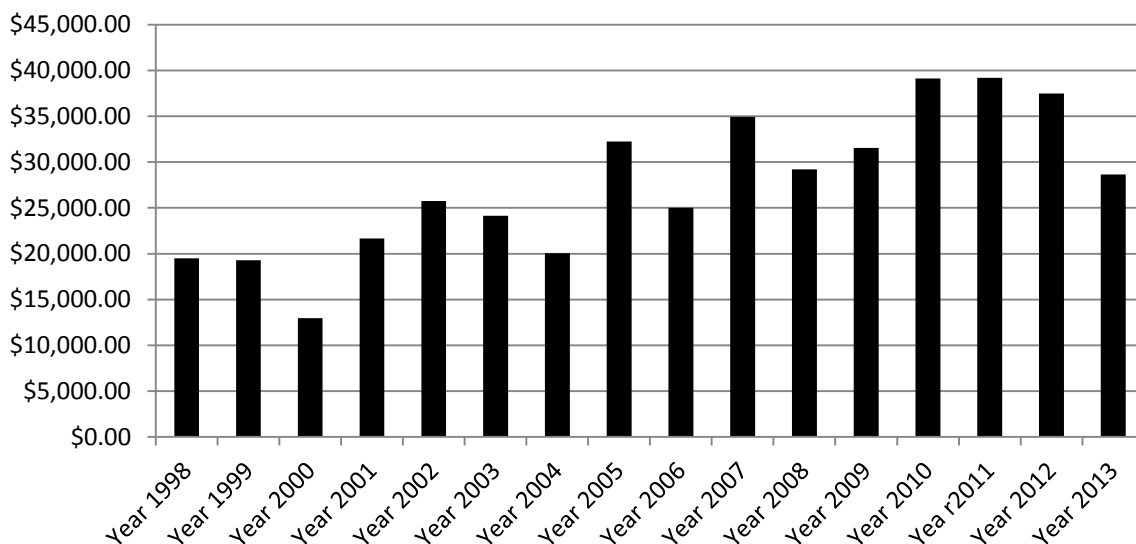
Summary

Year	Admissions	Concessions
1998	\$19,511.00	\$8,296.00
1999	\$19,300.00	\$6,396.00
2000	\$12,953.00	\$5,540.00
2001	\$21,662.50	\$8,447.12
2002	\$25,731.50	\$9,631.68
2003	\$24,149.00	\$6,635.67
2004	\$20,052.88	\$5,928.44
2005	\$32,247.47	\$8,968.02
2006	\$25,008.51	\$7,097.49
2007	\$34,928.65	\$18,025.13
2008	\$29,211.75	\$10,643.85
2009	\$31,532.75	\$7,630.70
2010	\$39,133.75	\$9,809.25
2011	\$39,184.90	\$11,686.69
2012	\$37,482.50	\$10,728.51
2013		

Pool Concessions



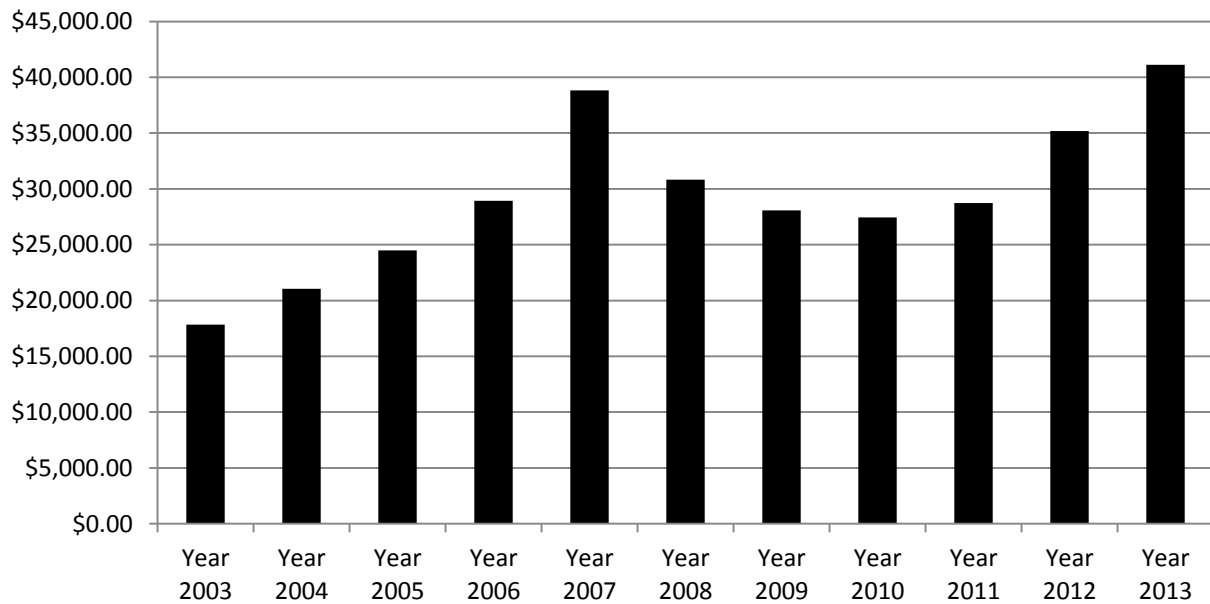
Pool Admissions



Discovery Camp Summary

Discovery Camp has been a popular program for 10 years with families and children in Goshen. Attendance has been fairly consistent over the years.

Year	Revenues
2003	\$17,825.00
2004	\$21,045.00
2005	\$24,497.00
2006	\$28,925.00
2007	\$38,835.00
2008	\$30,821.00
2009	\$28,081.00
2010	\$27,246.00
2011	\$28,736.00
2012	\$35,175.00
2013	\$41,120.00

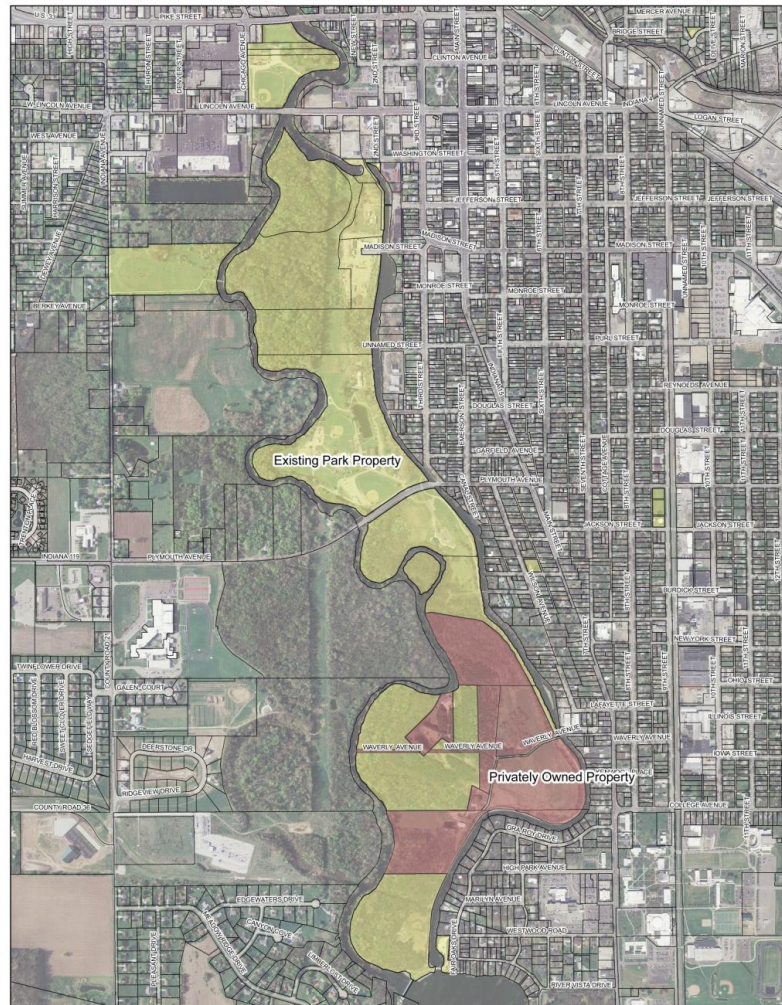


Future Park Lands and Acquisition

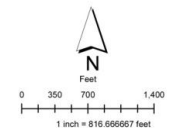
The Goshen Park and Recreation Board is committed to the preservation of open space and will pursue all opportunities as they develop. Areas of particular interest include: trail corridors, natural sites, access to water, cultural and historical sites, surplus and abandoned lands and property adjacent to existing parks.

Elkhart River / Millrace Corridor

The land between the Elkhart River and the Millrace Canal provides excellent opportunities for recreation. This entire area can be considered as one large multi-use park. There are several outstanding parks located within this corridor, each with its own use and identity, but there may be opportunities in the future to acquire additional land to complete the corridor. The Park Board should pursue acquisition of properties on a volunteer basis as they become available. It should be noted that private land owners will not be forced to sell until they are ready.



The City of Goshen's Digital Data is the property of the City of Goshen and Elkhart County, Indiana. All graphic data supplied by the city and county has been derived from public records that are constantly undergoing change and is not warranted for content or accuracy. The city and county do not guarantee the positional or thematic accuracy of the data. The cartographic digital files are not a legal representation of any of the features depicted, and the city and county disclaim any assumption of the legal status they represent. Any implied warranties, including warranties of merchantability or fitness for a particular purpose, shall be expressly excluded. The data represents an actual reproduction of data contained in the city's or county's computer files. This data may be incomplete or inaccurate, and is subject to modifications and changes. City of Goshen and Elkhart County cannot be held liable for errors or omissions in the data. The recipient's use and reliance upon such data is at the recipient's risk. By using this data, the recipient agrees to protect, hold harmless and indemnify the City of Goshen and Elkhart County and its employees and officers. This indemnity covers reasonable attorney fees and all court costs associated with the defense of the city and county arising out of this disclaimer.



City Park Locations
between the Mill Race Canal & the Elkhart River

2005 Aerial Photo

The City of Goshen
Department of Redevelopment
204 East Jefferson Street, Goshen, Indiana 46528

Land Acquisition Strategy

To protect our natural resources and secure park land for the future growth and recreational needs of the residents of Goshen.

As residential development continues and the population grows, additional parks and open space lands will be required to meet the recreation needs of the public. Even though new residential developments can provide smaller neighborhood parks it is important to also consider the need for larger-scale community or regional parks that provide significant opportunities for active and passive recreation, park programming and natural resource protection areas. Land that can protect natural resources, provide additional access to water or provide important linear linkages for bicycle and pedestrian trails, and large parcels suitable for development of major recreation facilities are important to the vitality of the community served by the Goshen Parks and Recreation Department.

This acquisition strategy focuses on the following basic premises:

- 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 use easement. Good for trail corridors.
- 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.

Universal Design and Accessibility

The Goshen Parks and Recreation Department is committed to provide park and recreation facilities and its programs to people of all ages and abilities. Significant accessibility improvements have been made such as: accessible walks and picnic sites in parks and construction of new accessible playgrounds.

Specific items to be addressed in the Five-Year Action Plan to improve accessibility include:

- Continue annual review and update ADA evaluation of all park sites and facilities for changes in facilities and programs.
- Construction of accessible edging around play areas.
- Construction of accessible walks to play areas and parking lots.
- Construction of accessible walks to shelters and pavilions.

The City of Goshen has passed several resolutions to accessibility and the Americans with Disabilities Act: Copies of the resolutions have been included in the Appendix.

- 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.

ADA Coordinator

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

Grievance Procedures for ADA Complaints

The procedures established 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 or through the City website at www.goshenindiana.org. Instead of submitting the grievance form, a written grievance may be submitted which 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 the receipt of the grievance within ten (10) working days.

It is the policy of the Goshen Park and Recreation Department that all new park facilities and programs be accessible, including renovation of any existing facilities and to follow the Universal Design principles as developed by "The Center for Universal Design (1997). The Principles of Universal Design, Version 2.0. Raleigh, NC: North Carolina State University."

Universal Design is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. The authors, a working group of architects, product designers, engineers and environmental design researchers, collaborated to establish principles to guide a wide range of design disciplines including environments, products, and communications. Seven design principles may be applied to evaluate existing designs, guide the design process and educate both designers and consumers about the characteristics of more usable products and environments.

The Principles of Universal Design are presented here, in the following format: name of the principle, intended to be a concise and easily remembered statement of the key concept embodied in the principle; definition of the principle, a brief description of the principle's primary directive for design; and guidelines, a list of the key elements that should be present in a design which adheres to the principle. (Note: all guidelines may not be relevant to all designs.)

PRINCIPLE ONE: Equitable Use

The design is useful and marketable to people with diverse abilities.

Guidelines:

- 1a. Provide the same means of use for all users: identical whenever possible; equivalent when not.
- 1b. Avoid segregating or stigmatizing any users.
- 1c. Provisions for privacy, security, and safety should be equally available to all users.
- 1d. Make the design appealing to all users.

PRINCIPLE TWO: Flexibility in Use

The design accommodates a wide range of individual preferences and abilities.

Guidelines:

- 2a. Provide choice in methods of use.
- 2b. Accommodate right- or left-handed access and use.
- 2c. Facilitate the user's accuracy and precision.
- 2d. Provide adaptability to the user's pace.

PRINCIPLE THREE: Simple and Intuitive Use

Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.

Guidelines:

- 3a. Eliminate unnecessary complexity.
- 3b. Be consistent with user expectations and intuition.
- 3c. Accommodate a wide range of literacy and language skills.
- 3d. Arrange information consistent with its importance.
- 3e. Provide effective prompting and feedback during and after task completion.

PRINCIPLE FOUR: Perceptible Information

The design communicates information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

Guidelines:

- 4a. Use different modes (pictorial, verbal, tactile) for redundant presentation of essential information.
- 4b. Provide adequate contrast between essential information and its surroundings.
- 4c. Maximize "legibility" of essential information.
- 4d. Differentiate elements in ways that can be described (i.e., make it easy to give instructions or directions).
- 4e. Provide compatibility with a variety of techniques or devices used by people with sensory limitations.

PRINCIPLE FIVE: Tolerance for Error

The design minimizes hazards and the adverse consequences of accidental or unintended actions.

Guidelines:

- 5a. Arrange elements to minimize hazards and errors: most used elements, most accessible; hazardous elements eliminated, isolated, or shielded.
- 5b. Provide warnings of hazards and errors.
- 5c. Provide fail safe features.
- 5d. Discourage unconscious action in tasks that require vigilance.

PRINCIPLE SIX: Low Physical Effort

The design can be used efficiently and comfortably and with a minimum of fatigue.

Guidelines:

- 6a. Allow user to maintain a neutral body position.
- 6b. Use reasonable operating forces.
- 6c. Minimize repetitive actions.
- 6d. Minimize sustained physical effort.

PRINCIPLE SEVEN: Size and Space for Approach and Use

Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

Guidelines:

- 7a. Provide a clear line of sight to important elements for any seated or standing user.
- 7b. Make reach to all components comfortable for any seated or standing user.
- 7c. Accommodate variations in hand and grip size.
- 7d. Provide adequate space for the use of assistive devices or personal assistance.

Please note that the Principles of Universal Design address only universally usable design, while the practice of design involves more than consideration for usability. Designers must also incorporate other considerations such as economic, engineering, cultural, gender, and environmental concerns in their design processes. These Principles offer designers guidance to better integrate features that meet the needs of as many users as possible.

"The Principles of Universal Design were conceived and developed by The Center for Universal Design at North Carolina State University. Use or application of the Principles in any form by an individual or organization is separate and distinct from the Principles and does not constitute or imply acceptance or endorsement by The Center for Universal Design of the use or application." The Principles of Universal Design should be cited as follows: "The Center for Universal Design (1997). The Principles of Universal Design, Version 2.0. Raleigh, NC: North Carolina State University." *Copyright 1997 NC State University, The Center for Universal Design*

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Goshen Park & Recreation Department



2014-2018 MASTER PLAN

“Recreation is valuable in proportion to the intensity of its experiences, and to the degree to which it differs from and contrasts with workaday life.”

Aldo Leopold, “A Sand county Almanac”, 1949

Park and Recreation Master Plan

A master plan should serve as a “guide” to provide recreation in the community. The planning process for the master plan update offers insights of the trends, needs, and changing events in the City of Goshen. Attempts were made to receive as much public input as possible, including work sessions conducted with the Park staff, a written public survey, a focus group written questionnaire and special public meetings. The results were invaluable and used as the framework in the development of the master plan.

The Goshen Park and Recreation Department is a growing park system with evolving and changing needs. The following principles form the foundation of the Master Plan.

Cooperation

By reason of the proximity of the Cities of Goshen and Elkhart, Elkhart County, local schools, health care institutions and private fitness clubs, the Goshen Park and Recreation system should not be isolated from other recreation providers in the area. The public can receive unlimited outdoor and indoor recreation experiences through cooperation of the Goshen Park and Recreation Department with other recreation/fitness/wellness providers. Cooperation has eliminated unnecessary duplication of recreation programming and facilities.

Participation

Goshen, as a diverse community, requires the Park and Recreation Department to provide a selection of programs and park experiences, that is flexible enough to respond to changes in residents wants and desires for the variety of programs offered.

Enhancement

A quality park system is a high priority for Goshen residents. This desire should to be balanced with the needs of a growing park and recreation system. Enhancement or improvement of existing parks, facilities and pedestrian trails will be required to be balanced with the shifting needs of the community.

Efficiency

The growth of the park and recreation system will need to be balanced against available funding/revenue to maintain the program’s assets. Scaling back operating costs and efficient use of facilities may allow the Goshen Park and Recreation Department reduce required tax-based financial support and/or expand programs and facilities.

Connectivity

Pedestrian trails, linking the community, encourage healthier lifestyles and alternative modes of transportation. The Maple City Greenway Master Plan identifies the connection of parks, schools, and cultural institutions with a network of greenway trails and bike routes serving neighborhoods and business districts throughout the City of Goshen and ties into Elkhart County’s Pumpkinvine Trail. Separation of the pedestrian and bicycle traffic should always be a priority, but signed bike routes can also provide better access to neighborhood and community parks, schools, and greenway trails. Connectivity may also include utility easements and drainage greenways that serve to connect larger open spaces and parks.

Growth

To address the desires of the community, as expressed in the public survey, the City of Goshen should strive toward the equitable distribution of parks and recreation sites and facilities throughout the city and allow for flexibility to accommodate future changes in City's growth, development, population shifts, and cultural diversity. Residents should have the opportunity to walk or bike a reasonable distance to destinations, parks facilities. Growth can be accommodated through land acquisition, greenway links and development of new park and recreation facilities. Growth will allow flexibility in providing recreational programs for a more diverse community.

Value

Improve the park system's role in city-wide economic development and growing economic independence for residents. Parks enhance property values and are an important quality of life resources that affects home buying and business location decisions. Park and Recreation special events such as festivals, tourneys, educational, performing arts and cultural institutions should be an element of the overall area economic development strategy

The following analysis and master plan, prepared with the Goshen Park and Recreation Department, provides a long-range vision of the general location, size and facility requirements for the next 10-20 years, and a specific action plan of development for the next five years. As the master plan is implemented over the next several years, the long-range vision should be updated with new five-year program goals.

*"The true meaning of life is to plant trees,
under whose shade you do not expect to sit"*

Nelson Henderson

Issues

Community input was sought to gain feedback directly from residents, park users and officials of Goshen. Community input included interviews with the park staff, a community public meeting open to all interested citizens and a written public survey. In addition, a focus group written questionnaire was developed with detailed questions about attitudes and interests regarding the Park and Recreation Department. Also, opportunities were permitted in each monthly Park Board meeting to review the master plan and receive public comments. The feedback has been summarized and categorized into issues. These issues became the framework for the establishment of priorities and development of the five-year action plan. Below is a summary of the various methods of public input:

Public Meetings

October 23, 2013

Meeting held at the Rieth Interpretive Center following the monthly Park Board meeting. Public meeting notice was posted on the Park Department's web site, Park Office and local newspaper Goshen News. Nineteen people were in attendance (10 residents, 4 Park Board members, 3 Park Dept. staff, 1 newspaper reporter, and 1 consultant).

Do you view Goshen Parks & Recreation as an essential service in our community?

- Yes, we need open spaces for children who have no backyards to play in. Adults need space as well. Thanks for your work in this area!
- More older adult activities.
- (3) Yes
- Yes, helps in attracting professionals and other workers to our community.

Should Goshen be smoke-free?

- (8) Yes
- No

Which existing programs/activities are important to you and/or your family?

- Water exercise - need warm water pool areas
- Warm water pool
- Trails
- Biking

What programs/activities would you like to see added or focused on in the parks?

- (2) Sailing
- (3) More pet friendly

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

- Boat storage
- Indoor soccer
- Permanent restrooms at Fidler Pond.
- Dykstra Park improvements - sandlot volleyball, sandlot soccer, grill, picnic tables

What recreational activities would you like to see available at Fidler Pond Park?

- Sailing
- Stone & metal sculptures along trail
- Additional parking

Funding is a major challenge facing the parks. How could we address this challenge?

- Raise revenue

What are some of the opportunities that the parks should capitalize on in the next few years?

- More land around Fidler Pond.

In previous master plans, trails were a high priority. Should trails continue to be a high priority?

- (6) Yes

What specific trail development or connection would you like to see?

- (4) Connection to Fidler Pond.

December 16, 2013

Meeting held at the Rieth Interpretive Center following the monthly Park Board meeting. Public meeting notice was posted on the Park Department's web site, Park Office and local newspaper Goshen News. Fourteen people were in attendance (6 residents, 3 Park Board members, 3 Park Dept. staff, 1 Common Council member, and 1 consultant).

Presentation of Five-Year Action Plan draft highlighting proposed improvements for 2014-2018. The proposed Action Plan is focusing on development of Fidler Pond Park and Mill Street Park which represents 50% of the proposed funding. The remaining items of the Action Plan are spread out among the other parks representing maintenance and repair work at the parks.

Handouts of the proposed Five-Year Action Plan were given to all for further review. All comments and questions are to be directed to Sheri at the Park Office.

No comments were received from the public. Included in the Appendix are the minutes of the meeting and a follow-up article in the Goshen News.

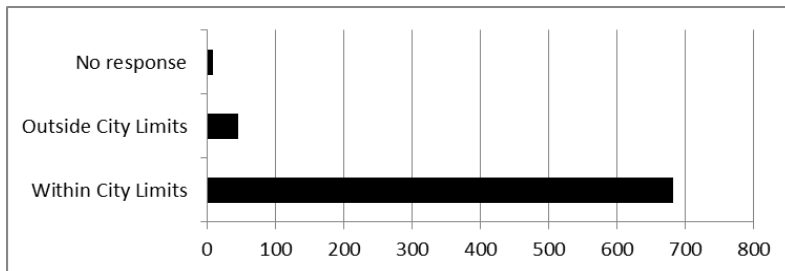
March 17, 2014

Meeting held at the Rieth Interpretive Center following the monthly Park Board meeting. Public meeting notice was posted on the Park Department's web site, Park Office and local newspaper Goshen News. Meeting was the review of the draft and comments from IDNR.

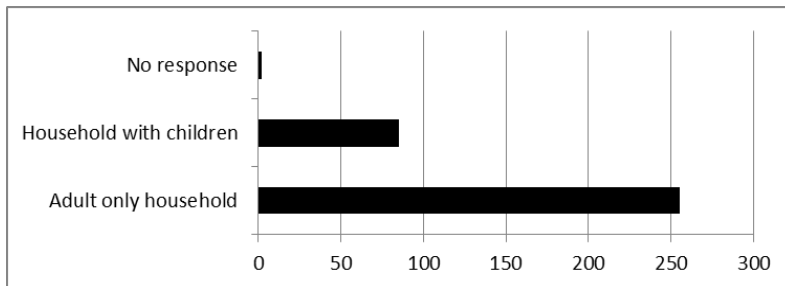
Written Questionnaire Summary

A written survey was developed to specifically solicit public input on the wants, needs and desires for the park and recreation system. Approximately 3,000 surveys were distributed during the month of October 2013 to members of the local homeowners associations, schools, Chamber of Commerce, handed out at First Fridays and made available for pick up at the Park Office. In addition, the questionnaire was available through an on-line internet survey program. A total of 517 written surveys were returned and 219 people participated in the on-line survey. Below is a summary of the survey responses, refer to Appendix for complete survey tally.

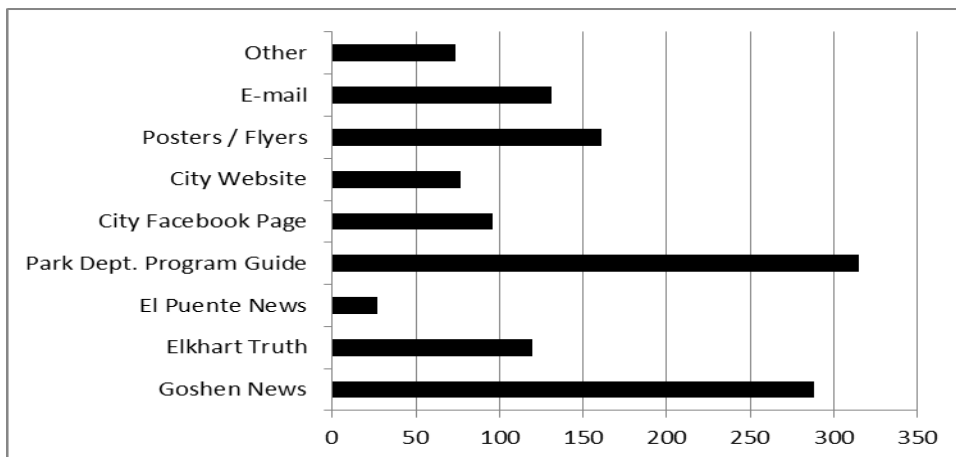
1. Where do you live?



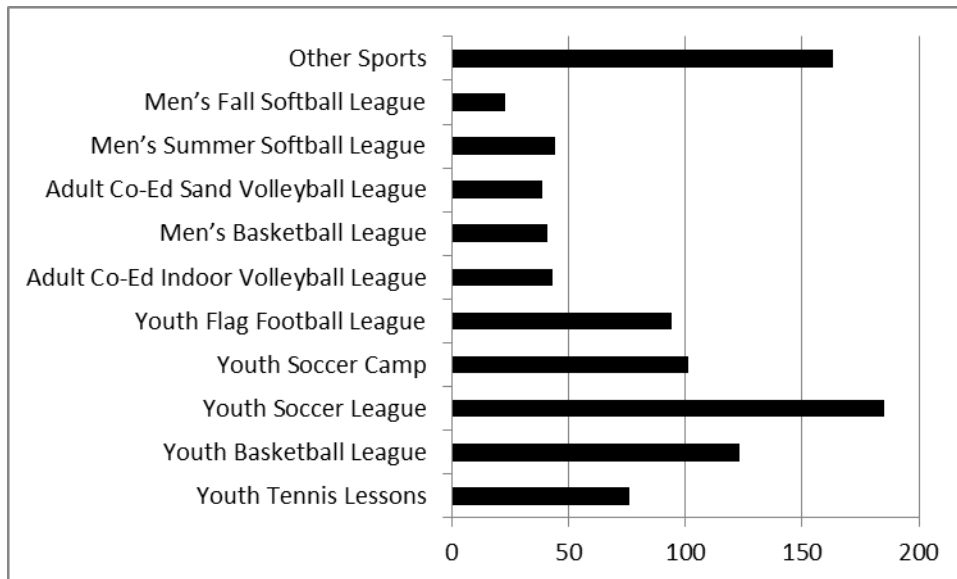
2. Household



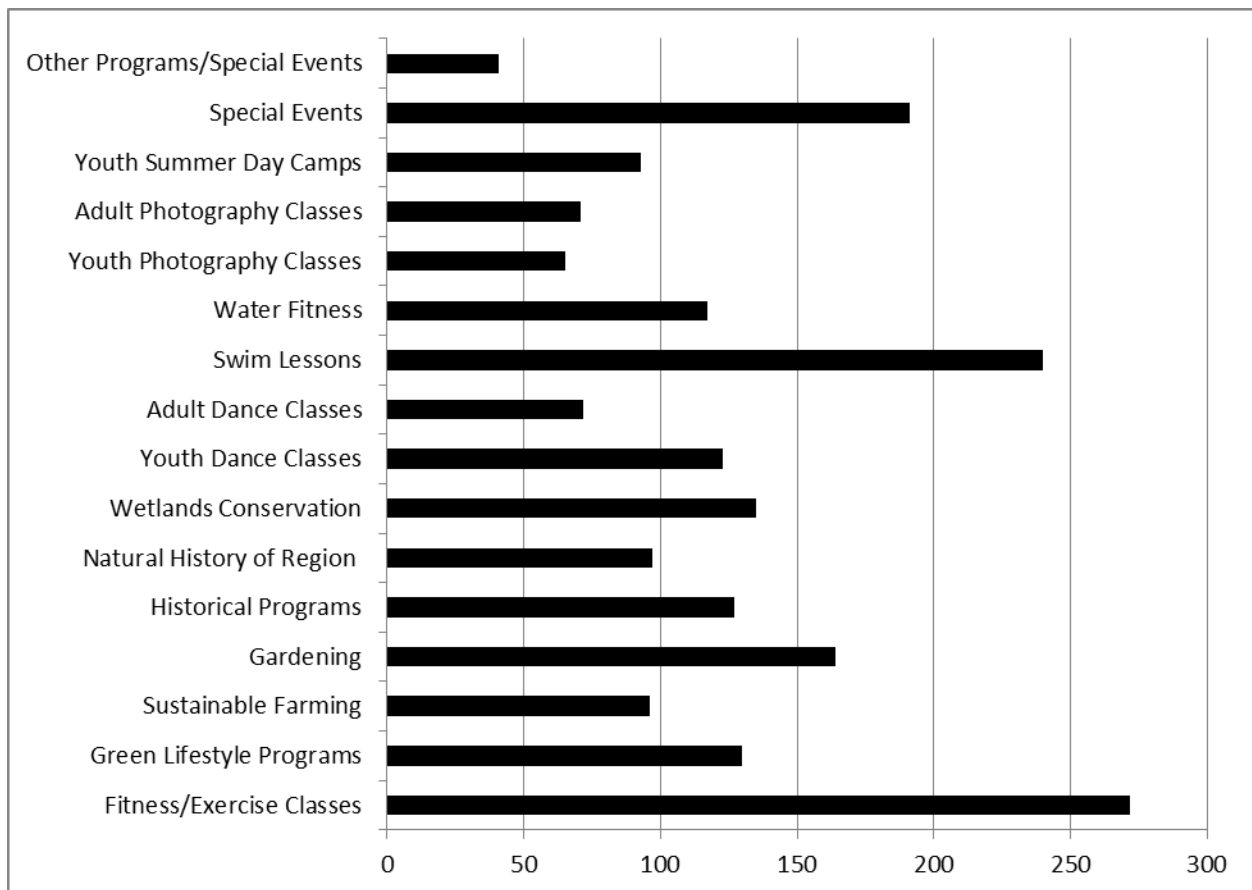
3. How are you currently informed of GPRD activities and programs?



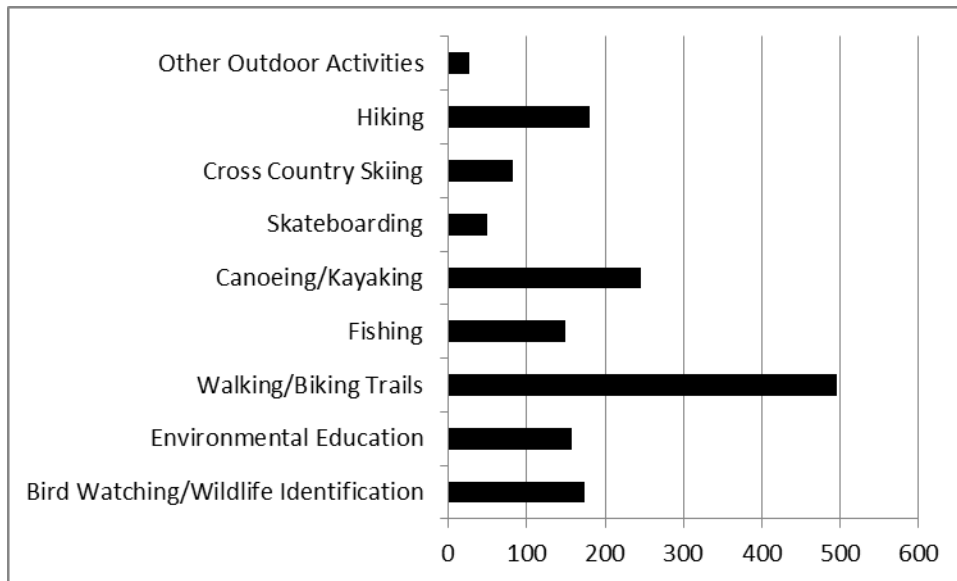
4. Which existing GPRD Sports programs/activities are important to you and/or your family?



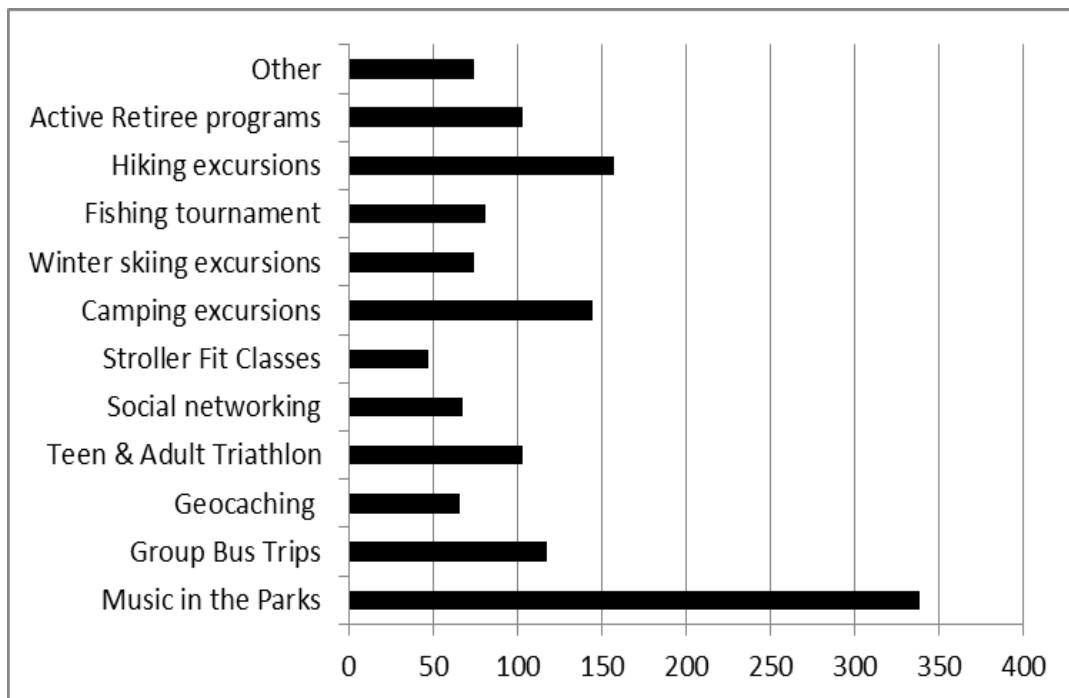
4. Which existing GPRD Programs and activities are important to you and/or your family?



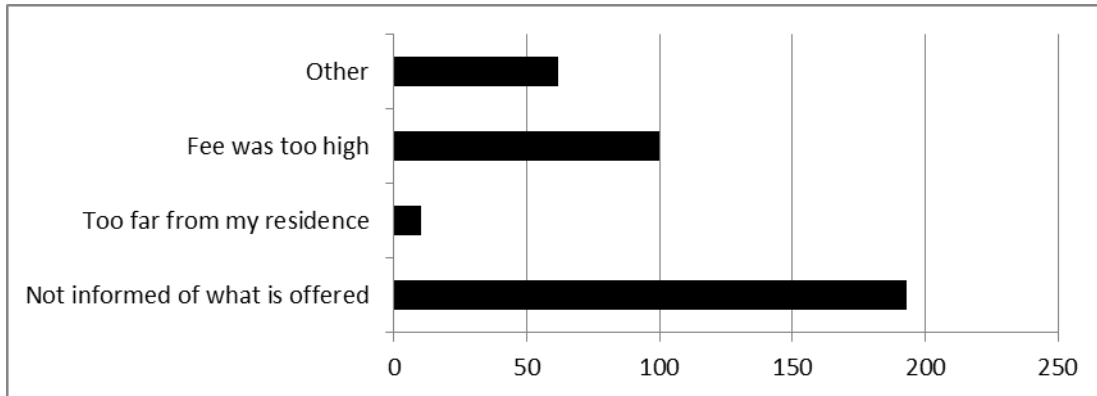
4. Which existing GPRD Outdoor programs/activities are important to you and/or your family?



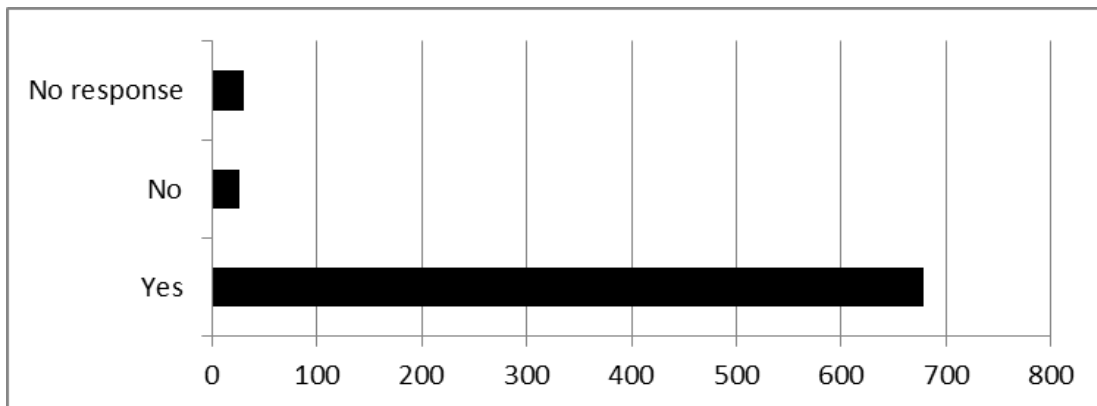
5. What programs/activities would you like to see adding or expanding within the next five years?



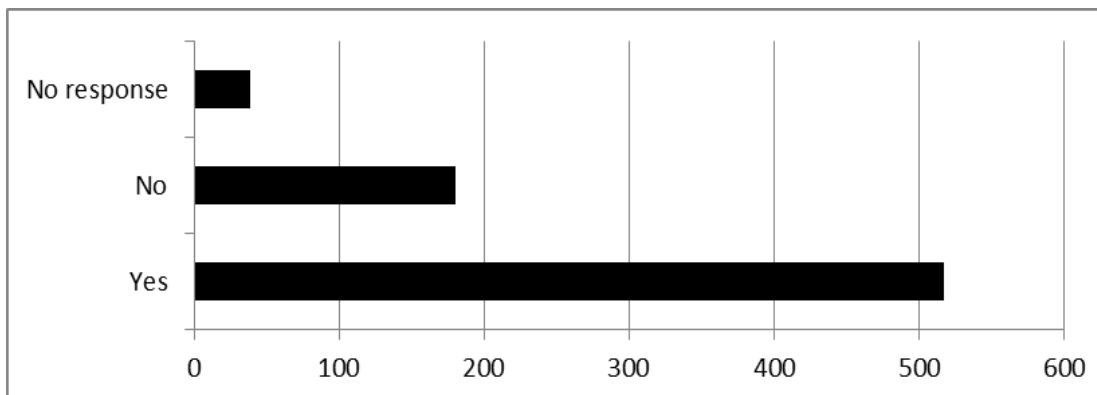
6. If you have never participated in a GPRD program or activity, why?



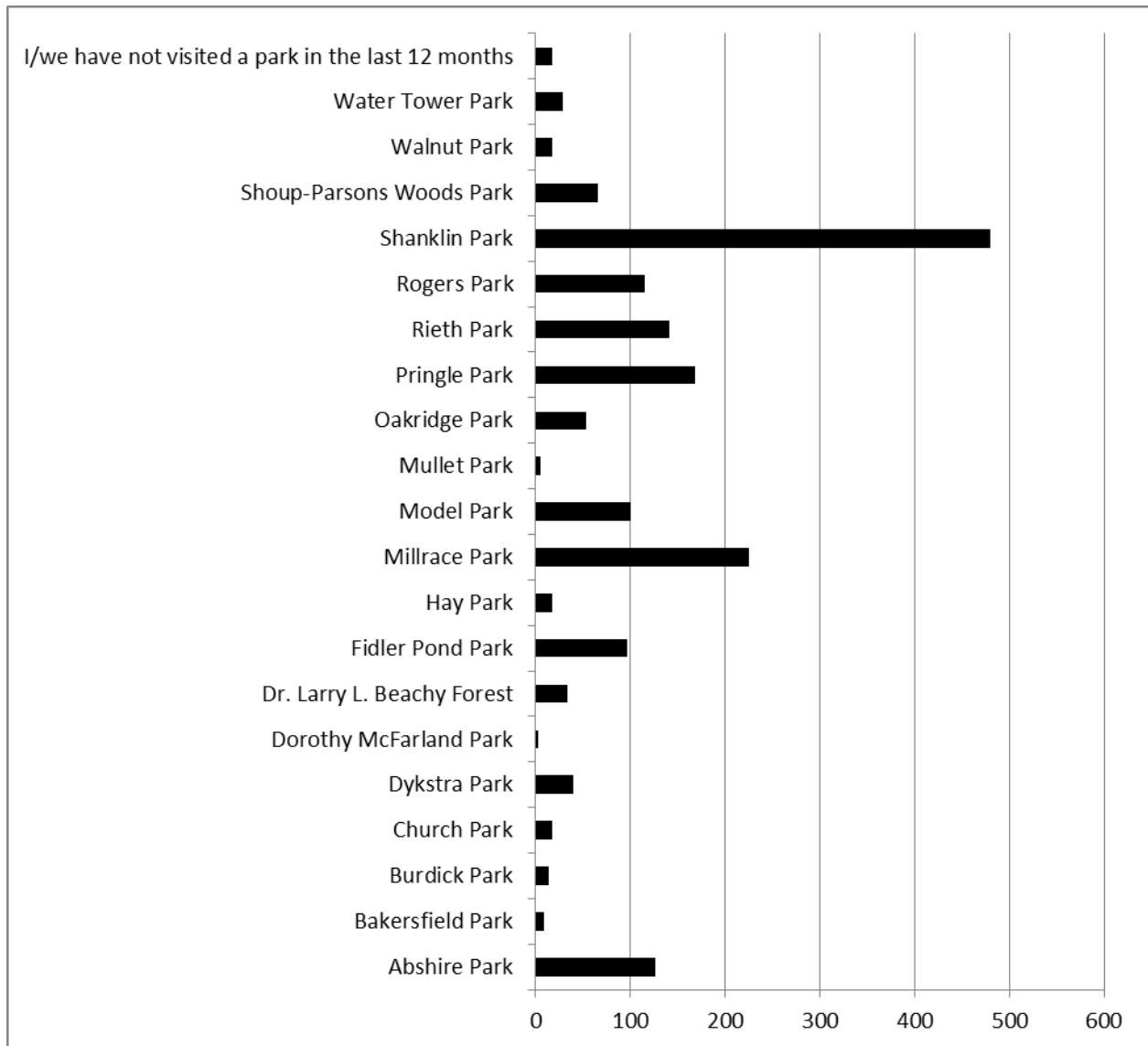
7. Do you view Goshen Park and Recreation Department as an essential service in our community?



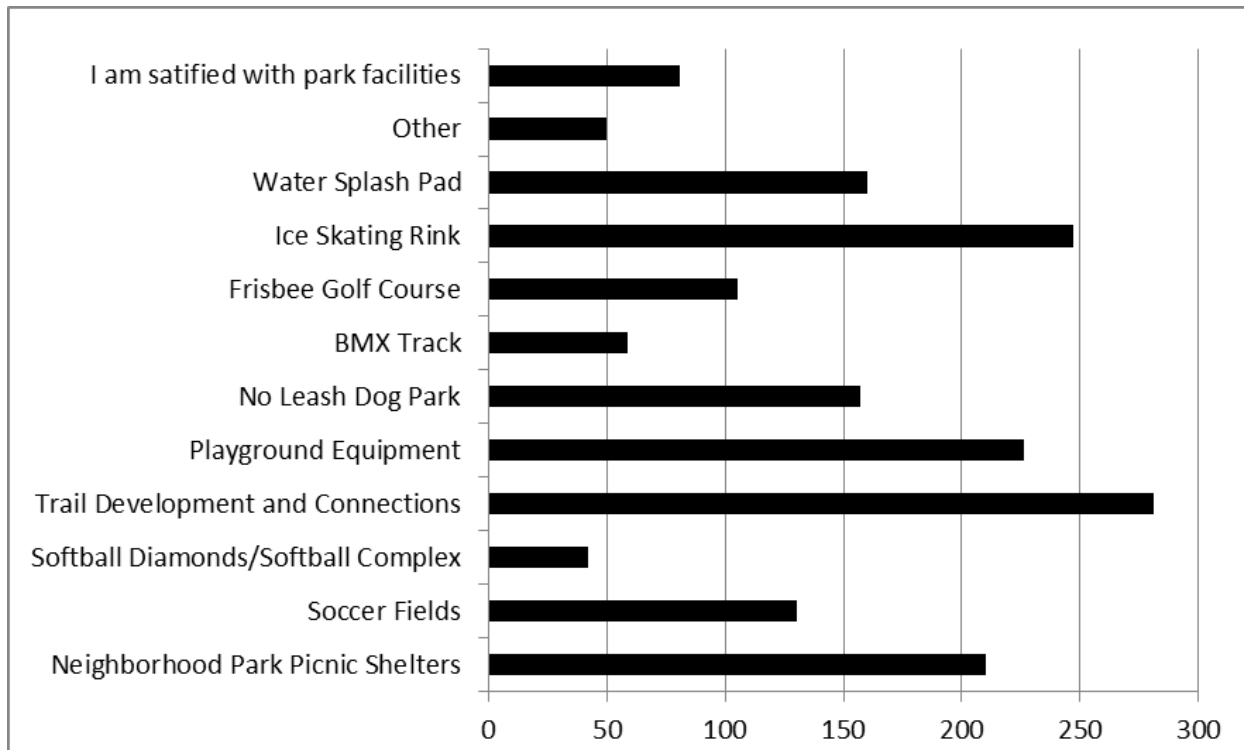
8. Do you think Goshen City Parks should be smoke free (non-smoking)?



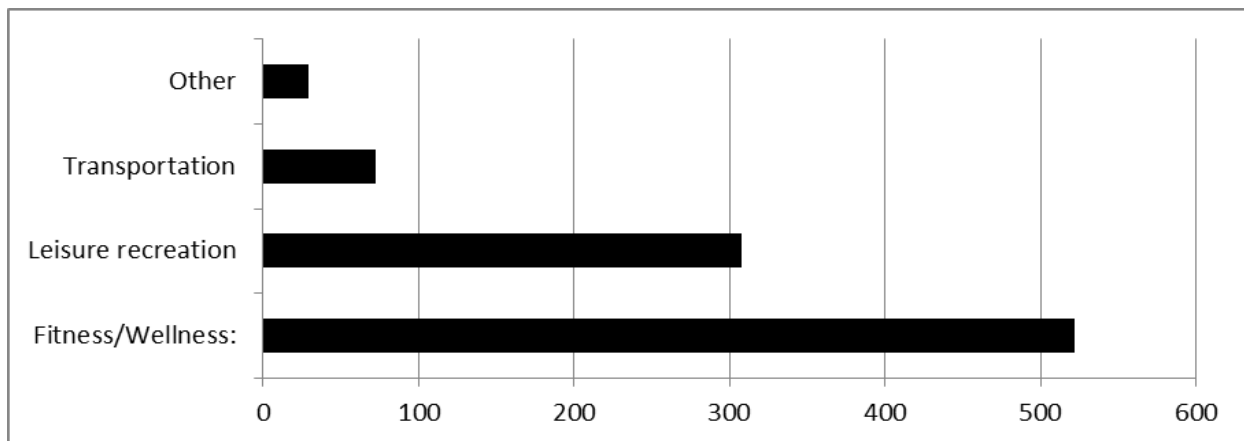
9. Of the city parks, which ones have you or your family visited the most in the past 12 months?



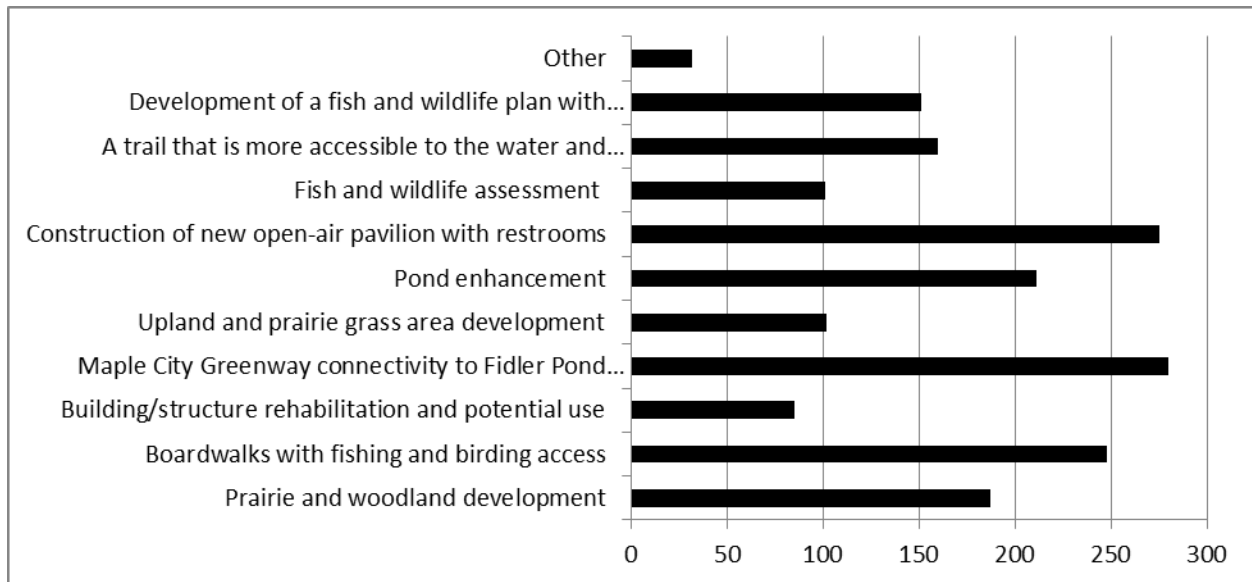
10. What new, renovated, or expanded park facilities would you support?



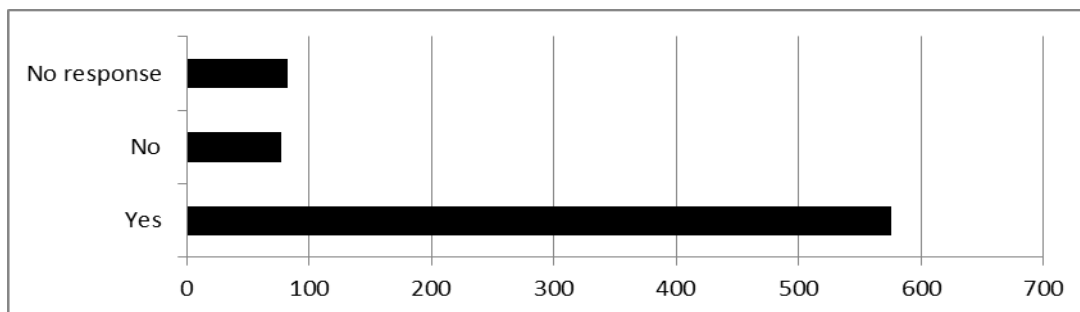
11. The main purpose I use Goshen's trail system for is:



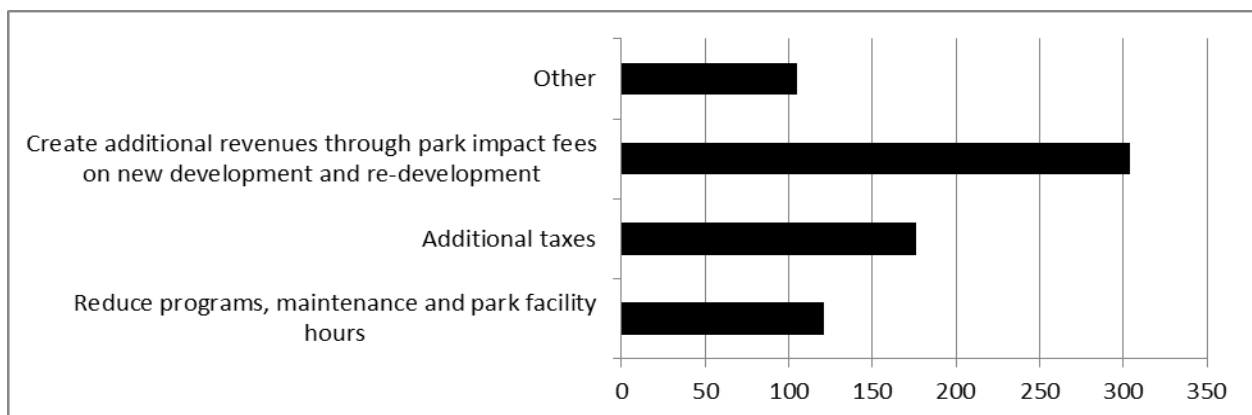
12. With the recent acquisition of Fidler Pond and when considering fish and wildlife management as well as future development of the park, which of the following preliminary plan component ideas do you support?



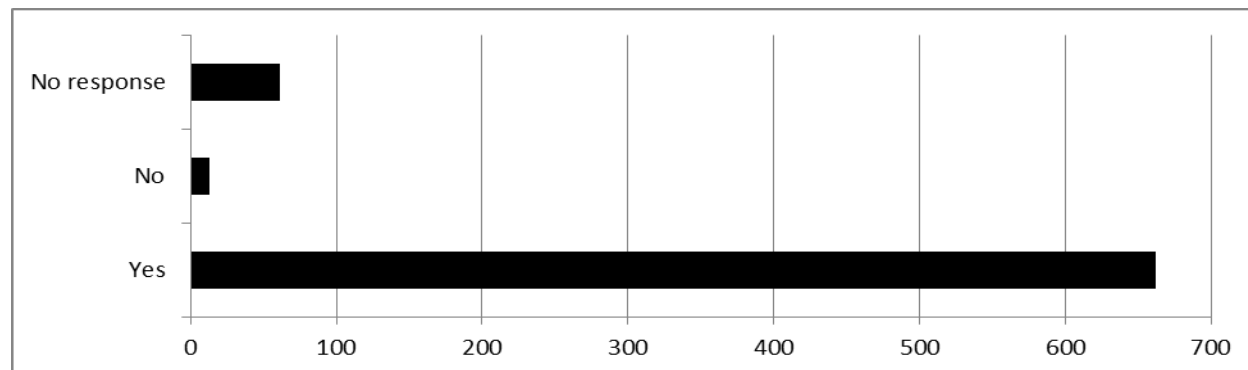
14. Fidler Pond Park is a good example of land acquisition.



15. Confronted with reduced budgets and limited funding the GPRD



16. Overall, does the Goshen Parks meet your expectations based on your experiences?



Focus Group Summary

A separate questionnaire was developed as a follow-up to the public survey and sent to a select group of community leaders. The questionnaire was conducted in a two week period following the completion of the public survey period and given to 17 groups and a total of 9 responses were received.

Mayor	Goshen Tree Board (7)	Goshen Public Library
City Council (7)	Salvation Army	Goshen Community Hospital
Park Board members (5)	Ribbon of Hope	Downtown Merchants
Chamber of Commerce	Kiwanis Club	Goshen College
School Superintendent	Club House	Farmer's Market
Elkhart County Soil & Water	Boys & Girls Club	

Below is a summary of their responses:

1. Funding is a major challenge facing the Goshen Parks & Recreation Department. How could we address this challenge?

- ♦ *Perhaps fee collection for the use of facilities and programs.*
- ♦ *Sponsorships from businesses. Grow endowment for named buildings and parks.*
- ♦ *Using tax dollars to support a full-time environmental educator could increase awareness and enough value to allow charging programming fees.*
- ♦ *This is a challenge for most such organizations. It is important that your "market" is made aware and well educated of the need.*
- ♦ *More use of grants, both federal and state. Large companies budget money each year, tap into that.*
- ♦ *I don't feel I have any wisdom to share on this. Continue to make the case for Goshen Parks and Recreation with the City Administration and general public.*
- ♦ *Outside the Triathlon, I don't feel the Parks Department promotes itself well to the public. Take advantage of free or cheap advertising to let the public know of them.*
- ♦ *Tough reality. Perhaps pursuing corporate funding of events. Would the parks be able to participate in Neighborhood Assistance Programs (NAP) to encourage tax credits for individual donations?*

What new revenue sources should Goshen Parks and Recreation pursue?

- ♦ *Partnering with businesses and other community members to provide sponsorships or memberships to help with programs and facility costs. Provide special member/sponsor events, etc.*
- ♦ *National, state grants and the Elkhart Co. Community Foundation in partnership with the Boys & Girls Club.*
- ♦ *Environmental educator could also increase opportunities for grant funding. Local partners like the Elkhart Co. SWCD could also assist in finding grants to expand environmental educational opportunities.*

- ♦ *Along with greater awareness would be soliciting donations from users and the sympathetic "market".*
- ♦ *More grants and tap into large businesses.*
- ♦ *Sledding hill and x-country skiing in the winter and canoeing in the summer. Post a banner at Rogers Park ball field or at Fidler Pond about these other offerings beside the Triathlon.*
- ♦ *Avoid increasing usage fees. Public parks shall remain accessible to public. Campaign for charitable donations.*

2. What are some opportunities the Goshen Parks & Recreation Department should capitalize on in the next few years?

- ♦ *Continue the excellent work on trails and parks. This is what sets this community apart. Would like to see the bike trail on CR21 (Indiana Ave) extended south to CR38. This would provide safe access from Orchard to town.*
- ♦ *Partnership with the Boys & Girls Club.*
- ♦ *Grow bike trails.*
- ♦ *Partnering with others for environmental education, I appreciate that you do so now and encourage you to continue.*
- ♦ *As they did with Fidler Pond be aware of what can be done with what may become available in the community.*
- ♦ *Bike, boating both Fidler Pond and Elkhart River and Dam Pond.*
- ♦ *Continue trail development.*
- ♦ *Fidler Pond - wind sailing classes.*
- ♦ *Find some way (sponsorship) to restore funding to Reith Interpretive Center. Programming there should be endowed so that it does not succumb to municipal budget constraints.*

3. Do you think Goshen's city parks should be smoke free?

- ♦ *Yes (5)*
- ♦ *Yes - however enforcement would be difficult if not impossible.*
- ♦ *Yes - It promotes a healthy community.*
- ♦ *Yes - Perhaps provide a few designated smoking benches.*

4. The Goshen Parks & Recreation Department provides effective parks, facilities and programs. In your opinion, what are other responsibilities of the Park Department?

- ♦ *Provide programs to introduce young people to a wide variety of activities. Maintain our parks and facilities.*
- ♦ *Education.*
- ♦ *To provide public lands for exercise, recreation, relaxation, family time and natural resource preservation and education. Green space!*
- ♦ *Finding ways to confront that element of our population that is negative towards such programs as yours and do it in a positive way.*
- ♦ *Rent bikes from police impound. Ask for donated bikes and canoes.*
- ♦ *Working with the City Administration, Chamber of Commerce and groups like Downtown Goshen, Inc. to continue to move Goshen towards and even more desirable place to live, work and play.*
- ♦ *Participate in city-wide and neighborhood planning and development. Be a resource for environment education.*

5. In previous Five Year Master Plans, trail development and trail connectivity has been of high priority. Are you supportive of continued efforts for trail development and connections?

- ♦ *Yes (3)*
- ♦ *Yes - Goshen is a poster child for being a connected, bicycle friendly community.*
- ♦ *Yes - it is good to see this happening.*
- ♦ *Yes - the work on trail development in recent years has been wonderful and really enhanced the city.*
- ♦ *I would like to see more defined bike routes within the City and proper bike riding etiquette being instructed to the youth.*

- ♦ Yes - One of the best amenities in Goshen is the trail system. Goshen College and its students find this very important.

What specific trail development or connection would you support?

- ♦ Extend CR21 (Indiana Ave) south. Provide a safe way to cross Kercher Road bridge over the Elkhart River.
- ♦ Bike paths.
- ♦ Connecting Fidler Pond.
- ♦ Not aware of any needs at this point.
- ♦ CR38 and Kercher Road bridge to connect the Orchard Subdivision.
- ♦ Connection between Pringle Park and downtown. Monroe Street to Fidler Pond. Northside (Oaklawn/Everance area) to downtown.
- ♦ Continue south post Bethany Schools. Links to Fidler Pond, extension to College Avenue trails to east.

6. Where and how could the Goshen Parks & Recreation Department expand or advance its programs, services and activities?

- ♦ Provide year round aquatic activity.
- ♦ Promote learning to swim, life guard training.
- ♦ I really appreciate the Urban Forestry Education opportunities and your willingness to partner with others to provide education opportunities.
- ♦ Become better known to service groups in the community through educational programs to the service clubs.
- ♦ More volunteers.
- ♦ More information at gatherings like First Fridays.
- ♦ Partnership with businesses and institutions for funding and events. Goshen Parks and Recreation Department does a great job.

Review of Draft of Master Plan

Drafts of the master plan were available for public review and comments. Drafts were on file for review at the Goshen Public Library, Chamber of Commerce, Mayor Kauffman's Office, Clerk's Office, Engineering Department, Planning Department, Redevelopment Director's Office and the Park Administration Office. Copies of the draft were also provided to each Park Board member for their review. Media was notified of public sites where the draft could be reviewed and comment sheets were available for any written comments.

A public presentation for the draft of the master plan was held on Monday, February 17, 2014 in conjunction with the monthly Park Board meeting at the Rieth Interpretive Center. A review of comments received from the public, Park Board members and Park Staff was discussed.

Determination of Recreational Needs

To supplement information received from public input and to help determine recreational needs, the Recreation, Park, and Open Space Standards and Guidelines from the National Recreation and Park Association (NRPA) were consulted. These guidelines were useful in determining the minimum requirements; however Goshen Park and Recreation Department should establish their own standards based on the community's needs, economic and maintenance capabilities and limitations.

Recreation, Park, and Open Space Standards and Guidelines

The National Recreation and Park Association (NRPA) recognize the importance of establishing and using park and recreation standards as:

- *A national expression of minimum acceptable facilities for the citizens of urban and rural communities.*
- *A guideline to determine land requirements for various kinds of park and recreation areas and facilities.*
- *A basis for relating recreational needs to spatial analysis within a community-wide system of parks and open space areas.*
- *One of the major structuring elements that can be used to guide and assist regional development.*
- *A means to justify the need for parks and open space within the overall land-use pattern of a region or community.*

The purpose of these guidelines is to present park and recreation space standards that are applicable nationwide for planning, acquisition, and development of park, recreation, and open space lands, primarily at the community level. These standards should be viewed as a guide. They address minimum, not maximum, goals to be achieved. The standards are interpreted according to the particular situation to which they are applied and specific local needs. A variety of standards has been developed by professional and trade associations which are used throughout the country. The standard derived from early studies of park acreages located within metropolitan areas was the expression of acres of park land per unit of population. Over time, the figure of 10 acres per 1,000 population came to be the commonly accepted standard used by a majority of communities. Other standards adopted include the "percent of area" approach, needs determined by user characteristics and participation projections, and area use based on the carrying capacity of the land. The fact that some of the standards have changed substantially is not an indication of their obsolescence. Changes are a measure of the growing awareness and understanding of both participant and resource (land, water, etc.) limitations. Parks are for people. Park, recreation, and planning professionals must integrate the art and science of park management in order to balance such park and open space resource values as water supply, air quality.

The National Recreation and Park Association (NRPA) published a classification system and recommendations for park acreages per 1,000 people within each of those systems. These guidelines have remained the standard for baseline recommendations. The basic guidelines are:

- Mini-Park: Service area < ¼ mile radius, 1 acre or less, ¼ to ½ acres/1,000 population
- Neighborhood Park/Playground: Service area ¼ to ½ mile radius with population up to 5,000, 15-plus acres, 1.0 to 2.0 acres/1,000 population
- Community Park: Service area 1 to 2 mile radius (several neighborhoods), 25-plus acres, 5.0 to 8.0 acres/1,000 population
- Regional/Metropolitan Park: Service area one hour driving time (several communities), 200-plus acres, 5.0 to 10.0 acres/1,000 population
- Regional Park Reserve: Service area 1 hour driving time (several communities, 1,000-plus acres (80% of land reserved for natural resources management and conservation, 20% for recreational development), Variable acres/1,000 population
- Linear Park, Special Use Areas, and Conservancy Areas: No applicable standards

Source: (Lancaster [Ed.], National Recreation and Park Association, 1983)

Recreational Needs

The recreational needs for Goshen were based on NRPA standards and guidelines. These are suggested standards and guidelines and not all may fit a particular community. Each deficiency is to be reviewed to see if appropriate for the City of Goshen and if it will fit specific needs.

Based on the NRPA Recreational Needs Matrix (see Appendix), tennis, baseball, football, running track and golf needs are met in the community through facilities at Goshen Community Schools and local providers. Areas of deficiencies that the Goshen Park & Recreation Department can address include soccer fields, badminton and multiple recreation courts.

Park Acreage Needs

The following charts identify park acreage needs for Goshen and community based on NRPA standards and guidelines. A comparison is made between the actual 2010 census population and population projection for 2020. These are suggested standards and guidelines and not all may fit a particular community. Each deficiency is to be reviewed to see if it will fit specific needs. As new housing and development occurs in the City of Goshen and surrounding areas, the need for park acreage may increase.

PARK SITES	RECOMMENDED ACREAGE	EXISTING ACREAGE	GUIDELINES FOR 2010 POPULATION (31,882 pop.)	GUIDELINES FOR PROJECTED 2020 POPULATION (34,968 Est. Pop.)	RECOMMENDED ACREAGE TO FILL GAP FOR PROJECTED 2020 POPULATION
Mini-Park Bakersfield Park Burdick Park Church Park Dykstra Park McFarland Park Model School Park Oakridge Park Rieth Park Walnut Park Water Tower Park	1 acre or less in size 1/4 to 1/2 acre per 1,000 population	18.46 acres	8–15 acres	8.7–17.4 acres	0 acres
Neighborhood Park Hay Park Linway Lake Mullet Park Pringle Park River Property Rogers Park	15+ acres 1-2 acres per 1,000 population	58 acres	32–64 acres	35–70 acres	0 acres
Community Park Abshire Park Millrace Park Shanklin Park Shoup-Parsons Woods Waterford Park Fidler Pond Park	25+ acres 5-8 acres per 1,000 population	328.3 acres	160-255 acres	175-280 acres	0 acres
Regional Park	200+ acres 5-10 acres per 1,000 population	0 acres	n/a	n/a	n/a
Linear, Special Use and Conservancy Areas Maple City Greenway Classified Forest Five Points Lafayette Triangle	No applicable standards	109.96 acres	n/a	n/a	n/a

The above matrix indicates no shortage of acreage for parklands. The 514.76 acres of park land equals 0.016 acres (703 sq.ft.) per person or approximately 62 people per acre, or 16.14 acres per 1,000 people. The NRPA recommends 2.5 acres of park land per 1,000 people. Goshen Parks should continue the development of new neighborhood parks in residential areas lacking recreational space and continue land acquisition of natural resource areas and greenway corridors.

Key Issues

Identification of issues is the key to a park and recreation master plan. When the issues facing a park and recreation department can be defined, they can be prioritized in an orderly manner. The process used in the development of Goshen's Park and Recreation Master Plan attempted to reach as many residents as possible to identify and reach a consensus on the issues. It is the involvement of residents and citizens that makes a master plan justified and not a study for the shelf.

The Goshen Parks system includes 27 different parks, greenways and properties that comprise 514.86 acres of diverse, active and passive recreation facilities. The effective management of such a complex resource requires careful planning. During a staff review of the Parks and Facilities Inventory, several functional issues were raised in each park. Furthermore, the Community Needs Assessment based on the master plan survey and public input indicated additional needs in the park system. A compilation of these factors yields the criteria for the development of each park and facility.

The **key issues identified** in the planning process were:

- Funding for park operations, maintenance and programs
- Renovation, improvements and maintenance of existing park facilities
- Development of Fidler Pond Park
- Development of Mill Street Park
- Trails and greenways development
 - specifically a boardwalk connection between Rieth Interpretive Center and the Larry L. Beechy Classified Forest
 - Connecting trail to Fidler Pond Park
- Provide more recreational and education opportunities
 - particularly programs for young children, senior citizens and environmental education programs
- Promote healthy and positive lifestyles
- Environmental education and stewardship
- More effective promotion of park activities and events

Each issue was assigned a level of priority according to the following criteria:

1. Financial feasibility
2. Available manpower
3. Existing facilities
4. Need and overall impact
5. Practicality

Priorities

The issues were identified and broken down into components and placed according to their priority. The top priorities have been identified to be accomplished and implemented as part of this five-year master plan.

Each item was rated as:

“A” – Top concern, to be addressed within the next five years;

“B” – Secondary concern, to be addressed after the “A” items are completed;

“C” – Long range / future items.

Priority	Abshire Park
A	Regrade steep side of sledding hill
A	Replace furnace in cabin
A	Install gas log in fireplace
A	Install Park Identification Sign - landscape w/concrete walk around
A	Install interpretive signs for prairie grass area
A	Covered ice skating area and equipment
A	Wooden playscape area
B	Paint cabin roof
B	Expand cabin to accommodate larger groups, construct outdoor patio area
C	Construct new playground, 2-5 yr old area and 5-12 yr old area
C	Construct large open-air pavilion

Priority	Bakersfield Park
A	Install new Park Sign with new logo

Priority	Burdick Park
A	Construct ADA walk from parking to play area
A	Renovate basketball court - striping, new backboard
A	Continue sidewalk on Burdick Street
A	Construct concrete border around play area
A	Add picnic table concrete slabs & a grill
A	Install new park sign landscape

Priority	Church Park
A	Renovate basketball court - striping, backboards, etc.
A	New park sign
B	Angled parking off west alley near basketball courts

Priority	Classified Forest
A	Install new park sign landscape/concrete ribbon

Priority	Dykstra Park
A	Renovate basketball court - striping, backboards, etc.
A	New park sign
A	Develop sandlot soccer area
A	Small covered pavilion
B	Plant tree buffer along property line (east side)

Priority	Fidler Pond Park
A	Rental boat storage building
A	Additional parking
A	Picnic pavilion with restrooms
A	Pond enhancements-Plantings; prairie grass plantings, 60-100 tree plantings
A	Renovate Barn
A	Renovate House
A	Playground
A	Covered bench swings around lake (Master Plan Development)
C	Sculptures along trail (Master Plan Development)
C	Boardwalks/piers for fishing and birding (Master Plan Development)
C	Accessible trail to the water (Master Plan Development)
C	Boat ramp (Master Plan Development)

Priority	Hay Park
B	Construct perimeter walk on south and east sides of park

Priority	Linway Lake
B	Install fence along plaza side-Replace fence

Priority	Maple City Greenway
A	Millrace - resurface from Rieth Interpretive Center to Goshen Dam
A	Pumpkinvine Trail - new signage
A	Pumpkinvine Trail - Remove look-out structure
A	Pumkinvine Nature Trail - replace stone surface with concrete pavement
A	Connect trails to Fidler Pond
A	Central City Trail - Bike Rackseverywhere-- Continue installing bike racks where needed
A	Plymouth Avenue Trail - resurface trail from Millrace to school crossing
C	Elkhart River Blueway - develop trailheads/rest areas along river
C	Millrace Trail- Plant small areas of pre-emergents and wildflowers along canal

Priority	Dorothy McFarland Park
A	New park sign
A	Reconstruct gazebo
A	Survey neighborhood for future park planning - re-visit McFarland gift for requirements
C	Construct concrete walk around playground

Priority	Mill Street Park
A	Construction of parking lot
A	Trail construction
A	Playground development
A	Sand & water play area
A	Music play area
A	Large hillside slide
A	Stone block building outlines
A	Arbors
A	Rock scramble
A	Native grass plantings
A	Tree plantings - 100

Priority	Model School Park
B	New sign and landscaping
C	ADA accessible walk from parking to tennis courts

Priority	Mullet Park
B	Install new park signage with landscape and concrete edging
B	Develop accessible picnic sites and small picnic shelter w/o water and electric

Priority	Oakridge Park
A	Renovate basketball court - striping, backboards, etc.
A	New park signage
A	Construct ADA walk from parking to shelter
A	Install benches and concrete pads
A	Construct concrete border around play area

Priority	Pringle Park
A	Replace gears on volleyball posts
A	Expand parking lot to east, renovate existing parking lot islands into rain gardens with trees
A	Install distance markers on trail
A	Add concrete pads for existing bleachers at soccer fields
B	Install landscape hedge along ditch south of volleyball courts
B	Construct small shelter west side of volleyball courts-with storage
B	Install new bleachers and concrete pads for volleyball courts

Priority	Rieth Interpretative Center
A	Replace wood siding on building & wood trellis on front and back
A	Replace walkway in bird feeding area
A	Initiate non-native species control, develop manual
A	Construct stone trail to Waverly Rd. through Classified Forest
B	Develop nature hunt interactive kits for visitors to check out for walks
B	Establish an Environmental Scout Merit Badge
B	A trail from the Center that invites visitors to explore the forest and trails

Priority	Rieth Park
A	Renovate basketball court - striping, backboards, etc.

Priority	Rogers Park
A	Remove one volleyball court, center remaining court with new posts
A	Install bleachers for volleyball court
A	Renovate basketball court - striping, new backboard
A	Repaint restrooms - interior and exterior
B	Drainage improvements on ball diamond
B	Resurface basketball courts paint lines
B	Replace sports lighting on ball diamond
B	Pave parking lot

Priority	Shanklin Park
A	Pool - connect drains to sewer system, lift station needed? (not to the river)
A	Park Office - remodel back building for storage
A	Park - new sports lighting at ball diamonds
A	Remove Diamond #1 dugout, construct new dugout on outside of fence
A	Park - new foul line poles on ball diamonds
A	Park - replace concession serving window with roll up window
A	Park - Improve concession stand public
A	Park - AC, exhaust, signage-concession stand
A	Park - construct pads under bleachers at basketball courts
A	Park - renovate basketball courts - striping, backboards
A	Schrock Pavilion - repair chimney, reset cap
A	Pool - repair/replace pump for lap & wading pool
A	Pool - update sound system
A	Pool - replace valves, water leaking
B	Install benches around pond
B	Park Office - electronic message board sign
B	Park Office - expand parking
B	Park Office - improve signage for visitors
B	Park Office- renovate drive and parking
B	Park - replace transformers on all light poles
B	Park - repair pavement & restripe, area between Pool and Schrock Pavilion
B	Pool - replace backflow preventer (for river backwash)
B	Park - replace scoreboard on Diamond #3
B	Schrock Pavilion - wood soffit repair, paint (replace with metal?)
B	Park - create landscape islands for parking control-at pool/diamond 1 lot
B	Pool - replace deck gutters
B	Pool - repair brick columns
B	Pool - pump pit: reline, replace valves and replace piping
B	Install Splash park - recycle in existing pool pits
C	Park - new dugouts on Diamond #3
C	Construct sand volleyball courts, install shower towers at pool area

Priority	Shoup-Parson Woods
A	Renovate boardwalk
A	Develop forest management plan
A	Railing on bridge needs painted
B	Shoup-Parsons Woods sign lower w/new logo

Priority	Walnut Park
A	Install cover for water meter pit
A	Renovate basketball court - striping, backboards, etc.
B	Install new sign with landscaping
B	Replace controller at splash pad
B	Install new bleachers and concrete pads

Priority	Water Tower Park
A	Install new sign with landscaping

Priority	Future Development
A	New Park Site - City property new Enviro Center
A	Develop new BMX Track - Mayor - gift funding- grants
A	Disc golf
A	Dog park
A	Soccer fields
Engineering	Extend CR21 (Indiana Ave) south (Note when Engineering for priority Engineering -funding could be noted as Engineering/INDOT when appropriate)
Engineering	Kercher Road bridge crossing
Engineering	CR39 to Orchard Subdivision
Engineering	Connection between downtown and Pringle Park
Engineering	Trail from northside (Oaklawn) to downtown
Engineering	Continue trail south of Bethany Schools

Indiana Statewide Outdoor Recreation Plan 2011-2015

“Hoosiers Planning Play”

The State of Indiana Department of Natural Resources has adopted the Indiana Statewide Outdoor Recreation Plan 2011-2015 “Hoosiers Planning Plan” (SCORP) as the State’s recreation plan. The State’s priorities are based on the overall objectives of providing for a wide range of recreational opportunities and experiences.

SCORP VISION STATEMENT

The SCORP is an information resource that quantifies and analyzes the state’s outdoor recreation resources for the social, environmental, health and economic benefit of citizens statewide. The SCORP is intended to support local, regional and state-level recreation decision making, as well as foster research, partnerships and cooperation among users, planners, government officials and nonprofits.

SCORP GOALS

- Qualify Indiana for National Park Service Land and Water Conservation Fund (LWCF) state-side grants
- Set statewide priorities for funding of grants through LWCF, the Recreational Trails Program (RTP), and any other applicable funds available at state or federal levels
- Provide a quantitative analysis of outdoor recreation supply and demand statewide
- Improve the provision of outdoor recreation to all users

It is important to recognize and identify Goshen’s priorities and opportunities in their relationship with the State’s priorities and goals. Support that Goshen can provide in assisting the State meet their goals will improve the overall state-wide recreational opportunities and enhance its position in competition with federal and state funds. Many of the State’s goals and priorities closely parallel to those of the Goshen Park and Recreation Department.

2014-2018 ACTION PLAN

Action Plan Matrix

The Action Plan matrix is a probable implementation schedule using only the top priorities. The proposed Action Plan may need to be modified and adjusted annually to be a flexible working document, and some adjustments should be anticipated. Quantifiable benchmarks should be established to review and forecast for progress evaluation, based on a reasonable time frame.

The following pages reflect the proposed Action Plan matrix for each individual year of the 2014-2018 Master Plan. The action schedule outlines the Proposed Plan of Action, Site or Facility, the Estimated Costs and possible Funding Sources.

PLAN OF ACTION	Identifies the proposed implementation element established from the priority list.
SITE OR FACILITY	Identifies location for the proposed implementation element.
ESTIMATED COST	Indicates what estimated costs should be anticipated for the element of action. (All dollar estimates are a result of certain assumptions, and may not reflect actual costs. They are strictly preliminary estimates to be used as budgeting tools.)
FUNDING SOURCE(S)	Each Action Plan item has source(s) of possible funding identified.

Funding Resources

The following Action Plan represents a listing of issues which addresses “A” priorities only. The Action Schedule outlines the project action, the estimated year of implementation, and the estimated cost and probable funding sources. The following is a Source of Funds Key used in the Action Plan.

Park Budget	Goshen Park and Recreation Department
Engineering	Engineering Department
Grants	Grant Funds
Gift	Gifts and Donations

Park Budget: Goshen Park and Recreation Department

This funding source is the appropriation of the Park Department’s portion of the City’s Budget derived from property taxes.

Engineering: Engineering Department

This funding source is resulted from efforts and funding programs through the City Engineering Department.

Grants: Matching Grant Funds

There are many matching grant funding sources available through the state and federal funding programs. Typically matching grant programs require a certain percentage of the grant total to be funded by the local government. Another grant source is from foundations, private, institutional, tourism, etc.

Gifts: Gifts and Donations

Donations of money, land and time are important resources to the Park Department. Many recreation activities and special events would not occur if such donations were not received from individuals, service clubs, and businesses. Also, land donations to the Park Department and, where advantageous, these land donations should be encouraged and received by the Park Board.

Other Funding Sources:

Below are a few funding options that are available to the Goshen Park and Recreation Department/Board that should be investigated.

- Tax Incremental Financing
- Private Foundations
- “Take Pride in America”, Volunteer Program
- Indiana Committee for the Humanities
- Indiana Arts Committee
- Indiana Department of Aging and Community Services
- Environmental Education Act, U.S. Department of Health and Human Services
- Governor’s Voluntary Action Program
- Indiana Federal Property Program
- Indiana Department of Commerce
- Economic Development Administration
- Department of Education
- Green Thumb, Inc.
- President’s Council on Physical Fitness and Sports
- Army Corps of Engineers
- Armed Services
- The Nature Conservancy
- Acres, Inc.
- The Trust for Public Land
- Fish America Foundation
- Memorial Giving
- Deferred Giving
- Capital Fund Drive Campaign

The aforementioned potential funding sources are not intended as an exhaustive list of available sources. In carrying out its responsibilities, the Goshen Park and Recreation Department will continue to research various federal grant-in-aid programs and private sector resources, which could be utilized in the development of park and recreation projects.

Action Plan Matrix**2014**

Category	Park	Action Item	Estimated Cost	Funding Source
Signage	Abshire Park	Install Park Identification Sign w/ landscaping	\$2,500	Park Budget
Signage	Bakersfield Park	Install new Park Sign with new logo	\$2,500	Park Budget
Walkways	Burdick Park	Construct ADA walk from parking to play area	\$2,500	Park Budget
Administrative Tasks	Dorothy McFarland Park	Survey neighborhood for future park planning - re-visit McFarland gift for requirements	\$0	n/a
Administrative Tasks	Admin Office	(2) Full time Maintenance Staff positions (reinstatement of previous positions)	Per ordinance	Park Budget
Facility - Renovation	Dorothy McFarland Park	Reconstruct gazebo	\$1,000	Park Budget
Facility - New	Fidler Pond Park	Picnic pavilion with restrooms	\$85,000	Gift
Facility - Renovation	Fidler Pond Park	Renovate Barn	T.B.D.	Gift
Facility - Renovation	Fidler Pond Park	Renovate House	\$50,000	Park Budget
Playgrounds	Fidler Pond Park	Playground	\$50,000	Gift
Administrative Tasks	Future Development	New Park Enviro Center Site Develop new BMX Track - Mayor - seek gift, funding, grants	T.B.D.	Gift (same project)
Facility - Maintenance	Maple City Greenway	Pumpkinvine Trail - Remove look-out structure	\$0	Park Budget
Trail Construction	Maple City Greenway	Plymouth Avenue Trail - resurface trail from Millrace to school crossing	T.B.D.	Engineering
Parking Lots	Mill Street Park	Construction of parking lot and sidewalk	\$55,000	Park Budget
Playgrounds	Mill Street Park	Playground/Play area development	\$40,000	Park Budget
Playgrounds	Mill Street Park	Large hillside slide	\$22,000	Park Budget
Trail Construction	Mill Street Park	Stone trail construction Phase 1 (materials only)	\$5,000	Park Budget
Trail Construction	Mill Street Park	Stone trail construction Phase 2 (materials only)	\$5,000	Park Budget
Walkways	Oakridge Park	Construct ADA walk from parking to shelter	\$500	Park Budget
Facility - Renovation	Pringle Park	Replace volleyball posts	\$5,000	Park Budget
Signage	Pringle Park	Install distance markers on trail	\$250	Park Budget
Facility - Renovation	Rieth Interpretative Center	Replace wood siding on building & wood trellis on front and back	\$15,000	Park Budget
Facility - Renovation	Rogers Park	Repaint restrooms - interior and exterior	\$500	Park Budget
Equipment Replacement	Shanklin Park	Pool - update sound system	\$3,500	Pool Gift
Equipment Replacement	Shanklin Park	Pool - replace valves, water leaking	\$20,000	Pool Gift

Facility - Renovation	Shanklin Park	Park - new sports lighting at ball diamonds	\$80,000	Park Budget
Facility - Renovation	Shanklin Park	Park - new foul line poles on ball diamonds	\$150	Park Budget
Facility - Renovation	Shanklin Park	Park - replace concession serving window with roll up window	\$3,200	Park Budget
Facility - Renovation	Shanklin Park	Park - renovate basketball courts - striping, backboards	\$500	Park Budget
Facility - Maintenance	Shanklin Park	Schrock Pavilion - repair chimney, reset cap	\$3,500	Park Budget
Facility - Maintenance	Shanklin Park	Pool - repair/replace pump for lap & wading pool	\$300	Park Budget
Facility - Maintenance	Shoup-Parson Woods	Railing on bridge needs painted	\$400	Park Budget
Facility - Renovation	Walnut Park	Renovate basketball court - striping, backboards, etc.	\$500	Park Budget
Facility - Maintenance	Walnut Park	Install cover for water meter pit	\$250	Park Budget

Total \$454,050

2015

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
Facility - Renovation	Admin Office	Park Office - remodel back building for storage	\$15,000	Park Budget
Signage	Admin Office	Park Office - improve signage for visitors	\$250	Park Budget
Signage	Admin Office	Park Office - electronic message board sign	\$20,000	Park Budget
Administrative Tasks	Admin Office	Add Assistant Park Superintendent (new position)	Per ordinance	Park Budget
Administrative Tasks	Admin Office	Full time office assistance	Per ordinance	Park Budget
Administrative Tasks	Admin Office	OSHA Safety Policy/Procedures/Operation Manuals	\$28,000	Park Budget
Facility - Renovation	Burdick Park	Renovate basketball court restriping	\$500	Park Budget
Signage	Burdick Park	Install new park sign landscape	\$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	\$2,500	Park Budget
Facility - New	Dykstra Park	Develop sandlot soccer area	\$8,000	Park Budget
Facility - New	Fidler Pond Park	Additional parking (50 cars)	\$45,000	Park Budget
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 - New	Future Development	Dog park	T.B.D.	Gift
Signage	Maple City Greenway	Pumpkinvine Trail - new signage & trail markers	\$1,000	Park Budget
Site Furnishings	Maple City Greenway	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
Landscape Improvements	Mill Street Park	Landscape plantings - shrubs & perennials	\$8,000	Park Budgets / Grants
Playgrounds	Mill Street Park	Rock scramble	\$9,000	Park Budget / Gifts
Landscape Improvements	Natural Resources	Phase 1 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$25,000	Park Budgets / Grants
Parking Lots	Pringle Park	Expand parking lot to east (30 cars)	\$60,000	Park Budget
Facility - Renovation	Rogers Park	Remove one volleyball court, center remaining court with new posts	\$1,400	Park Budget
Facility - Renovation	Rogers Park	Renovate basketball court - striping, new backboard	\$750	Park Budget
Facility - Renovation	Shanklin Park	Remove Diamond #1 dugout, construct new dugout on outside of fence	\$3,000	Park Budget
Signage	Water Tower Park	Install new sign with landscaping	\$2,500	Park Budget

Total \$287,400

2016

Category	Park	Action Item	Estimated Cost	Funding Source
Signage	Classified Forest	Install new park sign landscape/concrete ribbon	\$2,500	Park Budget
Signage	Dorothy McFarland Park	New park sign	\$2,500	Park Budget
Facility - New	Fidler Pond Park	Rental boat storage building (30' x 60')	\$30,000	Park Budget
Site Furnishings	Maple City Greenway	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
Trail Construction	Maple City Greenway	Millrace - resurface stone trail from Rieth Interpretive Center to Goshen Dam	\$4,000	Park Budget
Facility - New	Mill Street Park	Arbors	\$1,000	Gift
Landscape Improvements	Natural Resources	Phase 2 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$15,000	Park Budgets / Grants
Facility - Renovation	Oakridge Park	Renovate basketball court - striping, backboards, etc.	\$500	Park Budget
Landscape Improvements	Rieth Interpretative Center	Initiate non-native species control, develop manual	\$500	Park Budget
Facility - Renovation	Rieth Park	Renovate basketball court - striping, backboards, etc.	\$500	Park Budget
Facility - Renovation	Shanklin Park	Park - AC, exhaust, signage-concession stand	\$8,200	Pool Gift
Facility - Renovation	Shanklin Park	Park - IMPROVE concession stand public access/remove fence	\$1,500	Park Budget
Landscape Improvements	Shoup-Parson Woods	Develop forest management plan	\$9,000	Park Budget

Total \$78,200

2017

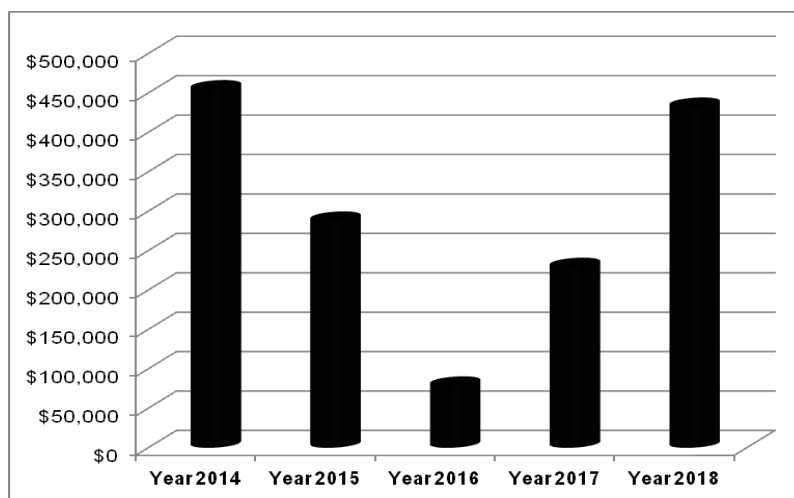
Category	Park	Action Item	Estimated Cost	Funding Source
Facility - Renovation	Abshire Park	Regrade steep side of sledding hill	\$8,000	Park Budget
Facility - Renovation	Abshire Park	Replace furnace in cabin	\$3,000	Park Budget
Facility - New	Abshire Park	Covered ice skating area and equipment	\$100,000	Park Budget
Playgrounds	Abshire Park	Wooden playscape area	\$75,000	Park Budget
Parking Lots	Admin Office	Park Office - expand parking	\$2,500	Park Budget
Walkways	Burdick Park	Construct concrete border around play area	\$4,500	Park Budget
Facility - Renovation	Church Park	Renovate basketball court restriping	\$500	Park Budget
Facility - Renovation	Dykstra Park	Renovate basketball court restriping	\$500	Park Budget
Signage	Dykstra Park	New park sign	\$2,500	Park Budget
Signage	Maple City Greenway	Install mileage markers	\$2,000	Park Budget
Site Furnishings	Maple City Greenway	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	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	\$10,000	Park Budgets / Grants
Walkways	Oakridge Park	Construct concrete border	\$2,500	Park Budget
Facility - Renovation	Pringle Park	Add concrete pads for existing bleachers at soccer fields	\$2,000	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	\$6,000	Park Budget
Facility - Renovation	Shanklin Park	Park - construct pads under bleachers at basketball courts	\$6,000	Park Budget

Total \$228,750

2018

Category	Park	Action Item	Estimated Cost	Funding Source
Walkways	Burdick Park	Continue sidewalk on Burdick Street	\$5,000	Park Budget
Facility - New	Dykstra Park	Small covered pavilion (requested by Neighborhood Association)	\$30,000	Park Budget
Facility - New	Future Development	Soccer fields	T.B.D.	Gift
Facility - New	Future Development	Disc golf	T.B.D.	Gift
Facility - New	Mill Street Park	Stone block building outlines	\$20,000	Park Budgets / Gifts
Landscape Improvements	Natural Resources	Develop native vegetation / invasive plant management plan for parks	\$3,500	Park Budget
Landscape Improvements	Natural Resources	Phase 4 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$5,000	Park Budgets / Grants
Signage	Oakridge Park	New park signage	\$2,500	Park Budget
Site Furnishings	Maple City Greenway	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
Trail Construction	Maple City Greenway	Replace stone trail with concrete pavement	\$300,000	T,B,D,
Site Furnishings	Oakridge Park	benches around play area	\$5,000	Park Budget
Facility - New	Rieth Interpretative Center	Construct stone trail to Waverly Street through Classified Forest (8' x 3,500')	\$30,000	Park Budget
Facility - Renovation	Shanklin Park	Repipe drains to City sewers	\$25,000	Park Budget
Facility - Renovation	Shanklin Park	Age appropriate splash park/water park	T.B.D.	T.D.B.
Facility - Renovation	Shoup-Parson Woods	Renovate boardwalk	\$3,000	Park Budget

Total \$432,000



Year	Estimated Cost	
2014	\$454,050	30.7%
2015	\$287,400	19.4%
2016	\$78,200	5.3%
2017	\$228,750	15.5%
2018	<u>\$432,000</u>	29.2%
\$1,480,400		

Action Plan breakdown by Park**Abshire Park**

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Signage	Install Park Identification Sign w/ landscaping	\$2,500	Park Budget
2015	Facility - Renovation	Install gas log in fireplace	\$500	Park Budget
2015	Signage	Install interpretive signs for prairie grass area	\$500	Park Budget
2017	Facility - New	Covered ice skating area and equipment	\$100,000	Park Budget
2017	Playgrounds	Wooden playscape area	\$75,000	Park Budget
2017	Facility - Renovation	Regrade steep side of sledding hill	\$8,000	Park Budget
2017	Facility - Renovation	Replace furnace in cabin	\$3,000	Park Budget
Total			\$189,500	

Administration Office

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Admin Office	(2) Full time Maintenance Staff positions (reinstatement of previous positions)	Per ordinance	Park Budget
2015	Admin Office	Add Assistant Park Superintendent (new position)	Per ordinance	Park Budget
2015	Admin. Office	Full time office assistance	Per ordinance	Park Budget
2015	Admin. Office	OSHA Safety/Policy/Procedure/Operational Manuals	\$28,000	Park Budget
2015	Facility - Renovation	Park Office - remodel back building for storage	\$15,000	Park Budget
2015	Signage	Park Office - improve signage for visitors	\$250	Park Budget
2015	Signage	Park Office - electronic message board sign	\$20,000	Park Budget
2017	Parking Lots	Park Office - expand parking	\$2,500	Park Budget
Total			\$65,750	

Bakersfield Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Signage	Install new Park Sign with new logo	\$2,500	Park Budget
Total			\$2,500	

Burdick Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Walkways	Construct ADA walk from parking to play area	\$2,500	Park Budget
2015	Facility - Renovation	Renovate basketball court restriping	\$500	Park Budget
2015	Signage	Install new park sign landscape	\$2,500	Park Budget
2015	Site Furnishings	Add picnic table concrete slabs & a grill	\$1,000	Park Budget
2017	Walkways	Construct concrete border around play area	\$4,500	Park Budget
2018	Walkways	Continue sidewalk on Burdick Street	\$5,000	Park Budget
Total			\$16,000	

Church Park

Year	Category	Action Item	Estimated Cost	Funding Source
2015	Signage	New park sign	\$2,500	Park Budget
2017	Facility - Renovation	Renovate basketball court restriping	\$500	Park Budget
Total			\$3,000	

Classified Forest

Year	Category	Action Item	Estimated Cost	Funding Source
2016	Signage	Install new park sign landscape/concrete ribbon	\$2,500	Park Budget
Total			\$2,500	

Dorothy McFarland Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Administrative Tasks	Survey neighborhood for future park planning - re-visit McFarland gift for requirements	\$0	n/a
2014	Facility - Renovation	Reconstruct gazebo	\$1,000	Park Budget
2016	Signage	New park sign	\$2,500	Park Budget
Total			\$3,500	

Dykstra Park

Year	Category	Action Item	Estimated Cost	Funding Source
2015	Facility - New	Develop sandlot soccer area	\$8,000	Park Budget
2017	Facility - Renovation	Renovate basketball court restriping	\$500	Park Budget
2017	Signage	New park sign	\$2,500	Park Budget
2018	Facility - New	Small covered pavilion (requested by Neighborhood Association)	\$30,000	Park Budget
Total			\$41,000	

Future Development

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Administrative Task	New Park Enviro Center Site Develop new BMX Track - Mayor - seek gift, funding, grants	T.B.D.	Gift (same project)
2015	Administrative Task	Dog park	T.B.D.	Gift
2018	Administrative Task	Soccer fields	T.B.D.	Gift
2018	Administrative Task	Disc golf	T.B.D.	Gift
Total			T.B.D.	

Fidler Pond Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility - New	Picnic pavilion with restrooms	\$85,000	Gift
2014	Facility - Renovation	Renovate Barn	T.B.D.	Gift
2014	Facility - Renovation	Renovate House	\$50,000	Park Budget
2014	Playgrounds	Playground	\$50,000	Gift
2015	Facility - New	Additional parking (50 cars)	\$45,000	Park Budget
2015	Landscape Improvements	Pond enhancements-Plantings Master Plan development of prairie grass plantings, 60-100 tree plantings	\$50,000	Park Budgets / Grants
2016	Facility - New	Rental boat storage building (30' x 60')	\$30,000	Park Budget
Total			\$310,000	

Maple City Greenway

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility - Maintenance	Pumpkinvine Trail - Remove look-out structure	\$0	Park Budget
2014	Trail Construction	Plymouth Avenue Trail - resurface trail from Millrace to school crossing	T.B.D.	Engineering
2015	Signage	Pumpkinvine Trail - new signage & trail markers	\$1,000	Park Budget
2015	Site Furnishings	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
2016	Site Furnishings	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
2018	Site Furnishings	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
2016	Trail Construction	Millrace - resurface stone trail from Rieth Interpretive Center to Goshen Dam	\$4,000	Park Budget
2017	Signage	Install mileage markers	\$2,000	Park Budget
2017	Site Furnishings	Central City Trail - Bike rack concrete pads (20 racks per year)	\$3,000	Park Budget
2017	Administrative Task	Connect trails to Fidler Pond (Horn Ditch Trail)	T.B.D.	Engineering
2018	Trail Construction	Pumpkinvine Nature Trail - replace stone surface with concrete pavement	\$300,000	T.B.D.
Total			\$19,000	

Mill Street Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Parking Lots	Construction of parking lot and sidewalk	\$55,000	Park Budget
2014	Playgrounds	Playground/Play area development	\$40,000	Park Budget
2014	Playgrounds	Large hillside slide	\$22,000	Park Budget
2014	Trail Construction	Stone trail construction Phase 1 (materials only)	\$5,000	Park Budget
2014	Trail Construction	Stone trail construction Phase 2 (materials only)	\$5,000	Park Budget
2015	Landscape Improvements	Landscape plantings - shrubs & perennials	\$8,000	Park Budgets / Grants
2015	Playgrounds	Rock scramble	\$9,000	Park Budget / Gifts
2016	Facility - New	Arbors	\$1,000	Gift
2018	Facility - New	Stone block building outlines	\$20,000	Park Budget / Gifts
Total			\$165,000	

Natural Resources

Year	Category	Action Item	Estimated Cost	Funding Source
2015	Landscape Improvements	Phase 1 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$25,000	Park Budgets / Grants
2016	Landscape Improvements	Phase 2 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$15,000	Park Budgets / Grants
2017	Landscape Improvements	Phase 3 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$10,000	Park Budgets / Grants
2018	Landscape Improvements	Develop native vegetation / invasive plant management plan for parks	\$3,500	Park Budget
2018	Landscape Improvements	Phase 4 - invasive plant removal at Abshire, Fidler, Millrace, Rieth Center, Shanklin	\$5,000	Park Budgets / Grants
Total			\$58,500	

Oakridge Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Walkways	Construct ADA walk from parking to shelter	\$500	Park Budget
2016	Facility - Renovation	Renovate basketball court - striping, backboards, etc.	\$500	Park Budget
2017	Walkways	Construct concrete border	\$2,500	Park Budget
2018	Signage	New park signage	\$2,500	Park Budget
2018	Site Furnishings	benches around play area	\$5,000	Park Budget
Total			\$11,000	

Pringle Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility - Renovation	Replace volleyball posts	\$5,000	Park Budget
2014	Signage	Install distance markers on trail	\$250	Park Budget
2015	Parking Lots	Expand parking lot to east (30 cars)	\$60,000	Park Budget
2017	Facility - Renovation	Add concrete pads for existing bleachers at soccer fields	\$2,000	Park Budget
Total			\$67,250	

Rieth Interpretative Center

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility - Renovation	Replace wood siding on building & wood trellis on front and back	\$15,000	Park Budget
2016	Landscape Improvements	Initiate non-native species control, develop manual	\$500	Park Budget
2017	Facility - Maintenance	Replace walkway in bird feeding area with boardwalk	\$750	Park Budget
2018	Facility - New	Construct stone trail to Waverly Street through Classified Forest (8'x3500')	\$30,000	Park Budget
Total			\$46,250	

Rieth Park

Year	Category	Action Item	Estimated Cost	Funding Source
2016	Facility - Renovation	Renovate basketball court - striping, backboards, etc.	\$500	Park Budget
Total			\$500	

Rogers Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility - Renovation	Repaint restrooms - interior and exterior	\$500	Park Budget
2015	Facility - Renovation	Remove one volleyball court, center remaining court with new posts	\$1,400	Park Budget
2015	Facility - Renovation	Renovate basketball court - striping, new backboard	\$750	Park Budget
2017	Facility - Renovation	Install bleachers for volleyball court	\$6,000	Park Budget
Total			\$8,650	

Shanklin Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Equipment Replacement	Pool - update sound system	\$3,500	Pool Gift
2014	Equipment Replacement	Pool - replace valves, water leaking	\$20,000	Pool Gift
2014	Facility - Renovation	Park - new sports lighting at ball diamonds	\$80,000	Park Budget
2014	Facility - Renovation	Park - new foul line poles on ball diamonds	\$150	Park Budget
2014	Facility - Renovation	Park - replace concession serving window with roll up window	\$3,200	Park Budget
2014	Facility - Renovation	Park - renovate basketball courts - striping, backboards	\$500	Park Budget
2014	Facility Maintenance	Schrock Pavilion - repair chimney, reset cap	\$3,500	Park Budget
2014	Facility Maintenance	Pool - repair/replace pump for lap & wading pool	\$300	Park Budget
2015	Facility - Renovation	Remove Diamond #1 dugout, construct new dugout on outside of fence	\$3,000	Park Budget
2016	Facility - Renovation	Park - AC, exhaust, signage-concession stand	\$8,200	Pool Gift
2016	Facility - Renovation	Park - IMPROVE concession stand public access/remove fence	\$1,500	Park Budget
2017	Facility - Renovation	Park - construct pads under bleachers at basketball courts	\$6,000	Park Budget
2018	Facility - Renovation	Repipe drains to City sewers	\$25,000	Park Budget
2018	Facility - Renovation	Age appropriate splash park/water park	T.B.D.	T.B.D.
Total			\$154,850	

Shoup-Parson Woods

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility Maintenance	Railing on bridge needs painted	\$400	Park Budget
2016	Landscape Improvements	Develop forest management plan	\$9,000	Park Budget
2018	Facility - Renovation	Renovate boardwalk	\$3,000	Park Budget
Total			\$12,400	

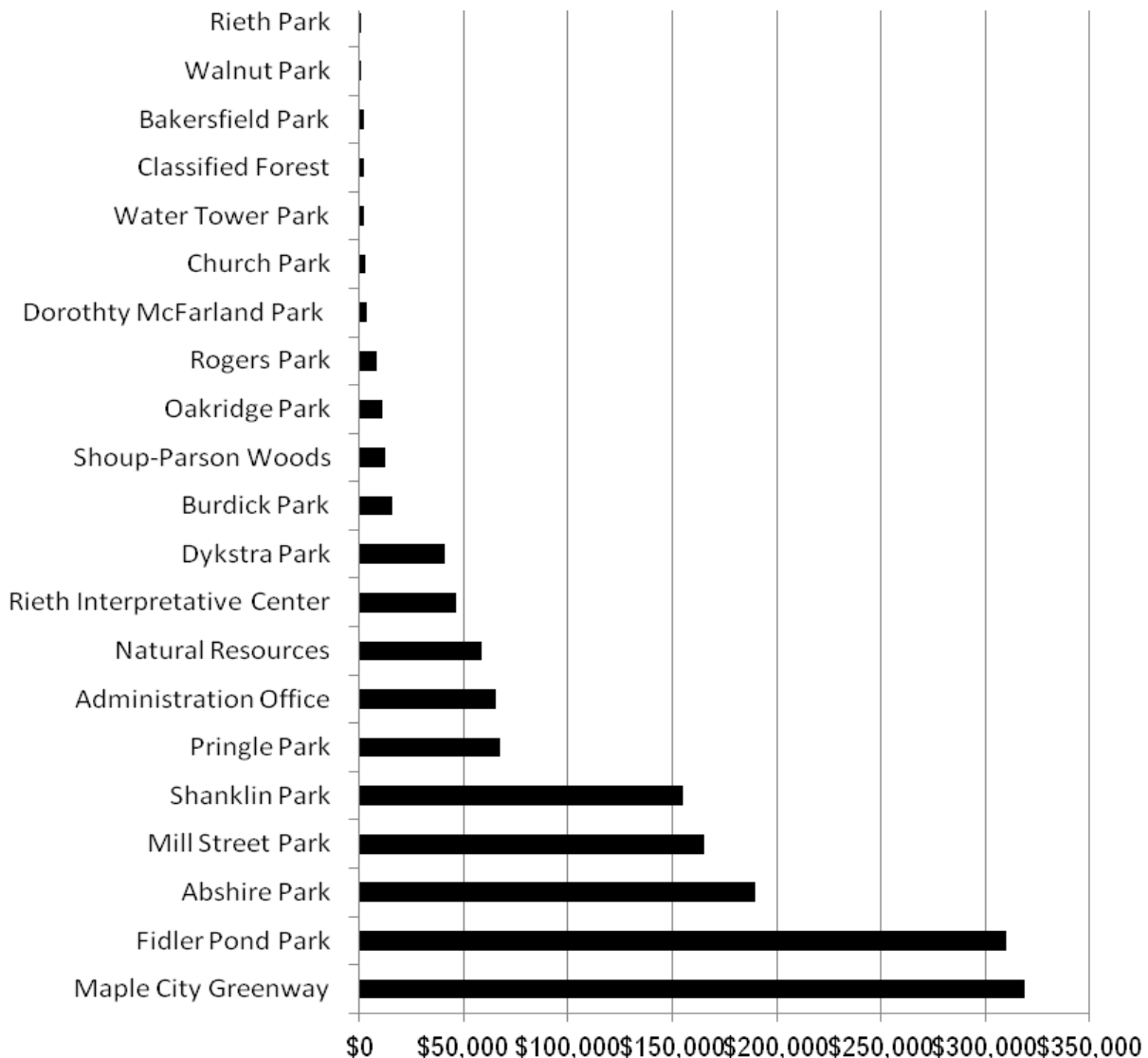
Walnut Park

Year	Category	Action Item	Estimated Cost	Funding Source
2014	Facility - Renovation	Renovate basketball court - striping, backboards, etc.	\$500	Park Budget
2014	Facility Maintenance	Install cover for water meter pit	\$250	Park Budget
Total			\$750	

Water Tower Park

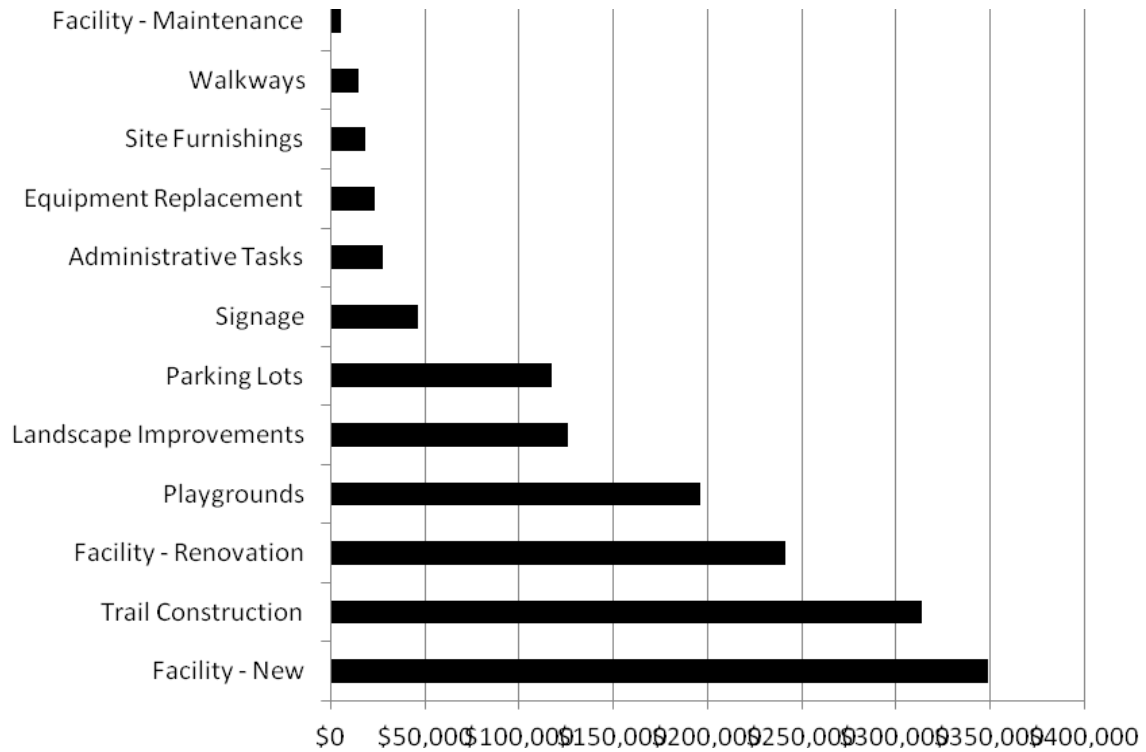
Year	Category	Action Item	Estimated Cost	Funding Source
2015	Signage	Install new sign with landscaping	\$2,500	Park Budget
Total			\$2,500	

<u>Park/Site/Facility</u>	<u>Cost Estimate</u>			
Rieth Park	\$500	0.0%	Dykstra Park	\$41,000 2.8%
Walnut Park	\$750	0.1%	Rieth Interpretative Center	\$46,250 3.1%
Bakersfield Park	\$2,500	0.2%	Natural Resources	\$58,500 4.0%
Classified Forest	\$2,500	0.2%	Administrative Office	\$68,750 4.4%
Water Tower Park	\$2,500	0.2%	Pringle Park	\$67,250 4.5%
Church Park	\$3,000	0.2%	Shanklin Park	\$154,850 10.5%
Dorothy McFarland Park	\$3,500	0.2%	Mill Street Park	\$165,000 11.1%
Rogers Park	\$8,650	0.7%	Abshire Park	\$14,500 12.8%
Oakridge Park	\$11,000	0.8%	Fidler Pond Park	\$310,000 20.9%
Shoup-Parsons Woods	\$12,400	1.1%	Maple City Greenway	\$19,000 21.5%
Burdick Park	\$16,000	1.4%	Total	\$1,480,400



Action Plan Summary by Category

Category	Cost Estimate	
Facility - Maintenance	\$5,200	0.4%
Walkways	\$15,000	1.0%
Site Furnishings	\$18,000	1.2%
Equipment Replacement	\$23,500	1.6%
Administrative Tasks	\$28,000	1.9%
Signage	\$46,500	3.1%
Parking Lots	\$117,500	7.9%
Landscape Improvements	\$126,000	8.5%
Playgrounds	\$196,000	13.2%
Facility - Renovation	\$241,700	16.3%
Trail Construction	\$314,000	21.2%
Facility - New	\$349,000	23.6%
Total	\$1,480,400	



Note: Funding for Facilities (New and Renovation) is primarily gifts, grants and donations.

Action Plan Funding Breakdown

Administrative		Park Budget / Gift	
2014	T.B.D.	2014	---
2015	T.B.D.	2015	\$9,000
2016	T.B.D.	2016	---
2017	T.B.D.	2017	---
2018	T.B.D.	2018	\$20,000
Total	\$0	Total	\$29,000
Engineering		Park Budgets / Grants	
2014	T.B.D.	2014	---
2015	T.B.D.	2015	\$33,000
2016	T.B.D.	2016	\$15,000
2017	T.B.D.	2017	\$10,000
2018	T.B.D.	2018	\$55,000
Total	T.B.D.	Total	\$113,000
Gift		Pool Gift	
2014	\$135,000	2014	\$23,500
2015	T.B.D.	2015	---
2016	\$1,000	2016	\$8,200
2017	---	2017	---
2018	T.B.D.	2018	---
Total	\$136,000	Total	\$31,700
Park Budget		Total Funding	\$1,480,400
2014	\$295,550		
2015	\$167,400		
2016	\$57,000		
2017	\$43,750		
2018	\$374,000		
Total	\$937,700		

Budget / Financing

The challenge for Goshen Park and Recreation Department, as it is with any park and recreation department, is finding and generating adequate revenue to provide and maintain parks, facilities and programs at the levels desired by the community. Coordination with Goshen's City Council is vital to maintain adequate budgets. The need to look for and to generate additional income will need to be increased. All possibilities for grants, donations, volunteers should be explored to help achieved the goals of the Master Plan.

The possibility of establishing non-reverting accounts should be investigated. These accounts could be established for specific facilities and programs for accumulation of users fees associated with that facility or program. This allows the monies collected to be used to improve or provide those particular facilities or programs, thus allowing tax monies to be used in other needed areas. In the future, the Goshen Park and Recreation Department will have to investigate the possibility of creative financing or other revenue generating activities to maintain the Goshen parks.

Park and Recreation Department Five-Year Budget Planning

Based on the proposed funding sources and Action Plan, projected budgets for the Goshen Park and Recreation Department were prepared for the 2014-2018 period. The following chart illustrates the impact the proposed Action Plan would have on the Department's budget.

Personal Services *Staff levels are maintained with a minimum cost of living increases.*

Supplies *Expenses for supplies will increase with calculated inflation and increased recreational programs.*

Other Services and Charges *Inflation rates were calculated for basic services such as utilities and telephone. Fees for professional services were listed for assistance in potential grant applications on proposed park developments.*

Capital Outlays *Projects, as listed in the Action Plan, are proposed to be completed with funding as indicated if available. Gifts and donations should be pursued to offset costs for these improvements.*

The proposed budgets are a guide for the next five years. Budgets are to be reviewed and adjusted each year.

PROPOSED BUDGETS

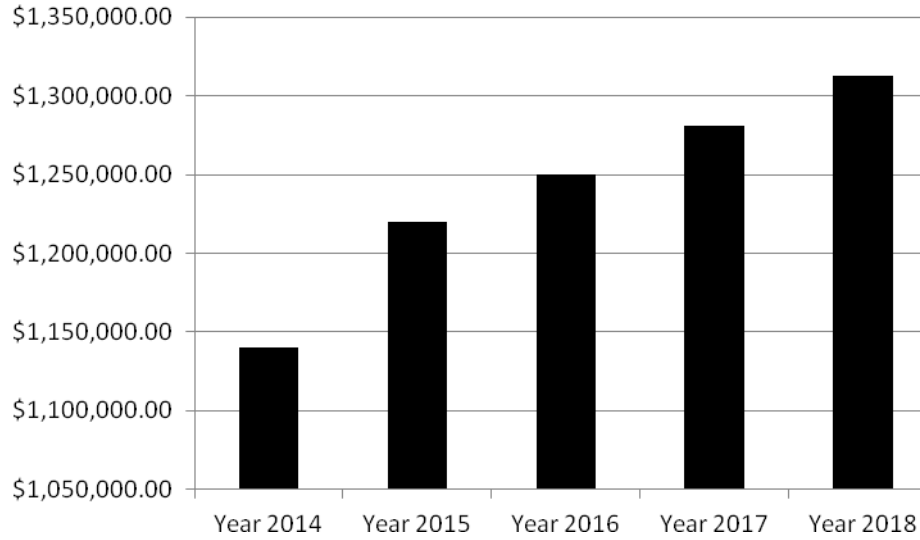
Personal Services	2014	2015	2016	2017	2018
Full Time Salaries	\$505,701.00	\$569,843.53	\$584,089.61	\$598,691.85	\$613,659.15
Part Time Salaries	\$305,670.00	\$313,311.75	\$321,144.54	\$329,173.16	\$337,402.49
Increment	\$11,400.00	\$11,685.00	\$11,977.13	\$12,276.55	\$12,583.47
Longevity	\$4,000.00	\$4,100.00	\$4,202.50	\$4,307.56	\$4,415.25
Overtime	\$4,000.00	\$4,000.00	\$4,500.00	\$4,500.00	\$5,000.00
FICA / Medicare	\$63,250.00	\$64,831.25	\$66,452.03	\$68,113.33	\$69,816.17
PERF	\$74,565.00	\$76,429.13	\$78,339.85	\$80,298.35	\$82,305.81
Health Insurance	\$149,864.00	\$153,610.60	\$157,450.87	\$161,387.14	\$165,421.82
Unemployment Compensation	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Clothing	\$6,800.00	\$6,800.00	\$7,000.00	\$7,000.00	\$7,000.00
SUBTOTAL	\$1,140,250.00	\$1,219,611.25	\$1,250,156.53	\$1,280,747.94	\$1,312,604.14

Supplies	2014	2015	2016	2017	2018
Stationary & Printing	\$850.00	\$850.00	\$900.00	\$900.00	\$900.00
Other Office Expenses	\$3,200.00	\$3,400.00	\$3,400.00	\$3,400.00	\$3,400.00
Other Operating Expenses	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00
Paint	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
General Program	\$16,500.00	\$16,500.00	\$16,500.00	\$17,000.00	\$17,000.00
Gasoline / Diesel / Propane	\$49,100.00	\$50,082.00	\$51,083.64	\$52,105.31	\$53,147.42
Other Garage & Motor	\$3,200.00	\$3,200.00	\$3,200.00	\$3,200.00	\$3,200.00
Institutional & Medical	\$24,000.00	\$24,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Building Materials & Supplies	\$27,000.00	\$27,000.00	\$27,000.00	\$29,000.00	\$29,000.00
Street, Alley & Sewer	\$27,000.00	\$27,000.00	\$27,500.00	\$27,500.00	\$27,500.00
Repair Parts	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00
Machinery & Tools	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00
Memorial Tree	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Program Supplies	\$29,000.00	\$29,000.00	\$30,000.00	\$30,000.00	\$31,000.00
Other Supplies	\$16,000.00	\$16,000.00	\$16,500.00	\$16,500.00	\$16,500.00
SUBTOTAL	\$218,264.00	\$219,447.00	\$223,499.64	\$227,022.31	\$229,065.42

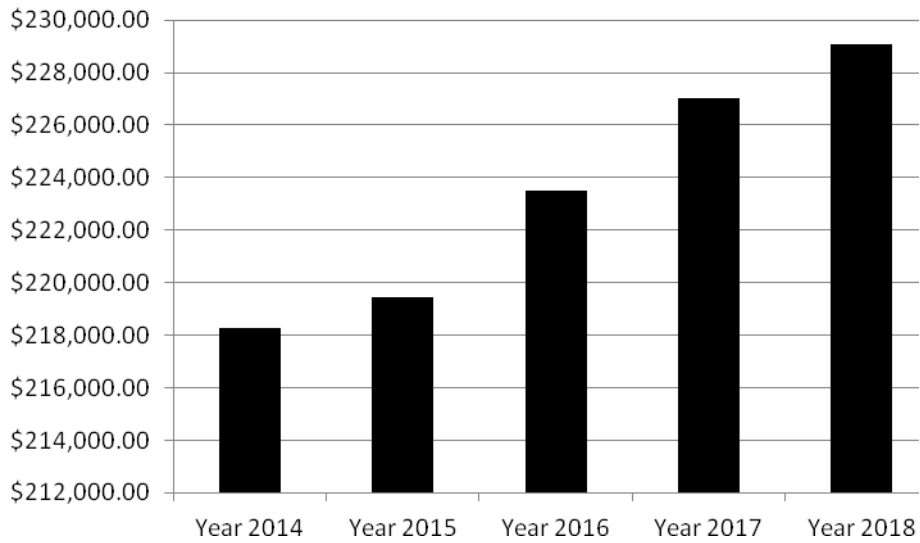
Other Services and Charges	2014	2015	2016	2017	2018
Contractual Services	\$69,850.00	\$95,850.00	\$96,000.00	\$96,000.00	\$96,000.00
Tree Program	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Trees Planted - Parks	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Other Professional Services	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Street Tree Maintenance / Work	\$37,000.00	\$37,000.00	\$37,000.00	\$39,000.00	\$39,000.00
Landscaping	\$15,000.00	\$25,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Tree Trim & Removal - Parks	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
Legal Reimbursement	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Postage	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Travel Expenses	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Telephone	\$12,000.00	\$12,240.00	\$12,484.80	\$12,734.50	\$12,989.19
Legal Notices / Publications	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00
Other Printing & Advertising	\$16,400.00	\$16,400.00	\$16,400.00	\$16,400.00	\$16,400.00
Comprehensive Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00
Electricity & Gas	\$65,500.00	\$66,482.50	\$67,479.74	\$68,491.93	\$69,519.31
Water & Sewer	\$48,000.00	\$48,720.00	\$49,450.80	\$50,192.56	\$50,945.45
Stormwater Fees	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
Repairs to Buildings & Structures	\$18,500.00	\$48,500.00	\$18,500.00	\$56,500.00	\$37,000.00
Repairs to Equipment	\$7,400.00	\$7,400.00	\$8,000.00	\$8,000.00	\$8,000.00
Maintenance Contracts	\$26,000.00	\$26,000.00	\$26,000.00	\$26,000.00	\$26,000.00
Swimming Pool	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
Rental Equipment / Facility	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Subscriptions & Dues	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Education & Training	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00
Facility Sales Tax	\$4,500.00	\$4,500.00	\$4,700.00	\$4,700.00	\$4,700.00
Sales Tax	\$4,500.00	\$4,500.00	\$4,700.00	\$4,700.00	\$4,700.00
SUBTOTAL	\$426,750.00	\$494,692.50	\$466,815.34	\$508,818.99	\$502,353.95
400 Accounts - Capital Projects	2014	2015	2016	2017	2018
Capital Projects	\$200,000.00	\$133,000.00	\$120,000.00	\$108,000.00	\$390,000.00
Infrastructure	\$80,000.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Motor Vehicles & Equipment	\$35,000.00	\$102,000.00	\$88,425.00	\$74,500.00	\$86,500.00
Computers & Software	\$0.00	\$19,100.00	\$15,000.00	\$27,000.00	\$0.00
Playground Equipment	\$62,000.00	\$9,000.00	\$0.00	\$75,000.00	\$0.00
SUBTOTAL	\$377,000.00	\$263,100.00	\$223,425.00	\$284,500.00	\$501,500.00
TOTAL BUDGET	\$2,162,264.00	\$2,196,850.75	\$2,163,896.51	\$2,301,089.25	\$2,545,523.51

2014-2018 Projected Budgets

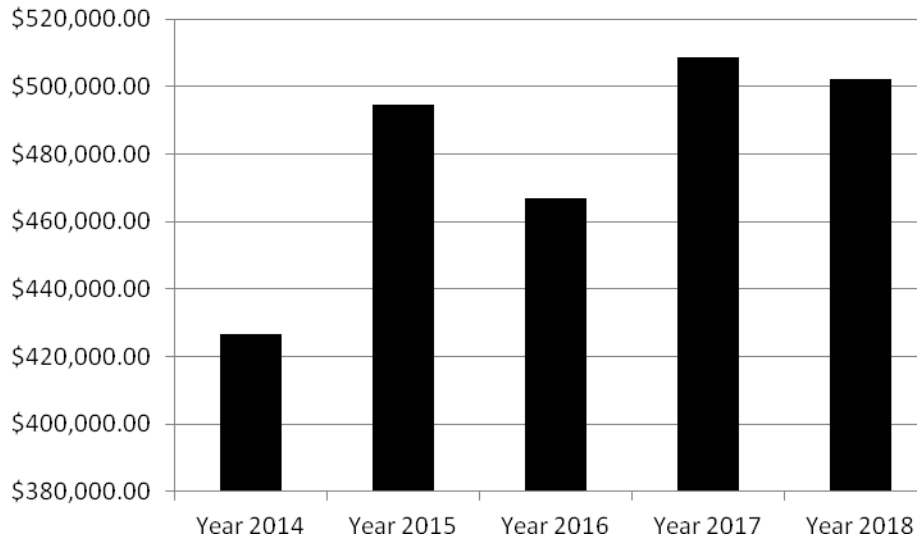
100 Accounts - Personnel Services



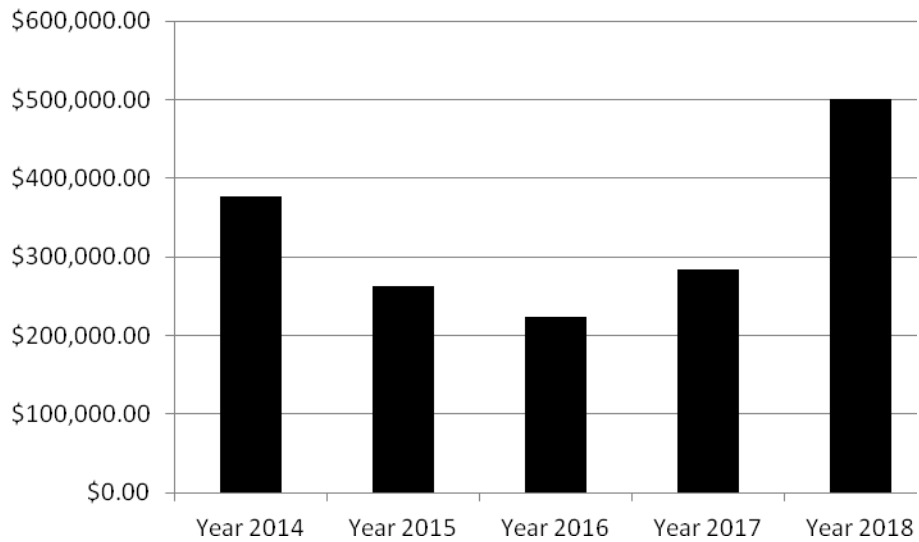
200 Accounts - Supplies



300 Accounts - Service Lines



400 Accounts - Capital Projects



Budget Breakdown - Capital Projects

Action Plan Items

Year	Park	Improvement	Cost	Account
2014	Fidler Pond Park	Renovate House	\$50,000	300 Repairs to Buildings & Structures
2014	Mill Street Park	Construction of parking lot and sidewalk	\$55,000	400 Capital Projects
2014	Mill Street Park	Playground/Play area development	\$40,000	400 Playground Equipment
2014	Mill Street Park	Large hillside slide	\$22,000	400 Playground Equipment
2014	Shanklin Park	Park - new sports lighting at ball diamonds	\$80,000	400 Capital Projects
2015	Admin Office	Park Office - electronic message board sign	\$20,000	400 Capital Projects
2015	Dykstra Park	Develop sandlot soccer area	\$8,000	400 Capital Projects
2015	Fidler Pond Park	Additional parking (50 cars)	\$45,000	400 Capital Projects
2016	Shoup-Parson Woods	Develop forest management plan	\$9,000	300 Comprehensive Plan
2017	Abshire Park	Regrade steep side of sledding hill	\$8,000	400 Capital Projects
2018	Rieth Interpretative Center	Construct stone trail to Waverly Street through Classified Forest (8' x 3,500')	\$30,000	400 Capital Projects
2018	Shanklin Park	Repipe drains to City sewers	\$25,000	400 Infrastructure

Preventative Maintenance Items

Year	Vehicle	Cost	Account
2015	Replace 2002 Dodge 2500 #210	\$25,000	400 Motor Vehicles & Equipment
2016	Replace 2005 Ford F450 Dump #215	\$28,000	400 Motor Vehicles & Equipment
2016	Replace 2005 Ford 250 3/4 T #213	\$22,000	400 Motor Vehicles & Equipment
2017	Replace 2005 Ford 250 3/4 T #214	\$22,000	400 Motor Vehicles & Equipment
2018	Replace 2007 Ford 250 4x4 #229	\$22,000	400 Motor Vehicles & Equipment
2018	Replace 2007 Ford 250 4x4 #230	\$22,000	400 Motor Vehicles & Equipment

Year	Equipment	Cost	Account
2014	Replace 2004 John Deere Gator Diesel #2208	\$10,000	400 Motor Vehicles & Equipment
2105	Replace 2006 John Deere 1445 Mower #2201	\$32,000	400 Motor Vehicles & Equipment
2015	Replace 1996 John Deere 1070 Tractor #2205	\$30,000	400 Motor Vehicles & Equipment
2015	Replace 2005 John Deere Gator Diesel #2009	\$10,000	400 Motor Vehicles & Equipment
2015	Replace 2005 John Deere 1200 Bunker Rake #2233	\$4,500	400 Motor Vehicles & Equipment
2015	Replace 2010 John Deere 72" Mower Deck	\$2,500	400 Motor Vehicles & Equipment
2016	Replace 2007 John Deere 1445 Mower #2232	\$32,000	400 Motor Vehicles & Equipment
2016	Replace 2006 John Deere 997 Z-Mower #2220	\$10,000	400 Motor Vehicles & Equipment

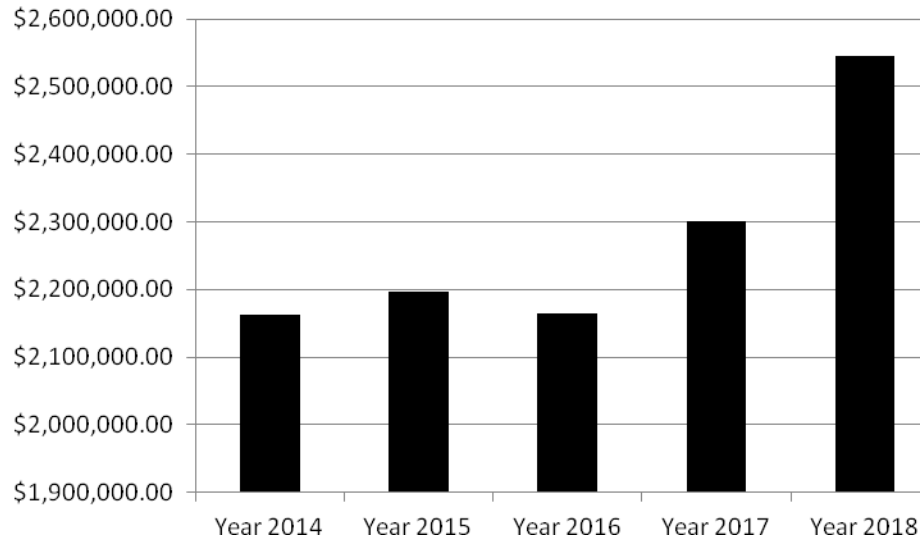
Year	Equipment	Cost	Account	
2016	Replace 2007 John Deere Gator XUV #2203	\$10,000	400	Motor Vehicles & Equipment
2017	Replace 2007 John Deere 997 Z-Mower #2231	\$10,000	400	Motor Vehicles & Equipment
2017	Replace 2007 Bobcat A300 #2209	\$52,000	400	Motor Vehicles & Equipment
2017	Replace John Deere 72" Mower Deck	\$2,500	400	Motor Vehicles & Equipment

Year	Small Equipment	Cost	Account	
2015	2001 TR3 landscape attachment #2234	\$3,000	400	Motor Vehicles & Equipment
2016	Replace 2001 John Deere 47 Snow Blower #2218	\$3,500	400	Motor Vehicles & Equipment
2016	Replace 2002 John Deere 47 Snow Blower #2219	\$3,500	400	Motor Vehicles & Equipment
2016	2005 7'-6" Boss snow blades (2)	\$4,500	400	Motor Vehicles & Equipment
2016	2006 Fimco 60 gal. sprayer (Gator)	\$2,925	400	Motor Vehicles & Equipment
2017	Replace 2001 John Deere 60 Broom #2215	\$2,500	400	Motor Vehicles & Equipment
2017	Replace 2002 John Deere 60 Broom #2216	\$2,500	400	Motor Vehicles & Equipment
2017	2007 7'-6" Boss snow V blades (2)	\$5,000	400	Motor Vehicles & Equipment
2018	1999 Erskin Snow Blower #2224 (12094)	\$5,000	400	Motor Vehicles & Equipment
2018	2007 7' Bobcat blade	\$2,500	400	Motor Vehicles & Equipment

Year	Park Improvement	Cost	Account	
2015	Pringle Park - parking lot expansion	\$60,000.00	400	Capital Projects
2015	Millrace Park - replace trellis & siding Rieth Int. Ctr.	\$15,000.00	300	Repairs to Buildings & Structures
2015	Shanklin Park - remodel Park Storage building	\$15,000.00	300	Repairs to Buildings & Structures
2016	Fidler Pond Park - new boat storage building	\$30,000.00	400	Capital Projects
2017	Shanklin Park - reroof Schrock Pavilion	\$38,000.00	300	Repairs to Buildings & Structures
2018	Pringle Park - reroof Fidler Pavilion	\$18,000.00	300	Repairs to Buildings & Structures

Year	Park Administration	Cost	Account	
2015	Schrock Pavilion - computer upgrades	\$4,100.00	400	Computers & Software
2015	Park Office - safety manual & training modules update	\$15,000.00	400	Computers & Software
2016	Park Office - maintenance work order software	\$15,000.00	400	Computers & Software
2017	Park Office - computer upgrades	\$7,000.00	400	Computers & Software
2017	Park Office - reservation & scheduling software	\$20,000.00	400	Computers & Software

Proposed Budgets



<u>Year</u>	<u>Budget</u>	<u>Difference</u>
2014	\$2,162,264.00	+16.4%
2015	\$2,196,850.75	+1.6%
2016	\$2,163,896.51	-1.5%
2017	\$2,301,089.25	+6.0%
2018	\$2,545,523.51	+9.6%%

Funding Opportunities

Limitations on the City of Goshen to fund the facilities and variety of programs in need by the community are challenges to address. Overcoming these constraints and limitations will require various sources of funds. Below is a brief description of the principal resources available to the Goshen Park and Recreation Department for implementing programs and developing facilities for recreational purposes within the community.

Park and Recreation General Budget – Annual tax allocations from the General City Tax Levy, Auto-Air Excise Tax and other local funding that could be utilized for both staffing and financing capital improvements within the Park and Recreation Department. However, general tax dollars may be limited or unavailable for extensive capital improvements.

Non-Reverting Account Funds - Monies collected from certain fees and rentals can be placed in one of two non-reverting accounts. Funds are available from the Non-Reverting Operating Account to offset operation costs from administration of programs within the Park and Recreation Dept. Funds from the Non-Reverting Capital Account are available for capital improvements.

Gifts and Donations Fund - Donations of money, land and time are important resources to any Park and Recreation Department. Donations are important from the point that they can be used to match grants from other sources.

Lease Purchase – Traditional mechanism used to finance capital projects including equipment and vehicles. City Council must annually levy a tax payable from property taxes sufficient to pay lease rentals; except that the levy may be reduced any year to the extent other money is pledged or available for the payment of the lease rentals (I.C. 36-10-1).

COIT/CEDIT - (County Option Income Tax / County Economic Development Income Tax) – Local income tax to help address local needs and improvements.

General Obligation Bond - General obligation bonds, which are retired by tax money, provide a funding source for implementation of large-scale projects. The Goshen Park and Recreation Board's bonding power cannot be in excess of two percent (2%) of the assessed valuation of the taxing district. Hearings must be held and approval is required by the City Council.

A MATRIX OF LOCAL FINANCING TOOLS

Type of Financing	What It Is	Who Pays	How Funds are Being Used	Why It's Being Used	Areas It's Being Applied	How Long It Lasts
Property Tax	tax on real property	commercial and residential property owners	park, open space, and recreation: maintenance, operations, and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban, and rural areas	tax ongoing or increased for a defined time period
Special Assessment District	separate units of government that manage specific resources within defined boundaries	residents of the district through property taxes, user fees, or bonds	park, open space, and recreation: maintenance, operations, acquisition, and capital improvements	increased usership and demand; growth management; water quality improvements;	typically urban and suburban areas	tax ongoing or increased for a defined time period
Sales & Use Tax	tax on the sales of goods or services	purchase of goods or services	park, open space, and recreation: maintenance, operations, acquisition, and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban, and rural areas	tax ongoing or increased for a defined time period
Real Estate Transfer Tax	tax on the sale of property	sometimes the seller, sometimes the buyer	park and open space: acquisition (proceeds are often deposited into land banks)	increased usership and demand; growth management	typically fast-growing rural and suburban areas	one-time cost to home seller or buyer
Impact Fee	one-time fee to off-set costs of infrastructure caused by new development	developer of a project	park, open space, and recreation: acquisition and development	growth management	typically fast-growing rural and suburban areas	one-time cost to developer
Bond-General Obligation	loan taken out by a city or county against the value of the taxable property	city or county through taxes paid by property owners	park, open space, and recreation: acquisition and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban, and rural areas	bonds are typically issued for 15, 20 or 30 years
Bond-Revenue	loan paid from the proceeds of a tax levied for the use of a specific public project, or with the proceeds of fees charged to those who use the facility that the bonds finance	city or county through taxes paid by general population or user of a service	park, open space, and recreation: acquisition and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban, and rural areas	bonds are typically issued for 15, 20 or 30 years
Income Tax	tax on individual income	individual taxpayers	park: acquisition, maintenance, and capital improvements	increased park usership; growth management	limited use to date: suburban community	ongoing
Mitigation	developer set-aside of land	developers of a project	wetlands and natural areas: acquisition and protection	natural resource protection	suburban and rural areas	one-time cost to developer
User Fee	fee that covers the cost of a service	anyone who chooses to take advantage of a service	park, open space, and recreation: maintenance and operations	increased park usership	urban, suburban, and rural areas	one-time cost to user
Tax Increment Financing	financing mechanism used to stimulate economic development in a blighted area	property owners when redevelopment results in increased property values	park: acquisition and capital improvements	economic development	urban areas	ongoing

Revenue Sources

Revenues available to the City, to repay debts for construction or improvements as well as ongoing services, can be classified into two categories: flow or ongoing sources, and those of limited or one-time duration. Within the ongoing category are taxes including property, special use taxes, or special district taxes. This category includes fees and charges for service, which by law must relate to and be proportionate to the actual cost of delivering the service.

The use of fees for services especially in high demand, high utilization recreation programs has become the most practical and reliable source of funding for the future. It forces programs to respond more rapidly to changes in tastes, but concurrently provides some insulation from the fluctuations of the general fund. However, Goshen Park and Recreation does not currently have high-end fees that it can change for payments on construction costs.

Long-Term Debt Financing

Bonds have been the most popular financing mechanism for funding local government improvements because of their relative ease of issue, their past tax shelter features, and the stability of the issuing bodies. Even with the tax deductions vastly reduced, they remain staples of government bodies that have created innovative means of overcoming the tax disadvantages.

Bonds are guaranteed by the general fund of Goshen, and are typically issued to pay for major capital facilities, land acquisition, or renovation of existing facilities. If approved, these bonds would be paid by an increase in the allowable ad valorem tax or a specific County tax such as COIT or CEDIT. The payback period, depending on competitive conditions, can be as long as twenty years for these bonds. Many factors will affect this figure, including:

- Organized opposition to bonds from the electorate.
- Other bond amounts for other needs such as roadways, prisons, buildings, schools, etc.

Revenue bonds are secured by a pledge of revenues from an income-producing “enterprise” such as a use facility where periodic service charges or fees are collected from those who use the facility. Limitations on the use of these bonds include exclusion for such items as streets and storm drains because, under normal circumstances, they produce no direct income. They are most appropriate for items such as golf courses, equestrian centers, swimming pools and centers that have admission or use charges. These bonds cannot be secured by the taxing power of government, but can be guaranteed by assessments or special taxes imposed on properties within designated districts.

Lease-purchase arrangements require that a local government entity determine it intends to acquire a new or renovated public facility. This facility is then constructed, already owned, or purchased by a vendor corporation. The local government entity signs a lease agreement with the corporation to use the facility. An underwriting firm then buys the lease obligation from the vendor corporation. The local government entity makes the lease payments to the bank, which in turn allocates the payments to the holders of the lease. At the end of the lease period, the facility is turned over to the local government entity for a nominal sum, or title passes to the local government entity at no cost. In Indiana, this may take the form of a build / operate / transfer agreement.

The local government participating in any of these leasing arrangements must appropriate the funds for the lease payments from some revenue source. If that source is user charges for the facility being leased, then the burden is equitably placed on the users. However, it is more difficult to assign equitable burden when the source of repayment is the general fund. This solution provides new and exciting means of involving special interests groups such as seniors, senior clubs, or philanthropists in the ongoing funding of capital improvements. It is not a recommended means of dealing with ongoing or service level costs such as maintenance and staffing.

Nonprofit corporations provide another vehicle for utilizing revenue financing. The purpose of a nonprofit corporation is to issue revenue bonds secured by a pledge or rental revenues due under lease of the project to a public entity. First, a public entity agrees to lease a site to the nonprofit corporation. Then, the nonprofit corporation agrees to construct the project and to lease back the site and the project to the public entity for a certain annual rental. The corporation finances the project by issuance of bonds secured by the pledge of the rental revenues. Once the bonds are paid in full, the nonprofit corporation is disbanded and title to the project and site passes to the public entity.

Renovation Funding

Aggressively seek and obtain increased public and private funds for the recreation of City parks and nature preserves in order to provide for an exceptional experience for users of these facilities. Renovate these areas so each provides a unique and fulfilling experience for users. Develop aggressive solicitation plans for outside funding of development and renovation projects in the City park system utilizing private and public grant funds, and campaign efforts by a Park Foundation, which may include sponsorship of specific areas.

Fee Transfer

Gradually establish a modest cost of operational support that can be charged to non-reverting fund activities in support of general fund maintenance.

New Services

Enhance, where possible, non-taxpayer funding of park operations by identifying new services and / or upgrading charges that can generate funding to cover maintenance and long-term renovation costs.

Additional Tax Support

Seek additional CEDIT / COIT and/or hotel / motel tax funding for parks as they support visitors to the Elkhart County area.

Grant Applications

Aggressively seek grant applications from governments, private and Foundation grant sources.

Land Donation

Aggressively seek donations of land or funds to purchase land.

Cumulative Capital Improvement Funds

The Park and Recreation Law 36-10-3-20 allow money to be placed in a fund for the purposes of acquiring land or making specific capital improvements. The Park and Recreation Department can also make requests to the City Council for funds from the general city CCI Fund for specific projects. (Note: A CCI Fund cannot be established if a Recreational Impact Fee is in place).

Recreational Impact Fees

The Indiana General Assembly passed an impact fee bill that created an alternative funding mechanism for infrastructure improvements in fast growing areas. The essence of the legislation was to allow local governments the option of passing onto new residents the costs of building the new infrastructure expected by those same residents. 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 finance improvements needed to overcome existing deficiencies in park facilities.

Federal Grant Funds

Federal grant funds, while not as widely available as in past decades, are still available for large scale projects relating to parks and recreation. Most federal grants require matching funds for park and / or trail development.

State Funding Sources

The State of Indiana creates grant funding for local park and recreation improvements each year. All grant programs require a local match but once received can be used as the local share of matching funds required by federal grants. By applying for, and receiving state grant funding, the City of Goshen can leverage these grants to receive federal grant funding with a minimum of local investment.

Non-Resident Fee

The Goshen Park and Recreation Department serves some individuals who reside outside the corporate limits of Goshen. In serving these individuals, the Department subsidizes non-resident participation to an extent due to the fact these individuals pay no property tax to the City of Goshen. In order to adjust this inequity and to increase fees and revenues, non-residents should be charged an additional fee to compensate for their participation in Department programs, activities or services. The non-resident fee charged shall be modest in order to not defer or deter participation by non-residents.

Fee Waiver / Scholarship

Movement toward a scholarship program that is funded by a Park Foundation, once a Foundation. The scholarship program shall allow scholarship payments to the Park and Recreation Department for individual youth whose families or guardians cannot afford to pay participation fees by paying a portion (between 35% to 85%) of the activity fee depending upon the family ability to pay to the activity fee to the Goshen Park and Recreation Department. In this manner, revenue generation is not diminished and those with financial need are served.

Donations

Donations to the Department and / or a Goshen Park Foundation are to be actively solicited. However, the ability to name facilities, parks, entire programs and / or other activities or areas after individuals, organizations or businesses that make donations is strictly limited to the Park Board. Minor annual donations to fund programs for recognition, such as a Youth Basketball Tournament, can occur more frequently than naming of parks, areas and / or facilities. Naming of these areas to recognize individuals, organizations or businesses can only occur if they have made substantial donation of funds, land and / or other resources to the specific park, area and / or facility.

Grant Programs

On July 6, 2012, President Obama signed into law P.L. 112-141, the Moving Ahead for Progress in the 21st Century Act (MAP-21). MAP-21 provides needed funds and represents a milestone for the U.S. economy:

- The first multi-year transportation authorization enacted since 2005
- Funds surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014
- Transforms the framework for investments to guide the growth and development of the country's vital transportation infrastructure.

The Department has focused on making progress on transportation options for the past three years. We will continue to work closely with stakeholders to ensure that local communities are able to build multimodal, sustainable projects ranging from passenger rail and transit to bicycle and pedestrian paths.

Safe Routes to School - This new program will enable and encourage primary and secondary school children to walk and bicycle to school. Both infrastructure-related and behavioral projects will be geared toward providing a safe, appealing environment for walking and biking that will improve the quality of our children's lives and support national health objectives by reducing traffic, fuel consumption, and air pollution in the vicinity of schools.

Recreational Trails - A total of \$370 million is provided through 2009 to continue this program to develop and maintain trails for recreational purposes that include pedestrian, equestrian, bicycling and non-motorized snow activities as well as off-road motorized vehicle activities. New eligibilities are provided, including construction and maintenance equipment, real estate costs, educational program costs, State administration costs, and assessment of trail conditions.

Indiana Heritage Trust

The Indiana Heritage Trust was established in 1992 to ensure that Indiana's rich natural heritage would be preserved and enhanced for present and succeeding generations. The purpose of the Indiana Heritage Trust Program (IHT) is to acquire state interests in real property that are examples of outstanding natural resources and habitats or have historical or archaeological significance or provide areas for conservation, recreation, protection or restoration of native biological diversity within the state of Indiana. The use of the power of eminent to carry out its purposes is expressly prohibited. The Indiana Heritage Trust buys land from willing sellers to protect Indiana's rich natural heritage for wildlife habitat and recreation. General Assembly appropriations, environmental license plate sales and additional donations are the three ways we've been able to protect over 45,000 acres since the program's inception.

IDNR Division of Historic Preservation and Archaeology

Each year, the DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology in Indiana by providing assistance to projects that will aid the State in meeting its goals for cultural resource management. Of Indiana's annual HPF allotment, about 85% is set aside to fund a matching grants program and cooperative agreements to foster important preservation and archaeology activities. Under the HPF matching grants program, grant awards are made in three project categories. When applying for grant funds, applicants must be certain to request and complete the appropriate application packet for their project category.

Architectural and Historical projects include: historic sites and structures surveys for cities and counties; survey publication and printing; National Register nominations for eligible historic districts; public education programs and materials relating to preservation, such as workshops, training events, publications, and brochures; feasibility studies, architectural and engineering plans, and specifications for the rehabilitation and/or adaptive reuse of National Register-listed properties; historic structure reports for National Register-listed properties; and historic context studies with National Register nominations for specific types of historic resources.

Archaeological projects include: survey, testing, and research focused on specific geographic areas or cultural groups; National Register nominations for individual or multiple archaeological sites; and public education programs and materials relating to archaeology, such as workshops, training events, public and mock digs, publications, and brochures.

Acquisition and Development projects include the preservation, rehabilitation, restoration, and acquisition of National Register-listed properties. This category is often referred to as "bricks and mortar money," and is used to help save buildings and structures that are severely threatened or endangered. Note that properties not listed in the National Register are not eligible to receive federal HPF funds.

IDNR Division of Fish & Wildlife

Lake and River Enhancement Program

The Lake and River Enhancement Program (LARE) goal is to ensure the continued viability of public-access lakes and streams by utilizing a watershed approach to reduce non-point source sediment and nutrient pollution of Indiana's and adjacent states' 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 are affecting a lake/lakes 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 above 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. Watershed management plan development.
6. Feasibility studies to define appropriate lake and stream remediation measures.
7. Engineering designs and construction of remedial measures.
8. Water monitoring of public lakes.

The LARE program may fund 75 percent of the cost of construction actions (up to \$100,000 for a specific project, or \$300,000 for all projects on a specific lake or stream). The program also will cost share up to 80 percent on approved watershed land treatment practices. LARE may fully fund diagnostic or feasibility studies, design plans, and special projects.

IDNR Division of Forestry

Urban Forest Conservation Grants

The Urban Forest Conservation (UFC) Grants are intended to help communities develop long term programs to manage their urban forests. Grantees may conduct any project that helps to improve and protect trees and other associated natural resources in urban areas. Community projects that target program development, planning and education are emphasized. Projects funded in the past include activities such as conducting tree inventories, developing tree maintenance and planting plans, writing tree ordinances, conducting programs to train municipal employees and the public, purchase or development of publications, books and videos, hiring consultants or city foresters, etc. Certified Tree Cities may spend up to 20% of the grant funds on demonstration tree planting projects. Local municipalities, not-for-profit organizations and state agencies are eligible to apply for \$2,000 to \$20,000.

IDNR - Division of Outdoor Recreation - Summary of Grant Programs*Grant rounds and funding may vary pending state or federal approval.*

GRANT PROGRAM	<u>HOMETOWN INDIANA</u>	<u>WABASH RIVER HERITAGE CORRIDOR FUND</u>	<u>RECREATIONAL TRAILS PROGRAM (RTP)</u>	<u>LAND & WATER CONSERVATION FUND (LWCF)</u>	<u>SHOOTING RANGE</u>
	Applications may include land acquisition and/or facility construction and renovation. Indoor and outdoor facilities are eligible for assistance.	Applications may include land acquisition and/or facility development, conservation, or enhancement along the historic transportation corridor of the Wabash River.	Applications may include land acquisition and/or development, maintenance, and ethics education of multi-use trails.	Applications may consist of land acquisition and/or outdoor recreation facility construction or renovation.	Application may consist of development (not purchase) of rifle, handgun, shotgun, and archery opportunities.
FUNDING SOURCE	State Legislature	State Legislature	Federal	Federal	Federal
% MATCH	50/50	80/20	80/20	50/50	75/25
MIN/MAX AMOUNT	\$10,000-200,000	\$10,000-250,000	\$10,000-150,000	\$10,000-200,000	\$10,000-No Cap
GRANT ROUNDS	Funds not currently available	Funds not currently available	Applications due by May 1st	Applications due by June 1st	Funds not available until 2007
ELIGIBILITY	Municipal Corporation & 5-Year Park and Recreation Plan	Units of Governments (preferably Park Boards) and 501(c)(3) not-for-profits. Projects must be located in one of the 19 counties along the Wabash River Corridor	Units of Governments and 501(c)(3) not-for-profits	Park Board & 5-Year Park and Recreation Master Plan	Units of Governments and Not-for-profit corporations
FUNDS AVAILABLE	\$0.00	\$0.00	Approx. \$900,000	Federal Appropriation undetermined. Estimated \$1 million	\$0

Other Funding Sources

Funding strategy must rely on a multiple of revenue options, not on one or two sources, to make the Park Department and individual programs more self supporting. Park agencies across the country are successfully supplementing proceeds with alternate funding sources.

Below are a few funding options that the Goshen Park and Recreation Department/Board that should investigate.

Advertising Sales: *This revenue source is selling tasteful and appropriate advertising for park and recreation-related items such as program catalogs, and other visible products or services that are consumable or permanent. This opportunity will expose the advertiser's product, information or service to many people.*

Private Concessionaires: *This is an agreement or contract with a private business to provide and operate desirable concessions at various recreational activities. These would be financed, constructed, and operated by the concessionaire, with additional compensation paid to the Park Department.*

Capital Improvement Fees: *These fees are in addition to the set user rate for accessing facilities such as recreation centers, pools and other major facilities to support capital improvements that benefit users.*

Catering Permits and Services: *This is a license to allow caterers to work in the park system on a permit basis for a specific period of time; a set fee or a percentage of food sales is returned to the Park Department.*

Concession Management: *Concessions come from retail sales or rentals of soft goods, hard goods, or consumable items. The Park Department contracts for the service or receives a portion of the gross percentage or a portion of the full revenue dollars, which incorporate a profit after expenses.*

Cost Avoidance: *The Park Department must take the position that it cannot be everything for everyone. The Goshen Park and Recreation Department must be driven by the market/demand and stay with the department's core mission. By altering its role as direct provider, the Park Department will save money as it decides whether to provide a particular facility or program. Savings could be realized through partnering, outsourcing, or deferring to another provider of a service and/or facility.*

Easements: *This revenue source is available when the Park Department allows utility companies, businesses, or individuals to develop an improvement below ground on its property for a set period of time and a set dollar amount, which is received by the Park Department annually.*

Equipment Rental: *The revenue source is available when equipment such as tables, chairs, tents, stages, bicycles, skates, roller blades, and other items are rented and used for recreation.*

Entertainment Fees: *This fee is on ticket sales for major entertainment venues such as concerts, tourneys, special events or sporting events. This fee is based on the earnings vendors receive from their ticket sales.*

Foundation/Gifts: *These dollars, raised from tax-exempt, non-profit organizations, are established with private donations to promote specific causes, programs, activities, or issues. They offer a selection of opportunities to fund projects such as capital campaigns, gift catalogs, fund-raisers, endowments, and sales of items.*

Grants: *A variety of special grants either currently exist through the federal and state government systems or will be established during the life of current and proposed facilities.*

Greenway Utility: *When greenway utilities are established, they are used to finance the acquisition of greenways and greenway/trail development by selling the development rights underground for fiber-optic types of businesses.*

Irrevocable Remainder Trusts: *These trusts are set up with individuals who desire to leave a portion of their wealth to the Park Department in a trust fund that allows the fund to grow over time. The Park Department can use a portion of the interest to support specific park and recreation facilities or programs designated by the trustee.*

Land Trust: *Many communities have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for open space and greenway purposes.*

Licensing Rights: *This revenue option allows the Park Department to license its name on all resale items that private or public vendors use when they sell clothing or other items containing the name of the Park Department. The typical licensing fee is 6 percent to 10 percent of the cost of the resale item.*

Life Estates: *This source is available when a person wants to leave his or her property to the Park Department in exchange for living on the property until his or her death. This revenue source is very popular for wealthy individuals because their estates will otherwise be heavily taxed upon their death, and their children might have to sell this property because of probate costs. This opportunity, which allows the individual to receive a fair tax deduction annually on the property while leaving a life estate, is good for the Park Department because it does not have to pay for the land.*

Merchandising Sales: *This revenue source comes from the public or private sector on resale items from gift shops and stores for either all sales or a set gross percentage.*

Naming Rights: *Many cities have begun selling the naming rights for new buildings or renovations of existing buildings and parks to cover the associated development cost.*

Non-Profit Land Holder: *It can be very helpful to have a non-profit land holder to initially accept donations of land intended for open space and parkland. These can serve to facilitate tax benefits to the donator and can help to deal with acquisition timing issues for the Park Department.*

Parking Fees: *This fee applies to parking at selected destination facilities to help offset capital and operational costs.*

Permits (Special-Use Permits): *These special permits allow individuals to use specific park property for financial gain. The Park Department either receives a set amount of money or a percentage from the gross service revenues.*

Recreation Service Fees: *These are dedicated user fees, established by a local ordinance or other government procedures, for constructing and maintaining recreation facilities. Fees can apply to all organized activities that require some type of reservation or to some other purpose as defined by the local government. Examples of such activities include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special-interest classes. The fee gives participants the opportunity to contribute to the upkeep of facilities being used.*

Special Fund-Raisers: *Many park and recreation departments have annual special fund-raisers to help cover specific programs and capital projects.*

Ticket Sales/Admissions: *This revenue source is based on accessing facilities for self-directed activities (e.g., pools, skateboard parks, ropes course, ballparks and entertainment activities). These user fees help offset operational costs.*

Utility Roundup Programs: *Some park and recreation agencies have worked with their local utilities to set up a program that allows a consumer to “round up” the consumer’s actual utility invoice to the nearest dollar; revenues are dedicated to parks and recreation.*

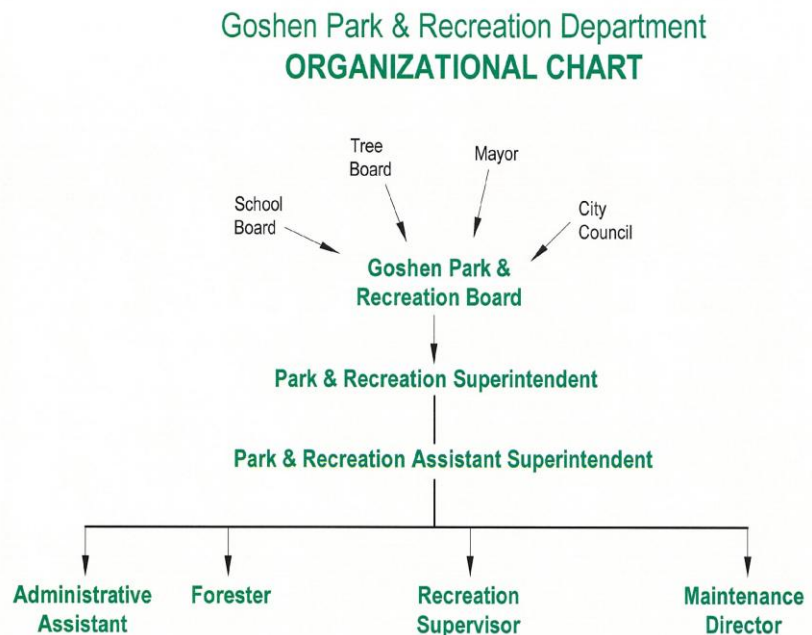
The Direction of Goshen Park & Recreation Department

The traditional park and recreation department is changing and innovative methods of providing services are developing. Specific services are being contracted out and cooperative agreements with non-profit groups, schools and other public institutions are expanding. The relationship between park departments and health systems is growing and is vital in promoting health and wellness in the community. Traditional relationships with schools are changing towards more cooperative planning and programming targeting youth inactivity levels and community needs for all ages.

The identification of goals and objectives, and the establishment of priorities, will help direct the Goshen Park and Recreation Department to become more effective. As individual objectives are accomplished, it will be one step closer to reaching a goal. The primary goal of the Goshen Park and Recreation Department is to provide quality recreational, cultural and educational programs and services which meet the needs of all age groups; and promotes a healthy lifestyle in the community. To become more effective in park operations, all methods, organization and performances must be reviewed and taken under consideration. There must be a sound, basic understanding of the purpose, goals and objectives of the Park Department to operate at top efficiency.

Despite the challenges the Park Department faces with budget, staffing, and facilities, participation in Goshen's park and recreation programs continues to grow. In 2013 over 50,000 people participated in over 100 programs. This growth supports the importance and the need for parks and recreation more than ever. To address these increased needs, the Goshen Park and Recreation Department has restructured in order to continue providing the highest level of service possible.

The restructuring also attempts to address future staff changes and transitions. Specifically, the need to prepare for the retirement of the Park Superintendent and Maintenance Director, which may occur within the next five years. The revised organizational chart adds the position of Assistant Superintendent. The Five-Year Action Plan has this position being added to the Park Department in 2015. This will permit for a smooth and orderly transition allowing time for an Assistant Superintendent to learn the administration, operations and maintenance of the Park Department; and most important become part of the Goshen community.



The article below highlights the importance the role of parks and recreation departments has in public health.

Let's Go to the Park Today: The Role of Parks in Obesity Prevention and Improving the Public's Health

An article by: Heidi M. Blanck, Ph.D., Diana Allen, B.S., MCRP, Zarnaaz Bashir, M.P.H., Nina Gordon, M.P.A., Alyson Goodman, M.D., M.P.H., Dee Merriam, FASLA, and Candace Rutt, Ph.D.

"Parks can play an important role in the enhancement of opportunities for physical activity and good nutrition for obesity prevention among children and adults. In addition, they are living laboratories for demonstrating how open spaces can contribute to health broadly on an ongoing and routine basis and how access to shared parks resources and quality park programs can be optimized for community benefit and for visitors and local residents of all ages."

"Park agencies are focusing their efforts on improving conditions of their parks to increase park use. In Davenport, Iowa, a team of community leaders and stakeholders, led by the Davenport Parks and Recreation Department, increased usage of parks and trails by placing signage along recreational trails with a goal of increasing physical activity in the city's 50 parks and over 15 miles of walking and biking trails."

"Barriers to park use can take many forms. They may be as simple as lack of awareness that a park exists or as nuanced as culturally inappropriate facilities."

"Knowledge that a park exists, who is welcome, what to bring, and what there is to do are all barriers that can easily be addressed with quality signs and community outreach. Programs that encourage park experiences can both invite people into a site and teach skills that overcome concerns about visits. Fees can be a barrier for many, particularly if they are part of a large family that would otherwise visit the park often. Poor maintenance, vandalism, and crime can make a park visit uncomfortable and even unsafe. Lack of comfortable seating, shade or sun, and drinking water can limit park use. Time can also be a barrier; if it takes a significant part of an already too full day, park visits may become occasional treats instead of a regular part of daily living."

"Parks – What We Do and How We Do It"

Just like other city departments, the Park Department faced its share of challenges in 2013. The goal is to provide the highest level of service despite these challenges as it moves forward into 2014 and next few years. It was through the streamlining of park operations and diligent work on the Park staff, that costs and expenses were controlled. These methods and others will be carried on into 2014 and beyond in order to maximize benefits to our residents from their tax dollars. It is a philosophy of "what we do" and "how we do it" that we will follow.

Operational Manuals

The development of Park Department operational manuals for park administration, recreational programs, park maintenance and urban forestry is important as staff members retire, move on to other opportunities, or just temporarily away from work due to sickness or emergencies. Operational manuals allow for a smooth and orderly transition to the next person who needs to continue. These manuals will document each program or activity, procedures, identify the steps to implement, contact information of key people, planning and budget information and most important a calendar timeline with milestones. This will prove invaluable if an incident ever occurs in the middle of planning stage for a program and another person needs to step in and take over the responsible. It is the aim of the current Park Administration to establish these manuals as working tools, not only for current staff, but as a resource for new staff and others.

Certified Park and Recreational Professional

The National Recreation and Park Association (NRPA) Certified Park and Recreational Professional (CPRP) certification is one of the most sought-after certification in the park and recreation profession. The certification tells everyone that you have met the certification's high standards of education, expertise and experience. In providing for the future, the Goshen Park and Recreation Department is striving to have all their key staff certified.

To be qualified to achieve a CPRP certification, you must:

1. Have just received, or are about to receive, a Bachelor's degree from a program accredited by the NRPA Council on Accreditation;
2. Have a Bachelor's degree from any institution in recreation, park resources, or leisure services; and also have no less than 1 year of full-time experience in the field;
3. Have a Bachelor's degree in a major other than recreation, park resources, or leisure services; and also have no less than 3 years of full-time experience in the field; or
4. Have a high school degree or equivalent, and have 5 years of full-time experience in the field.

"Goshen Go Green" - Ways to the future

Park and recreation services require a considerable amount of energy and resources. Goshen Park and Recreation Department will continue to focus on retro-fitting, renovating and building new facilities with sustainable design, establishing a "green" way of providing and maintaining its parks and facilities. It is recognized that parks should be a "pacesetter" of these efforts in the community

Goshen Park and Recreation Department is committed to "go green" with a series of initiatives to promote environmentally-friendly management practices and products. In 2007, the Park Department received "Partners for Clean Air Award" from MACOG - Michiana Area Council of Governments for outstanding business leadership in the reduction of air pollution. Goshen was also named as one of just 16 cities and towns in the State of Indiana to be awarded the 2013 Growth Award, which exemplifies a higher standard of excellence for urban forestry management.

Practices such as using a bio-based fuel, constructing more energy efficient facilities, recycling or mowing less, these programs help preserve and protect the natural resources in the our park and recreation system.

"Go Green" in Goshen Parks would include:

- Green Buildings: Small changes to new construction and modifications to existing building can result in big rewards.
- Recycling: Step up and encourage recycling efforts in all parks and facilities, including the Park Administrative Offices.
- Cleaning Green: The use of certified "green" cleaners in our parks provide clean facilities and protect the surrounding natural areas.
- Metering Devices: Installation of simple metering devices help ensure the proper amount of product is used for the job.
- Growing Not Mowing: Reductions in mowing improve air and water quality and reduce energy consumption.
- Biological Control of Non-Native Species: Go green by eating green. Investigate the concept of using insects and other non-chemical methods to combat an invasive weed species.
- Bio-Products: The use of equipment that will use more bio-based alternatives to reduce dependence on petroleum products.
- Biodiesel Fuel: Equipment used to be "running green" on an alternative fuels.
- Continue exceptional efforts to grow and maintain a healthy urban forest through partnerships and education.
- Strive to upgrade parking areas to pervious pavements.
- Continue to install recyclable playground equipment and furnishings.

The Goshen Park and Recreation Department shall continue to partner with health services for green ways to the future that assures a healthy better lifestyle for the residents of Goshen.

Opportunities

As the Goshen Park and Recreation Department prepares to position itself to provide parks and recreation to the residents of Goshen, several opportunities will be pursued.

Trails and Greenways

Trails and greenways are vital for the recreational health of a community. The Maple City Greenway demonstrates the commitment the City of Goshen, the Engineering Department, the Redevelopment Commission and the Park Department to trails and greenways in the community; all working together to develop alternative and safe transportation routes for the residents and visitors to Goshen.

The following is an excerpt from a NRPA Publication titled "Parks and Recreation: Essential Partners in Active Transportation" highlighting the benefits and role of active transportation in parks.

For over three decades, public parks and recreation has played an important role in facilitating active transportation. Park and recreation agencies have consistently supported the implementation and use of modes of active transportation through initiating and planning trails, greenways, multi-modal transportation connections and encouraging participation in active transportation as well as promoting conservation and environmental stewardship in the development transportation infrastructure. There are fundamental connections that public parks and recreation have with active transportation and the principles underlying development of active transportation and parks are complementary, thus substantiating the commitment of public parks and recreation in advocating for additional active transportation infrastructure and modes of transportation.

Active transportation is defined as human powered modes of transportation. The most popular modes of active transportation by far are walking and bicycling, however, skate boarding, canoeing, roller skating, etc. can all be considered forms of active transportation. Active transportation has the capacity to positively impact our communities in three ways through: boosting our local economies, improving our physical health and making strides towards a cleaner environment.

The benefits of active transportation can be categorized into economic, health and conservation benefits.

- *Trails, bicycle paths and pedestrian paths stimulate local economies through job creation, commercial business development and by boosting real estate values for properties located close to active transportation infrastructure.*
- *Active transportation infrastructure assists in building healthy communities as it encourages participation in physical activity as part of daily life. Moreover, development of transportation infrastructure to support active transport has the potential to ensure the safety of pedestrians and bicyclists, reducing loss of life and saving funds.*
- *As an alternative to motorized transport, the use of trails, bicycle paths, pedestrian paths and greenways reduces air and water pollution by removing cars from roadways, reducing congestion and slowing the need for growth of motorized transportation infrastructure to support more vehicles, thus promoting conservation and enhancing future environmental sustainability.*

The advantages of active transportation are invaluable. It is for this very reason that public parks and recreation enables, supports, and advocates for active transportation infrastructure so that our communities achieve benefits that improve the overall quality of our lives.

*Parks and recreation play an integral role in supporting development of active transportation. Advocates for parks support a shift towards more active transportation, a strategy which has the ability to measurably improve **our health, our economy and our environment** to the benefit of all.*

Opportunities to expand the Maple City Greenway include the following proposed projects with the City of Goshen Engineering Department.

1. Monroe Street Trail - Construction costs are approximately \$900,000.00, and construction will be complete in 2014.
2. Trail along US 33 from Monroe Street to Main Street – INDOT will be constructing this in 2016-2018, and I do not have associated costs with it.
3. Kercher Road Trail from the Winona Trail west to Islandview Drive – Construction costs = \$350,000.00, and construction will be done in 2015.
4. Kercher Road Trail from Islandview Drive west to The Orchard – Construction will be done by Elkhart County in 2016/2017.
5. Northwest Bike Trail – Estimated construction cost = \$1,750,000.00, and anticipate construction in 2016/2017.
6. Blackport Boardwalk from Monroe Street to Dykstra – Estimated at \$100,000.00. Anticipate construction in 2014/2015.
7. Amish Trail Construction from Walmart to Eisenhower Drive North – Estimated construction costs are \$83,000.00
8. Ninth Street Trail from College Avenue to Purl Street – Estimated at \$900,000.00, and construction anticipated in 2018.
9. Wayfinding Plan and Signage - \$400,000.00, and construction estimated in 2015.
10. Railroad Trail from Fidler Pond to Monroe Street Trail – Construction estimated to be \$450,000.00, and anticipate this in 2018. Not sure about this one, because of the Conroy Property issues.

Future Opportunities include the following:

Fidler Pond Park: This proposed trail link would connect Fidler Pond Park to the Maple City Greenway.

Northside Trail: This proposed trail link would extend from downtown Goshen north to Oaklawn area.

Southside Trail: This proposed trail link would extend from Bethany Schools south to connection points in the County.

Pringle Park Connection: This proposed trail link would connect downtown Goshen to Pringle Park.

Orchard Subdivision: This proposed trail link would connect CR 39 to the Orchard Subdivision.

Kercher Road: Proposed bridge improvements.

CR 21 Trail: This proposed trail link would extend along CR 21 (Indiana Avenue)

Prairie View Elementary: This proposed trail link is an extension of the Winona Trail along the existing railroad south to proposed peripheral road connecting Waterford Elementary School, Prairie View Elementary School, Bethany Christian High School & Sports Campus, Waterford Crossing and 23.56 acres of proposed open space development – “*Maple City Educational Green: Explore Education and Enhance*”. This link creates opportunities for potential land for shared uses.

US 33 North Corridor: This proposed trail link will be an extension of the Maple City Greenway to connect residents to commercial areas along US 33 Highway. The route would follow Bashor Road, cross County Road 17 to a water and sewer easement to US 33.

Millrace Canal Development

The 14-acre Mill Race Canal area is part of the revitalization of 20.5 acres of downtown Goshen, a project being lead by the Goshen Redevelopment Commission. The intent is to revitalize the area into a large mixed-use residential complex, retail, a park, and bike and walking trails. The development will have a positive impact on the adjacent central business district. In 1983, the Goshen Historic District was placed on the National Register of Historic Places. The district is comprised of about 45 city blocks, including areas of commercial, residential and industrial development dating from the 1840s. The Mill Race Project typifies Goshen's ability to adapt to changing times while preserving its heritage and enhancing the quality of life enhancement.

The Goshen Park and Recreation Department supports growth and development but it must be in careful balance with our precious natural resources, environmental areas and wetlands. Preservation and protection of our natural resources is a top priority of the Park Department. Natural areas and floodplain zones within this millrace environmental corridor need to remain.

Any development along the Millrace will greatly impact the Park Department. Specific items will need to be addressed for levy improvements and millrace development:

- Areas along the millrace may require sheet piling for safety and protection. Each area will need to be reviewed and decisions based on risk assessment.
- Development of an emergency response plan. A written plan detailing actions that will be taken in the event of a breach in the levy.
- Preparation of an on-going maintenance plan. A written plan to show how the levy will be maintained to reduce the potential for levy breaches.
- Banks along the canal and levy should be protected with natural vegetation. Aggregate trails are preferred.

Recreational Programming

Today people have many choices for recreational activities with malls, school activities, entertainment centers, movie complexes, skate parks, etc. and the opportunities are increasing. Goshen Park and Recreation Department compete directly for recreation dollars with other service providers and private businesses (health clubs, country clubs, etc.), amusement parks, hobby clubs, and travel and tourism and it is important to identify who is providing services to which age group in hopes to encourage cooperation and avoid duplication.

Recreation and leisure time is changing. People have less unstructured time, so length of programs and sessions should be reduced. Activities are tending to move towards unstructured, individual, and drop-in programs, rather than large groups. There is a growing increase for family-oriented programs and more programming for women and girls. Health, wellness, and fitness are seen as a lifestyle that emphasizes the integration of physical, mental, and spiritual well-being. Park and Recreation Departments are forming strategic alliances with health, social services, and educational agencies to offer more comprehensive health and wellness assistance. At last, people are selecting quality over quantity - a first class experience in the form of excellent customer service, programs, and facilities.

Promotion and marketing of park and recreation facilities and programs will require more attention. Goshen Park and Recreation Department does an outstanding job of getting the word out on its programs. However, to increase participation an increase effort in marketing will be required. This is a trend that is occurring with park department across the county as identified in a survey.

To improve recreation programs and extend opportunities for residents of Goshen, the following are suggested updates for current Program Standards:

- ♦ All programs shall be held in an appropriate location and space that is safe, clean, ADA accessible and meets the needs of the program.
- ♦ Each program location and space shall be investigated prior to the program to assure area is ready.
- ♦ Verify each Program Assistant, Instructors and Volunteers are qualified for their specific program and have passed all background checks and requirements.
- ♦ Program staff is trained in first aid. Instructors and volunteers are trained when appropriate. First aids kits and emergency contact information is available at all programs.
- ♦ Program staff, instructors and volunteers are trained each year in customer service.
- ♦ All program policies are made available to staff and public.
- ♦ Use established performance measures as part of the evaluation of every program.
- ♦ All disciplinary actions taken will be written and documented. Copies to be provided to Park Superintendent within 24 hours of action.

The following recreational programs have exceeded expectations and have been overwhelmingly embraced by the community. The challenge for the Goshen Park and Recreation Department is how these programs can be restructured to meet the growing needs.

Discovery Day Camp

The 11-week summer day camp program held at the Schrock Pavilion in Shanklin Park has reached capacity at 60 kids. The need to expand is shown with a growing enrollment. We now hire additional staff as needed to maintain a ratio of 1 staff to 10 campers to accommodate all wishing to enroll.

Options the Park Department is considering include:

- 1) Relocate program to a larger facility. This may impact registration fees depending on facility costs.
- 2) The need for summer long camp has been identified. Investigate possibility to incorporate additional smaller camps at Reith Park and Abshire Park if needed and desired.
- 3) Split the summer long program into two 6-week sessions. Each session would have a different focus. One session may be parks and nature-oriented; the other session could be health and fitness. Both sessions would run concurrent which would allow families the flexibility of registration. They could sign up for 6 weeks of the nature session followed by a 6-week session of health and fitness; or sign up for 6 weeks of health and fitness session followed by a 6-week nature session; or families could sign up for 12-weeks of either all nature sessions or all health and fitness sessions. Each session could be limited to 45-60 kids each which would allow the Discovery Day Camp program to almost double to serve more kids in the community.
- 4) To grow or expand the program, it will be necessary to develop partnerships with other local agencies and businesses for facilities and operation costs. It is important to minimize increases in registration fees to keep it affordable for our families.

Dance Studio

The dance program has been an ongoing program since 2004 and has already greatly exceeded expectations. The present dance studio is rental space in downtown Goshen and is at capacity. Ideally, a larger facility with several separate dance studios would allow for multiple classes at the same time. Presently only one program can use the dance studio at a time and there are not sufficient hours in the week to meet the entire program needs and classes. Approximately 300 participants each year and just under 800 friends and family attend the Annual Spring Concert.

The need is for a larger facility. Again it will be necessary to develop partnerships with other local agencies and businesses for facilities and operation costs. It is important to minimize increases in registration fees to keep it affordable for our families.

Family Recreation

Goshen Park and Recreation Department is aiming to reach out and expand its offering of community-based family programs to help children, families and caregivers build supportive relationships, encourage growth and connections. In the past neighbors and families would sit on their front porch and enjoy the fellowship of the neighbors and friends. The Park Department is taking this concept and incorporating into their neighborhoods parks with the development of splash pads. The first splash pad was constructed at Walnut Park. It has been greatly received by the neighborhood becoming a central gathering area for families and kids to connect. It has been found in communities across the country, the more positive activities you can have in a park, the less negative activities occur and the neighborhoods around parks are safer. Additional splash pads are planned for Rieth Park and Shanklin Park. Splash pads are a great form of low cost recreation for people of all ages.

Expanding recreation opportunities for young families with small children is another target area for the Park Department. Development of programming for kids to express themselves through recreation, sports and special events. Using our parks as place to practice physical fitness and recreational skills and to experience healthy alternatives and positive use of leisure time. To reach out to these young families, we will increase visibility and communication through our Park Department website, making information and announcements readily accessible.

Baby Boomers

The greatest trend being seen in recreation is not a specific sport but rather a sport participant. Baby boomers, defined as anyone born between 1946 and 1964, consist of almost 80 million people. By 2010 it is estimated that almost 50 percent of baby boomers will be over 50 years of age. It is important to realize that baby boomers may have no intention of “slowing down” in their retirement years. Some will work part-time, others making career changes, or even starting a new business during this time. Recreation services and programs offered to this age group must be developed to meet individual needs

The following statistical data on boomers and their impact on recreational and leisure services. (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
- Movement away from “senior” related programs such as bridge and shuffleboard since many boomers associate these with being “old”
- Swimming pools better utilized by programs like water walking, water aerobics, and active lap swimming
- Increased demand for on-going 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, weekend and night classes popular
- Increased interest in outdoor recreation and maintaining parks and open space
- Continued interest in arts and entertainment

Park Foundation

Park & recreation foundations are not for profit organizations that supports the programs, projects and facilities of park & recreation departments. They are private charitable organizations that enlist the help of individuals, corporate donors, and other foundations in our efforts to sustain and improve parks. It is typically through education and fundraising, the foundation facilitates donations of cash, materials and real or personal property for parks, trails and recreation development.

A Goshen Park and Recreation Foundation, when established and active, can help preserve Goshen's livability by enhancing parks, trails and recreation programs, providing access and opportunity for all. The goal is to leave an invaluable legacy of parks, trails and recreation for the benefit of future generations living in Goshen.

“The mission of the Goshen Parks and Forestry Foundation is to accept contributions of money and property designated to protect, preserve and develop the natural resources of the Goshen community, to provide special care for our urban forests, and to use these resources wisely for the benefit of Goshen citizens.”

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Goshen Park & Recreation Department



2014-2018 MASTER PLAN

Appendix