

6



# PLAN OF ACTION

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# Accomplishments

## Introduction

When considering a Plan of Action, it is important to summarize the accomplishments of Logansport Parks and Recreation since the last Master Plan. This gives a better idea as to what was addressed in the previous master plan and what may need to be addressed in the future.

## **Logansport Parks & Recreation Department Accomplishments 2018-2023**

### **2018**

- Completion of 2018-2023 Master Plan Update
- Penman Building was dedicated as the Parks Service Center and Community Room
- Construction of new Riverside Park restrooms, including 2 ADA paved parking spaces
- New website for the Park @ logansportparks.com
- Parks Administrator Mark Vendl resigned; Janet Fawley hired as Parks Administrator August 1st.
- 2<sup>nd</sup> year of Christmas In the Park
- Closed and disassembled the skate park at Riverside Park due to the structure's lack of safety compliance.
- Received a "Quality of Life" Award from the Cass County/Logansport Chamber of Commerce

### **2019**

- Demolition of old restrooms at Spencer Park in preparation for new restroom construction.
- PGA Junior League was organized
- Completed a Huston Park Phase 2 study, including a new dog park
- Established "Parks Make Life Better" promotional campaign
- Applied for the Land & Water Conservation Fund to make improvements to Riverside Park; verbal confirmation of award came in October.
- Little Turtle Waterway Plaza and Lawn had to be closed while the Melbourne Avenue Stormwater Project was under construction for 2 years. It also required the LTW Signal Bridge at the Melbourne Street Entrance to be removed. The LTW Trail remained open.
- Funds were raised through a crowdfunding campaign to install 12 surveillance cameras on the Little Turtle Waterway Trail, Huston Park Trail, and the River Bluff Trail(owned by Logansport Memorial Hospital). Cameras installed.
- Spencer Park Restroom construction was completed. Dedication held in late June.
- Trail Marker signs fabricated and installed.
- Recreation Director (as opposed to current Program Director) was established with new job description and new hire.
- Department experienced a land dispute with Cass County regarding Stonewall Park.
- 3<sup>rd</sup> year for Christmas in the Park

### **2020**

- Established contract with Civic Rec to provide software to accommodate our facility reservations and program activity registrations. Public launch took place in May.
- Established availability of credit card processors for the public to use their credit cards for registrations and reservations.
- Penman Building Community Room was freshly painted, and the smartboard was relocated to the conference room.



- Established Dykeman Clubhouse Advisory Committee – Renovate or rebuild?
- Installed kiosks at each picnic pavilion to notify public of upcoming rentals, rules, and other programs
- Lots of program activities were cancelled due to COVID;
- Established trial Mobile Food Vendor program.
- A new playground was constructed in Melbourne Park.
- COVID provided motivation for golfers to take advantage of golfing, to give us the best year we've had in many years.
- Received National Fitness Campaign Grant Award to build the NFC Fitness Court at Riverside Park.
- Muehlhausen Aquatic Center staff went to great lengths to accommodate the public during COVID.
- The first "Doggy Days" were held at Muehlhausen Aquatic Center on the last day of operations.
- Established an Assistant Golf Superintendent position at Dykeman Park Municipal Golf Course to be hired in 2021.
- BINGO program was discontinued due to COVID. Department found other BINGO program to support financially.
- The Dog Park project for Huston Park is moving forward. Trying to work with Humane Society board members to get it going. Must reduce the price from \$750,000 to less than \$300,000.
- A new spinner was installed at Huston Park playground through Live United Day.
- Mural work was completed at LTW Trail by LHS Art Club students;
- Spencer Park Gazebo was painted, and landscaping cleaned up.
- Basketball Courts at Muehlhausen Park have been repaved and lines painted.
- Parks Board supported the removal of the 10<sup>th</sup> Street Dam by the Logansport Municipal Utilities at Riverside Park
- Established Carolyn Holcomb Memorial Garden at Muehlhausen Aquatic Center.
- City Council appropriated \$135,000 from CEDIT funds for necessary equipment for the golf course. Additionally, Logansport Municipal Utilities will pay the Golf Managers wages in lieu of paying taxes (PILOT) in 2021.
- Italian Heritage Sculpture was installed at Heritage Park, dedicated in the fall of 2020.
- 4<sup>th</sup> Annual Christmas In the Park was held, but had reduced displays, and no personnel working at the gate with respect to COVID precautions, and COVID financial limitations for sponsors. Counting vehicles was done through traffic counter systems.

## 2021

- Removed "Earth Care Castle" (an 18-year-old playground) from Spencer Park; New spider rope-climbing structure was installed in its place. An ADA accessible walkway was also installed.
- Concrete cornhole courts installed at Riverside and Muehlhausen Parks
- Rehabbed shuffleboard court at Spencer Park.
- Completed the remodel of the McHale Complex Kitchen.
- Established a formal partnership with Logansport Memorial Hospital and Foundation for \$50,000 over five years for the NFC Fitness Court.
- Determined the old Salvation Army Building/Welcome Center was surplus and was demolished for the future development of the area. Was paid for by the "Unsafe Building Fund"



- Logansport Parks & Recreation Foundation held its first golf outing to start fundraising for the Dykeman Clubhouse Rebuild. Proceeds were \$13,375.
- Produced a video about playground safety, especially the new spider climber at Spencer Park- Kyle Smith was the videographer/producer.
- New HVAC units were installed at McHale Complex in Riverside Park.
- Old Carousel Pavilion was updated w/ power wash, removal of iron bars, repainted and new picnic tables installed. It was renamed the McCord Pavilion in honor of McCord's Do-It-Best Center's donations to get this project completed.
- Alcohol exceptions were expanded by Parks Board Resolution, and the City Council.
- Cole Fountain at Jean Cole Park became operational after several years of being disabled
- Logansport Municipal Utilities Water Plant was demolished at the west end of Riverside Park.
- New ADA accessible drinking fountain is installed at the lower pavilion at Spencer Park
- LTW Trail under the 3<sup>rd</sup> Street Bridge was renovated during INDOT's 3<sup>rd</sup> Street Bridge Project.
- Through the Cass County Community Foundation, a new display for Christmas in the Park was purchased, as well as a new portable sound system that can be used outside.
- Tyson Foods sponsored the upgrade of the concession stand at Riverside Park, and it now bears their name.
- Wabash River Greenway Regional Trails Plan is presented to the public in September.
- The Golf Maintenance Facility was renovated to accommodate a new equipment lift.
- A new rain shelter has been built for the golfers at Dykeman Park Golf Course.
- LTW Gateway/Signal Bridge is relocated by Logansport Municipal Utilities in front of The Depot on 4th Street.
- The 10th Street Dam on the Eel River and the water tower at the west end of Riverside Park are removed by the Logansport Municipal Utilities.
- 5<sup>th</sup> Annual Christmas In the Park is held at Spencer Park.

## 2022

- Riverside Park's McHale Complex improvements are completed, including new windows on the east and west ends of the building, and the transformation of office space into a lounge.
- Completion of Riverside Park Improvement Project with LWCF grant to install NFC Fitness Court, 2 basketball courts, 2 pickleball courts, walkways, restroom renovation, lighting and parking. Grand Opening and ribbon cutting event was held.
- Fairview Playground construction was completed by the end of November.
- Little Turtle Waterway Plaza and Lawn was rehabbed and reopened following the completion of the Melbourne Avenue Stormwater Project along with the relocation of the LTW Gateway to 4<sup>th</sup> Street in front of the Depot.
- First ever "Squeal on the Eel" Festival hosted by Tyson Foods at Riverside Park.
- First Mother-Son Nerf War at National Guard Armory sponsored by the Department.
- Trail Cameras were upgraded with a new server headquarters at Logansport Memorial Hospital.
- Began promotional "Fawley's Footnotes" to blog about current processes and projects and future goals.
- Return of "Breakfast With Santa" at McHale Complex with McDonald's as primary sponsor.
- Completed a concept design of a new clubhouse for the Dykeman Park Golf Course.



- Produced a video to inform and encourage potential donors about the Dykeman Clubhouse Fundraising efforts. Kyle Smith was the videographer/producer.
- Riverside electricity access enhanced by Logansport Municipal Utilities.
- 135 new trees were planted at Dykeman Park Golf Course through a private donation.
- First summer with new program, “Park-in-a-Box”
- Vandalism at Riverside Park Restroom was severe and devastating, but community donations helped cover the cost of repairs.
- More presence on social media including Facebook, Instagram, and YouTube.
- 6<sup>th</sup> Annual Christmas in the Park held at Spencer Park.

## 2023

- Dykeman Clubhouse Fundraising began in earnest; goal of \$3 million is set.
- Plans for a dog park have shifted from Huston Park to Muehlhausen Park’s former softball field. A Patronicity Grant is applied for, a crowdfunding campaign is established, and \$80,000 was raised to build the dog park in 2024.
- 2024-2028 Master Plan Update begins. Three surveys are issued to the public with great response rates. Focus/Stakeholders groups meet, and an open house is held for public input. Goal for first draft’s completion is November 15, 2023; Final draft’s deadline is April 15, 2024.
- Dykeman Park Golf Course acquires new software for online bookings, and marketing and communications
- Spencer Park’s lower shelter along the Eel River requires attention. Safety concerns require the structure be closed to the public. Parks Board determines after a great deal of public comment to stabilize the structure.
- Fairview Playground is fully dedicated with a ribbon cutting of the new Grand Entrance, “Smiles For All”, provided by the Cass County Community Foundation.
- 2 new ICON shelters are constructed at Fairview Park. One structure is named Security Federal Savings Bank Community Pavilion. The second is named Grand Industrial Community Pavilion. Design & size will be duplicated in other parks.
- Completed the renovation of the restrooms at the McHale Complex at Riverside Park.
- Installed new water line at Riverside Park after failure of existing water line.
- Regular work on eradication of invasive vegetation at several parks.
- Demolition of Muehlhausen Softball Field began for Wright Street Bark Park installation in 2024.
- Stonewall Park driveway completed by County; New landscaping and lighting completed around the Orange Grasses Sculpture. More work to be done in 2024.
- Replaced signage at Eel River Run Trailheads at Riverside Park and Stonewall Park.
- Cass County Government agrees to cover the costs (\$300,000) of repaving the Dykeman Park Golf Course cart paths in 2024
- 7<sup>th</sup> Annual Christmas in the Park is held at Spencer Park.

# Needs Analysis

## What is a Needs Analysis?

A needs analysis tallies results from public input, park inventories, benchmark comparisons, and park board/staff input. These results are distilled and condensed into common themes, and from these themes, underlying issues emerge and are identified. These issues are placed in a priority based on financial and other constraints and then translated into the Plan of Action.

## Issues from Public Input (listed from most to least prioritized)

- Program Advertisement/Communication
- Park Transportation
- Park Safety
- Fees
- Program Scheduling

## Investment Needs from Public Input (listed from most to least prioritized)

- Improving/Maintaining Existing Parks (Spencer Park in particular)
- Dog Park
- Outdoor Amphitheater
- Indoor Walking/Jogging Track
- Paved Trails
- Picnic Areas
- All Abilities/Ages Playground Equipment
- Social Spaces
- Community Gardens
- Indoor Aquatic Center
- Water Access
- Outdoor Adventure Park

## Issues from Board, Staff, City Officers (listed from most to least prioritized)

- Park Safety
- Youth Outreach
- New Programming
- Public Outreach, Advertising, and Communication

## Investment Needs from Board, Staff, City Officers (listed from most to least prioritized)

- Community Partnerships
- Dog Park
- Park Restroom Upgrades
- Skate Rink
- Spencer Park Pavilion

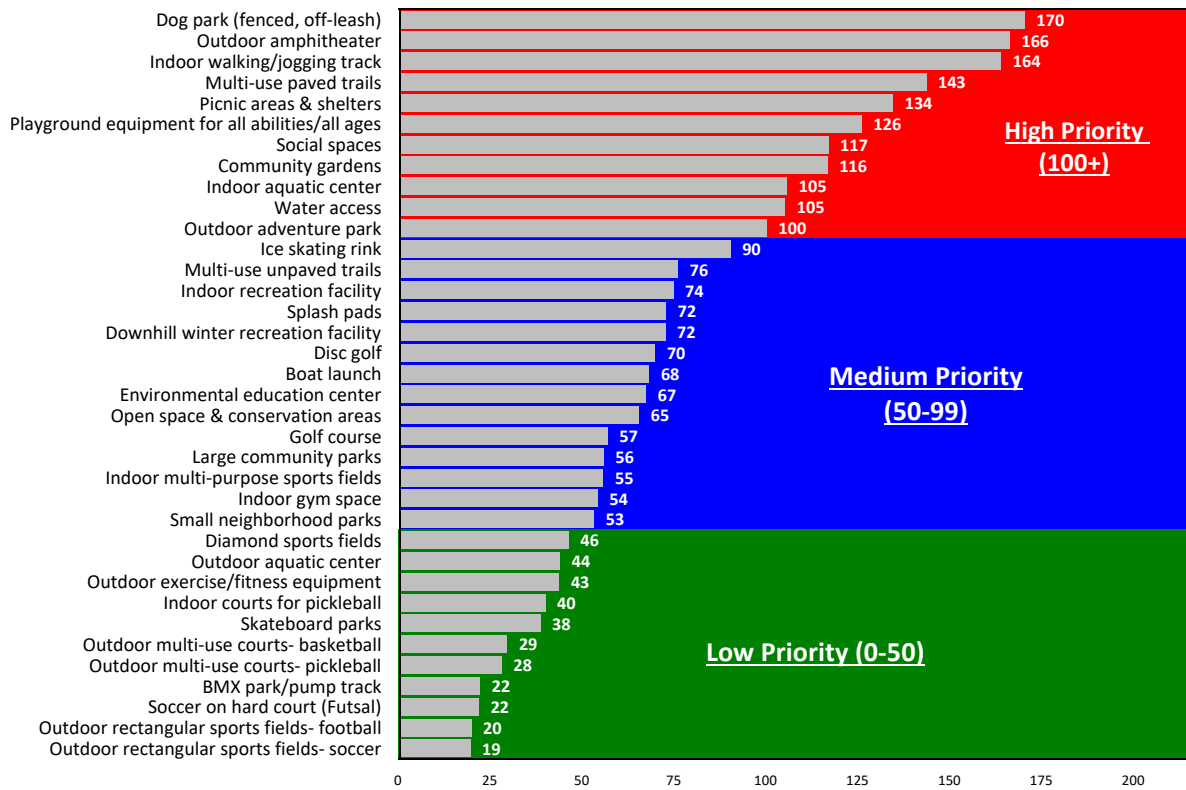
## Issues from SWOT Analysis

- Accessibility within all parks, including parking and sidewalks within parks
- General maintenance on existing park structures (graffiti removal, repainting, updating)
- Graffiti & crime deterrents

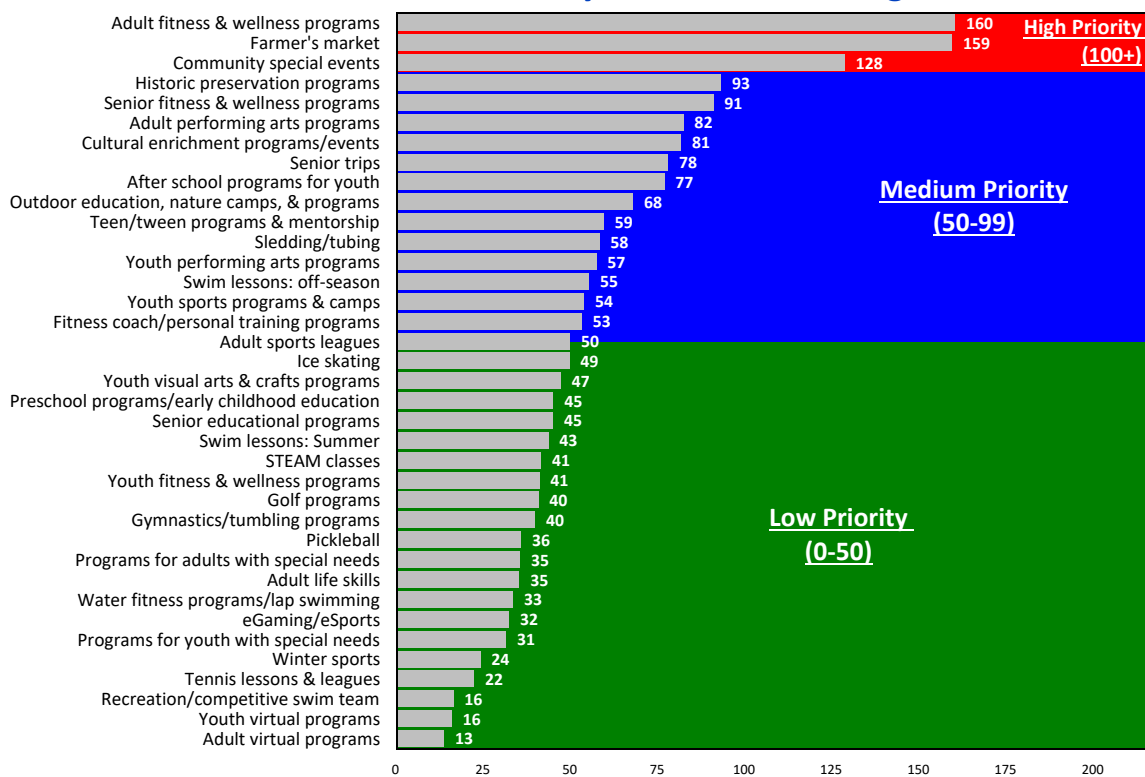
## Overarching Themes from All Input

- Communication/Access
- Safety
- Amenity Repair
- New Amenities
- New Programming

## Top Priorities for Investment for Facilities/Amenities Based on the Priority Investment Rating



## Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating





## Implications of Demographics

### Overview

Demographic data mostly echoes the sentiment from public input and is dissected below. Fees and service pricing correlate with economic data and this should be used when considering pricing, programs, and budgets.

### System Investment and Accessibility

Given the fact Logansport encompasses the township with the largest percentage of ALICE households (Eel Township with 52% ALICE households), there is a need to expand park access, focus on ADA and infrastructure improvements, and develop additional programs and services to reach the surrounding population. This has direct implications for redeveloping park sites and creating a simultaneous strategy to revamp existing park amenities and features. Identifying ways to continually inject both operational and capital dollars into the system will be paramount over the next five years.

### Service Pricing

In general, SPI scores and household income statistics indicate a lower tolerance (and expectation) to spend on recreation goods and services. This is an important trend for Logansport because recreation pricing must align with community realities. It will be beneficial to develop a pricing tier based on cost recovery targets associated with the degree of public vs individual good related to a particular program, event, or service. Any pricing philosophy will need to be associated with a community educational component so residents understand the transparency behind pricing. Additionally, identifying funding sources in addition to program fees will be critical for system enhancements and development.

### Accessibility

Like many communities, there is a strong need for ADA accessibility compliance in new and existing infrastructure. Typically, new infrastructure improvements adhere to ADA guidelines better with today's requirements and practices in place. ADA compliance issues typically relate to older infrastructure and bringing things "up to standard." With over half of the 75+ population and nearly a third (32%) of the 65-74 population reporting having some sort of disability, and not to mention all other age groups reporting having a disability to some degree, improving the existing system will remain a large community need. Projects that remove barriers to access related to ambulatory accessibility, auditory accessibility, cognitive accessibility, and visual accessibility (among others) will continue to improve the service provision provided to the Logansport community.

### River/Water Access

As highlighted by the MPI scores, there may not be a large interest in sports-related activities within Logansport, although those services should and will be offered to some degree. However, the parks department should focus on creating and leveraging water access in riverfront and nearby parks and trails/pathways. As a city with its namesake paying homage to the surrounding rivers, enhancing water access will provide additional recreational opportunities while also providing new ways to promote the Preserve America Community designation it received in 2009. Water access and recreational opportunities can be a win-win for the parks department and the city's overall economic development strategies.

## CITY'S BENCHMARK COMPARISON

The National Recreation and Park Association (NRPA) compiles data from municipalities and parks and recreation agencies across the country annually. NRPA's Park Metrics provides insights into "average" statistics in terms of park land provided per 1,000 residents, trail miles, full-time equivalents (FTEs), budget allocation, and much, much more. This comparison provides a baseline understanding of Logansport Parks & Recreation ("Logansport") in terms of how it relates to agencies of similar scope. All metric standards represent the median statistic based on the NRPA's park and recreation agency performance benchmarking tool. It should also be noted that this process is self-selected, meaning park and recreation agencies choose to participate and upload their own information.

For each benchmark category, the median metric is presented based on agency characteristic. For the purposes of this benchmark, metrics for all cities, service population below 20,000 people, maintain 10-19 parks, and maintain less than 250 acres are listed to provide additional lenses to view benchmark metrics.

An important distinction is made for this benchmark analysis. The Dykeman Park Municipal Golf Course is not included in the benchmark analysis. The golf course is not included because it is a special use facility that caters to a specific audience. Although a public asset, the financials, acreage, and full-time equivalent (FTE) calculations associated with the golf course would skew the benchmark results. Additionally, the golf course is operated out of a non-reverting fund whereas this benchmark analysis focuses on the base department functions.

### PARK LAND AND TRAILS

In terms of park land and trails, Logansport aligns with benchmark ranges. The number of residents served is very similar to the benchmark range. The number of acres available per 1,000 residents is also similar to the benchmark range. As noted above, the acreage represented in the benchmark does not include the Dykeman Park Municipal Golf Course's 167 acres. In terms of trail mileage available to residents, Logansport aligns with the benchmark range's average.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Residents per Park	1,511	2,000	1,200	2,200	2,000
Acres of Park Land per 1,000 Residents	11.3	11.2	12.9	10.9	5.1
Miles of Trail*	6.7	15	3	10	3

*\*Trail miles are a combination of paved and unpaved.*

### OUTDOOR FACILITIES

In terms of outdoor facilities tracked and measured by NRPA, Logansport offers youth baseball and softball fields, multi-purpose rectangular fields that can be used for both soccer and football, basketball courts, playgrounds a swimming pool, and a dog park. In terms of a level of service (LOS), Logansport tends to have a high level of service compared to agencies that offer the same amenity. Additionally, Logansport provides amenities not tracked by NRPA such as pickleball courts, shelters, and a splash pad. These are amenities that all help add to the Logansport level of service, even if a national benchmark comparison cannot be made. When examining outdoor amenities offered by agencies of similar size and scope, seemingly "missing" outdoor amenities within the Logansport infrastructure portfolio include community gardens, multi-use courts, and dedicated soccer fields. These features may warrant inclusion in the Logansport park system, but further public engagement and analysis is required.

The percentages in the chart below represent the percentage of agencies that offer this type of outdoor facility/amenity based on the benchmark characteristic. The numbers in the chart represent the LOS metric (i.e., 1 facility/amenity for every X number of people).

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Baseball Diamond (Adult)	-	58%	45%	48%	45%
	-	20,000	8,000	15,800	11,400
Baseball Diamond (Youth)	3	83%	78%	82%	77%
	6,000	7,000	3,100	5,800	4,600
Basketball Courts	10	90%	86%	91%	85%
	1,800	7,000	3,800	8,200	5,300
Community Gardens	-	55%	40%	41%	37%
	-	29,000	8,800	20,000	14,700
Cricket Fields	-	15%	1%	8%	3%
	-	103,000	-	66,000	55,800
Dog Parks	1	75%	44%	61%	46%
	18,000	43,000	11,100	28,900	18,300
Field Hockey Fields	-	4%	2%	5%	4%
	-	38,600	-	15,000	20,400
Football Fields	-	40%	26%	34%	24%
	-	30,000	8,000	18,000	12,300
Lacrosse Fields	-	11%	4%	10%	5%
	-	36,300	7,100	13,700	14,800
Multi-Purpose Fields (Natural)	4	70%	60%	70%	66%
	4,500	9,500	4,400	9,000	7,000
Multi-Purpose Fields (Synthetic)	-	21%	3%	15%	11%
	-	46,000	13,000	24,600	30,500
Multiuse Courts	-	49%	46%	46%	47%
	-	16,500	5,400	14,200	10,300
Outdoor Ice Rink	-	18%	21%	15%	14%
	-	16,900	8,000	12,200	8,000
Outdoor Pickleball Courts	2	-	-	-	-
	9,000	-	-	-	-
Outdoor Swimming Pool	1	-	-	-	-
	18,000	-	-	-	-
Outdoor Tennis Courts	-	-	-	-	-
	-	-	-	-	-
Overlay Fields	-	9%	6%	8%	8%
	-	21,400	8,700	10,700	10,600
Playgrounds	11	95%	96%	99%	96%
	1,600	3,400	2,000	3,700	3,100
Shelters	14	-	-	-	-
	1,300	-	-	-	-
Soccer Fields (Adult)	-	48%	35%	44%	39%
	-	14,000	8,000	10,600	11,400
Soccer Fields (Youth)	-	55%	52%	53%	45%
	-	7,400	3,500	7,100	4,000
Softball Diamond (Adult)	1*	73%	51%	62%	55%
	18,000	13,300	5,700	11,200	9,300
Softball Diamond (Youth)	2	67%	62%	60%	59%
	9,000	11,700	5,300	8,000	7,600
Sprayground/Splashpad	1	-	-	-	-
	18,000	-	-	-	-

\*Operated by Cass County Men's Softball

## INDOOR FACILITIES

Indoor recreation facilities provide guaranteed access and program space regardless of weather conditions. Currently, Logansport does not have any dedicated indoor recreation spaces like the ones tracked by NRPA benchmarks. Logansport does, however, have the McHale Complex at Riverside Park, Penman Building, and areas at the golf course that can be reserved for private use.

In terms of typical indoor facilities offered by organizations in similar size and scope as Logansport, community centers and recreation centers are most common, albeit a low number is required for Logansport based on LOS benchmarks.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Aquatics Centers	-	30%	15%	30%	24%
	-	57,300	11,400	39,700	23,600
Arenas	-	6%	4%	4%	4%
	-	68,200	6,100	16,700	12,900
Community Centers	-	64%	51%	55%	57%
	-	28,200	8,500	22,400	14,000
Indoor Ice Rinks	-	13%	6%	6%	8%
	-	56,100	8,000	12,000	11,000
Nature Centers	-	29%	10%	18%	9%
	-	102,000	11,800	33,600	22,200
Performance Amphitheaters	-	43%	16%	30%	21%
	-	64,800	9,300	33,600	26,000
Recreation Centers (including gyms)	-	71%	49%	54%	58%
	-	34,000	9,100	22,900	15,300
Senior Centers	-	50%	25%	37%	30%
	-	68,200	13,000	31,800	24,000
Stadiums	-	18%	11%	12%	13%
	-	78,300	9,100	31,000	24,500
Teen Centers	-	18%	8%	13%	14%
	-	74,600	14,400	23,300	25,300

## GENERAL PROGRAMMING

Logansport has a small programmatic portfolio and has just recently begun enhancing offerings. In terms of potential programming to add, health and wellness education, performing arts, racket sports, and team sports are offered by a large percentage of agencies of similar size and scope.

The percentages in the chart below represent the percentage of agencies that offer this type of recreation programming based on the benchmark characteristic.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Aquatics	<input checked="" type="checkbox"/>	78%	55%	65%	61%
Cultural Crafts	<input type="checkbox"/>	64%	40%	57%	53%
eSports/eGaming	<input type="checkbox"/>	14%	7%	8%	7%
Fitness Enhancement Classes	<input type="checkbox"/>	87%	67%	80%	79%
Golf	<input checked="" type="checkbox"/>	51%	22%	39%	28%
Health and Wellness Education	<input type="checkbox"/>	83%	67%	79%	76%
Individual Sports	<input checked="" type="checkbox"/>	79%	64%	75%	72%
Martial Arts	<input type="checkbox"/>	63%	39%	52%	57%
Natural and Cultural History	<input type="checkbox"/>	61%	37%	56%	43%
Performing Arts	<input type="checkbox"/>	68%	40%	62%	51%
Racquet Sports	<input type="checkbox"/>	76%	60%	66%	65%
Running/Cycling Races	<input type="checkbox"/>	49%	41%	43%	39%
Safety Training	<input type="checkbox"/>	72%	62%	67%	69%
Social Recreation Events	<input checked="" type="checkbox"/>	90%	83%	86%	88%
Team Sports	<input type="checkbox"/>	92%	85%	88%	89%
Themed Special Events	<input checked="" type="checkbox"/>	92%	83%	89%	87%
Trips and Tours	<input type="checkbox"/>	63%	43%	55%	54%
Visual Arts	<input type="checkbox"/>	65%	43%	56%	52%

## TARGETED PROGRAMS

When examining targeted recreation programs, senior programs, summer camps, and after school programs are most offered by similar-sized agencies; however, the prevalence of offering targeted programs in general is low among agencies of similar size and scope across the country. If Logansport were to add a focus area, summer camps would appear popular across the country.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
After School Programs	<input type="checkbox"/>	58%	47%	43%	50%
Before School Programs	<input type="checkbox"/>	14%	16%	15%	17%
Full Daycare	<input type="checkbox"/>	6%	4%	4%	6%
Preschool	<input type="checkbox"/>	30%	25%	32%	32%
Programs for People with Disabilities	<input type="checkbox"/>	65%	36%	58%	45%
Specific Senior Programs	<input type="checkbox"/>	83%	65%	79%	72%
Specific Teen Programs	<input type="checkbox"/>	69%	46%	64%	56%
STEM Programs	<input type="checkbox"/>	57%	40%	52%	47%
Summer Camp	<input type="checkbox"/>	82%	61%	81%	74%

## STAFFING

The national median for the number of full-time equivalents (FTE) for all cities is 54. This means that the median city agency has approximately 112,000 staff hours available across full-time, part-time, and seasonal employees. However, when examining benchmark communities, Logansport's 13 FTE are more in alignment with agencies that serve a similar population size and maintain a similar number of park acres, but this figure is much lower based on the number of park sites within the system. Based on community population, Logansport's FTE is lower than benchmark metrics.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Full-Time Equivalents (FTEs)	13	54	12	31	19
FTEs per 10,000 Residents	7	10.1	11.3	8.9	10.6

## BUDGET METRICS

Logansport's 2023 budget is approximately \$1,100,000, a figure like agencies that serve a similar population, but lower than systems that manage a similar sized system. Comparatively speaking, Logansport has a low operating expenditure per capita, per acre, and per FTE figure. Logansport generates a low revenue per capita amount compared to benchmarks which translates into a lower cost recovery percentage. Fees generated through programs and rentals go into the Parks Non-Reverting Operating Funds, which helps provide ongoing programs and pays for general facility maintenance.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Annual Operating Expenditures	\$1.1M	\$5.9M	\$1.2M	\$3.3M	\$2M
Operating Expenditures per Capita	\$57	\$104	\$117	\$89	\$102
Operating Expenditures per Acre	\$5,000	\$8,500	\$8,200	\$6,800	\$15,800
Operating Expenditures per FTE	\$80,000	\$103,000	\$102,000	\$106,400	\$93,000
Revenues per Capita	\$2.50	\$22	\$35	\$24	\$27
Revenue as a Percentage of Operating Expenditures (Cost Recovery)	4%	19%	25%	23%	25%

## DISTRIBUTION OF OPERATING EXPENDITURES

When examining the distribution of operating expenditures, Logansport aligns well with benchmark metrics with the exception of capital expenses. Most agencies have a separate capital improvement plan (CIP) that is funded outside of the normal operating budget. The CIP is also usually associated with a different funding source(s). Currently, Logansport carries a capital outlay budget line within its operating budget which is the reason why the Capital Expense (Not in CIP) metric below is much higher than benchmark metrics.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Personal Services	52%	56%	50%	55%	52%
Operating Expenses	25%	37%	42%	38%	40%
Capital Expense (Not In CIP)	23%	5%	6%	5%	6%
Other	-	2%	2%	2%	2%

## SOURCES OF OPERATING EXPENDITURES

In terms of sources for operating expenditures, Logansport is realistically funded almost entirely from the general fund. A non-reverting fund is used to leverage earned/generated revenue through program fees and charges, but the overall budget percentage attributed to this earned income is low.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
General Fund Tax Support	96%	67%	62%	62%	65%
Earned/Generated Income	4%	20%	24%	22%	22%
Dedicated Levies	-	6%	7%	8%	7%
Other Dedicated Taxes	-	3%	1%	2%	2%
Grants	-	2%	3%	2%	2%
Sponsorships	-	1%	1%	1%	1%
Other	-	1%	2%	3%	1%

## CAPITAL BUDGET

Capital spending varies greatly from park agency to park agency. The national median statistic for capital improvement spending is approximately \$9.9 million over a five-year period for all cities, but that figure decreases dramatically based on agencies of similar size and scope to Logansport. Based on capital expense actuals from 2018-2022, Logansport spent approximately \$700,000 on park capital improvement projects, an amount well below the median for agencies of similar size and scope.

Metric	Logansport	All Cities	<20,000 Population Served	10-19 Parks Maintained	<250 Acres Maintained
Five-Year Capital Budget Spending	\$700K	\$9.9M	\$1M	\$5M	\$2M

## DISCUSSION AND IMPLICATIONS

### Operating Support

Logansport is operating a park system that is relatively underfunded compared to industry benchmarks. More operational investment is warranted based on expenditures per acre, per capita, and per FTE. Additionally, there is a low cost recovery percentage based on existing program fees and charges. More programmatic opportunities to generate earned income is necessary. Diversifying funding sources will also be important for Logansport as most of the department’s funding is from the general fund. A popular trend in the parks and recreation industry includes identifying other dedicated funding sources beyond the general fund such as dedicated levies, tourism dollars, food and beverage taxes, and the like.

### Capital Support

As shown by the LOS metrics, Logansport offers many outdoor amenities, trail miles, and park acres that align well with industry benchmarks; however, five-year capital spending trends appear to be underfunded based on agencies similar in size and scope. With a relatively large infrastructure portfolio, it will be imperative for Logansport to identify additional capital monies for system reinvestment as infrastructure ages. Additionally, considerations for park land consolidation/repurposing should be discussed to reduce both the operational and capital support burden on the system.

### Programming Opportunities

Comparatively speaking, Logansport does not offer a program portfolio commensurate with industry benchmarks. As mentioned earlier, recreation programming is a relatively new function within the department and it will be important to continue growing this focus by identifying core program areas most salient to the Logansport population. Additionally, developing indoor recreation space will become more important as the system grows. Dedicated indoor space will allow for program expansions and the implementation of new programmatic opportunities.

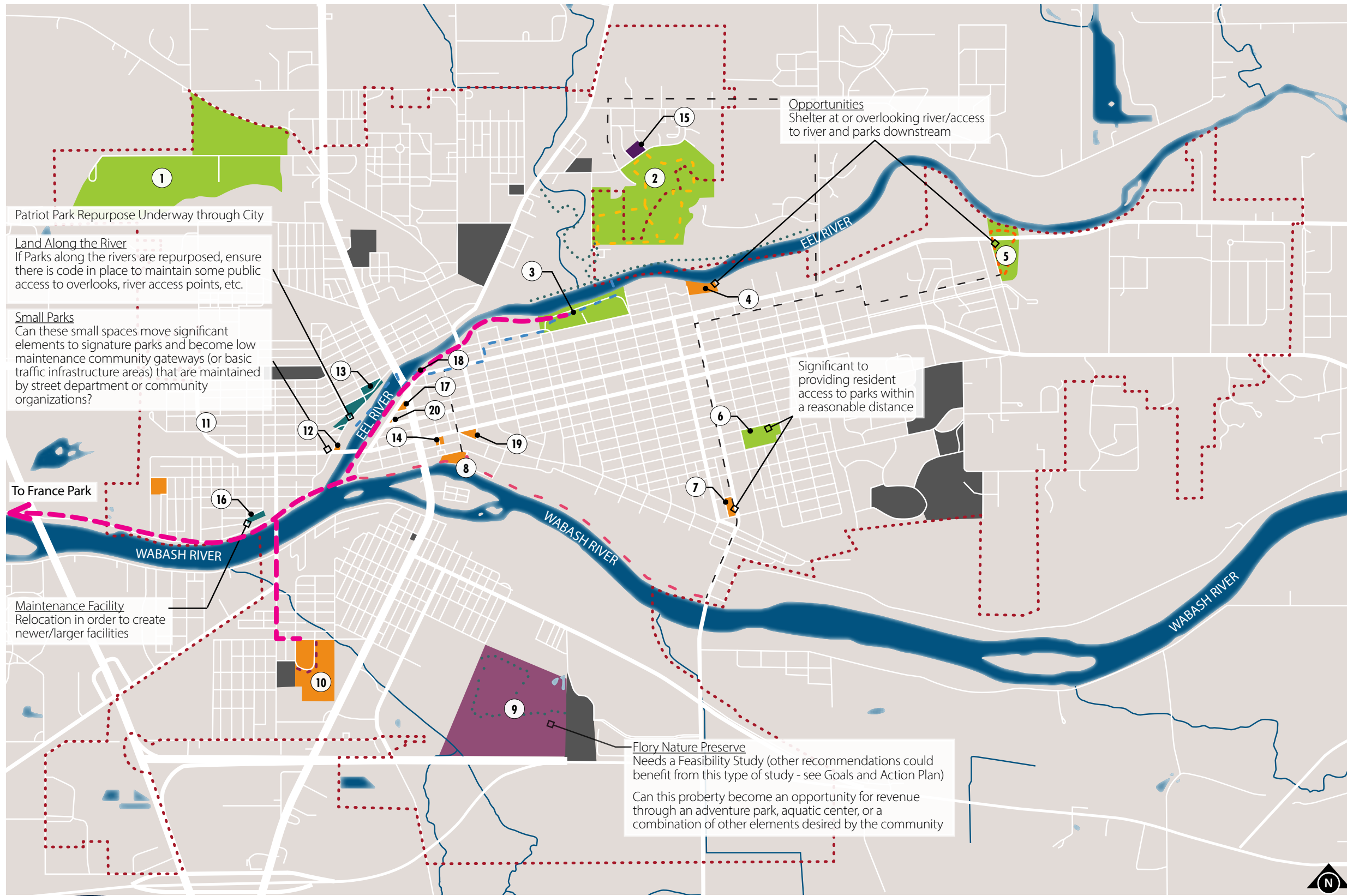
# Priority Goals

## Introduction

These goals are also listed later in this chapter under specific sub-categories, but these goals should be the most prioritized in the next 5 years.

- Execute the most current design of the overall park (preferably via a bond to limit phasing) (see Chapter 8 - Appendix for plan)
- Improve connectivity and programming at Dykeman Park
- Integrate Heritage Park into LTW Commons Park
- Redevelop Melbourne Park and require a minimum amount of greenspace for public access (ex. playground with small lawn area)
- Expand & Connect Trails throughout city and beyond
- Emphasize connectivity through the river and trail corridors by completing a River Master Plan
- Organize and promote park-centric volunteer opportunities
- Partner with the public to advocate for the prioritization of more funding and staff positions





**PARKS**

1. Dykeman Park
2. Huston Park
3. Riverside Park
4. Dunwoody Park
5. Spencer Park
6. Muehlhausen Park
7. Bishop Park
8. Little Turtle Waterway
9. Flory Nature Preserve
10. Fairview Park
11. Melbourne Park
12. Memorial Park
13. Patriot Park
14. Heritage Park
15. Penman Service Center (Office)
16. Maintenance Building
17. Jean Cole Park
18. Stonewall Park
19. Burkhart Park
20. Flory Memorial

**LEGEND**

- Logansport City Limits
- School Buildings
- Parks Buildings, To Remain
- Signature Parks
- Parks To Be Repurposed
- Parks To Be Enhanced
- Designated For Future Development
- Huston Trails
- Eel River Run
- Little Turtle Waterway
- Spencer Park Loop
- Fairview Park Loop
- Trails Not Maintained by Parks
- Sidewalk Trails (NOT MAINTAINED BY PARKS)
- Possible Trail Connections

Patriot Park Repurpose Underway through City

**Land Along the River**  
If Parks along the rivers are repurposed, ensure there is code in place to maintain some public access to overlooks, river access points, etc.

**Small Parks**  
Can these small spaces move significant elements to signature parks and become low maintenance community gateways (or basic traffic infrastructure areas) that are maintained by street department or community organizations?

**Opportunities**  
Shelter at or overlooking river/access to river and parks downstream

Significant to providing resident access to parks within a reasonable distance

To France Park

**Maintenance Facility**  
Relocation in order to create newer/larger facilities

**Flory Nature Preserve**  
Needs a Feasibility Study (other recommendations could benefit from this type of study - see Goals and Action Plan)  
Can this property become an opportunity for revenue through an adventure park, aquatic center, or a combination of other elements desired by the community



**LOGANSPORT PARKS AND RECREATION - Facilities Plan**  
5 YEAR PARKS MASTER PLAN



# PLAN OF ACTION

## PURPOSE

The following pages form the recommended 5-year Action Plan for Logansport Parks & Recreation. These goals have direct correlation with the overarching themes from all input collected as well as SWOT Analysis. Within each goal, strategies are subdivided by general time frames.

## HOW TO USE THIS INFORMATION

These strategies are provided to provide a roadmap for future developments. As seen in Goal 1, this action plan should be revisited on a quarterly basis. This provides flexibility as funding sources change, park conditions change, and community involvement evolves.

## GOAL 1: GENERAL PARKS SYSTEM STRATEGIES

Continual assessment, improvement, and evaluation of service with an emphasis on better connecting programming with facilities and consistent public outreach.

## STRATEGIES

### 1-3 YEARS

- Finalize updated vision, mission, value statements and related branding to raise awareness and promote advocacy
- Establish an annual Park Board Retreat (including Parks Staff, and Parks Board and Foundation members) in spring (start in 2024) to review progress, revisit ongoing action and studies/ plans/ etc., and celebrate success empower and use the agenda
- Revisit 5-Year master plan goals and action items on a quarterly basis (to continue to better connect programming to facilities)
- Public Outreach – build more system advocacy/ support
- ADA – Full system evaluation update (previous from 2013)
- Develop a fully detailed asset inventory (could be in conjunction with a full City asset inventory)
- Program expansion and planning through better facility utilization and partnerships
- New or Renovated Restrooms, and additional Shelters on a capital projects timeline
- Improve public access to the Rivers (consider a partnership with Planning and others for a Riverfront Master Plan)
- Promote multi-generational health and wellness
- Collaboration with Visitors Bureau
- Feasibility Studies for potential major projects such as a new Maintenance Facility, Flory Nature Preserve, and a potential Recreation Center (benefits include partnership exploration, detailed cost estimates, and funding / phasing strategies)
- Establish revenue philosophies – funding sources (capital and operational) and cost recovery
- Revise / Establish fee schedules (user fees and rentals)
- Consider new and/ or alternate strategies for staff hiring and retention
- Apply for more grants and utilize the demographic, benchmarking, and other resources within the 5-Year master plan
- Unify Planning documents for future development
- Park Classification Map and Consolidation Study
- Crime Prevention Through Environmental Design (CPTED, pronounced SEPTED) study and analysis
- Partner with the public to advocate for more funding and staff positions

## GOAL 2: MAINTENANCE

Improve general maintenance and maintenance planning for all properties.

### STRATEGIES

#### 1-3 YEARS

- Establish a staffing standard based on similar provider metrics and data from this master plan
- Use a manpower study or work order system study to better track maintenance and deferred maintenance
- To ensure annual funding, complete the Capital Improvement Plan (CIP) document required by the Planning Department, and followed up by the Common Council of the City of Logansport
- Provide in-house and outside educational opportunities
- Develop volunteer position descriptions and provide regular volunteer opportunities
- Revise the standard cleaning protocol and better implement for all park restrooms
- Provide more trash cans throughout the entire park system
- Establish a complete trail maintenance program that includes asphalt sealant, repair &/or replacement, mowing, edging, trimming, trash removal, graffiti removal, mural additions, etc.
- Audit / Analysis of existing security lighting and camera use
- Organize and promote park-centric volunteer opportunities

#### 3-5 YEARS

- Repair/replace asphalt surfaces including courts, parking lots, and driveways, and roads
- Repair and replace lighting in all parks
- Adopt Crime Prevention Through Environmental Design (CPTED) standards

#### 5+ YEARS

- Construct a larger maintenance facility (based on a feasibility study)

## GOAL 3: FACILITIES AND AMENITIES

Provide new or renovated amenities and/or facilities as documented through the completed surveys

### STRATEGIES

#### 1-3 YEARS

- Soccer Fields at Huston Park
- Stage or Amphitheater – multiple locations
- Improved Public access to the Eel and Wabash Rivers
- Ice Skating Rink (temporary setup in a Signature Park)
- Disc Golf Course
- Additional Shelters (per new standard model)
- Roadmap and Start Feasibility Studies (noted as a part of other goals)
- Complete Dog Park at Muehlhausen Park
- "Park in a Box" Van for mobile Programming

#### 5+ YEARS

- Indoor aquatics
- Outdoor Adventure Park
- Community Gardens
- Recreation Center (Multi-Organizational use)
- Nature Center
- Additional Trails

#### 3-5 YEARS

- Indoor Park w/ walking track, basketball courts, skate park, game room, concession stand, indoor playground, party room, and social areas
- Complex of pickleball courts, 4-6 courts
- River Overlooks/ Social Space (Dunwoody Park and/ or Spencer Park)
- Fitness Equipment along Trails
- Include fencing around all new playgrounds

# GOAL 4: ENHANCE SIGNATURE PARKS

Enhance and Improve the Community's most cherished and storied facilities as documented through the completed surveys – Parks Staff and Board to prioritize the 1-3 year, 3-5 year, and 5+ year goals at the 2024 Annual Retreat

## STRATEGIES

### RIVERSIDE PARK

- Execute the most current design of the overall park (preferably via a bond to limit phasing) (see Chapter 8 - Appendix for plan)
- Continue and Build the Success of Major Events: Squeal on the Eel, July 4th, Cass County Carousel, Concerts
- Add an Amphitheater and Shelters
- Enhance the small boat launch
- Train enhancement
- Miniature Golf Enhancement and/ or Expansion

### DYKEMAN PARK AND GOLF COURSE

- Improve connectivity and programming
- Improve the overall functionality of the golf course by installing new cart paths
- Purchase new carts on a regular basis;
- Design and Construct a new clubhouse & pavilion for the Dykeman Park Municipal Golf Course
- Establish fundraising Goal
- Establish persons to serve on fundraising committee
- Work with city to develop financial strategy and construction method
- Create a design for the clubhouse, the pavilion, parking, and other amenities
- Construct and Open the new facilities for the 100th anniversary (proposed to be a BOT process)
- Celebrate the 100th Anniversary of Dykeman Park Municipal Golf Course in 2026 - potential of "legacy" golf tournament?
- Golf course needs to remain on a path for long-term independent financial sustainability
- Trail connections to other parks? (link along main drive back to Dykeman pavilion and Boy Scout trails in the woods)
- Address aging irrigation system
- Explore potential land acquisition strategies for property to the north – driving range, etc.

### SPENCER PARK

- Amphitheater
- Renovated and/ or new Shelters
- Add a Playground Feature
- River Access Improvement

### MUEHLHAUSEN PARK

- Continue ongoing improvements – Dog Park (with old press box restrooms) and new Playground

### LITTLE TURTLE WATERWAY

- Enhance Plaza Lawn to host small to medium events
- Enhance Main Lawn to host small to medium events

# GOAL 5: PUBLIC OUTREACH

Promote and educate the public about Parks programs, staff activity, and successes in addressing issues

## STRATEGIES

### 1-3 YEARS

- Building strong relationships within existing resources and partnerships
- Parks security and safety
- Communicate available programs
- Park processes and rules
- Deferred maintenance log
- Utilize and promote City translation services
- Promote updated Mission, Values, Vision, and update marketing materials

### BUDGET FOR

- Signage - replacements and new graphic-type
- Signage - better messaging through additional graphic-type signage (to address language barriers, etc.)
- Social media
- Online advertising
- Banners
- Printed programs
- Calendar(s)
- School collaboration/ distribution of information

# GOAL 6: PROGRAMS

Enhance Programming Opportunities and Activities for All Age Ranges

## STRATEGIES

### 1-3 YEARS

- Utilize the Youth Survey (2023) to identify opportunities and better plan programming for each age range
- Family Fitness Night encouragement w/ special events
- Collaborate and Program with the Cass County Carousel (promote more consistent year-round hours)
- Continue Community Calendar coordination and overlay with Partners and Similar Providers (established in 2023)
- Program with the Cass County Carousel – perhaps work with them to provide year-round consistent hours to the community
- Themed Evening Events
- Event employee(s)
- Expanded Earth Day Celebration
- Adult Fitness & Wellness through a walking club and use of the NFC court at Riverside Park
- Continue existing annual special events such as Daddy-Daughter Dance, Christmas in the Park, etc.
- Additional Programming for: Dykeman Shelter, Fairview, Bishop Park
- Explore future opportunities for Burkhart Park
- Add inclusive and/or adaptive program opportunities

### 3-5 YEARS

- Sports programming
- Partner and collaborate with LCSC, YMCA, Youth Service Alliance, Special Olympics, and Senior Center
- Complete a Youth Survey regarding their program needs
- Restroom / Gathering Areas at Signature and secondary level parks
- Mentorship Program (and 1-2 staff members)
- Classes: Home School, STEAM

### 5+ YEARS

- Afterschool drop-in (recreation center for ages 10-14)
- Preschool activities
- Outline goals and opportunities for programs for a potential future recreation and nature centers

# GOAL 7: PARK CLASSIFICATION & BEST LAND USE

Explore strategies for the best and highest use of each property, and potentially repurpose underutilized or redundant properties for public/ private redevelopment and/ or private development

## STRATEGIES

### 1-3 YEARS

- Classify properties as a part of this Master Plan and utilize this classification strategy in the future (see map, this chapter)
- Establish City Standards (through collaboration with Planning) for the inclusion of greenspaces and maintaining views and sidewalk access to overlooks (and small boat launches, etc.) for properties along riverfront that may be redeveloped and/ or sold for private development (ex. Patriot Park)

### 3-5 YEARS

- Melbourne Park – redevelopment opportunities – collaborate with all City Departments
- Dunwoody Park – collaborate with all City Departments
- Burkhart Park – redevelop as a unique property to the system as an urban pocket park that become an anchor to a potential downtown district

## ADDITIONAL STUDIES NEEDED

These additional studies are recommended to further inform the above goals and strategies. They are also noted in Goal 1.

- Further utilizing data, finalize a process for staff hiring and retention
- Unify planning documents
- Develop a fully detailed asset inventory
- Feasibility studies for potential major projects
- ADA system evaluation update
- Park classification map and consolidation study
  - Consolidation study could include leasing agreements, access easements, etc.
- Crime Prevention Through Environmental Design (CPTED, pronounced SEPTED) study and analysis
- River Master Plan

# Future Action Steps For 2024-2028

Logansport Parks Department strives for constant and continued progress in providing equitable and high-quality recreation programming and park locations. Based on the previously listed goals and strategies, the following action steps chronologically describe achievable steps to improve Logansport Parks. The list below shows major action steps and the following pages include more detailed descriptions of these steps.

## YEARLY ACTION STEPS

- Upgrade Park Lighting
- Maintenance Of Trails, Park Signage, And Outdoor Sports Equipment
- Hire More Staff At All Levels
- Plan For And Install 'Christmas In The Park' Holiday Displays For Thanksgiving Through New Years
- Plan Following Year Program Enhancements As Requested By The Public In Public Feedback

### PRIMARY ACTION STEPS FOR 2024

- Complete current projects such as; Wright Street Bark Park, repair and stabilization of Historic Spencer Shelter, ADA accessibility of Stonewall Park (responsibility of Cass County).
- Adding park signage to Bishop, Dunwoody, Riverside, and Spencer Parks.
- Updating maintenance equipment
- Planning 2025 program enhancements as requested by the public in public feedback
- Completing application to Land & Water Conservation Fund for Riverside Park improvements.

### PRIMARY ACTION STEPS FOR 2025

- Begin ADA assessment update
- ADA drinking fountain installed at South Spencer Park
- Contract to design repurposed Burkhart Park
- Complete construction of new Dykeman Park Clubhouse; Work to complete amenities and furnishings in and outside of building

### PRIMARY ACTION STEPS FOR 2026

- Complete ADA assessment update
- ADA drinking fountain installed at Muehlhausen Shelter
- Add electric access at Huston Park for vendors
- Provide leased ice skating rink at the upgraded farmer's market

### PRIMARY ACTION STEPS FOR 2027

- Begin construction of pickleball complex
- Develop soccer complex at Huston Park
- Install fitness equipment along trails
- Construct trail connections to regional trails

### PRIMARY ACTION STEPS FOR 2028

- Upgrade park lighting
- Maintenance of trails, park signage, and outdoor sports equipment
- Hire more staff at all levels
- Plan for and install 'Christmas In The Park' holiday displays for Thanksgiving through New Years
- Planning following year program Enhancements as requested by the public in public feedback



## Logansport Parks & Recreation Department Future Action Steps for 2024-2028

### 2024

- HIRE MORE STAFF AT ALL LEVELS
- Fairview Park Restroom renovation, including reroofing.
- Fairview Park Security Cameras
- Park Signage for Riverside, Dunwoody, Spencer & Bishop Parks
- Replace 2011 Chevy Silverado
- Replace John Deere Utility Vehicle
- Purchase new mower and mowing attachment
- Replacing Muehlhausen Playground
- Repurposing Muehlhausen Softball Field into the Wright Street Bark Park
- Replacing water lines and water heaters at Muehlhausen Aquatic Center
- Purchasing 24 picnic tables
- Extensive repair and stabilization of historic Spencer Shelter on Eel River
- Install 3 new picnic shelters at Spencer Park; remove old structures.
- Install new picnic shelter at Bishop Park
- Renovate Bishop Park Basketball Court with new asphalt, paint and goals; will paint multi-sport lines on asphalt.
- Replacing solid wood benches with new logs at Riverside and Stonewall Park Trailheads
- Completion of ADA accessibility of Stonewall Park by Cass County
- ADA accessible drinking fountain to be installed at Little Turtle Waterway Plaza(along trail)
- Complete development of Little Turtle Waterway Commons on the north side of Melbourne Avenue, including repainting of LTW Signal Bridge, new ADA sidewalks and lawn space, lighting game court, splashpad, and renovation of historic depot into ADA accessible restroom facility.
- Completing application to Land & Water Conservation Fund for Riverside Park improvements.
- Planning 2025 Program enhancements as requested by the public in public feedback
- Reopening of complete circle of displays for 8<sup>th</sup> year of Christmas In the Park at Spencer Park
- City makes annual contribution to Clubhouse project
- Cart paths at Dykeman Park Municipal Golf Course to be completely groundup, new stone base, new asphalt to be completed in late summer.
- Following completion of cart paths, install new sponsorship signage at each tee box.
- Establish Contractor and Financial arrangements for construction of clubhouse
- Construction on the Dykeman Clubhouse to begin in late Fall
- Building a nature playground at Huston Park
- Replace through purchase a 2020 Fairway Mower, Greens Sprayer, and a heavy-duty utility vehicle

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- Expansion of cold storage for golf maintenance equipment
- Replace batteries on 25 golf carts
- Make annual loan payment on 12 golf carts

## 2025

- HIRE MORE STAFF AT ALL LEVELS
- Begin ADA Assessment Update
- ADA Drinking Fountain Installed at South Spencer Park
- Playground replacement at South Spencer Park
- Sport Court improvements at Fairview Park
- New Pavement for Roads/Parking Lots at Dykeman Park West
- Seal Coat parking lot at Huston Park
- Install new fencing around Bishop Park/Basketball Court
- Upgrade park lighting annually
- Improve public access to the Eel River at Spencer Park
- Replace the Penman Service Center Roof, gutters, and solar panels
- Replace scheduled vehicles annually
- Replace Spencer Park Infrastructure
- Attachments for Heavy Equipment
- Heavy Machinery Trailer
- Replace water tank trailer
- Purchase snow removal equipment w/ cab for Ventrac
- Maintain up to date park signage annually
- Annually plan for and install Christmas In the Park holiday displays for Thanksgiving through New Years
- Replace Mondopad @ Penman Conference Room
- Build Pole Barn for CITP storage at Spencer Park
- Planning 2026 Program enhancements as requested by the public in public feedback
- Annual maintenance on trails as scheduled
- Contract to design repurposed Burkhart Park
- Maintain permanent outdoor sports equipment annually
- City makes annual contribution to Clubhouse project
- Make annual loan payment on 12 golf carts
- Purchase used mini-excavator and small frontend loader
- Replace current irrigation with upgrade, including 3 new pumps and pumphouse
- Complete construction of new clubhouse; work to complete amenities and furnishings in and outside of building



## 2026

- HIRE MORE STAFF AT ALL LEVELS
- Complete ADA Assessment Update
- ADA Drinking Fountain Installed at Muehlhausen Shelter
- Playground Replacement at Huston Park
- Sport Court improvements at Spencer Park
- New Pavement for Roads/Parking Lots at Fairview Park
- Seal Coat parking lot at Penman Service Center
- Install new fencing around the Fairview Playground
- Upgrade park lighting annually
- Add electric access at Huston Park for vendors
- Complete necessary repairs at the Spencer Park lower shelter
- Replace scheduled vehicles annually
- Replace John Deere Tractor
- Replace mowers with multipurpose equipment
- Maintain up to date park signage annually
- Construct new maintenance facility on “Public Works Campus”
- Planning 2027 Program enhancements as requested by the public in public feedback
- Annually plan for and install Christmas In the Park holiday displays for Thanksgiving through New Years
- Annual maintenance on trails as scheduled
- Begin construction of Riverside Park Improvements with LWCF Grant &/or bond to include river overlooks, widening of the Eel River Run, improving public access site, enhanced parking to/from Cass County Dentzel Carousel and other areas of the park, new playground and splashpad, large amphitheater/stage, and picnic pavilions.
- Construct Burkhart Park per 2025 design
- Construct Splashpad at Fairview Park
- Contract to conduct a feasibility study for an indoor recreation center with aquatics
- Determine location and contract to design pickleball complex
- Work with CC Visitor’s Bureau to install wayfinding signage to destination parks
- Maintain permanent outdoor sports equipment annually
- Provide leased Ice Skating Rink at the upgraded Farmer’s Market
- City makes annual contribution to Clubhouse project
- Open New Clubhouse at Dykeman Park Golf Course
- Celebrate 100<sup>th</sup> Anniversary of Dykeman Park Municipal Golf Course with recognitions, golf outings, VIP’s participating, and other activities
- Complete golf car loan for 12 carts

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## 2027

- HIRE MORE STAFF AT ALL LEVELS
- ADA Drinking Fountain Installed at the East Trailhead of LTW
- Playground Replacement at Bishop Park
- New Pavement for Roads/Parking Lots at Spencer Park
- Install new fencing around the Fairview Courts
- Upgrade park lighting annually
- Establish formal crosswalk on High Street at Spencer Park
- Construct Trail Connections to regional Trails
- Replace scheduled vehicles annually
- Attachments for Heavy Equipment
- Maintain up to date park signage annually
- Planning 2028 Program enhancements as requested by the public in public feedback
- Annual maintenance on trails as scheduled
- Annually plan for and install Christmas In the Park holiday displays for Thanksgiving through New Years
- Complete construction of Riverside Park Improvements with LWCF Grant &/or bond to include river overlooks, widening of the Eel River Run, improving public access site, enhanced parking to/from Cass County Dentzel Carousel and other areas of the park, new playground and splashpad, large amphitheater/stage, and picnic pavilions.
- Begin construction of pickleball complex
- Maintain permanent outdoor sports equipment annually
- Develop Soccer Complex at Huston Park
- Provide leased Ice Skating Rink at the upgraded Farmer's Market
- Install fitness equipment along trails
- City makes annual contribution to Clubhouse project

## 2028

- HIRE MORE STAFF AT ALL LEVELS
- ADA Drinking Fountain Installed at Melbourne Park
- Selective Playground updates
- New Pavement for Roads/Parking Lots at Muehlhausen Park
- Install new fencing around the Muehlhausen Park Playground
- Upgrade park lighting annually
- Construct Trail Connections to regional Trails
- Replace scheduled vehicles annually
- Replace Skid loader
- Replace mowers with multipurpose equipment

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- Maintain up to date park signage annually
- Planning 2029 Program enhancements as requested by the public in public feedback
- Annual maintenance on trails as scheduled
- Annually plan for and install Christmas In the Park holiday displays for Thanksgiving through New Years
- Complete construction of pickleball complex
- Build indoor recreation center if approved in 2026
- Maintain permanent outdoor sports equipment annually
- Provide leased Ice-Skating Rink at the upgraded Farmer's Market
- Install fitness equipment along trails
- Begin work on the 5-Year Master Plan for 2029-2033
- City makes annual contribution to Clubhouse project
- Complete financial responsibilities for the Clubhouse Project (close out bond)

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# Funding Resources

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Many are the demands 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 Parks and Recreation Board for implementing programs for recreational purposes.

## **NRC — Non-Reverting Capital Funds**

Non-Reverting Capital Fund Accounts are created for the purpose of acquiring land or making specific capital improvements. All proceeds from the sale of Parks and Recreation Department property and equipment plus special user fees as established by the Parks and Recreation Board shall be deposited into this capital fund.

## **NRO — Non-Reverting Operations**

Non-Reverting Operating funds are created for park purposes from which expenditures may be made by appropriation by the Parks and Recreation Board. All receipts from program participation, event admissions, concessions, rentals, sales of merchandise and food, user fees from golf operations and revenue generated by park operations throughout the park system and rental fees from enclosed facilities shall be deposited into said special non-reverting operating fund.

## **CP — Civil City Personnel**

Each year a significant portion of the Civil City budget is devoted to personnel expenses. These expenses include base salaries, overtime pay, longevity pay based on number of years employed, medical and life insurance benefit coverage, and PERF (Public Employee Retirement Fund) contributions.

## **CO — Civil City Operations**

In addition to the annual appropriation for personnel expenses, the Park Department receives each year from Civil City funds a budget amount for operations for the upcoming year. This money is used to cover maintenance costs associated with park upkeep, departmental office operating expenses, and costs associated with promoting and running the recreation program and special events.

## **COIT — County Option Income Taxes**

Adopted by county councils, city councils and towns, this income tax raises funds for new spending for all local units except schools.

## **CEDIT — County Economic Development Income Taxes**

Revenue raised by CEDIT must be used for economic development projects or public capital projects.

## **CBDG — Community Block Development Grant**

The Community Development Block Grant program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The CBDG program provides annual grants on a formula basis to 1209 general units of local government and States.

## **CBF — Cumulative Building Fund**

A Cumulative Building Fund may be established by the Board to provide money for building, remodeling, and repair of park and recreation facilities; or for the purchase of land for park and recreation purposes.

## **SA — City Special Appropriation**

The City may also, from time to time, appropriate money toward Park Department projects and improvements from other town revenue sources. These sources might include money from the Town's Community Development Block Grant budget (CBDG). Also, funds needed to match grant requests are sometimes appropriated from a City matching funds line item.



### **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. Also, land donations to the park system have been received since early in the history of the Park Department and, where advantageous, these land donations should be encouraged and received by the Park Board.

### **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 can not exceed a set percentage (2%) of the assessed valuation of the taxing district. Public hearings must be held and approval is required by the City Council.

### **RIF — Recreation Impact Fees**

A Recreational Impact Fee Ordinance allows for the new housing developments to assist in the funding of facilities (based on identified recreational standards) to serve that particular population growth. This funding source is not to be used for current facility deficiencies.

### **HIF — Highway Impact Fees**

Similar to the Recreation Impact Fee funding source, the City's Highway Impact Fees can be used for trail development within road right-of-ways.

### **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 city/ town must have a park and recreation board established in accordance with state statutes and have an approved Park and Recreation Master Plan.

### **MAP-21 — Moving Ahead for Progress in the 21st Century**

Funding surface transportation programs at over \$105 billion for fiscal years 2013 and 2014, MPA-21 is the first long-term highway authorization enacted since 2005. Under MAP-21, the Transportation Alternatives Program (TAP) will receive about \$780 million for projects such as bike/pedestrian facilities; safe routes for non-drivers; conversion of abandoned railroad corridors for trails; community improvement; and environmental mitigation activities, as well as others.

### **IHT — Indiana Heritage Trust**

The Indiana Heritage Trust was created to fund the purchase of natural areas for public use. Funded by the sale of environmental license plates and donations, the money is used for land acquisition. A Project Committee reviews the proposed projects submitted to the Heritage Trust Committee, which in turn recommends approval by the Governor. The Trust Committee members are appointed by the governor and legislative leaders. A portion of the Heritage Trust funds is available to the Division of Outdoor Recreation for the purchase of land that meets established criteria. Projects could include greenways and land for trails.

### **RTP —Recreational Trails Program**

The Recreational Trails Program (RTP) is an assistance program of the Department of Transportation's Federal Highway Administration (FHWA). Federal transportation funds benefit recreation by making funds available to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. The RTP funds come from the Federal Highway Trust Fund, and represent a portion of the motor fuel excise tax collected from non-highway recreational fuel use: fuel used for off-highway recreation by snowmobiles, all-terrain vehicles, off-highway motorcycles, and off-highway light trucks.

### **HPF — Historic Preservation Fund Program**

Each year, the U.S. Congress appropriates approximately \$37 million to the Historic Preservation Fund (HPF). The HPF provides matching grants to encourage private and non-federal investment in historic preservation efforts nationwide, and assists State, local governments, and Indian tribes with expanding and accelerating their historic preservation activities nationwide. HPF grants serve as a catalyst and "seed money" for preserving and protecting our nation's irreplaceable heritage for this and future generations.

### **Hoosier Riverwatch Water Monitoring Equipment Grants**

Equipment grants are available for volunteer groups interested in monitoring the water quality of local rivers and streams. The grants, administered by the DNR's Hoosier Riverwatch, will help as many as 60 groups establish education and river stewardship programs throughout the state. Non-profit groups, public agencies, environmental clubs and schools are among those eligible for grants. Since 1996, approximately 155 volunteer groups have received equipment and have started monitoring local waterways. This year, 10 grants are reserved for elementary schools to encourage participation in stewardship among young people.

### **LARE — Lake and River Enhancement**

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

### **UFC — 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.

### **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. Private companies are also 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.

### **Funding Sources**

Indiana Department of Transportation  
Indiana Department of Natural Resources, Division of Outdoor Recreation  
Indiana Committee for the Humanities  
Indiana Arts Commission  
Indiana Department of Aging and Community Services  
Indiana Federal Property Program  
Indiana Department of Commerce  
Indiana State Board of Health  
U.S. Department of Commerce, Economic Development Administration  
U.S. Department of Health and Human Services  
U.S. Army Corps of Engineers  
U.S. Armed Services  
U.S. Department of Education  
President's Council on Physical Fitness and Sports  
Green Thumb, Inc.  
The Nature Conservancy  
Acres, Inc.  
The Trust for Public Land  
National Association for the Exchange of Industrial Resources  
Fish America Foundation  
Capital Fund Drive Campaign  
Memorial Giving  
Deferred Giving  
Public-Private Partnerships  
Private Philanthropy  
Park Foundations and "Friends" Groups

*The aforementioned funding sources are not intended as an exhaustive list of available sources. In carrying out its responsibilities, the Parks 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.*



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