
Chapter 4

IV - ANALYSIS

The need for parks and recreation facilities in Highland is assessed using several approaches that include community input and focus group discussions. The Arsh Group initially compared number of facilities and amenities with the national standards. Additionally, available data were analyzed to determine the social and demographic trends for the town. The community input questionnaire and discussions with stakeholders have also contributed in planning for facility development and provision of services.

National standards and trends are an important consideration in recreational facility planning as they provide a useful reference point. They are not, however, the only consideration for setting planning goals for the town. The location, distribution, and access to facilities by Highland residents also contribute to the level of availability. Other factors impacting the demand for recreational services are the growth pressures and changes in the population characteristic. Accumulating evidence suggests that open space not only adds value to communities, but in the long term, will have impact on and improve the quality of life of the residents.

In addition to the above observations, the trends play a major influence on the leisure services of a community. The national, state and local trends have also been considered in the final determination of the needs for the community.

And finally the Consulting Team evaluation and professional opinion on the needs and importance of programs based on qualitative information, statistical trends, and assessment of available data have played a major role in the final determination of the needs and placement of facilities. In the following sections these important factors and influences have been outlined.

I - Trends

For the past several decades we have seen significant changes in parks and recreation planning and programming. Changing attitudes towards the way we view exercise, recreation have altered our views of value of the parks and open space in the communities. Social, economic, political and advances in technology are contributing to new appreciation of the open space and how we view the overall functions of parks. Specific factors that warrant consideration for future planning criteria relate to the decrease in traditional households, commuting time to work, flattening household incomes and shrinking municipal revenues. These conditions present challenges as well as opportunity to address the needs of the community through a variety of recreation and leisure options utilizing existing facilities by adapting new approaches to their uses.

Trends that impact Highland's parks and recreation facilities are local and many others are similar to national trends. The Arsh Group has outlined critical national trends and analyzed local and regional trends as part of the Parks and Recreation Master Plan.

A. National Trends in Parks, Recreation, Greenways, Open Space, Environmental factors

National views relating to how we see physical, recreational activity and exercise has changed as we look to become a fit and active nation. Associated with these changes in attitude are challenges relating to the delivery of services resulting from aging facilities, limited resources, age and demographic shifts and embracing of green principals in all aspects of our lives. Each community must evaluate its respective parks and recreation needs. Nonetheless the national trend needs to be understood in order to proactively respond to emerging needs. The most noted national trends include the following:

1. Increase demand for a more walkable, livable and sustainable community.
2. Development of linkages to open space, linear parks and transportation nodes.
3. More greenways along waterfronts and corridors.
4. Seek to increase and enhance fish and wildlife habitat protection.
5. Include environmental emphasis on biofiltration of storm water runoff using natural drainage systems.
6. Restoration of existing parks and facilities while providing for long-term maintenance.
7. Focus facility design with accessibility, safety, aesthetic features, and sustainability.
8. Developed park and recreation activities that's family oriented for all ages and are motivating to non-participant, typically the youth, aged and disabled.
9. Open space management has become more important.
10. Sustainability practices are becoming more and more the norm for communities.
11. Green practices, ranging for natural landscaping to native plants.
12. Marketing of the parks programs have also become more important.

B. State Trends in Recreation

According to the 2006-2010 Indiana Statewide Comprehensive Outdoor Recreational Plan (SCORP), these trends come to light.

1. Outdoor recreation continues to be popular with all age groups.
2. The aging of baby boomers has not slowed down the use of recreational facilities or programs.
3. Lack of mobility or other kinds of disabilities has not prevented people from recreating.
4. Lack of time is a barrier to many people for recreation.
5. Many people were not willing to travel far to participate in recreational activities; most stayed within one hour of drive time from home.

Activity Trends:

6. Walking, jogging, running or hiking for pleasure is the most popular recreation activities.
7. State residents like recreational activities that do not require great cost, training, or specialized facilities.
8. People like recreational activities which are social as much as individual activities. Some of the most popular activities are not traditional park activities. Activities such as festivals, gardening, nature observation, photography and site seeing are also popular.
9. Health and wellness issues are increasing tied to recreation.

C. Local Trends in Recreation and Physical fitness

Highland's Parks and Recreation department offers a number of activities for all age groups to promote a physically active and healthy community. Programs were developed to cover a wide range of categories and reach the very young to the more mature adults living in the town. In 2008 Highland's Parks and Recreation department offered 120 different programs and services. Over the past five (5) years between 120-131 programs were offered to residents and were well attended as recreational interests in the community continues to grow annually. The Department has added one park and many of the facilities have been improved or enhanced.

The variety of programs developed by the department illustrates the interest among the residents and the commitment of recreational programming in community. But they are basically program driven rather than needs driven, as many of the programs are fee based and cannot be sustained without proper residents support. An analysis of the programs and activities provided identify the following interest by adults and children;

Adults:

1. Recreational activities that involve both parent and adult with children.
2. Physical activities that involve exercise, safety, social and communal benefit.
3. Inclusion of wellness, nutrition and community social interaction.
4. Recreation in a park is a means of social interactions, experience in nature, education in preservation, and opportunities to play sports.
5. Aging Highland residents will be looking for more accessible parks, more chances to meet and mingle involvement in cultural events and activities that interest them.
6. Recreation facility trends focus on multi-dimensional design and intergenerational use in one setting. These include large multi-dimensional recreation centers and aquatic centers that can serve the entire family.

Children and Youth:

7. Interactive activities that promote parent, children and youth participation in a centralized location.
8. Physical activity that involves more than playground play of years ago to year round after-school programs and summer day-long activities.
9. Teen programming that includes after-school, evening, and weekend activity, social spaces for music, dancing, computer games, computer learning, places to hang out and co-ed activities.
10. Special events, field trips that involve education, cultural learning and physical workouts.
11. Expanding environmental recreation and learning opportunities within the community.

Funding:

13. Cost cutting by all levels of government is forcing park departments to find more innovative funding, perhaps making partnerships with local industry and businesses, and asking the local citizen to be more active in the creation and care of parks instead of waiting for the government to do what they need.
14. Sustainable park development and maintenance of existing facilities is a challenge with many park and recreation departments.
15. Reductions in tax revenues locally may impact the town in the coming years as a result of restructuring of the property tax limits adopted by the state. Adjustments and modifications will be required by the town to seek more innovative revenue sources to bridge the gap in funding.
16. Forging partnerships with local industry and businesses, and asking the local citizen to be more active in the creation and care of parks is one way of filling the gap.

Suburban communities traditionally provide equitable resources per resident for park services. However in recent years these communities began to experience major gaps between services and the population needs. The total expenditures for parks and recreation per individual in the Highland are estimated to be about \$78 per year per person. The reported parks and recreation expenditures 2007 per resident for other communities is shown in Table 16 for comparable local communities. Accordingly, Highland has the third highest budget locally notwithstanding a slight budget decrease from last year.

Table 16 - Park Expenditure per Resident

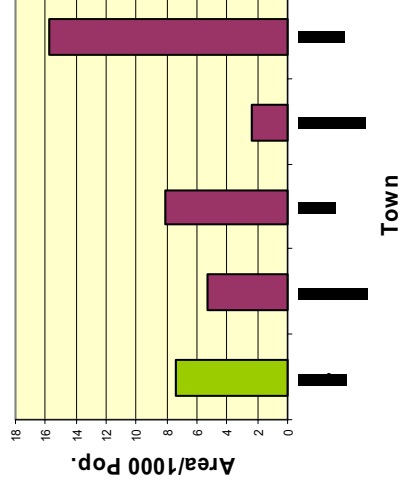
Town	Population	Budget	\$/ 1000 Pop.	MFI - 2000
Highland	23,546	\$ 1,837,520	\$ 78,040	\$ 59,106
Schererville	28,881	\$ 808,876	\$ 28,007	\$ 70,474
Hobart	30,560	\$ 598,534	\$ 19,586	\$ 55,078
Merrillville	23,546	\$ 304,129	\$ 12,916	\$ 56,355
Munster	21,511	\$ 2,421,650	\$ 112,577	\$ 74,255
Portage	33,496	\$ 1,687,986	\$ 50,394	\$ 54,316
Vaparaiso	27,428	\$ 2,752,997	\$ 100,372	\$ 60,637
Crown Point	19,806	\$ 1,307,300	\$ 66,005	\$ 64,274

The following table compares park acreage among several local communities in northwest Indiana. Accordingly, among these communities, all ranging in size between 21,000 – 30,600 population, Highland ranks the third highest in park space per 1000 population. A similar comparison for number of parks for these communities, places Highland second with 23 parks.

Table 17 – Regional Park Acreage Comparison

Town	Population	Total Park		Area/ 1000 pop.
		No. Parks	Area (acres)	
Highland	23,546	23	173.0	7.3
Schererville	28,881	24	153.3	5.3
Hobart	25,363	20	204.8	8.1
Merrillville	30,560	19	74.3	2.4
Munster	21,511	22	340.2	15.8

The following represents some of the local findings based on the community questionnaire, data analysis, and interviews with stakeholders.



1. Park land available for development is very limited.
2. Commercial developments is expected to continue to grow along US Hwy. 41
3. Population change is projected to remain negligible through 2013.
4. There is an increasing trend in the percentage of older population.
5. Household sizes have been following national trends as they are getting smaller.
6. Available vacant land is expected to modestly increase total housing units in town.
7. School enrollment is expected to remain stable for the next five years.
8. Employment base is expected to continue to grow, particularly in the retail sector.

II - ASSESSMENT OF NEEDS

The following sections provide definitions for the different park service types and related national standards for parkland and outdoor recreation facilities. The assessment also provides an analysis of the needs and highlights key issues and deficiencies.

The level of service analysis provides specific deficiencies based on the national standards. The 2004 Highland Parks & Recreation Master Plan established certain objectives for provision of parks and recreational facilities. Some of these objectives have been met while the town has not been able to achieve other goals for a variety of reasons including lack of funding.

A. Park Type Definitions

In this 2009 Parks & Recreation Master Plan, park definitions for each park type were updated to reflect recreation trends, community needs and provide a broad and balanced approach in planning, acquisition, development, and maintenance of the park and recreation facilities. The purpose for defining park service types are:

- Promote equity in the distribution and provision of park and recreation services or all areas of the community
- Identify park services and use intensities that can be supported
- Identify how parks should be managed

Mini-Parks

Mini-parks or block parks are typically located in the neighborhood centered around children's playgrounds and open green areas. These parks occupy smaller center or corner lots (typically less than 2 acres in size) in the neighborhood. Mini-parks are provided for a service area of less than ¼ miles. The uses are limited to a range of passive or active recreational activity. In Highland most of the block parks about residential uses with amenities that include playgrounds, basketball or tennis courts and signage. Mini-parks can be expensive to maintain, and they generally attract limited use.

Neighborhood Parks

Neighborhood parks serve to strengthen the community by offering a wide range of activities within walking distance. Recreational amenities may include practice fields, sport courts (basketball, tennis, volleyball, and others) and picnic facilities. Neighborhood parks serve people living within an approximately 0.25- to 0.50-mile radius. They are generally 5 to 10 acres in size and often located adjacent to or near public school properties. The park should contain open turf areas, trees, paved walking paths, playgrounds, picnic and sitting areas, restroom facilities, and passive open space. Safety is critical in relationship to lighting, setback and frontage from street traffic.

Community Parks

Community represents the larger parks that offer residents additional amenities aimed at more inclusive recreation opportunity. These parks accommodate populations ranging from 7,500 to 15,000 living within a service area of approximately 1- to 2-mile radius and are generally 10 to 30 acres in size. Parks may contain large open turf areas to accommodate seasonal sport fields (soccer, football, and others), baseball and softball fields, practice areas, sport court facilities (tennis, basketball, volleyball, and others), picnic shelters, playgrounds, trails, skate parks, and art. Community parks may include indoor and outdoor recreational uses and support activities for the youth. Community parks fill the gap in cities and towns where there are no neighborhood or community parks serve this function.

Special-Use Parks

Special-use parks are intended to provide single-purpose dedicated park facilities for specialized recreational programs, services, and activities. The sizes of these parks vary depending on the use and population service area, which includes the entire community. Special-use parks are generally 20 or more acres in size. The Town of Highland is undergoing an adaptive reuse renovation of the Lincoln Center building formerly an elementary school built in 1945. This facility currently provides many recreational uses including open turf areas to accommodate seasonal sport fields (football, baseball and softball and others), indoor walking track and outdoor playground and other amenities. After phased renovations are completed the facility will include a swimming pool. In general, special-use parks are designed to provide facilities for active or structured recreational services, private and public event reservations, and programs supported by the community. The park should have adequate street frontage with good access to and from arterial or collector road systems. Recreational areas should provide picnic shelters, permanent active recreation facilities (such as outdoor pools, skate parks, and lighted fields), practice areas, indoor recreation facilities, special events area, trails, and art.

Urban Parks /Civic Parks

Urban parks or civic parks are designed to serve large numbers of people and usually exceed 31-100 acres in size. Generally, they provide a broad range of specialized facilities and uses. The service area for the parks includes the local and neighboring communities and extends to areas within 10 miles. Urban parks contain large open turf areas to accommodate seasonal and community events. They may also include bandshell, ballfields, sport court facilities (tennis, basketball, volleyball, and others), permanent active recreation facilities (such as outdoor pools, skate parks, and lighted fields), picnic shelters, indoor recreation facilities, and large picnic areas. The size and scope of recreational activities and facilities of these parks require more support facilities such as parking, restrooms, covered play areas, and others. Multiple public access point and arterial connector roads are needed for urban parks. Significant street frontage and setback are needed with more than one access road combined is required. Internal circulation elements should provide multiple public access points and connectivity to arterial and collector roads.

Regional Parks

Regional parks serve the town and areas within 10 miles of the recreational facility. These parks are large in scale upwards of 100 acres and may span multiple jurisdictions. One main attraction to the regional park is the natural landscape areas that tend to be grander in scale. Some regional parks include one specific use or feature that makes the park unique. Use focuses on passive types of recreation. Most of these parks attract many people from a wide region and are typically owned or operated by other agencies than the town.

Specialized Park and Recreation Facilities

This category of recreation facilities covers all Highland Parks & Recreation programmable facilities that are not recreation components of a specific type of Park's Department site. These facilities are highly specialized, usually single-use facilities, that are developed using alternative funding mechanisms. In some cases, these facilities are initiated by civic groups, individuals, or businesses, such as indoor tennis courts, fitness centers, indoor sports, or others. These types of facilities—such as golf courses, play centers, education centers, or sport fields—are considered in the analysis of services provided and for the purpose of analysis, but they are not typically assumed to be part of inventory of parks department.

Trails/ Linear Parks

Trails and Linear Parks are key elements of the active and natural open space system in Highland. They serve the entire community by providing walking, biking, and other non-motorized recreational opportunities. Trails often provide access to sensitive environmental areas. They also facilitate linkages between parks and neighborhoods across town. Trails may have

paved or unpaved surface and include support facilities such as trailheads parking lots, restrooms, bridges, visitor orientation, interpretive signage, and resting areas. As linear park, they may also offer a variety of other facilities. The scope of trail improvement and development typically includes acquisition of legal access (easements, license agreements, or ownership), improvement of trail surfaces, and development of support facilities. Trails are considered in the analysis of services provided and for the purpose of analysis, but they are not typically assumed to be part of inventory of parks facilities.

Natural Areas

Natural and open space reserves are the town's largest natural area inventory. These areas are highly valued for their passive recreational values and natural and cultural resources or environmental education. Open space serves the entire community by providing walking, biking, nature watching, and other passive recreational and educational opportunities. Open space reserves typically include greenways and blueways, observation areas, interpretive signage, restrooms, limited parking facilities, and scattered picnic sites. The emphasis of the town's open space program is land acquisition, resource management, access improvements and preservation. Many of these lands are owned by other agencies and have been identified in the plan as Natural Areas.

B. Level of Service (LOS)

Parkland Level of Service (LOS) standards are outlined in Table 18 using the 2000 population estimates for Highland. The parkland LOS standards provide for both National Parks and Recreation Standards, and a target standard which is the year 2013, the effective period for this master plan.

The national standard will be a means of comparing the supply to ensure that adequate parklands and facilities are available beyond 2009. It will also confirm that the town has adequate capacity to maintain and meet its financial constraints.

Nonetheless, the town must proactively manage and monitor its supply of parkland facilities to ensure that it reaches the satisfactory levels of service for meeting community needs for parks and recreation facilities.

Table 18 shows calculated parkland LOS needs for 2008 and 2013, based on national standards for the Town of Highland. Above estimates show that the town does not meet the national standards. Among the needs, the need for neighborhood and block parks appear to be most required. As a whole, the town has a deficit of about 56 acres of parkland if it were to meet the recommended open space based on the national standards of ten acres per one thousand population. The future needs, as can be noted are slightly less than the current needs. That is due to projected estimated population and should not be considered significant as level of population decline is expected to be minimal.

Table 18 - Parkland Standards Comparison

Park Type	2009 Area	Current Resident Service Ratio		National Standards		2008* Deficit/Excess	2013 Deficit/Excess
		Area per/1000 Population	Population Per/1000	Population	Service Area		
Mini Park	6.7	0.29	1.5 acre	5 minutes		-27.80	-27.49
Neighborhood Park	19.4	0.84	2	20 minutes - walking		-26.6	-26.18
Community Park (8)	88	3.83	1.5 acre	15 minutes - Driving		53.5	53.95
Trail/ Linear Park (acres)	6.2	0.27	0.1 mile	20 minutes - walking		3.9	3.90
Open Space	59.3	2.58	4-5 acres	Variable		-55.7	-54.20
Total Parks LOS	173.4	7.38	10	n.a.		-56.6	-54.50
Special Use Park	0		No Applicable Standards	Local or regional		Depending on Desired Size	Dependant on Desired size
Civic Park	5.9	0.33	1.2 acre	10 minutes Driving		-21.7	-21.34
Nature Areas	270	11.74	10	30 minutes walking		40	43.00
Regional Parks	203	8.83	5-10 acres	30 minutes - Driving		88	89.50

* Based on estimated population by Census Bureau

The town however has developed most of its park and it is the opinion of the Park Board and others that the priority should be placed on maintenance and improving the existing facilities rather than land acquisition. Supporting this policy are the following facts:

1. The town is land locked and available open land is very scarce and expensive.
2. Funds may not be available to purchase any land, as the town has traditionally relied on grants to acquire new park lands.
3. Additional maintenance cost burden may negatively impact the conditions of the existing facilities

The town's land subdivision process requires land set aside for parks and open space purposes. This process, however, may not generate adequate parkland to meet the overall open space needs of the town as there is very little developable land remains in the town. These challenges will need to be balanced by the town as it continues to develop its park facilities and attempt to meet the recreational needs of the community.

Table 19 - Facility Needs

Recreation Facility	2008 Inventory	Current Resident Service Ratio		National Standards		Deficit/Excess 2008	Deficit/Excess 2013
		Per/1000 Population	Per/1000 Population	Per/1000 Population	Service Radius		
Baseball (Official)	6	0.26	0.20	1/4 - 1/2 mile	1	0	
Softball	7	0.30	0.20	1/4 - 1/2 mile	2	0	
Lighted Fields	8	0.35	0.033	1/4 - 1/2 mile	7	0	
Basketball Court	10	0.43	0.20	1/4 - 1/2 mile	5	0	
Outdoor Ice Rink	0	0.00	0.05	15-30 minutes	-1	-1	
Volleyball Court	4	0.17	0.20	1/4 - 1/2 mile	-1	-1	
Soccer Field	10	0.43	0.20	1/4 - 1/2 mile	5	2	
Tennis Court	8	0.35	0.5	1/4 - 1/2 mile	-3	-3	
Multiple Courts	2	0.09	0.1	1-2 miles	0	0	
Field Hockey	0	0.00	0.05	15-30 minutes	-2	0*	
Football*	2	0.09	0.05	15-30 minutes	-1	-2	
Running Track	0	0.00	0.05	15-30 minutes	-1	-1	
Indoor Pool	0	0.00	0.05	15-30 minutes	-1	-1	
Outdoor Pool	0	0.00	0.06	30 minutes	-1	-1	
Golf (Wicker Park)	1	0.04	0.04	30 minutes	0	0	
Recreation Center	1	0.04	0.05	15-30 minutes	0	0	
Paved Trail	6.3	0.27	0.1	20 minutes	4	0	
Playground	23	1.00	0.5	1/4 - 1/2 mile	9	0	
Dog Park (Wicker Park)	1	0.043	0.033	15-30 minutes	0	0	
Skateboard Park	0	0.00	0.033	15-30 minutes	-1	-1	

* This demand is not expected to be filled as the need was not expressed.

C. Outdoor Recreational Amenities

The facility needs for different recreational fields for the town was analyzed using the national standards as a guide. Table 19 shows calculated outdoor recreation LOS needs for year 2008 and 2013 respectively based on national standards and population projection figures for Highland. Current demand is the calculated number of facilities needed in 2008 to meet the recommended national facility standards. The number of new facilities needed is calculated by using the number of facilities needed in 2013 minus the number of current facilities in 2008.

As a whole, the town generally meets or exceeds facilities except in several cases. In the course of interviews and focus group discussion, however several areas were identified as a need area despite the town's ability to meeting the national standards. The most needed areas includes football fields and perhaps some additional softball fields and soccer fields. The town is fully aware of these above averages deficits and the proposed plans for the next five years attempt to address these needs. It should be noted

that the 2013 calculations are based on the assumption that there will be small decrease in population from 2007 estimated population.

Facility deficit conditions will not be significantly impacted any potential population change in the next five years as such changes are expected to be minimal. Nonetheless the town remains to be a very active community with strong tradition for support of sports activities and facilities. The town has expressed this willingness in the past and is expected to continue to support development and enhancement of its parks and recreational facilities. As such the town should remain relatively in an acceptable position as it relates to parks and recreation locally and regionally.

III - ASSESSMENT OF RECREATIONAL PROGRAMMING

The purpose of the Recreation Program Needs Assessment is to provide a priority of recreation programming needs of residents of Highland. This needs assessment assists in developing and prioritizing future recreation programming initiatives. The scoring system considered the following

- Community Input sessions
- Stakeholders Interview,
- Consulting Team Evaluation – Consultant Team’s professional opinion on the needs and importance of programs based on qualitative information, statistical trends, and assessment of Division.

The programs offered are age segmented (a good practice), but are built around availability of facilities versus the needs of residents. Recreation staff recognizes where the programs or classes fall into their life-cycle, but had limited program measurements that are being tracked. Mostly, participation levels, cost recovery levels, cost per experience and participant to staff ratios are loosely tracked or not tracked at all. Despite these deficiencies, the programs aims to foster sustainability while meeting the needs.

The driver behind this plan for recreational delivery services should rest in one strategic objective. That is to create a flexible system that provides cutting edge recreation and promotes fitness and well being through responsive programming particularly for those of younger and older age. The key issues identified for recreational and leisure services outside the sports programs have primarily been concentrated around health and fitness, and the needs of the elderly. These issues have framed the recommendations and strategies to address them as part of this plan.

The Parks Department is in the process of embarking on a major facility development. These efforts consist of renovation and expansion of the Lincoln Center. Once this facility is developed it is expected to substantially increase the capacity of the

Department and give the very qualified staff the space needed to offer a better variety of services. This facility is expected to be complete by 2011.

IV- FACILITIES AND PARKS – BARRIER-FREE EVALUATION

The federal requirements provide that no qualified disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance or under any program or activity conducted by an agency. The Section 504 of the Rehabilitation Act also requires specific actions from agencies including a self-evaluation of its policies, facilities, programs, and services. The Arsh Group has reviewed barrier free requirements with the Department as a part of this plan. The review has been conducted in three areas of concerns. The following paragraphs summarize the area reviewed for this plan.

A. Reasonable Accommodations

The Town of Highland, Department of Parks and Recreation, has, over the past several years, continually assessed its facilities to assure compliance with the provisions of the ADA and other statutes. The assessment has included not only the facilities, but also programs and services. The town's efforts have been successful in removing many of the existing barriers. Nonetheless, as a part of development of this Plan, the Arsh Group has discussed the barrier free requirements and reviewed the accessibility of the facilities, programs and services with the Department. The facility review included review of the conditions of the parks, playgrounds, shelters, restrooms, picnic facilities and accessible routes. Accordingly, with the exception of a few playground cases, no visible violation was observed. As a whole more than 50% of all facilities in the parks are accessible. Therefore it can be determined that the town has generally taken "reasonable" steps to make all of its facilities, services, and programs accessible to all citizens. But the goal of the Parks Department remains to be fully compliant with maximum accommodations to the extent possible.

As a result of last 2004 Plan, the Department initiated a play structure replacement program. This program has resulted in replacement of two playgrounds with new equipments. Nonetheless the identified playgrounds lack paved access ramp from the existing walks or have other deficiencies. The Department has also made other improvements such as parking lot marking and restroom improvements. Yet the physical accessibility to all parks, playgrounds, restrooms, and water fountains has not been fully achieved due to lack of funds. The sites and facilities that require compliance improvements have been identified in the Action Plan for replacement or improvements. All required improvements have also been noted on the development site plans. Table 20 shows recommended actions for facilities that were identified as not having direct access to side walks or have other deficiencies.

Table 20 - Disability Improvement Needs

Playground	Recommendation	Cost
Fletcher	Resurface playground & install new equipment	\$ 40,000.00
Grand	Resurface playground & add ADA entrances	\$ 10,000.00
Homestead (West)	Replace playground	\$ 35,000.00
Jaycee	Resurface playground & install new equipment	\$ 40,000.00
Little Turtle (West)	Replace playground	\$ 35,000.00
Meadows (East)	Replace equipment	\$ 35,000.00
Northwood	Replace surfacing	\$ 35,000.00
Orchard	Replace playground	\$ 35,000.00
Terrace	Resurface playground & add ADA entrances	\$ 10,000.00
Total		\$ 275,000.00

B. Assurances

A recipient of Federal financial assistance is required to provide assurances that its programs will operate in compliance with Section 504 and Subpart B, as follows:

- a. Written assurances that a recipient’s program will be operated in compliance with the regulation is required, [43 CFR 17.204 (a)]. In instances where primary recipients or subrecipients extend assistance to others (besides the ultimate beneficiary) written assurances must be secured and maintained by the recipient extending the assistance.

This assurance is provided in the Resolutions to this Plan.

C. Public Notification

Communities are typically required to proclaim to the public of their policy of nondiscrimination and the procedures for filing complaints. The most important means to address the public notification requirements is through the Department’s seasonal program publication. This publication is widely and freely distributed throughout the town. The Department further posts, in a conspicuous manner, a nondiscrimination poster which covers all of the required Federal anti-discrimination provisions. The Department also has clearly posted information in the front office which encourages reporting if any individual feels that he or she has been discriminated against or desires further information regarding the Department’s nondiscrimination policies.

The Department Superintendent is the responsible coordinating person for receiving and following up on any complaints.

Individuals may directly ask the Superintendent to review the town's nondiscrimination policy and the procedures for filing complaints.

V - DISCUSSION

By all accounts, it is evident that the citizens of Highland enjoy the recreation services they are receiving. The focus group discussions and the other interviews and two public meetings all indicated that the majority of the citizens rated the quality of customer service they have received as positive. In essence, one of the reasons that the Town of Highland is so special to its citizens appear to be because of its strong, proud tradition of supporting strong municipal recreation.

A child who grows up in this town will undoubtedly be a lifetime user of the services offered by the Highland Parks and recreation Department. For all these reasons, it is important that the Town invest in assessing the long term strategic direction of the Recreation Division the Department. This will help to insure that it will continue to hold a principal role providing recreation programming to Highland now and in the future. The need is particularly acute for football, soccer, and baseball teams. The town must also strive to provide various park types that are geographically dispersed to help families better access to open space.

The 2008 Plan sets minimum standards for acquiring parkland and providing certain outdoor recreation amenities. This is driven by the fact that it will not be only adequate for the town to only acquire parkland to keep with demand. The town has substantial assets already that need to be maintained. It is therefore prudent for the Parks Department to put emphasis on maintenance with an eye toward eventually meeting its goal of achieving national recommended standards. Regardless of the approach, the town will need to continue to place high priority on diligently funding, acquiring, and building its parklands and facilities if it wants to maintain and expand its quality of life.

The master plan, estimates that construction of the planned outdoor amenities required to serve the residents will cost nearly \$2,824,937. Given current funding limitations, the town must seek alternative financing to plan, build and maintain outdoor recreation facilities. This is a major challenge that the town will need to undertake. Chapter Five Action Plan Table 23 describes alternative financing methods. The town will need to positively review these options and select the most or a combination of means to develop the funds and address the deficiency in parks facilities.