

St. Joseph County Parks

Master Plan Update • 2009 – 2013



Section M:

Action Plan



LEHMAN & LEHMAN

St. Joseph County Parks

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Parks and Recreation Action Plan

The Action / Priority Matrix on the following pages outlines the plan of action, the estimated year of implementation, and the estimated cost and probable funding sources, as well as the strategy it addresses and park site benefiting from the action. All dollar estimates in the Action Priority Matrix are a result of certain assumptions and may not reflect actual costs. They are strictly preliminary estimates to be used as a budgeting tool.

ACTION PRIORITY MATRIX

St. Joseph County Parks Master Plan Update 2009-2013
Prepared by: Lehman & Lehman, Inc. – Landscape Architects & Urban Planners

(Note: Costs are estimates that reflect 2009 costs. An inflation factor will need to be factored in the year the work scope item is implemented.)

Strategies:

- 1 – Strategic Administration
- 2 – Stewardship of Recreation Facilities, Open Space and County Resources
- 3 – Catalyst for Quality of Life
- 4 – Growth Through Blue Ribbon Perspectives
- 5 – Quality Through Programs and Services

Funding Source Legend:

- G – General Budget
- ARRA – American Recovery and Reinvestment Act
- NRB – Non-Reverting Budget
- Muni Bond – Municipal Bond
- GD – Gifts and Donations
- GOB – General Obligation Bond
- LWCF – Land & Water Conservation Fund
- OG – Other Grants
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- CCD – Cumulative Capital Development Fund
- OR – Other Resources
- N/A – Not Applicable

	PLAN OF ACTION	ACTION YEAR	5 YEAR ESTIMATED TOTAL COSTS	FUNDING SOURCES	STRATEGY	SITE
1	Conduct Annual Board/Staff retreat to discuss priorities, policies and Master Plan updates	all	\$0		1	
2	Conduct individual staff development with goal setting and evaluations	all	\$0		1	
3	Conduct ongoing needs assessments for staffing	all	\$0		1	
4	Conduct workshop for all staff on various topics	all	\$1,250	G, NRB	1	
5	Update technology to improve staff efficiencies and public services (e.g. phone systems, LAN, WiFi, security cameras, web technology, computers, copiers, radios, etc)	all	\$35,000	G, NRB, ARRA	1	
6	Conduct annual budget workshop with administration, staff, park board and county officials	all	\$0		1	
7	Revise board manual every 2 years	2010, 2012	\$0		1	
8	Explore new revenue producing sources	all	\$0		1	
9	Establish protocol to allocate funds to Non-Reverting capital	2009, 2010	\$0		1	
10	Hire natural resource specialist (Annual wage listed. After initial year this will become part of Dept. budget)	2011	\$30,000	G	1	
11	Hire marketing specialist (Annual wage listed. After initial year this will become part of Dept. budget)	2012	\$30,000	G	1	
12	Continue efforts to promote alternative revenue sources with county officials and legislators	2009, 2010	\$2,000	NRB	1	
13	Create major gift wish list on web site for use by Parks Foundation	2009	\$0		1	
14	Park Foundation complete annual financial review	all	\$5,000	OR	1	
15	Park Foundation board invite 3 new board members	2009, 2010, 2011	\$0		1	
16	Upgrade reservation system for shelters and programs to improve efficiency and trim expenses	2009	\$0		1	
17	Assess feasibility of alcohol permitting for shelter and site rentals	2010	\$0		1	
18	Annual staff training on aspects of park department operations/programs/sites	all	\$0		1	
19	Increase communications between park board and state legislators (Board)	all	\$0		1	
20	Increase visibility and communications with park board and county council/commissioners (Board)	all	\$0		1	
21	Increase park board interactions with the Parks Foundation to provide additional leadership and direction (Board)	all	\$0		1	
22	Consider succession planning for Board/Board Leadership with emphasis on effectiveness and increasing diversity (Board)	all	\$0		1	
23	Investigate property expansion adjacent to existing park sites	all	\$200,000	GD, GOB, LWCF, CEDIT, OG	2	
24	Investigate purchasing property adjacent to St. Joseph River for open space/trails as available	all	\$200,000	GD, GOB, LWCF, CEDIT, OG	2	



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	PLAN OF ACTION	ACTION YEAR	5 YEAR ESTIMATED TOTAL COSTS	FUNDING SOURCES	STRATEGY	SITE
25	Partner with other entities regarding land acquisitions	all	\$0		2	
26	Pursue acquiring land in growth areas	all	\$200,000	GD, GOB, LWCF, CEDIT, OG	2	
27	Coordinate/Plan greenway and trail connections with various agencies	all	\$0		2	
28	Improve and refurbish mechanical infrastructure at park sites	all	\$250,000	G, NRB, GOB, ARRA, CEDIT	2	
29	Complete shoreline stabilization and site assessment for Baugo Creek canoe launch area	2010, 2011	\$80,000	OG	2	FBC
30	Integrate energy saving and green strategies into operations (e.g., windows, doors, HVAC, alternative)	all	\$500,000	ARRA, GD, CEDIT, G	2	
31	Create system-wide natural resource management plan	2009, 2010	\$0		2	
32	Complete fencing of critical areas	all	\$250,000	G, NRB, GOB	2	
33	Plan and install new park entrance (road, gatehouse, drainage, sewer, etc) from Kenilworth Road	all	\$1,500,000	ARRA, GD, CEDIT, G	2	STP
34	Re-roof the amphitheater	2011	\$75,000	ARRA, G, GOB, NRB	2	STP
35	Pave roadways and parking areas (all sites)	all	\$1,500,000	ARRA, CEDIT	2	
36	Renovate or improve physical work environment/office space for employees	all	\$25,000	G, NRB	2	
37	Study feasibility of remodeling barn area of Interpretive Center into rental space	2010	\$5,000	G, NRB	2	FBC
38	Complete boardwalk loop around Spicer Lake	2013	\$200,000	OG, GD, NRB, G	2	SL
39	Develop year-round restrooms	2012	\$75,000	CEDIT, GOB	2	FBC
40	Create site plan for potential recreational uses of Anderson Road	2013	\$7,500	G, NRB	2	AR
41	Create site master plan for potential recreational uses of Jackson Road	2011	\$7,500	G, NRB	2	JR
42	Create site master plan for potential recreational uses (inc surfaced trail) for east side of Laurel Road	2012	\$7,500	G, NRB	2	STP
43	Look into feasibility and create proposal for rental of gazebo at Spicer Lake Nature Preserve	2010	\$0		2	SL
44	Improve access (ADA and service) to Baugo Station	2013	\$50,000	CEDIT, GOB, G, NRB	2	FBC
45	Assess feasibility of red pole barn for ski rental facility and general rental site	2010	\$7,500	NRB	2	STP
46	Assess feasibility and value of restroom upgrade at Sauk Trail shelter	2012	\$7,500	G, NRB	2	BXW
47	Enhance Red Barn rental complex (i.e. Remove/replace feedlot)	2010, 2011	\$40,000	G, NRB	2	STP
48	Assess feasibility of renovating Studebaker Shelter for overnight rentals	2011	\$7,500	NRB	2	BXW
49	Develop fundraising event for Spicer Lake exhibits	2009, 2010	\$2,000	NRB	2	SL
50	Assess and modify building cleaning schedule for reduced staffing	2010	\$0		2	
51	Assess goose management alternatives and implement	2009	\$250	NRB	2	STP
52	Complete LaSalle Trail - Cleveland Rd to Michigan Line	2012, 2013	\$1,200,000	ARRA, OG, GD, CEDIT	2	LT
53	Complete elevated bridge over Cleveland Rd for LaSalle Trail	2010, 2011	\$5,000,000	ARRA, OG, GD, CEDIT	2	LT
54	Extend municipal utilities into park sites	2011, 2012, 2013	\$150,000	ARRA, GOB, CEDIT	2	
55	Top dress/repair original levy	2010	\$100,000	OG	2	PTM
56	Remove semi trailer, discarded farm implements	2011	\$15,000	NRB, G, OG	2	PTM
57	Treat Phragmites and other invasives	2009, 2010	\$4,000	G, NRB	2	PTM
58	Establish goals and targets in the area of partnerships	all	\$0		3	
59	Engage community leaders in discussion regarding Master Plan priorities	all	\$0		3	
60	Host meeting with other area park and recreation directors and county officials	all	\$250	NRB	3	
61	Create a position paper of quality of life issues related to parks	2009	\$0		3	



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	PLAN OF ACTION	ACTION YEAR	5 YEAR ESTIMATED TOTAL COSTS	FUNDING SOURCES	STRATEGY	SITE
62	Continue promotional efforts that relate our programming to No Child Left Inside/Kids Outdoors!	2009, 2010, 2011	\$0		3	
63	Tie our programming efforts to healthy lifestyle - exercise value	all	\$0		3	
64	Investigate potential partners for dog park	2011	\$0		3	AR, JR
65	Continue to find new ways to market and promote shelter rentals	all	\$4,000	NRB	4	
66	Create passive interpretive opportunities (waysides, etc) to interpret natural and cultural features	all	\$7,500	NRB, OG	4	
67	Complete program evaluations on a routine basis to include staff-user feedback	all	\$0		4	
68	Annually review programs to meet trends, usage, fiscal and maintenance concerns	all	\$0		4	
69	Enhance park entrance signage, all sites	all	\$50,000	G, GOB, CEDIT	4	
70	Align our basic operation standards with NRPA Standards	all	\$5,000	NRB	4	
71	Expand partnerships with local universities in the areas of research, collaborative programs, etc	all	\$0		4	
72	Create community advisory group for marketing recommendations	2009	\$25	NRB	4	
73	Complete Sugar House enhancements to improve visitor experience	2010	\$45,000	GD, NRB, OG	5	BXW
74	Upgrade trail signage at park sites	all	\$10,000	G, NRB	5	
75	Plan for future use of amphitheater site, including new partnerships, or modified use plan	2009, 2010, 2011	\$15,000	G, NRB	5	
76	Explore options to create friends groups at other parks, or create ALL Parks Friends group	2011	\$0		5	
77	Upgrade x-c ski rental facilities, equipment and services	2010, 2011, 2012	\$6,000	NRB	5	STP
78	Work with NIMBA to review BXW and FBC for potential mountain bike trails	2010	\$0		5	BXW, FBC
79	Continue conceptual planning process for Spicer Lake exhibits	2009, 2010	\$10,000	OR	5	SL
80	Purchase portable PA system for use in special events and programs	2009	\$1,000	NRB	5	
81	Develop partnership with health organizations to promote program (i. e. walking, fitness) at county parks	2009	\$0		5	
82	Work with Disc Golf Assoc for potential disc golf course	2010	\$10,000	OR, NRB, GD	5	BXW
83	Expand marketing activities to access new user groups and increase diversity in visitation and programming	all	\$10,000	NRB	5	
84	Add special events/programming	all	\$5,000	NRB	5	BXW
85	Promote volunteer opportunities in programming and maintenance operations	all	\$500	NRB	5	
86	Promote programming for corporate retreats/church groups	2010	\$500	NRB	5	
87	Implement further mowing reductions to improve habitat and reduce expenses and purchase equipment	all	\$250,000	CCD	1, 2	
88	Explore web-based or computer based reservation system, to include ability to pay for programs and rentals on line	2012	\$20,000	G, NRB	1, 5	
89	Enhance communications with CVB and Chamber of Commerce to promote quality of life values of SJC Parks in St. Joseph County	2009, 2010, 2011	\$0		3, 4	
GRAND TOTAL =			\$12,219,275	STRATEGY		
			2009	\$1,016,975	#1	\$238,250
			2010	\$3,745,700	#2	\$11,791,250
			2011	\$3,753,700	#3	\$250
			2012	\$1,793,700	#4	\$66,525
			2013	\$1,909,200	#5	\$123,000



Funding Resources

Many are the demand on local government to fund the variety of programs provided to the public sector. Following is a brief description of the principal resources available to the Park & Recreation Board for implementing programs for recreational purposes.

ARRA — American Recovery and Reinvestment Act

President Obama recently signed the American Recovery and Reinvestment Act into law providing more than \$3 billion for investment in projects in communities, parks, and public lands across the country.

CCD — Cumulative Capital Development Fund

Tax supported fund to support a variety of projects in the county. Use is allocated by the County Commissioners each year.

COIT/CEDIT — County Option Income Tax/ County Economic Development Income Tax

COIT revenue can be used for one of the following purposes: (1) to replace property tax revenue lost by taxing units and school corporations due to the allowance of an increased homestead credit; (2) to fund the operation of public communication systems and computer facilities districts; (3) to fund the operation of public transportation corporations; (4) to finance certain economic development project bonds; (5) to fund certain redevelopment initiatives in St. Joseph County; and (6) to make allocations of distributive shares to civil taxing units. Revenue from CEDIT may go towards economic development, capital projects, private developer loan interest, and any other lawful purpose under which any other fund may be used.

G — General Budget

The General Budget is the primary operating fund and is derived from property tax, financial institutions tax and excise tax. It is used for the majority of the operating expenses of the Park Department.

GD — 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.

GOB — General Obligation Bonds

General obligation bonds, which are retired by tax money, provide a funding source for implementation of large scale projects or improvements. The Park Board cannot exceed a set percentage (2%) of the assessed valuation of the taxing district. Public hearings must be held and approval is required by the County Council.

LWCF — Land and Water Conservation Funds

Administered by the Indiana Department of Natural Resources, Division of Outdoor Recreation, these funds are used most predominantly for park development of outdoor recreation facilities. These grant funds can be utilized to finance up to 50% of the cost of eligible projects and are awarded annually. To qualify for LWCF funds, a County/Town must have a park and recreation board established in accordance with state statutes and have an approved Park and Recreation Master Plan.

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Muni Bond — Municipal Bond

Tax-exempt bond issued by states and political subdivisions (such as cities and counties) to raise funds for certain public works, such as low income houses, bridges, and roads. Municipal bonds are redeemed with interest, and are either backed by the full taxing power of the government (as a general obligation bond) or their repayment is based on the specific revenue generated by the financed project (as a moral obligation bond).

NRB — Non-Reverting Budget

Primarily derived from user fees.

OG — Other Grants

Other grant sources, besides the traditional recreation related ones sponsored by the state and federal government, exist for park improvement projects. Also, there are urban forestry grants available and grants from the Indiana Arts Commission that can be related to park and recreation projects.

OR — Other Resources

Private companies are often sponsors of foundations and grant programs that may be related to an aspect of park and recreation such as tree planting, aid to handicapped persons, or programs for disadvantaged youth. Companies also sometimes sponsor volunteer programs to the community with their employee or executive resources.

SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act

On August 10, 2005, President George W. Bush signed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). SAFETEA-LU authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009.

SAFETEA-LU builds on the initiatives established in the Transportation Equity Act for the 21st Century of 1998 (TEA-21) and the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), which were the last major authorizing legislation for surface transportation. This new Act combines the continuation and improvement of current programs with new initiatives to meet the challenges of improving safety as traffic continues to increase at record levels, protecting and enhancing communities and the natural environment as we provide transportation and advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation.



Other Funding Sources

- A. Indiana Department of Transportation
- B. Indiana Department of Natural Resources, Division of Outdoor Recreation
- C. Indiana Committee for the Humanities
- D. Indiana Arts Commission
- E. Indiana Department of Aging and Community Services
- F. Indiana Federal Property Program
- G. Indiana Department of Commerce
- H. Indiana State Board of Health
- I. U.S. Department of Commerce, Economic Development Administration
- J. U.S. Department of Health and Human Services
- K. U.S. Army Corps of Engineers
- L. U.S. Armed Services
- M. U.S. Department of Education
- N. President's Council on Physical Fitness and Sports
- O. Green Thumb, Inc.
- P. The Nature Conservancy
- Q. Acres, Inc.
- R. The Trust for Public Land
- S. National Association for the Exchange of Industrial Resources
- T. Fish America Foundation
- U. Capital Fund Drive Campaign
- V. Highway Impact Fees
- V. Memorial Giving
- W. Deferred Giving

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

The proposed Action Plan may need to be modified and adjusted as indicated by available resources. It is intended to be a flexible working document, and some adjustments should be anticipated.

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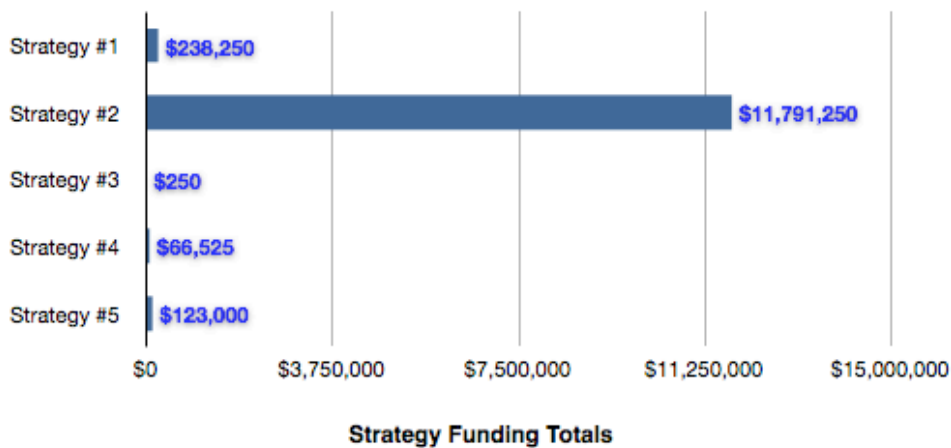
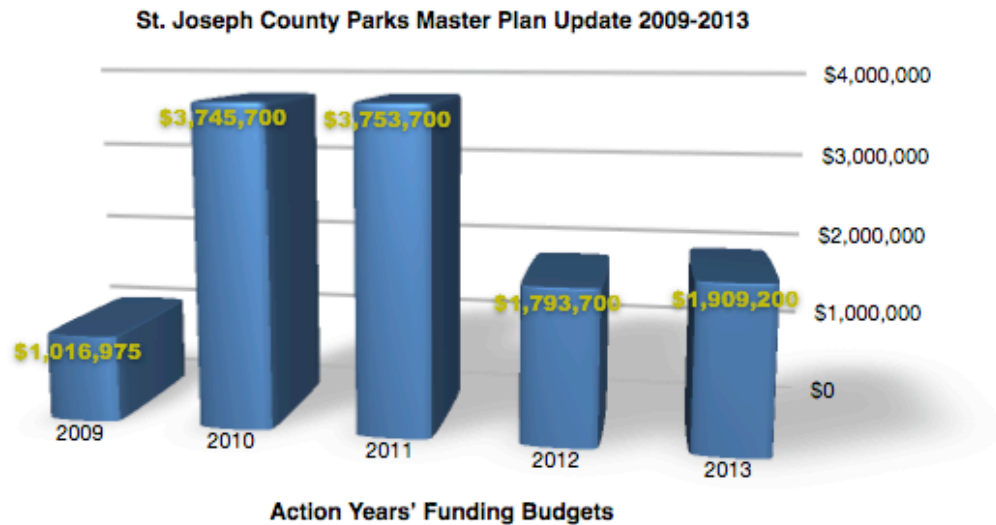
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The charts below summarize the St. Joseph County Parks funding by Action Year, Strategy and Funding Source.





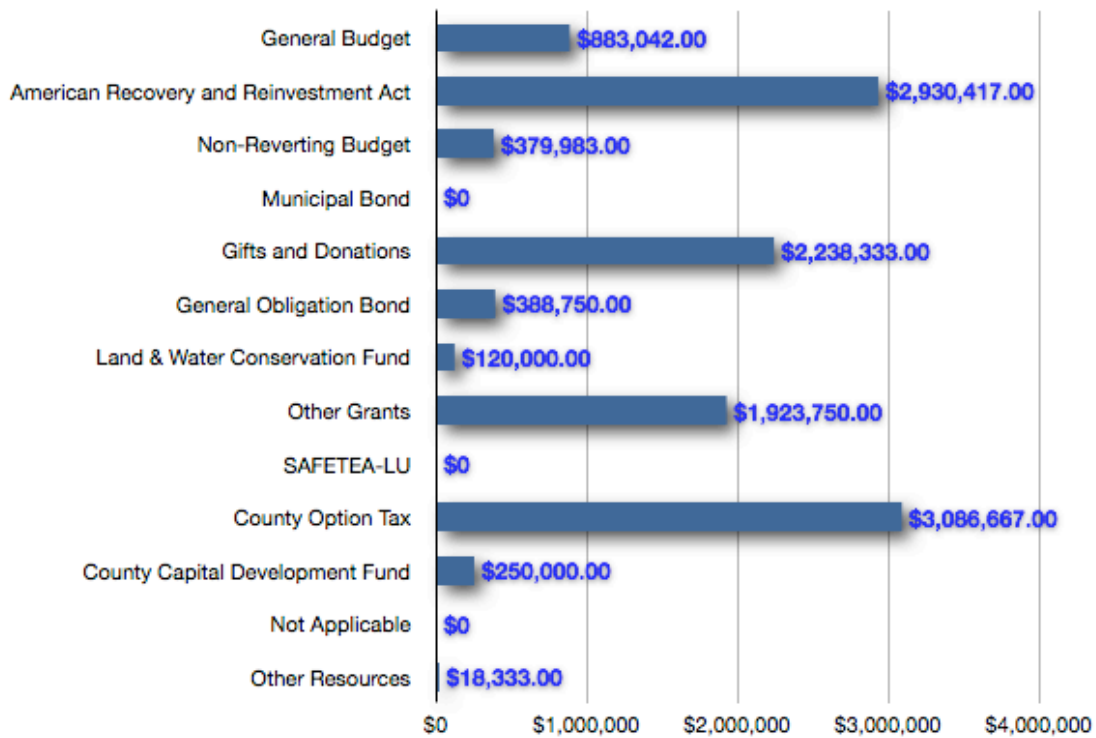
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Funding Sources of Proposed Actions