
Chapter 5

V - MASTER PLAN

1. VISION

Highland's parks and recreation needs identified in the earlier Chapter are the results of a series of planning efforts that included data collection, public meetings, interviews and analysis. Participants in the process that led to the analysis and subsequent vision and plan included government agencies, resident comments and stakeholders' input. Needs identified by various stakeholders played a major role in formulating the overall objectives for the plan. Similarly, sentiments expressed by the Park Board in maintaining the quality of the existing assets influenced substantially the formulation of the vision and goals for this plan. The vision developed by the Park Board sets the overall goals for the 2009-2013 Parks and Recreation Master Plan. The vision for the Plan as expressed by the Board is:

To let people enjoy life" by providing a quality park and recreation system for all age groups.

2. FRAMEWORK PLAN

The principal objective of the master plan for Highland's Parks and Recreation department short and long term needs is to maintain and in some areas increase the quality of programming for its citizenry. To achieve these objectives, a set of strategies have been developed which aim to enhance leisure services and programming activities, identify additional revenue resources and include sustainable solutions to park maintenance.

Supporting the vision involved identification and inclusion of several objectives, proposals and initiatives. In this process, the Parks and Recreation Superintendent's active participation was critical. The Board's input also became decisive as it established the overall direction for the next five years. Assistance and input provided by town officials, community groups, service providers and other stakeholders were all helpful in determining the needs of the community.

The results of the information obtained and identified as the objectives, needs and initiatives are the foundation for the development of the Framework Plan. To achieve these objectives of the vision and meet the needs, the parks and recreation plan propose the following strategies:

a. Create connections across the town and into the region

This strategy will strengthen non-motorized access and connectivity with surrounding communities and eventually throughout the region. The aim of this strategy is to extend existing trails and walks in town. The plan will also introduce new trails that tie regional trails together. Connectivity of regional trails can provide additional amenities and linkage to other facilities and create a fully functional linear park. Along these trails a variety of recreational and leisure activities can accommodate many users and create a broader sense of community. Opportunities for this strategy include:

- Extension of E&L trail to connect to Hammond
- Extend trail to connect to Munster along Cady Marsh Ditch
- Promote development of a trail along Northfolk and Southern Track
- Facilitate development of a trail along Cady Marsh Ditch

b. Enhance public access and opportunity to bluemways in Town

Public access to natural features and waterways as part of the overall strategy offers additional opportunities for community recreation and may attract more visitors. Long-term goals for the development of parks and trails along the Little Calumet River can lead to environmental enhancement and improvements that will benefit the community for many years. These improvements may also provide additional benefit as a result of new interest in economic investment along the bluemway from the private sector. Proposed activities in support of this strategy include:

- Expand access to Little Calumet River where possible
- Develop boat access facilities at the end of 5th Avenue (Homestead)

c. Expand Athletic Facilities to Meet Demand

The development of a one-stop shop type facility to meet the high demand for sports related recreational activity was a high priority among respondents. The facility would assist in responding to the needs expressed for programming that would involve every age group for the enjoyment of the entire family.

Under this strategy, facilities and programs will be expanded to offer more activities and opportunities for a variety of the population particularly mature adults and the special needs group. Acquisition may be needed to support the type of facility required based on the needs identified through level of service assessment. Proposed activities in support of this strategy include:

- Assess acquisition or development of a Sports Complex (Kennedy or Cline site?)
- Expand play fields at Shepard Park

d. Make the most of what we have: preserve and enhance existing park land

The Level of Service analysis identified some parks deficit according to the national standards. Respondents expressed a greater concern for preservation, maintenance and enhancement of existing parks and facilities. Availability of limited parks and recreation human and capitol resources were cited most often as the concern. A strategy will need to be developed to have the greatest impact by providing realistic timeline and activities needed for the preservation and enhancement of existing park facilities and supportive programming. The comprehensive plan will target facilities that are deficient or offer opportunities for enhancement. The plan will further aim to identify areas of support for the department and its operation to better meet the needs and to improve operation by utilizing technology. Proposal would address the following:

- Improve landscaping in all parks and trails as needed
- Increase capacity of existing parks
- Improve maintenance for the parks
- Develop comprehensive maintenance and improvement plan for the parks

Other criteria that will assist with working with what is available without additional staffing and cost that promote sustainable growth principals is the use of technology. Computer technology allows residents to have access to programming and other information where services can be available on-line. The use of technology should be integrated into the overall service strategy and involve the following:

- Use of Technology to enhance services and communicate with residents.
- Employ new technology and software for analysis, evaluation, and tracking of services and in operation.

e. Expand Recreation Opportunities

This strategy will aim to address the needs of the community for all age groups to participate in health and recreation. The primary goals will be to increase recreation programs that appeal to the interest of a variety of groups.

Under this strategy recreation programs and events will be expanded to offer more activities and opportunities for a larger segment of the population that includes those with special needs. Proposed activities in support of this strategy include:

- Renovate and Expand Lincoln Center to support leisure opportunities of all age groups
- Expand adult arts and leisure programming
- Support services to special needs population
- Provide health and fitness programs for all age groups at Lincoln Center

f. Create and strengthen partnerships for funding, visibility, programming and advocacy

Elements of this strategy will aim to address the recreation and program needs of the department as resources become increasingly limited both locally and nationally. Encourage residents' involvement through volunteerism and promote civic, cultural and college social group participation. Develop partnership with schools, churches, local not for profit organizations, businesses and others in a variety of program and services to make leisure services more fun, affordable and safe. The strategy will actively seek local opportunities for joint programming, collaboration and facility sharing where possible. Included in these:

- Support development of intramural sport activities in cooperation with the School District
- Promote development of collaborative efforts with outside agencies for special events and festivals (Chamber, V.B.)
- Establish Park Foundation

g. Foster Environmental Stewardship

This strategy will promote protection and preservation of natural areas in the town. The town will cooperate with other agencies, neighborhood groups and developers to promote through education and community involvement the benefits of conservation of land for the future. Parks, open space and preservation through sustainable green space initiatives should be incorporated into any future development as criteria rather than a goal. Natural green corridors and green residential buffers become standard. Inclusion of natural landscape features that support native plant and wildlife can aid upkeep and maintenance concerns. Proposed activities in support of this strategy include:

- Enhance bike trails with natural vegetation
- Install native plants at Meadows pond
- Install nature trails
- Install eco system for wildlife, birds, etc.
- Develop rain gardens to retain storm water where possible.
- Employ sustainable practices in operation of the parks.

- Use natural landscaping and native planting in development of the parks

3. PRIORITY PLAN

During the course of the development of the Plan, several issues emerged as critical issues or interests for Highland community. These issues range from the need for an expansion of the Lincoln Center as a community center to additional facilities in certain parks. Construction and replacement of playground equipments, picnic shelters and several play fields have emerged as high priority needs. The needs of the elderly and health related activities and programs have also emerged as a priority issues that need to be addressed. The conditions of the existing facilities, and their aesthetic and quality of parks have also played a major role in development of the Framework Plan.

Some issues have also become priorities, as they represent opportunities which the town will need to take advantage of on a short term basis. The issues and opportunities have been evaluated by the Consultant team based on the interest of the citizens, the review by the Park Board, input from the town and discussion with the staff.

In the recreational services area, programs targeted for the elderly and the youth remain as priority areas. There are several other activities that were established during the staff workshop have become priority as these activities are expected to make the programs more efficient and cost effective. Among these are performance measurement, establishment of a core program needs and better marketing and outreach.

There are three different levels of priority proposed in the Plan. The High priority projects or initiatives, (H), are projects that the Department will try to implement within the life of this plan. These projects will be included in the five-year Action Plan. The Mid priority projects, (M), will be addressed if funding becomes available or when high priority projects have been implemented. The Low priority projects, (L), are projects that may not be feasible in the short term or will require other agencies' cooperation. These projects may not be implemented during the life of this plan, unless they become feasible or cooperative efforts with other agencies' will result in their implementation.

Table 21– Priority Plan

Park	Activities	Priority		
		High	Medium	Low
Brantwood	Trail connecting Meadows Outlet Park(South) to Munster (West) and Downtown Highland & Erie-Lackawanna Trail East			
	Practice ballfield and backstop			
Erie Lackawanna Trail	Resurface 3.1 mile, 12' wide walking trail			
	Install wayfinding signs			
	Install restroom facility with drinking fountain			
	Install naturalized (prairie) landscaping			
Fletcher	Install drinking fountain			
	Install park bench			
Grand	Install landscaping (trees) for shade			
	Install prairie plantings			
	Install drinking fountain			
	Install basketball court			
	Install rest plaza w/ tables			
Homestead	Replace West playground			
	Convert basketball to full court			
	Expand walking path through park			
	Replace shelter & relocate to east side of park			
Jaycee	Install storm warning system			
	Ballfield improvement (Hilltop)			
	Replace playground equipment			
	Relocate basketball court			
Island	Enhanced landscaping for 100th PI entry			
	Develop a walking path connecting to the L. Calumet Trail			
	Install shelter			
	Establish bird and wildlife sanctuary (Bird houses)			

Park	Activities	Priority		
		High	Medium	Low
Lakeside	Replace tennis court net			
	Install landscaping within nodes			
	Resurface walking path and park entrances			
	Expand basketball court to full court			
	Install shelter in center node			
	Install drinking fountain			
	Install playground			
	Install shelter & sitting area			
	Lincoln Center Improvements (renovation/expansion)			
	Install drinking fountain			
Lakeside Outlet	Replace West playground			
	Install ornamental trees along Erie trail			
	Install park sign on West end of park			
	Resurface basketball court			
	Install drinking fountain			
	Install naturalized wetland plant in low areas			
	Replace existing old street trees			
	Install storm warning system			
	Remove horseshoe and shuffleboard area			
	Install landscape island at Farmer Drive entrance			
Markley Park	Replace existing shelter			
	Install storm warning system			
	Environmental enhancement-shoreline erosion, aerators			
	Replace East playground equipment			
	Install landscaping			
	Resurface basketball court			
	Repave walking path			
	Install storm warning system			
	Trail connecting M. Outlet (S.), Munster (W), Downtown & Erie Trail			
Meadows Park				
Meadows Outlot				

Park	Activities	Priority		
		High	Medium	Low
Northwood	Convert tennis court to full-court basketball			
	Remove horseshoe and shuffleboard area			
	Install shelter			
	Install shade trees			
Orchard	Install paved entry walk from Robertson Place			
	Replace existing playground			
	Resurface basketball court			
	Relocate volleyball area			
	Replace street trees			
Pettit Park	Resurface existing basketball court			
	Install landscaping along the perimeter			
Sharp Athletic Complex	Replace fences & scoreboards			
	Construct new concessions stand/restroom facility			
	Install playground with shelter			
	Repave walkways and parking lot			
	Install storm warning system			
	Relamp existing fields			
	Improve newly acquired parcel			
	Study, develop master plan for a relocated sports complex			
	Install storm warning system			
	Enhance Cady Marsh Ditch			
Terrace	Resurface existing trail			
	Install drinking fountain			
	Install park sign			
	Install park plaza and shelter			
	Improve accessibility to playground			

Park	Activities	Priority		
		High	Medium	Low
Toth Park	Acquire lot at N.W. Corner & 7.4 (+/-) acres E. of Cline			
	Install practice football field with parking lot			
	Install playground			
	Install shelter			
	Install drinking fountain			
	Install tennis court			
81st and Liable	Connect Erie Lackawanna and L. Calumet Trails			
	Develop access to canoe launch via Liable Road			
	Develop a master park plan			
	Install shelters at entry areas			
White Oak Estates	Develop and install flower garden, entry plaza			
	Construct half-court basketball			
	Install tree grove			
	Install exercise stations			

Table 22 - Recreation Priority Areas

Program	Activity	Priority		
		High	Medium	Low
Overall Programs	Review all programs, remove duplication of efforts			
	Identify Core program activities			
	Focus program delivery to address stated needs			
	Evaluate true cost of programs on a regular basis			
Teen-age	Promote Healthy Teen Initiatives			
Families	Expand recreational opportunities offered at Lincoln Center.			
	Expand recreational opportunities for families.			
Elderly	Develop a well balanced program for the Elderly.			
Lincoln Center	Identify alternative locations for programs to eliminate interruption of services			
Performance	Initiate a performance measurement process for all programs			
Marketing	Expand Marketing of programs to compete locally and regionally			

4. ACTION PLAN

The Action Plan is an instrument which will guide and direct the activities of the Parks Department for the next five years. The activities included in the Action Plan are priority items which were determined to be highly desirable or needed items to meet the overall objectives of the plan. The Action Plan is organized according to year, facility, planned improvement, estimated budget, and potential funding sources. The Funding Source is expected to be fluent, as budgetary policies of the town may change over time. The costs identified on the plan are only estimates and should be used for budgeting purposes only. Actual costs may vary as projects are further developed and defined.

Table 23 – Action Plan

Park	Action Item	Est. Cost	Funding Source	Year				
				2009	2010	2011	2012	2013
Brantwood	New Trail connecting Meadows Outlet Park(South) to Munster (West) and Downtown Highland & Erie-Lackawanna Trail East	\$ 440,000	Local-TEA					
	Practice ballfield and backstop	\$ 15,000	Local					
	Resurface 3.1 mile, 12' wide walking trail	\$ 250,000	Local-Grant					
Erie Lackawanna Trail	Install wayfinding signs	\$ 2,000	Local					
	Install restroom facility with drinking fountain	\$ 50,000	Bond-TEA					
	Install naturalized (prairie) landscaping (allowance)	\$ 8,000	Bond					
	Trail lighting (between Kennedy Ave and 45th Ave.)	\$ 50,000	Local-Grant					
Fletcher	Install drinking fountain	\$ 4,000	Bond					
	Install park bench	\$ 600	Local					
	Install landscaping (trees) for shade (\$100 per tree -10 trees)	\$ 1,000	Bond					
Grand	Install prairie plantings (allowance)	\$ 1,000	Bond					
	Install drinking fountain	\$ 4,000	Bond					
	Install basketball court	\$ 40,000	Bond					
	Install rest plaza w/ tables	\$ 4,000	Bond					
	Replace West playground	\$ 30,000	Local					
Homestead	Convert basketball to full court	\$ 20,000	Bond					
	Expand walking path through park (est. 2,777 lf)	\$ 115,440	Local -Grant					
	Replace shelter & relocate to east side of park	\$ 50,000	Bond					
	Install storm warning system (1 base station, 3 remote)	\$ 40,000	Bond					
	Ballfield improvements (Hilltop) (Babe Ruth)	\$ 60,000	Private					
Jaycee	Replace playground equipment	\$ 25,000	Bond					
	Relocate basketball court	\$ 40,000	Bond					
	Enhanced landscaping for 100th PI entry	\$ 1,500	Bond					
Island	Develop a walking path connecting to the L. Cal. Trail(est.5,661lf)	\$ 235,328	Bond					
	Install shelter	\$ 8,000	Bond					
	Establish bird and wildlife sanctuary (Bird houses)	\$ 500	Bond					

Park	Action Item	Est. Cost	Funding Source	Year				
				2009	2010	2011	2012	2013
Lakeside	Replace tennis court net	\$ 500	Local					
	Install landscaping within nodes	\$ 10,000	Bond					
	Resurface walking path and park entrances (est. 11,810 sf)	\$ 14,434	Local					
	Expand basketball court to full court	\$ 20,000	Local					
	Install shelter in center node	\$ 20,000	Bond					
	Install drinking fountain	\$ 4,000	Bond					
	Install playground	\$ 20,000	Bond					
Lakeside Outlet	Install shelter & sitting area	\$ 25,000	Bond					
Lincoln Center	Lincoln Center Improvements (renovation/expansion)	\$ 9,000,000	Bond					
	Pop Warner lighting (six lights)	\$ 40,000	Private					
	Install drinking fountain	\$ 4,000	Bond					
Little Turtle	Replace West playground	\$ 25,000	Local					
	Install ornamental trees along Erie trail	\$ 15,000	Local-Donations					
	Install park sign on West end of park (2)	\$ 1,000	Local					
	Resurface basketball court	\$ 6,000	Local					
	Install drinking fountain	\$ 4,000	Bond					
	Install naturalized wetland plant in low areas (allowance)	\$ 8,000	Bond-Grant					
	Replace existing old street trees (10)	\$ 10,000	Bond-Donations					
Main Square	Install storm warning system (1 base station, 3 remote)	\$ 40,000	Bond					
	Remove horseshoe and shuffleboard area	\$ 500	Local					
Markley	Install landscape island at Farmer Drive entrance	\$ 1,500	Local					
	Replace existing shelter (steel frame-double roof 16x16)	\$ 37,000	Bond					
	Install storm warning system (1 base station, 3 remote)	\$ 40,000	Bond					
	Environmental enhancement-shoreline erosion, aerators	\$ 30,000	Local					
Meadows	Replace East playground equipment	\$ 25,000	Bond					
	Install landscaping	\$ 15,000	Bond-Grant					
	Resurface basketball court	\$ 6,000	Local					
	Repave walking path (est. 18,600 sf)	\$ 22,733	Bond					
	Install storm warning system (1 base station, 3 remote)	\$ 40,000	Bond					
Meadows Outlet	Trail connecting Meadows Outlet Park(South) to Munster (West) and Downtown Highland & Erie-Lackawanna Trail East	Included in Brantwood	Local-TEA					
	Convert tennis court to full-court basketball	\$ 40,000	Local					
Northwood	Remove horseshoe and shuffleboard area	\$ 2,000	Local					
	Install shelter	\$ 25,000	Bond					
	Install shade trees	\$ 4,000	Bond					
	Install paved entry walk from Robertson Place (est. 900 sf)	\$ 1,100	Local					

Park	Action Item	Est. Cost	Funding Source	Year				
				2009	2010	2011	2012	2013
Orchard	Replace existing playground	\$ 30,000	Bond					
	Resurface basketball court	\$ 6,000	Local					
	Relocate volleyball area	\$ 500	Local					
Petit	Replace street trees (10)	\$ 10,000	Bond					
	Resurface existing basketball court	\$ 6,000	Local					
	Install landscaping along the perimeter (allowance)	\$ 9,000	Bond					
Sharp Athletic Complex	Replace fences & scoreboards	\$ 50,000	Bond					
	Construct new concessions stand/restroom facility	\$ 75,000	Bond					
	Install playground with shelter	\$ 50,000	Bond					
	Repave walkways and parking lot (est. 88,275 sf)	\$ 107,888	Bond					
	Install storm warning system (1 base station, 3 remote)	\$ 40,000	Bond					
	Relamp existing fields	\$ 20,000	Local					
Sheppard	Repave both parking lots (est. 22,000 sf)	\$ 26,888	Bond					
	Expand Klienman Avenue parking lot (15 car)	\$ 16,455	Bond					
	Develop master plan for a new sports complex (+/- 38 acres)	\$ 25,000	Bond					
	Install storm warning system (1 base station, 3 remote)	\$ 40,000	Bond					
Terrace	Enhance Cady Marsh Ditch	\$ 100,000	Grant					
	Resurface existing trail (6'x1,44 lf or 696 sy)	\$ 7,656	Bond-Grant					
	Install drinking fountain	\$ 4,000	Bond					
	Install park sign	\$ 500	Local					
Toth	Install park plaza and shelter	\$ 20,000	Local					
	Improve accessibility to playground (45 lf)	\$ 1,871	Bond					
	Acquire lot at N.W. Corner	\$ 15,000	Bond-Grant					
	Install practice football field with parking lot (40)(N.F.L.)	\$ 80,000	Local-Grant					
81st and Liable	Install playground	\$ 40,000	Bond					
	Install shelter	\$ 8,000	Bond					
	Install drinking fountain	\$ 4,000	Bond					
	Install tennis court	\$ 30,000	Bond					
White Oaks Estates	Connect Erie Lackawanna and L. Calumet Trails (10'x577 lf)	\$ 247,186	Local-TEA					
	Develop access to canoe launch via Liable Road	\$ 25,000	Grant-Local					
	Develop a master park plan	\$ 7,000	Grant-Bond					
White Oaks Estates	Install shelters at entry areas	\$ 60,000	Local					
	Develop and install flower garden, entry plaza	\$ 5,000	Local					
	Construct half-court basketball	\$ 20,000	Bond					
	Install tree grove (67 trees @ 100 per tree)	\$ 6,700	Local-Donations					
	Install exercise stations (10 stations @ 800 per station)	\$ 8,000	Bond					

Park	Action Item	Est. Cost	Funding Source	Year				
				2009	2010	2011	2012	2013
Rec. Program	Recreation Programs	\$ 38,000	Local					
	(B) Bond	\$ 10,321,511						
	(D) Donation	\$ 15,850						
	(P) Private	\$ 100,000						
	(L) Local	\$ 704,364						
	(G) Grant	\$ 489,461						
Financing	(TEA) Transportation Enhancement	\$ 493,593						
	Total	\$ 12,124,779						

Table 24 - Recreation Programs Action Plan

Program	Action Item	Est. Cost	Funding Source	Year				
				2009	2010	2011	2012	2013
Overall Programs	Review all programs, remove duplication of efforts	n.a.	Local					
	Identify Core program activities	n.a.	Local					
	Focus program delivery to address stated needs	n.a.	Local					
	Evaluate true cost of programs on a regular basis	n.a.	Local					
Teen-age	Promote Healthy Teen Initiatives	\$5,000.00	Local					
Families	Expand recreational opportunities offered at Lincoln Center.	N.A.	Local					
	Expand recreational opportunities for families.	\$25,000.00	Local					
Elderly	Develop a well balanced program for the Elderly.	n.a.	Local					
Lincoln Center	Identify alternative locations for programs to eliminate interruption of services	N.A.	Local					
Program Performance	Initiate a performance measurement process for all programs	n.a.	Local					
Marketing	Expand Marketing of programs to compete locally and regionally	\$8,000.00	Local					
Financing	(L) Local	\$38,000.00	Local					

A. Vehicle and Equipment Maintenance

The life cycle of vehicles and equipment either purchased or donated to the Department should be considered in budgeting on an annual basis. Requirements for equipment replacement and maintenance should be viewed as a capital item in the plan. In addition the department may need to increase revenue through a set aside program to secure resources for orderly replacement and ensure that existing vehicles and equipment can be regularly maintained.

A Vehicle and Equipment maintenance and replacement program is strongly recommended and is an important tool for forecasting future expenditures. It is also recommended that the current replacement schedule be extended to include other sports and recreation equipment associated with park programming and services. As equipment and vehicles are added to and retired from the current schedule, modifications by the Department will be required. Table #25 shows the projected replacement needs for the Department over the next five years.

Table 25 - Equipment and Vehicle Replacement Schedule

Item #	Description	Purchase Year	Original Cost	2009	2010	2011	2012	2013
Equipment								
1	Jacobsen HR9016 mower	2006	\$ 72,423					
2	John Deere 1420 mower	2004	\$ 12,355					
3	John Deere 1420 mower	2003	\$ 12,355					
4	John Deere 1420 mower	2003	\$ 12,355					
5	Toro workman	2002	\$ 6,250			\$10,000		
6	John Deere 1425 snow thrower	2001	\$ 16,927			\$18,000		
7	Jacobsen HR9016 mower	2000	\$ 67,994				\$75,000	
8	John Deere 1145 mower	1998	\$ 13,193		\$16,000			
9	John Deere F932 mower	1995	\$ 10,520				\$16,000	
10	John Deere 345 tractor	1995	\$ 5,249					
11	John Deere F930 mower	1993	\$ 11,000	\$16,000				
12	Vermeer Tree Spade	1985	\$ 12,500					25,000
Sub-Total			\$ 253,121	\$16,000	\$16,000	\$28,000	\$91,000	\$25,000

Item #	Description	Purchase Year	Original Cost	2009	2010	2011	2012	2013
Vehicles								
1	Mahindra 7010 tractor	2008	\$ 46,958					
2	Chevy 4500 crew cab dump truck	2008	\$ 42,401					
3	Chevy Colorado Truck	2007	\$ 17,701					
4	Chevy Colorado Truck	2007	\$ 17,701					
5	Chevy 4x4 crew cab truck	2002	\$ 25,801				\$30,000	
6	Chevy S10 pick-up truck	2002	\$ 12,602				\$16,000	
7	Chevy S10 pick-up truck	2002	\$ 14,380				\$16,000	
8	Chevy F350 Stake truck	1998	\$ 20,586	\$30,000				
9	Chevy 4x4 pick-up truck	1998	\$ 19,493	\$27,000				
10	Chevy S10 pick-up truck	1994	\$ 9,245		\$16,000			
11	Chevy S10 pick-up truck	1994	\$ 9,245					
12	Ford 535 Tractor	1993	\$ 10,000					
13	Ford 4610 Tractor	1985	\$ 16,282		\$45,000			
Sub-Total			\$ 262,395	\$57,000	\$61,000	\$0	\$62,000	\$0
Total			\$515,516	\$73,000	\$77,000	\$28,000	\$153,000	\$25,000

B. Funding Sources

Funding for Action Plan projects and programs will be primarily dependent upon local revenue, Highland tax levy, grants, bonds, special appropriations, and cost sharing through strategic partnerships. Included in the plan is establishment of a Community Park Foundation. This entity, once set up, could also seek funding and raise private funds for many projects. The Park Department or the town can also seek contributions or donations from residents, businesses, the Chamber of Commerce, or philanthropists. In addition, the town has been fairly successful in partnering with other organizations. These efforts should continue. The recreational programs have relatively been successful in self funding. These funds are expected to pay for future programs or even such programs could be enlarged once the Lincoln Center is fully rehabilitated.

One of the objectives of this plan is increased improvement of the parks and additional emphasis on beautification and maintenance. Such activities will require continued capital outlays which the town has declined to fund in the past. However, the town has traditionally issued small maintenance bonds to address the maintenance needs of the facilities. Potential sources of funding for the Action Plan items include:

1. General Revenue

The Town of Highland can utilize a variety of sources of funding from within the town budget. These resources are appropriated by the Town Council on an annual basis. A goal for this type of funding should be an adjustment to capital line item to reflect more realistic needs of the Department. Additional funds should also be considered and planned well in advance for the operation and staffing of the proposed Lincoln Center expansion. Ideally an Operation Reserve account should be established to meet the operational needs and loss of revenues due to construction so important programs will not be unduly interrupted.

2. Bonds

The town has traditionally issued a large bond to meet its major capital needs. The Park Department capital needs, are often ignored as they are typically small on an individual basis, but system wide they could be significant. The result has been generally lack of maintenance or removal of the facility from the inventory. A small general obligation bond, targeted specifically for maintenance of park facilities and larger equipments, is proposed. The amount for the bond should be set at about \$1.5-1.8 million. The maturity of bond should be set for five years, the end of plan effective period. The bond should be reissued after its final payment to continue proper maintenance and address small capital expenditures.

3. Special Bond Issue

The town has, in the past, issued a special bond to cover major facility construction. The proposed Lincoln Center should be funded as a special bond from the town. The final amount will need to be determined after completion of building programming for the phase I construction.

4. Private Donors/Organizations

The Department of Parks and Recreation should seek out private donation of funds, and amenities to aid in the maintenance and improvement of the park system. In addition, local organizations, neighborhood groups and interested individuals can become an integral part of the park system by organizing fundraisers and park

maintenance outings or overseeing cleanup of the parks.

5. Grants

Several grants are available from the State of Indiana and the Federal Government. The Town of Highland should seek these grants on a regular basis. Some private organizations also provide grants for parks and recreation purposes. Most parks and recreation grants are highly competitive and require the receiving agency to provide matching funds to prove that they are capable of undertaking the project.

Listed below are some of the potential grants that are available to projects identified in this report. The matching requirements for these grants are identified in the parenthesis.

Hometown Indiana (50/50)

Hometown Indiana is a state grants program that provides matching grants for local park and recreation projects, community forestry programs and historic preservation projects.

Land and Water Conservation Fund (50/50)

The Land and Water Conservation Fund is a federal grant program that is administered at both federal and state levels. The program provides assistance for the acquisition and development of public outdoor recreation/conservation areas and facilities. The National Park Service administers the federal portion, while the Indiana Department of Natural Resources administers the state portion of the grants.

Transportation Equity Act for the 21st Century (80/20)

The Transportation Enhancement category of the federal transportation authorization bill provides grants funding for alternative transportation modes, bike/pedestrian trails, and community design. These grants must be coordinated through the transportation improvement program process of the metropolitan planning organization (NIRPC).

Indiana Heritage Trust Recreational Trails Program (80/20)

The Recreational Trails Program is a federally-funded, state administered (Indiana DNR) grant program which is aimed at developing or maintaining motorized or non-motorized recreational trails.

Indiana Waters Program (75/25)

Indiana Water grants can be used by local park boards to acquire, develop, or renovate fishing and boating access facilities.

Indiana Coastal Grants Program (50/50)

The Indiana Coastal Grants Program awards monies to projects that protect and restore natural, cultural, and historic resources in Indiana's Lake Michigan coastal region. Natural area restoration, preservation, and management projects are deemed high priority issues and, therefore, receive the highest consideration in awarding grants. However, cultural & historical restoration, preservation, and management projects are also eligible under this grant, as well as improvements to trails, public access connections, and habitat corridors.

Indiana Lake and River Enhancement Program (75/25)

The Indiana Lake and River Enhancement Program was created to help ensure the viability of Indiana's publicly accessible lakes, streams, and reservoirs. The program provides funding for such projects as wetland construction, shoreline/stream bank stabilization, watershed treatment projects, dredging, and various diagnostic & feasibility studies. The program does not provide monies for lake construction, private lake enhancement, or shoreline improvements for recreational purposes.